Charter

Creating a Community Plan

Town of Cary

Proposed Approach and Process

July 25, 2012

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1. Introduction

A. Project Background

This report presents a proposed approach to creating a new Cary Community Plan.

In late 2010, the Town of Cary began considering the need to update several of the Town's existing area plans (components of the overall Land Use Plan), along with the idea of developing several additional area plans to address growing development needs in the town. After evaluating the area plan requests, it became clear that a more pressing need was to undertake a comprehensive update to the entire 1996 Land Use Plan rather than updating the individual area plans. As a result, in 2011, the Cary Town Council directed the Town's Planning Staff to pursue a complete update of the Town's current Land Use Plan.
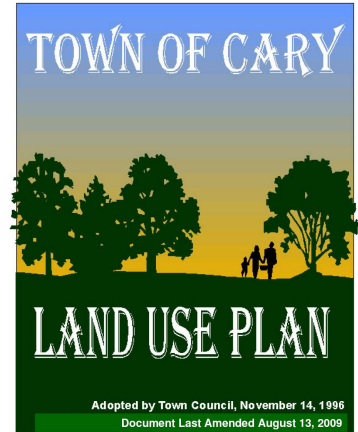
Due to the complexity of the undertaking, the Town decided to approach this initiative in two distinct phases:

1. The first phase - **Phase I** - was designed to focus on identifying the desired scope of the project, methods and strategies for community outreach and participation, initial project branding, and the development of a potential framework for the new Plan. This report is the final product of Phase I, and outlines a scope for the project, along with descriptions of the expectations of Town government stakeholders. It recommends a workplan and project approach, and offers an outline of the overall form and format for the new Plan.

2. **Phase II**, which will follow, is to focus on the actual preparation of the new Plan, based on this framework established in Phase I, and the outreach and engagement strategies recommended here.

Clarion Associates, in coordination with ACP Visioning+Planning, Martin/Alexiou/Bryson, and Dr. David Godschalk, was retained by the Town to assist in completing these Phase I tasks. This report presents the ideas and recommendations that have been developed. Recommendations presented here result from a collaborative dialogue among the Town Council, Planning and Zoning Board, Town Staff, the Consulting Team, citizens, and stakeholders.

B. Key Objective

The ideas and recommendations in this report draw upon a considerable body of information, including growth and demographic trends, policies, and current best thinking about Cary's future. The purpose of the report is to suggest an approach to creating a Community Plan for Cary.

One of the compelling reasons to go beyond a simple update of the existing Land Use Plan is that there are so many issues in Cary, and so many plans, that need to be coordinated.
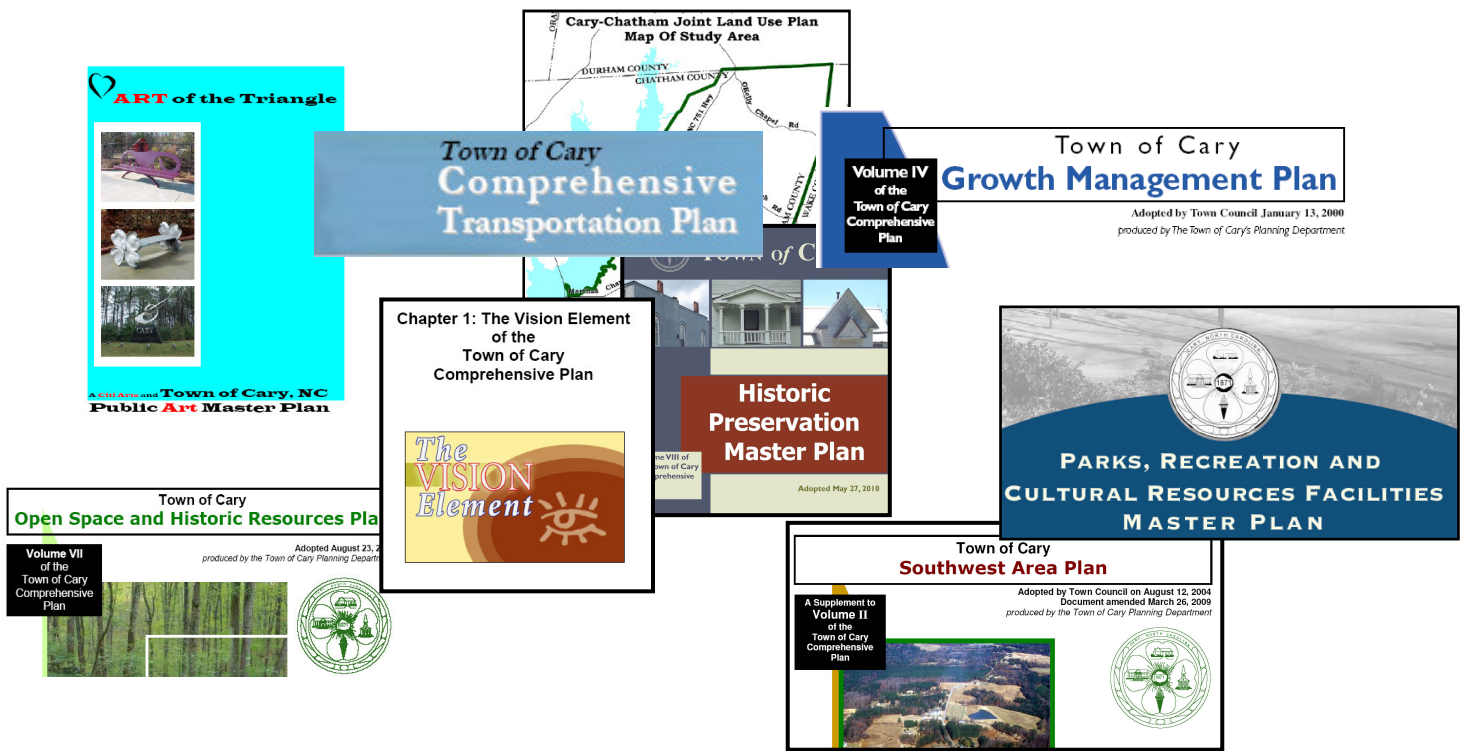
The key recommendation: Create a new policy document, a **Cary Community Plan**[1], that will have embedded within it an updated Land Use Plan; but will also "connect the dots" and incorporate or include linkages to Cary's other issue-specific plans and policy documents. A new Community Plan can blend together those current Comprehensive Plan components that deal directly with land use, retrieve information from the data and maps for each, and look at the whole picture – What does it mean all taken together, on the ground? Corridors, nodes, downtown, neighborhoods, parks, greenways, public art, economic development, activity centers? Then follows a focus on implementation, schedules, budgets, priorities, and logistics – an integrated document for decision-making and policy guidance. This new Plan can also create placeholders for related future initiatives to subsequently come within the policy umbrella created here. The recommendation is to construct such a document now, with this new Community Plan, which over time becomes a one-document Comprehensive Plan for the Town of Cary that ultimately unifies all related plans and policy documents to guide Cary into the future.

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[1] This is a working name, and could be re-named early in Phase II as part of "branding" the process and product.

C. Summary of 6-month Initiative to Build the Structure

A starting point for this initiative was discussion at the Cary Town Council's Annual Retreat, on January 13, 2012. At that event the Town Council heard presentations regarding existing conditions and current trends, along with summaries of "best practices" for long range planning currently being implemented in other communities. Council members discussed needs and priorities facing the Town.

A series of stakeholder meetings followed, to elicit ideas about issues and about how best to engage the Cary community. A Public Information Meeting was held on March 27 to discuss these ideas. Appendix B to this report includes copies of the presentations that were made at each of these meetings.

Based on these discussions and this information, four alternative approaches to creating a new plan were constructed and presented to the Town Council at a work session on May 24. The options included four alternatives for how to go about creating this new plan – from the most basic alternative (refreshing and updating the existing Land Use Plan) to preparation of a fully integrated Comprehensive Plan. After considering all information presented, the Council offered direction to the consultant team and staff to focus on an option that will update and tie together existing plans within a unified framework that will emphasize connectivity between issues, and allow flexibility for updating over time.

The Council also indicated interest at the Work Session in constructing a very robust public engagement component as part of the process. It is clear that this new Community Plan will be wide-reaching in its policy framework, integrating many topics that now stand separated in the community's array of plans and policies. That alone warrants a broad-based engagement approach. Further emphasizing the need for a comprehensive set of outreach techniques is general expectation in Cary that major policy initiatives will be accompanied by a process that is inclusive, authentic, valid, transparent, and uses multiple means of participation. Accordingly, the Public Engagement section of this report has been re-calibrated to accomplish these objectives.

D. Ideas Generated since May Town Council Work Session

Subsequent to the May 24 Council Work Session, several of the themes mentioned during discussions were further pursued. This Charter's recommendations for public outreach and participation have been refined and expanded upon. (As announced on July 13, Cary now includes new web tools to expand its Social Media presence, outreach mechanisms that can be used during the process of creating this Community Plan.) And the topic of this Community Plan, and the recommendations of this Charter, were presented and discussed at the Annual Planning Conference of the Cary Chamber of Commerce on July 19. Key ideas have been added to this report for consideration, including:

- Possibilities for folding the planned update of Cary's 2008 Comprehensive Transportation Plan (CTP) into the development of the Cary Community Plan. Since work on the update of the Comprehensive Transportation Plan (CTP) was scheduled to begin in July 2013 in any event, the timing is such that the upcoming CTP initiative could easily be undertaken as a component of the new Community Plan, sharing a common Steering Committee, public outreach strategy, branding, and review process. A recommendation to blend the two initiatives begins on page 13.

- Possibilities for including the topics of economic development, redevelopment and infill policy, economic analysis and the study of emerging markets in the review of land use and development patterns. The economic development and analysis will focus on general fiscal considerations associated with various land use strategies, and also study the market implications arising from the Town's changing demographics. A recommendation to add this economic analysis component begins on page 13.

- A revised structure for the new Community Plan that is integrated and unified. Description of the recommended structure begins on page 14.

- Schedule: The May 24 draft offered a preliminary suggestion for a 20-month period for this project. Folding the update of the Comprehensive Transportation Plan into the Community Plan will require some expansion of the schedule; but the combined project will be completed much more expeditiously than would be the case if the projects were separate and sequential. The proposed schedule, with specific dates, is presented on page 21.

- Possibilities for increasing participation and ownership of this new plan by broadening community outreach. The community engagement strategy that is proposed is described, beginning on page 22.

- Estimated cost: At the Council Work Session there was discussion about the estimated cost of these initiatives. This report offers an estimated budget, breaking out the general community planning tasks from the transportation engineering, economic development and analysis, and the public engagement components. That budget estimate is presented beginning on page 36. At the Chamber of Commerce Annual Retreat, the presentation and discussion also included the possibility of having private sector

sponsorship and funding for certain community outreach and engagement efforts, such as for keynote speakers, speakers' series, or venues and refreshments.

One particularly relevant outcome from discussion of this initiative at the Chamber of Commerce Planning Conference on July 19 was feedback from small group discussions on the question of "What are Cary's key strengths to build on in looking at the future?" Following is a sampling of responses from participants:

- Pride
- Cultural Diversity
- Embracing the Arts
- New High-Tech Jobs
- Small Town Feel
- Safety
- Big Thinkers / Big Plans
- Amateur Sports
- Regional Cooperation
- Downtown
- Innovation

- Attracting Talent
- Destination
- High Standards, Good Infrastructure
- Greenways
- Healthy Community
- Place for Generations X and Y
- Social Gathering Places
- Reaching Globally
- Redevelopment of Aging Buildings
- Valuable Open Space

These are the kinds of ideas and themes that can be expected to be raised for discussion once Phase II is underway. Another outcome of the Planning Conference was highlighting the critical importance of Downtown as a defining element of Cary's future, as participants discussed recent successes and possibilities for the future.

The result of all of these ideas, suggestions, and changes that have been offered over the past few months is an improved, further refined and customized approach for preparing the new Community Plan that is designed to address comments and direction offered by the community and the Town Council.

The intent of this report is to describe existing circumstances and set the stage for this new initiative in Cary to create an integrated Community Plan.

E. Organization of This Report

This report is organized in five major sections. **Section 1** is this introduction.

Section 2 is a discussion of existing conditions and the need for this initiative. This includes a review of Cary's existing Land Use Plan, and a summary growth trends and demographics.

Section 3 synthesizes key ideas that have been discussed for creating a new plan, and reviews the status of current Comprehensive Plan volumes/components to assess the extent to which each volume/component addresses various aspects of the overall community. This section then offers a specific option for how to structure a new Community Plan, including a preliminary Table of Contents for the new Plan.

Section 4 focuses on community outreach. This section discusses branding for the initiative as well as suggestions for citizen engagement strategies that will be implemented in Phase II to ensure extensive public engagement in the preparation of this new Community Plan.

Section 5 discusses resources the Town will need when moving into Phase II, suggesting a management structure along with discussion of required levels of staff commitment and budget considerations for preparation of the Plan.

An Appendix provides an Annotated Summary of the Town's Existing Policies and Plans, copies of the staff and consultant presentations that have been prepared in this process to date, and examples of Plan Summaries from other communities that can be considered for approach and format.

A key theme of Phase II work needs to be examination of the "transitioning" of Cary – an examination of the changes that are occurring, and identification of the means to maintain/enhance Cary's quality and character.

2. Existing Conditions

A. Cary's Current Comprehensive Plan

Cary's Comprehensive Plan is comprised of eight separate volumes (or twelve, including the utility system plans), each of which has been adopted separately at varying times over the preceding decades (see table at right). The Land Use Plan is the second volume of the Comprehensive Plan and has seven associated area plans that address land use, transportation, parks, and greenways considerations in specific areas of the town, plus an 8th recently-adopted Chatham Cary Joint Land Use Plan. The Land Use Plan presents the Town's declaration of its official policy with regard to the form and pattern of future development.

First adopted in 1996, the Land Use Plan is the oldest volume of the Comprehensive Plan. Since then, development changes in the town have caused much of the information in the Land Use Plan to become outdated. The Land Use Plan Map has been updated and amended over time, and the eight individual area plans

Cary's Comprehensive Plan		
Volume No.	**Plan Name**	**Date of Adoption & Updates**
Vol. 1	Vision Element	2004
Vol. 2	**Town-Wide Land Use Plan**	**1996**
Vol. 2 Supplements: Special Area Plans	1. Southeast Area Plan	1998, 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	1998, 2002
	7. Carpenter Community Plan	2005
	8. Chatham-Cary Joint Plan	2012
Vol. 3	Parks and Recreation Master Plan*	1998, 2003
Vol. 4	Growth Management Plan	2000
Vol. 5	Affordable Housing Plan	2000, 2010
Vol. 6	Comprehensive Transportation Plan	2001, 2008
Vol. 7	Open Space Plan*	2001
Vol. 8	Historic Preservation Master Plan	2010
Vol. 9	Water Distribution System Plan	2000, 2009
Vol. 10	Wastewater Collection System Plan	2003, 2012
Vol. 11	Reclaimed Water System Plan	2007, 2012
Vol. 12	Long Range Water Resources Plan	2002, 2007, 2012
*2001 Open Space Plan and 2003 Parks and Recreation Master Plan being replaced with new 2012 Parks, Recreation, and Cultural Resources Master Plan.		

have been prepared, but it has been over 16 years since the Town has a taken a comprehensive look at its land use vision and policy framework. A key disadvantage of the Town's current multi-volume approach is a missed opportunity for connectedness between related community issues and topics, and a missing overall context for the construction of those individual, detailed plans.

B. Growth Trends and Demographics

Along with the age of the current Land Use Plan, the Town's changing demographics and growth trends are also driving motivations behind this effort to create a new Community Plan. Addressing these new trends and changing realities through new visioning and planning in the Town's policy documents is important; new policies and strategies in the new Community Plan will allow the Town to respond to these trends and continue to meet the needs of its citizens.

To help document the extent of the changing demographics, the Town's Planning Staff has compiled information describing demographic data and growth trends in Cary. Some of the key highlights of this compilation are noted below. A more complete picture of the Town's changing

demographics is included in Appendix B, in a presentation that Staff prepared and presented to the Town Council in January, 2012, and at a Public Information Meeting in March.

- Cary's population has more than quadrupled in the last 20 years;

- There are substantially more people who are foreign-born living in Cary, specifically of Hispanic and Asian origin; Cary has a greater percentage of foreign-born population than any of the other 14 largest cities in North Carolina;

- Cary's population has been getting older. The Town's median age is the third highest among the 14 largest cities of North Carolina (Cary is the 7th largest municipality);

- The town has a smaller percentage of people between ages 20-29 than either the national, state, or county averages, and a higher percentage of people between ages 40-49 than the national, state, or county averages; and

- The number of Cary households with people 65 and older is rapidly increasing, as is the number of householders living alone. And, average Cary household size continues to fall.

These demographic shifts have important implications for the Town's growth and development patterns moving into the next decade. Changing demographics mean a change in housing and transportation preferences, including an increase in the need for a variety of options and modes, as well as changing preferences in Town amenities, services, and infrastructure. As a result, new policies and strategies should be developed in order to ensure the Town's continued vitality and success.

C. Development and Redevelopment

The other major consideration that has prompted the need for preparation of this new Community Plan is the fact that the Town's ultimate geographic growth limits are set and the Town is now largely built out. Over the last 30-40 years, the vast majority of Cary's growth has been "greenfield" development (new development on previously undeveloped land), and Cary's current Land Use Plan and most of the special area plans have had a particular focus on development in these expanding areas. Within a decade or so, however, the last of Cary's greenfield areas will be almost gone. The Town will need to transition from a community traditionally focused on new development, to one that will need to consider more infill and redevelopment strategies throughout the town. A key consideration will be emphasis on the integrity of existing neighborhoods, identifying the areas where change and redevelopment are the objectives, and also those areas where preservation of existing character should be the objective.

Cary has already begun to see this shift in focus, as Town Staff and the Town Council have recently encountered or experienced:

- Requests from the regional transit agency to begin long-range Transit-Oriented Development (TOD) master planning for infill and redevelopment areas around four potential future light rail transit stations, and requests by Planning Board members for official TOD design standards;

- Several high-profile and controversial rezoning requests for infill multifamily housing;

- The loss of some anchor tenants from highly-visible, first-generation shopping centers, with associated community demands for Council action to ensure that those centers remain vibrant;

- Increased numbers of development inquiries for both large and small infill sections or parcels in Cary;

- Requests to pro-actively plan for two mixed-use activity centers near freeway interchanges;

- Calls by Town Council members to develop land use strategies along older sections of several major boulevards/thoroughfares;

- Requests by public officials to address issues posed by aging, first-generation suburban apartment complexes of the 1960's-70's;

- Requests by public officials and residents to improve Cary's older neighborhoods; and

- Requests to simplify and restructure the Land Use Plan and its area plans, including removal of duplicate material and consolidation of plan maps.

Accordingly, neighborhood stabilization and succession, the maintenance of older neighborhoods and employment centers, development along emerging transit lines/corridors, and the sustainability of Cary's economy will be important considerations for the new Plan. The changing (aging) demographic profile portends a shift in housing demands. The conservation of neighborhood character in older neighborhoods abutting new development areas will be an important objective. Land use patterns will change in response to market demands and mobility opportunities as new transit corridors are developed. And alongside all these changes is the evolving fiscal picture for the Town itself, with attention needed to changing service demands and revenue sources to assure a continued economic vitality.

The Appendices to this report contain more detail about these topics. Appendix A summarizes the array of existing policies and plans that have been adopted by the Town of Cary, with notes about components of these policies and plans that are particularly relevant to this new Community Plan initiative.

3. Approach to Creating a Community Plan for Cary

The Cary Town Council engaged in a discussion at its annual retreat in January 2012, to consider approaches to a new planning initiative that will take a comprehensive look at Cary and its future. At the retreat, following presentations on contemporary best planning practices and local demographic and market trends, Town Council members discussed the need to update Cary's existing Land Use Plan and ideas for how that initiative might be structured. Presentations and discussions focused not just on the plan itself but also on the process for creating a plan, and on goals for the ultimate outcome of this effort. Following direction given at the retreat, a Council Work Session was scheduled and conducted in May 2012. At the Work Session, preliminary options were presented for the possible scope of the planning effort, and ideas were presented for how to structure the new Community Plan and how to design a Public Engagement strategy.

A. Overall Direction

At the January retreat discussion, Council Members identified four characteristics that should be embedded in the new plan; the plan should be: *strategic*, *clear*, *overarching*, and *flexible*.

- **Strategic:** The plan must be economically feasible and rooted in the realities of changing demographics, market realities, and fiscal soundness. The plan should serve as a foundation for economic prosperity for the Town.

- **Clear:** The new plan should be graphically clear, easy to understand, and of use to the general public. To ensure ease of comprehension and availability, multiple formats of the plan should be available for easy dissemination to the general public.

- **Overarching:** The plan should serve as a bridge between different functions and plans. It should be integrated with the Town's other relevant plans and policies and it should be comprehensive enough to ensure wide-spread implementation and instill confidence in the policies and goals set forth therein.

- **Flexible:** The new plan must be adaptable, but lasting, in order to accommodate changing technologies, demographics, and markets. Some changes or amendments might be necessary in the next few years, but the plan should be designed to provide guidance to the community for years to come.

Council Members also emphasized the importance of the planning process in the creating the new plan, wanting to ensure that the process is both *inclusive* as well as *focused*.

- **Inclusive:** It is critical that there is diverse and multi-generational engagement in the planning process. Reaching out to people from different socio-economic levels, different racial and religious backgrounds, and age groups, should be an important step in the development of the new Plan.

- **Focused:** The planning process should also be simple and easily understood by everyone. It should be targeted and strategic, so that the process is not painful for the stakeholders who choose to be involved.

Members also voiced hope that the process be: *inspirational and unique*, as well as *sustainable*.

- **Inspirational and Unique:** The finished product should be associated with a strengthened "Cary Brand" that recognizes Cary's established character and potential for an even stronger sense of place—incorporating quality of life, open space, natural environment, and safety considerations into the plan.

- **Sustainable:** The outcome should lead to development of a plan for an attractive place for investment, both by individuals and businesses, provide the ability to be able to continue to provide high quality services and facilities, and provide for strong emotional attachment to the community from residents.

B. Key Topics and Existing Plan Elements

To help set a framework for review Cary's existing array of Comprehensive Plan elements, and to help set the stage for designing the approach to creating this new plan, six topics were identified to organize thinking about planning issues. Most, if not all issues to be addressed in this new Cary Plan fall into one or more of these six key topics. The topics are:

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

The following table suggests how each of Cary's existing Plan Elements relates to each of these six key topics. This organization of the ideas that are currently in place helps set the stage for suggestions about how to structure the new Community Plan.

Cary's Existing Priority Issue Topics: HOW EXISTING PLANS RELATE TO CURRENT KEY TOPICS						
KEY TOPICS ADOPTED PLAN	**Built Environment** Urban Form, Housing, Infrastructure, Historic Form	**Community Life** Neighborhoods, Family- Friendly	**Transportation & Mobility** Complete streets, Transit, Connectivity	**Natural Environment** Sustainability, Open Space, Water Resources, Energy	**Parks and Recreation** Parks, Recreation, Arts, Culture	**Economic and Fiscal** 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	○	○			○	
Table Notes: Blank = The plan does not mention the topic at all. ○ = The plan mentions the topic and includes one or two goals or objectives. ● = The plan discusses the topic in depth, listing many goals and objectives.						

At the May 24 Town Council Work Session, a draft Charter was presented that included four possible options for the scope of the Community Plan. Council Members discussed those options, and also responded to descriptions of how the new Community Plan might be structured, as well as proposals regarding how to best to engage the public during the process. The direction was: integrate the topics as much as possible into a single plan/document, and design a vigorous and highly participatory engagement strategy.

C. Key Recommendation: Coordinate with the CTP

A key idea that emerged during discussions subsequent to the May Work Session is the prospect of merging together two related planning projects that might otherwise be ongoing concurrently. The Town of Cary is expecting funding to be in place beginning July 1, 2013, for preparation of an update of the Town's 2008 Comprehensive Transportation Plan. This related initiative presents an excellent opportunity for coordination and collaboration with the new Community Plan initiative. Potential benefits of combining and aligning the two initiatives are:

- Establishing a vision, set of goals, and set of guiding principles that jointly address land use and transportation issues, in a manner that emphasizes the interrelatedness of the two topics.

- Allowing creation and use of a common leadership and management structure to oversee both initiatives – one Steering Committee for both projects, a unified management structure, and coordinated consultant activities.

- Providing for a single, unified body of information and ideas to present to the public, avoiding possible confusion of two outreach efforts underway during the same time period. Branding the two initiatives together is a key recommendation.

- Providing opportunities for cost savings resulting from common and combined outreach strategies and shared information.

Accordingly, it is recommended that the Town address the Community Plan and the CTP together, in a fully integrated process, and that the CTP update be folded into the Community Plan itself. There are significant benefits in addressing both land use and transportation within a single planning document, since it is impossible to separate growth and development considerations from transportation considerations when planning for the long-term future of any community. The schedule proposed in this report therefore incorporates the timeframe needed to fully update Cary's long-range transportation plans as part of the overall Community Plan.

Details, cost-sharing, and funding arrangements still need to be worked out, with attention to planned costs/expenditures by fiscal year and by funding source. But the cost savings, elimination of community confusion, and possibilities for coordinated policy formulation are compelling.

D. Key Recommendation: Approach to Economic and Fiscal Sustainability

There are significant changes that Cary will experience in coming decades. Part of this report, and several of the presentations that have been made to the Town Council and community document what is happening now and what is coming – changes in Cary's demographic profile, changes in land development patterns, and changes in fiscal conditions for the Town.

For this Community Plan, the topic of fiscal sustainability should be approached from a general, best practices, angle. The Plan should be designed and prepared to include guidance such as:

- How will Cary's future fiscal sustainability, and the community's long-range economic sustainability, be affected by:
  - Past and projected demographic changes?
  - Market preference changes?
  - Aging neighborhoods and declining, aging shopping centers?
  - Past and projected economic, industrial, and employment changes?
  - The aging of Cary's housing and nonresidential building stock?

- What actions should be taken, in general, to mitigate negative changes from the above, and achieve the best outcome for Cary?

- What actions should be taken to achieve redevelopment of declining areas? Infill areas? The Plan should provide recommended policies, programs, and approaches, for effective economic development/redevelopment.

The Community Plan needs to address these questions. The Plan will provide a level of economic/fiscal analysis to be able to compare the economic and fiscal impacts before and after redevelopment for select sites or examples. One approach would be to identify a series of cases and sites in Cary to serve as exemplars of what might be expected. Examples include studying scenarios for economic / fiscal impacts of:

- Redevelopment of an older neighborhood shopping center;
- Redevelopment of a large community or regional shopping center;
- Redevelopment of an older, under-utilized housing site;
- Redevelopment of an older/under-utilized apartment site.

For such sites, the analysis would ideally focus on changes in factors such as:

- Tax Base Value
- Transportation Impacts
- Building Floor Space, by type of use
- Number of Dwellings, by type

- Employment
- Impacts on nearby property values
- Economic Impacts on the community

An economic analysis component has been added to the Plan structure and Table of Contents, to address these issues and relate their implications to land use and other policies.

E. Recommended Structure for the New Community Plan

Building on this review of important topics for Cary, on the existing array of plans and policies, and on the Council and community discussions to date about what most needs attention in this new Community Plan, a framework for the new Community Plan has been prepared. A key goal is to establish a vision and set of principles that can inform work on a variety of topics – land use, transportation, economic development, historic preservation, neighborhood character, resource conservation, and fiscal sustainability – and provide a mechanism to tie consideration of those topics together.

Structure of Plan

The key recommendation is to create one basic Community Plan for Cary. Several of the existing volumes of Cary's Comprehensive Plan have been prepared by the Planning Department with consideration of land use linkages, and can and should be folded into the new Community Plan (and accordingly deleted as independent volumes). In addition to the existing components that will be folded into the new Community Plan, five new topic areas are proposed to be studied as part of the Plan, although these may vary or change as Phase II progresses, in response to community input. The additional elements to be added are Community Facilities, Redevelopment, Energy Innovation, Sustainable Neighborhoods, and Economic / Fiscal Resiliency. Descriptions of substantive issues that will be addressed within each one of these new topics appears below.

Additional Elements recommended to be addressed in the new Community Plan	
Community Facilities, Infrastructure, and Waste Reduction	This element will address the Town's basic public infrastructure and public facilities, and help set priorities for investment. It will complement the Town's existing CIP by establishing policies that promote the delivery of efficient, high quality services, including energy, waste, stormwater, libraries, public safety, fire, communications, and public works and coordinating land use decisions with the community infrastructure decisions, with a focus on efficiencies and waste reduction.
Redevelopment and Infill	As the Town's population grows, and as the amount of undeveloped land in Town shrinks, some older areas provide important opportunities for redevelopment to similar or possibly more intensive uses. This element will set forth strategies and targets for managing redevelopment in designated areas throughout the Town and provide a framework for improvements over time. Adding this as an element to the plan will allow for a more focused discussion on the topic.
Energy Efficiency and Innovation	Adding this element to the plan could help focus attention on ways to reduce energy consumption townwide, with resulting reductions in energy costs and air pollution, along with encouragement of use of renewable energy resources.
Sustainable Neighborhoods	Cary is well known for the quality and vitality of its neighborhoods. But circumstances that could represent threats to neighborhood character are emerging. Adding this element will give the Town the opportunity to look at housing issues and plan for changing demographics, aging housing stocks, housing diversity, and housing supply, in order to ensure that the vitality of individual neighborhoods is maintained. It will also provide the opportunity to look at enhancements to neighborhoods, such as sidewalks, parks, road connections, and public art.
Economic / Fiscal Resiliency	This element will help the Town evaluate its fiscal strengths and weaknesses, and consider policies to protect it against vulnerabilities and threats – short term actions that support a long term economic sustainability strategy. This element will examine the social, economic, and public debt impacts of land use policies.

This recommended structure presents an integrated and coordinated approach to land use planning, by proposing a diverse set of elements in addition to traditional elements such as land use, transportation, and the natural environment. The following table summarizes the extent to which each existing plan's topic areas, and which new planning topics, would or would not be fully incorporated into the new Community Plan.

Proposed Structure for the New Community Plan		
	Plan Name, Element, or Topic	**Approach to Incorporating Topic into new Community Plan**
Vol. 1	Vision Element (2004)	●
Vol. 2	**Town-Wide Land Use Plan (1996)**	●
	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 Land Use Plan (2012)	●
Vol. 3	Parks, Rec., and Cult. Resources 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~~	~~Open Space Plan (2001)~~; To be deleted in 2012	--
Vol. 8	Historic Preservation Master Plan (2010)	●
Additional Plans Already Adopted by Cary:		
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)	○
Comprehensive Plan Topics Not Yet Addressed by Cary:		
	Community Facilities / Waste Reduction	●
	Redevelopment & Infill	●
	Energy Efficiency and Innovation	●
	Sustainable Neighborhoods	●
	Economic / Fiscal Resiliency	●
Key:		
●	Incorporate and update entire plan element into the new Community Plan. In the case of the Affordable Housing Plan and Historic Preservation Master Plan, both recently adopted, only targeted and strategic updates are anticipated.	
○	Do not incorporate existing document, but cite by reference, and summarize its goals, policies, and strategies, for integration with other plan elements and priorities.	

Description of the Recommended Plan Structure

The key idea is to have the new Cary Community Plan become a completely integrated, one-document Comprehensive Plan at some point in the future – and therefore to approach preparation of this Community Plan by constructing an integrated policy framework with a focus on supporting a unified, overall vision for Cary. This will involve incorporating the array of existing plans, topics, and policy documents as summarized above, while creating placeholders within the framework for related issues to be folded in over time as individual plans are updated.

The two most substantial components of the new Community Plan are likely to be the Land Use and the Transportation components. In addition to those core topics, the next step will be to integrate two of the Town's oldest elements — the Vision Element (2004), and the Growth Management Plan (2000) — into the new Community Plan, and also fold in two more recent documents, the 2010 Affordable Housing Plan and the 2010 Historic Preservation Master Plan. The Historic Preservation Plan and the Affordable Housing Plan will be incorporated into the Community Plan with no/minimal changes to the content. The new Parks and Recreation Master Plan and the Public Art master Plan will be cited by reference, and key policies and strategies will be brought in. The Community Plan will summarize the goals, policies, and strategies, and highlight where those policies intersect with Community Plan priorities. In a similar manner, the new plan will pull in information regarding water supply, water, reclaimed water, and wastewater treatment systems, but will not absorb those planning systems into this new document as part of Phase II.

An example of how this approach can work is illustrated by considering the Town's new Parks, Recreation, and Cultural Resources Master Plan. That Plan, now at completion, needs to have its policies considered with this new Community Plan; but it would not be advisable to move away from a fully completed plan that is right now up for adoption after years of work. The Community Plan could be constructed with references to the Parks and Recreation Master Plan, with expectation that the next time that plan is updated, it will be updated as a component of the Community Plan. This has benefits of being able to connect the issues now, and move toward a fully integrated Comprehensive Plan in a planned process over time. It will have the advantages of addressing the connectedness of issues, along with introducing additional, important, timely new topics.

New topics that previously have not been fully addressed in the Town's Comprehensive Plan will be included in this new Community Plan. These topics, as described earlier in this report, are highlighted in blue in the following Table of Contents, and will help emphasize how all these issues relate to one another.

A key first step will be to revisit the Visioning Element and set new direction for the community in moving forward. Given that the Town's current Vision Element is eight years old and had limited public involvement, revisiting the Vision is a timely initiative. This option will also include a re-structuring of topics around major themes, allowing for more connectedness among issues. (A topic of interest at the Town Council's January Retreat.) The plan, as shown in the following draft Table of Contents, can be organized around the key themes of <u>Built Environment and Mobility</u>, <u>Community Life</u>, and <u>Natural Environment</u>.

Draft Table of Contents: Community Plan

Chapter 1: Overview

      A. Introduction and Organization of the Plan
      B. Relationship of the Plan to other Comprehensive Plan Components
      C. Vision for the Future
      D. Values and Guiding Principles

Chapter 2: Component Elements

      A. <u>Built Environment and Mobility</u>

            a. Regional Context
            b. Land Use
            c. Transportation Systems
            d. Historic Preservation
            e. **Community Facilities / Infrastructure / Waste Reduction**
            f. **Redevelopment and Infill**
            g. **Energy Efficiency and Innovation**

      B. <u>Community Life</u>

            a. Sustainable Neighborhoods
            b. Affordable Housing
            c. Parks and Recreation
            d. Arts and Culture
            e. Economic / Fiscal Resiliency

      C. <u>Natural Environment</u>

            a. Water Resources / Water Quality
            b. Open Space

Chapter 3: Specific Geographies (Areas of Potential Change)

      A. Downtown
      B. Aging Commercial Corridors / Retail Centers
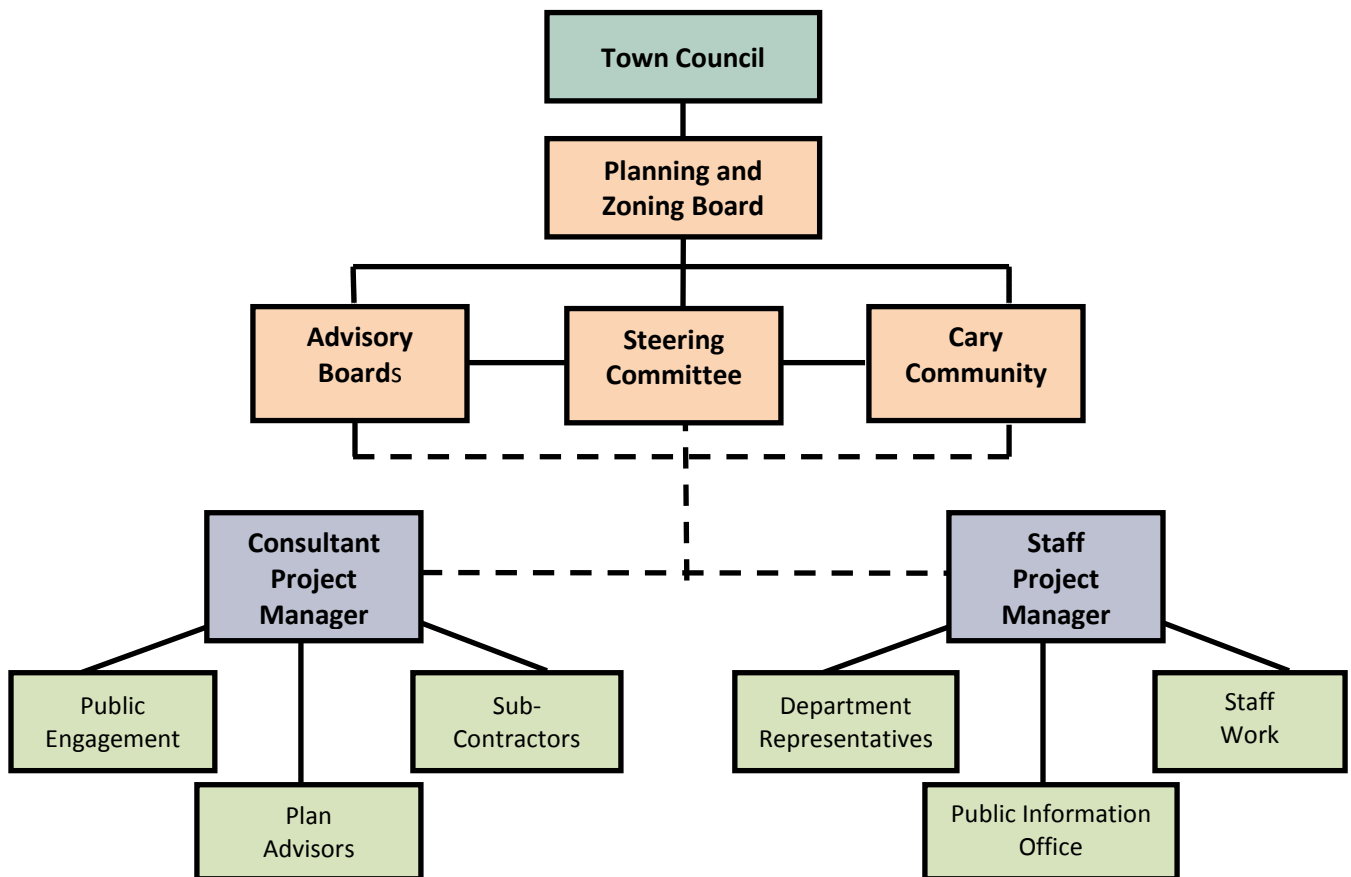   C. Western Area
      D. Southeast Area
      E. (etc.)

Chapter 4: Implementation

      A. Follow-up Actions
      B. Subsequent Areas / Topics to be Studied

Appendix: Summaries of Related Components of Cary's Comprehensive Plan

Management Structure

Attention is needed to the structure put in place to manage production of this new plan. Key considerations include incorporating the roles of the Town Council, the Planning and Zoning Board, an appointed Steering Committee, related Town Advisory Boards, the community at large, a staff team, and a consultant team. The following structure is proposed as the organization and reporting framework for this initiative.

```
                          ┌─────────────────┐
                          │  Town Council   │
                          └────────┬────────┘
                          ┌────────┴────────┐
                          │  Planning and   │
                          │  Zoning Board   │
                          └────────┬────────┘
         ┌────────────────────────┼────────────────────────┐
   ┌─────────────┐         ┌─────────────┐         ┌─────────────┐
   │  Advisory   │         │  Steering   │         │    Cary     │
   │   Boards    │         │  Committee  │         │  Community  │
   └─────────────┘         └─────────────┘         └─────────────┘

   ┌─────────────┐                                 ┌─────────────┐
   │ Consultant  │                                 │    Staff    │
   │   Project    │                                 │   Project   │
   │   Manager    │                                 │   Manager   │
   └─────────────┘                                 └─────────────┘

   Public        Sub-                  Department            Staff
   Engagement    Contractors           Representatives       Work

         Plan                                Public Information
         Advisors                                  Office
```

Schedule and Time Frame

The projected time frame for completion of the new Cary Community Plan is 24 months, from project initiation to adoption of the Plan. The following schedule shows the general time frames of the tasks. Attention is given in this schedule to designing the process such that major public engagement periods take place at times of the calendar year that are most conducive to community engagement: spring and fall.

Cary Community Plan
DRAFT PROJECT SCHEDULE

TASKS	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014
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 Plan Components							■	■	■	■	■	■	■	■	■	■								
Task 6: Transportation Modeling & Analysis							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Task 7: Feedback on Draft Document – Make Revisions																■	■	■	■	■	■			
Task 8: Community Review and Adoption																					■	■	■	■
Steering Committee Meetings	◆		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆	
Active Public Engagement Periods						◆	◆	◆				◆	◆	◆				◆	◆	◆				

4. The Public Engagement Process

Both the Town Council and the Town's Planning Staff have emphasized the importance of using an approach to preparing this Community Plan update that is both inclusive as well as focused, and that credibly publicizes the planning process so that participation in the update process is a choice. A plan for the future will be more relevant and have greater potential to be implemented if it is informed by the representative insight of residents and other stakeholders.

In order to accomplish this, the proposed Public Engagement Process has two major, distinct components:

 (1) Preparation; and (2) Engagement.

In general, the proposed effort will focus on assets and successes to set a positive foundation that is inspirational, as well as empowering. The two proposed components are discussed below.

PROPOSED PUBLIC ENGAGEMENT PROCESS
Component I – The Preparation Component
– **Part 1 –** Establish Leadership
– **Part 2 –** Prepare and Execute Communication Plan
– **Part 3 –** Prepare and Execute Outreach Plan
Component II – The Engagement Component
– **Part 1 –** Gather Ideas – *The Generative Process*
– **Part 2 –** Analyze Input – *The Analytical Process*
– **Part 3 –** Ratify Plan – *The Deliberative Process*

A. Recommended Component I – The Preparation Component

The Preparation Component will create the initial foundation for effective engagement activities and meaningful participation. It includes three proposed parts: *Part 1: Establish Leadership*; *Part 2: Prepare and Execute a Communication Plan*; and *Part 3: Prepare and Execute an Outreach Plan*.

Part 1: Establish Leadership

An inclusive, focused planning process needs leadership with a clear definition of roles. Proposed recommendations for the leadership structure are provided below.

1. Steering Committee: A broad group of 18 to 30 citizen members of the Town should be formed with the express purpose of providing guidance (in the form of recommendations) to a Project Management Team (made up of Town Staff and the Consultant) on both the process and substance of the planning effort. The Steering Committee will be activated at project initiation and be finished upon delivering their recommendation to the Town Council and the Planning and Zoning Board. With an effective facilitation process, these individuals will become champions of both the process and the outcomes. It is anticipated that the Steering Committee will meet on a monthly basis for the duration of the project. The staff will lead the nomination process to identify a diverse, capable group of community members for the Steering Committee. Town Staff will support the committee, but not be members of the committee. (The term

"Steering Committee" should be seen as a functional name. This group could be called the "Planning Committee," "Committee for the Future," "Framework Task Force," or some other acceptable name that appropriately conveys the role.) The role of the Steering Committee will be to provide guidance, and to make recommendations to the Planning and Zoning Board and Town Council.

2. <u>Process Committees</u>: Two process committees are recommended. One committee will be focused on communication/publicity and the other will be focused on the outreach strategy. The committees will work intensely for the first three months of the project (meeting at most twice per month) and then intermittently as the project proceeds (timed toward engagement events). It is expected that some Steering Committee members will serve on the process committees, but there are likely to be more non-Steering Committee members.

3. <u>Staff</u>: Town Staff will play an important role in supporting the public involvement process. Staff members will provide guidance for the consultant's process recommendations. They will also review all proposed meeting agendas and supporting material for the committees and public meetings. It is also expected that the staff will assist with the logistics of securing meeting facilities and coordinating the marketing materials with appropriate Town channels, e.g. Cary TV 11, BUD newsletter, etc.

4. <u>Consulting Team</u>: The consulting team will be the key facilitators of the public involvement process, designing and facilitating the committee meetings and the main public engagement activities. The consultants will also be responsible for designing and managing the project website, brand standards, and key collateral materials, e.g. flyers, post cards, etc.

5. <u>Town Council and Planning and Zoning Board</u>: At key project milestones, the staff and consulting team will engage both bodies – in joint sessions – to share progress, gain their insight, and seek support for building momentum. Depending on the final scope for topics (elements/themes) of the planning effort, other Town boards and commissions may need to be formally engaged. It is the statutory authority and responsibility of the Planning and Zoning Board to make recommendations regarding a Comprehensive Plan to the Town Council, which is the approving entity for adoption or amendment of a Comprehensive Plan. One or more members of the Planning and Zoning Board might also serve on the Steering Committee.

Part 2: Prepare and Execute a Communication Plan

Part 2 is organized in two segments. The first segment includes the Town's typical outline for a Communications Plan. The second segment – beginning with Item 8*, below* *- Tactics -* addresses the specifically proposed tasks to carry-out the plan. It is important to note that the Communications Plan is supported by the outreach strategy as outlined in Part 3 of Component I*: Prepare and Execute Outreach Plan,* described below.

1. <u>Purpose/Situation Analysis</u>: It has been 16 years since the Town has comprehensively addressed land use policies for development, redevelopment, and conservation. In the meantime, significant trends are emerging that will have an impact on Cary. These trends need to be understood to ensure a long-term sustainable future for the Town. Good planning practice – reinforced by Town Council direction – suggests the need for an inclusive communication and engagement program for the new Plan and related policy needs.

2. <u>Goal</u>: The simple goal for the communication plan is to ensure that participation in this planning process is a choice. This means developing a comprehensive strategy to create awareness that opportunities exist in order to allow all interested stakeholders to contribute to developing a plan.

3. <u>Objectives</u>: Key outcomes of the communication plan include the desire – throughout the planning process – to:

    a. Attract participation that statistically represents the Town's demographics;

    b. Attract participation that represents the Town's broad geography;

    c. Inform public opinions and input with solid technical research (connect the issues, be clear about consequences, etc.); and

    d. Increase pride (emotional attachment) that participants have for their Town.

4. <u>Targets</u>: The communications plan is focused on anyone who lives or works in the Town. As stated above, this is really anyone who cares about the future of the community. Specific methods will be used to attract diverse individuals, including looking at a range of attributes: psychographic; demographic; power (ability to stop, delay or change the project); reputation (opinion leaders); position; membership; and role in the decision-making process.

5. <u>Key Messages</u>: It is understood that it is challenging in most communities to rally the community to engage in a planning effort. This is especially true in a place like Cary where the community enjoys high quality services and many people enjoy upper-middle and upper-class household incomes. The key messages of the communications plan include the following points:

    a. The Town of Cary has established itself as one of **the premier communities** in the United States.

    b. This is a result of **solid stewardship (planning) and fortuitous circumstances** of the proximity to the Research Triangle Park and leading research and educational institutions. The attractive natural landscape and temperate climate have also contributed to Cary's appeal.

    c. Nothing stays the same; **change is coming to Cary**. Important demographic trends — for the Town and the country — will have an impact on Cary's future.

d. The basic development pattern for the Town is set, so **change in some areas will not re-define the community**. (This could be for better or worse, depending on individual perspectives.)

e. The Town has grown to a point at which there are limited lands for future expansion. In addition, there have never been more underutilized commercial areas, suggesting **redevelopment strategies are more important than in the past**.

f. A new community plan — and the associated process — provides **a critical opportunity to assess the community of today, understand choices for the future, and create preferred policies that match the vision**.

6. General Facts: This portion of the communication plan will be completed once the schedule for Phase II is established. (This is the, "who, what, where, when, why, how, how much, etc." for the engagement process.)

7. Strategies: A comprehensive communication plan will be implemented that is driven by: authentic and creative messaging; paid and earned media; leveraging of existing Town communication assets; cooperation with non-government organizations; and leadership from a publicity/communication committee.

8. Tactics: Eight specific tools are recommended to implement the strategies and key messages described in the table below.

9. Spokesperson: At key points in the process, talking points will be developed for project leaders by the Project Management Team and reviewed by the Town's Public Information staff. Anticipated spokespersons include the Town Planning Director and the Town Public Information Director. These two contacts will be responsible for determining what other team members (e.g. The Steering Committee, the consulting team, etc.) should speak with the media on specific issues.

Key Message Tactics		
1.	**Prepare the Overview**	This will clarify the outreach structure, including audience definition, articulation of product, and guidelines for processing input. This will draw upon the input from external stakeholders during Component I, including the "Most Important Issues" identified.
2.	**Prepare Project Identity**	This will provide the graphic imagery for project communications. (See section on "Project Branding"). Ideas for branding are offered in this report. Responsibility for deciding on a project brand will rest with the Steering Committee, upon consultation with staff and the Public Information Office.
3.	**Design and Launch Project Web Site**	A robust and interactive project web site will be created to provide thorough information on the project and community involvement opportunities. Cary citizens will expect such a tool. The project web site will be linked off the Town's home page, www.townofcary.org. The Town also has tools to complement the project web site, including web polls, electronic newsletters, and a growing list of on-line governmental services.
4.	**Create Social Media Platforms**	A project Facebook page will be established, as well as a Twitter account. (The Town has 1,500 Twitter followers.)
5.	**Prepare Base Print Material**	The following collateral materials will be designed. Quantities will be determined with input from the Outreach Committee. (A printing allowance will be prepared for budget purposes.) • Post cards, flyers and posters • Door hangers and yard flags • Promotional items (magnets and pens) • Banners and signage (for major events)
6.	**Prepare Media Plan**	A media plan will be developed to address paid and earned opportunities. An allowance for paid media will be included in the budget.
7.	**Create and Produce a Project Newsletter**	An electronic newsletter will be created and distributed to the Town's 5,000 newsletter subscribers and additional participants that provide email addresses throughout the process.
8.	**Create and Produce Infomercials**	A series of videos (three to five) will be prepared over the course of the project as a means to convey important information on what is being learned and experienced in the community, as well as opportunities to get involved.

Part 3: Prepare and Execute Outreach Plan

To meet the objective of an inclusive process, the Communication Plan must be buttressed with a more personal approach to bringing people together. An Outreach Committee will be formed to refine and carryout the outreach plan.

1. Affirm and Execute the Outreach Plan:

   a. **Geographic**: Specific geographic areas of the community will be identified for focused outreach. The four council districts could be the starting point. For each district, area captains (two to three) will be identified. The area captains – with support from staff and consultants – will identify and enlist other leaders and organizations within their areas.

The area captains will be part of – and report to – the outreach process committee and can be particularly helpful for engaging hard to reach members of the community.

b. **Civic**: A comprehensive outreach effort will be made to the Town's vast network of civic organizations. Town-sponsored sporting and recreation events could be a good target for flyer distribution. Displays for key gathering locations (e.g. shopping malls) will also be prepared. Opportunities to speak and/or leverage advertisement (e.g., newsletters) will be sought.

c. **Demographic**: The outreach plan will be calibrated to the demographics of the Town. A concerted effort to engage and identify under-represented groups.

Current groups
Current groups within Cary include, but are not limited to:
• Boards, commissions and committees
• Police and Fire networks (CAP Team – Citizens Assisting Police, Citizens Police Academy)
• Block Leaders
• Businesses (large and small)
• Cary Chamber Members
• Places of Worship
• Civic Organizations
• Elected Officials
• Employees
• Homeowners Associations
• Media
• Professional Associations
• Schools (public and private)

2. Create Speakers Bureau: A cadre (a dozen or so) of community members will be trained and equipped to speak about the planning process.

3. Attend Community Events: The Planning effort should have a presence (e.g. booth) at major community events. Specific events should be targeted to support major project milestones. Schools, places of worship, libraries, festivals, and recreational facilities all provide a forum. They represent additional networks the Outreach Committee might utilize.

4. CEO Roundtable: Early in the process (a month in advance of the first public engagement activity) the Mayor should convene a meeting (breakfast) with the Town's major CEO's. This will be an opportunity to share and preview ideas that will be discussed in the broad-based community meetings.

B. Recommended Component II – The Engagement Component

With preparation tasks underway, the actual engagement of residents and other stakeholders can commence. Three parts of the Engagement Component are recommended. They are iterative in nature, following a logic sequence that includes 1) gathering of ideas from public and stakeholders; 2) analyzing and integrating of those ideas with the findings of the technical process; and 3) affirming and prioritizing of results. The three individual parts are described below. Specific techniques that could be used in each part are also listed. They are:

Part 1: Gather Ideas -- The Generative Process

The proposed first steps in the Public Engagement Process are designed to: (1) Make a positive impression about the process; and (2) Create a large foundation of ideas generated by the public. Ideas gathered through generative techniques create the foundation for the shared community values, development principles, and goals of the final Community Plan.

1. Conduct the Summit on the Future: This will be the "big" kick-off event to get the community engaged and aware that the process is underway. The target attendance will be 600 for this two-and-one-half hour session. The program will include: a compelling framing of the state of Cary (relative to development); input gathered from participants; thought-provoking national speaker (see below); and a charge (and tools) to encourage broader engagement.

    a. The Project Management Team will design the specifics of this meeting in consultation with staff and Steering Committee.

    b. The Summit will include a leading thinker on demographic and market trends that could provoke thoughtful input about the future of Cary. Potential speakers: Alan Ehrenhalt, The Great Inversion and the Future of the American City; Richard Florida, The Great Reset: How the Post-Crash Economy will Change the Way We Live and Work; and Carol Coletta, of Coletta & Company, but most recently of CEO for Cities.

2. Conduct Area Conversations: Four smaller scale meetings are planned around the community two weeks after the Summit. These meetings are small relative to the Summit, but still targeting 100 to 200 participants. In terms of the substance, these meetings will build on the Summit and will place a larger emphasis on identifying key topics of community concern, and discussing the public's vision for the future of Cary, including the desired character of development. These meetings will be facilitated by the consulting team and include a visual preference survey and a technique the team calls *Strong Places Weak Places*, which is designed to identify strengths, weaknesses, and opportunities related to the physical conditions of the community. Key pad polling could be an option for this meeting.

a. The consulting team will design the specifics of this meeting in consultation with staff and Steering Committee.

b. The overall outreach strategy will be refined based on analysis of participants at the Summit. (This will allow for targeting the messages.)

3. Deploy Meeting in a Box: These meetings are designed to be self-facilitated and to fill-in the outreach "holes" by taking the meeting to the people, especially hard to reach members of the community. Analysis of participants at the Summit and Area Conversations will be conducted to determine targets for deploying the "Meeting in a Box." This might mean going to employers, homeowners' association meetings or leveraging events like the Chamber's "Eye Openers."

Distribution Channels
The Town has the following assets that will be utilized in pushing the messages about the planning process, including opportunities to get involved:
• BUD Newsletter and other town newsletters;   • Cary TV 11, including electronic bulletin board, the BUD TV show, Cary Matters;   • Twitter   • E-mail (residents, staff, boards, commission, council);   • Utility Bills including (envelope messages);   • Town Website; and   • Town Facebook Page.

a. The overall outreach strategy will be refined based on analysis of participants at the Summit. (This will allow for targeted messages.)

4. Facilitate Web Input: The project web site will augment the face-to-face opportunities. Presentations can be provided (PDFs and/or videos) as well as polling. Map-based input can also be gained.

5. Conduct Joint Town Council/Planning and Zoning Board Work Session(s): The staff and team will conduct a work session at a Joint Town Council/Planning and Zoning Board meeting to provide: 1.) a comprehensive summary of "what we learned" from the Participation Component; 2.) a concise presentation of the technical research; and 3.) expectations for Part 2 of the community involvement.

Part 2: Analyze Input ~~ The Analytical Process

The second part of the Engagement Component is focused on integrating input from the established leadership with community participation and technical activities to create a conceptual development framework. This will serve as the basis for the Community Plan.

1. Conduct Conceptual Framework Meetings: Four meetings will be conducted in different locations in the community. These meetings will have identical formats with part of the meeting dedicated to Town-wide issues and part addressing the particular location.

Where Part 1 of the engagement process emphasized intuitive input, this Part 2 gives more emphasis to the technical research inputs. Most importantly, the involvement activities integrate the two inputs in a way that frames choices on "where" and "how" the community should grow in the future.

a. These meetings are visual and map-based, with discussions framed by a series of critical questions that address discrepancies between intuitive input and technical findings.

b. The outcome of these meetings will be stated preferences for the location and character of development.

A draft concept – based on input to-date – will be prepared before these meetings. The concept will not be complete and will represent a work-in progress.

2. Conduct Stakeholder Meetings: The team will conduct 10 to 15 stakeholder meetings during this phase to share progress and gain candid reactions to the work.

3. Facilitate Web Input: The project web site will augment the face-to-face opportunities. Presentations can be provided (PDFs and/or videos) as well as polling. Map-based input can also be gained.

4. Conduct Joint Town Council/Planning and Zoning Board Work Session(s): The staff and team will conduct a joint Town Council/Planning and Zoning Board work session to provide: a comprehensive summary of "what we learned" from Part 2 involvement; and expectations for Part 3 of the Engagement Component.

Part 3: Ratify Plan Recommendations ~~ The Deliberative Process

Following the Conceptual Framework meetings, the consulting team and staff will begin preparation of the draft plan document(s). This Part of the process is designed to ratify the results and frame the recommendations for the Community Plan. The involvement in this Part becomes more reactive and focused on testing the degree to which the draft documents reflect the community's values, preferences, and realities. The final step in the involvement process will be formal adoption hearings, where involvement is expected to be more limited.

1. Open House 1: With draft recommendations prepared, a week-long open house will be conducted. The week will include a kick-off presentation that will be recorded for use on the internet and/or television. The displays can stay in one location (Town Hall) or travel to other locations. For high traffic times, they can be "manned" by volunteers, perhaps Steering Committee members. Comment forms will travel will the displays.

2. Open House 2:   With the draft plan prepared, a week-long open house will be conducted. The week will include a kick-off presentation that will be recorded for use on the internet and/or television. The displays can stay in one location (Town Hall) or travel to other locations. Comment forms will travel will the displays.

3. Facilitate Web Input: The project web site will augment the face-to-face opportunities. In this part, presentations, display material, and comment forms can be presented on the project web site.

The table below summarizes these tasks, and indicates which components of the outreach strategy will be appropriate at each stage of the process.

		Engagement Task by Component and Part
Component I		**The Preparation Component**
Part 1		Establish Leadership
	1	Steering Committees
	2	Process Committees
Part 2		Prepare and Execute Communication Plan
	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
Part 3		Prepare and Execute Outreach Plan
	1	Affirm and Execute the Outreach Plan
	2	Create Speakers Bureau
	3	Attend Community Events
	4	CEO Roundtable
Component II:		**The Engagement Component**
Part 1		Gather Ideas - The Generative Process
	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)
Part 2		Analyze Input - The Analytical Process
	1	Conduct Conceptual Framework Meetings
	2	Conduct Stakeholder Meetings
	3	Facilitate Web Input
	4	Conduct Town Council Work Session(s)
Part 3		Ratify Plan Recommendations - The Deliberative Process
	1	Open House 1
	2	Open House 2
	3	Facilitate Web Input

C. Branding the Initiative

This planning effort will be more than just a technical exercise. The most successful plans are those that are rooted in the values, informed by intuitive community insight, and broadly owned by the community. Creating an environment that yields such outcomes requires a deliberate marketing campaign. The initial task is establishing the brand for the campaign; in this case, **the brand for the public process**.

An effective brand will convey a clear message, foster credibility, and appeal to the emotions of the target audience. A strong brand identity will convey a "sticky message" that grows stronger with reinforcing experiences.

Concepts

This section provides background on the proposed branding concepts for the planning process. A few key points about preparing the concepts:

1. **Process versus Product**: It is important to make a distinction between branding the process and branding the policy document. Currently, the working title of the policy document is, "The Community Plan for the Town of Cary." The process title might take on an active voice, as in "Creating…" or "Get Involved." The two (process and product) can be connected, as in "What Do YOU Think?: Creating a Community Plan."

2. **Sources of Input**: The proposed concepts are based on the inputs gained from interactions between the consulting team and the Town Council and town staff, where insight was offered on the present conditions and future issues. Specifically, those two experiences were:

   a. In January 2012, the consulting team met with Town Council and staff leadership at the Council's annual retreat.

   b. In March 2012, the staff and consulting team conducting meetings with a wide-range of community residents and other stakeholders.

3. **Themes**: The following themes emerged from the above activities. While there is some consistency, there are also conflicts. The two strongest sentiments reflect this conflict: "change is coming" versus "we like this place just the way it is." There are variations on these themes, but these two statements are indicative. Other sentiments include:

   a. Connect to self-interest (potential change in property values);

   b. Create a sense of urgency;

   c. Alternative development patterns are necessary (higher density, vertical mixed use);

   d. The community is fine just as it is (suburban pattern, lifestyle);

e.   Change is inevitable;

f.   Some people just don't care (apathy); and

g.   Make this an educational process, demonstrate why this is important.

4. **Recommendations**:   Below are some examples of names that might be used to describe and define this process. Some of them can be mixed and matched. The final branding will be selected in concert with the Steering Committee.

    a.   Make a Remarkable Place: The Community Framework for the Town of Cary

    b.   Re-setting Cary?: Choices for the Future

    c.   Change is Coming: Creating a Community Framework

    d.   What Do YOU Think?: Creating a Community Framework

    e.   It Matters! The Community Framework for the Town of Cary

5. **Deployment**:   The selection of the specific brand and graphic identity can be made in consultation with The Steering Committee as part of Component I of the engagement process. This can be an early and easy team-building task.

5. Resources Needed for the Initiative

A. Proposed Sequence and Schedule of Tasks

A proposed sequence and schedule of tasks has been prepared. This Community Plan initiative will require a significant commitment of time and resources, but should also result in broad community engagement in the preparation of the plan, and a policy framework that should serve the Town well. This project will likely take the form of a 24-month effort involving all Town departments, multiple stakeholder groups, and oversight by an appointed Steering Committee.

B. Staff Commitment

There are three major categories of staff expertise that will be needed for this new initiative:

- Resources from the Planning Department: This project will be managed out of the Cary Planning Department and will need a project manager, likely devoting 50-75% of time during the course of this initiative. Other Planning Department resources that will be needed include the Planning Director's time and contributions from 6 other staff planners, with time allocations varying over the course of the initiative, from 20% time to 60% time. Responsibilities of Planning Staff will include managing consultant work, managing logistics for all public meetings (arranging for venues, notifications, equipment, etc.), staffing the Steering Committee, providing GIS mapping services, reviewing all documents and products prior to public release, coordination with other Town departments, contributions to research and strategy sessions as issues unfold, preparation of agenda materials when meetings are scheduled with Advisory Boards and the Town Council, and distribution of products.

- Resources from the Engineering Department: Development of the transportation component of the Community Plan is likely to require participation by several staff throughout the project, although it is recommended that a single point of contact for transportation engineering be identified. Engineering staff may also be required to supply technical support for other technical areas as needed (e.g., utility engineering, stormwater management).

- Resources from all other Town Departments: This project will need substantial time contributions from most Town Departments. The clear direction is that this initiative, led by the Planning Department, needs to coordinate with the work of other Departments both to enhance the quality of ideas coming out of this planning process and also to keep other departments informed of and involved in policy discussions. Information from other Departments will be critical to assuring completeness of this new Community Plan, and the priorities and policy guidance that come out of this Community Plan should help inform and guide the work of other departments. At a minimum, a representative from each Town department will need to be assigned as a liaison to this initiative and be available to:

- o Attend Community Meetings;
- o Participate in Planning Exercises;
- o Review Interim and Draft Materials/Reports;
- o Serve as Liaisons to their Departments;
- o Connect Consultants and Planners with Community Contact Lists;
- o Produce Handouts or Collateral Materials Related to their Departments;
- o Participate in Meetings Regarding their Department's Core Functions; and
- o Participate in Team Meetings.

- In addition, specific tasks will need to pull in resources and take advantage of information from specific departments on an as-needed basis. Examples include gathering technical information from the Town's Public Works and Utilities Department, and involving staff there in watershed and environmental issues, water supply and water quality issues, water conservation, and water re-use. The Engineering Department will need to be heavily involved in the Transportation Planning aspects of the project. Engineers will also provide expert support for issues related to public water and wastewater facilities. The Town's Sustainability Manager will need to be closely involved in policy formulation and working on connectivity of issues. Coordination with the outreach mechanisms already in place in other departments, such as the Police Department's Citizen's Police Academy and those used for various Parks and Recreation programs, will also be important.

- Coordination with Public Information Mechanisms: Cary's Public Information program has extensive and proven mechanisms in place to get information out to the Cary community. This new planning initiative needs to build on the many existing relationships and contacts to distribute information, including taking advantage of the Public Information Office's ongoing work with local media, communications planning, Bud newsletter, cable television, and coordination with the Town's Speaker's Bureau.

C. Consultant Resources

Outside resources will be necessary for this project, both to bring in expertise in specified fields, and also because the time demands of the project would otherwise significantly affect ongoing work and provision of Town services by Town staff. Resources that are needed include expertise in planning and growth management, community participation and engagement, transportation engineering and analysis, and economic development and fiscal analysis.

There are four categories of outside resources that will be needed for these approaches:

- Comprehensive Planning Expertise: Best-practices knowledge about Comprehensive and Land Use Planning techniques, including expertise in visioning, growth management strategies, redevelopment strategies, environmental considerations, scenario building and testing, and effective citizen engagement techniques.

- Community Participation and Engagement Expertise: Knowledge and expertise regarding best practices for reaching out to the community, and in actively engaging the community in an authentic, effective, and meaningful manner.

- Transportation Consulting and Engineering Expertise: Knowledge and expertise about multi-modal transportation plans and capital investment programs in and around Cary, along with a toolbox of mobility strategies to offer for consideration.

- Economic Development and Fiscal Analysis Expertise: Knowledge and expertise regarding economic development, redevelopment strategies and policies, real estate markets, fiscal impacts of development on local government operations, and ability to analyze and project possible fiscal and economic outcomes resulting from alternative future development scenarios.

- Speakers Bureau: A collection of professionals with knowledge of how communities with characteristics and issues similar to Cary's have successfully positioned themselves for success in the future, to bring to Cary for presentations at community forums.

D. Cost Estimate

This proposed schedule and approach to preparing a new Cary Community Plan will require funding of approximately $909,000 over a two-year period of operation (September 2012 through August 2014) An estimate of costs broken out by function and funding source follows:

Type of Consulting Services	FY13 (8-9 mos.)	FY14 (12 mos.)	FY15 (3-4 mos.)	Total
General Comprehensive & Community Planning	$109,000	$145,000	$36,000	$290,000
Community Outreach and Engagement	125,000	134,000	10,000	269,000
Transportation Consulting & Engineering	50,000	200,000	50,000	300,000
Economic Development & Fiscal Sustainability	15,000	30,000	5,000	50,000
Total:	$299,000	$509,000	$101,000	$909,000

The figures cited above are based on the consulting team's best professional estimates. It is, of course, likely that as the detailed scope for the transportation component is refined over the next couple months, and as a detailed scope and contract is developed for Phase II, the final figures may deviate slightly.

E. Time and Resources Summary

In summary, this proposed approach to preparing a new Cary Community Plan will need to consider time and resource needs as follows in order to be fully effective:

- A 24 month period from commencement of the initiative to final adoption of a plan;

- A commitment from every Town Department to contribute staff resources to the initiative, with the Planning Department staff being the most involved in the process;

- Coordination with the Town's Public Information Program to assure continuity with other ongoing initiatives and full compliance with Cary's standards for public information; and

- Assistance from a consultant team to bring technical analysis, innovation and best-practices knowledge to the initiative, to help design and manage the citizen engagement process, to facilitate public dialogue, to synthesize the ideas into a coherent set of goals, objectives, strategies, and priorities for community consideration, and to produce draft and final products.

Purposeful consideration of the "plan for the plan" as suggested in this Phase I report should help set the stage to have the necessary resources in place for a successful Phase II, and to establish realistic timeframe and commitment expectations for all needing to be involved.

Appendices

A: Annotated Summary of Existing Policies and Plans

B: Staff and Consultant Presentations

C: Examples of Plan Summaries:

- Clemmons, NC
- Cheyenne, WY

Annotated Summary of Existing Policies and Plans

Rather than one single document, Cary's Comprehensive Plan is a compilation of many separate plans and elements that together describe the Town's official vision for Cary in the coming years. Many of these documents, such as the Parks and Recreation Master Plan, have either recently been completed, or are in the process of being completed. Others are older policy documents that are anticipated to either be updated, or folded into other existing Plans. Currently there are eight different elements in the Comprehensive Plan:

- Volume 1 - Vision Element

- Volume 2 - Land Use Plan

- Volume 3 - Parks, Recreation & Cultural Resources Facilities Master Plan

- Volume 4 - Growth Management Plan

- Volume 5 - Affordable Housing Plan

- Volume 6 - Comprehensive Transportation Plan

- Volume 7 - Open Space Plan

- Volume 8 - Historic Preservation Master Plan

In designing the framework for this initiative to create a new Community Plan, Cary Town Council and Staff has asked that the new Plan incorporate elements and policies of the other related volumes. To help better understand how the eight volumes work together to address policy and planning issues in the town, this appendix summarizes the goals and objectives for each of the volumes.

Volume 1 – Vision Element

The Cary Town Council adopted The Vision Element of the Cary Comprehensive Plan in June, 2004. The Vision Element serves to provide a blueprint plan for land use in the county through a vision, policy framework, future land use plan, and implementation strategies to achieve the county's vision. The Vision Element was the result of the "enVision Cary" effort – a public involvement process in which the Town Council sought to gain community reactions, ideas, and suggestions for Cary's future. These ideas were presented to the Council in 2004, and after two public hearings, the Vision Element was adopted. The statements and goals in the Vision element are intended to set the framework and guide the planning in the town in the future. The specific goals and objectives in the Vision Statement are summarized below:

VISION ELEMENT – GOALS AND OBJECTIVES					
Growth & Development: Cary will be distinguished by a high quality physical environment achieved through design requirements; townmaking principles… and infrastructure improvements.	**Growth & Development:** Cary will be distinguished by a high quality physical environment achieved through design requirements; townmaking principle.	**Growth & Development:** Cary will be distinguished by a high quality physical environment achieved through…protection of natural areas...	**Public Involvement in the Planning & Development Process:** Cary will ensure that all sides have access to the planning process.	**Transportation:** Provide multi-modal transportation choices that meet mobility needs, enhance aesthetic quality, and promote air quality.	**Public Schools:** The Town of Cary will continue to help improve schools that serve Cary residents.
• Pursue implementation of plans to create mixed-use environments with higher densities. • Prepare plans in the southwest and south that focus on lower density development, with appropriately scaled activity centers that serve as focal points. • Concentrate growth in areas already served by existing or planned infrastructure. • Integrate a full range of housing choices for all groups in neighborhoods throughout the town.	• Ensure that future development creates a unique sense of place and provides areas – town-wide and in neighborhoods – for formal and informal public gatherings. • Ensure that future development meets strengthened urban design regulations that create a both high quality public realm and private development that promotes human-scale, pedestrian-friendly places.	• Ensure that future growth protects sensitive natural, historical, and cultural resources and preserves open space. • Continue to create an inter-connected system of greenways, parks, and open space. • Develop large, community-wide parks and smaller parks. • Pursue opportunities to develop mini-parks in "in-fill" areas of town. • Support the development of special purpose recreational facilities.	• Improve communication tools for proposed activities • Have annual meetings by council districts. • Have staff meetings with neighborhoods affected by development. • Consider the use of a staff liaison to educate the public. • Form small advisory committees for citizens to provide input on specific projects. • Involve citizens outside Cary but affected by Town decisions.	• Limit the number of through lanes, and emphasize quality of roads as well as quantity. • Create street design guidelines and standards that recognize the character of Town. • Support multi-modal travel focusing development at nodes. • Encourage development that meets the needs of pedestrians and bicyclists. • Integrate transit efforts and require transit features in developments.	• S-1: Continue to make financial resources available to support capital needs that facilitate the creation of permanent school seats. • S-2: Encourage more school capacity. • S-3: Improve the relationship between Wake County School Board and the Town.

Volume 2 – Cary's Land Use Plan

Cary's Land Use Plan (LUP) is the second volume of the town's Comprehensive Plan. First adopted by the Town in 1996, the LUP is broken down into 9 sections and presents the town's declaration of its official policy with regard to the form and pattern of future development. The LUP strives to foster "neighborhood and community activity centers" or "focus areas" in order to promote pedestrian-friendly options and lays out proposed locations for these centers. The town's aesthetic qualities are addressed with design criteria that address such key issues as preservation and creation of larger open spaces and recreational facilities, preservation of forested areas, prevention of strip shopping center development and development of integrated transportation networks for pedestrian, bicycle, bus and possibly commuter train alternatives. The LUP also includes 7 different area plans, which cover specific portions of the Town, and sets forth nine goals, which are summarized below:

LAND USE PLAN – GOALS AND OBJECTIVES								
Maintain and enhance a strong sense of community	**Preserve and maintain Cary's attractive visual appearance**	**Preserve Cary's environmental resources**	**Manage Cary 's growth and development to maintain and enhance Cary's quality of life**	**Provide adequate, high quality, and well-maintained public services, amenities, and facilities**	**Provide a comprehensive multi-modal transportation system for Cary.**	**Support balanced, appropriate economic development**	**Promote and sustain a progressive and positive planning process for Cary**	**Proactively address Cary's housing issues**
• Maintain Cary's unique character and small-town atmosphere; • Promote Cary's positive image as a desirable community in which to live and work; • Keep and encourage a strong physical sense of both neighborhood and community; • Promote Cary's distinct heritage and traditions.	• Encourage and maintain landscaping of public spaces such as major thoroughfares, gateways, or entry ways into Cary; • Encourage attractive "boulevard" medians and street landscaping; • Provide appropriate buffers as transitions between land	• Promote and preserve trees, urban forests, and natural open spaces during development; • Preserve and maintain Cary's water quality and resources by protecting natural stream corridors and watersheds; • Mitigate the adverse impacts of noise and air pollution.	• Place compatible land adjacent; • Promote unobtrusive building height, mass, and scale; • Preserve and revitalize the downtown and surrounding neighborhoods; • Encourage mixed-use and promote infill; • Concentrate nonresidential development;	• Proactively plan for high-quality, well-maintained, neighborhood-oriented schools,; • Provide public libraries; • Maintain and improve the current high level of public safety and emergency services; • Expand and maintain Cary's utility infrastructure	• Design a thoroughfare system that comprehensively incorporates a variety of transportation modes for adequate access, flow, connectivity, safety, and mobility; • Improve thoroughfares to keep pace with new growth and development	• Encourage high quality, "clean and "green" businesses and industries to locate or expand in Cary; • Maintain a reasonable tax rate that attracts business and is attractive to the existing business and residential community; • Promote the balanced growth of residential/non-residential uses	• Equitably disperse the costs for the Cary's infrastructure between the public and private sectors,; • Effectively manage long-term growth through a comprehensive and proactive planning; • Master plan development under the PUD concept	• Maintain and protect residential property values; • Encourage the availability of housing for a wide range of income groups, including the disabled, senior citizens, and middle income residents; • Permit and actively encourage higher residential densities

Volume 3 – Parks and Recreation Master Plan

The Cary Parks, Recreation and Cultural Resources Facilities Master Plan is the most recent element of the Comprehensive Plan to have been updated by the Town. While still in draft form, the Plan is scheduled to be completed soon. Building on the previous plan, which was adopted in 2003, the Plan sets forth a guide for providing a high-quality system of cultural arts, active recreation, passive recreation and conservation facilities to all residents. The plan reflects the commitment by the Town to preserve portions of land within the Town limits as it strives to a greater level of environmental stewardship, while ensuring adequate resources will be available to the Town's future generations. Cary has built a strong reputation for recognizing the vital role that parks, recreation, and cultural arts play in the lives of Town residents and the Plan charts a course for continued emphasis on these resources. Specifically, the Plan sets forth 9 goals and objectives. These are outlined below:

PARKS AND RECREATION MASTER PLAN – GOALS AND OBJECTIVES								
Maintain a diverse & balanced park and open space system	**Provide a highly functional, safe, well-maintained greenway network**	**Provide a mix of programs responsive to a growing & diverse populations**	**Enhance program planning & market analysis to strategically deliver services.**	**Provide an equitable, sustainable distribution of public indoor recreation spaces**	**Maintain quality cultural arts facilities that celebrate Cary's history & diversity.**	**Manage the Town's competitive Sports Venues.**	**Expand special use facilities**	**Incorporate best management and planning practices**
• Update Master Plan Level-of-Service • Maintain high quality of existing parks • Continue to protect high value natural areas and parcels w/ water quality benefit (e.g., riparian corridors, forests) • Actively manage the Town's natural resources.	• Improve community awareness and use of trail network • Link trail network • Provide high quality maintenance on all trials • Provide a safe trail user experience	• Expand festivals & special events • Offer program variety at each Community Center • Develop Specialized Programming for People with Disabilities • Expand heritage programming & interpretation	• Review existing programs to determine most effective use of program funding • Expand market analysis for each service • Consider peak and non-peak pricing strategies	• Consider increasing the size of future Community Centers • Explore feasibility of improvements or additions to existing Community Centers • Explore feasibility of converting empty commercial spaces for use as public community center(s)	• Maintain high quality Amphi-theaters • Renovate Cary Downtown Movie Theater • Develop strategic plan for Town-owned historic facilities & sites • Incorporate public art in parks & facilities • Explore opportunities for a large performance and visual arts center	• Implement planned capital improvements • Diversify & maximize use • Explore funding, partnership, & sponsorship opportunities for existing & new venues • Complete analysis of the most effective events to attract to the Sport Venues to increase their financial viability	• Expand the mission of Stevens Nature Center at Hemlock Bluffs into a "center" of sustainability • Explore opportunities for new venues – a large flat floor ballroom space • Develop new outdoor components.	• Enhance strategic marketing & communications efforts • Continue to track all costs to deliver services • Expand partnerships for use of public school facilities – multipurpose fields, gyms

Volume 4 – Growth Management Plan

Written and adopted by the Town in 2000, the Growth Management Plan is intended to serve as the policy document that sets forth the Cary's long-term goals and objectives relating to growth and development. It identifies guiding principles, as articulated by the Town Council, in five distinct areas: the rate and timing of growth, the location of growth, the amount and density of growth, the cost of growth, and the quality of growth. The plan was created through a collaborative effort that involved the Town Council, local residents, Town staff, and a consultant team, and represents the most recent and comprehensive attempt to address growth-related issues in Cary. In addition to setting forth these guiding principles, this plan discusses implementation strategies and tasks that may be used to execute these strategies. These are summarized in the table below:

GROWTH MANAGEMENT PLAN – GOALS AND OBJECTIVES							
Ensure that infrastructure and services are available concurrently with new development	**Identify sustainable funding sources for community infrastructure, services, and amenities.**	**Ensure public investment decisions are consistent with growth goals.**	**Concentrate growth near existing and planned employment centers and infrastructure.**	**Ensure future growth protects natural and cultural resources and preserves open space.**	**Continue Cary's leadership role in quality growth and development**	**Increase permitted densities in preferred growth areas to encourage desired development**	**Ensure that development is consistent with the town's growth management goals.**
R1.1: Place temporary limits on growth. • Task A: Continue the temporary water allocation permit rationing system. R1.2: Adopt policies to ensure development does not outpace infra-structure. • Adopt a roads APF ordinance. • Work with the School System to ensure there are adequate school facilities.	C1.1: Require new development to pay for the services and facilities it necessitates. • Review and update the Town's development fees • Develop a fiscal impact analysis model for new development C1.2: Develop funding partnerships to aid in growth. • Seek out new funding partners to share in growth-related costs.	C2.1: Invest public funds in preferred growth areas. • Develop a more formal monitoring system to ensure public investment is consistent with adopted plans.	L1.1: Ensure future land-use decisions direct growth toward preferred areas. L1.2: Develop and implement a Transportation Plan to ensure that the maintenance and expansion of Cary's transportation networks are consistent with the Town's growth management goals. L1.3: Plan for areas where growth should be.	L2.1: Identify areas containing sensitive resources, and prioritize them. L2.2: Adopt policies to ensure these resources are protected. • Acquire high-priority sensitive lands. • Expand buffer requirements to protect water quality. • Encourage cluster development • Develop a system of transferable density credits.	Q1.1: review and refine Town regulations and procedures to ensure new development meets Cary's development standards. Q1.2: Highlight the quality of Cary's development as an economic development tool.	A1.1: Review and revise Town policies and regulations to ensure that higher densities are permitted in preferred growth areas. • Amend Unified Development Ordinance (UDO) to establish higher minimum densities in preferred growth areas.	A2.1: Develop monitoring systems to define appropriate amounts of development, based on development type. • Monitor Cary's ultimate buildout population to ensure it conforms with its growth management goals. • Adopt system to monitor and maintain a desired balance of development for tax base purposes.

Volume 5 – Affordable Housing Plan

The 2020 Cary Affordable Housing Plan was written by the Town's Planning Staff, and subsequently adopted by Town Council on October 28, 2010. The Plan provides an update of the Town of Cary's housing market and affordable housing needs along with short- and long-term strategies to address the creation of additional, sustainable affordable housing opportunities for Town residents. The Plan provides strategies that build on many of the goals and strategies initially proposed in the 2000 Plan and contains an updated Affordable Housing Plan, including a set of recommendations, appropriate strategies, and specific implementation measures. These recommendations are set forth below:

RECOMMENDATION 1 – The Town of Cary should adopt a comprehensive affordable housing policy.

RECOMMENDATION 2 - Continue and Expand the Existing Affordable Housing Delivery System

RECOMMENDATION 3 – Establish Realistic Goals and Routinely Monitor Program Activity and Progress

RECOMMENDATION 4 - Identify Additional Program Mechanisms

Volume 6 – Comprehensive Transportation Plan

Cary's Comprehensive Transportation Plan is the sixth element of the Comprehensive Plan. The most current version of the Plan was written in 2007 as an update to the previous, 2001 Plan. The Plan is intended to guide the Town's future transportation development by reassessing transportation needs and reprioritizing projects and programs. The Plan puts emphasis on the provision of a safe and efficient multi-modal transportation system, taking into consideration the amount of growth and development that has occurred in Cary over the last decade, adoption of the State Transportation Plan and Comprehensive Transportation Planning Package, and adoption of area plans and activity center plans in Cary. As with the previous elements, the Plan recommends a number of goals and objectives for the Town. These are summarized in the table below.

COMPREHENSIVE TRANSPORTATION PLAN – GOALS AND OBJECTIVES							
Coordinate transportation and land use planning	**Plan facilities that contribute to Cary's attractive visual appearance**	**Create a safe, convenient, and efficient multimodal transportation system**	**Provide safe and convenient facilities and service for people who choose not to drive**	**Ensure serviceable operation of existing facilities and services**	**Proactively plan to improve transportation linkages**	**Identify financing mechanisms for transportation services and improvements**	**Improve environmental quality.**
• Plan and support transportation improvements that help fulfill the goals and objectives of Cary's LUP. • Plan and support transportation improvements that enhance development. • Encourage improvements that reduce reliance on SOV travel. • Support "mixed-use" development. • Encourage alternatives to commercial strip development.	• Encourage and maintain landscaping of public spaces such as major thoroughfares, gateways, and entryways. • Encourage attractive "boulevard" medians and street landscaping. • Provide appropriate buffers as transitions between transportation facilities and adjacent land uses.	• Design a thoroughfare system that incorporates a variety of modes. • Improve thoroughfares to keep pace with new growth and development. • Proactively plan for public transportation. • Emphasize development to achieve bicycle lanes, greenways, and sidewalks. • Increase share of non-SOV trips.	• Ensure all streets are "complete streets"—safe and comfortable for pedestrians, bicyclists, transit riders, motorists, and other users. • Develop a greenway system to serve recreational and commuting purposes for Cary's growing population. • Provide safe and convenient pedestrian access on all streets.	• Ensure all sidewalks and crossings meet ADA. • Achieve multimodal quality of service goals that focus on minimizing person delay. • Create a system of interconnected streets. • Provide travel information to guide decisions during special situations.	• Integrate local transportation facilities and transit services with those of neighboring jurisdictions to enhance regional connections. • Actively participate in regional transportation planning efforts. • Coordinate transportation planning efforts with neighboring jurisdictions	• Disperse costs equally for the expansion and maintenance of Cary's transportation system between the public and private sectors. • Maintain transportation facilities in a manner that minimizes the life-cycle cost of the facility. • Pursue innovative funding mechanisms	• Mitigate the adverse impacts of noise and air pollution. • Reduce the negative environmental impacts transportation improvements have on forest, stream, watershed, and agricultural resources to the most reasonable and feasible extent.

Volume 7 – Open Space and Historic Resources Plan

The Open Space and Historic Resources Plan is Volume 7 of the Town of Cary Comprehensive Plan. Adopted in 2001, it sets forth a plan of action to identify and protect the Town's natural resources, historic areas, and other special environmental and cultural features. The purpose of the Plan is to identify, evaluate, and prioritize resources, establish preservation goals, and guide the implementation of an open space program. The Plan identifies parcels with significant resource value and open space potential, and ranks them according to the quality and quantity of resources present, threat of loss, and other factors. A 'preservation toolbox' is also included in the Plan, which helps determine the appropriate acquisition and financing strategy for each priority parcel. Finally, the Implementation Recommendations table describes specific actions the Town of Cary should take to protect its natural and historic resources. Those Recommendations are included in the table below:

OPEN SPACE AND HISTORIC RESOURCES PLAN – GOALS AND OBJECTIVES			
Protect environmentally significant areas	**Inform resource landowners about the values, benefits, and opportunities of preservation**	**Create an interconnected system of preserved open spaces**	**Protect cultural resources**
• Conserve contiguous forests • Protect wildlife corridors • Protect habitat and species diversity • Protect significant natural features • Preserve wetlands and stream buffers	• Encourage resource landowners to do long-range planning for their land • Provide technical assistance and preservation incentives to resource landowners • Keep landowners informed of preservation programs and opportunities	• Conserve a contiguous network of open, natural areas – a green infrastructure • Create trail corridors and greenways between open space areas • Create efficiency of scale for land management • Provide recreational and educational benefits to citizens	• Preserve historic landscapes that reflect our rural heritage • Protect working farms • Preserve viewsheds and scenic vistas that provide relief from the built environment

Volume 8 – Historic Preservation

The Historic Preservation Master Plan is the eighth volume of the Town of Cary's Comprehensive Plan. The Plan provides a framework for the development of the Town's first formal preservation program, serves as a guide for proactive preservation decision-making, and provides a comprehensive, coordinated approach to historic preservation. The Plan synthesizes the Town's existing preservation efforts with the desires expressed by the community during the planning process, and recommends actions for integrating historic preservation into Town policies and regulatory activities. The specific goals and objectives are provided below:

HISTORIC RESOURCES MASTER PLAN – GOALS AND OBJECTIVES				
Raise awareness of historic preservation	Document, preserve and share Cary's culture and heritage	Preserve historic context	Establish fair and effective processes and policies for preservation	Preserve, protect and maintain Cary's historic resources
• Increase the visibility and accessibility of historic resources and preservation information. • Educate the community about Cary's history. • Promote understanding of the environmental and economic value of historic preservation. • Promote a sense of pride among owners of historic properties.	• Continue to capture and record Cary's stories and history using a range of technologies. • Facilitate research on all aspects of Cary's history and development (religious, military, cultural, geographic, transportation), including the recent past. • Continue to foster an appreciation of Cary's history and diverse cultural heritage.	• Protect existing development patterns that contribute to historic areas. • Preserve and protect historic viewsheds, rural and designed landscapes, and associated historic resources	• Adhere to an effective administrative and legal framework when implementing historic preservation activities. • Maintain a complete, up-to date survey of Cary's historic resources. • Ensure that historic preservation concerns are considered in all Town actions and ordinances. • Promote preservation using economic incentives whenever possible.	• Preserve and protect Cary's historic structures. • Preserve and protect cemeteries and archaeological resources. • Encourage adaptive re-use of historic structures. • Effectively steward Town-owned historic resources.

Public Art Master Plan

Along with the eight elements of the Comprehensive Plan, the town also has a Public Art Plan. The Plan was adopted in response to the increased momentum of Public Art programs and efforts in the Town. The Plan was adopted to help direct the implementation of Public Artworks in Cary by conducting an inventory of all existing public art, identifying potential sites, and making recommendations and alternatives for funding, development of public/private partnerships, and the range of art appropriate for a public setting. Like other elements of the Comprehensive Plan, the Plan provides recommendations, goals and objectives. These are included in the table below:

PUBLIC ART MASTER PLAN – GOALS AND OBJECTIVES									
Public art program	**Gateways and Infrastructure**	**Transit corridors**	**Town center**	**Neighborhood identity**	**Parks and greenways**	**Local, regional, and national partnerships and diversity and inclusion**	**Integration**	**Education and public awareness**	**Maintenance**
• R 1: Create a Public Art Program • R 2: Appoint members to a Public Art Advisory Board.. • R 3: Allocates funds for public artworks from the CIB. • R 4: Encourage private development in through incentives.	• R 11: Add public artworks to the Cary urban landscape. • R 12: Integrate public artworks into the urban design strategies. • R 13: Use public art as a means to define and celebrate location, character and identity within the Triangle area.	• R 14: Celebrate Cary's historic roots as a railroad village and transit center with public art that honors this history through choice of location, theme, content, etc.	• R 15: Concentrate public artworks in Cary's Town Center as a means to strengthen its core identity, nurture its surrounding neighborhood areas, and promote economic development.	• R 16: The Public Art Program should focus special energy and resources in the next five years on using public art as a vehicle to foster neighborhood identity and build connectivity between diverse and individual neighborhood locations.	• R 17: Special emphasis ought to be placed on the inclusion of public artworks in parks and the greenway system over the next five years.	• R 19: Develop and foster local, regional, and national project and program partnerships. • R 21: Create opportunities for artists locally, regionally, and nationally. • R 22: Consider diversity in all its forms when com-missioning public artists,	• R 20: The Public Art Program should create architect-urally integrated public artworks when including artworks in new or renovated Town buildings.	• R 23: The Public Art Program should undergo artist workshops and artist educational programs on a consistent and regular basis. • R 24: The Public Art Program should increase its visibility through education, outreach, and marketing efforts.	• R 25: Maintenance funds ought to be budgeted for and become a regular component of the Town's maintenance program for facilities. • R 26: The Public Art Program should conduct a management survey

Appendix B: Staff and Consultant Presentations

1. January 13 Town Council Retreat

2. March 27 Stakeholders Information Meting

3. May 24 Town Council Work Session

Appendix C: Examples from Elsewhere

1. Clemmons, NC

2. Cheyenne, WY