



City of Raleigh

Parks, Recreation and Cultural Resources



System Plan

your parks, your future



Published 2014

City of Raleigh Parks, Recreation Cultural Resources Department
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Parks, Recreation and Cultural Resources Department Mission:
Together we connect and enrich our
community through exceptional
experiences.



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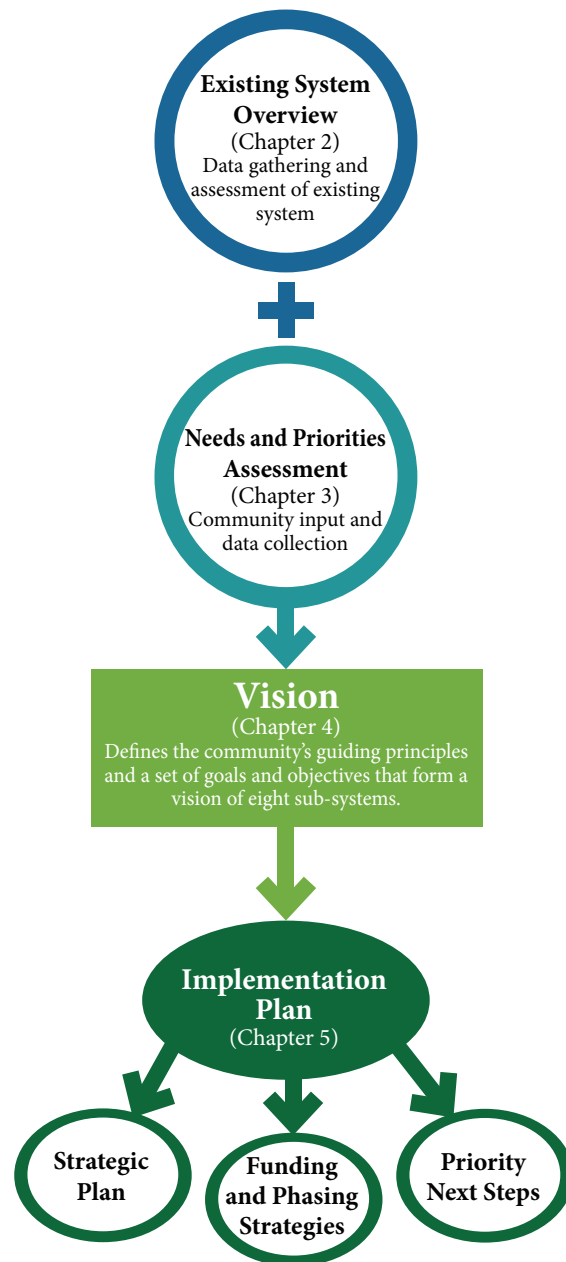
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Purpose

Adopted in May, 2014, the City of Raleigh Parks, Recreation and Cultural Resources System Plan (System Plan) is a supplement to the City of Raleigh 2030 Comprehensive Plan. Expanding upon the vision of the 2030 Comprehensive Plan, the System Plan is a long-range planning document that is meant to help shape the direction, development and delivery of the city's parks, recreation and cultural resource facilities and services over the next 20 years. The System Plan achieves this through a four-part process shown in the diagram to the right.

The planning process utilized extensive public engagement in the form of a City Council-appointed citizen Planning Committee, public engagement websites, social media, focus groups, a statistically valid survey and an online survey, community visioning workshops, community meetings and open houses, and outreach to boards and commissions including the Citizen Advisory Councils (CACs) to fully involve the community in each stage of the planning process.



System Plan Flow Chart



Existing System Overview

An overview of existing conditions was conducted in order to obtain an understanding of the physical, aesthetic and social characteristics of the existing City of Raleigh Parks, Recreation and Cultural Resources System. Taken as a whole, the system has a number of successes and opportunities. Within the City of Raleigh there is a diverse system of over 128 parks, 47 staffed and non-staffed centers, 4 nature preserves, 9 public swimming pools, 82 open spaces, 2,150 programs, 104 miles of greenway trails, approximately 9,829 acres of parks and greenways, and 1.1 million square feet of park facilities with an average facility age of 38 years.



History of Parks, Recreation and Cultural Resources in Raleigh

The history of Raleigh parks can be organized into five periods: **The Formative Period** (1792-1941); **Consolidation and Refinement** (1942-1970); the **Expansion Era** (1971-1981); the **Open Space Era** (1982 – 2004); and the present **Collaborative Era** (2004 to present), which has been marked with further expansion of services and responsibilities for the Parks, Recreation and Cultural Resources Department.

City-wide Integration

Integration of the System Plan with adopted or on-going plans, studies and policies is vital. There are two levels of influencing documents: city and regional plans and ordinances and area or facility specific plans or studies. A sampling of significant guiding plans or documents reviewed include:

- 2030 Comprehensive Plan (2009)
- Unified Development Ordinance (UDO) 2013
- Bicycle Transportation Plan (2009)
- CAT and Wake County Transit Plans
- Senior Center Feasibility Study
- Strategic Plan for Historic Cemeteries
- Aquatics Facilities Study
- Capital Area Greenway Master Plan Update (1989)

Population and Demographic Overview

The City of Raleigh is growing and diversifying. The city needs to catch up to its past population growth and ensure that it is meeting the parks, recreation and cultural resource needs of its current residents equitably. At the same time, it is imperative that the city plans for future growth by acquiring additional parkland in advance of growth, particularly in urbanizing areas.

Existing Parks and Facilities Overview

An observational review of a sampling of the City of Raleigh's existing parks and facilities found the following successes and opportunities:

Successes	Opportunities
Making parks green through sustainability	Leading by example with stormwater management
Appearance factor of maintenance	Economics of program flexibility
Increased use by connectivity	Universal accessibility
Making parks last with high quality	Leading with wayfinding

Existing Greenways System Overview

Observational reviews of the Capital Area Greenway Network found the following successes and opportunities:

Successes	Opportunities
Diverse user experience	Wayfinding for health and economic vitality
Navigation and wayfinding	Closing gaps and identifying alternatives
Connectivity and access	Programming and economic contributions

Existing Programs and Services Overview

A review of existing programs and services offered by the Department found the following highlights:

- Successful operation of 11 core programs areas;
- Emphasis on arts, fitness and social programming;
- A healthy mix of programs at various life cycle stages;
- An equitable mix of programs for various age groups;
- Currently extensive use of printed material (Leisure Ledger) and the department's website for marketing information; and
- Streamline the department's website and program sign-up.



Needs and Priorities Assessment

The System Plan's team utilized innovative techniques to conduct a comprehensive city-wide needs and priorities assessment. Techniques used are a combination of industry best practices that provide a system of cross checks to determine the top needs and priorities for parks, recreation and cultural resources in the City of Raleigh.

Public participation forms the foundation of the research and provides a snap shot of the views of residents, stakeholders and elected officials for the vision as well as the needs and priorities of the City of Raleigh's Parks, Recreation and Cultural Resources System. Three types of research, however, were utilized in a mixed methods, triangulated approach as part of the needs assessment process: observational; qualitative; and quantitative. Together these three types of research provided 13 techniques to cross-check results and better determine an accurate understanding of the City of Raleigh's needs and priorities for parks, recreation and cultural resource facilities. With the interaction of over 5,300 citizens through face-to-face meetings and surveys and over 12,000 citizens through on-line participation, the System Plan team gained a better understanding of the community's needs.

Through the compilation of findings from various research techniques, a number of parks, recreation and cultural resource needs and priorities emerged. The table below is an overview of the findings from each analysis technique for the top ten facility and activity needs of the community.



Citizen Priorities:

- **Maintain and enhance existing** parks, greenways and athletic fields;
- **Equitable distribution** of small, neighborhood parks with connections to sidewalks and greenways within one-mile of each resident;
- Better **greenway connectivity** to neighborhoods with hierarchy of types and functions;
- Highest priority programs are **fitness and wellness**; history and museums; nature; aquatics; family, senior adult; performing arts; and lake-related activities;
- Focus on **improving and reinvigorating** existing facilities (athletic fields, tennis) and parks;
- Develop new **urban lifestyle-based parks** and greenway connection options for urbanizing areas with immediate and long-term solutions;
- Identify future **natural lands** for preservation and provide an equitable distribution of nature parks;
- Provide **better coordination with schools** for educational curriculum recreation programs and greenway connection options;

Top Ten Community-wide Park and Recreation Facilities and Activities Needs

● = Indicates Need

Top Ten Community-wide Park and Recreation Facilities and Activities Needs		Needs Assessment Techniques												
		Existing Conditions Observations	Community Meetings	Focus Groups	Stakeholder Interviews	Online Website	Online Public Opinion Survey	Citizen Opinion and Interest Survey	Peer Comparison	High Level Lifestyle Analysis	Recreation Programs and Services Assessment	Acreage Level of Service Analysis	Facility Level of Service Analysis	Access Level of Service Analysis
Facilities	Smaller Neighborhood Parks		●	●	●		●	●		●		●	●	●
	Greenway Trails	●	●	●	●	●	●	●	●			●	●	●
	Dog Parks		●	●		●		●	●					●
	Outdoor Pools			●			●	●	●					●
	Tennis Courts		●	●		●	●		●					●
	Picnic Areas/ Shelters		●			●						●		●
	Nature Preserves		●	●				●	●					●
	Restrooms	●	●	●				●						●
	Indoor Pools							●	●	●				●
	Accessible Playgrounds	●		●		●								●
Activities	Fitness and Wellness		●	●	●	●	●	●	●	●	●			
	Lake-Related	●		●		●	●	●		●	●			
	Senior Adults	●		●	●	●	●	●		●	●			
	Aquatics	●	●			●	●	●	●	●	●			
	Performing Arts			●	●	●		●			●			
	Adult Sports	●	●	●		●	●				●			
	Nature	●	●	●		●		●			●			
	Social			●		●					●			
	Before/ After School	●	●	●				●						
	Volunteer Opportunities							●			●			

Vision

Launched in May 2013, the visioning effort for the city's parks, recreation and cultural resources began with an extensive series of public sessions held during a week-long community workshop. Hundreds of residents attended a kick-off event, various workshop sessions, and a closing session that provided stations for each theme with recorded notes, highlights of findings and a presentation for review. The System Plan is based on the input of participants from this workshop and from the needs and priorities assessment. The visioning efforts balanced community input with strategic direction provided by guiding documents to develop a new vision. This vision strives to integrate the parks, recreation and cultural resources system into the city's infrastructure, while also addressing evolving trends and changing needs of the community. This vision can be summarized in the following vision statement:

The City of Raleigh's vision for its parks, recreation and cultural resources system is 'bringing people to parks and parks to people.' It is a system that addresses the needs of all and fosters a community of creativity, engagement, healthy lifestyles, and welcoming neighborhoods. In addition to providing traditional, high quality parks, recreation and cultural facilities and programs, the city uses innovative initiatives to reach all residents, workers and visitors.



The shared beliefs and qualities most valued by residents of Raleigh come together to form a set of **guiding principles** for the parks, recreation and cultural resources system. These seven principles shape the goals of the system's vision and the provision of parks, recreation and cultural facilities and services throughout the city:

- Connectivity and Accessibility
- Equitable Distribution
- Continuous Reinvestment
- Collaboration and Coordination
- Balanced Experience
- Innovation
- Communication and Engagement

Helping to guide the implementation of the vision, a series of 25 goals with corresponding objectives were developed in accordance with the guiding principles. These goals and objectives are organized into eight broadly defined areas or 'sub-systems' that reflect the unique qualities of the city's parks, recreation and cultural resources and include:

- Parks
- Natural Environments
- Greenways
- Athletics
- Programs and Services
- Arts
- Historic Resources
- Growth Centers

Collectively these sub-systems form a rich, vibrant and dynamic system that contributes to a high quality of life for all residents and furthers the achievements of Raleigh's overall vision. Each sub-system's goals and objectives were developed through community input and an analysis of the existing system. The 25 goals express the broad intent of each sub-system, while accompanying objectives provide measurable indicators of progress consistent with the City's 2030 Comprehensive Plan's vision, themes and policies. The objectives are intended to evolve over time in response to changing trends, needs and community goals.





City of Raleigh

Parks, Recreation and Cultural Resources

Vision - Subsystems



Parks

As a major contributor to the sense of community and quality of life, parks provide residents, workers and visitors an opportunity to refresh, explore and play. Parks also contribute significant economic and environmental benefits to the community. Meeting local needs through park-based facilities and programs is the foundation of 'bringing people to parks and parks to people.'

Goals

Goal 1: The City of Raleigh will develop high-quality parks available within walking distance of homes or places of employment.

Goal 2: The City of Raleigh will identify and address needs for high quality parks facilities and programs.



Natural Environments

The city owns and manages thousands of acres of parks, natural areas and greenways. These lands and their corridors provide wildlife habitat, improve water quality, reduce stormwater runoff, lower surrounding air temperatures, and provide outdoor recreation and educational opportunities throughout the city.

Goals

Goal 1: The City of Raleigh will continue to expand residents' awareness of the environmental, economic and social benefits of natural areas.

Goal 2: The City of Raleigh will continue to protect, enhance, and expand natural environment areas.

Goal 3: The City of Raleigh will balance the protection of natural environments while continuing to provide appropriate public access and use.

Goal 4: The City of Raleigh will provide access to outdoor recreation and adventure opportunities throughout the city.



Greenways

The city's greenway system, known as the Capital Area Greenway (CAG), is one of the city's most valued assets. Residents consistently rank the enhancement and expansion of the CAG as one of their top priorities. Balancing the protection of thousands of acres of natural areas while providing access to an interconnected network of greenway trails, this system is a framework for environmental protection, recreation opportunities and transportation infrastructure.

Goals

Goal 1: The City of Raleigh will protect and enhance vegetation, wildlife and wildlife habitat and the waterways along linear natural environment areas.

Goal 2: The City of Raleigh will improve connectivity and accessibility to greenway corridors and greenway trails throughout the city.

Goal 3: The City of Raleigh will enhance existing greenway trails to provide a high quality system consistent with trail user needs and priorities.



Athletics

Athletic programs and facilities in the City of Raleigh continue to provide opportunities for residents to enjoy a healthy and active lifestyle while promoting affordable family-friendly activities. Growth throughout the community has increased a need for additional athletic facilities with equitable distribution. Investments in athletic facilities and special venues can promote redevelopment and economic growth opportunities consistent with the city's overall vision.

Goals

Goal 1: The City of Raleigh will continue to provide athletic venues for every resident to maintain a healthy lifestyle.

Goal 2: The City of Raleigh will continue to promote the community as a premier athletic venue destination where residents and visitors can compete, stay active and healthy, and enjoy amenities of the region.



City of Raleigh

Parks, Recreation and Cultural Resources

Vision - Subsystems



Programs and Services

Programs and services offered by the Parks, Recreation and Cultural Resources Department meet a variety of needs and priorities to foster a creative, healthy and accessible community.

Goals

Goal 1: The City of Raleigh will provide opportunities for every resident to maintain a healthy lifestyle.

Goal 2: The City of Raleigh will improve outreach and foster a welcoming multi-cultural environment.

Goal 3: The City of Raleigh will identify and eliminate barriers to participation in parks, recreation and cultural programs for preschool, youth and teens of all abilities throughout the city.

Goal 4: The City of Raleigh will provide inclusive and independent spaces, facilities and programs that are accessible to all residents regardless of ability and age.

Goal 5: The City of Raleigh will continue to promote the community as a premier retirement destination where residents can stay active and healthy; enjoy amenities of the Triangle area; have access to high quality health resources; and enrich the community through business, social, and volunteer activities.

Arts

In 2012, City Council stated a goal for Raleigh to be the 'The Southern Capital for Arts and Culture,' by integrating visual and performing arts throughout the city. While the city will continue to support and promote traditional venues such as museums, galleries and performance centers, it will also strive to make art more accessible to residents through non-traditional venues such as parks, squares, greenways and natural areas to enhance residents' quality of life.

Goals

Goal 1: The City of Raleigh will be a national leader in supporting the arts.

Goal 2: The City of Raleigh will make art more accessible to residents through traditional and non-traditional venues and partnerships.

Goal 3: The City of Raleigh will nurture the growth of Raleigh's creative community to promote entrepreneurship and innovation.



Historic Resources

The city's history is interpreted by the Department with the purpose of protecting and programming museum and historical resource facilities, programs, and other cultural assets. In addition, the city oversees three of Raleigh's oldest public cemeteries as well as several smaller, unmarked grave site properties throughout the city. Weaving together these historic assets can be used to develop a compelling and engaging city-wide narrative.

Goals

Goal 1: The City of Raleigh will continue to support historic resource preservation, protection and acquisition.

Goal 2: The City of Raleigh will interpret the community's history through its historic properties, museums and programs in such a way as to attract more use and visitation while balancing stewardship and conservation of resources.

Goal 3: The City of Raleigh will continue to support, preserve and restore the city's historic cemeteries.

Goal 4: The City of Raleigh will support the interpretation of our historic public cemeteries in a manner that will ensure stewardship and conservation of these valuable resources.



Growth Centers

The City of Raleigh's demographics, development patterns, and lifestyles are changing as the city continues to urbanize. Residents are moving into downtown Raleigh and other growth centers to enjoy the benefits of an urban lifestyle, including decreased dependence on automobiles; enhanced walkability; reduced commute times; and easy access to shopping, restaurants, cultural venues and events. This trend is important to recognize as parks, recreation and cultural needs differ between urban and suburban areas. Household sizes are smaller and there is a higher demand for accessible open spaces in urban areas, while the high cost of urban land requires more compact and efficient solutions.

Goals

Goal 1: The City of Raleigh will provide adequate park and open spaces within urbanizing areas of the city.

Goal 2: The City of Raleigh will respond to urban lifestyle needs with attractive, flexible, high quality functional urban parks, plazas and open spaces.



Implementation Plan

The Implementation Plan continues to work with the eight sub-systems defined during the visioning phase by propagated each with action items that work together and individually. Action items are defined by the department and are meant to be reviewed, revised and implemented on a regular basis. Each action item is a progression of a goal and measurable objective and may require the allocation of additional capital or operational funding. Many of the action items included in the strategic plan came out of ideas first heard through public meetings, surveys, and on-line comments. Additional action items have been developed to ensure that the needs and priorities identified in the assessment are met. In all cases, these action items are tied to a defined goal and objective.

Strategic Plan

At the center of the Implementation Plan is a 'living' Strategic Plan that concentrates on the implementation of the vision, goals and objectives, and guiding principles through four critical components: action items; establishment of timeframes for implementation; identification of partnerships; and projection of short-term capital costs. Individual action items are tied to public input gathered and documented throughout the needs and priorities assessment. Priority of individual action items are tied to public input gathered and documented throughout the needs and priorities assessment. Together, these four components will allow the Parks, Recreation and Cultural Resources Department to review and as needed, efficiently revise the strategic plan to reflect changing conditions, demographics or needs.

In addition to the eight sub-systems' action items, certain administrative responsibilities are required in order to fully implement each action. These administrative responsibilities focus on customer service and organizational excellence included in the following categories:

- Talent Acquisition
- Technology
- Public Outreach and Marketing
- Safety and Risk Management
- Business Services

The Parks, Recreation and Cultural Resources Department has experienced an increased need to partner with other government agencies, non-profits and businesses to

provide innovative solutions to a growing list of needs. The Department will continue to work with existing partners and seek appropriate new partners to help fulfill needs.

Priority projects have been identified with public input that reflect citizens' needs, as well as, department staff capital improvements analysis of park sites, facilities, greenway and other infrastructure needs. Priority capital implementation projects have been grouped into four categories: Park and Facility Improvements; Cultural Resources; Greenways; and Land Acquisition and Development shown in the table below.

Proposed Capital Implementation Projects

Park and Facility Implementation Projects	
Project	Estimated Cost
Brentwood Neighborhood Center and Park	\$2,000,000
Apollo Heights Neighborhood Center and Park	\$600,000
Kiwanis Neighborhood Center and Park	\$700,000
Eastgate Neighborhood Center and Park	\$600,000
John Chavis Memorial Park	\$12,500,000
Walnut Creek Athletic Complex Improvements	\$5,000,000
Walnut Creek Wetland Park Improvements	\$1,000,000
Moore Square Improvements	\$15,000,000
System-wide ADA Improvements	\$2,000,000
Aquatic Facilities Improvements	\$8,000,000
Building System Upgrades	\$2,025,000
Sport and Outdoor Site Lighting Upgrades	\$4,000,000
Playground Upgrades and Replacement	\$2,500,000
Shelley Lake Comfort Station	\$500,000
Cultural Resources Projects	
Historic Site Improvements	\$1,500,000
New Pullen Art Center	\$6,000,000
Greenway Projects	
Miscellaneous Greenway Improvements	\$7,200,000
Neighborhood and Community Connections	\$1,000,000
Trenton Road Greenway Trail	\$1,000,000
Lassiter Mill/ Allegheny Trail Improvements	\$2,000,000
Crabtree Creek Connection to Umstead State Park	\$4,400,000
Land Acquisition and Development	
Land Acquisition	\$10,000,000
Bailewick Community Center (new)	\$12,000,000
Lineberry Neighborhood Park	\$1,250,000
Capital Blvd. (Devereux Meadows & North Blvd Park)	\$2,000,000
Perry Creek (Joint with WCPSS)	\$2,000,000
Total:	\$106,775,000

2014 Cost Estimates

Funding and Phasing Strategies

Historically, the Department has relied on a combination of funding from the city's General Fund, Park Facility Fee (a type of impact fee) and Park Bond proceeds to fund the majority of capital improvement projects undertaken. With the largest portion, the bond proceeds, nearing completion, the Department will need to seek additional funding sources and support in order to keep up with growth and address unmet needs of the existing system.

Implementation of the action items will require on-going detailed planning of three primary factors: priority level; available funding; and responsible party(ies). All three factors must be monitored and continuously evaluated. In addition to new capital improvement projects, it is recommended that the Department quantify deferred maintenance costs and prioritize needs.

Three categories have been established for the completion of individual action items; short-term (1-5 year priority actions); medium-term (up to 10 years); and long-term (over 10 years before completion). Priority projects have been identified with public input that reflect citizens' needs, as well as, department staff capital improvements analysis of park sites, facilities, greenway and other infrastructure needs. Each priority project advances a Strategic Plan action items with a short-term timeframe.

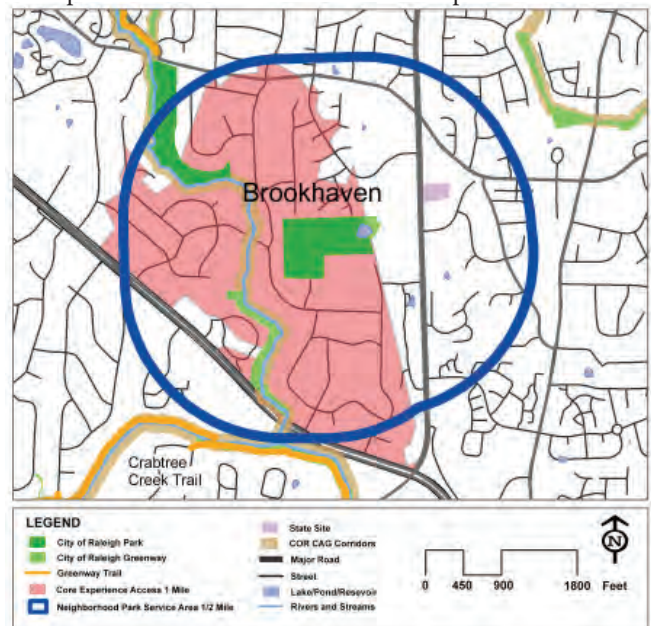


Priority Next Steps

As direct actions requested through public input, a number of short-term Action Items are currently in progress by the Parks, Recreation and Cultural Resources Department. These projects include the development of additional criteria and planning initiatives that will have system-wide impacts such as the example below of new computer-based access evaluations that respond to the community's development patterns. Many help in the implementation of other short-term action items as well. More importantly, these next steps will advance the citizens' vision for the Parks, Recreation and Cultural Resources system.

Many next step items are planning-oriented; however, in order to enhance existing and develop new facilities that meet citizens' changing needs, innovative solutions are required. The most important next step is the movement by the Department to an on-going evaluation of providing experiences inherent to parks, recreation and cultural resources rather than a static snapshot of the number of facilities and acreage provided. These critical projects increase the department's knowledge of the overall system while ensuring citizens' needs and priorities are met and the City of Raleigh remains one of the most livable, family-friendly in the nation.

Computer-based Access Evaluation Example



Chapter One

"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."
- Jane Jacobs



Introduction

Chapter 1 | Purpose and How to Use the System Plan

Section 1.1 - Purpose

Begun in late 2012, the City of Raleigh Parks, Recreation and Cultural Resources System Plan (System Plan) is a supplement to the 2030 Comprehensive Plan for the City of Raleigh (Comp Plan). Multiple elements of the Comp Plan relate to the City of Raleigh Parks, Recreation and Cultural Resources Department's mission for services and facilities, and includes a significant update for the delivery of parks, recreation and cultural resource services. The System Plan seeks to expand on those elements.

The System Plan is a comprehensive long-range planning document that is meant to help shape the direction, development and delivery of the city's parks, recreation and cultural resource services over the next 20 years.

The planning process utilized extensive public engagement in the form of a City Council-appointed citizen Planning Committee, public engagement websites, social media, focus groups, a statistically valid survey and an online survey, community visioning workshops, community meetings, and open houses, and outreach to boards and commissions including the Citizen Advisory Councils (CACs) to fully involve the community in each stage of the planning process.



Fred Fletcher Park

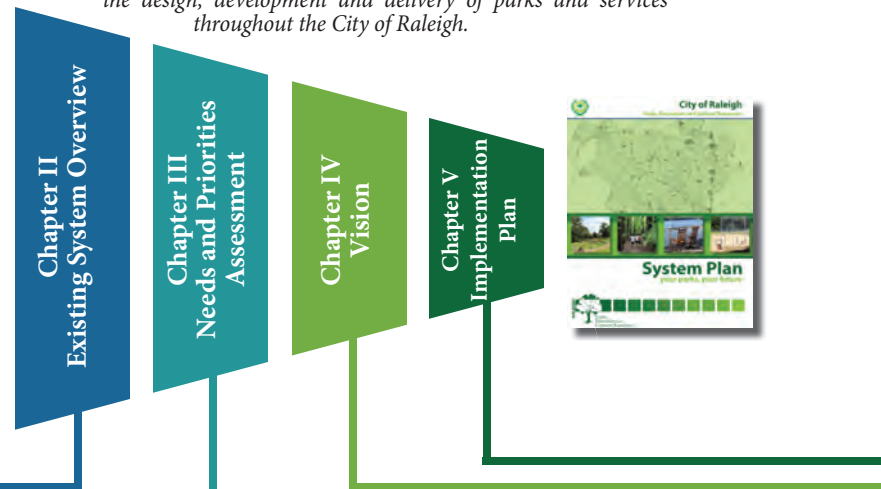
Chapter One

Section 1.2 | How to Use the System Plan

This document is intended to be used for the acquisition and planning of parks. This System Plan is a comprehensive resource for planning of parks within Raleigh, this System Plan will assist users in the formation of programming needs and priorities and long range visioning for the planning and design of new and existing parks, greenways and facilities.

This document has been developed in a linear process, building upon previous work; beginning with an overview of the existing parks and greenway system, analysis of public needs and priorities, formation of a long-range system-wide vision, and lastly implementation action items, cost analysis, and policy recommendations.

Figure 1 below illustrates the linear four-step process utilized in this System Plan. Following these steps, needs and priorities are refined through the creation of a long-range vision and a detailed implementation plan. The final product is an achievable plan for the design, development and delivery of parks and services throughout the City of Raleigh.



Chapter II Existing System Overview

2.1 - History of Parks, Recreation and Cultural Resources in the City of Raleigh

- | | |
|---------------------------------|---------------------------------------|
| 1. The Beginning | 5. Growth and Investment Era |
| 2. The Formative Period | 6. Collaborative Civic Engagement Era |
| 3. Consolidation and Refinement | 7. The Department Today |
| 4. The Expansion Era | |

2.2 - City-wide Integration

- | | |
|---------------------------------------|---------------------------|
| 1. Guiding Documents | 3. Area Studies and Plans |
| 2. City & Regional Plans & Ordinances | |

2.3 - Population and Demographics Overview

- | | |
|----------------------|-------------------------------|
| 1. Overview | 3. Population Characteristics |
| 2. Population Growth | 4. Housing Characteristics |

2.4 - Existing Parks and Facilities Overview

- | | |
|-----------------------------------|--------------------------------------|
| 1. Methodology | 4. Successes of Existing System |
| 2. Facility Rating | 5. Opportunities for Existing System |
| 3. Individual Facilities Overview | |

2.5 - Existing Greenway System Overview

- | | |
|---------------------------------|---|
| 1. Methodology | 4. Opportunities for Existing Greenway System |
| 2. Individual Greenway Overview | |
| 3. Successes of Greenway System | |

2.6 - Existing Programs and Services Overview

- | | |
|---------------------------|-------------------------|
| 1. Introduction | 4. Lifecycle Review |
| 2. Program Identification | 5. Age Segment Review |
| 3. Program Mix | 6. Marketing Approaches |

2.7 - Summary of Existing System Overview

Chapter III Needs and Priorities Assessment

3.1 - Public Participation

- | | |
|---------------------------|-------------|
| 1. Community Engagement | 4. Websites |
| 2. Focus Groups | 5. Summary |
| 3. Stakeholder Interviews | |

3.2 - Online Public Opinion Survey

- | | |
|-----------------|-------------------------|
| 1. Methodology | 3. Individual Questions |
| 2. Key Findings | 4. Summary of Findings |

3.3 - Citizen Opinion and Interest Survey

- | | |
|---------------------|-------------------------------|
| 1. Methodology | 3. Importance and Unmet Needs |
| 2. Survey Responses | 4. Summary of Findings |

3.4 - Peer Comparison

- | | |
|---------------------|------------------------|
| 1. Methodology | 3. Citizen-to-Citizen |
| 2. Agency-to-Agency | 4. Summary of Findings |

3.5 - High Level Lifestyle Analysis

- | | |
|----------------|------------------------|
| 1. Methodology | 3. Summary of Findings |
| 2. Analysis | |

3.6 - Recreation Programs and Services Assessment

- | | |
|--------------------------------|--------------------|
| 1. Survey Results for Programs | 3. Future Programs |
| 2. Current Program Assessment | 4. Recommendations |

3.7 - Existing Level of Service Analysis

- | | |
|----------------------------|------------------------|
| 1. Methodology | 4. Existing Access LOS |
| 2. Existing Acreage LOS | 5. Summary |
| 3. Existing Facilities LOS | |

3.8 - Summary of Needs and Priorities

Introduction

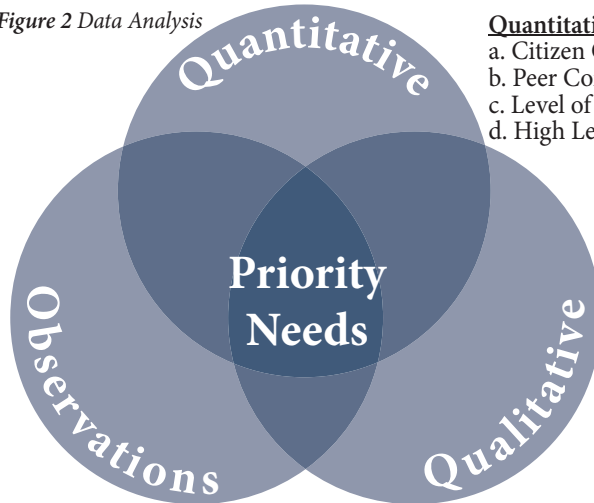
Data Analysis Process

To gain an accurate understanding of the City of Raleigh's parks and greenway network as well as residents' needs, the consultant team utilized a mixed methods, triangulated approach to data analysis. The following diagram (Figure 2) identifies the techniques used:

Observational Techniques:

- Individual Park and Greenway Evaluations
- Population and Demographic Overview
- Recreation Programs and Services Assessment

Figure 2 Data Analysis



Quantitative Techniques:

- Citizen Opinion and Interest Survey
- Peer Comparison
- Level of Service Analysis
- High Level Lifestyle Analysis

Qualitative Techniques:

- Intercept Interview
- Focus Groups
- Planning Committee
- Community Workshops
- Websites
- Online Survey

Chapter IV Vision

4.0 - Vision Approach

- Introduction
- Vision Approach

4.1 - Vision Statement

4.2 - Guiding Principles

- Guiding Principles Overview
- Guiding Principles

4.3 - Goals and Objectives

- | | |
|----------------------------------|--------------------------|
| 1. Goals and Objectives Overview | 5. Athletics |
| 2. Parks | 6. Programs and Services |
| 3. Natural Environments | 7. Arts |
| 4. Greenways | 8. Historical Resources |
| | 9. Growth Centers |

4.4 - Conclusion

Chapter V Implementation Plan

5.1 Strategic Plan

- | | |
|------------------------------------|-----------------|
| 1. Strategic Plan | 3. Partnerships |
| 2. Administrative Responsibilities | |

5.2 Funding and Phasing Strategies

- | | |
|----------------------|-----------------------|
| 1. Historic Funding | 3. Phasing Strategies |
| 2. Projected Funding | |

5.3 Priority Next Steps

- | | |
|------------------------------|--|
| 1. Level-of-Service Criteria | 4. Capital Area Greenway Design Guidelines |
| 2. Experience-Based System | 5. Raleigh Arts Plan |
| 3. Lifestyle-Based System | 6. Conclusion |

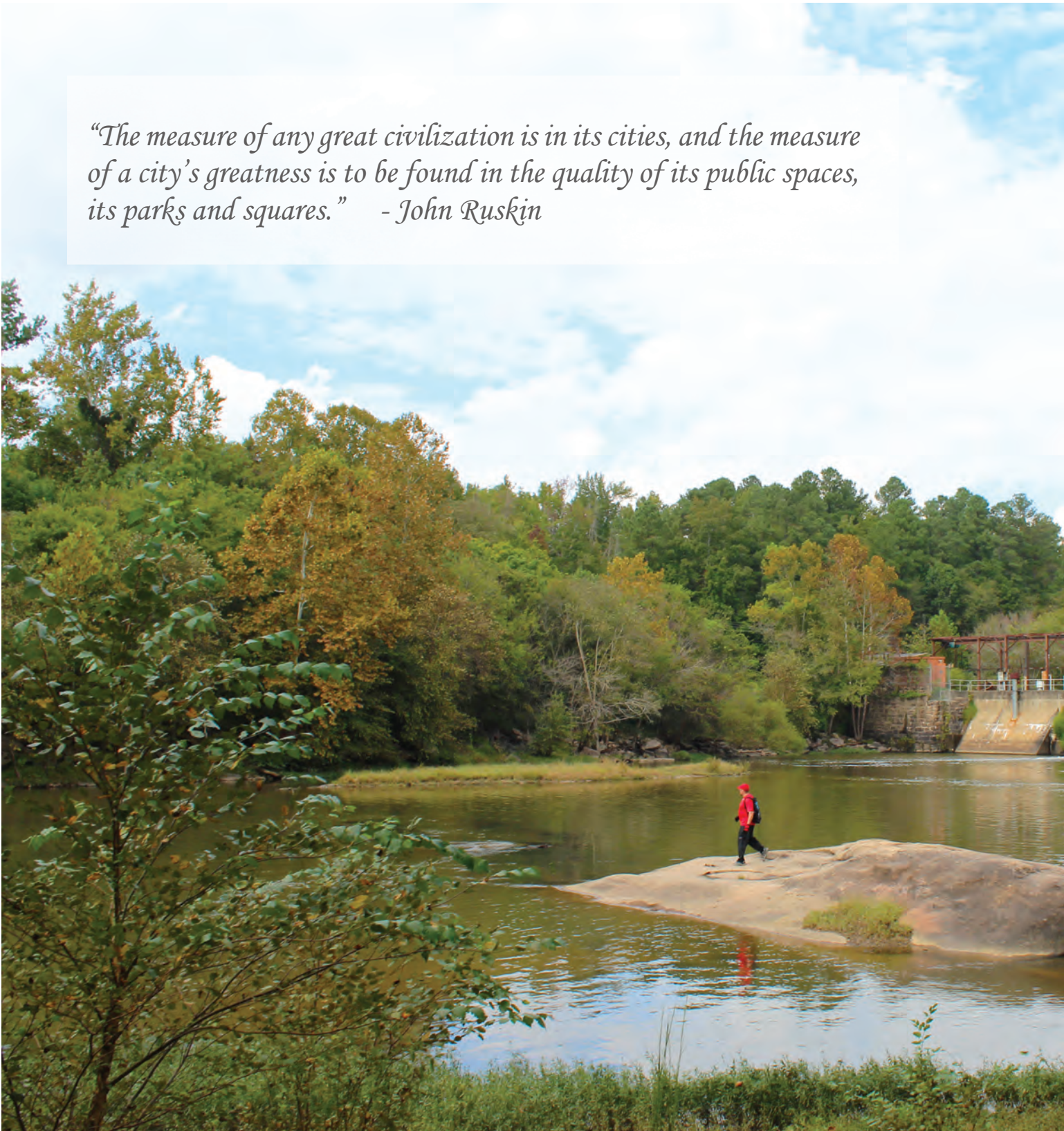
5.4 Summary of Implementation Plan

Appendices

- Park Observational Findings
- Greenway Network Observational Findings
- Survey Data
- Experience-Based System LOS Maps
- Meeting Notes

Chapter Two

“The measure of any great civilization is in its cities, and the measure of a city’s greatness is to be found in the quality of its public spaces, its parks and squares.” - John Ruskin



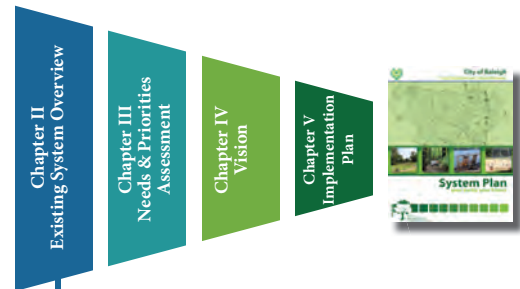
Existing System Overview



Milburnie Park

Chapter 2 | Existing Conditions Overview

The purpose of this section is to gain a broad understanding of current conditions of the City of Raleigh's parks, recreation facilities, greenways, cultural resources, programs and services. Currently, the City of Raleigh manages 128 parks, 47 staffed and non-staffed centers, 4 nature preserves, 9 public swimming pools, over 2,150 programs, 82 open spaces, 104 miles of greenway trails and approximately 9,829 acres of parks and greenways.



Chapter II Existing System Overview

2.1 - History of Parks, Recreation and Cultural Resources in the City of Raleigh

- | | |
|---------------------------------|---------------------------------------|
| 1. The Beginning | 5. Growth and Investment Era |
| 2. The Formative Period | 6. Collaborative Civic Engagement Era |
| 3. Consolidation and Refinement | 7. The Department Today |
| 4. The Expansion Era | |

2.2 - City-wide Integration

- | | |
|---------------------------------------|---------------------------|
| 1. Guiding Documents | 3. Area Studies and Plans |
| 2. City & Regional Plans & Ordinances | |

2.3 - Population and Demographics Overview

- | | |
|----------------------|-------------------------------|
| 1. Overview | 3. Population Characteristics |
| 2. Population Growth | 4. Housing Characteristics |

2.4 - Existing Parks and Facilities Overview

- | | |
|-----------------------------------|--------------------------------------|
| 1. Methodology | 4. Successes of Existing System |
| 2. Facility Rating | 5. Opportunities for Existing System |
| 3. Individual Facilities Overview | |

2.5 - Existing Greenway System Overview

- | | |
|---------------------------------|---|
| 1. Methodology | 4. Opportunities for Existing Greenway System |
| 2. Individual Greenway Overview | |
| 3. Successes of Greenway System | |

2.6 - Existing Programs and Services Overview

- | | |
|---------------------------|-------------------------|
| 1. Introduction | 4. Life Cycle Review |
| 2. Program Identification | 5. Age Segment Review |
| 3. Program Mix | 6. Marketing Approaches |

2.7 - Existing System Overview Findings

Chapter Two

Section 2.1 | History of Parks, Recreation and Culture Resources in the City of Raleigh

2.1 Introduction

The Parks, Recreation and Cultural Resources Department plays a leading role in determining the quality of life and character of Raleigh. The network of facilities and programs, along with creative programming opportunities, promote the social, cultural, mental, and physical well-being of citizens. The history of this system is valuable background information to consider during an update to the City’s System Plan. Information included in this section has been documented in the City of Raleigh Parks Plan, published in 2004, and updated for this System Plan.

The principles of park design and planning have been developed over the last several hundred years in response to changing social conditions. The tradition of parks in the United States is rooted in European design, however, by the late 19th century, park design and planning began to take its own distinct path in America. Through these phases, (see **Diagram 1**), there were guiding principles, influenced by changes in society, which shaped our parks.

Today, we stand at the beginning of a new era in park design and planning. This new era asks for parks to address social, economic and environmental concerns. *“Today’s parks and greenways must be justified based on the perceived benefits to the public and must contribute to alleviating problems that constitute the prevailing political concerns of policymakers,”* John Crompton (Texas A&M University, 2007).

Diagram 1. Goals and functions of parks eras of the last 150 years in the United States, (Galen Cranz)

	Pleasure Ground (1850 - 1900)	Reform Park (1900 - 1930)	Recreation Facility (1930 - 1965)	Open Space System (1965 - 1990)	Sustainable Park (1990 - present)
Goals of Parks	public	social reform assimilation	public	revitalization psychological relief participation public	place-making ecological health revitalization psychological relief participation public
Functions of Parks	health	public health	health active recreation	health active recreation passive recreation arts and culture	health active recreation passive recreation arts and culture resource conservation community building



Existing System Overview

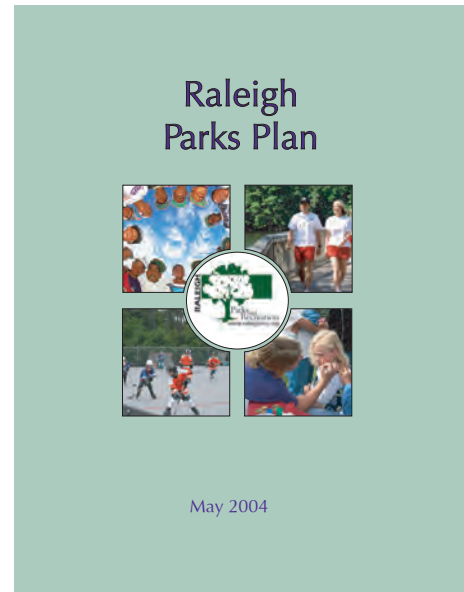
2.1.1 The Beginning

The city's original planners envisioned an "ideal" that, though modified through the years, has served as a guiding vision. The Raleigh of today may not bear an immediate resemblance to the city of 1792, but the City of Raleigh's core mission and commitment to its citizens' well-being and quality of life remain the same.

Unique to the history of Raleigh, the function of parks in the City of Oaks may be organized into five periods: **The Formative Period** (1792-1941); **Consolidation and Refinement** (1942-1970); the **Expansion Era** (1971-1981); the **Open Space Era** (1982 – 2004); and the new **Collaborative Era** (2004 to present).

During the Formative Period the philosophy and direction of the young parks program emerged, influenced by local visionaries and national trends. In the second period, the city became fully committed to a centrally organized municipal park system with definite goals. The Expansion Era was a period of refinement and adjustment to population pressure, city expansion, Federal mandates, and a subsequent increase both in parkland and park programs. The mission of the Parks Department also became more clear and its commitment to open space preservation was broadened and strengthened by the development of the Capital Area Greenway Network. The Open Space Era was marked with relative growth in the parks and recreation system but high population growth, in terms of absolute number of new residents, through annexation and greenfield development. The Open Space Era ended with the publication of the City's last Parks and Recreation System Plan Update in 2004, which established new goals for the Park and Recreation Department.

The Collaborative Era finds Raleigh faced with limited funding for its burgeoning and successful programs and facilities. Competition for limited fiscal resources tempers a renewed awareness of the urgent need for parks and open space, and new approaches in providing these services. A heightened awareness of environmental conservation, water quality protection and the effects of intensive urbanization influence park development and uses. Most important to residents is a seamless park and



City of Raleigh's Parks Plan, published in 2004

recreation system that offers multiple benefits from public facilities. Quality and stewardship of natural resources within parks are seen by residents as barometers of the commitment of the city to the quality of life of its citizens. In addition, the awareness of the benefits of meaningful public participation has greatly expanded and become an integral part of park planning and design.

The following text provides a sketch of the influential trends and decisions that have brought Raleigh to its current philosophy and direction of parks and open space.

2.1.2 The Formative Era (1792-1941)

Raleigh has never been without parks. The original 400 acre city plan, laid out through 1,000 acres of woodland in 1792, included five public squares centered in a grid of streets. The General Assembly selected fellow Senator William Christmas, a surveyor, to lay out the lots and city streets of the Capital-to-be. William Christmas' visionary gift to the city was a modification of the plan of Philadelphia: A central site (Union Square) for the

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State Capitol and four axial streets, following the compass points, which divided the city into four quadrants or wards. The heart of each ward was a public square (Moore, Nash, Caswell, and Burke). Four lots were left open at the corners of the rectangular plan for “future parks, for children, flowers, trees and fountains.” Of the original city plan, only one-half of the original 400 acres was allocated for development, and nearly 40 acres or 20% of the this developed land was reserved as open space.

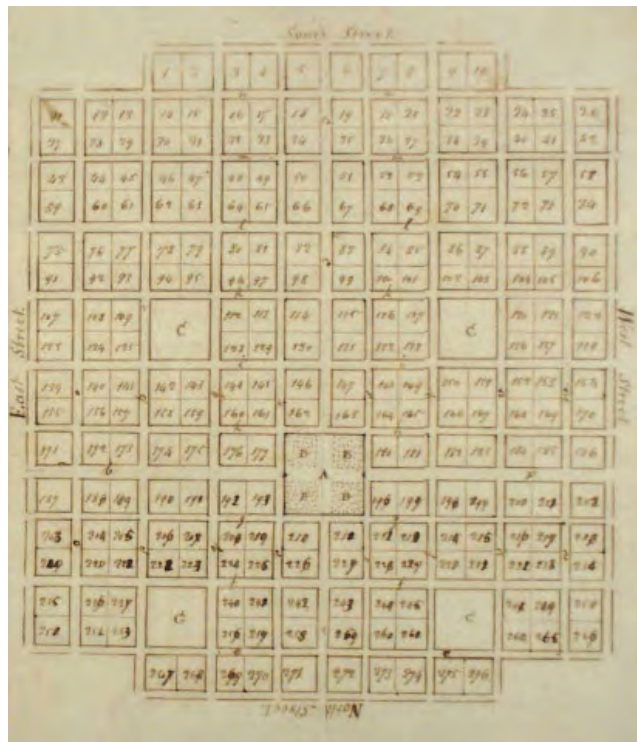
The existing trees were spared on the original five squares. Perhaps a decision of necessity, it nevertheless made a powerful statement, which was to become the foundation of Raleigh’s heritage of sensitivity to open space preservation.

The Christmas Plan, parks and all, served Raleigh well for nearly 50 years before the city began to grapple with new growth brought by railway service in 1840. The city pushed beyond the original boundaries during this decade and development, and convenience claimed two of the original squares. Caswell Square became the site for a school for the deaf, and Burke Square became the grounds of a new Governor’s Mansion.

The vision for parkland never vanished; however, in the 1860’s it resurfaced. Oakwood was designed as a Park Cemetery, having a dual function of a memorial park for the deceased and strolling and carriage grounds for the living. This cemetery became Raleigh’s first experiment with a multi-use, privately funded recreational and open space facility.

The Victorian Era touched Raleigh in both mood and fashion. The theory of “green relief” from urban chaos (hardly applicable by comparison to northeastern cities), promulgated by Frederick Law Olmstead, designer of Central Park in New York and the Boston parks system, encouraged citizens to donate land and finance the development of pleasure grounds or natural retreats.

Richard Stanhope Pullen responded with a gift of 69 acres in 1887 for an accessible pastoral retreat – a major public park. At the time the land was on the outskirts of the City and meant to be used as a get-away from bustling Victorian life in the downtown.



Christmas’s 1792 plan for Raleigh which included five public squares centered in a grid of streets.

At the turn-of-the-century nationwide influences stamped Raleigh’s budding park enthusiasm, and its urban form, with visionary ideas. The Columbian Exposition of 1893 inspired the nation with the crusade that cities can be “beautiful and noble manifestations of civilization.” The aesthetic renaissance found specific expression in the landscaped boulevards of Glenwood and New Bern Avenues. Subtly, a shift in park philosophy simultaneously gained popularity. “Reform Parks” beckoned the entire citizenry to recreational opportunities, not solely pastoral retreats, and the notion of a system of parks, rather than individual parks, began to gain favor.

Parks also became an amenity of fine residential neighborhoods developed for an emerging middle class whose homes were linked to downtown by trolley service. The transportation service carried citizens to “street railway” owned parks at the edge of town. Bloomsbury Park, near Lassiter Mill, Brookside Park north of Oakwood, and Pullen Park fit this category of open space. The new residential subdivision called Cameron Park set a model tone by arranging streets around natural drainage ways, leaving the creeks as neighborhood open space.

Existing System Overview



Residents picnicking near the Neuse River, 1902 (image courtesy of Remember Raleigh - North Carolina State Archives)

The evolution of the parks system's direction roared in the twenties. In short order, the city obtained an annual appropriation for a playground supervisor, and the mayor and City Board appointed a City Parks Commission. This at-large group of prominent citizens surged forward with plans for the development of a parks system and the maintenance and beautification of the current landholdings. The decade closed with the General Assembly granting the new commission the responsibility for Union, Nash and Moore Squares and the donation of land for Edna Metz Wells Nature Park by eminent North Carolina State College botanist, Dr. B. W. Wells.

The following depression decade brought increased recreation time to all citizens. In response to this demand, the General Assembly established the Raleigh Recreation Commission to oversee supervised recreation. In turn, a Raleigh Recreation Department was created and placed under the Division of Public Works. The ambition of this original organization is outlined in their 1938 annual report, which contained some prescient goals. Among them were:

1. that leadership was as important as facilities;
2. schools should be used as community centers;
3. public tennis and badminton courts were important;
4. careful consideration of new leisure activities and the design of the required facilities;
5. increased funding;
6. recreation areas to be set aside in new public housing projects, and;
7. that Raleigh's School Board, the Raleigh Recreation

Commission, the Raleigh Park Commission, city officials, the Housing Board and other organizations should work together to survey and plan for the future long-term growth in public recreation.

The immediate result of the 1938 report was the development of more facilities in existing parks. This would not have been possible without the financial assistance of the Federal Works Progress Administration, which provided salaries and funding for capital recreation components.

The 1930's concluded the formative years of Raleigh's Park System. A philosophy of service and need was firmly established, and, more importantly, recreation and parks were officially institutionalized as an accepted province of local government (albeit with Federal assistance).



Public Swimming Pool at Pullen Park, 1940 (image courtesy of Remember Raleigh - North Carolina State Archives)

2.1.3 Consolidation and Refinement (1942-1970)

The mission of Parks and Recreation was spread through several agencies in 1940. In 1941, Raleigh began a program of centralization. The City Commissioners combined the Parks Commission and the Recreation Commission into the Recreation and Park Commission. The following year Fallon Park was dedicated to the city. By 1950, and with the redesignation of the Commission to the Parks and Recreation Advisory Board, the system included 189 acres in the form of 16 parks, 12 playgrounds and two recreation centers.

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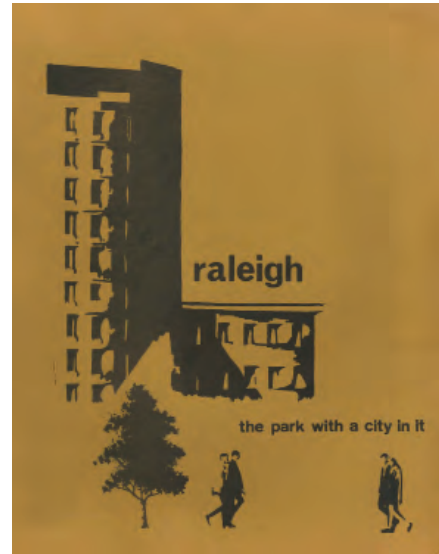
City of Raleigh's Fallon Park, founded 1942

With its institutional structure intact, Raleigh embarked upon a mission of refinement and redefinition of its goals by hiring a recreational consultant in 1950. The Master Plan that was prepared provided an exhaustive methodology using citizen surveys and growth trends to mold the goals of both parks and recreation elements into an ideal acquisition and development program. This plan, though not executed completely, solidified the thinking and planning efforts that have since become a standard approach. Though quickly outpaced by growth, the Master Plan completed the refinement of the city's mission. In addition to increased parkland and improved facilities in existing park property, the plan's legacy includes defined standards for determining park needs and a methodology of planning.

2.1.4 Expansion Era (1971-1980)

In 1960, a new study was completed with a 20-year projection of parks needs based on nationally accepted standards. This study launched the footrace of the Expansion Era, where the need for parks would be constantly refined in an urgent effort to adapt to rapid urbanization, which claimed desirable park sites more rapidly than the city could mobilize to secure them. In spite of this competition, Raleigh was on the brink of its greatest park growth in 1969, spurred by citizen demand and the realization that quick action must be taken in tandem with growth pressure. In this year the city published "Raleigh, The Park With a City In It," an open space plan for the pending decade.

Old concepts of drainage systems and natural areas as preservation were dusted off and re-worked in the form



'Raleigh, The Park With a City In It,' cover image

of the "Greenway concept." The early visions of a parkway along Crabtree Creek leap-frogged to the Neuse River; roadway beautification, historic preservation, regional facilities and even a municipal golf course became valid and valued objectives to meet recreation and park goals. New concepts of land acquisition through subdivision control tied land preservation to development. Conservation easements, planned unit developments, joint school/park programs, and private/public ventures, gained credibility as methods of trying to stay even with the development boom. Federal funds supplemented these programs substantially, with more than one million dollars in matching funds. More than 20 parks, targeted in areas of anticipated growth, entered the system during this decade. The Greenway concept, borne of a 1972 study entitled Capital Areas Greenway, linked floodway development and flood control issues brought about by development to a system of open space preserves and recreational trails. In 1973 the City Council created a 15-member Raleigh Greenway Commission to oversee the fledgling program.

These concepts and strategies crystallized in a final refinement of the parks system in the 1979 Comprehensive Plan for the City of Raleigh. An element of that plan refined goals and specified standards, which were further used to target future park acquisition. The policies of this plan were used in planning and development of park programs up to the withdrawal of federal funds in 1981.



Existing System Overview

2.1.5 Open Space Era (1981-2004)

During the Open Space Era, the City of Raleigh more than doubled in land mass and population, taxing the parks, recreation and cultural system infrastructure responding to the rapid growth. The focus of the department was to retain the level of services throughout the city while expanding in geography. This required the addition of numerous parks and acreage to the system, primarily in the northwest, northeast and eastern areas of Raleigh. Standards were adopted to ensure services were offered equitably throughout the city with utilization of a park classification system: mini park; neighborhood park; community park; metro park; nature preserve and special.

Since 1982 Raleigh has been solely responsible for the acquisition, funding, and development of its Parks Program. Intense competition for valuable Federal funds has become the norm and the city must continually look for creative ways in which to obtain funding. Due to accelerated growth, the continued exploration of creative means to finance future park acquisition and development still persists. As a result, the City's Facility Fee Program was designed to collect fees from developers to directly assist with the purchase of new parklands and to bolster park development in pace with the city's expansion.

Another vital element of parks and recreation funding in recent decades has been the use of publicly-supported and funded bond referendums. In 1984, the city committed itself to its future parks program with the passage of

an \$8 million bond program. In 1987, a \$10 million bond was approved and used to develop a year-round aquatics facility, softball complex and three new major parks. Since then, through bond referendums, citizens have encouraged continued growth of a wide variety of parks and recreation facilities. Citizen desires continue to be represented through the City Council appointed Parks, Recreation and Greenway Advisory Board. In 1995, citizens of Raleigh passed a \$28 million bond referendum. In 2000, a \$16 million bond for parks system improvements, investments and land acquisition was passed, and in 2003 a \$47 million bond was approved for park system development.

2.1.6 Collaborative Era (2005 - present)

The last 10 years has been marked with further expansion of services and responsibilities for the City of Raleigh Parks, Recreation and Cultural Resources Department, including an \$88 million bond for parks and greenway projects in 2007. Several collaborative efforts have been undertaken by the city in an attempt to keep pace with growth, provide a broad spectrum of parks, recreation and cultural resource opportunities at a reasonable cost to the city. Through partnerships with the Wake County Public School System, two major community centers were built, Brier Creek and Barwell Road, both of which serve as models for leveraging public services and investments.

The city continues to lead the major efforts in greenway trail system development by partnering with other municipal



City of Raleigh's Laurel Hills Park



City of Raleigh's Brier Creek Community Center

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jurisdictions including Wake Forest and Knightdale on the creation of the Neuse River Greenway Trail, a \$28 million regional recreational destination. Volunteerism, nonprofit and private corporate opportunities have continued to grow over the last several years. A long list of projects have been completed in the park system with assistance from Kaboom, AT&T, Target, Methodist Home for Children's Alumni Association and the Fred and Margie Fletcher Volunteer Award Fund of the Triangle Community Foundation. These are just a few examples of various organizations' continued commitments to parks, recreation and cultural resource services in Raleigh.

In 2009 the City of Raleigh adopted the 2030 Comprehensive Plan. This visionary plan provides the overall guidance for the city's services and development over the next two decades. More specifically the Parks, Recreation and Open Space Element of the plan provides framework for the direction that the department should move in. Additionally the parks, recreation and cultural resource services and amenities are referenced in both the Raleigh's Vision Statement for 2030 and action items throughout several other elements of the Comprehensive Plan including Environmental Protection, Arts and Culture and more. A primary recommendation of the 2030 Comprehensive Plan was to update the Parks, Recreation and Cultural Resources System Plan.

In response to the action items from the 2030 Comprehensive Plan was the creation of the Nature Preserve park classification. Specific criteria were created by an ad hoc committee of local experts, Parks, Recreation

and Greenway Advisory Board Members and staff. These criteria help determine if a park should be classified as a Nature Preserve. The Raleigh City Council approved four parks to be classified as Nature Preserves.

The long history of parks, recreation and cultural resource services and facilities in the City of Raleigh is the result of overwhelming public support. In return the City Council adopted a comprehensive Public Participation Program in 2012. The program provides the department with guidelines and best practices for involving the citizens of Raleigh in park and recreation planning and design process.

Two recent programming areas that have grown in the Parks, Recreation and Cultural Resources Department are the Arts and Historical resources. In 2011 the Office of Raleigh Arts was moved from under the overview of the City Manager's Office to the formerly named City of Raleigh Parks and Recreation Department.

With a staff of 11 full-time and several dozen part-time staff and instructors, and an annual operating budget of about \$3 million, the Office of Raleigh Arts administers the programs of the Raleigh Arts Commission and the Public Art and Design Board as well as manages the Pullen and Sertoma Arts Centers.



City of Raleigh's Annie Louise Wilkerson, MD Nature Preserve



Office of Raleigh Arts supported art class

Current Office of Raleigh Arts programs include:

- Partnership grants to nonprofit arts organizations (FY14: 40 grants to 32 organizations totalling about \$1.7 million);
- Temporary and permanent public artworks installed

Existing System Overview

throughout Raleigh;

- Exhibitions of regional artists at the Block Art Gallery in the Raleigh Municipal Building;
- Awards and recognition programs, including the Raleigh Medal of Arts;
- Management of the Municipal Art Collection, comprising more than 450 pieces of fine and public art by local, regional and national artists;
- Administration of the City's Half-Percent for Art program;
- Summer camps and visual and performing arts classes for preschool, youth and teens, and beginning through advanced art classes and workshops for adults.

Additionally, in 2012 the City of Raleigh expanded the Historical Resources and Museum Program (HRM Program) with the express purpose of protecting and programming identified museum and historic resource facilities, programs and assets within the City of Raleigh.

The HRM Program manages facilities, programs and operations at Mordecai Historic Park, the City of Raleigh (COR) Museum, the Raleigh Trolley, the Pope House, the Latta House and University Site Park, the Borden Building, Fred Fletcher Amphitheater and Stone Circle at Fletcher Park and the Tucker House. With the addition of the collections at COR Museum and the Pope House Museum, the HRM Program manages well over 15,000 objects of material cultural.



City of Raleigh Museum on Fayetteville Street

These two changes now provide the Department with improved opportunities to deliver a more diverse set of cultural experiences for the citizens of Raleigh and lead to the adoption of a new department name; City of Raleigh Parks, Recreation and Cultural Resources Department in 2013.

2.1.7 The Department Today

Today the Parks, Recreation and Cultural Resources Department is comprised of seven divisions: (1) Parks; (2) Recreation; (3) Facilities and Operations; (4) Design and Development; (5) Strategic Planning; (6) Communications; and (7) Analytics, Resources, and Business Process Management. Together these seven divisions oversee a system that includes:

- 142,000 families (296,000 individuals) registered in programs and activities;
- 445 full-time employees;
- Over 2,000 part-time, temporary and seasonal employees;
- 9,000 volunteers serving over 156,000 hours;
- 6,079 acres of parkland;
- 3,750 acres of greenways;
- 104 miles of greenway trails;
- 27 staffed centers;
- 1.2 million sq. ft. of park facilities; and
- 1.1 million sq. ft. of additional civic facilities city-wide.

See Map A - Public Realm for a map of this system

Parks

The Parks Division is comprised of five separate operating divisions (Parks, Highway, Cemetery, Greenway and Urban Forestry) and two distinct program areas (Volunteer Services and NeighborWoods):

- **Parks** - Maintains 6,079 acres of park land through a district system comprised of six maintenance districts. Maintains Fayetteville Street landscaping and several other properties in the central business district, Pullen Park, the Raleigh Rose Garden, Walnut Creek Softball Complex, Buffalo Road Athletic Park, 86 athletic

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fields and coordination of volunteer activities. The Division construction crews also provide assistance in completion of capital projects.

- **Highway** - Maintains approximately 171 linear miles of public right-of-way, primarily major thoroughfares assigned to the city for landscape maintenance through an agreement with North Carolina Department of Transportation (NCDOT). This includes three miles of Beltline planter boxes on I-440. Maintenance includes work zone traffic control, litter and debris removal, mowing maintenance, weed control in plant beds, tree rings, concrete medians, guardrails, and sidewalks, pruning, mulching, tree and shrub replacement and assisting Raleigh's Public Works Department with abatement of visual obstructions.
- **Cemetery** - Operates historic Mt. Hope Cemetery, including sale of grave sites, burial preparation, coordination with funeral homes and families and perpetual maintenance. Also maintains the historic City Cemetery, O'Rorke-Catholic Cemetery and eight other cemeteries located on park properties. Both Mt. Hope Cemetery and City Cemetery are on the National Register. O'Rorke-Catholic Cemetery is designated as a Raleigh Historic Property.



City Cemetery

- **Greenway** - Maintains over 100 miles of trails and 3,750 acres of greenway property as part of the Capital Area Greenway System. From the beginning, the Capital Area Greenway Trail System has traditionally provided recreational and social opportunities for

Raleigh residents. In the 21st Century, the Capital Area Greenway has developed into a component of a highly functional bicycle and pedestrian network for recreation, and transportation. Greenway trails were originally designed to provide recreation and social interaction. These goals still exist and guide the system. However with the completion of additional trails within the system and connections to trail networks in other municipalities, transportation has become an additional goal. Tasks include litter and debris removal, mowing and pruning, bridge and boardwalk inspection/repair, signage and site furniture maintenance, trail surface repair/replacement and construction of new trails. Paving crews assist in repair of asphalt parking lots and driveways on city park properties.



Neuse River Greenway Trail at Milburnie Park

- **Urban Forestry** - Maintains trees located on public rights-of-way and other city properties. Oversees line clearance, conducts pruning and planting of city street trees, and in-house tree pruning and removal to ensure tree health and public safety on over 2,592 frontage miles of public right-of-way and 9,845 acres of park and greenway property. The division also coordinates the planting of new trees through the NeighborWoods Program, Trees Across Raleigh and other volunteer efforts, as well as contractual replacement of trees within the Central Business District, in parks and along major thoroughfares.
- **Volunteer Services** - The Volunteer Services Program provides a central coordinating point for effective volunteer management within the department. The

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Volunteer Services Program plans for volunteer utilization, assists staff in identifying volunteer roles, recruits, tracks, and evaluates the contribution of volunteers for the department. Assistance through this program is on both a one-time and ongoing basis through the Adopt-A-Park program. Individuals, families, neighborhoods, civic organizations, schools, Boy Scouts, garden clubs and other groups currently participate in the program and have an opportunity to contribute time, talent and resources.

Recreation

The Recreation Division provides a diverse array of programs and services for Raleigh citizens through 27 staffed community centers, two centers for active adults, St. Monica's Teen Center, five seasonal swimming pools, and four year-round pools. The division manages 112 public tennis courts and 86 athletic fields city-wide. The spectrum of recreation opportunities includes: aquatics, tennis, summer camps, before-and after-school activities, and school track-out programs. The division serves youth, teens, and adults of all abilities through programs and facilities.

Recreation Division core services include:

- Youth programming for grades: K-12,
- Active Living programming,
- Encouraging Access to the Outdoors,
- Facilities as foundation to program delivery.



Specialized Youth Recreation

Facilities and Operations

The Facilities and Operations (F&O) Division is comprised of five integrated focus areas that provide full facility and system management for multiple departments throughout the city organization. Focus areas include: Downtown and Outlying Areas of Operations, Parks Areas of Operations, Energy Management, Design, Service and Construction, and Administration. These five areas work in concert to achieve a quality level of service that serves both internal and external customers by: managing and addressing city systems and assets; through rate analysis, audits, and life cycle cost replacements; through engineering, system evaluations by performing preventive maintenance and unscheduled repairs; and by responding to security, emergency and space needs.

These management areas deal with facility system deterioration, interior finishes, critical and permanent equipment in all city facilities it supports; and endeavors to ensure that building systems are current and adaptable. In total, F&O oversees the maintenance of 2.29 million heated square feet of building space, 5,731,215 SF of irrigation, and eight (8) city blocks for downtown Raleigh special events. Of the total 2.29 million square feet of building space, approximately 60% is Parks, Recreation and Cultural Resources Department, and almost 40% are buildings for other departments such as Fire, Police, Public Works, Solid Waste Services, and city administrative buildings.

Design and Development

The Design Development Division focuses on the development and implementation of capital projects through a process that actively engages both the public and staff to achieve outstanding projects that are environmentally and fiscally responsible. The division is comprised of Planning, Greenway and Construction Management Sections. The division administers the planning of a system of services, as well as specific sites to achieve quality leisure, recreational and cultural opportunities. Annual capital improvement budgets and periodic bond programs are developed to undertake the development of a system of parks and leisure services that provide for the enhancement of the lives of our citizens utilizing best practice principles of public engagement. The Greenway Section ensures that greenway regulations are met by the development community;

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identifies acquisition needs; works with qualified firms to prepare construction documents; ensures a high level of performance by contractors; and coordinates with the greenway maintenance staff to ensure that the system of trails and greenway properties are safe, healthy and accessible to the community. Professional and experienced staff is utilized to ensure compliance with health and safety codes, public laws and council directives.

Strategic Planning, Communications and Analytics

The Strategic Planning, Communications and Analytics Division (SPCA) utilizes strategic planning as the thread that ties its scope of work and responsibilities together. The division provides city and departmental leadership to various initiatives ranging from facilitating the System Plan process to fostering and building the relationship with the City of Oaks Foundation, to implementing significant departmental and city capital projects. This division also manages all assets and processes related to the department's technology needs. This includes overseeing GIS and CLASS analysis and integration as well as all the department's information needs to help assist in data driven decision making

An integral part of advancing the department's strategic interests is the continued focus on communication. This includes building the department's brand, community outreach and engagement, media communications and strategic messaging. Beyond the traditional marketing roles and responsibilities, this focus area of the Division is also moving the Department in the direction of real-time communication through social media as well as measuring our customers' satisfaction with programs by deploying web-based survey tools.



Reptile Program - Group Nature Program

Resources

The Resources Division delivers exceptional programs and services to citizens through Arts Community Oriented Government, Historic Resources and Museum and Natural Resources Outdoor-based Programs. Additionally the Resources Division provides staff, facility and operational support through Compliance and Staff Development as well as Safety and Risk Management offices. The strength of the division is the diversity and excellence of staff and services. These strengths uniquely position the Resources Division to offer singular community engagement as well as exceptional natural and cultural opportunities while developing the staff to manage these opportunities in a safe, effective manner.

Resources Division core services include:

- Arts, History, and Science facility-based programs and services;
- Community Encouragement and Engagement;
- Active and Passive Lifelong Opportunities with an emphasis on Tactile and Experiential Learning;
- Staff Retention, Certification and Development;
- Safe, risk-adverse programs, operations and facilities.

Business Process Management

The Business Process Management division provides centralized administrative, financial and business management services, oversees all departmental fiscal matters, coordinates budget preparation, conducts audits, monitors cash handling, reconciles daily deposits, processes billing and payments, administers the fee assistance program, coordinates payroll processing, prepares and routes contracts, administers grants, and oversees technology program expansions. The Recreation Business Office (RBO) is a one-stop customer service center that processes registrations and manages customer payment plans, the fee assistance program, accounts receivable billing, and refunds. Staff also reconcile daily deposits at over 50 department locations.

The City of Raleigh's Parks, Recreation and Cultural Resources Department has grown over the years to include a diverse set of services that help meet the needs and desires of citizens for a high quality of life and celebrate the unique characteristics of Raleigh.

Existing System Overview



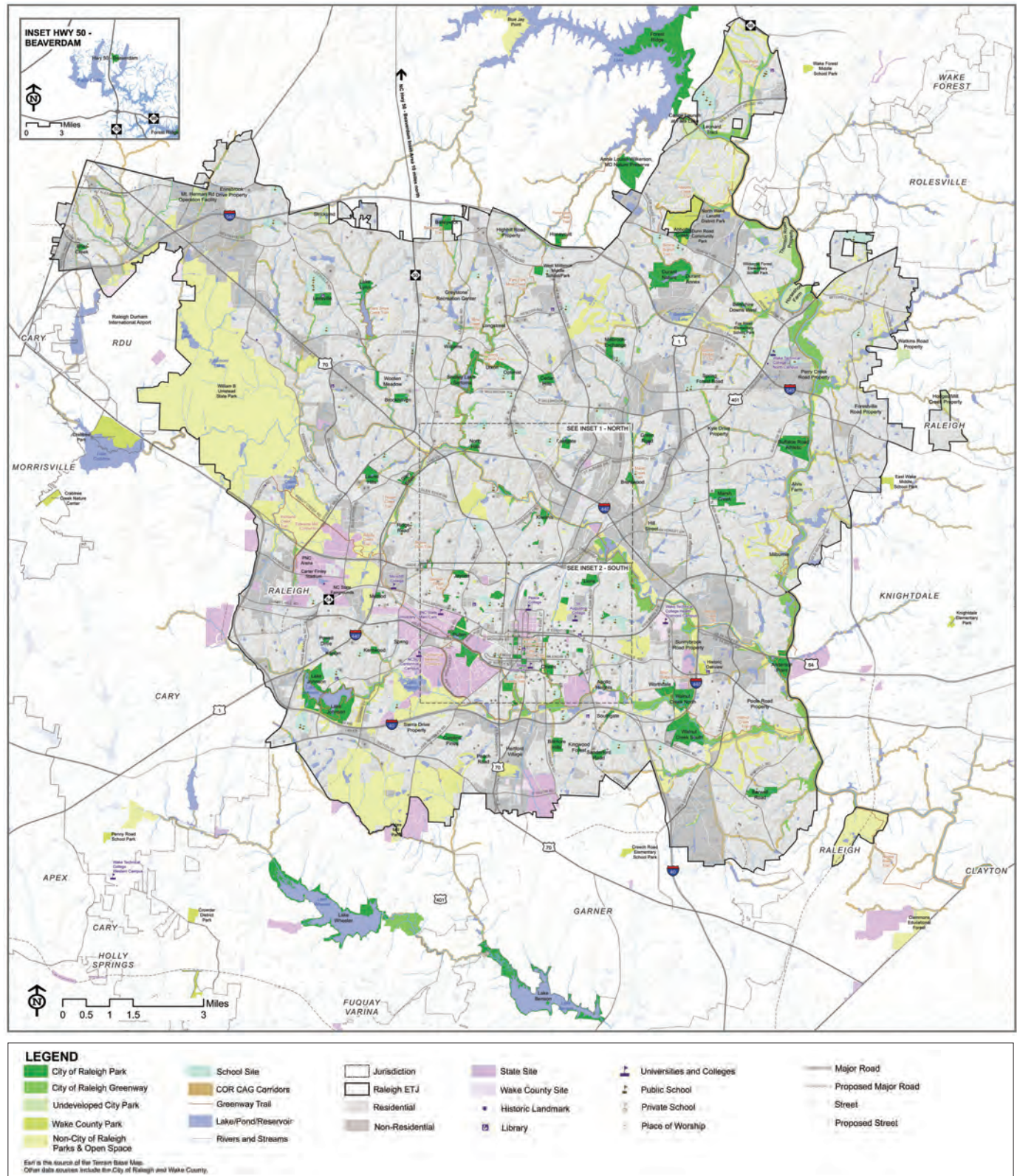
Buffalo Road Park Aquatic Center



Hill Street Park

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Map A. City of Raleigh Public Realm, 2013

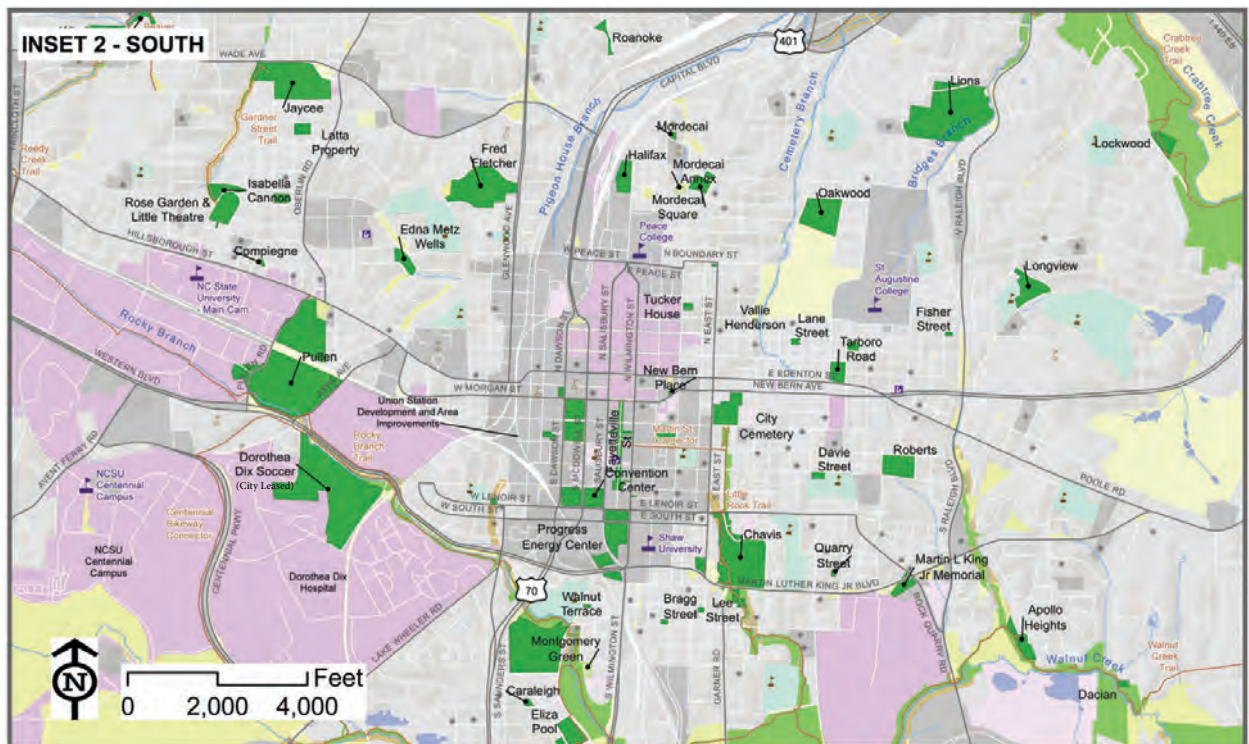


existing system overview

INSET 1 - NORTH

This inset map shows the northern portion of the study area in Raleigh, North Carolina. Key features include:

- Green Spaces and Trails:** Mine Creek Trail, North Hills, Eastgate, Green Road, Marsh Creek Trail, Brentwood, Charlotte H Green, Fallon, Kiwanis, Five Points Center for Active Adults, Roanoke, Hymettus Woods, Ridge Road, and Glen Eden.
- Water Features:** Crabtree Creek, House Creek, Blue Ridge Rd, Beaverdam Creek, and Beaman Lake.
- Major Roads:** I-405, I-440, I-77, and US-70.
- Other Landmarks:** Lt. Col. George F. Marshall Memorial Park, Varnett, and the Five Points Center for Active Adults.
- Scale and Orientation:** A scale bar indicates distances up to 4,000 feet, and a north arrow is located in the bottom left corner.



Chapter Two

Section 2.2 | City-wide Integration

2.2.1 Guiding Documents

In an effort to build upon the work of previous planning studies and to ensure the coordination with other official documents that could influence the development of the System Plan, the Project Team has researched multiple sources of information. The documents reviewed can be classified into two broad categories; guiding city or regional documents and area or facility specific studies and plans. Significant influencing City of Raleigh or other plans or documents include:

- 2030 Comprehensive Plan (2009)
- Unified Development Ordinance (UDO), 2013
- Wake County Comprehensive Parks & Recreation Master Plan (2003)
- Thoroughfare Plan (2011)
- Bicycle Transportation Plan (2009)
- CAT and Wake County Transit Plans
- Draft Comprehensive Pedestrian Plan
- Capital Area Greenway Master Plan Update (1989)
- Capital City Greenway 1976 Master Plan (1976)
- Streetscape Program
- Corridor Plans (Capital Blvd., Blount/Person, New Bern, Blue Ridge)
- Senior Center Feasibility Study
- Aquatics Facilities Study
- Strategic Plan for Historic Cemeteries

2.2.2 City & Regional Plans and Ordinances

Several regional and city-wide plans and studies have been reviewed to ensure a comprehensive approach to the System Plan. Some plans reviewed include: Wake County Comprehensive Parks & Recreation Master Plan; and the City of Raleigh's Thoroughfare Plan, Bicycle Transportation Plan, and the Capital Area Greenway Master Plan. Two of the most influential regional guiding documents are the 2030 Comprehensive Plan and the Unified Development Ordinance.

The Unified Development Ordinance (UDO) for the City of Raleigh, adopted in February, 2013, is intended to preserve, protect, and promote the public health, safety, and general welfare of residents and businesses in the city. More specifically, the UDO is intended to achieve the following objectives, which have significant influence in future development and operation of the city's parks, recreation and cultural resources system:

1. Implement the policies and goals contained within officially adopted plans, including the Comp Plan;
2. Improve the built environment and human habitat;
3. Conserve and protect the city's natural beauty and setting, including trees, scenic vistas, and cultural and historic resources;

Raleigh, North Carolina

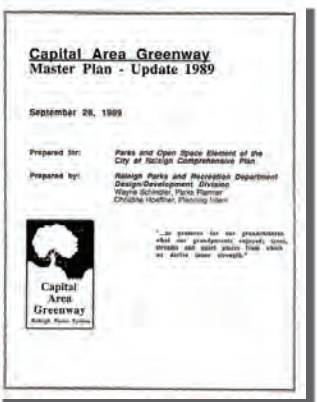
UNIFIED DEVELOPMENT ORDINANCE



Raleigh Parks Plan



City of Raleigh Senior Center Feasibility Study



Sample of guiding documents researched



Existing System Overview

4. Ensure that new development conserves energy, land, and natural resources;
5. Protect water quality within watershed critical areas, the general watershed areas of designated water supply watersheds and other watershed districts;
6. Encourage environmentally responsible development practices;
7. Promote development patterns that support safe, effective, and multi-modal transportation options, including auto, pedestrian, bicycle, and transit, and therefore minimize vehicle traffic by providing for a mixture of land uses, walkability, and compact community form;
8. Provide neighborhoods with a variety of housing types to serve the needs of a diverse population;
9. Promote the greater health benefits of a pedestrian-oriented environment;
10. Reinforce the character and quality of neighborhoods;
11. Remove barriers and provide incentives for walkable projects;
12. Protect and promote appropriately located commercial and industrial activities in order to preserve and strengthen the city's economic base;
13. Encourage compact development;
14. Ensure that adequate facilities are constructed to serve new development;
15. Provide for orderly growth and development of suitable neighborhoods with adequate transportation networks, drainage and utilities and appropriate building sites;
16. Save unnecessary expenditures of funds by requiring the proper initial construction of transportation networks, sidewalks, drainage facilities and utilities; and
17. Provide land records for the convenience of the public and for better identification and permanent location of real estate boundaries.

This system plan and its findings, recommendations and priorities are to be consistent with the UDO. Several of the above objectives of the UDO will be implementable through integration of this System Plan's priorities and recommendations.

The 2030 Comprehensive Plan was adopted in 2009 and is a long range policy document that establishes a vision for the City of Raleigh. The document provides policy guidance for growth and development and contains action items directed at the city to implement the vision. The plan contains six strategic vision themes:

- Economic Property and Equity
- Expanding Housing Choices
- Managing Our Growth
- Coordinating Land Use and Transportation
- Greenprint Raleigh
- Growing Successful Neighborhoods and Communities

Specific to the development of this System Plan, the 2030 Comprehensive Plan outlines eight major issues. The Plan strives to address these in order to guide decision-makers to work towards providing parks, recreation and cultural resource facilities that create a balanced system that responses to the varied needs of the city's residents. These eight major issues are:

- Maintaining existing passive and active parks, recreation and cultural resource facilities;
- Addressing the need for walkable, neighborhood parks in existing and newer parts of the City;
- Acquiring adequate land for future park development;
- Developing recreational facilities in close proximity to all residents, equitably distributed throughout the City;
- Enhancing access to and awareness of Raleigh's recreation and natural resource opportunities;
- Providing better interconnectivity between the parks, greenways, and open space system locally and regionally;
- Providing best practice management and stewardship of Raleigh's natural resources; and
- Integrating the parks, recreation and cultural resources system into a broader context of green infrastructure to maximize ecosystem conservation.

2.2.3 Area Studies and Plans

Area or facility specific studies and plans pertinent to the development of the System Plan have been reviewed and will be incorporated into the formation of the city-wide vision for parks, recreation and cultural resources in the City of Raleigh.

Two primary categories of area and facility studies and plans have been reviewed- corridor plans; and Park and Recreation Department feasibility and facilities plans- in addition to strategic plans. Many of the objectives of these plans and studies will be considered during the visioning and implementation phases of this System Plan in order to harness a collaborative and comprehensive approach to planning.

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Section 2.3 | Population & Demographics

2.3 Overview

Parks, recreation, and cultural resources are essential to the City of Raleigh's high quality of life. Planning for these facilities, however, is not just about creating places, it's about how to best serve residents and build strong communities. One of the first steps in park system planning is to better understand the population, current demographic trends, and projections for the future. Evaluation of population and demographic statistics in this section are anecdotal in nature and constitute an observational analysis. Though data is static in nature, the City of Raleigh can make better informed decisions based on trends that may impact delivery of services over the next 20 years.

Over the past one hundred years, Raleigh has transformed itself from a small town to a metropolitan city with a population of 403,892¹. The city is now one of the 50 largest cities in the United States². If regional population projections are correct, Raleigh will continue to grow, reaching almost 600,000 residents by 2035. As a result of its growth, the City faces a dual challenge: how can we make sure we are providing the right parks, recreation and cultural resource services to our existing population while simultaneously preparing for the future?

The Project Team reviewed available City of Raleigh demographic data to determine implications for parks, recreation and cultural resource needs and priorities, including:

1. Population Growth
2. Population Characteristics
3. Housing Characteristics

2.3.1 Population Growth

With the City of Raleigh's current policies, population growth directly affects the provision of parks, recreation and cultural resource facilities through additional stresses on level of service goals. Simply put, the more people in

the community, the more facilities or acreage of parks is needed. This approach does not ensure the right type of facility or program but can be modified in accordance to changing goals or impacts. The primary goal for reviewing Raleigh's population growth as part of this System Plan is to identify trends. According to the city's 2030 Comprehensive Plan, the City of Raleigh has grown at a rate ranging from 2.0% to 4.3% every year since 1900³ (see Table 1). Recent growth has hovered near the top of this range, resulting in even larger absolute gains. This growth, while affecting most areas of the city, has largely been concentrated at the fringes of the city, particularly in the northeast, northwest and southeast.

Table 1. Historic Growth Rates in the City of Raleigh

Year	Population	APGR*	Land Area	Pop. Density
1900	13,643	- -	1.76	7,765
1910	19,218	3.5%	4.03	4,773
1920	24,418	2.4%	6.96	3,508
1930	37,379	4.3%	7.25	5,153
1940	46,879	2.3%	7.25	6,463
1950	65,679	3.4%	10.88	6,035
1960	93,931	3.6%	33.67	2,790
1970	122,830	2.7%	44.93	2,734
1980	150,255	2.0%	55.17	2,724
1990	212,092	3.5%	91.40	2,321
2000	276,093	2.7%	118.71	2,326
2010	403,892	4.1%	143.77	2,801

* APGR, Annual Population Growth Rate

Source: CAMPO (via the City of Raleigh 2030 Comprehensive Plan), U.S. Census 2010.

A primary trend identified in the 2030 Comprehensive Plan is that growth is expected to continue. The Capital Area Metropolitan Planning Organization's (CAMPO) projections estimate that the city will have approximately 590,560 residents by 2030, an increase of over 180,000 residents, shown in Table 2. Although in absolute terms this projection is a large number, it actually represents a lower rate of growth than the city has experienced in previous decades. However, the absolute growth of approximately 100,000 per decade is consistent with the last two decades. Map B identifies the projected increase in population by Traffic Analysis Zone (TAZ) according to CAMPO



Existing System Overview

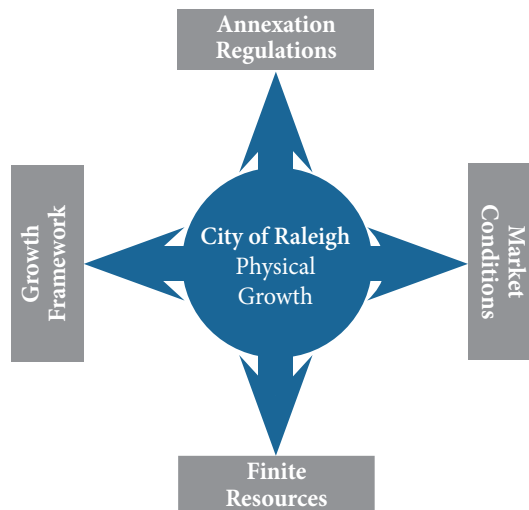
Table 2. Wake County and Municipalities Population Projections, 2005-2035

	2005		2015		2025		2035	
Area	Population	% of County	Population	% of County	Population	% of County	Population	% of County
City of Raleigh	371,443	49.9%	489,762	45.5%	565,701	41.0%	590,560	39.0%
City of Cary	118,728	15.9%	162,564	15.1%	179,792	13.0%	184,870	12.2%
Western Wake	98,608	13.2%	134,759	12.5%	230,124	16.7%	269,146	17.8%
Eastern Wake	105,884	14.2%	207,122	19.2%	297,853	21.6%	351,861	23.2%
Rural Wake	49,980	6.7%	82,746	7.7%	107,701	7.8%	117,237	7.7%
Total	744,643	100%	1,076,960	100%	1,381,171	100%	1,513,674	100%

Source: CAMPO (via the City of Raleigh 2030 Comprehensive Plan)

between 2015 and 2035 in relation to existing park locations. According to a land capacity analysis completed during the comprehensive planning process, within the city's current jurisdiction and zoning, a potential population of 670,000 could reasonably be accommodated by 2035⁴. There are, however, physical barriers to the city's growth, such as finite resources, annexation limitations, redevelopment vs. greenfield (new development), market conditions, and growth framework policies (Unified Development Ordinance). **Diagram 2** illustrates the barriers to physical growth for the City of Raleigh.

Diagram 2. Barriers to Physical Growth



This growth trend is present at the regional level as well. Wake County's population is expected to grow significantly in the same period. Unincorporated areas are anticipated to grow at a faster rate than the city, resulting in a relative decline of Raleigh's percentage of population

in Wake County compared to the other municipalities, increasing needs to continue cross-jurisdictional planning and coordination.

2.3.2 Population Characteristics

Total population and growth can help to determine park and greenway level of service goals; however, population characteristics can help to define what type of facilities will serve the community better.

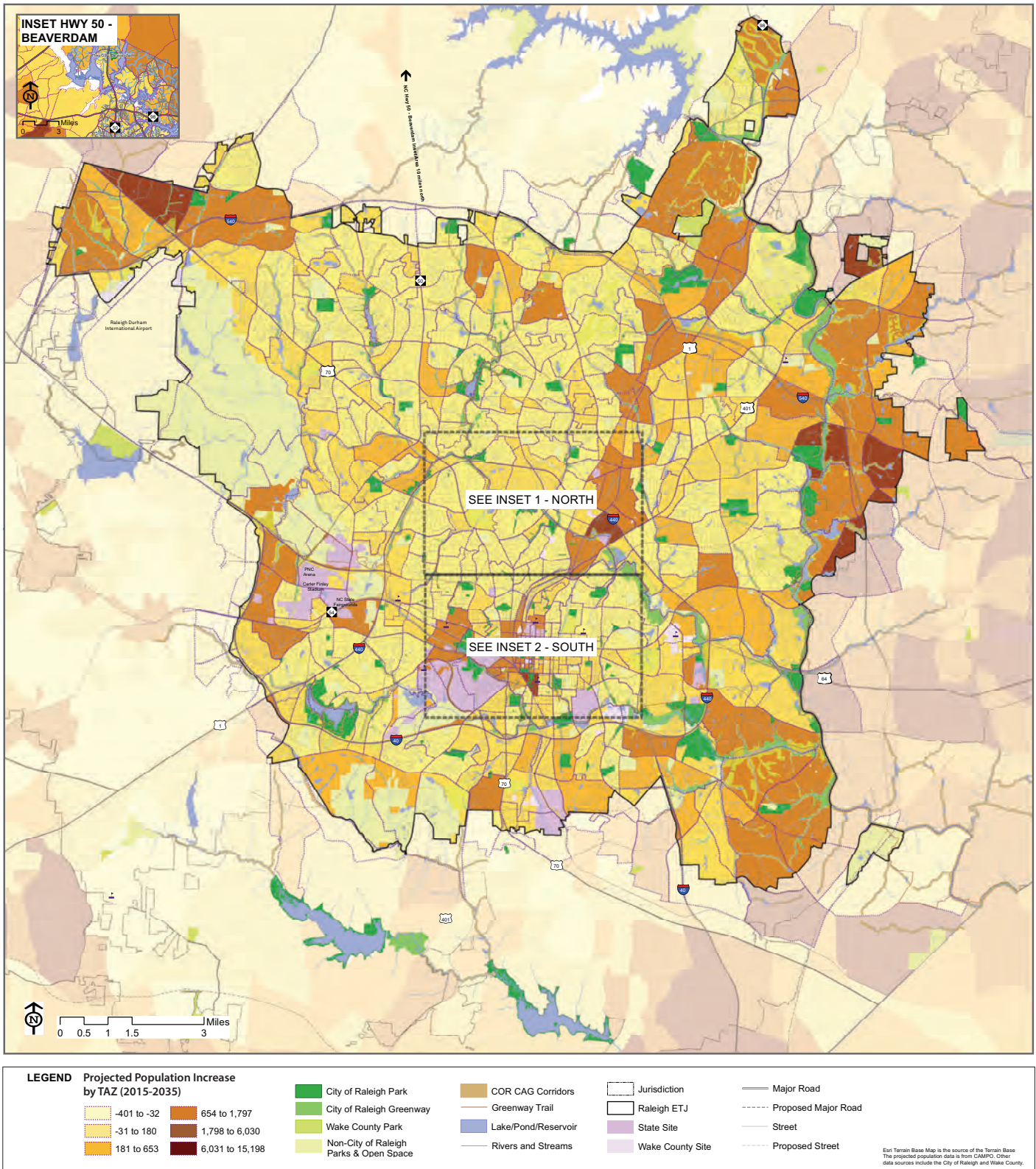
The 2010 Census data for the City of Raleigh presents a snapshot of the population. When compared to data from 2000 and from Wake County, the data is put into a temporal and geographic context. For 2010 Census data that has not yet been released, data from the most recent American Community Survey (ACS) was used. This research among other factors will help determine needs for parks and facilities.

Race/Ethnicity

The City of Raleigh is racially diverse and becoming more so every decade. From 2000 to 2010, the white population declined from 63.3% to 57.5%, whereas the African-American population increased from 27.8% to 29.3% (see **Table 3**). In fact, the percentages of all minority populations have increased since 2000; Asian population increased by 0.9% to 4.3% in 2010, and people who defined themselves as "Other Race" increased from 3.2% to 5.7%. Ethnically, Raleigh is also becoming more diverse, with the Hispanic/Latino community growing from 7% in 2000 to 11.4% in 2010. Although the City is

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Map B. City of Raleigh Projected Population Increase (2015-2035) with Park Locations.



Existing System Overview

more diverse than the rest of the county, Wake County is also demonstrating a trend towards greater diversification: its white population declined by 6.1% between 2000 and 2010, and its Hispanic/Latino population has risen by 4.4%.

Age

In addition to becoming more diverse, Raleigh is also showing signs of becoming younger. Between 2000 and 2010, the population under 15 years-old has grown by 1.8%, contrary to a decline nationally, whereas the population over 75 years-old has decreased by 3.5% (see Table 4). In addition, the city's population between age 55 and 74 has grown by 4.1%, which probably reflects the aging Baby Boomer generation. Growth in this age group is not enough to offset the increase in population under 15 years' impact on the city's median age. Interestingly, the population of young adults aged 20 to 34 decreased by a combined 4%, again contrary to national trends.

Compared to the rest of Wake County, the City of Raleigh's population of children is growing at a faster rate. The county's elderly population did not reflect the change seen in Raleigh, and remained stable with about 0.3% growth in residents aged 75 or older.

Gender

Typically, populations do not witness extreme changes in gender unless a major event occurs, such as the closing of a military base. In 2010, the census indicated that 51.7% of Raleigh residents were women, an increase of 1.2% from 2000 (see Table 5). In Wake County, the gender ratio also shifted slightly more in favor of women, with an increase of 0.9% for a ratio of 51.3 women to 48.7 men. One possible explanation for this shift is the proximity of many large universities; according to the National Center for Education Statistics, an estimated 59% of all higher education degrees will be earned by women in 2012, with more women than men enrolling in universities every year.⁵

Income

On the surface, the City of Raleigh's population has experienced a slight increase in median household income between 2000 and 2010, from \$46,612 to \$49,931 (see Table 6). However, according to the U.S. Bureau of Labor

Statistics' Inflation calculator, \$46,612 in 2000 would have the same buying power as \$59,025 in 2010.⁶ So, although absolute income has increased, residents have actually experienced a marked decrease in purchasing power.

Wake County as a whole has fared slightly better. The top three income ranges grew by 7.5%, compared to 5% within the city. Additionally, the median income in the county grew by \$6,438, bringing its 2010 median to \$61,426, which is significantly higher than the City of Raleigh's median.

Educational Attainment

Between 2000 and 2010 Raleigh's residents' educational attainment levels increased slightly, with 44.8% of the population having at least a bachelor's degree. The proportion of residents who have not graduated high school also decreased by 3.4%, as shown in Table 7. Wake County's figures are similar; the percentage of residents who do not have a high school diploma decreased by 3.4 percent, and the percentage of residents with a bachelors degree or higher increased by 2.8% to 46.7% in 2010. By contrast, the national figure of 27.9% and the statewide figure of 26.1% are much lower, indicating a highly educated community of residents in Raleigh and Wake County.

Employment

The economic downturn strongly affected both the City of Raleigh and Wake County residents' employment. Between 2000 and 2010, the City of Raleigh's unemployment rate increased from 3.8% to 10.7% (see Table 8). Likewise, unemployment County-wide increased 6.8% to 9.7% in 2010.

Mode of Commute

The type of transportation Raleigh residents used to travel to work changed little between 2000 and 2010 (see Table 9). In the city, the only notable change is that people who drove alone increased by 2.5% to 81.2%, which is higher than the national rate, and those who carpoolled decreased by 2.5%. Despite the increase in percentage of workers driving alone, the mean travel time to work decreased from 22 minutes to 21.6 minutes.

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Table 3. Race and Ethnicity in the City of Raleigh and Wake County, 2000-2010

Race & Ethnicity (% of pop.)	City of Raleigh			Wake County		
	2000	2010	Change	2000	2010	Change
White	63.3%	57.5%	-5.8%	72.4%	66.3%	-6.1%
Black/ African-American	27.8%	29.3%	1.5%	19.7%	20.7%	1.0%
American Indian	0.4%	0.5%	0.1%	0.3%	0.5%	0.2%
Asian	3.4%	4.3%	0.9%	3.4%	5.4%	2.0%
Other Race	3.2%	5.7%	2.5%	2.5%	4.5%	2.0%
Two or More Races	1.9%	2.6%	0.7%	1.6%	2.5%	0.9%
Hispanic/ Latino (any race)	7.0%	11.45	4.4%	5.4%	9.8%	4.4%

Source: US Census, 2000 and 2010

Table 4. Population by Age in the City of Raleigh, Wake County and United States, 2000-2010

Age (% of pop.)	City of Raleigh			Wake County			United States		
	2000	2010	Change	2000	2010	Change	2000	2010	Change
Under 5	6.3%	7.2%	0.9%	7.2%	7.3%	0.1%	6.8%	6.5%	-0.3%
5 to 9 years	6.0%	6.5%	0.5%	7.3%	7.6%	0.3%	7.3%	6.6%	-0.7%
10 to 14 years	5.5%	5.9%	0.4%	6.9%	7.1%	0.2%	7.3%	6.7%	-0.6%
15 to 19 years	7.2%	7.2%	0%	6.5%	6.9%	0.4%	7.2%	7.1%	-0.1%
20 to 24 years	11.8%	10.1%	-1.7%	7.8%	6.9%	-0.9%	6.7%	7.0%	0.3%
25 to 34 years	20.7%	18.4%	-2.3%	18.1%	15.2%	-2.9%	14.2%	13.3%	-0.9%
35 to 44 years	15.9%	15.2%	-0.7%	18.4%	16.2%	-2.2%	16.0%	13.3%	-2.7%
45 to 54 years	11.9%	12.4%	0.5%	13.4%	14.6%	1.2%	13.4%	14.6%	1.2%
55 to 64 years	6.4%	8.8%	2.4%	6.9%	9.8%	2.9%	8.6%	11.8%	3.2%
65 to 74 years	2.7%	4.4%	1.7%	4.1%	5.0%	0.9%	6.5%	7.0%	0.5%
75 to 84 years	4.4%	2.6%	-1.8%	2.5%	2.6%	0.1%	4.4%	4.2%	-0.2%
85 years or older	2.9%	1.2%	-1.7%	0.8%	1.0%	0.2%	1.5%	1.8%	0.3%
Median Age	30.9	31.9	+1	32.9	34.4	+1.5	35.3	37.2	+1.9

Source: US Census, 2000 and 2010

Table 5. Gender as a Percentage of Population in the City of Raleigh, Wake County and United States, 2000-2010

Gender (% of pop.)	City of Raleigh			Wake County			United States		
	2000	2010	Change	2000	2010	Change	2000	2010	Change
Male	49.5%	48.3%	-1.2%	49.6%	48.7%	-0.9%	49.1%	49.2%	0.1%
Female	50.5%	51.7%	1.2%	50.4%	51.3%	0.9%	50.9%	50.8%	-0.1%

Source: US Census, 2000 and 2010

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Table 6. Household Income in the City of Raleigh and Wake County 2000-2010

Household Income (% of pop.)	City of Raleigh			Wake County		
	2000	2010	Change	2000	2010	Change
Less than \$10,000	7.2%	6.2%	-1.0%	5.5%	4.7%	-0.8%
\$10,000 to \$14,999	4.6%	5.0%	0.4%	3.6%	4.3%	0.7%
\$15,000 to \$24,999	11.3%	12.5%	1.2%	9.2%	9.3%	0.1%
\$25,000 to \$34,999	13.2%	10.5%	-2.7%	11.1%	9.1%	-2.0%
\$35,000 to \$49,999	16.9%	15.9%	-1.0%	15.4%	13.3%	-2.1%
\$50,000 to \$74,999	20.4%	18.7%	-1.7%	21.5%	18.9%	-2.6%
\$75,000 to \$99,999	11.8%	11.6%	-0.2%	14.0%	13.3%	-0.7%
\$100,000 to \$149,999	9.6%	10.9%	1.3%	12.9%	15.2%	2.3%
\$150,000 to \$199,999	2.7%	4.3%	1.6%	3.7%	6.1%	2.4%
\$200,000 or more	2.3%	4.4%	2.1%	3.0%	5.8%	2.8%
Median Income	\$46,612	\$49,931	+\$3,319	\$54,988	\$61,426	+\$6,438

Source: US Census, 2000 and 2010

Table 7. Educational Attainment in the City of Raleigh, Wake County and United States 2000-2010

Education (% of pop. 25 or older)	City of Raleigh			Wake County			United States		
	2000	2010	Change	2000	2010	Change	2000	2010	Change
Less than 9th grade	4.2%	3.5%	-0.7%	3.8%	3.3%	-0.5%	7.6%	5.2%	-2.4%
9th - 12th grade, no diploma	7.3%	4.7%	-2.6%	6.9%	4.0%	-2.9%	12.0%	7.6%	-4.4%
High school graduate	16.2%	16.3%	0.1%	17.8%	16.8%	-1.0%	28.6%	31.2%	2.6%
Some college, no degrees	20.6%	21.1%	0.5%	20.1%	20.3%	0.2%	21.1%	16.8%	-4.3%
Associate's degree	6.9%	8.1%	1.2%	7.6%	8.8%	1.2%	6.3%	9.1%	2.8%
Bachelor's degree	30.4%	31.3%	0.9%	29.6%	31.3%	1.7%	15.5%	19.4%	3.9%
Master's degree or higher	14.4%	15.0%	0.6%	14.3%	15.4%	1.1%	8.9%	10.5%	1.6%

Source: US Census, 2000 and 2010

Table 8. Employment in the City of Raleigh, Wake County and United States, 2000-2010

Employment (% of pop. over 16)	City of Raleigh			Wake County			United States		
	2000	2010	Change	2000	2010	Change	2000	2010	Change
% in Labor Force	72.7%	69.9%	-2.8%	73.8%	71.5%	-2.3%	63.9%	58.5%	-5.4%
% Unemployed	3.8%	10.7%	6.9%	2.9%	9.7%	6.8%	5.8%	9.6%	3.8%

Source: US Census, 2000 and 2010

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Table 9. Mode of Commute by City of Raleigh, Wake County, and United States Workers 2000-2010

Commute (% of workers)	City of Raleigh			Wake County			United States		
	2000	2010	Change	2000	2010	Change	2000	2010	Change
Drove Alone	78.7%	81.2%	2.5%	81.1%	81.5%	0.4%	75.7%	76.6%	0.9%
Carpooled	11.5%	9.1%	-2.4%	11.2%	8.6%	-2.6%	12.2%	9.7%	-2.5%
Public Transit	2.4%	1.6%	-0.8%	1.2%	1.0%	-0.2%	4.7%	4.9%	0.2%
Walked	2.9%	1.8%	-1.1%	1.7%	1.3%	-0.4%	2.9%	2.8%	-0.1%
Other	1.3%	1.4%	0.1%	1.0%	1.4%	0.4%	0.7%	1.7%	1.0%
Worked at Home	3.3%	4.9%	1.6%	3.8%	6.3%	2.5%	3.3%	4.3%	1.0%
Mean Travel Time (min)	22	21.6	-0.4	24.7	23.9	-0.8	25.5	25.1	-0.4

Source: US Census, 2000 and 2010

Table 10. Household Types in City of Raleigh and Wake County 2000-2010

Household Type (% of pop.)	City of Raleigh			Wake County		
	2000	2010	Change	2000	2010	Change
Family w/ kids under 18	26.5%	29.0%	2.5%	34.0%	34.6%	0.6%
Family w/o own kids under 18	28.0%	26.9%	-1.1%	31.6%	31.1%	-0.5%
Non-Family	45.5%	44.1%	-1.4%	34.4%	34.3%	-0.1%
HHs w/ people under 18	28.8%	31.3%	2.5%	36.2%	36.8%	0.6%
HHs w/ people over 65	14.4%	15.0%	0.6%	13.5%	16.1%	2.6%
Avg. HH size	2.30	2.36	0.06	2.51	2.55	0.04
Avg. family size	2.97	3.06	0.09	3.06	3.12	0.06

HH = Household Source: US Census, 2000 and 2010

Table 11. Housing Occupancy in City of Raleigh, Wake County, and United States Workers 2000-2010

Housing Occupancy	City of Raleigh			Wake County			United States		
	2000	2010	Change	2000	2010	Change	2000	2010	Change
Total Housing Units	120,699	176,124	+55,425	258,953	371,836	+112,883	115,904,641	131,704,730	+15,800,089
% Units Occupied	93.3%	92.5%	-0.8%	93.5%	93.0%	-0.5%	91.0%	88.6%	-2.4%
% Vacant	6.7%	7.5%	0.8%	6.5%	7.0%	0.5%	9.0%	11.4%	2.4%
% Owner-Occupied	51.6%	53.5%	1.9%	65.9%	65.1%	-0.8%	66.2%	65.1%	-1.1%
% Renter-Occupied	48.4%	46.5%	-1.9%	34.1%	34.9%	0.8%	33.8%	34.9%	1.1%

Source: US Census, 2000 and 2010

Existing System Overview

Wake County experienced a similar trend in commuting patterns: an increase in people who worked at home and drove alone, a decrease in carpooling, and a slight decrease in the mean travel time of workers. Compared to Raleigh residents, Wake County residents outside the city traveled an average of 23.9 minutes to work, a little over two minutes more than their in-town counterparts.

Household Types

The most common type of household in the City of Raleigh is the non-family, which comprises 44.1% of all households, which may be higher due to several universities in the area. However, between 2000 and 2010 (see **Table 10**) the percentage of households that were families with children under 18 grew by 2.5% to 29%, and non-family households decreased by 1.4%. This shift in the city towards more families with children under 18 is reflected in the growing percentage of children in Raleigh. In contrast, Wake County had an almost even three-way split of household types: roughly one third were families with children under 18 (34.6%), about one third were families without kids under 18 (31.1%), and about one third (34.3%) were non-family households.

2.3.3 Housing Characteristics

Demographics are usually thought of in terms of people, but an overview of the city's housing characteristics can provide additional clues about the population. For example, high levels of homeownership typically signify stable communities, whereas high levels of vacancy can indicate a struggling local economy. The number of new residential units not only mirror population growth, but can also provide clues as to how densely a community is growing as well based on residential building type and annexations.

In absolute numbers, the amount of housing in the City of Raleigh grew by 55,425 units between 2000 and 2010, as shown in **Table 11**, a jump of 45.9%. County-wide, there were 112,883 units added between 2000 and 2010, an increase of 43.6%. Both of these historic rates of housing growth are phenomenal, and are above national trends.

When compared to absolute gains in population, the amount of housing is growing at almost exactly the same rate, indicating no significant change in household size.

According to the 2030 Comprehensive Plan, the most common type of housing in Raleigh is single-family detached homes, the great majority of which were built after 1950; only 6% of existing housing was constructed prior to 1950. The Comprehensive Plan also noted the rise in homeownership, but pointed out that Raleigh is still lagging behind the national average. This may be due to a higher percentage of multi-family rental housing (see **Table 10**) and a large student population (see **Table 4**).

2.3.4 Summary of Implications

With an understanding of Raleigh's population, the next step is to apply these findings to parks, recreation and cultural resource needs. What does this population growth, characteristics, housing, and lifestyles mean for the next 20 years of parks, recreation and cultural resource planning?

Population Growth

The City of Raleigh has experienced rapid growth in both population and land area. Raleigh is expected to continue to grow in population at a healthy pace, and will likely be challenged to not only "catch up" in providing services to the existing population, but plan ahead for future residents. It is essential that the city identify and secure land for parks and facilities now to accommodate the anticipated demand and urbanization.

It is also important to note that the city's population is expected to decrease as a percentage of the county's total population. This implies that the city will have a comparatively less percentage of tax revenue from the county to provide services to residents, but depending on the quality and location of other municipalities' services the city may still be expected by citizens to provide facilities and services.

Chapter Two

Population Characteristics

As a rapidly urbanizing community, the City of Raleigh is becoming a more diverse place in terms of race and ethnicity. From a parks, recreation and cultural resource perspective, this means that the city will be increasingly called upon to serve a broader range of needs, and developing flexible parks and facilities will be key. Taken a step further, the city has an opportunity to provide community gathering places and special events to help bring different groups together and foster a spirit of community.

Raleigh's age profile is also changing in two different ways. There are more children in the city whose families will likely desire nearby neighborhood parks, playgrounds, and youth programs. Concurrently, the 55 to 74 age group, which includes Baby Boomers, is aging, and many may stay in Raleigh to "age in place" due to the city's amenities and moderate climate. The city will need to consider how to improve the accessibility of its parks to meet an aging population's needs; there may also be an increased demand for walking trails and community centers.

Like most of the country, Raleigh residents have suffered as a result of the economic downturn and now have significantly less purchasing power than in 2000. It is essential that parks, recreation and cultural resource opportunities remain affordable, and that the city provide affordable recreation and leisure alternatives.

As Raleigh expands, the transportation network will also need to expand to accommodate the need to travel greater distances. The city is currently heavily oriented towards single-occupancy cars as the mode of transportation to work.

Housing

Most of Raleigh's housing is single-family, detached units built after 1950. Nationwide, many neighborhoods built between 1960 and 1980 lack sidewalks. A large number of Raleigh's homes were built in this era, and lack these facilities, though the city has prepared a Bicycle Transportation Plan to address this issue. As the city improves roadways in these communities, efforts should be made to improve pedestrian connections as well. For the 6% of Raleigh homes built prior to 1950, the parks, recreation and cultural resources

system can actively support the health of these historic communities through attractive streetscapes and the provision of adequate open spaces. Helping to maintain the health of these neighborhoods is critical to Raleigh's sense of place.

Home ownership is rising in Raleigh, but it is still behind the county and national figures, mostly due to the large number of students. Parks and open spaces contribute significantly to quality of life and can ultimately help make the city a place where people want to stay. This improves the tax base and provides stability and security to neighborhoods.

2.3.5 Conclusion

The City of Raleigh is growing and diversifying. Noting historic trends in population growth, the city has grown at a tremendous rate. As a result, the city may need to "catch up" to its population growth and ensure that it is meeting the parks, recreation and cultural resource needs of its current residents equitably. The city's changing age profile is important when considering equitable facilities and services, especially as growing numbers of children, young families and aging Baby Boomers change demands for specific facilities and services. This will be evident in the Needs and Priority Assessment, which includes public engagement. At the same time, a projected population growth of 180,000 by 2030 increases the need for the city to plan for growth by acquiring additional park land in advance of growth in urbanizing areas.

Citations:

¹2010 U.S. Census

²City of Raleigh 2030 Comprehensive Plan. Adopted October, 2009. Pg 11.

³City of Raleigh 2030 Comprehensive Plan. Adopted October, 2009. Pg 11.

⁴City of Raleigh 2030 Comprehensive Plan. Adopted October, 2009. Pg 16.
Note that CAMPO included the city's future annexation areas, and did not study potential limiting factors like water supply.

⁵National Center for Education Statistics. Digest of Education Statistics: Table 268. Degrees conferred by degree-granting institutions, by level of degree and sex of student: Selected years, 1869-70 through 2018-19. Online: http://nces.ed.gov/programs/digest/d09/tables/dt09_268.asp Accessed 9/2012 ⁶U.S. Department of Labor. Bureau of Labor Statistics: Inflation Calculator. Online: http://www.bls.gov/data/inflation_calculator.htm



Existing System Overview

Section 2.4 | Existing Parks and Facilities Overview

2.4 Methodology

With a better understanding of present and future population trends within Raleigh, the existing system overview can turn towards existing parks and facilities. In order to observe system wide successes or opportunities, the consultant team reviewed a sampling of parks and facilities based on geographical mixture and the Department's existing classification system. **Map C** identifies the sample of parks visited. The Capital Area Greenway System was observed separately, with findings documented in Section 2.5 of this report. The following criteria was used and is based in part on guidelines developed by Project for Public Spaces (PPS), a non-profit organization dedicated to helping people create and sustain public spaces that build stronger communities. A copy of the evaluation form can be found in Section 6.1 of the Appendix along with individual park findings.

Proximity/Access/Linkages:

- Is the park easy to reach?
- Can someone who lives nearby easily and safely walk into the park?
- Does the park have clear directional and informational signage/wayfinding?

Comfort and Image:

- What is the first impression a user has of the park?
- Is the park clean and well kept?
- Is there a variety of comfortable places to sit?
- Does the park provide sufficient protection from inclement weather?

Uses and Sociability:

- If a park space, is there a mix of things to do?
- If a special use park, how well does it fulfill its intended function?
- Is the park consistently busy/activated?
- How much of the park space is used versus parts that are unused?
- Is flexibility of spaces maintained?

Environmental Sustainability (Developed and Natural):

- How is stormwater being handled?
- Are there any partnership/environmental opportunities?
- Is the park energy and resource efficient?
- Does the park design/location facilitate and encourage multi-modal transportation?
- Does the landscape utilize native plant materials?
- Does the park or facility utilize stewardship techniques?



Fred Fletcher Park



Shelley Lake

Chapter Two

2.4.1 Facility Ratings

Each park observed was assigned a score based on how well it met the aforementioned criteria at the time of observation. Once all scores were assigned, a matrix was created (see **Table 12**) that allowed system-wide trends to become visible. It is important to note that there is no “one size fits all” set of criteria that can accurately evaluate every type of park. However, seeing each individual park’s score helps to generate a general idea if that park is exceeding, meeting or not meeting expectations.

Exceeding Expectations:

- These parks are functioning as intended and are also exceptionally well maintained, aesthetically pleasing, safe and often demonstrate sustainable techniques.
- The park accommodates a wide variety of uses and maintains a consistently high level of activity while still maintaining flexibility.
- The park shows clear evidence of good design standards and embraces heritage resources (if applicable).
- There are many ways for users to access the park including via mass transit, walking, and biking.
- Multi-purpose fields or lawn surfaces are well maintained and could be considered tournament/competition grade.
- Sports fields may contain premium amenities such as score boards, enclosed dugouts, bleachers and lighting.
- These parks score in the 100-75 range.

Meeting Expectations:

- From a programmatic level, these parks function as intended.
- They are generally well maintained, and may be aesthetically pleasing.
- The park can accommodate several different activities and has a moderate level of activity.
- This park may or may not have a transit stop nearby and has reasonable sidewalk connectivity.
- This park is generally compatible with the surrounding land uses and provides the user with a feeling of safety.
- Field surfaces are well maintained and playable, but typically do not include the premium features that may be present in parks that “exceed expectations.”
- These types of parks score in the 74-50 range.

Not Meeting Expectations:

- These parks are not currently performing as intended.
- Although they can still be well maintained and/or aesthetically pleasing, they typically are not.
- These types of parks may have a consistently low level of activity, few accommodated uses, and may not be compatible with the surrounding land uses.
- These parks may not be perceived as safe by their users.
- It is common for these parks to be difficult to access either by public transit, bicycle, or on foot.
- Field surfaces are not typically well maintained, or the fields are so over-programmed that adequate maintenance is impossible.
- These types of parks score in the 49-0 range.

2.4.2 Individual Facilities Analysis

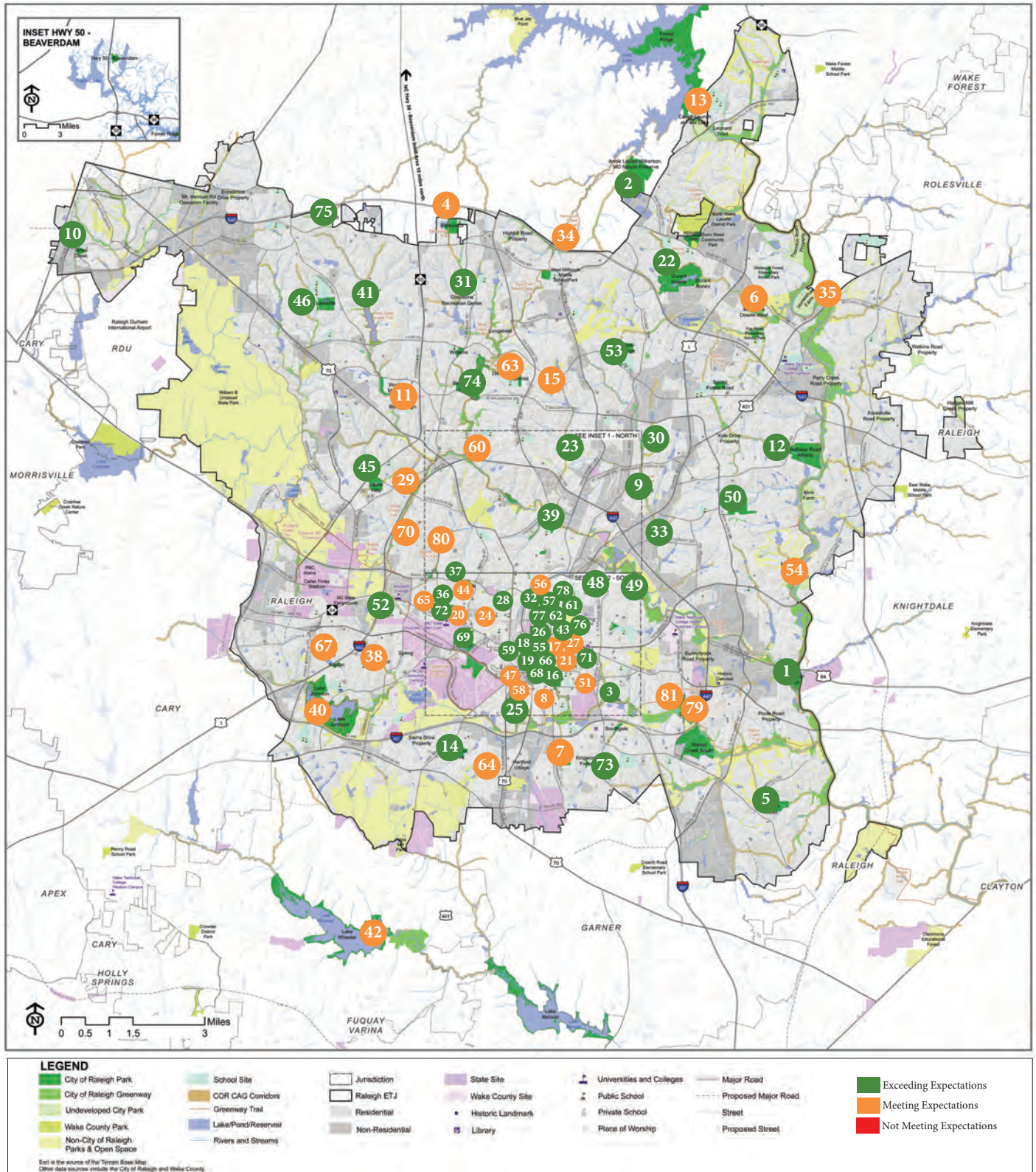
The following are the results of the individual site observations. A sampling of 81 parks and facilities were evaluated by the consultant team over a two week period in October, 2012. Parks and facilities are listed alphabetically in **Table 12**, with identifying scores for each category, weighted overall scores and category score summaries on the last page.

Each park’s observation provides a summary of all four criteria subjects along with site-specific observational notes. It should be noted that these are based on the team’s observations during a limited time period and do not necessarily reflect the recommendations produced during the Needs Assessment portion of this report that includes public engagement.

The following map (see **Map C**) identifies parks visited by the System Plan team. In addition to a geographic mix, the team visited an array of parks from each of the Parks, Recreation and Cultural Resources Department’s current classifications; mini parks, neighborhood parks, community parks, metro parks, nature preserves and special parks.

Existing System Overview

Map C. City of Raleigh Parks and Facilities Observational Sites



Chapter Two

Table 12. Park Observation Results

How to Read Table:

Criteria are listed by category in the far left column. Scores are based on a scale from 1 to 5, with 1 representing the lowest score and 5 representing the highest score possible. In cases where a specific criteria is not applicable, a score of 'n/a' is listed. Final park scores are weighted to a scale of 0-100, with 100 being the highest possible. Numbers shown above park or facility names correspond to locations shown on Map C.

	1	2	3	4	5	6	7	8	9	10	11	12	13
	Anderson Point	Wilkerson Nature Preserve	Apollo Heights	Baileywick	Barwell Road	Berkshire Downs West	Biltmore Hills	Bragg Street	Brentwood	Brier Creek	Brookhaven	Buffaloe Road Athletic	Canoe Launch at Falls Lake
Proximity/ Access/ Linkages (max 30)	22	20	25	18	18	19	21	21	18	22	14	24	15
Visibility from a distance	3	2	4	3	2	4	3	4	2	5	2	4	1
Ease in walking to the park property	3	2	4	3	1	3	4	3	2	5	3	3	2
Transit Access	2	2	5	2	2	3	4	5	4	2	1	2	1
Clarity of information/ signage	5	5	5	2	3	3	3	4	3	2	2	5	5
ADA Compliance	5	4	4	4	5	1	3	3	2	5	2	5	2
Lighting	4	5	3	4	5	5	4	2	5	3	4	5	4
Comfort & Image (max 30)	28	29	27	27	27	19	25	14	27	24	16	30	18
Overall attractiveness	5	5	4	5	5	3	4	3	4	3	3	5	5
Feeling of safety	4	5	4	4	5	5	4	3	5	5	4	5	4
Overall maintenance (Exterior)	5	5	5	5	4	4	4	3	5	4	3	5	5
Overall maintenance (Interior)	5	5	5	5	5	n/a	4	n/a	3	5	n/a	5	n/a
Comfort of places to sit	5	5	4	4	3	4	4	3	5	2	3	5	3
Protection from bad weather	4	4	5	4	5	3	5	2	5	5	3	5	1
Uses and Activities & Sociability (max 20)	18	16	18	16	17	10	17	11	19	19	10	17	14
Mix of Uses & Activities	5	3	4	4	4	3	5	3	5	5	3	5	2
Level of activity	4	4	5	4	4	2	4	3	5	5	2	5	5
Sense of pride/ Ownership	4	5	5	4	5	3	5	3	4	4	3	4	5
Programming Flexibility	5	4	4	4	4	2	3	2	5	5	2	3	2
Environmental Sustainability (max 30)	20	25	23	19	20	12	18	12	22	22	10	28	18
Stormwater Management	3	5	2	2	2	3	2	2	4	2	3	3	3
Multi-modal Capacity	3	2	5	2	1	3	3	4	5	3	2	5	2
Co-location/ Integration	3	3	3	2	5	3	2	3	3	5	2	5	3
Facility Energy Efficiency	4	5	4	3	3	n/a	4	n/a	3	4	n/a	5	5
Stewardship (Exterior)	4	5	4	5	4	3	3	3	5	3	3	5	5
Stewardship (Interior)	3	5	5	5	5	n/a	4	n/a	2	5	n/a	5	n/a
Weighted Total Score: (max 100)	80	82	85	73	75	63	74	61	78	79	53	90	68

Exceeding Expectations

Meeting Expectations

Not Meeting Expectations



Existing System Overview

14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37
Carolina Pines	Cedar Hills	John Chavis	City Cemetery	City of Raleigh Museum	City Plaza	Compiegne	Davie Street	Durant Nature Preserve	Eastgate	Edna Metz Wells	Eliza Pool	Fayetteville Street	Fisher Street	Fred Fletcher	Glen Eden	Green Road	Greystone Recreation Center	Halifax	Hill Street	Honeycutt	Horseshoe Farm	Isabella Cannon	Jaycee
21	18	26	23	24	28	24	23	20	26	19	24	30	12	29	19	27	23	20	25	19	10	25	22
3	2	5	5	4	5	5	4	1	4	2	5	5	2	5	3	5	3	3	3	2	1	3	4
3	3	5	5	5	5	4	5	2	5	5	4	5	2	5	4	5	3	4	5	3	1	5	4
4	3	5	5	5	5	5	4	4	4	4	3	5	3	5	2	5	2	5	3	2	2	4	4
3	2	3	4	3	3	3	4	5	4	2	4	5	1	5	4	4	5	3	4	4	2	4	3
3	3	4	1	4	5	2	3	3	4	1	4	5	1	4	3	3	5	2	5	3	1	5	3
5	5	4	3	3	5	5	3	5	5	5	4	5	3	5	3	5	5	3	5	5	3	4	4
24	21	28	17	25	25	22	23	25	23	16	26	24	14	29	22	30	29	20	30	27	18	25	25
4	4	5	5	4	5	4	4	4	5	4	4	5	3	5	4	5	5	4	5	5	4	5	4
4	3	5	5	5	5	5	4	4	4	3	5	5	3	5	3	5	5	5	5	4	5	5	4
4	3	4	5	5	5	5	4	5	5	4	4	5	4	5	4	5	5	5	5	5	5	5	4
4	3	5	n/a	4	n/a	n/a	3	4	n/a	n/a	4	n/a	n/a	4	4	5	5	n/a	5	4	n/a	n/a	5
3	4	4	1	2	5	4	3	4	5	3	4	5	2	5	3	5	4	3	5	4	3	5	3
5	4	5	1	5	5	4	5	4	4	2	5	4	2	5	4	5	5	3	5	5	1	5	5
17	14	18	12	15	20	6	13	17	18	7	17	18	12	20	16	17	16	18	15	15	12	15	19
5	5	5	2	3	5	1	4	5	5	1	5	4	3	5	4	5	3	4	4	5	2	3	5
5	4	5	3	3	5	1	3	4	5	2	3	5	3	5	5	5	5	5	3	3	2	5	5
4	3	5	5	5	5	2	4	3	5	3	4	5	4	5	4	4	4	4	5	3	3	4	5
3	2	3	2	4	5	2	2	5	3	1	5	4	2	5	3	3	4	5	3	4	5	3	4
21	19	24	15	21	17	17	19	23	19	20	22	17	11	24	19	24	20	18	29	19	20	20	24
3	3	2	2	2	3	3	1	5	4	4	3	4	2	4	2	3	3	3	5	3	5	3	3
4	2	5	5	5	5	3	4	3	4	4	5	5	3	3	3	3	3	3	4	3	2	4	5
2	4	3	3	5	5	1	4	3	3	3	2	3	3	5	2	5	4	5	5	2	3	3	3
4	3	5	n/a	3	n/a	5	3	3	3	5	3	n/a	n/a	3	3	3	5	3	5	3	5	5	4
4	4	4	5	3	4	5	4	5	5	4	4	5	3	5	4	5	n/a	4	5	4	5	5	4
4	3	5	n/a	3	n/a	n/a	3	4	n/a	n/a	5	n/a	n/a	4	5	5	5	n/a	5	4	n/a	n/a	5
75	65	87	71	77	95	73	71	77	91	65	81	94	52	93	69	89	84	80	90	73	63	89	82

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Table 12. Park Observation Results (con't)

	38	39	40	41	42	43	44	45	46	47	48	49	50
	Kentwood	Kiwanis	Lake Johnson	Lake Lynn	Lake Wheeler	Lane Street	Latta Property	Laurel Hills	Leesville	Lenoir Street	Lions	Lockwood	Marsh Creek
Proximity/ Access/ Linkages (max 30)	25	27	20	22	14	28	15	18	20	21	25	23	23
Visibility from a distance	4	5	4	4	3	5	4	3	3	3	4	4	2
Ease in walking to the park property	5	5	3	3	2	5	2	2	4	4	2	4	4
Transit Access	4	5	2	2	2	5	3	5	2	5	5	4	4
Clarity of information/ signage	5	4	4	5	2	5	1	2	3	4	5	2	4
ADA Compliance	2	3	4	4	2	4	2	3	4	2	4	5	5
Lighting	5	5	3	4	3	4	3	3	4	3	5	4	4
Comfort & Image (max 30)	19	25	22	26	24	21	17	25	25	13	27	22	28
Overall attractiveness	3	4	4	5	3	5	4	4	4	3	5	5	5
Feeling of safety	4	5	3	4	4	5	4	4	4	3	4	5	4
Overall maintenance (Exterior)	2	4	4	5	4	4	4	4	4	3	5	5	5
Overall maintenance (Interior)	1	3	5	5	4	n/a	n/a	5	5	n/a	5	n/a	5
Comfort of places to sit	4	4	3	3	4	4	2	3	3	1	3	5	4
Protection from bad weather	5	5	3	4	5	3	3	5	5	3	5	2	5
Uses and Activities & Sociability (max 20)	13	16	17	19	18	16	12	17	14	13	18	19	19
Mix of Uses & Activities	5	5	4	5	5	4	2	5	4	4	5	4	5
Level of activity	4	3	5	5	5	4	2	5	3	3	4	5	5
Sense of pride/ Ownership	3	4	5	5	4	4	4	4	4	4	5	5	5
Programming Flexibility	1	4	3	4	4	4	4	3	3	2	4	5	4
Environmental Sustainability (max 30)	15	22	20	23	19	14	12	23	25	12	22	15	26
Stormwater Management	3	3	3	3	2	2	2	3	4	2	2	2	3
Multi-modal Capacity	4	5	3	2	2	5	3	4	3	4	4	5	5
Co-location/ Integration	2	4	3	4	4	3	3	3	4	3	4	3	3
Facility Energy Efficiency	2	3	3	4	3	n/a	n/a	3	5	n/a	4	n/a	5
Stewardship (Exterior)	2	4	4	5	4	4	4	5	4	3	4	5	5
Stewardship (Interior)	2	3	4	5	4	n/a	n/a	5	5	n/a	4	n/a	5
Weighted Total Score: (max 100)	65	82	72	82	68	83	59	75	76	62	84	83	87

Exceeding Expectations Meeting Expectations Not Meeting Expectations



Existing System Overview

51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74
Martin L King Jr Memorial	Method	Millbrook - Exchange	Millburnie	Moore Square	Mordecai	Mordecai Square	Mount Hope Cemetery	Nash Square	North Hills	Oakwood	Oakwood Commons	Optimist	Peach Road	Pollock	Pope House	Powell Drive	Progress Energy Center Grounds	Pullen	Ridge Road	Roberts	Rose Garden & Little Theater	Sanderford Road	Shelley Lake - Sertoma
27	24	29	15	27	21	29	19	28	17	22	24	17	19	20	24	18	29	28	17	21	25	24	24
5	4	5	1	5	4	5	4	5	3	5	5	3	3	5	5	3	5	5	2	5	4	4	4
5	4	5	2	5	3	5	3	5	3	4	5	2	3	3	5	3	5	4	4	4	5	3	4
5	5	5	2	5	5	5	4	5	2	5	5	5	3	4	5	2	5	5	2	3	4	5	5
4	3	5	3	4	4	4	3	4	2	3	3	2	3	3	3	3	4	5	2	3	4	3	5
5	3	4	2	4	2	5	2	5	3	2	2	2	4	1	3	2	5	4	4	3	3	4	2
3	5	5	5	4	3	5	3	4	4	3	4	3	3	4	3	5	5	5	3	3	5	5	4
20	26	30	14	17	18	30	16	23	15	26	22	20	24	19	25	16	23	29	17	28	29	25	22
5	4	5	4	3	4	5	4	5	3	4	5	3	4	4	5	2	5	5	3	5	5	4	4
5	4	5	3	4	4	5	3	5	3	5	5	3	4	5	4	3	4	5	3	5	5	4	4
4	5	5	3	4	4	5	4	5	3	5	5	3	4	4	4	2	5	5	3	4	5	5	4
n/a	4	5	n/a	n/a	n/a	5	n/a	n/a	n/a	5	n/a	4	4	n/a	5	n/a	n/a	4	3	5	4	4	3
4	4	5	3	3	3	5	3	5	3	3	4	3	3	3	2	4	4	5	1	4	5	3	3
2	5	5	1	3	3	5	2	3	3	4	3	4	5	3	5	5	5	5	4	5	5	5	4
12	14	18	11	17	15	19	13	17	14	16	19	14	16	15	15	11	17	19	10	19	11	19	17
2	5	5	3	4	4	5	3	3	3	3	4	5	4	3	4	4	4	5	4	5	3	5	5
3	3	5	4	5	4	5	3	5	5	5	5	3	4	3	3	2	4	5	1	5	3	5	5
4	3	5	3	4	4	5	4	5	3	5	5	3	4	5	5	2	5	5	3	5	3	5	4
3	3	3	1	4	3	4	3	4	3	3	5	3	4	4	3	3	4	4	2	4	2	4	3
10	21	26	17	16	13	25	13	15	9	18	15	21	19	15	19	15	16	27	17	22	23	23	23
1	2	3	4	2	2	2	2	2	2	2	3	2	2	3	2	4	2	3	2	2	3	2	3
5	3	4	5	5	4	5	4	5	2	3	4	4	3	4	4	3	5	5	2	4	3	5	5
2	4	5	5	3	3	4	3	3	2	2	3	4	3	4	3	3	4	5	4	3	5	3	4
n/a	4	4	n/a	3	n/a	4	n/a	n/a	n/a	4	n/a	4	3	n/a	3	3	n/a	4	3	4	3	5	3
2	4	5	3	3	4	5	4	5	3	3	5	3	4	4	3	2	5	5	3	4	5	3	4
n/a	4	5	n/a	n/a	n/a	5	n/a	n/a	n/a	4	n/a	4	4	n/a	4	n/a	n/a	5	3	5	4	5	4
73	77	94	60	81	71	94	64	87	58	75	84	65	71	73	75	63	77	94	55	82	80	83	78

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Table 12. Park Observation Results (con't)

	75	76	77	78	79	80	81	
	Strickland	Tarboro Road	Tucker House	Vallie Henderson	Walnut Creek North	Windemere Beaver Dam	Worthdale	Total
Proximity/ Access/ Linkages (max 30)	22	26	24	23	18	14	18	22
Visibility from a distance	4	5	4	4	4	4	3	73
Ease in walking to the park property	2	5	5	4	1	2	3	72
Transit Access	2	4	5	5	1	2	2	73
Clarity of information/ signage	4	5	4	2	4	1	2	68
ADA Compliance	5	4	3	4	4	2	4	65
Lighting	5	3	3	4	4	3	4	80
Comfort & Image (max 30)	21	26	27	29	23	16	21	23
Overall attractiveness	5	4	5	5	5	4	4	84
Feeling of safety	5	5	4	5	4	4	3	84
Overall maintenance (Exterior)	5	4	5	5	5	4	4	86
Overall maintenance (Interior)	n/a	5	5	5	4	n/a	4	82
Comfort of places to sit	4	3	3	4	3	2	2	70
Protection from bad weather	2	5	5	5	2	2	4	78
Uses and Activities & Sociability (max 20)	18	18	17	14	10	15	17	16
Mix of Uses & Activities	4	5	3	3	2	3	5	78
Level of activity	5	5	5	3	2	4	5	79
Sense of pride/ Ownership	5	4	5	5	4	5	4	83
Programming Flexibility	4	4	4	3	2	3	3	66
Environmental Sustainability (max 30)	15	23	23	20	20	13	20	19
Stormwater Management	4	2	2	3	3	3	2	54
Multi-modal Capacity	3	5	5	4	2	3	3	73
Co-location/ Integration	3	4	3	3	2	3	3	66
Facility Energy Efficiency	n/a	4	3	n/a	3	n/a	4	83
Stewardship (Exterior)	5	4	5	5	5	4	4	81
Stewardship (Interior)	n/a	4	5	5	5	n/a	4	82
Weighted Total Score: (max 100)	80	85	83	82	65	61	69	

Exceeding Expectations Meeting Expectations Not Meeting Expectations



Existing System Overview

2.4.3 Successes of Existing Park System

The following are examples of successes of the existing parks system observed by the consultant team. In addition, corresponding policies and actions from the 2030 Comp Plan have been identified in order to assist in the integration of these initiatives into the System Plan. Policies and actions listed are not exhaustive. Instead, these lists provide a summary of potential corresponding efforts with a more thorough list of Action Items in Chapter 5.

Appearance Factor of Maintenance

The overwhelming majority of the parks visited by the project team appeared to be well maintained. There were few incidences of litter; the landscape appeared well kept, and most of the park structures were in good or stable condition. Despite heavy or over use of some facilities, the general condition of facilities and amenities was good.

Corresponding 2030 Comp Plan policies and actions:

- PR 6.1 - Innovative Maintenance Strategies

Making Parks Green Through Sustainability

Many parks provided on-site recycling, which appeared to be well used. Additionally, many of the park landscapes, most notably the newer parks, incorporate native plant materials. Standards for newly designed and constructed parks show a vast improvement to the handling of stormwater and attention to water quality. In addition, solar and LED lighting is being installed throughout the system and some parks offer charging stations for electric vehicles. Facilities, mostly a number of community and neighborhood centers, have been updated with new energy efficient lighting and HVAC systems.

Corresponding 2030 Comp Plan policies and actions:

- PR 4.2 - Sustainable Park Design
- PR 4.2 - Sustainable Practice Development
- PR 6.3 - Park Stewardship
- PR 6.6 - Stewardship Capacity
- EP 1.7 - Sustainable Development
- EP 1.8 - Sustainable Sites
- EP 3.8 - Low Impact Development

Increase Use by Connectivity

For a predominantly suburban community, the City of Raleigh exhibits good overall connectivity near parks. Multi-modal options are offered at a number of the larger community and metro parks throughout the city; however, complete access is still lacking. Shelley Lake Park offers a wonderful combination of park facilities serving as a Park and Ride facility while also providing connectivity to mass transit for park users.

Corresponding 2030 Comp Plan policies and actions:

- PR 3.6 - Greenway Connectivity
- PR 3.8 - Pedestrian Links to Greenways
- PR 5.4 - Improving Park Access
- T 5.4 - Pedestrian and Bicycle Network Connectivity
- T 5.7 - Capital Area Greenway

Making Parks Last with Higher Quality

The newer parks in Raleigh, such as Hill Street Park and renovated facilities such as Jaycee Park Community Center, are raising the bar for sustainability, quality, and design within the park system. These parks exhibit an awareness of the need for connectivity, sustainability, and functionality within park design. Additionally, the quality of their furnishings, materials, and construction is high.

Corresponding 2030 Comp Plan policies and actions:

- HP 1.1 - Stewardship of Place
- EP 1.9 - Sustainable Public Realm

2.4.4 Opportunities for Existing Park System

Universal Accessibility

Accessibility can be improved system wide, most notably in older parks. Clear markings for accessible parking spaces and routes were lacking in many parks. Many seating areas were often set back from accessible routes or located within turf areas. Playgrounds in many cases lacked accessible routes and either had a sand or engineered wood mulch surface, which typically lacked the level of maintenance needed to provide universal access. Some park shelters lacked accessible picnic tables and/ or restroom facilities.

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New playgrounds and parks throughout the system have an increased level of accessibility, which is fully reflective of the needs demonstrated by users. Parks such as Marsh Creek and Strickland Road Park are great examples of newer parks that demonstrate excellent accessibility.

Corresponding 2030 Comp Plan policies and actions:

- PR 2.2 - Park Accessibility
- PR 4.6 - Universal Access

Leading by Example with Stormwater Management:

A system wide approach to stormwater management is needed. Several older parks throughout the system lack any kind of storage, treatment and management system for stormwater on-site. Some parks have erosion problems due to development of amenities within high sloped areas and lack vegetation, which adds to the issues of water quality. Other parks channel stormwater from parking areas to nearby streets, which tax the existing infrastructure with additional runoff. In general, parks should be examples within the community of good water management techniques. Strickland Road Park and a number of parks with existing lakes provide good examples of stormwater management and/or techniques to improve stormwater quality.

Corresponding 2030 Comp Plan policies and actions:

- PR 6.1 - Innovative Maintenance
- EP 3.12 - Mitigation Stormwater Impacts
- EP 3.16 - Stormwater Management
- PU 5.1 - Sustainable Stormwater
- PU 5.6 - Rainwater Collection and Storage

Economics of Program Flexibility:

Several parks throughout the system provide single-use facilities and/or programming that requires a high level of investment for equipment and construction but do not offer flexibility for multiple uses. Examples include the large number of baseball and softball fields, particularly lighted fields that are commonly sited in configurations or locations that limit use as multi-purpose fields. Configuring fields to face towards one another with lighting along the perimeter can provide the opportunity to locate a multi-purpose field between the baseball fields. Athletic fields represent a high level of maintenance, which should be utilized by multiple programs.

Many new community or neighborhood centers are being constructed with flexible multi-purpose rooms with moveable walls. Two centers, Barwell and Brier Creek Community Centers, are directly connected to schools, which provide a high level of flexibility as the centers are often used for school programs during the day and community events in the evening and weekends. Extended hours for these centers is critical in order to provide ample community use of the facilities.

Corresponding 2030 Comp Plan policies and actions:

- PR 1.3 - Coordinated Park Planning
- PR 2.8 - Creating Recreation Facilities through Adaptive Reuse
- PR 4.1 - Recreation Facilities and Programs
- PR 4.9 - Adequate Indoor Facilities

Leading with Wayfinding:

The city has implemented a new set of standards (Master Sign Program, 2006) for wayfinding, which is being implemented as funding allows but was not represented in all parks observed. There was a clear difference in the type of wayfinding in parks with the new standards implemented compared to parks that lack the standards. Two very helpful features of the new signage standards are a location map and directional signage for amenities. As these standards are implemented in all parks, these features should be included. Wayfinding is an important part of encouraging users to explore park offerings and overall branding of the system. Include such features as website addresses, phone numbers, QR Codes, and bus route information as part of the signage information to assist user education.

Interpretive and educational signage is lacking in many parks that offered exercise stations or contained natural features. This represents a missed educational opportunity. The addition of directional signage can inform park users of nearby community and commercial points of interest, providing a more meaningful experience.

Corresponding 2030 Comp Plan policies and actions:

- PR 5.3 - Interpretive Conservation Activities
- PR 6.5 - Awareness of Natural Resource Areas
- AC 1.1 - Public Art and Neighborhood Identity
- AC 1.2 - Public Art in Public Spaces and Public Projects



Existing System Overview

Section 2.5 | Existing Greenway System Overview

2.5 Methodology

Greenway network observations included a sampling of the overall Capital Area Greenway System by the consultant by foot and bicycle. Specific greenway trail findings can be found in Section 6.2 of the Appendix. Individual greenway notes are provided for each segment observed.

Access and Connectivity:

- What amenities and destinations are nearby?
- Is there connectivity to adjacent sidewalks and bike lanes?
- Are there connections to additional trails?
- Is the greenway accessible?

Use and Activities:

- Is there a good mix of uses?
- What is the observed level of use?
- Are there any potentials for user conflicts?

User Safety:

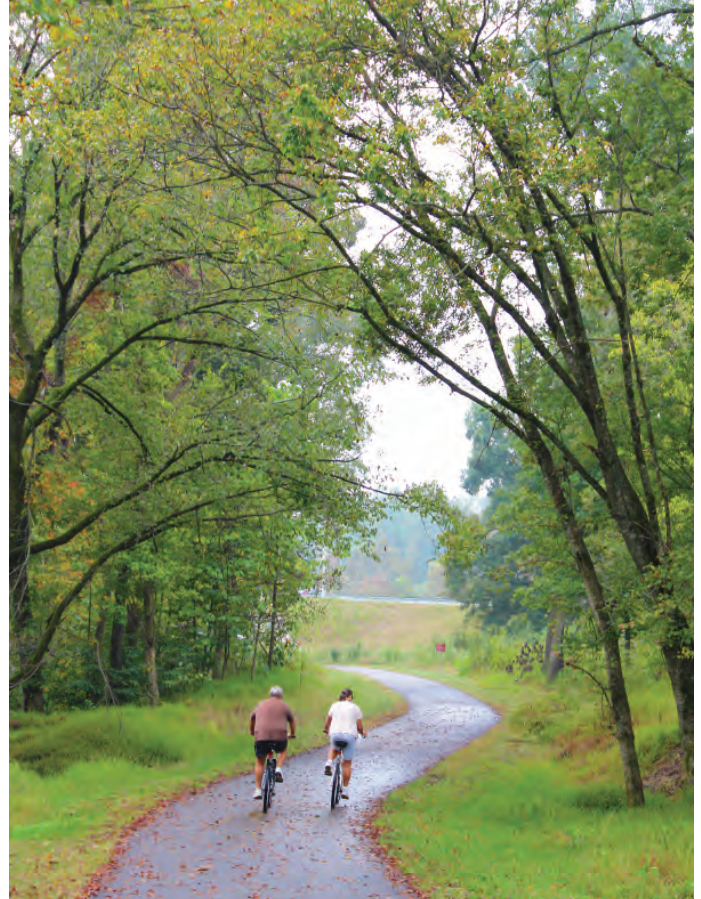
- Is there appropriate signage and wayfinding?
- Are sight lines and clear views provided?
- Are crosswalks sufficiently marked?
- Are there pedestrian signals at intersections?
- What is the condition and type of lighting?

Trail Amenities:

- Are seating options provided along greenway?
- Is there parking provided where appropriate?
- Are bicycle parking facilities provided?
- Are there restrooms provided?
- Is there a wayfinding system established or implemented?
- What type of landscape is provided, and is it sustainable, native or low maintenance?

Trail Infrastructure:

- How is stormwater and drainage treated?
- Is the greenway clean and maintained well?
- What is the condition of the greenway tread?
- Are shoulders provided where appropriate?



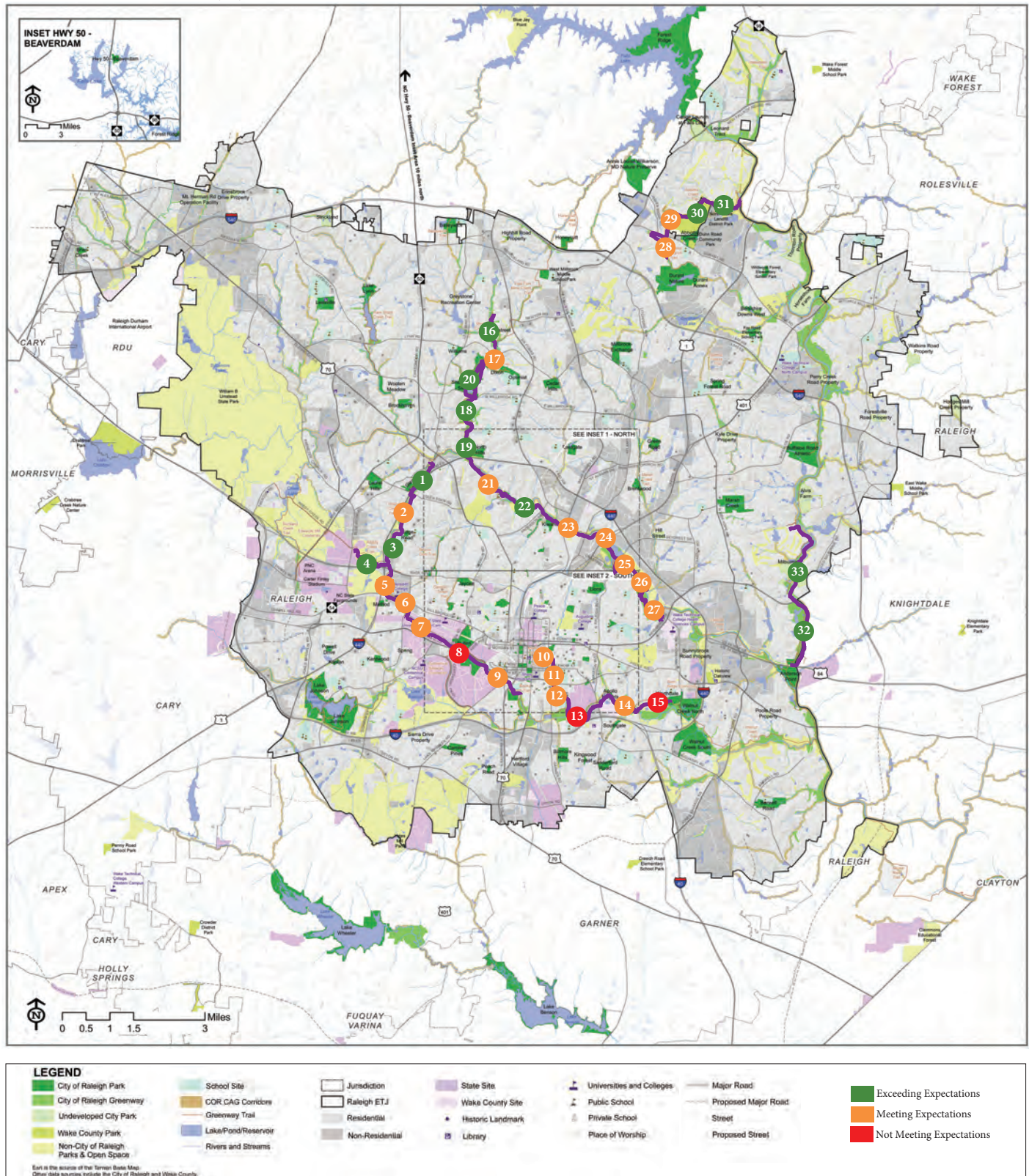
Neuse River Trail at Falls Lake

2.5.1 Individual Greenway Analysis

Results of the individual greenway observations can be found in **Table 13**. A sampling of the Capital Area Greenway System was observed by the consultant team over a one week period in October, 2012. Observations help identify the strengths, weaknesses and opportunities for improvements for system wide issues as well as specific greenway trails. **Map D** identifies greenway trails observed by the System Plan team.

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Map D. Capital Area Greenway System Observational Sites



Existing System Overview

Table 13. Greenway Observation Results

How to Read Table:

Criteria are listed by category in the far left column. Scores are based on a scale from 1 to 5, with 1 representing the lowest score and 5 representing the highest score possible. In cases where a specific criteria is not applicable, a score of 'n/a' is listed. Final greenway scores are weighted to a scale of 0-100, with 100 being the highest possible. Numbers shown above greenway names correspond to locations shown on Map D.

	1	2	3	4	5	6	7	8	9	10
Crabtree Creek/ House Creek Trail Blue Ridge Road to Glen Eden Road										
House Creek Trail Glen Eden Road to Horton Street										
House Creek Trail Horton Street to Reedy Creek Trail										
Reedy Creek Trail House Creek Trail to Reedy Creek Road										
Reedy Creek Trail Pedestrian Bridge to Meredith College										
Reedy Creek Trail Meredith College to NC State Sullivan										
Rocky Branch Trail Sullivan/ Gorman St. to Morrill Underpass										
Rocky Branch Trail Morrill Underpass to Hunt Drive										
Rocky Branch Trail Hunt Drive to Mount Hope Cemetery										
Little Rock Trail Martin Street to Chavis Way (Martin Connector)										
Access + Connectivity (max 20)	18	10	18	15	12	11	18	11	11	6
Nearby Destinations	5	3	5	5	5	5	5	4	4	5
Adjacent Bike Lanes + Sidewalks	4	3	4	4	1	2	4	1	4	1
Trail Spurs or Trail Connections	5	n/a	5	5	2	1	5	4	n/a	n/a
ADA Accessible	4	4	4	1	4	3	4	2	3	n/a
Use + Activities (max 15)	15	9	12	11	13	6	12	5	9	0
Mix of Uses	5	2	4	5	5	3	5	3	3	n/a
Level of Observed Activity	5	4	4	5	4	3	5	1	2	n/a
Potential for User Conflicts	5	3	4	1	4	0	2	1	4	n/a
User Safety (max 35)	25	20	21	25	21	24	18	12	18	6
Regulatory Signage	5	4	4	5	3	3	1	1	1	1
Sight Line/ Clear Views	5	3	4	3	5	5	2	1	3	n/a
Marked Crosswalks	4	1	1	4	2	4	4	2	3	n/a
Access Control	5	5	5	5	5	5	5	3	5	n/a
Pedestrian Signals	n/a	1	1	5	n/a	5	n/a	1	1	n/a
Lighting	1	1	1	n/a	1	2	2	1	1	5
Railings	5	5	5	3	5	n/a	4	3	4	n/a
Trail Amenities (max 40)	28	16	26	26	9	6	18	16	19	0
Seating	5	1	3	1	n/a	n/a	2	n/a	5	n/a
Trash Receptacles/ Recycling	5	1	5	5	1	n/a	2	n/a	5	n/a
Automobile Parking	4	2	5	4	n/a	n/a	n/a	5	5	n/a
Bicycle Parking	1	1	1	1	n/a	n/a	4	1	1	n/a
Fitness Stations	n/a	n/a	1	1	n/a	n/a	n/a	1	n/a	n/a
Restrooms	3	1	1	4	n/a	n/a	1	5	n/a	n/a
Interpretive Wayfinding	5	5	5	5	3	2	5	2	1	n/a
Landscape	5	5	5	5	5	4	4	2	2	n/a
Trail Infrastructure (max 20)	20	18	20	19	15	17	11	7	14	0
Drainage Facilities	5	3	5	5	3	5	3	2	2	n/a
Cleanliness/ Overall Maintenance	5	5	5	5	5	5	3	1	4	n/a
Tread Condition	5	5	5	4	3	3	3	2	4	n/a
Shoulders	5	5	5	5	4	4	2	2	4	n/a
Weighted Total Score: (max 100)	88	61	75	77	70	67	67	43	62	60

Exceeding Expectations

Meeting Expectations

Not Meeting Expectations

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Table 13. Greenway Observation Results (con't)

	11	12	13	14	15	16	17	18	19	20	21
	Little Rock Trail Matrin St. to MLK Jr. Drive	Little Rock Trail MLK Jr. Drive to Walnut Wetland Center	Walnut Creek Trail WCT-A Walnut Wetland Center to Rock Quarry Road	Walnut Creek Trail Rock Quarry Road to Dacian Road	Walnut Creek Trail Dacian Road to Worthdale Park	Mine Creek Trail Sawmill Road to E. Fork Mine Trail (Hiking Trail)	Mine Creek Trail E. Fork Mine Trail to Shelley Lake Trail	Mine Creek Trail Shelley Lake Trail to North Hills Drive	Mine Creek Trail Mine Creek Trail to Crabtree Creek Trail	Shelley Lake Trail Mine Creek Trail to W. Millbrook Trail Road	Crabtree Creek Trail I-440 to Hertford Street
Access + Connectivity (max 20)	11	9	10	13	6	0	9	13	10	13	11
Nearby Destinations	5	4	2	3	3	n/a	2	4	3	4	3
Adjacent Bike Lanes + Sidewalks	2	1	2	n/a	1	n/a	n/a	n/a	n/a	n/a	2
Trail Spurs or Trail Connections	3	2	1	5	1	n/a	5	5	4	5	3
ADA Accessible	1	2	5	5	1	n/a	2	4	3	4	3
Use + Activities (max 15)	9	7	3	6	3	0	12	12	9	12	8
Mix of Uses	2	1	1	2	1	n/a	3	5	2	5	2
Level of Observed Activity	2	1	1	1	1	n/a	4	5	2	5	3
Potential for User Conflicts	5	5	1	3	1	n/a	5	2	5	2	3
User Safety (max 35)	16	14	9	17	5	0	8	8	22	9	9
Regulatory Signage	2	2	1	1	1	n/a	2	1	4	2	3
Sight Line/ Clear Views	5	5	3	4	3	n/a	5	3	5	3	3
Marked Crosswalks	1	1	1	1	1	n/a	n/a	n/a	5	n/a	n/a
Access Control	4	5	4	5	n/a	n/a	n/a	n/a	5	n/a	n/a
Pedestrian Signals	1	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lighting	3	n/a	n/a	1	n/a	n/a	1	n/a	n/a	n/a	n/a
Railings	n/a	n/a	n/a	5	n/a	n/a	n/a	4	3	4	3
Trail Amenities (max 40)	20	26	17	17	16	0	17	28	14	31	11
Seating	5	1	5	2	3	n/a	5	5	3	5	1
Trash Receptacles/ Recycling	5	4	5	2	1	n/a	5	4	2	4	2
Automobile Parking	1	4	n/a	2	3	n/a	n/a	5	n/a	5	n/a
Bicycle Parking	1	1	1	1	1	n/a	n/a	n/a	n/a	1	n/a
Fitness Stations	1	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2	n/a
Restrooms	1	5	1	2	4	n/a	n/a	5	n/a	5	n/a
Interpretive Wayfinding	3	5	2	4	1	n/a	3	5	4	5	4
Landscape	3	5	3	4	3	n/a	4	4	5	4	4
Trail Infrastructure (max 20)	15	19	8	7	6	0	11	12	18	15	14
Drainage Facilities	3	5	2	2	1	n/a	3	3	5	4	4
Cleanliness/ Overall Maintenance	4	5	2	1	1	n/a	3	4	5	4	3
Tread Condition	3	4	2	1	1	n/a	3	3	4	4	3
Shoulders	5	5	2	3	3	n/a	2	2	4	3	4
Weighted Total Score: (max 100)	57	63	45	52	34	0	67	77	77	76	59

Exceeding Expectations Meeting Expectations Not Meeting Expectations



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22	23	24	25	26	27	28	29	30	31	32	33	
Crabtree Creek Trail Hertford Street to Rothgeb Drive	Crabtree Creek Trail Rothgeb Drive to Trail Intersection	Crabtree Creek Trail Trail Intersection to Atlantic Ave.	Crabtree Creek Trail Atlantic Ave. to N. Raleigh Blvd.	Crabtree Creek Trail N. Raleigh Blvd. to Trail Spur	Crabtree Creek Trail Trail Spur to Shanta Drive	Simms Branch Trail Hiking Trail Road to Durant Road	Abbotts Creek Trail Durant Road to Falls River Ave.	Abbotts Creek Trail Falls River Ave. to Ashmead Lane	Abbotts Creek Trail Falls River Ave. to Falls River Ave.	Neuse River Trail Anderson Point Drive to Boardwalk	Neuse River Trail Raleigh Beach Road to Crag Burn Lane	Total
14	15	12	11	13	12	15	11	17	17	16	12	14
4	3	2	3	2	3	4	4	5	4	4	4	76
4	3	1	3	3	1	4	3	4	4	3	n/a	53
2	5	5	1	5	5	4	1	5	4	4	4	73
4	4	4	4	3	3	3	3	3	5	5	4	67
12	9	10	10	11	9	9	10	12	13	0	8	10
4	4	3	4	3	3	2	4	4	4	n/a	2	64
4	3	3	4	3	3	2	3	4	4	n/a	2	62
4	2	4	2	5	3	5	3	4	5	n/a	4	65
17	14	13	18	21	14	14	15	11	26	21	17	22
3	3	3	3	3	3	2	1	4	4	5	4	53
5	3	3	3	5	3	4	4	3	5	5	5	76
4	2	1	3	3	2	4	2	1	3	1	n/a	47
5	4	n/a	4	n/a	4	4	n/a	3	4	5	4	90
n/a	1	n/a	n/a	5	n/a	n/a	5	n/a	4	n/a	n/a	52
n/a	1	2	1	1	n/a	n/a	3	n/a	1	n/a	n/a	32
n/a	n/a	4	4	4	2	n/a	n/a	n/a	5	5	4	81
15	17	7	9	13	7	20	13	30	14	26	22	24
4	3	1	2	3	1	4	1	4	4	3	4	61
4	3	1	4	3	1	4	4	4	1	4	4	66
n/a	4	n/a	2	n/a	n/a	4	n/a	5	n/a	5	5	78
n/a	n/a	n/a	n/a	n/a	n/a	1	1	4	n/a	n/a	n/a	28
n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	23
n/a	n/a	n/a	n/a	n/a	n/a	1	n/a	5	n/a	5	1	59
3	3	2	1	3	1	2	3	3	5	5	4	67
4	4	3	n/a	4	4	4	4	5	4	4	4	80
17	16	16	9	16	0	15	0	16	20	20	20	15
4	4	4	1	4	n/a	4	n/a	4	5	5	5	72
4	4	4	4	4	n/a	4	n/a	4	5	5	5	78
5	4	4	4	4	n/a	3	n/a	4	5	5	5	72
4	4	4	n/a	4	n/a	4	n/a	4	5	5	5	77
75	65	58	57	70	53	66	58	75	82	87	79	

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2.5.2 Successes of the Greenway System

The following are examples of successes of the existing Capital Area Greenway System observed by the consultant team. Corresponding policies and actions from the 2030 Comprehensive Plan have been identified for integration of these initiatives into the System Plan. Policies and actions listed are not exhaustive. Instead, these provide a summary of potential corresponding efforts with a more thorough list of Action Items for the Capital Area Greenways System in Chapter 5.

Diverse User Experience

The diverse range of trail types offers a variety of aesthetic and sensory user experiences. Natural surface hiking trails, as seen on the west side of Lake Johnson and northern portion of Mine Creek Trail, provide a natural experience within an urban area and include a variety of challenges suitable for families, trail runners, and recreational hikers. Paved multi-use trails are found near parks, including Abbotts Creek Trail near North Wake Landfill District Park and Reedy Creek Trail through the North Carolina Museum of Art. Other paved multi-use trails provide loops and connections to neighborhoods. Through observations, a growing population of bicyclists are using trails for transportation, portions of Reedy Creek Trail and Rocky Branch are becoming important connections within the commuter trail network.

Corresponding 2030 Comp Plan policies and actions:

- PR 3.1 - Greenway Trail Expansion
- PR 3.1 - Capital Area Greenway

Navigation and Wayfinding

The Master Sign Program provides eight different typologies of wayfinding signage for the greenway system. These include trailhead identification, trail markers, pedestrian directional, mile markers, regulatory signage, confidence markers, interpretive signage, and map kiosks. This branded package provides standards and guidelines to unify the system and improves legibility for navigating

the city. User experience is enhanced by maps depicting connections and lengths of trails, mile markers aiding in fitness milestones and emergency locators, confidence markers indicating users are on the correct route during on-road transitions, and navigation aids at trail intersections.

Corresponding 2030 Comp Plan policies and actions:

- PR 3.2 - Greenway Awareness



Baileywick Trail

Connectivity and Access

With over 104 miles of trails, Raleigh is well connected to downtown urban environments, suburban residences and commercial areas, and more remote rural landscapes. Reaching in all directions, the system is well planned to connect users at a local and regional level. The eastern edge of the Neuse River Trail connects North Raleigh to South Raleigh and beyond to Clayton and other towns along the Neuse River. Closing gaps to the west will eventually provide access to Cary and the American Tobacco Trail leading into Durham.

Corresponding 2030 Comp Plan policies and actions:

- PR 3.6 - Greenway Connectivity
- PR 3.8 - Pedestrian Links to Greenways
- T 5.1 - Enhancing Bike and Pedestrian Circulation
- T 5.4 - Pedestrian and Bicycle Network Connectivity

Existing System Overview

2.5.3 Opportunities for the Greenway System

Wayfinding for Health and Economic Vitality

To serve residents and visitors to the Triangle and as a means of contributing to economic development, a more extensive wayfinding program should be implemented. By conforming to the current Master Sign Program, additional strategically located signs can indicate proximity to shopping, dining, grocery stores, parks, and cultural resources. These wayfinding signs should be integrated into the map kiosks and used at trail intersections. Spur, trail intersection, road intersection, and trailhead signage should indicate road names, availability of services, and nearby destinations. Walk and bike timing and mileage will enhance the decision making process. Improving perceived access and connectivity by adding destinations will entice commuters to use the greenway system for transportation, thereby improving personal health.

Corresponding 2030 Comp Plan policies and actions:

- PR 3.2 - Greenway Awareness

Closing Gaps and Identifying Alternatives

While the existing trail system radiates throughout Raleigh, opportunities exist to augment this framework, close gaps, reroute experienced cyclists, and extend routes and spurs into additional neighborhoods and commercial areas. In lieu of paving natural surface trail corridors that create important connections, alternate alignments and on-road facilities should be explored to accommodate cyclists and preserve the unique character of hiking trails. Utility corridors, roadway rights-of-way, public trail easements, and land acquisition can be employed to complete connections that boost walkability and bicycle access to daily needs.

Corresponding 2030 Comp Plan policies and actions:

- PR 3.9 - Infrastructure Projects and Greenways
- T 5.2 - Incorporating Bicycle and Pedestrian Improvements
- T 5.4 - Pedestrian and Bicycle Network Connectivity



House Creek Trail at Glen Eden Park

Programming and Economic Contributions

Including the greenway system in parks and recreation programming will enrich the experience of residents of Raleigh. The trails around Lake Johnson are already used for group runs, photography courses, and other programs within the park. Special greenway programming can be developed to create awareness of the network of trails and contribute to the mission of promoting health and social vitality. Large regional or national events may also be appropriate for the city to host including trail marathons, benefit runs, and festivals suitable for linear organization. These events generate revenue through ticketing, donations, hotel occupancy, restaurant patronage, and exposure to local retail outlets.

Corresponding 2030 Comp Plan policies and actions:

- PR 6.1 - Budget Adequacy.

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Section 2.6 | Existing Programs and Services Overview

2.6 Introduction

This overview includes an observational review of the City of Raleigh Parks, Recreation and Cultural Resources Department's current recreation program and service offerings. This section provides an overview of recreation programs and events and helps begin to identify the strengths, weaknesses, and opportunities for future program direction, which will be outlined in subsequent chapters of this report. It also assists in identifying core programs and program gaps within the community that will help in identifying future program offerings for residents based on community input and trends found in Chapter 3 - Needs and Priorities Assessment.

Program findings were based on a review of program information, program assessment worksheets completed by department staff, and interviews and meetings with recreation staff. In addition, marketing materials such as the Leisure Ledger and the department's website were reviewed.

The content of this section is organized as follows:

- Core Program Identification
- Program Mix
- Lifecycle Overview
- Age Segment Overview
- Marketing Approaches and Leisure Ledger Review

2.6.1 Core Program Identification

The ability to align program offerings according to community need is of vital importance to successfully delivering recreation services. At the same time, it is also important to deliver recreation programs with a consistent level of quality, which results in consistent customer experiences. Core programs are generally offered each year and form the foundation of recreation programs. In assessing the categorization of core programs, many criteria are considered. These criteria include:

- The program has been provided for a long period of time;
- Offered three to four sessions per year or two to three sessions for seasonal programs;
- Wide demographic appeal;
- Includes 5% or more of recreation budget;
- Includes tiered level of skill development;
- Requires full-time staff to manage the program area;
- Has the ability to help solve a community issue (childhood obesity, crime, community engagement, etc.);
- High level of customer interface exists;
- High partnering capability;
- Facilities are designed to support the program;
- Evolved as a trend and has resulted in a “must have” program area;
- Dominant position in the market place; and
- Great brand and image of the program, based on the Department's experience of offering the program.



Youth Learning to Swim Program

Core programs, by definition meet at least the majority of these criteria. The establishment of core programs helps to provide a focus for program offerings. This focus, in turn, creates a sense of discipline for quality control of these program areas and helps to reduce variation of service for the program participants. It must be noted that the designation of non-core programs does not suggest they

Existing System Overview

are unimportant. Instead it means there may be less focus and fewer programs compared to core programs. Using a Core Program Assessment tool can help in determining core program areas.

During discussions with staff and reviewing the core programming criteria, the following programs were identified as core program areas:

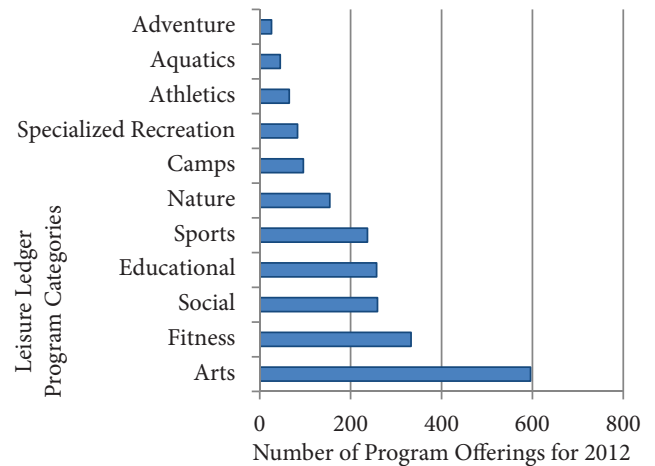
- Active Adults
- Adventure
- Amusements
- Arts/ Cultural
- Athletics
- Aquatics
- Educational
- ESL
- Fitness
- Historical Resources and Museum
- Teens
- Youth

2.6.2 Program Mix

The program mix or the distribution of types of programs offered should represent the programming needs of the residents. Therefore, this should be evaluated annually through an assessment process. In addition, the program offerings should include emphasis on the delivery of core programs. In reviewing program offerings listed in the 2012 winter, summer, fall, and camps Leisure Ledger, the list and numbers of programs offered included (see Table 14):

- Active Adult: 170
- Adventure: 22
- Amusements: 2
- Arts/ Cultural: 299
- Athletics: 68
- Aquatics: 28
- Educational: 144
- ESL: 10
- Fitness: 166
- Historic Resources and Museum: 12
- Teens: 104
- Youth: 356

Table 14. Program Offerings



2.6.3 Lifecycle Analysis

The program assessment included a life cycle analysis of the core programs selected for review. This assessment helps to determine if the City of Raleigh Parks, Recreation and Cultural Resources Department needs to develop newer and more innovative programs, reposition programs that have been declining, or continue the current mix of life cycle stages. This assessment was based on staff members' perspectives and were categorized according to the following areas:

- **Introduction Stage** (Getting a program off the ground, heavy marketing)
- **Growth Stage** (Moderate and interested customer base, high demand, not as intense marketing)
- **Mature Stage** (Steady and reliable performer, but increased competition)
- **Decline Stage** (Decreased registration)

The percentage distribution of programs according to life cycle categories includes:

- Introductory programs: 20.7%;
- Growth programs: 37.8%;
- Mature programs: 29.7%; and
- Decline programs: 11.8%.

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The rule of thumb for percentage distribution (according to other agency benchmarks) is 60% of programs should be in introduction and growth stages, and 40% in the maturation and decline stages. For Raleigh, the percentage is 58.5% introduction/growth and 41.5% maturation/decline, which are fairly consistent with the benchmark.



Aqua Group

Any program area in decline should be targeted for repositioning or deletion. Mature programs should be monitored closely in order to prevent decline in registrations. Some agencies, in order to develop accountability for an increased percentage of introductory programs, establish a performance measurement indicating new programs initiated by each staff member. Additionally, it's important to continuously monitor customer expectations and requirements as a way of determining how to reposition programs.

Currently, some of the staff complete a business plan prior to offering a new program. However, this is not a consistent practice that all staff follow. A recommendation is for all staff to complete a new program business plan prior to offering a new program.

2.6.4 Age Segment Analysis

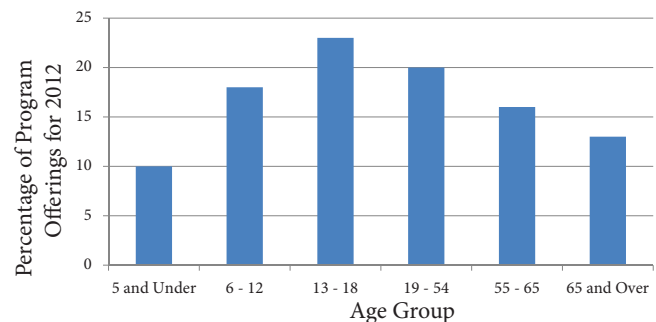
Park and recreation systems should strive for an equitable balance of offerings for various age segments, including:

- Youth under age five;
- Youth ages 6-12;
- Youth ages 13-18;
- Young adults 19-54;
- Older active adults 55-64; and
- Seniors 65 and above.

The percentage of program offerings in each age category closely matches community demographics. **Table 15** shows the age segment percentages. This information was calculated by reviewing the 2012 winter, summer, fall, and camps program offerings listed in the Leisure Ledger and counting the number of programs offered for each segment. Programs and events offered for all ages, such as family special events, were not included in the list. The age distribution of programs is as follows:

• Youth under age five: 433	10%
• Youth ages 6-12: 740	18%
• Youth ages 13-18: 956	23%
• Young adults 19-54: 850	20%
• Older active adults 55-64: 677	16%
• Seniors 65 and above: 523	13%

Table 15. Percentage of Programs Breakdown by Age



Existing System Overview

2.6.5 Marketing Approaches and Program Guide

This section evaluates the City of Raleigh's Parks, Recreation and Cultural Resources Department's marketing approaches. Included in this analysis is a review of the Leisure Ledger and other marketing approaches, branding and image, and Website.

It is important to have an overall plan for marketing approaches that relates to the overall system of programs and services. In the absence of a plan, marketing approaches become random and tactical. According to the household survey, 56% of households learn about programs and activities from their friends and neighbors. Generally, the program guide and website serve as the main source of marketing for the agency. There are many marketing opportunities with these tools which will be discussed below.



Youth Tennis Programs

Program Guide

The program guide, Leisure Ledger, is distributed to households three times a year, with a separate Camps brochure, and is available online, which is helpful for customers. This publication is distributed to only those resident households who have participated in a program or service in the past year.

The cover of the Leisure Ledger is currently enhanced by photographs and displays the website address and phone number clearly at the bottom of the page. A Director's Message would be a good addition to the Leisure Ledger and could focus on the Department's recent park projects and program updates. A suggestion would be to highlight the benefits of the system and programs to the community as a whole by including any environmental initiatives, awards, partnerships, etc.

The inside front cover includes a short summary description of the Department. The description is concise and has an appealing photograph below. The first page, Discover Your Parks, Recreation and Cultural Resources Department is effective as well as it is visually appealing, has very little text, and is instructional for learning about ways to register. Discover Your New Spaces and Places is also very useful and showcases new facilities.

Overall the Leisure Ledger has extensive information. However, much of this information may be hard to find and minimally marketed. A different method of organizing this information and visual marketing may go a long way in turning the current information brochure into a widespread marketing tool. This process begins with defined program guide sections. These include sections such as: Dance, Gymnastics, Teens, Seniors, Active Adult, Athletics, Aquatics, etc. Some of the sections listed currently have descriptions of the activity, such as Adventure and Aquatics. Others do not have a description, such as Social Programs. Social Programs may be interpreted differently by customers and should include a brief definition.

After the sections are defined, the appropriate programs should be placed according to the targeted program's ages and demographics. An example of this is the Active Adult/Senior programs. This demographic may not want to spend time searching through program categories

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throughout the brochure. Instead, all programs catering to that age group should be located in one section of the brochure (i.e. Ballroom dance class for ages 55+ should be located in the Active Adult section and not the Dance section). Some agencies, such as the one in Arlington, Texas provide a separate brochure targeted to older adults. This same concept also pertains to teens. Traditionally parents and adults under the age of 55 tend to look for specific program areas such as dance, pre-school, athletics, etc.



Volunteer Gardening

Another alternative to organizing the programs within the Ledger would be to categorize them by facility. The City of Henderson, Nevada organizes their programs in this manner, which can benefit the patron as well as the Department. This is useful in large systems in which location is the most important customer consideration for program choice. When listing programs based on location, it makes it easy for the reader to research programs located near their neighborhood. It also allows for better scheduling for the registrant as they will know right away if the programs they are registering for are in opposite locations. Additionally, the facilities benefit from having programs listed by location as it promotes each facility and creates a marketable identity.

The web site address is listed on the bottom of every page of the program guide. A recommendation would be to also list a phone number for the Department. Additionally a header should be developed for each page that can be used for highlighting areas such as department mission, tag lines, photos, etc. The call-out of “NEW” to program

listings is a good technique to use, not only for potential customers to identify those programs that are new, but also for staff as a reminder to constantly innovate.

According to staff, there is currently no collaboration with the Visitor’s Bureau to reach out to new residents with the Leisure Ledger. This would be an opportunity that the Department could explore and develop a type of “Welcome Packet” to new community members on an annual basis as a method of marketing. Additionally this may be helpful, as a result of mailing the Leisure Ledger to only past year participants there may be lost opportunities to gain resident participants who have never participated or participated years ago.

Program guides typically are the most important marketing method used by park and recreation agencies. According to national information, 53% of residents in communities across the country find out about programs from their guide. According to the Citizen Opinion and Interest Survey (see Section 3.5) conducted by ETC, only 33% of the City of Raleigh households surveyed learn about programs and activities from the Leisure Ledger. This may be indicative of poor circulation to all areas throughout Raleigh.

The program guide is available online in a PDF format on the city website. However, a “virtual” online program guide would be more visually appealing and easier to read. In addition, this type of guide can be downloaded on smart phones; whereas PDFs can not. As an example, the City of Virginia Beach has a virtual online program guide that is easy to read and also allows for links to registration while browsing programs in the brochure.

Customers generally look to the price of a program and then the program title as a means of determining whether or not they will register for a class. Therefore, creative program titles are important. “WOW: The Wonders of Wetlands” is a good example of a creative title. Many others simply state what the program is about. The goal should be to develop more creativity in the program titles.

After price and title, the third element of importance is the description. Descriptions should include features, attributes, and benefits. Some of the text included in

Existing System Overview

program descriptions is informational rather than promotional. Identify the unique value propositions for each program, and identify the “hook” that will entice people to register. It is also suggested to try to keep the descriptions brief, no longer than six or seven lines, since readers lose interest in programs if they read too much. A good example is on page 56 of the Leisure Ledger. The program “Bird Buddies” uses a creative title while the description captures the interest of the reader as well as provides all basic information for participating in the program. Some other descriptions are lengthy and others are purely informational, without creating incentive for a person to be interested in registering.

The Leisure Ledger includes a staff highlight section, which is a nice feature. This could be supplemented with information about a couple of key instructional staff in each issue, which brings a personal and approachable touch to the programs they teach/instruct. Along with pictures, a contact person, number, and/or email should also be included in this section. Currently there is a list of executive staff at the front of the program guide. A recommendation would be to include phone numbers and/or email addresses for the executive staff as well as contact information for program managers. It is also helpful to have customer testimonials, as word of mouth is an important form of marketing.

The Department currently has a small Special Events section located at the beginning of the program guide. It would be beneficial to make this section larger and list core events with pictures to increase potential interest in these programs. Additionally, this would be an opportunity to promote or market sponsors/partners that are supporting those events.

The Unique Facilities section includes facilities that are available for rental opportunities. However, these facilities are mixed in with facilities that are not available as rental opportunities. A recommendation would be to either create a separate program guide section for Facility Rentals or to use an icon that would distinguish rentable facilities from others. Additionally, rental fees are not included in the facility descriptions. Including such fees would be a good addition to the program guide. A good example for Facility listings is in The Town of Cary program guide.

The Town of Cary lists their rentable facilities in their program guide with a description of facilities and a table of fees for each facility. By doing this, it is easy for the reader to determine what facilities are available for rent and what the associated fees are for those facilities.



Youth Art Program at Shelly Lake Park's Sertoma Arts Center

Website Review

Parks and Recreation websites are becoming increasingly important as a marketing tool, an identification of brand and image, and an avenue to provide government transparency. The City of Raleigh's Parks, Recreation and Cultural Resources Department does not have its own separate website but is instead a Department category within the city's website under Arts & Parks. However, 50% of households surveyed indicated the website as a means for learning about programs and activities compared to only 33% by the Leisure Ledger.

On the Department's home page, there are categories of information, listed as Parks, Recreation and Cultural Resources News, Parks and Facilities, Greenways and Trails, Raleigh Arts, Park Planning and Development, Programs, Classes and Events, RecLink, Leisure Ledger and Publications, and Corporate Services. These categories are organized well and make it easy for the customer to find needed information. The photographs on the home page add good visual appeal. However, the website does not have a compelling call to action. Content is informational rather than promotional. Although the basic information is presented and available on the main page, there are several opportunities for improvement for

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this important marketing and informational tool. Websites are fluid and have the ability to promote programs, events, and amenities visually. Similar to “a picture is worth 1000 words”, written program descriptions can be minimized with the addition of descriptive photos.

The majority of patrons using the web do not want to read a large amount of text. However, the insertion of pictures or even videos of users can have a much quicker “sell.” An example of this would be when a user chooses to view the “Halloween and Fall Events.” The use of a picture or video from last year’s Pumpkinfest would be very beneficial. Other recommendations include:

- Develop an About tab on the Department page that would include a Staff Directory, Mission Statement, Governing Information, and Frequently Asked Questions. The City of Henderson, Nevada has a clear and easy to read Parks and Recreation page that makes it easy to find content while being visually appealing;
- Consider creating a link to Google Maps for the Park listings page;
- Create a Volunteer Section where all volunteer opportunities are listed. This gives the Department another opportunity to brand their volunteer program and highlight awards, recognition, and opportunities;
- Redesign the main page for the Recreation Department in a way that is more visually appealing. This can be done in a variety of ways such as a photo slider of upcoming programs or events, a video from the director or leadership staff, or testimonials from community members;
- Reinforce the Department’s commitment to sustainable practices. Provide information about maintenance and design practices being used to promote sustainability.

A process should be put into place to constantly assess the website, at least on an annual basis, as this is the first introduction of the Department to many potential customers. An assessment should include a review of the following items:

- Content
- Customer Usage
- Maintainability
- Internal Support
- Accessibility

The assessment should include external customer feedback through focus groups. In addition, it is helpful to have recreation program staff and contractual instructors review the site and provide suggestions in areas of improvement, based on their use of the site and suggestions they hear from customers.

It is projected that within the next five years, there will be an equal number of users who may access websites through smart phones (iPhones, Androids, Blackberries, etc.) and Tablets (iPad, Samsung Galaxy, HP Slate, etc.). In order to maximize outreach to its target market, the Department should evaluate developing applications and a WAP (wireless application protocol) enabled website that can be easily viewed by potential users on smart phones or tablets and also allow them to make online reservations. A great example of a mobile Recreation site is the Parks and Recreation Department of Arlington, Texas. The City has created an Application for their Recreation Department and easy to access applications for Leagues, Registration, Special Events, and their program guide.

The Department has also adapted to the world of social media and offers applications on their website for Facebook, Twitter, You Tube, Flickr, and Beehive. All of these allow community members more opportunity to be informed and connected to the city. Currently these tools are being used extensively for basic city information such as public hearings and public input meetings. Social media has proven to be an effective media outlet for promotional marketing of programs, events, and current projects. When using it for this purpose, the Department can post photos of events or testimonials from past participants as a way to promote itself.

Currently, the Department uses ClassTrack software for processing program registration. Additional analysis of this information with GIS will allow for more thorough level of service mapping. The city of Arlington, Texas is currently using GIS to gather information such as the top percentage of spenders, most recent customer, most frequent customer, and where these customers are located and how far they are traveling for programs and services. Additionally, using GIS, staff would be able to develop targeting marketing and advertisement to specific areas.



Existing System Overview

Section 2.7 | Summary of Existing System Overview

2.7 Summary

An overview of existing conditions was conducted in order to obtain an understanding of the physical, aesthetic and social characteristics of the existing City of Raleigh Parks, Recreation and Cultural Resources System. Taken as a whole, the system has a number of successes and opportunities. Within the City of Raleigh there is a diverse system of over 128 parks, 47 staffed and non-staffed centers, 4 nature preserves, 9 public swimming pools, 82 open spaces, 2,150 programs, 104 miles of greenway trails, approximately 9,829 acres of parks and greenways, and 1.1 million square feet of park facilities with an average facility age of 38 years.

History of Parks, Recreation and Cultural Resources in Raleigh

The history of Raleigh parks can be organized into five periods: **The Formative Period** (1792-1941); **Consolidation and Refinement** (1942-1970); the **Expansion Era** (1971-1981); the **Open Space Era** (1982 – 2004); and the present **Collaborative Era** (2004 to present), which has been marked with further expansion of services and responsibilities for the Parks, Recreation and Cultural Resources Department.

City-wide Integration

Integration of the System Plan with adopted or on-going plans, studies and policies is a key goal. Currently there are two levels of influencing documents: city and regional plans and ordinances and area or facility specific plans or studies. A sampling of significant City of Raleigh and other guiding plans or documents reviewed includes:

- 2030 Comprehensive Plan (2009)
- Unified Development Ordinance (UDO) 2013
- Bicycle Transportation Plan (2009)
- CAT and Wake County Transit Plans
- Senior Center Feasibility Study
- Strategic Plan for Historic Cemeteries
- Aquatics Facilities Study
- Capital Area Greenway Master Plan Update (1989)

Population and Demographic Overview

The City of Raleigh is growing and diversifying. The city needs to catch up to its past population growth and ensure

that it is meeting the parks, recreation and cultural resource needs of its current residents equitably. At the same time, it is imperative that the city plans for future growth by acquiring additional parkland in advance of growth, particularly in urbanizing areas.

Existing Parks and Facilities Overview

An observational review of a sampling of the City of Raleigh's existing parks and facilities found the following successes and opportunities:

Successes	Opportunities
Making parks green through sustainability	Leading by example with stormwater management
Appearance factor of maintenance	Economics of program flexibility
Increased use by connectivity	Universal accessibility
Making parks last with high quality	Leading with wayfinding

Existing Greenways System Overview

Observational reviews of a sampling of the Capital Area Greenway Network found the following successes and opportunities:

Successes	Opportunities
Diverse user experience	Wayfinding for health and economic vitality
Navigation and wayfinding	Closing gaps and identifying alternatives
Connectivity and access	Programming and economic contributions

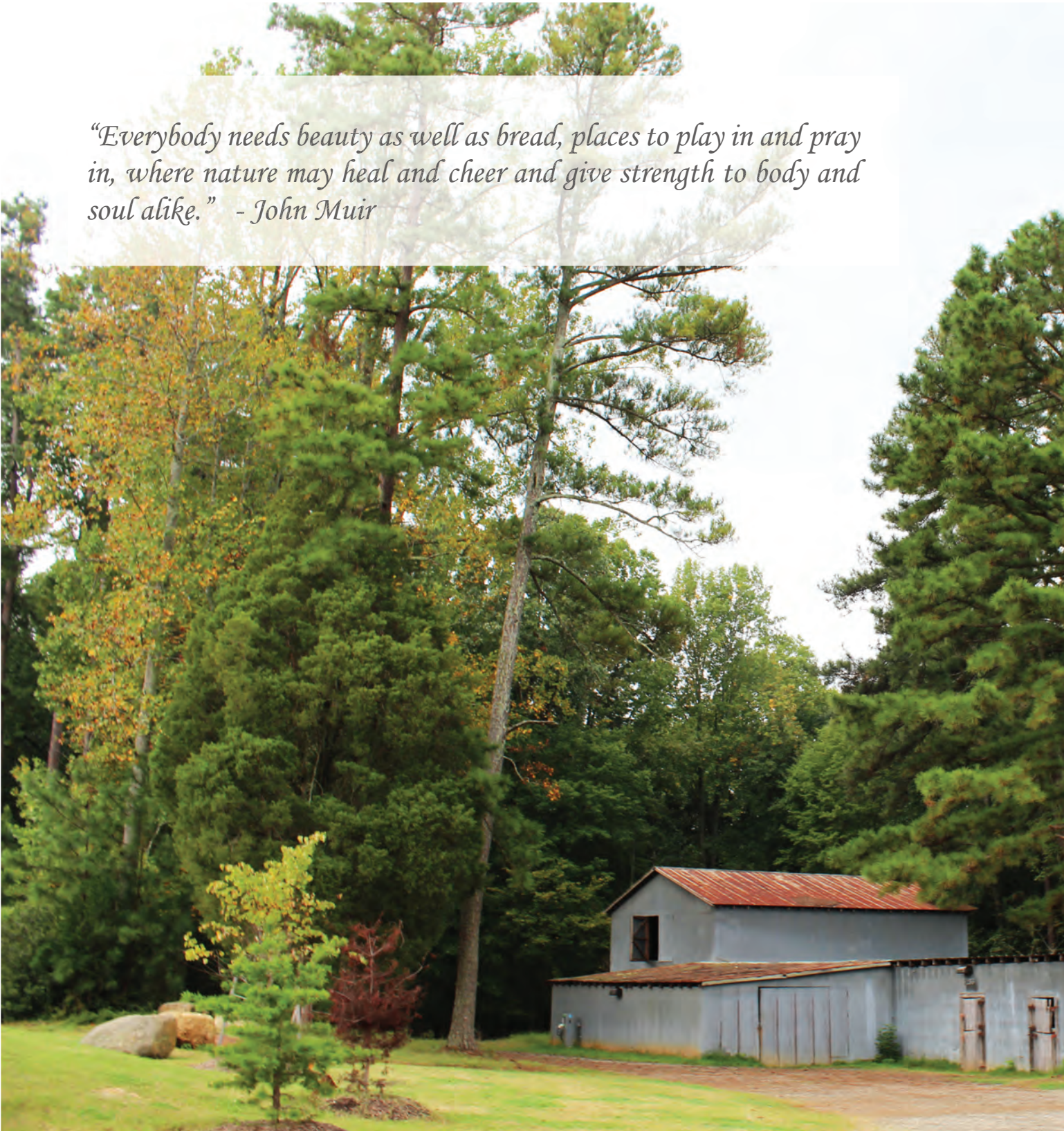
Existing Programs and Services Overview

A review of existing programs and services offered by the Department found the following highlights:

- Successful operation of 11 core programs areas;
- Emphasis on arts, fitness and social programming;
- A healthy mix of programs at various life cycle stages;
- An equitable mix of programs for various age groups;
- Currently extensive use of printed material (Leisure Ledger) and the department's website for marketing information; and
- A need to streamline the department's website and program sign-up process and provide welcome packages to new residents.

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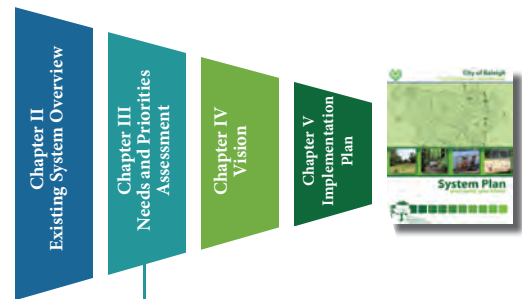
"Everybody needs beauty as well as bread, places to play in and pray in, where nature may heal and cheer and give strength to body and soul alike." - John Muir



Needs and Priorities Assessment

Chapter 3 | Needs and Priorities Assessment

Building on the information gathered as part of the Existing System Overview, the System Plan's team utilized innovative techniques to conduct a comprehensive city-wide needs and priorities assessment. Techniques used are a combination of qualitative and quantitative industry best practices that provide a system of cross checks to determine the top needs and priorities for parks, recreation and cultural resources in the City of Raleigh. The following details summarize the findings from each technique.



Chapter III Needs and Priorities Assessment

3.1 - Public Participation

- | | |
|---------------------------|-------------|
| 1. Community Engagement | 4. Websites |
| 2. Focus Groups | 5. Summary |
| 3. Stakeholder Interviews | |

3.2- Online Public Opinion Survey

- | | |
|---------------------|-------------------------|
| 1. Methodology | 3. Individual Questions |
| 2. Survey Responses | 4. Summary of Findings |

3.3 - Citizen Opinion and Interest Survey

- | | |
|---------------------|-------------------------------|
| 1. Methodology | 3. Importance and Unmet Needs |
| 2. Survey Responses | 4. Summary of Findings |

3.4 - Peer Comparison

- | | |
|---------------------|------------------------|
| 1. Methodology | 3. Citizen-to-Citizen |
| 2. Agency-to-Agency | 4. Summary of Findings |

3.5- High Level Lifestyle Analysis

- | | |
|----------------|------------------------|
| 1. Methodology | 3. Summary of Findings |
| 2. Analysis | |

3.6 - Recreation Programs and Services Assessment

- | | |
|--------------------------------|--------------------|
| 1. Survey Results for Programs | 3. Future Programs |
| 2. Current Program Assessment | 4. Recommendations |

3.7 - Existing Level of Service Analysis

- | | |
|----------------------------|------------------------|
| 1. Methodology | 4. Existing Access LOS |
| 2. Existing Acreage LOS | 5. Summary of Findings |
| 3. Existing Facilities LOS | |

3.8 - Summary of Needs and Priorities

Annie Lousie Wilkerson, MD Nature Preserve Park

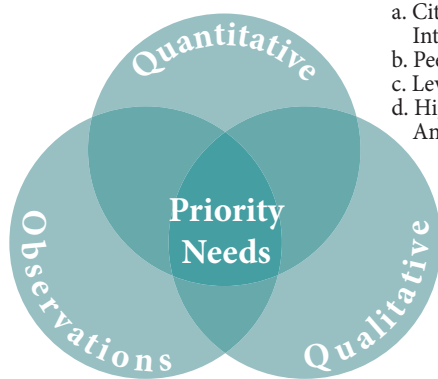
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Section 3.0 | Approach

Chapter Two, Existing Conditions Overview, utilizes a number of observational techniques to better understand the current condition of parks, recreation facilities/programs and greenways throughout the City of Raleigh. These techniques, though valuable to the System Plan team, do not provide the data needed to fully understand how residents use, value and envision their parks, recreation facilities/programs and greenways. This chapter documents two additional research types, qualitative and quantitative, which allow the team to gather this input through public participation, community surveys and inventory analyses.

In their singular form, each technique provides only a snapshot of information, but when combined, these three research types form a mixed methods, triangulated approach, which can demonstrate overall trends in needs and priorities. Thirteen comprehensive methods of input or data collection were utilized as part of this triangulated approach. (See Figure 3.) Though some techniques are more statistically valid than others, by utilizing a comprehensive array of 13 techniques, the System Plan team can cross check results to better determine an accurate understanding of the city's needs and priorities.

Figure 3: Data Analysis Process Diagram



Quantitative Techniques:

- a. Citizen Opinion and Interest Survey
- b. Peer Comparison
- c. Level of Service Analysis
- d. High Level Lifestyle Analysis

Observational Techniques:

- a. Individual Park and Greenway Evaluations
- b. Population & Demographic Overview
- c. Recreation Programs and Services Assessment

Qualitative Techniques:

- a. Intercept Interview
- b. Focus Groups
- c. Planning Committee
- d. Community Workshops
- e. Websites
- f. Online Survey

Section 3.1 | Public Participation

3.1 Overview

Public participation is the cornerstone of the qualitative technique method. For the City of Raleigh's Parks, Recreation and Cultural Resources System Plan, a multi-faceted approach to public participation was developed that was consistent with the city's recently adopted Public Participation Policy (2012). A primary goal of the plan's public participation was to provide opportunities for geographical, topic specific, and policy related input. The first element of the public participation phase of the project included conducting four community meetings in different geographical regions of the city, as well as one teen workshop over a two week period. The second element consisted of conducting 19 topic-based focus groups for various park and recreation topics. The third element included stakeholder interviews with city administration and department leaders at the City of Raleigh. The final tool utilized for public participation was a public engagement website (www.yourparksyourfuture.com) that was launched on September 17, 2012 and remains operational throughout the entire system planning process. The following are summaries of findings for each method.

3.1.1 Community Meetings

Four community meetings were held throughout the City of Raleigh in geographically distinct areas: Green Road Community Center (Northeast Raleigh); Chavis Community Center (Southeast Raleigh); Carolina Pines Community Center (Southwest Raleigh); and Lake Lynn Community Center (Northwest Raleigh). In addition, a teen workshop was held at the Chavis Community Center in order to gain input from this valuable age segment of the Raleigh community. Each meeting was publicly advertised in print, by flyers posted throughout the community, email blasts by the Department, website postings, and business card handouts.

Needs and Priorities Assessment

Each meeting consisted of a presentation of the overall planning processes, findings from the Existing Condition Overview, interactive voting questions, a sample survey, and a review of additional public participation opportunities. Records of each meeting can be found in **Appendix D**, along with recorded comments and voting results. In addition to the scheduled community meetings, Park and Recreation Department staff attended Basketball League nights throughout the community and conducted 28 presentations to various Citizens Advisory Councils (CAC) and other interested groups. Together, these meetings and presentations reached out to over 1,000 residents. This report will summarize themes that emerged from each meeting.

Community Meeting #1 Green Road Community Center

The first of four community meetings was held in the northeast area of Raleigh at the Green Road Community Center on January 10, 2013. Comments were provided by residents throughout the meeting by means of written responses to questions on flip charts, residents' written comments on display boards, survey results, and Park and Recreation staff recording comments at three topic stations: parks, programs, and greenways. Primary comments summarizing all methods included:

- Better communication of information to public (RE: programs, parks, etc.)
- Collaborate with community programs (i.e. – Easter Seals, etc.)
- Require builders to include neighborhood parks again (comment regarding Wake County)
- Sidewalk needed on St. Albans and Atlantic Ave. (esp. near greenway)
- Additional gated/fenced dog parks in existing parks
- Parking needed at trailheads and greenway entrances
- On-trail wayfinding and destination/time information
- Coordinate senior/social services programming with Wake County



Green Road Community Meeting

Community Meeting #1 Survey Results:

A. Most Important Facilities with Highest Unmet Needs

1. Greenway Trails
2. Natural Parks and Preserves
3. Smaller Neighborhood Parks
4. Playgrounds
5. Indoor Pools
6. Dog Parks
7. Outdoor Pools

B. Most Important Activities with Highest Unmet Needs

1. Fitness and Wellness
2. Aquatics
3. Visual Arts
4. Lake-Related Activities
5. Pre-school
6. Nature
7. Adventure Recreation

Community Meeting #2 – John Chavis Community Center

The second of four community meetings was held at John Chavis Community Center in the southeast area of Raleigh on January 12, 2013. Comments provided by residents throughout the meeting included:

- John Chavis Memorial Park is a top priority in the community and needs is to match Pullen Park in quality
- Tell story of African American history through the

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park or greenway interpretive signage

- Residents request an olympic-sized pool at John Chavis Memorial Park
- SE Raleigh needs more senior, adult and teen/youth programming, esp. at Barwell
- Request for outdoor restrooms and fountains at John Chavis Memorial Park
- Barwell needs more amenities for users, i.e. playground, better lighting, entrance sign, pool, etc.
- Ralph Campbell Center (Apollo Heights Park) needs improvements including lighting/safety
- Request for more small neighborhood parks that are connected via greenways or sidewalks



John Chavis Community Meeting

Community Meeting #2 Survey Results:

A. Most Important Facilities with Highest Unmet Needs

1. Picnic areas/Shelters
2. Smaller Neighborhood Parks
3. Restrooms
4. Greenway Trails
5. Recreation Centers
6. Community Gardens
7. Youth Baseball and Softball Fields
8. Dog Parks

B. Most Important Activities with Highest Unmet Needs

1. Fitness and Wellness
2. Aquatics
3. Teen (6th – 12th Grade)
4. Youth Summer Camp
5. Specialized Recreation
6. Family
7. Lake-Related Activities

Community Meeting #3 – Carolina Pines Community Center

The third of four community meetings was held at Carolina Pines Community Center in the southwest area of Raleigh on January 16, 2013. Comments provided by residents throughout the meeting included:

- Crosswalks and safer street crossings needed to and from parks, more walkable parks
- Need expanded greenway wayfinding that identifies other connections and destinations
- Request for benches/ rest areas along stretches of greenways that do not connect to parks
- Connectivity in SW Raleigh is not as equitable as other areas of the city
- Consider providing greenway connections to surrounding communities, i.e. Cary
- Dog park operation hours could be expanded and lighting provided
- Leisure Ledger could be reformatted for easier use/ group similar programming
- Label Mountains to Sea Trail on maps and provide branding
- Priority needs in five years by residents are:
 - o Open spaces and public plaza for multi-story developments
 - o Greenway trail along Hillsborough from Maynard (Cary) to Jones Franklin Road
 - o Adventure recreation facilities/programs in South Raleigh area



Carolina Pines Community Meeting

Needs and Priorities Assessment

Community Meeting #3 Survey Results:

A. Most Important Facilities with Highest Unmet Needs

1. Greenway Trails
2. Smaller Neighborhood Parks
3. Indoor Pools
4. Playgrounds
5. Nature Centers
6. Natural Parks and Preserves
7. Community Gardens
8. Walking/ Running Tracks
9. Mountain Bike Trails
10. Picnic Areas/ Shelters

B. Most Important Activities with Highest Unmet Needs

1. Nature
2. Fitness and Wellness
3. Adventure Recreation
4. History and Museums
5. Visual Arts
6. Aquatics
7. Lake-Related Activities
8. Youth Summer Camp

- Plan for an increase in retiree population in Raleigh
- Do not build any more wooden greenway trail bridges and/or replace existing to provide smoother



Lake Lynn Community Meeting

Community Meeting #4 – Lake Lynn Community Center

The last of four community meetings was held in the northwest area of Raleigh at Lake Lynn Community Center on January 17, 2013. Comments provided by residents throughout the meeting included:

- Provide better transportation options for kids and teens to access facilities
- Many tennis courts throughout city are in need of repair
- Participants request an indoor public tennis court
- Outside beltline (I-440) neighborhood parks are not easily accessible by walking
- Better coordination and joint-use agreements needed between schools and parks
- Request for better signage and wayfinding along greenways to highlight connections and destinations
- Coordinate with other city departments regarding how to accommodate growth
- As the city urbanizes, there will be an increased need for urban parks

Community Meeting #4 Survey Results:

A. Most Important Facilities with Highest Unmet Needs

1. Greenway Trails
2. Tennis Courts
3. Dog Parks
4. Walking/ Running Tracks
5. Smaller Neighborhood Parks
6. Natural Parks and Preserves
7. Recreation Centers
8. Indoor Pools

B. Most Important Activities with Highest Unmet Needs

1. Nature
2. Tennis
3. Fitness and Wellness
4. Lake-Related Activities
5. Adventure Recreation

running, walking and biking surface

Teen Workshop – Chavis Community Center

A teen workshop was held at the Chavis Community Center on January 12, 2013. Over 60 teens attended the workshop, which included a presentation of park trends,

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voting exercises and a group park planning exercise. Comments were provided by teens throughout the meeting and included:

- Request to provide equipment (balls, pads, etc.) for rental with potential sponsorship program
- Desire to have more after school oriented programs and weekend programming, specifically the Tops programs
- Food/ ice cream trucks in parks
- Request for indoor pool and gym fitness area, more indoor spaces
- Provide better security/ cameras in parking lots and at community centers
- More water activities in parks
- Request for wi-fi in parks



Teen Workshop

Community Meeting Themes

Information gathered from each community meeting and the teen workshop was recorded in meeting notes and coded by the consultant staff to identify themes for community needs and priorities for parks, recreation programs and greenways. Primary themes from the meetings included:

- Greenway wayfinding to highlight destinations, healthy information and educational interpretative elements;
- Small, neighborhood parks are needed with connections to sidewalks and greenways;
- Access to greenways needed;
- Walking access is desired to neighborhood parks;
- Park solutions needed for urbanizing areas;
- Better coordination between schools and parks for more opportunities; and
- More dog parks in neighborhood parks and provide extended hours at select locations.

3.1.2 Focus Groups

Nineteen focus groups were held at Jaycee Community Center, Chavis Community Center and Laurel Hills Community Center covering various topics ranging from facilities, geographical areas and social groups. The meetings occurred between January 10th and February 7th, 2013. Combined, the focus groups meetings were attended by over 200 residents and interested parties. Each meeting was one hour in length and started with a brief introduction of the parks, recreation and cultural resources system planning process, followed by an in-depth discussion of needs and priorities, then capped by a discussion of preliminary vision ideas for each topic and potential implementation strategies. A member of the Planning Committee was present at most of the focus group meetings. The focus group topics were as follows (in order of completion):

Teen Workshop Survey Results:

A. Most Important Facilities with Highest Unmet Needs

1. Greenway Trails
2. Smaller Neighborhood Parks
3. Tennis Courts
4. Indoor Pools
5. Walking/ Running Tracks
6. Picnic Areas/ Shelters
7. Dog Parks

B. Most Important Activities with Highest Unmet Needs

1. Fitness and Wellness
2. Nature
3. Aquatics
4. Lake-Related Activities
5. Senior Adults
6. Adventure Recreation

Needs and Priorities Assessment

- Greenways, Bike and Pedestrian
- Adventure/ Outdoor Recreation
- CAPSER (Citizen Advocates for Parks in SE Raleigh)
- Arts
- Tennis
- Athletics
- Nature and the Environment
- Multi-Cultural (two groups)
- Healthy Living
- Historical/ Cultural
- Active Adult/ Seniors
- Special Populations
- Sustainability
- Aquatics
- Downtown Raleigh
- Education



Multi-Cultural Focus Group Meeting at Chavis Community Center

- Greater Raleigh Convention and Visitor's Bureau (CVB)
- Youth (school-based programs)

Comments and ideas from participants were recorded in meeting notes, cross-checked through audio recordings and finally coded to reflect consistent themes for primary findings. Items coded include topics or ideas which had more than one comment or included a detailed discussion during the focus group meeting. These themes are as follows for each focus group:

Greenways, Bike and Pedestrian (1/10/13):

- Need for a hierarchy of greenway trails based on level of use and type, i.e commuting, recreation, etc.
- City Council has adopted the definition of greenways as an infrastructure that operates as a system. This is

diminished by fragmentation

- Wayfinding needs to address destinations and include more innovative techniques that inform the public of the greenway system
- Request to provide better connectivity in to neighborhoods
- Request for key intersections to provide user amenities

Adventure/ Outdoor Recreation (1/10/13):

- Request for equitable distribution of access to safe opportunities for adventure and outdoor recreation
- Facilities and programs should be less competitive based and more experience based (family and individuals)
- Establish a mentoring or sponsorship program to help lower-income individuals, children, or families have opportunities in adventure or outdoor recreation, which is costly
- Current registration website is difficult to navigate and sign-up when looking for adventure/outdoor recreation opportunities
- Target facilities in low-income areas or minority population areas to provide better transportation access
- Programs for river activities should be developed with safety classes
- Long-term funding options for adventure recreation are needed and should be used for intended purposes
- Seek creative or alternative funding sources such as naming rights, licensing fees, sponsorships, etc.

CAPSER (Citizen Advocates for Parks in SE Raleigh) (1/10/13):

- Department staff is not representative of the city's demographics
- Greenway safety is a major concern throughout SE Raleigh and need more open views
- Preserve and embrace heritage throughout Raleigh
- Residents request an olympic-sized pool in SE Raleigh
- Focus on improving or reinvigorating existing facilities
- Need more programs for older youth and teenagers, older adults and young women
- Up-to-date IT equipment at community centers for community meetings and use

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Focus Group at Jaycee Community Center

- Desire to establish a scholarship program sponsored by the business community

Arts (1/11/13):

- Vision is the 'Creative Capital of the South'
- Should be able to enjoy art as both a participant and an observer
- Top need is for coordination or alignment efforts among the various arts groups, providers and facilities
- Need a common voice; lack of branding to achieve vision
- Multiple arts calendars/ agendas make scheduling very difficult; need once a year coordination meeting
- Desire for a facilitated system for distribution of information and sharing of calendars
- Need festival coordinator position
- Need variety of performance arts spaces, primarily a need for a 800-1500 seat venue, and a 200-300 seat venue for experimental arts
- Include basic infrastructure in parks for arts (power, restrooms, stage space, etc.)
- Economic benefits require spaces that are active, i.e. downtown, commercial centers, etc.

Tennis (1/11/13):

- Except for Millbrook, most courts are in fair or poor condition
- Future development of courts should include 5-6 courts to allow high school tournament use

- Annual pass needed for groups/clubs and online reservation system would be more up-to-date
- Participants expressed a need for indoor facilities/ courts (either bubble or vacant big box store)
- Northwest area of Raleigh lacks tennis courts that are playable or in fair condition
- Tournaments are economic boom to Raleigh with hundreds of teams coming into town, coaches and scouts

Athletics (1/11/13):

- Participants stated a need for more baseball/softball fields for middle school and high school kids, specifically in NW area of Raleigh; existing fields are in poor condition
- Increase maintenance at existing facilities before expanding
- Multipurpose fields are in poor condition
- Look at acquiring additional space outside of city limits
- Reconfigure existing fields to better accommodate various field sizes
- Consider additional opportunities for revenue sources i.e. sponsor jerseys, score boards, naming rights
- Training programs for referees and coaches taught by students from local colleges and universities

Nature and the Environment (1/11/13):

- Funding should be endowed for natural preserves to ensure commitment of a high quality experience in perpetuity
- Docent program for greenways and natural areas is needed
- Vision should include a staffed nature park within 10-15 miles of every citizen
- Nature preserve should be accessible by public transportation
- Need to bridge gap between sports and nature facilities
- Should educate residents of value of natural areas
- Create a 'Future Lands to Acquire' map
- Desire to conduct a comprehensive inventory of flora and fauna in natural areas
- More opportunities for 'citizen science' e.g. bird banding, plant identifying, etc.

Needs and Priorities Assessment

Multi-Cultural Group #1 (1/11/13):

- Alternative transportation options are needed such as transit
- Universal symbols should be used on wayfinding and printed material
- Provide food/beverages in parks (cafes, snacks, food trucks)
- Art should be in parks, regardless of who funds it
- Provide spectator facilities at sports venues

Multi-Cultural (group #2) (1/12/13):

- More computer classes, especially in the Green Road area
- More sports leagues are needed and more space, especially in the Spring Forest and Capital Blvd. areas
- Better outreach in the Hispanic community as current programs and services are not well advertised. Radio or Univision (Hispanic TV Channel) should be primary avenues
- More programs for Spanish seniors
- Desire more food options in parks
- ESL classes should be fully funded and offered multiple times per week

Healthy Living (1/16/13):

- Role of the City as a health facilitator
- Make greenways more user friendly, bilingual signage
- Education outreach for obesity, smoking, low cost resources, safety in parks, how to protect yourself, bike safety, stranger danger; use volunteers
- Safe walk to school program
- Seek better joint-use agreement between schools and city
- Need overall healthy food procurement policy
- Parks are part of the health and wellness community
- Better communications regarding programs and willingness to host innovative programs
- Need healthy policies; healthy food procurement, no smoking [education], community gardens on public land, healthy vending, no weapons in parks
- Transportation system needs improvements; safe routes to school; crosswalks; bike lanes; inconsistency between schools

Historical/ Cultural (1/16/13):

- Dorothea Dix campus is a very historic site
- City does not have a good history of “handling historic properties”
- Need commitment to African-American community beyond slavery, civil rights movement history
- Desire for a visitor center or historic center (City Museum potentially)
- Identify city-owned properties that need to be preserved
- Use Historical Resources Advisory Board more
- Work with universities to prepare materials, marketing, etc.

Active Adult/ Seniors (1/16/13):

- Technology classes need to remain dynamic with a clear strategy for upgrades
- More classes/training for at-home senior health-care or self-care, potentially partner with Wake Med or other hospitals
- Inform service providers of programs and be innovative with outreach to newcomers to Raleigh
- Quality of programs and facilities is a draw for people to move to Raleigh
- Acknowledge need for hearing-impaired programming and activities
- Need expressed for a therapeutic pool
- Equitably distribute facilities/programs throughout Raleigh
- Address grades/slopes at existing facilities
- Transportation issues are biggest barrier for seniors to participate. Need expressed for door-to-door service and other transportation alternatives
- Adult day-care is needed throughout Raleigh

Special Populations (1/16/13):

- Current programs are too segregated in terms of skills/abilities
- Participants requested programming for older youth and young adults that is low cost and/or sponsored; this is biggest gap
- Better collaboration between partners and agencies/providers is needed

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- Partner with surrounding communities in Wake County
- Partner with universities and increase access to their facilities
- Transportation is one of the biggest barriers to participation
- Many participants live outside City of Raleigh
- Need better coordination of special programs, transportation needs, etc. with a point person at the PRCR Department
- City of Raleigh should set the bar for programs and facilities for special populations
- Request to provide more programs that focus on social aspects i.e. hanging out time
- Provide department-wide training to staff at all facilities to work with accessibility, inclusion, special recreation
- Special Olympics events are large economic benefit for region

Sustainability (1/16/13):

- Need clear understanding of what is the intent and meaning behind 'Most sustainable mid-size city in America'
- Need to identify the ranking organizations and metrics needed to achieve goal
- Clear coordination is needed with City of Raleigh's Office of Sustainability
- Work with business community to define acceptable metrics and draw support
- Metrics should include:
 - Resource Conservation and Management
 - Sustainable Planning
 - Sustainable Design
 - Green Building Practices
 - Carbon Footprint Tracking
 - Economic Development
 - Education and Awareness
 - Equity
 - Alternative Transportation

Aquatics (1/17/13):

- Demand for lane space at area pools is very high
- Raleigh public pools are a value to private facilities
- Desire to focus on 50m pools with moveable walls/ bulkheads for flexibility
- Request for additional aquatic features such as

therapeutic, warm water pools, etc.

- Pool/aquatic facilities need to be multi-purpose in order to justify operation and maintenance costs
- Explore better partnerships
- Include teaching programs tied to curriculum at public schools to teach everyone to swim
- Should co-develop aquatic centers with mix-use areas to encourage economic impacts
- Co-locate with schools, libraries, community centers

Downtown Raleigh (1/17/13):

- Currently no dog facilities in downtown; these are needed
- Intertwine themes of downtown (i.e. art, social services, preservation/history, etc.)
- Activate empty spaces throughout downtown for temporary uses/ green spaces
- Work with downtown churches when planning events, especially on Sundays
- Provide incentives to developers to provide green spaces, public amenities
- Capitalize on Moore Square transit center
- Downtown requests more temporary 'pop-up' spaces and uses downtown
- Plan for immediate improvements and for longer-term strategies
- Better coordination between city and state facilities for public use of spaces
- Provide better connections from downtown to greenway system
- Coordinate downtown planning efforts and ordinances/ zoning requirements

Education (1/17/13):

- Indoor facilities for groups between 150-250 are needed
- A uniform scheduling/registration system that is searchable by facility capacity
- Focus on co-location of facilities for multiple benefits
- Develop outreach programs to schools/teachers with curriculum developed and handouts that follow standards
- Utilize existing empty school sites/ plan with schools for temporary uses of unbuilt sites for park uses, i.e. multi-purpose fields, dog parks, etc.

Needs and Priorities Assessment

- Coordinate with schools for higher quality facilities at co-located sites
- Public transportation to sites is biggest barrier

Greater Raleigh Convention and Visitor's Bureau (CVB) (1/17/13):

- The number one selling aspect of Raleigh is the greenways
- Request for better facilities for indoor tournaments (basketball, tennis, etc.)
- A thorough and up-to-date database is needed that is searchable for events and facilities
- Greenway map is confusing and needs to highlight 'plain people' attractions
- Soccer tournament facilities is an underserved area
- Need for competitive pools has not been met
- Major tournaments are being turned away in favor of smaller events, some dates need to be based on revenue/economic impacts getting priority
- A centralized indoor/outdoor tournament facility is needed for basketball, soccer, competitive swimming and track, like Walnut Creek Softball complex
- Utilize long-term contracts for events (can be based on certain criteria for economic impact)
- Request for better, more comprehensive marketing/outreach to showcase Raleigh parks (digital, print, maps, apps, travelers, etc.)

Youth (2/7/13):

- Consistent follow-through is needed to enforce the changes recently implemented [for after/before school programs]
- Staff and youth need training to prevent/ defend against school violence and proper CPR techniques
- Registration process needs to be simplified so that parents can sign up online for Track Out, Summer Camp or Before/After School programming
- Sign-in process needs to reuse information already provided each year, simply verify if information is correct
- Increase options for Track Out, Summer Camp and Before/After School programming as the school population increases (More students = more schools = more programming)
- Designated free play space is needed daily throughout

community

- Family-oriented free play and programming is greatest need and should be expanded
- Partner with universities for early education and coaching programs and training

Focus Group Themes

Information gathered from each focus group meeting was recorded in meeting notes and coded by the consultant staff to identify consistent themes of community-wide needs and priorities for parks, recreation programs and greenways. The primary themes from the focus groups included:

- Equitable distribution of access to adventure and outdoor areas;
- Better greenway connectivity to neighborhoods;
- Hierarchy of greenway types based on level of use and function;
- Focus on improving or reinvigorating existing facilities and parks;
- Create common voice in the arts community;
- Reconfigure and improve existing athletic fields;
- Create world-class experiences in parks and greenways;
- Identify natural lands for future preservation and conservation;
- Improve existing tennis courts throughout Raleigh;
- Offer more technology and English as a Second Language (ESL) courses on a regular basis;
- Provide alternative transportation options from and to parks;
- Education outreach for healthy lifestyles with the city as health facilitator;
- Create joint visitor and historic center;
- More programs and locations for special populations through partnerships;
- Clearly outline metrics and coordination within city for sustainability measures (social, economic and environmental);
- Centralized database needed for event planning and major tournaments;
- Plan facilities for an urban lifestyle with immediate and long-term solutions;
- Co-develop aquatic center with partners such as surrounding communities and schools; and
- Better coordination with schools for after-school, before-school, summer camps, track-out programs,

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3.1.3 Stakeholder Interviews

and curriculum development.

In order to better understand the priorities that the City of Raleigh's elected officials are facing, the consultant team conducted a series of 11 interviews with the mayor, city council members, the city manager, an assistant city manager and various city department leaders. Each interviewee was asked a series of questions regarding the issues they are hearing from constituents throughout their district or the city, thoughts on comparable cities or regions, and potential implementation strategies for improvements or enhancements to the parks, recreation and cultural resources system. Responses were recorded by the consultant team and coded to identify consistent themes. The following are themes compiled from all 11 interviews:

Needs and Priorities:

- 5 of the 11 interviewees mentioned the need for new neighborhood, “walk-to” or “pocket” parks in under-served areas (this is related to the equity issue below; a total of 9 interviewees mentioned either “equity”, “walkability” or “new neighborhood/pocket/ walk-to” parks);
- 7 of the 11 interviewees said that they do not get calls from dissatisfied or under-served constituents, or hear much about the need for new sports or recreation facilities;
- 6 of the 11 interviewees mentioned the need to update or expand existing parks, recreation and cultural resource facilities, with an emphasis on expanded amenities and programs (such as bathrooms, safer play equipment, lighting, air conditioning in gyms, computers with internet access, after school programs, expanded weekend/ Sunday hours for community centers, historical exhibits);
- 7 of the 11 interviewees mentioned the need to start planning for Dorothea Dix Park;
- 6 of the 11 interviewees discussed the need to expand, complete and/or connect the greenways, trails and sidewalk system for transportation as well as recreation; the need to improve the “wayfinding”

system was also mentioned;

- 4 of the 11 interviewees discussed the need for equity in the geographic distribution of recreation facilities across the city (as mentioned above);
- 4 of the 11 interviewees discussed the need to serve an aging population and/or the need for new senior centers, including one in southeast Raleigh;
- 4 of the 11 interviewees discussed the need for urban parks in the downtown/ redevelopment areas to accommodate the growing urban population. Several noted that urban parks serve a different function than suburban parks and should be planned and designed differently. They also discussed the need for “vehicle” or “mechanism” to create these spaces as redevelopment occurs;
- 3 of the 11 interviewees mentioned the need for “special use” sports venues – including an aquatics center, tournament athletics facility, and a velodrome - to serve the local population and to attract sports tourism. It was also mentioned that the high use of competition sports facilities are “forcing people out” of traditional recreational parks;
- 2 of the 11 interviewees mentioned the need for joint planning and use with Wake County Schools and Parks;
- Other needs mentioned by interviewees included: arts, culture and historic preservation; more diversity and inclusiveness, particularly focusing on the needs of the Hispanic community; “branding” the City of Raleigh; and maintaining the legacy and character of a “City within a park;”
- A focus on maintenance needs was also mentioned by interviewees.

Funding/ Implementation:

- 9 of the 11 interviewees stated that voter-approved bond referendums have historically been successful in Raleigh and would be the preferred funding mechanism for proposed parks, recreation and cultural resources system improvements;
- 8 of the 11 interviewees also mentioned impact fees as a traditional funding tool; however several interviewees cautioned against increasing the amount of current park impact fee rates;
- Several interviewees also mentioned the general fund, grants, partnerships with schools and

Needs and Priorities Assessment

businesses, and/or the use of special assessments and taxing districts such as Business Improvement Districts (BIDs) and Tax Increment Financing (TIFs);

- Several interviewees mentioned the need to keep user fees affordable.

Comparable Communities:

- 4 of the 11 interviewees felt that no other cities were comparable with Raleigh;
- Other interviewees mentioned Austin, Denver (healthy lifestyles, outdoor recreation), Pittsburgh (redevelopment), Minneapolis (greenways and parks), Boston (walkable), New York (re-capture and conversion of “throw-away” spaces), San Francisco (public art), Chicago (big urban parks), Charleston, Savannah, Washington, DC.

Interview Themes

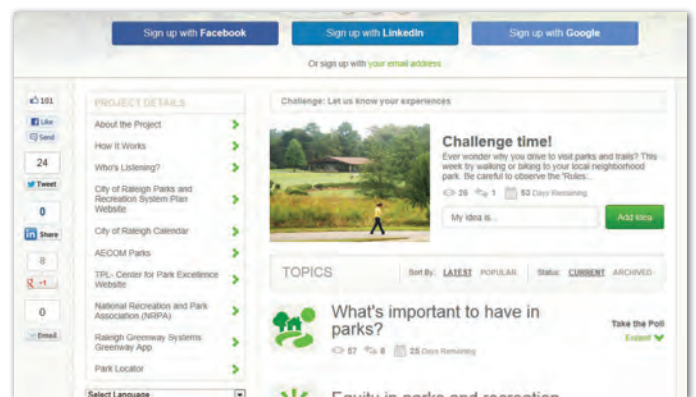
The following themes were recorded by consultant staff during multiple interviews with City of Raleigh stakeholders and elected officials. The primary themes for needs and priorities from the interviews included:

- Better connectivity for greenways and trails;
- Improve or enhance existing park and recreation facilities first through reinvestment in maintenance;
- Need for equity in the geographic distribution of recreation facilities across the city;
- Start planning for Dorothea Dix Park site in overall park and recreation system;
- Provide more walk-to park options for residents;
- Meeting the needs of an aging population;
- Develop parks in urbanizing areas based on new urban lifestyles; and
- Keep the character of the city through integration of the arts, history and diversity.

3.1.4 Public Engagement Website

A goal of the Department is to increase public involvement and that includes utilizing online content and social media to reach out to residents and users in a new way. This will help gather input and create better opportunities for residents and workers to stay engaged in the planning process. To fully engage citizens, the city has also included an interactive public engagement website. In addition, the Department’s own website (<http://parks.raleighnc.gov>), serves as a depository of information such as meeting notes, project schedule and announcements.

The public engagement website (www.yourparksyourfuture.com) was utilized to gain input from area residents and visitors throughout the planning process with various topics, questions and polls posted for public input and feedback. Comments, ideas and votes submitted through this website have been saved, compiled and coded by the consultant team and city staff. At the time of publishing, the website has received over 22,600 visits with over 68,200 page views. Over 1,415 participants have signed up and provided over 950 comments, ideas or voted online representing all zip codes within Raleigh. The following are examples of ideas submitted through the website as well as coded themes, which have received the highest amount of votes of support or have been identified by numerous residents in submitting their ideas or comments:



Screen shot of www.YourParksYourFuture.com

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Public Engagement Website Themes

Needs and Priorities:

- Development of a destination playground that is accessible by children of all needs
- More disc golf opportunities throughout the city and at Dorothea Dix Park
- Lighting for existing skate park at Marsh Creek Park
- Develop lighted soccer fields with artificial turf fields for league and pick-up play
- Provide more nature parks
- Provide benches and rest areas along existing greenway trails
- Provide nighttime activities for some parks
- Additional off-leash dog parks, some with lights
- More playgrounds for toddlers and better playground options such as natural and barrier-free playgrounds
- Better parking options and additional restrooms at Lake Johnson
- Develop outdoor destination water park
- Provide more electric vehicle charging stations
- More greenways in northeast Raleigh and Capital Boulevard areas
- Develop a cross-country course and market it for local and regional events
- Improve existing tennis courts and provide better equitable distribution
- Improvements are needed for Ralph Campbell Center for afterschool programs
- More sand volleyball courts
- Downtown to midtown multi-use path
- More and better specialized recreation classes (i.e. art classes, fitness, dancing, safety, volunteering, practical living, etc.)
- Provide small eating areas and vendors at select parks
- Finish the greenway trail connection to Umstead State Park
- Regional wayfinding system with destinations and time indicators along greenway trails



Community Meeting input

Additional topics were posted on the public engagement website to gain feedback for specific issues. Examples of these topics include:

Barriers that prevent residents from using the Capital Area Greenways Network (in descending order of votes):

- Inadequate connections to other trails or gaps in the network;
- Inadequate connections to adjacent uses such as businesses and neighborhoods;
- Inadequate or inconsistent location and wayfinding signage;
- Psychological safety concerns (perceived safety);
- Lack of adequate parking at trailheads;
- Inadequate support facilities such as restrooms, drinking fountains or parking;
- User safety at roadway intersections;
- Physical conditions (e.g. surface, bridges, intersections);
- Lack of time;
- Inadequate number of passive use areas such as picnic areas and benches; and
- Lack of interest.

Needs and Priorities Assessment

3.1.5 Public Participation Summary

Forming the foundation of the qualitative research, public participation provides a snap shot of the views of residents, stakeholders and elected officials for the vision and needs and priorities of the City of Raleigh's Parks, Recreation and Cultural Resources System. With the interaction of over 5,300 citizens through face-to-face meetings and online conversations, the System Plan team gained a better understanding of the community's needs. Below is a list that summarizes the top needs for facilities and activities based on input provided during all four community meetings and one teen workshop. Following the needs list, a list of the top priorities themes is provided that summarizes input from each of the public participation events.

Needs (Compiled from Community Meetings and Online):

A. Most Important Facilities with Highest Unmet Needs

1. Greenway Trails
2. Smaller Neighborhood Parks
3. Tennis Courts
4. Picnic Areas/ Shelters
5. Nature Parks and Preserves
6. Restrooms
7. Indoor Pools
8. Dog Parks
9. Accessible Playgrounds
10. Disc Golf

B. Most Important Activities with Highest Unmet Needs

1. Fitness and Wellness
2. Nature
3. Aquatics
4. Tennis
5. Visual Arts
6. Adventure Recreation
7. Teens (6th - 12th Grade)
8. Food Vendors

Priorities:

- Greenway wayfinding needs to highlight destinations, fitness and nutrition information, educational/ interpretative elements and amenities such as benches;
- Better greenway connectivity to neighborhoods;
- Hierarchy of types and functions of greenways;
- Equitable distribution of small, neighborhood parks with connections to sidewalks and greenways needed;
- Focus on improving or reinvigorating existing facilities (athletic fields, tennis) and parks;
- Develop new urban lifestyle-based parks and greenway connection options for urbanizing areas with immediate and long-term solutions;
- Identify future natural lands for preservation and provide an equitable distribution of nature parks;
- Provide better coordination with schools for educational curriculum recreation programs and greenway connection options;
- Additional off-leash dog parks, some with lights and extended hours;
- More playgrounds for toddlers and better playground options such as natural and barrier free playgrounds;
- More and better specialized recreation classes (i.e. art classes, fitness, dancing, safety, volunteering, practical living, technology and English as a Second Language);
- Create common voice in the arts community;
- Provide alternative transportation options from and to parks;
- More programs and locations for special populations through partnerships;
- Co-develop aquatic center with partners such as surrounding communities and schools;
- Keep the character of the city through integration of the arts, history and diversity;
- More disc golf opportunities throughout the city; and
- Provide small eating areas and vendors at select parks.

Chapter Three

Section 3.2 | Online Public Opinion Survey

3.2 Methodology

Starting on January 1, 2013 and concluding on March 4, 2013, City of Raleigh residents and anyone with an interest had an opportunity to participate in an online public opinion survey via SurveyMonkey. The System Plan team developed a questionnaire, which closely resembled the Citizen Opinion and Interests survey document in Section 3.3 of this report. The Online Public Opinion Survey was accessible by two means; a link was provided on the public engagement website (www.yourparksyourfuture.com); and a link was emailed to contacts via email blasts from the City of Raleigh. At each public event, the consultant and/or Department staff provided business cards to attendees with a domain address and QR Code to access the public engagement website and encouraged attendees to complete the survey. In total, 1,962 surveys were completed.

While findings from online surveys are instructive, it is important to note that this survey is not considered statistically accurate and does not reflect the demographics of the City of Raleigh. Respondents self-select to complete the survey, rather than being randomly contacted in a sample such as the survey used in Section 3.3. Even though the survey is not statistically valid, results are valuable to the overall analysis process specifically because almost 2,000 people responded, which reflects a large body of input from throughout the community.

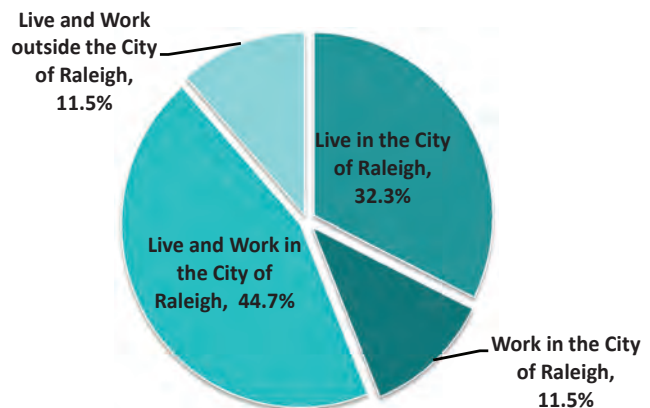
3.2.1 Survey Respondents

The intention of the survey was to reach as many City of Raleigh residents and interested parties as possible. Before completing questions regarding park and recreation facilities and activities, a series of basic demographic questions were asked to better understand the respondents. The following are select results of these basic questions.

Which one of the following best describes you?

The majority of respondents either live and/or work in the City of Raleigh, with only 11.5% as neither option. This indicates a strong participation level by residents, workers and visitors to the City of Raleigh.

Table 16. Respondent's place of residence

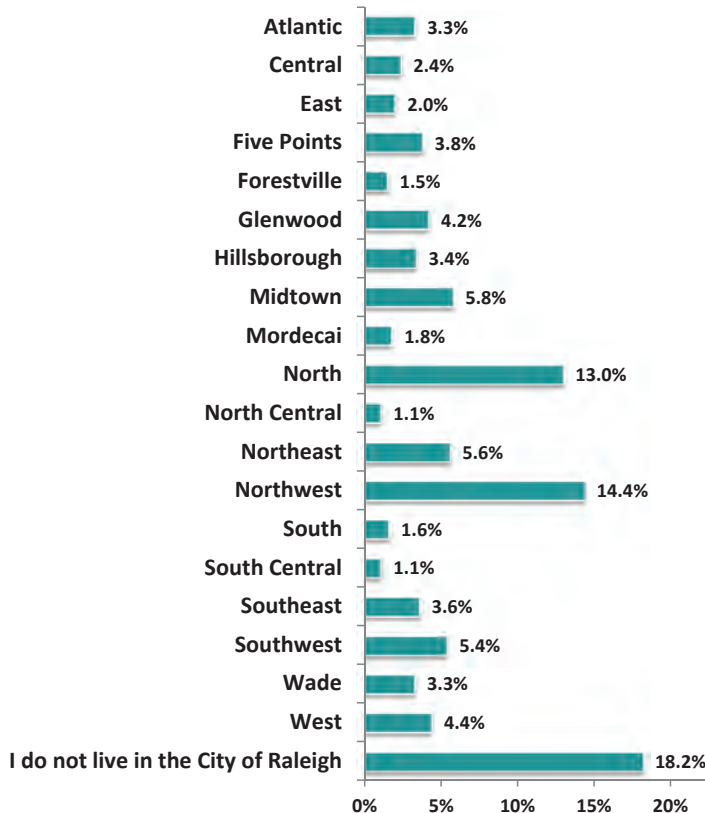


Needs and Priorities Assessment

Which Citizen Advisory Council (CAC) do you or your family live in?

The CACs with the highest level of participation include Northwest, North and Midtown CACs. Lowest participation was from the South Central, North Central and Forestville CACs. The CAC participation rates in Table 18 indicate the distribution across all CACs, and are not adjusted for population differences between CACs. Approximately 18.2% of respondents did not live in the City of Raleigh, or did not know their CAC.

Table 17. Respondent's CAC



3.2.2 Park and Recreation Questions

A series of questions specific to park and recreation issues was asked of each respondent. The number of responses vary for each question; however, each question shown in detail below had over 1,000 actual responses. Questions are organized into five categories:

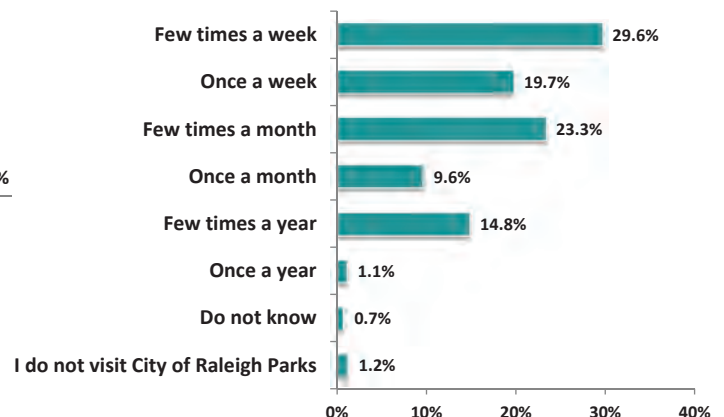
- Park and Facilities
- Recreation Program
- Satisfaction
- Priorities
- Communication

Park and Facilities Questions:

Approximately how often did you or members of your household visit City of Raleigh parks during the past year?

Almost 50% of respondents visit a City of Raleigh park on a weekly basis. An additional 30% of respondents visited City of Raleigh parks at least monthly over the last year. Response to the question indicate that participants are very familiar with City of Raleigh parks by the high level of visitations.

Table 18. How often do you visit?

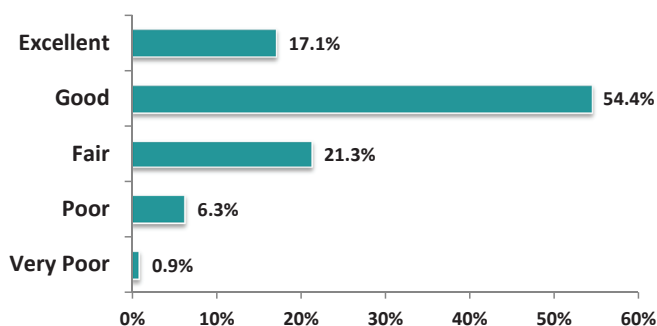


Chapter Three

Rate the condition and appearance of ALL the parks and recreation sites in the City of Raleigh you have visited?

Over 92% of respondents had a positive or fair rating to the condition and appearance of City of Raleigh parks with over 71% stating an excellent or good rating. This reflects a very positive view of parks in the City of Raleigh by residents, visitors and workers, and is consistent with feedback received at several public participation events.

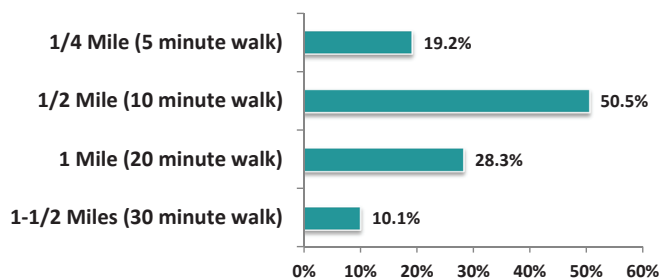
Table 19. Condition and Appearance



How would you define 'walking distance'?

A little over 50% of respondents indicated that a ½ mile or a ten minute walk is their definition of 'walking distance,' which is consistent with most post-war, first-tier suburban and urban development patterns. The second highest number of respondents selected one mile or a 20 minute walking distance.

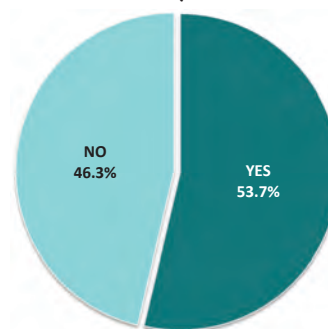
Table 20. Walking Distance



Do you feel there is sufficient access to greenway trails from your residence?

Slightly over 53% of respondents stated that they feel there is sufficient access to greenway trails from their residence. Over 46% of respondents do not feel there is sufficient access.

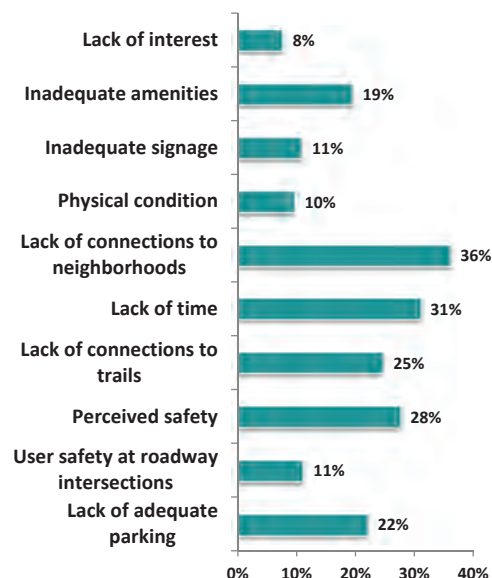
Table 21. Access to Greenways



Most significant reasons that prevent you or other members of your household from using greenway trails of the City of Raleigh Parks, Recreation and Cultural Resources Department more often.

The most significant reason that prevented respondents from using greenway trails more often in the City of Raleigh was a 'lack of connection to neighborhoods.' This was followed by 'lack of time' and 'perceived safety.'

Table 22. Greenway Barriers

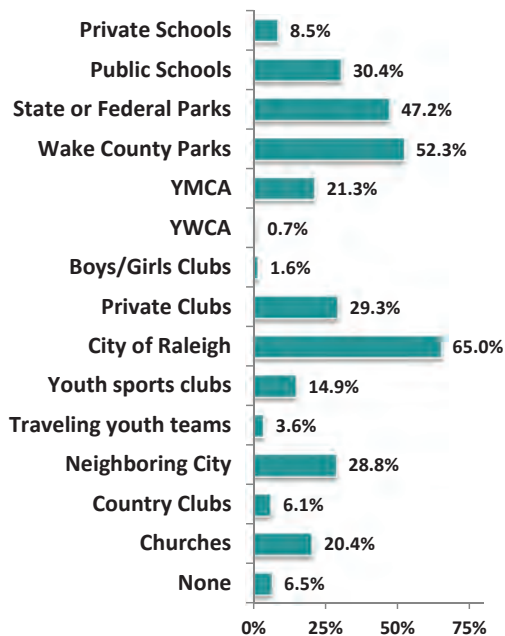


Needs and Priorities Assessment

List all the organizations that you and members of your household use for parks and recreation programs and services.

The most commonly selected organization that respondents or members of their household have used for parks and recreation programs and services was the City of Raleigh Parks, Recreation and Cultural Resources Department (65%); with 52% using Wake County Parks; 47% using state or federal parks; and 30% using Wake County Public Schools. The least common organization was YWCA (0.7%) and Boys/Girls Clubs (1.6%).

Table 23. Organizations Used

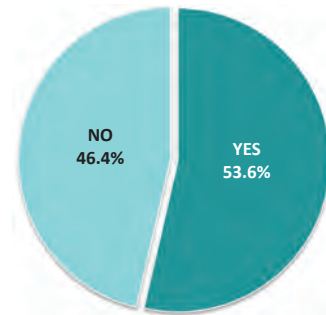


Recreation Program Questions

Have you or other members of your household participated in any recreation programs offered by the City of Raleigh Parks, Recreation and Cultural Resources Department?

Over 53% of respondents selected that they or members of their households have participated in a recreation program offered by the City of Raleigh Parks, Recreation and Cultural Resources Department.

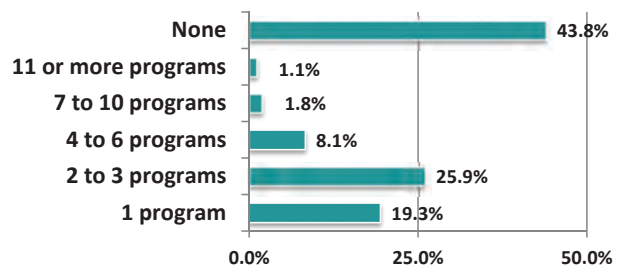
Table 24. Recreation Program Participation



Approximately how many different recreation programs offered by the City of Raleigh Parks, Recreation and Cultural Resources Department have you or members of your household participated in over the last 12 months?

56% of respondents have participated in one or more recreation programs with the City of Raleigh Parks, Recreation and Cultural Resources Department. The largest group of participants attended 2 to 3 programs (25.9%).

Table 25. Recreation Program Participation

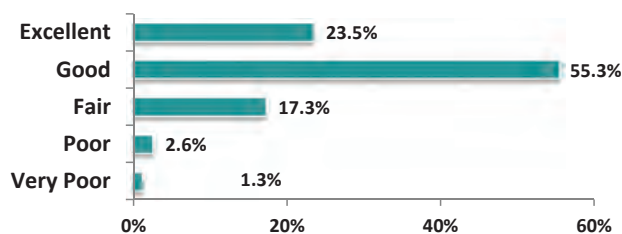


Chapter Three

How would you rate the overall quality of the recreation programs that you and members of your household have participated in?

Over 96% of respondents had a positive or fair rating for the overall quality of recreation programs with over 78% stating an excellent or good rating. This reflects a positive view by residents, visitors and workers of recreation programs offered by the City of Raleigh.

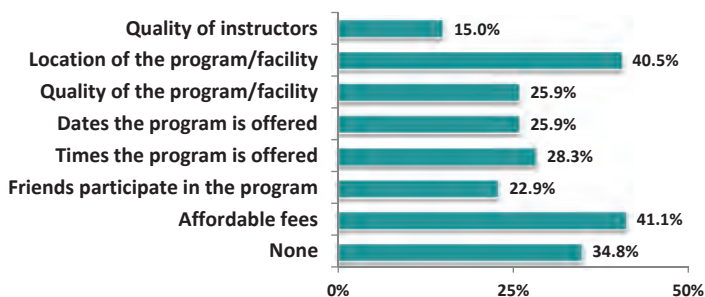
Table 26. Quality of Recreation Programs



Reasons why your household has participated in City of Raleigh Parks, Recreation and Cultural Resources Department programs.

The most common reason a respondent chose to participate in a recreation program provided by the City of Raleigh Parks, Recreation and Cultural Resources Department was the affordable fee charged for the programs (41%), followed by location of the program/facility (40%). The least common reasons were quality of instructors (15%) and friends participate in the program (22.9%).

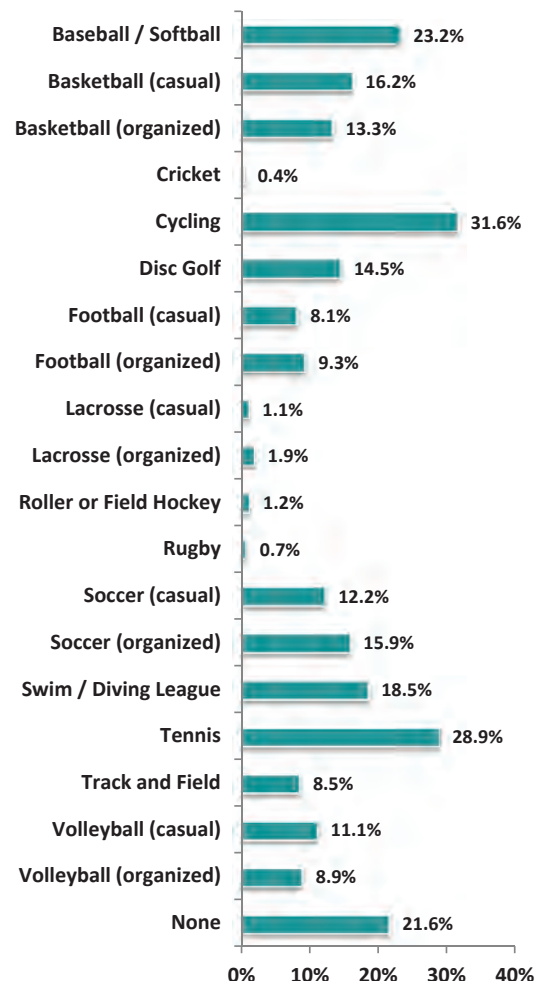
Table 27. Reason to Participate in Programs



What recreational/ team sports do you and/or your household members currently engage in?

Over 31% of respondents currently engage in cycling; 28% play tennis; 23% play organized baseball/softball; and 18% swim or dive with a league. Over 21% of respondents do not engage in any recreation or team sports. The four recreation/team sports with the lowest level of participation include: cricket (0.4%); rugby (0.7%); lacrosse (1.1%); and roller or field hockey (1.2%).

Table 28. Top Recreation/ Team Sports Engagement

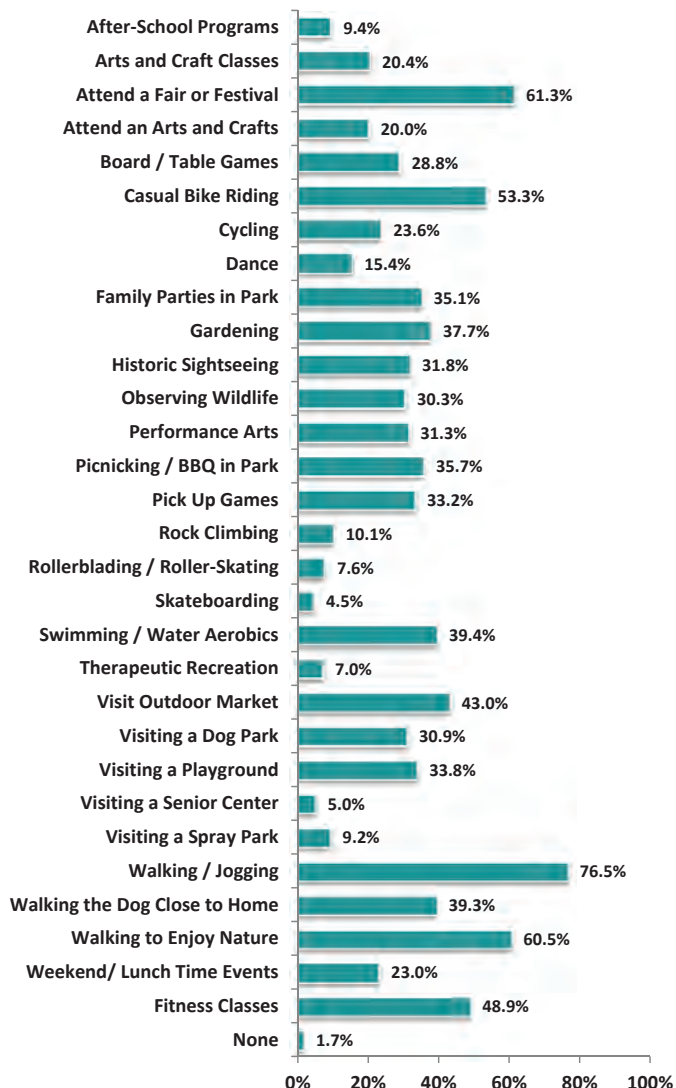


Needs and Priorities Assessment

What recreational activities or hobbies do you and/or your household members currently engage in?

Over 76% of respondents currently engage in walking/jogging; 61% attend a fair, festival or concert; 60% walk to enjoy nature; and 53% choose casual bike riding. Only 1.7% of respondents do not engage in any recreation activities or hobbies. The four recreation activities or hobbies with the lowest level of participation include: skateboarding (4.5%); visiting a senior center (5%); therapeutic recreation (7%); and rollerblading/ roller-skating (7.6%).

Table 29. Top Recreation Activities Engagement

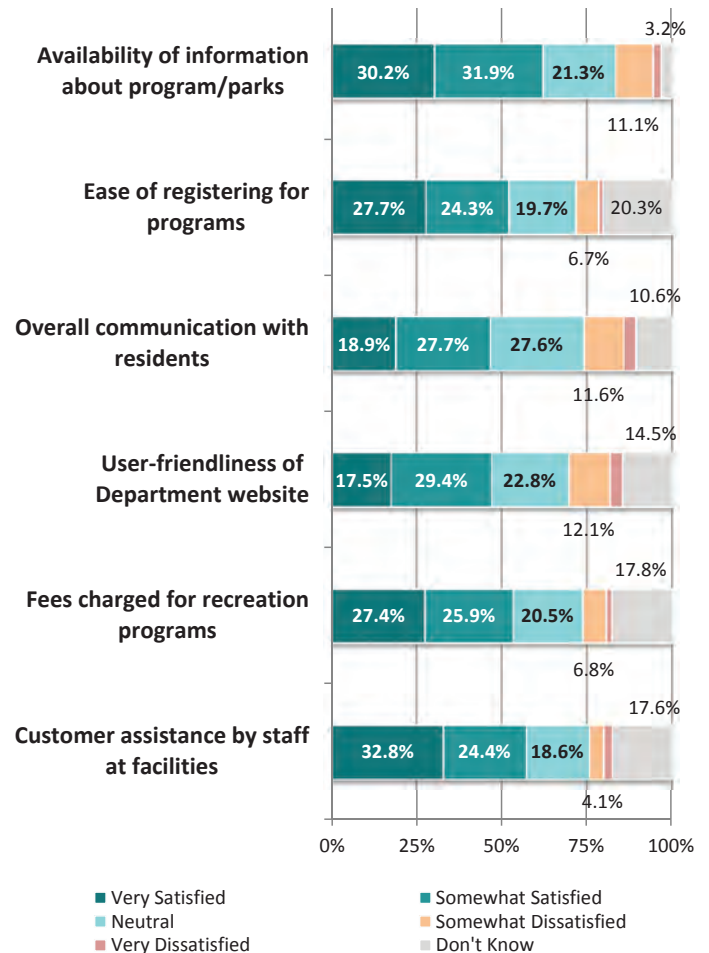


Satisfaction Questions:

Rate your satisfaction with the following parks and recreation services provided by the City of Raleigh Parks, Recreation and Cultural Resources Department.

The highest levels of satisfaction (either very satisfied or somewhat satisfied) were for customer assistance by staff at facilities and availability of information about programs/parks. The service with the highest level of dissatisfaction is the user-friendliness of the Department's website and overall communications with residents.

Table 30. Satisfaction of Services

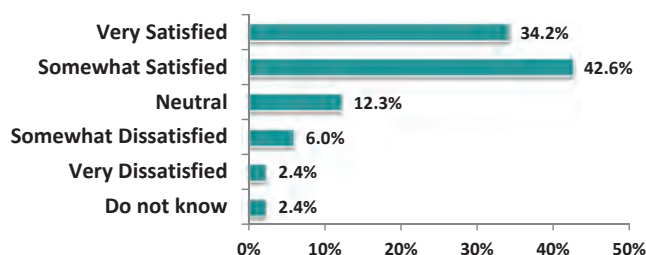


Chapter Three

Rate your satisfaction with the overall value your household receives from the City of Raleigh Parks and Recreation System.

Over 76% of respondents are very satisfied or somewhat satisfied with the overall value their household receives from the City of Raleigh Parks and Recreation System. Only 8.4% responded that they were dissatisfied with the overall value.

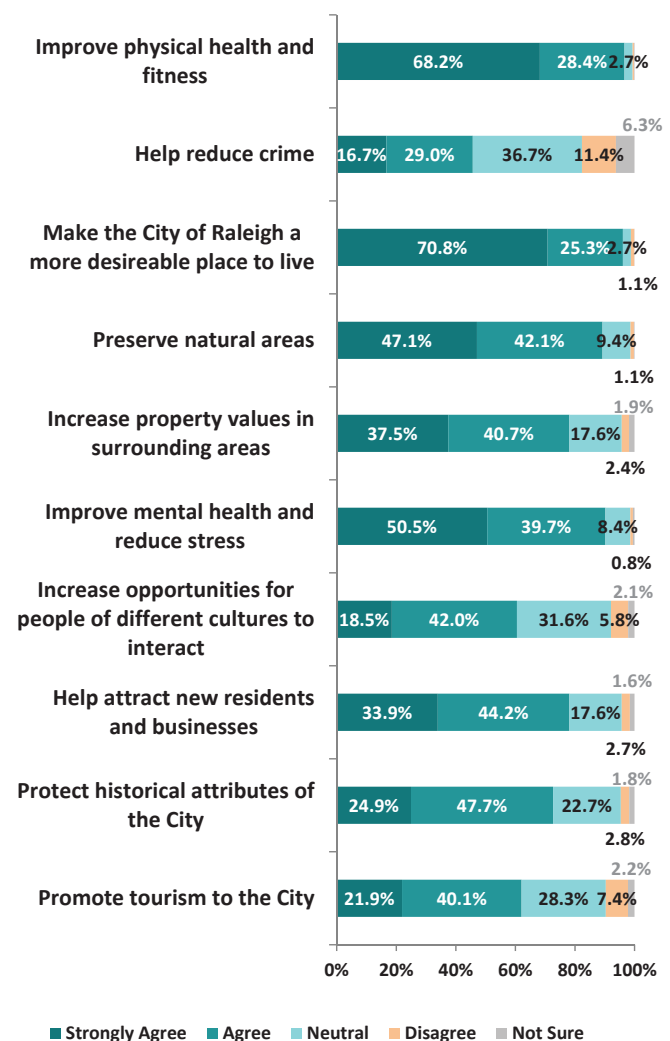
Table 31. Overall Satisfaction to Household



Indicate your level of agreement with the benefit provided by parks, trails and recreation facilities and services by selecting the level of agreement.

The benefits with the highest level of agreement (strongly agree or agree) were 'Improve physical health and fitness' (96.6%) and 'Make the City of Raleigh a more desirable place to live' (96.1%). The next highest ranked benefits are 'Improve mental health and reduce stress' (90.2%) and 'Preserve natural areas' (89.2%).

Table 32. Park and Recreation Benefits



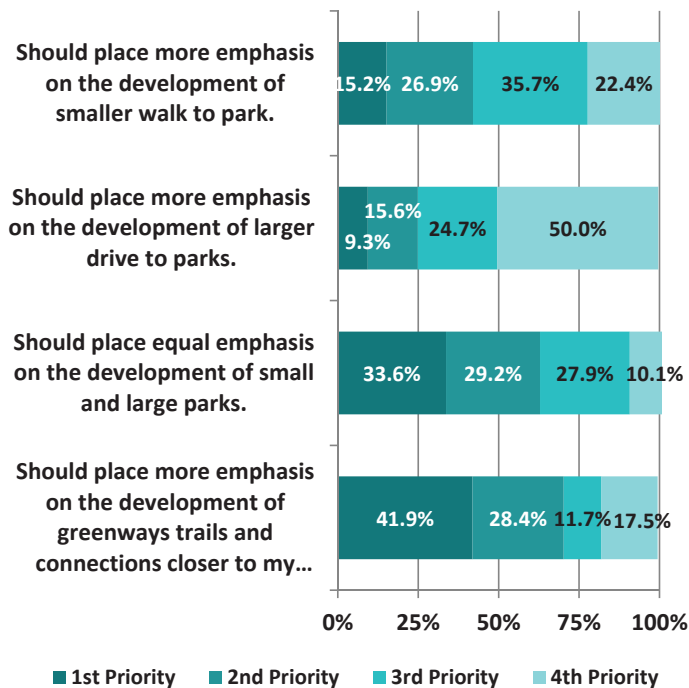
Needs and Priorities Assessment

Priority Questions:

Indicate the priorities that best describe the emphasis that should be placed on the development of parks and greenway facilities.

The highest level of priority by respondents was for 'more emphasis on the development of greenways trails and connections close to my home,' while the second highest level of emphasis was for 'equal emphasis on the development of small and large parks.' The lowest level of priority was for 'more emphasis on the development of larger drive to parks.'

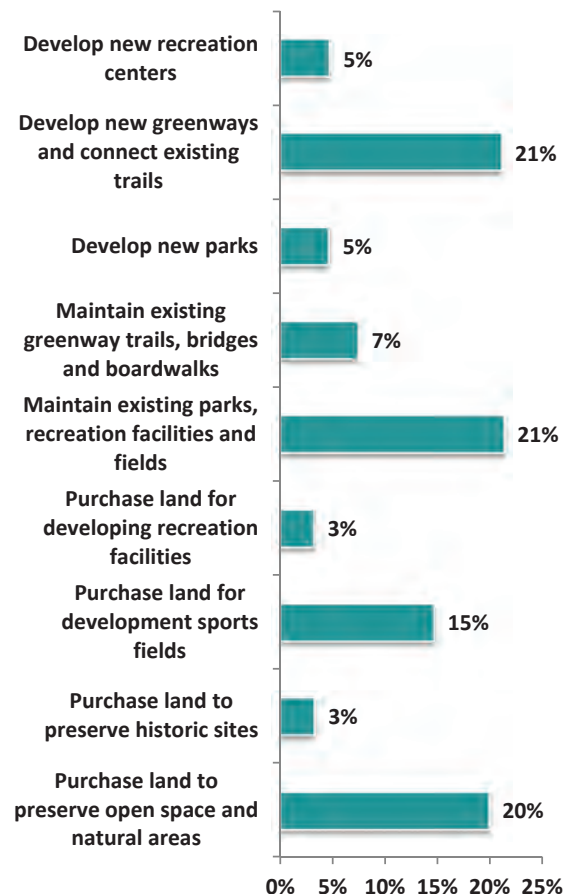
Table 33. Park and Greenway Development Priorities



Indicate which actions you would be most willing to fund with your city tax dollars.

The action respondents selected as the most willing action they would take to improve the parks and recreation system is 'Maintain existing parks, recreation facilities and fields.' The second most selected action was 'Develop new greenways and connect existing trails.' The action respondents are least willing to take was 'Purchase land for development of sports fields' and 'Purchase land to preserve historic sites.'

Table 34. Action Priorities

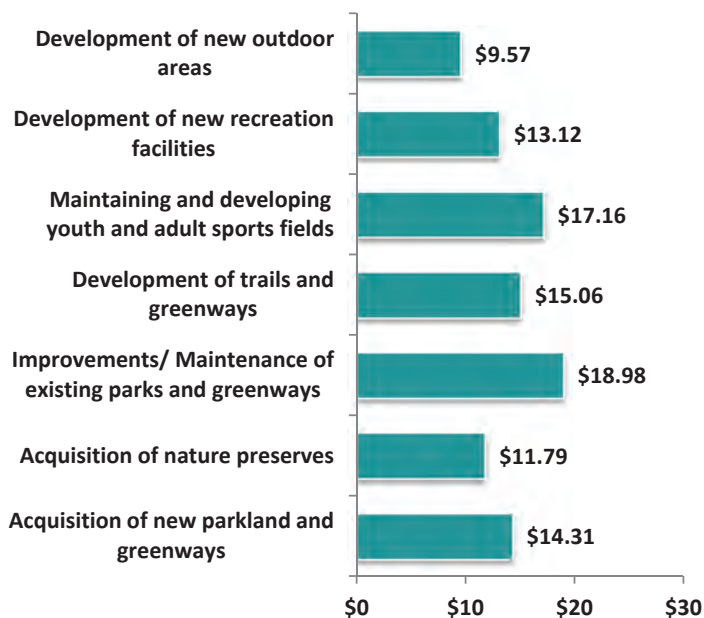


Chapter Three

If an additional \$100 were available for Parks and Recreation facilities in the City of Raleigh, how would you allocate the funds amount?

Respondents chose to allocate the highest amount of funding to 'Improvements/ maintenance of existing parks and greenways' (\$18.98). Maintaining and developing youth and adult sports fields received the second highest allocation at \$17.16. The lowest amounts allocated were for 'Development of new outdoor areas' (\$9.57) and 'Acquisition of nature preserves' (\$11.79).

Table 35. Funding Allocation

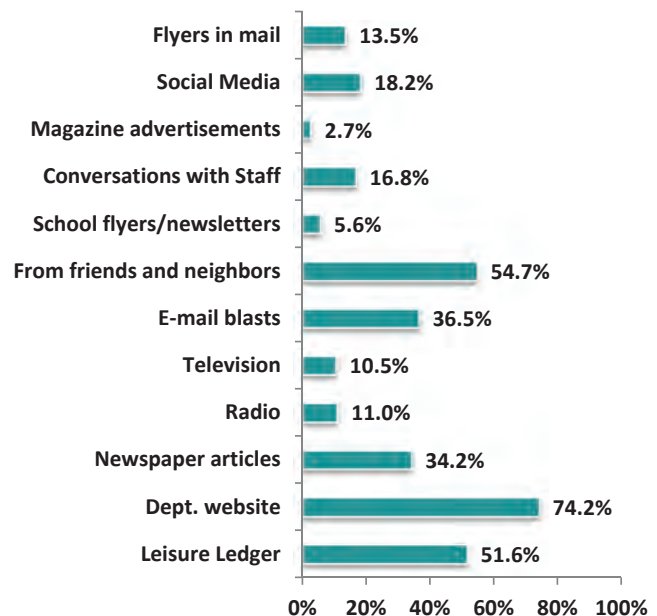


Communication Question:

ALL the ways you learn about City of Raleigh Parks, Recreation and Cultural Resources Department programs and activities.

Most respondents learn about City of Raleigh Parks and Department programs and activities by the Department's website (74%); from friends and neighbors (54%); and the Department's Parks/ Recreation Leisure Ledger (51%). The means that is least used by respondents were magazine advertisements (2%); school flyers/ newsletters (5%) and television (10%).

Table 36. Communications



Needs and Priorities Assessment

3.2.3 Summary of Findings

Though the Online Public Opinion Survey is not statistically valid, it did have a large number of responses and can contribute to a better understanding of how residents, workers and visitors of the City of Raleigh identify key issues with parks, recreation and cultural resources. Significant findings include:

- A high level of satisfaction with the condition and appearance of parks, recreation and cultural resource facilities in the City of Raleigh;
- A majority of respondents define 'walking distance' as within ½ to one-mile or a 10-20 minute walk;
- In addition to the City of Raleigh park sites, a majority of respondents use Wake County Parks and Wake County Public School sites for recreation;
- The most significant reasons that prevented respondents from using the City of Raleigh park and recreation facilities were a lack of greenway connections and locations being too far from their homes;
- A relatively high (78%) percentage of respondents had either an excellent or good rating for the quality of recreation programs by the department;
- The most important reasons for selecting to participate in a recreation program were the affordability and location of the facility;
- The most important recreation/ team sports were; baseball/softball; cycling; tennis; organized soccer; and swim/ dive league;
- The most important recreation activities or hobbies were: walking/ jogging; walking the dog close to home; walking to enjoy nature; and work out/ attend fitness class;
- Highest levels of satisfaction for services provided by the department were for customer assistance by staff at facilities, while overall communication with residents and the user-friendliness of the department website received the highest levels of dissatisfaction;
- Highest levels of priority by respondents were for more emphasis on the development of greenways trails and the development of small and large parks;
- The action respondents selected as the most willing

action they would take to improve the parks, recreation and cultural resources system is 'Maintain existing parks, recreation facilities and fields.'

- Respondents chose to allocate the highest amount of funding to 'Improvements/ maintenance of existing parks and greenways' (\$18.98), and lowest amount was allocated for 'Development of new outdoor areas' (\$9.57); and
- Most respondents learn about City of Raleigh Parks and Department programs and activities by the Department's website (74%); from friends and neighbors (54%); and the Department's Parks/ Recreation Leisure Ledger (51%) and connections close to my home, while the second highest level of emphasis was for equal emphasis on development of small and large parks.



City Cemetery looking west towards Downtown Raleigh

Chapter Three

Section 3.3 | Citizen Opinion and Interest Survey

3.3 Methodology

The System Plan team conducted a Citizen Opinion and Interest Survey on behalf of the City of Raleigh during February, 2013. The purpose of the survey was to establish needs and priorities for the future development of parks, recreation facilities/ programs and services and greenways within the community. The survey was designed to obtain statistically valid results from households throughout the City of Raleigh and was administered by a combination of mail, telephone and website.

The survey was developed in cooperation with department staff, first through a workshop on October 22, 2012, and then through a series of draft survey instruments. A final survey was approved by the department in early January, 2013. The final survey was seven print pages in length and contained 22 questions. A target sample size of 800 was set for mail, telephone and website responses. Questions focused on parks, park and recreation facilities, needs and priorities, satisfaction, communications and simple demographics, which were used to validate the survey to the demographics of the City of Raleigh.

Approximately 4,000 printed surveys were mailed to randomly selected households throughout the City. Respondents were provided three means to complete the survey; by mail, by phone (in either English or Spanish); and through a website. An automatic voice message was sent to each house that had been mailed a printed survey. Three weeks after the mailing of surveys, follow-up phone calls were made to households. Households that indicated they had not returned a completed survey were provided an option to complete one by phone. The survey was completed by 802 respondents and has a level of confidence of 95%, which means results could be replicated 95 times out of 100. In addition, the survey has a margin of error of +/-3.4%. A detailed copy of the questionnaire and full survey results can be found in the appendices.

3.3.1 Survey Respondents

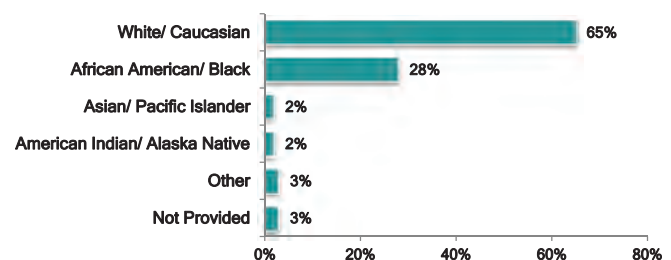
The Citizen Opinion and Interest Survey had a sample size of 802 respondents and was designed to match the demographic characteristics of the City of Raleigh. In order to validate the survey, a series of basic demographic questions were asked at the end of the survey. The following are select results of these basic questions:

Note: responses are presented in this section as one-way analysis; they have not been cross-tabulated to discern patterns.

Which of the following best describes your race?

The race/ethnicity of respondents closely resembles the 2010 US Census results identified in **Table 3** of this report on page 28. One variation is the number of respondents that selected 'White/Caucasian,' which is slightly higher than the US Census data from 2010. This may be due to the fact that the survey had a separate question for ancestry (Latino, Hispanic or Spanish, which 9% selected) and that 3% of respondents did not provide an answer.

Table 37. Race/ Ethnicity by percentage of respondents.

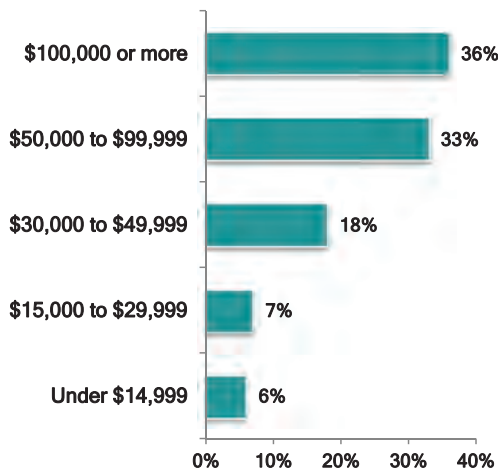


Needs and Priorities Assessment

What is your household income?

Household income, as indicated by respondents that provided information, also closely resembles the 2010 US Census data shown in Table 6 on page 29 of this report. Responses for this survey are slightly higher for the \$100,000 or more categories.

Table 38. Annual Household Income by percentage of respondents.



3.3.2 Park and Recreation Questions

A series of questions specific to park and recreation issues was asked of each respondent. The following information provides a summary of key findings for a selection of survey questions. Detailed results can be found in the appendix. Questions are organized into five categories:

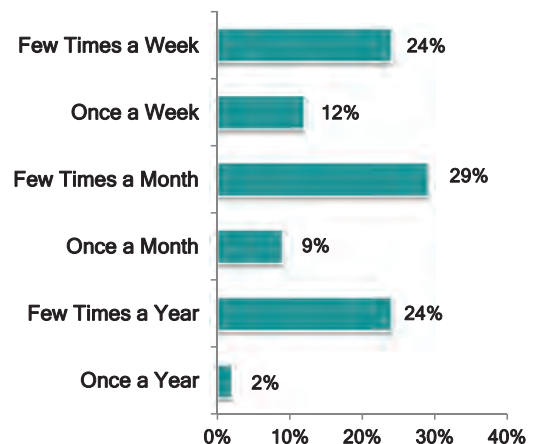
- Park and Facilities
- Recreation Program
- Satisfaction
- Priorities
- Communication

Parks, Facilities and Greenway Questions:

Approximately how often did you or members of your household visit City of Raleigh parks during the past year?

Of the 83% of households that visited City of Raleigh parks in the past 12 months, 36% visited at least once per week. Twenty-nine percent (29%) visited a few times a month; 9% visited once a month; 24% visited a few times a year, and the remaining 2% of households visited once a year.

Table 39. How often do you visit?

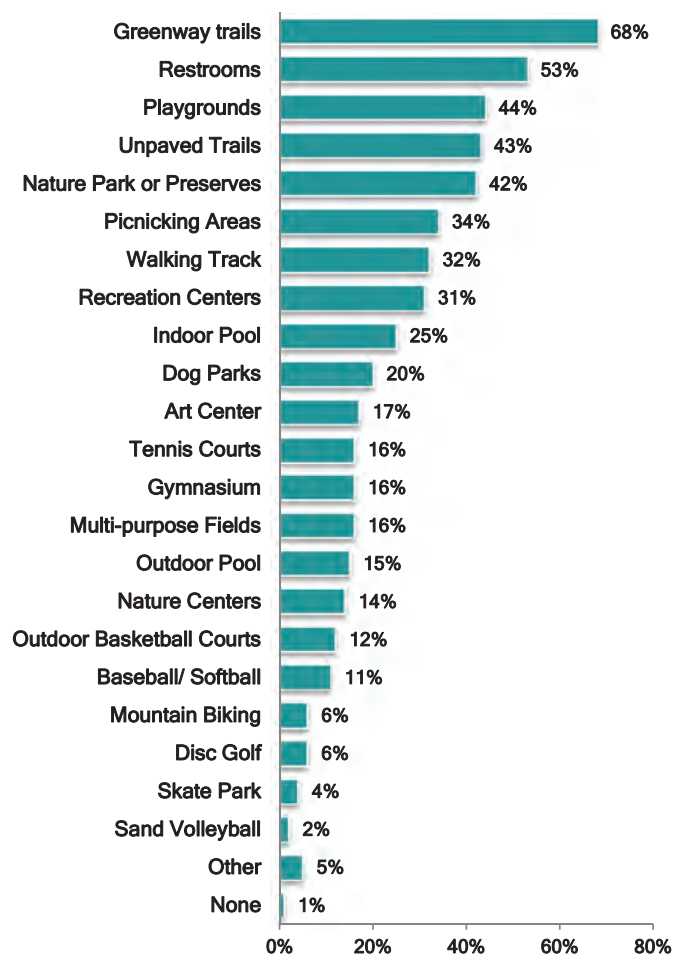


Chapter Three

ALL the City of Raleigh recreation facilities you or members of your household have used or visited in the City of Raleigh over the past 12 months?

Of the 83% of households that visited City of Raleigh parks in the past 12 months, 68% used Greenway Trails. Other facilities used include: Restrooms (53%), Playgrounds (44%), Unpaved Trails (43%), Nature Park or Preserves (42%), Unpaved Trails (43%), Nature Park or Preserves (42%), and Picnicking Areas (34%).

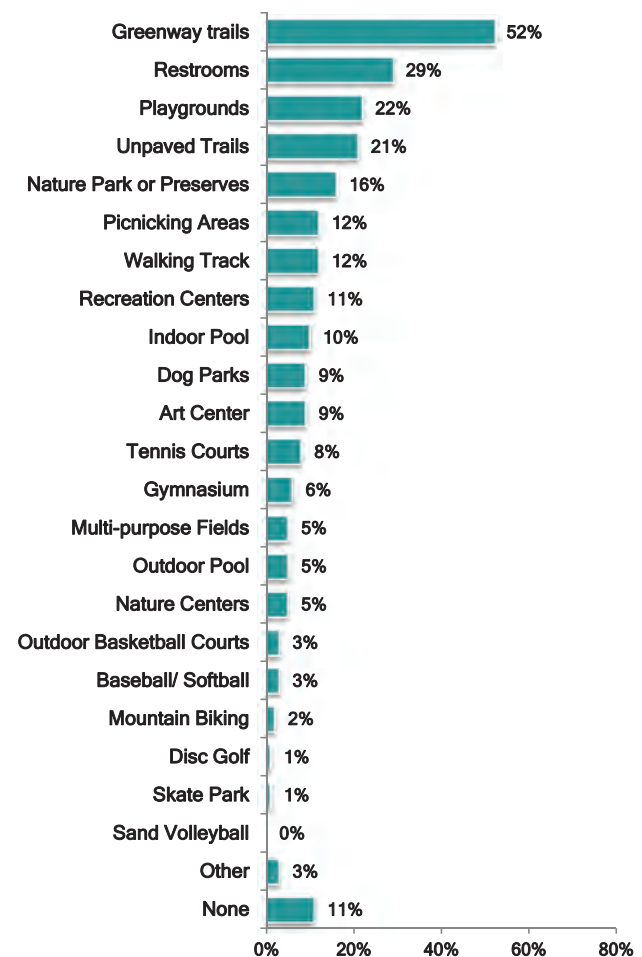
Table 40. Which facilities have you visited?



Which park and recreation facilities do you or members of your household visit most often?

Based on the sum of their top three choices, the parks and recreation facilities visited most often include: Greenway Trails (52%), Playgrounds (29%), Nature Park or Preserves (22%), Unpaved Trails (21%), and Walking Track (15%).

Table 41. Which facilities do you visited most often?

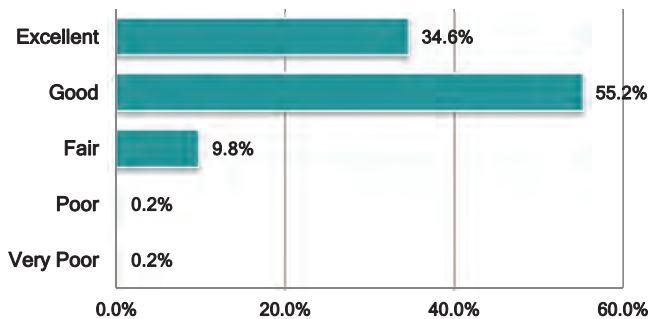


Needs and Priorities Assessment

Overall, how would you rate the condition and appearance of ALL the parks and recreation sites in the City of Raleigh you have visited?

Of the 83% of households that visited City of Raleigh parks in the past 12 months, 35% rated the overall condition and appearance as “excellent.” Fifty-five percent (55%) rated them as “good,” and the remaining 10% rated the condition and appearance of the parks as “fair.”

Table 42. How would you rate the conditions and appearance of parks in the City of Raleigh?

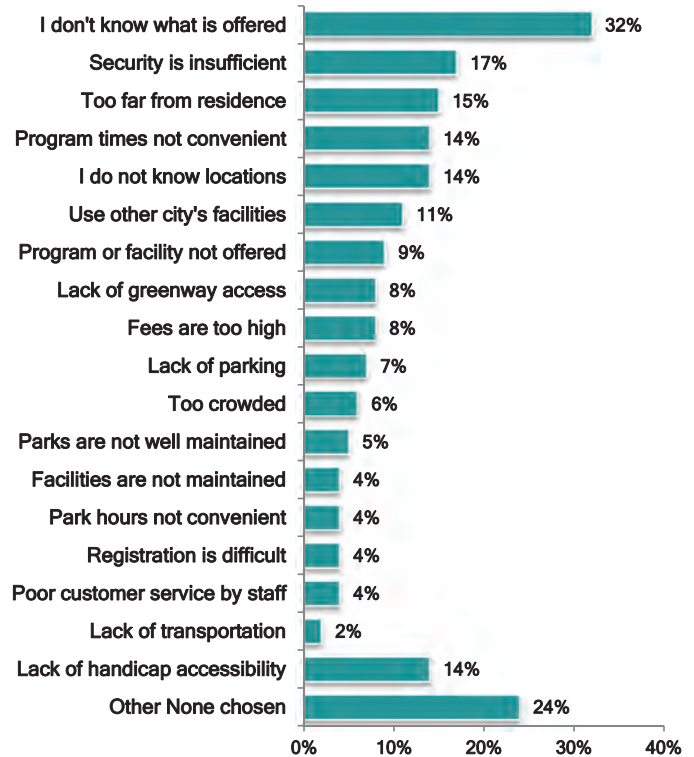


Reasons that prevent you or other members of your household from using parks, greenways trails, recreation facilities or programs of the City of Raleigh Parks, Recreation and Cultural Resources Department more often.

Thirty-two percent (32%) of households indicated they do not use Raleigh’s parks, facilities, etc. more often because they do not know what is being offered. Other reasons preventing more frequent usage include: insufficient security (17%); parks/facilities are too far from residence (15%); program times are not convenient (14%); and not knowing locations of parks/facilities (14%).

When households that have used a greenway in the last 12 months are analyzed separately, a lower portion of respondents replied that security was insufficient (14%) compared to households that have not used a greenway in the last 12 months (23.7%). This may indicate that the concern regarding insufficient security is not related to greenways security.

Table 43. What reasons prevent you from using park and recreation facilities?

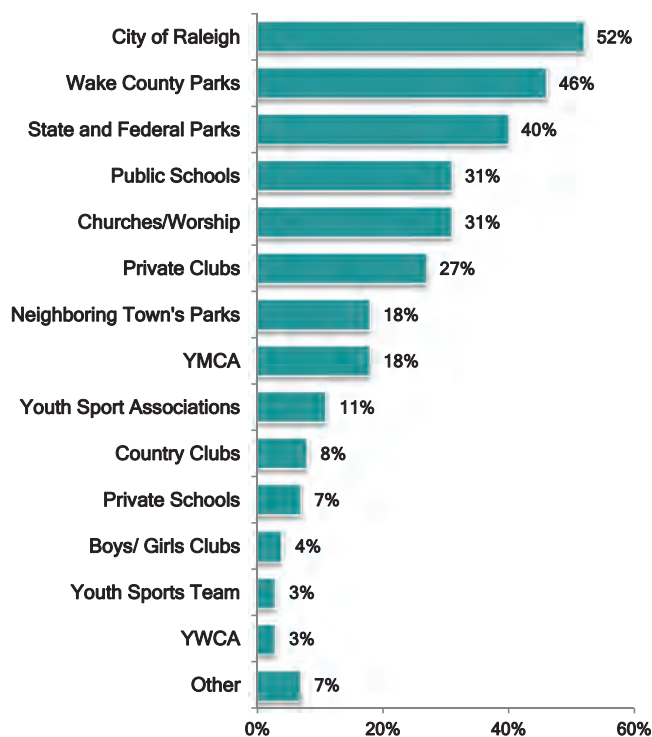


Chapter Three

ALL the organizations that you and members of your household use for parks and recreation programs and services.

Fifty-two percent (52%) of households indicated they use the City of Raleigh Parks, Recreation and Cultural Resources Department for programs and services. Other organizations used include: Wake County Parks (46%), State and Federal parks (40%), Wake County Public Schools (31%), and churches/places of worship (31%).

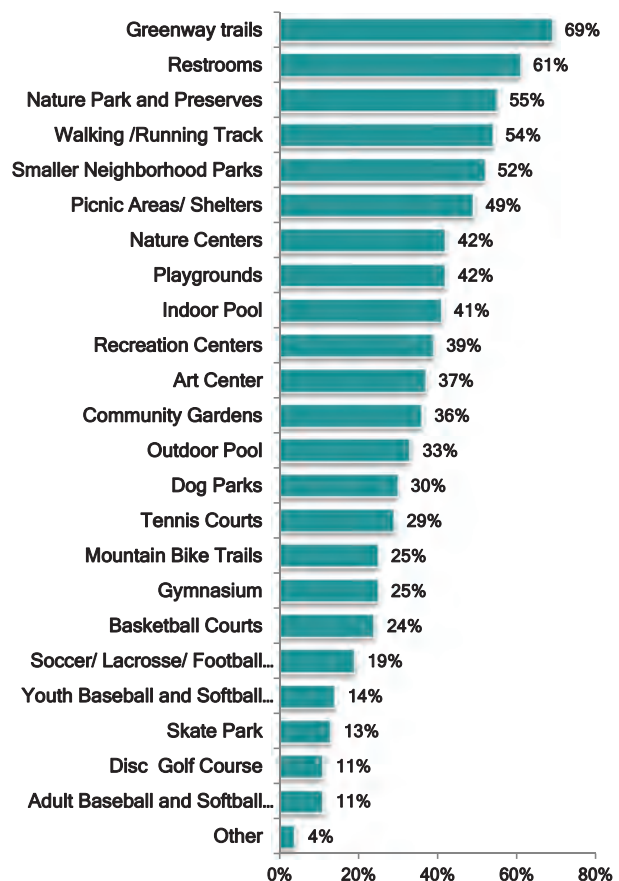
Table 44. Which organizations do you use?



Which park and recreation facilities do you or your household have a need for?

Sixty-nine percent (69%) of households have indicated a need for greenway trails. Other facilities with similar need include: restrooms (61%); nature park and preserves (55%); walking/ running track (54%); smaller neighborhood parks (52%).

Table 45. Which park and recreation facilities do you and your household have a need for?

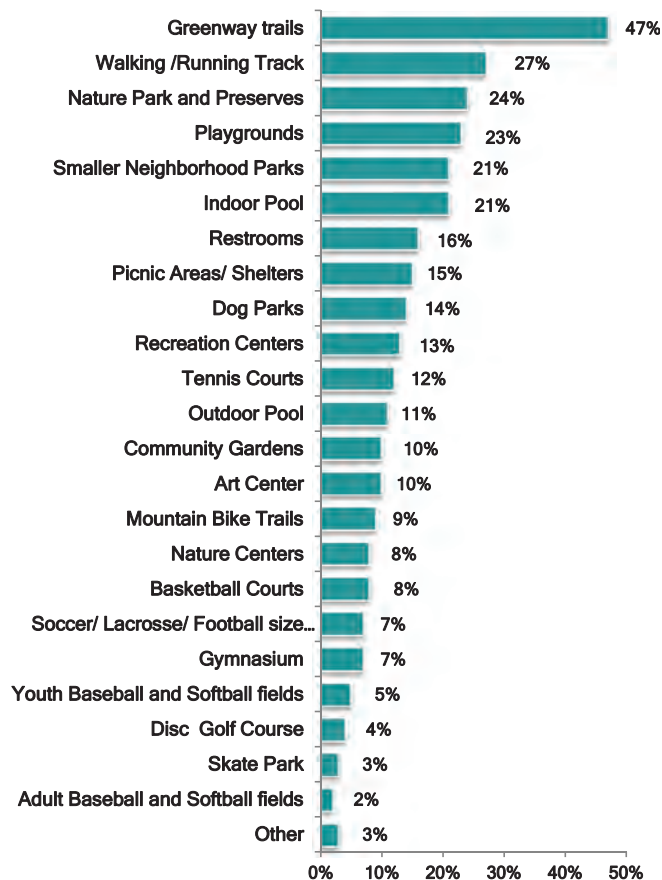


Needs and Priorities Assessment

Which park and recreation facilities are most important to you or your household?

The parks and recreation facilities that are most important to households are: greenway trails (47%); walking/running tracks (27%); natural parks and preserves (24%); and playgrounds (23%).

Table 46. Which park and recreation facilities are most important to you and your household?

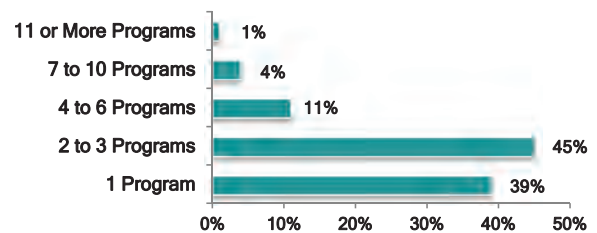


Recreation Activities Questions:

Approximately how many different recreation programs offered by the City of Raleigh Parks, Recreation and Cultural Resources Department have you or members of your household participated in over the last 12 months?

Of the 30% of households that indicated they had participated in recreation programs offered by the City of Raleigh Parks and Recreation during the past 12 months, 39% participated in one program. Forty-five percent (45%) participated in 2 to 3 programs; 11% participated in 4 to 6 programs; 4% participated in 7 to 10 programs, and the remaining 1% participated in 11 or more programs.

Table 47. How many different recreation programs have you participated in during the last 12 months?

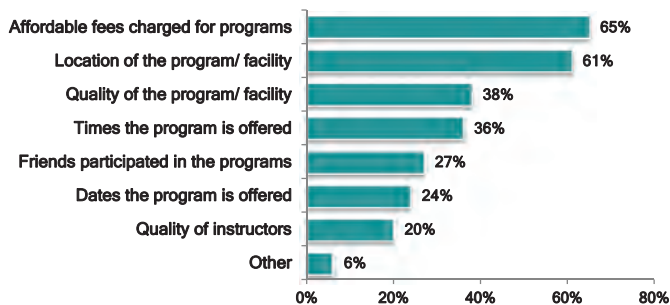


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Reasons why your household has participated in City of Raleigh Parks, Recreation and Cultural Resources Department program.

Of the 30% of households that indicated they had participated in recreation programs offered by the City of Raleigh Parks and Recreation during the past 12 months, 64% indicated that the affordable fees charged for programs was a primary reason. Other reasons for participating include: location of the program facility (61%); quality of the program/facility (38%); and times the program is offered (36%).

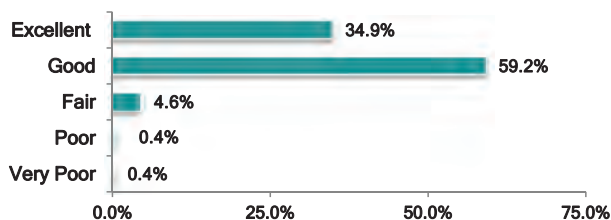
Table 48. What are the primary reasons you participated in recreation programs?



How would you rate the overall quality of the recreation programs that you and members of your household have participated in?

Of the 30% of households that indicated they had participated in recreation programs offered by the City of Raleigh Parks and Recreation during the past 12 months, 35% rated the overall quality of the programs as “excellent”. Sixty percent (60%) rated them as “good,” and the remaining 5% rated them as “fair”.

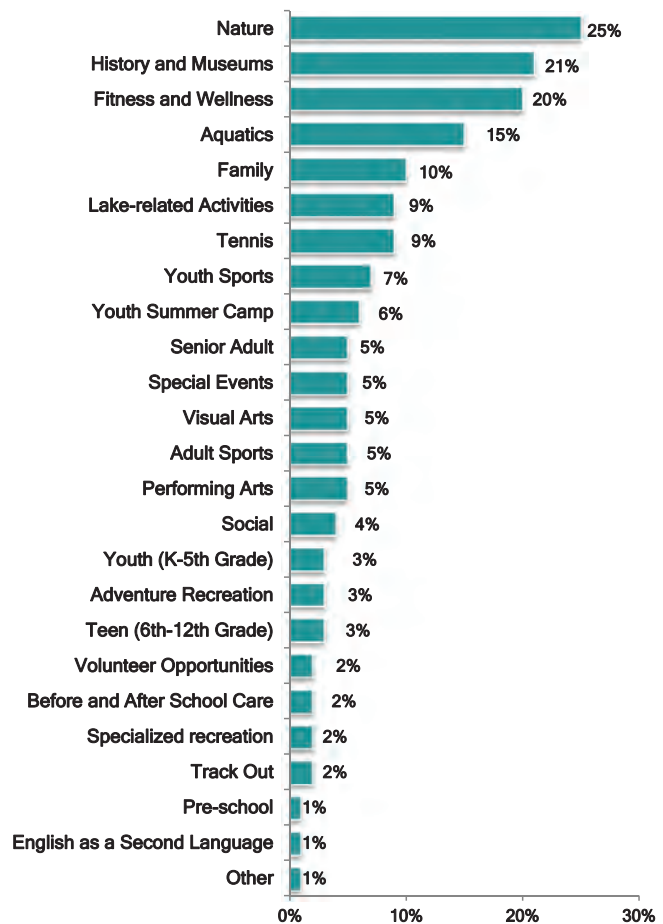
Table 49. How would you rate the overall quality of recreation programs?



Which recreation activities do you and members of your household participate in most often?

Based on the sum of their top four choices, the parks and recreation activities in which households participate most often include: nature (25%); history and museums (21%); fitness and wellness (20%); and aquatics (15%).

Table 50. Which programs do you participate in most often?

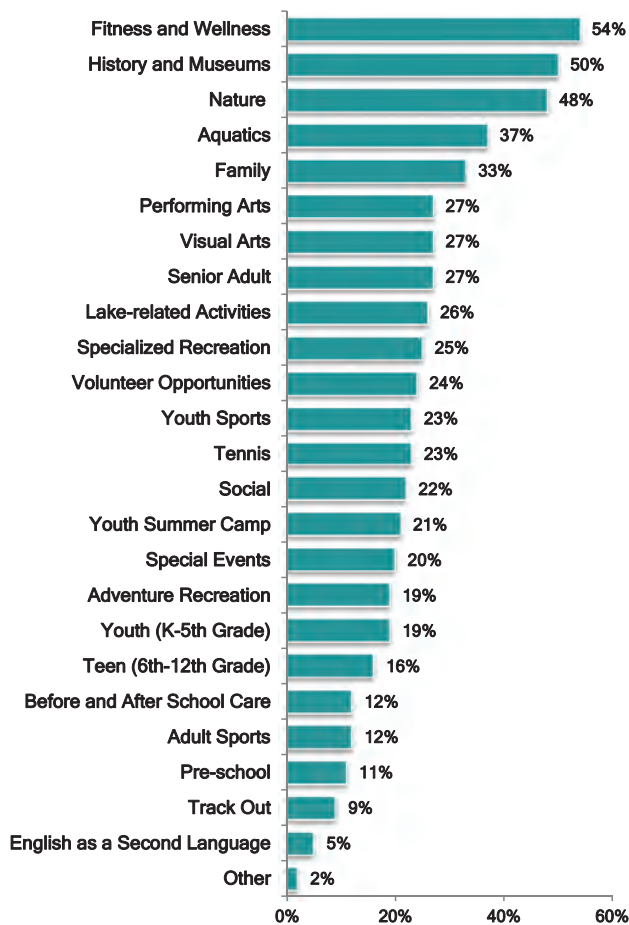


Needs and Priorities Assessment

Which park and recreation activities do you or your household have a need for?

Sixty-nine percent (69%) of households have indicated a need for greenway trails. Other facilities with similar need include: restrooms (61%); nature park and preserves (55%); walking/ running track (54%); smaller neighborhood parks (52%).

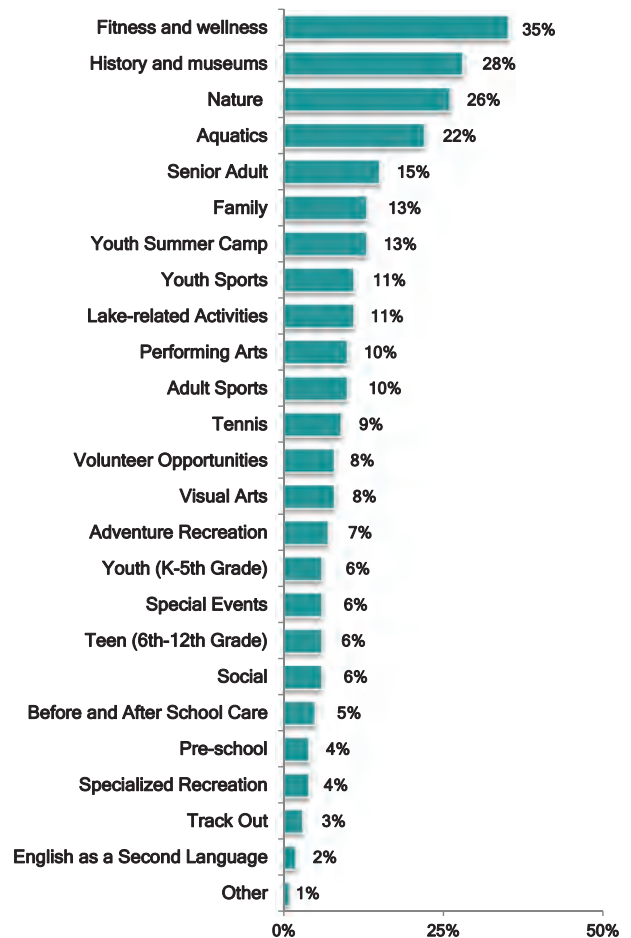
Table 51. Which park and recreation activities do you and your household have a need for?



Which park and recreation activities are most important to you or your household?

The parks and recreation activities in which households participate most often include: nature (26%); history and museums (28%); fitness and wellness (35%); and aquatics (22%).

Table 52. Which activities are most important to you?



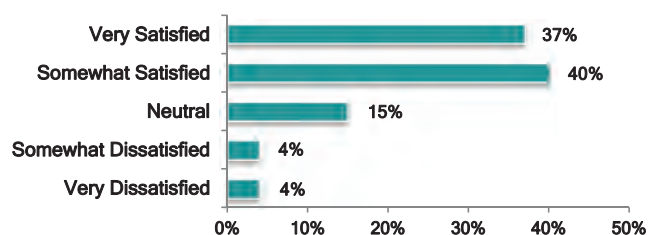
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Satisfaction Questions:

Rate your satisfaction with the overall value your household receives from the City of Raleigh Parks and Recreation System.

Over 77% of respondents are very satisfied or somewhat satisfied with the overall value their household receives from the City of Raleigh Parks and Recreation System. Only 8% responded that they were dissatisfied with the overall value, with both figures being almost identical to the results from the on-line public opinion survey.

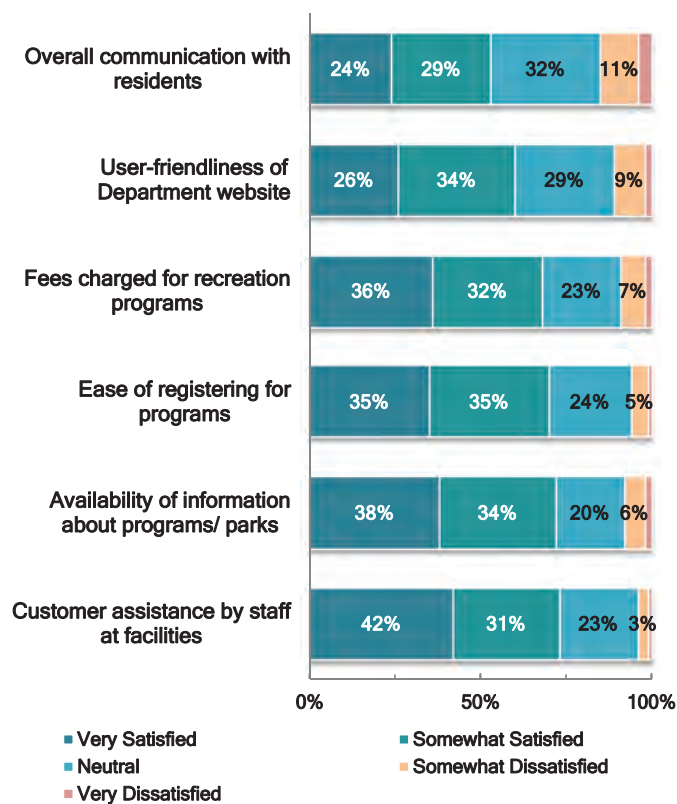
Table 53. Overall satisfaction



Rate your satisfaction with the following parks and recreation services provided by the City of Raleigh Parks, Recreation and Cultural Resources Department.

Seventy-three percent (73%) of households indicated they are either very satisfied (42%) or somewhat satisfied (31%) with the customer assistance provided by staff at parks and recreation facilities. Other services with similar satisfaction levels include: availability of information about programs/parks (38% “very satisfied”, 34% “somewhat satisfied”); ease of registering for programs (35% “very satisfied”, 35% “somewhat satisfied”); and fees charged for recreation programs (36% “very satisfied”, 32% “somewhat satisfied”).

Table 54. Satisfaction with recreation services.



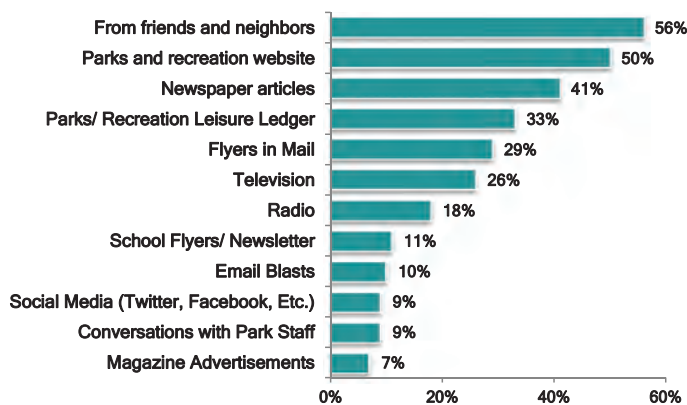
Needs and Priorities Assessment

Priority Questions:

ALL the ways you learn about City of Raleigh Parks, Recreation and Cultural Resources Department programs and activities.

Fifty-six percent (56%) of households indicated they learn about programs and activities from friends and neighbors; while 50% use the department's website; 41% use newspaper articles; 33% use the department's Leisure Ledger; 29% use the department's Flyers in Mail; 26% use television; 18% use radio; 11% use school flyers/newsletter; 10% use email blasts; 9% use social media (Twitter, Facebook, etc.); 9% use conversations with park staff; 7% use magazine advertisements.

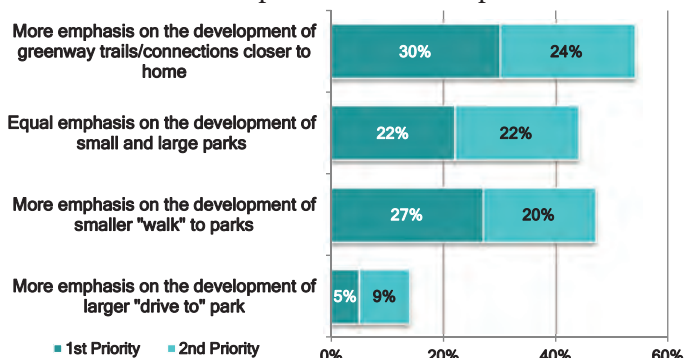
Table 55. Ways of learning about programs and activities



Indicate the priorities that best describe the emphasis that should be placed on the development of parks and greenway facilities.

Fifty-four percent (54%) of households indicated that the highest priority should be placed on the development of greenway trails/connections closer to home. More emphasis on the development of smaller "walk to" parks (47%); and equal emphasis on the development of small and large parks were priorities for (44%) of households.

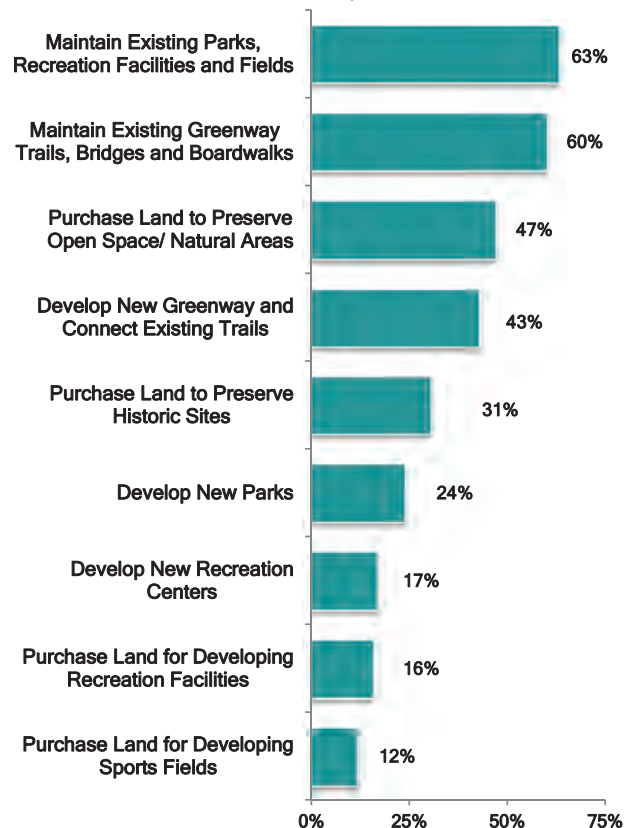
Table 56. Indicate the priorities of development.



Indicate which actions you would be most willing to fund with your city tax dollars.

Sixty-three percent (63%) of households indicated their 1st or 2nd priority was to fund maintaining existing parks, recreation facilities and fields in the City of Raleigh. Other potential improvements with similar levels of support include: maintaining existing greenway trails, bridges and boardwalks (60%); and purchase land to preserve open space/ natural areas (47%); develop new greenways and connect existing trails (43%).

Table 57. What actions would you fund with tax dollars?



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3.3.3 Importance/ Unmet Needs Matrices

The Importance-Unmet/Needs Matrix is a tool for assessing the level of priority that should be placed on parks, recreation and cultural resource facilities and recreation activities in the City of Raleigh. Each of the facilities (Table 58) and activities (Table 59) that were assessed in the survey were placed in one of the following four quadrants:

Top Priorities - (*higher unmet need and higher importance*)

Items in this quadrant should be given the highest priority for improvement. Respondents placed a high level of importance on these items, and the unmet need rating is high. Improvements to items in this quadrant will have positive benefits for the highest number of City of Raleigh residents.

Special Needs - (*higher unmet need and lower importance*)

Respondents placed a lower level of importance on these items, but the unmet need rating is relatively high. Items in this quadrant should be given secondary priority for improvement.

Opportunities for Improvements - (*lower unmet need and higher importance*) This quadrant shows where improvements may be needed to serve the needs of residents. Respondents placed a high level of importance on these items, but the unmet need rating is relatively low. These items need continued emphasis because the City of Raleigh is meeting the need of the items that the community has deemed important.

Less Important - (*lower unmet need and lower importance*)

Items in this quadrant should receive the lowest priority for improvement. Respondents placed a lower level of importance on these items, and the unmet need rating is relatively low.

3.3.4 Summary of Findings

The mail/telephone survey is the strongest, most accurate tool available to determine needs of the general population and will serve to cross-check results of the On-line Public Opinion Survey. Significant findings include:

- Smaller neighborhood parks, dog parks, and outdoor pools are the top priority facilities with the highest level of unmet need;

- Lake-related activities, senior adults, performing arts and adult sports are the top priorities activities with the highest level of unmet need;
- Greenway trails and fitness/wellness are the top facility type and activity that needs continued emphasis in order to meet need and importance;
- An exceptionally high satisfaction rating for condition and appearance of park and recreation facilities, similar to results from the online survey;
- A majority of respondents use Wake County Parks and Wake County Public School sites for recreation in addition to the City of Raleigh park sites, similar to the online survey results;
- The most significant reasons that prevented respondents from using the City of Raleigh's facilities were a lack of knowledge of what is being offered (32%) and security being insufficient (17%); (significantly different results from the online survey); lack of greenway connections (14%); and locations being too far from their homes (13%);
- A high satisfaction rating for the quality of recreation programs, similar to results from the online survey;
- The most important reasons for selecting to participate in a recreation program were the affordability and location of the facility, similar to the online survey results;
- The recreation activities with the highest level of participation are; Nature, History and Museums, Fitness and Wellness, Aquatics, and Family activities;
- Highest levels of satisfaction for services provided by the Department were for customer assistance by staff at facilities and availability of information about programs/parks, similar to the online results;
- Highest level of priority by respondents was for more emphasis on the 'development of greenway trails and connections close to my home,' while the second highest level of emphasis was for more emphasis on the development of smaller 'walk-to' parks;
- The action respondents selected as the most willing action they would fund to improve the parks, recreation and cultural resources system is 'Maintain existing parks, recreation facilities and fields,' similar to online results;
- Most respondents learn about City of Raleigh Parks and Department programs and activities from friends and neighbors (54%); by the Department's website (74%); and newspaper articles (41%), slightly different results than from the online survey, which had the Department's website first, from friends and neighbors second and the Department's Parks/ Recreation Leisure Ledger third.

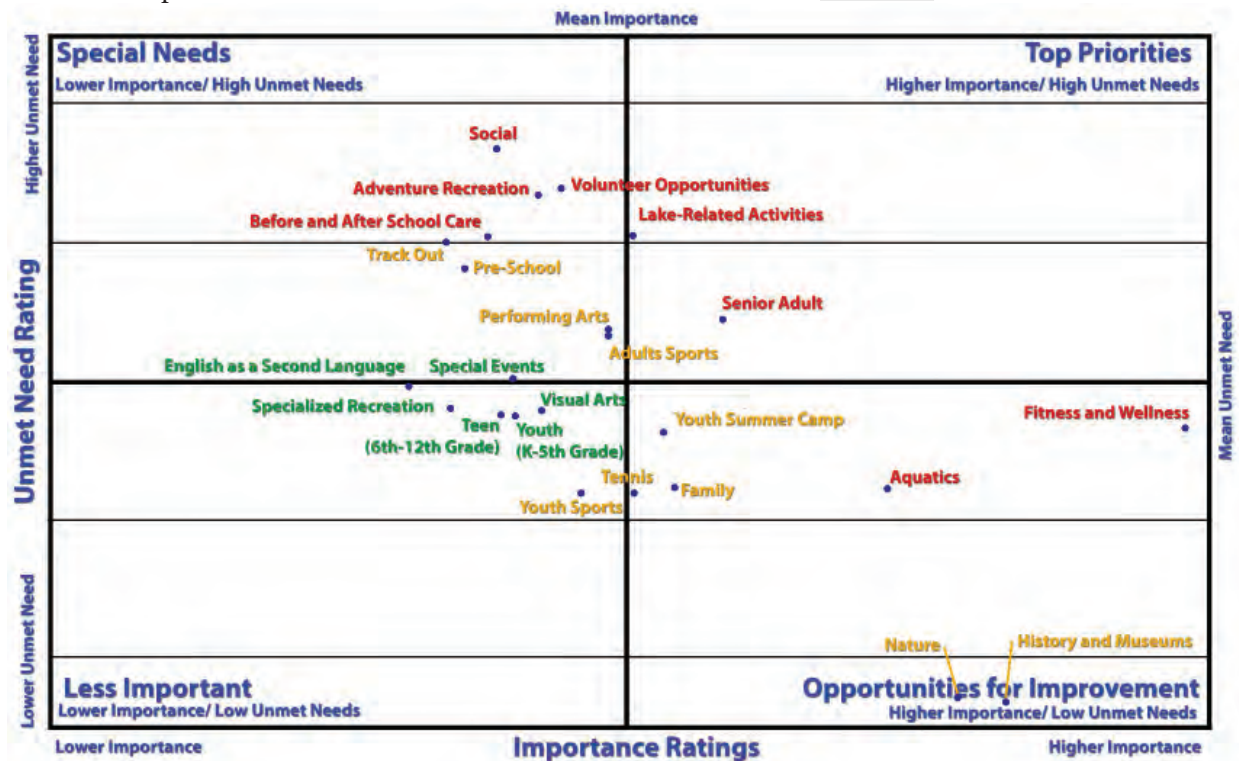


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Table 58. Importance/ Unmet Needs Matrix for Park and Recreation Facilities



Table 59. Importance/ Unmet Needs Matrix for Park and Recreation Activities



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Section 3.4 | Peer Comparison

3.4 Methodology

In order to fully analyze the Department and the overall system, two separate peer comparisons were undertaken. One comparison, an agency-to-agency comparison, focuses on the operations and management of the Department. Surveys for this comparison were sent to nineteen (19) cities and one (1) county with similar populations, park acreages, demographic characteristics, land sizes or trends.

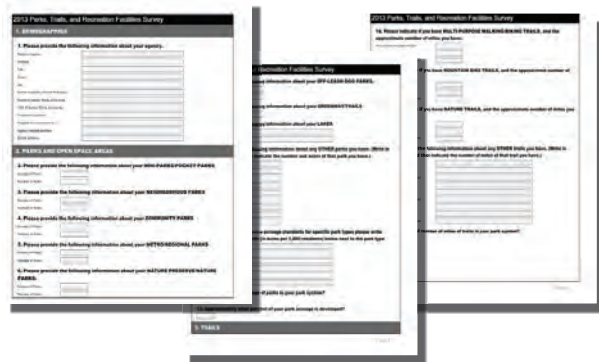
The second comparison, a citizen-to-citizen comparison, relies on data provided by team consultant Leisure Vision. Since 1998, Leisure Vision has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks, recreation and cultural resource issues in more than 400 communities in over 40 states across the country. The results of these surveys have provided an unparalleled data base of information to compare responses from household residents in the City of Raleigh to “National Averages” and therefore provide a unique tool to assist organizations in better decision making. Results from the City of Raleigh’s Citizen Opinion and Interest Survey, Section 3.3, are compared to national averages to identify trends unique to Raleigh.

Communities within the database include a full-range of municipal and county governments from 20,000 in population through over one million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country.

3.4.1 Agency-to-Agency Comparison

Comparing the City of Raleigh’s Parks, Recreation and Cultural Resources Department to similar agencies and departments throughout the United States provides the best opportunity to review and compare operations, management and funding characteristics, which citizens typically do not engage in on a detailed level.

Surveys were sent to 19 cities and one (1) county throughout the country with similar populations, geographic land areas, budgets and/or park acreages. The survey focused on parks, greenways, outdoor and indoor recreation facilities totals, sizes and other unique characteristics.



Peer Comparison Survey samples

The 20 cities and county identified to participate include (respondents are shown in **bold**):

- Portland, OR
- Austin, TX
- Birmingham, AL
- **Phoenix, AZ**
- Denver, CO
- Seattle, WA
- Miami, FL
- **Kansas City, MO**
- **Mesa, AZ**
- Nashville, TN
- **Sacramento, CA**
- **Virginia Beach, VA**
- Colorado Springs, CO
- Atlanta, GA
- Minneapolis, MN
- **Mecklenburg County, NC**
- Omaha, NE
- Henderson, NV
- Columbus, OH
- San Antonio, TX

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The average population of the seven agencies that completed the agency-to-agency comparison forms is 670,187 citizens. To ensure the most accurate of comparisons, information is presented as per actual numbers per 1,000 residents. The following are major findings:

Parks Types and Acreage:

The Raleigh Parks, Recreation and Cultural Resources Department has the same number of metro/regional parks per 1,000 residents (.021) as the average benchmarked agency, however, the department has more acres of metro/regional parks per resident (4.81) than the average benchmarked agency (3.51).

The City of Raleigh also has the same number of community parks per 1,000 residents (0.006) as the average benchmarked agency, and has more acres of community parks per 1,000 residents (3.07) than the average benchmarked agency (2.59).

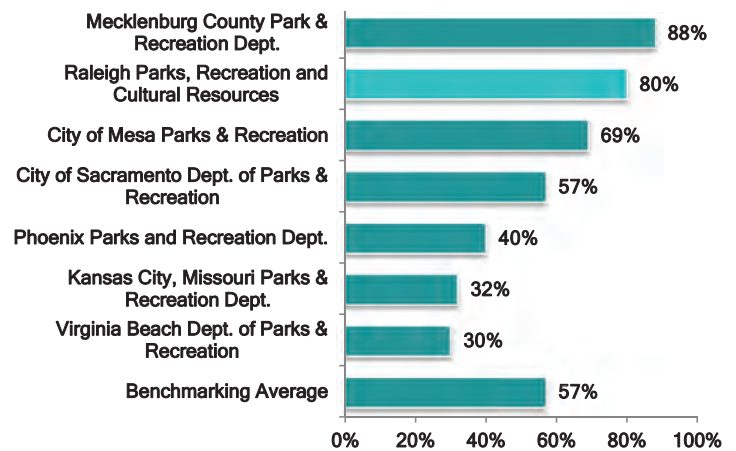
For neighborhood parks, the City of Raleigh has a higher number of parks per 1,000 residents (0.19) than the average benchmarked agency (0.11) and has more acres of neighborhood parks per 1,000 residents (1.55) than the average benchmarked agency (1.48).

The City of Raleigh has a higher number of nature preserves/nature parks per 1,000 residents (0.03) than the average benchmarked agency (0.009), however, the city has less than half the number of acres per residents (2.01) than the average benchmarked agency (5.89). A significant note for this comparison is that greenway lands owned and managed by the Raleigh Parks, Recreation and Cultural Resource Department are not included in the tally of nature preserves or nature parks. For some benchmarked communities, greenways may be included, which can impact reliability of direct comparisons.

Mini parks/ pocket parks are the last category of park types analyzed in this comparison. The City of Raleigh has a higher number of mini parks/ pocket parks per 1,000 residents (0.035) than the average benchmarked agency (0.011) and also has a higher number of acres per 1,000 residents (0.030) than the average benchmarked agency (0.009).

When looking at total acreage of parks, excluding greenways and other non-park lands, in the park system, the average benchmarked agency has more total acres of parks per 1,000 residents (17.44) than the City of Raleigh (14.36). The Raleigh Parks, Recreation and Cultural Resources Department ranks fifth out of eight agencies that participated in the benchmarking study regarding the total acreage of parks in their park system. However, the City of Raleigh has a higher percentage of their park acreage developed (80%) than the average benchmarking agency (57%), as shown in **Table 60**. The City ranks second of agencies that participated in the benchmarking study regarding the percentage of the park acreage that is developed.

Table 60. Percentage of Park Acreage That is Developed



Greenway Trails:

The City of Raleigh provides a significant number of miles of greenway trails. The city has nearly double the miles of greenway trails per 1,000 residents (0.24) than the average benchmarked agency (0.13).

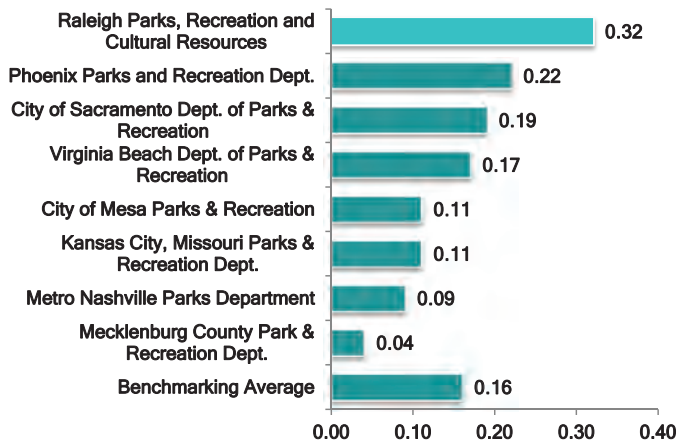
The average benchmarked agency has a higher number of lakes per 1,000 residents (0.24) than the City of Raleigh (.01). However, the city has more acres of lakes per 1,000 residents (2.76) than the average benchmarking agency (1.85).

All agencies that participated in the benchmarking study indicated that they have multipurpose walking/biking trails. The City of Raleigh has a higher number of miles

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of walking/biking trails per 1,000 residents (0.32) than the average benchmarking agency (0.16). Raleigh also has a higher number of paved miles of walking/biking trails per 1,000 residents (0.26) than the average benchmarking agency (0.11), as shown in Table 61.

Table 61. Number of Miles of Walking/Biking Trails (per 1,000 residents)



The City of Raleigh's current standard for width of walking/biking trail is ten feet, while two respondent agencies indicated a standard of 12 feet in width for walking and biking trails.

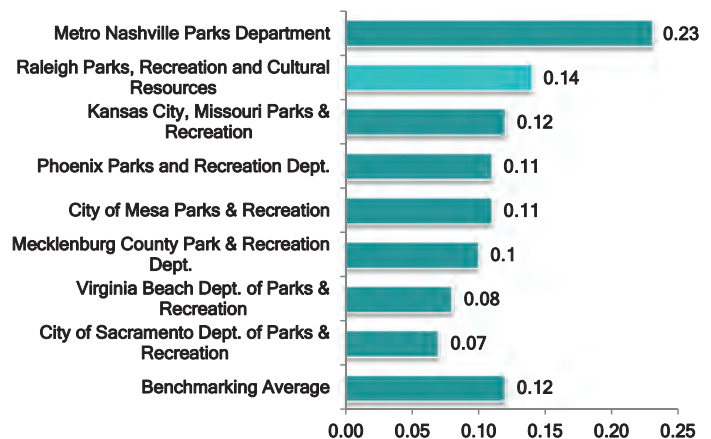
The City of Raleigh has a higher number of miles of all trail types per 1,000 residents (0.32) than the average benchmarking agency (.21). The City also has a higher number of paved miles of all trails per 1,000 residents (0.26) than the average benchmarking agency (0.14). All agencies that participated in the benchmarking study use "easement dedication" and "property purchase in fee" to acquire land to construct trails.

Outdoor Recreation Facilities:

When examining the average number of outdoor recreation facilities owned by agencies per 1,000 residents, the most frequently mentioned types of outdoor recreation facilities that benchmarking agencies own are: playgrounds (0.23); outdoor tennis courts (0.18); picnic shelters (0.14); baseball fields (0.13); and outdoor basketball courts (0.12).

The City of Raleigh has a higher number of sports fields that are lighted per 1,000 residents (0.14) than the average benchmarking agency (0.12), as shown in Table 62. However, the average benchmarking agency has a higher number of sports fields that are irrigated per 1,000 residents (0.16) than the City of Raleigh (0.13).

Table 62. Number of Sports Fields That Are Lighted (per 1,000 residents)



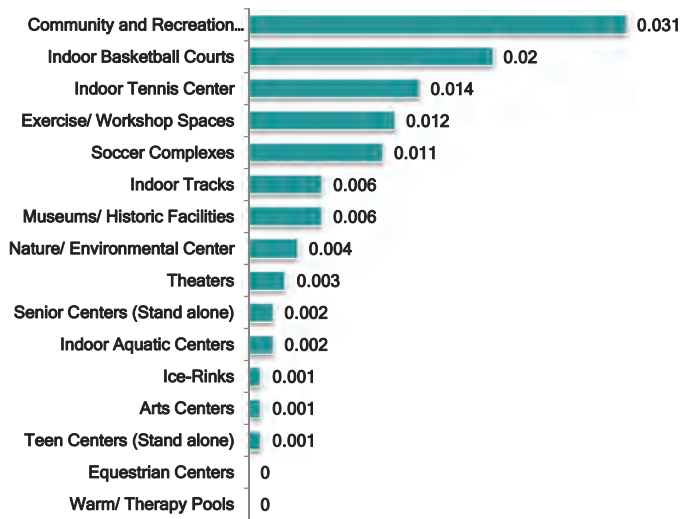
Indoor Recreation Facilities:

When examining the average number of indoor recreation facilities operated by agencies per 1,000 residents, the most frequently mentioned types of indoor recreation facilities that benchmarking agencies operate are: community/recreation centers (0.031); indoor basketball courts (0.02); indoor tennis center (0.014); and exercise/workout spaces (0.012); see Table 63. The City of Raleigh operates 27 staffed community/ recreation centers throughout the city, that provide 0.067 centers per 1,000 residents. This number of facilities is more than twice the number provided by the benchmarked agencies (0.031).

The most frequently mentioned types of dedicated spaces in community/recreation facilities that benchmarking agencies operate per 1,000 residents are: multipurpose space for classes (0.073); number of lap lanes for exercise swimming (0.058); meeting rooms (0.023); and gymnasiums (0.021).

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Table 63. Average Number of Indoor Recreation Facilities Owned by Benchmark Agencies (per 1,000 residents)



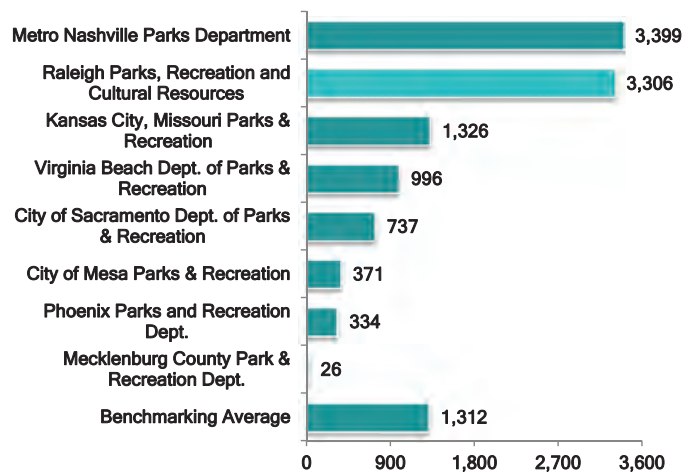
The largest indoor recreation center operated by the average benchmarking agency has more square feet per 1,000 residents (122.4 square feet) than the largest indoor recreation center operated by the City of Raleigh (62.2 square feet). Though the City of Raleigh may have smaller indoor recreation centers, the city does operate twice the average number, which may provide better access to citizens.

In the largest indoor recreation center operated by the average benchmarking agency, more square feet per 1,000 residents are devoted to cardiovascular equipment/strength training (5.11) than the largest indoor recreation center operated by the City of Raleigh (2.11).

The City of Raleigh operates more square feet of building area per 1,000 residents (3,306) than the average benchmarking agency (1,312). The city also maintains more square feet of building area per 1,000 residents (3,306) than the average benchmarking agency (1,308). See Table 64.

In total, the Raleigh Parks, Recreation and Cultural Resources Department operates 1.2 million square feet of park facilities and maintains an additional 1.1 million square feet of civic facilities such as fire stations, police stations, public works facilities and solid waste facilities.

Table 64. Approximate Square Footage of Building Area in Operation (per 1,000 residents)

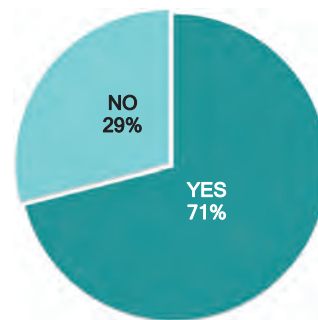


Administrative Information:

Fifty percent (50%) of agencies in the study indicated that their level of service standard is developed based on comparisons to other similar agencies, and 38% indicated their level of service standard is developed based on their unique community needs.

Of the agencies that participated in the benchmarking study, 62% are Gold Medal Winners; 13% are a Gold Medal Finalist; 13% are a Gold Medal Applicant; and 13% have not participated in the National Recreation and Park Association (NRPA) Gold Medal Awards Program. Seventy-one (71%) of agencies that participated in the benchmarking study have NRPA agency accreditation (Table 65)

Table 65. NRPA Agency Accreditation



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3.4.2 Citizen-to-Citizen Comparison

National averages have been developed for numerous strategically important parks, recreation and cultural resource planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks, recreation and cultural resource facilities more often; priority recreation programs; and unmet needs for facilities and activities.

Results from household responses for the City of Raleigh were compared to national benchmarks to gain further strategic information. Following is a summary of all tabular comparisons.

Notes:

- Only results which deviate beyond the margin of error (+/- 3.5%) are typically shown.
- The following charts are color-coded to increase legibility and do not display the positive or negative implications of the corresponding results. For example, numbers in brown are below national average, which is not necessarily positive or negative. Only results that deviate beyond the margin of error (+/- 3.5%) are shown.
- Benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Raleigh is not authorized without written consent from Leisure Vision.

Table 66 identifies peer comparisons for a series of questions ranging from participation and visitation to quality of programs and means of communication. In general, residents of the City of Raleigh visit parks more frequently than the national average and hold a slightly higher view of the quality of parks, though results are within the margin of error. Participation rates for recreation programs is within the margin of error, however, a slightly higher percentage of residents rate the quality of programs good than fair when compared to national averages. Table 67 identifies the most important and top ranked facilities and activities for which residents have needs. Results in green highlight facilities or activities that

are higher than the national average, while results shown in brown highlight results lower than national averages. Table 68 identifies the level of satisfaction residents receive from the overall Parks, Recreation and Cultural Resources Department. Results indicate a slightly higher 'very satisfied' rating, with total results for 'very satisfied,' somewhat satisfied,' and 'neutral' are within the margin of error for this study.

Table 66. Citizen-to-Citizen Peer Comparison

Has your household visited a City/County/Park District parks over the past year?	National Average	Raleigh
Yes	72%	83%
No	28%	17%
How would you rate the quality of all the parks you have visited		
Excellent	32%	35%
Good	54%	55%
Fair	12%	10%
Poor	1%	0%
Don't Know	1%	0%
Has your household participated in City/County/Park District recreation programs during the past year?		
Yes	31%	30%
No	69%	70%
How would you rate the quality of all the recreation programs you have participated in?		
Excellent	34%	35%
Good	53%	60%
Fair	9%	5%
Poor	2%	0%
Don't Know	1%	0%
Ways respondents learn about recreation programs and activities		
From Friends and Neighbors	41%	56%
Parks and Recreation Website	27%	51%
Parks/Recreation Leisure Ledger	54%	34%
Television	10%	26%
Radio	9%	18%
School flyers/newsletter	17%	11%
Social Media (Twitter, Facebook)	6%	10%

Indicates a rate or result that is higher than the national benchmark rate or result in excess of the margin-of-error of +/- 3.4%

Indicates a rate or result that is lower than the national benchmark rate or result in excess of the margin-of-error of +/- 3.4%

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Table 67. Peer Comparison - Facilities and Activities

Recreation programs that respondent households have a need for	National Average	Raleigh
Fitness and wellness	52%	54%
Nature	32%	48%
Aquatics	34%	37%
Family	26%	33%
Tennis	17%	23%
Special events	39%	20%
Youth (K-5th grade)	23%	19%
Adult Sports	21%	12%
Most important recreation programs (sum of top choices)		
Fitness and wellness	33%	35%
Nature	14%	26%
Aquatics	19%	22%
Youth summer camp	8%	13%
Youth (K-5th Grade)	11%	6%
Special Events	20%	6%
Parks and recreation facilities that respondent households have a need for:		
Greenway trails	NA	69%
Restrooms	NA	61%
Walking/running tracks	65%	54%
Smaller neighborhood parks	59%	52%
Picnic area/shelters	53%	49%
Nature centers	50%	42%
Recreation centers	44%	39%
Outdoor pools	42%	33%
Dog parks	26%	30%
Soccer/lacrosse/football size fields	22%	18%
Youth baseball and softball fields	20%	14%
Disc golf courses	15%	11%
Most important parks and recreation facilities (sum of top choices)		
Greenway trails	NA	47%
Walking/running tracks	36%	27%
Natural parks and preserves	20%	24%
Smaller neighborhood parks	28%	21%
Indoor pools	17%	21%
Tennis courts	7%	12%
Outdoor pools	17%	11%
Nature Centers	17%	8%

3.4.3 Summary of Findings

National agency-to-agency and citizen-to-citizen comparisons allow the City of Raleigh to better understand how the city's parks, recreation and cultural resources system 'stacks up' against cities of similar characteristics as well as to national averages. Significant findings include:

- A higher percentage of existing parkland is developed instead of open space;
- City of Raleigh provides approximately twice as many miles of greenway trails as comparable agencies;
- Trails standards in two of the seven comparable agencies require 12 feet width instead of Raleigh's current ten foot standard;
- Raleigh provides an above average number of lighted athletic fields per 1,000 residents but fewer fields are irrigated;
- Raleigh provides twice as many recreation centers per 1,000 residents, though Raleigh's largest indoor recreation center provides less square footage of usable space;
- The department maintains more than 2.5 times the amount of building square footage as comparable agencies, with almost half the footage maintained for non-park uses such as fire and police stations;
- More citizens learn about programs and activities through the department's website, television, radio and friends and neighbors than national averages;
- Raleigh citizens have a higher need for nature, family and tennis programs and dog park facilities;
- More Raleigh citizens are very satisfied with overall value of department services/facilities than national average.

Table 68. Satisfaction Comparison

Satisfaction with the overall value received from the department services/facilities	National Average	Raleigh
Very Satisfied	28%	32%
Somewhat Satisfied	35%	35%
Neutral	19%	14%
Total Neutral-Very Satisfied	82%	81%

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Section 3.5 | High-Level Lifestyle Analysis

3.5 Methodology

One shortcoming of a demographic analysis is the compartmentalization of information about people. In truth, it is the combination of many characteristics that drive a person's behaviors and preferences. Environmental Systems Research Institute (Esri) is the leading worldwide supplier of Geographic Information System (GIS) software and services to most federal, state, local and non-profit agencies as well as all 50 U.S. State Health and Transportation Departments. One of the company's major innovations is the aggregation of demographic data into composite lifestyle groups called "Tapestry segments." Tapestry segments represent a compilation of different socioeconomic data into cohesive lifestyle profiles. Although there are 66 lifestyle profiles, these are organized into 12 broad lifestyle segments abbreviated as L1 through L12. Generally, a lower L-number equals a higher economic impact.

Two levels of analysis were completed using Esri's Tapestry data to better understand the Department's customer profiles. One analysis captures the City of Raleigh's Extraterritorial Jurisdiction (ETJ). This calculates to an area of approximately 181 square miles in size. A second analysis was completed that captures a larger area based on a five-mile buffer from the City's ETJ. This area is approximately 619 square miles in size. This larger analysis area begins to capture the Department's customers from neighboring areas who may still use facilities and participate in programs at City parks.

Map E illustrates the locations of different lifestyle segments in Raleigh. In general, the closer to Downtown Raleigh, the more mixed the lifestyles are, with a dominance of prosperous and middle-class urban dwellers (L2, L3, and L4 Segments). North of the urban core, lifestyle segments become suburban (L1 and L2); a dominance of the "College Town" profile exists in the southwest area of the city (27606 zip code). In the ex-urban area of the southwest, there is a large group of "High Society" and "Upscale Avenues" lifestyle segments.

3.5.1 Lifestyle Analysis

The City's ETJ:

Within the city's core neighborhoods, there is one dominant lifestyle group, and a number of other prevalent groups. About one out of every five households in Raleigh can be classified as "Enterprising Professionals;" about one in eight are "Up and Coming Families," and small percentages are "In-Style," "Boomburbs," and "Aspiring Young Families." Table 69 lists the top 10 lifestyle segments in the city's ETJ, and compares their proportions to the United States as a whole.

Table 69. Most Common Lifestyle Segments in the City's ETJ

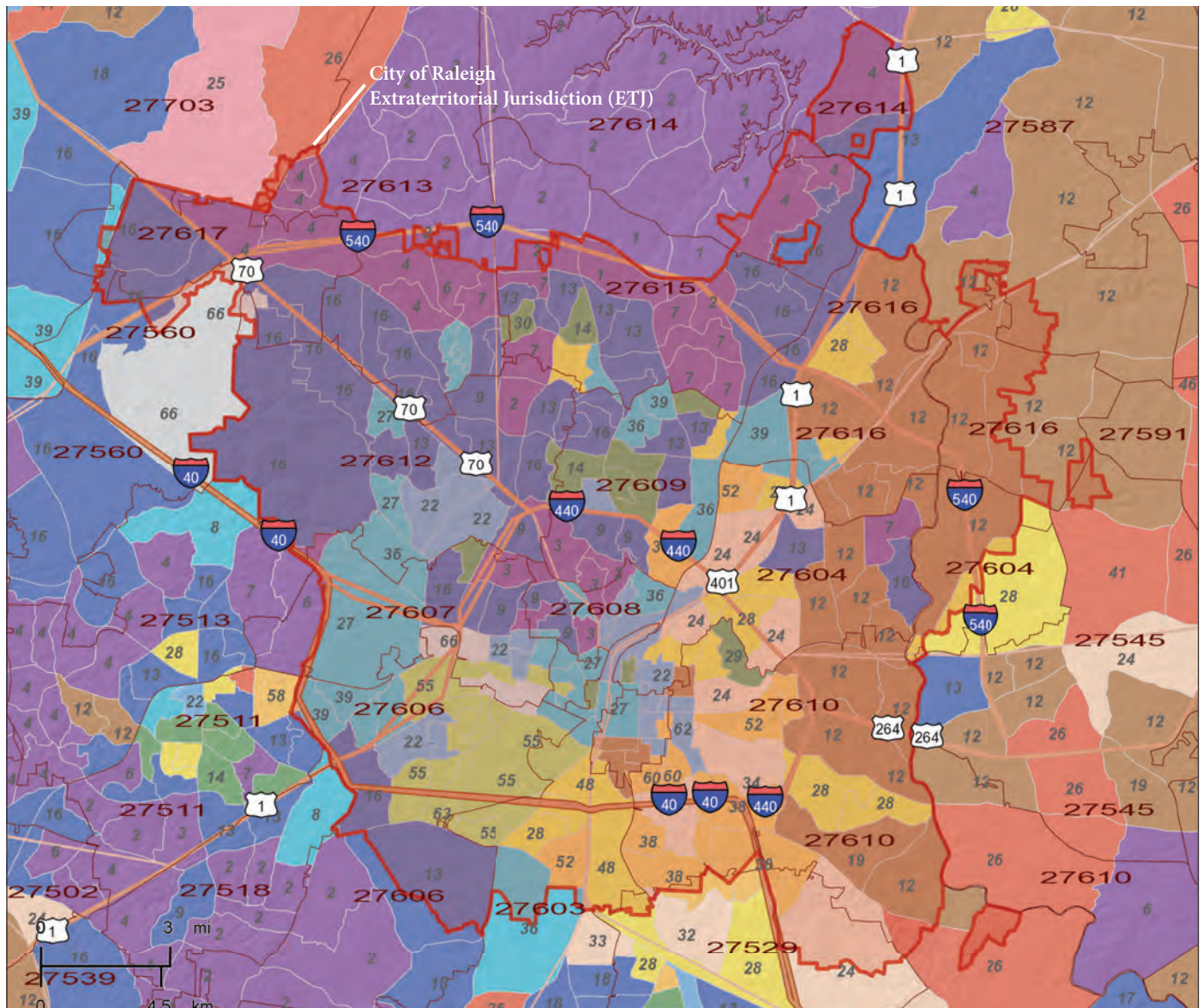
Lifestyle Segment	% of pop. in ETJ	% of pop. in U.S.
L2. Enterprising Professionals	18.0%	1.9%
L9. Up and Coming Families	11.9%	4.1%
L2. In-Style	6.4%	2.3%
L1. Boomburbs	6.3%	2.4%
L7. Aspiring Young Families	5.6%	2.3%
L4. Young and Restless	5.6%	1.5%
L6. College Towns	5.3%	0.9%
L3. Metropolitans	5.0%	1.4%
L4. Metro Renters	4.5%	1.6%
L1. Industrious Urban Fringe	2.8%	1.7%
Total	71.4%	20.1%













Source: Esri; Date: April 2013

"Enterprising Professionals," at 18%, are by far the most common of the Lifestyle Profiles; the full lifestyle profile follows. Both Enterprising Professionals and "In Style" (the third largest) segments are part of the "Upscale Avenues" lifestyle group, which are characterized as highly-educated, relatively affluent, and display "prosperous domesticity."⁷ This indicates that they are households that are well-established and tend to invest in their homes. The next three largest groups; "Up and Coming Families"

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Map E. Lifestyle Segment Distribution in City of Raleigh ETJ



- | | |
|--|---|
|  High Society (L1): Affluent, well-educated, married-couple homeowners |  High Hopes (L7): Young households striving for the "American Dream" |
|  Upscale Avenues (L2): Prosperous, married-couple homeowners in different housing |  Global Roots (L8): Ethnic and culturally diverse families |
|  Metropolis (L3): City dwellers in older homes reflecting the diversity of urban culture |  Family Portrait (L9): Youth, family life, and children |
|  Solo Acts (L4): Urban young singles on the move |  Traditional Living (L10): Middle-aged, middle income--Middle America |
|  Senior Styles (L5): Senior lifestyles by income, age, and housing type |  Factories and Farms (L11): Hardworking families in small communities |
|  Scholars and Patriots (L6): College and military environments |  American Quilt (L12): Households in small towns and rural areas |

Source: Esri; Date: April 2013

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“Aspiring Young Families;” and “Young and Restless” are younger populations, and in some cases are likely the households that will become “Enterprising Professionals” and “In Style” in 10 to 20 years.

Lifestyle Profile: Enterprising Professionals

At approximately 20 percent of Raleigh’s population, the “Enterprising Professionals” merit a closer look. The following profile is taken directly from Esri’s Tapestry Segmentation Reference Guide.

Demographic

Young, educated, single, married, working professionals, residents of “Enterprising Professionals” neighborhoods have a median age of 32.8 years. Forty-three percent of the households are singles who live alone or share housing with roommates, and 43% are married couple families. With an annual household growth of 1.95% per year since 2000, the households in this segment comprise approximately 2% of total U.S. households. The diversity of the population is similar to that of the United States. Most of the residents are white; however, 12.4% are Asian.

Socioeconomic

Median household income for the “Enterprising Professionals” profile is \$63,837. Ninety percent of these households earn income from wages and salaries; 39% receive income from investments. This is an educated group: approximately half of the population aged 25 years and older hold a bachelor’s or graduate degree; more than three in four have attended college. These working professionals are employed in various jobs, especially in management, finance, computer, sales, and office/administrative support.

Residential

“Enterprising Professionals” residents move frequently to find growth opportunities and better jobs, especially in cities such as Chicago, Atlanta, and Seattle. Forty-six percent of the households are located in the South, 29% are in the West, and 20% are in the Midwest. They prefer to own instead of rent in newer neighborhoods of townhouses or apartments. For those who rent, the average gross rent is 36% higher than the U.S. average.

Preferences

They are young and mobile with growing consumer clout. Those who rent hold renter’s insurance policies. They rely on cell phones and email to stay in touch. They go online to download videos and music, track their investments, and shop for items, including personal computers and software. They own laptops, video game systems, and digital camcorders. They love to travel abroad and often in the United States. They play video games, visit theme parks, jog, and swim. They read computer, science, and technology magazines and listen to alternative, public-all-talk, and sports radio. They eat out at higher-end chain restaurants. They shop for groceries at stores such as Harris Teeter and Whole Foods.

Five-Mile Buffer Analysis:

The City of Raleigh is a growing municipality, primarily in terms of population and less so inland. By analyzing a City’s ETJ with a five-mile buffer, the analysis can capture an area of adjoining jurisdictions that influence fringe areas of the city. In many ways, this buffer is an indication of the populations Raleigh is currently serving and will likely continue to serve in the future for some services. Table 70 contains the top 10 most common lifestyle profiles in the five-mile buffer.

Table 70. Most Common Lifestyle Segments in the Five-Mile Buffer (Source: Esri; Date: April, 2013)

Lifestyle Segment	% of pop. in Buffer	% of pop. in U.S.
L2. Enterprising Professionals	15.2%	1.9%
L9. Up and Coming Families	13.7%	4.1%
L1. Boomburbs	9.9%	2.4%
L2. In-Style	6.9%	2.3%
L7. Aspiring Young Families	5.7%	2.3%
L1. Suburban Splendor	5.2%	1.7%
L4. Young and Restless	4.5%	1.5%
L3. Metropolitans	3.3%	1.4%
L6. College Towns	3.0%	0.9%
L12. Midland Crowd	2.5%	3.2%
Total	69.9%	21.7%

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When compared to the City's ETJ lifestyle percentages, there are some noticeable differences. In the Five-Mile Buffer, the percentage of "Enterprising Professionals," "In Styles," "College Towns," "Metropolitans," and "Young Restless" each decreased by a few percentage points. On the other hand, the percentage of "Up and Coming Families" increased by 1.9% and "Boomburbs" increased by 3.6% with the expanded buffer. There are also two other lifestyle profiles present in the top 10: "Suburban Splendor," and "Midland Crowds." This result is not surprising, as these lifestyle groups represent more typical suburban and exurban preferences and demographics, whereas the city's ETJ has higher concentrations of households with more urban characteristics of the city's core neighborhoods.

3.5.2 Summary of Findings

The Tapestry Lifestyle Segments were created primarily as a tool for businesses to understand their geographic markets. The Parks, Recreation and Cultural Resources Department has traditionally served residents as customers, which is why this type of analysis is a useful tool in better understanding the Department's customer base. From the profiles created by Esri, general parks, recreation and cultural resource needs can be identified by national trends for each lifestyle profile (Table 71). The top lifestyle segments for both analyses are highlighted in green.

⁷ Esri. Tapestry Segmentation Reference Guide. Pg Online: <http://www.esri.com/library/brochures/pdfs/tapestry-segmentation.pdf> 14

Table 71. Parks, Recreation and Cultural Resource Facilities Needs by Lifestyle Profiles

Lifestyle Segment	% of pop. in City's ETJ	% of pop. in 5 Mile Buffer	Typical Parks and Recreation Facilities Needs
Enterprising Professionals	18.0%	15.2%	Multi-purpose trails, swimming pools, wi-fi, sports fields
Up and Coming Families	11.9%	13.7%	Community parks, youth sports programs and fields, destination parks
In-Style	6.4%	6.9%	Dog parks, fitness facilities, hiking trails, special events venues, wi-fi
Boomburbs	6.3%	9.9%	Golf courses, tennis courts, wi-fi, multi-purpose trails, fitness facilities
College Towns	5.3%	3.0%	Wi-fi, community parks, biking trails, sports fields and programs
Metropolitans	5.0%	3.3%	Urban open spaces, special events, kayaking, trails, dog parks
Young and Restless	5.6%	4.5%	Wi-fi, sports fields and programs, fitness facilities
Aspiring Young Families	5.6%	5.7%	Youth sports programs and facilities, basketball courts, neighborhood parks
Metro Renters	4.5%		Walking paths, community centers, swimming pools
Industrious Urban Fringe	2.8%		Sports fields, basketball courts, neighborhood parks
Suburban Splendor		5.2%	Fitness facilities, multi-purpose trails, tennis courts, golf courses
Midland Crowd		2.5%	Fishing piers, event venues, boat launches

Source: Esri; Date: April 2013

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Section 3.6 | Recreation Programs and Services Assessment

3.6 Introduction

This section includes an analysis of the City of Raleigh Parks, Recreation and Cultural Resources Department's program and service offerings. This assessment offers a detailed perspective of recreation programs and events and helps to identify the strengths, weaknesses, and opportunities for future program direction. It also assists in identifying core programs, program gaps within the community, and future program offerings for residents based on community input and trends.

Program findings were based on comments from the statistically valid Citizen Interest and Opinion Survey results, public input process, a review of program information, program assessment worksheets completed by staff, and interviews and meetings with the staff. In addition, marketing materials such as the Leisure Ledger and the website were reviewed.

The content of this section is organized as follows:

- Household Survey Results Relating to Programs
- Current Program Assessment

3.6.1 Survey Results Relating to Recreation Programs

As part of the Parks, Recreation and Cultural Resources System Plan initiative, a Citizen Interest and Opinion Survey was developed and administered by Leisure Vision. The survey has relevancy to recreation program offerings. Some of the highlights of the 2013 survey included:

- Ninety-five percent of households rated program quality as excellent or good, which is excellent performance compared to the national average of 88% based on Leisure Vision's database of over one million responses from across the country.
- Of the respondents, 42% were very satisfied, 31% were somewhat satisfied, and 23% were neutral

with the customer service provided by staff at parks, recreation and cultural resource facilities. Only 3% of the respondents were somewhat dissatisfied or very dissatisfied.

- Thirty percent of households registered in programs during the last year. This is somewhat lower than the national average of 34%. This information is derived from the Leisure Vision database of over 600 agencies and one (1) million responses nationally.
- Of the 30% of households that participate in programs, 64% indicated that the affordable fees charged for programs were a primary reason.
- Thirty-two percent of households indicated they do not use the City of Raleigh's parks, facilities, etc. more often because they do not know what is being offered.
- Fifty-two percent of households use the City of Raleigh Parks, Recreation and Cultural Resources Department for programs and services, which is a higher percentage than other similar providers of recreation services in Raleigh. Other providers included Wake County Parks, State and Federal Parks, Wake County Public Schools, youth sports associations, private fitness clubs, and churches.
- Only 33% of respondents learn about Parks, Recreation and Cultural Resources Department programs and activities from the Leisure Ledger while 56% of respondents learn about department, programs and activities from friends and neighbors. In the Leisure Vision database, the national average of households' reliance on a program guide is approximately 53%.
- Fifty percent of respondents indicated that they learn about parks, recreation and cultural resources department programs and activities from the website.
- The parks, recreation and cultural resource activities in which households participate most often include: nature; history and museums; fitness and wellness; and aquatics.
- Fifty-four percent of respondents indicated a need for fitness and wellness activities, which will be explored further during the Visioning chapter of this report.

Analyzing these results will help provide suggestions for future programming and/or how to improve upon current program offerings. Realizing who is using services and the reasons why they may not, will also provide invaluable

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leads to marketing strategies as well as service placement. References to the survey results are noted throughout the following sections of the Assessment.

3.6.2 Current Program Assessment

The City of Raleigh's Parks, Recreation and Cultural Resources Department Recreation Division staff members were asked to complete program assessments that included detailed information for a variety of program areas. The assessments requested information about market segments by age group, program description, pricing mechanisms, financial and performance measures, and information about similar providers of services. The following section includes general comments about the assessments.

The program offerings in the Leisure Ledger represent a wide range of activities. Virtually every core program area is represented with a number of programs offered. In addition, many of the new programs represent growth in recent trend areas, although, there are a few programs with lower registration numbers.

The life cycle analysis suggests the need to discontinue or reduce some of the program offerings. It would be helpful to develop a program capacity measurement process that would identify the percentage of actual number of registrants compared to the potential number of registrants available by core program area. It is also beneficial to do an occupancy study of facilities to determine occupancy rates of specific rooms. The program and facility capacity measures can be done on a consistent periodic basis and analyzed for comparisons. The results from this



Introduction to White-water Kayaking

analysis can result in decisions about retrenching specific programs such as French for Beginners and Guide 'n' Ride or shifting programs to different facilities.

According to the staff, the zumba, camps, swimming, kayaking, ESL, and school-based programs have been growing over the past three years. Alternatively, kickball, dodgeball, bikeway trips, guided bike tours, high end trips for seniors, and general adult programs have faced a decline during the past three years. It is important for staff to have performance measures in place that will allow them to consistently evaluate their programs on a quarterly basis in order to make decisions about the future of their programs. Currently staff uses revenue history, registration numbers, waitlists, evaluations from participants, and information from the Marketing Division. In addition, the Needs Assessment household survey will provide guidance in repositioning programs.

Currently, registration numbers for core programs and facilities are aggregated into a registration report. Staff reviews this information on regular basis and the information is tracked year to year to identify trends. Staff utilizes this information along with the space needs for the program to determine the maximum number of participants the program can successfully support. Individual program managers and center directors determine cost recovery goals based on the program, clientele served and program expenses. The Department does not have a single policy that is implemented across all program opportunities.

The Department's pricing process for various recreation program areas includes pricing by competition and what the market will allow. The program fees appear extremely reasonable as compared to other neighboring agencies. Keeping fees very reasonable is an important pricing philosophy for the city, ensuring good access to programs. It is important to continue offering fees appropriate to what the market will accept, and utilize the existing financial assistance program to ensure access.

Currently the Recreation Department does not have a revenue policy but does have a Fees and Charges schedule as approved by City Council. Cost of service calculations assists in providing quantitative information

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to determine pricing. Many agencies have developed cost of service philosophies that establish subsidy levels for core programs and services. A revenue policy is an area of consideration for the Department as well as program template for new program fees. A revenue policy would provide guidelines for subsidy levels and cost recovery goals of programs, according to an agency's philosophical pricing goals. For the development of new program fees, a tool to use is a cost services template to determine pricing and program fees. This tool assists in developing pricing for new programs.

The City of Raleigh Parks, Recreation and Cultural Resources Department has a non-resident pricing policy which is approved by Council as part of the Fees and Charges schedule. For any program that is over \$12, a non-resident must pay an additional \$12.

The information from the recreation assessments also indicates the need to strengthen the volunteer program for recreation. The Department has a volunteer coordinator responsible for securing volunteers for programs: special events; coaching sports; Wake County Senior Games; special recreation (dances); corporate groups, elementary, middle and high school and non-profit volunteer groups; City of Oaks Foundation; Adopt-A-Park; Adopt-A-Greenway; Adopt-A-Mutt Mitt station; Neighborhoods and senior club volunteers positions. Program and facility staff are also responsible for seeking out volunteers for their programs and events. A brand could be developed for a system-wide program of recruiting, retaining, and rewarding volunteers through recognition. Volunteer opportunities can be more prominently mentioned on the website and program guide. Dedicating staff time toward volunteer recruitment for the Department as a whole is an important area to grow.

Developing partnerships can be key to help fund and administer quality programs and services. The Department currently has an extensive list of partners. This list includes community groups such as: Rotary of Crabtree and the Chamber of Commerce; Wake County School System; various ethnic groups such as the Asian Focus and the African-American Museum; religious affiliations; and members of the medical community such as Advocate of Health and Action and the Wake Medical

Hospital. It is significant the Department has partnerships that reflect well on the city's cultural diversity.

It is clear the Department has been able to develop quality relationships throughout the community. Staff can continue to create new and innovative programs/services as well as search out complementary partners if not currently available. This will be explored further in the Vision and Implementation chapters of this report. Currently, the Department reviews existing partnerships on an annual basis or upon renewal of the agreement. In addition, it may be helpful to develop a partner satisfaction measurement system to ensure good partnership relationships.



Youth Crafts

The City of Raleigh Parks, Recreation and Cultural Resources Department has several competitors (similar providers) within 30 minutes of any one center, based on the information from the 15 centers involved in completing the program assessment sheets. This competition can come from other public agencies such as schools and libraries, non-profits such as YMCAs and other recreation agencies, and private facilities. These competitors may change over time (common in the private sector) but they will never go away. For some programs/services the city will be competing for similar users. In others, the demand for the program or service is high, and there is opportunity for many providers of services in the marketplace. In both instances it is important to know who the target user is and to provide the highest quality and value of service to that type of user. The survey results showed a prime

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motivator for program registrations is the reasonable cost of Department programs and services. Therefore, keeping fees reasonable is an important value proposition.

Based on 2010 Census data (Chapter 2, Table 4), the 20 to 54 years old age segment accounts for over 56% of the population in the City of Raleigh. According to the Citizen Interest and Opinion Survey, only 20% of households with 18 to 54 year olds are using Raleigh Parks, Recreation and Cultural Resource programs and services, while 13% are utilizing private clubs to meet their needs. Although these are examples of competition, there may be an opportunity for the City of Raleigh to partner with these agencies to provide services and cross-promote programs.

Overall, the City of Raleigh offers a large range of programs and facilities. However, the key to any program or service is in the quality and consistency of customer service, quality personnel, and sense of value. The Citizen Interest and Opinion Survey showed room for improvement in customer service as only 73% of participants are either very satisfied or satisfied with programs.

A key to developing consistent services is the use of service and program standards. Having standards provides a more consistent service environment. As program growth continues, and as staff time permits, additional standards can be put into place throughout the entire recreation program system, such as customer requirements and program consistency. Examples of standards, some of which are currently being used by the Department, include:

- The instructor to participant ratios are appropriate for the participant to feel attended to and safely directed.
- Instructor must check that all class equipment/supplies are available and room setups are in place prior to start time.
- All instructors will be provided a tool kit that includes: their class or program roster with phone numbers or email addresses, name tags for participants; customer evaluations to hand out to users; registration forms; a program guide; pertinent park information and emergency phone numbers; thank you cards for the instructor or program supervisor to give to participants at the end of the class, and an introduction sheet of what will be

occurring in the program or class; how it will be conducted and what outcomes we hope to achieve.

- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. These methods should include pre and/or post evaluations, focus groups, trailer calls, and general program surveys.
- Class, program curriculum, or work plans will be prepared by the instructor before the class or program is to begin and then signed off by the appropriate program supervisor within the recreation division.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program segment and then shared with the supervisor or manager.
- The general standard for class cancellation will be three business days before the class begins.
- Holiday hours for facilities must be posted at least eight days ahead.

In addition to standards, efforts should be made to develop a listing of key customer requirements for core program/membership areas. Key customer requirements are defined as those areas of the program purchasing process that are most important to registrants. For example, an adult softball player's key requirements may include: cost of the league, quality of athletic field maintenance; cleanliness of restrooms; quality of the umpires; and location of the facility. Identifying key requirements is vitally important for staff to deliver the items most important to the customer.

Key requirements should be identified by customers and can be included as part of an importance/performance matrix. This determines how important a requirement is to the customer and how the Raleigh Parks, Recreation and Cultural Resources Department is performing. Both community centers and recreation program staff use checklist and audit procedures for their operations, which is good practice. These can be applied throughout all areas. In reviewing the program assessment information, there are limited numbers of performance measures used throughout the system to gauge performance.

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A robust measurement system generally includes a more comprehensive set of measures, including:

- Program capacity rate (ratio of total maximum enrollments for number of spots filled);
- Number of programs per age segment;
- Customer satisfaction toward the registration system;
- Facility utilization rate;
- Program success rate (or cancellation rate);
- Cost recovery rates by core program area;
- Number of new programs offered annually;
- Household percentage of program participation;
- Percent of programs in introduction and growth stage;
- Market penetration by age group; and
- Customer retention, repurchase intent, and referral.

3.6.3 Future Programs

Currently, programs are developed through professional creativity, program evaluation results, surveys, the ability of staff to respond to resident requests for programs, and trend review. A recommendation would be to formalize a process using a Core Program Assessment as noted earlier in the assessment, which ensures the alignment of programs to future resident needs and the financial viability of programs. The following information outlines program areas for continued emphasis and expansion.

Fitness and Wellness: Generally across the United States, the greatest recreation program needs are for fitness and wellness. This holds true for the City of Raleigh as well. It will be important for the Parks, Recreation and Cultural Resources Department to continue to focus on programming for this area by focusing on the quality of current successful programs and the creation of new programs based on feedback. In addition to adult fitness and wellness, there are efforts nationally to get youth more physically fit. This is another area for potential growth, as well as strengthening relationships and partnership opportunities with the local school districts or medical institutions.

Nature Programs: According to the Citizen Interest and Opinion Survey, nature-related programs were the third highest in interest, which is a significant. Furthermore, when households were asked about their level of unmet

need, 31% of households expressed a level of unmet need. (Unmet need is defined as needs being met by 50% or less). Additionally, 48% of households expressed a need for nature programs. This program area is growing nationally and regionally. The City of Raleigh has recognized this need and offers numerous programs in this area. Each season of the Leisure Ledger offers four pages of nature programs and already includes partnerships with Wake County and North Carolina State parks.



Canoeing Program

Adult Programming (including active adults working and retired): According to the Citizen Interest and Opinion Survey sent to households throughout Raleigh, 78% of the 55-64 age group does not currently utilize Raleigh Parks, Recreation and Cultural Resource Services. Many agencies have difficulty expanding their adult programming base. A possible solution may be to create an adult “citizens’ advisory committee” that assists the Department with program ideas and helps to develop a direct connection with its users.

Trends and applications in lifestyle programming for active adults include several areas of interest. Findings are categorized in six dimensions of human wellness that teach and influence optimal health, well-being and quality of life. These program areas include: 1) Physical; 2) Social; 3) Intellectual/Creative; 4) Emotional; 5) Vocational; and 6) Environmental. Active adults are vitally interested in the social program area, which can include walking and

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biking clubs. Another growing area for active adults is sports leagues for those aged 45+, 55+ and older.

Citizen Interest and Opinion Survey Results: Based on the Citizen Interest and Opinion Survey results, a list of program priorities has been identified, see Table 72. The following is a summary of key program areas and their level of priority. The programs in the green category are highest priority and should be a focus for the Parks, Recreation and Cultural Resources Department while programs highlighted in light blue are lowest priority based on survey results.

An important note is that the Citizen Interest and Opinion Survey revealed that 70% of respondents had not participated in a recreation program offered by the City of Raleigh Parks, Recreation and Cultural Resources Department in the past 12 months. Approximately 39% of respondents that had participated have participated in one program while 45% had participated in two to three programs in the past 12 months. It would be beneficial to track program retention for program areas in hopes of increasing the number of programs that each household participates in. Although 95% of households feel that program quality is good or excellent, there is a significant difference in repurchasing services between those who

Table 72. City of Raleigh Park, Recreation and Cultural Resources Program Priorities

		Households with a need for various recreation activities	Need Rank	Recreation activities that are most important to household	Most Important Rank	Combined Priority Rank
Highest Priority Programs	Fitness and Wellness	54%	1	35%	1	2
	History and Museums	50%	2	28%	2	4
	Nature	48%	3	26%	3	6
	Aquatics	37%	4	22%	4	8
	Family	33%	5	13%	6	11
	Senior Adult	27%	6	15%	5	11
	Performing Arts	27%	6	10%	8	14
	Lake-related Activities	26%	7	11%	7	14
Priority Programs	Visual Arts	27%	6	8%	10	16
	Youth Sports	23%	10	11%	7	17
	Youth Summer Camp	21%	12	13%	6	18
	Volunteer Opportunities	24%	9	8%	10	19
	Tennis	23%	10	9%	9	19
	Specialized Recreation	25%	8	4%	14	22
	Social	22%	11	6%	12	23
	Adult Sports	12%	16	10%	8	24
Lowest Priority Programs	Special Events	20%	13	6%	12	25
	Adventure Recreation	19%	14	7%	11	25
	Youth (K-5th Grade)	19%	14	6%	12	26
	Teen (6th-12th Grade)	16%	15	6%	12	27
	Before and After School Care	12%	16	5%	13	29
	Pre-School	11%	17	4%	14	31
	Track-Out	9%	18	3%	15	33
	English as a Second Language	5%	19	2%	16	35
	Other	2%	20	1%	17	37

* Table based on data from the Citizen Opinion and Interests Survey, 2013; Lowest Total Priority Rank number = higher priority

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feel programs are good versus those who feel the quality is excellent. The Department may want to consider tracking the excellent percentage and utilize it as a tool for increasing this rating to over 40% (which is where it is currently).

It is also important to understand the reasons households do not participate in programs. Further analysis should be performed to analyze what efforts need to be made to minimize barriers to participation. According to the household survey, a few of the top reasons for households not participating in programs include:

- Lack of knowing what is offered;
- Park/facilities too far from residence; and
- Program times are not convenient.

3.6.4 Summary of Recommendations

The recreation program and services assessment helps in identifying core program gaps within the community and future program offerings for residents based on community input and trends. Two sources of data were key in identifying trends for programs and services; historic enrollment figures and results from the Citizen Opinion and Interest Survey.

The following are recommendations to be considered from this assessment:

- Develop a revenue policy, cost recovery criteria, and cost of service templates for use in determining pricing for program fees;
- Develop a partnership satisfaction measurement system to ensure partnerships are meeting expectations;
- Develop a formalized process utilizing program registration reports to measure performance after each programming cycle (e.g. 3x/year);
- Review and /or develop program standards and key customer requirements to ensure consistency;
- Continue to analyze the results of the Recreation Programs and Services assessment and develop marketing strategy to address service gaps; and
- Develop plan to implement a follow up survey in 2-3 years to measure progress.

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Lake Wheeler

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Section 3.7 | Existing Level of Service Analysis

3.7 Methodology

The purpose of an Existing Level of Service (LOS) analysis is to quantify how well the existing parks system is meeting the needs of residents. The National Recreation and Park Association's definition of LOS is "an allocation mechanism for the delivery of park land and basic recreation facilities throughout a community. By adoption of such a standard, a community in essence says that all citizens, [...], will have an equal opportunity to share in the basic menu of services implicit in the standard and accompanying spatial distribution and allocation of policies."

For Raleigh, the LOS analysis was measured based on three basic principles that will be **continually refined** based on public input in subsequent phases of this planning process.

- Acreage (Amount of Park Land)
- Facilities (Amount of Facilities)
- Access (Distance or Travel Time)

3.7.1 Existing Acreage LOS Analysis

The most common way to measure LOS for existing acreage is the number of public park acres per 1,000 residents in a community. Currently, there are 9,764 acres of developed and undeveloped public park and greenway lands within the City of Raleigh. The estimated 2011 population of Raleigh is 416,468 residents, which translates into an Acreage LOS of 23.44 acres per 1,000 residents. In 2035, the population is projected to increase to 590,560 (CAMPO). If no additional park or greenway land is acquired, the acreage LOS will drop to 16.53 acres per 1,000 residents. Table 73 shows the LOS analysis for each park type, and calculates the deficit or surplus that these currently provide, and the projected LOS for 2035.

Acreage LOS Findings

Based on this technique, the City of Raleigh is currently experiencing a deficit in acreage for neighborhood and metro parks, with the neighborhood park deficit being

Table 73. City of Raleigh Existing Acreage LOS Analysis per 1,000 Population

Park Classification	Existing Acreage (Dec. 2012 dev. & undeveloped acreage)	Existing Number of Parks	LOS Standard (Acres/1000 Population)	Existing Acreage Needed for LOS (2011)#	2011 Acreage Deficit or (Surplus)	Projected Acreage Needed for LOS (2035)##	2035 Acreage Deficit or (Surplus)	Projected Park Sizes (2030 Comp Plan)	Number of New Parks Needed by 2035
Mini Parks	13.55	15	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Neighborhood Parks	657.76**	50 (5)*	2.6	1,082.81	425.05	1,535	877.24	15 ac	59
Community Parks	1,298.98	24	3.1	1,291.05	(7.93)	1,831	532.02	60 ac	9
Metro Parks	1,729.81	8	4.2	1,749.16	19.35	2,480	750.19	300 ac	3
Special Parks	1,049.12	39	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nature Parks and Preserves	850.73	4	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Open Spaces	118.96	82	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Greenway Corridors	3,750.24	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

* Includes five School Parks that are recognized as currently serving the communities needs as Neighborhood Parks

** Presumes six acres equivalent for each of five school parks currently functioning as Neighborhood Parks as defined in the 2030 Comp Plan

= July 2011 American Community Survey, U.S. Census Population for City of Raleigh

##= Capital Area Metropolitan Planning Organization (CAMPO) Projection for 2035 population of 590,560

Needs and Priorities Assessment

65% of the current acreage. Community parks provide a surplus of acreage, but will experience a deficit as the population grows towards the 2035 estimate. Based on the park sizes of these three categories, it is estimated that the city will need 2,055.45 additional acres in 71 new parks by 2035, based on this one level of service analysis technique.

While the Acreage LOS helps ensure a commitment to park land as the city develops, it has shortcomings. Comparison to other cities may be difficult as some cities operate golf courses, conservation areas, and other non-recreation facilities which are high in acreage but low in available capacity. Acreage LOS also does not consider amenities that are accessible to residents but owned and operated by entities other than the city or consolidated city/county park systems. Examples include school ball fields and playgrounds, county and state parks located near the city border, and privately operated programs such as YMCAs, church after-school programs, community meeting facilities, and non-profit senior programs.

For these reasons, **this System Plan explores additional techniques** such as Existing Facility LOS and Access LOS to better determine the extent to which parks, recreation and cultural resource facilities and programs are able to meet the needs of City of Raleigh residents. This methodology assumes the following principles:

- **Facilities** (*Capacity of Facilities*) – Every resident should have similar opportunities to use recreation facilities; and
- **Access** (*Distance or Travel Time*) – Every resident should be able to access specific park facilities within similar walking, bicycling, public transit and/or driving distances.

3.7.2 Existing Facilities LOS Analysis

Another way to measure existing LOS is by the number of facilities per population. Like acreage, there are no strict standards for the number of facilities that a community needs.

Demand for Outdoor Recreation

The 2002-2007 National Survey on Recreation and the Environment (NSRE) is the eighth survey in a series started in 1960 by the Outdoor Recreation Resources Review Commission and now coordinated by the US Forest Service. This survey interviewed approximately 90,000 Americans aged 16 and older through random telephone samples. In North Carolina, the NRSE produced almost 3,000 survey results.

The survey identifies the top 20 most popular outdoor recreation activities with responses from North Carolina highlighted in **Table 74**. Walking for pleasure is the most popular activity, with 82% of state residents participating. Approximately 75% of the population enjoys outdoor gatherings, and almost two-thirds participate in gardening or landscaping. These numbers are helpful in determining the kind of recreational activities that citizens wish to engage in, and identifying what types of facilities can best serve these demands.

Table 74. 2002-2007 Percentage of State Residents Participating in Outdoor Recreation Activities (NSRE)

Activity	Percent
Walking for Pleasure	82 %
Family Gathering	74.6 %
Gardening or Landscaping	65.4 %
Driving for Pleasure	58.2 %
View/Photo Natural Scenery	57 %
Visit Nature Centers	52.9 %
Sightseeing	52.9 %
Picnicking	50 %
Attend Sports Events	48.6 %
Visit a Beach	44.2 %
Visit Historic Sites	43.1 %
View/Photo Wildlife	43 %
View/Photo Wildflowers, Trees	41 %
Swimming in an Outdoor Pool	39.9 %
Swimming in Lakes, Streams, Etc.	39.7 %
Yard Games, e.g., Horseshoes, Cornhole	38.5 %
View/Photograph Birds	34 %
Bicycling	31 %
Boating (Any Type)	31 %
Freshwater Fishing	30.9 %

Chapter Three

Supply of Recreational Opportunities

Prior to 1995, the North Carolina Statewide Comprehensive Outdoor Recreation Plan (SCORP) provided standards to describe the adequate quantity of public recreational acreage and facilities based on population. The move away from this system in North Carolina was supported by the National Recreation and Park Association, who stated, “these standards take a cookie-cutter approach that recommends the same services for all counties when in fact each county and community has unique characteristics and preferences”.

Current levels of recreation services by unit are not prescribed on a county-by-county basis. Instead of applying a standard, the SCORP provides information that allows each North Carolina county to be compared to each other according to current recreation resources and county population. Table 75 and Table 76 show the current Facility LOS for the City of Raleigh and Wake County. This data is evaluated based on the number of residents each unit is serving, and then compared to the North Carolina state median using 2011 and 2035 population estimates.

Facility LOS Findings

Based on this technique, the City of Raleigh lacks athletic fields (baseball, softball, football and soccer fields) as well as greenway trail mileage. There is a slight deficiency for picnic areas when compared to statewide standards. The city enjoys a surplus of basketball, tennis and volleyball courts as well as playgrounds. These conditions are projected to continue as the city grows to an estimated population of 590,560 (CAMPO) by the year 2035. The one facility type that changes, multi-purpose fields, has a slight deficient by the year 2035.

Though a Facility LOS analysis provides a snapshot condition of the outdoor recreation facility capacity, it does not capture whether facilities are accessible by all residents and conflicts with input from public participation such the number of tennis courts or indoor recreation facilities. For this analysis the System Plan team conducted an Access LOS analysis to identify gaps in accessibility to facilities.

Table 75. Resident Per Unit Comparison for City of Raleigh and Wake County

Facility Type	Number of Existing Facilities in City of Raleigh	City Residents Per Unit (2011)*	City Residents Per Unit (2035)**	Wake County*** Residents Per Unit (2011)*	Wake County*** Residents Per Unit (2035)**	State Median Population Per Unit***
Baseball Fields	34	12,249	17,369	7,208	11,733	7,764
Softball Fields	28	14,874	21,091	11,479	18,868	10,870
Football Fields	0	N/A	N/A	154,963	252,270	54,349
Soccer Fields	3	52,059	73,820	10,217	16,633	13,587
Multi-Purpose Fields	14	21,919	31,082	17,218	28,030	27,174
Basketball Courts (outdoor)	67	6,216	8,814	9,787	15,933	9,058
Tennis Courts	112	3,718	5,272	4,246	7,106	5,435
Volleyball Courts	25	16,659	23,622	26,565	43,246	36,232
Picnic Shelters	71	5,866	8,317	5,344	8,699	5,435
Playgrounds	103	4,043	5,734	5,502	8,956	6,794
Indoor/Outdoor Swimming Pools	11	37,861	53,687	51,654	84,090	54,349
Trails (Miles) (includes paved and unpaved)	82	5,079	7,202	4,169	6,788	3,045

* 2011 populations based on July 2011 American Community Survey, U.S. Census. Raleigh: 416,468, Wake County: 929,780

** 2035 populations based on Capital Area Metropolitan Planning Organization (CAMPO) projections. Raleigh: 590,560, Wake County: 1,513,674

*** Number of units is based on information from the 2009-2013 North Carolina Statewide Comprehensive Outdoor Recreation Plan (SCORP) and City of Raleigh Parks and Recreation Department data



Needs and Priorities Assessment

Table 76. City of Raleigh Resident Per Unit Surplus/Deficiency Based on North Carolina Medians and Existing City LOS

Facility Type	State Median Population Per Unit***	City of Raleigh Deficit/(Surplus) Per Unit Based on State Median Pop. Per Unit (2011)	City of Raleigh Deficit/(Surplus) Per Unit Based on State Median Pop. Per Unit (2035)	City of Raleigh # of Units Needed Based on 2035 Pop. to Match 2011 Pop. LOS
Baseball Fields	7,764	20	42	12
Softball Fields	10,870	10	26	12
Football Fields	54,349	8	11	N/A
Soccer Fields	13,587	23	36	8
Multi-Purpose Fields	27,174	(4)	3	16
Basketball Courts (outdoor)	9,058	(21)	(2)	28
Tennis Courts	5,435	(35)	(3)	47
Volleyball Courts	36,232	(14)	(8)	11
Picnic Shelters	5,435	6	37	30
Playgrounds	6,794	(42)	(16)	43
Indoor/Outdoor Swimming Pools	54,349	(3)	0	5
Trails (Miles) (includes paved and unpaved)	3,045	55	112	35

* 2011 populations based on July 2011 American Community Survey, U.S. Census. Raleigh: 416,468, Wake County: 929,780

** 2035 populations based on Capital Area Metropolitan Planning Organization (CAMPO) projections. Raleigh: 590,560, Wake County: 1,513,674

*** Number of units is based on information from the 2009-2013 North Carolina Statewide Comprehensive Outdoor Recreation Plan (SCORP) and City of Raleigh Parks and Recreation Department data

3.7.4 Existing Access LOS Analysis

A third approach explored to better determine existing LOS is analyzing the level of access that residents have to park facilities. This is typically measured as a distance, either in miles or travel time. The City of Raleigh has not established access standards for park and recreation facilities in the 2030 Comprehensive Plan. However, the following park types and facilities were analyzed using distances consistent with the park classification or park type each facility is typically found in. Facilities types analyzed are also consistent with facilities identified in both surveys included in this chapter. Elements analyzed include:

Existing Park Classifications Types:

- Neighborhood Parks- 1/2 mile and 1 mile (Map F)
- Community Parks- 2 miles (Map G)
- Metro Parks- 5 miles (Map H)
- Nature Preserves Parks- 5 miles (Map J)

Neighborhood-Based/ Walk-to Facilities:

- Playgrounds- 1/2 mile (Map K)
- Picnic Shelters- 1/2 mile (Map L)
- Outdoor Basketball Courts- 1/2 mile (Map M)
- Greenway Trailheads - 1/2 mile (Map N)
- Tennis Courts- 1/2 mile (Map O)

Community-Based/ Walk-to or Bike-To Facilities:

- Gymnasiums- 2 miles (Map P)
- Dog Parks- 2 miles (Map Q)
- Baseball/Softball Fields- 2 miles (Map R)
- Recreation Centers- 2 miles (Map S)
- Outdoor Swimming Pools- 2 miles (Map T)

Metro-Based/ Bike-to or Drive/Transit-to Facilities:

- Disc Golf Courses- 5 miles (Map U)
- Skate Parks- 5 miles (Map V)
- Indoor Swimming Pools- 5 miles (Map W)
- Art Centers- 5 miles (Map X)

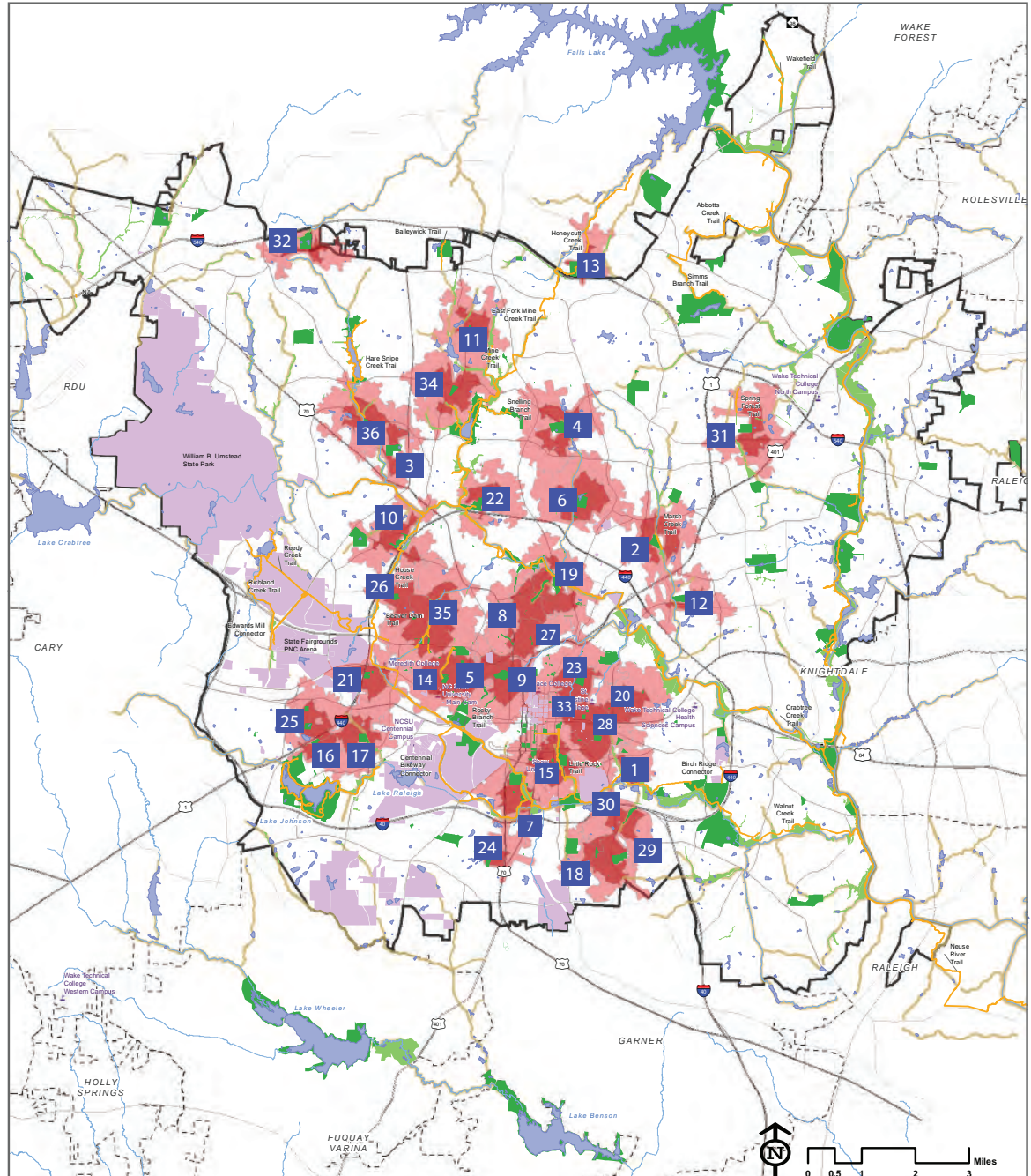
Maps F-X identify gaps in accessibility for each park classification and facility type listed above.

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Map F. Existing Neighborhood Park 1/2 and One-Mile Access Level of Service Map

Park Name

1. Apollo Heights
2. Brentwood
3. Brookhaven
4. Cedar Hills
5. Chamberlain
6. Eastgate
7. Eliza Pool
8. Fallon
9. Fred Fletcher
10. Glen Eden
11. Greystone Recreation Center
12. Hill Street
13. Honeycutt
14. Isabella Cannon
15. John P Top Greene
16. Kaplan
17. Kentwood
18. Kingwood Forest
19. Kiwanis
20. Longview
21. Method
22. North Hills
23. Oakwood
24. Peach Road
25. Powell Drive
26. Ridge Road
27. Roanoke
28. Roberts
29. Sanderford Road
30. Southgate
31. Spring Forest Road
32. Strickland Road
33. Tarboro Road
34. Williams Memorial
35. Windemere Beaver Dam
36. Wooten Meadows



LEGEND

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|--|---|---|---|
| ■ City of Raleigh Park | ■ State Site | Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | Jurisdiction | --- Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ■ Universities and Colleges | — Street |
| ■ Neighborhood Park Access LOS 1/2 Mile | — Rivers and Streams | | --- Proposed Street |
| ■ Neighborhood Park Access LOS 1 Mile | | | |

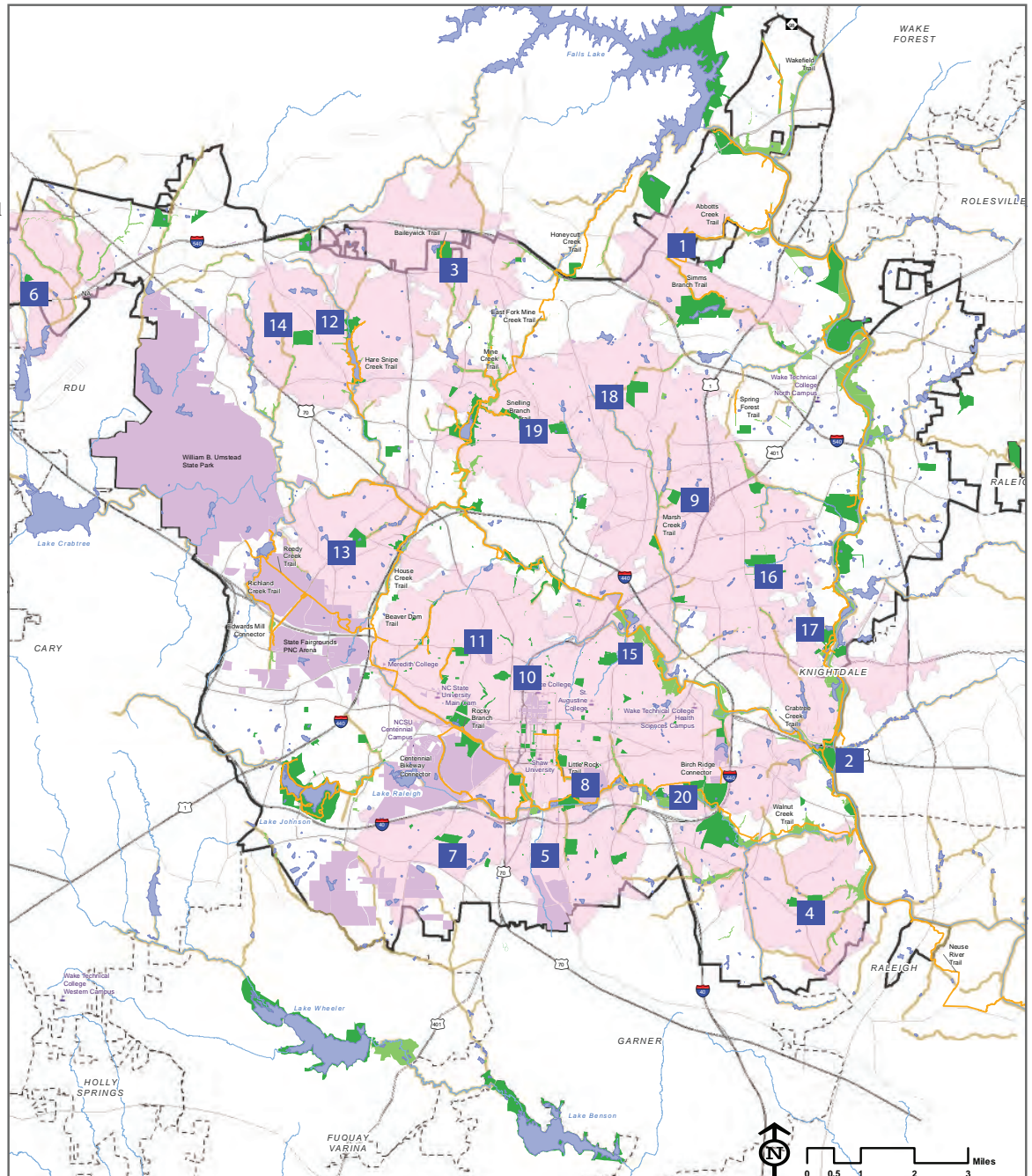
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Needs and Priorities Assessment

Map G. Existing Community Parks Two-Mile Access Level of Service Map

Park Name

1. Abbotts Creek
2. Anderson Point
3. Baileywick
4. Barwell Road
5. Biltmore Road
6. Brier Creek
7. Carolina Pines
8. John Chavis Memorial
9. Green Road
10. Halifax
11. Jaycee
12. Lake Lynn
13. Laurel Hills
14. Leesville
15. Lions
16. Marsh Creek
17. Milburnie
18. Millbrook-Exchange
19. Optimist
20. Worthdale



LEGEND

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|---|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ● Universities and Colleges | — Street |
| ■ Community Park Access LOS 2 Miles | — Rivers and Streams | | — Proposed Street |

GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

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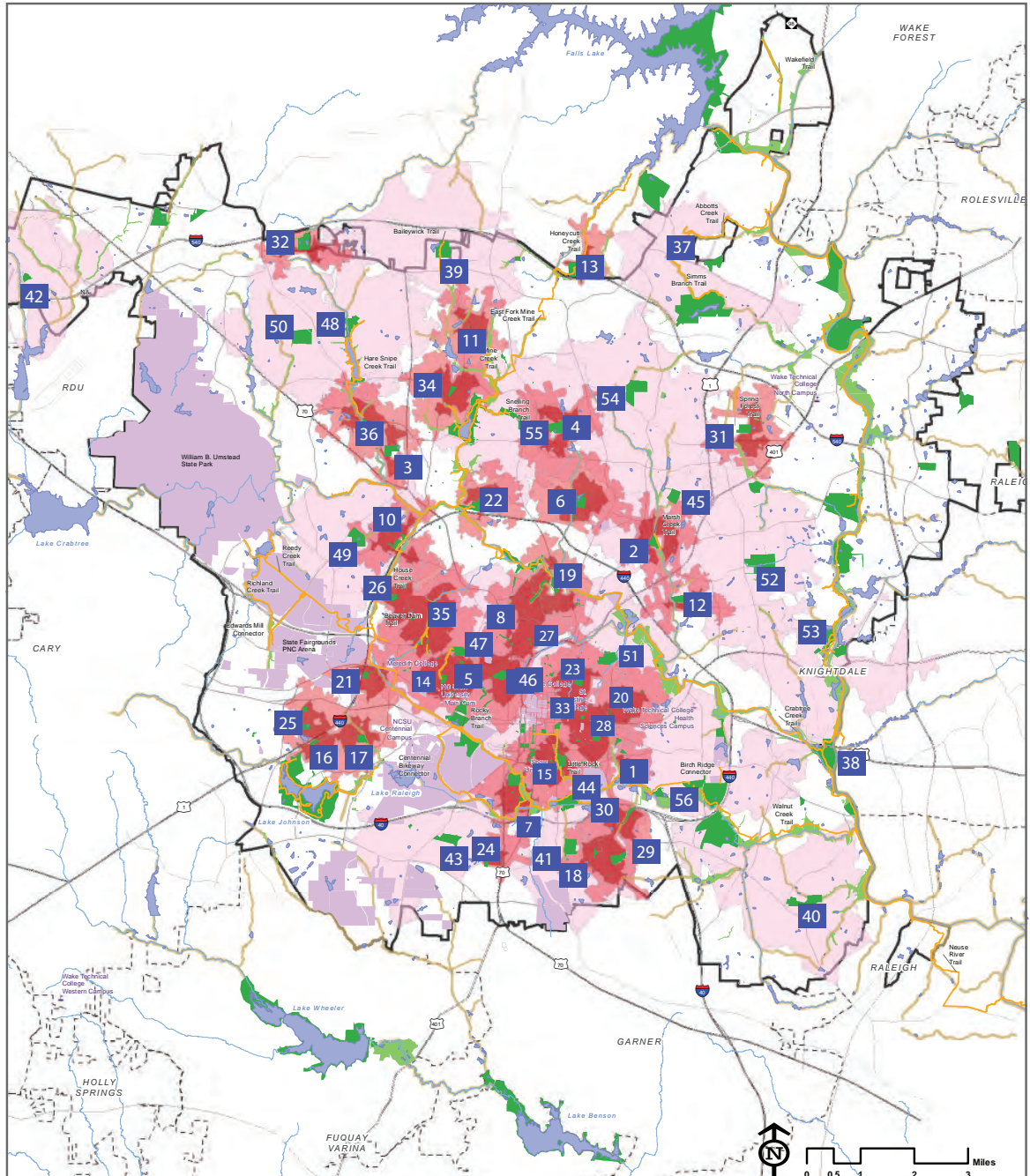
Map H. Existing Neighborhood 1/2 - One-Mile and Community Parks Two-Mile Access Level of Service Map

Park Name Neighborhood

1. Apollo Heights
2. Brentwood
3. Brookhaven
4. Cedar Hills
5. Chamberlain
6. Eastgate
7. Eliza Pool
8. Fallon
9. Fred Fletcher
10. Glen Eden
11. Greystone Recreation Center
12. Hill Street
13. Honeycutt
14. Isabella Cannon
15. John P Top Greene
16. Kaplan
17. Kentwood
18. Kingwood Forest
19. Kiwanis
20. Longview
21. Method
22. North Hills
23. Oakwood
24. Peach Road
25. Powell Drive
26. Ridge Road
27. Roanoke
28. Roberts
29. Sanderford Road
30. Southgate
31. Spring Forest Road
32. Strickland Road
33. Tarboro Road
34. Williams Memorial
35. Windemere Beaver Dam
36. Wooten Meadow

Park Name Community

37. Abbotts Creek
38. Anderson Point
39. Baileywick
40. Barwell Road
41. Biltmore Road
42. Brier Creek
43. Carolina Pines
44. John Chavis Memorial
45. Green Road
46. Halifax
47. Jaycee
48. Lake Lynn
49. Laurel Hills
50. Leesville
51. Lions
52. Marsh Creek
53. Millburnie
54. Millbrook-Exchange
55. Optimist
56. Worthdale



LEGEND

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|--|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | --- Proposed Major Road |
| ■ Greenway Trail | ■ Lake/Pond/Reservoir | + Universities and Colleges | --- Street |
| ■ Neighborhood Park Access LOS 1/2 Mile | — Rivers and Streams | | --- Proposed Street |
| ■ Neighborhood Park Access LOS 1 Mile | | | |
| ■ Community Park Access LOS 2 Miles | | | |

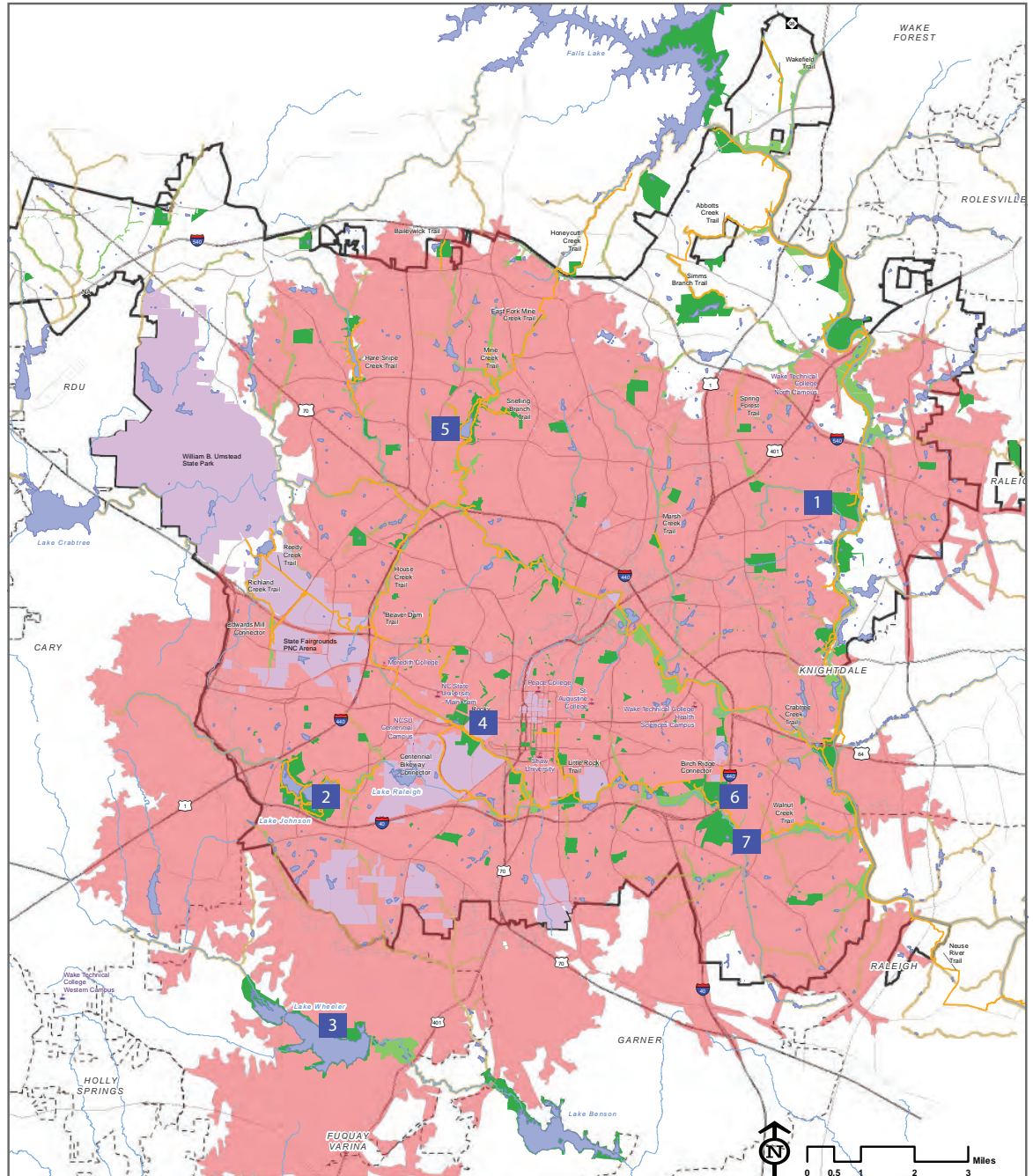
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Needs and Priorities Assessment

Map I. Existing Metro Parks Five-Mile Access Level of Service Map

Park Name

1. Buffalo Road
2. Lake Wheeler
3. Pullen
4. Shelley Lake- Sertoma
5. Walnut Creek North
6. Walnut Creek South



LEGEND

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|--|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ● Universities and Colleges | — Street |
| ■ Metro Park Access LOS 5 Miles | — Rivers and Streams | — Proposed Street | |

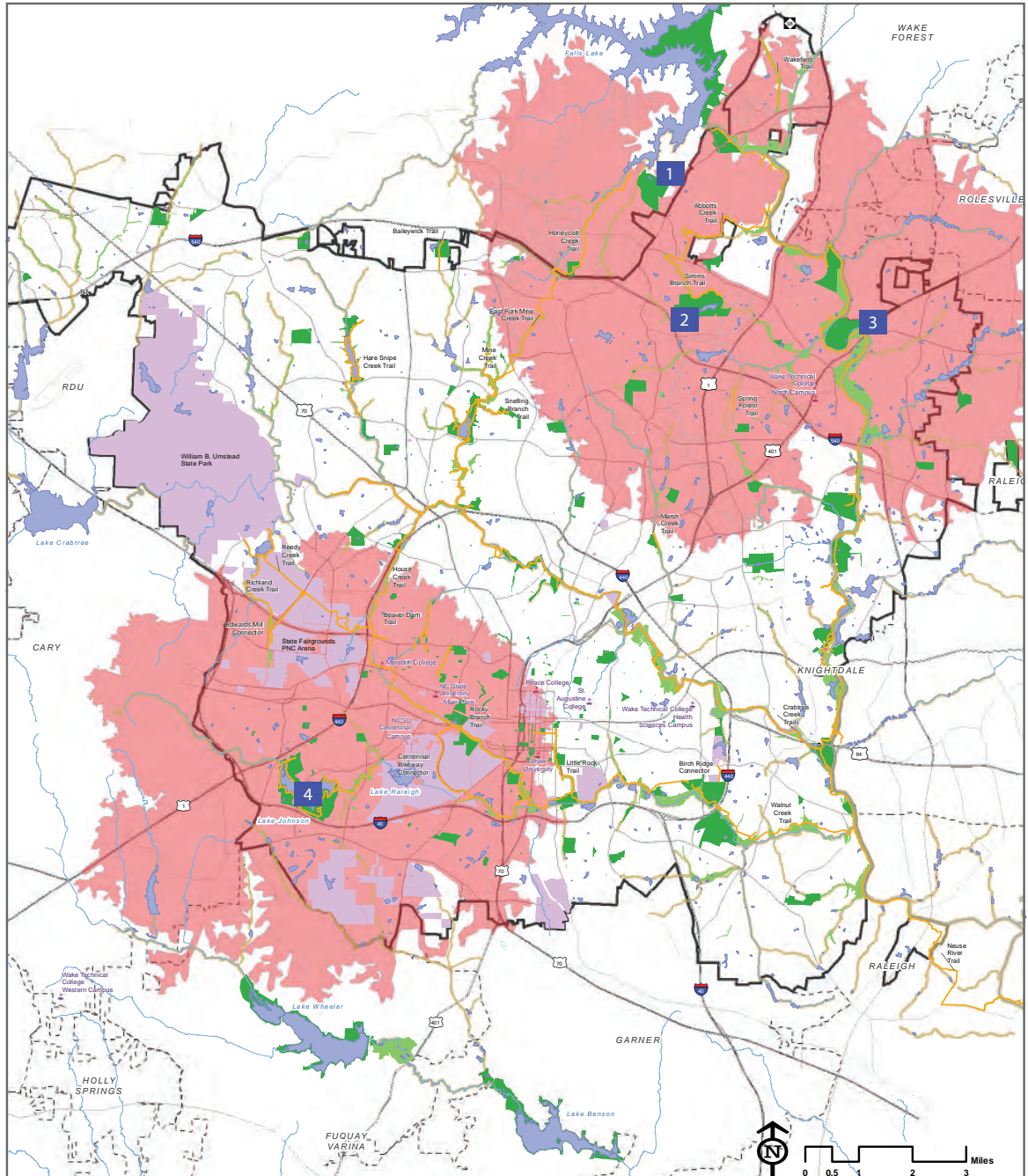
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Chapter Three

Map J. Existing Nature Preserve Parks Five-Mile Access Level of Service Map

Park Name

1. Annie Louise Wilkerson MD
2. Durant
3. Horseshoe Farm
4. Lake Johnson



LEGEND

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|---|---|--|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | - - - Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ■ Universities and Colleges | — Street |
| ■ Nature Preserve Access LOS 5 Miles | — Rivers and Streams | | - - - Proposed Street |

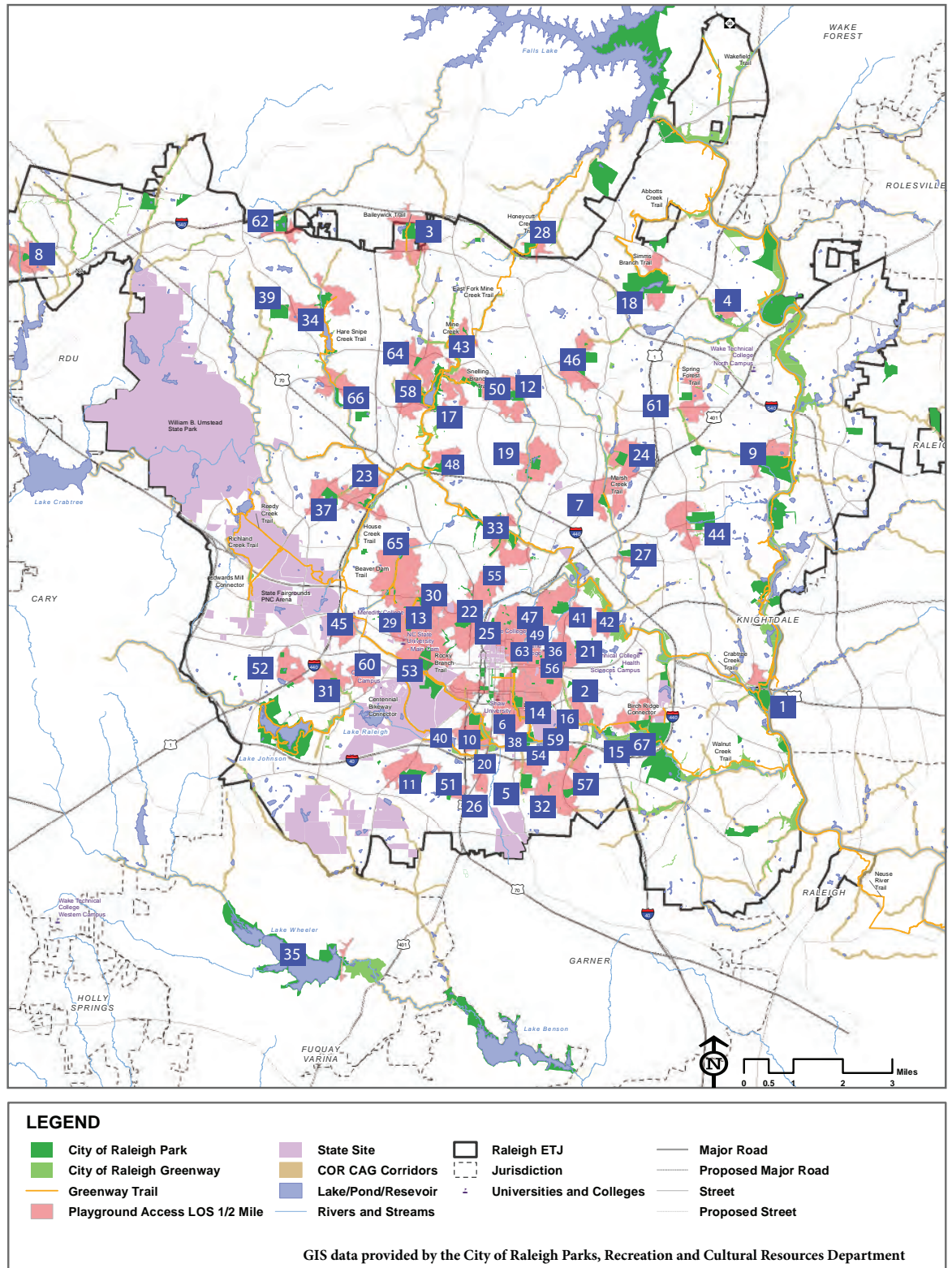
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Needs and Priorities Assessment

Map K. Existing Playgrounds 1/2-Mile Access Level of Service Map

Park Name

1. Anderson Point
2. Apollo Heights
3. Baileywick
4. Berkshire Downs West
5. Biltmore Hills
6. Bragg Street
7. Brentwood
8. Brier Creek
9. Buffaloe Road
10. Caraleigh
11. Carolina Pines
12. Cedar Hills
13. Chamberlain
14. John Chavis Memorial
15. Dacian
16. Davie Street
17. Dixon
18. Durant Nature
19. Eastgate
20. Eliza Pool
21. Fisher Street
22. Fred Fletcher
23. Glen Eden
24. Green Road
25. Halifax
26. Hertford Village
27. Hill Street
28. Honeycutt
29. Isabella Cannon
30. Jaycee
31. Kentwood
32. Kingwood Forest
33. Kiwanis
34. Lake Lynn
35. Lake Wheeler
36. Lane Street
37. Laurel Hills
38. Lee Street
39. Leesville
40. Lenoir Street
41. Lions
42. Lockwood
43. Longstreet
44. Marsh Creek
45. Method
46. Millbrook-Exchange
47. Mordecai
48. North Hills
49. Oakwood Common
50. Optimist
51. Peach Road
52. Powell Drive
53. Pullen
54. Quarry Street
55. Roanoke
56. Roberts
57. Sanderford Road
58. Shelley Lake - Sertoma
59. Southgate
60. Spring
61. Spring Forest Road
62. Strickland Road
63. Tarboro Road
64. Williams Memorial
65. Windemere Beaver Dam
66. Wooten Meadow
67. Worthdale

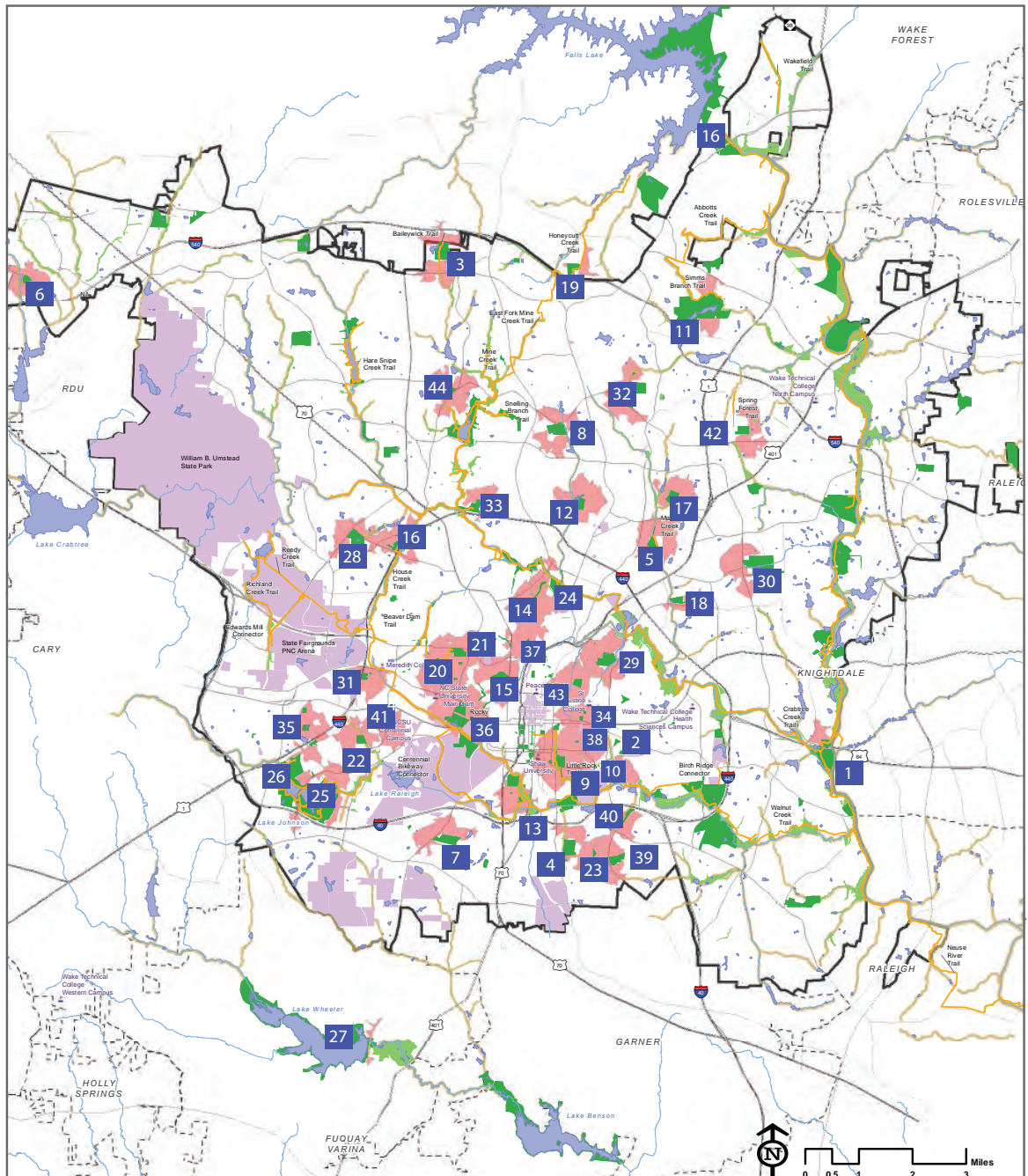


Chapter Three

Map L. Existing Picnic Shelters 1/2-Mile Access Level of Service Map

Park Name

1. Anderson Point
2. Apollo Heights
3. Baileywick
4. Biltmore Hills
5. Brentwood
6. Brier Creek
7. Carolina Pines
8. Cedar Hills
9. John Chavis Memorial
10. Davie Street
11. Durant Nature
12. Eastgate
13. Eliza Pool
14. Fallon
15. Fred Fletcher
16. Glen Eden
17. Green Road
18. Hill Street
19. Honeycutt
20. Isabella Cannon
21. Jaycee
22. Kentwood
23. Kingwood Forest
24. Kiwanis
25. Lake Johnson
26. Lake Johnson Nature Preserve
27. Lake Wheeler
28. Laurel Hills
29. Lions
30. Marsh Creek
31. Method
32. Millbrook-Exchange
33. North Hills
34. Oakwood
35. Powell Drive
36. Pullen
37. Roanoke
38. Roberts
39. Sanderford Road
40. Southgate
41. Spring
42. Spring Forest Road
43. Tarboro Road
44. Williams Memorial



LEGEND

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|---|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ■ Universities and Colleges | — Street |
| ■ Picnic Shelter Access LOS 1/2 Mile | — Rivers and Streams | | — Proposed Street |

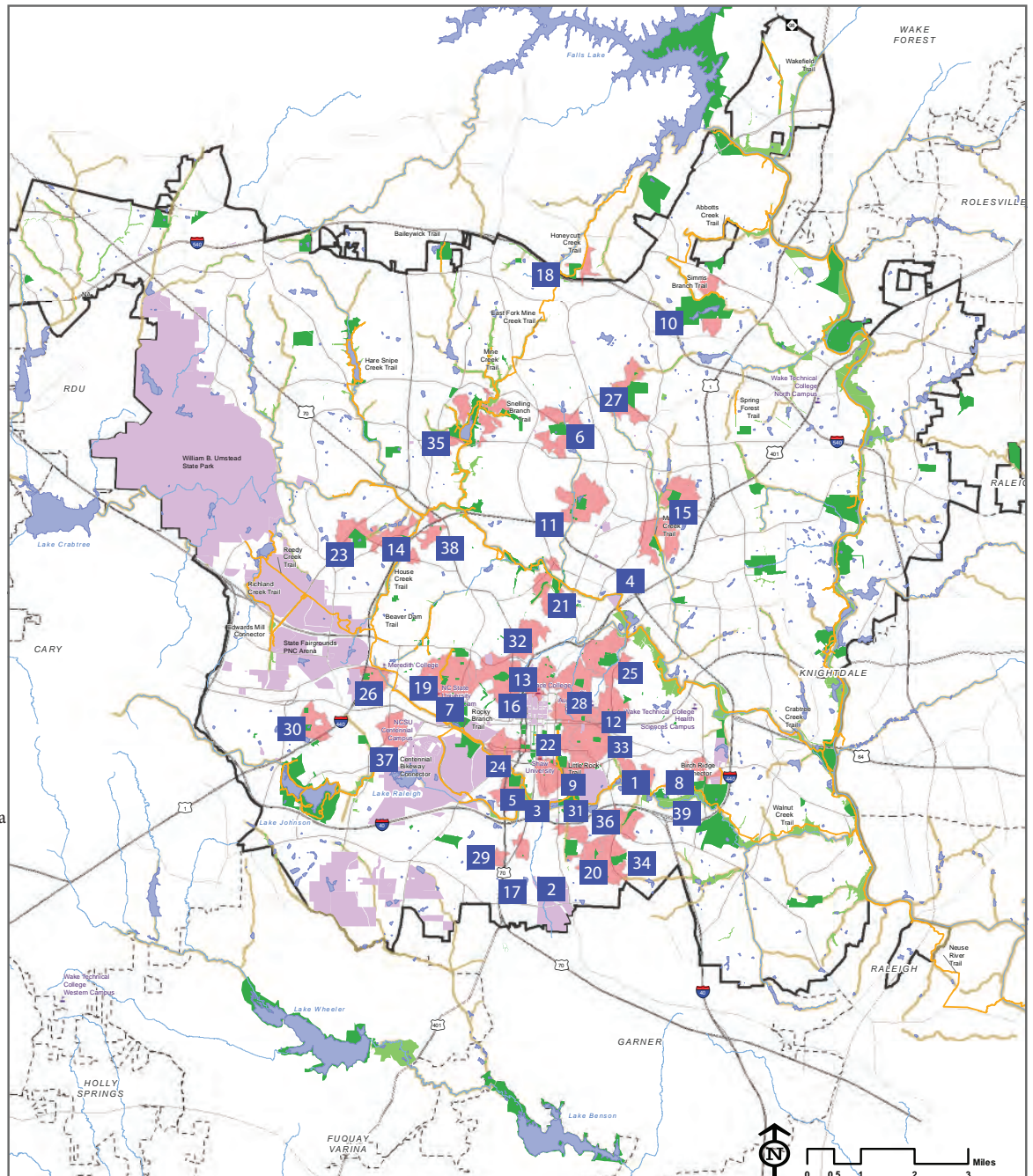
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Needs and Priorities Assessment

Map M. Existing Outdoor Basketball Courts 1/2-Mile Access Level of Service Map

Park Name

1. Apollo Heights
2. Biltmore Hills
3. Bragg Street
4. Brentwood
5. Caraleigh
6. Cedar Hills
7. Chamberlain
8. Dacian
9. Davie Street
10. Durant Nature
11. Eastgate
12. Fisher Street
13. Fred Fletcher
14. Glen Eden
15. Green Road
16. Halifax
17. Hertford Village
18. Honeycutt
19. Isabella Cannon
20. Kingwood Forest
21. Kiwanis
22. Lane Street
23. Laurel Hills
24. Lenoir Street
25. Lions
26. Method
27. Millbrook-Exchange
28. Oakwood
29. Peach Road
30. Powell Drive
31. Quarry Street
32. Roanoke
33. Roberts
34. Sanderford Road
35. Shelley Lake - Sertoma
36. Southgate
37. Spring
38. Varnell
39. Worthdale



LEGEND

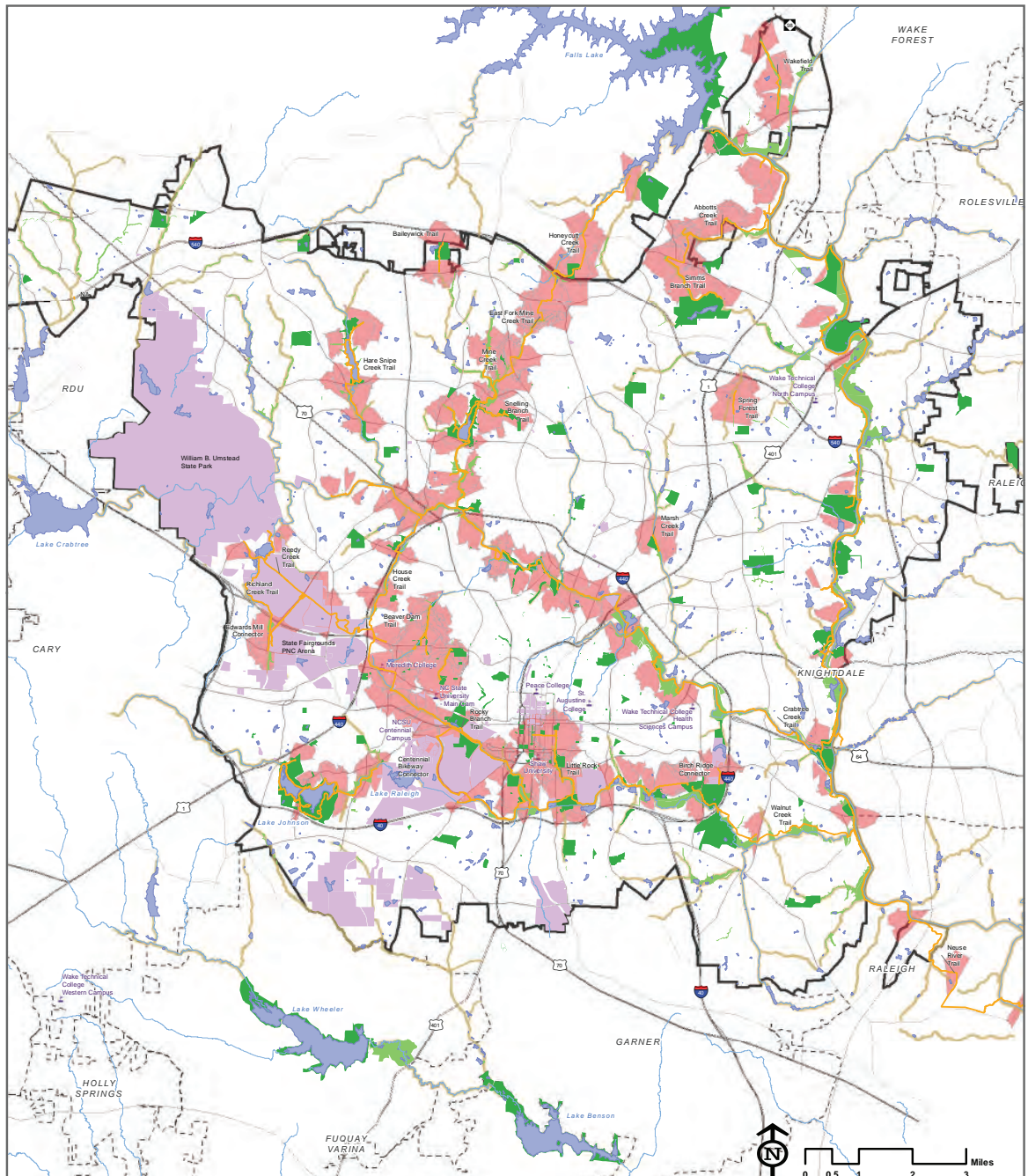
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|---|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | — Universities and Colleges | — Street |
| ■ Outdoor Basketball Court Access LOS 1/2 Mile | — Rivers and Streams | — Proposed Street | |

GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Chapter Three

Map N. Existing Greenway Trailheads 1/2-Mile Access Level of Service Map

Note: Park names are not applicable for greenway trailheads



LEGEND

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|--|---|--|---|
| City of Raleigh Park | State Site | Raleigh ETJ | Major Road |
| City of Raleigh Greenway | COR CAG Corridors | Jurisdiction | Proposed Major Road |
| Greenway Trail | Lake/Pond/Reservoir | Universities and Colleges | Street |
| Greenway Trailhead Access LOS 1/2 Mile | Rivers and Streams | | Proposed Street |

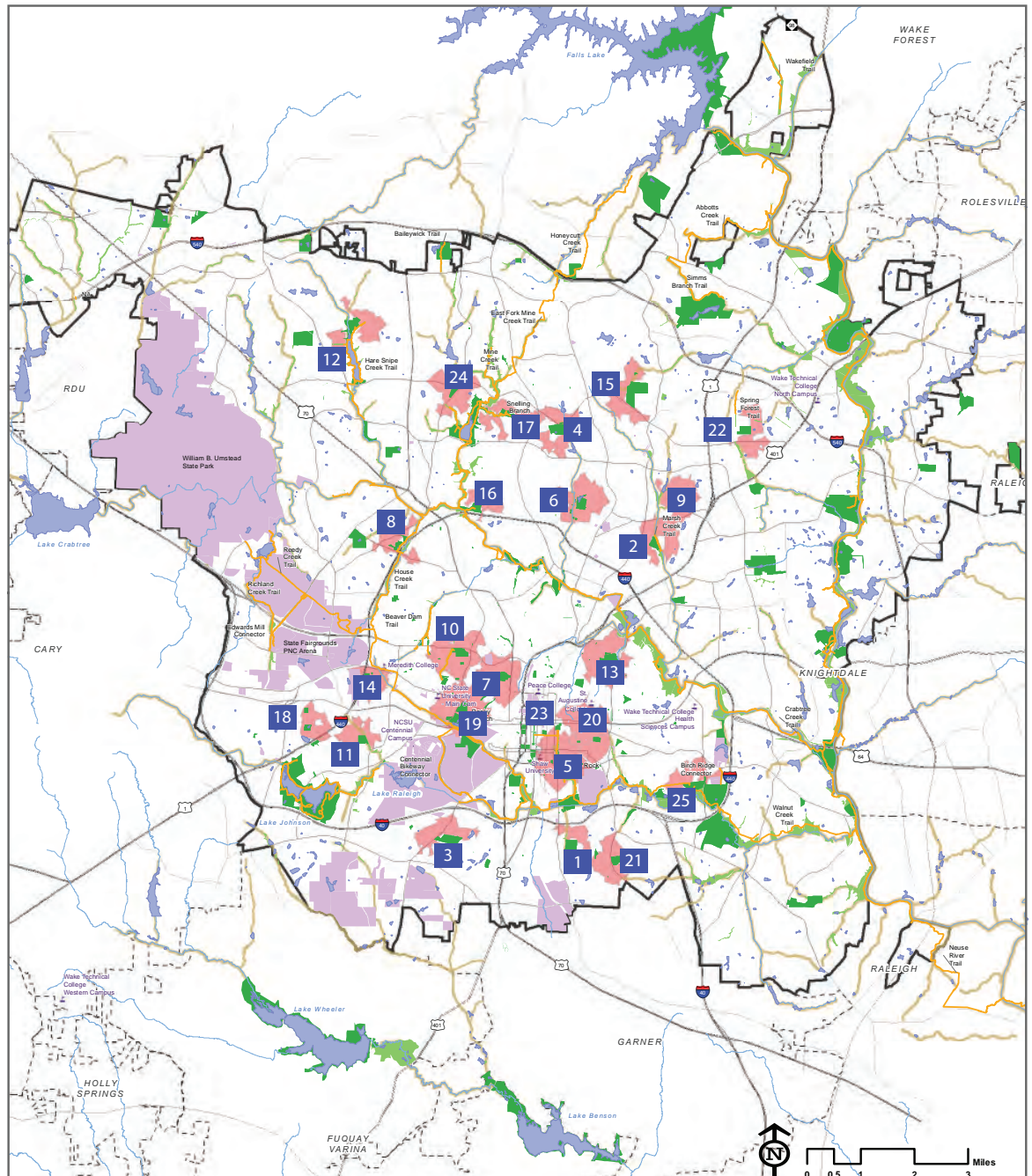
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Needs and Priorities Assessment

Map O. Existing Tennis Courts 1/2-Mile Access Level of Service Map

Park Name

1. Biltmore Hills
2. Brentwood
3. Carolina Pines
4. Cedar Hills
5. John Chavis Memorial
6. Eastgate
7. Fred Fletcher
8. Glen Eden
9. Green Road
10. Jaycee
11. Kentwood
12. Lake Lynn
13. Lions
14. Method
15. Millbrook-Exchange
16. North hills
17. Optimist
18. Powell Drive
19. Pullen
20. Roberts
21. Sanderford Road
22. Spring Forest Road
23. Tarborro Road
24. Williams Memorial
25. Worthdale



LEGEND

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|---|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ■ Universities and Colleges | — Street |
| ■ Tennis Court Access LOS 1/2 Mile | — Rivers and Streams | | — Proposed Street |

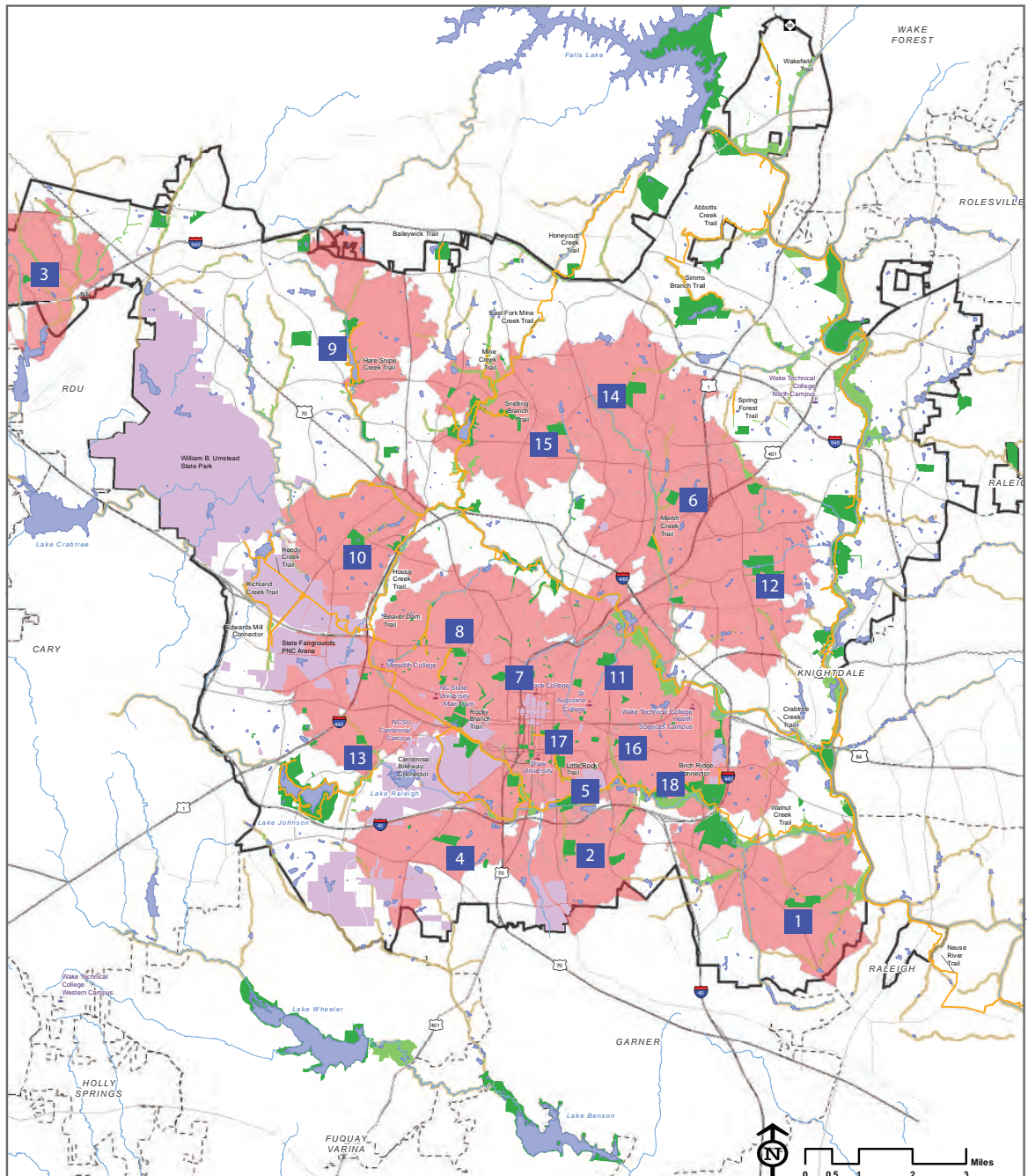
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Chapter Three

Map P. Existing Gymnasiums Two-Mile Access Level of Service Map

Park Name

1. Barwell Road
2. Biltmore Hills
3. Brier Creek
4. Carolina Pines
5. John Chavis Memorial
6. Green Road
7. Halifax
8. Jaycee
9. Lake Lynn
10. Laurel Hills
11. Lions
12. Marsh Creek
13. Method
14. Millbrook-Exchange
15. Optimist
16. Roberts
17. Tarboro Road
18. Worthdale



LEGEND

- | | | | |
|---|---|--|---|
| ■ City of Raleigh Park | ■ State Site | Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ● Universities and Colleges | — Street |
| ■ Gymnasium Access LOS 2 Miles | — Rivers and Streams | | — Proposed Street |

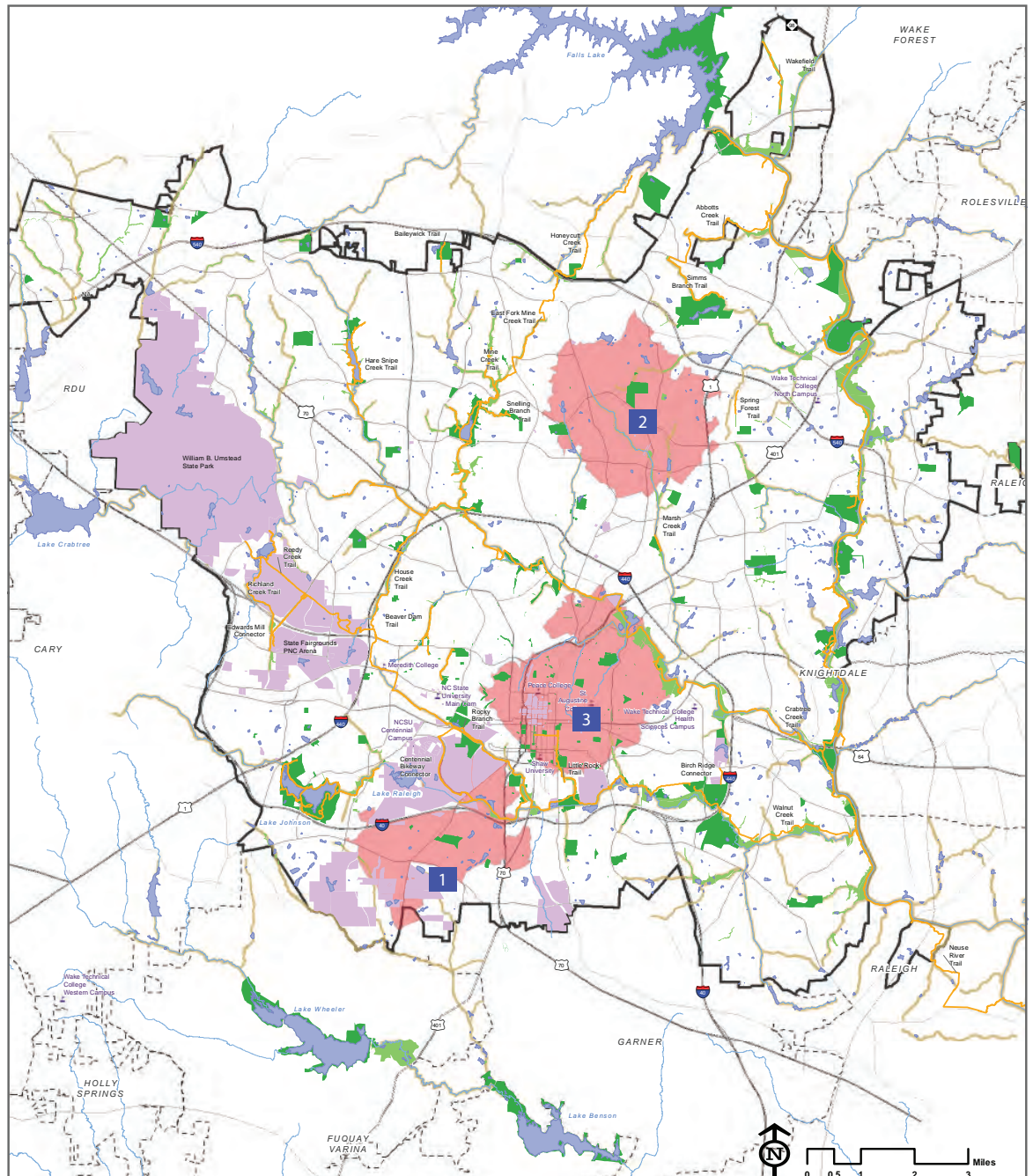
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Needs and Priorities Assessment

Map Q. Existing Dog Parks Two-Mile Access Level of Service Map

Park Name

1. Carolina Pines
2. Millbrook-Exchange
3. Oakwood



LEGEND

- | | | | |
|--|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ● Universities and Colleges | — Street |
| ■ Dog Park Access LOS 2 Miles | — Rivers and Streams | | — Proposed Street |

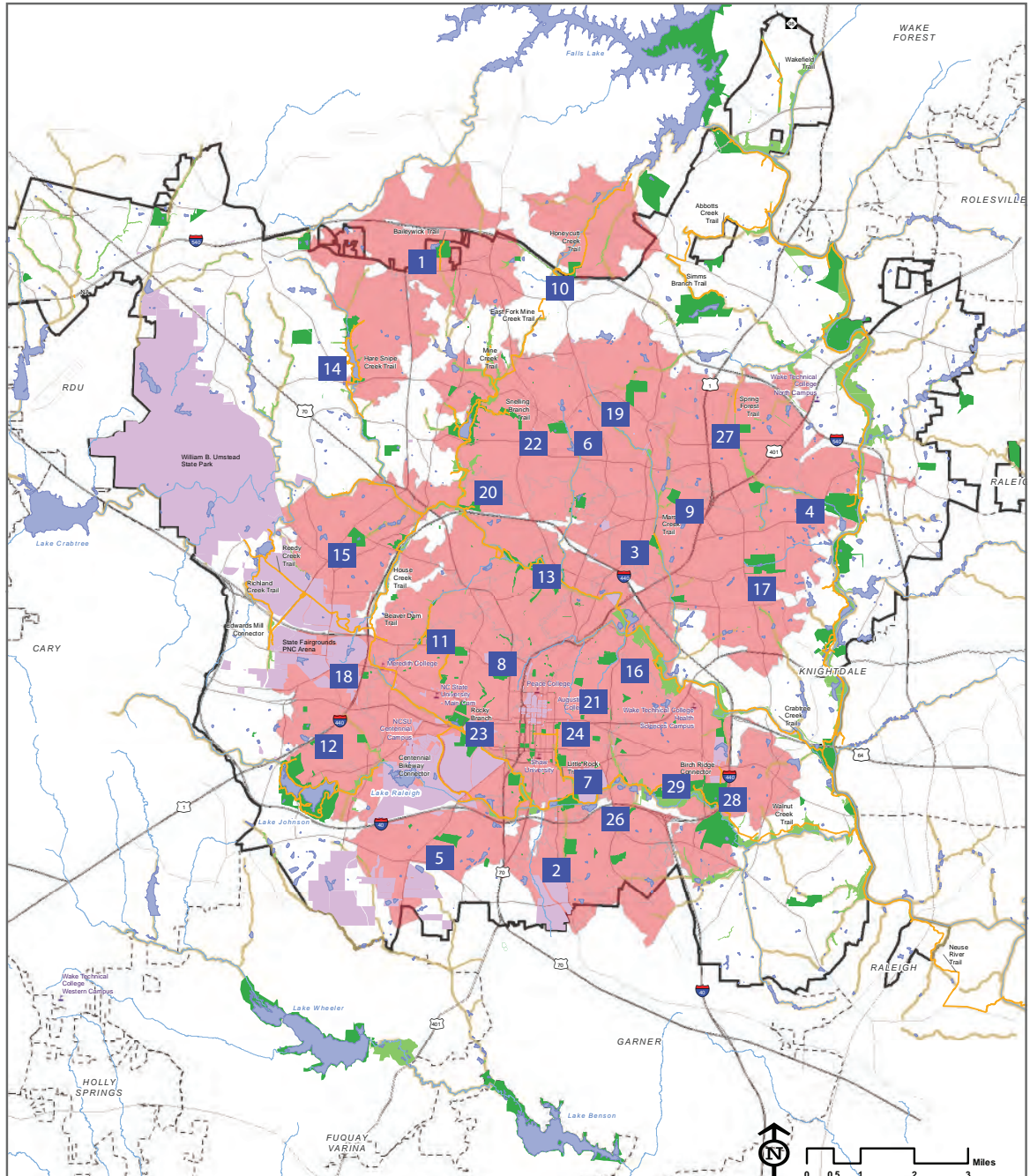
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Chapter Three

Map R. Existing Baseball/ Softball Fields Two-Mile Access Level of Service Map

Park Name

1. Baileywick
2. Biltmore hills
3. Brentwood
4. Buffalo Road
5. Carolina Pines
6. Cedar Hills
7. John Chavis Memorial
8. Fred Fletcher
9. Green Road
10. Honeycutt
11. Jaycee
12. Kentwood
13. Kiwanis
14. Lake Lynn
15. Laurel Hills
16. Lions
17. Marsh Creek
18. Method
19. Millbrook-Exchange
20. North Hills
21. Oakwood
22. Optimist
23. Pullen
24. Roberts
25. Sanderford Road
26. Southgate
27. Spring Forest Road
28. Walnut Creek North
29. Worthdale



LEGEND

- | | | | |
|--|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ■ Universities and Colleges | — Street |
| ■ Baseball/Softball Field LOS 2 Miles | — Rivers and Streams | | — Proposed Street |

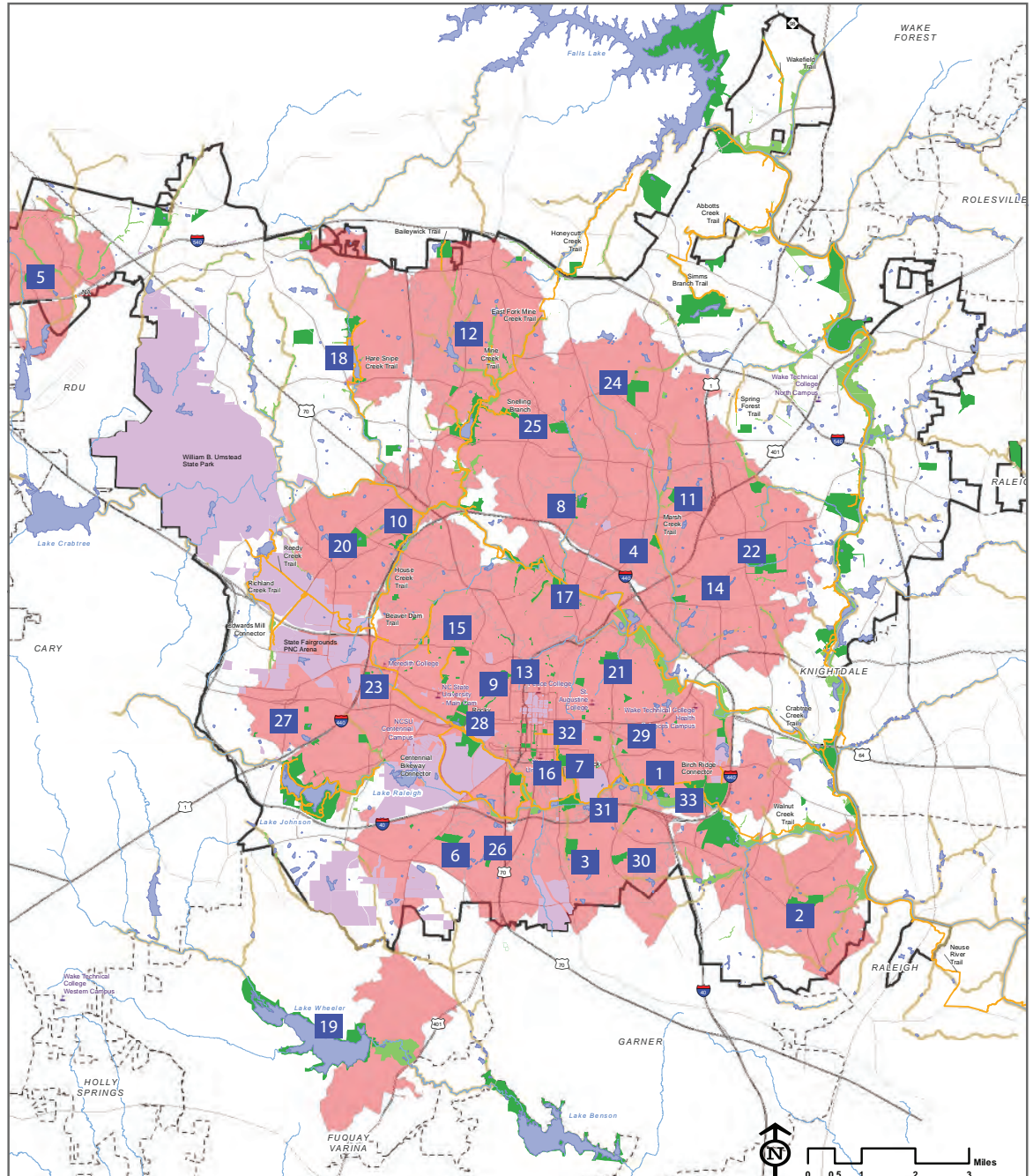
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Needs and Priorities Assessment

Map S. Existing Recreation Centers Two-Mile Access Level of Service Map

Park Name

1. Apollo Heights
2. Barwell Road
3. Biltmore Hills
4. Brentwood
5. Brier Creek
6. Carolina Pines
7. John Chavis Memorial
8. Eastgate
9. Fred Fletcher
10. Glen Eden
11. Green Road
12. Greystone
- Recreation Center
13. Halifax
14. Hill Street
15. Jaycee
16. John P Top Greene
17. Kiwanis
18. Lake Lynn
19. Lake Wheeler
20. Laurel Hills
21. Lions
22. Marsh Creek
23. Method
24. Millbrook-Exchange
25. Optimist
26. Peach Road
27. Powell Drive
28. Pullen
29. Roberts
30. Sanderford Road
31. Southgate
32. Tarboro Road
33. Worthdale



LEGEND

- | | | | |
|---|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ● Universities and Colleges | — Street |
| ■ Recreation Center Access LOS 2 Miles | — Rivers and Streams | | — Proposed Street |

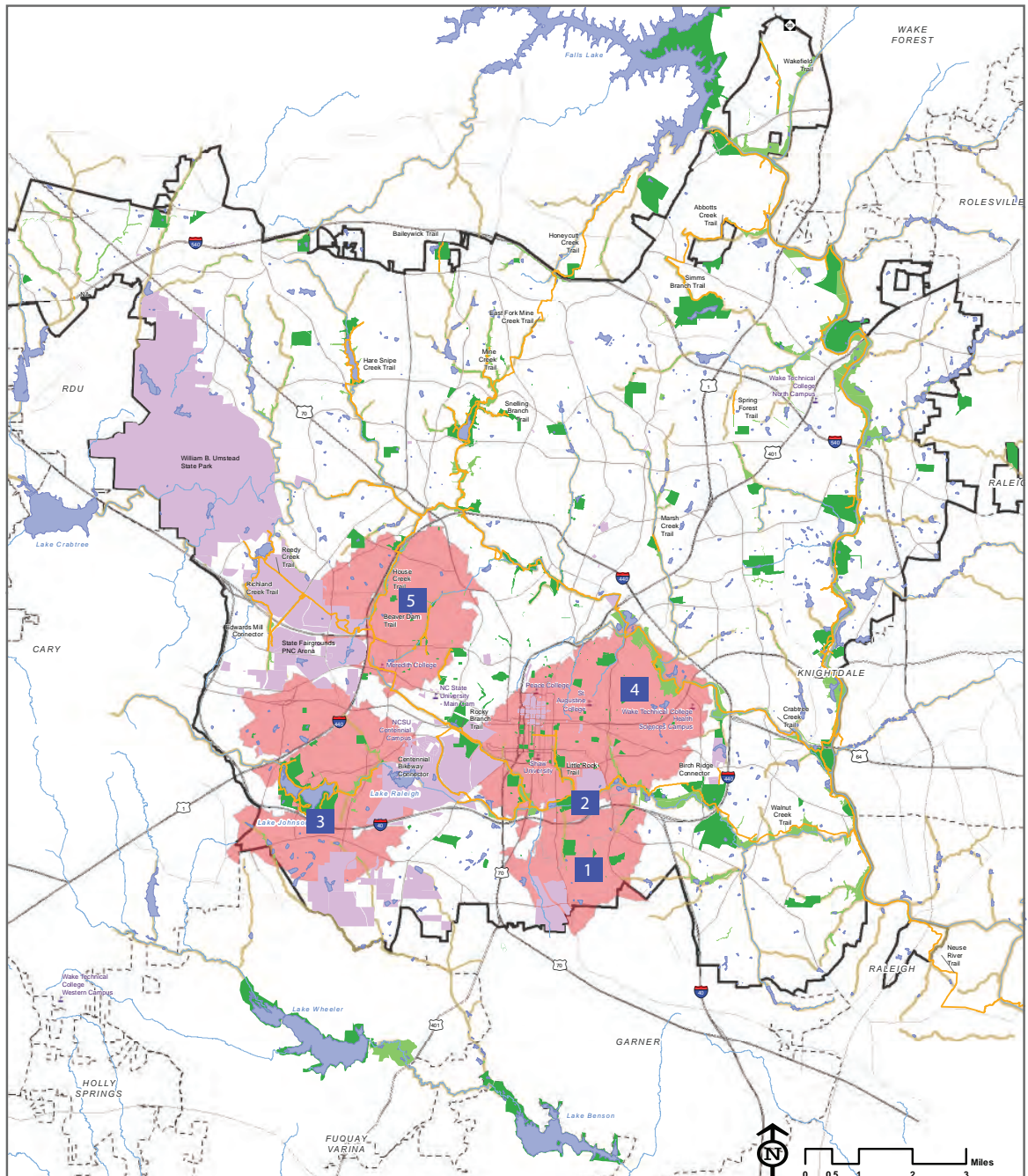
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Chapter Three

Map T. Existing Outdoor Swimming Pools Two-Mile Access Level of Service Map

Park Name

1. Biltmore Hills
2. John Chavis Memorial
3. Lake Johnson
4. Longview
5. Ridge Road



LEGEND

- | | | | |
|---|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ● Universities and Colleges | — Street |
| ■ Outdoor Swimming Pool Access LOS 2 Miles | — Rivers and Streams | | — Proposed Street |

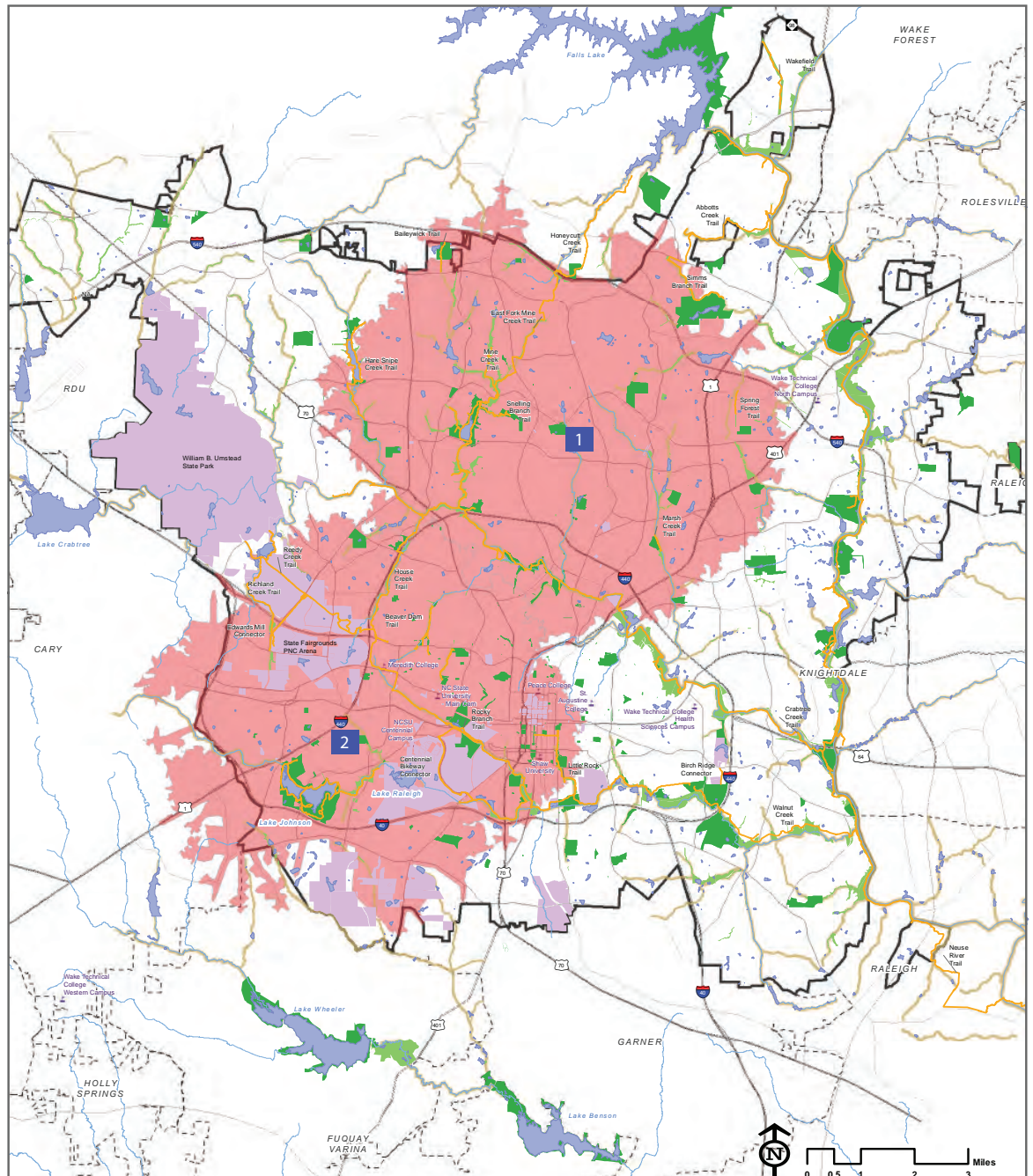
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Needs and Priorities Assessment

Map U. Existing Disc Golf Five-Mile Access Level of Service Map

Park Name

1. Cedar Hills
2. Kentwood



LEGEND

- | | | | |
|--|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ● Universities and Colleges | — Street |
| ■ Disc Golf Access LOS 5 Miles | — Rivers and Streams | | — Proposed Street |

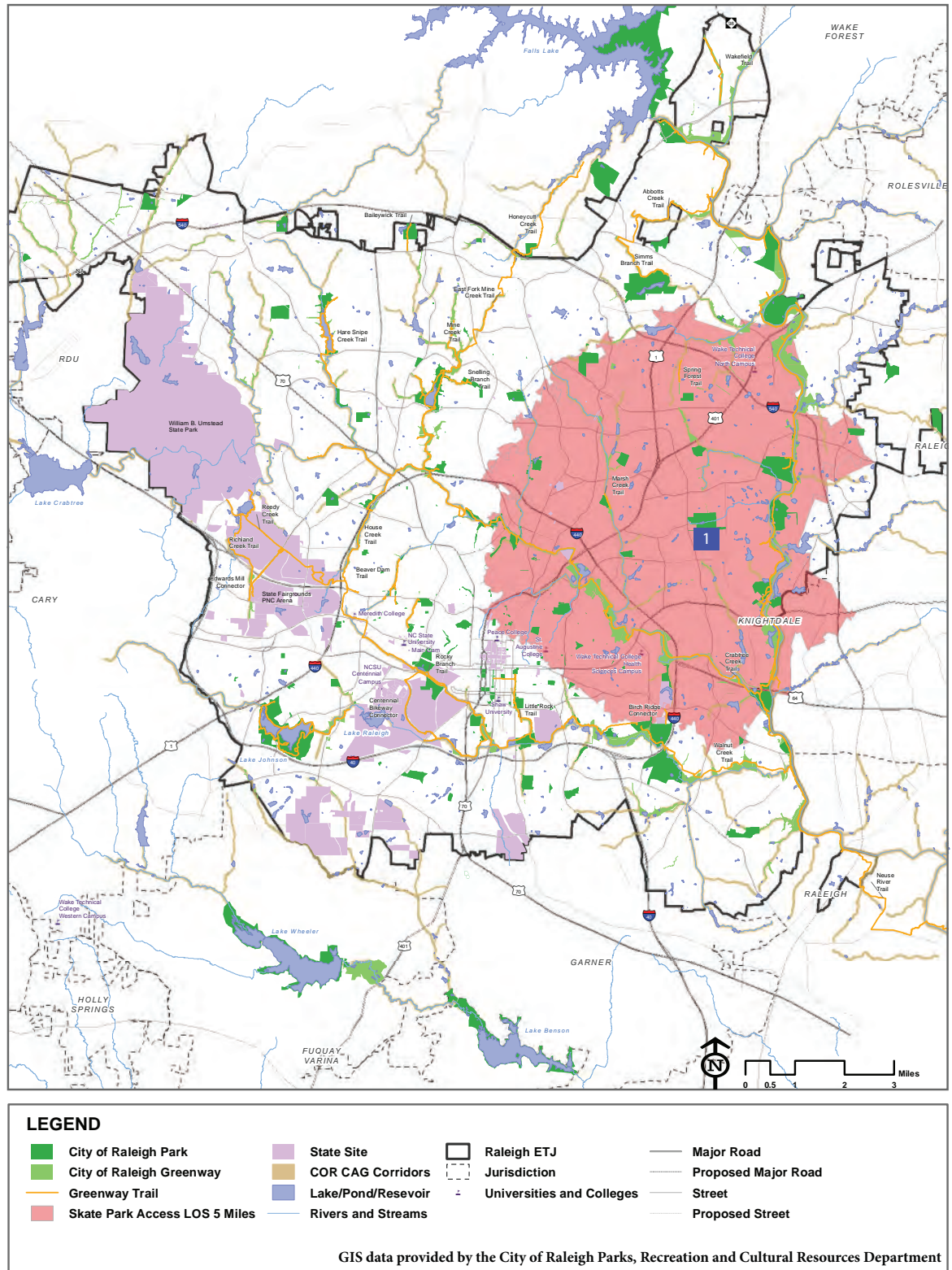
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Chapter Three

Map V. Existing Skate Parks Five-Mile Access Level of Service Map

Park Name

1. Marsh Creek

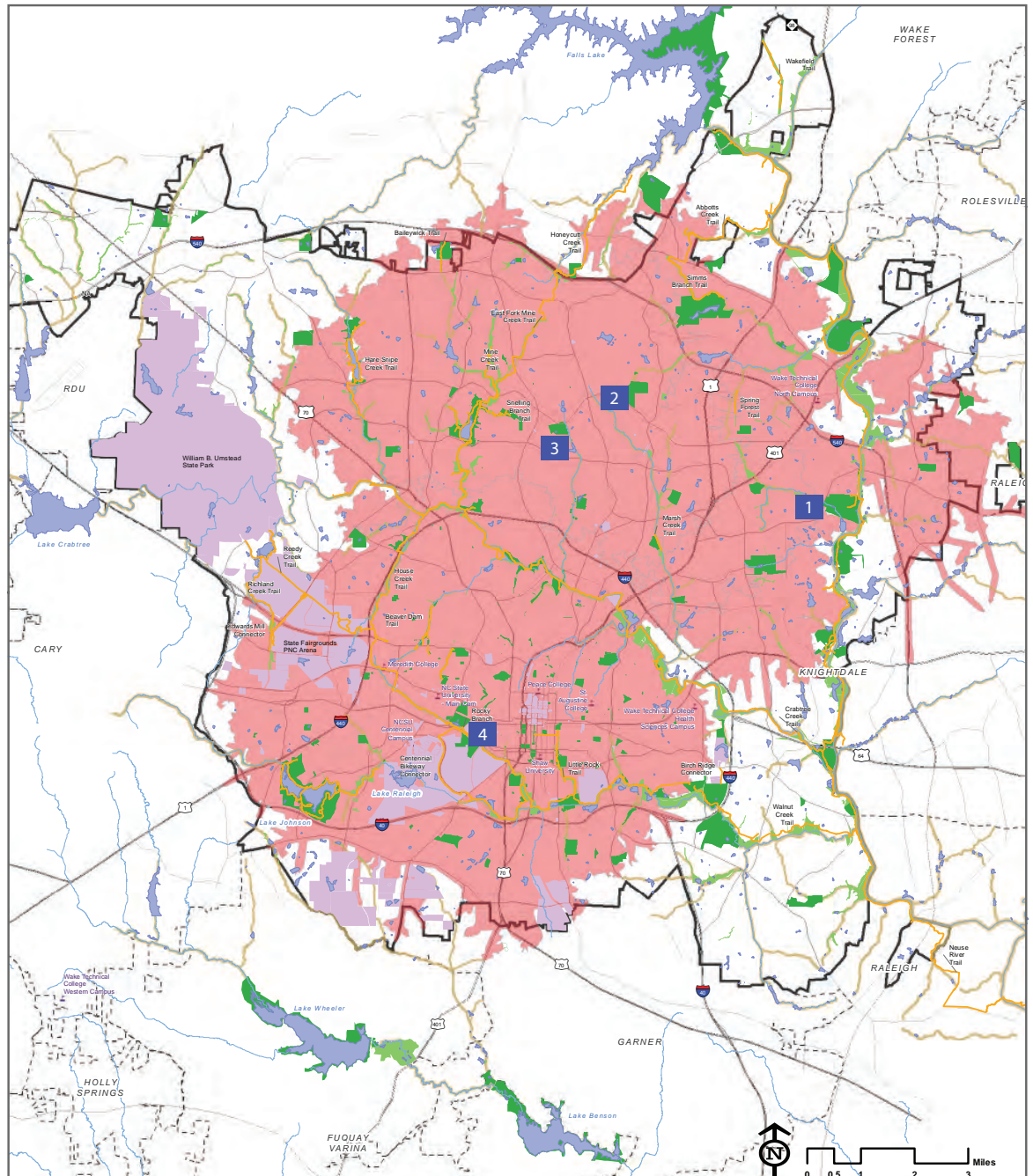


Needs and Priorities Assessment

Map W. Existing Indoor Swimming Pools Five-Mile Access Level of Service Map

Park Name

1. Buffalo Road
2. Millbrook- Exchange
3. Optimist
4. Pullen



LEGEND

- | | | | |
|--|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | — Universities and Colleges | — Street |
| ■ Indoor Swimming Pool Access LOS 5 Miles | — Rivers and Streams | — Proposed Street | |

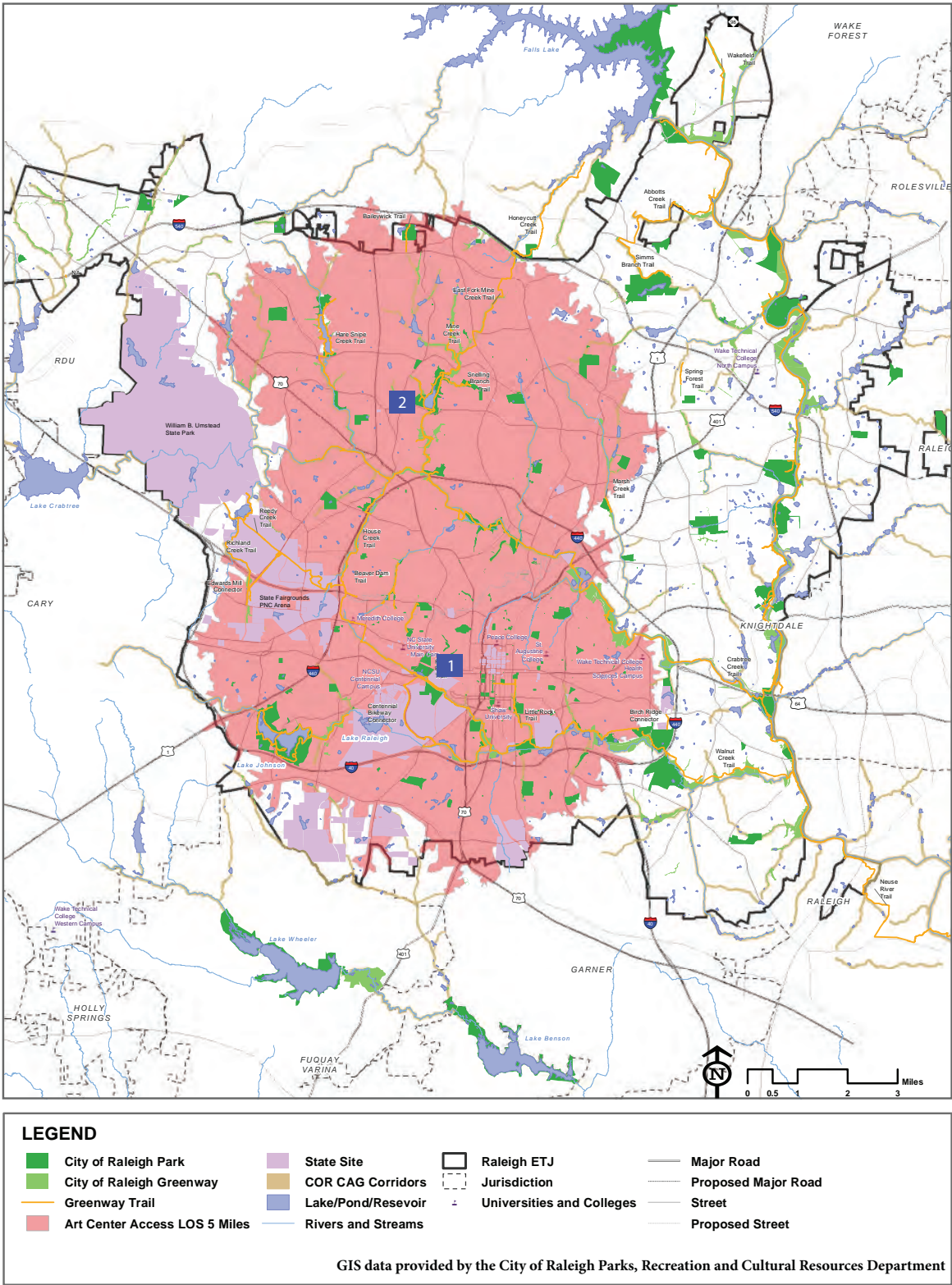
GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Chapter Three

Map X. Existing Art Centers Five-Mile Access Level of Service Map

Park Name

- 1. Pullen
- 2. Shelley Lake- Sertoma



Needs and Priorities Assessment

Access LOS Findings

Overall, the Access LOS analysis findings were consistent with other means of identifying needs and priorities such as other LOS analysis techniques, survey results and resident input from community meetings, and through a public engagement website.

Neighborhood and Community Parks were found to have several gaps in services areas, or areas that are either within walking, biking, transit or driving range of this park or facility type), that are consistent with Acreage LOS findings, survey results and public input. When combined, however, these two park classification types provide a better level of service with only gaps in the extreme northwest and northeast areas of Raleigh and in small areas of southeast and southwest Raleigh.

For other park classification types, the Access LOS technique identified gaps in service areas primarily along the fringe of the city. The gaps for Metro Parks are primarily in northwest Raleigh while gaps for Nature Preserves are primarily in the northwest, central and southeast areas of Raleigh.

Facilities were analyzed on three different levels (distances) categorized as: neighborhood/ walk-to (1/2-mile service area); community/ bike-to or walk-to (2-miles service area); and metro/ bike-to or drive/transit-to (5-miles service area). For neighborhood-based facilities such as playgrounds and picnic areas, large service area gaps exist throughout Raleigh. Tennis and outdoor basketball courts have service area gaps primarily in the northwest and eastern areas of the city. Greenways trailheads have significant service area gaps in the northwest, northeast and north central areas of Raleigh.

Community-based, or bike-to or walk-to, facilities analyzed had the following gaps in services areas when analyzed with a two mile service area: gymnasiums in the northwest, northeast, eastern and southeast areas of Raleigh; dog parks had a significant service area gaps in the northwest, eastern and western areas of the community; baseball/softball fields had significant gaps in the northwest, northeast and southeastern areas of the city; and recreation centers and outdoor pools had roughly the same significant gaps in services areas in the northwest, northeast and eastern areas of Raleigh.

Metro-based facilities were analyzed using a five mile service area in order to explore regionally based facilities such as disc golf and art centers. Both of these facility types were found to have service area gaps in the northwest, eastern and southeastern areas of the city. Skate parks have service area gaps in the northwest, southwest and western areas of Raleigh; while indoor pools had significant gaps in the northwest and southeastern areas of the city.

3.7.4 Existing LOS Summary

By utilizing a three-level approach to analyze the existing level of service (LOS) for park and recreation facilities, the consultant team identified a number of trends, which will be explored and refined further through the development of a Vision Plan and Implementation Plan. These preliminary findings included:

Acreage LOS - This technique identifies a current deficit in parks classified as neighborhood and community by the standards document in the 2030 Comprehensive Plan. This trend increases as the population projections for the City of Raleigh are applied to current acreages.

Facilities LOS - This technique identifies a deficiency in the number of athletic fields (baseball, softball, football and soccer fields) as well as greenway trail mileages when compared to North Carolina Statewide Comprehensive Outdoor Recreation Plan (SCORP) median population services figures. Based on SCORP medians, the city enjoys a surplus of basketball, tennis and volleyball courts as well as playgrounds. These conditions continue as the city grows to 2035 population estimates.

Access LOS - Overall, the Access LOS technique confirmed many findings the consultant team received during community meetings and by the online website input from participants. In general, historically fast growing regions of the city have identified gaps in service areas for existing park and recreation facilities. The northwest area has been identified as the area with the highest amount of services area gaps (18 out of 19 analyzed).

Though independent in approach and findings, when these techniques are combined with others documented throughout this report, a more accurate snapshot of the city's needs and priorities becomes clearer.

Chapter Three

Section 3.8 | Summary of Needs and Priorities Assessment

Through the compilation of findings from various research techniques, a number of parks, recreation and cultural resource needs and priorities emerged. The table below is an overview of the findings from each analysis technique, which were further refined based on additional public input and analysis.

Three types of research were utilized in a mixed methods, triangulated approach as part of the needs assessment process: observational; qualitative; and quantitative. Together these three types of research provided 13 techniques to cross-check results and better determine an accurate understanding of

the City of Raleigh's needs and priorities for parks, recreation and cultural resource facilities. **Table 77** summarizes the synthesized findings of all 13 methods which included observational evaluations, community and stakeholder input, two community surveys, a recreation programs and services assessment, and an existing level of service analysis.

The top 10 facilities and activities needs are highlighted in Table 77. These facilities and activities are ones identified through these 13 techniques to have the highest level of importance and largest unmet need by the community.

Table 77. Top Ten Park and Recreation Facilities and Activities Needs

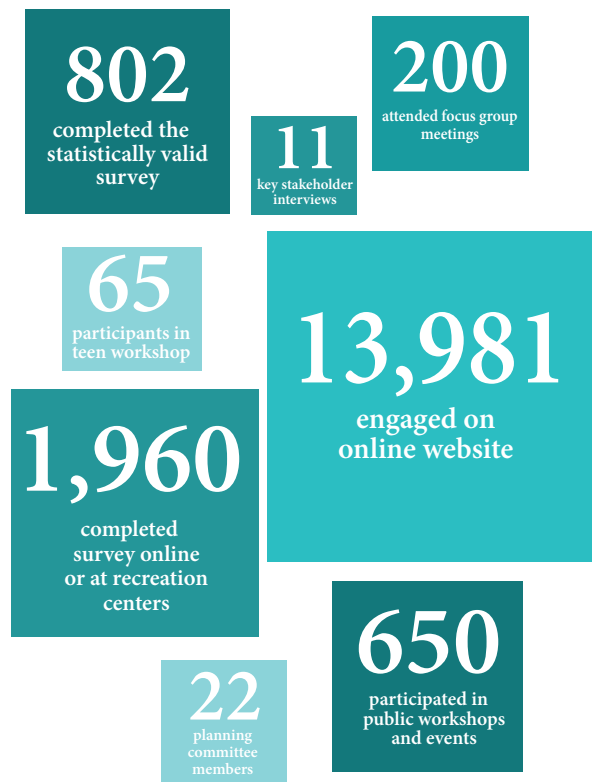
Table 77. Top Ten Park and Recreation Facilities and Activities Needs		Needs Assessment Techniques												
		Existing Conditions Observations	Community Meetings	Focus Groups	Stakeholder Interviews	Online Website	Online Public Opinion Survey	Citizen Opinion and Interest Survey	Peer Comparison	High Level Lifestyle Analysis	Recreation Programs and Services Assessment	Acreage Level of Service Analysis	Facility Level of Service Analysis	Access Level of Service Analysis
Facilities	Smaller Neighborhood Parks		●	●	●		●	●		●		●	●	●
	Greenway Trails	●	●	●	●	●	●	●	●	●		●	●	●
	Dog Parks		●	●		●		●	●	●				●
	Outdoor Pools			●			●	●		●				●
	Tennis Courts		●	●		●	●		●	●				●
	Picnic Areas/ Shelters		●			●						●		●
	Nature Preserves		●	●				●	●					●
	Restrooms	●	●	●				●						●
	Indoor Pools							●	●	●				●
	Accessible Playgrounds	●		●		●								●
Activities	Fitness and Wellness		●	●	●	●	●	●	●	●	●			
	Lake-Related	●		●		●	●	●		●	●			
	Senior Adults	●		●	●	●		●			●			
	Aquatics	●	●	●		●	●	●	●	●				
	Performing Arts			●	●	●		●			●			
	Adult Sports	●	●	●		●	●	●			●			
	Nature	●	●	●		●		●	●		●			
	Social			●		●		●			●			
	Before/ After School	●	●	●				●						
	Volunteer Opportunities							●			●			

● = Indicates Need

Needs and Priorities Assessment

In addition to the identification of the top community-wide needs, from the public participation and survey techniques, overall priorities have emerged. Below is a summary of the top priority themes as identified by the following methods:

- Community Meetings (four, plus a teen workshop),
- Focus Groups (nineteen),
- Stakeholder/ Elected Officials Interviews (eleven),
- Online Engagement Website,
- Online Public Opinion Survey,
- Citizen Opinion and Interest Survey,
- Recreation Program and Services Assessment,
- Existing Level of Service Analysis.



Number of Participants by Type of Engagement

Priority themes include:

- **Maintain and enhance existing** parks, greenways and athletic fields;
- **Equitable distribution** of small, neighborhood parks with connections to sidewalks and greenways within one-mile of each resident;
- Better **greenway connectivity** to neighborhoods with hierarchy of types and functions;
- Highest priority programs are **fitness and wellness**;

- history and museums; nature; aquatics; family, senior adult; performing arts; and lake-related activities;
- Focus on **improving and reinvigorating** existing facilities (athletic fields, tennis) and parks;
- Develop new **urban lifestyle-based parks** and greenway connection options for urbanizing areas with immediate and long-term solutions;
- Identify future **natural lands** for preservation and provide an equitable distribution of nature parks;
- Provide **better coordination with schools** for educational curriculum recreation programs and greenway connection options;
- Additional off-leash **dog parks**, some with lights and extended hours;
- **Greenway wayfinding** to highlight destinations, healthy information and educational/ interpretative elements and amenities such as benches;
- **More playgrounds** for toddlers and better playground options such as natural and barrier-free playgrounds;
- Continue to provide **affordable and easily accessible** recreation programs;
- More and better **specialized recreation classes** (i.e. art classes, fitness, dancing, safety, volunteering, practical living, technology and English as a Second Language);
- Create **common voice in the arts** community;
- Provide **alternative transportation options** from and to parks;
- More programs and locations for **special populations** through partnerships;
- Co-develop **aquatic center** with partners such as surrounding communities and schools;
- **Keep the character** of the city through integration of the arts, history and diversity;
- More **disc golf** opportunities throughout the city;
- Provide **small eating areas** and vendors at select parks;
- Focus on programs and activities that can **grow participation** for key age groups and meet their needs; and
- **Improve athletic facilities** to meet the needs for quality of residents and enhance awareness of programs offered by city.

Together the needs and priorities identified in this chapter begin to form themes that are explored further in subsequent public participation opportunities.

Chapter Four

"A hundred years after we are gone and forgotten, those who never heard of us will be living with the results of our actions."

- Oliver Wendell Holmes

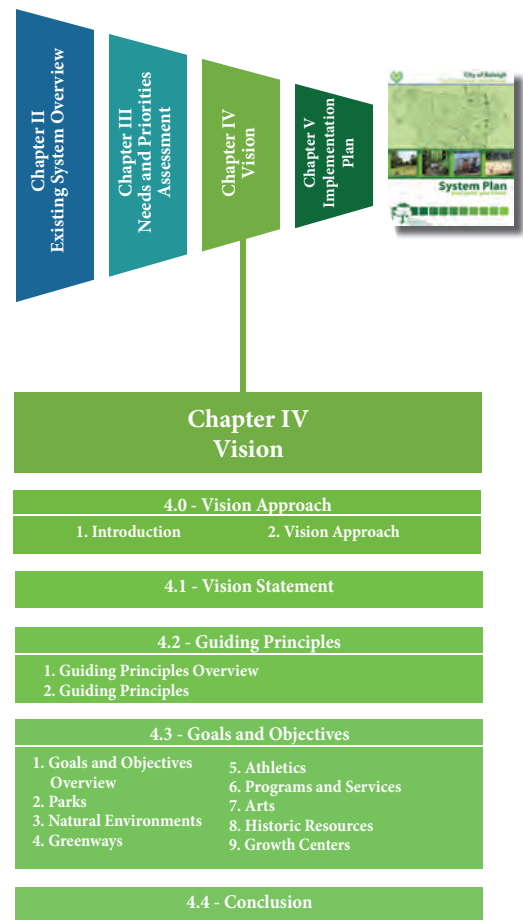




Lake Wheeler

Chapter 4 | Vision

Highlighted by extensive public input, the Parks, Recreation and Cultural Resources Department launched a week-long workshop of visioning sessions to better understand the community's aspirations for its parks, recreation and cultural resources system. Combining the results from the workshop with previous steps allows the community to provide a comprehensive vision for the future. The following chapter describes these results.



Chapter Four

Section 4.0 | Visioning Process

4.0 Introduction

The vision for the City of Raleigh's parks, recreation and cultural resources facilities and programs is linked to the vision of the city as a whole. The city's system of parks, open spaces, recreation facilities, greenways, arts, and natural areas, all elements of the public realm, are woven into the fabric of what makes the City of Raleigh a great place to live, work and play. This vision integrates components of previous and on-going city-wide efforts to achieve the overall vision and goals for Raleigh defined in the 2030 Comprehensive Plan (see Section 2.2).

4.0.1 Approach

The approach for developing the parks, recreation and cultural resources system vision is a three-part effort: 1) through a multi-faceted public input process (Chapter 3), residents indicated their needs and priorities for parks, recreation and cultural facilities and programs. Though most residents recognize that there are multiple providers of parks, recreation and cultural resource services, many continue to see a major role for the city in the provision of these services. 2) Supplementing this public input, city staff and the consultant team completed a technical review of the existing parks system that identified continued

improvements needed in order to maintain a high level of service for residents. 3) Community input was gathered on 15 themes identified through the needs assessment phase during a week-long workshop of visioning sessions at the Raleigh Convention Center.

The Vision is built upon a framework distilled from input and analysis conducted as part of this three-step effort. The vision is composed of four key components:

- Vision Statement
- Guiding Principles
- Goals
- Objectives

The vision statement, guiding principles, and goals are intended to guide the parks, recreation and cultural resources system over the next 20 years. Objectives have been developed to reflect the combined results of input and analysis completed in Chapter 2 (Existing System Overview) and Chapter 3 (Needs and Priorities Assessment) of this planning document. These objectives are intended to be modified as needed to ensure achievement of the overall vision identified in the City's 2030 Comprehensive Plan. In the next chapter, action items are identified to implement this vision (see Implementation Plan, Chapter 5) within the focus of community priorities, funding strategies and defined roles. These actions items are intended to be updated on a regular basis by staff to reflect the changing trends, priorities and roles within the community.



Walnut Creek Wetland Center



Nature play area at Annie Louise Wilkerson, MD Nature Preserve Park

Section 4.1 | Visioning Statement

4.1 Vision Statement

Over the past 10 years alone, the city has continued growth and prosperity through the recent economic recession; established a new vision for the city through the adoption of the 2030 Comprehensive Plan and Unified Development Ordinance (UDO); and received numerous accolades for its high quality of life, business climate, and diversity of culture. By setting social, environmental and economic goals, the three pillars of sustainability, the city recognizes the important relationship between quality of life and its parks, recreation and cultural facilities and programs and influences everything the department does. By weaving together the social history with the economic and environmental goals, the City of Raleigh continues to be a special place to live, work, start a business and play.

Launched in May 2013, the visioning effort for the city's parks, recreation and cultural resources began with an extensive series of public sessions held during a week-long community workshop of visioning sessions. All events were hosted at the Raleigh Convention Center in downtown Raleigh and were free to the public to participate. Individual sessions, 15 in total, were facilitated on themes identified during the Needs and Priorities Assessment phase with public input. Hundreds of residents attended a kick-off event, various sessions, and

a closing session that provided stations for each theme with recorded notes, highlights and a presentation of findings for review. The System Plan is based on the input of participants from this workshop and from the needs and priorities assessment (see Chapter 3). The visioning efforts balanced community input with strategic direction provided by guiding documents to develop a new vision. This vision strives to integrate the parks, recreation and cultural resources system into the city's infrastructure, while also addressing evolving trends and changing needs of the community. This vision can be summarized in the following vision statement:

The City of Raleigh's vision for its parks, recreation and cultural resources system is 'bringing people to parks and parks to people.' It is a system that addresses the needs of all and fosters a community of creativity, engagement, healthy lifestyles, and welcoming neighborhoods. In addition to providing traditional, high quality parks, recreation and cultural facilities and programs, the city uses innovative initiatives to reach all residents, workers and visitors.



Greystone Recreation Center's indoor playground



Green roof at Buffalo Road Aquatic Center

Chapter Four

Section 4.2 | Guiding Principles

4.2 Overview

The shared beliefs and qualities most valued by residents of Raleigh come together to form a set of guiding principles for the parks, recreation and cultural resources system. These seven principles shape the goals and objectives of the system's vision and the provision of parks, recreation and cultural facilities and services throughout the city.

4.2.1 Guiding Principles

Connectivity and Accessibility

Continue to design, build and improve parks, recreation, and cultural facilities to be accessible and hazard free for residents and visitors of all abilities. The system should promote health and wellness and economic development through connectivity among resources, as well as connectivity among neighborhoods, commercial areas, and employment centers to provide a strong sense of community across the region.

Equitable Distribution

Provide residents with opportunities to enhance their quality of life and well being through equitable distribution of outstanding parks, recreation and cultural facilities and services. As the city continues to grow and diversify, the park system will be proactive to accommodate the trends and needs of all user demographics. Where equitable distribution is not possible with existing facilities, innovative alternatives will be considered.

Continuous Reinvestment

The parks, recreation and cultural resources system continues to be an important part of the city's infrastructure and community fabric. The City and its partners should continue to regularly maintain and upgrade this system to keep up with the growing population, changing demographics, and trends in order to sustain a high quality of life for city residents.

Collaboration and Coordination

A variety of agencies, public, private and non-profit, provide parks, recreation and cultural facilities and program opportunities throughout the City of Raleigh. The City and its partners should regularly coordinate and collaborate to avoid unnecessary duplication of services, leverage resources, and provide the best possible recreation and cultural experiences.

Balanced Experience

The city should be a national model for improving the quality of life in the community by providing diverse and healthy experiences throughout the City of Raleigh. The city should regularly evaluate changing trends and the community's evolving interests and priorities in order to meet the needs of the public for recreation, education and healthy living opportunities.

Innovation

Raleigh's demographics, development patterns and lifestyles continue to evolve as the city grows and urbanizes. The parks, recreation and cultural resources system should continually respond to these changes with innovative facility design; programs and services through the development of new delivery models; and outcome-based standards and criteria. The city should continue to seek opportunities within the system to foster creative solutions and recognize where current practices are sufficient.

Communication and Engagement

Raleigh residents are passionate about their parks, recreation and cultural resources system and desire an active role in decision-making. Communication should be used to enable a stronger community by promoting public participation opportunities. The city should continue to provide opportunities for residents to stay involved through active marketing and promotion of park, recreation and cultural opportunities.

Section 4.3 | Goals and Objectives

4.3 Overview

Helping to guide the implementation of the vision, a series of 25 goals with corresponding objectives were developed in accordance with the guiding principles. These goals and objectives are organized into eight broadly defined areas or 'sub-systems' that reflect the unique qualities of the city's parks, recreation and cultural resources and include:

- Parks
- Natural Environments
- Greenways
- Athletics
- Programs and Services
- Arts
- Historic Resources
- Growth Centers

Collectively these sub-systems form a rich, vibrant and dynamic system that contributes to a high quality of life for all residents and furthers the achievements of Raleigh's overall vision and goals. Each sub-system's goals and objectives were developed through community input and an analysis of the existing system. The 25 goals express the broad intent of each sub-system, while accompanying objectives provide measurable indicators of progress consistent with the City's 2030 Comprehensive Plan's vision, themes and policies. The objectives are intended to evolve over time in response to changing trends, needs and community goals.



Downtown Raleigh 4th of July Fireworks



Swimming lessons



Butterfly and fieldguide program

Chapter Four

4.3.2 Parks

As a major contributor to the sense of community and quality of life, parks provide residents, workers and visitors an opportunity to refresh, explore and play. Parks also contribute significant economic and environmental benefits to the community. Meeting local needs through park-based facilities and programs is the foundation of 'bringing people to parks and parks to people.'

Goals

Goal 1: The City of Raleigh will develop high-quality parks available within walking distance of homes or places of employment.

Goal 2: The City of Raleigh will identify and address needs for high quality parks facilities and programs.

#1

The City of Raleigh will develop high-quality parks available within walking distance of homes or places of employment.

Objective 1A: Provide new parks or joint-use facilities so that every resident has access to a park experience within one-mile travel distance of their home or place of employment.

Objective 1B: Expand sidewalks, trails, bicycle facilities and public transportation routes to improve access to and within existing and future parks and facilities consistent with adopted transportation plans and residents' needs.

Objective 1C: Increase awareness of alternatives to access parks and services through collaborative partnerships with local and regional transportation providers.

#2

The City of Raleigh will identify and address needs for high quality park facilities and programs.

Objective 2A: Upgrade and reinvigorate existing parks to meet user needs as identified in a comprehensive needs assessment.

Objective 2B: Continue to actively engage the public in the planning and design of new parks and facilities or enhancements at existing parks and facilities.

Objective 2C: Update park classification standards, and facility fees to reflect changing needs and trends.

Objective 2D: Continue to collaborate with the State of North Carolina and Wake County to promote regional recreation tourism and encourage economic development.

Objective 2E: Promote economic, environmental and social sustainability.



Isabella Cannon Park

4.3.3 Natural Environments

The city owns and manages thousands of acres of parks, natural areas and greenways. These lands and their corridors provide wildlife habitat, improve water quality, reduce stormwater runoff, lower surrounding air temperatures, and provide outdoor recreation and educational opportunities throughout the city.

Goals

Goal 1: The City of Raleigh will continue to expand residents' awareness of the environmental, economic and social benefits of natural areas.

Goal 2: The City of Raleigh will continue to protect, enhance, and expand natural environment areas.

Goal 3: The City of Raleigh will balance the protection of natural environments while continuing to provide appropriate public access and use.

Goal 4: The City of Raleigh will provide access to outdoor recreation and adventure opportunities throughout the city.

#1

The City of Raleigh will continue to expand residents' awareness of the environmental, economic and social benefits of natural areas.

Objective 1A: Foster a culture of thinking and acting within a broad regional ecological framework.

Objective 1B: Identify and cultivate planning partnerships among the spectrum of agencies and organizations with similar goals and ecological jurisdictions.

Objective 1C: Promote education and awareness of ecological benefits of natural areas, floodplains, watershed preservation, and ecological conservation.

#2

The City of Raleigh will continue to protect, enhance, and expand natural environment areas.

Objective 2A: Continue to provide stewardship of natural environments, ecological systems and local watersheds through best management practices.

Objective 2B: Provide additional natural resource lands as opportunities exist through acquisition, partnerships, non-profits or other means.

Objective 2C: Support Green Infrastructure Planning (GIP) throughout the city.

#3

The City of Raleigh will balance the protection of natural environments while continuing to provide appropriate public access and use.

Objective 3A: Improve and promote public access options such as greenway trails and public transit to natural areas for educational, recreational and environmental research opportunities.

Objective 3B: Develop policies addressing the balance between protection and recreation through collaboration with outdoor conservation professionals, scientists and community advocates.

#4

The City of Raleigh will provide access to outdoor recreation and adventure opportunities throughout the city.

Objective 4A: Develop regional outdoor adventure hubs.

Objective 4B: Provide access through public transit, greenway trail, and bicycle facilities connectivity to regional adventure recreation hub(s).

Objective 4C: Provide access through public transit, greenway trail, and bicycle facilities connectivity to lake-based recreation opportunities.

Objective 4D: Provide small, urban outdoor adventure recreation opportunities and interfaces with natural areas.

Chapter Four

4.3.4 Greenways

The city's greenway system, known as the Capital Area Greenway (CAG), is one of the city's most valued assets. Residents consistently rank the enhancement and expansion of the CAG as one of their top priorities. Balancing the protection of thousands of acres of natural areas while providing access to an interconnected network of greenway trails, this system is a framework for environmental protection, recreation opportunities and transportation infrastructure.

Goals

Goal 1: The City of Raleigh will protect and enhance vegetation, wildlife and wildlife habitat and the waterways along linear natural environment areas.

Goal 2: The City of Raleigh will improve connectivity and accessibility to greenway corridors and greenway trails throughout the city.

Goal 3: The City of Raleigh will enhance existing greenway trails to provide a high quality system consistent with trail user needs and priorities.

#1

The City of Raleigh will protect and enhance vegetation, wildlife and wildlife habitat and the waterways along linear natural environment areas.

Objective 1A: Support initiatives that work to create a protected, linked network of linear natural areas, wildlife habitats and greenspaces throughout the region.

Objective 1B: Continue to expand protection of contiguous greenway lands to full width of the flood plain or include quality natural resource areas adjacent to the greenway corridors.

Objective 1C: Preserve the natural character of watercourses through greenway acquisition, management, and protection.

Objective 1D: Educate citizens about the benefits of supporting stewardship efforts of greenway corridors.

#2

The City of Raleigh will improve connectivity and accessibility to greenway corridors and greenway trails throughout the city.

Objective 2A: Prioritize an implementation schedule to complete the system of greenway trails, including connectors with a focus on inter-connectivity among neighborhoods, parks, schools, commercial areas, cultural and civil institutions and other regional destinations.

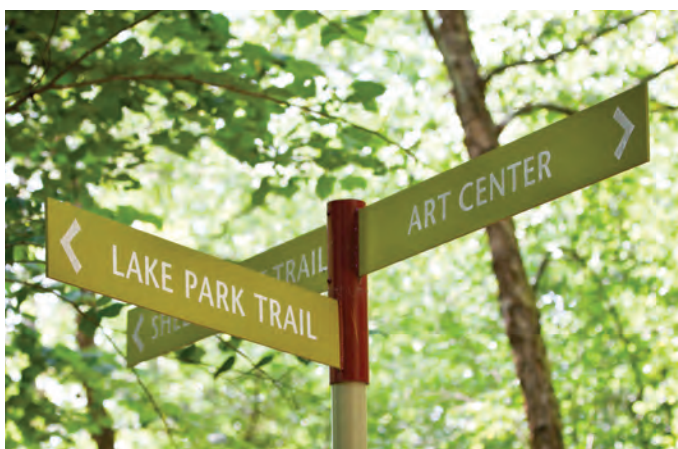
Objective 2B: Create a hierarchy of greenway corridors and greenway trail classifications based on trail user needs.

Objective 2C: Strengthen and prioritize connections to public transportation, streets, sidewalks and other transportation corridors by closing gaps in connectivity to the greenway network.

Objective 2D: Provide increased accessibility and provide connectivity of greenway trails to growth areas.

Objective 2E: Provide adequate parking at trailhead locations.

Objective 2F: Develop a regional trail system.



New greenway trail directional signage



#3

The City of Raleigh will enhance existing greenway trails to provide a high quality system consistent with trail user needs and priorities.

Objective 3A: Update Capital Area Greenway system design guidelines for new and renovated greenway trails to provide better safety, comfort, convenience, maintenance and amenities for users, and a consistent identity across the entire system.

Objective 3B: Promote the Capital Area Greenway system trails as safe, healthy and sustainable travel alternatives.

Objective 3C: Enhance and implement maintenance standards for existing greenway trails to ensure safe and comfortable travel by users and to achieve sustainable operations.

Objective 3D: Develop Capital Area Greenway Programming Plan.

Objective 3E: Implement the Raleigh Greenways Master Sign Program throughout the system and improve to include wayfinding with comprehensive directions to and from the Capital Area Greenway system, nearby destination information, orientation indicators, and route options within the system by utilizing traditional and advanced technology-based methods.



Capital Area Greenway example



Example of a QR Code being used for information on a fitness trail, San Diego, CA.



Neuse River Trail Bridge

Chapter Four

4.3.5 Athletics

Athletic programs and facilities in the City of Raleigh continue to provide opportunities for residents to enjoy a healthy and active lifestyle while promoting affordable family-friendly activities. Growth throughout the community has increased a need for additional athletic facilities with equitable distribution. Investments in athletic facilities and special venues can promote redevelopment and economic growth opportunities consistent with the city's overall vision.

Goals

Goal 1: The City of Raleigh will continue to provide athletic venues for every resident to maintain a healthy lifestyle.

Goal 2: The City of Raleigh will continue to promote the community as a premier athletic venue destination where residents and visitors can compete, stay active and healthy, and enjoy amenities of the region.

#1

The City of Raleigh will continue to provide athletic venues for every resident to maintain a healthy lifestyle.

Objective 1A: Continue providing and maintaining high quality athletic fields, courts, pools and programs that are equitably distributed throughout the city.

Objective 1B: Increase participation by youth and adults in the city's athletic programs.

Objective 1C: Provide, partner and plan for indoor and outdoor opportunities for new and growing athletic trends.

Objective 1D: Provide small-scale, urban sports opportunities throughout the city.

#2

The City of Raleigh will continue to promote the community as a premier athletic venue destination where residents and visitors can compete, stay active and healthy, and enjoy amenities of the region.

Objective 2A: Promote development of athletic facilities that attract regional and national competitions, generate new revenues and provide economic development opportunities.

Objective 2B: Provide a new multi-sport indoor athletic complex(es) to accommodate aquatic, track and field, tennis, basketball, and other sports that will support city-wide program needs and attract regional and national competitions.

Objective 2C: Renovate, expand and enhance existing and new aquatic facilities consistent with recommendations from the Aquatic Study.

Objective 2D: Increase public awareness of city's athletic programs.

Objective 2E: Promote greater access to residents and visitors to athletic facilities through accessible and affordable public transit, biking and walking options.



Teen Outreach Program (TOPs) skateboarding

4.3.6 Programs and Services

Programs and services offered by the Parks, Recreation and Cultural Resources Department meet a variety of needs and priorities to foster a creative, healthy and accessible community. Access to opportunities for maintaining an active lifestyle promotes a healthier community and reduces long-term medical costs for residents. The City of Raleigh believes that a diverse, multi-cultural population strengthens the fabric of the community by exposing residents to different backgrounds and cultures. In addition, diversity teaches both children and adults tolerance and respect for different viewpoints and traditions. For youth and teens, mentorships and educational programs encourage an active and engaged age group by instilling characteristics of good citizenship. Providing accessible, inclusive and independent options for residents of all abilities and age groups continues to make Raleigh an attractive place to live and conduct business.

Goals

Goal 1: The City of Raleigh will provide opportunities for every resident to maintain a healthy lifestyle.

Goal 2: The City of Raleigh will improve outreach and foster a welcoming multi-cultural environment.

Goal 3: The City of Raleigh will identify and eliminate barriers to participation in parks, recreation and cultural programs for preschool, youth and teens of all abilities throughout the city.

Goal 4: The City of Raleigh will provide inclusive and independent spaces, facilities and programs that are accessible to all residents regardless of ability and age.

Goal 5: The City of Raleigh will continue to promote the community as a premier retirement destination where residents can stay active and healthy; enjoy amenities of the Triangle area; have access to high quality health resources; and enrich the community through business, social, and volunteer activities.

#1 The City of Raleigh will provide opportunities for every resident to maintain a healthy lifestyle.

Objective 1A: Expand healthy living options, activities and awareness through programs and events, including partnering with other agencies.

Objective 1B: Enhance the promotion of the community's health services programs and services provided through our partner agencies.

Objective 1C: Enhance existing and develop new indoor and outdoor spaces throughout the city that can be used for a variety of programs and activities, and are accessible via walking, biking, and public transit.

Objective 1D: Provide programs in local parks, schools, active adult and recreation centers, open spaces, non-traditional facilities and through partnerships.

Objective 1E: Partner to accommodate non-traditional schedules by providing before/ after-school and work hours programming and activities.

#2 The City of Raleigh will improve outreach and foster a welcoming multi-cultural environment.

Objective 2A: Promote existing facilities as multi-cultural centers by adding multi-lingual staff, provide news and program information in multiple languages, utilize universal symbols, and encourage family participation in events, activities and programs.

Objective 2B: Establish and promote multi-cultural events, festivals and programs in neighborhoods to foster a sense of pride and greater awareness of the city's multi-cultural populations.

Objective 2C: Improve community outreach through presentations in churches, schools, and other cultural activity centers and through advertisement and distribution of multi-lingual literature.

Objective 2D: Enhance programming and activities to meet changing needs of multi-cultural populations at a local level.

Chapter Four

#3

The City of Raleigh will identify and eliminate barriers to participation in parks, recreation and cultural programs for preschool, youth and teens of all abilities throughout the city.

Objective 3A: Promote accessible and affordable public transportation options and access to parks, programs and facilities.

Objective 3B: Increase collaboration with schools, area colleges and universities, local and state agencies and non-profits for facility use and planning.

Objective 3C: Partner to provide mentoring and life-skill programs, technology, employment, volunteerism, cross-generational participation, fitness and wellness, sports training equipment and affordable program opportunities.

Objective 3D: Continue to maintain and create new places throughout the city for preschool, youth and teens to meet and talk with friends, engage in fitness and wellness activities, utilize technology, and other non-programmed activities in a safe environment.

#4

The City of Raleigh will provide inclusive and independent spaces, facilities and programs that are accessible to all residents regardless of ability and age.

Objective 4A: Provide a broad range of opportunities for individuals with special needs through collaborations and partnerships of support services, including access to different types of indoor and outdoor spaces; inclusive and independent programs and events; enhanced transportation options to facilities and educational, mentoring and wellness programs.

Objective 4B: Increase awareness of special population needs and benefits.

#5

The City of Raleigh will continue to promote the community as a premier retirement destination where residents can stay active and healthy; enjoy amenities of the Triangle area; have access to high quality health resources; and enrich the community through business, social, and volunteer activities.

Objective 5A: Expand and enhance active adult program options and facilities consistent with recommendations from the Senior Center Feasibility Study.

Objective 5B: Continue support for senior clubs to ensure that seniors have equitable access to recreation and social programs throughout the city.

Objective 5C: Enhance transportation and accessibility options to centers, clubs and programming through safe and affordable public transportation, biking and walking.

Objective 5D: Provide access to a variety of indoor and outdoor programs and facilities, inter-generational programming and events, and therapeutic opportunities throughout the city.

Objective 5E: Promote technology-based, fitness and wellness-focused programs and activities consistent with trends identified through the comprehensive needs and priorities assessment.



Teens at the City of Raleigh's Saint Monica Teen Center.

4.3.7 Arts

In 2012, City Council stated a goal for Raleigh to be the ‘The Southern Capital for Arts and Culture,’ by integrating visual and performing arts throughout the city. While the city will continue to support and promote traditional venues such as museums, galleries and performance centers, it will also strive to make art more accessible to residents through non-traditional venues such as parks, squares, greenways and natural areas to enhance residents’ quality of life.

Goals

Goal 1: The City of Raleigh will be a national leader in supporting the arts.

Goal 2: The City of Raleigh will make art more accessible to residents through traditional and non-traditional venues and partnerships.

Goal 3: The City of Raleigh will nurture the growth of Raleigh’s creative community to promote entrepreneurship and innovation.



Raleigh Little Theatre’s: *Junglebook* (image courtesy of David Watts).

#1

The City of Raleigh will be a national leader in supporting the arts.

Objective 1A: Implement goals identified in the City of Raleigh’s forthcoming Raleigh Arts Plan.

Objective 1B: Increase City of Raleigh investment in arts organizations, arts programs, and arts events and installations.

Objective 1C: Increase collaboration and investment in public art projects associated with City of Raleigh Capital Improvement Projects (CIP).

Objective 1D: Encourage private developers to increase investment in publicly accessible art and art programs.

Objective 1E: Increase awareness of the economic value the arts contribute to the City of Raleigh.

#2

The City of Raleigh will make art more accessible to residents through traditional and non-traditional venues and partnerships.

Objective 2A: Provide increased capacity through investments in existing and new traditional and non-traditional arts organizations and venues.

Objective 2B: Support coordinated event listings, marketing and use of city facilities.

Objective 2C: Encourage greater collaboration with local schools, colleges and universities and other organizations for youth after-school, summer camp and adult arts programming.

#3

The City of Raleigh will nurture the growth of Raleigh’s creative community to promote entrepreneurship and innovation.

Objective 3A: Encourage and support innovative arts and business enterprises.

Objective 3B: Market Raleigh’s creative community as essential for becoming the “Southern Capital of Arts and Culture”.

Chapter Four

4.3.8 Historic Resources

Created by the State of North Carolina in 1792 as a planned capital city, the area encompassing present-day Raleigh has a rich and diverse history. This history is interpreted through several properties and programs managed by the Parks, Recreation and Cultural Resources Department with the purpose of protecting and programming museum and historical resource facilities, programs, and other cultural assets within the City of Raleigh. In addition, the city oversees three of Raleigh's oldest public cemeteries as well as several smaller, unmarked grave site properties throughout the city. Weaving together these historic assets can be used to develop a compelling and engaging city-wide narrative.

Goals

Goal 1: The City of Raleigh will continue to support historic resource preservation, protection and acquisition.

Goal 2: The City of Raleigh will interpret the community's history through its historic properties, museums and programs in such a way as to attract more use and visitation while balancing stewardship and conservation of resources.

Goal 3: The City of Raleigh will continue to support, preserve and restore the city's historic cemeteries

Goal 4: The City of Raleigh will support the interpretation of our historic public cemeteries in a manner that will ensure stewardship and conservation of these valuable resources.

#1 The City of Raleigh will continue to support historic resource preservation, protection and acquisition.

Objective 1A: Implement the mission and goals of the Historical Resources and Museum Program.

Objective 1B: Manage City of Raleigh Historical Resources and Museum Program's Fine Arts Object Collection to adopted industry standards.

Objective 1C: Operate City of Raleigh Historic Resources and Museum assets to effectively balance public use and stewardship.

Objective 1D: Actively seek, acquire, and manage unique historic properties and assets that are critical to preserving the city's and area's heritage and story.

Objective 1E: Actively seek, engage and nurture public and private sources of funding and support.

Objective 1F: Expand opportunities for effective partnerships and volunteers throughout all City of Raleigh Historical Resources and Museums.

#2 The City of Raleigh will interpret the community's history through its historic properties, museums and programs in such a way as to attract more use and visitation while balancing stewardship and conservation of resources.

Objective 2A: Identify compelling stories that can be conveyed using industry standard active, passive and/or tactile learning methods.

Objective 2B: Enhance utilization technology at the city's historic properties and museums.

Objective 2C: Integrate historic resources and museums into the city's parks, recreation and cultural resources as well as other city departments.

Objective 2D: Advocate and promote traditional site-based visitation as well as utilize technology to provide remote experiences for non-site based visitations.

#3 The City of Raleigh will continue to support, preserve and restore the city's historic cemeteries.

Objective 3A: Continue implementation of the Strategic Plan for the Inventory, Conservation, Programming, Access and Management of Raleigh's Historic Cemeteries.

Objective 3B: Develop an Operations and Maintenance Manual for the City's historic cemetery properties.

Objective 3C: Develop and expand partnerships for programs and funding toward preservation, conservation, rehabilitation, programs, and access of the city's historic cemeteries.



Mordecai Historic Park

#4 The City of Raleigh will support the interpretation of our historic public cemeteries in a manner that will ensure stewardship and conservation of these valuable resources.

Objective 4A: Continue to investigate and utilize opportunities to use technology.

Objective 4B: Integrate Raleigh's historic cemeteries into the city's parks, recreation and cultural resources system.

Objective 4C: Integrate our historic cemeteries into a comprehensive city historic and cultural tourism program.



City of Raleigh Museum.



Borden House at Fred Fletcher Park (image by Kayelily Middleton)

Chapter Four

4.3.9 Growth Centers

The City of Raleigh's demographics, development patterns, and lifestyles are changing as the city continues to urbanize. Existing and new residents are moving into downtown Raleigh and other growth centers to enjoy the benefits of an urban lifestyle, including decreased dependence on automobiles; enhanced walkability; reduced commute times; and easy access to shopping, restaurants, cultural venues and events. This trend is important to recognize as parks, recreation and cultural needs differ between urban and suburban areas. Household sizes are smaller and there is a higher demand for accessible open spaces in urban areas, while the high cost of urban land requires more compact and efficient parks, recreation and cultural facilities.

Goals

Goal 1: The City of Raleigh will provide adequate park and open spaces within urbanizing areas of the city.

Goal 2: The City of Raleigh will respond to urban lifestyle needs with attractive, flexible, high quality functional urban parks, plazas and open spaces.

#1 The City of Raleigh will provide adequate park and open spaces within urbanizing areas of the city.

Objective 1A: Establish new urban park types and acquisition criteria to ensure that Growth Centers in the city have adequate access to a mix of parks and open space types to meet needs.

Objective 1B: Establish new public and private partnerships that increase opportunities for a variety of parks and open spaces.

Objective 1C: Create new urban parks and enhance existing urban parks throughout Growth Centers using proactive planning, partnerships and innovative approaches.

Objective 1D: Utilize existing and future public transportation centers, greenway trails and pedestrian connections to provide access to parks, recreation and cultural opportunities throughout growth areas and city-wide.

Objective 1E: Capitalize on regional and/or state resources to meet recreation and open space needs.

#2 The City of Raleigh will respond to urban lifestyle needs with attractive, flexible, high quality functional urban parks, plazas and open spaces.

Objective 2A: Develop new standards and sustainability criteria for urban parks, plazas and open spaces that ensure implementation of sustainable community principles.

Objective 2B: Enhance existing downtown public spaces to meet urban lifestyles, attract new residents and businesses, and provide accessible recreation programs and opportunities.

Objective 2C: Continue to engage the public in the planning and design of innovative urban parks and facilities.



Downtown festival-goers.



4.4 Conclusion

With a new vision established for the city's parks, recreation and cultural resources system, along with goals and objectives for eight individual subsystems, advancement of the themes of the city's 2030 Comprehensive Plan is ensured. As noted, the parks, recreation and cultural resources system has been a primary contributing factor in the city's continued success of regularly being ranked among the most livable, family-friendly communities in the nation. This vision outlines a continuation of investment in these contributing community assets and is consistent with the vision and themes established by the city's 2030 Comprehensive Plan.

The following chapter provides an implementation plan that identifies action items and defines priorities based on this vision.



Nature play area at Annie Louise Wilkerson, MD Nature Preserve Park



Healthy eating class at Saint Monica Teen Center



Yoga in Nash Square



Specialized Recreation Services

Chapter Five

“Let us ask the land where are the best sites. Let us establish criteria for many different types of excellence responding to a wide range of choice.” - Ian L. McHarg

Implementation Plan

Chapter 5 | Implementation Plan

In order to honor the guiding principles defined by Raleigh citizens and advance the parks, recreation and cultural resources vision, identification of next steps is needed. As the final chapter of this System Plan, the Implementation Plan includes development of a Strategic Plan including: action items; timeframes; identification of partnerships; projection of short-term costs; identification of available funds; and priority next steps. These tools will help the Parks, Recreation and Cultural Resources Department move forward and achieve the visions, goals and objectives, and guiding principles stated in Chapter 4.



Edna Metz Wells Park

Chapter Five

Section 5.1 | Strategic Plan Action Items

5.1 Introduction

The Vision Chapter of Raleigh's Parks, Recreation and Cultural Resources System Plan formed eight sub-systems defined by a series of goals and objectives. Each of these eight sub-systems are propagated with action items that work together and individually. Unlike the goals and objectives that will help guide the development and delivery of services and facilities over a long period of time, action items are meant to be reviewed, revised and implemented on a regular basis. Each action item is a progression of a goal and measurable objective and may require the allocation of additional capital or operational funding. Many of the action items included in the strategic plan came out of ideas first heard through public meetings, surveys, and on-line comments. Additional action items have been developed to ensure that the needs and priorities identified in the assessment (Chapter 3) are met. In all cases, these action items are tied to a defined goal and objective.

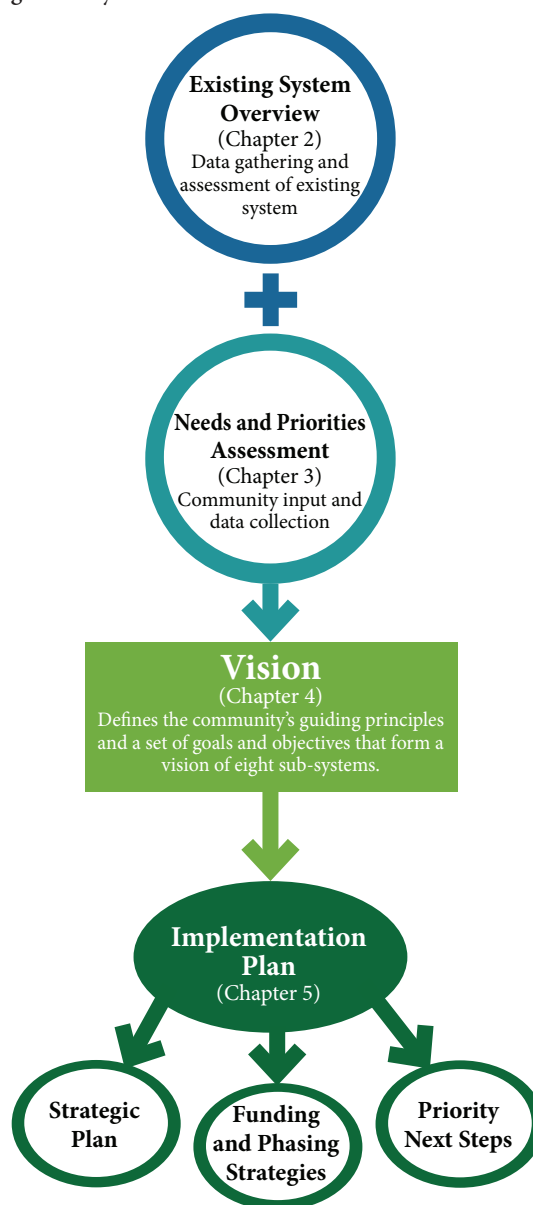
The strategic plan focuses on the implementation of the vision, goals and objectives, and guiding principles through four critical components: action items; establishment of timeframes for implementation; identification of partnerships; and projection of short-term capital costs. Priority of individual action items are tied to public input gathered and documented throughout the needs and priorities assessment (Chapter 3). Together, these four components will allow the Parks, Recreation and Cultural Resources Department to review and as needed, efficiently revise the strategic plan to reflect changing conditions, demographics or needs. **Diagram 3** identifies how these components reflect the overall progress of the System Plan.

5.1.1 Strategic Plan

The following pages and tables identify actions items for each of the eight sub-systems. Each action item advances a goal and objective of the vision. Goals are identified

above each table in **dark green**, while objectives are shown in **light green**. Timeframes for implementation of each action item are shown in the right columns and may consist of multiple on-going timeframes. **Three categories of time have been identified**; **short-term** represents priority action items to be completed in the next five years; **medium-term** represents action items that may take up to 10 years to complete; and **long-term**, which represents action items that may take more than 10 years to fully complete. An 'X' shown in a timeframe column indicates an action item will start or is currently underway.

Diagram 3. System Plan Flow Chart



Implementation Plan

Parks

Parks provide visitors with opportunities to relax, refresh, explore and play, contributing significantly to the quality of life throughout the city. The action items below are focused on continuously improving and re-investing in parks and park facilities, as identified as a top priority by public input. These action items will help the Department achieve two important goals: developing high-quality parks within walking distance of homes and places of employment; and continuing to meet the needs of the community, visitors and workers.



Isabella Cannon Park.



Goal 1: The City of Raleigh will develop high-quality parks available within walking distance of homes or places of employment.

Action Items		Timeframe		
Objective A: Provide new parks or joint use facilities so that every resident has access to a park experience within 1 mile travel distance of their home or place of employment.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Continue to evaluate and analyze service areas and update search area priorities for new parks.	On-Going	On-Going	On-Going
2	Design and develop new parks.	X	On-Going	On-Going
3	Complete System Integration Plans for all newly-acquired properties and for undeveloped park sites.	X	On-Going	On-Going
4	Identify and acquire new park sites and joint-use target areas through the use of updated search area criteria to include conventional and non-conventional properties.	X	On-Going	On-Going
5	Partner with Wake County government and Wake County Public School System to develop and update a broad policy to allow public use of school grounds.	X		
6	Partner with adjacent local governments for joint acquisition and development of recreation facilities.		X	On-Going
7	Partner with private developers on large residential and/or mix-use projects for joint acquisition and development of public recreational facilities.		X	On-Going
8	Work with non-public recreational entities to develop joint-use agreements for public and shared-use and development of recreation facilities.		X	On-Going
Objective B: Expand sidewalks, trails, bicycle facilities and public transportation routes to improve access to and within existing and future parks and facilities consistent with adopted transportation plans and residents' needs.				
1	Use best available data to develop, implement and continue to refine a method of analyzing Access Level of Service of all parks and park facilities.	X	On-Going	On-Going
2	Pursue partnerships with City of Raleigh departments and other governmental agencies to obtain data needed to represent the public transportation, bicycle and pedestrian networks.	X	On-Going	On-Going
3	Coordinate with City of Raleigh's Public Works Department and Department of City Planning to identify priority sidewalk and bicycle facilities development.	X	On-Going	On-Going
4	Implement pedestrian and bicycle connections from public right-of-way to park facilities.		X	On-Going
5	Evaluate and develop internal park trails to provide connectivity to facilities and promote active outdoor fitness.		X	On-Going
6	Coordinate with local and regional public transportation providers to ensure that bus routes are maintained or created to connect residents to city parks and facilities.	X	Every 2 Yrs.	Every 2 Yrs.
7	Participate in update to Bike Raleigh and prioritize access to parks and greenways.	X		
8	Participate in planning and development of a Bike Share system with the Planning and Development Department	X		

Parks: Goal 1 Action Items continue on next page.

X = The Action Item will start or is currently underway.

Chapter Five

Parks: Goal 1 Action Items continued.

Action Items		Timeframe		
Objective C: Increase awareness of alternatives to access parks and services through collaborative partnerships with local and regional transportation providers.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Promote transportation options at facilities and parks through literature, signs, and the department's website.	X	On-Going	On-Going
2	Partner with transit providers to include major and/or regional parks on public transportation maps and other transportation plans.	X	On-Going	On-Going
3	Partner with City of Raleigh Planning and Development to conduct a transit access study.	X		



Goal 2: The City of Raleigh will identify and address needs for high quality park facilities and programs.

Action Items		Timeframe		
Objective A: Upgrade and reinvigorate existing parks to meet user needs as identified in a comprehensive needs assessment.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Develop and implement a comprehensive needs assessment for park improvements and program evaluations.	X	On-Going	On-Going
2	Develop, prioritize and implement improvement plans that focus on life-safety, security, ADA, code requirements and critical maintenance issues for parks and facilities.	X	Every 5 Yrs.	Every 5 Yrs.
3	Develop, prioritize and implement re-purposing plans for parks and facilities that focus on changing user needs.		X	Every 5 Yrs.
4	Develop and review management plans to establish standards, frequencies and costs associated with maintenance of existing parks and facilities.		Every 5 Yrs.	Every 5 Yrs.
5	Analyze need for dog parks and implement recommendations.	X	On-Going	On-Going
Objective B: Continue to actively engage the public in the planning and design of new parks and facilities or enhancements at existing parks and facilities.				
1	Continue to engage the public in planning and design processes and respond to changing needs and trends.	X	On-Going	On-Going
2	Provide on-going staff training, support and resources needed to carry out Public Participation Program for Park Planning.	X	On-Going	On-Going
3	Create a metric to measure success and continue to evaluate and update Public Participation Program.	X	Every 5 Yrs.	Every 5 Yrs.
4	Utilize technology for public feedback for planning and development projects.	X	On-Going	On-Going
5	Continue to engage citizen volunteers in the enhancement and maintenance of parks and facilities.	X	On-Going	On-Going
Objective C: Update park classification standards and facility fees to reflect changing needs and trends.				
1	Continue to evaluate and update park classifications standards in coordination with Growth Centers Goal 1; Objective A.	X	On-Going	On-Going
2	Evaluate and update facility fees.	X	Every 2 Yrs.	Every 2 Yrs.
Objective D: Continue to collaborate with the State of North Carolina and Wake County to promote regional recreation tourism and encourage economic development.				
1	Collaborate with the State of North Carolina on the transition of the Dorothea Dix property to a destination park.	X	On-Going	On-Going
2	Continue to collaborate with Greater Raleigh Convention and Visitors Bureau and related agencies to promote tourism.	X	On-Going	On-Going
3	Develop cooperative marketing strategies with the state, Wake County and other municipal park systems in the region.		X	On-Going
Objective E: Promote economic, environmental and social sustainability.				
1	Identify current sustainable design standards and practices including LEED, Sustainable Sites, Conservation Assessment Project (CEAP), and Low Impact Development (LID) that are applicable to maintenance, upgrades and development of parks and facilities.	X	Every 5 Yrs.	Every 5 Yrs.
2	Implement sustainable design practices, including life-cycle costs, as part of facility development/upgrade projects.		X	On-Going

X = The Action Item will start or is currently underway.



Implementation Plan

Natural Environments

Providing wildlife habitat, improving water quality, reducing stormwater runoff, and providing outdoor recreation and educational opportunities, are just a few benefits associated with the thousands of acres of natural areas and corridors throughout the city. Action items have been identified for four goals ranging from balancing protection and public access, to enhancing and expanding protected lands and awareness to community-wide benefits. From the more natural areas of the city to the urban areas of downtown, improved access to outdoor recreation and adventure opportunities throughout the city will be achieved.



Lakeside at Durant Nature Preserve Park.



Goal 1: The City of Raleigh will continue to expand residents' awareness of the environmental, economic and social benefits of natural areas.

Action Items		Timeframe		
Objective A: Foster a culture of thinking and acting within a broad regional ecological framework.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Promote and deliver youth and adult education on the values of natural environments.	X	On-Going	On-Going
2	Expand opportunities and roles of volunteers to build and strengthen the city's stewardship ethic.	X	On-Going	On-Going
3	Support local public and private school efforts to integrate natural resource awareness and environmental education into curriculum.	X	On-Going	On-Going
4	Facilitate and participate in local partnerships with advocacy groups, schools, developers, local governments, and the private sector.		X	
5	Establish and/or engage with local and regional partnerships focused on promoting natural environments.			X
Objective B: Identify and cultivate planning partnerships among the spectrum of agencies and organizations with similar goals and ecological jurisdictions.				
1	Coordinate with City of Oaks Foundation to broker stewardship and acquisition partners.	X	On-Going	On-Going
2	Evaluate City of Raleigh development regulations or other preservation tools available to conserve natural environments.		X	
3	Work with partners, federal, state, local governments, non-profits and private sector, to identify and conserve natural environments on a regional, landscape scale.			X
Objective C: Promote education and awareness of ecological benefits of natural areas, floodplains, watershed preservation, and ecological conservation.				
1	Identify and inventory potential partnership opportunities.	X	Every 2 Yrs.	Every 2 Yrs.
2	Identify and implement strategies through traditional methods and emerging technologies to increase public awareness to the benefits of natural environments.	X	Every 5 Yrs.	Every 5 Yrs.

X = The Action Item will start or is currently underway.

Chapter Five

Natural Environments continued



Goal 2: The City of Raleigh will continue to protect, enhance, and expand natural environment areas.

Action Items		Timeframe		
Objective A: Continue to provide stewardship of natural environments, ecological systems and local watersheds through best management practices.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Develop site specific management plans that include inventory of natural assets and guidelines for park or natural area use.	X	On-Going	On-Going
2	Recruit and coordinate research of evidence-based conservation best practices.		X	
3	Research, establish and operationalize best management practice standards relative to specific ecosystems within the parks system.	X	Every 5 Yrs.	Every 5 Yrs.
4	Partner with appropriate departments and agencies to encourage stormwater management best practices.	X	On-Going	On-Going
Objective B: Provide additional natural resource lands as opportunities exist through acquisition, partnerships, non-profits or other means.				
1	Identify priority natural resource lands as opportunities for strategic fee-simple acquisition, easement access or partnership development.		X	On-Going
2	Develop and promote the broad network of natural spaces throughout the city for environmental, ecological and social purposes.	X	On-Going	On-Going
3	Work with City of Oaks Foundation and other non-profit or private sector opportunities to access additional natural lands or greenway corridors.	X	On-Going	On-Going
4	Work with City of Raleigh development regulations to enhance opportunities for preservation of natural environments by private developers.		X	
Objective C: Support Green Infrastructure Planning (GIP) throughout the city.				
1	Identify through sustainable park criteria, opportunities to support Green Infrastructure Practices (GIP) in park, facility and greenway development.		X	
2	Work with other city departments on coordinated goals and action items for the continued protection, enhancement and expansion of natural environment areas.		X	On-Going



Goal 3: The City of Raleigh will balance the protection of natural environments while continuing to provide appropriate public access and use.

Action Items		Timeframe		
Objective A: Improve and promote public access options such as greenway trails and public transit to natural areas for educational, recreational and environmental research opportunities.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Identify and inventory potential public access opportunities to natural areas.	X	Every 5 Yrs.	Every 5 Yrs.
2	Develop public access points to natural areas.	X	On-Going	On-Going
3	Promote public access options to natural areas through literature and website information.	X	On-Going	On-Going
4	Participate in planning activities at the site and system levels to achieve the balance between protection and use.	X	On-Going	On-Going
Objective B: Develop policies addressing the balance between protection and recreation through collaboration with outdoor conservation professionals, scientists and community advocates.				
1	Identify partners for participation.	X	On-Going	On-Going
2	Create and evaluate evidence-based policy framework for balancing protection and recreation within natural areas with desired future conditions.	X	Every 5 Yrs.	Every 5 Yrs.

X = The Action Item will start or is currently underway.



Implementation Plan

Natural Environments continued.



Goal 4: The City of Raleigh will provide access to outdoor recreation and adventure opportunities throughout the city.

Action Items		Timeframe		
Objective A: Develop regional outdoor adventure hubs.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Partner and develop Forest Ridge Park Outdoor Recreation Center, Falls Whitewater Park, 'Leonard Tract' Park and Neuse River Greenway connectivity.		X	
2	Identify potential partners to help meet regional needs for outdoor adventure activities and facilities.		X	On-Going
3	Plan and develop the Lake Wheeler watersport center in partnership with the watersports community.		X	
Objective B: Provide access through public transit, greenway trail, and bicycle facilities connectivity to regional adventure recreation hub(s).				
1	Identify and prioritize greenway trail, bicycle facilities and transit options to regional adventure recreation hub(s).	X	Every 5 Yrs.	Every 5 Yrs.
2	Partner with regional local governments to develop greenway trails, bicycle facilities and transit options to regional adventure hub(s).		X	
Objective C: Provide access through public transit, greenway trail, and bicycle facilities connectivity to lake-based recreation opportunities.				
1	Identify and prioritize greenway trail, bicycle facilities and transit options to city-owned lakes.	X	Every 5 Yrs.	Every 5 Yrs.
2	Partner with regional local governments to develop greenway trails, bicycle facilities and transit options to lake-based recreation facilities.		X	
Objective D: Provide small, urban outdoor adventure recreation opportunities and interfaces with natural areas.				
1	Identify need for urban outdoor adventure recreation and inventory potential sites.	X	Every 5 Yrs.	Every 5 Yrs.
2	Promote existing access to natural areas within and near to urban areas.	X	On-Going	On-Going
3	Promote and deliver natural resource education opportunities within urban located and proximal natural areas.	X	On-Going	On-Going
4	Plan and develop new small, urban outdoor recreation facilities.		X	On-Going

X = The Action Item will start or is currently underway.



Horseshoe Farms Nature Preserve

Chapter Five

Greenways

The Capital Area Greenway (CAG) is a framework for environmental protection, recreation opportunities and transportation infrastructure that balances the protection of natural area corridors and over 100 miles of greenway trails. Action items have been developed for three goals; protection and enhancement of linear natural environments; improvement of connectivity and accessibility to greenway corridors and trails; and enhancement of existing greenway trails to meet growing and changing needs of users. Several of the action items identified for greenways are to be aligned with goals and objectives for natural environments as these two sub-systems are closely linked.



Neuse River Greenway Trail



Goal 1: The City of Raleigh will protect and enhance vegetation, wildlife and wildlife habitat and the waterways along linear natural environment areas.

Action Items		Timeframe		
Objective A: Support initiatives that work to create a protected, linked network of linear natural areas, wildlife habitats and greenspaces throughout the region.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Align efforts with Natural Environments Goal 1.	X	On-Going	On-Going
Objective B: Continue to expand protection of contiguous greenway lands to full width of the flood plain or include quality natural resource areas adjacent to the greenway corridors.				
1	Identify potential additional greenway land opportunities throughout city.	X	On-Going	On-Going
2	Align efforts with Natural Environments Goal 2: Objective B.	X	On-Going	On-Going
3	Evaluate benefits and impacts of widening the greenway corridors to the full width of the flood plain.	X		
4	Develop and implement criteria for widening greenway corridors.		X	On-Going
Objective C: Preserve the natural character of watercourses through greenway acquisition, management, and protection.				
1	Align efforts with Natural Environments Goal 2: Objective A.	X	On-Going	On-Going
2	Implement identified acquisition opportunities.	X	On-Going	On-Going
3	Assist in the develop watercourse best management practices and standards.		X	
Objective D: Educate citizens about the benefits of supporting stewardship efforts of greenway corridors.				
1	Align efforts with Natural Environments Goal 1.	X	On-Going	On-Going
2	Develop education materials on benefits of greenway support and stewardship.	X	On-Going	On-Going
3	Develop educational materials and signage along greenway trails.	X	On-Going	On-Going
4	Create and implement online and social media component of educational material.	X	On-Going	On-Going
5	Make educational promotional literature available to distribution networks.	X	On-Going	On-Going

X = The Action Item will start or is currently underway.

Implementation Plan

Greenways continued



Goal 2: The City of Raleigh will improve connectivity and accessibility to greenway corridors and greenway trails throughout the city.

Action Items		Timeframe		
Objective A: Prioritize an implementation schedule to complete the system of greenway trails, including connectors with a focus on inter-connectivity among neighborhoods, parks, schools, commercial areas, cultural and civil institutions and other regional destinations.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Inventory opportunities for expansion, closing gaps, and making connections.	X	On-Going	On-Going
2	Develop and evaluate a prioritization plan of trail expansions, gap construction, destination connections, access and connections.	X	Annually	Annually
3	Develop a policy and guide for private connections to greenway trail.	X		
4	Implement and construct identified connections and trails.	X	On-Going	On-Going
Objective B: Create a hierarchy of greenway corridors and greenway trail classifications based on trail user needs.				
1	Develop a hierarchical typology of greenway trails and corridors.	X		
2	Develop criteria for the hierarchical designation of greenway trails.	X		
3	Evaluate and classify trails and corridors for hierarchical designation.	X	Every 5 Yrs.	Every 5 Yrs.
Objective C: Strengthen and prioritize connections to public transportation, streets, sidewalks and other transportation corridors by closing gaps in connectivity to the greenway network.				
1	Identify and inventory existing gaps in connectivity of the greenway network to other transportation systems.	X	Every 5 Yrs.	Every 5 Yrs.
2	Develop, in coordination with applicable departments, prioritization criteria for access with Goal 2.	X		
3	Identify priority connection and access projects and funding options.	X	Every 2 Yrs.	Every 2 Yrs.
4	Identify nearest public transit stop(s) to each greenway access point and encourage installation of pedestrian and bicycle connection between each.	X	Every 5 Yrs.	Every 5 Yrs.
5	Coordinate with public transit providers to identify greenway crossings and access points on transit maps.	X	Every 5 Yrs.	Every 5 Yrs.
6	Implement identified connections.		X	On-Going
Objective D: Provide increased accessibility and provide connectivity of greenway trails to Growth Centers.				
1	Coordinate with planning effort to identify potential access and connections to existing greenway trails and corridors within growth center comprehensive plans.	X	On-Going	On-Going
Objective E: Provide adequate parking at trailhead locations.				
1	Identify and inventory existing parking at or near all trailheads.	X	On-Going	On-Going
2	Assess additional parking needs.	X	Every 5 Yrs.	Every 5 Yrs.
3	Assess site, infrastructure and environmental constraints for parking needs.	X	Every 5 Yrs.	Every 5 Yrs.
4	Prioritize additional paved parking in coordination with Goal 2; Objective A.	X	Every 5 Yrs.	Every 5 Yrs.
5	Provide and increase parking capacity at access points through public and private partnerships.	X	On-Going	On-Going
6	Implement additional parking availability through construction and partnership.	X	On-Going	On-Going
Objective F: Develop a regional trail system.				
1	Coordinate with adjacent municipalities, and local, state, and national trail organizations to identify potential cross-jurisdictional connections.	X	Every 5 Yrs.	Every 5 Yrs.
2	Examine potential partnerships and funding opportunities to implement regional trail connections including North Carolina's Mountain to Sea Trail and the East Coast Greenway.	X	On-Going	On-Going

X = The Action Item will start or is currently underway.

Chapter Five

Greenways continued



Goal 3: The City of Raleigh will enhance existing greenway trails to provide a high quality system consistent with trail user needs and priorities.

Action Items		Timeframe		
Objective A: Update Capital Area Greenway system design guidelines for new and renovated greenway trails to provide better safety, comfort, convenience, maintenance and amenities for users, and a consistent identity across the entire system.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Update Capital Area Greenway design guidelines and revise as codes and regulations are updated.	X	On-Going	On-Going
2	Evaluate practices in other similar jurisdictions.	X		
3	Identify best practices applicable to the vision of the Capital Area Greenways.	X		
4	Develop a best practices Design Guidelines Manual.	X		
5	Prioritize and implement best practices renovations.	X	On-Going	On-Going
Objective B: Promote the Capital Area Greenway system trails as safe, healthy and sustainable travel alternatives.				
1	Identify potential partnership opportunities to promote the Capital Area Greenway system.	X	On-Going	On-Going
2	Develop promotional information with partners and identify distribution network.	X	On-Going	On-Going
3	Develop and implement a trail user safety and etiquette education program.	X	On-Going	On-Going
Objective C: Enhance and implement maintenance standards for existing greenway trails to ensure safe and comfortable travel by users and to achieve sustainable operations.				
1	Develop an annual funding source that provides for the periodic maintenance of asphalt, structures, and storm drainage facilities.	X	Annually	Annually
2	Review current maintenance standards for greenways trails and update as needed.	X	Every 5 Yrs.	Every 5 Yrs.
3	Identify, inventory and implement safety and emergency access improvements.	X	On-Going	On-Going
4	Continue to perform periodic inspection schedule of trail surfaces, structures, and storm drainage facilities.	X	Annually	Annually
5	Evaluate and implement maintenance needs based on inspection and needs.	X	On-Going	On-Going
Objective D: Develop Capital Area Greenway Programming Plan.				
1	Develop Greenway Programming Plan.		X	
2	Identify potential partnership opportunities for greenway programming.		X	On-Going
3	Based on programming plan, evaluate and staff greenway programs.		X	On-Going
4	Develop and implement trail user count system.	X	On-Going	On-Going
5	Develop event opportunities as part of greenway programming plan.		X	On-Going
6	Expand greenway volunteer program.	X	On-Going	On-Going
Objective E: Implement the Raleigh Greenways Master Sign Program throughout the system and improve to include wayfinding with comprehensive directions to and from the Capital Area Greenway system, nearby destination information, orientation indicators, and route options within the system by utilizing traditional and advanced technology-based methods.				
1	Update Raleigh Greenways Master Sign Program to include needs identified through the System Plan Needs Assessment.	X		
2	Continue to implement Raleigh Greenway Master Sign Program.	X	On-Going	On-Going
3	Collaborate with Public Works to develop an on-street signage package that provides directional info to the greenway trailheads.	X		
4	Collaborate with Public Works to implement the on-street directional signage package.	X	On-Going	On-Going
5	Evaluate the use of emerging technology options for implementation of Raleigh Greenways Master Sign Program.	X	On-Going	On-Going.

X = The Action Item will start or is currently underway.

Implementation Plan

Athletics

Enjoying a healthy and active lifestyle is a core function of the Parks, Recreation and Cultural Resources Department and one that athletic programs and facilities contribute significantly towards. Youth development is also a critical aspect of these programs. Action items focus on two goals: the first is a continuation of providing athletic venues for every resident; and the second is being a regional athletic destination with venues that attract residents and visitors to enjoy a healthy lifestyle while providing positive economic benefits to the community.



Buffaloe Road Athletic Park



Goal 1: The City of Raleigh will continue to provide athletic venues and programs for every resident to maintain a healthy lifestyle.

Action Items		Timeframe		
Objective A: Continue providing and maintaining high quality athletic fields, courts, pools and programs that are equitably distributed throughout the city.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Evaluate condition and identify improvements needed for all existing fields, courts, lighting, pools, and other athletic facilities.	X	Every 5 Yrs.	Every 5 Yrs.
2	Develop and implement a policy to address need to close facilities and fields for annual maintenance.	X		
3	Prioritize, schedule and implement improvements for existing facilities.	X	Every 5 Yrs.	Every 5 Yrs.
4	Inventory and evaluate access to existing athletic fields, courts, pools and programs.	X		
5	Identify potential partners in providing access to athletic facilities and programs.		X	
6	Create family-friendly spaces and amenities in new and existing athletic facilities.		X	
Objective B: Increase participation by youth and adults in the city's athletic programs.				
1	Document and assess historic participation levels and establish goals for future growth.	X	On-Going	On-Going
2	Develop an education and promotional campaign focused on the benefits of youth involvement in athletic programs.	X		
3	Identify barriers that prevent participation in athletic programs.	X		
4	Increase athletic opportunities in existing programming based on identified need and/or barrier to access.	X	On-Going	On-Going
5	Identify and evaluate need for expanding or reducing existing athletic program offerings by frequency, capacity and hours of operation.	X	Annually	Annually
Objective C: Provide, partner and plan for indoor and outdoor opportunities for new and growing athletic trends.				
1	Identify needs in new or growing athletic trends.	X		
2	Identify partners and funding sources.		X	
3	Develop new and enhance existing indoor and outdoor spaces to accommodate new athletic needs.		X	

Athletics: Goal 1 Action Items continue on next page.

X = The Action Item will start or is currently underway.

Chapter Five

Athletics: Goal 1 Action Items continued

Action Items		Timeframe		
Objective D: Provide small-scale, urban sports opportunities throughout the city.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Assess needs for small-scale urban sports in growth areas of city.	X	Every 5 Yrs.	Every 5 Yrs.
2	Identify potential sites and site selection criteria for small-scale and urban sports opportunities.	X	On-Going	On-Going
3	Identify and develop small-scale and urban sport venues in collaboration with partners.		X	On-Going



Goal 2: The City of Raleigh will continue to promote the community as a premier athletic venue destination where residents and visitors can compete, stay active and healthy, and enjoy amenities of the region.

Action Items		Timeframe		
Objective A: Promote development of athletic facilities that attract regional and national competitions, generate new revenues and provide economic development opportunities.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Inventory existing athletic facilities and identify need for regional and national tournament and competition quality athletic facilities.	X	On-Going	On-Going
2	Partner with the Convention and Visitors Bureau to document existing athletic facility usage and economic value.	X	On-Going	On-Going
3	Assess opportunities and develop a policy to work with partners and sponsors for development, operations and management of athletic venues.	X		
4	Work with partners and sponsors to develop and implement marketing and promotion strategies to attract regional and national competitions.		X	
5	Develop regional and national tournament and competition quality athletic facilities to meet identified needs.			X
Objective B: Provide a new multi-sport indoor athletic complex(es) to accommodate aquatics, track and field, tennis, basketball, and other sports that will support city-wide program needs and attract regional and national competitions.				
1	Evaluate athletic sport types and spatial needs for multi-sport indoor facility and implement recommendations.		X	On-Going
Objective C: Renovate, expand and enhance existing and new aquatic facilities consistent with recommendations from the Aquatic Study.				
1	Implement existing recommendations from Aquatic Study.	X	On-Going	On-Going
2	Renovate and enhance existing aquatic facilities.	X	On-Going	
3	Update Aquatic Study.	X	Every 5 Yrs.	Every 5 Yrs.
Objective D: Increase public awareness of city's athletic programs.				
1	Identify partnerships consistent with Programs and Services Goal 3; Objective B.	X	On-Going	On-Going
2	Develop promotional materials in collaboration with partners and distribute.	X	On-Going	On-Going
Objective E: Promote greater access for residents and visitors to athletic facilities through accessible and affordable public transit, biking and walking options.				
1	Identify public transportation options to athletic facilities and evaluate routes and stops with public transit agencies.	X	Every 2 Yrs.	Every 2 Yrs.
2	Identify and prioritize opportunities to enhance access to athletic facilities.		X	Every 5 Yrs.

X = The Action Item will start or is currently underway.

Implementation Plan

Programs and Services

The diversity of programs and services offered by the Park, Recreation and Cultural Resources Department meets a variety of needs and priorities that nurture a healthy, creative community and focuses on the development of youth. The Actions Items will progress goals that focus on: promoting healthy lifestyles; creating a welcoming multi-cultural community; eliminating barriers to parks and participation in programs for all ages and abilities; providing inclusive and independent spaces and programs; and continued promotion of the Triangle area as a premier retirement destination.



Youth martial arts program.



Goal 1: The City of Raleigh will provide opportunities for every resident to maintain a healthy lifestyle.

Action Items		Timeframe		
Objective A: Expand healthy living options, activities and awareness through programs and events, including partnering with other agencies.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Develop and implement healthy living activity options for programming.	X		
2	Identify potential partner agencies for program and event opportunities to promote healthy living options.	X	On-Going	On-Going
3	Develop promotional materials with partners for distribution through programs and events.		X	
4	Review and update existing policies regarding healthy food options.		X	
Objective B: Enhance the promotion of the community's health service programs and services provided through our partner agencies.				
1	Identify community health partners for enhanced access opportunities for programming and information.	X		
2	Develop and distribute information to participants of programs and facility visitors and through partnering agencies.	X		
Objective C: Enhance existing and develop new indoor and outdoor spaces throughout the city that can be used for a variety of programs and activities and are accessible via walking, biking, and public transit.				
1	Evaluate existing facilities and identify potential new facilities for indoor and outdoor spaces to better meet the needs of healthy living and wellness programs.		X	
2	Work with area partner transit agencies to identify opportunities to enhance transportation access to existing facilities and spaces.			X
3	Evaluate facilities and identify needed renovations or enhancements to promote healthy living and wellness programs.		X	
4	Plan and implement renovations of existing facilities and building of new facilities.			X

Programs and Services: Goal 1 Action Items continue on next page.

X = The Action Item will start or is currently underway.

Chapter Five

Programs and Services: Goal 1 Action Items continued.

Action Items		Timeframe		
Objective D: Provide programs in local parks, schools, active adult and recreation centers, open spaces, non-traditional facilities and through partnerships.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Inventory and evaluate existing and future potential programming spatial needs.	X	On-Going	On-Going
2	Identify programmatic needs throughout city based on needs assessment(s).	X	Every 5 Yrs.	Every 5 Yrs.
3	Identify and inventory partnerships opportunities throughout system for programs and services.	X		
4	Through on-going analysis of parks and programs, develop new and enhance existing programs throughout city with partners as needed.	X	On-Going	On-Going
5	Identify resources to promote and implement wellness initiatives.			X
Objective E: Partner to accommodate non-traditional schedules by providing before/ after-school and work hours programming and activities.				
1	Evaluate operational hours for needs of non-traditional schedules and locations for existing programming and implement recommendations.	X	Every 2 Yrs.	Every 2 Yrs.
2	Evaluate need for mobile or temporary programs or activities and implement recommendations.	X		
3	Identify partners in alignment with Goal 1: Objective A and Objective D.	X	On-Going	On-Going



Goal 2: The City of Raleigh will improve outreach and foster a welcoming multi-cultural environment.

Action Items		Timeframe		
Objective A: Promote existing facilities as multi-cultural centers by: adding multi-lingual staff; provide news and program information in multiple languages; utilize universal symbols; and encourage family participation in events, activities and programs.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Evaluate and develop plan to address need for multi-lingual staff at Parks, Recreation and Cultural Resources facilities and programs.	X	On-Going	On-Going
2	Develop Parks, Recreation and Cultural Resources promotional materials with universal symbols.	X	On-Going	On-Going
3	Identify events, activities and programs to distribute multi-cultural information.	X	On-Going	On-Going
Objective B: Establish and promote multi-cultural events, festivals and programs in neighborhoods to foster a sense of pride and greater awareness of the city's multi-cultural populations.				
1	Identify and inventory multi-cultural communities' opportunities for events, festivals and programs.	X		
2	Promote, support and conduct multi-cultural events, festivals and programs in parks and other facilities.	X		
Objective C: Improve community outreach through presentations in churches, schools, and other cultural activity centers and through advertisement and distribution of multi-lingual literature.				
1	Identify opportunities for outreach at churches, schools and other cultural activity centers.	X		
2	Continue to develop outreach materials for distribution and through website in multi-lingual format for community events, programs and facilities.		X	
Objective D: Enhance programming and activities to meet changing needs of multi-cultural populations at a local level.				
1	Assess needs for programming and activities through existing resources and partners aligned with efforts for Goal 1: Objectives D and E.	X	On-Going	On-Going
2	Implement new and enhance existing programing to meet the needs of multi-cultural populations.	X	Annually	Annually

X = The Action Item will start or is currently underway.



Implementation Plan

Programs and Services continued.



Goal 3: The City of Raleigh will identify and eliminate barriers to participation in parks, recreation and cultural programs for preschool, youth and teens of all abilities throughout the city.

Action Items		Timeframe		
Objective A: Promote accessible and affordable public transportation options and access to parks, programs and facilities.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Utilize available materials for use on website to promote access to parks, programs and facilities.	X	On-Going	On-Going
2	Identify and evaluate public transportation options to parks, programs and facilities.	X	On-Going	On-Going
3	Identify and promote parks and programs that are accessible by public transportation with a focus on the natural environment for preschool, youth and teens.	X	On-Going	On-Going
Objective B: Increase collaboration with schools, area colleges and universities, local and state agencies and non-profits for facility use and planning.				
1	Identify existing and potential schools, area colleges and universities, local and state agencies and non-profits to collaborate for facilities use and planning.	X	On-Going	On-Going
Objective C: Partner to provide mentoring and life-skill programs, technology, employment, volunteerism, cross-generational participation, fitness and wellness, sports training equipment and affordable program opportunities.				
1	Identify potential preschool, youth and teen partnership opportunities.	X	On-Going	On-Going
2	Partner with the City of Oaks Foundation on the 'Give Play Initiative' to provide scholarships for needs-based children for nature-related programming.	X	On-Going	On-Going
3	Continue to develop an equitable range of programs and activities for all age groups and abilities in collaboration with partners.	X	On-Going	On-Going
Objective D: Continue to maintain and create new places throughout the city for preschool, youth and teens to meet and talk with friends, engage in fitness and wellness activities, utilize technology, and other non-programmed activities in a safe environment.				
1	Inventory existing and potential locations and spatial needs for facilities and activities.	X	On-Going	On-Going
2	Conduct a facilities and activities needs assessment for pre-school, youth and teens.	X	Every 5 Yrs.	Every 5 Yrs.
3	Based on new or existing Master Plans, construct new and enhanced existing spaces for preschool, youth and teen needs.		X	On-Going

X = The Action Item will start or is currently underway.



Eastgate Fun Day, 2013



Swimming Program

Chapter Five

Programs and Services continued.



Goal 4: The City of Raleigh will provide inclusive and independent spaces, facilities and programs that are accessible to all residents regardless of ability and age.

Action Items		Timeframe		
Objective A: Provide a broad range of opportunities for specialized recreation through collaborations and partnerships, including access to different types of indoor and outdoor spaces; inclusive and independent programs and events; enhanced transportation options to facilities; and educational, mentoring and wellness programs.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Continue to identify new partners to support and provide program opportunities for individuals with disabilities and families.	X	On-Going	On-Going
2	Continue to implement and update Americans with Disabilities Act (ADA) Study recommendations for facilities.	X	On-Going	On-Going
3	Maintain existing and identify new programming opportunities for individuals with disabilities and their families with a focus on wellness, education and mentoring in line with Goal 5, Objective E of the Programs and Services sub-system.	X	On-Going	On-Going
4	Enhance existing locations and identify new locations for specialized facilities and specialized recreation programming.	X	On-Going	On-Going
5	Evaluate current PRCR Department fleet and determine resources needed to meet programming demand.		X	
6	Identify resources to ensure compliance with the ADA.	X	On-Going	On-Going
7	Coordinate with public and private transportation providers to evaluate transportation options to parks, programs and facilities.	X	On-Going	On-Going
8	Continue to promote and increase volunteerism for specialized recreation and recognize volunteers for their service.	X	On-Going	On-Going
Objective B: Increase awareness of special population needs and benefits.				
1	Continue to partner and identify new opportunities to increase awareness throughout the city and region.	X	On-Going	On-Going
2	Identify partners to develop and distribute information on individuals with disabilities' needs, benefits and programs.	X	On-Going	On-Going
3	Continue to develop and partner to offer educational workshops to citizens on topics associated with different types of specialized needs.	X	On-Going	On-Going

X = The Action Item will start or is currently underway.



Specialized Recreation Program



Special Olympics, 2013

Implementation Plan

Programs and Services continued.



Goal 5: The City of Raleigh will continue to promote the community as a premier retirement destination where residents can stay active and healthy; enjoy amenities of the Triangle area; have access to high quality health resources; and enrich the community through business, social, and volunteer activities.

Action Items		Timeframe		
Objective A: Expand and enhance active adult program options and facilities consistent with recommendations from the Senior Center Feasibility Study.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Inventory existing active adult programs.	X	On-Going	On-Going
2	Implement existing recommendations from the Senior Center Feasibility Study.	X		
3	Update Senior Center Feasibility Study.		X	Every 5 Yrs.
Objective B: Continue support for senior clubs to ensure that seniors have equitable access to recreation and social programs throughout the city.				
1	Establish a senior club at all staffed community centers.	X	On-Going	On-Going
2	Inventory existing access and evaluate potential opportunities for senior clubs through use of private facilities and volunteers.	X	On-Going	On-Going
3	Identify and evaluate opportunities for new senior club support.	X	On-Going	On-Going
Objective C: Enhance transportation and accessibility options to centers, clubs and programming through safe and affordable public transportation, biking and walking.				
1	Identify accessibility options in alignment with Goal 3: Objective A; and Goal 1: Objective E.	X	On-Going	On-Going
2	Identify private transportation options available for senior adults.	X	Annually	Annually
Objective D: Provide access to a variety of indoor and outdoor programs and facilities, inter-generational programming and events, and therapeutic opportunities throughout the city.				
1	Inventory and evaluate access to existing indoor and outdoor programs and facilities as well as volunteer opportunities.	X	On-Going	On-Going
2	Identify and evaluate gaps in active adult program offerings in alignment with Goal 5: Objective A.	X	Every 5 Yrs.	Every 5 Yrs.
3	Construct new or enhance existing accessibility options at facilities and spaces as needed.	X	On-Going	On-Going
Objective E: Promote technology-based, fitness and wellness-focused programs and activities consistent with trends identified through the comprehensive needs and priorities assessment.				
1	Identify community partners to enhance active adult programming.	X	On-Going	On-Going
2	Assess need for new technology-based fitness and wellness-focused programs through survey of current and potential users and participants.	X	Annually	Annually
3	Develop and implement new or enhanced technology-based and fitness and wellness-focused programming and activities.	X	Annually	Annually

X = The Action Item will start or is currently underway.

Chapter Five

Arts

Striving to become ‘The Southern Capital of Arts and Culture,’ a goal stated by the Raleigh City Council in 2012, the Parks, Recreation and Cultural Resources Department will continue to support and promote the arts throughout the city. Action items focus on achieving three goals: becoming a national leader in supporting the arts; making the arts more accessible through partnerships and investment in traditional and non-traditional venues; and nurturing the growth of the city’s creative community and culture of entrepreneurship and innovation.



Art program at Pullen Park.



Goal 1: The City of Raleigh will be a national leader in supporting the arts.

Action Items		Timeframe		
Objective A: Implement goals identified in the City of Raleigh's forthcoming Raleigh Arts Plan.		Short-term: 1-5 Years	Medium-term: <u>Up to 10 Years</u>	Long-term: 10+ Years
1	Complete a city-wide community engagement process to inform the Raleigh Arts Plan.	X		
2	Identify Raleigh Arts Plan goals and priority actions for implementation.	X		
Objective B: Increase City of Raleigh investment in arts organizations, arts programs, and arts events and installations.				
1	Research and analyze other municipal funding models for support of arts organizations, arts programs, and arts events and installations.	X	On-Going	On-Going
Objective C: Increase collaboration and investment in public art projects associated with City of Raleigh Capital Improvement Projects (CIP).				
1	Collaborate with all City of Raleigh departments on public art projects.	X	On-Going	On-Going
2	Research and analyze other funding models for public art.	X	On-Going	On-Going
Objective D: Encourage private developers to increase investment in publicly accessible art and art programs.				
1	Identify opportunities for private developers to invest in publicly accessible art and art programs.	X	On-Going	On-Going
2	Develop and distribute promotional materials to highlight opportunities for private investment in publicly accessible art and art programs.		X	On-Going
Objective E: Increase awareness of the economic value that the arts contribute to the City of Raleigh.				
1	Document economic value of the arts to the City of Raleigh.	X	Every 5 Yrs.	Every 5 Yrs.
2	Update the “Arts and Economic Prosperity” Report.	X	Every 5 Yrs.	Every 5 Yrs.

X = The Action Item will start or is currently underway.

Implementation Plan

Arts continued.



Goal 2: The City of Raleigh will make art more accessible to residents and visitors through traditional and non-traditional venues and partnerships.

Action Items		Timeframe		
Objective A: Provide increased capacity through investments in traditional and non-traditional arts organizations, venues and programs.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Identify capacity needs and future arts facilities through the Raleigh Arts Plan process.	X	On-Going	On-Going
2	Inventory and facilitate opportunities for mobile, pop-up and other non-traditional venues for the arts and arts programming throughout Raleigh.	X	On-Going	On-Going
3	Expand the Pullen Arts Center in conjunction with the expansion of the North Carolina State University Gregg Museum.	X		
4	Implement upgrades to the Sertoma Arts Center.	X		
5	Identify and implement needed improvements to the Raleigh Little Theatre and Theatre in the Park.		X	
Objective B: Support coordinated event listings, marketing and use of city facilities.				
1	Identify opportunities with other organizations to leverage resources relating to event listings, marketing and use of city facilities.	X	On-Going	On-Going
Objective C: Encourage greater collaboration with local schools, colleges and universities and other organizations for youth after-school, summer camp and adult arts programming.				
1	Identify and set goals for collaborative partnerships.	X	On-Going	On-Going
2	Develop access to programming, activities and facilities with identified partners.		X	On-Going



Goal 3: The City of Raleigh will nurture the growth of Raleigh's creative community to promote entrepreneurship and innovation.

Action Items		Timeframe		
Objective A: Encourage and support innovative arts business enterprises.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Research and analyze municipal arts incubators and arts business enterprises.		X	On-Going
Objective B: Market Raleigh's creative community as essential for becoming the "Southern Capital of Arts and Culture".				
1	Contribute to the city's branding and marketing efforts.	X	On-Going	On-Going

X = The Action Item will start or is currently underway.



Art program at Sertoma Arts Center



Burning Coal Theatre Company

Chapter Five

Historic Resources

The Parks, Recreation and Cultural Resources Department serve as the stewards of the City of Raleigh's historic resources, whose stories connect our past with our future. Action items fall under four goals including: conserving and protecting existing resource while looking for future opportunity; providing public programming and access while balancing resource stewardship; supporting efforts to restore and preserve the city's historic public cemeteries; and fostering interpretation of the city's historic public cemeteries while ensuring their future stewardship and preservation.



Main House at Mordecai Historic Park.



Goal 1: The City of Raleigh will continue to support historic resource preservation, protection and acquisition.

Action Items		Timeframe		
Objective A: Implement the mission and goals of the Historical Resources and Museum Program.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Validate the Historical Resources and Museum Program goals and mission through public process and program metrics.	X		
2	Evaluate the need and funding opportunities to implement a Historical Resources and Museum Plan.		X	
Objective B: Manage City of Raleigh Historical Resources and Museum Program's Fine Arts Object Collection to adopted industry standards.				
1	Adopt and implement the Historical Resources and Museums Collections Policy.	X	On-Going	On-Going
2	Work with identified partners to address privately held collections.	X	On-Going	On-Going
3	Work with partners to develop criteria to acquire property through gift, purchase, or in-kind donation and implement.	X	On-Going	On-Going
4	Identify and secure private and public funding sources for preservation and conservation of objects in the collection.		X	On-Going
Objective C: Operate City of Raleigh Historical Resources and Museum assets to effectively balance public use and stewardship.				
1	Implement maintenance and facility plans at existing sites.	X	On-Going	On-Going
2	Create measurement tools to establish carrying capacity at historic sites balancing public use and resource stewardship.	X	On-Going	On-Going
3	Prioritize public access opportunities and implement.		X	On-Going

Historic Resources: Goal 1 Action Items continue on next page.

X = The Action Item will start or is currently underway.

Implementation Plan

Historic Resources: Goal 1 Action Items continued

Action Items		Timeframe		
Objective D: Actively seek, acquire, and manage and maintain unique historic properties and assets that are critical to preserving the city's and area's heritage and story.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Identify opportunities for growth and expansion of historic resources and museums, including all eras of Raleigh history.		X	On-Going
2	Leverage available opportunities and partnerships to acquire, collect or provide access to identified assets.		X	On-Going
Objective E: Actively seek, engage and nurture public and private sources of funding and support.				
1	Leverage public and private funding for acquisition, conservation and support.	X	On-Going	On-Going
2	Assess potential economic models of support, including per capita funding similar to Arts.		X	Every 5 Yrs.
Objective F: Expand opportunities for effective partnerships and volunteers throughout all City of Raleigh Historical Resources and Museums.				
1	Evaluate current volunteer and development practices throughout the Historical Resources and Museum Program.	X	Every 5 Yrs.	Every 5 Yrs.



Goal 2: The City of Raleigh will interpret the community's history through its historic properties, museums and programs in such a way as to attract more use and visitation while balancing stewardship and conservation of resources.

Action Items		Timeframe		
Objective A: Identify compelling stories that can be conveyed using industry standard active, passive and/or tactile learning methods.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Implement curricula-based programs for active, passive and tactile learning opportunities.	X	On-Going	On-Going
2	Identify and implement compelling narratives at existing sites and museums.	X	On-Going	On-Going
3	Model industry leading interpretive techniques.		X	
Objective B: Enhance utilization technology at the city's historic properties and museums.				
1	Place the Historical Resources Fine Arts Collection online for public use and research.	X	On-Going	On-Going
2	Expand marketing and advertising through web-based media and measure resulting analytic.	X	On-Going	On-Going
3	Incorporate technology where appropriate into historic sites and museums.		X	On-Going
Objective C: Integrate historic resources and museums throughout the city's parks, recreation and cultural resources as well as other city departments.				
1	Evaluate and develop opportunities to better integrate historic resources and museums into city's Parks, Recreation and Cultural Resources Department.	X		
2	Develop programming to integrate historic resources and museums into Parks, Recreation and Cultural Resources Department.		X	On-Going
3	Create a cultural resources trail map for the Greenway System.			X
4	Create cultural brochures for sites, facilities, and parks that are not in the historic resources and museum program.			X
Objective D: Advocate and promote traditional site-based visitation as well as utilize technology to provide remote experiences for non-site based visitations.				
1	Develop marketing materials to promote site-based visitation and distribute.	X	On-Going	On-Going
2	Evaluate technologies to provide remote experiences for non-site based visitations.		X	On-Going
3	Create web-based programs as an incentive to participate in site based visitation.	X	On-Going	On-Going
4	Create mechanism to measure on-site versus remote contacts and visitation.			X

X = The Action Item will start or is currently underway.

Chapter Five

Historic Resources continued.



Goal 3: The City of Raleigh will continue to support, preserve and restore the city's historic cemeteries.

Action Items		Timeframe		
Objective A: Continue implementation of the Strategic Plan for the Inventory, Conservation, Programming, Access and Management of Raleigh's Historic Cemeteries.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Continue review of the recommended priorities found in the Strategic Plan for the Inventory, Conservation and Management of Raleigh Historic Cemeteries for possible funding and implementation.	X		
2	Identify and secure adequate resources to ensure priority objectives of the strategic plan are achieved for historic cemeteries.	X	On-Going	On-Going
3	Provide resources to ensure compliance with the Operations and Maintenance Manual guidelines, procedures and schedules.	X	On-Going	On-Going
4	Adhere to the Secretary of Interior's Standards for Preservation with regard to the overall management, repair, conservation and ongoing maintenance of Raleigh's historic cemeteries.	X	On-Going	On-Going
5	Coordinate the mission and goals of the Historic Cemeteries Advisory Board work program against the Strategic Plan, Raleigh Design Guidelines and current Cemeteries Ordinance.	X		
Objective B: Develop an Operations and Maintenance Manual for the city's historic cemetery properties.				
1	Review recommendations from the Strategic Plan, guidance from the Secretary of Interior's Standards for Preservation and comparative best practices in the development of management and maintenance goals and objectives.	X	Every 5 Yrs.	Every 5 Yrs.
2	Complete and periodically update the Cemetery Operations and Maintenance Manual.	X	Every 5 Yrs.	Every 5 Yrs.
Objective C: Develop and expand partnerships for programs and funding toward preservation, conservation, rehabilitation, programs, and access to the city's historic cemeteries.				
1	Identify priority projects and opportunities for partnerships consistent with Objective A.	X		
2	Develop and promote a Historic Cemetery Volunteer Program.	X	On-Going	On-Going
3	Identify and secure additional private and public funding sources for preservation, conservation, and rehabilitation efforts.		X	On-Going
4	Recommend changing to "Promote existing partnership with Raleigh City Cemeteries Preservation, Inc. to identify new potential partnership opportunities		X	On-Going



Goal 4: The City of Raleigh will support the interpretation of our historic public cemeteries in a manner that will insure stewardship and conservation of these valuable resources.

Action Items		Timeframe		
Objective A: Continue to investigate and utilize opportunities to use technology.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Complete the conversion of all hardcopy burial records into an electronic database.	X		
2	Develop an interactive website that would allow for public searches of burial records, provide gravesite location, and other information.	X	On-Going	On-Going
3	Develop accurate mapping of our historic cemeteries through physical surveys, GIS and other relevant methods.	X	On-Going	On-Going

Historic Resources: Goal 4 Action Items continue on next page.

X = The Action Item will start or is currently underway.

Implementation Plan

Historic Resources: Goal 4 Action Items continued

Action Items		Timeframe		
Objective B: Integrate Raleigh's historic cemeteries into the city's parks, recreation and cultural resources system.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Evaluate opportunities for public visitation and on-site interpretive programs.	X	Every 2 Yrs.	Every 2 Yrs.
2	Evaluate opportunities for remote, non-site based visitation and interpretation through the use of technology, classes and programs.		X	Every 5 Yrs.
Objective C: Integrate our historic cemeteries into a comprehensive city historic and cultural tourism program.				
1	Promote Raleigh's historic cemeteries through the Chamber of Commerce, Convention and Visitors Bureau and other agencies tasked with promotion and economic development.		X	Every 5 Yrs.
2	Develop and distribute promotional materials.	X	On-Going	On-Going
3	Develop and implement an interpretive program that would include guided tours by volunteer docents.		X	On-Going

X = The Action Item will start or is currently underway.



Allen Kitchen at Mordecai Historic Park.



Borden House at Fred Fletcher Park.



City Cemetery looking west towards downtown.

Chapter Five

Growth Centers

Urbanizing areas, such as Downtown Raleigh, North Hills and Brier Creek, have experienced some of the highest levels of growth throughout the region as people seek the benefits of an urban lifestyle. The Parks, Recreation and Cultural Resources Department seeks to improve the function of parks, recreation and cultural spaces and places to meet this growing demand. Action items have been developed to advance two goals: providing adequate parks and open space within urbanizing areas; and responding to urban lifestyle needs with attractive, flexible and functional spaces.



Fayetteville Street, Downtown Raleigh.



Goal 1: The City of Raleigh will provide adequate park and open spaces within urbanizing areas of the city.

Action Items		Timeframe		
Objective A: Establish new urban park types and acquisition criteria to ensure that Growth Centers in the city have adequate access to a mix of parks and open space types to meet needs.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Evaluate effectiveness of urban open space regulations in Unified Development Ordinance (UDO).	X		
2	Establish return-on-investment metrics for urban parks.	X		
3	Evaluate access to existing and future parks in Growth Centers.	X	Every 5 Yrs.	Every 5 Yrs.
4	Develop policy and process for addressing temporary park related tactical urbanism ideas from the public.	X	X	
Objective B: Establish new public and private partnerships that increase opportunities for a variety of parks and open spaces.				
1	Evaluate urban open space opportunities in coordination with City of Raleigh Planning and Development.	X		
2	Identify methods or strategies that bolster current funds for acquisition and development of urban parks, facilities, greenways or programming.	X		
3	Partner with City of Oaks Foundation on parks acquisition and funding in growth areas.	X	On-Going	On-Going

X = The Action Item will start or is currently underway.

Implementation Plan

Growth Centers continued.

Action Items		Timeframe		
Objective C: Create new urban parks and enhance existing parks throughout Growth Centers using proactive planning, partnerships and innovative approaches.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Identify improvements needed and implement enhancements to existing urban parks.	X	On-Going	On-Going
2	Inventory and evaluate access to parks in current and future Growth Centers and potential partnerships.	X	Every 5 Yrs.	Every 5 Yrs.
3	Integrate new park search criteria into transit planning in corridor studies and station areas and focus park planning and acquisition in Growth Centers when opportunities become available.	X	On-Going	On-Going
4	Plan and develop new urban parks in growth areas as needed.	X	On-Going	On-Going
5	Identify and emphasize urban parks that preserve, protect and restore cultural and natural resources.	X	On-Going	On-Going
6	Partner with private organizations and businesses for maintenance of urban parks, spaces and greenways.		X	On-Going
Objective D: Utilize existing and future public transportation centers, greenway trails and pedestrian connections to provide access to parks, recreation and cultural opportunities throughout growth areas and city-wide.				
1	Identify existing and future public access opportunities to existing and future parks, recreation and cultural opportunities and prioritize development or enhancement access opportunities.	X	On-Going	On-Going
Objective E: Capitalize on regional and/or state resources to meet recreation and open space needs.				
1	Identify opportunities to collaborate with State of North Carolina to meet local and city-wide needs for recreation and open spaces.	X	On-Going	On-Going
2	Collaborate with state to develop Dorothea Dix site as a destination park in coordination with Parks Goal 2; Objective D.		X	On-Going



Goal 2: The City of Raleigh will respond to urban lifestyle needs with attractive, flexible, high quality functional urban parks, plazas and open spaces.

Action Items		Timeframe		
Objective A: Develop new standards and sustainability criteria for urban parks, plazas and open spaces that ensure implementation of sustainable community principles.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Develop new standards and sustainability criteria in conjunction with Parks Goal 2: Objective A.	X		
2	Pilot new sustainability technology.	X	On-Going	On-Going
3	Implement new standards, existing urban parks and facilities and jointly plan improvements with the city Public Works Department and city's Planning and Development		X	Annually
4	Seek opportunities for partnerships to enhance urban street tree canopy.		X	On-Going

Growth Centers: Goal 2 Action Items continue on next page.

X = The Action Item will start or is currently underway.



Performance at City Plaza along Fayetteville Street.



Performance at City Plaza along Fayetteville Street.

Chapter Five

Growth Areas: Goal 2 Action Items continued.

Action Items		Timeframe		
Objective B: Enhance existing downtown public spaces to meet urban lifestyles, attract new residents and businesses, and provide accessible recreation programs and opportunities.		Short-term: 1-5 Years	Medium-term: Up to 10 Years	Long-term: 10+ Years
1	Implement Moore Square Master Plan.	X	On-Going	On-Going
2	Identify and assess downtown needs for public spaces and programs and potential partnership opportunities in conjunction with forthcoming Downtown Master Plan.	X	On-Going	On-Going
3	Work with City of Raleigh Planning and Development to implement vision and goals of forthcoming Downtown Master Plan.	X	X	
4	Develop programs and facilities to meet identified needs for downtown and urban lifestyles, recreation, and cultural engagement.		X	On-Going
5	Work with Department of City Planning to encourage civic space development through partnership.		X	On-Going
6	Implement North Park, Capital Blvd./Deveroux Meadows park projects.		X	
7	Continue to inventory vacant or under-used land for potential open space.		X	
8	Strengthen greenway trail connections through downtown Raleigh.	X	On-Going	On-Going
Objective C: Continue to engage the public in the planning and design of innovative urban parks and facilities.				
1	Implement Public Participation for Park Planning Guidelines consistent with Parks Goal 2: Objective B to identify innovative urban park and facility solutions.	X	On-Going	On-Going
2	Development public feedback website tool for planning projects consistent with Parks Goal 2: Objective B.	X	On-Going	On-Going

X = The Action Item will start or is currently underway.

5.1.2 Administrative Responsibilities

Implementing the Action Items identified for each sub-system will require staff and financial resources to fully realize the System Plan's vision, guiding principles and goals and objectives. The following administrative responsibilities focus on customer service and organizational excellence:

- Talent Acquisition
- Technology
- Public Outreach and Marketing
- Safety and Risk Management
- Business Services

Administrative responsibility will need to keep pace with the implementation timeframes of the Action Items and associated capital projects. Key areas of focus for the above categories include:

Talent Acquisition: Training and skill development centered on continued high quality customer service, certification, compliance and staff development goals. Additionally, continued recruitment and retention of a high quality, diverse workforce is essential

Technology: Data creation, management and maintenance in conjunction with increased coordination with partner agencies, along with continued analysis and planning is needed to utilize new technology and data. Innovative use and incorporation of emerging technologies and support of these resources is a priority.

Public Outreach and Marketing: Community outreach, partnerships, promotion of facilities and services, along with engagement with peers are keys to increasing awareness of offerings. Branding and evaluation of media development and deployment are additional priorities.

Safety and Risk Management: Actions include: development of a comprehensive safety and risk management plan; patron, employee, contractor and vendor safety; and prompt responses to environmental concerns and disaster and emergency responses are priorities.

Business Services: Budget and funding development and identification, evaluation of user fees, business practices and policy development that will support the implementation of this System Plan and the 2030 Comprehensive Plan are priorities.

Implementation Plan

5.1.3 Partnerships

The Parks, Recreation and Cultural Resources Department has experienced an increased need to utilize partnerships with other government agencies, non-profits and businesses to provide innovative solutions to a growing list of complex community needs. Chapter 3 also documents the citizen-driven priority to utilize existing and develop new partnerships. Table 78 identifies examples primary partnerships by sub-system for the advancement of Action Items listed in Section 5.1.



*KaBOOM Playground with Volunteers at Peach Road Park.
(Image courtesy KaBOOM!)*

Table 78: Examples of Primary Partnerships by Sub-System

Existing and Potential Partnerships			
Parks	Natural Environments	Greenways	Athletics
Wake County Public School System	Wake County Public School System	Wake County Public School System	Wake County Public School System
City of Raleigh Planning and Development	City of Raleigh Planning and Development	City of Raleigh Planning and Development	City of Raleigh Planning and Development
City of Raleigh Public Works	City of Raleigh Public Works	City of Raleigh Public Works	Greater Raleigh Convention and Visitors Bureau
Wake County	Wake County	Wake County	Wake County
Adjacent Local Governments	Adjacent Local Governments	Adjacent Local Governments	Private Businesses
City of Oaks Foundation	City of Oaks Foundation	City of Oaks Foundation	City of Oaks Foundation
Private Developers	Private Developers	Private Developers	Private Recreation Providers
Private Recreation Providers	Universities and Colleges	Capital Area Metropolitan Planning Organization (CAMPO)	
	State of North Carolina	Public Transit Providers	
	Advocacy Groups	Advocacy Groups	
	Private Schools		

Existing and Potential Partnerships			
Programs and Services	Arts	Historic Resources	Growth Centers
Wake County Public School System	Wake County Public School System	Wake County Public School System	Wake County Public School System
City of Raleigh Public Works	City of Raleigh Planning and Development	City of Raleigh Planning and Development	City of Raleigh Planning and Development
City of Oaks Foundation	State of North Carolina	Greater Raleigh Convention and Visitors Bureau	State of North Carolina
Public Transit Providers	Wake County	Wake County Historic Society	Public Transit Providers
Universities and Colleges	Universities and Colleges	Raleigh Chamber of Commerce	Downtown Raleigh Alliance (DRA)
Local Churches	Local Arts Service Organizations		
Local Activity Centers	Arts Partners and Grantees		
Private Schools			

Chapter Five

Section 5.2 | Funding and Phasing Strategies

5.2 Introduction

The Parks, Recreation and Cultural Resources Department utilizes multiple sources of funding in order to operate, complete capital improvement projects, and administer programming and services. The following are funding and phasing strategies that may be utilized to implement Action Items identified in Section 5.1.

5.2.1 Past Funding

Over the last five years, the Parks, Recreation and Cultural Resources Department has seen General Funding increase by over 10% to approximately \$48.7 million (Table 79). General Funding includes most maintenance and operation costs related to parks, recreation, cultural resources, design and development, facilities and administration. In the last five years the increase in General Funds can be primarily attributed to operating costs associated with construction of new facilities approved in past bond referendums.

Table 79. 2014 General Funding

Division	2014 Funding	% of Total General Funds
Administration	\$3,626,921	7.4%
Arts Office	\$869,123	1.8%
Parks	\$13,652,183	28.0%
Recreation	\$17,586,768	36.1%
Design/Development	\$1,983,144	4.1%
Facilities and Operations	\$11,004,380	22.6%
Total General Fund:	\$48,722,519	

In addition to General Funds, the department earns approximately \$7.5 million in Revolving Funding, which is primarily funded by recreation activity fees that are self-supporting with revenues that equal or exceed expenditures. An additional historic source of funding has been the

Capital Improvement Program (CIP) which includes annual funding and Park Bond funding. Over the last five years the annualized CIP funding has totaled \$14.1 million but has varied significantly from just over \$1 million in 2011 to a high of \$7.5 million in 2014. The last five years have also seen significant funding from the recent Park Bonds approved in 2003 and 2007. In total, \$78.4 million in Park Bonds have been utilized; however, funding has dropped from a high of \$35.4 million in 2010 to a low of \$1.1 million in 2014 as projects have been completed (Table 80) Almost 85% of CIP funding over the last five years has come from Park Bonds.

Table 80: 2014 Capital Funds

Capital Fund Types	2014 Funding	% Change Over Prior 5 Years
Capital Improvements	\$6,487,520	+293.1%
Park Bond Funds	\$1,100,000	-96.7%
Total Capital Funds:	\$7,587,520	

In the last 10 years, citizens of Raleigh have approved two Park Bond packages through voter referendums. In 2003, voters approved a \$47.3 million Park Bond package, which included approximately 35% of funding concentrated in improvements or upgrades to existing facilities and sites, and 65% concentrated on new development and land acquisition. In 2007, voters approved an additional \$88.6 million Park Bond package. Approximately 11% of the 2007 Park Bond projects concentrated on improvements or upgrades to existing facilities or sites, and the remaining 89% funded new development and land acquisition. These two Park Bond packages included a relatively high percentage of new development and land acquisition, which coincided with tremendous physical land growth and population growth for Raleigh.

An additional funding source for the department has been Facility Fees. Facility Fee is an impact fee that is required for all new construction within the corporate limits and the Extra Territorial Planning Jurisdiction within the City of Raleigh. In 2014, the department budgeted \$1.25 million in Facility Fees for capital improvements.

Implementation Plan

5.2.2 Projected Funding

Projected funding will concentrate on current capital improvement estimates in order to directly tie into short-term costs associated with Action Items identified in Section 5.1. The department received one-time funding in 2014 that increased Capital Improvement Program (CIP) funding to over \$7.5 million, which is approximately \$2 million above the projected average five-year annual amount budgeted between 2015-2018. In total, approximately \$27.5 million will be available for CIP funding during this five-year period (Table 81).

Table 81: CIP Funding for Adopted and Proposed Projects 2014-2018

Category	2014 Adopted Funding	Total 5 Year Proposed Funding (2014-18)
Cultural Resources	\$135,000	\$905,000
Facility Improvements	\$2,000,000	\$10,330,000
Greenway System	\$742,520	\$2,077,520
Land Acquisition	\$200,000	\$1,000,000
Park Development	\$2,390,000	\$3,315,000
Plans and Studies	\$565,000	\$2,415,000
Site Improvements	\$1,555,000	\$7,490,000
Total CIP Funded Projects:	\$7,587,520	\$27,532,520

The sources of the CIP Funds, as documented in the Past Funding section, have primarily been from General Funds, Park Bonds and Facility Fees. Together these three sources alone account for 97% of projected funding for CIP projects over 2014-2018 time-period (Table 82).

Revenues collected, as shown in Table 82, will not be sufficient to fund all priority Action Items identified in Section 5.1. As such, additional sources will need to be explored. Historically, General Funds, Facility Fees and Bond Proceeds have provided the majority of funding needed for capital improvements. As the Parks, Recreation and Cultural Resources Department proceeds with analysis of capital improvement, operational and maintenance costs associated with short-term priority Action Items, partnerships will continue to grow in

Table 82: CIP Estimated Revenue Sources 2014-2018

Category	2014 Revenue Estimate	Total 5 Year Revenue Estimate (2014-2018)
Bond Proceeds (previous)	\$1,100,000	\$1,100,000
Transfers from General Funds	\$3,092,520	\$18,437,520
Parks Facility Fee - Open Space	\$1,250,000	\$5,250,000
Facility Fees - Fund Balance	\$2,000,000	\$2,000,000
Transfers from Revolving Fund	\$100,000	\$500,000
Interest Income	\$45,000	\$245,000
Total Revenues:	\$7,587,520	\$27,532,520

importance. Partnerships, either in the form of additional funding, provision of services or facilities, have increased as a national trend as a reliable but competitive source of support. A successful example of a partnership locally is the City of Oaks Foundation, which has provided a source of support in acquiring natural areas voluntarily from landowners and also assisting with removing cost as a barrier for participation for citizens through the Foundation's 'Give Play' initiative.

Grants have been another traditional source of revenue for many Park and Recreation Departments across the country. In North Carolina, the two main grant sources for most Park and Recreation Departments have been the North Carolina Parks and Recreation Trust Fund (PARTF) and the Federal Land and Water Conservation Fund (LWCF). Both funds provide matching grants to local governments for parks and recreation projects that serve the public. Over the last several years, state and federal funding for both programs have been reduced while the number of communities applying for matching grants has increased, causing competition for a smaller pool of grants to increase significantly. Though these two grant sources have traditionally been reliable, the Raleigh Parks, Recreation and Cultural Resource Department plans to utilize existing and new partnerships to identify additional grant sources. Many of the Action Items identified in Section 5.1 will provide additional information and data that will be leveraged to seek new funding sources through grants and support from partners.

Chapter Five

5.2.3 Phasing Strategies

Implementation of the Action Items identified in Section 5.1 will required on-going detailed planning. Phasing of Actions Items rely on three primary factors: priority level; available funding; and responsible party(ies). All three factors must be monitored and continuously evaluated. This section will concentrate on identifying priority capital implementation projects that advance short-term Action Items, while the department assesses operating impacts.

In addition to the capital implementation projects, it is recommended that the Department quantify system-wide deferred maintenance costs and prioritize needs. The Raleigh Parks, Recreation and Cultural Resources System is an aging one where the average facility is over 38 years old, and an average swimming pool is over 26 years old. Deferred maintenance is a short-term solution to immediate financial needs, and long-term deferment can lead to system failures that can be greater than the deferred cost savings.

Three categories have been established for the completion of individual Action Items; short-term (1-5 year priority actions); medium-term (up to 10 years); and long-term (over 10 years before completion). This section focuses on the short-term or highest priority Action Items that are to be undertaken in the next five years. Action Items in the short-term category focus on publicly identified system priorities such as:

- Maintain and enhance existing parks, greenways and facilities;
- Equitable distribution of small, neighborhood parks with connections to sidewalks and greenways within one-mile of each resident;
- Better greenway connectivity to neighborhoods with hierarchy of types and functions, enhanced wayfinding and amenities;
- Focus on improving or reinvigorating existing facilities (athletic fields, tennis), greenways and parks;
- Develop new urban lifestyle-based parks and greenway connections;
- Additional playground options such as natural and barrier-free playgrounds, and for younger age groups;
- Improvements to aquatic facilities; and

- Improve athletic facilities to meet the needs for quality of residents and enhance awareness of programs offered by city.

Priority projects have been identified with public input that reflect citizens' needs, as well as, department staff capital improvements analysis of park sites, facilities, greenway and other infrastructure needs. Priority capital improvement projects have been grouped into four categories: Park and Facility Improvements; Cultural Resources; Greenways; and Land Acquisition and Development shown in Table 80.

Table 80: Proposed Capital Implementation Projects

Park and Facility Implementation Projects	
Project	Estimated Cost
Brentwood Neighborhood Center and Park	\$2,000,000
Apollo Heights Neighborhood Center and Park	\$600,000
Kiwanis Neighborhood Center and Park	\$700,000
Eastgate Neighborhood Center and Park	\$600,000
John Chavis Memorial Park	\$12,500,000
Walnut Creek Athletic Complex Improvements	\$5,000,000
Walnut Creek Wetland Park Improvements	\$1,000,000
Moore Square Improvements	\$15,000,000
System-wide ADA Improvements	\$2,000,000
Aquatic Facilities Improvements	\$8,000,000
Building System Upgrades	\$2,025,000
Sport and Outdoor Site Lighting Upgrades	\$4,000,000
Playground Upgrades and Replacement	\$2,500,000
Shelley Lake Comfort Station	\$500,000
Cultural Resources Projects	
Historic Site Improvements	\$1,500,000
New Pullen Art Center	\$6,000,000
Greenway Projects	
Miscellaneous Greenway Improvements	\$7,200,000
Neighborhood and Community Connections	\$1,000,000
Trenton Road Greenway Trail	\$1,000,000
Lassiter Mill/ Allegheny Trail Improvements	\$2,000,000
Crabtree Creek Connection to Umstead State Park	\$4,400,000
Land Acquisition and Development	
Land Acquisition	\$10,000,000
Baileywick Community Center (new)	\$12,000,000
Lineberry Neighborhood Park	\$1,250,000
Capital Blvd. (Devereux Meadows & North Blvd Park)	\$2,000,000
Perry Creek (Joint with WCPSS)	\$2,000,000
Total:	\$106,775,000

2014 Cost Estimates

Implementation Plan

Section 5.3 | Priority Next Steps

5.3 Introduction

A number of short-term Action Items identified in Section 5.1 are currently being conducted by the Parks, Recreation and Cultural Resources Department. These projects include the development of additional criteria and planning initiatives that will have system-wide impacts and help in the implementation of other short-term Action Items. The following section provides a brief overview of these priority next step projects.

5.3.1 Level of Service Criteria

Historically, the City of Raleigh has acquired and planned parks and recreation facilities according to the National Recreation and Parks Association's (NRPA) Level of Service (LOS) Standard. The purpose of this standard is to assure 'equal opportunity to share in the basic menu of services implicit in the standard.' The continuation of this theme has been heard throughout the public input of the System Plan process. Citizens are asking for experiences inherent to parks, recreation and cultural resources to be provided equitably across the city. Following the NRPA standard, there are five measures available to evaluate the provision of these equal opportunities or experiences and include:

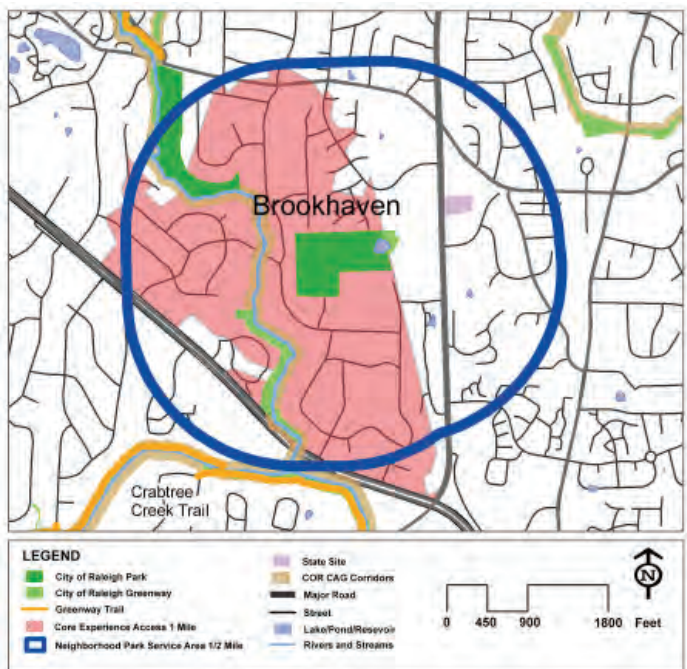
- Acres per population,
- Facilities per population,
- Quality of the facilities,
- Availability of programs,
- Access distance or travel time.

The City of Raleigh has used the first four measurements listed above to determine locations of parks, recreation and cultural resources needs. These four measurements have been guided by the State Comprehensive Outdoor Recreation Plan (SCORP), the 2030 Comprehensive Plan for the City of Raleigh, 2004 Parks Plan, program surveys and evaluations and facility evaluations. The city has also used the NRPA guidelines for park classifications to determine the appropriate number of parks the city should

provide based on population estimates, minimum park size standards, and types of facilities that best fit a specific park type. Using these measurements allows the City of Raleigh to meet the NRPA guidelines and State standards to provide a certain number of facilities based on population figures. While these measurement techniques help ensure a commitment to park land and facilities as the city develops, they have shortcomings. Equitable access to inherent experiences expected by citizens is not measured with these techniques.

For this, the fifth measurement technique, access distance or travel time, can help progress the simple idea that every citizen should be able to access an inherent park, recreation or cultural experience within similar walking, bicycling, and/or driving distance. This type of evaluation was conducted in Section 3.7, but has not traditionally been used by the city. With the advent of Geographical Information System (GIS) tools, the city is now able to evaluate how citizens can access facilities and programs to enjoy in park, recreation and cultural experiences, see Map Y. By using these evaluation tools together, the city will be able to respond and be flexible enough to accommodate changing lifestyles, inclusive and comprehensive in determining needs, and responsive to balancing experiences and innovative solutions based on context.

Map Y: Access Level of Service for Brookhaven Park



Chapter Five

Implementation of a new Level of Service criteria based on desired experiences will include additional refinement of activities and experiences based on public input and further analysis. Using the public input and analysis from the System Plan, the Department is developing new gap analysis and search area models to determine areas of need within the parks, recreation and cultural resources system. Using this new Level of Service will require the department to review and update its existing Facility Fee Policy as identified in the Parks Sub-system Strategic Plan.

5.3.2 Experience-Based System

The benefit of an experience-based system is the ability to remain flexible and provide better service to the community. As a priority identified by citizens, a set of inherent park, recreation and cultural experiences have been identified that the city will prioritize equal access to for all citizens. These experiences are grouped into two categories: core neighborhood; and area-wide. Furthermore, the area-wide experiences and activities are grouped into two types: 'at-will;' or programmed. Programmed activities are traditional types of recreation that are scheduled at specific times and for specific activities. At-will activities encompass activities that can be done at the user's will. People are increasingly interested in activities such as walking or biking that do not require them to meet an exact schedule or to be coordinated with large numbers of people.

Once gaps and areas of need are identified using the new Level of Service Criteria, the department will conduct further analyses to determine if needs can be fulfilled through reinvestment in the existing system or through partnerships. If neither is available, then the department may look to acquire new property to provide identified experiences. At this first step, only city-owned facilities or operated programs are included as accuracy and availability of data for other agencies and private providers is unreliable. Future efforts will focus on working with other agencies to include county, state and other providers in the criteria.

Distance or travel time standards are best based on development patterns, street networks, bicycle/pedestrian networks, and demographics in the community. As part of this first step, a travel distance of one mile for core neighborhood-

based experiences will be evaluated. This distance is based on survey results and public input from community meetings and the System Plan website in which the majority of respondents indicated a preferred travel distance of between 1/2 mile and one mile. Department staff has identified preliminary activities, based on public input during the System Plan, which will be provided equally throughout the city. The activities included in the core neighborhood-based experiences are all 'at-will' activities such as:

- Sitting outside, reading, contemplating, meeting friends (socializing);
- Going to a playground;
- Informal open play (may include an open lawn); and
- Walking or riding a bike in a park or on a greenway trail.

Evaluation of these core neighborhood-based experiences have been completed using the above criteria. **Map Z: Core-Experience Access Service Areas**, includes a combination of all four experiences, as well as, traditional 1/2-mile neighborhood park service area boundaries. The map shows that through this analysis technique, a truer service area can be identified for experiences because an experience is not tied to a single park type.

Preliminary area-wide experiences have been identified through the same means as core neighborhood-based experiences. Unlike the neighborhood-based experiences that are evaluated using a single travel distance of one mile, area-wide experiences will use a range of distances based on the type of amenity. This range may be from one to five miles. Preliminary area-wide experiences include:

At-will Activities:

- Playing on an athletic field or court;
- Enjoying the outdoors or nature;
- Swimming in a public pool or aquatic recreation;
- River and lake-related activities;
- Exercising;
- Enjoying cultural opportunities.

Programmed Activities:

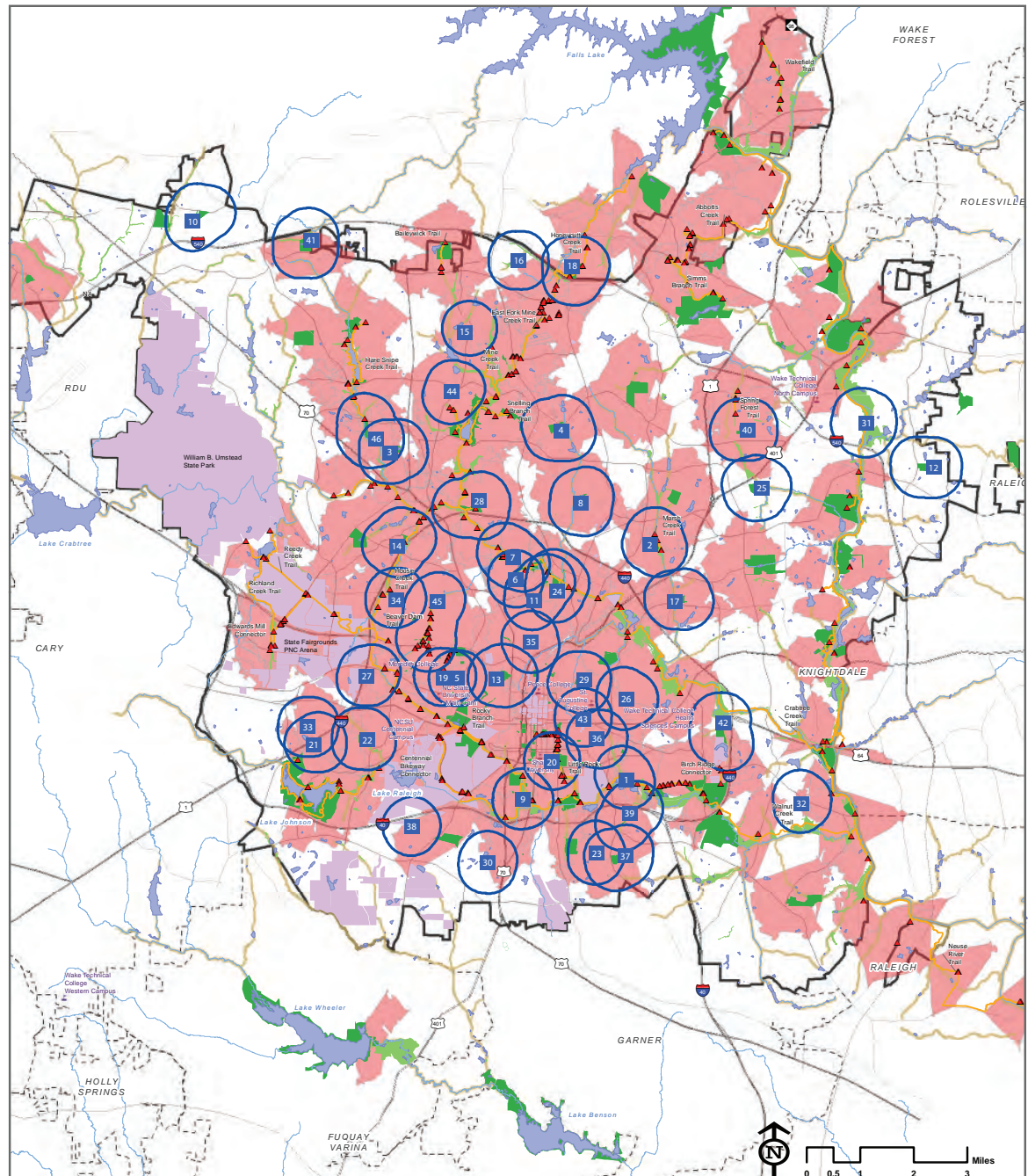
- | | |
|-----------------------------|-------------------|
| • Adventure | • Fitness |
| • Aquatics | • Nature |
| • Arts | • Social Programs |
| • Athletics/ Teams/ Leagues | • Programs |
| • Educational Programs | • Sports/ Tennis |

Implementation Plan

Map Z. Core Experience Access Service Areas

Park Name

1. Apollo Heights
2. Brentwood
3. Brookhaven
4. Cedar Hills
5. Chamberlain
6. Charlotte H. Green
7. Drewry Hills
8. Eastgate
9. Eliza Pool
10. Erinsbrook Drive Property
11. Fallon
12. Forestville Road Property
13. Fred Fletcher
14. Glen Eden
15. Greystone Recreation Center
16. Highhill Road Property
17. Hill Street
18. Honeycutt
19. Isabella Cannon
20. John P. Top Greene
21. Kaplan
22. Kentwood
23. Kingwood Forest
24. Kiwanis
25. Kyle Drive Property
26. Longview
27. Method
28. North Hills
29. Oakwood
30. Peach Road
31. Perry Creek Road Property
32. Poole Road Property
33. Powell Drive
34. Ridge Road
35. Roanoke
36. Roberts
37. Sanderford Road
38. Sierra Drive Property
39. Southgate
40. Spring Forest Road
41. Strickland
42. Sunnysbrook Road Property
43. Tarboro Road
44. Williams
45. Windemere Beaver Dam
46. Wooten Meadows



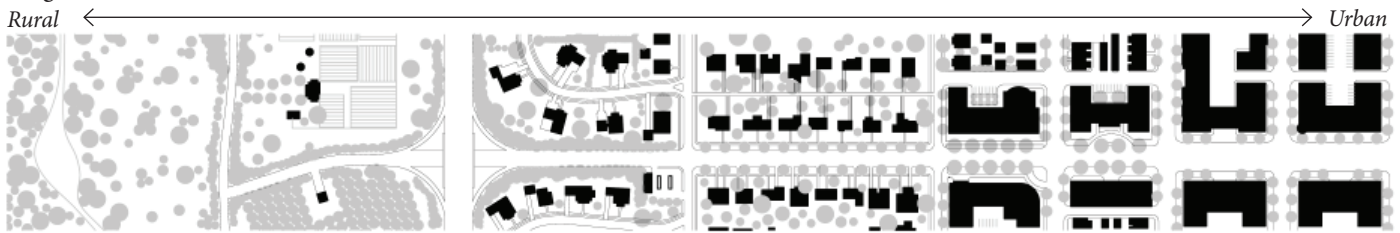
LEGEND

- | | | | |
|--|---|---|---|
| ■ City of Raleigh Park | ■ State Site | □ Raleigh ETJ | — Major Road |
| ■ City of Raleigh Greenway | ■ COR CAG Corridors | □ Jurisdiction | — Proposed Major Road |
| — Greenway Trail | ■ Lake/Pond/Reservoir | ▲ Greenway Trailheads | — Street |
| ■ Core Experience Access 1 Mile | — Rivers and Streams | | — Proposed Street |
| □ Neighborhood Park Service Area 1/2 Mile | | | |

GIS data provided by the City of Raleigh Parks, Recreation and Cultural Resources Department

Chapter Five

Diagram 4. Transect



5.3.3 Lifestyle-Based Assessment

As the population continues to increase and growth centers continue to develop, the department will evaluate LOS using a “lifestyle-based” assessment. The lifestyle-based assessment responds to the “Transect”, a model for planning developed by Duany Plater-Zyberk & Company that illustrates the differences in form and character of a community as it transitions from the urban core to the rural countryside (Diagram 4). Parks, recreation and cultural needs and facilities also vary based on their locations, and future LOS criteria will reflect these differences.

Diagram 4 illustrates the transition between urban core to rural conditions and is comparable to existing an planned future land uses throughout Raleigh. As an example, consider residents’ need for a playground for their kids. In an urban area (right-side of diagram) such as downtown Raleigh, the response to this need may be the construction of a new playground at an existing church or school, or as a single amenity on a small vacant lot. In a suburban environment (middle of diagram), where land is more available and affordable, the playground may be constructed in conjunction with other amenities as part of a larger park. Finally, in a rural area (left side of diagram) the need may be met at a larger regional park or at a civic association site. Application of this planning tool allows for greater responsiveness to the unique lifestyle needs of urbanizing areas.

5.3.4 Capital Area Greenway Planning and Design Guide

The city believes a well-designed greenway system should provide recreation and social opportunities, environmental enhancement, and transportation options. The trail system should also be accessible to users of all types and meet their needs. To achieve these goals, the City of Raleigh is

developing the Capital Area Greenway Trail Planning and Design Guide. All facets of trail design are included in this document and will incorporate the best multi-use trail information and resources available into the local context of the Capital Area Greenway System.

5.3.5 Raleigh Arts Plan

The city will engage the community to develop a roadmap for programmatic, operational and financial strategies to advance Raleigh towards becoming ‘The Southern Capital of Arts and Culture.’ Based on assessment of current arts assets, stakeholder participation, community vision and Raleigh’s unique opportunities as one of the fastest growing, most desirable communities in the country, the Raleigh Arts Plan will present a portfolio of flexible strategies to advance the realization of our arts community. The Raleigh Arts Plan will be a 12-month process that plans to kick-off in summer 2014.

5.3.6 Conclusion

Priority next steps currently being completed by Department staff will help in the successful completion of Strategic Plan Action Items, but more importantly, the advancement of the citizens’ vision for the Parks, Recreation and Cultural Resources system. Though many next step items are planning-oriented, in order to efficiently enhance existing and develop new facilities that meet citizens changing needs, innovative solutions are required. The most important next step is the movement by the Department to an on-going evaluation of providing experiences inherent of parks, recreation and cultural resources rather than a static snapshot of the number of facilities and acreage provided.

Implementation Plan

Section 5.4 | Summary of Implementation Plan

5.4 Summary

Strategic Plan

At the center of the Implementation Plan is a ‘living’ Strategic Plan that concentrates on the implementation of the vision, goals and objectives, and guiding principles through four critical components: action items; establishment of timeframes for implementation; identification of partnerships; and projection of short-term capital costs. Individual action items are tied to public input gathered and documented throughout the needs and priorities assessment (Chapter 3).

In addition to the eight Sub-Systems’ action items, certain administrative responsibilities are required in order to fully implement each action. These administrative responsibilities focus on customer service and organizational excellence included in the following categories:

- Talent Acquisition
- Technology
- Public Outreach and Marketing
- Safety and Risk Management
- Business Services

The Parks, Recreation and Cultural Resources Department has experienced an increased need to partner with other government agencies, non-profits and businesses to provide innovative solutions to a growing list of needs. The Department will continue to work with existing partners and seek appropriate new partners to help fulfill needs.

Funding and Phasing Strategies

Historically, the Department has relied on a combination of funding from the city’s General Fund, Park Facility Fee (a type of impact fee) and Park Bond proceeds to fund the majority of capital improvement projects undertaken. With the largest portion, the bond proceeds, nearing completion, the Department will need to seek additional funding sources and support in order to keep up with growth and address unmet needs of the existing system.

Implementation of the action items identified in Section 5.1 will require on-going detailed planning of three primary factors: priority level; available funding; and responsible party(ies). All three factors must be monitored and continuously evaluated. In addition to new capital improvement projects, it is recommended that the Department quantify deferred maintenance costs and prioritize needs.

Three categories have been established for the completion of individual action items; short-term (1-5 year priority actions); medium-term (up to 10 years); and long-term (over 10 years before completion). Priority projects have been identified with public input that reflect citizens’ needs, as well as, department staff capital improvements analysis of park sites, facilities, greenway and other infrastructure needs. Each priority project advances a Strategic Plan action item with a short-term timeframe.

Priority Next Steps

As direct actions requested through public input, a number of short-term Action Items are in progress by the Parks, Recreation and Cultural Resources Department. These projects include the development of additional criteria and planning initiatives that will have system-wide impacts and help in the implementation of other short-term Action Items. More importantly, these next steps will advance the citizens’ vision for the Parks, Recreation and Cultural Resources system.

Many next step items are planning-oriented; however, in order to enhance existing and develop new facilities that meet citizens’ changing needs, innovative solutions are required. The most important next step is the movement by the Department to an on-going evaluation of providing experiences inherent to parks, recreation and cultural resources rather than a static snapshot of the number of facilities and acreage provided. These critical projects increase the department’s knowledge of the overall system while ensuring citizens’ needs and priorities are met and the City of Raleigh remains one of the most livable, family-friendly in the nation.

