2016 City Council Strategic Planning Retreat Thought Pieces

2/19/2016

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Sample Vision Statements

EXAMPLE VISION STATEMENTS

Oxfam: A just world without poverty (5 words)

Feeding America: A hunger-free America (4 words)

Human Rights Campaign: Equality for everyone (3)

National Multiple Sclerosis Society: A World Free of MS (5)

Alzheimer's Association: Our vision is a world without Alzheimer's (7)

Habitat for Humanity: A world where everyone has a decent place to live. (10)

Oceana seeks to make our oceans as rich, healthy and abundant as they once were. (14)

Make-A-Wish: Our vision is that people everywhere will share the power of a wish (13)

San Diego Zoo: To become a world leader at connecting people to wildlife and conservation. (12)

The Nature Conservancy: Our vision is to leave a sustainable world for future generations. (11)

Ducks Unlimited is wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever. (13)

In Touch Ministries: proclaiming the Gospel of Jesus Christ to people in every country of the world. (14)

NPR, with its network of independent member stations, is America's pre-eminent news institution (12)

World Vision: For every child, life in all its fullness; Our prayer for every heart, the will to make it so (19)

Teach for America: One day, all children in this nation will have the opportunity to attain an excellent education. (16)

ASPCA: That the United States is a humane community in which all animals are treated with respect and kindness. (18)

Cleveland Clinic: Striving to be the world's leader in patient experience, clinical outcomes, research and education. (14)

Goodwill: Every person has the opportunity to achieve his/her fullest potential and participate in and contribute to all aspects of life. (21)

Smithsonian: Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world (17)

WWF: We seek to save a planet, a world of life. Reconciling the needs of human beings and the needs of others that share the Earth… (25)

Save the Children: Our vision is a world in which every child attains the right to survival, protection, development and participation. (18)

Kiva: We envision a world where all people – even in the most remote areas of the globe – hold the power to create opportunity for themselves and others. (26)

Leukemia & Lymphoma Society: Cure leukemia, lymphoma, Hodgkin's disease and myeloma, and improve the quality of life of patients and their families. (18)

Boy Scouts of America: To prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law. (24)

charity: water believes that we can end the water crisis in our lifetime by ensuring that every person on the planet has access to life's most basic need — clean drinking water. (28)

Clinton Foundation: To implement sustainable programs that improve access worldwide to investment, opportunity, and lifesaving services now and for future generations. (19)

VFW: Ensure that veterans are respected for their service, always receive their earned entitlements, and are recognized for the sacrifices they and their loved ones have made on behalf of this great country. (32)

Special Olympics: To transform communities by inspiring people throughout the world to open their minds, accept and include people with intellectual disabilities and thereby anyone who is perceived as different. (28)

Creative Commons: Our vision is nothing less than realizing the full potential of the Internet — universal access to research and education, full participation in culture — to drive a new era of development, growth, and productivity. (33)

Amnesty International: Amnesty International's vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. (31)

- See more at: https://topnonprofits.com/examples/vision-statements/#sthash.nrRZ0Nzf.dpuf

Sample Mission Statements

EXAMPLE MISSION STATEMENTS

TED: Spreading Ideas. (2 words)

Smithsonian: The increase and diffusion of knowledge. (6 words)

USO lifts the spirits of America's troops and their families. (9 words)

Livestrong: To inspire and empower people affected by cancer. (8)

Invisible Children: To bring a permanent end to LRA atrocities. (8)

The Humane Society: Celebrating Animals, Confronting Cruelty. (4)

Wounded Warrior Project: To honor and empower wounded warriors. (6)

Oxfam: To create lasting solutions to poverty, hunger, and social injustice. (10)

Best Friends Animal Society: A better world through kindness to animals. (7)

CARE: To serve individuals and families in the poorest communities in the world. (12)

The Nature Conservancy: To conserve the lands and waters on which all life depends. (11)

JDRF: To find a cure for diabetes and its complications through the support of research. (14)

Environmental Defense Fund: To preserve the natural systems on which all life depends. (10)

Public Broadcasting System (PBS): To create content that educates, informs and inspires. (8)

National Wildlife Federation: Inspiring Americans to protect wildlife for our children's future. (9)

American Heart Association: To build healthier lives, free of cardiovascular diseases and stroke. (10)

Heifer International: To work with communities to end hunger and poverty and care for the Earth. (14)

ASPCA: To provide effective means for the prevention of cruelty to animals throughout the United States. (15)

Kiva: We are a non-profit organization with a mission to connect people through lending to alleviate poverty. (16)

New York Public Library: To inspire lifelong learning, advance knowledge, and strengthen our communities. (10)

Defenders of Wildlife is dedicated to the protection of all native animals and plants in their natural communities. (15)

March of Dimes: We help moms have full-term pregnancies and research the problems that threaten the health of babies. (16)

Monterey Bay Aquarium: The mission of the non-profit Monterey Bay Aquarium is to inspire conservation of the oceans. (12)

Amnesty International: To undertake research and action focused on preventing and ending grave abuses of these rights. (15)

American Diabetes Association: To prevent and cure diabetes and to improve the lives of all people affected by diabetes. (16)

charity: water: We're a non-profit organization bringing clean, safe drinking water to people in developing countries. (14)

Cleveland Clinic: To provide better care of the sick, investigation into their problems, and further education of those who serve. (18)

In Touch Ministries: To lead people worldwide into a growing relationship with Jesus Christ and to strengthen the local church. (17)

Human Rights Campaign is America's largest civil rights organization working to achieve lesbian, gay, bisexual and transgender equality. (15)

Teach for America is growing the movement of leaders who work to ensure that kids growing up in poverty get an excellent education. (20)

National Parks Conservation Association: to protect and enhance America's National Park System for present and future generations. (13)

Save the Children: To inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives. (20)

The U.S. Fund for UNICEF fights for the survival and development of the world's most vulnerable children and protects their basic human rights. (18)

Feeding America: To feed America's hungry through a nationwide network of member food banks and engage our country in the fight to end hunger. (22)

Creative Commons develops, supports, and stewards legal and technical infrastructure that maximizes digital creativity, sharing, and innovation. (15)

Make-A-Wish: We grant the wishes of children with life-threatening medical conditions to enrich the human experience with hope, strength and joy. (21)

AARP: To enhance quality of life for all as we age. We lead positive social change and deliver value to members through information, advocacy and service. (25)

American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors. (21)

Leukemia & Lymphoma Society: Cure leukemia, lymphoma, Hodgkin's disease and myeloma, and improve the quality of life of patients and their families. (18)

Habitat for Humanity International: Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope. (16)

National Multiple Sclerosis Society: We mobilize people and resources to drive research for a cure and to address the challenges of everyone affected by MS. (21)

San Diego Zoo is a conservation, education, and recreation organization dedicated to the reproduction, protection, and exhibition of animals, plants, and their habitats. (20)

Audubon: To conserve and restore natural ecosystems, focusing on birds, other wildlife, and their habitats for the benefit of humanity and the earth's biological diversity. (24)

Boy Scouts of America: To prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law. (25)

Mayo Clinic: To inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research. (24)

Susan G Komen for the Cure is fighting every minute of every day to finish what we started and achieve our vision of a world without breast cancer. (24)

Ducks Unlimited conserves, restores, and manages wetlands and associated habitats for North America's waterfowl. These habitats also benefit other wildlife and people. (20)

Doctors without Borders (Médecins Sans Frontières) works in nearly 70 countries providing medical aid to those most in need regardless of their race, religion, or political affiliation. (21)

NPR: To work in partnership with member stations to create a more informed public – one challenged and invigorated by a deeper understanding and appreciation of events, ideas and cultures. (28)

The Rotary Foundation: To enable Rotarians to advance world understanding, goodwill, and peace

Thought Pieces

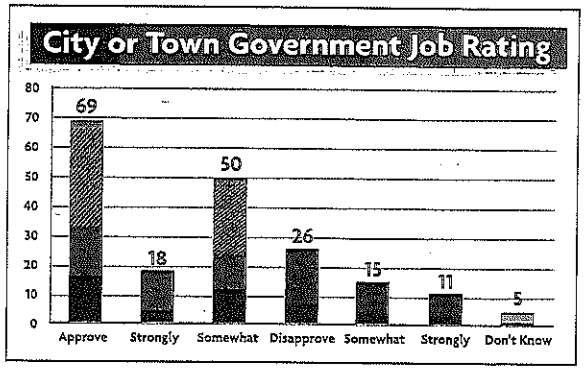
POLL PERSPECTIVES:

Large percentage of North Carolinians enjoy positive view of municipal government

By Scott Mooneyham, NCLM Director of Public Affairs

As the League set out to develop a media campaign focused on the economic development efforts of cities and towns, the decision was made that polling North Carolinians about their attitudes regarding municipal government could assist in the campaign's direction. After all, finding out how residents view municipal investments that foster economic growth and what services they value could prove critical in shaping a message that they would see positively.

The poll, conducted by long-time polling firm McLaughlin & Associates in late October, ended up having a strong side benefit: It showed that more than two out of three likely voters in North Carolina approve of the performance of their city or town government. That positive view of municipal government was reflected in a number of other specific poll findings, with an even larger majority expressing satisfaction in the services and amenities provide by local government, and similar numbers of respondents expressing satisfaction with the quality of life in their city or town.



John McLaughlin, CEO and partner in the firm, noted that North Carolinians express a strong connection to their local communities that is not always seen in other parts of the country. A veteran pollster who for decades has been conducting surveys for political candidates including U.S. senators, McLaughlin said the League-commissioned poll found that people are generally happy with the direction of local government.

"Improving local economies and creating jobs is a top priority," he said. "People are also receptive to improving the economy and creating jobs by improving the local quality of life and infrastructure."

In all, 600 likely general election voters were surveyed. The poll found that 60 percent of respondents said they see their city or town heading in the right direction, compared to just 40 percent when asked the same question about the state. Sixty-nine percent said they approved of the performance of their city or town government, compared to just 26 percent who disapproved of that performance. Seventy-three percent of respondents rated the quality of life in their city or town as excellent or good, while 78 percent stated that they were satisfied with the services and amenities provided in their town or city.

Seventy-two percent of Democrats, 69 percent of Republicans and 64 percent of Independents gave positive job approval ratings to their city or town government.

The overwhelmingly positive views cut across political lines and the urban-rural divide in the state. Seventy-two percent of Democrats, 69 percent of Republicans and 64 percent of Independents gave positive job approval ratings to their city or town government, while 71 percent of (self-identified) urban dwellers, 70 percent of suburban residents and 67 percent of rural residents viewed the job performance of their city or town positively.

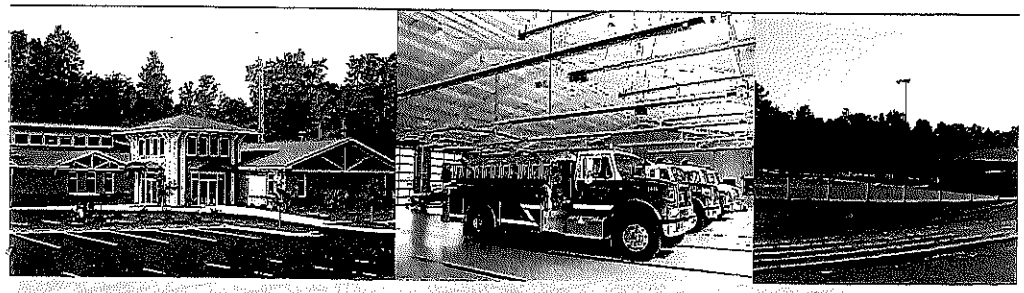
The poll also found that 75 percent of state residents would support giving local government more decision-making authority through so-called home rule.

"Even as other surveys demonstrate declining trust in public institutions generally, these findings show that North Carolinians overwhelmingly view municipal government and the services provided by municipal government positively," said League Board Member and Cary Town Council Member Jennifer Robinson. "These results should come as no surprise. People want government decisions to be made locally because they feel like they have more control over those decisions."

When it comes to priorities, 45 percent of respondents ranked the economy and jobs first, while public safety was a top priority of 21 percent, and roads and sidewalks were cited by 12 percent as their most important priority.

The poll also examined likely voters' views on local control of billboards, an issue that could come before the 2016 North Carolina General Assembly. Asked if the size and location of billboards should be controlled locally or at the state level, 79 percent said those decisions are best made at the local level, compared to 16 percent at the state level. An identical percentage of respondents – 79 percent – said billboard owners should not be given the right to compensation that other business owners do not have.

With the poll results in hand, the League staff has been sharing them widely to let the public and policymakers know about these positive views of municipal government. And, of course, the findings will continue to shape how the League promotes the great efforts that cities and towns across North Carolina are making to aid business and job growth. SC



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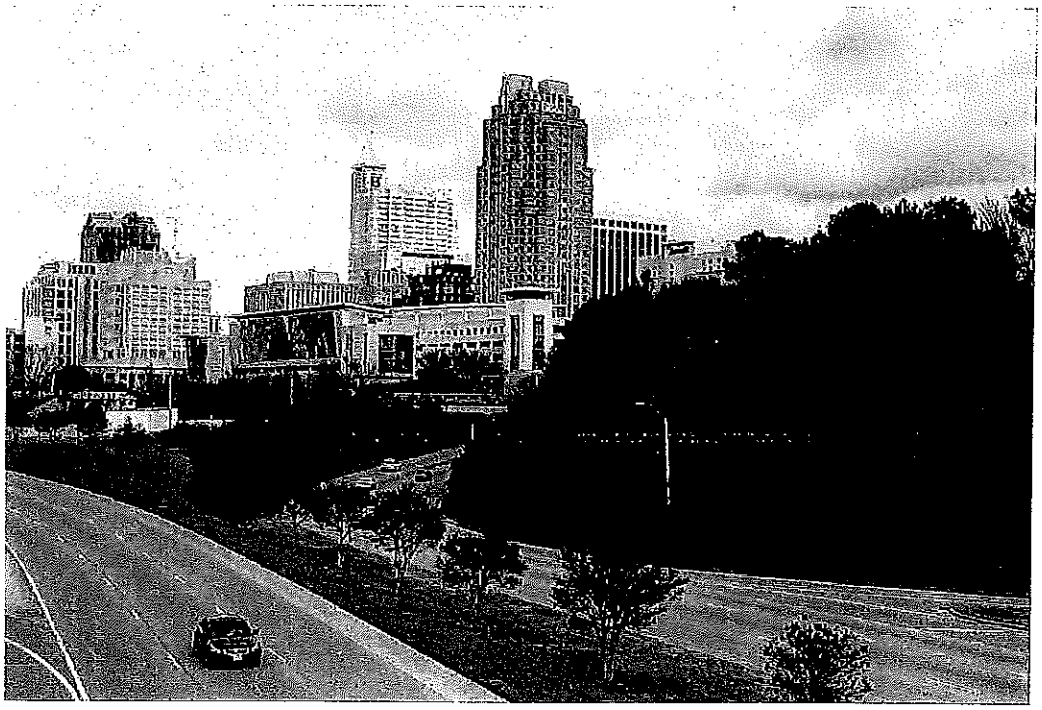
Raleigh downtown proposal calls for new sports and entertainment center

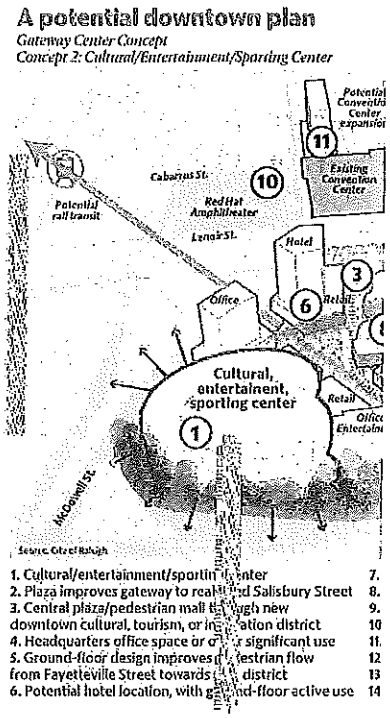
HIGHLIGHTS

The City Council in September adopted a 10-year plan for downtown

Plan aims to boost economic development, connectivity

Despite lack of resources, leaders dreams big





1 of 2

BY PAUL A. SPECHT
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RALEIGH — Imagine driving up South Saunders Street and, as you close in on downtown Raleigh, being greeted by a shiny, new athletic stadium.

Imagine renting a bike from the city and riding it on a trail connecting downtown to the North Carolina Museum of Art, six miles away on Blue Ridge Road.

Downtown has no rivers or bodies of water of note. But what if you could live just one block from Glenwood South with a view of a creek?

There are no immediate plans to make an attraction of a long-hidden creek near Glenwood South, or to build a stadium or execute any of these ideas. But they're among many the City Council would like to see come to fruition over the next 10 years.

City leaders enter 2016 with a wish list for downtown Raleigh, which is detailed in a vision plan that the City Council approved in September.

The plan calls on city leaders to execute an array of public projects while offering the private sector a vision of how it should develop its land over the next decade. It aims to boost economic development, beautify the city and upgrade Raleigh's road, sidewalk and trail networks. The goal is to improve connectivity and preserve Raleigh's historic character.

There's no funding associated with the plan (although the city launched some projects listed in the plan before it was approved.) And city leaders have limited say over how

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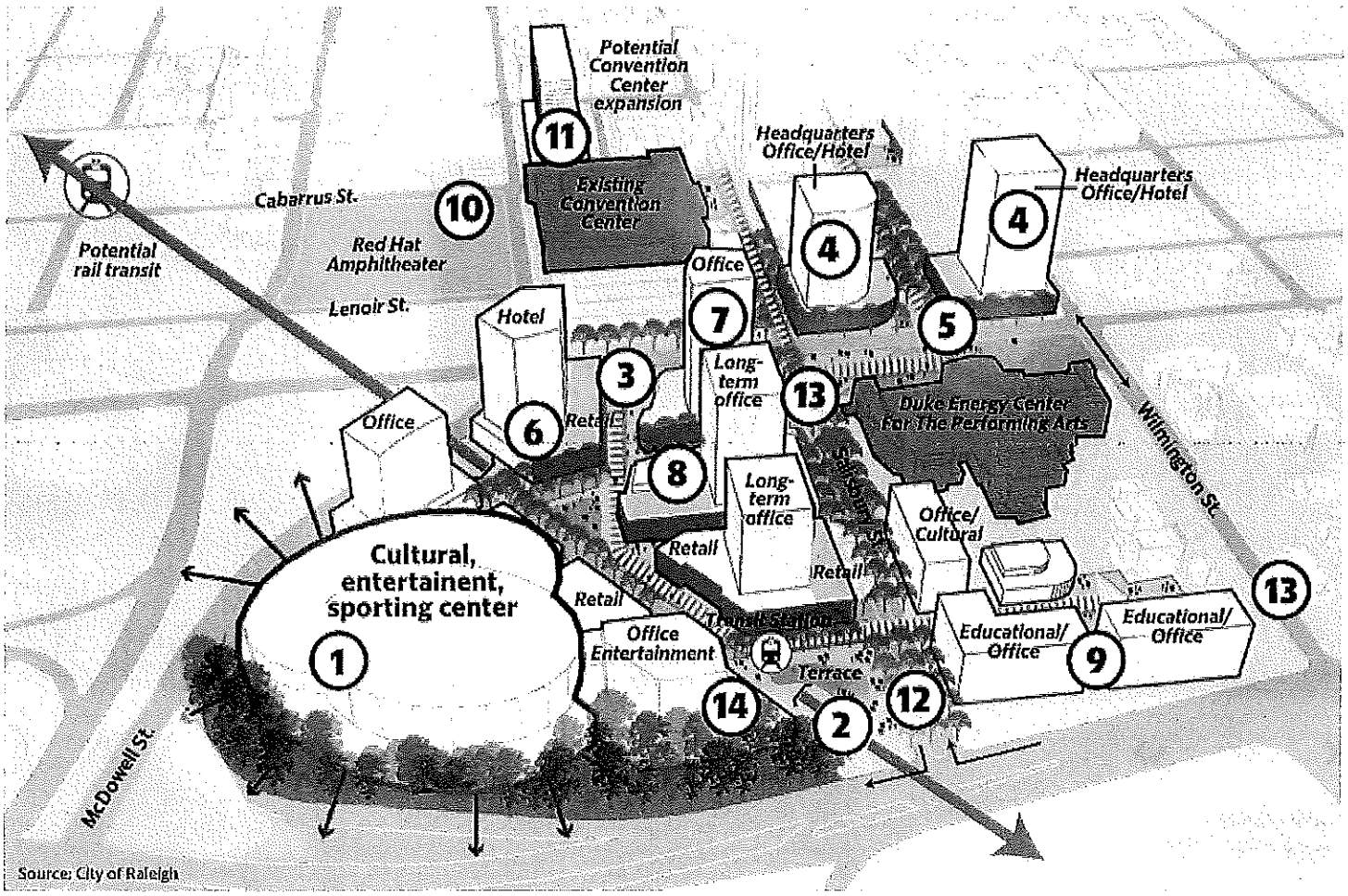
Nonetheless, with the exception of Raleigh's development code book, it's one of the city's most important documents. By laying out the vision of city leaders and the thousands of residents who helped craft the plan, it gives developers an idea of what city leaders want and offers property owners an expectation of what could be ahead.

"I like how it's made downtown very livable and ties it together in a thoughtful way," Mayor Nancy McFarlane said of the plan.

"We'd like to follow it as closely as we can, but we obviously can't force someone to build something they don't want to," she said.

A potential downtown plan

Gateway Center Concept
Concept 2: Cultural/Entertainment/Sporting Center



Source: City of Raleigh

1. Cultural/entertainment/sporting center
2. Plaza improves gateway to realigned Salisbury Street
3. Central plaza/pedestrian mall through new downtown cultural, tourism, or innovation district
4. Headquarters office space or other significant use
5. Ground-floor design improves pedestrian flow from Fayetteville Street towards new district
6. Potential hotel location, with ground-floor active use
7. Potential office development, with ground-floor active-use
8. Long-term office, with ground-floor active use
9. Educational campus or additional office development
10. Improvements at Red Hat Amphitheater
11. Potential Convention Center expansion site
12. Realigned Salisbury Street
13. Potential conversion to two-way street
14. Potential transit station location within development

Source: City of Raleigh

The plan organizes downtown into five areas, offering specific ideas for each location, but doesn't address Dorothea Dix park. The council will create plans for it separately.

The gateway center

The gateway center, as the plan calls it, includes the first few blocks of land on the south side of downtown – home to the Convention Center, Red Hat Amphitheater and the Duke Energy Center for the Performing Arts. It's where planners leaders see an opportunity for some of the biggest, boldest development downtown.

The plan calls for something transformational such as a large-scale sports facility, cultural facility, campus or hotels. The plan suggests Raleigh leaders launch a public-private partnership and give it the job of creating a plan for the mega-block between Martin Luther King Jr. Boulevard and South Street.

Among the smaller recommendations: allowing two-way traffic on Salisbury and Wilmington streets to bring more attention to the area.

The warehouse district

The warehouse district – generally considered to be the area bordered by Hillsborough Street to the north, Dawson Street to the east, Cabarrus Street to the south and the Boylan Heights neighborhood to the west – could grow faster than any other downtown corridor.

Development in the area was relatively dormant in the boom years prior to the recession. However, the recent additions of tech giant Citrix, incubator HQ Raleigh and the Contemporary Art Museum of Raleigh (CAM) have attracted more attention to downtown's southwestern corner. And more is coming fast. A 17-story mixed-use tower is expected to open there in 2017. The city plans to open a landmark transit hub, Union Station, on the western end the same year.

The plans calls for the city to: Convert underused properties into pocket parks, renovate Nash Square, redevelop City Hall and establish design guidelines to preserve the area's architectural character.

Moore Square

The city wants to revamp Moore Square and big changes are soon to come so long as Raleigh leaders implement a plan they approved in 2011, as the downtown vision suggests.

Moore Square, located east of downtown's main corridor between Hargett and Martin streets, for years has been an undefined lawn where many visitors have complained about feeling unsafe. The city in 2014 borrowed $12.6 million to give it a facelift.

Design plans have yet to be approved. However, they include 40,000 square feet near Hargett and Blount for large performances, a plaza framed by low walls for seating about 500 people, spaces for vendors and performers, a cafe and a play area. Planners said recently they expect to begin construction this summer and complete it in summer 2017.

The city hopes further to improve the area by revitalizing City Market and allowing new, mixed-use development. It also wants to work with Shaw University to attract more trails on campus property south of Moore Square, redesign the Chavis greenway and renovate the Moore Square transit center.

Glenwood

Restaurants and bars continue to dominate Glenwood South, the downtown area's first well-known district. That street is thriving and, other than sidewalk improvements, doesn't need much help.

Glenwood's neighboring streets, however, need big improvements in order to accommodate residential and commercial development that planners expect to come in the next few years.

The downtown plan calls for Raleigh to lure offices, apartments and stores to the area between West and Harrington streets. The plan suggests uncovering a long-hidden creek known as Pigeon House Branch, creating a natural urban park – Devereaux Meadows – around it and encouraging development on the perimeter.

"The daylighting of this forgotten urban stream will become the civic spine organizing future private development on the eastern side of the (Glenwood) district," the plan reads.

Among other suggestions, the plan asks city leaders to consider connecting West Johnson Street, which runs east-to-west just south of Peace, to Harrington Street from where it dead-ends at West Street.

North End

This area is bordered by Delway Street to the north, Lane Street to the south, Salisbury Street to the west and Person Street to the east. It's home to Seaboard Station, William Peace University and several state government buildings and properties that may be redeveloped soon.

The plan calls for Raleigh to work in collaboration with Gov. Pat McCrory's "Project Phoenix" to replace or overhaul some state buildings. McCrory has been an outspoken proponent of redevelopment in the area, saying in December that the State Records Building looks like "crap" and that he wants to demolish the Archdale Building highrise.

Raleigh's vision for the area offers ideas too, such as building a rubber running track around the Halifax Mall – the grassy area behind the legislative building – to encourage greater public use. It calls for significant vehicular and bicycle upgrades to Peace Street, restoring two-way traffic on Jones and Lane streets and working with William Peace University on recruiting more local businesses to Seaboard Station.

Paul A. Specht: 919-829-4870, @AndySpecht

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COMMENTS

Placemaking Chicago
A neighborhood guide to placemaking in Chicago

MetropolitanPlanningCouncil PPS PROJECT FOR PUBLIC SPACES

11 principles of placemaking

PPS has developed 11 principles that can be used to evolve public spaces into "community places." Although similar words, "spaces" and "places" have very different meanings. A space is a physical description of a piece of land, whereas **a "place" connotes an emotional attachment to the piece of land**.

1. The community is the expert.

People who use a public space regularly provide the most valuable perspective and insights into how the area functions. They also can help identify issues that are important to consider in improving the space. Uncovering and incorporating their ideas and talents is essential to creating a successful and vital community place.

2. You are creating a place, not a design.

Design is an important component of creating a place, but not the only factor. Providing access and creating active uses, economic opportunities, and programming are often more important than design.

3. You can't do it alone.

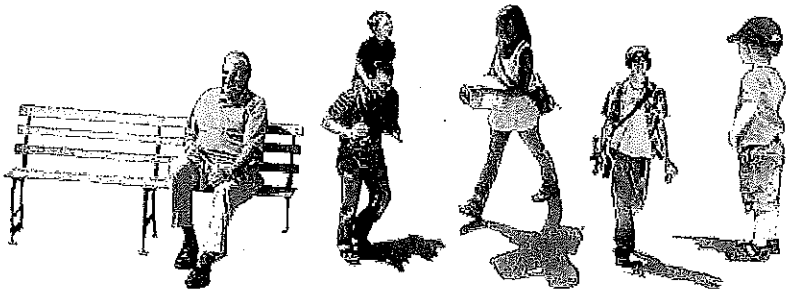
A good public space requires partners who contribute innovative ideas, financial or political support, and help plan activities. Partners also can also broaden the impact of a civic space by coordinating schedules for programming and improvement projects.

4. They'll always say, "It can't be done."

Every community has naysayers. When an idea stretches beyond the reach of an organization or its jurisdiction and an official says, "It can't be done," it usually means: "We've never done things that way before." Keep pushing. Identify leaders in the community who share your vision and build support. Talk to your alderman and get him or her engaged.

5. You can see a lot just by observing.

People will often go to extraordinary lengths to adapt a place to suit their needs. A raised curb can be used as a place to sit, sort mail, and even—believe it or not—cook clams. Observing a space allows you to learn how the space is used.



6. Develop a vision.

A vision for a public space addresses its character, activities, uses, and meaning in the community. This vision should be defined by the people who live or work in or near the space.

7. Form supports function.

Too often, people think about how they will use a space only after it is built. Keeping in mind active uses when designing or rehabilitating a space can lower costs by discouraging unnecessary and expensive landscaping and monuments, as well as potentially eliminating the need to retrofit a poorly used public space.

8. Triangulate.

The concept of triangulation relates to locating elements next to each other in a way that fosters activity. For example, a bench, trash receptacle, and coffee kiosk placed near a bus stop create synergy because they are more convenient for waiting bus passengers and pedestrians than if they were isolated from each other.

9. Start with the petunias.

Simple, short-term actions such as planting flowers can be a way of testing ideas and encouraging people their ideas matter. These actions provide flexibility to expand the space by experimenting, evaluating and incorporating results into the next steps and longrange planning.

10. Money is not the issue.

A lack of money is often used as an excuse for doing nothing. Funds for pure public space improvements often are scarce, so it is important to remember the value of the public space itself to potential partners and search for creative solutions. The location, level of activity, and visibility of public spaces—combined with a willingness to work closely with local partners—can elicit resources from those involved to activate and enhance these spaces.

11. You are never finished.

About 80 percent of the success of any public space can be attributed to its management. This is because the use of good places changes daily, weekly and seasonally, which makes management critical. Given the certainty of change and fluid nature of the use of a place at different times, the challenge is to develop the ability to respond effectively. A good management structure will provide that flexibility.

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MetropolitanPlanningCouncil PPS PROJECT FOR PUBLIC SPACES

Four key qualities of a successful place

Access and linkages

Access concerns how well a place is connected to its surroundings both visually and physically. A successful public space is visible, easy to get to and around. Physical elements can affect access (a continuous row of shops along a street is more interesting and generally safer to walk by than a blank wall or empty lot), as can perceptions (the ability to see a public space from a distance). Accessible public places have a high turnover in parking and, ideally, convenient public transit.

Comfort and image

Comfort and image are key to whether a place will be used. Perceptions about safety and cleanliness, the context of adjacent buildings, and a place's character or charm are often foremost in people's minds—as are more tangible issues such as having a comfortable place to sit. The importance of people having the choice to sit where they want is generally underestimated.

Uses and activities

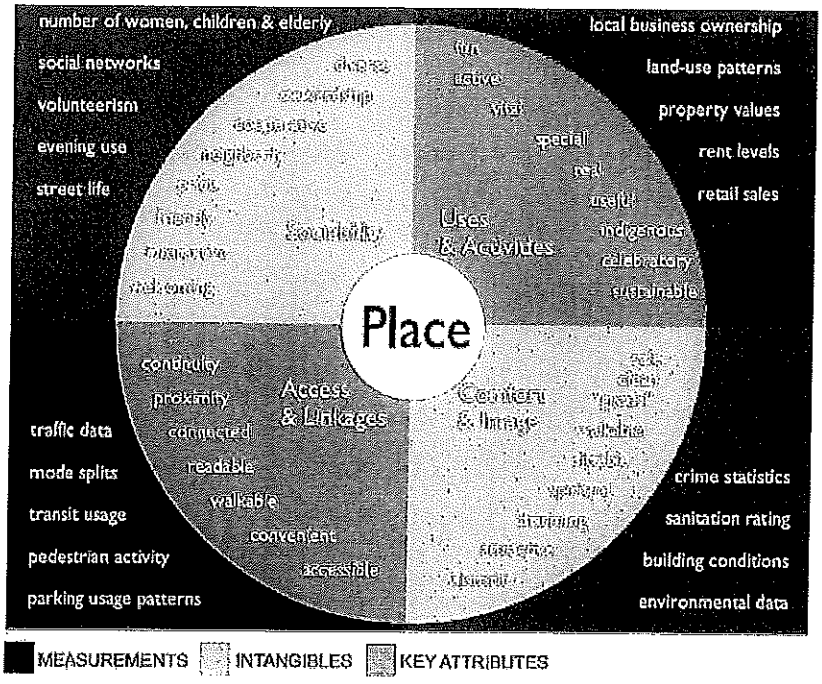
Activities that occur in a place—friendly social interactions, free public concerts, community art shows, and more—are its basic building blocks: they are the reasons why people come in the first place and why they return. Activities also make a place special or unique, which, in turn, may help generate community pride.

Sociability

This is a difficult but unmistakable quality for a place to achieve. When people see friends, meet and greet their neighbors, and feel comfortable interacting with strangers, they tend to feel a stronger sense of place or attachment to their community—and to the place that fosters these types of social activities.

PLACE DIAGRAM

In evaluating thousands of public spaces around the world, PPS has found successful places have four key qualities in common: they are **accessible**; people are engaged in activities there; the space is **comfortable** and has a good image; and, finally, it is a **sociable** place—one where people meet each other and take people when they come to visit. PPS developed the Place Diagram as a tool to help people in judging any place, good or bad:



Imagine the center circle on the diagram is a specific place that you know: a street corner, playground, or plaza outside a building. You can evaluate that place according to four criteria in the orange ring. In the green ring are a number of intuitive or qualitative aspects by which to judge a place; the blue area shows the quantitative aspects that can be measured by statistics or research.

HIGH PROPORTION OF PEOPLE IN GROUPS

The presence of people in groups can be an index of selectivity. William H. Whyte's *Street Life Project* found that often when people go to a plaza in twos or threes, and always when they rendezvous there, it is because they have decided to do so in advance.

HIGHER THAN AVERAGE PROPORTION OF WOMEN

Women tend to be more discriminating about the spaces they use. Reasons for this range from types of seating available in a place to perceptions about whether a place is safe.

DIFFERENT AGES

The presence of people at a range of ages usually means a place has different constituencies who use it at different times of day. For example, pre-school age children and their guardians can use a neighborhood park when others are working, as can seniors and retirees.

VARIED ACTIVITIES

Popular places generally have more things to do than less successful spaces. One of the most successful public places PPS has evaluated is the town dock in Cold Spring, NY. PPS staff and community members counted as many as 20 different activities occurring simultaneously, ranging from fishing to feeding ducks to picnicking, rowing, and swimming. Many of these activities don't require special equipment or facilities.

AFFECTION

There is generally more smiling, kissing, embracing, holding and shaking of hands, and so forth in good public places than in those that are problematic.

Project for Public Spaces
700 Broadway, 4th Floor
New York, New York, 10003
www.pps.org
T (212) 620-5660
F (212) 620-3821

Metropolitan Planning Council
140 S Dearborn, Suite 1400
Chicago, Illinois, 60603
www.metroplanning.org
T (312) 922-5616
F (312) 922-5619

The *Guide to Neighborhood Placemaking in Chicago* is generously supported by

THE RICHARD H. DRIEHAUS FOUNDATION

BOEING

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Press Releases

Greater Fort Lauderdale: A Transformation Story Like No Other

Thursday, January 15, 2009 2:00 AM

Greater Fort Lauderdale, a destination once famous - or infamous - as the top U.S. Spring Break haven, today stands as South Florida's transformation story and one of the most revitalized destinations in the country. During its peak in the mid-1980s, Spring Break in Greater Fort Lauderdale attracted some 400,000 college students over a six-week period, a non-stop party where motel railings were used as pool diving boards and the area's beautiful golden sand beaches were left littered with beer cans and cigarette butts.

It took a dedicated effort to bid Spring Break adieu. Despite concerns from local businesses that thrived on the annual phenomena, a public and private sector initiative was created to rid the destination of Spring Break for good.

The hospitality industry expanded, modernized and improved. Millions were spent on new hotel developments and upgrades. New facilities such as the Broward Center for the Performing Arts and the 600,000-square-foot Greater Fort Lauderdale/Broward County Convention Center were built. Fort Lauderdale/Hollywood International Airport - which now stands as the fastest growing large airport in the U.S. over the past decade - was greatly expanded and Port Everglades emerged as the country's top luxury cruise port.

The New Greater Fort Lauderdale

Today, Spring Break has been transformed into beach chic. Greater Fort Lauderdale's Blue Wave beaches - so certified for their outstanding beauty and cleanliness - have been complemented by upscale hotels and a wide variety of top attractions and activities. Casual yet sophisticated, Greater Fort Lauderdale is South Florida's renaissance story.

More than 40 golf courses make the destination a golfer's paradise. Attractions such as Butterfly World – the largest butterfly aviary in North America – and the natural wonder of the Everglades bring visitors in touch with nature and native culture. A three-tiered coral reef system and more than 100 dive sites draw novice and expert scuba divers, while kayaking, paddleboarding, parasailing, kiteboarding and snorkeling entertain those looking to stay above water.

Trendy boutiques and luxury retailers line Las Olas Boulevard, Greater Fort Lauderdale's unofficial "Main Street," and the upscale Galleria mall is the result of a recent $100 million renovation. Sawgrass Mills, Florida's largest outlet, value retail and entertainment destination, has announced a 22,000-square foot addition at The Colonnade Outlets, including new luxury outlet retailers Canali, Tag Heuer, Tommy Bahama's, Tumi, True Religion Brand Jeans, and Villagio, a free-standing restaurant. Construction of Phase I of the new Village at Gulfstream Park, an unsurpassed shopping, dining and entertainment complex set to include 70 specialty shops, restaurants and outdoor cafes, which is now open.

The luxury vacation experience continues to grow in Greater Fort Lauderdale with new upscale hotels, restaurants and shopping entering the marketplace. B Hotels & Resorts, the new upscale hotel brand, opened its flagship hotel, B Ocean, in Greater Fort Lauderdale in January 2011. The luxurious $205 million, 482-room W Fort Lauderdale opened as the company's first property in Florida in 2009. The Westin Beach Resort, Fort Lauderdale, formerly the Sheraton Yankee Trader, reopened following a two-phase, multi-million makeover, and The Ritz-Carlton Company assumed management of the $240-million, 166-room St. Regis, Fort Lauderdale, featuring the stylish Via Luna gourmet restaurant. The 589-room Hilton Fort Lauderdale Marina underwent a comprehensive $70 million transformation including the opening of Jeffrey Chodorow's China Grill when it opened and the 501-room Hyatt Regency Bonaventure Conference Center & Spa has also been refreshed with the completion of a $100 million.

The destination also continues to add a variety of dining experiences to the menu, including celebrity chef Stephen Starr's Steak 954 at the W Fort Lauderdale, and the new Wild Sea Oyster Bar & Grille on Las Olas Boulevard, as well as Truluck's Steak and Crab House at the upscale Galleria shopping complex. Need further proof of Greater Fort Lauderdale's transformation? Just head to the Intracoastal Waterway, where some 50,000 registered yachts make Greater Fort Lauderdale the yachting capital of the world. For more information on the luxury vacation experience in Greater Fort Lauderdale, visit www.sunny.org/luxe.

###

About Greater Fort Lauderdale From the seagrass to the sawgrass, Greater Fort Lauderdale boasts more than 34,000 lodging accommodations at a variety of hotels, luxury spa resorts, and Superior Small Lodgings reflecting a "beach chic" vibe. Visitors enjoy 23 miles of Blue Wave certified beaches, discover 300+ miles of inland waterways that run from the Intracoastal Waterway to the

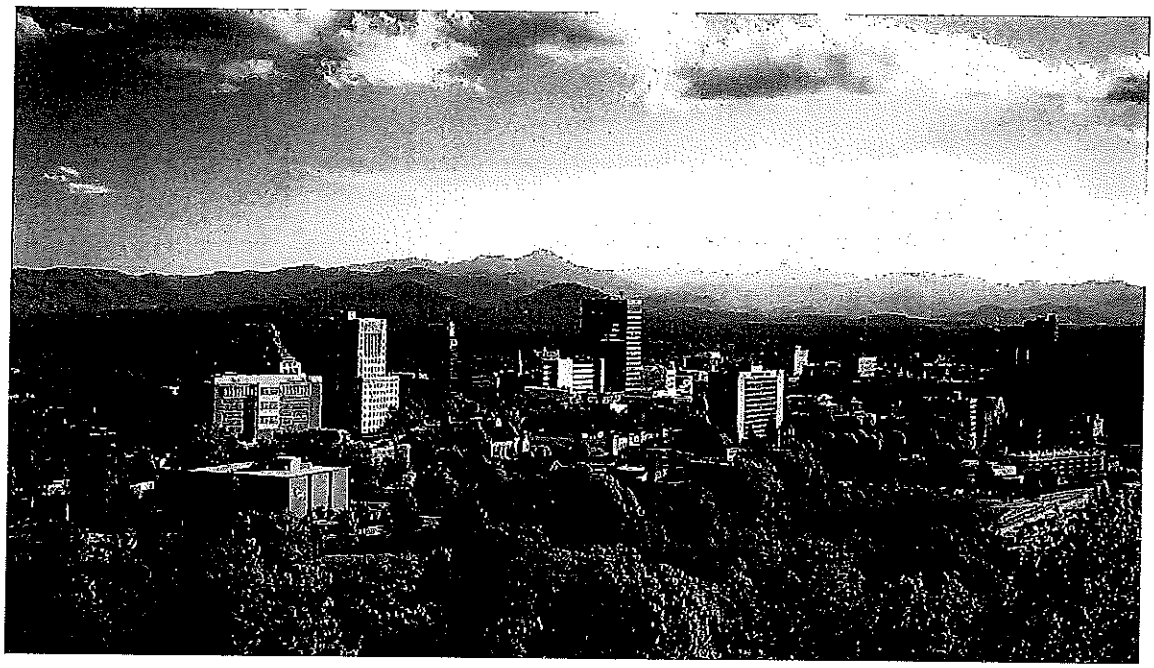
Everglades, dine at thousands of restaurants and eateries, get immersed in a thriving arts and culture scene and indulge in top shopping. For more info, contact the Greater Fort Lauderdale Convention & Visitors Bureau at (800) 22-SUNNY or visit www.sunny.org.

The Greater Fort Lauderdale Convention & Visitors Bureau can also be followed on Twitter at www.twitter.com/visitlauderdale or become a fan on Facebook at www.facebook.com/visitlauderdale or join us on Foursquare at www.foursquare.com/visitlauderdale. To have Greater Fort Lauderdale in the palm of your hand, download the free iPhone applications, *Defrost Your Swimsuit* and *'Fork' Lauderdale*, and *Mild to Wild* the LGBT mobile site at www.sunny.org/apps.

The Atlantic

Asheville Just 'Happened' to Develop a Nice Downtown—or Did It?

In the immortal words from *Liberty Valance*, "when the legend becomes fact, print the legend." Herewith the legend and reality of Asheville.



Downtown Asheville. Did this just happen by accident?

City of Asheville

JAMES FALLOWS

APR 24, 2015 | U.S.

TEXT SIZE

Here's how we got to today's post: through the past few weeks, I've done a variety of items on the attempts of long-challenged Fresno to rebuild its historic downtown.

- Then a reader from Seattle explained how his town had pulled off a comparable feat. He pointed out that visitors assumed Seattle just "naturally" looked the way it does now, but in fact the downtown

revival was the fruit of at least 30 years of deliberate planning and effort.

- Then another reader said that planning and effort had only a loose connection to the finished result. Tampa, he said, had tried as hard and as long as Seattle but had little to show for it. Meanwhile elegant little Asheville, North Carolina had apparently drifted its way into a celebrated downtown.
- Then a reader in Tampa said, *Wait a minute!* It's actually nice here too! We've even got a Riverwalk. You can read his case in this post.

CITY MAKERS: AMERICAN FUTURES
The people, organizations, and ideas reshaping the country
Read More

Now the expected further shoe has dropped, with readers from Asheville writing in to say: We *drifted* our way into success? Hah! Some "drift!"

Here is a sample, from J. Patrick Whalen, who has lived in Asheville since the mid-1970s. I'm quoting him at length because the issues he mentions connect the stories we've heard in every corner of the country. I'm also including some of the photos Mr. Whalen sent, of Asheville before-and-after its recent renaissance.

> I saw, with some consternation, the description of Asheville's revitalization process in the "More on Nice Downtowns" column Tuesday, 4/21.
>
> I'm afraid the reader who wrote in is not very well acquainted with the long hard battle Asheville went through to bring downtown back from the mostly boarded-up deserted place it was in the 60's, 70's, and 80's to the vital downtown we have

now. I will take a shot at summarizing the key elements of that battle, but please rest assured the story is more complicated and there were more participants than I can do justice to in this short note

1) Asheville had a large number of beautiful old buildings built in Art Deco style and otherwise during the 1920's boom period.

2) When the depression hit, Asheville was devastated. The City itself nearly went bankrupt; an economic pall settled over the area for over 50 years; and there was no reason to do anything other than let buildings stand vacant or underutilized because nothing much was happening.

Grove Arcade building before the Asheville renaissance (before-and-after photos via J. Patrick Whalen)

3) When the interstate came through downtown and the Asheville Mall was built in the 60's and early 70's, downtown was effectively dead.

f

Grove Arcade now (Romantic Asheville)

4) What followed was basically a 30 year period during which businesses closed and downtown was left boarded up with empty sidewalks. Combined with the long-term economic challenges the mountain area had faced, a profound pessimism settled over the community so that every new idea floated to bring the city back was met with an oft-repeated refrain: "That will never work here - don't even try."

f

5) Some of that pessimism was reinforced when large-scale solutions attempted by city leaders failed. A proposal was floated demolish a large part of the historic downtown and replace it with an enclosed mall. That idea was voted down but in the process local citizens became much more invested in saving and bringing back downtown. Citizen resistance was led by John Lantzius, who was already busy, with his sister, Dawn, renovating buildings, in one of the blocks slated for demolition, and providing low-cost spaces for local businesses. Other large-scale projects were actually completed by out-of-town developers during this period but the projects failed financially. The large-scale failures were part of the story of the 80's.

6) However, another part of the 80's story was that the local citizen reaction to the downtown mall proposal combined with the fact that those failed large-scale projects which were completed also served as sort of "first buds of spring" to give people a little hope, encouraged some of the remaining local entrepreneurs to hold on and some new ones to take a chance on downtown.

The City Council and City staff, who had partnered with and supported those developers, took a number of other brave, forward-looking steps to actually kick-start revitalization: liquor by the drink was approved for restaurants (in a formerly dry community); sidewalk dining was approved; Bele Chere, a major outdoor summer festival was established; the City built

new parking garages at a time when nobody really saw a need for new parking; and the City and the County kept all major public buildings downtown. All of these steps had no large immediate effect and provoked a political backlash which forced those leaders out of office, but without their actions, our downtown miracle would never have happened.

f

Coker Building in the 1990s

7) Although that pessimistic "it will never work here" response to revitalization efforts was a solidly entrenched local reaction, the beauty of the area continued to attract hopeful new residents. In particular, two new residents, picked up the baton after the political backlash in the 80's forced the public sector to back off.

Roger McGuire was indefatigable in working to drum up support for revitalizing downtown, raising money and leading nonprofit efforts to that effect; and leading the campaign for a new arts and science center downtown. Julian Price, after

conversations with Roger, committed his small fortune to supporting downtown entrepreneurs and creating places for people to live downtown. Those two men, along with the local creative-types and artists who had served as pioneers of downtown living and as entrepreneurs running some of downtown's shops, kept the faith and made extensive personal commitments to bring the heart of the city back.

Modern Coker building

8) Roger and Julian both saw the need to create residential activity in formerly empty downtown buildings. Julian's company in particular, Public Interest Projects, planned and helped put in place an interesting mix of downtown businesses by either financially supporting local entrepreneurs or creating businesses out of whole cloth, so that downtown would have: a great local bookstore, a movie theater, a European bakery, a

grocery store, a number of interesting and appealing restaurants, a nationally known live music club, and high-speed Internet for downtown, while at the same time creating a number of affordable market rate apartments and condominiums so that people could live downtown.

9) Creating significant residential opportunities downtown and the pioneering response of the people who took up the challenge of downtown living had an almost magical effect on the atmosphere downtown and encouraged more and more local entrepreneurs to take part. Soon other local developers saw the opportunities and also took part, taking advantage of the stock of interesting historic buildings suitable for renovation. At present the process continues unabated and is, in fact, picking up steam as hotels and other residential opportunities are being added downtown. A looming challenge, with downtown's booming popularity, will be creating moderately-priced housing downtown so that more people who want to live downtown, can do so, while also preserving the character of downtown and the diverse energies created by the strong local business vibe.

f

Sidewalk life in Asheville, shorts and all

10) All of the above is a vast oversimplification of the process and doesn't do justice to all the people who took part, but the public/private efforts which gave us the Asheville downtown that people love today assuredly did not "just happen".

If it matters, I've been a resident of Asheville since 1976. I worked with Roger McGuire in some of those non-profits mentioned in Par. 7. I am a former chairman of the Asheville Downtown Commission. And I run Public Interest Projects, also mentioned above.

We haven't made Asheville part of our American Futures travel plans precisely because it is already so famous for its burnished downtown. But the details of J. Patrick Whalen's account very closely tracks what we've heard in Sioux Falls, Greenville, Allentown, and elsewhere. Thanks to him for spelling it out.

***

One other sample from the Asheville mailbag, by a visitor who describes the importance of "halfbacks" there:

As other readers have mentioned, downtown Asheville is a real gem: compact and attractive, and for the most part not ostentatious.

One thing that became clear after just a few days was the sizeable population of well-heeled retirees. This explains in part how Asheville can support a huge number of boutiques, restaurants, antiquarian bookstores, art galleries and the like. It's not just the tourist trade keeping these places afloat (though that is significant, too), but a permanent population with lots of discretionary income.

It turns out that Asheville is a pretty nice place to spend time and money. Locals have a name for a certain faction of affluent folks in their midst who could afford to retire "away": after relocating from Philadelphia or New York to Florida, many decided they didn't really like the Sunshine State. So, they headed halfway back to the East Coast, thus becoming "halfbacks."

* * *

As a housekeeping matter, periodically I'll post reminders of the information below, in light of the navigation changes in the redesigned *Atlantic* site. FYI:

- A list of posts, articles, reader responses, etc by me is now found here. This is the current version of what has been my part of the site.

- Similarly you can find what has been Ta-Nehisi Coates's blog here, and Jeff Goldberg's here. And similarly-composed URLs for our other writers.

- For our other entries in our American Futures travels, you can find Deborah Fallows's writings here and John Tierney's here.

- The current project page for our travels and reports is here. There's a searchable archive of the posts, by city and date and so on, here. And you can see an archive of our TinyLetter newsletters about the travels here or sign up for the newsletter here.

< Previous James Fallows Post
Bennett Beach Runs in Boston, Gary Heyne's Influence Lasts in Shanghai

Next James Fallows Post >
'Generation Now'—What People Do, When There Seems to Be Nothing to Do

ABOUT THE AUTHOR

JAMES FALLOWS is a national correspondent for *The Atlantic* and has written for the magazine since the late 1970s. He has reported extensively from outside the United States and once worked as President Carter's chief speechwriter. His latest book is *China Airborne*.

Twitter Email

Gigabit Broadband Effort for NC

Fiber connections to homes, businesses and municipal entities are critical for future growth and economic vitality. The NC Next Generation Networks (NCNGN) effort was successful in bringing both AT&T and Google to the Triangle and AT&T to Winston-Salem.

The success of attracting a commercial entity to provide cost competitive fiber broadband to an area depends on 1) Reducing the risk of offering the service (reducing costs to build) and 2) increasing the chances of a strong customer base. NCNGN accomplished this by creating a collaboration of Municipalities and Universities into a unified effort and request for service.

We suggest using a similar model in the seven communities across NC we have identified.

The initial components and plans are as follows:

- Bring together the university, community colleges, city, county and NC State County Extension offices in each community as a local community steering team (LCST).
- Include City and Town councils and officials as well as local Chambers of Commerce and economic development groups in all stages of the effort.
- Join the steering teams from the seven communities to create a virtual municipality collective (VMC).
- Link this collective using NCREN as an option for connecting them to form a large base of potential consumers (a virtual collection of municipalities).
- Each community group should identify additional entities unique to that area that should be represented on the local community steering team (LCST).
- Leverage the NCNGN RFP as a template for building a virtual municipality collective Request for Proposal (RFP) to seek commercial providers to partner with the region and offer fiber broadband services.
- The VMC will coordinate a joint RFP, develop requirements for shared services, and work to find commercial providers that will offer service to groupings of LCST members at a price competitive with the NCNGN pricing.

Additional benefits from working as a collective:

- NCNGN municipalities are already working on collaborative services and efforts that can improve municipal services. (shared IT purchases, collaborative disaster recovery, etc)
- Better chance of success as commercial providers have larger markets they can use to support payback.
- Collective efforts result in stronger negotiation options due to everyone being fully informed.

NCNGN had success because of the collaborative effort and we believe this effort can create equal success.

THE CITY OF FAYETTEVILLE, NORTH CAROLINA
THE FAYETTEVILLE PUBLIC WORKS COMMISSION
FIBER TO THE PREMISE
FEASIBILITY STUDY AND BUSINESS PLAN
AUGUST 9, 2010

EXECUTIVE SUMMARY

A. The Role of Municipalities and the Broadband Initiative

1. Improve and Maintain Local Infrastructure

In the past, one of the fundamental missions of municipal entities such as the City of Fayetteville, North Carolina and its municipal utility, the Public Works Commission (collectively the "City"), has been to improve and maintain local infrastructure to facilitate the provisioning of utility services in order to promote the quality of life for local citizens in and around the City of Fayetteville (the "Fayetteville Service Area"). While the passage of years can sometimes cause many daily conveniences to be taken for granted, municipal officials have often determined that the capitalization and deployment or construction of infrastructure was in the best interest of the community and its citizens. In addition to the capitalization of utility infrastructures, municipal officials have previously elected to construct and maintain such infrastructure as roads, bridges, sidewalks, and more recently, fiber optic based broadband telecommunications systems. In each case, decisions to provide these various components of local infrastructure have been generally based upon the desire to serve a public need and/or demand.

2. The Feasibility Study and Broadband Business Plan

Rural Broadband, LLC ("Rural Broadband") has provided this independent feasibility study and business plan (the "Broadband Business Plan") to assist the City in the process of converting the advent of technological advancements and regulatory freedoms into financially sound decisions and policies designed to enhance the local infrastructure and to enhance the

quality of life for the citizens of Fayetteville. To enable the City to accomplish its objectives while protecting its core services, Rural Broadband has provided the information necessary to support the enhancement and expansion of the existing technically advanced fiber optic broadband network (the "Broadband Network") that is both cost effective and capable of satisfying market demand.

This Broadband Business Plan incorporates information associated with fiber facility based service provisioning opportunities. The primary objective of the Broadband Business Plan is to provide the City with information to allow decisions to be made associated with pursuing existing and potential broadband services opportunities through a defined course of action and implementation plan.

Rapid advancements in technology in the broadband services industry presents new challenges and opportunities as municipal entities like the City seek to define and achieve strategic objectives in evolving competitive markets. This Broadband Business Plan represents the first step in the progressive efforts undertaken by the City to enhance the local infrastructure in the Fayetteville Service Area to allow for the provisioning of advanced video, data, and telecommunications service offerings to residential and commercial consumers.

B. The Municipal Broadband Services Opportunity

1. Internal Operations and Utility Enhancement Opportunity

While providing advanced video, data, and telecommunications services to consumers, the City will also improve the cost effectiveness, efficiency, and productivity of existing municipal operations through supporting internal needs such as those associated with the operation of existing utilities.

2. The Educational Opportunity

Another of the City's initial justifications for deploying a fiber optic based broadband infrastructure should be founded

upon the need to develop and promote new local educational opportunities through the enhancement of communications capabilities between educational facilities in the Fayetteville Service area and between those facilities and available global educational resources.

3. The Fiber-to-Wireless Public Safety Opportunity

The Federal Communications Commission ("FCC") has recently adopted policies which provide jurisdictions like the City with access to 700 MHz frequencies for the development of fiber-to-wireless mobile broadband networks to establish interoperable public safety support solutions. If the City elects to move forward with this initiative, it will be well positioned to serve as an example of the life-saving and security enhancing benefits of establishing advanced interoperable public safety solutions and applications. Providing first responders and public safety agencies with technologically advanced tools will improve and enhance their ability to serve and protect local citizens and citizens of the U.S., thus improving the overall quality of life in the community.

4. Telemedicine

The quality of health care available to residents in the Fayetteville Service Area community will be enhanced through the development of the Broadband Network by providing health care facilities and professionals with advanced networking resources to facilitate the incorporation of telemedicine procedures and applications into their support systems.

5. Economic Growth Opportunity

As another primary justification for further deploying its broadband infrastructure, the City may seek to promote its Broadband Network as a facilitator for commerce and economic growth through providing the families of employees working for existing local businesses and businesses seeking to expand or locate in the Fayetteville Service Area with access to an enhanced fiber optic based broadband infrastructure.

6. The Commercial Broadband Services Opportunity

The City has the opportunity to achieve the long-term objectives of enhancing the local infrastructure, keeping service fees reinvested locally, revenue diversification, and improving the quality of life for local residents in the Fayetteville Service Area through developing expanded broadband service offerings for residential and commercial customers. To allow these services to be provided, the City may elect to expand its fiber optic based Broadband Network to facilitate the provisioning of advanced video, Internet, high-speed data, and telephone services to potential residential and commercial customers in the Fayetteville Service Area.

7. Operating Efficiencies

Expanding its infrastructure and bringing new broadband service options to residents of the City will allow the City to establish broadband services based revenues to create operating efficiencies necessary to sustain the long term viability of its broadband services project. The financial projections and associated operating budget in this Business Plan include payment of all expenses such as pole attachment and franchise fees typically associated with the operation of a broadband network and the provisioning of broadband services.

C. Broadband Services

The Broadband Business Plan prepared by Rural Broadband, Inc. ("Rural Broadband") for the City anticipates that the City will capitalize, construct, and operate a total of 2,925+ mile all optical fiber-to-the-premise ("FTTP") Broadband Network as follows over a period of thirty-six (36) months and will provide the following services in and around Fayetteville, North Carolina (the "Fayetteville Service Area"):

- Utility and Energy Management
- Local Educational Network and Distance Learning
- Public Safety Mobile Broadband

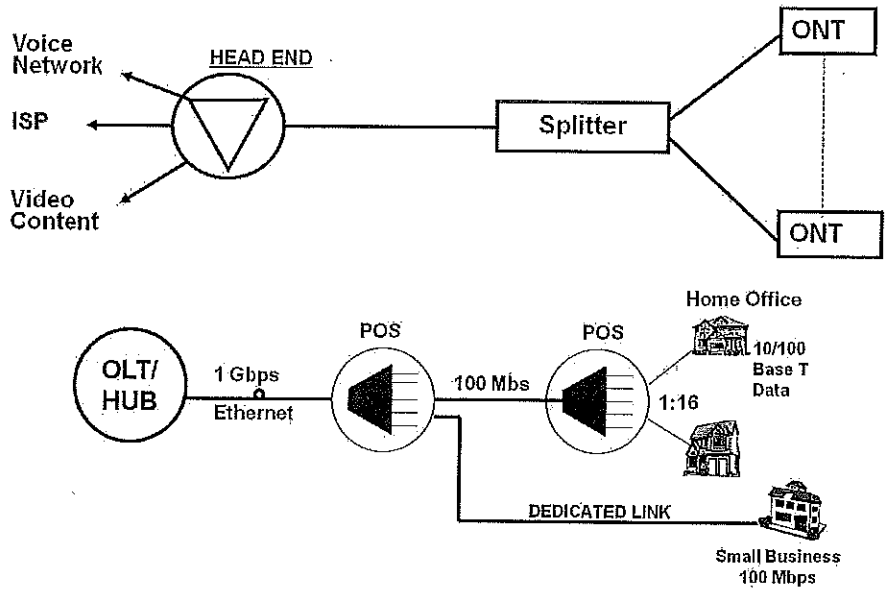
- Telemedicine
- Local & Wide Area Telecommunications Networking
- High Speed Broadband Internet Access
- Video Services (Cable Television)
- Fiber Optic Transport
- Local Exchange Carrier Telephone Service
- Long Distance Telephone Service

D. Broadband Network Architecture

In this Broadband Business Plan, Rural Broadband has incorporated a FTTP Broadband Network architecture. The FTTP architecture refers to an all-optic network with fiber optic cable deployed from the headend/central office facility directly to the residential and commercial customer premise. The all fiber FTTP network benefits include expanded capacity, improved service quality, reliability, scalability, interactivity, flexibility, potentially lower operating costs, and an extended operational life of the infrastructure. In addition, the FTTP architecture incorporates traditional data, active Ethernet, and an Internet Protocol Video ("IPTV") video platforms.

Following, is a high level diagram of the FTTP architecture incorporated in this Broadband Business Plan:

FTTP PON Architecture



E. Partnering Opportunities

The City has the option to consider various partnering options associated with the development and operation of the Broadband Network. For example, the City of Wilson, North Carolina ("City of Wilson"), launched its state-of-the-art FTTP broadband network in May of 2008. The City has an opportunity to partner with the City of Wilson to develop and operate its broadband network through entering into an intergovernmental agreement for services. Rural Broadband has previously supported similar arrangements, bringing as many as four (4) municipal clients together to operate their systems jointly through a common headend facility along with participating in an arrangement whereby certain operating expenses associated with common elements such as technical support and customer service are shared among the various entities.

The Headend Facility - Should such an arrangement be considered between the City and the City of Wilson, the networks would be operated through the established City of Wilson "headend" facility approximately 75 miles away via a fiber optic link. The headend is the technological center of the system, where many service provisioning and operations functions are processed, such as serving as the point-of-presence ("POP") for data and telecommunications connectivity and the reception of satellite delivered programming and broadcast signals. It includes facilities and equipment for descrambling incoming signals from satellite and broadcast programming networks, assigning them channel numbers, and processing them for retransmission over broadband lines. The headend also contains electronic equipment for inserting advertising at the local level, encrypting signals for security purposes, and playing or producing public access/local origination programming. Should the City elect to enter into an arrangement with the City of Wilson to gain access to the City of Wilson headend, the City can expect to save up to $2 million in capital costs as budgeted in anticipation of the City establishing a stand alone, single system headend facility.

Shared headend arrangements, made technically and financially viable through advanced fiber infrastructure, are now well established in the industry. While the technical and financial elements of a shared headend arrangement can be addressed and managed between the City

and the City of Wilson, it is important to understand at the outset that challenges remain in terms of receiving approval of the arrangement, architecture, video transport encoding and signal security, from certain video content providers or "programmers." While programmers will acknowledge and accept one party providing video transport to another through what is referred to as a "Subdistribution Agreement," they will not allow affiliates to resell programming and certain programmers will impose geographic and customer restrictions as part of the subdistribution rights granted. Also, all programmers will require that the recipient of the subdistributed programming enter into affiliate agreements directly with the programmers.

COF 2015 Resident Survey Findings

2/19/2016

City of Fayetteville 2015 Resident Survey Findings

Presented by
ETC Institute

January 2016

1

Purpose

- To objectively assess resident satisfaction with the delivery of City services
- To serve as a benchmark for future performance
- To gather input from residents to help set strategic priorities

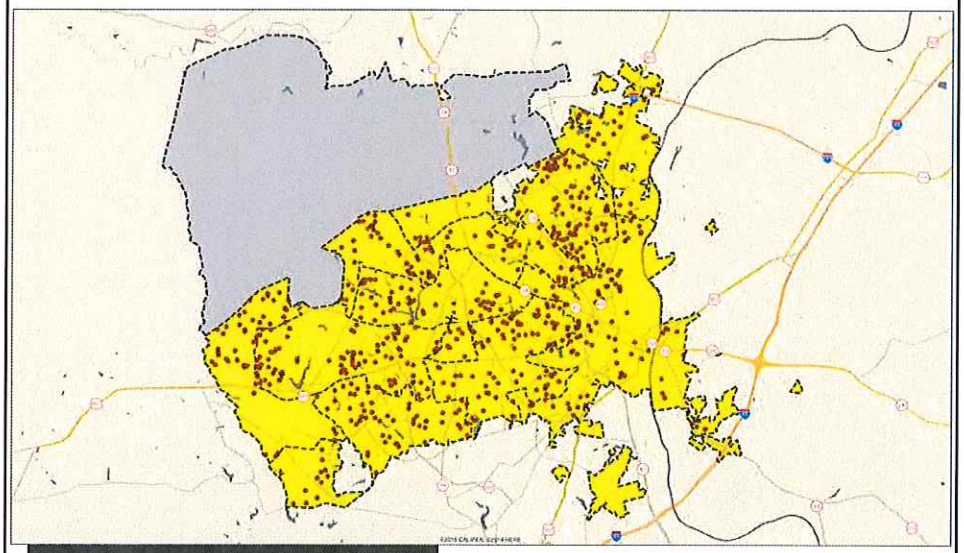
2

Methodology

- **Survey Description**
  - 7 page survey
  - took approximately 15-20 minutes to complete
- **Method of Administration**
  - mailed to 3,000 household in the City
  - Residents had the option of participating by mail or phone
- **Sample size:**
  - 669 completed surveys
  - 22% response rate
- **Confidence level: 95%**
- **Margin of error: +/- 3.8%**

3

City of Fayetteville 2015 Resident Survey: Location of Respondents



Good Representation By LOCATION

4

Demographics: Gender, Race and Hispanic Ancestry

Category	Census	Survey
Male	48%	51%
Female	52%	49%
White	46%	43%
Black/African American	42%	43%
Asian	3%	2%
American Indian/Eskimo	1%	2%
Hispanic	10%	10%

Good Representation By Gender, Race and Hispanic Ancestry

Bottom Line Up Front

- Residents Generally Have a Positive Perception of the City
- Overall Satisfaction has stayed about the same since 2013
- Satisfaction with Most City Services is about the Same Throughout the City
- In order to improve overall satisfaction with City services, the City of Fayetteville should emphasize the following areas:
  - Traffic flow
  - Maintenance of City streets
  - Economic & Business Development
  - Police services

6

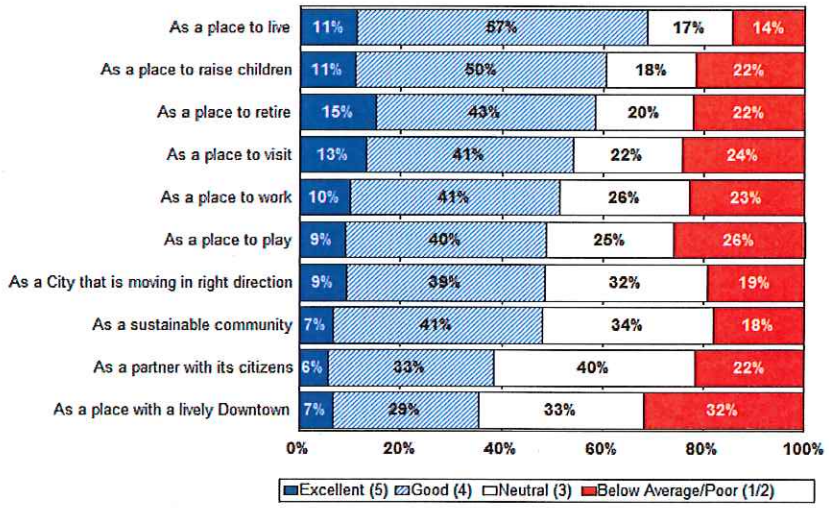
Major Finding #1

Residents Generally Have a Positive Perception of the City

7

Q18. Overall Ratings of the City

by percentage of respondents (excluding don't knows)



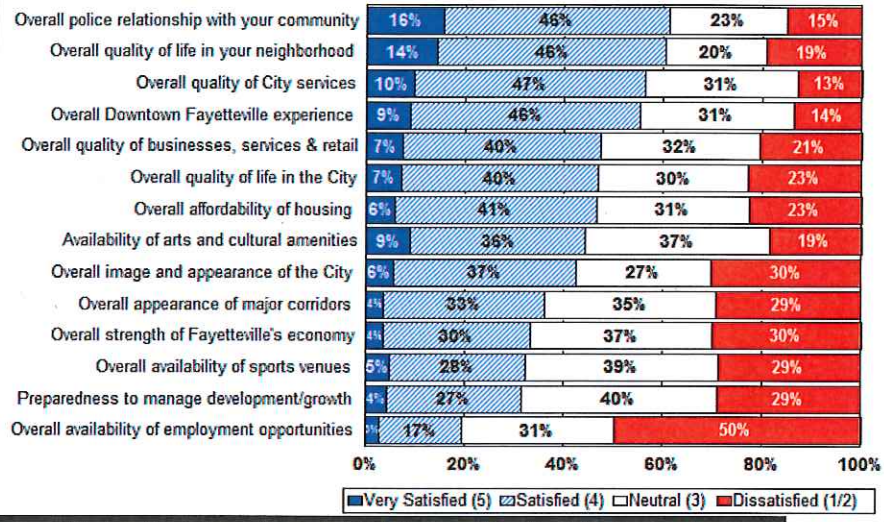
Source: ETC Institute (2015 City of Fayetteville Resident Survey)

The Ratio of Positive (Blue) to Negative (Red) Ratings Was Greater than 1.0 in All Areas

8

Q3. Satisfaction With Items That Influence Perceptions of the City of Fayetteville

by percentage of respondents (excluding don't knows)

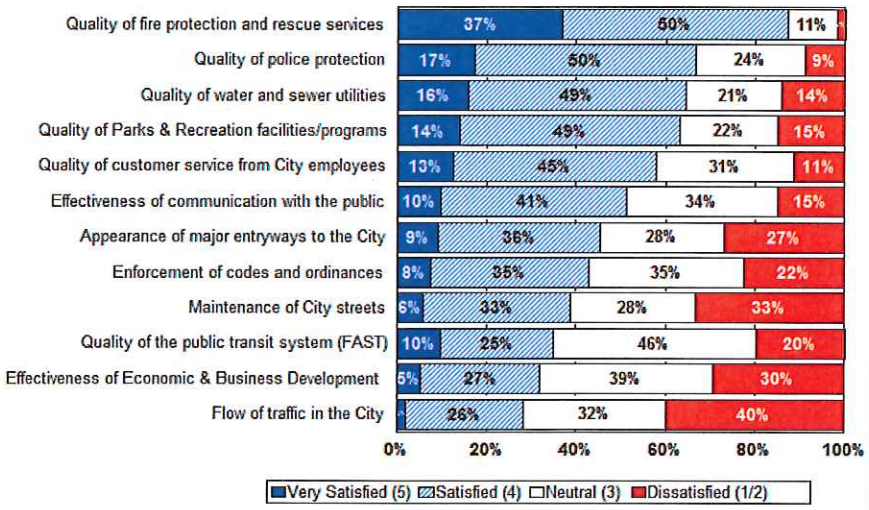


Only 13% of Residents Were Dissatisfied With the Overall Quality of City Services Provided

9

Q1. Satisfaction With Major Categories of City Services

by percentage of respondents (excluding don't knows)

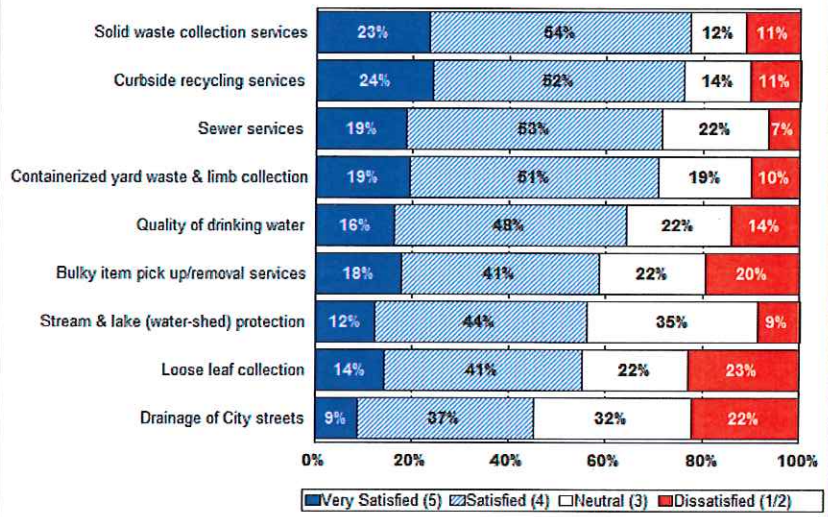


With the Exception of the Flow of Traffic in the City, Fewer than One-Third of those Surveyed Were Dissatisfied with Any of the Major City Services That Were Rated

10

Q14. Satisfaction with City Utility Services

by percentage of respondents (excluding don't knows)



Source: ETC Institute (2015 City of Fayetteville Resident Survey)

Fewer than One-Fourth of those Surveyed Were Dissatisfied with Any of the City Utility Services That Were Rated

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Major Finding #2

While There Are Some Difference in the Ratings For Specific Services, Overall Satisfaction Is Generally the Same Throughout the City

12

Major Finding #3

Areas With the Highest Satisfaction Ratings Were: Fire Services, Utility Services and Customer Service

13

Areas With the Highest Levels of Satisfaction

- Overall quality of fire protection/rescue services (87%)
- Solid waste collection services (77%)
- Courtesy of City employees (77%)
- Feeling of safety walking alone in your neighborhood during the day (76%)
- Curbside recycling services (76%)
- Sewer services (72%)
- Containerized yard waste & limb collection (70%)
- Condition of street signs and traffic signals (70%)
- How easy it was to contact City employees (69%)
- Accuracy of the information/assistance given from City employees (68%)
- Condition and usability of the Airport (67%)
- Quality of police protection (67%)
- Feeling of safety when visiting recreation centers (66%)

14

Major Finding #4

Areas with the Lowest Satisfaction Ratings Were Related to Code Enforcement, Public Transportation, and Infrastructure Issues

15

Areas With the Lowest Satisfaction Ratings

- Ease of biking in the City (27%)
- How quickly street repairs are made (27%)
- Overall flow of traffic in the City (28%)
- Effectiveness of Economic & Business Development (32%)
- Enforcement of junk/debris cleanup on private property (32%)
- Removal of abandoned/inoperative vehicles (34%)
- Feeling of safety when riding FAST buses (34%)
- Level of public involvement in local decisions (34%)
- Overall quality of the public transit system (FAST) (35%)
- Enforcement of mowing on private property (36%)
- Availability of swimming pools (36%)
- Adequacy of public parking in Downtown (37%)
- Overall quality of street maintenance and repair (39%)

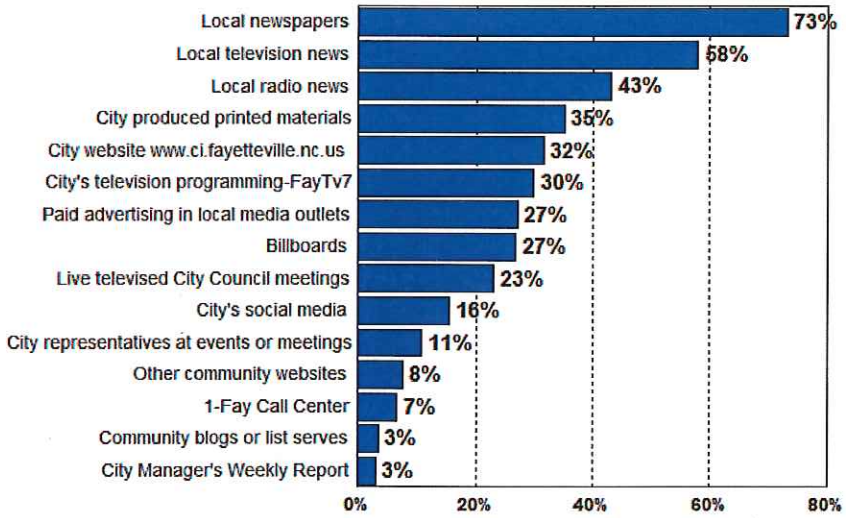
16

Major Finding #5
Communication Issues

17

Q20. Sources Where Residents Currently Get Information About the City

by percentage of respondents (multiple selections were allowed)



Source: ETC Institute (2015 City of Fayetteville Resident Survey)

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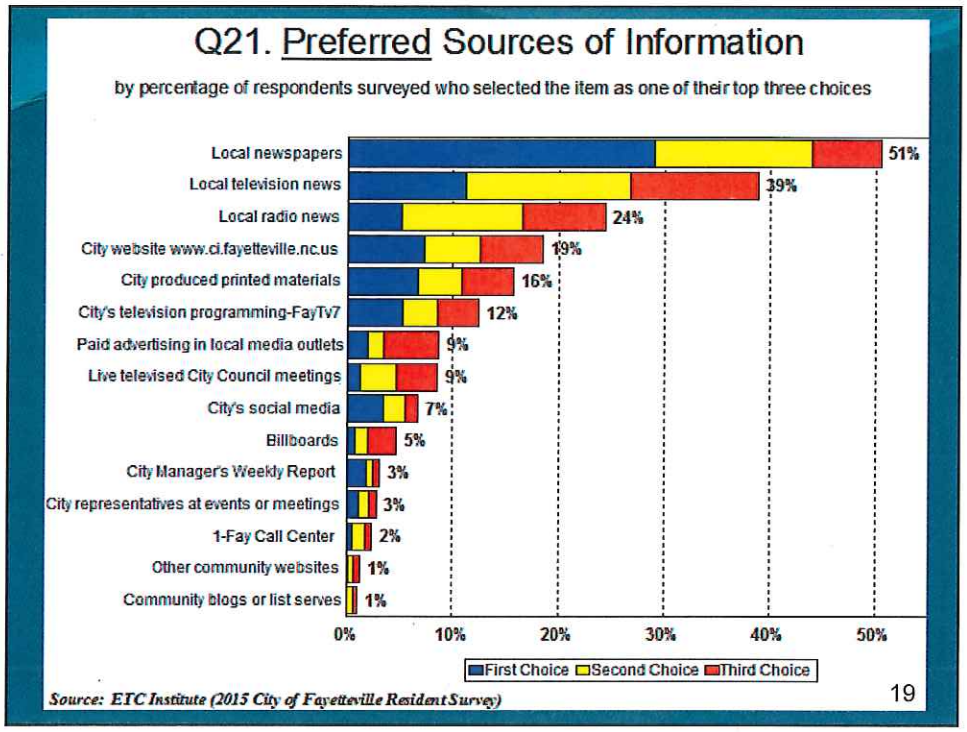

Major Finding #6

Notable Increases and Decreases Since 2013

20

Areas With the Largest Increases Since 2013

- Overall police relationship with community (+9%)
- City efforts to prevent crime (+9%)
- Ratings of Las Vegas as a place to live (+8%)
- Overall quality of new commercial development (+8%)
- Ratings of Las Vegas as a place to raise children (+7%)
- Availability of swimming pools (+7%)
- Overall quality of new residential development (+6%)
- Condition of sidewalks (+6%)
- Quality of police protection (+6%)
- Cleanliness of City streets (+5%)
- Time it took for Customer Service to answer request (+5%)

21

Areas With the Largest Decreases Since 2013

- Drainage of City streets (-8%)
- Ordinances to prevent illegal development activity (-7%)
- Enforcement of illegal uses (-7%)
- Bulky item pick up/removal services (-7%)
- Quality of water and sewer utilities (-6%)
- Enforcement of the sign ordinance (-6%)
- How quickly street repairs are made (-6%)
- Adequacy of public parking in Downtown (-6%)
- Feeling of safety while walking alone in parks during the day (-5%)
- Customer service by parks and recreation staff (-5%)
- Graffiti removal (-5%)
- Availability of information about City programs/services (-5%)

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Major Finding #7

Opportunities for Improvement

23

Importance-Satisfaction Rating
City of Fayetteville, NC
OVERALL

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Flow of traffic in the City	35%	3	28%	12	0.2520	1
Maintenance of City streets	36%	2	39%	9	0.2196	2
Effectiveness of Economic & Business Development	30%	4	32%	11	0.2040	3
High Priority (IS .10-.20)						
Quality of police protection	41%	1	67%	2	0.1353	4
Medium Priority (IS <.10)						
Appearance of major entryways to the City	17%	5	45%	7	0.0935	5
Enforcement of codes and ordinances	15%	6	43%	8	0.0855	6
Quality of the public transit system (FAST)	10%	11	35%	10	0.0650	7
Effectiveness of communication with the public	13%	7	51%	6	0.0637	8
Quality of Parks & Recreation facilities/programs	13%	9	63%	4	0.0481	9
Quality of water and sewer utilities	13%	8	65%	3	0.0455	10
Quality of customer service from City employees	7%	12	58%	5	0.0294	11
Quality of fire protection and rescue services	12%	10	87%	1	0.0156	12

Overall Priorities:

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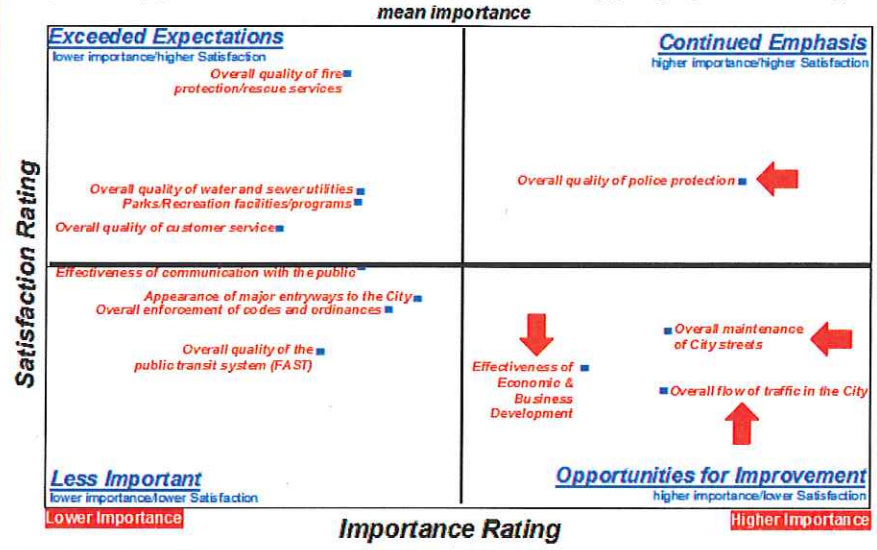
City of Fayetteville Resident Survey
Importance-Satisfaction Assessment Matrix

-Overall City Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2015)

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Importance-Satisfaction Rating
City of Fayetteville, NC
PARKS and RECREATION

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Availability of swimming pools	16%	3	36%	10	0.1043	1
Medium Priority (IS <.10)						
Diversity of City recreation opportunities	16%	4	49%	7	0.0791	2
Cultural programming (events, concerts, festivals)	17%	2	60%	3	0.0688	3
Quality/condition of parks/recreation facilities	18%	1	65%	1	0.0616	4
City's recreation programs and services	13%	5	54%	6	0.0612	5
Quality/condition of greenways/trails	12%	6	58%	4	0.0517	6
Availability of biking trails	9%	7	45%	9	0.0506	7
Availability of recreational programming	9%	8	48%	8	0.0442	8
Availability of City parks	6%	9	61%	2	0.0246	9
Customer service by parks/recreation staff	5%	10	57%	5	0.0194	10

Parks and Recreation Priorit

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Importance-Satisfaction Rating
City of Fayetteville, NC
CITY MAINTENANCE

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
How quickly street repairs are made	40%	2	27%	9	0.2942	1
High Priority (IS .10-.20)						
Overall quality of street maintenance & repair	26%	4	39%	8	0.1598	2
Condition of sidewalks	28%	3	47%	5	0.1489	3
Condition of street signs & traffic signals	44%	1	70%	1	0.1314	4
Condition of streets in your neighborhood	24%	5	54%	3	0.1122	5
Medium Priority (IS <.10)						
Cleanliness/appearance of medians/roadsides	18%	7	45%	6	0.0974	6
Condition of City parks	24%	6	61%	2	0.0928	7
Cleanliness of stormwater drains & creeks	8%	9	43%	7	0.0462	8
Cleanliness of City streets	8%	8	51%	4	0.0412	9

City Maintenance Priorities: Adequacy of City Street Lighting

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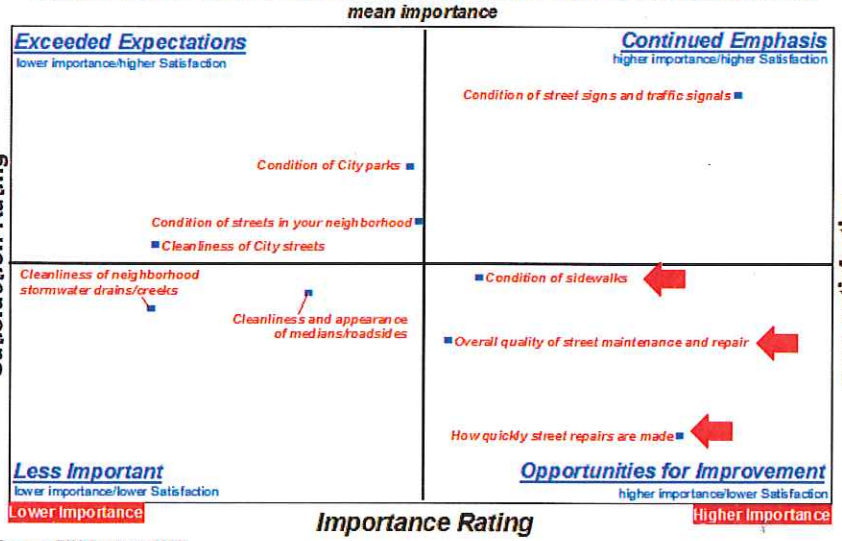
City of Fayetteville Resident Survey
Importance-Satisfaction Assessment Matrix
-Maintenance-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2015)

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Summary and Conclusions

- Residents Generally Have a Positive Perception of the City
- Overall Satisfaction has stayed about the same since 2013
- Satisfaction with Most City Services is about the Same Throughout the City
- In order to improve overall satisfaction with City services, the City of Fayetteville should emphasize the following areas:
  - Traffic flow
  - Maintenance of City streets
  - Economic & Business Development
  - Police services

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