

## **TOWN OF CARY QUALITY OF LIFE GUIDING PRINCIPLES**

1. The Town of Cary is an exceptionally safe community
  - Citizens feel secure in their homes, in the community, and on the streets and sidewalks
2. The Town of Cary maintains a small town feel
  - The Town possesses a distinctively small town character with a vibrant downtown
  - Pedestrians, drivers, and bicyclists move efficiently
  - Public facilities are clean and inviting
3. The Town of Cary is defined by its distinctive sense of place
  - Citizens and users take pride in the attractive appearance of parks, streets, and buildings
  - Citizens value the community's cultural, recreational and economic opportunities
  - Citizens feel encouraged to lead healthy lifestyles
4. The Town of Cary actively builds community for all of its people
  - Citizens take pride in their quality of life
  - Community gathering places are valued and utilized
  - Town infrastructure is built to last
  - Citizens get excellent value for their investment in the Town of Cary
  - The public respects the way the Town is governed
  - The Town provides extraordinary customer service

## **TOWN OF CARY FOCUS AREAS, GOALS, PRACTICES AND INITIATIVES**

### **FOCUS AREA I: COMMUNITY PLANNING - PLANNING FOR QUALITY OF LIFE**

#### **Goals:**

- Achieve a well-planned community using innovative and proactive planning approaches and techniques.
- Continuously ensure the right people and systems are in place to provide high quality, responsive community planning customer services every day.

#### **Practices:**

- Administer existing development ordinances and guidelines.
- Create connections between development interests and affected.
- Respond to and include those involved in and affected by the development process.
- Identify planning, land use and growth related trends that affect the community and identify related policy changes.
- Recognize points of conflict between approved development ordinances and community vision/community response, and work with Council and the community to realign policy and reality.
- Work to better understand the forces that affect the built community and how they relate to the built environment: market trends, economic trends, building materials and techniques, etc.

### **Initiatives:**

**Comprehensive Land Use Plan Update:** begin planning for an update to this critical land planning tool that will provide an updated perspective of development patterns that have occurred over the last 15 years and what Cary hopes to become as future development and redevelopment occurs.

**Sustainability:** coordinate the planning, development, implementation, and evaluation of the Town's new sustainability program, including organizing and coordinating environmental efforts. Initial areas of focus include implementing energy efficiency and conservation projects.

**Downtown Redevelopment:** new Downtown Development Manager to focus on leveraging private and public investments aimed at continuing to revitalize the downtown area.

**Economic Development:** continue to partner with the Cary Chamber of Commerce, Wake County Economic Development, and the NC Department of Commerce to focus on plans that will help existing businesses expand and new ones come to Cary to help lead the area out of the recession.

**Emergency Preparedness:** we are currently training staff on terminology and best practices associated with the National Incident Management System (NIMS) to help ensure we are as prepared as possible for local, regional, and national emergencies, and national transit efforts including the planned referendum to help fund local and regional bus and rail initiatives.

**Remarkable Community:** build upon past successes and research implementation factors associated with ideas discussed at the 2011 Council/Staff Retreat that are expected to help Cary improve its remarkable attributes in the future.

## **FOCUS AREA II: INFRASTRUCTURE - MAKING SURE WE'RE READY WHEN YOU ARE**

### **Goals:**

- To ensure that infrastructure exists for current and future needs identified in the comprehensive plan.
- To develop comprehensive infrastructure plans, execute capital projects, and maintain the built environment in an efficient and effective manner.

### **Practices:**

- Establish priorities for the timing of capital project construction based on citizen input, development trends, existing plans, community need, and affordability.
- Develop alternate financing plans to fund approved projects, including seeking alternate sources of funding.
- Implementation of infrastructure plans to approved schedule and budget, and build public facilities that meet community expectations for quality, environmental sensitivity, aesthetics and future needs.

### **Initiatives:**

**Cary Community Arts Center Completion and Opening:** manage the renovation of old Cary Elementary capital project to a successful completion and put the necessary staffing and resources in place to ensure this critical piece of our history becomes an integral part of our continuing to provide excellent opportunities for our visual and performing arts programs to grow and flourish.

**PRCR Master Plan:** work to update the Parks, Recreation, and Cultural Resources Master Plan to ensure community service levels and the resources necessary to achieve them are well defined.

**Water Plant Expansion:** initiate design and plan for construction of the next expansion to the jointly-owned Cary/Apex Water Treatment Plant

**Western Wake Regional Wastewater Management Facility:** continue ongoing efforts to implement the State mandated Western Wake Regional Wastewater Management Facility to return water to the Cape Fear River Basin. This project will help meet the sewer capacity needs of Cary, Morrisville, Apex, and RTP South.

**Fire Station #8:** ensure the design and construction of our eighth fire station is completed according to all specifications and that staff is hired and fully trained with all equipment in place by the end of calendar year 2012.

### **FOCUS AREA III: FINANCIAL CONDITION - MAKING SENSE WITH THE DOLLARS**

#### **Goals:**

- Achieve a stable and strong financial position by accurately estimating, prudently allocating, and managing financial resources.
- Continuously provide high quality financial services ranging from day-to-day management to long-term planning that will preserve Town's strong financial condition.

#### **Practices:**

- Maintain a AAA Bond Rating, maintaining the credibility of the organization with the public, the State of North Carolina and private financial markets.
- Ensure funding is allocated to execute priorities and service levels defined through the mission statement, statement of values and Council goals and initiatives.
- Promote efficient and effective use of resources through vigorous budget preparation, approval and execution.
- Provide credibility and accountability through internal controls, performance measures and attention to details.
- Estimate revenues in an aggressively conservative manner, identify future issues and forecast operational and fiscal impacts.
- Utilize fund balance for mid-year funding flexibility, bond rating stability, interest income, help managing cash flow, providing flexibility in debt management which all contribute to an overall healthy financial position.
- Maximize our financial position through prudent debt, cash and investment management, and include revenue billing and collection processes that are accurate and timely.
- Protect assets through a proactive risk management system and comply with all applicable federal and state laws, as well as grant and contract commitments.

#### **Initiatives:**

**Economic Recovery:** continue to evaluate the effects of the slow economic recovery on the Town's financial ability to continue providing high quality services and take steps when possible to help lead Cary and the region out of the recession.

**Existing Debt Management:** monitor opportunities within the debt markets to take advantage of lower interest rates by refinancing already issued debt.

**New Debt Management:** minimize the use of additional capital debt to help ease pressure on the bottom line of the general fund and on future utility rate increases. Full evaluation of possible cash resources will factor into capital program development.

**Revenue Forecasts:** all revenue forecasts will be made in a manner that is realistic yet conservative enough to help ensure impacts of the slow economic recovery are anticipated and results will be regularly monitored to help ensure the necessary resources are in place to fund service level commitments.

## **FOCUS AREA IV: MUNICIPAL SERVICES – PROVIDING EXCELLENCE IN SERVICE TO THE CITIZENS**

### **Goals:**

- Achieve a high level of service to the citizens in a prompt, reliable, responsive, and cost-effective manner.
- Continuously deliver value-added citizen services in a friendly manner, that make our customers appreciative and our citizens proud to call Cary home.

### **Practices:**

- Utilize citizen engagement to help identify services desired by the public and the associated levels of service.
- Develop operations plans that clearly define service and service level so we can accurately measure performance.
- Provide all services in a prompt, consistent and dependable manner while keeping the citizen in mind at all times.
- Service delivery must be understandable and convenient for citizens to access.
- Operations plans should be cost effective and efficient; plans will continually be benchmarked against like services across the country for quality and cost.
- Meet or exceed all regulatory requirements.
- Offer services that improve the overall environment and quality of life in the community and are not readily available from the private sector.

Prominent examples of high profile municipal services we deliver every day include the public safety services provided by our nationally accredited police and fire agencies, in addition to the extensive services planned and executed through our nationally accredited Parks, Recreation, and Cultural Resources Department. We also provide award winning water to the taps every day, and help keep our community clean and green with our solid waste and recycling services, leaf collection, and winter storm preparations.

### **Initiatives:**

**Aquastar:** Implement the Aquastar automated meter reading project to provide citizens and customers with a fast, convenient, cost-effective approach to utility meter reading and billing. Features will include the ability to provide customers with their consumption data on-line and allow improved overall system flow management.

**Project PHOENIX:** continue building this new program to focus on enhancing the safety of those who live in our rental communities. PHOENIX is an acronym for "Promoting Healthy Occupancy through Education, Networking, and Information eXchange.

**C-Tran:** continue to monitor C-Tran service levels since transitioning to a new contractor in late 2010 and evaluate future opportunities to provide additional system availability through route expansion and inter-connectivity with other transit providers.

**On-Line Services:** continue to evaluate cost effective means to expand the wide variety of on-line services the Town can provide to its citizens. Recent examples include the Virtual Interactive Planner, on-line plan review, on-line permitting, as well as job postings.