

# Raleigh's Historic Resources & Museum Program Strategic Plan

FALL 2018

Prepared by:

**HR&A**  
Analyze. Advise. Act.  
**Gensler** Ryan-Harris, LLC

 **RALEIGH** Parks,  
Recreation and  
Cultural Resources





# HISTORIC RESOURCES AND MUSEUM PROGRAM



# ACKNOWLEDGMENTS

## ABOUT THE CITY OF RALEIGH HISTORIC RESOURCES AND MUSEUM PROGRAM

Raleigh's Historic Resources and Museum Program was established in 2012 to preserve and activate important cultural, museum, and historic resources within the city, including an artifact collection of more than 21,000 fine and decorative historic objects.

Contact and learn more about the HRM Program online and through social media:

[Raleighnc.gov/museums](http://Raleighnc.gov/museums)



@RaleighHistory



Raleigh History and Museums

## CONSULTING TEAM

**HR&A Advisors, Inc.** is an industry-leading consulting firm providing services in real estate, economic development, and program design and implementation for over 40 years. HR&A has helped create transformative strategies for a broad range of public and private-sector clients, including some of the leading downtown-focused non-profit organizations in the nation. These services are part of wide-ranging real estate advisory, economic development, and public policy practices, delivered by our 90-person staff located in five offices across the United States: Raleigh, Dallas, Los Angeles, New York, and Washington, DC.

**Gensler** has 50+ years of experience planning, programming, designing, and completing studies for both public and private sector facilities. The Raleigh office has a local culture that is committed to passionate client service and innovative design. They bring incredible knowledge of the local market and provide personal attention that delivers creative, business-focused design solutions. They have created new identities, designed workplaces, and converted outdated spaces into vibrant facilities—all while finding new ways to enhance the way people work and play.

Deborah Ryan is the managing principal of **Ryan-Harris, LLC**, and has a 30-year history of assisting communities and their leaders with challenges relating to historic preservation and activation, urban open space, downtown revitalization and civic engagement. She is the co-author of the best-selling *Anarchist's Guide to Historic House Museums*, (Walnut Creek, CA: Left Coast Press/Routledge, October 2015. Listed as the #1 new book on museums and museum studies on Amazon and voted #1 museum education book by the Museum Education Monitor in 2015.



## **CONTRIBUTORS**

*City of Raleigh Historic Resources and Museum Program:* Troy Burton, Ernest Dollar, Amanda Fletcher, Marvin Howell, Josh Ingersoll, Jenna Kostka, Scott Mott, Kathryn Neuhart, Douglas Porter, Ainsley Powell, Megan Raby, Celeste Purvis, Matthew Wright

*Historic Resources and Museum Advisory Board:* Clare Bass, Fred Belledin, Jannette Coleridge-Taylor, Barbara Freedman, Esther Hall, Holmes Harden, Alicia McGill, Joe Mobley, Sam Mordecai, Ed Morris, Stephen Rabin, Lindsay Wagner (ex officio), Tom Ward

*City of Raleigh Parks, Recreation and Cultural Resources Department:* Diane Sauer (Director), Scott Payne (Assistant Director), Stephen Bentley (Assistant Director)

*HR&A Advisors:* Shani Carter, Candace Damon, Kayla Graves, Kyle Vangel

*Gensler Raleigh:* Michael Wagner, Lindsey Barker

*Ryan/Harris LLC:* Deborah Ryan



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**Character** *Diversity*

Small Town Charm

**Food**

Open Space

**HISTORY**

Outdoor activities

Civic Pride

**Heritage**

*When asked about their affinity for Raleigh, residents had a strong sense of pride in the city, and residents and visitors alike enjoy the area's amenities.*



City Of Raleigh  
NORTH CAROLINA

Welcome!

Raleigh is a capital city with a rich history, unique cultural experiences, and people of all backgrounds who call it home. Raleigh's story and those of its residents – both past and present – lay the foundation from which our city will continue to grow as an epicenter for arts and culture, education, and commerce in the region. Our shared story inspires us to envision creative possibilities and encourages us to view the world and our beautiful city through new lenses.

The Historic Resources and Museum (HRM) Program cares for and activates the physical elements that represent our city's unique history. The museums, sites, and historic objects managed by the HRM Program illuminate our collective story, allowing us to take lessons from our past to build a stronger tomorrow.

Through the organizational Plan presented on the following pages, the HRM Program will build on the goals established in the City of Raleigh Strategic Plan to strengthen our collective identity and encourage further development of arts and cultural programming in the City. Importantly, the HRM Program will continue to steward places that tell stories reflective of Raleigh's diverse populations; strengthen partnerships for increased programming capacity and impact; broaden its reach for education and activation of public spaces throughout the city; increase accessibility of its programs, sites, and collections; and create and maintain welcoming spaces for residents and visitors to learn, engage, and play.

Plans like these are not possible without vision and commitment. Many individuals and groups have contributed to this project; including residents, civic leaders, partner organizations and City staff. It is through careful coordination, and collaboration that we can present the HRM Program with an actionable framework through which the plan will be achieved.

Raleigh's historic resources and museums are integral components of the City's cultural ecosystem, contributing to positive social and economic growth. Thank you for your interest in the HRM Program, its vision for the future and for being part of Raleigh's distinctive story.

Sincerely,

Nancy McFarlane  
Mayor





*Moore Square Groundbreaking*







# EXECUTIVE SUMMARY



## CONTEXT

Founded in 1792, North Carolina's capital city has grown from a small town to one of the premier education and innovation centers in the country, home to diverse and growing populations and a vibrant cultural scene.

Over the last thirty years, Raleigh more than doubled its population, from 201,000 in 1987 to well over 450,000 in 2016. This period of growth represents a unique period in the City's history and marks an opportunity now to not only reconnect with long-time residents, but also to reach the next generation of people moving in and calling Raleigh home.

**In June 2012, Raleigh City Council created the Historic Resources and Museum Program (HRM Program) with the express purpose of protecting and programming the cultural, museum, and historic resources within the City of Raleigh.** The program identified cultural, museum, and historic resources within the City of Raleigh. The commitment was reaffirmed in 2014 with additional recommendations from the Parks, Recreation and Cultural Resources (PRCR) Department's System Plan.

The HRM Program is located within the Parks, Recreation and Cultural Resources Department. Since its creation, HRM has expanded its portfolio to include some of Raleigh's most historic and iconic sites, including Pullen Park Carousel and the Pope House. During FY2017, HRM saw almost 1,000,000 registered visitors, even more when considering non-registered visitors to parks, museums, and other Program sites. The Program's growth is represented not only by their annual attendance figures, but also through increased staff capacity. HRM currently employs 14 full time staff, and approximately 300 part-time staff, which represent a 33% increase since the program began. Operations are also supported by a force of roughly 1,100 volunteers throughout the year.



*Tour Group at COR Museum*





*Letterland Parade at Pullen Park*



# STRATEGIC PLAN

**Through implementation of the Strategic Plan, the HRM Program can continue to honor Raleigh’s history and increase awareness of its heritage, while supporting citywide goals around inclusion, economic prosperity, and celebration of vibrant, healthy communities.** The strategic plan will enable HRM to strengthen its original mission and intentions to meet the educational and programmatic needs of Raleigh residents and visitors.

The Strategic Plan holistically evaluates the operations and governance of the HRM Program, identifies ways for the program to move forward, and recommends strategies to achieve those goals. The Raleigh Historic Resources and Museum Program Strategic Plan is ultimately a roadmap for the program’s growth and influence within the PRCR Department, City of Raleigh, and Triangle Region.

## *Plan Elements*

### 1. Existing Conditions

- A detailed assessment of current conditions for operations and governance in the HRM Program based on site visits, operational documentation, staff engagement, and community engagement.

### 2. Program Vision

- A defined set of characteristics and goals for the HRM Program moving forward that build on the organization’s purpose and influence within the City of Raleigh.
- Recommendations for the program’s interpretation, activation, marketing and branding, and site design.
- Recommendations for HRM’s relationship to the broader PRCR department, its internal staffing model, and external

funding and partnerships as the program increases its impact on a wider audience.

### 3. Implementation

- Synthesized implementation plan for recommended strategies, including high-level identification of current and future capital needs and other funding requirements, their prioritization, and metrics tied to tracking progress towards the Plan’s highest-level goals.

Plan development was supported by an extensive community engagement strategy and evaluation of national best practices to inform recommendations.

## *Connection to Past City Plans*

The HRM Program is part of a larger system of assets and services in the City’s Parks, Recreation and Cultural Resources Department.

- In 2014, Raleigh’s Parks, Recreation and Cultural Resources released a system plan that would guide the department’s strategic investments and strategies moving forward. The goals expressed therein reaffirmed the City’s commitment to the preservation and activation of its historic resources.
- Raleigh’s 2015 Strategic Plan leveraged recommendations in the 2009 Comprehensive Plan to develop strategies for the identification of and long-term visioning for the HRM Program and other important historic and cultural assets.
- The 2016 Raleigh Arts Plan detailed strategies for implementing a vision of Raleigh as “a community connected through arts and culture,” for which HRM’s role as a cultural steward would play a role in realizing.

## ***PRCR Systems Plan***

Goals and objectives outlined in the PRCR System Plan that are particularly relevant to the HRM Program are indicated below. Strategies from the HRM Program Strategic Plan are designed to build from and expand on these directives and supporting action items identified.

### **Goal 1: The City of Raleigh will continue to support historic resource preservation, protection, and acquisition.**

#### *Objectives*

- A. Implement the mission and goals of the Historic Resources and Museum Program.
- B. Manage City of Raleigh Historic Resources and Museum Program's Fine Arts Object Collection to adopted industry standards.
- C. Operate City of Raleigh Historic Resources and Museum assets to effectively balance public use and stewardship.
- D. Actively seek, acquire, and manage unique historic properties and assets that are critical to preserving the city's and area's heritage and story.
- E. Actively seek, engage and nurture public and private sources of funding and support.
- F. Expand opportunities for effective partnership and volunteers throughout all City of Raleigh Historic Resources and Museums.

### **Goal 2: The City of Raleigh will interpret the community's history through its historic properties, museums and programs in such a way as to attract more use and visitation while balancing stewardship and conservation of resources.**

#### *Objectives*

- A. Identify compelling stories that can be conveyed using industry standard active, passive and/or tactile learning methods.
- B. Enhance utilization technology at the city's historic properties and museums.
- C. Integrate historic resources and museums into the city's parks, recreation and cultural resources as well as other city departments.
- D. Advocate and promote traditional site-based visitation as well as utilize technology to provide remote experiences for non-site based visitations.

## RECOMMENDATIONS

**The Strategic Plan outlines a community-oriented and inclusive vision and action plan for HRM's future as a steward of the City's heritage and places of learning, recreation, and cultural entertainment.**

### Goals

HRM Program staff and Advisory Board members articulated a vision for the HRM Program, distilled into the five goals outlined below. Goals are organized according to function, from mission to implementation.

1. The steward of activated, innovative places for community engagement that draw residents and visitors.
2. The curator of places that are sources of understanding and appreciation of Raleigh's heritage by diverse populations.
3. An approachable organization with a broad interpretive reach for today's audiences.
4. The recognized, unifying organization for a system of City-owned historic assets in Raleigh.
5. A financially and operationally sound organization.

### Strategies

Through an analysis of existing conditions and their alignment with Plan goals, the team developed a set of 30 strategic recommendations for advancing the HRM Program's mission. Strategies range from short-term, low-cost actions that could show measurable impacts (e.g. strengthening partnerships with other organizations) to long-term, higher-cost actions that expand the physical reach of the Program (e.g. acquiring new sites).

HRM priorities in the near term revolve around making the organization more accessible to and reflective of the diverse backgrounds and experiences of Raleigh's residents. Lower cost actions for advancing these goals include **strengthening partnerships** internally within City government and among HRM functions, and externally with new and existing historic and cultural affinity groups and local businesses. **Cross-promoting events** and developing joint programming among HRM sites of low (e.g. Pope House Museum) and high traffic (e.g. Pullen Park Historic Attractions) will increase awareness and interest in lesser-known sites.

Raleigh is a diverse city with a complex and compelling heritage that can be learned from and celebrated through the HRM Program. Regularly surveying visitors at HRM sites will provide insight into the types of programming that may interest them and encourage greater use of the Program's assets. A **range of educational, entertainment, and recreation uses** should be available across the Program to encourage visitation by groups with diverse interests and further activate and increase visitation at sites of both high traffic and low traffic in the Program. **Expanding exhibits beyond the walls of HRM sites** will extend the reach of the Program and capture more diverse audiences.

Telling **more stories about underrepresented communities** in Raleigh further distinguishes the Program as a vehicle for educating and bringing together people of diverse backgrounds to form a stronger community. Additional investments must be made to strengthen Program assets that help to tell those stories, including **increased programming at the Pope House** and an **interpretation and master plan for the Latta House and University site**. The strategies identified in the short term will rely heavily on increased staff capacity for implementation.



In the longer term, the HRM Program's focus will lie in addressing physical access and capacity constraints for programming and strengthening its identity and recognition as a unifying organization for Raleigh's heritage assets. These strategies require higher capital and operational costs for implementation given the need for investment in the physical conditions of sites. **The Historic Raleigh Trolley provides an opportunity to physically and interpretively connect all sites** within the Program, but a **shared narrative and communications approach** across each asset must be developed to ensure continuity in public awareness of the HRM Program and its value to Raleigh's heritage and community.

The physical capacity of the older buildings that house much of the HRM Program's existing activities limits the amount of education and cultural programming that can take place and constrains the ability for the Program to responsibly store and access the significant material culture collection amassed over a short period. Priorities for capital funding needs over this period include establishing a **permanent location for the COR Museum**, improving **quality storage conditions** for collections and freeing up storage space for core programming functions, providing **welcoming public spaces** within each site, and **improvements to the Pope House** that activate the site and increase visitor capacity.

Implementation of the Strategic Plan will rely heavily on successful partnerships within and outside of City government and the commitment of resources for funding capital needs and limited numbers of new staff and/or contracted positions to deliver the core programmatic and administrative functions of the Program.







# COMMUNITY ENGAGEMENT

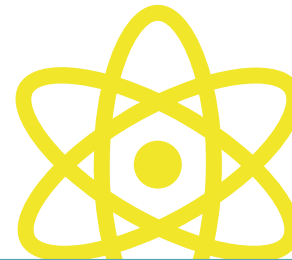


# ENGAGEMENT STRATEGY

HRM staff and consultants engaged community members in the Triangle area to understand current attendance trends and ascertain levels of interest in future programming at HRM Program sites. Engagement strategies throughout the course of plan development included: 1) survey and street team, 2) pilot activation events, and 3) community meetings. Survey and street team deployment took place from December 2017 to February 2018, an HRM Program Open House occurred in April 2018, and community meetings soliciting feedback on the draft Plan take place in September and October 2018.



**1. STREET TEAM AND SURVEYS**



**2. HRM OPEN HOUSE**



**3. STRATEGIC PLAN COMMUNITY MEETINGS**





*Spectators at Fletcher Amphitheater*



## STREET TEAM AND SURVEY

The HRM Program administered a benchmarking survey to understand more about existing conditions and interest in future programming.

The short form of the survey was distributed to attendees of Holiday Express 2017 via email. The long form of the survey was distributed to:

- Attendees of First Night Raleigh 2017 via an in-person street team and at the COR Museum to drive interest.
- Attendees of North Carolina Museum of History's 2018 African-American Cultural Celebration via an in-person street team.
- Members of the PRCR listserv and other members of the public with access to the online survey link.

Results held significant impact for the approach to future HRM programming.

- ***Varying Preferences:*** Add unexpected programming to attract audiences that don't typically visit HRM sites.
- ***Inconsistent Visitation:*** Capitalize on visitation to Pullen Park, Moore Square, and COR to drive interest in other sites.
- ***Connectivity:*** Programming that literally connects HRM assets is of interest to stakeholders, residents, and visitors.

**1,055**  
SURVEY RESPONSES

**95%**  
SHARE OF SURVEY  
RESPONDENTS FROM  
TRIANGLE AREA

**3**  
STREET TEAM  
LOCATIONS

**10**  
STREET TEAM  
VOLUNTEERS

### *Survey Questions*

1. How many times have you visited these HRM sites and attractions in the past?
2. Please evaluate these potential future activities at HRM sites on a scale from very boring (1) to super fun (5).
3. For any of the activities above that you thought were fun (scored a 4 or 5), what is the most you would be willing to pay per ticket to attend?
4. What zip code do you live in?
5. How many years have you lived in Raleigh?
6. What do you enjoy most about living in or visiting Raleigh?

### *Survey Feedback*

- In an open-ended format, survey respondents described their affinity for Raleigh as stemming from its “small town charm”, “character”, “civic pride”, “diversity”, “history/heritage”, “outdoor activities”, “open space”, and “food”.
- The most visited sites in the HRM Program are - in order - Pullen Park, Moore Square, and the City of Raleigh Museum.
- However, the majority of HRM’s portfolio is largely unknown, even among Raleigh residents. Most respondents have not visited more

than the top 3 sites, though members of the PRCR listserv had visited at least 6 sites on average.

- Attendees at signature events or “flagship” HRM locations are not likely to visit other sites. The median number of sites visited by Holiday Express attendees was 2, with the greatest visitation seen at Pullen Park and Moore Square.
- Respondents reacted favorably to most of the future programming suggested, which included a mix of passive and active site-specific activities. Holiday Express attendees were most interested in events targeted toward children such as a birthday party at Pullen Park or a summer sing along at Fletcher Park. Other respondents indicated a trolley tour, moonlight market at Moore Square, and a bike ride to all HRM assets among top activity choices.
- The least frequent visitors - those who have visited less than 4 HRM sites - expressed greater interest in non-traditional programming such as hip-hop classes or frisbee golf than other respondents.
- Virtually everyone was willing to pay for an attractive event, especially if food or drink were provided, according to survey administrators.





# Historic Raleigh Open House

Presented by the City of Raleigh Historic Resources and Museum Program

Tour some of Raleigh's iconic historic sites on Saturday, April 28,  
for a day filled with interactive programming, lectures,  
a bike tour led by Raleigh Sister Cities, and more!



**Borden Building**  
820 Clay Street  
9am to 12pm  
Come see a sneak peek of the Capital City Camera Club exhibit based on themes related to Raleigh and NC!



**John Chavis Memorial Park Historic Attractions**  
505 MLK Jr. Blvd  
10am to 4pm  
Ride one of NC's most historic attractions, the famed Allan Herschell Carousel in John Chavis Memorial Park, free all day!



**City of Raleigh Museum**  
220 Fayetteville St.  
9am to 4pm  
The museum is open for viewing all day, and all are welcome to the historic Fayetteville Street walking tour at 2pm.



**The Latta House and University Site**  
1001 Parker Street  
10:30am to 2:30pm  
Hear speakers, connect with community organizations, listen to music, and enjoy delicious refreshments in this open air space!



**Raleigh Heritage Bike Tour**  
1 Mimosa Street  
10am and 1pm  
Bring your bike and travel through Raleigh's heritage sites with Sister Cities! Tours will last ~2 hours. Space is limited. Register at: [BikeHRM.Eventbrite.com](http://BikeHRM.Eventbrite.com)



**Pope House Museum**  
511 S Wilmington Street  
10am to 2pm  
Tour the historic home of Dr. Manassa Pope, one of Raleigh's influential black leaders of the early twentieth century. Tours begin every hour on the hour!



**Pullen Park Historic Attractions**  
520 Ashe Avenue  
10am to 4pm  
Pullen Park is transformed into the imaginary place Letterland, home to all the letters of the alphabet!



**The Tucker House**  
418 N Person Street  
10am to 4pm  
Bring your best friend to a pop up dog park on the Tucker House lawn!



**Mordecai Historic Park**  
1 Mimosa Street  
8am to 4pm  
Get your summer garden started at Mordecai Historic Park's Annual Plant Sale, tour the site, and browse the Mordecai PAC community yard sale!





## HRM OPEN HOUSE

In April 2018, the HRM Program hosted a series of open houses across its sites to: raise awareness and communicate the value of HRM assets; expand HRM's traditional audience; highlight HRM as a unifying organization for Raleigh's heritage assets; and create something that could be replicable for future programming strategies.

Each site was linked to the broader HRM Program through a single 2-sided flyer that included a map highlighting the location of each asset and a list of the various events taking place throughout the day. The agenda for the day will be distributed via the City's listserv, HRM website, and City calendar.

The Raleigh Heritage Bike Ride, developed in partnership with Raleigh Sister Cities, allowed participants to see most sites in the Program and identify which ones they would like to visit in the future. The bike route was also available at each site for those who may have opted to travel the route on their own at any future time.

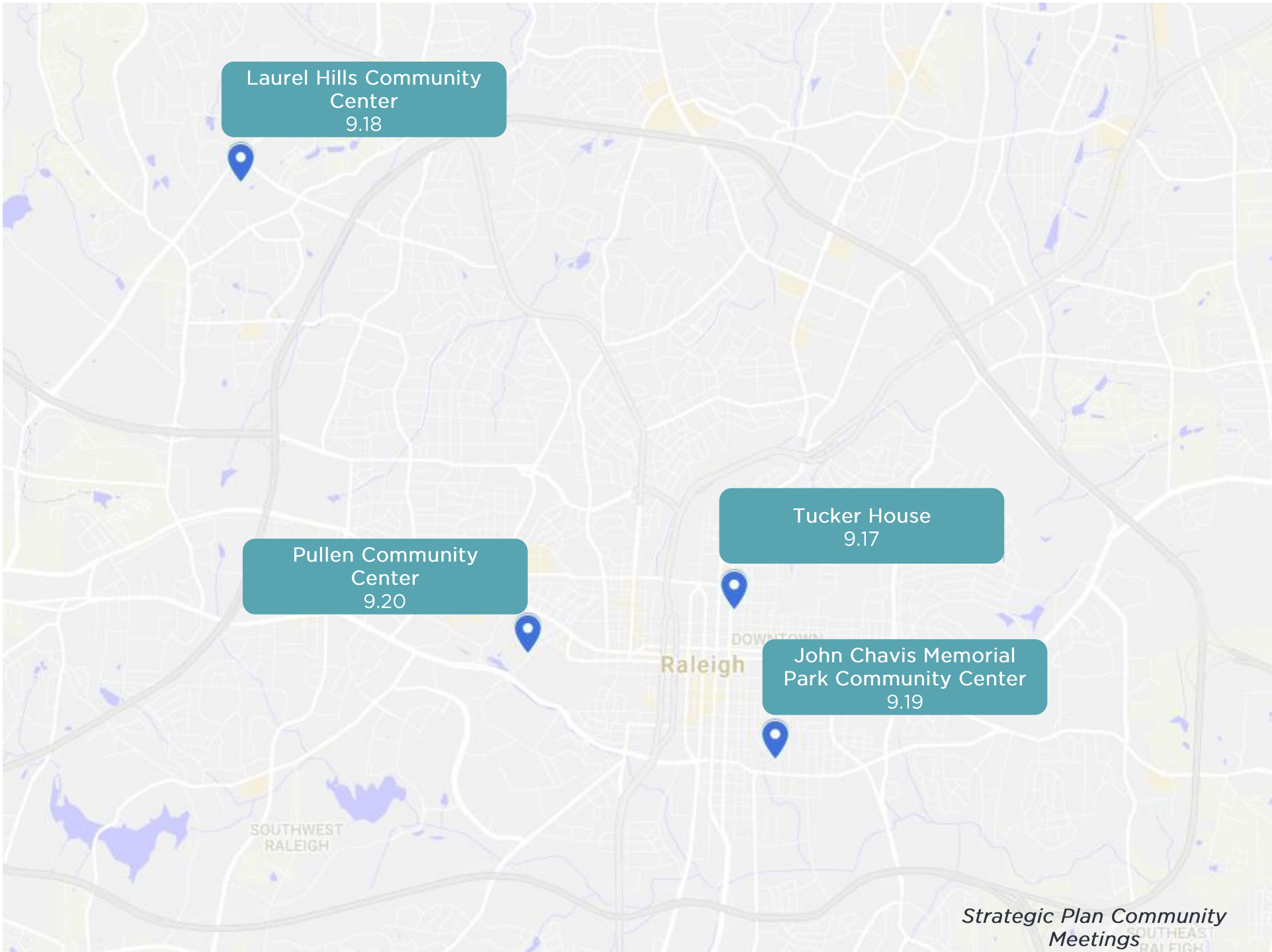
Other partnerships included the garden sale at Mordecai with the Mordecai CAC and speakers and music hosted at the Latta House and University Site through neighboring organizations.

9  
ACTIVATED  
SITES

1  
PROGRAM-WIDE  
BIKE TOUR

5+  
PARTNERSHIPS WITH  
COMMUNITY  
ORGANIZATIONS





*Strategic Plan Community Meetings*



## COMMUNITY MEETINGS

The HRM Program hosted community meetings at the following locations to review and receive feedback on the existing conditions and recommended strategies contained within the Strategic Plan. Feedback from these meetings influenced strategies and their prioritization in the final Strategic Plan.

Members of the HRM staff, advisory board, and consulting team were available from 6:30-8pm:

- Sept. 17, 2018 - Tucker House
- Sept. 18, 2018 - Laurel Hills Community Center
- Sept. 19, 2018 - John Chavis Memorial Park Community Center
- Sept. 20, 2018 - Pullen Community Center

Residents also offered additional written feedback after reviewing the Plan online at [raleighnc.gov/museums](http://raleighnc.gov/museums).

**4**  
MEETINGS

**9/17-20**  
MEETING DATES

**30**  
DAYS DRAFT PLAN  
HOSTED ONLINE

**10/16**  
END OF PUBLIC  
COMMENT PERIOD







# PROGRAM VISION



## GOALS

Through staff and community engagement, the HRM Program developed a vision for the HRM Program over the next five years.

### 1 ACTIVE STEWARDSHIP

The steward of activated, innovative places for community engagement that draw residents and visitors.

### 2 DIVERSE AUDIENCES

The curator of places that are sources of understanding and appreciation of Raleigh's heritage by diverse populations.

### 3 LIVING HERITAGE

An approachable organization with a broad interpretive reach for today's audiences.



# 4 COLLECTIVE IDENTITY

The recognized, unifying organization for a system of City-owned historic assets in Raleigh.

# 5 EFFECTIVE GOVERNANCE

A financially and operationally sound organization.







# EXISTING CONDITIONS



## PROGRAM OVERVIEW

The City of Raleigh established the Historic Resources and Museum Program in 2012 to preserve and activate important cultural, museum, and historic resources within the city, including an artifact collection of more than 21,000 fine and decorative historic objects.

To inform the development of the Strategic Plan, the HRM Program undertook a review of available information about Raleigh, the Program, and the cultural landscape in the city. This reconnaissance included a comprehensive review of the organization through an examination of existing plans, agreements, and organizational documents including:

- City of Raleigh Comprehensive Plan
- City of Raleigh Arts Plan
- City of Raleigh Strategic Plan
- City of Raleigh Parks, Recreation and Cultural Resources
- HRM Program Annual Reports
- HRM Program Budgets
- In-person and recorded interviews with staff and stakeholders

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## STRENGTHS

### PHYSICAL ASSETS

With 10 historic sites, 2 historic trolleys, numerous historical attractions, and more than 21,000 artifacts, HRM Program has an unparalleled set of assets that support the organization's mission of preserving and increasing education and interaction with Raleigh's heritage.

### PROGRAM VISITATION

Program-wide visitation has increased steadily since HRM's inception and significantly in the past fiscal year, with over 924,120 registered visitors in FY 2016-17. Visitation has increased across most sites, with total visitation up 6% since FY 2013-14. Marquee events such as Letterland at Pullen Park contribute significantly to this growth.

### HERITAGE COMMUNITY

The Program boasts a community of over 1,100 volunteers, many of which serve as docents and supportive staff regularly at HRM sites. Members connected through the newsletter continue to visit and support programming at all sites across the portfolio.

**1,100**  
VOLUNTEERS

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## CHALLENGES

### PROGRAM IDENTITY

The HRM Program has a strong reputation through some of its more popular programs and sites but lacks a cohesive identity recognizable to the general public.

### AUDIENCE DIVERSITY

Akin to many cultural organizations across the country, the observed makeup of visitors within the Program does not fully reflect the diversity observed in the city of Raleigh's population. Gaps in interpretation may present opportunities for developing non-traditional programs and narratives.

### ORGANIZATIONAL CAPACITY

HRM is adept at leveraging its financial resources within the Program, and revenue generation in HRM continues to increase over time. However, the ability to budget for additional resources needed to advance strategic initiatives is limited. Physical and operational capacity constraints limit growth in the short term, even for "core" sites.

**900,000**  
TOTAL PROGRAM  
VISITATION



# Raleigh Historic Resources and Museum Program Assets



John Chavis Memorial Park  
Historic Attractions



Pullen Park Historic  
Attractions



Collections



Exhibits

## Historic Attractions

## Curation



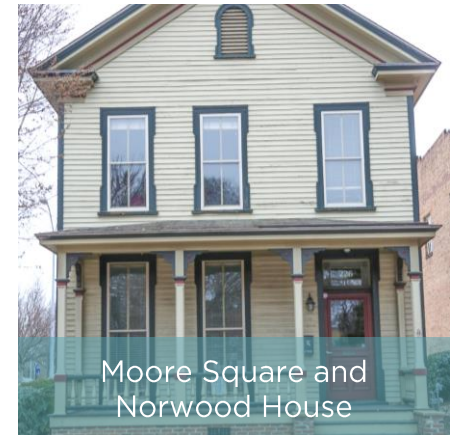
City of Raleigh Museum



Pope House Museum



Latta House and  
University Site



Moore Square and  
Norwood House

## Museums

## Historic Sites



Borden Building and Fred  
Fletcher Amphitheater



Mordecai Historic Park



Tucker House



Historic Raleigh Trolley

## Historic Sites



## Description of Raleigh HRM Program Assets

The Program is divided into four sections: Historic Attractions, Historic Sites, Museums, and Curation. Full descriptions of program assets by category are below.

	Current HRM Facilities	Historical Significance
Historic Attractions	John Chavis Memorial Park Historic Attractions	John Chavis Memorial Park was the only major public space in the city available to African-American residents before integration. The carousel, built in the late 1910s by the famous designer, the Allan Herschell Company of North Tonawanda N.Y., moved to Raleigh in May 1938. The park underwent a master planning process in 2014 and is currently implementing the first phase of recommendations in 2018.
	Pullen Park Historic Attractions	Established in 1887, Pullen Park is the first public park in North Carolina, the 5th oldest operating amusement park in the U.S., and the 16th oldest in the world. At 66 acres, the park offers a variety of well-known Raleigh attractions, including the Pullen Park Carousel, which was designed by famous Dentzel Carousel Company. The Park also has a historic miniature train, as well as paddle boats, and other recreational facilities.
Historic Sites	Borden Building and Fred Fletcher Amphitheater	The Borden Building – built in 1903 by Charles Pearson, one of the first licensed architects from North Carolina – is the former Methodist Home for Children. The site played a pivotal role in Raleigh’s development, economically and physically. This is one of the last remaining buildings from the Methodist Home’s campus, which was demolished during the 1980s.
	Historic Raleigh Trolley	The first trolleys in Raleigh began operating in 1886 and were drawn by mules on 4 miles of track. Eventually converted to electricity, the trolleys were the first form of public transportation in the city and operated until 1934. The modern trolley program was restarted in 1992 to celebrate the bicentennial of the founding of Raleigh, and the Raleigh Trolley has been offering historic tours of the city ever since.
	Latta House and University Site	Former site of the Reverend M. L. Latta House and Latta University. Rev. Latta was one of the first graduates of Shaw University. He operated Latta University, a historically African-American vocational school, from 1892-1920. In 2007, a fire destroyed the house, with only the brick foundation remaining.
	Moore Square and Norwood House	Originally created in the 1790s, Moore Square is one of two surviving public spaces from post-colonial Raleigh. Moore Square is currently undergoing renovations (with an anticipated reopening in early 2019) to meet the needs of a 21 <sup>st</sup> century city, while still retaining its significance as a public green space.



	Current HRM Facilities	Historical Significance
Historic Sites	Mordecai Historic Park	The land surrounding Mordecai Historic Park once comprised one of the largest plantations in central North Carolina. The main house, built in 1785, is the oldest house in Raleigh still standing on its original foundation. Mordecai Historic Park also contains several antebellum structures moved to the site in the 1970s including St. Mark’s Chapel, the Badger-Iredell Law Office, and the Andrew Johnson Birthplace.
	Tucker House	This neo-classic revival style house, built in 1915, was originally the home of a furniture magnate, Garland S. Tucker. In 1975, the Tucker family sold the house to the City of Raleigh, which moved it one block away to its current location.
Museums	City of Raleigh (COR) Museum	The COR Museum currently serves as a repository for the city’s history and heritage. It first opened in 1991 at the Borden Building, and has existed at its current location on the ground floor of the historic Briggs Hardware building – Raleigh’s first “skyscraper” built in 1874 – since 1998. Originally operating as an independent nonprofit, the museum transitioned to the City of Raleigh in 2012.
	Pope House Museum	Built by Dr. Manassa Thomas Pope, the only African-American man to run for mayor of a Southern capital during the Jim Crow Era and one of the few licensed African-American doctors in the state, it is now on the National Register of Historic Places. The site is the only house museum in the State of North Carolina that offers a glimpse into the life of Black Americans at the turn of the century.
Curation	Collections	The HRM Program manages more than 21,000 objects pertaining to local history and material culture including but is not limited to furniture, ceramics, silver, fine art, photographs, archives, amusements, glass, and textiles dating from the 17th century to the present day.
	Exhibits	The HRM Program utilizes existing collections and other curated pieces to design and build exhibits hosted at HRM sites and in external locations, often in partnership with local organizations.

## TRENDS

# 1

GOAL:  
**ACTIVE  
STEWARDSHIP**

### Visitation

Available data based on ticket sales, event rentals, tours, educational programs, and school visitation to HRM sites indicate program-wide visitation has increased steadily since HRM's inception and significantly in the past fiscal year. Note that HRM maintains total visit estimates, not unique visitor estimates. Also, total visit estimates understate or do not include visits to public open spaces such as Moore Square (currently under construction) and Fred Fletcher Amphitheater. In addition, visitation totals do not reflect visitation generated through partnerships off-site. Given data limitations, it is still reasonable to assume that roughly 80-90% of total HRM visitation is to Pullen Park.

*Visitation Growth FY 2015-2016 to FY 2016-2017:*

- Museums increased 13%.
- Historic Sites increased 8%.
- Historic Attractions increased 3%.
- Items held in collections are currently not available for the public to view but are occasionally featured during private tours.

**924,120**

TOTAL PROGRAM  
REGISTERED VISITORS  
IN FY 2016-17

**80-90%**

PULLEN PARK SHARE  
OF TOTAL PROGRAM  
VISITATION

**+6%**

INCREASE IN TOTAL  
VISITORS SINCE FY  
2013-14

**+29%**

COR MUSEUM  
VISITATION GROWTH  
SINCE FY 2013-14



## HRM Program Visitation

	Current HRM Facilities	FY 2016-2017 Total Visitation	% Change from FY 2015- 2016	% Change from FY 2013-2014
Historic Attractions	John Chavis Memorial Park Historic Attractions	6,758	+22%	-27%
	Pullen Park Historic Attractions	831,421	+3%	+5%
Historic Sites	Borden Building & Fred Fletcher Amphitheater	11,632	+102%	+135%
	Historic Raleigh Trolley	7,401	-8%	+9%
	Latta House and University Site	Not recorded during FY16-17	N/A	N/A
	Moore Square	Not recorded during FY16-17; under construction	N/A	N/A
	Mordecai Historic Park	28,052	-6%	10%
	Tucker House	3,886	+11%	-11%
Museums	City of Raleigh Museum	32,681	+15%	+29%
	Pope House Museum	2,289	-15%	154%
	<b>TOTAL</b>	<b>924,120<sup>1</sup></b>	<b>+4%</b>	<b>+6%</b>

<sup>1</sup>FY16-17 visitation recorded in annual report is 916,719. With the additional visitation recorded from the Historic Raleigh Trolley, visitation totals increase to 924,120 in FY16-17; 891,494 in FY15-16; and 872,763 in FY13-14. Visitation from Pullen Park and John Chavis Memorial Park represent ticketed visitation only.

## Activation: Programming

Sites with the greatest visitation incorporate a sustained mix of uses, including venue rentals, recreation, education, and cultural events, indicating that diversity of uses attracts larger audiences. Survey respondents were asked to indicate their level of interest in a series of proposed events at each HRM site. As indicated in the results below, the potential diversity of visitors and their expressed interest in a wide array of programming supports the need to accommodate a mix of uses at each site.

- Survey respondents from the email distribution, First Night Street Team, and African-American Cultural Celebration (31% of overall respondents) were interested in most proposed events. Moore Moonlight Market (85%), Historic Trolley Talks (83%), and Brew and BBQ (80%) were among their favorites.

- Holiday Express survey respondents (69% of overall respondents) registered lower levels of interest in most proposed events but favored more child-friendly activities such as Happy Birthday at Pullen Park (51%), Summer Sing Along (45%), and Brew and BBQ (35%).
- Respondents that had been to fewer than four sites showed relatively greater interest in new ideas such as Hip-Hop Classes and Frisbee Golf than those who had visited four or more sites.

Aside from venue rental, docent-led tours are the primary means for experiencing Historic Sites and Museums. While some visitors enjoy (and expect) docent-led tours, many others seek more experiential learning.

**85%**  
INTEREST IN MOORE  
MOONLIGHT MARKET<sup>1</sup>

- Experiential learning allows visitors to take part in an activity that might have happened in the house, rather than being told it happened. Often this occurs during special events like Haunted Mordecai Festival and Lantern Tours and Sacred Harp Sundays and Living History Saturdays at Mordecai Historic Park, but it is not part of the typical HRM Historic Site or Museum tour.
- Feedback from Open House participants and the benchmarking survey leaned heavily towards seeing more non-traditional activities at the HRM sites, including bike and running tours, history trivia, high tea, festivals with music and youth activities, movie nights, and art programs.

**80%**  
INTEREST IN BREW  
AND BBQ<sup>1</sup>

<sup>1</sup>Survey respondents from the email distribution, First Night Street Team, and African-American Cultural Celebration; excludes Holiday Express respondents. Event descriptions can be found in the Appendix.



### **Activation: Improving Site Aesthetic**

Limited visibility from the street hinders greater visitation as some sites' ability to attract passersby is challenged. The following sites are most unassuming to passers-by but can increase visibility through small design interventions.

#### *Pope House*

Unfortunately, very little of the original neighborhood remains. The house is now surrounded by a parking lot and has lost almost all of its physical context. Stronachs Alley remains but it is almost indistinguishable in a sea of parking. The house has a lonely presence on a block that consists mostly of surface parking lots and appears at first glance to be a private residence. The small yard surrounding the house is not maintained at the same high standard as other city properties. The hedge in the front yard is in poor condition and provides a visual barrier to the house, and the small patch of grass is full of weeds.

Limited to no signage announces the property's presence as a public asset open for tours. A "No Trespassing

Sign" and a historical marker are the only signs in the front yard, except on Saturdays when a sandwich board announcing that the museum is open is placed on the sidewalk beside the front door.

Improvements to the asset could take many forms, such as wayfinding and signage to the removal of obstacles like overgrown hedges. Larger scale improvements could address a wholesale refresh of the property's small landscape, or even the acquisition of adjacent property to accommodate parking and visitor groups. Architectural and structural repairs and improvements could focus on just the envelope of the existing asset or strategies to expand the enclosed space

#### *Mordecai Historic Park*

Signage at Mordecai is only readable from vehicular traffic heading in one direction along Wake Forest Road. A colorful sign and a beautifully landscaped low, metal fence mark the Mordecai Historic Park. A similar sign and fence mark the MHP Visitors Center. However, both these signs are visible only if traveling from the southeast.

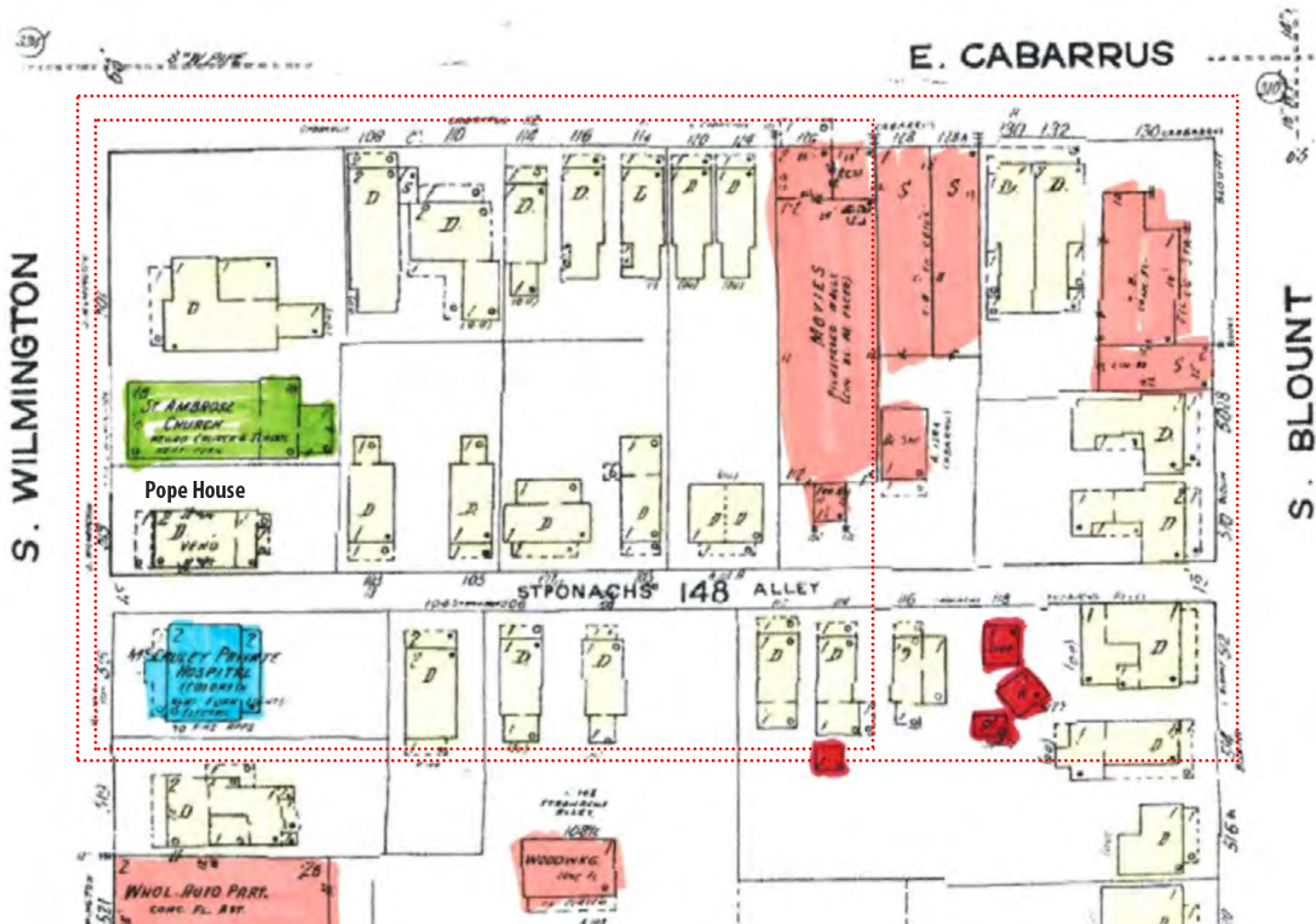
The front door of the uninterpreted but contributing historic house that contains the Visitor Center is on Wake Forest Road and across from the stop light at Glascock Street. Pedestrian access from the surrounding neighborhood is less than desirable. The crosswalk on Wake Forest Road has been obscured and a light pole blocks the sidewalk leading to the front steps. The house sits fairly far back on the street and the front yard has not been kept to the high standard elsewhere on the property. The retaining wall and stairs leading from the street are in poor condition. There is no furniture on the front porch and no traffic in or out the front door as it is not used as an entrance.

#### *COR Museum*

There is a welcoming sandwich board in front of the COR Museum, and it clearly states that admission is free to the museum, but it is hard to see what is inside the building through the plate glass windows. Once inside, there is something that looks like a ticket counter, which can be confusing, since admission is said to be free.

# Historic Parcel Map of Pope House Block

1914 - 1950 Sanborn Fire Insurance Map Showing  
Stronach's Alley, E. Cabarrus (N), S. Wilmington (W), S. Blount (E), and E. Lenoir (S)





# 2018 Parcel Map of Pope House Block



## TRENDS

### 2 GOAL: DIVERSE AUDIENCES

#### Age

Children’s programming drives visitation, and, among current visitors, there is a desire for additional programming targeted to that age group. As noted, HRM visitation is overwhelmingly driven by Pullen Park, which is programmed through playground areas, attractions like the train and carousel, and other special events for primary school children such as Holiday Express or Letterland. Daytime activities at the COR Museum, Pope House, and Mordecai Historic Park are asserted to be primarily patronized by school groups and are near capacity for instructional space and tour schedules.

69%

SURVEY RESPONDENT  
PREFERENCES FOR  
EVENTS WITH KIDS  
ACTIVITIES

#### Citywide Representation

Although more robust data might modestly (10%-20%) shift the results, anecdotal and street team survey assessments indicate that HRM attracts visitation that is not representative of the city’s population. For instance, only 5% of survey respondents came from Southeast Raleigh, which represents over 10% of the city’s population. While not unusual for systems of historic assets, diversifying the visitation demographic will be critical to meeting Plan goals. Given Pullen Park’s dominance in program-wide visitation, respondents from the Holiday Express Survey are likely to represent the traditional HRM visitor. The survey results are believed to be typical of total visitation, according to HRM staff.

5%

SHARE OF RALEIGH  
SURVEY  
RESPONDENTS FROM  
SOUTHEAST RALEIGH



## Languages

Little to no representation of languages other than English at HRM sites limits participation by non-English speaking populations, which represent nearly 17% of Raleigh's total population. Language translation is a key indicator of welcome for visitors who may not have learned English as their first language or come from a home where English is not the prime language spoken. Translating exhibits and marketing materials into Spanish (~10% of Raleigh population) and other languages will communicate a desire to attract audiences from non-traditional backgrounds and could serve as a source of learning and exposure to other languages for those who are English speakers.

There are opportunities to use a live three-way translation service at sites through coordination with PRCR as well as internal translation services through the Cultural Outreach and Enrichment Program.

## Data Collection

There are no summary data of visitation by age group, nationality, race, ethnicity, education level, or location of residence. The Program's ability to advance goals of growing and diversifying audience will require developing a baseline of information about the size and demographics of visitation and regularly updating it.

**17%**  
NON-ENGLISH  
SPEAKERS SHARE OF  
RALEIGH  
POPULATION



*Student Group at COR Museum*

## TRENDS

### 3 GOAL: LIVING HERITAGE

#### **Program-wide Interpretation**

Narratives shared at each site across the program are wide ranging, covering both political and social history, reflecting a strong ability to relay stories of importance. However, while the interpretation at individual sites is strong, there is no cohesive narrative for the system of HRM sites. Each site is programmed as a separate entity, although many were built or occupied during the same time periods, and it is reasonable to assume that their occupants could have crossed paths. Additionally, there are gaps in the interpretive narrative primarily around stories of women and children, the city's development patterns, and contemporary site usage.

**50%**  
SHARE OF HRM  
PROGRAM ASSETS  
BUILT BETWEEN 1874  
AND 1900

#### **Historic Attractions Interpretation**

There is no interpretive program for the John Chavis Memorial Park Carousel and no explanation of its relation to the park within which it sits, which was developed as a "separate but equal" recreational facility for African-Americans. Funded by the Works Progress Administration (WPA) during the Great Depression, the park was one of a few segregated recreational facilities built in North Carolina and entertained a large portion of Raleigh's African-American population throughout the 20th century.

By all accounts, Pullen Park is a regional destination, but little understanding of the area's history or the park's contextual relationship to the city and region is communicated. The legacy of Pullen as the first public park in North Carolina is not particularly visible, although there does seem to be a strong sense of nostalgic memory associated with generational use of the park and its amusements.



## **Historic Sites Interpretation**

### *Borden Building and Fred Fletcher Amphitheater*

There is no established narrative for the Borden Building beyond it being the first building erected at the Methodist Orphanage aka Methodist Home for Children. The building dates to 1900 when Bishop H. C. Morrison opened the orphanage, and there are some conflicting reports as to whether it was the home of the superintendent or a dormitory for children. It was probably both over time. The park/amphitheater plays host to small concerts and summer camps for children, but again, it is unclear if the site's history is shared or experienced during those events. The park also has a wide range of facilities including picnic shelters, basketball courts, a playground, tennis courts, softball, and a multi-purpose field. None of these make connections with the site's history.

### *Historic Raleigh Trolley*

The Historic Raleigh Trolley is one of the most recognizable assets in the HRM Program, but little attention is paid to the majority of the assets within the Program as part of the formal tour. Briggs, Pope, Moore, and Mordecai are mentioned, but with little detail that it is likely to spur interest in a future visit. No mention is made of the other cultural assets in the city's portfolio, including Pullen and John Chavis Memorial Parks and their carousels, the Tucker House, the Borden Building, or the Latta House site. Further, little attempt is made to draw relationships between the properties in terms of how residents of the time might have visited them in their daily lives or how a real street car provided access.

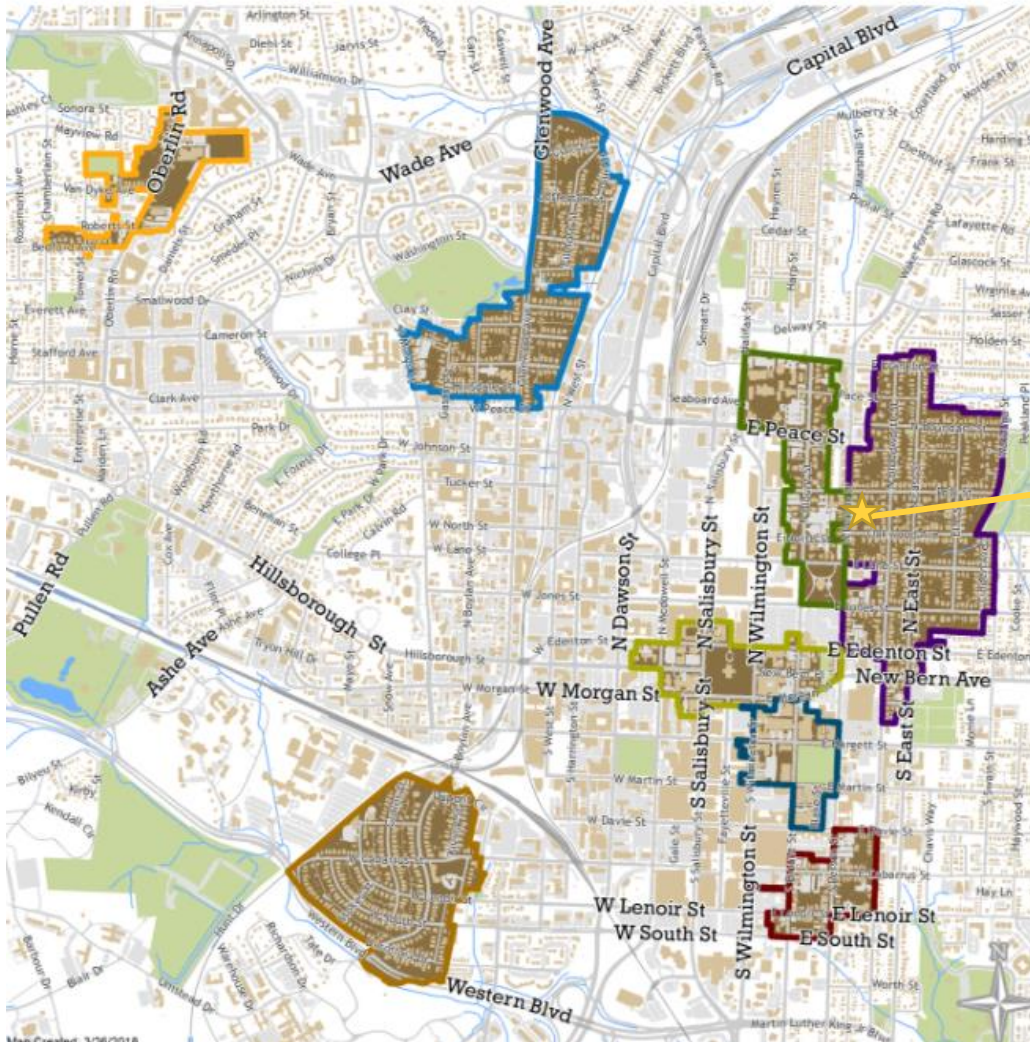
### *Latta House and University Site*

Currently uninterpreted, the Latta House and University Site could add to HRM's narrative surrounding the African-American experience in Raleigh. Founded by Reverend M.L. Latta to educate underprivileged and orphaned African-American children. He probably chose to locate his University in the Oberlin neighborhood because it was a close-knit community of homes, businesses, schools, grocery stores, barbers and churches originally established by freed African-Americans during the Reconstruction period. It was a largely self-sufficient community where most people raised their own hogs, chickens, and vegetables. Other opportunities for activating the Latta site include public art and sculpture displays and collaborative exhibits with other HRM sites.

# Tucker House Proximity to Raleigh Historic Overlay Districts

## Raleigh Historic Overlay Districts

- Blount Street
- Capitol Square
- Moore Square
- Oberlin Village
- Boylan Heights
- Glenwood-Brooklyn
- Oakwood
- Prince Hall





### *Moore Square*

The Moore Square Master Plan honors the park's historic heritage while also creating a 21st century open space. Activity in the area substantially increased following the end of the Civil War in 1865, when African-American Union troops moved into the city and were housed in barracks on the site, and again in 1886, when mule-drawn street cars eased the trip into Raleigh's center and to Moore Square. In 1914, the City Market opened across Martin Street from the Square. Up until World War II, nearly two-thirds of Raleigh's population visited the Market regularly, as it was one of few, if not the only, public facility in the city that was integrated during the Jim Crow era. On nearby Hargett Street, African-American owned businesses began to flourish, and by 1935, a "Black Main Street" emerged housing grocers, retailers, barbers, pharmacists, physicians, lawyers, and real estate developers.

### *Mordecai Historic Park*

Given the concentration of historical assets, there is a significant amount of history to be communicated to visitors of Mordecai Historic Park in a short amount of time. Some narratives are necessarily overlooked, notwithstanding docent's efforts to answer questions. Outside the main house are the original plantation office and smokehouse, as well as the relocated Allen Kitchen and Andrew Johnson workplace. Living History programs are occasionally offered on the park grounds by costumed docents. There is no real attempt to connect the narratives of individual assets on the site, even though they share a historical time, and at least tangentially, a similar history.

### *Tucker House*

There is an opportunity at the Tucker House to draw parallels between major events hosted there today and similar gatherings of the past; similarly, the site's narrative could communicate the characteristics of Raleigh's distinct neighborhoods and their change over time. There is no established narrative beyond the original owner's occupation as an owner of G. S. Tucker and Company Furniture, that the house (relocated to its current site after 1975) was the location for frequent teas, receptions, and parties for many years, and that the woodwork in the house is notable. The Tucker House sits within the Historic Oakwood District, and it is likely that attendees to parties at the house came from a mosaic of other neighborhoods throughout the city. The narrative of the house could further connect sites in the HRM Program to other historic locations in Raleigh, especially those already designated as Historic Overlay Districts.





*Visitors at Pope House*

### *City of Raleigh (COR) Museum*

As a museum celebrating the history of Raleigh, the interpretation of the COR Museum does not connect strongly to its relationship to other HRM sites. It is used as a traditional museum space where both permanent and changing exhibitions are mounted. There is little mention of the other HRM properties at COR, but it is likely that many of the people who once lived in one of the homes in the City's collection would have had contact with the site (formerly a hardware store) either for building materials, soft goods, or toys. Planning is underway for a new major exhibition about how the city of Raleigh was designed. That ongoing effort presents a timely opportunity to structure a narrative using the HRM assets as touch points in a citywide story.

### *Pope House*

The narrative shared in the docent-led tour of the Pope House (according to the docent notes) is excellent in placing the house in the context of the neighborhood, and Dr. Pope's life in the context of a racially-charged history. Communicating that history through the house itself will be important to sustained positive visitor experiences. In the past year, school group visitation to the house has increased and the interpretive educational material that has been developed for them is excellent relative to how Dr. Pope's life was defined by the Jim Crow era in which he lived. However, there is little experiential connection to everyday activities undertaken by the Pope family beyond medical equipment. For instance, visitors are not able to sit in the chairs and couches nor hear the sounds that once rang through the house such as piano music or the call system for the maid.

The house is missing much of the symbols of everyday life, like clothing, rugs, plates and cups, magazines, arts and crafts, sheets of music etc. There is a dining table in the dining room, but it is not set, so it is hard to imagine meals being eaten in the house. Visitors are taken upstairs to the bedrooms, but there are no beds in them. Ideally, the house would show as if the family just left it. The abundance of items from Dr. Pope's period of service in the Spanish American War seems out of balance: his life as a husband, father, doctor, businessperson, mason, and politician far out-shadow his few years of military service. The sleeping porch is mentioned but is not yet interpreted, having recently been used as accessioning office space. One bedroom is used for storage. The daughters' narratives are introduced up here, but their lives from childhood to old age is not really discussed in any detail.

## Curation

### Collections

The known HRM collection includes 21,000 distinct objects catalogued through the end of FY 2018. Access is provided through exhibitions, response to public inquiries, and individual access to collections, and artifacts are appropriately used within historic sites and museums to advance site interpretation for visitors. At Mordecai, artifacts are displayed throughout to create a lived-in feeling to the house. At most sites, everyday artifacts are mixed in with valuable pieces, as would be the case in anyone's home. The ongoing attempt to digitize and publicize the collection - of which more than 8,000 items are complete - will work towards increasing accessibility to the public.

While not all items in the collection have been inventoried, there are some gaps readily identified by HRM staff that can enhance site interpretations.

- *Borden Building*: Photographs illustrating the early years of the Methodist Home for Children, including pictures of the students, and pictures of the orphans and/or the families they created after leaving the orphanage
- *John Chavis Memorial Park Carousel*: Items to show the early days of the park
- *COR Museum*: Objects, archives, and photographs that illustrate the history of Raleigh dating from the late 19<sup>th</sup> century to the present day
- *Latta House and University Site*: Items that show what the Latta House and/or University looked like in the late 19<sup>th</sup>/early 20<sup>th</sup> centuries
- *Mordecai Historic Park*: Items from the period that represent the Mordecai family, President Andrew Johnson's adolescence, and anything that represents the experience of slaves on the site beyond the visitor's center
- *Pope House Museum*: Objects that illustrate Dr. Pope's business connections in Raleigh and the time when Dr. Pope ran for mayor
- *Pullen Park Amusements*: Objects that show the early days of the park
- *Tucker House*: Original objects to the house and those owned by the family



Collections are housed on site in storage rooms at the historical homes or in separate storage facilities. Most artifacts are not currently housed in environmentally-controlled conditions, which is listed as a key goal in the PRCR System Plan.

Items not stored in off-site facilities (a little less than half of the collection) are held across three HRM facilities.

- 5,500 items held in the basement of the COR Museum.
  - 3,100 items held at Mordecai Historic Park.
  - 750 items held at the Pope House.
- Most are climate controlled but only a few have fire safety provisions beyond fire extinguishers.

**21,000**  
OBJECTS IN THE  
HRM PROGRAM  
COLLECTION

**8,000**  
COLLECTION  
OBJECTS  
CATALOGUED  
ONLINE

**52%**  
SHARE OF  
COLLECTION  
STORED AT HRM  
PROGRAM SITES

**5,500**  
COLLECTION  
OBJECTS HELD IN  
COR MUSEUM  
BASEMENT

## Exhibits

Exhibits are principally located at sites across the HRM Program, including:

### Borden Building

- Capital City Camera Club Photography (April 2018-August 2018)

### COR Museum

- The Underground: Raleigh's Music Scene 1976-1985 (July 2018-December 2018)
- Hello, We Are Raleigh!
- The People's Politics: Local Democracy In Raleigh
- Let Us March On: Raleigh's Journey Towards Civil Rights
- "You Really Stuck It To Me Today": The Political Cartoons of Dwane Powell
- From Plantation to Park: The Story of Dix Hill

### Mordecai Historic Park

- The Mordecai Story: Faith, Family, and Community in Raleigh

There are few HRM-led exhibits in non-HRM locations. Offsite exhibits could play an instrumental role in connecting the historical narrative to its present-day significance and extend the reach of the HRM Program beyond downtown.

Three exhibits were held at non-HRM sites in 2017.

- 'What I love about Chavis Park, Past, Present and Future' at John Chavis Memorial Park Community Center
- 'Raleigh Then and Now' at the Raleigh Convention Center
- Raleigh Sister Cities exhibit in the Mayors Chambers

Current exhibits at PRCR community centers include:

- Method Community Park, Pioneers Building
- The Berry O'Kelly School

HRM operates within the PRCR department and shares administration in some locations, principally John Chavis Memorial and Pullen Park. There are 31 community,

arts, and active adult centers operated by PRCR throughout Raleigh in addition to other assets such as centers for nature and teens. Many are located outside of downtown, and there is a strong network in Southeast Raleigh which has low representation among visitors to HRM sites according to the survey, presenting an opportunity to connect to the goal of expanding audience diversity.

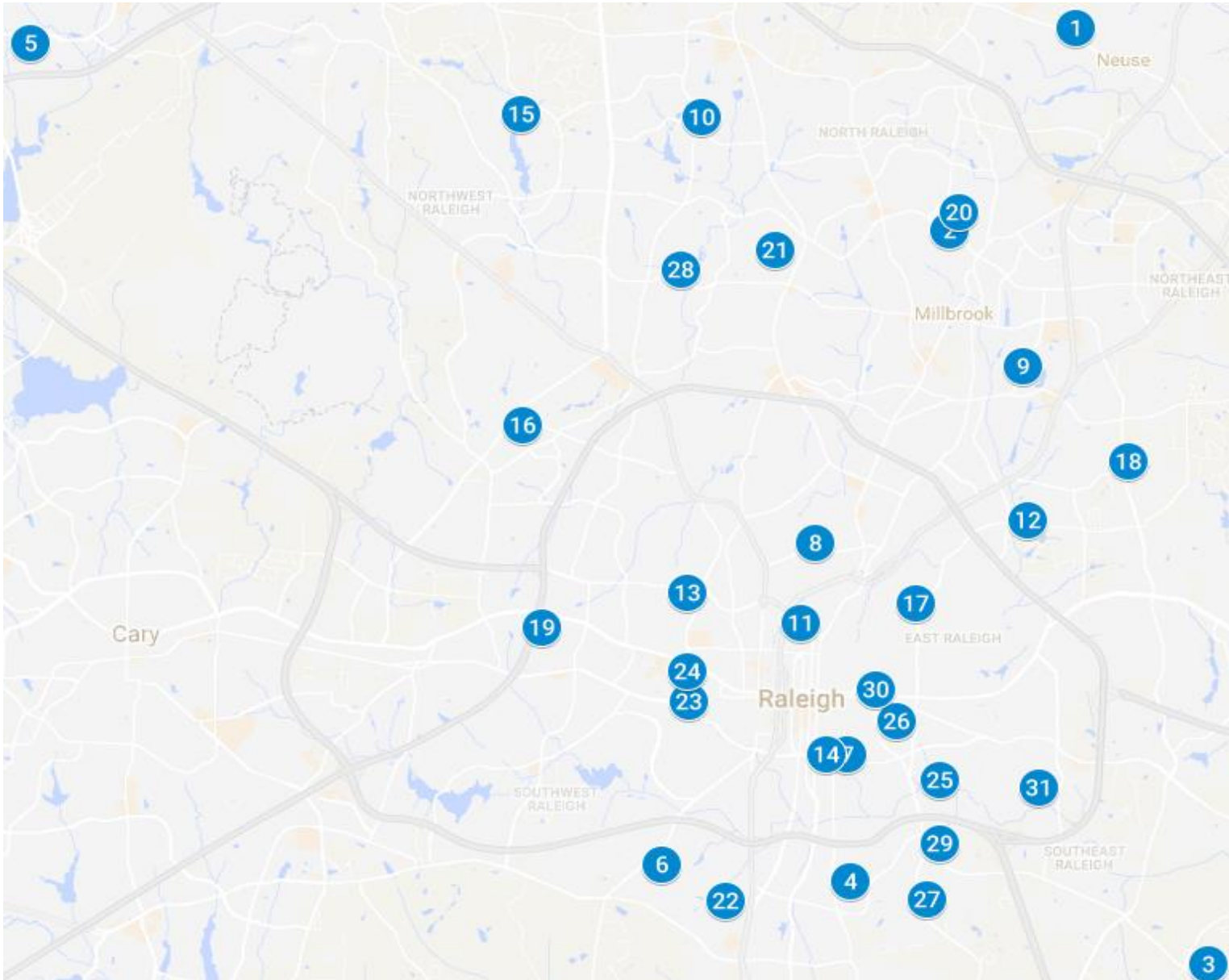
# 3

## OFF-SITE EXHIBITS HELD IN 2017

# 31

## PRCR COMMUNITY, ARTS, AND ACTIVE ADULT CENTERS THROUGHOUT RALEIGH

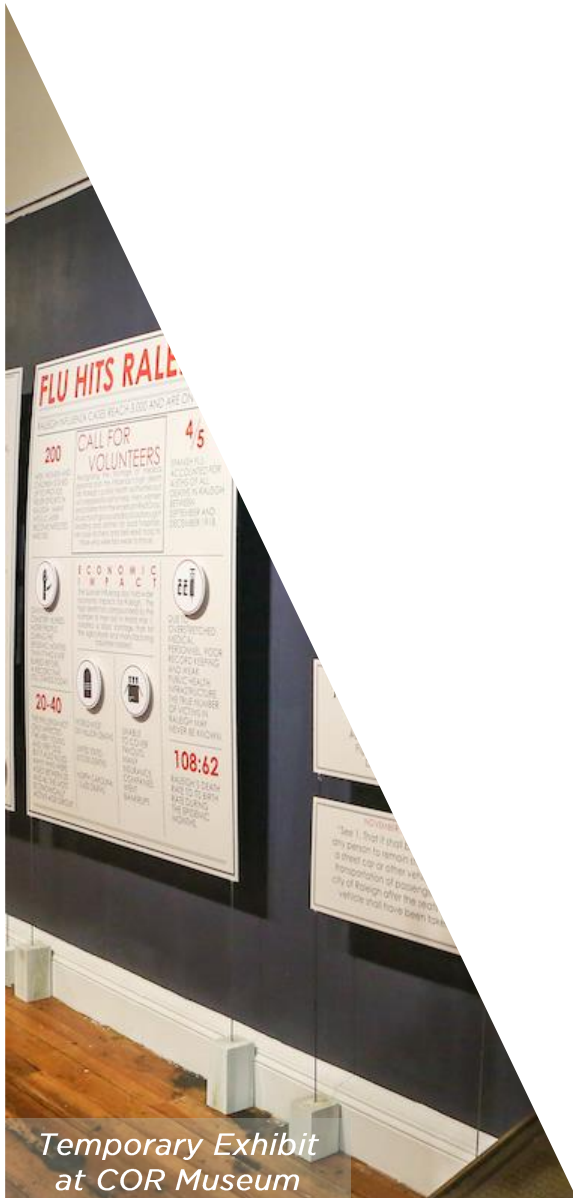
## Map of PRCR Community, Arts, and Active Adult Centers



1. Anne Gordon Ctr
2. Barwell Rd
3. Biltmore Hills
4. Brier Creek
5. Carolina Pines
6. John Chavis M.
7. Five Points Ctr
8. Green Rd
9. Greystone
10. Halifax
11. Hill Street
12. Jaycee
13. Greene
14. Lake Lynn
15. Laurel Hills
16. Lions
17. Marsh Creek
18. O'Kelly/White
19. Millbrook
20. Optimist
21. Peach Rd
22. Pullen
23. Pullen Arts Ctr
24. Campbell
25. Roberts
26. Sanderford Rd
27. Sertoma Arts Ctr
28. Sgt. Johnson
29. Tarboro Rd
30. Worthdale
31. Abbotts Creek

Sources: Google Maps; City of Raleigh, [raleighnc.gov](http://raleighnc.gov)





Temporary Exhibit  
at COR Museum

### *Staffing*

There are few pop-up exhibits at HRM sites, which could generate interest from non-traditional visitors and expand the narrative touchpoints for different audiences. Concept proposals and implementation for exhibits are dependent on significant participation from directors at each HRM site.

Staff have indicated limited capacity for thinking strategically about exhibit concepts while focusing on the day-to-day demands of site operations and programming. Creating more flexibility for exhibit curation capacity could increase the breadth and frequency of exhibits in the program.

Current approval process for exhibits in the Program:

1. Curation or site directors propose an exhibit.
2. Site directors, with input from curation, develop an exhibit proposal for approval.
3. The proposal is reviewed and approved by HRM administration.
4. Funding for the exhibit is provided through the existing HRM budget, funds from the larger PRCR Department, or private donations.
5. Curation designs, builds, and installs exhibits with some oversight from site directors.



*John Chavis Memorial Park Carousel*

## TRENDS

# 4 GOAL: COLLECTIVE IDENTITY

### **Cross-visitation**

Several of HRM's sites have succeeded in becoming critical features of Raleigh's social and cultural landscape. Staff are encouraged and empowered to pursue creative programming at the sites in their portfolios, and rising year-over-year attendance at Pullen Park, Mordecai Historic Park, and the City of Raleigh Museum provides evidence that these efforts are generating results. However, strong and increasing visitation to HRM's most popular sites – Pullen Park, Mordecai, and the City of Raleigh Museum – has not translated into widespread awareness of or participation in events at the other sites. Among all survey respondents, visitors to Pullen Park, the COR Museum, and Moore Square were less likely than visitors to other sites to have visited more than three sites in the program. Presumably this speaks to the underlying, standalone strength of these sites, but also to the lost opportunity to leverage their strength for the benefit of the rest of the portfolio.

The rate of cross-visitation was especially low among Holiday Express respondents. 75% of respondents to the Holiday Express survey had not been to more than three sites within HRM; by comparison, only 27% of other respondents to the survey had been to three or fewer sites. Only 36% of Holiday Express patrons had visited the City of Raleigh Museum, 4% had visited the Pope House Museum, 14% had visited Fred Fletcher Amphitheater, and 32% had been to Mordecai Historic Park. Just as lack of cross-visitation by visitors to the stronger sites speaks both to their standalone appeal and leverage potential, relatively strong cross-visitation by visitors to the weaker sites speaks to the existence of a core group of heritage devotees who quite possibly are aware of a system of assets and who should be identified and cultivated. For instance, among email and street team respondents who have visited the Pope House (24% of respondents), 99% reported visiting at least four other HRM assets.



Many of HRM's assets have strong individual identifiers marked by signature events. Programming and physical on-site marketing are not being fully leveraged as cross-promotional opportunities. Both the consulting team and staff believe that more could be done at Pullen to promote programming at the other sites. Underutilized video screens, for instance, could market events at other sites. Additionally, staff indicate that similar events have been held independent of each other at sites in the past (e.g. individual Pumpkin Patch events at Pullen and Mordecai). A stronger emphasis on cross-site programming and coordination could lead to greater distinction in programming that helps build awareness of less-visited sites while also enhancing the interpretive breadth of the sites.

Super-campuses can also provide better experiences and build audience diversity given more collaboration between HRM and PRCR. At John Chavis Memorial Park, staff indicate that HRM has limited opportunities to influence the success of the John Chavis Memorial Park Carousel while acting within their own silo, due to time and lack of influence with PRCR representatives. HRM programming should interface with the other PRCR assets on the campus to enhance the park's qualities as a destination in an environment where there are many other recreational choices nearby.

**75%**  
SHARE OF HOLIDAY EXPRESS SURVEY RESPONDENTS WHO HAVE VISITED LESS THAN 4 SITES IN THE HRM PROGRAM

**36%**  
SHARE OF HOLIDAY EXPRESS SURVEY RESPONDENTS WHO HAVE VISITED THE COR MUSEUM

**24%**  
SHARE OF STREET TEAM RESPONDENTS WHO HAVE VISITED THE POPE HOUSE

**99%**  
SHARE OF POPE HOUSE VISITORS THAT HAVE ALSO BEEN TO 4 OR MORE HRM SITES

## Media

We must work within the City of Raleigh’s current communication policy. The City of Raleigh Museum and Mordecai House have attained strong social media followings, but the Program’s recognition as a single entity is still evolving. For the public, the primary illustration of HRM as a cohesive program is through its web presence on the City’s site, which is undergoing a re-branding process. There is no HRM administrative budget to leverage for mainstream media coverage.

Social media platforms beyond Facebook are not heavily utilized by HRM, and a few HRM assets do not have a social media presence at all, including Moore Square and the Historic Raleigh Trolley. HRM has a presence on Twitter with the COR Museum (2,000 followers), but does not utilize additional platforms, such as Instagram, across its portfolio. However, the Program’s social media presence continues to grow.

## Raleigh HRM Program Social Media Presence

	Current HRM Facilities	Facebook Status	Page Likes	Other Platforms
Historic Attractions	John Chavis Memorial Park Historic Attractions	Unofficial Page	300	N/A
	Pullen Park Historic Attractions	Unofficial Page	8,000	N/A
Historic Sites	Borden Building & Fred Fletcher Amphitheater	Unofficial Page	400	N/A
	Historic Raleigh Trolley	N/A	N/A	N/A
	Moore Square	N/A	N/A	N/A
	Mordecai Historic Park	Managed Page	1,500	N/A
	Tucker House	Unofficial Page	100	N/A
Museums	City of Raleigh Museum	Managed Page	3,100	Twitter; 2,000 followers
	Latta House and University Site	Unofficial Page	10	N/A
	Pope House Museum	Managed Page	150	N/A
Curation	Collections	N/A	N/A	N/A
	Exhibits	N/A	N/A	N/A
	HRM Program	Managed Page	550	Twitter; 40 followers

*Note: Metrics as of April 2018*



*COR Museum Gift Shop*



## TRENDS

# 5 GOAL: EFFECTIVE GOVERNANCE

### Capital Planning and Budgeting

HRM is adept at leveraging its financial resources within the Program, and revenue generation in HRM is continuing to increase over time. Funding allocated to and revenues generated by HRM have generally not flowed out of the Program end-of-year. Revenues are generated through fees, donations, and revenue carried over from prior years, with total revenues up across the program except for the Tucker House. (Note that these do not include revenue from amusement ticket sales, which are part of 100 accounts.)

Donations are a major source of revenue and have increased significantly from 2012. Sites with friends groups or other supporting organizations include Latta House and University Site, John Chavis Memorial Park, Tucker House, Pullen Park, the COR Museum, and Mordecai Historic Park. Sites with revenue-generating accounts received a significant percentage of revenue from donations in FY 2016-17.

Fees generated have doubled as well, though represent a smaller share of total revenue into accounts.

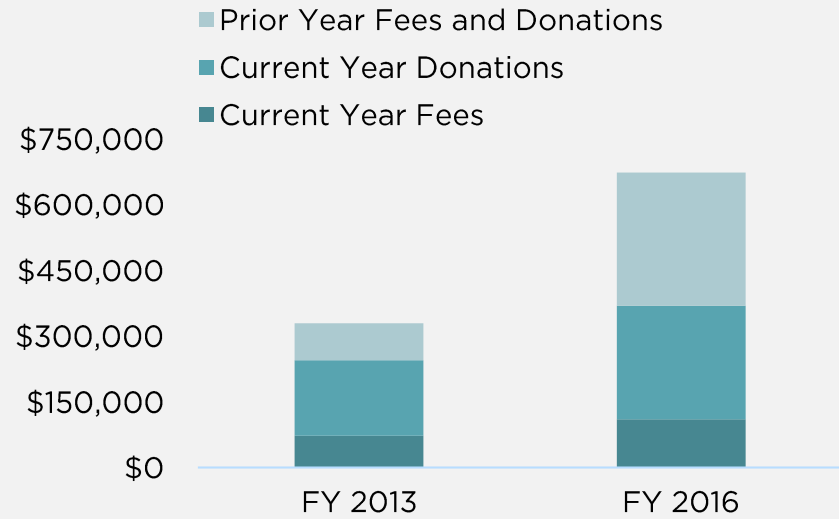
Program funds (130 account funds) are accumulating at several sites, most notably Pullen Park. Such funds provide opportunities to attempt creative programming furthering HRM's interpretive and demographic reach. Prior year revenues continue to accumulate as funds are rolled over annually, up 2.5 times from 2013 and representing 45% of total revenues. Net revenue at Pullen Park grew to \$45,000 by the end of FY 2016. A key constraint on being able to deploy revenue for additional programming is staffing capacity.

The Pope House Museum, Moore Square, John Chavis Memorial Park Carousel, and Latta House and University Site do not currently generate significant revenue to support operations, though Moore Square generated approximately \$5,000 in 2016 and may generate additional revenue once construction completes and operations resume.

## HRM Program Revenue Snapshot

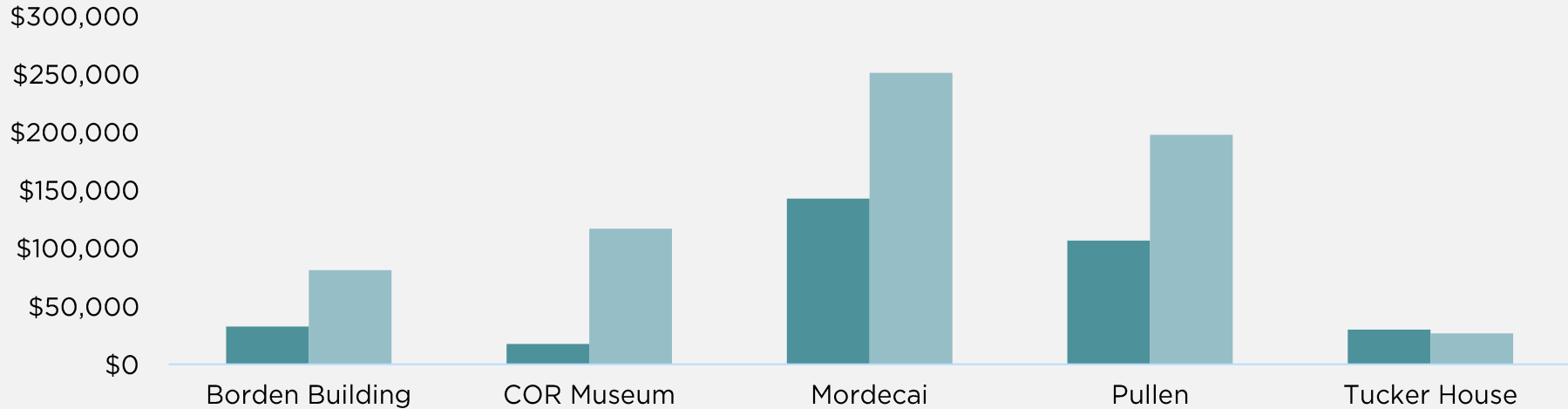
**\$2.6**  
**million**  
TOTAL HRM  
PROGRAM BUDGET

### Total "130" Revenue Sources



### Total "130" Revenue

■ FY 2013 ■ FY 2016



Staff have identified a variety of capital needs that should be evaluated against Strategic Plan goals and inform the funds requested in the next capital bond or capital improvement package.

Anticipated capital improvement items identified by HRM staff are indicated on the next page. Some funding has been allocated for certain items, but full needs have not yet been met. The list may also require additional funding beyond the level identified to implement recommendations. HRM-identified priorities that requires further coordination and input from the larger PRCR Department include review and/or implementation of a parking solution for Pullen Park, which may include a shared parking structure with Dix Park, and implementation of Phase 2 for the John Chavis Memorial Park plan. **Additional needs identified through the review include storage for artifacts collection, structural and landscape improvements for the Pope House, improved wayfinding and signage throughout the Program, and expanded space for the COR Museum.**





## Raleigh HRM Program Future Capital Improvement Needs

Category	Description	Total Budgeted	Funded	Unfunded
Acquisitions	COR Museum Expanded Space <sup>1</sup>	\$3,000,000	\$0	\$3,000,000
	Mordecai Collection <sup>2</sup>	\$700,000	\$0	\$700,000
	Mordecai Parking Solution	\$400,000	\$0	\$400,000
	Latta Adjacent Lots <sup>3</sup>	\$400,000	\$0	\$400,000
	Mordecai Spring Lots <sup>3</sup>	\$300,000	\$0	\$300,000
	Unidentified Opportunity	\$600,000	\$0	\$600,000
	<b>Subtotal Acquisitions</b>		<b>\$5,400,000</b>	<b>\$0</b>
Site Improvements	Tucker House Abatement and Paint	\$800,000	\$0	\$800,000
	Pope House Enhanced Improvements	\$500,000	\$0	\$500,000
	Pope House Structural Improvements <sup>4</sup>	\$250,000	\$75,000	\$175,000
	Mordecai Electrical Improvements	\$225,000	\$225,000	\$0
	Tucker House HVAC/Security/OSHA	\$200,000	\$200,000	\$0
	Latta Master Plan & Phase 1 Implementation	\$175,000	\$75,000	\$100,000
	Other Mordecai Phase 3 Improvements <sup>5</sup>	\$165,000	\$165,000	\$0
	Mordecai Spring House/Amphitheater	\$150,000	\$150,000	\$0
	Mordecai Law Office Improvements	\$100,000	\$100,000	\$0
	Borden Landscape	\$30,000	\$30,000	\$0
	Tucker Landscape	\$30,000	\$30,000	\$0
	Mordecai Wake Forest Road Improvements <sup>6</sup>	\$30,000	\$30,000	\$0
	Phase 2 John Chavis Memorial Park Implementation	n/a	n/a	n/a
<b>Subtotal Site Improvements</b>		<b>\$2,655,000</b>	<b>\$1,080,000</b>	<b>\$1,575,000</b>
<b>Total Future Capital Improvements</b>		<b>\$8,055,000</b>	<b>\$1,080,000</b>	<b>\$6,975,000</b>

<sup>1</sup>Includes space for collections as well as exhibits and programming; potentially by expanding footprint in Briggs building or acquiring new space downtown

<sup>2</sup>Represents current market value of the full collection.

<sup>3</sup>Reflects current assessed property value.

<sup>4</sup>Pope House improvements include ADA-accessibility solutions and structural improvements to the porch and veranda.

<sup>5</sup>Mordecai Wake Forest Road Improvements and Phase 3 improvements budgeted at \$100,000+ are listed separately. All others are bundled as one budgeted line item above, including multiple building HVAC systems, Main House landscape and drainage, and Kitchen carpentry/roof.

<sup>6</sup>Wake Forest Road improvements include a new brick retention wall at grade along the sidewalk.

Note: Budget estimates as of November 2018; dollar amounts may vary based on implementation timeline.

## Oversight and Responsibilities

The HRM Program is located within the Resources Division of the PRCR Department, for which there is no discrete cultural resources division within the department despite the size and scope of the HRM Program and Arts Program.

- City government is organized into departments which fall under the purview of the City Manager. Departments are further organized into distinct divisions, which are comprised of programs.
- The HRM Program manages over a dozen historical assets and thousands of artifacts critical to the City's heritage, many of which added within the past three years.
- The mission of the HRM Program intersects with those of arts and culture, education, tourism, and economic development.
- There are 14 full-time staff members of the HRM Program that are further supported by a number of critical part-time staff and volunteers.

- The PRCR Systems Plan identifies historic cemeteries as other resources outside the HRM Program: City Cemetery, Mount Hope Cemetery, and O'Rorke-Catholic Cemetery. HRM has not actively managed or engaged these resources despite their identification as historic resources in the Systems Plan.

Most site and program managers operate independently of other functions within the HRM Program. Responsibilities are closely connected to physical sites versus program-wide functions; an exception is the curation team which works with site and program managers to develop and execute exhibits.

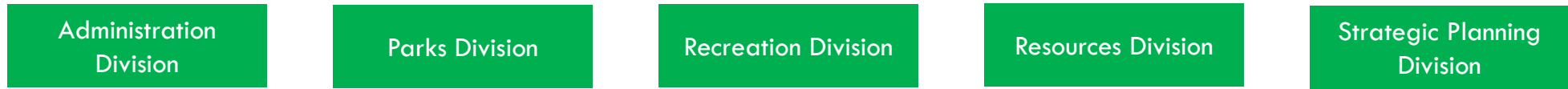
There is adequate financial capacity for most core HRM operations but staff time capacity for expanding programming or strategic marketing is limited, particularly for the sites and functions to the right. An organizational chart for the HRM Program is found on the next page.

*Staff Operational Capacity to Support Initiatives beyond Administrative and Oversight Roles:*

- There is 1 part-time staff person dedicated to active, educational programming at the Pope House Museum.
- There are 1-2 part-time staff dedicated to operating John Chavis Memorial Park Carousel.
- There is 1 part-time event rental manager per section, including 1 dedicated event rental manager for Mordecai, Borden, and Tucker, and 1 dedicated event rental manager for the COR Museum; a range of part-time employees help staff rentals as needed.
- There are 2 dedicated staff persons supporting collections, exhibit design, and exhibit build-out for all sites within the program.
- There are 2 part-time specialists for curation.
- There are no dedicated staff persons for HRM-wide programs, marketing, or communications.

# HRM Program Organizational Chart

## City of Raleigh Parks, Recreation and Cultural Resources Department



**Scott Payne**  
Assistant Director



### Raleigh Historic Resources and Museum Program

Advisory Board

**Troy Burton**  
Administrator



**Marvin Howell**  
Director

**Ainsley Powell**  
Curator of Collections

**Kathryn Neuhart**  
Curator of Exhibits and Design

**Ernest Dollar**  
Director

**Douglas Porter**  
Director

**Scott Mott** Program Manager      **Matthew Wright** Operations Manager

**Megan Raby**  
Assistant Museums Director

**Josh Ingersoll** Historic Sites Manager      **Jenna Kostka** Moore Square Manager

[Vacant]  
Customer Specialist

**Celeste Purvis**  
Assistant Manager

**Amanda Fletcher**  
Assistant Manager

Part-Time Staff  
Volunteers



## NATIONAL COMPARISONS

Building off our understanding of HRM operations, programming, governance, and administration identified through our existing conditions analysis, the HRM Program undertook a benchmarking assessment to compare the Program to other organizations that manage historic and cultural programs in cities. The initial list of organizations considered for deeper analysis included both public and non-profit organizations along the East Coast of varying sizes and market conditions. After further research into the operations and governance models of each, the [Atlanta History Center](#) and [Office of Historic Alexandria](#) were chosen as benchmarks because they fulfill certain aspirational and near-term goals identified for HRM in earlier conversations and manage a set of assets – spanning homes, collections, and open space – similar to that of the HRM Program. Best practices garnered from these organizations are used to support recommended strategies for the HRM Program.



## GUIDING RECOMMENDATIONS

### STRENGTHEN INVESTMENT IN SITES AND PROGRAMS CONNECTED TO THE PAST AND PRESENT HERITAGE OF AFRICAN-AMERICAN RESIDENTS IN RALEIGH.

AHC's Kenan Research Center offers a robust archival collection on the African American experience in the South, from the antebellum period into contemporary history. These resources allow the Center to offer specialized school field trips, as well as an annual Juneteenth celebration, and retrospective programming on specific events or themes.

### INCREASE THE DIVERSITY OF ACTIVITIES AVAILABLE TO VISITORS AT SITES.

Alexandria, which does not have a central campus, still provides opportunities for diverse uses at sites like Gadsby's Tavern, which not only serves as a museum highlighting the tavern's historic visitors, but is also a fully-functioning bar, functions as a social hall for dance classes, trivia, and other cultural activities.

### CREATE A DEDICATED HRM LEVEL POSITION RESPONSIBLE FOR PROGRAMS INCLUDING EVENTS, EXHIBITS, AND PUBLIC ENGAGEMENT.

Alexandria has a guest experience position that provides opportunities for the public to engage with historic resources and properties. This includes managing their customer feedback survey, and tracking key metrics, such as the percent of residents with a favorable view of museums (75%) and the number of visitors at specific programming.





## CREATE AN ANNUAL VISITOR SURVEY THAT IDENTIFIES DEMOGRAPHICS AND OTHER RELEVANT MARKERS THAT CAN GUIDE HOW PROGRAMMING AND OUTREACH IS MANAGED WITHIN THE PROGRAM.

AHC's visitor survey allows the Center to determine which type(s) of programming are successful, and to help think about incorporating additional programming options that different guests would enjoy. Historic Alexandria tracks progress toward strategic plan goals through their visitor survey.

## INTRODUCE ADDITIONAL HISPANIC/LATINX PROGRAMMING AND SPANISH LANGUAGE TRANSLATION.

AHC partnered with Charlotte's Levine Museum of the New South and Birmingham Civil Rights Institute to produce an exhibit, iNUEVOlution! Latinos and the New South, at their main campus that reflects the historic changes of this population in Atlanta and North Carolina. The Center also provides programming that is specifically targeted to this population throughout the year.

## CONSIDER ESTABLISHING A PROGRAM-WIDE AFFINITY GROUP TO ALLOW FOR GREATER FLEXIBILITY IN SUPPORTING SITES THAT CURRENTLY LACK THE NECESSARY INVESTMENT TO SERVE NEW AUDIENCES.

The Office of Historic Alexandria currently utilizes "Friends of" groups at six of its eight museums. These friend groups help with fundraising and volunteer services. Alexandria's strongest friends group is Gadsby's Tavern, which organizes an annual fundraising event to raise money for the site. Alexandria's funding capacity (~\$1 million in donations and other revenue) allows them to design and implement the wide range of programs and organizational functions observed.







# STRATEGIC PLAN RECOMMENDATIONS





## PROCESS

HRM Program visioning and strategic plan development involved an iterative process with HRM staff, board members, and Raleigh community who generously offered feedback and insight into how the Program currently operates and how those operations and public offerings should evolve to meet Program goals.



PILOT  
ACTIVATION  
EVENT AND  
COMMUNITY  
ENGAGEMENT



STRATEGIES  
AND  
TACTICS FOR  
ACHIEVING  
PROGRAM  
GOALS



COMMUNITY  
ENGAGEMENT  
AND  
FEEDBACK



STRATEGIC  
ACTION PLAN  
WITH SPECIFIC  
ACTIONS FOR  
NEAR-,  
MEDIUM-, AND  
LONG-TERM  
INITIATIVES

# 1

## GOAL

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### THE STEWARD OF ACTIVATED, INNOVATIVE PLACES FOR COMMUNITY ENGAGEMENT THAT DRAW RESIDENTS AND VISITORS.

Future programming should strike a balance between entertainment, education, and recreation. Individuals' reasons for visiting each site may differ, but there will always be opportunities to instill a deeper understanding of the sites' importance to Raleigh's heritage through marketing and programming - HRM's role is to both engage and inform.



*Caboose at Pullen  
Park*



## STRATEGIES

---

- A Include education, entertainment, and recreation in exhibits and events available for visitors at each site.
- B Increase the number of events and exhibits held at low-traffic sites (e.g. Pope House Museum, Latta House and University Site, Borden Building, Tucker House) to improve attendance.
- C Provide outlets for food and beverage sales from local or regional businesses where site conditions allow to encourage activation.
- D Increase public visibility, accessibility, and interaction with the material culture collection.
- E Store all collections in environmentally-controlled spaces while not on exhibit or in use at Program sites, improving quality of care and freeing museum space for core programming functions.
- F Establish a permanent location to address physical capacity constraints for interpretation, programming, and education for the COR Museum and artifacts collection.
- G Review additional opportunities to acquire and/or program sites adjacent to HRM assets with smaller physical footprints such as the Pope House Museum to strengthen physical and programmatic capacity.

# 2

## GOAL

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### THE CURATOR OF PLACES THAT ARE SOURCES OF UNDERSTANDING AND APPRECIATION OF RALEIGH'S HERITAGE BY DIVERSE POPULATIONS.

HRM will extend outreach beyond the borders of downtown to serve Raleigh's growing and diverse population across generations and socioeconomic backgrounds. This includes promoting traditional site-based visitation as well as opportunities for residents to engage with programming offsite through local partnerships that will be built and fostered throughout the city.



## STRATEGIES

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- A Track broad array of visitor demographics to establish baseline understanding.
- B Improve ADA accessibility at each HRM site and event.
- C Make programming and exhibits accessible to all, including non-native English speakers.
- D Increase programming in majority-minority neighborhoods and sites connected to Raleigh's unique African-American heritage.
- E Increase youth-focused programming at sites that do not currently look to them as the core demographic.



# 3

## GOAL

### AN APPROACHABLE ORGANIZATION WITH A BROAD INTERPRETIVE REACH FOR TODAY'S AUDIENCES.

Through coordinated media and offered experiences, HRM should convey a message that the making of history is ongoing, cyclical, and relevant to understanding today's societal challenges, and that every member of the public is a welcome participant in the conversation.



*Historic Raleigh  
Trolley*

## STRATEGIES

---

- A Develop a shared narrative that unifies all HRM sites.
- B Expand exhibits and programming beyond HRM sites to attract diverse audiences and expand interpretive depth and geographic scope.
- C Use the Historic Raleigh Trolley as a physical and interpretive connector among all sites.
- D Provide friendly, welcoming, and approachable public spaces within sites.
- E Tell more stories around underrepresented communities in Raleigh, including African-American, Latinx/Hispanic, immigrant, youth, women, and LGBTQ populations.
- F Provide interpretation and programming at historic sites associated with Dorothea Dix Park given their cross-cutting themes of health, wellness, race, and gender in Raleigh's heritage.



# 4

## GOAL

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### THE RECOGNIZED, UNIFYING ORGANIZATION FOR A SYSTEM OF CITY-OWNED HISTORIC ASSETS IN RALEIGH.

The sites should function and be recognized as a cohesive system of assets, with messaging and programming at the more popular sites supporting awareness of the others. Increasing knowledge of HRM and its portfolio of assets will draw more visitors to sites with less current activity.



*COR Museum Entrance*



# 4 COLLECTIVE IDENTITY

## STRATEGIES

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- A Develop and implement a comprehensive marketing and communications plan for the HRM Program that attracts new audiences.
- B Strengthen partnerships within City government and with external organizations for increased programming capacity, funding, and visibility.
- C Leverage high-traffic sites (e.g. Pullen Park, COR Museum, Mordecai Historic Park) to drive visitation to HRM and other PRCR sites with lower visitation.
- D Improve directional and interpretive wayfinding and signage at each site to increase visibility, access, and total visitation.

# 5

## GOAL

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### A FINANCIALLY AND OPERATIONALLY SOUND ORGANIZATION.

HRM will realize potential synergies for funding among assets and increase collaboration among staff at each site. New partnerships and sources of revenue should be explored to strengthen financial resources available. These resources should be leveraged, first, to strengthen sites of higher activity, and then to support lower-activity sites.



*John Chavis Memorial  
Park Carousel*

## STRATEGIES

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- A** Consider establishing a program-wide affinity group to allow for greater flexibility in supporting sites that currently lack the necessary investment to serve new audiences.
- B** Strengthen revenue generation capacity for public programming.
- C** Ensure equitable investment in capital improvements and programming resources for sites and exhibits that reflect the region's diverse heritage.
- D** Prioritize capital funds for investment in sites located in Raleigh's historically African-American neighborhoods.
- E** Commission a master plan to interpret and program the Latta House and University Site.
- F** Proceed with funding capital investments that strengthen operations and programming at HRM sites.
- G** Increase staff capacity to advance strategic programming and governance initiatives.
- H** Explore opportunities to broaden the administrative structure of the HRM Program to elevate arts and cultural initiatives throughout the city.





# STRATEGIC PLAN IMPLEMENTATION



# IMPLEMENTATION

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## STRATEGIES + TACTICS

For each goal outlined in the Plan, the HRM Program developed a series of supporting strategies and underlying tactics where necessary that will drive implementation.

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## PRIORITIZATION + INVESTMENT

Each recommendation is prioritized for action in the short, medium, or long term and includes an initial assessment of financial resources required for implementation, from low to high as outlined below. Investment assumptions do not include costs associated with current staff time but consider costs required for materials, site acquisition, building modifications, salaries, and consultants or contract workers.

### Targeted Implementation Timeline

- Short = <2 years
- Medium = 2-4 years
- Long = 4-5 years

### 5-Year Anticipated Investment

- Low = <\$10,000
- Medium = \$10,000 - \$50,000
- High = >\$50,000

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## PROGRAM METRICS

The metrics below establish benchmarks with which to measure HRM progress towards Program goals and strategies outlined above. Metrics are developed with the expectation of achievement within five years, the period established for the Strategic Plan.

In the recommended metrics:

- “Data Ready” rates indicate the degree to which HRM readily possesses the data to track progress towards achieving each metric, from 0% (not currently available) to 100% (readily accessible).
- “Potential Data Sources” indicate existing sources from which data supporting the measurement of each metric can be found.





*Interactive Exhibit at  
COR Museum*

# 1 ACTIVE STEWARDSHIP

## STRATEGIES + TACTICS

## TIMELINE

## INVESTMENT

A	<p>Include education, entertainment, and recreation in exhibits and events available for visitors at each site.</p> <ul style="list-style-type: none"> <li>• Increase offerings of alternative experiences to docent led tours that engage all the senses and incorporate experiential learning, such as public viewing of renovations, public art programs, and parties.</li> </ul>	Short	Low-Medium
B	<p>Increase the number of events and exhibits held at low-traffic sites (e.g. Pope House Museum, Latta House and University Site, Borden Building, Tucker House) to improve attendance.</p>	Short	Medium-High
C	<p>Provide outlets for food and beverage sales from local or regional businesses where site conditions allow to encourage activation.</p> <ul style="list-style-type: none"> <li>• Grant food trucks operating permission on site.</li> <li>• Offer limited concessions near site entrances.</li> <li>• Retrofit sites for full café functionality.</li> </ul>	Short	Medium
D	<p>Increase public visibility, accessibility, and interaction with the material culture collection.</p> <ul style="list-style-type: none"> <li>• Ensure all collections are visible online.</li> <li>• Expand physical space in the Briggs Building or find additional space elsewhere to store and showcase artifacts.</li> <li>• Allow visitors to touch and interact with non-fragile items.</li> </ul>	Medium	High

## STRATEGIES + TACTICS

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## TIMELINE

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## INVESTMENT

---

E

Store all collections in environmentally-controlled spaces while not on exhibit or in use at Program sites, improving quality of care and freeing museum space for core programming functions.

- Acquire and/or program additional space for the Pope House to increase visitor capacity and strengthen the interpretation of the site and its neighborhood.

Long

High

F

Establish a permanent location to address physical capacity constraints for interpretation, programming, and education for the COR Museum and artifacts collection.

Medium

High

G

Review additional opportunities to acquire and/or program sites adjacent to HRM assets with smaller physical footprints such as the Pope House Museum to strengthen physical and programmatic capacity.

Long

High



# 1 ACTIVE STEWARDSHIP

## METRICS

	DATA READY	POTENTIAL SOURCE(S)
<p>Increase total number of visitors to public programs and exhibits at the Pope House Museum, Tucker House, Borden Building, Mordecai Historic Park, COR Museum, and Historic Trolley by 20%.</p>	50%	Ticket sales, reservations, physical entrance counter
<p>Host at least one monthly publicly-accessible program or exhibit each at the Tucker House, Borden Building, and Pope House Museum.</p>	100%	Event schedule
<p>Store all collections in museum-quality conditions while not on display at HRM sites.</p>	100%	Documented storage conditions





*Pullen Park Train*



# 2 DIVERSE AUDIENCES

## STRATEGIES + TACTICS

## TIMELINE

## INVESTMENT

A	<p>Track visitor demographics annually, including age, race, ethnicity, and place of residence to establish a baseline understanding of audience diversity and track progress toward goals.</p> <ul style="list-style-type: none"> <li>• Distribute surveys to participants at each event.</li> <li>• Commission a program-wide survey from a third party.</li> </ul>	Short	Low-Medium
B	<p>Improve ADA accessibility at each HRM site and event.</p>	Medium	Medium-High
C	<p>Make programming and exhibits more accessible to all, including non-native English speakers.</p> <ul style="list-style-type: none"> <li>• Utilize the PRCR Cultural Outreach and Enrichment Program to provide additional Spanish-language translation for all exhibits that will be available at each HRM site as text on panels or supplementary handouts.</li> <li>• Implement additional programming around Latin-American or Hispanic heritage in the city.</li> </ul>	Medium	Medium
D	<p>Increase programming in majority-minority neighborhoods and sites connected to Raleigh’s unique African-American heritage.</p>	Short	Low-Medium
E	<p>Increase youth-focused programming at sites that do not currently look to them as the core demographic.</p>	Short	Low-Medium



METRICS	DATA READY	POTENTIAL SOURCE(S)
Increase share of HRM sites that are ADA-accessible	100%	Documented venue accessibility
Host all events in ADA-accessible locations.	100%	Documented venue accessibility
Increase share of non-white visitors across all HRM sites to 30%, more closely reflecting regional demographics.	25%	Visitor survey, membership demographics of partner organizations
Increase total number of students visiting the Pope House Museum, Borden Building, and COR Museum.	50%	Visitor survey, membership demographics of partner organizations, tiered ticket sales, organized school tours
Increase total number of adults age 21-45 visiting the Pope House Museum, Tucker House, and Borden Building.	25%	Visitor survey, membership demographics of partner organizations, tiered ticket sales
Implement additional Spanish-language translation of all exhibits and communications.	100%	Documented storage conditions

# 2 DIVERSE AUDIENCES

## METRICS

## DATA READY

## POTENTIAL SOURCE(S)

 <p>Increase share of Spanish-speaking visitors to HRM sites to 10%, more closely reflecting citywide demographics.</p>	<p>0%</p>	<p>Visitor survey, membership demographics of partner organizations</p>
 <p>Increase total number of Southeast Raleigh residents visiting HRM sites and off-site exhibits and events to 15% of total visitation from Raleigh residents, more closely reflecting citywide demographics.</p>	<p>25%</p>	<p>Visitor survey, membership demographics of partner organizations</p>
 <p>Host at least 4 co-participation or co-branded events with organizations targeted toward young professionals, minority groups, and children annually.</p>	<p>25%</p>	<p>Event schedule, member demographics of partner organizations</p>
 <p>Increase ridership at John Chavis Memorial Park Carousel to approximately 10,200 rides annually, surpassing FY 2013-14 ridership levels by 10%.</p>	<p>100%</p>	<p>Ticket sales</p>





*Pullen Park Paddle  
Boats*



# 3 LIVING HERITAGE

## STRATEGIES + TACTICS

## TIMELINE

## INVESTMENT

A	<p>Develop a shared narrative that unifies all HRM sites.</p> <ul style="list-style-type: none"> <li>Establish the program-wide narrative that will be hosted at the COR Museum, Moore Square, and/or Mordecai Visitor Center to present a more comprehensive and complete history of the city through brochures, exhibits, and other tangible elements.</li> <li>Tie narratives from individual sites to the shared narrative established by HRM staff.</li> </ul>	Medium	Low
B	<p>Expand exhibits and programming beyond HRM sites to attract diverse audiences and expand interpretive depth and geographic scope.</p> <ul style="list-style-type: none"> <li>Implement more pop-up exhibits.</li> <li>Utilize PRCR community centers and other PRCR assets such as teen, arts, natural resources, and active adult centers to host exhibits about Raleigh heritage.</li> </ul>	Short	Medium
C	<p>Use the Historic Raleigh Trolley as a physical and interpretive connector among all sites.</p> <ul style="list-style-type: none"> <li>Consider establishing a new trolley route that operates more as a hop on/hop off tour, connecting all HRM sites.</li> <li>Revise the current trolley narrative to include more information about each HRM site.</li> </ul>	Medium	Medium

## STRATEGIES + TACTICS

## TIMELINE

## INVESTMENT

D	<p>Provide friendly, welcoming, and approachable public spaces within sites.</p> <ul style="list-style-type: none"><li>• Seek opportunities to add seating, food and beverage sales, and marketing materials at each site for public consumption.</li><li>• Establish a physical program-wide hub at COR that contains information about all other HRM sites and serves as a “living room” where residents and visitors can gather.</li><li>• Consider additional seating and sales opportunities for food and beverages at Mordecai Visitor Center through on-site pop-ups and/or food trucks.</li></ul>	Long	High
E	<p>Tell more stories around underrepresented communities in Raleigh, including African-American, Latinx/Hispanic, immigrant, youth, women, and LGBTQ populations.</p>	Short	Low-Medium
F	<p>Provide interpretation and programming at historic sites associated with Dorothea Dix Park given their cross-cutting themes of health, wellness, race, and gender in Raleigh’s heritage.</p> <ul style="list-style-type: none"><li>• Interpret and program the sites as historical elements within the city’s new park, congruent with HRM’s function at Fletcher, Pullen, and John Chavis Memorial parks.</li><li>• Develop a long-term strategic vision for HRM’s role at Dorothea Dix Park.</li></ul>	Medium	High

# 3 LIVING HERITAGE

## METRICS

	DATA READY	POTENTIAL SOURCE(S)
<p>Participate in at least 6 off-site events and exhibits annually, double the current participation rate.</p>	100%	Event schedule
<p>Host at least 10 co-participation or co-branded events annually.</p>	100%	Event schedule
<p>Host themed tours addressing current gaps in site interpretation once quarterly.</p>	100%	Event schedule
<p>Ensure the historical significance of all HRM sites is interpreted and publicly viewable, including existing and newly acquired properties.</p>	100%	Program records
<p>Increase total number of repeat visitors to the Pope House Museum, Tucker House, Borden Building, Mordecai Historic Park, COR Museum, and Historic Trolley.</p>	0%	Visitor survey





Exhibit at COR Museum









# 4 COLLECTIVE IDENTITY

## STRATEGIES + TACTICS

## TIMELINE

## INVESTMENT

A	<p>Develop and implement a comprehensive marketing and communications plan for the HRM Program that attracts new audiences.</p> <ul style="list-style-type: none"> <li>• Ensure consistent messaging at all sites to increase HRM's recognition as a unified program.</li> <li>• In accordance with PRCR policy, strengthen social media presence and formal management of site pages.</li> <li>• Make sure the history of the site is always passively on display during private events.</li> </ul>	Medium	Medium-High
B	<p>Strengthen partnerships within City government and with external organizations for increased programming capacity, funding, and visibility.</p> <ul style="list-style-type: none"> <li>• Partner with non-profit organizations to develop and showcase exhibits.</li> <li>• Add alternative transportation connections to each site and trolley stop.</li> <li>• Strategically add new HRM board members to more effectively reflect community demographics</li> </ul>	Medium	Low
C	<p>Leverage high-traffic sites (e.g. Pullen Park, COR Museum, Mordecai Historic Park) to drive visitation to HRM and other PRCR sites with lower visitation.</p> <ul style="list-style-type: none"> <li>• Cross-promote events at HRM sites and through social media.</li> <li>• Develop joint programming at sites of high and low traffic.</li> </ul>	Short	Low
D	<p>Improve directional and interpretive wayfinding and signage at each site to increase visibility, access, and total visitation.</p>	Short	Medium-High

METRICS	DATA READY	POTENTIAL SOURCE(S)
 Increase rate of cross visitation among high and low traffic sites.	50%	Visitor survey, ticket sales, reservations
 Host at least 2 jointly programmed events annually at sites of high and low traffic.	100%	Event schedule
 Institute HRM Program signage and marketing materials with full program assets listed at each site.	100%	Staff observation
 Increase total number of Facebook followers to 10,000 for the HRM Program page.	100%	Social media platform
 Implement HRM management of a social media page for each HRM site.	100%	Social media platform
 Host all event announcements through the HRM Program Facebook page.	100%	Social media platform
 Increase total number of subscribers to the HRM listserv by 20%.	100%	Social media platform
 Increase Historic Raleigh Trolley ridership by 50% for Saturday tours.	100%	Ticket sales



# 5 EFFECTIVE GOVERNANCE

## STRATEGIES + TACTICS

## TIMELINE

## INVESTMENT

A	<p>Consider establishing a program-wide affinity group to allow for greater flexibility in supporting sites that currently lack the necessary investment to serve new audiences.</p> <ul style="list-style-type: none"> <li>• Maintain existing venue-specific friends groups to continue garnering support for targeted initiatives.</li> <li>• Establish a Moore Square friends group to build complementary external funding and support.</li> </ul>	Short	Low
B	<p>Strengthen revenue generation capacity for public programming.</p> <ul style="list-style-type: none"> <li>• Consider evaluating leasing terms and pricing structures for private rentals that align with mission and market conditions, including potentially outsourcing this function to a third party.</li> <li>• Host additional ticketed events, programs, and exhibits and/or ticketed, amenitized components of free ones.</li> <li>• Evaluate new and existing earned income opportunities for each site including sponsorship opportunities.</li> <li>• Increase grant applications for programming and operation management funding.</li> </ul>	Short	Low-Medium
C	<p>Ensure equitable investment in capital improvements and programming resources for sites and exhibits that reflect the region’s diverse heritage.</p> <ul style="list-style-type: none"> <li>• Use city and regional demographic characteristics to inform capital investment criteria and operational funding allocations for sites.</li> </ul>	Long	Low

## STRATEGIES + TACTICS

## TIMELINE

## INVESTMENT

D	<p>Prioritize capital funds for investment in sites located in Raleigh’s historically African-American neighborhoods.</p> <ul style="list-style-type: none"><li>• Improve site design and landscaping at the Pope House to facilitate increased visitation and the opportunity to integrate the neighborhood’s history with the site’s interpretation.</li><li>• Prioritize Phase 2 implementation of the John Chavis Memorial Park master plan.</li></ul>	Short	High
E	<p>Commission a master plan to interpret and program the Latta House and University Site.</p>	Short	High
F	<p>Proceed with funding capital investments that strengthen operations and programming at HRM sites.</p> <ul style="list-style-type: none"><li>• Acquire the Briggs Building to expand operational capacity of the COR Museum and visibility of the artifacts collection.</li><li>• Implement the adopted parking solution for Pullen Park, or identify new solutions such as a shared parking structure with Dix Park, to support visitation growth as park demand increases.</li><li>• Fund capital project to connect the South and North campuses of Pullen Park.</li></ul>	Long	High

# 5 EFFECTIVE GOVERNANCE

## STRATEGIES + TACTICS

## TIMELINE

## INVESTMENT

G

Increase staff capacity to advance strategic programming and governance initiatives.

- Create a dedicated HRM-level program supervisor position responsible for events, curation, program development, and public engagement.
- Consider outsourcing event marketing and management to an external partner.
- Expand organizational core competencies to include a fundraising and development function.
- Add additional staff to increase resources program-wide, allowing for additional programming, curation, and interpretation at sites connected to African-American heritage.

Short

Medium-High

H








Explore opportunities to broaden the administrative structure of the HRM Program to elevate arts and cultural initiatives throughout the city.

- Consider incorporating the HRM Program within a newly established Cultural Resources division of the PRCR department, similar to comparable organizations in municipalities across the country.
- Include the Arts Program and Cultural Outreach and Enrichment Program within the new Cultural Resources division along with HRM given mission alignment and program functions, consistent with recommendations from the Raleigh Arts Plan.

Short

Low



METRICS	DATA READY	POTENTIAL SOURCE(S)
 Increase total donations to the HRM Program by 20%.	100%	HRM accounts
 Double current staff hours dedicated to Pope House programming.	100%	HRM accounts
 Outsource or increase total staff hours dedicated to HRM marketing and communications by 25 hours weekly.	100%	HRM accounts
 Outsource or increase total staff hours dedicated to HRM private event management by 25 hours weekly.	100%	HRM accounts
 Outsource or increase total staff hours dedicated to HRM fundraising and development by 10 hours weekly.	100%	HRM accounts
 Increase total income earned from ticket sales and event rentals by 20%.	100%	HRM accounts
 Increase total operating budget to support programming at the Pope House, Tucker House, and Borden Building consistent with recommended increases in events and exhibits at each site.	100%	HRM accounts

## Potential HRM Program Activation Strategies

	Current HRM Facilities	Education	Entertainment	Recreation, Movement, and Other Activities
Historic Attractions	John Chavis Memorial Park Historic Attractions	Pope Partnership: Offer an alternative learning experience by introducing the park's importance in the Jim Crow south and potential parallels with the Pope House.	Jazz in the Park: Organize free music that reflects the type of music residents might have heard during the early days of the park.	Ride Through History: Organize a walk through the park and its carousel to actively engage with history through themed events and outdoor activities that focus on its connection with the neighborhood.
	Pullen Park Historic Attractions	Pullen's Past: Invite visitors into the park's past through hosting relevant educational events and interactive learning through signage, walking tours, and partnerships with other PRCR sites.	Adult Programming: Expand on popular events like Letterland, or Holiday Express, to include programming that targets visitors beyond the core family demographic (e.g. outdoor festivals, open markets, food trucks - where permissible).	The Ultimate Destination: Offer monthly athletic competitions or host regular games (e.g. life-size Jenga or ping pong tournaments) to create consistent foot traffic.
Historic Sites	Borden Building & Fred Fletcher Amphitheater	Untold History: Reference the site's history as an orphanage, by collecting oral histories and offering classes relevant to the daily lives of the children.	Diversified Destination: In addition to wedding rental, program the site for slumber parties, conferences, and galas.	Day in the Life: Include gardening lessons and host some of the games the children would play during their breaks.
	Historic Raleigh Trolley	Reimagine the Trolley: Re-imagine the trolley as a hop on-hop off concept, with different lines that reflect a narrative (i.e. Jim Crow) and have educational materials, either through a tour guide or an audio experience.	Party Trolley: Create opportunities to use the trolley not only as a mode of transportation, but also as a moving rental space where people can host events.	Varied Transportation Options: Partner with a ride share or alternative transportation service to include different options for transportation to and from the sites.

## Potential HRM Program Activation Strategies

	Current HRM Facilities	Education	Entertainment	Recreation, Movement, and Other Activities
Historic Sites	Latta House and University Site	Outdoor Learning: Celebrate the site's history as a place for learning by including placards and other informal outdoor signage that educate visitors about the school, Reverend Latta, and the surrounding neighborhood.	Open Space Advantages: Program with arts and culture activities, such as revolving outdoor exhibitions, small concerts, and outdoor dining.	Historic Games: Leverage the site's history with blacksmithing, carpentry, and livestock to host games like horseshoes and frisbee golf.
	Moore Square and Norwood House	Historic Link: Celebrate the square's historic link to the other assets in the HRM collection through outdoor learning placards and partnering with other facilities to educate visitors about the square's importance in Raleigh's history.	Cultural Center: Program the site with arts and cultural events, like concerts, food tasting, free dance classes, and other events.	Scavenger Hunt: Create an interactive scavenger hunt that teaches visitors about Raleigh's history.
	Mordecai Historic Park	Raleigh Women: Include a platform to share the history of women in Raleigh, and at the site, through educational programming that emphasizes the roles and activities women through different historical periods.	Updated Visitor Center: Repurpose current visitor center to include a coffee shop to serve not only as an educational destination, but also as a community resource.	Lawn Activities: Take advantage of the open space on the side of the house by creating a dog run and including lawn activities.
	Tucker House	Historical Culture: Reference the site's original use as the home of a wealthy family through programming that highlights certain structural (i.e. the sleeping porch as a cure for tuberculosis) or cultural elements (i.e. classes in the history of furniture making in Raleigh).	Tea Time: Provide different guest experiences, such as teas or receptions that reflect the historic uses of the home.	Outdoor Games: Take advantage of the site's landscaping and outdoor seating by hosting lawn games and activities.



## Potential HRM Program Activation Strategies

	Current HRM Facilities	Education	Entertainment	Recreation, Movement, and Other Activities
Museums	City of Raleigh Museum	Community Asset: Connect the building’s history to its previous use as a hardware store and how it potentially played a role interacting with other HRM sites.	Cultural Partnerships: Continue to include cultural programming but consider partnering with additional organizations to diversify potential events.	Support New HRM Ventures: Emphasize COR as the center of the HRM collection and support the use of the trolley system to link with other aspects of Raleigh’s history.
	Pope House Museum	Experiential Learning: Re-contextualize the house’s importance as a historic site within the Black community through tactile and sensory learning opportunities (i.e. sitting in replicable furniture, audio tracks of sounds heard throughout the house).	Black Tie Affair: Host cultural events and galas that match the intent and history of the house (i.e. galas, fundraising events, etc.)	Repurpose Concrete Surfaces: Activate the outside space through repaving the alleyway and providing opportunities for outdoor programming, like sidewalk seating or games.







# TECHNICAL APPENDIX



# METHODOLOGY AND DEFINITIONS

## Defined Terms

Throughout this document we define certain terms for ease of comprehension. In general, these are defined in the text. A few larger concepts are defined below.

### *Categories of Assets*

HRM asset classes are:

- Historic Attractions: John Chavis Memorial Park Carousel (“Chavis”), Pullen Park Amusements (“Pullen”)
- Historic Sites: Borden Building and Fred Fletcher Amphitheater (“Borden Building”), Historic Raleigh Trolley, Latta House and University Site (“Latta”), Moore Square, Mordecai Historic Park (“Mordecai”), Tucker House
- Museums: City of Raleigh Museum (“COR Museum”), Pope House Museum (“Pope House”)
- Curation: Collections and exhibits in various locations

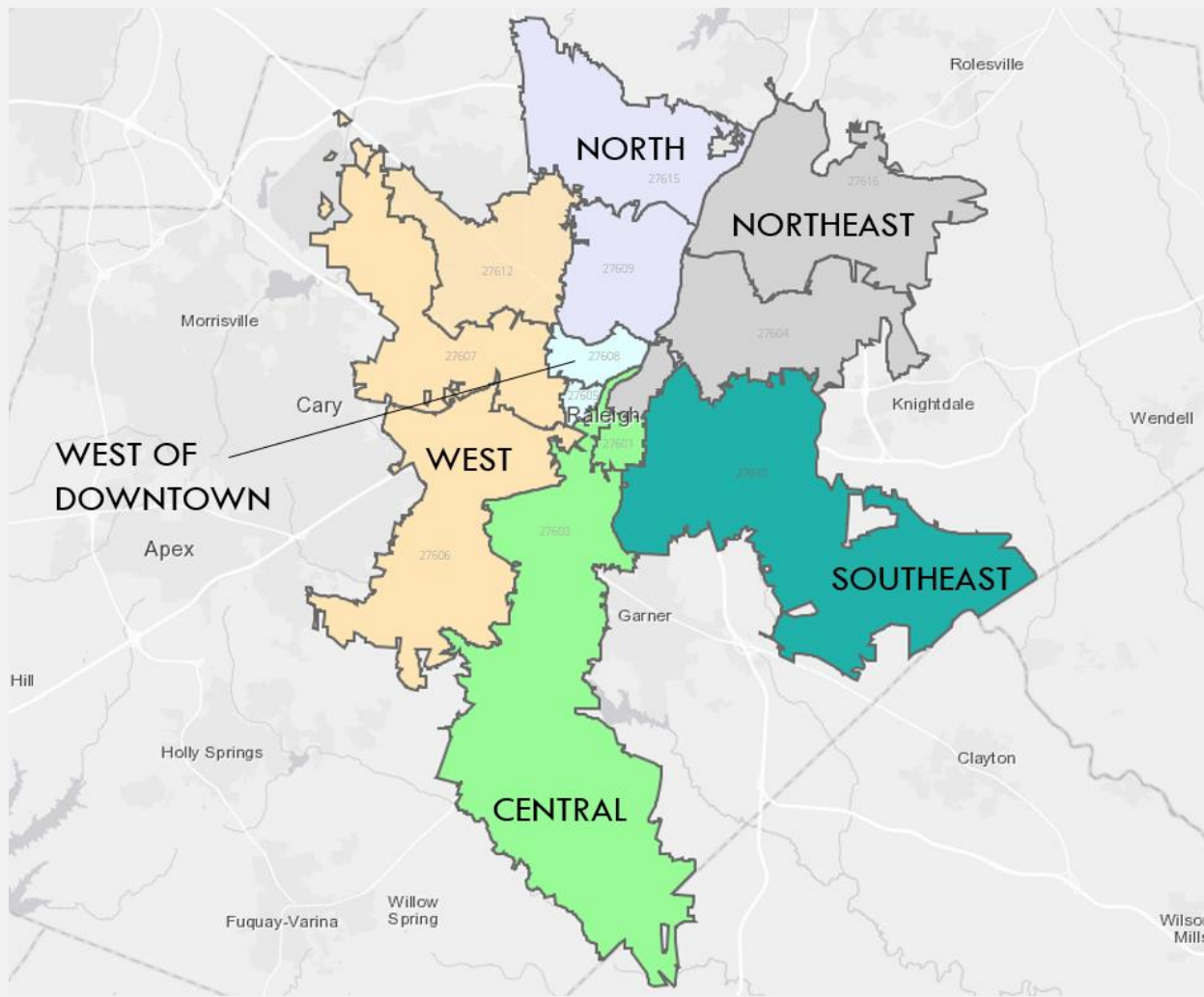
### *Revenue Accounts*

The accounts used to fund programming and operations for HRM sites.

- 100 Accounts: Operational funds for individual sites created through City Council action. Accounts are funded through the City’s General Fund.
- 130 Accounts: Program accounts for individual sites funded through revenue from ticket sales, event rentals, and other sources.

## Neighborhood Boundaries

Neighborhoods were segmented by zip code according to the boundaries outlined below.





## Surveys and Survey Results

The HRM Program administered two surveys through the planning process: 1) a benchmarking survey to understand more about existing conditions and interest in future programming and 2) an open house survey to solicit feedback on activities at each site and ideas for future programming.

### 1. Benchmarking Survey (“the survey”)

The long and short versions of an online survey allowed HRM to:

- Better understand the demographics of current users of HRM assets.
- Assess knowledge and awareness of the full breadth of existing HRM assets and programs.
- Discover key drivers of attendance, repeat attendance, and/or lack of interest in HRM assets and programming.
- Pilot interest in potential HRM initiatives.

The short form of the survey was distributed to:

- Attendees of Holiday Express 2017 via email.
  - The event lasted from December 7 - 17, 2017.
  - Survey responses were collected from December 13 - 28, 2017.

The long form of the survey was distributed to:

- Attendees of First Night Raleigh 2017 via an in-person street team.
  - The event took place on December 31, 2017.
  - Survey responses were collected that day outside of the COR Museum.
- Attendees of North Carolina Museum of History's 2018 African-American Cultural Celebration via an in-person street team.
  - The event took place on January 27, 2018.
  - Survey responses were collected that day inside the museum.
- Members of the Parks, Recreation and Cultural Resources (PRCR) listserv and other members of the public with access to the survey link.
  - The public survey link continued accepting response from December 31, 2017 to February 27, 2018.

We received 1,055 responses; 723 from Holiday Express attendees, 251 via email, 62 from the First Night street team, and 19 from African-American Cultural Celebration street team. The full survey questionnaire and results are available in a separate appendix.

## 2. Open House Survey (“Open House feedback”)

On April 28, 2018, the HRM Program hosted a Historic Open House that featured events and activities for community members across many of the properties in the portfolio. The HRM Program developed a survey to solicit feedback from participants regarding:

- Their experience at each site visited
- Their likelihood of returning to any of the HRM sites
- How they heard about the event
- Ideas for future programs and events at HRM sites

Participants in the bike tour were asked additional questions about their experience on the tour and the likelihood of joining another bike tour with the HRM Program in the future.

The survey was available to participants in person on the day of the event at each site and to bike tour participants via web link afterwards. The survey remained open through June 5, 2018.

We received 35 responses; 9 from bike tour attendees and 26 from other participants in the open house. The full survey questionnaire and results are available in a separate appendix.



## **Benchmarking Analysis**

Building off our understanding of HRM operations, programming, governance, and administration identified through our existing conditions analysis, the HR&A team undertook a benchmarking assessment to compare the HRM Program to other organizations that manage historic and cultural programs within specific cities. Through this analysis, the team garnered an understanding of how other cities have successfully capitalized on opportunities that may be found in Raleigh and identified potential strategies for the HRM Program in line with best practices.

The initial list of organizations considered for deeper analysis included both public and non-profit organizations along the East Coast of varying sizes and market conditions. After further research into the operations and governance models of each, the Atlanta History Center and Office of Historic Alexandria were chosen as benchmarks because they fulfill certain aspirational and near-term goals identified for HRM in earlier conversations and manage a set of assets – spanning homes, collections, and open space – similar to that of the HRM Program. Best practices garnered from these organizations are used to support recommended strategies for the HRM Program.

### *Selected Organizations*

Both the Atlanta History Center and Office of Historic Alexandria serve as stewards for a diverse set of assets analogous to the HRM Program, are in major southern cities or metro areas, and garner recognition as drivers of visitation in their regions.

### Atlanta History Center

As a non-profit museum and research center, the Atlanta History Center (AHC) offers insights into how HRM can implement programming, membership, and marketing practices that may be useful in growing and sustaining HRM's impact on heritage preservation in Raleigh. The Center, located on a 33-acre site in Atlanta's Buckhead district, includes their main site, the Atlanta History Museum, founded in 1926 and featuring 6 permanent and temporary exhibits. Other assets on the campus include a resource center, containing more than 3.5 million items in various mediums, two historic homes, and a farmhouse that is programmed with educational re-enactments. AHC also has gardens and manages the off-campus Margret Mitchell House and Museum. Current unique visitors across its sites and programming number around 240,000 annually. As a non-profit, it currently generates \$18.6M in revenues, with \$12.9M in expenses and \$145.9M in total assets.

### Office of Historic Alexandria

The Office of Historic Alexandria (OHA), run by the City of Alexandria, offers a comparable governance structure and manages a similar number of historic assets that are actively programmed and marketed. The Office of Historic Alexandria is also one of only eight municipal organizations across the country that have received accreditation from the American Alliance of Museums. Alexandria provides insights on the organizational, funding, and marketing practices that may be useful for HRM from a governance perspective. OHA's network consists of 14 museums, historic sites, and parks. Of particular interest, the system includes the City's African American Heritage Park and African-American History Museum, a city history museum, and a historic tavern that currently generates funds as a restaurant and bar. Annual visitation across all sites and programming is roughly comprised of 210,000 unique visitors.

*Surveyed Organizations*

The full list of surveyed organizations is presented below for reference. Demographics information provided by Social Explorer.

Organization	Location	Demographics		Asset Types Held		
		MSA Population, 2016	City/County Population, 2016	Open Space	Historic Homes	Collections
Public						
<b>Raleigh's Historic Resources and Museum Program</b>	<b>Raleigh, NC</b>	<b>1.2M</b>	<b>441K</b>	•	•	•
Culture and Heritage Commission	Rock Hill, SC	2.4M	70K	•		•
Fairfax County Parks	Fairfax County, VA	6M	23K		•	•
High Point Museum	High Point, NC	746K	108K	•	•	•
New York City Parks	New York, NY	20M	8.4M	•		
Office of Historic Alexandria	Alexandria, VA	6M	151K	•	•	•
Prince George County	Prince George County, MD	1.3M	37K		•	•
Virginia Beach Department of Aquarium and Museums	Virginia Beach, VA	1.7M	449K		•	•
Non-profit						
Atlanta History Center	Atlanta, GA	5.6M	456K	•	•	•
Heritage Society at Sam Houston Park	Houston, TX	6.5M	2.2M	•	•	•
Historic Richmond Town	Staten Island, NY	20M	8.4M		•	•
New York City Historic House Trust	New York, NY	20M	8.4M		•	•
Philadelphia Society for the Preservation of Landmarks	Philadelphia, PA	6M	1.5M		•	



# BENCHMARKING SURVEY RESULTS

## 1. How many times have you visited these HRM sites and attractions in the past?

EMAIL + STREET TEAM

Sites	Total Responses	At Least Once	Never	1-2 times	3 or more times
Borden Building (in Fred Fletcher Park)	327	118	209	70	48
City of Raleigh Museum	328	261	67	128	133
John Chavis Memorial Park Carousel	325	131	194	94	37
Fred Fletcher Amphitheater	325	136	189	85	51
Historic Raleigh Trolley	328	131	197	90	41
Latta House and University Site	325	54	271	42	12
Moore Square	329	284	45	61	223
Mordecai Historic Park	327	216	111	86	130
Norwood House	324	15	309	12	3
Pope House Museum	325	77	248	54	23
Pullen Park Amusements	329	280	49	77	203
Tucker House	326	112	214	72	40

## HOLIDAY EXPRESS

Sites	Total Responses	At Least Once	Never	1-2 times	3 or more times
Borden Building (in Fred Fletcher Park)	684	61	623	49	12
City of Raleigh Museum	688	247	441	162	85
John Chavis Memorial Park Carousel	686	120	566	68	52
Fred Fletcher Amphitheater	684	92	592	63	29
Historic Raleigh Trolley	684	101	583	91	10
Latta House and University Site	679	18	661	14	4
Moore Square	685	404	281	192	212
Mordecai Historic Park	678	212	466	156	56
Norwood House	675	17	658	17	-
Pope House Museum	675	29	646	26	3
Pullen Park Amusements	693	652	41	109	543
Tucker House	678	61	617	54	7

Visitation to HRM Sites At Least Once - % of Total

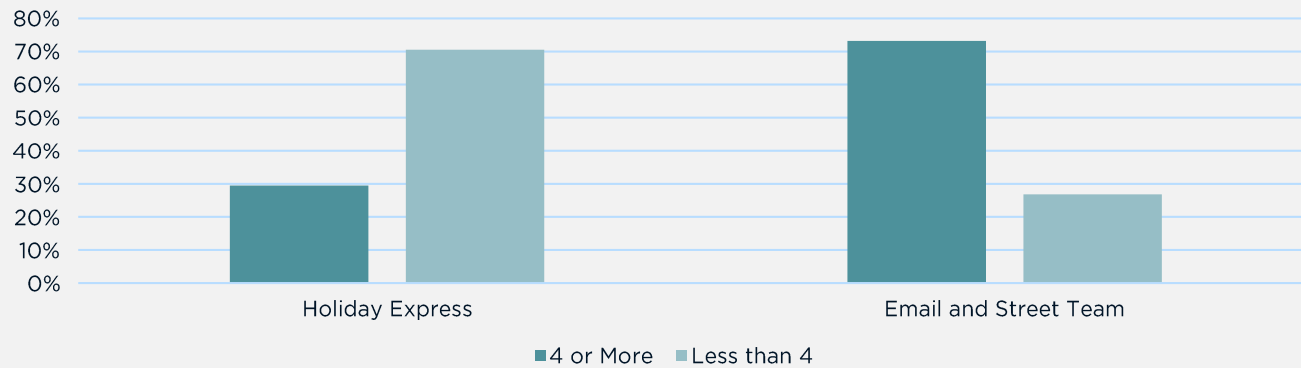
Sites	Email and Street Team	Holiday Express
Borden Building (in Fred Fletcher Park)	36%	9%
City of Raleigh Museum	80%	36%
John Chavis Memorial Park Carousel	40%	17%
Fred Fletcher Amphitheater	42%	13%
Historic Raleigh Trolley	40%	15%
Latta House and University Site	17%	3%
Moore Square	86%	59%
Mordecai Historic Park	66%	31%
Norwood House	5%	3%
Pope House Museum	24%	4%
Pullen Park Amusements	85%	94%
Tucker House	34%	9%



Visits to 4 or more sites

Sites	Email and First Night	Holiday Express
Borden Building (in Fred Fletcher Park)	100%	87%
City of Raleigh Museum	82%	57%
John Chavis Memorial Park Carousel	97%	73%
Fred Fletcher Amphitheater	93%	84%
Historic Raleigh Trolley	96%	85%
Latta House and University Site	96%	100%
Moore Square	81%	47%
Mordecai Historic Park	95%	79%
Norwood House	100%	94%
Pope House Museum	99%	86%
Pullen Park Amusements	83%	33%
Tucker House	100%	89%

Frequency of Visitation



Visits to 4 or more sites

	Holiday Express	Email and Street Team
4 or More	29%	73%
Less than 4	71%	27%

Number of Sites Visited

Sites Visited	Holiday Express	Email and Street Team
0	48	7
1	167	16
2	165	31
3	130	35
4	86	39
5	54	37
6	35	42
7	18	41
8	11	37
9	5	24
10	1	16
11	2	4
12	1	3
Median	2	6

Cross - Visitation to HRM Sites (%) - Email and Street Team

e.g. "Visitors to Norwood House are most likely to have visited other sites in the portfolio."

Sites	Borden Building (in Fred Fletcher Park)	City of Raleigh Museum	John Chavis Memorial Park Carousel	Fred Fletcher Amphitheater	Historic Raleigh Trolley	Latta House and University Site	Moore Square	Mordecai Historic Park	Norwood House	Pope House Museum	Pullen Park Amusements	Tucker House
Borden Building (in Fred Fletcher Park)	100%	93%	47%	75%	56%	32%	95%	92%	8%	34%	96%	60%
City of Raleigh Museum	42%	100%	44%	47%	45%	19%	86%	71%	5%	26%	86%	38%
John Chavis Memorial Park Carousel	43%	87%	100%	50%	50%	21%	98%	83%	8%	27%	95%	50%
Fred Fletcher Amphitheater	65%	90%	48%	100%	49%	26%	92%	84%	9%	29%	93%	55%
Historic Raleigh Trolley	50%	89%	50%	50%	100%	24%	92%	84%	8%	36%	91%	54%
Latta House and University Site	70%	91%	52%	67%	59%	100%	93%	83%	13%	43%	93%	65%
Moore Square	39%	79%	45%	44%	43%	18%	100%	71%	5%	25%	91%	38%
Mordecai Historic Park	50%	86%	50%	53%	51%	21%	94%	100%	6%	28%	94%	44%
Norwood House	67%	93%	73%	80%	73%	47%	93%	93%	100%	53%	100%	80%
Pope House Museum	52%	88%	45%	51%	61%	30%	92%	79%	10%	100%	96%	65%
Pullen Park Amusements	40%	80%	44%	45%	43%	18%	92%	72%	5%	26%	100%	38%
Tucker House	63%	88%	58%	67%	63%	31%	96%	86%	11%	45%	96%	100%



Cross - Visitation to HRM Sites (%) - Holiday Express

e.g. "Visitors to Norwood House are most likely to have visited other sites in the portfolio."

Sites	Borden Building (in Fred Fletcher Park)	City of Raleigh Museum	John Chavis Memorial Park Carousel	Fred Fletcher Amphitheater	Historic Raleigh Trolley	Latta House and University Site	Moore Square	Mordecai Historic Park	Norwood House	Pope House Museum	Pullen Park Amusements	Tucker House
Borden Building (in Fred Fletcher Park)	100%	67%	34%	67%	34%	10%	82%	64%	10%	13%	100%	33%
City of Raleigh Museum	17%	100%	25%	19%	24%	5%	72%	43%	5%	7%	96%	17%
John Chavis Memorial Park Carousel	18%	52%	100%	24%	28%	6%	72%	51%	6%	11%	99%	15%
Fred Fletcher Amphitheater	45%	50%	32%	100%	32%	8%	86%	67%	11%	14%	100%	32%
Historic Raleigh Trolley	21%	58%	33%	29%	100%	7%	75%	74%	10%	7%	100%	24%
Latta House and University Site	33%	72%	39%	39%	39%	100%	89%	89%	22%	33%	100%	39%
Moore Square	12%	44%	21%	20%	19%	4%	100%	45%	3%	6%	96%	13%
Mordecai Historic Park	18%	50%	29%	29%	35%	8%	86%	100%	6%	9%	99%	21%
Norwood House	35%	71%	41%	59%	59%	24%	76%	76%	100%	59%	100%	53%
Pope House Museum	28%	59%	45%	45%	24%	21%	90%	69%	34%	100%	93%	41%
Pullen Park Amusements	9%	36%	18%	14%	15%	3%	60%	32%	3%	4%	100%	9%
Tucker House	33%	69%	30%	48%	39%	11%	84%	72%	15%	20%	95%	100%

Frequency of Visitation Across Portfolio – Email and Street Team e.g. "Visitors to Pullen Park are less likely to visit other sites in the portfolio."

Total Sites Visited	Borden Building (in Fred Fletcher Park)	City of Raleigh Museum	John Chavis Memorial Park Carousel	Fred Fletcher Amphitheater	Historic Raleigh Trolley	Latta House and University Site	Moore Square	Mordecai Historic Park	Norwood House	Pope House Museum	Pullen Park Amusements	Tucker House
4 or More	118	213	127	126	126	52	229	205	15	76	233	112
Less than 4	-	48	4	10	5	2	55	11	-	1	47	-
4 or More	100%	82%	97%	93%	96%	96%	81%	95%	100%	99%	83%	100%
Less than 4	0%	18%	3%	7%	4%	4%	19%	5%	0%	1%	17%	0%

Frequency of Visitation Across Portfolio – Holiday Express e.g. "Visitors to Pullen Park are less likely to visit other sites in the portfolio."

Total Sites Visited	Borden Building (in Fred Fletcher Park)	City of Raleigh Museum	John Chavis Memorial Park Carousel	Fred Fletcher Amphitheater	Historic Raleigh Trolley	Latta House and University Site	Moore Square	Mordecai Historic Park	Norwood House	Pope House Museum	Pullen Park Amusements	Tucker House
4 or More	53	140	87	77	86	18	191	167	16	25	213	54
Less than 4	8	107	33	15	15	-	213	45	1	4	439	7
4 or More	87%	57%	73%	84%	85%	100%	47%	79%	94%	86%	33%	89%
Less than 4	13%	43%	28%	16%	15%	0%	53%	21%	6%	14%	67%	11%

## **2. Please evaluate these potential future activities at HRM sites on a scale from very boring (1) to super fun (5).**

- **Bike HRM's Historic Assets:** Bike to each of HRM's historic assets and enjoy site-specific activities at each location, culminating with a light meal and refreshments in the historic gardens, kitchen and smokehouse at Mordecai Park.
- **Brew and BBQ:** Learn about the history of brewing and BBQ in the Triangle from local brewers and restaurants at John Chavis Memorial Park and end with sample beers and BBQ.
- **First Fridays:** Hear "Shark Tank"-style pitches from local startups, network with professionals in the area, then party Friday evening in an intimate setting at the City of Raleigh Museum.
- **Fred Fletcher Fling:** Bring your own picnic dinner and refreshments while enjoying a swing dance class in the Borden Building and live music at the Fletcher Amphitheater.
- **Summer Sing-Along:** Enjoy the summer weather and sing along to favorite kid movies at the Fletcher Amphitheater.
- **Trolley Talks:** Discover Raleigh's past with a tour led by a local historian while enjoying light refreshments along the way.
- **Frisbee Golf:** Stop by the Latta House and University site to enjoy an afternoon of frisbee golf, outdoor activities and contests that promote health and wellness.
- **Hip Hop on the Square:** Attend a hip hop and freestyle class at Moore Square during the weekend.
- **Moore Moonlight Market:** Support local businesses and enjoy seasonal drinks at an open-air evening market in Moore Square.
- **Raleigh Trivia Night:** Test your knowledge about Raleigh's history, culture, and residents in this exciting evening at the Norwood House.
- **Learn Your Family History:** Meet with experts to learn more about your genealogy and family ancestry at the Pope House Museum.
- **Happy Birthday at Pullen Park!:** Grab the face paint and ice cream – host a birthday party at Pullen Park, riding and learning more about its famous attractions.
- **Family Reunion at the Tucker House:** Strike up the band and bring 100-200 of your favorite brothers, sisters, aunts, uncles, and cousins to this neo-classical revival style home.
- **Acorn Scavenger Hunt:** Learn about Raleigh's historic symbols and natural history at Moore Square, including a nature walk observing some of the city's famous trees and wildlife.



Interest in Proposed Events - % of Total – Email and Street Team

<b>Events</b>	<b>Interested</b>	<b>Not Interested</b>
Bike HRM Assets	78%	22%
Brew + BBQ	80%	20%
First Friday	57%	43%
Fred Fletcher Fling	62%	38%
Summer Sing Along	50%	50%
Trolley Talks	83%	17%
Hip Hop	48%	52%
Frisbee Golf	48%	52%
Moore Moonlight Market	85%	15%
Raleigh Trivia	63%	37%
Learn Your Family History	65%	35%
Happy Birthday	51%	49%
Family Reunion	36%	64%
Acorn Scavenger Hunt	68%	32%

Note: “Interested” includes respondents who answered 4 or 5; “Not Interested” includes all others.

Interest in Proposed Events - % of Total - Email and Street Team - Holiday Express

<b>Events</b>	<b>Interested</b>	<b>Not Interested</b>
Bike HRM Assets	11%	89%
Brew + BBQ	35%	65%
First Friday	14%	86%
Fred Fletcher Fling	14%	86%
Summer Sing Along	45%	55%
Trolley Talks	27%	73%
Hip Hop	7%	93%
Frisbee Golf	9%	91%
Moore Moonlight Market	28%	72%
Raleigh Trivia	8%	92%
Learn Your Family History	13%	87%
Happy Birthday	51%	49%
Family Reunion	4%	96%
Acorn Scavenger Hunt	n/a	n/a

Note: Holiday Express respondents were not asked about preferences for the Acorn Scavenger Hunt.

Cross-Interest in Proposed Events – Email and Street Team

e.g. "Those interested in Family Reunion are most likely to be interested in other events."

Events	Bike HRM Assets	Brew + BBQ	First Friday	Fred Fletcher Fling	Summer Sing Along	Trolley Talks	Hip Hop	Frisbee Golf	Moore Moonlight Market	Raleigh Trivia	Learn Your Family History	Happy Birthday	Family Reunion	Acorn Scavenger Hunt
Bike HRM Assets	100%	81%	58%	66%	51%	83%	52%	51%	86%	64%	65%	51%	36%	70%
Brew + BBQ	81%	100%	60%	61%	50%	80%	46%	48%	88%	66%	66%	52%	37%	68%
First Friday	81%	84%	100%	68%	52%	78%	53%	55%	90%	70%	67%	57%	39%	67%
Fred Fletcher Fling	84%	79%	62%	100%	59%	85%	51%	56%	89%	62%	68%	59%	41%	72%
Summer Sing Along	80%	80%	60%	73%	100%	83%	52%	53%	88%	71%	69%	69%	42%	73%
Trolley Talks	80%	78%	54%	64%	50%	100%	48%	46%	84%	63%	70%	55%	37%	71%
Hip Hop	87%	78%	63%	66%	54%	83%	100%	57%	85%	67%	64%	54%	37%	71%
Frisbee Golf	85%	80%	65%	72%	56%	79%	57%	100%	88%	62%	68%	56%	38%	69%
Moore Moonlight Market	81%	83%	60%	65%	52%	82%	48%	50%	100%	65%	67%	52%	38%	69%
Raleigh Trivia	80%	84%	62%	60%	56%	82%	50%	47%	87%	100%	71%	53%	41%	71%
Learn Your Family History	81%	83%	59%	67%	54%	90%	48%	51%	89%	70%	100%	60%	44%	74%
Happy Birthday	81%	82%	64%	72%	68%	90%	52%	53%	87%	67%	76%	100%	47%	73%
Family Reunion	80%	83%	62%	72%	59%	87%	50%	52%	91%	72%	80%	67%	100%	78%
Acorn Scavenger Hunt	83%	80%	56%	66%	54%	88%	50%	49%	87%	67%	70%	55%	41%	100%



Cross-Interest in Proposed Events – Email and Street Team

e.g. "Those interested in Family Reunion are most likely to be interested in other events."

Events	Bike HRM Assets	Brew + BBQ	First Friday	Fred Fletcher Fling	Summer Sing Along	Trolley Talks	Hip Hop	Frisbee Golf	Moore Moonlight Market	Raleigh Trivia	Learn Your Family History	Happy Birthday	Family Reunion	Acorn Scavenger Hunt
Bike HRM Assets	100%	65%	25%	38%	60%	62%	19%	22%	58%	25%	32%	65%	17%	n/a
Brew + BBQ	20%	100%	24%	25%	62%	42%	13%	15%	51%	15%	21%	69%	7%	n/a
First Friday	19%	61%	100%	34%	74%	48%	12%	22%	61%	22%	20%	76%	11%	n/a
Fred Fletcher Fling	28%	60%	32%	100%	79%	51%	17%	23%	56%	17%	29%	72%	16%	n/a
Summer Sing Along	14%	48%	23%	25%	100%	38%	13%	13%	44%	14%	18%	71%	7%	n/a
Trolley Talks	24%	54%	24%	27%	62%	100%	15%	14%	48%	16%	28%	68%	10%	n/a
Hip Hop	33%	73%	43%	47%	84%	55%	27%	100%	75%	24%	22%	78%	12%	n/a
Frisbee Golf	23%	52%	19%	27%	67%	47%	100%	22%	56%	17%	33%	67%	8%	n/a
Moore Moonlight Market	23%	64%	30%	29%	71%	48%	18%	19%	100%	19%	25%	73%	8%	n/a
Raleigh Trivia	35%	69%	40%	33%	84%	58%	20%	22%	67%	100%	45%	80%	25%	n/a
Learn Your Family History	27%	57%	22%	32%	63%	60%	23%	12%	53%	27%	100%	72%	15%	n/a
Happy Birthday	13%	46%	20%	20%	62%	36%	12%	11%	39%	12%	18%	100%	6%	n/a
Family Reunion	50%	65%	42%	62%	81%	77%	19%	23%	58%	54%	54%	88%	100%	n/a
Acorn Scavenger Hunt	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Event Interest Among Those Who have Visited 4 or More Sites

	Holiday Express	Email & Street Team
Bike HRM Assets	21%	80%
Brew + BBQ	46%	81%
First Friday	21%	55%
Fred Fletcher Fling	27%	62%
Summer Sing Along	62%	50%
Trolley Talks	46%	82%
Hip Hop	10%	46%
Frisbee Golf	12%	45%
Moore Moonlight Market	41%	85%
Raleigh Trivia	13%	64%
Learn Your Family History	23%	63%
Happy Birthday	63%	51%
Family Reunion	8%	35%
Acorn Scavenger Hunt	0%	67%

### Event Interest Among Those Who have Visited Less than 4 Sites

	Holiday Express	Email & Street Team
Bike HRM Assets	6%	73%
Brew + BBQ	30%	72%
First Friday	11%	57%
Fred Fletcher Fling	9%	60%
Summer Sing Along	37%	47%
Trolley Talks	20%	80%
Hip Hop	6%	49%
Frisbee Golf	8%	53%
Moore Moonlight Market	22%	80%
Raleigh Trivia	5%	57%
Learn Your Family History	8%	63%
Happy Birthday	46%	46%
Family Reunion	2%	36%
Acorn Scavenger Hunt	0%	64%



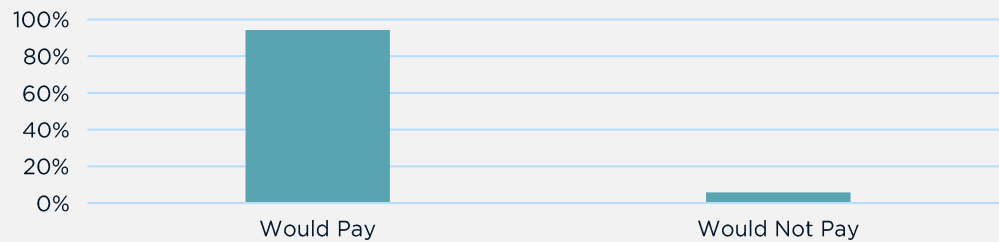
**3. For any of the activities above that you thought were fun (scored a 4 or 5), what is the most you would be willing to pay per ticket to attend?**

Price Range	% of Total
Free	6%
up to \$10	47%
up to \$30	37%
up to \$50	9%
up to \$70	1%
up to \$100	0%
Total	100%

Site Visitation Frequency by Willingness to Pay

Total Sites Visited	Free	up to \$10	up to \$30	up to \$50	up to \$70	up to \$100	Total
4 or More	5%	46%	40%	9%	0%	0%	100%
Less than 4	8%	52%	27%	9%	4%	0%	100%

Willingness to Pay



Note: Holiday Express respondents were not asked about willingness to pay.

#### 4. What zip code do you live in?

##### Total Responses

Residency	Total	Email	First Night	African-American Cultural Celebration	Holiday Express	% of Email	% of First Night	% of African-American Cultural Celebration	% of Holiday Express	% of Raleigh
Raleigh	489	179	27	5	278	71%	44%	26%	38%	100%
North	202	60	11	2	129	24%	18%	11%	18%	41%
Northeast	89	30	6	1	52	12%	10%	5%	7%	18%
South	58	30	5	-	23	12%	8%	0%	3%	12%
Downtown West	59	34	2	-	23	14%	3%	0%	3%	12%
Southeast	20	4	2	1	13	2%	3%	5%	2%	4%
West	61	21	1	1	38	8%	2%	5%	5%	12%
Other NC	515	70	32	13	400	28%	52%	68%	55%	
Other Triangle	477	61	28	12	376	24%	45%	63%	52%	
Other NC	38	9	4	1	24	4%	6%	5%	3%	
All Other	51	2	3	1	45	1%	5%	5%	6%	
Out of State	5	2	3	0	0	1%	5%	0%	0%	
Unspecified	46	0	0	1	45	0%	0%	5%	6%	

Visits to 4 or More Sites by Residency

Visits to Less than 4 Sites by Residency

	Holiday Express	Email & Street Team	Black Culture Celebration		Holiday Express	Email & Street Team	Black Culture Celebration
Raleigh	44%	80%	80%	Raleigh	56%	20%	20%
North	40%	88%	50%	North	60%	12%	50%
Northeast	42%	68%	100%	Northeast	58%	32%	0%
South	30%	74%	0%	South	70%	26%	0%
Downtown West	74%	83%	0%	Downtown West	26%	17%	0%
Southeast	54%	86%	100%	Southeast	46%	14%	0%
West	47%	74%	100%	West	53%	26%	0%
Other NC	22%	63%	54%	Other NC	78%	37%	46%
Other Triangle	21%	70%	58%	Other Triangle	79%	30%	42%
Other NC	29%	14%	0%	Other NC	71%	86%	100%
All Other	9%	33%	0%	All Other	91%	67%	100%
Out of State	0%	40%	0%	Out of State	0%	60%	0%
Unspecified	9%	0%	0%	Unspecified	91%	100%	100%

## 5. How many years have you lived in Raleigh?

Length of Time (years) in the Area - Full Survey - % of Total

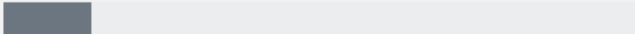
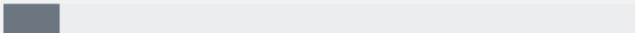
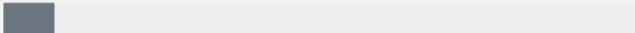
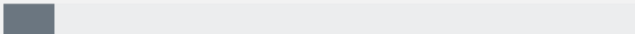
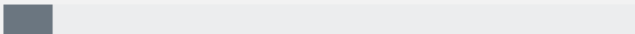
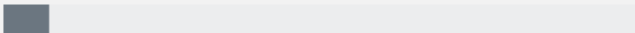
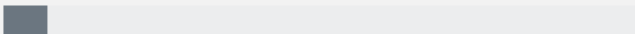
Residency	Total	Less than 1	1-3	4-10	10-20	20+	Not a Raleigh resident
Raleigh	65%	3%	7%	11%	15%	29%	0%
North	22%	0%	1%	4%	6%	11%	0%
Northeast	12%	1%	1%	3%	3%	5%	0%
South	11%	0%	2%	3%	2%	4%	0%
Downtown West	11%	1%	3%	1%	2%	5%	0%
Southeast	2%	0%	0%	0%	0%	1%	0%
West	7%	0%	1%	1%	3%	3%	0%
Other NC	34%	3%	3%	4%	5%	8%	10%
Other Triangle	30%	3%	3%	3%	5%	7%	9%
Other NC	4%	0%	1%	1%	0%	0%	2%
All Other	2%	0%	1%	0%	0%	0%	1%
Out of State	2%	0%	1%	0%	0%	0%	1%
Unspecified	0%	0%	0%	0%	0%	0%	0%



**6. What do you enjoy most about living in or visiting Raleigh?**

A word cloud of responses to the question 'What do you enjoy most about living in or visiting Raleigh?'. The words are arranged in two rows. The top row contains: 'great', 'love', 'history', 'things', 'downtown', 'culture', 'people', 'restaurants', and 'parks'. The bottom row contains: 'greenways', 'city', 'Lots', 'museums', 'cultural', 'activities', 'art', 'Raleigh', and 'good'. Below the bottom row, the words 'events' and 'live' are centered. The words 'city', 'museums', and 'activities' are the largest in the cloud.

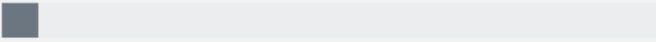
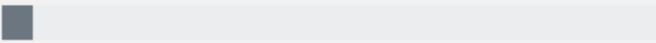
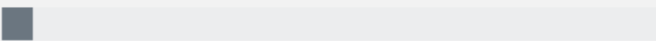
Note: Results above represent a text analysis of top 20 words generated by SurveyMonkey.

city		13.97%	38
parks		11.76%	32
museums		9.93%	27
people		9.56%	26
activities		8.82%	24
Raleigh		8.09%	22
downtown		8.09%	22
history		7.72%	21
events		7.35%	20
great		6.99%	19

Note: Results above represent a text analysis of top 20 words generated by SurveyMonkey.

events		7.35%	20
great		6.99%	19
live		6.62%	18
greenways		6.62%	18
culture		6.25%	17
Lots		6.25%	17
restaurants		6.25%	17
art		5.51%	15
things		5.51%	15

Note: Results above represent a text analysis of top 20 words generated by SurveyMonkey.

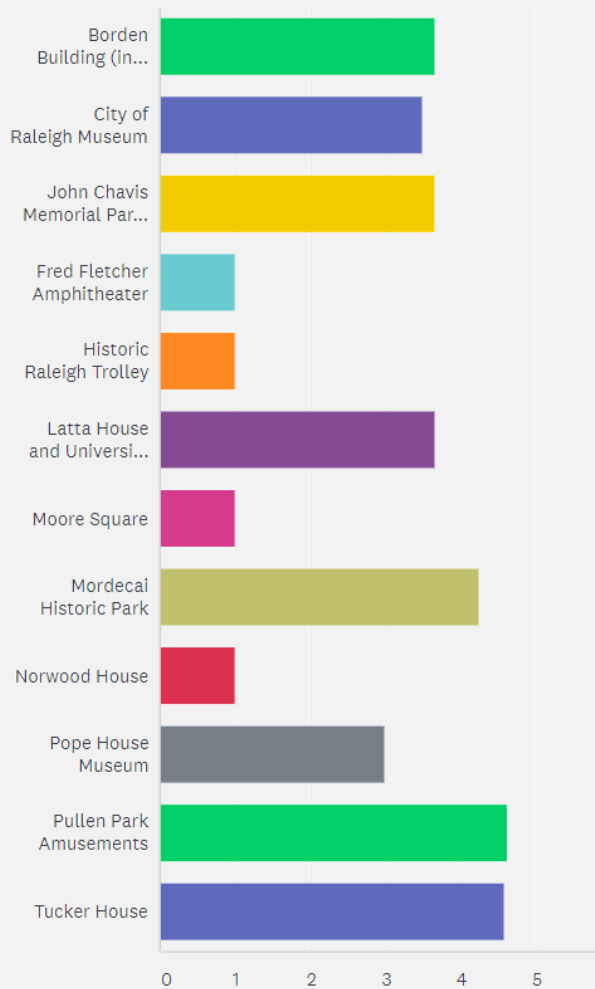
cultural		5.51%	15
good		4.78%	13
love		4.78%	13

Note: Results above represent a text analysis of top 20 words generated by SurveyMonkey.

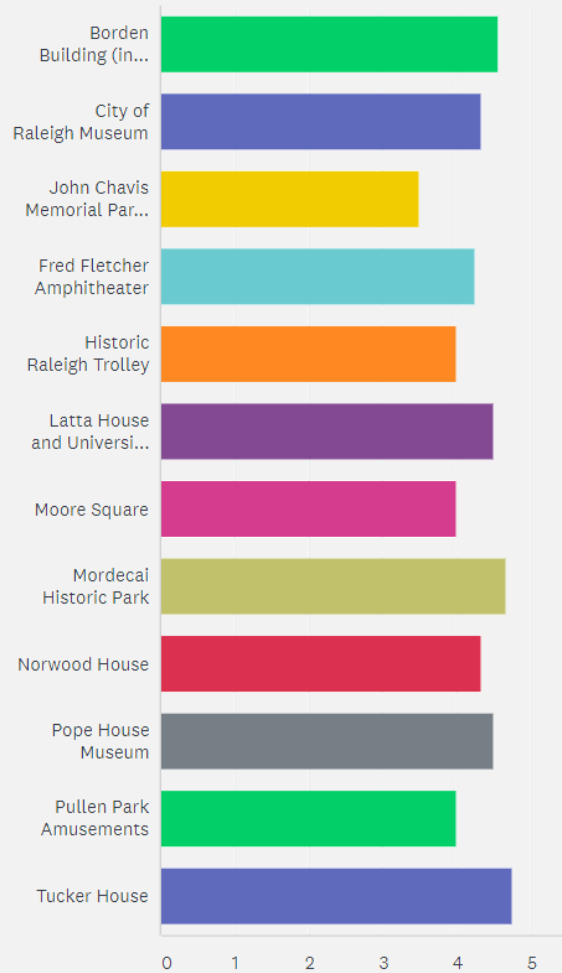


# OPEN HOUSE SURVEY RESULTS

1. On a scale from 1 to 5, how would you rate your experience at each site that you visited today?

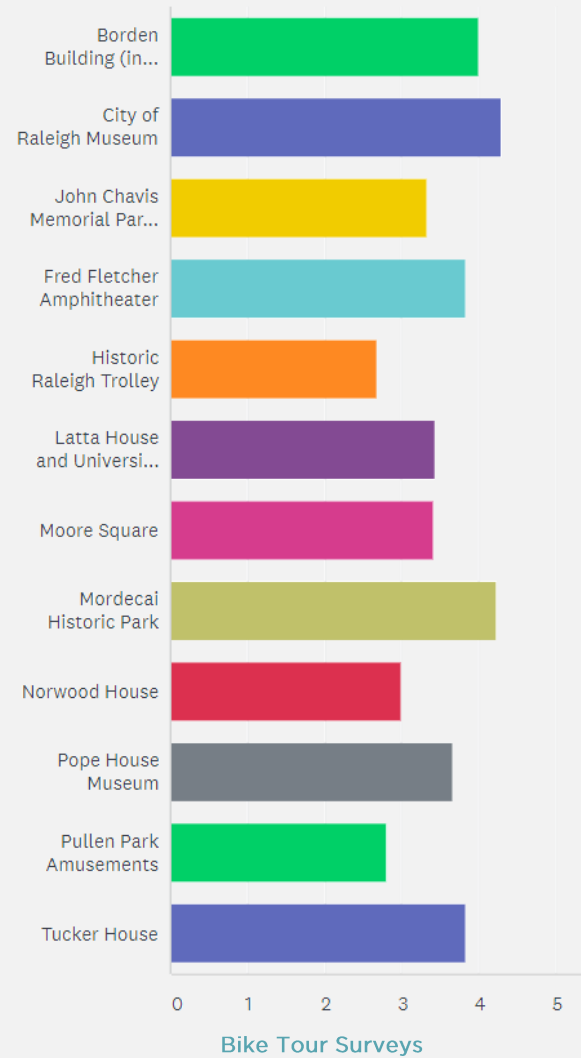
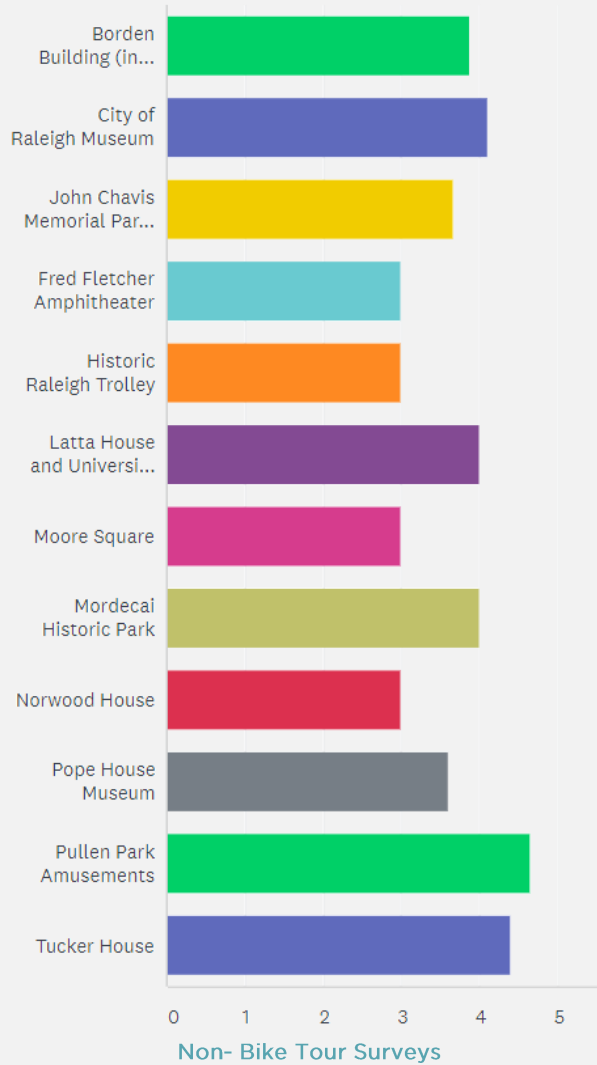


Non- Bike Tour Surveys

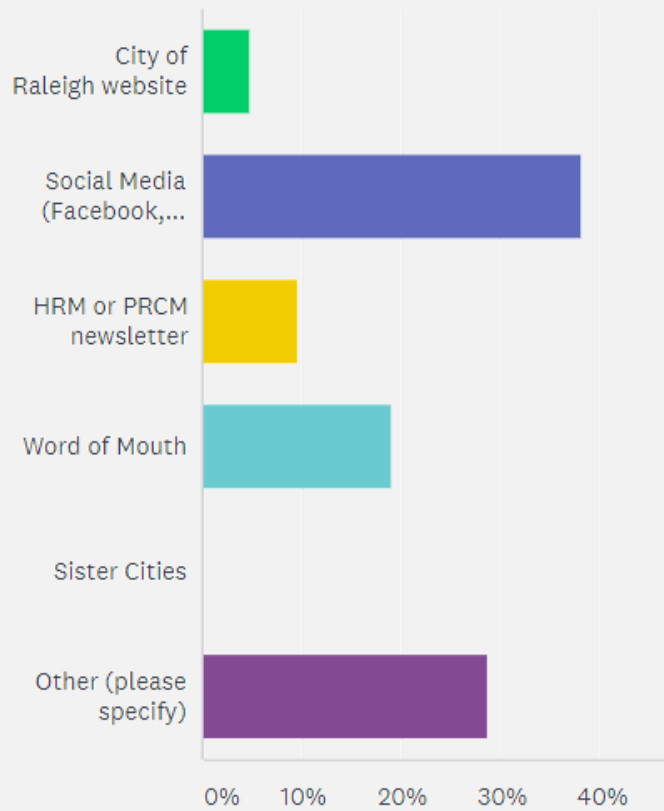


Bike Tour Surveys

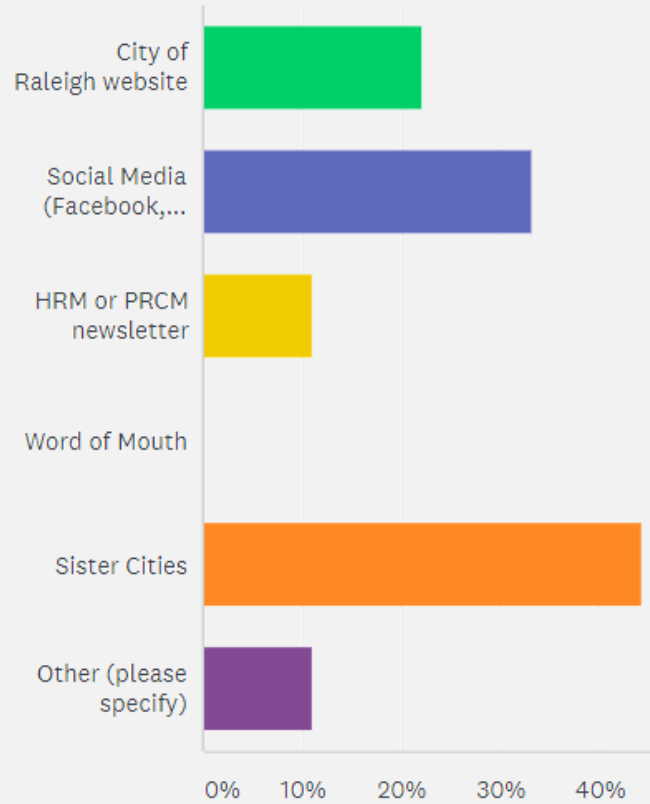
**2. How likely are you to return to and/or visit each HRM site over the next three months?**



**3. How did you find out about today's event? Please check all that apply.** (Question #6 for bike tour survey)



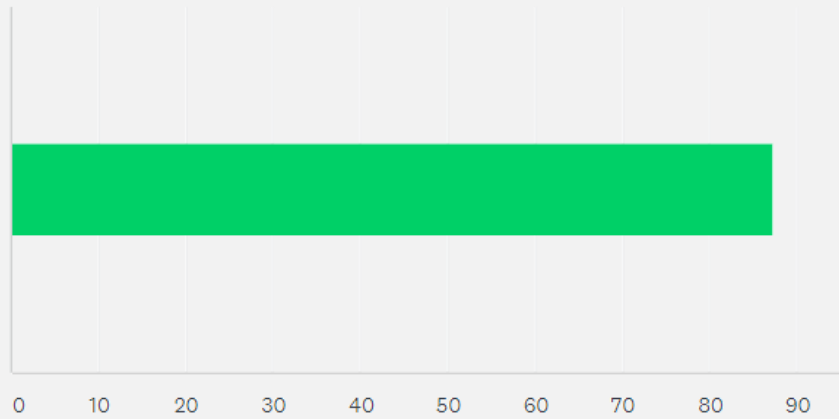
Non- Bike Tour Surveys



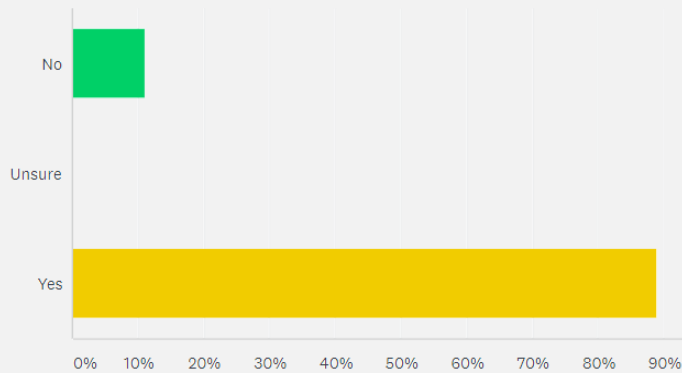
Bike Tour Surveys

**3. How would you rate the bike tour?** *(question not available for non-bike tour respondents)*

Ranked on a scale from 1 - 100



**4. Would you do the bike tour again?** *(question not available for non-bike tour respondents)*

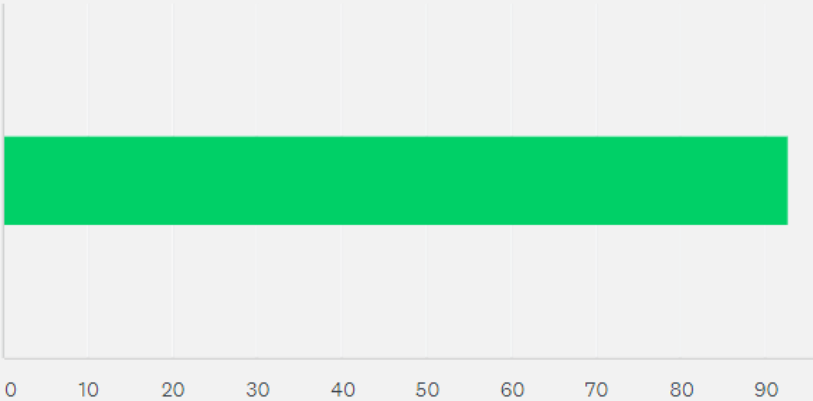


Bike Tour Surveys



**5. How likely are you to recommend this event to a friend?** *(question not available for non-bike tour respondents)*

Ranked on a scale from 1 - 100



**4. Below is the full list of current sites in the HRM Program. What type of programs or events would you like to see at each one?** *(Question #7 for bike tour survey)*

- All Sites: More free events (winter season included); More family events; Bike and running tours; historical pictures, exhibits, arts exhibits; more information
- Borden Building (in Fred Fletcher Park): More music in summer and community activities; High Tea
- City of Raleigh Museum
- John Chavis Memorial Park Carousel: Ensure interpretation covers namesake and development of the park
- Fred Fletcher Amphitheater
- Historic Raleigh Trolley: Have a variety of tour types associated with the trolley (ex. route 1 first weekend, route 2 the second weekend)
- Latta House and University Site: Better landscaping and seating; House festival; Community festivals, music, youth activities; Interpretive sign in addition to the plaque explaining the historical and cultural significance; More info talks; Tour, History Trivia
- Moore Square: Lots of trees and seating; a square that feels like a micro-community; more family activities; music and art
- Mordecai Historic Park: Leave it the way it is; Descendant programming; Halloween - Mordecai at Night
- Norwood House
- Pope House Museum: Programming addressing how the area surrounding the Pope House has changed to understand the effects of city planning on historical and cultural resources; More parking
- Pullen Park Amusements: Kids activity; Any kind of educational and fun games, Amazing, organized, educational, A+, Loved Letterland; Movie nights, more space for parking lot
- Tucker House: Historical interpretation of Pullen, especially its location and making connections to Chavis Park





# Raleigh's Historic Resources & Museum Program Strategic Plan

FALL 2018

Prepared by:

**HR&A**  
Analyze. Advise. Act.  
**Gensler** Ryan-Harris, LLC

 **RALEIGH** Parks,  
Recreation and  
Cultural Resources