

CHAPTER 10: IMPLEMENTATION

A. Introduction

This 2012 *Parks, Recreation & Cultural Resources Master Plan* Update provides a guidance to meet existing and future community needs. The strength of this plan stems from extensive research, community involvement, needs assessment, identification of key issues and findings, and a public review that forms the basis for the recommendations. The *Master Plan* recommends goals and objectives for the Cary Parks, Recreation and Cultural Resources Department that:

- Strive to meet or exceed resident expectations.
- Use innovative ideas and methods to successfully meet challenges posed by budgetary, facility, and staffing limitations.
- Lead by a stewardship approach that provides high-quality facilities, both existing and future, through judicious use of public funds.
- Conserve natural assets.
- Foster cooperation and partnerships with alternative providers in offering parks and recreation services and facilities.
- Promote trail connectivity.
- Facilitate a proactive planning process guided by community needs and executable strategies.
- Establish a process for reviewing and updating this Plan regularly.

This *Master Plan* is designed to serve as a decision-making tool for the Town of Cary to help set priorities for implementation and to provide a high Level of Service for the park, recreation, and cultural resources system of facilities and services. The following Implementation Chart summarizes the Plan recommendations and identifies timing and financial impact where appropriate. The Implementation Plan is subject to annual review and revisions. It should serve as a guide in the department's annual budget development and work plan.

This *Master Plan* is intended to provide a vision for the next twenty years to 2032 with a focus on short and mid-term priorities within the next 20 years. The Implementation Plan is based on the following time frame for short, mid, and long-term priorities. Given the current funding variability, these designations are general in nature and do not have specific time frames attached to them:

- Short-Term
- Mid-Term
- Long-Term

In some cases recommendations are identified as ongoing or immediate.

Acronyms

The following acronyms for Town of Cary departments and other agencies involved in the implementation of the recommendations of this plan are summarized below. These acronyms are used in the Implementation Matrices in this chapter.

Town Departments:

Engineering Department (EN)

Finance Department (FN)

Fire Department (FD)

Parks, Recreation and Cultural Resources Department (PRCR)

Planning Department (PL)

Public Works Facilities Management Department (PWFMM)

Other Groups:

Wake County Public School System (WCPSS)

B. Implementation Matrices

PARKS & OPEN SPACE			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
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:			
a. Utilize conservation planning tools to prioritize high value natural resources to acquire for preservation.	PRCR – Parks Planning, PL	Staff Time	Ongoing
b. 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.	PRCR – Parks Planning, PL	Staff Time, Funding	Ongoing
c. 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.	PRCR – Parks Planning	Staff Time	Short-Term, Ongoing
d. 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).	PL	Staff Time	Ongoing
e. Consider ways to generate revenue, in addition to the use of the Utility Fund for open space acquisition.	PRCR, Budget, PL	Staff Time	Short-Term
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.	PRCR – Parks Planning, PWFM	Staff Time, Consultant Fee (\$40,000)	Short-Term
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.	PRCR, PWFM, EN – Stormwater, Partner Groups	Staff Time, Consultant Fee (Varies based on roles of partners)	Short-Term
c. Prioritize other high value park lands for which to development natural resource management plans in the future.	PRCR	Staff Time	Mid-Term

PARKS & OPEN SPACE			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
d. Complete preliminary natural resource management plans outlining ongoing management costs prior to purchasing open space parcels.	PRCR	Staff Time	Ongoing
e. Identify partnership opportunities with NCSU or other organizations to assist in the development of natural resource management plans for Town-owned properties or portions of properties that will be maintained as nature areas or will have minimal development to maximize conservation benefits.	PRCR – Parks Planning	Staff Time	Short-Term, Ongoing
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).	PRCR, PWFM	Staff Time	Short-Term
g. Manage water resources in the protection and development of the parks and open space system in coordination with the Stormwater Master Plan.	PRCR – Parks Planning, EN – Stormwater	Staff Time	Short-Term Ongoing
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.	PRCR – Parks Planning,	Staff Time	Short-Term
b. Maintain high quality of existing parks by continuing to fund lifecycle replacement costs.	PRCR – Parks Planning, PWFM	Funding	Ongoing
c. Develop new parks on existing land-banked park property.	PRCR – Parks Planning	Capital Funding	Ongoing
d. Acquire new park land (in northeast and south Cary).	PRCR – Parks Planning, EN – Real Estate	Acquisition Funding	Short-Term, Ongoing
e. Emphasize additional greenspace in Downtown Cary.	PRCR, PD, Downtown Manager	Staff Time, Funding	Short-Term, Ongoing
f. Identify and secure funding for new park development.	PRCR, Budget	Staff Time, Funding	Ongoing
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.)	PRCR, Partners (TBD)	Staff Time, Partnership Resources	Short-Term
h. As development occurs on existing land-banked park properties, research any existing structures, old growth, champion trees, etc., for historic preservation.	PRCR, PL	Staff Time, Funding	Ongoing

PARKS & OPEN SPACE			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
<p>i. Meet facility needs by expanding joint-use partnerships with the Wake County School District at the following locations (and private schools, as appropriate):</p> <ul style="list-style-type: none"> o Alston Middle School – Gym and multipurpose fields o Briarcliff Elementary School o Cary Elementary School o Davis Drive Middle School o East Cary Middle School o Mills Park Middle School – Gym o Oak Grove Elementary School o Panther Creek High School – Gym o Penny Road Elementary School o Reedy Creek Elementary School o Roberts Road High School o Turner Creek Elementary School – Multipurpose field o Weatherstone Elementary o West Cary Middle School – Multipurpose field 	PRCR, WCPSS	Funding	Ongoing
1.4. Update the Master Plan Level-of-Service to match with the Land Dedication Ordinance.			
<p>Actions:</p> <p>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.</p>	PRCR, Town Council	Staff & Council Time	Short-Term
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).			
<p>Actions:</p> <p>a. Continue to work with developers to set aside important open space that provides trail connectivity, wildlife habitat corridors, and water quality protection.</p>	PRCR, PL	Staff Time	Ongoing
<p>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.)</p>	PRCR, PL	Staff Time, Funding	Ongoing
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.			

PARKS & OPEN SPACE			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
Actions:			
a. <i>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.</i>	PRCR, PL, Downtown Manager	Staff Time	Short-Term, Ongoing
b. <i>Build a downtown urban park.</i>	PRCR, PL, Downtown Manager	Staff Time, Capital Funding	Short-Term
c. <i>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.</i>	PRCR, PL	Staff Time	Ongoing
d. <i>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.</i>	PRCR, PL	Staff Time, Capital Funding	Short-Term
e. <i>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.</i>	PRCR, PL	Staff Time	Ongoing
f. <i>Further study improvements that would better integrate the Town Hall Campus green spaces, plazas, and art as part of downtown park system.</i>	PRCR, PL	Staff Time	Ongoing
g. <i>Create a history walk with interpretative signage connecting the Page Walker Arts & History Center with the Cary Arts Center.</i>	PRCR, PL	Staff Time, Funding	Mid-Term
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. <i>Consider making development of parks part of future urban and developing nodes within Chatham County.</i>	PRCR, PL, Chatham County	Staff Time	Short-Term
b. <i>Require spur trails that connect to the American Tobacco Trail for future private development adjacent to the American Tobacco Trail.</i>	PRCR, PL, Chatham County	Staff Time	Ongoing

PARKS & OPEN SPACE			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
c. Consider the development of joint-use recreation uses between Chatham County and the Town of Cary as future school locations are considered.	Town of Cary, Chatham County, WCPSS	Staff Time, Funding	Ongoing
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.			
a. Conduct tennis court demand analysis to help identify opportunities to most efficiently and effectively respond to demands.	PRCR – Athletics, Parks Planning	Staff Time	Short-Term
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: <ul style="list-style-type: none"> o Add 8 additional covered courts at the Cary Tennis Park. o 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.) 	PRCR – Athletics, Parks Planning	Staff Time, Funding	Short-Term
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).	PRCR – Athletics, Parks Planning	Staff Time, Funding	Short-Term
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.)	PRCR – Athletics, Parks Planning	Staff Time, Funding	Short-Term
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: <ul style="list-style-type: none"> 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 	PRCR-Athletics	Staff Time	Short-Term, Ongoing

PARKS & OPEN SPACE			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
<p>b. <i>Work with WCPSS to complete joint use agreements for multi-purpose fields at the following schools:</i></p> <ul style="list-style-type: none"> o <i>Penny Road Elementary school (1 Field)</i> o <i>Alston Ridge Middle School (Future) (2 Fields)</i> o <i>Roberts Road High School (Future)(1 Field)</i> o <i>East Cary Middle School (2 Fields)</i> o <i>Reedy Creek Schools (1 Field)</i> o <i>Davis Drive Schools (2 Fields)</i> o <i>Turner Creek Elementary School (1 Field)</i> o <i>West Cary Middle School (1 Field)</i> 	PRCR-Parks Planning, Athletics	Staff Time, Funding	Ongoing
<p>c. <i>When possible group multipurpose fields to better accommodate practices and tournaments.</i></p>	PRCR-Athletics, Sports Clubs	Staff Time	Short-Term
<p>d. <i>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.</i></p>	PRCR – Parks Planning, Athletics	Staff Time, Funding Plan	Short-Term
<p>e. <i>Partner with local sports clubs on the allocation of multipurpose fields.</i></p>	PRCR-Athletics, Sports Clubs	Staff Time	Ongoing
<p>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.</p>			
<p>Actions:</p> <p>a. <i>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:</i></p> <ul style="list-style-type: none"> o <i>8 Youth Fields (200-225 ft)</i> o <i>2 Youth Baseball Fields (250-275 ft)</i> o <i>3 Full Baseball (325-375 ft)</i> o <i>3 Adult Softball</i> 	PRCR-Parks Planning, Athletics, Sports Clubs	Staff Time	Short-Term

GREENWAYS & TRAILS			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
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.	PRCR, Public Information	Staff Time	Ongoing
b. Continue implementation of Comprehensive Facility Sign Plan.	PRCR – Parks Planning	Sign Plan Funding	Ongoing
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.	PRCR, PD, EN	Staff Time, Program Funding	Ongoing
d. Develop prioritized schedule for deploying signage on existing greenways.	PRCR – Parks Planning	Staff Time	Short-Term
e. Develop system of mile markers and coordinate locations to assist emergency responders.	PRCR – Parks Planning, FD	Staff or Consultant Time	Short-Term
f. Develop parks and recreation programming that exposes children and adults to greenway network.	PRCR –Admin/Business Dev, Rec Programs	Staff Time, Program Funding	Ongoing
g. Market Bond Park as the “hub” of the greenway system.	PRCR –Admin/Business Dev	Marketing	Ongoing
h. Regularly update the “Bike & Hike Cary Map.”	PRCR – Parks Planning	Staff Time, Funding for Map Production	Annually
i. Utilize regional online trip planning resources to increase awareness of Cary greenway/trail resources and connectivity.	PRCR – Parks Planning, PL	Staff Time	Ongoing
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.	PRCR, PL, Area Transportation Agencies	Staff Time	Ongoing
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.	PRCR, PL	Staff Time	Ongoing
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.			

GREENWAYS & TRAILS

Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
<p>Actions:</p> <p>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:</p> <ul style="list-style-type: none"> • Greenway Trail • Street-side Trail 	PRCR, PL	Staff Time	Ongoing
<p>b. Increase connections to:</p> <ul style="list-style-type: none"> ○ Adjacent Jurisdictions ○ American Tobacco Trail ○ Bond Park ○ Apex Lake Greenway ○ Downtown Cary ○ Transit Hubs 	PRCR, PD	Staff Time, Funding	Ongoing
<p>c. Develop a plan that prioritizes greenway design, funding, and construction objectives, specifically for:</p> <ul style="list-style-type: none"> ○ Trailhead Priorities ○ Trail Priorities <ul style="list-style-type: none"> - 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. 	PRCR, PRCR Advisory Board – Greenway Committee	Staff Time, Identification of Funding Sources (e.g., grants, CIP, operations & maintenance, etc.)	Short-Term, Ongoing – Annually Review Priorities
<p>d. Prioritize sustainability and environmental stewardship in trail design and greenway corridors.</p> <ul style="list-style-type: none"> ○ 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. 	PRCR, Sustainability Manager, Environmental Agencies, etc.	Staff and Design Consultant Time	Ongoing

GREENWAYS & TRAILS			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
2.3. Fund greenway/trail network expansion.			
Actions:			
a. Continue goal of budgeting the construction of two miles of greenway per year.	Town of Cary	Capital Funding	Annually
b. Prioritize the design of greenways to develop “shovel ready” greenways and better position the Town to receive State and/or Federal funding.	PRCR	Staff Time	Short-Term, Ongoing
c. Continue to work with State Parks, NCDOT, Wake County, and CAMPO to identify funding partnerships that will enable the further expansion of the trail network.	PRCR, Other Agencies	Staff Time	Ongoing
d. Continue to coordinate with other Town departments on project feasibility and funding.	PRCR, PD, PWFM, ED	Staff Time, Funding	Ongoing
e. Continue to consider allowing developers to construct Town greenway if they occur within the network.	PRCR, PD, Developers	Staff Time	Ongoing
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.	PRCR	Staff Time	Short-Term
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.	PRCR	Staff Time, Funding	Ongoing
c. Investigate alternative connections between White Oak Creek Greenway and the ATT.	PRCR	Staff Time	Short-Term
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.	PRCR	Staff Time	Short-Term
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.	PRCR, Adjacent Jurisdictions	Staff Time, Funding for Plan Development	Short-Term, Ongoing
f. Participate in development of a “Triangle” Greenway Plan to better position region to obtain Federal grants.	PRCR	Staff Time, Funding	Ongoing

GREENWAYS & TRAILS

Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
<i>g. Collaborate with Triangle J Council of Governments (TJCOG) on the update of the Center of the Region Enterprise (CORE) Plan.</i>	PRCR	Staff Time	Short-Term
<i>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.</i>	PRCR, Engineering, PW, Other Agencies	Staff Time, Identify Funding	Short-Term
2.5. Provide well maintained and safe trails.			
Actions:			
<i>a. With the extensive growth of the Town's Greenway System, review current maintenance standards to determine the appropriate level of service.</i>	PRCR, PWFM	Staff Time	Short-Term
<i>b. Utilizing the Town's "Spruce" program, develop an Adopt-A-Trail program for HOAs to assist the Town in maintaining greenways.</i>	PRCR, PW- Water Conservation	Staff Time	Short-Term
<i>c. Institute locational approach (mile markers) to provide wayfinding for emergency responders.</i>	PRCR	Staff Time	Short-Term
2.6. Provide a seamless and safe trail user experience across the entire greenway network.			
Actions:			
<i>a. Continue to coordinate with Cary Planning and Engineering Departments in the planning and design of sidewalks and street side trails.</i>	PRCR, PD, ED	Staff Time	Ongoing
<i>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.</i>	PRCR, PD, ED	Staff Time	Short-term, (Quarterly)
<i>c. Remove gates from the Cary Greenway Design Standards and replace with drop bollard.</i>	PRCR (through this plan)	Staff Time	Short-Term
<i>d. Retrofit drop bollards at existing gate locations.</i>	PRCR , PWFM	Staff Time, Retrofit Funding	Ongoing
<i>e. Add curve widening to Cary Greenway Design standards for sub-standard curve radii, and retrofit existing sub-standard curve radii.</i>	PRCR	Staff Time, Retrofit Funding	Ongoing
<i>f. Apply the most recent version of the MUTCD for trail crossings and signage.</i>	PRCR, ED	Staff Time	Ongoing
<i>g. Develop criteria and plans for all at-grade and grade separated crossings.</i>	PRCR, ED	Staff Time	Short-Term
<i>h. Amend Policy 128 to reference the Parks, Recreation, and Cultural Resources Facility Master Plan for greenway crossings.</i>	PRCR, ED	Staff Time	Short-Term

GREENWAYS & TRAILS

Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
<i>i. Improve interdepartmental coordination in the design and construction of grade-separated crossings.</i>	PRCR, ED, PD	Staff Time	Ongoing
<i>j. Consider costs to retrofit existing pedestrian tunnels that do not meet current standards.</i>	PRCR, ED	Staff Time	Ongoing
<i>k. Define lighting standards for those pedestrian tunnels designated to be lit.</i>	PRCR, ED, PWFM	Staff Time	Short-Term
<i>l. Coordinate with Planning Department on bike safety programs to educate the public on the benefits and importance of bike helmet use on greenway.</i>	PRCR, Public Information Office	Staff Time, Marketing	Ongoing
<i>m. Maintain compliance with any Federal and/or State-mandated ADA requirements for trails.</i>	Town of Cary	Staff Time, Funding	Ongoing

RECREATION PROGRAMS			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
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.	PRCR	Staff Time	Mid-Term
b. Utilize 2011 Master Plan survey results to tailor programming efforts.	PRCR	Staff Time	Short-Term
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.	PRCR	Staff Time	Mid-Term
d. Periodically conduct program/topic-specific focus group meetings and public forums to guide program planning efforts.	PRCR	Staff Time	Annually (as needed)
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.	PRCR	Funding	Short-Term
b. Consider hiring qualified temporary staff to support this program area.	PRCR	Funding	Short-Term
3.3. Implement innovative and diverse programming for senior programs.			
Actions:			
a. Provide more evening and Saturday programming targeting 55+.	PRCR – Recreation Programs	Staff Time, Funding	Short-term
b. Focus on “Healthy Aging” issues as well as the “growing older experience.”	PRCR – Recreation Programs	Staff Time, Funding	Short-term
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.	PRCR – Recreation Programs	Staff Time, Funding	Short-term
d. Explore option to change name of Senior Center to attract “younger older” adults.	PRCR	Staff Time, Funding	Mid-Term
e. Reinstate the outdoor walking group by contracting with exercise instructors to offer outdoor walking experiences or secure volunteers to lead walking program.	PRCR – Recreation Programs	Funding, Staff Time	Short-term

RECREATION PROGRAMS			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
<i>f. Comments from survey included: 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.</i>	PRCR – Recreation Programs	Funding, Staff Time	Short-term
<i>g. Continue to provide Art Shows at the Senior Center.</i>	PRCR – Recreation Programs	Funding, Staff Time	Short-term
<i>h. Increase the number of painting classes.</i>	PRCR – Recreation Programs	Funding, Staff Time	Short-term
<i>i. Coordinate with Cary Community Arts Center by offering more jewelry-making classes.</i>	PRCR – Recreation Programs	Funding, Staff Time	Short-term
<i>j. Provide opportunities for gardening. Add Garden lectures to the ongoing educational activities.</i>	PRCR – Recreation Programs	Funding, Staff Time	Short-term
<i>k. Coordinate with Bond Park staff to offer fishing programs.</i>	PRCR – Recreation Programs	Funding, Staff Time	Short-term
<i>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.</i>	PRCR – Recreation Programs	Funding, Staff Time	Short-term
<i>m. Increase the number of monthly meal programs at the Cary Senior Center.</i>	PRCR – Recreation Programs	Funding, Staff Time	Short-term
3.4. Emphasize programming for fitness and wellness.			
Actions:			
<i>a. Consider expanding the variety of programming at each indoor recreation site to include fitness and exercise, senior programs, and cultural arts activities.</i>	PRCR	Staff Time, Program Budgets	Short-Term, Ongoing
<i>b. Continue to enhance the healthy living month using existing programs and special events to promote the value of healthy lifestyle choices.</i>	PRCR	Program Funding, Partnerships, Sponsorships	Short-Term, Ongoing
3.5. Expand heritage programming and interpretation.			
Actions:			
<i>a. Implement actions identified in the Cary Historic Preservation Master Plan. (Several actions are identified including developing an interpretation plan that incorporates educational goals and addresses access for each Town-owned historic site/property.)</i>	PRCR – Cultural Arts	Staff Time, Funding	Ongoing

RECREATION PROGRAMS

Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
<i>b. 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.)</i>	PRCR – Cultural Arts	Staff Time	Ongoing
<i>c. 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.)</i>	PRCR – Cultural Arts	Staff Time	Short-Term
<i>d. Develop a formal internship program to support historical research documentation</i>	PRCR – Cultural Arts	Staff Time	Mid-Term
<i>e. Periodically post a feature article on a local historic property and its owner on a Town Historic Preservation web page</i>	PRCR – Cultural Arts	Staff Time	Mid-Term
<i>f. Create and maintain a database of completed, current, and future research on historical topics.</i>	PRCR – Cultural Arts	Staff Time	Mid-Term
<i>g. Create a speaker’s bureau for presenting historic preservation information to local community groups and organizations</i>	PL, PRCR – Cultural Arts	Staff Time	Mid-Term
<i>h. Develop a public education program to educate citizens and hobbyists about site preservation and the importance of archaeological context.</i>	PL, PRCR	Staff Time	Mid-Term
<i>i. Develop an annual awards program to recognize those who have rehabilitated historic buildings in the past year.</i>	PL, PRCR	Staff Time	Mid-Term
<i>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.</i>	PL, PRCR	Staff Time	Mid-Term
<i>k. Begin sponsoring periodic public workshops on historic building repair and maintenance.</i>	PL	Staff Time	Mid-Term
<i>l. Develop an interpretive plan that incorporates educational goals and addresses public access for each Town-owned historic site/property.</i>	PRCR – Cultural Arts	Staff Time	Mid-Term
<i>m. Develop, with citizen input, additional walking or driving tours of historic neighborhoods throughout Cary.</i>	PRCR – Cultural Arts	Staff Time	Mid-Term

RECREATION PROGRAMS			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
n. <i>Develop educational tours of other Town-owned historic properties as they become accessible.</i>	PRCR – Cultural Arts	Staff Time	Mid-Term
o. <i>Expand house marker programs throughout historic areas such as downtown, Carpenter and Green Level, as well as individual resources.</i>	PL	Staff Time	Mid-Term
p. <i>Initiate a periodic Cary Heritage Festival with a variety of programs, performances and living history demonstrations highlighting Cary’s diverse heritage.</i>	PRCR – Cultural Arts	Staff Time	Mid-Term
q. <i>Develop and maintain Historic Preservation Resource Library that is accessible to the public.</i>	PL, PRCR – Cultural Arts	Staff Time	Mid-Term
r. <i>Continue to celebrate National Historic Preservation Month with special events.</i>	PL, PRCR – Cultural Arts	Staff Time	Mid-Term
s. <i>Continue to update history-based curriculum materials and distribute to area schools to further student appreciation of local history.</i>	PL, PRCR – Cultural Arts	Staff Time	Mid-Term
t. <i>Continue to offer hands-on educational tours of the Page-Walker Arts and History Center and of the Cary Heritage Museum to area schools.</i>	PRCR – Cultural Arts	Staff Time	Mid-Term
u. <i>Continue to offer periodic historic preservation-themed public education programming in collaboration with the Friends of the Page-Walker Hotel.</i>	PRCR – Cultural Arts	Staff Time	Mid-Term
v. <i>Continue to offer a downtown walking tour which emphasizes historical and architectural significance of historic downtown structures.</i>	PRCR – Cultural Arts	Staff Time	Mid-Term
w. <i>Continue to provide guidance to historic home owners in obtaining chain-of-title research, ownership history, biographical data, etc.</i>	PL	Staff Time	Mid-Term
x. <i>Continue to incorporate elements of local history and the importance of historic preservation into Lazy Daze and other town celebrations.</i>	PRCR – Cultural Arts	Staff Time	Mid-Term
y. <i>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.)</i>	PRCR – Cultural Arts	Staff Time	Mid-Term

RECREATION PROGRAMS			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
z. <i>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.)</i>	PL, PRCR – Cultural Arts	Staff Time	Mid-Term
3.6. Expand festivals and special events with an emphasis on downtown.			
Actions:			
a. <i>Identify resources needed including staff, volunteers, funding, sponsorships, etc.</i>	PRCR – Cultural Arts	Staff Time, Variety of Funding Sources	Short-Term
b. <i>Identify partnerships and sponsorship opportunities with business community and community organizations.</i>	PRCR – Cultural Arts , Partners, Sponsors	Staff Time	Short-Term
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. <i>Expand market analysis for each service to avoid duplicative services.</i>	PRCR	Staff Time	Short-Term, Ongoing
b. <i>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, which has been provided as part of a separate document, for information on the Public Sector Service Assessment tool.)</i>	PRCR	Staff Time, Consultant Facilitation (if desired – \$25-35,000)	Short-Term
c. <i>Consider offering peak and non-peak pricing strategies and package bundling for low usage times/days/seasons.</i>	PRCR	Staff Time	Short-Term

COMMUNITY & SPECIAL USE FACILITIES			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
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.			
5.2. Develop a new, large multipurpose community center in an accessible location.			
Action: a. Conduct a feasibility study, including public input and operating/business plans, prior to the design and development of a new community center.	PRCR – Parks Planning; Rec Programs	Staff Time, Consultant Fee (\$25,000-\$50,000 depending on scope)	Mid-Term
b. In addition to the four basic components – aquatics, fitness, gyms, and multi-purpose rooms – incorporate other desired elements. (Ex: indoor walking/running track) The estimated size= 65,000-70,000 square feet	PRCR – Parks Planning; Rec Programs	Staff and Consultant Time (see above)	Mid-Term
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.	PRCR, WCPSS	Staff Time	Short and Mid-Term
b. Consider the feasibility of new future Community Centers at Mills Park in western Cary and Bartley Park in southern Cary.	PRCR – Parks Planning	Staff Time	Short and Mid-Term
c. Explore the feasibility of converting empty commercial spaces for use as public Community Center(s).	PRCR – Parks Planning	Staff Time	Short-Term
5.4. Identify improvements or additions to existing Community Centers to best meet community needs and enhance the functionality.			
Actions: 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.	PRCR – Parks Planning	Staff Time, Consultant Fee (if required)	Short to Mid-Term
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.			

COMMUNITY & SPECIAL USE FACILITIES			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
Actions:			
a. <i>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.</i>	PRCR – Cultural Arts	Staff Time	Short-Term, Ongoing
b. <i>Use the Cary Historic Preservation Master Plan to help guide strategic planning efforts.</i>	PRCR – Cultural Arts	Staff Time	Short-Term, Ongoing
c. <i>Continue to work closely with the Friends of Page Walker Hotel and other partners.</i>	PRCR – Cultural Arts , Friends of Page Walker	Staff Time	Short-Term, Ongoing
d. <i>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 I, which has been provided as part of a separate document.)</i> <ul style="list-style-type: none"> o <i>Conduct a feasibility study on potential park uses, programming opportunities, and operational impacts.</i> o <i>Identify partnership opportunities.</i> o <i>Develop a historic interpretation plan.</i> o <i>Coordinate with existing plans (e.g., Carpenter Park Master Plan, Carpenter Community Plan, etc.).</i> 	PRCR – Parks Planning & Cultural Arts	Capital Funding	Mid-Term
e. <i>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.)</i>	PRCR – Parks Planning & Cultural Arts	Capital Funding	Short-Term
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. <i>Complete needed improvements at Sertoma Amphitheatre (backstage accommodations including dressing rooms, storage, etc.; shade structure over the seating area; and sound and light infrastructure).</i>	PRCR – Parks Planning & Cultural Arts	Staff Time, Funding	Ongoing
b. <i>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).</i>	PRCR – Parks Planning & Cultural Arts; Rec Programs	Staff Time, Funding	Ongoing

COMMUNITY & SPECIAL USE FACILITIES

Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
6.3. Pursue the implementation of the overall goals of the <i>Civic and Cultural Arts Plan</i> to create an arts district within Downtown Cary.			
Actions:			
a. <i>Explore opportunities to expand the Cary Heritage Museum in Downtown Cary. Possible locations 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.</i>	PRCR – Parks Planning & Cultural Arts	Staff Time, Funding	Short-Term
b. <i>As part of downtown park planning efforts, identify program uses and needed improvements to the Waldo Rood Building and other identified historic buildings.</i>	PRCR – Cultural Arts; Downtown Manager	Staff Time, Funding	Short-Term
c. <i>Explore the feasibility of developing “creative clusters” (concentration of arts and design-related businesses and establishments) in downtown Cary.</i>	PRCR – Cultural Arts; Downtown Manager	Staff Time, Funding	Short-Term
d. <i>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.</i>	PRCR – Cultural Arts; Downtown Manager	Staff Time	Short-Term
e. <i>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.</i>	PRCR – Parks Planning, Downtown Manager	Staff Time, Capital Funding	Short-Term
f. <i>Complete a feasibility study for the development of a Digital Media Arts Center at an appropriate location in Downtown Cary.</i>	PRCR – Cultural Arts; Parks Planning	Staff Time, Funding	Short-Term
g. <i>Locate a facility for the development of Cultural Organization incubator.</i>	PRCR – Cultural Arts	Staff Time, Funding	Mid-Term
h. <i>Complete a feasibility study for the future use of the Waldo Rood House in downtown Cary.</i>	PRCR – Cultural Arts; Downtown Manager	Staff Time	Short-Term
6.4. Create and activate outdoor community gathering and event spaces in downtown Cary to accommodate festivals and special events.			
Actions:			
a. <i>Provide appropriate streetscape infrastructure including water and power outlets to accommodate downtown special events and festivals.</i>	Town of Cary	Funding	Ongoing

COMMUNITY & SPECIAL USE FACILITIES			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
b. Maximize use of Town's recently purchased portable stage for street festivals and events.	PRCR – Cultural Arts	Staff Time	Short-Term, Ongoing
c. Expand use of Town Hall campus event spaces.	PRCR – Cultural Arts	Staff Time	Short-Term, Ongoing
d. Identify appropriate locations at existing parks and facilities to create gathering places with increased seating, benches, and shade structures.	PRCR	Staff Time	Ongoing
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.	PRCR – Cultural Arts	Staff Time	Short-Term
6.5. Seek opportunities to incorporate public art in the development of the Town's infrastructure, transportation, and parks system per the <i>Public Art Master Plan</i> guidelines.			
6.6. Continue to incorporate and expand cultural arts programming at Community Centers in response to community growth and interests. (Also see recommendation 3.4 in Chapter 7.)			
Actions:			
c. 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.	PRCR – Parks Planning, Cultural Arts, Rec Programs	Capital Funding	Long-Term
d. Additional rehearsal space is recommended. 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).	PRCR – Parks Planning, Cultural Arts, Rec Programs	Capital Funding	Long-Term
e. Develop a space of to accommodate 500-700 with ancillary support areas, most likely housed within a community center of future field house in combination with the flat-floored space.	PRCR – Parks Planning, Cultural Arts, Rec Programs	Capital Funding	Long-Term
f. Administrative, storage, and shop spaces should be considered important ancillary spaces when additional cultural arts facilities are being designed.	PRCR – Parks Planning, Cultural Arts, Rec Programs	Capital Funding	Long-Term
6.7. Identify new spaces for cultural arts programming as demand grows.			
Actions:			
a. Explore long-term opportunities for a large performance and visual arts center with a capacity of 1,000-1,200 seats in Cary. (Note: This was a recommendation from the 2006 Town Center Civic & Cultural Arts District Study based on market analysis in the region.)	PRCR	Staff Time, Funding	Long-Term

COMMUNITY & SPECIAL USE FACILITIES			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
b. <i>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.)</i>	PRCR – Cultural Arts, Other Partners?	Staff Time, Funding	Mid-Term
c. <i>Develop an additional 3,000 sq. ft. 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. (The vacant Arts Parts space has the potential to address this recommendation.)</i>	PRCR – Parks Planning, Cultural Arts	Staff Time, Funding	Mid-Term
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 inter-local agreement between the Town and Wake County. (See Capital Improvement Table in Chapter 10.)			
Actions:			
a. <i>USA Baseball National Training Complex – Complete design and construction of a new 30 - 40,000 sq. ft. Baseball Clubhouse Facility.</i>	PRCR – Parks Planning, EN	Staff Time, Allocated Capital Funds	Short-Term
b. <i>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.</i>	PRCR – Parks Planning, EN	Staff Time, Allocated Capital Funds	Short-Term
c. <i>WakeMed Soccer Park – Complete second phase of the Soccer Park Improvements, including stadium video board, artificial turf, lights, additional parking, and new pavilion/restroom.</i>	PRCR – Parks Planning, EN	Staff Time, Allocated Capital Funds	Short-Term
7.2. Diversify and maximize use of existing Sports Venues.			
Actions:			
a. <i>Complete analysis of the most effective regional and national events to attract to the Sports Venues to increase their financial viability.</i>	PRCR – Athletics ; Admin – Business Development	Staff Time	Short-Term
b. <i>Monitor balanced local and regional/national Sports Venue use as defined in the Sports Venue Business Plans.</i>	PRCR – Athletics	Staff Time	Ongoing
c. <i>Provide public education and communication regarding the field management needs to maintain quality competitive athletic fields.</i>	PRCR – Athletics , PWFM; Public Information Office	Staff Time, Marketing Materials	Short-Term

COMMUNITY & SPECIAL USE FACILITIES			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
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. <i>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 field, hard surface or multi-sport surfacing, meeting rooms, coaches' training suites, locker rooms, and exercise and fitness areas.</i>	PRCR	Staff Time and/or Consultant Fee	Mid-Term
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. <i>Develop a Farmer's Market at AM Howard Farm</i>	PRCR – Parks Planning	Capital Funding	Mid-Term
b. <i>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.)</i>	PRCR	Staff Time, Capital Funding	Mid-Term
c. <i>Complete study to determine feasibility of developing a Safety Town that would provide a year round facility to teach children all aspects of safety.</i>	PRCR	Capital Funding	Mid-Term
d. <i>Continue to explore future opportunities for indoor/outdoor recreational swimming components that could be used by the public, and improve parking, bicycle and pedestrian access to these facilities.</i>	PRCR – Parks Planning	Capital Funding	Mid-Term
8.2. Expand the Stevens Nature Center at Hemlock Bluffs to accommodate more program participants.			
Actions: a. <i>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.</i>	PRCR – Parks Planning, Rec Programs	Capital Funding	Mid-Term

COMMUNITY & SPECIAL USE FACILITIES			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
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.	PRCR – Parks Planning, Rec Programs	Staff Time, Funding (as Needed for Signage, etc.)	Ongoing
c. Actively set aside parkland and unique open space as nature parks or nature walks.	PRCR – Parks Planning	Capital Funding	Ongoing
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: <ul style="list-style-type: none"> • 2 additional disc golf courses in future Town parks • 2-3 "spray-grounds" in future Town parks • 1-2 additional dog parks • 2-3 community gardens • 8 court sand volleyball complex 	PRCR – Parks Planning	Capital Funding	Ongoing
b. Consider development of a mountain bike single track trail at an appropriate park in western Cary.	PRCR – Parks Planning	Capital Funding	Ongoing
c. Include bouldering facilities at new parks.	PRCR – Parks Planning	Capital Funding	Ongoing

BEST MANAGEMENT PRACTICES

Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
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 <i>Business Plan</i>, the <i>Long Range Program Plan</i>, and all other facility Business Plans align with the broader goals and vision of the 2012 PRCR Master Plan update.			
Actions:			
a. <i>Review all departmental planning documents on an annual or bi-annual basis.</i>	PRCR	Staff Time	Ongoing (annually)
b. <i>Update the PRCR Master Plan in five years (2017).</i>	PRCR	Staff Time and Consultant Fee	Ongoing
c. <i>Align other PRCR plans with the updated Master Plan (e.g., needs assessment, demographics, trends, etc.).</i>	PRCR	Staff Time	Short-Term
d. <i>Create a Business Plan for the Cary Arts Center (opened in summer 2011).</i>	PRCR – Cultural Arts	Staff Time	Short-Term
e. <i>Consider developing a Business Plan for the Koka Booth Amphitheatre</i>	PRCR – Cultural Arts	Staff Time	Short-Term
f. <i>Keep the Facility Business Plans updated.</i>	PRCR	Staff Time	Ongoing
9.2. Develop a Strategic Communication and Marketing Plan to promote parks, recreation, and cultural resource facilities and services.			
Actions:			
a. <i>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.</i>	PRCR – Admin/Business Dev	Staff Time	Short-Term, Ongoing
b. <i>Continue to improve marketing to promote the distinctive and quality parks and recreation system, including the regional venues.</i>	PRCR – Admin/Business Dev	Staff Time	Short-Term, Ongoing
c. <i>Create a steering committee of interested citizens to assist in reviewing all aspects of the Department's web page to make it more accessible.</i>	PRCR – Admin/Business Dev, Public Information Office	Staff Time	Short-Term, Ongoing
d. <i>Increase use of social media and tie with overall marketing plan. (i.e., website, social media, texting, etc.).</i>	PRCR	Staff Time	Short-Term
e. <i>Consider developing a Communications strategy to change the identity of and stigma associated with "Senior" Centers.</i>	PRCR – Rec Programs	Staff Time	Short-Term
f. <i>Increase citizen knowledge of PRCR Programs and activities by 10% by the next Needs Assessment Survey.</i>	PRCR – Admin/Business Dev	Staff Time	Short-Term

BEST MANAGEMENT PRACTICES

Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
<i>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</i>	PRCR – Admin/Business Dev	Staff Time	Short-Term
9.3. Improve customer service and the delivery of services through the continued use of new technology.			
Actions:			
<i>a. Utilize page turning software to facilitate the public's access to the Department's online program brochures and planning documents.</i>	PRCR - Admin	Funding	Short-Term
<i>b. Research potential software packages that would improve the on-line registration process.</i>	PRCR - Admin	Funding	Short-Term
<i>c. Utilize/purchase an on-line roster services for adult and youth sports leagues.</i>	PRCR - Athletics	Funding	Short-Term
<i>d. Research issues & 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.</i>	PRCR - Admin	Staff Time Funding	Short-Term
<i>e. Install digital screens in PRCR's community facilities to better provide information on facility programs and upcoming events.</i>	PRCR	Funding	Short-Term
<i>f. Install barcode scanners at all facilities that have concessions and/or product sales as part of their operations.</i>	PRCR, TS	Funding	Short-Term
<i>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.</i>	PRCR, Finance, TS	Funding	Short-Term
<i>h. Install "use" counters at all facilities to obtain more accurate counts of facility visitation by the general public.</i>	PRCR, TS	Funding	Short-Term
<i>i. Increase or boost WIFI within existing facilities to provide access to the web.</i>	Town of Cary	Funding	Short-Term
<i>j. Install fiber optic to all facilities that need computer access to the Town's network for either customer service and/or staff work.</i>	Town of Cary	Funding	Short-Term
<i>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.</i>	PRCR	Funding	Short-Term

BEST MANAGEMENT PRACTICES			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
<i>l. Relative to weather monitoring including access to smart phones and/or Pads for staff in the field to use services and better monitor outdoor events</i>	PRCR - Athletics	Funding	Short-Term
<i>m. Purchase Inventory software to better track supplies</i>	PRCR - Admin	Funding	Short-Term
<i>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)</i>	PRCR	Funding	Short-Term
<i>o. Install technology to increase opportunities for virtual meetings.</i>	PRCR	Funding	Short-Term
9.4. Enhance financial management tools to effectively track and manage costs to deliver services.			
Actions:			
<i>a. Consider enhancing the Department’s cost recovery model to include five levels (like the Pyramid Methodology).</i>	PRCR	Staff Time and/or Consultant Fee (\$29-35,000)	Short-Term
<i>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.</i>	PRCR, PWFM	Staff Time	Short-Term, Ongoing
<i>c. Identify target cost recovery goals of all services, programs, and facilities. Build on Business Plans.</i>	PRCR	Staff Time	Short-Term, Ongoing
<i>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.</i>	PRCR	Staff Time	Ongoing
<i>e. Track lifecycle replacement costs separately instead of including them with the ongoing operating and predictive/preventative/ routine maintenance costs.</i>	PRCR, PWFM, FD	Staff Time	Short-Term, Ongoing
9.5. Expand the use of alternative funding through sponsorships, volunteers, grants, and donations.			
Actions:			
<i>a. Expand volunteer opportunities for park and greenway projects.</i>	PRCR, Partner Organizations	Staff Time	Short-Term, Ongoing

BEST MANAGEMENT PRACTICES			
Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
<i>b. Expand tracking of volunteer hours and the value of volunteers used in lieu of necessary staff and attribute this as cost recovery.</i>	PRCR, PWFM	Staff Time	Ongoing
<i>c. Expand sponsorship opportunities with a focus on Town regional venues.</i>	PRCR – Admin/Business Dev & Athletics	Staff Time	Short-Term, Ongoing
<i>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.</i>	PRCR – Admin/Business Dev.	Staff Time	Short -Term
<i>e. Implement actions identified in the Cary Historic Preservation Master Plan. Specific action items include:</i> <ul style="list-style-type: none"> • <i>Secure funding for scholarly research on historic topics.</i> • <i>Continue to seek state, federal, and private grant opportunities to acquire historic landscapes and/or easements that protect historic landscapes and views.</i> 	PRCR-Parks Planning; Cultural Arts	Staff Time	Short-Term
9.6. Continue to seek Wake County Hotel Occupancy Tax funding to support high quality, competitive venues to contribute to the regional economy.			
Actions:			
<i>a. Maintain active communication and involvement in the Greater Raleigh Convention and Visitors Bureau.</i>	Town of Cary	Staff Time	Ongoing
<i>b. Continue to track regional economic impact of venues.</i>	PRCR – Athletics & Cultural Arts s	Staff Time	Ongoing
<i>c. Identify opportunities for funding support for Koka Booth Amphitheatre improvements as needed.</i>	Town of Cary	Staff Time	Ongoing
9.7. Expand revenue generation opportunities as appropriate at parks, recreation, and cultural arts facilities (e.g., rentals, concessions, etc.).			
Actions:			
<i>a. Enhance concession facilities and activities at the new Cary Arts Center.</i>	PRCR – Cultural Arts	Staff Time	Short-Term
<i>b. Accommodate rentals at existing and new facilities (e.g., historic sites, etc.).</i>	PRCR	Staff Time	Short-Term, Ongoing
<i>c. Consider locating cell towers on park land where appropriate.</i>	Town of Cary	Staff Time	Short-Term
9.8. Expand partnerships to encourage joint development of facilities.			
Actions:			
<i>a. Expand joint-use partnership agreements with the Wake County School District and private schools.</i>	PRCR	Staff Time	Ongoing

BEST MANAGEMENT PRACTICES

Goals, Objectives & Actions	Responsibility	Financial Impact	Timing
b. <i>Continue to seek intergovernmental partnerships with Wake and adjacent counties and neighboring municipalities.</i>	PRCR	Staff Time	Ongoing
c. <i>Establish public/private partnerships with nonprofit organizations, local corporations, and citizens to encourage park, recreation, and cultural arts facilities development.</i>	PRCR	Staff Time	Ongoing
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. <i>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/).</i>	PRCR – Parks Planning	Staff Time, Funding	Short-Term
b. <i>Base the development of future facilities on green building principles.</i>	PRCR – Parks Planning	Staff Time	Ongoing
9.10. Continue to incorporate the new 2010 Americans with Disabilities Act (ADA) standards and guidelines in parks and recreation facilities.			
Actions:			
a. <i>Complete update of ADA audit of facilities.</i>	PWF, PRCR– Parks Planning	Staff Time	Short-Term (1 st year)
b. <i>Continue to implement “Transition Plan” to meet the new standards.</i>	PRCR	Staff Time	Short-Term (1 st year)
c. <i>Complete mobility plan for trails.</i>	PRCR – Parks Planning	Staff Time	Short-Term
d. <i>Require all contractors/vendors to provide products and services in compliance with the new standards for any facility or service.</i>	PRCR	Staff Time	Ongoing
9.11. Maintain updated records of Town owned and managed land, park and facility inventory, demographic data, and planning documents to facilitate the ongoing management of Town resources.			
Actions:			
a. <i>Complete the update of Town’s GIS layer for Town-owned and managed land so that all currently owned and managed land is included.</i>	PRCR – Parks Planning	Funding	Short-Term
b. <i>Identify resources to clean-up current GIS information to ensure accuracy.</i>	PRCR – Parks Planning	Consultant Fee	Short-Term
c. <i>Update inventory and GIS data annually.</i>	PRCR – Parks Planning	Staff Time	Ongoing
d. <i>Update the Parks, Recreation & Cultural Resources Master Plan every five years.</i>	PRCR – Parks Planning	Staff Time, Consultant Fee	Mid-Term
e. <i>Implement actions identified in the Cary Historic Preservation Master Plan.</i>	PRCR – Parks Planning	Staff Time	Ongoing

C. Summary of Capital Improvement Priorities

This **Master Plan** is intended to provide a vision for the next twenty years to 2032 with a focus on short and mid-term priorities within the next 5-10 years. The Implementation Plan is based on the following time frame for short, mid, and long-term priorities:

- Short-Term
- Mid-Term
- Long-Term

In some cases recommendations are identified as ongoing or immediate.

General cost estimates are included for recommended capital project in the **Parks, Recreation & Cultural Resources Master Plan** to help guide the development and refinement of the department's Capital Improvement Plan. Decision-making criteria to help prioritize capital projects including the following:

Criteria for Prioritizing Capital Projects:

- Project helps meet the Town's Level of Service standards.
- Project has broad town-wide appeal and/or meets an identified need or interest (e.g., survey, etc.).
- Project has identified funding or partnership resources, such as grants.
- Project is compatible with current City plans and long-term vision.

Estimates are provided in 2012 dollars as should be adjusted as needed in future years.

	Short-Term		Mid-Term		Long-Term	
Open Space Acquisition	Parkland/Open Space Acquisition	\$5,000,000	Parkland/Open Space Acquisition	\$5,000,000	Parkland/Open Space Acquisition	\$5,000,000
		\$5,000,000		\$5,000,000		\$5,000,000
Parks Projects	Alston Ridge Middle School/Park	\$1,600,000	Cameron Pond Park	\$2,500,000	Park Renovation	\$4,000,000
	Bartley Community Park (Phase 1)	\$4,400,000	Future Sprayground	\$300,000	Raftery Park	\$10,000,000
	Carpenter Neighborhood Park	\$2,000,000	Morris Branch Neighborhood Park	\$2,335,000	Shaffer Park	\$4,400,000
	Town Center Park	\$2,000,000	Park Renovation	\$3,550,000	Tryon Road Park	\$2,125,000
	Downtown Mini Park	\$500,000	Roberts Road School/Park	\$2,000,000	Weldon Ridge Park	\$4,400,000
	Mills Park (Phase 2)	\$1,070,000	School/Park Projects	\$3,300,000		
	Sports Turf	\$2,000,000	Roberts Road Park	\$4,400,000		
	Park Renovation	\$5,365,000	Twin Lake Park	\$2,500,000		
	Penny Road Elementary School/Park	\$600,000				
		\$19,650,000		\$20,885,000		\$24,925,000
Community & Special Use Facilities	Cary Tennis Park - Indoor Tennis Facility	\$4,500,000	AM Howard Farm Park	\$6,000,000	Herb Young Community Center Addition	\$7,155,000
	Cary Tennis Park - Court Renovations	\$3,800,000	Digital Arts Center	\$1,170,000	New Community Center/Fieldhouse	\$20,000,000
	CF Ferrell Store Site	\$1,100,000	Hemlock Bluffs Renovations/Additions	\$1,800,000	Safety Town for Kids	\$1,000,000
	Community Center Renovations	\$200,000	New Community Center	\$16,000,000	Senior Center Addition	\$2,025,000
	Page Walker Renovation	\$450,000	Sertoma Amphitheatre Renovations	\$475,000	Visual & Performing Arts Center	\$65,000,000
	SK8 Cary Improvements	\$260,000	SK8 Cary Improvements	\$205,000		
	Wake Med Soccer Park Improvements (Phase 2)	\$3,100,000	USA Baseball NTC- Clubhouse (Town's portion only)	\$3,212,500		
			Wake Med Soccer Park Improvements (Phase 3) - Additional parking and Trinity Road Access	\$3,000,000		

	Short-Term		Mid-Term		Long-Term	
		\$13,410,000		\$31,862,500		\$95,180,000
Greenway Projects	Batchelor Branch Greenway - Phase 2 and 3 (Brooks Park to White Oak)	\$1,430,000	Bishop's Gate Greenway Ph II	\$330,000	Dutchmen's Branch Greenway (Phase 1)	\$595,000
	Black Creek Greenway - Ph V	\$2,025,000	Chapel Hill Road Street-side Trail	\$326,000	Green Level Greenway (Brooks Park to Raftery Park - ATT)	\$1,100,000
	Crabtree Creek Greenway (Lake Crabtree)	\$3,698,000	Greenway Resurfacing	\$3,000,000	Greenway Resurfacing	\$4,000,000
	Crabtree Creek Greenway (Bond Park to High House)	\$360,000	Greenway Road Crossings and Neighborhood Connections	\$6,000,000	Greenway Connections	\$9,000,000
	Greenway Resurfacing	\$2,500,000	Piney Plains Greenway - Ph II	\$900,000	Lower Williams Greenway	\$7,000,000
	Greenway Road Crossings and Neighborhood Connections	\$3,700,000	Middle Creek Greenway	\$927,000	Swift Creek Greenway to Lake Johnson	\$4,000,000
	Higgins Greenway (Phase 3)	\$655,000	Camp Branch Greenway	\$680,000	Speight Branch - Ph II	\$1,215,000
	New Hope Church Trailhead Park (ATT)	\$1,441,850	Glenkirk Greenway Ph II	\$835,000		
	Old Reedy Creek Trailhead	\$700,000	Hatcher Grove Greenway	\$920,000		
	Panther Branch Greenway	\$1,400,000				
	White Oak Creek Greenway (Remaining Segments)	\$7,900,000				
		\$25,809,850		\$13,918,000		\$26,910,000
Subtotal	Subtotal	\$63,869,850	Subtotal	\$71,665,500	Subtotal	\$152,015,000
					Total	\$287,550,350

Summary	Short-Term	Mid-Term	Long-Term
	2012-2017	2018-2022	2023-2032
Acquisition	\$5,000,000	\$5,000,000	\$5,000,000
Parks	\$19,650,000	\$20,885,000	\$24,925,000
Special Use	\$13,410,000	\$13,862,5000	\$95,180,000
Greenway	\$25,809,850	\$13,918,000	\$26,910,000
TOTAL	\$63,869,850	\$71,665,500	\$152,015,000

D. Acquisition Strategies

Land acquisition strategies are vital to every park and recreation master plan process to help evaluate future property investments and acquisitions with the stated goals and objects of the agency and their constituency. Building on the land acquisition strategies presented in the previous 2003 *Master Plan*, this section will help guide the process land acquisition efforts.

In general, there are a variety of simple and sophisticated land acquisition methods that can be implemented through the public domain. They include but are not limited to the following.

Land Acquisition Methods

- Conservation Easements
- Preservation Easements
- Public Access Easements
- Density Transfers
- Purchase of Development Rights
- Negotiated Dedications
- Conditional Use Entitlements
- Fees In Lieu
- Land Reservation
- Overlay Zoning
- Subdivision Extractions
- Tax Incentives
- Fee Simple Purchases
- Lease Back Programs
- Bargain Sale
- First Right of Refusal Options
- Land Partnerships and Agreements
- Utility Sharing and Agreements

With a variety of physical options to acquire land, it is necessary to evaluate all potential properties against the recommendations presented within this planning document. The following categories present a general framework for parcel by parcel evaluation prior to implementation of a specific land acquisition method.

Land Acquisition Categories

Proposed Land Acquisition Goals: All properties under acquisition review shall specify intended goals and objectives prior to formal consideration. The department should review the goals and objectives of each parcel against the recommendations stated within this *PRCR Master Plan* to ensure consistency.

Geographic Distribution and Level of Service: Properties should be identified and located in terms of this plan's proposed Level of Service recommendations and geographic position. Often properties may come available in areas that are heavily serviced and need to be measured directly against opportunities in underserved geographic areas not only by land acreage but also by potential program delivery for the parcel under review. Geographic distribution is also directly related to population growth trends and should be measured accordingly.

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. These sites need to be evaluated in the context of this *PRCR Master Plan* regarding specific program opportunity presented and need within that specific geographical area.

Land for Indoor Recreation Opportunities: Potential parcels should be evaluated for future indoor recreation opportunities in context with its geographical location and existing Level of Services metrics.

Natural Resource/Historic and Cultural Protection: 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 Preservation and Enhancement: Some parcels available for open space, park, and greenway use have been environmentally contaminated or disturbed, 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. The protection of water quality also falls under this category.

Greenway 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 linkages are evaluated, the ability of greenway corridors to accommodate bicycles, pedestrians, and wildlife should be evaluated.

Urban Recreation Use: As the core of the Town of Cary develops further it is important to realize the impact of urban recreation areas. These potential parcels are often smaller in size but can provide meaningful urban recreation opportunities. All parcels should be reviewed in regards to urban park development opportunities.

Method of Acquisition/Direct Costs: This criterion provides the opportunity to rate a site's value relative to how it will be acquired. Depending on the location and conditions, grants or gifts may 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.

Initial Development Cost: All parcels should be reviewed for development infrastructure investment. Some parcels may have high costs associated for recreation development due to steep slopes, subsurface constraints, parcel shape and size, access, and infrastructure development limitations.

Long-Term Maintenance Costs: Excessive maintenance costs that a potential acquisition site requires would be a factor in the perceived value of the acquisition. Sites requiring minimal anticipated maintenance costs would rate higher in this category.

Time Sensitive 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.

E. Funding Sources

The following section highlights possible greenways and park funding opportunities that could provide a consistent source of dedicated capital to help build high priority greenways at a faster than normal pace. This compendium is a collection of referenced funding resources available for park and greenway development in the State of North Carolina. Please note the following information is a collection of specific funding information obtained from each funding agency. All sources are cited and detailed information is available from each source's web site and noted contacts. (Also see **Appendix M** for *Potential Grant Funding Sources*.)

Revenue Bonds

A revenue bond is a municipal bond identified by its guarantee of repayment solely from revenues generated by a specified revenue-generating entity associated with the purpose of the bonds. Revenues specified in the legal contract between the bond holder and bond issuer are required to be used for repayment of the principal and interest of the bonds; other revenues (notably tax revenues) and the general credit of the issuing agency are not so encumbered. This is the major difference between a revenue bond and a general obligation bond. Due to the fact that a pledge of secured funds is not as great as that of general obligation bonds, revenue bonds may carry a slightly higher interest rate than general obligation bonds; however, they are also considered one of the most secured type of municipal bonds options.

General Obligation Bonds

General obligation bonds are issued with the underlying belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects. This financial commitment does not require assets to be used as collateral, but is issued as “good faith debt.” A GOB is a bond sold by a specified jurisdiction to investors to raise money. Typically, money is raised for capital improvement projects and general improvements (i.e. open space acquisition and/or park and greenway construction); this depends on the local and state laws which are subject to change. A GOB requires a referendum approval before issued. This portion of the process is time sensitive as referendums are approved or denied in election years.

Special Assessment Bonds

A special type of municipal bond used to fund a development project. Interest owed to lenders is paid by taxes levied on the community benefiting from the particular bond-funded project. For example, if a bond of this sort was issued to pay for sidewalks to be re-paved in a certain community, an additional tax would be levied on homeowners in the area benefiting from this project. Area homeowners get nicer walking paths, and they will probably see the value of their property increase accordingly, but this comes at a price. Their property taxes will increase to pay the interest owed to the bondholders by the municipality. Source: <http://www.investopedia.com>

State Revolving Bonds

There are a variety of revolving loan funds offered through the State for water pollution control and environmental protection. These revolving loan funds are available for local communities and act similar to revenue bonds which require upfront revenue repayment sources, limited repayment terms, and low interest rates.

Installment Purchase Agreement

An installment purchase agreement is basically a payment plan to compensate property owners for restrictions on the future use of their land. IPAs spread out payments so that landowners receive tax exempt interest over a period up to 30 years. The principal of the sales amount is due at the end of the agreed upon term thus making the agreement favorable in terms of property taxes. However, because installment purchase agreements are essentially long-term debt, the agreements generally require the same approvals as general obligation bonds and require a dedicated funding source to be in place (American Farmland Trust, 2000).

Stormwater Utility Fees

Storm water fees are financial obligations levied on land owners to compensate for storm water services provided. The fees obtained on the municipal’s behalf are important for municipal fiscal budgets, future capital projects, and general operations and management. The primary concern for most municipalities is the actual rate and the collection process. Oftentimes, the process is complicated and lacks an overall understanding on behalf of consumers as well as the respective municipality.

Local Option Sales Tax

State authorized sales tax on a variety of retail purchases used by counties for capital improvement projects. This is a method of appropriating funding for projects without incurring debt and is therefore considered an equitable method for creating funding. This decision is typically left up to voters as to whether or not they wish to extend a local option sales tax.

Local Option Excise Tax

State authorized sales tax on specific goods that are purchased such as gasoline, alcohol, tobacco, and luxury items. The money that is generated is used by counties for capital improvement projects. This is a method of appropriating funding for projects without incurring debt and is therefore considered an equitable method for creating funding. This decision is typically left up to voters as to whether or not they wish to extend a local option excise tax.

Local Tax Increment Financing (TIF)

A local TIF permits the use of a portion of local property and sales taxes to assist funding the redevelopment of certain designated areas within a given jurisdiction. Areas eligible for Local TIF are usually in need of conservation measures or economic expansion. The TIF program is a measure to generate income without leveraging significant debt or creating a new taxable system.

Impact Fee/Developer Contribution

Development impact fees are one-time charges applied to offset the additional public-service costs of new development. The fees are typically applied at the time a building permit is issued and are dedicated to provision of additional services, such as water and sewer systems, roads, schools, libraries, and parks and recreation facilities, made necessary by the presence of new residents in the area. Impact fees are essentially user fees levied in anticipation of use, expanding the capacity of existing services to handle additional demand. There are multiple methods of exercising an impact fee and can be somewhat creative depending on current demand.

Mitigation Banking

Mitigation banking involves the creation, preservation, or enhancement of wetlands. This happens only when wetland losses are unavoidable in advance of development actions, when the wetland cannot be compensated for within the development's parameters, or when the wetland would not be as environmentally beneficial. It typically involves the consolidation of small, fragmented wetland mitigation projects into one large contiguous site. Units of restored, created, enhanced, or preserved wetlands are expressed as "credits" which may subsequently be withdrawn to offset "debits" incurred at a project development site.

Private Individual Donations

Private individual donations can come in the form of liquid investments (i.e. cash, stock, bonds) or land. Municipalities typically create funds to facilitate and simplify a transaction from an individual's donation to the given municipality. Donations are mainly received when a widely supported capital improvement program is undergone. Such donations can improve capital budgets and/or projects.

Corporate Donations

Corporate donations are often received in the form of liquid investments (i.e. cash, stock, bonds) and in the form of land. Municipalities typically create funds to facilitate and simplify a transaction from a corporation's donation to the given municipality. Donations are mainly received when a widely supported capital improvement program is undergone. Such donations can improve capital budgets and/or projects.

Corporate Sponsorships

Corporate sponsorships are often delivered in the form of services, personnel volunteers, liquid investments (cash or stock) or land. Municipalities often team with corporations for necessary and or alternative funding. A sponsorship, which is the equivalent of a donation, usually involves some marketing elements or recognition in some form or another. The benefits of marketing often improve the image of the given corporation and are often thought to benefit both parties.

Foundation Grants

Foundation grants are provided by corporations, individuals, or organizations with a specific mission. The process involves an application which requires the municipality to explain the direct relation between the foundation's mission and the applicant's reason for the funding needs. Foundation grants can offer a wide range of awards from a thousand dollars to a million dollars. The award amounts depend on the foundation's funding capacity and allocation decision.

Federal Grants

The federal government offers grants for a variety of purposes. These grants can be extremely large and can jump start or complete an entire capital improvements program. Municipalities must apply for grants and express a connection between its agenda and the grants purpose. Given the financial capacity of these grants, each is extremely competitive among all jurisdictions.

State Grants

Each state offers a variety of grants, each with specific purposes. State grants are limited to municipalities within the specific state's border. These grants range from capital improvement projects to economic revitalization purposes. The award amounts of these grants depend on the state's funding capacity and allocation decisions.

Local Grants

Municipalities oftentimes offer a variety of grants, each with specific purposes. Local grants are limited to areas within the specific municipality's border. These grants range from capital improvement projects to economic revitalization purposes. The award amounts of these grants depend on the state's funding capacity and allocation decisions. These grants are typically much lower than federal grants and state grants.

Fundraising / Campaign Drives

Organization and individuals can participate in a fundraiser or a campaign drive. It is essential to market the purpose of a fundraiser to rally support and financial backing. Oftentimes fundraising satisfies the need for public awareness, public education, and financial support.

Land Trust Acquisition and Donation

Land trusts are held by a third party other than the primary holder and the beneficiaries. This land is oftentimes held in a corporation for facilitating the transfer between two parties. For conservation purposes, land is often held in a land trust and received through a land trust. A land trust typically has a specific purpose such as conservation and is used so land will be preserved as the primary holder had originally intended.

Greenway Specific Trust Fund

A greenway specific trust fund is a holding company designated to shelter land for the purpose of greenway usage. This land should be preserved as intended and is protected by law. The trust can accept land, funding, or both. The land can be utilized for the actual greenway or for a potential land swap, which depends on the donor's specifications. Funding can be used for infrastructure, land acquisition, maintenance, and/or services.

Capital Budget Increase

An increase in the capital budget increases the financial capacity for capital improvements. This option is rarely exercised unless there is a specific use for the capital reallocation. Capital budgets changes originate in the capacity of the federal government, state, county, town, or city. It is possible for a jurisdiction to ask for a change in capital budget from more than one entity to obtain funding for a project.

Local Budget Yearly Contributions

Local governments may choose to contribute to capital improvement projects on an annual basis as opposed to a one-time budget allocation. A funding change such as this offers a project a financial perpetuity which is a continuous stream of funding. This is especially beneficial when a project requires additional funding for maintenance, operations, salaries, or scheduled enhancements.

Transportation Development Tax Credits

Some states have authorized transportation development tax credits for companies that contribute to a needed community development/public infrastructure improvement. Most of the time eligible activities are generally transportation facilities owned by a public entity for use by the public.

In Lieu of Fees

Developers often dedicate open space or greenways in exchange for waiving fees associated with park and open space allocation requirements in respect to proposed development. These types of requirements are presented within local municipal codes and ordinances.

Utility Lease Revenue

A method to generate revenues from land leased to utilities for locating utility infrastructure on municipally owned parcels. This can improve capital budgets and support financial interest in property that would not otherwise create revenue for the government.

Greenway Specific Trust Fund

A greenway specific trust fund is a holding company designated to shelter land for the purpose of greenway usage. This land should be preserved as intended and is protected by law. The trust can accept land, funding, or both. The land can be utilized for the actual greenway or for a potential land swap, which depends on the donor's specifications. Funding can be used for infrastructure, land acquisition, maintenance, and/or services.

Capital Budget Increase

An increase in the capital budget increases the financial capacity for capital improvements. This option is rarely exercised unless there is a specific use for the capital reallocation. Capital budgets changes originate in the capacity of the federal government, state, county, town, or city. It is possible for a jurisdiction to ask for a change in capital budget from more than one entity to obtain funding for a project.

Local Budget Yearly Contributions

Local governments may choose to contribute to capital improvement projects on an annual basis as opposed to a one-time budget allocation. A funding change such as this offers a project a financial perpetuity which is a continuous stream of funding. This is especially beneficial when a project requires additional funding for maintenance, operations, salaries, or scheduled enhancements.

Transportation Development Tax Credits

Some states have authorized transportation development tax credits for companies that contribute to a needed community development/public infrastructure improvement. Most of the time eligible activities are generally transportation facilities owned by a public entity for use by the public.

In Lieu of Fees

Developers often dedicate open space or greenways in exchange for waiving fees associated with park and open space allocation requirements in respect to proposed development. These types of requirements are presented within local municipal codes and ordinances.

Utility Lease Revenue

A method to generate revenues from land leased to utilities for locating utility infrastructure on municipally owned parcels. This can improve capital budgets and support financial interest in property that would not otherwise create revenue for the government.



TOWN of CARY
PARKS, RECREATION & CULTURAL ARTS

www.townofcary.org