

In re: Jackson County –Cashiers Hillside Project

AFFIDAVIT OF GERALD GREEN

The undersigned, Gerald Green, being first duly sworn, certifies as follows:

1. I am over the age of 18 and give this affidavit upon my own personal knowledge.
2. I am a certified planner accredited through the American Institute of Certified Planners working with the local firm of J.M. Teague Engineering and Planning. I have worked in the land use planning profession in various positions for over 40 years. I have vast experience in land use planning in Western North Carolina and other locations throughout the southeastern United States. The experience has included drafting of land use development regulations; preparation of comprehensive, corridor, and small area plans; review of countless development proposals; preparation of development site plans; drafting of zoning ordinance updates; and preparation of greenway, pedestrian, and bicycle plans. My employers/clients have included cities/towns, counties, planning agencies, corporations, and private developers. A true and accurate copy of my resume is attached as Exhibit "1".
3. I am the land use planner of record for the Cashiers Hillside Project as identified and described on its application for a special use permit to Jackson County ("Project"), which permit request is being presented for hearing on November 16, 2020 before the County's Community Planning Council ("Board"). For this development and its special use permit application, I have reviewed the requirements for a special use permit as set forth in the Jackson County Unified Development Ordinance ("Ordinance") and analyzed the Cashiers Hillside development plans for compliance with these requirements. As planner for the Project, I am very familiar with the Project.
4. I have reviewed the development plans for Cashiers Hillside and it is my opinion that the standards set forth in Article 9 of the Jackson County Unified

Development Ordinance have been met.

5. I thoroughly read the Cashiers Small Area Plan and analyzed the Cashiers Hillside development plans for consistency with the Cashiers Small Area Plan. A report setting forth the conclusions of this analysis is attached as Exhibit "2".

6. I have reviewed the standards for a special use permit in Section 3.7.15(vi) of the County's Ordinance. Based upon my review of the Project, including my Exhibit "2" report, and my many years of experience as a land use planner, I am of the opinion that:

- The proposed use or development of the land will not materially endanger the public health or safety as specified in Section 3.7.15(vi)(1)(a).
- That the proposed use or development of the land is reasonably compatible with significant natural and topographic features on the site and within the immediate vicinity of the site given the proposed site design and any mitigation techniques or measures proposed by the applicant as specified in Section 3.7.15(vi)(1)(b).
- The proposed use or development of the land will be in harmony with the scale, bulk, coverage, density and character of the community as specified in Section 3.7.15(vi)(1)(d).
- The proposed use is appropriately located with respect to transportation facilities, water supply, fire and police protection, waste disposal, and similar facilities as specified in Section 3.7.15(vi)(1)(e).

FURTHER AFFIANT SAYETH NAUGHT.

This the 13 day of November, 2020.



Gerald Green

SWORN TO AND SUBSCRIBED before me this 13th day of November, 2020.



Notary Public

Print Name: Natalie M Haynes

My Commission Expires: June 9, 2025

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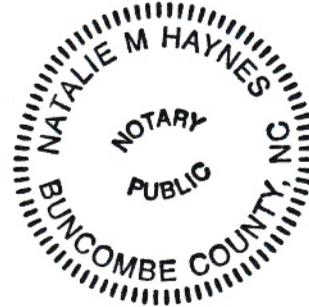


EXHIBIT 1

GERALD GREEN, AICP

8 Pelzer Street Asheville, NC 28804 · 828.216.6819

geraldgreen0614@gmail.com

Experienced planner with 40 years of experience working with the people of western North Carolina and east Tennessee to create strong, sustainable communities.

AREAS OF EXPERTISE

- Comprehensive master plans
- Neighborhood and corridor plans
- Comprehensive land development regulations
- Land development regulation updates and amendments
- Unified Development Ordinances
- Downtown plans and redevelopment studies
- Visioning and public participation
- Planning office management
- Expert Witness

AFFILIATIONS

- American Institute of Certified Planners
- American Planning Association – North Carolina and Tennessee Chapters
- North Carolina Chapter American Planning Association
- Treasurer 1996 – 1998
- Chair, Awards Committee 1998 – 2003
- Member, Executive Committee, 1996 – 2003
- MUSE Children’s Science Museum Board of Directors 2016 – 2020
- Legacy Parks Land Conservation Committee 2016 - 2020
- Boys and Girls Club of the Plateau Board of Directors 2012 – 2015
- Western Carolina University MPA Program Advisory Council 2012 – 2015
- YMCA of Western North Carolina Board of Directors 2000 – 2008
- Meals on Wheels of Asheville and Buncombe County Board of Directors 1995 – 1999
- Mountain Sports Festival Board of Directors 2004 -2009, Chair 2007 – 2008
- Neighborhood Housing Services Board of Directors 2002 – 2008
- Asheville Sister Cities Board of Directors 1993 – 1996
- Historic Montford Neighborhood Association President 1992 – 1994
- French Broad River Foundation Board of Directors 1985 – 1991
- Transylvania County Arts Council Board of Directors 1986 – 1989

BIO

Gerald brings more than 40 years of professional land use planning experience to his role as Executive Planner with JMTE. His expertise is in working with communities to craft master planning documents that are aspirational and achievable; partnering with local governments to draft land use regulations that recognize the value of good development and that implement plans and policies; coordinating with private developers in creating development plans that address community needs and securing entitlement for the plans; and leading communities and their citizens in visioning exercises. Gerald’s

experience managing local planning offices and programs has enabled him to attain expertise in planning office management. In his role as Executive Planner at JMTE, Gerald will be working with JMTE staff and clients on a number of planning tasks. These include preparing comprehensive plans, corridor and small area plans, and bicycle and pedestrian plans; drafting new land development ordinances and amendments and updates to existing ordinances; assisting private clients with the crafting of site development plans and reviewing them for compliance with local codes and regulations; and facilitating meetings and community visioning sessions.

Prior to joining JMTE, Gerald served as Executive Director of Knoxville-Knox County Planning where he managed 40 staff engaged in land use and transportation planning and development review for a growing metropolitan area. Before working in Knoxville, Gerald was Director of the Brevard-Transylvania County Planning Department and was Jackson County Planning Director. He also worked with the City of Asheville Planning Department for 14 years, first as Senior Planner and then as Chief Planner for the City. Gerald's experience in the private sector includes 8 years as owner and principal of GreenPlan, a firm that provided land planning and design services and project management assistance to private and public clients. He began his professional career with the East Tennessee Development District, where he worked as a planner while completing his master's thesis.

EDUCATION

Certificate in County Administration, UNC-Chapel Hill School of Government
Recipient of Edwin Gill Outstanding Student Award

Master of Science in City Planning, University of Tennessee

Bachelor of Science in Urban Affairs, Virginia Tech
Rugby Club, Student Government Association Senate, Dean's Advisory Council

REPRESENTATIVE PROJECT EXPERIENCE

City of Knoxville Zoning Ordinance

Gerald managed a multi-departmental team and consultants in the comprehensive rewriting of the City's zoning ordinance. The goal of this two-year effort was to craft regulations that would implement City policies and plans, protecting community assets while encouraging development and redevelopment in the City. Gerald took a lead role in all aspects of the project particularly community outreach, attending more than 90 meetings. The result was adoption of the City's first new zoning ordinance in 50 years; an ordinance that addresses 21st century opportunities and challenges.

Knox County Planned Development Ordinance

Developers and citizens in Knox County requested a process that would encourage creativity on the part of developers and provide flexibility to review and approval bodies while encouraging projects that benefitted the community. Providing opportunities for public review and input during the review of development plans also was a needed outcome. Gerald worked with a stakeholder committee and the Planning Commission to draft an ordinance amendment that achieved the goals and that was adopted unanimously by the Knox County Commission.

East Knox County Community Plan

East Knox County is blessed with prime farmland, the French Broad River corridor, and an abundance of scenic beauty. These qualities also make the area attractive for development. Residents, the Planning Board, and the County Commission requested a plan that identified areas to be preserved, areas

appropriate for development, and a strategy for achieving the desired development scenario. Gerald led the planning effort that emphasized public participation. The community plan was adopted and recommendations of the plan have been implemented.

John Sevier Scenic Highway Corridor Plan

Residents and property owners expressed concern about incompatible development along the state designated scenic highway. Gerald directed the planning effort, which involved key stakeholders and a broad cross section of the community. A key recommendation of the adopted plan was the drafting of a corridor overlay development ordinance that would provide design standards for commercial structures and sign and landscape standards. The overlay ordinance is being drafted with community input and support.

Cullowhee Community Plan

The expansion of Western Carolina University and the proliferation of student housing development concerned residents of the unincorporated community of Cullowhee. At the direction of the County Commission, Gerald led the community planning effort that resulted in a community-based vision for Cullowhee.

Cullowhee Community Zoning Ordinance

Using the adopted Cullowhee Community Plan as the guide, Gerald worked with community residents and property owners to draft development regulations for Cullowhee. The effort included the identification of the community planning boundaries, the drafting of development standards, and community outreach to ensure support for the regulation of land use. The ordinance was adopted and Gerald worked with the community planning council on its implementation.

441 Corridor Zoning Ordinance Update

The 441 Corridor Zoning Ordinance dictated urban development standards for this rural, auto-oriented corridor. Working with the Corridor Planning Council and property owners, Gerald drafted revised standards that acknowledged the character of the corridor while staying true to the goals of the original ordinance. The revisions were adopted and guide development of this gateway corridor to Cherokee.

Jackson County Steep Slope Ordinance Update

The steep topography of Jackson County creates a beautiful landscape, but development of steep slopes can result in environmental challenges. The County's steep slope ordinance was drafted to better regulate development of these sensitive areas. Unclear language and spotty enforcement resulted in concerns regarding the effectiveness of the ordinance. Gerald worked with the Planning Board and citizens to draft clearer and more consistent language, resulting in an ordinance that better achieved the goals of the County in protecting its steep slopes.

Cashiers Commercial Area Zoning Ordinance

As an unincorporated community with no development regulations but a deep desire to maintain its unique character, Cashiers was in search of a way to ensure that new development was compatible with the community. Gerald worked with community stakeholders to draft a zoning ordinance for the core area of the community. The adopted ordinance was the first zoning of an unincorporated area in North Carolina west of Buncombe County.

Town of Jamestown Land Development Ordinance

A smaller town located between Greensboro and High Point, Jamestown desired an updated development ordinance that reflected community desires and that would consolidate all its land development regulations, promote downtown development, enhance pedestrian activity, and protect residential neighborhoods. Gerald led the GreenPlan team in working with Town staff to draft an ordinance that achieved these goals. The adopted plan was awarded an NCAPA Small Community planning award.

Town of Woodfin Greenway, Bikeway, and Pedestrian Plan

The Town requested a plan that would identify approaches, both short term and long term, for providing opportunities for walkers and bicyclists in the community and that would identify potential

connections to regional greenways and bikeways. Gerald led GreenPlan's work to draft a plan that built upon existing sidewalks and trails, identified connections among activity areas, and outlined a long-range strategy for enhancing pedestrian and bicycle facilities. The adopted plan was referenced in a successful application for a Safe Routes to School grant that funded the construction of a mile of new sidewalk.

Town of Woodfin Comprehensive Plan

With increasing development pressures, the Town of Woodfin needed a plan that would set out a community supported vision for the community and serve as a guide for developers as they implemented projects in the Town. Working with the Board of Aldermen, the Planning Board, and stakeholders, and incorporating the results of community outreach, Gerald led the GreenPlan team in the drafting of the Town's first comprehensive plan. The plan was unanimously adopted by the Board of Aldermen.

French Broad River Greenway Master Plan

GreenPlan was the lead on the project to identify a proposed route for greenway from the City of Asheville to the Buncombe/Madison County line, roughly following the French Broad River. Outreach to property owners along the greenway corridor was an important element of the plan. The plan identified a preferred route, provided design treatments for different parts of the greenway, and provided cost estimates. The adopted plan serves as the guide for detailed greenway planning along the corridor.

Grove Park Inn Resort and Spa Master Plan

GreenPlan served as the team lead and project manager for the preparation of a master plan to guide the use of the Inn's property for a 10 year period. The goals of the effort were to increase the value of the Inn, use the Inn's property efficiently without diminishing the character/quality of the Inn, and take advantage of the Inn's infrastructure without overloading it. Obtaining community support was a key element as the plan required approval by the Asheville City Council. Gerald developed and led the community outreach efforts. The approved plan continues to guide development and redevelopment of the Inn's property.

State Street Cottages

GreenPlan provided site planning, project management, and community outreach for this project, the first courtyard cottage/pocket neighborhood development in Asheville. Conditional zoning approval was required for the project. The development served as the model for an amendment to the City of Asheville zoning ordinance permitting courtyard cottage development.

City of Asheville Unified Development Ordinance

Gerald served as project manager and led the City of Asheville staff team in the comprehensive overhaul of the City's land development ordinances. The goal of the effort was to draft development standards that would enable the City to transition from a mid-20th century development template to a 21st century template. Adoption of the UDO brought many innovative standards, including bicycle parking requirements, a true hierarchy of commercial zones, sidewalk requirements, and enhanced landscaping requirements.

City of Asheville Comprehensive Plan

Gerald played a key role in the update of the City's Comprehensive Plan, with heavy involvement in community outreach. The goal of the update was to create a vision for a revitalized City with a strong downtown, vital mixed-use corridors, and healthy neighborhoods. The adopted plan guided development plan approval and City policies.

Haywood Road Corridor Plan

Gerald saw potential along Haywood Road when the sidewalks were crowded with used appliances and West Asheville was known as Worst Asheville. Gerald led the corridor planning effort, which reimagined the area as a dynamic mixed-use corridor that complemented and strengthened the adjacent neighborhoods. In addition to creating a new image for Haywood Road, the planning effort also revitalized the West Asheville Business Alliance.

West End – Clingman Avenue Neighborhood Plan

This neighborhood between downtown Asheville (Patton Avenue) and the French Broad River (River Arts District) suffered from neglect but had a core group of residents and property owners who were committed to improving the area. Gerald worked with the neighborhood group and City staff in the preparation of a plan that reimagined the area as a vital residential area and that identified key actions to achieve this vision. The adopted plan guided public and private investments in the neighborhood.

Charlotte Street Corridor Plan

The four lanes of Charlotte Street resulted in traffic speeds that were not compatible with the small scale uses that abutted the street and that were particularly challenging for pedestrians and bicyclists. Gerald led a planning effort that involved stakeholders in the challenge of reimagining the street. Overcoming the opposition of property owners who liked things the way they were presented the greatest challenge. Almost 20 years after the plan was completed, Charlotte Street was reconfigured as recommended by the plan.

Sayles Bleachery Development Standards

The presence of an abandoned industrial site contaminated with hazardous waste created adverse impacts for adjacent neighborhoods and the City as a whole. Gerald worked with community leaders, property owners, and developers to craft zoning and design standards that enabled the development of a successful mixed-use center anchored by a WalMart whose design pays homage to the industrial history of the site.

Urban Village Development Ordinance

The denial of approval by the Asheville City Council of plans for a WalMart on a former baby food processing plant in south Asheville created a challenge for the developer, who had purchased the property. Gerald worked with the developer and their team to reimagine the site as a mixed-use hub for south Asheville. After successfully reimagining how the site could be developed, Gerald then drafted an ordinance amendment establishing standards for the redevelopment of the site. The mixed-use development is now an asset to south Asheville and to the entire City.

Transylvania County Pre-Development Review Ordinance

Prior to adoption of subdivision regulations by Transylvania County, no review of proposed residential subdivisions was required. Subdivisions were developed with inadequate roads that made emergency vehicle access difficult or impossible and lots sometimes were not able to accommodate wells and individual septic systems. In an effort to ensure that new residential lots could be safely developed, the County Commission directed Gerald to craft a review process for new development that would not require adoption of subdivision regulations. Working with stakeholders, Gerald drafted a pre-development review ordinance that would mandate review of proposed developments for compliance with local requirements. After obtaining support of stakeholders, the Planning Board, and County Commissioners, Gerald worked with the local legislative delegation in the adoption of state legislation enabling the adoption and enforcement of the ordinance. The model ordinance was used by other counties prior to their adoption of subdivision regulations.



EXHIBIT 2

Cashiers Hillside

Consistency with Small Area Plan and Compliance with Special Use Permit Requirements

This report details the consistency of Cashiers Hillside development plans with the requirements for issuance of a Special Use Permit as set forth in the Jackson County Unified Development Ordinance for the Cashiers Commercial Area and with the vision for Cashiers as described in the Cashiers Small Area Plan. As the goals and recommendations of the Cashiers Small Area Plan served as the guide for the preparation of the development plans for Cashiers Hillside, the consistency of the development with the Small Area Plan will be addressed first followed by a review of the Cashiers Hillside's compliance with the zoning requirements.

The Cashiers Small Area Plan, adopted in 2019, identifies goals and recommendations for Cashiers designed to create a more vibrant and sustainable Cashiers community, a true and accurate copy of which is attached hereto as Attachment 3. Many of the Small Area Plan's goals have guided the preparation of the master plan for the Cashiers Hillside development. Cashiers Hillside is proposed for the Village Center and Transition character areas as defined in the Small Area Plan. In the preparation of the Cashiers Hillside master plan, the goals and recommendations in the Small Area Plan for these two character areas were given particular attention, with the Small Area Plan's overall goals and recommendations also guiding the drafting of the master plan for the Cashiers Hillside development.

The Cashiers Hillside development presents a unique opportunity for Cashiers to achieve many of the goals set forth in the Cashiers Small Area Plan. The attainment of goals identified in a plan is typically dependent upon the actions of a variety of public and private entities who may or may not support the goals of the plan. Implementation of a plan's goals often takes 5, 10, or even 20 years, if achieved at all. Community plans often sit on a shelf and are never implemented. With the proposed Cashiers Hillside development, Cashiers has the opportunity to accomplish significant community goals as identified by the Cashiers Small Area Plan and endorsed by residents, stakeholders, and public bodies. The adherence to the goals and objectives of the Cashiers Small Area Plan by the Cashiers Hillside master plan will enable the Small Area Plan's vision for Cashiers to be realized.

Consistency with the Small Area Plan

General goals as set forth in the Cashiers Small Area Plan include:

CREATE A YEAR-ROUND VIBRANT VILLAGE

- Create a destination by increasing activity, growth and density in key areas.

- Encourage workforce development, commerce and industry that extends the shoulder season (time before Memorial Day and after Labor Day for seasonal residents) and contributes to the local economy.
- Increase housing diversity to appeal to a broader demographic including young families and older adults.
- New development should connect people to nature, the outdoors and respect the natural environment.
- Improve transportation connectivity to benefit motorists, emergency response and support a healthy, active lifestyle.

The development of Cashiers Hillside, as envisioned by the development's master plan, will achieve the overall goal of creating a year-round vibrant village and further the attainment of many of the recommendations listed above. The range of housing types proposed in the master plan for Cashiers Hillside, the proposed transportation system that accommodates both motorists and pedestrians, and the opportunity for a variety of year-round businesses will advance some of the key recommendations of the Small Area Plan.

Character Areas

The Cashiers Small Area Plan identifies five (5) Character Areas for the Village. Cashiers Hillside will be located in the Village Core and Transition character areas. The Small Area Plan describes these character areas as follows:

Village Core - This area is meant to be the heart of Cashiers. Small to medium-scale building footprints with active street fronts hold a variety of uses that include retail, restaurants, residential, lodging, and civic. Short block lengths, connected pedestrian paths and shared parking lots serve businesses. A mix of residential housing is framed by green space.

Transition - Transition areas occur between the Village Core, Gateways and Residential areas. They add visual consistency to the main corridors and have small to medium-size buildings that are compatible with adjacent development.

Development of Cashiers Hillside will create a true Village Center in Cashiers as envisioned in the Small Area Plan's description of the Village Core character area. Cashiers Hillside will provide a mix of uses, ranging from retail businesses to housing to public plazas, in the Village Core character area. The Village Center envisioned in the Cashiers Small Area Plan will become a reality with the development of Cashiers Hillside.

Cashiers Hillside aligns with the following recommendation for building orientation as set forth in the Cashiers Small Area Plan for the Character Areas:

- Buildings should be oriented to the street or a pedestrian path to encourage walkability.

Highlights from the Character Area framework plan recommendations that guided the drafting of the Cashiers Hillside master plan include:

- A land use framework plan that builds on the vision of a year-round mixed-use village core and logical transitions.
- Transportation recommendations that include key connections and the creation of an active transportation network.
- Infrastructure strategies to address current needs and provide a solid foundation for the future.
- Recommendations for increasing the diversity of housing types to accommodate a variety of lifestyles.

Recommendations set forth in the Small Area Plan for the Village Core character area that will be implemented by Cashiers Hillside include:

- LU-1: Activate and expand the Village Core.
 - Allow for a broad range of activities and land uses to help create a vibrant center.
 - Encourage businesses to partner and develop shared parking solutions.
 - Encourage new residential development in the Village Core that includes cottage homes, multi-story mixed use buildings with residential above active uses and townhomes and condos on well located sites.
- LU-2: Encourage a compact form of development in the Village Core.
 - Buffers and screening should be required only between dissimilar uses.
 - Encourage short blocks, small building footprints, and pedestrian pathways in new development.
 - Encourage multiple stories in new buildings.
- LU-3: Encourage pedestrian oriented design.
 - Orient buildings to the street and pedestrian facilities.
 - Require pedestrian connections between compatible uses.
 - Consider modifications to road standards; private roads may be supportive of this strategy. Alleys, on-street parking and small curb radii contribute to pedestrian safety and comfort.
 - Consider reducing parking requirements.
- LU-5: Create activity on the street and sidewalk level.
 - Encourage active uses on the ground floor of buildings including retail and restaurants, while encouraging offices and residential on second floors.
 - Encourage patio dining, plazas and common areas.
 - Consider opportunities for pedestrian scale art installations.

Statements emphasized in the Small Area Plan also guided the master plan for Cashiers Hillside, particularly the following:

- *Embracing the need for Cashiers to function as an economic and social center for the greater region and creating opportunities for people to live, shop, and recreate in the center will be key.*
- *New development in the Village Core should emphasize multi-story buildings, landscaped pedestrian walks and active store fronts.*

The goals and recommendations for the Transition character area that guided the planning for the portion of Cashiers Hillside abutting the Village Core are:

- LU-7: Encourage development design in the Transition areas that adds visual consistency to the main corridors and provides a transition between the Village Core, Residential Areas and Gateways.
 - Allow for slightly larger setbacks than the Village Core, but discourage suburban-style setbacks with large parking lots in the front of buildings.
 - Standardize landscaping and/or tree preservation requirements.
 - Building footprint size, massing and height should be compatible with existing adjacent development.

The Cashiers Hillside plan does propose some more intense uses in what may appear to be the Transition character area than some may anticipate, but these uses are appropriately located within the development. They contribute to the character of Cashiers Hillside and remain true to the goal of the Transition character area. More intense uses within Cashiers Hillside are located along the NC 107 corridor. The intent of the Transition character area is realized through the softening of uses at the edges of Cashiers Hillside, transitioning to smaller structures, open space, and landscaping to ensure compatibility with adjacent uses. Also, the character area boundaries as noted in the Cashiers Small Area Plan are not firm but are bubble diagrams. By using this approach to define character area boundaries, the drafters of the Small Area Plan acknowledged that the boundaries must be flexible to accommodate the opportunities afforded by development of these areas. The Cashiers Hillside master plan adheres to the goal of the Transition character area by ensuring that the scale and the uses in the development are compatible with existing adjacent uses.

Housing

The Cashiers Small Area Plan's section on housing recommends increasing the diversity of housing in the Village. Development of Cashiers Hillside as envisioned in the master plan will further this goal by providing a variety of housing types that expands the range of housing types currently found in the Village. By expanding the diversity of housing in Cashiers, Cashiers Hillside will provide housing options for younger families and for older adults as recommended by the Small Area Plan.

Parks and Open Space

Recommendations for parks and open space are set forth in the Small Area Plan, calling for new development to incorporate nature into the built environment. Cashiers Hillside does this through the numerous plazas, open spaces, and landscaping proposed for the community. Gardens, located throughout the development, will be a defining feature of Cashiers Hillside. The plazas, gardens, and open spaces in Cashiers Hillside will be accessible to all, providing amenities that can be enjoyed by residents and visitors. Connections to the Ramble will be provided in Cashiers Hillside, enabling all Cashiers residents and visitors to access the amenities that will be part of the development. The Cashiers Hillside master plan recognizes and accentuates the close relationship between Cashiers and the natural environment. This relationship is acknowledged and strengthened by the open spaces, gardens, and landscaping that are an integral part of the plan for Cashiers Hillside.

Other Attributes

Although the Cashiers Small Area Plan does not explicitly mention Arts and Culture, the Plan does make many references to the role Arts and Culture plays in defining the character of Cashiers. The Cashiers Hillside master plan recognizes the importance of Arts and Culture in Cashiers and strengthens this role by providing art installations and sculptures throughout the development. The art installations and sculptures can be enjoyed by all and will continue the tradition of Arts and Culture in defining the character of Cashiers.

Parking is mentioned several times in the Cashiers Small Area Plan in recognition of the role parking plays in the success of retail establishments in the Village. The Cashiers Hillside master plan acknowledges the importance of parking but does not make it the dominant use of the land in the development. Parking is either provided in small lots tucked behind buildings or provided in parking structures that incorporate other uses. In acknowledgement of the need for parking to serve all of Cashiers, parking will be available to all and not restricted to visitors and residents of Cashiers Hillside.

The drafters of the Cashiers Small Area Plan envisioned a dynamic and diverse community that respected the character of the existing community of Cashiers. The Small Area Plan provides the framework and guidelines for future development that will enhance those things that make Cashiers special. While the existing character of Cashiers provided the foundation for the Cashiers Hillside plan, the Small Area Plan served as the guide for the community that Cashiers Hillside will achieve. Cashiers Hillside implements the vision set forth in the Small Area Plan, achieving many of the goals of the plan. The attainment of the goals of the Small Area Plan likely was envisioned by the drafters of the plan as actions by a disparate group of actors working over an extended period of time with limited coordination among the actors. With the Cashiers Hillside master plan, the community has the opportunity to realize much of its vision. This is an opportunity afforded to very few communities.

Conclusion

Based upon my review of the plans for Cashiers Hillside and of the architectural renderings for buildings to be constructed in the development; my review and analysis of the Cashiers Small Area Plan as provided above; my review of the Jackson County Unified Development Ordinance, specifically the Cashiers Commercial Area Zoning Ordinance; my familiarity with the Cashiers community; and my years of experience as a land use planner, it is my conclusion that the Cashiers Hillside development will be in harmony with the community in which it will be located. The development will comply with all County zoning requirements and the project is an allowable use in the zoned areas pursuant to a special use permit process.

The proposed use or development of the land will not materially endanger the public health or safety as specified in Section 3.7.15(vi)(1)(a) of the County Ordinance. No noxious emissions, loud noise, or chemical waste will be generated by the Cashiers Hillside development. The proposed mixed-use development will safely accommodate all modes of transportation on a well-planned network of low speed streets. Enhancements to the road/street network are proposed to address transportation impacts resulting from the development. Sidewalks will be provided along all streets and pedestrian connections will be provided to existing streets and pedestrian facilities, creating a safer environment for walkers and thereby encouraging healthy activity. Water pressure and storage will enable fire protection for the proposed development and will improve fire protection for some adjacent properties. The mixed-use concept of the proposed development, with residences located throughout Cashiers Hillside, will provide “eyes on the street” day and night. This has been proven to reduce any potential criminal activity. Given the various measures being taken to address public health and safety, it is my conclusion that the proposed development will not materially endanger the public health or safety.

The proposed use or development of the land is reasonably compatible with significant natural and topographic features on the site and within the immediate vicinity of the site given the proposed site design and any mitigation techniques or measures proposed by the applicant as specified in Section 3.7.15(vi)(1)(b). Careful attention has been paid to the placement of buildings and streets in an effort to minimize grading of the site and maintain the existing significant natural and topographic features. Buildings will be designed and constructed to accommodate the transitions in the site elevation and to reduce the required grading. Accesses to buildings will be provided on different floor levels as needed to minimize grading. Using this traditional method for building construction will reduce the need to create level pads for buildings, thus reducing the site grading required. Streets have been located so as to follow the topography to the greatest extent possible, reducing the required grading. Stormwater generated by the development will be addressed through the installation of stormwater mitigation BMP’s around the property to control the release of storm water runoff and to remove oils, suspended solids, and trash from frequent rainfall events. This will protect the downstream wetlands and Cashiers Lake. Given the proposed site design, the efforts to minimize grading of the site, and the measures to address stormwater, it is my conclusion that the proposed use or development of the land is reasonably compatible with significant

natural and topographic features on the site and within the immediate vicinity of the site.

The proposed use or development of the land will be in harmony with the scale, bulk, coverage, density and character of the community as specified in Section 3.7.15(vi)(d). The scale, bulk, coverage, density and character of a community is defined not only by the existing development in the community, but also by the community's zoning ordinance and its adopted plans and policy documents. The bulk of this report has detailed the consistency of the proposed plan with the adopted Cashiers Small Area Plan. Through the creation of a Village Center within the Village Core character area, as identified in the Small Area Plan, Cashiers Hillside ensures harmony with the character of the community as enunciated in the Small Area Plan. Cashiers Hillside will implement the community vision, or character, as described in the Cashiers Small Area Plan. The Cashiers Commercial Area zoning ordinance mandates standards that dictate the scale, bulk, coverage, density and character of the community. The proposed plans for Cashiers Hillside comply with all the zoning standards. All buildings will comply with the maximum height of 45 feet as set forth in the zoning ordinance. Open space provided in Cashiers Hillside exceeds the amount of open space required by the zoning ordinance. The architecture envisioned for Cashiers Hillside reflects the architecture of existing buildings in Cashiers and will comply with the zoning ordinance's architectural standards. Architectural renderings provided as Attachment 1 of this report depict the proposed building architecture and verify that the proposed architecture will be compatible with the community character. Building materials proposed for Cashiers Hillside are those commonly found in Cashiers. Significant landscaping, including gardens, street trees, and buffers, is planned for Cashiers Hillside in order to ensure the proposed development reflects the character of Cashiers. The site plan included as Attachment 2 of this report shows the landscaping that will be a part of the development. In addition to street trees along the internal and peripheral streets, gardens will be planted throughout the development. Buffers consisting of preserved existing trees supplemented by new plantings will be provided where Cashiers Hillside abuts neighboring properties. The preservation of existing trees in the buffers and the planting of new trees throughout the development will result in Cashiers Hillside having a significant tree canopy. The tree canopy that will be provided within Cashiers Hillside will ensure the development's compatibility with the character of Cashiers. To ensure harmonious transitions to adjacent properties, commercial uses will be located internally and along NC 107, smaller scale residential uses will be located on the periphery of the site, and landscape buffers will be maintained or planted. Careful attention to details in the planning of Cashiers Hillside will ensure it is compatible with the community. Due to these efforts, it is my opinion that the proposed development of the land will be in harmony with the scale, bulk, coverage, density and character of the community.

The proposed use is appropriately located with respect to transportation facilities, water supply, fire and police protection, waste disposal, and similar facilities as specified in Section 3.7.15(vi)(e). Primary access to Cashiers Hillside will be provided from NC 107, with secondary access to US 64 via Monte Vista Road. Improvements to the proposed access point intersections, as identified in the Traffic Impact Analysis prepared by the Teague Firm, will ensure safety at these intersections. Water supply will be provided by private wells located off

site. Access to these wells has been secured and the flow tested to assure it is adequate to meet the needs of Cashiers Hillside. Water storage adequate to meet the needs of the development will be provided on site. Fire protection is provided by the Cashiers-Glenville Volunteer Fire Department, which has a station less than a ½ mile from the project site. Fire protection in Cashiers Hillside will be enhanced by the location of fire hydrants throughout the development and the incorporation of sprinklers in building construction. The water system will have adequate storage and pressure for fire protection. Police protection will be provided by the Jackson County Sheriff's Department, which has deputies assigned to Cashiers and a station in the Village. The mixed-use concept of the proposed development, with residences located throughout Cashiers Hillside, will provide "eyes on the street" day and night. This has been proven to reduce any potential criminal activity. Wastewater disposal will be accommodated by a combination of public and private treatment facilities. Private wastewater treatment facilities must be approved by the NC Department of Environment and Natural Resources, thus ensuring they meet public health and safety standards. Garbage service will be provided by private contractors retained for that service, as is done throughout Cashiers. Given the measures to ensure the adequacy of infrastructure serving Cashiers Hillside and the availability of public safety services, it is my opinion that the proposed use is appropriately located with respect to transportation facilities, water supply, fire and police protection, waste disposal, and similar facilities.

ATTACHMENT 1
ARCHITECTURAL RENDERINGS

CASHIERS



SPA CONDOS

LEW
OLIVER
INC
WHOLE TOWN SOLUTIONS

CASHIERS



MARKET HOTEL WITH RETAIL ON PLAZA

LEW
OLIVER
INC
WHOLE TOWN SOLUTIONS

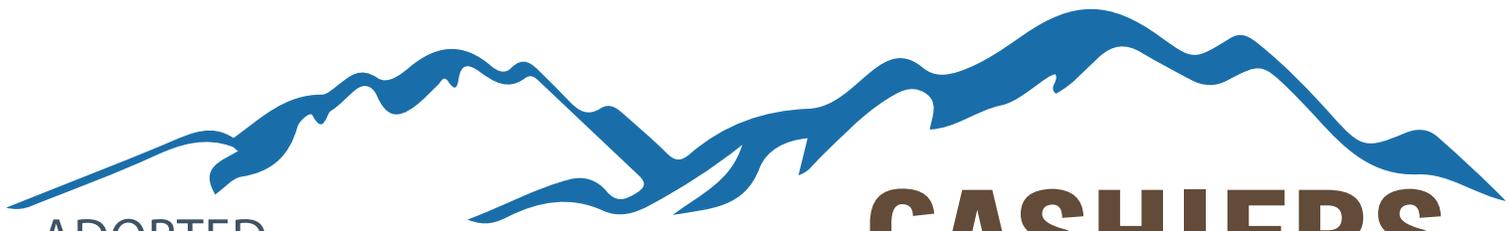
CASHIERS



HOUSING

ATTACHMENT 2
CASHIERS HILLSIDE SITE PLAN

ATTACHMENT 3
CASHIERS SMALL AREA PLAN



ADOPTED
MARCH 19, 2019

CASHIERS
SMALL AREA PLAN

ACKNOWLEDGMENTS

Thank you to all the stakeholders, residents, and property owners that attended meetings or the charrette to provide input in the Small Area Plan for Cashiers.

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Friction Shift



Cashiers Area Chamber of Commerce

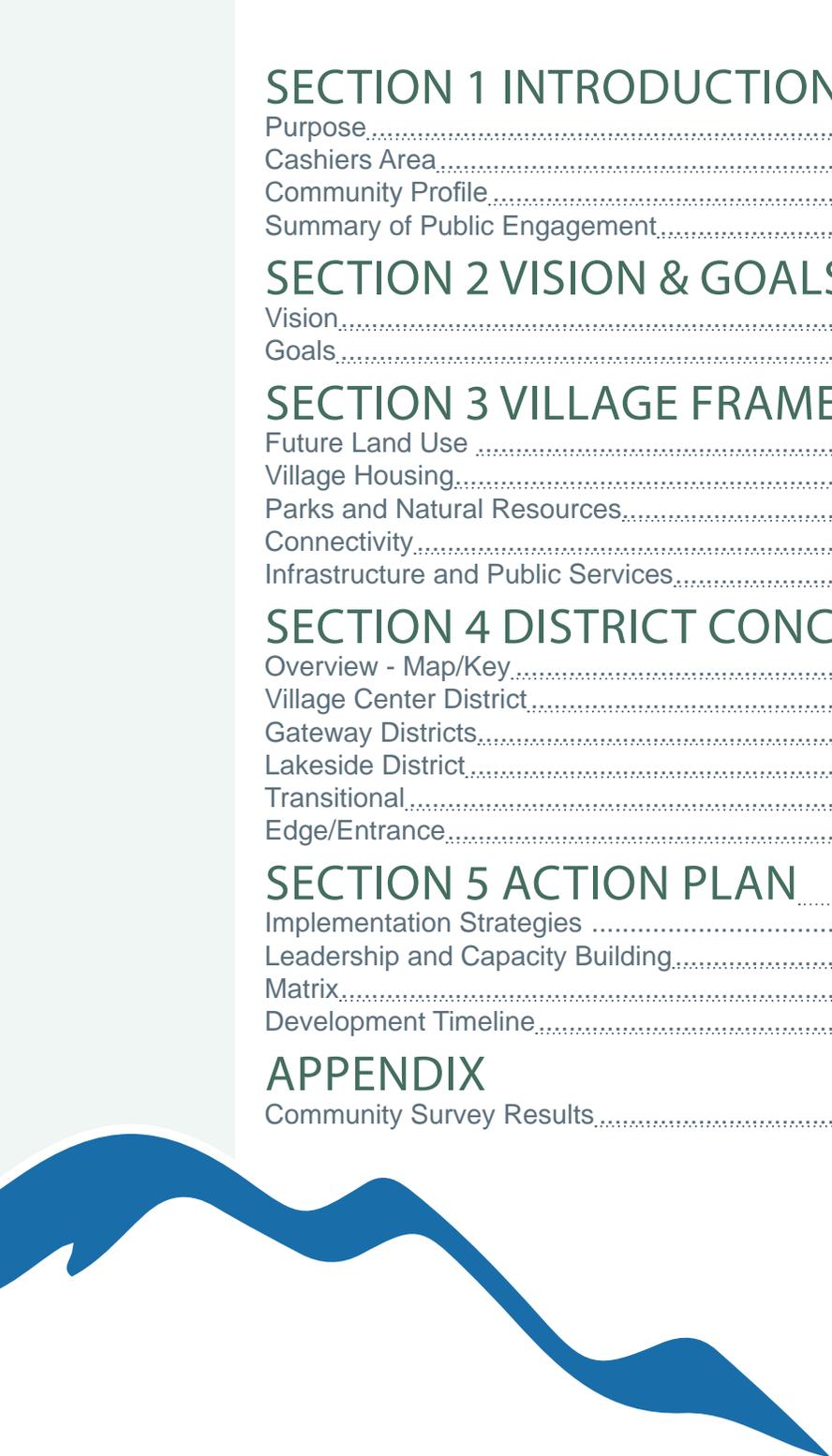
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INTRODUCTION

1

"A small area plan for the Village of Cashiers would help to guide development in a way that would promote positive growth while maintaining the rich natural environment and strengthen the tourism economy."

- Jackson County Land Use Plan 2040

Cashiers has a long history of community planning.

During 2007 and 2008, many residents and business owners participated and provided input into the *2027 Cashiers Crossroads Plan*, a summary of which may be found in the *Southwest Commission's Region A Toolbox of the Mountain Landscapes Initiative*.

The realization that few of the 7 key elements and 22 recommendations had been accomplished in the last decade and that this was never a plan officially adopted by the County Commissioners, compelled Jackson County in 2017 to recommend in the *Jackson County Land Use Plan 2040* a **small area plan** specifically for Cashiers.

This Small Area Plan when adopted, will become County policy for growth and development in Cashiers. This Plan represents the vision of the seasonal and year-round residents, both new and generational, and includes business owners. It will be used to guide Jackson County decision makers in the use of County and regional resources for projects relevant to the community. The adopted plan will focus the efforts of County Departments and become a tool to reach out to regional and state agencies.





PURPOSE OF THE PLAN

The Village of Cashiers, located in the southern part of Jackson County, sprung from the crossroads of US 64 and NC 107. The location on a plateau in the Appalachian Mountains has made it a summer destination, resort and second home community for more than 100 years. Each year its charm and character continues to draw new permanent and seasonal residents.

Growth that has been somewhat controlled by a lack of infrastructure capacity is becoming more intense as utilities are updated and extended. This challenge was addressed in the Mountain Landscapes Initiative, however that Plan was not adopted by Jackson County, resulting in no directive for the County to implement specific projects. The preparation of a small area plan for the Village of Cashiers will help to guide development in a way that promotes

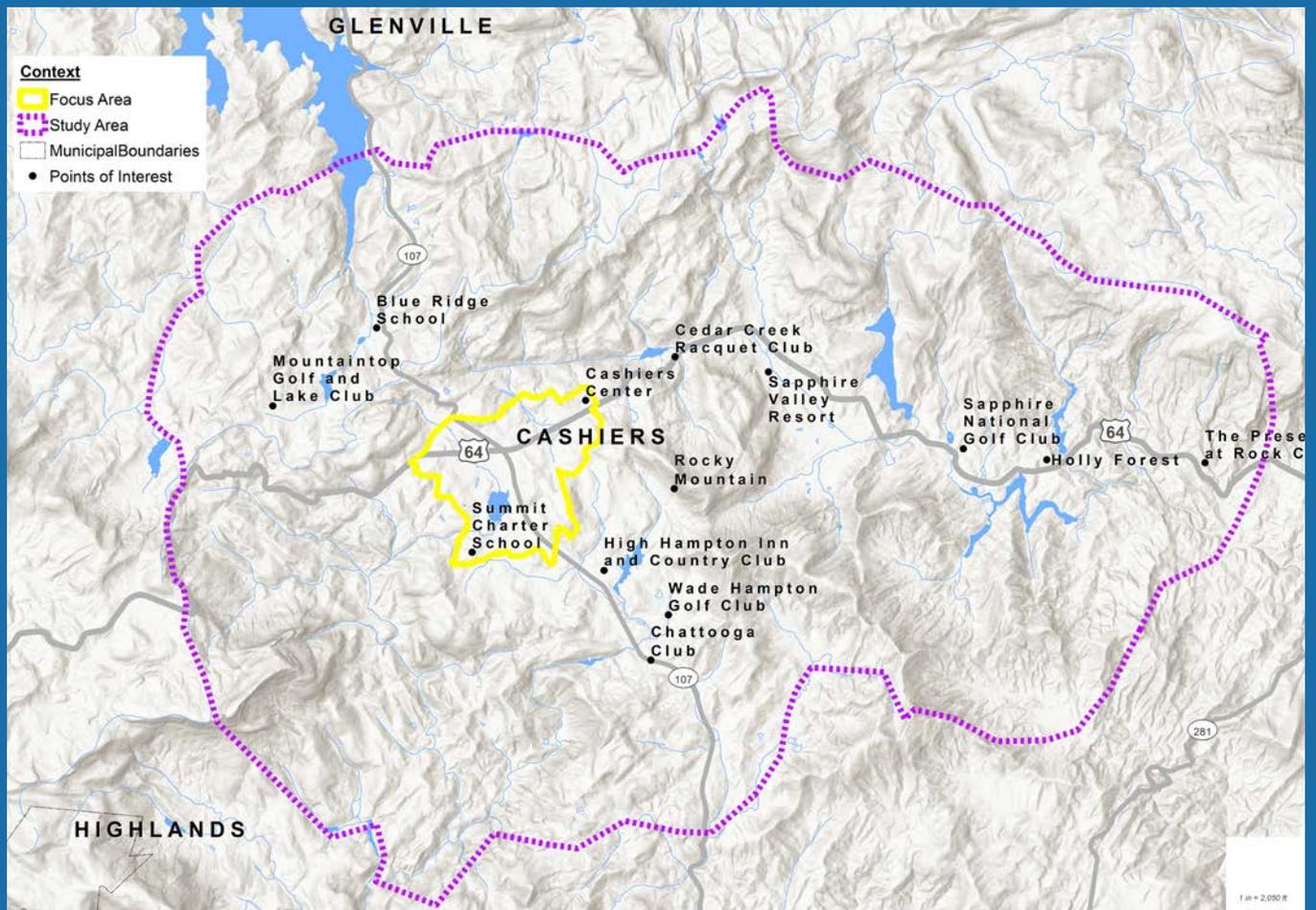
positive growth while maintaining the rich natural environment, and will ensure projects proposed in this implementation-focused small area plan will become objectives for the County as well.

**" Small, quiet, friendly.
Beautiful landscape, cool
summers and lots of
recreation opportunities."**

- Survey response: What do you like best about Cashiers?

DEFINING THE CASHIERS AREA

As an unincorporated area, one challenge Cashiers faces is how it is defined: by the boundaries of its two zoning districts, by geographic features, by the trade area, by landmarks which provide the sense of Cashiers? Each of these factors was considered resulting in a custom geography with a "Focus area" surrounded by an "Study Area." The Focus Area is what "feels like Cashiers" for residents and business owners and will be the focus of recommendations in this plan. This is the area for which this plan's policies apply. The "Study Area" is the area which has been used for demographic data and statistics in the analysis section of this plan, unless noted otherwise.



Focus Area (yellow) and Study Area (purple) boundaries shown.

1 Introduction

TYPICAL PLAN COMPONENTS

Small area plans typically address issues relevant to growth, development, and economic sustainability of a community. The following topics are important to consider during a comprehensive planning process regardless of the size of a community. Each is factored into the recommendations of this plan.

- Current Development Conditions
- Land Use
- Transportation
- Economic Development and Tourism
- Public Utilities & Infrastructure
- Natural & Cultural Resources
- Parks & Recreation



TIMELINE

Plan preparation began in late January. Early in the process, with input from the public and the Community Planning Council, the decision was made to halt the process for a couple of months in early spring, in order to be able to gather input from both year-round and seasonal residents. Public engagement began again in early June and adoption is planned for late 2018.

TASK	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Kick-off Meeting, Site Visits, Stakeholder Meetings	*											
Steering Committee Meetings	*		*			*	*					
County Staff Led Meeting		*										
Public Meetings												
3-Day Charette						*						
Inventory and Existing Conditions												
Plan Development & Design Concepts												
Final Draft to Steering Committee												
Final Draft / Official Adoption												*

RELEVANT PLANS AND POLICIES

<i>PLAN</i>	<i>YEAR</i>	<i>SUMMARY</i>
Jackson County Land Use Plan 2040	2017	The document presents how the county intends to grow and addresses policies regarding transportation and land use. Examples include conversion of NC 107/ US 64 intersection and existing two-lane road segment into a three-lane road roundabout. It also supports Conditional Zoning language to allow for more flexibility in the design and development.
Jackson County Comprehensive Transportation Plan	2017	Addresses multiple modes of transportation including vehicular, pedestrian and transit. It proposes amongst many elements, highway improvements to US 64 and NC 107 and the addition of new connector roads between US 64 and NC 107 in the northeast and southeast quadrants. A deviated-fixed transit route to serve Cashiers is proposed.
Cashiers Transportation Priority Plan	2012	This plan sets forth the following projects: <ul style="list-style-type: none"> ● Roundabout at NC 64 and US 107 ● Frank Allen Road with hard surface multiuse path on both sides, innovative stormwater facilities such as rain gardens address drainage, enhanced pedestrian crossings, on street parallel parking, consistent streetscape treatments including plantings and furnishings.
Cashiers Commercial Area Land Development Ordinance	2009	Established two regulated districts - Village Commercial and General Commercial. Permits retail, office and residential uses at a density that preserves and enhances the Core. Provides development and design standards for landscape buffers, setbacks, building architecture, scale, and materials.
Jackson County Greenways Project Comprehensive Master Plan	2009	The Plan proposes a 5-mile multi-use greenway along the NC 107 South corridor beginning at the Crossroads, a new vehicle/ pedestrian connector from US 64 to Frank Allen Road, and sidewalk on US 64 from the Crossroads to Ingles Center.
Mountain Landscapes Initiative Tool Box	2008	Policy document that guides, but does not regulate future development. Cashiers character, circulation (roundabouts), gateway treatments and more addressed in Appendix 4. Recommendations included, but were not limited to, directing growth into the core, providing affordable housing for fulltime residents and seasonal workers, and constructing a layered pedestrian network that balances both safety and business vitality.

COMMUNITY PROFILE

DEMOGRAPHICS

Obtaining typical demographics for population, housing, income, and other data specific to Cashiers presented a challenge due to the absence of jurisdictional boundaries. The information obtained from the Cashiers US Census Designated Place (CDP) did not coincide with or adequately represent what residents and business owners considered the village of Cashiers. The team created a **custom geography** as shown on page 7 that more closely represented the community. The data indicates that the Cashiers Study Area grew by 29% in the last 18 years compared to the State's rate of 7.7% between 2000 and 2017.

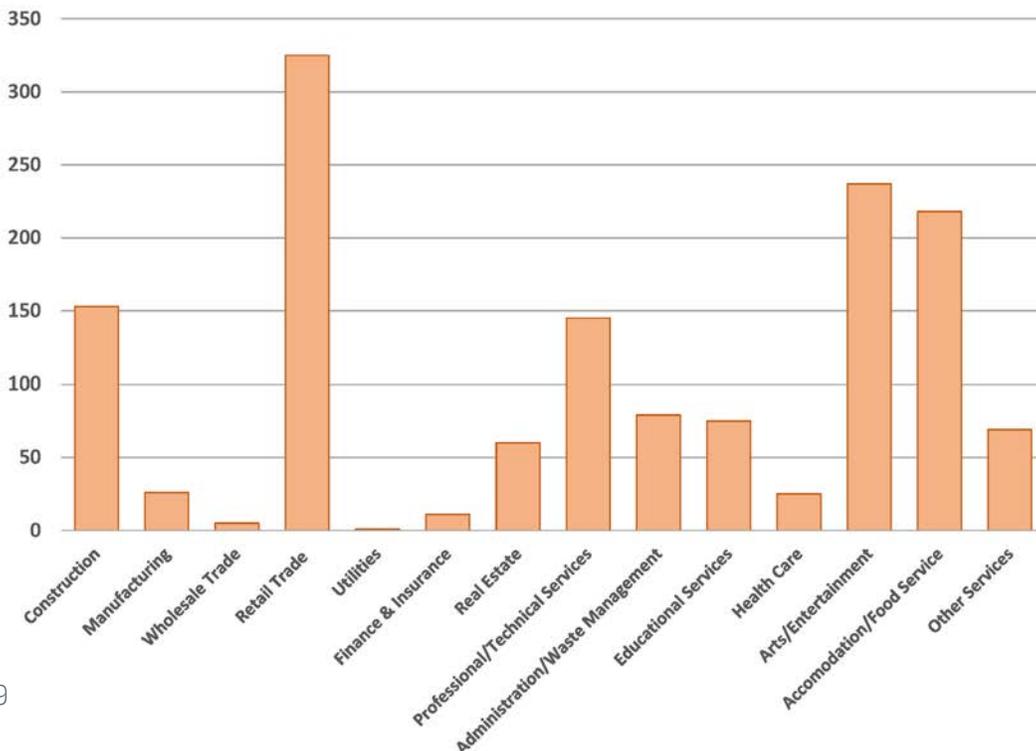


POPULATION

The year-round population in the Cashiers area has increased over 29% from 2000 to 2018.

JOB

The majority of work is in retail, accommodations, food service, and entertainment.



EMPLOYMENT

As expected for a vacation destination, many are employed in the Retail, Arts/ Entertainment and Accommodation and Food Service sectors. Collectively these industries employ over 780 people representing over 55 percent of the total workforce! Professional services and construction also make up a large percentage of the industries in which residents work.

It is difficult to recruit workers due to the high cost of living. The majority of workers in the study area commute to Cashiers from other towns and cities.



Spring 2018 Jobs Fair advertised at the Crossroads to recruit seasonal workers.

COMMUTE PATTERNS



**Inflow worker migration is in part due to a large number of service-related jobs and the relative high cost of housing. See page 13 for seasonal population estimates.*

HEALTH AND WELLNESS

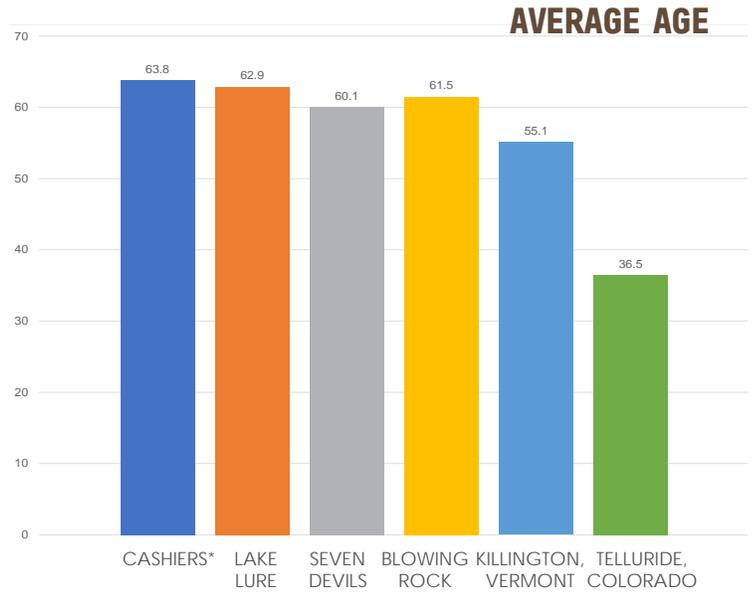
One of the measurements of quality of life is convenient access to comprehensive healthcare. Cashiers' high median age of permanent and seasonal residents, also results in an increased need for primary care and emergency services. In addition, as residents continue to age, fewer people will be able to move about as they are accustomed, and if aging in place (at home) is not an option, there currently are few assisted living or skilled nursing facilities in the area. The closest major medical facility is the Highlands-Cashiers Hospital. Mission Community Primary Care, Blue Ridge

Free Dental Clinic, and the H-C Hospital Rehabilitative Facility are located in the village. Highlands Cashiers Health Foundation owns land in Cashiers adjacent to US 64 that could become a health park complex to keep residents and visitors from seeking medical attention and specialists farther away.

Many residents remain active through formal recreational opportunities at the Cashiers Glenville Recreation Center and numerous clubs, but there is overwhelming support for trails, sidewalks and bicycle path networks, which could provide access to the adjacent natural areas, as well as the local businesses.

AGE AND INCOME

The median age for the Cashiers CDP is relatively high (63.8) years old compared to 56 for the Study Area, 37.1 for Jackson County, 38.4 for the state, and 37.7 for the US. Cashiers is similar in demographics to some mountain resort communities as shown in the graph at right. There are many retirees in Cashiers, and total employment for those that live in Cashiers and are of working age is relatively low. Many in the community want to attract a younger demographic to make the village more vibrant and to support businesses.



Source: 2012-2016 ACS Data for Cashiers CDP

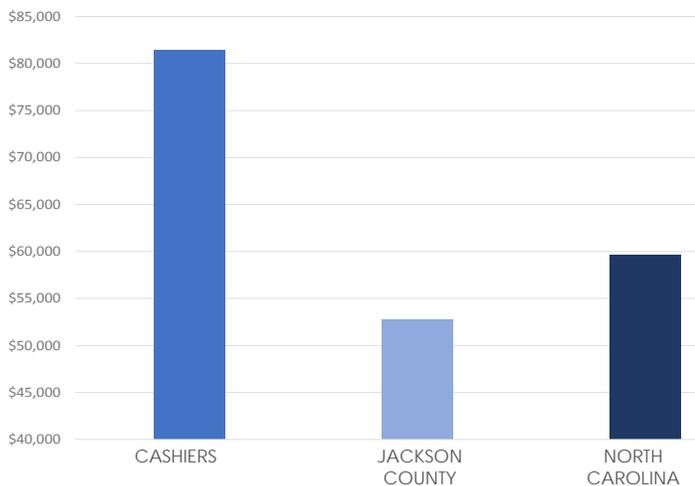
INCOME

The median household income varies depending on the source, but the estimate for median family income in the Cashiers CDP is over \$81,400 above the Jackson County median of \$52,771 and that of North Carolina (\$59,667).



Source: 2012-2016 ACS Data for Cashiers CDP

MEDIAN FAMILY INCOME



Source: 2012-2016 ACS Data for Cashiers CDP, Jackson County and United States



HOUSING

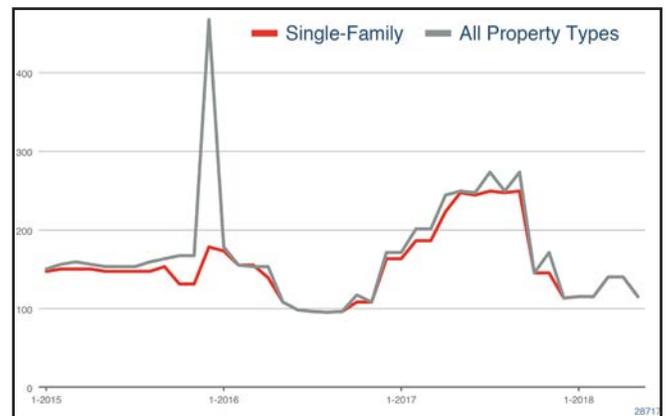
The real estate industry in Cashiers is an economic driver. Over the last three years, the median sales price of homes has increased, homes are on the market for a shorter length of time, and the supply of homes has decreased significantly.

Second homes and vacation rental units also are economic drivers in the region. According to data obtained from AirDNA.com, the 28717 zip code, which includes Cashiers has approximately 52 AirBnB rentals. Comparatively, the zip that includes Highlands, NC has 136.

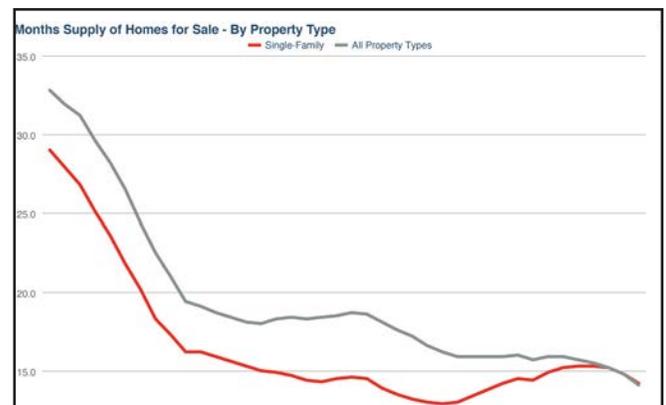
MEDIAN SALES PRICE



DAYS ON MARKET

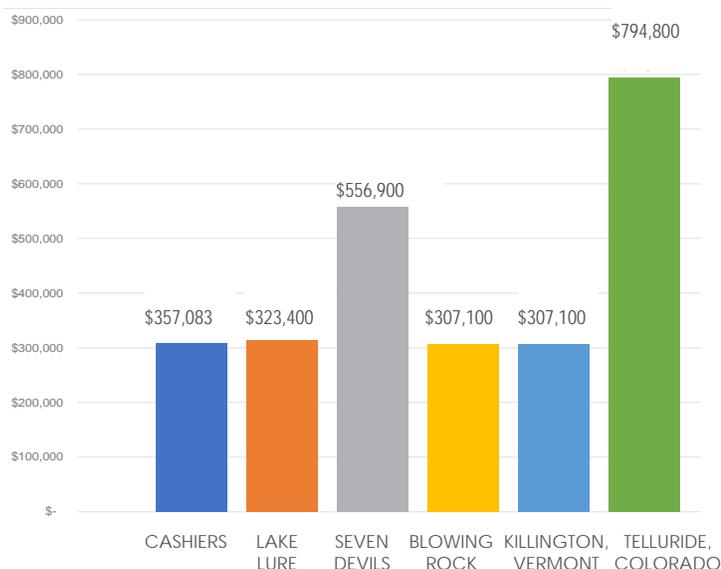


SUPPLY OF HOMES FOR SALE (MONTHS)



Over the last six months, the median list price for homes in Cashiers was **\$675,000**

MEDIAN HOME VALUE



Source: 2018 ESRI Data for Cashiers Study Area

1 Introduction

The graphics below depict AirBnB rentals, average daily rates, and occupancy rates in Cashiers and peer communities. The Average Daily Rate (ADR) for rentals in Cashiers is \$252 dollars a night compared to Highlands at \$258 and Blowing Rock at \$321*. The data, from November of 2018, shows that Cashiers has fewer rental units, but the annual occupancy rates are higher than Highlands and Blowing Rock. This suggests the vacation rental market is strong and underserved.



Due to the large number of vacation homes, Cashiers' population swells to over 16,000 people in the summer months!

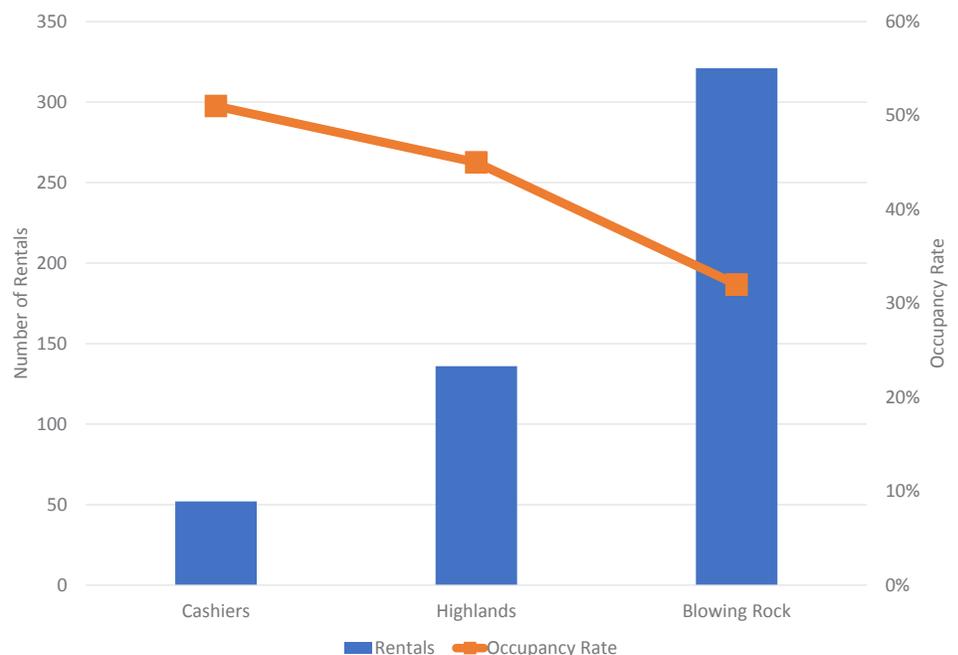
The US Census Bureau tracks the number of housing units in a community through the American Community Survey (ACS). The ACS five-year seasonal unit estimate for Cashiers is 2,042. This does not include lodging figures, which would add to the total significantly.

**Data is a point in time, meaning the reported statistics for AirBnBs based on data at AirDNA.co during November of 2018.*

"Cashiers is a slice of small town Americana"

- Quote from online survey

AIRBNB RENTAL STATISTICS



TRADE AREA

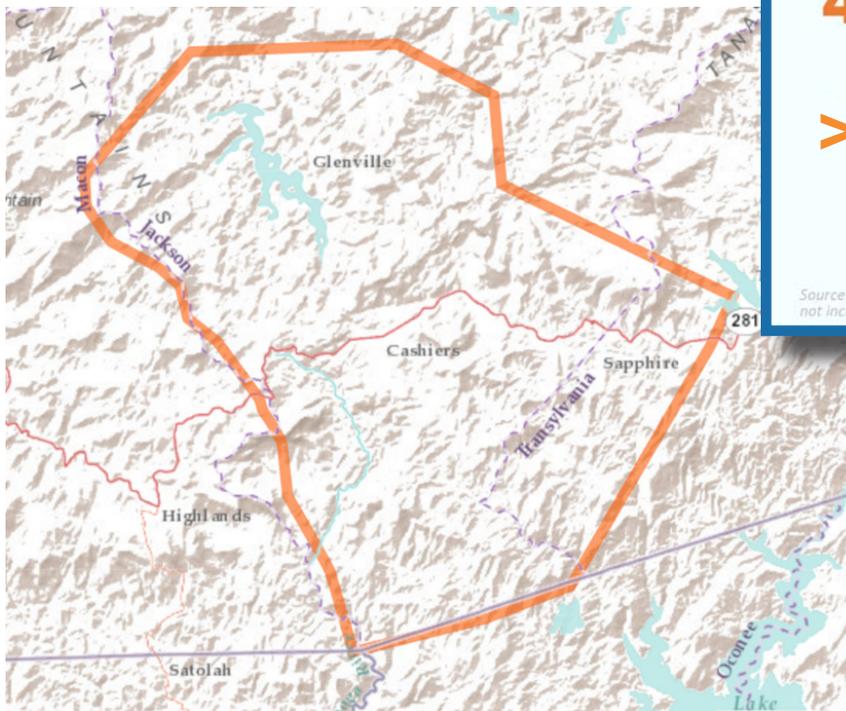
For a more accurate depiction of the Cashiers market, the team expanded the study area boundaries beyond the regulated districts (designated commercial areas) to form a Cashiers Trade Area. A trade area represents the geographic area from which a community generates the majority of its customers. The Ingles manager estimates that customers are drawn from an 11-15 mile radius (Highlands,

and portions of Lake Toxaway). Population estimates in the trade area were determined to be a better representation of the year-round and seasonal residents.

As shown in the statistics below, Cashiers has a retail surplus, meaning it is a market where consumers are drawn from outside the trade area to spend. This is due to its large trade area, high seasonal population, and high tourism rates.

\$78,863,444	TOTAL RETAIL SALES (2017)
\$18,022,347	RETAIL SALES POTENTIAL (2017)
-62.8	TOTAL RETAIL LEAKAGE/SURPLUS

Source: Esri 2018



4,700	Year Round Population Estimate	
>16,000	Seasonal Population Estimate	

Source: Esri 2017 Data, note does not include lodging visitors, yet.



The Cashiers "Trade Area" was estimated to include Sapphire and Glenville and many rural parts of Jackson County. Cashiers functions as a regional center and is the nearest location for groceries, restaurants and services for many surrounding communities. This combined with seasonal population (estimated above right based on 2017 Esri Data) results in a retail surplus. Buck's Coffee, pictured above right serves as a social center for the area.

1 Introduction

LAND USE

Much of Cashiers has the character of a wooded retreat. More than half the land area as defined by the boundaries on the map on page 17, is vacant (never developed or previously developed with no buildings or improvements). The remaining existing land use totals 37%, dominated by residential uses; only 3% is office, institutional, or commercial.

Most of the residential development is single-family located in clubs or subdivisions outside of the village core. Commercial and institutional uses occur in the core and along the US 64 and NC 107. There is very little vertical or horizontal mixing of uses.

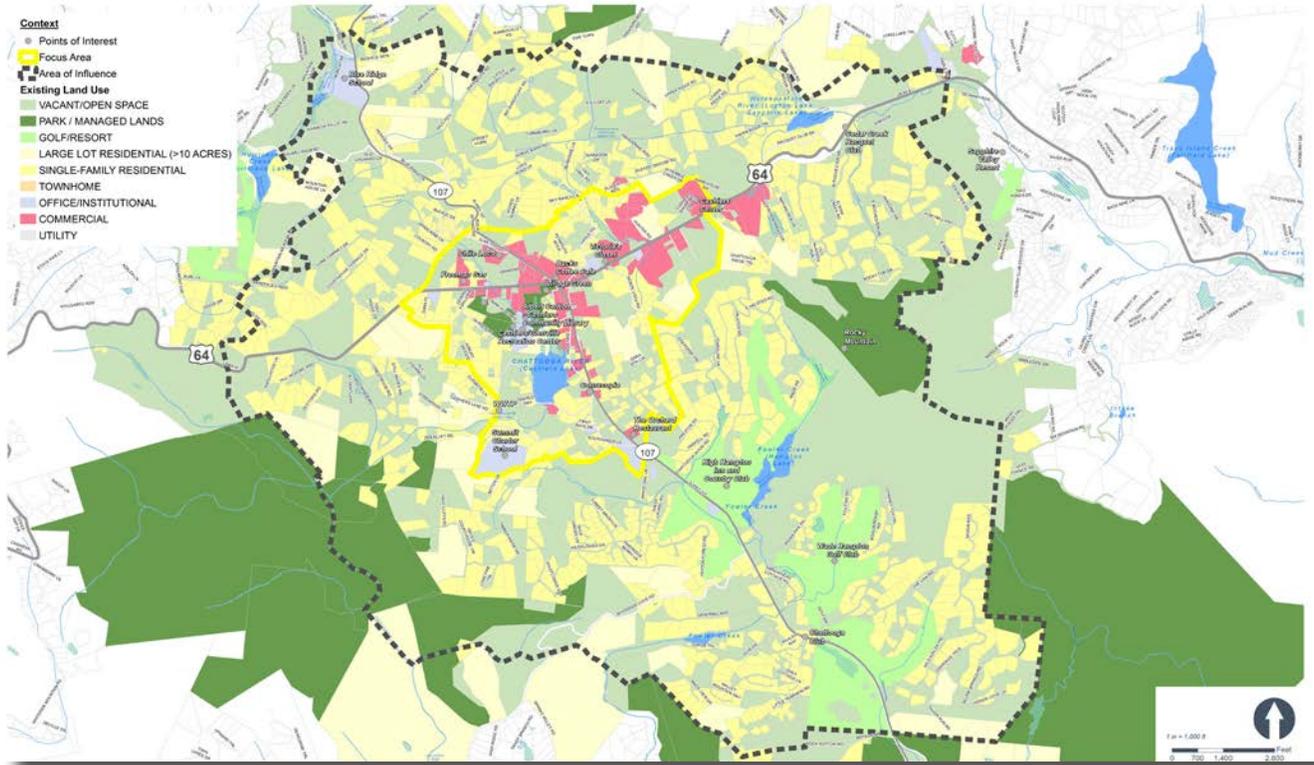
Several land use related themes emerged during the preparation of the small area plan which will influence the recommendations and concepts in the plan.

Land Use Themes

- Additional density desired in the village core
- Need for additional housing in the village
- Want a connected community
- Revised regulations that permit a greater variety of architectural styles
- Visual and/or physical connectivity to privately-owned Cashiers Lake
- Address changes to current regulated districts to provide for residential use, development, and design standards

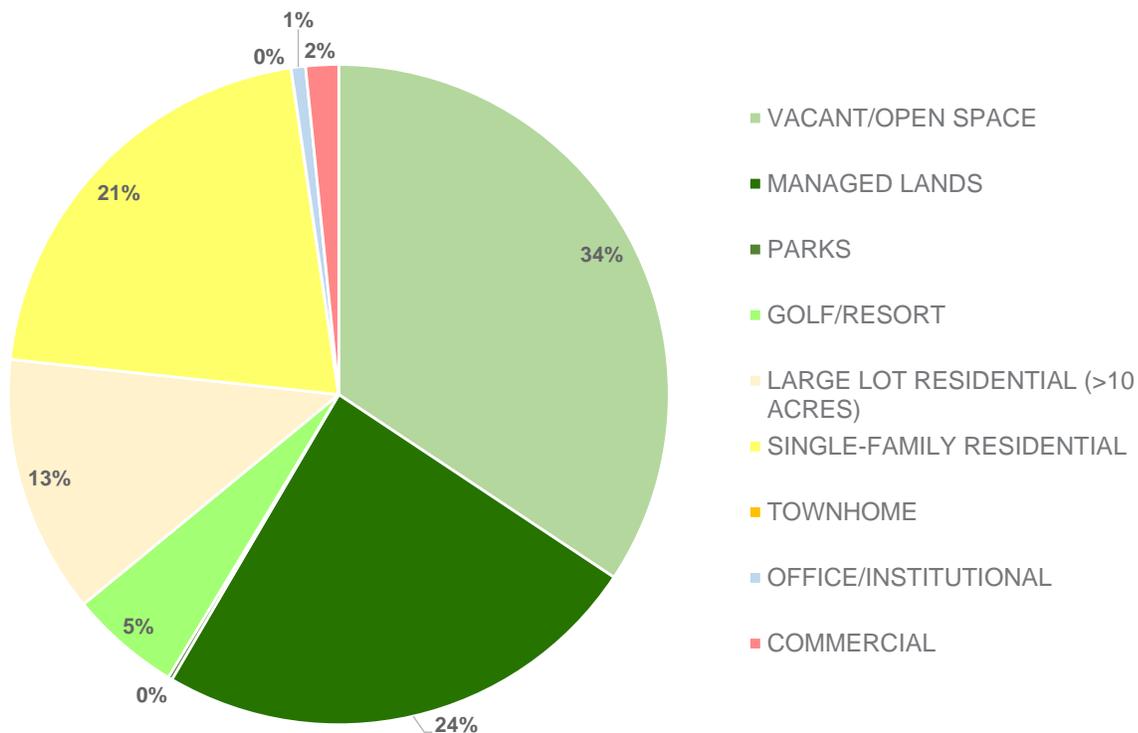


EXISTING LAND USE MAP



Source: Tax Parcel Data and Stewart

EXISTING LAND USE BY SECTOR



Existing land use is summarized above for tax parcels within the Area of Influence shown in the map at the top of the page.

1 Introduction

NATURAL RESOURCES AND OUTDOOR RECREATION

Cashiers is located in the heart of the Blue Ridge Mountains and surrounded by mountain peaks that rise above 4,500 feet. The Village Core is steps away from the headwaters of the Chattooga River, which is one of the longest free-flowing mountain rivers in the Southeast. It serves as the gateway to 3 national forests, Gorges State Park, Panthertown Valley, and the Ellicott Rock Wilderness Area.

Within 5 miles of the village center there are thousands of acres of public land, 24 miles of trout waters and 21 designated natural heritage natural areas (areas that represent the rarest ecosystems and natural communities in the state and beyond). The natural environment brings people to this part of the state and safeguarding water quality and viewsheds while improving access to natural assets will be important to the economic success of the village and the quality of life of current and future residents and visitors.

PARKS AND NATURAL RESOURCE STATS



14,700 ACRES

OF PUBLIC LAND AND CONSERVATION AREAS*

*WITHIN 5 MILES OF CASHIERS

27



ACRES OF COUNTY AND PRIVATELY OWNED PARK LAND

24



MILES OF TROUT WATERS WITHIN 5 MILES

SIDEWALKS, GREENWAYS AND TRAILS

1.4

MILES OF COMPLETE SIDEWALKS AND TRAILS

DESIGNATED NATURAL HERITAGE NATURAL AREAS

21

WITHIN 5 MILES

NATURAL HERITAGE ELEMENT OCCURRENCES

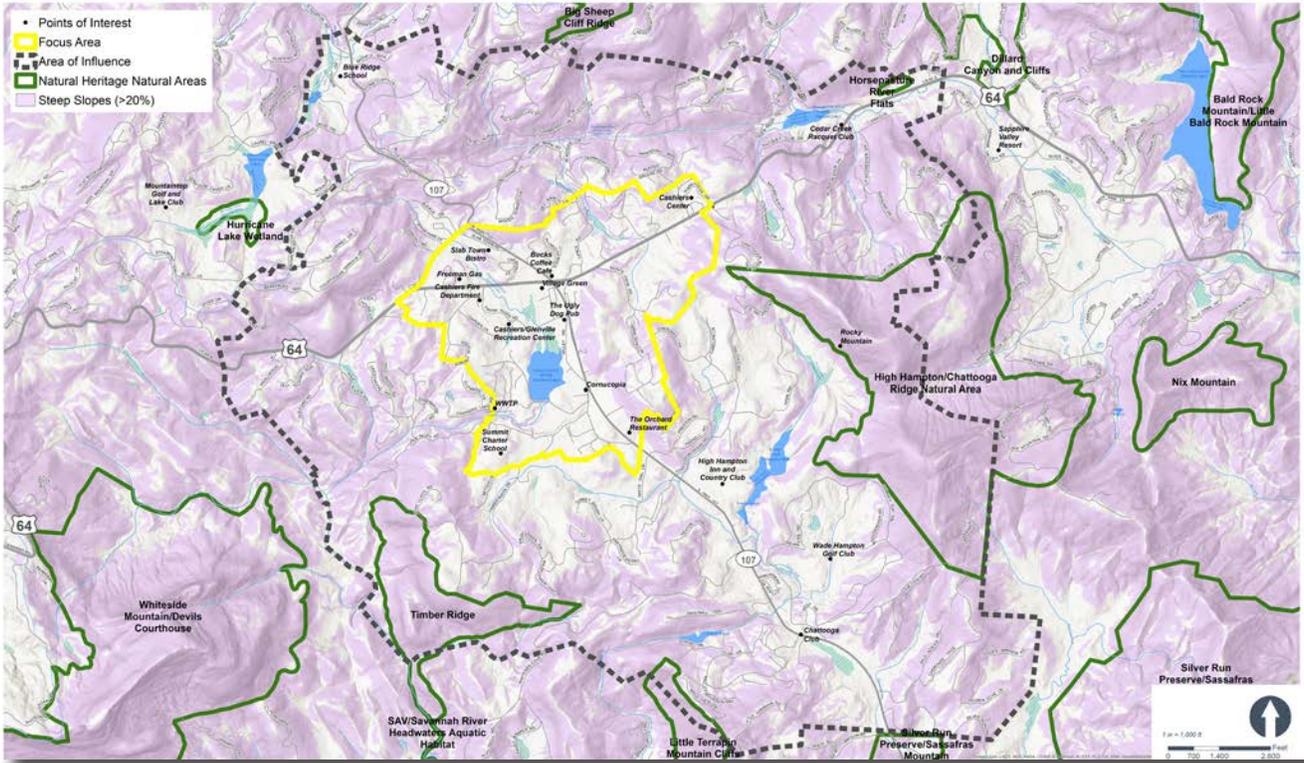
86

NEAR THE STUDY AREA



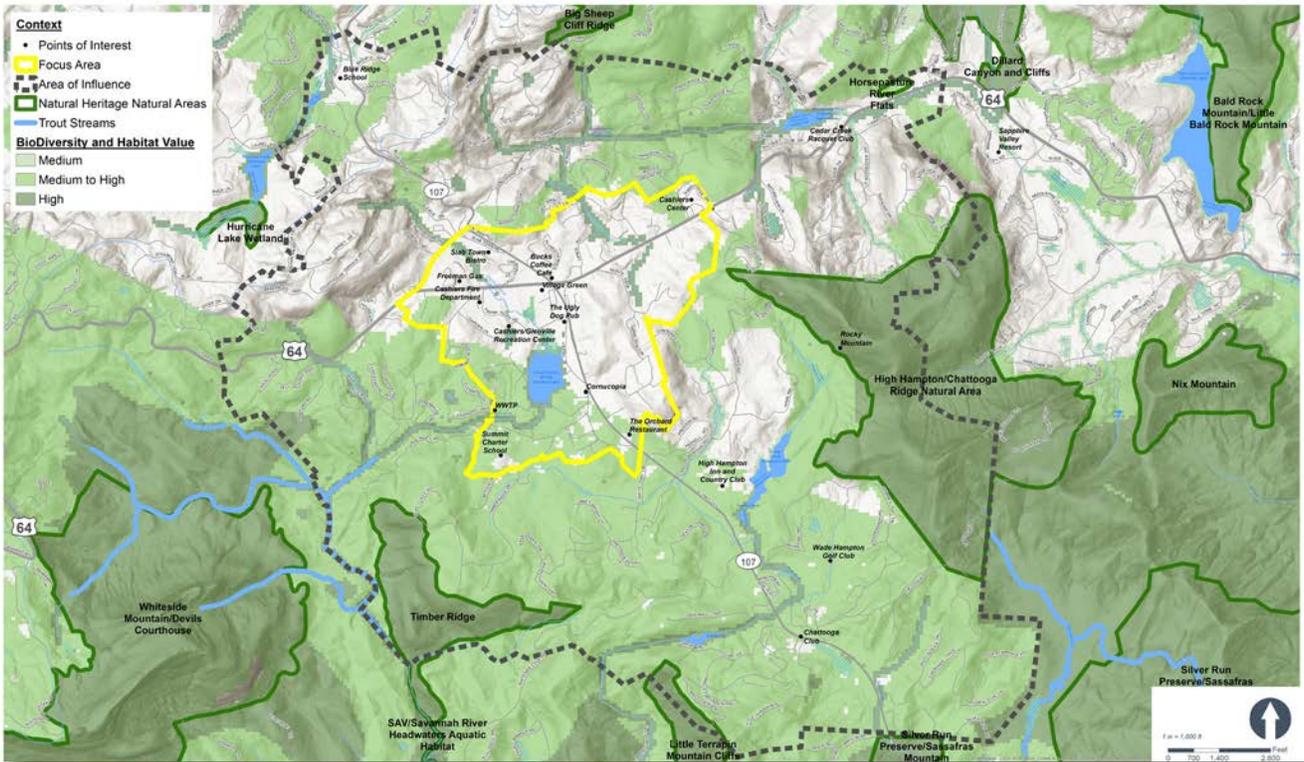
Sources: Statewide Managed Areas Inventory, Conservation Planning Tool

STEEP SLOPE MAP



Sources: Jackson County GIS Data

NATURAL RESOURCE MAP



Sources: Conservation Planning Tool

1 Introduction

ECONOMIC IMPACT OF OUTDOOR RECREATION

Total payroll generated by the tourism industry in 2018 in Jackson County was \$48.52 million by 1800+ employees. Total expenditures reached \$195 million.

TOURISM INCREASES

- 2015 - \$175 MILLION
- 2018 - \$195 MILLION



Source: Jackson County Tourism Development Authority

The Shadow of the Bear east of Cashiers is a draw for tourists (Source: Jackson County Tourism Development Authority)



The public lands surrounding Cashiers are a destination for fly fisherman and are home to rainbow, brown and brook trout. Mountain trout fishing led to an estimated \$383 million in direct spending in NC in 2014. (Image Source: Brookings Anglers, Statistical Source: Mountain Trout Fishing: Economic Impacts & Contributions, NC Wildlife, 2015)

INFRASTRUCTURE AND SERVICES

When infrastructure is considered, most think of wastewater and water utilities, but utilities and services that include trash collection, stormwater and drainage, green infrastructure, broadband, public safety (police, fire) schools and parks are part of the network that are hallmarks of a strong community. Still water and sewer are the two most important for a community to grow.

In April 2018, Tuckaseegee Water and Sewer (TWSA) was able to release an additional 20,000 gpd (gallons per day) of sewer capacity since the construction of a new treatment plant at Horse Pasture River would soon be online in 2020. The new release could serve approximately 80 new residential units, 30,000 sf of service (i.e. restaurants), or 100k sf of retail. Currently, Cashiers' water is supplied by wells. In September 2018, a Preliminary Engineering Report (PER) was released for a Cashiers Water System Consolidation. TWSA will continue to work with Jackson County to identify potential funding sources, service area, and more, as

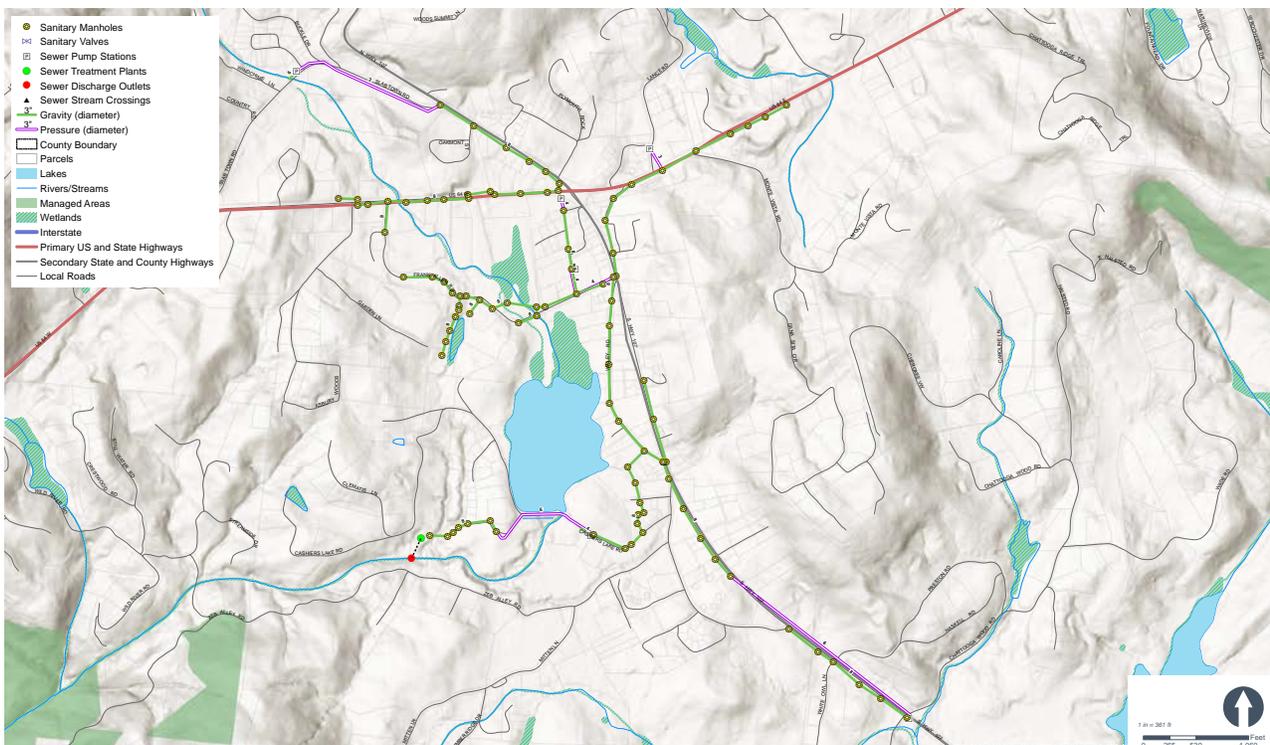
well as hold community meetings regarding developing a public water supply system.

Flooding issues pose a continuing problem on Frank Allen Road in the core of the village. A report prepared in 2015 identifies sedimentation at Cashiers Lake, poorly draining local soils, and lack of stormwater infrastructure as the causes. The report recommends dredging, culvert and road repairs and the use of stormwater control measures to reduce the incidents.

There is broadband along US 64 and NC107, however there are few connections to individual developments, which is more difficult if the utilities are underground. The slow speed or unavailability of high speed fiber/internet (broad band) may negatively impact seasonal home and job growth.

Public safety (robberies) has become an issue especially in the seasonal home communities. Residents desire enhanced deterrents and expanded crime prevention efforts.

TWSA WASTEWATER SERVICE AREA



PUBLIC ENGAGEMENT

LISTEN, ENGAGE, AND COLLABORATE

It was a goal of Jackson County Commissioners to prepare Cashiers Small Area Plan with community input at all levels to maximize transparency and ensure support for implementation. The seven-member Cashiers Planning Council served as the steering committee and met four times throughout the development of the plan to ensure the plan direction was meeting the goals. At times, there were more than 40 members of the public at the regular meeting of the Council to hear about the plan.

More than 400 people in the community had an opportunity to express their opinions as stakeholders, via an online survey, and during a 3-day charrette.

STAKEHOLDER INTERVIEWS

- 1-hour interviews with 5 groups including developers, residential and business owners, real estate professionals, Chamber of Commerce members, county staff, school representatives and economic development professionals
- Individual interviews with a club manager, school personnel, business owners, community leaders and more



Themes from Stakeholder Meetings

The planning process included interviews with a diverse group of stakeholders. Steering committee meetings and open planning council meetings also yielded input. Some of the themes of comments, concerns and ideas include the following:

- Second home buyers and visitors desire a place that has a "there"
- Need to attract younger people (full-time and seasonal residents)
- Don't want to live in a place like Gatlinburg with tourists walking up and down the street. Okay to have fine dining, retail, sidewalks, but do not want big box stores. Can get to those stores within 30 minutes
- Labor force is drawn from down the mountain – approximately 45 minute drive each way. Additional residential development within or near Cashiers could reduce travel times.
- Need to have things right around the center that are fairly dense residential that can support savvy retail. Will end up with mixed-use development at the Crossroads
- Cashiers doesn't need to be like Highlands. It can be a high-end village, beautiful green space and connectivity throughout
- Unique marriage between seasonal and year-round residents
- Current sewer/water infrastructure may limit development

SURVEY:

- 279 people took a 16-question survey available online
- 70% of the people identified themselves as Cashiers residents
- Survey respondents were split down the middle as living in Cashiers more than six months or less than six months per year
- The word cloud at the bottom of the page represents the most frequent responses to the survey question "What do you value most about Cashiers?"

279 respondents took the online survey in June 2018

CHARRETTE

- The County hosted a three-day charrette (intensive planning and design workshop) at the Cashiers-Glenville Recreation Center. The public was welcome to drop in during several open studio times, and during two open house format meetings from June 4-6. At the meetings, the project team listened to concerns and ideas, gathered input on visual preferences for community assets, and then were able to see a

presentation of work in progress

The workshop provided an opportunity for attendees to indicate preference for visual images in six topic areas (page 25). The images shown on page 25 received the highest number of votes.

On the last day, proposed concept scenarios for Cashiers were presented to the Community Planning Council at an open meeting. Key themes heard during the stakeholder interviews, steering committee meetings, and at the charrette echoed those from the 2009 *Mountain Landscapes Initiative* and included:

- Desire for a connected community
- Additional density desired in the Village core
- Lack of housing options in the Village (workforce and market rate)
- Regulations that limit the variety of architectural styles
- Visual and/or physical connectivity to privately-owned Cashiers Lake
- Residential development not addressed in the two Cashiers regulated Districts

Cashiers quiet beauty quaintness village mountain shops
 weather small quaint people small town feel
 friendly Village Green feel area small town friendliness
 community restaurants

When asked what do you value most about the Village, participants in the survey responded with the above answers.

1 Introduction

char·rette

/SHəˈret/ 

noun NORTH AMERICAN

a meeting in which all stakeholders in a project attempt to resolve conflicts and map solutions.

"...public spaces should reflect the 'feel' of Cashiers"

- From Charrette discussion



CASHIERS SMALL AREA PLAN Design Charrette

What:
Community Planning & Design Workshop
Open to the public to provide input on what Cashiers should include in a small area plan

Where:
Cashiers/Glenville Recreation Department
355 Frank Allen Road
Cashiers, NC 28717

Contact Us:
Caroline Edmonds, Jackson Co Project Manager
carolineedmonds@jacksonnc.org
828.631.2283

Jackie Turner, Project Manager, Stewart
jturner@stewartinc.com
919.866.4719

JUNE 4-6, 2018
Charrette Schedule

June 4 th 5pm-8pm	Public Open House
June 5 th 9am-3pm	Open Studio
June 5 th 5pm-8pm	Public Open House
June 6 th 9am-11am	Open Studio

char·rette
(SHəˈret)
a meeting in which all stakeholders in a project attempt to resolve conflicts and map solutions.

What's Your Vision?

Jackson County is creating a Small Area Plan to guide future growth and development in the Village of Cashiers and to further enhance the quality of life. Your input will shape the vision, goals, and recommend realistic steps for implementation. See it unfold before your eyes in this interactive experience.

For more information, visit the project website
<https://www.planning.jacksonnc.org/cashiers-small-area-plan>

Children welcome & light refreshments served!



Charrette participation in "Keep, Toss, Create" activity.

A lot of discussion revolved around the crossroads and how to improve pedestrian safety and traffic flow



VISUAL PREFERENCE RESULTS

Community character and the aesthetics of existing and new development were themes repeated during stakeholder interviews and steering committee meetings. During the 3-day charrette, attendees were asked to participate in a visual preference activity by placing a dot next to their preferred image in each of six categories. The favored selections provided guidance for the concepts in Chapter 5 and will influence updates to the Cashiers Commercial Area Regulated Districts. The images to the right received the highest number of votes.

Village Core Design



Signage



Transportation



One of three boards for the visual preference activity.



Workforce Housing



Public Art

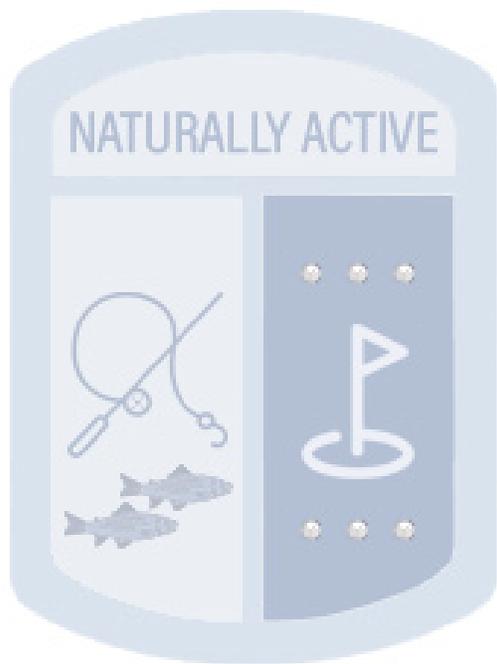


Source Web: Visit SanAntonio.com



VISION & GOALS 2

The purpose of a vision is to inspire.
A goal without a plan is just a wish.



Typically, local government officials make informed land use and development decisions about a community's resources based on its vision and goals. Jackson County's Board of Commissioners will be guided by the goals and policies developed as a part of the Small Area Plan and incorporated into the County's Comprehensive Plan. The Cashiers Community Planning Council will be guided as leaders and stewards of the land for development and design.

“Make Cashiers into a year-round destination”

- from "A Cashiers Vision A Year Round Destination"

V

A VISION FOR CASHIERS

People who love Cashiers envision a vibrant year-round destination refreshed and connected, attracting a new generation of visitors to live, work, and play. The experience will be influenced by the mountain plateau's setting, heritage, and culture.

GOALS AND OBJECTIVES

1 BE TRUE TO PLACE. BY HONORING THE HISTORY, HERITAGE, AND AUTHENTICITY OF CASHIERS' VILLAGE CHARACTER.

- *Honor the history, heritage, and authenticity of Cashier' village character through design of the built environment*
- *Ensure scale and pace of growth are compatible with the character of Cashiers*

2 CREATE A YEAR-ROUND VIBRANT VILLAGE.

- *Create a destination by increasing activity, growth and density in key areas*
- *Encourage workforce development, commerce and industry that extends the shoulder season (time before Memorial Day and after Labor Day for seasonal residents) and contributes to the local economy.*
- *Increase housing diversity to appeal to a broader demographic including young families and older adults.*

3 PROMOTE AND ENHANCE THE AREA'S NATURAL RESOURCES.

- *Create a network of trails and open space*
- *New development should connect people to nature, the outdoors and respect the natural environment*
- *Take advantage of economic opportunities (branding and tourism)*
- *Embrace our location in the heart of the Blue Ridge and a gateway to wilderness and outdoor recreation in the broader region*

4 IMPROVE PHYSICAL AND SOCIAL CONNECTIVITY.

- *Improve transportation connectivity to benefit motorists, emergency response and support a healthy, active lifestyle*
- *Promote social connections through the design and programming of places*
- *Increase wellness options and access to healthcare services in Cashiers*
- *Enhance broadband infrastructure to support daily life*
- *Improve public safety through coordinated governmental and community-based efforts*

5 STRENGTHEN COLLABORATION BETWEEN GOVERNMENTAL, NON-PROFIT, AND CIVIC ORGANIZATIONS.

- *Coordinate efforts of community leaders (Community Planning Council, Chamber of Commerce, Leadership Forum, etc.) for implementation of priorities*
- *Leverage local and state resources to address key infrastructure, housing, and transportation improvements*

RELATIONSHIP TO PREVIOUS PLANS

Prior to developing goals for this Small Area Plan for Cashiers, goals and policies from relevant plans were evaluated and reconfirmed. Plans reviewed included:

- Mountain Landscapes Initiative Tool Box (2007-08)
- Cashiers Commercial Area Land Development Ordinance (2009)
- Jackson County Land Use Plan 2040 (2017)
- Jackson County Greenways Project – Comprehensive Master Plan (2009)
- Jackson County Comprehensive Transportation Plan (2017)
- Cashiers Transportation Priority Plan (2012)

During the June 2018 charrette, attendees participated in an exercise placing dots to reconfirm the relevance and prioritize goals and policies from the *2027 Cashiers Crossroads Plan created in 2007-2008*.

Eight of the MLI initiatives received a significant percentage of the votes. Listed in order from highest number of votes:

- Establish a village council and “Mayor” to provide oversight and leadership
- Connect the various businesses and activities along the highways and future secondary streets
- Establish a community wide bicycle network that centers on the Crossroads and connects neighborhoods
- Encourage a range of affordable housing types for both full-time and seasonal worker
- Complete an expansion of the Village trail network
- Develop a comprehensive water and sewer plan for providing services to Cashiers
- Create a stormwater master plan
- Buildings should be oriented to the street or a pedestrian path to encourage walkability



VILLAGE FRAMEWORK

3

This chapter includes a land use framework plan, policies and recommendations by topic area that describe a potential future development pattern and key physical improvements that are meant to balance current and future needs.



Highlights from the framework plan recommendations include:

- A land use framework plan that builds on the vision of a year-round mixed-use village core and logical transitions
- Transportation recommendations that include key connections and the creation of an active transportation network
- Infrastructure strategies to address current needs and provide a solid foundation for the future
- Recommendations for increasing the diversity of housing types to accommodate the variety of lifestyles
- Parks and natural resource recommendations that protect unique assets and connect residents and visitors to landscape and place

LAND USE

LAND USE FRAMEWORK PLAN

The Land Use Framework Plan goes a step further than previous planning efforts and provides a guide for growth and redevelopment that extends beyond the current zoning districts that follow commercial corridors. The plan and associated policies acknowledge community input gathered during the planning process through stakeholder interviews, a three-day long charrette and public survey. The framework plan acknowledges a desire to maintain the character of Cashiers by promoting a traditional village form and maintaining the existing and unique charm of this mountain plateau community while accommodating growth and evolution. It also takes advantage of opportunities to expand activity centered around the congested crossroads to beyond the core to the gateways that provide a sense of arrival in Cashiers and to transition areas along corridors to improve visual consistency.

Seven districts, described below and illustrated in the conceptual diagram on the next page, have distinct characteristics that are reinforced with policies and recommendations later in this chapter and in Chapter 4.

CHARACTER AREAS

Village Core

This area is meant to be the heart of Cashiers. Small to medium-scale building footprints with active street fronts hold a variety of uses that include retail, restaurants, residential, lodging, and civic. Short block lengths, connected pedestrian paths and shared parking lots serve businesses. A mix of residential housing is framed by green space.

Gateways

Infill and redevelopment that preserves and reinforces the character of Cashiers is encouraged in the Gateway areas. Reduced setbacks, parking location, and design criteria create a sense of arrival. Larger buildings are more appropriate here than in the Village Core.

Lakeside

Integrating new development sensitively into the landscape while increasing activity and connecting to the Village Core on the northern part of the lake is a priority here. Improved visual and pedestrian connections to the lake and points south in cooperation with private owners are also opportunities.

Transition

Transition areas occur between the Village Core, Gateways and Residential areas. They add visual consistency to the main corridors and have small to medium-size buildings that are compatible with adjacent development.

Residential

These areas are mostly residential in character and scale. Tree canopy and sensitive environmental features are preserved. Some resort and civic uses are appropriate.

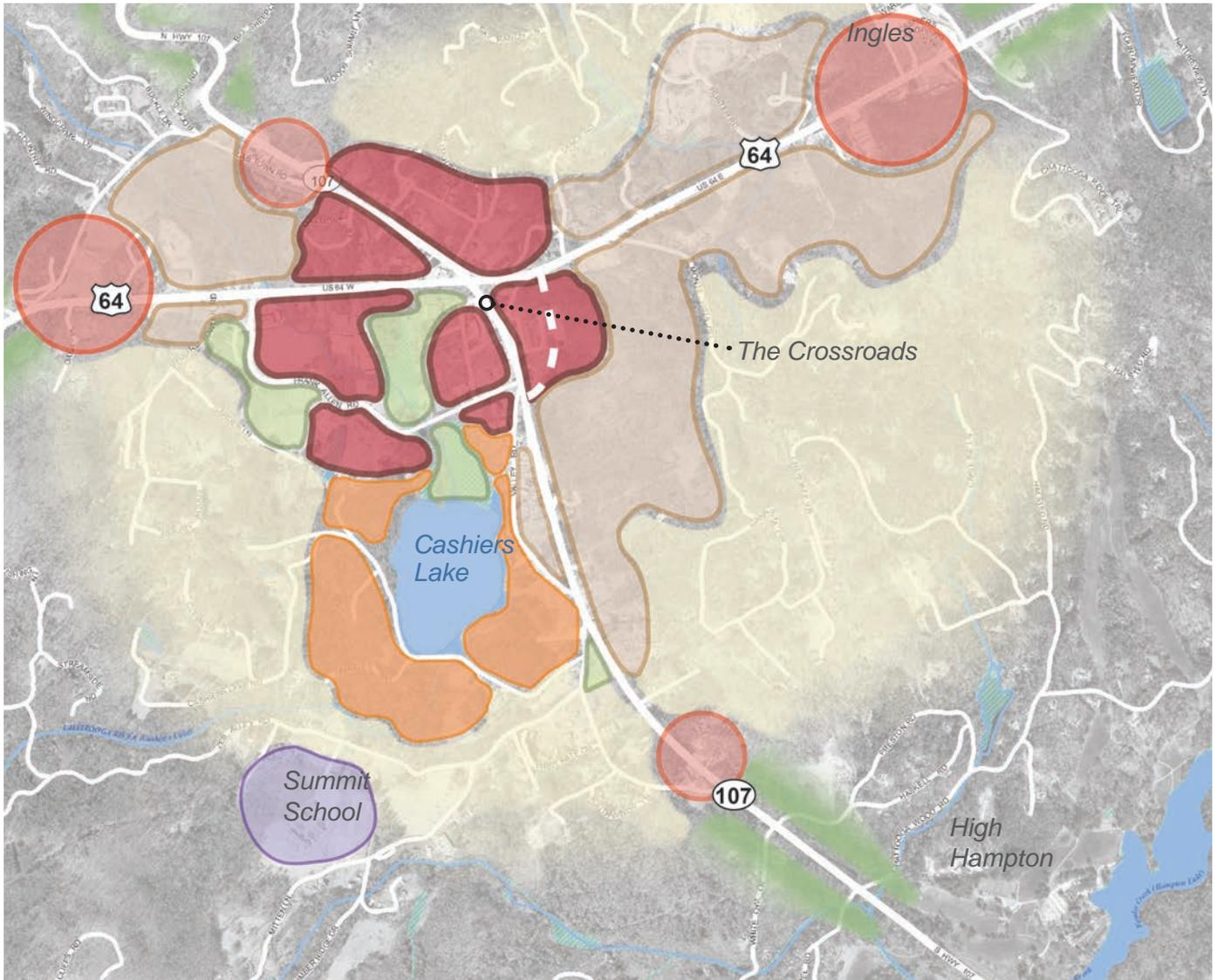
Parks and Open Space

The Village Green and the Cashier's Glenville Recreation Center make up the majority of this area. These uses and the wetlands on the northern part of Cashiers Lake offer green breaks in the village form.

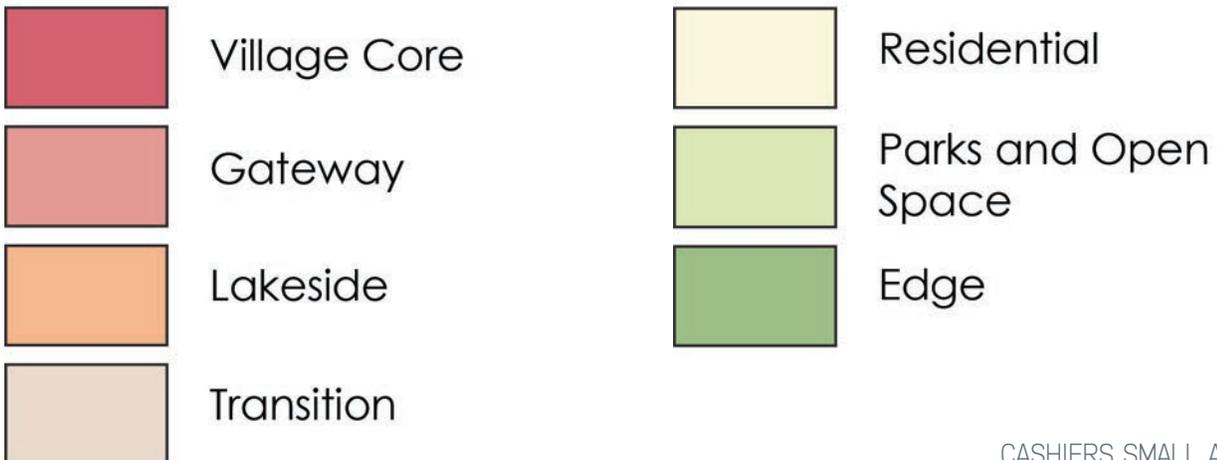
Edges

The edges of a village are as important as the center. Improved aesthetic and open space requirements on key corridors outside of Cashiers are needed. Requiring tree protection along the perimeter, landscaping, and site design that create a defined edge and protect viewsheds help better define the village.

CASHIERS AREA LAND USE FRAMEWORK PLAN



Legend



RECOMMENDATIONS - LAND USE AND DEVELOPMENT

LU-1: Activate and expand the Village Core

- Allow for a broad range of activities and land uses to help create a vibrant center
- Extend activity west along NC 107 and to the east along the proposed connector street between NC 107 and US 64 by encouraging active uses fronting streets and consistent design guidelines
- Encourage businesses to partner and develop shared parking solutions
- Encourage new residential development in the Village Core that includes cottage

The future of the Village of Cashiers will be defined by its center. It is here that connections are made over a cup of coffee. Boutiques draw in visitors from the entire region. Events on the green and regular visits to the recreation center create memories and healthy habits. Embracing the need for Cashiers to function as an economic and social center for the greater region and creating opportunities for people to live, shop, and recreate in the center will be key.

homes, multi-story mixed use buildings with residential above active uses and townhomes and condos on well located sites

LU-2: Encourage a compact form of development in the Village Core.

- Buffers and screening should be required only between dissimilar uses
- Encourage short blocks, small building footprints, and pedestrian pathways in new development
- Encourage multiple stories in new buildings

LU-3: Encourage pedestrian-oriented design.

- Orient buildings to the street and pedestrian facilities

Current regulations limit building height to 30 feet which could limit the potential for the Village Core.



New development in the Village Core should emphasize multi-story buildings, landscaped pedestrian walks and active store fronts like the photo above from Downtown Aspen, Colorado. (Image Source: www.aspenrecreation.com)

- Allow limited parking in front of buildings facing public rights-of way
- Consider build-to lines (maximum setbacks) to activate the areas adjacent to streets
- Require pedestrian connections between compatible uses
- Consider modifications to road standards; private roads may be supportive of this strategy. Alleys, on-street parking and small curb radii contribute to pedestrian safety and comfort
- Consider reducing parking requirements. If implemented in tandem with shared parking solutions and pedestrian improvements, this could facilitate more “park once” visits

LU-4: Support village character with architectural design guidelines and/or standards

- Encourage transparency (windows) and variation for facades that face public rights of ways
- Emphasize natural materials and utilize common details found throughout the community
- Consider providing flexibility in color of buildings especially in the Village Core
- Encourage architectural styles that honor historic patterns (i.e. lap siding, white trim, timber frame construction, pitched roofs, stone, rafter tails, etc.)

LU-5: Create activity on the street and sidewalk level

- Encourage active uses on the ground floor of buildings including retail and restaurants, while encouraging offices and residential on second floors
- Encourage patio dining, plazas and common areas
- Consider opportunities for pedestrian scale art installations

LU-6: Encourage development design in gateways that creates or preserves a sense of arrival

- Eastern and Western Gateways:
 - Encourage infill development and redevelopment
 - Allow for multi-story mixed use and condo buildings
 - Incorporate elements of village character through the use of architectural detail, materials, and landscaping
 - Consider art installation within the right-of-way or as part of a plaza or amenity space in new development or redevelopment in the vicinity of the eastern gateway.
- Northern Southern Gateways:
 - Ensure compatibility with the scale and character of existing development (i.e. Cornucopia) and natural surroundings
 - Consider safety improvements in the vicinity of Cashiers School Road and NC 107
 - Partner to maintain and enhance McKinney Meadows
 - Continue removal of invasive plants



Cornucopia is close to the street and boasts deep green color with white trim and red door. Current regulations may discourage this type "village style" building design and layout.

CURRENT REGULATIONS

Land use regulations are used to shape development on the ground. At times, the language has unintended consequences and may constrain the village's desired vision.

In 2004, Jackson County created zoning regulations for the Cashiers area. The zoning applied only to commercial development and was designated the Cashiers Commercial Area Land Development Regulated District. The County created two districts, Village Center (VC) and General Commercial (GC)

as shown in the figure below. Portions of the Regulated District were amended in 2009, and as recently as 2015.

Consensus during the small area planning process was that some current ordinance standards should be updated. An assessment of the Regulated District reveals several standards that better serve traditional suburban-style highway-oriented development. Updates to the existing zoning ordinance could be made to encourage a development pattern and design that is more supportive of the vision in this Plan.

RECOMMENDED REGULATED DISTRICT UDO UPDATES

- Create greater distinctions between the two commercial districts
- Permit horizontal and vertical mixed-use development that is consistent with desired village character
- For a proposed village form, eliminate bufferyard requirements in the VC District and reduce the requirement in the GC District
- Reduce or eliminate side and rear setbacks in the VC District
- This is most important near adjacent vacant lots that are appropriate for mixed use or commercial development
- Modifying the flexible standards option to allow for greater deviations on setbacks could also address this
- Establish a built-to line or maximum setback for Gateway areas.
- Current 20ft setback may result in suburban style development.
- Permit and establish standards for a variety of non-single family residential housing types in both the VC and GC districts
- Increase the maximum height from 30 feet to accommodate 3-4 story structures with steep gables in the Village Center and 3-4 story structures with stepbacks in Gateways
- Consider a maximum floor to area ratio (FAR) and/or revising maximum square footage thresholds for commercial and mixed use buildings. A FAR maximum of 1.5 or square footage maximum of 8,500 sqft could be implemented in tandem with other design controls to reinforce the Village Core.
- Encourage consolidation of points of access from main roads to reduce congestion caused by turning movements. The addition of new connectors may help provide alternative access and requiring cross-access easements may reduce the need for automobiles to go on to the highway to access a nearby business
- Require pedestrian facilities across the frontage and from the right-of-way to business entrances and require bicycle parking
- Consider prohibiting some uses currently permitted that do not further the goals of the district e.g. car wash, self-storage facility, drive-through facility
- Provide broader flexibility in color choice
- Required parking minimum ratios could be reduced and parking maximums added to minimize impervious surface
- The height and area of signs for individual or multi-tenant uses should be reduced

VILLAGE HOUSING



OVERVIEW

One measure of quality of life is where and how we live. The quality and diversity of housing and neighborhoods extends to the quality and diversity of residents. Housing in Cashiers is primarily single-family detached and owner-occupied and second homes represent a high proportion of the housing stock.

The village lacks many high quality, multifamily, apartment, condominium, townhome or loft-style housing options. Many of these options are known as the "missing middle". Missing Middle refers to development types on smaller lots or in attached forms, that may be clustered around greenspace or integrated into walkable neighborhoods. Alternatives to large lot single family homes may provide more modestly priced housing options for the Cashiers workforce, many of whom at present commute long distances for work in Cashiers. In addition these housing types may appeal to baby boomers and younger families looking for a low maintenance second home option.

The Village center is an ideal location to create these smaller scale housing alternatives. The development would increase density, walkability, and vibrancy by adding to the commercially dominated area. Missing middle housing is also appropriate for other areas of Cashiers not in the core. Though the scale may change, the form and principles of design remain. The challenge will be to amend the regulated districts to allow flexibility in housing types where it is appropriate.

RECOMMENDATIONS

VH-1: Encourage missing middle housing types in one or more regulated districts

- Allow multifamily uses greater than the currently permitted two units per parcel
- Consider second-story residential in mixed-use development, townhome, and bungalow court-style development in both districts
- Focus new regulations on ensuring compatibility with the existing development
- Minimum lot sizes in the GC zoning district are currently 50 ft which may be prohibitive. Alley-loaded bungalows or cottage homes oriented around a shared greenspace may be appropriate in some areas

VH-2: Make allowances for different housing types on varying lot sizes the approval of which could be contingent on property size or proposed site design

VH-3: Partner with existing entities or create a housing trust to increase housing choice within and/or surrounding Cashiers.

- Provide representation on the new Jackson County Housing Committee to identify sites for small-scale infill housing
- A housing trust or non-profit such as Mountain Projects can take the lead landbanking, creating a housing trust fund and other measures to bring affordable/workforce units online

Workforce housing can refer to any form of housing, including ownership of single or multi-family homes, as well as occupation of rental units. Workforce housing is generally understood to mean affordable housing for households with earned income that is insufficient to secure quality housing in reasonable proximity to the workplace. Source: Wikipedia



A pocket neighborhood in Langley, Washington includes cottage homes oriented around a shared green. This type of development could fit well into the existing character of Cashiers and also appeal to a broader demographic looking for low-maintenance seasonal homes or less expensive "missing middle" housing. (Image Source: Wikimedia Commons)

PARKS AND NATURAL RESOURCES



OVERVIEW

The natural environment has drawn people to Cashiers for generations. Cherokee and Creek Indians called the plateau home first. The first white settlers claimed space on the plateau in the 1800s. Vacationers began flocking to the area over a century ago for the clean air and hunting forays. Lodges and clubs provided a home away from home in rustic accommodations in a bucolic setting. It is a lot easier to get to Cashiers today than it was when the tradition of vacationing in the area began, but the reasons for visiting or living here remain similar. Clear blue skies are framed by ridgelines of fir trees and crystal clear waters teeming with trout descend from the mountain in every direction.

Cashiers is positioned in the heart of the Blue Ridge mountains and has the ability to capitalize on this location and be both a basecamp for tourists and a vital social and commercial center for the greater region. It also provides a quality of life for year-round and seasonal residents that draws from the unique village atmosphere. Within a few minutes walk from the crossroads you can find yourself walking along the Village Ramble, an informal trail, that loops through mature forest, retail areas and even traverses a highland bog near the Village Green.

Preserving the aspects of place that people hold dear is a priority for residents that attended meetings during the development of this plan. Recommendations in this section honor that priority and are meant to protect the visual and ecological integrity of the surrounding landscape and encourage site design that is respectful of natural assets.

RECOMMENDATIONS

OS-1: In Village Center and Gateways encourage outdoor amenity space in the form of plazas, patios and common greens.

- Places to experience the outdoors can soften the built environment and allow residents and visitors to enjoy the mountain setting.
- Consider a density bonus or increase in the threshold for a special use permit for public space or other amenities

OS-2: In Transition and Residential areas and on Edges encourage integrated open space as part of new development.

- Open space should be balanced between formal (improved) open space and passive (preserved) areas
- The percentage of active or formal open space should be larger in areas near the Village Core or other activity centers and the areas of passive open space (with minimal improvements except for trails and other minimally invasive features) should increase away from activity centers.

OS-3: Protect water quality, views and increase visual and/or physical connectivity to Cashiers Lake

- Protect water quality in the lake
- Preserve signature views from existing development while accommodating new growth
- Partner with land owners to increase access (physical and/or visual) to the lake and study the feasibility of a boardwalk on the northeast side

OS-4: Capitalize on and connect to existing parks and trails

- Orient open space and amenities toward the Village Ramble and Village Green and make pedestrian connections to these assets

OS-5: Protect views by regulating impacts of new development.

- Continue to require "Dark Sky" lighting
- Continue to balance aesthetics, development and safety. Limit development on steep slopes and protect secondary and primary ridgelines.
- Secondary ridgelines: New structures should not breach treeline
- Primary ridgelines: New structures should be well below treeline

OS-6: Partner to preserve land adjacent to Cashiers and improve public access opportunities.

- There are 14,700 acres of public land and conservation areas within 5 miles of Cashiers, but significant drives are necessary to access many of these assets. Creating new opportunities for hiking and other activities with minimal impact on existing conservation lands closer-in can add to the diversity of recreational opportunities and increase quality of life for residents and the attractiveness of Cashiers.
- There are 5,300 acres of vacant and underutilized land near the village, and a long-term goal could be to preserve 40% of the undeveloped land as open space through permanent protection or reservation for public or private open space in new development

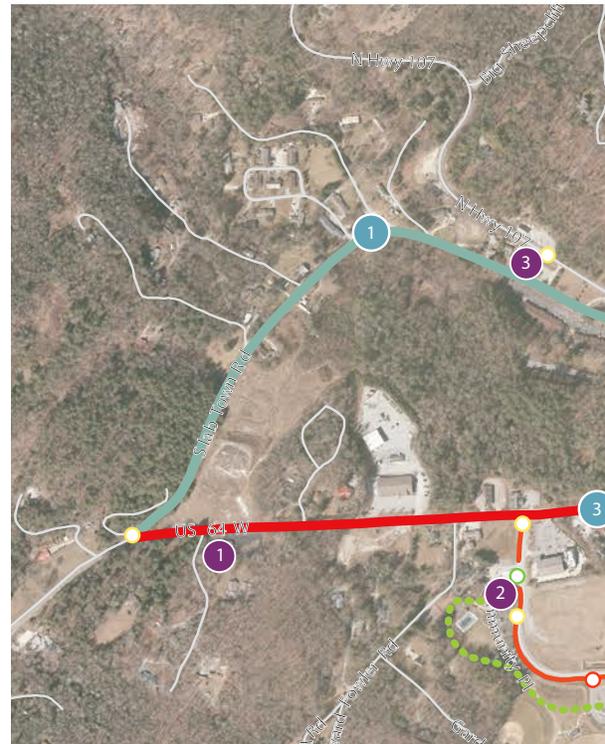
OS-7: Market the greater Cashiers region

- Market the village of the Cashiers as a destination and the surrounding recreational destinations together



Cashiers Lake is a jewel of the plateau and is a defining feature in the landscape. Current owners have no plans to provide public access.

CONNECTIVITY



ROAD & CROSSING TREATMENTS

- Existing Marked Crossing
- New Marked Crossing
- Improve Existing Marked Crossing

OFF-ROAD ACTIVE TRANSPORTATION TREATMENTS

- ⋯ Village Ramble Path A
- Summit Connector B
- Cashiers Lake Traverse C D
- High Hampton Connector F

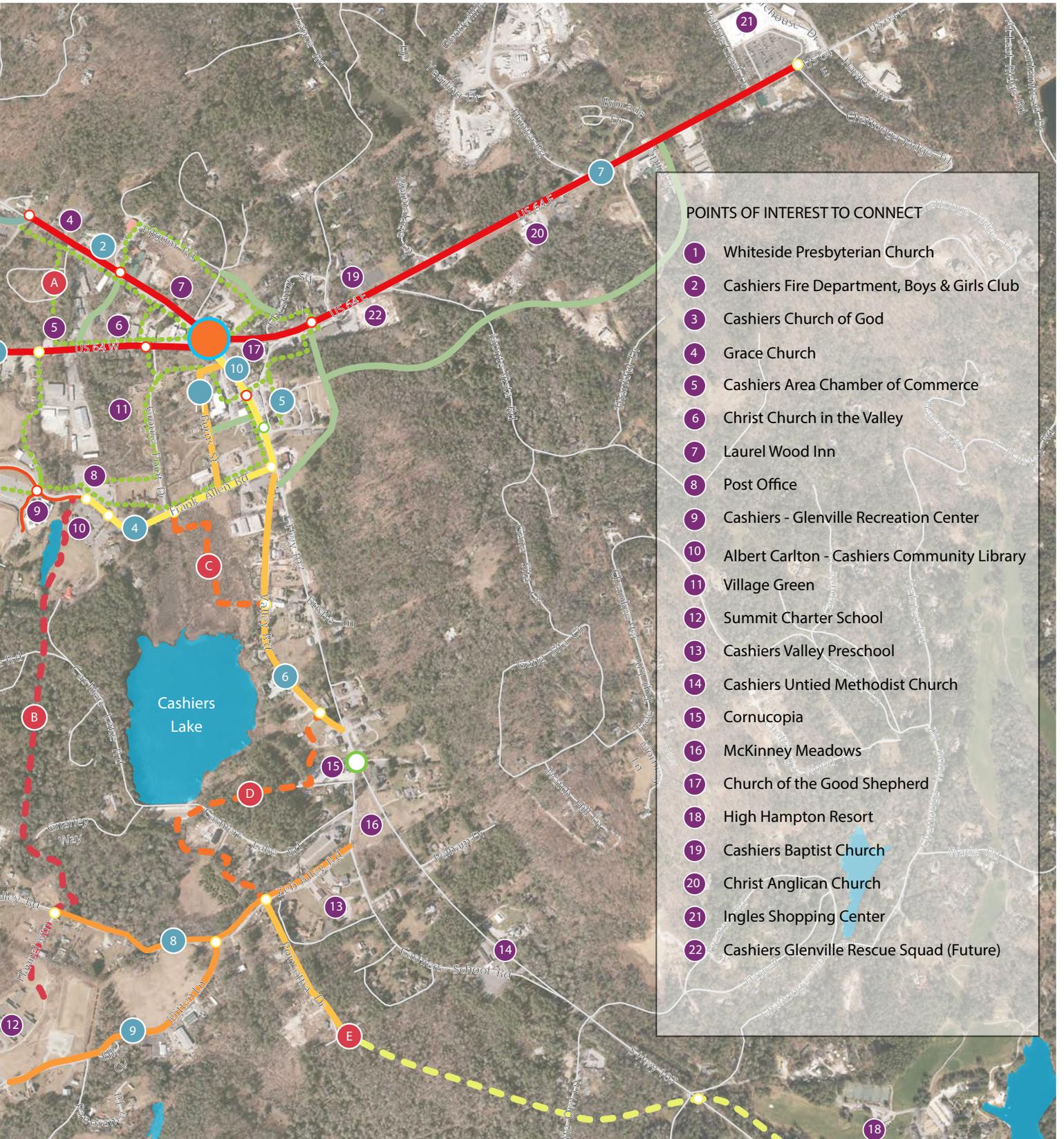
ON-ROAD ACTIVE TRANSPORTATION TREATMENTS

- Bicycle Lane 1
- New Sidewalk 4 10
- Separated Facility With Buffer 2 3 7
- Yield Roadway / Shared Street 5 6 1
- Sidepath Along Road 8 9
- Existing Sidewalk

ROADWAY IMPROVEMENTS

- Cashiers Crossroads Improvement Project
- New Road With Private Development

TRANSPORTATION RECOMMENDATIONS



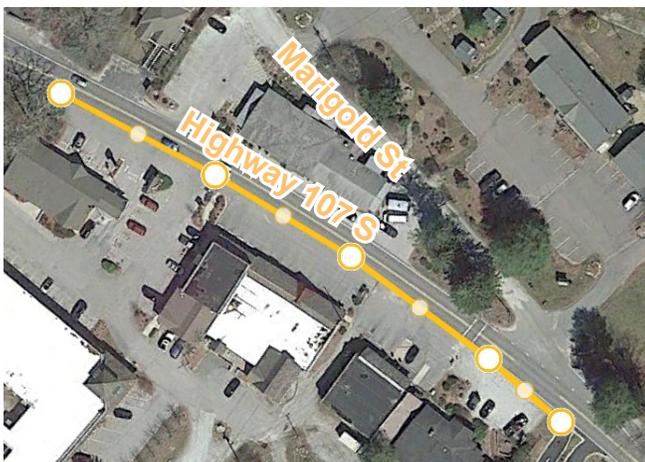
- POINTS OF INTEREST TO CONNECT**
- 1 Whiteside Presbyterian Church
 - 2 Cashiers Fire Department, Boys & Girls Club
 - 3 Cashiers Church of God
 - 4 Grace Church
 - 5 Cashiers Area Chamber of Commerce
 - 6 Christ Church in the Valley
 - 7 Laurel Wood Inn
 - 8 Post Office
 - 9 Cashiers - Glenville Recreation Center
 - 10 Albert Carlton - Cashiers Community Library
 - 11 Village Green
 - 12 Summit Charter School
 - 13 Cashiers Valley Preschool
 - 14 Cashiers United Methodist Church
 - 15 Cornucopia
 - 16 McKinney Meadows
 - 17 Church of the Good Shepherd
 - 18 High Hampton Resort
 - 19 Cashiers Baptist Church
 - 20 Christ Anglican Church
 - 21 Ingles Shopping Center
 - 22 Cashiers Glenville Rescue Squad (Future)

OVERVIEW

Throughout the Cashiers Small Area Planning Process, one consistent theme named by the community was the need for greater Village connectivity for motorists, pedestrians and bicyclists. Survey results and qualitative data consistently indicate a strong preference for improved pedestrian facilities and increased connections. People want to walk from place to place throughout the Village but often do not feel safe doing so.

In addition to the expressed need for an active transportation network, the community identified the Cashiers Crossroad Intersection Project (and possible alternatives), connectivity improvements, a small number of on-road improvement, new off-road connections and street crossing improvement projects that would improve one's ability to navigate through the Village.

What follows are a summary of recommendations to improve the overall network in Cashiers with an emphasis on improving the environment for pedestrians. For more in-depth contextual information, roadway characteristics and considerations for forming the recommendations, see the Appendix.



Lack of definition between driveways and roadway along this 477 foot long stretch of Hwy 107 S makes for an uncomfortable pedestrian environment.

CASHIERS CROSSROADS

The Cashiers Planning Council has voted that the Cashiers Crossroads Improvement Project (CCIP) continue to work its way through the NCDOT planning and funding process. The Village Planning Council, in close partnership with the Jackson County Board of Commissioners, should remain actively engaged in the NCDOT planning process that results in improvements that meet the community priorities. The result should be an improved intersection that prioritizes pedestrian safety, efficiency and aesthetic design.

NEW CONNECTOR ROADS

It is recommended that Cashiers continue increasing the connectivity of its roadway network to improve mobility throughout the study area. Recommended new location connectors are shown in the map on page 43. This can be done through updates to the Unified Development ordinance that encourage property developers to partner with NCDOT to create or enhance "complete street" connector roads.

The concept of new roads is not without drawbacks and challenges. Most communities are able to construct or improve connecting roads because they are incorporated municipalities that own and manage a roadway network and have local tax dollars to fund projects. All public roadways in Cashiers are managed by NCDOT and therefore fall under NCDOT prioritization and funding; increased connectivity alone is not reason enough to score points to receive NCDOT project funding. Therefore, connecting roads will need to occur through a public/private partnership as property is developed or redeveloped.

INTERSECTION OF CASHIERS SCHOOL ROAD AND HIGHWAY 107 SOUTH

Improve the intersection to alleviate issues with sight distances from Cashiers School Road parking lot access to Cornucopia Restaurant, and the increased school traffic that will result when Summit Charter School increases its student enrollment in high school grade levels as planned between 2018 and 2022.

The resulting intersection improvements also have the potential to increase activation of McKinney Meadow, a small triangular park protected by the Village Conservancy. Enhanced access and parking would facilitate activation.

"A master plan needs to be drawn up and implemented that solves vehicular/pedestrian traffic"

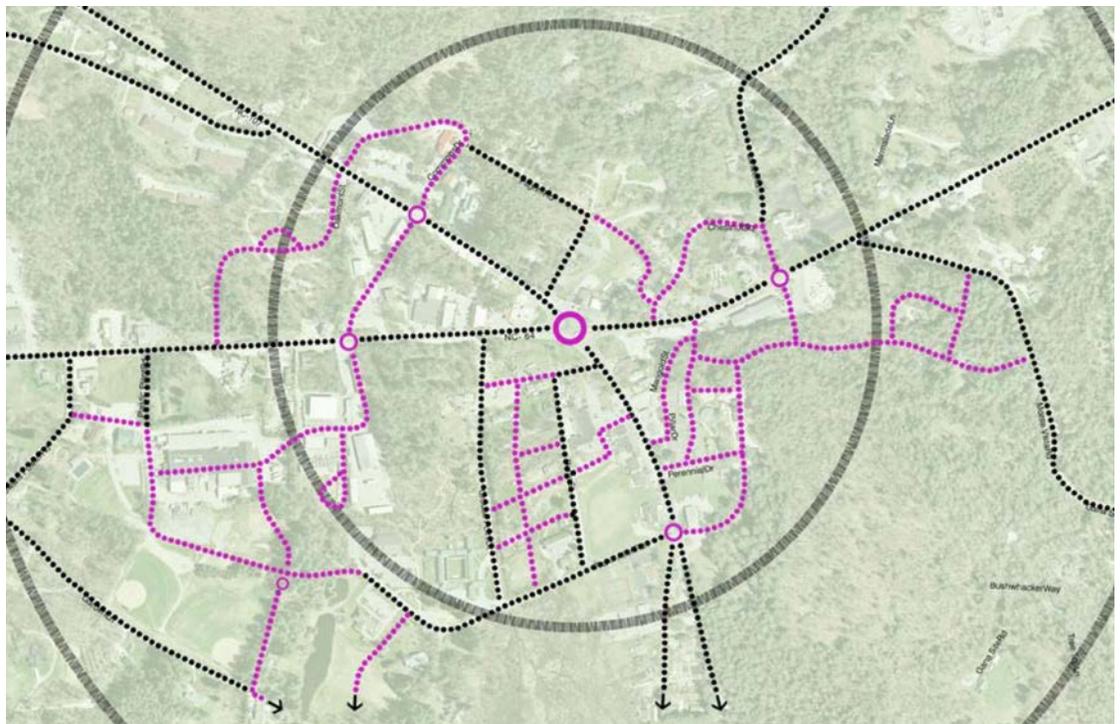
- Quote from online survey

TOP PRIORITIES for the Cashiers Crossroads Improvement Project are: (1) pedestrian safety, (2) efficiency for moving motor vehicles and (3) a design that adds to the character of the community.



INCREASED CONNECTIVITY

The road connections shown on page 43 have been refined from recommendations in the Mountain Landscapes Initiative in 2008 (included to the right). These connectors can help alleviate traffic congestion at major intersections, improve vehicle distribution, improve emergency vehicle response time, and result in a safer and more attractive network for walking and biking.



ACTIVE TRANSPORTATION NETWORK

There is a need and desire to make travel safer and more active in Cashiers. The following recommendations are given as a means for Cashiers to support safe, comfortable, and active travel for people of all ages and abilities. They are divided into on-road improvements, off-road improvements such as greenways and sidepaths (p.47), and crossing improvements (p.48). For all improvements in the village, facilities should meet ADA compliance standards for accessibility.

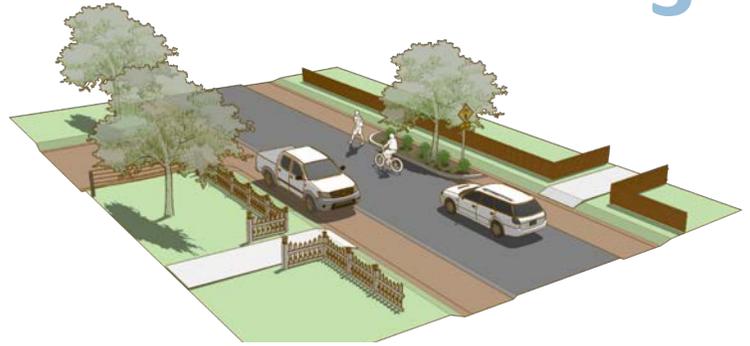
OFF ROAD IMPROVEMENTS		
A	VILLAGE RAMBLE	<ul style="list-style-type: none"> Improve signage and wayfinding Develop and install map kiosk Develop and implement maintenance program, improve drainage Explore formal easements to secure future of the Village Ramble Improve ADA accessibility, aesthetics, and lighting
B	SUMMIT CHARTER CONNECTOR	<ul style="list-style-type: none"> Greenway to link Summit Charter to the Jackson County Recreation Center Secure greenway easements with redevelopment
C	CASHIERS LAKE TRAVERSE (Section 1)	<ul style="list-style-type: none"> Greenway to link Frank Allen Rd to Valley Rd (portion of Valley Rd is recommended as slow street)
D	CASHIERS LAKE TRAVERSE (Section 2)	<ul style="list-style-type: none"> Greenway to link Valley Rd to Zeb Alley (portion of Valley Rd is recommended as slow street)

ON-ROAD IMPROVEMENTS		
1	SLAB TOWN RD	<ul style="list-style-type: none"> Bicycle Lanes on both sides for the entire length Sidewalks constructed with development Lower speed limit to 20 mph
2	US HWY 107 N	<ul style="list-style-type: none"> Off-street shared use path (sidepath)
3	US 64 W	<ul style="list-style-type: none"> Off-street shared use path (sidepath) Reduce speed limit to 35 mph from Slab Town Rd to Smoky's Den Rd
4	FRANK ALLEN RD	<ul style="list-style-type: none"> Complete sidewalk from library to intersection with US Hwy 107 S Install 'bicyclist may use full lane' signage and shared lane markings
5	VALLEY RD	<ul style="list-style-type: none"> Implement yield roadway / slow street design elements
6	MARIGOLD ST	<ul style="list-style-type: none"> Short-term: Implement yield roadway / slow street design elements and lower speed limit to 20 mph Long-term: Close roadway once connector road is built to the south and east
7	US 64 E	<ul style="list-style-type: none"> Off-street shared use path (sidepath) from Cashiers Crossroads to Ingles Shopping Center
8	MITTEN LN	<ul style="list-style-type: none"> Off-street shared use path (sidepath) from Summit Charter to Zeb Alley Rd School zone with signs and pavement markings
9	ZEB ALLEY RD	<ul style="list-style-type: none"> Off-street shared use path (sidepath) from Cashiers School Rd to proposed Summit Charter Greenway School zone with signs and pavement markings
10	US HWY 107 S	<ul style="list-style-type: none"> Sidewalk with vegetative buffer and defined driveways Pedestrian crosswalks between businesses on both sides of roadway
11	BURNS ST	<ul style="list-style-type: none"> Implement yield roadway / slow street design elements, lower speed limit to 20 mph

RECOMMENDED FACILITY TYPES

YIELD ROADWAY / SLOW STREET

A yield roadway is designed to serve pedestrians, bicyclists, and motor vehicle traffic in the same slow-speed travel area. Yield roadways serve bidirectional motor vehicle traffic without lane markings in the roadway travel area.



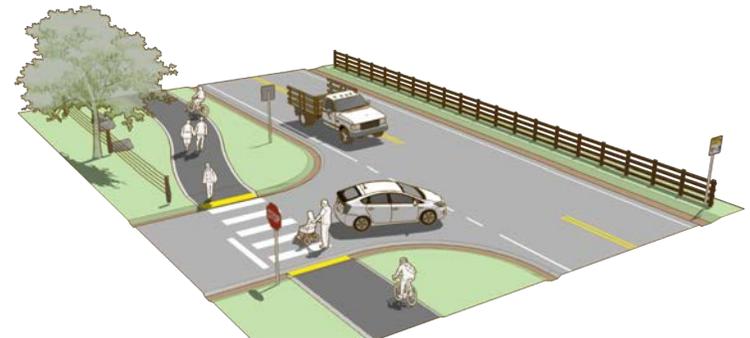
SIDEWALKS WITH BUFFER

Sidewalks provide dedicated space intended for use by pedestrians that is safe, comfortable, and accessible to all. Sidewalks are physically separated from the roadway by a curb or unpaved buffer space.



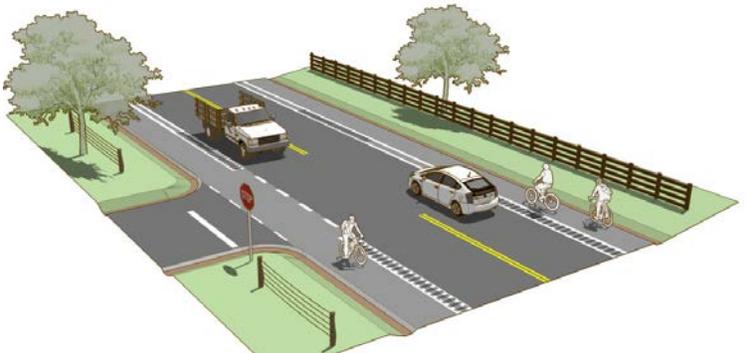
SIDEPATH

A sidepath is a bidirectional shared use path located immediately adjacent and parallel to a roadway. Sidepaths can offer a high-quality experience for users of all ages and abilities as compared to on-roadway facilities in heavy traffic environments, allow for reduced roadway crossing distances, and maintain rural and small town community character.



BIKE LANES

Bike lanes designate an exclusive space for bicyclists through the use of pavement markings and optional signs. A bike lane is located adjacent to motor vehicle travel lanes and follows the same direction as motor vehicle traffic.



GREENWAY / SHARED USE PATH

A shared use path provides a travel area separate from motorized traffic for bicyclists, pedestrians, skaters, wheelchair users, joggers, and other users. Shared use paths can provide a low-stress experience for a variety of users using the network for transportation or recreation.

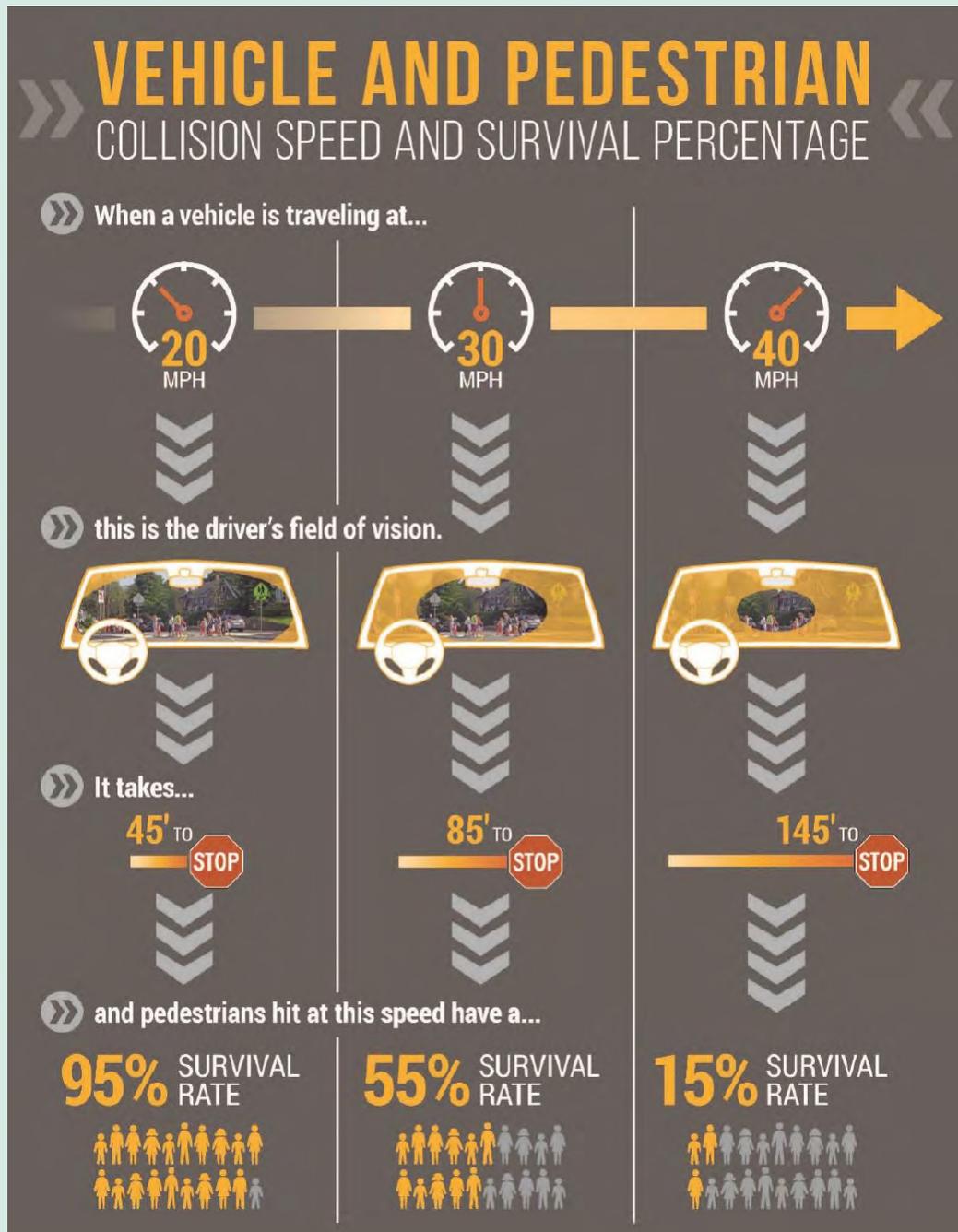


SOURCE: SMALL TOWN AND RURAL DESIGN GUIDE, Facilities for Walking and Biking - <http://ruraldesignguide.com/>

CROSSING IMPROVEMENTS	
US 64	<ul style="list-style-type: none"> ● Quick Fix: Repaint existing crosswalk across US 64 near the Shoppes on the Green ● Near Term: New Crossing at US 64 W to connect the north and south portions of the Village Ramble to the Cashiers Area Chamber of Commerce ● Long Term: New High Visibility Crosswalk with Signage at Slab Town Road and US 64 W when Slab Town Road is improved ● Long Term: New High Visibility Crosswalks and Signage at the Ingles Shopping Center on US 64 East. Work with NCDOT to explore the feasibility of a Rapid Rectangular Flashing Beacon (RRFB)
HWY 107	<ul style="list-style-type: none"> ● Quick Fix: Upgrade existing crosswalk to a high visibility crosswalk where the Village Ramble crosses ● Long Term: Add new high visibility crosswalk with pedestrian signage at Slab Town Road when improved ● Long Term: Improve crossing of the Village Ramble that connects trail users between east and west portions across Hwy 107 S during the Cashiers Crossroads Improvement Project ● Long Term: Install a high visibility crossing treatment where the High Hampton Connector will cross HWY 107 S ● Long Term: Improve the intersection at Cashiers School Road and HWY 107 S
FRANK ALLEN RD	<ul style="list-style-type: none"> ● Quick Fix: Repaint and add a refuge island to shorten the crossing distance at the Fire Department / community pool along Frank Allen Road ● Quick Fix: Install standard crosswalks across all access points along Frank Allen Road (e.g., entry points of the library parking lot) ● Near Term: New high visibility crosswalk across Frank Allen Road at the intersection with US 64 W ● Near Term: Install a trail crossing where the Cashiers Lake Traverse will join the Village Ramble near Grouse Point Drive ● Long term: Shortening crossing distance resulting from the angle at which Valley Rd. intersects with Frank Allen Road where HWY 107 S, Frank Allen Road, and Valley Road come together
VALLEY RD	<ul style="list-style-type: none"> ● Long Term: Clearly sign and mark Cashiers Lake Traverse access points on Valley Road
ZEB ALLEY RD AND MITTEN LN	<ul style="list-style-type: none"> ● Long Term: Install high visibility crosswalks to facilitate greenway crossings at Zeb Alley and the Summit Charter Connector and Zeb Alley and the High Hampton Connector ● Long Term: Install a standard crosswalk at the intersection of Mitten Lane and Zeb Alley Road

WHY REDUCE SPEEDS?

As motor vehicle speeds increase, the risk of serious injury or fatality for a pedestrian also increases. Likewise, what motorists can see is reduced as speed increases. By their purpose and function, US 64 and NC Highway 107 are not “village” or “town” roads designed for slow speeds. Speed limits throughout Cashiers are inconsistent, and some roadway segments have speeds above the limit that is safe for pedestrians (e.g. 45 MPH from Slab Town Road toward the Crossroads). Jackson County and Village leadership should engage with NCDOT to implement low (20-30 MPH) speed limits beginning at each gateway into the Village to ensure greater pedestrian safety. FHWA’s Traffic Calming on Main Roads Through Rural publication provides guidance on how to slow travelers through roadway design and other strategies.



<https://www.fhwa.dot.gov/publications/research/safety/08067/08067.pdf>

Image Source: Toole Design Group PowerPoint Presentation

Speed Data Source: Impact Speed and a Pedestrian's Risk of Severe Injury or Death (AARP, September 2011)

WHAT IS TRAFFIC CALMING?

As traffic congestion and travel speeds increase on a roadway, there can be negative impacts to the surrounding community. Traffic calming is a tool to manage the negative impacts of traffic on streets through physical design and other measures. The following Traffic Calming definition was developed by the Federal Highway Administration (FHWA) and the Institute of Transportation Engineers (ITE) in their “Traffic Calming ePrimer” document (<https://safety.fhwa.dot.gov/speedmgt>):

“The primary purpose of traffic calming is to support the livability and vitality of residential and commercial areas through improvements in non-motorist safety, mobility, and comfort. These objectives are typically achieved by reducing vehicle speeds or volumes on a single street or a street network. Traffic calming measures consist of horizontal, vertical, lane narrowing, roadside, and other features that use self-enforcing physical or psychoperception means to produce desired effects.” - FHWA and ITE “Traffic Calming ePrimer”

TRAFFIC CALMING CATEGORIES

HORIZONTAL DEFLECTION

There are two large groupings of traffic calming treatments that fall within the intent of vehicle “deflection”. The first is to deflect vehicles horizontally, requiring a person driving a car to navigate around a feature (rather than driving over a feature, which is vertical deflection). Horizontal deflection treatments slow vehicles by requiring reduced speeds to navigate these physical treatments; it is challenging to drive around such features at high speeds. Horizontal features include sidewalk extensions (a.k.a. curb extensions or “bumpouts”) or median crossing islands. A lateral shift is a type of horizontal deflection that modifies a roadway design; this design treatment eliminates straight unimpeded sections of roadway that encourage higher speeds. A lateral shift can be done on small scale as a “chicane” or a larger scale as a new roadway designed for a lower speed.

Depending on the final design, the Cashiers Crossroads project may serve the function of a lateral shift.

Rendering example of horizontal deflection where sidewalks are extended into the street and medians are constructed to calm traffic. Source: NACTO Urban Street Design Guide



VERTICAL DEFLECTION

The second commonly-referenced group of deflection elements are those that require vertical movement of vehicles over a feature. These include raised crosswalks and speed humps/bumps, where these features are raised vertically in the roadway to encourage people driving to slow their speed. Another example of vertical deflection is raised intersections (including crosswalks).

STREET WIDTH REDUCTION

Traffic calming can also be achieved by rethinking about the alignment of the street. The street can be narrowed by repurposing vehicle travel lanes or parking lanes for other modes or for other directions of vehicle travel. For instance, a travel lane or parking lane can be repurposed as a bicycle lane; or an additional travel lane may be repurposed as a right-turn lane and median. Additional space can be acquired by narrowing travel lanes where appropriate. Median islands and bump-outs can also be considered as street width treatments.



Rendering example of vertical deflection where raised crosswalks are implemented to calm traffic. Source: NACTO Urban Street Design Guide

Other traffic calming options include:

- Routing restrictions (a less likely option for Cashiers)
- Roundabouts (an option for Cashiers)
- Road diet (a less likely option for Cashiers)

RECOMMENDATIONS

Before requesting or implementing any traffic calming measure, a traffic study is likely merited as the community will have to seek solutions that balance the Village atmosphere with the functional classification and purpose of US 64 and NC 107.

As the Cashiers Crossroads is redesigned by NCDOT, the community should work with NCDOT to identify appropriate measures to calm traffic beginning at Village gateways and through in the Village Center.

The urban form development recommendations in this plan will serve as a type of traffic calming in that the form of the community will signal to drivers that they are entering a place where they should slow down and expect people.

INFRASTRUCTURE AND SERVICES

OVERVIEW

Smart, context-sensitive planned growth needs to be supported with infrastructure and services that address current and future needs of residents and businesses.

IS-1: Address stormwater issues in the Village Core

- Address flooding issues along Frank Allen Road
- Consider recommendations from previous studies
- Study potentially raising Frank Allen Road for a span of approximately 120ft, excavating a swale/ditch section, replacing or repairing the existing culvert and adding a new culvert to the east

- Create a stormwater master plan that addresses existing and future issues
- Identify opportunities for detention and green stormwater infrastructure that can serve infill and redevelopment in the Village Core and the Lakeside Districts

IS-2: Promote public safety

- Work with the County to increase number of patrols as community grows especially in the off season
- Establish Neighborhood Watch Patrols

IS-3: Increase options for health and wellness

- Consider the development of a health park on the 7-acre site off US 64 in the Village Core



Poor drainage along Frank Allen Road results in a perpetual flow of ground and stormwater. This issue presents a safety hazard and is a significant barrier to walking

- Consider infill of professional medical offices and services in the edge or transition areas.

IS-4: Support lifelong learning

- Support access to quality education at all Cashiers schools
- Improve physical and social connections to schools by providing safe walking, biking options

IS-5 Broadband

- Coordinate efforts with the County task force and continue to expand coverage
- Implement high speed Internet access in the village core (US64 & NC107)
- Discuss feasibility of broadband provision with utility providers

- Consider participating in a pilot project to serve at least one development

IS-6: Water and Sewer

- Continue to prioritize sewer system expansion and distribution to targeted areas
- The County and TWSA will engage the community to discuss public water supply system needs. Factors considered include economic development non-residential, health and safety and location
- Investigate potential funding sources, applicable laws for service areas, and potential partnerships for emergent water needs - mutual aid contingency



The closest major medical facility is the Highlands-Cashiers Hospital. Mission Community Primary Care, Blue Ridge Free Dental Clinic, and the H-C Hospital Rehabilitative Facility are located in the village. Additional facilities could prevent residents and visitors from seeking other medical services and specialists farther away.

Robin's Nest

DISTINCTIVE SHOPPING



DISTRICT CONCEPTS

4

"The area needs to grow in order to provide more services and business development while at the same time preserving its natural beauty and serene environment. I know this presents a challenge, but I feel confident it can be done."

- Feedback from online survey

This chapter describes four key character areas of the Village of Cashiers. The recommendations convey priorities for new development in these areas. The illustrations provided are conceptual in nature and meant to convey design features such as building scale and orientation and road connections.



4-KEY CHARACTER SECTIONS

Village Core
Gateway
Lakeside
Edge

DISTRICTS CONCEPTS

OVERVIEW

The Cashiers Small Area Plan contributes to an ongoing dialogue that residents, businesses and landowners are having about the future of the area. The Framework Plan and recommendations in Chapter 3 explain differences in the development pattern that is appropriate in different parts of Cashiers. This chapter is meant to provide more detail on the intended character of development in a few key locations. Descriptions of these locations are included below.

VILLAGE CENTER

The heart of the village and the greater Cashiers area. This area could include infill and redevelopment with variety of uses designed at a walkable, pedestrian scale.

GATEWAY DISTRICT

Gateway areas provide a sense of arrival and serve as secondary activity centers. New development should be designed to complement existing character and improve the visual appeal of developed areas.

LAKESIDE DISTRICT

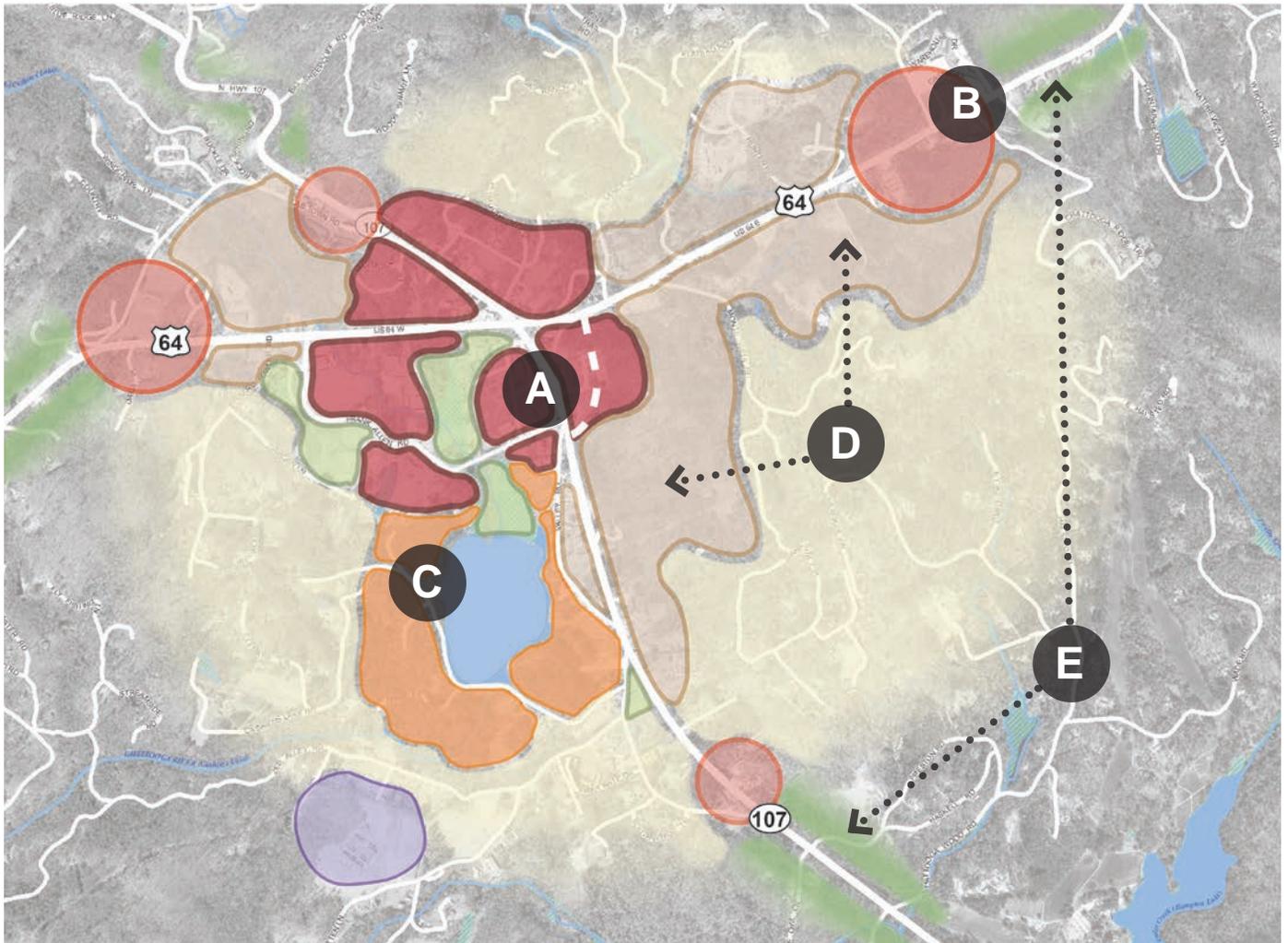
Areas around privately-owned Cashiers Lake could provide an opportunity to connect to the activity in the Village Center while sensitively integrating new development into the natural landscape.

TRANSITIONAL AND EDGE/ENTRANCE CORRIDORS

Creating a more consistent development pattern along major routes is the focus of the Transitional District. Protecting the edge of Cashiers is important to preserving scenic views and distinguishing the village from adjacent rural highway corridors.



CONCEPT LOCATIONS



- A** VILLAGE CENTER
- B** GATEWAY DISTRICT
- C** LAKESIDE DISTRICT
- D** TRANSITIONAL DISTRICT
- E** EDGE / ENTRANCE CORRIDORS

VILLAGE CENTER



EXISTING CONDITIONS

PRECEDENTS

RECOMMENDATIONS

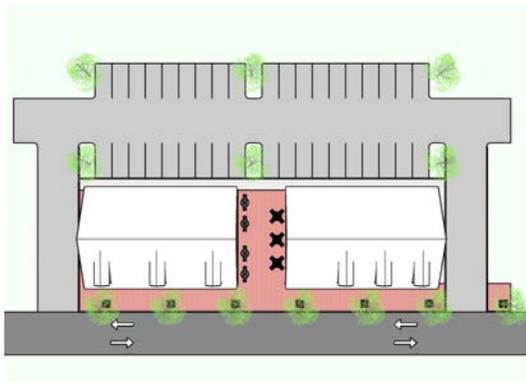
The goal of the Village Center is to function as a true center for the village and the greater Cashiers area. A successful Village Center will include:

- » Mix of uses: residential, commercial, civic
- » Walkable design and scale
- » Integrated formal public space
- » Ability to function as a "third place"
- » A variety of residential types

Key recommendations for reinforcing the Village Center include:

- » Allow multiple stories in new buildings that frame streets with active uses on the ground floor and residential or office above.
- » Limit parking in front of buildings and bring new buildings close to the street
- » Encourage outdoor dining, plazas and greenspace
- » Require buffers and screening only between dissimilar uses
- » A variety of residential types are encouraged including second-story residential in mixed-use development, townhomes, bungalow court-style homes, and accessory apartments
- » Require street trees
- » Consider formalized parallel parking on some streets
- » Create a sense of Arrival utilizing signage, art, etc.
- » Create a walkable town center through a series of safe walkable streets, slower traffic speeds, and visible crosswalks.
- » Provide adequate parking through shared parking or town lots
- » Develop a series of design guidelines with supporting standards for the design of the village
- » Modify development standards for setbacks, buffers, stormwater management, transportation, uses, and building heights to reinforce the Village Center

VILLAGE CENTER CONCEPT



Illustrations above and right of preferred building/site layout to create village form

GATEWAY DISTRICT



EXISTING CONDITIONS

RECOMMENDATIONS

The goal of the Gateways are to welcome people as they enter the community. The inclusion of sidewalks along the roadway communicates that this is a place with pedestrians and activity, although access is generally from the parking lot. Street trees become more formally spaced, and higher quality landscaping is required. Buildings are closer to the street, but not on it, leading to the perception that the structures are taller, and thus naturally slowing traffic. Larger building envelopes allow flexibility for larger businesses that might serve a regional market. Shared parking areas and cross-access are encouraged where appropriate.

Key recommendations for these areas include:

- » Create a sense of arrival into Cashier's "ETJ" by providing gateway monument signage establishing the Cashiers community brand
- » Develop the Ingles commercial center into a village destination by establishing a set of design guidelines and standards for Cashier's Gateway Districts
- » Provide guidelines and management standards defining the Gateway District corridors to create a more desired streetscape entering Cashiers
- » Provide guidelines for signage, color, and materials to be used throughout the district

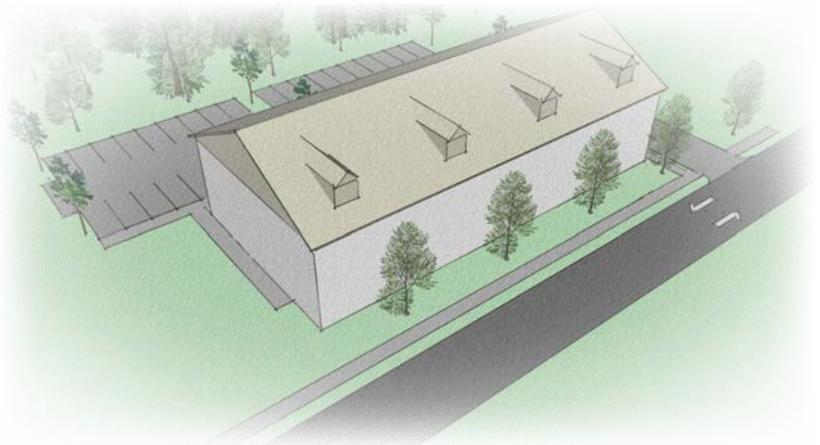
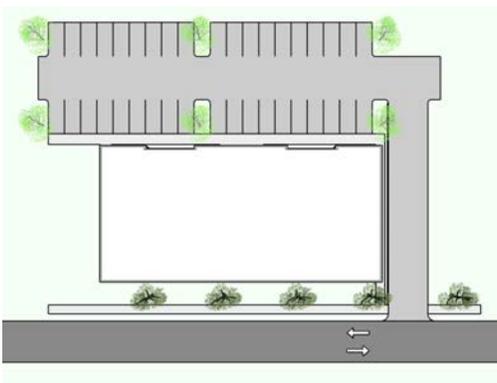
PRECEDENTS





DESIGN DETAILS

- » Encourage infill and redevelopment consistent with the character of Cashiers at the edges or in the core
- » Consider reduced setbacks and minimize fields of parking
- » Continue defined edges and corridor management (viewsheds and frontage buffers) beyond gateways as shown in the graphic below



LAKESIDE DISTRICT



EXISTING CONDITIONS

PRECEDENTS

RECOMMENDATIONS

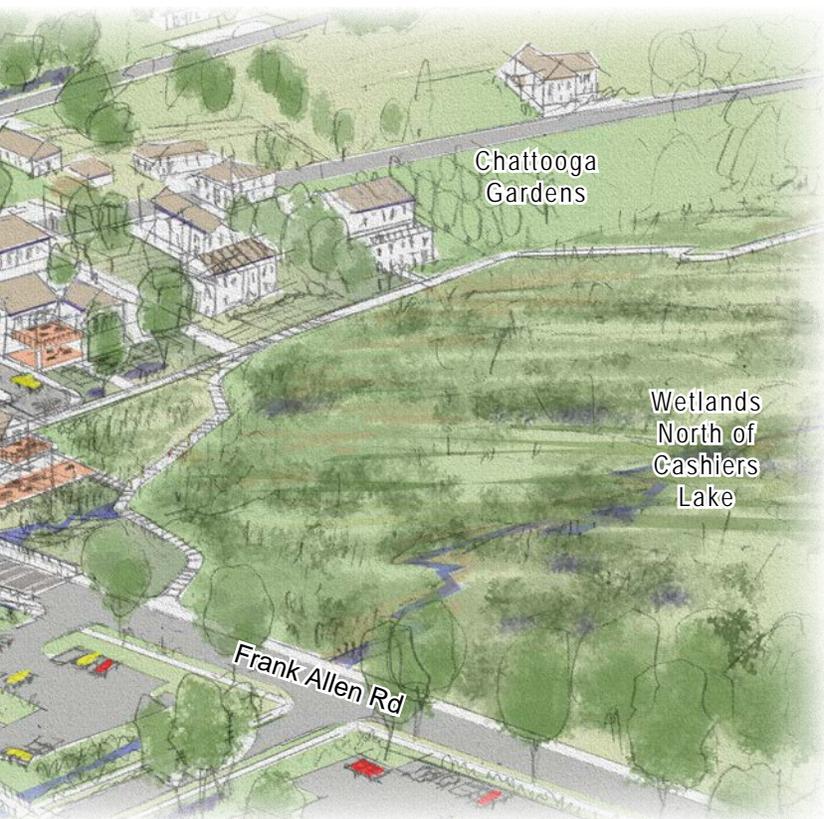
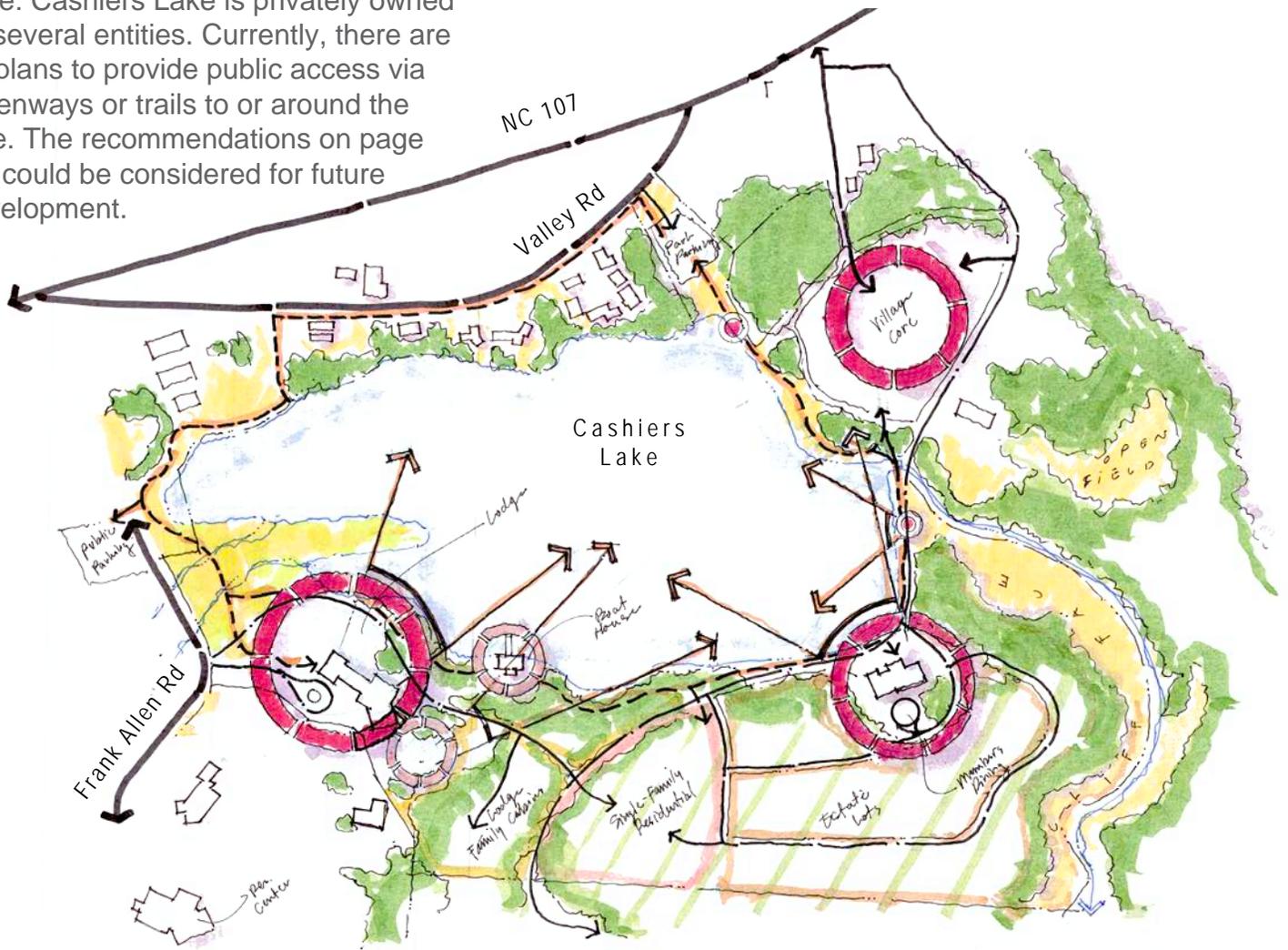
- » Establish natural and recreational shorelines for the lake to create an environment to be enjoyed in perpetuity
- » Develop use guidelines and design guidelines with a set of standards for both the built and natural edges
- » Create viewshed guidelines and buffer requirements for development around the lake
- » Develop Best Management Practices (BMPs) for water quality and stormwater management for the benefit of the lake ecology and its recreational use
- » Improve walkable connections along streets, boardwalks, and trails to the Village Center and other community destinations around the lake

DESIGN DETAILS

- » Increase activity on south side of the village center, especially on northwest corner of lake
- » Improve visual and pedestrian connections to the lake and points south
- » Integrate new development sensitively into the landscape



Note: Cashiers Lake is privately owned by several entities. Currently, there are no plans to provide public access via greenways or trails to or around the lake. The recommendations on page 62 could be considered for future development.



TRANSITIONAL DISTRICT

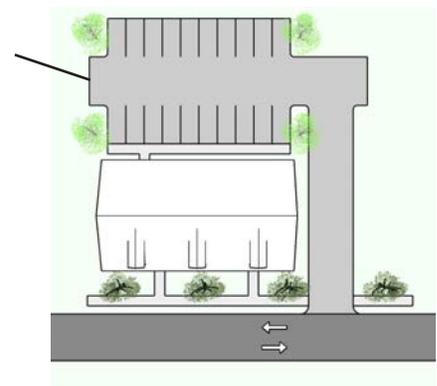
RECOMMENDATIONS

The Transition District maintains pedestrian connectivity with sidewalks or a multi-use path, but also allows a little more flexibility with a greater setback. This district fills in the spaces between Gateways and the Village Center. It is more compact and community-oriented than the Edge District.

- Buildings are closer to the street than the Edge District, but there is still room for street trees and sidewalks behind the ditch or curb.
- Entrances to buildings are on the street side, with parking on the rear or side, similar to the older and characteristic sites in the area.
- Cross-access between sites should be required as it helps reduce traffic on the highway.



Cross-access easements between adjacent sites



DESIGN DETAILS

- No parking in front of buildings
- Formal street plantings
- Cross-access and minimal driveway cuts



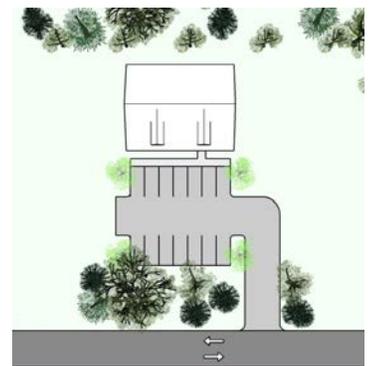
THE EDGE/ ENTRANCE CORRIDORS



RECOMMENDATIONS

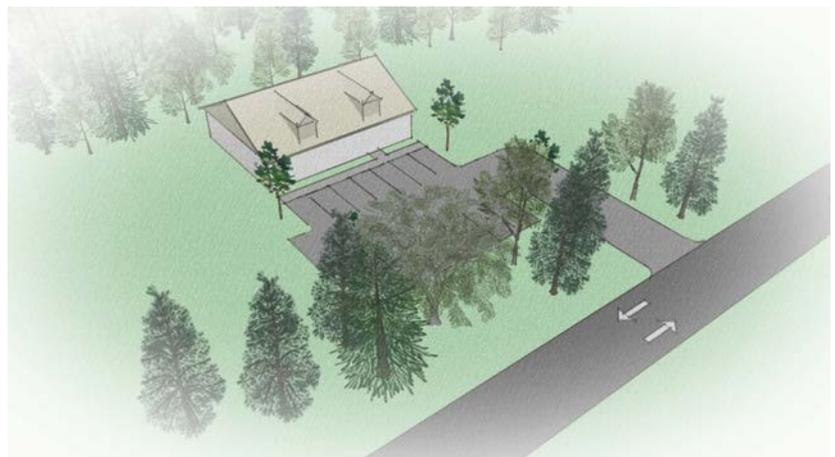
Edge districts are the very outermost parts of the village, and maintain the rural character of the area prior to entering the community.

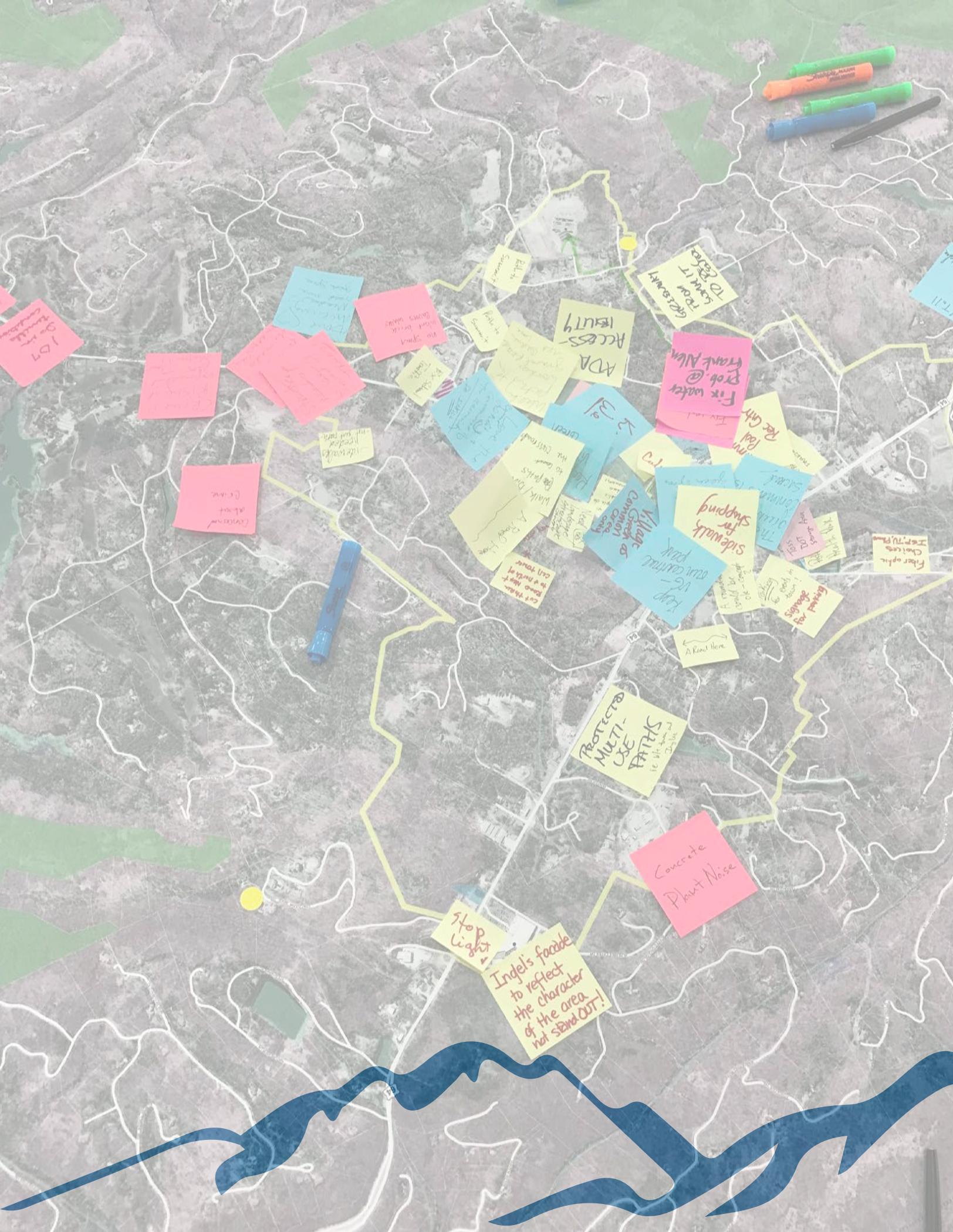
- A deep, natural landscaping buffer separates parking areas and buildings from the roadway.
- Buildings appear residential in character and blend into the landscape in scale, color and textures.
- Sidewalks are not part of this district, as these sites are often separated and pedestrian traffic is sparse at best.
- Site flexibility allows parking between the building and the road, which is different from the other districts.
- Cross-access is encouraged, but may be unachievable depending on topography, proximity of neighbors, and other site restraints.



DESIGN DETAILS

- Tree preservation or deep landscaped buffer between road and buildings or parking
- Smaller scale buildings that fit into the landscape





1.57
Go to...

Concern about...

Concern about...

ADA Access

ADA Access

Fix water
Prob. @ Frank Alvin

Stop
Village Common
as a common or open space

Protected Multi-Use Paths

Concrete Plant Nose

Stop light

Ingels facade to reflect the character of the area not stand out!

A Road here

Signage for parking

Side walk for shopping

Shop

Shop

Fire optic

Re-Git



ACTION PLAN

5

"Sidewalks will transform our business district into a thriving and successful village. They are imperative to the future of our businesses and shops!"

- Survey feedback

IMPLEMENTATION STRATEGIES

This Small Area Plan provides a general consensus on the goals shared by many that live and work in Cashiers. The Plan is primarily a tool used by the County Commissioners, County Planning Board, Community Planning Council, but also by those in the development community, non-profits, and those making decisions about the investment of resources in land use, transportation, and education and business.

The success of the Plan will be measured in part by the application and practice of the goals and recommendations. These prioritized recommendations should be assessed at least annually deleting what has been accomplished and re-shifting priorities as necessary.

LEADERSHIP

Successful Implementation of the recommended actions and projects in Chapter 5 of this plan will only occur with clear leadership to ensure all parties are rowing in the same direction. There is no shortage of passion, vision, and ideas in Cashiers, but to date, it has been difficult to bring projects to fruition. It will be important that partners including the Chamber of Commerce, Leadership Forum, Club Owners, major employers, and institutions, work with Jackson County, through the Community Planning Council, within the framework provided by the plan. This cooperation will indicate functional partnerships and perhaps provide favorable responses when seeking grants or prioritization and funding from state and federal agencies.

The residents, business owners, and committed citizens of Cashiers have taken the lead on several projects to benefit the community. Some of the following projects are underway and with continued support will be accomplished. Others may be poised to follow the adoption of this plan.

Next steps in the Crossroads could include:

- Extension of the Village Ramble
- Leverage connections to be made by High Hampton
- Regulated District development ordinance update
- Concept scenario planning with local developers for targeted areas based on the impending availability of sewer capacity
- Reinforcing community branding begun by the Chamber of Commerce
- Expansion of sewer capacity with the opening of the Horse Pasture River plant

AGENCIES AND PARTNERS

The Small Area Plan is intended to be implemented over several years during which councils, boards and commissions may change. It is important to identify which organization is taking the lead in a particular task (shown in bold in the “Responsible Parties” column). These organizations may not always be part of local, state or government, but other community partners.

A list of agencies and abbreviations is shown in the adjacent sidebar. It is important to note that the goals and recommendations outlined in this matrix are for consideration only, and do not constitute an obligation on any organization’s part to lead or even participate in any given activity; this matrix simply identifies recommended activities and potential partners in furthering goals.

TIME FRAME

The following action steps are assigned approximate time frames for implementation which may vary based on economic influences and other factors:

- **Quick Wins:** Tasks that could be undertaken immediately and/or implemented within twelve months of the Plan’s adoption.
- **Mid-Term Opportunities:** Tasks that could be initiated within 1-5 years of the Plan’s adoption.
- **Long-Term Opportunities:** Tasks that are on a 6-10 year or greater timeframe after the Plan’s adoption.
- **Ongoing Opportunities:** Tasks that may be implemented in a series of incremental steps involving numerous agencies or departments or tasks that are ongoing, continuous efforts.

ABBREVIATIONS

- BCC Board of County Commissioners
- CC Chamber of Commerce
- CPC Community Planning Council
- NCDEQ NC Department of Environmental Quality
- JCPB Planning Board
- JCPD Planning Department
- NCDOT NC Department of Transportation
- LBE Local Businesses & Employers
- RA Southwestern Commission, Region A
- CO Community Organizations
- TWSA Tuckaseegee Water and Sewer

Notes:

Connectivity recommendations may be found on pages 42-49.

The recommendations will be refined into discreet action steps based on initial review.

GOALS

1 BE TRUE TO PLACE BY HONORING THE HISTORY, HERITAGE, AND AUTHENTICITY OF CASHIERS' VILLAGE CHARACTER

- » Honor the history, heritage, and authenticity of Cashier' village character through design
- » Ensure scale and pace of growth in keeping with the character of Cashiers

2 CREATE A YEAR-ROUND VIBRANT VILLAGE

- » Create a destination by increasing activity, growth and density in key areas
- » Encourage workforce development, commerce and industry that extends the shoulder season (time before Memorial Day and after Labor Day for seasonal residents) and contributes to the local economy.
- » Increase housing diversity to appeal to a broader demographic including (young families, older adults, and the Cashiers workforce).

3 PROMOTE AND ENHANCE THE AREA'S NATURAL RESOURCES

- » Create a network of trails and open space
- » New development should connect people to nature, the outdoors and respect the natural environment
- » Take advantage of economic opportunities (branding and tourism)
- » Embrace our location in the heart of the Blue Ridge and a gateway to wilderness and outdoor recreation in the broader region.

4 IMPROVE PHYSICAL AND SOCIAL CONNECTIVITY

- » Improve transportation connectivity to benefit motorists, emergency response and support a healthy, active lifestyle
- » Promote social connections through the design and programming of places
- » Increase connections to healthcare services and broadband infrastructure to support daily life

5 STRENGTHEN COLLABORATION BETWEEN GOVERNMENTAL, NON-PROFIT, AND CIVIC ORGANIZATIONS

- » Coordinate efforts of community leaders (community planning council, Chamber of Commerce, Founders, etc.) for implementation of priorities
- » Leverage local and state resources to address key infrastructure and transportation improvements

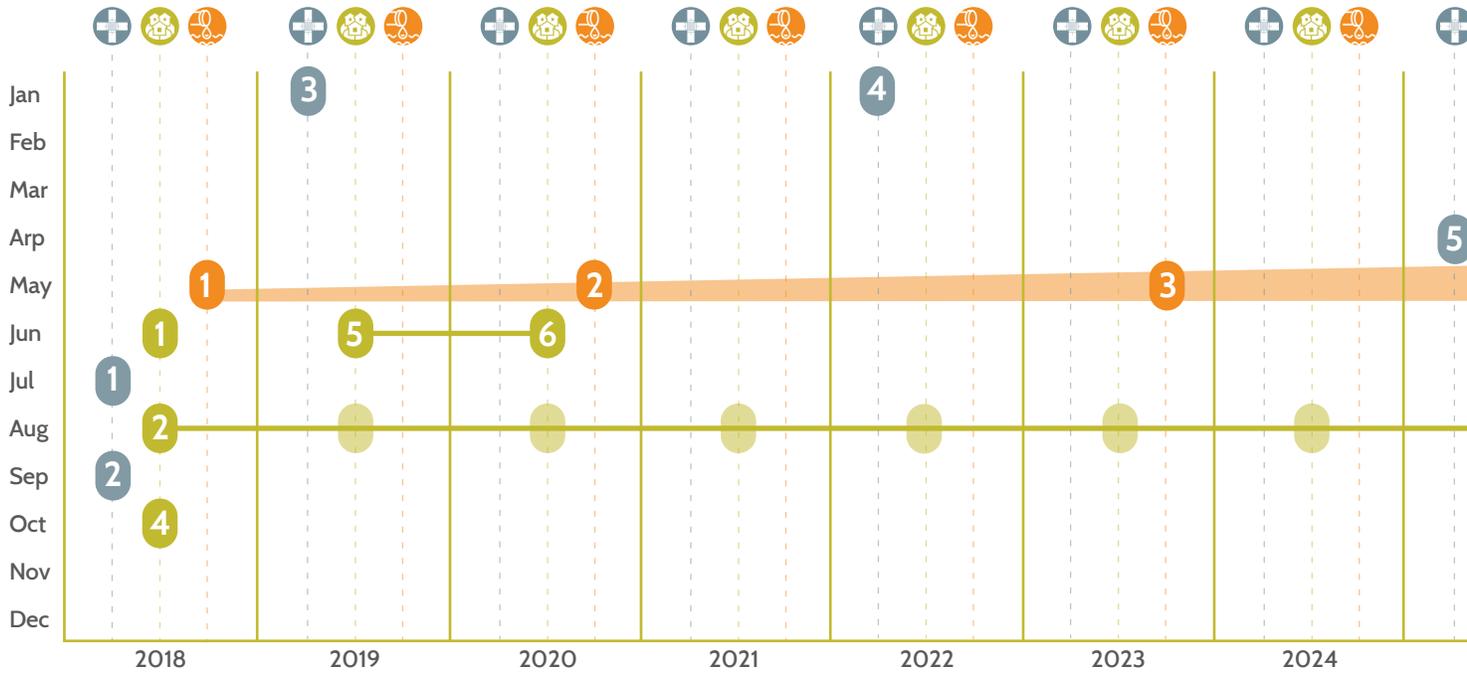
GOAL REFERENCE	ACTION STEP	PARTNERS	TIMELINE
<p>1,2 Expand the "Core" district</p>	<p>Encourage the completion of a new connector road east of the Village Center as property is developed or redeveloped</p>	<p>BCC, NCDOT, CO</p>	<p>Long</p>
<p>1,2 Update the Cashiers Commercial Regulated Districts to implement plan goals</p>	<p>Codifying form-based criteria to improve predictability in the development review process. Emphasize design criteria such as:</p> <ul style="list-style-type: none"> • Short blocks, small footprint multistory buildings oriented to the street • Active uses on the ground floor of buildings including retail and restaurants, offices and residential on second floors • Limited parking in front of buildings facing public rights of way and build-to lines (maximum setbacks) 	<p>JCPD, JCPB, CPC, CC</p>	<p>Quick Win</p>
	<p>Continue to require natural materials and architectural styles that honor historic patterns, but consider broader flexibility in color choice in the Village Core</p>		
	<p>Require landscape buffers only in transitional areas between dissimilar uses. Eliminate bufferyard requirements in the VC District and reduce the requirement in the GC District, reduce or eliminate side and rear setbacks in the VC District</p>		
	<p>Reduce parking requirements and develop partnerships for shared parking solutions</p>		
	<p>Consider prohibiting some uses currently permitted that do not further the goals of the districts</p>		
	<p>Increase the maximum height from 30 feet to accommodate 2-3 story structures with steep gables in the Village Center</p>		
<p>1,4 Provide gateway treatments that create a sense of arrival into Cashiers</p>	<p>East and West Gateways: Permit multi-story mixed-use and residential development buildings. Increase the maximum height in Gateways to allow for 3-4 story structures with setbacks</p>	<p>JCPD, JCPB, CPC, CC</p>	<p>Medium</p>
	<p>Ensure Cashiers village character persists in architectural detail at gateways and the edges</p>		<p>On-going</p>
	<p>Southern Gateway: Match scale and character of existing development</p>		<p>Medium</p>
	<p>Strive for visual consistency on the main highway from the Village Core, through the residential areas, to the gateways</p>	<p>BCC, NCDOT</p>	<p>On-going</p>
	<p>Reduce the required setbacks for new buildings and discourage large parking fields between the structures and the street</p>	<p>JCPD, JCPB, CPC</p>	<p>Quick Win</p>
	<p>Require landscaping including trees between new development and the street</p>		<p>Quick Win</p>
	<p>Conduct a study to determine future right-of-way needs and alignment of pedestrian improvements along US 64</p>	<p>BCC, NCDOT</p>	<p>Quick Win</p>

5 Action Plan

GOAL REFERENCE	ACTION STEP	PARTNERS	TIMELINE
<p>2 Encourage missing middle housing types in one or more regulated districts</p>	Allow multifamily with greater than two units, second-story residential in mixed-use development, townhomes, and bungalow court-style, and cottage home development in the Village Core, Transition and Gateway Areas	JCPD, JCPB, CPC	Quick Win
	Reduce minimum lot sizes in the General Commercial zoning district for residential alley-loaded bungalows or cottage homes developments		Quick Win
	Partner with existing entities or create a housing trust to increase the availability of workforce housing units. A housing trust or non-profit such as Mountain Projects can take the lead landbanking, creating a housing trust fund and other measures to bring affordable/workforce units online	BCC, LBE, RA, CO	Medium
<p>3 Preserve, enhance and create new open spaces</p>	Codify requirements for active and passive open space in zoning regulations	JCPD, JCPB	Medium
	Review regulated district and county open space requirements for protection of stream buffers, near Natural Heritage Natural Areas, steep slopes, rock outcroppings, mature stands of trees, terminal vistas and viewsheds		On-going
	Require new development to orient open space and amenities toward the Village Ramble and Village Green and make pedestrian connections to these assets		Medium
	Partner with Cashiers Lake owners to increase access (physical and/or visual) to the lake, Study the feasibility of a boardwalk on the northeast side of the lake	BCC, LBE	Medium
	Partner to maintain and enhance McKinney Meadows; Continued removal of invasive plants and the addition of parking spaces and a trail could improve this area as a gateway feature		On-going
	Consider implementing tree save buffers along major highways outside of the Cashiers Regulated Districts	JCPD, NCDOT	Medium
	Partner with private landowners, land trusts, state and federal agencies to create new opportunities for hiking, fishing and other activities to increase diversity of recreational opportunities nearby	CC, LBE, CO	On-going
	Develop marketing materials and events that showcase the recreational opportunities within the greater Cashiers region		On-going

GOAL REFERENCE	ACTION STEP	PARTNERS	TIMELINE
<p>4 Public Infrastructure and Services</p>	Create a stormwater master plan that addresses existing and future issues	TWAS, BCC	Medium
	Address flooding issues along Frank Allen Road; Study potentially raising Frank Allen Road for a span of approximately 120ft, excavating a swale/ditch section, replacing or repairing the existing culvert and adding a new culvert to the east	BCC, LBE, NCDOT	Medium to Long
	Identify opportunities for detention and green stormwater infrastructure that can serve infill and redevelopment in the Village Core and the Lakeside Districts	JCPD, CC, LBE	On-going
	Prioritize water and sewer expansion and distribution to targeted areas and consider incentives to encourage the location of and form of development in keeping with the recommendations of this plan and the character of Cashiers	TWAS, BCC, CPC	Medium
	Investigate and discuss potential funding sources for the water system	TWAS, BCC	Quick Win
	Establish Neighborhood Watch Patrols	CPC, CO, BOC, Sheriff	Quick Win
	Increase number of patrols as community grows especially in the off season		Medium
	Study the feasibility of locating a health-centered professional medical complex in the village, edge or transition areas	CC, CPC, LBE, CO	Medium
	Implement high speed Internet access in the village core (US64 & NC107)	BCC, CC	Medium
	Discuss feasibility of broadband provision with utility providers and consider participating in a pilot project		Quick Win
<p>4 Physical Connectivity</p>	Consider modifications to road standards to encourage alleys, on-street parking and small curb radii to contribute to pedestrian safety and comfort	NCDOT, PB, BCC	Medium
	Southern Gateway: Consider safety improvements in the vicinity of Cashiers School Road and NC 107		Medium
	Improve physical and social connections to schools by providing safe walking, biking options	CPC, CO, NCDOT, BCC	Medium
	Cashiers Lake: Study the feasibility of a boardwalk on the northeast side of the lake	CPC, CO, LBE	Long
	Study feasibility of improving and extending the Village Ramble	CC, CPC, LBE, CO, JCPD	Medium
	Improve wayfinding near the Village Core and along the Village Ramble		Quick Win
<p>5 Assemble Decision Makers</p>	Provide representation on the new Jackson County Housing Committee to identify sites for small-scale infill housing	CPC, BCC	On-going
	Partner to preserve land adjacent to Cashiers and improve public access opportunities.	CPC, BCC, NCDEQ	Medium
	Quarterly convene a joint implementation committee	ALL	Quick Win
	Coordinate efforts with the County task force and continue to expand broadband coverage	BCC, CC	Medium

VILLAGE OF CASHIERS TIME LINE OF KEY COMMUNITY DEVELOPMENT ACTIVITIES



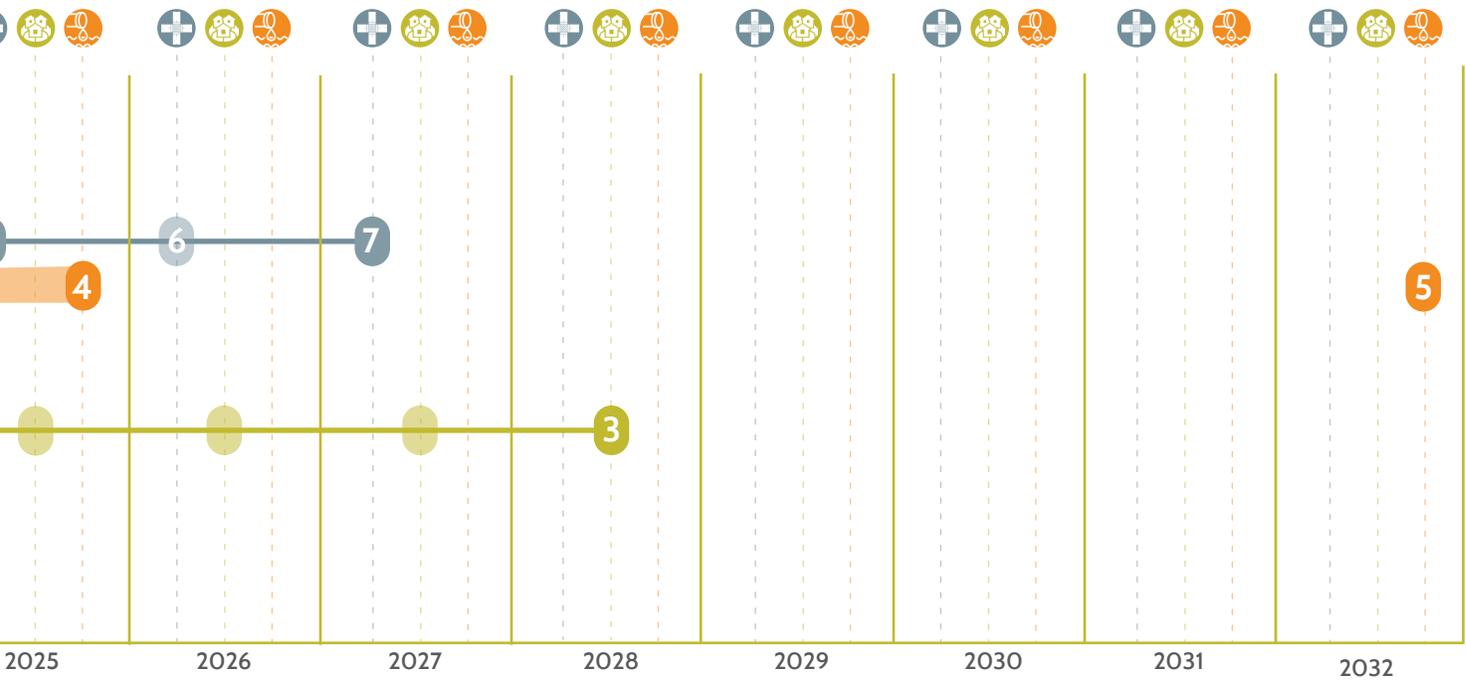
ROADWAY

1. Submit Projects for Southwestern Rural Planning Organization / NCDOT Prioritization
2. NCDOT Division Project Ranking
3. 2020-2029 NCDOT State Transportation Improvement Plan (STIP) Released
- 5 - 7. Intersection Project Begins: Right of Way Acquisition (5.), Construction (6.), Completion (7.)



PLANNING

1. Cashiers Plan
- 2 - 3. Adopt Plan
4. Adopt Jack
- 5 - 6. Begin t
- District Reg



G

Planning Charette
 Cashiers Small Area Plan (2.),
 and Monitor Plan and Update as Needed
 son County Unified Development Ordinance
 to Update Cashier Planning
 Regulations (5.), Adopt New Regulations (6.)



WATER & WASTEWATER

1. TWSA Existing Released Capacity
2. - 4. TWSA Horsepasture River Wastewater Treatment Facility Incremental Capacity Increase
5. Projected Water Capacity Increase to Begin



APPENDIX

6

*Coming together is a beginning.
Keeping together is progress.
Working together is success.*
- Henry Ford

CONTENTS

Community Survey Results.....78

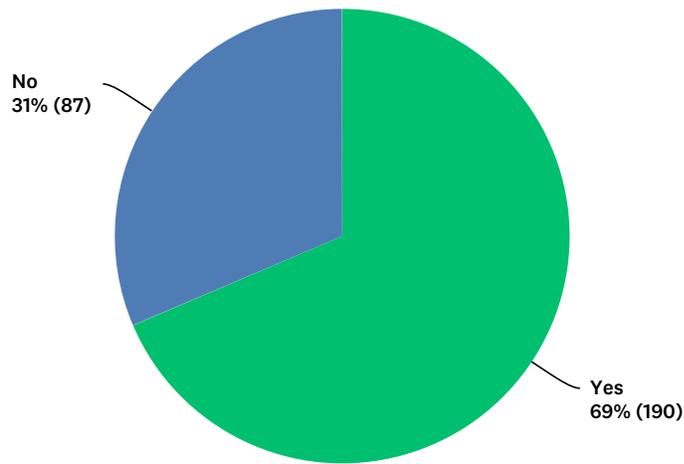


SURVEY

Survey results compiled for all questions with the exception of questions 7 and 14 which were open-ended are below.

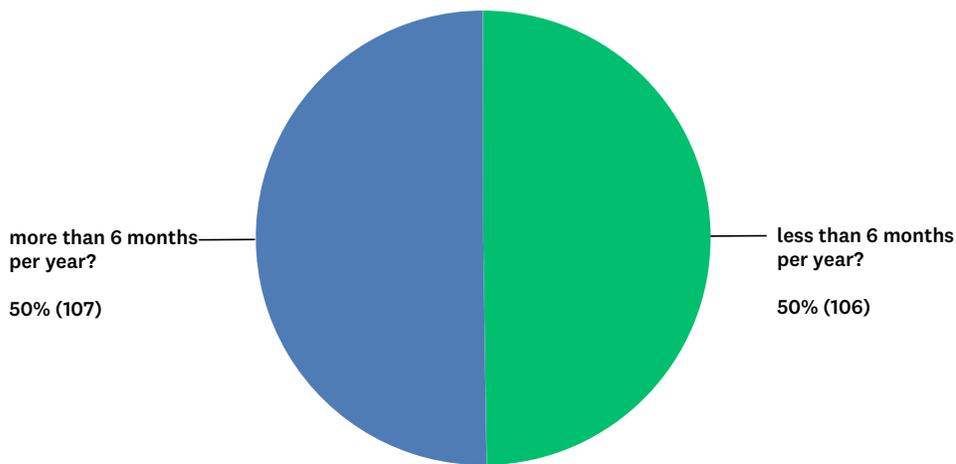
Q1 Are you a Cashiers resident? Refer to map to see if you fall within the area shown.

Answered: 277 Skipped: 2



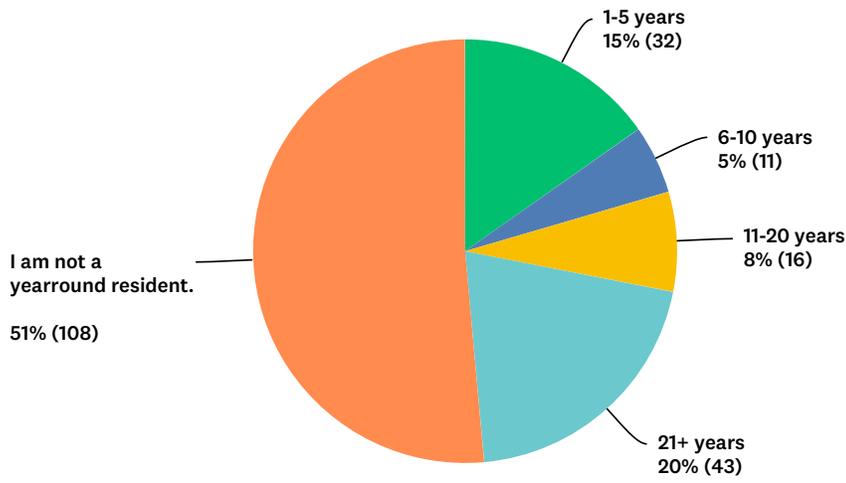
Q2 If a resident, do you live in Cashiers or the general area

Answered: 213 Skipped: 66



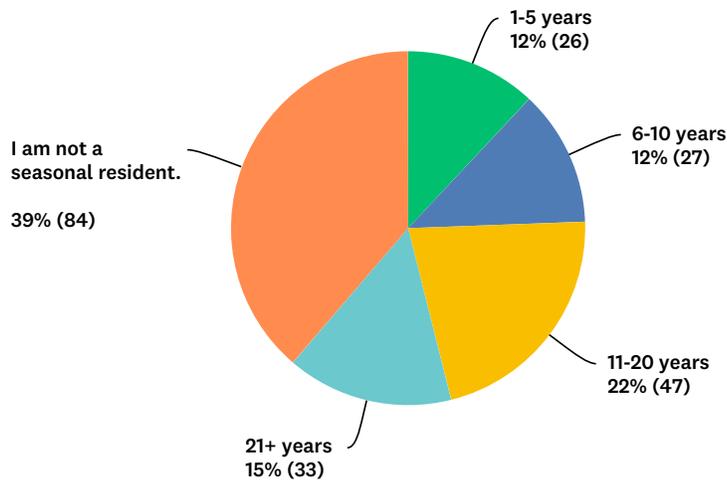
Q3 I have been a year-round resident for:

Answered: 210 Skipped: 69



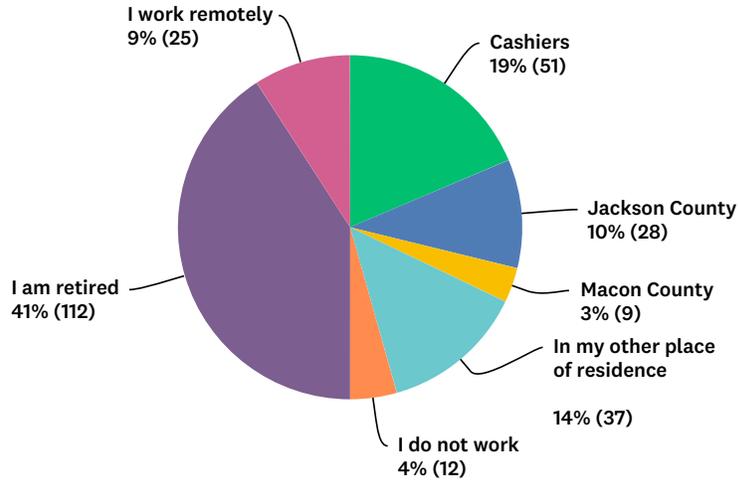
Q4 I have been a seasonal (less than 6 months/year) resident for:

Answered: 217 Skipped: 62



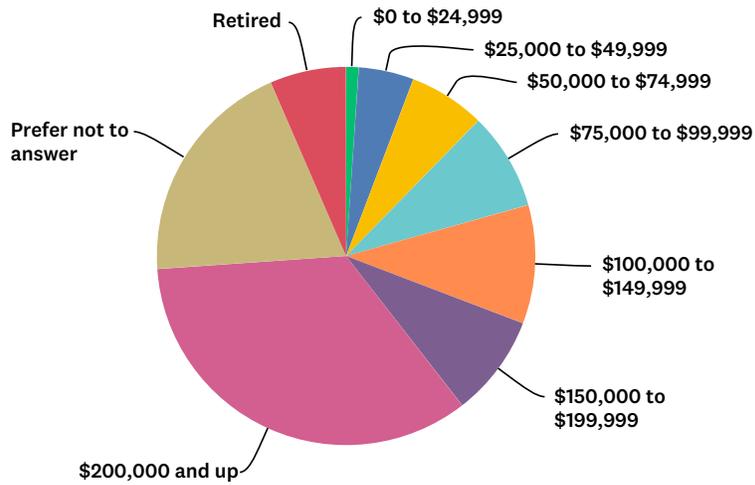
Q5 Where do you work?

Answered: 274 Skipped: 5



Q6 What is your annual household income?

Answered: 276 Skipped: 3



Q7 What do you value most about the Village of Cashiers?

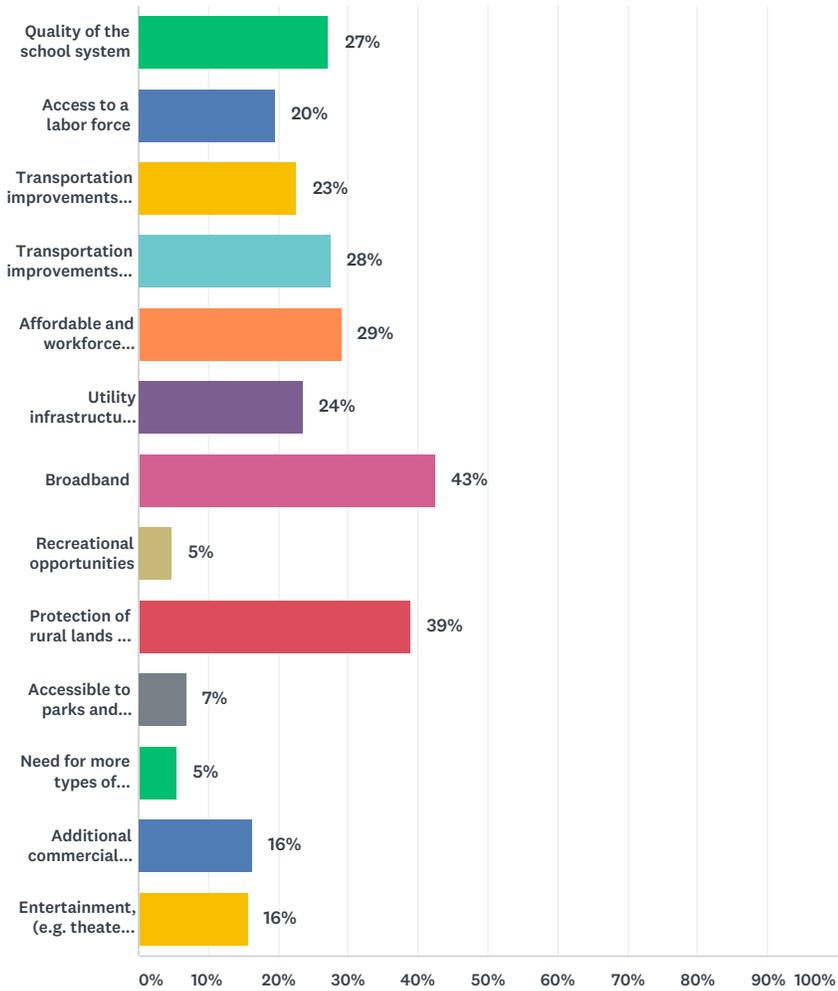
Answered: 259 Skipped: 20

SELECT RESPONSES

- Simply, the mountain atmosphere
- It is critical to keep the rustic nature of Cashiers intact. We need more green space. Too much development and too many billboards will destroy our precious town. We would love more nature paths and walking paths, but NOT more stores. Over development would destroy the town's quaint (non-touristy) charm. We feel Highlands has gotten TOO developed over time.
- Its small town / village feel, the proximity to mountain streams, and the friendly, welcoming people.
- Restaurants, Concerts, Craft/Art Shows
- The Green and its programs as well as the small village feel
- It is quiet, safe, friendly, not too many people and very little traffic. Plus great food, shopping and clubs.
- What I used to value was that you knew everyone in town.
- Intown area, quaint village with the green, like the live work and walk concept. In town areas have much potential
- Low key, the Village Green, few franchise businesses, easy access to medical offices, great golf opportunities, unspoiled natural areas....
- The variety of shops including the Farmer's Market and having a hometown hardware (if Zoeller's is considered to be within the "Village" of Cashiers).
- The serenity and beauty of the area, events in Cashiers & Highlands and proximity to metropolitan areas
- The people!! The beauty of the village!! The available sports activities
- The quaintness. The lack of any high rise buildings. The presence of the Village Green anchoring the center of the town.
- It offers all that I need in a small area....church, farmers market, interesting independent shops, golfing, green space (Village Green), restaurants.
- Hidden escape from the hustle and bustle of the rest of the world!
- It's uniqueness, Cashiers is a village not a growing area for the big guys to be making a profit and turning into a tourist destination.
- Quality of the locals.
- Cashiers is a slice of Small town Americana. We were good with just one traffic light and now we have two. We understand the need for growth but growth without standards will be bad. We do not think a hotel with 100 rooms on cashiers lake is a good idea. A boutique hotel with maybe 20 rooms max would be more appropriate. Kind of like an old Edwards
- Wonderful place to bring family and friends. Starting to feel very crowded but progress brings that and parking for events is difficult.
- Everything!

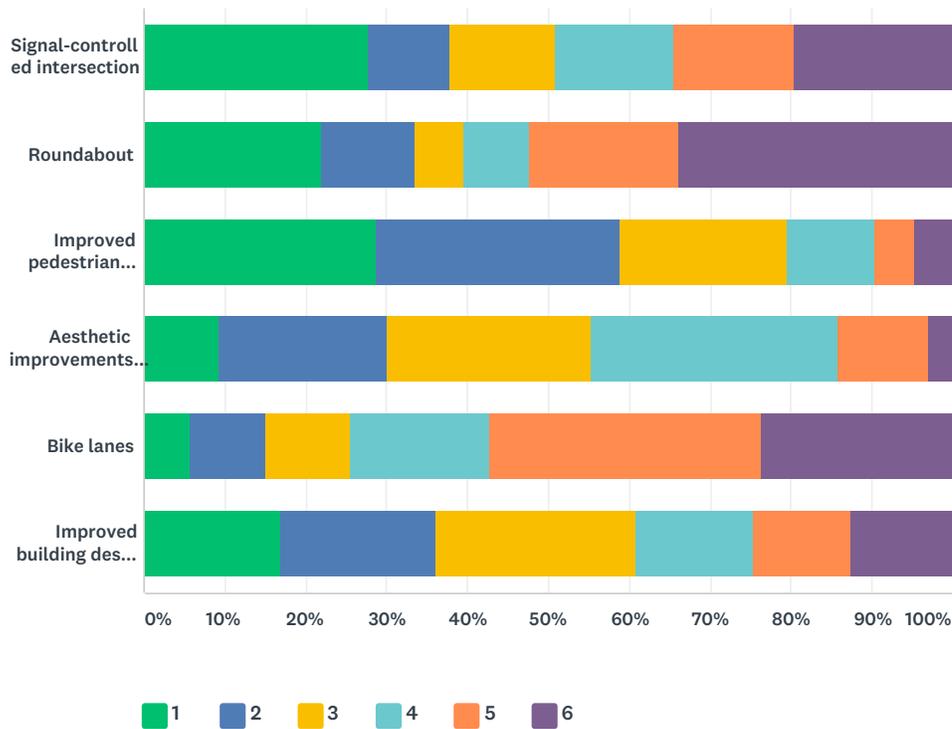
Q8 The most pressing issue facing Cashiers is: (Select up to three)

Answered: 275 Skipped: 4



Q9 The crossroads at SR 107 and US 64 is a hub for the village. Rank the importance of considered improvements to the intersection.

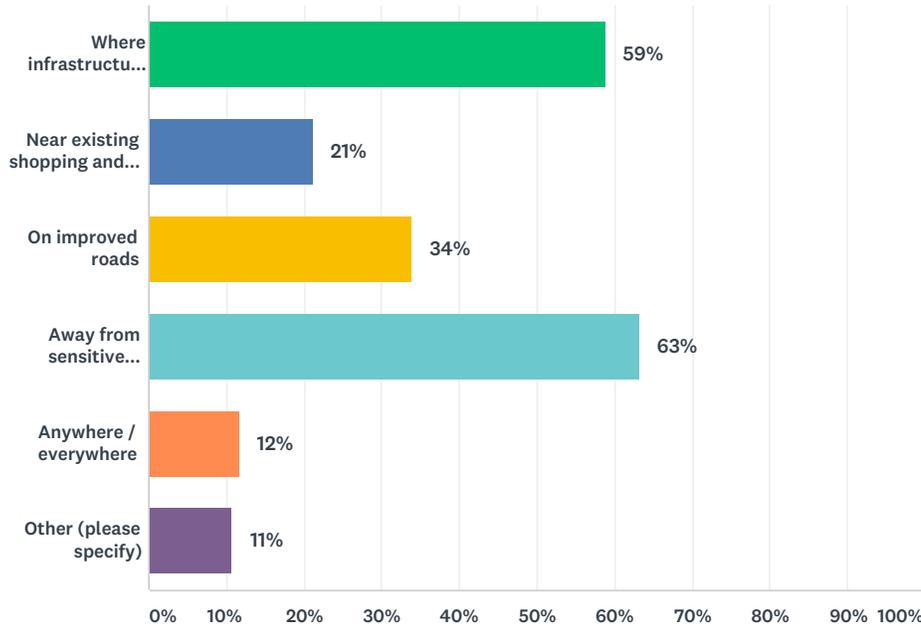
Answered: 276 Skipped: 3



	1	2	3	4	5	6	TOTAL	SCORE
Signal-controlled intersection	28% 66	10% 24	13% 31	15% 35	15% 35	20% 47	238	3.62
Roundabout	22% 51	12% 27	6% 14	8% 19	18% 43	34% 79	233	3.09
Improved pedestrian facilities (sidewalk, multi-use path)	29% 71	30% 75	21% 51	11% 27	5% 12	5% 12	248	4.52
Aesthetic improvements (e.g. plantings, wayfinding signs or gateway feature)	9% 22	21% 50	25% 60	31% 73	11% 27	3% 7	239	3.77
Bike lanes	6% 13	9% 22	10% 24	17% 40	34% 78	24% 55	232	2.65
Improved building design standards to reflect village character	17% 44	19% 50	25% 64	15% 38	12% 31	13% 33	260	3.77

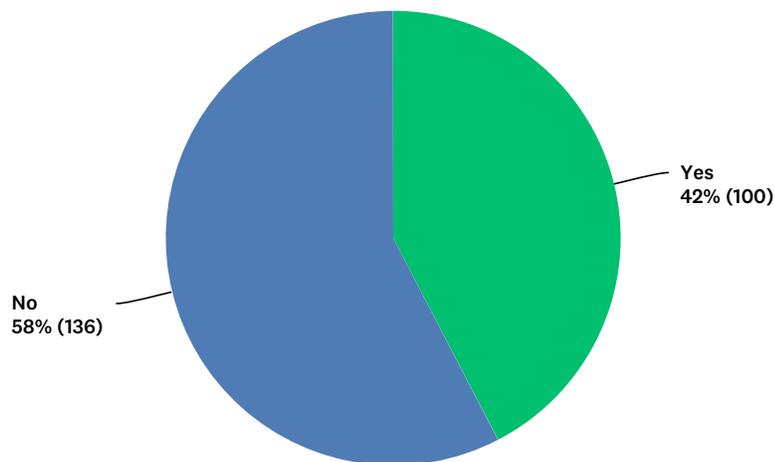
Q10 Residential growth should be focused/encouraged in the following locations (check all that apply):

Answered: 274 Skipped: 5



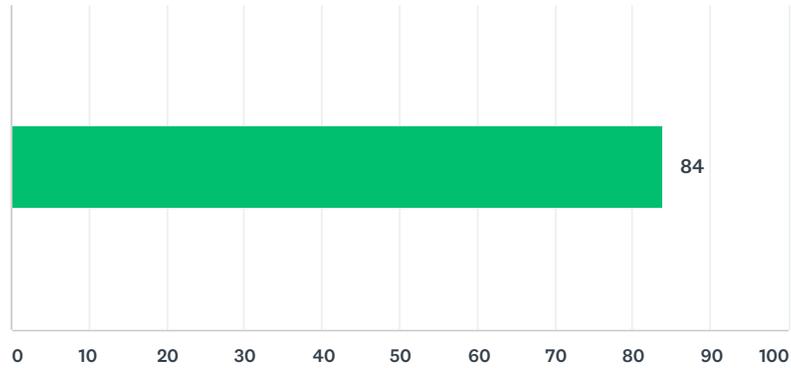
Q11 Do you feel the Cashiers Commercial Area District regulations and design standards are effective in desired development character?

Answered: 236 Skipped: 43



Q12 Sensitive natural areas should be protected from development.

Answered: 273 Skipped: 6



Q13 Improvements and recommendations that may appear in the Cashiers Small Area Plan should be funded through (check up to 3):

Answered: 246 Skipped: 33

