

# Town of Cary Land Use Plan Update



CHARTING  
THE COURSE

Creating  
a Plan  
for Cary

*Proposed  
Approach  
and Process*

*Draft  
May 21, 2012*

**Briefing on Phase I  
Draft  
Recommendations:  
A Charter To Create  
The Community  
Plan**

**Town Council  
May 24, 2012**

# Today's Agenda

## Overview Of Draft Phase I Report

1. Introduction
2. Report On Stakeholder Meetings
3. Scope Of The Project
4. Framework And Organization Of The Plan
5. Community Engagement For The Plan
6. Funding The Process
7. Next Steps

# Purpose of Work Session

- **First “Check-in” Point**
- **Summarize Work & Findings To Date**
- **Share Preliminary Recommendations For The Charter To Guide Phase II**

# Some Guidelines For Tonight

- **Lots To Cover, So Wait On Discussion**
- **Scope Of Project Vs. Budget = Chicken & Egg**
- **We Are Testing Assumptions**

# Introduction

- **Phase I: Set Structure For Plan**
- **Phase II: Prepare The Plan**
- **Key Phase I Events To Date:**
  - January Town Council Retreat
  - March Stakeholder Meetings
  - Intercity Visit – “Imagine Austin” Presentation
  - Planning & Zoning Board Meetings (3 X)

# 2012: The Comprehensive Plan

	Vision (2004)
	Land Use (1996-2012)
	Parks & Recreation (2003)
	Growth Management (2000)
	Affordable Housing (2010)
	Transportation (2008)
	Open Space (2001)
	Historic Preservation (2010)



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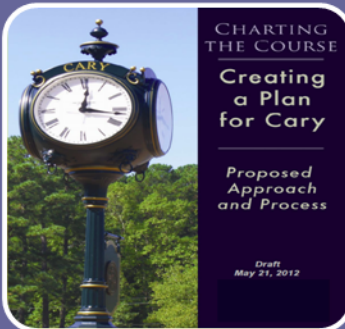
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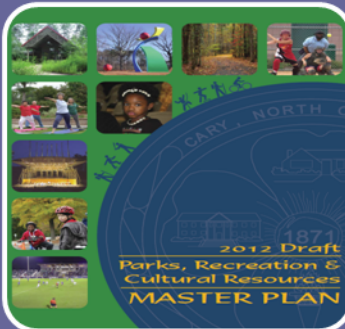


# 2015: The Comprehensive Plan



## Community Plan (2015)

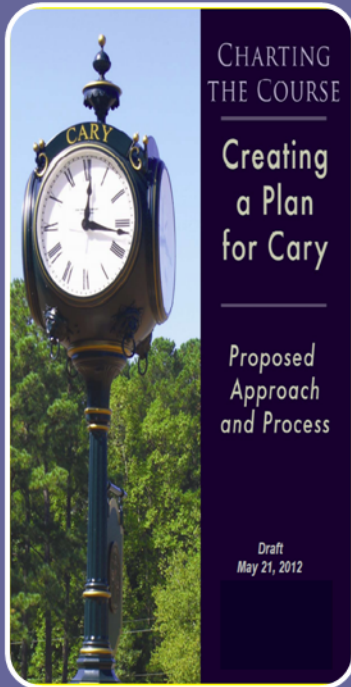
- Built Environment
- Community Life
- Transportation & Mobility
- Natural Environment
- Economy & Fiscal Sustainability



## Parks, Recreation & Open Space (2012)



# 2017: The Cary Community Plan




Built Environment  
Community Life  
Transportation & Mobility  
Natural Environment  
Parks & Recreation  
Economy & Fiscal Sustainability

# Purpose of Work Session

- Obtain Council Direction On Two Main Questions:
  - One Regarding Product
  - One Regarding Process

# Consultant Team

- **Clarion Associates**
  - Ben Herman
  - Roger Waldon
- **ACP Visioning+Planning**
  - Jamie Greene



**CLARION**

**CLARION**

Clarion Associates is a national land-use consulting firm with offices in Chapel Hill, North Carolina; Florida; and Colorado; and affiliate offices in Chicago, Philadelphia, and Cincinnati. Clarion has been on the cutting edge nationally in promoting sustainability principles in local plans and ordinances. We speak frequently on this topic, have published articles and templates for use by local governments, and are currently participating in APA's national Sustaining Places Task Force. We have completed award-winning plans across North Carolina and the country, and specialize in the link between planning and implementation.

If the Clarion team is selected, Clarion would serve as the prime contractor for the project. Roger Waldon, FAICP, would serve as the Project Manager. Ben Herman will work closely with Roger in designing the approach, working with staff, helping to process information received from staff and stakeholders, and participating in the Work Session with the Cary Town Council. Craig Richardson will serve as Principal Advisor on ordinance and sustainability issues. These firm principals will be assisted by Senior Associate Leigh Anne King, AICP, LEED® AP.




**ACP VISIONING+PLANNING**

ACP Visioning+Planning was founded in 1994 by Principals Gianni Longo and Jamie Greene, AIA, AICP to improve the livability of communities through the integration of visioning, strategic, and physical planning. ACP's core belief is that inclusive plans create better places, placing citizens at the heart of planning, helping diverse interests and stakeholders find a common path toward community improvement.

The firm has innovated methods to involve the public in planning efforts of every scale—regions, counties, cities, and districts—and has since been called upon by some of the most complex places in the country to design and facilitate inclusive planning processes. The firm's visioning work has gained national recognition, the pinnacle being the 2003 APA national American Vision Award for Imagine New York, one of the largest public processes to plan the redevelopment of lower Manhattan and the World Trade Center.

ACP's public involvement approaches are specifically geared to help diverse interests in communities to work together to develop widely supported and quickly implemented physical plans.



# Key Idea From January Retreat: Cutting-edge Plans

- Take A “Systems Approach” To Integrating The Elements
- Incorporate Contemporary Themes
- Use “Big Ideas” To Organize The Structure Of The Plan



# **Key Direction From January Retreat: Your Charge To Us**

## **The New Plan Should Be:**

- **Strategic**
- **Clear**
- **Overarching**
- **Flexible**

## **The Process Should Be:**

- **Inclusive**
- **Focused**

## **The Results Should Be:**

- **Inspirational And Unique**
- **Sustainable**

# Stakeholder Meetings

- **Two Day Event, March 27-28**
- **Presentations On Trends**
- **Presentations On Best Practices**
- **External Stakeholder Meetings**
  - *Objective: What Are The Best Ways To Engage Citizens?*
- **Internal Stakeholder Meetings**
  - *Objective: How Best To Coordinate With Your Outreach?*
  - *Objective: How Best To Coordinate With Your Work?*

# Plan Framework And Organization

# Key Topics

- **Built Environment**
- **Natural Environment**
- **Community Life**
- **Parks & Recreation**
- **Transportation & Mobility**
- **Economic & Fiscal Issues**



# Cary's Existing Priority Issue Topics:

## HOW EXISTING PLANS RELATE TO CURRENT KEY TOPICS

KEY TOPICS ADOPTED PLAN	Built Environment	Community Life	Transportation & Mobility	Natural Environment	Parks and Recreation	Economic and Fiscal
	Urban Form, Housing, Infrastructure, Historic Form	Neighborhoods, Family- Friendly	Complete streets, Transit, Connectivity	Sustainability, Open Space, Water Resources, Energy	Parks, Recreation, Arts, Culture	Fiscal Sustainability, Redevelopment
The Vision Element - 2004	●	○	○	○		○
Land Use Plan - 1996	●	○	○	○	○	○
Parks, Recreation & Cultural Resources Master Plan - 2003		●		○	●	
Growth Management Plan - 2000	●		○	○		○
2020 Affordable Housing Plan – 2010	●	○				○
Comprehensive Transportation Plan - 2008	●		●	○		○
Open Space and Historic Resources Plan - 2001				●	○	
Historic Preservation Master Plan - 2010	○	○			○	○
Public Art Master Plan - 2001	○	○			○	

# Organization Of Plan: Four Options

- **Option A: Land Use Plan Update Only**
- **Option B: Include Additional Plan Components**
- **Option C: Add New Topics**
- **Option D: Full Comprehensive Plan**

# Plan Framework And Organization

## Option A: Land Use Plan Update Only

- Update LUP
- Incorporate Existing Area Plans
- No Updates To Other Elements

### Advantages:

- Familiar & Straightforward
- Lowest Short-term Costs, Least Effort

### Disadvantages:

- Retains Current Structure – Remains Disconnected
- Continue To Update Plans Ad Hoc

# Plan Framework And Organization

## Option B: Builds On “A”, Integrates & Updates:

- Vision
- Growth Management Plan
- Historic Preservation Master Plan
- Affordable Housing
- Chatham Cary Joint Land Use Plan
- Transportation (Parallel & Cross-Referenced)

### Advantages:

- Revisits The Vision
- Restructured Around Themes

### Disadvantages:

- Limited Approach To New Topics
- Higher Short-term Costs (Resources & Time)

# Plan Framework And Organization

## Option C: Builds On B, Add New Key Topics

### – Adds Some Additional Topics, Such As:

- Redevelopment
- Sustainable Neighborhoods
- Community Facilities And Infrastructure
- Energy Conservation / Renewable Energy
- Fiscal Sustainability

### – Some Topics Remain Addressed In Separate Plans, But Are Cross-Referenced, With Placeholders For Later Inclusion, e.g.:

- Parks And Recreation Master Plan
- Water System Master Plan

**Advantage: Builds Towards An Integrated Comprehensive Plan**

**Disadvantage: Higher Short-term Costs (Resources & Time)**

# Plan Framework And Organization

## Option D: Full Comprehensive Plan, Covering All Topics

### Advantages:

- Completely Ties Together All Elements & Topics
- State-of-the-art Approach For Cary

### Disadvantages:

- Highest Costs (Resources & Time)
- Some Disruption To Planning Efforts Underway

# **Ideas From Planning And Zoning Board:**

- **Go With Option D, Full Plan**
- **Decide Early In Phase II:**
  - **Which Topics Will Be Fully Developed With This Initiative**
  - **Which Topics Will Be Addressed Only At A “30,000 Foot” Level (To Be Further Addressed Later)**

# Community Engagement For The Plan



# Main Themes

*The process must be responsive...*

1. Level of engagement is a choice...  
*and there is a wide range*
2. Objectives should drive the approach...  
*and these need to reflect values*
3. Approach should drive tools/techniques...  
*and these need to be carefully matched*

Not easy, but benefits can be profound.

# Four Options

## Two Components

		Engagement Task by Component and Part	Update Options			
			A	B	C	D*
<b>Component I</b>		<b>The Preparation Component</b>				
<b>Part 1</b>		<b>Establish Leadership</b>				
1	Steering Committees	●	●	●	●	
2	Process Committees		●	●	●	
<b>Part 2</b>		<b>Prepare and Execute Communication Plan</b>				
1	Key Message Tactics			●	●	
2	Prepare the Overview	○	●	●	●	
3	Prepare Project Identity	●	●	●	●	
4	Design and Launch Project Web Site		●	●	●	
5	Create Social Media Platforms		●	●	●	
6	Prepare Base Print Material	○	○	●	●	
7	Prepare Media Plan		○	●	●	
8	Create and Produce a Project Newsletter		●	●	●	
9	Create and Produce Infomercials			●	●	
10	Consolidate Communications Plans across Depts.				●	
<b>Part 3</b>		<b>Prepare and Execute Outreach Plan</b>				
1	Affirm and Execute the Outreach Plan	○	○	●	●	
2	Create Speakers Bureau			●	●	
3	Attend Community Events		○	●	●	
4	CEO Roundtable			●	●	
<b>Component II:</b>		<b>The Engagement Component</b>				
<b>Part 1</b>		<b>Summit Ideas - The Generative Process</b>				
1	Conduct the Summit on the Future			●	●	
2	Conduct Area Conversations		●	●	●	
3	Deploy Meeting in a Box		○	●	●	
4	Facilitate Web Input		○	●	●	
5	Conduct Town Council Work Session(s)	●	●	●	●	
<b>Part 2</b>		<b>Analyze Input - The Analytical Process</b>				
1	Conduct Conceptual Framework Meetings	●	●	●	●	
2	Conduct Stakeholder Interviews			●	●	
3	Facilitate Web Input		○	●	●	
4	Conduct Town Council Work Session(s)	●	●	●	●	
<b>Part 3</b>		<b>Ratify Plan Recommendations - The Deliberative Process</b>				
1	Open House 1	●	●	●	●	
2	Open House 2		●	●	●	
3	Facilitate Web Input		○	●	●	

# Community Engagement Process

## *Component I: Preparation*

Parts

1. Establish Leadership
2. Prepare/Execute Communication Plan
3. Prepare/Execute Outreach Plan
4. Branding the Project

# Community Engagement Process

## *Component I: Preparation*

Parts

1. Establish Leadership
2. Prepare/Execute Communication Plan
3. Prepare/Execute Outreach Plan
4. Branding the Project

## *Component II: Engagement*

Parts

1. Gather Ideas – *The Generative Process*
2. Analyze Input – *The Analytical Process*
3. Ratify Plan – *The Deliberative Process*

# Component I – The Preparation

## *Part 1: Establish Leadership*

1. **Steering Committee**
2. **Process Committees**
3. **Staff**
4. **Consulting Team**
5. **Town Council, Planning & Zoning Board**
6. **Other boards & commission**

# Component I – The Preparation

## *Part 2: Communications Plan Objectives*

1. Participation Matching Town Demographics
2. Participation Representing Town Geography
3. Solid Technical Research (Connect The Issues, Be Clear About Consequences)
4. Increase Pride That Participants Have For Cary

# **Component I – The Preparation**

## ***Part 2: Communications Plan Tactics***

- 1. Overview and Project Identity**
- 2. Project Web Site**
- 3. Social Media Platforms**
- 4. Base Print Material**
- 5. Media Plan**
- 6. Project Newsletter**
- 7. Infomercials**

# Component I – The Preparation

## Part 3: Prepare & Execute Outreach Plan

- **Affirm and Execute the Outreach Plan**
  - Geographic
  - Civic
  - Demographic
- **Create Speakers Bureau**
- **Attend Community Events**
- **CEO Roundtable**



# Component II – The Engagement

## Part 1: Gather Ideas – *The Generative Process*

1. Conduct “*Summit on the Future*”
2. Conduct Area Conversations
3. Deploy Meeting-in-a-Box
4. Facilitate Web Input
5. Conduct Joint Work Sessions:  
Council / Planning and Zoning Board

# Component II – The Engagement

## Part 2: Analyze Input – *The Analytical Process*

1. **Conduct Conceptual Framework Meetings**
2. **Conduct Stakeholder Meetings**
3. **Facilitate Web Input**
4. **Conduct Joint Work Sessions:  
Council / Planning and Zoning Board**

# Component II – The Engagement

## Part 3: Ratify Plan Recommendations – *The Deliberative Process*

1. Open House 1
2. Open House 2
3. Facilitate Web Input

# Branding the Initiative

- **More than just a technical exercise**
- **Plan should be rooted in values, informed by community insight, broadly owned by the community**
- **Requires a deliberate marketing campaign**

# Possible Themes for the Brand

- 1. Connect to self-interest**  
*(e.g., potential change in property values)*
- 2. Create a sense of urgency**
- 3. Highlight need for new development patterns**  
*(e.g., higher density, vertical mixed use)*
- 4. The community is fine just as it is**  
*(suburban pattern; lifestyle)*
- 5. Change is inevitable**
- 6. Make this an educational process**  
*(demonstrate why this is important)*

# Initial Ideas for Project Identity

## **Make a Remarkable Place**

*The Community Plan for the Town of Cary*

## **Re-setting Cary?**

*Choices for the Future*

## **Change is Coming**

*Creating a Community Plan*

## **What Do YOU Think?**

*Creating a Community Plan*

## **It Matters!**

*The Community Plan for the Town of Cary*

# Resources for the Project

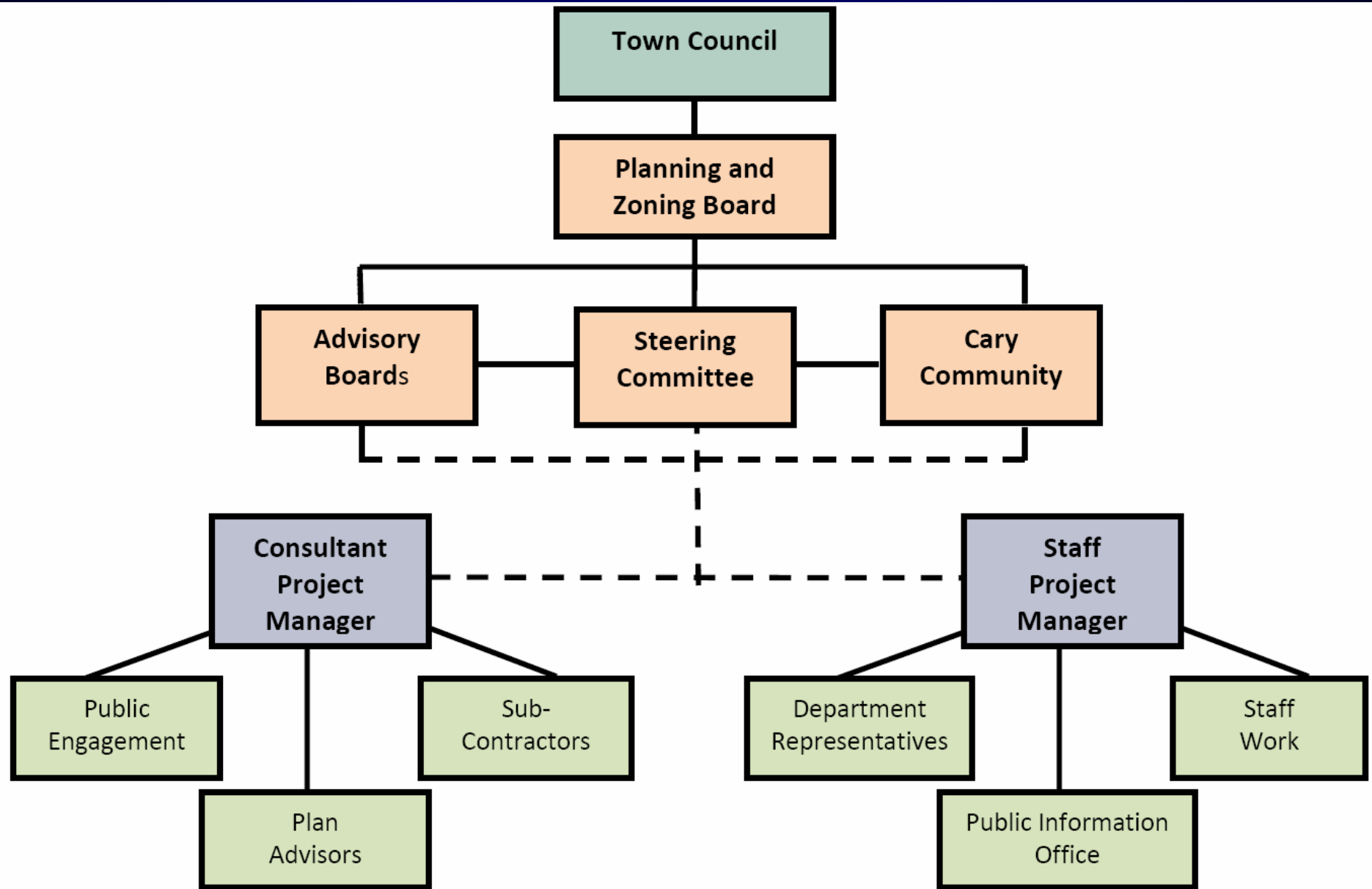
## Board Leadership

- Town Council
- Planning and Zoning
- Other Advisory Boards
- Steering Committee

## Staff Resources

## Consultant Resources

# Proposed Management Structure





# Budget Considerations - Cost

- **Cost Estimate Will Be Prepared For Final Report, And Will Depend On:**
  - **Whether Recent Plans Are Incorporated By Reference Or Integrated Within New Document**
  - **Depth At Which Topics Are Addressed**
  - **Level Of Community Engagement**
  - **Speed Of Getting To Complete Community Plan**
  - **Amount Of Work Done In-house**

# Budget Considerations – Resources

- **Planning Staff Fully Geared To Lead Effort; Other Department Staff Involvement Critical**
- **Project Will “Straddle” Budget Years**
- **Existing Funding Sources:**
  - FY 2012 Planning - Consulting Services
  - FY 2013 Planning - Consulting Services
- **Potential Funding Sources:**
  - FY 2013 CAMPO Station Area/TOD Planning Study?
  - FY 2014 CTP Update?
  - FY 2014 Contracted Services?

# Next Steps

- Final Report for Phase I (July)
- Project Initiation for Phase II

TASKS	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18
Task 1: Project Initiation	█	█																
Task 2: Evaluation of Existing Plans		█	█	█														
Task 3: Data Update		█	█	█														
Task 4: Affirm Values, Principles, Goals, Objectives				█	█	█	█											
Task 5: Prepare Draft Land Use Plan(s)							█	█	█	█	█	█						
Task 6: Prepare Related Components of Plan							█	█	█	█	█	█						
Task 7: Prepare Draft Document – Seek Feedback												█	█	█	█			
Task 8: Public Review of Community Plan																█	█	█
Steering Committee Meetings	◆		◆		◆		◆		◆		◆		◆		◆			
Community Engagement/Input*		I-1	I-2		II-1			II-2				II-3						

# Cary Community Plan

Community Health and Safety    Sustainable Economy  
**Water Resources**  
**COMMUNITY VISION**    Growth Management  
*Greenways*    Open Space    *Neighborhoods*  
**PUBLIC ART**    **Land Use**    Historic Preservation  
   **Transportation**    Affordable Housing  
*Redevelopment*    **Parks & Recreation**    *Energy*  
*Public Water System*    **FISCAL HEALTH**    Public Wastewater System  
Reclaimed Water System    Environmental Management

# Q1. Product

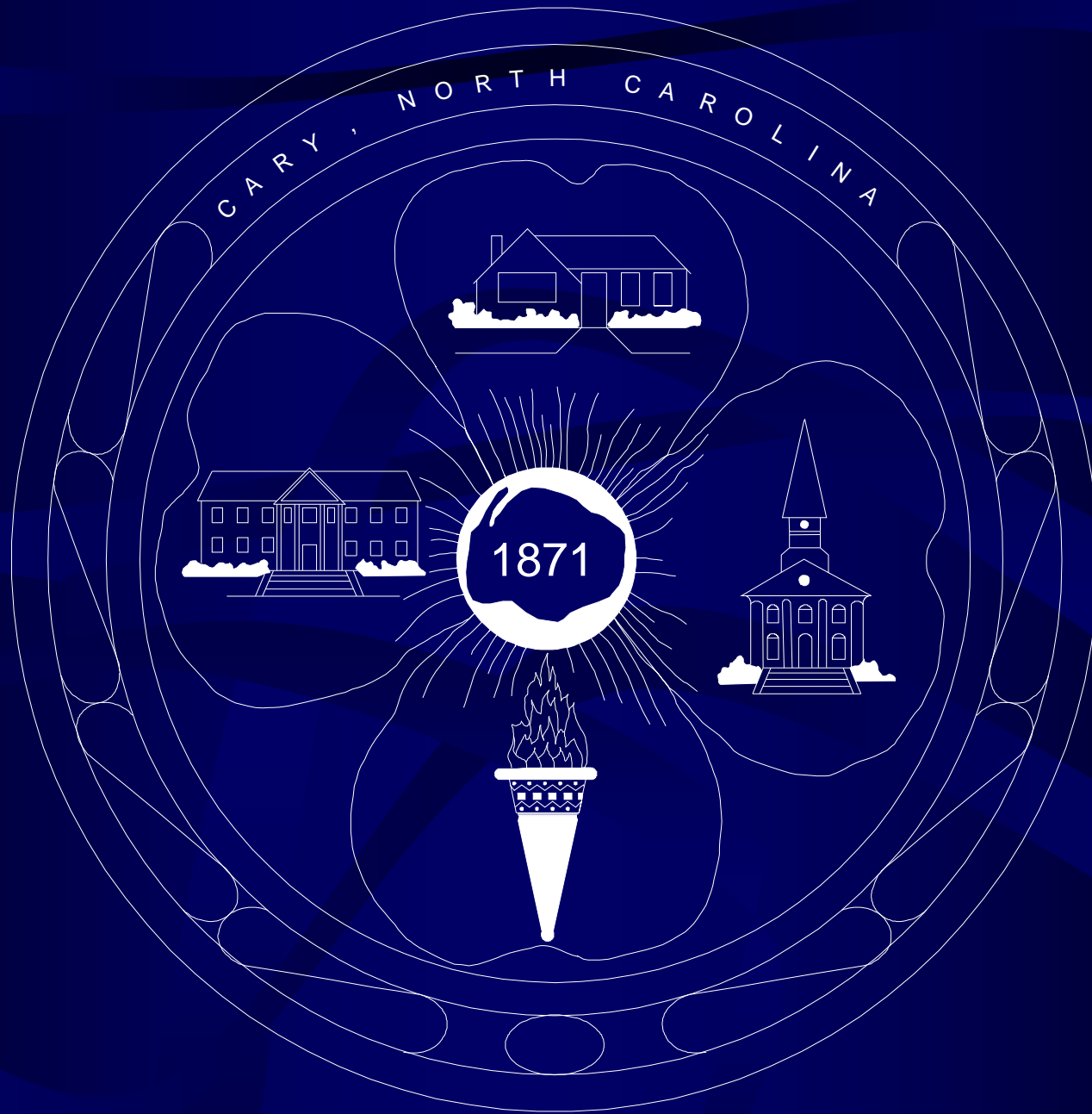
Which Is The Most Appropriate Option For Cary To Realize Its Potential?

		Plan Update Options			
		Community Plan Topics			
		A	B	C	D
Planning Topics Currently Addressed in Some Document	Community Vision		●	●	●
	Town-Wide Land Use Plan	●	●	●	●
	Parks and Recreation		○	○	●
	Public Art		○	○	●
	Growth Management		●	●	●
	Affordable Housing		●	●	●
	Transportation		●	●	●
	Open Space		○	○	●
	Historic Preservation		●	●	●
	Water Distribution System			○	●
	Wastewater Collection System			○	●
	Reclaimed Water System			○	●
	Long Range Water Resources			○	●
Planning Topics Not Yet Addressed	Redevelopment			●	●
	Sustainable Neighborhoods			●	●
	Community Facilities and Infrastructure			●	●
	Energy Conservation, Renewable Energy			●	●
	Fiscal & Economic Sustainability			●	●
	Community Health and Safety				●
	Green Infrastructure, Green Building				●
	Waste Stream Reduction, Re-use				●

# Q2. Process

What Is The Right Level Of Outreach & Engagement For Cary?

		Engagement Task by Component and Part		Update Options			
				A	B	C	D*
<b>Component I</b>		<b>The Preparation Component</b>					
<b>Part 1</b>	<b>Establish Leadership</b>						
1	Steering Committees	●	●	●	●		
2	Process Committees		●	●	●		
<b>Part 2</b>	<b>Prepare and Execute Communication Plan</b>						
1	Key Message Tactics			●	●		
2	Prepare the Overview	○	●	●	●	●	
3	Prepare Project Identity	●	●	●	●	●	
4	Design and Launch Project Web Site		●	●	●	●	
5	Create Social Media Platforms		●	●	●	●	
6	Prepare Base Print Material	○	○	●	●	●	
7	Prepare Media Plan		○	●	●	●	
8	Create and Produce a Project Newsletter		●	●	●	●	
9	Create and Produce Infomercials			●	●	●	
10	Consolidate Communications Plans across Depts.					●	
<b>Part 3</b>	<b>Prepare and Execute Outreach Plan</b>						
1	Affirm and Execute the Outreach Plan	○	○	●	●	●	
2	Create Speakers Bureau			●	●	●	
3	Attend Community Events		○	●	●	●	
4	CEO Roundtable			●	●	●	
<b>Component II:</b>		<b>The Engagement Component</b>					
<b>Part 1</b>	<b>Gather Ideas - The Generative Process</b>						
1	Conduct the Summit on the Future			●	●		
2	Conduct Area Conversations		●	●	●	●	
3	Deploy Meeting in a Box		○	●	●	●	
4	Facilitate Web Input		○	●	●	●	
5	Conduct Town Council Work Session(s)	●	●	●	●	●	
<b>Part 2</b>	<b>Analyze Input - The Analytical Process</b>						
1	Conduct Conceptual Framework Meetings	●	●	●	●	●	
2	Conduct Stakeholder Interviews			●	●	●	
3	Facilitate Web Input		○	●	●	●	
4	Conduct Town Council Work Session(s)	●	●	●	●	●	
<b>Part 3</b>	<b>Ratify Plan Recommendations - The Deliberative Process</b>						
1	Open House 1	●	●	●	●	●	
2	Open House 2		●	●	●	●	
3	Facilitate Web Input		○	●	●	●	



TOWN of CARY

# Scope Options

## Potential Community Plan Topics, Mapped From Existing Plan Volumes

Volume No.	Plan Name, Element, or Topic	Plan Update Options			
		A	B	C	D
Vol. 1	Vision Element (2004)		●	●	●
Vol. 2	<b>Town-Wide Land Use Plan (1996)</b>	●	●	●	●
	Area Plans: 1. Southeast Area Plan (2004) 2. Town Center Area Plan (2001) 3. Northwest Area Plan (2002) 4. NW Maynard Area Plan (2003) 5. Southwest Area Plan (2004) 6. Walnut Street Corridor Plan (2002) 7. Carpenter Community Plan (2005)	●	●	●	●
	8. Chatham-Cary Joint Plan (2012)		●	●	●
Vol. 3	Parks and Recr. Master Plan (2012)		○	○	●
	Public Art Master Plan (2012)		○	○	●
Vol. 4	Growth Management Plan (2000)		●	●	●
Vol. 5	Affordable Housing Plan (2010)		●	●	●
Vol. 6	Comprehensive Transportation Plan (2008)		○	○	●
Vol. 7	<del>Open Space Plan (2004); to be deleted 2012</del>	—	—	—	—
Vol. 8	Historic Preservation Master Plan (2010)		●	●	●
<b>Additional Plans Already Adopted by Cary:</b>					
Vol. 9	Water Distribution System Plan (2009)			○	●
Vol. 10	Wastewater Collection System Plan (2012)			○	●
Vol. 11	Reclaimed Water System Master Plan (2012)			○	●
Vol. 12	Long Range Water Resources Plan (2012)			○	●
<b>Comprehensive Plan Topics Not Yet Addressed by Cary:</b>					
	Redevelopment			●	●
	Sustainable Neighborhoods			●	●
	Community Facilities and Infrastructure			●	●
	Energy Conservation, Renewable Energy			●	●
	Fiscal & Economic Sustainability			●	●
	Community Health and Safety				●
	Green Infrastructure, Green Building				●
	Waste Stream Reduction, Re-use				●



# Scope Options

Potential Community Plan Topics, Sorted According To Whether Topic Has Ever Been Addressed In Cary's Plans

		Plan Update Options				
		Community Plan Topics	A	B	C	D
Planning Topics Currently Addressed in Some Document	Community Vision		●	●	●	
	Land Use	●	●	●	●	
	Parks and Recreation		○	○	●	
	Public Art		○	○	●	
	Growth Management		●	●	●	
	Affordable Housing		●	●	●	
	Transportation		●	●	●	
	Open Space		○	○	●	
	Historic Preservation		●	●	●	
	Water Distribution System				○	●
	Wastewater Collection System				○	●
	Reclaimed Water System				○	●
Long Range Water Resources				○	●	
Planning Topics Not Yet Addressed	Redevelopment			●	●	
	Sustainable Neighborhoods			●	●	
	Community Facilities and Infrastructure			●	●	
	Energy Conservation, Renewable Energy			●	●	
	Fiscal & Economic Sustainability			●	●	
	Community Health and Safety				●	
	Green Infrastructure, Green Building				●	
	Waste Stream Reduction, Re-use				●	
	Environmental Management				●	

# Purpose of Work Session

- **Obtain Council Direction On Two Main Questions:**
  - **Product – Do You Agree With The New And Transformative Approach, The New Direction For Cary's Community Plan?**
  - **Process – Do You Support The Community Outreach & Engagement Process?**

# Objectives and Benefits

## Objective

Inclusive



Community driven



Transparent



Carefully designed



Intuitive and informed



Lead to implementation



## Benefit

Ownership

Legitimacy

Trust

Accessible, safe and fun

Realistic outcomes

Affecting decisions

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