

ARTICLE 48

Parks and Recreation

by Candace Goode Vick

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THE GENERAL ASSEMBLY . . . declares that the public good and the general welfare of the citizens of this state require adequate recreation programs; that the creation, establishment, and operation of parks and recreation programs is a proper governmental function; and that it is the policy of North Carolina to forever encourage, foster, and provide these facilities for all its citizens.¹ The development of public parks and recreation activities as a local government function in the United States stems from the public park and playground movement that began in large cities such as Boston and Chicago in the 1890s. Since the early days of settlement houses, the provision of parks and recreation services has generally been regarded as a municipal responsibility. Growth of parks and recreation services in North Carolina and throughout the nation has been such that even the smaller towns and cities now provide some measure of financial support for these services. In 2005, 145 cities offered full-time parks and recreation services. Not until the late 1960s did parks and recreation become an accepted county function in North Carolina with the establishment of the Person County Parks and Recreation Department. The acceptance of public parks and recreation as a county function in the state moved slowly until the mid-1960s. In the 1960s there were only thirteen such departments in North Carolina. By 1974 the number had grown to twenty-seven. Today, seventy-four counties provide sufficient appropriations to fund a full-time department that is professionally directed bringing the total full-time local parks and recreation departments to 219. Many other counties and cities provide financial support of varying degrees but less than required for full-time, year-round operation.

1. Recreation Enabling Act of 1945, codified as N.C. GEN. STAT. §§ 160A-351.

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Generally, cities that have parks and recreation programs tend to spend more on them per capita than do counties that have such programs. In 2005 the average per capita expenditure by cities and counties with parks and recreation programs was \$43.57, based on a total statewide outlay of approximately \$276 million.² In the nation and in North Carolina, local governments spend more for parks and recreation than state governments do. In the nation in 2002, local governments accounted for 83.5 percent of state and local government expenditures for parks and recreation. In North Carolina the local government share was slightly lower, 80.6 percent.³

The size and the scope of local recreation programs vary greatly across North Carolina. Large communities such as Mecklenburg County and Greensboro operate a wide range of programs from youth athletics to activities for older adults, with full-time staffs of 397 and 236 and total budgets of \$31.27 million and \$29.55 million, respectively. On the other hand, small cities often provide parks and recreation services with one to three full-time employees and seasonal staff. Some local programs are responsible for managing both parks and recreation programs, whereas others operate strictly recreation programs. In some cases, municipal departments are being asked to expand their programs to provide some level of recreation services to noncity residents. At least ten of the state's municipal parks and recreation departments provide services to noncity residents through joint agreements with county governments.

Local parks and recreation services are not uniform, in either type of activity or level of service. Some are primarily oriented toward team league sports, whereas others offer a variety of arts, crafts, music, dance, aquatics, drama, boating, environmental education, and wellness programs for all ages. Many departments have a system of ball fields, tennis courts, golf courses, community centers, greenways, and aquatic facilities. Others may provide only one or more park sites with limited facilities. Some communities not only have built their own recreation facilities, but also, using the Community Schools Act of 1977, have opened up schools for a variety of recreational uses. Local parks and recreation departments are also expanding their offerings to include nontraditional services such as afterschool child care programs, literacy programs, and child care for parents participating in recreation programs. Other departments have expanded their services to include the operation of historic sites and cultural resources, convention centers, or maintenance of roadways and cemeteries. Although each recreation department is unique, all recreation departments are working toward the goal of improving the quality of life for their residents by providing quality parks and recreation services.

Authority to Provide Parks and Recreation Services

The North Carolina Recreation Enabling Act, G.S. Chapter 160A, Article 18, authorizes local governments to provide parks and recreation services to their citizens. The statute defines *recreation* broadly for purposes of the enabling act: "Recreation" means activities that are diversionary in character and aid in promoting entertainment, pleasure, relaxation, instruction, and other physical, mental, and cultural development and leisure time experiences (G.S. 160A-352).

This legislation (G.S. 160A-353) specifically authorizes local governments to do the following:

1. establish and conduct a system of supervised recreation;
2. set apart lands and buildings for parks, playgrounds, recreational centers, and other recreational programs and facilities;
3. acquire real property, either within or without the corporate limits of the city or the boundaries of the county, including water and air rights, for parks and recreation programs and facilities by gifts, grant, purchase, lease, and exercise of the power of eminent domain or any other lawful method;
4. provide, acquire, construct, equip, operate, and maintain parks, playgrounds, recreation centers, and recreation facilities, including all buildings, structures, and equipment necessary or useful in connection therewith;
5. appropriate funds to carry out the provisions of the Article;

2. Dallis Tucker, *Municipal and County Parks and Recreation Services Study* (Raleigh, N.C.: North Carolina State University, Recreation Resources Service, 2005).

3. U.S. Census Bureau, *State and Local Government Finances: 2001–02* (last updated October 2004). Retrieved November 30, 2005, <http://www.census.gov/govs/www/estimate02.html>.

6. accept any gift, grant, lease, loan, bequest, or devise of real or personal property for parks and recreation programs. Devises, bequests, and gifts may be accepted and held subject to such terms and conditions as may be imposed by the grantor or trustee, except that no county or city may accept or administer any terms that require it to discriminate among its citizens on the basis of race, sex, or religion.

The law also provides for local governments to operate a parks and recreation system as a line department or to create a policy-making parks and recreation commission. They may also join with other units of local government to operate a single system of parks and recreation. Cities and counties are also permitted to contract with and appropriate money to private entities to provide recreational services as long as they are provided in a nondiscriminatory fashion appropriate for a public activity and the private organization properly accounts to the local government for its expenditures. G.S. 153A-449 and G.S. 160A-20.1 authorize counties and cities, respectively, “to contract with and appropriate money to any person, association, or corporation in order to carry out any public purpose that the county [city] is authorized by law to engage in.”

Related Legislation

Beyond the Recreation Enabling Act, other legislation permits both counties and cities to finance public parks and recreation and provides ways to acquire land, lease facilities, and fund the development of recreation facilities. For example, enabling statutes for subdivision regulations permit counties or cities to require that developers reserve or dedicate recreation areas to serve the residents in new subdivisions (G.S. 153A-331 and 160A-372). The requirement may be imposed only as part of a subdivision ordinance adopted by the city or county to guide and regulate subdivision development. The rationale for it is that each developed subdivision both increases the demand for recreation and open space and removes open space through land development. The subdivider is thus required to furnish such space for the local government in relation to the need the subdivider creates. The subdivider ordinarily passes the economic cost on to purchasers of subdivision lots. Once the land is dedicated, the cost of maintaining it falls on the city or county.

A subdivision ordinance that requires dedication or reservation of land should indicate the amount of land per subdivision that must be dedicated (such as 5 percent of the total area), its location, and perhaps some standard relating to its degree of improvement. The ordinance should include some provisions to ensure that the land is well suited and properly located for recreation purposes. Local governments may also require developers to provide funds in lieu of land so that additional recreation lands may be acquired to serve the new developments.

The General Statutes contain another authority for local governments to acquire open space: G.S. Chapter 160A, Article 19, Part 4. The law authorizes local governments to preserve for public access or enjoyment open areas of significant scenic or aesthetic value that might otherwise be lost because of rapid urban growth and development, and it expressly declares the acquisition and the preservation of open space to be a public purpose of local governments. It authorizes cities and counties to spend public funds to acquire open spaces, but not to acquire open-space land by condemnation. Local governments may acquire outright ownership of open space or any lesser interest, such as a conservation easement. A local unit may acquire a conservation easement for open space like farmland, preserving the scenic characteristics of the property for public enjoyment without opening it to public access or granting public access.

Open space is an area (1) that is characterized by great natural scenic beauty or (2) whose openness, natural condition, and present state of use, if retained, would enhance the present or potential value of abutting or surrounding urban development or would enhance or maintain the conservation of natural or scenic resources. Open space includes undeveloped land in an urban area that has value for (1) parks and recreation purposes, (2) conservation of land or other natural resources, or (3) historic or scenic purposes (G.S. 160A-407).

Local governments are also authorized by G.S. 160A-274 to exchange, lease, sell, or purchase property with, to, or from other government units. In general, such arrangements may include whatever terms and conditions the units involved deem wise. This authority has permitted boards of county commissioners and school boards, for example, to work cooperatively to transfer surplus school lands and structures to parks and recreation uses.

The only significant constraint on such transfers is found in Article IX, Section 7, of the North Carolina Constitution, which prevents school systems from giving away school property. As long as the school system receives value in return, however, a transfer to another government unit is permissible. Under G.S. 115C-518(a) the school board must give the board of commissioners the first opportunity to purchase whenever it disposes of real property that is no longer suitable or necessary for public school purposes.

Table 48-1. Funding Sources of Municipal Parks and Recreation Services, 2005

Source	Amount (in thousands)	Percent
General fund (taxes, some fees)	\$215,792	78.3
Gifts	989	.4
Fees and charges	22,750	8.0
Grants (Federal, state, and local)	18,037	6.6
Concessions	1,785	.6
Facility rentals	4,144	1.6
Mandatory Land Dedication Fund	1,805	.7
Hotel/motel tax	1,535	.5
Other	9,012	3.3
Total	\$275,849	100

Source: Dallis Tucker, *Municipal and County Parks and Recreation Services Study* (Raleigh, N.C.: North Carolina State University, Recreation Resources Service, 2005), 2.

The 1977 Community Schools Act (G.S. Ch. 115C, Art. 13) has also benefited recreation programs. It opens schools for a variety of community uses, including recreation. A city or county can agree with a school board to use school gyms, playgrounds, and fields for its recreation programs and thus avoid having to construct or acquire expensive capital facilities in areas where facilities exist.

In 1994 the North Carolina General Assembly established the Park and Recreation Trust Fund (PARTF) (G.S. 113-44.15). Under this fund a matching-grant program was established for local parks and recreation purposes. Annually, 30 percent of the funds appropriated to the Department of Environment and Natural Resources from PARTF are allocated to local governments for the following purposes:

1. fee-simple acquisition of real property for preservation of natural areas and future recreation development;
2. projects for construction, expansion, and renovation or repair of both outdoor and indoor recreation facilities;
3. construction of support facilities and improvements that support primary recreation facilities.

To obtain information about how to apply for funds, call the Recreation Resources Service or the N.C. Division of Parks and Recreation or visit the PARTF website. The current phone numbers and website can be found in Appendix 48-1, "Contact Information."

Financing

Before the 1973 revision of Article V of the North Carolina Constitution, recreation was not considered a "necessary expense" and could not be financed by property tax revenues without a vote of the people. Under the revised constitution and enabling legislation enacted pursuant to it in 1973, public parks and recreation are among the purposes for which counties and cities may levy property taxes without a vote, subject to an overall limitation of \$1.50 on the property tax rate. Local governments may also allocate to parks and recreation any other revenues whose use is not restricted by law.

Although local parks and recreation departments are primarily funded through property tax revenues, they do receive operating and capital improvement moneys from other sources. In 2005, the local departments participating in the 2005 *Municipal and County Parks and Recreation Services Study* reported receiving funding from the sources indicated in Table 48-1.

Because of limited federal, state, and even local funding for parks and recreation, local departments are exploring innovative alternative sources of funding for facilities and programs. In the future there will be increased reliance on user fees, use of occupancy tax revenues for recreation facilities as part of tourism development programs, publication of gift catalogs to allow donors to give particular needed items to parks and recreation programs, partnerships between local government and private business to build recreation facilities, and establishment of local foundations and trust funds.

Other Funding Sources

In addition to the Park and Recreation Trust Fund, there are several other funding sources local governments can use to finance open space, trails, and park land acquisition and development. These funding sources are listed below:

1. The North Carolina Trails Program is administered by the N.C. Division of Parks and Recreation and includes two programs: the Adopt-A-Trail Grant and the Recreational Trail Program. The Adopt-A-Trail Grant awards funding totaling \$135,000 annually to governmental agencies, nonprofit organizations, and private trail groups for building trails, trail signage and facilities, trail maintenance, and trail information brochures and maps. The Recreational Trails Program is a \$1.1 million trail grant program funded by Congress with money from the federal gas taxes paid on fuel used by off-highway vehicles. Its intent is to meet the trail and trail-related recreational needs identified by the Statewide Comprehensive Outdoor Recreation Plan (SCORP). The grant applicants must be able to contribute 20 percent of the project cost with cash or in-kind contributions. Applications for both programs can be obtained by calling the State Trails Program or going to their website. Their current phone number and website can be found in Appendix 48-1, "Contact Information."
2. The Clear Water Management Trust Fund (CWMTF) awards grants to local governments, state agencies, and nonprofit conservation groups to help protect and restore surface water quality. The CWMTF will fund projects that enhance or restore degraded water, protect unpolluted waters, and/or contribute toward a network of riparian buffers and greenways for environmental, educational, and recreational benefits. For more information about the fund go to their website, which can be found in Appendix 48-1, "Contact Information."
3. The North Carolina Department of Transportation Enhancements Fund (DTEF) has twelve funding categories including bicycle and pedestrian facilities, bicycle and pedestrian safety, historic preservation, and preservation of abandoned railroad corridors. For additional information go to their website, which can be found in Appendix 48-1, "Contact Information."
4. The Urban and Community Forestry Grant Program is a federally funded program that awards matching funds to enhance and promote the urban forest. This program is coordinated by the N.C. Division of Forest Resources and information about this program can be found at its website, which can be found in Appendix 48-1, "Contact Information."

Organization

A local government may provide parks and recreation services through one of three alternatives: (1) a line department within local government, (2) a policy-making parks and recreation commission, or (3) a joint agreement with another city or with a county.

A Line Department

The most common organizational method used in North Carolina is to organize parks and recreation as a line department within a city or county. When this approach is used, the parks and recreation department is usually administered by an executive who reports to the city/county manager or the city council or county commissioners. When a department is established, its mission and scope of services determines the title of the department. The most common titles used are Parks Department, Recreation Department or Parks and Recreation Department. In times of budget cuts and right-sizing of departments, some park maintenance divisions have been moved from parks and recreation departments to public works. While on paper this option is a viable alternative, caution should be used when consolidating all maintenance under one department. The public works staff must understand the demands for maintenance that are caused by the scope of recreation services and facilities. Recreation facilities are often open seven days a week and

operate beyond the traditional hours of many local government services. Maintenance services must be provided when programs are scheduled and facilities are opened. In recent years, departmental titles have expanded to include such terms as *cultural resources*, *open space*, and *civic center*.

When the line-departmental approach is used, it is beneficial to establish a parks and recreation advisory committee. Appointed by the local governing body, this committee interprets the needs of the citizens, works closely with the paid professional staff, and assists in providing direction for the department. The advisory group has no policy-making authority, but can provide a critical link between the citizens, department staff, the city/county manager, and the local government. The membership of the advisory board should be appointed to staggered three-year terms, with all members limited to two consecutive terms. Ideally, the committee membership will be representative of the population based on race, gender, community interests, and geography.

A Policy-Making Parks and Recreation Commission

Second, the local government may establish a parks and recreation department and appoint a policy-making parks and recreation commission to oversee departmental operations. This commission then has the responsibility for the department's organization, personnel, fiscal matters, areas and facilities, programs, and other functions. The commission members report directly to the local government officials. The commission may be established by an ordinance, which ordinarily spells out the commission's general powers and duties, including its relationships to the local government and its finances. This organizational option is not frequently used in North Carolina.

A Joint Agreement with a City and Another County

A local government may also elect to enter into a joint agreement with another city or with a county to provide recreation services for its residents. This type of arrangement is authorized by G.S. 160A-335. The future is likely to bring more joint agreements between cities and counties to provide parks and recreation services because of their common purposes and their desire to provide the services as efficiently as possible.

The authority of a local government to enter into joint agreements with other governmental entities or agencies to provide parks and recreation services is an important right. A city or county that does not wish to hire and maintain its own staff may contract with another city or with the county for the use of certain parks and recreation facilities by its residents or for professional staff support from the other unit, or it may agree to set up a joint parks and recreation agency with the other unit. These arrangements are authorized by G.S. 160A-355 and G.S. Chapter 160A, Article 20, Interlocal Cooperation. Contracting for support personnel or services is a satisfactory arrangement when one or two units of government are in effect "buying" the use of park facilities for their residents or seeking professional staff support from another unit's program, and when a second full-time staff person is not feasible or a second policy-making body not needed. Certain contents of the contract are specified in G.S. Chapter 160A, Article 20. The contract must state its purpose and duration and the arrangement for handling the ownership of real property. It should also provide for its own amendment and termination.

A joint agency with its own staff may also be established under G.S. Chapter 160A, Article 20. This approach can provide services that would be impossible or too expensive for any one local unit to provide with its own resources. It can take advantage of the wider population and tax base of several units. Administrative cost can generally be reduced, making more money available for programs and services. The professional staff can be appointed either by one unit or jointly by all participating units. The agency is funded by appropriations from participating units. Title to real property can be held jointly or can continue to be held by the individual participating units. As when services are provided by contract, the contract establishing the joint agency should specify the agency's purpose, duration, organization, appointment of personnel, financing, amendment, and termination.

A Joint Agreement Involving Several Units

A county or city choosing not to hire and maintain its own staff may find some advantages in arranging for professional services or for the use of certain parks and recreation facilities through contractual agreements with a town or city in the same county or with another county. These joint arrangements might be for a temporary summer or a year-round program. Several cities and counties have found this approach to have economic value and to be a fair way to provide leisure services for county residents who live in the fringe or suburban areas of larger cities and towns. Such a relatively simple contractual arrangement is most likely to prove satisfactory in those situations when one or two units of government are in effect "buying" the use of parks and recreation facilities and professional staff services from an existing program, and when a second full-time staff is not feasible or a second policy-making body is not needed.

If instead, a large number of local governments are involved, as might be the case when several counties (including perhaps the smaller towns within each county) band together to provide a regional parks and recreation system or facilities, a more appropriate form of organization may be an independent, jointly financed parks and recreation commission with its own staff. This latter approach is allowed by both the general wording of G.S. 160A-355 and the legislation authorizing interlocal cooperation found in G.S. Chapter 160A, Article 20.

Professional Staff

Regardless of the form of organization chosen, good professional leadership for the department's administration and staff is probably the most essential ingredient for successful operation. The major job responsibilities for an administrator are to organize the department, train and supervise staff, select appropriate program activities, coordinate planning, manage a budget, plan for acquisition of needed parklands, and develop a variety of recreational facilities. Parks and recreation supervisors are also needed to work with the administrator; the number of supervisors depends on the scope of the department's services. Volunteers may provide some supplemental assistance but experience indicates that they should be used to enrich the program and not to substitute for paid professional leadership.

Highly competent parks and recreation professionals are available in North Carolina. County/city officials should hire educated and experienced personnel to administer the department and its programs, whether establishing a new department or staffing an existing service.

Many park and recreation professionals participated in the National Recreation and Parks Association Certification for the Park and Recreation Professional Program. While voluntary, parks and recreation professionals can become credentialed as a Certified Park and Recreation Professional and Certified Associate Park and Recreation Professional verifying that they have met the minimal requirements to practice as a park and recreation professional. In addition to the Certification Program, park and recreation professionals can keep up to date by joining the North Carolina Recreation and Park Association and the National Recreation and Parks Association. In July 1986, N.C. Senate Bill 249, the Therapeutic Recreation Personnel Certification Act, was passed to credential therapeutic recreation specialists.

North Carolina is fortunate to have more than twenty colleges and universities granting bachelor's degrees in parks and recreation. Four universities confer master's degrees: North Carolina State University, East Carolina University, The University of North Carolina at Greensboro, and The University of North Carolina at Wilmington. North Carolina State University offers a Ph.D. in Parks, Recreation, and Tourism Management.

Parks and Recreation Planning

Parks and recreation services and facilities, like other government activities, must be carefully planned if they are to operate efficiently and economically as well as provide an appropriate level of service. The parks and recreation program should be a part of the countywide comprehensive strategic plan.

The parks and recreation department should also have a systemwide master plan for parks and recreation as well as site-specific plans for their facilities. All plans should be developed with active citizen input and updated every five to ten years. Thus the facilities, whether consisting of many buildings and sites or of merely limited facilities, must be built with the requirements of their users in mind. Proper location and acquisition of property before land values have risen to the point that the use of land for park purposes is no longer feasible are both important. Sites and buildings should be neither too large nor too small for their intended long-term use or for the size of the geographical area to be served. Ideally, parcels of land should be of sufficient size to permit later expansion and the addition of more facilities, while retaining a spacious and uncluttered atmosphere. The adoption and enforcement of a county zoning ordinance is often required to protect major recreational facilities from possibly adverse uses of nearby property. As noted earlier, subdivision regulations may also be helpful in acquiring public parks and recreational areas as large tracts are subdivided for residential purposes.

Planning with local boards of education can also be beneficial; recreation areas can sometimes be jointly financed, constructed, maintained, and operated. As mentioned earlier the Community Schools Act has encouraged the cooperative planning and use of schools for a multitude of community purposes. Public recreational use of schools has been growing rapidly since the act's passage in 1977.

Parks and recreation planning should include the design of all areas and facilities for use by the disabled and elderly. Local governments must be certain that project designers are aware of and follow pertinent statutes and regulations pertaining to elderly and handicapped access.

Planning for parks and recreation facilities and services is a cooperative effort. A well-run planning program involves close coordination among the parks and recreation department, its planning department, the local school board(s), and other interested boards and departments.

Trends in Public Recreation

Changes in the state's population patterns, economic growth, changes in the political arena, and new social issues have had and will continue to have a major influence on the management and the provision of public parks and recreation. In response to community concern for issues such as at-risk youth, homelessness, a growth in violent behavior, the increase in obesity and other health issues among young people, and other social issues, local recreation departments are beginning to organize nontraditional recreation programs such as afterschool child care, day care for older adults, literacy programs, teen adventure programs, and a variety of self-help classes for children and adults. Local parks and recreation departments are being recognized as a viable partner to address communitywide issues and needs. Hospitals, corporations, fitness centers, local health departments, police departments, libraries, Cooperative Extension Service, and a variety of nonprofit agencies are just a few of the potential partners for local park and recreation departments. Public recreation programs, facilities, and parks are an important asset that can be used to encourage people to engage in an active, healthy lifestyle, improve the livability of a community, and help stimulate economic growth.

As the population ages, the demand for recreation programs and services for older adults will increase. North Carolina is affected not only by the aging of the baby boomers but also by the influx of older adults retiring to North Carolina. This older population will demand recreation programs and services to meet their needs. Older adults will influence the types of recreation facilities built and the program mix. The aging population will present several challenges. On one end of the continuum, the baby boomers that are retiring early and remaining healthy will expect a full range of recreation opportunities beyond the traditional senior programs. At the other end of the continuum, as people live longer and the need for day care for older adults increases, the public will turn to parks and recreation agencies for assistance.

Public parks and recreation professionals also have to cope with increased government regulations. Constraints on hazardous-waste disposal, rules governing pesticide application, Occupational Safety and Health Administration (OSHA) standards for blood-borne pathogens, guidelines for playground safety, and the Americans with Disabilities Act are just a few regulations, guidelines, and laws that impact service delivery. New regulations are affecting not only program delivery and staffing but facility design. The challenge facing parks and recreation professionals is how to implement or comply with many of the new regulations without additional financial resources.

Another trend in recreation is the emphasis on risk management. In an era of increasing concern about litigation, parks and recreation systems are being forced to address the issues of liability and safety.⁴ Departments must be concerned with the safety of employees, particularly those who work with toxic chemicals, and the safety of participants. More professional staff and volunteers will be trained and certified as part of an overall effort to improve the quality of services. Background checks are now commonplace for volunteers especially for those who work directly with children. Risk-management plans are a necessity and the larger departments are hiring their own risk management staff.

The organizational structure of local parks and recreation systems will continue to evolve. In counties with both municipal and county parks and recreation departments, the opportunity to merge exists. Although a dozen or more parks and recreation departments provide services to both city and county residents, Charlotte and the Mecklenburg County Parks and Recreation Departments and Cumberland County and the Fayetteville Recreation Departments have been the only two systems to merge.

The scope of recreation facilities continues to broaden to include such facilities as indoor climbing walls, dog parks, skateboard parks, sand volleyball courts, fitness centers, outdoor splash pools, and large athletic complexes. In order to offer more inclusive recreation services, departments are beginning to design programs that meet the needs of local ethnic groups or other underrepresented populations. The type of person employed by parks and recreation

4. See Article 12 for a discussion of civil liability of local governments.

departments will expand to include not only the traditional parks and recreation major, but people with majors in early childhood development, nutrition, fitness, computer science, Spanish, and gerontology. Public parks and recreation services play an important role in providing services that can strengthen young people, families, and communities.

Additional Assistance

Since 1945, the state of North Carolina has provided park and recreation technical and advisory services to local governments. Today, Recreation Resources Service continues to be the primary source of assistance for local governments that either provide local parks and recreation services or are contemplating the establishment of a parks and recreation department. The Recreation Resources Service is a division of the Parks, Recreation, and Tourism Management Department at North Carolina State University and is funded through an agreement with the Division of Parks and Recreation, North Carolina Department of Environment and Natural Resources. It provides a wide range of technical assistance to local parks and recreation agencies including: educational workshops on topics such as playground safety, the Americans with Disabilities Act, and athletic field maintenance; training of parks and recreation advisory board members; publication of technical assistance manuals, directories, and a monthly job bulletin; applied research; evaluative studies of parks and recreation agencies; production of park conceptual maps; and provision of individual technical assistance. The North Carolina League of Municipalities and the Institute of Government can also help with legal, budgetary, and financial aspects of parks and recreation services.

Additional Resources

Gaskill, P., ed. *Introduction to Leisure Services in North Carolina*. Dubuque, Iowa: Kendall/Hunt Publishing Co., 2005.

Edginton, C. R., S. D. Hudson, and S. V. Lankford. *Managing Recreation, Parks and Leisure Services: An Introduction*. Champaign, Ill.: Sagamore Publishing, 2001.

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Appendix 48-1: Contact Information

Funding Sources

Recreation Resources Service: 919-551-7118

N.C. Division of Parks and Recreation: 919-715-2661. PARTF website: <http://www.partf.net>

North Carolina Trails Program

Phone: 919-846-9991. Website: <http://ils.unc.edu/parkproject/trails/grant.html>

Clean Water Management Trust Fund. Website: <http://www.cwmtf.net/>

N.C. DOT Enhancements Fund (TEA21)

Website: <http://www.dot.state.nc.us/planning/development/enhancement/>

Urban and Community Forestry Grant Program

Website: http://www.dfr.state.nc.us/urban/urban_grantprogram.htm

