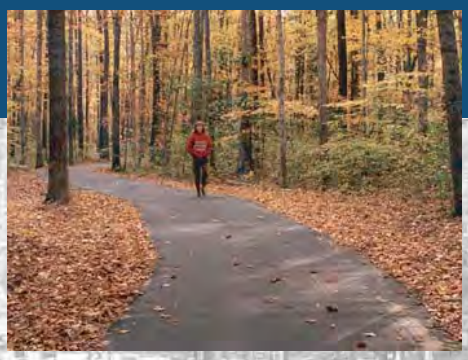

Volume III
of the
Town of Cary
Comprehensive
Plan

DECEMBER, 2003

Parks, Recreation and Cultural Resources Facilities Master Plan

Town of Cary, North Carolina

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of the
Town of Cary
Comprehensive
Plan

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Town of Cary, North Carolina

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Chapter 1: Executive Summary

THE COMMUNITY

As the Town of Cary experienced rapid growth and development in the 1990's and its parks and recreation system evolved into a regional benchmark, its residents have enjoyed an ever-improving quality of life. With a thriving economy, a stable and professional employment base, and high quality facilities provided to residents, Cary became a prime destination community for those relocating to the Triangle area.

Cary's population has also seen both a broadening in its age representations (particularly in the number of residents over the age of 65) and in the racial and ethnic diversity of the population. These changes combine to make Cary an even more exciting place to live, but also represent a challenge to the Parks, Recreation and Cultural Resources department as it strives to provide high-quality facilities, programs and services to all residents.

THE MASTER PLAN VISION

The Cary Parks, Recreation and Cultural Resources Facilities Master Plan represents a bold commitment by the Town to fully embrace environmental stewardship and to greatly expand the Town's focus on expanding high-quality cultural arts opportunities for its citizens. This Plan charts a course for providing a balanced system of cultural arts, active recreation, passive recreation and conservation facilities to all residents. This Plan recognizes current needs within the Town and allows for the flexibility to incorporate future facilities that will address trends and the needs of residents as the Town grows. This plan also reflects the commitment by the Town to preserve significant portions of land within the Town limits as it strives to a greater level of environmental stewardship.

Another distinguishing factor of this plan is its dedication to producing an integrated vision that includes both Parks and Recreation *and* Cultural Arts facilities.

For the sake of this plan, any references to "cultural arts" in Cary are intended to include but not be limited to the fine visual and performing arts. While it includes painting and sculpture at museums and galleries, classical music in concert halls, and theatre and dance performances of all kinds, it also encompasses Cary's history and heritage, the built environment, and cultural expressions such as folk music, jazz, gospel, craft, folk art, and others. Further, it includes performance and exhibition as well as class instruction and individual participation in these disciplines.

The Town recognizes the vital role that Cultural Arts facilities and programs play in the lives of residents and by integrating these facilities within parks or by connecting them to neighborhoods, shopping areas and other key community locations they become much more visible and accessible to all.

To achieve a balanced system of parks, recreation and cultural resources, eight specific goals have been set. These goals, and the objectives that define ways in which the goals can be met, are explained in Chapter 2.

THE MASTER PLAN PROCESS

The process by which this Master Plan was developed was designed to follow much of the process of the 1998 Master Plan. This will allow comparisons to be drawn, progress recognized, and momentum maintained.

Public input:

- A core group of Town Staff guided the project process and provided the necessary data to generate analyses
- The Master Plan Steering Committee provided review and vital input regarding all aspects of the project on behalf of the public
- A Recreation and Cultural Participation Preference Survey was created and sent to 5000 Cary households. This survey was modeled after the survey instrument used in the 1998 Master Plan to allow for comparison of community preferences over time
- Focus Group meetings were held with interested representatives of the Town staff as well as cultural arts, athletics, and greenway organizations
- A series of Community Involvement Meetings were held to provide project updates and to solicit input from the public at-large. These meetings were interactive in nature and residents were encouraged to participate in focused discussion stations or questionnaires to provide their input

EXISTING CONDITIONS

Parks, recreation and cultural resource facilities within Cary are currently categorized within six classifications that set forth specific size, service and character goals.

Mini Parks

Four Mini Parks, are the smallest class maintained by the Town. In the past five years, the Town has not had the intention of expanding their role in the system. All four Mini Parks are located within the Maynard Loop, the oldest developed area of Cary. Two parks include a basketball court and small playground while the other two serve as urban open space for the surrounding neighborhood. Existing Mini Parks range from under ½ acre to just over 1-1/2 acres.

Neighborhood Parks

Eleven Neighborhood Parks serve much of the recreational needs of residents within a one-mile radius. These parks often include playgrounds, soccer or multi-purpose fields and walking trails. Neighborhood Parks typically serve the passive recreational and informal active recreational needs of the community. Neighborhood Parks currently are recommended to range in size from 10-20 acres with the current average size being just under 13 acres.

Community Parks

Four Community Parks serve many of the active recreational needs and special interests of residents. These parks are typically accessed via roadways, but they also serve as Neighborhood Parks for those residents in surrounding neighborhoods. Community Parks serve residents within a two-mile radius and are currently recommended to range from 25-100 acres. Community Parks are typically accessed by car, and offer a broader mix of active and programmed recreational activities. These activities typically include picnic shelters and tables, basketball courts, baseball/softball fields, trails, playgrounds, tennis and volleyball courts and open space for free play.

Metro Parks

One Metro Park, Bond Park, is designed to serve the needs of the entire community. This park houses a broad mix of active and passive recreation opportunities, community and senior centers and offers extensive natural areas and a recreational lake. Encompassing 274 acres, Bond Park is one of the largest municipal parks in all of Wake County and is the most heavily used facility within Cary's parks and recreation system. With Bond Lake and its 4.2 miles of internal trails, Bond Park is an outstanding community asset and a model for large urban park development.

Greenways

Within the current Greenway system, most lands follow stream corridors and serve vital environmental protection functions such as water quality improvement and habitat conservation. Greenways may also include trails for recreation, alternate transportation, and linking park facilities. The Town of Cary began constructing greenways in 1980. Between 1980 and 1998, the Town constructed 11 miles of greenways. In 1998, greenways were a popular recreation amenity, but the system was too limited and fragmented to serve growing interests and demands. Responding to these interests and demands, the Town's 1998 Parks, Greenways and Bikeways Master Plan proposed that 69 miles of new greenways be added to the system. The Town has followed this plan by initiating construction projects totaling 31 miles of new greenways and preparing budget projections for an additional 15 miles within the 10-year Capital Improvement Plan. Further, the Town's updated Transportation Plan introduced new opportunities for Multi-Use trails which both extend the trail system and provide valuable connections between greenways. In addition to this progress, new development and planning initiatives such as the Northwest Area Plan had, by 2002, significantly expanded the proposed extent of the greenway system.

Special Use Facilities

Special Use Facilities serve as a broad classification that includes historic/cultural centers, specialized recreation facilities and outdoor education centers. These facilities are often stand-alone facilities that offer a very focused set of recreational or cultural opportunities. Current Special Use Facilities include:

- Bond Park Boathouse
- Bond Park Community Center
- Sertoma Amphitheatre at Bond Park
- Herb Young Community Center
- Middle Creek Community Center
- Green Hope Elementary School/Park
- Cary Tennis Center
- Amphitheatre at Regency Park
- Senior Center
- Page-Walker Arts & History Center
- Jordan Hall Arts Center
- Stevens Nature Center at Hemlock Bluffs Nature Preserve
- Sk8-Cary

Cultural Arts Facilities

There are few dedicated cultural arts facilities in the Town of Cary, all of which are classified as Special Use Facilities. They include Page-Walker, the Amphitheatre at Regency Park, Jordan Hall, and Sertoma Amphitheatre. However there are many other Special Use Facilities that are used for cultural arts classes, performances, and exhibitions. These spaces, which include the bulk of those listed above, while usable, were not designed with such usages in mind and are thus only marginally suitable for these activities.

Even with the use of these spaces, however, there is a severe shortage of classroom, performance, and exhibition space. In addition, there is a lack of space for studio use, rehearsal, storage, set-building, and for administrative use and meetings.

It should be noted that the Town's Division of Cultural Arts has an active festival program

(including Lazy Days in August in downtown Cary and Spring Days at Bond Park). While these events are not facility-based, they can be significantly enhanced through the addition of more appropriate facilities, both in the downtown and at Bond Park.

FACILITY NEEDS

Chapter 6 of this Master Plan defines the cultural and recreation needs of Cary residents. These needs are explained in terms of latent demand and needed Level of Service (LOS) for Parks, Greenways, School Parks and Cultural Arts facilities.

Parks and Recreation

The base upon which parks and recreation facility needs determinations have been compiled are the data generated by the Recreation Participation Preference Survey. These data, in combination with staff and community input, allow an accurate measure of current demand for park, recreation and cultural arts facilities. The difference in percentage between the interest in participating in a given activity and the actual current participation is called the unmet demand. Unmet demand is used to determine the Level of Service (LOS). LOS is a target or goal that is expressed in either acres of parks and/or numbers of facilities (i.e. tennis courts, picnic tables etc.) per 1000 residents. LOS is calculated based on analysis of existing facilities, unmet demand and census-based population projections. The LOS standards recommended are included in the table below and descriptions of the unmet demand and LOS for park, recreational and cultural arts facilities can be found in Chapter 6.

Table 1.1

Park Type	*LOS (Acres/1000)*
Neighborhood	2.2
Community	2.1
Metro	3.2

It is important to note that facilities including Special Use Facilities, School Parks, Greenways and other Conservation Areas, and Cultural Arts facilities do not have assigned LOS acreages associated with them. There is no direct correlation between population growth and quantity, type, character or availability of facilities. Specific recommendations for these types of facilities are included in subsequent chapters. These recommendations address foreseeable needs within the time horizon of this study. Needs may change over time in response to community input.

School Parks

Eighteen school sites were inventoried as part of this study. Sites were individually evaluated for their potential to improve and/or expand recreation facilities for use as a public park site. In addition to the physical characteristics of each site, the location of the school was considered in terms of its potential to meet recreation needs in areas currently under-served by public parks. This location aspect of each school's site analysis was a significant factor in the selection of school sites for proposed development. Even though school sites offer limited potential for public park development, utilization of these resources, managed with respect to the needs of the schools, can be a positive, beneficial arrangement.

Nine of the most promising school sites were selected for more detailed study. Sketch plans were developed to illustrate potential improvements for these nine sites.

Greenways

The Greenways facility needs analysis has served to evaluate and reaffirm key objectives and routes, identify opportunities arising from changed conditions and perspectives, and establish a framework that can be used to recommend modifications and priorities. The 1998 Plan had identified a strong preference for off-road bicycle and pedestrian recreation facilities and the potential for Greenways as alternative transportation routes. However, the fragmented distribution and lack of connectivity had thwarted the system's ability to serve alternative transportation between origins and destinations.

This analysis recognizes that public demand, heightened awareness, new opportunities, the pace of change and the sheer magnitude of expansion within the Town has required a level of response that exceeds the scope of the 1998 plan. Chapter 6 reaffirms and expands key objectives, specifically identifying shortcomings in the system. The recommendations in Chapter 8 provide solutions of sufficient scope and flexibility to guide acquisition and construction while taking advantage of previously unforeseen opportunities.

Cultural Arts

The cultural arts facility analysis had two components. First, a physical review was conducted of all Town facilities that are used for cultural arts. Second, a series of meetings and focus groups were held with cultural arts facility users to ascertain their current and future needs and priorities.

It must be understood that, for the cultural arts in Cary, no baseline has been established. So one purpose of this methodology was to provide that baseline and to offer an understanding of existing conditions as well as the interests, needs, and priorities of existing user groups. A wide range of interested residents were engaged, ranging from fine artists in theatre, visual arts, dance, and music to residents who represented the many ethnic traditions living in Cary.

Because the Town of Cary is situated in the midst of a rich cultural environment with a wealth of cultural assets, much thought was given to defining the need for facilities in Cary. Assessing the priority of regional versus local facilities and facilities centralized or distributed within Cary were explored in depth.

It is worthy of note that research indicates Cary is the largest municipality in North Carolina that does not have a municipal auditorium available for residents.

The facility recommendations detailed in Chapter 9 offer a synthesis of the needs defined by residents and suggest a balance that integrates cultural arts more equitably into the mix of program and facilities of the Department.

PARKS AND RECREATION FACILITIES RECOMMENDATIONS

The recommendations represent a proactive, comprehensive, yet flexible set of intentions to continue to develop outstanding parks, recreation, and cultural arts facilities for the citizens of Cary.

Further, the Town of Cary has fully embraced the concept of environmental stewardship as illustrated by the following:

- Conservation Areas will be delineated from existing and proposed parklands as part of the Master Planning process for each unit.
- Environmental Stewardship plans will be developed for each Conservation Area.
- Sustainable design principles will be utilized for the development of each park unit.
- The natural and cultural resources expertise within the Parks, Recreation and Cultural Resources Department will be augmented in order to enable stewardship plans to be created and Conservation Areas to be properly interpreted, managed and maintained.
- Natural and cultural resources interpretation and environmental education programming will be enhanced.

Based upon the conservation and stewardship initiatives and the needs identified in Chapter 6, recommendations for Parks and Recreation Facilities, School Parks, Greenways and Cultural Arts facilities are presented in Chapters 7 and 8.

Recommendations for park facilities in Cary extend to both the upgrading of some current facilities to better serve the community and new facilities that will serve areas of the community that are currently not well served. Recommendations are also made for the equitable distribution of park facilities in Chapter 7. This distribution is based on projected population, LOS, and services area goals.

This Master Plan honors the intent of the Town of Cary Open Space and Historic Resources Plan of 2001, but calls for a modification of the Land Class Categories as follows:

Conservations Areas:
- Preserves
- Natural Areas
- Greenway Corridors

Parks and Recreation Areas:
- Mini Parks
- Neighborhood Parks
- Community Parks
- Metro Parks
- Multi-Use Trail System
- Special Use Facilities
- School Parks
- Greenways

Each of the Park Classifications is summarized as follows.

Mini Parks

Mini Parks, while not recommended to be pursued for further development in the 1998 Plan, are now recommended to serve the community within the Maynard Loop. Mini Parks are intended to serve residents in this highly developed area within ½ mile and to provide recreational facilities such as playgrounds, sport courts and open free-play areas. Mini Parks will not be tied to a specific LOS goal, but are recommended to be located to provide equitable distribution within the Maynard Loop. Four Mini Parks currently serve the core of Cary; the addition of four Mini Parks within the Maynard Loop is recommended to meet the proximity service area goals identified.

Neighborhood Parks

It is recommended that Neighborhood Park facilities be located within one-mile of each resident's home or workplace. Further, through recommendations that promote variation, flexibility, and optimal use of each park site in combination with unique and complementary development of adjacent parks, residents will be provided a broad range of recreational opportunities within close proximity of their home or workplace.

Once the facility improvements are implemented for three School Parks in particular (i.e. Briarcliff Elementary, East Cary Middle, and Farmington Woods Elementary), they will be recognized as Neighborhood Parks.

A total of 11 Neighborhood Parks are currently available; upgrades of three School Parks and the addition of 15 Neighborhood Parks by 2020 will yield a total of 26 and satisfy the projected LOS needs.

Community Parks

Community Parks are recommended to continue to serve residents within a two-mile radius. Community Parks are intended to serve the active recreational needs of residents and offer the best opportunities for the Town to create distinctive facilities that respond to recreational trends or unique community needs. For example, in order to meet community demand for dog parks, three pet exercise areas are recommended to be developed within Community Parks at well-distributed locations across the community. Community Parks range in size from 25 to 100 acres and should be considered as key locations for the development of Special Use Facilities such as Community Centers or Cultural Arts facilities.

There are currently four Community Parks (both Middle Creek and Thomas Brooks Community Parks will likely be upgraded to the level of Metro Parks, leaving two); with the addition of five new Community Parks, a total of seven Community Parks will be in active use by 2020 to accommodate anticipated population growth and associated Community Park needs.

Metro Parks

Future Metro Park developments are recommended to focus on providing unique, high-quality recreational and cultural arts opportunities for the entire community. Currently Bond Park is seen as a benchmark

facility within the region and new facilities should be developed to this level or greater. While Metro Parks serve the entire community, new facilities should be considered in the northwest and southeast portions of the Town to ensure equitable distribution across the community.

There is currently one Metro Park, Bond Park. A total of four Metro Parks are needed by 2020 in order to meet anticipated LOS. Middle Creek and Thomas Brooks Community Parks will likely be upgraded to serve as a Metro Park. A potential Metro Park site at Jordan Lake was evaluated during the planning process, however, the actual location of this future Metro Park will need to be determined as the Town grows and its recreational needs continue to be evaluated.

Special Use Facilities

Special Use Facilities are areas dedicated to one specific use and serve the entire community. Previously, this had been more narrowly conceived as predominantly focused on recreation. This plan calls for a much broader and inclusive application that encourages the development of cultural arts facilities such as a performing arts center in addition to new recreational opportunities such as an aquatic center and potentially a golf course (currently in Phase 2 of a feasibility study). It is anticipated that four centers will be developed by 2020, one in each of the three Community Parks recommended. These are intended to be national models for state of the art community centers.

Proposed LOS for each park type and facilities per park guidelines are also identified in Chapter 7. A summary of new parks recommended to meet the 2020 LOS goals are contained in tables 1.2 and 1.3 below.

Unique Recreational Facilities

Unique recreation facilities include those facilities for which demand has been expressed but will not be included on a regular basis. These facilities include: water recreation, horse back riding, skateboarding, disc golf, pet exercise areas, and performance stages. Recommendations for these facilities can be found in the Facilities Per Park Standards in Chapter 7.

Table 1.2

		Parks Needed					
Park Type	***Existing Parks***	***2002***	***2010***	***2015***	***2020***	***Total Parks Needed***	***Total Parks***
Mini	4	0	2	2	0	4	8
Neighborhood	11	2	4*	5	4	15	26
Community	4	0	2	2	1	5	7**
Metro	1	0	0	2**	1	3	4**

* Number includes upgrading of three School Parks for use as Neighborhood Parks.
** Numbers reflect upgrading of Middle Creek and Thomas Brooks Community Parks to Metro Park status.

Table 1.3

Park Type	***Total New Parks Needed***	***New Developed Acreage to meet 2002 LOS goals***	***New parks already designated***	***Existing Acres currently available for development***	***Additional Parks to be identified and acquired***	***Addl. Acres of Acquisition & Development Needed***
Mini	4		0			1-5
Neighborhood	15	244.6	8	115	7	129.6
Community	5	241.1	4	260	1	(18.9)*
Metro	3**	173.5	2**	0	1	173.5

* While the Town has a surplus of land acreage available for Community Park development, not all of the existing acreage will be able to be used for new Community Parks as the acreage is not well distributed geographically or in contiguous parcels of suitable size.
** Numbers reflect upgrading of Middle Creek and Thomas Brooks Community Parks to Metro Park status.

School Parks

The concept of School Parks recognizes the great potential for collaboration between the Town and Wake County Schools.

Nine school sites were selected for development studies after an extensive inventory and analysis of both their physical development potential and the potential their location offered to serve recreation needs in areas less adequately served by public parks. Sketch plan studies were prepared to illustrate how each school site could be modified to serve as a school-park facility and are included in Chapter 7.

While each school site presented different opportunities, six principles were applied to each site, as outlined below:

- Seek efficient use of existing spaces and suitable undeveloped areas of the site
- Optimize athletic field development within site constraints
- Explore access, visibility, and security requirements that would typically be considered in park development
- Recommend lighting and irrigation enhancements to extend the use of existing and new facilities
- Promote connections to surrounding neighborhoods and incorporate facilities that encourage use by people within walking distance of the site
- Consider and respect the spatial and operational needs of the school

Concepts for each of the nine selected sites, as itemized below, were developed based upon these principles.

- Adams Elementary
- Briarcliff Elementary
- Cary Elementary
- Davis Drive Elementary and Middle
- East Cary Middle
- Farmington Woods Elementary (Homeowners' Recreation Site only)
- Oak Grove Elementary
- Reedy Creek Elementary
- Weatherstone Elementary

A majority of the potential improvements focus on athletic field improvements and, thus, would alleviate some of the identified need for fields.

Three School Parks were identified as having particularly significant recreational potential to be upgraded to a level at which they can serve as Neighborhood Parks.

The potential of all other school sites to meet recreation demands is summarized in a table in Chapter 7 based upon the initial inventory and analysis of each site.

Proposed Trail System

This plan addresses changes since 1998 and proposed Greenways in the Town's most recent expansion areas. The plan recognizes that primary and secondary greenways, multi-use trails and sidewalk connectors are needed to create a fully-linked network of pedestrian and bicycle routes and destinations.

Recommendations comprehensively address the network as a whole including:

- Designation of trail types
- Development of trail road-crossing types
- Delineation of specialty trails (including soft surfacing of selected trails for equestrian and mountain bike usage)
- Identification of destinations
- Integration with other pedestrian planning
- Exploration of public/private partnership opportunities; and
- Incorporation of public art opportunities.

The recommendations also address the necessity of systematic and opportunity-based planning to achieve and logically extend system objectives. Together, these recommendations build upon the foundation long-established by the Town, set sights on the development of a comprehensive network of trails, and begin to address an

evolution of the system that reaches more people in more proactive and diverse ways.

Over 174 miles of trails are identified by this Plan as contributing to the future system; this represents a dramatic expansion of the Town's trail system. Another important highlight is the recommendation for a trail connection to Jordan Lake.

CULTURAL ARTS RECOMMENDATIONS

While limited, the Town of Cary has an exemplary record of cultural facility construction (The Amphitheatre at Regency Park) and renovation (Page-Walker Arts & History Center). This Master Plan acknowledges both the success of these efforts and the need for significant additional cultural arts facilities.

PROGRAM

The Master Plan recognizes that, in many ways, the Town is playing "catch-up" in addressing the need for purpose-built cultural spaces. The addition of such facilities, whether new construction or renovated space, will also require a mix of additional programmatic initiatives and focuses.

The Town has developed effective programs that engage many residents. Cultural programs have been hampered by the lack of suitable space. Once that limitation is removed, it will be important to focus on increased cultural programming, the consideration of an increased role for the Department in managing new and existing facilities, and a stronger role for staff in coordinating cultural arts activities in various venues.

The role of public art, already strong in Cary, is also emphasized as a way to enhance Cary's appearance and to serve as a bridge between cultural arts, parks and greenways.

FACILITIES

This plan proposes several major capital initiatives to enhance the inventory of cultural facilities, based on an analysis of the market data, as well as a review of the needs assessment of Cary user groups. It makes the following recommendations:

- Two performance spaces, one scaled at between 400 and 450 seats; another scaled at approximately 1,000 seats.
- Rehearsal spaces (scaled to reflect the dimensions of the main stages)
- Purpose-built exhibition space of approximately 4,000 square feet, including appropriate lighting, climate control, and security to display the work of local, regional, and national artists.
- A smaller exhibition space of between 1,000 and 2,000 square feet to display local artists, student work, and other exhibitions.
- Classrooms that are specifically designed for fine art and craft, music, dance, and drama
- Artist studio space as well as administrative, storage, and shop spaces

The plan proposes two approaches to how these facilities might be configured. One approach would renovate Cary Elementary and build a separate "Lively Arts Center" on a site near that facility; the other approach would build one larger facility that included all the components of listed above.

The Master Plan recognizes the importance of maximizing the Town's existing cultural resources and suggests an approach to the re-use of Jordan Hall once new classroom space comes on-line, as well as upgrades to Sertoma Amphitheatre and relatively minor improvements to Page-Walker. It also provides for consideration of including purpose-built cultural spaces in new community centers.

IMPLEMENTATION OF THE PLAN

The implementation of a comprehensive plan such as this requires both diligence and patience. The breadth of the work to be accomplished and the associated costs are challenging, but can be achieved through a systematic allocation of resources.

An implementation strategy for this plan must address the acquisition of land and development of facilities for cultural arts venues, parks, greenways, conservation areas as well as all associated programming, maintenance and stewardship responsibilities. It must also be flexible to accommodate the future competition for limited resources.

Chapter 10 outlines an Action Plan that identifies priorities and groups them into three categories: Policy, Acquisition and Development. The Town is encouraged to pursue multiple initiatives and action items simultaneously and to act on significant opportunities for partnering, funding and acquiring land as they become available.

Chapter 10 also provides land acquisition strategies, funding and partnership opportunities.

The Town has established high standards in terms of both leadership and responsiveness to its citizenry. Capitalizing on the synergistic opportunities between parks, conservation areas, greenways and cultural arts facilities will be critical to the successful implementation of the Parks Plan.

PUBLIC INPUT

Public input is key to improving decisions, building consensus and reducing conflicts. Cary takes pride in its public input process including seeking community input to guide planning for the park system. This information is especially important because it directly reflects how well the park system is meeting the expectations and needs of the community. Wherever possible, the residents of a given park's service area will be asked to participate in choosing recreational elements and have input into the review of the design. The Town is committed to providing sufficient opportunity for increased feedback on park and facility development.

Chapter 2: Vision, Goals and Objectives

The Town of Cary Parks, Recreation and Cultural Resources Master Plan is a vision for the shaping of cultural and recreational opportunities in Cary from now until the year 2020. This plan is the culmination of public input, reviews of national parks and recreation models and sound planning practices. The intent of this plan is that it serve as a clearly-defined guide for parks, recreation and cultural resource facilities development during the coming two decades. Cary's parks and recreation system is already recognized within the region as setting the benchmark for providing leisure services, while some of Cary's cultural facilities are generally viewed as regional assets. This plan outlines a proactive set of recommendations for new facilities that will expand and improve Cary's parks, recreation and cultural resources system to keep Cary at the forefront. This expansion includes both "infill-style" facilities for underserved areas of Cary that are already developed as well as new facilities for future developing areas that are intended to respond to recognized development patterns and to serve Cary's growing population. It also recommends the addition of a range of purpose-built cultural arts facilities to the system.

GOALS OF THE MASTER PLAN

The following goals define specific ways in which this vision can be achieved.

1. Provide a balance of cultural arts, active recreation, and passive recreation facilities and programs that fulfill the current and future recreation needs of Cary residents.

    - Utilize the user preference survey and public input to identify demand for facilities in response to Citizen input.
    - Utilize the Capital Improvement Plan (CIP) to allocate resources to develop and maintain park, recreation and cultural arts facilities in response to public demand.
    - Respond to changing use patterns and local and national leisure trends.

2. Provide facilities and programs that respond to the diverse recreational and cultural arts needs of our residents, regardless of age or ability.

    - Integrate universal design within all facility development in order to serve the needs of all citizens.
    - Provide facilities with adequate numbers of appropriately trained staff and personnel.
    - Integrate purpose-built cultural arts components into both planned recreational facilities and stand-alone cultural facilities.
    - Continue and expand the public art program to include a full range of works in sites throughout the Town.
    - Offer a balance of cultural arts uses to meet the needs of Cary residents of all ages and levels of abilities in facilities and spaces that offer participatory as well as observational cultural arts experiences.

3. Establish public/private partnerships with non-profit organizations, local corporations and citizens to encourage park, recreation and cultural arts facilities development.

   - Establish a system of tracking and coordinating grants, donations and public/private partnerships in order to promote facility development while controlling public costs.

4. Continue to seek intergovernmental partnerships with Wake and adjacent counties, municipalities, and the County school system to encourage joint development of facilities.

   - In each new facility development, look for opportunities to fulfill the goals of counties and municipalities, and the County school system in order to create "win-win" solutions.

   - Ensure that all partnerships allow for the Town's full participation from the earliest design stages and include active engagement of relevant users in project planning and design.

5. Provide a comprehensive greenway system that provides residents safe and convenient access to park, recreation and cultural arts facilities and allows alternative transportation opportunities.

   - Provide alternative transportation linkages among existing greenways, on-road bikeways and sidewalks to key destinations within the Town.

   - Augment off-road trails with multi-use trails and sidewalk connectors.

   - Place a primary focus on off-road corridors, continuity and circuits.

   - Encourage cooperation between public and private entities regarding trail usage and trail development.

   - Enhance system recognition through well defined neighborhood access points, trail heads and wayfinding.

   - Work cooperatively with adjacent communities and local, state and federal agencies to link trails for the purpose of developing a regional trail system.

   - Develop a variety of trail types that reflects the current diversity of trail users.

   - Enlarge and maintain the collection of public art works throughout the Town of Cary using the greenway system as sites for art works.

6. Provide facilities that promote the Town's sustainability goals by developing environmentally sensitive design principles.

   - Enhance existing park facilities through the refurbishment and/or replacement of existing amenities to accommodate changing user needs (e.g. extended hours of operation and new recreation trends).

   - Develop greenways with specific standards that promote the safety of trail users, such as residents traveling to their neighborhood parks across non-residential roads.

   - Focus on developing neighborhood parks that are safely accessible, within a one mile walking distance of residents in surrounding neighborhoods, and that provide a base set of active and passive recreational opportunities.

   - Encourage the incorporation of sustainable construction and maintenance techniques (e.g. the use of recycled materials, native plantings, streambank stabilization).

   - Protect wetlands, woodlands and other natural areas and wildlife habitats as green infrastructure.

- Utilize water conservation strategies and best management practices.

- Utilize life-cycle costing to evaluate and select for cost effective construction maintenance options.

7. Provide facilities that honor and enhance Cary's open space by providing natural areas and preserves, buffers and linkages to the overall open space system.

   - Develop a stewardship program within the Parks, Recreation and Cultural Resources Department to facilitate management of natural resources and to promote environmental education.

   - Work in partnership with Wake County and adjacent municipalities to identify lands that can provide open space linkages to connect open space systems and to contribute to the overall County Open Space Plan.

   - Set aside approximately one third of lands in new park development to be held in their natural condition and carry a stewardship plan.

   - Use public art works and design considerations to enhance the connections between open space, historic resources, and cultural assets.

8. Allow for the flexible future development of land, encourage variations between facilities, and take advantage of unique natural features, community needs and existing adjacent facilities.

   - Create signature parks that offer natural resources, activities or amenities that are seen as unique within the region.

   - During the selection of activities, programming and amenities within a new facility, review the activities, programming and amenities at adjacent facilities so that users have the opportunity for varied experiences.

   - Reserve lands within existing or proposed parks to fulfill future recreational trends and needs that will become known as Cary's population and demographics evolve.

Chapter 3: Analysis of Existing Conditions

INTRODUCTION

The Town of Cary has developed a broad range of leisure service facilities. This system is regarded as setting the standard for parks and recreation facilities within the region and the State of North Carolina; however, cultural arts facilities are lagging compared to comparable communities (see Chapter 4 for evaluations of benchmark communities with respect to parks, recreation and cultural arts facilities). Much of this development has occurred since 1990 as the population of Cary has surged over 200% to its 2002 population of 103,260. In response to this growth, and with the aid of the 1998 Master Plan, the Parks, Recreation and Cultural Resources department has added significant new parks and services to the system. This Parks, Recreation and Cultural Resources Master Plan is designed to utilize an assessment of Cary's existing facilities that, along with an updated set of level of service guidelines, provides recommendations that will ensure that Cary's parks and recreation facilities continue to set the standard for the region. Following is a summarization of Cary's existing parks and recreation facilities.

Cary is home to over 1,550 acres of combined parks, recreation, greenways and cultural arts facilities to serve its residents. These facilities are currently classified as Mini Parks, Neighborhood Parks, Community Parks, Metro Parks, Special Use Facilities and Greenways. Currently Greenways include both linear natural areas and the recreational trails within those areas. Cultural Arts facilities are included within the Special Use Facilities class and include a broad range of facilities including community centers, performance amphitheatres, and cultural centers such as the Page-Walker Arts & History Center and the Jordan Hall Arts Center.

This inventory and analysis provides an evaluation of the classifications as outlined in the 1998 *Parks, Greenways and Bikeways Master Plan* and identifies issues pertaining to each classification based upon data and input received during the current planning process that reflect the changes of the Town since 1998.

Another important existing system is the categorization of land set forth in the 2001 Town of Cary *Open Space and Historic Resources Plan* (OSHRP). Though not in place at the time of the previous Master Plan, the OSHRP now forms a structure within which the Parks, Recreation and Cultural Arts facilities classification is a subset. This planning effort recognizes the OSHRP hierarchy in Chapter 7: Recommendations.

RECREATION FACILITIES

Mini Parks

The Town of Cary currently maintains four Mini Parks. These parks are less than two acres in size, and serve the neighborhoods immediately surrounding them. These parks are located within the central portions of the Town where the earliest development occurred. In the 1998 Master Plan the Town indicated that while it would continue to maintain these parks it would not develop additional Mini Parks. In part this was due to the fact that current planning ordinances require private recreation areas (play areas, etc.) in all new subdivisions that often provide the same role as a mini park. Due to a renewed focus on creating more livable urban neighborhoods, there is currently greater interest in developing Mini Parks. Below is summary of the 1998 Mini Park classification:

Existing Mini Parks	
Existing Parks	– Heater Park – Dorothy Park – Rose Street Park – Urban Park
Size	– < 2 acres.
Service Area	– 1/2 mile
Typical Facilities	– Playground – Basketball Court – Picnic Facilities

- Most of the subdivisions within the Maynard Loop are not represented by homeowner associations and as such lack homeowner association recreation areas.
- Dorothy Park and Heater Park have no facilities and function as natural open space.

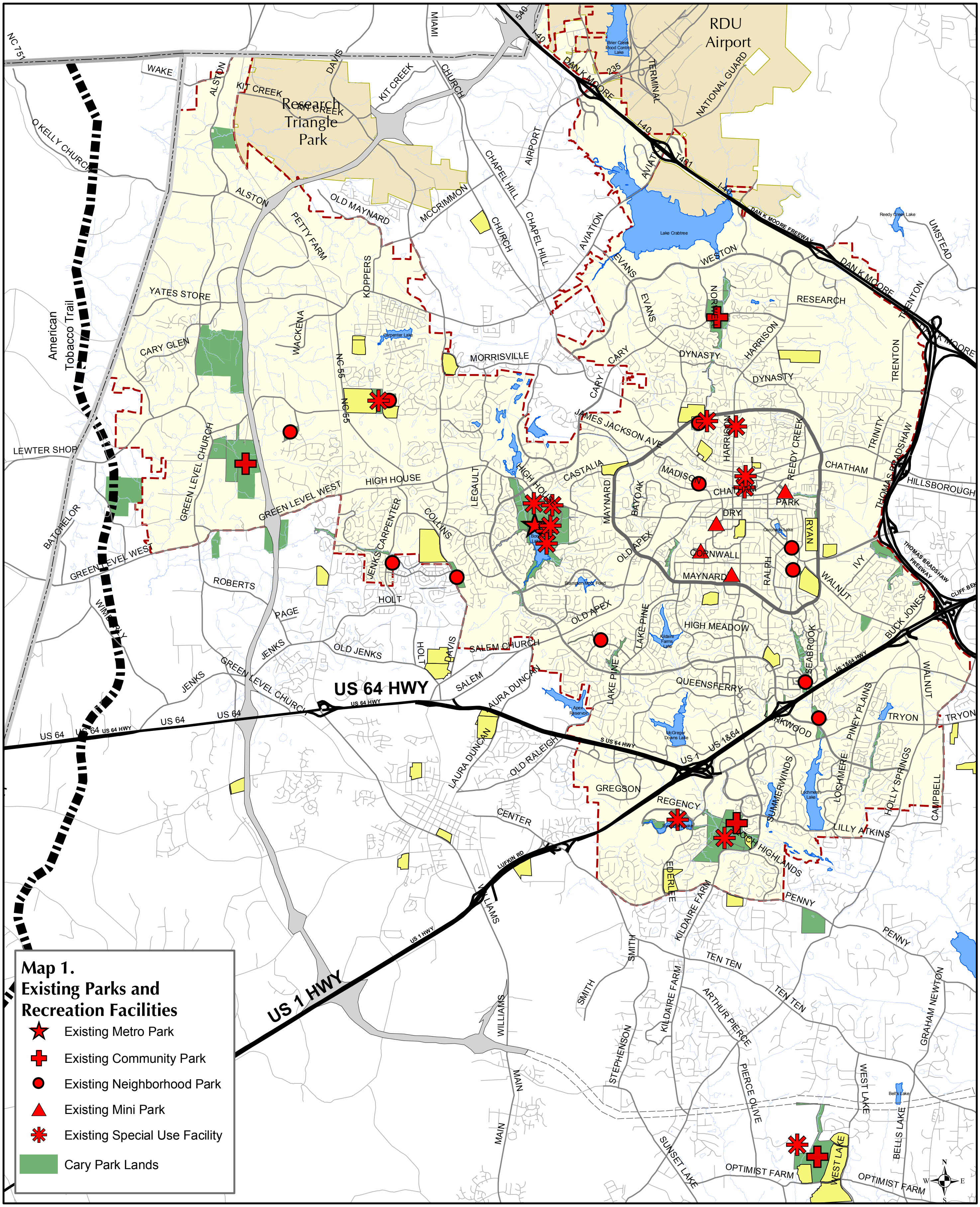
Neighborhood Parks

Neighborhood Parks are a critical element in Cary's system of parks as they provide for park facilities within relatively close proximity (one-mile radius) and they serve the daily needs of park users. Neighborhood parks also provide for the growing desire for non-programmed facilities that foster informal or spontaneous uses. Neighborhood Parks are strategically located to ensure that they are easily accessible from nearby residential areas. There are currently eleven neighborhood Parks within Cary.

- There is currently a gap (i.e. 2-8 acres) in the range of acreage identified for Mini Parks and Neighborhood Parks.
- The list of typical facilities in Neighborhood Parks should be reviewed for their relevance to the current demographics of Cary.
- Lion's Park, with Mills and Franklin baseball fields as its only facilities, does not currently provide facilities typical of a Neighborhood Park.

Table 3.2

Existing Neighborhood Parks	
Existing Parks	– Dunham Park – Lions Park – MacDonald Woods Park – Annie Jones Park – Lexie Lane Park – Robert Godbold Park – Davis Drive Park – Kids Together Park – White Oak Park – Green Hope Elementary School/Park – Sears Farm Road Park
Size	– 10-20 acres
Service Area	– 1 mile
Typical Facilities	– Playground – Basketball court – Paved or unpaved walking trails – Sand volleyball court – Free play areas – Multi-purpose court – Soccer field – Buffer or undeveloped lands to remain natural

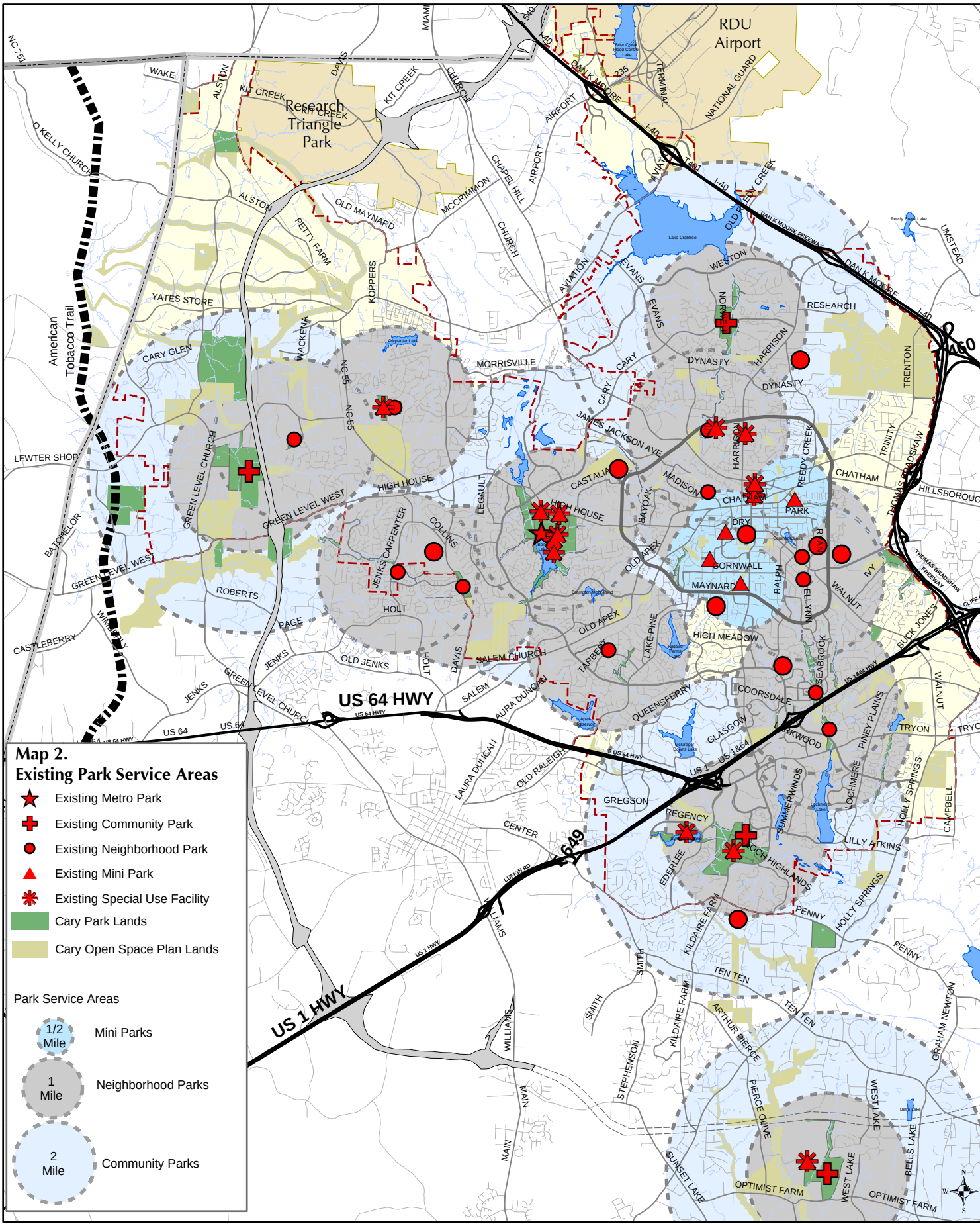


October 2003

Cary Parks, Recreation and Cultural Resources
Facilities Master Plan

0 2,000 4,000 8,000 12,000 Feet

SmithGroup JJR
Mark Robinson & Associates P.A.
Dr. Gene Brothers



October 2003

Cary Parks, Recreation and Cultural Resources Facilities Master Plan

0 2,000 4,000 8,000 12,000 Feet

SmithGroup JJR
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Community Parks

Community Parks currently provide active recreation facilities for residents within a two-mile radius. Community parks also typically serve as Neighborhood Parks for those living within a one-mile radius of the park. These parks are typically accessed via the roadway system and may include community centers or other Special Use Facilities.

Existing Community Parks	
Existing Parks	– Ritter Park – North Cary Park – Middle Creek School/Park – Thomas Brooks Park
Size	– 25-100 acres
Service Area	– 2 miles
Typical Facilities	– Picnic shelters – Playground – Basketball court – Baseball/softball fields – Tennis courts – Paved or unpaved walking trails – Sand volleyball court – Community center – Free play area – Multi-purpose court – Soccer field – Buffer or undeveloped lands to remain natural

Community Park Issues/Analysis:

- Both Middle Creek and Thomas Brooks Park are larger than the recommended Community Park size of 25-100 acres and could be reclassified as Metro Parks.

Metro Parks

Metro Parks are intended to provide for active and passive recreation and may also contain Special Use Facilities for the entire community. Bond Park, which is centrally located within the Town, serves as Cary's only Metro Park. Bond Park, with its 300+ acres, serves multiple needs through its active recreation facilities, open space areas and its varied Special Use Facilities. Bond Park serves the entire community and is accessed via both the roadway system and one completed Greenway Trail.

Existing Metro Park	
Existing Parks	– Bond Metro Park
Size	– 300+
Service Area	– Entire Community
Facilities Include	– Boating/fishing lake – Amphitheatre – Picnic shelters – Playground – Basketball court – Baseball/softball fields – Tennis courts – Paved or unpaved walking trails – Sand volleyball court – Community center – Free play areas – Multi-purpose court – Soccer field – Buffer or undeveloped lands to remain natural

Metro Park Issues/Analysis:

- Bond Park is currently heavily used by residents throughout Cary.
- New Metro Parks may be needed in order to serve the high demand by residents and to ensure equitable distribution throughout the Town.

Greenways

The Town of Cary began building Greenway Trails in 1980. Between 1980 and the present, the Town developed 14 miles of Greenway Trails over 11 greenway sections. During this same time period, over 25 miles of private greenway trails were developed within subdivisions throughout the town. The 11 Greenway Trails developed by the Town are as follows:

Trail Name	Phase	Segment	Length (Miles)
Annie Jones Trails	I		1.26
Black Creek	I, II	W. Maynard to Reedy Creek Road	3.50
Higgins Greenway	I	Maynard to Danforth Drive	0.40
Hinshaw	I	From Greenwood Circle to Seabrook Avenue	0.80
Oxxford Hunt Greenway	I	Oxxford Hunt	1.50
Parkway Greenway	I	Bond Park Dam to Cary Parkway	0.80
Pirate's Cove Greenway	I	Greenwood Circle south to Glengarry Drive	0.70
Swift Creek	I	Ritter Park to Regency Parkway	0.9
Symphony Lake	I	Trail surrounds Lake Symphony	1.22
White Oak Creek	I, II	Davis Drive Schools to Parkscene	1.00
Panther Creek	I	Surrounds Cary Park Lake	2.00
Total			**14.08**

By 1998, the Greenway Trails were a popular amenity, but lack of destinations and limited connectivity were becoming noticeable shortcomings in development of the system. Responding to these findings, the Town adopted in 1998 a ten-year Master Plan that addressed parks, greenways and bikeways. The goals for the Greenway component of this plan were as follows:

1. Encourage alternative transportation by providing linkages among existing greenways, on-road bikeways and sidewalks.

2. Provide a continuous system of greenway trail facilities linking destinations within the Town, including neighborhoods, schools, parks, shopping and office developments.

3. Emphasize the multi-objective role of greenways as recreational facilities, transportation corridors, and habitats for wildlife and water quality improvement facilities.

4. Encourage the development of environmentally sensitive greenway facilities by incorporating certain techniques such as the use of recycled materials, native plantings, stream bank stabilization and protection of wetlands and other natural areas.

5. Provide greenways which can be enjoyed by a variety of users and minimize user conflicts through design and education.

6. Provide for people with disabilities in the design of greenways, wherever practical.

7. Develop greenways with specific standards that contribute to the safety of trail users.

The 1998 Plan added 73 miles of Greenway to the proposed system with links to downtown Cary, Research Triangle Park (RTP), Bond Park, Lake Crabtree, Umstead State Park, Cary Towne Center and numerous parks.

Moving forward based on the 1998 Plan, the Town further clarified key objectives for the Greenway System, established priorities for development, and budgeted funds for new construction. The key objectives that emerged by 2000 were:

- Designate Bond Park as a major greenway hub
- Prioritize those greenways that link Cary residents to regional destinations

- Utilize bridges or underpasses where necessary or desired to enhance pedestrian flow and safety

With these objectives in mind, the Town has completed 3 miles of greenway trail and has initiated over 31 miles of new Greenway Trail projects, as well as several new underpasses.

These new projects are shown on table 3.6 below.

Trail Name	Responsibility	Trail Type	Length
Bachelor Branch Trail	Cary	Greenway	1.16
Black Creek Trail	Cary	Greenway	3.30
Coles Branch Trail	Cary	Greenway	0.59
Green Hope Trail	Cary	Greenway	0.34
Highcroft Elementary Connector Trail	Cary	Greenway	0.21
Northwoods Trail	Cary	Greenway	0.89
Sherwood Greens Trail	Cary	Greenway	0.99
Speight Branch Trail	Cary	Greenway	0.75
Walnut Creek Trail	Cary	Greenway	1.62
White Oak Creek Trail	Cary	Greenway	3.51
Greenway Subtotal (Town)			**13.36**
Swift Creek Trail (Lochmere)	Cary	Multi-Use	1.67
Davis Drive Multi-Use Trail	Cary	Multi-Use	4.18
Green Hope Trail	Cary	Multi-Use	0.13
Kildaire Farm Road Multi-Use Trail	Cary	Multi-Use	1.28
NC 55 Multi-Use Trail	Cary	Multi-Use	1.45
Multi-Use Subtotal (Town)			**8.71**
Subtotal (Miles of Projects to Be Designed and Constructed By the Town)			**22.07**
Camp Branch Trail (Powell Subdivision)	Developer	Greenway	0.53
Coles Branch Trail (Glenkirk)	Developer	Greenway	0.46
Indian Creek Trail	Developer	Greenway	0.34
Morris Branch Trail (Amberly Lake)	Developer	Greenway	1.25
Nutt Trail	Developer	Greenway	0.36
Riggsbee Farm Trail	Developer	Greenway	0.64
Stonewater Recreation Area Trail	Developer	Greenway	0.67
West Sears Farm Rd Trail	Developer	Greenway	0.24
Greenway Subtotal (Developer)			**4.49**
Amberly Boulevard Multi-Use Trail	Developer	Multi-Use	2.82
Highcroft Multi-Use Trail	Developer	Multi-Use	0.31
Sears Farm Road Multi-Use Trail	Developer	Multi-Use	0.24
West High St Multi-Use Trail	Developer	Multi-Use	0.87
Multi-Use Subtotal (Developer)			**4.24**
Subtotal (Miles of Projects to Be Designed and Constructed by Developers)			**8.73**
Total of all Greenway Projects Currently Budgeted			**30.80**

Further changes to and influences upon the greenway system between 1998 and 2002 included:

- Revisions to several greenway alignments not anticipated in the 1998 Plan;
- Initial implementation of a trail paralleling a major thoroughfare (Davis Drive to RTP);
- Implementation of the state's Neuse River buffer rules in 1998 and the Town's more stringent stream buffer requirements in 2001

Finally, the Town's commitment to pedestrian and bicycle systems was reinforced through preparation and adoption of the Comprehensive Transportation Plan (2001), the Town Center Area Plan (2001), the Open Space and Historic Resources Plan (2001) and the Northwest Area Plan (2002).

Since 1998, the Town of Cary has implemented, has in progress, or has budgeted through FY 2007 approximately 31 miles of Greenway and Multi-Use trails, plus numerous bridge or underpass crossings. These steps represent significant progress toward the development of a comprehensive greenway system.

Existing School Parks

The general public, as stated in the 1998 Plan, can use school facilities, but student activities are given priority. Access to indoor facilities is often much more restricted or not permitted. Wake County has developed three shared school park facilities at Swift Creek, Penny Road and Green Hope Elementary Schools. Both the Town of Cary and several organized sports organizations schedule use of school system athletic fields. Leaders of these organizations stated during the initial information-gathering meetings that the fields are utilized to the greatest extent allowed by the school system. Generally, such fields are not lighted or irrigated. The lack of lighting limits available play time. The lack of irrigation limits the condition and recovery rates of the fields.

In the 1998 Plan, fifteen schools were inventoried. The current inventory includes eighteen schools. At least three other public schools are in planning stages or under construction. The current inventory focused upon the existence and condition of athletic fields and the potential for improvements to and/or development of additional facilities. The schools included in this inventory are listed below. The facilities currently in place at public schools are summarized in the Appendices.

- Adams Elementary
- Briarcliff Elementary
- Cary Elementary
- Cary High
- Davis Drive Elementary and Middle
- East Cary Middle
- Farmington Woods Elementary
- Green Hope Elementary (Existing Wake County School Park)
- Green Hope High
- Kingswood Elementary
- Northwoods Elementary
- Oak Grove Elementary
- Penny Road Elementary (Existing Wake County School Park)
- Reedy Creek Elementary
- Reedy Creek Middle
- Swift Creek Elementary (Existing Wake County School Park)
- Weatherstone Elementary
- West Cary Middle

Special Use Facilities

Special Use Facilities provide for either a single specific or a set of several specific uses and are currently intended to serve the needs of the entire community. Special use facilities vary in size depending upon their use and typically involve programming of active recreation in buildings and/or outdoor spaces. Special use facilities can also be grouped as historic/cultural centers, specialized recreation facilities, and outdoor recreation facilities. The locations of these facilities have been chosen to provide convenient access to large portions of the community; the activities and services provided respond to needs expressed by the community or trends in the region.

- Since 1998, the town of Cary has added six Special Use Facilities.
- Symphony Lake Park does not fall into any current "park" classification nor is it a Special Use Facility.
- While Stevens Nature Center is a Special Use Facility, Hemlock Bluffs Nature Preserve is not. Again, there is not a current park classification for a natural area like Hemlock Bluffs, which is neither park nor Special Use Facility.
- Cary Tennis Center, with its 30 tennis courts, is also atypical for a Town of Cary Special Use Facility.

Table 3.7

Special Use Facilities	
Existing Facilities	– Bond Park Community Center – Herb Young Community Center – Middle Creek Community Center – Green Hope Elementary School/Park – Cary Tennis Center – Amphitheatre at Regency Park – Cary Senior Center – Page-Walker Arts & History Center – Jordan Hall Arts Center – Stevens Nature Center at Hemlock Bluffs Nature Preserve – Sk8-Cary at Godbold Park – Sertoma Amphitheatre at Bond Park – Bond Metro Park Boathouse
Size	– N/A
Service Area	– Entire Community
Typical Facilities	– N/A

ANALYSIS OF OPEN SPACE AND HISTORICAL RESOURCES PLAN CLASSIFICATIONS

Approved in August 2001, the *Open Space & Historic Resources Plan* included several categories defining open space. Based on the OSHRP, "open space" was defined as forests, meadows, fields, wetlands, floodplains, stream corridors, historic landscapes, farmland, parks, greenways, and other areas that remain relatively undisturbed. Open Space could also consist of several land class categories. Each category of open space had different acquisition, preservation, and management considerations. These categories consisted of:

Preserves

Considered to be lands kept undisturbed in order to preserve the underlying resource, these were not to be used for public recreation; and access would be restricted to scientific purposes.

Natural Areas

These were areas to be kept undisturbed for species habitat. Public access would be confined to restricted areas, where low-intensity, passive recreational activities, such as birding and hiking, would be allowed on a seasonal basis. These areas might include limited facilities for public access, such as parking areas, picnic shelters, benches, and similar amenities.

Scenic Areas

Areas that would be protected based upon their visual character would be classified as scenic areas. This might include a scenic view from a roadway, such as field and forest edge, or other undeveloped, open land. Scenic areas might also include farmland, forests, and open areas that preserve the setting of a historic site, such as the entranceways to the Carpenter and Green Level Historic Districts. Public access would generally not be provided to scenic areas. Access would depend on other attributes of the land involved, such as a linkage to a park, greenway, or other publicly accessible open space.

Parks and Other Recreational Lands

These lands were to be managed for high-intensity, active recreational uses. They were to include 'hard' park facilities, such as tennis courts, playgrounds, and ball fields, but also the less-developed areas within parks, such as meadows and woodlands. Golf courses were also included in this category. These lands would also include undeveloped or undisturbed "connector" areas that link Town parks, private parks, and other resource open spaces to the

Cary Greenway System

Greenway Corridors were areas delineated on the Cary Parks and Greenways Master Plan for use as active recreational trails.

OSHRP Classifications Issues/Analysis:

- As defined, there are currently no Preserves within Cary.
- The majority of the land to be protected is predominately riparian buffer along major stream corridors.
- Scenic Areas have many similar goals as Natural Areas, however, they lack environmental preservation elements that are important when applying for Federal and State funding. Combining Scenic Areas and Greenways with Natural Areas should be considered.

CULTURAL ARTS FACILITIES

The recent completion and initiation of programming in the Amphitheatre at Regency Park has shown the Town of Cary's high level of commitment to and recognition of the importance of the arts within the community. The high quality of the design of the facility creates a benchmark against which the Town's commitment to future cultural facilities can be measured. A review was made of the existing educational and presentation facilities for cultural organizations within the Town of Cary. Primary consideration was given to Town operated venues with some additional time spent on facilities run by the private sector and Wake County Public Schools to determine where complementary facilities exist.

This review of existing cultural arts venues gives primary consideration to Town-run venues, although facilities run by the private sector and the Wake County School District were also examined.

Town-owned facilities toured include:

- The Sertoma Amphitheatre
- Bond Park Community Center
- The Senior Center at Bond Park
- The Herbert C. Young Community Center
- The Amphitheatre at Regency Park
- The Page-Walker Arts & History Center
- Jordan Hall Arts Center.

Additional educational facilities reviewed included the Cary Elementary School, high school performance spaces, Cary Academy, and the Cary Ballet Conservatory. In each instance, core personnel who were familiar with the facility programs, space utilization and cultural needs accommodations were available. Initial assessments were made to determine the suitability of each facility for existing programming and to determine issues that may have an impact on their use in any future expansion of the Town's cultural programming.

Sertoma Amphitheatre

Perhaps the most underutilized facility in the public sector, the Sertoma Amphitheater is a tensile fabric structure with fixed bench seating for 350 in Bond Bark. There are no substantial backstage facilities, but the power and lighting and sound system have been upgraded within the past few years. Trailer hook-ups are available for support facilities.

Access is primarily by foot through park trails with parking available near the Community Center and Boathouse. Primary uses are single day musical presentations, however some limited use is made of the stage for theatrical performances such as the recent *Midsummer's Night Dream*. The facility is rented out for private functions for approximately 20 days per year.

Because of the climate, the amphitheater's use is limited to 7 to 8 months of the year. Additional caution is taken to avoid over-programming, which would be impacted by inclement weather. However, the amphitheater represents an underutilized resource for the town. It is one of only two facilities that are designed for musical presentation.

The pedestrian walk through the fields to access the site creates a separation from the every day experiences of the town and a buffer for the presentation. Additional support facilities, control booth, dressing rooms might beconsidered to upgrade the Amphitheater and provide greater flexibility for increased use during the late spring, summer, and early fall months Intimate theatrical productions, and musical presentations with a limited audience appeal would be well suited to the expanded use of this venue. Improvements to the stage film would also help accommodate dance productions.

Bond Park Community Center

The Bond Park Community Center is one of several Town owned facilities that, while built primarily to accommodate sports and recreational programming also provides space for cultural classes and rehearsals. One hundred twenty two parking spaces are provided for a maximum occupancy of 300 people if all the facilities are fully utilized. The center encompasses two gymnasiums, three meeting rooms and a large central common space and service corridor. Meeting rooms, two of which can be subdivided via accordion partitions, are available for rent and are often used for small classes or for rehearsals. The facility is fully booked for recreational uses in the evening and the only time available for cultural uses and classes is during the day.

Additionally, during the summer months, the Town-run day camp program makes substantial use of the park and community center, making the programming for cultural uses all the more difficult. While this facility provides space for cultural activities, the nature of the space is rarely appropriate to the uses; general classroom space does not replicate the acoustics, proportions, or other characteristics of the eventual performance spaces to be utilized. These spaces are most appropriately suited for lectures and visual presentations.

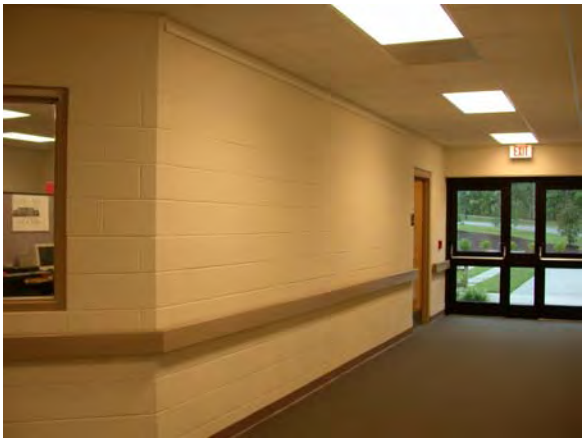
While the two meeting rooms are used for musical or theatric rehearsals, and the gymnasium may be used for dance, there are no facilities provided for visual art programming, even at the level of support for drawing or painting classes held outdoors in the surrounding

Bond Park. Minimum accommodation for seasonal outdoor painting would greatly enhance the capability of the center to expand its programming to provide for the visual arts and supplement the minimal facilities provided elsewhere in the town. To accommodate use for visual arts, space would be required for storage of materials and equipment, and water/ sinks for clean-up after class. Both of these could be accommodated with a minimal extension at the exterior of the building, or be incorporated into the large "corridor" adjacent to the office.

Cary Senior Center in Bond Park

Also located within Bond Park, the newly opened Senior Center provides additional spaces that can be booked for cultural programming. The facility provides classrooms, computer rooms, library and multi-purpose space to primarily accommodate the programming for seniors within the town. There is also a garden and lawn which allows, weather permitting, the expansion of programming into the exterior spaces.

The multipurpose space serviced by its adjacent kitchen can accommodate 250 seniors for movies, banquets and performances. The space has what was described by the facility Supervisor as a "bad sound system", and a portable stage. Both of these features limit the utility of the space for cultural presentations due to poor quality of amplified sound and no off-stage support spaces. The classrooms and art/ ceramic studio are 28' square and are not capable of division into multiple spaces. The exercise classroom is used as a rehearsal space for musical and dance presentations. The Center Supervisor has expressed an interest in providing exhibition space for visual arts in the corridors and is installing a hanging system to this end, however the lighting levels are ambient light designed for corridors. If this program is to be instituted, a lighting system will be required to highlight the exhibition and allow the colors and details to be clearly appreciated by the viewer. This is especially important if the Center's exhibits continue to primarily serve the Senior population.



Existing Senior programming is focused primarily during weekdays, leaving the facility available for other uses during the weekends and evenings. However, it was noted that senior programming is expanding and conflicts are beginning to arise between Senior programming and other town cultural facility needs.

Because of its proximity to the Bond Park Community Center and the available art and ceramic spaces, there may be a synergy that can be developed between the two facilities for visual arts uses. An additional opportunity exists to develop expanded senior cultural programming and expand the use of the Senior Center facilities on a 7-day a week and evening schedule.

Herbert C. Young Community Center

The Herbert C. Young Community Center is located in the center of the Town, adjacent to the Town Hall and Page Walker Arts & History

Center. It, like the other community centers, is a multi-purpose facility with a large gymnasium accommodating two basketball courts and two divisible classrooms. Additional office space is available for the center and the Amphitheatre at Regency Park. The classrooms are frequently used for town band and concert singer rehearsals; however, availability is a function of down periods in the recreational programming. For performances the facility can accommodate 500 persons. A new 480-car garage is under construction to service the Community Center and adjacent Town Hall complex.

The gymnasium provides the primary indoor presentation space for musical performances for the Town of Cary. After a half day set-up by the Public Works Department encompassing the blackout of windows, installation of an acoustic shell, lights and rigging, and the location of plants to soften and screen the space, the gymnasium has been used for performances by companies as well regarded as the Preservation Hall Jazz Band, and the Vienna Boys Choir.

Additional accommodation is required to transform the facility; air conditioning with sound levels appropriate to a gymnasium is turned off during a performance, and restarted at intermission as required. While the City staff is making its best efforts to utilize the gymnasium for cultural presentations, the nature of the space; materials, proportions, systems, facilities and accommodations, all limit the enjoyment of the programming by the prospective audience. This limits its effectiveness as a cultural venue in significant ways.

Of the facilities observed, this is perhaps the most difficult to expand to accommodate additional cultural programming. It is so heavily booked already that scheduling of activities takes place as much as six months in advance. This is especially true for cultural presentations whose set-up and knockdown requires at least two days of downtime for recreational uses in the facility. Use of classrooms for band, choral and dance rehearsals is a logical compliment to the image of the facility as a musical presentation venue. However, similar to the Bond Park Community Center, these classrooms are generic in nature and do not offer the groups the benefit of acoustic clarity and characteristics they should expect from their performance venue.

Amphitheatre at Regency Park

The summer home of the North Carolina Symphony, the Amphitheatre provides a high standard against which all future cultural facilities will be measured. The 7,000 seat outdoor venue was designed by William Rawn, and in its first season of operation has received extensive coverage in the architectural press. The $12.5 million cost was borne by the Town without floating a bond, a level of commitment to cultural facilities that may be viewed as a bellwether for future projects.

The facility is designed as a musical presentation venue with full accommodation for symphony orchestra and choral loft. The shell, approached via a winding woodland path from the shared office development parking, is sited against a lake with VIP seating located across the lawn on a covered raised platform. An additional small stage is provided at the lakeside of the shell for smaller informal presentations. Ticketing is accommodated at the entry to the path, with restrooms and concessions provided in a freestanding structure to the side of the broad lawn area.

The path into the facility is secured by a large gate, created with a musical theme as a work of public art. Similar to the Sertoma Amphitheater, the available season is limited to the spring and summer and is impacted by inclement weather.

The town is working to establish a niche position in the musical presentation market that includes the North Carolina Symphony, jazz, and other genres. The setting in Regency Park and the overall layout and systems provided most readily lend themselves to this programming. However, as it is operating at a substantial shortfall during its first year,

there may be some need to adjust programming to reduce the subsidy required from the Town. Additional use of the amphitheater is being made by programming a Tuesday night summer film series. This may be further expanded to include concert performances of musical theater, dance, and multicultural and multimedia presentations that take advantage of the facilities unique ambience and built-in capabilities.

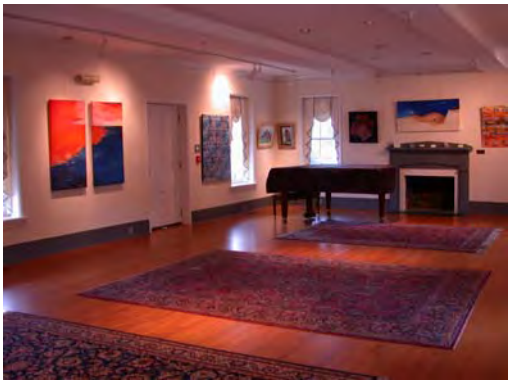
Page-Walker Arts & History Center

Listed on the National Register of Historic Places, the Page Walker was originally constructed as a railroad hotel. It was instrumental in the development of Cary as a community. Originally constructed in 1868, the facility sat vacant from 1980 through 1985 when a major restoration was initiated by the Friends of the Page-Walker Hotel, Inc. Subsequent to its restoration it has served as a home for the Cary Heritage Museum, a visual arts gallery, concert presentation venue and classroom facility. It is the primary exhibition space for the Visual Arts in the Town.

The first floor gallery space can accommodate 90 persons for musical performances. An additional 300 people can be seated in the gardens for the Starlight concert series. (This capacity will be impacted by the expansion of the Town Hall campus as well as the garage

previously noted in the Herbert C. Young Community Center.)

The primary gallery space located on the first floor is used for rotating exhibitions and can also be rented for private functions. The adjacent Parlor exhibits antique furniture and paintings from the permanent collection. Office spaces and a courtyard complete the first floor with classrooms and the Cary Heritage Museum located on the upper floors.



The classroom spaces are heavily booked for a wide range of activities, including belly dance classes. Due to the importance of the building within the community and the quality of the restoration work that has been completed, educational uses are limited to "clean" activities; visual arts classes are discouraged because of the mess created by paints and clay etc. Some consideration has been given to the use of the second floor Conference Room as a dedicated photography gallery.

While it serves the needs of visual arts exhibition, and providing historic perspective on the Town, the Page Walker requires greater flexibility to be used for hands on arts education. Alternatively, it may be incorporated as part of an arts district with the nearby proposed arts park and Cary Elementary School to form the west anchor of the arts related development.

Jordan Hall Arts Center

Jordan Hall, a facility previously shared with the Senior Center, is the only facility in the Town of Cary solely dedicated to education about and presentation of visual arts. Facilities, which are fully booked, include two large and one small classroom, a large ceramics studio and lobby/ corridor exhibition space. The single story building also has some available outdoor space that can be used for additional classes and limited adjacent parking.

In utilization figures provided by the facility Supervisor, it is apparent that the demand for art, sculpture, and ceramics classes exceeds the capability of Jordan Hall to provide the required space. An extensive wish list of facility improvements was provided that range from the desire for dedicated exhibition space to the need for additional classrooms and overwhelming need for additional storage.

While the facility does not lend itself to major expansion on this site, it may be able to accommodate increased programming if some educational studios were provided at new or

alternate locations (i.e., shared ceramics studio space with the Senior Center with its larger capacity kilns). Alternatively, it might be appropriate, as more classroom space becomes available, to dedicate this facility to a specific craft medium.

Cary Elementary School

The abandoned Cary Elementary School, located at the head of Academy Street, anchors the National Register Historic District. It is currently owned by Wake County, but is in the process of being acquired by the Town of Cary as a possible site for a Cultural Arts facility. It is a concrete frame building with cast-concrete plank floors and brick exterior consisting of two floors of classrooms above grade and a partial floor of classrooms and support spaces below grade. The building also has an old elementary school auditorium that was most recently converted into a computer laboratory.

While the exterior primary façade has been modified, and the original cupola as designed was never constructed, the interior retains a substantial number of historic materials and details. In March of 2002, a report was prepared by The Smith Sinnett Associates, PA to study the feasibility of the elementary school's acquisition and conversion to a Community Arts Center.

This report notes the issues and opportunities that would be associated with the conversion. However, as it was prepared before the possible designation of an Art theme for the proposed Town Center Park, the study does not note the full range of opportunities that might be considered if the conversion were to be undertaken.

While located on a small site with limited parking adjacent to the new elementary school construction, there is the opportunity to expand the structure to accommodate a fully outfitted performance venue and additional dedicated arts education studios with natural light and support spaces. This could allow the creation of painting studios with north light, craft studios with adequate support, storage and equipment spaces, and rehearsal spaces that are designed for the acoustic characteristics that allow the fine tuning of a performance. Additionally, a dedicated performance space would allow rehearsals on stage with reduced impact on the scheduling of other activities.

Forming an axis through the park to connect the Page Walker with the Elementary school, an arts district could also bring increased vitality to the downtown center of Cary. It could reinforce the identity of the National Register District and capitalize on the nostalgic value of a elementary school as the first exposure most children have

to the arts. This district, if created, may help create a symbolic town center where government, commerce, the arts, and religion define the image and spirit of the community.

It is an opportunity to unify these core components of the community and allow each to reinforce the other to create a whole that is greater than the sum of its parts.

While the contemplated "Arts Park" is not the critical component of this district, it does provide another opportunity to expand the identity of the arts in Cary. Even more than the Amphitheater in Regency Park it could serve as a symbol of the importance of culture within the daily life of the city.

Other Sites

In addition to visiting and reviewing available facilities, two additional sites were visited as potential opportunities for new construction.

North Cary Park is anticipated as a site for the construction of a new community center adjacent to NW Cary Parkway. It has been noted that this facility may be able to accommodate some dedicated arts educational and cultural facility spaces, or, the more exciting option, of becoming a magnet cultural facility within the Community Center framework already in place. The site identified is steeply sloping to a ravine and would present several challenges if it were to be designated as a primary performance venue. However, given the greater flexibility of studio and classroom sizes, and its location in the natural parkland setting, the opportunity for a smaller scale teaching and rehearsal facility bears further exploration. These types of spaces, not only have flexibility and variety of size and orientation, but also could adapt well to the steeply sloping terrain. Music rehearsal spaces could be constructed with acoustic isolation into the hillside, while art studios could take advantage of the light, and views into the parkland. This mix would also allow an informal synergy between visual and performing arts that is not available in any of the current Community Center facilities.

High School performance spaces. The Wake County School District is planning to build a new auditorium for Cary High School and four years ago built one for Green Hope High School. Generally, these standardized auditoria incorporate a state-of-the-art 600 seat auditorium with band room, choral room, and drama studio. Good sight lines and acoustics are provided, but tech systems are limited and there is no fly space and limited wings. Music rooms have acoustic separation and audio characteristics that lend themselves to the fine-tuning of a performance. Theater support spaces reflect the size of the stage and can also be utilized for production support or separate black-box presentations.

Cary Academy has an entire building dedicated to its arts and cultural programming. Built as a preparatory school the auditorium located in the center of the multi building campus seats 487. The stage, with a 40 proscenium, is 35' deep with an additional 11 foot apron over the orchestra pit that was never completed. The fly loft, while encompassing the entire stage behind the proscenium, is interrupted by ducts, rendering it effectively useless. The facility has good tech, lighting, and sound systems, but lacks the capability for film projection. Adjacent facilities are provided for band orchestra and chorus practice and rehearsal.

Cary Academy programs the auditorium 100 days a year, leaving the space available for outside presentations including the Town's Applause! Cary Youth Theatre program. It was

noted that when used for this program, extensive signage is required to direct the audience to the facility.

Cary Ballet Conservatory is a single purpose instruction and presentation facility for ballet and dance. Its two primary studios, while working well for instruction and rehearsal, seem awkward for presentations with the audience superimposed into the teaching spaces. The acoustics in both studios are very "bright" which may create an animated atmosphere for instruction, but does not support the total experience of "presentation". This is, however, a facility whose focus could be utilized as a resource for the community to expand its capabilities in the instruction or rehearsal of dance for presentation in another venue. One might even consider the opportunity of additional dance presentations in the woods at Sertoma Amphitheatre**.**

Chapter 4: Benchmarks and Trends Analysis

During the creation of the Parks, Recreation and Cultural Resources Master Plan many planning and analysis tools were utilized. An examination of current community demographics and of existing plans and studies within the region has provided a "snapshot" of Cary's population and planning efforts of surrounding areas. Community development pattern analysis has provided information on the expected patterns and nature of development within the Town. Finally, reviewing benchmark communities and analyzing trends has provided valuable insight into how Cary compares to other communities on a national scale and what recreation and cultural arts trends Cary may see in the future.

CARY DEMOGRAPHICS

The Town of Cary has been one of the fastest growing communities in the State of North Carolina during the past decade. The population more than doubled between 1990 and 2000, growing from 43,858 residents to 94,536. Recognizing the effect rapid growth could have on the quality of life in Cary, the Town Council adopted a comprehensive Growth Management Plan in 2000 with the goal of controlling growth at a manageable rate of 3 to 4 percent per year, with a targeted population size of 160,000. This is a significant change from the 1998 Master Plan. A major assumption of that study was that Cary's high rate of growth would continue into the future, with a projected population of 215,000 in the year 2025 (based on the 1996 Town of Cary population projection).

The "July 2001 Population Report" prepared by the Town of Cary Planning Department estimated that Cary's population would be 104,299 people as of July 1, 2002. This report estimated that Cary will reach its "ultimate population goal" of 160,000 residents in 2017, assuming that an annual growth rate of 3% is maintained. This report also identified a number of trends that directly impact leisure service decision-making:

- The fastest growing segments of the population from 1990 to 2000 were the young and the old. School age children (aged 5 to 19) grew as a percentage of population from 20.2% in 1990 to 22.7% in 2000. The senior citizen population, aged 65 and over, grew as a percentage of Cary's population from 4.4% in 1990 to 5.3% in 2000.

- The population segments that have grown the slowest include those aged 20 – 34; 30.8 percent of Cary's population in 1990 and 21.8% in 2000.

- The median age of Cary's residents increased from 31.1 in 1990 to 33.7 in 2000.

- Household size grew in both owner-occupied and renter-occupied housing; persons per owner-occupied housing increased from 2.78 persons in 1990 to 2.86 persons in 2000, and persons per renter-occupied housing increased from 2.19 persons in 1990 to 2.23 persons in 2000. Average family size increased from 3.03 in 1990 to 3.18 in 2000.

- Cary's population is becoming more diverse. The percentage of those identified as "white" decreased from 90% in 1990 to 82% in 2000. The percentage of Cary residents with "Asian" heritage increased from 4.0% in 1990 to 8.1% in 2000; those identified as "black" increased as a percentage of population from 5.3% in 1990 to 6.1% in 2000, and the percentage of those with "Hispanic" heritage increased from 1.6% in1990 to 4.3% in 2000.

- School age children (aged 5 – 19) comprise 22.7% of Cary's population; and Cary's school age children represent 16% of that population segment within Wake County.

- Cary remains an affluent community, with the highest median household income in Wake County and the lowest percentage of the population living below the poverty level.

EXPANSION OF CARY'S CORPORATE LIMITS

The corporate limits of Cary expanded significantly during the past two decades. In 1980 the land area of Cary comprised 10.06 square miles. By 1990 Cary's land area had expanded to 31.15 square miles, and by July 1, 2001, Cary's corporate limits had increased to include 43.68 square miles. Municipalities adjacent to Cary also expanded greatly through annexation. Given the dramatic growth of Cary and the adjacent municipalities, separation between the communities is becoming indistinct. Cary's potential for growth is constrained by Research Triangle Park, RDU International Airport, Umstead State Park, Lake Jordan, and the communities of Apex, Holly Springs and Raleigh. Much of Cary's future development is being focused to the Northwest (see the Cary Northwest Area Plan), and Southeast. The Northwest Area Plan (2002) anticipates potentially 20,700 to 43,100 new residents within this portion of Cary and identifies Research Triangle Park as the major employment center for the community

COMMUNITY DEVELOPMENT PATTERNS

As outlined earlier in this chapter, the Town of Cary has experienced tremendous growth in the past 15-20 years. This growth, largely unrestricted for many years, is now actively managed through the Town of Cary Growth Management Plan (2000). The Plan identifies principles that recommend rates, locations, amounts, density, costs and quality of growth within the Town's boundaries.

This Parks, Recreation and Cultural Resources Facilities Master Plan seeks to provide recreation and cultural opportunities within the framework of the Growth Management Plan in three ways:

1. By expanding or enhancing existing facilities within the Maynard loop in order to accommodate the increased density and infill development that is encouraged in this area.

2. By providing facilities and programs to those areas outside the Maynard Loop that have developed rapidly and are currently underserved.

3. By focusing future development of parks, recreation and cultural arts facilities in areas that are targeted by the Growth Management Plan as being suitable for development.

Based upon information received from the Town Planning Department, Cary's future new development growth is expected to be concentrated in the Southeast and Northwest portions of the Town. These two areas have been the subject of planning studies including the recent Northwest Area Plan, which addresses the development of park and recreation facilities. This Master Plan incorporates the recommendations within these plans and seeks to provide a balance of facilities within these areas as the community grows as well as a balance with the overall facilities offered by the Town.

BENCHMARK COMMUNITIES ANALYSIS

In an effort to compare the Town of Cary with other similar communities nationwide, a benchmark survey was completed for both Recreation and Cultural Arts. Due to the uniqueness of these areas, different approaches were chosen to inventory and compare with other communities. Whereas with Recreation, general comparisons were made with six other communities' Level of Service and highlighted unique facilities or trends, the Cultural Arts survey includes an in-depth look at specific facilities or programs within three communities.

PARKS AND RECREATION

In order to provide a better perspective of the Cary Park System and the Level of Service that Cary residents receive, the park systems of six communities were profiled for comparison. Two of these communities were selected to serve as in-state or regional benchmarks for Cary: Chapel Hill and Raleigh, NC. The other cities profiled were selected for their status as some of America's Most Livable Cities (according to recent Money Magazine features). Some of these communities are similar in demographic or community character to Cary, while others have exemplary park systems of national significance. These cities include Ann Arbor, MI; Colorado Springs, CO; Naperville, IL; and Portland, OR.

Cary, NC (Baseline)

The Cary Parks, Recreation and Cultural Resources Department serves a population of 94,536 within the Town. The median household income of Cary is $67,384, and the median home value is $145,509. Cary currently has 734 acres of developed park and recreation land and 386 acres of undeveloped land for a total area of 1,120 acres.

Table 4.1

Cary, North Carolina	
Population	103,260 (2002)
Developed Park and Recreation Land	734 acres
Undeveloped Park and Recreation Land	386 Acres
Total Acreage	1,120 Acres
Park Classifications	***Level of Service(LOS)***
Mini Park	NA
Neighborhood Park	2.2 ac/1000
Community Park	2.1 ac/1000
Metro Park	3.2 ac/1000

Recent Projects/Trends/Unique Facilities:

- Development of outstanding facilities such as Hemlock Bluffs Nature Preserve, Amphitheatre at Regency Park, the Total Life Center at Bond Park, the Bond Park Ropes Course, Kids Together Park, Sk8-Cary at Godbold Park, and the new Cary Tennis Center.

- Partnership with Wake County to purchase 117 acres of open space.

- Cary's development of the first school-park model with Wake County Public School System. School-park projects include Middle Creek School Park and Green Hope Elementary School Park. Additional projects include athletic facilities at Green Hope High School, Davis Drive Middle and Cary High School.

- Partnerships with non-profit organizations to develop facilities (e.g. CASL, Dream Camps for soccer fields).

- Development of facilities and infrastructure that accommodate the daily needs of residents and also adapt to allow the hosting of major regional tournaments and events.

- Incorporation of public input into the planning process for the development of all park and recreation facilities.

- A commitment to development of the highest possible quality within each facility that is currently setting the regional standard for community-wide facilities.

Chapel Hill, North Carolina

The Chapel Hill Parks and Recreation Department serves a population of 48,715 (2000) within the town. The median family income of Chapel Hill is $87,846. The Town of Chapel Hill currently has 13 parks totaling 199 acres of developed park and recreation land. The community is in the process of master planning two large community parks consisting of 143 total acres of undeveloped land.

Table 4.2

Chapel Hill, North Carolina	
Population	48,715 (2000)
Developed Park and Recreation Land	199 acres
Undeveloped Park and Recreation Land	143 Acres (proposed)
Total Acreage	342 Acres
Park Classifications	***Level of Service(LOS)***
Mini Park	.25 ac/1000
Neighborhood Park	1-2 ac/1000
Community Park	3-5 ac/1000
District Park	10 ac/1000
Regional Park	10 ac/1000

Recent Projects/Trends/Unique Facilities:

- Proposed "Southern Community Park" includes a Town Council mandate for programming the following special facilities:
    - Dog Park: minimum 1 acre
    - Recycling Center: 20,000 s.f.
    - Athletic/Soccer Fields: 3-4 lighted, irrigated full-size adult fields

Raleigh, North Carolina

The Raleigh Park and Recreation Department serves a population of 273,023 (2000) within the city. The median family income in Raleigh is $49,882; and the median home value is $147,505. Raleigh currently has 4,160 acres of developed Park and Recreation land and 3,369 acres of undeveloped land for a total area of 7,529 acres.

Table 4.3

Raleigh, North Carolina	
Population	273,203 (2000)
Developed Park and Recreation Land	4,160 acres
Undeveloped Park and Recreation Land	3,369 Acres
Total Acreage	7,529 Acres
Park Classifications	***Level of Service(LOS)***
Mini Park	NA
Neighborhood Park	2.6 ac/1000
Community Park	3.1 ac/1000
Metro Park	4.2 ac/1000
Special Park	NA
Greenway	5.7 ac/1000

Recent Projects/Trends/Unique Facilities:

- Raleigh recently approved adding an off-leash Dog Park to the park system, although funding has yet to be determined.
- Park system highlights include Pullen Park, Lake Johnson, Shelly Lake, Durant Nature Park, Walnut Creek Park amphitheater and softball complex, the Neuse River Corridor and Anderson Point Park.
- An update to the Parks and Recreation Master Plan is currently in process. Preliminary findings include user demand for more passive recreational activities including: walking, wildlife viewing and using fitness trails among others.

Ann Arbor, Michigan

The Ann Arbor Parks and Recreation Department serves a population of 114,024 (2000) within the city. Ann Arbor is the home of the University of Michigan, and the economy of the city is largely derived from this entity. The median family income of Ann Arbor is $64,000 and the median home value is $143,700, similar to Cary. Ann Arbor currently has 147 park and recreation holdings for a total of 1,920 acres. School land also contributes to recreation in Ann Arbor, with a total acreage of 823 acres. The University of Michigan contributes 627 acres of land available for public recreation use.

Recent Projects/Trends/Unique Facilities:

- "Northeast Area Park" – designed cooperatively with local residents - contains natural areas of restored woodlands, wetlands and wildlife habitat; fishing pond with observation deck; hiking and mountain biking trails; open field play; stormwater management demonstration project; active recreation facilities:
- Constructed temporary skate park facility using modular ramps on basketball courts – will pursue permanent "X-Games" facility due to popularity of skateboarding, in-line skating and BMX biking.
- Cobblestone Farm began offering a Pioneer Living Program for school children.
- The City funds park maintenance and repair through a property tax millage – currently $26.25/yr for an average home value of $143,700 – proposed increase to $33.95/yr.

Table 4.4

Ann Arbor, Michigan	
Population	114,024 (2000)
Developed Park and Recreation Land	2,027 acres
Undeveloped Park and Recreation Land	837 Acres
Total Acreage	2,864 Acres
Park Classifications	***Level of Service(LOS)***
Neighborhood Park	5.8 ac/1000
Urban Park/Plaza	NA
Special Facilities	NA
Historic Sites	NA
Non-Parkland OpenSpace	NA
Natural Areas and Preserves	NA
Naturalized Open Space	NA
Overall LOS Goal	17.51 ac/1000

Note: Park classes other than Neighborhood Parks are recommended to be evenly distributed throughout the City with acreage based on the quality of facility available

Colorado Springs, Colorado

The Colorado Springs Park, Recreation and Cultural Services agency serves a population of 360,890 (2000) within the city. The median family income of Colorado Springs is $49,380; and the median home value is $144,000. The agency maintains and operates a total of 13,400 acres, with 950 acres in developed park land and the balance of acreage in open space and greenways. Colorado Springs has unique funding mechanisms; the Colorado state lottery contributes $34 million annually to park systems statewide, and Colorado Springs generated $6 million last year on a 1 cent sales tax which provided funding for the TOPS (Trails, Open Space and Parks) program.

Table 4.5

Colorado Springs, Colorado	
Population	360,890 (2000)
Developed Park and Recreation Land	950 Acres
Undeveloped Park and Recreation Land	12,450 Acres
Total Acreage	13,400 Acres
Park Classifications	***Level of Service(LOS)***
Neighborhood Park	2.5 ac/1000
Community Park	7.5 ac/1000
Regional Park	NA
Special Park	NA
Overall LOS Goal	25 ac/1000

Recent Projects/Trends/Unique Facilities:

- Two "Dog Runs" (off-leash hiking areas) and two "Dog Parks" (fenced, off-leash parks).
- Eleven in-line hockey rinks, including two tournament rinks; a "Dirt Jump Park" for BMX bikes; and, two large-scale Climbing Walls.
- Maintains a Horticultural and Education Center to supply ornamental plants to city parkland and to educate residents on horticultural practices.

Naperville, Illinois

The Naperville Park District serves a population of 137,000 (2002) within the city. The median family income of Naperville is $89,500. The Naperville
Park District maintains and operates approximately 2,300 acres overall. This consists of 130 parks, two golf courses, four sports complexes, and the "crown jewel" of the system – the Naperville Riverwalk.

Table 4.6

Naperville, Illinois	
Population	137,000 (2002)
Developed Park and Recreation Land	690+ Acres
Undeveloped Park and Recreation Land	1,610+ Acres
Total Acreage	2,300 Acres
Park Classifications	***Level of Service(LOS)***
Neighborhood Park	5.5 ac/1000
Community Park	4.5 ac/1000
Sports Complex	NA
Preservation Area	NA
Greenways	**

**The greenway standard requires "linkage of two or more open space elements together – or – provide safe passage to parks through neighborhoods"

Recent Projects/Trends/Unique Facilities:

- Naperville Park District was the subject of a recent "Community Attitude and Interest Survey" (Aug. 2002) by Leisure Vision. The most desired new park facilities were:
- Multipurpose Trails (61% Very Important)
- Develop Indoor Pool (41%)
- Community Park with Passive Facilities (35%)
- Indoor Multi-Purpose Community Center (34%)
- Access to Rivers & Ponds (30%)

- Indoor Wellness/Fitness Facility (27%)
- Practice Athletic Fields (24%)
- Multi-Purpose Outdoor Sports Complex (24%)
- Enhance Historic Areas and Facilities (23%)
- Performing Arts Facilities (22%)
- Environmental Education Center (21%)
- Develop Dog Park (19%)
- Extreme Sports Park (12%)
- The Naperville Park District offers 720 community garden plots.
- The Park District offers a Trapshooting Range and Sportsman's Clubhouse.
- The Park District installed a temporary, modular skate park apparatus in an established park.

Portland, Oregon

The Portland Parks and Recreation Department serves a population of 523,766 within the city. The median family income in Portland is $57,200; and the median home value is $165,700. The Parks and Recreation Department maintains and operates approximately 200 park sites on 10,000 acres of land. This includes 130 developed parks on 4,000 acres, and 70 undeveloped sites on 6,000 acres of land. The park system facilities include: 6 public gardens, 25 community gardens, 5 golf courses, 47 habitat parks, 98 neighborhood parks, 12 regional parks, 12 urban parks, and thousands of acres of urban forest. Portland currently maintains a ratio of 20 acres of parkland to 1000 residents.

Recent Projects/Trends/Unique Facilities:

- Portland has developed Dog Parks, but they have not been embraced as expected.
- Primary interest is in multi-purpose trails and opportunities to walk in natural areas.
- Nationally renowned park facilities include: International Rose Test Garden, Governor Tom McCall Waterfront Park, Mills End (world's smallest park), and Pioneer Square.

Table 4.7

Portland, Oregon	
Population	523,766 (2000)
Developed Park and Recreation Land	4030 Acres
Undeveloped Park and Recreation Land	6029 Acres
Total Acreage	10,059 Acres
Park Classifications	***Level of Service(LOS)***
Neighborhood Park	Within 1/2 Mile Walk
Community Park	Within 1/2 Mile Walk
Regional Park	NA
Habitat Park	NA
Urban Park	NA
Overall LOS Goal	20 ac/1000

Portland's recent "Parks 2020 Vision" Plan cited the following goals:

1. Provide a basic, developed neighborhood park within one half mile of every resident and a community park within a mile of every resident.
2. Develop a full-service community center (pool, arts facilities, classrooms, active rec. facilities) within three miles of every resident.
3. Protect, expand and restore interconnected ecosystems and wildlife corridors – increase amount of protected habitat land from 1,440 acres to 2,060 acres.
4. Make Portland the "Walking City of the West" – double the amount of paved and soft-surface trails from 150 miles to 300 miles; Portland's most heavily used resource.
5. Promote "Community in the City" – build public plazas and "green connections" in the regional and town centers and along main streets.

SUMMARY

The six communities outlined above present a comparison between Cary and surrounding communities as well as a look at how Cary's Parks and Recreation system compares to several outstanding examples from across the country. From these six community profiles several comparisons can be made. Level of service comparisons can be made by park classification; amounts of developed /undeveloped land can be compared; and trends within each parks system can be used instructively.

Cary's current level of service (LOS) standards for Neighborhood Parks is 2.2 acres/1000. This standard is in-line with the benchmark communities range of 1 acre to 5.5 acres per 1000 residents. Two communities, Ann Arbor and Naperville, strive for 5.3 acres and 5.5 acres respectively. This represents both communities' commitment to providing Neighborhood parks within a safe walkable distance from every resident. While Portland does not assign an acres-per-1000-population standard for Neighborhood Parks, their "within ½-mile walk" standard promotes Neighborhood Parks as a key component as well.

Community Parks carry a 2.1 acres per 1000 residents LOS standard in Cary. This is lower than all surveyed benchmark communities that list an acres-per-1000-residents standard. This should, however, be viewed within the context that communities such as Naperville and Colorado Springs are striving to greatly expand their Community Parks class and as a result are currently striving for a large portion of their parks within the Community Park classification. As an example, Colorado Springs currently falls well below their 7.5 acre standard for Community but has a very well established Neighborhood Park system of 113 parks. The analysis of Cary's parks and indicates that residents within Cary are very happy with many aspects of their parks system. Further, the size and facilities provided within existing Neighborhood Parks often fulfill many of the roles of Community Parks. Rather than seeking a greater number of parks, residents expressed the desire for continued development of parks, as the population expands, that are optimally developed, remain innovative and include high-quality facilities.

In terms of developed versus undeveloped park lands, only Ann Arbor has developed more of its park lands; 70% compared to 66% in Cary. Portland and Colorado Springs have intentionally lower percentages (40% and 7% respectively) due to their larger land holdings and their focus on providing expansive open spaces for residents as a central part of their mission.

Another vital comparison needs to be made between Cary's current park facilities, classifications and Levels of Service and the guidelines set forth by the National Recreation and Parks Association (NRPA). In their publication Park, Recreation, Open Space and Greenway Guidelines by James Mertes and James Hall (1995), the NRPA provides guidelines for parks classes, their location and size criteria and whether the application of a Level of Service is recommended. It should be noted that the NRPA does not provide a guideline for the actual level of service, only whether a LOS should be applied. Each community has a different set of circumstances and criteria that require individualized LOS calculations and recommendations.

Table 4.3

Criteria	*NRPA*	*Cary*
Mini Park Service Area	Less than ¼ Mile	½ Mile
Mini Park Size	2500 sf to 1 Acre	½ to 5 Acres
Neighborhood Park Service Area	¼ to 1/ 2 Mile	1 Mile
Neighborhood Park Size	5-10 Acres	5-25 Acres
Community Park Service Area	½ to 3 Miles	2 Miles
CommunityPark Size	30-50 Acres	25-100 Acres
Large Urban Park (Metro Park)	50-75+ Acres	100+ Acres

These differences and others will be discussed as part of the facilities recommendations and Level of Service recommendations.

Finally, several of the communities are recognized as having parks and recreation systems that consistently contribute to their ranking among the most livable communities in the nation. While there are many factors involved in the overall success of these park systems, one key element common among most communities profiled is the communities' ability to provide unique facilities as user interests and characteristics and economic realities change. Communities are:

- putting a greater emphasis on involving the public in decision-making process
- utilizing inclusive, creative processes for developing new parks
- looking for new ways to fund parks either through public or private means
- developing facilities that target youth including a wide variety of "X-Games" parks
- developing facilities that target older adults through facilities such as horticultural centers and other facilities that have not historically been part of park systems
- providing extensive walking facilities within and between parks

Cary has embraced many of these elements and, as a result, is seen as a benchmark community within its own region. Cary can continue to provide this top-level quality of service by continually seeking fresh ideas that can be adapted to best serve its residents.

CULTURAL ARTS

Because the national data available in the field of arts and culture is limited, conducting comparative studies requires a careful understanding both of the community's needs and the available data. In this analysis, it was determined that a review of exemplary programs would best serve the analysis needs in the cultural arts area. It was felt that there was significant value in examining communities that have similar conditions and aspirations to Cary's as a way to better understand the potential provided by exemplary cultural arts facilities. In looking for exemplary programs, the focus was on three distinct types of facilities or programs:

- Community performing and visual arts spaces
- Community cultural arts education programs
- Cultural arts "incubator" space

These three areas were seen as important components in Cary's cultural facilities Master Plan. The following sections report on the nature of the programs in those facilities, how they were structured and staffed, and provides some insight into what such programs can bring to the community. A summary of each of the three models is offered directly below and is followed by detailed descriptions.

1. **F. Scott Fitzgerald Theatre, Rockville, Maryland** The F. Scott Fitzgerald Theatre (hereinafter "the Fitzgerald") is a performing arts facility located in Rockville's Civic Center Complex, which is managed by the City of Rockville's Department of Recreation and Parks. The Civic Center Complex is made up of multiple municipal elements: a 153-acre park, the Fitzgerald Theatre, Glenview Mansion, an art gallery, an historical cottage, tennis courts, and fitness trails. The Fitzgerald is used by community theatrical groups and outside professional companies, and its audiences number over 70,000 annually. In addition to the performance

space, there is also a Social Hall and lobby available for rental. The population of Rockville is approximately 47,000.

2. **Civic Arts Education, Walnut Creek, California** Civic Arts Education (CAE) is Northern California's largest community arts program. Located in the City of Walnut Creek (population 65,000), CAE serves 12,000 individuals, educators, artists, and schools each year. CAE runs most of its programs on two campuses, Civic Park and Shadelands, and also does extensive off-site programming (frequently in schools).

3. **The Arts Center, Spartanburg, South Carolina** The Arts Center in Spartanburg is an incubator facility that houses 10 organizations as well as The Cultural Facilities Management Group, which manages the facility and provides staff support and technical assistance. Resident organizations utilize office and adjunct program space (art and dance studios, storage space, classrooms, and galleries), meeting spaces, an auditorium, and shared office equipment, as well as benefiting from the services provided by The Cultural Facilities Management Group staff. The success of this Center and the growth of its tenant organizations has been such that plans are currently being implemented to build a new, larger facility.

1. Fitzgerald Theatre
Rockville, MD – Details

Description of Spaces: The Fitzgerald seats 500. Support areas include men's and women's dressing rooms, Green Room, prop room, and loading dock. A large room below, called the Social Hall, holds up to 225 people for a seated buffet or 150 people in a meeting-style arrangement. The lobby of the facility can accommodate small meetings, displays, or receptions.

Rental Procedures and Criteria: The Fitzgerald uses a tiered system in determining usage dates for interested organizations:

- Tier 1: First priority is given to City events sponsored by the Department of Recreation and Parks. These groups include the Rockville Concert Band, Rockville Community Chorus, Rockville Regional Youth Orchestra, and the Rockville Civic Ballet, plus other City ceremonies and performances. City groups do not pay rental fees in order to use the Fitzgerald.

- Tier 2: The next level of scheduling priority is given to the Fitzgerald's four resident companies. These are Rockville-based nonprofit organizations, separate from the City. These groups receive a 60% subsidy on the rental cost of the space because they provide an opportunity for citizen participation and so that ticket prices can be kept to a minimum. As part of their agreement with the City, most resident companies provide a free "Senior Night" performance each time they use the Fitzgerald. This performance is usually the final dress rehearsal of each production.

- Tier 3: The third level of scheduling priority is given to regular, often annual, users of the space. One such group has rented the Fitzgerald for over 30 years. These groups do not receive any City subsidy, but are given consideration of available production dates before the theatre is made available to the general public.

- Tier 4: The final scheduling priority is given to those organizations to which the Fitzgerald rents out its space on an individual event basis. These "infill" groups do not receive any City subsidy. Some of these events include mid-week trade shows and award ceremonies and weekend concerts and recitals.

For private rentals, rates are based on classification. As the Fitzgerald is run by the City of Rockville, it is a tax-supported operation. Therefore, there is a reduced Rockville Resident rate. There is also a reduced rate for "public" (primarily non-profit 501(c)3) groups.

Scheduling "Roundtable" The Fitzgerald works three years in advance with what it calls a "roundtable" of its primary renters. First, all the City-sponsored events and rehearsals are entered into the Fitzgerald calendar. Each year the requests for space vie for prime dates in the Fitzgerald's busy calendar. The organizations with conflicting requests are then given time to discuss what possible scheduling solutions might be. The Fitzgerald facilitates these discussions. The result is a rough calendar for the theatre. The City of Rockville and the resident companies use up over 90% of the Fitzgerald's available dates, annually.

Two years in advance, the Fitzgerald's calendar is reviewed by the City and other scheduled organizations for accuracy and any schedule or performance changes. After the 18-month mark passes, the Fitzgerald begins to book the infills.

The Fitzgerald is anticipating changes in its scheduling for its 2004-2005 season. One resident company, the National Chamber Orchestra, will become a resident company at a new, larger concert hall built by the County. With the departure of the National Chamber Orchestra's regular season, the Fitzgerald is likely to have seven or more additional performance weekends available for scheduling. The additional flexibility in the theatre calendar will be used to shift performances of the remaining companies to more favorable dates (to avoid holidays, etc.) and the new dates created will most likely be used by the Fitzgerald to begin producing its own series of performance events.

Evaluation: The Fitzgerald performs a *post mortem* after every event and maintains a note sheet on every renting organization. The note sheet often contains a bulleted list of the renter's technical requirements as well as how effectively these requirements were carried out. This type of evaluation also occurs for special events held by the Recreation and Parks Department as well as for individual renting organizations.

Technical Support: The Fitzgerald Theatre instituted the Theatre Usage Management System, or TUMS, in 1994. Prior to 1994, performing groups would move into the theatre on a Saturday and tech their productions in time for a Thursday dress rehearsal. The multi-week run of their shows would typically end in a Sunday matinee performance. TUMS instituted a change in this schedule: the groups now must end their run on Saturday night, leaving the following Sunday available for the next group to move in, freeing the following weekend as viable performance nights for additional renting. In exchange for the shortened technical schedule, the Fitzgerald provides equipment transport assistance (scenery, costumes, props, etc.) as well as an onsite technician assist the incoming organization. If the performing groups provide a light plot to the Fitzgerald ahead of the time of their load-in and the theatre can fit in their lighting hang (with what is already in the air), then the Fitzgerald will hang the renting organizations' lights for them. The net result of instituting TUMS at the Fitzgerald is 7-10 additional weekends for performances, and a much more efficient load-in for the performing groups.

The Fitzgerald also gives the performing groups a guarantee that their "tech week" (from move-in through the first weekend performances) will not be bumped for any reason. Between weekends, however, the groups are asked to "strike to half," moving half of their scenery upstage behind a mid-stage curtain. This allows for additional infill bookings during the week.

The stage is 30'deep with a 10' apron and is 40' wide.

Marketing Support: Currently, there is no such thing as a "Fitzgerald Season." The resident groups are autonomous, but do have some collaborative processes in place. For example, with its new box office, the Fitzgerald is beginning to take over event advertising, including mailings, and brochures. The resident groups still create their own individual flyers, posters, and print advertising. At such time as the Fitzgerald creates its own season, it may use the access it has to the databases of the resident companies.

Box Office: The box office at the Fitzgerald opened in 2001. It serves as a central ticketing location for multiple organizations: Rockville Musical Theatre, Rockville Little Theatre, Rockville Civic Ballet, Victorian Lyric Opera Company, National Chamber Orchestra, and the Musical Theatre Center. The Fitzgerald box office also can sell tickets to touring or individual events presented at the theatre.

The Senior Night (mentioned above) is a very popular program. When it was instituted it was at no cost to Rockville senior citizens and the Fitzgerald did a "turn away" business. With the advent of the box office operations, the Fitzgerald decided to begin ticketing this event (general admission). This decision solved a number of problems. The senior citizens realized they could call ahead and would not have to worry about lines and parking problems. In addition to the ticketing service, the Fitzgerald began providing ushers at the Senior Nights. These open dress rehearsals were soon treated like a program of the Fitzgerald. As time went on and the popularity of the program remained steady, the Fitzgerald surveyed the concept of charging a minimal price for the tickets in order to cover the cost of staff. The idea was tested and ultimately instituted. Now the ticket price pays for the ushers and box office, and also produces a slight overage. The Fitzgerald is now discussing using a portion of the Senior Night revenue to create a scholarship fund for Rockville youth to study theatre.

The PASS 3 ticketing system is used in the Fitzgerald's box office.

Budget: The Civic Center falls under the Department of Recreation and Parks budget for the City of Rockville. The Fitzgerald is then sub-lined under the Civic Center Complex.

The operating budget of the Fitzgerald (not counting the box office operations) is approximately $300,000 (or one half of the Civic Center operating budget) The theatre's budget comes out of general line items for the Civic Center Complex – such as personnel, electricity, and heating. The Civic Center on the whole makes back over 70% of its operating costs, though the Fitzgerald realizes only approximately 30% of its expenditures. The other major facility on the property, Glenview Mansion, generates the majority of the revenues (through wedding reception rentals and conferences). The City of Rockville does not mandate that the Fitzgerald break even. All of the municipal elements (theatre, mansion, gallery, and parkland/recreational opportunities) of the Civic Center Complex work together as one unit in the City budget. Though the Fitzgerald makes less revenue (due to City free use events and subsidies), it is the sheer numbers of patrons (residents) served by theatre operations that balances the equation. The Fitzgerald serves over 70,000 persons annually.

Employees: There are 10.4 FTE employed at the Civic Center.

Staffing and Governance: The Fitzgerald is directly run under the Civic Center Division of the Department of Recreation and Parks. The City sponsored groups (Band, Ballet, Chorus, and Youth Orchestra) are administrated under the Arts Division, also under the Department of Recreation and Parks.

The *Civic Center Division* manages the following operations:

- Booking and Rentals of the Civic Center (Fitzgerald Theatre and Glenview Mansion).
- Rentals of various small recreation centers for civic and private functions.
- Rental of parks for picnic and sports activities.
- Provides assistance Citywide with technical support for special events and other functions/activities.

In the Civic Center Division, the following full time positions exist:

- Civic Center Superintendent
- Theatre/ Civic Center Supervisor
- Theatre Production Specialist
- Box Office Manager
- Secretary III
- Secretary I
- Custodial Foreman
- Custodians (2)

The Civic Center employs 30+ part time workers for technical, box office, social host, picnic supervisor, and part time custodial positions.

The *Arts Division* engages in the following activities:

1. Sponsors performing groups
2. Provides visual, performing, and literary arts activities
3. Offers family-oriented entertainment series such as Family Fun Nights; Kids, Parks, and the Performing Arts; Arts in the Mansion; and special concerts

In the Arts Division of the City of Rockville, the following staff positions exist:

- Arts Programs Supervisor
- Arts Program Specialist

Cultural Arts Commission: Also supporting the Arts Division is an 11-member Cultural Arts Commission whose members serve overlapping, two-year terms. The Commission is responsible for encouraging the arts and culture in the City of Rockville for the benefit of Rockville citizens and recommending to the Mayor and Council appropriate programs, activities, and utilization policies of the City facilities, which will add to the further development of Rockville as a cultural center. The Cultural Arts Commission also promotes the use of art in private developments although no policy codifying this commitment has yet been adopted.

While selected members of the Cultural Arts Commission are involved in the Fitzgerald's scheduling roundtable, the Commission does not get involved in programming choices for the Fitzgerald. The Commission is more involved with bigger picture arts discussions such as those that revolve around funding, policy changes, or physical theatre changes.

2. Civic Arts Education (CAE)
Walnut Creek, CA - Details

This education program is one of the preeminent such programs in the nation.

Program History: In 1964, CAE offered its first arts education class. As interest in the classes grew, the organization soon purchased four classroom portables. In the early 1970s, CAE acquired a small house where additional programs were held. In 1979, CAE took over a large gymnasium building in downtown Walnut Creek.

In 1990, CAE undertook a needs assessment study. At the same time, it acquired another classroom portable, bringing the total to five, two of which are double-size. (A sixth classroom portable was put into use on Heather Farm, a location separate from Civic Park and Shadelands.) The needs assessment identified the need for a new facility. The City of Walnut Creek looked for a place where CAE could have a permanent home. And in 1997, a 4.7-acre piece of property located approximately 3 miles from the Civic Park campus was purchased and secured. A master planning process followed, resulting in the remodeling of a 15K square foot existing building on the property. That building, the Shadelands Arts Center Phase I, opened in January 2001.

At present (2003), there is a schematic design and a model for Phase II of the development of the site. There is no project completion date scheduled and there is no commitment of City money at this time. The model is going before the City Council in April of 2003. The new building, which will be connected to the remodeled one via a large lobby and community center, is projected to be 45K square feet.

Staffing: In 2002, the City of Walnut Creek underwent a reorganization that resulted in the combining of the Recreation Department and the Arts Department. Civic Arts Education is now a program of the Arts, Recreation, and Community Services Department (ARC). There is a Head of ARC and under the Head are two managers: an Arts Manager and a Recreation

Manager. Under the Arts Manager are three positions: Supervisor of Arts Education, Supervisor of the Performing Arts Facilities, and Coordinator of the Bedford Gallery.

Civic Arts Education maintains the following administrative positions:

- Supervisor of Arts Education (mentioned above)
- Head Registrar
- Registration Staff (1 full-time, 2 part-time)
- Shadelands Facility Coordinator
- Graphics Specialist

All other positions with CAE are programmatic. Some are part-time, some full-time, and some are "temporary" grant-funded positions. The regular programmatic staff positions include:

- Ceramics Studio Manager
- Ceramics Assistant
- Youth Fine Arts Specialist
- School Arts Services Coordinator
- Fine Arts Preschool Staff (3)

In addition, there are 1.5 FTE facilities staff plus temporaries. There are three (3) temporary School Arts Services Staff (the school arts services program is 100% grant funded so this staffing varies depending on level of funding).

Governance: The City of Walnut Creek has an Arts Commission and an Advisory Council that works directly with CAE.

The Walnut Creek Arts Commission is composed of seven members appointed for three-year terms on a staggered basis. The Commission's scope of responsibility is to:

1. Annually review the Cultural Services program, taking into consideration the quality of programs, program relationships, and the relationship of the program to other local geographical areas and with the private and educational community. This review includes information about CAE that comes via the Civic Arts Education Advisory Council (described in further detail below).

2. Prepare and maintain a 10-year arts general plan, an 8-year operating plan, and an 8-year capital facilities plan for the arts.

3. Review and provide comment on the Cultural Services Department's operating budget, as it relates to the approved arts plans.

4. Review, formulate, and recommend policies and procedures to the City Council regarding the Cultural Services program, including approval of program user fees based on parameters established by the City Council.

5. Establish and work closely with four Commission-appointed Advisory Councils that oversee individual arts programs.

6. Work with staff and the Diablo Regional Arts Association in determining private sector arts funding needs and conduct of a program to meet these needs.

The *Civic Arts Education Advisory Council* advises the Arts Education Supervisor and the Walnut Creek Arts Commission. The Council monitors, evaluates and makes recommendations on program content, quality and level of service. Members review and advise on facility needs and long and short term program planning. They also review and monitor outreach, grant funded, and special programs that are generally in partnership with schools. They consult with faculty coordinators, parents, students, citizen groups, and the Arts Commission. They review, evaluate and participate in the Scholarship Program, and serve as advocates to the City Council, Arts Commission, community and educational groups for the programs, and special needs of Civic Arts Education.

The Advisory Council has seven members who each serve overlapping terms of two years. Many of the members stay on for three consecutive terms (or 6 years). Six are appointed by the Arts Commission and one is appointed by the Diablo Regional Arts Association and Clay Arts Guild. Individuals are selected based on a demonstrated interest and ability to identify and

respond to community cultural and arts education needs.

City Budget: The operating budget of Civic Arts Education is $1.96M on a two-year cycle. The annual budget is therefore approximately $1M per year.

Thirty percent (30%) of that comes from the City of Walnut Creek. As the overall size of the budget has increased (with City approval) over the years, the City has maintained this level of commitment. The other 70% comes from a broad range of revenue sources. A majority comes from class fees. Other sources include facility rental fees, revenue from reselling of art supplies, performances (tickets), and the sale of art (CAE organizes two sales each year).

Additional funding for this program is also available through the Diablo Regional Arts Association, an arts fund-raising organization providing support to the arts throughout Central Contra Costa County. In 2002, DRAA contributed over $400,000 in direct support to arts organizations. CAE is one of the primary recipients of funds from DRAA.

Classes: The types of classes available include:

Community Music School
- Private Music Lessons
- Special Music Programs
- Early Childhood Music
- Group Instrumental instruction
- Group Vocal instruction
- Music Appreciation

Youth Classes
- Fine Arts Preschool
- Early Childhood Arts Education
- Art
- Clay & Mixed Media
- Dance
- Drama
- Music
- Photography

Adult Classes
- Arts Appreciation
- Calligraphy
- Ceramics
- Dance
- Drama
- Drawing & Painting
- Glass
- Interior Design
- Jewelry
- Photography
- Printmaking
- Sculpture
- Textile & Fiber Arts.

Home School Classes
Civic Arts Education and the City of Walnut Creek partner with the Lindsay Wildlife Museum to create a catalog of fine art, visual art, recreation, leisure, natural science and physical science offerings for home school families. An interested individual, or group, may recruit a minimum of 6 to a maximum of 16 students, depending on the course.

Arts, Adventures and Academics Summer School
During the summer months, CAE runs a summer school for the school district. The schools provide the site and the custodial services. CAE hires all the program staff.

3. The Arts Center
Spartanburg, SC - Details

Background: In 1975, the Arts Council of Spartanburg County, Inc. and eight affiliate cultural organizations moved into a 46,000 sq. ft. former elementary school building owned by the Spartanburg County School District. Originally the Arts Council received rent-free use of a portion of the first floor. However, programming expanded and the number of affiliate organizations grew very rapidly, with the need for space growing rapidly as well. In 1979, the Arts Council purchased the building from the School District.

Until 1994, the Arts Council managed the building (The Arts Center). At that time, as a result of a community-wide cultural planning

process, management of the Center was spun off to an independent nonprofit organization, The Cultural Facilities Management Group (and another new organization, The Arts Partnership of Greater Spartanburg, was created to serve as local arts agency and united arts fund). The Cultural Facilities Management Group (CFMG) was assigned responsibility for management of The Arts Center as well as planning for new facilities, as needed, for the community. (Several years ago as part of another cultural planning process, The Arts Partnership took on the cultural facility planning role subject to the "advice and consent" of the CFMG. This was because its staff capability, community profile, and volunteer leadership were considered more able to handle the demands of this role. However, facility management remains under the purview of the CFMG.)

Since 1994, The Arts Center has gone from about 75% occupancy to full occupancy. The demand for space by the funded agencies (including the two funded agencies that are currently not housed at The Arts Center) has been so great that, under the leadership of The Arts Partnership, plans are being made to build a new, larger, state-of-the-art facility. Phase I of the capital campaign for this new Center, which raised $32 million, was completed in December 2002. Phase II of the campaign, which primary involves public funding, is currently underway. Total cost for the new Center will be $48.8 million. No completion date has yet been set for the facility, but tentative plans indicate that it may open mid-2006.

Program Description: The Arts Center currently houses The Arts Partnership, seven funded organizations of The Arts Partnership, two non-cultural nonprofit organizations, and CFMG.[1] The Center includes office and meeting spaces, galleries, an auditorium, a dance studio, arts studios, classrooms, and storage spaces. Organizations housed in the Arts Center include a ballet, an artists' guild, a music presenter, the County Museum of Art, a science center, two theater groups, the County Association of Educators, and the Garden Club Council.

Tenant organizations must pay rent on the spaces they occupy, although rental rates are less than current market rental rates. For their rent, each tenant is provided an area as nearly suiting its needs as possible; the area is clean and ready for occupancy. The only other terms of the lease agreement between CFMG and the tenant organizations involve insurance requirements and alternation/addition/ renovation conditions.

While the lease agreement covers only a very basic relationship between CFMG and its tenants, there is much more value received for the rent paid. Rent payments include all utilities (heat, light, and water), although each tenant is responsible for its own air conditioning. Rental also includes use of a telephone system installed by the CFMG. After the initial installation, however, each tenant is responsible for maintenance, repair, and replacement of its telephone equipment.

CFMG maintains an Office Services division that operates and maintains a copier, fax machine, folding machine, postage meter, mail distribution system, and other small office machines and equipment that can be shared by the tenants. Charges for the use of this equipment are only for consumed supplies such as paper and postage and for long distance fax transmissions. The equipment itself and the Office Services staff are provided as part of the occupancy costs for the tenants.

Staffing: Staffing for the CFMG includes:

- Director of Operations
- Office Services Clerk
- Maintenance Supervisor

[1] The funded organizations of The Arts Partnership receive a major portion of their annual operating costs through the united arts fund of The Arts Partnership. These funded organizations include all of the major cultural agencies that have a presence in the City of Spartanburg. It is not a requirement of tenancy that an organization be a funded member of The Arts Partnership, and in fact, two non-cultural organizations are also current tenants of the Arts Center.

- Two part-time Maintenance/Custodial Personnel
- Two part-time Receptionists
- Four part-time Night Watchmen/Security
- Two part-time Custodians furnished by AARP Foundation Senior Employment Program

The duties of the custodian include the cleaning of the common areas (halls, restrooms, etc.). The custodian also does minor cleaning of tenant offices (emptying trash, light dusting, vacuuming, etc.). There is no additional charge to the tenants for this service. The maintenance staff is charged with the repair and maintenance of the Arts Center. The maintenance staff is made available to tenants to help set up for their meetings, paint offices, move performance materials around town, and many other projects. Tenants are charged for only the materials used in whatever project the maintenance staff helps with. The security staff provides after hours reception duties and general building security. The security staff is responsible for securing the building and arming the alarm systems after all activities have concluded.

The Director of Operations also provides management services to the tenant organizations. The Director has been called upon for accounting advice, organizational advice, computer advice (software, hardware, Internet, and purchasing), regulatory compliance advice, and other management and facility issues assistance. In addition, the Director serves as a resource for repair of equipment, assistance in identifying appropriate repair people, and securing replacement equipment. These technical assistance services are also provided free of charge to tenant organizations.

Budget: The annual budget for CFMG is about $289,500 for FY 2004 ($285,500 in FY 2003). The rent received from the tenant organizations covers about 75% of the operating costs of the facility. The balance of operations is funded by The Arts Partnership (20%) and interest, gifts, and miscellaneous (5%). Capital costs for the Arts Center are funded from a capital fund that was created through line item allocations from the operating budget as well as allocations of any operating surpluses. In addition, an annual fund-raising event is held each year by local ballroom dance clubs to augment the Capital Fund.

CURRENT NATIONAL TRENDS – PARKS AND RECREATION

The Town of Cary is recognized within the region as a forward-looking community that is continually seeking opportunities to improve the quality of life available to its residents. No where is this more evident than in its views toward the future of its parks, greenways and cultural arts facilities. Cary residents have enjoyed a significant expansion of parks facilities during the past ten years that has included both traditional parks (e.g. active recreational fields, playgrounds, etc.) as well as unique facilities that target specific interest areas (e.g. Cary Senior Center, Sk8-Cary, Amphitheatre at Regency Park). As a guide to future facility development, this analysis identifies and summarizes several current trends in parks and recreation facilities from across the nation. It is important, however, that as facilities are considered based upon these trends, facilities are tailored to fit the specific needs of Cary.

Keeping up with trends and providing residents with new and diverse recreational opportunities is a challenge to community governments across the nation. In her report, Public Park and Recreation Trends: A Status Report (Russell, 1999) Ruth Russell cites several challenges faced by parks and recreation departments in the past decade:

- Deteriorating park and recreation infrastructure.
- Declining park and recreation budgets relative to costs.
- Increasing competition for shrinking federal, state and local tax resources.
- Greater cultural diversity.
- Greater difficulty in providing equal opportunity for leisure to all people.

The Town of Cary faces each of these challenges to varying degrees and must consider each as it looks to develop new facilities. Cary has proven that despite these and other challenges it is able to provide first-class facilities for its residents. With its long-term goals and a creative approach to facilities and development Cary can continue to build on its successes.

Recreational Facility Trends

An analysis of recreational trends from across the nation reflect a growing desire for passive or informal facilities as well as unique facilities targeted toward a specific activity or segment of the community. Following are current recreational facility trends gathered from a range of available literature and comprehensive parks master plans.

Dog Parks and Dog Runs: Fenced off-leash parks for dogs (dog parks) and multi-use pathways which can be used for exercising dogs (dog runs).

Aquatic Facilities: Facilities that provide for a range of water activities including traditional swimming for exercise programs, team swimming and diving and water slides and spray grounds.

Walking Facilities: Facilities that provide varied loops of walking pathways along roadways and within natural areas that accommodate users of varying ages and abilities**.**

Multi-Use Pathways: Related to walking facilities, multi-use pathways are typically paved linked systems that provide linear recreation for a variety of users including runners, bicyclists and in-line skaters and pet walkers. An emphasis is put on creating interconnected systems both within the community and regionally. Wayfinding and user amenities are provided such as trail heads with parking, restrooms, benches, maps and linkages to user origins and destinations. Multi-use pathways also provide links to residential areas, commercial zones and workplaces to encourage safe alternatives to automobile commuting.

"X-Games" Parks: Facilities, often targeting youths, that provide a variety "extreme" sport activities. These include:

- In-line hockey rinks
- BMX "Dirt Jump" parks
- Climbing walls
- Single-track mountain biking trails
- Skateboard parks
- Competitive whitewater kayak/raft courses
- Luge, Bobsled and skeleton runs

Natural Areas and Preservation Parks: Passive use areas that are intended for natural resource preservation/minimal access or that serve as an environmental education resource.

Indoor Wellness/Fitness Facilities: Community-wide centers (designed to serve a broad range of ages and abilities) that provide a broad range of fitness facilities as well as wellness education and services.

Other Recreational Trends

Creative Re-use: Finding ways to use existing facilities for new uses (e.g. tennis courts to skate park) or incorporating new facility development within existing parks to take advantage of existing infrastructure.

Creative Funding/Partnering Strategies: Active searches for development and maintenance funds through a wide variety of non-traditional sources. These could include public or private grants, partnerships with corporations or non-profit organizations, use agreements, and donations. Often, communities identify one key individual to track grants and funding opportunities. Creative partnering is also an important trend as communities look to adjacent municipalities, hospitals, corporations and State agencies to share facilities, programs, staff, or infrastructure as a means of raising funds and attracting users.

Horticultural Education Center: As an extension of parks maintenance facilities, horticultural education centers carry the dual role of providing ornamental plants to community parklands and educating residents in horticultural practices.

Community Gardens and Public Gathering Spaces: Garden plots set aside for residents are typically these are located throughout the community to provide close proximity to many residential areas and carry small yearly fees for users. Many also provide composting facilities and shared garden tools. Public gathering spaces such as community squares and display gardens are increasingly popular as a means of promoting walkable neighborhoods and commercial areas. These spaces also provide opportunities for cultural arts events and programming.

Facilities for Seniors: Providing facilities that include senior-focused community centers, extended care facilities, and recreational activities within neighborhood parks that are targeted toward seniors.

Renewed Commitment to Neighborhood Parks: Communities across the country are emphasizing a renewed commitment to Neighborhood Parks as the basic unit of a parks system. By providing Neighborhood Parks within a safe walkable distance (typically ½ mile) for every resident, communities are able to ensure a base level of park access to all.

Pathways, Open Spaces and Natural Areas that are Inclusive and Accessible – Access for those with disabilities to broader recreation facilities including natural areas, multi-use pathways, and environmental education facilities.

Storm Water Management as Amenity: Using stormwater management demonstration projects to educate the public about water quality and conservation issues and to incorporate park amenities and trails into stormwater management areas.

Redevelopment of Brownfield Sites: Communities across the nation are successfully acquiring funding from a multitude of State and Federal agencies that assist in the cleanup of contaminated sites for the development of public amenities. Often these parks are carried out as demonstration projects that enjoy positive public participation and become "jewels" of the community.

Cooperatively Designed/Built/Maintained Parks: Parks designed through very active and hands-on public participation during the design, construction and ongoing maintenance of the park. Related to this are programs that encourage community members to become involved in the protection and enhancement of habitats and the environment.

CURRENT NATIONAL TRENDS – CULTURAL ARTS

There are significant shifts in how people engage in cultural arts activities and those trends have important implications for the cultural arts component of this Master Plan. The following discussion highlights the most significant national trends.

Cultural arts are seen as a key part of the "quality of life." The past 20 years have seen a huge increase in the reported importance placed on access to arts and cultural amenities as a component of the quality of life. Studies of decision-making for business relocation and senior employee retention generally count cultural amenities among the top ten factors that influence decisions. An examination of the economic impact of arts and culture in Cary and Wake County documents the significant role these activities play in the community.
Implications for the Master Plan: Cultural arts activities and facilities are integral to Cary's well-being and should be integrated into its civic life.

Stronger interest in participatory arts and cultural activities. Beyond having access to cultural performances and exhibitions, there is also an increased interest in participating in cultural arts activities. While this has always been the case in rural areas, it is increasingly important in communities like Cary. Not only is there a growing level of interest in these activities but the range and quality of offerings appear to be improving. This means that the

availability of high-quality facilities and support structures is increasingly important. The Civic Arts Education program, described in detail earlier in Chapter 4, highlights the sophistication of such programs. **Implications for the Master Plan:** Facilities in Cary must address this trend, already articulated by residents, in the design of new facilities.

People enjoy cultural activities closer to home. As a result of the time constraints families face today, there is a stronger interest in activities that are closer to home. While many people are willing to travel to major cultural attractions, there is strong demand for such activities as classes and amateur arts activities in locations that are more accessible and don't require long drive-times. This is especially noticeable with populations of school-age children and seniors, two of the fastest growing segments of Cary's population. **Implications for the Master Plan:** it will be important to factor in neighborhood locales for some cultural activities.

People are concerned that children have access to cultural education opportunities. The importance of providing opportunities for children to experience and understand arts and culture has long been recognized. However, as school systems have been pressed to cover basic educational services, arts, music, dance, and drama training has often deteriorated. Thus parents are increasingly looking to other sources for this sort of experience for their children. With school-age children representing almost 23 percent of Cary's population, this is a critical point to consider. And even in communities with strong arts education programs, the trend is to supplement these activities with non-school-based programming, such as what is already offered in Cary. **Implications for Master Plan:** opportunities for children to engage in cultural arts activities, already strong in Cary, should be developed even further.

Communities are becoming more diverse. Cary's Asian population doubled between 1990 and 2000 as has the Hispanic population. This reflects a national trend toward greater ethnic and racial diversity in our nation. The level of involvement of these ethnic communities in the cultural life of Cary represents an additional dimension of programs and venues that may be required to meet the needs of these diverse populations. Often these communities search for spaces to conduct religious and cultural ceremonies and celebrations. Often these become woven into the fabric of community life, attracting many people of various ethnicities. **Implications for the Master Plan:** the range of spaces required in Cary must reflect its increasingly diverse population.

Cultural audiences are aging; there is a national commitment to strengthening audience participation among younger adults. Nationally, audiences are "graying" as the core group of traditional arts attenders gets older and is often not replaced by younger arts enthusiasts. Concerted efforts to engage people in their 20s and 30s in arts attendance have been started in many communities as a way to build audiences (often in conjunction with increased programs for youth as well). However, considering that Cary's 20- to 34-year olds represent the slowest growing segment of its population, the ability of groups here to build audiences in that age range may be hampered. Implications for the Master Plan: While this suggests a focus on participatory activities in Cary, which might leave the bulk of leaving professional level events to other locales, it would not preclude the presentation of professional level events in Cary. Given the strength of interest and wealth of opportunities, there is a range of options for professional performances.

Chapter 5: Summary of Public Input

Throughout the creation of the Cary Parks, Greenways and Cultural Resources Facilities Master Plan, public involvement was an integral component. Through a series of meetings, workshops, open houses, surveys and questionnaires, citizen input was solicited and used to develop goals and objectives and helped to shape recommendations. Following is a brief summary of each public input tool utilized during the planning process.

COMMUNITY INVOLVEMENT MEETINGS

Steering Committee

To provide consistent input and feedback regarding the project process and recommendations, the Parks, Recreation and Cultural Resources Advisory Board and the Greenway, Cultural Arts, and Athletics Committees served as the project steering committee. The Steering Committee met numerous times throughout the project process and provided review and comments on many portions of the Draft Master Plan. During the initial phase of the planning process, the Steering Committee participated in a workshop to discuss their vision for the future of Cary's Parks, Recreation and Cultural Arts facilities. Key components of these discussions are summarized below.

Parks and Recreation:

- Parks are currently a point of pride for the community
- There are opportunities for improvement
- Recreational trends should be identified and will influence future development of park facilities
- The value and role of School Parks as a part of the park system
- The value and role of Greenways as a part of the park system

Cultural Arts:

- What works
- Space needs
- Public art
- Potential issues/concerns

This input served as an indication of Cary residents' current perceptions of their parks and recreation system. Later discussions with specific organizations, user groups and the general public were found to largely support the comments and ideas from this workshop and as a result, formed the basis for recommendations found in Chapter 7.

The Steering Committee met several more times throughout the planning process to provide input and to review preliminary and draft versions of the Plan. Further records of these discussions can be found in the Appendix.

Focus Groups

During the initial stages of the planning process, the project team met in a focus group setting with members of the Town of Cary staff, representatives of area non-profit groups and recreation clubs, and other interested parties. After an introduction and overview of the planning process, each representative provided an overview of their organization, facility needs, existing challenges, and emerging trends. Brief summaries of the organizations and clubs represented during this meeting follows below:

West Raleigh Baseball currently serves nearly 600 youths, half of which come from Cary. The organization has an immediate need for more fields, primarily for practice. This would allow for the expansion of the boys' league and the addition of a girls' league.

Pop Warner Football currently serves 450 youths in its football and cheerleading programs. A key issue raised was the need to know field

availability and the scheduling of practice fields. Currently there are waiting lists for several age groups and the organization would like to serve this need. Regulation size fields are needed for games as currently Cary High School is the only field available.

Carolina Copperheads currently offers football and cheerleading programs for area youths. Though the season extends only from August to October, scheduling remains difficult with conflicts from other leagues and school schedules.

Greater Raleigh Baseball is a fall league that serves 50-60 13-15 year olds, 80% of whom come form Cary. Two fields are needed from August to October. Currently this group uses the Bond Park fields.

The **Capitol Area Soccer League (CASL)** offers three divisions and supports nearly 800 players. Nearly half of the teams come from Cary. While they are currently capping the numbers of teams within several age groups, expansion is still taking place as they serve groups such as the Latino population. Due to the size of this organization and the great number of games scheduled, they desire the exclusive use of fields to allow for scheduling flexibility. Currently this group is pursuing "partnership" parks with the Town to help provide adequate facilities.

The **Triangle Futbol League** currently does not utilize facilities within Cary. Among the issues raised was the need for extended capacities of fields through lighting, irrigation and turf selection.

Dream Camps recreational soccer serves youths form 5-15 as well as adult women. This group also experiences difficulties in scheduling and consistency of field availability. Currently half of the fields this organization uses are Wake County schools and due to school schedules there are very limited times of availability. This group also expressed the need for a streamlined field reservations process. Currently this group is pursuing "partnership" parks with the Town to help provide adequate facilities.

Wake County Schools currently support many of the field needs of area sports clubs and organizations, however, difficulties arise as there are differing missions between the two. The school system has difficulty providing for outdoor spaces that are beyond its educational mission. As a result, there limited numbers of fields and constraints on use to avoid degradation. Partnering with the school system can open opportunities, however this requires long-term support from users.

A second focus group meeting was held with the Town of Cary staff and representatives of area greenway organizations. These included the Triangle Greenways Council, the North Carolina Horse Council, Wake County Parks, and the Open Space Advisory Committee. A brief introduction to the project process was followed by a discussion of several key issues including the following:

The regional open space greenway system:

- Importance of connectivity
- Huge demand among the community as greenways are able to improve the health and air quality of the area
- Critical to greenways is the protection of lands amid development pressures
- Funding sources are available throughout the region
- County open space goals include preservation of woodlands and riparian areas, preservation of agricultural areas and rural character, preservation of a greenbelt between Cary and Lake Jordan, and the preservation of large contiguous natural areas and scenic vistas
- Existing and proposed parks can provide open spaces within the park to be preserved and become part of the open space system

The role of Cary's Greenways

- Defined as linear parks
- System is currently recreationally-based, though the Town encourages recreational use. As system connectivity increases, the use of Greenways as alternative transportation routes will also increase.

- Connectivity remains a vital component to the system. Connections to the American Tobacco Trail and across I-40 into Umstead State Park are crucial links to the system
- User conflicts that are currently seen are an indication of success. As new trails are developed, signage, trail surfaces, user education and possible use limitations will need to be addressed in order to optimize the trail system as a whole.
- Greenways currently serve an important role of providing riparian buffers to support water quality and flood control. Future trail development must honor and incorporate these functions.

The American Tobacco Trail

- This trail is a natural surface trail that serves hikers and equestrian users.
- Future connections to the ATT need to accommodate the existing uses of the trail and avoid potential conflicts (e.g. the conflicts between bicyclists and equestrian riders.)

Further records of these meetings can be found in the Appendix.

Public Open Houses

Three public open houses were held to solicit input from citizens and to provide project updates. On October 2, 2002 the first open house, held at the Cary Senior Center, was attended by over 200 individuals. Following a brief presentation of the project process, citizens were encouraged to provide written feedback in response to prepared questions at three different stations related to parks, greenways and cultural resources. Citizens were also encouraged to complete and return a more in-depth questionnaire regarding recreation and cultural arts preferences. Public input received during the meeting and through the questionnaire is included in the Appendix.

A second public open house was held on January 28, 2003 and was attended by approximately 100 individuals. This second open house was again held in the Cary Senior Center and included a presentation of preliminary findings and recommendations with opportunities for community questions and input. Further records of these meetings can be found in the Appendix.

A third public open house was held on April 3, 2003 at the Cary Senior Center and had an attendance of approximately 50. An update of the project process was followed by preliminary recommendations for parks and recreation facilities, greenways and cultural arts facilities. After this presentation, the project team and Town staff were available to discuss specific recommendations included in the plan. Further records of this public open house can be found in the Appendix.

Input received from Cary citizens at these three open houses was compiled and analyzed as a part of the project process and was used to validate the statistical data collected in the Citizen Preference Survey described later in this chapter.

CULTURAL RESOURCE FACILITIES INVENTORIES

Cultural Facilities User Group Meetings

A series of focus group sessions was held with three distinct user populations. These included representatives of:

- Visual arts groups
- Performing arts groups
- Ethnic and culturally diverse groups

In addition, a meeting was held with Town of Cary cultural arts staff members, both to hear their input and gather their impressions of individual users' concerns.

Visual arts groups: While there is much to be pleased about relative to cultural arts in Cary (the public art around Town and in particular the gate at Regency, the Town-supported arts centers, the preservation of Page-Walker, the public art plan, the Kids Together playground, were cited, among others), there are also shortcomings, many of

which are grounded in the nature and history of Cary itself.

For example, there is a sense of fragmentation in Cary, which is felt as the lack of a "center." This may be caused by the enormous growth of the community in a very short period of time. As a result, it is hard for residents – especially newcomers – to find out what's going on here. This is particularly felt in the cultural arts, where there is no "focus place for the arts," no single place to go to see what's going on or to meet people with similar interests.

This group favors the notion of centralizing the major cultural arts venues in the downtown of Cary. They see the need for:

- Large, flexible, indoor exhibition space sufficient for traveling exhibitions and shows of local artists
- Performance venues that support local groups, Town programs, and smaller touring attractions
- Purpose-built studio art spaces for instruction

There is also the feeling that an arts center can be multi-purpose as long as it is purpose-built for arts usages so that it can provide for the specific needs of arts groups and artists, even if compromises are made within that context. Beyond the specific needs of visual artists for space, there was also a sense that there is an opportunity to "bring together the fragments," to create a sense of community using the arts. They saw this as a *place* that had the following attributes:

- spaces for performing and visual arts (rehearsal, instruction, and performance)
- geared toward the interests and needs of everyone from student to amateur to professional
- provide a "culturally oriented hang-out" to hear music, get food, an "unplanned environment," a coffee house
- available open space for temporary exhibit of sculpture.

Such a venue would provide tangible evidence that the arts (and artists) are thriving in this community.

Performing arts groups: The circumstances of performing arts usage varies but the common thread is the lack of available (and appropriately designed and configured) space in Cary. Indeed, Cary-based performing groups' programs are often determined by what space they can get, rather than what they see as the priority activity. Some examples:

- The Cary **Ballet** outgrew its space in its first year. It now goes the Chapel Hill and sells out five performances in an 800-seat space.
- The **Cary Players** is a new group and looking for space to perform. As an indicator of the level of interest in what they are doing, they started in January, 2002 and by June, 2002 they had 110 members – and still no place to house a production. Already they see that a full production will be difficult since there are few facilities with fly systems or places to store sets.
- The **Concert Singers of Cary** has 120 members and needs a good size orchestra to do the works they want to do. There is no place in Cary where they can define an identity for the group. They perform in churches or they go to Raleigh. They also do a chamber choir of 45 people, for which is easier to find a venue.
- The **Cary Town Band** has the bandstand which is adequate for its performances. But they have a problem with rehearsal space, especially in the winter. There are spaces that they use but they often get bumped from them when other activities or events come up.

Interestingly, these groups shared concerns other than around facilities. Many of them were quite interested in collaborative advertising and marketing as well as joint ticket selling and perhaps even some mechanism to develop a joint season series of events. This appears to grow out of a perception that visibility of cultural activities in Cary is quite low and that the groups ought to work together to heighten residents' awareness of cultural activities in town.

This willingness of the performing groups to work together is very positive and quite significant. In many communities, getting groups to this point is quite difficult. It suggests that when additional facilities become available, arts groups are ready to work together to help make them successful.

Cultural Diversity: Access to space is the key for the individuals who lead groups devoted to ethnic, religious, and cultural expressions. Many of these groups present cultural shows of dance and music (often of children) to their own communities. So there is a concern about coordinating the usage of existing facilities so they are more consistently used. Generally these groups have consistent requirements. Often they rent high school auditoriums and they sell out their events early. They usually only do a few events (from two to four) annually.
There was an expressed need for a 2,000-seat facility that was fully equipped for theatre and music and had a ballroom and multi-purpose space for exhibition and perhaps catering facilities. However, there was some question about how frequently a venue of that scale would be used. Many individuals expressed needs for somewhat smaller venues (in the range of 1,000 seats) and for flat-floor space for festivals and dinners.

There is agreement on the challenges these groups face when they aren't able to present their programs in Cary. Hum Sub, for example, used a high school in Chapel Hill one year – because it was available when venues in Cary were not. When groups can't present in Cary, they feel they lose their ability to build their community in Cary.

There was also agreement that, beyond these sorts of performance and flat-floor spaces, there was a need for classroom space and spaces that could be used by summer camp programs, as well as after-school child care, tutoring, ESL classes, ethnic dance, cooking, and music classes. In this discussion, the notion of a "community cultural center" that had components that served ethnic and traditional arts and culture were equated with and factored into facilities that also served a more fine arts orientation, as well as other recreation-oriented activities.

Cultural Arts staff members: As the individuals who are on the "front lines," dealing with residents' concerns, these people are most acutely aware of the shortage of space. The key issues articulated by these individuals included the following:

- The two facilities most appropriate for cultural arts usages, Page-Walker and Jordan Hall, are both virtually filled to capacity.
- It is difficult to work on developing more effective ways to market Town programs or design new ones knowing that spaces that might be available are at best make-shift. As one person said, "we have the teachers and the students, we just don't have the space."
- Not only are spaces used for cultural arts in community centers or other locations not designed for cultural arts usage, but the priority for scheduling does not favor cultural arts access.

CULTURAL FACILITY USERS AND OWNER/MANAGER INVENTORY

Cultural Facilities User Inventory: To understand the current situation and future needs of users of cultural facilities, a survey of facility users was conducted. Responses from 25 organizations were received that included visual and performing arts groups as well as ethnic and cultural organizations. The survey gathered information about the current situation relative to space and anticipated future needs for space in several categories, including exhibitions, studios, educational, performance, rehearsal, set-building/storage, and administrative. The following chart is a summary of the responses to that survey.

Table 5.1 Cultural Facility Users and Owner/Manager Inventory – Summary of Responses

Category of need	Key Cary Venues	Shortcomings	Anticipated Need
Visual Art Exhibition			
Indoor informal display	A variety of "pick up" spaces including various spaces at Herbert Young Community Center.	Space availability is limited or too small for planned displays; no systems available for display of items.	Small exhibition areas with appropriate lighting and display furniture that are curated in conjunction with larger exhibition spaces.
Indoor moderate security exhibition	Page-Walker gallery spaces, Jordan Hall, Heartfields, Cary Ballet Conservatory, community centers, Town Hall, library	Inadequate for display of art - lighting, security, hanging system, availability. Need more space for exhibitions.	A large space and several smaller ones with appropriate lighting, moderate level security systems, and with coordinated scheduling of them.
Outdoor exhibitions	Parks, community centers, Town Hall campus, other sites for outdoor sculpture	Spaces are not always accessible and it is often difficult to fit work in available space.	Temporary exhibition spaces coordinated and curated in conjunction with exhibition galleries.
Visual art studios	Various rooms in community centers, Senior Center, and Jordan Hall, in private homes and local dance studios.	Often not dedicated space (must clean up/move out after use), lack of storage space or wet space.	Availability of shared studio space that provides users with work space, sink, storage, etc May use studios employed for classes.
Educational			
Outdoor/camp programs	Various recreation and community centers in Cary and other communities.	Space is limited and unpredictable; difficult to plan programs in that context.	Space for a mix of indoor and outdoor activities for children that is dedicated to cultural usages
Lectures and demonstrations	Classrooms in Jordan Hall, Senior Center, Page-Walker, various local craft businesses	Insufficient space available for the programs presented or planned. Spaces not scalable to the anticipated audience size.	More spaces of flexible size with more audio-visual equipment available.
Flat floor space	Senior Center ballroom	Very little is available and that space is heavily booked. Limited space for catering.	Large, sub-dividable space with capacity for serving sit-down dinner up to 500 people.
Classes/programs for children and adults	Jordan Hall, Senior Center, Page-Walker	Demand far outstrips the available space; insufficient wet space and equipment; inadequate storage space. Access on weekends is problematic.	Need for additional space for classes - to accommodate existing demand as well as increased interest from new marketing initiatives.
Student recitals/performances	Local churches, business venues, classrooms.	Generally not readily available due to other demands on space; insufficient audience capacity.	Spaces with sufficient seating, greater availability and appropriate audio-visual equipment.

Category of need	Key Cary Venues	Shortcomings	Anticipated Need
Performance			
Indoor performance	High school auditorium, Herbert Young Community Center, area churches, Senior Center	Inadequate seating capacity, lack of proper stage/back stage support systems (lighting, rigging, dressing rooms etc.), bad acoustics, poor/unreliable availability.	Dedicated performance space with effective technical systems geared to serious community performances and regional touring acts. Two spaces would be ideal – one of 450 seats, another of 1,000 seats.
Outdoor performance	Amphitheatre at Regency Park, Sertoma Amphitheatre, Bandstand, Page-Walker garden	Improved backstage area, sound systems, better vendor support, maintenance for bandstand	Improved maintenance on existing spaces, improved access for users.
Rehearsal	Available community center spaces, Senior Center ballroom, Cary Academy, churches, "whatever is available"	Shortage of reliably available space with storage space; can't block out shows given times available	Space with flexible chairs, risers, and stage areas, workshop spaces for smaller rehearsal groups.
Set building/Storage	At home, in storage units, warehouse space in Raleigh	Insufficient space that is unpredictably available.	Larger, more reliably available space to both build sets and to store them.
Administration			
Administrative	At home, Jordan Hall, Page-Walker, at office at work.	Lack of availability and private space.	Office space with small conference room, library space, storage closet; ideally shared space with joint equipment/support.

Cultural Facility Owner/Manager Inventory: A survey was distributed among owners and operators of facilities that had cultural arts usages. Those facilities included in this inventory are:

- Sertoma Amphitheatre at Bond Park
- Bond Park Community Center
- Cary Academy
- Cary Family YMCA
- Cary High School Auditorium
- Cary Senior Center
- Farmington Elementary School
- Green Hope High School
- Herbert C. Young Community Center
- Jordan Hall Arts Center
- North Cary Baptist Church
- Page-Walker Arts & History Center
- Reedy Creek Elementary
- Sanctuary - Resurrection Lutheran Church
- Stevens Nature Center
- West Cary Middle School Auditorium

The following are key conclusions based on a review of completed surveys from these facilities:

1. While these facilities incorporate much classroom space, that space is not generally available for community usage and most of it is not designed for cultural arts usages.
2. Few of these facilities offer exhibition space that has appropriate lighting, climate control, or security.
3. The performance venues are primarily designed for use as schools or churches; thus they lack amenities such as box offices and food service.
4. With some exceptions, technical equipment in the performance spaces is minimal; few spaces provide back-stage space or fly loft arrangement.
5. The usage of these facilities is somewhat uneven and might be improved through some coordinating mechanism. However the bulk of the facilities surveyed are heavily used (often in excess of 90 percent of available time) by the owner/operator, which limits availability to potential community users.

RECREATION AND CULTURAL ARTS PARTICIPATION AND PREFERENCE SURVEY

A citizen preference survey was designed to determine 1) the level of participation of Cary residents in a variety of recreational activities and their level of interest in these same activities. Five thousand Cary households were chosen randomly and instructions within the survey requested that the individual with the most recent birthday complete the survey. From this statistically-sound sample of the population a 22% return rate was achieved. Survey results were analyzed and used as the basis for updating the Level of Service (LOS) for parks and recreation facilities and for evaluating interest in cultural arts programs, performances and activities and thereby priorities for cultural arts facilities. A compiled record of survey results can be found in the Appendix.

Methodology

This section reports results of responses to the preference survey mailed to a random sample of Cary households. There were 5,000 surveys sent to households that were selected from a commercial address listing. From those mailed there were 3480 non-responses, 549 (10.98%) not delivered, and 971 responses. Of those returned, 922 respondents filled in the activity participation and interest portion of the survey. These 922 responses represented 20.71% of the viable random households on the list (4451). The initial survey mailing was sent on October 12, 2002. A reminder card was then sent to all households the first week in November. The final survey mailing was sent on November 29th. All responses received on or before December 9th were included in this analysis. Questions on the mail survey pertained to both recreational and cultural programs and facilities. Minimal demographic data was collected (age, gender, household income, home ZIP code). Participation was voluntary and responses were anonymous.

Data Analysis

Responses to the household demographics and the recreation portion of the survey were analyzed to provide descriptive statistics for the responses. In most cases, the responses to questions are presented as counts and percentages of the respondents. The distributions of the ages for the individual household respondents were compared with the distribution of the age groups in the population. The results of this comparison were used to calculate weightings for the participation and the rating of activity responses. The proportion of respondents participating and the ratings of interest levels for the various activities were calculated and compared to determine a latent demand for each activity.

Data Summary – General

The first question of the Cary resident survey determined the respondents who were not living at their current Cary address for longer than 12 months prior to the survey. Responses to Question 1 indicated that 7.77% of the respondents had lived at their current Cary address for less than 12 months. There were 4.14% of the respondents who had moved from one location to another within Cary in the last 12 months. Residents of Cary that responded who have lived in the community for more than 12 months made up 92.23% of the respondents. There was no correction factor used to adjust the reported statistics based on these proportions.

Table 5.2: Were you living at this residence in September of 2001?

	Number	Percentages
Did not live at current address in September 2001	75	7.77
In Cary in September of 2001, but not this residence	40	4.14
Lived here in September of 2001	890	92.23
Total responding to this question	965	100.0

Respondents also indicated their length of residences in Cary. The distribution among the "years in Cary" categories should not be compared due to unequal time periods. New residents (less than 1 year) made up 3.1% of the respondents (Table 2). Long-term residents (greater than 15 years) made up over 21.5 percent of the respondents. From this analysis there is clear evidence that the majority of residents have lived in Cary for less than 10 years.

Table 5.3: How long have you lived in Cary?

Years in Cary	Number	Percentages
Less than 1 year	30	3.1
1-5 years	331	34.2
6-10 years	266	27.5
11-15 years	132	13.7
Greater than 15 years	208	21.5
Total	967	**100.00**

Respondents were asked to provide age and gender for all individuals in the household. The age categories representing the 20-24 year olds are slightly under represented while 25 – 34 year olds are under represented by 7% (Table 3). The mean age is 35.25 (+ or – 1.1 at 99% confidence).

Table 5.4: Age Distribution of Individuals in Cary Households for Respondent Households and 2000 Census

Age Group	Totals (n=2588)	Percentage	2000 Census Percentage
Under 5	203	7.84	8.1
5 to 9	229	8.85	8.8
10 to 14	219	8.46	8.0
15 to 19	157	6.07	5.9
20 to 24	72	2.78	4.9
25 to 34	256	9.89	16.9
35 to 44	559	21.60	21.6
45 to 54	392	15.15	14.1
55 to 64	250	9.66	6.3
65 to 74	151	5.83	3.1
75 to 84	85	3.28	1.7
85 +	15	0.6	0.5

The number of persons in the household, for those responding to the survey, was compared to the 2000 census "Number of persons in household" (Table 4). The distribution of number of persons in the households for those responding was very similar to the 2000 census. The average household size is 2.72 persons.

Table 5.5: Size of Respondent Household and 2000 Census

Households Size	Count	Percentage	2000 Census* Percentage
Single	176	18.47	21.0
Two Persons	345	36.20	32.2
Three Persons	127	13.33	17.5
Four Persons	204	21.41	19.2
Five Persons	81	8.5	7.2
Six Persons	20	2.10	2.0
TOTAL	953	100.0	

*Census 2000 Summary File 1 prepared by the U.S. Census Bureau, 2001

The proportion of males and females who were included in the sample households were nearly split evenly with 52.1 percent of the household occupants being female (Table 5.6).

Table 5.6: Distribution of Respondent households by Gender

Gender	Number	Percentage
Female	1352	52.1
Male	1244	47.9
TOTAL	**2596**	**100.0**

Respondents were asked to provide their household income. For those reporting (722), the average income for a household was about $94,392 (Table 5.7).

Table 5.7: Household Income

Income Statistics	
Mean	**$94,392**
Median	**$85,000**
n=722	

Data Summary – Parks and Recreation

The responses of the park nearest to the resident's home provided an indication of the distribution of the sampled households within Cary (Table 5.8). Responses also provided a

Table 5.8: Park Nearest to Residence

Park Code	Park Name	#
02	Annie Jones Greenway	11
03	Annie L. Jones Park	37
04	Black Creek Greenway	31
07	Cary Tennis Center	2
08	Davis Drive Park	13
09	Dorothy Park	4
10	Fred G. Bond Metro Park	305
11	Fred G. Bond Metro Park Boathouse	11
12	Green Hope Elementary School/Park	6
13	Harold D. Ritter Park	39
14	Heater Park	1
15	Hemlock Bluffs Nature Preserve	62
17	Higgins Greenway	4
18	Hinshaw Greenway	7
20	Kids Together Park	34
21	Lexie Lane Park	3
22	Lions Park	2
23	MacDonald Woods Park	23
26	North Cary Park	33
31	Parkway Greenway	8
32	Pirates Cove Greenway	3
33	R.S. Dunham Park	48
34	Robert V. Godbold Park	29
35	Rose Street Park	3
39	Swift Creek Greenway	6
40	Symphony Lake Greenway	2
41	Thomas E. Brooks Park	4
42	Urban Park	3
43	White Oak Creek Greenway	16
44	White Oak Park	33
Park Code	**Art/Cultural Facility**	**#**
01	Amphitheatre at Regency Park	19
06	Cary Senior Center (Bond Park)	2
38	Stevens Nature Center	1
	Non-Cary Parks	
52	Circle Park	1
54	Carpenter Fletcher	1
55	Crabtree	23
57	Farmstead	1
58	Scottish HIlls	2
60	Crowder	6
62	Lake Johnson	2

relative indicator of the service provided by each park. From these responses it seems the respondents indicate the park "used" rather than the actual nearest park. From this data, it appears that Bond Park is most frequently used. Codes for the parks in Table 5.8 are not sequential because some of the responses were park facilities rather than parks or community centers. These responses were then included in the appropriate parks. There were also some responses which were not parks but rather schools or private facilities.

The average number of visits in the past 12 months by everyone in the household to the "nearest" park was 30.32 visits. This average included all the households responding, even households with no park visits (n=874). Visits to all parks in Cary per household averaged 46.19 visits (n=874). Responses to the question on mode of transportation used for the most recent visit to a park show that most of the respondents used their cars to get to parks (67.3%, Table 5.9).

Table 5.9: Mode of Transportation on Most recent Park Visit

Mode	Number	Percentage
Car	582	67.3
Walk	229	26.5
Bike	45	5.2
Other	9	1.0
Total	865	100.0

The average number of minutes it takes to get to a park from the respondent's house is 8.63 minutes and it is located and average of 3.27 miles from the house (Table 5.10).

Table 5.10: Time and Distance for Most Recent Visit to a Park

Time/Distance	Mean
Minutes to Park	8.63
Miles to Park	3.27

The survey respondents were asked to select the individual in the household with the most recent birthday to respond to the questions regarding recreation participation and preferences. This random selection method resulted in a distribution of age which is representative of the general population based on the 2000 census (Table 5.11). However, since there is under representation of children and over representation of respondents over 50 years of age, a weighting factor has been used to compensate for this variation and normalize the interest and participation responses recorded in Table 5.11 such that an accurate indication of Cary's population is expressed.

Table 5.11: Distribution of Age of individuals with recent birthday

Age Group	Total (n=922)	Percentage	2000 Census Percentage	Weight
Under 5	38	4.12	8.1	1.955
5 to 9	55	5.97	8.8	1.475
10 to 14	52	5.64	8.0	1.425
15 to 19	28	3.04	5.9	1.938
20 to 24	25	2.71	4.9	1.804
25 to 34	117	12.69	16.9	1.333
35 to 44	192	20.82	21.6	1.040
45 to 54	172	18.66	14.1	0.756
55 to 64	114	12.36	6.3	0.509
65 to 74	76	8.24	3.1	0.377
75 to 84	47	5.10	1.7	0.337
85 and over	6	0.65	0.5	0.826

Responses to the level of interest and participation questions for 46 recreational activities are presented in Table 5.12. The activities are listed in order from highest percentage of the respondents with an extreme or very high level of interest to the lowest percentage of respondents. The percent of respondents who were extremely interested or had a very high interest in an activity are reported.

The percent of respondents who reported participating in an activity during the previous 12 months are also reported in Table 5.12. Levels of participation and levels of interest that are more than 20 percent are bolded in the table. In all cases the level of participation is lower than the level of interest. The greatest percentages of respondents were interested in walking along a trail (69.9%), walking a greenway (68.6%), walking a natural area (64.6%), and swimming in a pool (53.6%). Less than 10% of the respondents had an extreme or very high interest in playing football (9.2%), skateboarding (8.5%), disc golf (8.0%), trackingout camp (7.5%), and playing shuffleboard (3.9%).

There were 7 activities where there was at least a 20% difference between those respondents who had a very high interest in the activity and those that participated during the previous 12 months. These 7 activities were: walking in a nature area, swimming in a pool, viewing wildlife, picnicking with family, fitness classes, home/garden classes, and horseback riding.

The difference between the proportion of the respondents in the various age classes and in the population are presented in Table 5.11 along with the weights used to adjust the interest and participation results. The weighted interest levels and participation (Table 5.12) are listed from the activity with the highest proportion to the lowest proportion of the sample having a very high to extreme interest in an activity.

There are 8 activities (% difference bolded) that the difference ranges from 20.7% (viewing wildlife) to 42.6% (picnicking with family). A sub-set of these activities that should be considered as important are those that have less than 20% participation yet have more than 20% difference between interest and participation (% participation bolded). A third set of activities that should be analyzed are those activities where the proportion of the respondents participating is less that 1/2 the proportion of respondents with an extremely high or very high interest in the activity (% participation bolded and in italicized).

A comparison was made between the activity level of interest and the level of participation for the 1998 Cary Parks Master Plan Report and the results of the current survey (Table 5.13). The activities did not correspond exactly on the two surveys as some of the activities were not included in the 1998 survey and some of the activities were included in the Arts and Cultural portion of the 2002 survey.

In the past 5 years the interest in various activities have changed somewhat as has the participation. Notable changes in the level of interest have occurred in Canoeing (+18%), Jogging (+18%), Outdoor performances (16%) and Playing at a playground (+16%). Swimming in a pool has also increased (13%) over the 1998 study. The participation in all these activities has also increased. Other activities that have changed from 10 to 12 percent are Fitness trail (10%), Fishing (11%), Watching sporting events (12%) and Photography (12%). Another activity that seems to be emerging as a fast growing activity is Skateboarding which went from 3.8% interest to 11.2% interest. There were two activities where the interest level has dropped. Mountain biking has dropped seven percent from the 1998 level and Cycling has dropped five percent. Participation for Mountain biking has increased four percent while the participation in Cycling has dropped about two percent.

Table 5.12: Weighted Activity Interest and Participation

Activity	Percent Interest (extreme-v/high)	Percent Participation 12 months	Difference
Walking along a trail	**71.6%**	60.8%	10.8%
Walking a greenway	**69.4%**	61.6%	7.8%
A walk in a natural area	**66.7%**	44.5%	***22.2%***
Swimming in a pool	**63.0%**	32.4%	***30.6%***
Picnicking with family	**56.1%**	**13.5%**	***42.6%***
Outdoor performance	**53.6%**	44.0%	9.64%
Viewing wildlife	**53.0%**	32.3%	***20.7%***
Playing at a playground	**51.0%**	44.2%	6.8%
Fitness trail	**42.6%**	23.9%	18.7%
Watching sports events	**41.1%**	35.3%	5.8%
Picnicking with groups	**40.4%**	29.8%	10.6%
Walking pets	**40.3%**	27.0%	13.4%
Canoeing/rowing	**39.1%**	**17.5%**	***21.6%***
Jogging/running	**38.7%**	27.6%	11.1%
Indoor performance	**38.7%**	21.1%	17.6%
Sitting quietly in park	**38.5%**	34.5%	4.1%
Cycling	**37.2%**	27.4%	9.8%
Playing tennis	**37.1%**	21.5%	15.6%
Looking at gardens	**35.1%**	24.1%	11.0%
Fitness classes	**34.3%**	11.2%	***23.1%***
Fishing	**29.8%**	15.5%	14.3%
Home/garden classes	**29.1%**	***3.4%***	***25.7%***
Horseback riding	**29.0%**	***5.1%***	***23.9%***
Pedal boating	**28.7%**	16.3%	12.4%
Playing golf	**28.3%**	***14.3%***	14.0%
Photography	**26.6%**	15.8%	10.8%
Climbing wall	**26.3%**	13.5%	12.7%
Kite flying	**26.0%**	15.2%	10.8%
Playing soccer	**24.3%**	12.8%	11.5%
Roller skating/blading	**24.1%**	15.4%	8.7%
Sailing	**23.5%**	***7.9%***	15.6%
Playing basketball	**23.3%**	13.8%	9.4%
Mountain biking	**20.8%**	13.4%	7.3%
Nature study classes	19.4%	***6.7%***	12.7%
Health classes	19.3%	***4.5%***	14.8%
Playing volleyball	18.2%	***8.7%***	9.5%
Summer camp	17.5%	***8.5%***	8.9%
Playing frisbee	17.1%	12.4%	4.7%
Bird watching	17.0%	14.0%	3.1%
Playing softball	15.8%	***5.9%***	9.9%
Playing baseball	15.3%	***7.5%***	7.8%
Playing football	12.2%	6.7%	5.6%
Skateboarding	11.2%	***5.6%***	5.6%
Disc golf	10.3%	***3.8%***	6.5%
Trackingout camp	9.1%	***3.0%***	6.0%
Playing shuffleboard	4.8%	***1.5%***	3.3%

Bold > 20% Interested
Italic > 20% difference
Ital;ic interest > twice the participation

Table 5.13: Comparison of 1998 and 2003 Activity Interest and Participation

	1998		2003	
Activity	% Interest (extreme-v/high)	% participation 12 months	% Interest (extreme-v/high)	% participation 12 months
Walking along a trail	**65.30%**	**71.83%**	**71.6%**	**60.8%**
Walking a greenway	NA	NA	**69.4%**	**61.6%**
A walk in a natural area	**60.60%**	**46.01%**	**66.7%**	**44.5%**
Swimming in a pool	**49.60%**	16.43%	**63.0%**	**32.4%**
Picnicking with family*	**49.10%**	**45.07%**	**56.1%**	**13.5%**
Outdoor performance**	**37.40%**	**34.74%**	**53.6%**	**44.0%**
Viewing wildlife	**45.40%**	**21.13%**	**53.0%**	**32.3%**
Playing at a playground	**35.10%**	**42.72%**	**51.0%**	**44.2%**
Fitness trail	**32.30%**	**12.21%**	**42.6%**	**23.9%**
Watching sports events	**29.20%**	**23.94%**	**41.1%**	**35.3%**
Picnicking with groups	NA	NA	**40.4%**	**29.8%**
Walking pets	NA	NA	**40.3%**	**27.0%**
Canoeing/rowing***	**21.10%**	**8..96%**	**39.1%**	**17.5%**
Jogging/running****	**20.20%**	11.79%	**38.7%**	**27.6%**
Indoor performance	A/C	A/C	**38.7%**	**21.1%**
Sitting quietly in park	NA	NA	**38.5%**	**34.5%**
Cycling	**41.80%**	**29.58%**	**37.2%**	**27.4%**
Playing tennis	**29.50%**	**14.08%**	**37.1%**	**21.5%**
Looking at gardens	**35.60%**	**9.86%**	**35.1%**	**24.1%**
Fitness classes	NA	NA	**34.3%**	**11.2%**
Fishing	18.90%	10.80%	**29.8%**	15.5%
Home/garden classes	NA	NA	**29.1%**	**3.4%**
Horseback riding	NA	NA	**29.0%**	**5.1%**
Pedal boating	**24.4%**	**10.8%**	**28.7%**	16.3%
Playing golf	**24.90%**	**11.74%**	**28.3%**	**14.3%**
Photography	14.90%	9.39%	**26.6%**	15.8%
Climbing wall	NA	NA	**26.3%**	13.5%
Kite flying	**23.30%**	13.62%	**26.0%**	15.2%
Playing soccer	**21.10%**	16.43%	**24.3%**	12.8%
Roller skating/blading	**22.10%**	13.15%	**24.1%**	15.4%
Sailing	17.40%	**5.16%**	**23.5%**	**7.9%**
Playing basketball	19.00%	10.38%	**23.3%**	13.8%
Mountain biking	**28.00%**	**9.39%**	**20.8%**	13.4%
Nature study classes*****	14.60%	**4.23%**	19.4%	**6.7%**
Health classes	NA	NA	19.3%	**4.5%**
Playing volleyball	17.60%	**5.63%**	18.2%	**8.7%**
Summer camp	NA	NA	17.5%	**8.5%**
Playing frisbee	12.60%	9.39%	17.1%	12.4%
Bird watching	15.10%	12.21%	17.0%	14.0%
Playing softball	15.00%	**7.04%**	15.8%	**5.9%**
Playing baseball	14.00%	**7.04%**	15.3%	**7.5%**
Playing football	8..90%	**3.76%**	12.2%	6.7%
Skateboarding	3.80%	**1.88%**	11.2%	**5.6%**
Disc golf	NA	NA	10.3%	**3.8%**
Trackingout camp	NA	NA	9.1%	**3.0%**
Playing shuffleboard	0.00%	0.00%	4.8%	**1.5%**

Bold > 20% or interest > twice the participation

* 1998 activity was just Picnicking
** 1998 activity was just Attend performance
*** 1998 activity was just canoeing
**** 1998 activity was just jogging
***** 1998 activity was just nature study
NA - Not asked on 1998 survey and A/C – Arts/Cultural list of activities on 2002 survey

Data Summary – Cultural Arts

Methodology: The methodology for the analysis of the cultural arts data varies from the methodology employed for the analysis of parks and greenways data. There are several reasons for the difference in approach.

Respondents to a survey of this sort can be expected to reply accurately about the types of activities with which they are familiar. But it is difficult to gain insight into the types of cultural arts activities they would participate in had they been exposed to them. It is likely that this has a greater impact on the cultural arts area. Thus it is important to integrate other forms of research into this analysis to make sure such nuances are not lost.

In addition, it is important to acknowledge that the decision to attend a cultural arts activity or event is a complex one. It depends on a range of social, logistical, and esthetic decisions. As a result, using statistical methods to quantify levels of interest and participation are not reliable predictors of future behavior on their own.

An additional complication is that the survey was designed to determine the level of interest in activities among Cary residents. Thus demand for cultural activities among potential audiences outside of Cary were not factored into this analysis.

Thus this analysis portrays levels of activities and levels of interest among Cary respondents. It provides a very valuable tool which, along with other research components, reliably describes future patterns of cultural facility use.

Activity Categories: In order to structure the analysis of cultural arts interests and priorities, all thirty-two of the activities listed in the survey were grouped into seven general categories, including:

- Local performing arts
- Youth/family arts
- Theatre
- Classical music, opera and dance
- Popular music, comedy, film
- Personal participation and arts education
- Fine arts, crafts, history museum

The breakdown of specific activities within each category is shown in the chart below.

Table 5.14

CLUSTERS	SPECIFIC ACTIVITIES
1. Local performing arts	Performance - local choir/vocal group; Concert - local community symphony group; play presented by a community theater group
2.Youth/family arts	Youth theatre, dance, or music performance; Family oriented performances (like puppet shows)
3. Theatre	One-person show (such as Mark Twain); Touring Broadway Musical (like "Cats"); Play by a professional regional theatre company; Experimental or avant garde play
4. Classical music, opera and dance	Chamber music concert or a recital; Performance - professional opera company; Performance - professional ballet company; Modern dance concert; Concert/festival of ethnic music/dance
5. Popular music, comedy, film	Concert by a popular artist (like James Taylor); Jazz concert; Rock concert; Country and Western concert; Comedy act (such as Bill Cosby); Film series or festival
6. Personal participation and arts education	Participate with a drama, music or dance group; Public studio use for paintings, pottery, photos, etc.; Visual arts classes or workshops; Ceramic arts classes or workshops; Drama classes or workshops; Dance classes or workshops; Music classes or workshops; Literature classes or workshops; Lecture series/educational/arts-related subject
7. Fine arts, crafts, history museum	Arts or crafts exhibition - gallery or arts festival; Museum or gallery exhibition of fine art; Museum or gallery exhibition of history

Data Analysis: The analysis of the data focused on two elements – frequency of attendance and level of interest. Looking at them independently and jointly, a picture emerges of existing patterns of attendance as well as priorities for future engagement in cultural arts activities. The charts on the following page show both attendance and interest for the seven clusters and the 32 activities.

The average frequency figures reflect the number of times that respondents did each activity within the past year in Cary or the surrounding area. It is interesting to note that among the events with the highest frequency of participation are local performance groups (choirs and symphonic music), dance classes and workshops, arts/crafts fairs, and fine arts exhibitions. This is not surprising since the supply of these activities is relatively high.

Average ratings of interest, also shown on the graphs on the following pages, show high interest in a range of popular entertainment types, including concerts by popular artists, touring Broadway theatre, and other professional theatre. This is consistent with twenty years of research conducted by the National Endowment for the Arts into attendance preferences. Many of the types of activities that are ranked high can be programmed at the Amphitheatre at Regency Park. Levels of interest in visual arts activities also rank relatively high.

Since the two variables of frequency and interest are plotted on the same graphs, it is possible to compare them. Such a comparison, *while not statistically reliable*, can provide a useful benchmark. Several points of interest can be made about the data.

- In some cases, frequency *exceeds* interest, as in the case of local choir/vocal group or community symphony group. In these cases, it is likely that the strong supply of such activities (and their association with church groups) makes it likely that people participate even though interest in other areas may be higher.

- In other cases, interest *exceeds* frequency, as in the case with many of the classical arts disciplines as well as many popular forms. In these cases, it is likely that there is unfulfilled interest or latent demand for these activities.

- The interplay between supply and interest is quite complex and interesting. Note, for example, the high frequency figure for dance classes. This suggests a strong supply

of dance classes in Cary, which is clearly the case. Given that the level of interest in dance classes is roughly equivalent to (or lower than) that of the other classes listed, it is reasonable to assume that were supply sufficient in those areas, frequency of participation would likely increase.

- **There is strong interest in local cultural activities.** Generally, respondents reported a higher frequency of participation and high levels of interest in arts and cultural activities that take place locally.

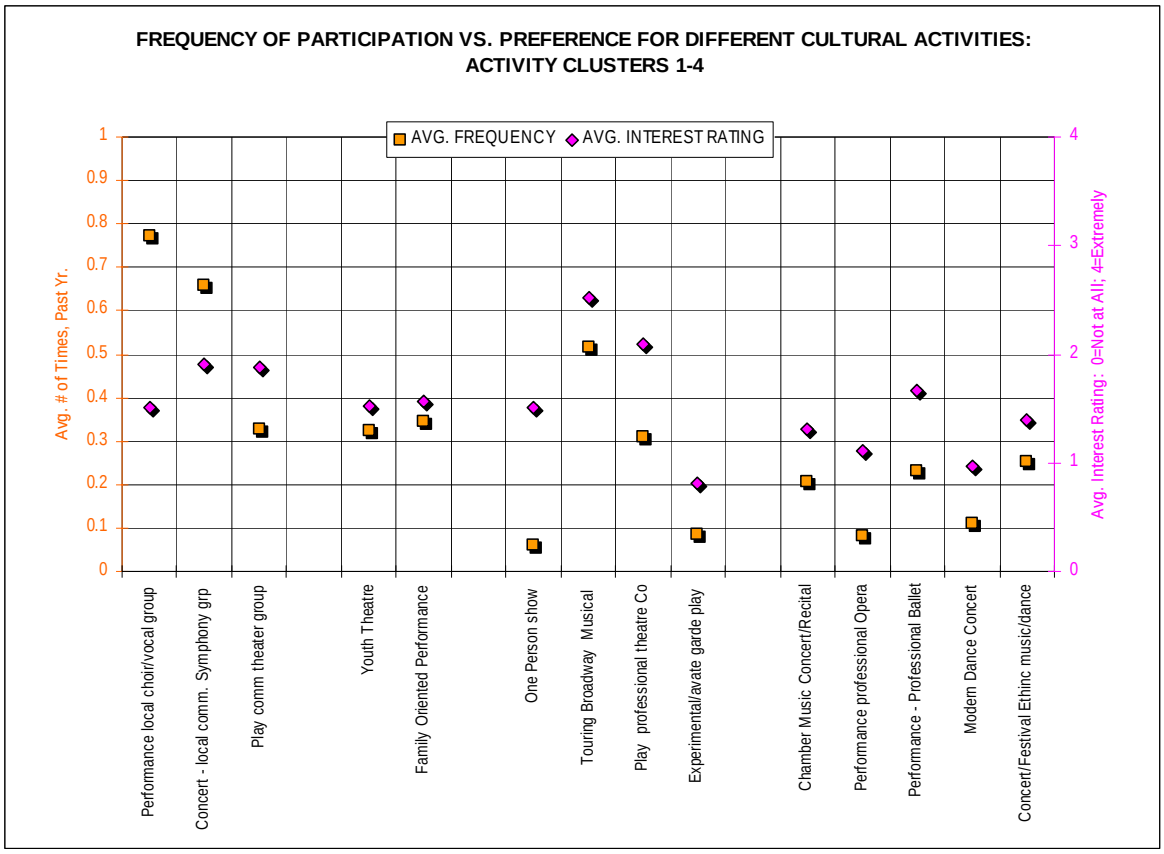
- **Popular cultural and entertainment events have great appeal.** Many popular cultural activities and events scored high among respondents for level of interest. This supports the value of the Amphitheatre at Regency Park which is ideally equipped to provide those types of events.

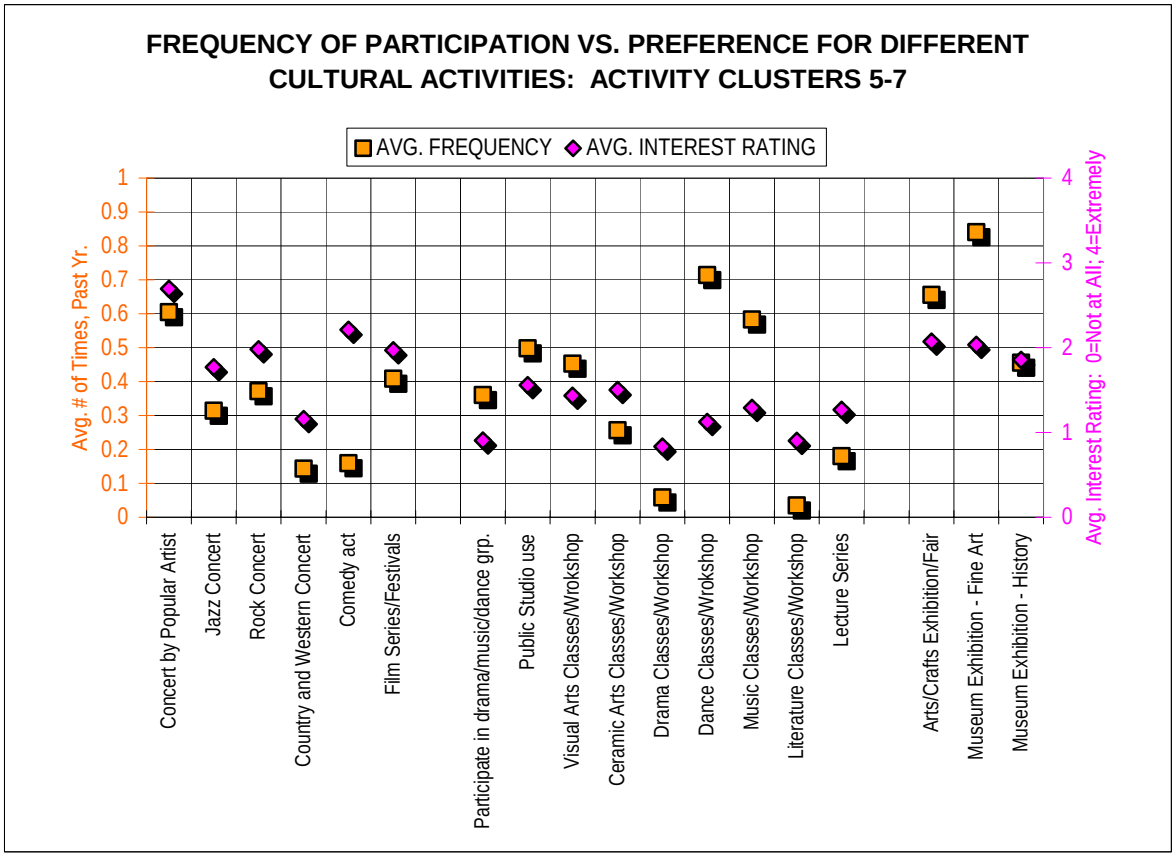
- **At the same time, however, there was also strong interest in activities for young people and families.** Residents put a premium on activities that will engage children and that families can enjoy together. Both classes and family oriented performances were frequently cited as priorities.

- **Furthermore, participatory activities are central.** Participatory classes – for children in particular – are of interest to respondents and when such classes are abundantly available, there are high levels of participation (for example, dance classes). Additionally, there is a level of participation in community-based choirs, theatre, and music activities which also supports the importance of participation in cultural arts activities.

- **Interest in visual arts very high.** While it is true that performing arts activities/events rank high in both interest and participation, visual arts activities/events also score quite high as well. Indeed viewing art and history exhibitions ranked among the top three in level of interest.

It is important to observe that these key findings are in keeping with the findings of other research components. This consistency suggests that these findings are accurate.


FREQUENCY OF PARTICIPATION VS. PREFERENCE FOR DIFFERENT CULTURAL ACTIVITIES: ACTIVITY CLUSTERS 1-4
AVG. FREQUENCY
AVG. INTEREST RATING
Avg. # of Times, Past Yr.
Avg. Interest Rating: 0=Not at All; 4=Extremely
Performance local choir/vocal group
Concert - local comm. Symphony grp
Play comm theater group
Youth Theatre
Family Oriented Performance
One Person show
Touring Broadway Musical
Play professional theatre Co
Experimental/avate garde play
Chamber Music Concert/Recital
Performance professional Opera
Performance - Professional Ballet
Modern Dance Concert
Concert/Festival Ethinc music/dance


FREQUENCY OF PARTICIPATION VS. PREFERENCE FOR DIFFERENT CULTURAL ACTIVITIES: ACTIVITY CLUSTERS 5-7
AVG. FREQUENCY
AVG. INTEREST RATING
Avg. # of Times, Past Yr.
Avg. Interest Rating: 0=Not at All; 4=Extremely
Concert by Popular Artist
Jazz Concert
Rock Concert
Country and Western Concert
Comedy act
Film Series/Festivals
Participate in drama/music/dance grp.
Public Studio use
Visual Arts Classes/Wrokshop
Ceramic Arts Classes/Workshop
Drama Classes/Workshop
Dance Classes/Wrokshop
Music Classes/Workshop
Literature Classes/Workshop
Lecture Series
Arts/Crafts Exhibition/Fair
Museum Exhibition - Fine Art
Museum Exhibition - History

Chapter 6: Facility Needs Analysis

Determining the future park, recreation and cultural facility needs for Cary, North Carolina combines several forms of community and staff input and both qualitative and quantitative data analysis. Input received during this planning process is described in Chapter 5 and supplemental information on input received is contained in the Appendix.

Of the various sources of input received, none were used exclusively, but rather, needs were addressed by using one set of data to establish a baseline and then by checking that data through the analysis of the other inputs. The Recreation and Cultural Arts Participation Preference Surveys (described in Chapter 5.) were used as the baseline to establish an initial set of facility needs for Cary. While this survey data is defensible as quantitative data that reflects the preferences of the citizens of Cary, it may not in all cases truly reflect the actual needs of the community. Qualitative data such as emerging recreational trends, levels of activity and quality within parks and site-specific opportunities and constraints also need careful consideration. Once the base set of data (the survey) was established, each activity or facility was then examined in relation to the other sets of input in order to verify that the need expressed in the survey accurately reflects the needs of the community. Using these facility needs, the recommendations found in Chapters 7, 8, and 9 were formed.

It is important to note that given the needs identified, associated space requirements, and financial resources likely to be available, it is unlikely that facilities will be able to be developed to accommodate all of the latent demand for all recreational and/or cultural arts facilities at one given time. The recommendations in Chapter 7 are intended to optimize park and cultural arts development in order to achieve the needs expressed in this chapter, however, staff will need to consider many important factors as they develop facilities including:

- An evaluation of actual population change over time versus population growth projections.
- Changes in trends both locally and nationally
- The input received in future public input meetings, facility master planning processes and surveys
- Staff interpretations of whether some facility needs expressed by the community can be satisfied through means that do not rely on facility development (e.g. are some facilities underutilized?, can marketing and increased awareness of existing facilities satisfy demand?, can extended hours or additional programming lower expressed demand for activities or facilities?)

Overview of Park and Recreation Facility Needs

Baseline Survey Data

The quantitative data used as the baseline for facility needs, taken from the Recreation Participation and Preference Survey are determined in this plan by calculating three estimates. The first estimate indicates a possible level of latent demand that exists which is the difference between the proportions of the participants using facilities in the Town and the proportions of those residents in the community that have a high to very high interest in an activity but are not currently participating in a given activity. Second, a minimum population service requirement is determined to provide an estimate of the number of individuals served annually by the current facilities and services. Finally, the level of service (LOS) that current facilities provide for the current population is determined. These calculations are evaluated to determine the number of facilities and services

needed to satisfy participation of residents with a high to very high interest in an activity who are not currently participating. Estimates of needed facilities are projected for future needs based on projected population growth. In establishing the current LOS for a given activity, results from the resident survey were used to estimate participation and interests in various activities. In addition to the facility based activities included in this needs analysis, there are programmed activities that were included in the listing of activities on the survey.

Latent Demand

Summaries of the participation and interest results provide information on the proportion of the population participating in a given activity and the interest generated in an activity. The survey results from the interest question provide a means for rating activities from the least to the most important activity based on the proportion of residents having a high interest in the activity (Table 6.1). A comparison of level of participation and level of interest provides an indication of where there is an opportunity for improving the availability of facilities or services. For example, currently 44.2% of the population in Cary participated by playing at a playground during the past 12 months. When compared to those *interested* in playing at a playground it is found 51.0% of the respondents were very interested or extremely interested in play at a playground. Comparing these results, indicates that about 6.8% of the population having an interest in playing have not played at a playground in the past 12 months:

51.0% interested
- 44.2% participate
6.8% latent demand

The latent demand can be used as a guide toward recommendations for future programming or facilities. There are three indicators that should be considered in the decision-making process. First, those activities having the largest proportion of the population with a very high or extreme interest (greater than 20%) should be considered for resource allocations. Second, those activities were the participation percentage is less than half the percentage with a very high or extreme interest should also be considered. Finally, those activities where the latent demand is greater than 20 percent of the population are targets for consideration.

Activities that need to have special consideration during the decision process for the development of new facilities or programs for the department are considered in this section. The most popular activities on the list relative to interest are activities related to trail use. These activities are not mutually exclusive, so the 66 plus percentage of the population that has a very high to extreme interest in each of these could be misleading. The important values to consider are the differences between the interest and the level of participation. For “Walking along a trail” and “Walking a greenway” the differences are only slightly less than 11%. On the other hand, “Walking in a natural area” has a high level of interest, 66.7%, while the participation is only 44.5%. It seems that while trail use in Cary is high, nearly 62% for greenways, the desire for use of trails that are located in more natural areas is not being met (Latent demand is 22.2%). The difference in interest and participation in “Viewing wildlife”, 20.7%, could also be interpreted as a lack of access to natural areas or to trails that are being managed for wildlife habitat.

Table 6.1. Activity Interest, Participation and Latent Demand for Cary residents during 2002

Activity	% Interest (extreme-v/high)*	% Participation 12 months**	Latent Demand*
Walking along a trail	**71.60%**	60.80%	10.80%
Walking a greenway	**69.40%**	61.60%	7.80%
A walk in a natural area	**66.70%**	44.50%	**22.20%**
Swimming in a pool	**63.00%**	32.40%	**30.60%**
Picnicking with family	**56.10%**	***13.50%***	**42.60%**
Outdoor performance	**53.60%**	44.00%	9.64%
Viewing wildlife	**53.00%**	32.30%	**20.70%**
Playing at a playground	**51.00%**	44.20%	6.80%
Fitness trail	**42.60%**	23.90%	18.70%
Watching sports events	**41.10%**	35.30%	5.80%
Picnicking with groups	**40.40%**	29.80%	10.60%
Walking pets	**40.30%**	27.00%	13.40%
Canoeing/rowing	**39.10%**	***17.50%***	**21.60%**
Jogging/running	**38.70%**	27.60%	11.10%
Indoor performance	**38.70%**	21.10%	17.60%
Sitting quietly in park	**38.50%**	34.50%	4.10%
Cycling	**37.20%**	27.40%	9.80%
Playing tennis	**37.10%**	21.50%	15.60%
Looking at gardens	**35.10%**	24.10%	11.00%
Fitness classes	**34.30%**	11.20%	**23.10%**
Fishing	**29.80%**	15.50%	14.30%
Home/garden classes	**29.10%**	***3.40%***	**25.70%**
Horseback riding	**29.00%**	***5.10%***	**23.90%**
Pedal boating	**28.70%**	16.30%	12.40%
Playing golf	**28.30%**	14.30%	14.00%
Photography	**26.60%**	15.80%	10.80%
Climbing wall	**26.30%**	13.50%	12.70%
Kite flying	**26.00%**	15.20%	10.80%
Playing soccer	**24.30%**	12.80%	11.50%
Roller skating/blading	**24.10%**	15.40%	8.70%
Sailing	**23.50%**	***7.90%***	15.60%
Playing basketball	**23.30%**	13.80%	9.40%
Mountain biking	**20.80%**	13.40%	7.30%
Nature study classes	19.40%	***6.70%***	12.70%
Health classes	19.30%	***4.50%***	14.80%
Playing volleyball	18.20%	***8.70%***	9.50%
Summer camp	17.50%	***8.50%***	8.90%
Playing frisbee	17.10%	12.40%	4.70%
Bird watching	17.00%	14.00%	3.10%
Playing softball	15.80%	***5.90%***	9.90%
Playing baseball	15.30%	***7.50%***	7.80%
Playing football	12.20%	6.70%	5.60%
Skateboarding	11.20%	***5.60%***	5.60%
Disc golf	10.30%	***3.80%***	6.50%
Trackingout camp	9.10%	***3.00%***	6.00%
Playing shuffleboard	4.80%	***1.50%***	3.30%

Bold > 20% **bold Italic <50% *of interested participated

The high interest by Cary residents for "Swimming in a pool", 63%, is not being met by the current facility offerings. Only 32.4% of the population has gone swimming in a pool in the previous 12 months. The Town should consider all swimming opportunities, public and private to determine the feasibility of a publicly operated pool. As of the time of the survey, only just over half of the demand for swimming in a pool was being met.

Similarly, "Picnicking with family" has a high interest, 56.1% and a very low participation rate, 13.5%. This is the highest latent demand (42.6%) for any of the activities considered in the survey. The inventory of picnicking facilities (13 shelters) does not reflect the availability of picnicking opportunities in the Town of Cary. However, from the survey results it seems that picnic areas and access to family oriented experiences should be considered during park develop planning in the near future.

Boating activities, "Canoeing/rowing," "Sailing" and "Pedal boating" are all high interest (greater than 20 percent of the population) yet participation in the previous 12 months for all three have been significantly low. For canoeing/ rowing the latent demand is higher than those participating as is the case for sailing.

Nearly 43% of the population has an interest in the use of fitness trails while just less than 24% participated in the previous 12 months. While fitness apparatus were popular additions to trails in the past, more recently park planners and managers have not included these and in some cases have removed rather than replaced those fitness trails that have needed renovations or upgrades. Indications from this survey reveal that residents of Cary are interested in fitness activities associated with a trail and these facilities should be considered in future design decisions.

While walking pets isn't necessarily an activity that is usually done in a park, results of the survey indicate over 40% of the respondents had a very high interest in taking their pets for walks using the trail system and parks. While participation in this activity doesn't necessarily require special facilities there are policies, conveniences, and programs that can encourage this activity at parks. Pet owners appreciate pet stations and other pet friendly amenities such as off leash areas at parks. These amenities let owners as well as other park users know that pets are welcome, provided responsible pet etiquette is followed. Many of the dog friendly programs that are growing across the country are based on support from dog owners and in some cases, their pets. In a few communities, for a fee, pet owners may contribute a pet station, securing naming rights along with a plaque (e.g. "This pet station brought to you by Maverick and Bridgett"). Once the pet stations are in place, individuals, pet clubs or other sponsors can provide the supplies and keep the stations stocked with pet clean up mitts.

As stated in the example, tennis has a significant latent demand of 15.6%. This level of demand seems high due to the fact that a new tennis center recently opened. With these new programs and facilities for tennis coming on line, this demand could be addressed within the near future.

Residents of Cary who have a very high interest in fitness classes (34.3%) are not in most cases participating (only 11.2%). This situation could be a result of the lack of classes available or it could be a matter of the lack of time. Making classes, such as these, fun, convenient, and accessible is important in getting initial and consistent participation. Private facilities that offer fitness classes spend considerable amount on their budget, on attracting and maintaining participants. Home/garden classes would be very similar to the fitness classes. There seems to be a very high interest (29.1%) while only 3.4% actually have participated in the previous 12 months. These classes show the largest proportional difference between those interested and those participating in the activity. This result indicates that offerings for home and

gardening would fill a demand that is not currently being met.

Equestrians in Cary have shown a high level of interest in horseback riding (29%) while the participation is very low with just over 5% of the respondents having gone horseback riding in the previous 12 months. Access to riding trails in the form of parking at trail heads and the availability of trails themselves is an important consideration for this activity.

Most of the activities that were considered on the survey where less than 20 % of the respondents were interested, also had an extremely low participation rate. There are a few of these activities that are of interest in this planning process. Some of these activities are program based and some are facility based. Nature study and health classes have almost 20% of the population interested yet only 6.7% and 4.5% participation respectively. Class offerings need to be considered to meet some of this latent demand. Latent demand for these activities could be addressed through additional personnel and programming, given the assumption that space at community centers or area schools is or could be made available. In particular, summer and tracking out camps are impacted by the personnel and the programming provided.

The facility dependent activities that need to be considered in the needs analysis at the low interest end of the listing are the activities where the latent demand is over twice the participation rate. These activities include: volleyball, softball, baseball, skateboarding, disc golf, and shuffleboard. The facility needs for these activities, based on the number of participants and the latent demand will be addressed in the following sections as will the other facility-based activities.

Population Service Requirement

The population service requirement combines the available supply and the current demand generated by residents of the Town of Cary. The calculations provide estimates of the number of individuals served annually by the current facilities and services. The total demand (current proportion of the population having a very high or extreme interest) can be calculated by multiplying the proportion of the sample that has a very high to extreme interest in an activity by the population of the community. This estimate of total demand is conservative in as much as there are persons in Cary who have an interest in an activity and they are participants. As an example, playing at a playground will be used again to illustrate the calculation for the total number of persons wanting to use a playground:

103,260 population
x .51 proportion interested in participating
52,663 persons

This calculation provides an estimate of total demand, or the number of persons who would like to participate and all activities are listed in Table 6.2. The number of current residents being served is calculated by multiplying the proportion of the sample participating in an activity by the current population of Cary. Again, using playgrounds as an example:

103,260 population
x .442 proportion participating
45,641 persons or current # of participants

This calculation estimates that 45,641 people have played at least once at a playground in the previous 12 months and are currently being served by all playgrounds provided in Cary. This analysis does not address the barriers to participation. It cannot be over emphasized that participation is a function of access to facilities, time and equipment availability, skills, abilities, and level of interest of residents. For this analysis, it is assumed that for those activities where there is a large difference between the level of participation and the level of interest, the current public and private facilities are not meeting the needs of Cary's residents.

For these activities where the needs are not being met, the minimum population service requirement is calculated to provide some guidance to planners for allocation of resources. The current population service requirement is based on the proportion of the population who is interested in the activity and who is currently being served by the available facilities. The calculation is managed in three steps:

- proportion of the population being served
- total number of facility units needed
- total persons served by a facility or population service requirement

Calculations using playgrounds, as an example would be:

44.2%participating ÷ 51.0% interested = 86.67% proportion of the population served

The survey results indicated that 44.2% of the population is participating in playing at playgrounds while 51.0% had a high interest in participating. So, these results suggest that 86.67% of the residents who were interested in playing at playgrounds are actually participating. To remedy the shortfall in participation, *assuming a shortage of facilities is the problem*, total number of playgrounds needed can be calculated by dividing the current number of playgrounds by the proportion of the demand that these playgrounds are currently satisfying:

16 playgrounds÷ .8667 served = 18.46 total playgrounds needed

This calculation indicates that in order for the public portion of the facilities to fill this current need there should be a total of 18 playgrounds. The population service requirement is then calculated by dividing the number of total playgrounds needed into the total population:

103,260 population ÷ 18.46 playgrounds = 5594 persons/playground

Table 6.3 presents the population service requirement for all the facility-based activities. The activities are listed in the order of the most popular in terms of level of interest.

An activity which needs immediate attention, is "Picnicking with family." Picnicking is a popular activity (56.1%) while only 24.06% of the need is currently being met. Additional information from the public meetings confirmed this finding. There are limited developed areas for small groups or families to enjoy a picnic. There are about 16 areas within the park system with individual tables. This finding suggests that picnic tables in small well designed clusters and small shelters should be considered for future park developments. These picnic areas should meet design standards for amenities and conveniences. In addition, there are currently 11 picnic shelters provided in the Cary parks system. These facilities generally serve as group picnic sites and provide for 73.76% of the need. The analysis indicates that the additional need could be met with 4 more shelters. These additional facilities could be developed in conjunction with the family picnicking areas suggested above.

There are four activities that are tied to lake access: sailing, canoeing/rowing, fishing, and pedal boating. The met needs for these activities range from 56.79% for pedal boating to 33.62% for sailing. With only one opportunity for lake access in the Town of Cary, at Bond Park, these results indicate one to two additional lake access facilities need to be provided for these activities.

Table 6.2. Total demand and number of participants for recreation activities in Cary, during 2002

Activity	Total Demand*	# of Participants	Activity	Total Demand*	# of Participants
Walking along a trail	73,934	62,782	Playing golf	29,223	14,766
Walking a greenway	71,662	63,608	Photography	27,467	16,315
A walk in a natural area	68,874	**45,951**	Climbing wall	27,157	13,940
Swimming in a pool	65,054	**33,456**	Kite flying	26,848	15,696
Picnicking with family	57,929	**13,940**	Playing soccer	25,092	13,217
Outdoor performance	55,347	45,434	Roller skating/blading	24,886	15,902
Viewing wildlife	54,728	**33,353**	**Sailing**	24,266	**8,158**
Playing at a playground	52,663	45,641	Playing basketball	24,060	14,250
Fitness trail	43,989	24,679	Mountain biking	21,478	13,837
Watching sports events	42,440	36,451	**Nature study classes**	20,032	**6,918**
Picnicking with groups	41,717	30,771	**Health classes**	19,929	**4,647**
Walking pets	41,614	27,880	**Playing volleyball**	18,793	**8,984**
Canoeing/rowing	40,375	**18,071**	**Summer camp**	18,071	**8,777**
Jogging/running	39,962	28,500	Playing frisbee	17,657	12,804
Indoor performance	39,962	21,788	Bird watching	17,554	14,456
Sitting quietly in park	39,755	35,625	**Playing softball**	16,315	**6,092**
Cycling	38,413	28,293	**Playing baseball**	15,799	**7,745**
Playing tennis	38,309	22,201	Playing football	12,598	6,918
Looking at gardens	36,244	24,886	**Skateboarding**	11,565	**5,783**
Fitness classes	35,418	**11,565**	**Disc golf**	10,636	**3,924**
Fishing	30,771	16,005	**Trackingout camp**	9,397	**3,098**
Home/garden classes	30,049	**3,511**	**Playing shuffleboard**	4,956	**1,549**
Horseback riding	29,945	**5,266**			
Pedal boating	29,636	16,831			

*Demand is based on specified interest level for activities

Activities which have been **bolded** should be given significant consideration due to high latent demand

Table 6.3. Cary Recreation Facility Population Service Requirement

Activity (unit)	Current Facilities	Needs Met Percent	Needed Facilities*	Persons / Facility
Walking along a trail (mile)	25.4	84.92	29.9	3452
Walking a greenway (mile)	14.1	88.76	15.9	6500
A walk in a natural area (mile)	3.2	66.72	4.8	21529
Swimming in a pool (pool)*	0	51.43	1	
Picnicking with family (area)	16	24.06	66.5	1553
Outdoor performance (venue)	2	82.09	2	42383
Viewing wildlife (mile)	3.2	60.94	5.3	19666
Playing at a playground (area)	16	86.67	18	5594
Fitness trail (area)	2	56.10	4	28966
Watching sports events (venue)	35	85.89	41	2534
Picnicking with groups (shelter)	11	73.76	15	6884
Walking pets (mile)	25.4	67.00	37.9	2724
Canoeing/rowing (rentals)	1	44.76	2	46216
Jogging/running (mile)	25.4	71.32	35.6	2899
Playing tennis (court)	55	57.95	95	1088
Fishing (pier)	1	52.01	2	53709
Horseback riding (mile)*	0	17.59	12.5	
Pedal boating (rentals)	1	56.79	2	58646
Playing golf (course)**	1	50.53	2	52177
Climbing wall (venue)	1	51.33	2	53004
Kite flying (open play area)	7	58.46	12	8605
Playing soccer (field)	12	52.67	23	4533
Roller skating/blading (venue)	1	63.90	2	65984
Sailing (rentals)	1	33.62	3	34713
Playing basketball (court)	34	59.23	57	1799
Mountain Biking (mile)**	45.8	64.42	71.1	1452
Playing volleyball (court)	20	47.80	42	2459
Playing Frisbee (open play area)	7	72.51	10	10701
Playing softball (field)	17	37.34	46	2268
Playing baseball (field)	9	49.02	18	5624
Playing football (field)**	2	54.92	4	28354
Skateboarding (venue)	1	50.00	2	51630
Disc golf (course)*	0	36.89	1	
Playing shuffleboard (lanes)*	0	31.25	2	

* Facilities are proposed for development

A sport that is growing in popularity is disc golf. Over 10% of the population has an interest in the sport while only 3.8% indicated that they participated in the previous 12 months. Current courses in the area are providing for 36.89 % of the need; however, the Town of Cary provides no disc golf courses. Some of this need could be met by developing one to two courses working closely with disc golf enthusiasts to ensure that the design and location will serve the participants' needs. The future facility needs would be determined by monitoring the use and interests in this activity.

Fields for softball and baseball are at a premium in the Town of Cary for practice and play. In addition to the fields themselves, comfort stations and parking are also a challenge for games. The combined 26 softball/baseball fields currently provide 37.34% of the softball needs and 49% of the baseball needs. This indicates that there is a current need for 46 fields for softball and an additional 9 fields for baseball. Development of additional facilities through the cooperation and partnership with Wake County Schools would help with this shortfall of fields.

Volleyball courts (10 sand and 10 indoor) provided through the Town of Cary are providing for 47.8% of the stated demand for the sport. The 10 indoor courts serve double duty as basketball courts as well. An additional 22 courts would meet this shortfall for volleyball. As an alternative to providing additional courts, this shortfall might also be met with extended hours for the indoor courts, marketing of programs for volleyball, or lighting outdoor sand volleyball courts.

There is one privately owned golf course in Cary that allows public play and combined with the other private clubs 50.53% of the golf demand is satisfied. In 2002 the Town completed a feasibility study for a golf course. This study indicated a lack of public golf courses in the area, with no municipal golf courses in the entire Triangle region. The study identified the Cary area as a prime opportunity area for either an 18 or 27-hole golf course. In addition, the National Recreation and Park Association population standards suggest one 18-hole course per 50,000 residents. With an additional course available for public play the persons per course in Cary would be 52,177. As a result of these findings, the development of one additional public golf course is recommended.

There is one bouldering venue in Cary and it is currently serving 51.33% of the demand for bouldering. An additional bouldering venue would meet the additional demand. However, as with other facilities, more intense use of the existing venue through additional hours, programming opportunities, or marketing should be explored first. This bouldering venue provides more of a play experience rather than a serious climbing experience. The demand for a true climbing wall should also be explored so that there are both opportunities within the town of Cary.

The swimming opportunities in Cary have historically been provided through privately owned facilities, neighborhood associations and clubs. While the needs of neighborhoods have been largely met, the need for facilities that provide competitive lane swimming and indoor year-round leisure swimming is not being met. Currently pools in Cary are meeting 51.43% of this demand for swimming. To address this demand, the Town completed a feasibility study in 2001 that researched aquatic options and provided the Town of Cary information to make an educated decision on how best to proceed regarding the development of a competitive swimming venue. The report was based on four months of research, including meetings with local members of swim clubs, YMCA officials, school officials and other parties interested in a proposed aquatic facility. The report also included information and opinions developed from discussions with area aquatic providers, visits to proposed sites demographics of the market area, a tour of the community and a review of national and international trends in recreation and competition. The study indicated an acute regional need for competitive swimming lanes. The study also identified a need for year-round

leisure swimming opportunities. Based on this study, plans have been initiated to provide an aquatics complex with multiple pools and year-round opportunities. (See Chapter 9 for specific recommendations.) Such a facility would provide for much of the unmet demand. It is suggested that Town planners pursue this opportunity to provide an aquatics facility and to continue to encourage developers to provide for neighborhood swimming opportunities to satisfy seasonal leisure demands.

The sport of soccer is coordinated for youth and young adults in Cary through various nonprofit soccer groups. These groups coordinate a variety of recreation lands and private facilities to provide for practice and league play. The Town provides 12 fields toward this effort which are meeting 52.67% of the stated demand. An additional 11 fields would meet this demand and provide for 1 field per 4533 persons. Similarly, football is scheduled through the Pop Warner League which coordinates play on two fields in Cary that are provided by Wake County schools. These two fields are fulfilling 54.92% of the current need for football fields. This current need suggests that two additional fields be added for play.

Residents of Cary who enjoy tennis have recently seen the opening of a state-of-the-art tennis complex providing 30 courts for lessons, recreational play and tournaments. These new courts bring the inventory of courts provided by the Town to 55 courts. Responses on the survey indicated that these 55 courts provided 57.95% of the demand expressed by an extreme or very high interest in playing tennis. One of the limitations of the survey is that the tennis complex had not been open a full 12 months prior to the survey mailing. This may have meant that some of the demand now being met was not measured. So, the unmet demand which indicates an addition 40 courts are needed may in fact be over stating the true latent demand. The participation for tennis may not have reached its full potential given the programs and opportunities for play that are now available. It would be advisable to monitor use and interest in tennis for at least a 12-month period before planning additional tennis facilities. Any additional tennis facilities should be geographically dispersed around the community in small clusters of at least 6 courts. Clusters of courts could compliment the current tennis center by providing for convenient courts throughout Cary.

Open play areas are provided at seven parks throughout Cary. These areas provide opportunities for free play such as playing frisbee or flying kites. These areas are meeting 58.46% of the kite flying demand and 72.51% of the frisbee demand. With this demand the analysis indicates a need for 12 play areas or five more.

There are currently 34 basketball courts provided by the town of Cary. These courts are meeting 59.23% of the need and an additional 23 courts would fill the shortfall. These are a mix of indoor and outdoor courts. As with some of the other activities the need for additional basketball courts could be met by longer hours for the community center gyms, lights at outdoor-facilities or additional programming to attract those who wish to participate but are not for some reason.

The newly opened skate park has contributed to the excitement and participation in this growing sport. This venue was opened during the study period (the previous 12 months) so the skate park has not had the full impact on meeting the needs of all those who indicated an interest in skateboarding. The survey results indicated that the current facility is meeting 50% of the demand; therefore, another skate park is indicated. Due to the facility's recent opening, it is felt that use and interest should to be monitored to determine future needs for additional skating venues.

Roller skating/blading participants enjoy using paved trails and the new skate park facility. The current facilities are providing 63.9% of the need stated from the survey. Because the skate park is a relatively new venue the use and interest in roller skating/blading should

continue to be monitored to determine future facility needs.

The trail related activities seem to be some of the most popular activities and the system of trails and greenways provide opportunities for these activities. The most striking of these needs is for horseback riding, which needs attention to provide trail-riding opportunities. Results indicate 29% of the population indicating a high interest in the activity, yet only 5.1% actually participate. This is only a 17.59% level of met needs for horseback riding. The need for designation of trails and access points for equestrian use is essential and the high, unmet demand for this activity has initiated planning of trails and trail access in north and west Cary along the American Tobacco Trail corridor. Current plans for the American Tobacco Trail call for 12.5 miles of unpaved trail for equestrian use. Town planners, other regional recreation providers, and equestrian enthusiasts need to work together to see that these needs are addressed. There are no current bridal trails in the Town of Cary so the needed facilities are proposed for development and the levels of participation and interest should be monitored.

Other trail activities are dependant on 25.4 miles of trails provided by the city but Cary residents also depend on the extended system of trails provided by the regions recreation agencies. For example, the 3.2 miles of trail in Cary's nature parks provide 60.94% of the viewing wildlife demand. Mountain biking opportunities are very limited in the Cary system however there are 45.8 miles of convenient located trails available at regional, state, county, and other municipal parks. These other trail systems are providing for 64.42% of the stated needs. An additional 25.3 miles of trail are needed to meet the full demand. The plan recommends that these additional trails should be provided through a coordinated effort at the regional level. An additional consideration is that currently open private land is meeting some of the needs for biking as well and horseback riding. As these open areas are developed in the near future they will be taken out of use. This will increase the demand on current trails in the region and create a demand for addition development of trails.

Walking pets and walking in a natural area both have nearly 67% of the stated demand met by the current level of trail development. Walking pets can also be met by off leash areas as mentioned above. There are currently no off leash areas developed for pet owners. The trail system also provides for walking and jogging experiences. Of the three activities listed on the survey the highest level of met needs is for walking along a green way with 88.76% being met. The 24.5 miles of trail in the system is currently meeting 71.32% of the needs for jogging/running. An additional 10 miles would fulfill this shortfall for jogging/running.

As recreational activities become popular some fade. It seems to some individuals in Cary that the usefulness of fitness trail apparatus installed years ago has faded. This opinion was voiced in the public meetings and discussions with staff. However, the survey results indicate an unexpected interest and participation. Respondents indicated that 42.6% of the population is interested in fitness trails and 23.9% used one of the 2 trails during the past 12 months. After some discussion it is felt that This demand for "fitness trails" is in reality "using trails for fitness such as walking and jogging.

The relatively new Amphitheatre at Regency Park has provided for additional opportunities and has increased the interest in Cary for outdoor performances. The two outdoor venues for performances are meeting over 82% of the demand, serving 42,383 persons. No additional facilities for outdoor performances are indicated by this analysis. In addition to the outdoor performance interest, watching sporting events is also a high interest activity. There are 35 sport venues in the Cary system to provide for these opportunities. These facilities have met 85.89% of the demand.

There are currently no developed shuffleboard lanes at Town of Cary facilities. Other facilities that are available are currently

meeting 31.25% of the needs. These results indicate that lanes should be provided and programmed to meet some of this demand. The use and level of interest for shuffleboard should continue to be monitored to determine future needs.

The last facilities to mention in this analysis are playgrounds. The Cary system has 16 playground areas which are meeting 86.67% of the needs. In addition to these, there are plans to partner with Wake County Schools to develop public play areas on school property. This new development would fulfill the current shortfall of 2 areas and hopefully meet future demand as well.

Level of Service

In addition to the current facility needs due to the residents' interests, the growing population of Cary is also creating additional demand for recreational opportunities. Using the population service requirement (persons served / facility) the needed number of facilities can be projected based on population growth. The population projections are divided by the number of persons served by one facility. All the projected activity facility needs are presented in Table 6.4. Stated another way the LOS can be presented in terms of unit of facility per thousand population. As the population grows the LOS standard remains the same but the number of facilities needed increases relative to the LOS. Table 6.5 provides the current level of service (LOS) per thousand for each facility and then the needed LOS to meet the current demand as measured from the survey results. It is, in effect, this needed LOS that was used to determine the projections for future needs in Table 6.4.

Table 6.4. Cary Recreation Facility Level of Service Requirement

Activity (unit)	Current Facilities	Needed Facilities by Year (Population)			
		2002 (103,260)	2007 (119,707)	2015 (151,641)	2020 (175,793)
Walking along a trail (mile)	25.4	29.9	34.7	43.9	50.9
Walking a greenway (mile)	14.1	15.9	18.4	23.3	27.0
A walk in a natural area (mile)	3.2	4.8	5.6	7.0	8.2
Swimming in a pool (pool)*	0	1			
Picnicking with family (area)	16	67	77	98	113
Outdoor performance (venue)	2	2	3	4	4
Viewing wildlife (mile)	3.2	5.3	6.1	7.7	8.9
Playing at a playground (area)	16	18	21	27	31
Fitness trail (area)	2	4	4	5	6
Watching sports events (venue)	35	41	47	60	69
Picnicking with groups (shelter)	11	15	17	22	26
Walking pets (mile)	25.4	37.9	44.0	55.7	64.5
Canoeing/rowing (rentals)	1	2	3	3	4
Jogging/running (mile)	25.4	35.6	41.3	52.3	60.6
Playing tennis (court)	55	95	110	139	162
Fishing (pier)	1	2	2	3	3
Horseback riding (mile)*	0	12.5			
Pedal boating (rentals)	1	2	2	3	3
Playing golf (course)**	1	2	2	3	3
Bouldering rock (venue)	1	2	2	3	3
Kite flying (open play area)	7	12	14	18	20
Playing soccer (field)	12	23	26	33	39
Roller skating/blading (venue)	1	2	2	2	3
Sailing (rentals)	1	3	3	4	5
Playing basketball (court)	34	57	67	84	98
Mountain Biking (mile)**	45.8	71.1	82.4	104.4	121.0
Playing volleyball (court)	20	42	49	62	71
Playing Frisbee (open play area)	7	10	11	14	16
Playing softball (field)	17	46	53	67	78
Playing baseball (field)	9	18	21	27	31
Playing football (field)**	2	4	4	5	6
Skateboarding (venue)	1	2	2	3	3
Disc golf (course)*	0	1			
Playing shuffleboard (lanes)*	0	2			

*Facility needs for 2002 are proposed and to be monitored for future recommendations
** Facilities are not being provided by Town of Cary

Table 6.5. Cary Recreational Facility Level of Service Per Thousand Population

Activity	Current LOS/1,000	Needed LOS/1,000	Activity	Current LOS/1,000	Needed LOS/1,000
Walking along a trail (mile)	0.25	0.29	Pedal boating (rentals)	0.01	0.02
Walking a greenway (mile)	0.14	0.15	Playing golf (course)**	0.01	0.02
A walk in a natural area (mile)	0.03	0.05	Climbing wall (venue)	0.01	0.02
Swimming in a pool (pool)	0.00	0.01	Kite flying (open play area)	0.07	0.12
Picnicking with family (area)	0.15	0.65	Playing soccer (field)	0.12	0.22
Outdoor performance (venue)	0.02	0.02	Roller skating/blading (venue)	0.01	0.02
Viewing wildlife (mile)	0.03	0.05	Sailing (rentals)	0.01	0.03
Playing at a playground (area)	0.15	0.17	Playing basketball (court)	0.33	0.55
Fitness trail (area)	0.02	0.04	Mountain Biking (mile)**	0.44	0.69
Watching sports events (venue)	0.34	0.40	Playing volleyball (court)	0.19	0.41
Picnicking with groups (shelter)	0.11	0.15	Playing Frisbee (open play area)	0.06	0.10
Walking pets (mile)	0.25	0.37	Playing softball (field)	0.16	0.45
Canoeing/rowing (rentals)	0.01	0.02	Playing baseball (field)	0.09	0.17
Jogging/running (mile)	0.25	0.34	Playing football (field)**	0.02	0.04
Playing tennis (court)	0.53	0.92	Skateboarding (venue)	0.01	0.02
Fishing (pier)	0.01	0.02	Disc golf (course)	0.00	0.01
Horseback riding (mile)	0.00	0.125	Playing shuffleboard (lanes)	0.00	0.02

SCHOOL PARKS

The eighteen inventoried Wake County Public school sites were individually evaluated for the potential to significantly improve and/or expand recreation facilities to warrant use as a public park site. Specific comments about each site can be found in the Appendix. In addition to the physical characteristics of each site, the location of the school was considered in terms of its potential to meet recreation needs in areas not satisfactorily served by public parks. This location aspect of each school site's analysis was a significant factor in the selection of school sites for proposed development.

In general terms, school sites do not readily lend themselves to serving as public parks. The physical arrangement of facilities is, as one would expect, organized around the school building and in a manner that facilitates school functions. As noted earlier, student or school system use is always a priority. Public usage is subordinated to these necessities.

Nonetheless, school sites have facilities that are heavily used by the public – most notably, athletic fields – and they are most often an integral part of the neighborhoods in which they are located. Thus, as a public resource, it is recognized by both the Town of Cary and the Wake County Board of Education that utilization of these resources, managed with respect to the needs of the schools, can be a positive, beneficial arrangement.

With this potential and the inherent limitations in mind, each school site was analyzed in terms of its physical development potential and in terms of its location relative to need. The results of this analysis are summarized in the table below.

These findings were presented to the staff and to the steering committee. Upon review of these findings, nine school sites were recommended for development studies because of their potential to serve recreation needs within the Town.

The selected sites are shown in Table 6.6 that provides and analysis of each site's location and development potential.

Table 6.6

School Site	Development Potential	Location Aspect
Adams Elementary	Low	High
Briarcliff Elementary	Low	High
Cary Elementary	Medium	High
Cary High	None	Low
Davis Drive Elementary and Middle	High	Medium
East Cary Middle	High	High
Farmington Woods Elementary	Low	High
Farmington Woods Elem. Adjacent Homeowners' Recreation Site	High	High
Green Hope Elementary	Medium	Low
Kingswood Elementary	None	High
Northwoods Elementary	Low	Medium
Oak Grove Elementary	Medium	High
Penny Road Elementary	Medium	Low
Reedy Creek Elementary	Medium	High
Reedy Creek Middle	Medium	High
Swift Creek Elementary	Low	Low
Weatherstone Elementary	Medium	Medium
West Cary Middle	Medium	Low

GREENWAYS

This analysis addresses the greenway system as it was defined in the 1998 greenway plan and then subsequently modified and expanded since that time. The intent of this analysis is not to reevaluate the system and the objectives upon which the system is based. Nor does this analysis call into question the need or desire for greenway development in whole or in part. Rather, its purpose is to reaffirm key objectives and routes, identify opportunities arising from changing conditions and perspectives, and establish a framework that can be used to recommend modifications and priorities.

The 1998 Plan identified, based on public input, a strong preference for off-road bicycle and pedestrian recreation facilities. The potential for greenways as alternative transportation routes was identified and encouraged. The contributions of greenways to water quality, flood plain management and wildlife habitat preservation were noted. The rail-with-trail concept was proposed in anticipation of the Triangle Transit Authority's commuter line through Cary. Connections to adjoining municipalities were identified and supported. Most interestingly, the 1998 Plan stated that "neighborhood greenways are not considered a part of the greenway system recommendations". The greenway system was a system of primary trails, or "spines". Developers were encouraged to build private greenways that connected to the primary system. The 1998 Plan acknowledged the need to "fill the gaps" of connectivity with on-road facilities and identified the need for safe roadway crossings including signalized crossings, bridges and underpasses. Because of the distribution of greenway segments at that time, greenways were assessed in part as neighborhood facilities with a one-mile service radius. This distribution and lack of connectivity thwarted the system's ability to serve alternative transportation possibilities and highlighted the lack of a clear network of origins and destinations.

As noted in Chapter 3, twelve miles of greenway had been developed by 1998 over a span of almost twenty years. Between 1998 and 2002, sixteen miles of trail were put into development and another eighteen miles were targeted and budgeted through FY 2007. Almost as soon as the 1998 Plan was adopted, modifications to the plan were increasingly the norm. The 1998 Plan represented a significant shift in priorities and application of resources and energies toward greenway planning and development. Interestingly, the burst of planning activity and physical development between 1998 and 2002 began to establish objectives and priorities that exceeded the vision set forth by the 1998 Plan. Thus, an update to that plan became desirable, if not necessary.

The obvious question is: What were the catalysts for this burst of activity and the need to reassess the 1998 Plan? Any answers to a question such as this are sufficiently complex to defy ease or concise understanding. Nonetheless, five broadly defined responses can be identified, as follows:

Demand: The existing greenways have proven to be popular facilities. As the Town has grown in population and geographically, people living in areas where such trails did not exist started voicing their desire to have trails in closer proximity to their homes. Interests in walking, jogging, biking, and skating for leisure and fitness were increasingly coming to the forefront of desired recreation opportunity. People also recognized the potential advantages of a more well-connected system and started calling for more widespread system development.

Heightened Awareness: This awareness has numerous facets. This awareness includes recognition of the health and recreation benefits of trails, the potential use of such trails as alternative transportation routes, the roles that greenways play in the conservation of open space, the potential beneficial relationship between greenways and water quality, and the value of interconnected trails within the community, the Triangle and the region.

Opportunity: Both Demand and Heightened Awareness, as indicators of the interests of the public, provided the foundation for opportunity. Sufficient public interest and support were evident to propose and implement new and more ambitiously-paced initiatives. Coinciding with this foundation of public support was the Town's positive financial position that enabled projects to be implemented.

Pace of Change: Although the Town of Cary has experienced extraordinary growth for at least two decades, the Town experienced unusually rapid expansion in the mid to late 1990s, particularly to the west. Leaders and planners within the Town staff recognized that without assertive action to keep pace with change, future opportunities would be lost or seriously compromised. Under such circumstances, it is understandable how and why objectives and priorities changed over time.

Expansion: Not only was the pace of change unusual in the late 1990s, but so were the magnitude and complexity of new developments and planning initiatives. Developments such as Amberly introduced thousands of acres and thousands of people in one broad gesture. Planning initiatives such as the Northwest Area Plan called for infrastructure development, including greenways, on-road trails, and pedestrian bridges and underpasses, in a magnitude that almost rivaled the whole of the existing greenway plan.

The interests of the public, fueled by a heightened awareness of the benefits of greenways, led to an increased demand for greenway development. The rapid pace of change and the extraordinary reach of the Town's expansion, supported by demand, in turn set the stage for an extraordinary period of opportunity. The Town moved quickly and effectively to take advantage of these opportunities. In one decade, from 1998 to 2007, greenway trail development is proposed to expand from 12 to 46 miles. Corridor acquisition efforts have been and continue to be pursued at an aggressive pace and bridge and underpass connections are being identified and budgeted. Thus, this analysis is a means of acknowledging these forces of change. This Master Plan update is a means to consolidate recent gains and to establish anew a foundation from which to pursue planning and implementation objectives in a more systematic and orderly manner.

Greenway System Objectives

The core objectives for the greenway system were discussed at length with the Town's Steering Committee. The objectives the committee reaffirmed and expanded are as follows:

- The Town's primary, preferred trail system will be off-road within greenway corridors. This system, to the extent possible, will be inter-linked and continuous.

- Multi-use trails adjacent to roadways will be used to augment the off-road greenway system and to provide alternate connections.

- The development of circuits within the system will be an important purpose in linking the primary greenway system and multi-use (on-road) trails.

- Where greenway and multi-use trails cannot be developed, the Town will utilize sidewalks as connectors to close gaps in the system.

- The primary greenway system and multi-use trails will connect to private trail systems to the extent possible. The Town will encourage opening private trail systems to public use, again, to the extent possible.

- The Town will encourage public/private partnerships for both greenway and specialty trail development.

- Frequent, easily identifiable, and secure neighborhood access points should be developed. Parking and trail head amenities should be developed to reasonable extents.

- The primary greenway trails, multi-use trails and sidewalk connectors should link to all schools and parks.

- Links should be established to downtown Cary, to transit hubs, to adjoining communities, to RTP, and to regional trail systems.

- Crossings of roadways should be safe and conducive to maintaining pedestrian flow along the trail, without inordinately impeding the flow of vehicular traffic.

Specific Needs Analyses

With these objectives in mind, trail routes themselves were reviewed and assessed. The Town was divided into 3 areas to facilitate the review of the 1998 Master Plan as well as to help in understanding the broader opportunities for greenway development. These areas are:

1. Central Cary – Area bounded by Davis Drive to the west, I-40 to the north and east and US 1/64 to the south.

2. South Cary – Area south of US 1/64

3. West Cary – Area bounded by Davis Drive to the east, US 1/64 to the south and RTP to the north.

<u>Central Cary</u>

The central area includes Cary's oldest and most dense neighborhoods. Because of this, park and greenway development opportunities are limited. The Central Area does include the Black Creek Greenway, Cary's most popular greenway, but few other natural corridor opportunities. The east half of this area is essentially devoid of trail corridors. Because of this, sidewalk connectors may offer the most opportunity. Specific connection issues based on a review of the Master Plan include the following:

- Lack of trail connection proposed between Black Creek Greenway, the Town's most popular greenway, and Bond Park.
- Proposed extension of Crabtree Creek Greenway through Preston Golf Course is questionable. Potential alternative alignment may be required.
- Lack of pedestrian opportunities in northeast quadrant of Town (east of Harrison and north of Maynard).
- Lack of public linkages between Black Creek Greenway and adjoining neighborhoods (Silverton, etc.)
- Development of Rail–with-Trail is questionable due to competing rail interests and lack of support to integrate trail with active rail lines.
- Proximity of proposed Coles Branch and the Rail with Trail Greenways is redundant.
- Lack of pedestrian linkage between Central and West Cary north of High House Road and west of NC 55.

<u>West Cary</u>

Although west Cary is mostly rural, this area of Town is experiencing significant development pressure. Since mid 2002, the Town Council has approved 3 major planned unit developments for northwest Cary which include over 7,000 units of housing. In preparation of these developments, the Town recently completed the Northwest Area Plan. While this plan only covers the northwest section of Cary, its recommendations for pedestrian trails goes far beyond the recommendations of the 1998 Master Plan which recommended only three east-west greenway routes for the entire west Cary and no north-south routes to link these together. Specific issues related to the West Area include the following:

- Lack of trail linkage between Thomas Brooks Park, Sears Farm Road Park and Panther Creek Greenway.
- Proposed extension of White Oak Creek Greenway west of Green Level Church Road is problematic due to its being outside the Town's jurisdiction. Due to jurisdiction issue of extending White Oak Creek Greenway west of Green Level Road, this could result

in a not being able to connect to American Tobacco Trail within southwest Cary.

- Lack of connection between Tom Brooks Park and the American Tobacco Trail.
- Precise alignment for the connection between the Batchelor Branch and Panther Creek Greenways (east of NC 55) is currently not well defined.
- Lack of pedestrian linkage between Central and West Cary north of High House Road and west of NC 55.
- Lack of off-road trail connection from southwest Cary to the Research Triangle Park.
- Lack of pedestrian connection west of Davis Drive and north of Morrisville Carpenter Road.

South Cary

The area extending south of US 1/64 has received considerable development during the 1990s. The Lochmere Planned Unit Development, extending from Tryon Road in the north down to Penney Road in the south is indicative of the level of development this area has received. This development limits the opportunities to provide a system of interconnected trails. While some of these developments, like Lochmere, have trail systems, most of these are private and provide no opportunity for public use. Specific issues related to the South Area include the following:

- There remains a weak north-south pedestrian connection linking proposed greenways from Middle Creek to Swift Creek.
- No greenway connection proposed for Camp and Rocky Branch Greenways and Dutchman's Branch and Swift Creek.
- No linkage proposed with Holly Springs.
- No pedestrian linkage proposed for Camp Branch, Rocky Branch and Dutchman's Branch Greenways and Hemlock Bluffs.
- No pedestrian linkage proposed between Dutchman's Branch and Crowder Park (Wake County – east side of Holly Springs Road).
- Development of Rocky Branch Greenway west of Holly Springs Road problematic due to existing residential development and lack of Town-owned easements.
- Proposed extension of Swift Creek Greenway through Lochmere Golf Course is questionable. Potential alternative alignment may be required.
- Lack of connections proposed between Lake Symphony Greenway and adjoining neighborhoods.
- Lack of linkage between proposed Speight Branch Greenway and Kids Together Park, as well as MacDonald Woods and Hinshaw Greenways.

After considerable review of the trails proposed in the 1998 Plan and the subsequent additions, only two were actually recommended for removal from the plan. One is a two-mile segment of the Rocky Branch Greenway (north of I-540) because of the narrow passage between existing homes and the frequent road crossings encountered through subdivisions. The second is the east-west link through the golf course at Lochmere because of the perceived conflict with the golf course and because an alternate multi-use trail route is now in the planning stages along Lochmere Drive just north of this link.

The recommendations for the greenway trail system are described in Chapter 8.

CULTURAL ARTS FACILITY NEEDS

The need for cultural facilities in Cary has been documented through community surveys and meetings, a detailed review of existing cultural facilities, an examination of exemplary models, and input from several focus groups and advisory bodies. Based on this input, the following needs have been identified.

Space for Classrooms

Demand for classes offered through the Division of Cultural Arts is greater than can be accommodated in existing available spaces. Classes offered at Jordan Hall Arts Center and Page-Walker Arts & History Center are quite frequently oversubscribed, with residents who wish to participate unable to do so. This is without extensive promotional efforts on the part of Cultural Arts staff, who generally believe that they could increase participation even beyond this level were appropriate facilities available. The market research conducted for this project supports this assertion.

In addition to the shortage of space, most of the spaces that are used for cultural arts classes are not designed to suit the needs of studio art. (Please see the discussion of cultural arts classroom facilities, on pages 21, 24, and 25 of this document.) Many arts disciplines require specific equipment and supplies which must be accommodated in the classroom. Special ventilation is often required, as are sinks and drain facilities. The lack of these elements makes it difficult to provide the level of training and the range of classes requested by residents.

It should be noted that most of the classes presently offered through the Division of Cultural Arts are designed primarily for young people. Without properly equipped and configured space to provide a full range of offerings that would appeal to adults, many serious amateurs and professionals go to Raleigh for instruction and studio space. This is a market segment that cannot currently be served, although research suggests that there is a high level of interest in such activities.

What is Needed: Classrooms that are specifically designed for fine art and craft, music, dance, and drama. These should incorporate specific features necessary for particular disciplines (for example, sinks for painting and ceramics classes, ventilation hoods for classes using dyes, sound isolation for music classes, sprung floors for dance classes, etc.). Some of these classrooms could serve more than one arts discipline, so they would remain multi-purpose while being devoted to cultural arts.

Performance Space

There are few performance spaces in Cary and those that exist, with the exception of the Amphitheatre at Regency Park, are not readily suitable to high-level productions. While the Amphitheatre provides opportunities to experience regional and national talent in Cary, there are very few other options for this. The Division of Cultural Arts does present attractions at the Herbert Young Community Center but the limitations of that space for serious performing arts presenting are substantial. (Please see the discussion of cultural arts performance venues, on pages 21, 23, and 25 of this report). And while most residents appear willing to travel to regional venues in other communities, there is still strong interest in Cary-based performance spaces that are professionally equipped and scaled to community-level performances.

Beyond attending cultural arts events, Cary residents are eager participants in such activities. The many arts groups established by Town residents must work very hard to find suitable performance space within the Town of Cary. The discussion in Chapter 3 of the existing condition of facilities used for cultural arts, points out in detail some of the problems and short-coming of existing facilities used for cultural arts performances. Aside from these spaces, there are various church sanctuaries and other equivalent

venues that are used for performances. Such spaces are heavily booked and cultural uses must be scheduled to avoid conflict with their primary purpose.

Thus, most performing groups have difficulty finding venues in the Town of Cary to use –for performance or for rehearsals. Aside from limiting what is available to residents, this takes time and energy away from more productive tasks and makes it more difficult for these groups to grow and thrive. And while many of these groups would prefer to have a stronger identity in the Town most of their members live in, it is very difficult to do so when performing in other communities.

Another Town-run performance space is Sertoma Amphitheatre in Bond Park. As described in Chapter 3, this represents a significantly under-utilized asset. Additional renovations are required to enhance its usefulness to residents.

What is needed: At least two performance spaces – one scaled at between 400 and 450 seats; another scaled at approximately 1,000 seats. In addition, rehearsal spaces (scaled to reflect the dimensions of the main stages) are also required. Upgrades to Sertoma Amphitheatre are also required.

Exhibition Spaces

The visual arts have very strong popularity in Cary and they face many of the same set of issues as the performing arts – a lack of adequate space to exhibit the work of local, regional, or national artists. While there are spaces for visual arts exhibition at Page-Walker and Jordan Hall Arts Center, they are relatively small and do not allow for sufficient work to be shown. While the gallery at Page-Walker is well designed, the space is used for classes and meetings during the time that work is on display. This makes viewing the displayed works difficult or impossible at times when the space is being used for such purposes.

Visual art works, generally by local artists and art students, are displayed in various community centers around Cary but the spaces have not been designed with display of two or three-dimensional art in mind. They are essentially blank walls and display cases in hallways and lobbies. The problem is compounded by the lack of a coordinating curatorial function that would allow the Town to take better advantage of these admittedly limited-use spaces.

There are few opportunities to see the work of regional or national artists or a more comprehensive display of mature local artists. Other than the gallery in Page-Walker, there are no spaces in Cary that are suitable for small traveling exhibitions.

The result of this lack of visual art exhibition space is that Cary residents must travel outside of city limits for most of their visual arts experiences. Considering the level of interest in visual arts, evidenced by the survey and through interviews and focus groups, this is a serious shortcoming.

What is needed: Purpose-built exhibition space of approximately 4,000 square feet, including appropriate lighting, climate control, and security – as well as necessary display furniture and storage areas – to display the work of local, regional, and national artists. In addition, a smaller exhibition space of between 1,000 and 2,000 square feet is also required to display local artists, student work, and other exhibitions. More effective coordination of informal exhibit areas would enhance their utility.

Artist work and support spaces

There are many different types of spaces that artists require in order to make art – and they are all in short supply in Cary. These include spaces for:

- **Rehearsal:** It is difficult to find suitable spaces for rehearsing, whether for dramatic or musical productions. Rooms of sufficient size (scaled to the size of available stages), that are properly configured, with sound insulation in the case of practice rooms for

musicians, and available at appropriate times are hard to locate in Cary.

- **Studios**: Cary visual artists have a difficult time finding local studio space and it is often necessary to got to Raleigh or further to find space. Often artists are forced to use studio classrooms as working studio space, which while appropriate for beginning and amateur artists, can be problematic for those further along in their careers.

- **Administrative tasks and meetings:** Many of Cary's cultural organizations are quite small and do not have paid staff or formal office space. This complicates their ability to conduct business, especially since there are few places where a group can set up a small administrative space or convene people to discuss organizational matters. Since the space required by these organizations is minimal, as is the time that meeting space is needed, standard rentals are generally not cost-effective. A joint, shared space would be ideal for such groups.

- **Storage/shop space:** Storage appears to be a near-universal problem for cultural arts groups. Whether it is the costumes and sets of a theatre company or the sheet music of a choir or administrative files of a dance company, most organizations find it difficult to identify safe and inexpensive long-term storage facilities.

What is needed: Artists can arrange to use studio space when classes are not in session, although it is not likely that there would be space to rent to artists on a long-term basis. Administrative, storage, and shop spaces should be considered important ancillary spaces when cultural arts facilities are being designed.

Community Cultural Center

Beyond the various physical facilities that are required to participate in and experience visual and performing arts, there was strong interest in "bringing together the [cultural] fragments," to create a stronger sense of community using the arts. This has been expressed by many people as a need for a highly visible center for arts and culture in Cary that served as a gathering place for the cultural community in particular and Cary residents in general.

Such a centrally located cultural center would include the necessary spaces for the performing and visual arts, as described above. Beyond that, there are several potential characteristics of the center that appealed to many people. These include:

- A welcoming atmosphere that was geared toward the interests and needs of everyone from student to amateur to professional and including the interested, non-artist on-looker.

- A place where residents know they can go to find out about and participate in cultural activities. It could provide a friendly, "culturally oriented hang-out" to hear music, get food, an "unplanned environment."

Many artists felt that a central, highly visible, well designed and equipped cultural center would be a huge benefit to the developing artist community in Cary. Significant benefit was seen to accrue from having a range of arts discipline interacting with one another – that this ferment provided inspiration and fostered creativity.

What is needed: Facilities that integrate (as opposed to isolate) various artistic disciplines with sufficient ancillary space in such facilities to allow for interactions among artists and between artists and other Cary residents.

Clustered and Distributed Facilities

There is support in Cary for the concept of clustering larger performance and exhibition venues in a single part of Town. Many people

have expressed the opinion that downtown is the proper site (especially if issues of parking and traffic congestion are addressed). Since one community goal is increasing the economic activity in the downtown, clustering cultural arts facilities in the downtown makes a great deal of sense.

Many residents were also quite concerned about the availability of cultural arts programming in community centers throughout the Town. Spaces in existing community centers could continue to be used for cultural arts functions, even though the major activities would be centered in the downtown. Distributed programming in community centers would include cultural arts class programming, since that has already been provided in those venues and because residents are interested in seeing such activities closer to home.

The concept that has emerged represents a balance of clustered, centralized larger facilities (including both visual and performing arts) with distributed classes and other programming at community centers throughout Cary. The focus could be on having introductory, survey, or beginners courses at community centers with more advanced classes held at the more elaborate downtown facilities, thus satisfying neighborhood interest while building audience for downtown spaces. This distributed programming would require modification of some existing spaces and purpose-built and equipped spaces in new community centers.

Establishing this balance requires a careful look at the effectiveness of existing cultural arts classes, especially the program offered at Jordan Hall Arts Center. The Center's program highlights the benefits of a concentration of classes in a single location, while classes are also offered in other locations as well.

Such concentration – at a downtown community cultural center, for example – can foster many of the priorities mentioned earlier in this section. The atmosphere created through a vibrant mix of classes of all disciplines with students of all ages and at varying levels of experience and talent provides fertile ground for arts training. With the proper administrative systems in place, coordinating schedules, supplies, and equipment among a downtown center and distributed classes will not be a problem and will, with proper management, enhance the program overall.

What is needed: Cultural arts classes concentrated in a central location with satellite educational programs offered at locations throughout Cary.

Flat-floor ("Ballroom") Space

There is a need for flat-floor or "ballroom" space for large gatherings. Many local groups, especially various religious and ethnic groups in Cary organize large annual or semi-annual festivals with major cultural components. At the present time, there are few spaces in Cary that are appropriate for this sort of activity, other than the multi-purpose room at the Senior Center or other non-Town-owned spaces. As a result, these groups often go out of town to hold these events. When groups are unable to present in Cary, they feel they lose their ability to build their community in Cary.

The needs and uses for this sort of space are varied. They include banquets and food festivals, indoor arts or crafts sales, ethnic festivals, and religious celebrations. The configuration of this space can be relatively straight-forward; in order to make it more flexible, it should be able to be sub-divided into smaller spaces for other usages. Space should be large enough to accommodate up to 450-500 people for a sit-down dinner with an appropriately scaled catering kitchen as well.

What is needed: A space of approximately 4,500 square feet (possibly on more than one level) with ancillary support areas, most likely housed within a community center.

Public Art

One of the ways in which Cary's unique cultural identity has been most clearly articulated has been through its public art. The Town's commitment to public art can be seen in the development of its public art plan. It will be important to continue to identify new sites for outdoor sculpture and other forms of public art. This is a vital component that should complement the additional venues proposed for the exhibition of visual arts in indoor settings.

There was strong interest in including public art in park and greenway settings. Community centers, whether or not they have a strong cultural component, as well as all other public building in the Town of Cary, should be considered as potential sites for public art.

What is needed: Continued aggressive implementation of the Town of Cary's public art plan.

Festivals

It should be noted that the Town's Division of Cultural Arts has an active festival program (including Lazy Days in August held on Academy Street from Cary Elementary all the way to Town Hall and Spring Days held at Bond Park). These events are not facilities-based; nevertheless, improved facilities will have a significant impact on the ability of Division staff to deliver more and better experiences to residents.

Chapter 7: Park Recommendations

As Cary moves forward into the coming decades it is important that the Parks and Recreation system be designed to adapt to ever-changing community needs and regional/national recreation trends. A clear yet flexible set of parks classifications serves as a foundation to these changes. The parks classifications described below are revisions to the recommendations set forth in the 1998 Cary Parks, Greenways and Bikeways Plan. These recommendations generally follow national guidelines found in the National Parks and Recreation Association publication Park, Recreation, Open Space and Greenway Guidelines by James Mertes and James Hall (1996) and have been tailored to fit the needs of Cary.

FOCUSING ON CONSERVATION

This Master Plan honors parks and recreation facilities as a component of the Town of Cary Open Space and Historic Resources Plan of 2001(OSHRP). As described in Chapter 3, the OSHRP is comprised of the following five land class categories:

- Preserves
- Natural Areas
- Scenic Areas
- Parks and Recreation Areas
- Greenways

With the population and demographic changes since the 1998 plan as well as the desire to be responsive to current community needs and regional/national recreation trends, it is necessary to update the parks classifications. The following classification recommendations closely follow those set in the 1998 plan; however, minor revisions are recommended to better achieve conservation goals.

The recommended revisions to the OSHRP Land Class Categories include some restructuring and new categories and consist of two major areas as follows:

- Conservation Areas
- Parks and Recreation Areas

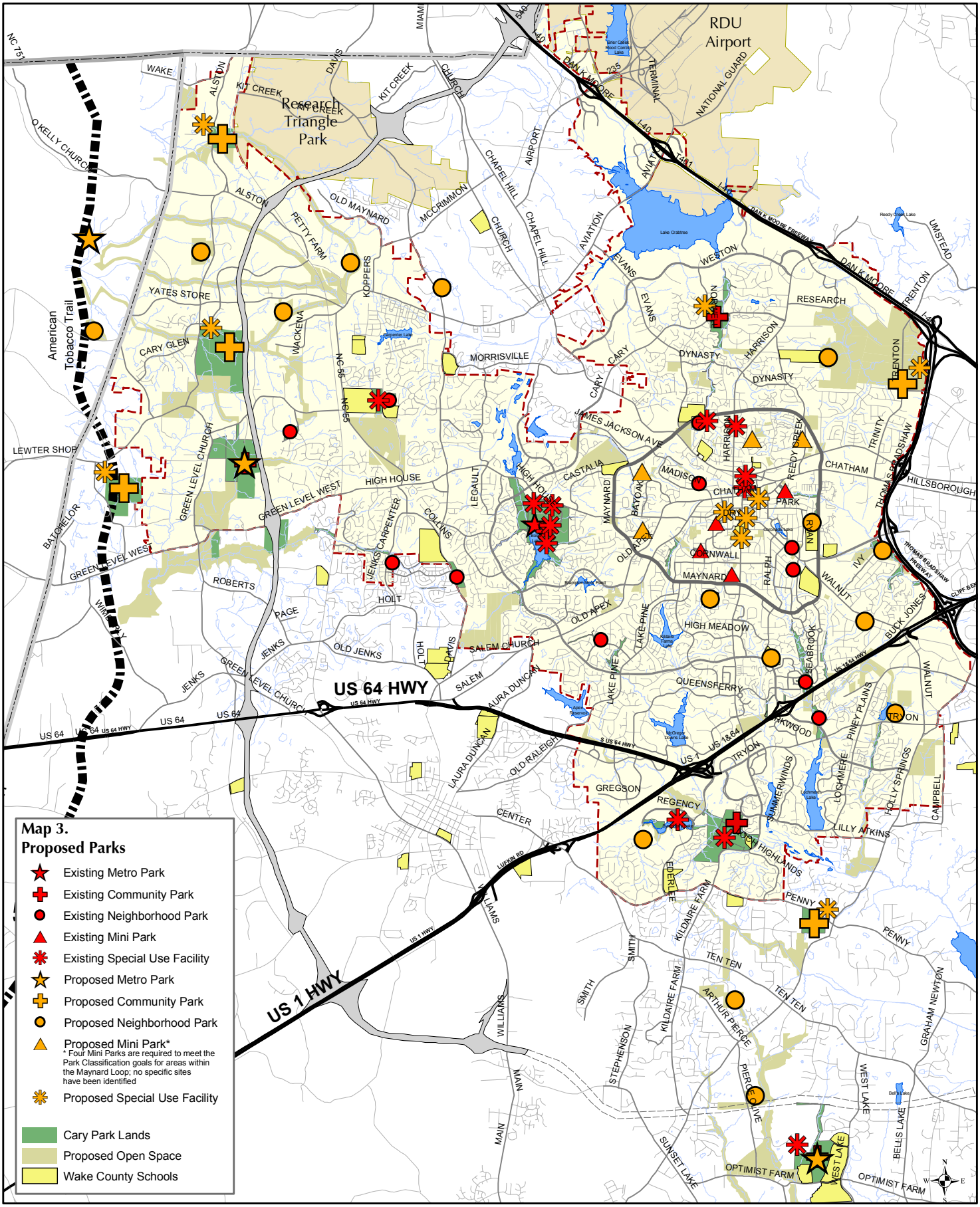
Conservation Areas are briefly described below. The Parks and Recreation Areas are described in the subsequent section "Classifying Parkland".

Conservation Areas

Conservation Areas would contain Preserves, Natural Areas, and Greenway Corridors.

Preserves consist of:
- Large contiguous parcels
- Restricted access
- Mission of preservation
- No direct greenway trail access, although internal nature trails and environmental education opportunities can be compatible
- Natural resource management program required

Natural Areas consist of:
- Naturalistic in character
- Passive recreation welcome
- Typically comprised of non-linear upland parcels
- May include an environmental education component
- Associated with State-or Federally- recognized protected sites, cultural landscapes or landmark structures
- Intended for viewshed protection
- Intended to maintain natural and/or cultural character of landscape to provide for the establishment of aesthetic experiences as gateways into Town



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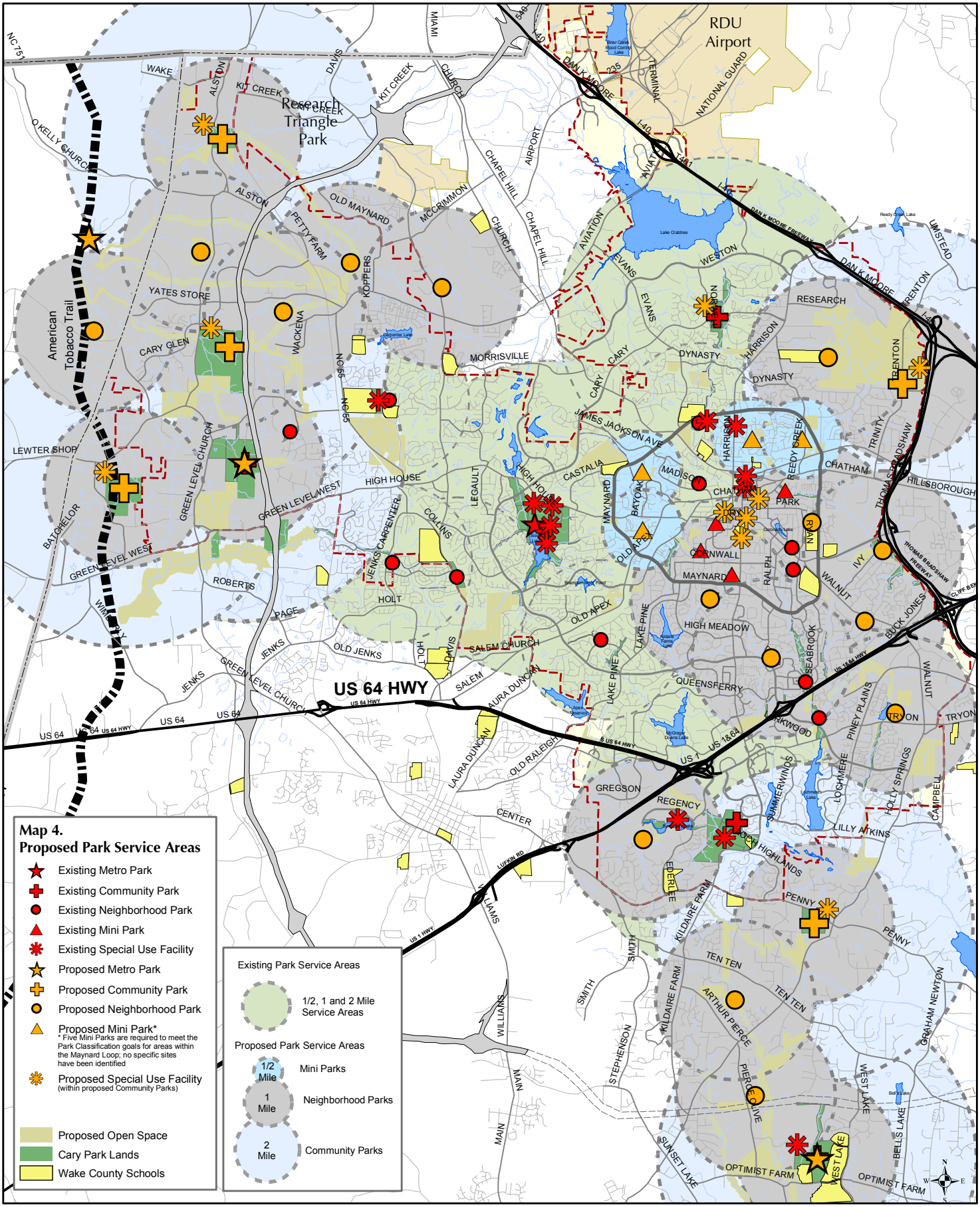
SmithGroup JJR
Mark Robinson & Associates P.A.
Dr. Gene Brothers



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Cary Parks, Recreation and Cultural Resources Facilities Master Plan

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Dr. Gene Brothers

Greenway Corridors consist of:

- Naturalistic in character
- Passive recreation welcome
- Typically comprised of linear parcels along streams
- Provide water quality benefits via stream buffering
- May include greenway trail access and connection points
- May include internal nature trails
- May include an environmental education component

Within Cary's Parks and Recreation system there exist many parcels and portions of existing park units that remain undeveloped and have much of their naturalistic character intact. This plan recommends that these areas be reclassified within the appropriate revised OSHRP land class category.

This plan also recommends that the Town delineate land within existing parks and as a part of both the acquisition and master planning processes for new parks using four use categories:

- Developed areas for active recreation
- Developed areas for passive recreation
- Areas set aside for future development of active and passive recreation facilities
- Natural Areas

It is important to note that every park unit will not necessarily contain all four categories, and may indeed be wholly delineated as a single use category. These categories allow the Town to respond to future recreation trends or community needs by reserving areas for future development while at the same time protecting Natural Areas in perpetuity. As new park facilities are developed, it is recommended that the town evaluate currently owned property and new acquisitions to preferentially set aside Conservation Areas.

PROMOTING STEWARDSHIP

As these lands are reclassified, it is recommended that the Town identify a stewardship plan for each Conservation Area. To achieve this it is recommended that the PRCR structure be modified in coordination with the Department of Public Works to better accommodate stewardship of the open space system by expanding its natural resource management and interpretation expertise. It is recommended that, similar to the actions encouraged by the Wake County Consolidated Open Space Plan (draft 2002), PRCR take an "ecosystem approach" to manage open space lands in a manner that is efficient and low-cost. It is also recommended that the individuals responsible for open space stewardship work in tandem with their counterparts with similar responsibilities at the County level.

SERVING THE TOWN CENTER

Currently the portion of Cary that lies within the Maynard Loop, including long-established neighborhoods and the Town Center is home to four Mini Parks and four Neighborhood Parks. Given the urban pattern within this area, the relatively small size of most of its facilities and the desire to provide safely walkable parks that encourage use by residents and visitors alike, this area is currently underserved. To alleviate this, it is recommended that Mini Parks be reintroduced as a parks classification and that within the Maynard Loop a ½ mile service area be introduced. Neighborhoods within this area that are not covered by a ½ mile service area of either a Mini or Neighborhood Park are recommended to become target areas for new park development. While it is recommended that each new Mini or Neighborhood Park that is developed in this area include the elements listed below, the urban development patterns and limited land availability in this area will likely necessitate creative design solutions in order to serve these neighborhoods.

The currently-proposed Town Center Park will be classified as a Special Use Facility and is proposed to have an Arts-related theme that provides a place for cultural events and spurs preservation and investment. The recommended location for a downtown park is within the block of Academy, Walnut, Walker and Park streets. It is across from the Cary Elementary School campus. The conceptual master plan for the Town Center Park was approved in August 2002.

COLLABORATION WITH NON-PROFIT GROUPS, ATHLETIC CLUBS AND THE PRIVATE SECTOR

As the Needs Analysis reflected (Chapter 6), the community desires for significant increases of many recreational facilities, particularly athletic fields, and may not in all cases be possible or desirable to satisfy with City resources alone. In these instances, it is recommended that the City explore ways in which non-profit groups and athletic organizations can support the City's initiatives to meet the LOS goals set.

CLASSIFYING PARKLAND

This section describes the recommended parks classifications. Classifications include: Mini Parks, Neighborhood Parks, Community Parks, Metro Parks, Special Use Facilities and School Parks.

Mini Parks

While previously not recommended to be continued as a classification in the 1998 Plan, Mini Parks are recommended to be reintroduced within the Maynard Loop. It is recommended that Heater Park and Dorothy Park, now serving as open space, be reclassified as Natural Areas. Rose Street Park and Urban Park will continue to be classified as Mini Parks. To provide for "walkable" access to Mini Parks for residents within the Maynard loop. Four new Mini Parks will be required by the year 2020.

Table 7.1

Mini Park Recommendations	
Additional Needed Parks by 2020	– 4
Size	– ½ to 5 acres
Service Area	– 1/2 mile(within Maynard Loop)
Typical Facilities	– Playground – Basketball Court – Picnic Facilities – Open Area for free play

Neighborhood Parks

Neighborhood Parks typically serve the passive recreational and informal active recreational needs of Cary residents and should be designed to accommodate this wide variety of uses. Neighborhood Parks are recommended to serve neighborhoods within a one-mile radius provided this distance is not interrupted by a high-volume non-residential street. Community Parks can also serve their adjacent neighborhoods by providing the accessibility standards of Neighborhood Parks and the uses listed below. The 1998 Plan recommended an area of 10-20 acres. However, smaller units should be considered where the opportunity exists to establish a Neighborhood Park by appending additional acreage (potentially as little as five acres) to Conservation Areas and infrastructure elements such as parking and utilities can be shared. Due to the limited size of Neighborhood Parks, it is recommended that soccer fields typically be limited to Community and Metro parks. It is the goal of the Town of Cary to link all of the Town's current and new Neighborhood Parks to the Greenway system.

To meet the needs expressed in the LOS by 2020 and to achieve equitable distribution of facilities throughout Cary, 15 new Neighborhood Parks will be required.

Table 7.2

Neighborhood Park Recommendations	
Additional Parks Needed By 2020 to Meet LOS	– 15
Size	– 5 to 25 acres
Service Area	– 1 mile
Typical Facilities	– Playground – Basketball court – Paved or unpaved walking trails – Sand volleyball courts (optional- units of 4) – Tennis Courts (optional units of 6) – Free play areas – Multi-purpose court – Soccer field (optional) – Buffer or undeveloped lands to remain natural and be delineated as Natural Areas

Community Parks

Community Parks are recommended to focus on the active recreation needs of Cary residents and offer the best opportunities for the Town to create distinctive facilities that respond to national recreational trends or unique Town needs. Community Parks would continue to serve residents within a two-mile radius and would be accessed by roadways and trails located within Greenway corridors. Community Parks also often will serve as Neighborhood Parks given that the criteria described above are met. Community Parks would still range from 25 to 100 acres in size, a portion of which may be set aside as undeveloped land to remain in a natural condition or be restored to a naturalistic character; these will be delineated as Conservation Areas. Community Parks should be targeted as prime development areas for future special use facilities. Five new facilities will be needed by 2020 to fulfill the needs expressed in the LOS and to achieve equitable distribution across Cary.

Two existing Community Parks, Middle Creek and Thomas Brooks Parks are recommended to have facility upgrades and to be re-classified as Metro Parks.

Table 7.3

Community Parks Recommendations	
Additional Parks Needed by 2020 to Meet LOS	– 5
Size	– 25 to 100 acres
Service Area	– 2 miles
Typical Facilities	– Picnic shelters and Restrooms – Playground – Basketball court – Baseball/softball fields – Tennis courts – Paved or unpaved walking trails – Sand volleyball courts – Free play areas – Multi-purpose court – Soccer field – Buffer or undeveloped lands to remain natural – Special Use Facilities (Community Center, Aquatic Center, etc) – Unique recreational facilities (i.e. Sk8-Cary Park, in-line hockey rinks, off-leash,etc) – Outdoor music or drama venues

Metro Parks

Metro Parks such as Bond Park would include many of the same elements of the Community Park but at a larger scale. New Metro Parks are recommended to be at least 100 acres in size and include large portions of lands set aside in their natural condition or be restored to a naturalistic character and delineated as Conservation Areas. Metro Parks should be easily accessible to the whole community via major roadways and are also recommended to serve as central hubs for the Greenway Trail system. Metro Parks, given their size, are recommended to include elements that require large areas such as sailing lakes or golf courses. As with Community Parks, a Metro Park can fulfill the needs of a Neighborhood Park for the adjacent neighborhood provided that it meets the criteria outlined above.

During the planning process, Jordan Lake was evaluated as a potential future Metro Park location for its potential to fulfill several activities with high latent demands. These include fishing, boating, and nature/wildlife viewing. Due to its location outside Cary's current Town limits, this site was removed from consideration during the plan's approval process. A future fourth Metro Park location will need to be identified and acquired as the Town grows. It is recommended that the Town strive to locate a site that will help fulfill activities with high latent demands such as those mentioned above.

By adding Middle Creek Park, Thomas Brooks Park, and a potential Metro Park at Jordan Lake, the need for four Metro Parks, as expressed in the LOS through 2020, can be adequately served and will provide equal distribution throughout Cary.

Table 7.4

Metro Park Recommendations	
Additional Needed Parks by 2020 to Meet LOS	– 3
Size	– 100+ acres
Service Area	– Entire Community
Typical Facilities	– Boating/fishing lake – Amphitheater and/or indoor music or drama venues – Picnic shelters and restroom facilities – Playground – Basketball court – Baseball/softball fields – Tennis courts – Paved or unpaved walking trails – Sand volleyball courts – Free play areas – Multi-purpose court – Soccer field – Buffer or undeveloped lands to remain natural – Greenway pathway system trailhead – Community center – Unique recreational facilities (i.e. Sk8-Cary Park, in-line hockey rinks) – Aquatic facility – Outdoor music or drama venues

SPECIAL USE FACILITIES

Special Use Facilities will continue to provide for either a single specific or a set of several specific uses and will continue to serve the needs of the entire community. This classification will be divided into facility types. These include Community Centers and Cultural Arts facilities.

In terms of locating future Special Use Facilities, Community and Metro Parks will be targeted as prime development areas for future special use facilities. In addition, some facilities that do not fulfill the role of either a recreational or cultural center could be located on small parcels of land not adjacent to a specific park. This could also include parcels that are obtained as part of a larger assemblage of land being acquired for a potential park, facilities such as parks maintenance buildings, or administrative offices.

Community Centers

This category of center includes those traditional facilities that serve the community with gyms, specialty recreation facilities and meeting rooms. The major recommendation for Community Centers is that cultural arts usages will be incorporated into future centers. Five new Community Center facilities will be needed by 2020 to fulfill the needs expressed in the LOS and to achieve equitable distribution across Cary.

Cary's community centers are multi-purpose buildings that generally have a core of athletic or sports-oriented components. Because of the level of interest in cultural arts, it is recommended to expand the use of community centers that are in the planning stages to incorporate cultural arts components as additional features to the traditional center.

Table 7.5

Community Center Recommendations	
Additional Needed Community Centers by 2020 to Meet LOS	– 6
Size	– N/A
Service Area	– Entire Community
Typical Facilities	– Gyms – Meeting rooms – Specialty recreation Facilities – Specialty cultural arts facilities

Planned community centers should be designed around cultural usages in addition to athletic and recreational ones. For the immediate future, culturally oriented spaces should have priority in new construction until there is a general level of parity between cultural arts and athletics. Selected classes would logically be distributed to community centers, as would student exhibitions and recitals.

It should be noted that all of these spaces could be used for other functions. What is central is that their primary design addresses the needs of the cultural arts users. A more complete description of recommended cultural arts facilities to be included in community centers is described in Chapter 9.

Cultural Arts Facilities

This category of center includes those facilities that serve the community with theatrical and other performing arts for spaces for individual creative arts such as craft classes, ceramic and painting studios. Chapter 9 includes a complete list of recommendations for future Cultural Arts Centers.

Aquatic Center

As indicated in the Needs Analysis, the high interest of Cary residents for "Swimming in a pool" (63%) is not being met by the current facility offerings.

The recommendation to develop an aquatic center within Cary was originally made in the 1998 *Parks, Greenways and Bikeways Master Plan*. Based on the 1998 recommendation, the Town of Cary completed an aquatics center feasibility study in 2001. The 2001 *Town of Cary Aquatic Facility Enterprise Plan* indicated a lack of year-round swim facilities within the Triangle region. These include:

- While there are seven public year-round pools in the Triangle region, the majority OF these involve considerable travel. Only two facilities are within ten miles of central Cary and the others range from 17 to 31 miles away.
- The Cary Family YMCA is at capacity for aquatic programming.
- Facility development within the Wake County Public School System does not include the construction of pools at high schools.
- Over 1200 youths are members of area swim clubs with many of these coming from Cary.

The *Enterprise Plan* recommended the development of a facility that would include three pools: one indoor competitive, one indoor leisure and one outdoor leisure. This aquatic facility would be designed to support competitive, recreational, fitness and therapeutic needs of the community of Cary.

Table 7.6

Proposed Cary Aquatic Center		
Pool Type	**Sq Ft.**	**Cost**
- Indoor 8 Lane 50 meter competitive pool	***46,777***	– $10.5 million
- Indoor Leisure Fitness Pool Size	***16,865***	– $4.3 million
- Outdoor Recreation Pool	***22,400***	– $2.5 million
Total	***86,042***	– $17.3 million

This range of pools types was developed to meet the various needs of Cary residents but to also provide income-producing revenue to offset operation costs. The total square footage of the three pools would be approximately 85,000 sq. ft.

Summary

Regardless of the facility type, Special Use Facilities would largely be incorporated within Community or Metro Parks. New facilities such as an aquatic center could be developed within an existing park, concurrently within a new Community or Metro Park to take advantage of the economy of shared infrastructure, land and development costs, or as a stand-alone facility.

FACILITY PER PARK RECOMMENDATIONS

The following recommendations for facilities per park are intended to serve two basic planning objectives: 1) to allow the Town to achieve an equitable distribution of recreational opportunities across the community and 2) to provide a basis for estimation of potential future facility development costs. These recommendations represent guidelines for park planning and development and do not serve as a minimum level of development. Each potential park site will need to be considered individually for its site characteristics, opportunities and constraints, and recreational facilities in nearby park units considered as facilities are chosen.

Table 7.5 outlines typical facilities for Mini and Neighborhood Parks. In Table 7.5, two levels of development are shown. Level "A" represents a high level of development for a Neighborhood Park, while Level "B" represents a low development level. Table 7.6 outlines typical facilities for Community and Metro Parks.

Unique recreational facilities include those facilities for which demand has been expressed but that will not be included on a regular basis in any park type. Table 7.7 below illustrates the number of recommended unique recreational facilities by park type as the total number of such facilities that are recommended to be developed throughout the Town.

Table 7.7 Facility per Park Recommendations- Mini and Neighborhood Parks

Facility	*Mini Park*	*Neighborhood Park*	*Neighborhood Park*
Development Potential		**Level A**	**Level B**
Community Center (w/ gym)	0	0	0
Restroom Building	0	1	1
Public Art	1	1	1
Picnic Facilities			
12' x 12' shelter	1	1	0
16' x 32' shelter	0	1	1
40' x 60' shelter	0	0	0
Baseball Field	0	0	0
Softball Field	0	0	0
Field Sports: (Soccer, Football Lacrosse, etc)	0	1	0
Tennis Courts (Unit of 6)	0	1	0
Basketball Court	1	1	1
Volleyball Court Option: (Unit of 4)	0	1	0
Walking Trails < 1 mile	0	1	1
Walking Trails > 1 mile	0	0	0
Greenway Trail:	0	Note # 1	Note # 1
Length of Route	N/A	1 mile	0.5 miles
Unprogrammed Open Lawn – 1-5 ac.	0	1	1
Unprogrammed Open Lawn – 6-15 ac.	0	0	0
Playground – Small ($50,000-$60,000)	1	0	0
Playground – Medium ($66,000-$100,000)	0	1	1
Playground – Large ($101,000-$150,000)	0	0	0
Parking (1 unit = 20 spaces)	0	2	1

Notes:
1. Park used as trail head or access point.

Table 7.8 Facility per Park Recommendations- Community and Metro Parks

Facility	*School Parks*	*Community Park*	*Community Park*	*Metro Park*
Development Potential		**Level A**	**Level B**	
Community Center w/ gym	0	1	1	1
Restroom Building	1	1	1	1
Public Art	1	2	2	2
Picnic Facilities				
12' x 12' shelter	0	1	1	2
16' x 32' shelter	1	0	1	1
40' x 60' shelter	0	1	0	1
Baseball Field	0	1	0	1
Softball Field	1	2	2	3
Field Sports:(Soccer, Football, Lacrosse, etc)	1	1	1	2
Cricket	0	1	0	1
Tennis Courts (Unit of 6)	0	1	1	1
Basketball Court	0	2	1	2
Volleyball Court (Unit of 4)	0	1	1	1
Walking Trails < 1 mile	0	0	0	0
Walking Trails > 1 mile	0	1	1	2
Greenway Trail:	Note # 1	Note # 1	Note # 1	Note # 1
Length of Route	0.5 miles	1 mile	1 mile	1 mile
Unprogrammed Open Lawn – 1-5 ac.	0	0	1	0
Unprogrammed Open Lawn – 6-15 ac.	0	1	0	1
Playground – Small	1	0	0	0
Playground – Medium	0	0	1	0
Playground – Large	0	1	0	1
Parking (1 unit = 20 spaces)	1-Note #2	10	8	15

Notes:

1. Park used as trail head or access point.
2. These 20 parking spaces are in addition to existing spaces that serve the school

Table 7.9 Unique Recreational Facilities (total facilities recommended system-wide)

Facility or Activity	*Mini Park*	*Neighborhood Park*	*Community Park*	*Metro Park*	*Greenway Trail*
Sprayground			1	1	
Horseback Riding				1	1
Skate Boarding/In-Line Skating			1	1	
Climbing Wall/Boulder			1	1	
Disc Golf			2		
Pet Exercise Area			2	1	
Outdoor Performance Stage					
Type 1 (note #4)			2		
Type 2 (note #4)				1	

Notes:

1. These facility types are recognized as desirable facilities, but they will not always be associated with a park type.
2. The "Park Types" represent the most likely location for the special facility.
3. The numbers under "Park Types" represent the estimated number of special facilities to be developed.
4. Type 1 Performance Stage represents a small stage area with minimal appurtenances. Type 2 Performance Stage represents a substantial performance facility with a backstage area, defined seating, and full facilities to support lighting and sound.

SCHOOL PARK RECOMMENDATIONS

Nine school sites were selected for development studies after an extensive inventory and analysis of both their physical development potential and the potential their location offered to serve recreation needs in areas less adequately served by public parks. Sketch plan studies were prepared to illustrate how each school site could be modified to serve as a school-park facility.

School Parks are excellent opportunities for local youth sports organizations and civic organizations to partner with the Town to develop, expand or upgrade school site facilities. Such organizations can contribute, for example, to field improvements for a specific youth program or upgrade a playground for general use. Chapter 10 further addresses these opportunities and provides a list of possible sports organizations with whom to pursue partnerships.

School Park Concept

Each school site presented different opportunities. These opportunities were based on the size of the site, the character of the existing landscape, existing circulation patterns, and so on. Nonetheless, there were six principles that were applied to each site, as outlined below:

- Seek efficient use of existing spaces and suitable undeveloped areas of the site.
- Maximize athletic field development within reasonable limits of site conditions.
- Explore access, visibility, and security requirements that would typically be considered in park development.
- Recommend lighting and irrigation enhancements to extend the use of existing and new facilities.
- Promote connections to surrounding neighborhoods and incorporate facilities that encourage use by people within walking distance of the site.
- Consider and respect the spatial and operational needs of the school.
- Concepts for each of the nine selected sites were developed based upon these principles.

Concepts for each of the nine selected sites were developed based upon these principles.

Recommended School Parks

The school park sites selected for development studies were:

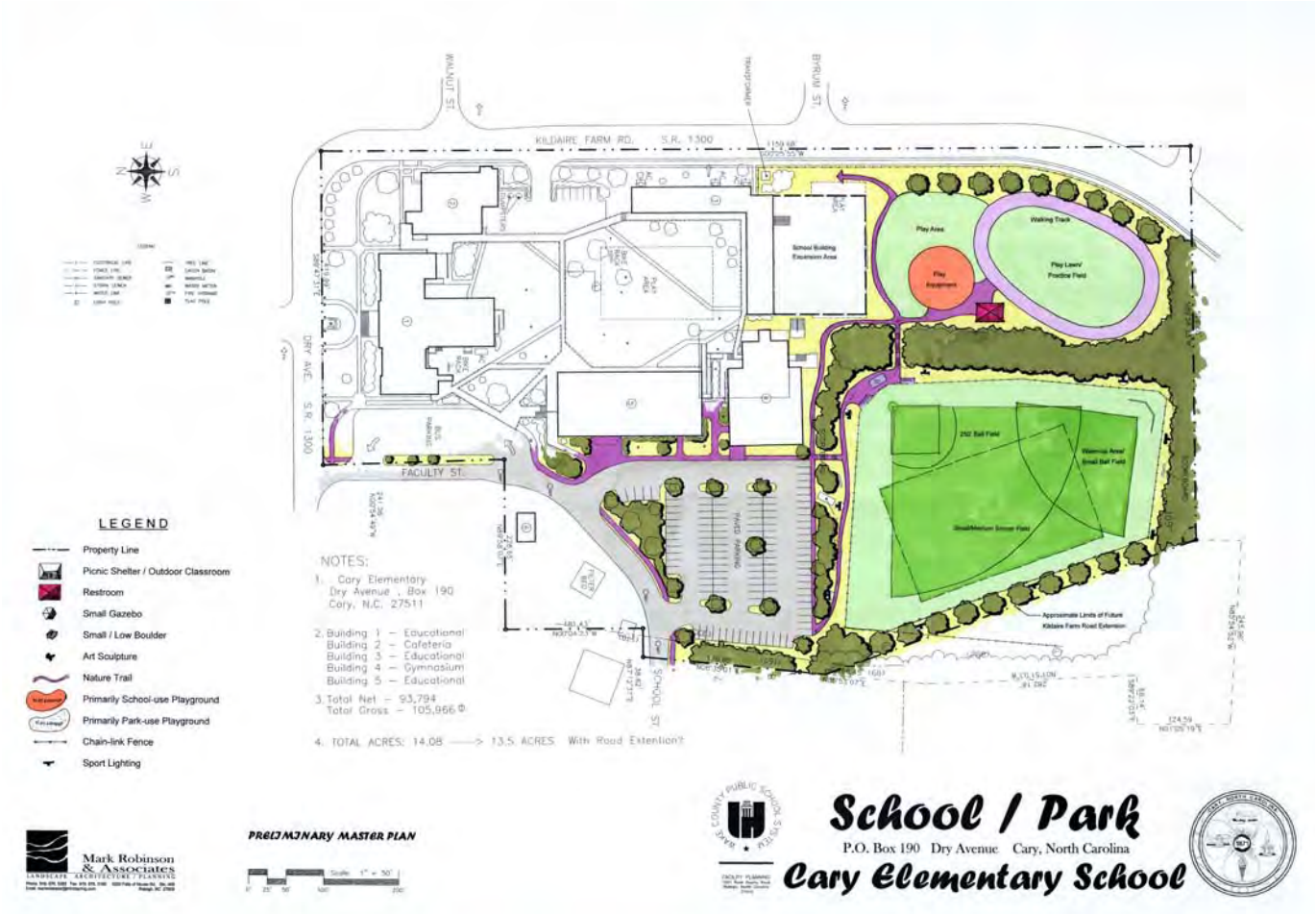
- Adams Elementary
- Briarcliff Elementary
- Cary Elementary
- Davis Drive Elementary and Middle
- East Cary Middle
- Farmington Woods Elementary (Homeowners' Recreation Site only)
- Oak Grove Elementary
- Reedy Creek Elementary
- Weatherstone Elementary

An illustrated plan and a brief synopsis of each recommended School Park is provided below. These plans represent a schematic outline of additional and upgraded facilities. There is no implied recommendation of which facilities would be provided by the Town or The Wake County School System; rather, these decisions are to be made during the redevelopment process.

Adams Elementary: An expanded rectangular field, 150 feet by 260 feet, is proposed. This field should be lighted and irrigated. The existing track is relocated further back into the site. Pedestrian connections can be made to the north and east and along Cary Towne Boulevard. A playground/restroom combination can be developed near the front of the property. A shelter is suggested further back into the site. A trail is proposed as a circuit around the site and as a means to link pedestrian connections to the north and east.

Briarcliff Elementary: The surrounding woodlands at this site are a distinct asset. New development should leave these woods intact. Accordingly, proposed field improvements are limited to the existing field area. Better definition of field areas and lighting and irrigation will enable the most efficient use of these fields. Six additional parking spaces are proposed near the Pond Street entrance. A shelter, restroom and playground are proposed in close proximity to this parking area for ease of access and security. Pedestrian connections to the surrounding neighborhood are shown along Hastings and Wicklow Drives. A walking trail through the woodland area, connecting to the pedestrian access points, is also proposed.

Cary Elementary: The existing lower field area will potentially be reduced by construction of Kildaire Farm Road Extension. The plan shows a 250-foot softball/baseball field with soccer/football and warm-up areas overlaid across the outfield portion of the field. Lighting and irrigation will have to be reconfigured as necessary. The upper portion of the site includes a small track, a play lawn, a playground and a restroom. Pedestrian connections come in from School Street and Kildaire Farm Road.



Davis Drive Elementary and Middle: The football field and two softball/baseball fields are already lighted and irrigated. A 220-foot by 360-foot rectangular field is already irrigated, but not lighted. This field should be lighted. Three smaller fields are proposed to be developed. These three fields should be irrigated and at least one of them lighted. Access to parking is awkward relative to facility location. There are no significant opportunities to improve this situation. Along the south end of the site, adjacent to the White Oak Greenway, are proposed a playground, shelter and an amphitheatre. Pedestrian access is suggested via the White Oak Greenway and along Davis Drive. Future pedestrian connections to the west and north should be explored in conjunction with new development along those edges of the school property.

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East Cary Middle: The existing football field should be lighted and irrigated. The field area along Maynard Road can be configured to include a softball/baseball field, a second softball/T-ball field, and a medium-size rectangular field and half-field size practice/warm T up area. This field area should be lighted and irrigated. A playground, shelter and restroom are proposed for this end of the site. Vehicular circulation patterns to accommodate the proposed Arts Theater are also shown.

The south end of the site is proposed as a small passive-oriented park. The site incorporates a portion of the adjacent shopping center site currently used to stockpile excess soil. This passive park area includes an open play lawn, outdoor education opportunities, a playground, two shelters, a restroom and eight parking spaces. Pedestrian and vehicular access to this area is from Ryan Road. Pedestrian access to this area and to the site as a whole is possible from several points along Maynard Road.

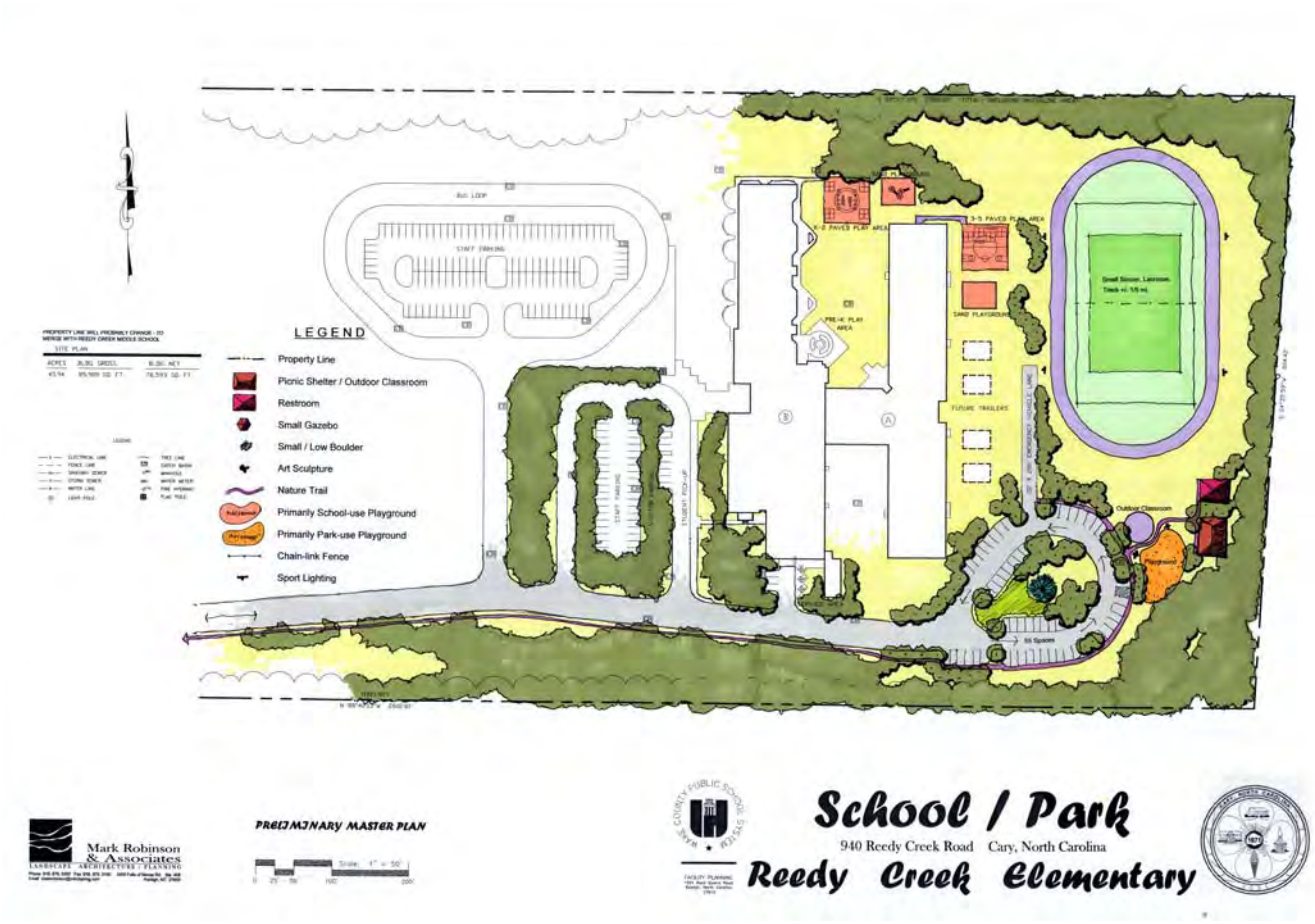
Farmington Woods Elementary (Adjacent Homeowners' Recreation Site): This is primarily proposed as a passive park opportunity. The existing tennis courts could remain tennis, be utilized for skating or other court sports, or could be removed to accommodate a small rectangular field area. If developed as a field area, lighting and irrigation are recommended. The existing open lawn could be developed as another rectangular field area. Caution should be utilized in developing fields because of the limited availability of parking. A playground, a shelter, a restroom, open play lawns, and loop trails are also proposed. Pedestrian access can be accommodated via greenway to the west, along Hampton Valley Road, and along Cary Parkway. A proposed greenway trail passes through this site and continues through the Farmington Woods Elementary School site.

Oak Grove Elementary: The existing field/track combination can be modified to include a Little League/T-ball field and small rectangular field or one larger rectangular field. To accomplish this, the track will need to be relocated to the back of the property. The area within the track can be used as a small play/practice lawn. The lawn area on the west side of the site can be configured into a rectangular field. Both reconfigured field areas can be lighted and irrigated.

The existing playground areas behind the school building could be upgraded if desired, although these will predominantly serve school use. New parking is suggested in the northwest corner of the site, providing access to a new playground and restroom. From here, access to the field on the west side of the site is much easier.

Pedestrian access is essentially limited to along Penny Road.

Reedy Creek Elementary: The existing track is proposed to be expanded so a larger field can be accommodated. This field can then be lighted and irrigated for extended use. The existing vehicular turnaround is proposed to be modified to include up to 55 parking spaces. From this parking, access to a new playground, a shelter, a restroom and the field is easily accomplished. Pedestrian access via greenway connection to the east is desirable when future development occurs.



Weatherstone Elementary: The track within the existing field area can be reconfigured so to enable the development of a small rectangular field. Lighting and irrigation are recommended for the field. Existing playgrounds can be upgraded for expanded public use. A restroom and a trail loop for walking are shown. Pedestrian access will primarily come from Maynard Road and Olde Weatherstone Way. A pedestrian connection along the north property line is desirable if it can tie into the proposed loop trail.

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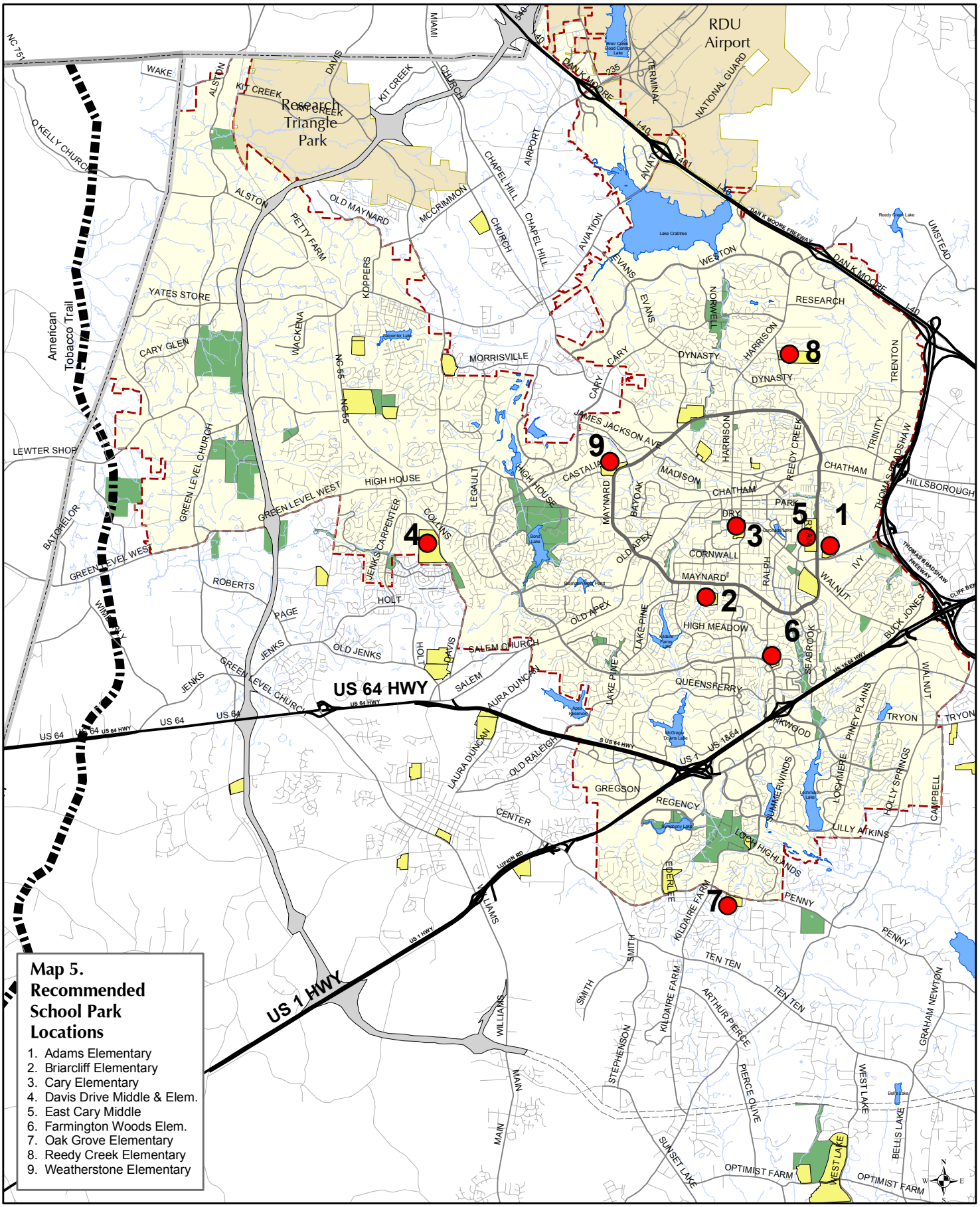

Map 5. Recommended School Park Locations

1. Adams Elementary
2. Briarcliff Elementary
3. Cary Elementary
4. Davis Drive Middle & Elem.
5. East Cary Middle
6. Farmington Woods Elem.
7. Oak Grove Elementary
8. Reedy Creek Elementary
9. Weatherstone Elementary

October 2003

0 2,000 4,000 8,000 12,000 Feet

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Mark Robinson & Associates P.A.
Dr. Gene Brothers

In conclusion, these sites represent opportunities to develop field facilities without acquiring new land. These sites often represent opportunities for access to recreation facilities where public parks or available land for public parks cannot currently meet the community's recreation needs. These sites represent the opportunity to efficiently utilize recreation resources. Finally, the suggested improvements and additions will benefit both the children attending the schools and the public-at-large. Thus, school/park collaborations between the Town of Cary and Wake County Board of Education represent valuable public service opportunities.

PROPOSED NEW PARKS

Recommendations for new parks and recreation facilities and upgrades to existing facilities are derived by evaluating community needs as represented by the LOS (Chapter 6), and equitable spatial distribution as determined by intended service area coverage. These recommendations are intended to fulfill the needs of Cary residents until the year 2020, and, as is explained in Chapter 6: Facility Needs Analysis, are meant to be phased as Cary grows.

In order to meet the Level of Service (LOS) expressed in the previous chapter, 27 new parks with the associated recreation facilities as summarized in the classifications above will be needed by 2020, in addition to the facilities that Cary maintains today.

As potential parcels are identified, acquired and master planned, it is important to consider the services and programs offered at adjacent facilities so that a wide range of programs and services can be experienced by residents at several parks near their neighborhood. Due to site considerations, not all parks will be able to accommodate the full list of activities recommended for each park classification. When this is the case, decisions as to which recreational facilities to include should consider the facilities available at other nearby parks that can offer complementary opportunities.

Table 7.10

		Parks Needed					
Park Type	***Existing Parks***	***2002***	***2010***	***2015***	***2020***	***Total Parks Needed***	***Total Parks***
Mini	4	0	2	2	0	4	8
Neighborhood	11	2	4*	5	4	15	26
Community	4	0	2	2	1	5	7**
Metro	1	0	0	2**	1	3	4**

* Number includes upgrading of three School Parks for use as Neighborhood Parks.
** Numbers reflect upgrading of Middle Creek and Thomas Brooks Community Parks to Metro Park status.

Table 7.11

Park Type	***Total New Parks Needed***	***New Developed Acreage to meet 2002 LOS goals***	***New parks already designated***	***Existing Acres currently available for development***	***Additional Parks to be identified and acquired***	***Addl. Acres of Acquisition & Development Needed***
Mini	4		0			1-5
Neighborhood	15	244.6	8	115	7	129.6
Community	5	241.1	4	260	1	(18.9)*
Metro	3**	173.5	2**	0	1	173.5

* While the Town has a surplus of land acreage available for Community Park development, not all of the existing acreage will be able to be used for new Community Parks as the acreage is not well distributed geographically or in contiguous parcels of suitable size.
** Numbers reflect upgrading of Middle Creek and Thomas Brooks Community Parks to Metro Park status.

Chapter 8: Greenway Trails System Recommendations

INTRODUCTION

The Facility Needs Analysis for Greenways illustrates the heightened demand and increased opportunity for Greenways. The process that has enabled this understanding has also revealed the increasing sophistication of trail users and their recognition of a broader set of standards and objectives for system development. In recognition of this increasingly sophisticated vision of a comprehensive trail system, the following recommendations build upon the objectives stated in Chapter 6 and introduce concepts and objectives that can enhance system quality in addition to the fundamental objective of constructing the system in its entirety.

The recommendations for the Greenway Trail System have nine distinct components, as itemized below:

- Greenway Trail System
- Trail Types
- Trail Crossing Types
- Include Specialty Trails
- Destinations
- Integrated Pedestrian Planning
- Public/Private Partnerships
- Public Art
- Systematic and Opportunity-Based Planning and Implementation

These components are described in detail in the following sections.

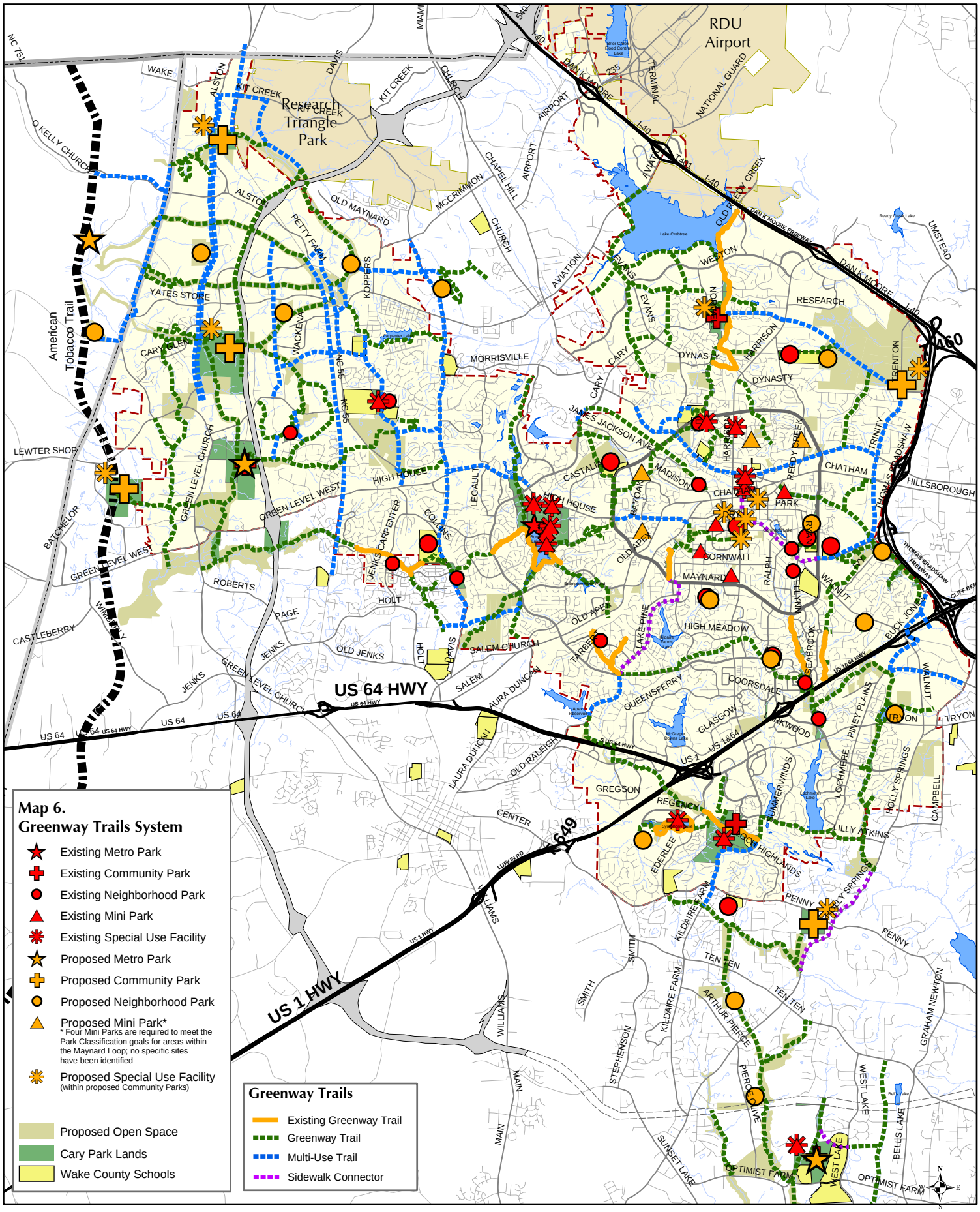
GREENWAY TRAIL SYSTEM

The Greenway Trail System is composed of the following:

- Primary Greenways - Trails that are the main, regionally important off-road greenways
- Secondary Greenways - Trails that have local or neighborhood significance and provide supporting linkage to Primary Greenways.
- Multi-Use Trails - Trails that are located adjacent to or parallel to roadways. Provide supporting linkage to primary and Secondary Greenways.
- Sidewalk Connectors - Trails that utilize sidewalks to provide supporting linkage with Primary and Secondary Greenways.

The Greenway Trail System Map (Map 6) in this chapter illustrates the entire network of all trail types including both constructed and proposed trails. The Greenway Trail System was developed through a series of meetings with the PRCR staff and the Greenway Committee. In preparation for these meetings, the Town's jurisdiction was divided into three areas – central, west and south. For each area, the staff and committee members identified opportunities for linkages and crossings. Over the course of five committee meetings, subsequent meetings with staff, and five months' time, the Greenway Trail System Map was developed.

It was acknowledged and supported during the course of these meetings that Multi-Use Trails and Sidewalk Connectors were needed to create a system that was truly interconnected and continuous. It was reaffirmed that Greenway Trails represent the heart of the system, but that many of the Greenway Trail System objectives as described in Chapter 6 could not be fully accomplished without the use of on-road linkages.



October 2003

Cary Parks, Recreation and Cultural Resources Facilities Master Plan

0 1,950 3,900 7,800 11,700 Feet

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Dr. Gene Brothers

TRAIL PLANNING SUMMARY

The recommended system totals approximately 174 miles. This includes over 115 miles of greenways, 50 miles of multi-use trail and 8 miles of sidewalk connectors. This plan is the result of four years of progressive decision-making by the Town of Cary with regard to pedestrian planning. Table 8.1 details the breakout of these trail types by the various Town plans that were completed between 1998 and 2003. The *Parks, Recreation and Cultural Resources Facilities Plan* completes this progress with additional multi-use trails and sidewalk connectors which provide the necessary linkages to create a true "system".

Table 8.1 summarizes the planning and development of the trail system between 1998 and 2003:

TABLE 8.1

Types	*1998 Plan*	*Town Center Area Plan*	** Northwest Area Plan*	*Maynard NAC Plan*	*Southeast Gateway Plan*	*2003 Master Plan*	*Totals*
Greenways	61	2	11	0	0	42	116
Multi-Use	8	0	22	1	3	16	50
Sidewalk Connectors	0	0	0	0	0	8	8
Totals	**69**	**2**	**33**	**1**	**3**	**66**	**174**

* Northwest Area Plan – The proposed greenways within the northwest area will be developed as urban trails. They will be constructed as asphalt but will be located in closer proximity to proposed parkways within this area.

Of the proposed 174-mile trail system, 14 miles are existing and 31 are either under construction or in design. Table 8.2 summarizes the current status of trail development.

TABLE 8.2

Planning Status	*Length(Miles)*
Existing	12
Planned	31
Proposed	131
Total	***174***

The following recommendations are in response to specific needs identified in Chapter 6.

Central Cary

- The Central zone will remain the primary challenge for trails planning during the next decade. This area includes the highest density and oldest neighborhoods in Cary and will be the most difficult to develop a system of trails.
- Bond Park represents the hub of the proposed system of trails within Central Cary. A trails master plan will be required for Bond Park to delineate appropriate locations for hiking and paved trails.
- The major emphasis during the next decade will be developing an east-west trail through central Cary that will link Cary's oldest park and greenway facilities including Hinshaw and Pirates Cove Greenway and Annie Jones Park and Trails.
- The Crabtree Creek Greenway through Preston is not likely to be developed and therefore has been placed as a low priority. Alternative pedestrian connections via multi-use on road trail or sidewalks are more likely scenarios.
- The Black Creek Greenway is proposed to be extended along the southern edge of Lake Crabtree, ultimately to be linked to Crabtree County Park to the north and the Town of Morrisville to the south.
- Trail linkages in east Cary are proposed along the Cary Parkway Extension and a proposed sewer line construction running north-south in the quadrant north of Maynard and east of Harrison.
- Public linkages along Black Creek Greenway will be sought out by staff wherever opportunities exist.
- A trail associated with the mass transit rail corridor is feasible, but feedback from regulating authorities has not been positive.
- Multi-use on road trails offer the best opportunities for linkages between Central and West Cary north of High House Road.

West Cary

- With Wake County completing phase I of the American Tobacco Trail (ATT), major future emphasis will be on developing linkages to the ATT via the White Oak Creek Greenway, Panther Creek Greenway and Kitt Creek.
- The major greenway corridors that were approved as part of the Northwest Area Plan have been added to the Parks, Recreation and Cultural Resources Facilities Master Plan.
- Additional north-south trail linkages have been added in southwest Cary to link Thomas Brooks Park, Sears Farm Road Park and Panther Creek.
- A potential trail link exists with Jordan Lake along Panther Creek.
- An alternative route from White Oak Greenway to the American Tobacco Trail, through the Town's jurisdictional area, is proposed.
- Connections between Batchelor Branch and Panther Creek have been identified and defined.

South Cary

- A combination of greenways and multi-use on road trails link Swift and Middle Creeks.
- Rocky Branch north of I-540 has been deleted. An off-road connection from Camp Branch to Dutchman's Branch has been identified and defined.
- Multi-use on road trails along Ten-Ten and Optimist Farm Roads or a greenway along Middle Creek are the most likely connections to Holly Springs. However, these are not shown on the master plan.
- A multi-use on road path along Kildaire Farm Road is proposed to link Dutchman's Branch to Hemlock Bluffs and the Swift Creek Greenway.
- An off-road link from Dutchman's Branch to Crowder Park has been proposed.
- The Lochmere Golf Course trail has been deleted and replaced with a multi-use on road trail along Lochmere Drive.
- Connections between Lake Symphony Greenway and adjoining neighborhoods are proposed via multi-use on road trails.
- Linkages between Speight Branch, Kid's Together Park, McDonald Woods Park and Hinshaw Greenway have all been proposed.

TRAIL PRIORITIES

High priority greenway corridors are listed below in Table 8.4. The criteria that was used to define trail priorities is also listed below. These priorities are considered flexible and are subject to change according to future opportunities. Essentially, the priority will be to link existing trails and parks with downtown Cary, Bond Park and the American Tobacco Trail. Specifically, the criteria included the following:

- Trails located within a significant open space system
- Trails that link with the "hub" system of Bond Park
- Trails that create a "system" by linking series of parks, schools, neighborhoods and other greenways
- Trails that are in close proximity to existing neighborhoods
- Trails that are geographically distributed
- Trails that are proposed in close proximity to downtown Cary
- Trails that can be constructed prior to development

TABLE 8.3

Trail Name	*Length (miles)*	*Location/Description*	*Planning Area*
Black Creek	3.5	Continue to extend to Bond Park. Provide any and all linkages to adjoining neighborhoos.	Central
Higgins	1.86	Extends from Maynard to Danforth. Proposed section would extend to downtown Cary	
High House Multi Use Trail	.96	Extends from proposed linkage w/ Higgins Trail at Chatham Street, along High Street to Black creek extension at intersection of High House and Maynard Streets.	
Annie Jones Sidewalk Connector/Oxxford Hunt Trail extension/	1.4	Series of potential trails connecting Scottish Hills Area to Bond Park.	
Kildaire Farm Trail	2.8	Extends from McDonalds Park (Seabrook) to Annie Jones Park. Includes off-road greenway trails and sidewalk connectors	
Lake Pine Drive Connector Sidewalk	.7	Existing sidewalk which extends from Cary Parkway north to Maynard. Will require signage and pavement treatment.	
Subtotal	**11.22**		
White Oak Creek	5.5	Extends from Bond Park to the American Tobacco Trail.	West
Batchelor Branch Trail	1.6	Extends from Tom Brooks south to White Oak Creek	
Raftery Trail	1.5	Extends from Raftery Property east to link w/ Tom Brooks Park	
Subtotal	**8.6**		
Centrum Connector Trail	1.65	Extends north from proposed Nieghborhood Park at Tryon Road to link w/ Kids Together Park.	South
Speight Branch Trail	1.5	Extends from current trail project at Cary Parkway south to where Speight Branch links with Swift Creek	
Swift Creek Connector Trail	.38	Short connecting trail linking the Amphitheatre at Regency and Symphony Lake w/ Swift Creek Greenway	
Dutchman's Branch Trail	2.28	Extends eastward from Kildaire Farm Road to link with proposed park on Bartley Parcel	
Subtotal	**5.81**		
Total High Priority Trail Miles	**25.63**		

PARTNERSHIP OPPORTUNITIES

To develop a true system of trails that will function to serve its citizens as well as provide regional linkages, it will be necessary to work in partnership with adjacent communities and agencies. Table 8.4 summarizes partnership opportunities for trail development:

TABLE 8.4

Adjacent Community	*Trail Linkage Opportunity*	*Length*
Apex	White Oak Creek Apex Reservoir -	2.88
Corps of Engineers	Jordan Lake	8.93
Holly Springs	Rocky Branch Middle Creek	4.00
Morrisville	Town Hall Drive Indian Creek, Crabtree Creek	5.91
Raleigh	Walnut Creek Swift Creek Umstead Park	1.29
State of North Carolina	Umstead Park	4.06
Wake County	Crabtree Lake County Park	6.75
Totals		***33.81***

To the east, there are opportunities to link with the city of Raleigh via Walnut Creek. This connection to Lake Johnson would provide a pedestrian linkage to a regionally significant recreational and natural resource. As Raleigh continues to develop its Capital Greenway System, Umstead State Park provides a grand opportunity to link Raleigh and Cary. The formal linking of trails through Umstead State Park will provide a regional connection to the American Tobacco Trail.

To the south, an opportunity exist to provide pedestrian linkage to Lake Wheeler along the Swift Creek

For Cary to ultimately link to the American Tobacco Trail along White Oak Creek, partnership opportunities will be necessary with the Town of Apex.

The next section addresses specific needs and questions related to trail development.

TRAIL TYPES

Trail Type standards were developed to clearly establish minimum trail requirements; to establish criteria for matching trail types to corridors based on anticipated use; and to facilitate cost estimating for Capital Improvement Plan (CIP) projections. The Trail Types are described as follows and are illustrated in this chapter:

Type 1: Greenway Corridor

Uses: Corridors that are environmentally sensitive and contain steep slopes, wetlands or rare habitat

Type 2: Unpaved Footpath

Uses: Low volume pedestrians; environmentally sensitive areas

Notes:

- 4' wide Soft surface – natural ground,
- screenings or wood chip; boardwalk
- Improved shoulders – 2' each side
- Vertical clearance – 8'

Type 3: Equestrian or Mountain Bike Trail

Uses: Primarily for equestrian use; can be used for mountain bikes

Notes:

- 5' single track or 8' double track
- 2' shoulder each side
- Soft surface – natural ground – typical; stone with screenings where needed due to soft/wet soils
- 10' vertical clearance
- 5' horizontal clearance on each side of trail
- 2 – 5% slope preferred, 10% maximum slope; provide drainage measures to minimize erosion
- 10' minimum separation from other trails/roads, especially bikes and cars, more preferred

Type 4: Secondary Greenway 8' Paved Trail

Uses: Minor/short connections to main trail; areas of difficult terrain; primarily pedestrian use; bicycle use limited to access to main trail only

Notes:

- 8' wide asphalt trail
- 2' shoulder each side
- Selective clearing – 5' from edge of trail each side
- Maximum slope – 8%

Type 5: Primary Greenway 10' Paved Trail

Uses: Mixed bicycle and pedestrian traffic, main trails

Notes:

- 10' wide paved trail; asphalt paving is typical
- 2' shoulder each side
- 10' vertical clearance
- Selective clearing – 5' beyond each side of trail
- Desired maximum slope 5% except where terrain makes this impractical
- Meet AASHTO & ADA standards

Type 6: Soft Surface Greenway

Uses: Bicycle, mountain bikes, equestrian and pedestrian traffic

Notes:

- 10'-12' wide trail, stone screenings surface
- 3'-5' graded shoulders
- 10' vertical clearance
- 5' horizontal clearance on each side of trail
- 2-5% slope preferred, 10% maximum slope; provide drainage measures to minimize erosion

Type 7: Multi-Use On-Road Trail
10 Ft. Paved Trail

Uses: Mixed bicycle and pedestrian traffic paralleling selected roadways

Notes:

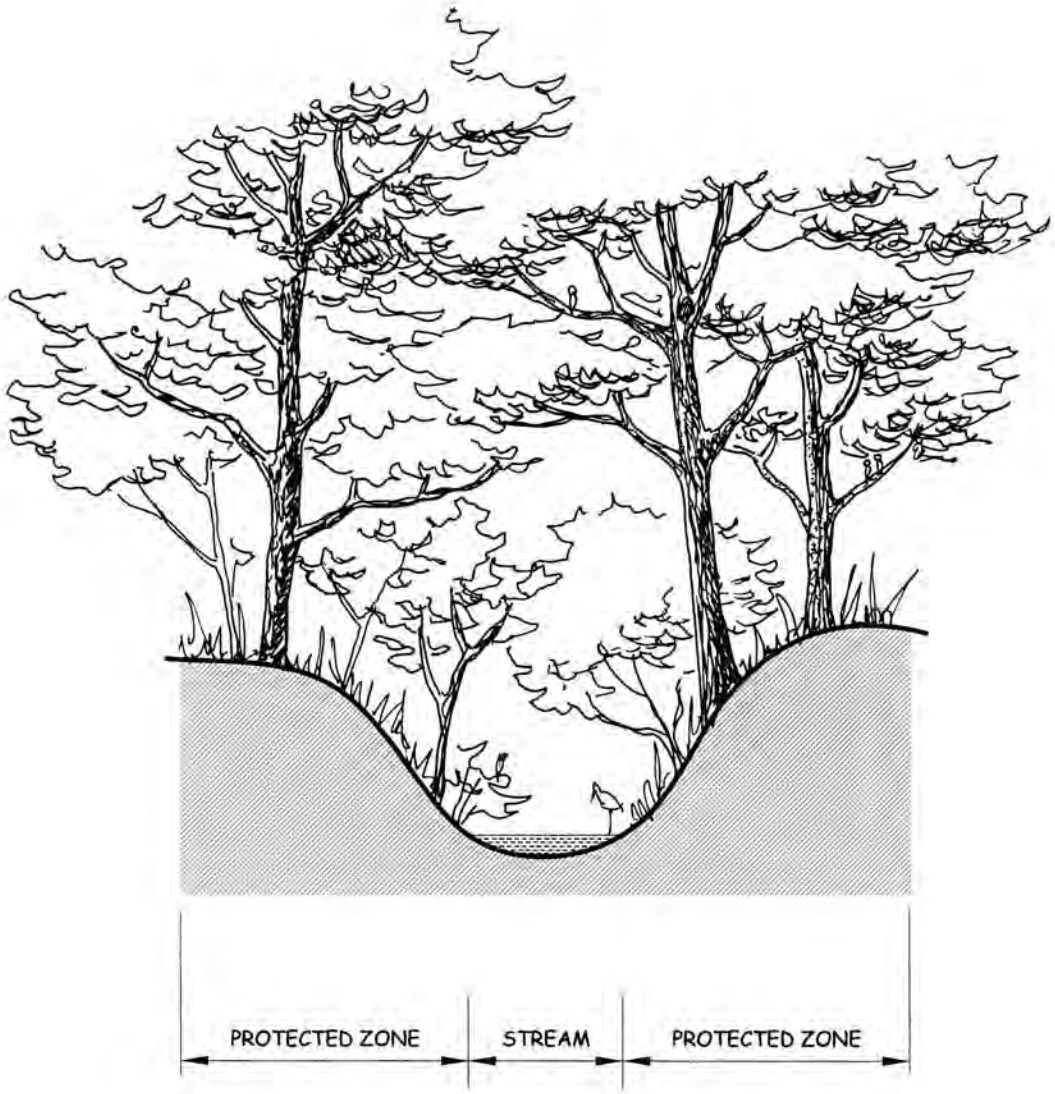
- 10' wide paved trail; 6" concrete paving typical
- Minimum 12', maximum 40' setback from edge of pavement
- 3 – 5' graded shoulders
- 5' minimum horizontal clearance alongtrail edges
- 10' vertical clearance
- Shrub and tree plantings used to separate users from roadway; open site triangles at roadway crossings
- Signage used to identify trail as part of the greenway system

Type 8: Sidewalk Connectors

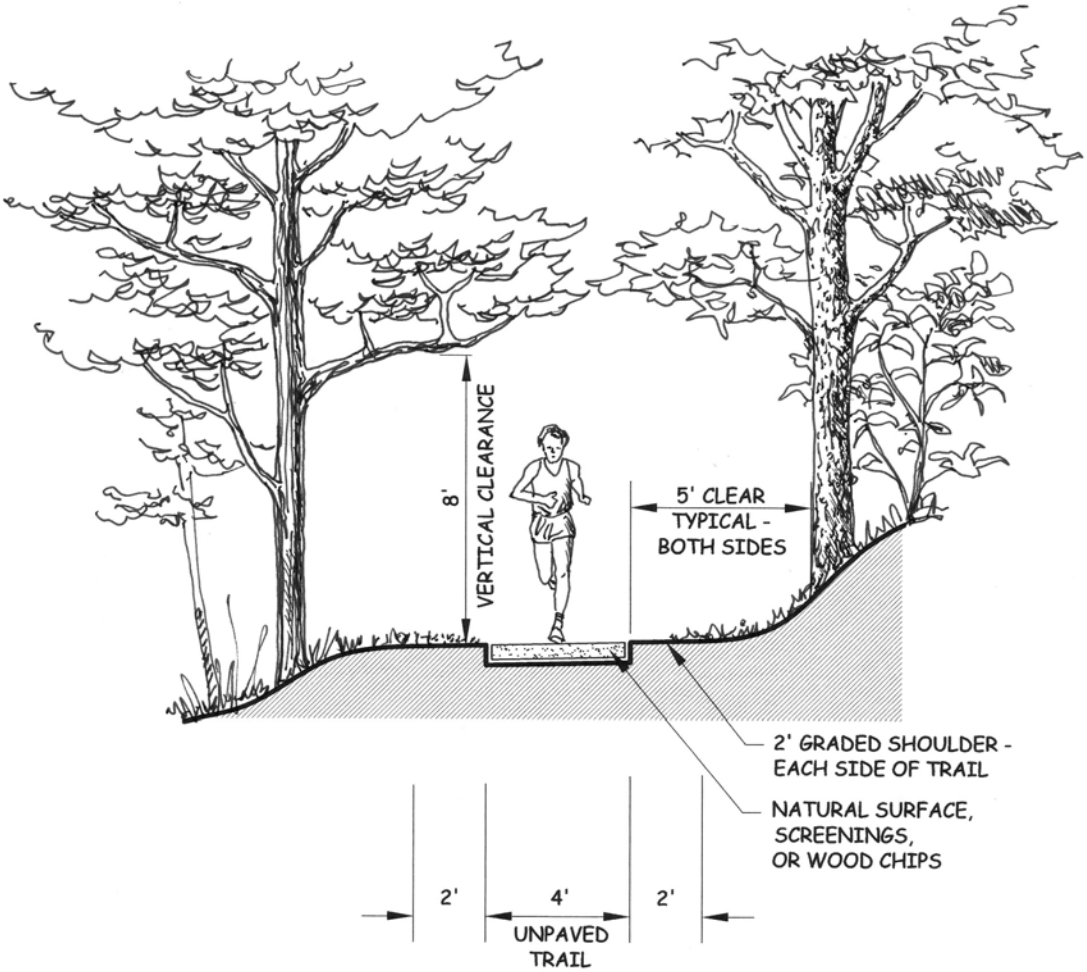
Uses: Connections between main greenway trail segments where no other connection can be made

Notes:

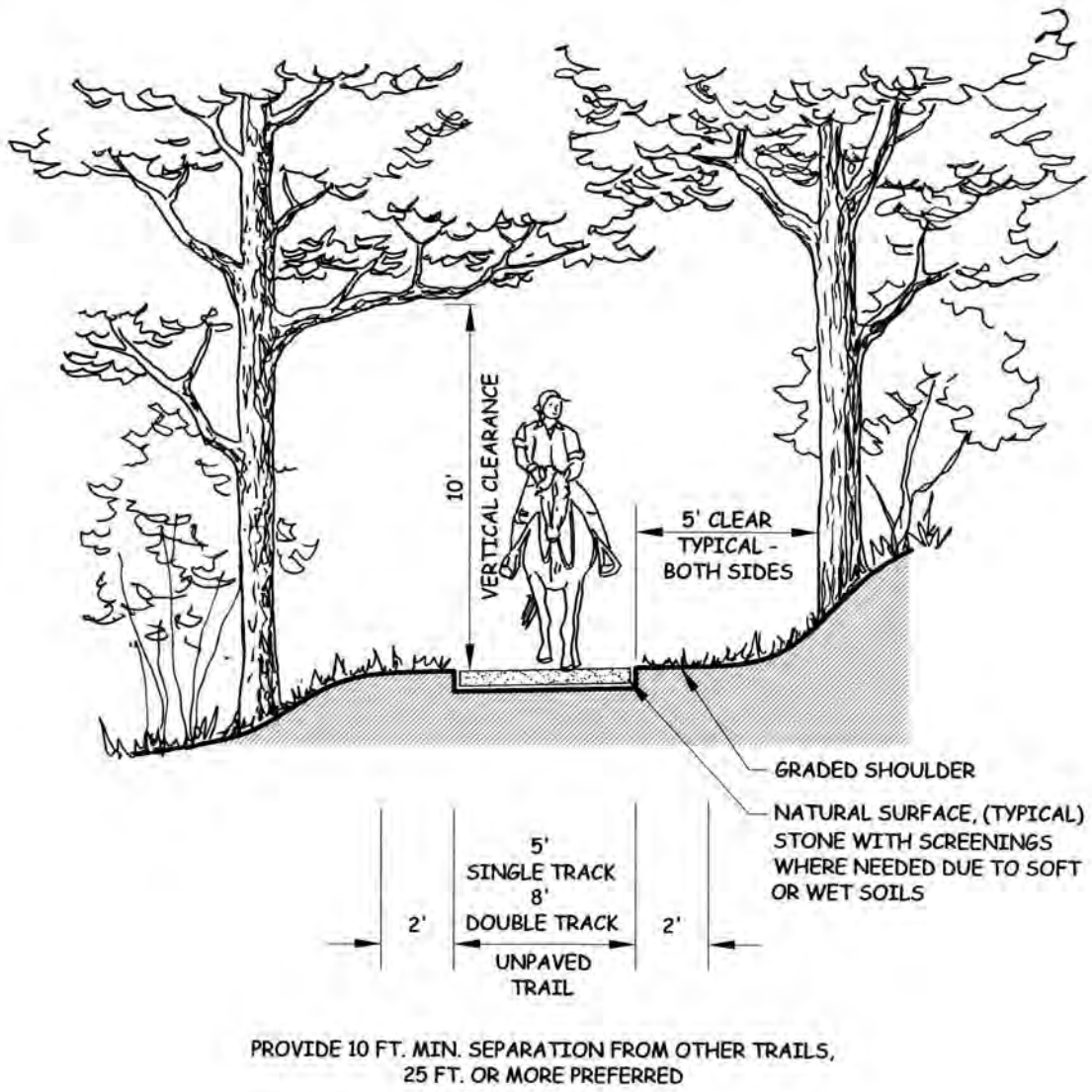
- Standard 5' concrete sidewalk – existing or newly implemented
- 5' setback from back of curb typical
- 2' graded shoulder along outside edge
- Minimum 8' vertical clearance
- Colored concrete panels, 30' on center, used to identify sidewalk as part of the greenway system
- Signage used to further identify sidewalk as part of the greenway system



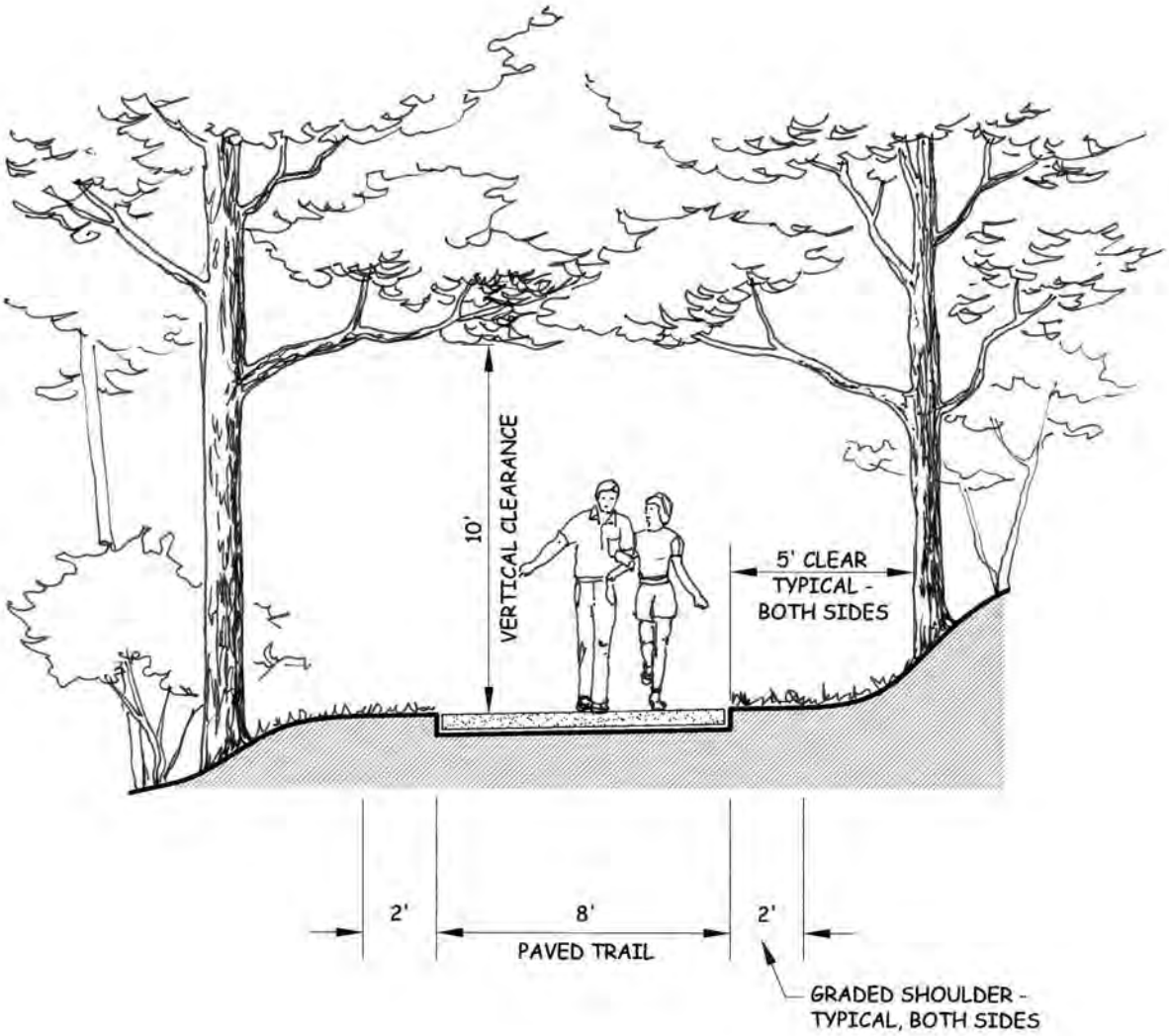
TYPE 1: GREENWAY CORRIDOR

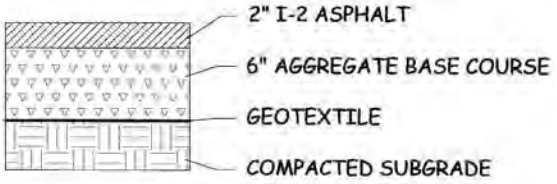


TYPE 2: UNPAVED FOOTPATH



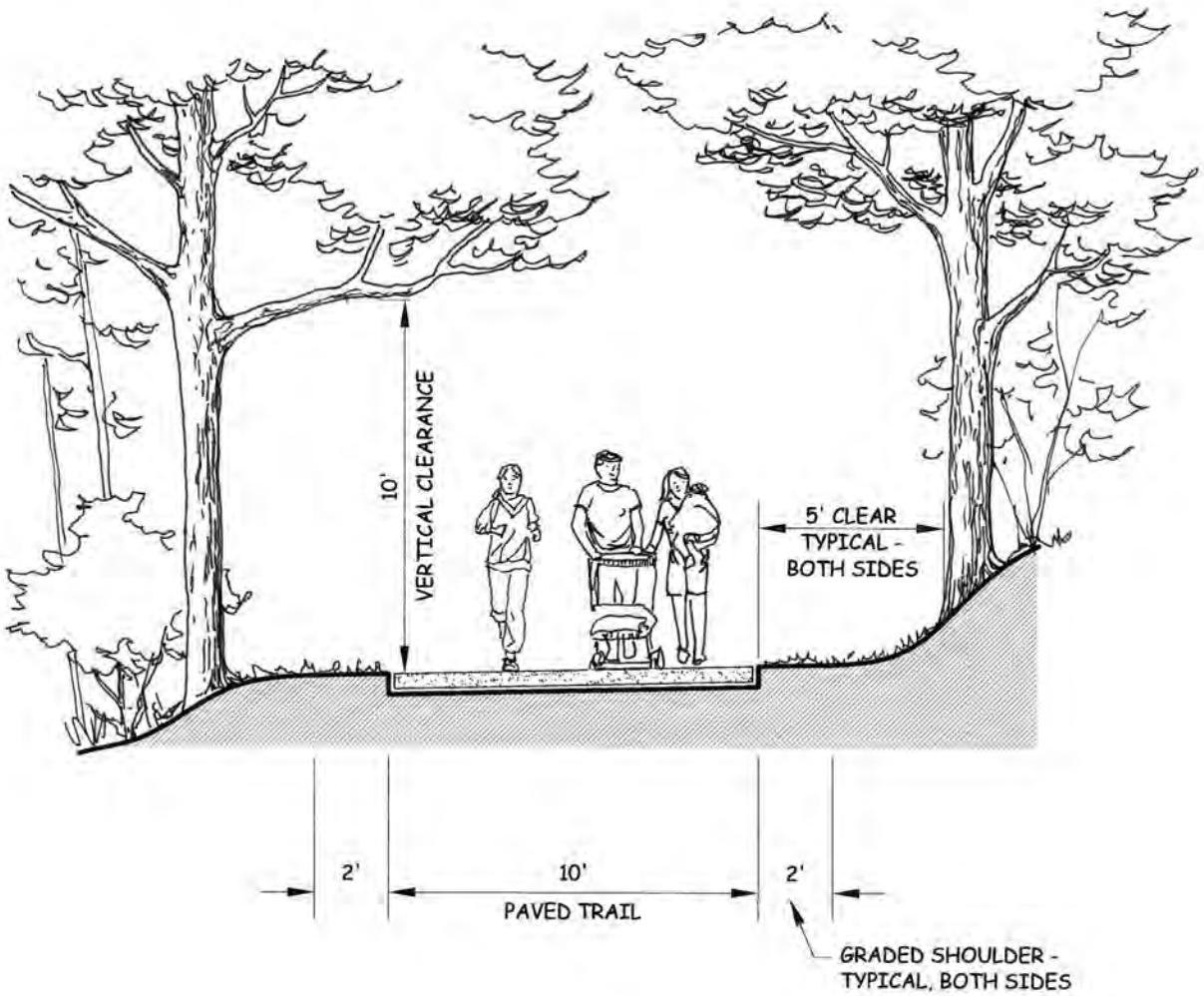
TYPE 3: EQUESTRIAN OR MOUNTAIN BIKE TRAIL

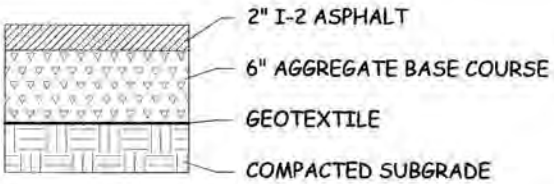




ASPHALT PAVING SECTION

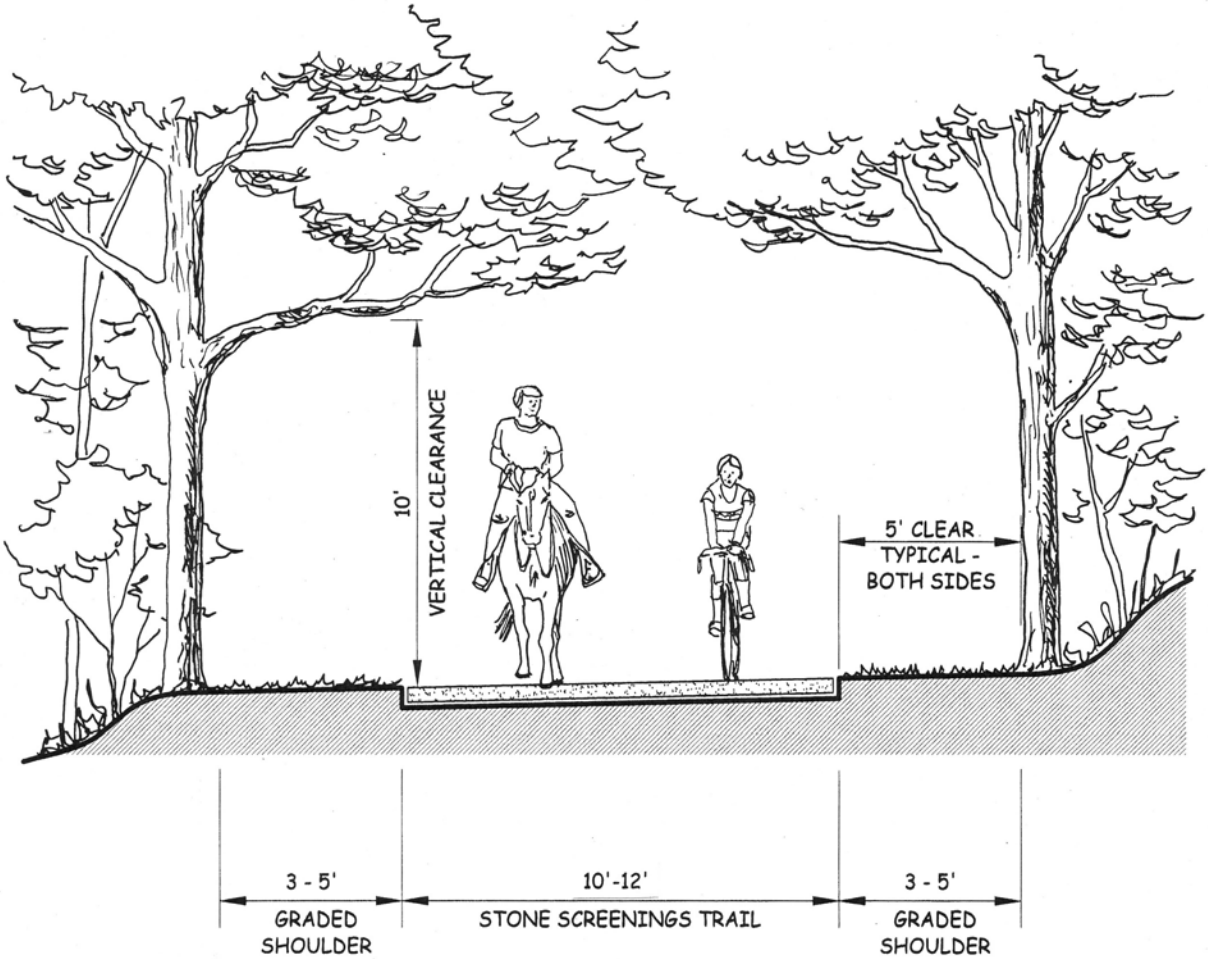
TYPE 4: SECONDARY GREENWAY

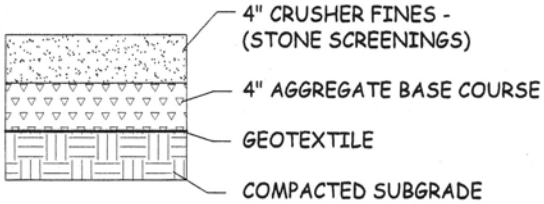




ASPHALT PAVING SECTION

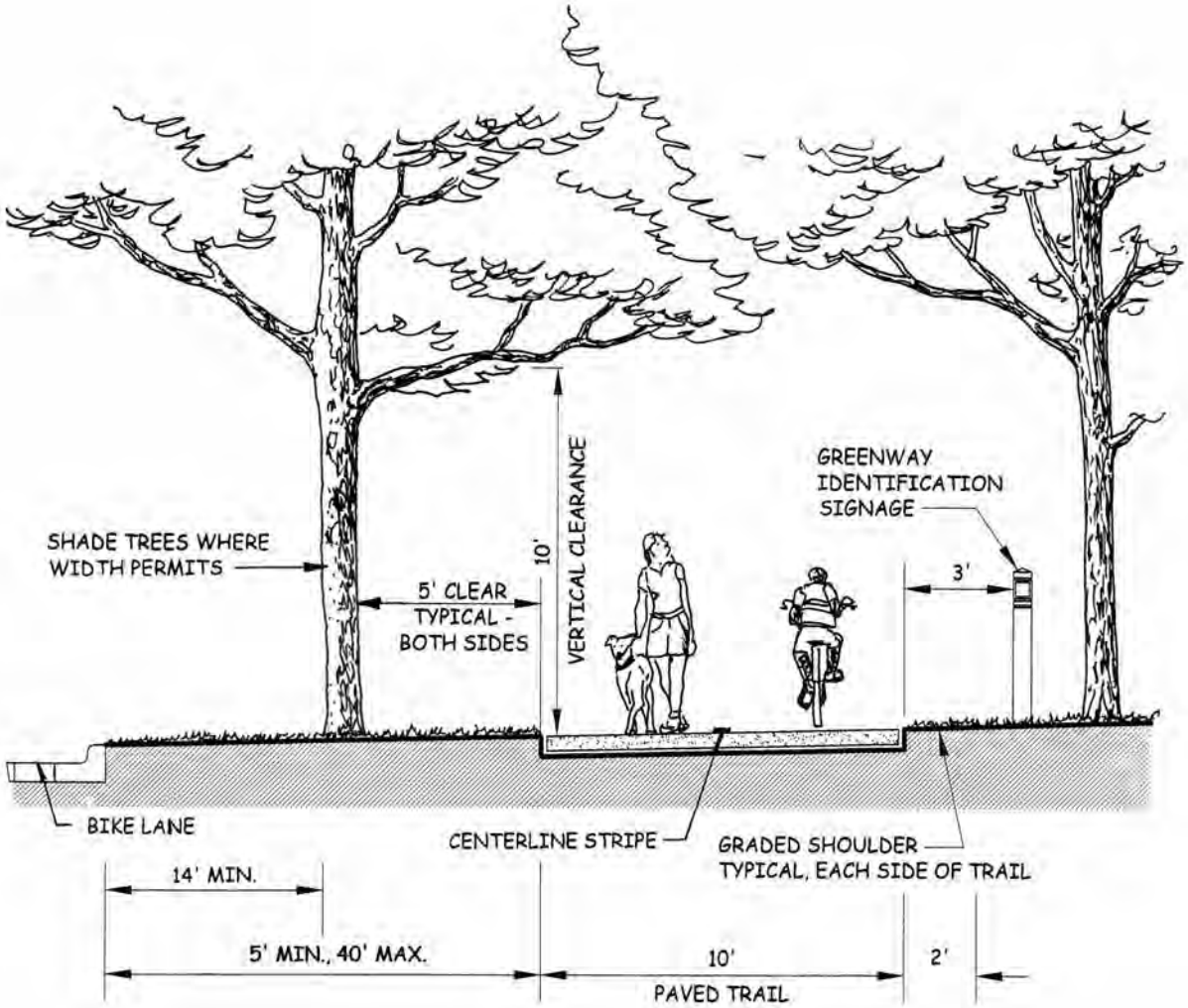
TYPE 5: PRIMARY GREENWAY

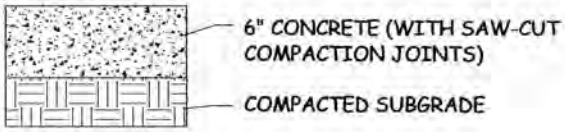




STONE SCREENINGS SECTION

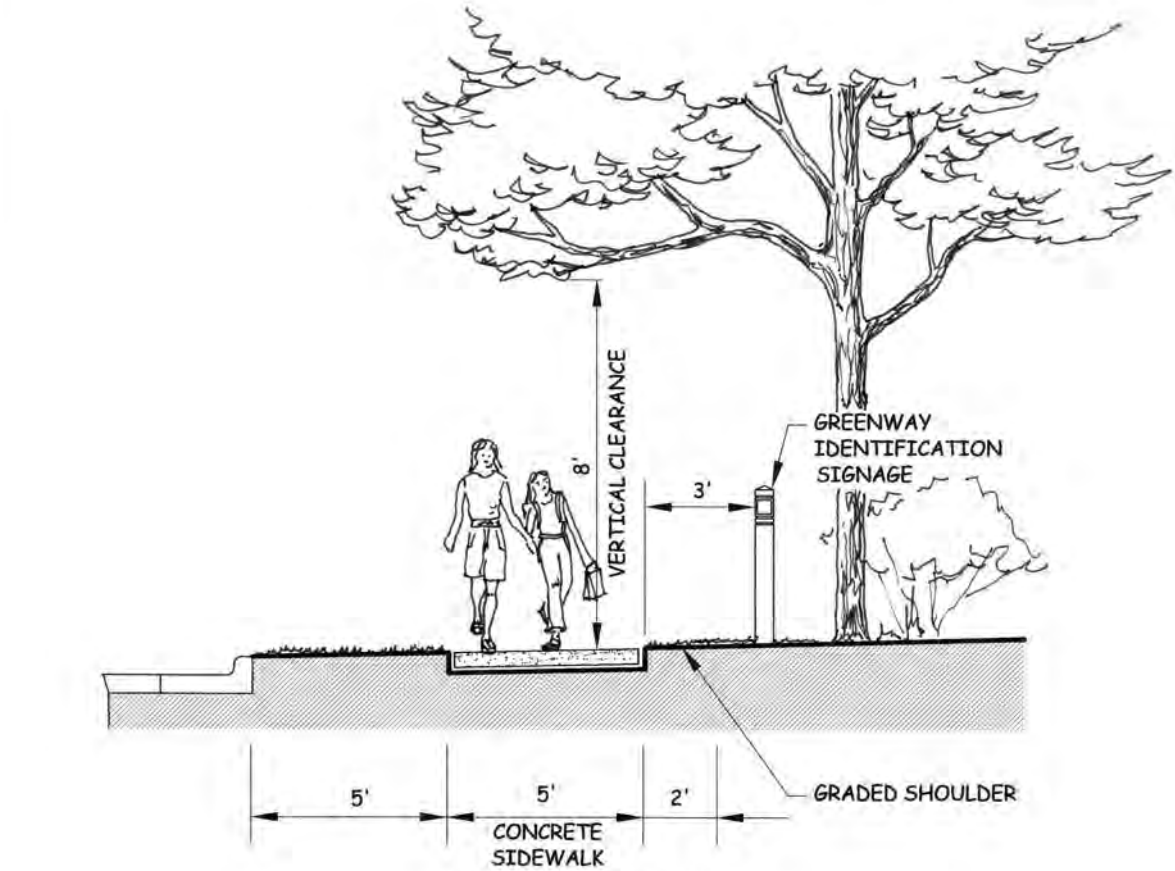
TYPE 6: SOFT SURFACE GREENWAY



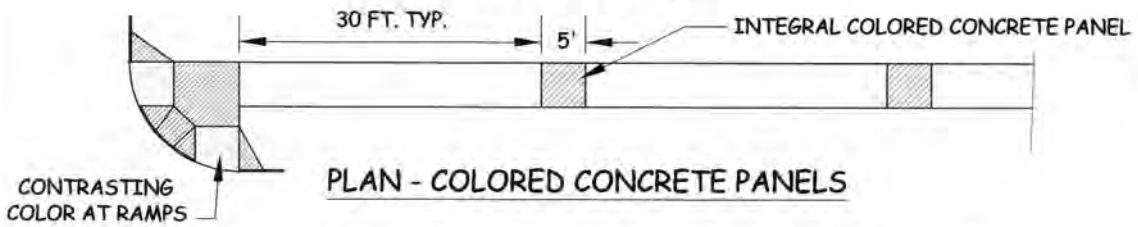


CONCRETE TRAIL SECTION

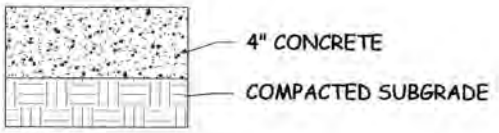
TYPE 7: MULTI-USE PAVED TRAIL



TYPICAL SECTION



PLAN - COLORED CONCRETE PANELS



CONCRETE SIDEWALK SECTION

SURFACE OPTIONS:

1. PROVIDE 5' PANEL OF COLORED CONCRETE 30' APART AND AT INTERSECTIONS.
2. USE CONCRETE STAIN TO COLOR ENTIRE CONCRETE WALK.

TYPE 8: SIDEWALK CONNECTOR

TRAIL CROSSING TYPES

Trail crossings serve two functions. The first and overwhelmingly most important is pedestrian safety. The second function is identification of the greenway corridors at those locations where they cross roadways. Meetings with the Town engineering and transportation planning staff were held to seek their input regarding crossing safety, particularly as related to mid-block crossings. The trail crossing types described below are for mid-block crossing situations. For conditions that exceed the parameters established for these crossing types, bridges or underpasses are recommended. The most desirable situation, at least as related to new road construction, is for roadways to span greenway corridors with bridges. This type of construction is most desirable from a pedestrian perspective and is typically least detrimental to water quality.

These trail crossing types were initially developed for greenway corridors. These crossing types can be used for safe passage across roadways to schools and parks. It is recommended that these crossings be incorporated into new school and park projects, and further that schools and parks currently separated from pedestrians by roadways be retrofitted with these crossings.

The proposed crossing types utilize pavement changes, rumble strips or pavement markings, signage, iconic elements, and traffic signals to alert drivers that they are entering a pedestrian zone and to be prepared to stop. Signage and a change in pavement are also recommended to alert pedestrians that they are approaching a vehicular zone. These visual cues signifying a pedestrian zone also have the potential to increase awareness of the greenway system in general and serve as clear indications of points of access to the system.

All pedestrian crossings associated with the greenway system should be evaluated in accordance with the Town's standard engineering procedures. These typical crossing recommendations are not intended to substitute for individual assessment of each crossing situation. Descriptions of the trail crossing types are as follows:

Trail Crossing Type 1:
2-Lane Road; 25 mph Speed

- Warning and stop signs at trail approaches to road
- 10' wide crosswalk, with ladder bar pattern, across road and curb ramps at each end
- Warning signs along road at approaches to trail crossing

Trail Crossing Type 2:
2-Lane Road, 35 mph Speed

- Warning and stop signs at trail approaches to road
- 10' wide crosswalk, imprinted asphalt with ladder bar pattern, across road and curb ramps at each end
- Warning signs along road at approaches to trail crossing
- Distinctive markers at approach to trail – boulders, plantings, etc.
- Alternative pavement surface
- Lighted overhead signage identifying pedestrian crossing

Trail Crossing Type 3:
3-Lane Road, 35 mph or Less

- Warning and stop signs at trail approaches to road
- 10' wide crosswalk, imprinted asphalt with ladder bar pattern, across road and curb ramps at each end
- Warning signs along road at approaches to trail crossing
- Distinctive markers at approach to trail – boulders, plantings, etc.
- Alternative pavement surface
- Rumble strips on road at approaches
- Lighted overhead signage identifying pedestrian crossing
- Planted median in place of center lane; +/- 200 ft. long (each side of trail crossing)
- Trail crossing – striped or imprinted asphalt; flush through median
- Angle crosswalk in median to orient pedestrian toward on-coming traffic

Trail Crossing Type 4:
4-Lane Road, 45 mph or Less

- Warning and stop signs at trail approaches to road
- 10' wide crosswalk, imprinted asphalt with ladder bar pattern, across road and curb ramps at each end
- Warning signs along road at approaches to trail crossing
- Distinctive markers at approach to trail – boulders, plantings, etc.
- Alternative pavement surface
- Rumble strips or pavement markings
- Provide pedestrian activated traffic signals

Trail Crossing Type 5:
5-Lane Road, 45 mph or Less

- Warning and stop signs at trail approaches to road
- 10' wide crosswalk, imprinted asphalt with ladder bar pattern, across road and curb ramps at each end
- Warning signs along road at approaches to trail crossing
- Distinctive markers at approach to trail – boulders, plantings, etc.
- Alternative pavement surface
- Rumble strips or pavement markings
- Provide pedestrian activated traffic signals
- Planted median in place of center lane; +/- 200 ft. long (each side of trail crossing)
- Trail crossing – striped or imprinted asphalt; flush through median
- Angle crosswalk in median to orient pedestrian toward on-coming traffic

Trail Crossing Type 6:
2-Lane Road, Over 35 mph

- Warning and stop signs at trail approaches to road
- 10' wide crosswalk, imprinted asphalt with ladder bar pattern, across road and curb ramps at each end
- Warning signs along road at approaches to trail crossing
- Distinctive markers at approach to trail – boulders, plantings, etc.
- Alternative pavement surface
- Rumble strips or pavement markings
- Provide pedestrian activated traffic signals

Trail Crossing Type 7:
3-Lane Road, Over 35 mph

- Warning and stop signs at trail approaches to road
- 10' wide crosswalk, imprinted asphalt with ladder bar pattern, across road and curb ramps at each end
- Warning signs along road at approaches to trail crossing
- Distinctive markers at approach to trail – boulders, plantings, etc.
- Alternative pavement surface
- Rumble strips or pavement markings
- Provide pedestrian activated traffic signals
- Planted median in place of center lane; +/- 200 ft. long
- Trail crossing – striped or imprinted asphalt; flush through median
- Angle crosswalk in median to orient pedestrian toward on-coming traffic

Underpass

- Vertical clearance: 10' minimum, 12' for equestrian use
- Width: 12' minimum
- Provide both drainage and lighting
- Roadway Bridge spanning trail is most desirable solution

Overpass

- 12’ minimum width of trail preferred
- 54" guard rail on both sides
- Fenced cover where trail crosses highways/busy streets

The trail crossing matrices, tables 8.5-8.7 shown on the following pages identify trail crossings at locations other than roadway intersections. The primary recommended crossing types are shown in red; optional crossing types are shown in blue.

Table 8.5

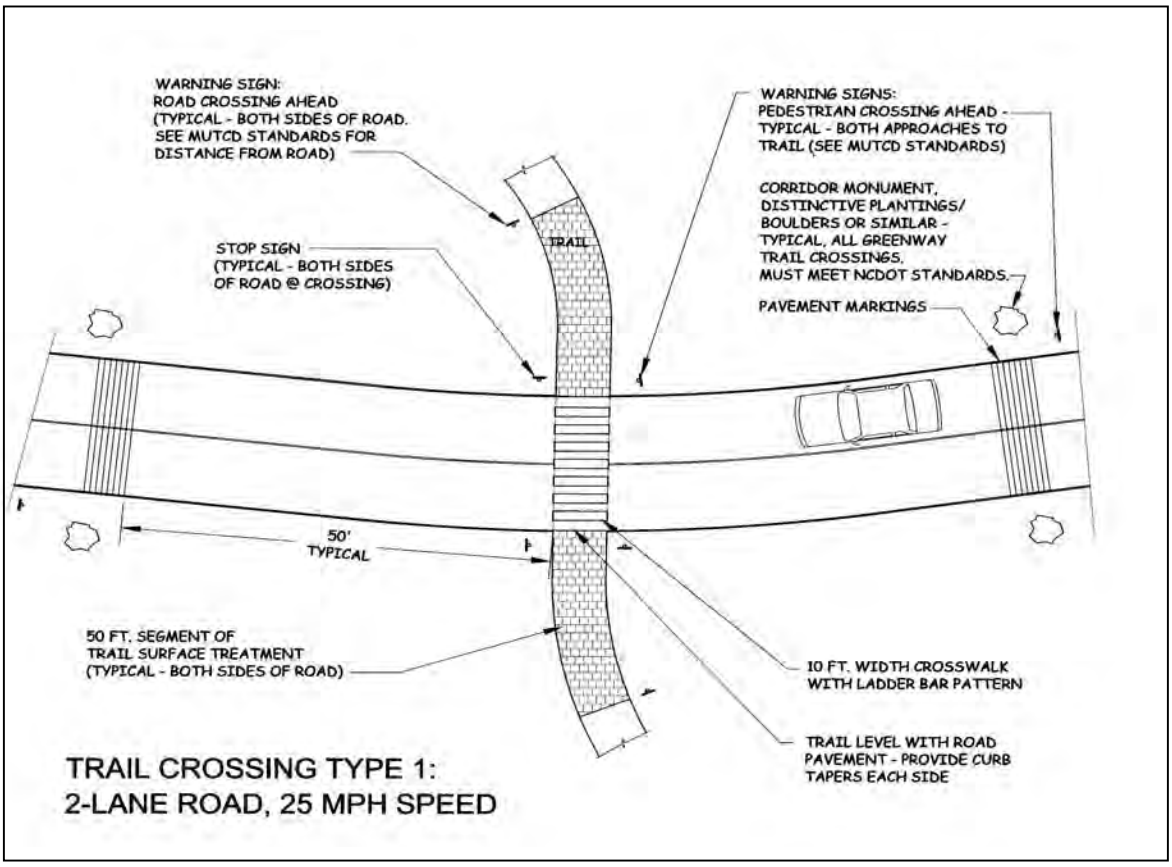
Crossing Recommendations South of US1/64										
Number of Crossings	**Roadway / Crossing Location**	**Type 1**	**Type 2**	**Type 3**	**Type 4**	**Type 5**	**Type 6**	**Type 7**	**Bridge**	**Tunnel**
2	Optimist Farm Rd.									
1	Pierce Olive Rd.									
1	Ten Ten Rd. @ Crowder Park									
1	Holly Springs Rd. @ Cary Oak Dr.									
3	Chaumont Dr.									
1	Ten Ten Rd.@ Dutchman Downs									
1	Den Heider Way @ Dutchman Dns.									
1	Dutchman Dr.									
1	Holly Springs Rd. @ Dutchman's Br.									
1	Holly Springs Rd. @ Swift Creek									
1	Elderlee Dr.									
1	Regency Parkway									
1	US1 @ Regency									
1	Lily Atkins Rd.									
1	SE Cary Pkwy. @ Speight Branch									
1	Tryon Rd. @ Speight Branch									
1	Piney Plains Rd.									
1	Forest Park Way									
1	Us 1/64 @ Kid's Together Park									
1	US 64 @ Auto Park									
1	Mackenan Ct.									
1	Old Raleigh Rd.									
1	Gregson Dr.									
	= Primary									
	= Option									

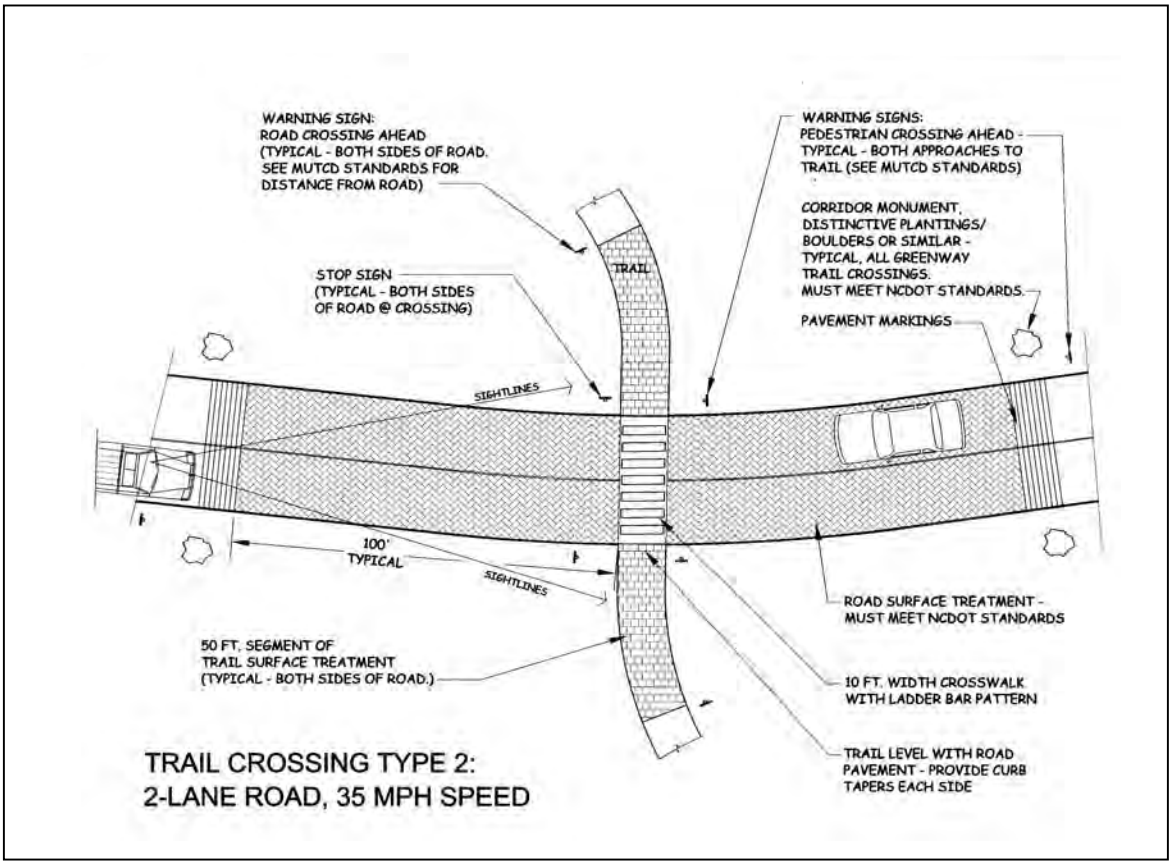
Table 8.6

Crossing Recommendations Bond Park Eastward										
Number of Crossings	**Roadway / Crossing Location**	**Type 1**	**Type 2**	**Type 3**	**Type 4**	**Type 5**	**Type 6**	**Type 7**	**Bridge**	**Tunnel**
1	Lake Pine Dr. @ Apex Park									
1	Laura Duncan Rd.									
1	SW Cary Pkwy. @ Bond Park									
1	W. Chatham @ Bond Park									
2	Tarbert @ Annie Jones									
1	Two Creeks Rd.									
1	Kildaire Farm Rd. near High Meadow									
1	High Meadow Dr.									
1	Hampton Valley Rd.									
1	Seabrook Dr.									
1	Greenwood Circle									
1	Walnut St.									
1	Castalia Dr.									
1	Normandy St.									
1	Union St.									
1	Harrison Ave.									
2	Northwoods Dr.									
1	NW Cary Pkwy. @ Bond Park									
1	Crabtree Crossing Pkwy.									
1	NW Cary Pkwy. @ Godbold Park									
1	Weston Pkwy. near Evans Rd.									
1	Weston Pkwy. near Norwell									
1	NW Maynard @ Weatherstone									
	= Primary									
	= Option									

Table 8.7

Crossing Recommendations Bond Park Westward										
Number of Crossings	**Roadway / Crossing Location**	**Type 1**	**Type 2**	**Type 3**	**Type 4**	**Type 5**	**Type 6**	**Type 7**	**Bridge**	**Tunnel**
1	Davis Dr. @ Howell Rd.									
1	SW Cary Pkwy. @ White Oak									
1	McArthur Dr. @ White Oak									
1	Railroad @ White Oak									
1	Davis Dr. @ White Oak									
1	Castle Hayne @ White Oak									
1	Park Village @ White Oak									
1	Jenks-Carpenter Rd. @ White Oak									
1	Park Scene @ White Oak									
1	NC 55 @ White Oak									
1	I-540 @ White Oak									
1	Green Level Church Rd. @ W. Oak									
1	Green Level W. Rd. @ Batchelor Br.									
1	Mills Rd.									
1	I-540 @ Batchelor Branch									
1	Glenmore Rd. @ Batchelor Br.									
1	NC 55 @ Batchelor Branch									
1	Carpenter-Upchurch/Railroad									
1	Morrisville Pkwy. @ Carpenter									
1	Davis Dr. @ Morrisville Comm. Park									
1	Morrisville Carpenter Rd.									
2	NC 55/Carpenter Upchurch									
1	Good Hope Church Rd.									
4	I-540 @ Panther Cr. & Northward									
3	Green Level/Durham Rd.									
3	Cary Glen Pkwy.									
1	Yates Store Rd.									
2	Howard Grove Pkwy.									
1	NC 55 - most northern crossing									
1	Alston Ave.									
1	Green Hope School Rd. @ T. Brooks									
1	Morrisville Pkwy. Ext. @ T. Brooks									
1	Cary Glen Blvd. @ Amberly									
	= Primary									
	= Option									


WARNING SIGN:
ROAD CROSSING AHEAD
(TYPICAL - BOTH SIDES OF ROAD.
SEE MUTCD STANDARDS FOR
DISTANCE FROM ROAD)
WARNING SIGNS:
PEDESTRIAN CROSSING AHEAD -
TYPICAL - BOTH APPROACHES TO
TRAIL (SEE MUTCD STANDARDS)
CORRIDOR MONUMENT,
DISTINCTIVE PLANTINGS/
BOULDERS OR SIMILAR -
TYPICAL, ALL GREENWAY
TRAIL CROSSINGS,
MUST MEET NCDOT STANDARDS.
PAVEMENT MARKINGS
TRAIL
STOP SIGN
(TYPICAL - BOTH SIDES
OF ROAD @ CROSSING)
50'
TYPICAL
50 FT. SEGMENT OF
TRAIL SURFACE TREATMENT
(TYPICAL - BOTH SIDES OF ROAD)
10 FT. WIDTH CROSSWALK
WITH LADDER BAR PATTERN
TRAIL LEVEL WITH ROAD
PAVEMENT - PROVIDE CURB
TAPERS EACH SIDE
TRAIL CROSSING TYPE 1:
2-LANE ROAD, 25 MPH SPEED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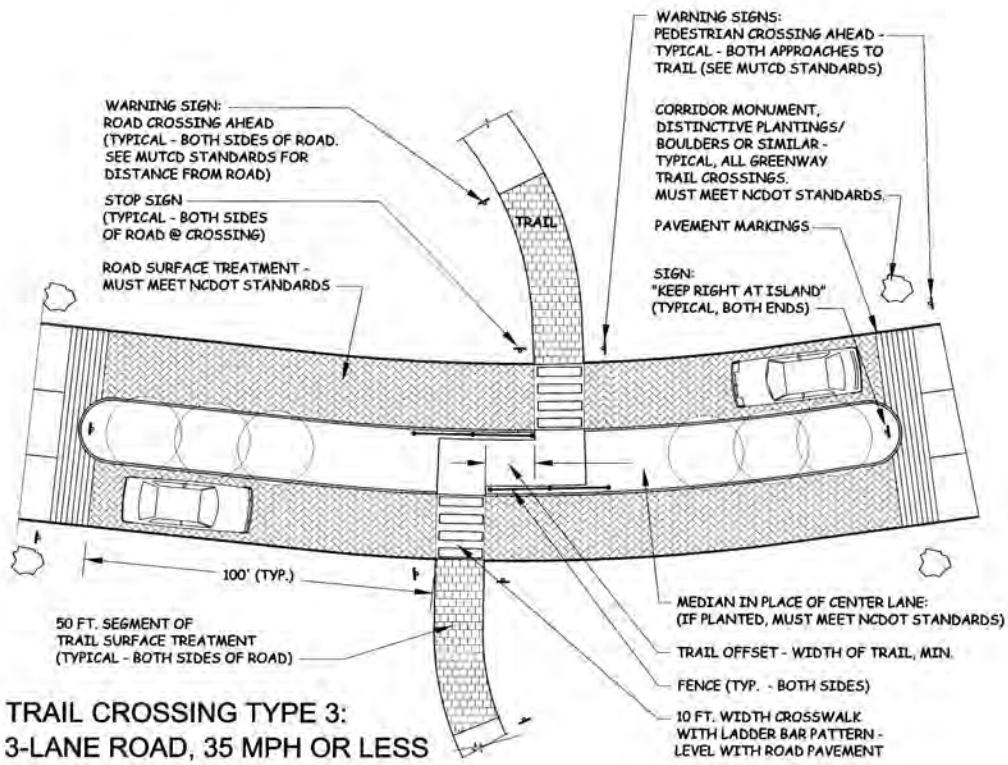
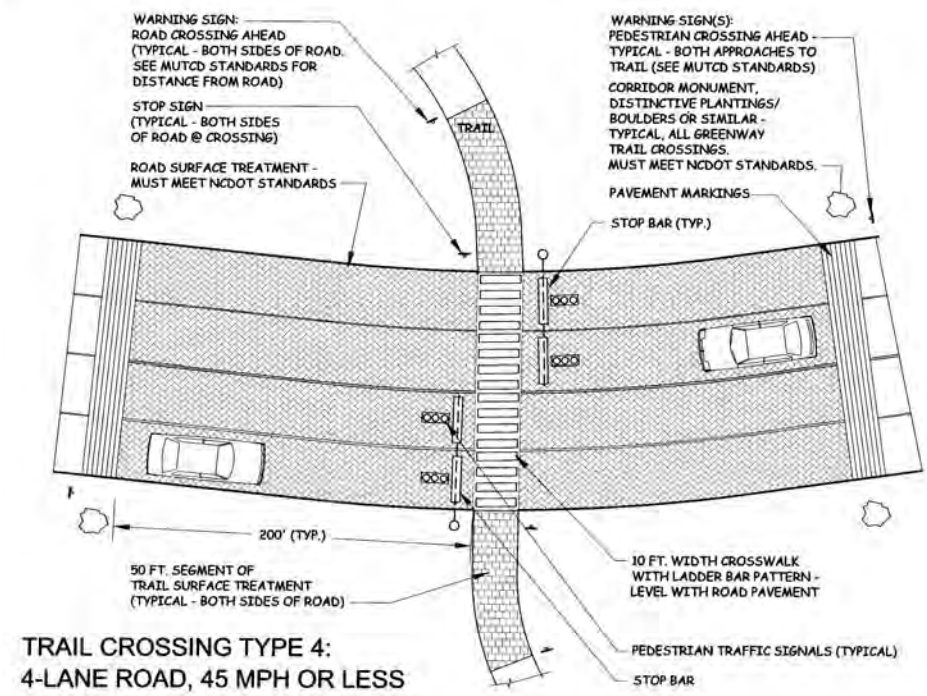
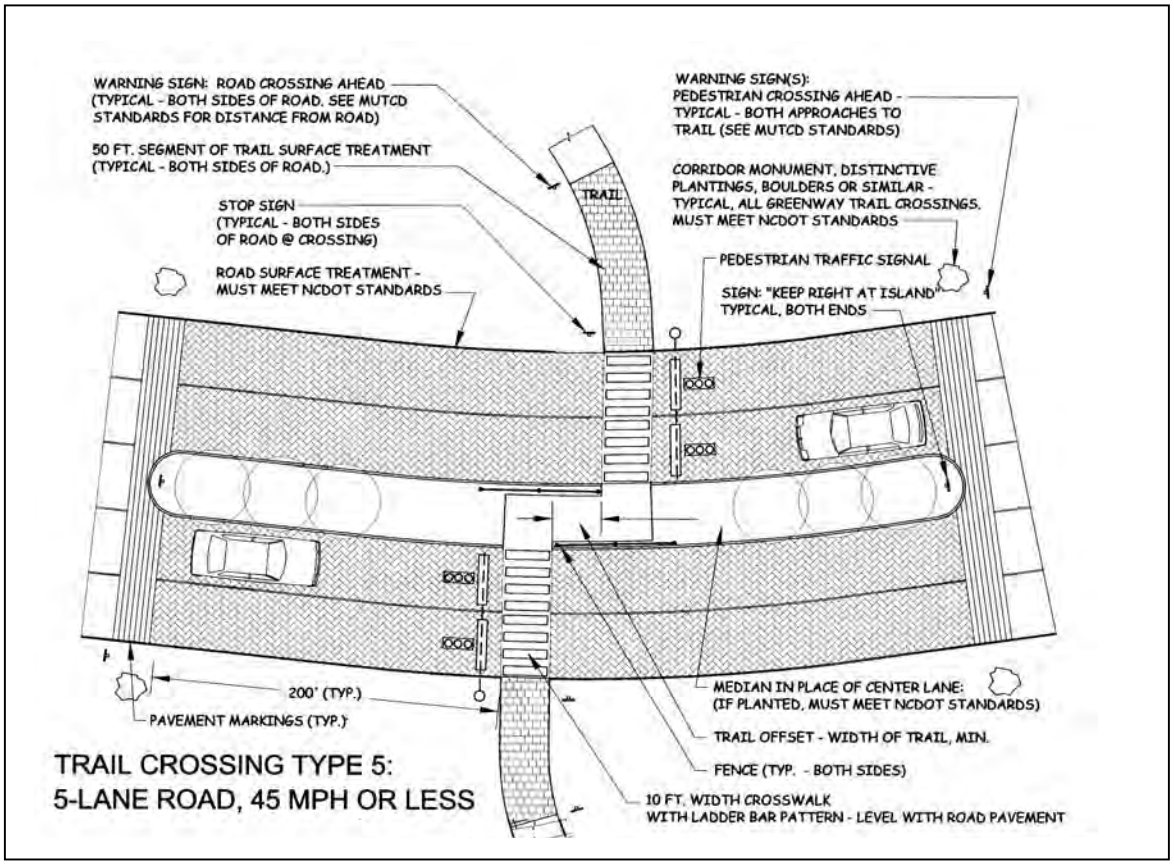
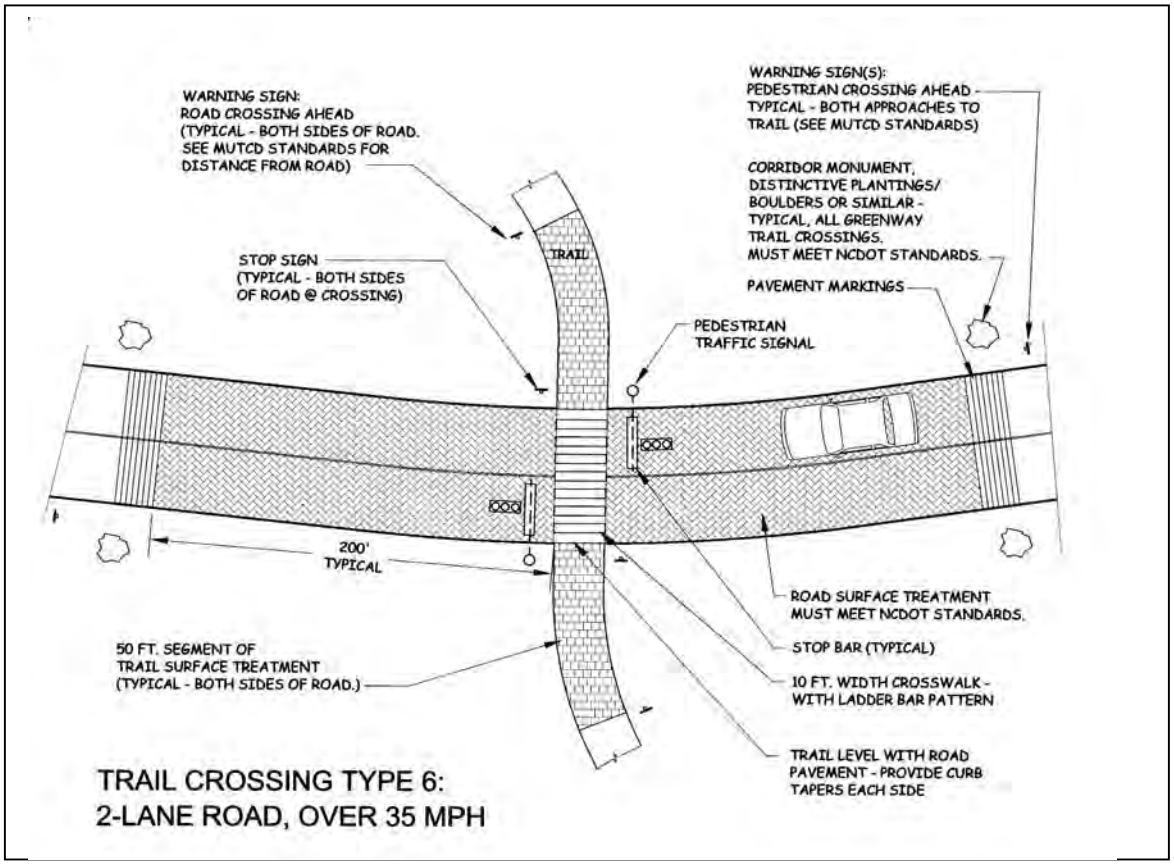
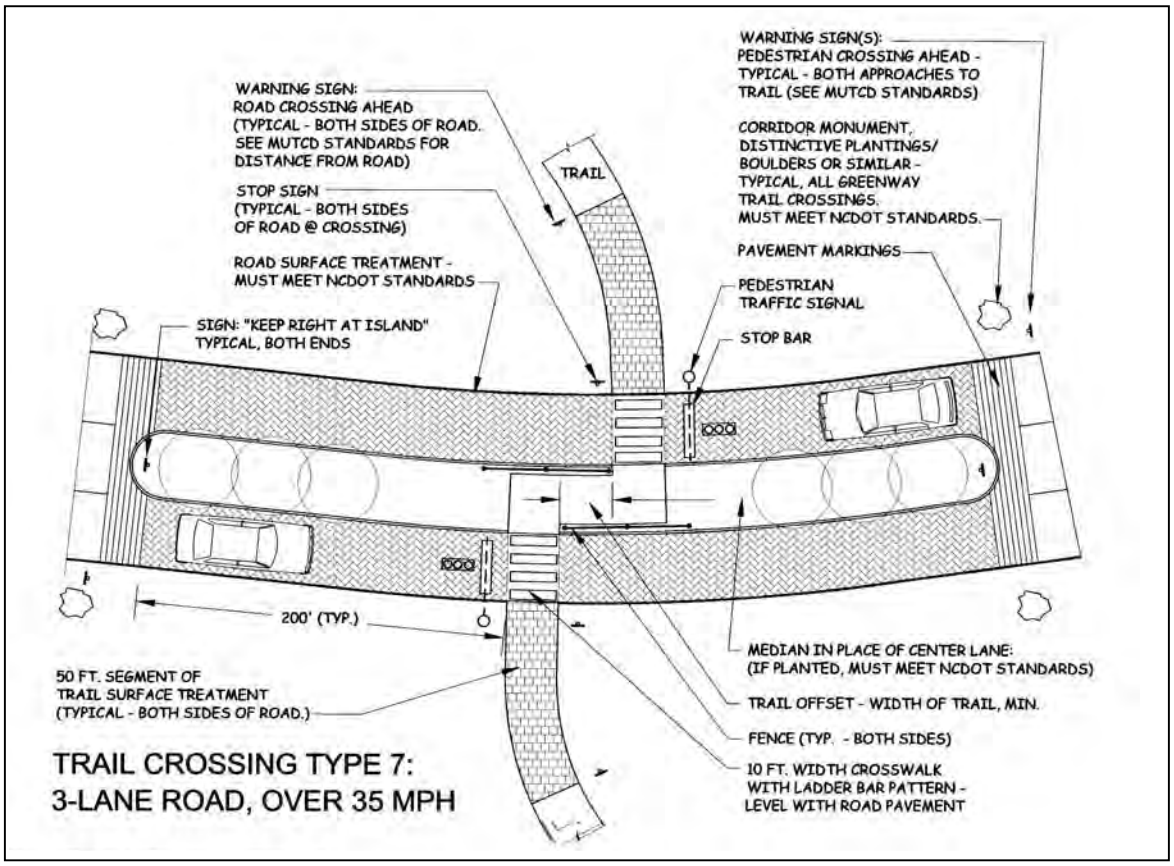
ROAD CROSSING AHEAD
(TYPICAL - BOTH SIDES OF ROAD.
SEE MUTCD STANDARDS FOR
DISTANCE FROM ROAD)
WARNING SIGNS:
PEDESTRIAN CROSSING AHEAD -
TYPICAL - BOTH APPROACHES TO
TRAIL (SEE MUTCD STANDARDS)
CORRIDOR MONUMENT,
DISTINCTIVE PLANTINGS/
BOULDERS OR SIMILAR -
TYPICAL, ALL GREENWAY
TRAIL CROSSINGS.
MUST MEET NCDOT STANDARDS.
PAVEMENT MARKINGS
TRAIL
STOP SIGN
(TYPICAL - BOTH SIDES
OF ROAD @ CROSSING)
SIGHTLINES
100'
TYPICAL
SIGHTLINES
ROAD SURFACE TREATMENT -
MUST MEET NCDOT STANDARDS
50 FT. SEGMENT OF
TRAIL SURFACE TREATMENT
(TYPICAL - BOTH SIDES OF ROAD.)
10 FT. WIDTH CROSSWALK
WITH LADDER BAR PATTERN
TRAIL LEVEL WITH ROAD
PAVEMENT - PROVIDE CURB
TAPERS EACH SIDE
TRAIL CROSSING TYPE 2:
2-LANE ROAD, 35 MPH SPEED


WARNING SIGNS:
PEDESTRIAN CROSSING AHEAD - TYPICAL - BOTH APPROACHES TO TRAIL (SEE MUTCD STANDARDS)
WARNING SIGN:
ROAD CROSSING AHEAD
(TYPICAL - BOTH SIDES OF ROAD. SEE MUTCD STANDARDS FOR DISTANCE FROM ROAD)
CORRIDOR MONUMENT, DISTINCTIVE PLANTINGS/ BOULDERS OR SIMILAR - TYPICAL, ALL GREENWAY TRAIL CROSSINGS. MUST MEET NCDOT STANDARDS.
STOP SIGN
(TYPICAL - BOTH SIDES OF ROAD @ CROSSING)
TRAIL
PAVEMENT MARKINGS
ROAD SURFACE TREATMENT - MUST MEET NCDOT STANDARDS
SIGN:
"KEEP RIGHT AT ISLAND"
(TYPICAL, BOTH ENDS)
100' (TYP.)
MEDIAN IN PLACE OF CENTER LANE:
(IF PLANTED, MUST MEET NCDOT STANDARDS)
50 FT. SEGMENT OF TRAIL SURFACE TREATMENT
(TYPICAL - BOTH SIDES OF ROAD)
TRAIL OFFSET - WIDTH OF TRAIL, MIN.
FENCE (TYP. - BOTH SIDES)
10 FT. WIDTH CROSSWALK WITH LADDER BAR PATTERN - LEVEL WITH ROAD PAVEMENT
TRAIL CROSSING TYPE 3:
3-LANE ROAD, 35 MPH OR LESS


WARNING SIGN:
ROAD CROSSING AHEAD
(TYPICAL - BOTH SIDES OF ROAD. SEE MUTCD STANDARDS FOR DISTANCE FROM ROAD)
WARNING SIGN(S):
PEDESTRIAN CROSSING AHEAD - TYPICAL - BOTH APPROACHES TO TRAIL (SEE MUTCD STANDARDS)
STOP SIGN
(TYPICAL - BOTH SIDES OF ROAD @ CROSSING)
TRAIL
CORRIDOR MONUMENT, DISTINCTIVE PLANTINGS/ BOULDERS OR SIMILAR - TYPICAL, ALL GREENWAY TRAIL CROSSINGS. MUST MEET NCDOT STANDARDS.
ROAD SURFACE TREATMENT - MUST MEET NCDOT STANDARDS
PAVEMENT MARKINGS
STOP BAR (TYP.)
200' (TYP.)
10 FT. WIDTH CROSSWALK WITH LADDER BAR PATTERN - LEVEL WITH ROAD PAVEMENT
50 FT. SEGMENT OF TRAIL SURFACE TREATMENT
(TYPICAL - BOTH SIDES OF ROAD)
PEDESTRIAN TRAFFIC SIGNALS (TYPICAL)
STOP BAR
TRAIL CROSSING TYPE 4:
4-LANE ROAD, 45 MPH OR LESS


WARNING SIGN: ROAD CROSSING AHEAD (TYPICAL - BOTH SIDES OF ROAD. SEE MUTCD STANDARDS FOR DISTANCE FROM ROAD)
50 FT. SEGMENT OF TRAIL SURFACE TREATMENT (TYPICAL - BOTH SIDES OF ROAD.)
STOP SIGN (TYPICAL - BOTH SIDES OF ROAD @ CROSSING)
ROAD SURFACE TREATMENT - MUST MEET NCDOT STANDARDS
TRAIL
WARNING SIGN(S): PEDESTRIAN CROSSING AHEAD - TYPICAL - BOTH APPROACHES TO TRAIL (SEE MUTCD STANDARDS)
CORRIDOR MONUMENT, DISTINCTIVE PLANTINGS, BOULDERS OR SIMILAR - TYPICAL, ALL GREENWAY TRAIL CROSSINGS. MUST MEET NCDOT STANDARDS
PEDESTRIAN TRAFFIC SIGNAL
SIGN: "KEEP RIGHT AT ISLAND" TYPICAL, BOTH ENDS
200' (TYP.)
PAVEMENT MARKINGS (TYP.)
MEDIAN IN PLACE OF CENTER LANE: (IF PLANTED, MUST MEET NCDOT STANDARDS)
TRAIL OFFSET - WIDTH OF TRAIL, MIN.
FENCE (TYP. - BOTH SIDES)
10 FT. WIDTH CROSSWALK WITH LADDER BAR PATTERN - LEVEL WITH ROAD PAVEMENT
TRAIL CROSSING TYPE 5:
5-LANE ROAD, 45 MPH OR LESS


WARNING SIGN: ROAD CROSSING AHEAD (TYPICAL - BOTH SIDES OF ROAD. SEE MUTCD STANDARDS FOR DISTANCE FROM ROAD)
STOP SIGN (TYPICAL - BOTH SIDES OF ROAD @ CROSSING)
TRAIL
WARNING SIGN(S): PEDESTRIAN CROSSING AHEAD - TYPICAL - BOTH APPROACHES TO TRAIL (SEE MUTCD STANDARDS)
CORRIDOR MONUMENT, DISTINCTIVE PLANTINGS/ BOULDERS OR SIMILAR - TYPICAL, ALL GREENWAY TRAIL CROSSINGS. MUST MEET NCDOT STANDARDS.
PAVEMENT MARKINGS
PEDESTRIAN TRAFFIC SIGNAL
200' TYPICAL
ROAD SURFACE TREATMENT MUST MEET NCDOT STANDARDS.
STOP BAR (TYPICAL)
50 FT. SEGMENT OF TRAIL SURFACE TREATMENT (TYPICAL - BOTH SIDES OF ROAD.)
10 FT. WIDTH CROSSWALK - WITH LADDER BAR PATTERN
TRAIL LEVEL WITH ROAD PAVEMENT - PROVIDE CURB TAPERS EACH SIDE
TRAIL CROSSING TYPE 6:
2-LANE ROAD, OVER 35 MPH


WARNING SIGN(S):
PEDESTRIAN CROSSING AHEAD - TYPICAL - BOTH APPROACHES TO TRAIL (SEE MUTCD STANDARDS)
WARNING SIGN:
ROAD CROSSING AHEAD
(TYPICAL - BOTH SIDES OF ROAD. SEE MUTCD STANDARDS FOR DISTANCE FROM ROAD)
TRAIL
CORRIDOR MONUMENT, DISTINCTIVE PLANTINGS/ BOULDERS OR SIMILAR - TYPICAL, ALL GREENWAY TRAIL CROSSINGS. MUST MEET NCDOT STANDARDS.
STOP SIGN
(TYPICAL - BOTH SIDES OF ROAD @ CROSSING)
PAVEMENT MARKINGS
ROAD SURFACE TREATMENT - MUST MEET NCDOT STANDARDS
PEDESTRIAN TRAFFIC SIGNAL
SIGN: "KEEP RIGHT AT ISLAND" TYPICAL, BOTH ENDS
STOP BAR
200' (TYP.)
MEDIAN IN PLACE OF CENTER LANE: (IF PLANTED, MUST MEET NCDOT STANDARDS)
50 FT. SEGMENT OF TRAIL SURFACE TREATMENT (TYPICAL - BOTH SIDES OF ROAD.)
TRAIL OFFSET - WIDTH OF TRAIL, MIN.
FENCE (TYP. - BOTH SIDES)
10 FT. WIDTH CROSSWALK WITH LADDER BAR PATTERN - LEVEL WITH ROAD PAVEMENT
TRAIL CROSSING TYPE 7:
3-LANE ROAD, OVER 35 MPH

SPECIALTY TRAILS

The two types of trails recommended here are for equestrian use and mountain bike use. Both of these uses can be associated with greenway trail routes, but potential user conflicts suggest that dedicated-use trails would be strongly preferred. It is recommended that a trail primarily targeted for equestrian use be developed in conjunction with the American Tobacco Trail. The trail could have a total circuit length of up to ten miles. A vendor-operated stable operation, potentially associated with a riding ring, may be an option associated with this trail. Public/private partnerships could potentially play a role in securing trail routes.

A mountain bike trail also has potential as a stand-alone facility. It could parallel a greenway trail, be developed within a park site, or utilize park and associated greenway corridors to create routes of desired length and varied terrain.

Both trail types have significant user groups. Both trail types have potential as regional facilities with fee-generating capacity.

DESTINATIONS

Research has indicated that in Greenways from two miles to ten miles long, users prefer, on average, 3.5 destinations per trail use event. In a dissertation by Anne Lusk entitled "Guidelines for Greenways: Determining the Distance to, Features of, and Human Needs Met by Destinations on Multi-Use Corridors", the following recommendations are made:

- Destinations should have a certain level of features and activities.
- Destinations should be named.
- Destinations should be merged with adjacent resources whenever possible such as a downtown area, a park, etc.
- Destinations should serve all ages
- Destinations can be plazas or gathering areas offering restrooms, eateries, bike racks, benches, water fountains with lower fountains for dogs, air compressors for tires, and other amenities.

Parking lots are frequently the first destination encountered. Parking lots, or trail heads, are the first opportunity to separate oneself from the surrounding bustle of activity. Parking lots are the first opportunity to socialize with other trail users. Parking lots used as trail destinations are social and gathering settings, and should be designed to incorporate Crime Prevention Through Environmental Design Principles (CPTED) such as lighting, visible emergency phones, good sight lines to streets, and so on.

The potential for destinations associated with public art is a distinct opportunity. Public/private partnerships focusing upon commercial facilities such as eateries at destinations, skate rental shops, bicycle shops also hold potential.

It is recommended that destinations be developed in conjunction with every major trail route as a means of broadening the use and support of the system at large.

INTEGRATED PEDESTRIAN PLANNING

The difference between general pedestrian circulation, trails for recreation and trails for alternative transportation is increasingly indistinguishable. An integrated system of pedestrian/bicycle routes including Greenways, trails and sidewalks is a potential benefit to all who desire to walk or bicycle anywhere in the Town. It is recommended that all departments responsible for pedestrian and bicycle planning fully coordinate their efforts so that the needs of greenways, trails of all types, sidewalks, crossings, safety and access are

recognized and accommodated in association with any construction project.

PUBLIC/PRIVATE PARTNERSHIPS

Such partnerships should be pursued wherever possible. These partnerships can open doors to opportunities that otherwise may be limited or unattainable if undertaken solely by the Town. The following is a list of potential partnerships, both public/private and public/public, identified throughout the course of this process:

- Adjacent counties
- Adjacent municipalities
- Cary Visual Arts
- Civic organizations
- Corporations
- Corps of Engineers
- Culturas Unidas
- Disc Golf organizations
- Equestrian groups and organizations
- 501C3 groups
- 4-H clubs
- Historic societies
- North Carolina Horse Council
- UNC/Duke Health and Wellness Programs
- Wake County Public School System; and,
- Women's Health Forum

These likely represent a fraction of potential partners that have an interest in parks, greenways and public arts in the Town of Cary.

PUBLIC ART

Public Art should be an integral part of greenways. Public Art can be used to enliven any trail within the system. Public Art can be used to identify greenway corridors or serve as a destination. Public Art can be functional, practical, whimsical, permanent or temporary. Opportunities are as numerous as imagination is endless. This is definitely another opportunity for partnering.

SYSTEMATIC AND OPPORTUNITY-BASED PLANNING AND IMPLEMENTATION

It is recommended that both approaches be simultaneously utilized to achieve a feasible, comprehensive Greenway Trail System. Opportunity-based changes to this plan should be measured against system objectives and against available funding. Since pedestrian and bicycle planning has interdependent links between departments, opportunities should be reviewed in a collaborative manner. Opportunity-based change should be targeted and funded on a regular, ongoing basis, focused upon systematically knitting together the whole system. Opportunities to accelerate, augment, or improve the baseline objectives should always be considered.

CONCLUSION

These trail system, trail type, and trail crossing type recommendations represent the core recommendations for Greenway Trail System development. The destination recommendations are important and can elevate the system to a higher level of use and appreciation.

Together, these recommendations build upon the foundation long-established by the Town, set sights on the development of a comprehensive network of trails, and begin to address an evolution of the system that reaches more people in more comprehensive and diverse ways.

Chapter 9: Cultural Arts Recommendations

INTRODUCTION

The recommendations in this chapter are grounded in the research described in the earlier chapters of this report. They also reflect the current cultural dynamic in Cary: as the community has grown, the desire for cultural arts activities and events has also grown. At the moment, it is clear demand has outstripped supply. The Town has worked to address this situation, most recently with the construction of the Amphitheatre at Regency Park. However, the balance of capital construction and program development within the Department of Parks, Recreation, and Cultural Resources may need to focus more on cultural arts for a period of time in order to better balance program and facility capacity and thus better serve the interests and priorities of residents.

The recommendation of purpose-built or renovated cultural arts facilities will also require a mix of additional programmatic initiatives and focuses. For that reason, a series of programmatic recommendations are provided as well as ones that focus on facilities.

PROGRAMMATIC RECOMMENDATIONS

Because facilities must grow out of programs, this chapter begins with a discussion of a series of programmatic recommendations. These will form the basis of – and relate directly to – many of the cultural arts facility recommendations that follow.

Build on existing class programs to strengthen offerings for adults and mid-level to advanced practitioners.

The existing program of cultural arts classes is excellent by any number of measures – the work that is produced is very good; most classes are filled and some are oversubscribed; the range of offerings (particularly for children) is excellent. However, the limitations that are imposed by the lack of space – and the lack of well-equipped and configured spaces – plays a significant role in preventing the growth of the program beyond its current successful level.

Strengthening offerings for adults and mid-level to advanced students will provide important balance in the class program. There is interest among these groups but it has been difficult to schedule sufficient appropriate classes in order to test how much demand there actually is. When additional classroom space becomes available, targeting these groups will represent a significant addition to the Town of Cary's arts educational offerings.

This will require additional marketing and promotional activities on the part of the Town. The possibility of collaboration with cultural arts class programs in other communities should be explored in order to serve a larger base of students from the region.

Provide greater coordination of the scheduling of existing Town spaces for cultural usage.

There are a range of spaces in Town buildings that are currently used for cultural arts purposes; with the addition of one or several cultural arts facilities, there will be even more such spaces. It is important to make sure that class, studio, meeting, administrative, and other spaces are effectively used.

Coordination of these spaces for scheduling and other needs should be overseen by personnel from the Division of Cultural Arts.

The Town of Cary should undertake a more extensive presenting role in performing arts facilities as they come on line.

With the advent of additional performance venues in Cary, the need for both coordination *and* consistent programming will become more pressing. The Town has presented a season of events and activities at many Town facilities that were not designed for such purposes as well as at the Amphitheatre at Regency Park. That role should continue and expand in the new facilities as that becomes feasible.

Expanding the Town's role will allow for coordinated seasons of events and activities across a variety of venues in Cary. It will insure that performances don't compete directly with one another – or with other events and activities in the region. Developing coordinated marketing and ticket sales will also be cost-effective.

Consider bringing the contracted facility management functions at the Amphitheatre at Regency Park in-house as other cultural arts facilities come on line.

The Town currently contracts with a private service provider to manage the Amphitheatre at Regency Park. As additional cultural arts performance facilities come on line, there may be some economies of scale that are possible and it may make sense to bring these out-sourced functions back in-house.

While it is too early to determine whether this would be cost-effective, the possibility should be examined as cultural arts facilities are developed. Using Town staff may provide a better and more responsive level of service as well as being more cost-effective.

Once facilities are available, provide basic facility management services for cultural groups and artists.

Cultural groups in Cary, as mentioned in Chapter 5, have limited administrative and meeting space. In order for resident groups in Cary to be able to take advantage of such spaces, it will be necessary for the Town to provide a staff person who can take responsibility for basic facility management functions for them.

It is understood that, as additional space becomes available, the Town will be responsible for managing those spaces. Beyond that, however, there are services that can be provided for cultural groups that include scheduling and rental of office space and equipment. This may go beyond the standard management functions. Nevertheless, it will be important to allow staff time for this since it will increase the ease of use of these administrative spaces for cultural arts groups. This management function will also provide the single point of contact that will be very beneficial.

Incorporate public art into cultural facilities and other Town buildings.

Cary's commitment to public art is strong and public art already plays an important role in the Town. It must be more consistently integrated into new Town construction projects. Clearly this is a priority for capital projects of the Department of Parks, Recreation, and Cultural Resources. However, it is equally important that public art be integrated into all Town capital construction projects *and* that visual artists become part of the planning team on such projects as early in the design process as possible.

The Town's Public Art Master Plan provides a wealth of detail about how this can be accomplished. It should continue to be implemented in a timely fashion.

FACILITIES RECOMMENDATIONS

Establish an appropriate mix of cultural arts facilities in Cary's downtown.

It is important to develop a high-visibility cultural center in the downtown of Cary. Indeed, Cary is the largest municipality in North Carolina that does not have a municipal auditorium.

The economic logic for a downtown location is persuasive. An economic analysis was recently conducted by The Chesapeake Group that compared the total economic impact of a

downtown site for a cultural arts facility with other non-Town-center locations. The analysis estimated increases in revenue from a wide range of sources, based on estimates of the usage of the cultural arts facility and ancillary spending as well as likely tax revenue increases. That analysis indicates the total accrued revenues for a non-Town center location can be estimated at $193,000 annually compared to between $459,900 and $509,080 for a Town center location. This is a striking difference. The Town center location represents an increase in accrued revenue of 140 percent, using the lower estimate provided.

Chapter 6 of this document outlines the range of needs for cultural facilities; those that are most appropriate to the downtown include the following:

- Two performance spaces, one scaled at between 400 and 450 seats; another scaled at approximately 1,000 seats
- Rehearsal spaces (scaled to reflect the dimensions of the main stages)
- Purpose-built exhibition space of approximately 4,000 square feet, including appropriate lighting, climate control, and security to display the work of local, regional, and national artists
- A smaller exhibition space of between 1,000 and 2,000 square feet to display local artists, student work, and other exhibitions
- Classrooms that are specifically designed for fine art and craft, music, dance, and drama
- Open studio space as well as administrative, storage, and shop spaces

It should be noted that written surveys, focus group sessions, and community meetings all identified the need for a mix of performance spaces. The two proposed venues provide a range of options that can serve Cary now and in the future. The 400-500 seat space will serve the needs of many local performance groups including the annual *Applause!* programs. The 1,000-seat space will accommodate the larger-scale touring events and such groups as the Concert Singers which already attract over 700 people to performances. These two venues will provide the flexibility for future audience growth.

This mix of functions is beyond the capacity of any existing building to hold and there are several options for how these spaces might be developed. Note that the same spaces are provided in both options. The difference between them is in scale and siting.

Option 1:

Perform the proposed renovations on Cary Elementary and develop a downtown site for the Lively Arts Center facility.

This option envisions, as a ***first phase***, a high-quality renovation of Cary Elementary to provide a mix of performing and visual arts spaces, specifically designed to meet the needs of users. The renovated Cary Elementary School Cultural Arts Center would include the following components:

- A well-equipped and comfortably appointed performance space seating between 400 and 450 people
- A small (between 1,000 and 2,000 square feet), well-lighted visual arts gallery space
- A mix of studio/classrooms (numbering between 15 and 20), including multiple spaces for visual art and craft, dance, drama, and music
- Office space for cultural groups and for Division of Cultural Resources Arts staff

It must be emphasized that the renovation of this building for cultural arts usages will require a great deal of sensitivity and attention to the specific usages under consideration. The caliber of the renovation should be on the level established by Page-Walker.

Estimates of Cost: The estimated cost for the renovation of Cary Elementary ranges from approximately $6 million to $8 million, depending on such factors as site development costs, whether parking is integrated into this project, the scale of the auditorium, how extensive new construction is, and other factors.

Options for Phasing Construction: It is possible to conduct the renovation of Cary Elementary in steps. A likely scenario might be:

- *Step 1*: Conduct the renovations required to develop the performance space with lobby and support spaces. It will also be important to address the disabled access upgrades during this initial phase. *This step would represent approximately 55 to 60 percent of the total cost of the project.*
- *Step 2:* Conduct the renovations required to develop the classroom/ studio conversion. *This step would represent approximately 30 to 40 percent of the total cost of the project.*
- *Step 3:* Develop the exhibition gallery space, seen in this concept as new construction, and address site improvements (reconfigured entryway, for example). *This step would represent approximately 10 to 15 percent of the total cost of the project and might be completed in conjunction with the second phase detailed below.*

In a second phase, this option proposes developing a "Lively Arts Center" near Cary Elementary. While the cultural arts center described above will provide some spaces for performing and visual arts, it will not be sufficient to meet the needs of the Town of Cary at the present time, much less into the future. A larger performance venue and more exhibition space is required than can be accommodated as part of the proposed renovation of Cary Elementary. The key additional components that are needed are:

- A fully-equipped and rigged performance space that will seat approximately 1,000 people
- A climate controlled, mid-level security exhibition space of approximately 4,000 square feet.
- A range of additional support spaces

Advantages of Option 1

- Cary Elementary has visibility as an historic building and a community landmark. Housing cultural arts functions there makes an important statement about their importance to the community.
- It has a floor plan and is of a size appropriate to the range of functions under consideration. It is structurally sound and presently available for renovation which means it would be available to the community sooner.
- Using Cary Elementary would readily allow for phasing the renovation and construction which means that the capital costs can be spread over a longer period.
- By developing a "campus" of cultural facilities near to Town Center Park with its cultural theme, an active and vibrant presence is created in the heart of Cary.

Disadvantages of Option 1

It may be difficult to find an appropriate site for the Lively Arts Center that is near to Cary Elementary.
Because of the distributed nature of this option, parking may be problematic as well.
While Cary Elementary is sound, any renovation may uncover unexpected problems that can lead to increased costs.

Option 2:

Construct a single cultural arts facility in the heart of Cary with a fully-equipped, 1,000-seat multi-use performance space, 4,000 square feet of exhibition space and necessary support spaces as well as the complete mix of spaces proposed for Cary Elementary.

While the specific components of the facility proposed in this option are identical to those in the first option, this approach focuses on developing a single, purpose-built cultural arts facility.

Advantages of Option 2

- All aspects of the facility could be purpose-built for cultural arts usages and thus better serve the needs of residents.
- Consistent design and building concept would offer a more unified facility appearance.
- Not requiring the site for this facility to be tied to a location near Cary Elementary may offer site options that otherwise would not be under consideration.

Disadvantages of Option 2

- Because the mix of components that need to be incorporated into this facility, it will be larger which will make land acquisition more costly.
- Parking is likely to be more of a problem at a consolidated facility.
- It will be harder to create a "campus" environment that ties this facility to Page-Walker and the greenway trail system in the downtown area.
- It will be more difficult to develop a phased construction plan for this facility.

Estimates of cost for the two options: Because building programs for these alternatives have not been developed in final form, estimates of construction costs are quite preliminary. However it is possible to compare the costs of these two options in a general way. For this analysis, a building concept was developed and cost estimates were developed for renovation of Cary Elementary as described above. In addition, estimates for the Lively Arts Center were developed based on a preliminary concept for a 50,000 square foot facility.

It is estimated that the costs for the combined facility will be substantially the same as the combined total for the two separate facilities. While there are savings that may be associated with the lack of duplicated spaces (lobby, restrooms, dressing rooms, administration and support spaces) there will probably be additional cost for new construction to replicate the infrastructure available in Cary Elementary School (structure, shell and core in place to be remodeled). These estimates are presented below.

Table 9.1

Estimate of costs for Option 1	
Phase 1	
Cary Elementary renovations (Steps 1 and 2)	$6.8 million
Phase 2	
Cary Elementary construction (Step 3)	$1.2 million
Lively Arts Center	$12.7 million
Total cost	**$ 20.7 million**

Estimate of costs for Option 2	
Combined single cultural arts facility	**$ 20.7 million**

Note that budget estimates do not include land acquisition costs.

Reconfigure Jordan Hall Arts Center as a dedicated facility for ceramics or other focused, visual arts-oriented usage.

With the advent of a core of classrooms in the Cary Elementary cultural center, it will become possible to reconfigure Jordan Hall Arts Center. (This would not be undertaken until its existing classroom space was completely replaced by new or renovated classrooms.)

This space could be dedicated to in-depth study of a particular craft or fine art discipline.

Ceramics is a likely candidate because of its popularity, the range of techniques available, and its ability to draw students from an area beyond the Town of Cary. However depending on how extensive the program is, there may be space constraints. Thus, other possible usages should be examined if they appear to hold as much interest as ceramics.

The focus should be on classes, workshops, and seminars on ceramics for students at all levels of proficiency as well as professionals. While there is not a great deal of room for adding on to this facility, it has sufficient space currently to house such a center. If ceramics is chosen as the focus, additional kilns, including a gas kiln and, possibly, an outdoor wood-fired kiln, will be required. Space for students to work, areas for instructor demonstrations, and classrooms, as well as storage and informal exhibition spaces would also be required.

Page-Walker Arts & History Center should remain as presently configured, with some minor changes.

Page-Walker provides a range of programs that are of great interest to the community. Indeed, history and visual arts exhibitions ranked quite high on the survey of residents. While it is heavily booked – and would benefit from having classes moved to other locations when possible – its program is presently appropriate to the facility and, in general, ought to remain the same.

The Heritage Museum, however, is currently in very cramped quarters and would benefit from having more space available. In addition, a small expansion on the first floor could provide space for a museum shop, as well as office space. While neither of these changes are major, both would add significantly to the operation of the Center as well as the enjoyment of residents who visit there.

Sertoma Amphitheatre should be upgraded.

The Sertoma Amphitheatre is perhaps the most underused cultural facility in the Town of Cary. Part of the reason for that is the seasonal nature of an amphitheatre. But another part of it is the lack of certain components. These include additional support facilities, a control booth, and dressing rooms. While power, lighting, and sound systems have been upgraded within the past few years and trailer hook-ups are available for support facilities, these additional upgrades are required to provide greater flexibility for increased use during the late spring, summer, and early fall months.

Develop a multi-purpose, flat-floor space as part of the next community center constructed in the Town of Cary.

Much of the focus of cultural arts in Cary reflects an interest in participatory activities. That participation goes beyond performing in musical or theatrical events or engaging in visual arts activities. It includes activities like craft and art fairs, ethnic music or dance festivals, religious celebrations, and other activities that reflect the increasingly diverse demographics of Cary.

What is needed is a flexibly configured flat-floor space that can be used for these sorts of community events. In addition, it should include complete catering facilities so that dinners and banquets, as well as Town celebrations, can be accommodated. While this space should be designed so that it can be sub-divided into smaller spaces, it should comfortably hold approximately 1,000 people (300-500 people at a sit-down dinner).

The flat-floor space is best accommodated within a community center. Since there is strong interest in using such a space, this usage should be given priority for inclusion in the next community center constructed in the Town of Cary, anticipated at North Cary Park. The site should be evaluated to determine whether it is appropriate for such a function (with particular focus on parking and access).

Incorporate other cultural arts usages into planned community centers.

Cary's community centers are multi-purpose buildings that generally have a core of athletic or

sports-oriented components. Because of the level of interest in cultural arts, it would be wise to shift the emphasis of community centers that are in the planning stages to incorporate cultural arts components as core features.

Planned community centers should be designed around cultural usages instead of solely athletic and recreational ones. For the immediate future, culturally oriented spaces should have priority in new construction until there is a general level of parity between cultural arts and athletics. All new community centers should be designed with at least two multipurpose spaces with an arts focus (for example, a sprung floor for dance and wet classroom). Since these would be multi-purpose, they could be used for a range of activities even though their primary focus was the cultural arts.

Selected introductory classes would logically be distributed to community centers with suitable spaces for them, as might student exhibitions and recitals. This would support more in-depth study at the centralized facilities available in the downtown and build interest and attendance at these downtown spaces.

Develop two culturally-focused community centers to provide more distributed cultural programming throughout Cary.

As the additional facilities – both downtown and as part of the community centers – come on-line, it will be important to track usage patterns and population growth. Given the level of interest articulated during this planning process, it is likely that the facilities proposed in this Chapter will barely keep up with residents' demands for cultural programs and services.

With that in mind, consideration should be given to establishing two community centers, located at carefully selected geographical areas (based on future demographic trends), that are culturally-focused. While all community centers should be designed with a minimum of two cultural spaces as mentioned above, these community centers would have a more significant cultural arts focus. Among the options to consider for these centers are:

- Additional space for **rehearsals**, which requires scaling the room to likely stage sizes for which rehearsals would be scheduled.
- A **black box theatre** (a small, flexible performance space usually seating 100 to 150 people).
- A suite of **music practice rooms** for instrumental and vocal artists.
- A **darkroom** or **digital photography studio.**
- **Ceramic studios** and **kiln.**

It should be noted that all of these spaces could be used for other functions. What is central is that their primary design addresses the needs of the cultural arts users.

Chapter 10: Implementation

INTRODUCTION

The implementation of a comprehensive plan such as this requires both diligence and patience. The breadth of the work to be accomplished and the associated costs are challenging, but can be achieved through a systematic allocation of resources. Efficient and systematic allocation of resources, however, is still not a guarantee of achieving all plan recommendations. Over any ten to twenty year period of time, the Town's funding available for PRCR facilities will fluctuate in response to the economic climate as well as other demands and responsibilities. Such fluctuations will sometimes enhance and sometimes inhibit the targeted objectives and timetable of this plan. Alternative funding sources and partnership opportunities are both means to maximizing the effective use of resources and reduce the fluctuations associated with budgetary ebbs and flows.

An implementation strategy for this plan must address the acquisition of land and development of facilities for cultural arts venues, parks, greenways, conservation areas as well as all associated programming, maintenance and stewardship responsibilities. Clearly, there will be competing demands for limited resources in any given year. Equally clear is the fact that the demands for all of these facilities are significant. The Town has established high standards in terms of both leadership and responsiveness to its citizenry.

The Parks, Recreation and Cultural Resources Department has in place an excellent staff with advocates for each of the major development categories. It will be important to continue to expand staffing and training in proportion to the increasingly complex web of recreation and cultural arts facilities and conservation area resources.

The PRCR staff recognizes that how cultural arts, greenways, parks and conservation areas have many common linkages. Such links will be explored and optimized at every potential opportunity. Thus, as PRCR staff advocate for each major development category, they also recognize the advantages of overlapping opportunities across all development categories synergistic opportunities will arise. Capitalizing on these linkages is a critical aspect of the implementation of this plan.

RECOMMENDED PRIORITIES AND COST ESTIMATES

Identified priorities have been grouped into three categories: Policy, Acquisition and Development. The following Action Plan has been developed to summarize the key priorities. This Action Plan is intended to serve as a guide to a responsible, measured and goal-oriented approach to implementation of the Master Plan. The Action Plan has been divided into three time periods. These time periods are intended to correspond with the Town's Capital Improvement Plan (CIP) budget cycles, and give structure to the pace at which priorities are addressed and reviewed over the next seventeen years. Within each time period is a list of Policy, Acquisition and Development action items. There is no implied hierarchy or ranking among these action items. The Town is encouraged to pursue multiple initiatives and action items simultaneously and to act on significant opportunities for partnering, funding and acquiring land as they become available. These recommendations are based on the LOS standards set in Chapters 6 and 7 and are tied to population growth projections over the time horizon of this plan. Actual rates of facility development may vary from these implementation recommendations if 1) the actual rates of growth differ from those used in this plan or 2) funds or suitable lands are not available at time of proposed development.

Implementation Action Plan

	Policy	Acquisition	Development/Estimated Cost*	
Short Term 2004-2009	Adopt the Master Plan	Seek out and acquire land with outstanding natural resource qualities	Develop Downtown Park	$3,600,000
	Integrate approved Master Plan into the Comprehensive Plan	Identify and acquire land for 3 proposed Mini Parks	Develop Aquatics Facility	$15,000,000
	Continue to reinvest in existing facilities through maintenance and upgrades	Acquire lands for priority Greenways at a rate of two contigous miles per year	Expand facilities within existing community parks including Tom Brooks and Middle Creek Community Parks to convert to Metro Park status	$10,400,000
	Evaluate Master Plan progress/user satisfaction every five years by surveying citizens.	Acquire land for Downtown Park	Develop two Mini Parks	$700,000
	Develop a stewardship plan	Acquire land for 4 proposed Neighborhood Parks	Develop six Neighborhood Parks	$9,000,000
	Identify and or partner in the planning of an aquatics center	Identify and/or acquire land for an aquatics center	Develop two Community Parks	$8,400,000
			Develop two Community Centers	$6,000,000
	Coordinate the development of Greenway, Multi-Use Trails and Sidewalk connectors with the Engineering and Planning Departments .	Identify and/or acquire land for Downtown Lively Arts Center (if Option 2 is chosen)	Partner with Wake County Public Schools to develop three potential School Parks	$3,609,600
	Collaborate with Wake County Public Schools to prioritize the development of the nine potential School Parks		Develop priority Greenways and crossings at rates of two contiguous miles and four crossings per year Greenway - $1,300,000/year Crossings - $715,000	$6,500,000
				$3,575,000
	Develop Program Plan for cultural arts education that would support additional class and programming spaces		Upgrade Sertoma Amphitheatre, and minor renovations to Page-Walker Art and History Center	$175,000
	Determine configuration, program, renovation phases of Cary Elementary (If Option 1 is chosen)		Create Jordan Hall as a specialised arts facility	$500,000
	Establish priorities for cultural arts components of community centers		Develop Cary Elementary Cultural Arts Center**	$6,800,000
	Assess alternatives for Lively Arts Center and choose one option.		Develop flat-floor space as part of North Cary Community Center	$450,000
	Initiate action to resolve issues related to greenway connections w/ adjacent communities			
			TOTAL	**$74,709,600**

* Note: Costs are for construction of facilities are in 2003 dollars. Costs do not include land acquisition costs.
** Note: If option 2 is chosen, then funds will be added to the Lively Arts Center as proposed in the Intermediate Term 2010-2020.

	Policy	Acquisition	Development/Estimated Cost*	
Intermediate Term 2010-2015	Evaluate Master Plan progress/user satisfaction every five years by surveying citizens.	Identify and acquire land for 1+D35 Community Park	Develop two Community Parks	$8,400,000
			Develop three Community Centers	$9,000,000
	Continue to reinvest in existing facilities through maintenance and upgrades	Seek out and acquire land with outstanding natural resource qualities	Develop five Neighborhood Parks	$7,500,000
	Review trends and results of evaluation - make adjustments to re-focus Master Plan	Identify and acquire land for 2 proposed Mini Parks	Develop three Mini Parks	$1,050,000
	Evaluate progress of Stewardship Plan.	Continue to seek out and acquire land with outstanding natural resource qualities	Partner with Wake County Public Schools to develop three potential School Parks	$3,609,600
	Identify and prioritize facility redevelopment needs	Acquire lands for priority Greenways at a rate of two contiguous miles per year	Develop priority Greenways and crossings at rates of two contiguous miles and four crossings per year	$6,500,000
				$3,575,000
	Coordinate the development of Greenway, Multi-Use Trails and Sidewalk connectors with the Engineering and Planning Departments .	Identify and acquire land for potential Jordan Lake Metro Park	Develop Lively Arts Center	$14,900,000
	Establish priority locations for public art throughout Cary.	Identify and acquire land for 3 proposed Neighborhood Parks		
	Examine cultural arts use patterns and assess programming to ensure that it meets residents' needs			
	Review policies regarding management of Amphitheater at Regency Park and evaluate feasibility of bringing in-house.			
	Continue to develop Conservation Area-Specific Stewardship Plans			
			TOTAL	**$54,534,600**

	Policy	Acquisition	Development/Estimated Cost*	
Long Term 2015-2020	Evaluate Master Plan progress/user satisfaction every five years by surveying citizens.	Seek out and acquire land with outstanding natural resource qualities	Develop Jordan Lake Metro park	$9,760,950
	Review trends and results of evaluation - make adjustments to re-focus Master Plan	Identify and acquire land for 3 proposed Neighborhood Parks	Develop one Community Park	$4,200,000
			Develop one Community Center	$3,000,000
	Evaluate progress of Stewardship Plan.	Continue to seek out and acquire land with outstanding natural resource qualities	Develop four Neighborhood Parks	$6,000,000
	Identify and prioritize facility redevelopment needs	Acquire lands for priority Greenways at a rate of two contiguous miles per year	Partner with Wake County Public Schools to develop three potential School Parks	$3,609,600
	Continue to reinvest in existing facilities through maintenance and upgrades		Develop priority Greenways and crossings at rates of two contiguous miles and four crossings per year Greenway - $1,300,000/year Crossings - $715,000	$6,500,000
	Continue to develop Conservation Area-Specific Stewardship Plans			$3,575,000
	Coordinate the development of Greenway, Multi-Use Trails and Sidewalk connectors with the Engineering Department .			
	Examine cultural arts use patterns and assess programming to insure that it meets residents' needs			
			TOTAL	**$36,645,550**

* Note: Costs are for construction of facilities are in 2003 dollars. Costs do not include land acquisition costs.
** Note: If option 2 is chosen, then funds will be added to the Lively Arts Center as proposed in the Intermediate Term 2010-2020.

COST ESTIMATES BY PARK TYPE

In the Appendices are found the following:

- Cost Estimates – Facility Per Park Standards
- Non-Facility Cost Estimates Per Park Type
- Cost Breakdowns Per Park Type

In order to determine an average cost for each park type, an estimation was made of the type and number of facilities for each park type. It has been assumed that park types will not typically include every facility that could be associated with that park type.
These estimates are found in the *Facility Per Park Recommendations* found in Chapter 7.

Cost estimates for each type of facility were then prepared. These are found in *Cost Estimates – Facility Per Park Standards* found in the appendix.

Each park type will have additional "soft costs", the development costs above and beyond the direct cost of its facilities. These non-facility costs are found in *Non-Facility Cost Estimates Per Park Type* found in the appendix.

To determine a cost estimate per park type, facility costs, non-facility costs, and a 22.5% mark-up for contractor profit, overhead and contingency were added together to determine a cost estimate per park type. For Neighborhood and Community parks, moderate and high development scenarios were developed and then averaged. The summary cost estimates per park type are found in *Cost Breakdowns Per Park Type* found in the appendix.

A summary of this cost estimating for park types is outlined below:

Mini Park	$350,000
Neighborhood Park	
Average Cost:	$1,500,000
Moderate Development Cost	$1,101,520
High Development Cost	$1,980,800
Community Park	
Average Estimated Cost:	$4,471,075
Moderate Development Cost:	$3,985,500
High Development Cost:	$4,956,650
Metro Park	
Estimated Cost:	$6,710,950
School Park	
Estimated Cost:	$1,203,200
Community Center	$3,050,000
Greenways	$600,000 to $700,000 Per mile plus Crossings

The Action Plan states a goal of constructing two contiguous miles of greenway and associated crossings each year. To accelerate the development of greenways and provide timely connections to adjacent neighborhoods, it is recommended that each park development project include the design and construction of those greenway segments that provide for logical connections beyond the immediate boundary of the park. Regardless of the length of the greenway the intention is to develop the park but also develop pedestrian access into the park. The cost of developing greenways (up to ½ mile) with park projects have been included in the cost estimates for parks.

Parks and Greenways are excellent opportunities for the display of public art. Park and greenway development estimated costs include monies for public art installations.

LAND ACQUISITION STRATEGIES

Land acquisition strategies were well documented in the 1998 Master Plan. The strategies included:

- Fee-Simple Purchase
- Donation
- Easements
- Required Dedication
- Condemnation

- Bargain Sale
- Option of First Refusal
- Utility Sharing
- Transfer of Development Rights

Acquisition of key properties is an essential element of the Master Plan. Acquisition in this section is meant to include all methods of bringing selected locations under public control. (e.g. purchase, lease, grant, easement, swap, etc.) The acquisition philosophy of this plan is intended to support the full spectrum of park recreation, greenway conservation area, and cultural arts objectives.

PROPOSING LAND FOR ACQUISITION

Potential parkland acquisitions are identified in various ways:

1. Staff may research land parcels and identify sites that either meet particular objectives, such as connectivity, or contribute on a system-wide basis.
2. An owner of a parcel may ask that the land be considered for purchase.
3. Neighbors or others interested in a particular site may propose that the site be acquired. Staff will research the parcels and determine if there is a public benefit to the acquisition. Acquisition would be dependent on a willing seller.
4. Through the Town development review process, land is often identified as potential park land. Land may be acquired through developer contribution, purchase or combinations of several methods.
5. Other agencies including other Town departments sometimes declare land as excess that may be appropriate for public park use.

ACQUISITION GUIDING PRINCIPLES

Public input has identified three areas of high interest for acquisition. Previous plans and staff recommendations have identified others. While some specific recommended sites appear in this plan, other parcels may be or become of interest, including both undeveloped and developed parcels. It is recommended that the acquisition process proceed according to the following basic guidelines.

Complete Greenway Linkages and Connections*:* One of the highest recommendations emerging from public input to this plan was to enhance non-motorized connectivity between parks, neighborhoods and the Town center, as well as creating a network of connecting green corridors across the town.

Citizen interest is high in making existing conservation areas more accessible and in providing greenway corridors which connect existing or potential open space, thereby allowing uninterrupted site-to-site use by people and/or wildlife. Conservation areas in the park system should be connected by greenways.

Preserve Key, Significant Natural and Cultural Features: Public input also emphasized conservation of natural and cultural resources.

Thus, protection, preservation and restoration of forests, agricultural lands, environmentally sensitive areas and culturally significant areas are key elements of this plan. This plan also recommends protecting flora and fauna diversity, habitat and corridors. The rich collection of second growth woods, meadows and wetlands found in the Town are widely appreciated and these areas should be protected and added to when an acquisition will help preserve the biological systems contribute to these interests. Accessibility, connectivity, buffering and watershed protection are all positive acquisition indicators.

Provide Recreation and/or Open Space Convenient to Each Neighborhood: Participants in the public process also spoke in favor of maintaining and enhancing the policy of having parks in close proximity to all residents. Although not always possible, an ideal system would provide parks and greenways within walking distance of each resident.

In addition to local Neighborhood Park sites, acquisition of sites for Town-wide facilities to meet current or future demands must be considered.

Add to Existing Parks: When opportunities to acquire a site containing a unique natural or historic feature adjacent to an existing park arise, acquisition should be considered. Similarly, adding to facilities not meeting current or anticipated need is a reason to consider acquisition.

Enhance the Wide Range of Activities Provided in the Park System: When an available site provides an opportunity to enhance the wide range of activities provided by the park system by virtue of unique location or characteristics, acquisition should be considered.

ACQUISITION EVALUATION CRITERIA

The following criteria can be employed when a parcel is being considered for acquisition. They may be summarized and quantified in an objective manner, but they are not meant to exclude other salient considerations, such as urgency as may be driven by a parcel's uniqueness, limited time availability, or an emerging recreation activity. Neither should the criteria be used to the exclusion of good judgment or market considerations. The criteria are meant to assist a subjective decision of whether or not to acquire using objective information.

The criteria adopted by the Town to govern acquisition of open space should be used for open space acquisitions. The criteria outlined below are intended to address land acquisition other than for open space. There will be some overlap.

Town-wide System Balance/Geographic Distribution: The location and type of acquisition being evaluated should be considered in relation to what other facilities are nearby. Opportunities in areas considered to be underserved should be rated higher to meet access and availability standards for all neighborhoods. Balance refers to providing a broad spectrum of natural areas, recreation opportunities and cultural arts facilities convenient to all.

Natural Resource Protection: Current public standards highly value natural resources as green infrastructure. This evaluation should consider how a proposed acquisition may protect an existing conservation area from urban degradation, protect an historic or cultural site or incorporate unique and valuable natural features into the park system.

Environmental Enhancement: Some parcels available for open space use have been environmentally contaminated, or have degraded habitat conditions. The cost to clean up or restore these sites is often prohibitive. The Town can significantly improve the quality of life for its residents by expediting mitigation and making that land available for public use. Parcels with a low risk and a high possibility of mitigation would rate high in this category.

Open Space Aesthetics: The Town's network of parks, conservation areas and greenways contribute highly to the quality of life. These scenic breaks mitigate the negative environmental impacts of urbanization. An acquisition which contributes to the visual character of Cary would rate high for this criterion.

Enhance Access and Linkage: Traveling from urban centers, neighborhoods and parks to other parks or urban centers easily via scenic routes is highly prized by Cary citizens. Linkage and connectivity along greenway corridors is of particular interest. When connectivity and linkage are evaluated, the ability of traffic corridors to also accommodate bicycles, pedestrians and wildlife should be evaluated.

Appropriate to Adjacent Land Use: When a site enhances, protects, provides connectivity or adds missing recreation opportunities to an adjacent park property, it would rate high.

Protection of Watersheds and Water Quality: As urbanization pressures increase, watersheds experience increased risk of degradation. Protecting watersheds by incorporating (in some form) fragile or important watershed features into the park system is important to the quality of life in Cary.

Suitability for Intended Use: When a specific need is identified to enhance recreation opportunities or provide better balance of park or recreation facilities, sites well suited to satisfy that need would rate high for this criterion.

Recreation Value: The Town parks provide land and specialized facilities for a variety of sports and recreation activities. A proposed acquisition would rate high if it significantly improved recreation opportunities in a particular underserved location, or had buildable land for fields or structures.

Method of Acquisition/Direct Costs: This criterion provides the opportunity to rate a site's value relative to how it will be acquired. Grants or gifts would rate higher than purchases. Dedications, easements and leases may also be preferable.

Multiple Use Benefit: Sites that provide opportunities for both recreation and cultural objectives should be rated high on this criterion.

Community Benefit: It is important that the benefit for the entire parks system is considered when evaluating a parcel of land for acquisition. A parcel of land that would benefit the entire community would rate highest in this category.

Provides for Future Needs/Anticipated Growth: As the Town is growing, future needs for residents must be anticipated and accommodated. A site that addresses future Town growth would rate highest in this category.

Overall Cost/Benefit to Parks System: Each proposed acquisition should be rated according to how well it meets park system objectives of balance and accessibility. Sites benefiting larger constituencies, satisfying recreation needs not otherwise met, or resolving gaps in connectivity would rate higher.

Long Term Development and Maintenance Costs: Excessive development and maintenance costs that a potential acquisition site requires would be a factor in the perceived value of the acquisition. Sites requiring minimal anticipated development and/or maintenance costs would rate higher in this category.

Urgency for Acquisition: Certain parcels of land may require a faster decision making process because there is a high potential for development that would lead to a loss of desirable land.

FUNDING OPPORTUNITIES

Cultural Arts: The Town of Cary has been effective in developing strong partnerships and there are a range of funding opportunities related to cultural arts that are worthy of exploration.

No matter which option is chosen for developing cultural arts facilities, there are a range of options for developing partnerships and soliciting support from the private sector.

Corporate and individual contributions can be solicited from several different groups:

- Corporate or wealthy individuals may be approached for significant naming opportunities (including the building, as well as key spaces or systems within the building).
- A broader range of residents can participate with smaller contributions (often in the form of "buy a brick" grassroots campaigns for contributions of between $100 and $500. They serve not only to raise money but, as important, to build interest in and support for the new facilities.

Once the facilities are operational, there will be opportunities for corporate sponsorships of concerts, exhibitions, competitions, events, and activities. These can involve various levels of contribution ranging from series sponsorships to individual event sponsorships.

FUNDING SOURCES SUITABLE FOR PARKS, CONSERVATION, GREENWAYS AND CULTURAL ARTS

The Town of Cary should pursue all potential funding sources for the acquisition and development of parks, greenways, and cultural arts facilities. Funding sources and mechanisms include but are not limited to the following:

Town of Cary Funding Sources

- General Fund Allocation
- Taxes
    - Sales Tax
    - Property Tax
    - Excise Tax
- Fees
    - Stormwater Utility Fees
    - Impact Fees
    - In-Lieu-of-Dedication Fees
- Bonds
    - Revenue Bonds
    - General Obligation Bonds
    - Special Assessment Bonds

County Funding Sources

- Wake/Chatham County Open Space Acquisition Funds
- Wake/Chatham County Grant-in-Aid Funds

State Funding Sources

- North Carolina Parks and Recreation Trust Fund
- Clean Water Management Trust Fund
- Farmland Protection Trust Fund
- Natural Heritage Trust Fund
- North Carolina Wetlands Restoration Program (NCWRP)
- Small Cities Community Development Block Grants
- Ecosystem Enhancement Program
- North Carolina Conservation Tax Credit Program
- North Carolina Adopt-A-Trail Grant Program
- Urban and Community Forestry Assistance Program
- Water Resources Development Grant Program

Federal Funding Sources

- The Transportation Equity Act for the 21st Century (TEA-21)
    - Recreational Trails Program
    - Bicycle Transportation and Pedestrian Walkways
- Conservation and Reinvestment Act (CARA)
- Land and Water Conservation Fund (LWCF)
- Wetlands Reserve Program
- Urban Parks and Recreation Recovery Fund (UPARR)
- Watershed Protection and Flood Prevention Grants

Private Foundations and Corporations

- American Greenways
  Eastman Kodak Awards
- Z. Smith Reynolds Foundation
- Mitigation Banking

PARTNERSHIP OPPORTUNITIES

The Town of Cary has a long history of partnering with public and private organizations to build, manage, operate and program recreation and cultural arts facilities. These have been beneficial arrangements that efficiently utilize monies and volunteers to achieve specific objectives.

Parks and Recreation

In the public sector, the Town should seek to broaden and strengthen partnering opportunities with Wake and Chatham Counties, the City of Raleigh, and the Towns of Apex, Morrisville and Holly Springs. The Wake County Public

School System, in particular, represents an opportunity, as developed in this plan, to build and refine shared-use facilities beneficial to both the Town and the school system.

At the federal and state levels, The Corps of Engineers and the Wildlife Resource Commission both are potential partners. The Corps shares interests in the Jordan Lake area while the Commission has interests in open space/habitat preservation and restoration.

Partnership opportunities also exist in the development of transportation corridors. Federal, State and local agencies and departments can collaborate on such items as pedestrian and bicycle circulation, open space and wetland preservation, and pedestrian crossings.

Cultural Arts

There is a range of opportunities for partnerships with local and regional cultural arts groups that may not include funding. Among the most important of these are:

- Programmatic partnerships with other arts centers in the region. This might take the form of jointly offering workshops, block booking of specific attractions, or developing multi-site programs (film festivals, for example). While it will be important for Cary's programming to be distinctive, that does not preclude interesting and innovative collaborations with other groups in the region. Such programs may be appropriate for funding through the North Carolina Arts Council.

- Partnerships with other municipalities in the region. To the extent that there is spare capacity in specific programs or activities runs by the Division of Cultural Arts, it may be possible to negotiate an arrangement with other localities whereby residents of these communities can participate in activities generally limited to Cary residents in exchange for an annual service fee. Partnerships with the North Carolina Arts Council and the National Endowment for the Arts should also be explored.

- Local and regional cultural groups provide another opportunity for partnerships. Local groups of both visual and performing artists will not only use these facilities but also can become actively involved in an advisory role on matters such as programming, administration, etc. This will insure that Cary arts groups help to structure the future of facilities designed in part to address their needs.

- Community groups, including hospitals, churches, and social service organizations can also serve as partners. Access to facilities available for rental will be important; however in addition, it may be possible to develop on-going programs that bring new populations to Cary's cultural arts resources.

PUBLIC-PRIVATE PARTNERSHIPS

The Town of Cary is very active in partnering with recreation groups, businesses, and non-profit groups to develop and operate recreation and cultural arts facilities. This should continue and expand at every opportunity. As the Town grows not only larger, but also more sophisticated and diverse, new interests and organizations emerge. These interests and organizations should be welcomed, nurtured and ultimately actively engaged if benefits to the private organization and the Town at large can be identified.

The following private organizations are recognized as existing or potential partners:

- Sports Organizations
    - American Legion Baseball
    - Capital Area Soccer League (CASL)
    - Dream Camps
    - Carolina Copperheads
    - Pop Warner Football
    - West Raleigh Baseball

    - Greater Raleigh Fall Baseball League
    - Triangle Futbol Club
    - Raleigh Rugby Football Club
    - Mid-Atlantic Cricket Conference
    - USA Baseball
- Trails-Related Organizations
    - North Carolina Bicycle Club
    - North Carolina FATS Mountain Biking Club
    - Triangle Greenways Council
    - North Carolina Mountains-to-Sea Trail
    - East Coast Greenway
- Special Use Organizations
    - North Carolina Horse Council
    - Raleigh Area Disc League
    - Cary Dog Park Club
    - North Carolina Senior Games
- Conservation Organizations
    - Triangle Land Conservancy
    - Trust For Public Land

- Parks Organizations
    - People For Parks
    - Friends of Bond Park
- Unaffiliated Groups
    - Businesses
    - Hospitals
    - Churches
    - Private Schools
- Cultural Groups
    - Cary Ballet
    - Cary Players
    - Cary Concert Singers
    - Cary Visual Arts
    - Fine Arts League of Cary
    - Cary Town Band
    - Hum Sub
    - Cary Fine Arts League
    - Friends of Page-Walker
    - Martin Luther King Task Force
    - Latin Life
    - Culturas Unidas
    - Cary Academy

PUBLIC INPUT

Public input is key to improving decisions, building consensus and reducing conflicts. Cary takes pride in its public input process including seeking community input to guide planning for the park system. This information is especially important because it directly reflects how well the park system is meeting the expectations and needs of the community. Wherever possible, the residents of a given park's service area will be asked to participate in choosing recreational elements and have input into the review of the design. The Town is committed to providing sufficient opportunity for increased feedback on park and facility development.