

CHAPTER 1: EXECUTIVE SUMMARY

A. Introduction

In May 2011, the Town of Cary Parks, Recreation and Cultural Resources Department embarked on this ***Parks, Recreation & Cultural Resources (PRCR) Master Plan*** update. This Plan charts a course for providing a balanced system of cultural arts, active recreation, passive recreation, and conservation facilities to all residents. It 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.

B. Purpose

This ***Master Plan*** will help guide the development of the parks, recreation, and cultural resources system in the Town of Cary for the next five to ten years. The Plan provides a framework to maintain the Town of Cary as a regional and national leader in parks and recreation. It also provides planning and decision-making tools to guide staff and leaders in making wise capital and operating investment decisions for the parks, recreation, and cultural resources system, now and into the future. This Plan provides decision-makers with tools to accomplish the following:

- Serve the parks and recreation needs and interests of current and future Cary residents.
- Maintain the quality of the system over time.
- Ensure organizational sustainability.

C. Contents of the Plan

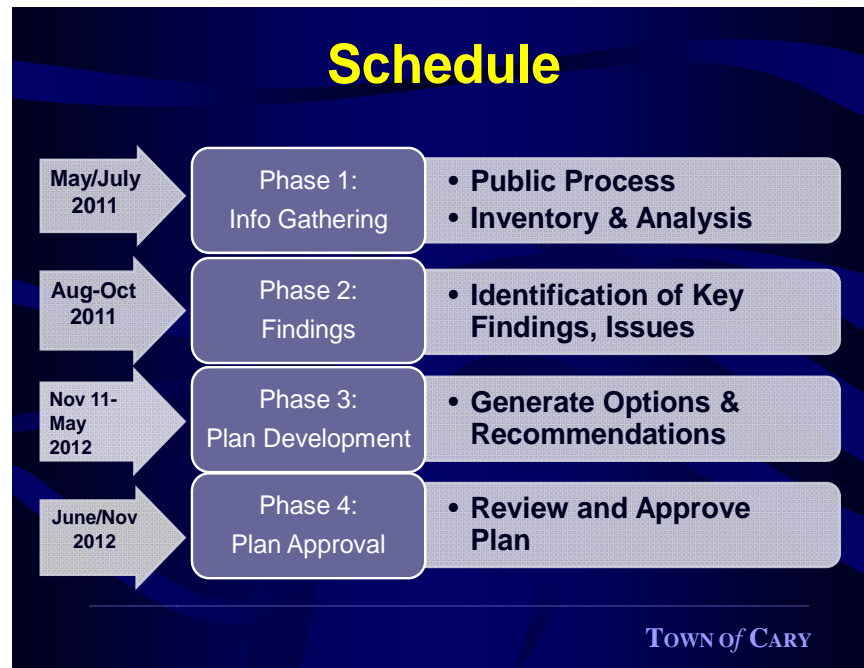
This ***Master Plan*** is organized into the following sections.

- Chapter 1: Executive Summary
- Chapter 2: Introduction & Planning Context
- Chapter 3: Community Profile & Needs Assessment
- Chapter 4: Inventory & Level of Service Analysis
- Chapter 5: Parks & Open Space System
- Chapter 6: Greenways & Trails
- Chapter 7: Recreation Programs
- Chapter 8: Community & Special Use Facilities
- Chapter 9: Management
- Chapter 10: Implementation

The first chapter summarizes the plan contents. Chapters 2-4 provide a review of the planning process and context, needs assessment including a statistically-valid survey, and the existing inventory and Level of Service. Chapters 5-9 focus on key findings and recommendations for parks and open space, greenways and trails, recreation programs, community and special use facilities, and management topics. The final chapter summarizes the plan recommendations from the five preceding chapters in an Implementation Plan table that identifies responsibility, financial implications, and timeframe.

D. Process

This plan is a result of the collective efforts of engaged residents, stakeholders, staff, and leadership. At each stage of the planning process, community members and staff contributed their thoughts and ideas, helping to identify key issues and recommendations. Approximately 2,000 members of the public along with elected officials, staff, and other stakeholders contributed to the vision and goals laid out in this **Master Plan**. This community involvement affirmed that the parks and recreation system is highly valued by residents and contributes to their quality of life. Community input was gathered at each stage of the planning process.



E. Challenges & Opportunities

This **Master Plan** positions the Cary Parks, Recreation and Cultural Resources Department to meet the changing and growing needs of an increasing diverse community. The identification of needs and issues through the planning process provides solid ground on which the Department can strategically provide quality parks, recreation, and cultural resources facilities and services into the future. This Plan will help address the following challenges and opportunities.

- Maintaining the high quality of the parks, recreation, and cultural resources system.
- Balancing demands for service (existing and new neighborhoods, local and regional, etc.).
- Continuing to incorporate environmentally sustainable solutions into the parks and recreation system – including facilities and operations.
- Strengthening the stewardship and management of natural and historical resources.
- Being flexible and responsive to changing demographics, emerging trends, and evolving priorities.
- Planning for future growth.

F. Values & Vision

Town leadership and residents recognize the value and benefits of the parks, recreation, and cultural resources system to the quality of life in Cary. These values along with the vision were articulated throughout the planning process for this **Master Plan**.

Master Plan Public Meeting Input

At a public meeting held in July, 2011 as part of the master plan process, participants were asked to share what the value of the parks, recreation, and cultural resources system is to the Cary community. Following is a summary of that feedback.



Values

- Creates a sense of community and place
- Makes Cary a desirable place to live and visit
- Promotes healthy living
- Provides connection to nature
- Increases property values
- Provides opportunities for all ages and abilities



TOWN of CARY

Public meeting participants also expressed the following vision for future parks, recreation, and cultural resources in Cary.



Vision

- High quality
- Unique
- Proactive
- Connected
- Healthy
- Clean and green
- Sense of community
- Inclusive – something for everyone



TOWN of CARY

These values and vision capture the importance of the parks and recreation system to Cary residents and provide a framework for this **Master Plan** and future planning.

G. Summary of Plan Recommendations

This **Master Plan** contains recommendations that were shaped through an extensive public and stakeholder input process and needs assessment. There are a total of nine goals and 51 objectives. These recommendations are summarized from the last section of the following Plan chapters.

- Chapter 5: Parks & Open Space System
- Chapter 6: Greenways & Trails
- Chapter 7: Recreation Programs
- Chapter 8: Community & Special Use Facilities
- Chapter 9: Management

Parks & Open Space System

GOAL 1: Maintain a diverse and balanced park and open space system as the Town of Cary grows.

Objectives:

- 1.1. Continue to protect areas that are ecologically important and have a high wildlife habitat value (e.g., riparian corridors, forests, large sections of early successional habitat).**

Actions:

- Utilize conservation planning tools to prioritize high value natural resources to acquire for preservation. (Existing tools include those identified in Town Plans including the 2001 Open Space and Historic Resources Plan to identify, locate, and rank parcels containing significant resources, and identify potential corridors of linkage to create an interconnecting system of open space/green infrastructure.) Acquisition criteria include:*
 - *Broad corridors when possible*
 - *Connectivity and adjacency to larger natural areas (e.g., Jordan Lake, Lake Crabtree, Umstead State Park, etc.)*
 - *Connectivity and adjacency to existing parks and greenway corridors*
- Continue to use a variety of strategies including purchasing land, securing conservation easements, and promoting conservation tax benefits (Federal and State of North Carolina) for donation or bargain sale of land or conservation easements.*
- Pursue partnership opportunities (e.g., grant writing, acquisition, and stewardship activities) with Triangle Land Conservancy, Wake Soil and Water Conservation District, and other conservation organizations.*
- Evaluate zoning within open space priority areas (e.g., land within National Register Historic District that is zoned as commercial could be rezoned to residential or another designation to reduce property tax burden).*
- Consider ways to generate revenue, in addition to the use of the Utility Fund for open space acquisition.*

1.2. Actively manage the Town’s natural resources.

Actions:

- a. *Develop a natural resource management plan for the White Oak Greenway and Conservation Area. (The White Oak Creek corridor was classified as a high priority area for protection in the 2001 Town of Cary Open Space and Historical Resources Plan and is identified as a conservation priority in the Southwest Area Plan.)*
- b. *Develop a natural resource management plan for the Black Creek Corridor. Partner with the Black Creek Watershed Association and North Carolina State University (NCSU). Coordinate with the goals and strategies identified in the Black Creek Watershed Restoration Plan.*
- c. *Prioritize other high value park lands for the development of natural resource management plans.*
- d. *Complete preliminary natural resource management plans outlining ongoing management costs prior to purchasing open space parcels.*
- e. *Identify partnership opportunities with NCSU or other organizations to assist in the development of natural resource management plans for properties or portions of properties that will be maintained as nature areas or will have minimal development to maximize conservation benefits.*
- f. *Utilize the Town’s “Spruce” Program in developing an environmental stewardship volunteer program to provide citizens the opportunity to become involved in caring for natural areas (e.g., invasive species removal).*
- g. *Manage water resources in the protection and development of the parks and open space system in coordination with the Stormwater Master Plan.*

1.3. Continue to develop a high quality, geographically-based system of parks through-out Town.

Actions:

- a. *Utilize this Master Plan to help prioritize and guide development of new parks.*
- b. *Maintain high quality of existing parks by continuing to fund lifecycle replacement costs.*
- c. *Develop new parks on existing land-banked park property.*
- d. *Acquire new park land (in northeast and south Cary).*
- e. *Emphasize greenspace in Downtown Cary.*
- f. *Identify and secure funding for new park development.*
- g. *Explore short-term, low-cost improvements and partnership opportunities to activate land-banked park property until they can be fully developed. (Partnership opportunities may include a disc golf course and/or mountain bike, single track trails.)*
- h. *As development occurs on existing land-banked park properties, research any existing structures, old-growth, champion trees, etc., for historic preservation*
- i. *Meet facility needs by expanding joint-use partnerships with the Wake County School District at the following locations (and private schools, as appropriate):*
 - *Alston Middle School – Gym and multipurpose fields*
 - *Briarcliff Elementary School*
 - *Cary Elementary School*
 - *Davis Drive Middle School*
 - *East Cary Middle School*
 - *Mills Park Middle School – Gym*
 - *Oak Grove Elementary School*
 - *Panther Creek High School - Gym*

- Penny Road Elementary School
- Reedy Creek Elementary School
- Roberts Road High School
- Turner Creek Elementary School – Multipurpose field
- Weatherstone Elementary
- West Cary Middle School – Multipurpose field

1.4. Update the Master Plan Level of Service to match with the Land Dedication Ordinance.

Actions:

- a. Update to include the addition of multifamily development and adjustment of the land dedication acreage to 11.1 acres of park land per 1,000 residents for parks and greenways.
- b. Redefine park types to reflect diversity and complexity of current park system.

1.5. Evaluate open space requirements for future developments and ensure developments are providing adequate open space that maximizes public benefit (e.g., water quality, recreation, wildlife habitat).

Actions:

- a. Continue to work with developers to set aside important open space that provides trail connectivity, wildlife habitat corridors, and water quality protection.
- b. Acquire park land in accordance with the Town Plans and Land Dedication regulations. (For example, an additional 402 acres of park and greenway land is needed to meet the proposed standard of 11.1 acres per 1,000 residents based on 2020 population projections.)

1.6. Develop a well connected open space system in the Maynard Loop and downtown that provides improved opportunities for pedestrians and bicyclists, promotes economic vitality of the Town’s center, and reflects the unique character of these areas.

Actions:

- a. Provide flexibility in classification system and minimum acreage requirements for parks in the Maynard Loop and downtown. Mini parks, plazas, and linear parks can function as specialty and neighborhood parks. Priority should be given to the location, street presence, and connectivity for park and greenway site selection.
- b. Build a downtown urban park to include the following:
 - Destination features, art, interactive water features, and public gathering spaces for a variety of events
 - Promote restaurants and food vendors along the park edges and within the park
 - Public art focus through the park integrated with park design and programmed and non-programmed events
 - Pedestrian scale decorative lighting for evening use
 - Major water feature- interactive fountain(s)
 - Shaded seating space
 - Moveable tables and chairs
 - Tables with permanent game boards (chess/checkers)
 - Informal open lawn area
 - Child’s play – non-structured and integrated with art and design of park
 - Formal planting areas (gardens)

- *Outdoor multi-use special event space*
- *Ice skating rink during winter months*
- *Enhanced streetscape surrounding the park*
- *On-street parking*
- c. *Further study potential locations for mini parks and greenways utilizing stream buffers, wider sidewalks, and green spaces between buildings that provide unique opportunities to enhance connectivity, downtown vitality, the art district theme, Cary's history, and environmental stewardship.*
- d. *Complete the final design of the 3rd phase of the Higgins Greenway and present to Council to make a final determination whether to extend this greenway to Kildaire Farm Road, Cary Elementary, and the Cary Arts Center.*
- e. *Encourage the incorporation of art, environmental enhancement opportunities, and Cary's historical assets in the parks and open space components in the Maynard Loop and downtown.*
- f. *Further study improvements that would better integrate the Town Hall Campus green spaces, plazas, and art as part of downtown park system.*
- g. *Create a history walk with interpretative signage connecting the Page Walker Arts & History Center with the Cary Arts Center.*

1.7. Upon approval of the Cary-Chatham Land Use Plan, develop a plan in partnership with Chatham County for future parks, greenways, and open space.

Actions:

- a. *Consider making development of parks part of future urban and developing nodes within Chatham County.*
- b. *Require spur trails that connect to the American Tobacco Trail for future private development adjacent to the American Tobacco Trail.*
- c. *Consider the development of joint-use recreation uses between Chatham County and the Town of Cary as future school locations are considered.*

1.8. Based on an increasing demand for court-related athletic facilities, develop plan to increase the quantity and diversity of court types that are geographically dispersed throughout Town.

Actions:

- a. *Conduct tennis court demand analysis to help identify opportunities to most efficiently and effectively respond to demands.*
- b. *Develop the Cary Tennis Park as the hub of tennis in Cary, with future tennis court expansion based on smaller satellite facilities located throughout Town. Suggested locations and quantities include:*
 - *Add 8 additional covered courts at the Cary Tennis Park.*
 - *Add 8 clay courts at Mills Park. (These should be included with other Town amenities such as ball fields and community centers to create some operational and staffing efficiencies.)*
- c. *Work with WCPSS to complete joint use agreements for tennis courts at Panther Creek High School (6 courts) and Roberts Road High School (Future) (8 courts).*

- d. *Develop specific courts for pickleball and badminton. (In addition to tennis, there are other court-related sports that have been growing in popularity such as pickleball and badminton. Both of these sports require different striping and net heights.)*

1.9. Better meet peak demand for athletic fields by converting select fields to synthetic turf, adding lighting, and expanding partnerships with schools and local sports clubs, where appropriate.

Actions:

- a. *Conduct athletic field demand analysis to help identify opportunities to most efficiently and effectively respond to demands. Consider adding fields at the following locations:*
 - o *Add 2 Fields at the future Bartley Community Park.*
 - o *Add 2 Fields at the future Weldon Ridge Park.*
 - o *Add 2 additional Fields Tom Brooks Park.*
- b. *Work with WCPSS to complete joint use agreements for multi-purpose fields at the following schools:*
 - o *Penny Road Elementary school (1 Field)*
 - o *Alston Ridge Middle School (Future) (2 Fields)*
 - o *Roberts Road High School (Future)(1 Field)*
 - o *East Cary Middle School (2 Fields)*
 - o *Reedy Creek Schools (1 Field)*
 - o *Davis Drive Schools (2 Fields)*
 - o *Turner Creek Elementary School (1 Field)*
 - o *West Cary Middle School (1 Field)*
- c. *When possible group multipurpose fields to better accommodate practices and tournaments.*
- d. *Develop a plan for the conversion of existing multi-purpose fields to sports turf fields. As part of plan, complete a cost analysis of converting existing fields to sports turf fields versus only constructing sports turf fields as part of new park capital projects.*
- e. *Partner with local sports clubs on the allocation of multipurpose fields.*

1.10. Based on an increasing demand for baseball fields, develop plan to increase the quantity of field types that are geographically dispersed throughout Town.

Actions:

- a. *Conduct athletic field demand analysis to help identify opportunities to most efficiently and effectively respond to demands. Areas of need include additional adult softball and baseball fields and additional Youth Fields. Consider locating a majority of these fields in west and central Cary. Consider the following:*
 - o *8 Youth Fields (200-225 ft)*
 - o *2 Youth Baseball Fields (250-275 ft)*
 - o *3 Full Baseball Fields (325-375 ft)*
 - o *3 Adult Softball*

Greenways & Trails

GOAL 2: Provide Cary citizens with a highly functional, safe, well-maintained greenway network that provides recreation, transportation, and education opportunities and wildlife benefits.

Objectives:

2.1. Improve community awareness and use of trail network.

Actions:

- a. Regularly update Town webpage on Greenways.
- b. Continue implementation of Comprehensive Facility Sign Plan.
- c. Per the approved Pedestrian Element of the Comprehensive Transportation Plan, Incorporate wayfinding signage on bike routes with time/distance information, including proximity to greenway trailheads and connections.
- d. Develop prioritized schedule for deploying signage on existing greenways.
- e. Develop system of mile markers and coordinate locations to assist emergency responders.
- f. Develop parks and recreation programming that exposes children and adults to greenway network.
- g. Market Bond Park as the “hub” of the greenway system.
- h. Regularly update the “Bike & Hike Cary Map.”
- i. Utilize regional online trip planning resources to increase awareness of Cary greenway/trail resources and connectivity.
- j. Pursue marketing opportunities for greenways as alternative means of transportation, such as integrating mapping of transit lines, transit stops and park and ride lots with paved greenways, street side trails, bike lanes, and sidewalks.
- k. Integrate bike route and transit connections into trail user awareness. (Both of these modes can and will serve as a means of access by local and regional trail users.)

2.2. Complete a system of trails that serve the entire Cary community by linking parks, open space, schools, and other public facilities to residential, commercial, and employment areas.

Actions:

- a. Deploy new trail type designations in plans, UDO, GIS, and departmental documentation. The term “multi-use” in reference to trails adjacent to streets should no longer be used. Trail types include:
 - Greenway Trail
 - Street-side Trail
- b. Increase connections to:
 - Adjacent Jurisdictions
 - American Tobacco Trail
 - Bond Park
 - Apex Lake Greenway
 - Downtown Cary
 - Transit Hubs

- c. *Develop a plan that prioritizes greenway design, funding, and construction objectives, specifically for:*
 - *Trailhead Priorities*
 - *Trail Priorities*
 - *Primary Routes*
 - *Neighborhood, School, and Park Connections*
 - *Trail Gaps*
 - *Loop trails*
 - *Bike Routes and Transit*
 - *Sidewalks*
 - *This activity should result in a prioritized list of projects for design and a prioritized list of projects with design complete that are ready for construction.*
- d. *Prioritize sustainability and environmental stewardship in trail design and greenway corridors.*
 - *Address sustainability in trail and trail amenity designs.*
 - *Work with other governmental environmental bodies in addressing environmental issues along greenway corridors such as planting to narrow gaps in tree canopy due to trail construction.*
 - *Address environmental issues in plantings along greenway corridors such as supplementing native species, controlling invasive plants and planting fruit-bearing or other wildlife-sustaining vegetation.*
 - *Address wildlife habitat along corridors in design and vegetation.*

2.3. Fund greenway/trail network expansion.

Actions:

- a. *Continue goal of budgeting the construction of a minimum of two miles of greenway per year.*
- b. *Prioritize the design of greenways to develop “shovel ready” greenways and better position the Town to receive State and/or Federal funding.*
- c. *Continue to work with State Parks, NCDOT, Wake County, USDA and CAMPO to identify funding partnerships that will enable the further expansion of the trail network.*
- d. *Continue to coordinate with other Town departments on project feasibility and funding.*
- e. *Continue to consider allowing developers to construct Town greenway if they occur within the network.*

2.4. Connect to national, regional, and adjacent jurisdiction trail networks.

Actions:

- a. *Obtain consensus on developing prioritized trail segments on the edge of Cary’s jurisdiction.*
- b. *Complete the spine route of White Oak Creek Greenway and Black Creek Greenway to connect to the American Tobacco Trail (ATT) and complete the East Coast Greenway route through Cary.*
- c. *Investigate alternative connections between White Oak Creek Greenway and the ATT.*
- d. *Participate in future planning efforts with Wake, Durham and Chatham Counties, Triangle Rails to Trails, and NCDOT to discuss the possible future extension of the ATT southward to connect to Raven Rock via Harris Lake.*

- e. *Participate in any future planning efforts between adjacent jurisdictions to coordinate connections and share lessons learned. Continue to coordinate with Raleigh, Apex, Holly Springs, Durham, Morrisville, and Research Triangle Park to link to their respective trail systems.*
- f. *Participate in development of a “Triangle” Greenway Plan to better position region to obtain Federal grants.*
- g. *Collaborate with Triangle J Council of Governments (TJCOG) on the update of the Center of the Region Enterprise (CORE) Plan.*
- h. *Work with Wake County, NCDOT and RDU to locate and develop a trailhead parking area in proximity to Lake Crabtree and Umstead State Park.*

2.5. Provide well maintained and safe trails.

Actions:

- a. *With the extensive growth of the Town’s Greenway System, review current maintenance standards to determine the appropriate level of service.*
- b. *Utilizing the Town’s “Spruce” program, develop an Adopt-A-Trail program for HOA’s to assist the Town in maintaining greenways.*
- c. *Institute locational approach (mile markers) to provide wayfinding for emergency responders.*

2.6. Provide a seamless and safe trail user experience across the entire greenway network.

Actions:

- a. *Continue to coordinate with Cary Planning and Engineering Departments in the planning and design of sidewalks and street side trails.*
- b. *Meet quarterly with Planning and Engineering Departments on bicycle and pedestrian facility design, funding, construction, and maintenance. An integrated approach to budgeting should be adopted where project boundaries overlap.*
- c. *Remove gates from the Cary Greenway Design Standards and replace with drop bollard.*
- d. *Retrofit drop bollards at existing gate locations.*
- e. *Add curve widening to Cary Greenway Design standards for sub-standard curve radii, and retrofit existing sub-standard curve radii.*
- f. *Apply the most recent version of the MUTCD for trail crossings and signage.*
- g. *Develop criteria and plans for all at-grade and grade separated crossings.*
- h. *Amend Policy 128 to reference the Parks, Recreation, and Cultural Resources Facility Master Plan for greenway crossings.*
- i. *Improve interdepartmental coordination in the design and construction of grade-separated crossings.*
- j. *Consider costs to retrofit existing pedestrian tunnels that do not meet current standards.*
- k. *Define lighting standards for those pedestrian tunnels designated to be lit.*
- l. *Coordinate with Planning Department on bike safety programs, such as the “Share the Trail” campaign (bicycle etiquette, safe passing, etc.), to educate the public on the benefits and importance of bike helmet use on greenway.*
- m. *Maintain compliance with any Federal and/or State-mandated ADA requirements for trails.*

Recreation Programs

GOAL 3: Provide a mix of recreation and cultural arts programs responsive to a growing and diverse population.

Objectives:

3.1. Base future programming on research and assessments to reflect the true needs and demands of Cary citizens.

Actions:

- a. *Incorporate survey findings into the update of Long Range Program Plan.*
- b. *Utilize 2011 Master Plan survey results to tailor programming efforts.*
- c. *Conduct a community-wide needs assessment survey every five years as part of the Master Plan process and use the results to identify gaps in service and to guide program development and/or elimination.*
- d. *Periodically conduct program/topic-specific focus group meetings and public forums to guide program planning efforts.*

3.2. Consider the implementation of the approved Specialized Recreation Plan to establish a formal program for people with disabilities.

Actions:

- a. *Pursue hiring a Certified Therapeutic Recreation Specialist per 2008 Specialized Recreation Study recommendations to implement new program area.*
- b. *Consider hiring qualified temporary staff to support this program area.*

3.3. Implement innovative and diverse programming for senior programs.

Actions:

- a. *Provide more evening and Saturday programming targeting 55+.*
- b. *Focus on “Healthy Aging” issues as well as the “growing older experience.”*
- c. *Expand exercise programs for 55+ at Senior Center as well as at other PRCR facilities based on space and schedule. Emphasis should be on providing Aerobics, Yoga and Dance classes.*
- d. *Explore option to change name of Senior Center to attract “younger older” adults.*
- e. *Reinstate the outdoor walking group by contracting with exercise instructors to offer outdoor walking experiences or secure volunteers to lead walking program.*
- f. *Enhance programs to respond to comments from the Senior Survey including: tai chi (currently being offered in the afternoons; having exercise equipment such as tread mills, stationary bikes, etc.); and offering exercise for “problem areas” such as exercise for those with joint problems, stress relief, or lower back pains.*
- g. *Continue to provide Art Shows at the Senior Center.*
- h. *Increase the number of painting classes.*
- i. *Coordinate with Cary Community Arts Center by offering more jewelry-making classes.*
- j. *Provide opportunities for gardening. Add Garden lectures to the ongoing educational activities.*
- k. *Coordinate with Bond Park staff to offer fishing programs.*

- l. Based on comments from the Senior Survey, advertise the pickle ball opportunity being offered at Bond Park Community Center and consider offering demonstrations at the Cary Senior Center for marketing this game.*
- m. Increase the number of monthly meal programs at the Cary Senior Center.*

3.4. Emphasize programming for fitness and wellness.

Actions:

- a. Consider expanding the variety of programming at each indoor recreation site to include fitness and exercise, senior programs, and cultural arts activities. (Also see Objective 6.6 in Community and Special Use Facilities Chapter 8.)*
- b. Continue to enhance the healthy living month using existing programs and special events to promote the value of healthy lifestyle choices.*

3.5. Expand heritage programming and interpretation.

Actions:

- a. Implement actions identified in the Cary Historic Preservation Master Plan. (Several actions are identified including the expansion of the Cary Heritage Museum and the development of preservation and stewardship plans for each historic resource, structural and non-structural, owned by the Town. These should continue as resources are acquired.)*
- b. Develop and maintain a historic preservation web page; periodically explore new internet technologies to promote preservation.*
- c. Increase the number of trained facilitators for the existing oral history program.*
- d. Develop a formal internship program to support historical research documentation.*
- e. Periodically post a feature article on a local historic property and its owner on a Town Historic Preservation web page.*
- f. Create and maintain a database of completed, current, and future research on historical topics.*
- g. Create a speaker's bureau for presenting historic preservation information to local community groups and organizations.*
- h. Develop a public education program to educate citizens and hobbyists about site preservation and the importance of archaeological context.*
- i. Develop an annual awards program to recognize those who have rehabilitated historic buildings in the past year.*
- j. Establish and maintain a program to distribute materials about Cary's preservation program and historic areas to local hotels, restaurants, antique shops, and other merchants.*
- k. Begin sponsoring periodic public workshops on historic building repair and maintenance.*
- l. Develop an interpretive plan that incorporates educational goals and addresses public access for each Town-owned historic site/property.*
- m. Develop, with citizen input, additional walking or driving tours of historic neighborhoods throughout Cary.*
- n. Develop educational tours of other Town-owned historic properties as they become accessible.*
- o. Expand house marker programs throughout historic areas such as downtown, Carpenter, and Green Level, as well as individual resources.*
- p. Initiate a periodic Cary Heritage Festival with a variety of programs, performances, and living history demonstrations highlighting Cary's diverse heritage.*

- q. *Develop and maintain Historic Preservation Resource Library that is accessible to the public.*
- r. *Continue to celebrate National Historic Preservation Month with special events.*
- s. *Continue to update history-based curriculum materials and distribute to area schools to further student appreciation of local history.*
- t. *Continue to offer hands-on educational tours of the Page-Walker Arts and History Center and the Cary Heritage Museum to area schools.*
- u. *Continue to offer periodic historic preservation-themed public education programming in collaboration with the Friends of the Page-Walker Hotel.*
- v. *Continue to offer a downtown walking tour which emphasizes historical and architectural significance of historic downtown structures.*
- w. *Continue to provide guidance to owners of historic homes in obtaining chain-of-title research, ownership history, biographical data, etc.*
- x. *Continue to incorporate elements of local history and the importance of historic preservation into Lazy Daze and other town celebrations.*
- y. *Develop a heritage interpretation plan (based on the model of the Hemlock Bluffs Plan). The plan should incorporate educational goals and address access for each Town-owned historic site/property. (This recommendation supports the Cary Historic Preservation Master Plan, Action 2.4.3, identified for implementation by the PRCR Department in 5-6 years.)*
- z. *Increase the number of trained facilitators for the existing oral history program. (This recommendation supports more detailed actions identified in the Cary Historic Preservation Master Plan including Action 5.1.1.)*

3.6. Expand festivals and special events with an emphasis on downtown.

Actions:

- a. *Identify resources needed including staff, volunteers, funding, sponsorships, etc.*
- b. *Identify partnerships and sponsorship opportunities with business community and community organizations.*

GOAL 4: Enhance program planning and market analysis efforts to more strategically deliver services.

Objective:

4.1. Review existing programs to determine most effective use of program resources.

Actions:

- a. *Expand market analysis for each service to avoid duplicative services.*
- b. *Consider using the Public Sector Service Assessment tool to analyze the strength or weakness of the market position for each specific service relative to like or similar providers in the target market service area. Identify duplicative services or a saturation of services and alternative provision strategies. (See **Appendix L**, which has been provided as part of a separate document, for information on the Public Sector Service Assessment tool.)*
- c. *Consider offering peak and non-peak pricing strategies and package bundling for low usage times/days/seasons.*

Community & Special Use Facilities

Community Centers & Senior Center

GOAL 5: Provide an equitable distribution of public indoor recreation spaces in Cary that is sustainable.

Objectives:

- 5.1. Refine Service Model for new Community Centers to a larger multigenerational, multipurpose center. A proposed mix of components includes indoor leisure aquatics, fitness components, gyms, and multi-purpose spaces for flexible programming.**

REFINE COMMUNITY CENTER SERVICE MODEL

- **Incorporate flexibility** into the model to allow for larger centers to serve more residents when appropriate. Providing leisure services at larger regional centers is an industry best management practice and provides one-stop service, increased operational efficiencies, sustainability, and cost recovery, while promoting improved customer service.
- **Incorporate indoor aquatics in new recreation centers** to create operational efficiencies, broader appeal, and respond to high public interest in leisure and instructional (non-competitive) aquatics.
- **Incorporate fitness spaces** including group fitness rooms, cardio-exercise machines, and free weight spaces into the design.
- **Incorporate senior program spaces** into the design, which can be dedicated for older adult use during the day and community and general recreation use at night.
- **Incorporate cultural art program spaces** into the design.
- **Identify highly accessible locations** for new community centers along multi-model transportation corridors (e.g., public transportation routes, greenways and trails, major roadways, etc.) and opportunities to stimulate other real estate investment and economic development.
- **Identify opportunities to partner and/or co-locate** indoor centers with other facilities (e.g., schools, libraries, or other leisure providers), when appropriate.

- 5.2. Develop a new, large multipurpose community center in an accessible location.**

Actions:

- Conduct a feasibility study, including public input and operating/business plans, prior to the design and development of a new community center.*
- In addition to the four basic components – aquatics, fitness, gyms, and multi-purpose rooms – incorporate other desired elements. For example, an indoor walking/running track rated as the top indoor recreation center amenity in the Master Plan survey. The estimated size of a large Community Center to accommodate a mix of these types of components is 65,000-70,000 square feet.*

5.3. Identify opportunities to meet the indoor recreation needs of a growing population in western Cary and southern Cary.

Actions:

- a. *Explore potential partnership opportunities with the Wake County School District or other providers. (Mills Park Middle School, future Alston Ridge Middle School)*
- b. *Consider the feasibility of new future Community Centers at Mills Park in western Cary and Bartley Park in southern Cary.*
- c. *Explore the feasibility of converting empty commercial spaces for use as public Community Center(s).*

5.4. Identify improvements or additions to existing Community Centers to best meet community needs and enhance the functionality.

Action:

- a. *Study feasibility of improvements or additions of gyms, pools, or fitness spaces to existing Community Centers. Utilize potential addition studies and other analysis generated by the Master Plan.*

POTENTIAL IMPROVEMENT TO EXISTING CENTERS

- **Bond Park Community Center** – Considerations for a future improvements at the center include one or two additional gymnasiums and related support spaces. Other potential improvements near Bond Community Center include an on-site playground, spray-ground water park, and climbing wall.
- **Cary Senior Center** – Potential expansion of this facility includes an addition that would add a new media center (currently shared with the library/lounge) and a new multi-purpose room. Consider ways to better utilize Center’s commercial grade kitchen.
- **Herbert C. Young Community Center** – Potential expansion of this facility includes adding an additional gymnasium and/or an indoor "leisure" aquatics center with related support spaces.
- **Middle Creek Community Center** – Possible expansions or renovations might include adding multi-purpose rooms, expanding locker areas, and adding another gymnasium. Additional street signage and promotional material to make people aware that this facility exists is also needed.

Cultural Resources

GOAL 6: Maintain quality cultural arts facilities that celebrate Cary's history and diversity.

Objectives:

- 6.1. Develop a strategic preservation/adaptive reuse plan for Town-owned historic buildings and sites to be operated by the Cary Parks, Recreation and Cultural Resources Department.**

Actions:

- a. *Develop strategic approach toward the development and management of historic Special Use future parks including A.M. Howard Farm and C.F. Ferrell Store and Barnabus Jones House and Farm/future Bartley Community Park.*
- b. *Use the Cary Historic Preservation Master Plan to help guide strategic planning efforts.*
- c. *Continue to work closely with the Friends of Page Walker Hotel and other partners.*
- d. *Develop A.M. Howard Farm Park and C.F. Ferrell Store Park in the Carpenter Historic District as resources become available. (See Concept Plans in Appendix, which has been provided as part of a separate document.)*
 - o *Conduct a feasibility study on potential park uses, programming opportunities, and operational impacts.*
 - o *Identify partnership opportunities.*
 - o *Develop a historic interpretation plan.*
 - o *Coordinate with existing plans (e.g., Carpenter Park Master Plan, Carpenter Community Plan, etc.).*
- e. *Develop the future Bartley Community Park, including historic preservation of Barnabus Jones House and Farm, as resources become available. (See separate Bartley Community Park Master Plan for site design concepts.)*

- 6.2. Maintain high quality of Town Amphitheatres (Koka Booth and Sertoma) in order to continue to meet regional and community needs for outdoor performance venues.**

Actions:

- a. *Sertoma Amphitheatre remains a popular outdoor space and because of its size is a perfect complement to Koka Booth Amphitheatre as well as a significant amenity in Bond Park. As noted in the 2003 plan, the facility is lacking in backstage accommodations (dressing rooms, storage, etc). In addition, some kind of shade structure is recommended over the seating area to make the facility more usable in the height of summer. Its sound and light infrastructure should be evaluated for any potentially needed updates.*
- b. *Koka Booth Amphitheatre – Consider re-locating administrative offices from the Herb Young Community Center as well as continue to evaluate the need for on-site storage facilities. Maintain high quality facilities, grounds, and systems (e.g., sound, lighting systems).*

- 6.3. Pursue the implementation of the overall goals of the *Civic and Cultural Arts Plan* to create an arts district within downtown Cary.**

Actions:

- a. *Explore opportunities to expand the Cary Heritage Museum in downtown Cary. Possible options include expanded use of the Page Walker Arts & History Center or relocation to a larger, more prominent location. Identify appropriate archival storage space in expansion plans.*
- b. *As part of downtown park planning efforts, identify program uses and needed improvements to the Waldo Rood Building and other identified historic buildings.*
- c. *Explore the feasibility of developing “creative clusters” (concentration of arts and design-related businesses and establishments) in downtown Cary.*
- d. *Consider utilization of Town-owned facilities in the Downtown for potential use as artist studios. Also potential for mix-use development around the Downtown Park provides the opportunity for live/work spaces for artists. Specifically, complete the renovation and develop a short term operational model and Business Plan for “Arts Parts” facility as potential artist studio spaces that can complement the program offerings at the Cary Arts Center.*
- e. *Work with the Downtown Manager and the Planning Department on the development of a Town Center Park in the downtown core as described in the Town Center Civic & Cultural Arts Plan.*
- f. *Complete a feasibility study for the development of a Digital Media Arts Center at an appropriate location in Downtown Cary.*
- g. *Locate a facility for the development of Cultural Organization incubator.*
- h. *Complete a feasibility study for the future use of the Waldo Rood House in downtown Cary.*

6.4. Create and activate outdoor community gathering and event spaces in downtown Cary to accommodate festivals and special events.

Actions:

- a. *Provide appropriate streetscape infrastructure including water and power outlets to accommodate downtown special events and festivals.*
- b. *Maximize use of Town’s recently purchased portable stage for street festivals and events.*
- c. *Expand use of Town Hall campus event spaces.*
- d. *Identify appropriate locations at existing parks and facilities to create gathering places with increased seating, benches and shade structures.*
- e. *With the growth in popularity and the continued demand for ongoing events and festivals, analyze the need for additional staff to maintain existing levels of service. Consider expanding Lazy Daze to a multi-day event.*

6.5. Seek opportunities to incorporate public art in the development of the Town’s infrastructure, transportation, and parks and recreation system per the *Public Art Master Plan* guidelines.

6.6. Continue to incorporate and expand cultural arts programming at Community Centers in response to community growth and interests. (Also see *Objective 3.4* in *Chapter 7*.)

Actions:

- a. *With the development of new community centers and/or additional arts specific facilities, include dedicated classroom space to meet the unmet needs of cultural arts programming.*
- b. *Identify additional rehearsal space. Consider providing rehearsal space with the development of any new facility. Such spaces should be somewhat larger than the stage spaces (40'x40') with high ceilings and the ability to adjust acoustics (much like the Marcus Dry Room at the Cary Arts Center, though larger). A large-scale flat-floored space (as recommended in the previous 2003 PRCR Master Plan) could be dividable into multiple rehearsal spaces, given adequate acoustical treatment to isolate sound. Such space could be built in conjunction with a future community center/field-house space which would allow for efficiencies in operations.*
- c. *Develop a space of to accommodate 500-700 people with ancillary support areas, most likely housed within a community center or future field-house in combination with the flat-floored space.*
- d. *Administrative, storage, and shop spaces should be considered important ancillary spaces when additional cultural arts facilities are being designed.*

6.7. Identify new spaces for cultural arts programming as demand grows.

Actions:

- a. *The previous 2003 PRCR Master Plan recommended a 1,000 seat performance venue to complement a smaller 400+ seat venue. This recommendation was repeated in the 2006 Town Center Civic & Cultural Arts District Plan, as well as including a large -scale visual art exhibition space. Both plans noted that there are very few 1,000 seat venues in the Triangle area and that remains true today. The opportunity to serve both Cary-based groups as well as other Triangle-wide groups justifies continuing to recommend this scale of venue.*
- b. *Explore opportunities for an art incubator space to foster the growth of arts organizations. (Note: This was a recommendation from the 2006 Town Center Civic & Cultural Arts District Study.)*
- c. *Develop an additional 3,000 square feet of purpose-built exhibition space, 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. While the 2006 plan recommended this facility in conjunction with the larger performing arts venue, current plans being developed for the vacant Arts Parts space has the potential to address this recommendation. The growing private galleries sprouting in downtown Cary has provided additional smaller exhibition spaces that are serving a wide array of local artists. The larger space has the potential to further this trend. More effective coordination of informal exhibit areas would enhance their utility.*

Sports Venues

GOAL 7: Manage the Town's competitive Sports Venues so that they are financially sustainable, continue to attract regional and national events, and are considered an asset by all citizens.

Objectives:

7.1. Implement approved projects at three Sports Venues based on the interlocal agreement between the Town and Wake County. (See Capital Improvement Table in Chapter 10.)

Actions:

- a. *USA Baseball National Training Complex – Complete design and construction of a new 30 - 40,000 square foot Baseball Clubhouse Facility.*
- b. *Cary Tennis Park – Complete Improvements including construction of a new Indoor Tennis Facility, expansion of the existing clubhouse, and development of a new outdoor pavilion.*
- c. *WakeMed Soccer Park – Complete second phase of the Soccer Park Improvements, including stadium video board, artificial turf, lights, additional parking, and new pavilion/restroom.*

7.2. Diversify and maximize use of existing Sports Venues.

Actions:

- a. *Complete a feasibility study that will consider opportunities to attract regional and national events, increase their use, increase their financial viability and value by the community and improve the utilization of the venues on a year-round basis.*
- b. *Monitor balanced local and regional/national Sports Venue use as defined in the Sports Venue Business Plans.*
- c. *Provide public education and communication regarding the field management needs to maintain quality competitive athletic fields.*

7.3. Explore partnership and funding opportunities for additional Sport Venues, including a large field house with multi-use athletic spaces to address local, regional, and national demand for tournaments and special events.

Actions:

- a. *Conduct a feasibility study to identify the potential location, funding, design, and operations of a field house with flexible programming and activity spaces. (Consider adding the elements of indoor multi-sport synthetic turf fields, hard surface or multi-sport surfacing, meeting rooms, coach training suites, locker rooms, and exercise and fitness areas.)*

Other Special Use Facilities

GOAL 8: Expand special use facilities in response to community needs, trends, and funding and partnership opportunities.

Objectives:

8.1. Consider development of new special use facilities to meet diverse needs of community.

Actions:

- a. *Develop a Farmer’s Market at AM Howard Farm.*
- b. *Explore opportunities to develop a large flat floor space to host large events for festivals and rental events. (Ideas discussed include locating as part of another Town facility such as a Community Center. Desired capacity is for groups of 3-4,000.)*

- c. Complete study to determine feasibility of developing a Safety Town that would provide a year-round facility to teach children all aspects of safety.
- d. Continue to explore future opportunities for indoor/outdoor recreational swimming components that could be used by the public. Improve parking, bicycle and pedestrian access to these facilities.

8.2. Expand the Stevens Nature Center at Hemlock Bluffs to accommodate more program participants.

Actions:

- a. Consider adding a multi-purpose room to accommodate current program demand. In addition, this expansion should also address facility space needs including the gift shop layout, offices, and storage issues.
- b. Consider renovating Stevens Nature Center based on sustainable design and green building practices and incorporating this into the educational programming while still maintaining the Center's primary focus on nature and the environment.
- c. Actively set aside parkland and unique open space as nature parks or nature walks.

8.3. Consider incorporating park specialty facilities with the development of all new parks.

Actions:

- a. Develop the following special-use facilities in future parks:
 - o 2 additional disc golf courses in future Town parks.
 - o 2-3 "spray-grounds" in future Town parks.
 - o 1-2 additional dog parks.
 - o 2-3 community gardens.
 - o 8 court sand volleyball complex.
- b. Consider development of a mountain bike single track trail at an appropriate park in western Cary.
- c. Include bouldering facilities at new parks.

Best Management Practices

GOAL 9: Incorporate best management and planning practices to ensure quality services and efficient use of resources.

Objectives:

- 9.1. Ensure that the Department's *Business Plan*, the *Long Range Program Plan*, and all other facility Business Plans align with the broader goals and vision of the 2012 *PRCR Master Plan* update.

Actions:

- a. Review all departmental planning documents on an annual or bi-annual basis.
- b. Update the *PRCR Master Plan* in five years (2017).
- c. Align other *PRCR* plans with the updated *Master Plan* (e.g., needs assessment, demographics, trends, etc.).

- d. *Create a Business Plan for the Cary Arts Center (opened in summer 2011).*
- e. *Consider developing a Business Plan for the Koka Booth Amphitheatre.*
- f. *Keep the Facility Business Plans updated.*

9.2. Develop a Strategic Communication and Marketing Plan to promote parks, recreation, and cultural resource facilities and services.

Actions:

- a. *Develop a comprehensive marketing plan specifically aimed at the Town’s entertainment and sports venues. In addition, analyze need to either better utilize or increase the advertising budget for the venues.*
- b. *Continue to improve marketing to promote the distinctive and quality parks and recreation system, including the regional venues.*
- c. *Create a steering committee of interested citizens to assist in reviewing all aspects of the Department’s web page to make it more accessible.*
- d. *Increase use of social media and tie with overall marketing plan (i.e., website, social media, texting, etc.).*
- e. *Consider developing a communications strategy to change the identity of and stigma associated with “Senior” Centers.*
- f. *Increase citizen knowledge of PRCR programs and activities by 10 percent by the next Needs Assessment Survey.*
- g. *Create and implement marketing tactics to promote PRCR Program Brochure, Teen Scene, and Creating Active Retirement Years (hard and soft copy) as the primary sources for program information.*

9.3. Improve customer service and the delivery of services through the continued use of new technology.

Actions:

- a. *Utilize page turning software to facilitate the public’s access to the Department’s online program brochures and planning documents.*
- b. *Research potential software packages that would improve the on-line registration process.*
- c. *Utilize/purchase an on-line roster services for adult and youth sports leagues*
- d. *Research issues and costs related to the development of phone “apps” and/or mobile websites for online registration and reservations, as well as provide highlights on greenways, parks, public art, etc.*
- e. *Install digital screens in PRCR’s community facilities to better provide information on facility programs and upcoming events.*
- f. *Install barcode scanners at all facilities that have concessions and/or product sales as part of their operations.*
- g. *Research technologies that can be utilized to improve the in person registration process, for example electronic signature devices, touch screen check-out monitors, or other emerging technologies.*
- h. *Install “use” counters at all facilities to obtain more accurate counts of facility visitation by the general public.*
- i. *Increase or boost WIFI within existing facilities to provide access to the web.*
- j. *Install fiber optic system to all facilities that need computer access to the Town’s network for either customer service and/or staff work.*

- k. *Purchase a web based weather notification service to improve the Town's processes in making decisions regarding whether or not to postpone or cancel outdoor activities/programs and warning patrons of impending inclement weather.*
- l. *Relative to weather monitoring, provide access to smart phones and/or electronic tablets for staff in the field to better monitor outdoor events.*
- m. *Purchase inventory software to better track supplies.*
- n. *Develop ability to offer virtual tours on the web for facilities (to provide additional rental incentive) and parks and greenways (to give previews to the public and encourage in-person visits).*
- o. *Install technology to increase opportunities for virtual meetings.*

9.4. Enhance financial management tools to effectively track and manage costs to deliver services.

Actions:

- a. *Consider enhancing the Department's cost recovery model to include five levels (like the Pyramid Methodology).*
- b. *Continue to work with Public Works to develop a more complete picture of the cost to operate and maintain parklands, facilities, and venues for the purpose of reducing maintenance costs.*
- c. *Identify target cost recovery goals of all services, programs, and facilities. Build on Business Plans.*
- d. *Communicate the value/cost to provide services and facilities so if in the future, the availability of funding necessary to continue the current high standard diminishes, transparent choices can be discussed or alternatives sought. These choices might include decreasing the LOS standard, exploring and securing alternative funding sources, or increasing fees and charges.*
- e. *Track lifecycle replacement costs separately instead of including them with the ongoing operating and predictive/preventative/routine maintenance costs.*

9.5. Expand the use of alternative funding through sponsorships, volunteers, grants, and donations.

Actions:

- a. *Expand volunteer opportunities for park and greenway projects.*
- b. *Expand tracking of volunteer hours and the value of volunteers used in lieu of necessary staff and attribute this as cost recovery.*
- c. *Expand sponsorship opportunities with a focus on Town regional venues.*
- d. *Consider seeking a corporate endowment to fund select services such as a Town-wide scholarship program for residents of all ages that meet need criterion.*
- e. *Implement actions identified in the Cary Historic Preservation Master Plan.*
Specific action items include:
 - *Secure funding for scholarly research on historic topics.*
 - *Continue to seek state, federal, and private grant opportunities to acquire historic landscapes and/or easements that protect historic landscapes and views.*

9.6. Continue to seek Wake County Hotel Occupancy Tax funding to support high quality, competitive venues to contribute to the regional economy.

Actions:

- a. *Maintain active communication and involvement in the Greater Raleigh Convention and Visitors Bureau.*
- b. *Continue to track regional economic impact of venues.*
- c. *Identify opportunities for funding support for Koka Booth Amphitheatre improvements as needed.*

9.7. Expand revenue generation opportunities as appropriate at parks, recreation, and cultural arts facilities (e.g., rentals, concessions, etc.).

Actions:

- a. *Enhance concession facilities and activities at the new Cary Arts Center.*
- b. *Accommodate rentals at existing and new facilities (e.g., historic sites, etc.).*
- c. *Consider locating cell towers on park land where appropriate.*

9.8. Expand partnerships to encourage joint development of facilities.

Partnership Guidelines:

Partners are defined as those key individuals, agencies, and organizations whose values, vision, and mission align with strategic community issues, initiatives, and services of the department. It is important to analyze the cost to provide the identified partnership service and the Return-on-Investment (ROI). Partnership agreements should be in writing, have exit strategies, and be reviewed and renewed annually.

Actions:

- a. *Expand joint-use partnership agreements with the Wake County School District and private schools.*
- b. *Continue to seek intergovernmental partnerships with Wake and adjacent counties and neighboring municipalities.*
- c. *Establish public/private partnerships with nonprofit organizations, local corporations, and citizens to encourage park, recreation, and cultural arts facilities development.*

9.9. Provide park facilities and services that promote the Town’s sustainability goals by developing and implementing environmentally sensitive design principles and practices.

Actions:

- a. *Adopt and implement Low Impact Development site design and maintenance standards and practices for parks. Consider selecting a new park development project to implement the Sustainable Sites Initiative voluntary guidelines and performance benchmarks for sustainable land design, construction, and maintenance practices (<http://www.sustainablesites.org/>).*
- b. *Base the development of future facilities on green building principles.*

9.10. Continue to incorporate the new 2010 Americans with Disabilities Act (ADA) standards and guidelines in parks and recreation facilities.

Actions:

- a. Complete update of ADA audit of facilities.*
- b. Continue to implement “Transition Plan” to meet the new standards.*
- c. Complete mobility plan for trails.*
- d. Require all contractors/vendors to provide products and services in compliance with the new standards for any facility or service.*

9.11. Maintain updated records of Town owned and managed land, park and facility inventory, historical collections, demographic data, and planning documents to facilitate the ongoing management of Town resources.

Actions:

- a. Complete the update of Town’s GIS layer for Town-owned and managed land so that all currently owned and managed land is included.*
- b. Identify resources to clean-up current GIS information to ensure accuracy.*
- c. Update inventory and GIS data annually.*
- d. Update the Parks, Recreation & Cultural Resources Master Plan every five years.*
- e. Implement actions identified in the Cary Historic Preservation Master Plan.*

H. Organizational Implementation Commitments

The **PRCR Master Plan** provides goals and objectives that will shape the parks and recreation system for many years to come. The Plan positions the department to maintain its place as a national and regional leader and high quality provider of parks and recreation facilities and services. An implementation matrix in **Chapter 10** summarizes short, mid, and long-term objectives, and actions to achieve plan goals. It also identifies staff and financial resources needed. This Plan should be reviewed and updated regularly to align with changing circumstances and evolving community issues, needs, and interests.

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, and conservation areas as well as all associated programming, maintenance, and stewardship responsibilities. It must also be flexible to accommodate ongoing competition for limited resources.

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 recreation and cultural arts facilities will be critical to the successful implementation of this Master Plan.

