

TOWN of CARY

2011/2012 Parks, Recreation & Cultural Resources Master Plan

Recommendations: Goals, Objectives, & Actions

DRAFT #4

Edited Version by Cary, 4.19.12
(Total of 9 goals and 53 objectives)

PARKS & OPEN SPACE

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. (Existing tools include those identified in Town Plans including the 2001 Open Space and Historic Resources Plan to identify, locate, and rank parcels containing significant resources, and identify potential corridors of linkage to create an interconnecting system of open space/green infrastructure.) Acquisition criteria include:*
 - o *Broad corridors when possible*
 - o *Connectivity and adjacency to larger natural areas (e.g., Jordan Lake, Lake Crabtree, Umstead State Park, etc)*
 - o *Connectivity and adjacency to existing parks and greenway corridors*
- 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.*
- 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.*
- 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).*
- e. *Consider ways to generate revenue, in addition to the use of the Utility Fund for open space acquisition.*

1.2. Actively manage the Town's natural resources.

Actions:

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

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

Actions:

- a. *Utilize this Master Plan to help prioritize and guide development of new parks.*
- b. *Maintain high quality of existing parks by continuing to fund lifecycle replacement costs.*
- c. *Develop new parks on existing land-banked park property.*
- d. *Acquire new park land (in northeast and south Cary). .*
- e. *Emphasize greenspace in Downtown Cary.*
- f. *Identify and secure funding for new park development.*
- g. *Explore short-term, low-cost improvements and partnership opportunities to activate land-banked park property until they can be fully developed. (Partnership opportunities may include a disc golf course and/or mountain bike, single track trails.)*
- h. *Meet facility needs by expanding joint-use partnerships with the Wake County School District at the following locations (and private schools, as appropriate):*
 - o *Adams Elementary*
 - 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*

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

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

Actions:

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

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

Actions:

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

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

Actions:

- a. Provide flexibility in classification system and minimum acreage requirements for parks in the Maynard Loop and downtown. Mini parks, plazas, and linear parks can function as specialty and neighborhood parks. Priority should be given to the location, street presence, and connectivity for park and greenway site selection.
- b. 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.
- c. 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.
- d. 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.
- e. Further study improvements that would better integrate the Town Hall Campus green spaces, plazas, and art as part of downtown park system.
- f. Create a history walk with interpretative signage connecting the Page Walker Arts & History Center with the Cary Arts Center.

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

Actions:

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

1.8. 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.*
- b. *When possible group multipurpose fields to better accommodate practices and tournaments.*
- c. *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.*
- d. *Partner with local sports clubs on the allocation of multipurpose fields*
- e.

GREENWAYS & TRAILS

GOAL 2: Provide Cary citizens with a highly functional, safe, well-maintained greenway network that provides recreation, transportation, and education opportunities and wildlife benefits. In achieving this overarching goal particular focus should be given to the following specific objectives:

Objectives:

2.1. Improve community awareness and use of trail network.

Actions:

- a. *Continually update Town webpage on Greenways.*
- b. *Continue implementation of Comprehensive Facility Sign Plan.*
- c. *Develop prioritized schedule for deploying signage on existing greenways.*
- d. *Develop system of mile markers and coordinate locations to assist emergency responders.*
- e. *Develop parks and recreation programming that exposes children and adults to greenway network.*
- f. *Market Bond Park as the “hub” of the greenway system.*
- g. *Regularly update the “Bike & Hike Cary Map”.*
- h. *Utilize regional online trip planning resources to increase awareness of Cary greenway/trail resources and connectivity.*

- i. 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.

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

Actions:

- a. Deploy new trail type designations in plans, UDO, GIS, and departmental documentation. The term “multi-use” in reference to trails adjacent to streets should no longer be used. Trail types include:
 - o Greenway Trail
 - o Street-side Trail
 - o Natural Surface Trail (for use as appropriate for loop trails within parks)
- b. Increase connections to:
 - o Adjacent Jurisdictions
 - o American Tobacco Trail
 - o Bond Park
 - o Apex Lake Greenway
 - o Downtown Cary
- c. Develop a plan that prioritizes greenway design, funding, and construction objectives, specifically for:
 - o Trailhead Priorities
 - o Trail Priorities
 - Primary Routes
 - Neighborhood, School and Park Connections
 - Trail Gaps
 - Loop trails
 - o This activity should result in a prioritized list of projects for design and a prioritized list of projects with design complete that are ready for construction.
- d. Prioritize sustainability and environmental stewardship in trail design and greenway corridors.
 - o Address sustainability in trail and trail amenity designs.
 - o 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.
 - o 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.
 - o Address wildlife habitat along corridors in design and vegetation.

2.3. Fund greenway/trail network expansion.

Actions:

- a. Continue goal of budgeting the construction of two miles of greenway per year.
- b. Prioritize the design of greenways to develop “shovel ready” greenways and better position the Town to receive State and/or Federal funding.

- c. Continue to work with State Parks, NCDOT, Wake County, and CAMPO to identify funding partnerships that will enable the further expansion of the trail network.
- d. Continue to coordinate with other Town departments on project feasibility and funding.
- e. Continue to require developer built trails as they occur within the network.

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

Actions:

- a. Obtain consensus on developing prioritized trail segments on the edge of Cary's jurisdiction.
- b. Complete the spine route of White Oak Creek Greenway and Black Creek Greenway to connect to the American Tobacco Trail (ATT) and complete the East Coast Greenway route through Cary.
- c. Investigate alternative connections between White Oak Creek Greenway and the American Tobacco Trail.
- d. Participate in future planning efforts with Wake, Durham and Chatham Counties, Triangle Rails to Trails, and NCDOT to discuss the possible future extension of the ATT southward to connect to Raven Rock via Harris Lake.
- e. Participate in any future planning efforts between adjacent jurisdictions to coordinate connections and share lessons learned. Continue to coordinate with Raleigh, Apex, Holly Springs, Durham, Morrisville, and Research Triangle Park to link to their respective trail systems.
- f. Participate in development of a "Triangle" Greenway Plan to better position region to obtain Federal grants.
- g. Collaborate with Triangle J Council of Governments (TJCOG) on the update of the Center of the Region Enterprise (CORE) Plan.
- h. Work with Wake County, NCDOT and RDU to locate and develop a trailhead parking area in proximity to Lake Crabtree and Umstead State Park.

2.5. Provide well maintained and safe trails.

Actions:

- a. With the extensive growth of the Town's Greenway System, review current maintenance standards to determine the appropriate level of service.
- b. Utilizing the Town's "Spruce" program, develop an Adopt-A-Trail program for HOA's to assist the Town in maintaining greenways.

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

Actions:

- a. Continue to coordinate with Cary Planning and Engineering Departments in the planning and design of sidewalks and street side trails.
- b. Meet quarterly with Engineering and Planning Departments on bicycle and pedestrian facility design, funding, construction, and maintenance. An integrated approach to budgeting should be adopted where project boundaries overlap.
- c. Remove gates from the Cary Greenway Design Standards and replace with drop bollard.
- d. Retrofit drop bollards at existing gate locations.
- e. Add curve widening to Cary Greenway Design standards for sub-standard curve radii, and retrofit existing sub-standard curve radii.

- f. Apply the most recent version of the MUTCD for trail crossings and signage.
- g. Develop criteria and plans for all at-grade and grade separated crossings.
- h. Amend Policy 128 to reference the Parks, Recreation, and Cultural Resources Facility Master Plan for greenway crossings.
- i. Improve interdepartmental coordination in the design and construction of grade-separated crossings.
- j. Coordinate with Planning Department on bike safety programs to educate the public on the benefits and importance of bike helmet use on greenway.
- k. Maintain compliance with any Federal and/or State-mandated ADA requirements for trails.

PROGRAMS

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

Objectives:

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

Action:

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

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

Actions:

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

3.3 Emphasize programming for fitness and wellness

Actions:

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

3.4 Expand heritage programming and interpretation.

Actions:

- 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.)*
- b. *Develop an interpretation plan, based on the model of the Hemlock Bluffs Plan, that incorporates educational goals and addresses 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.)*
- 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.)*

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

Actions:

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

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

Objectives:

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

Actions:

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

COMMUNITY & SPECIAL USE FACILITIES

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

Objectives:

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

REFINE COMMUNITY CENTER SERVICE MODEL

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

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

Comment [AM1]: Doug – let's discuss this...

Actions:

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

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

Actions:

- Explore potential partnership opportunities with the Wake County School District or other*

- providers.
- b. Consider the feasibility of new future Community Centers at Mills Park in western Cary and Bartley Park in southern Cary.
 - c. Explore the feasibility of converting empty commercial spaces for use as public Community Center(s).

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

Action:

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

POTENTIAL IMPROVEMENT TO EXISTING CENTERS

- **Bond Park Community Center** – Considerations for a future improvements at the center include one or two additional gymnasiums and related support spaces. Other potential improvements near Bond Community Center include an on-site playground, spray-ground water park, and climbing wall.
- **Cary Senior Center** – The media center is shared currently with library and is less than ideal. A possible addition could provide separate space for each along with additional multi-purpose rooms/kitchenette for daily lunch service.
- **Herbert C. Young Community Center** – Potential expansion of this facility includes adding an additional gymnasium and/or an indoor "leisure" aquatics center with related support spaces.
- **Middle Creek Community Center** – Possible expansions or renovations might include adding multi-purpose rooms, expanding locker areas, and adding another gymnasium. Additional street signage and promotional material to make people aware that this facility exists is also needed.

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

Objectives:

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

Actions:

- a. Develop strategic approach toward the development and management of historic Special Use future parks including A.M. Howard Farm and C.F. Ferrell Store and Barnabus Jones House and Farm/future Bartley Community Park.
- b. Use the Cary Historic Preservation Master Plan to help guide strategic planning efforts.
- c. Continue to work closely with the Friends of Page Walker Hotel and other partners.
- d. Develop A.M. Howard Farm Park and C.F. Ferrell Store Park in the Carpenter Historic District as resources become available. (See Concept Plans in Appendix I, which has been provided as

part of a separate document.)

- *Conduct a feasibility study on potential park uses, programming opportunities, and operational impacts.*
 - *Identify partnership opportunities.*
 - *Develop a historic interpretation plan.*
 - *Coordinate with existing plans (e.g., Carpenter Park Master Plan, Carpenter Community Plan, etc.).*
- e. *Develop the future Bartley Community Park, including historic preservation of Barnabus Jones House and Farm, as resources become available. (See separate Bartley Community Park Master Plan for site design concepts.)*

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

Actions:

- a. *Sertoma Amphitheatre – Seek funding to add a shade structure to better protect the audience during summer month performances, upgraded seating, and picnic tables. Additional improvements include replacing the stage flooring, providing ramp access to the stage, and adding more accessible parking spaces. Consider additional support facilities including restrooms, control booth, dressing ("green") rooms, and storage space.*
- b. *Koka Booth Amphitheatre – Consider re-locating administrative offices from the Herb Young Community Center as well as continue to evaluate the need for on-site storage facilities. Maintain high quality facilities, grounds, and systems (e.g., sound, lighting systems).*

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

Actions:

- a. *Develop Expand Cary Heritage Museum space in downtown Cary. Explore expansion opportunities 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.*
- b. *As part of downtown park planning efforts, identify program uses and needed improvements to the Waldo Rood Building and other identified historic buildings.*
- c. *Explore the feasibility of developing "creative clusters" (concentration of arts and design-related businesses and establishments) in downtown Cary.*
- *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.*
- d. *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.*
- e. *Complete a feasibility study for the development of a Digital Media Arts Center at an appropriate location in Downtown Cary.*
- f. *Locate a facility for the development of Cultural Organization incubator.*
- g. *Complete a feasibility study for the future use of the Waldo Rood House in downtown Cary.*

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

Actions:

- a. *Provide appropriate streetscape infrastructure including water and power outlets to accommodate downtown special events and festivals.*
- b. *Maximize use of Town's recently purchased portable stage for street festivals and events.*
- c. *Expand use of Town Hall campus event spaces.*
- d. *Identify appropriate locations at existing parks and facilities to create gathering places with increased seating, benches and shade structures.*

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

6.6. Continue to incorporate and expand cultural arts programming at Community Centers in response to community growth and interests. (Also see recommendation 3.5 in Chapter 7.)

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.)*
- b. *Explore opportunities for an art incubator space to foster the growth of arts organizations. (Note: This was a recommendation from the 2006 Town Center Civic & Cultural Arts District Study.)*

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

Objectives:

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

Actions:

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

7.2. Diversify and maximize use of existing Sports Venues.

Actions:

- a. *Complete analysis of the most effective regional and national events to attract to the Sports Venues to increase their financial viability.*
- b. *Monitor balanced local and regional/national Sports Venue use as defined in the Sports Venue Business Plans.*
- c. *Provide public education and communication regarding the field management needs to maintain quality competitive athletic fields.*

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

Actions:

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

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

Objectives:

8.1. Expand the Stevens Nature Center at Hemlock Bluffs to accommodate more visitors and programs.

Actions:

- a. *Consider adding a multi-purpose room to accommodate current program demand. In addition, this expansion should also address facility space needs including the gift shop layout, offices, and storage issues.*
- b. *Incorporate sustainable design and operations best practices and use Stevens Nature Center as a model to educate the public on sustainable practices.*

8.2. Explore opportunities for 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.)

8.3. Develop one to two new frisbee/disc golf courses that are geographically well-spaced to meet design requirements for regional competitions.

8.4. Identify opportunities to add additional park specialty facilities (i.e., Dog Parks, spraygrounds, Safety Town, mountain bike single track trails, climbing wall/bouldering, outdoor pool, etc.).

BEST MANAGEMENT PRACTICES

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

Objectives:

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

Actions:

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

9.2. Maintain Business Plans for key facilities.

Actions:

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

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

Actions:

- a. Continue to improve marketing to promote the distinctive and quality parks and recreation system, including the regional venues.
- b. Enhance electronic communications (i.e., website, social media, texting, etc.).
- c. Incorporate a Communications strategy to change the identity of and stigma associated with "Senior" Centers.

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

Actions:

- a. Consider enhancing the Department's cost recovery model to include five levels (like the Pyramid Methodology).
- b. Continue to work with Public Works to develop a more complete picture of the cost to operate and maintain parklands, facilities, and venues for the purpose of reducing maintenance costs.
- c. Identify target cost recovery goals of all services, programs, and facilities. Build on *Business Plans*.
- d. Communicate the value/cost to provide services and facilities so if in the future, the availability of funding necessary to continue the current high standard diminishes, transparent choices can be discussed or alternatives sought. These choices might include

decreasing the LOS standard, exploring and securing alternative funding sources, or increasing fees and charges.

- e. Track lifecycle replacement costs separately instead of including them with the ongoing operating and predictive/preventative/routine maintenance costs.*

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

Actions:

- a. Expand volunteer opportunities for park and greenway projects.*
- b. Expand tracking of volunteer hours and the value of volunteers used in lieu of necessary staff and attribute this as cost recovery.*
- c. Expand sponsorship opportunities with a focus on Town regional venues.*
- d. Consider seeking a corporate endowment to fund select services such as a Town-wide scholarship program for residents of all ages that meet need criterion.*

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

Actions:

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

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

Actions:

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

9.9. Expand partnerships to encourage joint development of facilities.

Actions:

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

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

Actions:

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

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

Actions:

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

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