



CITY MANAGER'S WEEKLY REPORT

raleighnc.gov



CITY OF
Raleigh
MANAGER'S
OFFICE

Issue 2020-08

February 21, 2020

IN THIS ISSUE

Required Ethics Training for Council Members – On-Demand Webinar Now Available
Raleigh Convention Center Launches “Share Your Meal” Program
Weekly Digest of Special Events

Council Follow Up

City Council Retreat February 7-8
Downtown Municipal Service District - Security (Council Member Cox)
Compassion Fund Follow-up Report (Mayor Baldwin)
Accessory Structure/Accessory Dwelling Regulations
City Programs to Help At-Risk Youth (Mayor Pro Tem Branch)
Presentation from Raleigh Chamber’s Community Success Forum (Mayor Baldwin)
Housing Bond Advisory Committee (Council Member Martin)
Improvement of Barwell Road Bus Stops (Mayor Baldwin)
Raleigh Neighborhood Registry Map (Mayor Pro Tem Branch)

INFORMATION:

Required Ethics Training for Council Members – On-Demand Webinar Now Available

Staff Resource: Louis Buonpane, City Manager’s Office, 996-4275, louis.buonpane@raleighnc.gov

As Council Members may recall, North Carolina law requires that members of governing boards of cities and other public entities receive two hours of ethics training within 12 months after each election or appointment to office. The ethics training requirement is an ongoing obligation, triggered by each subsequent re-election or reappointment to office.

To assist Council Members with meeting this requirement, the City has purchased the on-demand webinar - “Ethics for Local Elected Officials” - from the School of Government at UNC-Chapel Hill. Council Members will receive information on how to log-in to the webinar from their assigned Policy Analyst. At the conclusion of the webinar, participants will be prompted to open a link to the “Elected Officials Verification Form”. Printed copies of this form are available in the Council Office. After completing the online webinar, each

Council Member should provide a signed copy of this form to the City Clerk. Council Members are also encouraged to keep a copy of the form for their records.

Please see your assigned Policy Analyst with any questions.

(No attachment)

Raleigh Convention Center Launches “Share Your Meal” Program

Staff Resource: Kerry Painter, Convention Center & Performing Arts Complex, 996-8503, kerry.painter@raleighnc.gov

The Raleigh Convention Center and its exclusive catering partner, Centerplate, has launched a first-of-its-kind program to benefit local nonprofits in the Triangle and surrounding areas. The initiative, Share Your Meal, provides meeting organizers and event planners the opportunity to order additional meals that will be donated directly to the Food Bank of Eastern & Central North Carolina (the Food Bank) and the agencies it supports.

With this initiative, an organization hosting an event or conference at the Raleigh Convention Center may order extra meals that will become in-kind donations from the host. There is no additional service charge for the host organization, and the Raleigh Convention Center will match all contributions by providing a one-to-one additional meal. As the conference meals are prepared and served, those being donated are packed and delivered to the Food Bank.

To broaden the initiative’s reach, Centerplate and the Raleigh Convention Center are sourcing ingredients from area farms and suppliers to help the local economy and support small businesses. The program is considered a first in the industry and will kick off a new decade dedicated to philanthropic outreach.

(No attachment)

Weekly Digest of Special Events

Staff Resource: Derrick Remer, Special Events Office, 996-2200, derrick.remer@raleighnc.gov

Included with the *Weekly Report* packet is the special events digest for the upcoming week.

(Attachment)

Council Member Follow Up Items

General Follow Up Item

City Council Retreat February 7-8

Staff Resource: Louis Buonpane, City Manager’s Office, 996-3070, louis.buonpane@raleighnc.gov

Included with the *Weekly Report* materials is the summary report of the 2020 City Council retreat, as prepared by the retreat facilitator. Staff is in the process of preparing a follow up report for Council, as well as the referral of the various strategic plan items to the various Council committees.

(Attachment)

Follow Up from the November 6, 2019 Council Meeting

Downtown Municipal Service District - Security (Council Member Cox)

Staff Resource: Kirsten Larson, Budget & Management Services, 919-996-4276, kirsten.larson@raleighnc.gov

During the meeting, Council Member Cox requested follow-up from the Downtown Raleigh Alliance (DRA) to understand if current funding sources are adequate for their security needs in the downtown Municipal Service District. DRA's response to this inquiry is enclosed with this *Update*.

(Attachment)

Follow Up from the February 4 Council Meeting

Compassion Fund Follow-up Report (Mayor Baldwin)

Staff Resource: Larry Jarvis, Housing & Neighborhoods, 996-6947, larry.jarvis@raleighnc.gov

At the meeting, Mayor Baldwin requested that the City establish a Compassion Fund in the amount of \$25,000 to assist individuals living in hotels who are able to pay daily lodging rates but are unable to afford the first month's rent and security deposit necessary to move into permanent housing. Initial funding was identified from the Council's contingency fund. Mayor Baldwin also requested that staff work with Oak City Cares on the initiative.

Funding has been set up in the City's accounting system to allow for disbursement as needed. Staff has scheduled a meeting with the executive director of Oak City Cares to discuss program logistics and set-up. As with any new program, policies and procedures will need to be created and one or more additional non-profit partners may be involved. Staff will continue to update the Council as the program becomes operational.

(No attachment)

Accessory Structure/Accessory Dwelling Regulations

Staff Resource: John Anagnost, Planning & Development, 996-4040, john.anagnost@raleighnc.gov

At the meeting, the Council received a public comment about the way that the Unified Development Ordinance (UDO) regulates accessory structures. The individual who raised this issue specifically noted that changes to the regulatory framework – adopted through text amendment TC-2-18 – were more restrictive than previously adopted standards for accessory structures. In particular, the individual noted that the required side and rear setbacks, restrictions on height and floor area, and prohibition of encroachments presented obstacles to the construction and use of an accessory structure. Enclosed with this *Update* is a staff memo which provides analysis of these concerns.

(Attachment)

City Programs To Help At-Risk Youth (Mayor Pro Tem Branch)

Staff Resources: Linda Jones, Housing & Neighborhoods, 996-5707, linda.jones@raleighnc.gov & Ken Hisler, Parks, Recreation, and Cultural Resources, 996-4823, ken.hisler@raleighnc.gov

During the meeting, the Council received a public comment related to assistance for at-risk youth. Council asked staff to provide information on city programs to help at-risk youth, including the work at the Raleigh Pathways Center.

(Attachments)

Follow Up from the February 18 Council Meeting**Presentation at Raleigh Chamber's Community Success Forum (Mayor Baldwin)**

Resource: Syreeta Hargrove, Raleigh Chamber of Commerce, 664-7017, shargrove@raleighchamber.org

At the meeting, Mayor Baldwin requested that the Council receive a copy of the presentation made by Thomas Barrie, AIA, DPACSA, at the Raleigh Chamber of Commerce's Community Success Forum, held on February 18 at Marbles Kids Museum. Mr. Barrie is a professor of architecture and the director of Affordable Housing and Sustainable Communities Initiatives at NC State University. Mr. Barrie's presentation is enclosed with this update.

(Attachment)

Housing Bond Advisory Committee (Council Member Martin)

Staff Resource: Larry Jarvis, Housing & Neighborhoods, 996-6947, larry.jarvis@raleighnc.gov

At the meeting, Council Member Martin requested that additional members be added to the Housing Bond Advisory Committee to better represent the lived experience. Specifically, staff was directed to contact DHIC, Passage Home, CASA, Southeast Raleigh Promise, and Triangle Family Services and invite these agencies each to appoint one additional member. Council also directed staff to create an additional seat for a representative of Congregations for Social Justice. Staff has contacted these organizations and some have already responded with their appointee information. One of the agenda items for the first committee meeting – scheduled for February 28 – is to develop a strategy for conducting broader community engagement to ensure all interested voices are heard.

(No attachment)

Improvement of Barwell Road Bus Stops (Mayor Baldwin)

Staff Resource: David Eatman, Transportation, 996-4040, david.eatman@raleighnc.gov

At the meeting, Mayor Baldwin requested an update on the status of bus shelter installations on Barwell Road. In January 2019, GoRaleigh extended Route 18 Poole-Barwell with hourly transit service between downtown Raleigh and Battle Bridge Road. Eight bus stops are currently active along Barwell Road; each of these stops is programmed to be improved. Two additional bus stops and one existing stop will receive "temporary" improvements (concrete pads for boarding), pending the Barwell Road Improvement Project which will include curb, gutter, and sidewalks. Upon completion of the Barwell Road Improvement Project – anticipated for the spring of 2023 – these three "temporary" stops will be replaced with standard bus

stops with shelters and other amenities. The construction contract currently in routing will include seven bus shelters and three “temporary” concrete pads for passenger boarding; these 10 locations will be completed this summer.

Barwell Road Bus Stops: (*Inbound: to Downtown; Outbound: to Battle Bridge Road*)

Planned bus shelters:

- Barwell Road at Charles Street – inbound & outbound
- Barwell Road at Chatmoss Drive – inbound & outbound
- Barwell Road at Neals Creek Drive – outbound
- Barwell Road at Chasteal Trail – inbound & outbound

Planned “temporary” concrete pads for boarding:

- Barwell Road at Berkeley Lake Road – inbound
- Barwell Road at Barwell Park Drive – inbound & outbound

The construction contract for these improvements to stops along Barwell Road will also include improvements to seven existing bus stops on Rock Quarry Road. Completion of the work along Rock Quarry is also anticipated for this summer.

(No attachment)

Raleigh Neighborhood Registry Map (Mayor Pro Tem Branch)

Staff Resource: Linda Jones, Housing & Neighborhoods, 996-5707, linda.jones@raleighnc.gov

During the meeting, Mayor Pro Tem Branch requested the Raleigh neighborhood registry map showing Council Districts without CAC boundaries. The interactive map can be found at the following link:

<https://ral.maps.arcgis.com/apps/webappviewer/index.html?id=d947f81e7a5f474f80f049682b512464>

The Raleigh Neighborhood Registry webpage can be found at the following link:

<https://raleighnc.gov/Community/content/CommServices/Articles/NeighborhoodAssociation.html>

(Attachment)

Special Events Weekly Digest

Friday, February 21 – Thursday, February 27

City of Raleigh Special Events Office
specialevents@raleighnc.gov | (919) 996-2200 | raleighnc.gov/special-events-office

Permitted Special Events

Raleigh Half Marathon

Raleigh Boulevard, Anderson Point Park, & Greenway

Saturday, February 22

Event Time: 7:30am - 11:00am

Associated Road Closures: Crabtree Boulevard between Capital Boulevard and N. Raleigh Boulevard will be closed from 7:00am until 7:45am and N. Raleigh Boulevard between Yonkers Road and Barksdale Drive will be closed from 7:20am until 7:45am to facilitate the start of the race. Crabtree Creek Trail will be used from 7:30am until 11:00am. [View route here](#) for additional details.

Community Outreach

Heath Street

Saturday, February 22

Event Time: 10:00am - 4:00pm

Associated Road Closures: Heath Street between Poole Road and Cross Street and Cross Street between Heath Street and S. Carver Street will be closed from 10:00am until 4:00pm.

Other Upcoming Events

11th Annual Raleigh Blues Festival

Friday, February 21

Memorial Auditorium

Hurricanes vs. Rangers

Friday, February 21

PNC Arena

Johnny Mathis: The Voice of Romance Tour – North Carolina Symphony Special Event Concert

Friday, February 21 – Saturday, February 22

Meymandi Concert Hall

Rain Barrels and Rain Gardens Workshop

Saturday, February 22

Walnut Creek Wetland Park

Flannels and Frost

Saturday, February 22

Moore Square

NC State vs. Florida State

Saturday, February 22

PNC Arena

Set It Off Live on Stage

Sunday, February 23

Memorial Auditorium

[Connect Raleigh: Trees in the City of Oaks](#)

Thursday, February 27

North Carolina Museum of Natural Sciences

Public Resources

[Event Feedback Form](#): Tell us what you think about Raleigh events! We welcome citizen and participant feedback and encourage you to provide comments or concerns about any events regulated by the Special Events Office. We will use this helpful information in future planning.

[Road Closure and Road Race Map](#): A resource providing current information on street closures in Raleigh.

[Online Events Calendar](#): View all currently scheduled events that are regulated by the City of Raleigh Special Events Office.

Council Member Follow Up

City of Raleigh, North Carolina

City Council Retreat

Report

February 2020



A PART OF



The Raleigh City Council met at the Raleigh Convention Center on February 7-8, 2020, to conduct a retreat. The retreat was facilitated by Michelle Ferguson from The Novak Consulting Group, now part of Raftelis. In addition to the City Council and the City Manager, key staff were in attendance.

Establish a Common Foundation

The retreat began with a welcome and opening remarks from the facilitator. Next, the facilitator reviewed the agenda for the day and the retreat's key purposes.

- Lay a foundation for good governance.
- Identify priorities that the Council would like to accomplish in the next 12 to 24 months.

The group also agreed to adhere to the following norms for the day.

- Listen with respect
 - Let others finish before you start talking
 - Be attentive to the speaker
 - Disagree agreeably
- Be:
 - **BOLD**
 - positive and realistic
 - candid and honest
 - patient and self-aware
 - engaged and fully present
- Strive for consensus
 - Look for opportunities to agree
 - Remember the power of "if" and "and"
- Have fun!

Participants then shared their expectations for the retreat.

- None; come with an open mind
- Big picture
- Talk about outcomes
- Listen and learn about others' hopes
- Hear expectations of the new Council
- Be at the ready
- Encourage us to think strategically
- Opportunity to get to know each other and the Council's priorities
- Focus on the needs of my District – meet their goals
- Look at strategic plan through the lens of the Council's goals
- Learn from staff and fellow Councilors on how we do things
- Sense of synergy around our policies and how they link to the strategic plan
- Identify what and how – through the lens of the strategic plan
- Keep eyes open to possibilities

Why I Run

Each member of the City Council was asked to speak about why they ran for public office. They were asked to share what they enjoy most about public office, what frustrates them most about governing, and what they hope this Council is known for. The following is a summary of some of the key points from each participant.

Corey Branch

My focus has revolved around youth – especially as a Raleigh native – and how our work impacts youth going forward; things are taken too personal rather than focusing on the issues; stands in the way of Council engagement; positive engagement is what I want the Council to be known for; focus on process – we want to get this right for the next generation

Patrick Buffkin

I ran to make a positive difference in people’s lives; these are the things that impact people; love this community; this is a great place to be; want to be a part of making it even better; want to give back, I did not get where I am without the work of others; like direct contact with residents; people appreciate being listened to – return email or phone call; love long-range planning and infrastructure issues – rewarding way to give back; frustrating how slowly things move; I want this Council to be known for seizing the moment – capitalizing on the opportunities

Nicole Stewart

I ran to give back in a bigger way – been involved in philanthropic efforts for many years; always interested in women being elected in office – didn’t see myself represented on Raleigh Council at the time; saw this as an opportunity to give back to community I love; love meeting with folks and hearing how passionate people are about their community and giving back in their own ways; that’s what drives me; I’m relationship-focused – frustrated when people put up walls and we can’t get past them; it’s okay to disagree but we have to keep talking to each other; being the shift that this City needed – pivot to look at the future to determine what kind of community we want to be, address climate change, be a more resilient, equitable community – this is what I want this Council to be known for

David Cox

In 2015, the people in District B wanted new representation, and people asked me to run, and I did; I’ve lost both my parents and have researched family history; ancestors traced back to the Mayflower – representative democracy runs deep in my veins

Saige Martin

I ran because I saw greater access, need for engagement; reflect on the decision we have made and coming up – very much a moment in time; we too will move on and move past hard choices; we are at a really important moment in the time of this city; want to make choices based off of two years or choices we will be proud of in 50 years; long-term approach to governing – doesn’t make you popular; elected with a bold platform that I want to focus on – people in my district didn’t feel heard; I know what it is like to not be heard; this is an incredible moment to represent the past and unite it with the future – that’s the beauty of Raleigh

David Knight

My past elected office will help me work through City issues; modernizing, maturing of the City and of the way we function, process, structure; interested in these big things – and scale to address those issues; get a lot more done at this level than state or federal level; we can make a big difference in people’s lives –

housing affordability, transportation; want to help move the city into another phase – transformative time to do things; communications are frustrating – amongst us and to the public, it is hard

Jonathan Melton

I choose to give back, choosing to be here; had friends who ran and saw I could be the change – didn't see Council reflecting community; wanted to bring that perspective to the table; frustrating – I'm a social introvert, draining to be on all the time, need time to recharge but rewarding to push myself through it; have to rise to another level; gives me a strong sense of purpose; enjoy working with staff and residents – meeting people in the community, meeting people where they are; the City is at a critical moment, and I want to be known for pivoting, forward-thinking, future-oriented; a little bit of conflict and a lot of compromise – civility with each other – going to keep trying to do that

Mary-Ann Baldwin

Seizing the moment and pivoting – that's why I ran again; served on Council for 10 years; took time away to recharge; didn't like the direction the Council was going, wanted to seize the moment with courage and conviction; it is frustrating how much time it takes to get anything done, how people treat things personally; focused on revolutionizing how we do some things – housing, community engagement, transportation

Legislative Relations

The City's Legislative Affairs Director is facilitating a conversation among the City Council and three members of the General Assembly.

Budget and Finance Outlook

City staff provided an overview of key General Fund financial issues in preparation for the City's upcoming budget process.

Organizational Update

The City Manager provided an update on the organization, and the Council discussed several strategies for streamlining the Council agenda items.

Governing Together

The Council discussed the role of each member to contribute to the group's effectiveness. The group shared their thoughts on two key questions.

How do I contribute to the Governing Body's effectiveness?

- Try to understand all sides
- Provide a space to lead and shine
- Build and facilitate relationships
- Give people the benefit of the doubt
- Expert legal analysis! 😊
- Share experience
- Analytical
- Experience
- Mentorship
- Allow others to take ownership

- Articulating vision
- Bold conversations
- Experience as an activist
- Unique background to get to a better outcome
- Work with constituents and understand their needs
- Understand the value of technology and face-to-face communication
- Background – parks planning and utilities
- Be prepared and stay on task
- Empathy

What can I do differently to improve the Governing Body's effectiveness?

- Talk less
- Be more vocal
- Listen more
- Stress out less
- Communicate better with all
- Not take it personally
- Understand the emotion
- Agree to disagree
- Understand more deeply others' perspectives
- Use of technology
- Meet people where they are
- Experience emotions deeply – protective of my “people;” can't take care of others' emotions; need to pick my battles carefully
- Go slower

Downtown South and Pathway Center

At the close of Day One, the Council received a presentation on the plans for Downtown South and then toured the site, as well as the Pathway Center.

Check-In

At the start of Day Two, participants were asked to share their impressions of the tour of Downtown South and the Pathway Center.

- Tremendous opportunity (if we get it right!)
- Takes care and feeding
- Exciting to see the potential for transformation
- Appreciate Downtown South's true proximity to Downtown
- Problem area turns into an opportunity
- “Feel” the connections
- See the growth and development in Pathway's employees
- What that corridor needs – want to get creative with housing opportunities
- Powerful to meet people at Pathway
- See the scale of the opportunities in housing, transportation, and energy
- Opportunity to be transformational – bring services to an area that has been a desert
- Transit gateway opportunity
- I'm driven to do more for Pathway

- Opportunity to invest in an area long overdue – have a positive impact for growth
- Pathway = diamond; need CIP funding; should be a Council priority
- Excited to transform the area from dark and empty to lively and vibrant
- Feel responsibility to make the right decisions that will benefit all
- Pathway = weaves together work that several of our departments are doing
- Want to touch more lives with Pathway’s digital program
- Not quite ready to commit public funds to Downtown South – don’t want it to take away from other projects
- These were examples of strategic plan implementation – workforce development and public-private partnerships
- Opportunity for all – jobs, housing, innovation
- Pathways = Promise
 - Training, economic development, youth development
 - Investment in the future

Strategic Plan Update and Council Goal Setting

Staff provided an overview of the City’s strategic plan and reviewed the status of several key initiatives in each Strategic Focus Area. After staff’s presentation, the Council engaged in conversation about the issues and initiatives that are important to them within each Focus Area.

Safe, Vibrant, and Healthy

- Police Advisory Board
- Housing affordability
 - Range
 - Rapid rehousing
 - Permanent housing
- Engagement – communicating changes
- Location policy
 - Land swaps
 - City-owned land
 - Work with County, Schools, City
- Vouchers
- Emergency housing
- Eviction prevention
- Gun violence
- CPTED – including utilities
- Relationship with Raleigh Housing Authority
- More opportunities to use housing vouchers – are there incentives?
- Create an explicit link between this area and Transportation
- LGBT senior housing
- Review of code enforcement policies
- Gentrification
 - Need to define for us and the organization
 - What is our goal?
- School children living in hotels
 - Our goal should be that every child has a safe and healthy home

- “Housing” not mentioned in goal statement

Arts and Cultural Resources

- Cultural Center – tell our history and story
- Technology and music as part of arts for youth
 - Partnership opportunity?
- Need more places for art
 - Butterflies on outfalls
 - Mural project in Dix Park?
- Live music on downtown streets
- Destination art
 - Private partnership?
- Identify and label Raleigh’s historic assets
- Southeast Raleigh = cultural areas
 - Preserve the history
 - Engage with community members who are able to assist
- Parks and parks programming is missing from the Focus Area
- Registration challenges with parks program
- Engage with area universities
- Bring art to the people
- Artists in Residence – in different areas of the City
- Access to Memorial Auditorium
 - Customer experience must be prioritized
- Accessibility at a broader, higher level
 - Add under Safe, Vibrant, and Healthy
- Invite artists from around the State
- Art from children
 - Work with schools to both experience and share their art
- City museum – working on a good home for it to grow
- Dix Park – need to define what we are going to accomplish
- Parks = need to add to the title of this Focus Area

Growth and Natural Resources

- Elevating tree canopy study
- Cost of recycling – diversion options
- Culture shift
 - Standardize recycling
 - Partnership – develop expectations with the development community
 - Reusable materials
- Community engagement
- Use of plastic water bottles
- Sustainable growth
 - Reduce tension between growth and environmental stewardship
 - Community education
 - Tied to equity
- Paper usage
- Water quality – be a good neighbor to communities downstream

- Good use of metrics but identify other areas to focus
 - Air quality
 - Pre and post-development
- Outside funding available?
- Use of empty lots for parking
 - Are there other creative uses for this space?
- Add Environmental Equity and Justice to the goal statement
- A lot of youth energy that could be tapped
 - Reimagine the current Youth Council
 - Include in Community Engagement
- Greenway master plan needs to be prioritized
 - Shift to Transportation Focus Area?
- Climate – review metrics to reduce and disincentivize sprawl
- How do we become more resilient?
 - Stormwater incentives
 - Stream restoration
- Dams that have no purpose
- Energy use and production
- Conservation Overlay Management District
 - Learn more about this tool
 - Consider Resource Management District?

Economic Development and Innovation

- More resources for Pathway
 - Educate the public about its services
- Branding of the website – should match the City’s website
- Grants – capital to match for eligibility
- MWBE goals – are we meeting goals?
- Think about metrics to track progress
- Focus on the business side of music and arts and outdoor recreation
- Locate businesses in parts of City that need it – job deserts
- Promote our ED zones
 - Evaluate them with next census data
- Beta customers – could the City serve in this role?
- Corporate headquarters win!
- Process efficiencies to help small businesses

Transportation and Transit

- Connectivity to commuter rail
- Transportation’s link to climate change
 - Mode shift
- Prioritize missing links
 - Sidewalks
 - Bus stops without sidewalks and crosswalks
- Traffic calming backlog
- North and South rail line – Raleigh to Richmond
- Vision Zero

- Zero fare – fare capping by end of the year
- Mobile boarding
- Prepare for autonomous vehicles
- Electric vehicle charging stations
- Connected and protected bike network
 - Harrington Cycle = prioritize and get it done
- Prioritize the plans that need to be updated
- Lyft – public-private partnership
- Pedestrian safety best practices
 - Work with NCDOT
- Right of way for bus shelters
 - Work with NCDOT
- Need for regional transportation plan
 - Address growth north of the City
 - NV98
 - Work with CAMPO

Organizational Excellence

- Focus on customer service (efficiency opportunity)
- Website improvements
- Engagement opportunities
 - Make searchable on the website
- Messaging around Civic Campus
- Community Engagement needs a prominent place in the strategic plan, with a sense of urgency
 - Should it be its own Key Focus Area?
 - Should it be an overlay for all Key Focus Areas?
 - Staff will develop a plan to present to Council

Closing

At the close of the retreat, each participant was asked to share a parting thought about their time together.



DowntownRaleigh
Alliance

Memo: Ambassador Needs in Downtown Raleigh

From: Bill King, President & CEO, Downtown Raleigh Alliance

To: City Council and Staff, City of Raleigh

February 20, 2020

Executive Summary:

In November 2019, City Council made a request for more information regarding if there are enough Safety and Hospitality Ambassadors in Downtown Raleigh. The following memo outlines current deployment, staff levels, and routes for Ambassadors.

Overall, DRA management believes the downtown Safety & Hospitality Ambassador team needs more resources to add Ambassadors for more targeted patrols of frequent hot spots and areas of concern in downtown. The Ambassadors patrol all but four hours a week and must cover a 110-block area. During certain times of the week, Ambassadors are particularly pressed for covering large areas in one shift. For example, Safety Ambassador shift at night requires patrolling four zones (equivalent to 85 block area) plus 12 parking facilities in one shift alone. While Ambassadors pay extra attention to “Hot Spot” areas which are areas of increased concerns (of which there are currently 24 such spots) and adjust patrols to be in areas of greater activity, given the small team, large area and hours per week to cover, Ambassadors are unable to focus as closely and dwell on specific areas for more than several check ins a day. As such, more resources would be needed to have stronger Ambassador coverage that can better target specific areas of concern, while continuing to provide a high level of service.

Overview of Program:

- **Current deployment:** 12 Safety and Hospitality Ambassadors
- **Hours of patrol:** Monday-Sunday 24/7 except from 3am-7am on Mondays.
- **Current duties:**
 - **Safe Walk escorts** for downtown employees, residents and visitors who would like to be accompanied from place to place in downtown.
 - Provide **directions, recommendations, assistance** to anyone in downtown.
 - **Motorist assistance:** help with dead batteries and basic auto needs in downtown decks and lots, help lost motorists find their cars.
 - **Social service referral:** help individuals who may be experiencing homelessness or other distress to be aware of and connected to social services.

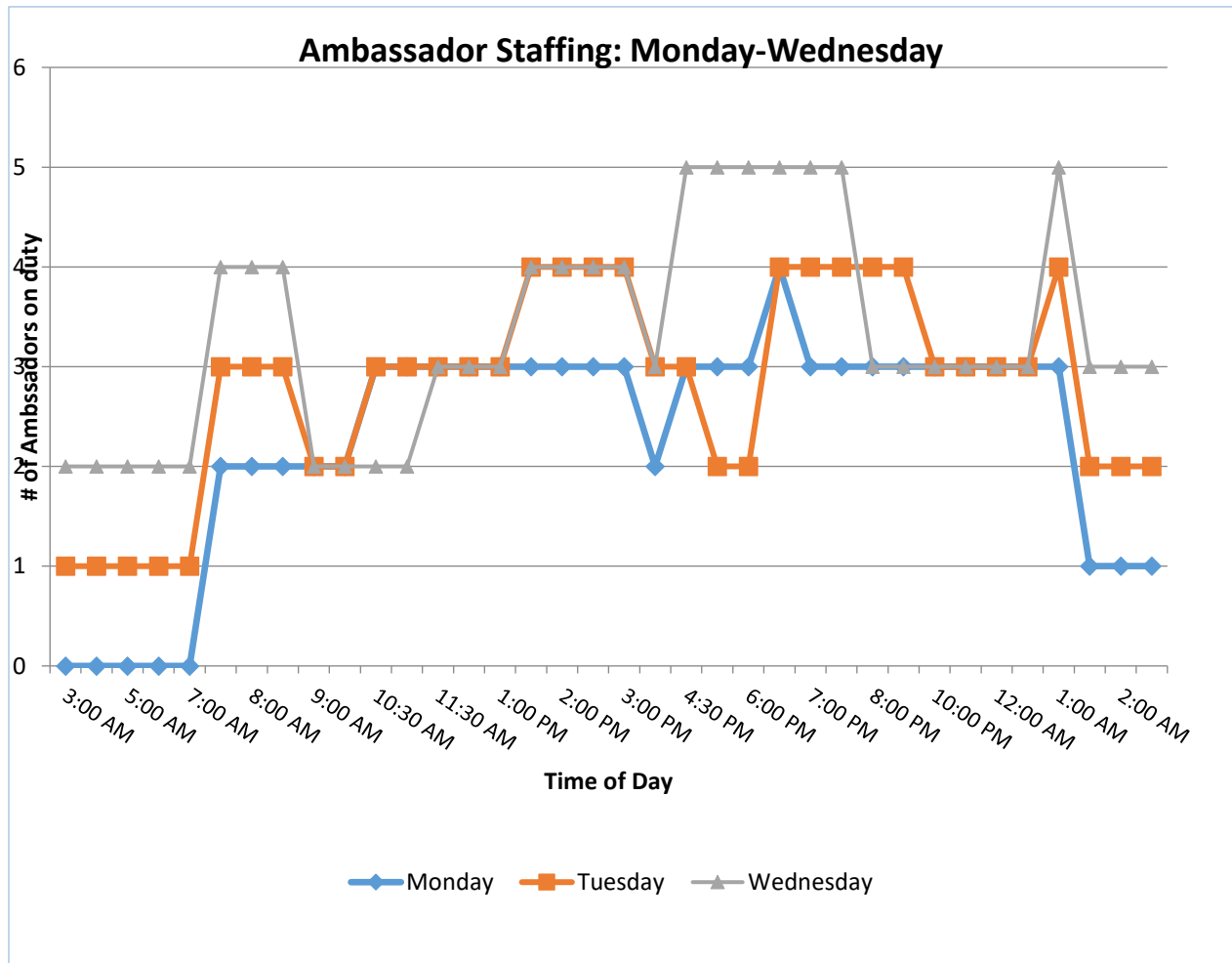
- **Business & stakeholder check ins:** Ambassadors make regular contact with storefront businesses by stopping in and checking on staff to listen to any concerns and report back any feedback.
- **Report security or emergency concerns to Raleigh Police and EMS:** Ambassadors make calls to RPD and EMS for incidents or issues that require immediate attention from Law Enforcement or Emergency Medical Services. These may include trespassing, aggressive panhandling, car break ins or other issues requiring these services.

Current Staff Shifts:

Ambassador shifts are staggered throughout the week to reflect the highest amount of activity the Ambassadors receive, in terms of requests for assistance and security needs. Downtown’s nightlife activity picks up considerably during weekend nights and certain corridors or parking facilities may feel less safe for patrons at those times.

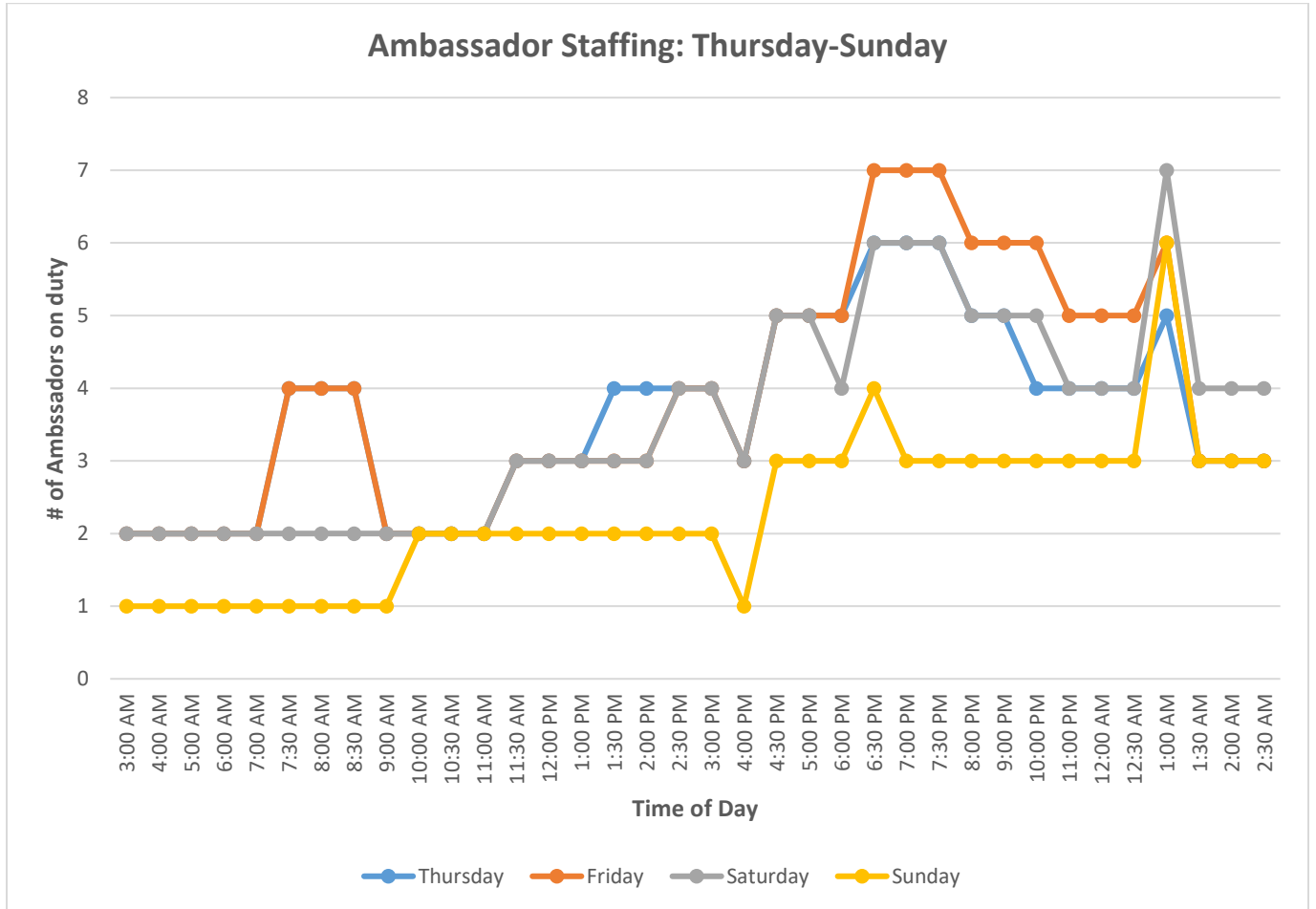
Weekday:

Ambassador staffing is oriented towards when there is a lot of activity on downtown streets, including visitors needing directions after work, coming downtown for dinner and events, and conventions have let out for the day with visitors seeking assistance.



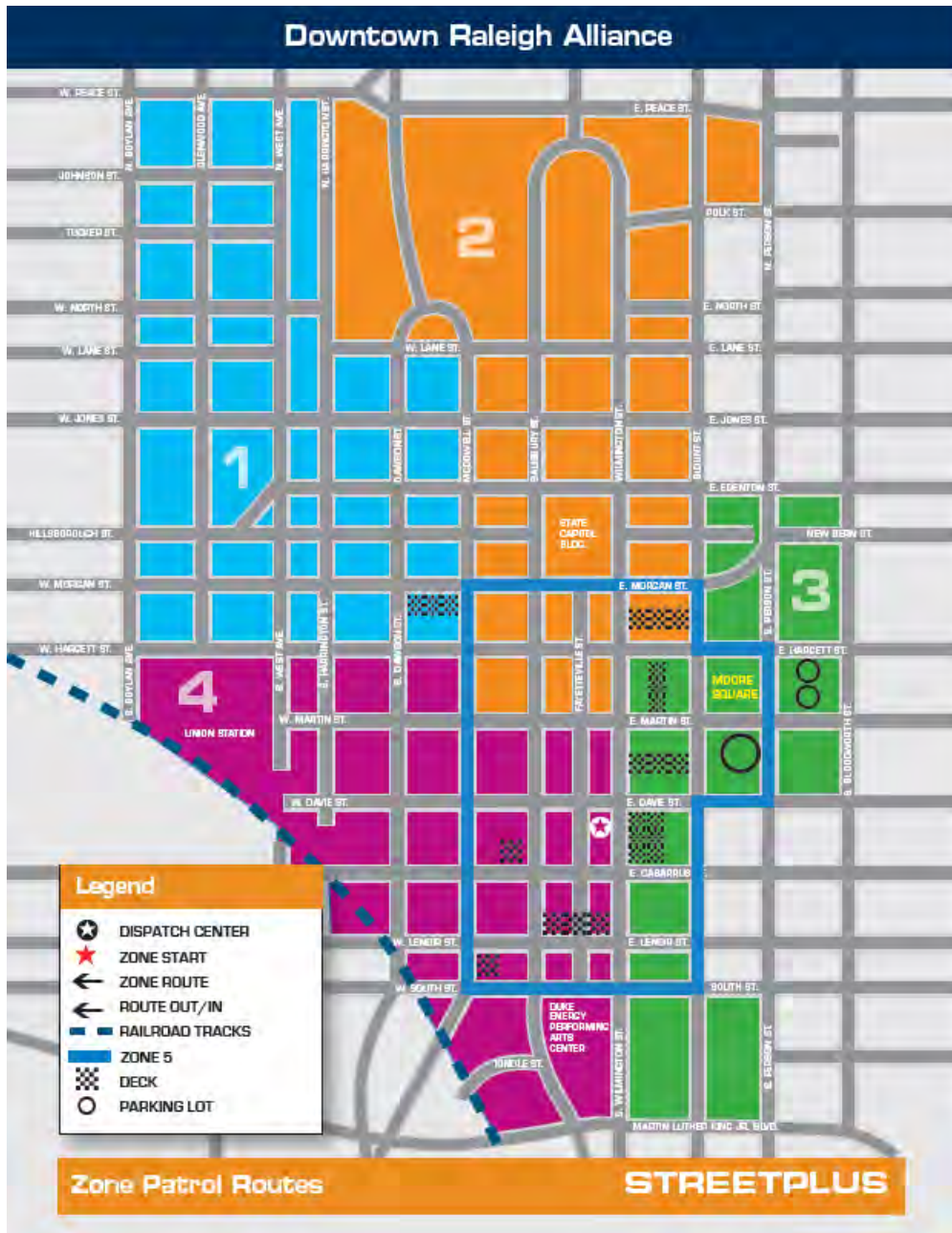
Weekend:

Ambassador staffing on Thursday-Saturday reaches a peak from 6:00pm-8:00pm to match the highest volume of people in downtown coming for dinner and events. The deployment then peaks again late at night to match the highest level of activity as nightlife patrons are walking around downtown.



Zones for Patrols:

Downtown is divided into five zones, which Ambassadors then patrol on a regular basis. A given Ambassador shift requires them to patrol at least four zones during a shift, while Zone 5 (Fayetteville St) does have a Community and Engagement Ambassador patrolling it more in the evenings and nighttime due to concerns from residents in that zone. The zones are not exactly the same in size with 15 blocks in Moore Square and nearly 40 blocks in Glenwood South. Ambassador patrols focus on areas with lots of activity, so there may be less patrolling of the state government district (Zone 2) late at night relative to patrols in Glenwood South or Fayetteville Street or Warehouse District, which have more people and activity at that time.

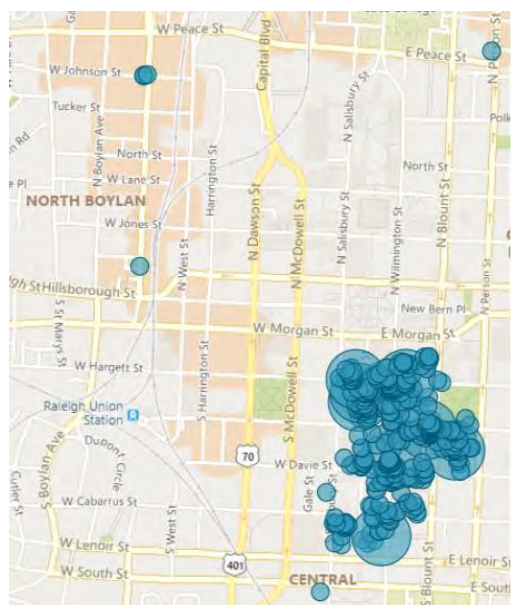


Hot Spots:

To better deploy Ambassadors to areas with specific needs, the Ambassador program creates and tracks “hot spots”, which are areas in downtown where Ambassadors have either observed or received information on increased activity that requires more attention. This can include everything from incidents of aggressive behavior to robbery to drug/alcohol use.

There are currently 24 hot spots, which receive daily visits from Ambassadors with some receiving multiple visits a day from Ambassadors.

Map of Hot Spot check in February 14-19th



Challenge of Staffing and Coverage:

Because of the large area to cover and almost constant coverage provided, Ambassadors are stretched, in terms of how much time they can spend in one spot. For example, at night, a Safety Ambassador must cover at least 4 zones equaling 85 blocks, plus 12 parking facilities in one shift alone. Add in active Hot Spot checks, as well, plus the time devoted to assisting those in need, which can range from a brief interaction for a lengthy search for a lost automobile, and the Ambassadors are pressed for time in every shift to satisfy all requirements of their patrols.

Need for More Fixed Patrols:

As the number of hot spots demonstrate, there are areas of downtown with more activity and need for patrols than others. While patrols are adjusted and use the hot spots to provide more service in those areas, due to the amount of coverage necessary in every shift, Ambassadors cannot devote long periods

of time to patrolling very specific areas. In order to have more fixed patrols, the Ambassador program would need additional resources.

Expansion Options:

Number of Ambassadors Added	Expansion Costs (Annually)
2.8	\$128,764
5.2	\$246,625
8.4	\$403,773

* Note: Does not include additional equipment cost for more Ambassadors.

To add more resources for the Ambassador program would require additional funds. The above options show how much staff could be added with the corresponding resources.

Conclusion:

The Ambassador program provides a valuable service for downtown through adding eyes on the street to increase safety, improving visitor experience to downtown through directions and assistance, and being additional first responders to incidents or concerns. The current area of service and hours of patrol make it difficult for Ambassadors to dwell for long periods of time in one area. In order to better address targeted areas of concern, more resources would be helpful for expanding this program to better meet the demands of an active and growing downtown.



Raleigh

MEMO

TO: Ruffin L. Hall, City Manager
THRU: Ken Bowers AICP, Deputy Director
FROM: John Anagnost, Planner II
DEPARTMENT: Planning and Development
DATE: February 21, 2020
SUBJECT: Overview of Recent Changes to Accessory Structure and Accessory Dwelling Regulations

At the February 4 City Council meeting, an individual made a public comment about the way that the Unified Development Ordinance (UDO) regulates accessory structures. The individual specifically noted that changes to the regulatory framework, adopted through text amendment TC-2-18, were more restrictive than previously adopted standards for accessory structures. In particular, the individual noted that the required side and rear setbacks, restrictions on height and floor area, and prohibition of encroachments presented obstacles to the construction and use of an accessory structure. The difficulty of conforming to the standards was most pronounced in Residential-10 (R-10) zoning districts, according to the individual.

History of Text Amendment TC-2-18

The City Council initiated TC-2-18 in response to a citizen's petition stating that the accessory structure standards in place at that time allowed height and proximity to property boundaries that caused negative impacts for neighboring properties by reducing space and light between buildings. The citizen's petition was not explicitly related to accessory dwelling units (ADUs) as ADUs were not permitted in Raleigh at the time. The text amendment review process did view the creation of the new standards with the consideration that they would be applied to ADUs if they were permitted in the future.

At the time TC-2-18 was initiated, a separate text change, TC-3-17, was pending that created the Accessory Dwelling Unit Overlay District. The standards in TC-2-18 were drafted to apply to accessory structures in general but with acknowledgement and expectation that they would likely also control ADUs. A new text change is under review with case number TC-16-19, which would allow ADUs by right without an overlay district. As TC-16-19 is currently drafted, ADUs would be subject to most of the regulations discussed in this report.

How Accessory Structures Are Regulated

Specific accessory structure dimensional standards apply in Residential districts and Mixed-Use districts. Maximum height and minimum setbacks are provided for structures that are accessory to Detached House and Attached House building types in both types of districts. For building types other than Detached and Attached houses, the maximum height of an accessory structure is specified, but no additional setback standards exist. An accessory structure to a multi-family or non-residential building must meet the same setbacks as the principal structure as set by the Residential or Mixed-Use district.

In addition to the specific dimensional standards, accessory structures must conform with a series of more qualitative, general-purpose standards listed in Chapter 6 of the UDO. These criteria ensure that the accessory structure is truly related to and smaller in magnitude than the principal structure, using language like “clearly incidental to” and “subordinate in area”.

The regulatory framework described above was left largely intact by TC-2-18. The effect of TC-2-18 was to add a new section in Chapter 6 that would take the place of the setback standards and supplement the height standards for the Residential districts. The new section added new standards for accessory structures which considered the potential for ADUs to be legalized. There was also a portion of the new section in Chapter 6 that was written to clarify how garages attached by breezeways would be regulated.

What TC-2-18 Changed

The new section in Chapter 6, Sec. 6.7.2, provides a series of absolute standards for accessory structures that apply and do not vary regardless of the size of the principal structure, the size of the lot, or any other contextual factors. Included in this list are prohibitions on vertical and horizontal encroachments and a requirement that an accessory structure be no taller than the principal structure.

In addition to the absolute standards, Sec. 6.7.2 contains two tables. The first table sets maximum amounts of floor area or lot coverage for all accessory structures on the lot combined. The second table sets height limits that increase as side and rear setbacks increase. The intent of the new standards was to limit the amount of horizontal and vertical space taken up by structures, especially for neighborhoods with established massing and density characteristics. The following is a summary of how the new standards implemented by TC-2-18 differ from the previously adopted standards.

Setbacks

Prior to the adoption of TC-2-18, the minimum side and rear setbacks for an accessory structure were five feet. The text change altered this standard to have variable setbacks based on height as shown in the table below.

	<u>One-story</u>	<u>One and a half story</u>	<u>Two-story</u>
Max. height (ft)	16	20.5	25
Max. height (stories)	1	1	2
Attics	Not permitted	Permitted	Not permitted
Side/Rear Setback (ft)	10	15	20
Max. wall height (ft.)	12	12	N/A

At the lowest height category, the side and rear setbacks are ten feet as long as the structure is no more than one-story and 16 feet tall. The minimum side and rear setbacks increase to as much as 20 feet for a two-story building up to 25 feet in height. Considering that an R-10 lots may have a lot width as small as 45 feet, the Two-Story category is effectively impossible for some conforming R-10 lots. TC-16-19, as drafted, would exempt ADUs from this table and replace it with a 5-foot minimum setback for the side and rear lot lines.

Height

The maximum height for an accessory structure was 25 feet before TC-2-18. After the approval of the text amendment, the maximum height of 25 feet may only be utilized if the structure is set back 20 feet from the side and rear lot lines. Accessory buildings can be as close as 10 feet to the lot lines, but the height must be reduced to 16 feet in order to do so. As mentioned above, the linkage of setbacks with height can make a 25-foot tall accessory structure infeasible for some lots.

Sec. 6.7.2 also sets a side wall height maximum. This standard applies to the face of the exterior wall that extends from the ground to the eave of the roof. It is treated similarly to the Height standard in Sec. 2.2.7 Residential Infill Compatibility. Roof gables do not count towards this measurement. Twelve feet is typically a sufficient amount of height for one story of an accessory or residential structure. Some accessory structures used for storage of tall items (such as an RV) may be impacted by this standard. The height of ADUs would not be regulated by this table if TC-16-19 is approved as drafted. That text amendment sets a maximum height of 25 feet for all ADUs with no maximum height in stories and no side wall height standard.

Lot Coverage and Floor Area

The other table introduced in Sec. 6.7.2 by TC-2-18 set requirements for gross floor area or building footprint. This table is shown below.

	The smallest area within a row shall control. Area maximums apply to all accessory structures on a lot combined.		
Lot size	Combined Floor Area (max.)	Combined footprint (max.)	Combined footprint (max.)
Less than 10,000 sf	600 sf	50% of rear yard area	75% of principal building footprint
10,000 sf to 40,000 sf	900 sf	50% of rear yard area	75% of principal building footprint
Greater than 40,000 sf	1,200 sf	50% of rear yard area	75% of principal building footprint

These standards provide additional control of the size of accessory structures beyond the setback and height requirements. The maximums in the table apply to the combined floor area or footprint for all accessory structures on a lot. It should be noted that a separate standard exists in UDO Sec. 9.2.2 that requires stormwater control measures when impervious cover on a Detached house or Attached house lot exceeds a certain percentage.

Other than the stormwater management regulation, the only regulation for lot coverage of accessory structures prior to TC-2-18 was the setbacks. The requirements listed in the table above further restrict massing by merging two different types of regulation. First, floor area includes finished space in the structure, which may be present on multiple floors. Second, footprint measures only the area of the ground floor. These two measurements have been combined because they have a similar result of

limiting the overall size of the accessory structure. However, there are two separate issues that they are trying to address.

One goal of this table is to ensure that the accessory structure is truly subordinate in size to the principal structure. The other goal is to limit lot coverage and the perception of building density within the site. TC-16-19 proposes a standard called “living space” to limit the floor area of an ADU. The living space standard in TC-16-19 is an absolute standard like the one in 6.7.2 and not tied to the area of the principal structure. According to the draft language in TC-16-19, the floor area and footprint standards from Sec. 6.7.2 would apply to ADUs.

It may be helpful in the consideration of future modifications to accessory structure standards to separate lot coverage regulation from living space restrictions, especially in relation to attached and internal ADUs. If living space or a similar standard is adopted for ADUs, it may be reasonable to consider removing the Combined Floor Area standard for accessory structures. If the Combined Floor Area maximum is removed, then the footprint standards do not need to be linked to the lot size. They can be listed as general standards.

If the Combined Floor Area measure is replaced with living space, then the ADU living space standard could function in different ways. The living space standard can be an absolute value or a proportion of the principal use’s floor area. Alternatively, the living space standard could provide an absolute value in square feet as well as a percentage of the principal use are and stipulate that the lesser of the two would control. The living space standard in the draft ordinance for TC-16-19 ranges from 450 square feet for R-10 sized lots to 800 square feet for R-2 sized lots with four distinct area maximums within the range of lot sizes. A limited review of other cities indicates that larger ADU square footages are commonly allowed in other places, as shown in the table below.

City	ADU Maximum Floor Area	ADU Maximum Percentage of Principal Use Floor Area
Arlington, TX	750 sf	50%
Denver, CO	Lots smaller than 6,000 sf: 650 sf Lots 6,000 to 7,000 sf: 864 sf Lots greater than 7,000 sf: 1,000 sf	None (Maximum lot coverage standard applies for all structures on lot combined, varies by zoning district from 37.5% to 70%)
Charlotte, NC	800 sf	35%
El Paso, TX	Lots smaller than 8,000 sf: 800 sf Lots greater than 8,000 sf: 1,200 sf	None
Nashville, TN	Lots smaller than 10,000 sf: 750 sf Lots greater than 10,000 sf: 1,000 sf	None

Phoenix, AZ	900 sf	50%
Portland, OR	800 sf	75%

Encroachments and Variances

The regulations in Sec. 6.7.2. prohibit vertical and horizontal encroachments for accessory structures. Additionally, the ADUOD prohibits variance requests for ADUs. The intent of the encroachment prohibition is to remove the possibility of deviations from the dimensional standards. By disallowing encroachments, there is greater assurance that all new accessory structures will conform exactly to the dimensional standards. The prohibition of variances provides a similar level of confidence for existing structures in the sense that no existing, non-conforming structure will be able to be converted to an ADU. TC-16-19 would remove the prohibition on variances for ADUs but retain the prohibition on encroachments for accessory structures.

Next Steps

This report is a response to a public comment that was directed at the regulation of accessory structures. If the City Council wishes to modify the accessory structure standards, they may authorize a text amendment to do so. This report summarizes some of the key topics that they can consider for inclusion in that authorization. Alternatively, the City Council may be interested in amending the zoning requirements for ADUs only. In that case, they could direct staff to amend the draft of TC-16-19 to exempt ADUs from some, or all, of the provisions in Sec. 6.7.2. In their review of TC-16-19, the City Council may further develop unique standards that apply to ADUs if they are inclined to that approach to regulating them. Finally, the authorization for TC-16-19 included the direction to “reduce barriers for ADUs to be built”. If they apply a broad interpretation of this authorization motion, then the City Council may consider it appropriate to use TC-16-19 to modify or remove standards in Sec. 6.7.2. given that these standards currently apply to ADUs.



Raleigh

Youth Program Review

Completed: December 2018



Credit to:

Parks, Recreation, and Cultural Resources

Ken Hisler, Assistant Director
Kathy Capps, Recreation Superintendent
Billy Aubut, Recreation Superintendent
Josh Powell, Fiscal Analyst
Kathryn Gebhardt, Fiscal Analyst
Joseph Voska, Recreation Supervisor
Kenneth Hunt, Recreation Supervisor
Sarah Corrin, Grants Manager

Housing and Neighborhoods

Linda Jones, Community Engagement Administrator
Cathery Ector-Cox, Youth Services Manager
Bradley Upchurch, Digital Inclusion Manager
Anitra Wiggins, Fiscal Specialist
Marionna Poke-Stewart, Sr. Community Relations Analyst

Police

Eric Desimone, Police Lieutenant
Rena Lockhart, Police Sergeant

Fire

Adam Perry, Senior Fiscal Analyst
Debbie Knight, Senior Fiscal Specialist

Communications

Stephanie Currier, Communications Administrator
Jorge Gao, Creative Director

Budget and Management Services

Table of Contents

Executive Summary 3

Introduction 6

Parks, Recreation, and Cultural Resources Department

- Department Overview 7
- Aquatics Programs 10
- Arts Programs 12
- Athletics and Sports 14
- Citywide Special Events 16
- Educational Programs 18
- Fitness Programs 20
- Outdoor Recreation Programs 22
- School Programs 24
- Social Programs 26
- Specialized Recreation Programs 28
- Summer Camp 30

Housing and Neighborhoods Department

- Department Overview 32

Public Safety Departments

- Department Overview 35

Outside Agencies

- Human Relations 38
- Arts 39



Executive Summary

Purpose

As a part of the city's commitment to continuous improvement and providing a high level of service, staff conducted a program inventory and a data review of youth programs to:

- Determine program participation rates;
- Examine methods and effectiveness of communicating availability of programs;
- Determine if programs are being offered equitably throughout the city and by day of week; and,
- Identify opportunities to improve service delivery and inter-department coordination.

To achieve the objectives of this review, staff:

- Completed an inventory of programs;
- Collected qualitative and quantitative data for each program; and
- Analyzed the results.

Highlights

During Fiscal Year 2018 (July 1, 2017 – June 30, 2018) the city offered or partnered in over 5,000 unique youth programs. During this time, approximately 59,000 youth (ages 6-24) registered and participated in city provided or sponsored programming.

Department	# of Programs	Registered Participants
Parks, Recreation, and Cultural Resources (PRCR)	4,939	52,200
Housing and Neighborhoods (H&N)*	6	441
Public Safety	10	218
External Partners	942	7,200

*Fiscal Year 2018 only includes a partial year of data from the Raleigh Pathways Center, opened in September 2017.

Providing programs throughout the week

- Programs are offered throughout the week and at different times of the day. Departments continue to evaluate course offerings to balance program coverage throughout the week and throughout the day. The following chart highlights the spread of course offerings:

Day of Week	# of Courses	% of Total Courses	Time of Day*	# of Courses	% of Total Course
Monday	1,644	16%	<div style="display: flex; flex-direction: column; justify-content: space-around;"> <div>Morning (7 am – Noon)</div> <div>Afternoon (Noon – 5 pm)</div> <div>Evening (5pm – 9 pm)</div> </div>	2,255	45%
Tuesday	1,691	17%		939	19%
Wednesday	1,842	19%		1,790	36%
Thursday	1,926	20%			
Friday	1,519	15%			
Saturday	883	9%			
Sunday	370	4%			

*This represents the starting time of the programs.



Potential Process Improvements

In the process of collecting and analyzing data, staff identified best practices and opportunities to improve service delivery. These process improvements are summarized below and demonstrate the city's commitment to continuous improvement.

Providing quality services

- As the largest provider of youth program, Parks, Recreation, and Cultural Resources is working to improve individual post-program evaluations as part of the Department's Business Plan.

Collecting quality data

- Departments are tracking program related data in different systems or tracking sheets. During the data collection process, data integrity issues were identified and corrected to improve the data. By addressing these issues, the departments can create dashboards to include in management review meetings throughout the year to make more informed decisions on future year program offerings.

Improving Consistency

- Program listings often utilized similar terminology, but age ranges lacked consistency. Departments utilize different age ranges for what is considered a "youth". This report consolidates those categories to provide the best information possible and data represents youth age 6 to age 24. Improved consistency and standardization of age ranges across departments may create less confusion for residents looking for programs and allow for more accurate reporting.

Forms of Communication

- Communication of program offerings occurs through the city's website, PRCR Leisure Ledgers, social media, and postings in community centers. The PRCR Leisure Ledgers are published each season and list all available programs by category and location. This ledger can be downloaded from the city's website or viewed electronically online in either English or Spanish. The department also produces specialty program brochures, including ones for Summer Camps and School Based Programs.
- Departments are utilizing social media and email listservs to share program offerings.
- RecLink, an online application, allows users to browse and sign-up for programs. This application allows an individual to search for programs by category, location, and keyword.
- Departments utilize Citizen Advisory Councils to share upcoming program offerings.
- During FY2018, 324,180 viewers visited key city webpages for information a total of 473,347 times. Program specific information can help departments determine the best times to push communication campaigns around specific programs.

Introduction

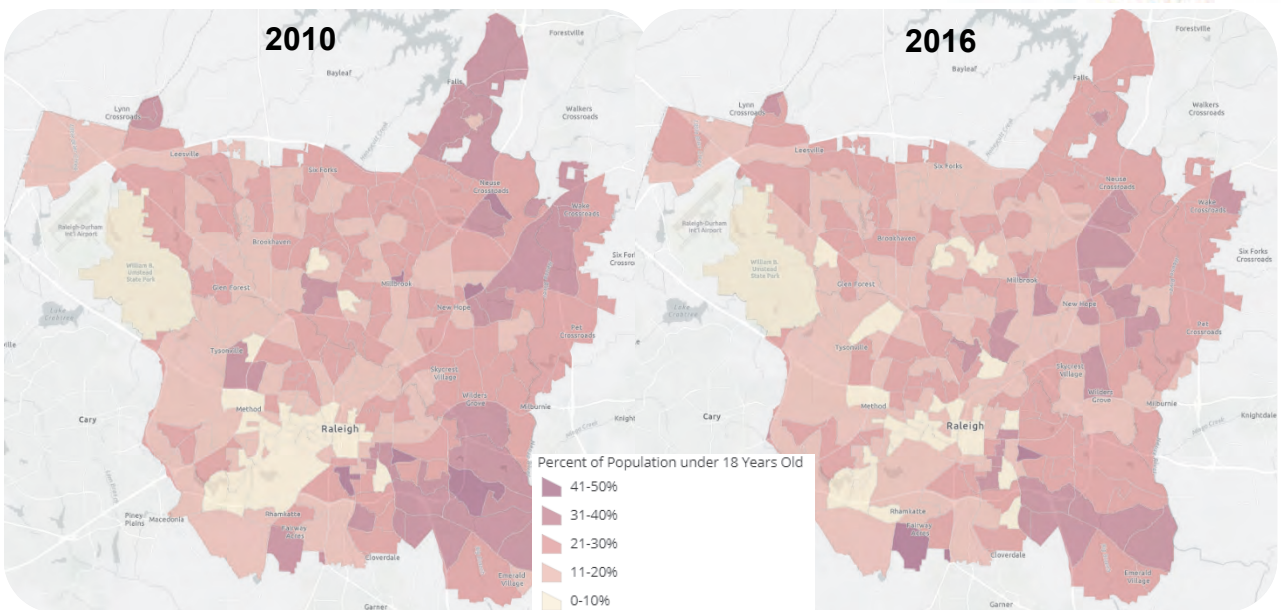
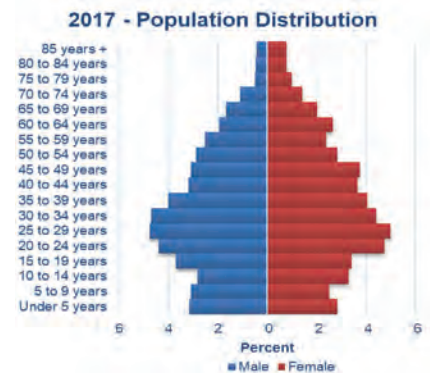
The City of Raleigh is a growing urban center with diverse youth programming needs. Youth programming is provided through a collaborative effort led by:

- **Parks, Recreation & Cultural Resources** works to connect the city’s network of parks, facilities, and programs to provide youth with the opportunity for social, cultural, educational, and physical experiences.
- **Housing & Neighborhoods** works to prepare, connect, and educate youth through career development, job opportunities, professional mentorship, and technology training.
- The **Police** and **Fire** Departments work to engage youth in positive activities with law enforcement and expose youth to all aspects of fire and emergency services.
- Key external partners that apply for grant funding through the outside agency process.

These programs focus on a wide range of beneficial outcomes, including but not limited to, promoting healthy lifestyles, training the next generation in technology and developing interests in the arts.

Growing Population

The availability of youth programming is important because according to 2017 American Community Survey 1/3rd of Raleigh’s population is under the age of 24 years. Additionally, youth make up an average of 21% of each census block in the city. This demographic data is important because it shapes the types of services needed to support youth, including recreational facilities or vocational training. The maps below highlight the percent of each census block under the age of 18 to provide a snapshot of potential service requirements.



Report Layout

For this report, programs were categorized into the following programmatic areas to provide summary level statistics and heat maps of program offerings.

Department	Program Areas	Page
Parks, Recreation & Cultural Resources	Aquatics	10
	Arts	12
	Athletics & Sports	14
	Citywide Special Events	16
	Educational	18
	Fitness	20
	Outdoor Recreation	22
	School Programs	24
	Social	26
	Specialized Recreation	28
	Summer Camp	30
Housing & Neighborhoods	Youth Services	32
Public Safety	Police Youth Services	35
	Fire Youth Programs	35
External Partner Agencies	Human Relations	38
	Arts Grant Program	39



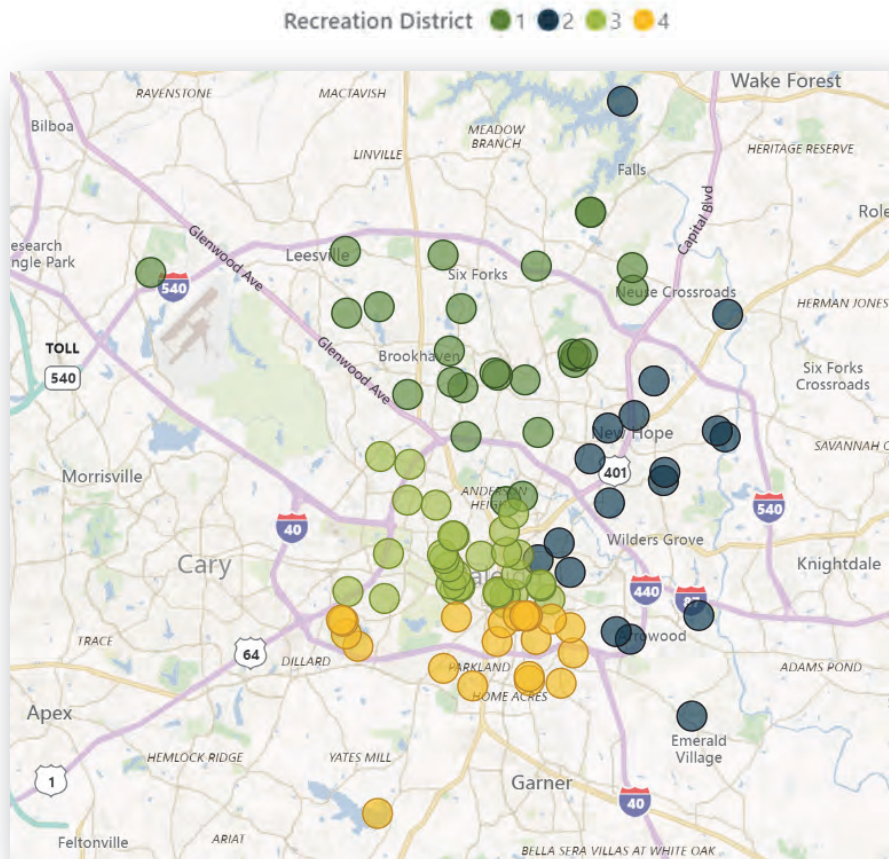
Parks, Recreation & Cultural Resources

Department Overview

Parks, Recreation and Cultural Resources works to connect the city's network of parks, facilities, and programs to provide youth with the opportunity for social, cultural, educational, and physical experiences.

Acres of Parkland:	10,000 acres
Miles of Greenway Trails:	117 miles
Unique Facility Space:	1.3 million
Youth Programs Offered:	4,939 programs/courses
Total Youth Participants:	Approximately 52,000

The Department staffs 27 Community and Neighborhood Centers in four (4) Recreation Service Districts.

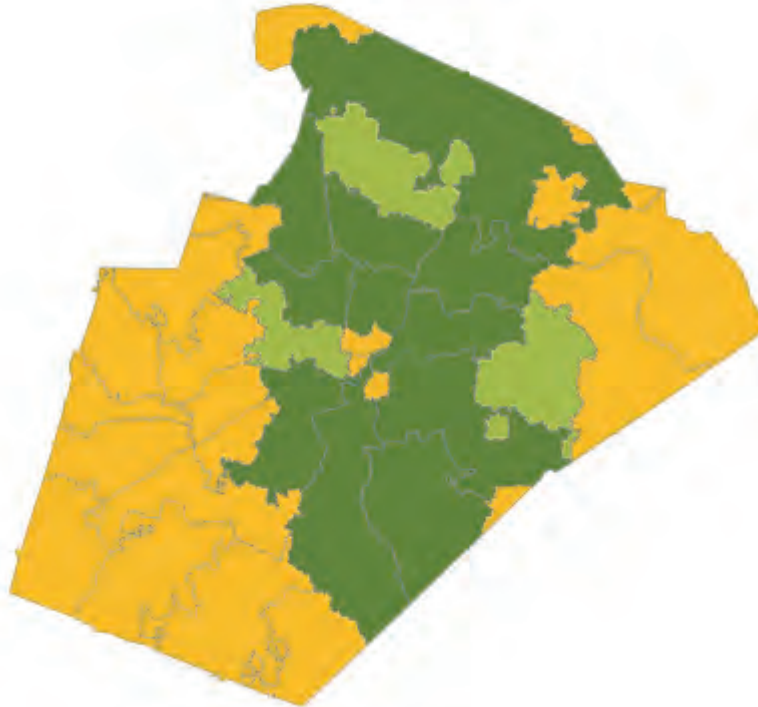


Parks, Recreation & Cultural Resources

Youth Employment

The Parks, Recreation, and Cultural Resources Department hires youth, ages 15-24, for summer work. In FY 2018, PRCR employed 1,260 youth. The map below shows employment by zip code within Wake County.

100+ Employees 50-99 Employees 1-49 Employees
Employees Aged 15-24 by Home Zip



Youth Volunteers

- In FY 2018, Parks, Recreation, and Cultural Resources was assisted by 4,890 youth volunteers.
- These volunteers served for a total of 15,716 hours, which equates to a monetary value of \$379,418.

Financial Assistance

- The Play It Forward Financial Assistance Fund provides financial assistance for general programs, school-based programs, and summer camp. In FY 2018 the program served 470 families; awarding \$180,212.
- Give Play Financial Aid, through a partnership with the City of Oaks Foundation, is available for nature and outdoor themed summer camps for campers ages 5-14. Aid covers the full cost of the program. In FY 2018, Give Play awarded aid to 76 campers for a total of \$13,137.
- Payment plans for summer camp and school-based programs is also a source of financial assistance. Initial deposits are due at the time of registration, but payments can be spread over 5 equal payments for summer camp or 11 equal payments for school-based programs.



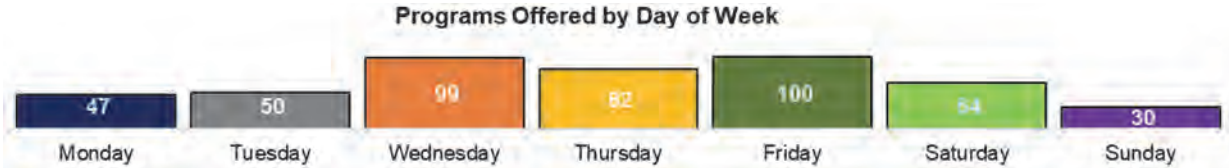
Report Cheat - Sheet

This report is broken into several data points describing elements of the programmatic area. This cheat-sheet will help explain what will be shown on the following pages.



Service Description

This description will provide a high-level overview including goals of the programmatic area. Some examples of programming are provided so the reader has a better idea of what is included in this service



This graph will help show how many sessions of program are offered each day of the week.

area.

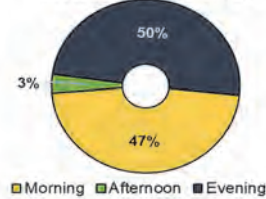
Performance Measures

Various metrics providing context about the programs are provided, including attendance, number of youth waitlisted, percent of programs offered at no charge, and a range of fees (lowest fee charged to highest fee charged) charged to participate in a program offering within the service area.

This graph provides a visual representation of the number of programs offered within each recreation district. For more information on district review page 6.



Programs by Time of Day



Explains when program offerings begin during the day. In this example, 50% of programs begin in the evening. Morning: 6am – 11am Afternoon: 11am – 4 pm Evening: 4 pm – 9 pm

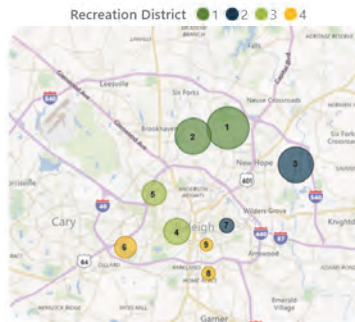
Registration and Waitlist by Recreation District



Explains registration and waitlist totals by PRCR District. Non-City owned sites are private facilities within Raleigh not owned by the city. PRCR works with families to find alternative programming if the first program of choice is not available.

Programs Offered by Location

1. Locations will be listed in order of number of programs offered.
2. The number beside the location represents the number of programs offered at this location.



This heat map provides location of programming within the City. The data point expands in size as the number of programs offered at the location increase. The bigger the circle, the more programs offered at this location.

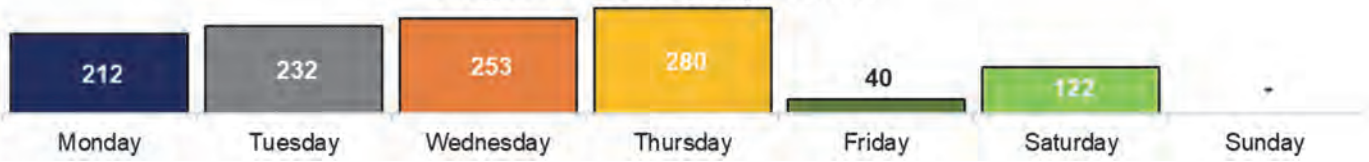
District 1	District 2	District 3	District 4
The top three programs offered by district are provided to give specific examples of programs offered within each district. The district colors are colored coded to match the data points in the map provided above.			



Service Description

Aquatics programs are dedicated to providing a fun and creative atmosphere for the development of swimming skills. The program advocates the importance of water safety. Programs are hosted at one of nine city owned pools and generally focus on skill development.

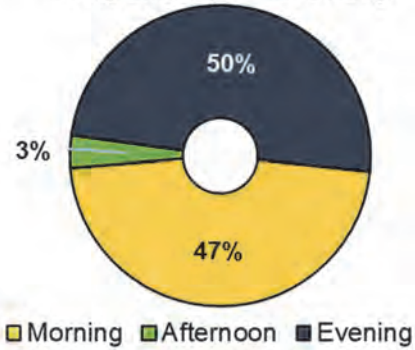
Programs Offered by Day of Week



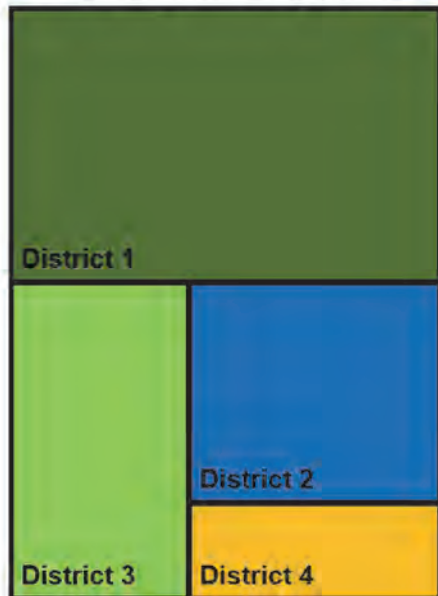
Performance Measures

- Total Programs Offered
491
- Total Number Registered
2,304
- Total Number Waitlisted
89
- Total Course Attendance
13,493
- % of Programs - Free
0%
- Range of Resident Fees
\$6.00 - \$135.00

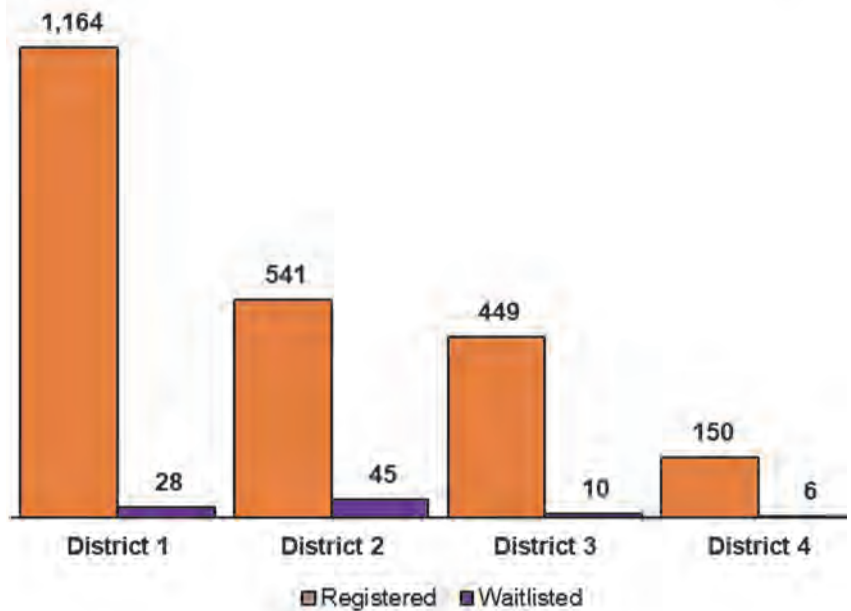
Programs by Time of Day



Programs Offered by District

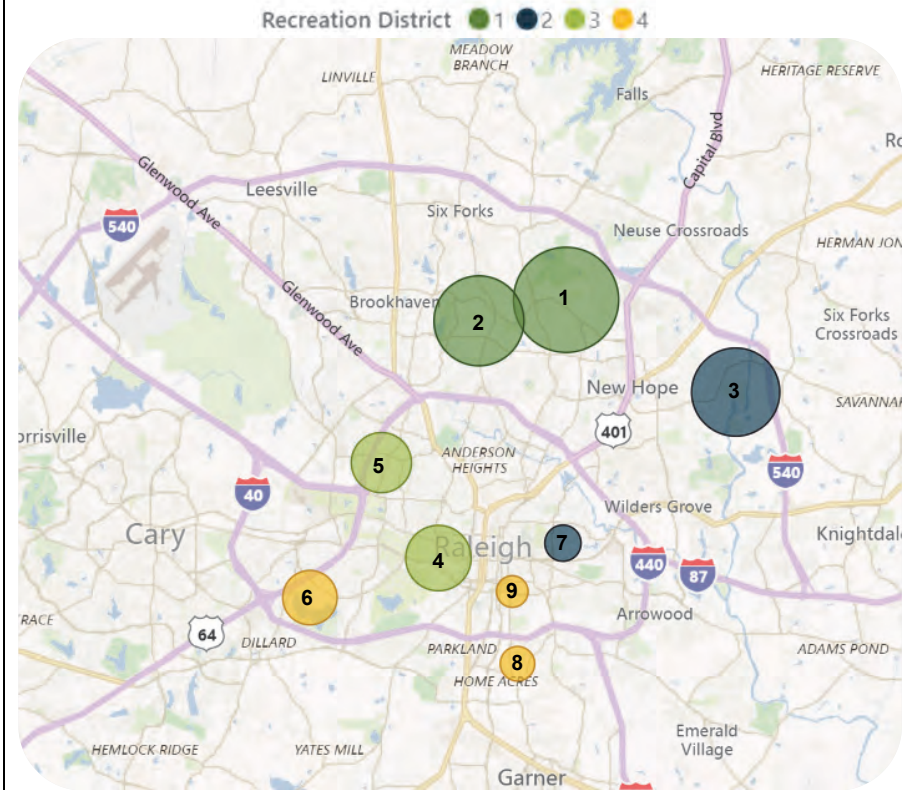


Registration and Waitlist by Recreation District



Programs Offered by Location

- 3. Millbrook Pool - 127
- 4. Optimist Pool - 101
- 5. Buffalo Road AC - 98
- 6. Pullen Aquatic Center - 59
- 7. Ridge Road Pool - 50
- 8. Lake Johnson Pool - 40
- 9. Longview Pool - 9
- 10. Biltmore Pool - 6
- 11. Chavis Pool - 1



	District 1	District 2	District 3	District 4
#1	Intra City Swim Association	Intra City Swim Association	Intra City Swim Association	Intra City Swim Association
#2	Level 2 Fundamental Skills	Level 3 Stroke Development	Level 3 Stroke Development	Level 2 Fundamental Skills
#3	Level 3 Stroke Development	Level 2 Fundamental Skills	Level 2 Fundamental Skills	Level 3 Stroke Development

Quick Facts

- Users who enter the pools for open swim are the primary users of the facilities. 1,611 unique youth participated in one of 491 programs.
- Pullen Aquatic Center was closed for renovations starting in June 2018, which resulted in less attendance than would otherwise be expected. Chavis Pool closed permanently in August 2018.
- The city’s webpage for pools generated 133,691 pageviews from 96,534 viewers.



Service Description

Arts programs offers activities that foster, support and promote the arts including arts classes and workshops at Pullen and Sertoma Arts Centers, community centers, and at pop-up locations throughout the city. Programs include beginning, intermediate, and advanced classes and workshops in both visual and performing arts classes. Visual art mediums include painting, drawing, fiber arts, printmaking, jewelry, and pottery. Performing arts include music, dance, and fitness. The programs strive to provide a nurturing, creative atmosphere, with skilled arts instructors, specialized equipment, large studio spaces and classrooms, and an art exhibit gallery program.

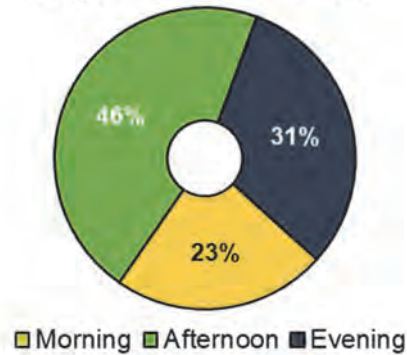
Programs Offered by Day of Week



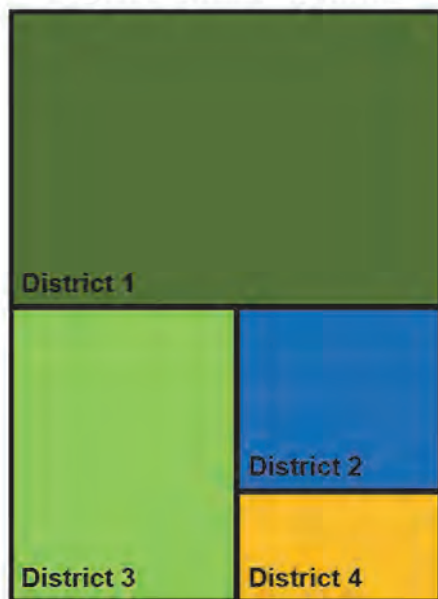
Performance Measures

- Total Programs Offered
409
- Total Number Registered
1,429
- Total Number Waitlisted
76
- Total Course Attendance
6,766
- % of Programs - Free
25%
- Range of Resident Fees
\$0.00 - \$300.00

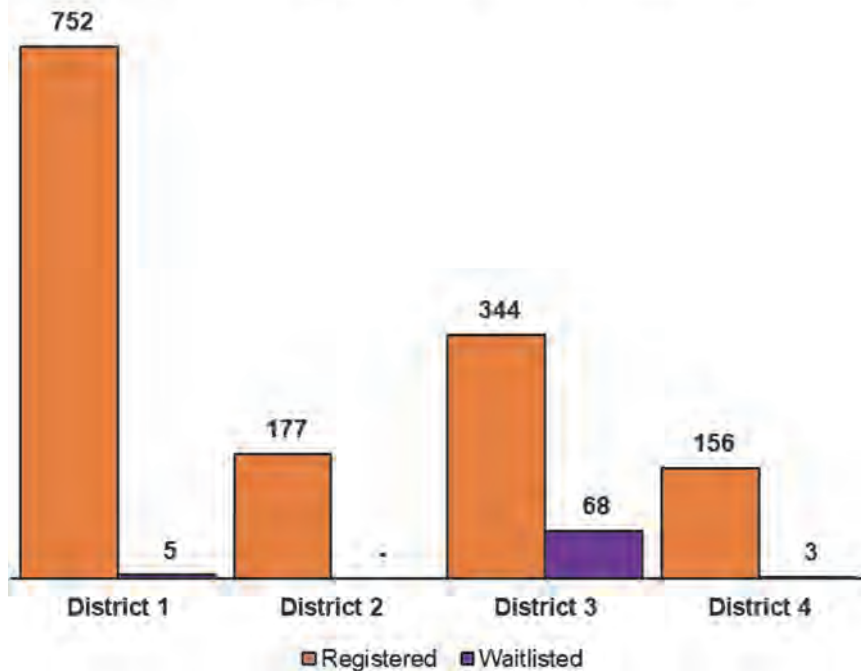
Programs by Time of Day



Programs Offered by District

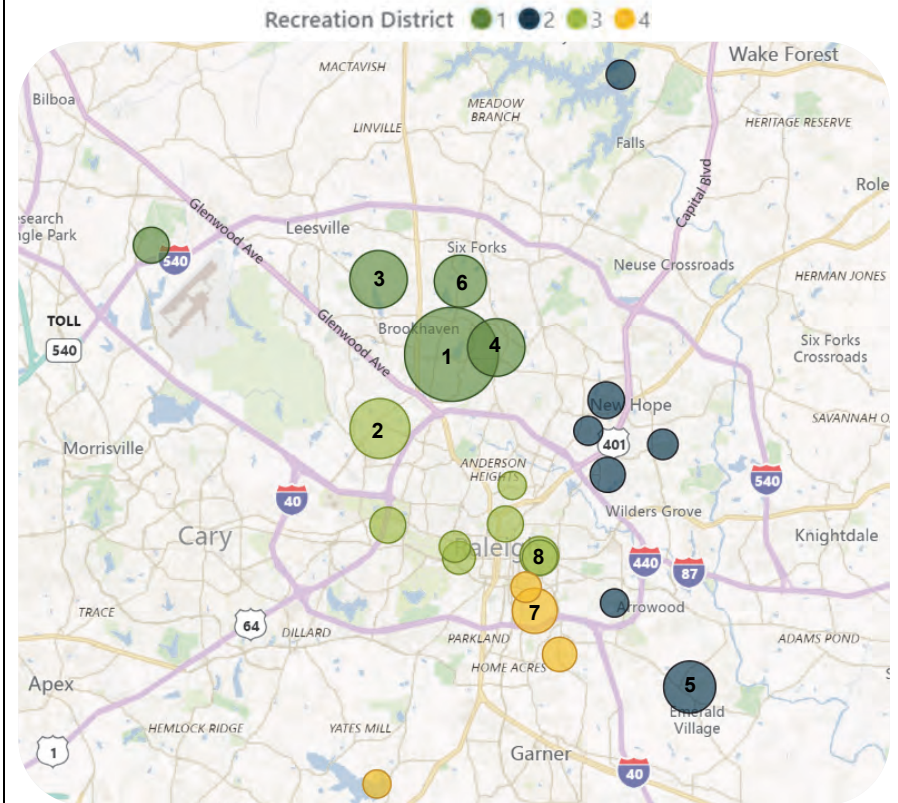


Registration and Waitlist by Recreation District



Programs Offered by Location

1. Sertoma Arts Center - 86
2. Laurel Hills - 42
3. Lake Lynn - 39
4. Optimist - 39
5. Barwell Road - 32
6. Greystone - 32
7. Walnut Creek Wetland - 23
8. Tarboro Road - 15
9. Green Road - 12
10. 15 Other Sites - 89



	District 1	District 2	District 3	District 4
#1	All American Girls Create & Play	African Dance for Youth	Pop-up Studio for Kids	Pop-up Studio for Kids
#2	Music - Raleigh Children's Orchestra	Ballet I	Juggling for Genius	Cool Artsy Crafts
#3	Homeschool Art Time	Ballet Basics IV	Pop-up Studios for Teens	Dance - Got Rhythm

Quick Facts

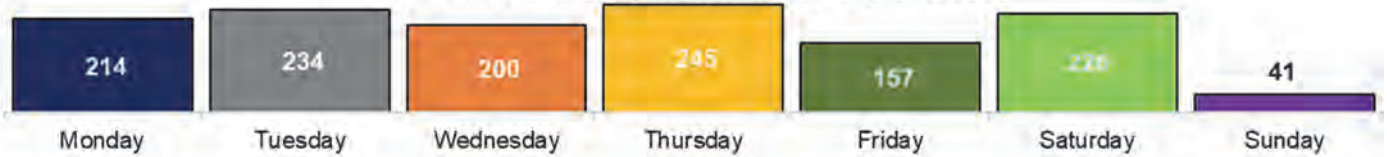
- Art programming takes place throughout the city at various sites; however, due to the renovation of Pullen Arts Center most classes are offered at Sertoma Arts Center. In total, staff provided 409 programs.
- The waitlisted participants in District 3 are related to *Pop-up Studios for Kids* which is popular but limited due to space constraints. The city's website for Arts provides information on available programs, and provides direct links to Pullen Arts Center, Sertoma Arts Center, and Pop-up Studios.
- During FY18, 12,314 viewers visited the Arts website a total of 17,430 times.



Service Description

Sports programs and athletic leagues provide quality athletic competition, instruction, and participation for youth ages 5-17 through camps, clinics, and leagues. Sports include baseball, basketball, tennis, lacrosse, football, and cheerleading. The benefits from playing in organized sports include learning good sportsmanship and progressively developing physical motor skills. Many of the sports programs are introductory and often serve as feeders to city-wide youth athletic leagues once participants build up interest or reach the minimum age requirements.

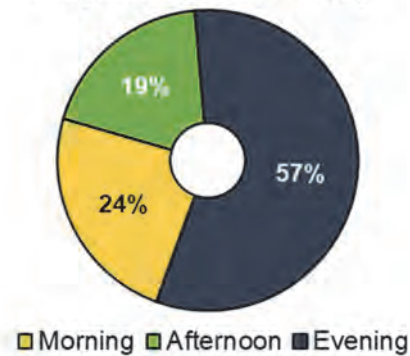
Programs/Leagues Offered by Day of Week



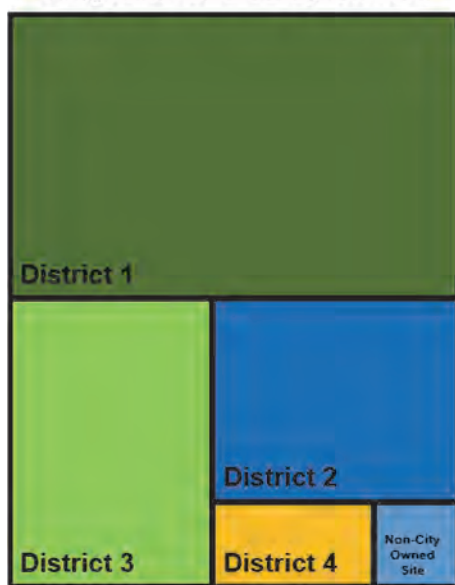
Performance Measures

- Total Programs/Leagues Offered
693
- Total Number Registered
7,952
- Total Number Waitlisted
510
- % of Programs - Free
3%
- Range of Resident Fees
\$0.00 - \$240.00

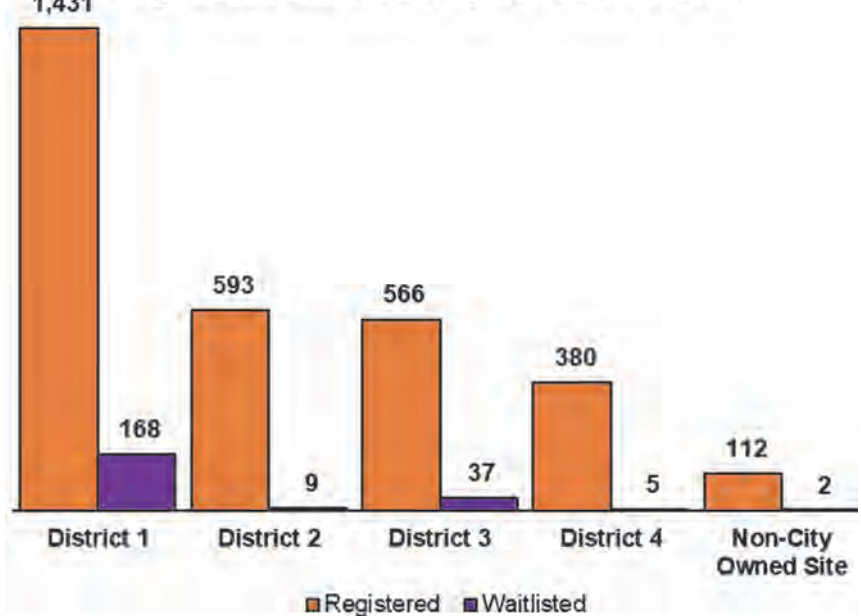
Programs by Time of Day



Programs Offered by District

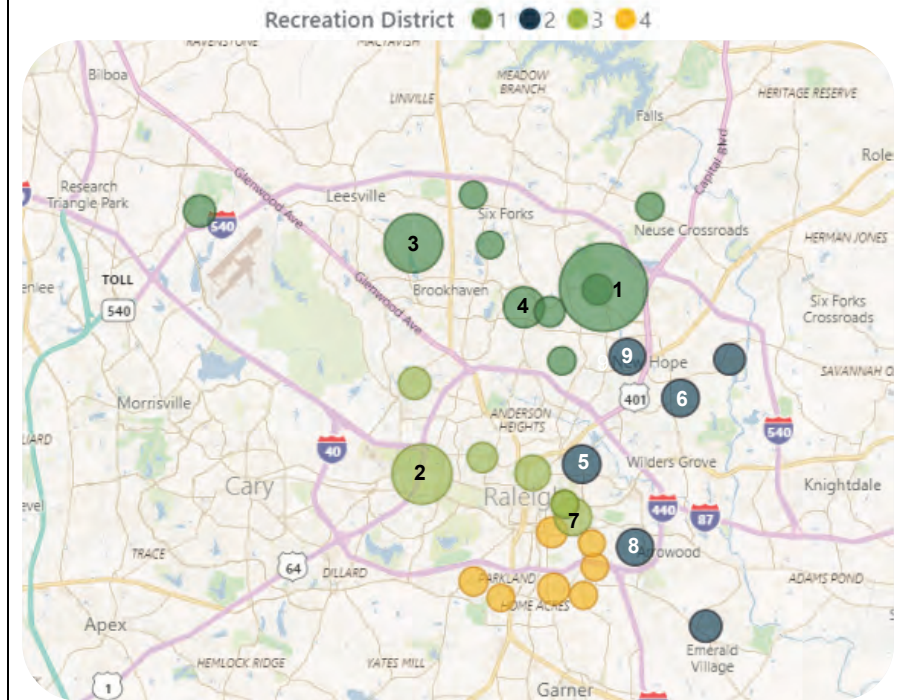


Registration and Waitlist by Recreation District



Programs Offered by Location

1. Millbrook Tennis Center - 156
2. Method Rd - 85
3. Lake Lynn - 82
4. Optimist - 37
5. Lions Park - 30
6. Marsh Creek - 28
7. Roberts Park - 28
8. Worthdale - 27
9. Green Road - 26
10. 16 Other Sites - 51



	District 1	District 2	District 3	District 4
#1	Tennis Jr. Level 1	Youth Fall Baseball - Bronco	Co-ed Mini Mite Basketball	Southeast Raleigh Baseball League
#2	District 1 Summer Basketball	Basketball Skills for Beginners	Boys Mitey Mite Basketball	Pre-Season Basketball Skills Clinic
#3	Youth Volleyball	District 2 Summer Basketball	RPD Summer Basketball at Method	Raleigh Rockets Track Club

Quick Facts

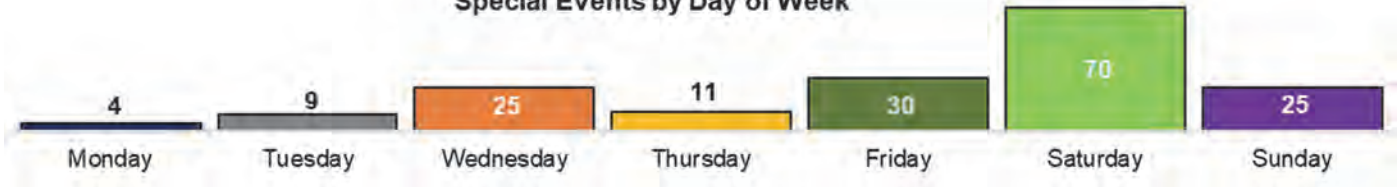
- Athletic league programming is offered each day of the week, with minimal activity on Sunday. Most offerings take place in the evening (57%). In total, staff offered 693 programs and leagues.
- Recreation District 1 offered the most programs/leagues, led by Millbrook Tennis Center.
- The city's website for *Athletics* provides a link to view registration information and provides information boxes on available activities by season. In FY18, 16,559 viewers visited the website a total of 21,800 times.



Service Description

Citywide Special events provide unique and inclusive opportunities for families to participate in entertainment, educational, and social activities through one-of-a-kind event experiences.

Special Events by Day of Week



Performance Measures

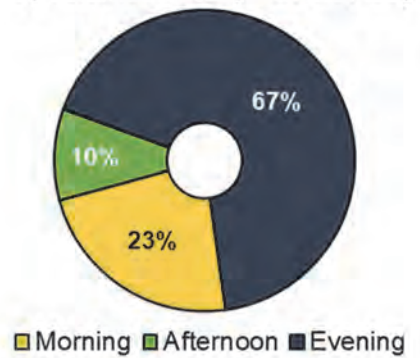
Total Events
174

Total Attendance
102,223

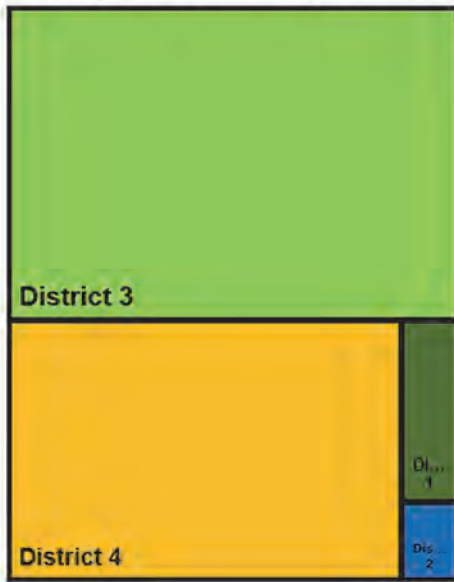
% of Programs - Free
60%

Range of Resident Fees
\$0.00 - \$25.00

Special Events by Time of Day

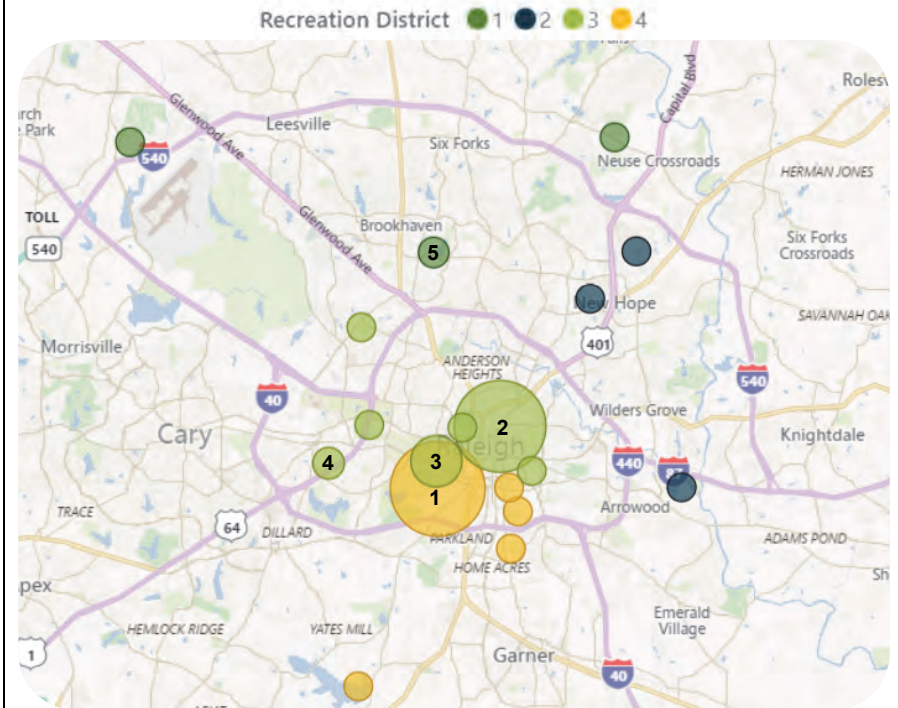


Programs Offered by District



Events Offered by Location

1. Dorothea Dix Park - **65**
2. Mordecai Historic Park - **62**
3. Pullen Amusements - **23**
4. Powell Drive Park - **4**
5. Sertoma Arts Center - **3**
6. 13 Other Sites - **13**



	District 1	District 2	District 3	District 4
#1	Paint Your heART Out!	Egg Hunt	Holiday Express	"Light the Woods with Sound"
#2	Egg Hunt	Bookbag Give-a-Way at Lions Park	Escape to Freedom	Movie by Moonlight
#3	Pullen and Sertoma Fall Arts Fair	Youth Girls Netball Information Day	Haunted Trolley	Egg Hunt

Quick Facts

- Citywide special events take place mainly on Saturdays, especially in the evening (73%).
- Recreation District 3 offered the most events, led by Mordecai Historic Park and Pullen Amusements.
- The waitlists in District 3 relate to specialty tours at Mordecai Historic Park, primarily *Haunted Lantern Tours* and *Santa Trolleys*.



Service Description

Educational programs include introductory Spanish classes, programs for homeschool students, and introductory sewing classes. Other programs in this category include financial literacy, life skills, college preparation classes, and science classes. These programs are designed to bring participants together to explore and develop new skills through a progressive curriculum. These programs are often recurring and require youth to attend a series classes for successful completion.

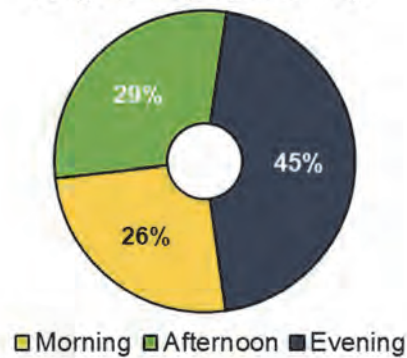
Programs Offered by Day of Week



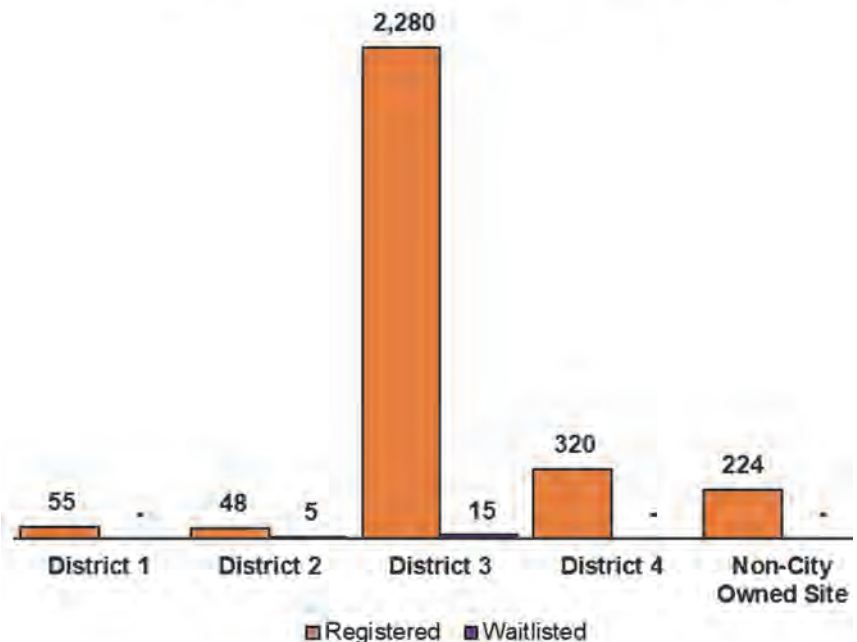
Performance Measures

- Total Programs Offered
216
- Total Number Registered
2,927
- Total Number Waitlisted
22
- Total Course Attendance
22,940
- % of Programs - Free
34%
- Range of Resident Fees
\$0.00 - \$75.00

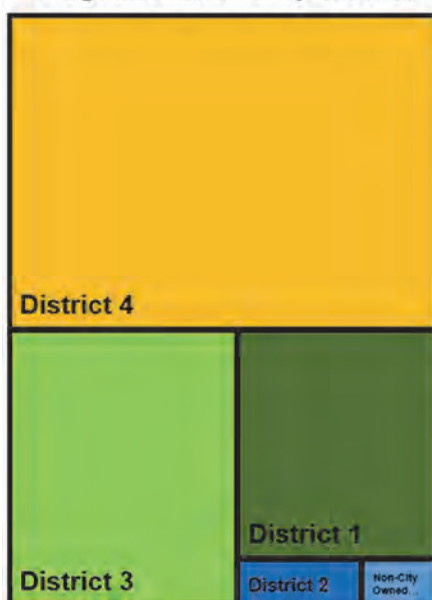
Programs by Time of Day



Registration and Waitlist by Recreation District

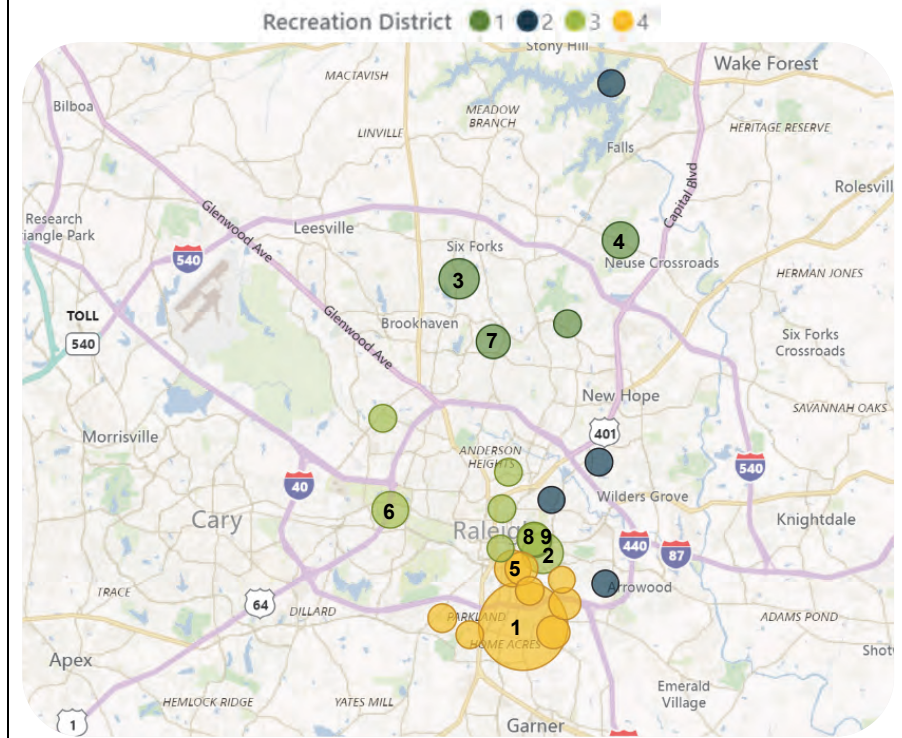


Programs Offered by District



Programs Offered by Location

1. Biltmore Hills - 71
2. Roberts Park - 17
3. Greystone - 16
4. Abbotts Creek - 12
5. John P "Top" Greene - 12
6. Method Road - 12
7. Optimist - 9
8. St. Monica Teen Center - 9
9. Tarboro Road - 9
10. 16 Other Sites - 49



	District 1	District 2	District 3	District 4
#1	Elementary Money Skills	Community Afterschool Programs	Homeschool Explorers	Community Afterschool Programs
#2	Introduction to Sewing	Cultural Pop Up	Virtual Tours of the World	Introduction to Music-Youth
#3	Homeschool - Community Connections	History on Wheels	Teambuilding for Teens	Solar Eclipse Viewing

Quick Facts

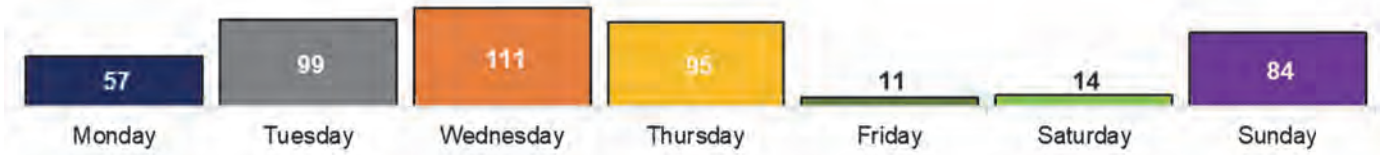
- Educational programming is offered frequently throughout the week, with most courses (45%) starting at night.
- Educational programs include Community Afterschool Programs, which are free afterschool programs for elementary school-age participants offered at 13 different sites throughout Raleigh. In FY18, 208 youth were served in these programs



Service Description

Fitness programs include active dance classes such as Zumba, line dancing, boot camp style fitness classes, yoga, Pilates, and martial arts classes. Fitness programs help participants by reducing the risk of adverse health conditions, stress reduction, and improving overall wellness.

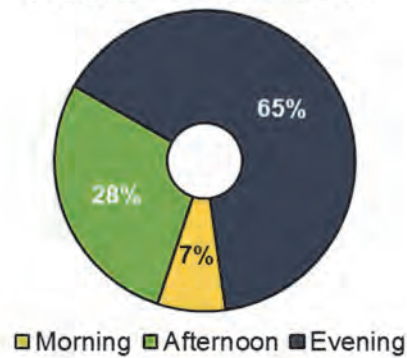
Programs Offered by Day of Week



Performance Measures

- Total Courses Offered
380
- Total Number Registered
1,933
- Total Number Waitlisted
2
- Total Course Attendance
12,580
- % of Programs - Free
7%
- Range of Resident Fees
\$0.00 - \$125.00

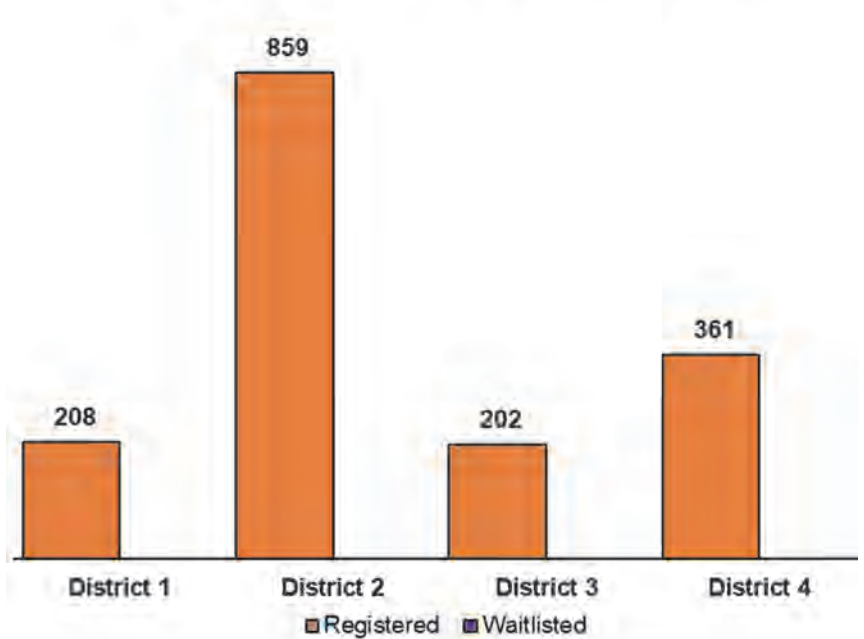
Programs by Time of Day



Programs Offered by District

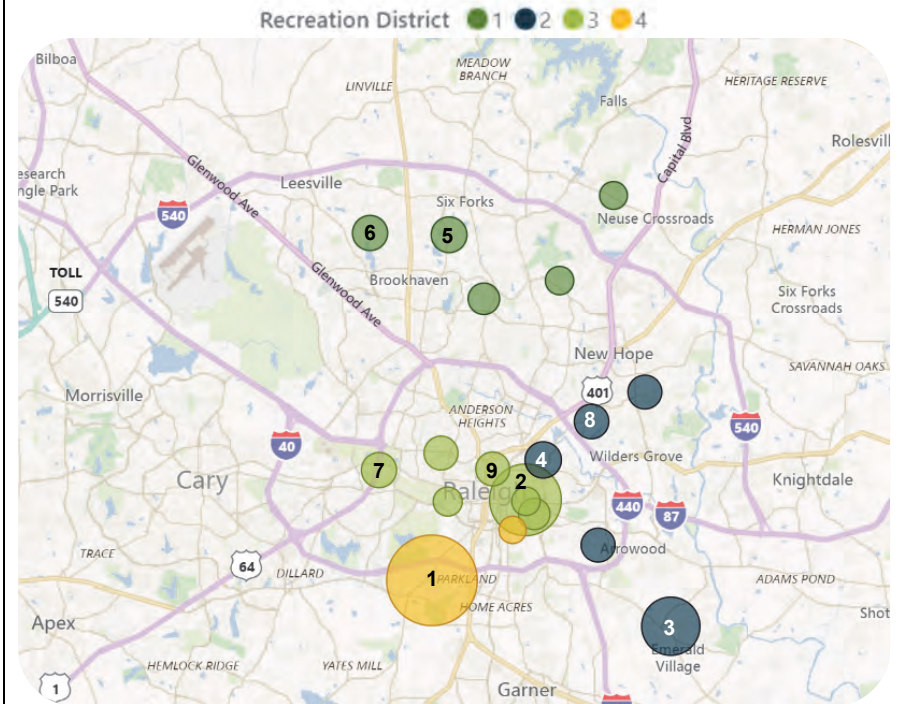


Registration and Waitlist by Recreation District



Programs Offered by Location

1. Carolina Pines - 105
2. Tarboro Road - 74
3. Barwell Road - 52
4. Lions Park - 16
5. Greystone - 15
6. Lake Lynn - 14
7. Method Road - 14
8. Hill Street - 13
9. Halifax - 12
10. 10 Other Sites - 65



	District 1	District 2	District 3	District 4
#1	Homeschool Open Gym - Millbrook	Martial Arts - Youth Shotokan Karate-Do	Zumba	Wado-Ryu Karate-Martial Arts
#2	JKC Self Defense for Kids	Tae Kwon Do Youth	Youth Taekwondo	MIXXEDFIT at Carolina Pines
#3	REFIT Classes at Optimist Community Center	Gymnastics - Youth Tumbling	Kamp Kason Karate	Fitness – Dancing in the Park

Quick Facts

- Fitness programs generally occur Sunday through Thursday, with a vast majority starting at night (65%).
- Courses take place at various sites, including community centers, nature centers, and arts centers.



Service Description

Outdoor recreation programs are centered around connecting participants with the natural environment. Programs help participants foster a personal connection to resources through firsthand experience with the natural environment. Programs include nature, biking, climbing, and paddling.

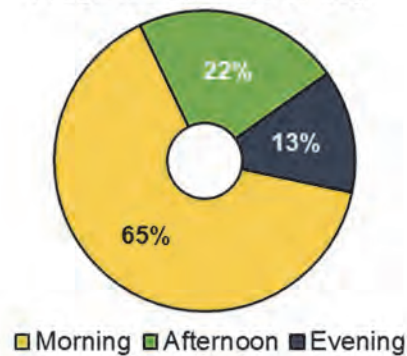
Programs Offered by Day of Week



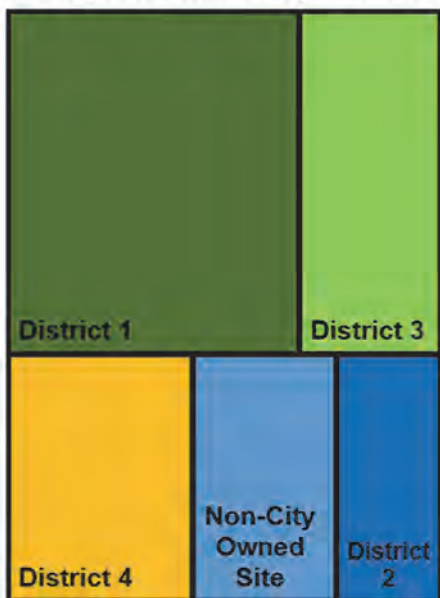
Performance Measures

- Total Courses Offered
887
- Total Number Registered
3,170
- Total Number Waitlisted
219
- Total Course Attendance
17,303
- % of Programs - Free
9%
- Range of Resident Fees
\$0.00 - \$260.00

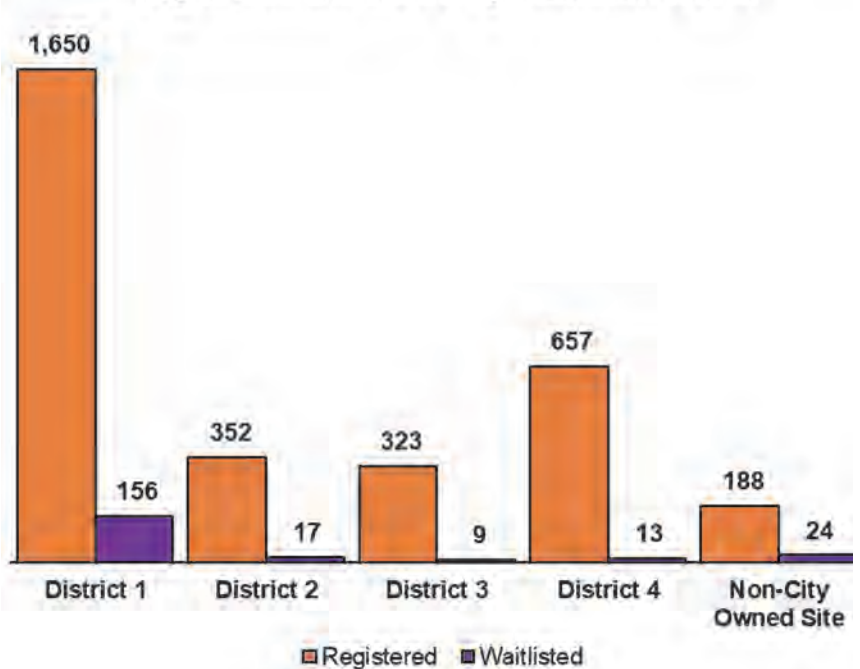
Programs by Time of Day



Programs Offered by District

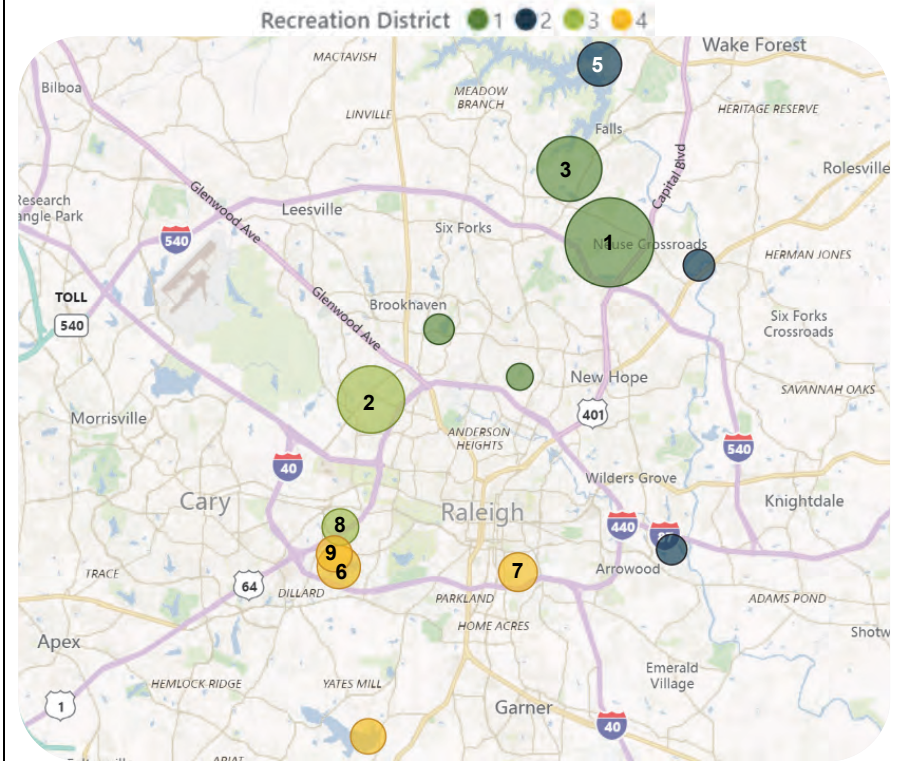


Registration and Waitlist by Recreation District



Programs Offered by Location

1. Durant Nature Preserve - 206
2. Laurel Hills - 134
3. Annie Louise Wilkerson Nature Preserve -126
4. Non-city Owned Site - 123
5. Forest Ridge Park - 58
6. Lake Johnson - 56
7. Walnut Creek Wetland - 41
8. Powell Drive Park - 34
9. Thomas G Crowder Woodland Center - 32
10. 5 Other Sites - 77



	District 1	District 2	District 3	District 4
#1	Nature Custom Programs	Forest Ridge Park Pop-up Program	Nature Custom Programs	Group Kayaking - TRC
#2	Astronomy Nights	Coyote Watch	Family Nature Night at Laurel Hills	Boy Scouts Merit Badge
#3	Nature Play Days	Wild Walkers	Family Nature Night - Frog Hunt!	Lake Wheeler Family Fishing Class

Quick Facts

- Outdoor recreation programming is primarily offered Tuesday through Saturday and courses generally start in the morning or afternoon. Programs are generally offered around the urban core.
- PRCR offered 887 programs and was able to accommodate 93% of registrants. Durant Nature Preserve offered the most courses, including *Summer Scavenger Hunt* and *Spooktacular Durant*.
- 39% of courses were offered in District 1 and 52% of registrants attended those courses. The programs with waitlists in District 1 were *Twilight Walk* and *Astronomy Night*.



Service Description

School-based programs include before-school, after-school, track-out, and teacher workday programs. Programs for youth, up to 6th grade, include recreational games, arts, crafts, cultural activities, fieldtrips, homework help, and various specialty activities.

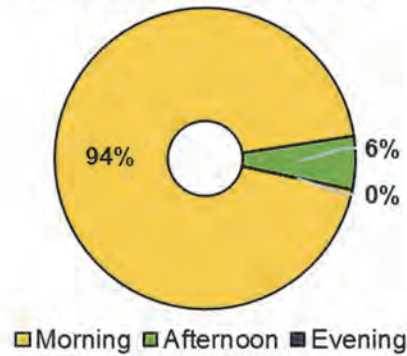
Programs Offered by Day of Week



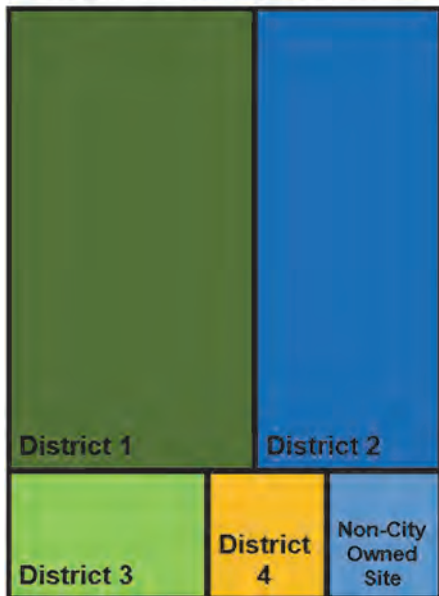
Performance Measures

- Total Courses Offered
349
- Total Number Registered
5,397
- Total Number Waitlisted
232
- Total Course Attendance
68,468
- % of Programs - Free
0%
- Range of Resident Fees
\$30.00 - \$1,620.00

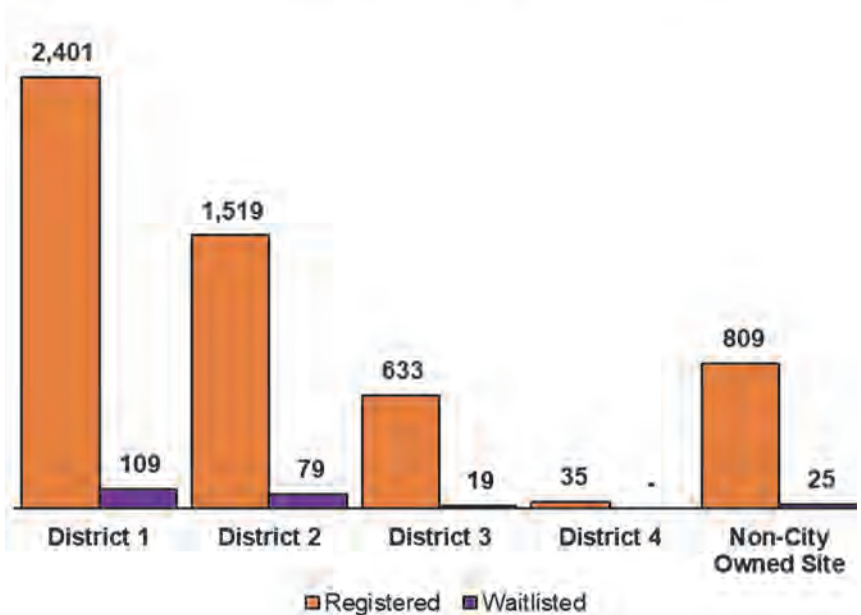
Programs by Time of Day



Programs Offered by District

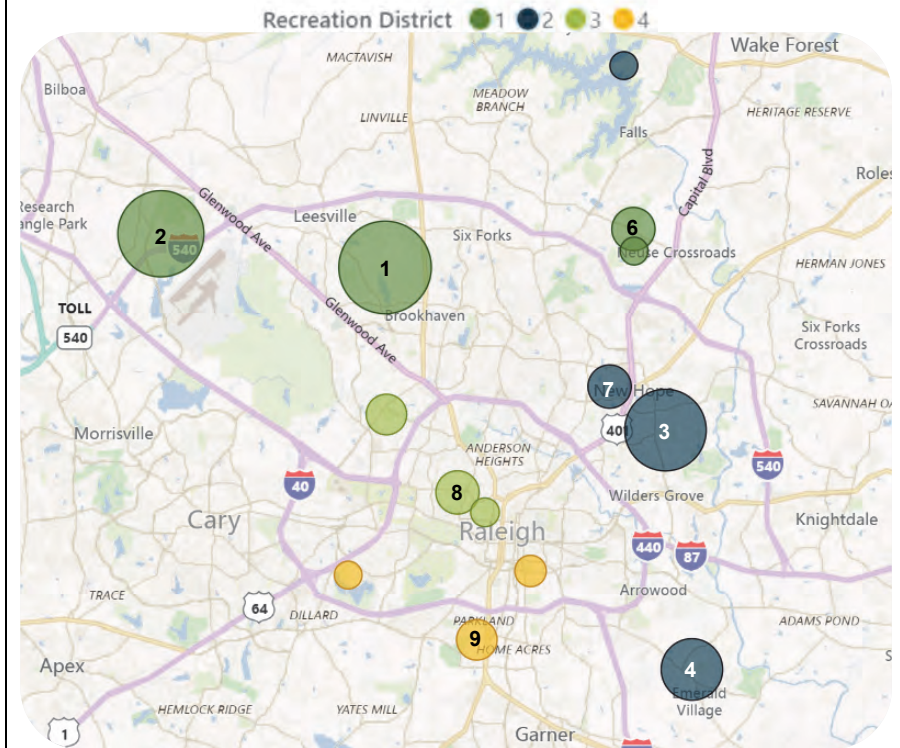


Registration and Waitlist by Recreation District



Programs Offered by Location

1. Lake Lynn - 72
2. Brier Creek - 65
3. Marsh Creek Park - 60
4. Barwell Road - 38
5. Non-city Owned Site - 20
6. Abbotts Creek - 18
7. Green Road - 18
8. Jaycee - 18
9. Peach Road - 15
10. 6 Other Sites - 25



	District 1	District 2	District 3	District 4
#1	Y.E.S. - Youth Escape School	Y.E.S. - Youth Escape School	Y.E.S. - Youth Escape School	Chavis Spring Break Camp
#2	Lake Lynn Track 4	Marsh Creek Track 4	Weather Bound	Zombie Survival Course
#3	Brier Creek Track 4	Barwell Road Track 4	Track Out Reading Academy	Y.E.S. - Youth Escape School

Quick Facts

- School programs take place Monday through Friday, generally starting in the morning and afternoon. Programs are offered throughout the city at various sites, including community centers and partner schools. In total, staff provided 349 programs.
- Recreation District 1 and District 2 offered the most programs, led by Lake Lynn Community Center.
- Information on school-based programming is included on the city’s website under *Youth Programs*. Numerous information boxes include specific information on each program.



Service Description

Social programs include bridge clubs, themed special events, and themed arts and crafts programs. These programs are intended to bring participants together around a common theme or interest. The programs are often one-day programs or drop-in style programs that do not require a long-term commitment.

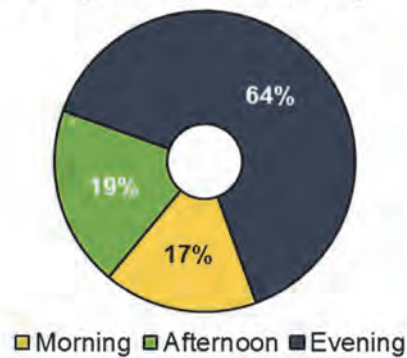
Programs Offered by Day of Week



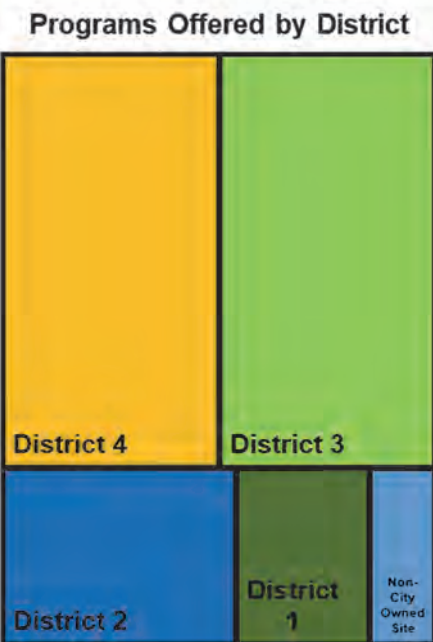
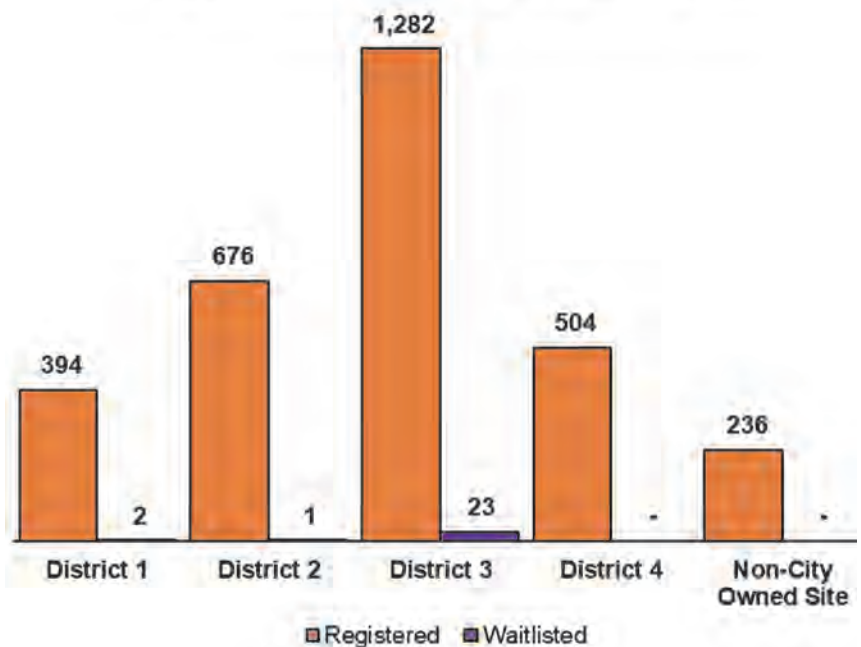
Performance Measures

- Total Courses Offered
377
- Total Number Registered
3,090
- Total Number Waitlisted
26
- Total Course Attendance
40,899
- % of Programs - Free
57%
- Range of Resident Fees
\$0.00 - \$85.00

Programs by Time of Day

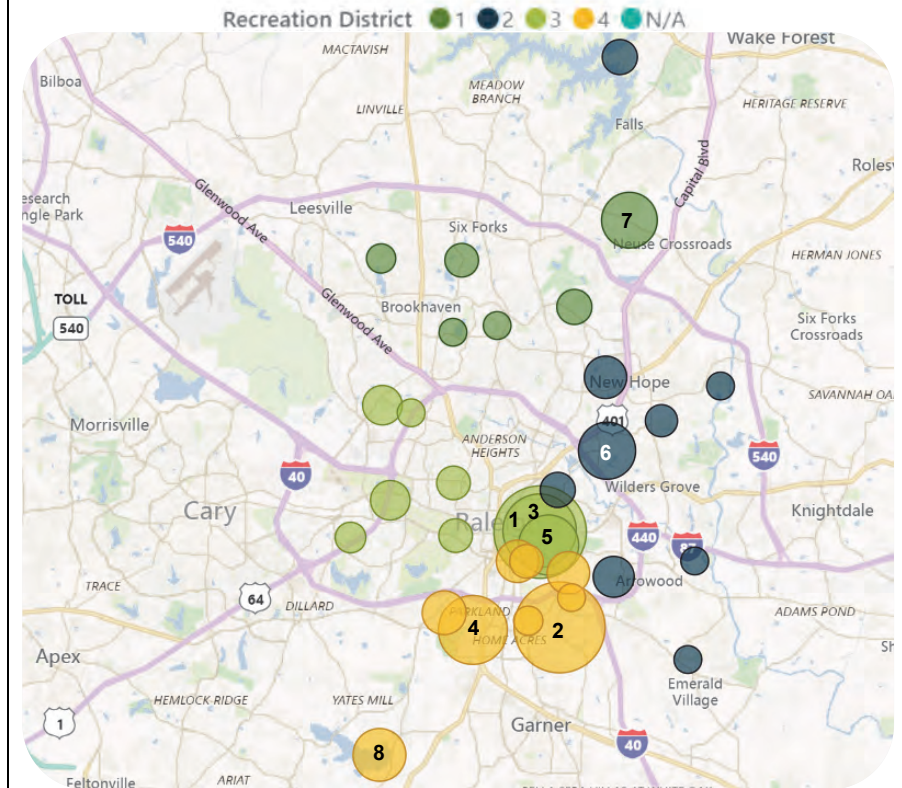


Registration and Waitlist by Recreation District



Programs Offered by Location

1. St. Monica Teen Center - 45
2. Sanderford Road - 44
3. Tarboro Road - 32
4. Peach Road - 29
5. Roberts Park - 23
6. Hill Street - 21
7. Abbotts Creek - 20
8. Lake Wheeler - 18
9. Non-city Owned Site - 17
10. 25 Other Sites - 122



	District 1	District 2	District 3	District 4
#1	Halloween Boo Bash	Teen Outreach Program	Daddy Daughter Dance	Teen Outreach Program
#2	Teen Outreach Program	Halloween Spooktacular	Saint Monica Teen Center Yearly Membership	Kool Kids Traveling Club
#3	Abbotts Creek Sport Karate	Pumpkinfest	Teen Outreach Program	Toys for Tots

Quick Facts

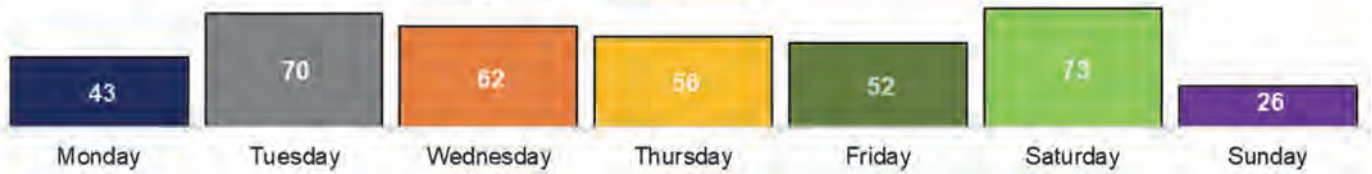
- Most social programs start during the evening. Friday nights offered the most programs with 118. In total, 377 programs were offered throughout the City.
- Recreation Districts 3 and 4 offered the most courses, led by St. Monica Teen Center (District 3) and Sanderford Road Park (District 4).
- Social programs include Teen Afterschool Programs, which are free afterschool programs for middle and high school-age participants offered at 9 different sites throughout Raleigh. Last year, 629 teens were served in these programs.



Service Description

Specialized recreation and inclusion service programs offer a variety of programs for individuals who have developmental and/or physical disabilities. Each program is designed to meet the needs and interests of the participants. Program offerings for youth include adapted aquatics, tennis, and fitness. Additional programs include social clubs, dances, Special Olympics sport opportunities, wheelchair sports, track out programs, and programs for individuals with visual or hearing impairments.

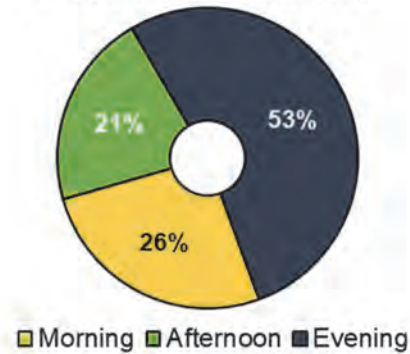
Programs Offered by Day of Week



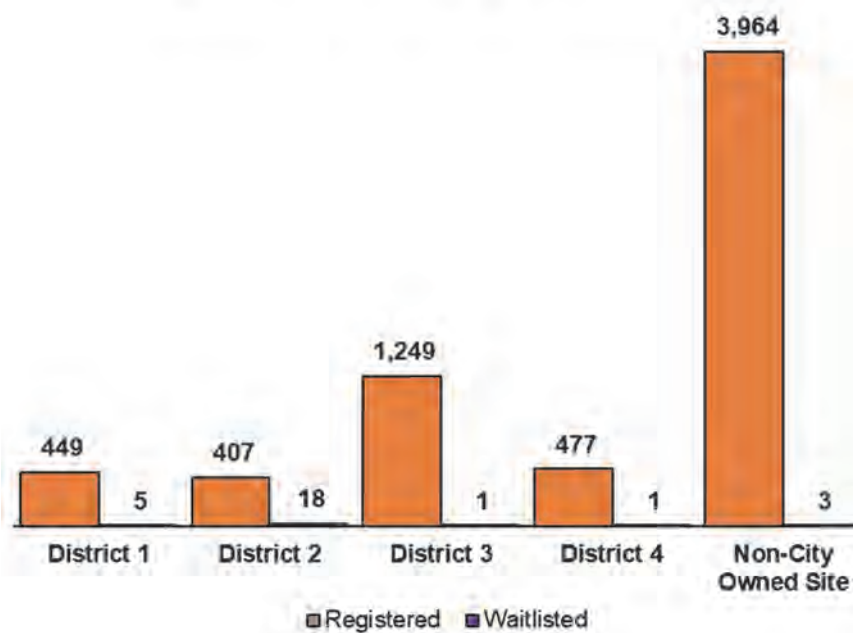
Performance Measures

- Total Courses Offered
352
- Total Number Registered
6,516
- Total Number Waitlisted
28
- Total Course Attendance
13,065
- % of Programs - Free
31%
- Range of Resident Fees
\$0.00 - \$200.00

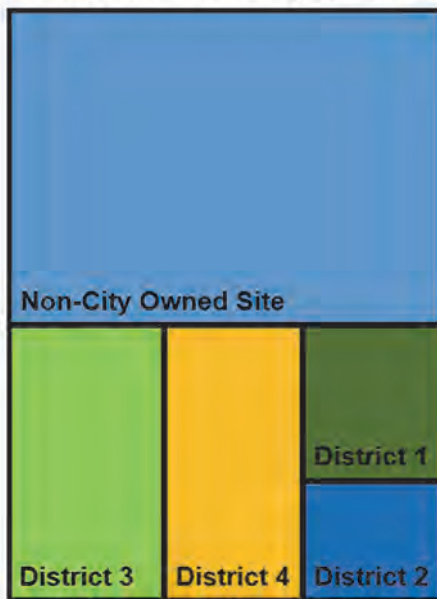
Programs by Time of Day



Registration and Waitlist by Recreation District

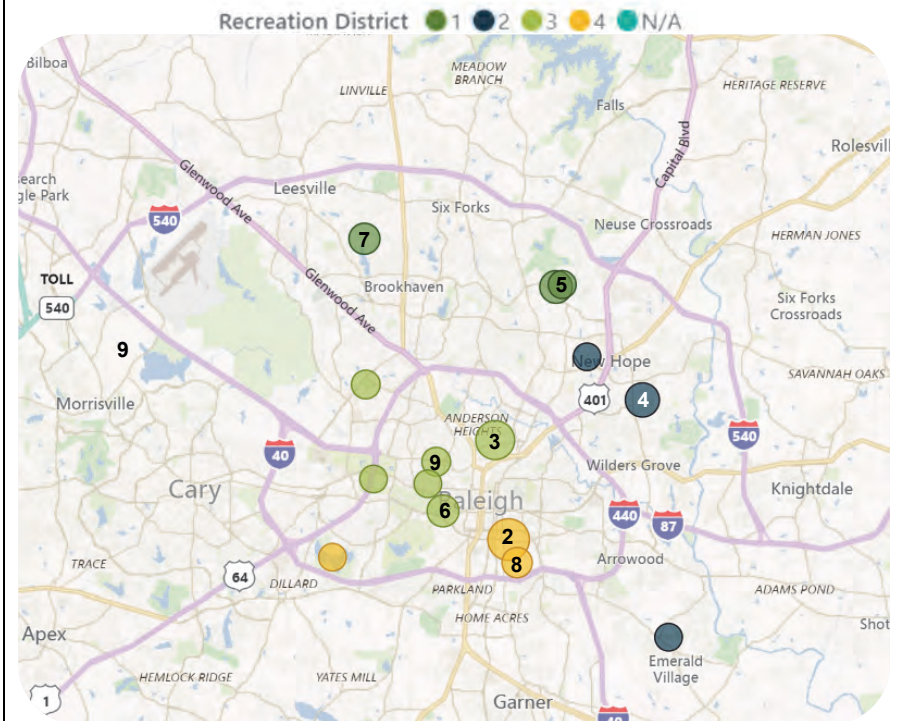


Programs Offered by District



Programs Offered by Location

1. Non-city Owned Sites - **193**
2. Chavis - **39**
3. Five Points Center - **30**
4. Marsh Creek Park - **18**
5. Millbrook Exchange - **14**
6. Pullen - **12**
7. Lake Lynn - **12**
8. Walnut Creek Wetland - **8**
9. Jaycee - **4**
10. 7 Other Sites - **22**



	District 1	District 2	District 3	District 4
#1	Specialized Recreation Dances	Friendly Track Out Program	Specialized Recreation Dances	Bingo Night
#2	Friendly Track Out Program	Specialized Recreation Dances	Art Time	Open Mic Night
#3	Abilities Tennis	Basketball Skills Competition	Social Club Outings	VIP Bingo

Quick Facts

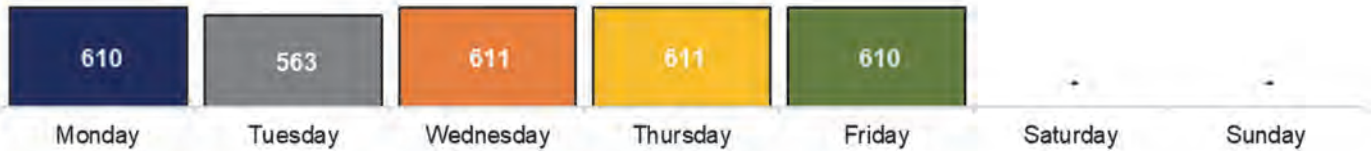
- Inclusion Services provided various levels of support to 147 individual youth with disabilities who requested support to participate in traditional PRCR programs.
- Medical Support Services provided various levels of support to 51 individual youth with medical conditions (Type 1 Diabetes, Epilepsy/Seizure Disorder, etc.) who requested support to participate in PRCR programs.
- Specialized Recreation and Inclusion Services partnered with 14 inter-departmental programs and community agencies to provide specific program opportunities to youth.



Service Description

Summer camps are offered for 11 weeks each summer. The schedule includes diverse, goal-oriented, and affordable opportunities for youth of all ages and abilities. Traditional camps include games, songs, arts, and crafts. Specialty summer camps provide campers with activities centered around a theme. Specialized recreation summer camps are specifically designed for individuals with developmental disabilities.

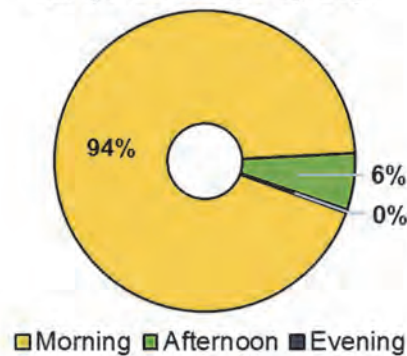
Camps Offered by Day of Week



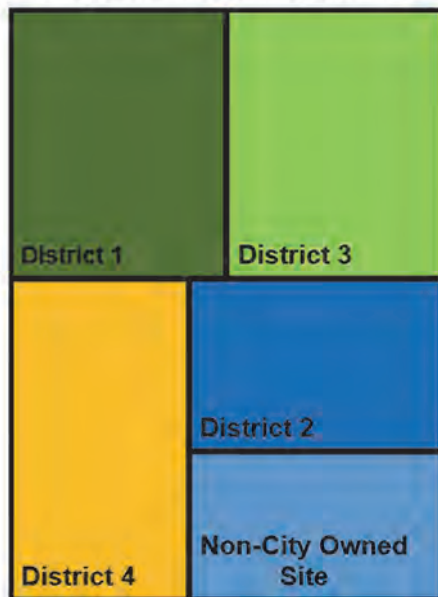
Performance Measures

- Total Courses Offered
611
- Total Number Registered
17,465
- Total Number Waitlisted
4,137
- Total Course Attendance
89,953
- % of Programs - Free
0%
- Range of Resident Fees
\$24.00 - \$310.00

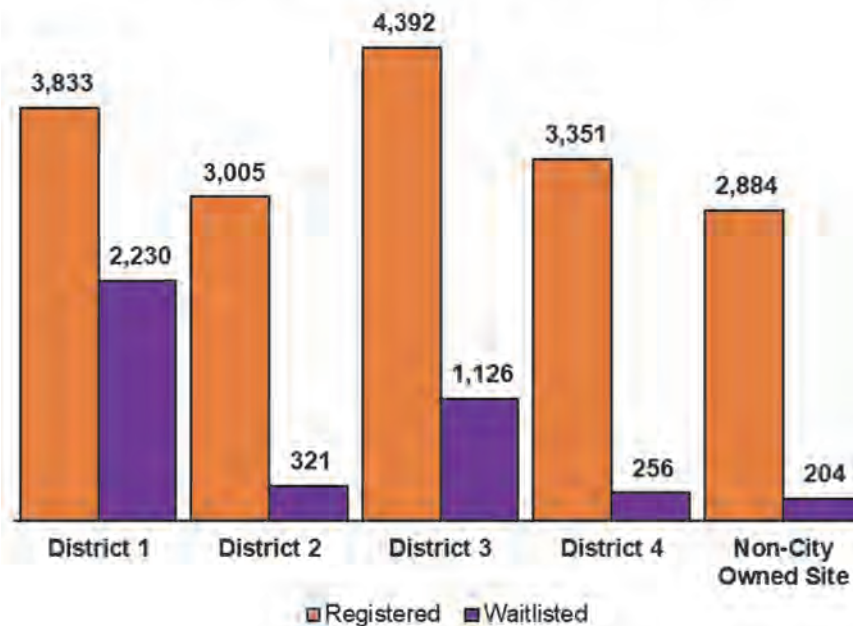
Camps Start Time by Day



Programs Offered by District

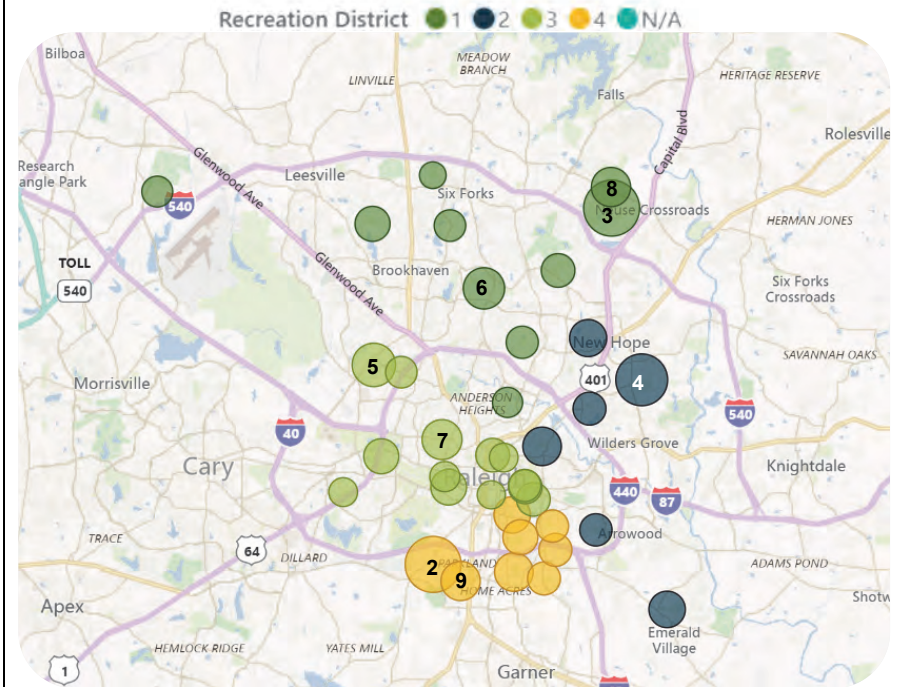


Registration and Waitlist by Recreation District



Programs Offered by Location

1. Non-city Owned Site - **90**
2. Carolina Pines - **43**
3. Durant Nature Preserve - **43**
4. Marsh Creek Park - **37**
5. Laurel Hills - **25**
6. Optimist - **22**
7. Jaycee - **20**
8. Abbotts Creek - **19**
9. Peach Road - **19**
10. 29 Other Sites - **293**



	District 1	District 2	District 3	District 4
#1	Summer X-Press Camp/ Teen X-Treme	Summer X-Press Camp/ Teen X-Treme	Summer X-Press Camp/ Teen X-Treme	Summer X-Press Camp/ Teen X-Treme
#2	Camp Friendly Day Session	Camp Exploration Day Session	Art4Fun Camp	Camp Friendly Day Session
#3	Oak City Adventures - Youth	Counselor in Training Camp	Camp Happy Trails	START of Cool Jazz Camp

Quick Facts

- Summer camp programs take place Monday through Friday, with a majority starting in the morning (94%).
- Courses are split evenly throughout the recreation districts, ensuring a good coverage of programs throughout the city.
- While 24% of registrants were waitlisted for a program, PRCR works with individuals to find available camps throughout the city.
- The city’s website provides excellent information on how to find and register for summer camps. In FY18, 31,092 viewers visited the webpage a total of 41,421 times.



Housing and Neighborhoods

Department Overview

The Housing and Neighborhoods Department provides funding for the creation and preservation of affordable housing and for services and programs benefitting low to moderate income persons. The department carries out neighborhood revitalization, community engagement, and enrichment activities. The Community Engagement division within the department works to prepare, connect, and educate youth through career development, job opportunities, professional mentorship, and technology training.

Summer Youth Employment	180
Youth Programs Offered:	6
Total Youth Participants:	441 youth

The Raleigh Pathways Center is a collaborative partnership that includes the City of Raleigh, Capital Area Workforce Development Board, and Wake Tech Community College. This partnership provides a variety of programs connecting young adults to trainings and other resources meant to increase opportunity and upward economic success. The Raleigh Pathways Center provides workforce development training, career exploration, job training & certifications, and entrepreneurship skills.

The Raleigh Pathways Center's first offering, IT Beginnings, a Raleigh TechHire program, launched in 2017 and targets young adults aged 18-24 who have little or no technical training. The 12-week program provides participants the opportunity to earn an industry recognized IT credential and learn valuable leadership and job skills. In addition to Raleigh TechHire programs, the Raleigh Pathways Center houses the Youth Services division, including Partnership Raleigh, a public-private partnership between the City of Raleigh and the local business community to employ young adults who live in Raleigh.



Service Description

Housing and Neighborhoods offers programs to help youth recognize and develop skills and become active and involved in their neighborhoods and communities. Most programming is offered at the Raleigh Pathways Center. The Department communicates program availability through the website, community centers, and partners at the Pathway Center.

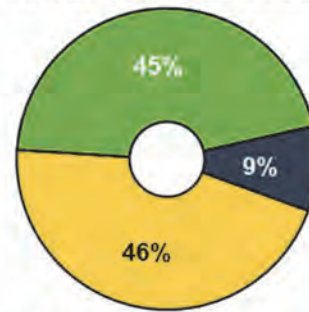
Programs Offered by Day of Week



Performance Measures

- Total Programs Offered
6
- Total Number Registered
441
- Youth enrolled in direct deposit and savings option
210
- Youth matched with a professional mentor
187
- Attained certifications in CompTIA IT Fundamentals
4
- Percent of youth hired for Raleigh Summer Youth
38%
- Percent of YouthBuild participants attaining a PACT certification
90%
- Affordable Homes built by participants
2
- Students hired because of Partnership Raleigh Assistance
60%

Programs by Time of Day



■ Morning ■ Afternoon ■ Evening

IT Beginnings targets youth (ages 18-24) that have little or no technical training for a 12-week program. Participants can earn industry recognized information technology credentials and learn valuable leadership and job skills.

Partnership Raleigh Program is a public-private partnership between the City of Raleigh and the local business community with a goal to employ youth (ages 17-21) who live in Raleigh.

Raleigh Summer Youth Employment Program provides job opportunities to youth (ages 15-18) who reside in the city limits. The program served 180 participants in 2018.

YouthBuild provides youth (age 16-24) with education and construction skills training and participants can earn a HBI-PACT construction industry-recognized credential. YouthBuild is focused on the youth residing in the 27601, 27604, and 27610 communities.

Raleigh Digital Connectors Program provides opportunities for youth (ages 14-18) to expand 21st century technology skills, develop professional life skills, participate in open data projects, and explore workplace pathways.

Raleigh Connect to Your Success provides opportunities for youth to participate in Project GiveBack, LifeSkills, Bring Your A-Game to Work, Lunch with a Professional, America Saves for Young Workers, Financial Literacy Training, and Pre-Employment Workshops.

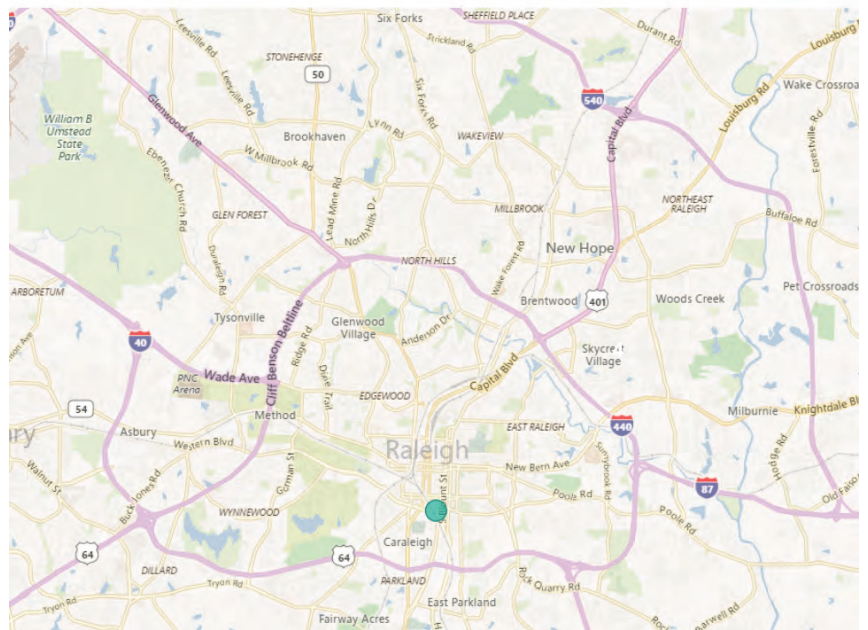


Programs Offered by Location

1. Raleigh Pathways Center - 6

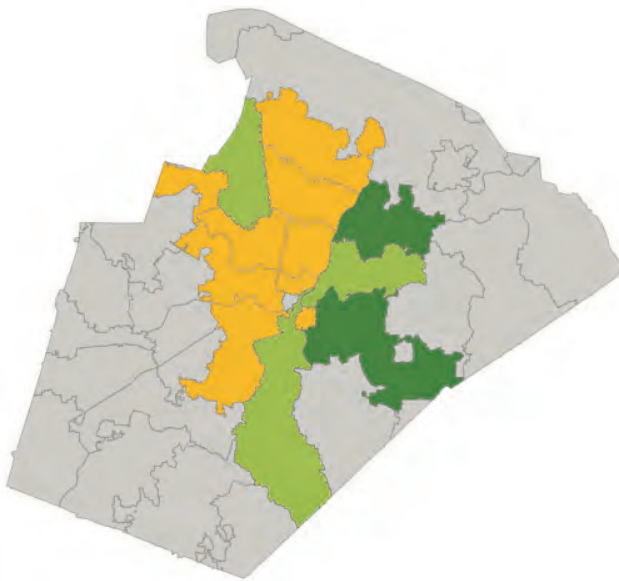
Quick Facts

- While programs occur Monday – Friday, most service projects occur on Saturdays. Each year participants will average between 8-11 service projects.
- The Raleigh Summer Youth Employment Program offers positions at 65 locations throughout the City, including 45 PRCR locations. The map below highlights where participants in Summer Youth Employment Program live.



25+ Employees
 10-24 Employees
 1-9 Employees

Participants by Home Zip Code



Service Description

Engaging youth in positive activities with law enforcement and community partners is a major objective of the Youth Services Unit. The Youth Services Unit partners with several businesses, nonprofit organizations, and City of Raleigh departments to offer a variety of programs each year. This programming includes field trips, health/wellness components, gender-specific topics, job training, written assignments, panel discussions, guest speakers, arts, crafts, outdoor activities, and mentoring. After camps, the RPD connected its youth program participants with job readiness training and summer youth employment interviews.

The Raleigh Fire Department sponsors the Scouts of America Post 108. The purpose of the program is to expose youths ages 14-21 to all aspects of fire and emergency services in an atmosphere which encourages leadership, personal discipline, community service, and group cooperative effort. The program provides an opportunity for youth in the City of Raleigh and surrounding areas to learn about careers in the fire service. This program is not limited to structural firefighting but also provides information to youth about fire prevention, fire investigation, EMS, wildland firefighting, aircraft firefighting, and all other aspects of emergency services.

Performance Measures

Total Programs Offered	Total Number Registered
10	218

Basketball Camp: Provides an opportunity for youth, ages 10-14, to participate in a one-week camp to learn the fundamentals of basketball and personal development by focusing on respect, honor, leadership, and teamwork. In conjunction with Parks, Recreation, and Cultural Resources.

Girls Inspiring Real Leadership and Sisterhood (G.I.R.L.S) Camp: Provides an opportunity for female youth, ages 12-15, to focus on developing self-esteem, proper communication skills, anger management, forgiveness, etiquette, and hygiene. Participants are also taught the importance of time management, nutrition, and stress management.

Explorer Post 911: Provides an opportunity for youth in the City of Raleigh and surrounding areas to learn about careers in the criminal justice field.

Raleigh Fire Department Explorer Post #108: Provides an opportunity for youth in the City of Raleigh and surrounding areas to learn about careers in the firefighting service.

Junior Police Academy: Designed for youth, ages 13-15, that are interested in learning about law enforcement. Cadets will learn about the duties and expectations of a police officer and the different aspects of the police department.

Leaders of Tomorrow Summer Camp: Provides an opportunity for male youth, ages 12-15, to focus on developing self-esteem, proper communication skills, anger management, forgiveness, etiquette, and hygiene. Participants are also taught the importance of time management, nutrition, and stress management.

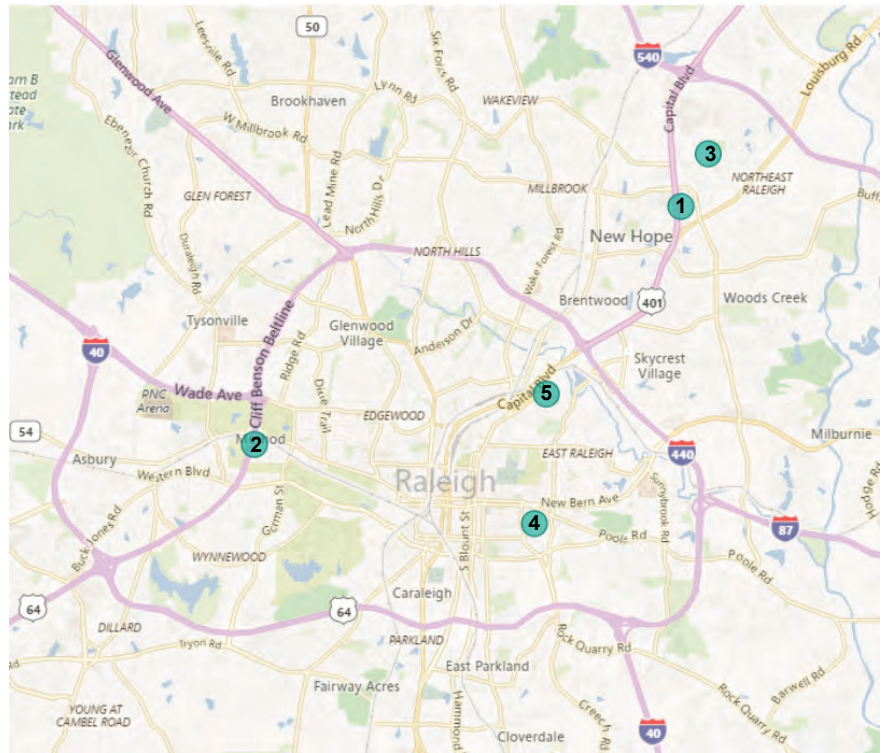
RPD RBI Mentorship Baseball: Provides an opportunity for youth, ages 10-16 who reside in the City of Raleigh and have limited experience playing baseball.

Girls and Boys Soccer Camp: To provide an opportunity for youth, ages 12-17, to learn technical skills and awareness in an environment that promotes character, community, and love of the game.



Programs Offered by Location

- 1. Northeast Outreach Center - 2
- 2. Method Road Park - 2
- 3. RPD Training Center - 1
- 4. Roberts Parks - 1
- 5. Food Bank of Central and Eastern North Carolina - 1



Outside Agencies

Grant Programs

The City of Raleigh provides grant funding to not-for-profit agencies through four primary grant programs: 1) [Arts](#), 2) [Human Services](#), 3) [Community Enhancement](#), and 4) Other Outside Agencies. The City Council requires all outside agencies seeking financial support from the city to apply for grant funding by applying and going through an evaluation and approval process. Council policy also limits the amount of funding that can be awarded to an agency to a maximum of 25% of the agency's prior year actual operating expenditure.

Youth Programs Offered: 942 programs offered

Total Youth Participants: Approximately 7,200



Program Description

The Human Relations Commission (HRC) awards annual grants to nonprofit organizations that provide services to Raleigh residents who belong to five targeted groups: the elderly, youth, persons with disabilities, substance abusers, and homeless individuals. Youth programs are outlined below.

AventWest Community Development Corp

AventWest Children’s elementary and middle school mentoring programs provide transportation to and from the program site, supervised recreational opportunities, help with homework and provide individualized academic lessons and a nutritious snack with a nutrition education component. Students spend 1 to 1.5 hours per day two days per week, 33 weeks per school year on homework, developmental reading, and math activities for at-risk students. The programs run Tuesday – Thursday afternoons.

Performance Measures

Sessions of Academic Tutoring
2,508
 Total Youth Served
58

Haven House, Inc

Haven House provides a safe, temporary shelter, assertive case management, individual, family, and group counseling for youth needing crisis intervention and shelter. Haven House also provides a variety of life skills training all within a therapeutic and safe environment that promotes individuality and empowers youth.

Performance Measures

Days of Crisis Shelter Provided
573
 Total Youth Served
17

Kemetic Cultural Science and System of Unity

Kemetic provides tutoring and homework assistance Monday-Friday from 4:00 pm – 6:30 pm.

Performance Measures

Hours of Educational Service
356

Boys & Girls Club

The Boys & Girls Club provides intensive tutoring and academic intervention programming Monday-Friday. The programming helps youth improve grades in core subjects, including reading and math.

Performance Measures

Programmed Tutoring Sessions
3,128
 Total Youth Served
69

SafeChild

The SafeChild’s nurturing program curriculum is used to create an accepting, nurturing environment in which youth acquire cooperation skills, learn appropriate expressions of feelings, and increase their self-esteem. The program operates once a week for 4 twelve-week sessions. Sessions are provided in a community location on Monday, Tuesday, and Thursday evenings.

Performance Measures

Group Sessions Provided
120
 Total Youth Served
43

The Hope Center at Pullen

Training social workers assist foster care youth through developing and implementing comprehensive individualized plans to help youth transition from the foster care system into self-sufficient adulthood by connecting them with housing, employment, educational support, and a wide variety of advocacy resources.

Performance Measures

Hours of Case Management
715
 Total Youth Served
11

Interfaith Food Shuttle

We Feed Program/Children’s Nutrition Services Program/Backpack Buddies program provides youth, ages 5 through 18, one backpack per week for 34 weeks during the school year from August to May. Each backpack consists of six meals for a child to use over the weekend for breakfast, lunch, and dinner. Forty schools and programs participate.

Performance Measures

Backpack Meals Provided
238,776
 Total Youth Served
1,140



Program Description

Since its inception, the city's Arts Grant Program has been critical to the development of most Raleigh arts organizations, providing both funding and leverage with which these nonprofit groups can attract additional corporate, foundation and matching grant support. Ultimately, these public-private partnerships help the Raleigh Arts Commission increase the creative vitality of our community and ensure that a range of diverse arts programming is available throughout the City of Raleigh.

Several funded organizations provide youth programming, including educational classes and camps; artist residencies, workshops and performances in Wake County Public School System; opportunities for youth to perform in plays and concerts; and opportunities to attend performances, concerts and exhibitions. For the purposes of this report, the data provided focuses solely on arts education programs taking place outside of school and during the summer.

Arts Together

Arts Together cultivates individual creative strengths in preschoolers through adults in a diverse, inclusive, collaborative, and nurturing environment. The organization is the only non-profit with a year-round arts education program that encompasses visual art, drama, and dance in a multi-arts format. Its multi-arts preschool develops kindergarten readiness skills using a multidisciplinary combination of arts and academics. During the summer, older students learn about science, history, and ecology through the use of dance, drama, music, photography, and painting at camps. At the core the programming is a philosophy that all art forms are interrelated and should be available to all regardless of economic means.

Performance Measures

Range of Fees
\$0 - \$360 per semester
 Arts Education Programs Provided
122
 Total Youth Served
1,817

Artspace

Artspace is a visual arts center inspiring innovation through opportunities to experience the creative process and engage with artists. For youth, that can mean participating in one of the many weekly summer camps offered for ages 5-16. Taught by professional artists, these half-day summer programs teach students a wide variety of artmaking techniques. From urban sketching, to watercolors, printmaking, and ceramics. During the school year Artspace offers a variety of workshops for children on weekends and after school.

Performance Measures

Range of Fees
\$0 - \$140 per camp
 Arts Education Programs Provided
65
 Total Youth Served
700

Community Music School

Since 1994, the Community Music School has provided high-quality professional music education to children from economically disadvantaged situations. The nonprofit provides weekly private music instruction to students each school year for \$1 a lesson and loans instruments to participants at no charge. Private instruction is enhanced by additional workshops, demonstrations by visiting artists, master classes, recitals, and public performances in the community. The nonprofit is also the only school in North Carolina to offer the Berklee College of Music's Pre-University Learning System Experience program (PULSE). This online program provides students with opportunities for more intensive study of music theory, technique, and history on their home computer and at the school's computer lab.

Performance Measures

Range of Fees
\$1 per private lesson
 Arts Education Programs Provided
106
 Total Youth Served
168



Outside Agencies

The Justice Theater Project

The Justice Theater Project runs summer camps each year for students age 7-15. The program includes morning instruction in art, music, theater games, dance, and yoga taught by area professionals. Afternoons are under the guidance of theater professionals and are spent rehearsing, building sets and props, creating costumes, and memorizing the music. Camps culminate in fully mounted productions.

North Carolina Theatre

Started in 1984, North Carolina Theatre (NCT) produces and presents high-quality professional theatre productions; supporting youth through arts education programs, arts-in-education school programs that apply the processes of theatre to issues such as bullying and substance abuse, and free tickets to its professional productions. NCT's Conservatory Program provides year-round professional vocal, dance, and acting training for youth ages 5-18 in a safe, supportive, and challenging environment.

Performance Edge

The Performance Edge program provides intensive individual and group vocal technique and performance training for middle school and high school students. Core programming consists of specialized workshops, a vocal ensemble, and the Capital Ambassadors.

Philharmonic Association

The Philharmonic Association provides professional training to create opportunities for young musicians to learn, understand, and perform all genres of great classical and jazz music. The association has grown to a total of twelve ensembles and accepts young musicians into programs regardless of ability to pay, and reaches economically disadvantaged students through partner organizations such as the Community Music School and Musical Empowerment at NCSU.

Raleigh Boychoir

The Raleigh Boychoir educates boys in the art of singing through various pedagogical approaches that facilitate meaningful learning of traditional boychoir music and preparation for performance opportunities. The organization has five active choirs that rehearse and perform in about 20 concerts per year. The Raleigh Boychoir is the only organization in the state offering both professional performance and music education opportunities tailored to the male voice. The Raleigh Boychoir tours regionally, nationally, and internationally and has sung at New York City's Carnegie Hall, in Baltimore, Charleston, London, and in Germany.

Arts Grant Program

Performance Measures

Range of Fees

\$0 - \$240 per camp

Arts Education Programs Provided

4

Total Youth Served

157

Performance Measures

Range of Fees

\$0 - \$450 per semester

Arts Education Programs Provided

101

Total Youth Served

460

Performance Measures

Range of Fees

\$0 - \$495 per program

Arts Education Programs Provided

20

Total Youth Served

340

Performance Measures

Range of Fees

\$0 - \$430 per semester

Arts Education Programs Provided

407

Total Youth Served

526

Performance Measures

Range of Fees

\$0 - \$1,440 per semester

Arts Education Programs Provided

11

Total Youth Served

435



Outside Agencies

Arts Grant Program

Raleigh Little Theatre

Raleigh Little Theatre (RLT) uses theatre to enrich, educate, entertain, and engage volunteers, students, and audiences of all ages. RLT is one of the oldest continuously operating community theatres in the country, offering entertainment, education, and community programs year-round. RLT has an extensive Youth Arts program with three components: a youth education program of after-school and weekend classes, summer camps, and workshops; a Family Series of shows appealing to all ages and providing opportunities for young actors and technicians to learn and grow; and a school and community program offering school-based artist residencies, field trips for school, home school, and track out groups, and free performances for the community. The Youth Theatre Education program has been running for over 30 years. The curriculum starts at age two and builds skills through a series of core and specialty classes culminating in the Teens on Stage/Teens Backstage summer program for ages 14-18, which produces a fully-staged production.

Performance Measures

Range of Fees
\$0 - \$290 per semester
Arts Education Programs Provided
99
Total Youth Served
1,250

Quick Facts

- School-year programs are generally held Monday-Friday after school and sometimes in the evening, as well as on Saturdays. Summer programs are almost universally held Monday-Friday during the day. Summer theatre programs with performances are the only programs that schedule activities during the weekend June-August
- Arts Grant recipients market their programs through a variety of channels, including their websites, social media, ads in niche publications such as *Carolina Parent*, Wake County Public School System publications, direct mail brochures, brochure distribution through community outlets such as the Wake County Public Library System, and ads in their concert and production playbills.
- All Arts Grant recipients offer need-based financial aid to students.





Raleigh

MEMO

TO: Linda Jones, Community Engagement Administrator
Housing and Neighborhoods

FROM: Cathey Ector-Cox, Youth Services and Raleigh Pathways
Center Manager
Bradley Upchurch, Digital Inclusion Manager

CC: Larry Jarvis, Director
Housing and Neighborhoods

DEPARTMENT: Housing and Neighborhoods

DATE: 2/18/2020

SUBJECT: Youth Services and Digital Inclusion Programs to Serve At-Risk Youth

The Raleigh Pathways Center, 900 South Wilmington Street 27601

Housed in Housing and Neighborhood’s Community Engagement Division, the **Raleigh Pathways Center** is a partnership between the City of Raleigh, Capital Area Workforce Development and Wake Tech Community College.

The Pathways Center supports the City of Raleigh Strategic Plan Economic Development Initiative 1.2: *Support educational organizations, industry, workforce development, and economic development partners in hosting regional forums to build strategies for providing programs and degrees to meet workforce needs* and Initiative 1.3: *Continue to partner with non-profits on workforce development issues.*

In North Carolina, nearly a third of youth are underemployed, and a quarter of those who are working part-time are doing so because there are not full-time opportunities available. Seventeen percent of young adults aged 18-24 are out of work and the majority are low-income, black, or Hispanic. Minorities face unemployment levels that are double their white counterparts.

Studies show that a young person without successful work experience by the age of 25 has an increased risk of poverty, creating long-term implications that can affect economic mobility.

There is a long-term economic benefit for connecting at risk young people to resources and skills that will help them achieve financial stability and success. These students can be put on the right path through workforce training and employment. The Center connects Raleigh’s youth and young adults to 1) Workforce development training and certifications, 2) Employment and career opportunities, and 3) Supportive resources to increase opportunity and provide pathways to success.

Municipal Building
222 West Hargett Street
Raleigh, North Carolina 27601

One Exchange Plaza
1 Exchange Plaza,
Raleigh, North Carolina 27601

City of Raleigh
Post Office Box 590 • Raleigh
North Carolina 27602-0590
(Mailing Address)

The Raleigh Pathways Center engages area youth by the following five access points:

1. High Growth Industry Workforce Development
2. Skilled Trades Training
3. Internships and Apprenticeships
4. Entrepreneurship & Micro Business Development
5. Public Service Career Development

The Pathways Center has programs and services that annually serves more than 600 Raleigh youth age 14-24.

The work of the Pathways Center is guided by a 13-member Steering Committee comprised of workforce development professionals, area high school and university representatives, local businesses and nonprofits members, and community residents.

<p>Raleigh Summer Youth Employment Program</p>	<p>RSYEP helps area teens between the ages of 15 and 18 develop skills and prepare for future employment. Those selected work 20 to 30 hours a week as office staff, light laborers and recreation support staff and earn a competitive salary. The program runs from June through August.</p> <p>In addition to work experience, the program provides life skills training and mentoring by local lawyers, law enforcement officers and other professionals. Teens in the program attend training workshops on topics such as employment readiness, financial literacy, communication, decision-making and conflict resolution. To be eligible, a teen must live in the Raleigh city limits.</p> <p>Between 200-210 youth are hired to work in the Raleigh Summer Youth Employment Program each program cycle.</p>
<p>Partnership Raleigh</p>	<p>Young adults are connected to the workforce through Partnership Raleigh, a public-private youth employment initiative between local government and the local business and nonprofit community. Partnership Raleigh's goal is to employ young adults between the ages of 17 and 21 who live in Raleigh. To date, there are 106 registered Partnership Raleigh participants and the program connects with 21 local businesses and nonprofits for job opportunities and internships.</p>
<p>Capital Area YouthBuild</p>	<p>YouthBuild provides underserved young adults, between the ages of 16-24, with education and construction skills training, leading to a high school equivalency degree and HBI-PACT construction industry-recognized credential. YouthBuild recruitment primarily serves young adults residing in the 27601, 27604, and 27610 communities that have significant percentages of opportunity youth.</p>

Raleigh Connect to Your Success	This innovative service provides multiple opportunities for participants in any Pathways Center program connect to supportive services to ensure their success. Services include LifeSkills Development (soft-skills) training, pre-employment and professional development workshops (resume writing, interviewing skills), Bring Your A-Game to Work workforce development and work ethic certification, and mentoring opportunities through Lunch with a Professional. Pathways Center community partners such as Dress with Success, the Men’s Warehouse, the Crosby Center, Passage Home, Step Up Ministries and Ship of Zion Ministries help provide resources from professional attire to family support to program participants.
Wake Works Apprenticeship Program	<p>Most job postings these days require not only education beyond high school but also work experience, a barrier to many lower income students who must work to go to school and cannot afford to take part in free, non-paid internships.</p> <p>Consequently, “work-based” learning is the surest way to ensure future success in the workforce, and of the various work-based learning options, apprenticeships offer the best opportunities for students to learn as they earn. The ability to learn as they earn is especially critical to students from lower-income families.</p> <p>The Raleigh Pathways Center has partnered with Wake Tech Community College and Capital Area Workforce Development to implement <i>Wake Works</i>, a no cost county-wide apprenticeship program for low to moderate income students. Launching this fall, Wake Works will offer ten occupational tracks. The Pathways Center will be a participant registration site, provide National Career Readiness Certification, and offer pre-apprenticeship classes.</p>
Working Smart Career Readiness Classes	Working Smart, training is a soft skills curriculum designed to provide work ethic and life skills that enhance employee productivity. The classes are geared to young adults, age 18 and older and are taught by Wake Tech Community College instructors.
Youth Entrepreneur Boot Camp	<p>As at risk youth continue to struggle to connect to the economy, entrepreneurship offers a chance for them to learn the skills and mindset needed to thrive in today’s economy. These youth, often encounter significant barriers to education and employment, and entrepreneurship programs may offer solutions to the challenges they face.</p> <p>The Youth Entrepreneurship Boot Camp helps these youth, age 14-18 gain the business skills and experience needed to succeed in the working world – whether as entrepreneurs or employees.</p>

Pathways to Public Service	Pathways to Public Service introduces young adults to jobs and careers in the public sector (municipal, state and local government). City departments, specifically those with hard to fill entry level positions such as the Raleigh Police Department, Fire Department, Inspections and Public Utilities, are connected with qualified candidates for hire. A comprehensive hiring fair that includes representatives from County and State government is held in the fall.
America Saves for Young Workers	<p>America Saves for Young Workers (ASYW) is a nationwide initiative of America Saves Inc. that promotes workplace savings and financial capability for young adults. The initiative serves vulnerable populations, primarily young first-time summer workers. These young people are inexperienced about personal finance and are less likely to save any of their earnings.</p> <p>ASYW focuses on two variables to instill savings behavior in young people: account ownership and use of direct deposit. Studies indicate that young workers that are more engaged in their financial wellbeing tend to set savings plan with higher monthly contributions and for a greater number of months.</p> <p>The Raleigh Summer Youth Employment Program has partnered with ASYW since 2016 with very notable results: over 95% of our 2019 youth workers utilize direct deposit and 87% own savings accounts; nearly 89% of them participated in America Saves; and the average pledge was \$1,371. Nearly 75% of our youth workers are still savings six months after the registering with ASYW.</p>

Digital Inclusion

Also housed in the Pathways Center is Community Engagement’s Digital Inclusion Unit. Connecting low resourced individuals and families to technology is essential in today’s digital age. The Digital Inclusion Unit provides community-based opportunities that use technology as a catalyst to foster creativity and improve the quality of life for citizens of Raleigh. Through a diverse group of programs and partners, participants connect to valuable information, gain knowledge, and learn skills necessary to help them become active members of the digital economy.

Digital inclusion is a priority at the highest level of the city as reflected in the City of Raleigh’s Strategic Plan, Initiative 4.2: *Develop strategies to close the digital divide within our community by connecting underserved communities to affordable internet service through partnerships with private sector and nonprofit internet service providers.*

Recent indicated the following Digital Inclusion Statistics:

- 35% of residents who make under 35k a year do not have broadband in the home
- 9 census blocks within inner city Raleigh have anywhere between 20% - 40% non adoption rates for broadband access.

To help address these statistics, the Digital Inclusion Unit develop and facilitates the following programs:

<p>Digital Connectors Internship Program</p>	<p>The City of Raleigh provides the Digital Connectors internship program for youth living in the City of Raleigh. Raleigh Digital Connectors are dedicated to improving their communities and growing as individuals through technology and volunteer service. The program selects 15 young people (ages 14 – 18) every year to become leaders in their community by empowering others through Digital Inclusion trainings, initiatives, and projects that directly benefit residents in the community. These activities impact at risk youth and other vulnerable populations.</p> <p>Raleigh’s multi-generational approach of selecting Digital Connectors throughout the city to do the work of Digital Inclusion is innovative, unique, and has caught national attention.</p> <p>https://www.mcnc.org/news/raleigh-wins-2017-digital-inclusion-leadership-award</p> <p>https://broadbandnow.com/report/2019-digital-inclusion-trailblazers/</p>
--	---

Digital Inclusion Community Initiatives

<p>Digital Connectors</p>	<p>Digital Connectors Graduates</p> <p>163 Geographically and Ethnically Diverse Young and Engaged Leaders have Graduated the 9-month internship successfully.</p>
----------------------------------	---

Graduates	178 participants are expected by May of 2020
Computer Refurbishing	<p>Kramden Geek-a-thon</p> <p>Since 2012, over 900 Laptops have been refurbished and awarded to underserved students within the community through a partnership with the Kramden Institute, a local non-profit computer refurbisher.</p> <p>Oak City Geek-a-Thon</p> <p>In the Spring of 2020, the Raleigh Pathways Center in partnership with Kramden will pilot a Computer Awards Day where schools and/or afterschool programs in underserved areas receive a free desktop or laptop computer. Our goal is to target underserved students in need of a computer device in the home and have been nominated by a teacher.</p>
STEAM Education	<p>STEAM Fairs</p> <p>Since Fall of 2018 the Digital Connectors program and alumni have partnered with local community centers in PRCR to provide STEAM activities that inspire and engage kids in the subjects of STEAM. STEAM Fairs are done quarterly and have in partnership with organizations like Marbles Kids Museum, Forge Initiative, and Local Robotics Leagues. 305 youth have participated so far. We also plan to facilitate this model during the International Festival planned for March of 2020.</p> <p>STEAM Activities Guide</p> <p>In the Spring of 2019, as part of their community impact project, the Digital Connectors created a STEAM Activities Guide that has been downloaded to our city web page. This free guide serves as a tool for any afterschool provider to incorporate STEAM activities into programs. The hope is that this will serve as an impactful tool for those providers serving at risk youth in the community.</p>

<p>Digital Literacy</p>	<p>Basic Digital Literacy</p> <p>The Digital Inclusion Unit has currently trained over 3,500 thousand residents in Digital Literacy skills since 2011. Many partnerships have been formed to accomplish this, including AT&T, Google Fiber, RHA, The Foster Grandparents Program, and Local Community Centers. Digital Connectors and alumni of the program have been instrumental in making these trainings successful. Trainings are often determined by the needs of the community but have often included Email, Internet Safety, Internet Browsing, Microsoft Office, Navigating the City Web page and Services and Online Health Resources.</p> <p>Next Steps: The Digital Inclusion Unit is planning to incorporate North Star as a Digital Literacy training resources by FY21. North Star will allow both our Digital Connectors and the people they train to be certified in Digital Literacy subjects.</p> <p>https://www.digitalliteracyassessment.org/</p> <p>E-Waste Advocacy & Education</p> <p>In the Fall of 2019 the Digital Inclusion Unit facilitated a workshop that raised awareness on the problem of E-waste in our city at the Raleigh Neighborhood Exchange. We served 140 people during this workshop and a flyer was created that identifies e-waste locations in and around the City of Raleigh.</p> <p>Next Steps: Continue to promote the proper disposal of e-waste through events and hold bi yearly e-waste drives for the city.</p>
--------------------------------	---

<p>Raleigh Digital Ambassadors</p>	<p>The Digital Inclusion Unit currently has 35 Active Alumni who come back to assist with many projects including Digital Literacy, and STEAM Fairs. To be a Digital Ambassador they must complete at least 25 hours per semester.</p> <p>Citizen Request Trainings.</p> <p>Currently the Digital Inclusion Unit is piloting one on one requests for Digital skills trainings. When a citizen request to learn specific digital skills we then pair that resident with a Raleigh Digital Ambassador that is in their geographic region of the city. The Ambassador meets with the resident at a local library or community center that meets the demands of both of their schedules. This interaction gives the citizen a specific level of attention that maximizes their benefit, and allows the Digital Ambassadors to stay engaged with citizens in their local community.</p>
---	---



Raleigh

MEMO

TO: Ken Hisler, Assistant Director, Recreation

FROM: Kathy Capps, Recreation Superintendent

CC: Linda Jones, Community Engagement Administrator, Housing and Neighborhoods

DEPARTMENT: Parks, Recreation and Cultural Resources Department

DATE: 2/15/2020

SUBJECT: PRCR Services to support youth at risk

A youth at risk is a child who because of various risk factors is less likely to transition successfully into adulthood. Success can include academic success and job readiness, as well as the ability to be financially independent. It also can refer to the ability to avoid negative outcomes like interactions with the justice system and drug or alcohol addiction. We know that a youth can move into and out of this description based on changes to their environment, family situation, and exposure to a variety of situations and decisions. While not all youth are considered at risk, any youth has the potential to be.

Parks, Recreation and Cultural Resources recognizes the impact that PRCR programs and facilities can have on the positive development of youth in the Raleigh community. By providing structured activities for out-of-school time, development opportunities in various life skills and pursuits, and facilities that serve as safe spaces, the Department provides many activities and spaces to support youth.

PRCR uses several overarching strategies in all programs and spaces to reach youth at risk:

Creating connections

1. We serve neighborhoods by being in and a part of neighborhoods. PRCR parks and facilities are nestled within the Raleigh community which facilitates making local connections with residents. Kids grow up with us: there are numerous examples of kids who start with PRCR attending summer camp and athletic programs, growing into Raleigh Summer Youth employees, and finally becoming part-time and full-time employees for the Department, and bringing their own children to programs.

2. We conduct outreach into neighborhoods and to meet people where they are. For example, we have "Raleigh Parks is pleased to meet you" post cards that are distributed to families at Wake Med pediatric clinics who have children that are screened for health risk factors. We regularly join partners at various community events to better reach communities that may not know about PRCR. This includes sharing resources with groups like the US Committee for

Municipal Building
222 West Hargett Street
Raleigh, North Carolina 27601

One Exchange Plaza
1 Exchange Plaza,
Raleigh, North Carolina 27601

City of Raleigh
Post Office Box 590 • Raleigh
North Carolina 27602-0590
(Mailing Address)

Refugees and Immigrants and Wake County Public School's Center for International Enrollment.

3. PRCR works with partners to leverage resources and to identify specific populations and to identify needs. Our partners include Project Catch, Raleigh Rescue Mission, Passage Home, Wake County Public Schools, WakeMed, and the Juvenile Crime Prevention Council. Internally we also collaborate extensively with the Raleigh Police Department, and with Housing and Neighborhoods to support the Raleigh Summer Youth Employment Program.
 - a. A programmatic example of leveraging partnerships is the PRCR relationship with Raleigh's Rolling Readers; they connected with PRCR camps in Southeast Raleigh for book giveaways to campers in summer 2019.
4. Kaleidoscope is an example of a coalition that PRCR is a part of that is funded through John Rex Endowment and is focused on implementing strategies that will have a positive influence on Wake County children, especially those that are vulnerable. PRCR was recently funded for two projects in 2020:
 - a. Camp Kaleidoscope: This nature themed one-week camp, to be held at Walnut Creek Wetland Park, is especially designed for children 4 – 6 years old who are experiencing homelessness. Through a partnership with Raleigh Rescue Mission, this will be the first Raleigh Parks and Rec camp of its kind addressing young child mental health. The staff will be trained in ACEs and trauma informed care, focusing on outdoor activities with the children that often can't access experiences like this while living in a shelter.
 - b. All Children's Nature Play at Durant Nature Preserve: Nature play has proven social, mental and physical benefits, but accessible nature play spaces for children of all abilities are not available in our community. While there are accessible traditional spaces available, none currently are in nature with natural play elements. This project will incorporate a nature play space along its accessible trail that leads through the woods to a lake.
5. PRCR also connects with youth through employment and volunteer opportunities. Teens can work for the Department as early as 15 years old and fill valuable roles like lifeguards, summer camp and afterschool counselors. Youth can volunteer with PRCR to assist with a wide variety of projects and events throughout the year, including fulfilling hours requirements for school.

Breaking down barriers

6. The PRCR financial assistance program helps families and individuals who desire to participate in departmental programs but for financial reasons cannot always afford to. Assistance is provided through the Play It Forward Finance Assistance Fund, Give Play Scholarships, and Coach Dan Dunn Scholarship. In FY19, we awarded assistance to 729 families, totaling \$253,743. Payment plans are another form of assistance provided to families who need to spread payments over time. Additionally, Summer X-press and Teen Xtreme, PRCR's traditional day camp experiences, are provided at half-fee for camp locations in neighborhoods with lower household incomes.

7. The Summer Nutrition Program is a federally-funded, state-administered program that reimburses providers that serve healthy meals to children and teens (ages 18 and younger) in low-income areas at no charge during the summer months when school is not in session. The program, called the Summer Food Service Program (SFSP), makes it possible for PRCR to participate in providing the nutritious meals to children and teens. For the past 10 years, PRCR has partnered with the US Department of Health and Human Services, Division of Public Health through Wake County Public School System to provide the Summer Food Service Program. The Program provides two meals per day at qualified community centers through our summer camp programs. We serve meals at all summer camp locations that qualify, which in 2019 was 17 sites and 49,000 meals.
 - a. In 2019 we also partnered with Wake County Agriculture Extension to receive two volunteers in service to America (VISTA's) to implement a pilot nutrition curriculum at 9 of the 17 summer food service locations.
 - b. Also new in 2019, we partnered with Wake County Health and Human Services to allow them to offer an open summer food site from the Green Road Park picnic shelter to serve lunch to children in the neighborhood. The site averaged 50 kids per day.
8. Since 2017, PRCR has been part of the Resilience initiative first through Advocates for Health in Action and recently SAFEchild. Research shows that Adverse Childhood Experiences (ACEs) are common to all walks of life. They affect all income levels and their lifelong impact on health and well-being is significant. Resilience is the ability to thrive, adapt, and cope despite tough and stressful times. Resilience is a natural counter-weight to Adverse Childhood Experiences (ACEs). The more resilient a person is, the more likely they are to deal with negative situations in a healthy way that won't have prolonged and unfavorable outcomes. Resilience is not an innate characteristic, but rather is a skill that can be taught, learned and practiced. Everyone can become resilient when surrounded by the right people and environments (2003 by Prevent Childhood Abuse America, L. Avellaneda-Cru & M. Foley).
 - c. Full-time and part-time staff who regularly work with children have been attending training on Resilience. Each training introduces ACEs and then focuses on resilience strategies that staff can implement in PRCR to further our Community of Care, promote SSNREs (safe, stable, nurturing relationships and environments), and become that ONE caring adult. To date, 120 full-time and 380 part-time staff have attended training.
 - d. PRCR has hosted film screenings and community discussions on the film Resilience.
 - e. PRCR continues to work with partners to develop and implement best practices in the area of resilience.

These strategies form the backbone of programs provided by PRCR to reach youth. Examples of specific programs offered in 2019 to support youth at risk are included in the attached index.

Index of PRCR programs offered in 2019 to support youth at risk

Wake County Juvenile Crime Prevention Council Programs	5
Teen Outreach Program	5
Summer Enrichment Program	6
Community Afterschool Program	6
Other Out of School Time Programs	7
Educational and Social Programs	7
Intro to Robotics	7
Saturday Morning Sciences	8
STEM Night at Sanderford	8
Tuskegee Airmen Youth Aviation Academy at Roberts Park	8
Worthdale STREAM Challenge	9
Youth Reading, Writing and Math	9
Your Move Chess Club	9
Community Events	10
Coats Cause We Care	10
Toys for Tots	10
Youth Athletics	10
RBI Southeast Raleigh Baseball	14
RPD Summer Basketball at Method	15
Raleigh Rockets Track Club	15
Athletes of Tomorrow	16
Youth Boxing at Worthdale	16
Gator Ball Madness and Board Games and Gator Ball	16
Neighborhood Ecology Corps	16
Raleigh Rescue Mission Programs	17
Saint Monica Teen Center	17
Title 1 Preschool Programs	18
Summer Camps	18
Teen X-Treme	18
Campus Cruisin'	19
Girls in Science	19

Wake County Juvenile Crime Prevention Council Programs

The Teen Outreach Program and Summer Enrichment Program are partially funded by a grant from the Juvenile Crime Prevention Council of Wake County and the North Carolina Department of Public Safety. The mission of these programs is to provide a consistent, positive alternative to negative behaviors by providing structured recreational opportunities for our youth. Although the basis for the program is recreational by nature, it also addresses the issues affecting teens, their community, and their environment with understanding and compassion. The overall purpose of these programs is to promote protective factors and build resilience in youth participants and reduce exposure to risk factors (particularly in the peer and community domain). Through efforts of the Raleigh Parks, Recreation and Cultural Resources Department's Teen Programs, the program provides services designed to engage youth in after-school positive youth development (PYD) programming.

Programming:

- 1) increases teens' ability to work cooperatively and communicate effectively in a group.
- 2) increases teens' ability to lead and make positive choices through role modeling.
- 3) increases teens' sense of belonging, and teens' feeling that they have safe, positive, and meaningful environments in which to participate during available free time.
- 4) provides opportunities for teens to engage in enriching programs that help teens discover their passion and purpose.
- 5) increases teens' trust and respect for other teens, adult mentors, counselors, and other authority figures.

These program goals which reflect a change in participants' attitudes and behaviors have led to reduced recidivism by participants during 10-year history of grant award.

Program locations are selected to serve participants who reside in areas with the highest occurrences of juvenile complaints. These programs are available to all teens in Raleigh regardless of risk, however, program staff make information available to Juvenile Court Counselors, Raleigh Police Department, Wake County Sheriff's Office, school social workers and other human service providers and youth serving agencies to ensure teens who are deemed at-risk can participate as well.

Teen Outreach Program

The Teen Outreach Program (TOP) is a FREE recreation-based program for teens ages 12-18 that runs at seven different community centers across Raleigh. The program engages youth in a service continuum designed to serve at risk and gang involved youth in after-school recreation, leisure services and enrichment programming. Program elements include social skills training, recreation services, challenge programs, health and fitness, and enrichment programming designed to deter youth from anti-social attitudes and behaviors and promote protective factors in participants. The program operates during the school year Monday-Friday from 3:00-6:00 PM.

Fee	Ages	FY 19 Registration
\$0	12-18	539

Summer Enrichment Program

Raleigh Parks, Recreation and Cultural Resources Department in partnership with Raleigh Police Department offers the Summer Enrichment Program for 3 weeks each summer. During the program, participants will be given the opportunity to discover more about their own personal career paths and educational journeys. Teens will be exposed to various types of colleges, learn about financial aid, scholarships, campus life, SATs/ACTs and other college preparation necessities. Participants will also have the opportunity to prepare and explore different careers which include guided tours from different local businesses, developing resumes, completing job applications, conducting mock interviews, job shadowing, and participate in community service opportunities. Participants will engage with different professionals from various career paths and be given the opportunity to question and in some cases, shadow these professionals. The program operates 8:00am-5:00pm during the first 3 weeks after traditional school is over for the summer.

Fee	Ages	2019 Registration
\$0	14-17	9

Community Afterschool Program

The Community Afterschool Program (CAPs) is being offered at 14 PRCR community centers for children K-6th grade following the Wake County traditional school calendar. This program is designed to offer recreation activities, homework assistance, and arts and crafts during afterschool hours 3-6PM.

Fee	Ages	2019 Registration
\$0	5-12	143

Afterschool programs also provide an opportunity for us to connect youth to opportunities that they might not otherwise have access to. On October 21-22, 2019, 60 participants from the CAPs and TOPs programs participated in a dance workshop provided by [Contra Tiempo Latin Urban Dance](#)

[Theater](#) through collaboration with [NC State LIVE](#). Access and opportunity are two foundational aspects of PRCR programs to broaden horizons for all youth.

Other Out of School Time Programs

PRCR provides a number of fee-based out of school time programs including before school and afterschool programming at Wake County Public School sites, track-out camps, single day camps for teacher work days and days when school is closed due to inclement weather. All programs are available with financial assistance if needed. Programs follow curriculum standards including:

- Physical activity standards based on Eat Smart, Move More NC guidelines.
- Homework Time with staff assistance.
- STEAM projects and activities.
- Special cultural and holiday-themed activities and events.

Program	Fee	Ages	2019 Registration
Afterschool	\$1620/resident \$1740/non-resident per year	5-12	789
Before School	\$800/resident \$920/non-resident per year	5-12	521
Track-out	\$160/week	5-12	2053
Y.E.S. (Youth Escape School) on Teacher Work Days	\$30/day	5-12	1662
Weatherbound (Inclement Weather)	\$30/day	5-11	73

Educational and Social Programs

Most community centers offer a variety of kids night out, open activities and game room hours to allow kids and teens the opportunity to relax and enjoy recreational activities while parents get a break. The majority of these programs and scheduled hours are free. Community centers also offer a diverse slate of educational programs.

Intro to Robotics

Come out and learn more about STEM with fun and inspiring activities over the course of 5 sessions with Ozobot, Music Makey, and interactive science and math activities. Kids will use their creativity

and artistic expression, while developing logical reasoning and in turn, actually learning about coding, math, and more. Class meets at Sanderford Road Park.

Fee	Ages	2019 Registration
\$0	5-12	79

Saturday Morning Sciences

Saturday Morning Sciences is a series of public lectures aimed at bringing the joy and variety of science to students and their families. City of Raleigh staff and speakers from elsewhere will talk about aspects of science and mathematics that they find fascinating or useful. Class meets at Sgt. CT Johnson Neighborhood Center.

Fee	Ages	2019 Registration
\$10	9-14	35

STEM Night at Sanderford

This two-hour program is full of fun and problematic challenges while allowing you to explore the world of STEM education. There will be various challenge stations that you will rotate through with a local FIRST Robotics Team and our Digital Connectors Program. We will end the night with a demonstration of a real robot from Cortechs Robotics. Class meets at Sanderford Road Park.

Fee	Ages	2019 Registration
\$0	6-12	96

Tuskegee Airmen Youth Aviation Academy at Roberts Park

This STEM based program introduces youth to all aspects of aviation. Activities include learning about the history of Tuskegee Airmen, model plane assembly, flight simulator experience, aviation related field trips and more! Program open to boys and girls in 6th and 7th grade. The program takes place the first Saturday of each month February and March only at Roberts Park.

Fee	Ages	2019 Registration
\$0	10-12	46

Worthdale STREAM Challenge

STREAM Challenge is a competition based on the idea of educating students in four specific disciplines - science, technology, engineering and mathematics. STREAM integrates them into a cohesive learning paradigm based on real-world applications and participants will compete in different categories. Participants will have fun learning with peers at Worthdale Community Center.

Fee	Ages	2019 Registration
\$0	8-18	7

Youth Reading, Writing and Math

Julia's School work with children with the development of life skills. Reading, Writing, Math and Manners are essential for the fundamental development of young people. The school emphasizes the three L's (listen, learn and laugh). Classes take place at Tarboro Road Community Center.

Fee	Ages	2019 Registration
\$0	5-13	51

Your Move Chess Club

This is a fun, rewarding, and engaging experience for kids to learn chess in a focused classroom setting at Roberts Park Community Center.

Fee	Ages	2019 Registration
\$0	7-17	23

Community Events

PRCR provides two community events annually to support youth and teens in need.

Coats Cause We Care

Coats' Cause We Care is a community service project through which volunteers in the public and private sectors donate coats to community children. The event takes place at Sgt. CT Johnson Neighborhood Center, and usually serves between 200-300 children.

Toys for Tots

Register children, newborns to 13 years old to receive a toy for Christmas. Toy giveaway events are held at Peach Road Neighborhood Center and Hill Street Neighborhood Center. In 2019, 172 children were served through this program.

Youth Athletics

Traditional youth athletics provides a host of benefits for youth: Increases motor skills, fosters self-discipline, teaches teamwork, creates leadership skills, teaches necessity of cooperating with others, strengthens peer relationships, teaches respect for fellow peers, encourages goal setting, creates healthy habits for the future, lowers risk for depression, enhances memory, generates multitasking skills, improves sleep patterns, expands learning capacity, increases ability to handle stress, balances mood, offers variety of activities to stave off boredom, creates a sense of accomplishment, hones problem-solving skills, and lessens odds of long-term health issues. The following programs while not exclusive to serving youth at risk, are open to all youth at affordable prices and with financial assistance available.

Program	Sport	Fee	Description	Age	# Served in 2019 (ages 10-17)
Mitey Mite Girls Basketball	Girls Basketball	\$40 (City); \$55 (Non-City)	The Mitey Mite Girls Basketball League (ages 9-10) is a way for youth to learn the fundamentals of basketball and to teach positive sportsmanship. This league does keep score and records wins and losses.	9-10	59

Little League Girls	Girls Basketball	\$40 (City); \$55 (Non-City)	The Girls Little League (ages 11-12) is a way for youth to learn the fundamentals of basketball and to teach positive sportsmanship. This league keeps score and records wins and losses.	11-12	42
Junior League Girls	Girls Basketball	\$40 (City); \$55 (Non-City)	The Girls Junior League Basketball League (ages 13-17) is a way for youth to learn the fundamentals of basketball and to teach positive sportsmanship. This league does keep score and records wins and losses.	13-14	8
Mitey Mite Boys_Basketball	Boys Basketball	\$40 (City); \$55 (Non-City)	The Mitey Mite Boys Basketball League (ages 9-10) is a way for youth to learn the fundamentals of basketball and to teach positive sportsmanship. This league does keep score and records wins and losses.	9-10	345
Little League Boys_Basketball	Boys Basketball	\$40 (City); \$55 (Non-City)	The Boys Little League (ages 11-12) is a way for youth to learn the fundamentals of basketball and to teach positive sportsmanship. This league keeps score and records wins and losses.	11-12	237
Junior League Boys_Basketball	Boys Basketball	\$40 (City); \$55 (Non-City)	The Boys Junior League Basketball League (ages 13-17) is a way for youth to learn the fundamentals of basketball and to teach positive sportsmanship. This league does keep	13-14	203

			score and records wins and losses.		
Senior Boys_Basketball	Boys Basketball	\$40 (City); \$55 (Non-City)	The Boys Senior League Basketball League (ages 15-17) is a way for youth to learn the fundamentals of basketball and to teach positive sportsmanship. This league does keep score and records wins and losses.	15-17	172
Little League Tackle Football	Tackle Football	\$55 (City); \$70 (Non-City)	The Athletics Division, in coordination with community centers, offers 11 on 11 tackle football for ages 10-12 (weight 75-145 pounds).	9-11	210
Spring Mustang	Baseball	\$40 (City); \$55 (Non-City)	The Mustang Baseball League is a way for youth to learn the fundamentals of baseball and to teach positive sportsmanship. This league does keep score and records wins and losses.	9-10	127
Spring Bronco	Baseball	\$40 (City); \$55 (Non-City)	The Bronco Baseball League is a way for youth to learn the fundamentals of baseball and to teach positive sportsmanship. All games are held at Buffaloe Road Athletic Park, while practices can be held throughout the city. This league does keep score and records wins and losses.	11-12	180
Spring Pony	Baseball	\$40 (City); \$55 (Non-City)	The Pony Baseball League is a way for youth to learn the fundamentals of baseball and to teach positive sportsmanship.	13-14	100

			This league does keep score and records wins and losses.		
Spring Colt	Baseball	\$40 (City); \$55 (Non-City)	The Colt Baseball League is a way for youth to learn the fundamentals of baseball and to teach positive sportsmanship. This league does keep score and records wins and losses.	15-17	56
Fall Mustang	Baseball	\$63 (City); \$78 (Non-City)	The Mustang Baseball League is a way for youth to learn the fundamentals of baseball and to teach positive sportsmanship. This league does keep score and records wins and losses.	9-10	69
Fall Bronco	Baseball	\$63 (City); \$78 (Non-City)	The Bronco Baseball League is a way for youth to learn the fundamentals of baseball and to teach positive sportsmanship. All games are held at Buffalo Road Athletic Park, while practices can be held throughout the city. This league does keep score and records wins and losses.	11-12	155
Fall Pony	Baseball	\$63 (City); \$78 (Non-City)	The Pony Baseball League is a way for youth to learn the fundamentals of baseball and to teach positive sportsmanship. This league does keep score and records wins and losses.	13-14	90
Fall Colt	Baseball	\$63 (City); \$78 (Non-City)	The Colt Baseball League is a way for youth to learn the fundamentals of baseball and to teach	15-17	56

			positive sportsmanship. This league does keep score and records wins and losses.		
Spring Fastpitch	Softball	\$40 (City); \$55 (Non-City)	The Youth Girls Softball League is a way for youth to learn the fundamentals of softball and to teach positive sportsmanship. Modified Pitch is offered for girls ages 10-12 and Fast Pitch is offered for Girls 13-17 (10-17 in the fall). This league does keep score and records wins and losses.	10-17	150
Fall Fastpitch	Softball	\$63 (City); \$78 (Non-City)	The Youth Girls Softball League is a way for youth to learn the fundamentals of softball and to teach positive sportsmanship. Modified Pitch is offered for girls ages 10-12 and Fast Pitch is offered for Girls 13-17 (10-17 in the fall). This league does keep score and records wins and losses.	10-17	182
Cheerleading	Cheerleading	\$55 (City); \$70 (Non-City)	The Athletics Division, in coordination with the community centers, is offering cheerleading for ages 7-13. Squads will be organized with the youth football teams in the City of Raleigh league.	10-13	43

In addition to traditional youth athletics the following leagues and programs are specifically designed to reach youth at risk.

RBI Southeast Raleigh Baseball

The Raleigh Police Department has partnered with PRCR to offer the Southeast Raleigh Developmental baseball league. This program is designed for boys and girls ages 10-12 and 13-15 to learn the skills and rules to play baseball. We want to promote the 'America's past time' and involve interested teens. Retired RPD officers work to recruit and build relationships with the teens in this program.

Fee	Ages	2019 Registration
\$0	10-12	48
\$0	13-15	79

RPD Summer Basketball at Method

Method Community Center and the Raleigh Police Department in coordination with community centers throughout Raleigh offer youth basketball for ages 13-14 and 15-16. Games are at Method Road Park, and practices are held at local community centers.

Fee	Ages	2019 Registration
\$55	13-14	58
\$55	15-16	47

Raleigh Rockets Track Club

Raleigh Rockets is a recreational track and field program developed to introduce young athletes to this sport rich in tradition and history. The program combines technical development and fundamental techniques with safety and a major focus on fun! We inspire athletes to have a love for running and be active. Participants have weekly practice sessions at team sites as well as opportunities to put it all together in fun-filled track meets and competitions.

Fee	Ages	2019 Registration
\$25	7-12	160

Athletes of Tomorrow

It's all about young kids having fun, being active and working on their overall fitness and athletic ability. We work on emphasizing the development of the complete athlete. The program takes place at Ralph Campbell Neighborhood Center.

Fee	Ages	2019 Registration
\$1	5-12	177

Youth Boxing at Worthdale

Classes will teach basic boxing skills and techniques such as; stance, guard, movement, jab, cross, hook to participants. This class will increase strength and improves endurance. This class will also include shadow boxing, partner drills and pad work. These skills will give youth self-defense tools as well as self-confidence.

Fee	Ages	2019 Registration
\$25	7-12	17

Gator Ball Madness and Board Games and Gator Ball

Kids get to have fun with the staff at Ralph Campbell Neighborhood Center as they learn new games with gator balls and more.

Fee	Ages	2019 Registration
\$1	5-12	75

Neighborhood Ecology Corps

Neighborhood Ecology Corps (NEC) is a 3-year (30-weeks each year) program that focuses on nature and community, currently serving approximately 18 middle and high school students from socio-economically depressed Raleigh, NC neighborhoods. While in its 6th year of operation under Center for Human Earth Restoration, the City of Raleigh is currently transitioning this program under

its direction. By August 2021, the transition will be complete. NEC uses interactive experiences for the kids to engage in meaningful activities. Each year, they explore their neighborhood environment, open-space conservation, community health, community building, civic stewardship and public policy in afternoon/weekend sessions. First, they explore natural open-spaces away from their neighborhoods, and over time expand into the bond of nature in their area, giving them perspective on the state, assets, and needs of their own locales from the view of culture, ecology, health, livability, and safety. Unlike programs that solely address neighborhood issues or only address remote conservation, these kids come to know that these are not unrelated endeavors – both are in continuum with the other. The kids tackle the environmental issues in their areas and take action to make neighborhoods healthier and safer.

- 2 cohorts are currently operating out of Walnut Creek Wetland Park
- Beginning August of 2020, the program will expand into a second location (The TEEN Center at Saint Monica) and will serve an additional 40 students, 3 cohorts at WCWP and 1 at TEENS.
- When this program is in full swing, there will be 3 cohorts at each site serving 120 students total.

Fee	Ages	2019 Registration
\$0	12-18	18

Raleigh Rescue Mission Programs

The Cultural Outreach and Enrichment program facilitates arts and crafts/games/activities themed for various countries for the youth at the Raleigh Rescue Mission. Programs in 2019 explored Japan, Mexico and Australia.

Fee	Ages	2019 Registration
\$0	18 and under	28

Saint Monica Teen Center

The Saint Monica Teen Center is a safe multi-use facility for teens ages 13-18 currently enrolled in middle or high school and offers access to vital activities, mentoring relationships that promote positive youth development and healthy relationships. At the teen center, teens will have the liberty to embrace their individuality in a safe supportive environment. The Saint Monica Teen Center will provide opportunities for teens to participate in and enhance skills and proficiencies such as technical and digital, recreational, and social interactions. Membership to the Saint Monica Teen Center is FREE, however some programs or activities may have a fee associated. Programming

includes: sports, fitness, life skills (career/college prep, financial literacy, etc.), technology programs (digital photography, coding, game design, etc.), arts, cooking and many others.

The Saint Monica Teen Center is located at 15 North Tarboro Street Raleigh, NC 27610. Hours of Operation are Monday- Friday 2-8pm, Saturday 1-8pm and Sunday 1-6pm.

Ages	FY 19 Program Registration	FY 19 Program Attendance	FY 19 Teen Center Members	FY 19 Member Attendance
12-18	342	2627	115	2140

Title 1 Preschool Programs

The Nature Program Area marketed to approximately 80 Title 1 classrooms in 55 Wake County Public Schools to provide four free nature programs during the school year from an existing topic list. These nature education programs incorporate movement, literacy and math skills through interactive activities, songs and live creature encounters. 30 classrooms of 15-18 students were served through 102 nature programs over 63 days in 2019.

Summer Camps

Teen X-Treme

Teen X-Treme is a low-cost, high quality traditional day camp that provides age appropriate exposure and well-rounded camp experiences. The experiences are achieved through a broad curriculum that includes arts and crafts, field trips, indoor/outdoor recreational games, character & leadership, and other fun activities. Teen X-Treme offers field trip experiences that allow teenagers an opportunity to engage in recreational, educational and artistic experiences throughout their community that helps them to discover and/or enhance their passions. The program operates at 6 locations throughout Raleigh for 9 weeks each summer. The Abbotts Creek, Eastgate and Marsh Creek locations operate with a fee of \$100. Biltmore Hills, Peach Road and Saint Monica Teen Center operate with a reduced fee of \$50.

Fee	Fee	Ages	2019 Registration
Non-Reduced Fee Sites	\$100 per week	12-14	609
Reduced Fee Sites	\$50 per week	12-14	587

Campus Cruisin'

A week-long career and self-exploration program designed to assist students in gaining a greater awareness of institutions of higher education in North Carolina. Personal interest surveys, enhancing your resume, and campus tours to many of North Carolina's private and public campuses, including technical schools, are coupled with new friendships and a college atmosphere. This program operates at Lions Park one week each summer.

Fee	Ages	2019 Registration
\$185	14-17	20

Girls in Science

Girls in Science has been in existence since 1992, and has a long history of inspiring girls in the field of science. It is for middle-school girls who have an interest and a strong curiosity about science and want to learn more. Girls participate in games, activities, and nature exploration, have the opportunity to interact with female science professionals and meet and touch live animals. The program is designed for rising 6th and 7th grade girls who live (or attend community centers) in the general area around Walnut Creek Wetland Center.

Fee	Ages	2019 Registration
\$0	11-13	12

Summer X-Press

The Summer X-Press Program provides a high-quality summer camp experience at a reasonable cost. The program is offered at 23 locations throughout Raleigh. This program incorporates a stimulating and exciting atmosphere through organized activities including: arts and crafts, recreational sports and games, field trips, specialty programs and much more. Structured program hours are 9:00am-4:30pm. Early drop off is available at 7:30am and all campers must be picked up by 6pm. The program strives to offer new experiences in activities/field trips that participants may not ever have the option to enjoy otherwise.

Fee	Fee	Ages	2019 Registration
-----	-----	------	-------------------

Non-Reduced Fee Sites	\$70 per week	5-12	7223
Reduced Fee Sites	\$35 per week	5-12	2671

AFFORDABLE HOUSING STRATEGIES



NC STATE Design AH + SC

Affordable Housing and Sustainable Communities Initiative

Create + Preserve

Research + Educate

Social Equity

Planning

Finance

Policy, Building Codes, and Zoning

Sustainability

Design

Research + Educate

Educate

- Create a robust public education program so that residents can be knowledgeable about the need for, value of, and funding for, affordable housing.

Best Practices

- Document, analyze and apply best practices from similar US cities.

Identify User Groups

- Research and document user groups including extremely low- and low-income individuals and families, artists, elders, essential workers, veterans, artist, students, etc.

Identify Special Needs Populations

- Identify special needs populations including those who have experienced homelessness, mental health and substance abuse issues, etc.

Research + Educate

Educate

- Create a robust public education program so that residents can be knowledgeable about the need for, value of, and funding for, affordable housing.

Best Practices

- Document, analyze and apply best practices from similar US cities.

Identify User Groups

- Research and document user groups including extremely low- and low-income individuals and families, artists, elders, essential workers, veterans, artist, students, etc.

Identify Special Needs Populations

- Identify special needs populations including those who have experienced homelessness, mental health and substance abuse issues, etc.

Research + Educate

NC STATE Design

Affordable + Supportive Student Housing for NC State

The lack of affordable housing is a national problem. This includes a significant need for affordable, alternative, and supportive housing options for university students. In the past decade or so, there has been an emphasis on boutique student housing that includes a range of luxury amenities. During this same time, tuition, housing, and living costs have risen while wages and financial aid funding have remained flat. Some universities have responded to the growing student housing crisis, including NC State.

In 2017 a group of concerned faculty, staff, and students formed the Food and Housing Security Initiative to address food and housing insecurity among students at NC State. As part of the initiative, faculty and student researchers conducted a campus-wide student survey, which revealed that almost 10% of respondents had experienced homelessness in the past year. The U.S. Department of Education defines homelessness as the lack of a regular nighttime residence, which includes doubling up, sleeping in cars and outdoor locations, and staying in shelters. The causes of homelessness are complex but in most cases, are the result of housing costs exceeding what individuals and families can afford. When one is housing cost burdened, defined as paying over 30% of one's income on housing, a medical emergency, job loss, parents separating, or other unexpected emergencies, can mean missed rent payments and eviction proceedings.

At NC State, approximately 30% of students live in university housing, including freshmen who are required to do so. Even though the costs for university housing are less than market-rate, they can cost burden some students. It is easy to see why there is a growing need for affordable and supportive housing for NC State students. In the past ten years, average housing prices in Raleigh and costs for attending NC State have risen approximately 50%, while family incomes have not kept pace and the minimum wage has remained at \$7.25/hr. As more low wealth students enter the university, there will be increasing needs for affordable housing options. Supportive services to assist students in responding to challenges, navigating resources, and supporting their educational goals will also be needed.

The Food and Housing Security Initiative issued a full report in 2018 and a Call to Action was released in 2019 that outlined immediate steps to address the problem. It challenges NC State to be a national leader in solutions to student food and housing insecurity.

The full project outcomes can be accessed at the College of Design's *Affordable Housing + Sustainable Communities Initiative* website. See the *Pack Essentials* webpage of the Department of Student and Academic Affairs for information on the Food and Housing Security Initiative's activities, research, and outcomes.



Oberlin Road site | Daniel Garrett



King Village site | Caroline Towns

Two university-owned campus sites were used for the demonstration projects. The Oberlin Road site is approximately 0.8 acres and is zoned NX-3-GR Neighborhood Mixed-use. The King Village site is approximately 1.2 acres and is zoned OX-3, Office Mixed-use. Building height on both sites is restricted to 3 floors.



Public spaces and a local fresh foods market at the King Village site | Ryan Cooper



Entrance and Basic Needs Hub at Oberlin Road site | Daniel Garrett

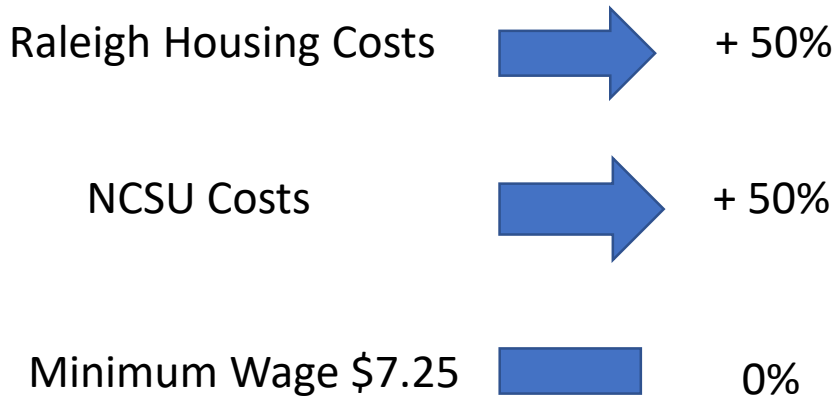
Project Team

- Project Director: Thomas Barrie AIA, DPACSA, Professor of Architecture
- Studio Critic: David Hill FAIA, Head, School of Architecture
- Food and Housing Security Initiative Liaison: Mary Haskett, Professor of Psychology, CHASS
- University Architect Liaison: Tom Skoiniki RLA, University Landscape Architect
- Students: Maan Alzamel, Keval Amin, Joshua Basham, Ryan Cooper, Caroline Cox, Daniel Garrett, P.K. Hensel, Pat Meiburg, Caroline Towns, Jacci Valino, Tori Vick

NC STATE Design AH + SC
Affordable Housing and Sustainable Communities Initiative

Research + Educate

NC STATE UNIVERSITY



Food and Housing Security Among NC State Students

“In order to truly help under-resourced students, the university must be willing to offer help instead of waiting to be asked. They need to work hard to identify the resources that these students need and then offer them unconditionally”
–former NC State student

Mary E. Haskett, Principal Investigator
Department of Psychology

Suman Majumder, *Department of Statistics*
Sarah Wright, *TRiO Program*
Dana Kotter-Grühn, *Department of Psychology*

February 2018

Research + Educate



Weekly Report



SCHMIDT ARTIST LOFTS

LOCATION: 900 7TH ST W | ST. PAUL, MN 55102
ARCHITECT: BERNARD BARTHEL & BV/ARCHITECTS
UNITS: 280 UNITS (247 LIVE/WORK UNITS & 13 TOWNHOUSES). UNITS ARE AVAILABLE TO ARTISTS OF ALL DISCIPLINES. ALL 280 UNITS PROVIDE AFFORDABLE LIVING OPTIONS WITH 1234 OF THE UNITS AT 60 PERCENT OF THE AVERAGE MEDIAN INCOME (AMI) AND 26 UNITS AT 50 PERCENT OF AMI.
DEVELOPER: DOMINIUM
COST: \$132,612,430 (INCLUDING \$30.9 MILLION IN LOW INCOME HOUSING TAX CREDITS AND \$21.1 MILLION IN STATE HISTORIC TAX CREDITS AND \$21.1 MILLION IN FEDERAL HISTORIC TAX CREDITS)



COMMUNITY BUILDING

Schmidt Artist Lofts embodies community building in its adaptive reuse of a long-vacant historical site that now adds value to the community, as well as through its in-house shared amenities. The existing buildings, known as the 'Brewhouse' and 'Bottlehouse', were originally built in 1885, and underwent renovations beginning in 2012. The complex was originally home to Cava Brewery, and was the largest brewery in Minnesota at the time of its construction. Among the amenities provided are an artists gallery, roof patio, clubhouse, multi-purpose room and fitness center.



Page 106 of 130

February 21, 2020
BREWHOUSE
GROUNDLOOR PLAN

Social Equity

Raise the minimum wage

- Advocate for a minimum wage that pays workers a living wage.

Social services

- Provide childcare, job training and employment opportunities, and supportive services, as part of the housing or community development.

Housing First

- Commit to the Housing First model in considering emergency, transitional, and permanent housing options.

Health and the environment

- Create communities that facilitate healthy lifestyles, such as walkable and bikeable streets etc.

Universal design and supportive units

- Provide housing and communities that provide for the needs of the physically and/or mentally impaired.

Multi-generational housing and age-in-place unit distribution

- Provide a range of housing types that allows families and individuals to trade up without moving out, or downsize within the community as their families get smaller.

Social Equity

Raise the minimum wage

- Advocate for a minimum wage that pays workers a living wage.

Social services

- Provide childcare, job training, support, and other services as part of the housing or community development.

Housing First

- Commit to the Housing First model in considering emergency, transitional, and permanent housing options.

Health and the environment

- Create communities that facilitate healthy lifestyles, such as walkable and bikeable streets etc.

Universal design and supportive units

- Provide housing and communities that provide for the needs of the physically and/or mentally impaired.

Multi-generational housing and age-in-place unit distribution

- Provide a range of housing types that allows families and individuals to trade up without moving out, or downsize within the community as their families get smaller.

Social Equity



Social Equity

RICHARDSON APARTMENTS | HAYES VALLEY, SAN FRANCISCO CA

SOCIOECONOMIC IMPACTS

CITY



A study in 5 major cities showed that on average, supportive housing saved cities \$26,200 per person housed, per year.

95%

A two-year study showed NYC's annual savings from providing supportive housing totalled 95% of its cost.



Richardson Apartments will save San Francisco \$2.4 million per year.

NEIGHBORHOOD

A major 20-Year study of 7,500 supportive housing units

conducted by The Furman Center for Real Estate and Policy at NYU.



neighborhoods with supportive housing have higher real estate values

than comparable neighborhoods without affordable housing.



supportive housing has a direct positive impact on the value of nearby buildings

specifically buildings within a 500 foot radius.

RESIDENTS



Studies show supportive housing increases chances of staying clean and sober by over 80%.



No other method is proven more effective than supportive housing for ending chronic homelessness.



On-site social services help residents improve their quality of life.



Richardson Apartments will save San Francisco \$2.4 million per year.

Planning

Create a plan

- Create an ambitious, comprehensive affordable housing plan to create and preserve affordable housing.

User participation

- Include meaningful participation for members of the community, and decision-making roles for actual residents (or their representatives).

No tax-payer cost options

- Allow and promote options that do not need public funding, such as accessory dwelling units, duplexes, triplexes, quads, and condominiums.

Transit Oriented Development

- Plan for transit oriented development (TOD) options along Bus Rapid Transit or fixed rail public transportation.

Preserve existing neighborhoods

- New and renovated housing should respect, respond to, and preserve the essential characteristics and historical context of the community.

Infill and scattered-site development

- Create a development strategy that includes a number of discontinuous lots in the same geographic area.

Brownfield or other incentive-based sites

- Utilize brownfield, or other incentive-based sites, when appropriate

Planning

Create a plan

- Create an ambitious, comprehensive affordable housing plan to create and preserve affordable housing.

User participation

- Include meaningful participation for members of the community, and decision-making roles for actual residents (or their representatives).

No tax-payer cost options

- Allow and promote options that do not need public funding, such as accessory dwelling units.

Transit Oriented Development

- Plan for transit oriented development (TOD) options along Bus Rapid Transit or fixed rail public transportation.

Preserve existing neighborhoods

- New and renovated housing should respect, respond to, and preserve the essential characteristics and historical context of the community.

Infill and scattered-site development

- Create a development strategy that includes a number of discontinuous lots in the same geographic area.

Brownfield or other incentive-based sites

- Utilize brownfield, or other incentive-based sites, when appropriate

Planning

AUSTIN STRATEGIC HOUSING BLUEPRINT



www.austintexas.gov/housingplan

Planning

Create a plan

- Create an ambitious, comprehensive affordable housing plan to create and preserve affordable housing.

User participation

- Include meaningful participation for members of the community, and decision-making roles for actual residents (or their representatives).

No tax-payer cost options

- Allow housing that fills the missing middle, such as attached or detached accessory dwelling units, duplexes, quads, micro housing, cottage courts, courtyard housing, and single room occupancy units. *

Transit Oriented Development

- Plan for transit oriented development (TOD) options along Bus Rapid Transit or fixed rail public transportation.

Preserve existing neighborhoods

- New and renovated housing should respect, respond to, and preserve the essential characteristics and historical context of the community.

Infill and scattered-site development

- Create a development strategy that includes a number of discontinuous lots in the same geographic area.

Brownfield or other incentive-based sites

- Utilize brownfield, or other incentive-based sites, when appropriate

Planning

BACKYARD COTTAGES

Accessory Dwelling Units, (ADU's) Granny Flats, Elder Cottage Housing, In-Law Suites, Mother-Daughter Units, Secondary Dwelling Units, Guest Houses, Companion Units, Carriage Houses, Alley Flats....



GROWING SANTA CRUZ'S NEIGHBORHOODS FROM THE INSIDE



ACCESSORY DWELLING UNIT MANUAL

SANTA CRUZ, CALIFORNIA

GETTING STARTED Introduction to ADU development and how to start your project

DESIGNING YOUR ADU Neighborhood compatibility, planning your ADU and prototypical ADU designs

BEING A PROJECT MANAGER Understanding the application process, building your ADU and renting your ADU

MORE RESOURCES Glossary of terms, checklist and other useful information



Accessory dwelling units can provide potentially affordable units, fill the “missing middle,” and help subsidize homeownership.

Finance

Preserve existing affordable housing

- Create a funding program to preserve existing affordable housing. Track affordable housing units and create an “early warning” mechanism to identify properties at risk.

Tax Credit Programs

- Leverage low income housing tax credits (LIHTC), administered by the North Carolina Housing Finance Agency.
- Utilize other tax credit programs such as Historic Tax Credits and Energy tax credits.

Land banking

- Develop an ambitious and sustained land banking program, including funding for land acquisition, and mechanisms such as foreclosures on tax-delinquent properties.
- Develop city and county owned properties.

Transit Oriented Development incentives

- Create incentives for TODs as part of a coordinated strategy to pair housing and transportation.

Tax Increment Financing (TIF)

- Consider creating TIFs in the downtown and other higher density areas as one funding source for affordable housing.

Property tax increase

- Consider a property tax increase as a dedicated funding source.

Affordable housing bond

- Create an Affordable Housing Bond for sustained funding of affordable housing.

Real Estate Sales Transfer Tax

- Create a program where a percentage of the receipts of real estate sales above a price level, and paid by the buyer, go to a Housing Trust Fund.

Finance

Preserve existing affordable housing

- Create a funding program to preserve existing affordable housing. Track affordable housing units and create an “early warning” mechanism to identify properties at risk.

Tax Credit Programs

- Leverage low income housing tax credits (LIHTC), administered by the North Carolina Housing Finance Agency.
- Utilize other tax credit programs such as Historic Tax Credits and Energy tax credits.

Land banking

- Develop an ambitious and sustained land banking program, including funding for land acquisition, and mechanisms such as foreclosures on tax-delinquent properties.
- Develop city and county owned properties.

Transit Oriented Development incentives

- Create incentives for TODs as part of a coordinated strategy to pair housing and transportation.

Tax Increment Financing (TIF)

- Consider creating TIFs in the downtown and other higher density areas as one funding source for affordable housing.

Property tax increase

- Consider a property tax increase as a dedicated funding source.

Affordable housing bond

- Create an Affordable Housing Bond for sustained funding of affordable housing.

Real Estate Sales Transfer Tax

- Create a program where a percentage of the receipts of real estate sales above a price level, and paid by the buyer, go to a Housing Trust Fund.

Finance



Weekly Report Page 11 of 139 February 21, 2020
The Brew House in Pittsburgh provides affordable housing for artists. It was funded by LIHTCs, Historic Tax Credits and a low-interest loan from a community bank.

Finance

Preserve existing affordable housing

- Create a funding program to preserve existing affordable housing. Track affordable housing units and create an “early warning” mechanism to identify properties at risk.

Tax Credit Programs

- Leverage low income housing tax credits (LIHTC), administered by the North Carolina Housing Finance Agency.
- Utilize other tax credit programs such as Historic Tax Credits and Energy tax credits.

Land banking

- Develop an ambitious and sustained land banking program, including funding for land acquisition, and mechanisms such as foreclosures on tax-delinquent properties.
- Develop city and county owned properties.

Transit Oriented Development incentives

- Create incentives for TODs as part of a coordinated strategy to pair housing and transportation.

Tax Increment Financing (TIF)

- Consider creating TIFs in the downtown and other higher density areas as one funding source for affordable housing. .

Property tax increase

- Consider a property tax increase as a dedicated funding source.

Affordable housing bond

- Create an Affordable Housing Bond for sustained funding of affordable housing.

Real Estate Sales Transfer Tax

- Create a program where a percentage of the receipts of real estate sales above a price level, and paid by the buyer, go to a Housing Trust Fund.

Finance



The information contained on this site plan is subject to change without notice. Castellus Development Corporation, its affiliates and representatives make no express or implied warranty, representation or guarantee as to the accuracy or completeness of the information on this site plan and shall not be liable for any damages or losses resulting from its use. It is the responsibility of the user to verify the information on this site plan with the appropriate authorities.



Transit: The pattern and intensity of development is planned in conjunction with a comprehensive program of transit improvements aimed at reducing automobile dependence.



Open Space: An interconnected system of open spaces and pedestrian ways promote the walkability and amenity of the new community while forging strong links with surrounding parks and neighborhoods.

Finance

Preserve existing affordable housing

- Create a funding program to preserve existing affordable housing. Track affordable housing units and create an “early warning” mechanism to identify properties at risk.

Tax Credit Programs

- Leverage low income housing tax credits (LIHTC), administered by the North Carolina Housing Finance Agency.
- Utilize other tax credit programs such as Historic Tax Credits and Energy tax credits.

Land banking

- Develop an ambitious and sustained land banking program, including funding for land acquisition, and mechanisms such as foreclosures on tax-delinquent properties.
- Develop city and county owned properties.

Transit Oriented Development incentives

- Create incentives for TODs as part of a coordinated strategy to pair housing and transportation.

Tax Increment Financing (TIF)

- Consider creating TIFs in the downtown and other higher density areas as one funding source for affordable housing.

Property tax increase

- Consider a property tax increase as a dedicated funding source.

Affordable housing bond

- Create an Affordable Housing Bond for sustained funding of affordable housing.

Real Estate Sales Transfer Tax

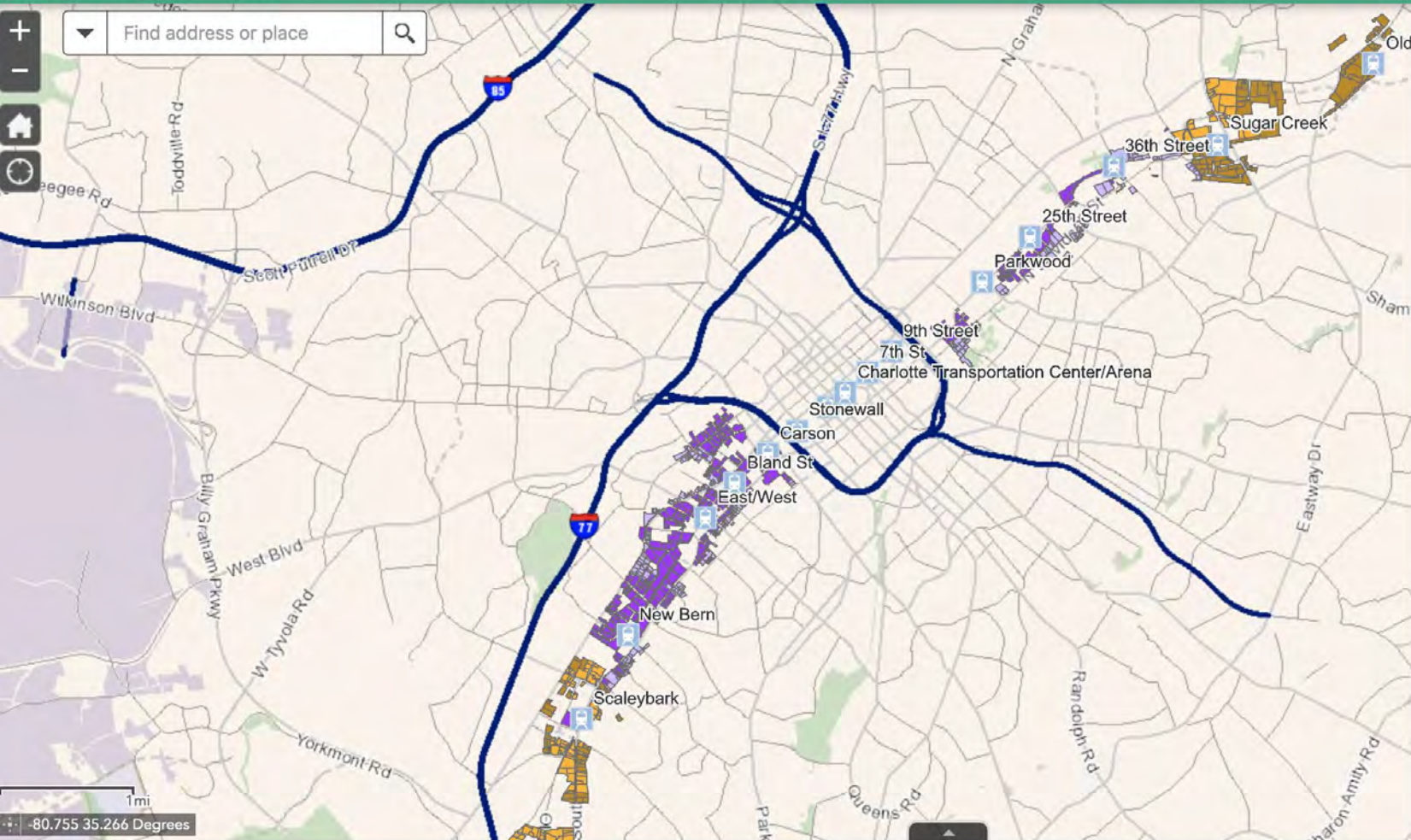
- Create a program where a percentage of the receipts of real estate sales above a price level, and paid by the buyer, go to a Housing Trust Fund.

Finance



Zoning Alignment

with Web AppBuilder for ArcGIS



Legend

Blue_Line_Stations

- Blue_Line_Stations

Zoning Alignment

- TOD-CC
- TOD-NC
- TOD-TR
- TOD-UC

Finance

Multifamily Property Tax Relief

- Create a multifamily property tax relief or deferred payment program modeled on existing state programs.

Housing Trust Fund

- Create a housing trust fund modeled on state and national models.

Public-private partnerships

- Partner with community banks to create a low interest mortgage program.
- Partner with non- and for-profit housing developers.

Affordable housing incentive overlays

- Create areas with incentivized development requirements to facilitate the building of affordable housing.

Development subsidies

- Leverage the federal Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program for land acquisition and other subsidies for the development of affordable housing.

Mixed-income development

- Provide mixed-income developments where the market rate units subsidize the affordable housing.

Equity and ownership options

- Promote equity and ownership options such as Mutual Housing Associations, Limited Equity Cooperatives, Community Land Trusts, cohousing, live-work units that can accommodate “cottage industries,” rent-to-own units, and sweat equity programs where homeowners reduce the purchase price by participating in the construction of their home.

Housing and Energy Efficiency Program

- Create a city program to fund repairs and energy-efficiency upgrades to lower energy costs and preserve affordable units.

Finance



Policy, Building Codes, and Zoning

North Carolina Housing Finance Agency QAP

- Advocate for revisions to the NCHFA's Qualified Allocation Plan (QAP) requirements for the funding of affordable housing.

Developer incentives

- Achieve a percentage of affordable housing units in new development projects through incentive-driven means such as reducing impact fees, tax exemptions, density bonuses, land swaps, expedited approval process, zoning variances, etc
- Ensure longevity of affordable units in all agreements. Aim for permanent affordable units.

Missing Middle

- Allow housing that fills the missing middle, such as attached or detached accessory dwelling units, duplexes, quads, micro housing, cottage courts, courtyard housing, and single room occupancy units.

Density

- Allow for greater density in areas served by public transportation, shopping, and services to reduce transportation costs and to support community-based businesses and employment, and public transportation
- Revise minimum lot and house sizes and parking requirements for residential development.

Mixed-use

- Allow for mixed-use development to facilitate community-based business and employment and transportation options.

Non-discrimination Ordinance

- Create and enforce an ordinance that prohibits landlords from discriminating against renters who use Section 8, VASH, or other vouchers.

Policy, Building Codes, and Zoning

North Carolina Housing Finance Agency QAP

- Advocate for revisions to the NCHFA's Qualified Allocation Plan (QAP) requirements for the funding of affordable housing.

Developer incentives

- Achieve a percentage of affordable housing units in new development projects through incentive-driven means such as reducing impact fees, density bonuses, land swaps, expedited approval process, zoning variances, etc
- Ensure longevity of affordable units in all agreements. Aim for permanent affordable units.

Missing Middle

- Allow housing that fills the missing middle, such as attached or detached accessory dwelling units, duplexes, quads, micro housing, cottage courts, courtyard housing, and single room occupancy units.

Density

- Allow for greater density in areas served by public transportation, shopping, and services to reduce transportation costs and to support community-based businesses and employment, and public transportation
- Revise minimum lot and house sizes and parking requirements for residential development.

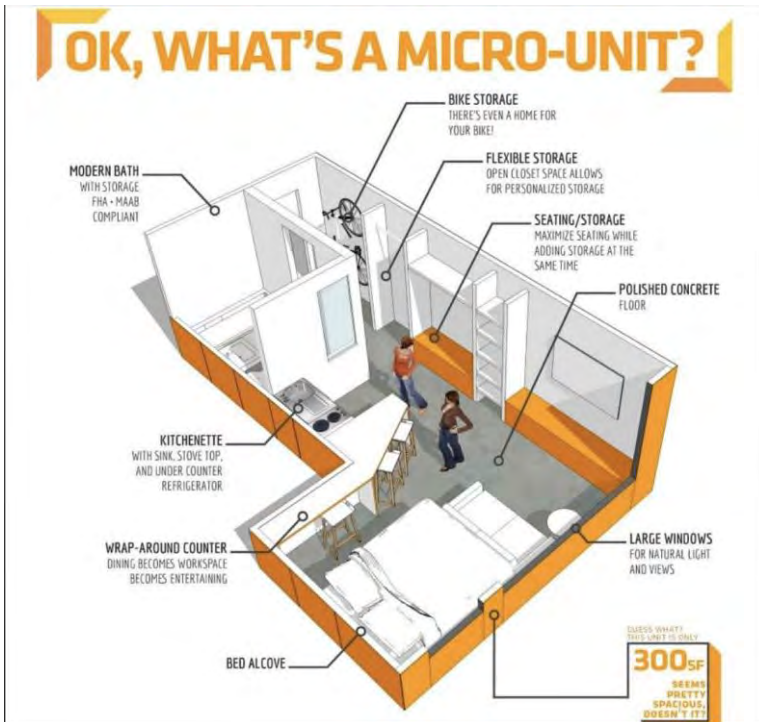
Mixed-use

- Allow for mixed-use development to facilitate community-based business and employment and transportation options.

Non-discrimination Ordinance

- Create and enforce an ordinance that prohibits landlords from discriminating against renters who use Section 8, VASH, or other vouchers.

Policy, Building Codes, and Zoning



Sustainability

Low energy building performance

- Incorporate LEED, Living Building Challenge, and Energy Star checklists, including: High R-value thermal insulation, high E windows, efficient HVAC, HWH, and equipment, passive solar, and geo-thermal options.

Sustainable and cost-effective materials

- Use locally manufactured materials, recycled houses or materials, ecologically compatible materials, and durable and easy/inexpensive to repair equipment, fixtures, hardware, and finishes.

Employ local contractors and craftsmen

- Reduce commuting costs and support local economies by employing local builders.

Cultural and community sustainability

- Recognize, document and support local building and community traditions.
- Incorporate, where appropriate, job training and other local employment opportunities.

Sustainability

Low energy building performance

- Incorporate LEED, Living Building Challenge, and Energy Star checklists, including: High R-value thermal insulation, high E windows, efficient HVAC, HWH, and equipment, passive solar, and geo-thermal options.

Sustainable and cost-effective materials

- Use locally manufactured materials, recycled houses or materials, ecologically compatible materials, and durable and easy/inexpensive to repair equipment, fixtures, hardware, and finishes.

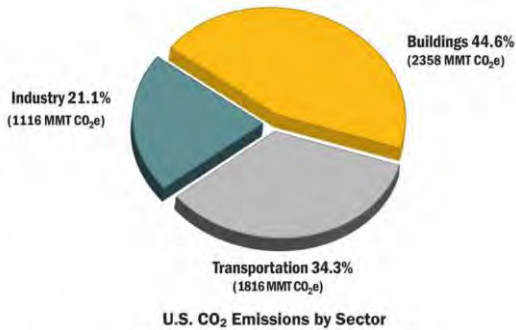
Employ local contractors and craftsmen

- Reduce commuting costs and support local economies by employing local builders.

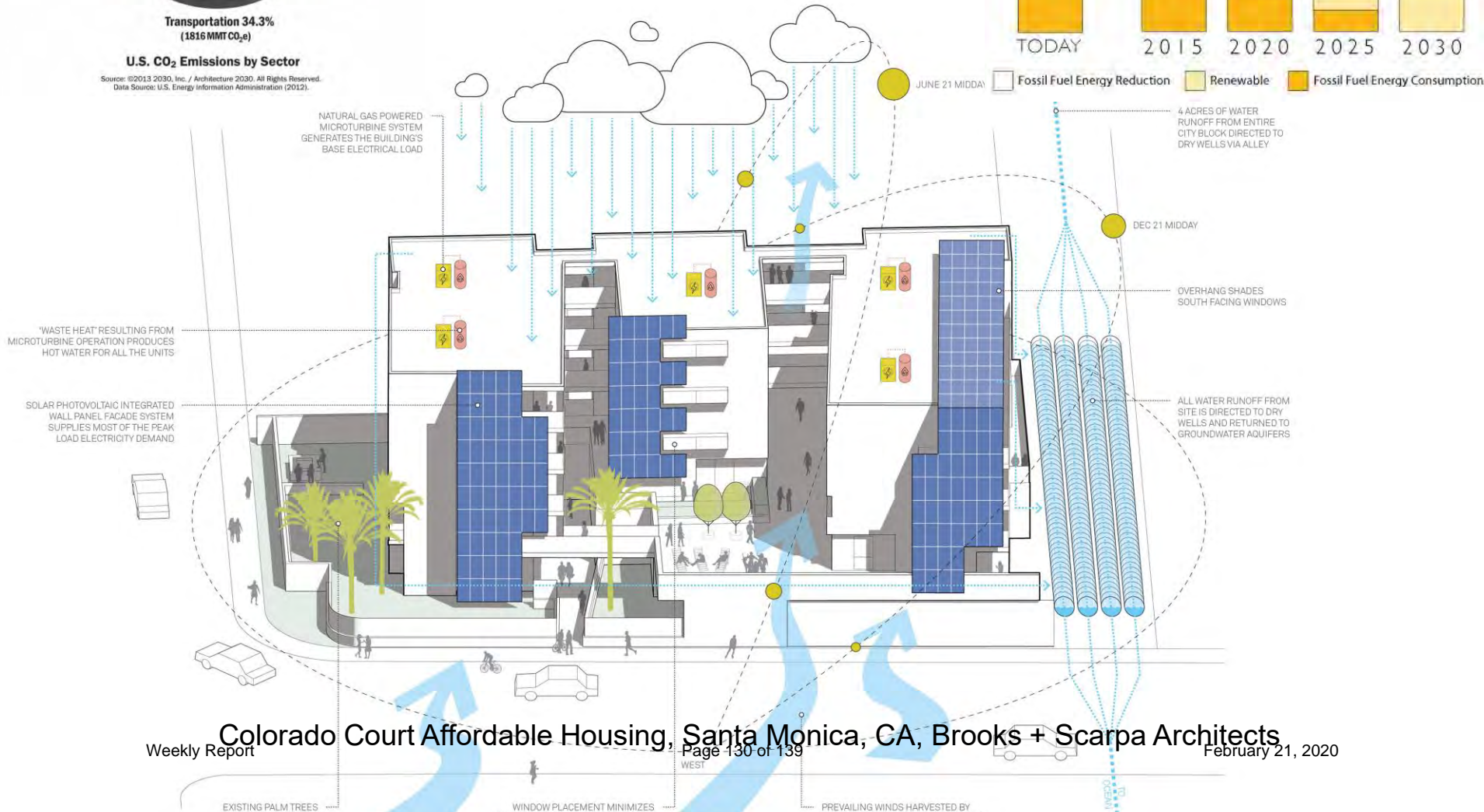
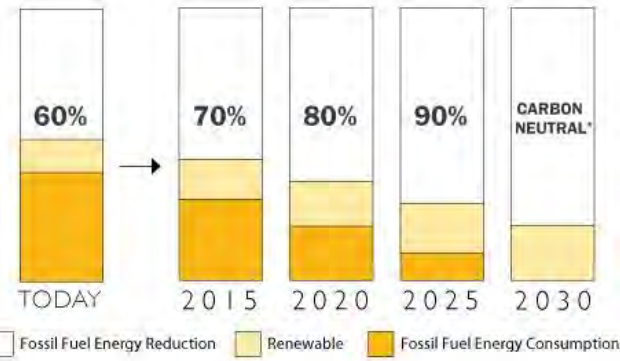
Cultural and community sustainability

- Recognize, document and support local building and community traditions.
- Incorporate, where appropriate, job training and other local employment opportunities.

Sustainability



Source: ©2013 2030, Inc. / Architecture 2030. All Rights Reserved.
Data Source: U.S. Energy Information Administration (2012).



Design

Beauty and meaning

- Create beautiful and generous places to live, work and play that embody the inherent human need for beauty, meaning, safety, connection and communication.

Placemaking

- Incorporate enduring concepts and practices of placemaking that respond to their cultural, historical and environmental contexts.
- Recognize and embody local history and culture.

Compact plans

- Minimize circulation, skillfully size and proportion rooms, and utilize open plans where appropriate.

Flexible plans to accommodate changing families

- Provide adaptable rooms/spaces for changing needs and uses, “swing rooms” that are available to adjacent units, the ability to add rooms as a family grows, or create separate living units for related adults or renters.

Exterior private spaces

- Include interior/exterior private/public spaces and other transitions between living units and shared spaces as part of the “living spaces” of the home.

Modular, “kit-of-parts” design and “chunking” of building components

- Utilize repetitive construction components to decrease labor costs and construction waste.
- Accommodate standard dimensional lumber, manufactured beams, sheathing and flooring panels, casework, doors and windows.
- Consider manufactured housing options and methods.

Off-the-shelf materials

- Benefit from the cost savings of materials and building components manufactured at economies of scale.

Design

Beauty and meaning

- Create beautiful and generous places to live, work and play that embody the inherent human need for beauty, meaning, safety, connection and communication.

Placemaking

- Incorporate enduring concepts and practices of placemaking that respond to their cultural, historical and environmental contexts.
- Recognize and embody local history and culture.

Compact plans

- Minimize circulation, skillfully size and proportion rooms, and utilize open plans where appropriate.

Flexible plans to accommodate changing families

- Provide adaptable rooms/spaces for changing needs and uses, “swing rooms” that are available to adjacent units, the ability to add rooms as a family grows, or create separate living units for related adults or renters.

Exterior private spaces

- Include interior/exterior private/public spaces and other transitions between living units and shared spaces as part of the “living spaces” of the home.

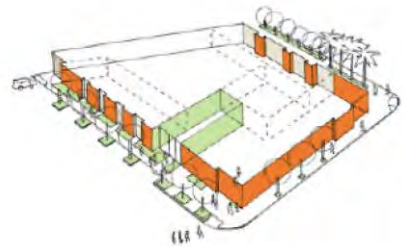
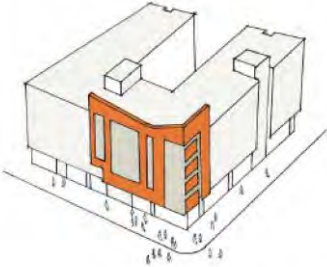
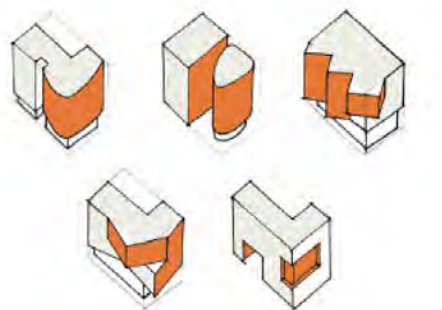
Modular, “kit-of-parts” design and “chunking” of building components

- Utilize repetitive construction components to decrease labor costs and construction waste.
- Accommodate standard dimensional lumber, manufactured beams, sheathing and flooring panels, casework, doors and windows.
- Consider manufactured housing options and methods.

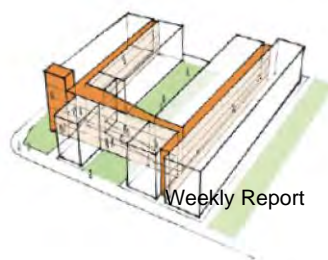
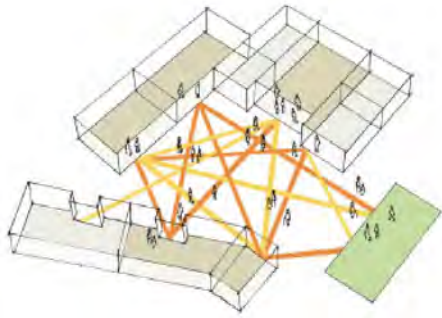
Off-the-shelf materials

- Benefit from the cost savings of materials and building components manufactured at economies of scale.

Design



- 1. Reweave the Urban Fabric:** Create, repair, and enhance connections within existing neighborhoods
- 2. Make Big Moves:** Design a bold and interesting shape that defines the building.
- 3. A Little Goes a Long Way:** Concentrate premium materials at points of shared enjoyment. Keep it simple everywhere else.
- 4. Activate the Edges:** Energize the streetscape with a generous mixed-use ground floor.
- 5. Be welcoming:** Set a positive tone with a bright and engaging entryway.
- 6. Cultivate Connection;** Place compatible uses together to add convenience and support social encounters.
- 7. Enlightened Circulation:** Bring light and fresh air into hallways and stairs to connect with nature and encourage walking.
- 8. Get Personal:** Reflect the character of the community and offer opportunities for expression.
- 9. Art for All:** Use artwork to invigorate common spaces, help with way-finding, and create a strong visual identity.



Design

Beauty and meaning

- Create beautiful and generous places to live, work and play that embody the inherent human need for beauty, meaning, safety, connection and communication.

Placemaking

- Incorporate enduring concepts and practices of placemaking that respond to their cultural, historical and environmental contexts.
- Recognize and embody local history and culture.

Compact plans

- Minimize circulation, skillfully size and proportion rooms, and utilize open plans where appropriate.

Flexible plans to accommodate changing families

- Provide adaptable rooms/spaces for changing needs and uses, “swing rooms” that are available to adjacent units, the ability to add rooms as a family grows, or create separate living units for related adults or renters.

Exterior private spaces

- Include interior/exterior private/public spaces and other transitions between living units and shared spaces as part of the “living spaces” of the home.

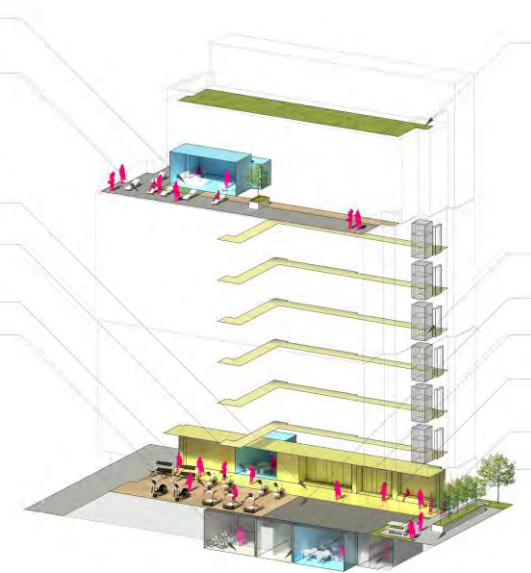
Modular, “kit-of-parts” design and “chunking” of building components

- Utilize repetitive construction components to decrease labor costs and construction waste.
- Accommodate standard dimensional lumber, manufactured beams, sheathing and flooring panels, casework, doors and windows.
- Consider manufactured housing options and methods.

Off-the-shelf materials

- Benefit from the cost savings of materials and building components manufactured at economies of scale.

Design



Research + Educate

Social Equity

Planning

Finance

Policy, Building Codes, and Zoning

Sustainability

Design

Create + Preserve

The Affordable Housing and Sustainable Communities Initiative

School of Architecture | College of Design | NC State University

<https://design.ncsu.edu/ah+sc/>

Contact: Thomas Barrie, AIA at tmbarrie@ncsu.edu

NC STATE Design AH + SC
Affordable Housing and Sustainable Communities Initiative

