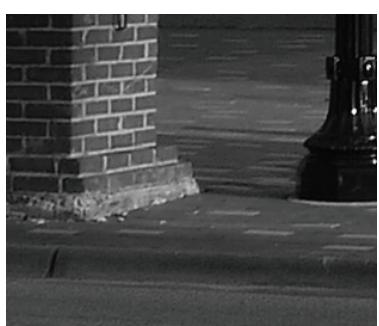
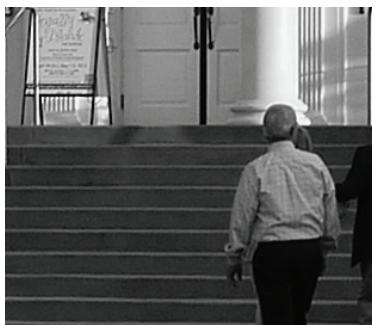




# THE CARY 2040 → COMMUNITY PLAN

THE COMPREHENSIVE PLAN FOR THE TOWN OF CARY

Adopted on January 24, 2017



# CARY ACKNOWLEDGES...

The Cary Community Plan was made possible through the efforts of the individuals and groups listed below, as well as additional staff and community members whose participation and insight was an essential component of this process.

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*Alok Sharma, In Memoriam*

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# 1. FOUNDATIONS

*Introducing Cary's  
Community Plan*



## IN THIS CHAPTER:

[Cary: Yesterday and Today](#)

[Imagining Cary's Future](#)

[Our Vision for Cary](#)

[Trends and Influences](#)

[Using the Plan](#)

[Community-Based Planning Effort](#)

[What is New in the 2040 Cary Community Plan?](#)

[Relationship of Plan to Town's Land Development Ordinance](#)

[Town's Authority to Adopt a Comprehensive Plan](#)

**CARY COMMUNITY PLAN ▶ 2040**

# 1. FOUNDATIONS



## Cary is...

**3rd Safest City in the Nation (2014)** – wallstreet.com

**Top Town for Families (2014)** – Forbes and @bizjournals

**Sound Investment for Good Living (2014)** – Nerdwallet, CNN Money, Forbes

**Best Mid-Size City for Relocation (2013)** – Movato

**Best City for Early Retirement** – Kiplinger

**Top City for Tech** – Forbes

## Cary: Yesterday and Today

Starting as a small, rural crossroads community with a rich agricultural heritage, Cary has evolved into a nationally recognized community of distinction. The arrival of the North Carolina Railroad in 1854 and the development of the Research Triangle Park in 1959 were both game changers for the region and for Cary. Over the last thirty years, the Town has attracted Fortune 500 companies, a series of high quality attractive residential developments, commercial growth, and community amenities that put it on the map as the place “where better living begins.” The Town’s population grew from approximately 8,000 residents in 1970 to more than 152,000 in 2015. Today, Cary is known as one of the best mid-sized communities in the nation to live and work, to find a home or start a business, and to raise a family or retire.



## Imagining Cary's Future

The purpose of the 2040 Cary Community Plan is to articulate the Town's vision and values and set a course for achieving Cary's desired future. Cary's vision statement below describes the aspirations to continue to be a premier community that will offer new opportunities to live, work, play, shop, and dine in the town we call home.

## Our Vision for Cary

The Town of Cary will continue to be the model of a highly-regarded and well-managed community. The interests of residents and businesses will be at the forefront of policies and public investment that foster sustained prosperity.

Since the community is mostly developed, the existing suburban pattern of high quality residential, office, and shopping areas will remain dominant. In strategic and appropriate locations, emerging new development patterns—greater intensity in a walkable, mixed use form—will be encouraged to provide existing and future residents additional choices for living, connecting, working, playing, and shopping.

The attractive physical setting—including both the natural and built environment—strengthens community pride and encourages private investment. This is also true with the consistent delivery of high quality community infrastructure, services and facilities.

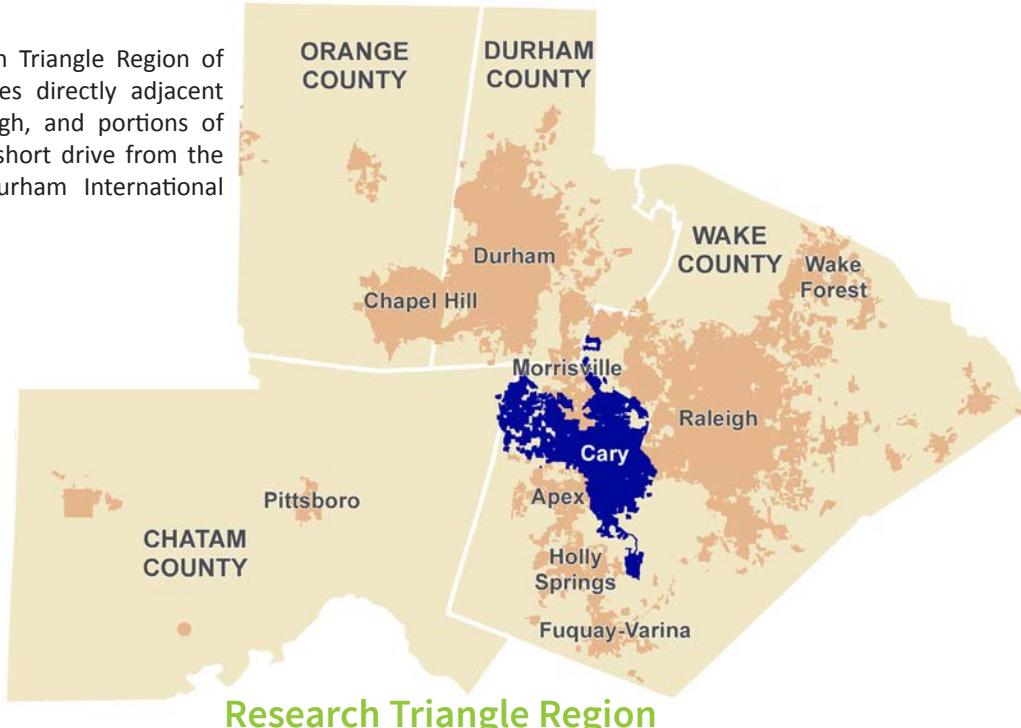
The community also continues to prosper through attention to quality and a commitment to a sense of community, culture, and history, revealing the authentic and special Cary.

## We Value...

- Leveraging the Town's Regional Context
- Managing Future Land Use
- Encouraging Redevelopment and Infill Efforts
- Fostering Strong and Sustainable Neighborhoods
- Creating a Vibrant Arts and Cultural Environment
- Fostering a Prosperous Economy and Fiscal Health
- Protecting Nature and the Environment
- Providing Comprehensive and Top Quality Facilities and Infrastructure
- Preserving Historic Resources
- Providing Extensive and High Quality Parks and Recreation
- Providing High Quality Public Services
- Providing an Efficient and Well-Designed Transportation System

### CARY IN CONTEXT

Cary is located in heart of the Research Triangle Region of North Carolina. Neighboring communities directly adjacent to Cary include Apex, Morrisville, Raleigh, and portions of unincorporated Wake County. Cary is a short drive from the Research Triangle Park and Raleigh Durham International Airport.



Research Triangle Region

### CARY'S PLANNING AREA

This plan focuses not just on the Town of Cary, but more appropriately on Cary's entire land planning area. This area is a boundary that outlines the outermost extent of where the Town of Cary may grow in the future. According to agreements with neighboring jurisdictions, Cary cannot extend beyond this boundary. The land planning area consists of four distinct geographies:

#### **Town of Cary Corporate Limits**

This is the formal area known as the Town of Cary. The Town provides utility services within this area and plans and zones for all land within the Town limits. Residents living in Cary pay Town taxes and can vote for Town Council members.

#### **Town of Cary Extraterritorial Jurisdiction (ETJ)**

These are special planning areas granted jointly by the Town and Wake County as permitted by the State of North Carolina. ETJ areas lie outside of the Town's corporate limits. The purpose of ETJ in North Carolina is to allow for municipalities to plan for areas that may become part of the community's corporate limits in the foreseeable future and that may require public utility services, such as potable water and sanitary sewer. Properties in the ETJ are planned and zoned for by the Town of Cary; however, residents living in the ETJ are not Cary citizens and they do not pay Town taxes, nor can they vote for Town Council members. The ETJ does have representation on the Town of Cary's Planning and Zoning Board.

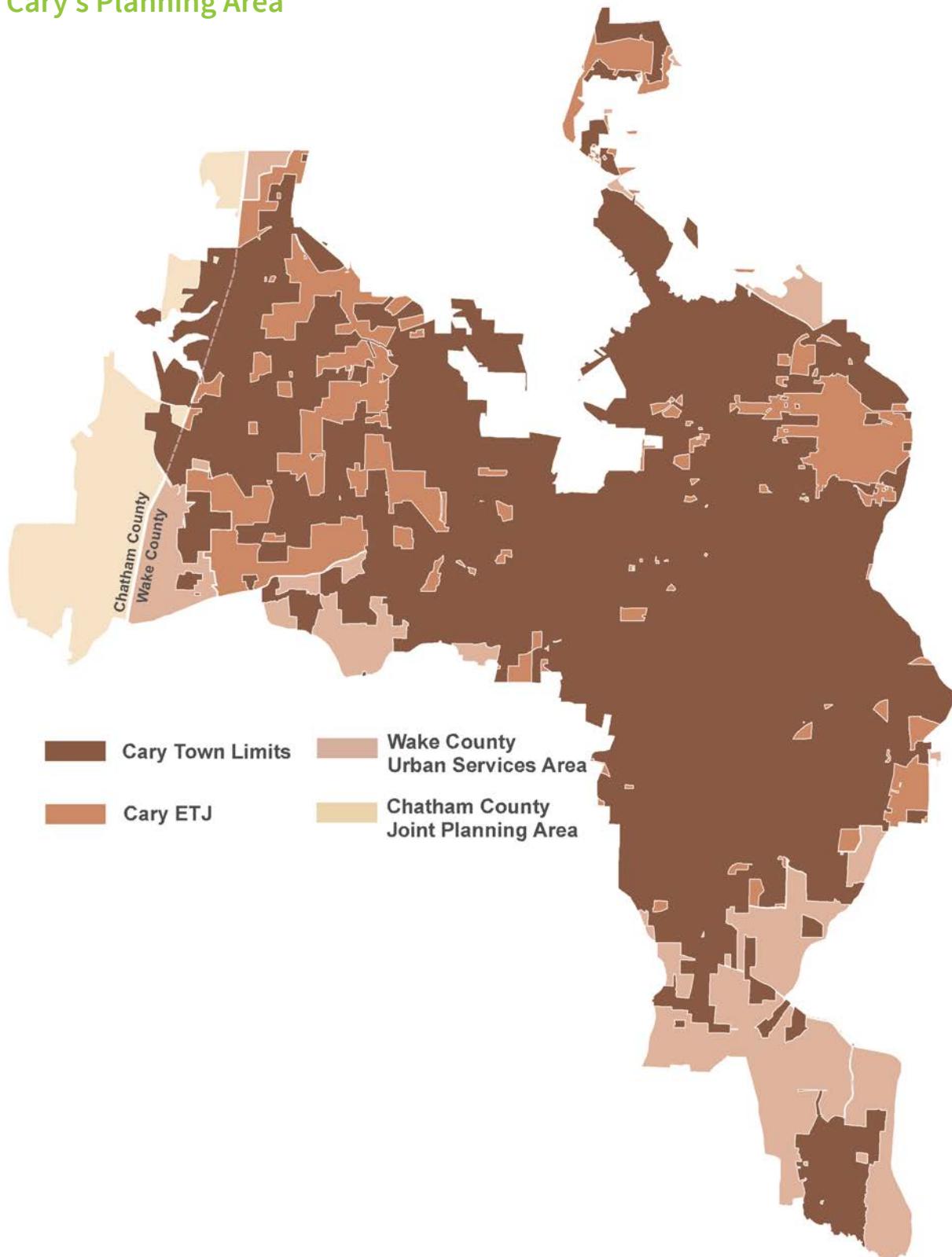
#### **Town of Cary Urban Services Boundary**

These are special planning areas designated by Wake County for the Town of Cary and the other 11 municipalities in the County. Cary's Urban Services Boundary is a geographic area contiguous to the Town's corporate limits and ETJ in which Wake County has determined that the Town may someday provide public utilities.

#### **Chatham County – Town of Cary Joint Planning Area**

Chatham County does not define formal Urban Services Areas for its municipalities. However, the Chatham-Cary Joint Land Use Plan, adopted June 2012, effectively identifies the portion of Chatham County that might someday be served by, or is eligible to be served by the Town of Cary for public utility services. This area is included within the Cary land planning area.

## Cary's Planning Area



## Trends & Influences

The high quality of life enjoyed in Cary has propelled its growth up until now. However, national, regional, and local trends suggest a changing context for the Town, and have spurred community conversations about the future of Cary. Early on in the Imagine Cary planning effort, several key trends and influences were identified that will likely impact Cary's future.

### AGING AND DIVERSIFYING POPULATION

As is the case in many communities across the country, Cary's population is aging and diversifying. We see retiring baby boomers, professional workers choosing to wait longer to start a family or not have a family at all, an increasing number of single person households, and growth in racial and ethnic diversity.

Cary has, over the years, developed a family-friendly reputation based on a suburban community model. But national trends show that the demographic changes being experienced here and elsewhere are increasingly accompanied by changes in household preferences that impact housing, transportation, and other lifestyle choices. This Community Plan offers an opportunity to identify ways that Cary can maintain its high quality suburban community experience, while also accommodating the lifestyle preferences of this changing population.

### LIMITED LAND FOR DEVELOPMENT

Land available for new development in Cary's planning jurisdiction is limited by formal agreements with neighboring communities. These agreements delineate the boundary within which Cary can provide utility services in the future and ultimately the areas Cary can annex into the Town. Today, only 18% of land in the Town's planning jurisdiction is available for development.

In the past, Cary has been a model for high quality new developments built on vacant or agricultural land. Now, with both limited land for development and the presence of aging commercial and residential developments, the Town faces a changing paradigm where new projects will increasingly come in the form of infill development and redevelopment of existing properties. With this shift comes the need to redefine development opportunities and the regulations and design standards that will shape evolving areas of Town, while continuing to protect Cary's natural resources.



#### More Seniors

*Cary residents over the age of 55 increased from 12% to 18% between 2000 and 2010.*



#### Smaller Households

*Cary's average household size and family size decreased between 2000 and 2010*



#### More Singles

*Unmarried singles in Cary increased from 23.5% in 2000 to 28.2% in 2010*



#### Fewer Millennials

*The % of the Millennial aged population in Cary is lower than in NC and the US.*

*Source: U.S. Census Bureau*



*Because only 18% of Cary's planning and zoning area is undeveloped, future development will come more and more in the form of infill development and redevelopment of existing developed sites.*

## INCREASING TRANSPORTATION DEMANDS

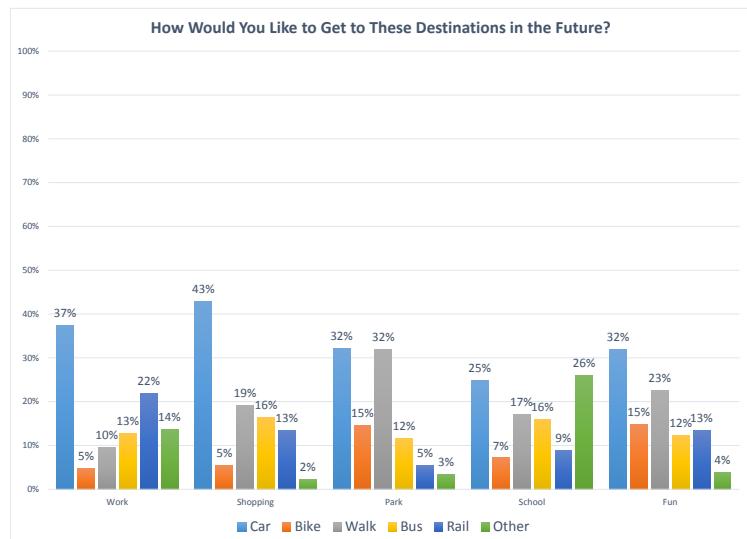
Today, Cary's transportation network provides an excellent system of streets, award-winning greenways, miles of sidewalks, and bicycle facilities. Combined, these transportation facilities support a commuting local workforce, recreational enthusiasts, and regional travelers. But with the expected regional population growth, projected future travel demand on roadways over the next 20 years increasingly will exceed existing roadway capacities. As Cary's roadway network becomes built out and as Federal and State transportation funding sources continue to diminish, there will likely be a shift in focus from building new infrastructure to maintaining the existing system. Compounding these challenges is the increasing cost of infrastructure improvements resulting in the need to use existing infrastructure more efficiently.

Cary's residents have demonstrated their support for transportation choices that will allow residents and workers to drive, walk, bike, take the bus, or even possibly ride regional rail to destinations. Expanding alternative travel options while maintaining vehicular mobility will require changes in development patterns as well as improvements to the transportation network. The challenge facing Cary is to provide future residents with a complete range of choices that are operationally and fiscally efficient.

## DEMAND FOR 21ST CENTURY DEVELOPMENT OPTIONS

Cary is known for its high-quality suburban neighborhoods, commercial centers, and business parks. These developments have helped make Cary the community of distinction that it is today. However, preferences for these places may be changing. As evidenced by input from Cary's citizens and business leaders, there is demand for new 21st century developments that reflect evolving lifestyles and workplace environments. National trends show that people want to be more connected, and they want to live and work in an active and vibrant environment that makes it easier to be connected to friends and neighbors, to community services and activities, and to easily access destinations. Many polls show that retirees and young professionals both desire the same type of living environment: one that is walkable, connected, affordable, and vibrant.

It will be important for Cary to accommodate the housing needs of its aging and diversifying residential population and growing local workforce. Likewise, the Town will need to consider the locational needs of target industries to make sure employment centers offer the type of workplace environment that modern businesses desire.



When Cary residents were asked how they would like to get around in the future, they expressed a desire for a variety of transportation choices regardless of the final destination.

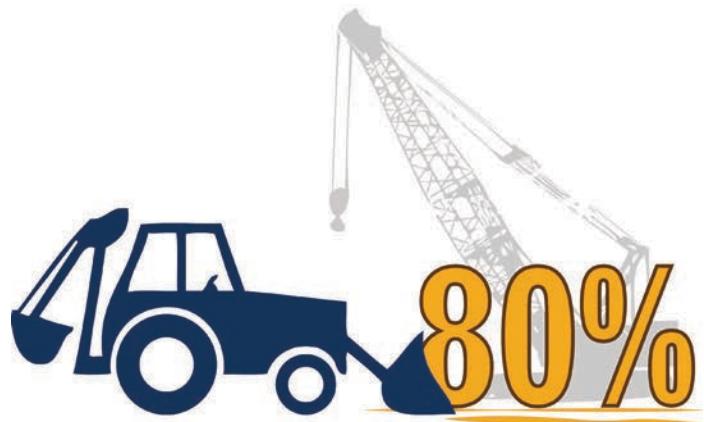


Making a great place doesn't happen by accident. There are many key attributes and design features needed to create successful places.

## FUTURE FISCAL CHALLENGES

Cary is fortunate to have a strong fiscal base to support the delivery of community amenities and services ranging from police and fire protection to the Town's wonderful parks and event spaces. Town government in Cary has proven to be an effective and conservative guardian of the Town's assets and resources, enabling the Town to gain a strong fiscal position and maintain one of the lowest tax rates in Wake County. Cary has experienced significant levels of growth and development for several decades under sound fiscal management. During this period of growth, the Town's revenues increased along with property valuations, covering the expenses of delivering additional services and maintaining existing infrastructure. An estimated 80% of that revenue growth, on average, has been generated by the addition of new tax base to the Town. In fact, the Town has seen a direct correlation between population growth and tax revenue growth.

As Cary runs out of land for development and enters a new phase of slower growth in the next 10 to 20 years, the Town could experience a declining rate of revenue growth. Meanwhile, the cost of providing services and maintaining infrastructure like parks and recreation and water and sewer service is expected to rise and the annual increase in costs could eventually surpass the increase in revenues at current tax rates. Added to the challenge is demand for increasing services and new community amenities, and an aging infrastructure that will require future maintenance investments. Cary's challenge will be to identify fiscally sustainable revenue generation models supported by the community that can continue to provide high quality services and facilities to existing and future residents.



*In Cary, new development drives the growth of public revenues that have supported the Town's ability to provide high quality community amenities and services. On average, 80% of new revenue growth comes from new tax base to the Town. As growth slows due to limited land for development, new revenue generation models will be needed to maintain the level of service residents have come to expect.*



# Using the Plan

## Plan Organization

The Cary Community Plan is organized into ten chapters: this Foundations chapter (plan introduction and background), seven thematic chapters (Live, Work, Shop, Shape, Engage, Move, Serve), the Act chapter (sets a course for strategically implementing the plan), and the Appendix (includes supporting documents developed during the course of Imagine Cary).

The seven thematic chapters set out a policy context and policy framework, with each chapter including sections that address three main topics: challenges and opportunities, goals and policies, and strategic actions. In addition, these chapters conclude with cross-references to related policy direction in other chapters.

<b>FOUNDATIONS</b>	introduction about the plan
<b>LIVE</b>	neighborhoods housing
<b>WORK</b>	economy workplaces
<b>SHOP</b>	places to shop and dine
<b>ENGAGE</b>	historic places parks and culture
<b>SHAPE</b>	land planning character of growth
<b>MOVE</b>	transportation choices
<b>SERVE</b>	public services fiscal health
<b>ACT</b>	action plan to achieve vision
<b>APPENDICES</b>	technical information

## Purpose of Plan

The plan should serve multiple purposes:

- as a guide for public decision-making related to development proposals;
- for coordinating planning efforts between the Town and adjacent jurisdictions;
- for planning for future service and facility needs;
- for qualifying for state and federal grant programs;
- as a marketing tool used to showcase the key initiatives that will continue to maintain Cary's competitive edge as a premier community to live, work, play, learn, and raise a family; and
- as a guide for establishing annual work plans for Town departments.

## Policy Guidance

The plan's policy guidance is set out in a four part structure:

- (1) An overarching **vision statement** that articulates the future aspirations for Cary. This statement is provided at the beginning of each chapter.
- (2) **Value statements** that set out the critical values the community holds that drove development of this plan. The value statements are presented on the cover page for each chapter.
- (3) Specific **policies** that aid in day-to-day decision-making to achieve the community's vision, including policy intent statements that provide guidance about implementation of policies. The policy statements are provided within the body of each chapter.
- (4) Specific **actions** that the Town may take to make the vision a reality. (Note: The stated actions provide general direction, but may vary in response to changing circumstances.) The actions are described towards the end of each chapter, and brought together in Chapter 9, ACT.

## Vision

## Value Statements

## Policies

## Actions

# Community-Based Planning Effort



## DEVELOPING THE PLAN

Cary has had a long, successful history of creating plans that guide growth and investment in the community. Starting with the Town's first comprehensive plan in 1991, **"Cary . . . Growing With a Vision"**, Cary has maintained a commitment to its comprehensive plan and uses it to guide decisions related to capital investments, desired development patterns, and design of new developments. That plan was followed in 1996 with a new land use plan, and a series of individual plans for affordable housing, parks, growth management, and other topics, and multiple small area plans. By 2012 the Town had 20 planning documents and 12 volumes in its comprehensive plan.

In late 2010, the Town of Cary began considering the need to update several of the Town's existing plans for a few geographic areas. It became clear that a more pressing need was to undertake a comprehensive update to the entire policy context rather than updating individual component parts. As a result, in 2011, the Cary Town Council directed Town staff to conduct a complete review of all plans and create a new and more consolidated comprehensive Community Plan -- a consensus vision document to guide decisions and achieve a desired future. This process included an update to all volumes of the current comprehensive plan, including the Town's Comprehensive Transportation Plan to better integrate it with the Town's growth framework that guides development decisions.

## PART 1: THE CHARTER FOR CREATING THE CARY COMMUNITY PLAN (2012)

Due to the complexity of the undertaking, the Town decided to approach this initiative in two parts. In 2012, the project team worked with Town Council and Town departments to develop the Charter for Creating a Cary Community Plan – the plan for effectively creating “the plan.” The Charter provided detailed guidance for development of the plan and the public engagement process.

## PART 2: THE IMAGINE CARY PLANNING EFFORT (2013-2016)

Building on its commitment to planning, transparency and citizen involvement, the Town of Cary undertook an ambitious four-year planning effort to update Cary's comprehensive plan. Imagine Cary was a first-of-its-kind effort by the Town to update and connect its many specific topic plans into a single, integrated and comprehensive policy guide for the future. It also marked the first time in the Town's planning history to simultaneously generate a coordinated and integrated economic, land use, and transportation vision for the Town.



Through the guidance of the Charter, the Imagine Cary process was designed to be inclusive, focused, inspirational, and sustainable. The plan was generated through the integration of technical analysis and community aspirations set out in four distinct phases of plan development:

1. Values and Vision
2. Community Choices
3. Plan Framework
4. Plan Adoption



## COMMUNITY INVOLVEMENT

The 2040 Cary Community Plan was developed using the most robust public engagement process in the Town's history. The planning process actively sought public input using a variety of traditional and innovative web-based methods to educate and engage the community.



# What is new in the 2040 Cary Community Plan?

Building upon the sound plans already in place, the 2040 Cary Community Plan sets out a new policy framework that incorporates many relevant policies developed under previous planning efforts, as well as many new policy objectives. New topics include:

## Economic Policies and Strategies

The plan establishes economic policies and strategies to guide the Town's economic development efforts.

## Integration of Land Use and Transportation Plans

The plan integrates land use and transportation plans using a new approach (the Future Growth Framework) that tested the impacts of future development ideas on the Town's transportation network, and that provides design guidance for transportation improvements to align with the vision for future land use.

## Focus on Downtown Cary

The plan emphasizes downtown as the heart and soul of Cary, and a priority for redevelopment and community investment.

## Neighborhood Protection and Housing Choices

The plan sets out policies and strategies to provide greater housing choices, including housing for a variety of incomes, lifestyles, and stages of life, while also protecting and stabilizing Cary's established neighborhoods.

## New Infill and Redevelopment Opportunities

The plan encourages and guides future infill and redevelopment efforts in targeted locations, and encourages development of new tools to guide design of redevelopment and infill projects.

## Destination Centers

The plan fosters development of strategically located and vertically integrated mixed use developments to serve as key destination centers for regional attraction.

## Transit-Oriented Development

The plan sets the stage for future regional transit improvements that will likely be developed during the planning horizon (2040), and the associated transit-oriented development that will support transit ridership in the future.



## Relationship of Plan to Town's Land Development Ordinance

The Cary Community Plan is a long-range policy document that provides guidance to the Town's current and future decision-makers regarding land development, capital improvements, and public programs. In contrast, the Town's Land Development Ordinance is the set of Town laws that govern land development. The regulations in the Land Development Ordinance set out the specific uses permitted on individual properties, the density and intensity of development that can occur, and how developments are designed. These regulations also provide property owners in Cary with certain rights to development.

The Town of Cary's Land Development Ordinance consists of a zoning map and a written ordinance that divides the Town into zoning districts, including various mixed use, residential, commercial, and industrial districts. The land development regulations describe what type of land use and specific activities are permitted in each district, and also regulate how buildings, signs, parking, and other construction may be placed on a lot. These regulations also provide procedures for re-zonings and other planning activities.

**While the 2040 Cary Community Plan and in particular, the Future Growth Framework Map found in Chapter 6, provides guidance to decision-makers regarding the future development or use of property, capital investments, or community programs; the Land Development Ordinance defines the actual laws that apply to each property in the Town's planning jurisdiction.** Implementation of this plan may in some instances require amendments to the Land Development Ordinance. Any proposed amendment to the Land Development Ordinance will require a separate public hearing and review process, with a final decision made by Town Council.

## Town's Authority to Adopt a Comprehensive Plan

Cary's ability to adopt and implement a comprehensive plan is drawn from its state-authorized general police power to "define, regulate, prohibit, or abate acts, omissions, or conditions detrimental to the health, safety, or welfare of its citizens" per North Carolina General Statute § 160A-174.

In North Carolina, municipal zoning enabling statutes have long required that zoning regulations be made "in accordance with a comprehensive plan." However, neither the North Carolina statutes nor case law mandate preparation of comprehensive plans, define their elements, or set a mandatory procedure for their adoption. Local governments can choose to develop or not to develop a plan.

In 2005, the state zoning statutes were amended to strengthen the role of adopted plans where they do exist. This law requires that boards reviewing proposed zoning amendments include a written recommendation that addresses the consistency of the proposed amendment with the comprehensive plan and any other relevant plans (such as a small area plan, a corridor plan, or a transportation plan) that have been adopted by Town Council. The Town Council is also required to adopt a statement on plan consistency when adopting or rejecting any zoning amendment. While this statement is required, it does not limit the Town Council's discretionary power to adopt or not adopt zoning amendments.

### Services and Facilities Provided by Cary

- Community facilities and greenways
- Emergency management service (EMS)
- Maintenance of town-owned streets
- Parks, recreation, and cultural resources
- Police and fire protection
- Regulating development
- Solid waste and recycling
- Water and wastewater services

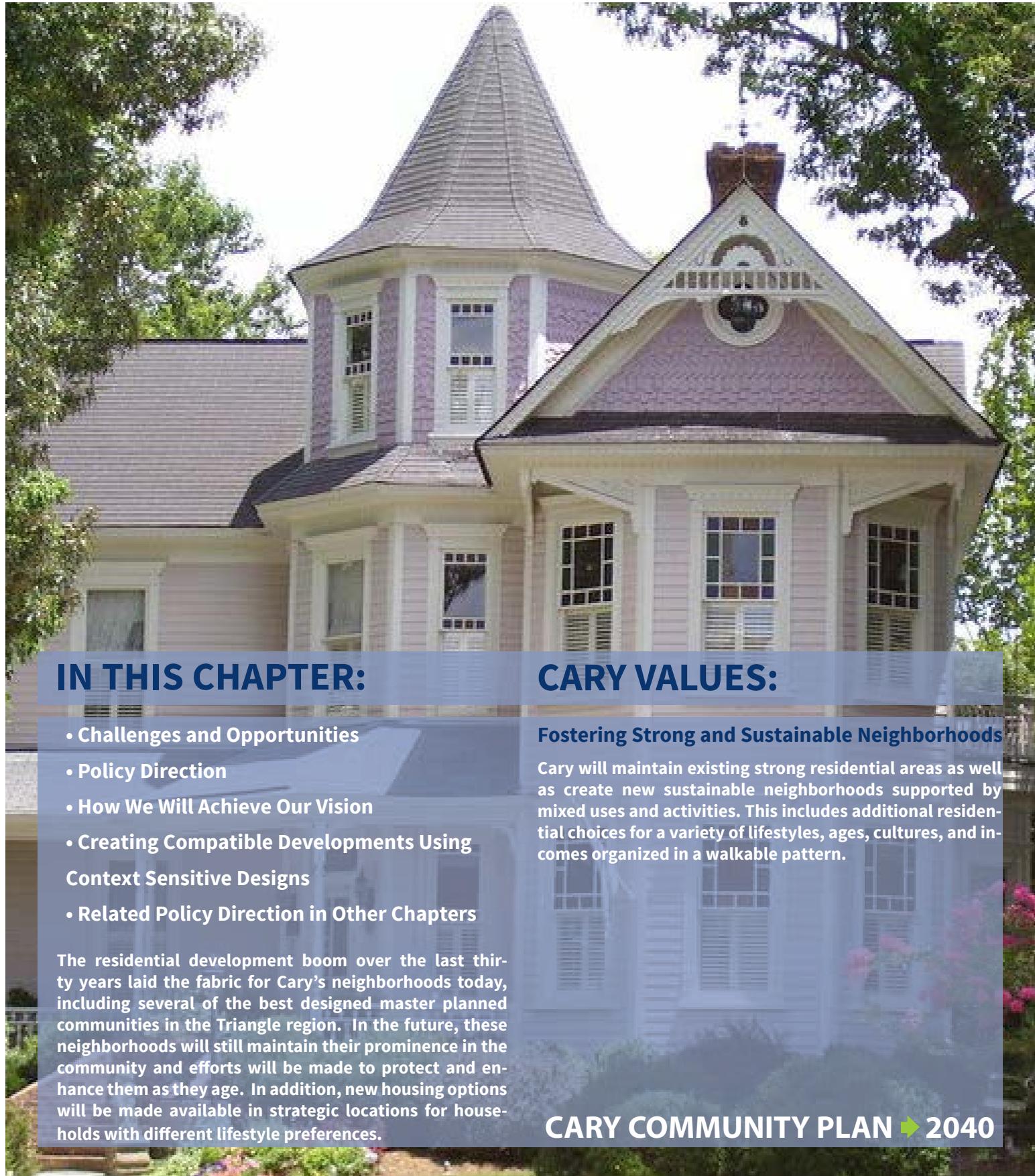
### Provided by Other Jurisdictions

- Libraries
- Public schools
- Social services
- Streets not owned and managed by Cary



# 2. LIVE

## *Fostering Strong Neighborhoods*



**IN THIS CHAPTER:**

- Challenges and Opportunities
- Policy Direction
- How We Will Achieve Our Vision
- Creating Compatible Developments Using Context Sensitive Designs
- Related Policy Direction in Other Chapters

The residential development boom over the last thirty years laid the fabric for Cary's neighborhoods today, including several of the best designed master planned communities in the Triangle region. In the future, these neighborhoods will still maintain their prominence in the community and efforts will be made to protect and enhance them as they age. In addition, new housing options will be made available in strategic locations for households with different lifestyle preferences.

**CARY VALUES:**

**Fostering Strong and Sustainable Neighborhoods**

Cary will maintain existing strong residential areas as well as create new sustainable neighborhoods supported by mixed uses and activities. This includes additional residential choices for a variety of lifestyles, ages, cultures, and incomes organized in a walkable pattern.

**CARY COMMUNITY PLAN ▶ 2040**

# 2. LIVE

## Challenges and Opportunities

### Cary's Changing Population

Cary's evolving population will have an impact on housing demand in the future. One of the biggest challenges facing Cary is making sure there are adequate housing choices for the changing population, while maintaining the traditional character of Cary.

#### An Aging Population

National and regional trends are changing the face of Cary. The onset of aging baby boomers and the region's increasing attractiveness to retirees has led Cary's median age to become the 3rd oldest of the 14 largest cities in North Carolina, surpassed only by Asheville and Gastonia. The median age of Cary residents in 2000 was 33.7 increasing to 37.7 in 2011.

#### Growing Ethnic and Racial Diversity

In addition to the Town's traditional African American minority population, Cary has become more racially and ethnically diverse over the last decade, with the Asian population rising from 8.1% in 2000 to 13% in 2010. The Hispanic/Latino population rose from 4.3% to 7.7% during the same period. The area east of Downtown Cary is home to the 6th highest concentration of Hispanic / Latino residents in North Carolina. In total, Asian and Hispanic/Latino residents make up 20% of the Town's total population. Cary's residents that are foreign born are also on the rise from 5% in 1990 increasing to 20% in 2010.

#### Changing Household Types and Sizes

Households are becoming smaller with more single person households, more couples waiting longer to marry, more married couples without children, and more households with unrelated roommates. For example, the number of unmarried singles in Cary increased from 23.5% in 2000 to 28.2% in 2010, and the number of people living alone increased from 21% to 23.9%. Between 1990 and 2010, the number of family households decreased from 85% to 70%. National projections anticipate that by 2025, the number of single person households will equal the number of family households.

#### Missing Millennial Generation

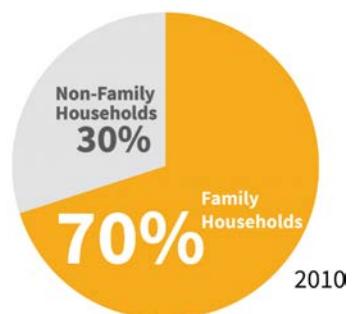
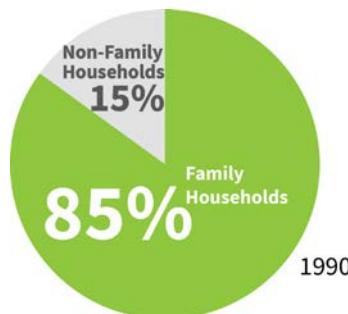
The one national and regional trend that is not tracking in Cary is the increase in the millennial population born between 1980 and 2000. In 2010, 10.9% of Cary's population were millennials compared to 13.7% in North Carolina and 13.9% for the entire U.S.



**In 2010, Cary's population was the 3rd oldest of the 14 largest cities in North Carolina**



**% of Cary's population that was foreign born**



The U.S. Census defines a **family household** to be one where a minimum of two people in a household are related by birth, marriage, or adoption. A **non-family household** is defined by the Census as a household where a person lives alone, or that none of the household members are related by birth, marriage, or adoption.

## Evolving Housing Market Trends and Preferences

Cary has a national reputation as being a premier suburban community located within the heart of the Research Triangle Region. The Town has been very successful at providing high-quality single-family housing for families in desirable neighborhoods. The challenge moving forward is to provide quality, housing options in convenient locations that can serve households seeking a different lifestyle in Cary.

### Housing Preferences vs. Housing Stock

With millennials surpassing the baby boomer generation in size, their preferences will have a significant impact on Cary's local housing market. As reported in a 2015 study published by the Urban Land Institute, millennials "represent the largest source of new demand for rental housing and first-time home purchases." While there is much debate about the future housing preference of millennials, research shows that in 2013 convenience to jobs, affordability of housing and quality of local school districts are the main factors that younger homebuyers were looking for, in contrast with older generations that wanted convenience to friends, family, and health facilities. Similarly, an Urban Land Institute study published in 2013 revealed that 63% of millennials want to live in a place where they do not have to use their car very often.

The vast majority of Cary's housing is single-family units that do not provide short pedestrian or bicycle commutes to employment or shopping centers, or proximate access to local bus stops. To accommodate housing succession for future generations of buyers, a more balanced housing mix that provides accessibility to destinations is needed.

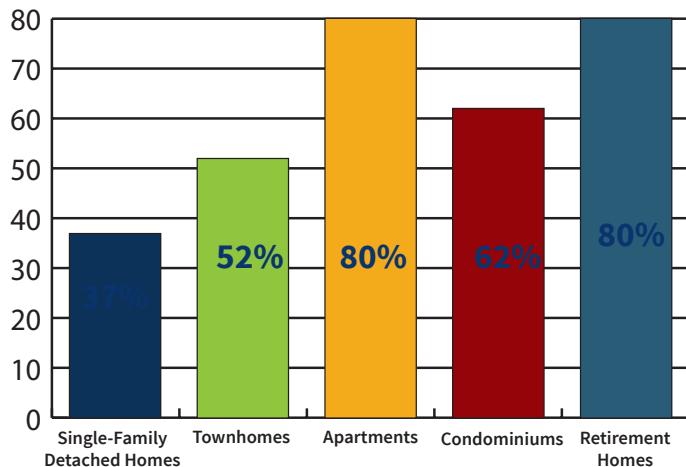
### Changes in Ownership vs. Rental Markets

Some research seems to suggest that empty nesters and young professionals have similar desires for housing. This includes housing located in quality, walkable neighborhoods proximate to shopping, dining, and employment areas with minimal property maintenance freeing up time for other more enjoyable activities.

Related to this trend is an increasing demand for rental housing. This demand will likely continue given the financial challenges of first time homebuyers and changing preferences and incomes of aging seniors. Depleted financial confidence, high unemployment, student loan debt and poor credit are some of the reported reasons for the decline in homeownership among millennials. While surveys suggest that homeownership is still a goal of the younger generation, they are entering the market later than previous generations, creating a greater ongoing demand for rental housing.

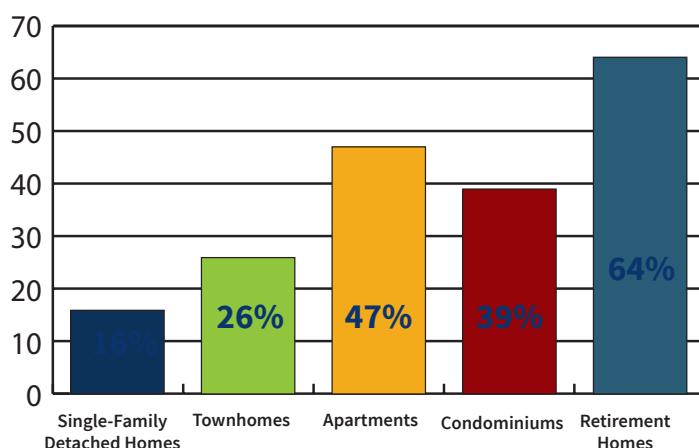
#### Access To Shopping:

Percent of Homes within 1/4 Mile of Commercial Centers



#### Access To Local Transit:

Percent of Homes within 1/4 Mile of C-Tran Bus Stop



Single-family housing makes up the vast majority of the Town's current housing stock. Only a small percentage of single-family detached homes in Cary provide pedestrian and bicycle access to shopping centers and to local bus stops. To address changing housing preferences, more housing choices are needed that can provide better accessibility to destinations.

## Housing Preferences for Aging Seniors

Evidence suggests that approximately two thirds of the nation's senior population wants to age in their current community. While many of Cary's seniors will likely choose to stay in their own home, some households are seeking housing alternatives that are more affordable, provide better accessibility features that address mobility challenges, create more opportunities for engagement with neighbors and friends, are better served by transit, and are more accessible to healthcare and other needed services and activities. Aging in community provides more health benefits to aging seniors because social interaction is one of the key indicators of health outcomes. Many senior housing models exist for encouraging social interaction: continuing care retirement communities, age-restricted apartments and condominiums, co-housing developments, and neighborhood eldercare homes.



*Glacier Circle is California's cutting edge example of a premier senior co-housing development where a dozen residents who have known each other for years share in the management of the neighborhood, creating a strong sense of connection and community.*



# Protecting and Enhancing Existing Neighborhoods

## Need to Maintain Quality Neighborhoods

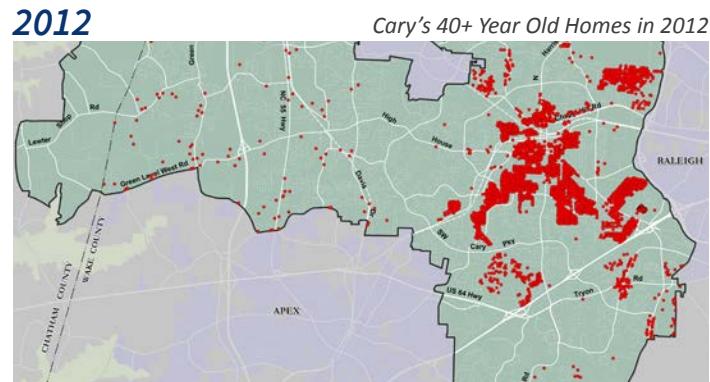
Cary had a significant housing boom over the last two decades, comprising nearly 90% of the housing stock in Cary's neighborhoods. In 2013, the Town had approximately 4,000 homes that were more than 40 years old, most of them located proximate to downtown. By 2032, it is estimated that 23,000 homes will be 40 years old. Looking long-term, these aging neighborhoods will need maintenance and investment to maintain attractiveness to new home buyers and renters.

## Challenges of Aging Housing and Neighborhoods

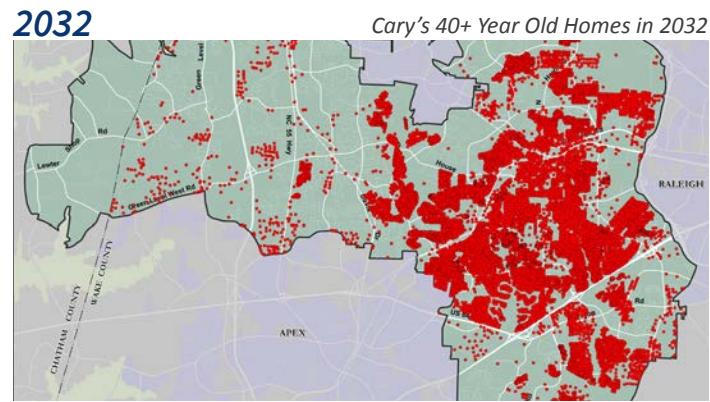
With the passing of time, neighborhoods do age and change. The aging of a neighborhood brings many things: vegetation and trees become mature, families grow up, and a neighborhood feels "established." But challenges can also arise. Many communities across the U.S. have experienced challenges in maintaining older neighborhoods. Issues range from neighborhood disinvestment and housing vacancies, to redevelopment of lots that is out of character with surrounding homes. Redevelopment and infill development can be opportunities to modernize homes and neighborhoods, while also upholding the unique character and design of a neighborhood.

Some neighborhoods in Cary were developed along major roads that have been improved and widened over time. This can often lessen the desirability of the homes along corridors due to traffic and noise impacts. These contexts might be good opportunities to evaluate a change to a more appropriate use that fits the changed environment.

2012



2032



*Over time, roads have been widened in Cary to address traffic congestion, and have resulted in negative impacts to homes that front these roads. These impacts include more traffic, noise, and losing the sense of character that the narrower road once provided.*

## Housing to Support Economic Development Efforts

### Capturing Next Generation Employees by Offering Next Generation Housing

Cary's business community is engaged in recruiting high quality talent from across the globe. What employers are finding is that younger members of the workforce value work/life balance, environment and business culture, and a community's quality of life just as much as they do their salary. This "live first and work second" ethic requires that communities think about how the built environment and community amenities can support economic development efforts. There are opportunities in Cary to provide lifestyle choices, such as compact mixed use communities that can support true learn, work, and play within a short walk from home.

### Work Where You Live

In 2010, nearly 25% of U.S. workers reported telecommuting from home for some or all of their work. Research conducted by Cisco Systems suggests that nearly two thirds of U.S. workers would trade their high paying jobs for a lower paying job that allowed them to telecommute from home. Another similar trend is the rise of live/work units that allow business owners to live above their shops or offices. Just as workplace environments are evolving, so are the housing preferences of many of our nation's workers and business owners.

### Supporting Housing Affordability

Past planning efforts and affordable housing studies have revealed that finding affordable housing in Cary is a challenge, particularly for those earning at or below the area median income. Cary leaders have worked to increase the amount of affordable housing in town to promote economic, racial and ethnic diversity, while also enlarging the pool of workers for local employers, including Town government. The Town helps to provide affordable housing within its limits by providing funding assistance to developers and non-profit organizations to build low-cost housing and rental units. As of 2013, the Town helped to develop over 200 units of affordable single-family housing and over 500 units of affordable multi-family housing through the utilization of public funding, collaborations with nonprofit organizations, and public-private partnerships.

The Town of Cary defines households in need of affordable housing assistance according to calculations set out by the U.S. Department of Housing and Urban Development (HUD). Federal guidelines define affordable owner-occupied housing as being for individuals and families earning between 60% and 80% of area median income, and affordable rental housing as being for individuals and families earning up to 60% of the area median income. These numbers are updated annually to reflect current



*The Martin Corner is an innovative mixed use redevelopment that provides neighborhood amenities, commercial office space, and housing options under one roof near Nashville's center city Five Points retail district.*



*Meridian at Harrison Pointe luxury apartments are an in town example of how housing can be integrated with commercial uses to create a mixed use and walkable environment for residents. Often called "horizontal mixed use," the apartments are located proximate to the commercial center and are connected by sidewalks and streets.*

area median incomes. The general rule of thumb for affordability is that a household spends 30% or less of household income to pay for all related housing expenses. Including transportation expenses, the rule of thumb for affordability increases to 45% of a household's income. For example, affordable housing for a household earning \$40,000 would ideally cost \$1,000 or less monthly to pay for all housing expenses (mortgage, rent, utilities, etc.) Affordable housing and transportation for a household earning \$40,000 would ideally cost \$1,500 or less monthly for all housing and transportation expenses. With current housing costs in Cary, many households are outpriced in the local housing market and must live in neighboring communities or in inadequate housing.



# Policy Direction

In order to respond to the housing challenges and opportunities facing Cary, including providing a variety of housing choices and meeting new household needs while also maintaining high-quality established neighborhoods, the Town of Cary's housing policies are:

## Policy 1: Maintain Neighborhood Character

**Recognize, preserve, and protect the quality and character of existing residential neighborhoods as they mature, and as new development occurs nearby.**

The intent of this policy is to preserve or improve the character, ambiance, property values, desirability, and cohesiveness of neighborhoods, as well as to proactively prevent neighborhood decline. This policy is primarily intended to be applied to neighborhoods that are either in decline, threatened with decline or at a “tipping point” between advance and decline. The policy is more likely therefore to be focused on older rather than newer neighborhoods, recognizing that over time the number of “older neighborhoods” will steadily increase.

To assist in making the determination about the status of a neighborhood (stable, threatened with decline, at a tipping point between stable and decline, or in decline), several metrics can be analyzed by the Town to compare past and current conditions in a neighborhood. (These metrics can be developed as part of implementation of Strategy #2: Strong Neighborhoods Initiative.)

- Number of nuisance complaints and code enforcement issues occurring in the neighborhood
- Number of building permits being applied for
- New visual impacts or property maintenance issues
- Property valuation changes over time for the neighborhood in comparison to comparable neighborhoods, all similar property types in Town, or Town-wide averages

This information, along with input from neighborhood residents and landowners, can be used to help identify the status of the neighborhood and the most appropriate approaches for stabilizing it. Policy objectives should be tailored to the particular needs of a neighborhood, and might include (for example) one or more of the following: (1) encouraging reinvestment in homes, including renovations, additions and landscaping; (2) strengthening the visual and amenity appeal of the neighborhood; (3) protecting the character of historic neighborhoods; (4) increasing the share of owner-occupied (versus renter-occupied) single family housing; and (5) encouraging and facilitating new development and redevelopment.



*A particular problem facing older neighborhoods occurs when a thoroughfare fronted by older homes is widened to four or more lanes, threatening the fronting homes and neighborhoods with decline. The impact of such widenings on homes can be mitigated through a variety of means, including retrofitting the road with a median, skinnying lanes, retrofitting front yards with low fences or walls, creating front yard grade elevations above road level, and others. Some towns also consider rezoning the fronting properties to allow redevelopment with townhomes, patio homes, or small multifamily.*

## Policy 2: Provide More Housing Choices for All Residents

**Provide high quality housing in suitable areas that can accommodate a variety of lifestyles, households, ages, cultures, market preferences, and incomes. This includes dwellings for aging seniors and empty nesters, multi-generational households, young professionals, young families, and members of the local workforce.**

The intent of this policy is to recognize and accommodate the fact that Cary's residents increasingly reflect a diverse mix of family/household sizes, ages, races and ethnicities, incomes, and needs and abilities. A diversity of housing products is and will be needed to meet the needs of these residents.

One particular objective of this policy is to encourage an adequate supply of housing suitable for our growing diversity of household types, including singles, couples without children, couples with children, single-parent households, empty-nest couples, seniors, and multi-generational households. Another objective is to encourage an adequate supply of housing for Cary's growing senior population, which might include smaller homes, small-lot homes, patio homes, multifamily housing, life care communities, and other options, and at diverse price points. The proximity of such housing to services and amenities is of high importance. This policy also encourages the provision of housing for those who are mobility-challenged, have disabilities, or special needs. Housing for seniors and others who have mobility challenges are encouraged to occur proximate to transit to improve mobility options.

At the other end of the age spectrum, another objective is to encourage an adequate supply of housing for young adults/millennials and young families. This might include smaller homes, multifamily housing, townhome, patio home, small lot, mixed use housing, or other housing options. Housing options should include a variety of price points as well to accommodate young professionals and first time homebuyers. These should be located at locations that are walkable to shopping, dining, entertainment, and employment, and/or are convenient to transit. The provision of such housing will help support the recruitment of young talent sought by Cary's leading employers, and is thus important for Cary's economic health.

## Policy 3: Provide for More Housing Options in New Neighborhoods

**Provide the greatest variety of housing types and densities within mixed use centers and employment centers as designated by the Future Growth Framework map, and particularly within Downtown Cary. Housing options can take the form of different sized lots, different sized homes, different price points, different types of homes, and different types of home features, such as housing designs that support aging seniors or multi-generational households.**

The intent of this policy is to make available an increased mix of housing options in developing parts of town. The increased housing mix might be provided either within individual developments or within multiple proximate developments which together create a diverse housing mix. For many years, this has been the traditional pattern in Cary, and is exemplified in many well-known Cary communities, such as Kildaire Farms, Lochmere, and Cary Park. The objective of this policy is to encourage a mix of housing types within neighborhoods that can accommodate a variety of different types of households. This will help enable Cary's households to grow and age within their own neighborhoods by providing opportunities to change housing types while maintaining their neighborhood ties and social networks. For example, a neighborhood could provide "starter" housing options for singles and younger families, as well as opportunities to later "move up" to other housing types within the same neighborhood. Similarly, a neighborhood should offer housing options for downsizing empty-nesters, seniors, or retirees, so that they can continue to live within their own community.

### ***Policy 4: Provide the Greatest Variety of Housing Options in Mixed Use Centers***

**Provide the greatest variety of housing types and densities within Destination Centers, Commercial Mixed Use Centers, and Employment Mixed Use Centers as designated by the Future Growth Framework, as well as within Downtown Cary. The mix of housing types could include apartments, condominiums, and live/work units over office and retail; separate apartment complexes and courtyard apartments; townhomes; patio homes; and small multi-family units such as fourplexes, triplexes, and duplexes.**

The intent of this policy is to recognize and accommodate the housing preferences of Cary citizens who desire to live proximate to shopping, amenities, employment, and/or transit, and arranged in a compact and walkable development environment. This market segment notably includes a sizable proportion of young professionals, singles, couples without children, and seniors or empty-nesters. Many of these residents are willing to trade home size for location, convenience, more neighborhood activity, and their desired types of housing.

The objective of this policy is to have a greater concentration and variety of housing types (other than conventional single family) within mixed use developments (Destination, Commercial Mixed Use and Employment Mixed Use Centers) than would be found elsewhere in Cary. In addition, within these locations the highest-density housing should be sited closest to transit stops, shopping and services, and/or office buildings/employment, to place the greatest number of residents within the shortest walking distances of key destinations. Recognizing that land and redevelopment costs may be higher in these centers than elsewhere in Cary, another objective of this policy is to support the housing products and densities at these locations that allow the market to realize the vision for vibrant centers.

### ***Policy 5: Support Residential Development on Infill and Redevelopment Sites***

**Support residential development on infill and redevelopment sites that is designed to acknowledge the surrounding context, while supporting other LIVE policies.**

The intent of this policy is to support and encourage the development of residential infill and redevelopment sites using designs that complement and/or transition to adjacent neighborhoods and residences. The development of these sites should be consistent with, and help to support, Cary's other LIVE policies – including maintaining neighborhood character and improving the mix of housing stock. This policy acknowledges and accommodates the fact that in the coming years, new development in Cary will increasingly occur on infill or redevelopment sites, as the amount of “greenfield” developable land at Cary's periphery steadily diminishes.

Development of sites located within or adjacent to existing residential neighborhoods should be “context-sensitive” and be compatible with or transition to neighboring properties. This might be addressed via any one of a number of a project's attributes, including: housing type, building mass, setbacks, landscaping, views, the use of natural features and topography, density, limiting traffic impacts, or other development standards. Examples of compatible designs are provided at the end of this chapter in “Creating Compatible Residential Development Using Context Sensitive Designs.”

However, the desire for development that serves to complement or transition to the surrounding neighborhood should also be balanced with LIVE policies. For example, there may be cases where the desire for complementary designs may be deemed less important than objectives related to improving property values or encouraging reinvestment in a distressed neighborhood.

Recognizing that development costs may be higher in infill and redevelopment contexts, another objective of this policy is to support an increase in development intensity (compared to adjacent areas) when necessary for project viability, while also seeking to achieve compatibility with neighboring properties. An example of a context where encouraging reinvestment may be a priority is single family homes that front major road corridors that have been widened over time. Due to the challenges these properties face, these areas may be good candidates for a change of use, such as higher density housing, to best utilize the lot and prime access from a major thoroughfare, and discourage disinvestment that could occur if the property were limited to a single-family use.

## Policy 6: Policy 6: Encourage and Support the Provision of Affordable Dwellings

**Reflect and build on Cary's past practices to encourage and support the provision of affordable dwellings, particularly in response to the changing needs of Cary's families in the coming years.**

The Intent of this policy is to reflect Cary's long-standing practices and policies for the provision of affordable dwellings, and to build on and grow those programs and efforts in the coming years, in response to changing needs over time. This policy is therefore rooted in the goals and objectives of Cary's 2000 and 2010 Affordable Housing Plans, as well as the goals and objectives of Cary's CDBG Annual Action Plans and 5-Year Consolidated Plans.<sup>1</sup> The objectives of this Policy therefore include, but are not limited to:

1. Promote the preservation and rehabilitation of the town's existing affordable housing stock.
2. Facilitate the creation of a reasonable proportion of the Town of Cary's housing as affordable ownership units and rental units.<sup>2</sup>
3. Proactively and cooperatively facilitate and support the creation of new affordable housing units by private, nonprofit, and nongovernmental entities, including funding or financing assistance for projects, support for tax credit projects, regulatory assistance, public-private partnerships or agreements, or other.
4. Provide, enable, or encourage direct support for individuals and families in need of affordable housing. Such support might include homeownership training, first-time homeowner assistance and special financing programs, housing information resources, housing counseling, and/or other, and be provided by either governmental or non-governmental entities/non-profits.
5. Strive for innovation and partnerships in the creation of model ordinances, policies, programs, and development projects aimed at providing affordable housing opportunities.
6. Leverage and target affordable housing funding and efforts to support neighborhood revitalization efforts.
7. Distribute affordable housing units equitably across town, and avoid excessive concentration of units in individual neighborhoods.
8. Strive to locate new affordable units within close proximity (walking distance) to shopping and daily conveniences, employment opportunities, and/or schools, and where possible within walking distance of transit service.
9. Where a significant amount of affordable housing is lost due to redevelopment or conversion to other uses, the Town may direct its affordable housing funds towards minimizing the impacts of the residents who are displaced and/or towards the replacement of the affordable housing units lost.
10. Assure a quality living environment and access to public amenities for all residents, regardless of income.

*Cary's 5-Year Consolidated Plan for HUD (U.S. Dept. of Housing and Urban Development) provides much more detail regarding affordable housing goals, objectives, and programs. The 5-Year Plan is incorporated into this Community Plan, and can be found in the Appendix.*

<sup>1</sup> CDBG - The federal Community Development Block Grant Program is administered by the Department of Housing and Urban Development (HUD). Cary is a CDBG Entitled Community, and receives an annual affordable housing grant allocation from HUD.

<sup>2</sup> Federal guidelines define affordable owner-occupied housing as being for individuals and families earning between 60% and 80% of area median income, and affordable rental housing as being for individuals and families earning up to 60% of the area median income.

# How We Will Achieve our Vision

## 1 Implement a Strong Neighborhoods Initiative

### Major Actions:

- Create a baseline housing inventory and neighborhoods assessment to develop a neighborhoods health report.
- Work with neighborhoods to explore development of a formal mechanism for communicating neighborhood interests and concerns to Town officials.
- Amend the Land Development Ordinance to include context-sensitive infill and redevelopment standards.
- Expand the framework of what is now called Project Phoenix to include an interdepartmental task force that examines whether the Project Phoenix model could be expanded to include issues related to community development, code enforcement, and minimum housing. The interdepartmental task force could also examine whether data collected through Project Phoenix could be used to promote and direct community renewal activity.
- Expand the funding and scope of the Neighborhood Improvement Program.



*A Strong Neighborhoods Initiative (SNI) was established by the City of San José, California, and partner organizations to strengthen the city's neighborhoods by building clean, safe and strong neighborhoods with independent, capable, and sustainable neighborhood organizations. By coordinating and combining resources, the Initiative is helping neighborhoods reach their full potential as highly livable communities.*

## 2 Expand Housing Choices

### Major Actions:

- Create a Cary task force to collaborate with employers and other stakeholders on the development of workforce housing. The median sales price for homes in Cary as of December 2016 was \$320,750. At this level, many occupational groups are effectively priced out of the residential real estate market in Cary. To further the economic development of the Town, available and attainable housing options are necessary to attract and retain a range of workers. The role of the task force would be to review available housing options in the area and to collaborate with other local employers and organizations to consider ways to increase the amount of housing available at attainable prices.
- Tie general fund support of community investment and housing to a fixed formula based on the age of the housing stock, population growth and/or amount of CDBG funds received. Continue to operate as a revolving fund.
- Develop new zoning districts and/or development incentives to accommodate new housing options/trends such as co-housing arrangements, small apartment buildings, tiny

houses, cottage homes, and accessory dwelling units.

- Initiate/participate in intergovernmental efforts to increase revenue support for funding affordable housing.
- Consider prioritizing existing publicly-owned surplus land for affordable housing developments; land-bank appropriate sites.



*Southern Village, located in Chapel Hill, is an excellent example of a community's resolve to provide housing choices within a single cohesive and well-designed development. This mixed use planned community offers a variety of housing options and price points within one very walkable development: second story apartments over commercial retail, condominiums, townhouses, and single-family detached housing.*



*A complete neighborhood is an area where residents have safe and convenient access to goods and services they need on a daily or regular basis. This includes a range of housing options, grocery stores and other neighborhood-serving commercial services; quality public schools; public open spaces and recreational facilities; and access to frequent transit. In a complete neighborhood, the network of streets and sidewalks is interconnected, which makes walking and bicycling to these places safe and relatively easy for people of all ages and abilities.*

# Creating Compatible residential Development Using Context Sensitive Designs

For decades, the Town of Cary has focused on ensuring a high quality of development through design guidelines, site design standards, and development regulations. While these standards and regulations primarily address new greenfield development, they do also address infill and redevelopment situations to a degree.

The Town's *Site Design Standards Manual* is the Town's main guide for ensuring high quality developments are achieved in Cary. One of the most important statements made in this manual with respect to infill and redevelopment is:

***"One of the most effective ways to meet the Site Design Standards is to design with a site's context in mind."***

Among the seven key design principles that the Manual was developed to achieve is "Providing Transitions" between uses using a variety of techniques: architectural designs, building massing, building heights, land uses, buffers, and other design strategies. While the majority of design guidance is more targeted to non-residential development, the Manual does provide some guidance with respect to how new residential development should provide transitions to adjacent established residential lots.

The following examples illustrate examples of "good" compatible infill and redevelopment within established neighborhoods and "bad" examples that are not contextually compatible with the established design and layout of residential developments.

***Compatibility is defined here to mean that the design of new infill or redeveloped homes are in visual harmony with the surrounding context, not that these homes are the same exact type of housing, or look exactly the same.***

*Note to Reader: This section focuses on context sensitive designs in existing neighborhoods using infill development and redevelopment. For examples of how entire developments can use transitions to create buffers between different uses and development intensities, see Design Concepts for Transitions Between Centers and Neighborhoods in Chapter 4: SHOP.*

## GOOD INFILL DESIGNS: SINGLE FAMILY HOMES



The examples above from Denver, Colorado, and Fredericksburg, Virginia, illustrate good examples of infill development within an established residential neighborhood. Both homes are designed using similar setbacks, building massing, and building heights to ensure compatibility with adjacent homes. And the homes use similar architectural features such as porches and columns.

**①** Common building heights

**②** Compatible front yard setbacks

**③** Architectural compatibility

**BAD INFILL DESIGNS:  
SINGLE FAMILY HOMES**

*The examples shown here illustrate poor examples of infill development within an established residential neighborhood, and the critical importance of building massing, building heights, and architectural designs to create (or not create in this case) compatibility within the neighborhood.*

**1** Incompatible building heights

**2** Architecturally incompatible



## MULTIFAMILY THAT IS COMPATIBLE WITH ADJACENT SINGLE FAMILY HOMES



These examples from Portsmouth, Virginia, Fredericksburg, Virginia, and Denver, Colorado, illustrate how multifamily homes can be designed to be compatible within a primarily single-family neighborhood. The first two examples were developed as part of master planned developments that mix multifamily and single family homes. The last example shows an example of an infill multifamily home built within an existing single family neighborhood.

① Compatible building heights

② Architectural compatibility



## Related Policy Direction in Other Chapters

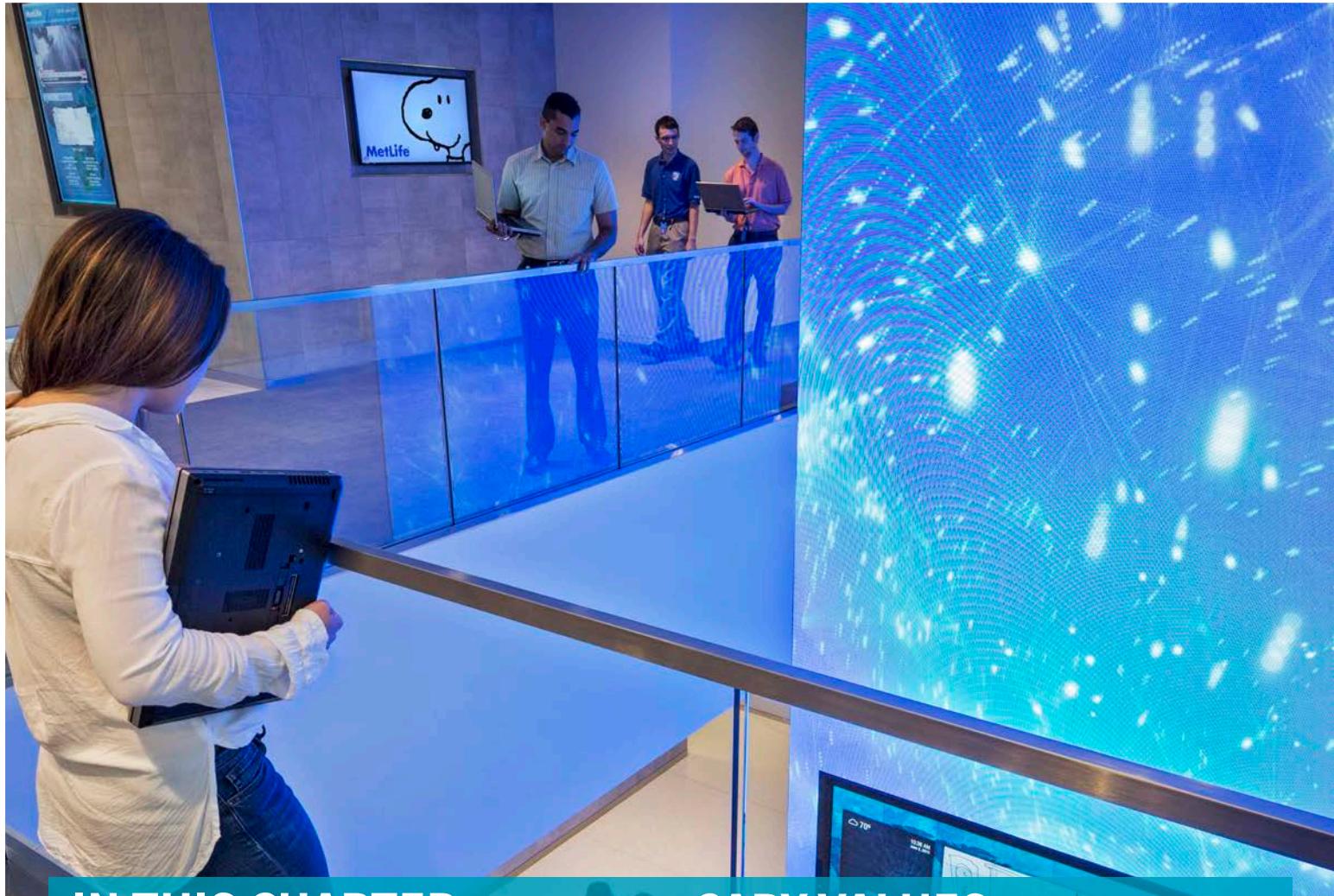
This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's housing and neighborhood policies.

Live: Fostering Strong Neighborhoods	Work: Assuring Continued Prosperity	Shop: Creating Vibrant Destinations	Engage: Experiencing the Cary Community	Shape: Guiding Community Growth	Move: Providing Transportation Choices	Serve: Meeting Community Needs
	Policy #1: Grow A Sustainable and Diversifying Workforce  Policy #2: Enhance Locational Appeal to Businesses and Workers		Parks, Recreation & Cultural Resources Master Plan Goal #2  Public Art Master Plan Vision	Policy #1: Distribute Commercial Centers, Mixed-Use Centers, and Destination Centers Across Town  Policy #2: Focus the Most Intense Types of Development in Strategic Locations  Policy #3: Encourage Mixed-Use Development  Policy #4: Support and Facilitate Redevelopment and Infill Development  Policy #5: Support the Revitalization of Targeted Development Corridors  Policy #6: Provide Appropriate Transitions Between Land Uses  Policy #8: Preserve and Maintain Cary's Attractive Appearance and Quality of Development	Policy #2: Apply Multimodal Street Designs  Policy #3: Design Transportation Infrastructure to Address Land Use Context  Policy #4: Focus Investments on Improving Connections and Closing Gaps  Policy #5: Minimize Thoroughfare Widths  Policy #8: Ensure a Well-Maintained System	Policy #1: Provide Affordable and High Quality Public Services and Facilities for Current and Future Generations  Policy #2: Provide Safe, Reliable Water and Wastewater Services  Policy #4: Ensure Long-Term, Cost-Effective, and Environmentally-Responsible Disposal of Waste  Policy #6: Protect Air Quality  Policy #11: Support Expansive and Cutting-Edge Information Technology Infrastructure  Policy #12: Provide Exemplary and Timely Emergency Services



# 3. WORK

## *Assuring Continued Prosperity*



### IN THIS CHAPTER:

- Challenges and Opportunities
- Policy Direction
- How We Will Achieve Our Vision
- Related Policy Direction in Other Chapters

Cary continues to be an economic leader in the region with a high proportion of information services and new technology firms located in the Town, as well as high-quality retail and professional services to support businesses and residents. The Town will support expansion and business recruitment efforts by providing 21st century workplaces and community amenities that meet the needs of future businesses and workers.

### CARY VALUES:

**Fostering a Prosperous Economy and Fiscal Health**  
Cary will foster a prosperous, diverse economy that motivates and supports entrepreneurs, improves underutilized retail and office development, supports existing businesses, attracts new business development, and utilizes public-private partnerships to sustain the Town's fiscal health.

**Leveraging the Town's Regional Context**  
Cary will leverage the Town's location within the region and proximity to regional assets (RTP, RDU airport, higher education institutions, and nearby communities) yet continue to differentiate Cary as a unique place to live, work, play, and conduct business. Using effective collaborations with neighboring jurisdictions and institutions, as well as improved physical connections, will make Cary and the region stronger.

# 3. WORK

## Challenges and Opportunities

### Regional Marketplace

According to a survey of local businesses, nearly 40% of the businesses in our community located here because of our central location and access to a growing regional market. The Raleigh-Durham region has close to 2.0 million people. Incomes are increasing along with the region's employment base. Being at the center of this growing market, with direct access to Raleigh-Durham International Airport and the Research Triangle Park, provides unprecedented opportunities for business growth and development. Efforts to enhance economic growth for the region are likely to have positive spin-offs for Cary because of our Town's central location. Given our location in the region, the Town is in the enviable position of being able to define the type and scale of growth that we can accommodate. However, Cary is still part of a regional market, and retail, office, or other businesses that serve the local market must compete with a growing number of commercial centers, office parks, and mixed use projects in the region. In order to compete successfully in this regional market, Cary has – and must continue to – strategically differentiate and distinguish its overall built environment, community appeal, and business climate from those of its neighbors.



*The Research Triangle Park (RTP) has spurred development of the region for decades. A concept design from the new Master Plan for RTP, shown above, is indicative of shifts in development models to create mixed use, walkable centers in the Triangle Region. Cary has an opportunity to evolve with the region and compete within the larger market while also differentiating the Town's business environment and workplace offerings from other communities.*

### Strong Local Economy

#### *Economic Diversity*

Cary has a relatively diverse economic base, with six industry sectors each having more than 10% of the job base. Information Services is the largest employment sector in Cary, accounting for 20% (or one-fifth) of all jobs located in Cary. Retail trade is the second-largest in Cary, accounting for 16% of all jobs. Many of the retail jobs are concentrated in shopping centers like Cary Towne Center Mall, Crossroads, Crescent Commons, or in smaller shopping centers. There is a growing retail concentration within the Downtown area, and the limited stock of Downtown retail, dining and entertainment has been identified by some as a challenge to business recruitment and resident satisfaction. Professional, scientific, and technical services constitutes the third largest industry within Cary, with 13% of all jobs in the Town. This sector incorporates a broad range of businesses engaged in engineering, research and development, consulting and other activities.

While Cary's economy is diverse, the largest employment sector, Information Services, account for 1 out of 5 jobs in Cary. There is a significant dependence on the information services sector, especially because an economic downturn in that sector would not only impact Cary families dependent on information service jobs, but also other businesses that support information service businesses and families. Understanding the locational needs of target industries is a critical first step in maintaining the Town's unique cluster of information service businesses and in continuing to diversify economic growth in Cary.

## Large Proportion of Middle-Age Workers

Over the years, Cary's central location and high-quality business and residential areas have helped attract corporate offices and technology companies offering well-paying jobs for highly-skilled professionals and middle- and senior-level executives. As a result, middle-age workers account for nearly three-quarters of Cary's workforce, as compared with less than 50% of the region's. While this has provided a boon to Cary's economy, the under-representation of young professionals in Cary could be a stumbling-block to future economic growth and business recruitment. Firms that rely on an adequate supply of young creative and technical talent, such as those in many technology sectors, may bypass locations in Cary in favor of communities having more young professionals. There is the opportunity to further diversify the local industry and employment mix to include more well-paying jobs for younger workers, and to position the Town to attract more young professionals and families to live and work in Cary.

## Maintaining Attractiveness to Prospective Businesses

Cary is well-known as a community that offers a very high quality of life for its residents and workers. That quality of life is created in part by the many public and private amenities offered in the community, such as beautiful parks and greenways, recreation activities, access to first-rate health care, and abundant choices for shopping, dining, and services. Our high quality of life is also often defined in terms of our Town's aesthetics, attention to community appearance, and the high quality of public and private development in our community. In fact, our community's development regulations set high standards for the quality and appearance of new development.

Historically, Cary's major employers – as well as new large businesses relocating to Cary – have recognized the value and costs of meeting Cary's rigorous development standards, in order to sustain and reinforce the prestige of their companies' Cary locations. However, as our community also comes to recognize the importance of nurturing entrepreneurship and growing small businesses, we may need to evaluate the ability of small businesses to meet our community's stringent development quality and design standards. The impact of such regulations hits hardest on small businesses, where the proportional cost and effort of meeting Cary's aesthetic standards may be beyond their financial reach and expertise. In the coming years, our community may need to balance aspects of our aesthetic standards, in order to ensure that we continue to attract and grow small businesses in Cary.

## Changes in Workplace Environments

Cary has been extremely successful in attracting corporate and technology-based businesses to its lush, well-planned office parks. Many businesses continue to seek such locations, especially where they are located near high-quality residential neighborhoods like the ones that Cary has to offer.

At the same time, the workplace environment is shifting for some industries that are trying to attract today's younger and more mobile professional, who chooses a job partly based on the type of lifestyle offered by the employer. That lifestyle includes both the immediate urban environment in which the business is located, as well as the character of the overall community. A setting that offers "urban amenity" value has become more important to nearly 40% of Cary's employers, according to a 2013 survey. To many of today's younger and more mobile workers, isolated locations in traditional suburban office parks are proving to be less attractive than business locations in more urban environments that offer a mix of nearby dining, shopping, and living options in a walkable community. In order to remain a competitive location for 21st Century businesses and workers, our community may need to ensure that we offer the types of locations and built environments that will enable us to successfully compete for businesses that recruit this younger or more mobile workforce.



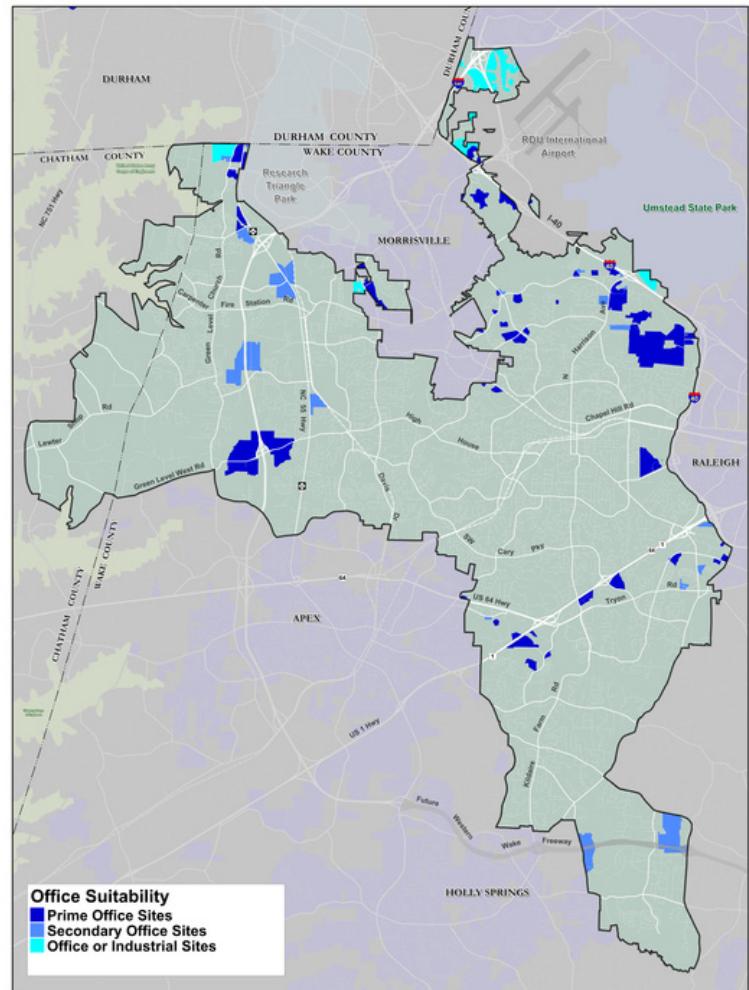
*Many businesses throughout the nation are moving from traditional suburban business parks to downtown locations that offer an urban lifestyle and urban amenities. A regional example is Red Hat's relocation in 2013 from the NC State Centennial Campus to downtown Raleigh.*

## Limited Remaining Class A Office Space

Of the total remaining developable land within Cary's planning boundary, it is estimated that about 1,400 acres might be suitable for prime "Class A" office. While this may seem like a significant amount of land, there are two key challenges. First, many of these parcels are not currently available on the market. For example, about 400 of the 1,400 acres are owned or controlled by SAS or its development arm, for future expansion of the SAS Campus. Second, the number of large sites is very limited. Excluding the undeveloped SAS properties, there are only 9 sites of 20 or more acres, and only 21 sites of 10-20 acres suitable for prime office within the entire planning area. There are therefore very few remaining premier sites in Cary's planning jurisdiction for major businesses looking to locate to the area, which could be a significant limitation for future economic development efforts. As the Town grows, it is critical to monitor and protect these prime sites for future employment growth and business recruitment, and not convert them to residential or commercial uses.

## Supporting Telecommuting and Internet-Based Businesses

The Town of Cary has long supported the expansion of internet-based businesses and telecommuting by striving to provide premium broad band infrastructure. Recent developments, including AT&T's and Google's high-speed fiber optic internet services soon to be established within Cary and the Triangle Region, will greatly advance the capabilities of these types of businesses. Over time, the Town will need to monitor infrastructure needs and implement evolving technological advancements to maintain its competitive edge.



*Cary's inventory of developable land suitable for office and industrial development (shown above as of 2015) is diminishing over time. And very few of these sites are premier locations for new businesses looking to locate within the region. To stay competitive, Cary must reserve its few remaining Class A office spaces and premier industrial locations for new business development.*

# Policy Direction

In order to respond to the economic challenges and opportunities facing Cary, including maintaining a strong and diverse local economy and providing a variety of employment options in Town, the Town of Cary's employment policies are:

## Policy

## Policy

### ***Policy 1: Grow A Sustainable and Diversifying Workforce***

**Support the growth of a sustainable and diverse workforce that meets the needs of Cary's businesses over time, and that supports and attracts future economic growth.**

The intent of this policy is to facilitate the continued growth of the Town's local economy by ensuring that our businesses have access to the type of diverse labor force and professional talent that meets their changing needs over time. An objective of this policy is therefore to create a sustainable workforce for the local economy – one that includes a variety of skill sets, ages, and career stages. Growing a diverse workforce will require housing, transportation, shopping, and recreational options that meet the needs of the 21st century workforce.

### ***Policy 2: Enhance Locational Appeal to Businesses and Workers***

**Maintain or enhance Cary's locational appeal to businesses and workers. This includes providing a quality of life and a built environment that appeals to, and attracts, both businesses/employers and the workforce of tomorrow.**

The intent of this policy is to proactively address the changing nature of the types of workplace locations and environments that are increasingly being sought by office employers, as well as by young professionals. In order to remain a competitive location for 21st Century businesses and workers, a key objective is to provide the types of locations and built environments in our community that will enable us to successfully compete for both the businesses and the workers of today and tomorrow. For example, by encouraging the growth of vibrant and walkable mixed use centers that promote live, work, play environments. This policy is complemented by Policies 8, 10, and 12.

### ***Policy 3: Retain and Grow Existing Cary Businesses***

**Focus attention on retaining core businesses that are already located in Cary, and support and encourage the local growth of those businesses.**

The intent of this policy is to recognize that the presence of existing businesses in Cary is of vital importance to the community, as is the economic growth of those businesses. A key objective of the policy is to retain firms and jobs that are already located in Cary, and to not lose them to other localities. Another objective is to encourage the growth of existing Cary businesses, including local job growth. The Town's role should be based on building partnerships with the local business community and business development partners, to facilitate regular and frequent coordination and collaboration. Such coordination might include things such as:

- Collaboratively identifying and prioritizing capital improvements and changes to facilities or services that might have the most positive impact on retention and growth.
- Collaboratively evaluating and identifying Town regulations and programs that help support retention and growth.

# Policy

# Policy

## **Policy 4: Diversify Cary's Economy**

**Support development of an increasingly diverse economy through the targeted recruitment or growth of selected under-represented industries, in coordination with regional partners.**

The intent of this policy is to increase the diversity of Cary's economic base, in order to make the community more economically resilient to unforeseen downturns in different market sectors. Secondly, this policy also supports diversification of the regional Triangle economy, in order to make our region, as a whole, more economically resilient.

## **Policy 5: Attract New, High Value Businesses**

**Attract new businesses that provide a high quality-of-life business culture and higher than average wages relative to the business's industry.**

The intent of this policy is to focus local business recruitment efforts on targeted businesses that pay higher than average wages relative to the business's industry nationwide. This may also have the effect of also focusing on the premier businesses within any given industrial sector. Another intent of this policy is that focusing on industries that pay higher-than-average wages can help to support the growth of the Town's fiscal base, which can in turn help to support the types of public services and facilities to bolster the Town's locational appeal.

## **Policy 6: Attract and Nurture Small Businesses**

**Prioritize, promote, and commit to a supportive regulatory, programmatic, and investment environment to attract and nurture small businesses and start-ups, and to support the growth of existing small businesses.**

The intent of this policy is to encourage and support the development of new small businesses, and the expansion of existing small businesses. In order to realize the objectives of this policy, it is anticipated that the Town will work closely with the Cary Chamber of Commerce and other cooperative entities. A key objective of this policy is to create a local regulatory, programmatic, and business environment that is supportive of small businesses. The overall aim is that the local regulatory and business environment should first avoid creating undue barriers to market entry and market expansion for small enterprises, and second help to support the growth of those businesses.

## **Policy 7: Ensure the Economic Growth and Vitality of Downtown**

**Ensure the economic growth and vitality of Downtown Cary by continuing to invest in and support development of a vibrant town center where residents live, work, and play.**

The intent of this policy is to show strong support for the continued growth and enhancement of Downtown Cary. As the "heart and soul" of Cary, Downtown is a key community amenity that has impacts on locational appeal to new businesses, business recruitment efforts, and the quality of life provided in Cary. Continued reinvestment, public-private partnerships, and improvements to the built environment area a priority for maintaining a competitive edge in an increasingly competitive regional market.

# Policy

# Policy

## **Policy 8: Support the Locational Needs of New and Expanding Firms**

Support new and expanding firms that have different locational needs. Provide a variety of places, including modern business park developments with prime office and industrial spaces, mixed use employment centers, and Downtown Cary.

The intent of this policy addresses the evolving regional and national market for office development, and the locational needs of different business sectors. There is no one-size-fits-all in terms of locational needs for new and expanding firms. This policy supports decisions to provide a variety of employment sites and locations: modern business parks, mixed use employment centers, commercial mixed use and destination centers, and office development within Downtown Cary. This policy also supports ensuring that adequate land is available to develop employment uses in a variety of locations. New developments should be evaluated for the opportunity to incorporate employment uses.

This policy is complemented by Policies 2, 10, and 12.

## **Policy 9: Promote High Quality Education**

Strengthen and support local access to a comprehensive range of high-quality educational opportunities as an important part of Cary's brand and identity.

The intent of this policy is to recognize the impact that access to high quality education has on local business recruitment efforts and attracting new workers to Cary. This policy encourages efforts to grow and strengthen the quality, capacity, and accessibility of local educational offerings. The policy applies to all types and levels of education: public and private, K-12, college, graduate education, and specialized professional and technical education and training. This policy recognizes the importance of both local and regional approaches, involving not only the Town, but also local and regional governments and agencies, the state, and the business community, working in cooperation.

## **Policy 10: Reserve and Provide Employment Sites in Selected Commercial Mixed Use and Destination Centers**

Reserve and provide sites for employment and economic development opportunities within a targeted set of new or existing mixed use commercial developments and Destination Centers, as well as within Downtown Cary.

The intent of this policy is to address office tenant preference trends for mixed use, walkable environments. This policy supports the inclusion of office and employment uses as being a key and essential element within new Commercial Mixed Use and Destination Centers as identified on the Future Growth Framework map, as well as within Downtown Cary.

This policy is complemented by Policies 2, 8, and 12.

## **Policy 11: Reserve and Provide Employment Sites in Traditional Office Parks**

Reserve and provide sites for employment and economic development—especially for major industries or employers—with Cary's existing traditional suburban office parks and industrial areas.

The intent of this policy is to address the limited supply of land available for Class A and B office and industrial spaces within Cary's existing office and industrial parks. This policy recognizes that certain types of employers and industries will continue to require locations in such parks, rather than in Employment Mixed Use Campuses or Commercial Mixed Use Centers. The key objective of this policy is to ensure that a sufficient number of prime sites are reserved for such industries, rather than being converted to other uses.

# Policy

# Policy

## **Policy 12: Transform Selected Office Parks into Employment Mixed Use Campuses**

**Incorporate commercial and housing uses into selected traditional office parks and industrial areas, evolving them into employment mixed use campuses. Parks and centers selected to evolve into Employment Mixed Use Campuses should reserve prime opportunities for the development of Class A Office space.**

The intent of this policy is to support the evolution of a select number of traditional business and industrial parks into Employment Mixed Use Campuses as defined on the Future Growth Framework map. Infill and redevelopment in these categories should include commercial, office, and residential uses organized as vertical mixed use (multi-story) or horizontal mixed use (separate buildings in close proximity), arranged in a walkable pattern with an active pedestrian realm where buildings front streets. The intent is to provide new employment campuses that offer a full-range of amenities and services within a walkable urban framework.

As parks evolve into Employment Mixed Use Campuses, it will be important to maintain premier sites for Class A office space and other employment uses, and not to convert these premier sites to residential or commercial uses.

This policy is complemented by Policies 2, 8, and 10.

**Design Guidance:** Examples of successful transitions between commercial or mixed use developments and residential neighborhoods can be found in the Design Concepts for Transitions Between Centers and Neighborhoods in Chapter 4: SHOP. These concepts can also be applied when creating transitions between office and employment developments and neighborhoods.

# How We Will Achieve our Vision

## 1 Foster a Resilient Economic Base and Diverse Workforce

### Major Actions:

- Study and identify business sectors with the greatest promise for diversifying our economic base; focus recruitment efforts accordingly.
- Amend Cary's Land Development Ordinance and design guidelines to support the evolution of selected business and industrial parks to transform into Employment Mixed-Use campuses.
- Implement the policy initiatives in Chapter 2: LIVE that will promote the development of housing options that are affordable and appealing to a diverse workforce.

## 2 Create a Business-Friendly Environment

### Major Actions:

- Create and develop initiatives in concert with the Chamber of Commerce to support the creation and growth of small businesses, e.g. a small-business loan program, expansion of the façade improvement program, incubator space, etc.
- Expand the role and make-up of the Economic Development Commission to review and identify improvements to ordinances, policies, fee schedules, and programs that would foster a business-supportive environment.
- Partner with the Chamber of Commerce to proactively maintain a relationship with major employees, i.e. CEO roundtable, to identify cooperative efforts to improve the business climate. The CEO roundtable should be a working group of business leaders, Chamber of Commerce officials, Town staff, and other relevant stakeholders that meets at regular intervals to keep abreast of new challenges or opportunities.



*Shown here are Town of Cary staff, elected officials, and the Cary Chamber of Commerce's executive staff touring sites together in Downtown Winston-Salem as part of the 2014 Cary Council - Staff Retreat.*

## 3 Promote the Economic Growth and Vitality of Downtown

### Major Actions:

- Take a leadership role in exploring opportunities for bringing additional transit services downtown, in downtown station area planning, and in increasing regional coverage and connectivity.
- Amend downtown zoning and development ordinances to reflect the downtown special planning area vision.
- Develop marketing collateral to promote development opportunities and successes.



*Many new businesses have been locating in Downtown Cary in recent years, such as Pharmacy Bottle + Beverage.*

## 4 Maximize Cary's Locational Appeal

### Major Actions:

- Implement the policy initiatives in the LIVE, SHOP, ENGAGE, SHAPE, MOVE, and SERVE chapters.
- Solicit feedback from employees of targeted businesses to identify opportunities for enhancing Cary's national image in order to attract the types of industries and workers critical to Cary's future.
- Strengthen and promote Cary's brand to direct economic recruitment.

## Related Policy Direction in Other Chapters

This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's economic policies.

Work: Assuring Continued Prosperity	Live: Fostering Strong Neighborhoods	Shop: Creating Vibrant Destinations	Engage: Experiencing the Cary Community	Shape: Guiding Community Growth	Move: Providing Transportation Choices	Serve: Meeting Community Needs
	Policy #2: Provide More Housing Choices for All Residents  Policy #4: Provide the Greatest Variety of Housing Options in Mixed Use Centers	Policy #1: Facilitate Redevelopment of Underperforming Shopping Centers  Policy #3: Support the Development of a Limited Number of Destination Centers	Parks, Recreation & cultural Resources Master Plan Goals #1, #7  Public Art Master Plan Vision	Policy #2: Focus the Most Intense Types of Development in Strategic Locations  Policy #3: Encourage Mixed-Use Development  Policy #4: Support and Facilitate Redevelopment and Infill Development  Policy #5: Support the Revitalization of Targeted Development Corridors  Policy #7: Provide Opportunities for a Limited Set of Non-Residential Uses Outside of Commercial Centers	Policy #4: Focus Investments on Improving Connections and Closing Gaps  Policy #7: Target Transit Investments  Policy #8: Ensure a Well-Maintained System	Policy #1: Provide Affordable and High Quality Public Services and Facilities for Current and Future Generations  Policy #4: Ensure Long-Term, Cost-Effective, and Environmentally-Responsible Disposal of Waste  Policy #6: Protect Air Quality  Policy #11: Support Expansive and Cutting-Edge Information Technology Infrastructure



# 4. SHOP

*Creating Vibrant Destinations*



## IN THIS CHAPTER:

- Challenges and Opportunities
- Policy Direction
- How We Will Achieve Our Vision
- Design Transitions Between Uses
- Related Policy Direction in Other Chapters

Like many communities around the nation, much of Cary's commercial spaces were developed at a time when convenience and automobile accessibility were the priorities for commercial center designs. Times have changed, and both younger and older generations crave a new type of shopping and dining experience that is more connected, walkable, and provides engaging public spaces where residents can interact. Cary has an opportunity to retrofit some of its suburban commercial centers into vibrant community destinations that can attract visitors to the Town and provide desired shopping and dining options for local residents.

## CARY VALUES:

### Managing Future Land Use

Cary will manage land to create a distinctive, attractive, physical environment for our growing and diverse community while maintaining our predominant suburban character. Development should focus on creating and maintaining high-quality commercial areas and strong residential neighborhoods complemented by walkable mixed use activity nodes that serve all age groups.

### Encouraging Redevelopment and Infill Efforts

Cary will focus redevelopment efforts on underperforming land and building assets, and focus new infill development on vacant areas that are already served by existing infrastructure. Older declining commercial centers and commercial areas are key redevelopment priorities, and downtown represents a good opportunity to invest in a way that creates an active, walkable mixed use environment which yields greater economic value and is a point of pride for Cary.

# 4. SHOP

## CHALLENGES AND OPPORTUNITIES

### Changing Retail and Commercial Preferences

Consumer preferences have changed. Ultra-convenient online shopping and the growing demand for unique shopping and dining experiences have had an impact on the way commercial centers are now designed and the types of environments in which they are located. Just as emerging technologies and the post World War II proliferation of the automobile created a shift in the location and design of commercial destinations to suburban contexts, our nation is experiencing the next wave that is driven by consumer preferences for more walkable, mixed use, compact, and vibrant shopping destinations.

While there is still a limited market for traditional strip-commercial development, the growing trend across the nation is development of lifestyle centers that provide walkable urban environments convenient to home and work. These centers contain additional amenities, such as outdoor entertainment venues, outdoor markets, and public art and gathering spaces. Often called “third places,” these new commercial mixed use

destinations provide not only the opportunity to shop and dine in high quality establishments, they also provide the opportunity to gather and interact with other people outside of work and home. And national trends show a growing preference for actually living or working within mixed use environments, particularly for young professionals and to some extent retirees.

Due to these trends, retailers across the nation are expanding into urban markets and are often shrinking the design of stores to better fit these contexts. Niche shopping opportunities, attractions, and service-oriented establishments are growing retail market segments; and many older suburban centers are evolving to provide this new shopping experience.



**North Hills Mall in 1984**

*Since its beginnings in the 1950s, North Hills Mall in Raleigh has evolved from a small strip shopping center, to the Southeast's first enclosed shopping mall, and is now a vibrant lifestyle center. Today, North Hills offers a mix of commercial shopping and dining destinations, offices, housing units, and community event spaces, all within a walkable and engaging environment.*



**North Hills Converted to a Lifestyle Center in 2010**

## Aging Commercial Centers

Cary has a wide array of commercial centers, at a variety of sizes and scales serving neighborhood, community, and regional needs, many of which were built decades ago. These centers are located across Cary's planning area and set the locational framework for future commercial development. Today, some of these commercial centers are experiencing vacancies and some may be viewed as having obsolete designs by prospective businesses looking for new commercial space. At the same time, new commercial developments are being developed in Cary that cater to 21st century shopping and dining preferences in both the downtown and walkable suburban locations, such as the Arboretum, Stone Creek Village, and Waverly Place.

While Cary does have a strong local retail market, it is still important to ensure that aging commercial centers evolve over time to remain competitive in the marketplace, and to maintain high build and design quality that protects surrounding neighborhoods from the impacts of decline.

Retail and commercial centers have a typical life cycle of 25 years, at which time significant retrofitting is often needed to maintain market viability. Between now and 2032 the number of commercial centers in Cary that are more than 25 years old will nearly triple. Cary's aging commercial centers represent some of the most important opportunities for commercial infill and redevelopment in town. Since commercial vacancies can lead to blight and abandonment, and have significant impacts on surrounding employment centers and neighborhoods, careful attention will need to be paid to aging or troubled commercial centers.

Redevelopment is much more expensive and challenging to achieve than "greenfield" development on vacant land. In order to make it financially viable to successfully redevelop established commercial centers, project developers will likely need to maximize the use of the site's land by creating more compact development forms, mixing uses, and using higher intensity development to offset the considerable costs of redevelopment.

**2.5**  
million square feet of retail development

was 40 years old or older in 2012

**11.2**  
million square feet of retail development

will be 40 years old or older in 2032

*Over the next 20 years, the number of commercial establishments that are 25 years or older will nearly triple, changing the development context in Cary to one that focuses primarily on infill and redevelopment.*

## Demand for More Commercial Options

As evidenced through community surveys, Cary's growing population and local economy are increasing the demand for new types of retail businesses, dining establishments, and commercial services that are not yet offered in Cary, particularly within downtown. Residents and workers want more unique, distinctive, and authentic choices for dining and entertainment, including park-once-and-walk environments that offer vibrant public spaces. Downtown was identified as an area where there is high demand for attractions and shopping locations. (See also the Downtown Special Planning Area.) The redevelopment of aging commercial centers is also another opportunity to provide new shopping and dining opportunities and unique commercial "experiences."



*Elizabeth's Home and Garden Shop on Chatham Street in Downtown Cary (above) and Cary's Waverly Place Commercial Center (below) are examples of downtown and suburban community shopping establishments that offer the types of environments and shopping experiences that customers in Cary desire.*

## Demand for High Quality Destination Centers with Character

Cary's high quality built environment is widely known and is largely comprised of suburban scale commercial centers and shopping malls of various sizes and scales. What is currently under-represented in Cary are high quality, mixed use destination centers that can draw customers from across the region to visit unique venues and shopping and dining establishments. High quality destination centers often include signature elements such as entertainment venues, gathering spaces, fountains, unique architecture, and memorable public art installations. The mixing of uses that can occur in these destination centers often create active and inviting public environments both during the day and at night that offer true live, work, play experiences.



# FUTURE GROWTH FRAMEWORK

Chapter 6: SHAPE, sets out a framework to guide Cary's future growth and development. The framework includes a Future Growth Framework Map that specifies the locations where ten broad development categories apply within Cary's planning area. That framework includes three development categories for future commercial and mixed use development: Commercial Centers, Commercial Mixed Use Centers, and Destination Centers. This page provides an overview of those categories, while Chapter 6 provides more detailed descriptions.

## Commercial Center

### Character

Traditional commercial center that serves daily retail and service needs of nearby neighborhoods. Typically located at major street intersections, commercial centers are designed to maximize convenience by accommodating proximate parking near stores, typically along the front or side of the commercial center. Centers should be walkable and connect to adjacent developments. Commercial centers may also include office space and residential uses such as townhomes and multifamily. Uses may be mixed horizontally (on adjacent sites or buildings) or vertically (within buildings), and are typically served by surface parking lots.

### Building Heights

1-3 stories



## Commercial Mixed Use Center

### Character

Prominent commercial mixed use center that includes an integrated mix of commercial/retail, office, and higher-density residential, such as multifamily and townhomes. The center should include a significant amount of vertically-mixed buildings, having ground floor retail or office uses, and offices and housing on upper floors. Urban designs frame the street with multi-story buildings and active public spaces.

### Building Heights

4-6 stories, transitioning down to adjacent single-family neighborhoods



## Destination Center

### Character

High density mixed use regional destination center that may include special uses, such as a prominent and unique entertainment venue. The center includes an integrated mix of commercial/retail, office, and higher-density residential, such as multifamily. The center should be characterized by vertically-mixed buildings having ground floor retail or office, with offices and housing on upper floors. Urban designs frame the street with multistory buildings and active public spaces.

### Building Heights

7+ stories, transitioning down to adjacent single-family neighborhoods or other less intensive developments



# POLICY DIRECTION

In order to respond to the shopping and mixed use challenges and opportunities facing Cary, including providing high quality, mixed use, and pedestrian-oriented commercial destinations of various scales that are well-integrated into the existing urban fabric of the community, the Town of Cary's *Shop* policies are:

Policy	Policy Intent
<p><b>Policy 1: Facilitate Redevelopment of Underperforming Commercial Centers</b></p> <p>Facilitate the redevelopment and revitalization of Cary's aging or poorly-performing commercial centers as well as Downtown Cary. Redevelopment of older centers to more vibrant and attractive destinations is preferred over the development of new commercial centers.</p>	<p>The intent of this policy statement is to address underdeveloped and underperforming (i.e., aging, blighted, and vacant) commercial centers that are having an impact on community character and property values. Implementation of this policy could include incentives to encourage developers to reinvest in existing commercial centers and redevelop the centers to better meet current retail and shopping preferences.</p>
<p><b>Policy 2: Focus Commercial Uses within Commercial Mixed Use Centers, Destination Centers, Downtown, and Commercial Centers</b></p> <p>Focus commercial, retail, dining, and entertainment uses within existing and planned Commercial Mixed Use and Destination Centers, Downtown, and Commercial Centers as designated on the Future Growth Framework map.</p>	<p>The intent of this policy is to direct new commercial development to appropriate locations identified on the Future Growth Framework map: Commercial Centers, Commercial Mixed Use Centers, Downtown, and Destination Centers. This also includes secondary commercial uses in Employment Mixed Use Campuses.</p> <p>See Policy 7 in <i>Chapter 6: Shape</i> for additional opportunities for commercial uses outside of commercial development areas.</p>
<p><b>Policy 3: Support the Development of a Limited Number of Destination Centers and Commercial Mixed Use Centers</b></p> <p>In addition to Downtown, support the development of a limited number of Destination Centers and Commercial Mixed Use Centers that will have Cary's highest densities and intensities of mixed use development, will be transit supportive, and will have the greatest potential to be high-functioning, premier centers.</p>	<p>This policy statement encourages the development of a limited number of high quality, vibrant, mixed use Destination and Commercial Mixed Use Centers that will provide a mix and intensity of uses that is higher than currently found in Cary's existing mixed use or commercial centers. The locations of future Destination and Commercial Mixed Use Centers, as well as Downtown, are identified on the Future Growth Framework map. Implementation of this policy will require changes to the Town's Land Development Ordinance to allow for and encourage higher density development in these locations.</p>

# HOW WE WILL ACHIEVE OUR VISION

## 1 Promote and Enable Revitalization of Existing Commercial Centers

Local governments are typically the leaders or catalysts for redevelopment efforts, laying the groundwork for private investment and new development. The Town of Cary will seek to participate in redevelopment projects that offer significant community benefits. A number of existing centers might present such opportunities in the coming decade(s), such as Cary Towne Center and other similar centers. Town partnerships might include assistance with infrastructure improvements, the location of public facilities, or other types of assistance to foster redevelopment.

### Major Actions:

- Review all Town development regulations to identify and remove disincentives for redevelopment.
- Create baseline economic health indicators for aging commercial centers as a first step in evaluating the need for a Minimum Commercial Code.
- Develop evaluation criteria to guide public investments in redevelopment projects.
- Create new infill and redevelopment design guidelines that balance the goal of encouraging redevelopment with the goal of protecting the character of adjacent neighborhoods.



*Seeing the need to both promote redevelopment to address its decaying downtown and to promote preservation of its historic assets, Asheville, North Carolina, has embraced public-private partnerships to turn downtown from a derelict urban center to a successful international destination. The City has supported redevelopment of the central business district by investing in public infrastructure, such as landscaping, and street and sidewalk improvements, as well as purchasing land and restoring a historic building for a school district administrative building. These projects have demonstrated the City's support for downtown redevelopment, and have spurred additional private sector investment.*

*An important part of redevelopment is creating unique public spaces that are memorable and inviting, and art is an important component of the public realm. The Town of Cary promotes public art through site-specific and community specific artworks that enhance the public realm, deepen a sense of place and civic identity, stimulate community dialogue, and transform Cary's public spaces into vibrant and meaningful places. Shown here is an art installation in Cary's Stone Creek Village entitled "Wind Plow."*



## 2 Support and Enable Vibrant Mixed-Use and Destination Centers

### Major Actions:

- Amend Cary's Land Development Ordinance and design guidelines to enable and guide development/ redevelopment of destination centers and commercial mixed-use centers, as well as shopping centers. Consider utilizing a form-based or hybrid code to foster design creativity and a sense of place.
- Identify and prioritize locations for catalyst public infrastructure investments or other forms of Town participation.
- Update the Alston Plan to align more closely with Destination Center goals.



*The redevelopment of the Cottonwood regional suburban shopping mall in Holladay, Utah, is being achieved through a deliberate planning and design process that brought the City, developers, and the public together using a charrette design process to iteratively determine the future design of the site. A critical next step after the design for the project was established was the creation of a new regional mixed use zoning district and the rezoning approval of the site to this new district.*

# DESIGN CONCEPTS FOR TRANSITIONS BETWEEN CENTERS AND NEIGHBORHOODS

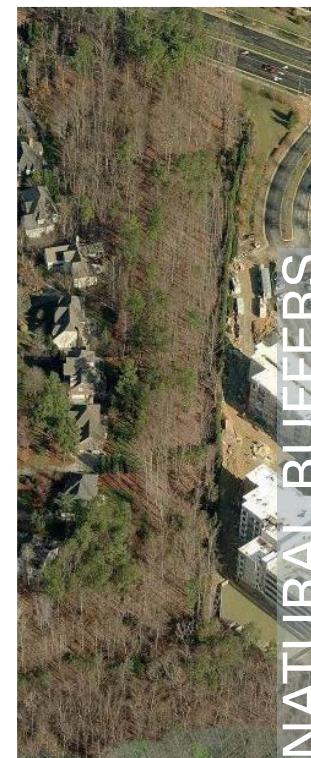
## TRANSITION APPROACHES

Providing for the growth of mixed-use centers raises the challenge of how to transition between these new denser areas and established neighborhoods. **Determining the appropriate design approach for managing transitions between developments will depend on the objectives for the transitional space: separate developments or connect them.** This section sets out different approaches to making transitions that can be considered when approving future mixed use developments.

Design can be used to smooth connections between individual developments. An attractive, walkable, transitional space can be achieved through building form, land use, and architectural elements.

Design can also be used to separate and protect neighborhoods through the preservation of or planting of a natural buffer. Walkable connections to surrounding neighborhoods can be the lifeblood of mixed use spaces, but there are still times where it will be appropriate to provide separation.

This section highlights several examples for creating transitions between mixed use centers and existing neighborhoods: connecting with (1)form, (2)use, and (3) architecture, or separating with (4)natural buffers. These four strategies are not mutually exclusive, and a good design transition could make use of one or many of these approaches.



## FORM TRANSITIONS

In the transitional space between a dense mixed use center and an established neighborhood, the building forms themselves can be varied to provide for a visually appealing gradient of change that does not negatively impact the views from within the neighborhood. This strategy typically includes stepping down the height and bulk of buildings in the transitional space.

Lyndhurst Ave in Charlotte effectively uses this strategy. In this case, the transition from a multi-story big-box anchor is created first by wrapped attached townhomes around the commercial building, and then stepping down in building mass and height to a row of apartment buildings that are a similar mass as the neighborhood homes across the local street. The effect is a smooth and pleasing visual transition between building forms. The transition space from the commercial center to the neighborhood is approximately the depth of two neighborhood lots.

- ① Multi-story commercial building with wrapped townhomes
- ② Mid-size apartment buildings
- ③ Single-family Neighborhood



Charlotte, NC: Street Level View of Form Transition

*The multi-story commercial center all-but disappears at street level using this approach. In this particular example, the dense use is masked by transitions in building from large block commercial, to mid-size townhomes, to smaller sized apartments, to single-family homes.*



Charlotte, NC: Aerial View of Form Transition

*From the air, the mass of the commercial building is easily visible (in this case, a big-box construction and hardware store). The variety and placement of building forms in the transitional space helps create a gradual and connected relationship between the center and the adjacent neighborhood.*

## USE TRANSITIONS

Transitions can also be made using changes in uses, from more intense to less intense to create a gradual shift from the mixed-use center to the neighborhood. One strategy is to create the transition using multifamily residential as an intermediate use between the commercial center and the neighborhood. Another is to allow homes on the edge of the established neighborhood to be reused as small offices. Still another is to fill the transition with civic or recreation space.

The first variation of this strategy, using townhomes, is found in Southern Village in Chapel Hill, North Carolina. This approach creates a smooth transition between the different intensities of uses. Residents of the neighborhood do not feel like they are located adjacent to a mixed use center, but do enjoy the benefits of walking to its amenities.



Chapel Hill, NC: Street Level View of Use Transition

*The townhomes (#2) are a much more compatible use to the single-family neighborhood. The mixed-use center was also designed to make use of topography and building placement to mask views from the neighborhood.*

- ① Commercial Center
- ② Townhomes
- ③ Single Family Residential



Chapel Hill, NC: Aerial View of Use Transition

*The design of the master planned development balances the need to limit the visual impacts of the denser mixed use center from the neighborhood, while also providing a connected and walkable environment for residents living in single-family homes on the edge of the development.*

## ARCHITECTURAL TRANSITIONS

In the transitional space between a denser mixed use center and an established neighborhood, the architectural treatment of new development can create a cohesive connection between the neighborhood and the center, while allowing for different uses to be proximate to each other. Common elements of this strategy include matching neighborhood character through building materials and architectural design elements such as roof lines.

The Clarendon Market Common in Arlington, Virginia, effectively uses this strategy to transition between a large mixed use development and an adjacent single-family neighborhood. The multifamily units adjacent to the neighborhood are larger than a house, but the design of the building pulls elements from the surroundings, so that if walking or driving toward Market Common along local streets, the larger development appears to be just more of the same neighborhood. Even in places where the density difference is obvious, the structures still look like they belong to a collective whole.

- ① Largest Buildings of Mixed Use Center
- ② Attached Townhomes Imitating Context
- ③ Single-family Neighborhood



*Arlington, VA: Street View of Architectural Transitions*

*By using architectural elements from the surrounding neighborhood, the much larger mixed use center is masked and becomes just one more part of the neighborhood vista. By replicating the pitched roofs, the designer limited views of the largest buildings in the development.*



*Arlington, VA: Aerial View of Architectural Transitions*

*From the air, it is clear how quickly the transition occurs, and residents can take advantage of that proximity to walk to amenities. On the local street the extent of the development is well hidden, and denser housing is made to blend in through the use of common architectural features.*

## NATURAL BUFFER TRANSITIONS

For situations that require separation of uses and that connectivity is not an objective, natural buffers can be preserved or planted to provide separation between uses. The thickness of the buffer can vary from a narrow strip to a large woods, and the natural area itself may be sparse or dense forest. Trees work best for visually blocking the uses from each other. The buffers may be municipal land, they may be owned by the neighborhood homeowner association, or they may be owned by the mixed use center development.

The Town of Cary itself has many examples of this strategy. A narrow buffer between The Arboretum and an adjacent residential neighborhood provides a visual block between the two developments. A similar type buffer occurs in many other areas of Town.



**The Arboretum, Cary, NC: Street View of Natural Transition**

*From the neighborhood, you can see homes and the taller trees of the buffer. The higher density buildings disappear from view.*

- ① Multi-family Apartments and Shopping
- ② Natural Tree Buffer
- ③ Single-family Neighborhood



**The Arboretum, Cary, NC: Aerial View of Natural Transition**

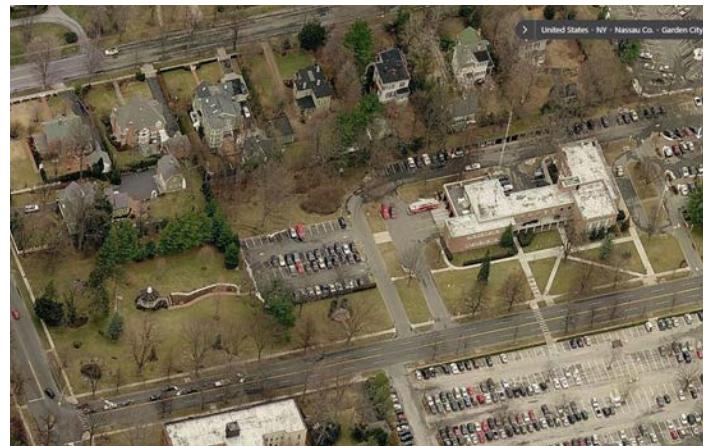
*From the air, the sharp division is visible. The separation preserves neighborhood character and limits visual and physical access to the commercial center.*

## ADDITIONAL TRANSITION EXAMPLES



**FORM: Chevy Chase, MD**

*On this street near Bethesda Row, the form of buildings change as you move away from a dense corridor on the right. Gradually the size reduces to the scale of the rest of the neighborhood.*



**USE: Garden City, NY**

*This neighborhood (at the top) experiences a use transition, with recreation and civic buildings in the transitional space and the commercial uses at the bottom.*



**ARCHITECTURE: Boulder, CO**

*This neighborhood commercial building takes many architectural cues from its neighbor.*



**NATURAL BUFFER: Raleigh, NC**

*Thicker buffers that separate mixed use centers and adjacent single-family neighborhoods, such as this one on St. Albans drive in Raleigh, can also serve as a park or amenity for residents in the new higher density housing.*

## RELATED POLICY DIRECTION IN OTHER CHAPTERS

This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's policies on commercial development.

Live: Fostering Strong Neighborhoods		Work: Assuring Continued Prosperity	Engage: Experiencing the Cary Community	Shape: Guiding Community Growth	Move: Providing Transportation Choices	Serve: Meeting Community Needs
<p>Policy #4: Provide the Greatest Variety of Housing Options in Mixed Use Centers</p> <p>Policy #1: Grow A Sustainable and Diversifying Workforce</p> <p>Policy #2: Enhance Locational Appeal to Businesses and Workers</p> <p>Policy #7: Ensure the Economic Growth and Vitality of Downtown</p> <p>Policy #8: Support the Locational Needs of New and Expanding Firms</p> <p>Policy #10: Reserve and Provide Employment Sites in Selected Commercial Mixed Use and Destination Centers</p>	<p>Policy #1: Grow A Sustainable and Diversifying Workforce</p> <p>Policy #2: Enhance Locational Appeal to Businesses and Workers</p> <p>Policy #7: Ensure the Economic Growth and Vitality of Downtown</p> <p>Policy #8: Support the Locational Needs of New and Expanding Firms</p> <p>Policy #10: Reserve and Provide Employment Sites in Selected Commercial Mixed Use and Destination Centers</p>	<p>Parks, Recreation &amp; Cultural Resources Master Plan Goal #2</p> <p>Public Art Master Plan Vision</p>	<p>Policy #1: Distribute Commercial Centers, Mixed-Use Centers, and Destination Centers Across Town</p> <p>Policy #2: Focus the Most Intense Types of Development in Strategic Locations</p> <p>Policy #3: Encourage Mixed-Use Development</p> <p>Policy #4: Support and Facilitate Redevelopment and Infill Development</p> <p>Policy #5: Support the Revitalization of Targeted Development Corridors</p> <p>Policy #6: Provide Appropriate Transitions Between Land Uses</p>	<p>Policy #7: Target Transit Investments</p>		



# 5. ENGAGE

## *Experiencing the Cary Community*



### IN THIS CHAPTER:

- Adopted Plans
- Challenges and Opportunities
- Policy Direction
- How We Will Achieve Our Vision
- Related Policy Direction in Other Chapters

Cary's extensive greenway system, network of parks and open space, cultural opportunities, sports venues and recreational programs continue to make the Town a premier community for residents and visitors. Cary will work to increase the accessibility and variety of recreation services in order to meet the needs of our growing and diversifying population. The Town will further develop its public art and historic preservation programs that convey Cary's unique identity and history. All of these efforts will add to the community character and sense of place that attract and ENGAGE bright, creative people and businesses.

### CARY VALUES:

**Creating a Vibrant Arts and Cultural Environment**  
Cary will create a vibrant cultural and arts environment through performances, exhibits, festivals and places.

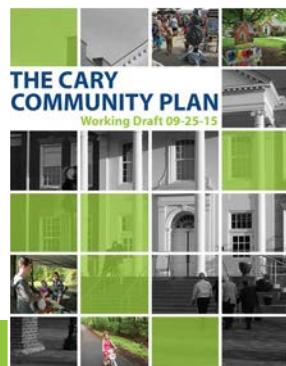
**Preserving Historic Resources**  
Cary will preserve sites, structures and traditions that help convey the history of Cary as a source of community pride.

**Providing Extensive and High Quality Parks and Recreation**  
Cary will provide extensive and high quality recreation services and facilities as a signature of the community, helping to make Cary a desirable place to live, supporting strong property values, and promoting healthy living. Opportunities for recreation include a well-connected greenway network, an expansive system of parks and natural areas of all sizes, and a diversity of recreational facilities and offerings for residents and visitors of all ages and abilities.

# 5. ENGAGE

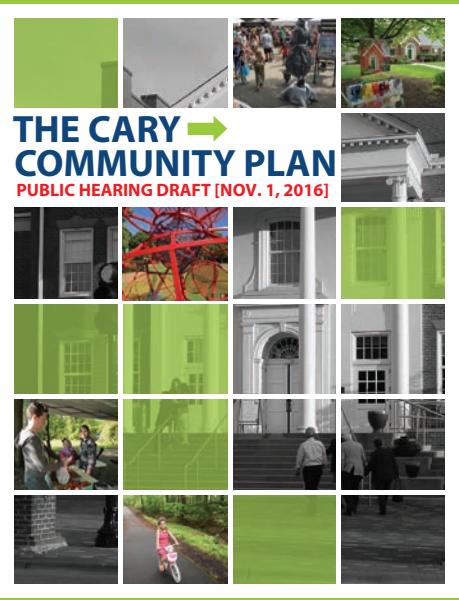
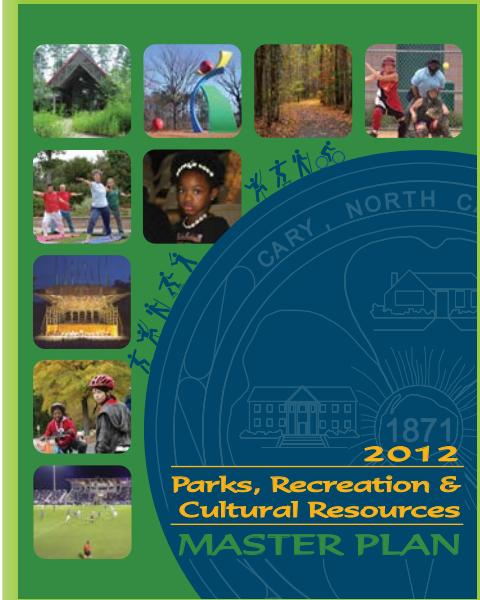
## ADOPTED PLANS

This Engage chapter summarizes three previously adopted plans, each of which is still current, that represent the Town's current policies with respect to parks, recreation, cultural resources, public art, and historic preservation. The three plans are the 2012 Parks, Recreation and Cultural Resources Master Plan, the 2012 Public Art Master Plan, and the 2010 Historic Preservation Master Plan. These plans will remain as separate, free-standing documents, but are summarized here and incorporated by reference into the Cary Community Plan. Each plan currently provides goals or a vision, objectives, and recommended actions toward achieving Cary's ENGAGE values. As part of future updates to the Cary Community Plan these plans or the policies they represent will be updated and incorporated into the main plan document.



*The three plans included in this chapter are fully part of the Cary Community Plan (CCP). In the event of conflict between these three plans and the CCP, the newer CCP policies, recommendations, and guidance govern.*

## 5. ENGAGE



## Current Policy Plans

The following table summarizes the purpose and planning timeframes of the Parks, Recreation & Cultural Resources Master Plan, the Public Art Master Plan, and the Historic Preservation Master Plan.

	Parks, Recreation & Cultural Resources Master Plan	Public Art Master Plan	Historic Preservation Master Plan
Purpose	<p><b>The plan provides decision-makers with the tools to:</b></p> <ul style="list-style-type: none"> <li><b>Serve the parks and recreation needs and interest of Cary's current and future populations.</b></li> <li><b>Maintain the quality of the system.</b></li> <li><b>Ensure long-term sustainability of investments and operations.</b></li> </ul>	<p><b>The plan provides decision-makers with:</b></p> <ul style="list-style-type: none"> <li><b>An overview of the types of public art.</b></li> <li><b>Opportunities where public art can make the greatest impact.</b></li> <li><b>Venues and themes for increasing the diversity of Cary's public art collection.</b></li> <li><b>Ideas for educational and outreach programs.</b></li> <li><b>Recommended practices for integrating public art into Town policies and processes.</b></li> </ul>	<p><b>The plan provides decision-makers with a comprehensive and coordinated approach to historic preservation, including:</b></p> <ul style="list-style-type: none"> <li><b>Legally defensible administrative and regulatory processes</b></li> <li><b>Approaches for preserving historic resources</b></li> <li><b>Recommendations for integrating historic preservation into Town policies</b></li> <li><b>Ideas for public outreach and education</b></li> </ul>
Timeframe	5 to 10 Years	10 Years	10 Years

# CHALLENGES AND OPPORTUNITIES

## Maintaining the High Quality of the Parks, Recreation, and Cultural Resources System with a Changing and Growing Population

Recent surveys have shown that Cary residents place a high value on the Town's parks and recreation facilities, and that making improvements and/or renovating existing facilities is a high priority. Due to the local trend showing an aging and culturally diversifying population, Cary will strive to enhance recreational opportunities through programming (such as fitness, heritage, environmental education and science, technology, engineering and math education, and therapeutic and specialized recreation for seniors) and the exploration of new facilities to meet the growing and changing recreational needs. A list of future challenges include:

- Continuing to maintain the high quality of the parks, recreation, and cultural resources system.
- Balancing parks and recreation facilities within areas of population expansion, ensuring equitable access to programs, facilities, and resources. Increase the accessibility of existing and future facilities by considering neighborhood context and connectivity to transit, bicycle, and pedestrian infrastructure.
- Being flexible and responsive to changing demographics, emerging trends, and evolving priorities.

- Completing gaps within the Town's greenway system and connecting to local and regional trail systems.
- Strengthening the stewardship and management of natural and historical resources.
- Consideration of additional sources of funding to assist with the completion of capital projects including substantial naming rights and sponsorships as well as community/park foundations.
- Continuing to incorporate environmentally sustainable solutions into the parks and recreation system – including facilities and operations.
- Continuing to collaborate with community partners including Wake County Public School System and other groups and organizations.
- Continuing to engage and grow our volunteer base.
- Keeping up with technological changes as customer demand and expectations continue to broaden.
- Planning and acquisition of land for new parks, trails and other community recreation facilities in expanding areas, particularly in the western and southern sections of the Town proper.



## Maintaining Cary as an Amateur Sports Destination

Cary has positioned itself as one of the premier destinations for local, regional and national sport tournaments and events. Since 2004, the Town has developed three major sports venues, including the Cary Tennis Park, the USA Baseball national Training Complex, and the Wake Med Soccer Park.

During that time, the Town has hosted over 50 major professional, collegiate and amateur championships. These events have included Atlantic Coast Conference (ACC) tennis, soccer, and cross country championships; Division I, II, and III baseball finals and Division II and III cross country regional tournaments; and the National Collegiate Athletic Association (NCAA) Men's and Women's College Cup Championships (soccer). During that time, these events have generated over \$90 million in economic impact for the Town of Cary and the Triangle region.

The Town was one of the first in the region to capitalize on sports tourism. Sports tourism has gained serious momentum over the past decade and has become an economic stimulus for communities. A study by Sports Marketing Surveys USA (SMS) shows that in 2014, there were 34.9 million people who traveled with an overnight stay to participate in or watch an amateur sports event, a figure that has remained fairly consistent going back to 2008. While 18 percent of these sports travelers were ages six to 17, about 51 percent were ages 25 to 54, evidence that families are accompanying their young players to events.

Future challenges for maintaining Cary as an amateur sports destination include:

- Continuing investment in all three of Cary's sports venues. With the growing competition among communities nationally for sports tourism dollars, every effort needs to be made to make those improvements necessary to keep Cary's sports venues relevant and competitive against other venues. Considerations may include suitable capacity to host national events, professional level maintenance, professional level amenities, accessibility, and suitable technological infrastructure.
- With the growing number of communities investing in sports venues, continuing to actively market the quality of our venues and our expertise in hosting national events so that Cary can stay competitive in the growing sports tourism arena.



*WakeMed soccer park, located in the Eastern Cary Gateway Destination Center, is one of three major sports venues that attracts national sports tournaments and events to Cary.*

## Demand for Robust Arts and Culture Offerings

Cary benefits from a wide offering of cultural and arts activities, made possible through partnerships between the Town and more than 60 arts and cultural organizations. Cultural activities and amenities are not only rich cultural offerings that enhance quality of life, but have important economic impacts.

Cary is home to several excellent cultural arts facilities including:

- Cary Arts Center
- Page-Walker Arts and History Center
- The Cary
- Koka Booth Amphitheatre
- Sertoma Amphitheatre in Bond Park

Building off of these facilities and Cary's many cultural arts programs, the Town has opportunities to continue and expand its cultural offerings for current and future residents of the community. Future challenges for the cultural arts include:

- Providing programs for growing western quadrant of Cary.
- Continued emphasis on Downtown Cary will include a focus on the arts, culture venues with a feature on festivals and events to attract visitors and support local business.
- In the coming years, the Town will work to protect, preserve, and reuse its historic structures as a connection to its rich cultural heritage.
- As the Town will continues to integrate art into the public realm, the challenge will be to install art that is both accepted by the general public and deemed cutting edge and unique.

All of these challenges, including maintaining existing facilities while meeting increasing demand for cultural activities may require additional revenue sources in the future.



*Built in 2001, Cary's Koka Booth Amphitheatre is located on a 14 acre property with hardwoods and pines and hosts community events and world class performances.*

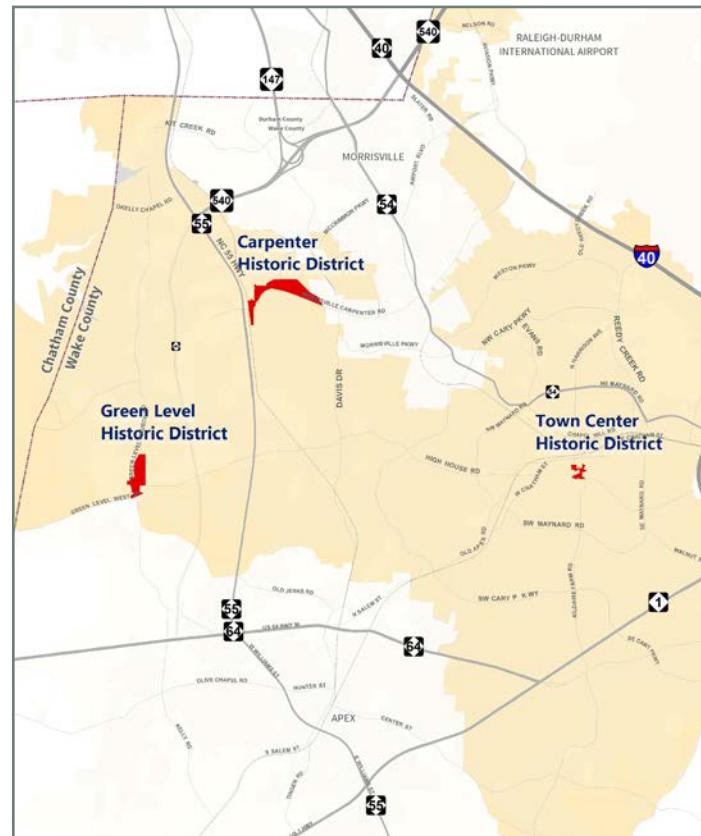
## Protecting and Capitalizing on Cary's Historic Resources

Within its planning boundary, Cary has three National Register Historic Districts, four individually-designated National Register properties, and seven local Historic Landmarks. A town-wide comprehensive historic resources survey was completed in 2014, resulting in an inventory of approximately 350 properties that contain one or more buildings at least fifty years old. As Cary approaches geographic build-out and there are fewer vacant tracts of land left to develop, there is increasing pressure to redevelop these properties. Many of the pre-1940 historic buildings that have survived up until now are the best and/or the rarest of Cary's remaining historic resources. Challenges for the Town are to encourage preservation of these buildings as properties redevelop, and to ensure transportation and infrastructure projects respect and complement historic resources and landscapes. An emerging challenge for the Town is to recognize and take steps now to preserve the best of its mid-century (1940 to 1969) historic resources – those newly-historic buildings and structures that will help convey to future generations the sweeping cultural and technological changes of that era.

To meet these challenges, the Town has the opportunity to take full advantage of state enabling legislation that allows Cary, through the Historic Preservation Commission, to build on its established local landmark program and also to implement new regulatory- and incentive-based preservation programs. Some programs recommended by the Historic Preservation Master Plan for the next five years include a revolving fund program for the purchase and re-sale of historic properties; a demolition-delay ordinance; and local historic district overlay zoning for areas of town such as downtown and Carpenter. Cary has the foundation in place on which to build its program; now the challenge is to further develop and implement preservation programs and policies that capitalize on the many cultural and economic benefits that historic preservation can bring to Cary, such as:

- **Community character** – historic properties help Cary retain an authentic, quality community character and a sense of civic pride.
- **Economic and fiscal benefits** – compared to new construction, rehabilitation of historic buildings is usually more labor-intensive than materials-intensive. Consequently, more jobs are created; they are more likely to be filled by local artisans; and more of the dollars earned stay in the local community. Also, there is legitimate financial value in the character of historic buildings, and smart developers understand this fact and capitalize on it.

- **Environmental sustainability** – adaptive reuse of historic buildings recycles valuable building materials rather than sending them to landfills. Reusing buildings rather than demolishing them retains the embodied time and energy that was associated with acquiring the natural resources and producing the building in the first place.



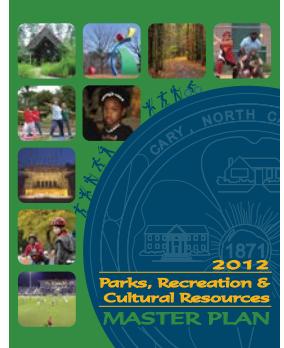
Cary's National Register of Historic Districts. Detailed maps of historic structures are located in the Downtown, Historic Carpenter, and Green Level Special Planning Areas of Chapter 6: SHAPE.

The three plans included in this chapter are fully part of the Cary Community Plan (CCP). In the event of conflict between these three plans and the CCP, the newer CCP policies, recommendations, and guidance govern.

## Parks, Recreation & Cultural Resources Master Plan

### Goals & Objectives

The Parks, Recreation and Cultural Resources (PRCR) Master Plan charts a course for providing a balanced system of cultural arts, active recreation, passive recreation, and conservation resources to all residents over a five to ten year period. Demographic information, public input, and advisory board recommendations were taken into consideration. Using an accurate inventory of department offerings, including both facilities and programs, recommendations are made for addressing the current needs of the Town, with flexibility to incorporate future facilities as the Town grows and changes. The plan also provides capital and operating investment decision-making tools to guide decision-makers. To provide high quality, accessible, sustainable parks, recreation and cultural resources to community members of all ages and backgrounds, the Plan offers the following goals and objectives:



### PRCR Plan Goal 1 - Maintain a diverse and balanced park and open space system as the Town of Cary grows.

The intent of this goal is to plan for the recreational and open space needs of the growing population especially in the western and southern sections of Cary.

#### Objectives

- Continue to protect areas that are ecologically important and have a high wildlife habitat value.
- Actively manage the Town's natural resources by developing resource management plans for park areas, greenways and future park parcels.
- Continue to develop a high quality, geographically-based system of parks throughout Town.
- Update the Master Plan Level of Service to match with the Land Dedication Ordinance.
- Evaluate open space requirements for future developments and ensure developments are providing adequate open space that maximizes public benefit. Work with developers to set aside important open space that provides trail connectivity, wildlife habitat corridors, and water quality protection.
- Develop a well-connected open space system in the Maynard Loop and downtown that provides improved opportunities for pedestrians and bicyclists, promotes economic vitality of the Town's center, and reflects the unique character of these areas.
- Upon approval of the Cary-Chatham Land Use Plan, develop a plan in partnership with Chatham County for future parks, greenways, and open space.
- Based on an increasing demand for court-related athletic fields, develop a plan to increase the quantity and diversity of court types that are geographically dispersed throughout Town.
- Strive to meet demand for athletic fields by converting select fields to synthetic turf, adding lighting, and expanding partnerships with schools and local sport clubs, where appropriate.
- Based on an increasing demand for baseball fields, develop a plan to increase the quantity of field types that are geographically dispersed throughout Town.

**PRCR Plan Goal 2 - Provide Cary citizens with a highly functional, safe, well-maintained greenway network that provides recreation, transportation, and education opportunities and wildlife benefits.**

The intent of this goal is to provide objectives to continue to develop a comprehensive greenway system. While considerable progress has been made over the past fifteen years, the major effort in the near future will need to be to complete the remaining gaps and to complete links to adjoining trail systems.

- Objectives**
- Improve community awareness and use of trail network.
  - Complete a system of trails that serve the entire Cary community by linking parks, open space, schools, and other public facilities to residential, commercial, and employment areas.
  - Fund greenway/trail network expansion.
  - Connect to national, regional, and adjacent jurisdiction trail networks.
  - Provide well maintained and safe trails.
  - Provide a seamless and safe trail user experience across the entire greenway network.

**PRCR Plan Goal 3 - Provide a mix of recreation and cultural arts programs responsive to a growing and diverse population.**

The intent of this goal is to make sure all of Cary's citizens have access to high quality, affordable programs and services which reflect the diverse mix of ages, races and ethnicities, social economics, and abilities of its people. A diverse mix of quality programs are needed to meet the growing and changing needs of the community.

- Objectives**
- Base future programming on research and assessments to reflect the true needs and demands of Cary citizens.
  - Consider the implementation of the approved Specialized Recreation Plan to establish a formal program for people with disabilities.
  - Implement innovative and diverse programming for seniors.
  - Emphasize programming for fitness and wellness.
  - Expand heritage programming and interpretation.
  - Expand festivals and special events with an emphasis on downtown.

**PRCR Plan Goal 4 - Enhance program planning and market analysis efforts to more strategically deliver services.**

The intent of this goal is to stay up-to-date with the quality and content of programming for recreation, cultural arts and athletics. The objective of this policy is to invest in the ongoing analysis of the services provided by the Town so that these services reflect the needs of the community.

- Objectives**
- Review existing programs to determine most effective use of program resources.

**PRCR Plan Goal 5 – Provide an equitable distribution of public indoors recreation spaces in Cary that is sustainable.**

The intent of this goal is to provide parameters for the development of future indoor facilities.

- Objectives**
- Refine Service Model for new Community Centers to a larger multigenerational, multipurpose center considering a proposed mix of components includes indoor leisure aquatics, fitness components, gyms, and multipurpose spaces for flexible programming.
  - Develop a new, large multipurpose community center in an accessible location.
  - Identify opportunities to meet the indoor recreation needs of a growing population in western Cary and southern Cary.
  - Identify improvements or additions to existing Community Centers to best meet community needs and enhance the functionality.

**PRCR Plan Goal 6 - Maintain quality cultural arts facilities that celebrate Cary's history and diversity.**

The intent of this goal is to recognize the importance of preserving and utilizing the local historical and cultural resources that are part of the Cary community.

- Objectives**
- Develop a strategic preservation/adaptive reuse plan for Town-owned historic buildings and sites to be operated by the Cary Parks, Recreation and Cultural Resources Department.
  - Maintain high quality of Town Amphitheatres (Koka Booth and Sertoma) in order to continue to meet regional and community needs for outdoor performance venues.
  - Pursue the implementation of the overall goals of the Civic and Cultural Arts Plan to create an arts district within Downtown Cary.
  - Create and activate outdoor community gathering and event spaces in Downtown Cary to accommodate festivals and special events.
  - Seek opportunities to incorporate public art in the development of the Town's infrastructure, transportation, and parks and recreation system per the Public Art Master Plan guidelines.
  - Continue to incorporate and expand cultural arts programming at Community Centers in response to community growth and interests.
  - Identify new spaces for cultural arts programming as demand grows.

**PRCR Plan Goal 7 - Manage the Town's competitive Sports Venues so they are financially sustainable, continue to attract regional and national events, and are considered an asset by all citizens.**

The intent of this goal is to leverage the distinctive benefits of the high-quality sport venues in Cary with incorporating community use and maximizing sports tourism. Cary is viewed as leader in the municipal sports venue world with superior quality venues and exceptional athlete experiences. This goal should brand the Town of Cary as an amateur sports destination. As other communities begin to compete for this market, the Town will continue to invest in and make on-going improvements in these venues including expanding spectator capacities, proper vehicular and pedestrian access, and technology advancements.

**Objectives**

- Implement approved projects at three sports venues based on the inter-local agreement between the Town and Wake County.
- Diversify and maximize use of existing sports venues.
- Explore partnership and funding opportunities for additional sport venues, including a large field house with multi-use athletic spaces to address local, regional, and national demand for tournaments and special events.
- Develop a strategic preservation/adaptive reuse plan for Town-owned historic buildings and sites to be operated by the Cary Parks, Recreation and Cultural Resources Department.
- Maintain high quality of Town Amphitheatres (Koka Booth and Sertoma) in order to continue to meet regional and community needs for outdoor performance venues.
- Pursue the implementation of the overall goals of the Civic and Cultural Arts Plan to create an arts district within Downtown Cary.
- Create and activate outdoor community gathering and event spaces in Downtown Cary to accommodate festivals and special events.
- Seek opportunities to incorporate public art in the development of the Town's infrastructure, transportation, and parks and recreation system per the Public Art Master Plan guidelines.
- Continue to incorporate and expand cultural arts programming at Community Centers in response to community growth and interests.
- Identify new spaces for cultural arts programming as demand grows.

**PRCR Plan Goal 8 – Expand special use facilities in response to community needs, trends, and funding and partnership opportunities.**

The intent of this goal is to recognize the need to continue to invest in unique and special facilities that reflect the diversity of the community.

**Objectives**

- Consider development of new special use facilities to meet diverse needs of community.
- Expand the Stevens Nature Center at Hemlock Bluffs to accommodate more program participants.
- Consider incorporating park specialty facilities with the development of all new parks.

**PRCR Plan Goal 9: Incorporate best management and planning practices to ensure quality services and efficient use of resources.**

**The intent of this goal is to outline those potential actions that will result in the more efficient delivery of services for Cary citizens.**

**Objectives**

- Ensure that the Department's Business Plan, the Long Range Program Plan, and all other facility Business Plans align with the broader goals and vision of the 2012 PRCR Master Plan.
- Develop a Strategic Communication and Marketing Plan to promote parks, recreation, and cultural resource facilities and services.
- Improve customer service and the delivery of services through the continued use of new technology.
- Enhance financial management tools to effectively track and manage costs to deliver services.
- Expand the use of alternative funding through sponsorships, volunteers, grants, and donations.
- Continue to seek Wake County Hotel Occupancy Tax funding to support high quality, competitive venues to contribute to the regional economy.
- Expand revenue generation opportunities as appropriate at parks, recreation, and cultural arts facilities (e.g., rentals, concessions, etc.).
- Expand partnerships to encourage joint development of facilities.
- Provide park facilities and services that promote the Town's sustainability goals by developing and implementing environmentally sensitive design principles and practices.
- Continue to incorporate the new 2010 Americans with Disabilities Act (ADA) standards and guidelines in parks and recreation facilities.
- Maintain updated records of Town-owned and -managed land, park and facility inventory, historical collections, demographic data, and planning documents to facilitate the ongoing management of Town resources.

# Public Art Master Plan

## Vision and Objectives

The 2012 Cary Public Art Master Plan is an update to the 2001 Plan and provides a platform for public art policies, guidelines, and recommendations. Through a community outreach process that included focus groups, public forums, workshops, and interviews; the plan offers ideas and recommendations for the Cary Public Art Program. The Plan (1) suggests venues, art types, and themes for public art based on public input and an urban design analysis for existing and desired conditions, (2) identifies numerous educational and outreach programs for implementation by the Public Art Advisory Board and Public Art Coordinator, and (3) provides an overview of types of public art and suggests venues and themes for increasing the diversity of Cary's public art collection.



The Plan offers the following vision statement and program objectives for a public art program that ENGAGES the community, promotes civic identity, and transforms places:

***Cary Public Art Vision: Promote public art through site-specific and community-specific artworks that enhance the public realm, deepen a sense of place and civic identity, stimulate community dialogue and transform Cary's public spaces into vibrant and meaningful places.***

**The intent of the Public Art Master Plan is to guide future policy and program decisions related to Cary's public art program.**

## Objectives

- Enhance the quality of life for every citizen of Cary by integrating public art into public spaces, including streetscapes, infrastructure, public facilities, parks, and greenways.
- Enrich the identity of Cary through public art that communicates the Town's unique culture, landscape, and heritage.
- Support economic development goals through the thoughtful inclusion of public art throughout the Town of Cary, thus promoting tourism and expanding business opportunities.
- Engage all citizens of Cary in building community identity by encouraging civic spirit, local pride, and increased citizen involvement in community life.
- Promote a greater understanding and appreciation of the power of the arts for individual enjoyment and civic growth.

## CARY PUBLIC ART OPPORTUNITIES

Great cities are remembered for interesting streets, lively gathering places, surprising discoveries, and pleasant strolls – physical and social environments where public art can meaningfully connect people with place. Through metaphors, illusions, story-telling, and cultural messages, public art creates new and exciting experiences that build upon other urban design strategies. Public art thrives in public spaces that are centers of human activity and are designed as destination places.

Over the past few decades, rapid development has transformed Cary and the surrounding landscape into a suburban community with multiple commercial centers and residential neighborhoods. Public art operates within this rapidly changing context to:

- Cultivate Cary's emerging community identity/identities
- Show that Cary's public facilities, including its parks and greenways, are part of a larger system that supports community and culture
- Ensure that larger-scale, mixed-use development in Cary is part of the town-wide public realm
- Advance the goal of making the Town Center a unique, vibrant, dynamic, pedestrian-friendly location
- Continue to place a public art emphasis in the downtown core along Academy Street

The following photographs illustrate how public art in Cary lends distinct character to places and is an important component of creative placemaking within Cary's developments.



*Cary's public art is a critical component of the public realm that creates a sense of place in developments around Town.*

*"Dancing Beams" (shown above) and the transportation bus shelter on Kildaire Farm Road (shown to the left) are two examples of how public art can contribute to the unique sense of these places and add a visual richness to public environments.*

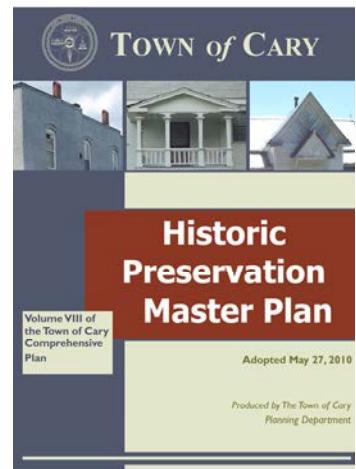
This Historic Preservation Master Plan (HPMP) is fully part of the Cary Community Plan (CCP). In the event of conflict between the HPMP and the CCP, the newer CCP policies, recommendations, and guidance govern.

## Historic Preservation Master Plan

### Goals and Objectives

The 2010 Historic Preservation Master Plan (HPMP) provides guidance for establishing and developing the Town's first formal preservation program.

The Plan offers the following goals and objectives:



### HPMP Goal 1: Establish Fair and Effective Processes and Policies For Preservation

The intent of this goal is to ensure a legally defensible and effective preservation program.

#### Objectives

- 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.

### HPMP Goal 2: Preserve, Protect and Maintain Cary's Historic Resources

The intent of this goal is to use all available tools to proactively preserve historic resources.

#### Objectives

- Preserve and protect Cary's historic resources.
- Preserve and protect cemeteries and archaeological resources.
- Encourage adaptive re-use of historic structures.
- Effectively steward Town-owned historic resources.

### HPMP Goal 3: Preserve Historic Contexts

The intent of this goal is to preserve the land and patterns associated with historic buildings that complete the perspective.

#### Objectives

- Protect existing development patterns that contribute to historic areas.
- Preserve and protect historic viewsheds, rural and designed landscapes, and associated historic resources.

**HPMP Goal 4: Raise Awareness of Historic Preservation**

**The intent of this goal is to increase appreciation for history and historic preservation.**

- Objectives**
- 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.

**HPMP Goal 5: Document, Preserve and Share Cary's Culture & Heritage**

**The intent of this goal is to promote understanding of the people and events that have shaped Cary.**

- Objectives**
- 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.

# HOW WE WILL ACHIEVE OUR VISION

## 1 Implement the Recommendations of the Parks, Recreation & Cultural Resources Master Plan

Chapter Ten of the Parks, Recreation and Cultural Resource Master Plan contains an implementation chart with 248 proposed implementation actions (see Appendix). The chart identifies general timing, responsible entities, and financial impacts for each implementation action. The implementation actions are arranged in five sections:

### Parks and Open Space

This section contains actions to protect and manage ecologically important areas, develop a high quality parks system, ensure adequate provision of parks in future development, coordinate with other jurisdictions, and meet demands of the community.

### Greenways and Trails

This section contains actions to increase awareness and use of Cary's trail network, link key areas and destinations in the community, expand the greenway network, connect to regional trail networks, and provide safe and well-maintained trails.

### Recreation Programs

This section contains actions to establish objective measures of program need and effectively use resources, establish formal programs for persons with disabilities, provide programming for seniors, promote fitness and wellness, and expand festivals and special events.

### Community and Special Use Facilities

This section contains actions designed to increase best practices in facility management through effective use of financial tools, facility planning, customer services, and sustainability. Other actions seek to expand Cary's stock of community and indoor recreation centers, maintain cultural area facilities and amphitheatres, create an arts district, expand access to sports venues, and accommodate more programming at the nature center.

### Best Management Practices

This section contains actions to audit and align the department's plans against the broader goals of the PRCR Master Plan, promote PRCR facilities and services, improve customer service, effectively maintain records, manage costs, expand funding sources and revenue generation, and increase the accessibility and sustainability of facilities.

## 2 Implement the Recommendations of the Public Art Master Plan

Chapter 8 of the Public Art Master Plan recommends the following programs, practices and administrative tasks that should be explored and implemented as deemed appropriate:

- Adopt a town policy that public art is expected to be considered for all capital construction processes. As projects are approved, public art will be commissioned, funded, and implemented as an integrated part of approved capital planning projects.
- Prepare site design standards for public art in private development and the public realm.
- Consider developing a public-art-in-private-development ordinance that would provide incentives for developers to incorporate public art.
- Adopt a formal Town policy on public art that acknowledges the role of public art in capital projects, including transportation projects, public works, and parks and open space development.

- Prepare a work agenda for community educational programs on public art.
- Develop partnerships with corporations, businesses and arts organizations for sponsorships, programs, grants and pooled resources.
- Include the Public Art Master Plan as a chapter of the future Cary Community Plan. This new plan will encompass existing plans and integrate public art into the framework throughout the plan.
- Develop a master plan for public art in the Town Center district, working jointly with the Downtown Development Manager.

## 3 Implement the Recommendations of the Historic Preservation Master Plan

Chapter Six of the Historic Preservation Master Plan contains an action plan and implementation schedule that includes recommended implementation year(s) and involved entities (see Appendix). There are 71 action items categorized into three separate implementation phases:

### Phase 1: Strengthening the Framework

*(timeframe 1-3 years)*

**This phase includes priority actions as well as actions that can be implemented in a short period of time, including a comprehensive survey of historic properties, development of a Historic Preservation Commission, prioritization of historic properties, new development standards and Town policies, and engaging in meetings and outreach efforts to promote historic preservation.**

### Phase 2: Program Development

*(timeframe 4-7 years)*

**In this phase, actions include achieving Certified Local Government status, sponsorship of workshops, incentive development, outreach to property owners, ordinance development, and additional public and stakeholder outreach efforts.**

### Phase 3: Looking Ahead

*(timeframe 8+ years)*

**In this phase, actions include development of a historic preservation resource library, identification of new historic properties of interest, and investigating financing mechanisms such as a historic preservation revolving fund.**

### Ongoing Actions: Programs Already Underway that Will Continue

The plan calls for continuing current historic preservation work that provides outreach assistance to property owners, identifies eligible properties, educates the public, and seeks grant funding.

## 4 Incorporate the Parks, Recreation & Cultural Resources Master Plan, Public Art Master Plan, and Historic Preservation Master Plan into the Cary Community Plan Document

### Major Actions:

Update the three existing plans and incorporate them into the main Cary Community Plan document within five years of its adoption.

For each plan, the update should:

- Examine existing conditions
- Evaluate trends and update opportunities and challenges
- Provide new or updated policies related to parks, recreation, cultural resources, public art, and historic preservation
- Identify new policy initiatives and recommended actions

## RELATED POLICY DIRECTION IN OTHER CHAPTERS

This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's policies on parks and recreation, cultural resources, public art, and historic preservation.

Engage: Experiencing the Cary Community	Live: Fostering Strong Neighborhoods	Work: Assuring Continued Prosperity	Shop: Creating Vibrant Destinations	Shape: Guiding Community Growth	Move: Providing Transportation Choices	Serve: Meeting Community Needs
	Policy #1: Maintain Neighborhood Character	Policy #5: Attract New, High Value Businesses  Policy #7: Ensure the Economic Growth and Vitality of Downtown  Policy #9: Promote High Quality Education		Policy #8: Preserve and Maintain Cary's Attractive Appearance and Quality of Development	Policy #4: Focus Investments on Improving Connections and Closing Gaps  Policy #6: Improve Pedestrian and Bicycle Crossings  Policy #8: Ensure a Well-Maintained System	Policy #2: Provide Safe, Reliable Water and Wastewater Services  Policy #3: Encourage Environmentally Responsible Stormwater Management  Policy #5: Protect and Restore Open Space and the Natural Environment  Policy #6: Protect Air Quality  Policy #9: Preserve and Protect the Urban Tree Canopy

# 6. SHAPE

*Guiding Community Growth*



## IN THIS CHAPTER:

- Challenges and Opportunities
- Designing Development in Cary
- Policy Direction
- How We Will Achieve Our Vision
- Future Growth Framework and Special Planning Areas
- Related Policy Direction in Other Chapters

Cary has a long history of being a well-managed and planned community. Numerous policy documents have been developed over the years that have guided annexation, community investment, and land planning decisions. The Town will carry forward many of these operating policies while setting the stage for new development opportunities that reinforce the Town's vision to encourage redevelopment and infill development and new vibrant mixed use and walkable destination centers.

## CARY VALUES:

### MANAGING FUTURE LAND USE

Cary will manage land to create a distinctive, attractive, physical environment for our growing and diverse town while maintaining our community character. Development should focus on creating and maintaining high-quality commercial areas and strong residential neighborhoods complemented by walkable mixed use activity nodes that serve all citizens.

### ENCOURAGING REDEVELOPMENT AND INFILL EFFORTS

Cary will focus redevelopment efforts on underperforming land and building assets, and focus new infill development on vacant areas that are already served by existing infrastructure. Older shopping centers and commercial areas are key redevelopment priorities. And downtown represents a good opportunity to invest in a way that creates an active, walkable mixed use environment which yields greater economic value and a point of pride for Cary.

# 6. SHAPE

## CHALLENGES AND OPPORTUNITIES

### A Growing Community

Once a small crossroads town, the Town of Cary has grown to be a mid-sized community of national distinction. Since 1990, Cary's growth tripled from more than 43,000 in 1990 to more than 133,000 in 2010, making it the seventh most populated municipality in North Carolina. While the 5% yearly growth rate experienced over the last few decades is expected to decline, the Town is projected to continue to grow. By 2040, regional projections suggest that the Town will reach a population of 193,000. The Town has an opportunity today to define the way in which new housing, employment, shopping, and public services are provided to the new 50,000 residents that will likely call Cary home in the future.



**In 2010, Cary had the 7th largest population in North Carolina**

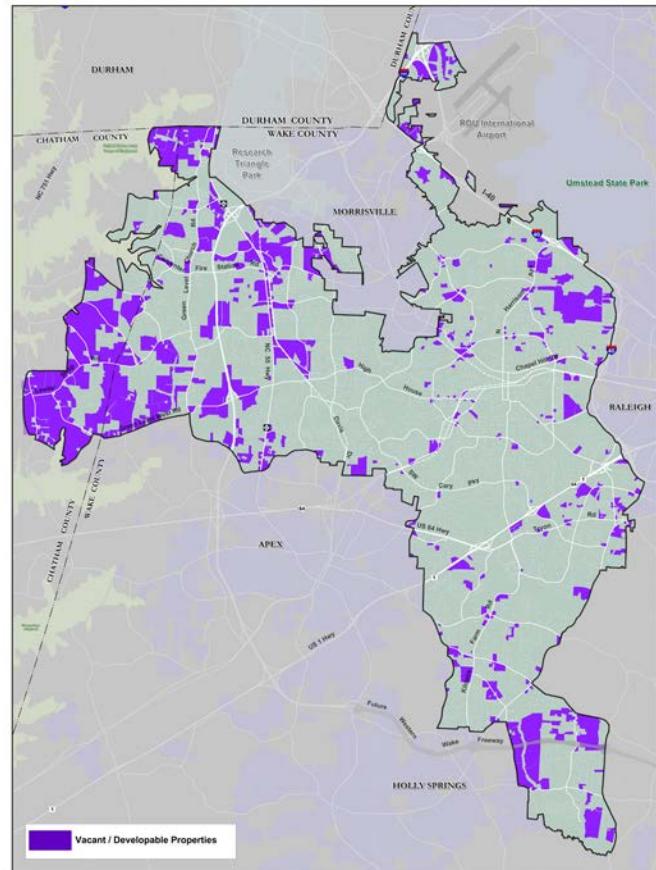
### Changing Land Planning Context

Cary's long history as being a well-planned and well-managed community will continue. However the specific goals for future growth and development are changing due to several significant trends.

#### *Limited New Development Opportunities*

The amount of developable land in Cary's planning area has decreased significantly over the last 20 years, and is now in short supply. As of February 2015, about 82 percent of Cary's planning area was developed or in the process of being developed – approximately 43,000 acres. The remaining 18 percent of the planning area – shown in purple on the adjacent map – was undeveloped or rural. However, in any given future year, only a handful of that acreage might be on the market for development, with that amount expected to fall in future years if the largest and most desirable properties develop first, and as some owners withhold land from development.

For a community that has succeeded over the past several decades through the facilitation of high quality new developments on undeveloped land, this is a significant change in doing business. The land remaining within the Town likely will not fully accommodate future residents and businesses. Because the Town's high quality of life has been funded historically by new growth, the Town will need to identify new development opportunities that can assist in generating revenues needed to maintain the Town's high standard of living.



#### **UNDEVELOPED PROPERTIES IN CARY'S PLANNING AREA**

*Land available for development within Cary's planning area is limited. The areas shown in purple on this map (created in Feb. 2015) denote the locations of the less than 10,000 remaining undeveloped or rural acres that owners could someday make available for future development.*

## New Opportunities for Infill and Redevelopment

As commercial and residential properties age, the Town faces new challenges. Some neighborhoods and shopping centers have started to warrant reinvestment. With more than 4,000 residential units that are over 40 years old and aging strip commercial centers located in various locations throughout Town, the community desires a new approach to address these areas. Developers are now turning to new opportunities to revitalize older developments on infill or redevelopment sites. The Town's current land regulations were developed to guide growth on undeveloped land, not redevelopment of existing developed sites or infill sites. A retooling of these ordinances is needed to support these revitalization efforts and facilitate much needed reinvestment in areas with aging developments needing reinvestment.



*More and more opportunities to redevelop aging commercial properties and older neighborhoods are being proposed in Cary. This image shows the concept to redevelop a single-story commercial property on Chatham Street in Downtown Cary to a multi-story mixed use project.*

## Demand for New Development Options

As local and national populations change, the demand for a diversity of housing and employment choices are changing as well. More and more households and employers are choosing locations that are walkable and located near or within vibrant community centers that support collaborative interaction with other businesses and that support a need to stay connected. This consumer preference is good because walkability is linked with a host of positive environmental, health, economic, and fiscal indicators. In order to attract and retain a diverse population and workforce, in addition to promoting sound fiscal policy, promoting healthy lifestyles, and sustainable transportation options, the Town has an opportunity to support strategic development that will offer a more walkable and connected built environment for future residents.



*The Arboretum at Weston is a local example of a mixed use, walkable development that provides housing, shopping and retail, and vibrant public spaces for interaction with neighbors and colleagues.*

## Future Opportunities for Transit-Oriented Development

While plans for future transit service in Wake County are not fully in place, regional planning efforts have identified a system that includes opportunities for transit stations located in Cary within the Maynard Loop. How land is developed around these potential transit station sites will have a direct impact on the success of the rail service in Cary and the region, and the potential for increasing economic development opportunities around station sites. Furthermore, development around major local and regional bus stops could play a major role in increasing the viability of high quality bus service and ensuring accessibility to high quality transportation options for the entire community, especially those who do not own a vehicle.



*Wake County and its partners are planning for future transit service that will connect destinations within the region. While the exact plans are not finalized, there is still an opportunity for Cary to plan for transit station area development that will support the success of a regional transit system.*

# DESIGNING DEVELOPMENT IN CARY

For years, Cary's development review process has used design guidelines and standards that have shaped the form and design of the Town's new developments, and ultimately resulted in the Town's strong reputation for its attention to design quality. Today, the Town's design guidance is provided using the following guiding documents.

## Site Design Standards Manual

Adopted in 2012, Cary's Site Design Standards Manual is an illustrated handbook depicting standards included in the Town's Land Development Ordinance. It sets out the Town's expectations for site design for all developments in Cary, whether residential or non-residential, through a set of seven Design Principles:

1. Create Human Scale: Create a comfortable relationship between buildings and spaces that is relatable to the human form.
2. Create Sense of Place: Create an impression of the development that separates it from other developments and remains in your mind when you leave the area.
3. Connect Uses: Create clear pedestrian and vehicular pathways between developments and intermingle compatible uses.
4. Provide Transitions: Create effective and smooth transitions between adjacent uses.
5. Reduce Parking Impacts: Design parking to reduce the "sea of parking" one commonly finds at retail centers, and "garagescapes" where car garages take up significant street frontage in neighborhoods.
6. Plan for Pedestrians, Bicyclists, and Transit Users: Create logical connections for bike or pedestrian traffic between destinations, and provide transit stops at major developments.
7. Provide Open Space: Provide outdoor space that is as integral to an overall development plan as the construction of buildings and roads.

The above Design Principles are further strengthened with a set of four Core Design Standards: vehicular circulation, building placement, pedestrian circulation, and community spaces. All development applications to the Town are required to address the manner in which each of the seven design principles are met through the design of the project.



## Community Appearance Manual

Cary's Community Appearance Manual is also an illustrated handbook depicting standards for site design. This manual sets out standards for landscaping, lighting, architectural designs, and buffers between developments and uses. This document also includes the process for complying with the Statements of Architectural Compatibility required for all non-residential developments located within a non-residential center. This requires the documentation of the following elements for review:

- Primary physical characteristics including predominant color(s), exterior materials and architectural features;
- Primary landscape theme (general, not specific);
- Building height and placement;
- Lighting elements (general);
- Other elements which may be relevant to a specific development and how they are compatible with the adjacent sites; and
- Master Sign Plan.

## Design Standards Incorporated into the Land Development Ordinance

Cary's Land Development Ordinance (LDO) regulates how land may be developed within Cary and its planning jurisdiction. In addition to regulatory controls for zoning and the subdivision of land, it also includes design standards that address building appearance, landscaping, signs, parking and other aspects of development. The LDO includes the specific design standards for the four Core Design Standards in the Site Design Standards Manual and the landscaping, lighting, architecture, and buffer standards illustrated in the Community Appearance Manual. It also includes standards specific to certain areas of Town that were generated as part of area plans. For example, Alston and Town Center are examples of area plans with design standards that have been incorporated directly into the LDO.

## Place-Specific Design Guidelines

The Town has also developed design guidelines for some special areas of Town. The Town Center Design Guidelines and the Carpenter Rural Village Design Guidelines are two examples of a set of design guidelines that were developed for strategic areas to assist in guiding landowners and developers as they propose developments within these areas. In addition, special design standards were developed and codified for the Walnut Street Corridor, between Cary Towne Center Mall and Buck Jones Road.

## Supporting Infill and Redevelopment Through Design Guidance

The Town's current design standards were written for a scale and intensity of development found in Cary today. This Cary Community Plan identifies several strategic locations for greater intensity of development. And this new scale of development (recommended for Destination Centers and Commercial Mixed Use Centers) is not necessarily addressed in the Town's current design standards. These design standards are also primarily written for newer greenfield developments, and may need to be amended to provide greater flexibility to encourage investment on infill and redevelopment sites. Infill and redevelopment sites are often located adjacent to areas with established development patterns that influence and potentially create challenges for good design, and often require creative solutions that may be limited by inflexible standards.

# POLICY DIRECTION

In order to respond to the challenges and opportunities facing our community, and to guide future growth within Cary that supports the Town's economic development efforts, efficiently uses existing and planned infrastructure, ensures the Town's fiscal health, and maintains the high quality of development found today, the Town's land use and growth policies are:

Policy	Policy Intent
<p><b>Policy 1: Distribute Commercial Centers, Commercial Mixed Use Centers, and Destination Centers Across Town</b></p>	
<p><b>Locate Commercial Centers, Commercial Mixed Use Centers, and Destination Centers throughout Town such that they are distributed at regular intervals, and separated geographically by about a mile or so in most cases, so as to avoid continuous retail and nonresidential “strip” development along our major roadways.</b></p>	<p>The intent of this policy is to accommodate the daily shopping and services needs of residents and workers, while at the same time ensuring that Cary avoids continuous “strips” of retail development along our major roadways. Accordingly, the policy recommends that, in most cases, these centers should be distributed throughout Town such that they are separated by about a mile or so as illustrated on the Future Growth Framework Map. The objectives of the policy include:</p> <ul style="list-style-type: none"> <li>Provide daily shopping and services needs (such as grocery stores, banking, dry cleaning, etc.) within about <math>\frac{1}{2}</math> to 1 mile of most households. This provides more options to access daily shopping, dining, and services needs via walking, biking, or driving, due to the close proximity to home;</li> <li>Reduce traffic on major streets by reducing the average length of vehicular trips for shopping and services, and by providing opportunities to make such trips from the neighborhood via local road connections;</li> <li>Reduce thoroughfare traffic and minimize the number of required lanes on thoroughfares by avoiding continuous strip development;</li> <li>Improve air quality and energy consumption by enabling shorter trips for shopping and services;</li> <li>Improve the visual appearance of Cary by avoiding continuous strip development;</li> <li>Serve as sites of potential future intensification. As Cary continues to grow, these Commercial Centers can become the site of additional growth, so that when greater density is called for, the built form is not an obstacle.</li> </ul>

**Policy****Policy Intent****Policy 2: Focus the Most Intense Types of Development in Strategic Locations**

Strive to locate the more dense forms of housing, retail, and office uses in Commercial Mixed Use Centers, Destination Centers, Mixed Use Employment Campuses, and Downtown Cary. Such uses might include multifamily residential and vertically-mixed, multistory commercial and office buildings.

The intent of this policy is to place a primary emphasis on siting higher-density housing, mid-rise office, and mixed use development within a select number of targeted locations. By focusing such uses into a limited number of targeted locations (rather than spreading such efforts across too wide a geography), the town will be more likely to achieve a reasonable number of highly-functional, walkable, mixed use destinations of which to be proud.

Implicit within this policy, and the related polices in Chapters 2-4, is the concept that this Plan embraces a “hierarchy” of intensities amongst these targeted locations. (See the Future Growth Framework Map for the locations of these centers.) In order of decreasing intensity:

- Destination Centers
- Commercial Mixed Use Centers
- Downtown Cary
- Employment Mixed Use Campuses

**Policy 3: Encourage Mixed Use Development**

Support the creation of developments and locations that include a mix of commercial/retail uses, office and employment, and housing. Site designs should encourage future densification of sites.

The intent of this policy is to recognize and accommodate both the growing public and market preference for mixed use destinations, as well as to obtain the public benefits associated with mixed use development. This Policy complements Policy 2, since Destination Centers, Downtown Cary, Commercial Mixed Use Centers, and Mixed Use Employment Campuses are all intended to be mixed use areas. (See the Future Growth Framework Map for the locations of these centers.)

- Mixed use areas may emerge either whole-cloth in individual development projects, or as the aggregate result of a number of adjacent single-use projects.
- The mixing of uses might occur either vertically (two or more uses within individual buildings), or horizontally (different uses sited side-by-side in adjacent buildings or parcels).
- While the primary focus for mixed use development is in the four types of areas listed above, limited mixed use development might also occur in other locations, such as Commercial Centers.
- Site designs should incorporate techniques to plan for future vertical expansion and infill. One example is the placement of surface parking lots so that they may be replaced by parking decks or buildings in the future. The Town could consider requiring a densification plan for projects in these centers to demonstrate how the site has been planned for future intensification.

**Policy****Policy Intent****Policy 4: Support and Facilitate Redevelopment and Infill Development**

**To support economic development policies, Cary will support and facilitate redevelopment and infill development, particularly within Commercial Mixed Use and Destination Centers, Downtown Cary, and core neighborhoods.**

The intent of this policy is to proactively address the fact that future growth and economic development will increasingly need to occur on infill or redevelopment sites, as undeveloped land on the Town's periphery becomes scarcer. Accordingly, this policy is intimately tied to Cary's future economic health.

Recognizing that development costs may be higher in these locations than elsewhere in Cary, an objective of this policy is to support an increase in development intensity (compared to adjacent areas) when necessary for project viability – especially for redevelopment projects. However such development should be designed in a manner that complements surrounding properties. A related policy objective is to efficiently use and capitalize on existing public infrastructure (e.g., roads, water, sewer), and reduce the need for costly capital improvements. Another objective of this policy is to encourage the redevelopment of distressed or underperforming sites, and to help stabilize or increase property values in areas experiencing property value stagnation or decline.

**Policy 5: Support the Revitalization of Targeted Redevelopment Corridors**

**Support the revitalization of a select number of targeted “redevelopment corridors” – thoroughfare corridors in older portions of Town where conditions have changed over time. Redevelopment corridors offer new opportunities for economic investment, and for improving the overall image of Cary.**

The intent of this policy is to help strengthen the economic health and visual appeal of specific thoroughfare corridors. Example corridors could include sections of Maynard Road, Kildaire Farm Road, Walnut Street, and Chapel Hill Road. Policy objectives should be tailored to the particular needs of a corridor, and might include (for example) one or more of the following:

- Encourage reinvestment in properties, including building renovations and/or repurposing, and improvements to landscaping.
- Encourage and facilitate new infill development and redevelopment of underperforming or distressed corridor properties.
- Capitalize on corridor location and visibility, access to transit and roadway connections, and/or access to adjacent neighborhoods, employment, or amenities.
- Strengthen the visual appeal of the corridor.
- Prevent decline in housing or nonresidential uses along the corridor.
- Recognizing that land and redevelopment costs may be higher along these corridors than elsewhere in Cary, another objective of this policy is to support an increase in development intensity – compared to preexisting or adjacent development – when necessary for project viability, especially for redevelopment projects. However, such development should also be designed in a manner that complements surrounding properties.
- Consider development of Special Planning Areas for these corridors when updating the Cary Community Plan, with the Kildaire Farm Road corridor as a priority.

## Policy

## Policy Intent

### Policy 6: Provide Appropriate Transitions Between Land Uses

**Support the provision of appropriate transitions between sites having markedly different types or intensities of land uses.**

The intent of this policy is to provide for harmonious transitions between different types and intensities of land uses, to help mitigate any negative impacts that a development might have on an adjacent site. This policy embraces the principle that transitions between developments can be achieved by a number of methods, applied either singularly or in combination. **Determining the appropriate design approach for managing transitions between developments will depend on the objectives for the transitional space: separate developments or connect them.** Strategies include:

#### Connect Developments

- Form transitions – building forms themselves can be varied to provide for a visually appealing gradient of change that does not negatively impact the views from within the neighborhood, including “stepping down” in bulk or height;
- Use transitions – designating a mediating use in the transitional space between incompatible uses, such as multifamily residential as an intermediate use between a shopping center and a single family neighborhood, allowing homes on the edge of the established neighborhood to be reused as small offices, or filling the transition with civic or recreation space;
- Architectural transitions – using the architectural treatment of new development to create a cohesive connection, including matching neighborhood character through building materials and architectural design elements;

#### Separate Developments

- Natural buffer transitions – preserving or planting vegetated landscape that can vary from a narrow strip to a large woods, and the natural area itself may be sparse or dense forest.

The type of transition that may be appropriate between two sites can also depend on the physical geography of the sites, such as differences in elevations and views from one site to another. Examples of transitions are provided in Chapter 2: LIVE and Chapter 4: SHOP.

**Policy****Policy Intent****Policy 7: Provide Opportunities for a Limited Set of Non-Residential Uses Outside of Commercial Centers**

**Provide opportunities for the development of commercial uses that are not appropriately located within Destination, Commercial Mixed Use, and Commercial Centers.**

The intent of this policy is to acknowledge the need for some businesses to be located outside of the three commercial categories (Commercial Centers, Commercial Mixed Use Centers, and Destination Centers) and the Downtown. For example, some commercial uses, such as dog kennels, auto body shops, furniture warehouses, landscaping businesses, etc. may not be appropriate for these types of centers. Or, at a minimum, should be located on the edges of centers and should achieve the design objectives for the development category (Commercial Center, Commercial Mixed Use Center, Destination Center). Given the nature of these establishments, they may be better located along major road corridors not proximate to centers, and should be designed to be compatible with and buffered from residential neighborhoods and other lower intensity uses.

**Policy 8: Preserve and Maintain Cary's Attractive Appearance and Quality of Development**

**Preserve and maintain Cary's attractive appearance, with particular attention to the appearance of – and views from – our public spaces, while also encouraging high quality and attractive development.**

The intent of this policy is to maintain the attractive visual qualities of our community. The policy also encourages high-quality development that embraces exceptional site design, architecture, and construction. This policy is concerned with the appearance of three different aspects of the community.

- Public Areas (owned, designed, and maintained by the public sector). Accordingly, this policy emphasizes the design and appearance of thoroughfare and collector roadways; public landscaping and streetscape design elements along roadways; public parks and greenways; and public buildings and properties, such as parks and recreation facilities, Town Hall, schools, and libraries.
- Public views (refers to the appearance and views of private development as seen from public areas). Accordingly, this policy emphasizes high-quality appearance and design for private development – including buildings, landscaping, signage, and art features – that can be seen from public thoroughfares and collector roadways, or from other public spaces such as public squares and parks.
- Private views (refers to the views encountered when one has ventured deeper within a private development project) such as a private subdivision or office park.

# HOW WE WILL ACHIEVE OUR VISION

## 1 Undertake Regulatory Changes to Implement the Future Growth Framework

### Major Actions:

- Amend as appropriate Cary's Zoning Ordinance, Site Design Standards and Design Guidelines through the implementation of the policy initiatives and actions set out in the LIVE, WORK, SHOP, ENGAGE, MOVE, SERVE chapters and in the Special Planning Area discussions in this chapter (SHAPE). Amendments should include:
  - Zoning districts that can accommodate new development categories included on the Future Growth Framework Map (i.e., Employment Mixed Use Campus, Commercial Mixed Use Center, and Destination Center).
  - Specific standards for redevelopment and infill development contexts that provide appropriate transitions to adjacent areas, and that meet the vision of the Future Growth Framework development categories and the objectives developed by the Redevelopment Roundtable.
  - A consolidated set of design guidelines and site design standards that synthesize, streamline, and simplify the current array of guidelines and standards. This revised set of design guidelines and standards should be inclusive of all areas of Town, and include design guidelines for Special Planning Areas (e.g., Carpenter Rural Village Design Guidelines) as well as general design guidance that should be applied widely across the community.
  - Updated design guidelines and site design standards that address more intensive land use categories – Employment Mixed Use Campus, Commercial Mixed Use Center, and Destination Centers – and the design factors that arise with more intense vertically mixed uses. These include but are not limited to the design, placement, and orientation of structured parking decks; reducing the effects of solar shading where larger buildings cast shadows on adjacent lower story buildings; transitions and connections with lower intensity developments; and design of pedestrian, bicycle, and transit amenities provided internally to sites.
- Establish an interdepartmental working group that meets regularly to discuss and oversee progress on the regulatory changes necessary to implement the Future Growth Framework.

# FUTURE GROWTH FRAMEWORK

Cary's Future Growth Framework sets the vision for Cary in 2040 and provides the long-term framework for future development, capital improvements, and community reinvestment efforts. Cary's vision for 2040 maintains and enhances the core qualities that make the Town an attractive and inviting community, while also providing strategic opportunities for new and remarkable developments where future residents can live, work, and play within vibrant and walkable environments.

The Town's Future Growth Framework is organized into two interconnected elements:

1. Future Growth Framework Map, Development Categories, and Use Types
2. Special Planning Areas

## 1. Map, Development Categories, & Use Types

### **Map & Development Categories**

The Future Growth Framework Map describes the long-term, physical structure and character desired for Cary out to 2040. The map organizes the Town's physical layout, structure and character using a number of different development categories. These development categories describe the character intended for each area identified on the Future Growth Framework Map, and are listed after the Future Growth Framework Map in this chapter. Each development category description is color coded to correspond to the map color of the same category.

### **Use Types**

Within each of the development categories is a list of primary and secondary land uses. These use types help clarify the types of land uses that are characteristic of each development category, and the general character of use types. These use types are described and illustrated in the subsection following the development categories.

## 2. Special Planning Areas

The Future Growth Framework also provides additional guidance for special planning areas, parts of Cary that require more detailed recommendations and guidance than other areas due to special characteristics or circumstances of each special area. The special planning areas provide more detailed direction and include the core issues, vision for character and form of development, and implementation strategies for each area.

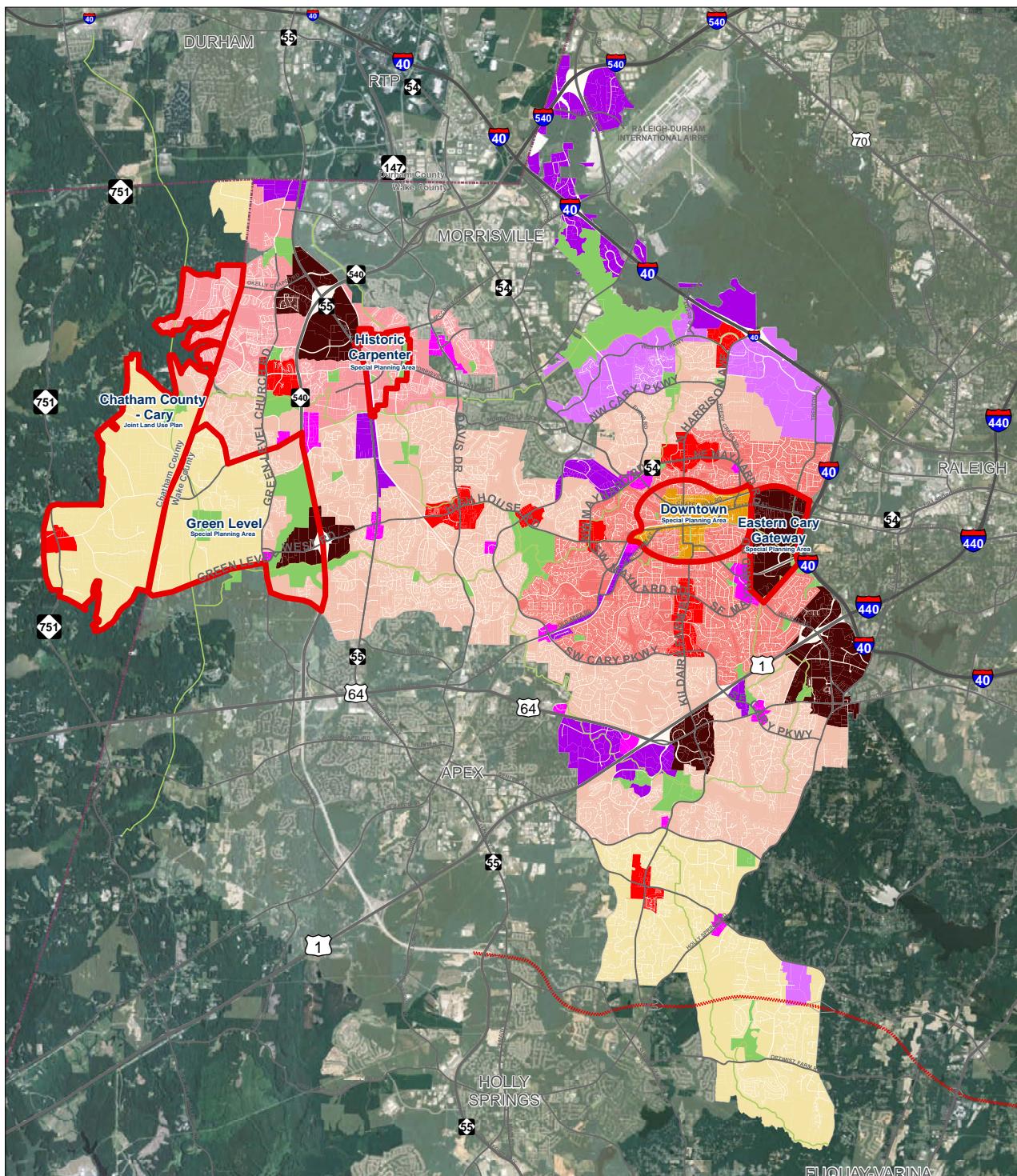
- Chatham County-Town of Cary Joint Planning Area
- Downtown
- Eastern Cary Gateway
- Green Level
- Historic Carpenter

### **Map Interpretation**

The Future Growth Framework Map and development categories were developed to provide guidance for specific geographies throughout Cary's planning area. Special care was taken to evaluate all areas of the map to ensure that the map is generally accurate in interpreting the vision for the community. However, the Future Growth Framework Map is not intended to provide site level guidance with precision. For sites located on the boundaries between development categories on the Future Growth Framework Map, the mapped edges of a particular development category are not intended to be interpreted with rigid fixity in all cases, but may rather be interpreted in light of the policies relevant to the site, and the particular site circumstances.

### **Map Amendments**

The Future Growth Framework Map and development categories were also developed to provide flexibility and to reduce the need for Future Growth Framework map amendments. However, there may be instances in the future that will require amendments to the map. These map amendments should take place only in situations where the fundamental vision for an area changes, not when an individual site within a development category is being approved for a use not listed in the development category.



## FUTURE GROWTH FRAMEWORK

### LIVE

- Heritage Neighborhood
- Mixed Neighborhood
- Traditional Neighborhood
- Suburban Neighborhood

### WORK

- Business/Industrial Park
- Employment Mixed Use Campus

### SHOP

- Commercial Center
- Commercial Center Mixed Use
- Destination Center
- Downtown

### ENGAGE

- Park/Open Space
- Greenway Corridors

### SHAPE

- Special Planning Area
- Greenway Corridors

## CARY COMMUNITY PLAN ➔ 2040

Adopted on January 24, 2017



0 0.5 1 2 Miles

A poster sized version of this map is available at [www.townofcary.org](http://www.townofcary.org) and at Town Hall.

## Heritage Neighborhoods: Broad Housing Mix



### Definition

Heritage Neighborhoods generally encompass and describe neighborhoods and housing that were built during Cary's first "suburban boom", starting in the 1960's and continuing through the 1970's and into the early 1980's. These "first ring" suburbs include a rich and wide variety of housing types, unit sizes, lot sizes, and densities. Amongst the four neighborhood categories, Heritage Neighborhoods and Mixed Neighborhoods contain the greatest variety and intermingling of housing types.

### Location

Heritage Neighborhoods radiate outward from Downtown Cary to the Maynard Road loop, and extend roughly southward from there to the Cary Parkway loop and US Hwy 1/64.

### Character

- Neighborhoods tend to have well-connected road networks, and are within convenient walking distance of shops and amenities via local streets.
- Neighborhoods include ample variety of housing types, sizes, and price points.
- Mixed housing types and sizes are often seamlessly woven into the fabric of neighborhoods in close proximity.
- Greater housing diversity than found in Traditional or Suburban Neighborhoods
- Most neighborhoods have mature tree canopies.

- Many single family neighborhoods have generous lot sizes, with house sizes that don't over-dominate their lots. Nevertheless, there is also a wide range of other lot sizes

### Predominant Use Types

- Single-family detached (large and small lot)
- Single-family attached, townhomes
- Multifamily (large and small)

### Incidental and Other Use Types

- Limited amount of nonresidential uses, as listed below:
  - Neighborhood Commercial
  - Commercial, small format, located on the edges of residential areas
  - Civic and Institutional

### Infill & Redevelopment Opportunities

- Replacement of use types in existence or, in the case of neighborhood contexts that are deemed as being in decline and appropriate for more intensive development, properties may be redeveloped to include higher-density residential uses (See LIVE Policies 1 and 5)

### New Development Opportunities

- Neighborhood development that provides for a wide variety of housing choices within a single neighborhood (See LIVE Policy 3)

### Example Communities

- Kildaire Farms
- Northwoods
- Parkway
- Edgehill Farms
- Oxford Hunt
- Wimbledon
- Greenwood Forest
- Russell Hills

### Appropriate Zoning

For Predominant Use Types:

- Residential-12 District
- Residential-8 District
- Transitional Residential District
- Residential Multifamily District
- Planned Development District

For Incidental and Other Use Types:

- Planned Development District
- General Commercial
- Office and Institutional
- Corridor Transition

## Heritage Neighborhoods: Broad Housing Mix



### Example: Kildaire Farms

#### Legend

	Multifamily
	Multifamily, Small
	Nonresidential
	Parks or Open Space
	Patio Home or Attached Contemporary
	Single Family Detached
	Townhome

The Kildaire Farms master-planned community dates from the 1970s, and is a good example of development in a Heritage Neighborhood. This map shows the wide diversity and integration of different types of housing within the community.



The Kildaire Farms Planned Development includes a mix of housing types: single family detached, single family attached, and multifamily.

## Mixed Neighborhoods: Moderate Housing Mix



### Definition

Mixed Neighborhoods generally encompass and describe neighborhoods and housing located in the northwestern part of Cary's planning area, located within about 2 miles of Research Triangle Park. Most of these neighborhoods were built primarily during Cary's third "suburban boom" era, which began around 2005, and is still ongoing. These "third ring" suburbs have substantial variety in housing types, unit sizes, lot sizes, and densities – more so than found in Traditional or Suburban Neighborhoods. In that sense, they are comparable to Heritage Neighborhoods, although the character of design might be more akin to Traditional Neighborhoods.

### Location

Mixed Neighborhoods extend from the Traditional Neighborhoods in the northwestern part of Cary, north to Cary's northwestern planning boundary with Research Triangle Park, Morrisville, and Durham County.

### Character

- This area is dominated by a substantial number of large, master-planned communities containing a diversified housing mix, including a wide variety of housing types and lot sizes.
- Neighborhoods tend to have well-connected road networks.

- Like Traditional Neighborhoods, Mixed Neighborhoods tend to include well-designed site landscaping, common open space, and amenities, and strong unifying design elements.

- Different housing types, such as single family detached, patio homes or townhomes, and multifamily housing, to be sited in discrete "pods", or sections, of master-planned developments.
- Individual residential developments typically have private community recreation facilities and common area land managed by its residents.

### Predominant Use Types

- Single-family detached (large and small lot)
- Single-family attached, townhomes
- Multifamily housing (large and small)

### Incidental and Other Use Types

- Limited amount of nonresidential uses, as listed below
  - Neighborhood Commercial
  - Commercial, small format, located on the edges of residential areas
  - Civic and Institutional

### Infill & Redevelopment Opportunities

Replacement of use types in existence or, in the case of neighborhood contexts that are deemed as being in decline and appropriate for more intensive development, properties may be redeveloped to include higher-density residential uses (See LIVE Policies 1 & 5)

### New Development Opportunities

Neighborhood development that provides for a wide variety of housing choices within a single neighborhood (See LIVE Policy 3)

### Example Communities

- Amberly
- Carpenter Village
- Stonewater

### Appropriate Zoning

For Predominant Use Types:

- Residential-12 District
- Residential-8 District
- Transitional Residential District
- Residential Multifamily District
- Planned Development District

For Incidental and Other Use Types:

- Planned Development District
- General Commercial
- Office and Institutional

## Mixed Neighborhoods: Moderate Housing Mix

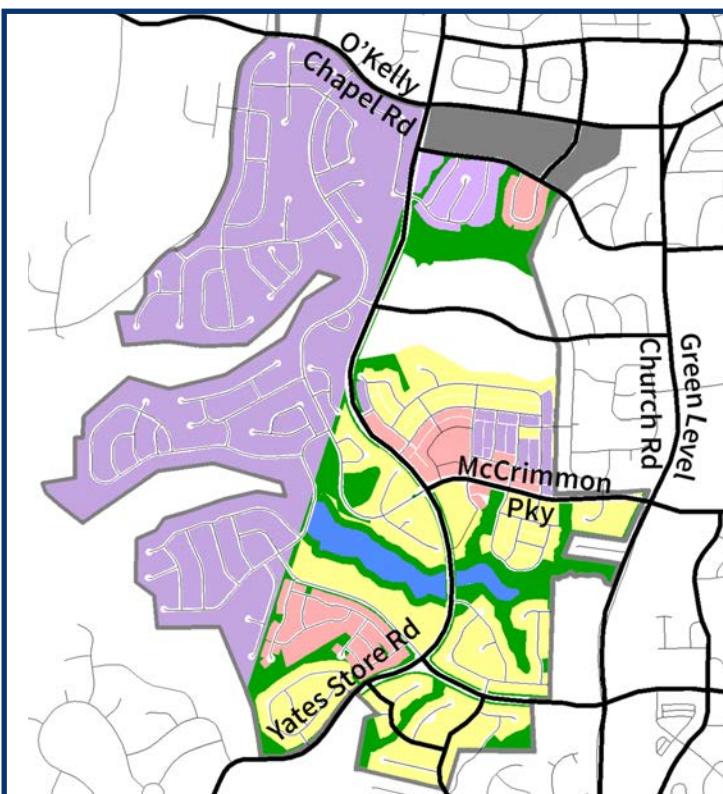


### Example: Amberly

#### Legend

Nonresidential
Parks or Open Space
Patio Home or Attached Contemporary
Single Family Detached
Townhome

The Amberly master-planned community dates from the early 2000s and is a good example of a Mixed Neighborhood. This map shows the substantial amount of housing diversity and integration within the community.



The Amberly Planned Development includes a mix of housing types: single family detached, patio homes, and single family attached.



## Traditional Neighborhoods: Moderate Housing Mix



### Definition

Traditional Neighborhoods generally encompass and describe neighborhoods and housing that were primarily built during Cary's second "suburban boom" era, which started in the mid-1980's and continued until about 2005. These "second ring" suburbs exhibit somewhat less variety in housing types, unit sizes, lot sizes, and densities than found in Heritage and Mixed Neighborhoods, but more than that found in Suburban Neighborhoods.

### Location

Traditional Neighborhoods radiate outward from the Heritage Neighborhoods, extending north towards Weston and SAS office parks, south to Penny Road, and west just past NC Highway 55.

### Character

- Generally typified by the large, master planned communities typical of this era, most of which contain some degree of housing mix, although single family detached predominates.
- Traditional Neighborhoods often include moderate amounts of other housing types, such as small lot single family, patio homes, townhomes, and multifamily housing, but these tend to be sited in discrete "pods", or sections, of master-planned developments.

- Traditional developments tend to have been built under more mature and sophisticated development ordinances, and often have planted streetscapes and neighborhood buffers, common open space with neighborhood amenities, and strong attention to unifying design elements.
- Multifamily housing tends to be sited at the periphery of neighborhoods, close to thoroughfares, shopping, and/or employment areas.
- Individual subdivisions and developments within Traditional Neighborhoods tend to have less variety in lot and house sizes than found in Heritage Neighborhoods.
- Individual residential developments typically have private community recreation facilities and common area land managed by its residents.

### Predominant Use Types

- Single-family detached (large and small lot)
- Single-family attached, townhomes
- Multifamily housing (small)

### Incidental and Other Use Types

- Multifamily housing (large)
- Limited amount of nonresidential uses, as listed below:
  - Neighborhood Commercial
  - Commercial, small format, located on the edges of residential areas
  - Civic and Institutional

### Infill & Redevelopment Opportunities

Replacement of use types in existence or, in the case of neighborhood contexts that are deemed as being in decline and appropriate for more intensive development, properties may be redeveloped to include higher-density residential uses (See LIVE Policies 1 & 5)

### New Development Opportunities

Traditional neighborhood development that provides for a wide variety of housing choices within a single neighborhood (See LIVE Policy 3)

### Relevant Special Planning Areas

- Portion of Green Level SPA

### Example Communities

- Lochmere
- Regency Park
- Preston
- Stone Creek
- Cary Park

### Appropriate Zoning (Typical)

For Predominant Use Types:

- Residential-12 District
- Residential-8 District
- Transitional Residential District
- Residential Multifamily District
- Planned Development District

For Incidental and Other Use Types:

- Planned Development District
- General Commercial
- Office and Institutional

## Traditional Neighborhoods: Moderate Housing Mix

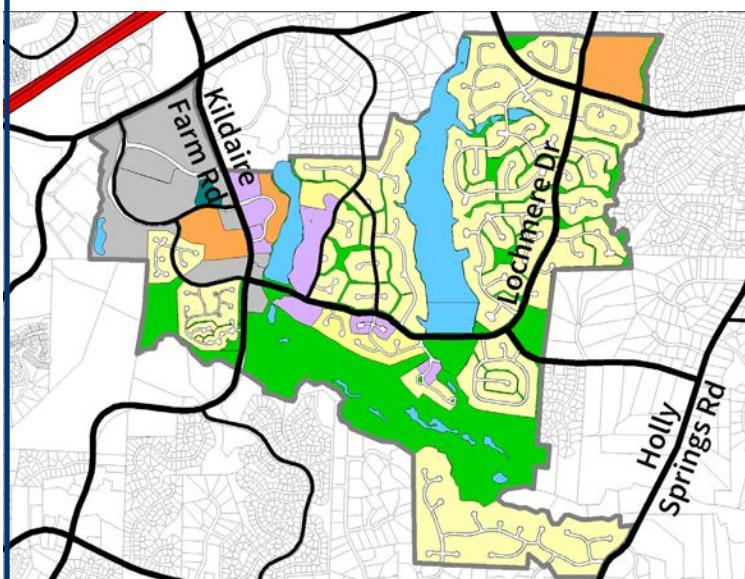


### Example: Lochmere

#### Legend

	Multifamily
	Nonresidential
	Parks or Open Space
	Patio Home or Attached Contemporary
	Single Family Detached

The Lochmere master-planned community dates from the 1980s, and is a good example of a Traditional Neighborhood. This map shows the greater predominance of single family housing, while still accommodating other types of housing at strategic locations.



The Lochmere Planned Development includes a mix of housing types: single family detached, patio homes, and multifamily residential.

## Suburban Neighborhoods: Limited Housing Mix



### Description

Suburban Neighborhoods are neighborhoods located at the outermost western and southern edges of Cary's planning area. Suburban Neighborhoods contain the majority of the remaining developable land within the planning area, and will likely support much of the final "boom period" in Cary's growth over the next 20 years. These neighborhoods also serve as a sort of suburban transition zone to adjacent rural and county development in Wake and Chatham Counties. Suburban Neighborhoods consist principally of single family detached development, with limited cases of other housing types such as patio homes or townhomes, and with rare instances of multifamily on sites of limited size. This "outer ring" of neighborhoods exhibit the least variety of housing types among the four neighborhood categories.

### Location

Suburban Neighborhoods radiate outward from the Traditional Neighborhoods, extending south of Penny Road to the southern edge of the planning area at Middle Creek, and west of Green Level Church Road to the western edge of the planning area in Chatham County.

### Character

- Single family lots are typically about a quarter acre or larger, unless in a clustered subdivision that protects significant amounts of open space in exchange for smaller lots.
- The areas will be mostly single family detached, with limited pockets of patio or townhomes, and rare instances of multifamily on sites of limited size.
- Individual residential developments typically have private community recreation facilities and common area land managed by its residents.

### Predominant Use Types

- Single-family detached (large and small lot)

### Incidental and Other Use Types

- Single-family attached, townhomes
- Multifamily housing, on sites of limited size (smaller than typical suburban apartment complexes)
- Limited amount of nonresidential uses, as listed below:
  - Neighborhood Commercial
  - Commercial, small format, located on the edges of residential areas
  - Civic and Institutional

### Infill & Redevelopment Opportunities

Replacement of use types in existence or, in the case of neighborhood contexts that are deemed as being in decline and appropriate for more intensive development, properties may be redeveloped to include higher-density residential uses (See LIVE Policies 1 & 5)

### New Development Opportunities

Suburban Neighborhood development that provides for a wide variety of housing choices within a single neighborhood, especially in terms of house size and style for single family detached products, and occasional pods of patio homes, townhomes, or related. (See LIVE Policy 3)

### Example Communities

- Copperleaf
- Cotswoold
- Windemere

### Relevant Special Planning Area

- Portion of Green Level SPA

### Appropriate Zoning

For Predominant Use Types:

- Residential-40 District
- Residential-12 District
- Residential-8 District
- Planned Development District

For Incidental and Other Use Types:

- Transitional Residential District
- Residential Multifamily District
- General Commercial
- Office and Institutional

## Suburban Neighborhoods: Limited Housing Mix



### Example: Copperleaf

#### Legend

 Parks or Open Space

 Single Family Detached

The Copperleaf master-planned community dates from the mid-2000s, and is a good example of a Suburban Neighborhood. The community is entirely single family detached, developed with significant amounts of open space.



The Copperleaf Planned Development includes single family detached housing only.

## Business/Industrial Park

### Definition

Traditional suburban office and industrial park, with uses such as corporate offices, professional offices, research and development facilities, light industrial and manufacturing, and warehousing and distribution.

### Character

- Most Business/Industrial Park areas in Cary are in campus-like settings, with ample landscaping, green areas, and considerable attention paid to building and site design and appearance.
- Overall development intensities tend to be modest and “suburban” in character, usually with a primary reliance on surface parking lots.
- Buildings of about one to five stories are most common.
- Low- to mid-rise office and light industrial buildings are most often separated by natural open spaces.

### Predominant Use Types

- Office, mid-rise
- Office, low-rise
- Medical center / hospital
- Light industrial
- Research & Development Facility

### Incidental and Other Use Types

- Office, high-rise
- Warehouse storage
- Heavy commercial
- Commercial, small format
- Commercial, medium format
- Parks and open space

### Infill & Redevelopment

#### Opportunities within Existing Business/Industrial Parks

New sidewalks and greenways; bike parking; street trees; shared parking lots; add housing and commercial uses on opportunity sites

Enhance block and lot network to maximize walkability; frame public space; share parking

### New Development Opportunities

Connected and shorter blocks, street trees, supportive commercial and civic/public spaces; incorporate housing; buildings front street with side or rear parking

### Appropriate zoning

For Predominant Use Types:

- Office and Institutional District
- Office, Research and Development District
- Industrial District
- Planned Development District

For Incidental and Other Use Types:

- General Commercial

### Example Character



# Employment Mixed Use Campus

## Definition

Businesses and industries located within a mixed use campus. The campuses include commercial, office, and residential uses organized either as vertical mixed use (multi-story) or horizontal mixed use (separate buildings in close proximity), arranged in a walkable pattern with an active pedestrian realm where buildings front streets.

## Character

- A somewhat more “urban campus” setting than for Business/Industrial Parks
- Overall development intensities more intense than in Business/Industrial Parks, with a greater emphasis on the use of structured parking to permit increase density.
- Ample landscaping, including both natural green spaces and formal public gathering areas, and considerable attention paid to building and site design and appearance.
- Buildings of about three to seven stories
- A more interconnected street and pedestrian network than might be found in Business/Industrial Parks
- Residential and commercial uses are integrated into the campus, and sited for maximum access and convenience to employment buildings

## Predominant Use Types

- Office, high-rise
- Office, mid-rise
- Mixed use, mid-rise
- Multi-family (large and small)

## Incidental and Other Use Types

- Mixed use, high rise
- Commercial, small format
- Single family attached, townhome
- Civic and Institutional
- Plazas
- Parks and open space

## Infill & Redevelopment

### Opportunities within Existing Centers

Improve pedestrian and bicycle crossings within and around campus; add bikeway connections, bike parking, street trees, outdoor plazas and pocket parks; widen sidewalks; cohesive building frontages that frame the public realm; increase street connectivity

Enhance block and lot network to maximize walkability; frame public space; connect to adjacent developments; incorporate housing and commercial uses on opportunity sites

### New Development Opportunities

Connected mid-size blocks; street trees, centralized civic and commercial space; incorporate housing; design for walkability

### Appropriate zoning

For Predominant Use Types:

- New Employment Mixed Use Zoning District
- Office and Institutional District
- Office, Research and Development District
- Planned Development District

For Incidental and Other Use Types:

- Residential Multifamily District
- Transitional Residential District
- General Commercial

## Example Character



## Commercial Center

### Definition

These areas are defined by a shopping center of about 5-10 acres or more, and anchored by a supermarket or equivalent. Commercial Centers may also have residential, office, or institutional uses incorporated into the center, although that is optional. Residential, office, or institutional uses may be mixed either vertically within multi-story buildings, or horizontally on adjacent sites.

### Location

Typically located at major street intersections, Commercial Centers are designed to maximize convenience by providing daily retail and services needs within a convenient distance of about 1/2 to 1 mile of homes.

### Character

- Commercial Centers typically accommodate parking in close proximity to stores, typically along the front or side of the shopping center.
- Ample landscaping, including both natural green spaces and formal public gathering areas, and considerable attention paid to building and site design and appearance.
- Commercial buildings about 1-2 stories
- Office and residential buildings about 1-3 stories
- Well-connected to adjacent neighborhoods by local streets and collector roads

### Predominant Use Types

- Commercial, small format
- Commercial, medium format

### Incidental and Other Use Types

- Office, low-rise
- Multi-family, small (duplex, triplex, etc.)
- Multi-family large (apartment, condominium, nursing/assisted living, or care facilities)
- Plazas
- Parks and open space

### Redevelopment Opportunities on Existing Commercial Sites

Improve pedestrian and bicycle crossings of major roads; widen sidewalks; add bike parking, street trees, outdoor plazas and pocket parks; enhance building frontages; develop new structures on parking lots; connect to adjacent developments

Minimize surface parking; create cohesive building frontages; connect to adjacent developments; incorporate housing as feasible on opportunity sites

### New Development Opportunities

Incorporate street trees and street furniture; incorporate housing within walking distance of center; orient development around civic space or open space; design for walkability

### Appropriate zoning

For Predominant Use Types:

- General Commercial District
- Mixed Use Overlay and Mixed Use District

For Incidental and Other Use Types:

- Transitional Residential District
- Residential Multifamily District
- Office and Institutional District

### Example Character



## Commercial Mixed Use Center

### Definition

Prominent Commercial Mixed Use Center that includes an integrated mix of commercial (shopping, services), office, and residential uses, arranged in a walkable pattern with an active pedestrian realm where buildings front streets. The center may include both vertically (within multi-story buildings) and horizontally mixed (adjacent sites) uses, however a substantial portion of buildings should be vertically-mixed, with ground floor retail and offices and housing on upper floors.

The overall intensity of development in a Commercial Mixed Use Center is less than in a Destination Center, but substantially more than found in Commercial Centers.

### Character

- Urban designs frame the street with multi-story buildings and active public spaces.
- In order to achieve the densities needed to create the desired character, both surface and structured parking is likely
- Buildings of about three to seven stories predominate
- A well-defined and interconnected street and pedestrian network

### Predominant Use Types

- Mixed use, mid-rise
- Commercial, medium format
- Commercial, small format
- Multi-family large (apartment, condominium)

### Incidental and Other Use Types

- Office, mid-rise
- Single family attached, townhome
- Multi-family, large (nursing/assisted living, or care facilities)
- Multi-family, small (duplex, triplex, etc.)
- Civic and Institutional
- Plazas
- Parks and open space

### Infill & Redevelopment Opportunities for Existing Commercial Centers

Improve pedestrian and bicycle crossings of major roads; add bike parking; widen sidewalks to accommodate outdoor dining and street furniture; add street trees, outdoor plazas and pocket parks; create cohesive building frontages that frame the public realm

Enhance block and lot network to maximize walkability; frame public space; connect to adjacent developments; design around central civic/public use; incorporate housing on upper stories; develop opportunity sites such as surface parking lots

### New Development Opportunities For Predominant Use Types

Connected short or medium size blocks; street trees; centralized civic space; new housing types; design for maximum walkability

### Appropriate Zoning

- New commercial mixed use zoning district
- Mixed Use Overlay District and Mixed Use District
- Planned Development District

### Example Character



# Destination Center

## Destination

Destination Centers are Cary's premiere mixed use centers that include an integrated mix of commercial (shopping, services), office, and residential uses, arranged in a walkable pattern with an active pedestrian realm where buildings front streets. Destination Centers are intended to contain the greatest development intensities found in Cary, and be regional destinations. As such, they may include unique and special uses, such as a prominent and unique entertainment venue. Uses may be mixed both vertically (within multi-story buildings) and horizontally (adjacent sites) within the center, however by far the greatest emphasis should be on vertical mixing, with ground floor retail, and offices and housing on upper floors. Urban character creates active public spaces. The overall intensity of development in a Commercial Mixed Use Center is less than in a Destination Center, but substantially more than found in Commercial Centers.

## Character

- Urban designs frame the street with multi-story buildings and active public spaces.
- In order to achieve the densities needed to create the desired character, a large share of parking needs should be met using structured parking
- Buildings of about three to seven stories predominate
- A well-defined and interconnected street and pedestrian network
- Multiple and central outdoor public gathering spaces create focal points

## Predominant Use Types

- Mixed use, high-rise
- Mixed use, mid-rise
- Plaza, open space, park, community open space

- Specialty destination uses, such as a public events venue

## Incidental and Other Use Types

- Commercial, small format
- Commercial, medium format
- Commercial, large format (designed for walkable environment)
- Office, mid-rise
- Office, high-rise
- Single family attached, townhome
- Multi-family, small (duplex, triplex, etc.)
- Multi-family, large (apartment and condominium)
- Civic and Institutional

## Infill & Redevelopment

### Opportunities of Existing Destination Center Sites

Create "main street" design; redevelop surface parking to new uses; improve pedestrian and bicycle crossings; connect to the greenway network; widen sidewalks; add bike parking, street trees, outdoor plazas and pocket parks

Preferably designed as part of larger master plan for destination center

## New Development Opportunities

Connected medium and short blocks; street trees; design organized around centralized civic/public space; diverse building types; vertically mixed uses; iconic views that terminate inside the development

## Relevant Special Planning Areas

Eastern Cary Gateway, Green Level

## Appropriate Zoning

- New mixed use destination center zoning district
- Mixed Use Overlay District and Mixed Use District
- Planned Development District

## Example Character



# Downtown

## Definition

“Downtown” denotes “downtown Cary” and the areas immediately adjacent to it. The town’s historic origins began with development along Academy and Chatham Streets, radiating outward from the intersection of those two streets. Downtown is Cary’s civic, entertainment, and cultural center. Downtown includes an integrated mix of commercial, office, institutional, and residential uses. Both single-use and mixed-use buildings front the downtown streets, and are designed to create an attractive and active public streetscape.

*To learn more about the vision, policies, and recommendations for Downtown, refer to the Downtown Special Planning Area, later in this chapter.*

## Redevelopment and Infill Development, Building Heights, Primary and Secondary Use Types

See Downtown Special Planning Area, and each of its subareas

## Relevant Special Planning Areas

Downtown Cary

## Appropriate Zoning

- New Downtown mixed use zoning district
- Town Center District

## Example Character



## Open Space, Park, and Greenway

### Definition

Dedicated space for active and passive recreation. Also serves as habitat for local wildlife, areas to preserve tree canopy and stream buffers, and green infrastructure networks.

### Predominant Use Types

- Mini Parks
- Neighborhood Parks
- Community Parks
- School Parks
- Metro Parks
- Special Use Parks/Facilities
- Community Centers
- Greenway Corridors
- Natural Areas and Buffers
- Preserves

*To learn more about the types of existing parks and open spaces in Cary or planned for Cary, see Chapter 5: ENGAGE, and the Cary Parks, Recreation, and Cultural Resources Master Plan.*

### Relevant Special Planning Area

- Downtown Special Planning Area
- Green Level Special Planning Area
- Carpenter Special Planning Area
- Eastern Gateway Special Planning Area

### Appropriate Zoning

Resource/Recreation (RR)  
All zoning districts

### Example Character



## Use Types

These use types provide guidance in defining the types of uses that are recommended for the previously listed development categories. The use types listed are not an exhaustive list, but are intended to be illustrative of the uses recommended for the development categories. They do not replace Chapter 12 of the Cary Land Development Ordinance that defines specific uses within the ordinance.

### Single-family Detached (Large Lot)

Single-family detached homes on residential lots generally greater than 1/4 acre



### Single-family Detached (Small Lot)

Single-family detached homes on residential lots generally less than 1/4 acre, including patio homes



### Single-family attached

Includes townhomes and row houses that generally have two or more floors and are attached



### Multi-family, small

Includes buildings of two, three, or four residential units under one roof (duplex, triplex, quadplex)



### **Multi-family, large**

May include apartments, condominiums, retirement communities, or other similar buildings with multiple units under one roof. May be tenant-occupied, owner-occupied (as in condominium or cooperative project), or mixed



### **Office, low-rise**

Buildings at or below three stories, primarily used for the conduct of business, such as administration, clerical services, and consultation with clients and associates



### **Office, mid-rise**

Buildings between three and five stories, primarily used for the conduct of business, such as administration, clerical services, and consultation with clients and associates



### **Office, high-rise**

Buildings five stories or above, primarily used for the conduct of business, such as administration, clerical services, and consultation with clients and associates



**Mixed use, mid-rise**

Mixed use buildings designed with generally three to six stories, and retail and commercial uses on the ground floor

**Mixed use, high-rise**

Mixed use buildings with five or more stories, and retail and commercial uses on the ground floor, often fronting a plaza or park

**Neighborhood Commercial**

Small format business designed for use by retail, service, or office uses to serve adjacent neighborhoods, including corner gas stations, convenience stores, neighborhood banks, and other small format stores that fit into the neighborhood fabric

**Commercial, small format**

Small format business that fits a commercial or corridor context



### Commercial, medium format

Medium-sized property designed for use by retail or service uses to serve community, such as a typical grocery anchor



### Commercial, large format

Large property designed for use by retail, wholesale, or service uses, typically for a big box or larger format retailer



### Medical Center / Hospital

A facility or group of facilities providing health services including in-patient medical or surgical care or medical research. Other facilities may include laboratories, training facilities, central service facilities and living quarters



### Research and Development

Buildings primarily used for the conduct of research and development activities by a company or institution, similar to office but appropriate for prototyping or laboratory space



**Light Industrial**

Low impact manufacturing building such as auto body shop or granite countertop fabricator

**Warehouse Storage**

Structure designed for household rental storage space

**Heavy Commercial**

Commercial wholesale establishments, such as housewares or service industry warehouses

**Plaza**

Public square or open space in an urban area which may include amenities and attractions

**Public Events Venue**

Spaces for large public gatherings which might include festivals, farmers markets, speeches, concerts, and other events



### Civic and Institutional

Schools, places of worship, and similar uses



### Park

Public green space in town used for passive and/or active recreation



### Open Space

Undeveloped or largely undeveloped land generally for public use, including nature preserves



### Community Open Space

Accessible open space for passive recreation near developed areas



## RELATED POLICY DIRECTION IN OTHER CHAPTERS

This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's policies on land use and design in Cary.

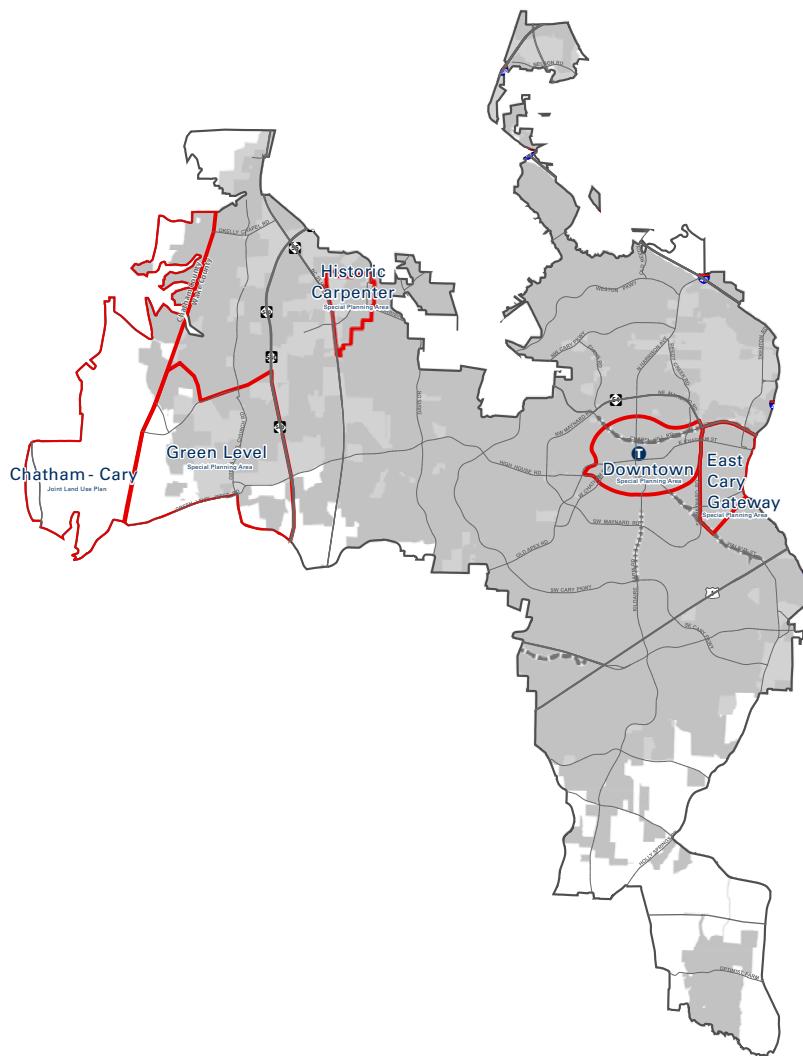
Shape: Guiding Community Growth	Live:	Work:	Shop:	Engage:	Move:	Serve:
	Fostering Strong Neighborhoods	Assuring Continued Prosperity	Creating Vibrant Destinations	Experiencing the Cary Community	Providing Transportation Choices	Meeting Community Needs
	Policy #1: Maintain Neighborhood Character  Policy #2: Provide More Housing Choices for All Residents  Policy #3: Provide for More Housing Options in New Neighborhoods  Policy #4: Provide the Greatest Variety of Housing Options in Mixed Use Centers  Policy #5: Support Residential Development on Infill and Redevelopment Sites  Policy #6: Encourage and Support the Provision of Affordable Dwellings	Policy #2: Enhance Locational Appeal to Businesses and Workers  Policy #3: Retain and Grow Existing Cary Businesses  Policy #7: Ensure the Economic Growth and Vitality of Downtown  Policy #8: Support the Locational Needs of New and Expanding Firms  Policy #10: Reserve and Provide Employment Sites in Selected Commercial Mixed Use and Destination Centers  Policy #11: Reserve and Provide Employment Sites in Traditional Office Parks  Policy #12: Transform Selected Office Parks into Employment Mixed Use	Policy #1: Facilitate Redevelopment of Underperforming Shopping Centers  Policy #2: Focus Commercial Uses within Mixed-Use Centers  Policy #3: Support the Development of a Limited Number of Destination Centers	Parks, Recreation & Cultural Resources Master Plan Goals #2, #5, #7, #8  Public Art Master Plan Vision  Historic Preservation Master Plan Goals #1, #2, #3	Policy #1: Ensure Safety for All Users and Modes  Policy #2: Apply Multimodal Street Designs  Policy #3: Design Transportation Infrastructure to Address Land Use Context  Policy #4: Focus Investments on Improving Connections and Closing Gaps  Policy #5: Minimize Thoroughfare Widths  Policy #6: Improve Pedestrian and Bicycle Crossings  Policy #7: Target Transit Investments  Policy #8: Ensure a Well-Maintained System	Policy #1: Provide Affordable and High Quality Public Services and Facilities for Current and Future Generations  Policy #5: Protect and Restore Open Space and the Natural Environment  Policy #6: Protect Air Quality  Policy #9: Preserve and Protect the Urban Tree Canopy

# SPECIAL PLANNING AREAS

Cary's Future Growth Framework is supplemented by five special planning areas:

- Eastern Cary Gateway
- Downtown (6 subareas)
- Historic Carpenter
- Green Level
- Chatham County-Town of Cary Joint Planning Area

These five areas were identified as needing additional planning guidance as they are key opportunity areas for redevelopment or new development. This section provides more detailed policy direction to guide designs for future developments in special planning areas, and includes the core issues, vision for character and form of development, policies, transportation improvements, and guidance for future development. The map below denotes the locations of these special planning areas.



# Eastern Cary Gateway Special Planning Area

## Context

The Eastern Cary Gateway serves as one of the main regional gateways into Cary and is accessed via two Interstate 40 interchanges located on the Town's eastern border. Nearly 50% of commuters entering and leaving Cary each day for work travel through this area. The Eastern Cary Gateway is an area of approximately 800 acres that includes a wide variety of uses that are generally fragmented and disconnected.

Nearly one third, or 254 acres of the Eastern Cary Gateway, is currently undeveloped. This presents a significant opportunity for the Town to set a vision for the area that takes advantage of its location between Downtown Cary and Raleigh's western border, existing and future regional transportation facilities, and land development potential.

This area is home to WakeMed Soccer Park, the Triangle Aquatic Center Campus, Cary Towne Center, Adams Elementary School, multi-family complexes, townhomes, mobile home parks, light industrial facilities, heavy commercial uses, the historic WPTF Transmitter and State Lab of Hygiene buildings, and telecommunications and natural gas utility infrastructure. The Mobile Estates mobile home park of approximately 250 homes located in the NW quadrant of the planning area provides a sizable amount of affordable housing in Cary today, and may be redeveloped over the horizon of this plan to realize the vision for the area as a high-density transit-oriented development.

## Core Issues

### New Mixed Use Center: Focus on Employment

With one of the last remaining large undeveloped sites near Interstate 40 (including a 90 acre state-owned parcel), existing and future access to transit, and close proximity to NC State University, the PNC Arena, Raleigh, and Downtown Cary, this area provides the Town with a key economic development opportunity to create a new high density Mixed Use Center with a focus on employment uses. When developing a modern employment center, it is important to provide a competitive product. High quality firms are locating in areas where the development is physically compact, transit-accessible, and technically-wired, and that offer mixed use housing, office, recreation, and retail uses together to provide a quality of life that can be marketed to employees.

### Opportunity for Future Transit Oriented Development and Better Connectivity

Current development patterns in this area are separated and fragmented, providing very little connectivity between major developments. With the opportunity for regional transit to be provided at the northern edge of Eastern Cary Gateway, this area is a prime opportunity for transit-oriented development (TOD) patterns that provide a mix of uses, improve the pedestrian



realm, and enhance connectivity to better serve bikers, walkers, transit riders, and vehicular traffic. Transit-oriented development capitalizes on regional transportation facilities by strategically focusing the Town's most intense developments around regional transit.

### Revitalization of Cary Towne Center

Cary Towne Center provides an opportunity to rethink the traditional suburban shopping mall design and create a more vibrant lifestyle center that mixes uses to support the future high density employment based Mixed Use Center to the north and surrounding area neighborhoods.

### Visual Experience of Gateway Corridors

Eastern Cary Gateway includes three main east-west corridors that bring travelers into and out of Cary: Chapel Hill Road, East Chatham Street, and Cary Towne Boulevard. Chatham Street is an historic corridor that was once U.S. Highway 1, a route for national travelers passing through or coming to North Carolina.

Other than posted signage, there is no visual cue from these corridors that travelers have entered Cary. Efforts have been made to buffer uses along these corridors to make the corridors more visually appealing, and more can be done. This area provides an opportunity for Cary to use the built environment, public art, and landscaping and open spaces to create an enhanced gateway experience and a sense of place that looks and feels more like Cary.

### Prominence of WakeMed Soccer Park

The WakeMed Soccer Park is one of Cary's most visited destinations. In 2011, the park served an estimated 160,000 people and resulted in \$2.1 million of spending within the Town. There is an opportunity to expand the park into a Tier-1 soccer facility that at a minimum, would support the growing popularity of the professional team that currently plays there and build upon the economic impact of increased attendance on game or event days and possibly provide a venue capable of attracting a major league soccer team. The Soccer Park sits on land leased from the state. At some point, either the lease will need to be renewed or outright purchase of the land will need to be negotiated for either the Town, Wake County, the professional soccer team, or other related entity. As the Eastern Cary Gateway evolves over time, it will be important to maintain and enhance the Soccer Park and the Town of Cary's reputation as a professional and amateur sports destination.

### Continuing Success of Triangle Aquatic Center Campus

The nonprofit Triangle Aquatic Center, located northeast of Cary Towne Center, serves an average of 420,000 visitors a year and is the #1 destination venue for aquatic events in the state. It generates more than \$5,000,000 in economic benefits for Wake County each year, and is home to the TAC Titans - a top-50 ranked USA swim team with 600 swimmers, most of whom live in Cary. With the potential addition of a deep diving well - the only such facility in the United States not attached to a university - and the opportunity for Walnut Creek Park trails, Cary can host events in the area and serve as a year round training facility for both aquatics and triathlon.

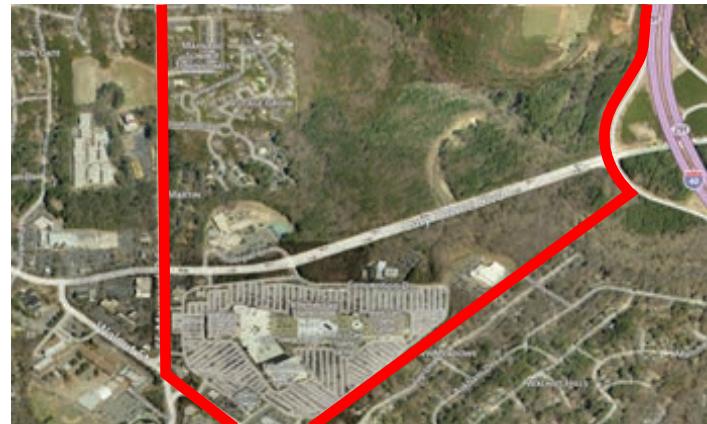


*The WPTF Transmitter building (shown on the left) and the State Laboratory of Hygiene Complex (shown on the right) are two historic properties located in Eastern Cary Gateway on Chatham Street that are architecturally and culturally significant properties.*

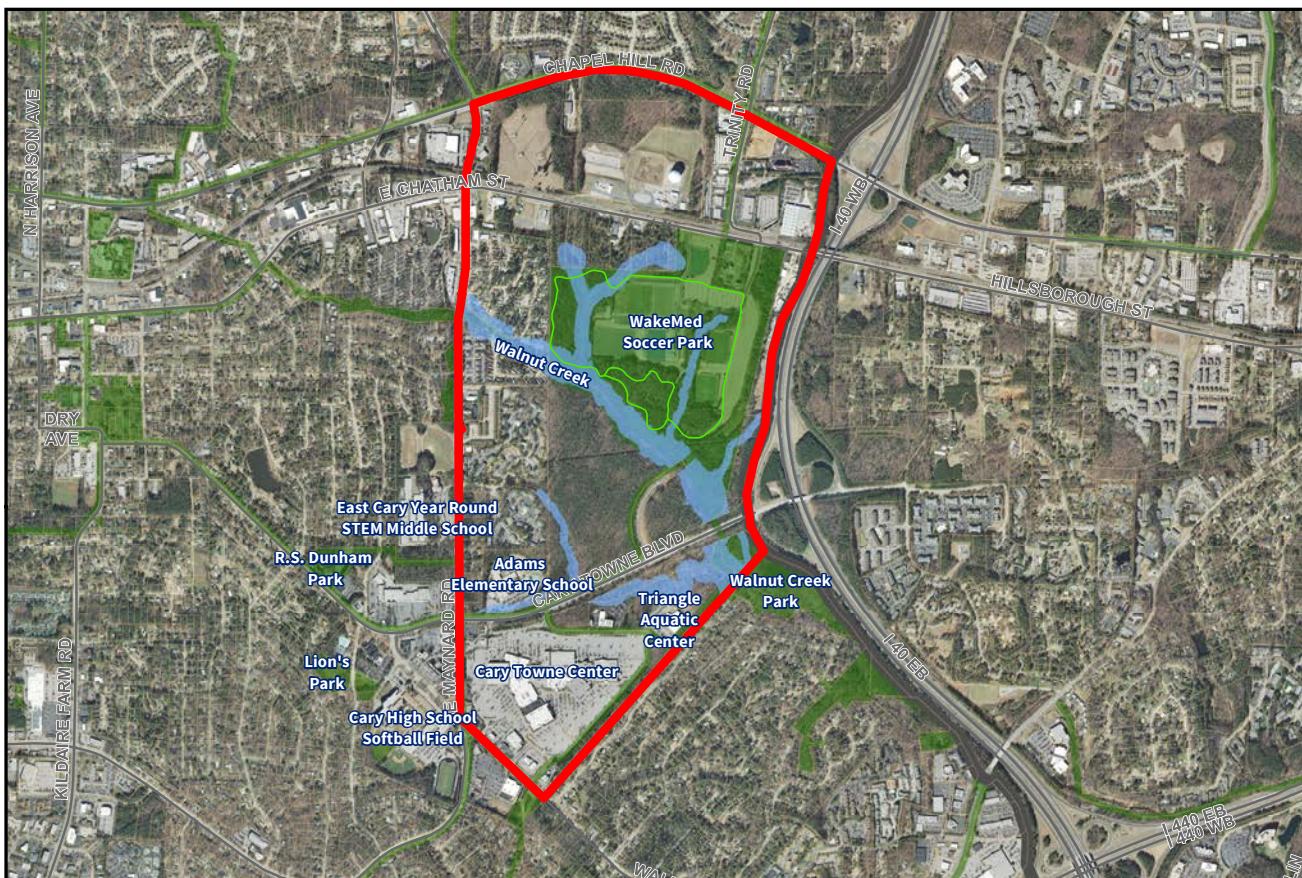
## Eastern Cary Gateway Today



Development in the northern section of Eastern Cary Gateway is focused near the I-40 interchange to the east and Maynard Road to the west, leaving much of the land in the central portion of the area available for development.



The southern section of Eastern Cary Gateway today is comprised of residential uses, Adams Elementary School, undeveloped land, and the Cary Towne Center.



## EXISTING CONDITIONS Eastern Cary Gateway Special Planning Area

Stream Buffers/Floodplains  
  Existing Park  
 Greenways  
  Cross-Country Trail

## CHAPTER 6:SHAPE



*Looking north at WakeMed Soccer Park. To the east, west, and north of the main stadium are practice fields.*



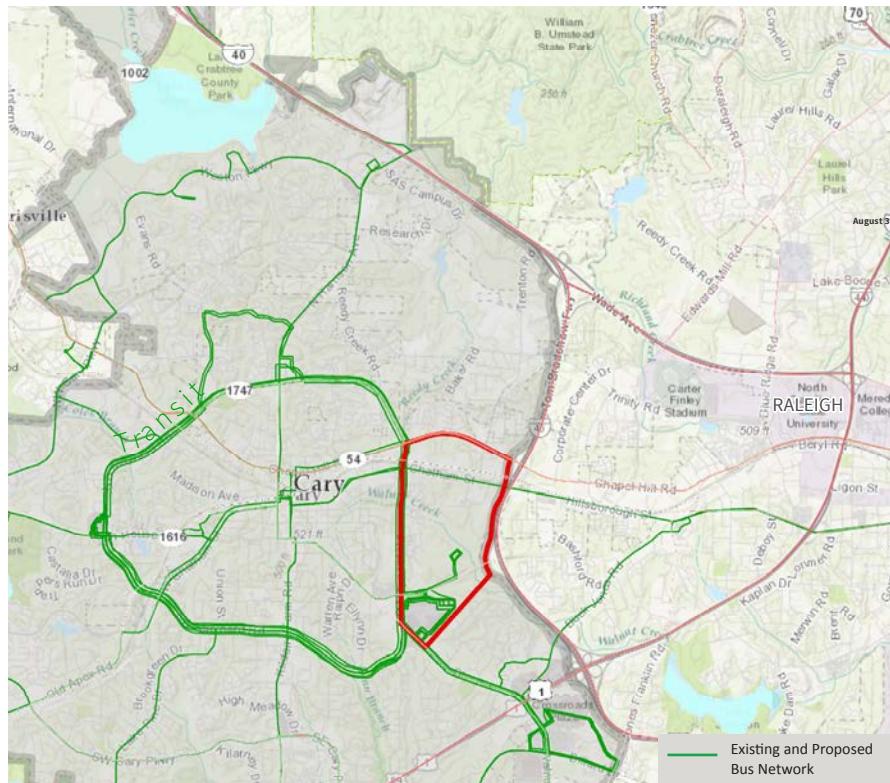
*Looking north. Triangle Aquatic Center and related parking in the foreground. The existing portion of Trinity Road, starting at Cary Towne Boulevard and heading north, is in the middle of the photograph. I-40 is seen in the upper right corner of the photograph, with its exit ramp onto Cary Towne Boulevard.*



*Cary Towne Center, looking southwest.*

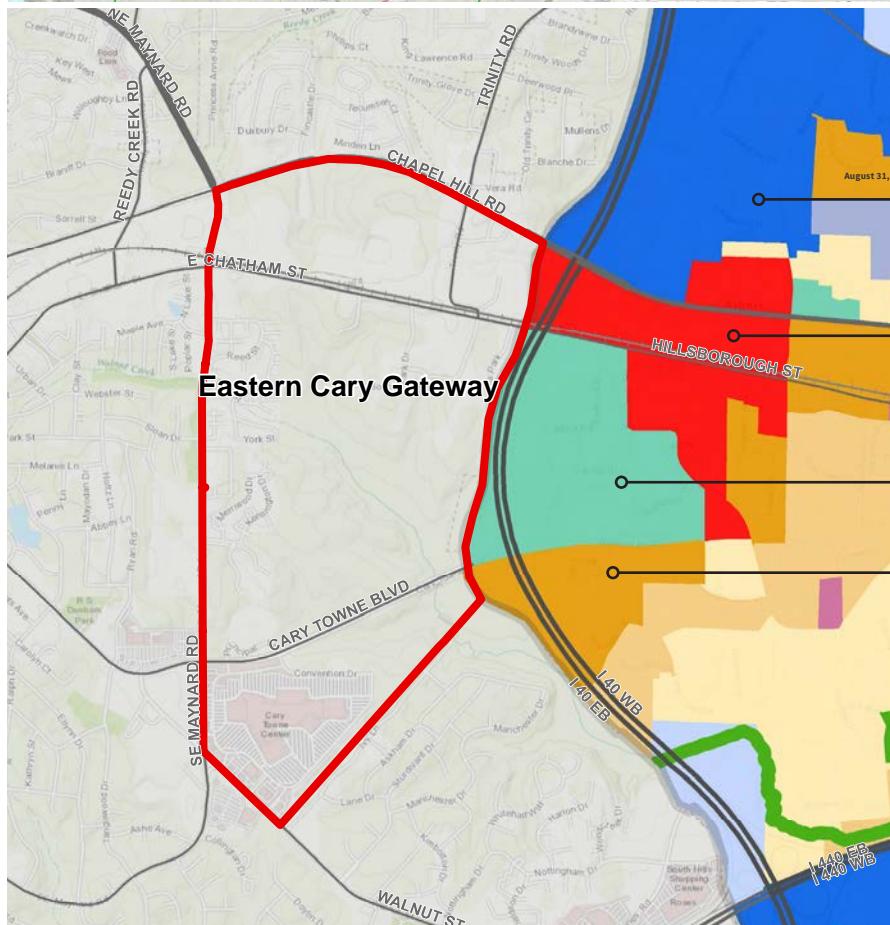


*Above Cary Towne Boulevard, looking west. On left side of photograph (south) is Cary Towne Center and nearby buildings. On the north side of Cary Towne Boulevard, in the foreground, is State-owned property currently proposed for development. Further west, on the north side of Cary Towne Boulevard, is Adams Elementary School.*



## Context of Eastern Cary Gateway

Eastern Cary Gateway is located between the eastern edge of the Maynard Loop and the Cary Town limits. Its location is strategic due to its proximity to Downtown Cary, and major destinations in Raleigh, like PNC Arena, Downtown Raleigh, and NC State University. It serves as a gateway into Cary from the east, in the form of three major east-west roads and two I-40 interchanges.



## Relationship to Raleigh 2030 Plan

The Raleigh 2030 Comprehensive Plan calls for a variety of uses on its western edge abutting the Eastern Cary Gateway. The synergies between these two plans provide an opportunity for partnerships to garner mixed use and business development in this area.

### Office Research and Development

### Community Mixed Use

### Office and Residential Mixed Use

### Medium Density Residential

## Vision for Eastern Cary Gateway

Eastern Cary will be a destination and a gateway, forming the primary entrance into Downtown Cary from Raleigh and other cities to the east. This high density Destination Center will foster business development through high quality design and an integrated, connected mix of uses. There will be a particular focus on developing employment uses in this area creating a new economic center for the town and region. Vibrant centers of sports and athletic facilities, including soccer, track and field, swimming and diving, and greenway trails will attract visitors from far and wide. A balance of economic, social, and cultural components and associated infrastructure will be developed in a manner that enables uses to adapt over time to meet changing demands. Of key importance is the interconnectivity of developed areas through pedestrian and multi-modal vehicular circulation patterns, with an emphasis on walkability. The Eastern Cary Gateway area will provide employment, shopping, dining, recreation, and living choices in a mixed-use, urban environment.



### *Developing 21st Century Employment Districts*

*In 2013, Seattle, Washington, approved the South Lake Union Urban Center zone changes that allow for increased density and greater building heights through an incentive zoning program to support the development of the South Lake Union Innovation District. The new vision for this center and its surrounding neighborhoods is to create a dynamic hub of economic development for Seattle and the region.*

## Policies for Eastern Cary Gateway

### Policy

### Policy Intent

#### **Policy 1: Foster Development of a Compact Mixed Use, and High Density Destination Center**

Encourage the development of the Eastern Cary Gateway Destination Center by facilitating high density development that mixes uses, in a compact and walkable development pattern and that will support future regional transit service.

The intent of this policy is to encourage private entities to develop the Eastern Cary Gateway into a prominent and active mixed use Destination Center with a focus on employment uses, particularly high quality Class A office and supporting commercial and retail, redevelopment of Cary Towne Center, and further development of sports and recreation facilities. The Town will support these efforts by adjusting development regulations and approving projects that support a high level of development intensity and a vertical mix of uses that are needed to create a high density employment district in Cary and to support future regional transit. This may include the development of new zoning standards that include incentives for higher density development. Low density, single-use developments are discouraged in this area.

#### **Policy 2: Improve the Visual Experience of Gateway Corridors**

Require the use of special gateway treatments such as signage, landscaping, building form, and other design elements to denote the entrance to Cary and provide a visually appealing experience.

The intent of this policy is to improve the three main gateway entrances to Town in Eastern Cary Gateway: Chapel Hill Road, East Chatham Street, and Cary Town Boulevard. As properties are developed or redeveloped within these corridors, new design elements should be utilized to enhance the visual experience within the corridors, and to reinforce that you have entered the Town of Cary.

#### **Policy 3: Require Connectivity and Accessibility Within and Between Developments**

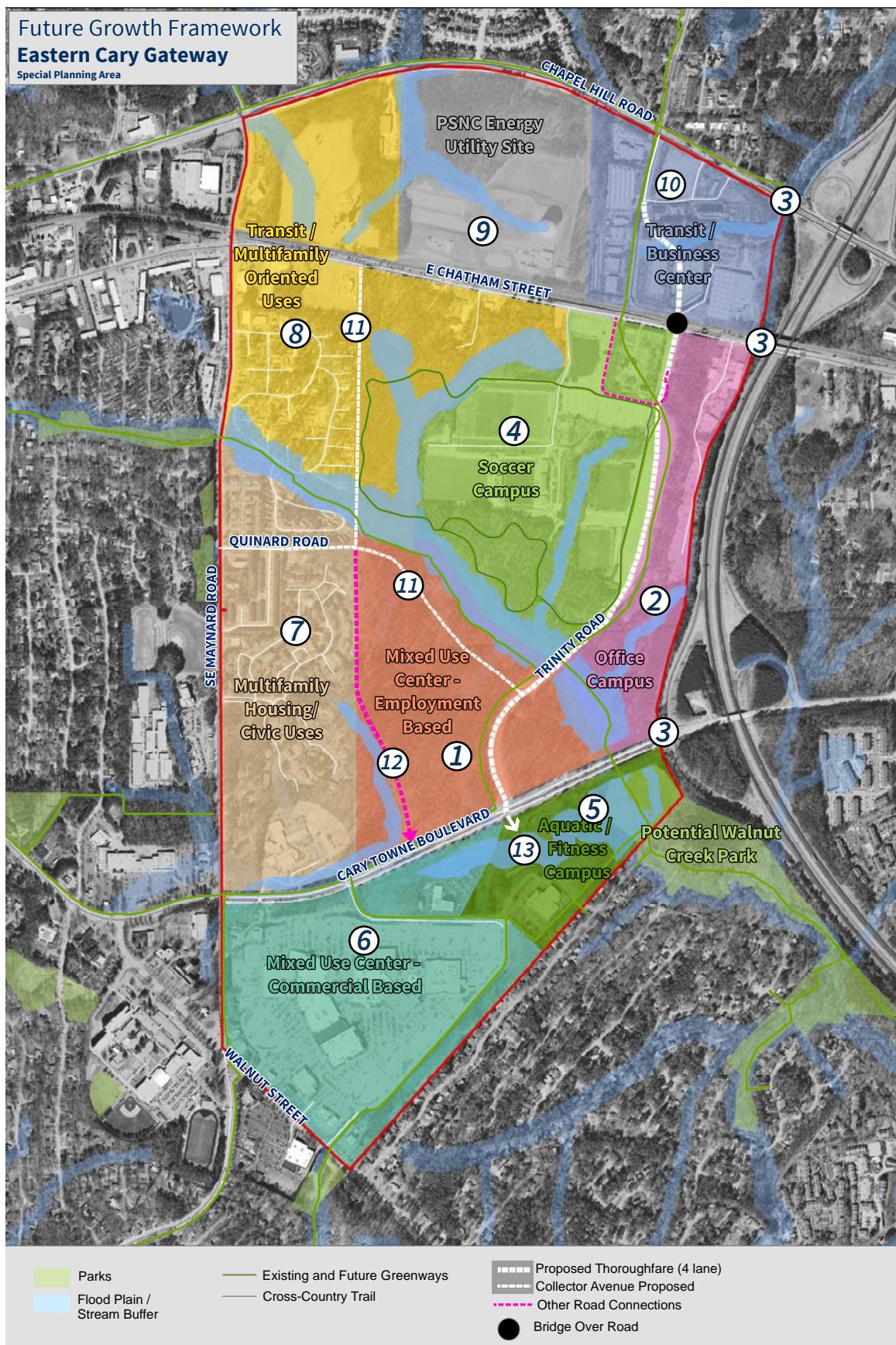
The transportation network in this area should maximize connectivity within and between developments, with emphasis on walkable circulation patterns.

The intent of this policy is to create a more robust complete streets framework in Eastern Cary Gateway that focuses on transit and walkability, while also accommodating vehicular traffic. As developments are designed, the street networks should provide better internal and external connections and be oriented to provide safe access to transit stations. The connections may include public and private streets, bicycle and transit facilities, plazas, and wide pedestrian ways.

#### **Policy 4: Partner with the City of Raleigh on Joint Planning Initiatives Supportive of Eastern Cary Gateway and the Larger Area**

The Town of Cary will actively engage leaders with the City of Raleigh to create joint planning initiatives that will enhance the success of Eastern Cary Gateway and adjoining areas in Raleigh as a prominent economic and sports event hub in Wake County.

The intent of this policy is to open up coordination and collaboration between the Town of Cary and the City of Raleigh to enhance the success of areas surrounding I-40 that cross jurisdictional boundaries through joint planning and investment. Planning priorities include developing synergies between nearby developments, creating the potential for clustering targeted industries, and coordinated branding and marketing of the area.



## 1 Mixed Use Center - Employment Based

- Undeveloped lands in the central portion of Eastern Cary Gateway are appropriate locations for high density, intensive employment uses mixed with supportive commercial and residential uses.
- A new mixed use employment center should take advantage of additional road connectivity to the north and west and provide connectivity to adjacent neighborhoods and surrounding uses.
- Site plans should protect Walnut Creek and greenways and incorporate them into the pedestrian fabric of the development.
- Designs should focus on creating a fine-grained, vertically mixed, urban environment to foster connections between uses. The connections may include public and private streets, bicycle and transit facilities, plazas, and wide pedestrian ways.
- A plaza could be a central design feature for orienting the development and creating a vibrant public gathering space, potentially surrounded by commercial dining establishments and related commercial support uses.
- Encourage short walkable blocks and create new connections to adjacent properties undergoing development and redevelopment.
- Encourage a variety of residential use types such as apartments, lofts, condominiums, garden apartments, townhomes, and other multifamily uses - ideally designed to be vertically mixed with other uses.
- Multiple connections should be made to other parts of Eastern Cary Gateway, especially to the Soccer Campus and future additional sports oriented uses to the North.
- Where possible parking facilities should be easily accessible between this area and the Soccer Campus, including potential partnerships for providing parking.
- This area could also serve as the site for hoteliers and establishments serving business travelers and tourists coming to town for soccer games or other events.
- Development in this area should serve as an attractive gateway into Cary.
- This area should have limited surface parking. Parking decks are preferred and should be screened as much as possible to ensure they are attractive and are not defining visual elements.
- Development in this area ideally will include a mix of uses with a guarantee of significant room for employment, yet flexible and responsive to the market. The following ranges provide a general guide for the mix of uses in this area: 40-60% Office, 20-40% Residential, 20-40% Retail.
- Building height is envisioned as predominantly 5-15 stories, but could go higher and allow some flexibility for lower height buildings (3-4 stories).



*Office space can frame supporting retail or associated hotel space as in CityCentre in Houston, TX, converted in 2007 from the Town & Country Mall built in 1983.*

### 2 Office Campus

- High rise office developments should be located between the future Trinity Road Extension and Interstate-40, giving greater visibility for Fortune 500 firms seeking this type of prominent location.
- Buildings in this area are envisioned primarily as 20 stories and could go higher, providing a clear view from the highway.
- Development in this area should have a vertical mix of uses with employment as the prominent use, and should allow for supportive retail to serve businesses and employees. The following ranges provide a general guide for the mix of uses in this area: 80-90% office, 10-20 % retail.



*High density office developments can target large companies and attract supporting development.*

### 3 Enhance Gateway Entrances to Town

- As lands are developed and redeveloped, new building footprints should be designed to improve the visual character of gateway corridors and frame the viewshed for drivers and pedestrians.
- Landscaping, tree plantings, and sidewalks should be incorporated in gateway corridors to improve the visual experience and to create a more vibrant environment for pedestrians.
- Signage and public art could be used to beautify and emphasize the entrance into Cary.



*Gateways enhance the traveler's environment by providing visual appeal and announcing the entrance into a new area. Traditional ways of marking gateways include arches over streets, monument signs, and public art.*

#### 4 Soccer Campus

- The WakeMed Soccer Park should continue to be a prominent use in Eastern Cary Gateway and future uses should be designed to enhance the park's character.
- Within the Soccer Park area, consideration should be given to accommodate new recreational, vertically mixed residential, commercial, and employment uses on adjacent land.
- As WakeMed Soccer Park grows, ingress and egress becomes more important, especially on game or event days. Improvements to the flow of visitors should be made including street connections, bus lanes, pedestrian trails and crossings, and connections to any future area transit stations. The connections should reach north onto East Chatham Street and south into the new development coming between the Soccer Park and Cary Towne Boulevard.
- Look for opportunities for shared parking between the soccer facility and nearby developments with counter-cyclical parking demands.
- The future Soccer Campus designs should incorporate greenways as part of the pedestrian framework for accessing adjacent developments and destinations.
- Historically significant buildings should be identified in the design process, and efforts to preserve these structures should be strongly considered.



*Located on Microsoft's corporate campus in Seattle, WA, The Commons includes a complex of restaurants, shops, a pub, office buildings, and a soccer field.*



*In Southwest Chicago, the Focal Point Community Campus envisions a public healthcare setting. This rendering, developed by HDR Inc., envisions a soccer field framed by offices and other active spaces.*

#### 5 Aquatic / Fitness Campus

- Allow for expansion of Triangle Aquatic Center Campus facilities.
- Encourage connectivity with streets and other uses including vehicle, pedestrian, and bicycle connections.
- Look for opportunities for shared parking between the aquatics facility and nearby developments with counter-cyclical parking demands.



*Growth of the Triangle Aquatic Center could be the centerpiece of an amateur and professional training community.*

## 6 Mixed Use Center - Commercial Based

- With Cary Towne Center at its core, this area is ripe for redevelopment. This site is an opportunity for continuing to provide larger scale commercial uses found at lifestyle centers such as North Hills in Raleigh, and use a compact and vibrant form that encourages “park once” shopping and dining experiences.
- Large parking lots and wide streets provide redevelopment opportunities to create small block sizes, vertically mixed uses, and vibrant public spaces.
- Designs will use context sensitive transitions to limit impacts on adjacent residential neighborhoods.
- Investigate extension of Trinity Road across Cary Towne Boulevard to create a gateway to Cary Towne Center
- Development in this area should have a range of mixed uses with a guarantee of significant room for retail, yet flexible and responsive to the market. The following ranges provide a general guide for the mix of uses in this area: 25-50% Residential, 40-65% Retail, 10-35% Office.
- Height is envisioned as predominantly 4-6 stories, but could go higher.



*North Hills in Raleigh, NC has a centerpiece mall as well as office and apartment development. Its developers use community events to add to the area's identity and connect the many use types.*

## 7 Multifamily Housing / Civic Uses

- This area includes opportunities for new internal connections as well as future connections between existing neighborhoods and adjacent future mixed use and employment developments.
- The area is envisioned to continue to provide medium density multifamily housing and Adams Elementary School.
- Create accessibility and walkability to the broader area through pedestrian/bicycle connections between the school and park facilities and future destination uses.
- Support the construction of Quinard Drive extension connecting this area to the proposed mixed use development area occurring directly to the east.



*This aerial view facing east shows the existing building pattern in this sub-area. Some internal and external connectivity opportunities would enhance the accessibility of the established neighborhoods.*

## 8 Transit / Multifamily Oriented Uses

- This area is an opportunity for developing high density multi-family housing that can support future regional transit and create opportunities for workers to live close to nearby employment uses.
- The telecommunications towers located north of East Chatham could be relocated to building rooftops or to another more appropriate site.
- First floor retail will activate the pedestrian realm and provide daily needs for residents and visitors.
- Because this area encompasses established communities, future planning and development should involve neighborhood residents.
- Development in this area should have a range of mixed uses with a guarantee of significant room for residential, yet flexible and responsive to the market. The following ranges provide a general guide for the mix of uses in this area: 50-70% Residential, 10-30% Retail, 20-40% Office.
- Height is envisioned as predominantly 6-7 stories, but could go higher using context sensitive design approaches.
- Historically significant buildings should be identified in the design process, and efforts to preserve these structures should be strongly considered.



### Planning for Transit Oriented Development

This illustration imagines what redevelopment could look like at the intersection of NE Maynard Road and Chatham Street where a regional rail grade separation and nearby rail stop may be located in the future.

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### PSNC Energy Utility Site

- The PSNC Energy Utility Site serves Cary and the region as a critical piece of infrastructure. This site is a permanent fixture and will not likely change over the planning horizon of this Community Plan.
- The area will continue to be buffered with natural features and visually enhance the corridor along Chatham.



*PSNC Energy Utility Site as it exists today.*

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### Transit / Business Center

- This area currently provides opportunities for heavy commercial and industrial uses.
- With the possibility of extension/connection of Trinity Road, a nearby transit corridor and possible transit stations, and proximity and visibility from an I-40 interchange, this area is prime for future redevelopment with transit-oriented, vertically mixed uses and office towers.



*Taller office buildings are a key part of the mixed use development of North Hills in Raleigh.*

11

**New Collector Avenue and Extension of Quinard Drive**

- A north-south collector avenue should be provided that connects East Chatham Street to Quinard Drive.
- Quinard Drive should be extended eastward as a collector avenue, to connect with Trinity Road.
- The final alignment of these collector avenues may vary somewhat from that shown, provided that:
  - The north-south collector between E. Chatham Street and Quinard Drive is located west of the soccer park fields and the stream buffer that separates Area 4 from Area 8.
  - The Quinard Drive collector is located south of Areas 8 and 4.
- In order to encourage creative site design, the Town may consider alternate designs proposed by developers that satisfy and meet the connectivity and traffic movement objectives of this road segment.

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**New North-South Collector Avenue**

- A north-south roadway connection should be provided that connects Quinard Drive to Cary Towne Blvd.
- The final alignment may vary somewhat from that shown, but should generally be located on the western side of Area 1.
- The nature of this road connection, including its roadway classification (e.g., collector road, collector avenue, or local street), will depend on the specific types, amount, and character of development and place proposed for Area 1 (and adjacent portions of this SPA), as well as the associated traffic demand.
- In order to encourage creative site design, the Town may consider an alternate roadway design proposed by developers of Area 1, provided such designs satisfy the connectivity and traffic movement objectives of this road segment, while also complementing the overall character of Area 1.

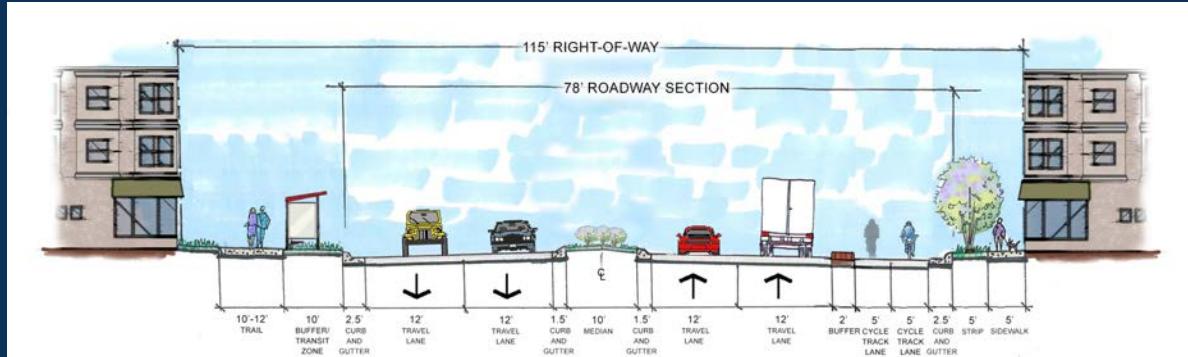
13

**Trinity Road Extension**

- Trinity Road should extend southward from Area 1, connecting Area 1 with Areas 5 and 6 on the south side of Cary Towne Blvd.
- The nature and design of the southern extension of Trinity Road, including its roadway classification (e.g., thoroughfare, collector road, local street, etc.), will depend on the character, type, and amount of development that may emerge in Areas 5 and 6, site limitations, site impacts, and the desired character of place for Areas 5 and 6.
- The location and alignment for the southward extension of Trinity Road across Cary Towne Boulevard -- as depicted on the Future Growth Framework Map for this SPA – is conceptual only. The precise location will need to be determined with a future functional design, and/or in conjunction with development proposals for relevant portions of Areas 1, 5, and/or 6.
- It has not yet been determined whether the road should cross Cary Towne Blvd. at grade (street level), or via a grade-separated bridge over Cary Towne Blvd. (The ultimate roadway alignment may partly depend on whether the crossing of Cary Towne Blvd. is at-grade, or separated.)
  - If Trinity Road crosses Cary Towne Boulevard via a bridge, then that facility should accommodate bicycle and pedestrian travel as well, providing for convenient, attractive, and safe pedestrian and bicycle travel between Area 1 and Areas 5 & 6.
  - If Trinity Road crosses Cary Towne Boulevard at street level (i.e., at a conventional signalized intersection), then pedestrian and bicycle travel between Area 1 and Areas 5 & 6 should be routed via a dedicated pedestrian and bicycle bridge over Cary Towne Boulevard, linking with the pedestrian and bicycle routes on either side.

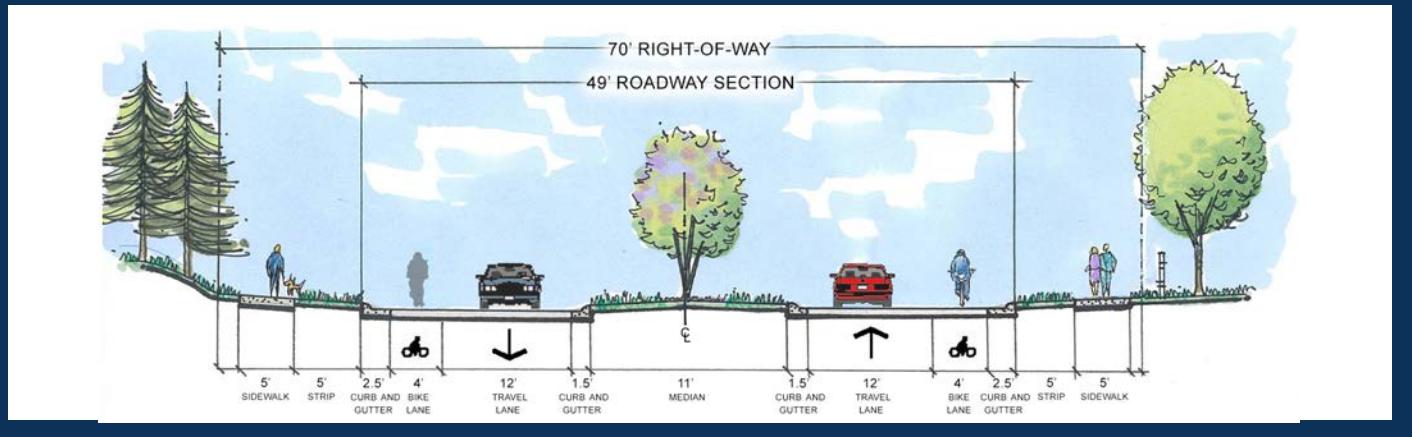
### Trinity Road Street Cross Section

- The street cross section shown below illustrates the conceptual design for the Trinity Road extension from its current stub north to East Chatham Street. The conceptual design of the street can promote pedestrian, bicycle, and transit accessibility during normal operation and provide options for transit management during area events. Other design alternatives can be explored during development review of future projects in this area.
- A future extension of Trinity Road south across Cary Towne Boulevard can be explored to create vehicular, pedestrian, and bike connections across this main thoroughfare, preferably with the bike/pedestrian connection as a bridge crossing Cary Towne Boulevard.



### Collector Avenue Cross Section

The street cross section shown below illustrates the design for future collector avenue roads in the Eastern Cary Gateway, including the proposed extension from Quinard Drive to Trinity Road. It provides for pedestrian and bicycle accessibility. Other design alternatives can be explored during development review of future projects in this area.



## How We Will Achieve Our Vision

### 1 Foster Development of a Compact Mixed-Use and High Density Destination Center; Improve the Visual Experience of Gateway Corridors

#### Major Actions:

- As proposals for major developments arise, explore opportunities for public/private infrastructure investments or other Town participation for the following projects:

#### **Explore Potential Prospects for Expanding WakeMed Soccer Park into a Tier-1 Soccer Facility**

The Town will consider partnering with the Soccer Campus tenant to investigate how public action can dovetail with private investment to grow the impact of WakeMed Soccer Park on Eastern Cary Gateway and the Town as a whole. A first tier soccer club maximizes the number of visitors coming to the Town on game days. Park improvements will need to be coordinated with a strategy for dealing with the expiration of the lease of the land. Strong connections between WakeMed Soccer Park and various mixed use areas surrounding it can improve the value of both park and districts. By tying into future development to the south, there are opportunities to extend the experience of visitors and to provide a unique amenity for a vibrant work space. There are opportunities to connect to the north and west of the park as well.

Given the greater traffic, improved ingress and egress from the site is essential for the success of both the park and the surrounding areas. Bus lanes, pedestrian trails and crossings, and the opportunity for shuttle routes could help meet this need.

#### **Support the Development of Area 2 East of Trinity Road**

With the current proposed alignment of Trinity Road comes the reality that the land available for development in Area 2: Office Campus, between I-40 and the future Trinity Road, may be limited. The Town will consider adjustments to the Trinity Road alignment to provide for more land for future employment development, and will consider public-private partnership efforts with landowners in and adjacent to Area 2 to address this challenge.

#### **Support a New Connection Across Cary Towne Boulevard**

Critical to the success of Eastern Cary Gateway is creating a more connected network that can allow users of different modes of travel to move safely and conveniently between destinations. A new connection across Cary Towne Boulevard is an essential part of this network. The Towne can provide assistance by working with property owners to identify the best solution for creating a connection across Cary Towne Boulevard, preferably connecting the state-owned property in Area 1 and the existing Cary Towne Center property in Area 6. This includes the accommodation of a stand-alone bridge crossing Cary Towne Boulevard exclusively for use by pedestrians and bicyclists.

#### **Study the Redevelopment Potential of the WPTF Site**

The Town will consider partnering with the property owner to study the feasibility, in terms of costs and historic preservation impacts, of redeveloping the WPTF radio site in the northwest corner of Eastern Cary Gateway. Notwithstanding the historic significance of WPTF facility, the transmitter building and towers sit on what could be prime land for redevelopment as this part of Town continues to grow and as transit plans move forward that connect Raleigh and Cary more closely through a corridor near this area.

#### **Support the Expansion of the Triangle Aquatic Center**

The Town will consider partnering with the Triangle Aquatic Center (TAC) to support the expansion of the center to include a new diving facility and future pools to expand TAC offerings.

## 2 Require Connectivity and Accessibility Within and Between Developments

### Major Actions:

- Perform planning analysis to further transportation goals identified on pages 131-132. This includes the following projects:

#### Pursue Street Extensions, Using Recommended Cross Sections

Given the potential for development in the area, planning for the extension of streets within Eastern Cary Gateway is critical to unlocking the area's potential.

##### Trinity Road

Trinity Road is planned to be a 4-lane divided thoroughfare providing primary north-south access within and to the Eastern Cary Gateway area. While bisecting a busy mixed-use development area, particular attention needs to be paid to foster safe and accessible pedestrian and bicycle circulation across Trinity Road and between future uses in the area. In keeping with the multi-modal theme for this area, the accommodation of future transit service and the provision of pedestrian amenities will also be a primary focus. Transitions from the northern and southern ends will also need to be planned to tie into future bicycle and pedestrian networks.

##### Interior Site Collector Circulation

The provision of secondary north-south connectivity between Chatham Street and Cary Towne Boulevard to serve as an alternate point of access to the core Eastern Cary Gateway development area is critical, particularly during special events. This collector road will connect and buffer existing residential uses to the Eastern Cary Gateway area from the west and accommodate more localized accessibility by vehicles, pedestrians, bicyclists and transit riders.

#### Extensions of the Road Network to Better Connect the Area

##### Trinity Road Crossing at East Chatham Street

The Raleigh-Cary Rail Crossing (RCRX) study calls for a bridge taking Trinity Road across East Chatham Street and the rail line, with a loop south of East Chatham to connect the bridge to East Chatham traffic flow. Partners in this effort may include NCDOT and WakeMed Soccer Park, which would gain easier game day access from the proposed crossing.

##### Crossing of Cary Towne Boulevard

Direct circulation via a roadway connection between the existing Cary Town Center site and the state owned property to the north of Cary Towne Boulevard should be a priority as development and redevelopment occurs. This includes the possible accommodation of a stand-alone bridge crossing of Cary Towne Boulevard exclusively for use by pedestrians and bicyclists.

##### Quinard Road Extension

As redevelopment and development occurs in Area 7 (Multifamily Housing/Civic Uses) and Area 1 (Mixed Use Center - Employment Based), extending Quinard Road eastward will be critical to ensure connectivity between the residential neighborhoods and the destinations located in the eastern portions of Eastern Cary Gateway. This will include accommodations for automobiles, bikers, and pedestrians.

##### **Adjust Parking Regulations to Encourage Shared Parking Arrangements**

Parking regulations should be developed that encourage shared parking between facilities. Adjust off-street parking requirements for mixed use areas to encourage or allow shared parking arrangements for uses that have counter-cyclical parking demands.

##### **Plan Specifically to Accommodate Large Events**

Large events can result in economic benefits for the Town, but they can also put strain on Town infrastructure. Planning to have the capacity, the connectivity, and the flexibility to accommodate large events is essential within Eastern Cary Gateway. In addition to regularly scheduled soccer games at WakeMed Soccer Park, there may be amateur sports meets at the Soccer Park, along the cross-country trails, or at Triangle Aquatic Center. Other entertainment events may take place at WakeMed Soccer Park or within civic space that is included in new developments and redevelopments in the area.

The vision for Trinity Road Extension should provide for multi modal choices and be able to accommodate increased transit and pedestrian traffic during large events. Shared parking facilities should help accommodate more visitors and to disperse visitors at the event's end through considering the locations of ingress and egress. Entertainment activities should be a walkable distance from event venues so that visitors extend their stay and spread out egress from the area over time.

##### **Monitor and Engage with Wake County Transit Plans**

Engage with the ongoing Wake County Transit Plan efforts to coordinate access to the Eastern Cary Gateway. A high priority transit connection between Cary and Raleigh may provide transit stops in Eastern Cary Gateway.

### 3 Review Regulatory Measures That Impact Development Timelines for the Area

#### Major Actions:

- **Review regulatory measures that impact development timelines for the area.** Establish review and approval processes to allow for expedited processing of applications that directly align with and promote the vision and policies of this Eastern Cary Gateway Plan.
- **Establish a stakeholders group to review implementation of the Plan.** Neighboring development is always connected to a degree, but the success of development in Eastern Cary Gateway, and its contribution to the lifestyle and economy of the Town, are particularly dependent on collaboration. There are many large sections within this planning area being developed or redeveloped, and collaborative planning efforts could result in a stronger plan for the entire area. A stakeholders group should be established to meet with the Town to advise and review implementation of the Eastern Cary Gateway Special Planning Area, and to partner on implementation.

## RELATED POLICY DIRECTION IN OTHER CHAPTERS

This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's policies on Eastern Cary Gateway.

Shape: Guiding Community Growth in Eastern Cary Gateway	Live:	Work:	Shop:	Engage:	Move:	Serve:
	Fostering Strong Neighborhoods	Assuring Continued Prosperity	Creating Vibrant Destinations	Experiencing the Cary Community	Providing Transportation Choices	Meeting Community Needs
	Policy #2: Provide More Housing Choices for All Residents Policy #3: Provide for More Housing Options in New Neighborhoods Policy #4: Provide the Greatest Variety of Housing Options in Mixed Use Centers Policy #5: Support Residential Development on Infill and Redevelopment Sites Policy #5: Support Residential Development on Infill and Redevelopment Sites Policy #6: Encourage and Support the Provision of Affordable Dwellings	Policy #1: Grow A Sustainable and Diversifying Workforce Policy #2: Enhance Locational Appeal to Businesses and Workers Policy #3: Retain and Grow Existing Cary Businesses Policy #4: Diversify Cary's Economy Policy #5: Attract New, High Value Businesses Policy #8: Support the Locational Needs of New and Expanding Firms Policy #10: Reserve and Provide Employment Sites in Selected Commercial Mixed Use and Destination Centers Policy #12: Transform Selected Office Parks into Employment Mixed Use Centers	Policy #1: Facilitate Redevelopment of Underperforming Shopping Centers Policy #2: Focus Commercial Uses within Mixed-Use Centers Policy #3: Support the Development of a Limited Number of Destination Centers	Parks, Recreation & Cultural Resources Master Plan Goals #4, #7 Public Art Master Plan Vision	Policy #1: Ensure Safety for All Users and Modes Policy #2: Apply Multimodal Street Designs Policy #3: Design Transportation Infrastructure to Address Land Use Context Policy #4: Focus Investments on Improving Connections and Closing Gaps Policy #5: Minimize Thoroughfare Widths Policy #6: Improve Pedestrian and Bicycle Crossings Policy #7: Target Transit Investments Policy #8: Ensure a Well-Maintained System	Policy #1: Provide Affordable and High Quality Public Services and Facilities for Current and Future Generations Policy #11: Support Expansive and Cutting-Edge Information Technology Infrastructure

# Downtown Cary Special Planning Area

## Context

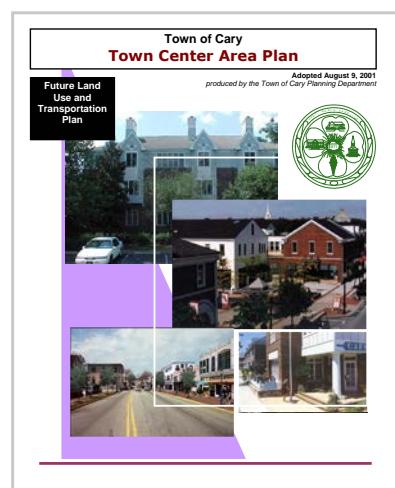
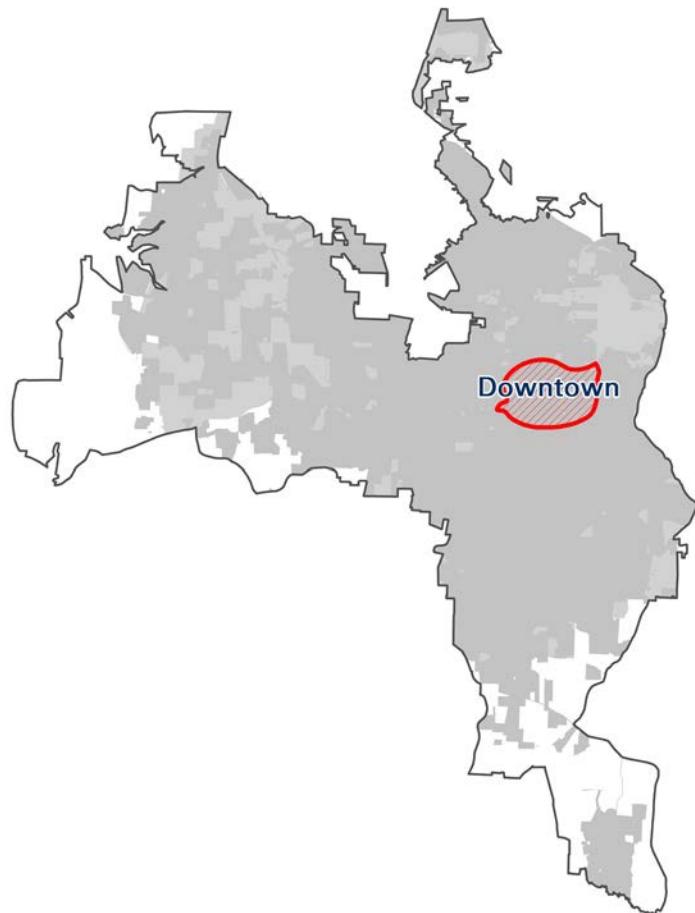
Town-wide growth has propelled the Cary community forward and created high value living and working options. All the while, the downtown area continues to maintain its historic character and central civic focus. Downtown has been one of the primary areas in Cary for focused investment.

Recent efforts to bring greater vitality and activity to Cary's downtown have resulted in strategic public investments that have improved and modernized street infrastructure, revitalized historic buildings, and enhanced civic space for the Town's residents and visitors.

Today, business representatives and community members are recognizing the need for downtown expansion and redevelopment that builds off of the area's existing assets and adds more dining, entertainment, housing, and employment options in Downtown Cary. Many opportunities exist to transform downtown into a vibrant destination that accommodates live, work, play, and learn opportunities. A short walk between Cary's unique destinations, diverse supporting neighborhoods, and a future downtown regional transit hub would make it easier for workers and residents to access opportunities in and around the heart of Cary.

## Planning History

Planning for Cary's downtown dates back many years, including a major streetscape update in the 1980's, and development of the first comprehensive master plan for the entire downtown in 2001. Since then, progress on implementing plans for the downtown has included development of special downtown zoning districts, design guidelines, streetscape plans, and multiple additional studies. This Downtown Special Planning Area continues that tradition, by providing the first complete update of the vision and plan for downtown Cary since 2001.



*The Town Center Area Plan (TCAP) was adopted by Council in 2001, and guided the overall development of downtown until 2016. It included a proposal for a central Town Center Park, supported higher-density development in targeted locations, identified infrastructure improvements, and promoted expanding cultural and community activities.*

## Core Issues: Downtown Market

### Regional Access and Competition

There is support for enhancing the historic heart of Cary by providing more dining, entertainment, retail and employment options, and for encouraging investment in Downtown to make it more of a destination within the region. And many areas of Downtown Cary are thriving due to this renewed focus on the core of the Town. The challenge for attracting a destination market, however, is downtown's relatively isolated location. Downtown sits in the heart of Cary, approximately two to three miles from major commuter and transportation routes such as Interstate 40. And this area is challenged, to some degree, by a lack of exposure, particularly for regional commuters and visitors. Compounding this challenge is the rapid investment in and redevelopment of other Triangle community downtowns – Raleigh, Durham, Chapel Hill, among others – creating greater competition for Cary's central business district.

### Downtown Market

Cary in many respects is a multi-centered community. There are several major commercial centers located throughout Town that provide opportunities for residents to eat and shop in Cary proximate to their homes and places of work. Due to this market context, the neighborhoods surrounding Downtown Cary are a critically important part of the downtown market. Downtown is surrounded by several older neighborhoods that are within a short walk or drive to the heart of Cary. The majority of these neighborhoods are fairly low-density, resulting in a lower number of homes proximate to downtown when compared to other downtown centers in the region. This is by design, as the Town supports a certain character of development within its downtown neighborhoods. However, there are some targeted opportunities to increase the number of housing units within walking distance of downtown, particularly in older neighborhoods that are in a state of transition or decline and potentially ripe for reinvestment and redevelopment. There are also opportunities to provide new denser housing options within the core downtown area that can strengthen the local downtown market and make it more inviting and feasible for new business investment.

## Core Issues : Downtown Development and Design

### Downtown Development Framework

The framework for Downtown Cary – its streets and the buildings that line the streets – was largely set during the early years of the Town. This framework was generally designed using a traditional grid pattern of streets, providing for easier navigation and good connectivity between destinations. As redevelopment has occurred in downtown, often one parcel at a time, the urban fabric has sometimes been altered. While there is some

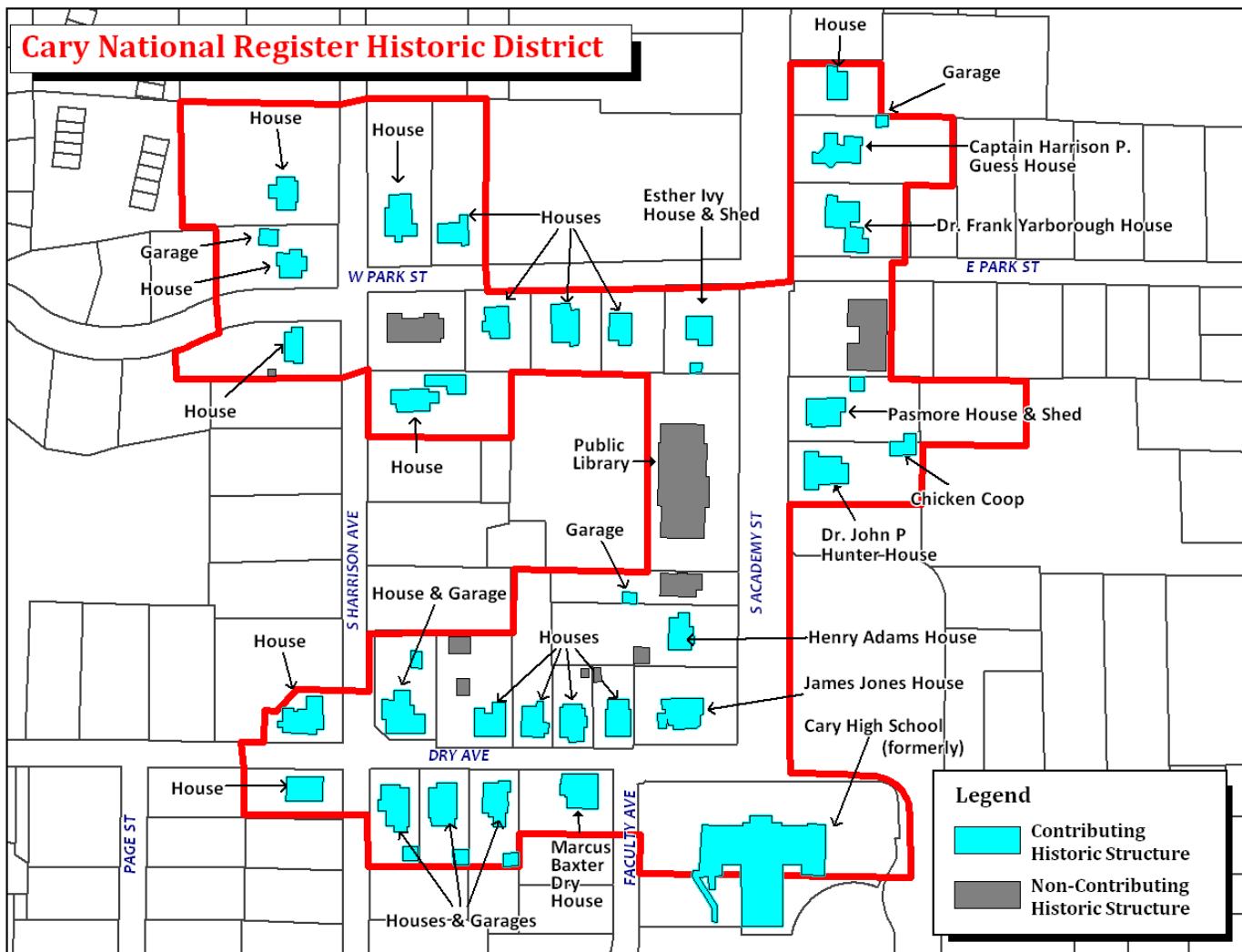
consistency in many parts of downtown, there are opportunities to create more cohesion along downtown streetscapes by better framing corridors with consistent building setbacks, connected sidewalks, and more consistent size and shape of adjacent buildings. However, there is also a need to protect historic structures within downtown. In some instances, these historic properties may not contribute to a cohesive urban fabric, but are no less important to protect.

The railroad lines that bisect downtown are an important point of orientation. While the railroad service is a key amenity for Downtown Cary, and may provide future regional transit connections, it is also a challenge in terms of the connectedness of downtown. In many ways, the railroad line effectively breaks downtown into two parts – north and south. And analyses have been conducted to evaluate solutions to this challenge and to evaluate ways to improve railroad crossings. Several studies evaluate solutions for key railroad crossings in downtown (North Harrison Avenue, Walker Street, and East Maynard Avenue). The possible solutions identified in these studies can improve traffic congestion problems and create a more connected, safe, and accessible environment. Design of these areas will be critical to ensure cohesion with adjacent areas.

### Historic Preservation

Many of Cary's historic homes and commercial properties are located within the National Register Historic District in Downtown Cary. (See the map of historic structures on the following page.) And several historic properties in Downtown Cary are located outside of the district. The Town does not currently have a local historic district in downtown, which limits the Town's ability to protect these properties as they redevelop, or as properties around them are developed. Over time, this has resulted in the loss of historic structures in downtown. The Town adopted its Historic Preservation Master Plan (HPMP) in 2010 that provides guidance for adopting formal preservation policies and programs. Several of the items in the implementation plan identify actions to protect historic properties and the historic character of Downtown Cary. Of particular note is HPMP Action 2.1.6 to develop alternative zoning and design standards for the Town Center's historic core to ensure compatible infill development and to reinforce traditional design patterns. In many cases, the current Town Center zoning encourages higher density development on historic properties, which can be a disincentive to preservation.

Chatham Street was the original Highway 1 and served as a main regional transportation corridor between the 1940s and 1960s and was lined with motels, garages, and other commercial uses that supported travelers as they crossed through Cary or stopped to visit. Over time, these uses have been redeveloped to more traditional downtown uses.



Approximately 50 structures were included in the Downtown Cary National Register Historic District when it was created in 2001. While National Register designation is an honor and provides acknowledgment of historic properties, designation does not prohibit demolition or redevelopment. Since 2001, three contributing historic houses in the district, along with their historic outbuildings, have been demolished.

### Widening Chapel Hill Road

The current Comprehensive Transportation Plan for Cary includes the widening of Chapel Hill Road from Maynard Road Northwest to Maynard Road Northeast to a four-lane median divided road. The purpose of this road widening project is to maintain levels of service over time as traffic congestion is expected to increase. While this road improvement is deemed necessary to handle future traffic, it could effectively “shrink” the downtown to areas south of Chapel Hill Road, and reduce the northern neighborhoods’ accessibility to downtown. Design solutions are needed to counteract this effect.

### Planning, Regulation and Design Guidance for Downtown

Policies, regulations, and design guidelines shape the existing development landscape in downtown. Many of these build upon the vision presented in the Town Center Area Plan (TCAP), adopted in 2001. The Downtown Streetscape Master Plan and

## CHAPTER 6:SHAPE

Public Art Master Plan complement the TCAP with additional policies. The Land Development Ordinance (LDO) and the Community Appearance Manual are the regulatory tools for implementing the TCAP, while the Cary Design Guidelines and Town Center Design Guidelines provide general design concepts, ideas, and recommendations in downtown and throughout Cary.

While Cary is known for its attention to high quality developments, there is an opportunity to strike a balance between mandatory development standards and achieving flexibility in regulations that will encourage property owners to redevelop and invest in their properties. There is an opportunity to evaluate this complex array of development and design guidance for Downtown Cary, and create a streamlined set of standards and guidelines that can support and incentives redevelopment. There is also evidence that suggests that the current array of 18 Town Center sub-zoning districts may be limiting redevelopment within Downtown Cary, and that a more flexible approach for regulating development in downtown is needed.

## Core Issues: Transportation

### Railroad Crossing Studies

Addressing railroad crossings in downtown is an important factor in achieving the vision for Downtown Cary. As vehicular and railroad trips increase, there will likely be conflicts at railroad crossings – places where cars, bikes, and people walking have to cross railroad lines. The Town has initiated and participated in three studies to identify solutions to this challenge.

#### **Walker Street Grade Separation Railroad Study**

The Town has developed a study for creating another north-south connection in downtown by extending Walker Street north of East Cedar Street, across the NCRR/Norfolk Southern and CSX railroad lines, and finally connecting to Chapel Hill Road. The study includes recommendations to include bicycle and pedestrian facilities along the corridor and to construct a railroad overpass elevating both rail lines to reduce railroad crossing delays. The Town has been working for several years to secure funding for this project.

#### **North Harrison Avenue Grade Separation Feasibility Study**

The North Harrison Avenue Grade Separation Feasibility Study (2014) evaluated potential solutions for the North Carolina (NCRR)/Norfolk Southern and CSX railroad crossings on Harrison Avenue in downtown. As train and vehicle traffic increase in the future, delays for crossing the railroad tracks are expected to increase, challenging mobility within downtown. A set of short-term, mid-term, and long-term scenarios and strategies are included in this study to alleviate challenges to these intersections, including the long-term strategy to elevate Harrison Avenue by constructing a bridge over the NCRR/Norfolk Southern railroad line. The Town is considering opportunities to implement the strategies outlined in the study.

### **Raleigh-Cary Rail Crossing Study**

A joint plan of Raleigh and the Town of Cary, the Raleigh-Cary Rail Crossing Study was completed in 2016. The project evaluated the railroad crossings between NC State University to the east, and East Maynard Road to the west, including two crossings in Cary at Southeast Maynard and East Chatham Street, and Trinity Road. The study considers how the addition of potential future transit stations in Cary and Raleigh, and changes in the roadway network will affect properties and land uses. The first step in the process was to identify which streets and intersections are working well, and which may need improvement. The study includes a range of alternatives to address the identified needs. The end result of this study is to identify the feasibility of corridor alternatives and their associated impacts. It recommends constructing a railroad bridge over Northeast Maynard Road, and shifting the Chatham Street/Maynard Road intersection 200 feet outside the rail corridor.

### **Wake Transit Plan**

The Wake Transit Study was a regional effort to coordinate transit planning within Wake County. Adopted in June 2016, the draft Wake Transit Plan includes four “big moves”: (1) to connect the region across county lines including a 37-mile commuter rail service and enhanced bus service that could provide greater connections between Cary and regional destinations, (2) to connect all Wake County communities to the transit network via commuter rail, bus rapid transit, and/or enhanced bus transit service, (3) to provide frequent, reliable, urban mobility to the densifying areas of the County by providing greater frequency of transit service, and (4) to give enhanced access to transit across Wake County through greater frequency of service and expanding fixed transit routes. The plan sets out to accomplish these four objectives through tripling bus service in the county, investing in commuter rail and bus rapid transit (BRT) infrastructure, and focusing on improving the transit commuter experience. This plan will enhance regional connectivity in Cary, particularly between Raleigh’s and Cary’s downtowns. The locations of future service areas will present significant opportunities for Downtown Cary. (See the Best Planning Practices Guide for Potential Transit Stations and Surrounding Areas in this plan’s appendix.)

## What is Bus Rapid Transit?

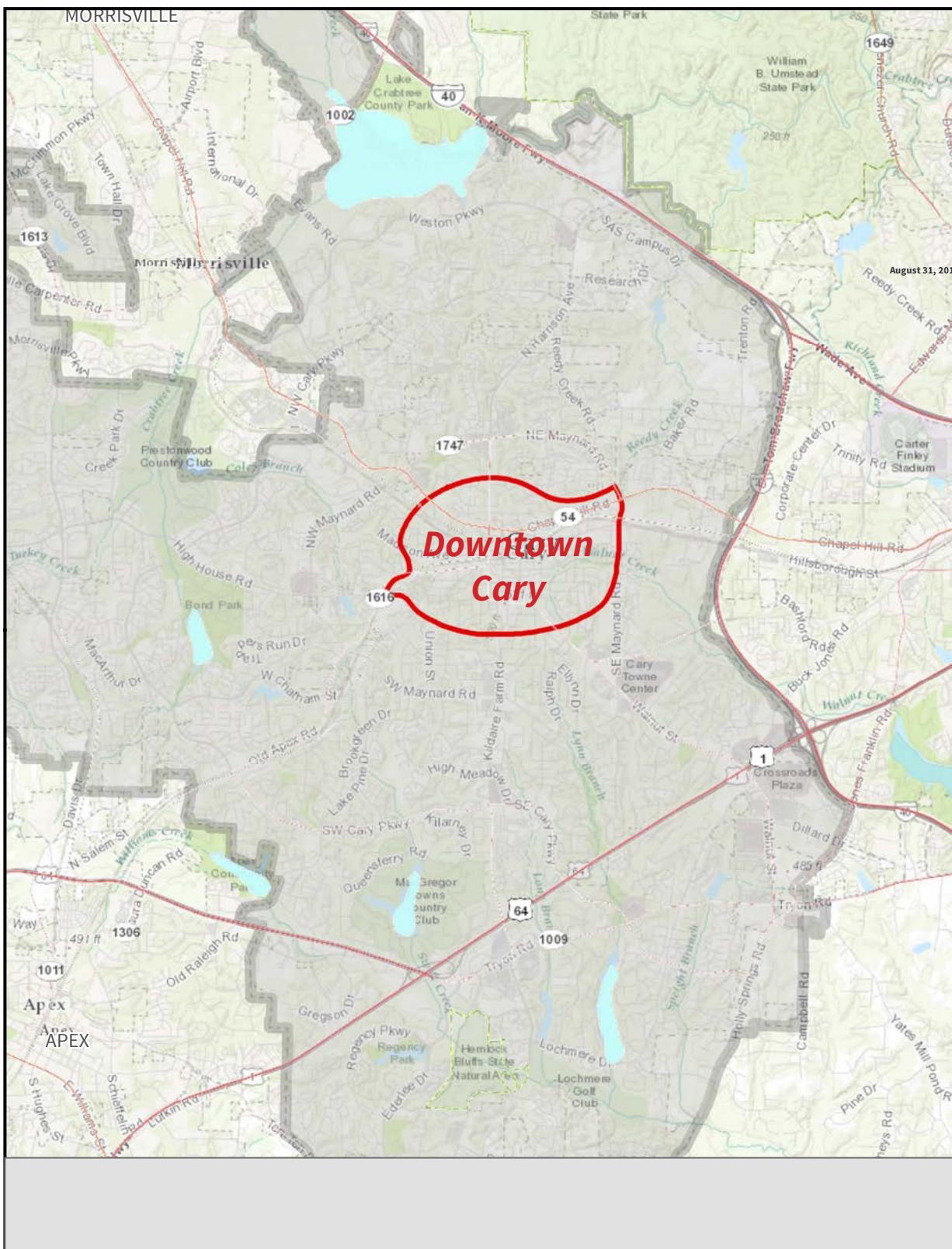
Bus Rapid Transit (BRT) is a high-quality bus-based transit system that delivers fast, comfortable, and cost-effective services at metro-level capacities. BRT is often provided via dedicated, bus-only travel lanes.

-Institute for Transportation & Development Policy

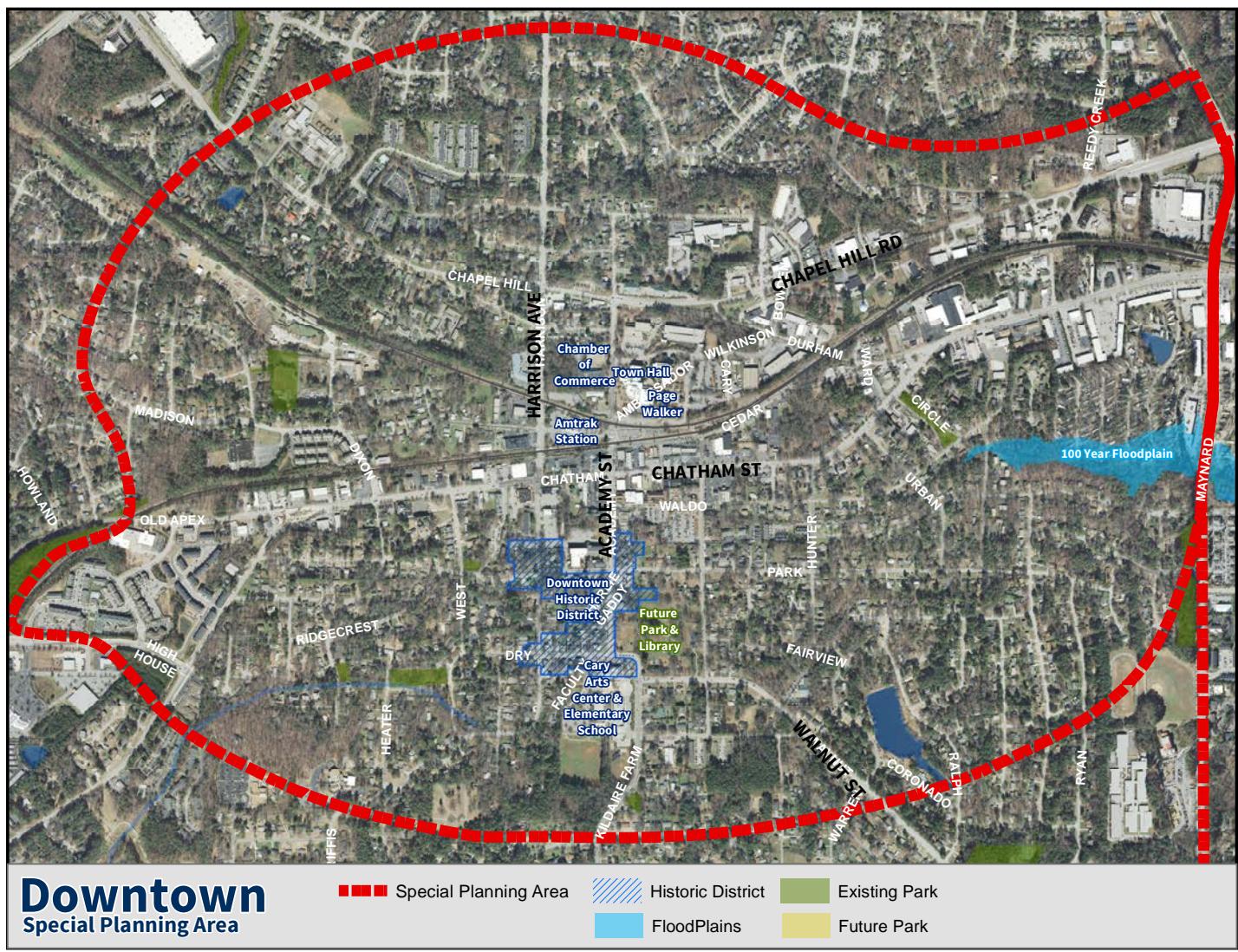
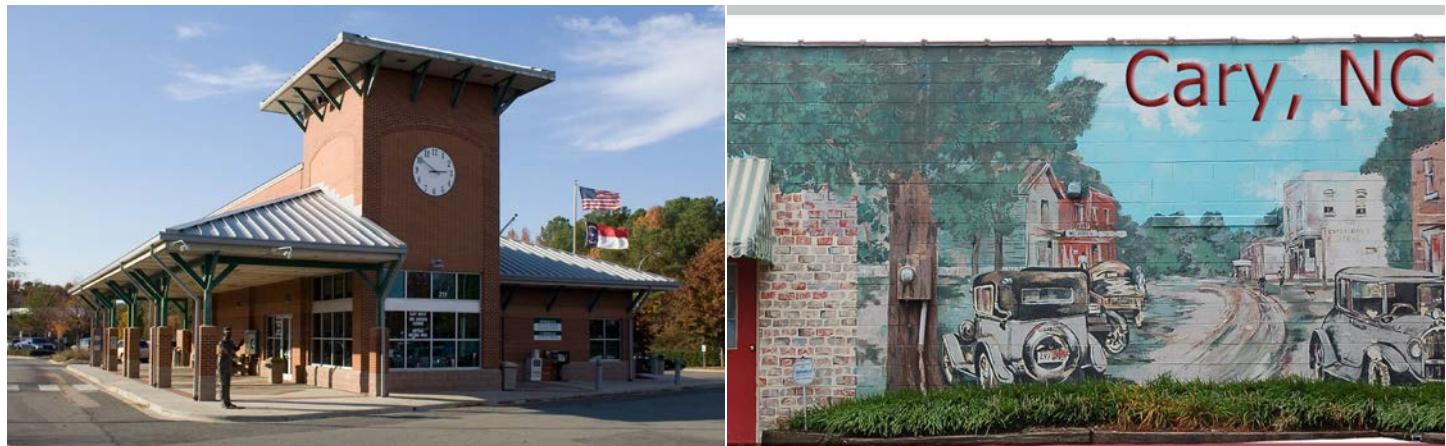


## Context of Downtown

Downtown Cary is located in the heart of the Town, surrounded by the Maynard Road Loop, and uses the loop as an eastern edge.



## *Downtown Cary Today*



## Since 2000, We've Been Busy Downtown

Starting with the planning process for the Town Center Area Plan, the Town of Cary has had a special focus on revitalizing its downtown. Below is a list of several projects that have contributed to the improvement and reinvestment in Downtown Cary.

- Streetscape Improvements Along South Academy and Dry Avenue
- New Roundabouts
- Utility and Storm Drainage Improvements
- Several Business Facade Improvements
- New Historic Landmark Designations
- Mayton Inn Boutique Downtown Hotel
- Downtown Park
- The Cary Theater
- Pharmacy Bottle & Beverage
- Bond Brother's Beer Company
- The Cary Arts Center Improvements
- Town Hall
- Downtown Business Improvement District



### *Vision for Downtown Cary*

Downtown Cary will be a vibrant, sustainable, historic, pedestrian-oriented urban downtown, rich in charm and character. As the “heart and soul of Cary,” people will work, live, visit, recreate and shop in downtown. There will be an emphasis on office, residential, retail, entertainment, and civic development. Downtown will be supported by a multi-modal transportation hub serving pedestrians, bicyclists, bus transit, train and motorists. Downtown Cary will be a community gathering place for surrounding neighborhoods, all of Cary, and the Triangle Region.

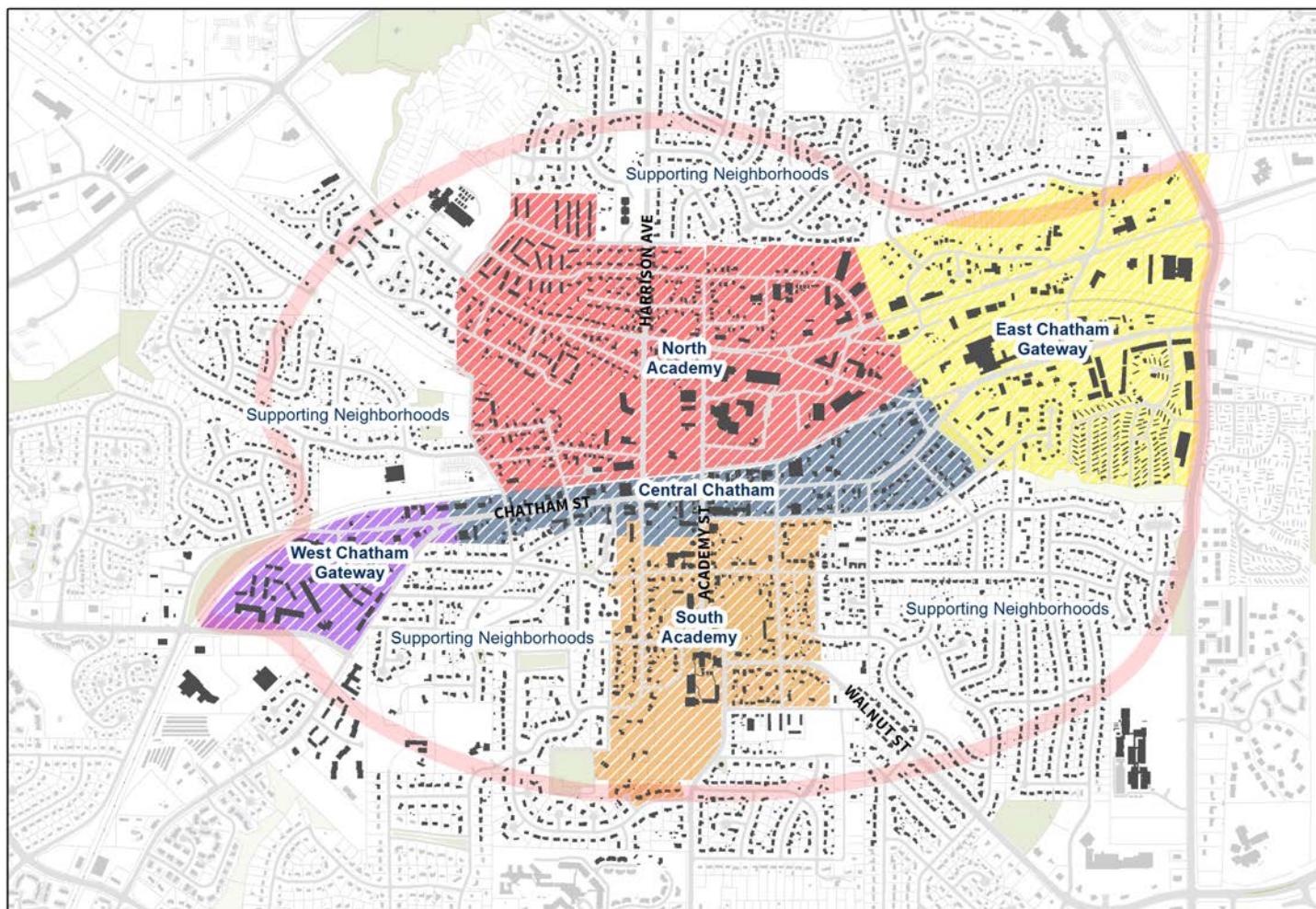


## Downtown Subareas

The vision for Downtown Cary will be realized through the redevelopment and investment in six distinct subareas of Downtown and its surrounding supporting neighborhoods that will collectively form a cohesive downtown. Downtown is separated into subareas to appropriately plan for the unique contexts and opportunities in these six areas. While the vision for each area sets out different scales of development, different land uses, and different forms of development, the vision for the downtown area includes a consistency across the subareas. The consistency of downtown character will be translated through downtown streetscapes and public areas that will reinforce the cohesive design approach for downtown.

The following section contains existing conditions, future vision, and implementation recommendations for each subarea. The subareas are:

- **East Chatham Gateway**
- **North Academy**
- **Central Chatham**
- **South Academy**
- **West Chatham Gateway**
- **Supporting Neighborhoods**



### Downtown Subareas

Special Planning Area

## Policies for Downtown Cary

In order to achieve the Vision for Downtown Cary, the Town's special policies for this area are:

Policy	Policy Intent
<b><i>Policy 1: Foster Downtown's Authentic Character</i></b>	
<p><b>Foster the unique and authentic character of Downtown Cary that is reflective of the Town's long history and evolution over time. New development will both highlight and complement the character of valued downtown areas through architectural design and public art. For existing historic buildings, there will be an emphasis on retention and adaptive reuse, rather than redevelopment.</b></p>	<p>The intent of this policy is to maintain the historic and authentic character of Downtown Cary's built environment. Revitalization and redevelopment efforts should make it a priority to work within Downtown Cary's existing and historic design framework. This entails incorporating appropriate scale and massing of buildings, site layout that supports connection to adjacent properties and using design to transition to adjacent developments, and the use of complementary architectural materials and features. To the extent possible, historic properties should be preserved or enhanced. Adaptive reuse of historic structures is preferred over complete redevelopment.</p>
<b><i>Policy 2: Encourage All Downtown Subareas to Share a Common Identity</i></b>	
<p><b>Encourage all subareas within downtown to share, reinforce, and capitalize on a common downtown identity, while still allowing for the distinct character unique to each area.</b></p>	<p>The intent of this policy is to reinforce a common downtown identity through the physical experience of downtown's public areas, particularly its streetscapes and sidewalks. The public realm defined by the streetscape should be consistent throughout the downtown area while the buildings that frame the streetscape should help to define the unique character for distinct subareas.</p>
<b><i>Policy 3: Foster the Development of Connected and Cohesive Downtown Subareas</i></b>	
<p><b>The Downtown Special Planning Area should be designed and developed to connect unique downtown subareas, provide appropriate transitions between subareas, and create a cohesive downtown experience.</b></p>	<p>The intent of this policy is to support opportunities to increase connectivity and cohesion between subareas. Opportunities exist to set a standard for future improvements along Cary's downtown streetscapes to create a more cohesive downtown environment for drivers, bikers, and pedestrians moving from subarea to subarea. Similarly, new connections can be provided to increase access between adjacent subareas, such as the Walker Street expansion project.</p>

## Policy

## Policy Intent

### **Policy 4: Balance Transportation Investments to Support Accessibility of All Modes**

Provide transportation facilities and services investments within the Maynard Loop that support the vision of downtown as a multi-activity destination. The transportation system should place a priority on creating a safe and accessible environment for all modes of travel, including biking, walking, taking transit, and driving. Necessary parking and related infrastructure should also be provided.

The intent of this policy is to continue to promote street design that supports all modes of travel. This policy elevates pedestrians and bicyclists to the level of motorists so that all downtown visitors, whether driving or walking, are treated as the primary users of infrastructure within the downtown special planning area. As such, crosswalks should be maintained at every intersection in Downtown Cary. All new street development and redevelopment projects should include sidewalks, street trees, bike facilities and on-street parking, as feasible. And parking should be supplied to support increased vehicular traffic that comes with new development in downtown.

In line with this intent, Cary's downtown streetscape standards for primary and secondary roads should generally be followed. It may not be feasible for some downtown streets to be designed to the corridor profiles listed in the MOVE chapter. The Town will consider alternative designs proposed by developers that satisfy connectivity and traffic movement objectives of downtown road segments.

### **Policy 5: Encourage Downtown Reinvestment and Redevelopment**

Encourage the redevelopment, improvement, and reinvestment in existing businesses and homes in Downtown Cary to further strengthen the downtown market and enhance its economic vibrancy.

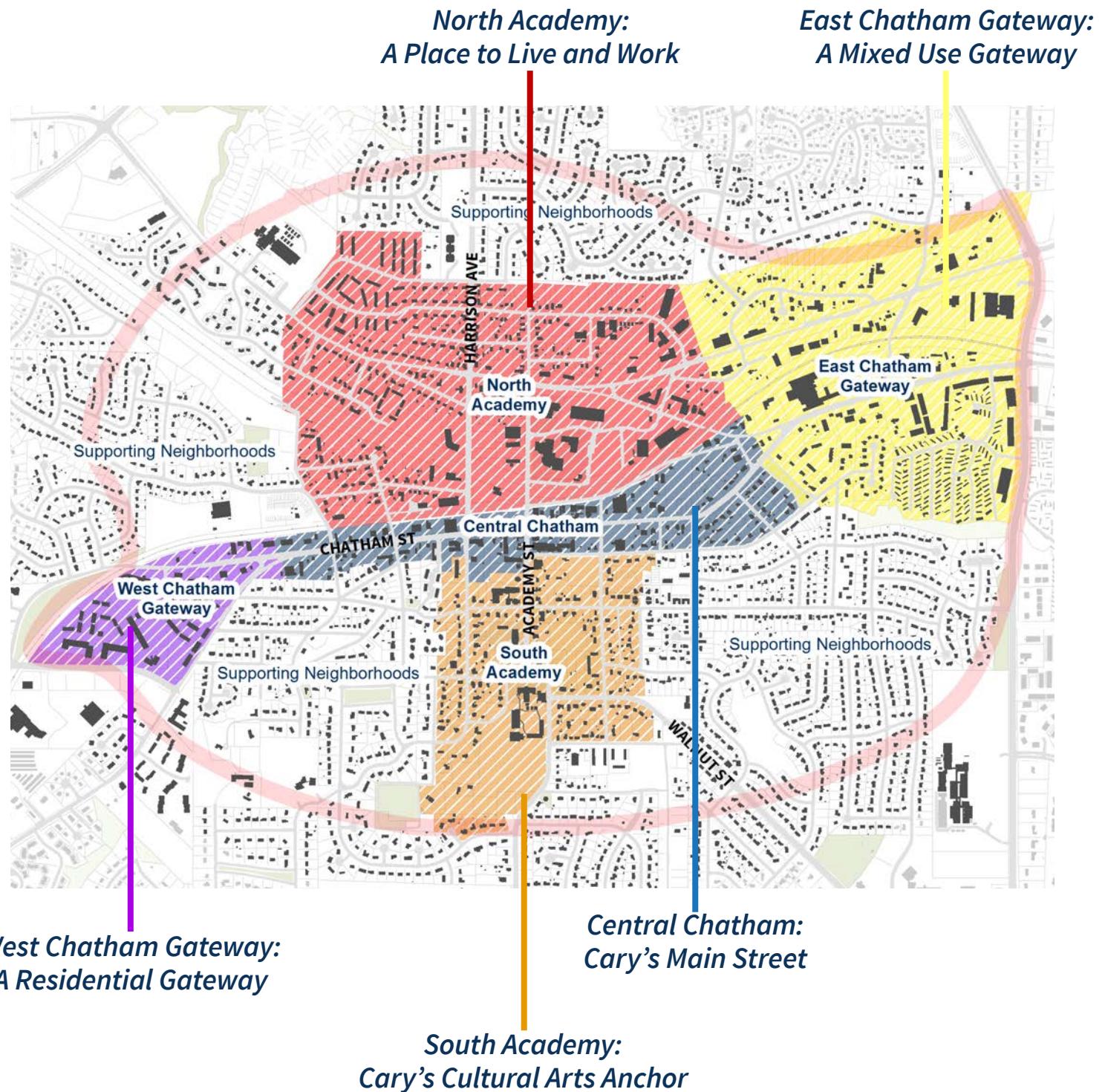
The purpose of this policy is to support private actions to improve, invest in, and redevelop properties in downtown. This policy should be considered in light of the Town's existing preservation policies, and Downtown Policy #1: Foster Downtown's Authentic Character, particularly that adaptive reuse of historic structures is preferred over complete redevelopment. The Town currently supports these efforts through the Downtown Business Improvement District, which is slated to provide financial assistance to eligible downtown projects through fiscal year 2018. This policy also supports consideration of other funding sources or Town actions that can trigger and facilitate private investment and redevelopment in downtown.

### **Policy 6: Support a Range of Uses in Downtown**

Support the development of a range of uses in Downtown Cary to create a full-service environment for residents living, working, recreating, and shopping in downtown.

The purpose of this policy is to support the development of a broad range of uses in Downtown Cary. Opportunities exist to ensure that a range of uses can be developed in downtown, including single- and multi-family housing, live/ work units, retail commercial, drinking and dining establishments, personal services, professional offices, institutional uses, and recreational sites. Each of the five subareas and the supporting neighborhoods offer opportunities for providing some if not all of these uses. (See the specific subarea sections for more guidance about which uses are appropriate in which locations.)

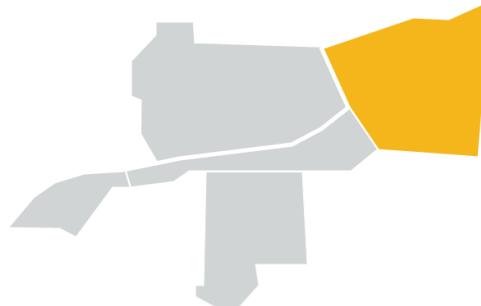
## *The Vision for Downtown Cary's Subareas*



## EAST CHATHAM GATEWAY SUBAREA

### Context

The East Chatham Gateway is located on the eastern edge of downtown. It is the downtown gateway for travelers entering from Raleigh and I-40. The area includes offices, industry, commercial buildings, and residential neighborhoods. Major east-west connecting corridors include Chapel Hill Road and East Chatham Street. The East Chatham Street roundabout is located on the western edge of the subarea. The area is also bisected east-to-west by the North Carolina Railroad (NCRR) corridor, which includes both Norfolk Southern and CSX railroad lines.



### Issues and Opportunities

The East Chatham Subarea is a prime opportunity for redevelopment and investment in Downtown Cary. Future transportation enhancements planned for this area will likely increase the marketability of sites and create an environment for private investment and redevelopment. One of the challenges to redevelopment in this subarea is the significant number of small, individual properties and owners that may make it difficult to acquire appropriately-sized tracts for redevelopment.

The map on the following page, and the captions below identify several of the most significant planning issues and opportunities for the East Chatham Gateway, and particularly the planned transportation improvements that will most directly influence this subarea's future.

#### 1 Potential Bus Rapid Transit Service

The 2016 Wake Transit Plan identifies a conceptual east-west corridor (likely Chapel Hill Road or Chatham Street) for providing future Bus Rapid Transit between downtown Raleigh and downtown Cary. This includes a bus rapid transit (BRT) station that could be located in this general area that would open up opportunities for future transit-oriented development.

#### 2 Widening of Chapel Hill Road

Chapel Hill Road is planned to be widened to four lanes with a landscaped median to accommodate long-term projections for traffic. While East Chatham Street is the primary "main street" corridor in this subarea, Chapel Hill Road carries a higher traffic volume, and its future widening will have significant character impacts on the northern parts of the subarea.

#### 3 Potential Regional Commuter Rail Corridor

The Wake Transit Plan includes recommendations for regional commuter rail service in the NCRR corridor.

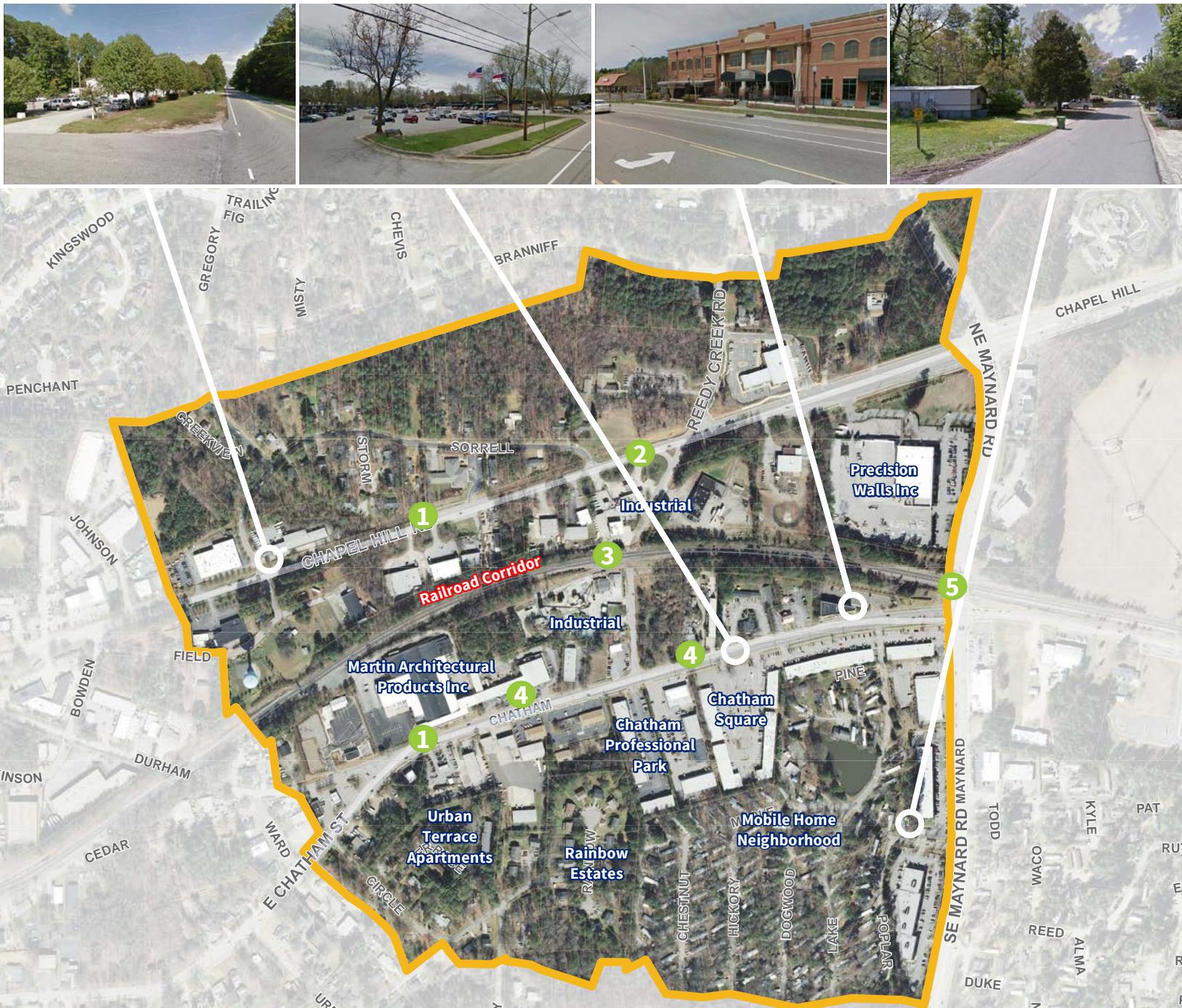
#### 4 Future Sidewalk Projects

Plans have been made to develop sidewalks on the north side of East Chatham Street to fill in existing sidewalk gaps.

#### 5 Railroad Bridge

To address railroad crossing challenges, the 2016 Raleigh-Cary Rail Corridor Study recommends that someday Maynard Road should pass under the NC Railroad Corridor, via a tunnel. This would potentially necessitate shifting the Maynard Road and Chatham Street intersection about 200 feet south from the rail corridor.

## East Chatham Gateway Subarea Existing Conditions, Issues, and Opportunities



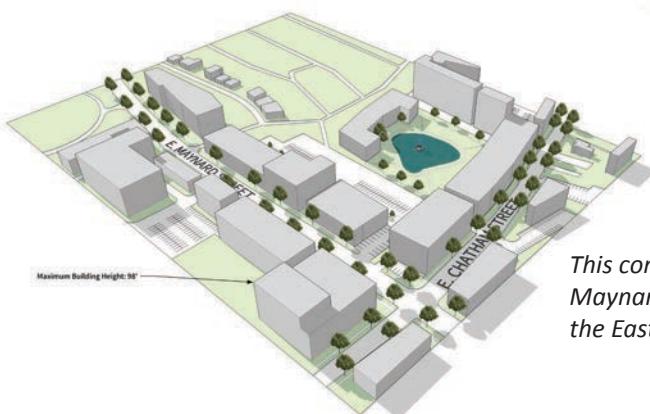
## VISION FOR EAST CHATHAM: A MIXED USE GATEWAY

Over time, the greatest transformation within downtown will occur in the East Chatham Subarea. The East Chatham subarea is envisioned as one of two subareas that are intended to accommodate the most intense patterns of development and building heights in the Downtown, the other being the North Academy subarea. With residential choices including apartments, condominiums, and townhomes, employment opportunities in offices and light manufacturing spaces, and commercial spaces for retail, restaurants, and cafes that spill onto the sidewalk and adjacent plazas, the streets will bustle with activity from the early morning into the evening. The most intensive and active “main street” commercial and mixed-use development is envisioned to occur south of the railroad corridor, along East Chatham Street. Small parks and plazas will provide green spaces and places to relax, exercise, or meet informally with clients and colleagues.

Over time, this area should transform to accommodate some of the greatest intensity of development in downtown, and include opportunities to live, work, and play within a walkable environment.



This illustration from the Raleigh-Cary Rail Crossing Strategy Analysis, envisions a more connected and coherent built environment supporting transit-oriented development.

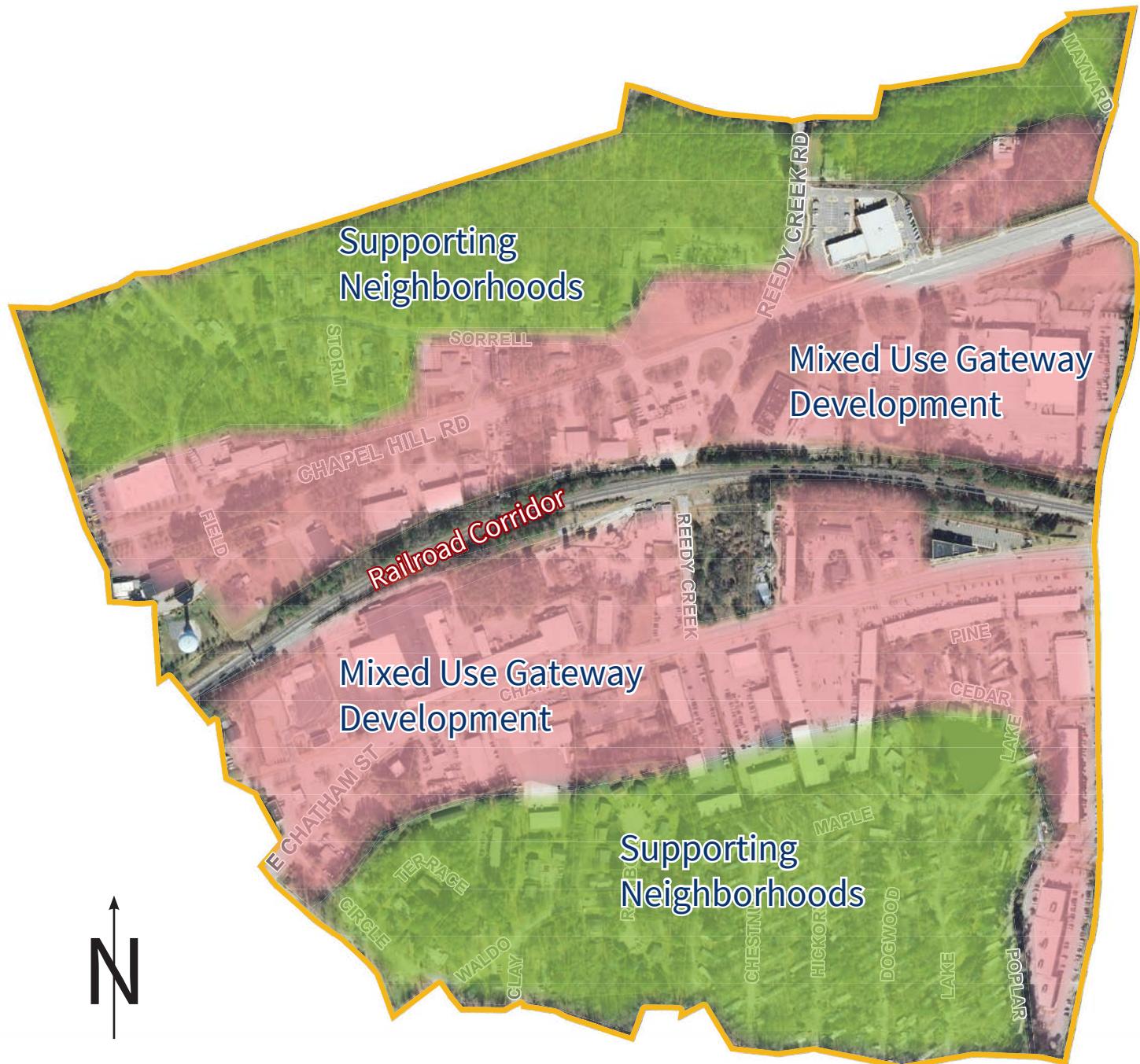


*This conceptual image of the intersection of East Chatham and East Maynard Streets illustrates one form that redevelopment could take in the East Chatham subarea.*

General Character	High density, mixed use developments accommodate vertically mixed retail shops, offices, townhomes, and apartments. Some limited horizontal mixed use development may be appropriate. It is redeveloped focusing on maintaining and improving a highly connected network of streets, street trees, and buildings located close to the sidewalk. Tree-lined streets, short blocks, and uniform building frontages along E. Chatham Street and Maynard Road enhance the area's navigability. Buildings vary in height and intensity, but enhance the pedestrian realm by providing an enclosed space.
Building Height	Ideally 5-6 stories, but can go higher depending on context and suitability. Along East Chatham Street, with its more narrow street width, somewhat lower building heights at the street setback line may be needed in some locations in order to avoid creating an “urban canyon” effect along the street. Upper stories could be set back from the build-to line in order to mitigate that effect.
Opportunities	<ul style="list-style-type: none"> <li>• Streetscape improvements along main corridors communicate cohesiveness with adjacent subareas</li> <li>• Improvements to street network and connections between adjacent sites increase connectivity</li> <li>• High density offices and apartments frame the corridors</li> <li>• Additional public spaces surrounded by restaurants and retail provide new destinations for residents and visitors</li> <li>• Redevelopment process involves existing tenants and residents</li> <li>• Consider shared parking, and plan for new centrally located surface and structured parking to serve the subarea, while limiting on-site surface parking.</li> <li>• Enhance streetscapes by providing wider sidewalks that can accommodate sidewalk dining and potentially on-street vendors during festivals and events</li> <li>• Gateway treatments, such as signs and public art, identify entry into downtown</li> <li>• Site designs should reinforce use of transit</li> </ul>

## Opportunity Areas

The shaded areas on this map highlight some of the general locations that might offer particular opportunities for future infill development, redevelopment, or re-use that could help to achieve the vision for East Chatham Gateway. The following page presents some typical types of uses and development forms that might be considered for these shaded areas. Change is anticipated to occur slowly over time, as individual property owners elect at their own discretion to undertake changes to their properties to better align with this vision. Sites not highlighted in this subarea are expected to be maintained as is, or not change significantly, over the planning horizon.



## Mixed Use Gateway Development

Coordinated land assemblage and redevelopment to create a high density mixed use environment with short blocks and highly connected streets

## Supporting Neighborhoods

Redevelopment opportunities to provide complete neighborhoods with highly connected street patterns, neighborhood-serving commercial uses, trees, sidewalks, and small public spaces



Development that includes a mix of housing, office, and retail



Single family townhomes with green spaces and sidewalks



Public spaces that are well framed by the built environment



Front porches that enhance the public realm



High density supports local and regional transit



A mix of high quality housing with short setbacks

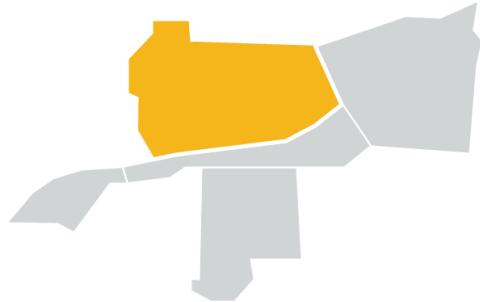
## NORTH ACADEMY SUBAREA

### Context

The North Academy Subarea is bound by Boundary Road to the north, the Norfolk Southern/North Carolina and CSX railroad corridor to the south, and includes a variety of residential, business, and civic uses. Located along the southern boundary of this subarea is Cary's Amtrak station and the location of a potential multi-modal transit hub. A cluster of key community business and government buildings located in this area includes the Chamber of Commerce, Town Hall, Police Department, Page-Walker Arts and History Center, and Herb Young Community Center.

### Issues and Opportunities

The North Academy Subarea is strategically important due to the many transportation improvements and other planning opportunities slated for this area. The map on the next page, and the captions below identify several of the most significant planning issues and opportunities for the North Academy Subarea.



#### 1 Potential Regional Transit Hub

The Wake Transit Plan identifies several new services (bus rapid transit, regional commuter rail, and enhanced bus service), which will likely necessitate a hub to allow commuters to transfer between services. This transit hub may be located somewhere proximate to the existing Amtrak Station located in the southern portion of the North Academy Subarea.

Carolina Railroad (NCRR). To date, the Town has not endorsed this solution, but continues to study it.

#### 2 Widening of Chapel Hill Road

Chapel Hill Road is planned to eventually be widened to four lanes with a landscaped median to accommodate long-term projections for traffic. This will have a significant impact on the character of the corridor. There may be opportunities to make the central portions of this corridor within this Subarea designed to be more pedestrian-friendly and to reduce the physical separation of the north and south sides of the corridor.

**Sidewalk Improvements on North Harrison Avenue**  
Priority sidewalk improvements are planned for North Harrison Avenue stretching north and south across the subarea.

#### 3 Potential Regional Commuter Rail Corridor

The Wake Transit Plan calls for regional commuter rail service in the NCRR corridor, opening up future opportunities for development that supports the use of transit in this subarea, including a new regional commuter rail station. The location of the station has not been determined.

#### Johnson/Gray/Boyd Street Neighborhood

Property owners within this area have joined together to market their neighborhood as one unified redevelopment opportunity, with a vision for high intensity mixed use and residential development.

#### 4 North Harrison Avenue Grade Separation Alternatives

The 2015 North Harrison Grade Separation Study sets out short-, medium-, and long-term strategies for addressing railroad crossings on N. Harrison Avenue. This include a long-term solution for North Harrison Avenue to bridge over the Norfolk-Southern/ North

#### 6

#### Potential Walker Street Extension

The Town's comprehensive transportation plan (see Chapter 7: Move) includes the northward extension of Walker Street up to Chapel Hill Road, via a tunnel crossing underneath the railroad lines. The project calls for bicycle and pedestrian improvements along the corridor, and widening of the road at two intersections.

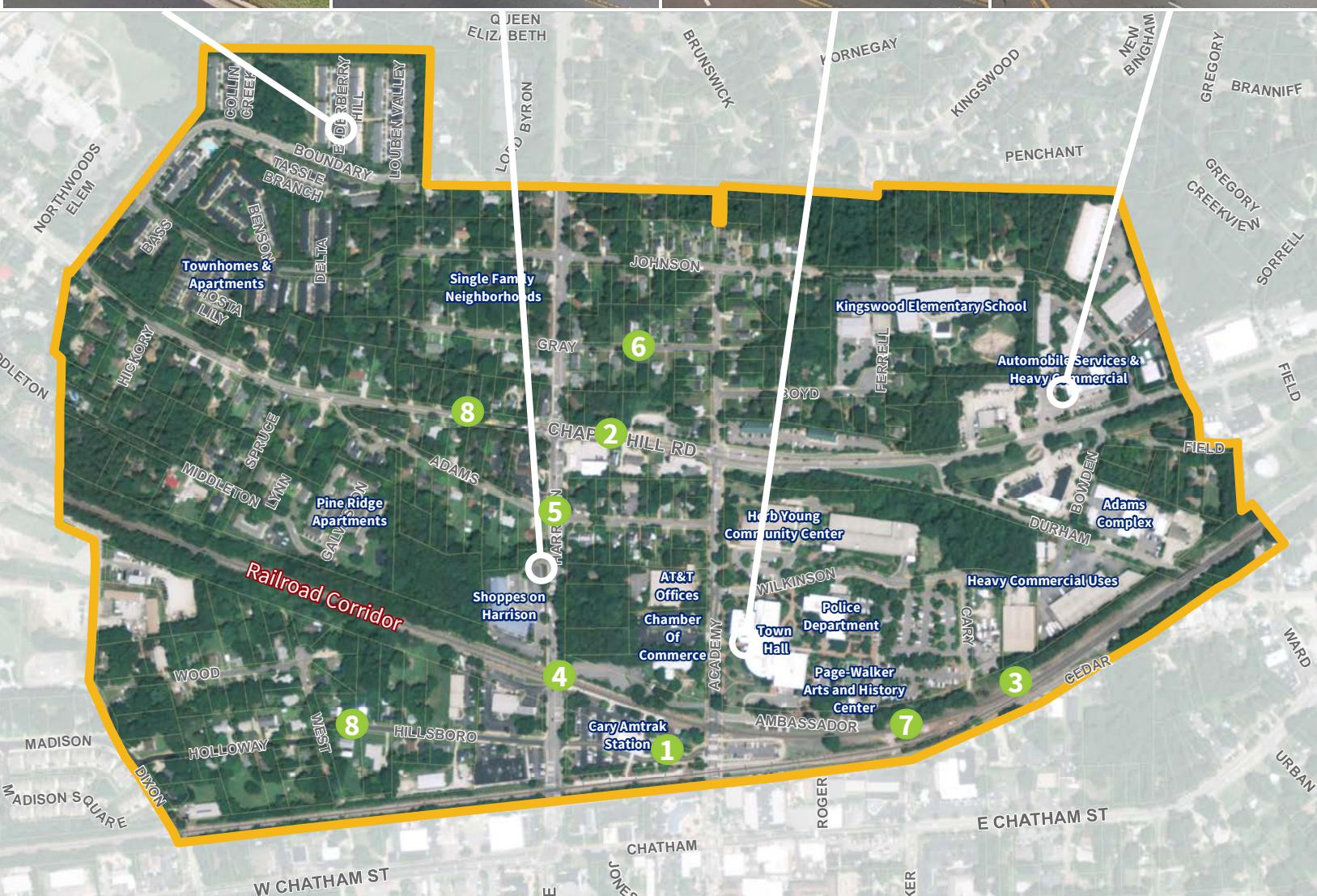
#### 7

#### Historic Properties

The North Academy subarea is home to numerous historic structures and resources, from bungalows on North West Street, to craftsman-style homes on Chapel Hill Road, as well as other locations.

These sites should be protected, and adjacent redevelopment or infill should be sensitive to the historic character, massing, and setbacks of these structures, to create a unified and context-sensitive pattern of development.

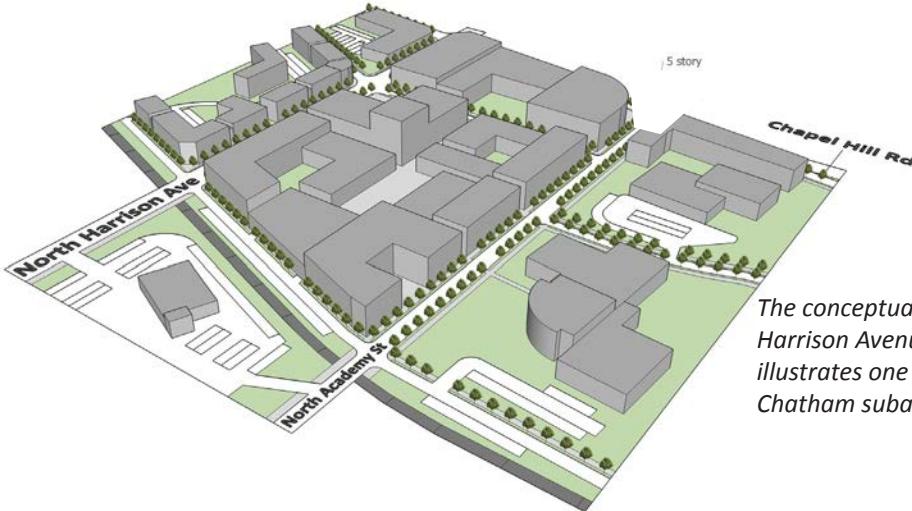
## North Academy Subarea Existing Conditions, Issues, and Opportunities



## VISION FOR NORTH ACADEMY: A PLACE TO LIVE AND WORK

North Academy will be the focus for mid-rise employment sites and housing near jobs in central Downtown Cary. The North Academy subarea is envisioned as one of two subareas that are intended to accommodate the most intense patterns of development and building heights in the Downtown, the other being the East Chatham subarea. To maximize the use of land in this area, buildings will front the streets, reinforcing the overarching downtown streetscape character, and provide multiple options for living and dining proximate to work. The inviting nature of the built environment, along with activities on the sidewalk, will combine to create an interesting and safe environment for pedestrians and bicyclists. Walking and cycling can become additional means of travel alongside the existing comprehensive network for cars.

The use of creative design and vernacular architecture can create a unique sense of place for residents and workers, and help orient visitors to Town Hall and the Chamber of Commerce. Increasing the density of development in this subarea will bolster the downtown market and support existing and new businesses.



*The conceptual image shown here of the block surrounded by North Harrison Avenue, North Academy Street, and Chapel Hill Street illustrates one form that redevelopment could take in the East Chatham subarea.*

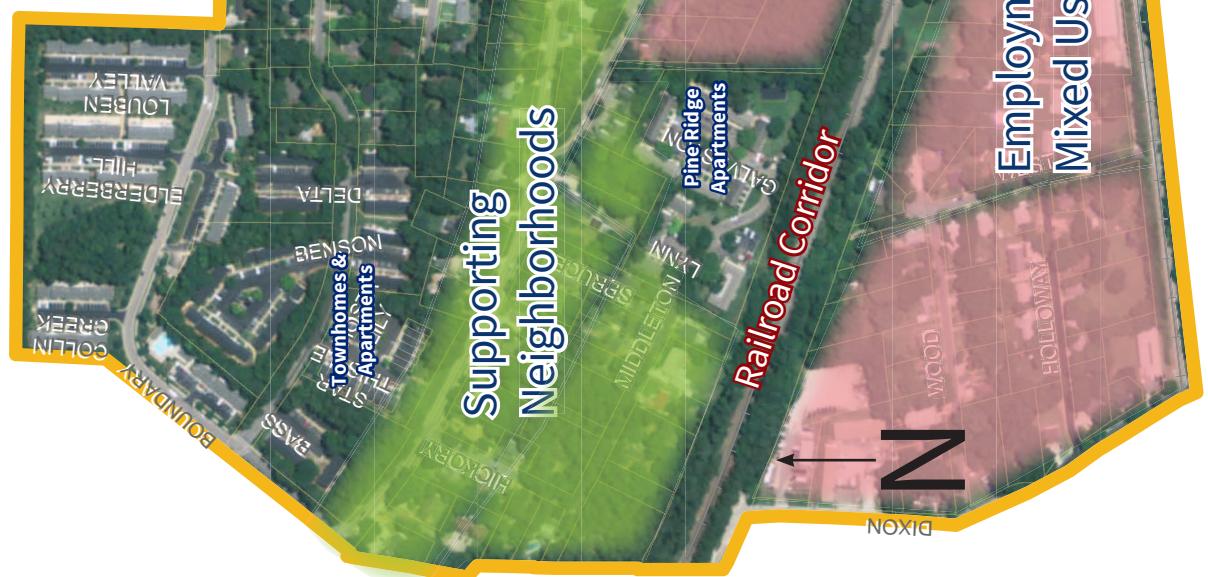
<b>General Character</b>	This area consists of medium to high density mixed use development that accommodates offices, multifamily buildings, townhomes, and some first floor retail. Eastern portions of the subarea may also accommodate warehousing and light industrial uses. The North Academy subarea should redevelop over time, to have a highly connected network of streets, sidewalks, street trees and buildings located close to the street.
<b>Building Height</b>	Ideally 4-5 stories, but can go higher depending on context and suitability. Heights should step down where necessary to address adjacent structures with lower story roofs, or otherwise provide acceptable transitions.
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Streetscape improvements and increased street connectivity will reinforce cohesive downtown character</li> <li>• Redevelopment of aging properties will improve quality of development and offer new housing and employment options</li> <li>• Use streetscape improvements to provide a better sense of continuity and connection between North and South Harrison Avenue</li> <li>• Master planned mixed use and medium-density residential for Jones/Gray/Boyd Street neighborhood, north of Chapel Hill Road</li> <li>• When Chapel Hill Road is widened, consider using street and streetscape designs that reinforce the special character of downtown, and that minimize the effect of the separation between areas north and south of the road. Design solutions should reflect downtown character and provide greater connectivity and linkage between the neighborhoods north of the road and development south of the road</li> <li>• Consider shared parking, and plan for new centrally located surface and structured parking to serve the subarea, while limiting on-site surface parking.</li> <li>• Commercial warehousing area in eastern section of Subarea could be opportunity for “makers” district for light technical production, such as a brewery.</li> <li>• Site designs should reinforce use of transit</li> <li>• Enhance transit amenities to support bus and rail users</li> </ul>

## Opportunity Areas

The shaded areas on this map highlight some of the general locations that might offer particular opportunities for future infill development, redevelopment, or re-use that could help to achieve the vision for North Academy. The following page presents some typical types of uses and development forms that might be considered for these shaded areas.

Change is anticipated to occur slowly over time, as individual property owners elect at their own discretion to undertake changes to their properties to better align with this vision.

Additional sites not highlighted in this subarea are expected to be maintained as is, or not change significantly, over the planning horizon. The one exception is the Cary Transit Hub. Planning for a downtown multimodal facility will occur in the future, and could include significant changes to this current transportation hub.



## Mixed Use Infill Development

Redevelopment to include offices and other employment spaces, with some commercial that supports workers and supporting neighborhoods; buildings frame new and existing public space and wrap parking garages



Well-defined streets with views to points of interest

## Supporting Neighborhoods

Variety of housing options that incorporate walkable design that provides open spaces and sidewalks



Homes with front porches located close to the street



Human scale mixed use buildings with outdoor spaces



Attached single family and multifamily housing



Central and active public plazas with mixed use edges  
158



Street trees, sidewalks, and on-street parking

## CENTRAL CHATHAM SUBAREA

### Context

The Central Chatham Subarea is the “heart and soul” of Downtown Cary. It is the Town’s historic core, and is centered on Chatham Street. Chatham Street is the primary commercial street in Downtown Cary, and this subarea links the four other subareas of downtown. The existing retail shops and restaurants along its length, coupled with strong local and regional transit connections lay a solid foundation for a thriving district. There are opportunities to reinforce the corridor through infill development and redevelopment that use density and design to invite the pedestrian activity that is necessary for a successful downtown.



### Issues and Opportunities

Chatham Street currently includes a variety of building patterns, uses, and street configurations. In recent years, redevelopment of commercial properties has brought renewed interest into the heart of downtown. The provision of sufficient parking close to the businesses along Chatham Street is a critical issue, as it is needed to better serve existing businesses and to support new development.

The map on the next page, and the captions below identify several of the most significant planning issues and opportunities for the Central Chatham subarea.

#### 1 Chatham East of Harrison Avenue

This section of Chatham has a relatively consistent design character and is the location of the majority of downtown retail and dining establishments. Opportunities exist to redevelop older commercial properties and realign new development to create a more consistent street frontage, not including historic properties. Due to the relatively narrow width of Chatham Street itself, the height of future buildings should be compatible with the context, and be supportive of the small-town “main street” character intended for this area. Lower land elevations in this section of the corridor might offer opportunities for increased building heights without affecting the consistent height of buildings across the corridor.

#### 2 Chatham West of Harrison Avenue

This area poses design challenges in terms of the variety of building setbacks that currently exist along the street, coupled with the wider street width as compared to E. Chatham Street. However, the relatively wider street may enable taller buildings to fit comfortably into the main street context than might be found on Chatham east of Harrison. Many lots in this section currently have front parking areas and buildings set back from the street.

#### 3 Historic Properties

Notable historic properties in Central Chatham include the Matthews House, now used as an event space for weddings and social gatherings, and the remarkable Ivy Ellington House, listed on the National Register of Historic Places. In addition, there are several nearby bungalows and buildings of historic character. These sites should be protected, and adjacent redevelopment should be sensitive to the historic character, massing of these structures, and setbacks of the homes to create a unified pattern of development.

#### 4 Walker Street Extension

The Town’s comprehensive transportation plan (see Chapter 7: Move) includes the extension of Walker Street north to Chapel Hill Road, going under the NC RR Corridor via a tunnel. The project calls for bicycle and pedestrian improvements along the corridor, and widening of the road at two intersections.

#### 5 Hunter Street Extension

The former 2001 Town Center Area Plan identified that Hunter Street be extended northward to Cedar Street as a local street connection. Future plans for this area should consider this improvement.

## Central Chatham Subarea Existing Conditions, Issues, and Opportunities



## VISION FOR CENTRAL CHATHAM: CARY'S MAIN STREET

Chatham Street will be transformed into a vibrant mixed use corridor with shops, restaurants, breweries, studios, and sidewalk vendors. The street will be a corridor, where people move between adjacent subareas. It will be Cary's primary destination for dining, entertainment, and shopping. And it will be a neighborhood, a downtown community with a variety of living options where residents can obtain their daily needs within a short walk. Formal and informal activity on the sidewalk will create an exciting atmosphere and accommodate streetside dining. Multi-story buildings and street trees will frame the street and add greenery, housing, and office space to this important area. Short blocks and street activity signal motorists to slow down while bolstering the pedestrian realm. Public events and festivals will fill the corridor with visitors and residents that will stroll along Chatham Street, occasionally pausing to look through windows at cafes, shops, and restaurants, or listen to a street musician.



*The conceptual image above of a future West Chatham Street corridor illustrates one form that redevelopment could take in the Central Chatham subarea.*

<b>General Character</b>	As Cary's main commercial street, this corridor consists of vertical mixed use buildings that accommodate retail, dining, services, entertainment, and office uses on the first floor, facing Chatham Street, and live-work units, offices, and condominiums/apartments on upper floors. Infill development and adaptive reuse of historic structures, widened sidewalks, and street trees create a cohesive urban environment. Buildings have similar setbacks, frame the street, and showcase the activity happening inside the buildings with high quality design that respects Cary's history.
<b>Building Height</b>	Ideally 2-3 stories, but can go higher depending on the height of adjacent buildings, and the use of design techniques such as stepping back the upper floors further from the street than the lower floors. Heights should step down to adjacent lower story buildings where necessary, or otherwise provide acceptable transitions. Due to the relatively narrow width of Chatham Street itself, the height of future buildings should be compatible with the context, and be supportive of the small-town "main street" character intended for this area.
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>Protect historic structures by ensuring adaptive reuse of structures, and using context-sensitive development designs on adjacent properties that complement the historic character</li> <li>As redevelopment occurs, reduce driveways accessing directly from Chatham Street</li> <li>Consider shared parking, and plan for new centrally located surface and structured parking to serve the subarea, while limiting on-site surface parking.</li> <li>Enhance streetscapes by providing wider sidewalks that can accommodate sidewalk dining, and potentially on-street vendors during festivals and events</li> <li>Redesign of non-historic properties will create cohesive building frontages that frame the street</li> <li>Public art and iconic architecture will be incorporated into new projects</li> <li>Provide facilities at transit stops, such as waste receptacles and benches, to increase the comfort and ease of travel for transit users</li> <li>West Chatham Street is now recommended for two travel lanes. Along sections that were previously widened to four travel lanes, consider a road diet and conversion of lanes to other uses.</li> </ul>

## Opportunity Areas

The shaded areas on this map highlight some of the general locations that might offer particular opportunities for future infill development, redevelopment, or re-use that could help to achieve the vision for Central Chatham. The following page presents some typical types of uses and development forms that might be considered for these shaded areas.

Change is anticipated to occur slowly over time, as individual property owners elect at their own discretion to undertake changes to their properties to better align with this vision. Additional sites not highlighted in this subarea are expected to be maintained as is, or not change significantly, over the planning horizon.



## Walkable Mixed Use Corridor

Pedestrian-oriented mixed use development shielding parking from the street and better framing public space with retail, restaurants, cafes, and galleries



Mixed use buildings with first floor facades that allow views into the buildings

## Supporting Neighborhoods

Live-work units and high density housing that respect the current character while increasing and diversifying living options



High quality townhomes with sidewalks and street trees



Buildings and streets that support vibrant public spaces



Live-work units with context-sensitive architecture



Buildings located up to the street with parking behind



Medium density single family detached homes and pocket parks

## SOUTH ACADEMY SUBAREA

### Context

The South Academy Subarea is located south of the railroad lines and the Central Chatham Subarea, and is centered around South Academy Street. Home to important historic structures and public, institutional, and cultural arts anchors, the South Academy Area serves as Cary's cultural and historic center. This area encompasses important buildings and streetscapes that together create a unique sense of place for the Cary community.

### Issues and Opportunities

The South Academy Subarea provides opportunities to preserve and enhance the unique sense of place found in this part of downtown.

The map on the next page, and the captions below identify several of the most significant planning issues and opportunities for the South Academy subarea.

#### 1 Streetscape Improvements

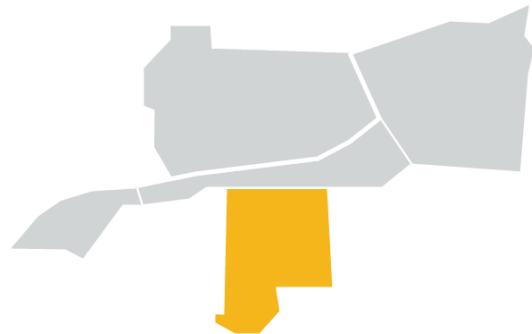
The streetscape along South Academy Street and Dry Avenue between Chatham and Walnut Streets has been improved to enhance pedestrian spaces, upgrade sidewalks, and incorporate unique streetscape elements, landscaping, and utilities. These improvements will support the street as a setting for street festivals and other activities designed to attract visitors to Downtown Cary.

#### 2 New Downtown Park and Library

A new Wake County Regional library is planned to be located diagonally opposite – and northeast of – the Cary Arts Center. Adjacent to the library, and facing Walnut and Walker Streets, sites are also being reserved for future infill multistory office, housing, or mixed-use buildings. All are planned to be served by a central public parking structure. Immediately north of the library site, a new Downtown Park is planned as a visual and focal point for downtown. This park will serve nearby neighborhoods and provide opportunities for special cultural and community events.

#### 3 Opportunities for Development of Properties Lining the Park

Several sites exist on the north side of the Downtown Park, fronting onto East Park Street. There are opportunities to create higher density residential properties that frame the new park and provide attractive housing options and park views for future downtown residents.



#### 4 Former Library Site

The current Cary Community Library site, located on S. Academy Street, is owned by the Town, and will become available for redevelopment after the new regional library is completed. This prime site will provide a key redevelopment opportunity.

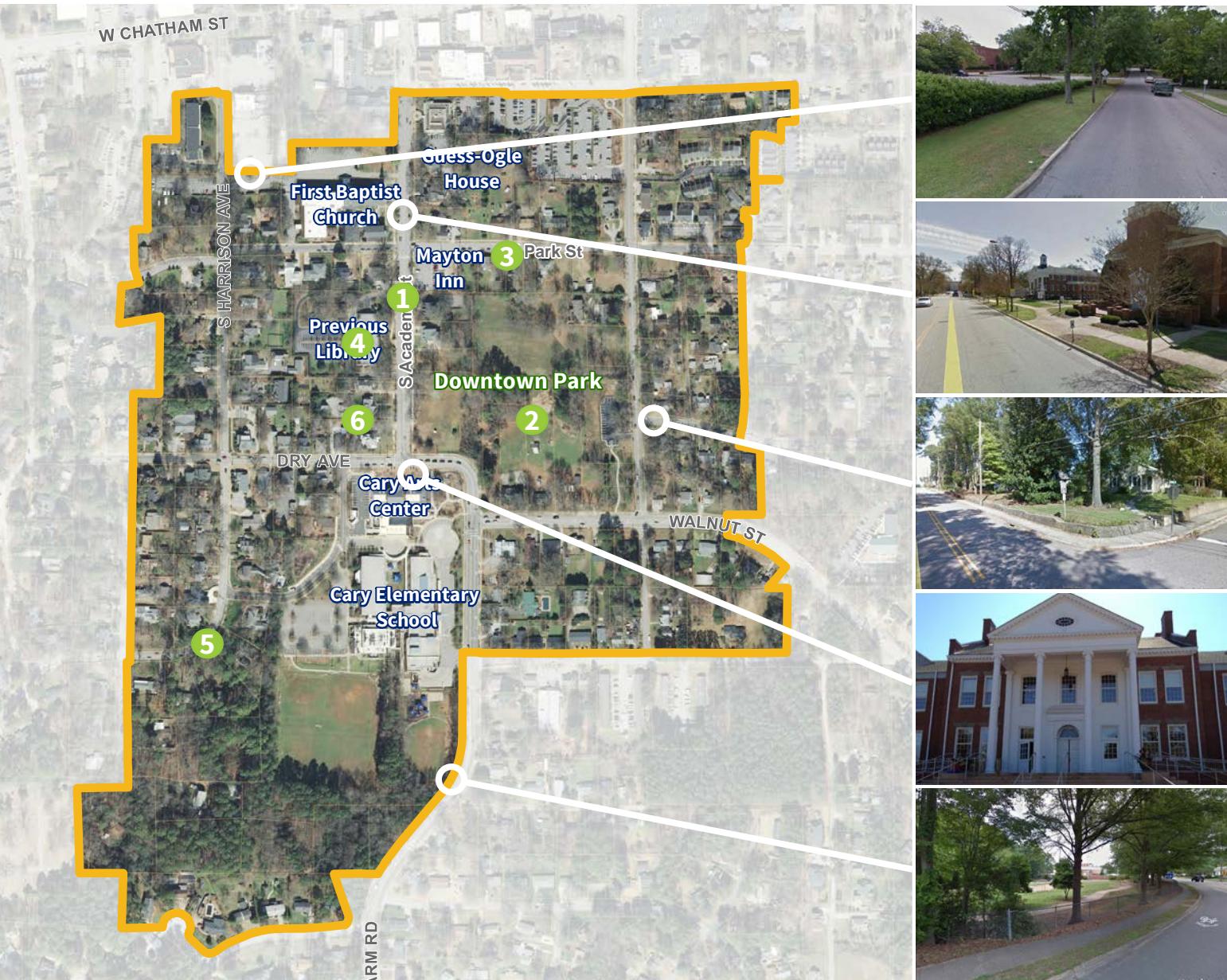
#### 5 Potential Extension of Harrison Avenue to Kildaire Farm Road

The Planned Roadway Widths Map in Chapter 7, Move, includes the potential extension of S. Harrison Avenue to Kildaire Farm Road, south of Cary Elementary School, creating another north-south connector through Downtown Cary. The specific alignment for this street extension has not been determined. This street would open up infill development opportunities for undeveloped land in this area.

#### 6 Historic Properties

The South Academy subarea is home to numerous historic structures and resources, both within the Downtown Cary National Register Historic District (described in the "Core Issues" section at the beginning of this SPA section), and outside of it. Examples within the district include the Guess-Ogle House, and outside the district include the Ivy Ellington House.

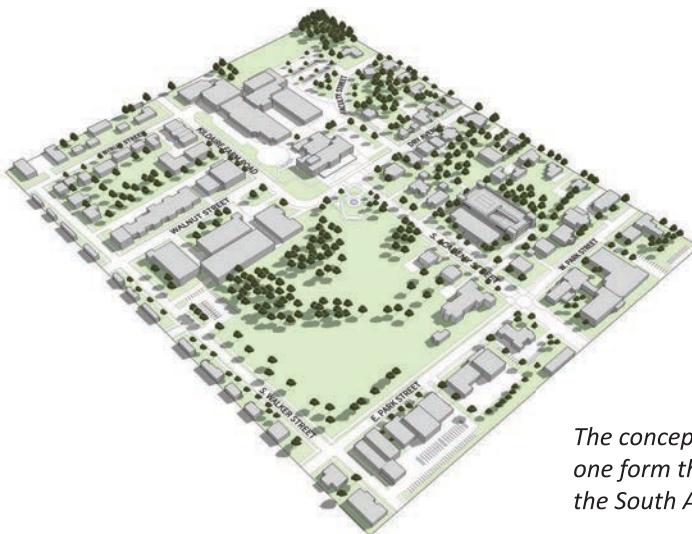
These sites should be protected, and adjacent redevelopment or infill should be sensitive to the historic character, massing, and setbacks of these structures, to create a unified and context-sensitive pattern of development.

*South Academy Subarea Existing Conditions, Issues, and Opportunities*

## VISION FOR SOUTH ACADEMY: A CULTURAL ARTS ANCHOR

South Academy will continue to be the cultural center of Cary. The South Academy Subarea will provide a built environment that supports art, cultural activities, and community gatherings. South Academy will remain the part of downtown that retains Cary's historic small town character and charm. Residents and visitors will flock to this area to stroll along its streets, attend enriching events, and people watch. Many visitors will be inspired by the deep historic context of the area as they walk south from the regional transit hub at the Cary Depot. Inviting streetscapes and interesting architectural patterns will complement the historic built environment and foster a strong sense of place.

A beautiful centralized park, framed by homes and businesses, will inspire visitors and residents and provide an active gathering place for people to recreate, organize events, or simply relax. The new library will be a community focal point and attract people seeking to expand their knowledge, with books and technology at their fingertips.



*The conceptual image to the left illustrates one form that redevelopment could take in the South Academy subarea.*

### General Character

As the historic and cultural core, this area consists of attractive parks, cultural centers, schools, historic structures, neighborhoods, and some smaller scale commercial uses. Public spaces are enhanced by sidewalks, street trees and compatible buildings with a mix of uses that help activate the street. The view of the Arts Center along South Academy is framed by a consistent line of buildings and trees along the corridor. Short blocks and pedestrian-oriented streets indicate for drivers to slow down and watch for people. Building setbacks from the fronting street should generally retain the historic patterns for the particular street.

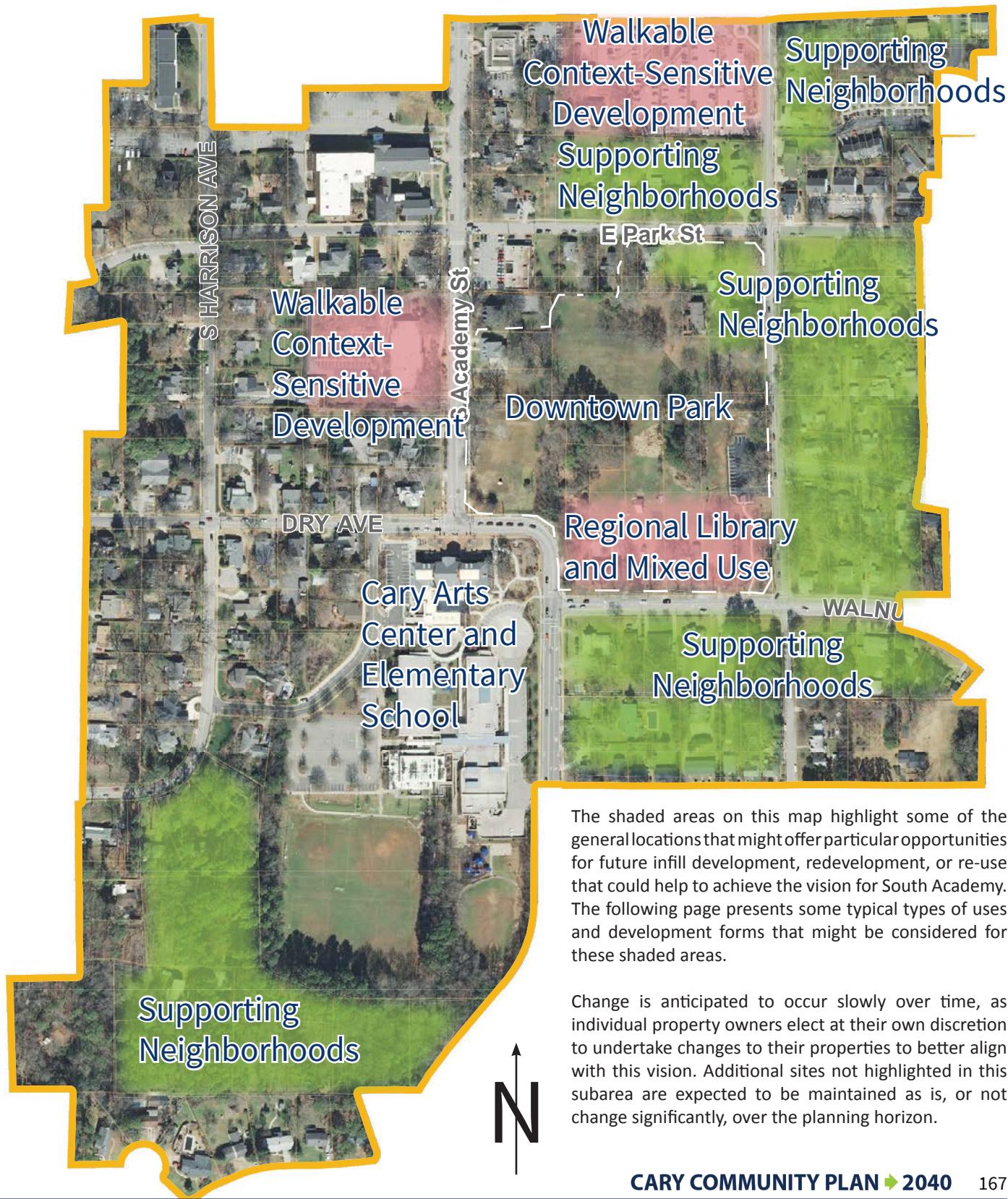
### Building Height

Along S. Harrison Ave., S. Academy St., Park St., and Dry St., building heights should complement and reinforce the historic built environment and small-town character, and will therefore be primarily 2 stories, except for landmark public and institutional buildings, such as the churches, Arts Center, and County Library. Buildings of 2-4 stories may be appropriate along Walnut and S. Walker Streets, in order to facilitate redevelopment, and since these areas are further away from the historic core of downtown. There will be cases where taller buildings can be accommodated, as long as designs are compatible with the predominant character of the street and adjacent and nearby properties, especially historic properties.

### Opportunities

- Provide new housing choices along the edges of the new Downtown Park
- Explore new uses for Town-owned sites to activate the Subarea
- Harrison Avenue extension should be designed to continue the downtown connected grid pattern
- Consider shared parking, and plan for new centrally located surface and structured parking to serve the subarea, while limiting on-site surface parking.
- Enhance streetscapes by providing wider sidewalks that can accommodate sidewalk dining, and potentially on-street vendors during festivals and events

## Opportunity Areas



## Walkable Context-Sensitive Development

Mixed use development shielding parking from the street and better framing public space. Parking decks that serve the area.



Walkable mixed use directly accessing park space

## Supporting Neighborhoods

Attached single family and context-sensitive multifamily housing increase density and frame the new park.



Townhomes frame the edge of the park



Human scale mixed use buildings and attractive signage



Street trees, sidewalks, and townhomes



Hidden parking behind buildings

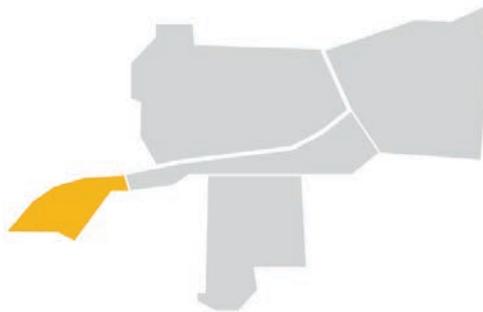


A variety of housing options with high quality architecture

## WEST CHATHAM GATEWAY SUBAREA

### Context

The West Chatham Subarea is located on the western edge of Cary's downtown, due west of the roundabout on West Chatham Street. This Subarea supports the downtown housing market with a variety of housing options. Senior housing, townhomes, and garden apartments provide affordable housing proximate to downtown. Old Apex Road and West Chatham Street serve as the main gateway corridors leading into downtown and currently provide a mix of automobile service uses and light industry.



### Issues and Opportunities

The West Chatham Gateway Subarea offers opportunities to create a more cohesive development pattern and sense of place through design and character of new developments, particularly along Old Apex Road.

The map on the next page, and the captions below identify several of the most significant planning issues and opportunities for the West Chatham Gateway.

#### 1 Samuel's Keep Townhomes

This high quality townhome development is fairly new and unlikely to redevelop or change during the planning horizon of this plan. The project is a good example of the way redevelopment can better frame corridors, particularly the townhomes facing Old Apex Road.

#### 2 Highland Village, Terrace, and Commons

These three properties provide a range of affordable housing options proximate to the heart of Downtown Cary. Like Samuel's Keep, these developments are fairly new and unlikely to change during the planning horizon.

#### 3 Sidewalk Improvements on Old Apex Road

Sidewalk improvements are planned for the north side of Old Apex Road, creating pedestrian access into downtown on both sides of the street.

#### 4 Market for Redevelopment Likely to be Spurred By Central Chatham Redevelopment

The automotive and light industrial uses that line West Chatham Street and Old Apex Road at the northeastern corner of this Subarea are vital economic uses and might not be redeveloped within the planning horizon. However, as redevelopment occurs on the western edge of the Central Chatham Subarea, it will likely spur redevelopment opportunities for properties near the roundabout in the West Chatham Gateway Subarea.

## West Chatham Gateway Subarea Existing Conditions, Issues, and Opportunities



## VISION FOR WEST CHATHAM: A RESIDENTIAL GATEWAY

West Chatham will serve as the western gateway to downtown. It will continue to support downtown with a mix of medium density housing options for a range of incomes. Additional infill housing, with some small scale neighborhood-oriented commercial amenities, and enhanced street corridors with sidewalks on both sides of the street, will help to connect this area to downtown.

Pocket parks, playgrounds, and natural areas will serve as green amenities for the neighborhood and expand recreational opportunities. Connections to the town's greenway and bike networks, and sidewalks will make other downtown areas, job and educational opportunities, and daily needs more accessible to residents. As people drive, walk, or bike eastward on Old Apex Road and West Chatham Street, the built environment will make it clear that they have entered downtown.



*The conceptual image to the left illustrates one form that redevelopment could take in the West Chatham subarea.*

<b>General Character</b>	This area consists primarily of single-family and multi-family residential neighborhoods, many which provide affordable workforce housing. There are sidewalks along most streets, a well connected street network lined by street trees, and buildings compatible with one another. The subarea also includes some developments with multiple uses, and others with small-scale retail, services, and offices along old Apex Road and W. Chatham Street.
<b>Building Height</b>	Primarily 2-3 stories, but can go higher depending on context and suitability
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>Maintain mix of housing types and price points</li> <li>Encourage new development and redevelopment along W. Chatham Street and Old Apex Road to continue to frame the corridor as have recent developments, and provide new housing and neighborhood supporting uses</li> <li>Enhance transit stop design to improve the experience for bus riders</li> </ul>

## Opportunity Areas

The shaded areas on this map highlight some of the general locations that might offer particular opportunities for future infill development, redevelopment, or re-use that could help to achieve the vision for the West Chatham Gateway. The following page presents some typical types of uses and development forms that might be considered for these shaded areas. Change is anticipated to occur slowly over time, as individual property owners elect at their own discretion to undertake changes to their properties to better align with this vision. Additional sites not highlighted in this Subarea are expected to be maintained as is, or not change significantly, over the planning horizon.



## Small scale housing and commercial

Mix of medium-density housing and neighborhood-scale mixed use to serve neighborhoods and better frame the gateway into downtown.



Walkable human scale neighborhood commercial



Buildings adjacent to the sidewalk with pedestrian lighting



Variety of housing types with front porches and short setbacks



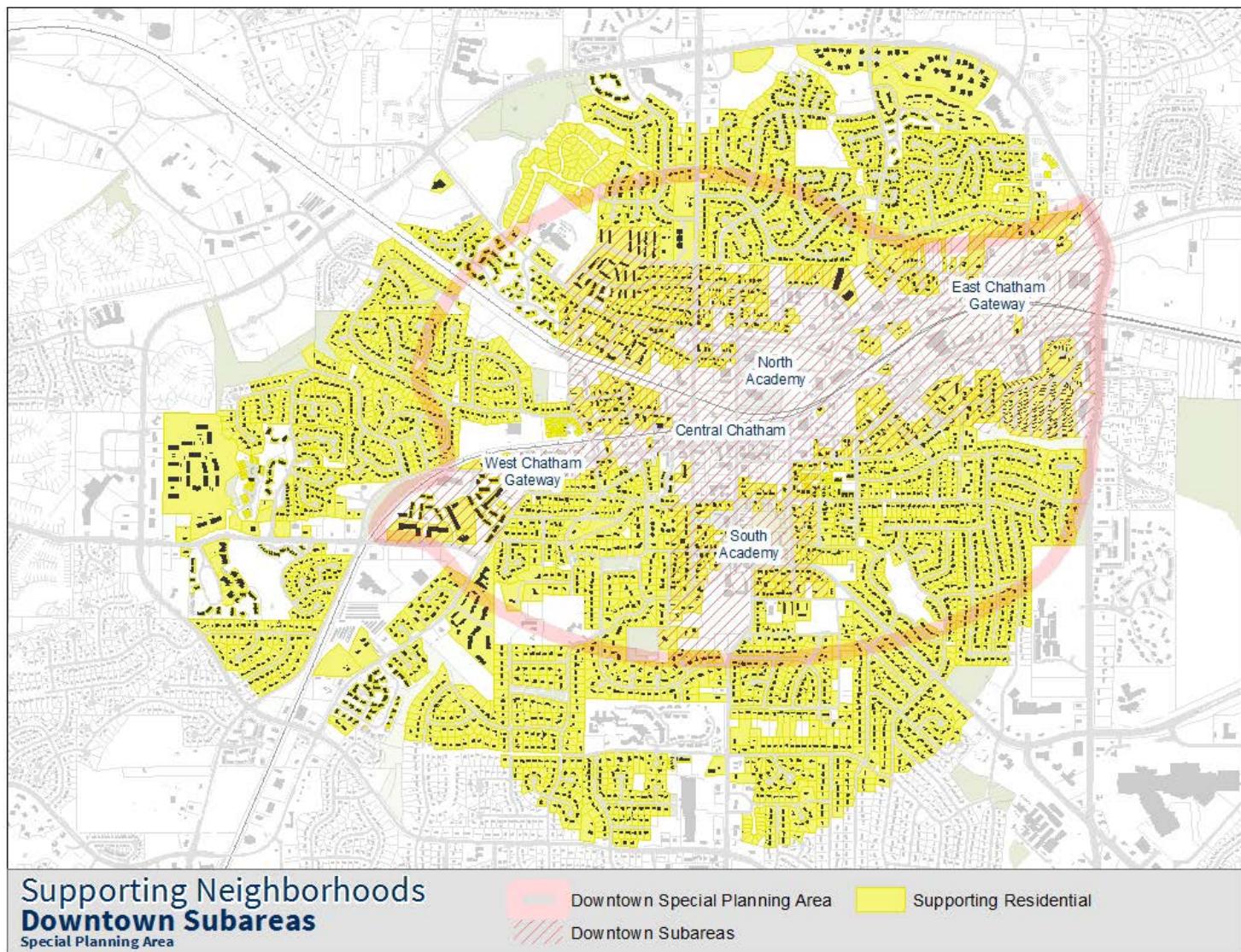
Attached housing with consistent setbacks and varied facades

## Strong Supporting Neighborhoods

Downtown neighborhoods surrounding the five downtown subareas provide diverse housing options. While many of these neighborhoods are well established and should be preserved, opportunities exist for increasing intensity and diversity of housing in strategic locations to capitalize on proximity to downtown amenities, to support regional transit and other transportation options, and enhance the market potential of downtown.

Neighborhoods in decline or at a “tipping point” should be targeted for increasing the intensity and diversity of housing. This may include redevelopment or infill in locations closest to downtown services, amenities, and public transportation. Furthermore, redevelopment of blighted or dilapidated housing stock presents opportunities for higher densities in the form of townhomes, units that combine living space and working space, multifamily housing, and accessory dwelling units. The policies in Chapter 2: LIVE, provide guidance for determining the status of neighborhoods and the ripeness of neighborhoods for redevelopment.

All new development and redevelopment should prioritize providing pedestrian and bicycle infrastructure that connects neighborhoods to transit stops. On the neighborhood level, benches, bike racks, and lighting can all make transit a more popular option.



## How We Will Achieve Our Vision

### 1 Foster Downtown's Authentic Character

#### Major Actions:

- Explore and develop strategies for communicating Cary's cultural and architectural history.
- Develop financial incentives to support balanced, mixed-income neighborhoods surrounding downtown.



### 2 Promote a Distinct Downtown Identity

#### Major Actions:

- Develop distinct branding and signage to encompass all downtown sub-districts.
- Through public and private investments, enhance the visual appeal of downtown through such activities as expanding the streetscape onto Chatham Street and other principal downtown streets; adding public art; burying existing above-ground utility lines, etc.



### 3 Balance Transportation Investments to Support All Modes; Promote Multi-Modal Connections Between Downtown Sub-Districts

#### Major Actions:

- Expand accessibility to and within downtown and supporting neighborhoods via greenways, bike routes, public transit options, additional regular and handicapped parking.
- Update the downtown parking strategy. Revisit the Town's comprehensive parking study and evaluate its current relevance. Refine as necessary to reflect current conditions and ongoing plans for downtown parking.

## 4 Encourage Downtown Reinvestment and Redevelopment While Supporting a Range of Uses

### Major Actions:

- Update zoning districts and related development standards to implement the downtown vision. This includes evaluating existing development regulations and design standards, and updating the regulations using a form-based or hybrid approach that can better achieve the objectives and guidance of this plan. These revisions should seek to incorporate the multiple documents (e.g., streetscape standards and design guidelines) that are currently used to guide growth and development in and around Downtown Cary. New development regulations should streamline, consolidate, and modernize development standards, consolidate current downtown sub-districts, and streamline the permitting process. New regulations should also include incentives for adaptive reuse and preservation of historic downtown buildings. New and/or amended design guidelines should address the design opportunities presented in the Downtown Special Planning Area. They should include best practice design solutions for infill and redevelopment that complements adjacent buildings. The guidelines should also address best practices for designing development near potential railroad overpasses and bridges over railroads; transit-oriented designs should be incorporated around future regional rail and BRT transit stations.
- Identify and implement strategies for maximizing the use of the Business Improvement District.

## RELATED POLICY DIRECTION IN OTHER CHAPTERS

This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's policies on Downtown Cary.

Shape: Guiding Community Growth in Downtown	Live:	Work:	Shop:	Engage:	Move:	Serve:
	Fostering Strong Neighborhoods	Assuring Continued Prosperity	Creating Vibrant Destinations	Experiencing the Cary Community	Providing Transportation Choices	Meeting Community Needs
Policy #1: Maintain Neighborhood Character	Policy #1: Grow A Sustainable and Diversifying Workforce	Policy #1: Facilitate Redevelopment of Underperforming Shopping Centers	Parks and Recreation Master Plan Policies: #1, #3, #6	Policy #1: Ensure Safety for All Users and Modes	Policy #1: Provide Affordable and High Quality Public Services and Facilities for Current and Future Generations	
Policy #2: Provide More Housing Choices for All Residents	Policy #2: Enhance Locational Appeal to Businesses and Workers	Policy #2: Focus Commercial Uses within Mixed-Use Centers	Public Art Master Plan Vision	Policy #2: Apply Multimodal Street Designs		
Policy #3: Provide More Housing Choices in New Neighborhoods	Policy #3: Retain and Grow Existing Cary Businesses	Policy #3: Support the Development of a Limited Number of Destination Centers	Historic Preservation Master Plan Policies: #1, #2, #3, #4	Policy #3: Design Transportation Infrastructure to Address Land Use Context		
Policy #4: Provide the Greatest Variety of Housing Options in Mixed Use Centers	Policy #6: Attract and Nurture Small Businesses			Policy #4: Focus Investments on Improving Connections and Closing Gaps		
Policy #5: Support Residential Development on Infill and Redevelopment Sites	Policy #7: Ensure the Economic Growth and Vitality of Downtown			Policy #5: Minimize Thoroughfare Widths		
	Policy #8: Support the Locational Needs of New and Expanding Firms			Policy #6: Improve Pedestrian and Bicycle Crossings		
	Policy #10: Reserve and Provide Employment Sites in Selected Commercial Mixed Use and Destination Centers			Policy #7: Target Transit Investments		
				Policy #8: Ensure a Well-Maintained System		



# Historic Carpenter Special Planning Area

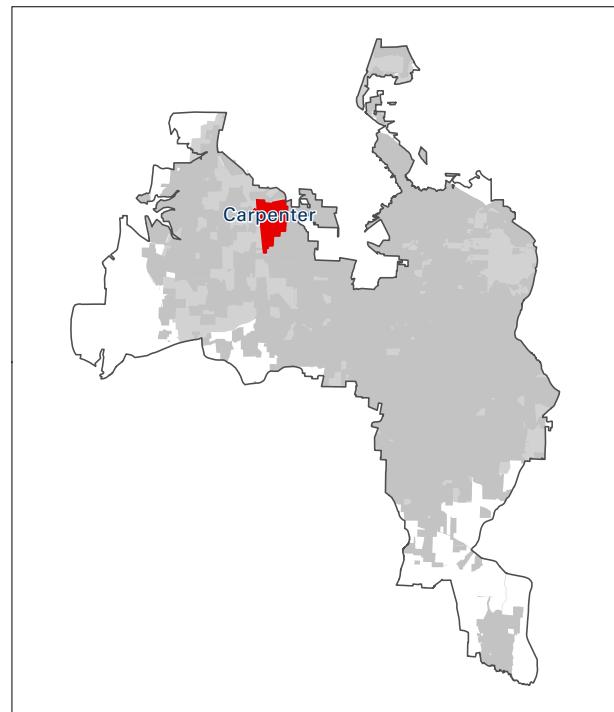
## Context

The Carpenter Special Planning Area lies immediately southwest of the Cary-Morrisville border, a scant one mile south of Research Triangle Park at its closest point. The planning area begins immediately east of NC Highway 55, and extends eastward to just past Louis Stephens Drive. The area's northern limits are defined by the future extension of McCrimmon Parkway, and its southern limits by Morrisville Parkway. Carpenter Village, a mixed use Planned Development that is nearing buildout, also helps define the eastern edge of the district. The special planning area incorporates within its boundaries a large portion of the Carpenter National Register Historic District, and includes a largely intact collection of contributing historic buildings, including two of which are designated as Cary Local Landmarks, namely the Carpenter Farm Supply Store and the Farmers' Cooperative and Meeting Hall.

Carpenter began as an agricultural community in the 19th Century, and by the early 20th Century was a well-defined community of small farms surrounding a commercial core that included general stores, a post office, an agricultural supply and farmer's co-op, and churches, and linked to the agricultural markets in Apex and Durham via the Durham and Southern Railroad line. As late as 1990, Carpenter's rural setting and character remained relatively unchanged from the early decades of the 20th Century, existing as a sort of rural "island" between Cary and RTP. This was largely due to the manner in which Cary grew over time. Up until the 1950's, Cary itself was a small town located more than 5 miles southeast of Carpenter, and Morrisville, while closer, was a very small hamlet. Most of Cary's growth in the 1960's and 70's was directed southward, and it wasn't until the 1980's that Cary began growing rapidly north and westward towards Carpenter. Morrisville's growth toward Carpenter began later still, with its westward growth towards Carpenter not beginning until the early 2000's.

## Contemporary Planning History

In the late 1980's, Cary's planning jurisdiction was extended westward to include Carpenter. With adoption of a new town-wide Land Use Plan in 1996, Cary for the first time identified Carpenter as a "Special Opportunity Site" where Carpenter's unique rural and historic character should be used to form the framework of a special destination for Cary. Then, in 2000 the Carpenter Historic District was entered into the National Register of Historic Places by the National Park Service. Two years later, Cary developed a special area plan for the entire northwestern part of its planning jurisdiction – the 2002 Northwest Area Plan – the boundaries of which included Carpenter. That 2002 Plan elaborated on the planning vision for Carpenter, recommending context-sensitive infill, adaptive re-use of contributing buildings at the historic crossroads, and preservation of the rural character



*"Carpenter is unique among small Wake County communities in that it retains its rural crossroads character and never grew much beyond it."*

of Carpenter. Based on a recommendation from the 2002 Northwest Plan, Cary prepared and adopted in 2005 a special area plan for Carpenter itself – the Carpenter Community Plan. The Carpenter Plan further developed the planning framework, maintaining a focus on historic preservation, context-sensitive infill, preservation of rural character, and open space preservation by using clustered development practices.

## Core Issues

### Historic Resources

The Carpenter Community contains many architectural and historic resources, both within and outside the Carpenter National Register District boundary. Many such structures remain in the heart of the community around the intersection of Carpenter Upchurch Road and old Morrisville-Carpenter Road – known as the Carpenter Crossroads. And, notable achievements towards preservation have occurred during the last decade: The Town acquired the A. M. Howard Farm property, including its historic farmhouse and outbuildings, as well as the historic C. F. Ferrell store and two associated warehouses. Then, in 2010 The Carpenter Farm Supply Store and the Farmers' Co-op and Meeting Hall were designated as Cary Landmarks. However,

there have also been some losses since the district was created in 2000, including the loss of the Barbee-Williams farm house along Morrisville-Carpenter Road, and the Ferrell Rental House adjacent to the Crossroads.

The Town's other rural National Register Historic District is southwest of Carpenter, in the Green Level community. As noted in the Green Level SPA section of this plan, the planning and preservation approaches used there from 2004-15 met with little success in preserving Green Level's historic buildings. The lessons learned in Green Level should inform the implementation steps that will be required to achieve the vision for Carpenter.

### Historic Character

The National Register Historic District documentation for Carpenter makes clear that the rural character embodied in the district is just as important as the contributing buildings. The buildings and landscape, taken together, informs and defines the special history of Carpenter. As development continues to press in on Carpenter, a key challenge will be how to preserve a sense of the area's historic rural character as development occurs. The National Register provides federal-level identification of historic and architectural resources, but provides no protection for those resources. It is up to local governments – such as Cary – to protect buildings and districts through local historic district zoning, by designating local landmarks, and/or through targeted programs and incentives that encourage preservation.

### Evolving Character of Area

Development pressures are squeezing Carpenter from all directions. To the west, NC Hwy 55 has been widened from a 3-lane road to a 4-lane median-divided highway. To the south, Morrisville Parkway now cuts across what had been farm fields in 2000. Carpenter Elementary was built in 2004, and the West Regional Library on Louis Stephens Road in 2005. Louis Stephens Road changed from being a short, unconnected section of roadway to a major collector extending from High House Road to McCrimmon Parkway. New shopping centers have arisen in Morrisville just a mile east of Carpenter at the Davis Drive/Morrisville-Carpenter Road intersection. Good Hope Baptist Church underwent a major expansion. Within the SPA itself, the Olde Carpenter subdivision was built during 2006-09. Most significantly, the Carpenter Village mixed use Planned Development, which defines the eastern edge of the SPA and began as 411 acres of farm and forest in 1995, today has over 1,000 residential units, along with a pocket of commercial uses, in a compact, new urban community.

### Morrisville-Carpenter Road Realignment

One of the biggest changes and challenges facing the historic Carpenter community is yet to come: Morrisville-Carpenter Road is envisioned as one of the region's key east-west thoroughfares, linking Amberly at the western edge of Cary with NC Highway 54 in Morrisville, and continuing eastward as Aviation Parkway all the way to RDU Airport. As such, regional traffic plans recommend three things: (a) that Morrisville-





*The buildings and landscape, taken together, informs and defines the special history of Carpenter.*

Carpenter Road be improved to a 4-lane median divided highway, (b) that on the last 2,000 feet or so of its westward approach to NC 55, the road should be realigned northward to tie into Carpenter Fire Station Road at NC 55, and (c) that the road should have a grade-separated crossing of the CSX Railroad line that parallels NC Hwy 55. Current functional alignments call for Morrisville-Carpenter Road to tunnel under the CSX RR. In order to achieve this, the new alignment of the road will need to begin dropping below grade immediately west of Saunders Grove Lane.

This major roadway project will have a profound impact on Carpenter, presenting both challenges and opportunities. One benefit to the project will be that it will pull east-west through-traffic out of the historic Carpenter Crossroads, avoiding impacts on its vital historic buildings. The key challenge will be that the road will cleave some farm parcels, and separate contributing historic structures from their context. Widening the road may also bring the road surface perilously close to historic structures that front along it. Finally, by its very nature a 4-lane highway can be an incongruous facility within the heart of an historically rural area.

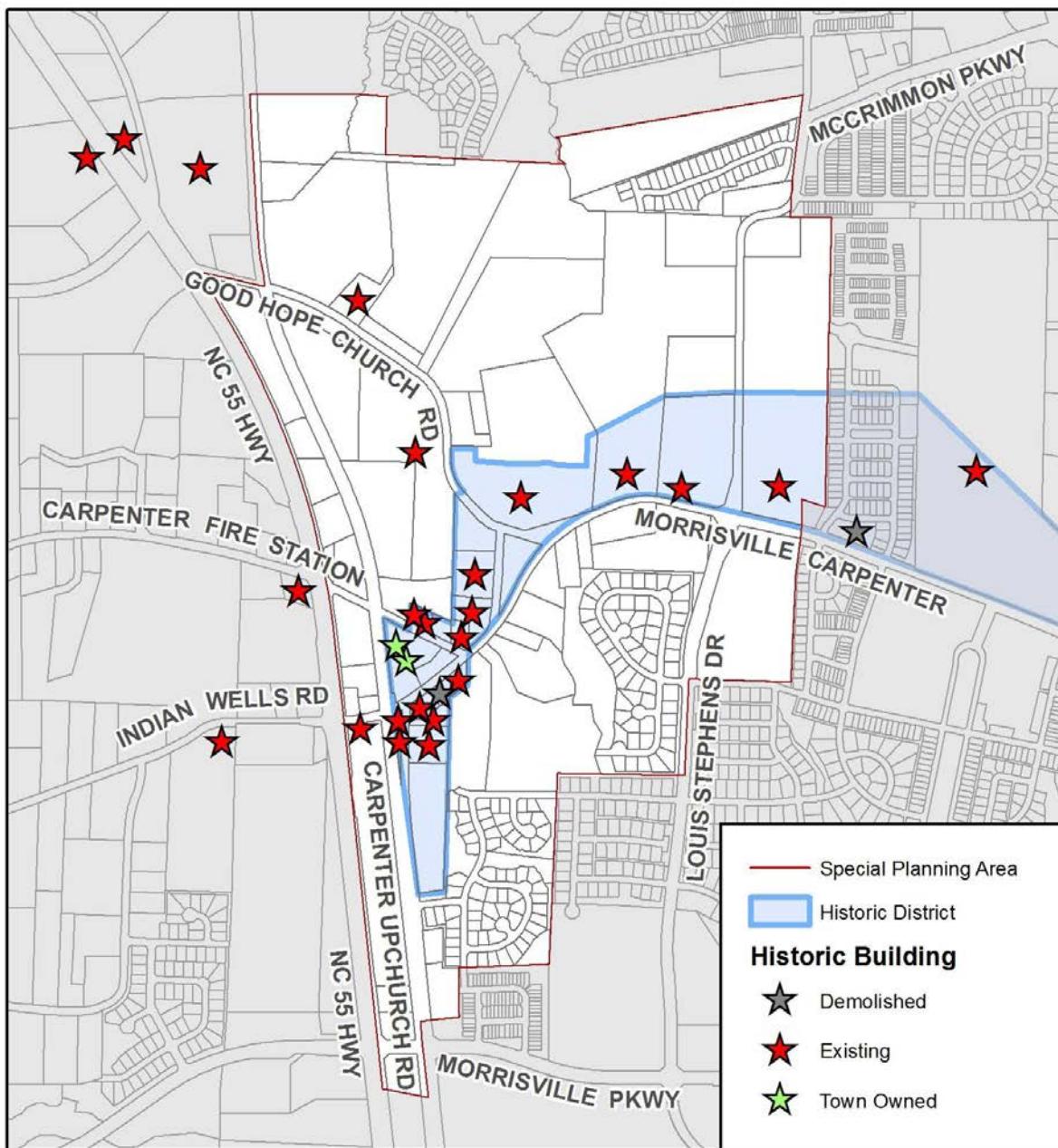
#### **Small Parcel Sizes in the Crossroads**

The amount of remaining developable land in and around the historic Crossroads is quite limited, and includes only a handful

of parcels. It will be a challenge to preserve the historic context of the Crossroads, while allowing a small amount of context-sensitive infill development. In addition, some of the historic structures at or near the Crossroads are on very small parcels – some less than half an acre. Such sites tend to present an “all or nothing” situation for preservation, since the site lacks room for the landowner to use additional, new development on the site to help offset the costs – real or perceived – of preservation. Preservation of such sites will require different approaches than were tried in Green Level since 2004.

#### **Parks, Open Spaces, and Greenways**

Current plans for Carpenter include a network of existing and planned parks, protected open spaces, stream buffers, and greenways. This network connects the Carpenter community to other parts of Cary and the greater region, and also provides a natural network within the Carpenter area. Cary's longest greenway spine – the Research Triangle Park to Middle Creek Greenway corridor – runs north-south through the Carpenter area. This provides an opportunity for unique historic interpretation and recreational experiences along this stretch of the corridor.



## Carpenter Today

### Northern Section of the Carpenter Special Planning Area

The northern section of the special planning area includes primarily open land, a few active farms, land owned by the Town of Cary, and rural homesites. This area includes several historic properties listed in Cary's Historic Resources Inventory. This area has not seen the development pressures that other parts of town have experienced in recent years, but that is likely to change, as new subdivisions have recently been built at the north and northeast edge of the Carpenter area. The Town's acquisition of the A. M. Howard Farm site with its historic homestead and farm buildings offers an opportunity to preserve some of Carpenter's rural character.

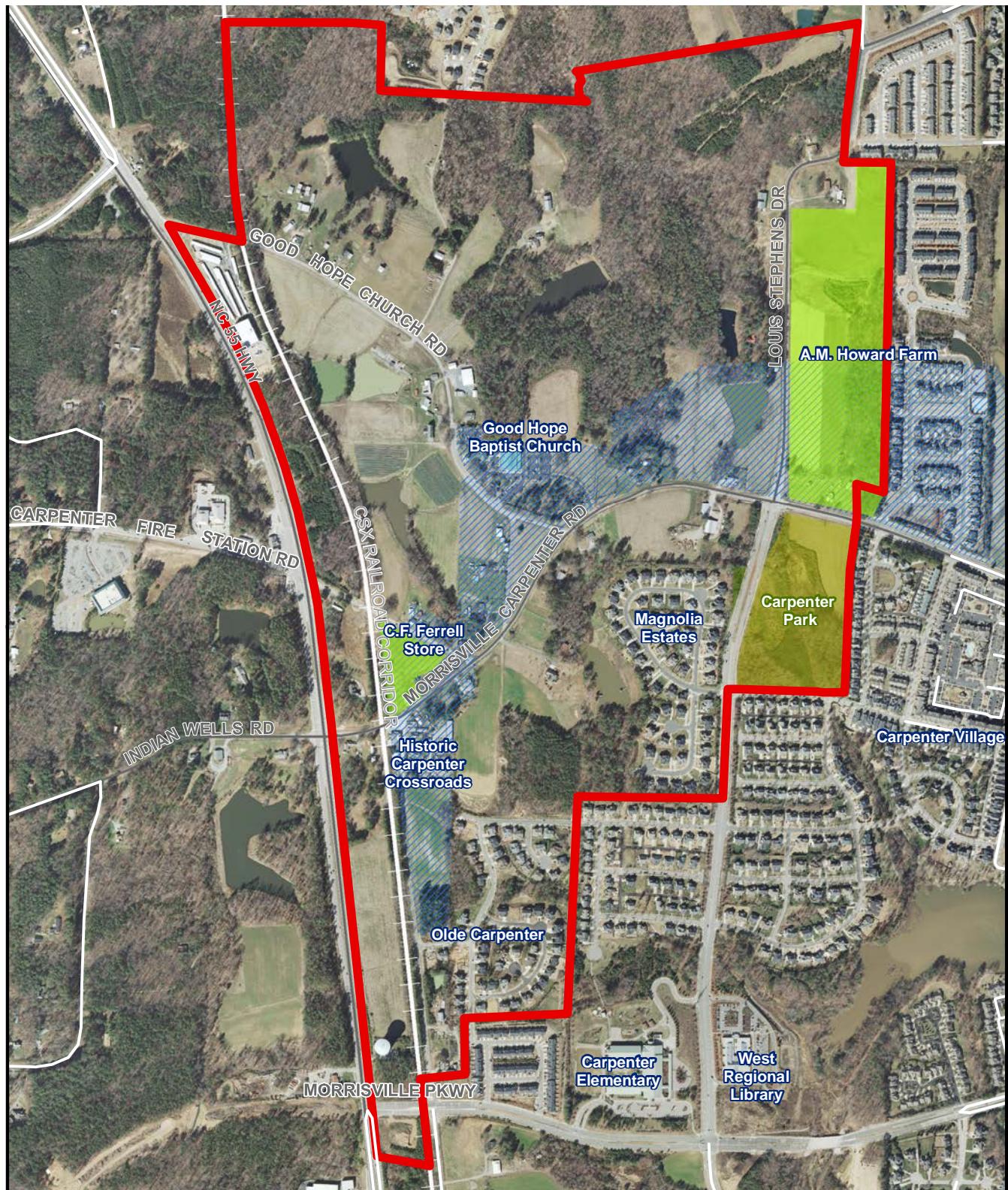
### Southern Section of the Carpenter Special Planning Area

The southern section of the special planning area includes the historic crossroads at Morrisville-Carpenter Road's intersections

with Carpenter Upchurch and Carpenter Fire Station Roads. The Historic Crossroads Area remains largely unchanged from its early 20th Century beginnings, and the Town's acquisition of the C. F. Ferrell Store site and its historic warehouses provides an opportunity to preserve key elements of the crossroads. While the Magnolia Estates and Olde Carpenter subdivisions have recently encroached on the southern edge of the historic crossroads, there still remains some active cultivation and rural homesites. The new neighborhoods were designed using vegetated buffers to shield views of these developments from the main roads and from the crossroads.



*The Historic Carpenter Crossroads Village includes several properties on the National Registry of Historic Places, and offers opportunities for new infill development designed to frame and complement the historic crossroads character.*



**EXISTING CONDITIONS**  
**Carpenter**  
 Special Planning Area

Future Park  
 Town-Owned Land  
 National Register Historic District

## Vision for Carpenter

The Carpenter area provides a glimpse back in time to the early thriving rural crossroads development that established the area. Historic Carpenter Crossroads, the rural crossroads that grew up around the intersections of Carpenter Upchurch and Carpenter Fire Station Roads with old Morrisville-Carpenter Road, remains as the focal point of the area, its character largely unchanged from the first half of the 20th Century. Its historic buildings are preserved and restored, and adaptively re-used to mark this as a special destination for Caryites. A limited amount of context-sensitive infill in and around the crossroads reinforces the historic character while adding fresh vitality, and creates a sort of village. Moving outward from the crossroads area, new development uses context-sensitive site and architectural design to complement the historic areas.

Along a widened and realigned Morrisville-Carpenter Road, historic buildings have been preserved on-site in their historic orientation to the road, on lots of sufficient size to underpin historic context. Ample street buffers screen new development from view along the road. At the road's eastern

end, the A. M. Howard Farm site has been restored to serve as a special interpretive heritage site, where families can learn about farm life in the early 20th Century. To the north, along Good Hope Church Road, new development is clustered back away from the road, in order to preserve some of the open space character.



## Policies for Carpenter

In order to achieve the Vision for Carpenter, the Town's special policies for this area are:

### Policy

### Policy Intent

#### Policy #1: Protect Historic Properties and Places

**Protect and conserve historic properties and places in Carpenter associated with the National Register Historic District, as well as historic assets identified in Cary's Historic Resources Inventory.**

The intent of this policy is to place a primary emphasis on the protection of Carpenter's irreplaceable historic resources, and to use those resources as key elements defining the unique character of Carpenter. Historic structure should be retained in place whenever possible, especially within the historic crossroads. In some cases along major roadways, such as a widened Morrisville-Carpenter Road, contributing structures may need to be moved back from the widened roadway in order to preserve context and render the structures marketable for preservation. Historic structures should be preserved on lots of sufficient size to be evocative of the original setting. When necessary, preserved structures may require buffering from contemporary infill development. New development adjacent to historic sites should provide a contextually-appropriate transition, in terms of massing, scale, landscaping, and architecture.

#### Policy #2: Encourage Compatible Infill Development and Uses within the Carpenter Crossroads Area

**A limited amount of contextually-compatible infill development within the historic Crossroads area could enhance the vitality of this destination and support regional tourism and economic development efforts.**

The intent of this policy is to support infill development within the Crossroads area that complements the existing historic structures and uses, and that utilizes contextually-appropriate scale, massing, landscaping, and vernacular architectural elements. Adaptive re-use of existing historic structures is encouraged. In order to implement the intent of this policy, updates to zoning and development ordinances will likely be required, as well as design guidelines that clearly articulate the architectural and design expectations of infill.

**Policy****Policy Intent****Policy 3: Design New Neighborhoods in the Southern Section of the Special Planning Area to Complement the Historic Context**

New residential developments located south of the realignment of Morrisville Carpenter Road should be compatible with and support the historic character of the area, and blend into the landscape. New residential development located proximate to the Crossroads area should employ compatible mass, scale, and density, and use landscape and architectural elements that create a transition to the Crossroads.

The intent of this policy is to support new residential development south of the realignment of Morrisville-Carpenter road that complements and protects the historic character of Carpenter. For historic preservation to be successful, it must not just protect the structures themselves, but also the surrounding context. Generally, single-family housing is most preferable. Townhomes may be feasible in proximity to the Crossroads area when the number of connected units in a single building mass is limited appropriately. In order to implement the intent of this policy, updates to zoning and development ordinances may be required for transition areas, as well as design guidelines.

**Policy 4: Design New Neighborhoods in the Northern Section of the Special Planning Area that Complement the Historic Rural Character of Carpenter**

New developments located in the northern section of Historic Carpenter (north of the realigned Morrisville Carpenter Road) should be compatible with and support the historic rural character of the area, blending into the landscape.

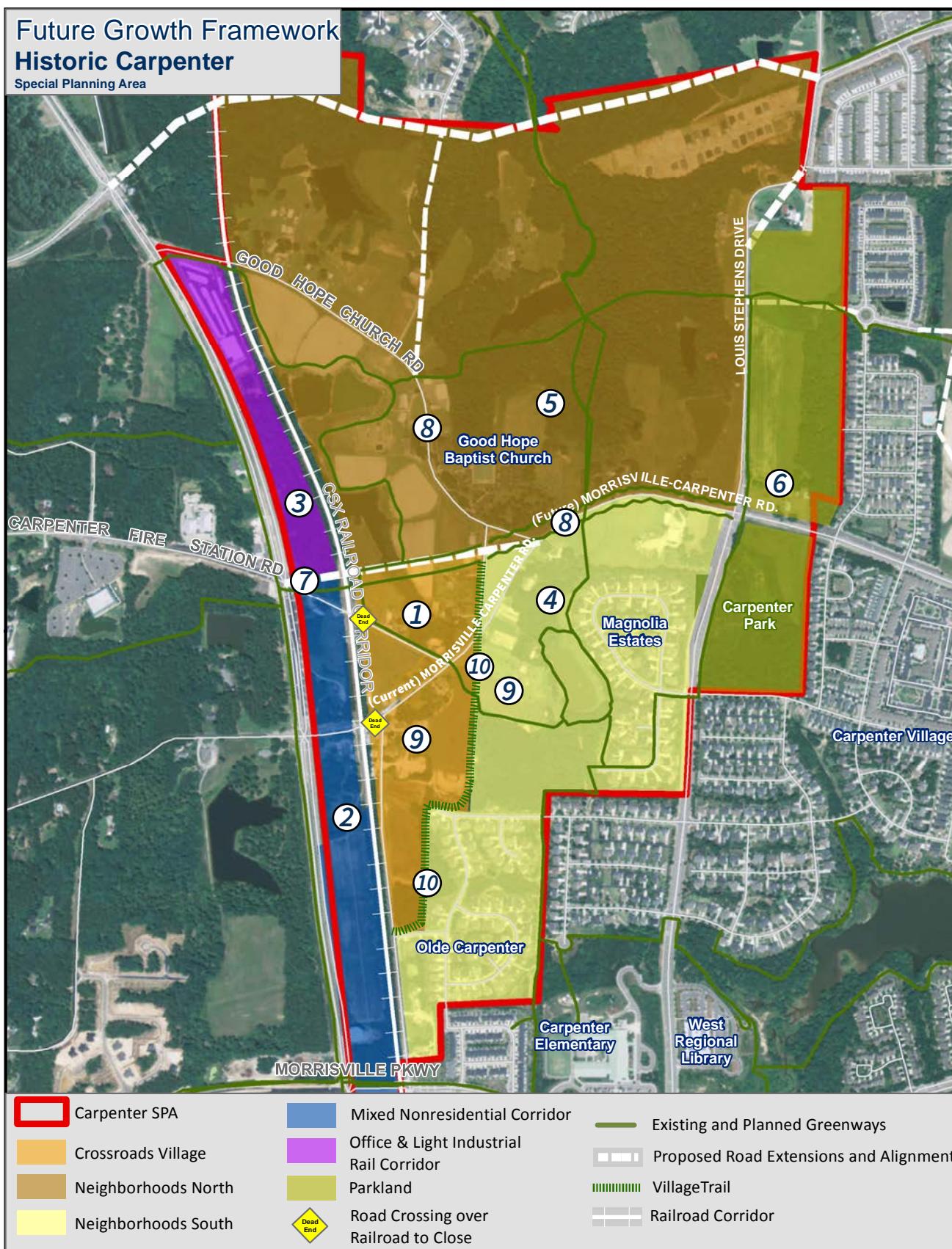
The intent of this policy is to support new single-family residential development in the northern section of Carpenter that minimizes impacts on views from thoroughfare and collector corridors. Subdivisions should be buffered from view along these corridors. Clustered development is encouraged, allowing homes on smaller lots in exchange for the provision of additional open space or buffers adjacent to these roadways. Generally, single-family housing is preferable, however townhomes may be feasible when using clustered development. The provision of natural forested buffers around neighborhoods also helps support the rural context.

**Policy 5: Use Roadway and Streetscape Designs that Reinforce the Historic Character of Carpenter**

The design of key roadways and their streetscapes should complement and be compatible with the historic character of Carpenter. This policy applies in particular to the future widening and realignment of Morrisville-Carpenter Road, Good Hope Church Road, and to roads within and proximate to the historic Crossroads area.

There are two parts to this policy. First, within and proximate to the Crossroads, the goal is to retain the community within its historic context. Accordingly, for the area south of the realigned Morrisville-Carpenter Road, the existing sections of Carpenter Upchurch Road, Carpenter Fire Station Road, and the remaining portions of Morrisville-Carpenter and Saunders Grove Roads should be retained in their current design and configuration as of 2015. That is, they should be retained with the appearance of county roads typical of the area up through the 1970's, namely as two-lane roads without curb, gutter, or sidewalk. Within and adjacent to the Crossroads, a connected system of pedestrian paths should be used in lieu of roadside sidewalks. Street lighting should be typical of the period. New local streets proximate to the Crossroads should provide appropriate transitions when tying into the village.

The second part of this policy concerns the widened and realigned sections of Morrisville-Carpenter Road, and along Good Hope Church Road. The design of these roads and their streetscapes should reinforce and complement the historic character of Carpenter, while also providing suburban amenities such as curb and gutter treatments along the road edge. Non-traditional curb and gutter designs should be considered to better reflect the character of the area. Streetscapes should have a more natural and "organic" appearance than elsewhere in Cary. In lieu of typical roadside sidewalks, meandering pedestrian paths should be used. Design elements such as low stone walls can reinforce historic context. Dense hedgerow plantings at the outer edge of streetscapes can shield new development from view.



**1 Crossroads Village**

- Adaptive re-use of existing historic structures is encouraged.
- A limited amount of infill development within the historic crossroads area can enhance the vitality of this historic destination and create a village feeling.
- Infill should complement the existing historic structures and uses, and utilize contextually-appropriate scale, massing, landscaping, and vernacular architectural elements. Infill should use similar setbacks and street orientations as the existing historic buildings.
- Appropriate uses within the village can include small commercial business, live-work uses, neighborhood office, and/or single family residential. Commercial businesses might include small shops, galleries, specialty dining, and so forth – generally the sorts of businesses that can help create a memorable destination, while being suitable for the relatively small-sized buildings appropriate to the village.
- The town-owned C.F. Ferrell Store parcel should provide a contextually-appropriate public space, such as a farmer's market park, gazebo and simple garden, or similar. This should be a destination identified on adjacent greenway signage.

**2 Mixed Nonresidential Rail Corridor**

- The narrow strip of land between NC Hwy 55 and the CSX rail corridor is only about 250 feet wide. The developable width is even narrower than 250 feet due to the regulatory buffers required along NC 55 and the railroad right-of-way. Road access is limited to NC 55 and the very short sections of the several cross-streets.
- Land uses should generally be limited to office and commercial. Such uses should help to support and complement the adjacent Crossroads Village.
- Development should be screened from the areas east of the railroad by an opaque or semi-opaque vegetated buffer that uses a simple design and native plant species in a naturalistic design, similar to a hedgerow. These buffers should minimize the impact on views from areas east of the railroad.
- Any development visible from the Crossroads Village should be architecturally compatible with the Crossroads area both in terms of design and building height, bulk, and mass. This includes development visible from the sections of Morrisville-Carpenter Road and Carpenter Fire Station Road between NC 55 and the railroad, including the future realigned Morrisville-Carpenter Road.
- New buildings should be of a smaller scale, with the majority of buildings having a maximum height of two stories.

**3 Office and Light Industrial Rail Corridor**

- The narrow strip of land between NC Hwy 55 and the CSX rail corridor varies in width from only about 160-260 feet. The developable width is even narrower due to the regulatory buffers required along NC 55 and the railroad right-of-way. In addition, road access is limited to NC 55 and to the very short sections of the several cross-streets.
- Land uses in this area should generally be limited to office and light industrial uses. In some cases, limited commercial/retail uses that rely on bulk storage areas, such as garden supply, nursery, or landscaping services might be appropriate.
- Development within this corridor should be screened from the areas east of the railroad by an opaque or semi-opaque vegetated buffer that uses a simple design and plant species typical of rural settings, similar to a hedgerow. These buffers should minimize the impact on views from areas east of the railroad.
- Any development visible from the Crossroads Village should be architecturally compatible with the historic crossroads buildings both in terms of design and building height, bulk, and mass. This includes development visible from the sections of Morrisville-Carpenter Road and Carpenter Fire Station Road between NC 55 and the railroad, including the future realigned Morrisville-Carpenter Road.
- New buildings should be limited in scale to about 2-3 stories.

#### 4 Neighborhood South

- New residential development should be limited to single family housing, and be compatible with and support the historic character of the area, and blend into the landscape.
- New residential development located proximate to the Crossroads Village should employ compatible mass, scale, setbacks, and density, and use landscape and architectural elements that create a supportive transition to the village. Residential development further afield should use a scale and density comparable to the nearby established neighborhoods in Olde Carpenter and Magnolia Estates.
- Historic properties should be restored and preserved.
- In order to implement the intent of this policy, updates to zoning and development ordinances may be required for transition areas, as well as design guidelines.
- Greenway trails and sidewalks should link neighborhoods and create safe connections to the pedestrian path system within the Crossroads Village.
- **A landscape and design transition should be established between Neighborhood South and the future Crossroads Village, and should include the Village Trail, to define the eastern edge of the village, and separate it from Neighborhood South. The Village Trail corridor should include sufficient room for an opaque or semi-opaque vegetated buffer to help shield views of Neighborhood South from the village. The buffer should use a simple design and plant species typical of the historic setting, similar perhaps to a hedgerow. An alternative to providing a vegetated buffer along the Village Trail is to use a local street to define the edge between the Village and Neighborhood South, provided that development along the west side of the street conformed to the growth framework for development within the Village. Under this option, development on the west side of that road would be part of the Village, and the east side part of Neighborhood South.**

#### 5 Neighborhood North

- New residential development should be compatible with and support the historic character of the area, blending into the landscape.
- Historic properties should be restored and preserved.
- New residential neighborhoods should include low-density, single-family detached homes on large lots or should be designed to cluster homes on smaller lots in exchange for protecting additional open spaces and natural areas. Townhomes may also be feasible when using clustered development.
- Open spaces and naturalistic streetscape buffers should be used to limit views of new residential development from thoroughfare and collector corridors.
- New developments located adjacent to historic properties should utilize designs and site orientation to create visually appealing transitions between properties.
- The provision of natural forested buffers around neighborhoods also helps support the historic context.



*This is an example of a cluster of homes that surround common protected open space. The lot sizes for the homes are smaller creating a more connected neighborhood experience. The commonly owned open space reinforces the character and protects views from adjacent roadways.*

*Source: Clarion Associates*

**6 Parkland**

- The historic A.M. Howard Farm Park land is owned by the Town of Cary. This 46 acres of open space is divided by Morrisville Carpenter Road.
- The 30 acres of the Howard Farm located north of Morrisville Carpenter Road will preserve the historic home and 12 outbuildings for the purpose of memorializing the area's agricultural history and farming practices.
- The 16 acres located south of Morrisville Carpenter Road are being developed separately as a neighborhood park.
- Access to town parks should be made through greenways and meandering trails connecting adjacent neighborhoods to the parks.
- Park infrastructure (parking, outbuildings, restrooms, etc.) Should be designed to limit view impacts from adjacent gateway corridors.

**7 Gateways**

- As designated on the Future Growth Framework map for Carpenter, gateway treatments should be constructed to alert visitors to the area that they have entered a historic area. Treatments could include low stone walls, signage, or rural plantings to signify entrance to Historic Carpenter. The example to the right illustrates one example of this type of gateway treatment for Didmarton village and civil parish in Gloucestershire, England.

**8 Thoroughfare and Collector Roadway Designs and Streetscapes**

- For the future realigned and widened section of Morrisville-Carpenter Road, its design and streetscape should reinforce and complement the historic character of Carpenter. The streetscape should have a more natural appearance than elsewhere in Cary. Manicured shrubs, rigidly linear plant spacing, and typical suburban plant species should be avoided in favor of more natural landscaping. In lieu of typical roadside sidewalks, meandering asphalt pedestrian paths should be used. Design elements such as low stone walls can reinforce context. Dense hedgerow plantings at the outer edge of streetscapes can shield new development from view. Street lighting should reflect the historic character of the area. Non-traditional curb and gutter edge design treatments that reflect the rural and historic character should be used.
- For Good Hope Church Road, including its realigned extension, its design and streetscape should mirror distinctive elements of the streetscape and design used for Morrisville-Carpenter Road, to the extent feasible given the narrower streetscape accorded to a collector road.

## 9 Local Roads Within and Adjacent to the Crossroads Village

- Within the Crossroads Village, Carpenter Upchurch Road, Carpenter Fire Station Road, the original section of Morrisville-Carpenter Road, and Saunders Grove Road should be retained in their current design and configuration. That is, they should be retained with the appearance of county roads typical of the area up through the 1970's, namely as two-lane roads without curb, gutter, or sidewalk. New local streets within the Crossroads Village should be similarly designed. Street lighting should be compatible with the historic character of the area. (The rationale is twofold. First, urban features such as curb, gutter, and sidewalk are contextually incompatible with the historic character. Second, many of the contributing historic structures have little or no setback from the fronting street, making the addition of such features impossible.)
- Therefore, in lieu of conventional urban sidewalks, pedestrian access should be provided via connected and meandering paths within the Village, connecting sites, buildings, and parking as required. Materials used for pedestrian paths should be evocative of the context, such as bonded aggregates, pea gravel, or similar. (Conventional urban/suburban sidewalks are not appropriate within the Village.) Such pedestrian paths should connect to pedestrian facilities outside the Village.
- Proximate to and connecting with the Crossroads Village, new local streets in Neighborhoods South should provide appropriate transitions when tying into the roads within the Village. Curb and gutter can be appropriate treatments in new residential areas close to the Village if narrow setbacks are used.



*The section of Cary Parkway shown to the left provides a very finished, manicured landscape suitable to suburban development. Note the regular spacing of ornamental shrubs in the median, linear concrete sidewalk, and neat lawn areas.*



*The rural thoroughfare pictured to the left has a very simple median, planted with grass. This sort of median landscaping is more appropriate for historic contexts. Note also the use of a very simple curb to stabilize the outer edge of the pavement.*

## 10 Village Trail

- The eastern edge of the Crossroads Village should be defined by a “Village Trail” – a special public greenway/trail that will serve as the primary, direct north-south pedestrian route. That is, this trail will provide a direct north-south pedestrian connection linking the sidewalks on Carpenter-Upchurch Road at the entrance to the Olde Carpenter subdivision with the future pedestrian paths along the planned realignment of Morrisville-Carpenter Road. (The trail will provide a critical pedestrian route, in lieu of having sidewalks along the remainder of Carpenter-Upchurch and old Morrisville-Carpenter Roads.)
- The network of meandering pedestrian paths within the Crossroads Village should provide direct connections with the Village Trail.
- Materials used for the trail should be evocative of the context, such as bonded aggregates, pea gravel, or similar. (Conventional urban/suburban sidewalks are not appropriate within the Village.)
- A typical, standard greenway pavement width should be used for the trail, and a right-of-way easement sufficient to provide the landscape buffering described under Neighborhood South.

*Shown to the right, is the view north across old Morrisville-Carpenter Road. The property on the left lies between NC Hwy 55 and the railroad corridor. Note the simple hedgerow buffer that separates the property from the railroad. The buffer pictured is about 30-40 feet wide, including portions existing on the railroad right-of-way.*



*Shown below is the view northward on Carpenter Upchurch Road, approaching the Historic Crossroads. Roads like this in and around the Crossroads Village should be retained largely as is – that is, as a typical 2-lane rural road without curb, gutter, or sidewalk. An off-street network of pedestrian paths will provide pedestrian connectivity.*



*Materials used for pedestrian paths in the Crossroads Village should be contextually appropriate, avoiding concrete and asphalt. New options exist today, such as this resin-bonded gravel path in Britain.*



## How We Will Achieve Our Vision

### 1 Protect Historic Properties and Places; Encourage Compatible Infill Development and Uses Within and Adjacent to the Carpenter National Register District

#### Major Actions:

- Explore development of a Carpenter Local Historic District. A local historic district zoning overlay should be applied to the remaining historic properties in the Carpenter National Register District. Local historic district zoning would allow the Town to require rehabilitation of existing historic properties to be historically appropriate, and new development added to the district to be complementary. If local historic district zoning is not pursued, consider developing a delay-of-demolition ordinance for historic buildings using Cary's special legislation.
- Develop and adopt design guidelines. Design guidelines should be adopted that clearly articulate architectural and design expectations within the Crossroads Village and National Register Historic District. The Guidelines should be formally adopted into the Land Development Ordinance, either as part of a new Carpenter Local Historic District, or as a tool to guide infill and redevelopment.
- Consider developing preservation incentives. The Town should develop incentives to encourage preservation of historic properties. Incentives could include:
  - Local grants for preservation, including façade grants, building stabilization grants, non-profit grants
  - Low-interest or forgivable loan programs
  - Town assistance for moving historic structures on-site when preservation in situ is not advisable
  - Local historic preservation revolving fund, to enable local government acquisition of historic properties, with subsequent re-sale under a preservation easement
  - Reimbursement of development fees when making improvements to historic properties

### 2 Design New Neighborhoods in the Special Planning Area to Complement the Historic Context; Use Streetscape Designs That Reinforce the Historic Character of Carpenter

#### Major Action:

Evaluate and update zoning and site development ordinances to implement the vision of the historic Carpenter special planning area. This includes determining whether any existing ordinances inadvertently provide disincentives or roadblocks for implementation of the plan vision. Streetscape requirements and standard specifications for pedestrian facilities, parking, and lighting may need to be amended to preserve the historic context.

## RELATED POLICY DIRECTION IN OTHER CHAPTERS

This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's policies on Historic Carpenter.

Shape: Guiding Community Growth in Historic Carpenter	Live:	Work:	Shop:	Engage:	Move:	Serve:
	Fostering Strong Neighborhoods	Assuring Continued Prosperity	Creating Vibrant Destinations	Experiencing the Cary Community	Providing Transportation Choices	Meeting Community Needs
	Policy #1: Maintain Neighborhood Character  Policy #4: Provide the Greatest Variety of Housing Options in Mixed Use Center  Policy #5: Support Residential Development on Infill and Redevelopment Sites	Policy #1: Grow A Sustainable and Diversifying Workforce  Policy #3: Retain and Grow Existing Cary Businesses  Policy #6: Attract and Nurture Small Businesses  Policy #10: Reserve and Provide Employment Sites in Selected Commercial Mixed Use and Destination Centers	Policy #1: Facilitate Redevelopment of Underperforming Shopping Centers	Parks, Recreation & Cultural Resources master Plan Goals #1, #6  Historic Preservation Master Plan Goals #1, #2, #3, #4, #5	Policy #8: Ensure a Well-Maintained System	Policy #1: Provide Affordable and High Quality Public Services and Facilities for Current and Future Generations  Policy #5: Protect and Restore Open Space and the Natural Environment  Policy #9: Preserve and Protect the Urban Tree Canopy

# Green Level Special Planning Area

## Context

A sizable amount of the remaining developable land in Cary lies within the Green Level area – an area where much change is occurring. There has been a strong market for new development in this area, and both Cary and its neighboring jurisdiction of Apex have seen many new residential developments here over the past decade, gradually changing the historically rural character to a more suburban one.

The prior plan for this area was Cary's Southwest Area Plan, adopted in 2004. That plan focused very heavily on maintaining and preserving the rural character of the area as it was in 2004, largely by limiting development intensity, avoiding nonresidential uses, encouraging open space preservation through clustered development, and maintaining rural character along thoroughfare and collector roads, including shielding new development from view along such roads. But new transportation infrastructure, namely the new Triangle Expressway (I-540), and the area's proximity to RTP has increased traffic through the area and created new market opportunities for development. These changes, coupled with changes in the generational landowners' interest in selling or developing their land have drastically changed the dynamics in this area since 2004.

## History

The 2004 Southwest Area Plan set out strategies to maintain the historic rural character, protect natural and cultural resources, and limit residential densities. The motivation behind that focus was twofold. First, in the late 1990's through the early 2000's, a large number of long-time rural landowners and farm families organized to request that suburban development be kept out of their rural community. At the same time, they acknowledged the wishes of a small minority of their neighbors to sell their properties for development, but sought to limit the community impacts of any such development.

Second, the lower residential densities and increased open space recommended for the Green Level area were intended as a counterbalance to the higher development intensities recommended by the 2002 Northwest Area Plan, which sought to increase future development densities in the areas closest to RTP. The Northwest Plan was a special area plan for the northwestern area of Cary, located immediately north of Green Level, and extending to the border of Research Triangle Park.



## Core Issues

### Changing Desires of Generational Landowners

Ten to twenty years ago, most of the existing rural families and generational land owners (whose land had been in their families for multiple generations) not only opposed suburban development in their community, but also strongly asserted that they would not sell for development. Accordingly, the 2004 plan rested on an assumption that suburban development in the community would be the rare exception, rather than the rule. However, over time this has changed. In the past decade, many land owners changed their minds, and opted to sell for development – and the pace with which this happened has increased rapidly with the opening of the Triangle Expressway.

### Evolving Character of Area

As landowners have sold and developed their land over the last decade, many new neighborhoods have developed. In the same time period, the area has seen development of the USA Baseball National Training Complex, plans for a new high school and elementary school, several new public greenways including the American Tobacco Trail, plans for new and expanded churches, plans for two new public parks, the extension of public water and sewer lines, many sections of widened thoroughfares, and the opening of the Triangle Expressway and its interchange at Green Level West Road. What was once an exclusively rural area has been changing over the last decade into an emerging suburban community.

### Historic Resources

At the heart of the Green Level area lies the Green Level National Register Historic District, which contains important architectural and cultural resources. The District was designated by the National Parks Service in 2001. Despite Cary's planning efforts since 2001 to help preserve structures within the district, numerous contributing buildings have since been lost. However, a number of significant historic structures still remain inside and outside of the Historic District. As the area continues to develop, it will be important to protect the remaining historic character in Green Level.



*Yates Family House in Green Level*



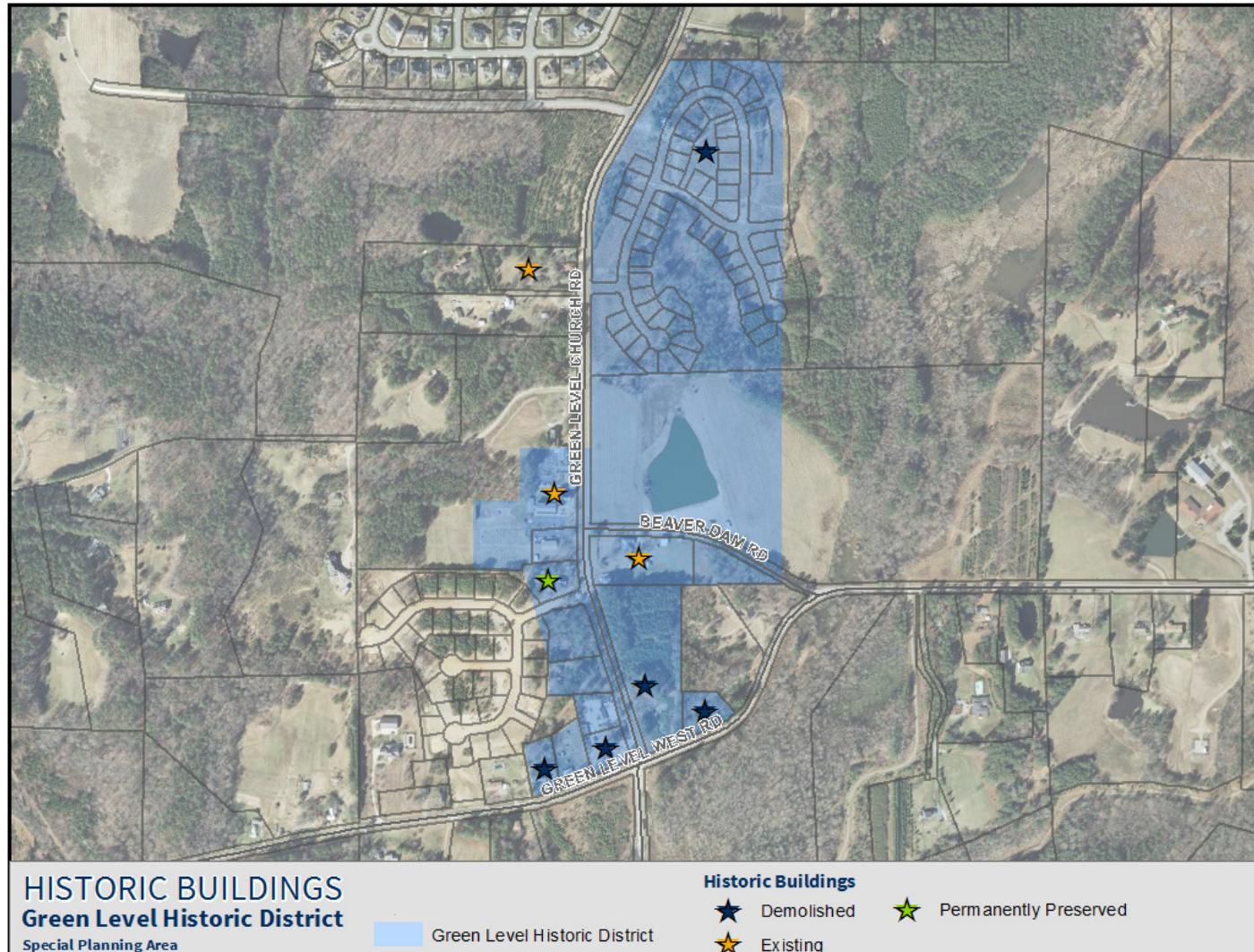
*Green Level Baptist Church in Green Level National Historic District*



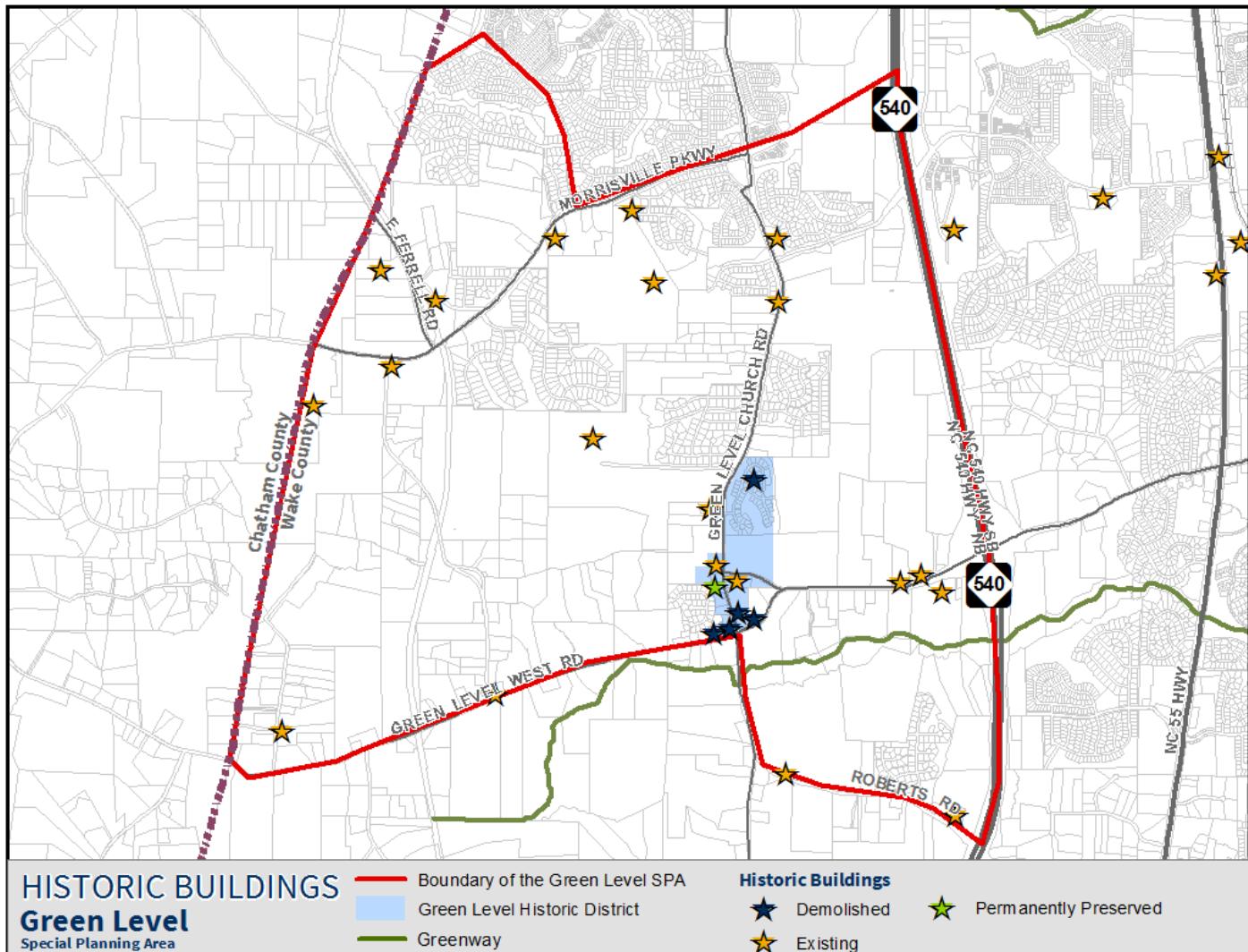
*Looking South on Green Level Church Road*



*Albert M. Council House in Green Level Historic District on Green Level Church Road*



The Green Level National Register Rural Historic District, established in 2001, has lost a number of contributing historic structures in recent years.



The wider Green Level area contains a number of historic resources outside of the National Register District. Preservation of these structures is a high priority.

### Jordan Lake Watershed Stormwater Impacts: Density and Open Space Offsets

Jordan Lake, which is the primary water supply for Cary, is located due west of Green Level. The continued protection of the Jordan Lake water supply watershed has long been one of Cary's key policy goals. The Southwest and Northwest Area Plans were developed in 2002 and 2004 as part of a coordinated effort to achieve a comprehensive approach to future development in western Cary. Part of that comprehensive approach anticipated that the lower densities and additional open space provided in Green Level would be used to offset some of the water quality impacts that might result from increased densities in the northwest. It was anticipated that a combined watershed management plan could be approved by the State for the two planning areas taken as a whole. However, efforts by the Town in 2005-06 to develop a Jordan Lake Watershed stormwater management plan did not find support at the state level. Hence, the additional open space and lower density development in Green Level have not provided any stormwater mitigation benefit for the areas north of Green level.

### Opportunity for Western Cary Destination Center

The Future Growth Framework Map identifies a new mixed-use Destination Center around the four quadrants of the freeway interchange at Green Level West Road. The availability of sizable tracts of developable land around the interchange makes this Destination Center one of Cary's premier opportunities for economic development. Located just two exits from RTP, and with opportunities for site visibility from I-540, this Destination Center offers exceptional promise for attracting "Class A" office and employment, in addition to supporting commercial and residential uses. Its future development should be carefully managed.

### Chatham County-Town of Cary Joint Planning Agreement

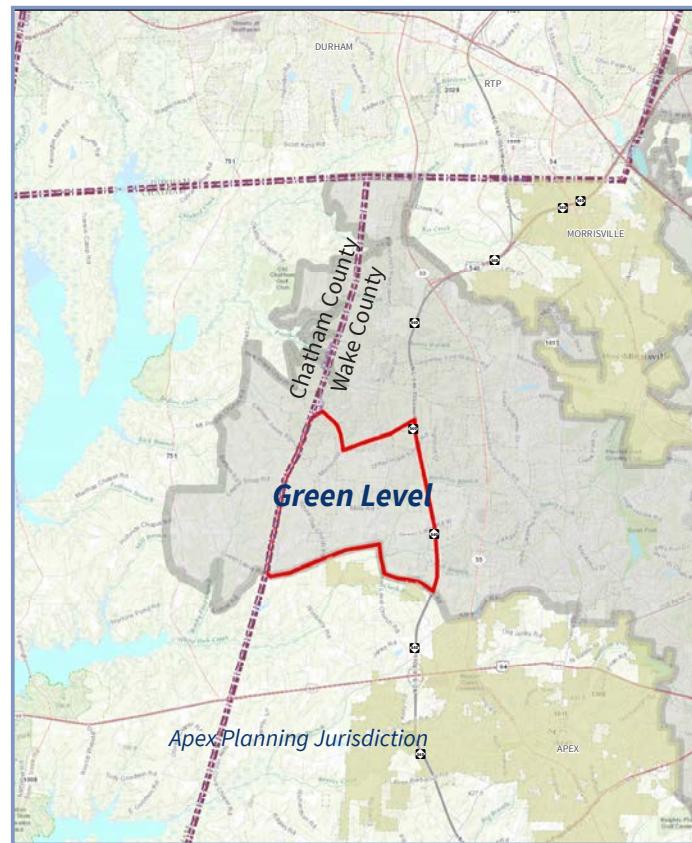
To the west of the Green Level Special Planning Area, between the Chatham County Line and Jordan Lake, lies an area of almost 12,000 acres that is subject to a special area plan, the Chatham County-Town of Cary Joint Land Use Plan, adopted in 2012 under an inter-local agreement between Cary and Chatham. That plan, with its interlocal agreement, governs land uses and densities for the portion of the Cary Community Plan located in Chatham County. For the area immediately west of Green Level, future land uses are recommended to be single family residential, at no more than 1-2 dwellings per acre. The Future Growth Framework carries forward the land use policies from this plan.

Further west in Chatham County is the proposed Chatham Park Project on the west side of Jordan Lake in Pittsboro - a 7,000 acre project that is proposed to include nearly 28,000 residential units and 23 million square feet of non-residential development. While not immediately adjacent to Green Level, this development likely may have an impact on the area.

### Town of Apex

The planning jurisdiction for the Town of Apex begins immediately south of the Green Level SPA. Apex updated its comprehensive plan in 2013, which envisions single family development south of Green Level West Road at up to 3 dwellings per acre, and either single family detached or townhomes south of Roberts Road, at up to 6 dwellings per acre. The Apex plan also recommends a mix of office and retail on the Apex side of the Green Level West and Green Level Church Roads intersection. Apex's plan densities are twice those recommended in Cary's 2004 plan.

### Context of Green Level

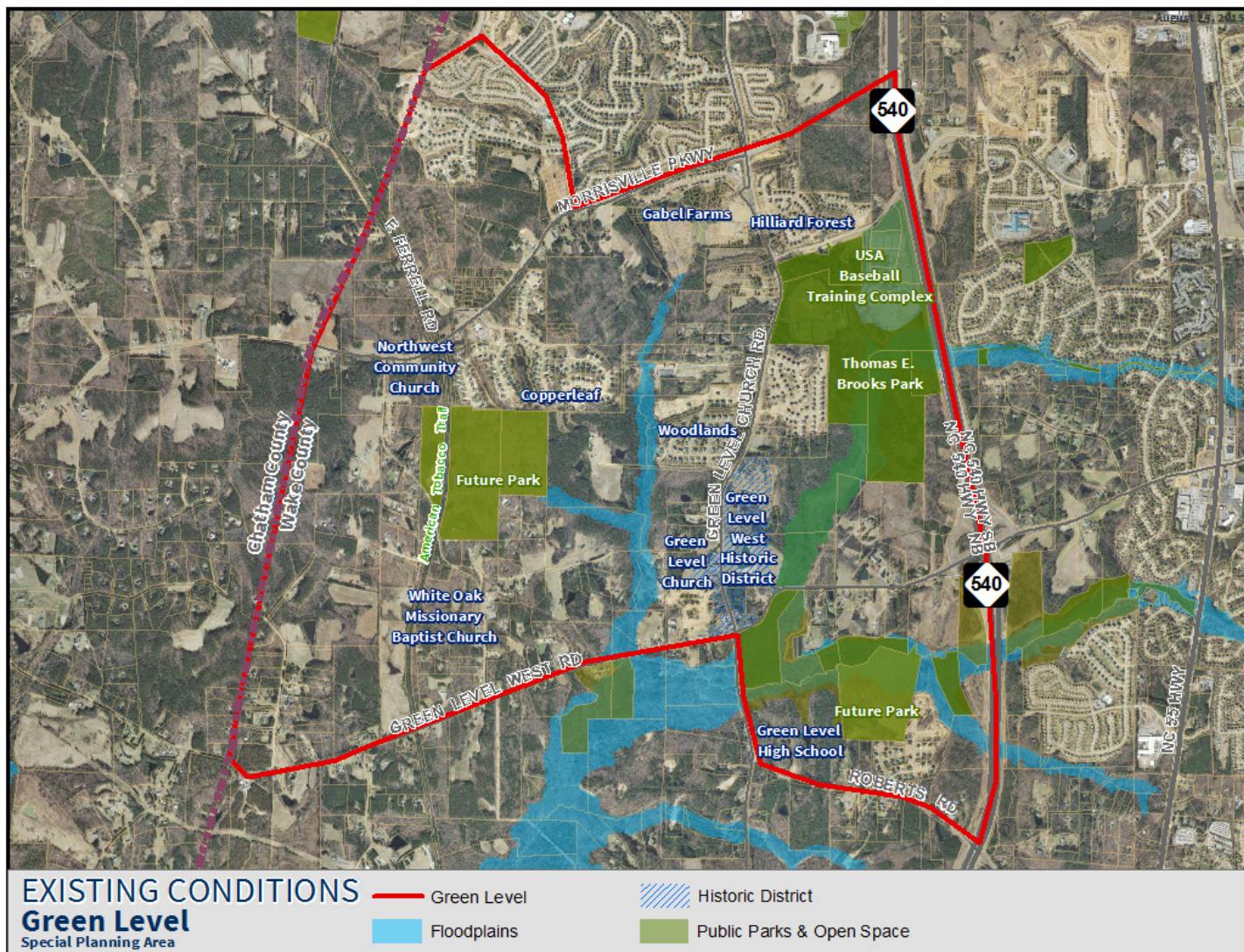


Green Level is located in the western part of Cary between NC-540 to the east and the Wake-Chatham county line to the west. Immediately south of the planning area is the Town of Apex Planning Jurisdiction. Further west an agreement with Chatham County governs land use.

## Green Level Today



Thoroughfare improvements in Green Level from 2004-2015 used a "rural" treatment in an attempt to reflect the more rural character of Green Level at that time. The section of Morrisville Parkway, shown to the left, uses a swale and ditch design rather than curb and gutter. In mid-2015, Cary discontinued this design approach for thoroughfares in Green Level.



## Vision for Green Level

Green Level will be an area that blends historic, rural character with “green,” suburban neighborhoods. The area’s rural heritage will be reflected through a mix of historic preservation and environmentally sensitive development. New development will include community open space that provides water quality benefits, wildlife habitat, and recreational places for citizens to enjoy the natural setting. A public greenway system will provide connections to the public parks in Green Level, as well as to the regional greenway system. New residential development west of the Triangle Expressway (I-540) will occur as clustered subdivisions that provide extra amounts of preserved open space than typically found elsewhere in Cary.

### EASTERN PORTION OF GREEN LEVEL

Areas in the eastern portion of Green Level will be designed to take advantage of the regional transportation network and proximity to RDU and RTP. New neighborhoods here will have higher densities than in the Western Portion of Green Level. Subdivisions will be designed to offer the full array of amenities and will be located near a new mixed-use Destination Center at Green Level West and I-540. This center will provide significant economic development opportunities for Cary, with ample room for employment growth, as well as offering residents a place to work, shop, and dine within a short commute of their homes. These developments will use environmentally sustainable designs and building practices that complement the significant natural resources in the area, such as White Oak Creek and Bachelor Branch, as well as complement the historic rural and agricultural character of the area.



*Using smaller lots in one portion of a subdivision can allow greater amounts of open space to be preserved in another portion. Design features harken back to the rural era.*



*Preexisting farm features such as farm ponds and woodlands might be preserved as open space, while still allowing homes on rather conventional suburban lot sizes.*

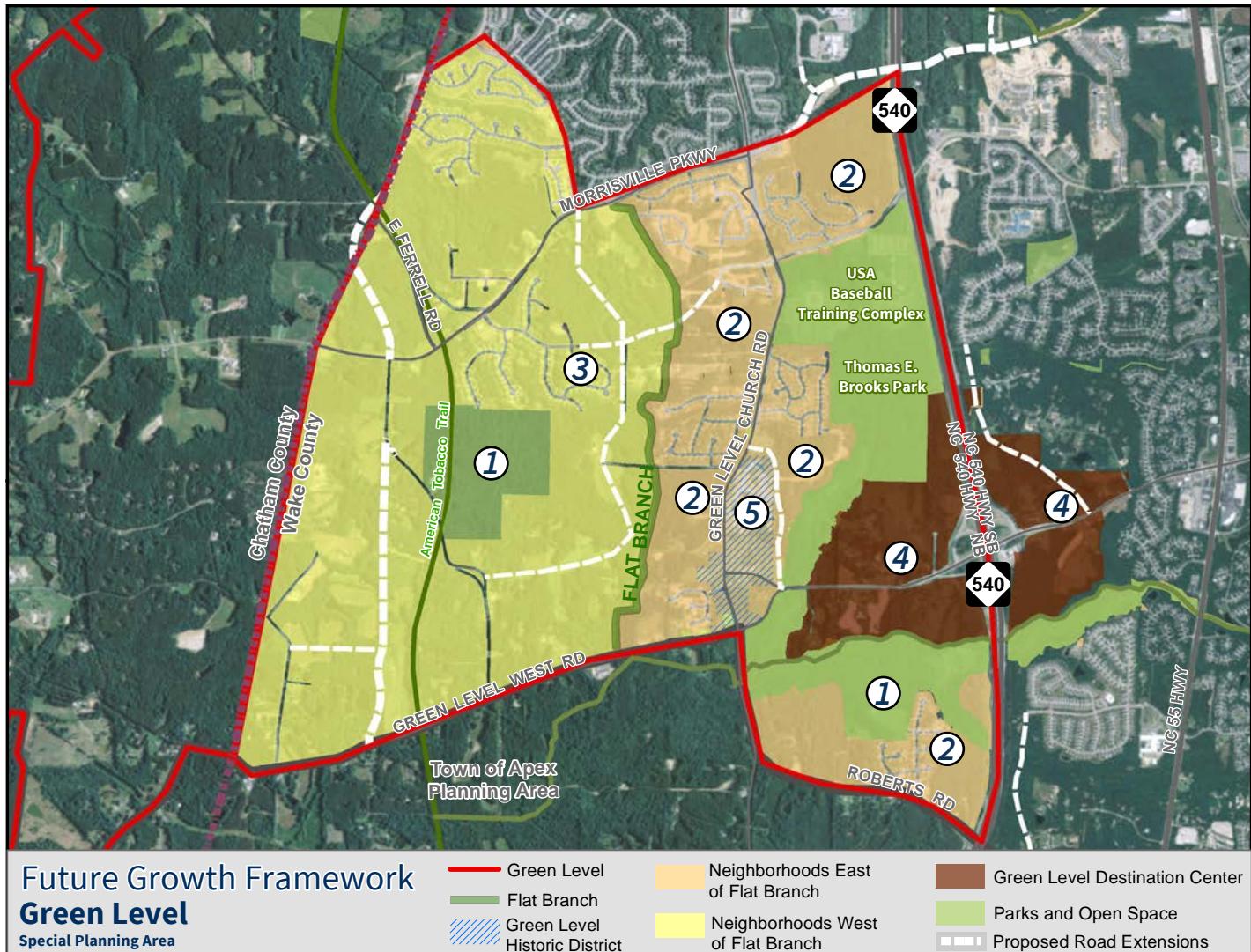


*The Destination Center should include walkable, mixed-use areas and green spaces that draw to mind the area’s past.*

## Policies for Green Level

In order to achieve the vision for Green Level, the Town's special policies for this area are:

Policy	Policy Intent
<b>Policy 1: Maintain Land Use Transition</b>	
<p><b>Ensure that Green Level is characterized by a transition, east to west, from more intense suburban development patterns around the Triangle Expressway (I-540) to lower densities at the area's western edge with Chatham County.</b></p>	<p>The intent of this policy is to create transitions in development density and character that will provide for more intense development on the eastern portion of Green Level near I-540 and transition to lower density development closer to Chatham County. In order to maintain a downward density transition across the County Line into Chatham, and into the area guided by the Chatham-Cary Joint Land Use Plan, residential densities in the areas approaching the western edge of Wake County should be somewhat higher than those proposed just over the County Line, while providing a compatible transition.</p>
<b>Policy 2: Respect Heritage and Open Space</b>	
<p><b>Organize the pattern of new development around important natural and historic features, landscaped transportation corridors, open spaces and community gathering spaces.</b></p>	<p>The intent of this policy is to recognize and respect the heritage and history of Green Level by designing developments to utilize and incorporate a site's environmental and historic assets and features as prominent or integrated design elements in new development. It is the intent that new development should uphold the rural character by retaining historic structures in their original location when near streets, and use landscape designs that set out key natural features as focal points and that protect these areas as public open spaces. Open spaces and community gathering places in neighborhoods should be connected and easily accessed from neighborhood homes.</p> <p>Thoroughfare and collector roads should have streetscape buffers that shield new development from view, and also use a less formal type of streetscape landscaping. Such streetscape designs might have a greater reliance on retaining existing forest, utilizing native vegetation, grassed medians, and/or design elements such as rural fences.</p>
<b>Policy 3: Allow Either Rural or Suburban Designs for Local Roads</b>	
<p><b>Encourage local streets to be designed to a suburban standard that includes curb and gutter, sidewalks, street lighting, etc., while allowing local streets to alternatively use a rural design that uses swale and ditch edges in lieu of curb and gutter.</b></p>	<p>The intent of this policy is to encourage local streets to be designed to include street lights, sidewalks or streetside trails, and curb and gutter, as found in other parts of Cary. This is in response to public input suggesting that the "swale and ditch" type of local street that was encouraged for Green Level subdivisions built during 2004-2015 did not meet the mobility and safety needs of the community. (Note that from 2004-2015, Cary's policy was for thoroughfares and collectors in Green Level to use swale and ditch designs rather than curb and gutter, avoid the use of street lights, and use off-road greenways rather than sidewalks. That policy was repealed in summer 2015.)</p>
<b>Policy 4: Support Development of a Signature Mixed Use Destination Center</b>	
<p><b>Support development of a signature Mixed Use Destination Center at Green Level West Road and the Triangle Expressway (I-540) that incorporates special features which acknowledge the area's culture and past, as well as its location proximate to unique environmental features and resources.</b></p>	<p>The intent of this policy is to create a prominent Destination Center that will support residences in Green Level and the larger region. The new Destination Center will highlight the juxtaposition of a major interchange and nearby sensitive natural areas by integrating environmental features into a densely developed and vertically-mixed center. As one of the last quality sites for employment uses, this Destination Center should include not only commercial and residential uses, but also a significant portion of the site should be dedicated to office or other employment uses.</p>



### 1 New Community Park (north of Roberts Road)

- Design guidance provided in the 2012 Parks, Recreation, and Cultural Resources Master Plan will be utilized to design this new community park
- Connect park to Destination Center and proximate neighborhoods via greenways, sidewalks, and bike trails



### Future Park (east of American Tobacco Trail)

- Design guidance provided in the 2012 Parks, Recreation, and Cultural Resources Master Plan will be utilized to design this new park/open space
- Connect park to American Tobacco Trail and proximate neighborhoods via greenways, sidewalks, and bike trails

### Neighborhoods in Green Level (areas ② and ③ )

- New development should be shielded from view from thoroughfares and the American Tobacco Trail (ATT) using natural topography, opaque vegetated open spaces, and/or streetscape buffers.
- Subdivisions should preserve historic resources identified on Cary's Historic Properties Inventory. First priority should be given to preserving structures *in situ* whenever possible, or otherwise as near as possible to original locations.
- The use of clustered, or conservation, subdivision design is encouraged. Preserved open spaces should be oriented around prominent natural features and/or historic resources.
- New development should be designed using features and elements that complement and harken back to the historic rural character of Green Level.
- Taken as a whole, new housing Green Level will be predominantly single family detached.
- Thoroughfare and collector roads should have streetscape buffers that shield new development from view, and also use a less formal type of streetscape landscaping. Such streetscape designs might have a greater reliance on retaining existing forest, utilizing native vegetation, grassed medians, and/or design elements such as rural fences.

#### ② Neighborhoods East of Flat Branch

- This area begins the gradual downward transition in density moving from areas east of I-540, heading west towards the Chatham County Line.
- The area east of Green Level Church and Roberts Roads will be generally akin to Classic Neighborhoods, while areas west of Green Level Church Road akin to Contemporary Neighborhoods.
- Single family detached housing predominates, with a mix of lot sizes possible across the area. Pockets or mixes of other housing types, such as patio homes or townhomes are also acceptable, provided such are shielded from view from thoroughfares. Multifamily should be sited in the Green Level Destination Center, and not in this area.
- At buildout, the aggregate density of the area east of Flat Branch will be somewhat higher than the area west of Flat Branch, with an aggregate, gross area-wide density not exceeding about 3 dwellings per acre.



### 3 Neighborhoods West of Flat Branch

- This area continues the gradual downward transition in density moving west from I 540, heading towards the Chatham County Line, as begun in the Neighborhoods East of Flat Branch. At buildout, the aggregate density of the area west of Flat Branch will be lower than the area east of Flat Branch, with an aggregate, gross area-wide density not exceeding about 2.5 dwellings per acre.
- This area is generally akin to Contemporary Neighborhoods.
- Single family detached housing predominates over most of the area, with lot sizes generally about a quarter acre or larger in conventional subdivisions, with smaller lot sizes possible in clustered subdivisions.
- Pockets or occasional mixes of other housing types, such as small-lot single family, patio homes, or townhomes, may also occur. Small or specialty multifamily (e.g., senior housing, care facilities, affordable housing) are also acceptable provided they are on sites of limited size – ideally about 10 acres or less (as opposed to sites of about 20-30+ acres typical for such housing in other parts of Cary). These types of housing should be shielded from view from thoroughfares and the American Tobacco Trail.



#### Conventional Subdivision

Conventional subdivisions are typically developed to accommodate the maximum number of single family dwellings permitted by zoning, and do not set aside public spaces except for roads, recreational amenities, and protected environmental features. The illustration below shows how a conventional subdivision might be developed to maximize the number of homes and protect critical areas, but provide no common open space.



#### Cluster or Conservation Subdivision

Conservation subdivisions (popularly called “cluster subdivisions”) provide the same number of homes as a conventional subdivision, but utilize allow homes on smaller lots in order to preserve more land in its natural condition as permanently protected open space. Open spaces should be designed as large, cohesive and contiguous areas to maximize the ecological viability and natural habitat of the site. Some communities provide developers with a density bonus – an increase in the total number of homes – as an incentive to use the conservation subdivision approach.



#### 4 Green Level Destination Center

The Green Level mixed-use Destination Center will provide significant economic development opportunities for Cary, with ample room for employment growth, as well as offering residents a place to shop and dine within a short commute of homes. This Destination Center should be designed using environmentally sustainable designs and building practices and site designs that complement the significant natural resources in the area, such as White Oak Creek and Bachelor Branch, and that harken to the historic rural character of the area.



- This signature Destination Center should utilize a consistent design palette across its four quadrants to reinforce the cohesive nature of the center and should incorporate high quality architecture and design elements that are influenced by the area's rural and agricultural heritage
- The center should include employment, commercial, and higher-density housing using multistory vertically mixed designs, preferably a range of 4-7 stories in height.
- Structured parking is preferred over large surface lots.
- As one of the last large sites suitable for major employment uses, this Destination Center should include not only commercial and residential uses, but also a significant portion of the site should be dedicated to office or other employment uses
- Center should be designed as a highly walkable environment that integrates the built environment and natural features within public areas, and fosters an active public realm
- Historical buildings in the center should be protected, utilizing adaptive reuse whenever possible.
- Center designs should strive to protect prominent environmental features
- Multi-story Class A office buildings and employers are desired, and intended to be sited for optimal visibility from the freeway

#### 5 Green Level Historic District and Other Historic Resources

- Protect and preserve the historic district's contributing historic resources as well as resources identified on, or qualified for, Cary's Historic Properties Inventory throughout the Green Level area
- Retain historic structures in their original location whenever possible
- Strive to protect the landscape context around historic structures
- Strive to protect the views towards historic structures from major roadways
- New infill development or redevelopment should be designed to be compatible with historic resources and their surrounding landscape
- Protect the historic district's context and historic resources by using context-sensitive thoroughfare and streetscape designs within the historic district, including the consideration of asymmetrical road widenings if appropriate and feasible.



## How We Will Achieve Our Vision

### 1 Maintain an East-to-West Transition in Density While Respecting the Area's Heritage and Open Spaces

#### Major Actions:

Evaluate and update zoning and site development ordinances to implement the vision of the Green Level Special Planning Area. This includes updating current zoning districts that can be applied to neighborhoods in Green Level to allow for both cluster and larger lot subdivisions, as well as updating zoning incentives and/or requirements for historic preservation. The Town's streetscape ordinance and other design standards should be updated to conform to the vision for this special area.

### 2 Support Development of a Signature Mixed-Use Destination Center

#### Major Actions:

Prepare mixed-use development and design standards that protect and celebrate the sensitive environmental setting of the future destination center; consider a form-based or hybrid zoning approach. This could include a sustainability points system that provides additional incentives or removal of barriers for projects that incorporate environmentally sustainable designs.

## RELATED POLICY DIRECTION IN OTHER CHAPTERS

This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's policies on Green Level.

Shape: Guiding Community Growth in Green Level	Live:	Work:	Shop:	Engage:	Move:	Serve:
	Fostering Strong Neighborhoods	Assuring Continued Prosperity	Creating Vibrant Destinations	Experiencing the Cary Community	Providing Transportation Choices	Meeting Community Needs
	Policy #1: Maintain Neighborhood Character  Policy #2: Provide More Housing Choices for All Residents  Policy #3: Provide for More Housing Options in New Neighborhoods  Policy #4: Provide the Greatest Variety of Housing Options in Mixed Use Centers  Policy #5: Support Residential Development on Infill and Redevelopment Sites	Policy #1: Grow A Sustainable and Diversifying Workforce  Policy #2: Enhance Locational Appeal to Businesses and Workers  Policy #4: Diversify Cary's Economy  Policy #5: Attract New, High Value Businesses  Policy #6: Attract and Nurture Small Businesses  Policy #8: Support the Locational Needs of New and Expanding Firms  Policy #10: Reserve and Provide Employment Sites in Selected Commercial Mixed Use and Destination Centers	Policy #2: Focus Commercial Uses within Mixed-Use Centers  Policy #3: Support the Development of a Limited Number of Destination Centers	Parks and Recreation Master Plan Goals #1, #2, #4, #7  Public Art Master Plan Vision  Historic Preservation Master Plan Goals #1, #2, #3, #4, #5	Policy #3: Design Transportation Infrastructure to Address Land Use Context  Policy #4: Focus Investments on Improving Connections and Closing Gaps  Policy #8: Ensure a Well-Maintained System	Policy #1: Provide Affordable and High Quality Public Services and Facilities for Current and Future Generations  Policy #2: Provide Safe, Reliable Water and Wastewater Services  Policy #3: Encourage Environmentally Responsible Stormwater Management  Policy #5: Protect and Restore Open Space and the Natural Environment  Policy #6: Protect Air Quality  Policy #7: Improve Energy Efficiencies and Sustainable Energy Practices  Policy #9: Preserve and Protect the Urban Tree Canopy

## Chatham County - Town of Cary Special Planning Area

This Special Planning Area refers to the previously adopted Chatham County - Town of Cary Joint Land Use Plan, and is fully part of the Cary Community Plan. The Chatham County - Town of Cary Joint Land Use Plan is incorporated by reference here, and included in Chapter 10: Appendix.



# CHATHAM COUNTY TOWN OF CARY JOINT LAND USE PLAN

Adopted JUNE 2012  
Effective JULY 1, 2012

Plan Document Amended July 25, 2016

Prepared By:

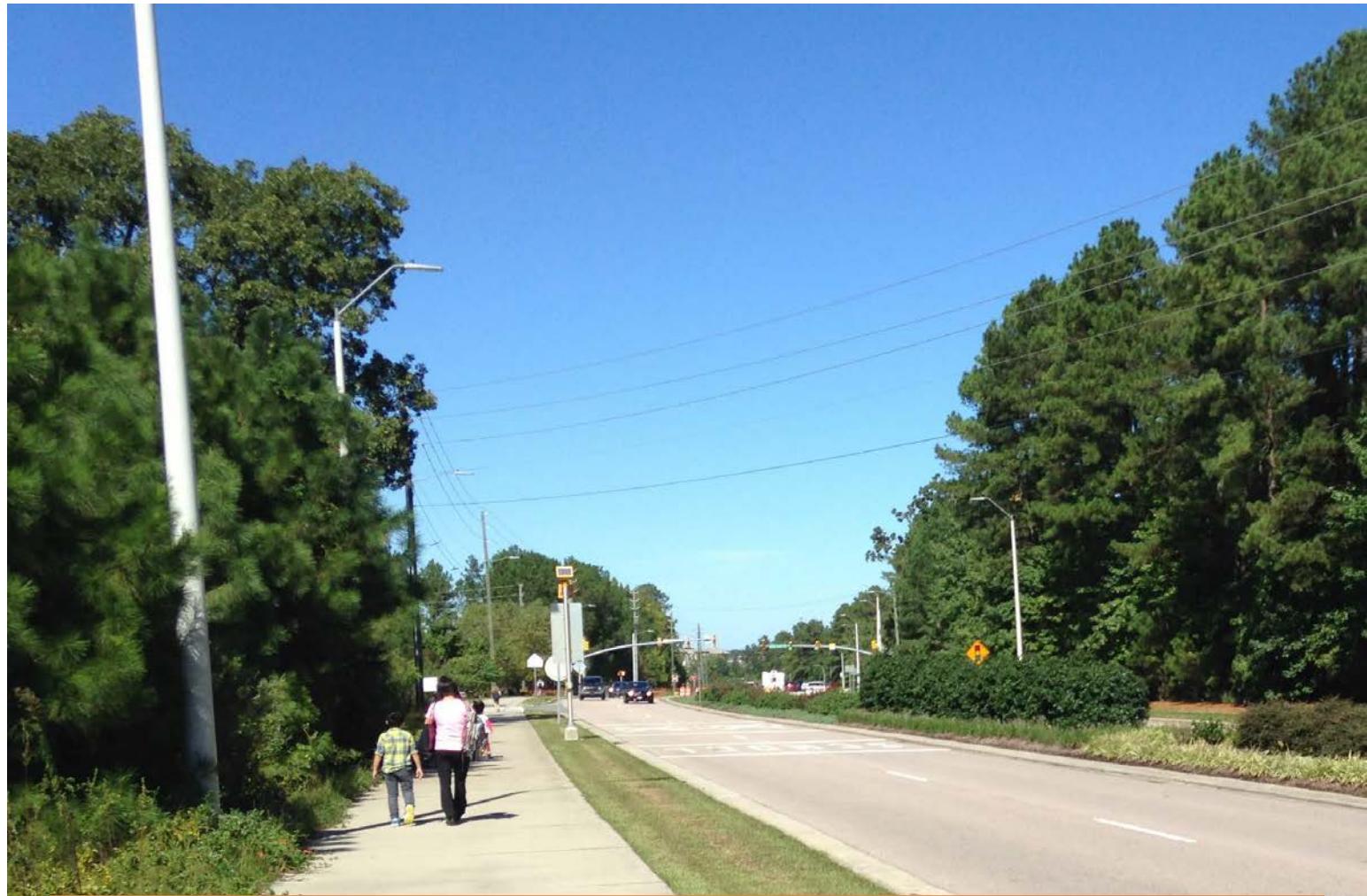
Chatham County Planning Department

Town of Cary Planning Department



# 7. MOVE

## *Providing Transportation Choices*



### **IN THIS CHAPTER:**

- Challenges and Opportunities
- Policy Direction
- Transportation Elements and Maps
- How We Will Achieve Our Vision
- Related Policy Direction in Other Chapters

The wise investments made in transportation infrastructure over the last few decades has created a transportation system that functions for users of all modes - walkers, bikers, drivers, and transit riders. In the future, Cary's transportation system will provide efficient travel for all Cary residents, workers, and visitors.

### **CARY VALUES:**

#### **An Efficient System for All Users**

Cary will continue to provide an attractive network of streets and a wide range of functional and well-designed facilities for all mode choices - driving, walking, biking, and transit. This multimodal system will facilitate moving into, out of, and around the community with a design emphasis on people and the human experience.

# 7. MOVE

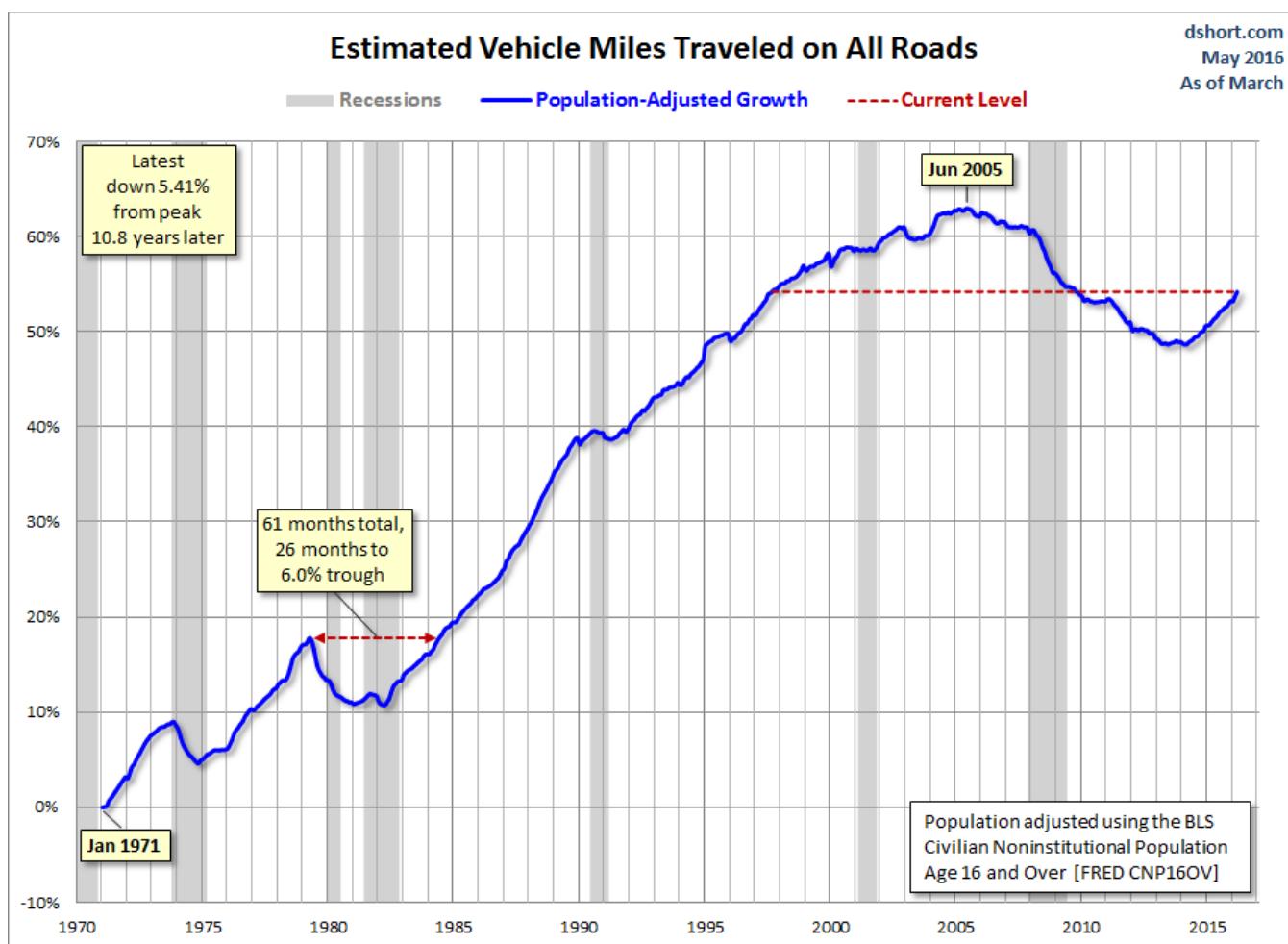
## CHALLENGES AND OPPORTUNITIES

Cary has a strong existing transportation network, with well-designed streets, good sidewalk coverage, a variety of bicycle facilities, and an efficient transit system. The quality of the existing system is a result of past prudent investments in infrastructure. As Cary looks to the future, continued investments in infrastructure and implementation of policies will improve mobility for Cary residents, workers, and visitors.

There are several local and national trends and factors that may affect future travel in Cary. These trends present challenges and opportunities for Cary as the transportation, demographic, and technological landscape shifts. Many of these trends are only beginning to emerge and the full extent of their impact on travel and transportation is not fully known. Some of the trends are a result of shifting professional practices, like increased understanding of the interaction between land use and transportation. Together, these trends provide context to the transportation recommendations as factors that currently affect travel in Cary or may in the future.

Nationally, a broad measure of travel behavior is vehicle miles traveled per capita. Since the 1970s, this measure has risen steadily, pausing only during recessions. Encapsulated in the rise of vehicle miles traveled are a number of economic and social trends such as suburbanization, increasing household incomes, women entering the workforce in greater numbers, and decreasing costs of vehicle ownership.

More recently, per capita driving has declined. Much of the decrease can be explained by the 2008 economic downturn and increases in gas prices. However, per capita vehicle miles traveled peaked in 2005, before the recession, and has not fully rebounded since the recession ended, indicating other factors may be affecting people's decision to drive. In the last year, vehicle miles traveled has begun to trend upwards again, perhaps signaling a resumption of historic trends. How demographic, technological, and personal trends affect vehicle miles traveled will help determine the needed transportation network in Cary.



# Integration of Land Use and Transportation

Transportation networks and surrounding land uses are often viewed as independent systems; however, both are very much intertwined, and changes to one will influence the other. Transportation infrastructure, services, and policies can determine development patterns, while demand created by businesses and homes create need for streets, sidewalks, transit services, and bike facilities. For example, businesses may locate along major streets and transit lines to increase visibility to customers and accessibility for employees. And, new transportation infrastructure or transit services can lead to accompanying changes in land use such as the development of homes or businesses.

Similarly, land use and development patterns influence new transportation infrastructure. Major commercial developments and trip-generating destinations may require expanded streets, new transit services, connected bike facilities, or additional sidewalks to better serve the people traveling to those locations. As development and redevelopment occurs throughout Cary, it is important to continually reevaluate the transportation network and services to ensure the system functions and provides adequate access to the locations that people desire to go to.

## Growing Population

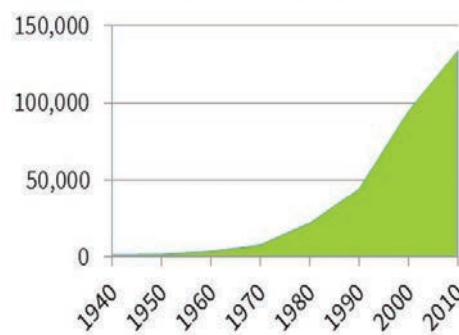
Proper coordination between transportation and land use is increasingly important as the population of Cary continues to grow. Cary's population tripled between 1990 and 2010, increasing from 43,858 in 1990 to 125,234 in 2010. This growth trend is expected to continue through 2040, albeit at a slower rate, with an expected population of 193,000 residents in 2040. New growth will have positive impacts on many aspects of the community, but also places pressure on the transportation infrastructure to continue to function effectively and efficiently with the additional users.

## Changing Trip Purpose

Planners and professionals often focus on work trips because they are regular and occur at times of peak demand for transportation infrastructure. In recent decades, however, the importance of work trips has declined as other trip types have increased at a faster rate than work trips. Now, trips like shopping, dining out, taking the kids to school, and visiting friends make up a larger share of total trips. For Cary, this means more demand throughout the day, not just during the morning and evening commute times. Shifting trip purpose can also mean transit service is more complicated, leading to the need for more connections between destinations and increased frequency of service in traditionally off-peak hours.

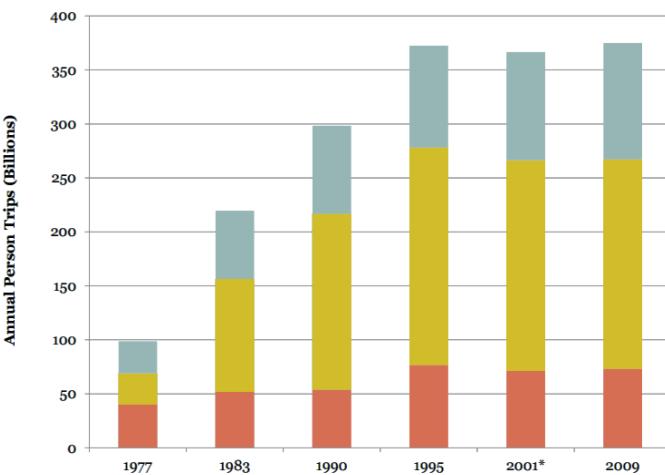


## CARY'S POPULATION



*Cary's population tripled between 1990 and 2010.*

## Total Travel by General Category, 1977 to 2009



*Work trips (red) have grown at a slower rate than other trips (leisure in blue and shopping/errands in yellow). Source: McGuckin's analysis of NHTS data series.*

## Diverse Mobility Needs and Preferences

The transportation system in Cary is designed to function for all residents, workers, and visitors. This means creating a network that allows individuals to choose a preferred mode of travel - driving, walking, biking, transit. It also means adjusting to changing preferences and ensuring all mobility needs are met.

### Aging Population

Nationally, the population is aging as the baby boomer generation reaches retirement age and life expectancies increase. This trend is accelerated for warm southern states like North Carolina, and Cary's population reflects this trend. The fastest growing segment of Cary's population is nearing retirement age; between 2000 and 2011 the proportion of Cary's population over 55 increased from 12% to 18%. Cary's population of over 65 individuals is projected to continue to increase in the future.

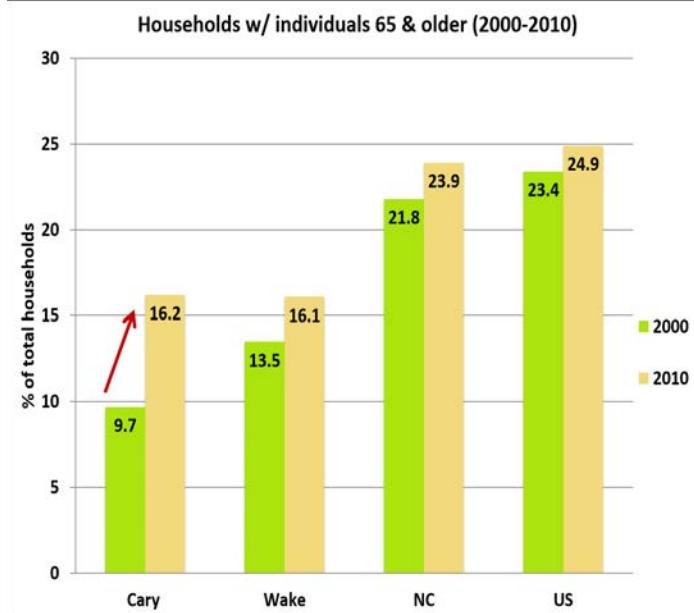
The aging population has several impacts on transportation. First, older individuals drive less than other age groups and tend to make fewer trips at peak travel times (the morning and evening rush hours). Many older individuals choose not to drive - or are no longer able to drive - and must rely on walking, transit, or friends and family for trips. As a result, demand may increase for non-driving modes of travel and travel options at non-peak times.

### Millennial Preferences

Millennials (the generation born roughly between 1980 and 2000) and their travel preferences have been a frequent point of discussion over the past several years. In general, surveys have shown millennials prefer walking, biking, and transit at higher rates than other age groups. Also, millennials' economic experiences and personal trends have reduced car ownership and driving. Factors include lower employment, wage stagnation, higher debt levels than previous generations, pursuing more schooling, and postponing marriage and children.

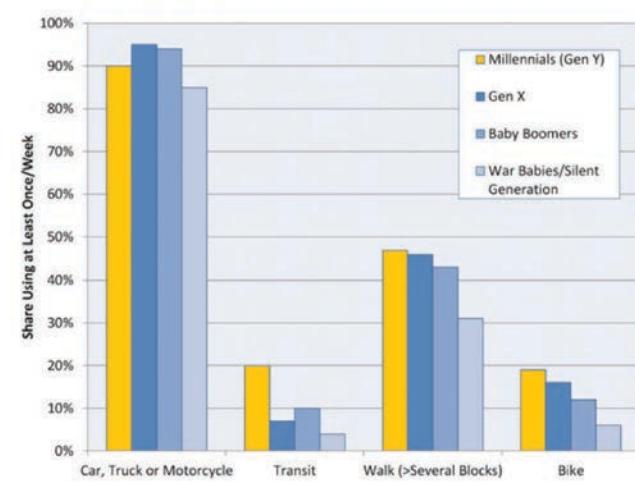
There is some evidence that the prevalence of social networking and ubiquity of internet access has impacted the desire for automobile ownership; the cell phone is the millennial generation's symbol of freedom and connectivity, not the car. Many millennials prefer a transit trip to a car trip, because that time can be spent on other tasks such as reading, working, or connecting with others via a smart phone.

### Growth in Seniors



*Cary's senior population has grown rapidly and will continue to grow in the future.*

### Millennial Choices



*Millennials show a desire to use non-car modes at a higher rate than other generations.*

# Changing Market Preferences and Technologies

## Technology's Effect on Transit

Surveys have shown uncertainty - particularly worrying about missing the bus or taking the wrong bus - is one of the leading reasons people choose not to take transit. Technology improvements have helped allay these fears. Smart phone apps, such as Transloc, can now show, real time, bus locations and arrival times. GoCary, like all transit providers in the Triangle, uses these systems to alleviate uncertainty associated with transit and make transit a more appealing option.

## Intelligent Transportation Systems

As street infrastructure becomes built out and mature, there is an increasing focus on managing the existing infrastructure rather than building new infrastructure.

Demands on the existing infrastructure can be better managed through intelligent transportation systems that marry technology and infrastructure, which can yield cost savings and limit the need for building new infrastructure. Signal timing and phasing enhancements, real-time signal timing adjustments, signal preemption for transit vehicles, and real-time communication systems are examples of technologies that monitor the infrastructure usage and adjust the system in response to demand to manage congestion.



*Technological solutions are increasingly being deployed to help manage demand on streets and ease congestion.*

## Healthy Communities

The healthy communities movement is a trend in community planning as a response to the increase in preventable diseases that are linked to the built environment. Concerns over the impact sedentary lifestyles have on personal health have led to a focus on incorporating activity into daily routines, not just as a separate exercise activity. Healthy communities consider land use issues like the proximity of desired destinations (restaurants, parks, schools, jobs) to homes and businesses. Similarly, transportation issues are also reflected in planning efforts. Sidewalks are available and connected, bike accommodations are built into street designs, and street crossings are safe and comfortable. A well-planned healthy community encourages people to incorporate activity into their daily life by making biking and walking a safe, easy, and comfortable choice.



*An active lifestyle may include biking, walking, or running on many of Cary's premier greenways such as the American Tobacco Trail.*

# A Balanced and Efficient Multimodal Transportation System

## Complete Streets

In almost all communities, right-of-way for streets represents the largest assemblage of public land in the community, out pacing public parks and buildings. Although commonly considered space for vehicles, streets are for everyone. Complete Streets is an effort to design streets with all people in mind, regardless of mode of choice. Mode is a simple concept that refers to the method someone uses to get around a town - driving, walking, biking, transit, or some other choice. Complete streets are designed and built so that all modes can move safely and efficiently around a community.

Cary strives to apply this concept and design streets that work for all Cary residents, workers, and visitors. Therefore, sidewalks are programmed for at least one side of new streets and often on both sides of the street to allow safe and comfortable walking. Bike accommodations include bike lanes or wide outside lanes, and well-marked bike routes. Transit service connects major destinations and provides Cary residents and workers access to jobs and amenities. The transportation network, specifically transit service and pedestrian infrastructure, is designed to provide safe mobility for individuals with disabilities and considers the needs of all Cary residents. This way of planning and designing ensures that the transportation network is truly for all Cary residents and workers.



## Attractive Streetscaping

Attractive streetscaping is a crucial component in street designs, one that Cary residents take pride in. Streetscaping includes plantings in the medians of thoroughfares and collectors and along the sides of streets. These plantings enhance the pleasantness and attractiveness of the streets in Cary, providing additional green space and beauty throughout the town. Corridors lined with flowers, trees, and bushes enhance the travel experience along those corridors, be it by driving, walking, biking, or by bus.

In addition to street plantings, Cary incorporates other streetscaping elements to improve the aesthetic look of the town. Decorative and pedestrian-focused lighting fixtures, brick pavers in sidewalks, benches along sidewalks, attractive signs, and a unified aesthetic for other street elements, like waste receptacles and traffic lights are all techniques to beautify the street. Combined, all of these street elements create a pleasant experience for people traveling around Cary, and enhance the beauty and sense of place within the town.



# POLICY DIRECTION

In order to respond to the transportation challenges and opportunities, and to provide an efficient, functional, and well-designed transportation system that provides mobility choices, Cary's transportation policies are below. Policies are not ordered by priority.

Policy	Policy Intent
<p><b>Policy 1: Ensure Safety for All Users and Modes</b></p> <p><b>Evaluate the Town's transportation network to ensure the safety of all roadway users, regardless of age or ability including pedestrians, bicyclists, transit riders, and motorists.</b></p>	<ul style="list-style-type: none"> <li>• Make safety the top goal by designing streets that seek to minimize crashes and the potential for conflicts.</li> <li>• Design all transportation elements with safety in mind.</li> <li>• Continue to evaluate and reevaluate crash and safety data to identify areas that may need targeted safety improvements.</li> </ul>
<p><b>Policy 2: Apply Multimodal Street Designs</b></p> <p><b>Apply "complete street" design guidelines for the cross-sections and intersections of all streets, collectors, and thoroughfares based on system demand and each street's land use context.</b></p>	<ul style="list-style-type: none"> <li>• Design streets that are accessible and usable for all Cary residents, workers, and visitors.</li> <li>• Address changing national trends in trip preferences and needs by designing streets that allow individuals to choose their preferred mode of travel.</li> <li>• Address needs of individuals who have a variety of mobility needs and abilities.</li> </ul>
<p><b>Policy 3: Design Transportation Infrastructure to Address Land Use Context</b></p> <p><b>Incorporate transportation improvements along corridors in a context-sensitive way, balancing community character, historic preservation, environmental protection, and aesthetics with transportation and mobility needs.</b></p>	<ul style="list-style-type: none"> <li>• Recognize the connection between transportation and land use.</li> <li>• Recognize that different intensities and types of land use require various transportation elements and configurations of transportation infrastructure.</li> </ul>
<p><b>Policy 4: Focus Investments on Improving Connections and Closing Gaps</b></p> <p><b>Focus transportation investments on bridging connectivity gaps between employment centers, neighborhoods, and mixed use commercial developments. Improve connectivity within and between these destinations by providing opportunities for all modes of transportation: driving, walking, biking, and taking transit. This also includes improving opportunities for connectivity via greenways and trails.</b></p>	<ul style="list-style-type: none"> <li>• Recognize that much of the transportation infrastructure in Cary is mature or in established neighborhoods.</li> <li>• Maximize transportation investments by focusing on the highest need areas and places where targeted investments will yield significant benefits.</li> </ul>

## Policy

## Policy Intent

### Policy 5: Minimize Thoroughfare Widths

**Major streets that are being developed or widened to add additional lanes should be limited to four through lanes, wherever possible. Any expansions beyond this standard should be focused in areas with the highest levels of congestion and critical bottlenecks.**

- Recognize the public desire to keep most Cary thoroughfares at four through lanes wherever possible.
- Help address needs of pedestrians who find crossing smaller streets easier and more comfortable.
- Create a more attractive street network by designing thoroughfares that are not excessively wide and feature landscaped medians.

### Policy 6: Improve Pedestrian and Bicycle Crossings

**Improve pedestrian and bicycle crossings in commercial areas, across major streets, and where greenways cross streets to build connected bicycle and pedestrian networks that are comfortable for all ages and abilities.**

- Incorporate pedestrian and bicycle crossing improvements to places that are often the most challenging for pedestrians and cyclists to navigate and have the most conflict points.
- Grade separate pedestrian and bicycle crossings (via bridges or underpasses) along major greenway corridors, where feasible, to provide unimpeded crossings, as envisioned in the Parks, Recreation, and Cultural Resources Master Plan.
- Continue investment in the bicycle and pedestrian system.

### Policy 7: Target Transit Investments

**Target transit investments to support and sustain mobility choice and improve GoCary through increased frequency to major destinations, expanded service to new locations, reliability improvements to reduce travel time, and efficient interconnections with other transit systems throughout the region.**

- Continue GoCary rapid growth through wise investments in infrastructure and services.
- Add new routes and destinations that respond to the demands of current GoCary riders and that attract new riders to the system.

### Policy 8: Ensure a Well-Maintained System

**Ensure a well-maintained transportation system by emphasizing the need to provide adequate funding for system maintenance needs.**

- Recognize that continued good maintenance is a sound investment policy that yields future benefits.
- Improve safety for users by ensuring facilities are well maintained.
- Enhance the attractive streetscaping in Cary with ongoing maintenance and care.

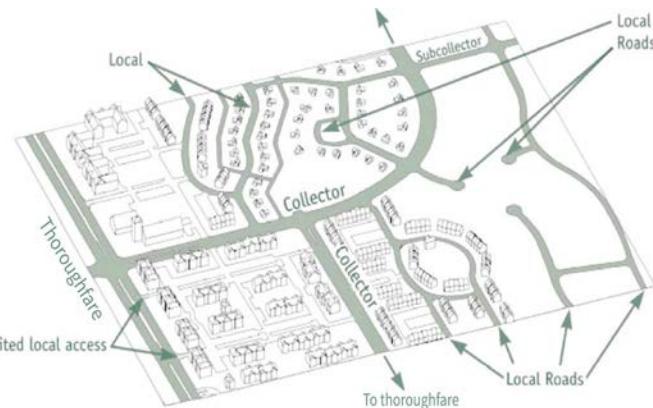
# STREETS ELEMENT

Cary's street network is a vital component of its success as a growing and vibrant community, providing access to the services, jobs, and amenities that make Cary a wonderful place to live, work, and visit. Cary has been proactive in planning and building high quality street facilities, working in a collaborative manner with federal agencies, NCDOT, metropolitan planning organizations, neighboring municipalities, and developers to create this infrastructure and vital regional connections. Because of the complex funding and regulatory structure, many streets in Cary, in particular the interstates, US routes, and NC routes, are planned and maintained by federal agencies or NCDOT, although the Town of Cary provides input and helps to make decisions regarding changes to these streets.

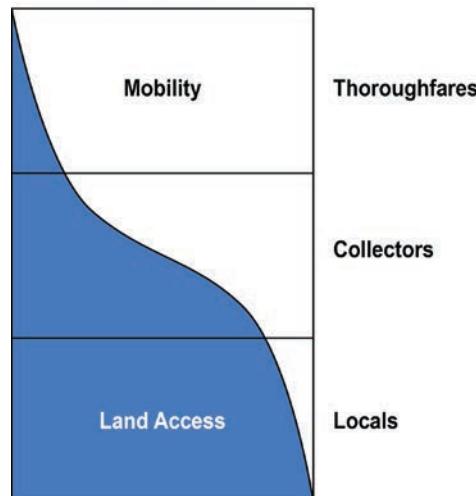
## Functional Classification

Streets in Cary, as in all communities, are designed in a hierarchical manner with different street types serving different purposes within a unified system. At a conceptual level, the design of streets is balanced between two general goals, mobility and accessibility. Mobility is the ability to travel quickly without delay and most streets that focus on mobility are designed to carry high volumes of traffic. Accessibility is the ability to reach destinations. There is a trade-off between mobility and accessibility, and the transportation network in Cary seeks to balance these two broad goals to create an efficient system.

For public streets in Cary, there are three major street types: thoroughfares, collectors, and local streets. Thoroughfares are larger streets that form the backbone of the transportation system in Cary, providing mobility to travel around Cary. Thoroughfares are designed to focus on mobility more than access. Local streets perform the opposite function; they are smaller, slower speed, and feature more driveways and intersections in order to provide access to businesses and homes. Collectors balance the two functions of access and mobility and provide linkages between local streets and thoroughfares. In the hierarchical street system, collectors collect traffic from local streets and distribute to thoroughfares. At a system-wide level, a hierarchical arrangement of streets helps to minimize congestion and maximize safety.



### Portion of Service



# Corridor Profiles

The following corridor profiles describe typical street designs in Cary and their corresponding elements and widths. The design of streets in Cary is dependent on its function within the street network, its land use context, the demand for travel along it, and engineering and environmental considerations. Cary's streets are designed to support users of all modes (driving, walking, biking, taking transit) and to be attractively landscaped and well-maintained.

## Common Elements

### Pedestrian Accommodations

In general, Cary's collectors and thoroughfares are designed to include five-foot sidewalks on both sides of the street; local streets may only include sidewalks on one side. For all street types, sidewalks are typically separated from the roadway by a five-foot grass buffer. High visibility intersection crossing treatments are also planned to help increase safety and the comfortable feel of walking in Cary. All sidewalks and crosswalks will be designed according to Americans with Disabilities Act requirements to ensure that all Cary residents can use the facilities, regardless of mobility status. In some areas of town, specified on the Pedestrian Elements Map, the pedestrian accommodations will be in the form of a street-side trail, which are typically ten feet wide and only on one side of the street. Street side trails are designed to meander instead of being linear, like sidewalks.



### Bicycle Accommodations

Most Cary streets are also designed to have some form of bicycle accommodation appropriate for their speed, volume of traffic, volume of truck traffic, function within the street network, and status within Town-wide and regional bike networks. Most Collector Streets and Collector Avenues are designed to have four-foot bike lanes on both sides of the street. Most thoroughfares are designed to have a wide outside lane which allows vehicles traveling in the outside lane to pass bicyclists safely. Local streets typically do not have specific bike accommodations, but due to their slow speeds and low volumes of traffic are generally appropriate for bikers without special accommodations.



### Landscaped Medians

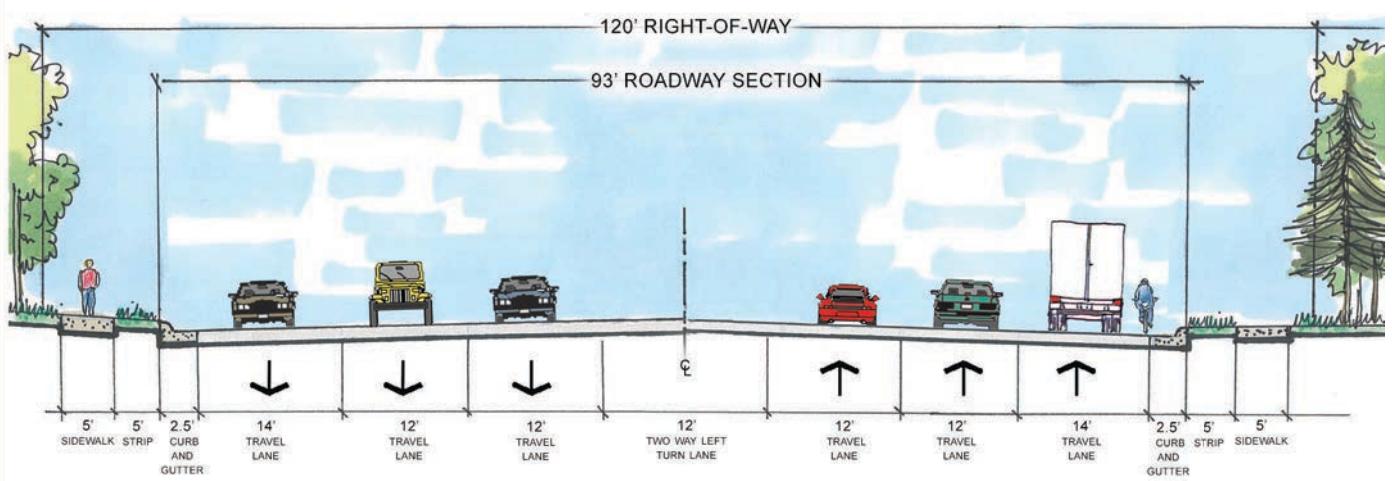
Most thoroughfares and many collectors within Cary are designed to have planted and landscaped medians. The plantings may be formal or informal and may be different combinations of flowers, decorative plants and grasses, shrubs, and trees, depending on environmental and street characteristics. Landscaped medians are a hallmark of Cary streets; they enhance the natural beauty of the town and make traveling along Cary streets a more pleasant experience. The aesthetic appeal of the town is improved through these attractively landscaped medians. Based on engineering and environmental constraints and the judgment of Town staff, medians may vary from their typical size in certain locations.



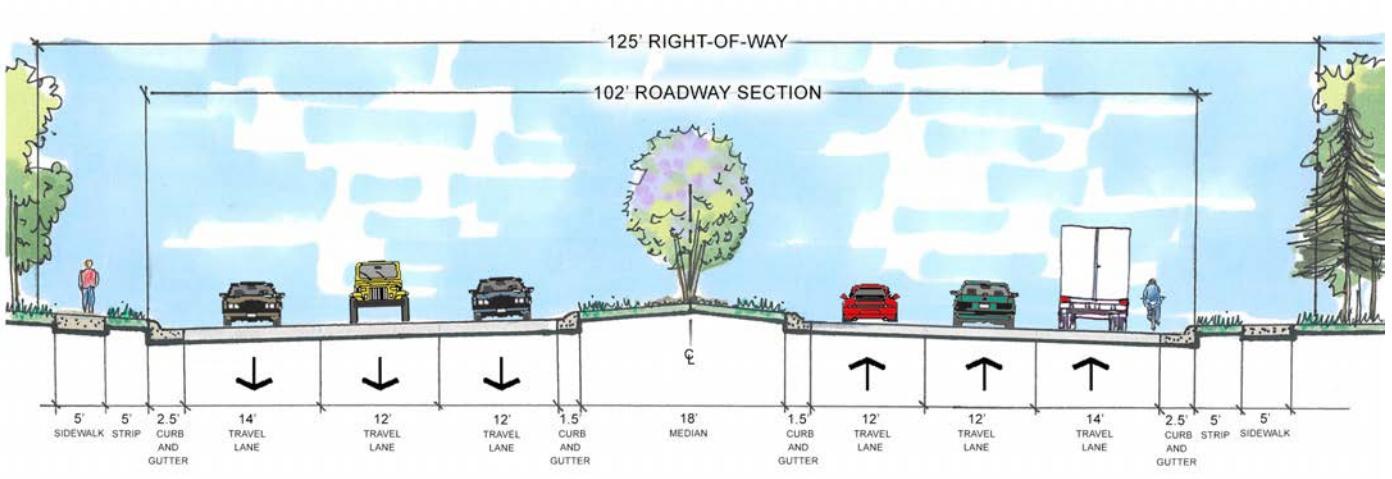
## Corridor Profiles - Thoroughfares

Thoroughfares are designed with the primary goal of providing mobility around Cary. They are designed with speeds between 35 and 55 miles per hour. Thoroughfares have between two and seven lanes. In general 2-, 4-, and 6-lane thoroughfares have a landscaped median. 3-, 5-, and 7-lane thoroughfares feature a two-way left turn lane in place of a median. The following cross sections illustrate typical thoroughfare profiles in Cary. Each cross section image contains a colored band on the left side of the image which corresponds to where each profile is deployed on the Planned Roadway Widths Map.

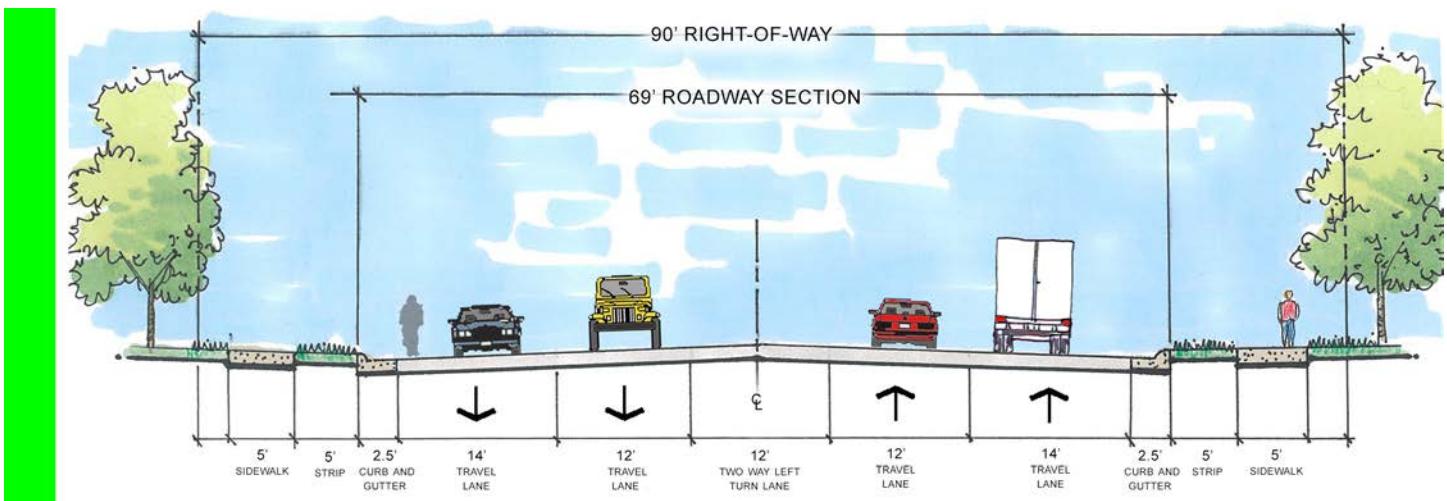
Seven-Lane Thoroughfare



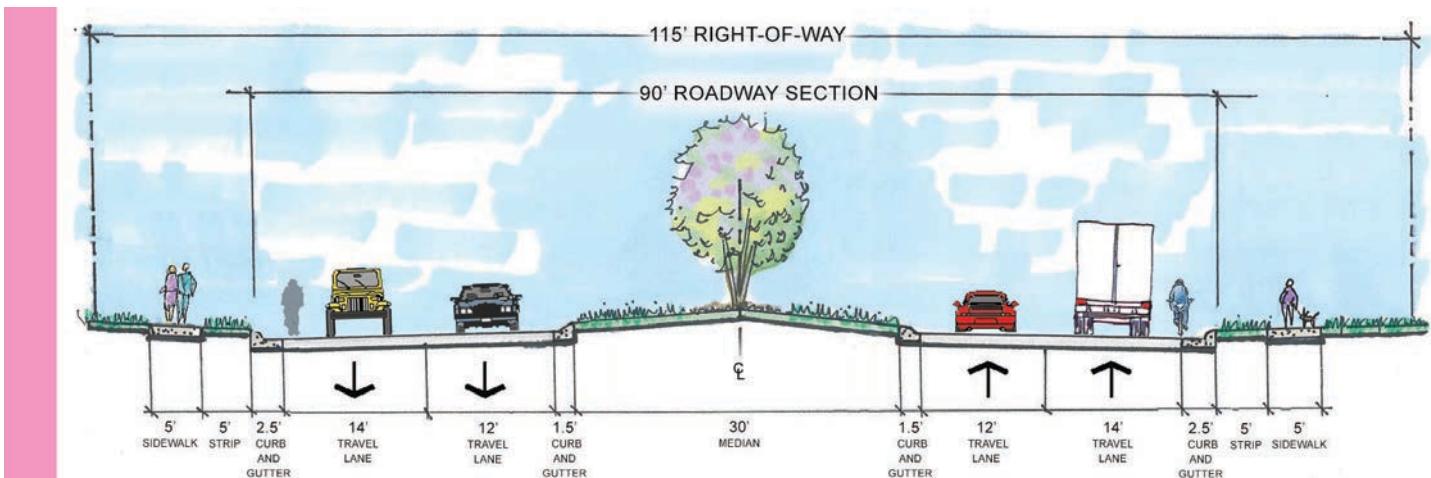
Six-Lane Thoroughfare - 18' Median



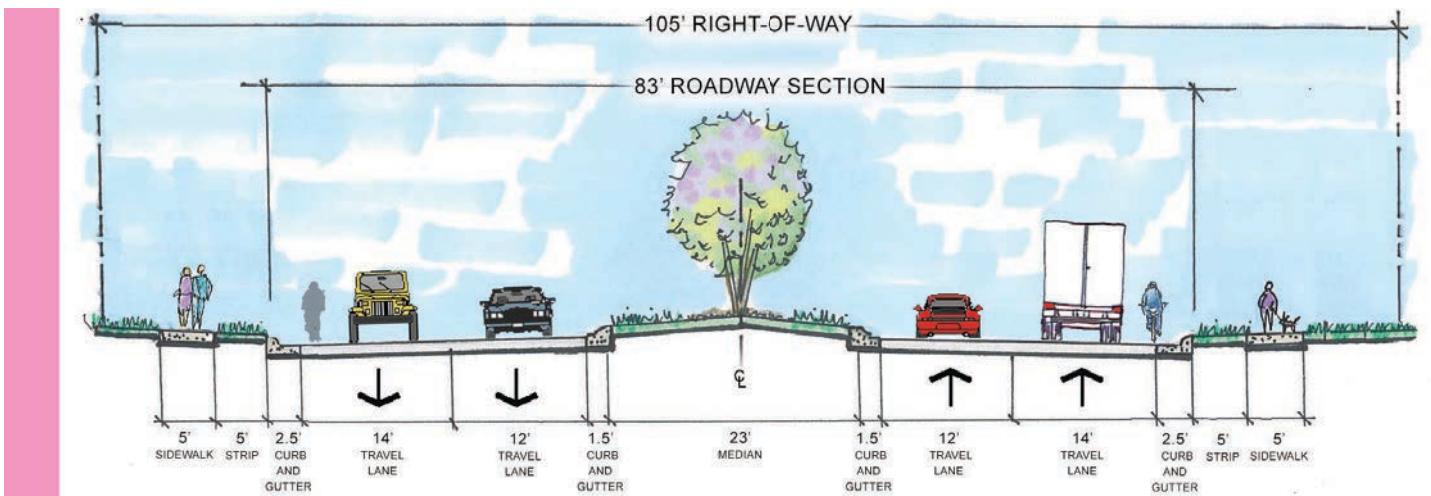
Five-Lane Thoroughfare



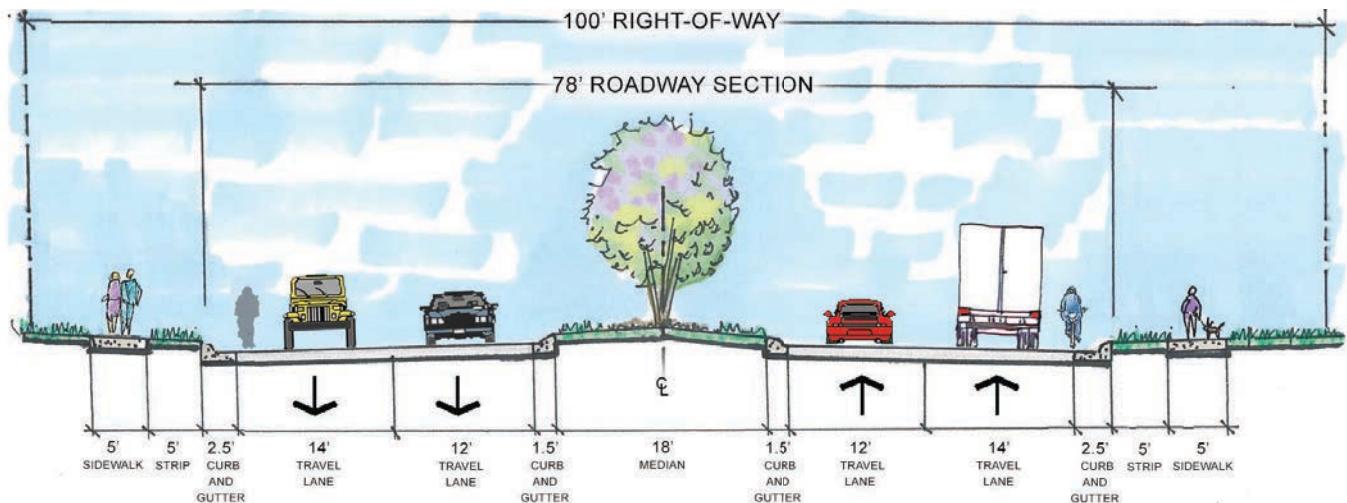
Four-Lane Thoroughfare - 30' Median



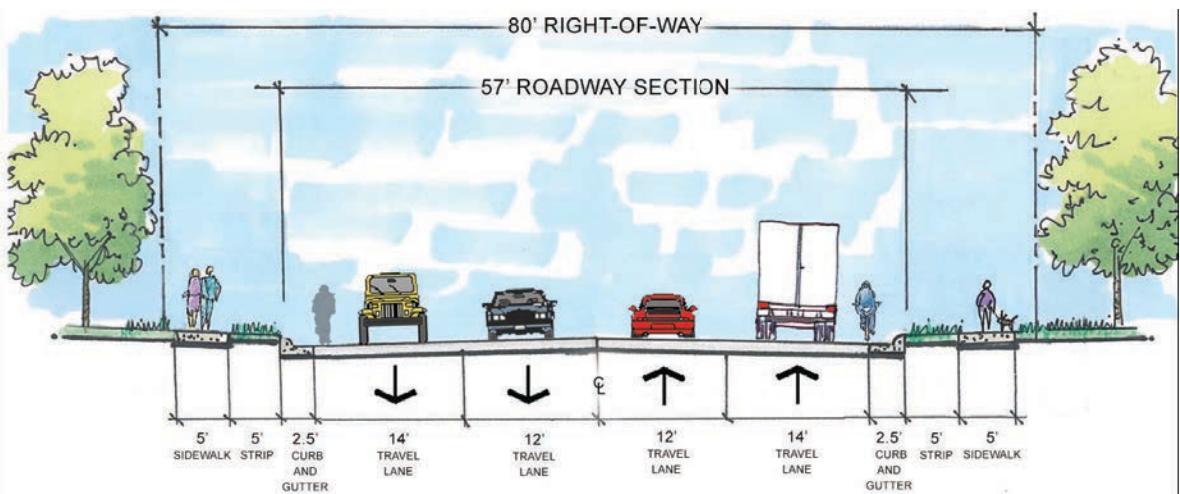
Four-Lane Thoroughfare - 23' Median



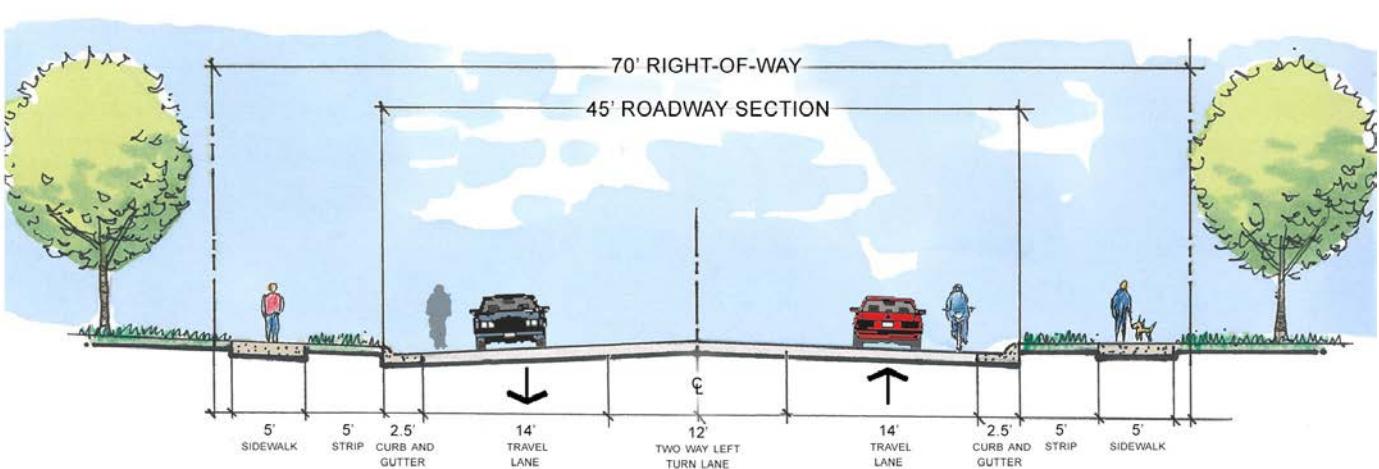
Four-Lane Thoroughfare - 18' Median



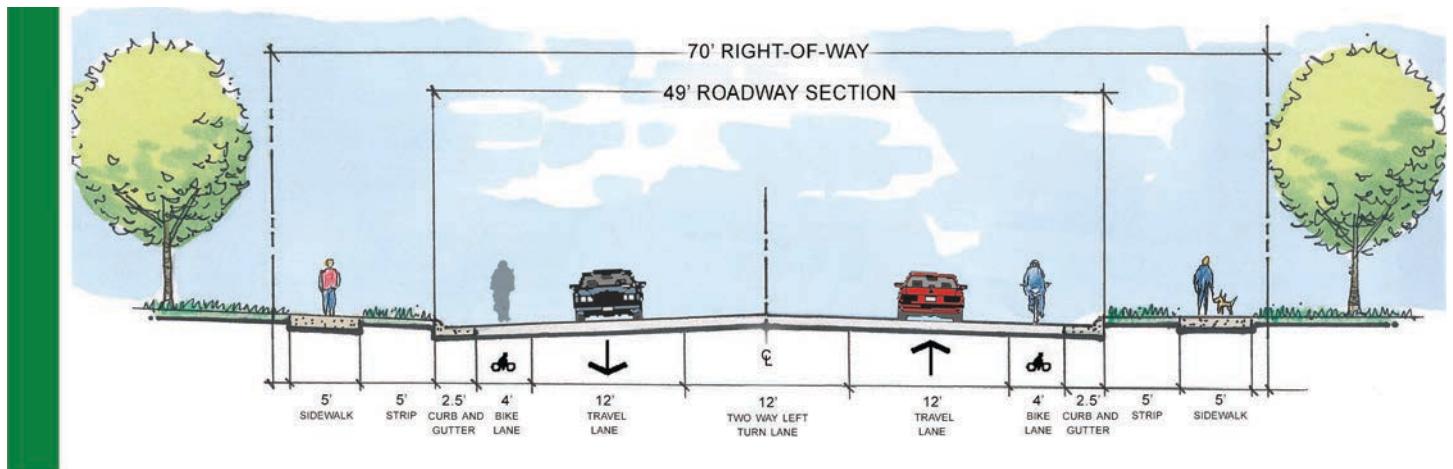
Four-Lane Thoroughfare - Undivided



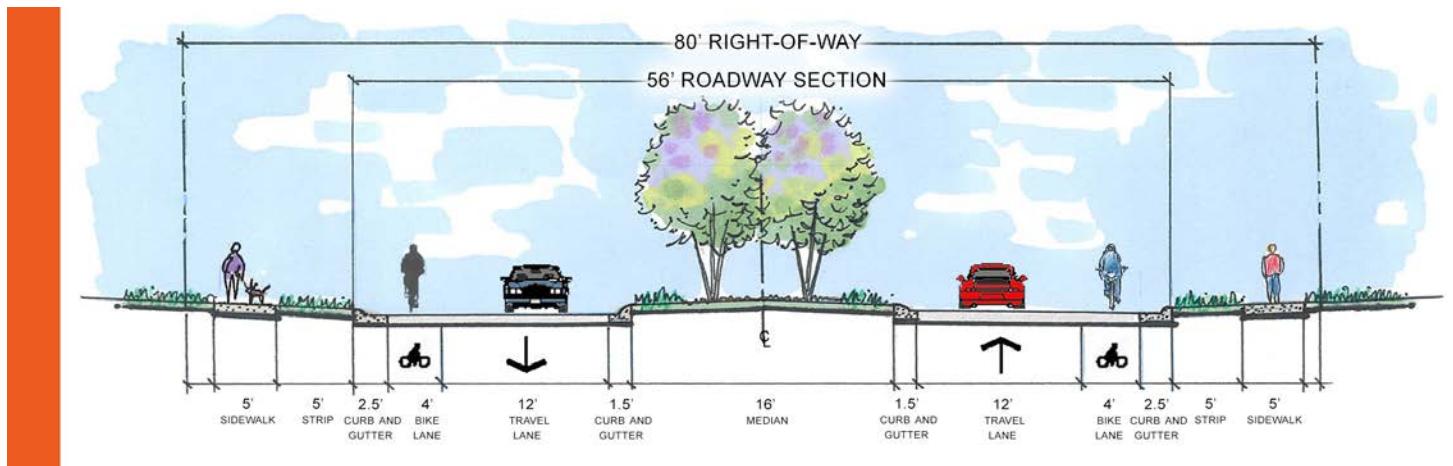
Three-Lane Thoroughfare - Wide Outside Lanes



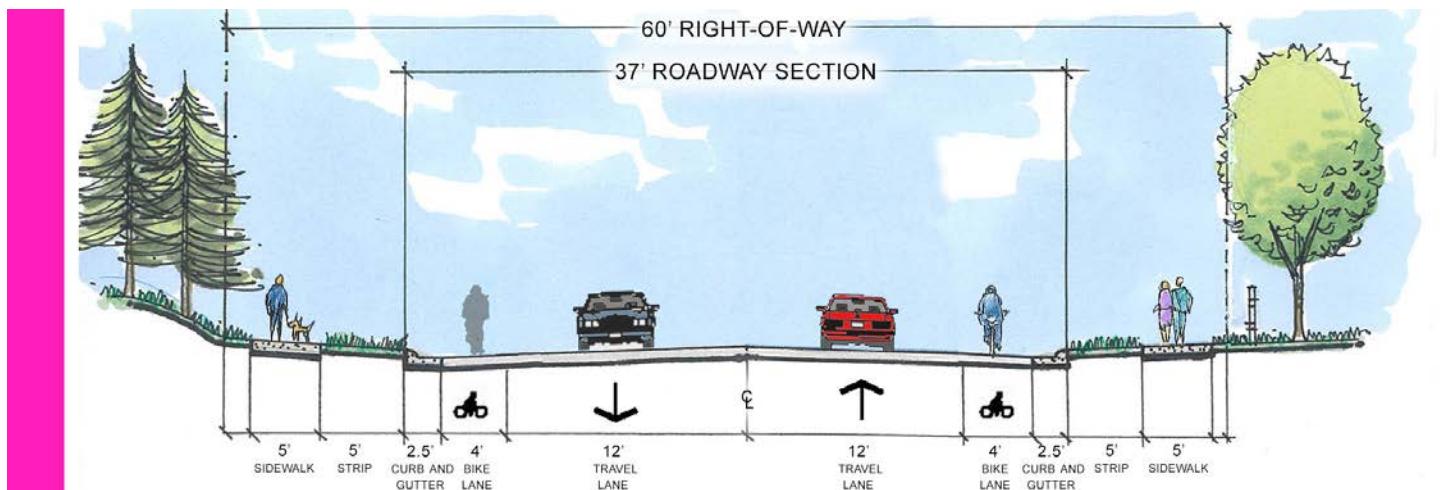
Three-Lane Thoroughfare - Bike Lanes



Two-Lane Thoroughfare - 16' Median



Two-Lane Thoroughfare - Undivided



## Corridor Profiles - Collectors and Local Streets

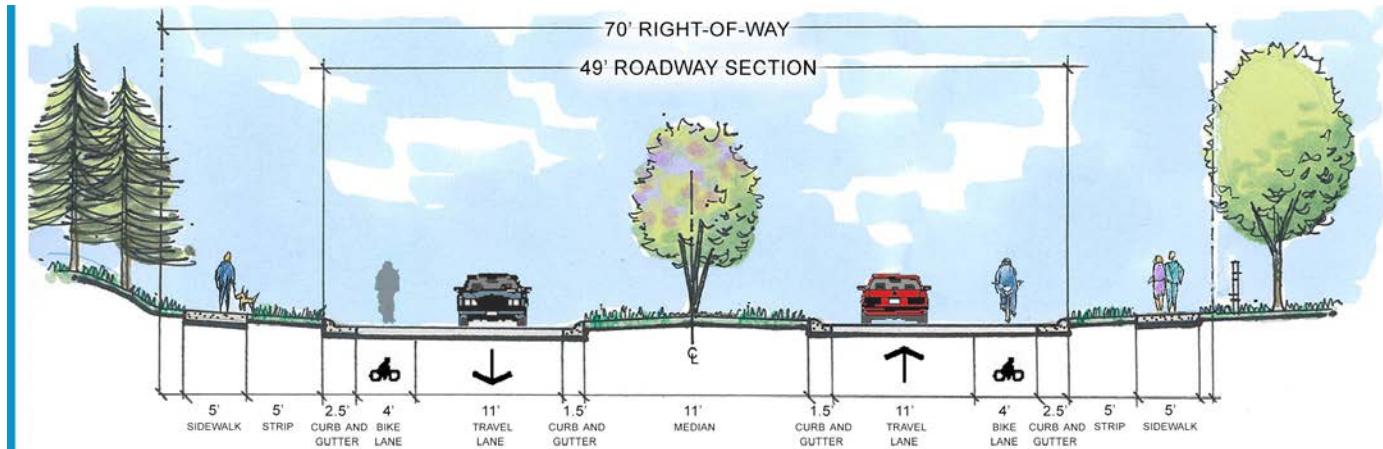
The Town of Cary has two types of collectors – Collector Avenues and Collector Streets. The purpose of collectors is to link local streets and thoroughfares and balance the mobility and access needs of Cary residents and workers. As their name implies, they collect traffic from local streets and funnel it to thoroughfares. Collectors typically have a maximum speed limit of 35 mile per hour.

**Collector Avenues** – Collector Avenues have two vehicle travel lanes. They are designed to have limited curb cuts, so driveways are held to a minimum. There are two types of Collector Avenues: Collector Avenue – Residential and Collector Avenue – Non-Residential. The residential version is intended for use in residential areas and features a landscaped 11-foot median to enhance the natural beauty of the area. The non-residential collector avenue does not have a median and is primarily intended for use around commercial, industrial, or institutional areas that are primarily non-residential in focus.

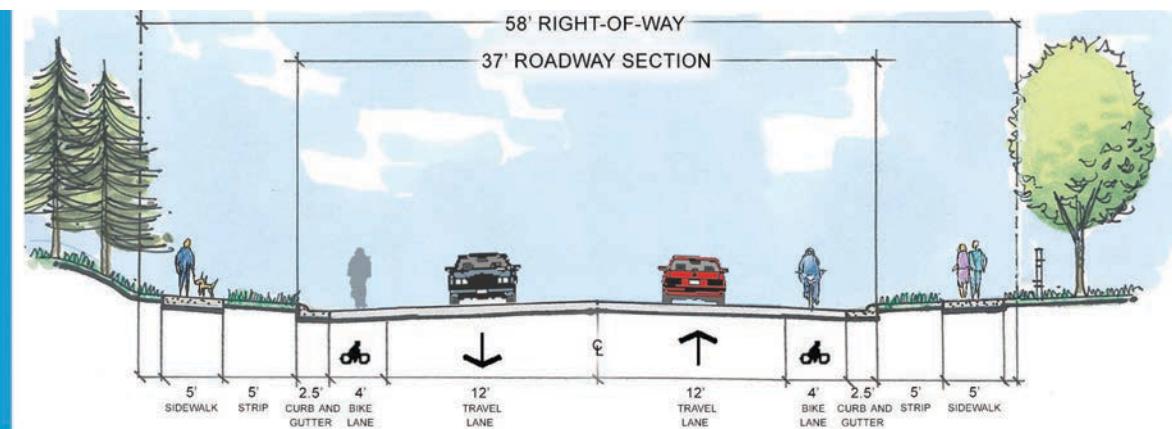
**Collector Streets** – Collector Streets have a similar functional role to Collector Avenues, but are intended for locations that feature more curb cuts and driveways and higher volumes of traffic than Collector Avenues. There are two Collector Street types: Collector Street - Residential and Collector Street – Non-Residential. The residential version is for use in residential areas and features two lanes without a median. The non-residential version has a two-way left turn lane and is for use around commercial, industrial, or institutional areas that are primarily non-residential in focus.

**Local Streets** - Local streets are designed for slow speeds and low volumes of traffic. They have frequent curb cuts and driveways that provide access to homes and businesses. Vehicle speeds are limited to 25 or 35 miles per hour. Local streets feature two vehicle travel lanes and do not have medians. Sidewalks may be provided on one or both sides. The typical local street profile is shown below.

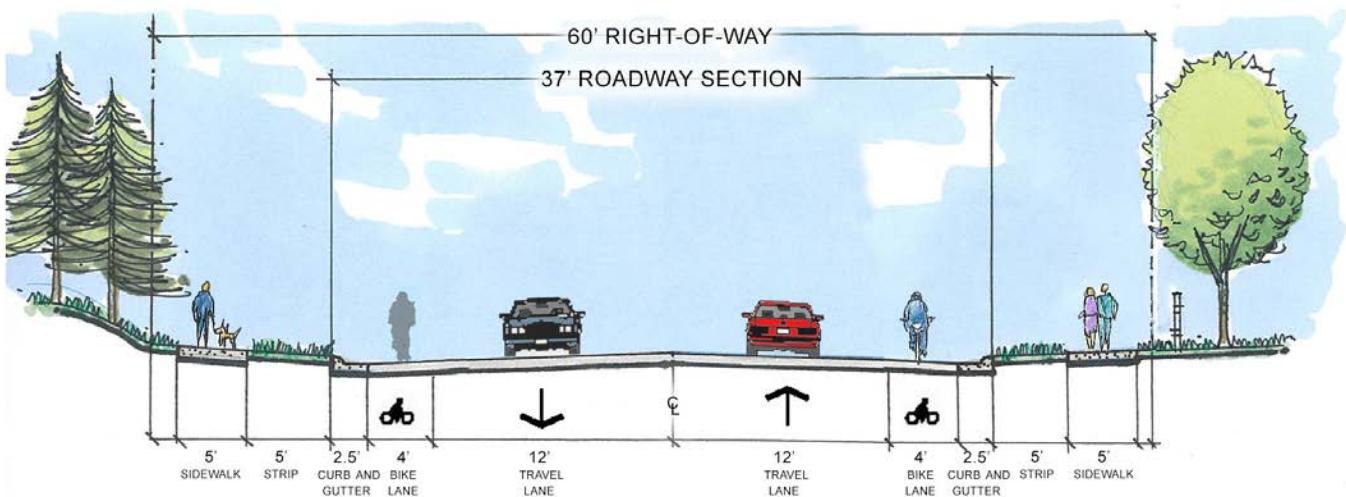
Collector Avenue - Residential



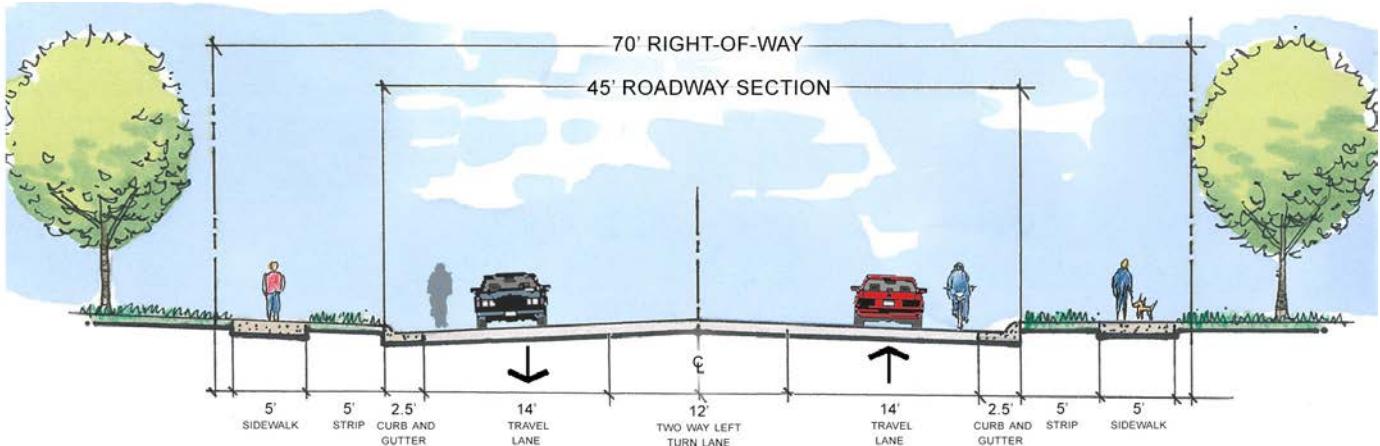
Collector Avenue - Non-Residential



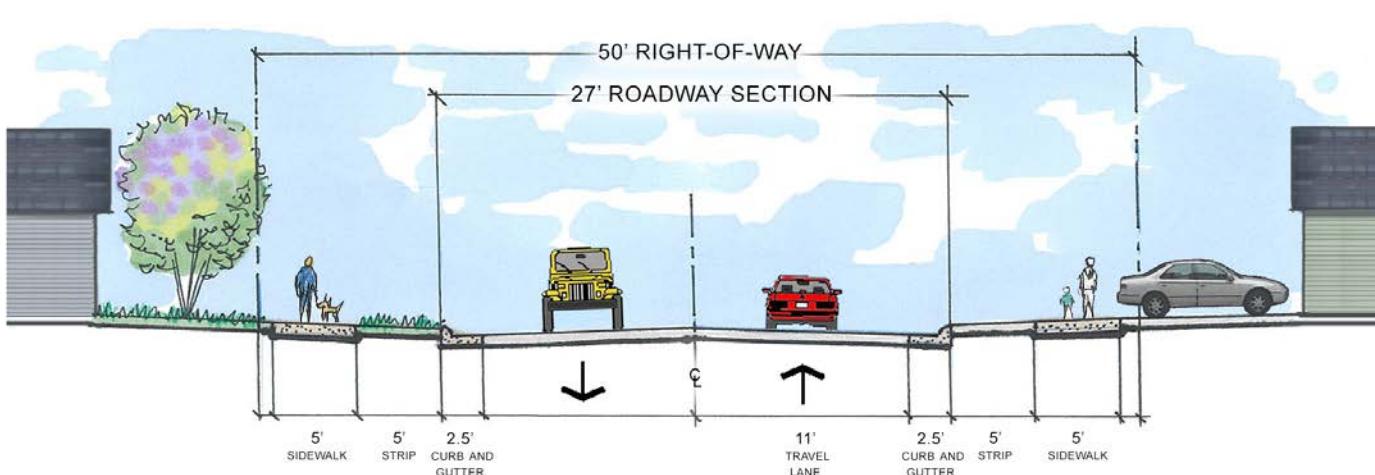
Collector Street - Residential



Collector Street - Non-Residential



Local Street



## Future Conditions Modeling

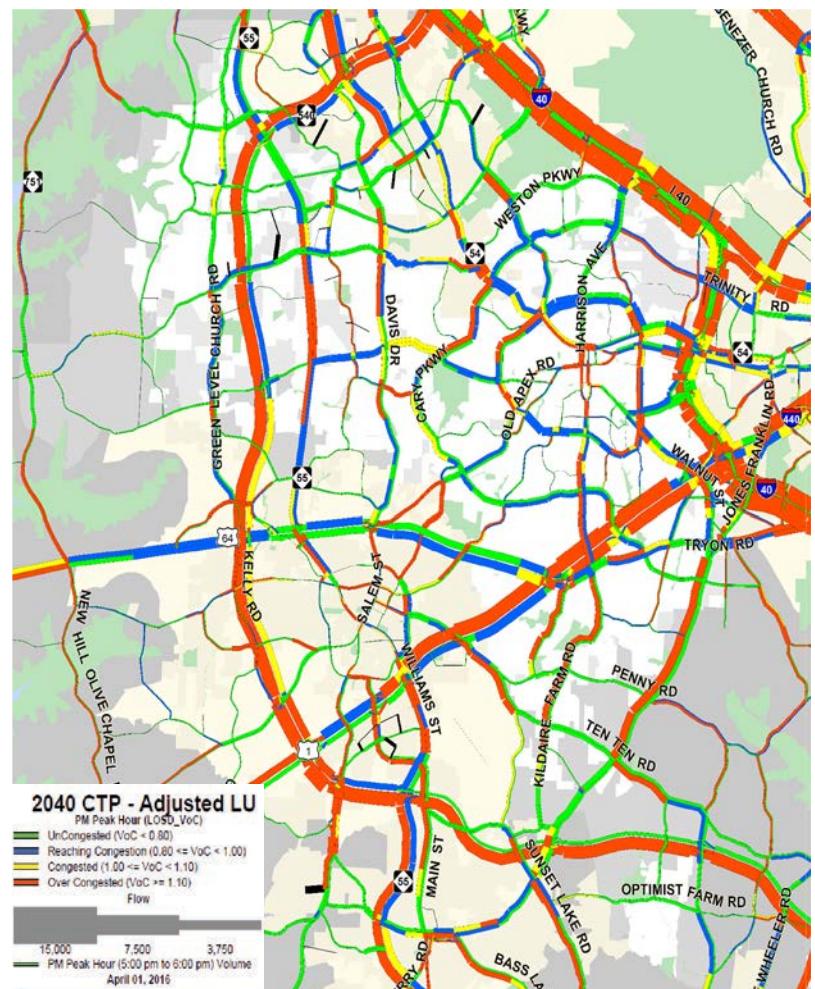
To develop the street recommendations contained in this plan, future transportation and land use conditions were modeled to simulate traffic conditions in 2040. The Triangle Regional Model (TRM), developed and maintained by the Triangle Regional Model Service Bureau was used to model current and future regional transportation conditions. The TRM is based on projected land use development for the entire Triangle region and a set of roadway and transit improvements planned out to 2040. The transportation projects included in the TRM were developed as part of the 2040 Metropolitan Transportation Plan (MTP) developed by the Capital Area Metropolitan Planning Organization. The MTP is fiscally-constrained, meaning the projects included in the plan are programmed within a budget of reasonably expected revenues. Also included in the MTP is the set of projects eligible to be included in the Metropolitan Transportation Improvement Program (TIP). The TIP is a set of projects programmed to be implemented by 2020 that have specific funding sources and amounts allocated to them.

To model the future traffic conditions in the Town of Cary, modifications were made to the TRM land use and transportation network within the Town of Cary limits, but data outside the Town of Cary was unaltered. Employment and population numbers were generated for the Future Growth Framework land use plan developed for this comprehensive plan and edited in the existing TRM. Edits were made to the TRM transportation network to test the street recommendations envisioned in this plan.

The Triangle Regional Model contains a number of assumptions about trip generation, trip distribution, mode of travel, and route choice. The model simulates traffic conditions based on travel behavior assumptions and predicted street conditions. A common measure of network functionality is the volume to capacity ratio (V/C), i.e., demand vs. supply. This represents the volume of traffic estimated to use a street segment compared to the capacity of that street segment. Capacity is a function of many factors like number of lanes, speed limit, left-turn volumes, traffic signal density, and truck volumes, among other factors. The higher the volume/capacity ratio, the greater the congestion.

A planning-level model analysis was performed at Level of Service (LOS) D, where LOS is measure of the traffic conditions assigned a grade between A (least congested) and F (most congested). LOS D is typically the maximum acceptable congestion in urbanized areas. Generally, streets that are under capacity at LOS D ( $V/C < 1$ ) have minimal congestion and streets that are at or above LOS D capacity ( $V/C \geq 1$ ) have congested conditions. In the map below, green and blue represent uncongested conditions, yellow represents LOS D conditions, and red represents over congested conditions.

Overall, the Future Growth Framework land use plan and the streets recommendations envisioned in this plan are compatible. When examining the busiest hour of travel, the afternoon peak hour, conditions on most streets remain at or below acceptable levels of congestion. Where congestion in excess of acceptable levels occurs during the peak period, these conditions typically do not extend beyond the peak hour. This indicates that the street plan and Future Growth Framework are compatible. The planned street network is generally able to handle future expected demand. Complete model results analysis is included in the Technical Appendix.



## Travel Behavior Assumptions

Underpinning the TRM are a number of assumptions on travel behavior, demographics, growth, and personal preferences. These assumptions are based on detailed survey data and travel diaries of individuals in the Triangle. The surveys include information on mode of travel, trips, time of trips, origins and destinations, preferences, and other travel behavior characteristics. The TRM uses this information, demographic data, and national experience with travel behavior to simulate transportation conditions, through a four-step process. First, the number of trips is estimated according to land uses to generate the level of trip origins and destinations at each location. Second, trips are distributed by pairing up origins and distributions throughout the model region. Third, modes are assigned based on demographic, income, and travel behavior and preference assumptions. Finally, routes are assigned to link each trip between its origin and destination. This process is performed for all estimated trips in a region to generate a simulation of transportation conditions in the region.

For the modeling work for this process, no changes were made to the regional travel behavior assumptions contained in the TRM. The model is rigorously built on robust data to create a complex, but methodologically sound, set of trip assumptions and patterns throughout the region. The TRM assumes that trip and travel behavior in the model's base year (2010) is the same as trip and travel behavior in the model's future year (2040). Therefore, the number of trips, mode preferences, and the algorithms that determine route selection are assumed to be the same in 2040 as 2010.

## Financial Assumptions

The 2040 Metropolitan Transportation Plan includes a set of fiscally-constrained projects planned to be implemented by the year 2040. Fiscally-constrained means that the projects fit within a budget of revenues that are reasonably expected to be available throughout the time line of the plan. This includes revenues from multiple sources - federal formula funds, state matching funds, user fees, transportation taxes, local matching funds, and private transportation revenues. Some projects included in the MTP are already attached to specific funding that has been allocated by federal, state, and local agencies and municipalities. These projects are included in a short-range Metropolitan Transportation Improvement Program, which covers projects out to 2020. For the modeling work on this project, the financial assumptions that underpin the regional projects were assumed to be valid.

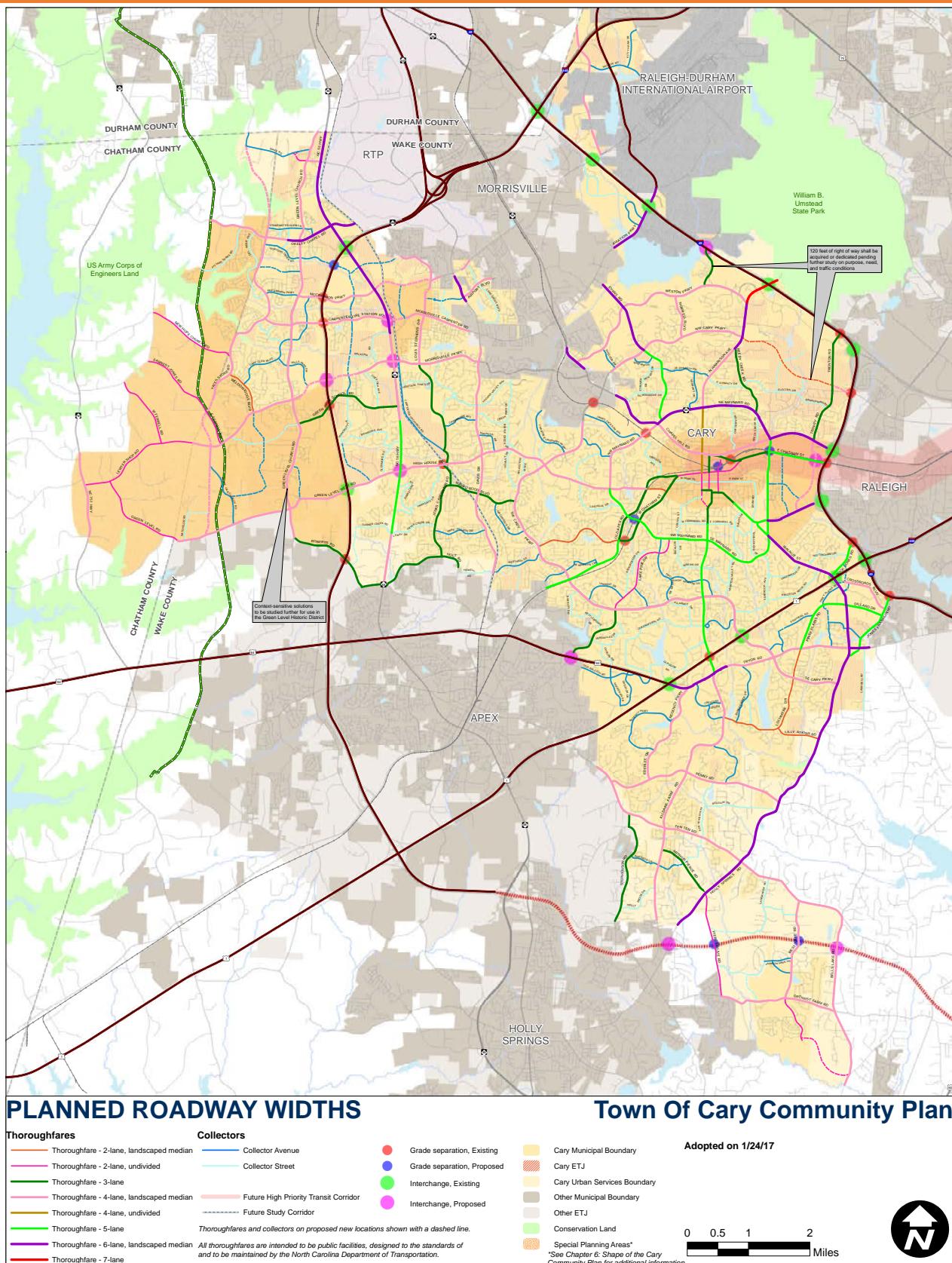
The model for Cary does include some transportation projects within Cary that are not part of the region's 2040 MTP. This planning effort is an update to the Town's Comprehensive Transportation Plan, which is not required to be fiscally-constrained, meaning projects are not expected to fit within a projected budget of costs and revenues. The projects envisioned in this plan which are not part of the regional MTP might be funded through bonds or other sources.

Projects that are in the MTP can compete for funds through North Carolina's competitive program, Prioritization, outlined in the Strategic Transportation Investments (STI) law and may be eligible to compete for funds through the Capital Area MPO's Locally Administered Projects Program (LAPP). STI aims to efficiently fund infrastructure improvements while supporting economic growth, job creation, and higher quality of life. STI also established the Strategic Mobility Formula which is a quantitative ranking of projects to determine funding. The Strategic Mobility Formula uses project costs, benefits, economic impacts, and job impacts, along with local input, to determine which projects receive funding.

In general, street projects are eligible to receive 80 percent federal funding with a 20 percent local match; however there are funding programs that have different funding allocations. Some local streets and intersection improvements may be built by developers as part of a development agreement. Funding decisions are coordinated with neighboring municipalities, regional decision makers, statewide agencies, and federal agencies.

## Planned Roadway Widths Map

The recommendations in this plan are an update of the 2008 Comprehensive Transportation Plan and based on input from Cary residents, Cary Town Council, and Cary staff. The Planned Roadway Widths Map shows the locations different corridor profiles will be implemented. The colors on the map correspond to the color bands on the left side of each corridor profile typical section image.

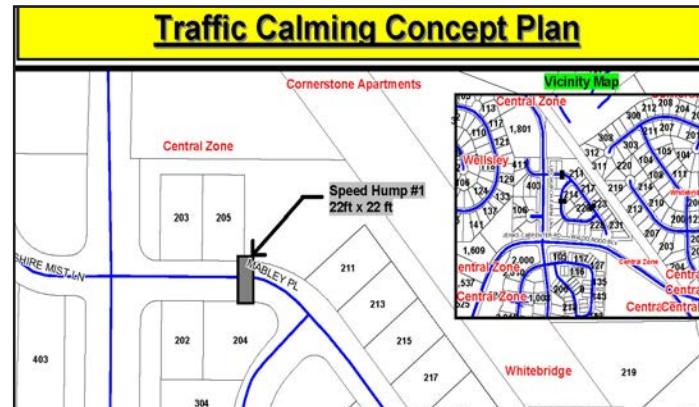


# PEDESTRIAN ELEMENT

The most common type of pedestrian facility are sidewalks, and Cary has extensive coverage of sidewalk facilities. In general, Cary collectors and thoroughfares are designed to include five-foot sidewalks on both sides of the street. All sidewalks and crosswalks will be designed according to Americans with Disabilities Act requirements to ensure that all Cary residents can use the facilities, regardless of mobility status. Greenways and street-side trails are other important infrastructure elements for pedestrians. Street crossing treatments, traffic calming in certain locations, programs, and policies are all important components of the pedestrian experience in Cary as well.

## Traffic Calming

Traffic calming describes a range of improvements that reduce traffic speeds and are intended to improve safety for all street users. They are primarily appropriate for local streets not meant for significant through traffic. Traffic calming makes streets more comfortable for pedestrians. The Town of Cary has existing policies on traffic calming criteria and guidelines that set up a process for the installation of traffic calming devices.



*The Town of Cary generates a traffic calming concept plan for discussion with neighborhoods that are interested in installing traffic calming.*

## Trails

### Greenway Trails

Greenway Trails are paved multi-use trails separated from the roadway and designed for both bicycling and walking, which conforms to the AASHTO Guidelines for Development of Bicycle Facilities ('AASHTO') and Cary Greenway Construction Standards. Greenway Trails are often located along wooded stream corridors. Those within or adjacent to railroad right-of-ways, such as the American Tobacco Trail, are called 'Rail-Trails.' The minimum width is 10 feet but can be increased upwards to accommodate higher user volume and a variety of user types. Detailed design guidance on greenway trails is documented in the Cary Parks, Recreation, and Cultural Resources Master Plan.



### Street-side Trails

Street-side trails are pedestrian and bicyclist accommodations on or adjacent to a roadway where a greenway trail conforming to the standards above is not feasible. Street-side trails may take the form of sidewalks and on-street bicycle facilities or paved multi-use facilities parallel to the roadway. A minimum of 10 feet is recommended. Detailed design guidance on street-side trails is documented in the Cary Parks, Recreation, and Cultural Resources Master Plan.



## Sidewalks

Sidewalks are facilities designed primarily for pedestrians and located adjacent to the roadway. Sidewalks are typically concrete and should be 5 feet in width at minimum and wider in areas with higher user volume. Grass buffers and trees between the sidewalk and street offer additional protection and comfort to pedestrians on higher order roadways. The Town of Cary's Land Use Plan provides detailed guidance for sidewalk placement based on development context and roadway characteristics.



## Programs

### Introduction to the 5 E's

Cary has been recognized as a Bronze level Walk Friendly Community (WFC) for its staff resources devoted to non-motorized travel, extensive trails system, downtown streetscape project, connectivity ordinance, and sidewalk request program. The WFC program is a national initiative intended to encourage communities across the country to improve the local pedestrian environment and to recognize communities who are successfully doing this. A WFC provides safe accommodation for walking and encourages its residents to walk for transportation and recreation. The WFC program is administered by the Pedestrian and Bicycle Information Center (PBIC).

Cary has also been recognized as a Bronze level Bicycle Friendly Community (BFC) for its policies to engineer streets with the consideration of bicyclists, education classes and campaigns, enforcement efforts for bicycle-related laws, and bicycle planning. The BFC campaign is an award program that recognizes municipalities that actively support bicycling activities and safety. A BFC provides safe accommodation for bicycling and encourages its residents to bicycle for transportation and recreation. The program is administered through the League of American Bicyclists.

The WFC and BFC programs recommend a multifaceted approach to bicycle and pedestrian planning based on five categories often referred to as the Five E's: Engineering, Education, Encouragement, Enforcement, and Evaluation & Planning. The Engineering category refers to infrastructure-related elements, such as sidewalks, ADA accommodations, pedestrian amenities, etc. The other four E's refer to non-infrastructure efforts, such as pedestrian safety campaigns, walking events, media campaigns, etc. Research has shown that a comprehensive approach to non-motorized modes of travel is more effective than a singular approach that would address infrastructure issues only. Cary uses the 5 E's framework for bicycle and pedestrian planning. A snapshot of the non-infrastructure four E's is provided below:

- Education – Distributing information about existing facilities and rules of the road, and building skills and confidence for alternative modes
- Encouragement – Creating a strong bicycling and pedestrian culture that welcomes and supports these modes
- Enforcement – Encouraging cyclists, motorists, and pedestrians to recognize and respect each other's rights on the roadway
- Evaluation & Planning – Planning for walking and biking modes as safe and viable transportation options and tracking progress against this goal

Specific recommendations, within all 5 E's, to further promote walking and bicycling in Cary in the short and long term, are provided in the Act chapter.

# BIKE ELEMENT

## Neighborhood and Commuter Bikeways

The bicycling community has varying levels of comfort in biking with vehicular traffic; some riders are comfortable riding in mixed traffic and others prefer to be separated from vehicular traffic. In order to address the spectrum of different types of bicyclists in Cary, two distinct bikeway typologies have been developed. This approach parallels a similar movement across the United States towards developing low-stress bicycle networks that provide separated space for bicycling or routes along calmer streets. This development is supported by growing research evidence finding that low-stress bikeways and separated bikeway facilities increase ridership. Wide outside lanes and bike lanes along higher traffic volume/speed roadways are generally only used comfortably by experienced bicyclists, a small percentage of the population. Signed neighborhood routes, multi-use trails, greenways, street-side trails, separated bike lanes, and buffered bike lanes are used by a larger percentage of the population.

The existing and recommended Neighborhood Bikeway system includes a network of low-stress on-street bikeways, along streets with lower speed limits and traffic volumes or streets with separated bicycle lanes, as well as the off-street trail system, along greenway trails and street-side trails. This network will serve those bicyclists who feel most comfortable completely separated from motor vehicle traffic or along residential roadways. The existing and recommended Commuter Bikeway system includes a network of bike lanes, wide outside lanes, and shared lane markings along streets that provide more direct routes for advanced bicycle commuters and those who are comfortable riding in traffic. These two systems are not mutually exclusive.



## Neighborhood Bikeway Types

### Signed Neighborhood Routes

Signs are the minimum treatment necessary to designate a street as a neighborhood bikeway. They visibly reinforce a shared roadway environment to both bicyclists and motorists. Signs, and in some cases pavement markings, provide wayfinding to help bicyclists remain on the designated route. Signed neighborhood routes are recommended on local streets with speed limits below 30 MPH, no centerline stripe, and traffic volumes below 3,000 AADT (below 1,500 AADT is preferred).



*Signed neighborhood route on Wyatts Pond Lane*

### Neighborhood Bike Lanes

On-street bike lanes designate an exclusive space for bicyclists through the use of pavement markings and signage. The bike lane is located directly adjacent to a motor vehicle travel lane and is used in the same direction as motor vehicle traffic. Bike lanes are typically on the right side of the street, between the adjacent travel lane and curb, street edge, or parking lane. Neighborhood bike lanes are recommended on collector streets with speed limits at or below 30 MPH, two travel lanes, and traffic volumes below 10,000 AADT.



*Neighborhood bike lanes on Dynasty Drive*

### Separated Bike Lanes

Separated bike lanes are conventional bicycle lanes paired with a designated buffer space and vertical separation, physically separating the bicycle lane from the adjacent motor vehicle travel lane and/or parking lane. Separated bike lanes may be one-way or two-way facilities at street level, at sidewalk level, or in between. When used at the sidewalk level, separation from the street is achieved by a curb or median and separation from the sidewalk is achieved by pavement color or texture. When used at street level, vertical separation consists of on-street parking, bollards, or raised medians. Separated bike lanes require more right-of-way than regular bike lanes to accommodate their buffer space.



*Separated bike lanes with a raised median as vertical separation  
(Not currently in use in Cary)*

### Greenway Trails and Street-side Trails - (see pedestrian section)

## Commuter Bikeway Types

### Signed Commuter Routes

Signed commuter routes are similar to signed neighborhood routes, but used on higher order streets with higher speed limits and traffic volumes. They are selected based on trade-offs between directness, posted speed limit, roadway width, and traffic volumes. Signed commuter routes may overlap with other bicycle facility types like shared lane markings and wide outside lanes.



A commuter bike route on Cary Parkway

### Shared Lane Markings

Shared lane markings or “Sharrows” are pavement markings that signal a shared lane environment for bicyclists and automobiles. They recommend where cyclists should position laterally within a travel lane and indicate to drivers that cyclists are expected and are legitimate street users. Sharrows can be used to provide continuity of on-street striped facilities like bike lanes through constrained roadway sections, and are useful on lanes adjacent to on-street parking to help cyclists position outside of the door zone. The use of sharrows was recommended in the 2008 CTP and have since been implemented on several streets in Cary. Shared lane markings are recommended on streets with a speed limit at or below 35 MPH.



Shared Lane markings on Chatham Street

### Wide Outside Lanes

Wide outside lanes are found on single- or multi-lane roadways with extra width in the outermost travel lane to accommodate cyclists. The outermost lane width is 14 feet on roadways in Cary. Wide outside lanes are most appropriate on routes with moderate traffic volumes and higher speeds.



Wide outside lanes on Davis Drive

### Commuter Bike Lanes

Commuter bike lanes are identical to neighborhood bike lanes, but used on streets with higher speed limits, number of travel lanes, and traffic volumes. Commuter bike lanes are recommended on streets with posted speed limits up to 40 MPH, 2 – 3 travel lanes, and traffic volumes up to 20,000 vehicles per day. When supplemented with a striped buffer of two feet or more, commuter bike lanes may be appropriate on some streets with up to 5 travel lanes and posted speed limits up to 45 MPH.



Commuter bike lanes on Chapel Hill Road

## Crossing Improvements

Crossing improvements play a critical role in connected bikeway and pedestrian networks. Many neighborhood bikeways in particular are located along lower-traffic routes parallel to primary roadways that cross multiple thoroughfares with or without traffic signals. Contextually-appropriate pedestrian crossing accommodations are also important to create a comfortable crossing experience and enhance pedestrian safety. Improvements at these locations are therefore the critical link in creating low-stress and comfortable networks of pedestrian infrastructure and bikeways. A set of possible intersection treatment options are provided in the Technical Appendix. Each crossing improvement must be evaluated and specific treatments selected based on localized conditions and the crossing's role in the transportation network.



An at-grade greenway crossing on Maynard Road

## Wayfinding and Maps

Successful wayfinding orients people to their surroundings and informs them on how to best navigate to their destination along preferred pedestrian and bicycle routes. Both wayfinding signage and bicycle and pedestrian user maps help to familiarize new users with the network.

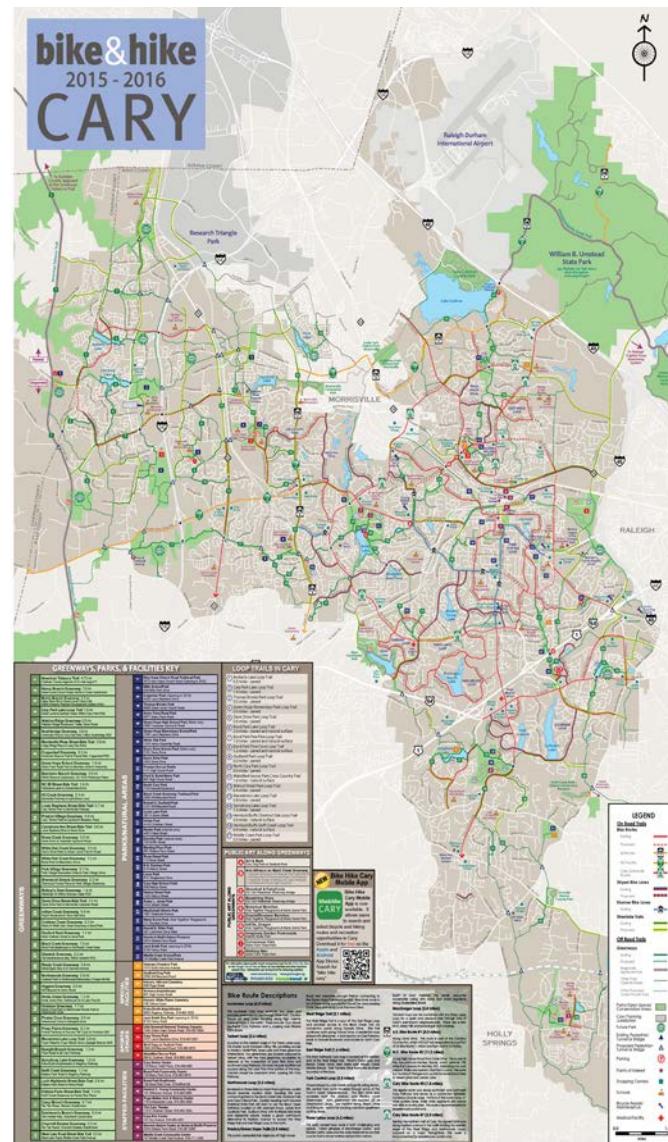
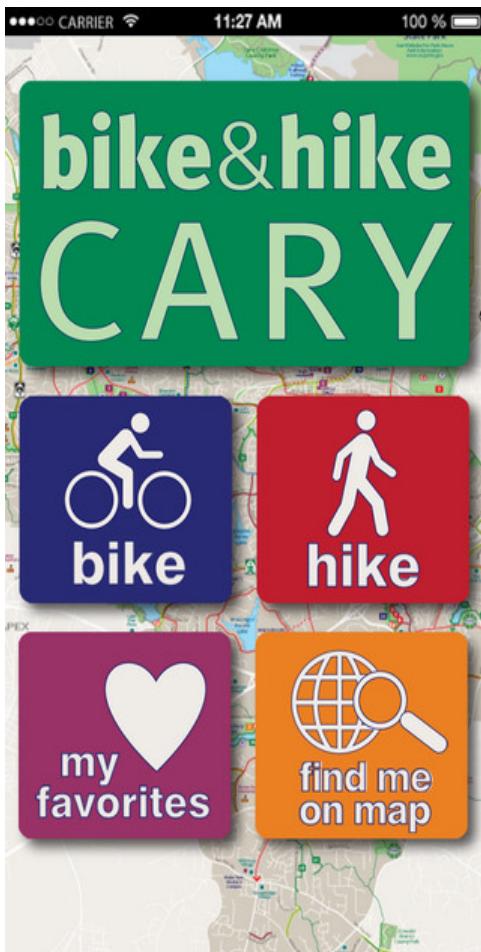
### Wayfinding Signage

A wayfinding signage system consists of comprehensive signing and/or pavement markings to guide users to their destinations along preferred routes. Basic elements that can be included in wayfinding signs include direction of travel, destinations, distances, and estimated travel time. Often, the inclusion of travel times dispels common overestimations of time and distance, thus encouraging walking or cycling instead of defaulting to the car. Signs should be placed at decision points (where the navigator must choose whether to continue their route or change direction) along routes.



## Bike & Hike Map and App

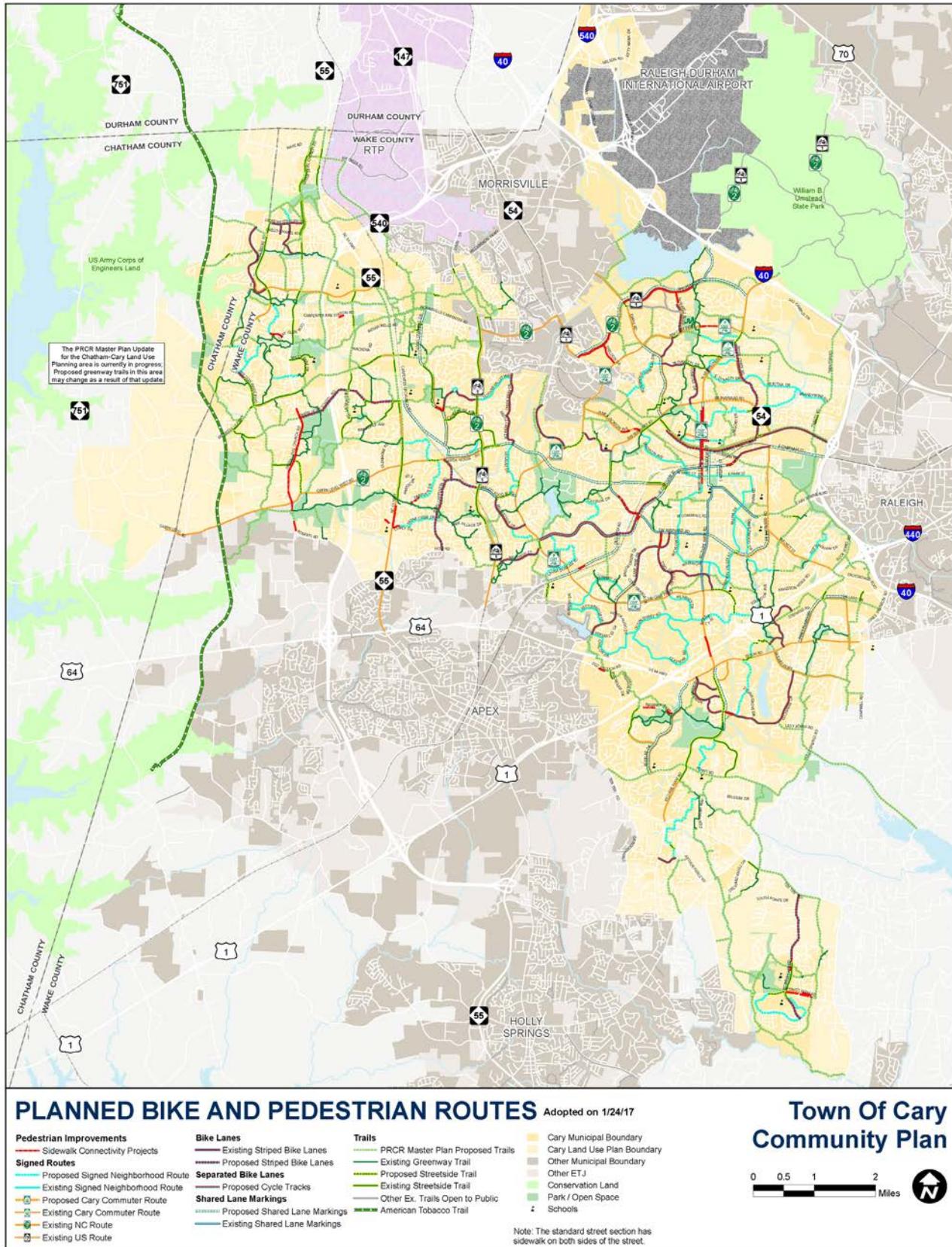
Cary's Bike & Hike Map displays all existing bikeways and trails along with a guide to greenways and parks. The map itself is supplemented with a user guide including valuable information on the rules of the road, tips on safe cycling techniques, and links to other local resources. Cary's web-based Bike & Hike application makes the Bike & Hike map available on smart-phones and allows users to search and select biking and hiking routes and recreation opportunities.



## Planned Bike and Pedestrian Routes

The recommendations for bicycle and pedestrian facilities are on the map on the following page. The recommendations focus on gaps in the network. Because many pedestrian and bicycle facilities will be built as streets are constructed, the recommendations also focus on areas where street improvements are not planned in the foreseeable future.

## CHAPTER 7:MOVE



A poster sized version of this map is available at [www.townofcary.org](http://www.townofcary.org) and at Town Hall.

# TRANSIT ELEMENT

As Cary grows, GoCary (formerly C-Tran) also has the opportunity to grow and accommodate an increasing number of trips. This section presents the proposed additions and changes to the GoCary network and service. These changes are based on input from the community open houses, the Transportation Advisory Group (TAG) and Committee for the Future (CFTF) for Imagine Cary, staff input, and analysis of potential transit ridership based on population and employment projections. These recommendations were developed concurrently with the Wake County Transit Plan (WCTP), and the recommendations developed here as part of the Imagine Cary process are intended to complement the WCTP.

The main factors that influence the demand for transit service are population and employment densities. Routes that serve higher density population and employment areas have higher potential for trips per revenue hour of service. These recommendations were developed using counts of population and employment within 1/4-mile of current and potential transit routes with current year data and 2040 projections from the Future Growth Framework model scenario. Forty-three routes and route permutations were analyzed.

When fully implemented, these recommendations will create a GoCary service with increased service frequency, more service days, increased hours of service, and expanded geographic coverage. Combined with expected transit expansions envisioned by the WCTP, these recommendations will give Cary residents much more transit service to destinations in Cary and throughout the Triangle region.

The complete analysis of all proposed changes to the transit network, including a comparison of how each proposal ranked for their proximity to residential and employment populations is presented in the Technical Appendix. Highlights of the recommended changes to the GoCary network include:

## Additional Service on Existing Routes

- Increase all routes to a minimum 30-minute weekday and Saturday service frequencies
- Add Sunday service with 60-minute frequency
- Expand span of daily service to 20 hours of service per day (e.g., service between 5:00 am and 1:00 am, daily)

## New Destinations for Service

- Cary Depot to Wake Technical Community College
- Cary Depot to downtown Raleigh
- Cary Depot to Crossroads
- Cary Depot to Beaver Creek
- Service on Weston Parkway
- Service to west Cary and the Green Level Church area
- Service on Cary Parkway
- Cary Depot to RDU Airport



## More Frequent Service and Expanded Service Hours and Days

The first opportunity to grow GoCary's ridership is to increase the frequency of service to every 30 minutes on weekdays and Saturdays. Increasing frequency to every 30 minutes gives riders more choice about when to travel and offers riders confidence that missing or skipping a bus does not cost an hour of their time. Currently, some routes have 30-minute service at peak travel times, but off-peak service and all day service on some routes is at 60-minute frequencies. The change to 30-minute frequencies throughout the day on weekdays and Saturdays will apply to all current routes as well as new routes when they are added to the GoCary system.

The second opportunity for additional service is to add Sunday service on all routes, which was repeatedly identified as a high priority by the public and TAG throughout the Imagine Cary process. Sunday service is planned with the frequency of service every 60 minutes throughout the day. The addition of Sunday service at 60-minute frequencies is proposed to apply to all current routes as well as new routes when they are added to the GoCary system.

The third opportunity for additional service in Cary is to increase the span of service hours. Currently, service is provided 16 hours per day, from 6:00 am to 10:00 pm. A component of the Wake County Transit Plan is to increase the span of service to 20 hours per day, on area transit providers, including GoCary. Increased service hours help riders who have atypical work hours and to help serve more leisure and non-work trips via transit.

Together these proposed changes to service span and frequency will be a major increase in convenience and will help GoCary better serve existing riders and attract new riders.

## Corridors and Growing Areas for Service

In addition to more frequent service and expanded span of service, many areas of town that do not currently have service will be targeted for transit service. This proposed geographic expansion is planned to happen through extensions of existing routes and adding new routes to service. New geographic service areas and new routes are planned to have the same expanded operating services as proposed for the existing GoCary routes - 30-minute frequency Monday through Saturday, 60-minute frequency Sunday, and 20 hours of service per day. This ensures a consistent, high-level of service across the GoCary service area and aids in transfers, both within the system and to other service providers.

The goal of expanded service to new parts of Cary is to respond to growth already being seen outside of the current GoCary service area and to anticipate future growth expected to occur throughout the Town. New services are planned to connect major residential developments, major employment clusters, mixed use developments, and commercial development areas.

New areas for service include commercial centers such as Parkside Town Commons and Davis Commons. Major residential areas in west Cary are also targeted including Alston and Amberly. Major destination centers, such as Wake Community Technical College will have new service. Transit routes will also be provided on several major roads that do not currently have service, including Green Level Church Road, NC 55, Davis Drive, Morrisville Carpenter Road, Cary Parkway, Old Apex Road, and Lake Pine Drive.

Some routes will provide linkages outside of Cary to important destinations, including the neighboring downtowns of Raleigh and Apex, service into Morrisville, and a direct connection to RDU Airport.



## Bus Rapid Transit and the Wake County Transit Plan

The Wake County Transit Plan (WCTP) provides a broad set of transit expansion plans for Wake County, including bus rapid transit (BRT) service between the Cary Depot and downtown Raleigh. BRT is bus service designed and operated to provide a level of service comparable to a rail-transit technology, with more frequent service, fewer stops, and dedicated transit right-of-way. BRT systems also typically have more stop amenities similar to rail stations. The Cary to Raleigh BRT route is proposed to provide frequencies at 15 minutes or better all day.

In addition to the BRT corridor, the WCTP includes a significant expansion in traditional bus routes throughout the county, providing more connections between Wake County municipalities and destination centers. These new traditional bus routes would have expanded service hours from what is currently available, provide service seven days a week, and have 15-, 30-, or 60-minute frequencies throughout the day. The WCTP also includes commuter rail service between Durham and downtown Raleigh which is proposed to have a stop in downtown Cary. Commuter rail service would operate during peak hours.

### Funding

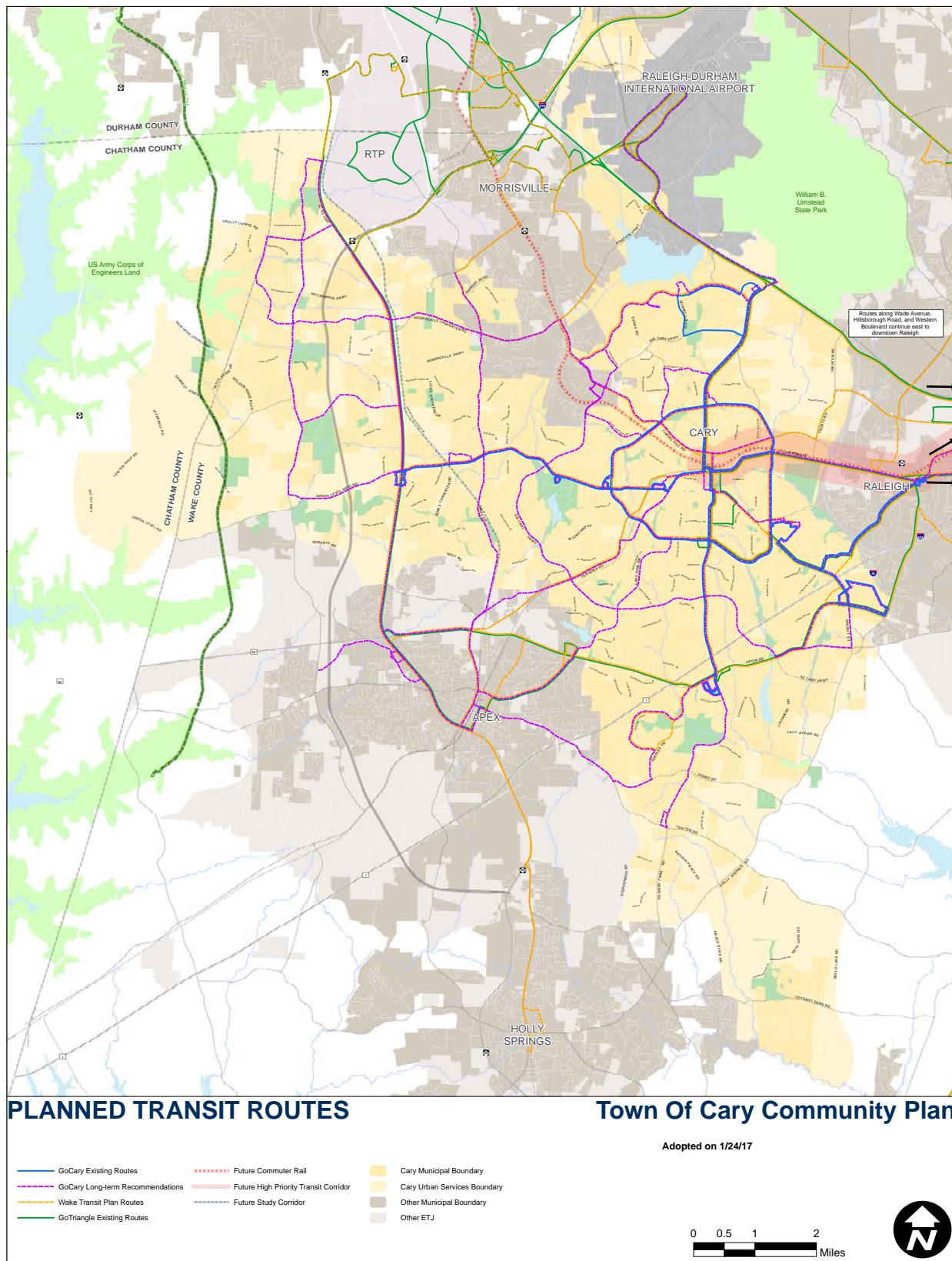
Funding is proposed to be provided by existing sources and new sources. The WCTP includes proposed funding from a 1/2-cent sales tax and other local sources including vehicle registration and rental car taxes. Local general funds would also continue to be needed to fund local bus services and the WCTP proposes a modest annual increase in local transit funding of 2.5 percent per year. Federal and state contributions would provide significant contributions as well. BRT and commuter rail are projected to be 50 percent funded by federal funds. The WCTP also includes farebox and long-term bond proceeds.

GoCary funding will continue to be provided through local contributions, farebox revenue, and state and federal matching funds. For routes that cross out of Cary to provide links to other Triangle communities, local contributions will be sought from neighboring municipalities that benefit from the new connections.

## Planned Transit Routes Map

The map on the following page shows the future plan for transit service in Cary. This map includes existing GoCary and GoTriangle bus routes plus long-term GoCary recommendations and WCTP bus routes. The map also shows the Durham to Raleigh commuter rail route and the Cary to Raleigh BRT route that are part of the WCTP.





# HOW WE WILL ACHIEVE OUR VISION

## 1 Provide for the Safe and Efficient Movement of People and Goods

### Major Actions:

- Conduct a pilot program to construct and evaluate a separated bike lane along Chatham Street.
- Conduct a study with other public/private partners for a future north-south transportation corridor in western Cary along existing rail infrastructure.
- Evaluate holistically more frequent and wider coverage of transit as described by the Wake County Transit Plan.
- Continue the implementation of ADA pedestrian improvements at targeted intersections throughout Town.



## 2 Create a Balanced Transportation System

### Major Action:

- Evaluate and identify feasible corridors for bus rapid transit and opportunities for context-sensitive improvements.

## 3 Integrate the Built and Natural Environment With an Innovative and Well-Designed Transportation System to Create Great Places and Great Spaces

### Major Actions:

- Evaluate the impact of the Future Growth Framework on existing parking/pedestrian/bicycle/transit standards and requirements (e.g. size facilities appropriately in destination centers), and update as necessary.
- Develop an interdepartmental and multi-disciplinary collaboration process for responding to unique transportation situations and contexts, including impacts to the natural environment, special urban centers, and historic features.



## 4 Make Strategic and Equitable Transportation Investments

### Major Actions:

- Explore intelligent transportation systems and emerging technologies and evaluate their integration into Cary's transportation system.
- Focus on public/private investment opportunities and/or cost-sharing for future transportation projects.

## 5 Conduct Further Study of the Recommendations on the Planned Roadway Widths Map

### Major Actions:

- Explore context sensitive designs for Green Level Church Road through the Green Level Historic District.
- Conduct a land use / transportation study of the recommended NE Cary Parkway Extension as depicted on the Planned Roadway Widths Map.

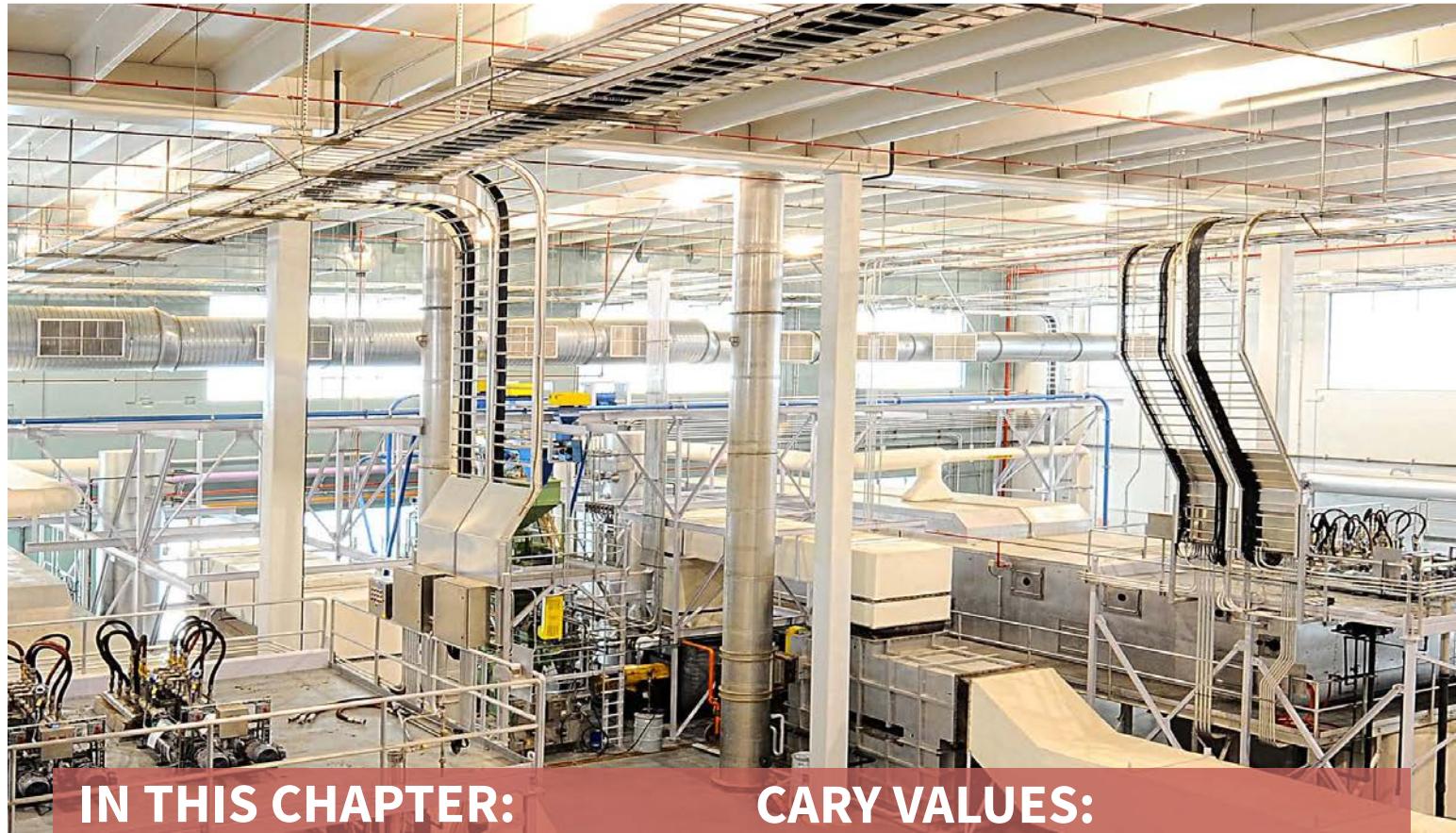
## RELATED POLICY DIRECTION IN OTHER CHAPTERS

This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's policies on transportation and mobility.

Move: Providing Transportation Choices	Live:	Work:	Shop:	Engage:	Shape:	Serve:
	Fostering Strong Neighborhoods	Assuring Continued Prosperity	Creating Vibrant Destinations	Experiencing the Cary Community	Guiding Community Growth	Meeting Community Needs
	Policy #2: Provide More Housing Choices for All Residents  Policy #4: Provide the Greatest Variety of Housing Options in Mixed Use Centers	Policy # 1: Grow A Sustainable and Diversifying Workforce  Policy #2: Enhance Locational Appeal to Businesses and Workers  Policy #10: Reserve and Provide Employment Sites in Selected Commercial Mixed Use and Destination Centers  Policy #12: Transform Selected Office Parks into Employment Mixed Use Centers	Policy #3: Support the Development of a Limited Number of Destination Centers	Parks, Recreation & Cultural Resources Master Plan Goals #1, #2, #7  Public Art Master Plan Vision	Policy #1: Distribute Commercial Centers, Mixed-Use Centers, and Destination Centers Across Town  Policy #2: Focus the Most Intense Types of Development in Strategic Locations  Policy #3: Encourage Mixed-Use Development	Policy #1: Provide Affordable and High Quality Public Services and Facilities for Current and Future Generations  Policy #6: Protect Air Quality

# 8. SERVE

## *Meeting Community Needs*



### IN THIS CHAPTER:

- Challenges and Opportunities
- Policy Direction
- How We Will Achieve Our Vision
- Related Policy Direction in Other Chapters

Cary strives to be a leader in excellent service and infrastructure provision and remains on the cutting edge of information technology and utilities. While endeavoring to provide services at affordable rates, the Town will implement long-term sustainable practices and solutions to ensure a high quality of life for generations to come.

### CARY VALUES:

#### **Respecting Nature and the Environment**

Cary will preserve and protect our environment. This includes being good stewards of our finite natural resources. Paramount is the conservation of water resources and the protection of watersheds, including Jordan Lake, to maintain a high quality water supply for our future.

#### **Providing Comprehensive and Top Quality Facilities and Infrastructure**

Cary will provide comprehensive facilities and utility services to residents, businesses and institutions. Public infrastructure is provided in conjunction with development, coordinated with private investments, and is well-maintained.

#### **Providing High Quality Public Services**

Cary will provide high quality public services and customer service that continue the Town's legacy of excellence, including being one of the safest mid-sized communities in the nation. The Town's quality services yield a clean and attractive community, a reputation for open communication and responsiveness, and a supportive environment for residents and businesses.

# 8. SERVE

## CHALLENGES AND OPPORTUNITIES

Acknowledging that an increasing population is a natural outcome of being part of an economically thriving region, the Town has a major responsibility to plan and provide its essential public services for this growing residential and employment base. Services include roads, water, wastewater, solid waste, emergency services, and balancing and mitigating the effects of all of these on the environment. This population growth will require that we meet the needs of today without compromising our ability to meet the needs of those in the future. We must consider the impacts of our decisions on all of the different systems that we rely on, and we must innovate to be as efficient as possible in delivering the services that our citizens and businesses rely on.

### Fiscal Impacts of Development and Aging Infrastructure

Just as Cary is seeing its housing and commercial developments begin to age, the vast infrastructure network that serves these developments is also aging. For example, the Town has over 280 miles of storm drain pipe, some of which dates back to the nineteenth century. This network, in addition to other major infrastructure networks, will not only need routine maintenance but will also need rehabilitation or replacement over time.

The Town of Cary has the opportunity to consider the fiscal impacts of public infrastructure and land development patterns. Having experienced rapid outward growth over the past half-century, Cary has benefited from new high-value development that typically covered the cost of the additional infrastructure needed to support new developments such as residential subdivisions or shopping centers. Within the next 10 years, the Town will begin to exhaust new greenfield development opportunities and face a paradigm shift: It will need to meet the challenge of sustainably maintaining and replacing infrastructure within already developed areas in the face of increasing maintenance costs.

A large and growing number of studies have determined that there are public fiscal implications to the way that cities grow and develop. Municipal fiscal impacts are largely determined by types of land use, property value, types and size of housing, density of development, location, and distance from community facilities. These development characteristics impact the cost of municipal services including roads, water/wastewater, stormwater, fire and police protection, and solid waste collections. Long term costs associated with providing future services and maintenance must be considered.

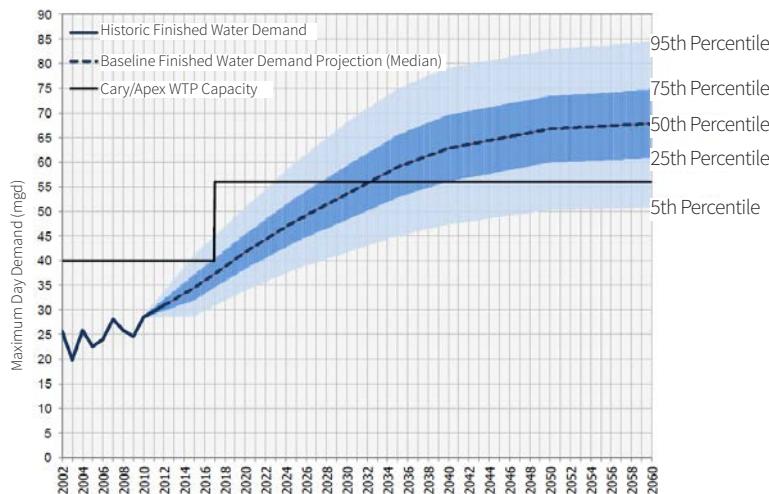


*Long-term maintenance costs of infrastructure systems are important to consider when planning for future growth.*

## Future Water and Sewer Needs

Cary operates the jointly-owned Cary/Apex Water Treatment Facility, supplied with water from Jordan Lake, to serve almost 180,000 people in Cary and Morrisville along with the Wake County portion of Research Triangle Park and RDU Airport. Providing high quality and safe drinking water is one of the Town's important service directives. The Town's wastewater is treated at its North and South Cary Water Reclamation Facilities (WRFs), as well as at the Western Wake Regional Water Reclamation Facility co-owned with the Town of Apex. The Town has an extensive reclaimed water system and distributes reclaimed water to businesses and residents near the North and South WRFs, the Wake County portion of Research Triangle Park, and USA Baseball. The Town regularly updates its long range water resources plans and system master plans to ensure adequate infrastructure and capacity for water, wastewater and reclaimed water is in place at the right time. Wise management of the Town's water resources, and working closely with its neighboring communities, play an increasingly critical role in ensuring adequate water resources.

### Maximum Daily Finished Water Demand Forecast



This chart displays the maximum day finished water demand forecast for the Towns of Apex, Cary, and Morrisville, plus RDU Airport and RTP South, through 2060. The service area will likely require additional water supply and treatment capacity by 2032.

## Waste Challenges

As the population of Cary increases and waste streams change, the Town will need to be able to meet increasing demands on waste collection services while maintaining a cost-effective program. Waste reduction, composting, and recycling are important for reducing demands on waste collection services and landfill capacity. These ongoing efforts, and others, have resulted in a decrease in waste generated per person since 2006. This has resulted in a landfill waste diversion rate of over 50 percent, including yard waste. In order to balance yearly operational costs and support the long term goal of working within our region to ensure a long landfill life, the Town will continue to focus on recognizing, responding, and adjusting to change. The Town will also continue to examine technological and operational opportunities to become more efficient in its solid waste services.

*The Town of Cary offers many opportunities to compost and recycle materials. The Town provides residential curbside collection for a wide assortment of recyclable materials, and helps educate the public about composting and recycling*



## Energy, Sustainability, and Environmental Stewardship

Population growth puts development pressure on our natural systems. Higher population results in increased energy consumption, increased solid waste, increased traffic, increased air pollution, increased impervious surface, and fragmentation of natural habitat. The Town seeks to balance the effects of a growing population with efforts to manage, conserve, and innovate on behalf of environmental quality and environmental health. The Town is and will continue to be a leader in sustainability as these efforts yield benefits in health, safety, fiscal stability, and economic stability.

A key sustainability issue is energy. There is a great need for dedicated effort and innovation, both in energy efficiency as well as diversification of fuel types. In a concerted effort to reduce energy use, costs, and emissions, the Town adopted an operational Strategic Energy Action Plan in 2012. The plan has demonstrated efficiencies as well as cost and emissions savings in the Town fleet, buildings, water and wastewater operations. The Town was one of the first municipalities in North Carolina to work with Duke Energy Progress to convert our streetlights to energy efficient light emitting diode (LED) fixtures. Diversification of energy sources builds resiliency, and as such the Town has been increasing the number of solar generation facilities, both public and privately owned, as well as piloting alternative vehicle technologies like electric vehicles. The Town also provides public electric vehicle charging in several locations.

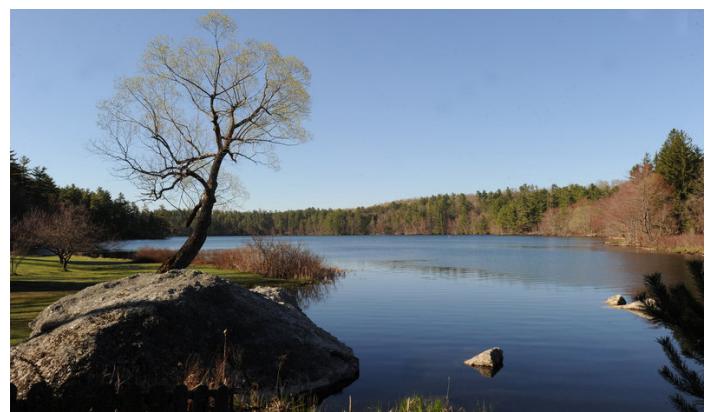
Opportunities exist in Cary to protect and connect existing environmentally sensitive areas. Protection of these areas would help to maintain their ecological value and serve the community as it evolves over time. Intact natural systems perform multiple critical ecosystem services that have economic value.

Watershed stormwater management has proved to be a cost-effective adjunct approach in concert with water-treatment technology in keeping drinking water clean. Water sources can become polluted when sediment, fertilizers, pesticides, oil, and other chemicals wash into them from streets, parking lots, and lawns. Providing natural vegetated buffers along the sides of streams and other drinking water sources can be critical in reducing the amounts of such pollutants that reach reservoirs, lakes, and watercourses.

Cary has the ability to celebrate its agricultural history and support locally produced agriculture while connecting citizens with opportunities to learn about agriculture and food systems.



*As part of our on-going commitment to the environment, the Town of Cary participates in solar projects where it makes operational and fiscal sense. Renewable energy is a great option for reducing the environmental impact of operations. The Town currently has a 1.89 megawatt solar energy farm, funded by a public-private partnership, located at the Town's South Cary Water Reclamation Facility. The solar farm generates electricity that is sent back to the grid.*



## Innovative Technology

Technology will play an increasingly important role in future communities by promoting economic development and enhancing consumer choices by diversifying modes of communication, improving efficiency in services and utility through the smart grid, and extending high speed internet access. Google has announced plans to install a fiber-optic network in select cities across the United States, which boasts internet speeds up to 100 times faster than traditional broadband. In January 2015 Google selected Cary as one of its next communities for fiber deployment and in June 2015 construction began on its fiber network in the Triangle. AT&T's gigabit speed service update also provides a fiber-optic network within the town. In addition to deploying smart water meters to all of its customers through the Aquastar Program, Cary is a municipal participant in the North Carolina Next Generation Network, a regional initiative focused on stimulating the deployment of next generation broadband networks primarily focused on business and education in North Carolina.

## Resilience and Adaptation

Resilience is the ability to return to normal after an upset or disturbance. This concept can be applied to any number of unplanned upsets that can affect municipalities and the services they provide. Examples are fiscal upsets like recessions, upsets related to a weather event like a tornado or hurricane, upsets related to the regional transportation network on which we rely, or unpredictable weather. Resilience planning is used to consider possible risks for these upsets and to plan for how to return to normal within a period of time. Adaptation considers when it might be prudent to adjust to a new set of conditions.

## Public Safety

Cary is considered one of the safest cities in the nation, ranking in the top five mid-sized cities with the lowest crime rates in the United States. To ensure that Cary remains one of the safest cities in the nation, the Town of Cary Police Department provides exemplary policing. Also, the Town of Cary Fire Department provides an innovative and efficient approach to emergency response, fire code application and public fire education.

With the Town's growth and outward expansion, it becomes increasingly important for public safety providers to analyze the distribution and concentration of staff and facilities to provide adequate service. Cary is currently divided into three GeoPolicing districts to enable patrol and school resource officers to become experts on the needs, issues, and concerns of the citizens within the areas they serve. The Fire Department currently operates out of nine geographically dispersed fire stations to serve Cary citizens, with more stations being added as Cary grows.

The aging and diversifying population also has implications for public safety in Cary. There will likely be a greater demand placed on emergency management services for health-related care.



Access to fiber-optic cable networks is growing throughout Cary.



Cary's A-Team sits ready for future winter storms.



Cary Fire Station 8, on Mills Park Drive, implemented Leadership in Energy and Environmental Design (LEED) principles. These include the use of high-efficiency equipment to reduce energy usage, using the Town's reclaimed water line to reduce water usage, and bicycle storage. Fire Station 8 is also the office for one of the Police Department's GeoPolicing districts.

# POLICY DIRECTION

In order to respond to the challenges and opportunities for Cary's public services, and to provide reliable, affordable, and excellent services and facilities to the community in a way that protects the environment and anticipates growth and changes occurring throughout the region, the Town's public facilities and services policies are:

Policy	Policy Intent
<p><b>Policy 1: Provide Services and Facilities for Current and Future Generations That Balance High Quality and Affordability</b></p>	
<p><b>Provide public services, utilities, and facilities that meet the short-term and long-term needs of residents and businesses, while remaining responsible to the environment. Balance high quality and affordability of service.</b></p>	<p>The intent of this policy is to maintain a balance of high quality and affordability in providing public facilities and services to members of the community today, while ensuring that resources and services will be available to a growing regional population. Services and infrastructure will support development; however, development patterns should help to ensure high quality provision of services. Development patterns should support infill, redevelopment, compact development and traditional development. Town buildings will be constructed to be high-performing "green" buildings, with a commitment to lifecycle costing, energy efficiency, water conservation, and waste reduction.</p>
<p><b>Policy 2: Provide Safe, Reliable Water and Wastewater Service</b></p>	
<p><b>Prepare for future population increases by maintaining and adding to Cary's foundation of sustainable water and sewer services. Continue to provide reliable services, protect and maintain high quality drinking water and wastewater infrastructure. Continue to maintain high quality reclaimed system and water conservation programming.</b></p>	<p>The intent of this policy is to proactively address the issue of water and wastewater service provision, which will be affected by growing populations, redevelopment and infrastructure needs, and volatile weather patterns that will subject the region to threats like flooding and droughts. Water is becoming a regional issue and inter-jurisdictional coordination is necessary to maintain adequate service while reducing risk. In order to protect Jordan Lake and other water sources, the Town will continue to foster collaboration between regional partners.</p>
<p><b>Policy 3: Encourage Environmentally Responsible Stormwater Management</b></p>	
<p><b>Support initiatives that encourage environmentally responsible stormwater management by addressing floodplain management, watershed protection, control of illegal discharges and sediment erosion.</b></p>	<p>The intent of this policy is to address storm events and water quality using educational and regulatory initiatives, and public infrastructure, that enhance the community. These methods will manage nitrogen and phosphorous loads and other runoff pollutants in Cary's streams, and protect the water quality of Jordan Lake. The Town will also continue to meet or exceed N.C. Division of Water Resources rules for controlling nitrogen runoff in the Neuse River basin and the Cape Fear River Basin and meet stormwater regulations of the Federal Clean Water Act. In order to protect properties from the threat of flooding and erosion, the Town will continue to provide guidance to citizens with drainage issues. The Town will continue to protect water quality and flooding risk through development regulations including watershed protection overlays, nutrient control, erosion and sediment control, floodplain management, urban transition buffers, and other tools. Additionally, use of decentralized green infrastructure as part of streets and other public infrastructure will be explored and implemented where effective.</p>

# Policy

# Policy Intent

## ***Policy 4: Ensure Long-Term, Cost-Effective, and Environmentally-Responsible Disposal of Waste***

Continually ensure long-term, secure, and environmentally-responsible disposal of waste.

The intent of this policy is to continue to provide convenient waste and recycling services for residents and businesses while promoting reuse, preventing unlawful disposal, and expanding composting practices through policies and public education.

## ***Policy 5: Protect and Restore Open Space and the Natural Environment***

Protect and restore environmentally significant areas and either preserve or create green infrastructure throughout the Town and within the built environment.

The intent of this policy is to manage and protect the natural environment, particularly areas of environmental significance such as wildlife habitats and corridors, wetlands, stream buffers, contiguous forests, and other important natural features. The Town will look for opportunities to protect or create interconnected ecosystems. A complementary intent of this policy is to incorporate natural features into the built environment for aesthetic, economic, quality of life, and sustainability purposes, in part using and preserving native plants. This policy also supports green building techniques that enhance or add to green infrastructure resources in the Town, including along roadways as part of either private or Town-driven projects.

## ***Policy 6: Improve Air Quality***

Promote strategies that create a healthy community by improving air quality and reducing air pollution from development, buildings, transportation, and industry.

The intent of this policy is to improve the health of Town residents and decrease air pollutants, like greenhouse gasses, by encouraging changes in the built environment, transportation systems, business practices, and household habits. This policy will enable initiatives that address the causes and effects of climate change. Better air quality can be achieved through a comprehensive set of strategies that encourage conservation, increased efficiencies, new building technologies, alternatively fueled vehicles and infrastructure, forest protection, and urban development that makes walking, biking, and public transportation viable modes of transportation.

## ***Policy 7: Improve Energy Efficiencies and Sustainable Energy Practices***

Support sustainable energy practices by promoting energy conservation and alternative energy use and production.

The intent of this policy is to lower utility bills, decrease reliance on traditional energy sources, promote a green economy, increase resiliency and self-reliance through energy efficiency and the local production of energy, and decrease emissions, such as greenhouse gases. The Town will support and promote green building features, especially where higher density development occurs. The Town will promote any chosen policies through public outreach initiatives, recognition, and through leading by example.

## Policy

## Policy Intent

### ***Policy 8: Integrate Concepts of Resiliency and Adaptation into Planning Practices***

**Support resiliency of all municipal services by identifying potential risks and planning ahead for solutions.**

With regard to the Town's municipal operations and provision of public services, resiliency refers to the ability to provide and maintain acceptable levels of service in the face of exceptional circumstances that could otherwise impede those operations and services. Adaptation refers to making changes or adjustments in the methods, manner, or type of services provided, in order to respond to changing conditions over time. The intent of this policy is to proactively plan for resiliency and adaptability when developing facility and operational plans for town services, in order to maximize the Town's ability to respond to predictable and unpredictable change.

For example, planning for and adapting to predictable change might include planning Town services for an aging population, climate change, or planning for replacement of aging water and sewer lines. Examples of planning for resiliency in the event of unpredictable change might include planning for service delivery in the event of loss of a major town employer, major swings in fuel or energy prices, or even a market crash or recession.

### ***Policy 9: Preserve and Protect the Urban Tree Canopy***

**Promote the retention of – and addition to – the tree canopy within Cary's planning area.**

The intent of this policy is to support retaining and/or adding to our community's tree canopy, particularly within developed areas. The urban tree canopy is the layer of trunks, branches, and leaves that cover the ground when viewed from above (i.e., the Town's tree cover). One objective of this policy is to strive to protect portions of existing canopy as new development occurs, particularly hardwood canopy. Another objective is to plan and design new development with ample and strategically-located deciduous tree plantings such that new development will have an ample tree canopy at maturity.

Trees are a vital part of Cary's aesthetic and environmental health. In 2016, the Town of Cary was recognized as a Tree City USA by the Arbor Day Foundation, for the 33rd year in a row.

### ***Policy 10: Support Local Food Systems***

**Support locally grown and produced foods in Cary.**

The intent of this policy is to support a healthy community by providing opportunities for people to grow their own food and to purchase locally grown food in farmers markets. Implementation includes education and recreational opportunities that connect citizens with Cary's agricultural heritage, as well as basic gardening and cultivation methods.

## Policy

## Policy Intent

### ***Policy 11: Support Expansive and Cutting-Edge Information Technology Infrastructure***

**Support the provision of high speed and affordable communication services – such as digital and wireless -- for businesses and community members throughout Cary.**

The intent of this policy is to allow for the provision of high quality, affordable, and competitive communication services for personal and business use by working with providers to expand fiber networks, advocating for efficient delivery of services on behalf of local consumers, and continuing to be an active member in the NC Next Generation Network. The intent of this policy also provides support for wireless technologies.

### ***Policy 12: Provide Exemplary and Timely Emergency Services***

**Manage health and safety through provision of exemplary emergency services – such as police, fire, and rescue services – throughout the community.**

The intent of this policy is to support emergency services provided by the Town while ensuring that these services are provided efficiently, sustainably and in a timely manner. The Town will continue to keep up with the pace and type of growth, and with the varying needs of our changing population, by being proactive instead of reactive. Fostering a feeling of personal safety through public education, as well as a visible, responsive public safety presence will continue to develop relationships with citizens and actively engage the community.

## HOW WE WILL ACHIEVE OUR VISION

### 1 Provide and Promote Safe, Reliable, Technologically Progressive and Environmentally Responsive Public Services

The Town will continue to be a service leader by integrating technology into the delivery of our services to achieve efficiency, reduce impacts on the environment, and to improve the quality of life for our community. When possible, the Town will work with public and private sector partners to implement technologies in a practical manner that is in keeping with our core values. The Town will look for opportunities to work with local universities to take advantage of their academic and technical knowledge.

#### Major Actions:

- Identify and implement policies, programs, and practices needed to place Cary in the top 10% of comparable communities for key measures of quality of life. The Town should select indicators or metrics to be tracked over time, such as:
 

– Feet of pipe (storm drain, water, wastewater)	– Air quality	– Miles of sidewalk
– Miles of roads	– Water quality	– Miles of bike lanes
– Water produced for consumption	– Tree canopy	– Walk score
– Wastewater treated	– Vehicles miles traveled	– Crime rate
– Energy consumed	– Average vehicle miles per gallon efficiency	– Response time to emergency calls
– Protected open space	– Average distance to a greenway or park	– Housing costs
– Habitat protected/restored	– Solid waste diversion rate	– Transportation costs
– Number of stormwater retention devices	– Miles of greenway	– Average income
		– High-speed internet access
- Identify pressing public service challenges facing the Town of Cary and recommend approaches for addressing them on an ongoing basis.
- Create a Town of Cary Smart City/Strategic Innovation Plan to identify and remove barriers to innovation. This cross-functional plan - with an emphasis on emerging technologies - will unify organizational efforts and create cohesive strategic direction.

### 2 Promote Green Practices That Will Leave An Environmentally Safe and Desirable Community for Future Generations

#### Major Actions:

- Provide regional leadership among communities contributing to and affected by nutrient loads to Jordan Lake with the objective of agreeing on a science-based program to protect the future quality of the lake. The Town will continue to support the state's Jordan Lake rules and implement Jordan Lake nutrient management strategies in our jurisdiction. Implementation of a nutrient management strategy for the stressed ecosystem is needed to mitigate future drinking water treatment challenges and associated increasing costs. The Town believes that a science-based approach to managing Jordan Lake's water quality will have a net positive benefit for our citizens and for the communities in the watershed. The Town will work with state officials and other stakeholders as we chart a course for the future of the Jordan Lake watershed.
- Create a Town of Cary Sustainability Plan to integrate concepts of sustainability into the Town's planning practices, processes, and service delivery.

### 3 Respond in an Exemplary Manner to Present-Day Emergencies While Anticipating Future Challenges

#### Major Actions:

- Identify new service needs or service areas that may be necessary to address shifts in population, demographics, and the environment.
- Expand support for homeless and high-cost-burdened families.
- Identify opportunities to integrate emerging technologies or alternative service models into emergency operations.

## RELATED POLICY DIRECTION IN OTHER CHAPTERS

This plan has been organized to address specific topics in specific chapters; however, the policies listed throughout this plan are very much interrelated. Listed here are the policies included in other plan chapters that relate to the Town's policies on public services and facilities.

Serve: Meeting Community Needs	Live: Fostering Strong Neighborhoods	Work Assuring Continued Prosperity	Shop: Creating Vibrant Destinations	Engage: Experiencing the Cary Community	Shape: Guiding Community Growth	Move: Providing Transportation Choices
		Policy #1: Grow A Sustainable and Diversifying Workforce Policy #2: Enhance Locational Appeal to Businesses and Workers Policy #3: Retain and Grow Existing Cary Businesses Policy #5: Attract New, High Value Businesses Policy #7: Ensure the Economic Growth and Vitality of Downtown Policy #12: Transform Selected Office Parks into Employment Mixed Use Centers		Parks, Recreation & Cultural Resources Master Plan Goals #1, #3, #4, #5, #8, #9 Public Art Master Plan Vision	Policy #1: Distribute Commercial Centers, Mixed-Use Centers, and Destination Centers Across Town Policy #4: Support and Facilitate Redevelopment and Infill Development Policy #5: Support the Revitalization of Targeted Development Corridors Policy #8: Preserve and Maintain Cary's Attractive Appearance and Quality of Development	Policy #1: Ensure Safety for All Users and Modes Policy #2: Apply Multimodal Street Designs Policy #3: Design Transportation Infrastructure to Address Land Use Context Policy #4: Focus Investments on Improving Connections and Closing Gaps Policy #5: Minimize Thoroughfare Widths Policy #6: Improve Pedestrian and Bicycle Crossings Policy #7: Target Transit Investments Policy #8: Ensure a Well-Maintained System

# 9. ACT

*Moving from Vision to Reality*



## IN THIS CHAPTER:

**Applying Plan Policies**

**Plan Monitoring**

**Amending the Plan**

**Updating the Plan**

**Summary of Recommended Policy Initiatives and Major Actions**

# 9. ACT

The preceding eight chapters of this Cary Community Plan outline our community's vision and values, set policy direction, and recommend policy initiatives as well as specific actions for guiding growth and for helping our community thrive over the next 20 years. This ninth chapter (ACT) offers general guidance and recommendations for applying plan policies, for monitoring plan performance, and when necessary, amending the plan. This chapter also provides a summary table of the policy initiatives and actions found at the end of each of chapters 2 through 8, (or in the case of Chapter 6, at the end of each of that chapter's four Special Planning Area discussions).

## Applying Plan Policies

The comprehensive plan's policies provide guidance for making decisions related to private land development proposals, for shaping the appearance, economic vitality, and environmental quality of the community, for coordinating inter-jurisdictional planning efforts, and for planning and prioritizing service needs and capital improvements. The Future Growth Framework Map and the policies included in this plan should be used by Town Staff and Town Advisory Boards when making their recommendations, and by the Town Council when making decisions about land development, capital investments, and community programs.

One of the primary uses of the Town's comprehensive plan is for evaluating development proposals. Landowners and developers who wish to develop property often need to request a new zoning designation for their site. The Town's evaluation of the rezoning applications begins with the guidance provided in this comprehensive plan.

The former Cary Land Use Plan could be characterized as a map-based plan because its future land use map was used as the primary guidance document for evaluating rezoning requests. In contrast, the Cary Community Plan can be characterized as a policy-based plan, in that the Town's values and future aspirations are articulated in written policies that provide the primary guidance for evaluating rezoning applications. The Plan's Future Growth Framework Map works alongside the policies to depict the general long-term physical layout and general character of development envisioned for Cary. This shift from a map-based plan to a policy-based plan reflects the fact that there is a dwindling supply of large, undeveloped greenfield sites remaining in Cary's planning area; future development in Cary will increasingly be infill and redevelopment that require the flexibility that a policy-based plan offers for evaluating individual sites within the context of surrounding existing

development. When a rezoning application is received for a site, the site's geographic location within the Future Growth Framework, coupled with the pertinent guiding policies in the Cary Community Plan, will provide the basis for analyzing the proposal and making rational planning decisions.

## Plan Monitoring

To ensure that the Cary Community Plan is implemented as adopted, it will be important to establish a formal system of plan monitoring for two purposes: (1) monitoring the actual implementation of the plan to make sure that initiatives and actions are being carried out, and (2) monitoring the effectiveness of the plan over time to ensure the vision and policies set out in the plan are being realized over time.

### *Coordinating and Monitoring Implementation*

As soon as possible after the Plan is adopted, an Interdepartmental Comprehensive Plan Implementation Team composed of various staff with representative knowledge and/or expertise should be assembled to begin developing a prioritized action plan and implementation schedule that includes designated responsible parties. Once the action plan and implementation schedule are completed and adopted by Council, the team should plan to provide an implementation status report to the Cary Town Council at least annually. This will serve both to update the Council on the implementation of the plan, and also to trigger discussion on budget priorities for the coming fiscal year.

### *Monitoring Plan Effectiveness*

The Plan's effectiveness should be monitored to evaluate whether the policy initiatives being implemented are having the desired impact on the community. This can be accomplished by establishing and tracking a set of performance indicators.

A performance indicator is a measure of achievement over a selected time period. It is a measurement that can be used as a reference or as a standard for comparison. Potential performance measurements can be developed for each policy initiative or group of related policy initiatives. For example, for the policy initiative **Create a Business-Friendly Environment**, a performance indicator could be **Percentage of Business Owners Rating Cary as a Good Place to Do Business**.

It will be important to establish a baseline (actual or a



## Amending the Plan

From time to time, it will be necessary to amend the Cary Community Plan to address conditions that could not have been anticipated during the planning process. The Town's Land Development Ordinance, at present, sets out the specific procedures for amending the plan, which currently includes two public hearings before the Town Council and Planning and Zoning Board, and concludes with a vote by the Town Council.

According to Cary's Land Development Ordinance, at present, proposals to amend the Comprehensive Plan shall be evaluated based upon whether the amendment is necessary in order to address conditions including, but not limited to, the following:

- (1) A change in projections or assumptions from those on which the Comprehensive Plan is based;
- (2) Identification of new issues, needs, or opportunities that are not adequately addressed in the Comprehensive Plan;
- (3) A change in the policies, objectives, principles, or standards governing the physical development of the Town or any other geographic areas addressed by the Comprehensive Plan; or
- (4) Identification of errors or omissions in the Comprehensive Plan

One of the benefits of the Future Growth Framework in this Cary Community Plan is that it provides guidance about the general character of development and allows for a variety of uses in most categories. This will serve to provide a flexible land development framework that will support redevelopment efforts, while also providing clear direction regarding the vision for different areas of the Town. This flexible approach will likely result in a minimal number of comprehensive plan amendments, reducing time spent on making minor adjustments to the plan.

surrogate) for each performance indicator against which to measure progress over time. Baselines can be established by using professional accreditation standards, through the use of community surveys, etc.

The Comprehensive Plan Implementation team assembled to develop the prioritized action implementation plan and schedule should also develop a set of performance indicators by which to measure the Plan's effectiveness over time; then proceed as necessary to establish baseline measures and determine goals/targets. Measurements should be evaluated over time to determine whether plan policies and initiatives are having the desired effect. An analysis could be included as part of the annual implementation status report, making it a combined system of reporting to elected officials and the community.

## Updating the Plan

This comprehensive plan provides a vision for Cary's growth and development over the next twenty years. Updates should be made when necessary to acknowledge planning objectives for new facilities. There should be a review and interim update to this Plan at least every five years, with the understanding that when the three recently-adopted, still-current plans that are incorporated by reference into this Cary Community Plan -- the Parks, Recreation and Cultural Resources Master Plan; the Public Art Master Plan; and the Historic Preservation Master Plan -- are ready for an update, their respective updates will be physically integrated into this Plan. The Cary Community Plan as a whole should be comprehensively updated every 10 years.

## Summary of Recommended Policy Initiatives and Major Actions

The Cary Community Plan provides a vision for Cary's growth and development over the next twenty years. Through its policies -- both written and mapped -- it provides clear guidance as to the form, characteristics, and appearance that are desired for future development, and the type and quality of services the Town wishes to provide. However, the vision embodied by this Plan is dependent on the implementation of policy initiatives and specific actions listed at the end of each of the subject chapters (LIVE, WORK, SHOP, ENGAGE, MOVE, and SERVE) and at the end of each of the four Special Planning Area (SPA) discussions within the SHAPE chapter: Eastern Cary Gateway SPA, Downtown Cary SPA, Historic Carpenter SPA, and the Green Level SPA.

This Plan's policy initiatives and actions represent a good faith effort to reflect the input of Cary's citizens, Town staff, and Town Council, but they can be adjusted as time goes by and circumstances change. Implementation will take effort and commitment on the part of Town staff and its leaders. This Plan's recommended policy initiatives and major actions obviously can't be addressed all at once, and, as stated above, an interdepartmental Comprehensive Plan Implementation Team will be needed to prioritize them and assign target completion dates accordingly. Some immediate revisions to the Land Development Ordinance (LDO) will be essential for the Plan's initial implementation.

On the next several pages is a table containing a summary of this Plan's recommended policy initiatives and major actions, arranged by chapter. See the "How We Will Achieve Our Vision" section(s) in each chapter for additional important discussion on many of the initiatives and actions.

### ***Implementation of the Policy Initiatives***

The actions listed in the following table are major ones. Implementation of many of the actions will require preparatory and supplementary steps, including but not limited to topical research, drafting of proposals, and public meetings and hearings before being recommended to Town Council for review and approval. Implementation of the policy initiatives and actions presented here is also dependent on the availability of staff and budgeted resources, and therefore should be reviewed on a regular basis for adjustment and re-prioritization as directed by Town Council.

It should be understood that recommended actions include exploration and evaluation of options, and discussion with and review by internal stakeholders.

# Cary Community Plan

## Policy Initiatives and Recommended Major Actions

### ***LIVE: Foster Strong and Sustainable Neighborhoods***

#### **Policy Initiative: Implement a Strong Neighborhoods Initiative**

- Create a baseline housing inventory and neighborhoods assessment to develop a neighborhoods health report.
- Work with neighborhoods to explore development of a formal mechanism for communicating neighborhood interests and concerns to Town officials.
- Amend the LDO to include context-sensitive infill and redevelopment design standards.
- Expand the framework of what is now called Project Phoenix to include an interdepartmental task force that examines whether the Project Phoenix model could be expanded to include issues related to community development, code enforcement, and minimum housing.
- Expand the funding and scope of the Neighborhood Improvement Program.

#### **Policy Initiative: Expand Housing Choices**

- Create a Cary task force to collaborate with employers and other stakeholders on the development of workforce housing.
- Tie general fund support of community investment and housing to a fixed formula based on the age of the housing stock, population growth and/or amount of CDBG received. Continue to operate as a revolving fund.
- Develop new zoning districts and /or development incentives to accommodate new housing options/trends such as co-housing arrangements, small apartment buildings, tiny houses, cottage homes, and accessory dwelling units.
- Initiate/participate in intergovernmental efforts to increase revenue support for funding affordable housing.
- Consider prioritizing existing publicly-owned surplus land for affordable housing developments; land-bank appropriate sites.

## ***WORK: Foster a Prosperous Economy and Fiscal Health, and Leverage the Town's Regional Context***

### **Policy Initiative: Foster a Resilient Economic Base and Diverse Workforce**

- Study and identify business sectors with the greatest promise for diversifying our economic base; focus recruitment efforts accordingly.
- Amend zoning and development ordinances as necessary to allow selected business and industrial parks to transform into employment mixed-use campuses.
- Implement the policy initiatives in Chapter 2: LIVE that will promote the development of housing options that are affordable and appealing to a diverse workforce.

### **Policy Initiative: Create a Business-Friendly Environment**

- Create and develop initiatives in concert with the Chamber of Commerce to support the creation and growth of small businesses, e.g. a small-business loan program, expansion of the façade improvement program, incubator space, etc.
- Expand the role and make-up of the Economic Development Commission to review and identify improvements to ordinances, policies, fee schedules, and programs that would foster a business-supportive environment.
- Partner with the Chamber of Commerce to proactively maintain a relationship with major employers, i.e. CEO roundtable, to identify cooperative efforts to improve the business climate.

### **Policy Initiative: Promote the Economic Growth and Vitality of Downtown**

- Take a leadership role in exploring opportunities for bringing additional transit services downtown, in downtown station area planning, and in increasing regional coverage and connectivity.
- Amend downtown zoning and development ordinances to reflect the downtown special planning area vision.
- Develop marketing collateral to promote development opportunities and successes.

### **Policy Initiative: Maximize Cary's Locational Appeal**

- Implement LIVE, SHAPE, SHOP, ENGAGE, MOVE, and SERVE policy initiatives and actions.
- Solicit feedback from employees of targeted businesses to identify opportunities for enhancing Cary's national image in order to attract types of industries and workers critical to Cary's future.
- Strengthen and promote Cary's brand to direct economic recruitment.

## ***SHOP: Create Vibrant Destinations by Managing Future Land Use and Encouraging Redevelopment and Infill Efforts***

### **Policy Initiative: Promote and Enable Revitalization of Existing Commercial Centers**

- Review all Town development regulations to identify and remove disincentives for redevelopment.
- Create baseline economic health indicators for aging commercial centers as a first step in evaluating the need for a Minimum Commercial Code.
- Develop evaluation criteria to guide public investment in redevelopment projects.
- Create new infill and redevelopment design guidelines that balance the goal of encouraging redevelopment with the goal of protecting the character of adjacent neighborhoods.

### **Policy Initiative: Support and Enable Vibrant Mixed-Use and Destination Centers**

- Amend Cary's Land Development Ordinance and design guidelines to enable and guide development/redevelopment of destination centers and commercial mixed-use centers, as well as shopping centers. Consider utilizing a form-based code to foster design creativity and a sense of place.
- Identify and prioritize locations for catalyst public infrastructure investments or other forms of Town participation.
- Update the Alston Plan to align more closely with destination center goals.

## ***ENGAGE: Provide Extensive and High Quality Parks and Recreation, Create a Vibrant Arts and Cultural Environment, and Preserve Historic Resources***

### **Policy Initiative: Implement the Recommendations of the Parks, Recreation and Cultural Resources Master Plan**

### **Policy Initiative: Implement the Recommendations of the Public Art Master Plan**

### **Policy Initiative: Implement the Recommendations of the Historic Preservation Master Plan**

### **Policy Initiative: Incorporate the Parks, Recreation and Cultural Resources Master Plan; Public Art Master Plan; and Historic Preservation Master Plan into the Cary Community Plan Document**

- Update the Parks, Recreation and Cultural Resources Master Plan; Integrate Into the Cary Community Plan Document
- Update the Public Art Master Plan; Integrate Into the Cary Community Plan Document
- Update the Historic Preservation Master Plan; Integrate Into the Cary Community Plan Document

## ***SHAPE: Guide Future Growth by Managing Future Land Use and Encouraging Redevelopment and Infill Efforts***

### **Policy Initiative: Undertake Regulatory Changes to Implement the Future Growth Framework**

- Amend as appropriate Cary's zoning ordinance, site design standards, and design guidelines through the implementation of the policy initiatives and actions set out in the LIVE, WORK, SHOP, ENGAGE, MOVE, SERVE chapters and in the Special Planning Area discussions in the SHAPE chapter.
- Establish an interdepartmental working group that meets regularly to discuss and oversee progress on the regulatory changes necessary to implement the Future Growth Framework.

### ***Eastern Cary Gateway***

### **Policy Initiative: Foster Development of a Compact Mixed-Use and High Density Destination Center; Improve the Visual Experience of Gateway Corridors**

- As proposals for major developments arise, explore opportunities for public/private infrastructure investments or other Town participation for the following projects:
  - Explore Potential Prospects for Expanding WakeMed Soccer Park into a Tier-1 Soccer Facility
  - Support the Development of Area 2 East of Trinity Road
  - Support a New Connection Across Cary Towne Boulevard
  - Study the Redevelopment Potential of the WPTF Site
  - Support the expansion of the Triangle Aquatic Center

### **Policy Initiative: Require Connectivity and Accessibility Within and Between Developments**

- Perform planning analysis to further transportation goals, including the following projects:
  - Pursue Street Extensions, Using Recommended Cross Sections
  - Extensions of the Road Network to Better Connect the Area
  - Adjust Parking Regulations to Encourage Shared Parking Arrangements
  - Plan Specifically to Accommodate Large Events
  - Monitor and Engage with Wake County Transit Plans

## **Policy Initiative: Review Regulatory Measures That Impact Development Timelines for the Area**

- Review regulatory measures that impact development timelines for the area; establish review and approval processes to allow for expedited processing of applications that directly align with and promote the vision and policies of this Eastern Cary Gateway Plan.
- Establish a stakeholders group to review implementation of the Plan.

### ***Downtown Cary***

## **Policy Initiative: Foster Downtown's Authentic Character**

- Explore and develop strategies for communicating Cary's cultural and architectural history.
- Develop financial incentives to support balanced, mixed-income neighborhoods surrounding downtown.

## **Policy Initiative: Promote a Distinct Downtown Identity**

- Develop distinct branding and signage to encompass all downtown sub-districts.
- Through public and private investments, enhance the visual appeal of downtown through such activities as expanding the streetscape onto Chatham Street and other principal downtown streets; adding public art; burying existing above-ground utility lines, etc.

## **Policy Initiatives: Balance Transportation Investments to Support All Modes, and Promote Multi-Modal Connections Between Downtown Sub-Districts.**

- Expand accessibility to and within downtown and supporting neighborhoods via greenways, bike routes, public transit options, additional regular and handicapped parking.
- Update the downtown parking strategy.

## **Policy Initiative: Encourage Downtown Reinvestment and Redevelopment While Supporting a Range of Uses**

- Update zoning districts and related development standards to implement the downtown vision.
- Identify and implement strategies for maximizing the use of the Business Improvement District.

### ***Historic Carpenter***

## **Policy Initiatives: Protect Historic Properties and Places; Encourage Compatible Infill Development and Uses Within and Adjacent to the Carpenter National Register District**

- Explore development of a Carpenter Local Historic District.
- Develop and adopt design guidelines.
- Consider developing preservation incentives.

**Policy Initiatives: Design New Neighborhoods in the Special Planning Area to Complement the Historic Context; Use Streetscape Designs That Reinforce the Historic Character of Carpenter**

- Evaluate and update zoning and site development ordinances to implement the vision of the historic Carpenter special planning area.

**Green Level**

**Policy Initiative: Maintain An East-to-West Transition in Density While Respecting the Area's Heritage and Open Spaces**

- Evaluate and update zoning and site development ordinances to implement the vision of the Green Level special planning area.

**Policy Initiative: Support Development of a Signature Mixed-Use Destination Center**

- Prepare mixed-use development and design standards that protect and celebrate the sensitive environmental setting of the future destination center; consider a form-based or hybrid zoning approach.

**MOVE: Provide Transportation Choices With an Efficient and Well-Designed Transportation System**

**Policy Initiative: Provide for the Safe and Efficient Movement of People and Goods**

- Conduct a pilot program to construct and evaluate a separated bike lane project along Chatham Street.
- Conduct a study with other public/private partners for a future north-south transportation corridor in western Cary along existing rail infrastructure.
- Evaluate holistically more frequent and wider coverage of transit as described by the Wake County Transit Plan.
- Continue the implementation of ADA pedestrian improvements at targeted intersections throughout town.

**Policy Initiative: Create a Balanced Transportation System**

- Evaluate and identify feasible corridors for bus rapid transit and opportunities for context-sensitive improvements.

**Policy Initiative: Integrate the Built and Natural Environment With an Innovative and Well-Designed Transportation System to Create Great Places and Great Spaces**

- Evaluate the impact of the Future Growth Framework on existing parking/pedestrian/bicycle/transit standards and requirements (e.g. size facilities appropriately in destination centers), and update as necessary.
- Develop an interdepartmental and multi-disciplinary collaboration process for responding to unique transportation situations and contexts, including impacts to the natural environment, special urban centers, and historic features.

### **Policy Initiative: Make Strategic and Equitable Transportation Investments**

- Explore intelligent transportation systems and emerging technologies and evaluate their integration into Cary's transportation system.
- Focus on public/private investment opportunities and/or cost-sharing for future transportation projects.

### **Policy Initiative: Conduct Further Study of the Recommendations on the Planned Roadway Widths Map**

- Explore context sensitive designs for Green Level Church Road through the Green Level Historic District.
- Conduct a land use / transportation study of the recommended NE Cary Parkway Extension as depicted on the Planned Roadways Widths Map.

## ***SERVE: Meet Community Needs By Providing Comprehensive and High Quality Facilities, Infrastructure and Public Services While Respecting Nature and the Environment***

### **Policy Initiative: Provide and Promote Safe, Reliable, Technologically Progressive, and Environmentally Responsible Public Services**

- Identify and implement policies, programs, and practices needed to place Cary in the top 10% of comparable communities for key measures of quality of life.
- Identify pressing public service challenges facing the Town of Cary and recommend approaches for addressing them on an ongoing basis.
- Create a Town of Cary Smart City/Strategic Innovation Plan to identify and remove barriers to innovation.

### **Policy Initiative: Promote Green Practices That Will Leave an Environmentally Safe and Desirable Community for Future Generations**

- Provide regional leadership among communities contributing to and affected by nutrient loads to Jordan Lake with the objective of agreeing on a science-based program to protect the future quality of the lake.
- Create a Town of Cary Sustainability Plan to integrate concepts of sustainability into the Town's planning practices, processes, and service delivery.

### **Policy Initiative: Respond in an Exemplary Manner to Present-Day Emergencies While Anticipating Future Challenges**

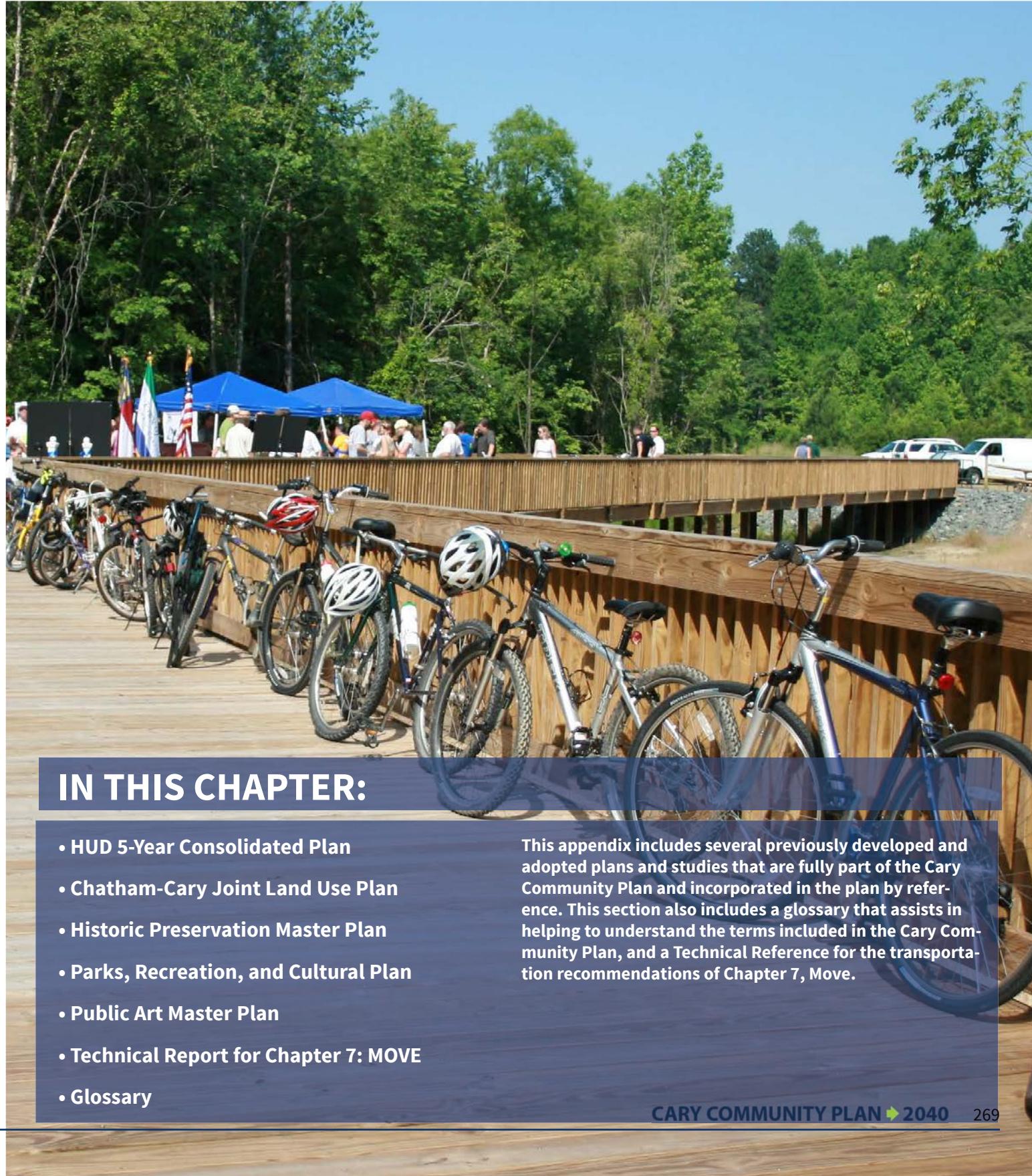
- Identify new service needs or service areas that may be necessary to address shifts in population, demographics, and the environment.
- Expand support for homeless and high-cost-burdened families.
- Identify opportunities to integrate emerging technologies or alternative service models into emergency operations.



# 10. APPENDIX

SUPPORTING DOCUMENTS

## *Supporting Documents*



### IN THIS CHAPTER:

- **HUD 5-Year Consolidated Plan**
- **Chatham-Cary Joint Land Use Plan**
- **Historic Preservation Master Plan**
- **Parks, Recreation, and Cultural Plan**
- **Public Art Master Plan**
- **Technical Report for Chapter 7: MOVE**
- **Glossary**

This appendix includes several previously developed and adopted plans and studies that are fully part of the Cary Community Plan and incorporated in the plan by reference. This section also includes a glossary that assists in helping to understand the terms included in the Cary Community Plan, and a Technical Reference for the transportation recommendations of Chapter 7, Move.

## HUD 5-YEAR CONSOLIDATED PLAN

The HUD 5-Year Consolidated Plan is available from the Town of Cary.

The Town of Cary Planning Department  
316 N. Academy Street, first floor  
PO Box 8005  
Cary, NC 27512  
(919) 469-4046

And also available at [www.townofcary.org](http://www.townofcary.org)

# CHATHAM-CARY JOINT LAND USE PLAN

The Chatham-Cary Joint Land Use Plan is available at:

[www.townofcary.org/](http://www.townofcary.org/)

## HISTORIC PRESERVATION MASTER PLAN

The Historic Preservation Master Plan is available at:

[www.townofcary.org/](http://www.townofcary.org/)

*This Historic Preservation Master Plan (HPMP) is fully part of the Cary Community Plan (CCP). In the event of conflict between the HPMP and the CCP, the newer CCP policies, recommendations, and guidance govern.*

# PARKS, RECREATION, AND CULTURAL RESOURCES MASTER PLAN

The Parks, Recreation, and Cultural Resources Master Plan is available at:

[www.townofcary.org/](http://www.townofcary.org/)

## PUBLIC ART MASTER PLAN

The Public Art Master Plan is available at:

[www.townofcary.org/](http://www.townofcary.org/)

## TECHNICAL REPORT FOR CH 7: MOVE

The Technical Report for Chapter 7: Move is available at:

[www.townofcary.org/](http://www.townofcary.org/)

# GLOSSARY

The terms used in this glossary are intended to assist with interpretation of the Cary Community Plan. These terms do not replace nor do they supersede definitions provided in Chapter 12 of the Cary Land Development Ordinance.

**Adaptation:** Adjustment or preparation of natural or human systems to a new or changing environment which moderates harm or exploits beneficial opportunities.

**Adaptive Reuse:** Also called repurposing, the rehabilitation or renovation of existing building(s) or structures for any use(s) other than the present use(s).

**Affordable Housing:** Housing units where the occupant is paying no more than 30 percent of gross income for housing costs, including taxes and utilities. Federal guidelines define affordable owner-occupied housing as being for individuals and families earning between 60% and 80% of area median income, and affordable rental housing as being for individuals and families earning up to 60% of the area median income.

**Age-Restricted Apartments:** An apartment specifically designed for independent living for retired individuals or couples over a specified age. These apartments may provide special amenities, but usually cater to self-sufficient individuals.

**Alignments:** The curvature and grade of a roadway or railroad.

**Alternative Energy:** Sometimes called renewable energy, refers to any non-fossil fuel energy from a source that is not depleted when used, such as wind, solar, or hydroelectric power.

**Anchor Institution:** Typically, non-profit institutions that establish themselves in a region and tend to present a large economic presence in that region.

**Annex/Annexation:** To incorporate a previously unincorporated area into an existing district or municipality.

**At-Grade Crossings:** An intersection where a railway line crosses a road or path at the same level of the road, as opposed to over or under the road with a bridge or tunnel.

**Average Annual Daily Traffic (AADT):** The total volume of vehicle traffic of a highway or road for a year divided by 365 days.

**Below Grade:** Below ground level, for instance, a tunnel that goes under an existing road. See also: Grade Separation.

**Bike Facilities:** Improvements and provisions which accommodate or encourage bicycling, including parking facilities, maps, signs, bike lanes, multi-use paths, and shared roadways designated for bicycle use.

**Bollards:** A short, vertical post. Often used to control or direct

road traffic, bollards can be used to establish separate bike lanes.

**Bonus Densities:** A zoning tool that permits developers to build at greater densities than normally allowed, in exchange for provision of a defined public benefit. Bonus densities are a type of incentive zoning.

**Bottle Necks:** A point of congestion or blockage.

**Buffers:** A strip of land, fence, or border of trees, etc., between one use and another, used to separate and partially obstruct the view of two adjacent land uses or properties from one another. A buffer area may include any required screening for the site.

**Building Massing:** The three-dimensional bulk of a building: height, width, and depth.

**Building Setbacks:** The minimum distance by which any building or structure must be separated from a street right-of-way or lot line.

**Bus Rapid Transit:** A bus-based mass transit system, generally with specialized design, services and infrastructure to improve system quality and remove the typical causes of delay.

**Business Accelerator:** similar to incubator, often start-up companies further along by acting as early investors.

**Business Incubator:** A facility dedicated to the start-up and growth of small businesses, accomplished through management and facility support systems.

**Central Business District:** The major commercial downtown center of a community.

**Charrette:** A public design workshop in which stakeholders and technicians work together to achieve an agreeable project or vision.

**Class A Office Space:** Most prestigious buildings competing for premier office users with rents above average for the area. Buildings have high quality standard finishes, state of the art systems, exceptional accessibility and a definite market presence.

**Class B Office Space:** Buildings competing for a wide range of users with rents in the average range for the area. Building finishes are fair to good for the area and systems are adequate, but the building does not compete with Class A at the same price.

**Clustered Development:** A development design technique that concentrates buildings on a portion of the site to allow the remaining land to be used for recreation, open space, or preservation of sensitive land areas.

**Co-Housing Developments:** Multiple individually owned housing units oriented around a common area. Residents cooperate to socialize and provide support for one another.

**Commuter Bicycle Lane:** A lane specifically designated for the use of a bicycle to travel from home to a place of work or study, rather than for sport or recreation.

**Commuter Rail:** A passenger rail that transports people from city centers to middle and outer suburbs, usually between work and home.

**Company Cluster:** A geographic concentration of interconnected businesses, suppliers, and supporting institution in a particular field. Clusters are thought to increase productivity.

**Composting:** Processing organic waste in a controlled environment to produce a stable product by microbiologically degrading organic matter under aerobic conditions. The final product may be used as fertilizer.

**Connectivity:** The level of interconnectedness between streets internal to and external to an individual site or development.

**Context-Sensitive:** Development that considers the surrounding character and occurs in a way that is complementary to that character, but does not necessarily match that character.

**Contingency Planning:** Planning designed to take a possible future event or circumstance into account.

**Continuing Care Retirement Community:** Retirement centers with accommodations for independent living, assisted living, and nursing home care.

**Contributing Structures:** A building, site, structure, or object that adds to the historic association, quality, or values of an historic site because it was present during the period of significance, relates to the documented significance of the property and possesses historic integrity, or is capable of yielding important information about the period.

**Courtyard Apartments:** One or more multifamily dwellings, occupied on a long-term residential basis, arranged around one or more sides of a court or place from which any dwelling unit therein has its principal means of access.

**Cross-Sections:** A profile of the ground surface perpendicular to the center line of a street.

**Curb and Gutter:** Traditional form of stormwater management that uses man-made infrastructure along the edge of a right-of-way to collect and direct precipitation into pipelines.

**Curb cuts:** The providing of vehicular ingress or egress between property and an abutting public street.

**Duplex:** A building on a single lot designed to contain two dwelling units and used for residential purposes. Similarly a triplex contains three dwelling units and a fourplex contains four dwelling units.

**Dwelling Unit:** A single unit providing complete, independent living facilities, including areas for cooking and sanitation for one family.

**Ecosystem Services:** Benefits provided by natural ecosystem functions such as water filtration and pollination.

**Egress:** An exit.

**Embodied Energy:** Energy consumed by all of the processes associated with the production of infrastructure including the mining of natural resources and the transportation of materials.

**Emergency Services:** The conduct of publicly owned safety and emergency services, such as, but not limited to, fire stations, police stations, and emergency medical and ambulance service.

**Enabling Statutes:** Legislative acts authorizing a government agency to do something that previously could not be done.

**Facades:** The face of a building, especially the principal face.

**Floodplain:** The land area susceptible to inundation by water as a result of a flood event.

**Form-Based:** A special type of zoning that regulates the look and layout of a street and buildings along the street, but does not strictly regulate the use of buildings.

**Frequency of Service:** The number of public transportation vehicles per unit time past a particular point along a given route.

**Frontages:** The length of the property line of any parcel along each street that it borders.

**Geopolicing Districts:** The three geographic districts that

separate Cary into smaller units for more effective provision of police services.

**Grade Separation:** A method of aligning a junction of two or more surface transport axes at different heights (grades) so that they will not disrupt the traffic flow on other transit routes when they cross each other.

**Green Building Techniques:** Environmentally and ecologically sensitive methods of building construction that aim to minimize resource use and environmental impact.

**Green Economy:** Economy focused on generating growth and improvements in quality of life in ways consistent with sustainable development by focusing on sustaining economic, environmental, and social well-being.

**Green Infrastructure Networks:** Connected systems of green stormwater infrastructure that provide a connected pathway through which water can slowly flow and filter back into the ground.

**Green Infrastructure:** Stormwater management techniques designed to slow the flow of stormwater, allowing it to filter back into the ground. This includes green roofs, filter strips, and bioswales.

**Greenfield Development:** Development on undeveloped parcels, typically not surrounded by existing development, or on large parcels surrounding partially developed areas.

**Greenways:** A linear open space, either privately-owned or owned by the Town or another unit of government, which contains trails for activities such as walking, bicycling, or horseback riding, or provides areas for passive recreation, but not for use by vehicles for purposes other than maintenance.

**Historic District Overlay Zoning:** An additional layer of planning regulation with the purpose of implementing additional protections and controls on properties and structures located within locally designated Historic Districts. Local historic districts shall be areas which are deemed to be of special significance in terms of their history, architecture, and/or culture, and to possess integrity of design, setting, materials, feeling, and association.

**Historic Landmarks:** An individual structure or group of structures on a single lot, a site, an area, a district, or combination thereof, having a special historical, architectural, cultural, or aesthetic value.

**Homeowners Association (HOA):** An organization in a subdivision, planned community or condominium that makes and enforces rules for the properties in its jurisdiction.

**Human Scale:** The proportional relationship of a particular building, structure, or streetscape element to the human form and function.

**Hybrid Approach:** A Land Use Ordinance approach using a combination of traditional land use regulations and form-based regulations to achieve the most appropriate form and function for a given district or region.

**Impervious Surface:** Any hard-surfaced, man-made area that allows little or no infiltration of precipitation into the soil. Impervious surface areas include that portion of a development project that is covered by buildings; areas paved with concrete, asphalt or brick; gravel road; recreation facilities such as tennis courts; patios, driveways, and streets. “Impervious surface area” does not include slatted decks and the water surface area of a swimming pool.

**Incentive Zoning Program:** The process whereby a developer may be granted some provision in exchange for the developer’s provision of a public benefit or amenity as may be specified in this zoning code.

**Incidental and Other Use Types:** Land uses and development other than the predominant uses expected within a development category (defined in Chapter 6). Incidental uses within a development category comprise only a minor portion of a geographic subarea assigned that category on the Future Growth Framework Map. Incidental use types include uses that might reasonably be expected to be present within, and supportive of, the overall development category and are specified in the development category descriptions.

**Infill Development:** The use of vacant land within a developed area, the reuse or change of use of a previously developed parcel or group of parcels, or the intensification of use of an existing development.

**Ingress:** Access point or entrance.

**Intersection Improvements:** Any change in the spatial design, layout, or technology that improves traffic flow or increases the safety for multiple modes of transportation.

**Land Assemblage:** Combining two or more parcels of land to be sold as one large tract. Often used as a technique to enable redevelopment.

**Land Dedication Ordinance:** A requirement for an owner(s) or subdivider to set aside a certain portion or portions of land for some specified or public use.

**Levels of Service:** A rating scale that measures the speed,

convenience, comfort and security of transportation facilities and services as experienced by users. Ratings typically range from A (best) to F (worst).

**Lighting Fixtures:** An outdoor illuminating device, reflective surface, lamp, or similar device, permanently installed or portable, used for illumination, decoration, or advertisement.

**Live-Work Units:** A dwelling unit used for both dwelling purposes and any nonresidential use permitted in the zoning district in which the unit is located.

**Master-Planned Communities:** Self-contained suburban environments including numerous individual subdivisions with both single-family and multi-family home. They often provide an abundance of recreational and social amenities that are usually restricted for use by residents, exclusively.

**Maximum Day Finished Water Demand:** The daily maximum amount of treated potable water demanded by consumers.

**Mixed Use:** The development of land that includes multiple uses within the same tract, adjacent tracts, or along a corridor. Vertical mixed use implies multiple uses within a single building. Horizontal mixed use implies multiple uses adjacent to one another. Mixed use campuses may include both horizontal and vertical mixed use in a compact urban form and strives to create a space where residents can live, work, and play.

**Mobility:** The ability to move or be moved freely and easily.

**Multi-family Housing:** A classification of housing where multiple separate housing units for residential inhabitants are contained within one building or several buildings within one complex.

**Multi-generational Housing:** Housing that accommodates more than two generations living under the same roof.

**Multi-modal System:** A transportation system that caters of multiple modes, which may include walking, biking, transit, rail, and automobile use.

**Multi-modal Transit Hub:** A central location that enables the transition from one mode of transportation to another, such as from biking to riding a bus.

**National Register of Historic Places:** The listing maintained by the U.S. National Park Service of areas that have been designated as historically significant.

**Neighborhood Eldercare Home:** Facility consisting of

multiple dwelling units, the occupancy of which is limited to persons above a specified age. The facility may include limited medical facilities or special care services.

**Nutrients:** Inorganic substances, sometimes carried by stormwater runoff, that catalyze overgrowth of algae and plant matter in bodies of water. This overgrowth is harmful to natural ecosystems.

**Overlays:** A zoning district that includes supplementary or replacement regulations to the requirements of the underlying, base zoning district.

**Patio Homes:** A detached, single-family unit typically situated on a reduced-size lot that orients outdoor activity within patio areas for better use of the site for outdoor living space.

**Pedestrian Paths:** A right-of-way developed for use by pedestrians, including sidewalks, walking trails, and plazas.

**Pedestrian Realm:** The space behind the curb of the street that provides physical space for pedestrian activity, buffering from the vehicular and bicycle traffic along the street, and space for shade and other elements that affect pedestrian comfort.

**Pedestrian:** A person traveling on foot under their own locomotion.

**Pedestrian-Oriented Development:** Development designed with an emphasis primarily on the street sidewalk and on pedestrian access to the site and building, rather than on auto access and parking areas.

**Planned Developments:** As defined in the Cary Land Development Ordinance, a tract of land that is planned and developed as an integral unit in accordance with a master plan, detailed engineering and design plans, and flexible development standards that illustrate and address land uses, circulation, utilities, parking, setbacks, housing densities, land coverage, landscaping and buffers, open space, and similar features of the project.

**Planning Jurisdiction:** Land lying within the incorporated boundaries of the city and any additional areas where extra-territorial planning jurisdiction has been granted.

**Pocket Park:** A small park accessible to the general public, usually providing recreation space for local communities, especially where space is limited.

**Preservation In Situ:** The on-site conservation of historically or culturally important resources.

**Public Art:** Any visual work of art, accessible to public view, on public or private property within the Town of Cary. Public art can take a wide range of forms, sizes, and scales, and can be temporary or permanent. It can include murals, sculpture, memorials, integrated architectural or landscape architectural work, community art, digital new media, and even performances and festivals. Public art is often site-specific, meaning it is created in response to the place and community in which it resides. It often interprets the history of the place, its people, and perhaps addresses a social or environmental issue.

**Railroad Corridors:** The land adjacent to or surrounding a railroad line.

**Reclaimed Water:** Highly treated wastewater, suitable for irrigation, water features, and other uses as determined by the presiding water district.

**Recreation Facilities:** Public or private spaces designated for recreational use and enjoyment, such as basketball and tennis courts.

**Redevelopment Corridors:** A linear, contiguous strip of land designated for revitalization or other physical changes aimed at improving appearance and value.

**Redevelopment:** Any proposed expansion, addition, renovation, or major change to an existing building, structure, or aspect of development.

**Regional Commuters:** Persons traveling between two distinct regions, such as from the suburb to the city center, typically between their place of residence and place of work.

**Retrofitting:** To improve or reconstruct an existing facility with the intent of bringing it into compliance (or where that is not feasible, more nearly into compliance) with modern standards for such facilities.

**Ridership:** The number of passengers using a particular form of public transportation.

**Right-of Way:** An area owned or maintained by the Town, the State of North Carolina, a public utility, a railroad, or a private concern for the placement of such utilities and/or facilities for the passage of vehicles or pedestrians, including roads, pedestrian walkways, utilities, or railroads.

**Runoff:** That portion of the precipitation from a drainage area or watershed that is discharged from the area in stream channels or by overland flow; types include surface runoff, groundwater runoff, or seepage. Often carries pollutants from surface over

which it flows downstream into water bodies.

**Single-family Housing:** Any development where: (1) no building contains more than one dwelling unit, (2) every dwelling unit is on a separate lot, and (3) where no lot contains more than one dwelling unit.

**Site Circulation:** The internal and external patterns of connection and movement for pedestrian, vehicular, and bicycle transportation systems.

**Smart Grid:** An electricity supply network that uses digital communications technology to detect and react to local changes in usage.

**Smart Meters:** An Internet-capable device that measures energy, water or natural gas consumption of a building or home.

**Solar Shading:** The extent of the shadow cast by large buildings on smaller adjacent buildings.

**Stepping Down:** Gradually reducing density along a transect to ensure the compatibility of adjacent uses.

**Stormwater Retention:** The permanent on-site maintenance of stormwater, usually in a natural or man-made pond.

**Stormwater:** The flow of water which results from a rainfall event.

**Stream Buffers:** The area of natural or planted vegetation through which stormwater runoff flows in a diffuse manner so that the runoff does not become channelized and which provides for infiltration of the runoff and filtering of pollutants. The buffer is measured landward from the normal pool elevation of impounded structures and from the bank of each side of streams, rivers, or lakes.

**Street Crossing Treatments:** Any change to design, layout, or technology, which improves the safety of bikers and pedestrians crossing a given intersection.

**Street Orientations:** The physical design and direction of building facades in relation to the street.

**Streetscapes:** A design term referring to all the elements that constitute the physical makeup of a street and that, as a group, define its character, including building frontage, street paving, street furniture, landscaping, including trees and other plantings, awnings and marquees, signs, and lighting.

**Strip Development:** Commercial, retail, or industrial

development, usually one lot deep, that fronts on a major street. These developments typically have a parking lot in front of the store fronts.

**Structured Parking Decks:** Multi-storied parking features.

**Suburbanization:** The low- to medium-intensity development patterns which surround the downtown or other more intense, urban areas of the city.

**Swale and Ditch:** A broad man-made depression, running parallel to the right-of-way, between the pavement and the sidewalks for containing storm runoff from streets.

**Telecommuting:** The relocation of work activities to a home or satellite work site to eliminate or reduce the distance traveled for commuting.

**Traditional Development:** Development based on human-scale design that incorporates walkability, increased density, a mix of uses, and reduced automobile usage.

**Transit:** Passenger services provided by public, private, or nonprofit entities such as commuter rail, rail rapid transit, light rail transit, light guideway transit, express bus, and local fixed route bus services.

**Transit-Oriented Development:** Moderate- or high-density housing concentrated in mixed-use developments that encourage the use of public transportation.

**Transportation Networks:** The collective interconnected patterns of movement for all modes of transit, which may include biking, walking, public transportation, and vehicular travel.

**Tree Canopy:** The total area of the tree or trees where the leaves and outermost branches extend, also known as the “drip line”.

**Trip-Generating Destination:** Any location that acts as the motivation for a particular trip. These may include workplaces, shopping malls, or restaurants.

**Trips:** One-way journey that proceeds from an origin to a destination via a single mode of transportation; the smallest unit of movement considered in transportation studies.

**Urban Transition Buffers:** A buffer established along streams within the Town of Cary Planning Jurisdiction effective at protecting private and public investment, buffering incompatible uses, promoting conservation, balancing the built environment with preservation of natural resources and open spaces, and

preserving the identity and character of the Town of Cary.

**User Fees:** Fees paid by the users of a service; typically these fees are the financial mechanism supporting the service.

**Vernacular Architecture:** Building construction based on local needs, construction materials, and reflecting local traditions.

**Viewsheds/Historic Viewsheds:** The geographical area visible from a particular location, typically providing some cultural, historic, or aesthetic value.

**Walkable:** An area with a dense network of connected streets and pedestrian pathways, and a high concentration of amenities, such that a pedestrian may easily reach a desired destination a short period of time, typically 5-10 minutes.

**Warehouse:** A large building where raw materials or manufactured goods may be stored before their export or distribution for sale.

**Waste Streams:** Aggregate flow of waste material from generation to treatment to final disposition.

**Wastewater:** Water carrying waste from domestic, commercial, or industrial facilities.

**Watersheds:** The entire land area, also known as a drainage area, which collects precipitation and contributes surface runoff to a receiving body of water or specific point along a watercourse.

**Wildlife Habitat Corridors:** A narrow connection between regions of suitable habitat that allow for the safe movement and migration of wildlife.

**Zoning:** The division of a city or county by legislative regulations into areas, which specify allowable uses for real property and size restrictions for buildings within these areas.

**Zoning Amendment:** A change in the wording, context, or substance of zoning categories, or a change in the zoning or district boundaries of the official zoning map.

**Zoning Districts:** As defined by the Town of Cary Land Use Ordinance, a section or portion of the Town within which certain zoning regulations and requirements governing the use of buildings and land apply under the provisions of this Ordinance.