see spot run
see spot jump
see spot play

an insight into a black community in Raleigh, North Carolina

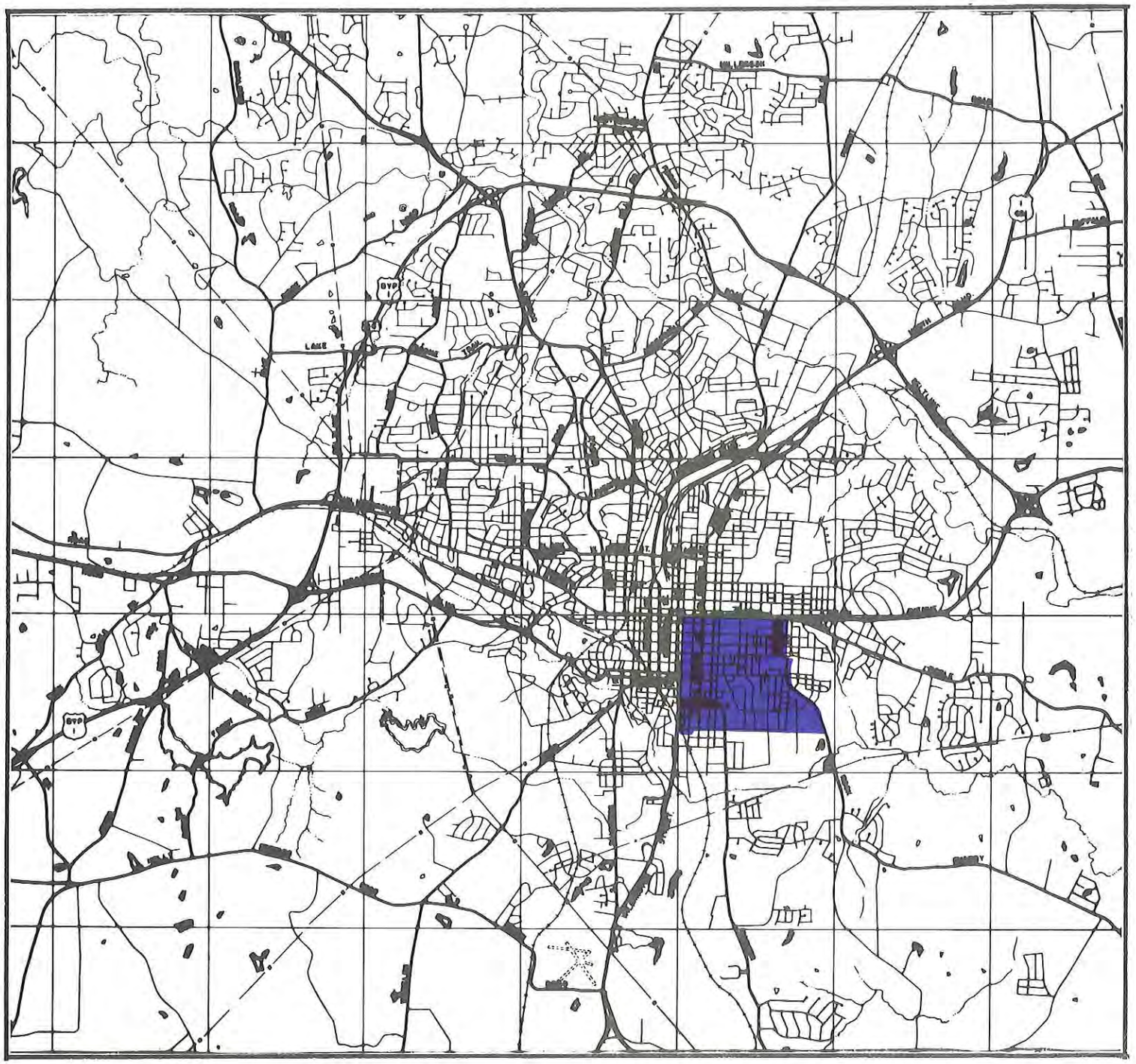
an insight into recreation wants and needs of urban black communities

- a method of approaching all problems
- a thought
- a lot of research
- a recommendation
- a feeling
- an example
- a fact

While we realize that this project was generated by the City of Raleigh through its Parks and Recreation Department - specifically for the task of re-ordering certain improvements in Chavis Park- we cannot believe nor can we be persuaded that this act of rearranging facilities or perhaps appropriating some few dollars on cosmetics can possibly be relevant or worth our time, unless we can understand that this solution is accomplishing what is relevant, needed, and usable within the Chavis Heights Community.

It is as great a crime to provide nothing as it is to provide what is inappropriate, unusable and irrelevant. Frankly, we believe, as do the residents of the Chavis community that the latter is the case.

It can easily be seen that recreation, as it is traditionally translated into facilities such as ball diamonds, tennis courts or swimming pools has very little place in this community except as a luxury, where basic problems are so great, in terms of adequate and available housing, job opportunity, reasonable income and abundance of food.



CHAVIS HEIGHTS -- RALEIGH N.C.

NORTH

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Procedure

The first step in the study after identifying a problem was to gain as clear an understanding as possible of the policies, plans, and problems of the Parks and Recreation Department. This was done by reviewing legislation, ordinances, and publications related to parks and recreation and by meeting several times with the department director and professional staff. The reviewing effort permitted the identification of opportunities and limitations to which the study in general would be subjected. This allowed the study group to structure procedural operations and recommendations throughout the project that would be responsive to existing limitations and opportunities. It would also permit the Raleigh Parks and Recreation Department to be responsive to the study group's recommendations.

The major point that emerged from this phase was that due to the combination and reorganization of the previously separate Parks and Recreation departments, significant budget increases, the infusion of a highly professional and responsive attitude, and other factors, the department is in an ideal position to create a model program.

The second step was to contact management personnel at Chavis and other centers and parks to determine ongoing problems in the administration of programs and facilities. The major problem area emphasized was the inability of the program to involve older teenagers and young adults. Also evident were the problems involving the upkeep of facilities and the administration of day-to-day activities. These problems were permitting program involvement in all age groups to deteriorate. Also, when Chavis Park's programs were compared to similar programs operating in other recreation centers in the city under similar facilty conditions, the response to the programs were more favorable than elsewhere. These observations led the study group to ask two major questions which provided a framework for gathering detailed information necessary for identifying and solving community problems directly related to recreation. The questions were:

1 What is unique about the people and their activities in the Chavis community?
2 What can the Parks and Recreation Department effectively change at Chavis Park and the surrounding community to encourage more active involvement of the Chavis community residents in community activities?

The information gathered in answering these two major questions will provide a basis for the development of recommendations on policies and facilities for the Department.

The next step was to contact community residents near the park to find out

what they view as problems in the area and to determine what they considered the limits of the community to be. Contact with the residents was facilitated mainly through the Wake County Opportunities staff. Because of previous extensive door-to-door surveys, the study group found that many residents were tired of surveys. Consequently, a search for new ways of collecting community information was initiated. Fortunately, enough information was gathered from the preliminary contact with people in the community to determine what the general boundaries of the Chavis community (the area surrounding Chavis Park) were. This provided tentative definable limits to the community from which information could be drawn for analysis.

Going on at the same time was the planning by the Parks and Recreation Department of a mini-park in a location not distant from Chavis Park and lying within the tentative Chavis community boundaries. One of the members of the study team became actively involved in the planning of the mini-park in a way that provided a means of understanding community activities related to recreation and community involvement. The study member announced a local community meeting to help plan the mini-park. The response at the meeting by local residents was excellent. It demonstrated that people would become involved in community activities if experienced, properly trained people were available to assist them. However, the Chavis area is short of this kind of skill. Consequently, very little community planning activity is initiated or maintained in the area. The Parks and Recreation Department could help correct this by providing professional leadership at the Chavis Community Center to train local personnel for leadership positions in recreation as well as other areas. Professional services need not be confined to the Community Center. Training sessions could go on at many places in the community.

The success of the mini-park project led the study group to develop means to:

1 Eliminate problems resulting from past door-to-door oversampling of the Chavis area by attracting local residents to participate in a common activity.
2 Draw enough participation from the community to make the planning of any activity worthwhile.
3 Generate interest and involvement, to be channeled into a constructive recreational programs.
4 Get the older teenagers and young adults involved in an activity.
5 Determine what the community perception of recreation really is.
6 Allow the community an involvement in planning new programs and facilities.
7 Expose the community to new types of recreation.
8 Use new research method to reveal what needs were felt.

A package which satisfied the desired requirements was a multi-media sight and sound show which induced total involvement. This, in addition to workshops and discussion periods before and during the production, provided the study group with the information it needed. The information gathered from the production was analyzed, digested, and restructured into the following conclusions:

1 Recreation potentials for the Chavis community are much greater than they first appeared to be.
2 Productions such as SEE SPOT RUN (the multi-media show) are extremely successful in generating community interest and involvement. If followed up correctly (with good leadership and without delay) the energy generated from such an activity can be directed into other fields of community involvement and can provide a kick-off point for continuing programs.
3 To initiate and maintain a successful program requires the active participation of a leader who knows the procedures that lead up to and follow the "event".
4 There are many diversified forms of acceptable recreation which are not in common use today that could and should be used.
5 What the people of the Chavis community perceive as recreation is not necessarily the same thing that people in other communities leading different lives perceive as recreation.

About the same time SEE SPOT RUN was being put together, several advanced students in the Recreation Resources Administration Department at NCSU, under the supervision of an experienced survey expert, administered a recreational needs survey to the public schools around Chavis Park. The survey was based on a questionnaire which was distributed to Chavis school students in a random fashion according to the sampling procedure. Analyzed results from the public school samples show that conclusions drawn from the multi-media production were valid.

The next step in understanding the uniqueness of the people and their activities in Chavis required analysis of the environmental setting. Mapping pertinent information allowed the study group to identify boundaries of the community, the area served by the park and the community center, etc. to help in determining the role of the park in the community. Natural physical features, circulation patterns (existing and proposed), open space, housing quality, and administrative units (i.e. Head Start Districts, voting precincts) of the general area were some of the factors considered in the analysis of the environment. Also, demographic information gathered from the U.S. Census Bureau provided the study group with important social aspects of the area.

General conclusions from the information are:

1 A combination of distance from the community center, a somewhat identifiably homogeneous population area, the distribution of large open spaces and a network of roads constitute

the primary factors forming the physical boundaries for the community.

2 Smaller sub-communities occur within the Chavis community as a result of several major natural and man-made barriers near the park. These sub-units can be an important factor when considering the distribution of secondary or supportings recreation facilities such as mini-parks.

3 The Chavis community has an unusually large number of children from ages 0-10 and a disproportionately large number of young women from ages 14-40. This is important when considering age-specific and sex-specific activities.

4 The visual quality of the community is below the "average" quality for the city of Raleigh.

5 The average attained education level for the community is 8.3 years. Programs are needed to get people more involved in educating themselves toward a future not tied to unskilled labor. The working force in the Chavis community is predominantly unskilled labor, composed of an unusually large proportion of women.

6 The area is experiencing a slight population decrease due to people leaving because of poor socio-economic opportunities in the Chavis community.

The next stage in information gathering was concerned with defining existing activity programs within the Chavis community. Many groups from the Mourningstar Action group to the Homebuyer's Association, and from the YMCA to the East Side Improvement Association were investigated to see how they related and what activities the community needed. This aspect of the research began with the O.E.O. who were knowledgeable of the many activities existing in the Chavis area. While visiting the initial groups mentioned by O.E.O., other community groups were uncovered. Eventually a total picture of organizational activities in the community provided the study group with a way of understanding the social aspects of the area. The main conclusions are:

1 Activity groups are so scattered and information exchange is so small between groups that there is a large amount of duplication of effort and dissipation of energies within the Chavis community.

2 Activities and activity groups should be encouraged to concentrate at common focal points (such as the Chavis Community Center). This can be done through making a central location more attractive to activities by in-initiating a combination of priming activities (retail stores, well publicized social events, etc., anything that will bring people together).

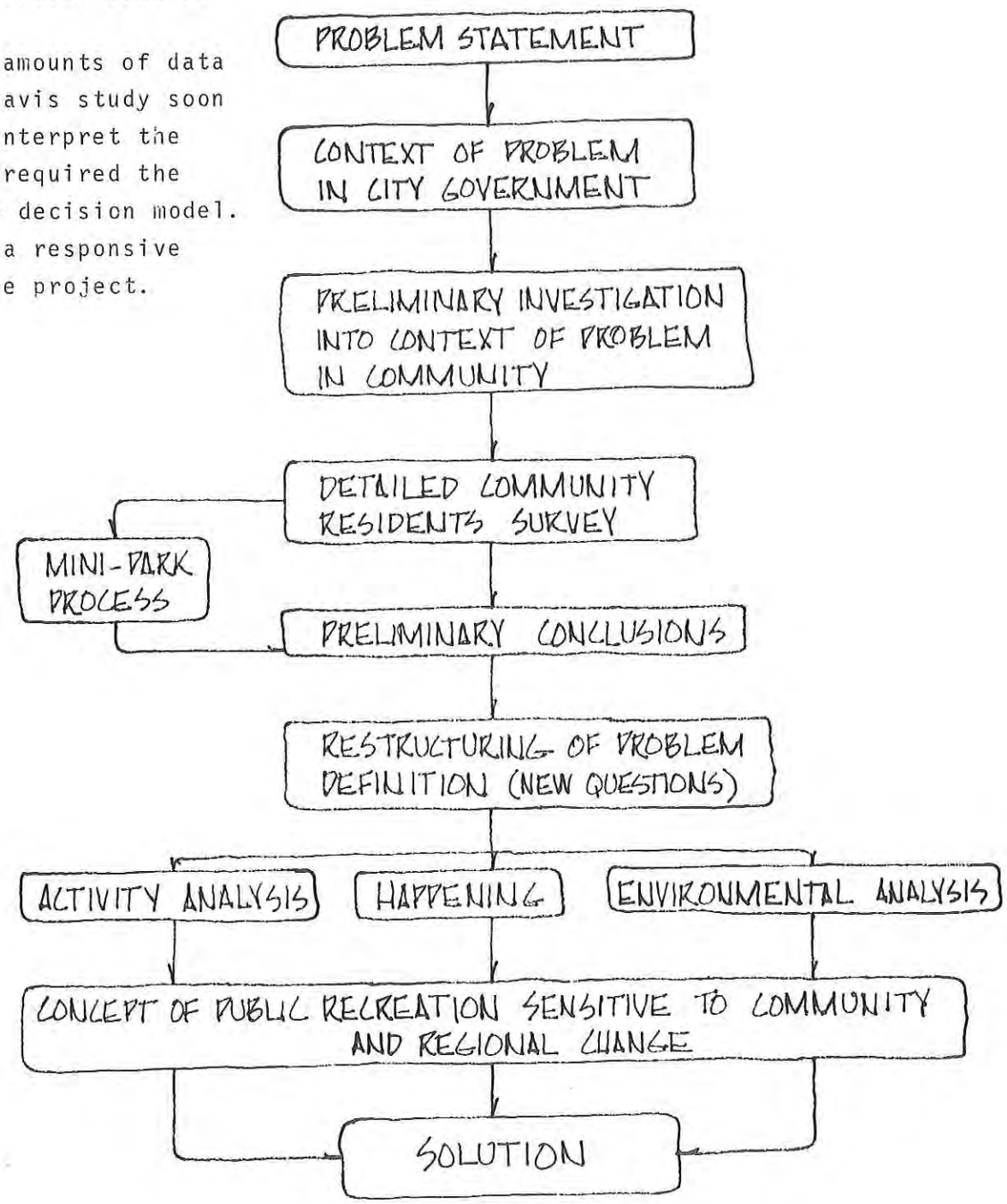
3 To correct the problem of duplication of effort and administration the Parks and Recreation Advisory Commission should be advised of all organizations and their goals so that encouragement of cooperative efforts could be facilitated.

The last stage to the study was concerned primarily with evaluating issues and their relationship to recreation. This was done by reviewing the history and development of public and municipal recreation and recreational land. One problem to date with past policies regarding municipal recreation is the inability of the function of recreational lands to change with changes in demand. Other problems pertained to types and degrees of recreational land ownership as well

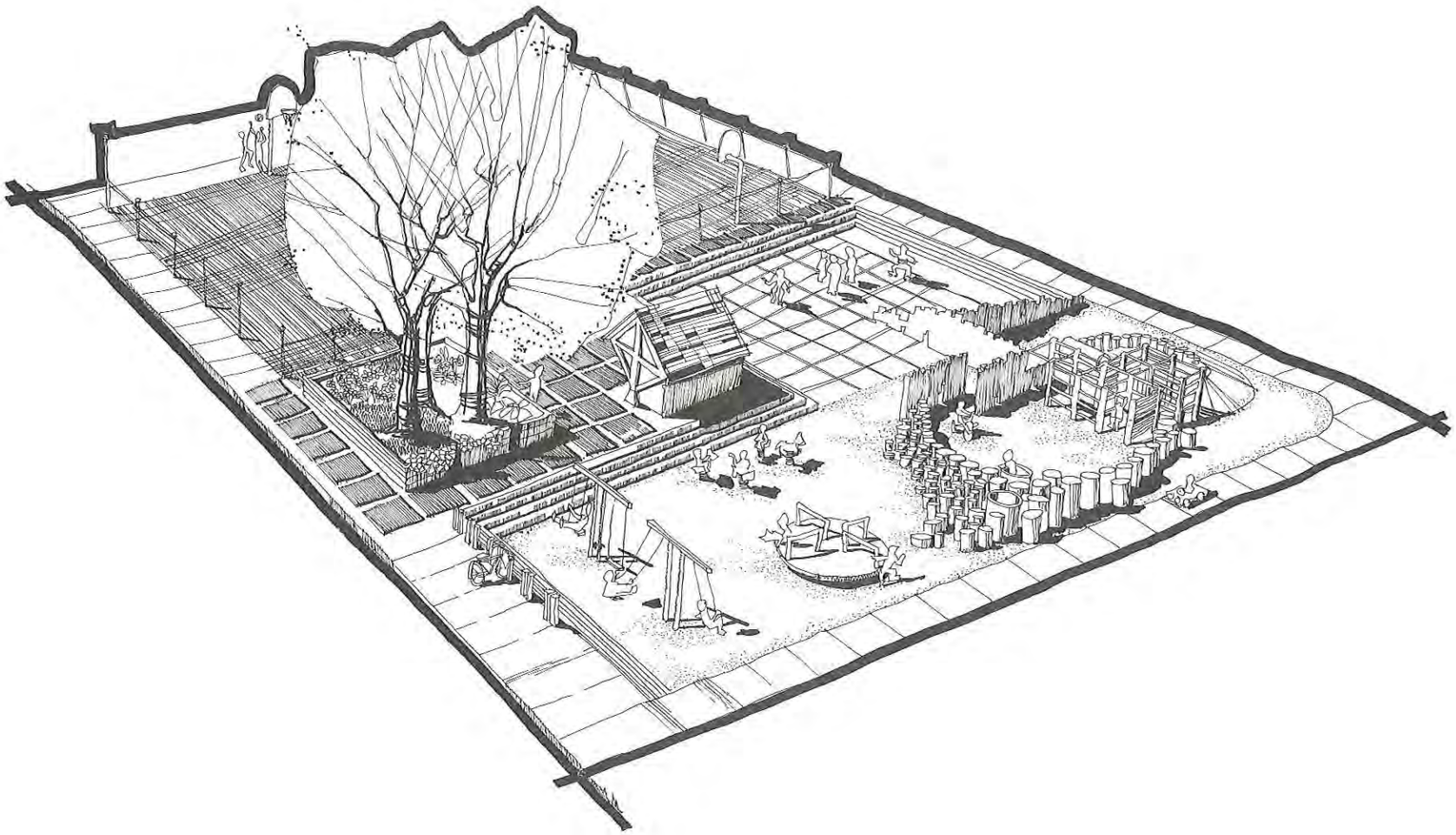
as policies toward semi-recreational lands and activities, these problems were examined and alternative solutions were developed as a way of finding problem solutions.

The treatment of large amounts of data collected during the Chavis study soon became a problem. To interpret the data to make decisions required the formal structuring of a decision model. The model proved to be a responsive and powerful tool in the project.

PROCEDURE




Mini
park



The City of Raleigh Parks and Recreation Department is presently participating in a federal program which makes available funds for the construction of small (150 X 100) parks known as mini-parks. These parks are meant to serve local neighborhoods with compact activity recreational facilities. In the progress of our investigation it was found that a site was under consideration in the Chavis Heights area. Through our interest in working with definable neighborhood units we felt that the mini-park program could add strongly to the identity of neighborhoods and provide a focal point for recreational interest where land availability and financial limitations are sparce. The present Parks and Recreation policy for mini-parks is summarized as follows:

1 No land smaller than 150 by 100 may be considered.
2 No supervision for mini-parks is provided.
3 The parks are constructed by the city parks employees with the exception of concrete, electrical, and fencing contracts.
4 Park sites are to be flat for maximum usable land area.
5 The parks are generally located by the Parks Advisory Board and specifically located by availability factors.

The projected mini-park in the Chavis area was located on Quarry Street roughly in the middle of the block. Although the park had been located and the land was being acquired by the city, it was felt that it would be useful to try the following procedure to test possible community involvement in an innovative mini-park.

1 The Mourning Star Community Action group (O.E.O.) located on Quarry Street was contacted and told of the proposed mini-park. A meeting was scheduled to involve local residents in the planning of the park.
2 The meeting was held and attended by approximately 40 residents including all age groups. The park was planned by the people with assistance provided by our group in the drawing of a preliminary plan.
3 Several meetings followed at which local residents approved final plans. A group was formed known as the Quarry Street Mini-Park Association and began raising funds for special equipment not provided by the city. The major piece of equipment desired was a juke box.
4 A program determing use of the park was written by the Association. Some of the suggestions were: a flower club to plant and maintain flowers provided by the city, a system to lock and maintain the equipment within the park.
5 All plans and proposals were submitted to the city and received favorable response but little action.

Although there is presently no Quarry Street Mini-Park, several lessons can be learned and directions can be followed:

1 If handled properly community participatory planning can work as it has in this case.
2 The mini-park as a community focal point has many possibilities. In this case there was serious interest expressed by the local residents in acquiring a building across the street

as a community building.

3 Mini-parks need supervision - either by local people or by trained parks personnel.

4 There should be no standard mini-park plans to be plugged into standard lots. They exclude innovative design and community participation. Each park must be an interpretation of specific community needs and programs.

5 Construction of mini-parks is presently done by city employees but could easily be carried out by local contractors within the neighborhood. This not only provides a special interest to residents but economic input to the community.

see spot run
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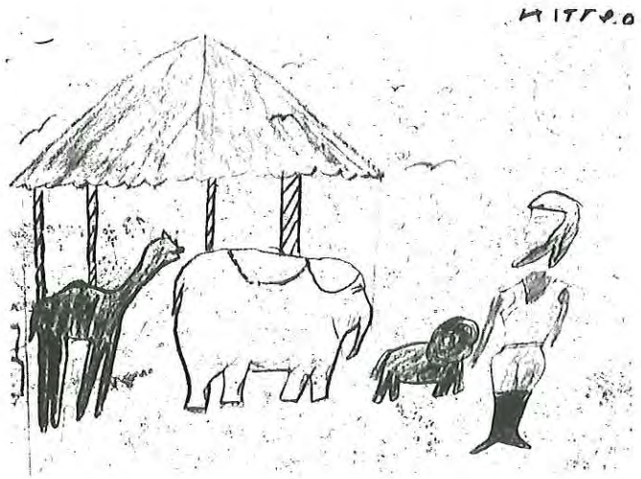
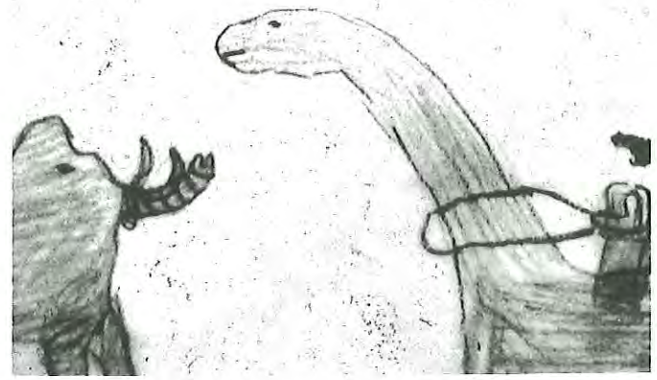
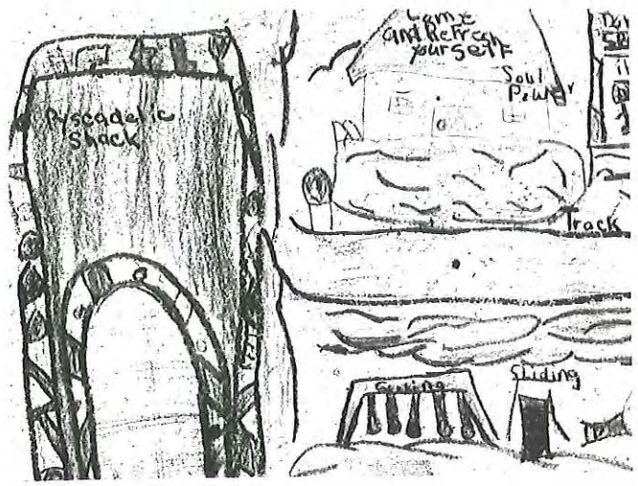
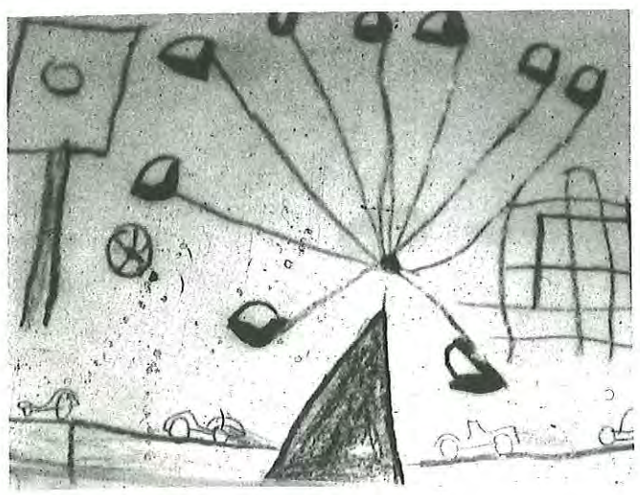
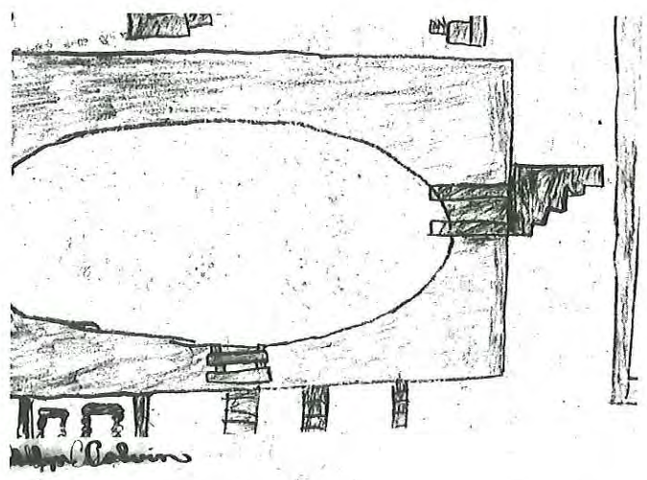
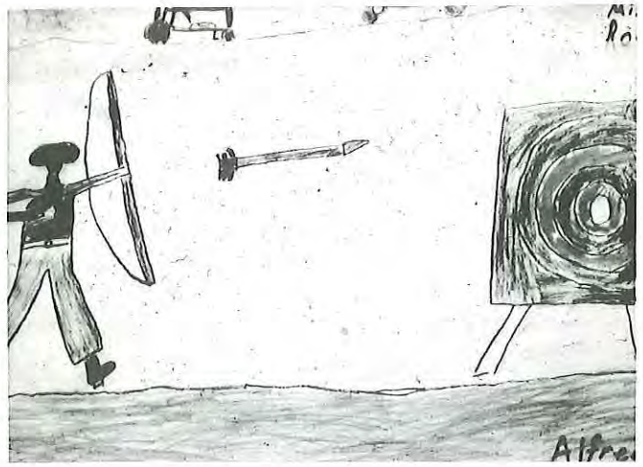


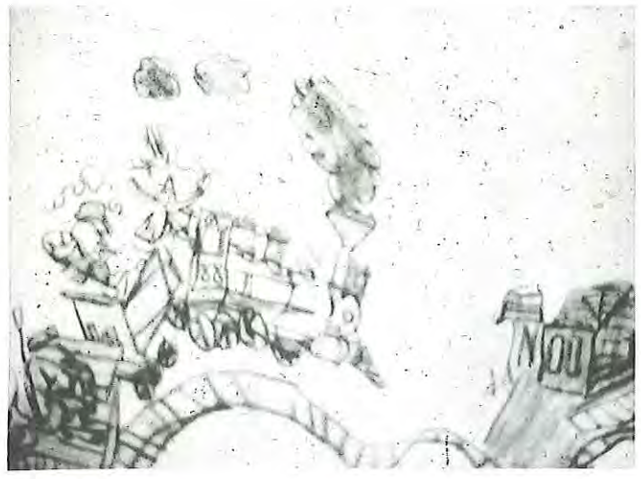



Psychadelic Shack
Soul Power
Track
Sliding









SEE SPOT RUN, an experisensual playground was created in Chavis Park the weekend of March 13-14 with an intent to reach 8 goals.

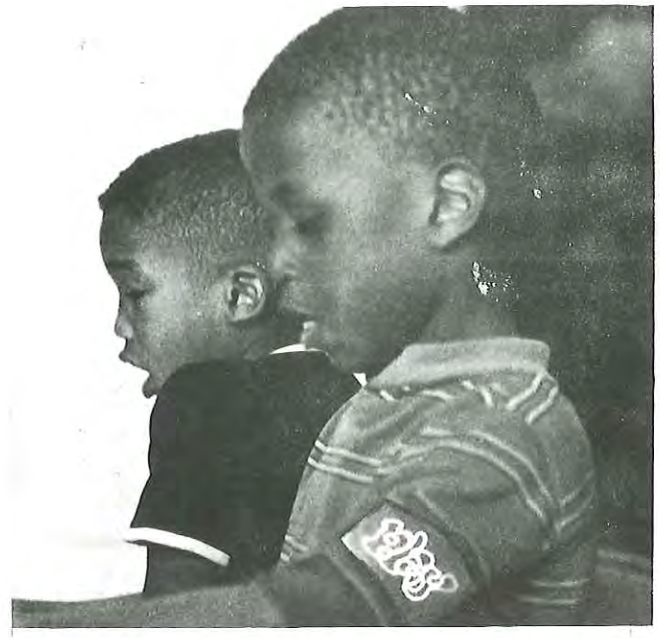
1 Eliminate the problems resulting from past door-to-door over sampling of the Chavis area by attracting local residents to participate in a common activity.
2 See if an activity, properly advertised, could draw enough participation in the community to make the planning of any activity worthwhile.
3 Generate interest and involvement in Chavis community activities that with proper leadership could be channeled into a constructive recreational program.
4 Get the older teenagers and young adults involved in an activity.
5 Find out what the community perception of recreation really is.
6 Allow the community to get involved in planning new programs and facilities
7 Expose community to new types of recreation.
8 Use new research methods to reveal what needs were felt.

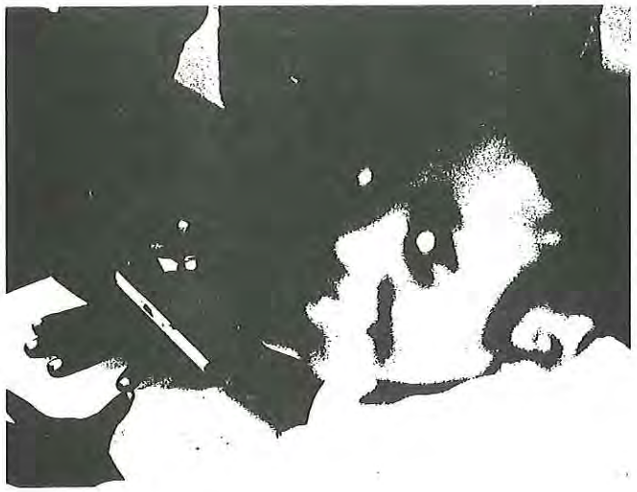
Advertising SEE SPOT RUN was accomplished by a number of means, a greater percentage of which allowed personal contact with the community/client and yielded valuable planning information. Prepared news releases were distributed to radio stations and local newspapers, both of which were aimed at an awareness of the general public. Contact of a specific participation audience, the Chavis community was executed through more direct means. Area elementary schools

were asked to participate in a creativity contest. Children of various schools submitted designs of activities they desired in the park.

Members of each class were presented advertising armbands as awards for submitting the most creative ideas.

Clustering areas within the community were determined for the placement of advertising posters. Information sheets printed with the purpose and schedule of multimedia events were distributed, a personal basis to students of area high schools. Information survey brochures asked student participants to state community needs and what recreation/education facilities or activities could satisfy these.





The research program contained in SEE SPOT RUN carried out at a personal level was an extention of the information survey and creativity contests held earlier in the week. Program designers were allowed direct contact with their community/client. In this research event participants were asked to generate ideas for recreation activities and to explain how existing facilities could better serve the community. Ideas expressed by participants were developed visually by the program designer on a communication basis of 1:1. Another area of the research program was a drawathon. Here participants were asked to represent graphically their ideas for park/community activities.

Discussion groups headed by program designers allowed for direct, immediate response to ideas generated by participants. The overall result of the research effort was a data bank of planning ideas proposed by those directly affected by them.

Two environmental designers, Mark Molin and Peter Johns accepted the task of planning the spatial and sensual experiences which would occur within the community center. The aim being to present an example of a kinetic event, the presentation skills of which could be learned by its participants and be regenerated locally without any outside input.

SEE SPOT RUN
SEE SPOT JUMP
SEE SPOT PLAY.....Rebirth of a gymnasium

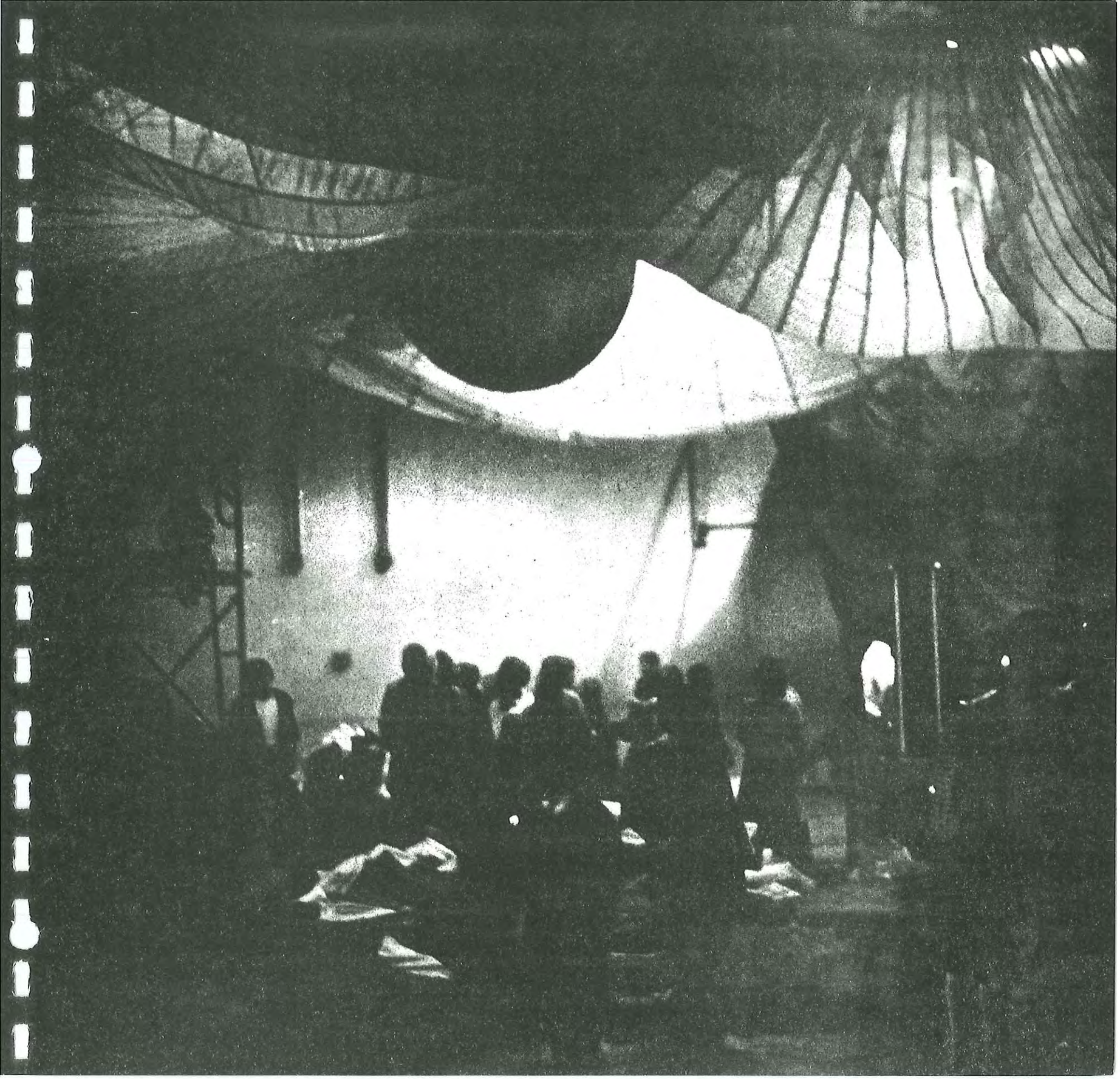
spatial experience
- hanging parachutes
- giant weather baloons.....Projection surfaces
- polyethelene sheeting
- netting skrims
- 150 bales of hay.....Mountains of play surfaces
- floor parachutes
- stage platforms.....Performing levels
- construction scaffolding.....Projection studios

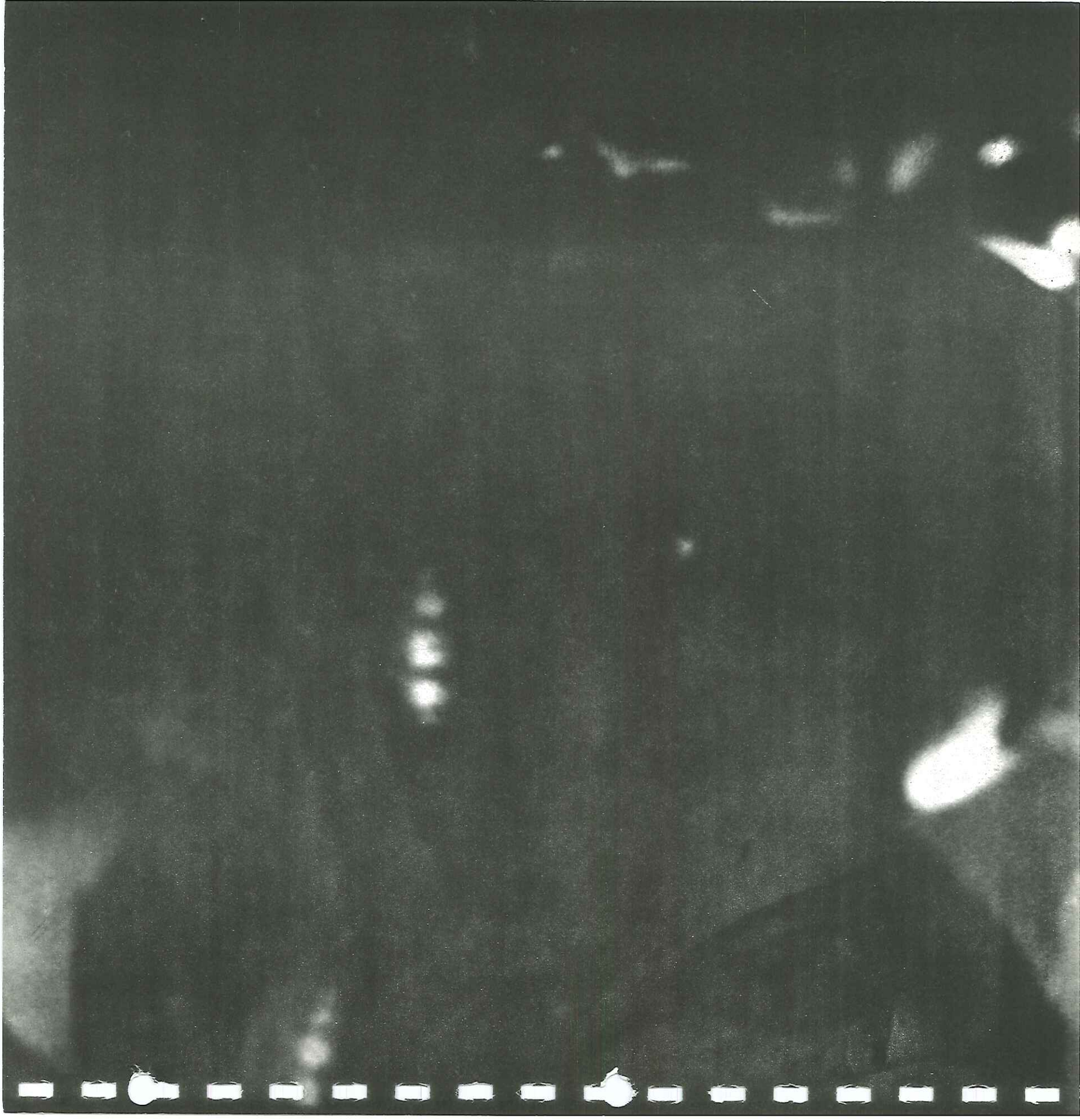
sensory stimulation

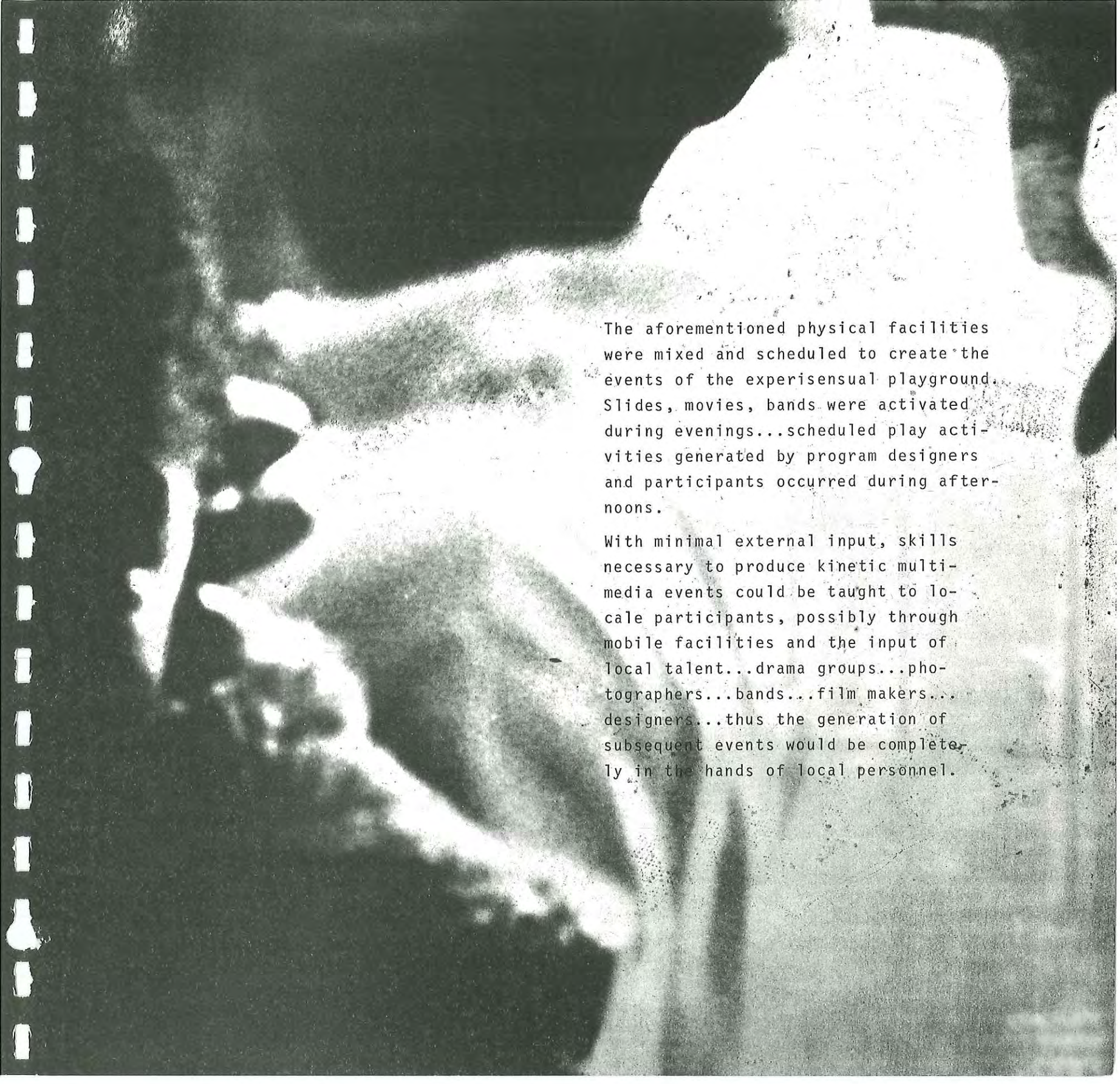
audio
- recordings.sound on film.music groups live.Torinos.Ace Horn Band.Shaw Congo Drummers.Gospel Trio Unnamed Assemblage of Youngsters.loudspeaker.

video
- slides.dots.patterns.photos.movies. video tape/almost.smoke.

tactile
- hay.canvas cushions.throwing cushions. chicks in the dark.dancing.running. games.races pillow stacking.outdoor play.dancathon.workshop.releasing baloons.







The aforementioned physical facilities were mixed and scheduled to create the events of the experisensual playground. Slides, movies, bands were activated during evenings...scheduled play activities generated by program designers and participants occurred during afternoons.

With minimal external input, skills necessary to produce kinetic multimedia events could be taught to locale participants, possibly through mobile facilities and the input of local talent...drama groups...photographers...bands...film makers... designers...thus the generation of subsequent events would be completely in the hands of local personnel.


En
viron
mental
data

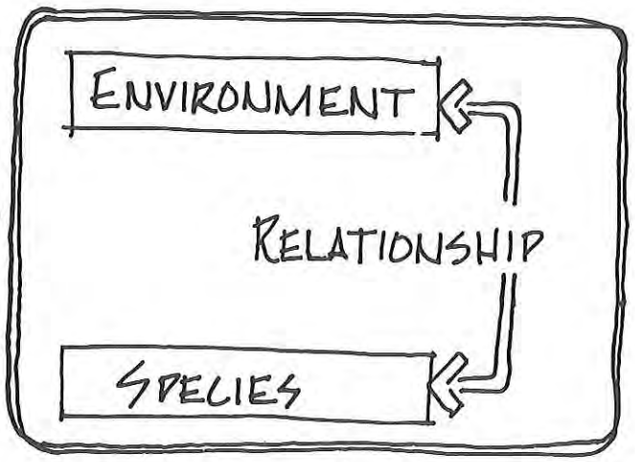
COMMUNITY DEFINITION AND PROBLEM IDENTIFICATION

I Introduction

Ecologists define biotic communities in the natural world as a function of the physical environment, the constituent plant and animal species, and the relationship between the species and the environment over time.

Ecosystem

The three functional elements comprise an ecosystem whose operation can be understood as a unit - consistant and predictable. The Chavis area is an ecosystem in that it is the result of the same functions, although the environment and the species are so diverse. This section of the report spells out a means to identify workable units (ecosystems) in the community and a hierarchial concept for managing them.



II Major Community Boundaries

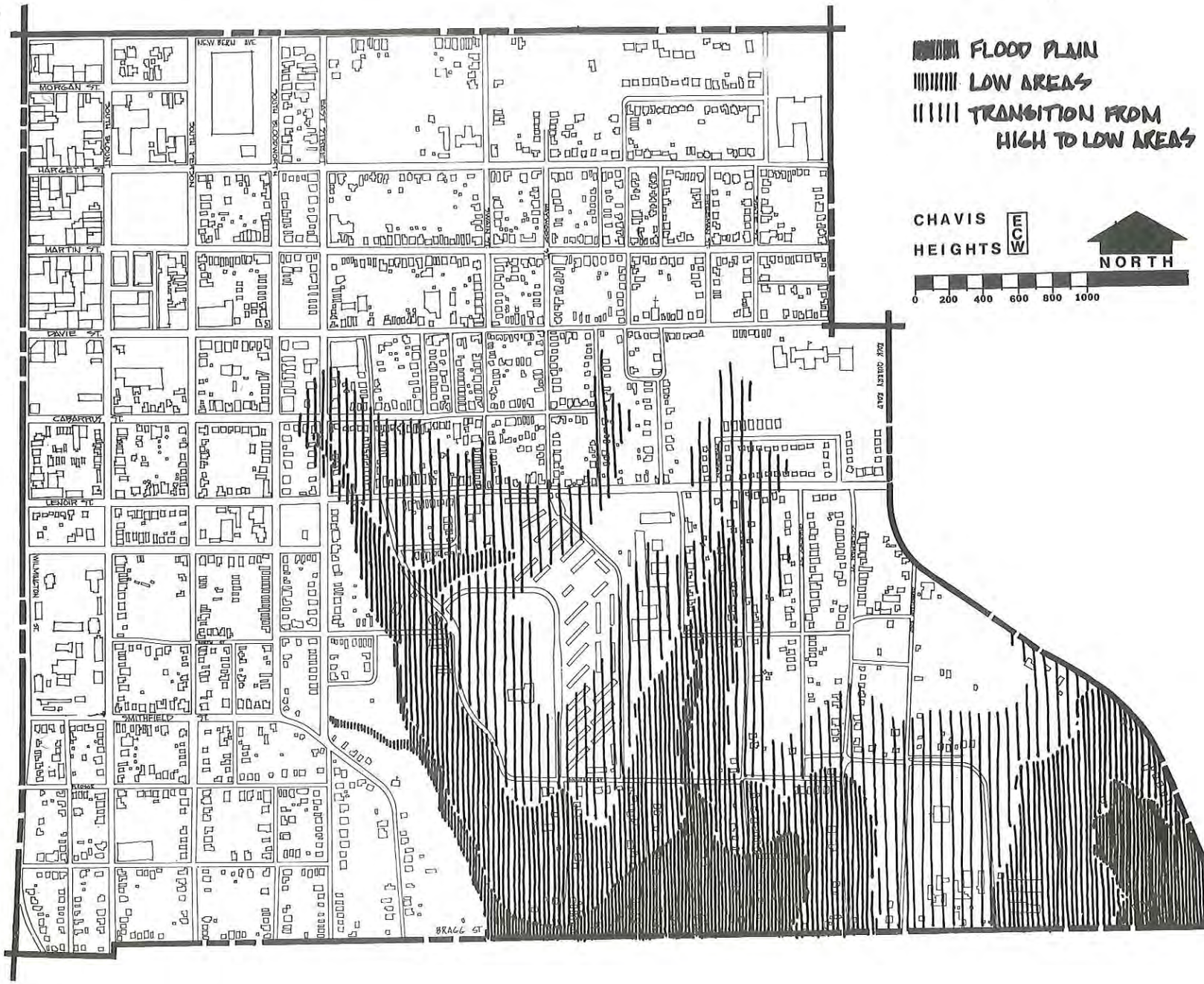
The first step was to isolate a workable unit on which to focus data collection efforts in the Chavis area. This was done entirely with physical information from existing maps and documents. Much more data would be necessary to accurrately delineate the major divisions of the city into the type of units implied here. The material, which is summarized in the following maps, was drawn from:

1 Raleigh Thoroughfare Map
2 Major Institutional Land Ownership Map
3 Land Use Map
4 Raleigh Zoning Map
5 U.S. Census Bureau
6 Open Space Map
7 Time-Distance Map
8 Flood Plain Map

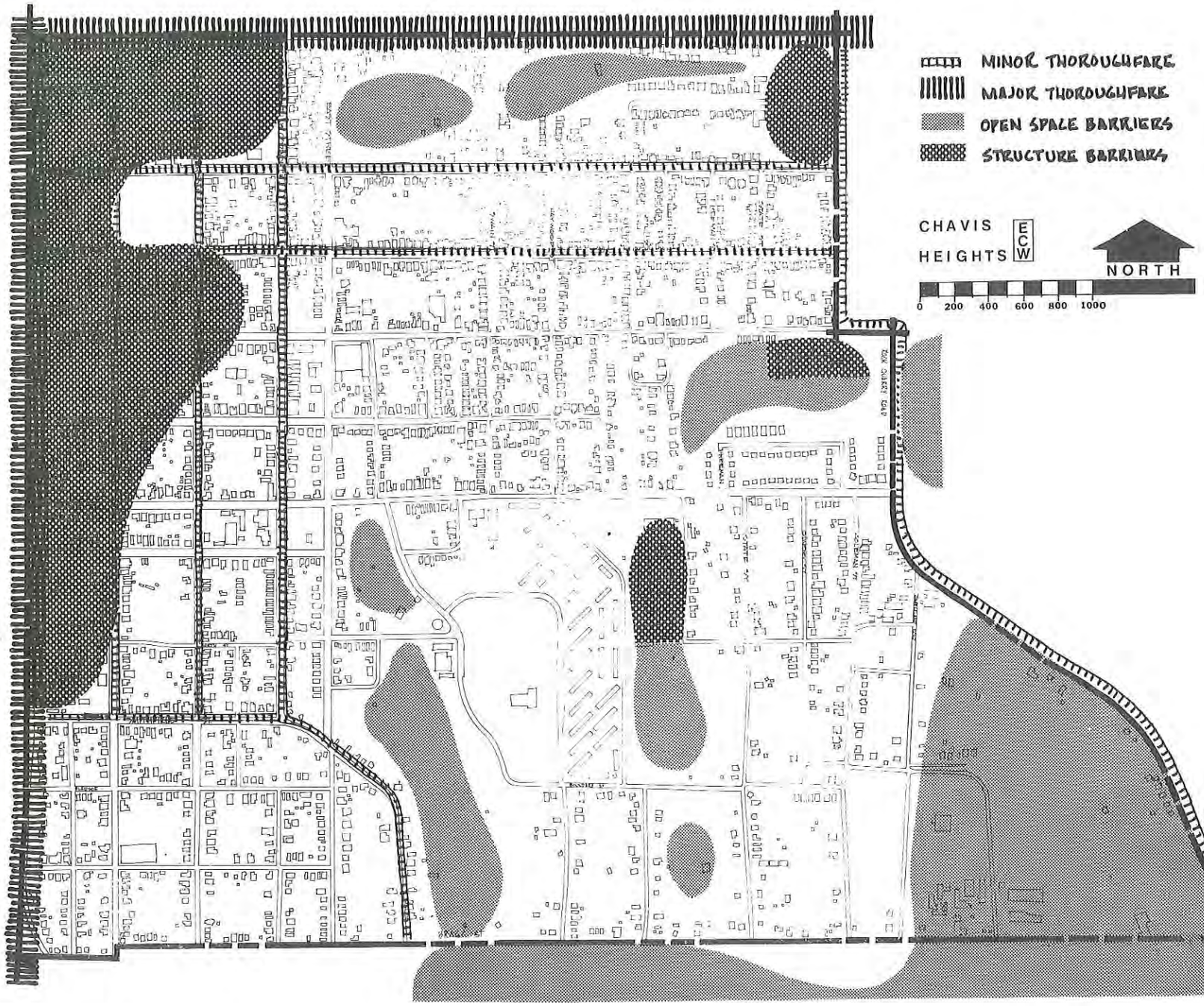
A somewhat homogeneous population immediately around the park (within walking distance) and physical barriers (both natural and man-made) appear to be the most important features defining the boundary.

After mapping the information, analysis shows that large undeveloped open spaces (mostly flood plains) south of Chavis Park form the major southern community limits. A large area a few blocks east of Chavis Park is open land comprising of the Women's Prison and a cemetery and has been designated the eastern limits of the Chavis community.

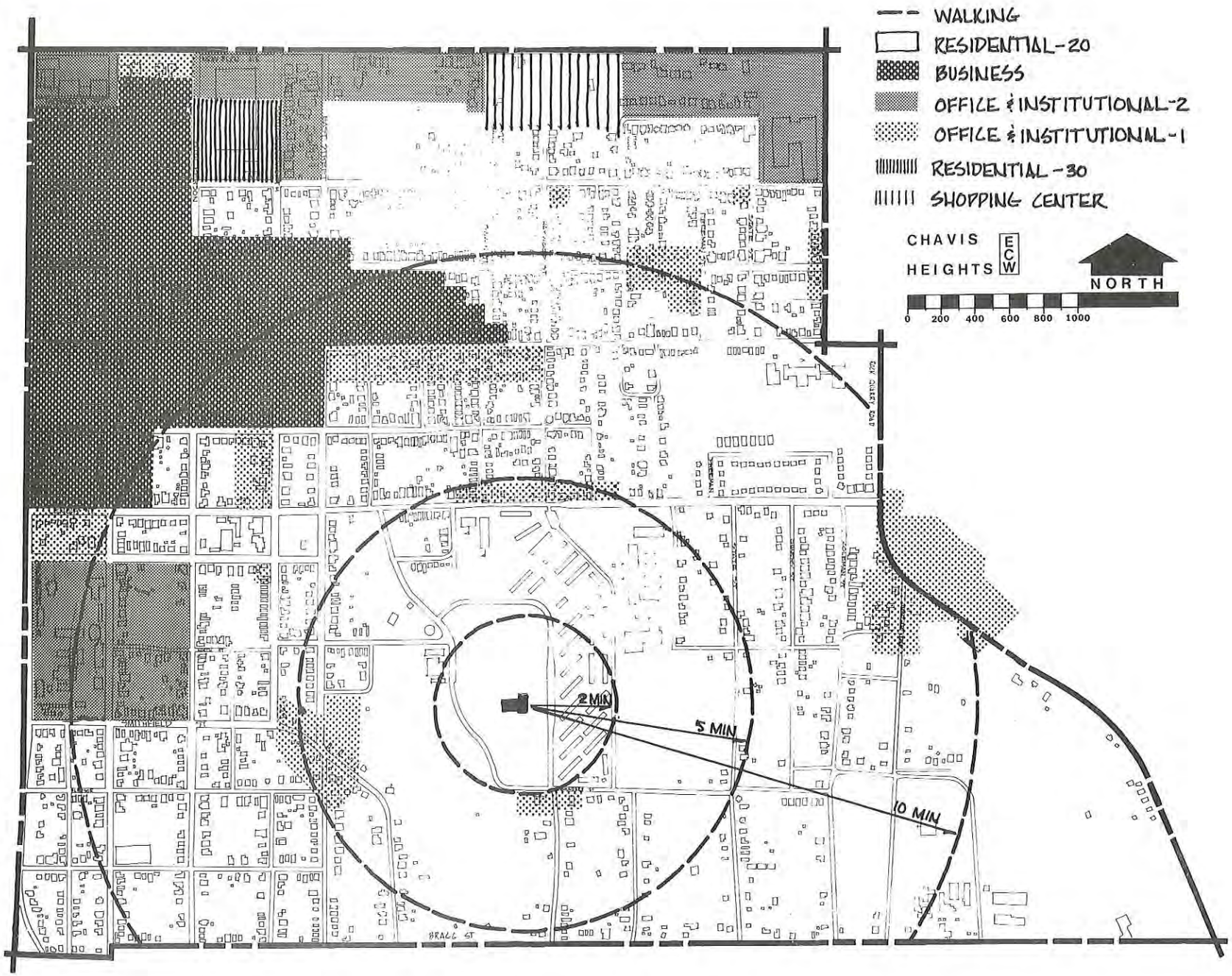
FLOOD PLAIN & LOW AREAS



BARRIER MAP


MINOR THOROUGHFARE
MAJOR THOROUGHFARE
OPEN SPACE BARRIERS
STRUCTURE BARRIERS
CHAVIS HEIGHTS
E
C
W
NORTH
0 200 400 600 800 1000

ZONING DISTRICTS AND TIME-DISTANCE MAP



To the west, Raleigh's central business district forms another barrier since the land use and activity there is markedly different than the Chavis community. To the north strip development, a large cemetery, and limited north-south through streets make heavily travelled New Bern Avenue the northern boundary.

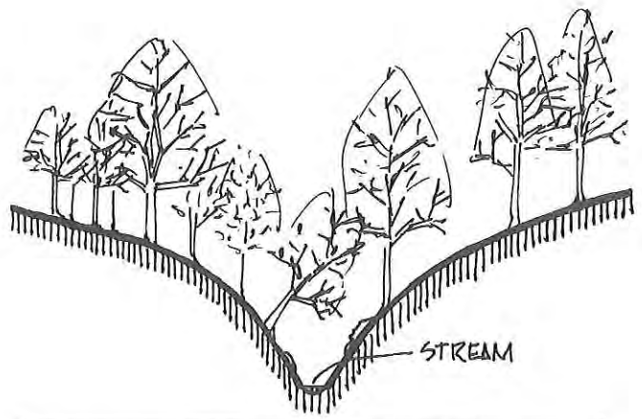
III Sub-Community Boundaries

A The Natural Base

With the limits of the Chavis community defined, a look at the natural physical base of the community can provide insites on how the community has developed.

Geology-Topography-Soils

Chavis is in the Piedmont physiographic area. Underlying the study area ia a coarse-to-medium grained granite which was formed during the Paleozoic era. This formation was at one time uplifted with subdued ridges running north to northeast and sloping gently downward toward the south-southeast. Later the area was disected by streams which were controlled largely by geologic structure. Eventually erosion left flat to rounded interstream areas separated by small "V" shaped valleys.



CROSS-SECTION: "V" SHAPED VALLEY

Due to a poor surface water runoff capacity in the southern portion of the suddy area, siltation and standing water have formed a flood plain. However, the northern two-thirds of the area is well-drained.

Soils in the area indicate, to some extent, the drainage and slope characteristics since both are important in soil formation. The soils in the nortern portion of the study area are of a better quality for use than those to the south. The better soils have significantly deteriorated in some areas as a result of erosion and compaction.

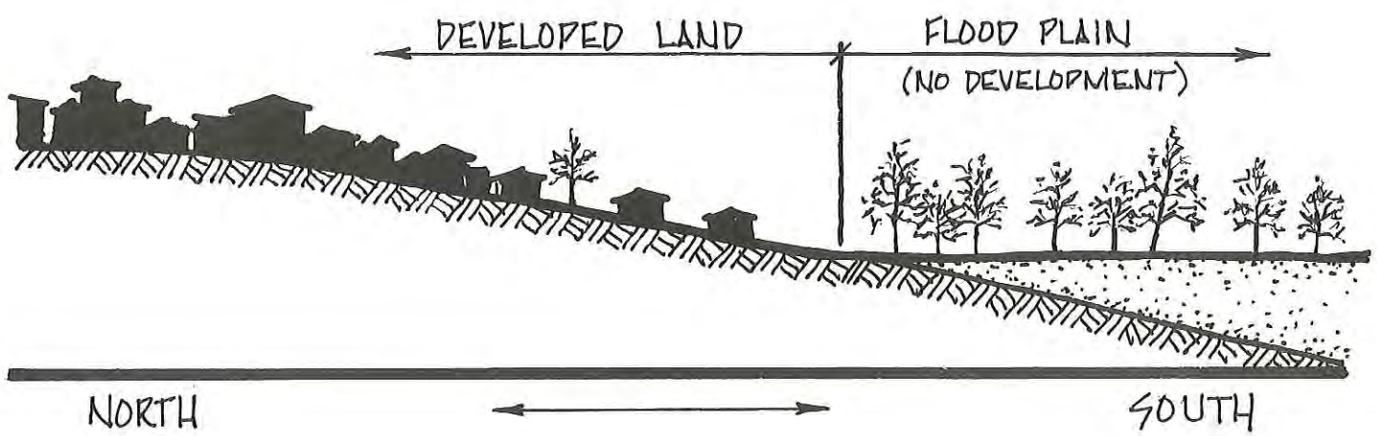
Climate

Temperatures are mild in the Raleigh area most of the year. The months of extreme temperature over the year are July-August with an average temperature of about 78° and December-January with an average temperature of 42°. Extreme cold and warm spells often act as a limiting factor to some forms of vegetation and cause some discomfort for people. June, July, and August are the wettest months with an average total precipitation of 14.8 inches. The driest months are October, November, and December with an average of 8.9 inches. There is little problem with snow during the winter months. Climate is a critical factor when looking at man's outdoor activities and when determining outdoor recreation programs.

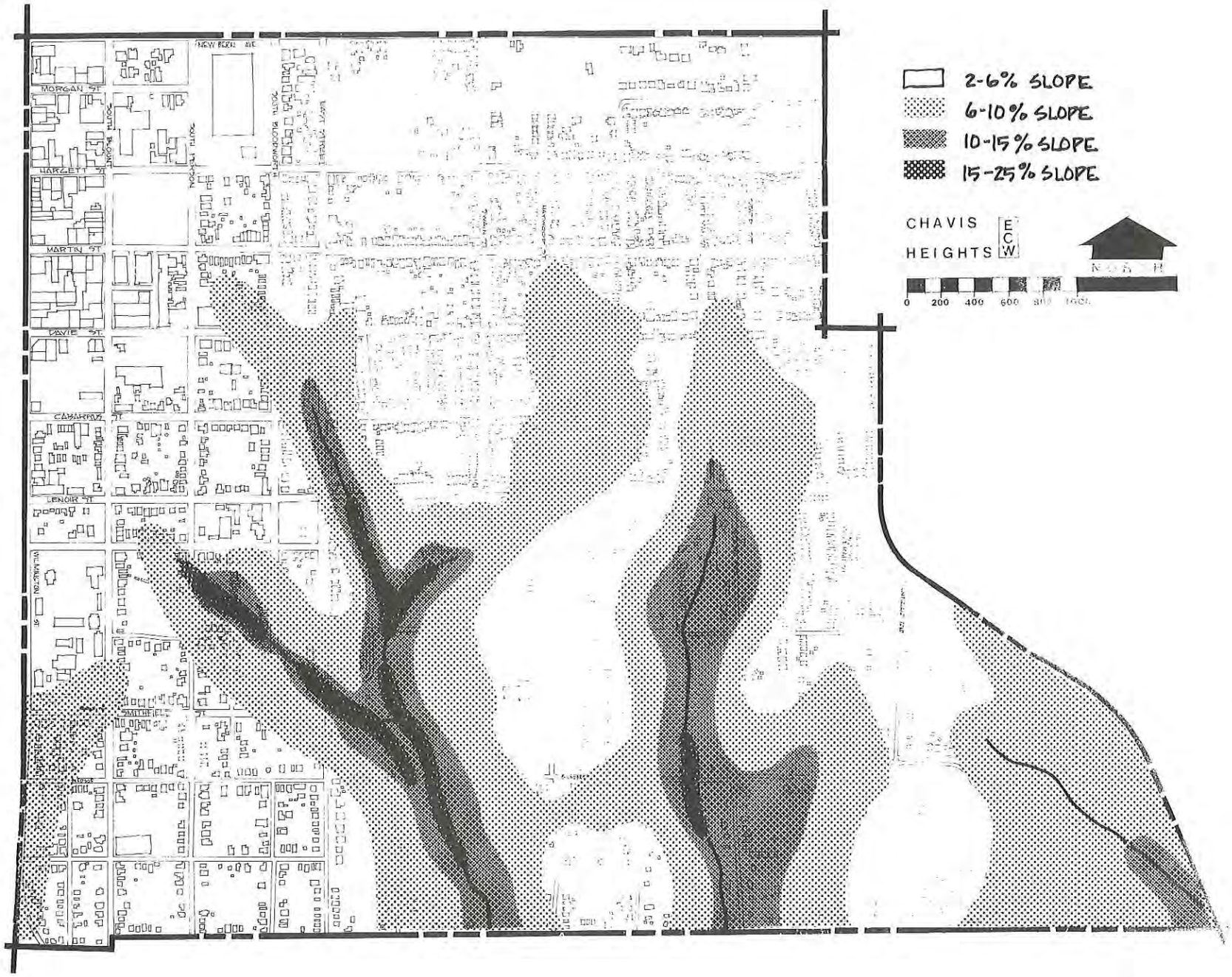
Vegetation

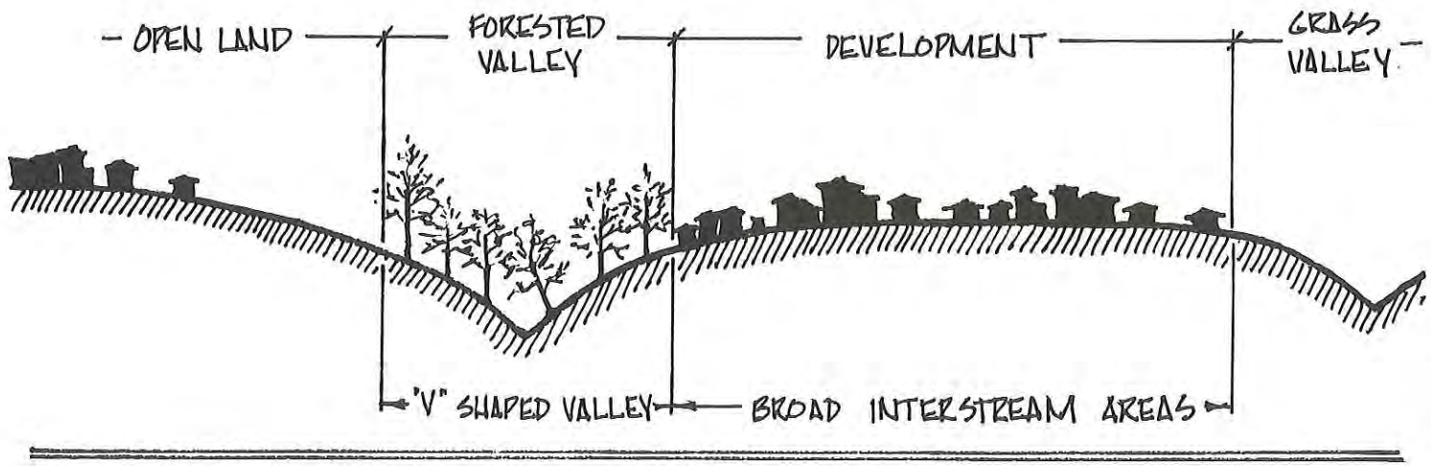
Vegetation has been so modified in the area that no plant communities exist in a climax or subclimax state. Much of the land which has been undisturbed for a number of years contains thick growing deciduous saplings and briars. However, in some areas in the community mature trees provide excellent shade during the summer months (as in the west portion of the Park).

The natural factors most affecting development are the location and character of streams and related flood plains combined with the generally steep slopes which border the upper portions of streams. Practically no development has taken place on the flood plains which occur in the southern and southeastern portions of the study area because of poor drainage and periodic flooding. Recently, however, portions



SLOPE ANALYSIS





of the flood plains have been used for a sanitary land fill. Along the northearn limits of the flood plain infrequent flooding may occur. As a result, these areas have been left undeveloped. Portions of the stream-related open spaces are in a forest condition. The remaining infrequently flooded areas have been maintained as open grass fields.

B The development Pattern

Land Ownership and Size

The type of land ownership has been very important in determing land use, distribution of open space, and in structuring patterns of development. Probably the most important land owners in the area are municipal and institutional agencies. Because these land holdings are in large blocks, they have significant influence on the form of the community. Almost the entire south-eastern quarter of the study area is isolated from the rest of the community by public schools.

Shaw University along the western boundary acts as a continuation of the central business district, dividing the Chavis area from Southside Raleigh. A major cemetery directly adjacent to school property near New Bern Avenue is a major structuring element to the north.

Most non-institutional property in the area is in small lots and in combination with the consistant building-to-street relationships, creates a strong physical and visual texture of the community.

Open Space

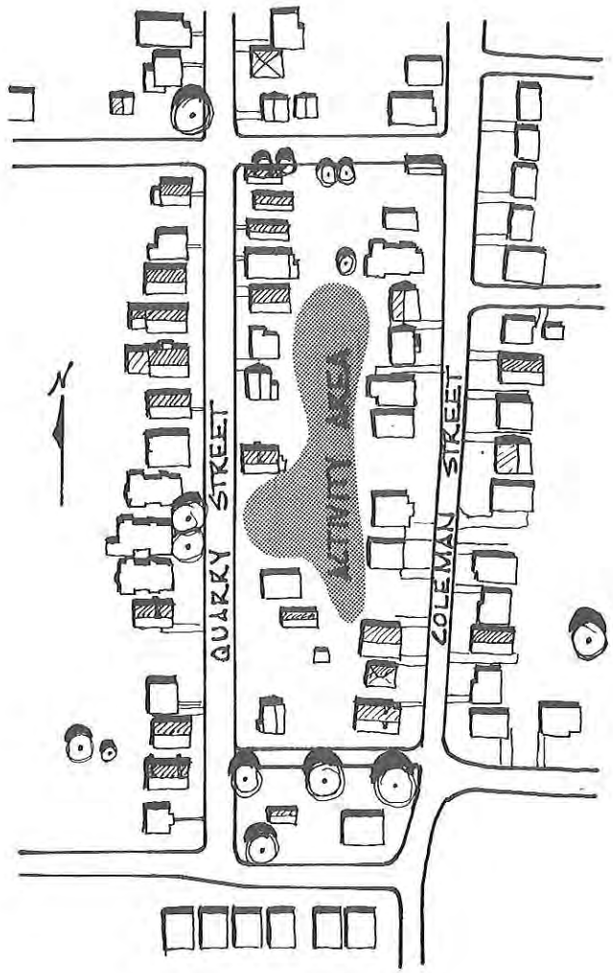
The open space pattern is fairly consistant with the ownership pattern. Large government properties and undeveloped land separate the community by creating circulation barriers. Private open space in contrast is in small packages between buildings with small front yards and well-defined rear yards. In some areas rear yards have been left open and are used as play lots and points for concentration of activity rather than as barriers to circulation. Quarry Street exemplifies this use.

Commercial Land Use

Numerous fingers of the central business district, which are more local in character than regional, extend along the more important east-west streets. These areas, along with the traffic they generate, form barriers.

Institutional and Administrative Barriers

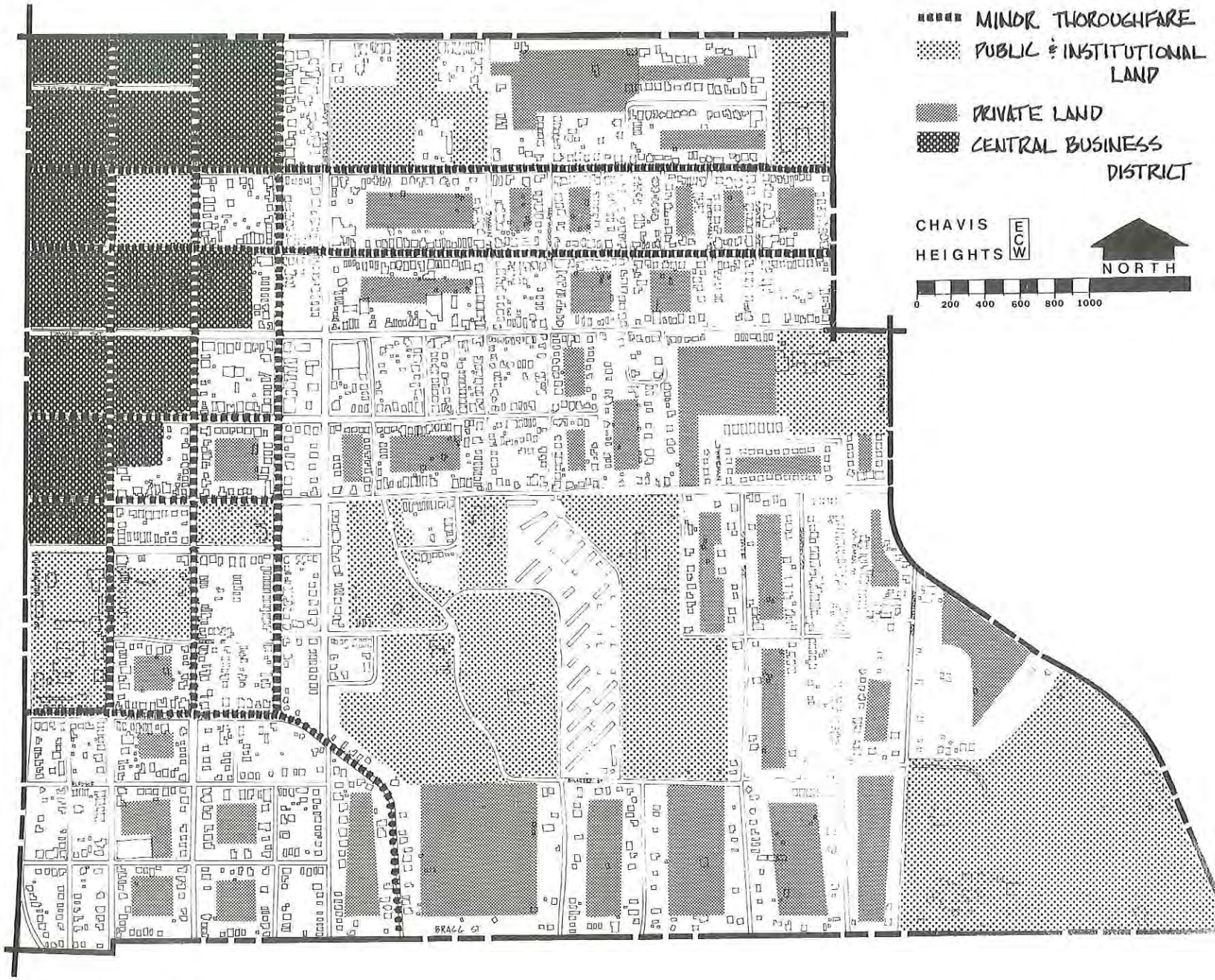
Since the sub-community phenomenon is an important concept when endeavoring to understand a larger community, other divisions of the study area were obtained from various administrative agencies. Also, since administrative agencies may be sensitive to small community divisions, the boundaries from



the different agencies were compared with each other. Some boundaries analyzed came from maps of:

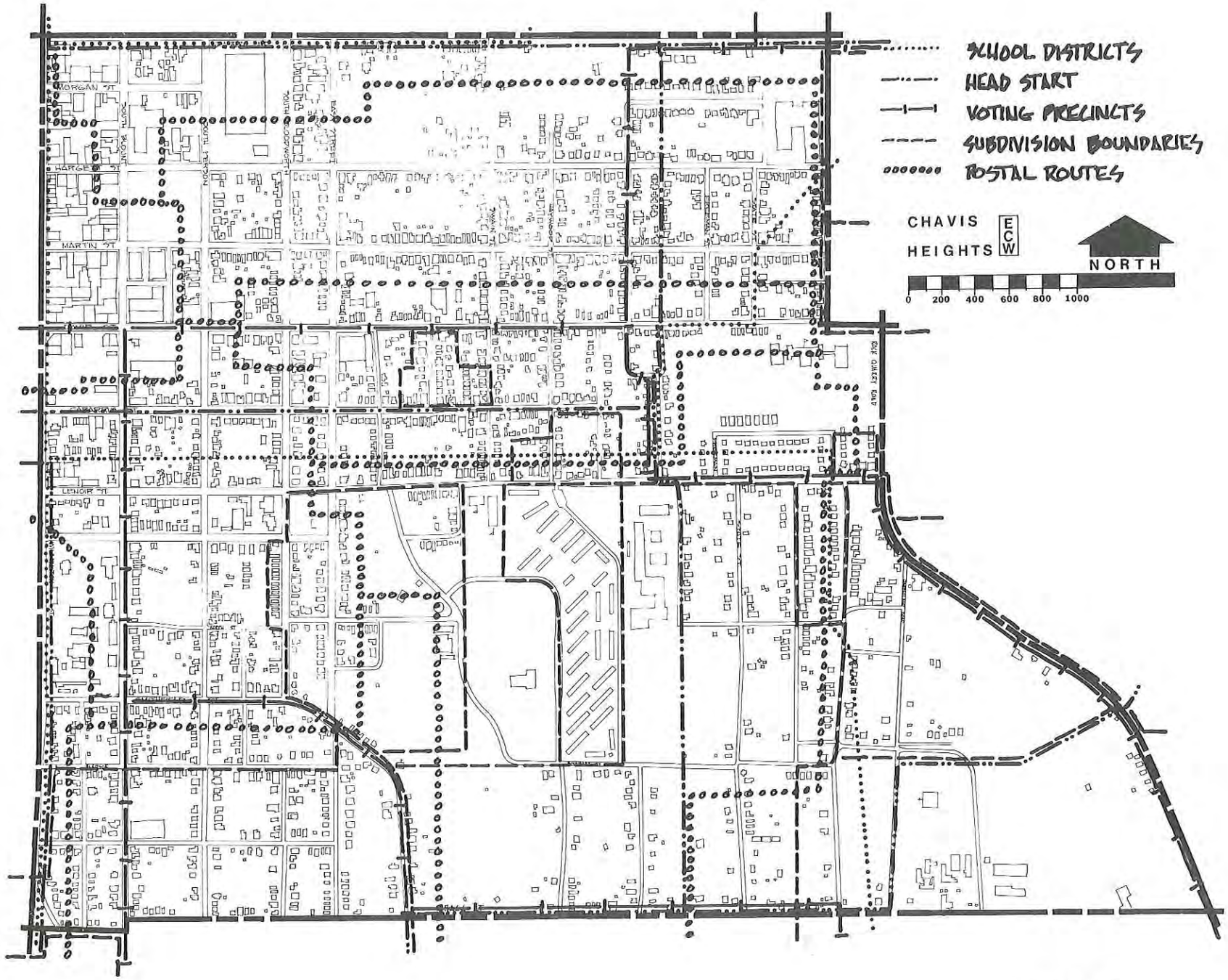
1 School Districts
2 Zoning Districts
3 Real Estate Subdivisions
4 Voting Districts
5 Postal Routes
6 O.E.O. Target Areas

PROPERTY & THOROUGHFARE BARRIERS

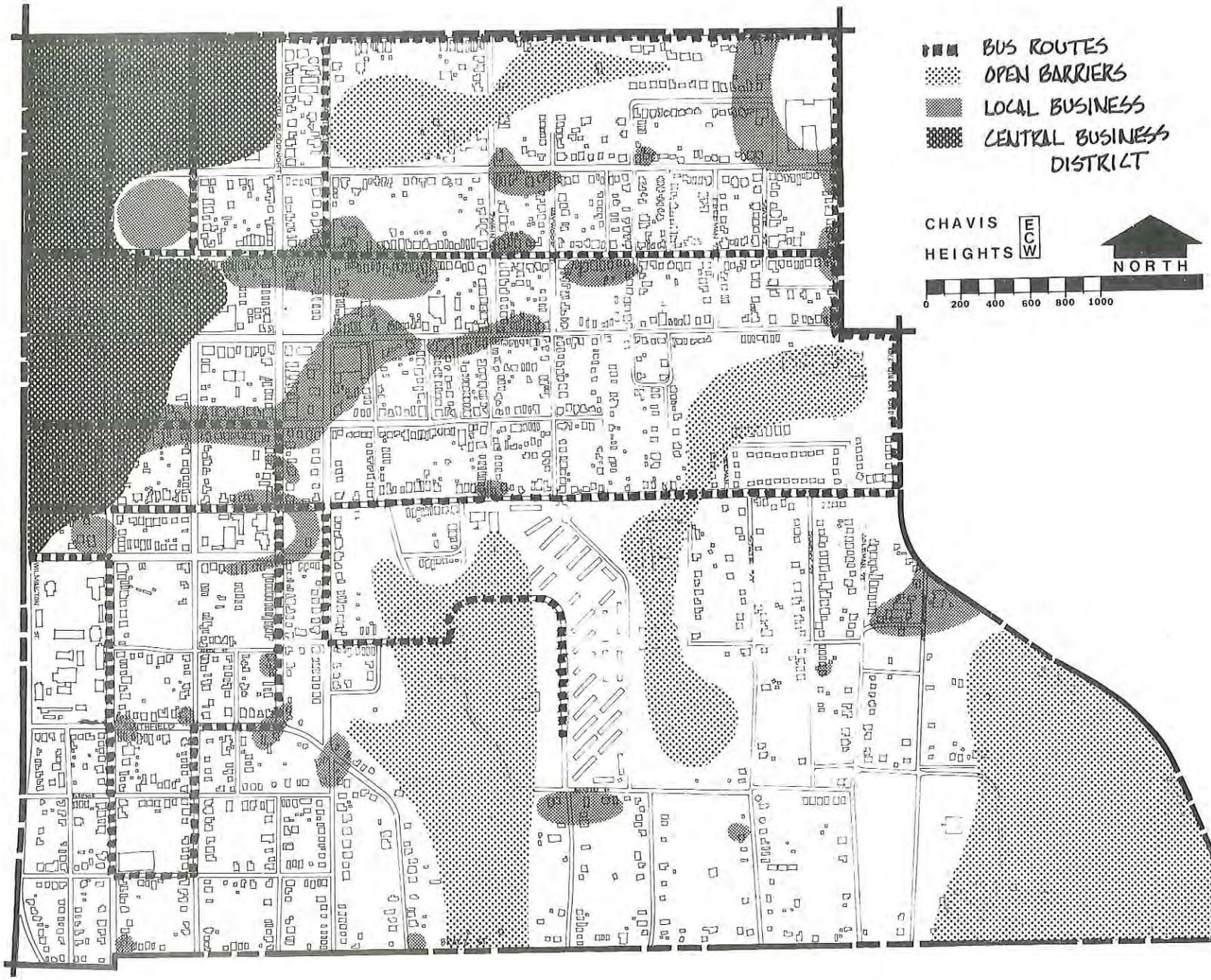


MAP 42

ADMINISTRATIVE BOUNDARIES

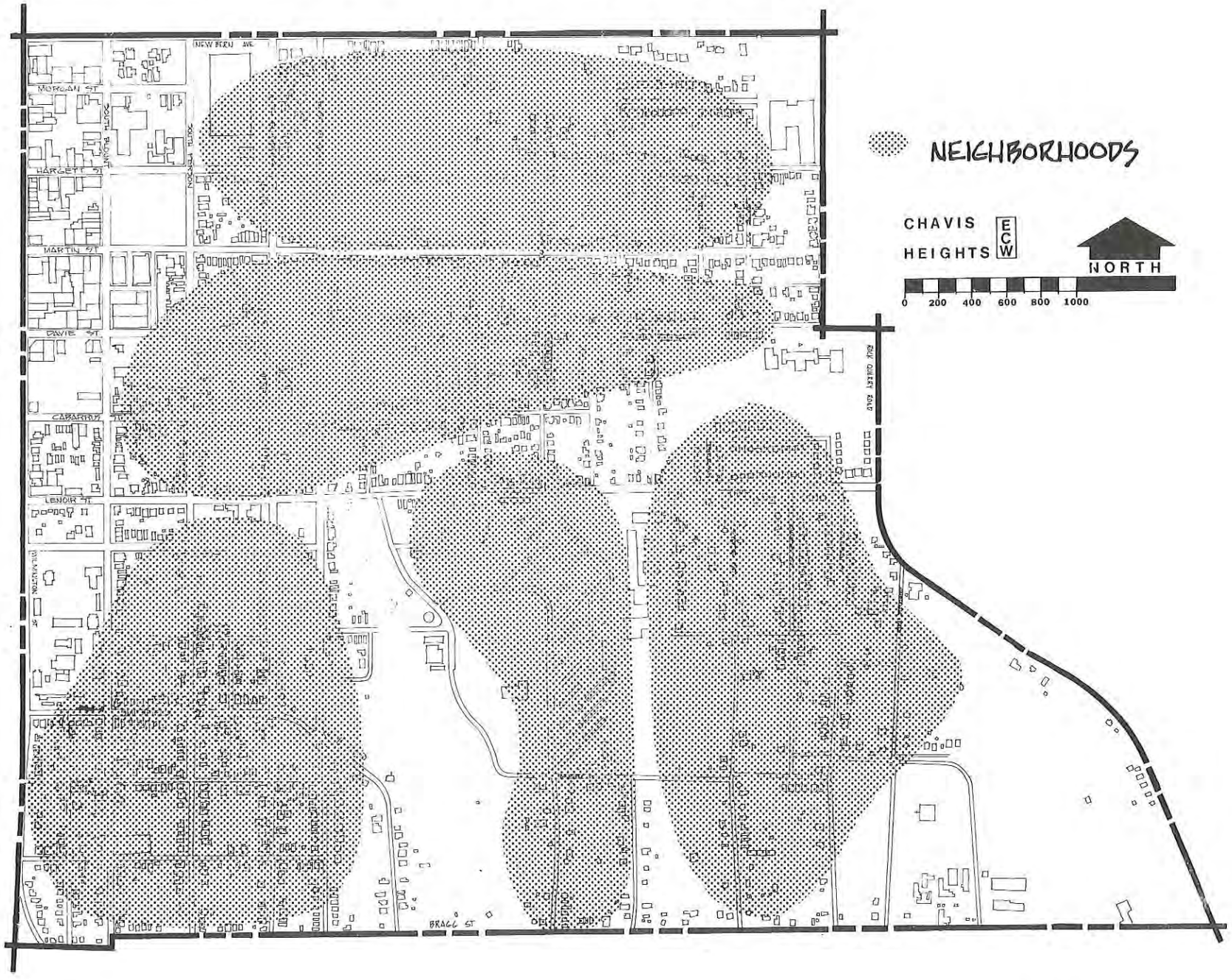


LOCAL BUSINESS & OPEN SPACE BARRIERS



SUB-COMMUNITY IDENTIFICATION

(A SUMMATION OF PHYSICAL & ADMINISTRATIVE BOUNDARIES)



IV Demographic Characteristics

A Race

Most of the people living in the Chavis community are black (94%). A few white people live at the extremeties of the project area. In ethnicly defined areas such as Chavis, sub-communities are formed within the larger community. Institutions and social patterns are developed which in some respects are very different than the community at large.

B Sex and Labor Force

Census figures show that the Chavis area has many more women than men, more widowed women than men, more separated women, and more divorced women than men, creating a predominantly female labor force. These women do not have the same leisure patterns as average women of the community at large.

The labor force of the Chavis area includes about 76% of the males and 48% of the females over 14 years old. About 6% of the male labor force are unemployed. The total labor force is divided almost equally between men and women since about half the women in Chavis are not on the labor force.

C Age

The age composition is dominated by the 10 to 19 year olds. The Chavis people as a whole are a relatively sound population. Also, a larger portion of the 14 to 45 year age bracket are married than in the rest of Raleigh.

D Education and Income

The average number of school years completed is 8.3, considerably below the city average. Most occupations of the labor force are of a relatively low skill type (craftsmen, foremen, service workers, laborers, etc.). The low educational-occupational level presents several difficulties that must be considered in planning new programs. One critical problem is low income which averages about $2,570/year. Another problem is the physical aspects of jobs; the capacity for recreating after laboring 8 to 10 hours a day? Another problem is the difficulty of constructing programs in a climate of poor community morale.

The lack of education acts as a reinforcement of traditional values in three ways. First, old behavior patterns continue because people are not aware of other behavior patterns. Second, people may not know about the actual extent to which the rest of the community is changing norms, thereby perpetuating traditional normative behavior. Third, ignorance serves to reinforce ultimate values and heighten the sense of community through subservience of the individual to group interests making it difficult for an individual to separate himself from the community in order to see exactly where he stands.

E Housing

According to census figures, about 40% of the housing units in the Chavis area are in need of repairs. Owner occupancy is 31.5% while rental occupancy is 62%. The average contract rent for the area is approximately $40.00. The average value of the owner occupied units was $7,250. Overall, the housing in Chavis is well below average.

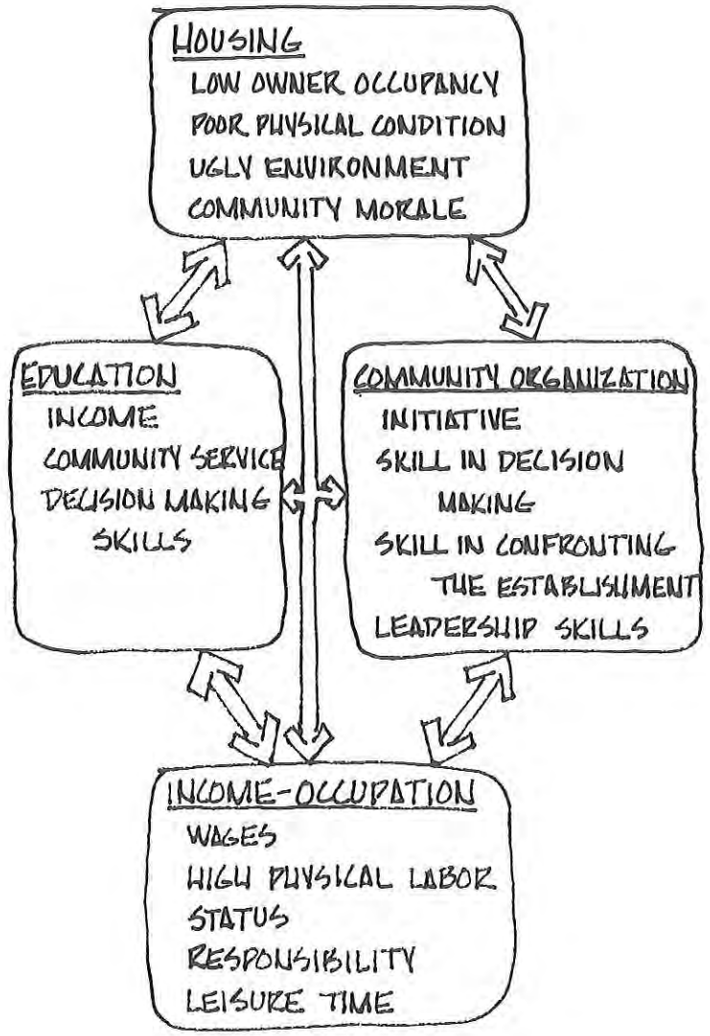
F Population

The population of the Chavis area between 1960 and 1966 decreased about 2%. The decrease is thought to be the result of out migration from the area since other factors affecting population are fairly stable. The outward migration appears to be due to a deteriorating economic base.

G Summary of Demographic Data

Investigation in the area was done primarily through information gathered from the U.S. Census, the Raleigh City Planning Department, interviews with housing authorities, general surveys run by University, and personal contacts with people in the area.

Priority problems in the area fall into four inter-related categories.



New public programs and expenditures must be addressed to one or more of these issues if they are to gain enthusiastic support from the Chavis community.


Pro
grams

In order to evaluate the recreation program and facility needs of the Chavis community, the study group identified and gathered information on as many of the recreation activities and facilities in the area as possible, public and private. This was accomplished by administering questionnaires in the local public schools, interviewing students, interviewing various recreation supervisors, and visiting organizations having recreational facilities or programs.

In addition to recreation information considerable social and economic information was reflected in studies of family sizes, transportation facilities, number of members per family, rent versus ownership percentages, occupational statistics, religious affiliation, etc. Many recreational problems were discovered ranging from the management level to the local citizen participation level. The problems fall into five general categories:

1 Low funding priorities on high need demands
2 Poor or inadequate supervision and leadership
3 Lack of relationshp between recreation programs
4 Programs that do not satisfy local needs
5 Appearance of facilities

LOW FUNDING PRIORITIES ON HIGH NEED DEMANDS

Presently a large proportion of city recreation funds are being directed toward land acquisition to meet forecasted recreational needs. However, as will be explained later (in the Perceptions section), recreation is not necessarily land based for there can be adequate recreation programs that more than satisfy community needs in a community where the recreation department owns no land. At the same time facilities and programs in the Chavis community are deteriorating when the community is in dire need of better facilities and programs to help raise the social and economic level of the area. Consequently, in order to achieve the goal of rehabilitating the Chavis community through recreation, all financial resources will have to be utilized.

A major source of funds for capital and service improvements in this area could be Federal Assistance Programs, many of which the city does not use. However, the apparent ease in coordination of effort between agencies (obtaining funds from federal sources - H.E.W. and O.E.O.) in support of local recreational facilities should encourage Parks and Recreation to pursue federal money. It was noted that "O.E.O. would fund just about any program

designed to upgrade the economic situation of the "black man". The idea of joint efforts of public and quasi-public agencies to secure federal funds and implement their proposed ends can be a more powerful way of stimulating social and economic rehabilitation in the Chavis community. The benefits of such coordination would be:

a a reduction of needless duplication of facilities and programs
b an increase in the total number and quality of programs offered and needed
c an increase in the benefit-to-cost ratio to all parties concerned.

A framework to establish and perpetuate coordination in future programs and the securing of federal funds will require a two stage approach:

1 Somewhat undramatic but extremely important is the development of a parks improvement program which maximized the potential for federal assistance funds or programs. A general and continuous clean-up of the park as it exists could involve such programs as:
Urban Beautification and Improvement
Outdoor Recreation Financial Assistance (Land and Water Conservation Fund Act)
Neighborhood Youth Corps
Operation Mainstream
Operation Green Thumb

An upgrading of the park's personnel and broadening of its program base to meet more of the real needs and demands of the people could use funds from:

a Aging-Community Planning, Services, and Planning
b New Careers
c Senior Opportunities and Service Programs

Precedent has already been set at Durham for such a type of recreation 'trade' schooling and a general level of upgrading in leadership can emerge under such programming, for the city needs pay only 20% of such worker's salary; the Federal government pays the rest!

The second step would be the well-planned physical development and expansion of the park; the first step having refocused the activities and interest of the community into this facility. Incrementally, the second step would be two-fold and simultaneous with both increments potentially able to use Outdoor Recreation Financial Assistance (Land and Water Conservation Fund Act). Individually, the acquisition phase should be able to secure funds through the Open Space Land program and the development phase through the Neighborhood Facilities program.

Thus, creative programming can give the people the activities they want and need. Cooperative use of facilities by public and quasi-public agencies can create a greater variety of programs and a focal point for community activity.

POOR AND INADEQUATE SUPERVISION AND LEADERSHIP

Investigation into the various recreation centers in the Chavis area have

brought to light the problem of inadequate professional program supervision. The Parks and Recreation Department has taken a step toward trying to improve potential supervisory quality by increasing supervisor salaries. However, this in itself cannot accomplish what is needed to stimulate interest and concern in personal and community consciousness.

It was found that a positive willingness to work as volunteers for recreational programs in the city system was expressed by a large percentage (77%) of the junior high and high school respondents in an administered survey. Early training of some of the more qualified individuals could be of great benefit to the Chavis area. Other recommendations of equal importance may include:

Talented and creative leadership should be sought and/or trained to provide programs of high caliber in the Chavis Heights Community Center.

These leaders should be strong persons who can gain the respect of the children and adults who participate in the program.

They should be accepted within the community and should be able to recruit voluntary assistance from its residents.

These leaders should be energetic and should possess the ability to promote interest and enthusiasm in the recreation program throughout the neighborhood.

They should be willing at any time to serve the recreational needs of the community and should be willing to investigate any sources available for providing for these needs.

Above all, they should be able to provide a schedule and maintain a program which satisfies the needs of any segment of the population in Chavis Heights.

Supervise the supervisors.

LACK OF RELATIONSHIP BETWEEN RECREATION PROGRAMS

Lack of relationship between recreation programs revealed by the investigation survey is complicated, the guarded pride, and almost jealous competition that abounds in the spirit of the various independent institutions: private organizations such as churches, Boy Scouts, Y.W.C.A., Boys' Clubs, Y.M.C.A. and the like, allocated precious time, resources, and energy into various structured programs in a 'mirrored image' of the one 'across the street' or 'just down the block'. School programs have robbed park (P & R) facilities of participants on many occasions, yet each with similar and oftentimes joining properties occasionally lie idle to use by either. This is a fault of liason between the departments involved. There exists needless waste in energy in duplication of effort. Perhaps this in itself is an indicator of an inherent weakness in the recreational 'machine'. Where independent energy is being expended in multidimential duplicity at the sacrifice of institutional energy primarily designed to accommodate this need, a functional analysis is in order by which value judgments may be determined. Such values can be ascribed as either social or economic or both.

It might be said that voluntary agencies could be the 'backbone' of the neighborhood structuring. There is a valuable supply of trained recreational leadership in the community and a 'treasure' of community funding such as the United Fund. A proliferation of this nucleus and consequential inclusion in a broad overview of recreational needs in the community would be a boon to the Parks and Recreation Department. Again, this calls for upper-level restructuring of interdisciplinary conceptualizations.

This in conclusion yields the following recommendations:

1 There should be a closer liason between the local public offices involved in recreation. This would maximize effort for public benefit.
2 Coordination of institutional programming would expedite the multilateral employment of supervisory personnel.
3 A comprehensive program serving all facets of the Chavis Heights population should be initiated and a schedule should be prepared weekly and adhered to in order to facilitate better inter-agency recreation planning.
4 An investigation should be made into school policies on allowing for the use of their facilities for education and/or recreation activities.
5 An investigation into the recreational services provided by other community agencies, with the possibility of establishing an inter-agency use of facilities or inter-agency activities should be made.
6 City-wide events should be used to provide an enthusiastic participation and to improve inter-city relationships.

PROGRAMS THAT DO NOT SATISFY LOCAL NEEDS

In that design and programming of parks and recreation is basically one of a philosophy for people, it is felt that such planning be directed more toward the ultimate general up-grading of the economic and social standards of the people involved. The implementation or adaptation of such plans for Chavis Park could be the mechanism to bring about just such revolution. Certainly our naivete should disallow any such philosophy which would provide the integration and multi-institutional use of facilities on the one hand, and fail to recognize the multi-purpose aim of human welfare on the other. If for example, it could be shown (and it can) that Chavis Park could serve, not only primarily as a recreational tool, but secondarily as a means to bring about change - a positive upgrading in urban rehabilitation and community life - then such a plan should be considered.

Response to questionnaires in the junior high and high schools reflected the differences in recreational preferences as to age groups. It was noted that a larger majority of respondents expressed an interest in music, drama, and the arts. Recommendations included the need for parks and recreation to include these activities as a regular part of their program.

It was noticed that there was a particular lack of girls' activities in the overall programming of the parks system. This problem the team recognized as one of planning and programming. If boys' domination of playground and recreation facilities was, in fact, a vital part of this problem, then it should be investigated and appropriate restructuring of programs should be initiated.

Tailor programs to best and most adequately suit the needs of the society:

Bus trips for older people and for the summer playground should be included in the programming. Some form of transportation must be provided to the participants in the program. It is suggested that the city invest in a shuttle train to transport children to and from the park in the summer.

Equipment for weight lifting and slimnastics should be provided. It is suggested that the city place pieces of presently unused equipment from other centers into Chavis. The people are perfectly willing to pay a small fee for a special activity.

A social program for teens and adults should be incorporated into the program. One room of the center could be used nightly during the week for social activities: dancing, playing cards, playing records; a bumper pool table might be bought for the center.

Year-round arts and crafts classes should be taught in the center. Investigation should be made into the provision of some type of music, art or drama instruction.

A nature oriented program geared towards conservation, exploration, and education should definitely be instituted in Chavis Park.

More girls' activities - sewing, sports - should be provided in the program, with special emphasis upon the ages of 12-14. Variety must be encouraged through the use of special events; this will promote interest in the program and it will better serve the residents who have lived in the area for a number of years. The city could eventually purchase a mobile unit to use for plays, street dances, puppet shows.

Some type of family program is needed.

APPEARANCE OF FACILITIES

The functional and visual quality of Chavis has, like a liquid, sought its own lowest level. Decision making at this juncture could well be a monument socially, politically, and professionally for the Parks and Recreation Department of the City of Raleigh and an epoch in City Planning achievement.

One might callously observe that 'all you need to do is put more money in the kitty', but this, we feel, is not

necessarily the case. It is suggested that monies presently being spent be reviewed more critically. A considerably larger budget for Chavis Park could evolve appreciable improvement. In that the park has deteriorated to its presently poor physical condition, initial financial investment toward improvement must be sizeable. Also, it can be shown that with proper landscaping, planting, and adequate maintenance, budgeting might also be reduced in the long run. Better maintenance and equipment are desperately needed at Chavis Park and the Community Center. Drainage in the park should be improved. The park's amusements should remain to provide for the neighborhood a drawing factor. This might help towards the eventual unification of Chavis.

Conclusion

The Raleigh Recreation Department is challenged with the mere presence of Chavis Heights in its present condition. The whole area presents a need, not only economically but socially as well. To place a better recreation program in the area would be a Godsend. It could keep active minds busy initiating constructive ideas. Yet, it should be used for the total benefit of the community through educational, social and economic opportunities. What better way could the area be organized than through recreation. What better way for family unification or for educational development. To provide just a program in Chavis equates the provision of nothing more than a pacifier. If a person can excel in sports, he may be satisfied with the slum to which he returns. But he should not be satisfied with the slum to which he returns. He should remain dissatisfied - through educational programs and trips - and want to do something about it.

THERE IS A CHOICE

PLAN A MEDIOCRE PROGRAM, AND A SLUM IN RALEIGH WILL REMAIN. BUT PLAN A PROGRAM GEARED TOWARDS EDUCATION - TOWARDS USING AND PROVIDING COMMUNITY LEADERSHIP - TOWARDS FORMING A SOLID COMMUNITY - TOWARDS RESOCIALIZATION - AND TOWARD ECONOMIC BETTERMENT - AND IN TIME A SLUM WILL HAVE REDEVELOPED ITSELF INTO A USEFUL AND PROFITABLE COMMUNITY.

The following is a list of the various agencies in the area, showing some of the principle programs and functions in each along with brief comments:

VOLUNTEER AGENCIES

Y.M.C.A.
- Grey-Y
- Junior Hi Y
- Young Athletic Club
- Forums
- Classes -
  - Business Management
  - Business Law
  - Public Speaking
  - Accounting
- 2 Month Summer Day Camp

Y.W.C.A.
- Y-Teens
  - Sewing
  - Slimnastics
  - Dancing
  - Music

BOY SCOUTS - Downtrend in interest, no motivated leaders. Were three troups; now only one with only eight members.

GIRL SCOUTS - Interest up - 200 girls.

BOY'S CLUB - Active. Mini-park recently located two blocks away now drawing participants.

SALVATION ARMY - Recreation programs for members only.

PRIVATE RECREATION

CHURCHES:

- Macedonia Apostile Holiness
- United House of Prayer for All People
- Providence Hold Church of U.H.C.
- Mt. Nebo Baptist
- Church of God Prophesy
- Sisters and Brothers of Hope and Mercy
- Tabernacle Baptist
- Mt. Sinai Saints of God Hold Church of America, Inc.
- Maple Temple Christian
- Martin St. Baptist
- Greek Orthodox
- Rush Metropolitan A.M.E. Zion
  - Mt. Sinai - outstanding for programs and numbers of participants. Day camp in summer.

All churches save one (Providence Holy) opposed to mundane activities; strongly in favor of upgrading system.

FEDERAL GOVERNMENT ASSOCIATED PROGRAMS

Wake Opportunities Senior Citizen Clubhouse - O.E.O. supported its goal - political organization. Leisure time function - failure.

O.E.O. - encourages black self-improvement. Could be active force in Chavis.

O.E.W. - could also be active.

Other Programs - PACE GROW BREAKTHROUGH

SCHOOL FACILITIES AND PROGRAMS

High Schools Offer:
- Concert Band
- Chorus
- Art (7)
- Dramatics (2) State Drama Festival
- Espanding.
- Home Economics - Custom sewing and custom foods.
- Industrial Arts
- Special Education for mentally retarded

Schools offer only opportunity for a majority of Chavis students. Control about 60 acres of land.

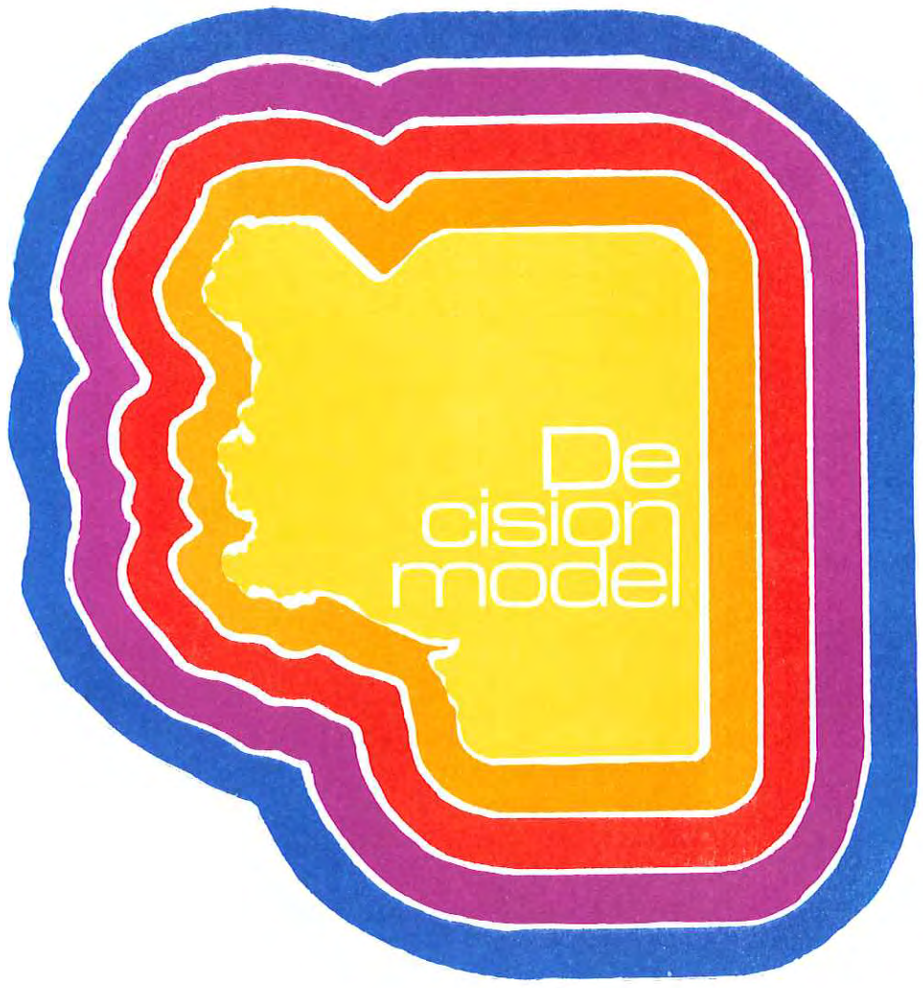
MUNICIPAL PROGRAMS

Supervisor and assistant not included in programming.

Midget League Baseball - 140 boys.

Senior League Baseball - 150 boys.
- Fields remain wet (unplayable) 3 days following rains.

Golden Age - 39 people. Need adequate facilities.


De
cision
model

Up to now information, concepts, and recommendations have been provided in the report to acquaint the reader with the context of Chavis Park in the surrounding community. This context has shown that to provide a specific complete plan for Chavis Park would do very little toward improving human conditions within the Chavis community (here, it must be assumed that as a public agency the Recreation and Parks Department is interested in improving the community through recreation and not just pursuing a way to satisfy visable recreational needs, both of which have quite different long-range effects).

A final complete working plan for a park, being a fixed and somewhat irreversable function, would be obsolete within a few years by its very nature. A solution to the Chavis community, or any community that involves the dynamics of human beings, must be responsive to the changing needs of people over time. Since man cannot accurately foresee what the distant future holds for himself, he must work within the framework of the immediate future and at the same time leave as many possible alternative ways of action open at the end of each immediate future increment of time as is possible. This is necessary to avoid large scale obsolescence of activities and structural outlays.

The real solution to the Chavis socio-recreational problem, then, is to work within future time increments, attacking each succeeding increment with a repeatable policy or theory (decision model) that in itself is as responsive to change as is humanly possible. Also the policy or theory must be capable of handling the complexity accompanying large amounts of data necessary for proper planning purposes. Indeed, a decision model is the contribution of this report and is by far more important than any specific recommendation or physical plan that could be provided.

What will be presented in no way represents a completed picture of each phase necessary for immediate operation. Much can be added or deleted to meet specific situations. Rather, it intends to be a comprehensive sketch of the magnitude and breadth of the problem and process as we see it; sufficient, we hope, to permit others to understand our concept.

THE DECISION MODEL

I Concepts basic to the management of the decision model

Having established somewhat the context of the problem for the decision model, we move now to the basis for the construction of tools with which to handle collected data for analysis.

Five key factors form a basis for the decision model:

a The smallest increment
b Efficiency (waste)
c Analysis control
d Inter-connections
e Irreversable decisions

a The smallest increment -

It is our assumption that any activity or operation must be reduced to its smallest increment in order to understand what each part plays in the operation of the whole. Increments are understandable, digestible, easier to control and manipulate than groups of seemingly unrelated acts made up of a number of increments. If one cannot reduce an action into understandable parts or increments, he will often have difficulty maintaining control over that action. In the analysis of data, then, we have in every case broken it into its smallest increment.

b Efficiency (waste) -

Efficiency is the single most important factor governing community enterprise. It is more important a resource than cash. Particular attention has been directed on methods and tools calculated at acquiring efficience in the sharing of: facilities, land, leadership, money, financing, programs, effort, time, spin off (the uncontrolled reactions to certain operations), good will, systems (physical, social, managerial), etc.

c Analysis control -

Another basic element in the decision model is control through analysis, or the thorough understanding of community actions and reactions at all times. We cannot blindly proceed with problem strategy for solutions without monitoring, accurate recording, and predictive operations for the purpose of control of our actions. The controlling of unintentional spin off is necessary for efficiency, responsibility, and the desire to solve more problems than we create.

d Inter-connections -

The management of systems requires that one should gain an appreciation of structural systems which operate dependently by certain interconnecting links in many dimensions. Time, specific processes, and cause-effect relationships are major interfaces between individual increments in any system of operations. Our assumptions are that:

1 All increments within a system are related in some fashion to all other increments whether they be processes, fixed structures, or actions, through some process of change.

2 That the relationships between the increments are more important than the increments in terms of systems operations.

3 That the relationships vary in intensity and directness.

4 That control is the degree to which these relationships are understood

(perceptual limits) and acted upon with knowledge of.

e Irreversable decisions -
Decisions should be avoided in all possible cases which are irreversable until or unless there is great limitation to do otherwise. Irreversable decisions provide great limitation in the control of flexibility of any operation. For this reason also, a model for decision making must continually display as many choices as possible based on the new information. It must be set up on a contingency basis to plan as far in advance as is feasible.

With the basic generalized theory of systems management before us, applicable to our problem, we are not ready to construct the basic parameters of the decision tools and models.

This problem is, as we see it, to design a device or technique for ranking, displaying, examining, and evaluating of incremental acts vs. strategy vs. multiple objectives in which would be included:

1 Functional Objectives of all interestested parties involved in time array-past, present, and future of land for the community.
2 Existing Generalized Base of Operations - in this case the Chavis area and her unique descriptions.
3 Operational Constraints - procedures, money, time, and other factors which inhibit the operation of present and future plans.
4 Administrative-Managerial Control and Jurisdiction of the many interests, facilities, and programs in the area.
5 Operational Programs - present and future programs carried forth by administering bodies.
6 Unintentional Spin Off Reactions of Decisions and Acts past, present, and future unintentional results where there was no control involved - necessary to evaluate future proposed decisions and acts.
7 Irreversability of Decisions and Acts - the relative degree of permanency and loss of flexibility through certain decisions and acts.
8 Time

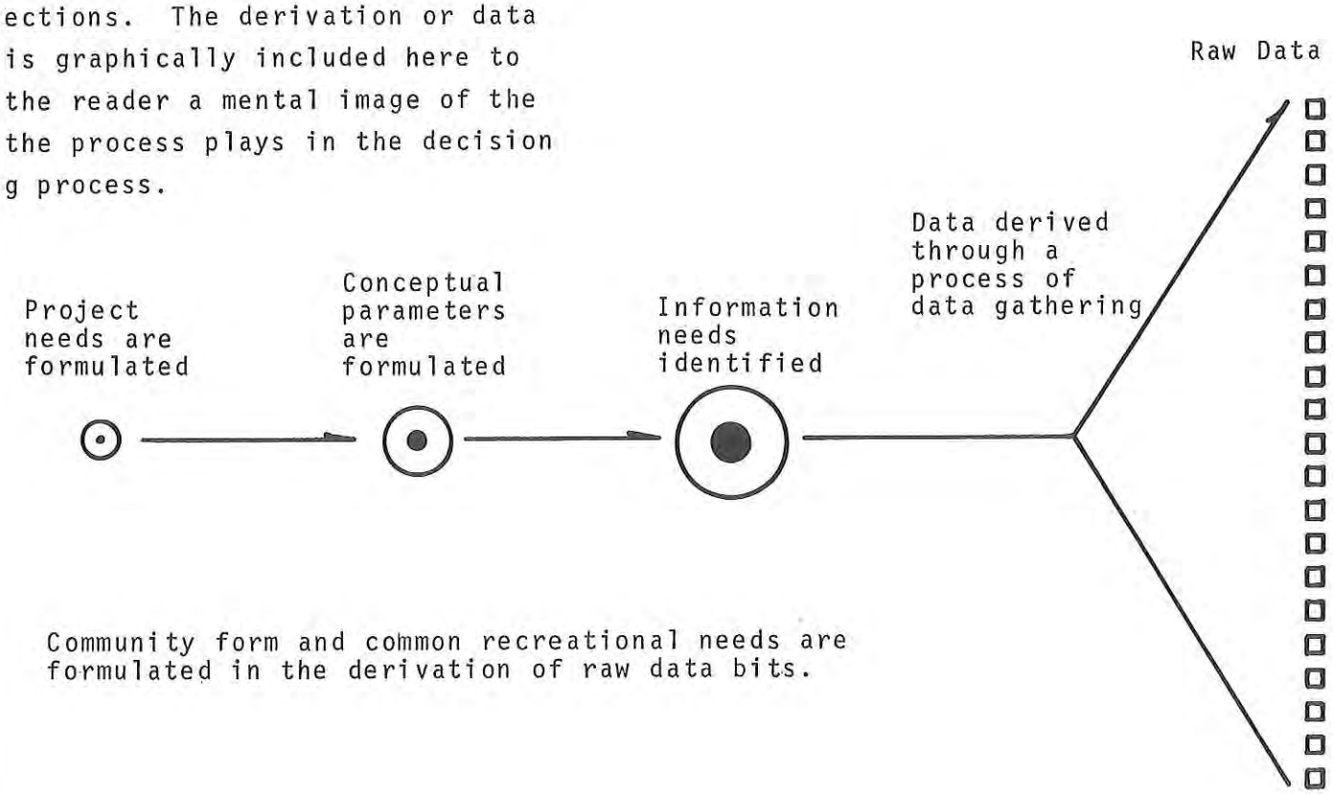
Further, the objectives would be to construct a loose knot structure wherein:

1 One could, at any time, begin from any point within the structure in the analysis and decision making.
2 One would be forced or provided with an easy method to evaluate anything by a larger set of procedures, parameters, etc. presented before him merely by a routine processing operation (other than by decision based on intuition).
3 One could make quantum knowledge leaps where his experience is able to fill in for undiscovered data, or undiscoverable data - as a last resort for general use, as long as a notation system defines clearly his action.
4 Where one could stop at any time in routine processing and be able to make the "best" decision possible based on available data, time, cost, etc. The process would not necessarily be linear oriented requiring the completion of specific operations before the beginning of others. This technique on non-linear progress might be called the loophole fill strategy - where one could follow a hunch or guess by filling the loopholes in his information set.

6 One would be able to evaluate results after they occur in a data bank.
6 One would be able to evaluate results before they occur in order to predict results.
7 One would be forced to evaluate as many alternatives as possible to the design of strategy in a contingency decision tree model.
8 That the system act as an imperfect by better-than-intuitive monitoring, predictive, evaluation, and planning device.

B The Model Process

1 Community form and common recreational needs are formulated in the derivation of raw data bits. The process has been used in some of the preceeding sections. The derivation or data bits is graphically included here to give the reader a mental image of the part the process plays in the decision making process.



Community form and common recreational needs are formulated in the derivation of raw data bits.

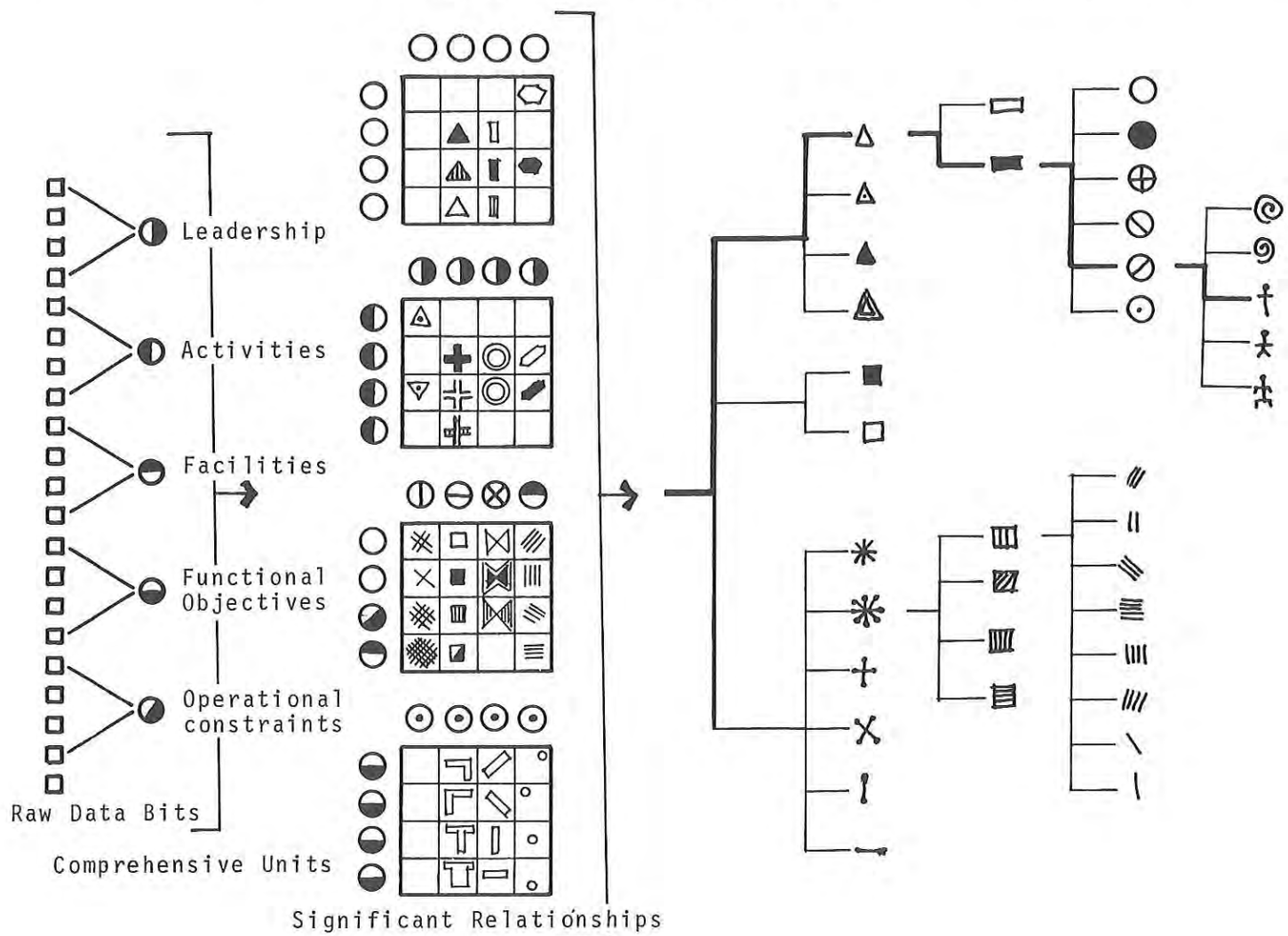
After catagorizing raw data bits into comprehensible units, the re-assemblage into comprehensible units is necessary to simplify understanding the larger mass of data. In a more comprehensible form the data will be ready for storage and future analysis.

Catagorize raw data bits into comprehensible units

Derive significant relationships from comprehensive units by the matrix tools and concepts.

Formulating strategy paths by the stringing together of significant relationships (the decision tree)

Choosing a strategy path and the evaluation and prediction of results by process reversable



DERIVING SIGNIFICANT RELATIONSHIPS FROM THE COMPREHENSIVE UNITS - THE MATRIX TOOLS AND CONCEPTS

The following section contains a collection of some 16 matrices, integral in the construction of this decision model as well as in our community planning effort. They are not meant to be complete in number or in form, but are abridged models of very large, complex, and comprehensive matrices, the purpose of which are to place raw data into understandable, digestable and useable context where it can be sure that little will be missed.

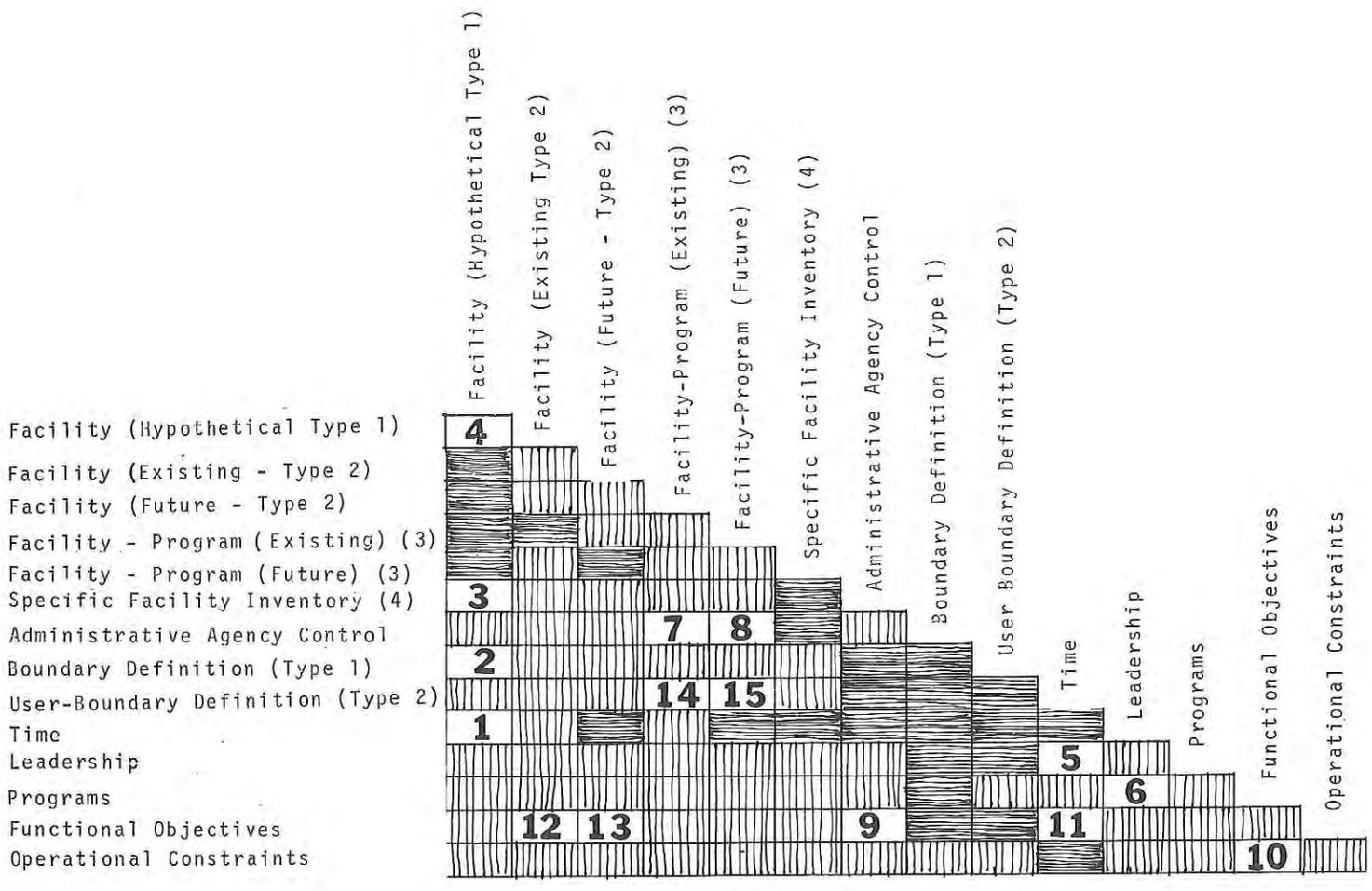
The matrices were derived from a matrix of what was felt to be the most significant general classes of data applicable in community redevelopment, especially present in the Chavis Heights area. These variables are shown on the first page of the appendix and are classified into three categories of importance.

The theory behind these matrices has already been generally explained, but to clarify, it is a set of interlocking matrices, interlocking in the sense that all are interrelated by having at least one of its axis a member of another matrix deriving a different relationship. Thus, we see that matrices 1, 2, 3, and 4 all have one identical axis - being in this case facilities. This is also the case for matrices 9, 11, 12, and 13, or 7 and 8, or 8 and 15, etc. They are interlocking for the purpose of being able to mathematically and logically equate some of the seemingly unrelated sets of information. The relationship depends on the information desired. By placing this information in a format where it is interrelated, it is felt that reality is more closely approached. It should be mentioned again that the matrices are very abbreviated in form and content, and that larger, more accurate categories or criteria should be chosen to suit a particular area. In some cases I have made up names, categories, or criteria to fill in space.

These matrices will begin to appear as information storage modules, lending credence to their applicability to computer operations. The actual relationships are varied as to appear meaningless in some cases. However, there are other matrices, which, though applicable to computer storage, must be mentally digested by the analyzer. Much mental work is required by the user, as will be seen. Also, as mentioned earlier, these matrices are meant to be models of a forced data processing routine, applicable to any study area of community scale. They have been designed to provide the nec-

essary basis for decision making at the initial planning stage of community problem solving. Somewhere along the line this data must be sought out, recovered, put into meaningful increments and mentally digested. They form the data storage evaluation backbone of all further decision making in the model.

Here follows a brief description of each matrix selected: its purpose, value, suggestion for use, qualifications of the relationships derived, and data necessary for its operation.



Key To Matrices Prepared

4	Matrix #4 indicates what variables have been examined together as the most critical
	Nonsensical combination
	Examination recommended or possibly fruitful

Time - Program

	9am-10am	10am-11am	11am-12noon	12noon-1pm	1pm-2pm	2pm-3pm	3pm-4pm	4pm-5pm	5pm-6pm	ETC.
Facilities - Boundaries										
Chavis Park										
Highland Day Care Center										
Ridgemont Old Folks Home										
The Blue Baloon - Big Beat										
A & P										
Bill's Barber Shop										
James's Book Store										
Chavis Drug & Fountain										
Y.M.C.A. - Chavis Heights										
First Baptist Church										
Chavis Technical Training Center										
Ice Cream Creations										
Cinema II										

MATRIX 1 - FACILITY-BOUNDARY X TIME-ACTIVITY MATRIX

Included in this matrix are:

1 An inventory of all existing facilities and a definition of:
   Their boundaries within a project area
   Their social-use boundaries - who attends and where they come from
2 An inventory of all existing activities and a definition of:
   Their time commitment within a specific area boundary
   Their place of occurance within the boundary area

The matrix can do these things:

1 Determine waste or efficiency of usage within existing facilities. Specifically:
   Duplication of facilities with underuse as a resultant
   Overlappage of facilities with unequal distribution
   Overuse of facilities
   Facilities open to new activities at specific times before duplication occurs.
2 The inventory can give data on preferred activities by residents at present by analysis of time usage and population in attendance.
3 The matrix then can relate the value of the facility in relation to its cost, usage, quantity of population served, overt benefits derived being criteria of value (as an evaluation mechanism).
4 Where there is a new project or activity proposed for the area, the matrix becomes a first check document monitoring whether existing facilities along with their time schedules could suffice in place of a new facility.
5 The matrix can be used as a data bank to update currently all facility-activity-boundary-time data into useable form, to provide a constantly changing set of profiles of the area. A monitoring device as a basis of decisions by several administrative agencies for future planning and action.
6 The matrix can be used by any level of government at any grossly generalized level of time, facilities, activities or boundaries or by the smallest increment, highly specific - from the planning for the efficient use of entire projects to parking lots.
7 The matrix can easily be programmed for computer operation.

Boundary Definitions

	Social Use Barriers Social Limitations	Physical Boundaries & Location - Map File #	User's Background Demographic Information	Location of Activity Users	Time - Use Boundaries	Boundary Administrative Unit	Regional Community or Neighborhood Use	Physical Barriers for Community Use	Building & Gross Land Area	Physical Description Legal File #
Facility										
Chavis Park										
Highland Day Care Center										
Ridgemont Old Folks Home										
The Blue Baloon - Big Beat										
A & P										
Bill's Barber Shop										
James's Book Store										
Chavis Drug & Fountain										
Y.M.C.A. - Chavis Heights										
First Baptist Church										
Chavis Technical Training Center										
Ice Cream Creations										
Cinema II										

MATRIX 2 - FACILITY X BOUNDARY MATRIX

The basic purpose of this matrix is very simple, being to provide a very accurate inventory of all existing facilities within the community with regard to their boundaries of all types. By the use of this matrix for the planning of future facilities, one is forced, by placing it within the context of this matrix to evaluate the types of boundaries that are explicit or implicit to the new facility. An experience bank of the kinds of things that do create boundaries is formed being valuable as a planning aid to the creation of, or destruction of boundaries. Thus, more control is achieved in the creation, and/or physical placement of facilities.

This matrix also might include general administrative unit boundaries such as zip codes, voting precincts, church and school districts, as well as physical boundaries such as water, sewer, electric, and drainage boundaries. Knowledge of this would be invaluable to coordinated effort by government agencies on common projects within the area.

The matrix might include user backgrounds as a method of determining limitations not normally perceived in planning, as an aid to planning.

The matrix would be helpful, if it included similar documents from the rest of the city as a method of comparing progress between areas and a relative maturation of each area as an aid to future allocation of money, effort, or resources. It is also an aid to the value of Matrix 1.

Specific Facilities Inventory (To the most specific degree possible)

Facilities - Boundaries	Storage Space	Excess - By Code Buildable Land	Meeting or Activity Rooms	Bathroom Facilities	Appraised Land Value	Parking Spaces	Appraised (Age) Building Value	Basic Time Use Schedule	Gross Land Area	Gross Building Area
Chavis Park										
Highland Day Care Center										
Ridgemont Old Folks Home										
The Blue Baloon - Big Beat										
A & P										
Bill's Barber Shop										
James's Book Store										
Chavis Drug & Fountain										
Y.M.C.A.- Chavis Heights										
First Baptist Church										
Chavis Technical Training Center										
Ice Cream Creations										
Cinema II										

MATRIX 3 - FACILITY-BOUNDARY X SPECIFIC FACILITIES INVENTORY
The purpose of this matrix is to aid in the overall usefulness of Matrix 1, providing the necessary specific data on the inner makeup of each specific facility. It thus enables a scale range from the smallest increment of facility to facilities which contain a large number of these increments.

Facility X Facility

Facility X Facility	Chavis Park	Highland Day Care Center	Ridgemont Old Folks Home	The Blue Baloon - Big Beat	A & P	Bill's Barber Shop	James's Book Store	Chavis Drug & Fountain	Y.M.C.A. - Chavis Heights	First Baptist Church	Chavis Technical Training Center	Ice Cream Creations	Cinema II	Settlement House - Chavis Heights
Chavis Park														
Highland Day Care Center														
Ridgemont Old Folks Home														
The Blue Baloon - Big Beat														
A & P														
Bill's Barber Shop														
James's Book Store														
Chavis Drug & Fountain														
Y.M.C.A. - Chavis Heights														
First Baptist Church														
Chavis Technical Training Center														
Ice Cream Creations														
Cinema II														
Settlement House - Chavis Heights														

MATRIX 4 - FACILITY X FACILITY MATRIX
This is also a multi-purpose matrix providing a wide range of advantages and scales intended more as an illustration of crossing similar variables with themselves. It can provide a method of locating facilities in space - coupling facilities together automatically for analysis as to a number of factors: whether they are complementary facilities or uncomplementary facilities in terms of function; whether certain sequences of activities which happen within them should be placed near or far from other sequences of activities; whether certain combinations of facilities can share facilities and eliminate duplication; whether a number of facilities can be placed in close proximity which together form a complementary activity sequence.
The largest advantage of the matrix is that it potentially shows one all the possibilities available at a glance, enabling a tremendous amount of innovation to occur. It automatically provides a match up, though it requires much participation from the user.

Time - Facility

	9am-10am	10am-11am	11am-12noon	12noon-1pm	1pm-2pm	2pm-3pm	3pm-4pm	4pm-5pm	5pm-6pm	ETC.
Leader A										
Leader B										
Leader C										
Leader D										
Leader E										
Leader F										
Leader G										
Leader H										
Leader I										
Leader J										
Leader K										
Leader L										
Leader M										

Leadership - Program

MATRIX 5 - LEADERSHP-PROGRAM X TIME - FACILITY MATRIX
The purpose of this matrix is to determine where leaders spend their time, how much time they do spend, how they might spend their time better, what they are best at doing, whether they are underused, overused, misplaced, etc. It also can determine job opportunities available to new or underused leaders as well as the activities or programs which need or are lacking in leadership. It is a system for the more accurate and efficient matching of jobs with men. It provides a method of determining who are the leaders for those who ordinarily would not be able to discover them, as well as providing a method of best utilizing leaders in their choice of activity as well as in what they are best at. It might be an advantage to both the administration of them as well as their own personal happiness.

Program

	Manpower Training	Rat Eradication	St. Gov. Shaw	Church Outings	Food Campaign	Beauty Contest	Soap Box Derby	Soul-In Music Festival	Clean Up Neighborhood	Black Demonstration Committee
Leader A										
Leader B										
Leader C										
Leader D										
Leader E										
Leader F										
Leader G										
Leader H										
Leader I										
Leader J										
Leader K										
Leader L										
Leader M										

Leadership

MATRIX 6 - LEADERSHIP X PROGRAMS
The purpose of this matrix is to evaluate a leader's experience, past-present-future in the leadership of various types of programs and his relative success at it. It would give an idea of the divergence of his experiencial activity as well as his degree of involvement. This might serve as an aid to those in the position of hiring leaders most qualified for particular jobs as well as giving a chance of employment to leaders underused in their full potential.

Existing Facilities - Programs

Administrative Funding Agency	Chavis Park	Mini-Park A	Mini-Park B	Mini-Park C	Crabtree Creek	Day Care Program	Toys for Tots Program	Summer Fun Program	Food Program	Rat Clean Up
O.E.O										
Raleigh Parks and Recreation										
H.U.D.										
S.C.S.										
B.O.R.										
H.E.W.										
S.B.A.										
Raleigh Sanitation Department										
Raleigh Urban Renewal										
Y.M.C.A.-Y.W.C.A.-Boy Scouts										
Urban Beautification										
State Parks Commission										
State Education Department										

MATRIX 7 - ADMINISTRATIVE CONTROL - FUNDING X EXISTING FACILITIES - PROGRAMS MATRIX

The basic purpose of this matrix is to give a quick picture of the administrative agencies involved in the operation and funding of all of the existing facilities and programs in the area. It is useful for future planning in the sense that it shows the basic breakdown of agencies with responsibility in various programs run within the area. Used in combination with the next matrix on future facilities, it helps programs that need more funding or different help to find areas of possible expertise or finance.

Future Facilities - Programs

Administrative Funding Agency	Chavis Park	Arts & Crafts Center	Community Beautification	Crabtree Park	Performing Arts Center	Settlement House	Old Folks Home	Chavis Commercial Park	Chavis Industrial Park	Food Program
O.E.O.										
Raleigh Parks and Recreation										
H.U.D.										
S.C.S.										
B.O.R.										
H.E.W.										
S.B.A.										
Raleigh Sanitation Department										
Raleigh Urban Renewal										
Y.M.C.A.-Y.W.C.A.-Boy Scouts										
Urban Beautification										
State Parks Commission										
State Education Department										

MATRIX 8 - ADMINISTRATIVE CONTROL X FUTURE FACILITIES - PROGRAMS MATRIX

The purpose of this matrix is much like the previous matrix, the only difference being that here we are dealing with future programming. The benefits are obvious to the programming coordinator in making sure that adequate administrative control as well as financing is present for each program. This matrix and the last in combination with the next matrix dealing with functional objectives of the agencies form an invaluable tool to the operation of all significant programs in the area, making possible the total, or better coordination of all effort in eliminating duplication, and guaranteeing provision for the continuance of the programs.

Functional Objectives - Operational Objectives

Agency-Administration	Food Provision	Economical Housing	Crime Prevention	Use of Free Time	Population Control	Increase in Health Standards	Greater Job Opportunity	High Employment	Employable Manpower	Beautification
O.E.O.										
Raleigh Parks and Recreation										
H.U.D.										
S.C.S.										
B.O.R.										
H.E.W.										
S.B.A.										
Raleigh Sanitation Department										
Raleigh Urban Renewal										
Y.M.C.A.-Y.W.C.A.-Boy Scouts										
Urban Beautification										
State Parks Commission										
State Education Department										

MATRIX 9 - ADMINISTRATIVE CONTROL X FUNCTIONAL OBJECTIVES - OPERATIONAL OBJECTIVES MATRIX

This matrix in combination with Matrices 7 and 8 have as their basic objective the more efficient coordination of all programs, objectives and administrative control, funding, and operation within the boundary area. They form an invaluable aid to the evaluation of present and past effort for the purpose of future planning and programming - and thus become the theoretical basis for all potential operations in the area as well as the operational basis for the implementation of any planning in the area.

Functional Objectives

Operational Constraints	Operational Budgets	Funding Required to Accomplish Minimum Standards	Special Funding Available	Existing Manpower	Minimum Manpower required	Administrative Organization	Degree of Extra Cooperation	Existing Facilities	Administrative Red-Tape and Restrictions	Minimum Standard of Facilities Required and Rank Order
Food Provision										
Economical Housing										
Crime Prevention										
Population Control										
Increase in Health Standards										
Greater Job Opportunity										
Employable Manpower										
Beautification										
Accessible Services										
Community Pride										
Community Identificatio										
High Employment										
Use of Free Time										

MATRIX 10 - FUNCTIONAL OBJECTIVES X OPERATIONAL CONSTRAINTS MATRIX

The purpose of this matrix is to more closely align functional objectives in terms of a priority ranking to real life limitations towards the achievement of their success. It forms a valuable tool in checking the implementation phase of planning in terms of projects with the theoretical goals behind them. A Functional Objectives x Operational Constraints x Administrative Agency x Future Programs and Facilities matrix begotten by the cross breeding of matrices 10, 9 and 8 form a complete planning model in the derivation and design of new programs and facilities for the achievement of coordinated goals within the project boundaries. The only other information required would by a cross check of the priorities of all interested parties concerned: the administering agencies, the community, and the programs and facilities coordinator (of which there is great need). This matrix provides a way of defining real limitations which are very important in the planning and design of anything new. It forms the basic criteria in the construction of all design parameters as well as the criteria for judging all potential solutions to problems.

Time - Activity

Functional Objectives	Etc.	5pm-6pm	4pm-5pm	3pm-4pm	2pm-3pm	1pm-2pm	12noon-1pm	11am-12noon	10am-11am	9am-10am
Food Provisions										
Economical Housing										
Crime Prevention										
Population Control										
Increase in Health Standards										
Greater Job Opportunity										
Employable Manpower										
Beautification										
Accessible Services										
Community Identification										
High Employment										
Academic, Technical and Specialized Education										
Productive and Stimulating Recreation										

MATRIX 11 - FUNCTIONAL OBJECTIVES X TIME - ACTIVITY-OPERATIONAL PROGRAMS MATRIX

The purpose of this matrix is to bring all the coordinated planning into concrete real life form by forcing the planner to evaluate the achievement of all functional objectives in terms of time. It checks how closely aligned the functional objectives are to the actual operational performance of any activity. It also provides a method of planning in terms of concrete reality by forcing the planner to translate operational and functional programs in a time scale of achievement.

Functional Objectives

Facilities - Programs	Greater Job Opportunity	High Employment	Employable Manpower	Food Provision	Use of Free Time	Facility - Programs	Increase in Health Standards	Crime Prevention	Population Control	Beautification
Chavis Park										
Mini-Park A										
Y.M.C.A.-Y.W.C.A.-Boy Scouts										
B.O.R. Program										
Crabtree Creek										
Summer Activities Program										
Day Care Program										
Food Program										
Shaw University Campus										
Commercial District Facilities										
O.E.O. Program										
H.U.D. Model Cities Program										
H.E.W. Program										

MATRIX 12 - FACILITY - PROGRAMS X FUNCTIONAL OBJECTIVES EXISTING MATRIX

This matrix and the next provide the actual alignment of functional objectives with existing and future programs and facilities. It enables the planner to evaluate each new prototypical solution in terms of its performance potential in reaching goals, as well as the success or failure in a relative sense of all past and present programs and facilities. It is a generator of new alternatives as well as evaluation device of old ones, providing a very valuable tool in determining the viability, flexibility, and success of any program and facility within the boundary area. Functional objectives here also require the use of a matrix containing the ranked priorities of all parties concerned within the area in order for each party as well as the parties as a whole to judge and evaluate success.

Functional Objectives "Future'

Facility-Programs	Food Provision	Economical Housing	Crime Prevention	Population Control	Increase in Health Standards	Greater Job Opportunity	Employable Manpower	Beautification	Accessible Services	Community Pride
Chavis Park										
Settlement House										
Chavis Commercial Park										
Chavis Industrial Park										
Old Folks Home										
Community Beautification										
Crabtree Park										
Food Program										
Arts & Crafts Center										
Performing Arts Center										
Raleigh Beltline										
Housing Project										
Day Care Center										

MATRIX 13 - FACILITY-PROGRAMS X FUNCTIONAL OBJECTIVES FUTURE MATRIX
The purpose of this matrix is explained in the explanation of Matrix 12 above.

Existing Facilities

User-Boundary	Chavis Park	Mini-Park A	Mini-Park B	Mini-Park C	Crabtree Creek	Raleigh Beltline	Shaw University Campus	Ligon Campus	Housing Project A	Commercial District Facilities
Regional Type										
City-Wide Type										
Community Type										
Neighborhood Type										
Quality of Neighborhood Crime										
Quality of Neighborhood - Primary Access										
Quality of Neighborhood - Housing										
Quality of Neighborhood - Beautification										
Quality of Neighborhood - Safety										
Major Physical Barriers										
Major Psychological Barriers										
Racial User Makeup										
User Social Class										

MATRIX 14 - USER-BOUNDARY X EXISTING FACILITIES MATRIX
The purpose of this matrix is to enlarge the usefulness of matrices 1, 2, and 3 in providing more complete boundary information, especially of the user. It classifies the user into useable criteria which form basic constraints in the location and design of new facilities and programs. By the careful study of this matrix, the planner is able to plan for the breakdown or construction of useful barriers in achieving whatever boundary purpose he has in mind. This matrix must be used in combination with Matrix 15 for a complete picture of past, present and future planning. It forms a method also of checking operational and functional goals of facility and program planning.

MATRIX 15 - USER-BOUNDARY X FUTURE FACILITIES MATRIX

The purpose of this matrix is explained in the explanation of Matrix 14 above.

User - Boundary	Future Facilities:										
	Chavis Commercial Park	Raleigh Beltline	Arts & Crafts Center	Chavis Hospital	Chavis Park	Performing Arts Center	Old Folks Home	Crabtree Park	Settlement House	Chavis Industrial Park	
Regional Type											
City-Wide Type											
Community Type											
Neighborhood Type											
Quality of Neighborhood - Crime											
Quality of Neighborhood - Facilities											
Quality of Neighborhood - Primary Access											
Quality of Neighborhood - Housing											
Quality of Neighborhood - Beautification											
Quality of Neighborhood - Safety											
Major Physical Barriers											
Major Psychological Barriers											
Racial User Makeup											

FORMULATING STRATEGY PATHS BY THE STRINGING TOGETHER OF SIGNIFICANT RELATIONSHIPS - THE DECISION TREES

This stage of the model is constructed of a series of decision tree branches, graphically interconnected branch to branch by some relationship held in common between each branch or group of branches. The relationships are derived from the decision matrices. Each branch consists of a group of alternative choices of decisions. The number of choices in each branch are limited only by the nature of the choices inherent in the decision. All the choices or the total branch represents all available or known choices possible.

Diagram 4A shows that there are six choices available in branch X with no decision made. Diagram 4B shows that choice four was made from branch X and that five choices are now available in branch Y. A set of two branches is necessary to force one decision even if one of the two branches has only one choice.

Diagram 4A

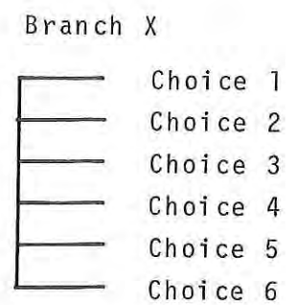
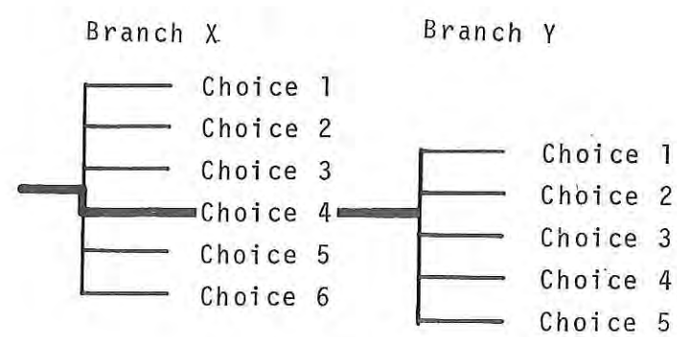
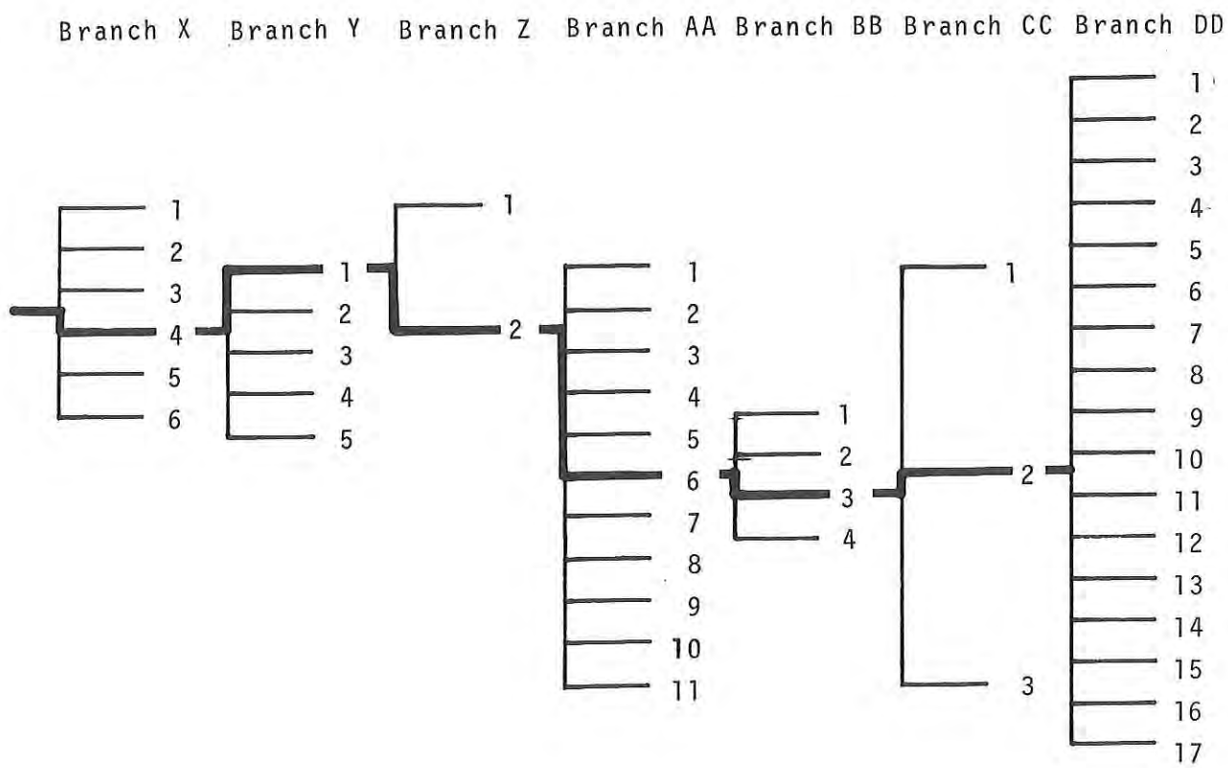


Diagram 4B



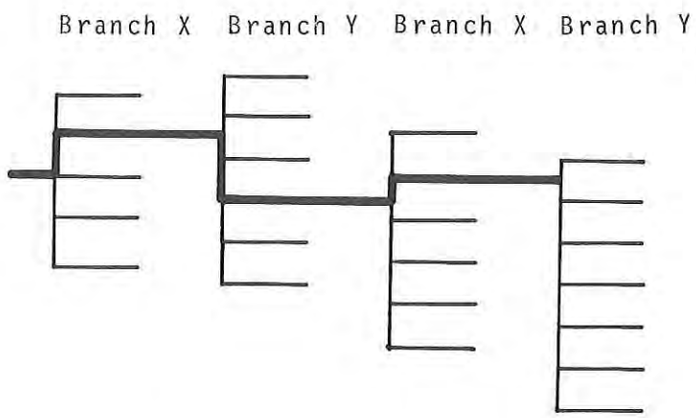
When a number of branches are strung together by interrelated decision choices they form a critical path sequence displaying to the viewer a specific order of decision choices as well as the magnitude of their interconnectedness. As one moves along the idagram, decisions are not only based on the branch immediately preceeding but on far past choices. Branch BB choices follow branch AA choices and form one critical path. Were these two branches reversed in order a completely different critical path would be formed. The relationship between branches is specifically delineated by the number of choices in each branch. If branch X stood for man power available and branch Y stood for operational constraints in terms of money, their specific relationship would be fixed in diagram 4C by X_4-4 which could stand for 10 men available sharing $20,000.

Diagram 4C



In diagram 4D we see branches X and Y being reversed in order. This is possible when decisions based on feedback must be made or aspects of a relationship are being re-examined.

Diagram 4D



The critical path can stand for a host of decision problems; chronological strategy, action reaction, cause-effect and growth staging being a few possibilities. The critical path enables a planner to simulate actual strategy moves based on his data in whatever stage of completion, complexity or accuracy in which the data exists. It can show him relationships that he has never seen before by mechanically forcing a decision upon him, data which he must gather as well as the significance of his past decisions in relation to their effect on desired ends. It provides a graphic document of the stage at which he is working and the significance of the stage to a larger picture. It can increase control capacity and help after results of complex actions by the fine tuning of small decisions.

B5 CHOOSING A STRATEGY PATH AND THE EVALUATION AND THE PREDICTION OF RESULTS BY PROCESS REVERSAL

A decision tree, constructed by the stringing together of successive decisions, can be evaluated at any stage by following decisions back through time. If, for instance, one found the results of a particular path unrewarding (or invalud), he could simply follow the decision tree structure backwards in a sequential manner. In this way the source of error or misjudgment can be determined. As was mentioned earlier, all decisions are based on the effects of the immediate decision before it as well as the long term cumulative effects of all the decisions before it. During the evaluation period the user may find that new information has changed one or more decision factors - invalidating all following decisions. Also the absence or presence of certain factors may create decision path difficulties. When difficulties do arise, some information concerning the decision tree process must be either deleted or new information added. The accommodation of the feedback process

should continually be used in this way to up-date decisions.

Because of the obvious complexity of the potential decision tree structure, it is almost of necessity that this entire process be computerized. The more data that is collected about certain cause-effect relationships, the more complex will be the decision path structure. If one could feed new data into a computer program which would automatically point out where changes need be made, the process would be more reliable, quicker, and would free the user from laboring over piles of statistics.

B6 SUMMARY NOTE

In order to more clearly understand the decision process and its potential value, it is highly recommended that the reader work an example through the model. The reader should use some of the relationships set up in the matrices, as outlined in Section B3 with awareness of the entire context, graphically illustrated in Section B1. By travelling from beginning to end, a good understanding will be derived of the context as well as the increments.

It is felt that this process used as a decision tool would greatly aid the planner in the handling of highly complex project operations. However, it is up to the planner to adapt it to his own needs and to understand that it will not in itself answer any questions but merely provide a more efficient and viable means of doing so.


Per
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Introduction

When approaching the question of recreation facility and program planning, it is important to begin with a regional context. This context has no boundaries other than the social, political, and physical characteristics influencing recreation. The strategy of this section is to work through several social, political, and physical aspects of recreation to show how recreation and park theory has evolved into today's policies. The policies transformed through program and physical recommendations can be integrated into a system to better meet the problems of a diverse parks and recreation program.

The following is a series of conditions as perceived in the Raleigh area, the State, and the nation.

Public Recreation Area Ethic

The birth of municipal recreation departments occurred soon after the distressing conditions of the industrial revolution in the United States. The principles of public wealth and welfare brought about massive land acquisitions by municipalities at the end of the 19th century. The concepts of naturalistic park systems prevailed at this time, and the principles of Frederick Law Olmstead and Charles Elliot set the mood for park design until recently.

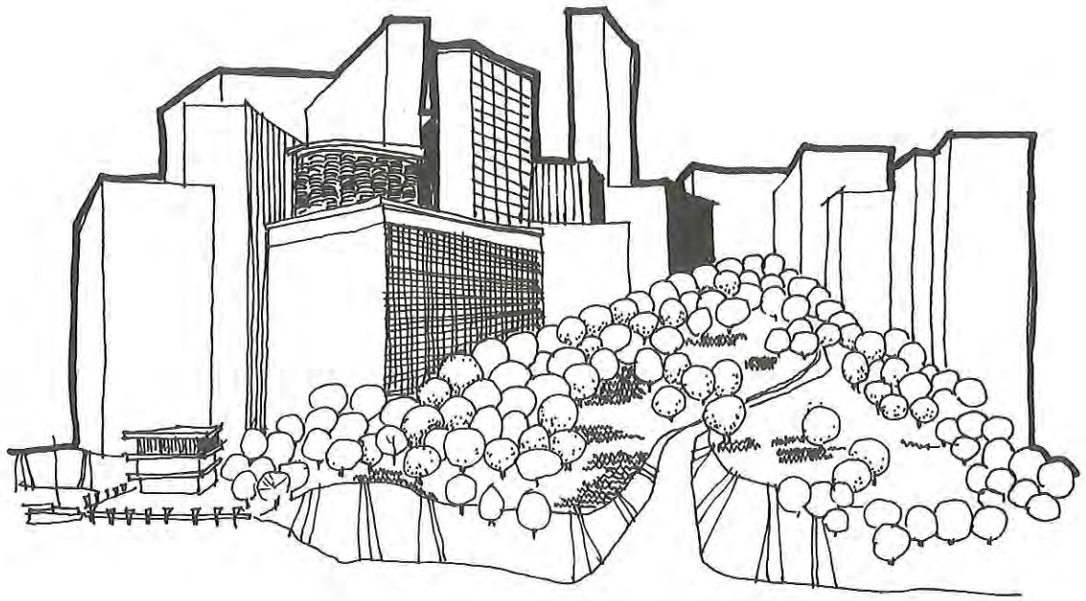
The Olmstead principles can be summarized as follows:

a Preserve the natural scenery and if necessary emphasize it.
b Avoid all formal design except in very limited areas with no buildings.
c Keep open lawns and meadows in large central areas.
d Use native trees and shrubs, especially in heavy border plantings.
e Provide circulation by means of paths and roads laid out in wide, sweeping curves.
f Place the principle road so that it will circumscribe the whole area.

Another motivating factor in contemporary urban park planning has been the conservation movement. Such groups as the Issac Walton League, Andaubon Society, Sierra Club, and Nature Conservancy frequently have renewed the public demand for preservation of natural scenic areas within urban boundaries.

Thus naturalistic park areas have become the standard solution to urban park design. In the early 1900's urban park planning history took on new dimensions. The first active recreation programs and departments were formed, causing a de-emphasis in naturalistic parks and a greater interest in active recreation areas.

In 1959 the book Local Planning Administration showed that between 1951 and 1956 less than 40% of cities reporting indicated an increase in their park and recreation acreage. Though this trend may possibly be the result of an inability of municipal recreation agencies to



The urban natural park ....

To the urban activity park ....

cope with ever-increasing urban land costs, it still remains in complete opposition to demand projections made by the Bureau of Outdoor Recreation.

Recreation Economics

It is difficult to justify large naturalistic urban parks in some of North Carolina's municipal finance situations. Contrary to this economic situation, many public surveys show that Americans enjoy and even demand naturalistic areas. In 1964 the point was made by Green in Recreation, Leisure, and Politics that "it is the simple pleasures that Americans seek". The question then becomes, can municipal governments afford to supply the simple pleasures, considering the economic implications they connote.

The State of North Carolina has long been known as a rural small town state. Governor Scott has on several occasions expressed a desire to retain this character. The effect of this unwritten land policy has been a trend away from municipally-owned land at any significant scale. But in spite of this trend, there is increasing pressure toward more municipal land holdings. A source of this pressure, especially in recreation, is the availability of money for land acquisition along with a relatively new city interest in Federal urban assistance programs.

In many cases undeveloped land does not exist in packages large enough to provide recreation facilities similar to those created in the past. And even with the assistance of Federal funding, city officials find that they cannot possibly acquire significant amounts of urban land.

The State of North Carolina has in the past significantly limited public land acquisition capabilities of municipalities. For instance, they cannot condemn land for open space or landfill activities. This severely limits large scale land purchases to parcels of land which are specifically designated as active recreation areas. Also, even with the power of condemnation, a long period of time is involved in the proceedings and the eventual cost may exceed the true market value of the needed properties.

The squeeze on urban land has resulted in several trends developing with reference to recreational land acquisition.

1 Municipalities are tending to purchase smaller, more compact urban parks, more widely distributed within the city. An example of this trend is Raleigh's extensive mini-park system. Even though mini-parks have many positive problem solving characteristics, it is hard to deny that they are primarily the result of unavailability of significant amounts of urban land.
2 Municipalities are also tending to move outside the city limits for any large scale acquisition. Raleigh's Lake Wheeler represents this trend, which has put almost 50% of municipally owned lands beyond city boundaries.

Such acquisition accounts for up to 99% of all land purchased by cities since 1953.

In urban situations where there exists major financial limitations on extensive or expensive land purchases, it may be useful for municipalities to seek lesser degrees of ownership. The degree of ownership, that is the number of interests in a piece of property, can vary greatly according to the purchasers financial limitations and desired use of the land. Conservation and scenic easements are an example of an interest in a piece of property at a relatively minor financial investment; and the insistence of public agencies to take part in land acquisition only on a fee simple basis is not compatible with their financial situations. It would seem that agencies concerned with providing land based programs must look to a large diversity of ownership forms.

Duplication of Facilities

Along with an ever-developing state and federal interest in land use policy, a great concern has come for the numerous conflicts between private and municipal programs. There seems to be little conflict between goals and objectives of these two groups of agencies concerned with providing services to citizens. However, the inadequate coordination between these organizations and a land ethic, which considered the boundaries of every individual piece of land an impregnable barrier, has resulted in meaningless duplication of facilities. The congressional record of January 29, 1970 includes the presentation of a national land use bill by Mr. Yarborough. In the introduction of this new bill Mr. Yarborough sites several examples of state and national land use planning problems:

"transportation and utility systems which are planned and constructed on a single purpose basis without consideration of other public values"

"the inability of private enterprise to get decisions to state and local governments within a reasonable time for the siting and location of heavy industrial activities such as refineries, thermal power plants, utilities, and factories"

These examples are on a state and national scale, but very similar and sometimes more complex conflicts exist at the municipal scale. It can be assumed without much hesitancy that municipal parks and recreation departments presently do not have the resources to provide recreation systems completely independent of other recreation oriented state, national, and private agencies. In spite of this very reasonable assumption municipal parks and recreation departments are constantly duplicating services which are presently or potentially being supplied by other agencies.

The duplication of facilities in a situation where adequate facilities are financially difficult to attain is ridiculous, but it exists. The result is single purpose agencies - school systems,

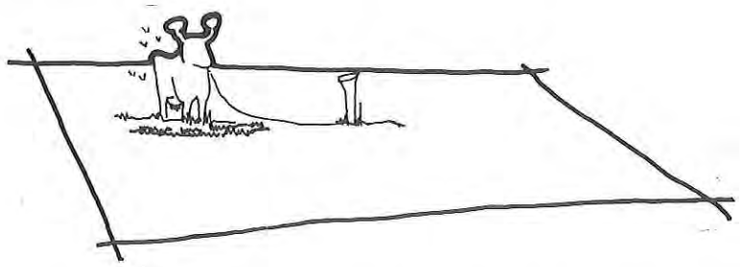
physical education programs, urban renewal programs, old age clubs, highway commissions, day-care systems - who do not take the time or have the patience to coordinate.

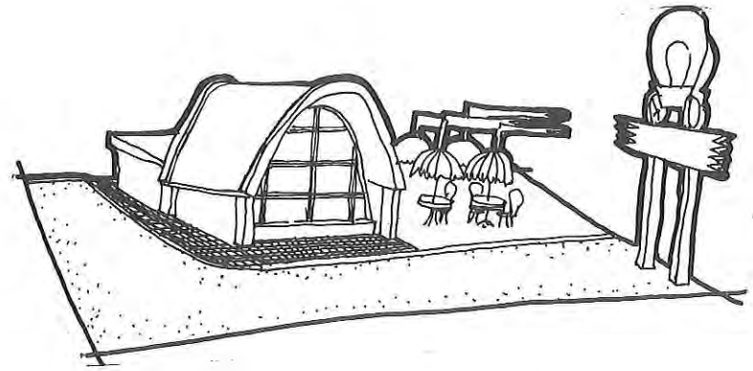
CONCEPT OF EVOLUTION OF FACILITIES AND PROGRAMS

It should be recognized that in any urban, suburban, or rural area there is a constant evolution of land use which is directly interpretive of changing social, political, and economic conditions of the society. This evolution is most observable in physical change of structures. There is progression of the time span between the conversion of existing physical structures to accommodate social, political, and economic changes from the center of a city to the most rural farm land. The flexibility of physical structures to accommodate evolution is inevitable. In most cases the life span of a home is interpreted by its mortgage life. At the close of this period of time it can be generally said that the structure is in a state of change, either through demolition and construction of a new facility on the site or the conversion of the structure into another use.

Physical structures are very flexible because of their dependence on social, economic, and political factors. Only in isolated examples can physical structures not be interpretive of the broader regulators. A problem in the adaptability of our society occurs not in the flexibility of our physical structure but in the flexibility of public policy which interprets social, political, and economic factors into physical structures. It can be assumed that our physical structures will always be subject to change, unfortunately, however, public policy is sometimes not as flexible. If we are to attain a condition in which our physical surroundings are representative of our social, political, and economic environment, we must have a truly flexible public policy system which can change physical structures and programs to meet our desires and needs.

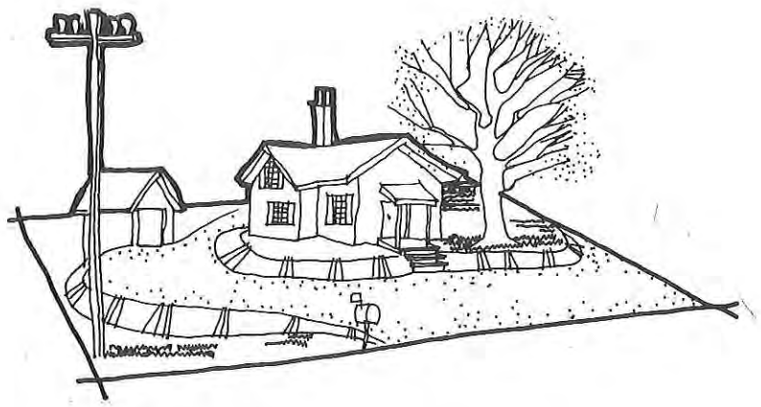
Recreation facilities such as Chavis Park are always changing. The park land is a base which does not change drastically because of its locational characteristics. Changes in the park can be viewed as interpretations of needs fostered by the people using the park. Interpretations (physical changes) of the Chavis area have not begun to keep up with actual needs and consequently, the park and program are somewhat obsolete. Administrators must bring the policies up to the level of the needs of the people in order to meet the people's needs.



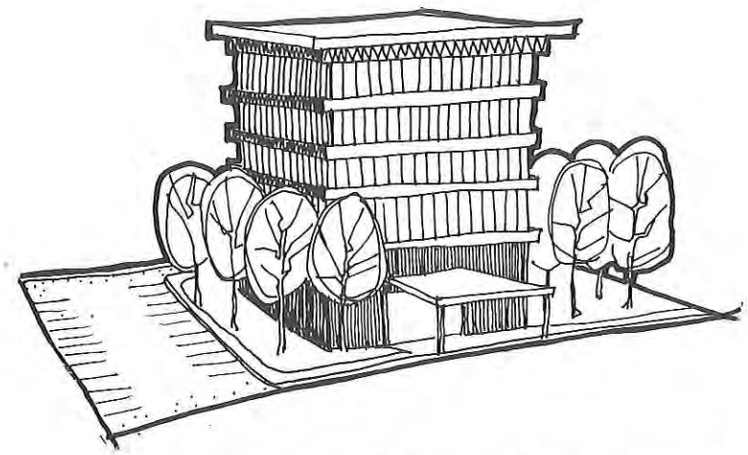


The healthy evolution of land use from open land ...

to commercial ....



to single family residential ....



to business is the result of response to community needs.

to multi-family residential ....

Day'89

NEIGHBORHOOD UNITS

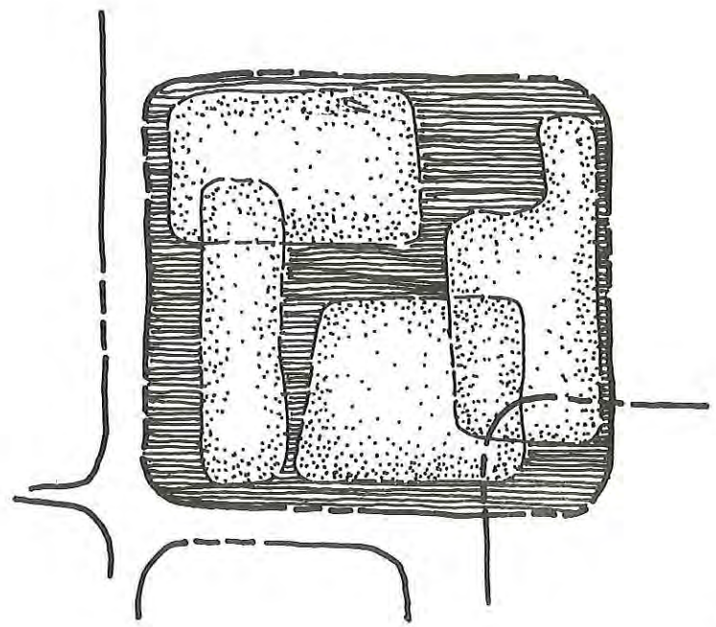
It can be assumed that urban neighborhood units are not entities which can be bounded, but useful incites can be gained through the approximate location of social neighborhoods. Determinates of these social neighborhoods are as infinite as the interest of each resident. Several major determinates are: school districts, police districts, postal districts, shopping districts, church communities, recreation facility locations, physical boundaries and age of various adjacent communities. The city of Raleigh has various "neighborhood districts". Boundaries between these districts are in most cases hazy, but it can be said that a progression of neighborhoods occurs from the center of Raleigh to the outermost suburbs. Although these neighborhoods are not distinct, generally areas can be defined where there is a relative consistant social, physical, and economic pattern. These neighborhoods overlap in many cases. Only the most pronounced neighborhood barriers can be defined.

A major question must be considered upon defining neighborhoods with individual characteristics. Are these ares to become the basis for facility placement and program implementation or are they to be destroyed by the introduction of physical renewal?

"I have every confidence the project will greatly benefit the people of Southside. But I think in the future, faster, broader, and perhaps more effective, means - such as code enforcement and rehabilitation programs - will have to be employed in lieu of urban renewal."

These programs, said the mayor, "can be done with smaller areas, without moving large numbers of people out, and done with a minimum of inconvenience." The city has been exploring for some time alternate programs, he said.

Mayor Seby B. Jones as quoted by The News and Observer, Monday, July 6, 1970.



From our investigation of the Chavis Heights area, we feel that the following objectives should be approached by a progressive and responsive Park and Recreation Department to aid in answering the city's responsibility to Chavis or any other area.

Parks must not be thought of only as green oasis within Raleigh's asphalt urban sprawl. This conventional perception is not only obsolete in many cases, but fosters a tremendous waste of potential energy for a community. As mentioned earlier, a park is the result of policy based interpretations of a community's need. This position allows and demands that parks and other public inputs into the community be an initiator and a strategy move on the city's part; to not only solve problems of recreation or transportation or whatever, but to aid in solving more fundamental problems such as employment and the development of a community's social structure. A park system can easily become such an initiator due to its position of physical exposure and proximity as a social gathering place. The innovative design of parks and a responsive structure for program design can be leading steps toward a more livable environment for the Chavis Heights community and Raleigh.

In order to accomplish this objective parks should not be confined to only city-owned and controlled land. Recreation cannot be a land based operation with the several financial and land area limitations existing in urban Raleigh. Parks and recreation areas can exist in schoolyards, on church properties, in backyards, and in the streets. The Park and Recreation Department must take a new look at its present limiting land policy; that is working relationships with all community organizations and services. These relationships will not be initiated on their own. The Park and Recreation Department must be an initiator, a salesman.

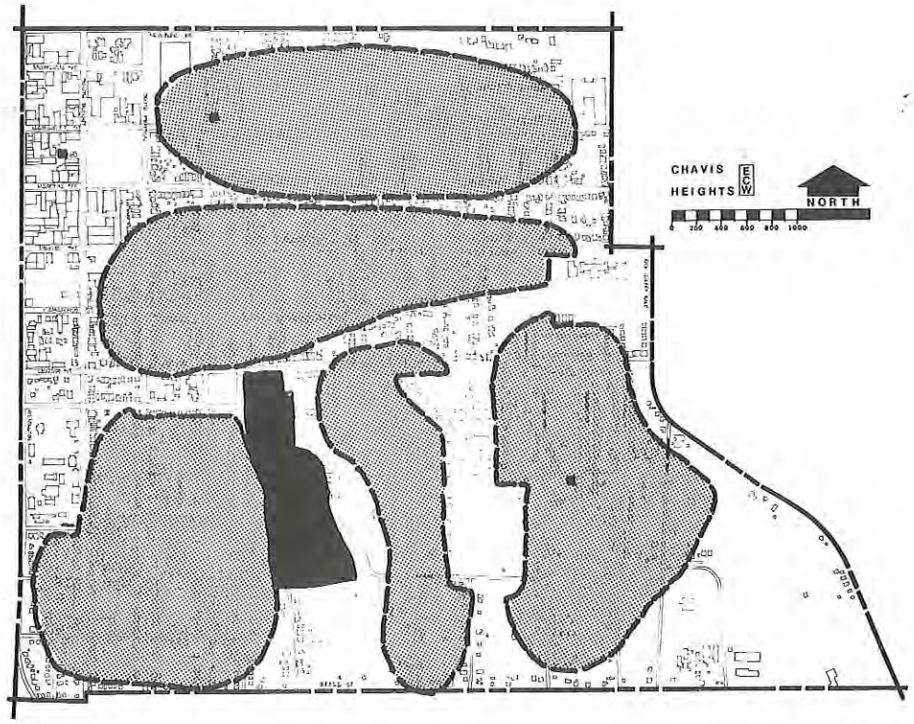
Parks really are for people. Not just for people to lounge in, but for people to work in, to play in, and to meet each other in. This means that parks should become social areas upon which a community has an economic as well as visual dependence.

The preceeding and following sections of this report suggest a strategy to accomplish these objectives.

The recreation program in Chavis Heights as it presently exists is schematically represented in the top illustration on the right. The neighborhoods as defined earlier are represented by the shaded areas. The community contains many private and public agencies who own lands and conduct programs completely independent of each other.

The parks of the area are run with little consideration of neighborhoods or private facilities. All programs are confined to the site owned by the many separate sponsors. Land is scarce and funds for programs are limited. The present level of park administration does not allow proper supervision, administration or coordination or programs due to limitations in funding and quality of leadership. Leadership exists in the area but is not being monopolized by the present program. The total community has no way to identify with the parks programs other than through specific contact. Neighborhood organizations have no means to become involved in the parks department's programs or facility planning.

The schematic at the right at the bottom presents a unified system of both private and public recreation facilities and programs. The many independent units of private and public recreation concerned agencies are structured on the neighborhood level. The framework might be existing structures such as the Office of Economic Opportunity's community groups or churches in areas where these organizations have adequate footholds. The mini-park program may offer a basis for new organizations. The resolution of an issue such as the placement, design and use of a mini-park might be the starting point for a community organization as well as provide insurance that these parks meet neighborhood needs and are respected by residents. The neighborhood units could handle small scale recreation needs through a careful coordination of existing facilities and programs and recommend additions to the Park Department. Arrangements and trade-offs should be made between agencies such as the conducting of programs by one agency on land owned by another to insure maximum use of existing resources. The relationship of the neighborhood units to the main Chavis Park facility should be that of smaller parts coming together at a focal point to form a dynamic center of activity at a scale much larger than neighborhood resources permit.


CHAVIS
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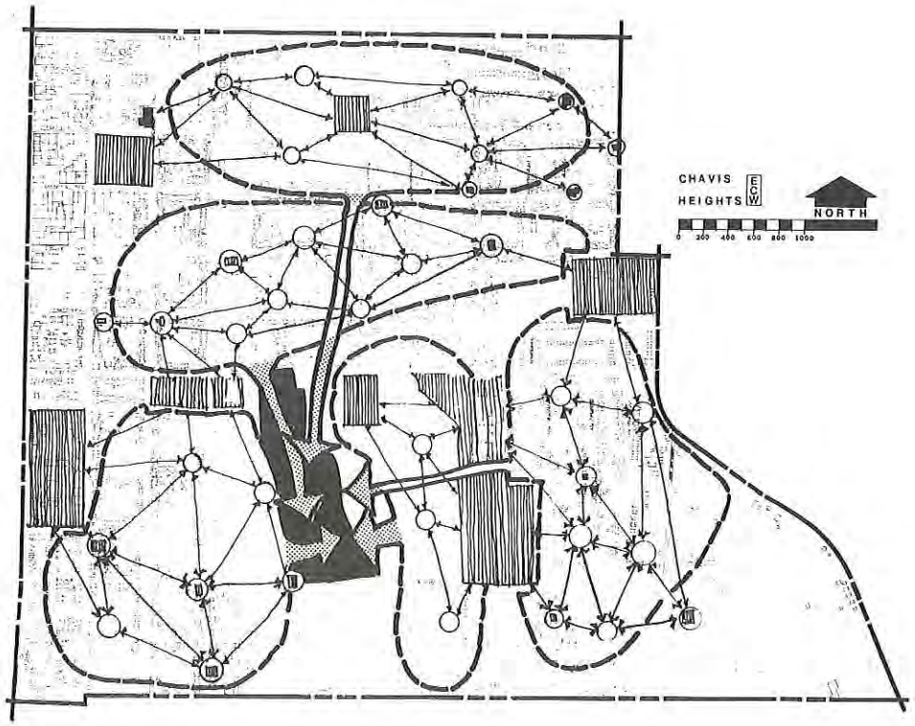
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COORDINATION OF ACTIVITIES BETWEEN ALL RECREATION ORIENTED GROUPS

Coordination of all recreation programs in the Chavis area is an important idea which should be pursued for economic reasons as well as to eliminate duplicated effort on the part of many agencies both public and private. Several avenues for cooperation with other agencies are open to the Raleigh Parks and Recreation Department. They are:

1 Working with the Traffic Engineering Department to close certain portions of roads for "instant" (portable) mini-parks, street dances, touring theaters, and instant fountains (using fire hydrants).

2 Cooperating with the Public Schools Administration in an effort to use school grounds and facilities for recreational and educational purposes. With this concept, the Parks and Recreation Department should then have more resources free for new activities such as wood and metal shop training, masonry education, and auto mechanics training.

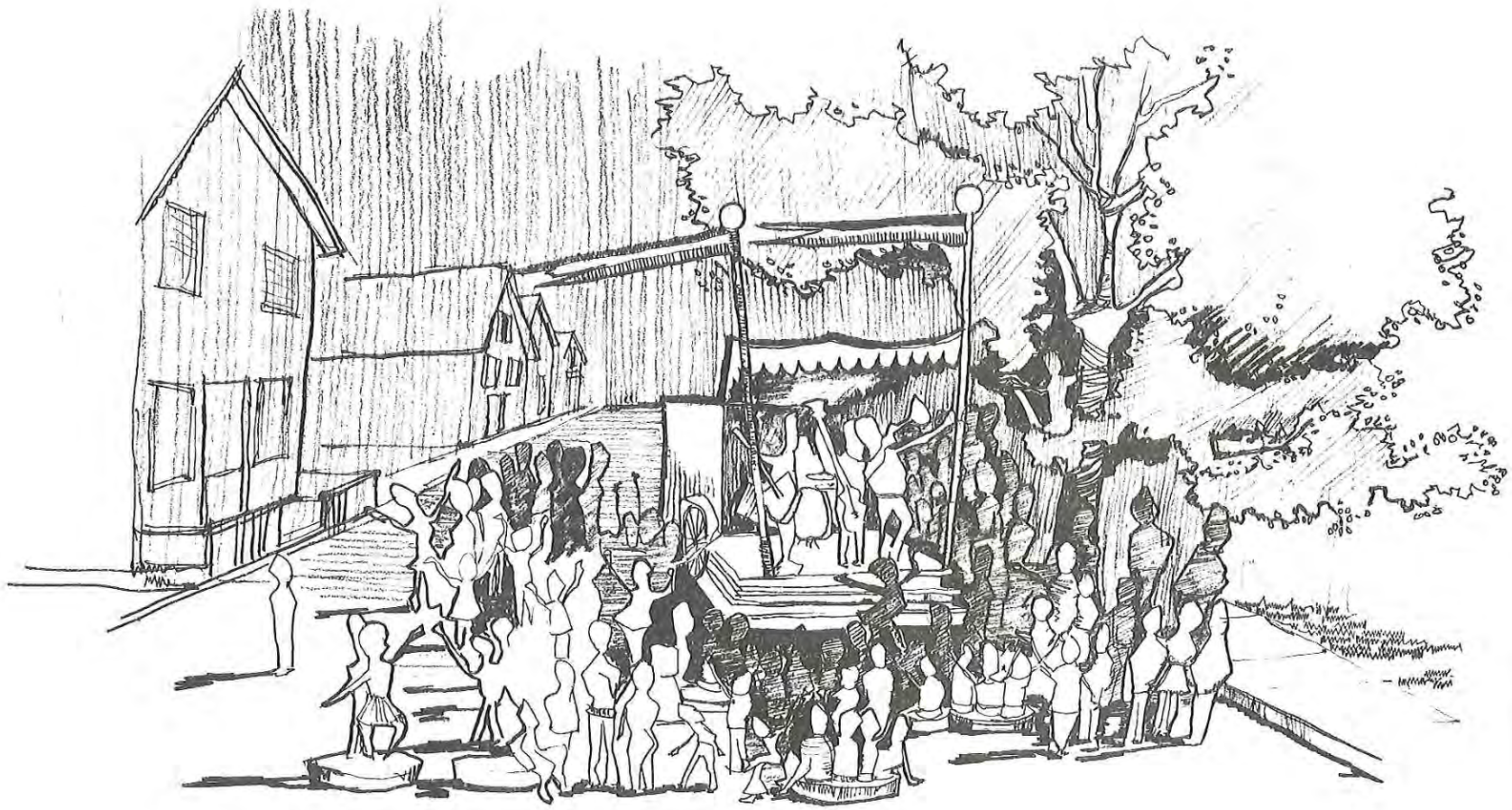
3 Convincing the Fire Department that with a minimum effort on their part a valuable service could be provided for the community. If permission would be given to the Parks and Recreation Department to construct minimum facilities on Fire Department property, the firemen could also yield a service as part-time informal park supervisors.

4 Helping the Organization of Economic Opportunities, through their local representative, Wake Opportunities, to be a vital link in program cooperation. Though the O.E.O.'s ability to obtain federal funds, encouragement for inter-agency cooperation can be accomplished with economic incentives. O.E.O. only requires that an acceptable program be educational (job training) as well as recreational in a way that will upgrade economic and/or living conditions.

5 Coordination with the local chapter of the YMCA and YWCA and Boys' Clubs would bring about a strengthening of all parties concerned. The joint use of facilities would allow the programming of activities in the best possible facilities, at the best location, at the best time.

6 One very important private agency in the Chavis area is the individual churches. Most of these churches are land owners and many deal in recreational services to their congregation. Thus, they and the Recreation Department would benefit from a coordinated programming effort and joint use of facilities.

7 The individual is the key to this whole plan. (The persons within the various departments, groups, and agencies as well as the individuals who live in the area.) If they can maintain a positive and cooperative spirit, then this plan for dispersing recreational and/or educational programs throughout the community could serve to unify this population. Then, working together, with Chavis Park as the center of community activity, they could begin to upgrade their economic status, their living standards, and their city.



Chavis Park is not presently providing its maximum social benefit for the people of the Chavis Heights community. Instead it is decreasing the minimal benefits which already exist. Planning recommendations to correct the situation in the park and the surrounding area are desparately needed. Recommendations for physical improvements would be of little benefit without a general policy and goal to guide the coordination of development toward the fulfillment of the desired ends. This section of the report will structure available information and recommendations made earlier into a goal, policy, and a plan of immediate action for the land area making up Chavis Park.

Goals

Chavis Park should be a park which meets the community recreational needs. It requires extensive, concentrated and localized facilities. It should be a park that the community can identify as its center; it should be a park that can stimulate the community mentally and physically and also help raise the socio-economic level of the Chavis community. These goals sound multi-purposed, as indeed they are, but they are by no means incompatible or exclusive of each other. Activities and programs that can help community residents socially and in the long run economically can just as easily be in the form of recreational activities. Let it be asked philosophically, should not the ultimate goal of mankind (or his governing counterparts) be to try to help improve the populus socially and economically instead of knowingly avoiding any such involvement with his fellow man?

Objective

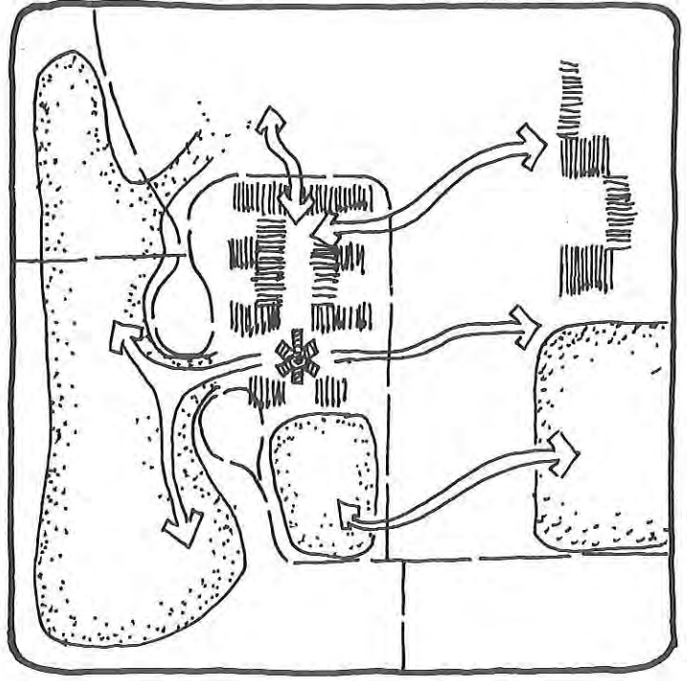
In order that the park maximize its own facility benefits, certain inter-relationships with other institutions, particularly the public school system, should be worked out. In this way more efficient uses of the community recreation facility resources can free the Parks and Recreation Department from the chore of duplicating facilities and programs already existing. Resources can then be directed toward new and innovative programs and facilities which would make available to the community a wider variety of activities, which can better fill the diverse needs of the people.

Chavis Park, in order to become the center of the surrounding community, would greatly benefit from the kind of activities which when centralized attract many people. The activity of large groups can often create an aire of excitement and energy which can carry over to other activities and neighborhood social patterns. This concentration of

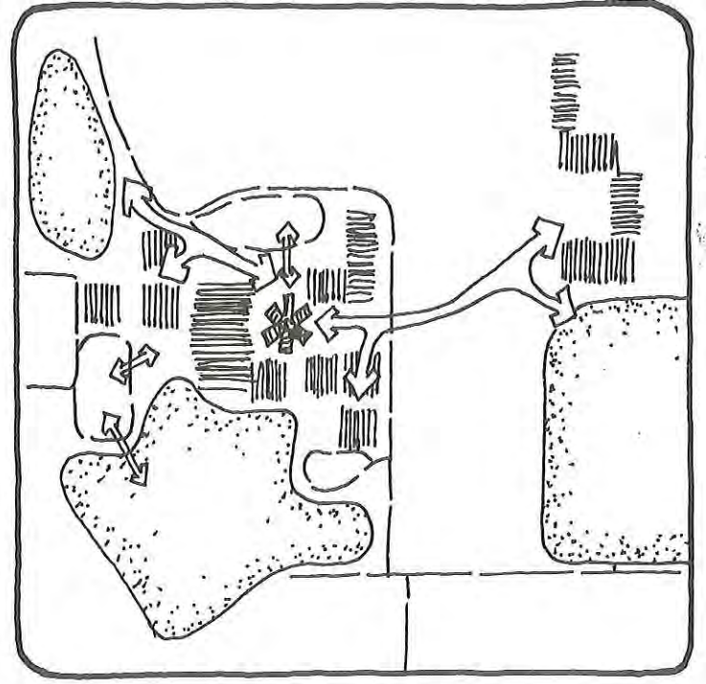
energy within the community can then become the focal point or center of interest with which the residents can finally identify themselves. To form such a center will require the creation of an urban environment which generally connotes activity of high intensity. Agency participation in the creation of the high intensity environment could lessen the load on the Parks and Recreation Department. These agencies should include all quasi-public services such as the Y.M.C.A., Boys' Club, as well as private organizations.

As the center of the community, the Park should be the base for most of the community activity programs now found in the various local neighborhoods. To reduce the duplication of activities and increase the efficiency of facilities, it is believed that many of the neighborhood activities should be run through and coordinated by the community center, Chavis Park, in a way that is consistant with the preceeding section of this repor concerned with the structuring of neighborhood activities.

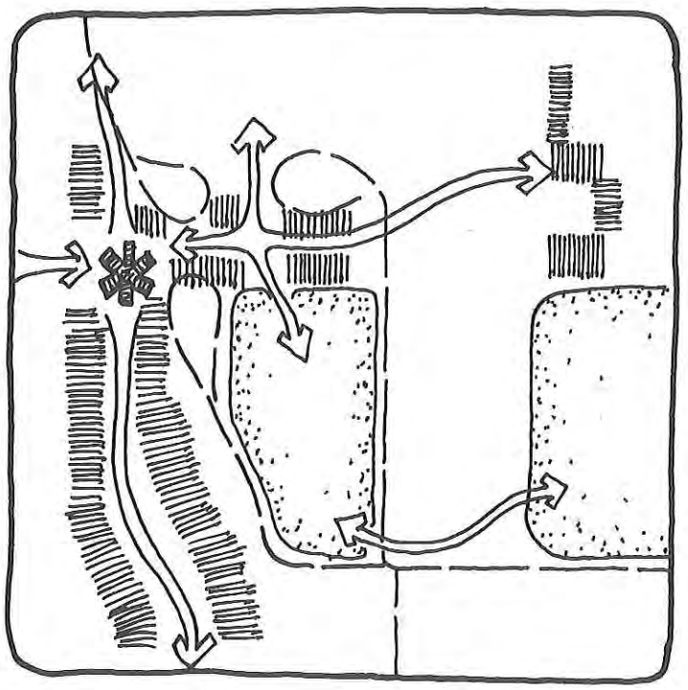
Because the development of Chavis Park will necessarily have to be incremental and evolutionary to spread out the costs of development, and because the changes in the needs of the community will inevitably come about, all major permanent physical installations in the park should maximize the number of alternatives for future development. To perpetuate this concept, at each stage of development a number of possible alternatives for future development responsive to the needs of the community should be worked out. The facility (or facilities) which eliminate the fewest possible alternatives and is common to the most alternatives should be added. The following portion of the report is devoted to illustrating the physical planning process for Chavis Park.



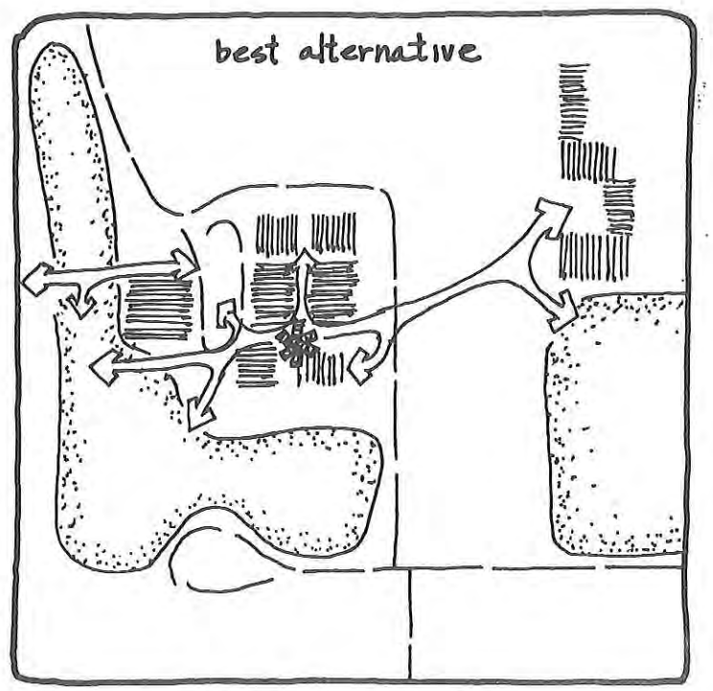
Concept I



Concept III



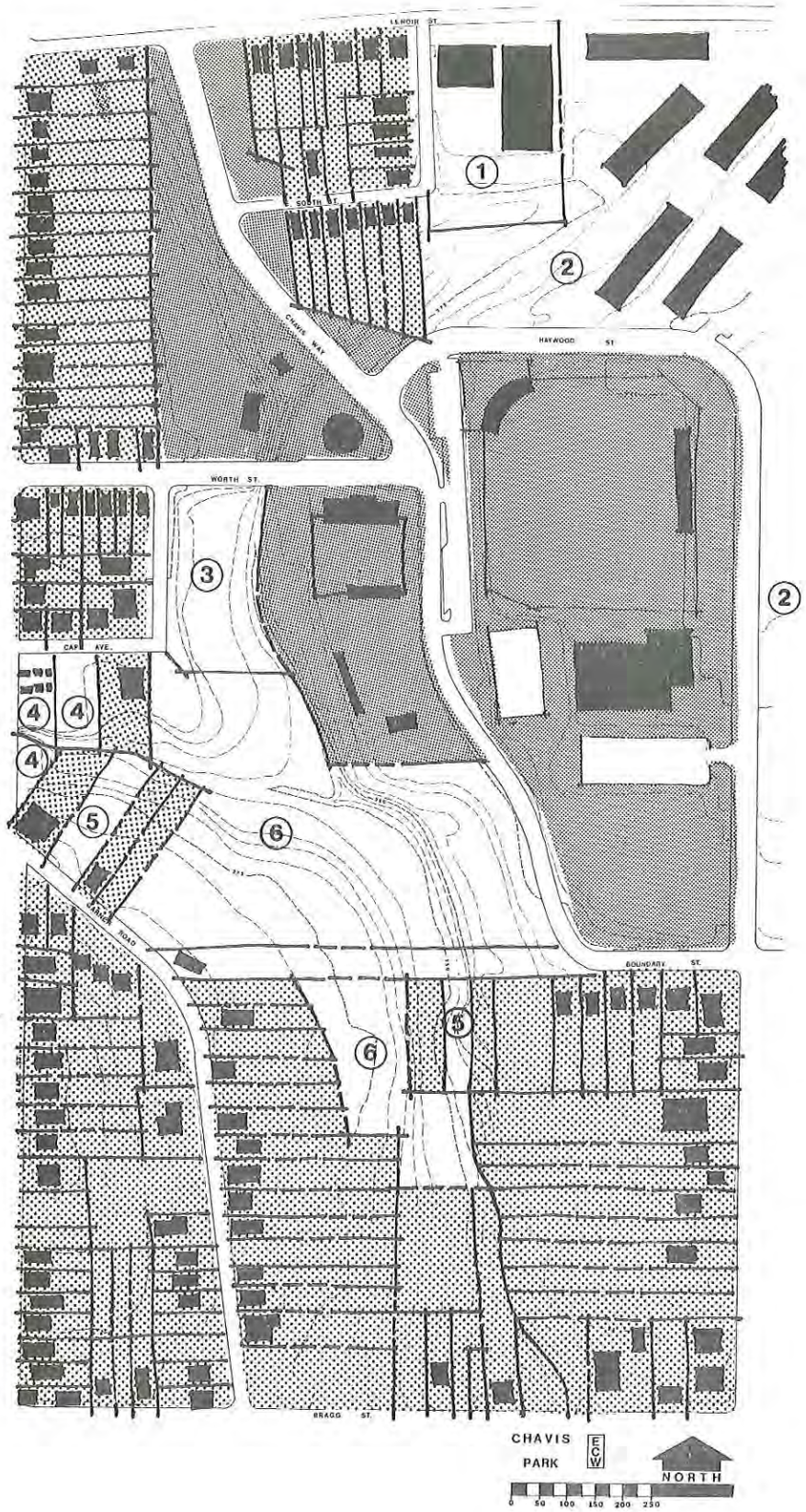
Concept II



Concept IV

open space — pedestrian circulation — vehicle circulation — parking

buildings — focal point



OWNERSHIP AND STRUCTURE PATTERNS

City

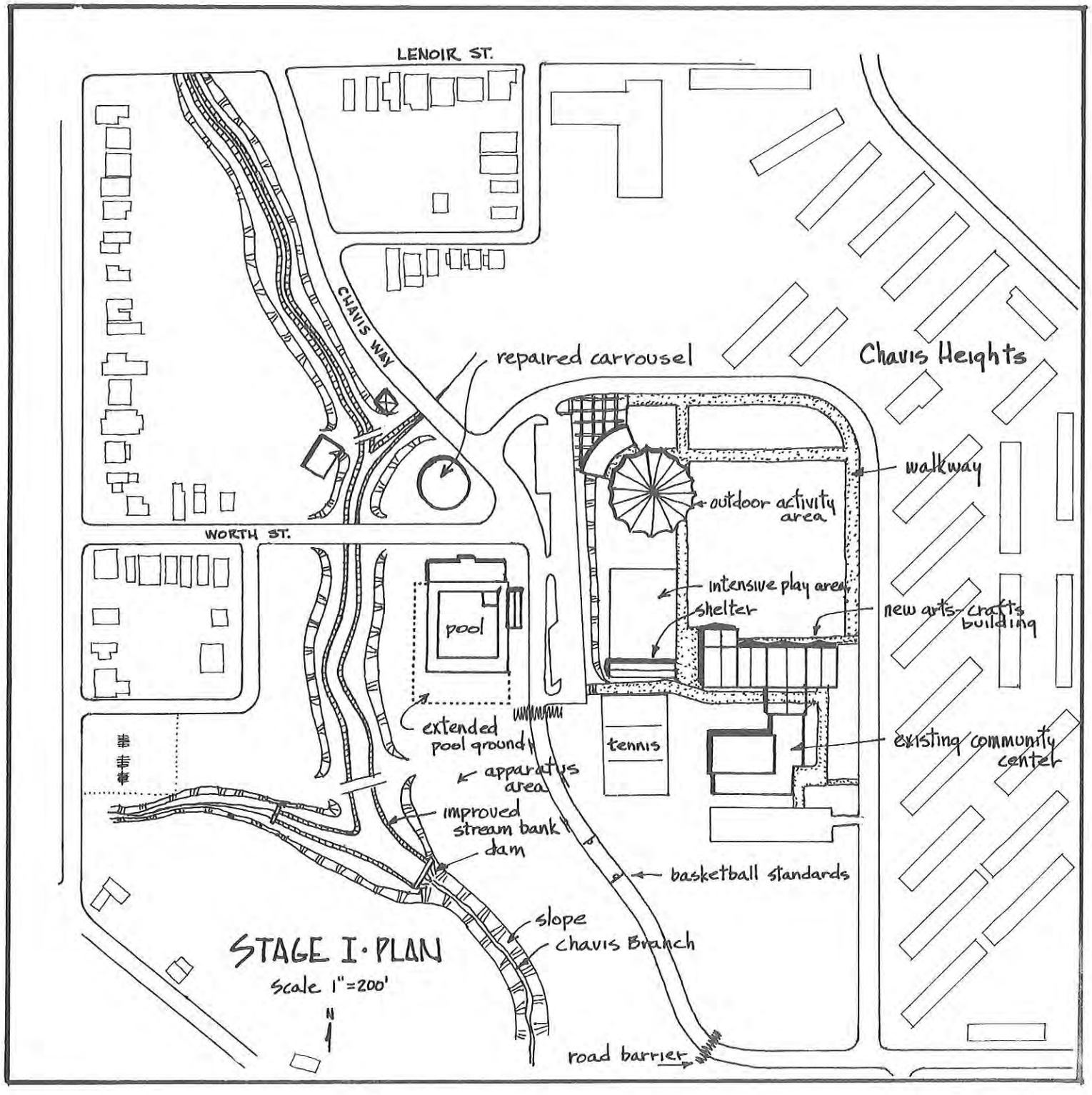
Private Individual

Special

1. School
2. Housing Authority
3. Contested
4. C.P.&L. Co.
5. Real Estate Companies
6. State

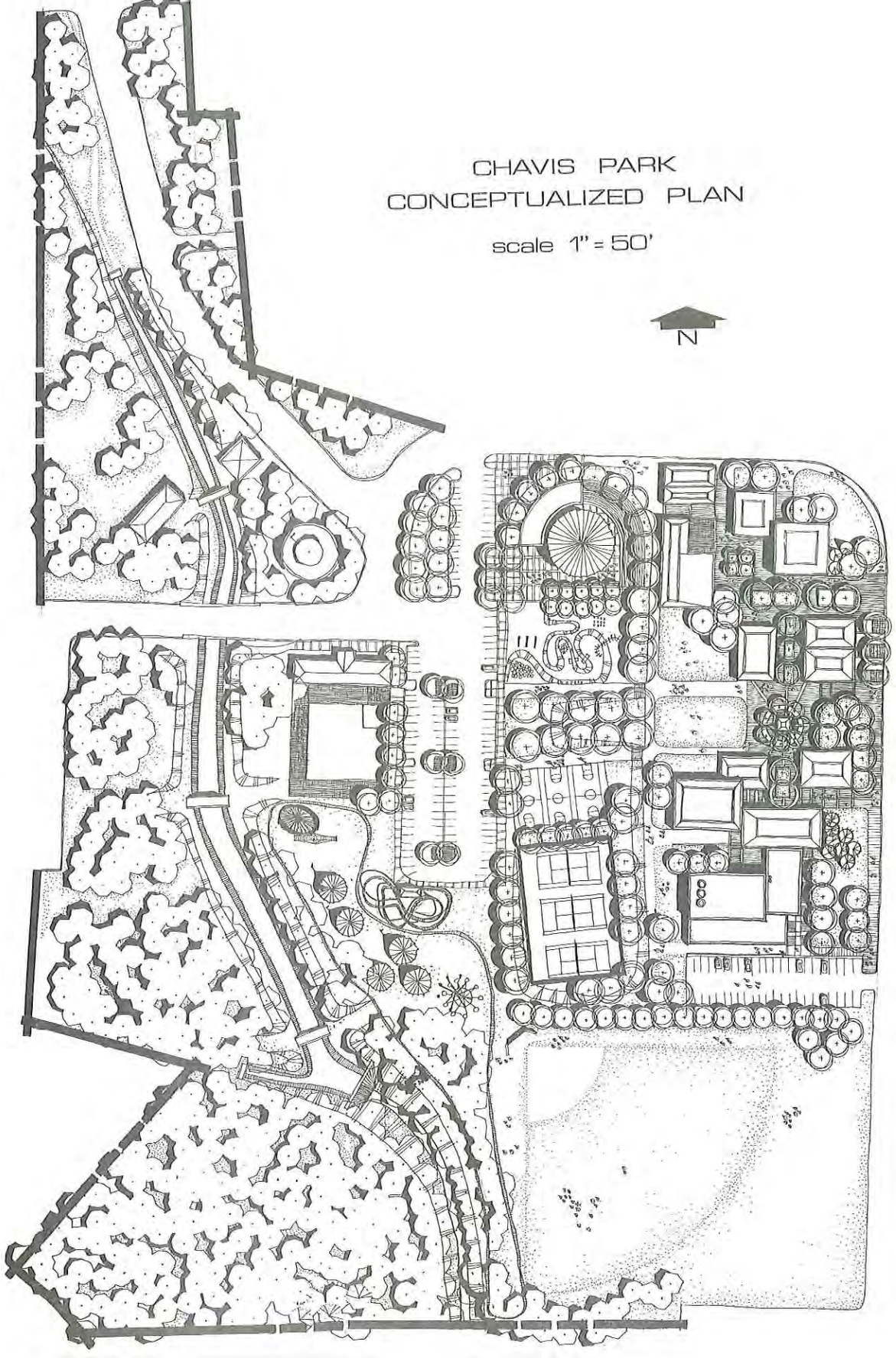
Features of Best Plan

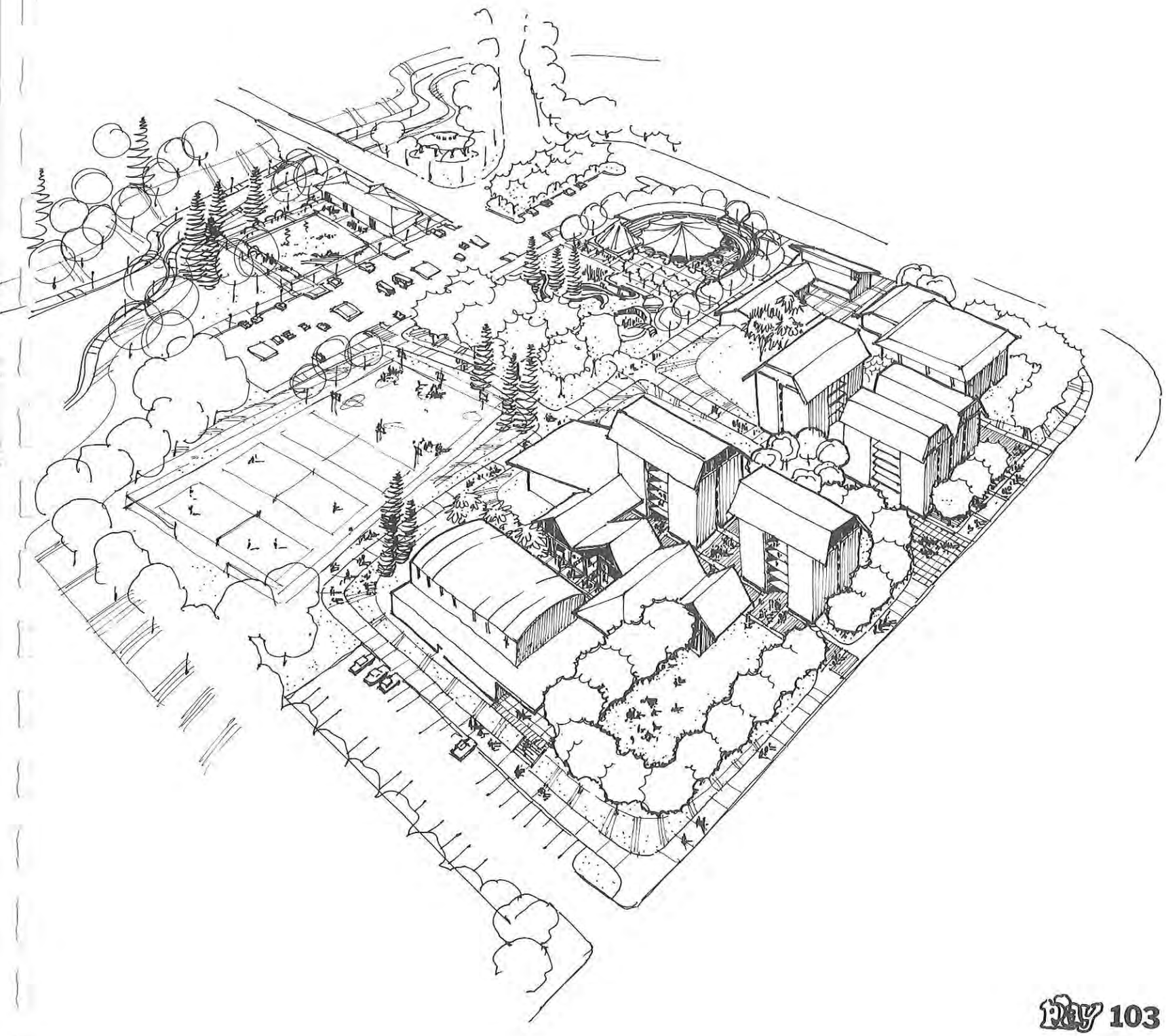
Physical	New Activity	Policy
Elimination of ball field and fence	Site For buildings	Changing of a portion of the park from open land to an intensively urban environment center. Nearby school (Ligon) will have to build own ball field. P & R could help finance with condition of cooperative use of the ball field.
Buildings in ball field	Concentration of activities and energies in small area	Focal point for the community, easy communication with school facilities (encourage inter-facility uses)
Parking lot between buildings and pool	Central convenient parking	Division of seasonal activities (outside activities) from year-round activities inside.
YMCA Building	Intensive year-round recreation	Quasi-public agency can take some facility burden off the Parks Department while P & R increases the parks services.
Crafts & Arts Building	Intensive year-round recreation. Department relationship with O.E.O. and other social improvement groups to finance building and programs.	Introduce activities which can raise socio-economic conditions in the community (educatioq, skills) Make available relaxing activities for many age groups.
Day Care Center	Child recreation and education.	Multiple use of facilities (Arts-Crafts) and needed extension of present day care facilities.
Settlement House	Administration of community activities, job location offices, job training.	Coordination of park and neighborhood activities with park as base elevation of community.
Elimination of Chavis way to consolidate open space	Natural area for picnic, walking, relaxing away from urban center.	Area will fill need of community, create nice environment for pool and creek, and preserve area for future intensive development.
General indoor recreation building	General indoor recreation (pool tables, food, bowling, other concessions, lounging and relaxation, (TV room, etc.)	Building capable of meeting changing needs of people (nightly relaxation for everyday laborers. Recreation concessions to private concessions can greatly lessen burden of building costs and provide badly needed recreation that only private individuals have been able to provide (public-private relationship).
Other Buidlings	Possible building uses	Encourage urban environment and park as a "real" recreation and community center. Accommodate changing neighborhood needs.


LENOIR ST.
CHAVIS WAY
repaired carrousel
Chavis Heights
walkway
outdoor activity area
WORTH ST.
intensive play area
shelter
new arts-crafts building
pool
extended pool ground
tennis
existing community center
apparatus area
improved stream bank
dam
basketball standards
slope
chavis Branch
STAGE I · PLAN
scale 1"=200'
N
road barrier

CHAVIS PARK
CONCEPTUALIZED PLAN

scale 1" = 50'





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