

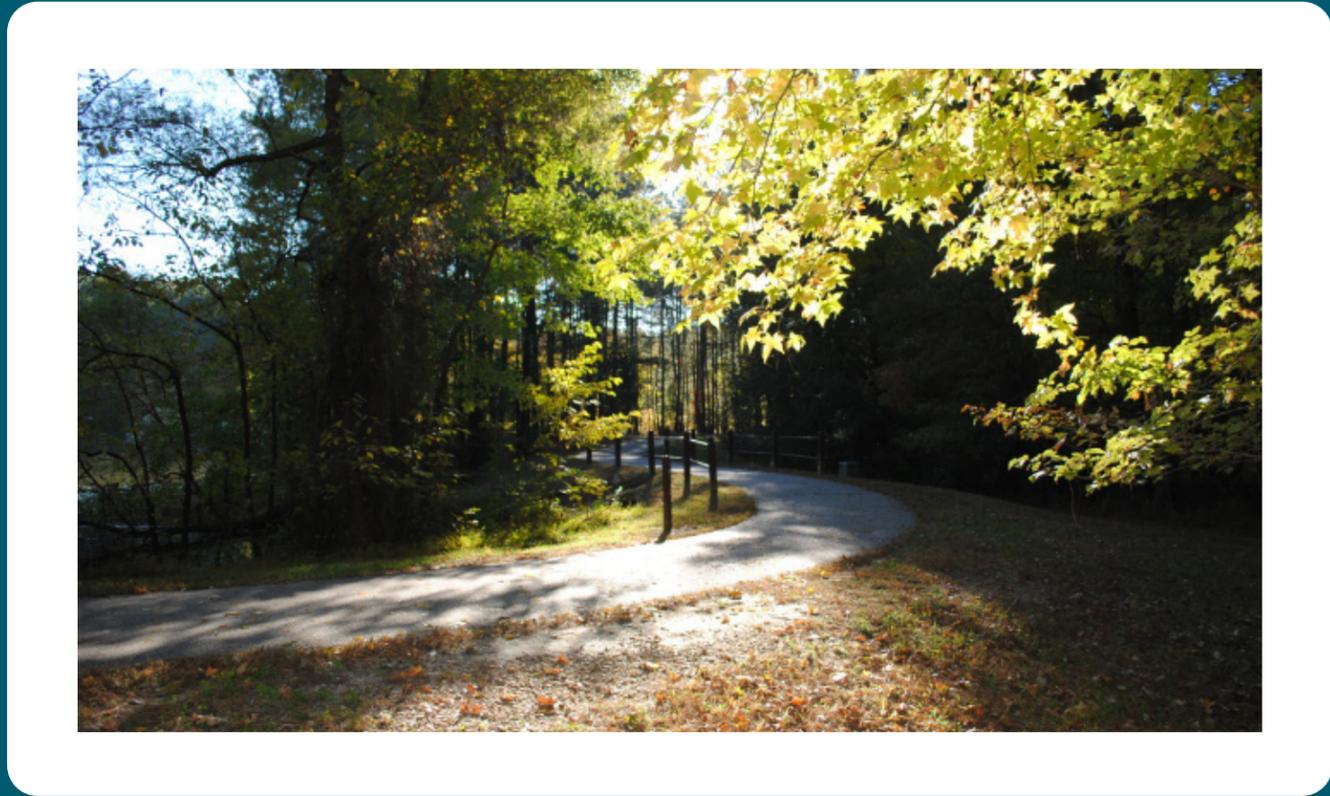
11 | IMPLEMENTATION + ACTION PLAN

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Implementation + Action Plan





The Town of Apex Parks, Recreation, Greenways and Open Space Master Plan proposes recommendations and action items that align with the themes and guiding principles developed through a robust community and staff engagement process and based on the strong foundation of community values. The action items address enhancements to existing services and implementing new amenities and programs over the next ten-year planning horizon.

As the Town continues the implementation process over the next decade, many projects will evolve based on changing recreation trends, the availability of funding, and the needs of a growing community. When there are many opportunities and competing interests, it is difficult for decision-makers to prioritize and implement projects. Hence, this plan sets forth implementation guidelines for use as a decision-making tool for staff and elected officials. This approach informs and validates decisions through data and community values, leading to defensible projects and consensus among stakeholders.



Figure 11.1- Downtown Depot Plaza



PRIORITIZATION GUIDELINES

The proposed prioritization guidelines for project implementation described below encompass the master plan guiding principles, community needs, and parks system advancement. There are a series of questions added to each section to help the Town make an informed decision as projects are identified or new projects emerge for implementation.

1. Guiding Principles Compatibility

This criterion will ensure that the projects considered for implementation are consistent with the guiding principles of the plan. Overlapping multiple guiding principles will generate benefits that span across the system covering all elements from environmental sustainability to economic impact. The following questions can help evaluate this criterion:

- a. Does the project meet the needs of the growing community by providing recreation programs, special events, and unique amenities that are not currently available?
- b. Does this project provide equitable access to parks and facilities for people of all ages and abilities and create inclusive environments for people of different cultures and ethnicities?
- c. Does this project support health and well-being of the community members by providing amenities that encourage physical activity or reduce mental stress?
- d. Does this project fill in the identified gaps to create a recreation system that connects key destinations within the Town via greenway trails and side paths? Does this project protect natural resources for its ecological and environmental benefits?
- e. Does this project elevate the quality-of-life experience for Apex residents by strengthening the sense of community, identifying key partnerships, and achieving operational efficiency?

2. Community Needs

This criterion leverages the findings from the community engagement process undertaken during this project. Two major components of this criterion are findings from the scientific survey and the feedback received from various other groups as noted below:

- a. Scientific survey PIR ratings based on the unmet needs and the level of importance given to these needs by the participants
- b. Public, focus groups, and advisory commission feedback received through various platforms

The following questions can help evaluate this criterion:

1. Is this project listed on the priority investment rating scale as mentioned in the scientific survey?
2. Is this project identified as a need by various groups in the public engagement process?

3. Parks System Advancement

The parks system advancement criterion is related to providing an excellent parks and recreation service and high-quality amenities and programs by addressing the detail technical project implementation questions. These questions are divided into following three categories as follows:

1. Degree of Urgency

- a. Does this project need attention to ensure public health, safety, and welfare?
- b. Does this project need attention to comply with current building codes and regulations?
- c. Will this project protect natural resources which otherwise may be lost if not addressed immediately?
- d. Is this project a unique opportunity resulting from other projects that may be lost if not taken as priority?

2. Economic Impact

- a. Will this project create long term operational efficiency and financial loss if not addressed promptly?
- b. Does this project generate revenue for the parks and recreation department?
- c. Does this project generate revenue through strategic partnerships or time sensitive grant funding opportunities?

3. Compatibility with Town policies and planning efforts

- a. Is this project compatible with the Future Land Use Plan?
- b. Does this project build upon other regional planning efforts to connect Apex residents to regional and state level recreation opportunities?
- c. Does this project address existing gaps in the system to achieve cohesive parks and recreation system?

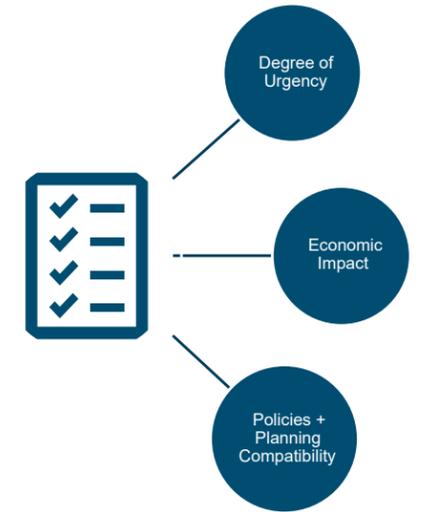


Figure 11.2- Park System Advancement

FROM RECOMMENDATIONS TO ACTIONS + IMPLEMENTATION

The implementation plan is considered a 10-year work plan or a road map for the Town. The framework for the implementation plan is designed to show roles and responsibilities of the staff accountable for action items, actions from elected officials, and overall documentation of implementation progress.

There are three primary pathways to implement recommendations and action items- through policy guidance (PG), Development Ordinance (DO), and identification of capital projects and associated funding mechanisms (CF). Additionally, the fourth pathway suggested for this plan is Operational Advancements (OA) for the recommendations that refer to changes or improvements in departmental operations. Each action below is supported by the types of pathways the Town needs to take to implement the same. The majority of the recommendations and action items are supported by policy guidance, followed by identification of projects that need capital funding investment. The Unified Development Ordinance is referenced where the Town has established the codes that relate to action items. Furthermore, the responsibility section notes the department group responsible for implementation and identifies other departments the PRCR Department should continue to collaborate with.



RESPONSIBLE PRCR GROUPS	TOWN DEPARTMENTS COLLABORATION OPPORTUNITIES
PRCR Administration	Town Administration
Cultural Arts	Diversity, Equity, and Inclusion (DEI Department)
Recreation Programs (includes Community Center)	Economic Development
Senior Center	Planning and Community Development
Marketing	Public Works
Athletics Programs	Transportation Engineering
Parks and Planning (includes Pleasant Park)	Water Resources
Park Operations	

STATUS DESCRIPTION	EXPLANATION
Perpetual	The action item does not have an end date. It may be currently under progress and will continue to be implemented in perpetuity of this master plan.
In Progress	The action item is currently under progress and will have a definite end date.
On Hold	The action item is on hold.
Not Started	The action item implementation has not started.
Completed	The action item implementation has been completed.

The implementation plan also includes a status update on each of the action items to keep track of the progress and remove the action items from the plan once they are completed. The status categories include Perpetual, In Progress, On Hold, Not Started, and Completed. The Town can consider developing an “implementation plan team” to ensure accountability and consistent progress over the ten-year planning horizon. The implementation team will be responsible for congruency with other town-wide planning efforts, identifying priority capital projects and funding sources, and developing annual progress reports. An annual progress report is helpful for the Department’s internal operations and staff motivation as well as communicating the success to elected officials and public at large. It also sets the stage for next year’s project priorities, staffing, and funding allocations. The implementation team will also take account of any emerging issues, trends, community’s changing desires etc. in the annual report.



Figure 11.3- Pleasant Park (Under Construction)

THEMES/ GUIDING PRINCIPLES	RECOMMENDATIONS	ACTION ITEMS	ACTION PATHWAY	RESPONSIBILITY	STATUS
1. EXPAND					
1.1 Connectivity: Prioritize interconnected public realm through greenways, bikeways, and transportation.					
1.1.1	Implement the proposed greenway network plan to improve access to parks, other greenways, and other local and regional destinations.	a. Build additional 12 plus miles of greenways in the next ten years to achieve a minimum level of service of 0.46 miles/ 1,000 population.	PG, DO, CF	Parks and Planning, Transportation Engineering, Planning & Community Dev., Public Works	In progress
		b. Continue inter-departmental collaborations on the bike-ped plan, transportation plan, and the PRGOS Master Plan to improve system-wide connectivity, implement recommended infrastructure, amenities, and policies outlined in adopted plans.	PG	Parks and Planning and Parks, Recreation & Cultural Resources Advisory Commission	Perpetual
		c. Continue inter-jurisdictional collaborations to improve regional connectivity.	PG	Parks and Planning	Perpetual
		d. Address current gaps in the system to expand the network connectivity through side path, street side trail, and greenway development.	PG, DO, CF	Parks and Planning, Transportation Engineering, Planning & Community Dev., Public Works	Perpetual
		e. Identify ‘commuter corridors’ to offer regional connectivity with major employment destinations.	PG	Parks and Planning	In Progress
		f. Coordinate with NCDOT Division 5 on future STIP projects to prioritize and construct sidepaths or greenways, safe connections, and intersection treatments in roadway projects. Construct grade-separated crossings or barrier protected bike/ped lanes on bridges as a betterment on NCDOT projects.	CF	Parks and Planning, Transportation Engineering, Planning & Community Dev., NCDOT Div. 5, NCDOT IMD	Perpetual



1.1.1	Implement the proposed greenway network plan to improve access to parks, other greenways, and other local and regional destinations.	g. Develop a greenway work plan and construct greenway development as part of essential infrastructure development across the Town. Designate Town staff to lead implementation of plan recommendations.	PG, DO, CF	Parks and Planning, Transportation Engineering, Planning & Community Dev., Public Works	Perpetual
		h. Provide staff resources and training related to greenway infrastructure and amenities.	OA, CF	Parks and Planning, Transportation Engineering, Planning & Community Dev., Public Works	Not Started
		i. Develop funding strategies and allocate funding for greenway development annually and seek funding opportunities for right-of-way acquisitions, easement acquisitions proactively.	CF	PRCR Administration, Town Administration, Parks and Planning, CAMPO, Wake County, NCDOT IMD	Perpetual
1.1.2	Prioritize completion of greenway corridors that meet most criteria established in the prioritization matrix.	a. Use the prioritization criteria (Step 1: Feasibility; Step 2: Prepare cost analysis) to inform decisions regarding prioritization for project implementation.	PG	Parks and Planning	In Progress
		b. Conduct feasibility studies for the high priority greenway projects.	PG, CF	Parks and Planning, NCDOT, regional partners, adjacent municipalities	In Progress
		c. Following feasibility study completion, score high-priority greenway corridors for design development and construction funding using the prioritization criteria developed through the Master Plan update.	CF	Parks and Planning, Transportation engineering, Planning & Community Dev., Public Works	Not Started
		d. Staff should analyze budget annually using the two-step prioritization criteria.	PG, CF	Parks and Planning	Not Started
1.1.3	Encourage and support greenway use through placemaking strategies.	a. Use placemaking strategies to enhance user experience along greenway nodes and trail head locations.	PG, CF	Parks and Planning	Perpetual

1.1.3 (cont.)	Encourage and support greenway use through placemaking strategies.	b. Develop a hierarchical system of trail heads and identify amenities associated with each such as restrooms, weather shelter, parking, drinking water, public art etc.	PG, DO, CF	Parks and Planning	Not Started
		c. Provide easy access to amenities (e.g., rest rooms, drinking water, seating areas, mile markers etc.) to encourage fitness and health outcomes.	PG, CF	Parks and Planning	Not Started
		d. Develop a Greenway Maintenance & Operations Plan and allocate resources for maintenance of aging sections as part of the asset management plan.	OA, CF	Parks and Planning, Public Works, Parks Operations	Not Started
		e. Incorporate digital capabilities such as QR codes on greenway signage, bike rentals, and phone apps to encourage greenway use	PG, CF	Parks & Planning, Recreation Programs, Marketing	Not Started
		f. Facilitate and participate in programs and events such as bike rodeos, traffic gardens, and other educational programming, group walks and bike rides, nature hikes, etc. to attract new users	CF	Parks and Planning, Recreation Programs	Perpetual
		g. Ensure connectivity to internal parks trails from greenway corridors.	PG, DC, CF	Parks and Planning, Community Dev.	Perpetual
		h. Continue to implement the current wayfinding signage along new greenway corridors.	CF	Parks and Planning	Not Started
1.1.4	Evaluate the performance of the greenway network annually.	a. Develop performance measures and conduct annual reviews of the greenway system to understand facility needs, funding and resource needs, and usage rates.	OA	Parks and Planning	Not Started
		b. Coordinate with NCDOT IMD to participate in the Bicycle and Pedestrian Count Program.	OA	Parks and Planning	Not Started



1. EXPAND					
1.2 Recreation offerings: Expand recreation offerings to attract new participants, retain current ones, and meet the needs of diverse and growing demographics of Apex.					
Parks and Facilities Recommendations					
1.2.1	Acquire 193 additional acres to continue to provide 10 ac/1000 pop. Level of Service standard.	a. Adopt the LOS standard of 10 acres/1,000 population.	PG, DO	PRCR Administration	Not Started
		b. Target land acquisition in the areas identified in the parks search areas map.	PG	Parks and Planning	Not Started
		c. Encourage developable land dedication instead of fee-in-lieu provision within the park search areas	PG	PRCR Administration, Parks and Planning	Not Started
1.2.2	Build 39,084 sq. ft. of additional indoor facility space by 2031.	a. Conduct feasibility studies to determine indoor programming needs at the existing undeveloped parkland and investigate partnership opportunities to allow flexibility in the number of new indoor facilities.	CF	Parks and Planning	Not Started
		b. Build Nature Center per Nature Park plans to meet demands for environmental educational programming and community space.	CF	Parks and Planning	In Progress
		c. Develop business plans prior to developing new indoor facilities to identify amenity and programming needs, staff needs, office spaces, and fees.	CF	Parks and Planning	Not Started
		d. Develop master plans for the two recently acquired vacant parkland properties.	CF	Parks and Planning	Not Started
1.2.3	Develop the existing vacant parkland to continue to provide recreation offerings for a growing population.	b. Complete full build out of Pleasant Park facility per approved plans.	CF	Parks and Planning	Ongoing
		c. Leverage community input, PIR findings, and level of service standards to provide additional park amenities such as new sports courts and additional playgrounds.	CF	Parks and Planning	Not Started

1.2.3 (cont.)	Develop the existing vacant parkland to continue to provide recreation offerings for a growing population.	d. 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 and recreational amenities including greenways.	PG	PRCR Administration, Parks and Planning, Athletic Programs, Recreation Programs	Not Started
		e. Consider recreation trends amongst diverse Apex populations to plan for new amenities in parks.	PG, OA	Parks and Planning	Perpetual
1.2.4	Continue to invest in existing parks and facilities to meet community priorities.	a. Regularly assess existing parks and facilities for renovations and park activation through new innovative amenities and programs to continue to attract visitors.	CF	Parks and Planning, Athletic Programs, Recreation Programs	Perpetual
		b. Adopt total cost of service/ownership model to anticipate capital investment and operations + maintenance costs for aging facilities.	PG	PRCR Administration, Parks and Planning	Not Started
		c. Implement the site specific and facility specific recommendations outlined in this plan to respond to diverse recreation interests.	CF	Parks and Planning	In Progress
		d. Consider revenue generating potential of facilities such as the Halle Cultural Arts Center through provision of concessions.	PG, CF	Parks and Planning, Cultural Arts	Not Started
		e. Streamline the reservation processes for sports fields to optimize their use for league play and open play.	CF, OA	Athletic Programs	Not Started
		f. Consider developing business plans for existing and future parks and facilities.	CF	Parks and Planning	Not Started
Programming Recommendations					
1.2.5	Continue to offer diverse recreation programs for growing and changing demographics of Apex.	a. 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.	CF	Athletic Programs, Recreation Programs, Cultural Arts	Perpetual



		b. Consider nation-wide recreation trends to test new programs offerings.	CF, OA	Athletic Programs, Recreation Programs	Perpetual
		c. 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.	CF	Recreation Programs	Not Started
1.2.6	Effectively manage and operate the core program areas.	a. Evaluate core program areas and individual programs annually to ensure offerings are relevant to evolving demographics and local recreation trends.	OA	Athletic Programs, Recreation Programs	Not Started
		b. Establish Program Lifecycle Analysis process to ensure balanced distribution of programs annually.	OA	Athletic Programs, Recreation Programs, Cultural Arts	Not Started
		c. Establish annual performance measures for each core program area to track program success.	OA	Athletic Programs, Recreation Programs, Cultural Arts	Not Started
		d. Develop sound fees and charges policy based on program service level.	OA	PRCR Administration, Athletic Programs, Recreation Programs, Cultural Arts	Not Started
		e. Balance cost recovery goals with seeking funding through tax dollars, grants, and sponsorships.	OA	PRCR Administration, Athletic Programs, Recreation Programs, Cultural Arts	Not Started
1. EXPAND					
1.3. Culture of Belonging: Nurture the culture of belonging by prioritizing inclusion, diversity, equity, and accessibility.					
1.3.1	Achieve equitable access to parks, facilities, and programs for all Apex residents.	a. Ensure equitable geographic distribution of parks and facilities throughout Apex.	PG	Parks and Planning	Perpetual

1.3.1 (cont.)	Achieve equitable access to parks, facilities, and programs for all Apex residents.	b. Use GIS data analysis tools to identify gaps in the provision of amenities and programs and prioritize them for equitable access.	PG	Parks and Planning	Perpetual
		c. Improve accessibility to all parks and recreation facilities for all abilities.	CF, PG	Parks and Planning	Perpetual
		d. Develop need-based fees and charges policy to ensure fair and equitable access to high quality programs for all residents.	PG	PRCR Admin., Athletic Programs, Recreation Programs, Cultural Arts	Not Started
		e. Consider multi-modal transportation options such as greenway access, side paths, and public transport to improve access to parks and programs including special events.	CF, PG	Parks and Planning	In Progress
1.3.2	Support special events and programs that represent diverse cultures in Apex.	a. Evaluate if the needs of all segments of populations are being met through programming and marketing plan through community feedback, annual surveys, program participation evaluation forms, etc.	OA, PG	Athletic Programs, Recreation Programs, Cultural Arts, Senior Center, Marketing	Not Started
		b. Continue to expand culturally diverse programs for Town's growing population.	PG, CF	Recreation Programs, Cultural Arts	Perpetual
		c. Offer new outdoor special events and festivals to expand on the current offerings.	PG, CF	Recreation Programs, Cultural Arts	In Progress
		d. Partner with DEI Department to find common goals to reach minority and underserved population in Apex.	OA	PRCR Administration, DEI Department	Not Started
		e. Ensure diverse demographic representation on Boards and Commissions.	OA	Cultural Arts	Not Started



1.3.3	Continue to provide age targeted recreation programs that appeal to diverse interest groups.	a. Expand multi-generational programs to attract wider range of age groups.	CF	Athletic Programs, Recreation Programs, Cultural Arts, Senior Center	Perpetual
		b. Prioritize teen programs that are fun, educational, and encourage positive social interaction.	CF	Athletic Programs, Recreation Programs, Cultural Arts	Perpetual
		c. Provide opportunities for teens to volunteer, earn community service hours for high school and educate on professional opportunities.	CF	Athletic Programs, Recreation Programs, Cultural Arts	Perpetual
		d. Offer trending recreation programs to attract new teens to participate.	CF	Athletic Programs, Recreation Programs, Cultural Arts	Not Started
		e. Involve teens in community engagement process for designing new parks and amenities.	CF	Parks and Planning	In Progress
		f. Expand indoor and outdoor recreation opportunities for seniors through the recently developed senior center facility.	CF	Senior Center	In Progress
		g. Develop new fitness and sports programs for active adults.	CF	Senior Center	In Progress
		h. Develop virtual, after hours, and weekend programs to allow flexibility to participate.	CF	Athletic Programs, Recreation Programs, Cultural Arts, Senior Center	In Progress
		i. Evaluate youth camp options as additional facility space becomes available.	CF	Athletic Programs, Recreation Programs, Cultural Arts, Senior Center	Not Started
		1.3.4	Prioritize PLAY opportunities for all ages and abilities.	a. Renovate existing play areas to address the needs of all ability users.	CF
b. Use inclusive and universal design principles to design play areas to allow use by all ages and abilities.	CF, PG			Parks and Planning	Perpetual

1.3.4 (cont.)	Prioritize PLAY opportunities for all ages and abilities.	c. Consider pop-up play opportunities in areas where there are gaps in providing play opportunities.	CF, PG	Parks and Planning	Perpetual
		d. Provide access to natural areas to encourage unstructured play opportunities.	CF	Parks and Planning	Not Started
1.3.5	Prioritize placemaking strategies to create welcoming spaces that attract wide range of participants.	a. Continue to facilitate meaningful community engagement on parks and recreation initiatives.	CF, PG	Parks and Planning	Perpetual
		b. Recognize the needs of different cultures on the use of outdoor spaces and allow flexibility in the design to address their needs.	CF, PG	Parks and Planning	Perpetual
		c. 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.	CF	Parks and Planning	Perpetual
1. EXPAND					
1.4 Environmental Stewardship: Expand efforts to protect the natural assets and collaborate on town-wide sustainability efforts.					
1.4.1	Acquire 65 acres as conservation lands by 2031.	a. Adopt the level of service standard 70:30 ratio of developed parkland to conservation lands.	CF, PG	PRCR Administration	In Progress
		b. Work with the development community to identify strategic areas for conservation land acquisition.	CF, PG	Parks and Planning, Planning and Community Development	Not Started



1.4.1 (cont.)	Acquire 65 acres as conservation lands by 2031.	c. Undertake cross-departmental efforts to develop a connected network of conservation lands to preserve ecological functionality, habitat protection, and biodiversity.	CF, PG	Parks and Planning, Planning and Community Development	Perpetual
1.4.2	Promote environmental stewardship through park and facilities design and focus on environmentally sustainable operating practices.	a. Implement best practices in environmentally sustainable site and building design and natural resources protection.	PG, CF	PRCR Administration	Perpetual
		b. Improve ecological value of parks through native vegetation, tree canopy protection, and protection of creeks and wetland areas.	PG, CF	Parks and Planning, Water Resources	Perpetual
		c. Adopt green infrastructure elements to improve water quality.	PG, CF	Parks + Planning, Water Resources	Perpetual
		d. Incorporate solar power and other renewable energy sources in the design where appropriate to provide energy sources such as charging stations, low voltage lighting, as well as park buildings.	PG, CF	Parks and Planning, Park Operations	Perpetual
1.4.3	Continue to support town-wide initiatives for energy conservation through parks and recreation.	a. Encourage and incorporate waste reduction strategies through provision of recycling and composting options.	PG, CF	PRCR Administration, Park Operations	Perpetual
		b. Develop department-wide goals to reduce resource consumption and carbon emissions.	PG, CF	PRCR Administration, Park Operations	Perpetual
		c. Continue to invest in tools and equipment that reduces dependency on petroleum products.	PG, CF	PRCR Administration, Park Operations	Perpetual
		d. Identify and implement best practices in the area of sustainable design, development, and maintenance.	PG, CF	Parks & Planning, PRCR Administration, Park Operations	Perpetual

1.4.4	Focus on nature-based programming to generate environmental awareness.	a. Promote Apex Nature Park as the hub for environmental education and nature-based programs and expand programming at other park locations.	CF, OA	Parks and Planning, Recreation Programs, Marketing	Not Started
		b. Identify potential partners in the environmental education field to develop innovative programs.	CF, OA	Parks and Planning, Recreation Programs, Marketing	Not Started
		c. Encourage nature connection and interaction through nature trails, interpretive signage, and designated areas to observe natural processes.	CF	Parks and Planning, Recreation Programs	Not Started
		d. Provide outdoor classrooms, small garden areas, and access to educational material to encourage stewardship efforts.	CF	Parks and Planning, Recreation Programs	Not Started
		e. Collaborate with private and Wake County schools to encourage students' participation in programs. Identify potential partners in the environmental education field to develop innovative programs.	CF	Parks and Planning, Recreation Programs	Not Started

2. EXPERIENCE

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

2.1.1	Continue to offer arts and cultural programming to appeal to diverse interest groups and cultural backgrounds.	a. Continue to provide programs such as downtown sculpture walk and expand through partnerships with local arts and cultural organizations.	CF	Recreation Programs, Cultural Arts	Perpetual
		b. Diversify programs to include events focusing on music, theater, fine arts, and other forms of arts.	CF	Recreation Programs, Cultural Arts	Perpetual
		c. Consider art walks in parks and small-scale pop-up weekend performances in the downtown area to attract out-of-town visitors.	CF	Recreation Programs, Cultural Arts	Not Started



2.1.2 Promote the “unique to Apex” theme while designing new parks and amenities.

a. Leverage technology and innovative approaches to parks design and programming to create unique experiences for users.	CF	Parks and Planning, Recreation Programs	Not Started
b. Implement placemaking strategies to create distinct character for each park while ensuring consistency of features that promote Apex PRCR branding.	CF	Parks and Planning	Perpetual
c. Celebrate the history of Apex through design and programming of parks and amenities.	CF	Parks and Planning	Perpetual
d. Prioritize preservation and restoration of Town’s historic assets within the parks system, such as the Tunstall House and Depot Plaza.	CF, PG	Parks and Planning	Perpetual
e. Develop a public arts plan and dedicate 1% of construction budget on projects to public arts initiative.	PG, DO	Town Administration, PRCR Administration, Parks and Planning, Cultural Arts	Not Started
f. Engage community members, local artists, and arts and cultural organizations in the planning and design process of new parks and facilities.	PG	Parks and Planning, Cultural Arts	Not Started
g. Incorporate interpretive elements within parks system that include fun and engaging storytelling components about Apex.	CF	Parks and Planning	Perpetual

2. EXPERIENCE

2.2 Sense of Community: Provide a chance for people to socialize, form friendships, and discover common grounds.

2.2.1 Provide opportunities for residents to connect with each other and encourage social interaction.	a. 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.)	CF, PG	Parks and Planning, Recreation Programs	Not Started
	b. Develop outdoor classrooms/ workstations to offer people an opportunity to “work from anywhere” and develop community spirit through spontaneous networking opportunities.	CF, PG	Parks and Planning, Recreation Programs	Not Started
	c. Develop creative seating opportunities in parks for small group gatherings and solitary places for quiet work.	CF	Parks and Planning	Not Started
	d. Partner with other organizations to provide high quality and innovative special events and programs.	CF, OA	Recreation Programs, Cultural Arts, Senior Center	Not Started
	e. Partner with HOAs to develop smaller, neighborhood scale social events.	CF	Recreation Programs, Cultural Arts	Not Started
	f. Support programs and classes led by private partners in parks and on greenways.	CF	Recreation Programs	Not Started
	g. Authorize funding for conducting programming and additional staff needed to organize events.	CF, OA	Town Administration, PRCR Administration	Not Started



2. EXPERIENCE

2.3 Health and Wellbeing: Promote fitness and active lifestyles to support health and well-being of Apex residents.

2.3.1	Encourage development of amenities and programs that provide physical, social, and mental health benefits.	<p>a. 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.</p> <p>b. Enhance access to natural areas and connection to nature for its mental health benefits.</p> <p>c. Provide diverse fitness and wellness programs for different interest groups.</p> <p>d. Promote multigenerational health programming such as mommy and me classes.</p> <p>e. Leverage online platforms such as Zoom to provide flexibility for people to engage in programs at their convenience.</p> <p>f. Proactively identify barriers to participate in health-related programs and prioritize removing those barriers.</p> <p>g. Partner with HOAs to develop smaller, neighborhood scale social events.</p> <p>h. Develop incentives for people to engage in health and wellness programs.</p> <p>i. Develop partnerships with healthcare providers to support fitness and active recreation.</p>	<p>CF, PG</p> <p>CF, PG</p> <p>CF</p> <p>CF</p> <p>CF, OA</p> <p>CF, OA</p> <p>CF</p> <p>CF</p> <p>CF, OA</p>	<p>Parks and Planning, Recreation Programs</p> <p>Parks and Planning</p> <p>Parks and Planning</p> <p>Recreation Programs</p> <p>Recreation Programs</p> <p>Recreation Programs</p> <p>Recreation Programs, Athletic Programs, Senior Center</p> <p>Town Administration, PRCR Administration</p>	<p>Not Started</p> <p>Perpetual</p> <p>Perpetual</p> <p>Perpetual</p> <p>Not Started</p> <p>Not Started</p> <p>Not Started</p> <p>Not Started</p> <p>Not Started</p>
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2.3.2	Promote access to healthy lifestyle choices.	a. Leverage opportunities such as farmers markets to advocate access to healthy and local food.	PG, CF	Recreation Programs	In Progress
		b. Expand community gardening efforts to educate residents about fresh produce and ‘farm to table’ concept.	PG, CF	Recreation Programs	In Progress
		c. Incorporate culinary arts programs to encourage people to try new healthy food options and learn about nutrition.	CF	Recreation Programs	Not Started
		d. Promote local businesses that support local farmers through special programs and events.	CF	Recreation Programs, Marketing	Not Started



Figure 11.4- Parks and Recreation Staff - 2023



3. EXCEL

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

3.1.1	Streamline recreation program management through best practices, tracking, and fees policy updates.	a. Regularly update program offerings according to cost recovery model.	OA	Recreation Programs, Athletic Programs, Senior Center	Not Started
		b. Develop and regularly update the cost recovery goals for programs and fee structure.	OA	PRCR Administration, Recreation Programs, Athletic Programs, Senior Center	Not Started
		c. Continue to track full cost of service for programs to make informed decisions regarding pricing policy that balances market conditions and community values.	OA	Recreation Programs, Athletic Programs, Senior Center	Not Started
		d. Track community feedback on program satisfaction levels and need for new programs.	OA	Recreation Programs, Athletic Programs, Senior Center	Not Started
		e. Invest in high quality equipment that can withstand level of use.	CF, OA	Park Operations, Public Works	In Progress
3.1.2	Achieve operations efficiency through sound maintenance and management practices.	b. Update maintenance shops to provide adequate space for staff and storage.	OA	Parks and Planning, Park Operations	Not Started
		c. Update maintenance technology to include use of digital tools (laptops and tablets) in the field for easy documentation.	CF, OA	Park Operations	Not Started
		d. Develop a maintenance management plan to adequately forecast the true cost of delivering a high-quality park experience.	CF, OA	Park Operations	Not Started
		e. Develop key performance indicators to track the efficiency and quality of the work.	OA	Park Operations	Not Started

3.1.1

Streamline recreation program management through best practices, tracking, and fees policy updates.

f. Leverage the full capacity of CityWorks software and other technology to track work orders.	OA	Park Operations	Not Started
g. Equipment replacement schedules should be revised based on hours of operations.	OA	Park Operations	Not Started
h. Establish life cycle assessment for each park and set aside annual budget for deferred maintenance.	OA	Parks and Planning, Park Operations	Not Started
i. Train the staff responsible for caring for the environmentally sensitive areas such as green infrastructure components, native vegetation management, and wildlife habitat areas.	OA	Park Operations	Not Started
j. Involve maintenance staff during park planning and design process.	OA, PG	Parks and Planning, Park Operations	Perpetual
k. Establish maintenance plan and standards for conservation lands to maintain consistency across the maintenance staff.	OA	Park Operations, Public Works	Not Started
l. Develop a forestry plan that includes tree inventory within rights-of-ways and park properties and collaborate with Public Works.	CF	Park Operations	Not Started

3.1.3

Invest in staffing resources and staff satisfaction to achieve departmental operations efficiency.

a. Establish staffing requirements for full-time, part-time, and seasonal positions.	OA	PRCR Administration	In Progress
b. Streamline inter-departmental communications for better collaborations and effective organization.	OA	PRCR Administration	In Progress
c. Support and invest in staff development and career growth to reciprocate their investment in the department and staff retention.	OA	PRCR Administration	In Progress



3.1.3 (cont.)	Invest in staffing resources and staff satisfaction to achieve departmental operations efficiency.	d. Recognize and use staff's untapped talent to share responsibilities in more effective way.	OA	PRCR Administration	In Progress
		e. Offer competitive salaries and benefits for attracting new hires and staff retention.	OA	PRCR Administration	In Progress
		f. Develop team culture through training and highlight staff accomplishments.	OA	PRCR Administration	In Progress
		g. 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)	OA	PRCR Administration	In Progress
		h. Develop a new staffing plan as the Town continues to add new facilities such as new parks and indoor recreation.	OA	PRCR Administration	Perpetual
		i. Establish a working goal to achieve CAPRA accreditation by adopting best practices that align with CAPRA standards.	OA	PRCR Administration	Not Started
3.1.4	Seek strategic partnerships with third party providers to expand Department's capacity to provide competitive services to residents.	a. Ensure public-private partnerships are based on fair policy agreements for both parties.	PG, OA	PRCR Administration	Not Started
		b. Establish measurable outcomes and tracking mechanisms for the services rendered through partnerships.	OA	PRCR Administration	Not Started
		c. Identify other partners in the community to support the PRCR Department's vision.	OA	All PRCR Groups	Not Started

3.1.5	Implement capital improvements and operations through responsible funding sources.	a. Acknowledge and construct parks as essential infrastructure element for the Town.	CF, PG	Parks and Planning	Perpetual
		b. Explore alternate funding strategies to expand and excel in providing Department services.	OA	PRCR Administration	Perpetual
		c. Leverage the Friends Groups and other non-profit organizations for fundraising and awareness.	OA	PRCR Administration	Not Started
		d. Build on the current financial strengths.	OA	PRCR Administration	Perpetual
3. EXCEL					
3.2 Customer Service: Continue to provide high quality customer service through streamlined communication and marketing efforts.					
3.2.1	Provide high quality customer service through enhanced communication and outreach.	a. Provide regular website updates to include new and upcoming events, programs and news.	OA	Marketing	Not Started
		b. Continue to update marketing plan annually to stay up to date on community needs and demographics	OA	Marketing	Not Started
		c. Leverage social network applications' capabilities for great user engagement.	OA	Marketing	Perpetual
		d. Prioritize staff job training and skill development training to enhance customer experience and empower staff to connect with diverse demographics of Apex.	OA	PRCR Administration	Perpetual
		e. Train the staff to be culturally competent and hire multilingual staff to connect with minority groups.	OA	PRCR Administration	Not Started
		f. Streamline registration and rental processes via in-person, telephone, paper forms, or online platforms.	OA	PRCR Administration	Not Started



3.1.5	Implement capital improvements and operations through responsible funding sources.	g. Track level of satisfaction feedback from users regularly to continuously improve customer service using online feedback surveys and survey 311 feedback system.	OA	All PRCR Groups	Perpetual
		h. Leverage relationships with partners to enhance marketing efforts through cross-promotion.	OA	PRCR Administration	Perpetual
		i. Consider establishing a marketing division to expand outreach efforts and maintain and develop new relationships with partners.	OA	PRCR Administration	Not Started
3.2.2	Establish volunteer program to engage residents in parks and recreation services and develop a sense of ownership within the community.	a. Establish volunteer policy that encompasses cross-departmental efforts to engage community members.	OA, PG	PRCR Administration	Not Started
		b. Establish a volunteer coordinator position.	OA	PRCR Administration	Not Started
		c. Recognize and reward volunteerism.	OA	PRCR Administration	Not Started
		d. Establish a training program for new volunteers to ensure high quality customer service experience.	OA	PRCR Administration	Not Started
		e. Achieve the goal of 12-15% of total staffing hours to supported volunteer hours and use this resource as "in-kind" indirect revenue source.	OA	PRCR Administration	Not Started



Figure 11.5 - Summer Basketball



Figure 11.6 - Summer Tennis