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PARKS, RECREATION  
AND CULTURAL RESOURCES

# *Public Participation Policy for Park Planning*

JANUARY 2021



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# Introduction

Parks, Recreation, and Cultural Resources Department Mission:

*"Together we connect and enrich our community through exceptional experiences."*

True to the basic philosophy of public parks and recreation is the idea that all people—no matter the color of their skin, age, gender, income level, or difference in ability—should have access to and feel a genuine sense of belonging in the parks, programs, and facilities that improve quality of life in their communities.

Creating an equitable and inclusive park system begins with equitable and inclusive community engagement. An inclusive and meaningful engagement process recognizes that those who are affected by a decision have a right to be involved in the decision-making process and ensures that our parks and public spaces are shaped by the people they are intended to serve.

Raleigh's *Public Participation Policy for Park Planning* (together with its companion document, the *Public Participation Playbook*) establishes an effective and efficient process that fairly and equitably maximizes citizen input and support for the planning and development of the City of Raleigh's park system.

The *Public Participation **Policy** for Park Planning* includes the Raleigh City Council's policy statement for citizen involvement in park planning, eleven guiding principles of public participation, and an outline of the planning and community engagement process for park development activities.

The *Public Participation **Playbook*** is a "how-to" guide for planning, implementing, documenting, and assessing equitable and inclusive community engagement processes.

# 1. Purpose

This policy describes the roles and responsibilities of Citizens and the Raleigh Parks, Recreation, and Cultural Resources Department in working together to plan, design, and develop parks, greenways, and recreation facilities.

It describes the situations in which the advice, aspirations, and concerns of Citizens are reflected in planning and development decisions, and specifies circumstances in which the Parks, Recreation, and Cultural Resources Department does not seek public input.

It describes a set of principles and minimum provisions for public notification and comment that govern public participation processes organized by the Parks, Recreation, and Cultural Resources Department.

This policy document is associated with the *Public Participation Playbook*, which provides guidance on best practices, operating procedures, template documents for use during park planning projects, and further describes roles and responsibilities for specific process formats.

This Policy document and the associated documents listed here replace Resolution (2003) -735, "A Resolution to Revise the Process for Approval of Master Plans for Park and Related Projects".

## 2. Policy Statement

It is the policy of the Raleigh Parks, Recreation, and Cultural Resources Department, in carrying out its mission:

- (1) To invite and organize opportunities for direct public participation in carrying out its responsibilities for planning, design, development, major renovation, and any proposed projects that would, in the judgment of the Parks, Recreation, and Cultural Resources Department Director, substantially modify the property's use or appearance.
- (2) To adhere to the principles of public participation as described in this policy.
- (3) To provide sufficient organizational resources and capacity in the form of skilled and knowledgeable staff of professional planners, project managers, consultants, and others to every public participation event and process organized by the department.
- (4) To manage public participation processes for park planning effectively by following best practices as defined and described in the City of Raleigh *Public Participation Playbook*.
- (5) To provide early and thorough notification of proposals and projects through a variety of means to users, user groups, neighborhoods, neighborhood groups, and other interested people.
- (6) To complete public participation processes by notifying involved and interested people and groups of final decisions, the impact of their input on those decisions, and the reasons for them.
- (7) To commit to learning and improving public participation processes by engaging in self-assessment, process correction, and updates to policies and processes as best practices evolve.

### 3. Public Participation Principles

The Raleigh Parks, Recreation, and Cultural Resources Department will adhere to the following principles when engaging Citizens in public participation processes:

#### Principles in Process Design

- (1) **Make Processes Inclusive.** The Department shall plan, design and manage public participation events and processes to include credible representatives of the full spectrum of parties who are interested in or will be affected by a decision.
- (2) **Design Processes Collaboratively.** The Department shall develop an Engagement Plan based on the needs of the community and stakeholders affected by the proposed project. The relevant City-Appointed Advisory Board or Commission (such as the Parks, Recreation and Greenway Advisory Board) may be engaged early in the engagement planning process, potential participants shall be identified and brought into the planning process as early as practicable, and ongoing processes shall be adapted as needed to effectively engage the capabilities and needs of all participants.
- (3) **Make Processes Transparent.** The Department shall manage public involvement processes so that participants have a clear idea of the purpose of the process and who is responsible for organizing it, how the process will unfold, how decisions will be made and by whom, their role in the decision process, and how their ideas and concerns will be integrated into the final decision. The Department shall plan and manage public participation processes so that their outputs are timely with regard to City Council decisions.

## Principles in Process Management

- (4) **Promote Full Participation.** The Department shall manage public participation processes to give all involved a fair voice and to benefit from differences in perspectives, approaches, backgrounds, and cultures.
- (5) **Promote Mutual Understanding.** The Department shall manage processes so that Citizens derive a greater understanding and appreciation of the perspective of other Citizens and the Department, and accept one another's needs and goals as legitimate. This requires a process that allows people to freely exchange information about what is important to them.
- (6) **Develop Inclusive Solutions.** The Department shall design processes that advance opportunities to build creative, integrative solutions. The key to building integrative outcomes is to provide the means for people to make their interests known and understood.
- (7) **Share Responsibility for Decisions.** The Department shall manage public involvement processes that encourage Citizens to share in the responsibility for decisions by being able to weigh in on choices that are important to them. Responsibility goes both ways. Sharing decision responsibility obligates Citizens to find solutions to shared problems rather than simply fighting against alternatives they dislike.

## Principles in Information Integration

- (8) **Ensure Full and Equal Access to Relevant Information.** The Department shall make information that is relevant to park and recreation planning accessible to all Citizens who wish to access it as allowed by public records laws and consistent with City of Raleigh policies.
- (9) **Ensure Transparency of Information and Analysis.** The Department shall make information and analyses accessible and understandable to all participants. Assumptions and uncertainties about information made available by the Department shall be made explicit.
- (10) **Anticipate Information Needs.** The Department shall design and manage public participation processes that provide opportunities for Citizens to define the information they need.

## 4. Projects Covered under this Policy

### Site-Level Planning

- (1) **Master Plan**—A planning document that generally describes and guides the future management and development of a park property. A new Master Plan process may be initiated for an undeveloped park site; a park site that was previously developed without a Master Plan in place; or a park site with an existing Master Plan that City Council determines is no longer current, effective, or supported by the community as a whole. Master Plans may include:
  - Conceptual graphic depiction of the Master Plan,
  - Statement of vision,
  - Description of proposed elements,
  - Documentation of public participation process,
  - Phasing plan identifying prioritized elements, and
  - Estimated budget for implementation.
- (2) **Master Plan Update**—A new use or arrangement of uses that differs from the adopted Master Plan, but which the Department Director determines complements, contributes to, and does not detract from the program statement and overall vision of the adopted Master Plan.
- (3) **Pre-Development Assessment Plan (PDAP)**—An interim plan for undeveloped park sites that documents acquisition history and any previously established intent for the use of the property, begins a process of site inventory for natural and cultural features, addresses correlation with adopted City of Raleigh plans, and recommends interim management actions. PDAPs may include an analysis of existing park access in the vicinity but will not provide prescriptive recommendations on future use or classification of the park property, unless a property is acquired for a particular use determined by the City Council.

## Site-Level Design and Development

- (4) **Schematic Design**—Establishes the general scope, scale and relationships among the program elements identified in the Master Plan. The schematic design carries the project to the level of detail required to identify any critical issues not covered in the Master Plan. The objective of schematic design is to develop a clearly defined, feasible concept while exploring the most promising alternative design solutions. Depending on the scope, scale, and complexity of the project, Schematic Design may require a standalone community engagement process, or it may be incorporated into the community engagement process during development of a park Master Plan.
- (5) **Major Improvement Projects**—Major construction projects or other action that, in the judgment of the Department Director, substantially alters the long-term program, function, or use by the public of a facility or site.
- (6) **Minor Improvement Projects**—Minor construction projects or other action that, in the judgment of the Department Director, provides facility upgrades with minimal impact to program, function, or use by the public of a facility or site.

## System-Level Planning

- (7) **Ad Hoc Studies**—Basic planning study of a focused topic, such as feasibility of a particular project, costs/revenue study, or other single-issue charge from City Council. The Engagement Plan for Ad Hoc Studies will vary depending on the nature, scope, and scale of the project.
- (8) **Strategic Issue Planning**—Planning study of a city-wide topic or park “subsystem” such as aquatics, cemeteries, dog parks, public art, invasive species management, etc. The Engagement Plan for strategic issue plans will vary depending on the nature, scope, and scale of the project.
- (9) **Comprehensive Park System Planning**—Major planning study with broad, citywide impacts that affects the entire park system (e.g. 2014 Parks, Recreation, and Cultural Resources System Plan)

## 5. Role of City-Appointed Boards and Commissions

The Parks, Recreation, and Greenway Advisory Board (PRGAB) serves as the official citizen advisory board to the City Council on issues related to parks, greenway, and recreation policy matters.

The PRGAB advises on matters related to parks and recreation program policies, facility planning, and other responsibilities assigned by City Council. The board serves as a liaison between the City and the citizens of the community and works to promote parks and recreation programs.

Many planning activities covered by this policy will be conducted under review of the PRGAB. However, the Department Director may determine, during the engagement planning process, that a particular planning activity may be more appropriate for an alternative City-Appointed Board or Commission ("Advisory Board"), and the project will instead proceed as part of that Advisory Board's workplan.

For example: Projects related to the planning and development of historic properties managed by the Parks, Recreation, and Cultural Resources Department may be assigned to the Historic Resources and Museum Advisory Board; and projects specific to the management and delivery of cultural resources under the purview of the Office of Raleigh Arts may be assigned to the Arts Commission.

PRGAB will designate at least one member as liaison to serve as a PRGAB representative during the planning process who will be responsible for providing periodic updates to the full PRGAB throughout the process.

## 6. Planning and Community Engagement Process

Phase	Activity	Description
1. PROJECT INITIATION	1. Initiate Project	Projects are typically initiated through inclusion in the City's Capital Improvement Program (CIP), staff workplans, or Advisory Board workplans. Following adoption of the CIP by City Council, appropriate Advisory Board(s) will receive a presentation on upcoming projects and draft engagement plans.
2. ENGAGEMENT PLANNING	2. Develop Engagement Plan	An Engagement Plan describes the project's goals & objectives, the public's role in the process, proposed engagement methods, performance measures, and approval process. Complex projects may also require an in-depth Situation Assessment as well as a proposed Community Advisory Group (CAG) roster. <i>Playbook Section 2: Engagement Planning</i>
	3. Approve Engagement Plan	Engagement Plans are reviewed and approved by the PRCR Director. Engagement Plans for complex projects, including all Situation Assessments and CAG membership appointments, may be reviewed and approved by an appropriate Advisory Board or City Council.
3. COMMUNITY ENGAGEMENT	4. Implement Engagement Plan	Public meetings, surveys, and/or other community engagement activities proceed according to the approved Engagement Plan. <i>Playbook Section 3: Implementation (Meetings, Surveys, Communication)</i>
	5. Generate Draft Plan	The project team produces a draft planning document using results from community engagement and other data relevant to the planning process. The draft planning document is made available for general public review and comment in accordance with the project Engagement Plan.
4. REVIEW AND ADOPTION	6. Review Draft Plan	The Engagement Plan may call for formal review and recommendation of the draft planning document by a Community Advisory Group and/or appointed Advisory Board. Formal review and recommendation takes place at a public meeting and includes the opportunity to receive public comment.
	7. Adopt Final Plan	The approval process proceeds according to the project Engagement Plan. Final approval and adoption may be a function of the Director, Advisory Board, or City Council depending on the project's scope, scale, and complexity.
5. EVALUATION	8. Evaluate Process and Outcomes	Results of community engagement activities are reported back to the public in a continuous feedback loop throughout the process as well as at the conclusion of the project. Post-process evaluations should include an Equity Analysis and report on the performance measures set in the Engagement Plan. <i>Playbook Section 4: Documentation and Reporting</i>

## **Phase 1: Project Initiation**

### *1. Initiate Project*

Projects are typically initiated through inclusion in the City of Raleigh Capital Improvement Program (CIP), staff workplans, or the Council-approved workplans of appointed Advisory Boards and Commissions. Additional planning and community engagement activities may be authorized by the Department Director or City Manager.

Each year, following adoption of the CIP by City Council, the Parks, Recreation and Greenway Advisory Board (and/or other appropriate Advisory Board) will receive a presentation reviewing all upcoming projects and a proposed draft community engagement approach for each project covered under this policy.

**Responsible Entity:** City Council, City Manager, Department Director

## Phase 2: Engagement Planning

### 2. Develop Engagement Plan

An Engagement Plan outlines the process of involving the public in a decision-making process, providing a clear and detailed plan for each engagement process prior to implementing any engagement activities. The Engagement Plan process is described in the *Public Participation Playbook* (Section 2: *Engagement Planning*).

The Engagement Plan describes the engagement goals and objectives, identifies the public's role in the decision-making process, and outlines specific approaches and tools used to accomplish the engagement goals and objectives. The Engagement Plan should be used to guide the implementation of public engagement activities for all stages of the decision-making process that require public input. Engagement Plans should be designed to be flexible based on the project and the public needs.

For planning activities that the Department Director determines are of a size, scale, or level of complexity warranting a more thorough Engagement Plan process, the Planning Team will conduct a formal Situation Assessment. The Situation Assessment will include an evaluation of planning issues related to the project and project history, identification of key stakeholders and stakeholder interviews, an initial community input survey, and a proposed roster of Community Advisory Group members (if applicable). The Situation Assessment, as part of the proposed Engagement Plan, will be presented to the Advisory Board in a public meeting for review.

**Responsible Entity:** Department Director, Department Staff

### 3. Approve Engagement Plan

Before proceeding with the planning activity, the Engagement Plan is reviewed and approved by the Department Director. Depending on the scope, scale, and complexity of the project, the Department Director or City Manager will determine if the Engagement Plan will also be reviewed and approved by an appropriate Advisory Board or City Council.

If the proposed Engagement Plan includes the formation of a Community Advisory Group (CAG), the Advisory Board will approve membership and composition of the CAG. The Advisory Board will at this time appoint their liaison(s) for the CAG and will confirm their role as a participant in the process. Depending on the scope, scale, and complexity of the project, the composition of the CAG may also be reviewed and approved by City Council, at the determination of the Department Director. The background information developed for Advisory Board review will be provided to City Council along with any input or recommendations received from the Advisory Board.

**Responsible Entity:** Department Director, Advisory Board or City Council

## Phase 3: Community Engagement

### 4. *Implement Engagement Plan*

The Department organizes public meetings, surveys, and/or other community engagement activities pursuant to the approved Engagement Plan. The engagement activities are conducted in accordance with best practices established in the *Public Participation Playbook* (Section 3.1: *Meeting Planning and Implementation* and Section 3.2: *Survey Planning and Implementation*).

Communications and outreach to promote engagement opportunities are conducted in accordance with best practices established in the *Public Participation Playbook* (Section 2.8: *Select Communication Tools* and Section 3.3: *Communication Tools Implementation*). Minimum notification standards are summarized in Section 8 of this Policy.

**Responsible Entity:** Citizens, Department Director, Department Staff, Consultants

### 5. *Generate a Draft Plan*

Using the input of Citizens generated through community engagement and other data relevant to the planning process, the project's internal Resource Team develops a draft planning document (a plan, study, and/or facility design). The Department provides opportunities for public review and comment on the draft planning document in accordance with the approved Engagement Plan.

**Responsible Entity:** Citizens, Department Director, Department Staff, Consultants

## Phase 4: Review and Adoption

### *6. Review Draft Plan*

Formal review of the draft planning document is carried out in accordance with the approved Engagement Plan, which may call for review and recommendation by a Community Advisory Group or the appointed Advisory Board. Advisory Board review will take place at a public meeting and the public will be given the opportunity to comment on the draft plan, study, or design to the Advisory Board at a meeting advertised and organized for that opportunity. The Advisory Board may take action to approve the plan/study/design at that meeting or may choose to hold the item for further discussion.

If City Council review or approval is determined necessary according to the procedures set forth in the Engagement Plan, the Advisory Board reports its recommendation to the City Council. If a Community Advisory Group was established through the Engagement Plan, the Community Advisory Group recommendation and comments received will be transmitted to the City Council with the Advisory Board recommendation.

**Responsible Entity:** Advisory Board, Community Advisory Group (if applicable)

### *7. Adopt Final Plan*

Following review of the draft plan, a final version of the plan is approved and adopted according to the procedures set forth in the approved Engagement Plan. Final approval may be a function of the Department Director, Advisory Board, or City Council depending on the scope, scale, and complexity of the project.

All park master plans will be presented to City Council for review and adoption. The Council may choose to return the plan to the Advisory Board for additional revision of key elements. If a Community Advisory Group (CAG) was established during the planning process, the CAG is dissolved upon City Council adoption of the plan, unless a new Engagement Plan is initiated and approved to continue the work of the CAG.

**Responsible Entity:** Department Director, Advisory Board, or City Council

## Phase 5: Evaluation

### *8. Evaluate Public Participation Processes and Outcomes*

Results of community engagement activities are reported back to the public in a continuous feedback loop throughout the project as well as at the conclusion of the planning process (*Public Participation Playbook*, Section 4: *Documentation & Reporting*).

Additionally, an Equity Analysis (*Public Participation Playbook*, Section 4.3: *Assessing Equity*) should be conducted at various stages throughout a project or after each engagement activity. At the end of the project, all equity analyses should be compiled into one document for review.

At the conclusion of the planning process, the Department evaluates the planning activity and public participation process to help track progress toward the goals and objectives of the approved Engagement Plan and make improvements to future processes.

**Responsible Entity:** Department Director, Department Staff

## 7. Notification of Planning Activities and Public Meetings

The following minimum notification standards shall be observed during the initiation of the planning activity and prior to presentations at Advisory Board meetings. The Department will employ a variety of notification methods as described in the *Public Participation Playbook* (Section 2.8: *Select Communication Tools* and Section 3.3: *Communications Tool Implementation*). The particular methods of notification used will be at the discretion of the Department Director and should be outlined in the Engagement Plan for each project.

- (1) A notification will be provided at the site 21 days before the initial public meeting. Notification of subsequent public meetings should be provided 14 days in advance, or as soon as practicable depending on project schedule.
- (2) Project information shall be made available to the City Council, Advisory Board, adjacent property owners, and additional stakeholders as identified in the Engagement Plan within a geographic radius appropriate for the scale of the project involved and the size of the community likely to be affected by planning decisions. Other interested groups as suggested by the Communications Department and any interested individuals who have requested to be informed of meetings and project information shall be notified.
- (3) Meeting and project information will be posted at community centers and at other sites suggested by the Communications Department. The Advisory Board, City Council, Master Plan Resource Team and Community Advisory Group (if applicable), or City Administration all may recommend individuals or groups who may have an interest in the park to receive notifications and mailings.
- (4) At least one week prior to any public meetings, project information and press releases shall be posted on the City of Raleigh website, with appropriate links to other websites as suggested by the Communications Department.
- (5) The Public Meeting notice will be publicized as required by City Council, the open meetings law, and will be more extensively publicized where deemed appropriate by the process participants or staff, utilizing appropriate consultation from the Communications Department. Mailed notice shall be provided at least to abutting property owners as required by NC General Statute 160A-384.

## 8. Public Comment

All opportunities for public participation organized by the Parks, Recreation and Cultural Resources Department for planning, design, development, and other proposed projects identified in Section 4 of this document will include opportunities for open public comment as described in the approved project Engagement Plan. At a minimum, the opportunity for public comment will be provided:

- (1) At Community Advisory Group meetings (if applicable);
- (2) At the presentation of a Draft study/plan/design to any public body such as the designated Advisory Board or City Council; and
- (3) In addition, throughout the planning process opportunities shall be provided to submit comments in person, via writing, email, online survey, and/or via direct contact of the staff project manager, members of the Community Advisory Group (if applicable), members of the designated Advisory Board, and elected officials.

## 9. Glossary of Terms

Key terms used in this Policy document are defined below. Additional terminology is defined in the *Public Participation Playbook Appendix, Section G. Glossary of Terms* (p.78-82).

- (1) **Ad Hoc Studies:** Basic planning study of a particular topic, such as feasibility of a particular project, costs/revenue study, or other single-issue charge from City Council. The process design and pathway selection for Ad Hoc Studies will vary depending on the nature, scope, and scale of the project.
- (2) **Advisory Board (or City-Appointed Boards and Commissions):** The Parks, Recreation, and Greenway Advisory Board (PRGAB) serves as the official citizen advisory board to the City Council on issues related to parks, greenway, and recreation policy matters. The PRGAB advises on matters related to parks and recreation program policies, facility planning, and other responsibilities assigned by City Council. The board serves as a liaison between the City and the citizens of the community and also works to promote parks and recreation programs. Many planning activities covered by this policy will be conducted under review of the PRGAB. However, the Department Director may determine, during the design of the public participation process, that a particular planning activity may be more appropriate for an alternative City-Appointed Board or Commission ("Advisory Board"), and the project will instead proceed as part of that Advisory Board's workplan. For example: projects related to the planning and development of historic properties managed by the Parks, Recreation, and Cultural Resources Department may be assigned to the Historic Resources and Museum Advisory Board; and projects specific to the management and delivery of cultural resources under the purview of the Office of Raleigh Arts may be assigned to the Arts Commission. PRGAB will designate at least one member as liaison to serve as a PRGAB representative during the process who will be responsible for providing periodic updates to the full PRGAB throughout the process.
- (3) **Capital Improvement Program (CIP):** The CIP is the city's five-year financial plan that analyzes major facility needs, projects fiscal resources, establishes priorities, and develops schedules for the acquisition and construction of capital facilities. The Parks, Recreation, and Cultural Resources Department's CIP primary sources of funding come from Parks and Recreation Bonds, Facility Fees, General Fund (tax base), grants and donations. Adoption of the CIP is on an annual-fiscal year basis with funding being approved for projects only in year one. The remaining years are considered capital plans.

- (4) **Community Advisory Group:** Community Advisory Groups (CAGs) are membership-specific committees that provide oversight of the project planning process and ensure that decisions include a broad representation of the community and stakeholders impacted by the project. CAG members serve to facilitate an effective information channel between the planning agency and community. The specific purpose, roles, responsibilities, and expectations of a CAG may be defined in a project Engagement Plan or separate Charter adopted by the CAG. (*Public Participation Playbook, Section 2.6.4: Community Leader Groups and Advisory Groups*)
- (5) **Comprehensive Park System Planning:** Major planning study with broad, citywide impacts that affects the entire park system (e.g. 2014 Parks, Recreation, and Cultural Resources System Plan).
- (6) **Engagement Plan:** An Engagement Plan outlines the process of involving the public in a decision-making process, providing a clear and detailed plan for each engagement process prior to implementing any engagement activities. The Engagement Plan process is described in detail in the *Public Participation Playbook* (Section 2: *Engagement Planning*). The Engagement Plan describes the engagement goals and objectives, identifies the public's role in the decision-making process, provides relevant research and data on the study area, and outlines specific approaches and tools used to accomplish the engagement goals and objectives. The Engagement Plan should be used to guide the implementation of public engagement activities for all stages of the decision-making process that require public input. The plan can be an internal document or can be made public to educate residents about the city's plans for outreach and dialogue. Public engagement plans should be designed to be flexible based on the project and the public needs.
- (7) **Major Improvement Projects:** Major construction projects or other action that, in the judgment of the Department Director, substantially alters the long-term program, function, or use by the public of a facility or site.
- (8) **Minor Improvement Projects:** Minor construction projects or other action that, in the judgment of the Department Director, provides facility upgrades with minimal impact to program, function, or use by the public of a facility or site.
- (9) **Master Plan:** A planning document that generally describes and guides the future management and development of a park property. A new Master Plan process may be initiated for an undeveloped park site; a park site that was previously developed without a Master Plan in place; or a park site with an existing Master Plan that City Council determines is no longer current, effective, or supported by the community as a whole. Master Plans should typically include:
- Conceptual graphic depiction of the Master Plan,
  - Statement of vision,

- Description of proposed elements,
  - Documentation of public participation process,
  - Phasing plan identifying prioritized elements, and
  - Estimated budget for implementation.
- (10) **Master Plan Update:** A new use or arrangement of uses that differs from the adopted Master Plan, but which the Department Director determines complements, contributes to, and does not detract from the program statement and overall vision of the adopted Master Plan.
- (11) **Pre-Development Assessment Plan (PDAP):** An interim plan for undeveloped park sites that documents acquisition history and any previously established intent for the use of the property, begins a process of site inventory for natural and cultural features, addresses correlation with adopted City of Raleigh plans, and recommends interim management actions. PDAPs may include an analysis of existing park access in the vicinity but will not provide prescriptive recommendations on future use or classification of the park property.
- (12) **Public Participation:** The process by which public concerns, needs and values are incorporated into Parks, Recreation, and Cultural Resources decision making.
- (13) **Resource Team:** The Resource Team is a group of City of Raleigh staff and City partners with knowledge and expertise on varying disciplines related to the project. Each discipline is represented by one staff member who is responsible for communicating information back to their Department, Division, etc. The group meets at regular intervals with the consultant and periodically with stakeholders and subject matter experts during the project to guide and ensure sound planning, design and construction methods are used.
- (14) **Schematic Design:** Establishes the general scope, scale and relationships among the program elements identified in the Master Plan. The schematic design carries the project to the level of detail required to identify any critical issues not covered in the Master Plan. The objective of schematic design is to develop a clearly defined, feasible concept while exploring the most promising alternative design solutions. Depending on the scope, scale, and complexity of the project, Schematic Design may require a standalone community engagement process, or it may be incorporated into the community engagement process during development of a park Master Plan.
- (15) **Situation Assessment:** An analysis of the local situation around a project that helps a convener determine the best way to proceed and effectively engage the community in a collaborative process. Situation Assessments should be used as an opportunity to identify key stakeholders as well as the issues or opportunities that are important to the community that will be affected by a planning process. Situation Assessments may also be used as

an opportunity to study the historical and cultural context of a particular project or community, and to proactively identify and address any issues that may become subjects of contention during the planning process.

- (16) **Strategic Issue Planning:** Planning study of a city-wide topic or park “subsystem” such as aquatics, cemeteries, dog parks, public art, invasive species management, etc.



Raleigh

[raleighnc.gov/parks](http://raleighnc.gov/parks)