



**Town Council**  
**January 2023 Work Session**  
**January 17, 2023 | 2:30 PM**  
**Apex Town Hall | 73 Hunter Street, Apex, NC**

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- 1. Call to Order | Pledge of Allegiance**
  
- 2. Master Plan for Parks, Recreation, Cultural Resources, Greenways and Open Spaces**  
McAdams Project Manager Shweta Nanekar
  - a. Project Recap**
  - b. Project Name Update**
  - c. Recommendations and Implementation Plan**
  
- 3. Special Events Policy**  
Special Events Coordinator Taylor Wray
  - a. Policy Review and Discussion**
  
- 4. Adjournment**



# Town of Apex

Master Plan for  
parks, recreation, cultural  
resources, greenways &  
open space



**APEX**  
NORTH CAROLINA

 **MCADAMS**

# MEETING AGENDA

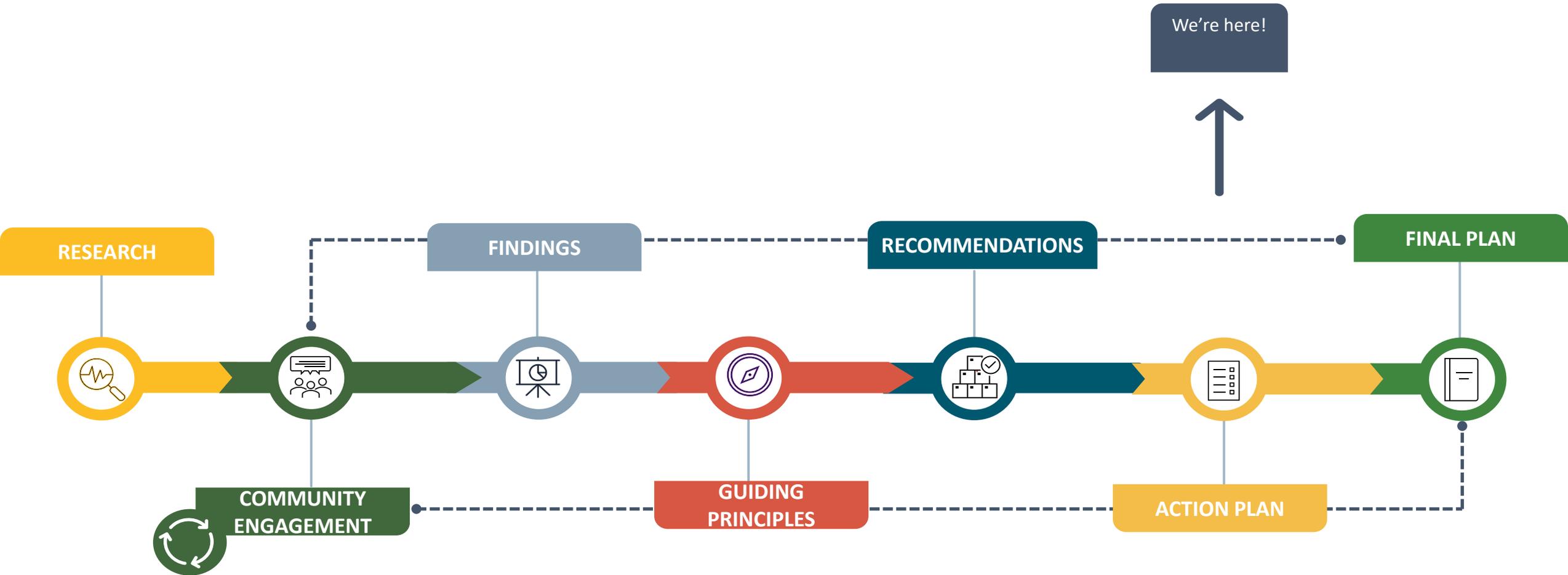


- › **Project Recap**
- › **Project Name Update**
- › **Recommendations + Implementation Plan**
- › **Request to approve**

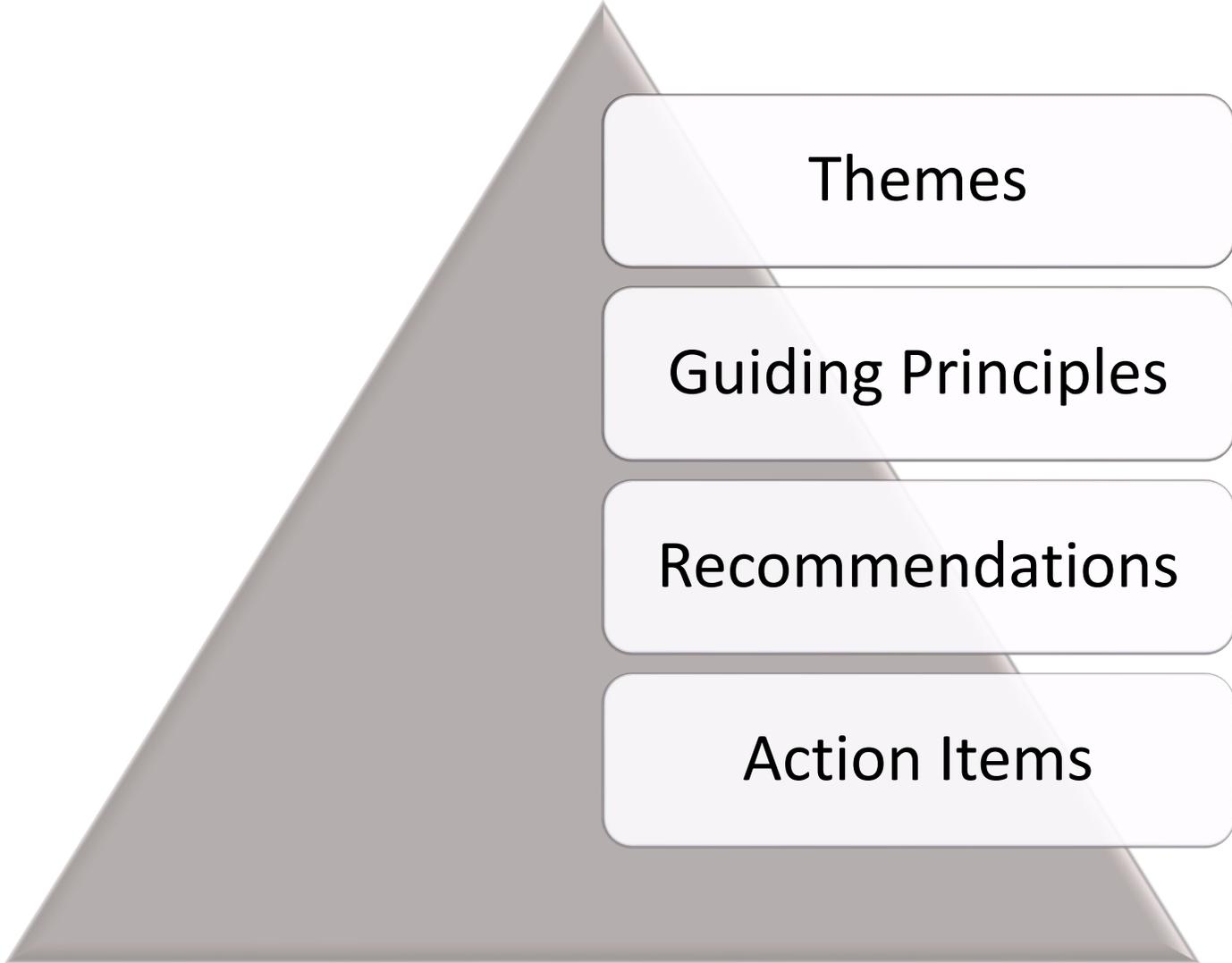
# project recap



# PLANNING PROCESS



# PLAN FRAMEWORK



# PLAN FRAMEWORK - THEMES

## **APEXpan**d

Apex residents would like to **Expand** the Town's offerings with additional parkland, recreational programming, and a more connected greenway system while developing environmental stewardships programs and opportunities to strengthen the culture of belonging.

## **APEXper**ience

Residents want to **Experience** the unique amenities and programs for all ages, abilities and interest that encourage a healthy lifestyle, explore cultural avenues and provide a strong sense of community.

## **APEXcel**

Residents want to see the PRCR Department **Excel** in operational efficiencies, outstanding customer service, and best in class programming and facilities.

# PLAN FRAMEWORK- GUIDING PRINCIPLES

## APEXpand



### CONNECTIVITY

Prioritize interconnected public realm through greenways, bikeways, and transportation.

Apex residents have expressed a strong desire for expanding greenway system and connectivity to destinations including parks, natural areas, and open space.

- › Prioritize interconnected public realm through greenways, bikeways, and transportation.



### RECREATION OFFERINGS

Expand recreation offerings to attract new participants, retain current ones, and meet the needs of diverse demographics of Apex.

Apex residents have expressed a strong desire for variety of program offerings that inspire people to try something new and cater to varying interests.

- › Expand recreation offerings to attract new participants, retain current ones, and meet the needs of diverse and growing demographics of Apex.



### CULTURE OF BELONGING

Nurture the culture of belonging by prioritizing inclusion, diversity, equity, and accessibility.

Apex residents consider diverse parks and recreation offerings for all ages and ability levels as an asset to the community. Expanding cultural events to celebrate the diversity of demographics was indicated as a future need.

- › Nurture the culture of belonging by prioritizing inclusion, diversity, equity, and accessibility.



### ENVIRONMENTAL STEWARDSHIP

Expand efforts to protect the natural assets and collaborate on town-wide sustainability efforts.

Apex residents value access to natural areas and understand the positive health outcomes it provides. Desire for environmentally sustainable operations and a need for environmental education programming was mentioned.

- › Expand efforts to protect the natural assets and collaborate on town-wide sustainability efforts.

# PLAN FRAMEWORK- GUIDING PRINCIPLES

## **APEX**perience



### HEALTH + WELLBEING

Support health and wellbeing of Apex residents through parks and recreation.

Apex residents ranked fitness and wellness programs as one of the top priorities for investment and there is a town-wide consensus that parks and recreation has positive effect on the community's health and quality of life.

- › Support health and wellbeing of Apex residents through parks and recreation.



### SENSE OF COMMUNITY

Provide a chance for people to socialize, form friendships, and discover common grounds.

Apex residents indicated creating connections and developing a sense of community should be one of the most important consideration when prioritizing parks and recreation investments. Parks provide a chance for social cohesion where people get to know each other and feel inspired.

- › Provide a chance for people to socialize, form friendships, and discover common grounds.



### UNIQUE TO APEX

Reflect on Apex's culture and history through the design of spaces that are unique, innovative, and imageable.

Apex residents would like to see innovative programs and amenities that would attract out of town visitors to Apex as a way to generate economic impact.

- › Reflect on Apex's culture and history through the design of spaces that are unique, innovative, and imageable.

# PLAN FRAMEWORK- GUIDING PRINCIPLES

## **APEX**cel



### OPERATIONS EFFICIENCY

Achieve organizational excellence by implementing business practices that enhance efficiency, staff satisfaction, and economic vitality.

Apex residents recognize that as the town continues to grow, there is need for additional staff, resources, and desire to be competitive with other recreation providers in the area.

- › Achieve organizational excellence by implementing business practices that enhance efficiency, staff satisfaction, and economic vitality.



### CUSTOMER SERVICE

Provide outstanding customer service through streamlined communication and marketing efforts.

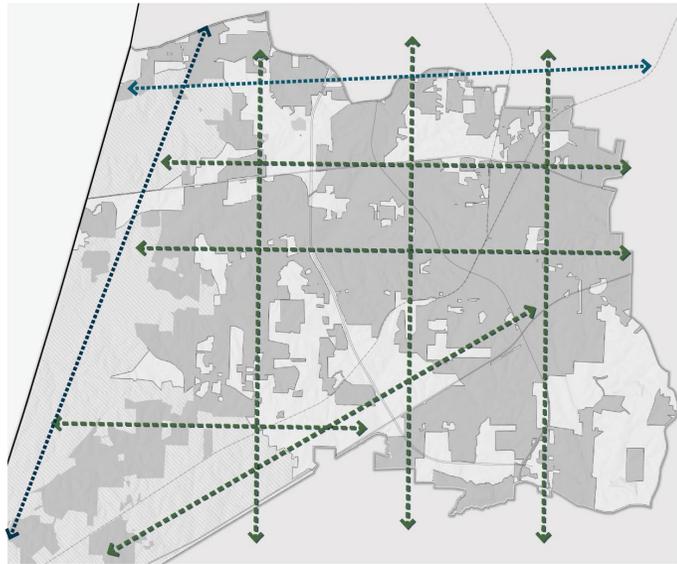
Apex residents consider PRCR staff an asset to the community for excellent customer service. PRCR staff indicated the desire for streamlined marketing efforts, enhanced online presence, and staff empowerment to excel in customer service.

- › Provide outstanding customer service through streamlined communication and marketing efforts.

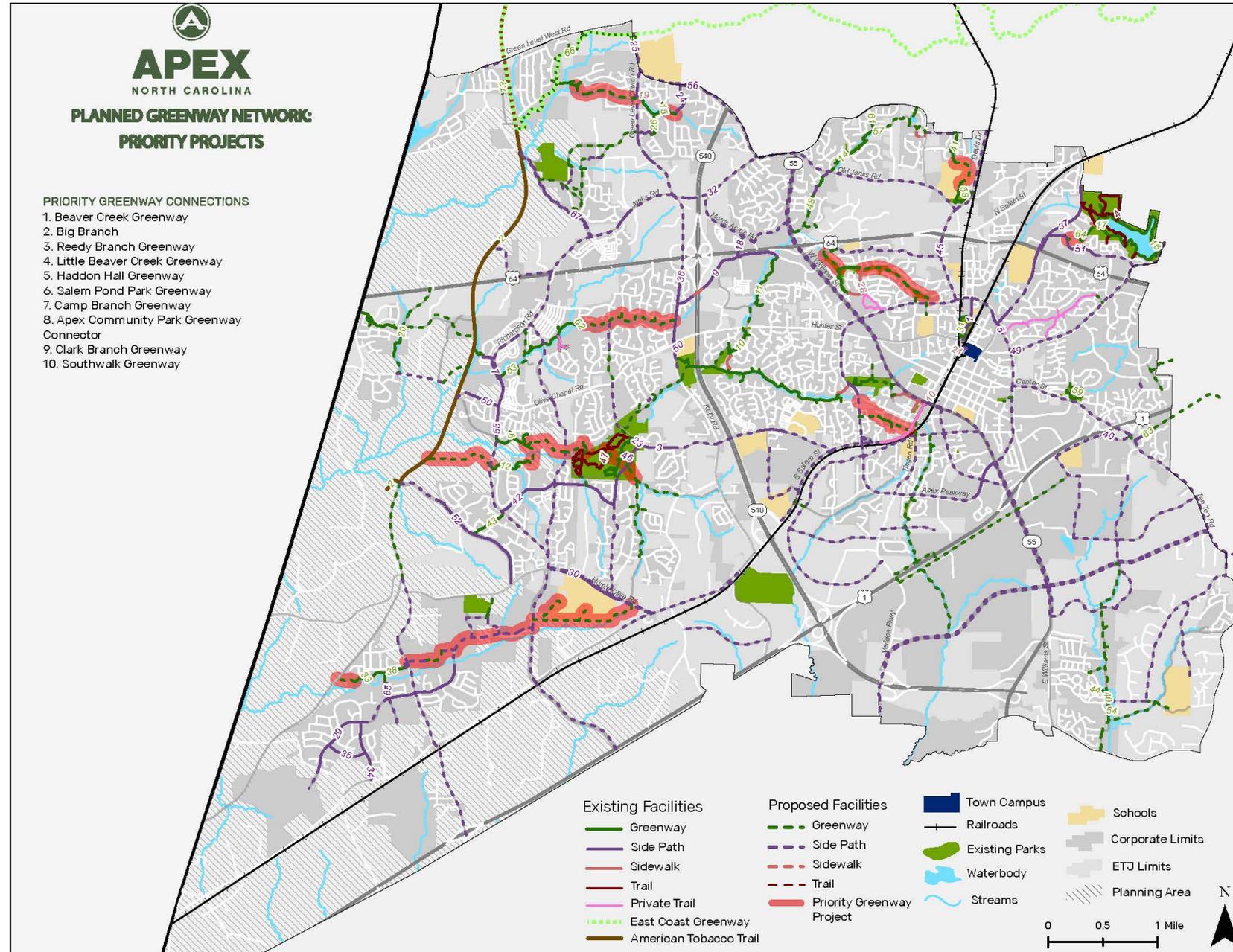
# TRANSFORMATIVE PROJECTS

	GUIDING PRINCIPLE	TRANSFORMATIVE PROJECTS
expand	CONNECTIVITY	<ul style="list-style-type: none"> <li>› Start Design Development on the three <b>recommended prioritized corridors</b></li> <li>› Complete <b>Beaver Creek Corridor</b></li> <li>› Continue partnership with Wake County and Town of Holly Springs to complete <b>Middle Creek Greenway Corridor</b></li> </ul>
	RECREATION OFFERINGS	<ul style="list-style-type: none"> <li>› Complete master plans for <b>two new parks in western Apex</b> and start construction.</li> <li>› Complete plans for <b>2- recreation centers and the nature center</b> and start construction on at least one.</li> <li>› Acquire parkland <b>per Veridea Park Master Plan</b> for a new park and a recreation center in SE Apex.</li> </ul>
	CULTURE OF BELONGING	<ul style="list-style-type: none"> <li>› <b>Update fees and charges policy</b> for programs and include need-based component.</li> <li>› Update <b>Kelly Road Park playground</b> as inclusive play area.</li> </ul>
	ENVIRONMENTAL STEWARDSHIP	<ul style="list-style-type: none"> <li>› Establish Department <b>goals for sustainability</b> within the framework of Town-wide initiatives</li> </ul>
experience	HEALTH + WELLBEING	<ul style="list-style-type: none"> <li>› Develop options for in-person and online <b>health and fitness programs</b>.</li> <li>› Promote park amenities that encourage active lifestyles.</li> </ul>
	SENSE OF COMMUNITY	<ul style="list-style-type: none"> <li>› Complete renovations of <b>Depot Plaza</b> as downtown social hub destination.</li> </ul>
	UNIQUE TO APEX	<ul style="list-style-type: none"> <li>› Complete renovations of <b>historic Tunstall House</b>.</li> <li>› Develop town-wide <b>Public Art Plan</b>.</li> </ul>
excel	OPERATIONS EFFICIENCY	<ul style="list-style-type: none"> <li>› Develop formal <b>volunteer program</b> for PRCR Department.</li> </ul>
	CUSTOMER SERVICE	<ul style="list-style-type: none"> <li>› Develop <b>Marketing Plan</b>.</li> </ul>

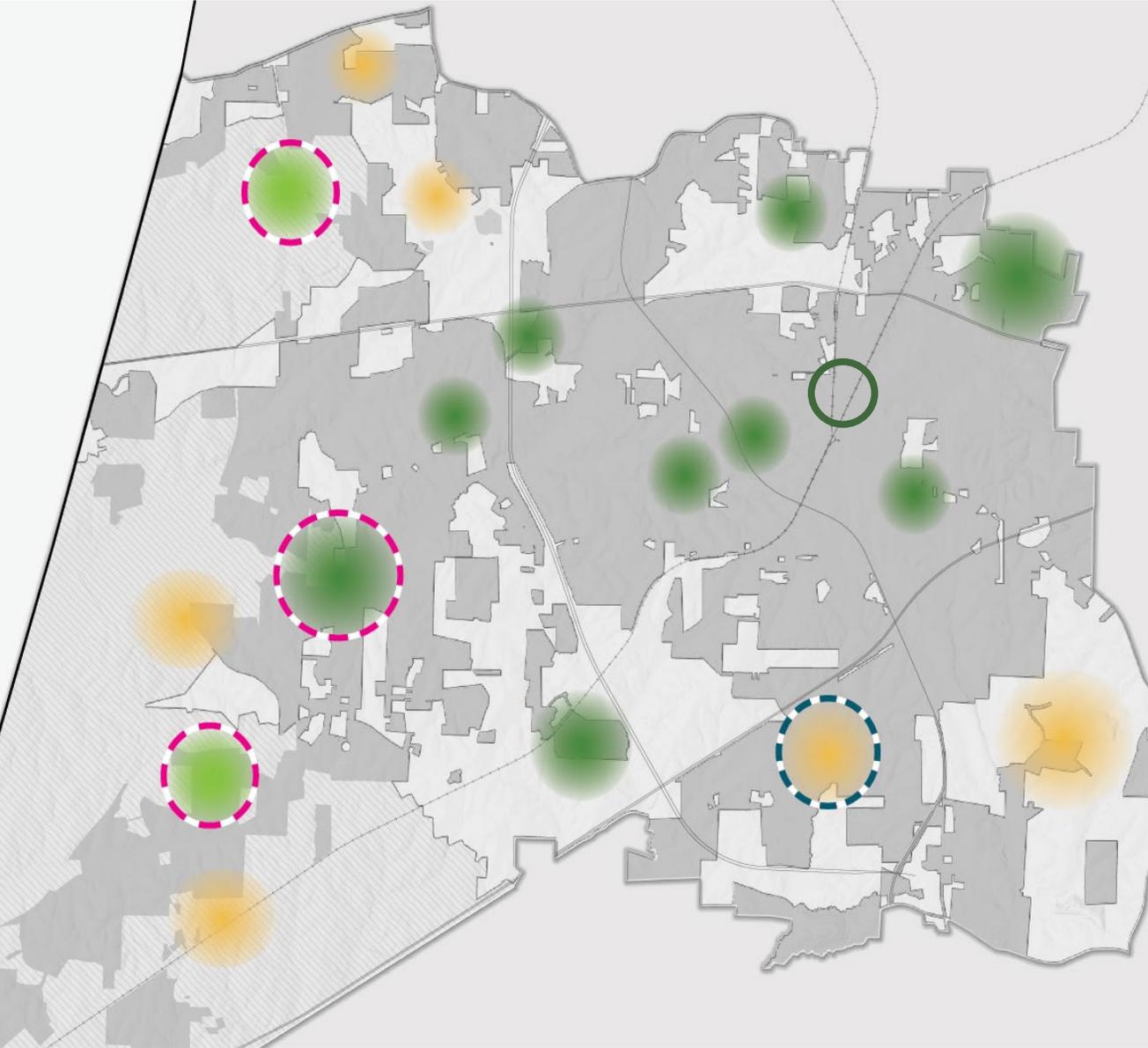
# TRANSFORMATIVE PROJECTS – Greenway Priority Corridors



EXPANDED GREENWAY NETWORK



# TRANSFORMATIVE PROJECTS – Parkland + Facility Expansion



# TRANSFORMATIVE PROJECTS – Kelly Road Park Playground Update



**OPTION A :** Replace existing playground with a similar wood size material as the current community-built one but with long lasting composite building materials.

**OPTION B :** Replace existing playground entirely with new equipment and new play objects and designs based on community ideas.

**OPTION C :** Replace existing playground with a new play equipment that features the same play objects and designs of the existing playground (castle, rocketship, treehouse, train and depot, ship-2 slides, 3 climbing pieces, 4 areas for upper body skill development, etc.)



# TRANSFORMATIVE PROJECTS - Programming



HEALTH + WELLBEING



SENSE OF COMMUNITY



ENVIRONMENTAL STEWARDSHIP

# recommendations + implementation plan



# RECOMMENDATIONS + ACTION ITEMS

## APEXpand



### CONNECTIVITY

Prioritize interconnected public realm through greenways, bikeways, and transportation.

- › Prioritize interconnected public realm through greenways, bikeways, and transportation.

RECOMMENDATION	ACTION ITEMS
<p><b>Implement the proposed greenway network plan to improve access to parks, other greenways, and other local and regional destinations.</b></p>	<ul style="list-style-type: none"> <li>› <b>Build ADDITIONAL 12 miles of greenways in the next ten years to achieve level of service 0.46 miles/ 1,000 population.</b> <i>AC* requested increased LOS for additional mileage and prioritizing corridor gaps w/ clarifications that the 12 miles were for TOA funded and built Greenway and Street Side Greenway. Additional considerations were that Fee Study could identify additional funding and evaluate non-residential requirement to construct greenways shown on the Master Plan.</i></li> <li>› Continue inter-departmental collaborations on bike-ped plan and transportation plan to improve system-wide connectivity.</li> <li>› Continue inter-jurisdictional collaborations to improve regional connectivity.</li> <li>› Address current gaps in the system to expand the network connectivity through side path, street side trail, and greenway development.</li> <li>› Identify ‘commuter corridors’ to offer regional connectivity with major employment destinations.</li> <li>› Prioritize safe connections and intersections.</li> <li>› Consider &amp; construct greenway development as part of essential infrastructure development across the Town.</li> <li>› Allocate funding for greenway development annually and seek funding opportunities for right-of-way acquisitions, easement acquisitions proactively.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## APEXpand



### CONNECTIVITY

Prioritize interconnected public realm through greenways, bikeways, and transportation.

- › Prioritize interconnected public realm through greenways, bikeways, and transportation.

RECOMMENDATION	ACTION ITEMS
<p><b>Prioritize completion of greenway corridors that meet most criteria established in the prioritization matrix.</b></p>	<ul style="list-style-type: none"> <li>› <b>Use the prioritization criteria to inform decisions regarding project implementation priorities.</b></li> <li>› Continue to find opportunities for partnerships with adjacent jurisdictions and counties to connect Apex to regional trail network.</li> </ul>
<p><b>Encourage and support greenway use through placemaking strategies.</b></p>	<ul style="list-style-type: none"> <li>› Use placemaking strategies to enhance user experience along greenway nodes and trail head locations. <i>AC* requested to identify Public Art as a strategy</i></li> <li>› <b>Develop a hierarchical system of trail heads and amenities associated with each.</b> For example: major trailhead should have restroom, small weather shelter, seating opportunities, car and bike parking, bike repair station, and drinking water facility. A minor trailhead should have a bench and a trash receptacle at a minimum. All trailheads should have wayfinding information.</li> <li>› Provide easy access to rest rooms, drinking water, seating areas, mile markers etc. to encourage fitness and health outcomes.</li> <li>› <b>Allocate resources for maintenance of aging sections as part of the asset management plan.</b></li> <li>› <b>Incorporate digital capabilities such as QR codes on greenway signage, bike rentals, and phone apps to encourage greenway use.</b></li> <li>› Facilitate programs and events such as bike safety lessons, group walks, nature walks, etc. to attract new users.</li> <li>› Ensure connectivity to internal parks trails from greenway corridors.</li> <li>› Continue to implement the current wayfinding signage along new greenway corridors.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## APEXpand



### CONNECTIVITY

Prioritize interconnected public realm through greenways, bikeways, and transportation.

TOWN OF APEX PARKS, RECREATION, GREENWAYS + OPEN SPACE PLAN					
GREENWAY NETWORK PRIORITIZATION CRITERIA					
Consideration for Feasibility Studies					
Criteria	Description	Rank	Measurement	Points	Score
<b>Connects to Existing Greenways, Bicycle and Pedestrian Facilities</b>	Greenway/Sidepath corridor provides connections to existing bicycle and pedestrian facilities.	High	Corridor closes a gap between existing greenways or sidepaths.	20	
		Medium	Corridor connects to existing sidewalks or bike lanes.	10	
		Low	Corridor does not connect to existing bike/ped facilities.	0	
<b>Connects to Parks and/or Conservation Land or provides Access to Recreation Amenity</b>	Greenway/Sidepath corridor provides connections to parks and/ or conservation land or Provides access to open space such as reserved greenway corridors, providing recreation amenities to residents	High	Corridor segment connects to a park or provides first or only recreation amenity (such as a greenway or conservation area) within a quarter mile.	20	
		Medium	Corridor segment connects to existing greenways, sidepaths, sidewalks or bike lanes that provide access to a park and/or conservation land.	10	
		Low	Corridor segment does not connect to a park.	0	
<b>Connects to High-Density Residential Land Uses</b>	Greenway/Sidepath corridor connects to high-density residential land uses (as defined in Advance Apex 2045 Future Land Use Plan).	High	Corridor connects to a high density residential land use area.	15	
		Medium	Corridor connects to a medium density residential land use area.	10	
		Low	Corridor connects to a low/rural density / or does not connect to a residential land use area.	0	
<b>Improves Overall Bicycle and Pedestrian Safety</b>	Greenway/Sidepath corridor provides bicycle and pedestrian safety improvements along and/or across roadways and water ways and provides connections to the American Tobacco Trail and adjacent communities.	High	Corridor is along or crosses a highway, thoroughfare, railroad, or connects to the ATT.	15	
		Medium	Corridor is along or crosses a collector street or floodway, or connects to an adjacent community.	10	
		Low	Corridor is along or crosses a residential street or creek.	0	
<b>Improves Areas with High Rates of Bicycle and Pedestrian Crashes</b>	Greenway/Sidepath corridor provides safety improvements in an area with a history of bicycle and pedestrian crashes.	High	5+ bicycle and pedestrian crashes.	15	
		Medium	1-4 bicycle and pedestrian crashes.	10	
		Low	0 bicycle and pedestrian crashes.	0	
<b>Equity</b>	Greenway/Sidepath corridor provides connections to vulnerable census tracts.	High	Corridor is within a census tract with a social vulnerability index rate over 0.35.	10	
		Medium	Corridor is within a census tract with a social vulnerability index rate between 0.25-0.35.	5	
		Low	Corridor is within a census tract with a social vulnerability index rate under 0.25.	0	
<b>Connects to Activity Centers: Downtown, Community and Senior Center, and/or the Recreational Activity Center</b>	Greenway/Sidepath corridor provides connections to Apex's activity centers.	High	Corridor connects to an activity center.	10	
		Medium	Corridor connects to existing sidewalks or bike lanes that provide access to an activity center.	5	
		Low	Corridor does not connect to an activity center.	0	
<b>Connects to Schools</b>	Greenway/Sidepath corridor provides connections to schools.	High	Corridor connects to a school.	10	
		Medium	Corridor connects to existing sidewalks or bike lanes that provide access to a school.	5	
		Low	Corridor does not connect to a school.	0	
<b>Available Land/Easement</b>	Greenway/Sidepath corridor is proposed within an existing Town of Apex easement.	High	Corridor is proposed within an existing Town of Apex greenway easement.	10	
		Medium	Corridor is proposed within an existing Town of Apex utility easement.	5	
		Low	Corridor is not proposed within an existing easement.	0	
<b>Connects to Transit</b>	Greenway/Sidepath corridor provides bicycle/pedestrian connections to transit stops.	High	Corridor connects to a transit stop.	5	
		Medium	Corridor connects to existing sidewalks or bike lanes that provide access to a transit stop.	2	
		Low	Corridor does not connect to a transit stop.	0	
<b>Connects to High-Density Employment/ Commercial Land Uses</b>	Greenway/Sidepath corridor connects to high-density office, industrial employment, and/or commercial services land uses (as defined in Advance Apex 2045 Future Land Use Plan).	High	Corridor connects to high density office employment/ industrial/ commercial services land use area.	5	
		Medium	Corridor connects to medium density office employment/ industrial/ commercial services land use area.	2	
		Low	Corridor connects to a single or no office employment/ industrial/ commercial services property.	0	
<b>Community Input / Requests</b>	Greenway/Sidepath corridor addresses community requests, input and /or concerns for improved bicycle and pedestrian facilities.	High	Town received 5 or more public comments identifying needs or concerns along the corridor.	5	
		Medium	Town received 1-4 public comments identifying needs or concerns along the corridor.	2	
		Low	Town received no public comments identifying needs or concerns along the corridor.	0	
				<b>TOTAL</b>	<b>0</b>

# RECOMMENDATIONS + ACTION ITEMS

## APEXpand



### CONNECTIVITY

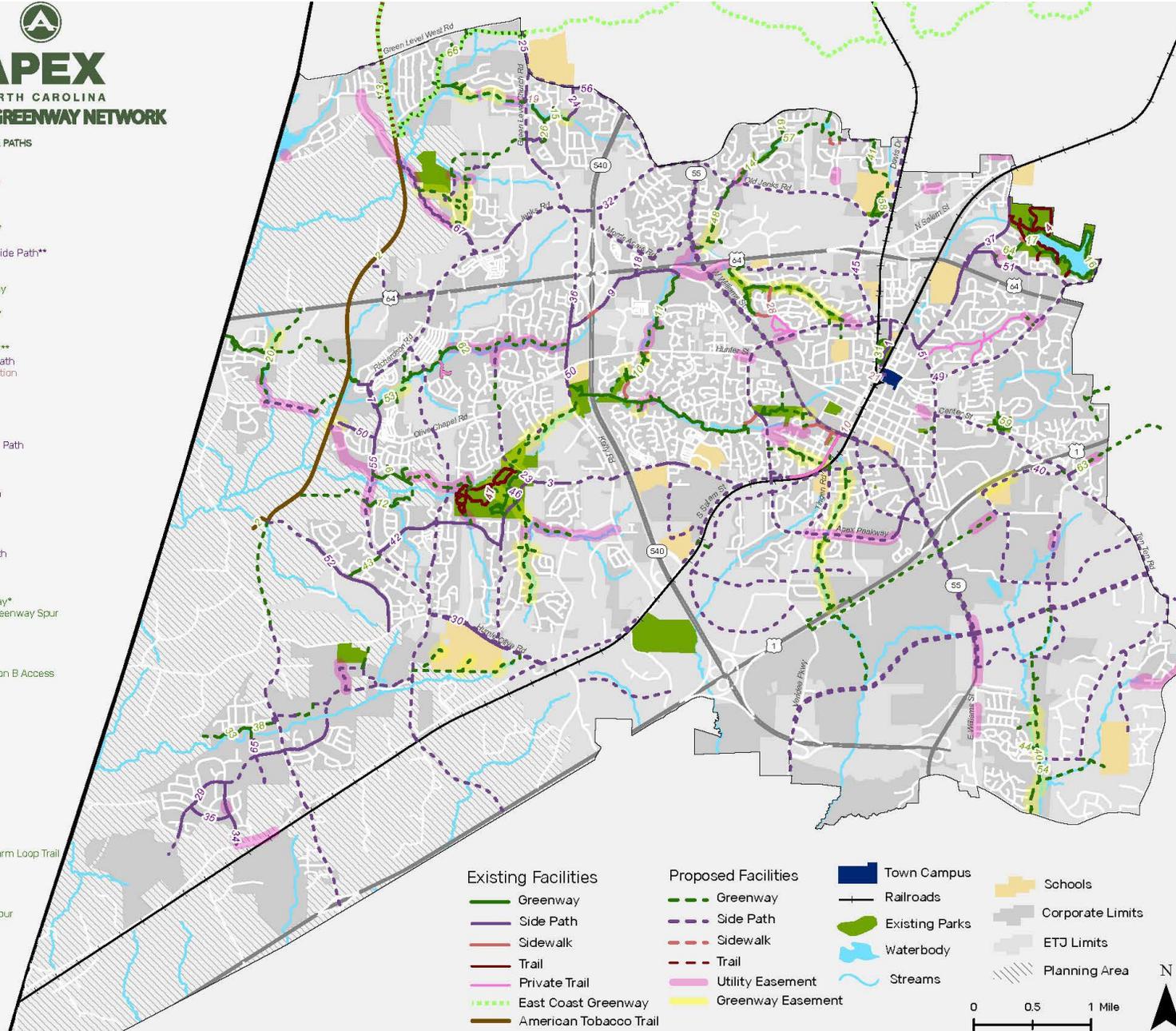
Prioritize interconnected public realm through greenways, bikeways, and transportation.

## APEX NORTH CAROLINA PLANNED GREENWAY NETWORK

### GREENWAYS, SIDEWALKS, AND SIDE PATHS

- 1 - Ambergate Station Side Path
- 2 - American Tobacco Trail
- 3 - Apex Barbecue Rd Side Path
- 4 - Apex Community Park Trail
- 5 - Apex Peakway Side Path
- 6 - Arcadia Greenway
- 7 - ATT-Smith Farm Connection\*
- 8 - ATT Access
- 9 - Beaver Creek Commons Dr Side Path\*\*
- 10 - Beaver Creek Greenway\*\*
- 11 - Beckett Crossing Greenway
- 12 - Buckhorn Preserve Greenway
- 13 - Castleberry Trails Greenway
- 14 - Charleston Village Greenway
- 15 - Clark Branch Greenway
- 16 - Community Lake Trail
- 17 - Community Park Connector\*\*\*
- 18 - Creekside Landing Dr Side Path
- 19 - Crestmont Sidewalk Connection
- 20 - Deer Creek Greenway
- 21 - Downtown Strollway\*\*
- 22 - Edgewater Pedestrian Spur
- 23 - Evans Rd Side Path
- 24 - Gartrell Way Side Path
- 25 - Green Level Church Rd Side Path
- 26 - Greenmoor Greenway\*
- 27 - Haddon Hall Lake Trail
- 28 - Haddon Hall Greenway\*\*
- 29 - Horton Ridge Blvd Side Path
- 30 - Hunter Olive Rd Side Path
- 31 - Hunter Street Park Trail
- 32 - Jenks Rd Side Path
- 33 - Jordan Manors Greenway\*
- 34 - Jordan Pointe Blvd Side Path
- 35 - Jordan Shires Dr Side Path
- 36 - Kelly Rd Side Path
- 37 - Laura Duncan Rd Side Path
- 38 - Little Beaver Creek Greenway\*
- 39 - Meridian at Nichols Plaza Greenway Spur
- 40 - Middle Creek Greenway\*
- 41 - Middleton Greenway
- 42 - Milano Ave Side Path
- 43 - Milano Connector
- 44 - Miramonte Greenway, Section B Access
- 45 - N Salem St Side Path
- 46 - Nature Park Side Path
- 47 - Nature Park Trail
- 48 - Oak Pointe Greenway\*
- 49 - Old Raleigh Rd Side Path
- 50 - Olive Chapel Side Path
- 51 - Pine Plaza Dr Side Path
- 52 - Ragan Rd Side Path
- 53 - Reedy Branch Greenway
- 54 - Reunion Pointe Access
- 55 - Richardson Rd Side Path
- 56 - Roberts Rd Side Path
- 57 - Roosondall Trail
- 58 - Salem Pond Park Trail
- 59 - Seagroves Neighborhood Farm Loop Trail
- 60 - Shepherds Vineyard
- 61 - Sutton Place Greenway
- 62 - Sweetwater Stair Access
- 63 - Swift Creek Greenway\*
- 64 - The Reserve at Mills Farm Spur
- 65 - Turner Pines Dr Side Path
- 66 - White Oak Creek Greenway
- 67 - Wimberly Rd Side Path

\* Segment contains Side Path  
 \*\* Segment contains Sidewalk  
 \*\*\* Segment contains Trail



<b>Existing Facilities</b>	<b>Proposed Facilities</b>	<b>Town Campus</b>	<b>Schools</b>
Greenway	Greenway	Town Campus	Schools
Side Path	Side Path	Railroads	Corporate Limits
Sidewalk	Sidewalk	Existing Parks	ETJ Limits
Trail	Trail	Waterbody	Planning Area
Private Trail	Private Trail	Streams	
East Coast Greenway	Greenway Easement		
American Tobacco Trail			



# RECOMMENDATIONS + ACTION ITEMS

## APEXpand



### RECREATION OFFERINGS

Expand recreation offerings to attract new participants, retain current ones, and meet the needs of diverse demographics of Apex.

- › Expand recreation offerings to attract new participants, retain current ones, and meet the needs of diverse demographics of Apex.

RECOMMENDATION	ACTION ITEMS
<p><b>Acquire 193 additional acres to continue to provide 10 ac/ 1,000 population Level of Service standard.</b></p>	<ul style="list-style-type: none"> <li>› Adopt the LOS standard of 10 acres/1,000 population.</li> <li>› <b>Target land acquisition in the areas identified in the parks search areas map.</b></li> <li>› Encourage developable land dedication instead of fee-in-lieu provision within the park search areas.</li> </ul>
<p><b>Build 39,084 sq.ft. of additional indoor facility space by 2031.</b></p>	<ul style="list-style-type: none"> <li>› <b>Consider developing two small recreation centers and one nature center to expand core indoor programming.</b> <i>AC* requested that feasibility study allow flexibility in number of rec centers and ensure that the identified space needs were provided with use maximized through multi-functional spaces for multiple ages and populations. Discussed partnership opportunities to maximize use, manage staffing levels, and allow efficient operations.</i></li> <li>› Conduct capacity studies at existing undeveloped parkland locations to determine the feasibility of new recreation center or nature center. <i>*AC requested that the Nature Center have a distinct action item, staff proposed "Build Nature Center per Nature Park plans to meet demands for environmental educational programming and community space." to achieve that request.</i></li> <li>› Consider developing business plans prior to developing new indoor facilities to identify amenity and programming needs, staff needs, office spaces, and fees.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## APEXpand



### RECREATION OFFERINGS

Expand recreation offerings to attract new participants, retain current ones, and meet the needs of diverse demographics of Apex.

- › Expand recreation offerings to attract new participants, retain current ones, and meet the needs of diverse demographics of Apex.

RECOMMENDATION	ACTION ITEMS
<p><b>Develop the existing vacant parkland to continue to provide recreation offerings for growing population.</b></p>	<ul style="list-style-type: none"> <li>› <b>Develop master plans for the two recently acquired vacant parkland properties.</b> <i>*AC requested that we include the completion of Pleasant Park per approved plans as a distinct action item.</i></li> <li>› Leverage community input, PIR findings, and level of service standards to provide additional park amenities such as new sports courts and additional playgrounds.</li> <li>› Update current land acquisition and fee-in-lieu policy and conduct a fee study for identifying and prioritizing land acquisition for future parks and open space.</li> <li>› Consider recreation trends amongst diverse Apex populations to plan for new amenities in parks. <i>AC* important that recreational space be offered in a non-categorical way for all ages, abilities, etc.</i></li> </ul>
<p><b>Continue to invest in existing parks and facilities to meet community priorities.</b></p>	<ul style="list-style-type: none"> <li>› Regularly assess existing parks and facilities for renovations and park activation through new innovative amenities and programs to continue to attract visitors.</li> <li>› Adopt total cost of service/ ownership model to anticipate capital investment and operations + maintenance costs for aging facilities.</li> <li>› <b>Implement the park specific and facility specific recommendations outlined in this plan to respond to diverse recreation interests.</b></li> <li>› <b>Consider revenue generating potential of facilities such as Halle Cultural Arts Center through provision of concessions.</b></li> <li>› Streamline the reservation processes for sports fields to optimize their use for league play and open play.</li> <li>› Consider developing business plans for existing and future parks and facilities.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## APEXpand



### RECREATION OFFERINGS

Expand recreation offerings to attract new participants, retain current ones, and meet the needs of diverse demographics of Apex.

- › Expand recreation offerings to attract new participants, retain current ones, and meet the needs of diverse demographics of Apex.

RECOMMENDATION	ACTION ITEMS
<p><b>Continue to offer diverse recreation programs for growing and changing demographics of Apex.</b></p>	<ul style="list-style-type: none"> <li>› Continue to provide existing programs: special events and festivals, senior programs, athletic sports and non-athletic fitness programs, arts, environmental education, and age-appropriate interests. <i>AC* requested consideration of vehicles that provide transportation for participants to travel to activities such as camp participants or senior trips.</i></li> <li>› Consider nation-wide recreation trends to test new programs offerings.</li> <li>› <b>Partner with community groups and volunteers to offer small scale, neighborhood level special programs such as arts and crafts, movies, pop-up play, and fitness programs.</b> <i>AC* suggested we explore faith-based organizations and/or public/ private schools to accommodate immediate space needs, particularly as it relates to gym space.</i></li> </ul>
<p><b>Effectively manage and operate the core program areas.</b></p>	<ul style="list-style-type: none"> <li>› Evaluate core program areas and individual programs annually to ensure offerings are relevant to evolving demographics and local recreation trends.</li> <li>› <b>Establish program lifecycle analysis process to ensure balanced distribution of programs annually.</b></li> <li>› Establish annual performance measures for each core program area to track program success.</li> <li>› Develop sound fees and charges policy based on program service level.</li> <li>› Balance cost recovery goals with seeking funding through tax dollars, grants, and sponsorships.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## **APEX**expand



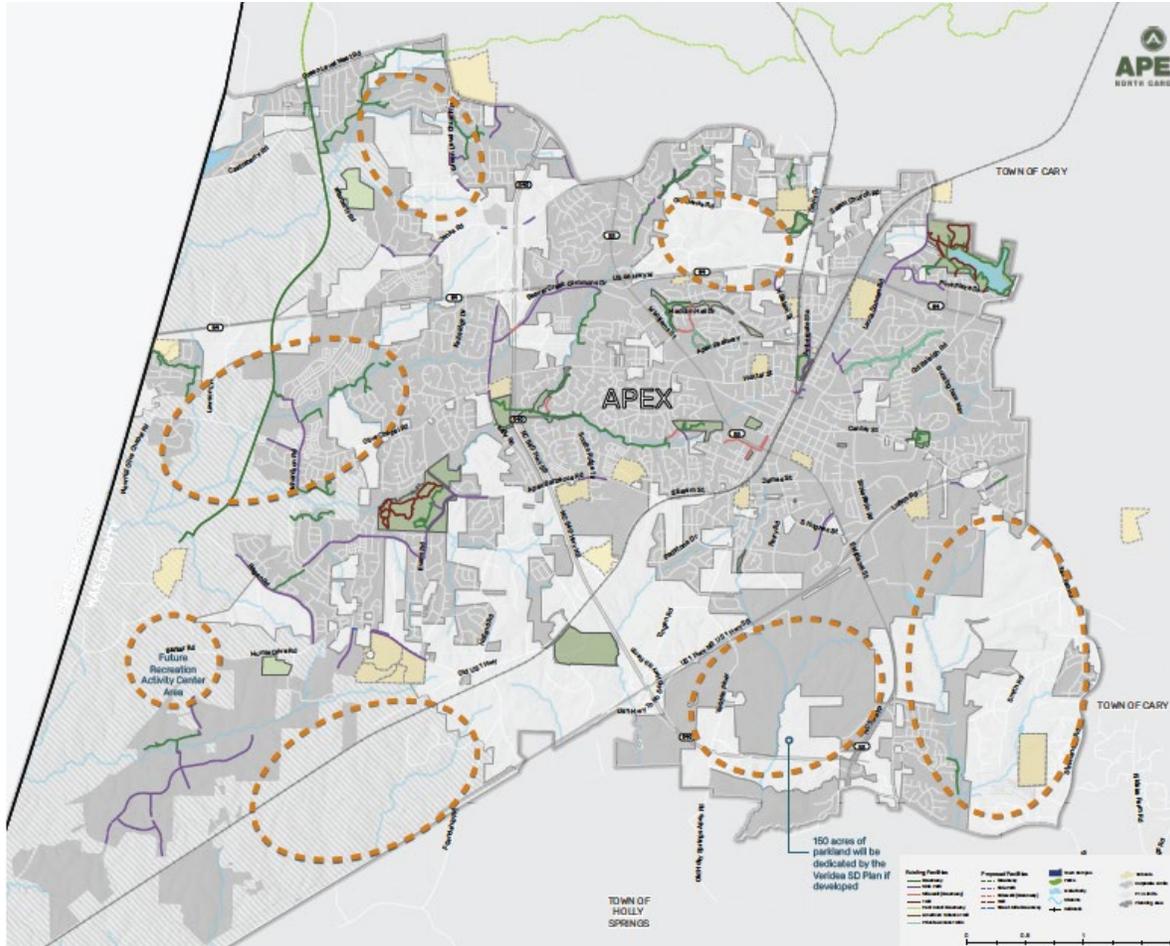
### CULTURE OF BELONGING

Nurture the culture of belonging by prioritizing inclusion, diversity, equity, and accessibility.

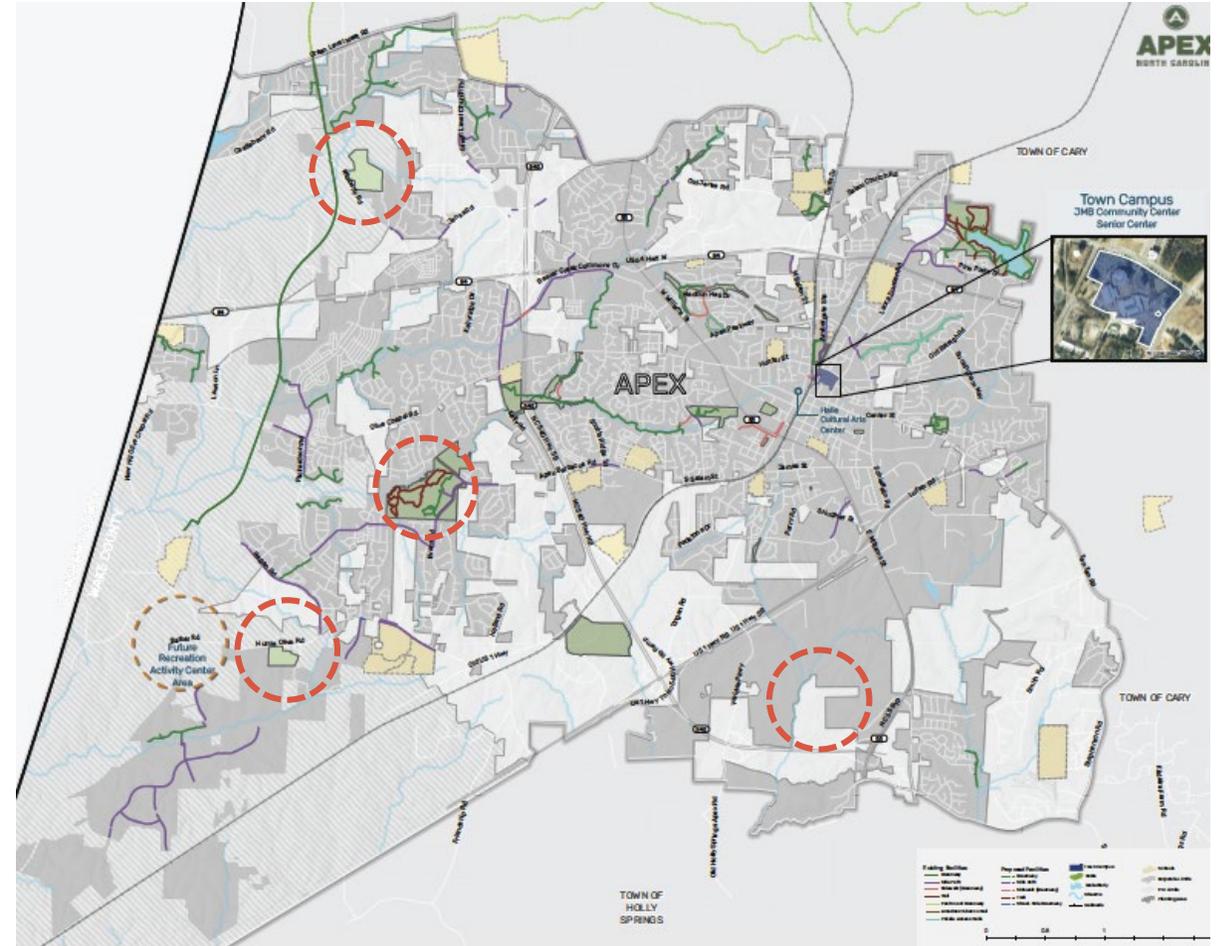
- › Nurture the culture of belonging by prioritizing inclusion, diversity, equity, and accessibility.

RECOMMENDATION	ACTION ITEMS
<b>Achieve equitable access to parks, facilities, and programs for all Apex residents.</b>	<ul style="list-style-type: none"> <li>› <b>Ensure equitable geographic distribution of parks and facilities throughout Apex.</b></li> <li>› Use GIS data analysis tools to identify gaps in the provision of amenities and programs and prioritize them for equitable access.</li> <li>› Improve accessibility to all parks and recreation facilities for all abilities.</li> <li>› Develop need-based fees and charges policy to ensure fair and equitable access to high quality programs for all residents.</li> <li>› Consider multi-modal transportation options such as greenway access, side paths, and public transport to improve park access.</li> </ul>
<b>Support special events and programs that represent diverse cultures in Apex.</b>	<ul style="list-style-type: none"> <li>› Evaluate if the needs of all segments of populations are being met through programming and marketing plan.</li> <li>› Continue to expand culturally diverse programs for Town’s growing population.</li> <li>› <b>Offer new outdoor special events and festivals to expand on the current offerings.</b> <i>AC* requested that staffing be sufficient to continue to deliver high quality events and support local organizations that have carried events in the past as they waiver in ability to carry load of events.</i></li> <li>› Partner with DEI Department to find common goals to reach minority and underserved population in Apex.</li> <li>› Partner with other cultural organizations to provide joint programming.</li> <li>› Ensure diverse demographic representation on Boards and Commissions.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS



**PARK SEARCH AREAS**



**INDOOR RECREATION SEARCH AREAS**

# RECOMMENDATIONS + ACTION ITEMS

**APEX**expand



## CULTURE OF BELONGING

Nurture the culture of belonging by prioritizing inclusion, diversity, equity, and accessibility.

- › Nurture the culture of belonging by prioritizing inclusion, diversity, equity, and accessibility.

RECOMMENDATION	ACTION ITEMS
<p><b>Continue to provide age targeted recreation programs that appeal to diverse interest groups.</b></p>	<ul style="list-style-type: none"> <li>› Continue to provide athletic and non-athletic program offerings for 34-54 age range and offer multi-generational programs to attract wider range of age groups.</li> <li>› Prioritize teen programs that are fun, educational, and encourage positive social interaction.</li> <li>› Provide opportunities for teens to volunteer and earn community service hours for high school.</li> <li>› Offer trending recreation programs to attract new teens to participate.</li> <li>› Involve teens in community engagement process for designing new parks and amenities.</li> <li>› Expand indoor and outdoor recreation opportunities for seniors through the recently developed senior center facility.</li> <li>› Develop new fitness and sports programs for active adults.</li> <li>› <b>Develop virtual, after hours, and weekend programs to allow flexibility to participate.</b></li> </ul>
<p><b>Prioritize PLAY opportunities for all ages and abilities.</b></p>	<ul style="list-style-type: none"> <li>› Use inclusive and universal design principles to design play areas to allow use by all ages and abilities.</li> <li>› Renovate existing play areas to address the needs of all ability users.</li> <li>› <b>Consider pop-up play opportunities in areas where there are gaps in providing play opportunities.</b></li> <li>› Provide access to natural areas to encourage unstructured play opportunities.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## **APEX**expand



### **CULTURE OF BELONGING**

Nurture the culture of belonging by prioritizing inclusion, diversity, equity, and accessibility.

- › Nurture the culture of belonging by prioritizing inclusion, diversity, equity, and accessibility.

RECOMMENDATION	ACTION ITEMS
<b>Prioritize placemaking strategies to create welcoming spaces that attract wide range of participants.</b>	<ul style="list-style-type: none"><li>› <b>Continue to facilitate meaningful community engagement on parks and recreation initiatives.</b></li><li>› Recognize the needs of different cultures on the use of outdoor spaces and allow flexibility in the design to address their needs.</li><li>› Enhance user experience and comfort by ensuring balance of sunny and shaded areas, seating options, places for socialization and solitude, access to restrooms and water, and incorporating Crime Prevention Through Environmental Design (CPTED) principles to increase the perception of safety.</li></ul>

# RECOMMENDATIONS + ACTION ITEMS

## **APEX**expand



### ENVIRONMENTAL STEWARDSHIP

Expand efforts to protect the natural assets and collaborate on town-wide sustainability efforts.

- › Expand efforts to protect the natural assets and collaborate on town-wide sustainability efforts.

RECOMMENDATION	ACTION ITEMS
<p><b>Acquire 65 acres as conservation lands by 2031.</b></p>	<ul style="list-style-type: none"> <li>› <b>Adopt the level of service standard 70:30 ratio of developed parkland to conservation lands.</b></li> <li>› Work with the development community to identify strategic areas for conservation land acquisition.</li> <li>› Undertake cross-departmental efforts to develop a connected network of conservation lands to preserve ecological functionality, habitat protection, and biodiversity.</li> </ul>
<p><b>Promote environmental stewardship through park and facilities design and focus on environmentally sustainable operating practices.</b></p>	<ul style="list-style-type: none"> <li>› <b>Implement best practices in environmentally sustainable site and building design and natural resources protection.</b></li> <li>› Improve ecological value of parks through native vegetation, tree canopy protection, and protection of creeks and wetland areas. <i>AC* requested identification and support of conservation of properties that protect the Town's tree canopy or provide sites for reforestation.</i></li> <li>› Adopt green infrastructure elements to improve water quality.</li> <li>› Consider solar power and other renewable energy sources in the design where appropriate to provide energy source such as charging stations, low voltage lighting, as well as park buildings.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## **APEX**expand



### ENVIRONMENTAL STEWARDSHIP

Expand efforts to protect the natural assets and collaborate on town-wide sustainability efforts.

- › Expand efforts to protect the natural assets and collaborate on town-wide sustainability efforts.

RECOMMENDATION	ACTION ITEMS
<p><b>Continue to support town-wide initiatives for energy conservation through parks and recreation.</b></p>	<ul style="list-style-type: none"> <li>› <b>Encourage waste reduction strategies through provision of recycling and composting options.</b></li> <li>› Develop department-wide goals to reduce resource consumption and carbon emissions.</li> <li>› Continue to invest in tools and equipment that reduces dependency on petroleum products. <i>AC* requested policies of department align with Town initiatives while being the leader for the Town in sustainable efforts through pilot programs such as EV equipment and vehicles. Add action item, "Identify and implement best practices in design, development and maintenance."</i></li> </ul>
<p><b>Focus on nature-based programming to generate environmental awareness.</b></p>	<ul style="list-style-type: none"> <li>› <b>Promote Apex Nature Park as the hub for environmental education and nature-based programs and expand programming at other park locations.</b></li> <li>› Identify potential partners in the environmental education field to develop innovative programs.</li> <li>› Encourage nature connection and interaction through nature trails, interpretive signage, and designated areas to observe natural processes.</li> <li>› Provide outdoor classrooms, small garden areas, and access to educational material to encourage stewardship efforts.</li> <li>› Collaborate with private and Wake County schools to encourage students' participation in programs.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## APEXperience



### HEALTH + WELLBEING

Support health and wellbeing of Apex residents through parks and recreation.

- › Support health and wellbeing of Apex residents through parks and recreation.

### RECOMMENDATION

### ACTION ITEMS

**Encourage development of amenities and programs that provide physical, social, and mental health benefits.**

- › **Develop park amenities or “wellness hubs” that support and encourage health and wellness opportunities using NRPA’s new toolkit for Health and wellbeing- Community Wellness Hub development.**
- › Enhance access to natural areas and connection to nature for its mental health benefits.
- › Provide diverse fitness and wellness programs for different interest groups. *AC\* consideration of outdoor fitness facility for multi-generational use.*
- › Promote multigenerational health programming such as mommy and me classes.
- › Leverage online platforms such as Zoom to provide flexibility for people to engage in programs at their convenience.
- › Proactively identify barriers to participate in health-related programs and prioritize removing those barriers.
- › Develop incentives for people to engage in health and wellness programs.
- › **Develop partnerships with healthcare providers to support fitness and active recreation.**

**Promote access to healthy lifestyle choices.**

- › Leverage opportunities such as farmers markets to advocate access to healthy and local food.
- › **Expand community gardening efforts to educate residents about fresh produce and ‘farm to table’ concept.**
- › Incorporate culinary arts programs to encourage people to try new healthy food options and learn about nutrition.

# RECOMMENDATIONS + ACTION ITEMS

## APEXperience



### SENSE OF COMMUNITY

Provide a chance for people to socialize, form friendships, and discover common grounds.

- › Provide a chance for people to socialize, form friendships, and discover common grounds.

RECOMMENDATION	ACTION ITEMS
<p><b>Provide opportunities for residents to connect with each other and encourage social interaction.</b></p>	<ul style="list-style-type: none"> <li>› <b>Develop “social hubs” in the parks where people connect with other like-minded people (For example: Dog Park Playdates, Court Games Lessons, iPhone Photography, etc.)</b></li> <li>› Develop outdoor classrooms/ workstations to offer people an opportunity to “work from anywhere” and develop community spirit through spontaneous networking opportunities.</li> <li>› Using placemaking strategies, develop activity hubs within parks to connect people with similar interests.</li> <li>› Develop creative seating opportunities in parks for small group gatherings and solitary places for quiet work.</li> <li>› Partner with other organizations to provide high quality and innovative special events and programs.</li> <li>› Partner with HOAs to develop smaller, neighborhood scale social events.</li> <li>› Support programs and classes led by private partners in parks and on greenways.</li> <li>› Authorize funding for conducting programming and additional staff needed to organize events.</li> </ul> <p><i>AC* requested that staffing requests are supported to ensure that level of service needs are met especially as the Town's population grows, program offerings increase, and additional facilities are opened.</i></p>

# RECOMMENDATIONS + ACTION ITEMS

## APEXperience



### UNIQUE TO APEX

Reflect on Apex's culture and history through the design of spaces that are unique, innovative, and imageable.

- › Reflect on Apex's culture and history through the design of spaces that are unique, innovative, and imageable.

RECOMMENDATION	ACTION ITEMS
<p><b>Continue to offer arts and cultural programming to appeal to diverse interest groups and cultural backgrounds.</b></p>	<ul style="list-style-type: none"> <li>› Continue to provide programs such as downtown sculpture walk and expand through partnerships with local arts and cultural organizations.</li> <li>› Diversify programs to include events focusing on music, theater, fine arts, and other forms of arts. <i>AC* noted appreciation that Public Art/ Cultural Arts were clearly identified for inclusion in the plan.</i></li> <li>› <b>Consider art walks in parks and small-scale pop-up weekend performances in the downtown area to attract out-of-town visitors.</b></li> </ul>
<p><b>Promote “unique to Apex” theme while designing new parks and amenities.</b></p>	<ul style="list-style-type: none"> <li>› Leverage technology and innovative approaches to parks design and programming to create unique experiences for users.</li> <li>› Implement placemaking strategies to create distinct character for each park while ensuring consistency of features that promote Apex PRCR branding.</li> <li>› Celebrate the history of Apex through design and programming of parks and amenities.</li> <li>› Prioritize preservation and restoration of Town's historic assets within the parks system. <i>AC* requested that the Tunstall house/ Depot parking lot conversion be identified specifically in the plan to promote projects for programming space while meeting the goal to celebrate Apex history in conjunction with the adopted downtown plan.</i></li> <li>› <b>Develop a public arts plan and dedicate 1% of construction budget on projects to public arts initiative.</b></li> <li>› Engage community members, local artists, and arts and cultural organizations in the planning and design process of new parks and facilities.</li> <li>› Incorporate interpretive elements within parks system that include fun and engaging storytelling component about Apex.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## APEXcel



### OPERATIONS EFFICIENCY

Achieve organizational excellence by implementing business practices that enhance efficiency, staff satisfaction, and economic vitality.

- › Achieve organizational excellence by implementing business practices that enhance efficiency, staff satisfaction, and economic vitality.

RECOMMENDATION	ACTION ITEMS
<p><b>Streamline recreation program management through best practices, tracking, and fees policy updates.</b></p>	<ul style="list-style-type: none"> <li>› Regularly update program offerings according to cost recovery model.</li> <li>› Develop and regularly update the cost recovery goals for programs and fee structure.</li> <li>› Continue to track full cost of service for programs to make informed decisions regarding pricing policy that balances market conditions and community values.</li> <li>› <b>Track community feedback on program satisfaction levels and the need for new programs.</b></li> </ul>
<p><b>Achieve operations efficiency through sound maintenance and management practices.</b> (continue to next page)</p>	<ul style="list-style-type: none"> <li>› Invest in high quality equipment that can withstand level of use.</li> <li>› Update maintenance shops to provide adequate space for staff and storage.</li> <li>› Update maintenance technology to include use of digital tools (laptops and tablets) in the field for easy documentation.</li> <li>› <b>Develop a maintenance management plan to adequately forecast the true cost of delivering a high-quality park experience.</b></li> <li>› Develop key performance indicators to track the efficiency and quality of the work.</li> <li>› Leverage the full capacity of CityWorks software and other technology to track work orders.</li> <li>› Equipment replacement schedules should be revised based on hours of operations.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## APEXcel



### OPERATIONS EFFICIENCY

Achieve organizational excellence by implementing business practices that enhance efficiency, staff satisfaction, and economic vitality.

- › Achieve organizational excellence by implementing business practices that enhance efficiency, staff satisfaction, and economic vitality.

RECOMMENDATION	ACTION ITEMS
<p><b>Achieve operations efficiency through sound maintenance and management practices.</b></p>	<ul style="list-style-type: none"> <li>› Establish life cycle assessment for each park and set aside annual budget for deferred maintenance.</li> <li>› Train the staff responsible for caring for the environmentally sensitive areas such as green infrastructure components, native vegetation management, and wildlife habitat areas.</li> <li>› <b>Involve maintenance staff during park planning and design process.</b></li> <li>› Establish maintenance plan and standards for conservation lands to maintain consistency across the maintenance staff.</li> <li>› Develop a forestry plan that includes tree inventory within right-of-ways and park properties and collaborate with Public Works.</li> </ul>
<p><b>Invest in staffing resources and staff satisfaction to achieve departmental operations efficiency.</b> (continue to next page)</p>	<ul style="list-style-type: none"> <li>› Establish staffing requirements for full time, part time, and seasonal positions.</li> <li>› Streamline inter-departmental communications for better collaborations and effective organization.</li> <li>› <b>Support and invest in staff development and career growth to reciprocate their investment in the department and staff retention.</b></li> <li>› Recognize and use staff's untapped talent to share responsibilities in more effective way.</li> <li>› Offer competitive salaries and benefits for attracting new hires and staff retention.</li> <li>› Develop team culture through training and highlight staff accomplishments.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## APEXcel



### OPERATIONS EFFICIENCY

Achieve organizational excellence by implementing business practices that enhance efficiency, staff satisfaction, and economic vitality.

- › Achieve organizational excellence by implementing business practices that enhance efficiency, staff satisfaction, and economic vitality.

RECOMMENDATION	ACTION ITEMS
<b>Invest in staffing resources and staff satisfaction to achieve departmental operations efficiency.</b>	<ul style="list-style-type: none"> <li>› <b>Propose new staffing positions (Volunteer Coordinator, Public Art Coordinator, Marketing Supervisor, Business Development Coordinator, Pleasant Park Operations Supervisor, Assistant Director of Parks and GIS Data Manager) <i>AC* recognized that the named positions are clearly identified and serve an important role in PRCR growth and are positions needed now and even more so as the Town's population and recreation offerings, and facility spaces grow.</i></b></li> <li>› Develop a new staffing plan as the Town continues to add new facilities such as new parks and indoor recreation.</li> <li>› <b>Establish a working goal to achieve CAPRA accreditation by adopting best practices that align with CAPRA standards.</b></li> </ul>
<b>Seek strategic partnerships with third party providers to expand Department's capacity to provide competitive services to residents.</b>	<ul style="list-style-type: none"> <li>› Ensure the public-private partnerships is based on fair policy agreements for both parties.</li> <li>› Establish measurable outcomes and tracking mechanisms for the services rendered through partnerships.</li> <li>› <b>Identify other partners in the community to support the PRCR Department's vision.</b></li> </ul>
<b>Implement capital improvements and operations through responsible funding sources.</b>	<ul style="list-style-type: none"> <li>› Acknowledge that parks count as essential infrastructure element for the Town.</li> <li>› <b>Explore alternate funding strategies to expand and excel in providing Department services.</b></li> <li>› Leverage the Friends Groups and other non-profit organizations for fundraising and awareness.</li> <li>› Build on the current financial strengths.</li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

## APEXcel



### CUSTOMER SERVICE

Provide outstanding customer service through streamlined communication and marketing efforts.

- › Provide outstanding customer service through streamlined communication and marketing efforts.

RECOMMENDATION	ACTION ITEMS
<p><b>Provide high quality customer service through enhanced communication and outreach.</b></p>	<ul style="list-style-type: none"> <li>› Provide regular website updates to include new and upcoming events, programs and news.</li> <li>› Continue to update marketing plan annually to stay up to date on community needs and demographics.</li> <li>› Leverage social network applications' capabilities for great user engagement.</li> <li>› <b>Prioritize staff job training and skill development training to enhance customer experience and empower them to connect with diverse demographics of Apex.</b></li> <li>› Train the staff to be culturally competent and hire multilingual staff to connect with minority groups.</li> <li>› Streamline registration and rental processes via in-person, telephone, paper forms, or online platforms.</li> <li>› Track level of satisfaction feedback from users regularly to continuously improve customer service using online feedback surveys.</li> <li>› Leverage relationships with partners to enhance marketing efforts through cross-promotion.</li> <li>› <b>Consider establishing a marketing division to expand outreach efforts and maintain and develop new relationships with partners.</b> <i>AC* discussed staffing needs such as managing project updates and public engagement in development of new programs and facilities by Parks Planning staff, developing partnerships &amp; sponsorship program by Business Development and Marketing staff.</i></li> </ul>

# RECOMMENDATIONS + ACTION ITEMS

**APEXcel**



## CUSTOMER SERVICE

Provide outstanding customer service through streamlined communication and marketing efforts.

- › Provide outstanding customer service through streamlined communication and marketing efforts.

### RECOMMENDATION

**Establish volunteer program to engage residents in parks and recreation services and develop a sense of ownership within the community.**

### ACTION ITEMS

- › Establish volunteer policy that encompasses cross-departmental efforts to engage community members.
- Establish a volunteer coordinator position. *AC\* recognized how volunteer opportunities could provide training for future employees.*
- › Recognize and reward volunteerism.
- › Establish a training program for new volunteers to ensure high quality customer service experience.
- › Achieve the goal of 12-15% of total staffing hours to supported volunteer hours and use this resource as “in-kind” indirect revenue source.

# ACTION/ IMPLEMENTATION PLAN

THEMES/ GUIDING PRINCIPLES	RECOMMENDATIONS	ACTION ITEMS	ACTION PATHWAY	RESPONSIBILITY	STATUS
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## Prioritization Guidelines

- › Guiding Principles Compatibility
- › Community Needs
- › Parks System Advancement
  - › Degree of urgency
  - › Economic impact
  - › Policies and planning compatibility

## Responsible Groups

- › Town Departments
- › PRCR Department Teams

## Implementation Plan Pathways

- › Policy Guidance (PG)
- › Development Ordinance (DO)
- › Capital Projects and Funding Investment (CF)
- › Operational Advancement (OA)

## Status Update

- › Perpetual
- › In Progress
- › On Hold
- › Not Started
- › Completed



thank you!