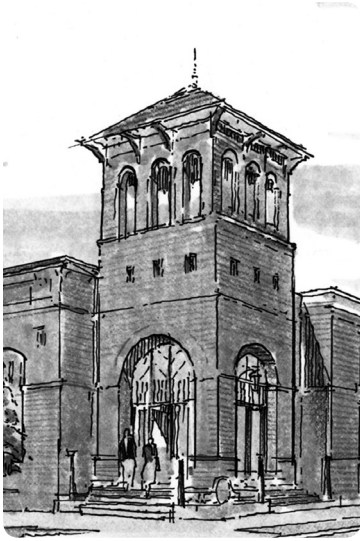




DOWNTOWN WAXHAW VISION PLAN

ADOPTED 12.11.12





The Downtown Vision Plan was prepared for

WAXHAW, NORTH CAROLINA

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ADOPTED 12.11.12

A sketch of a street scene. In the foreground, a person is riding a bicycle from left to right. To the left, a car is partially visible. The background features several multi-story buildings with many windows. The sky is filled with large, soft clouds. The overall style is a light, airy sketch.

It is not necessary to change. Survival is not mandatory.

- W. Edwards Deming

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EXECUTIVE SUMMARY



The Town of Waxhaw, NC, is a uniquely historic place with tremendous potential for attractive mixed use development.

Downtown Waxhaw is the heart of the Waxhaw community and the most significant cultural resource in the area. The walkable downtown offers a true sense of place and history that does not exist in the surrounding communities. Walking in downtown often includes bumping into a neighbor in the local coffee shop or picking up something to read at the used bookstore. The unique experiences found in downtown are unique not only to Waxhaw but also one of very few in the region.

The downtown economy has survived throughout the years by evolving. Waxhaw, once the center of commerce for the surrounding farms and mills, evolved to survive into a specialty antique shopping district in the 1980s and 1990s through the early 2000s. This required visitors and tourists to seek out Downtown Waxhaw as a specific destination. In recent years, with the decline of “antiquing” as a weekend hobby, many of the antique stores in Downtown Waxhaw have closed and slowly been replaced with a diversity of local businesses that range from a coffee shop to a bike shop. While businesses in downtown have remained stable in recent years, most businesses outside of the restaurant sector have not seen significant growth. This sluggish growth, combined with a renewed desire to focus efforts and energy on downtown development, was the catalyst for the Downtown Vision Plan.

A primary goal of the Vision Plan is to unify the previously adopted plans for downtown and create a working framework for development and investment in the downtown area. The framework outlined includes several fundamental categories:

- > Mobility
- > Parking and Wayfinding
- > Marketing and Strategic Positioning
- > Civic Investments
- > Infill and Redevelopment Strategies
- > Regulating Plan and Coding Strategies

Downtown Waxhaw is defined in this planning effort as the area bound by the intersection of Blythe Mill Road and Broome Street to the north; South Main Street and Rehobeth Road to the west; Waxhaw Highway and Old Providence Road to the east; and the South Providence School to the south. The study area includes the intersection of Broome Street and South Main Street, also known as Highway 16 and Highway 75, which is commonly considered the historic center of Waxhaw.

Approaching Waxhaw from the north on Broome Street, the gateway of Downtown Waxhaw is delineated by a break in development north of Church Street and Broome Street. Traveling south, the small auto-oriented development characterizes the area from the intersection of Church Street and Broome Street until the stoplight of North

Main Street and Broome Street. On the eastern side of the street there are several undeveloped parcels, while the western side of the street is built out with restaurants, a mini-storage facility and the current Town Hall. As a gateway, the Broome Street entrance misses an opportunity to define the historic character and quality of development in Waxhaw. The transition from the auto-oriented development to a walkable Main Street quickly occurs as one approaches the intersection of North Main Street and Broome Street.

Main Street in Waxhaw is loosely defined as North Main and South Main Street from Providence Street to Hicks Street. The Main Street district includes three facing blocks of historic development split by the rail line. The one to three story buildings on North and South Main Street are all built to the street with wider sidewalks and historic facades. These six blocks are a valuable asset to downtown as they anchor the area and are the visual trademark of Waxhaw.

On either end of North and South Main Street and behind Broome Street, the blocks quickly

transition from town center buildings to large lot, single family residences, sprinkled with churches and the occasional business. Several homes were relocated to their current location in the early to mid 1900s. Most of these gracious lots provide large yard space, some even spanning the length of the block.

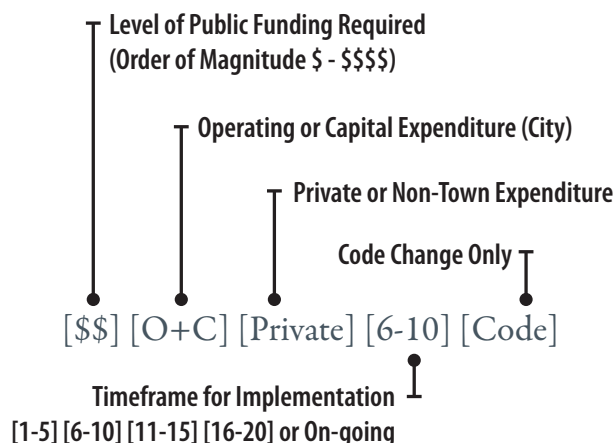
Also in the Downtown Study Area is the historic Rodman-Heath Cotton Mill that is presently in use for office, light manufacturing and storage. The area surrounding the mill includes a popular pizza restaurant, several auto repair shops and an art gallery. Behind the mill is approximately 25 acres of undeveloped land that formerly contained housing for the mill workers. This area is the largest available parcel in Downtown Waxhaw for redevelopment.

The Downtown Waxhaw Vision Plan includes recommendations and priorities to improve, revitalize and strengthen the downtown. Through strategic civic investments and leveraged private development.



▲ **VIEW OF PROPOSED CIVIC STRUCTURE FACING EAST ON NORTH MAIN STREET**

Key to Action Items



Order of Magnitude	Estimated Cost Range
\$	\$1 - \$50,000
\$\$	\$50,000 - \$250,000
\$\$\$	\$250,000 - \$1 million
\$\$\$\$	\$1 million+

1.1 PRIORITIES FOR IMPLEMENTATION

In order for the vision and recommendations expressed by this Plan to be realized, specific action items will need to be implemented by the Town of Waxhaw. Many of the action items seek to provide the conditions under which the vision can be achieved, by way of providing sensible land use regulation, necessary public investments, the development of appropriate programs and policies, encouraging catalyst projects and other actions. The list of high priority items, organized by major topic area, are shown on the next few pages.

The action items in the Implementation Summary Chart below are coded based on the legend noted at the left. The estimated funding levels are listed according to order of magnitude in order to evaluate the relative costs of one action over another.

IMPLEMENTATION SUMMARY CHART

Reference Number	Project/Task	Page Number	Level of Public Funding Required	Operating or Capital Expenditure	Private or Non-Town Expenditure	On-going	Year 1-5	Year 6-10	Year 11-15	Year 16-20	Year 20+	Code /Policy
CHAPTER FOUR: MOBILITY												
M-1	Facilitate the construction and development of the Waxhaw Parkway to increase transportation network options.	44	\$\$\$\$	C	Public/ Private	X						
M-2	Encourage the construction of the Carolina Thread Trail through Main Street to connect to the greater regional network.	46	\$	C	Public/ Private	X						
M-3	Construct a multi-use path connecting other areas of the community to Downtown Waxhaw.	47	\$\$\$	C	Public/ Private	X						
M-4	Increase mobility options through new pedestrian and vehicular connections within the downtown district.	49	\$\$	O		X						X

Reference Number	Project/Task	Page Number	Level of Public Funding Required	Operating or Capital Expenditure	Private or Non-Town Expenditure	On-going	Year 1-5	Year 6-10	Year 11-15	Year 16-20	Year 20+	Code /Policy
M-5	Construct a roundabout to Downtown Waxhaw at the intersection of Church Street and Broome Street.	50	\$\$\$	C	Public/ Private			X				X
M-6	Encourage the use of Church Street by realigning the street to create a more vibrant block and a viable transportation option to Broome Street.	51	\$		Public/ Private		X					
M-7	Transform Broome Street into a pedestrian friendly street by adding on-street parking, 10 foot sidewalks and street trees.	52	\$		Public/ Private	X						X
M-8	As property redevelops along Broome Street, look for ways to consolidate and remove driveways and better manage vehicular access.	54				X						X
M-9	Install 2 new pedestrian crosswalks on Broome Street.	54	\$	C			X					
M-10	Construct a second pedestrian bridge to anchor the western end of Main Street.	55	\$\$\$	C						X		
M-11	Implement the Pedestrian Plan.	56	\$\$\$	C	Public/ Private		X	X				
M-12	Add a left turn lane from South Main Street to Broome Street by converting angle parking to parallel parking and reallocating the existing pavement.	56	\$	O			X					
CHAPTER FIVE: PARKING AND WAYFINDING												
PW-1	Add on-street parking on the adjacent blocks to North Main Street and South Main Street.	59	\$\$	O	Public/ Private	X						
PW-2	Convert angle parking to reverse angle parking on North Main Street to allow outdoor dining on the sidewalk by gaining an additional 6' of sidewalk.	61	\$	C			X					
PW-3	Consider converting the on-street parking on Main Street to a 2 hour time limit to encourage parking turnover for retail and restaurant users.	61	\$\$				X					X

Reference Number	Project/Task	Page Number	Level of Public Funding Required	Operating or Capital Expenditure	Private or Non-Town Expenditure	On-going	Year 1-5	Year 6-10	Year 11-15	Year 16-20	Year 20+	Code /Policy
PW-4	Invest in public parking opportunities through easements and agreements with property owners to organize the existing parking lots.	62	\$	C			X	X				
PW-5	Install a signage and wayfinding system that identifies parking areas, attractions and other key destinations.	62	\$\$	C		X						
CHAPTER SIX: MARKETING AND STRATEGIC POSITIONING												
MS-1	Encourage outdoor dining on North Main Street through streetscape improvements and regulatory changes.	78	\$				X					X
MS-2	Encourage incremental private development in key locations on Main Street.	79	\$\$\$	C	Private	X						X
MS-3	Create a Business Retention Strategy to support existing successful businesses.	79	\$			X						X
MS-4	Hire a Downtown Manager to oversee development opportunities and coordinate marketing strategies.	79	\$	0			X					X
MS-5	Consider implementing a Business Improvement District or a dedicated funding source for downtown improvements.	80			Private			X				X
MS-6	Conduct regularly hosted events, such as the weekly Farmers' Market, in close proximity to Main Street.	80		0	Public/ Private	X						
MS-7	Initiate a "Buy Local" campaign	81		0	Public/ Private	X						
CHAPTER SEVEN: CIVIC INVESTMENTS												
CI-1	Prioritize civic building locations opportunities.	86				X						X
CI-2	Use incremental civic investments to transform civic spaces throughout Downtown Waxhaw	87	\$	0	Public/ Private	X						X
CI-3	Locate, acquire and construct a new Town Hall in the Downtown Waxhaw walkable core, and incorporate an "outdoor room" as a civic gathering and community meeting place in the Town Hall site design.	89	\$\$\$\$	0+C			X					

Reference Number	Project/Task	Page Number	Level of Public Funding Required	Operating or Capital Expenditure	Private or Non-Town Expenditure	On-going	Year 1-5	Year 6-10	Year 11-15	Year 16-20	Year 20+	Code /Policy
CI-4	Build a new Police Department that is located proximate to Downtown Waxhaw on the north side of Main Street.	93	\$\$\$	0+C				X				
CI-5	Expand park to connect South Providence School to downtown.	95	\$\$\$	0+C				X				
CI-6	Build a Community and Senior Center near downtown and connect it to the larger parks and trails system.	95	\$\$\$	0+C					X			
CI-7	Facilitate a new Union County Library location on the south side of Main Street.	96	\$\$	C					X			
CI-8	Consider locating a neighborhood station for the fire department in the downtown.	84	\$\$\$	C						X		X
CHAPTER EIGHT: INFILL AND REDEVELOPMENT STRATEGIES												
IR-1	Incentivize large scale development on the Mill Redevelopment Site and the Historic Ventures site.	98	\$\$		Public/ Private		X					X
IR-2	Add more residents to downtown through diversified yet appropriately scaled residential development.	96			Private	X						X
IR-3	Reuse the Historic Mill Building for a variety of uses that engage the community and attract people to the eastern side of Downtown Waxhaw.	98	\$	C	Public/ Private		X					X
IR-4	Facilitate new mixed-use development in the downtown area that compliments the historic, walkable character of the existing development.	98	\$\$		Public/ Private	X	X					X
IR-5	Locate a boutique hotel in Downtown Waxhaw.	114	\$\$						X			
CHAPTER NINE: REGULATING PLAN AND CODING STRATEGIES												
RR-1	Permit a diversity of housing options.	122					X					X
RR-2	Allow mixed-use development by-right that meets the objectives of the plan.	124					X					X
RR-3	Expedite the permitting process for applications that meet the objectives of the plan.	124				X						X
RR-4	Use regulations that are context sensitive.	124					X					X
RR-5	Implement a coding strategy focused on form, not on use.	124				X	X					X

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INTRODUCTION & ANALYSIS



This plan is a unique opportunity to create a shared vision for the future of Downtown Waxhaw. The purpose of this study is to reach a consensus on growth, build on prior work and promote investment in downtown.

The purpose of this study is two-fold. First, the plan will identify a preferred vision for Downtown Waxhaw as a means to balance more effective and efficient growth with preservation and conservation. The plan will also target specific nodes and investment opportunities for both the private and public sectors.

The completed plan enables key implementing agencies and organizations to move in a common direction and help fulfill the vision both incrementally and comprehensively. If Waxhaw is to achieve its full potential as a truly sustainable community, it must look to every change as one which improves the quality of life for its residents, its businesses, and its visitors. This plan will serve the Town in the coming years as a framework for creating change through smart growth practices.

The planning process for Downtown Waxhaw grew out of a need to improve and invest in new municipal facilities in Waxhaw, including a new town hall and community meeting space. The location of the new town hall and future civic buildings began a conversation focusing on the future of downtown, leading to this Vision Plan.

Based on many years of experience, the first step in any successful planning process is to define the preferred vision for the build-out of an area.

The consultant team along with the Town of Waxhaw, adjacent property owners, and the surrounding neighborhoods created this shared vision for infill and redevelopment. The project team accomplished this by engaging the key stakeholders using a public planning and design charrette.

A multi-disciplinary team of designers, planners, real estate professionals, graphic designers and engineers were present throughout the charrette, drawing various plans and strategies in concert with stakeholders. The inclusion of many technical disciplines permits the team to be very thorough in its assumptions and outcomes, and results in a plan that is feasible, realistic, and encourages investment by both the public and private sectors.

2.1 HISTORY & CONTEXT

The Town: Waxhaw, North Carolina, is a historic town in Union County that was settled in the mid-18th Century by Europeans, mostly of German and Scots-Irish origin.

The area, named for the Waxhaw Native-American tribe, was known for small, independent farms and working class people throughout the 18th and 19th century, as the region moved from farming to textiles and cotton mills. The cotton mills flourished as a result of the railroad through the

center of town, connecting Waxhaw with the markets in Atlanta and Charlotte. Following the 1940s, Waxhaw evolved again as the textile industry moved to other regions in the country. The second half of the 20th century brought disinvestment and decline in downtown, resulting in vacant businesses and shopfronts.

As the Charlotte region grew in the late 20th century, Waxhaw began to experience population growth as an affluent bedroom community within the southeastern suburbs of Charlotte. This

population growth has brought new challenges to Waxhaw. Many of the newer residents are unfamiliar with the history of Waxhaw and focus instead on the conveniences of the region.

Today, Waxhaw is a fast-growing town in western Union County. To address the challenges of an expanding community, the Town Board and community leaders are focusing on a new era in Waxhaw, one that is founded in sustainable growth and investment.



Clockwise: Historic Waxhaw bridge; watertower; one of several antique shops on Main Street; Waxhaw Women's club located in a historic building on Main Street



Image Source: www.city-data.com



Image Source: www.activerain.com

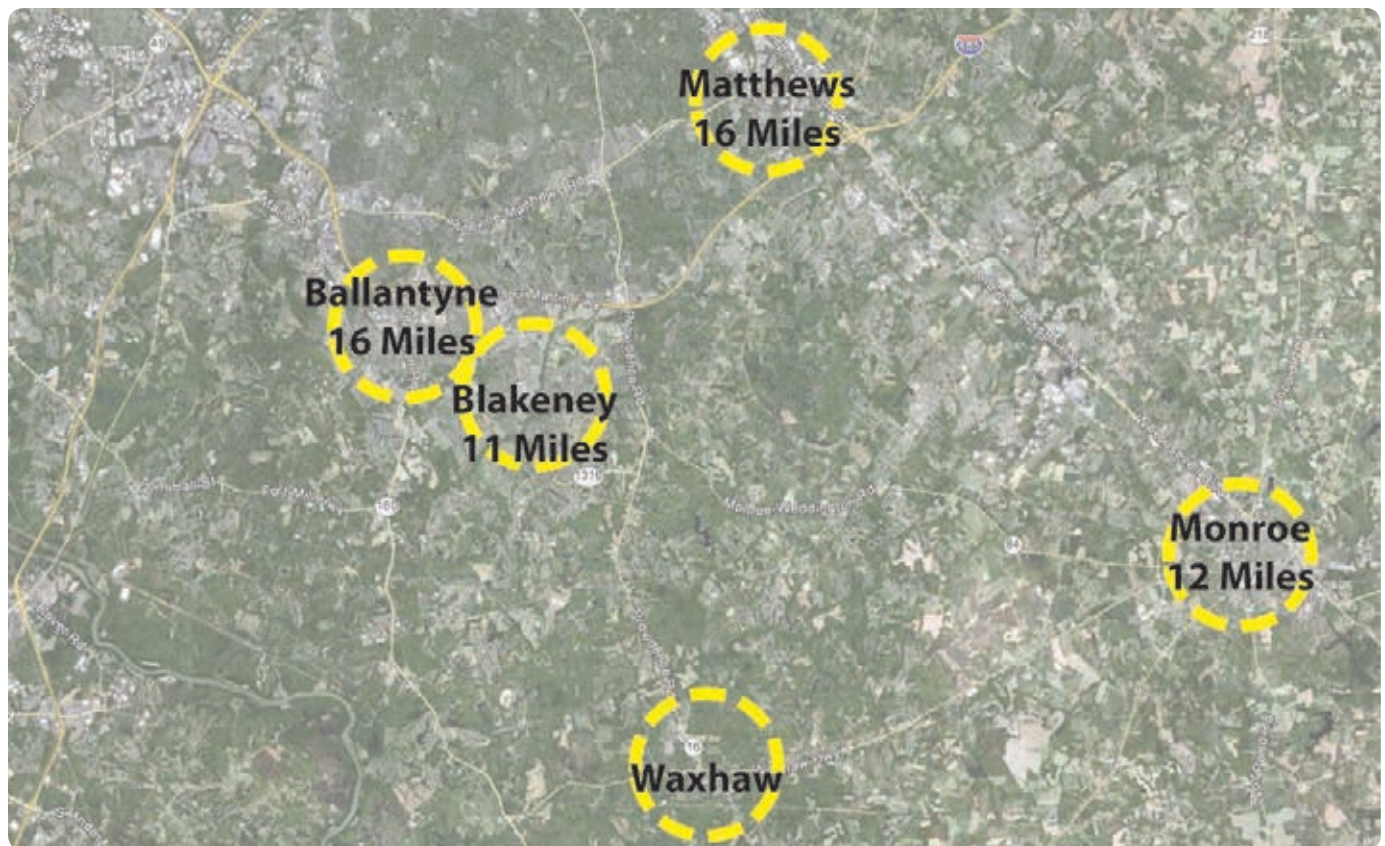
Physical Context: Bordered to the north by Marvin, and to the east by Mineral Springs, Waxhaw is located in one of the highest growth regions in the country. Proximate to Monroe and Weddington, the Town of Waxhaw is taking a bold step in planning its future with this plan to grow the historic downtown. The roughly 360 acre study area is loosely bound by Blythe Mill Road to the north, the South Providence School to the south, Rehobeth Road to the west and Waxhaw Highway and Old Providence Road to the east. It includes the downtown core of Waxhaw, as well as the historic mill to the east and the existing town hall to the north. The study area, as defined, includes the existing walkable core of downtown Waxhaw and its immediately surrounding neighborhoods.



Ballantyne



Monroe

**REGIONAL PROXIMITY MAP ▲**

2.2 PREVIOUS PLANNING EFFORTS

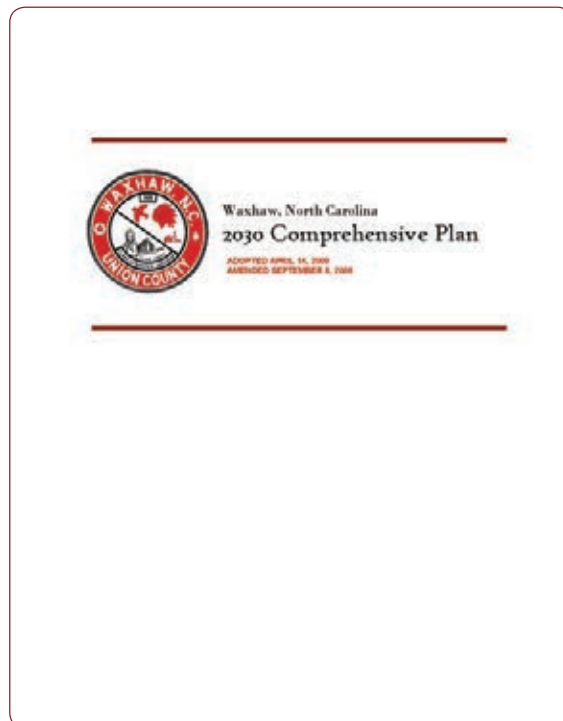
Comprehensive Plan (2009): The adopted Comprehensive Plan encompasses key initiatives regarding economic development; transportation; infrastructure; environmental sustainability; arts & culture; recreation & leisure; housing; education; and town services. In regards to the downtown, the Comprehensive Plan recommended further study with a small area plan.

The Historic Main Street was recognized as the Central Business District for Waxhaw, but further details of development for downtown were left for this study. Specific references for downtown included focusing economic development efforts and the policies listed below:

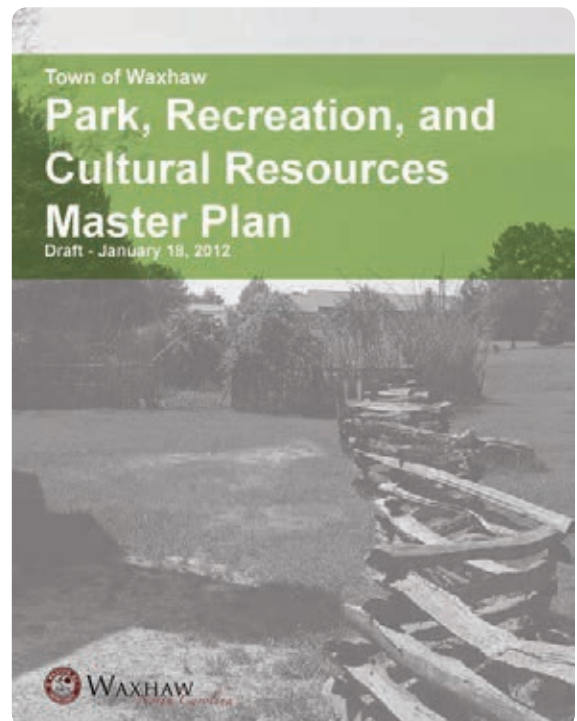
- **Growth and Infrastructure Policy 1.2:** Increase densities in downtown and in activity centers. Increase densities in already developed areas and places identified as activity centers, thereby focusing new development around existing infrastructure and preserving undeveloped areas.

- **Growth and Infrastructure Strategy 1.2.1:** Using the Future Land Use Plan as a guide, update the development code to allow for increased densities downtown and in designated activity centers and reduce land area zoned for low-density single use development in these areas. Ensure that new standards align with the goals of future Historic Districts and recommendations from the Downtown Small Area Plan.

Western Union County Local Area Regional Transportation Plan (2009): The plan completed by Martin/Alexiou/Bryson (MAB) in 2010 outlines the transportation growth priorities in this region of Union County. As part of the study several road improvements were recommended for Waxhaw, including widening Providence Road (Highway 16) from two lanes to four lanes, constructing the Waxhaw Parkway, and using complete streets principles to add capacity for all users (including bicycles and pedestrians) on Broome Street. Recommendations from this study are further outlined in **Chapter 4 - Mobility**.



▲ 2030 COMPREHENSIVE PLAN



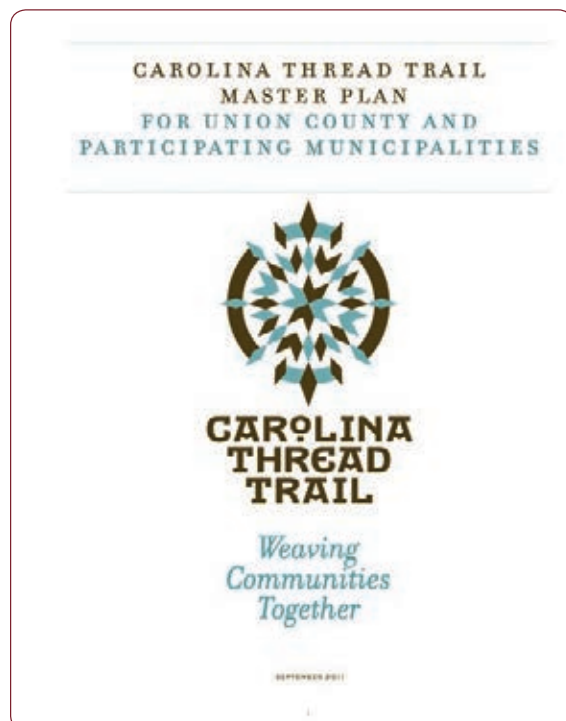
▲ PARK, RECREATION, AND CULTURAL RESOURCES MASTER PLAN

Downtown Marketplace Study (2010): With the central focus on Main Street and the viability of business in Downtown Waxhaw, the Marketplace Study analyzed gaps in the types of retail, retail preferences among Waxhaw residents, and made recommendations for improvements in downtown based on the market environment, physical environment, and financial environment. Recommendations included:

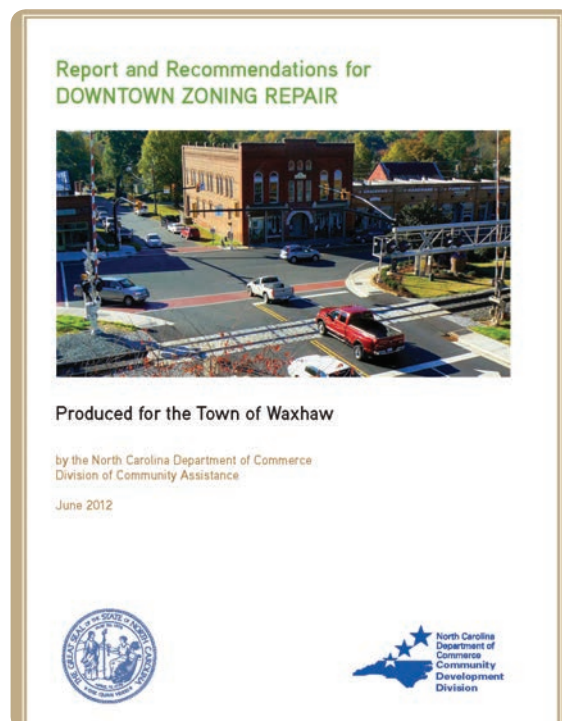
- > Establish Downtown Brand Identity
- > Establish a Cohesive Downtown Marketing Campaign
- > Establish a Downtown Waxhaw Real Estate Task Force
- > Establish a Business Recruitment Task Force
- > Encourage Retail Self-Assessment
- > Establish a Historic Building Task Force
- > Establish concrete ties with other Waxhaw organizations interested in downtown design issues
- > Establish a Financial and Business Development Task Force

The Small Town Main Street Program funded this study and continues to assist with the development and success of downtown businesses. The results from the Marketplace Study are further explained and synchronized with the Downtown Vision Plan in **Chapter 6 - Marketing and Strategic Positioning**.

Town of Waxhaw Pedestrian Plan (2012): The Pedestrian Plan, completed in 2012, includes implementation recommendations, cost, and prioritization for pedestrian projects in Waxhaw. This study included the entire town, but focused on a detailed analysis of downtown due to the current connections, walkability and proximity to many of the priority destinations in Waxhaw. The framework set forth in the plan also included trail improvements, sidewalks, crosswalk and intersection improvements. The specific recommendations from the Pedestrian Plan are outlined in **Chapter 4 - Mobility**.



▲ **PARK, RECREATION, AND CULTURAL RESOURCES MASTER PLAN**



▲ **DOWNTOWN ZONING REPAIR REPORT**



▲ MAP OF STUDY AREA

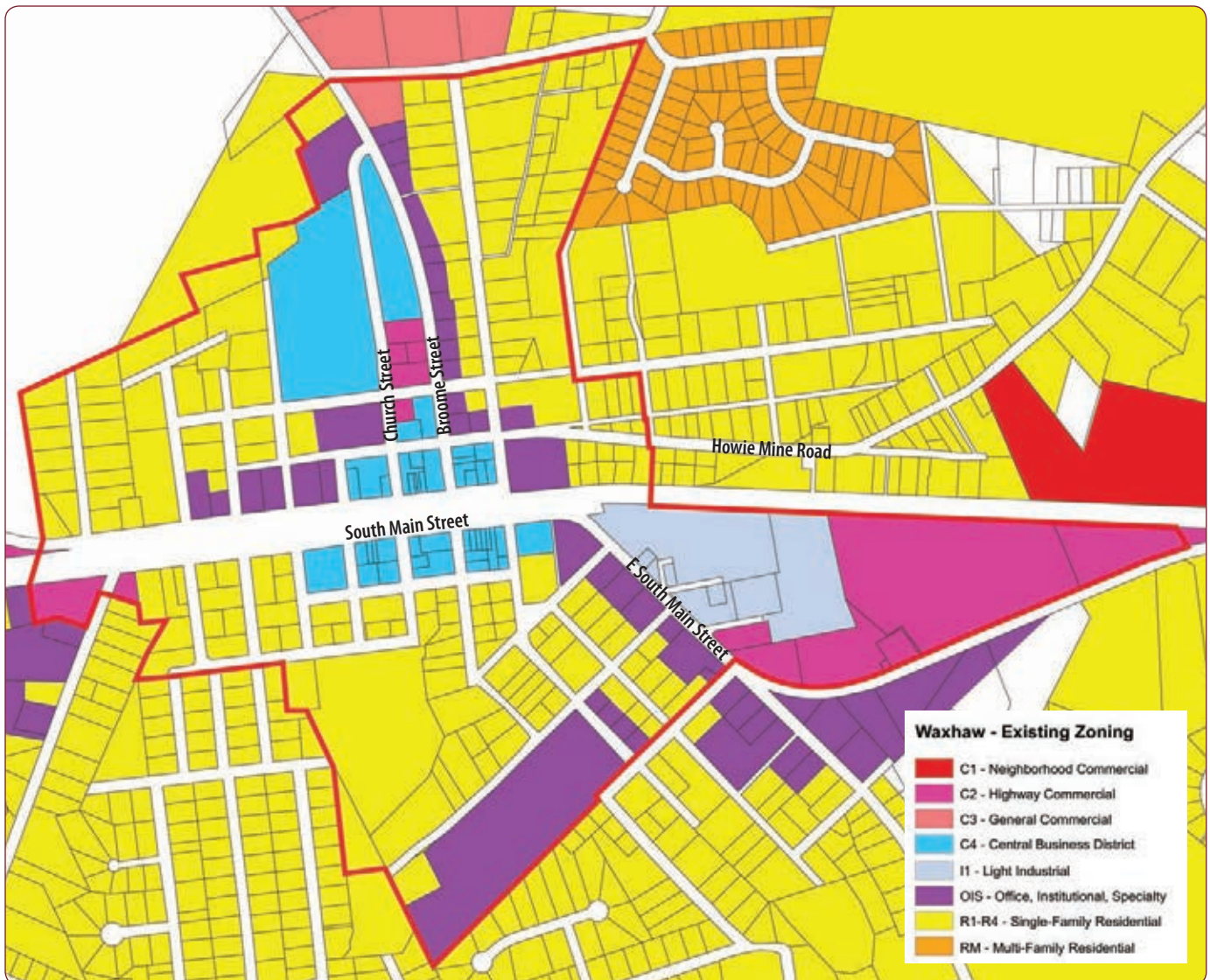
Park, Recreation, and Cultural Resources Master Plan (2012): Completed in 2012, the Park, Recreation, and Cultural Resources Plan focused on the future green infrastructure needs for the Town of Waxhaw. Major recommendations included:

- Planning, design, and acquisition immediately for a downtown community park of a minimum of 10 acres. This park is proposed to connect to the existing David Barnes Park on Main Street. Acquisition of the land has taken place, accomplishing the first goal of the Park, Recreation, and Cultural Resources Master Plan.
-

- A future community center that is based in the downtown park that could potentially include a senior center, aquatics center, and a community gathering space.

The downtown community park is the priority in the Park, Recreation, and Cultural Resources Plan. Other specific recommendations that link to the Downtown Vision Plan and design considerations for the park and community center are further outlined in **Chapter 7 - Civic Investments**.

Report and Recommendations for Downtown Zoning Repair (2012): As part of Waxhaw's participation in the Small Town Main Street Program, the Department of Cultural Resources



▲ EXISTING ZONING MAP

was brought in to analyze the current Unified Development Ordinance for Downtown Waxhaw and make recommendations as to how to match the vision for downtown with the zoning ordinance. The recommendations from the Downtown Zoning and Repair Toolkit correlate to the Downtown Vision Plan. This is further outlined in **Chapter 9 - Regulating Plan and Coding Strategies**.

Existing Zoning: The existing zoning in Downtown Waxhaw is diverse, ranging from Central Business District (C4) zoning to Single Family Residential (R1-R4). The area also includes Light Industrial, Highway Commercial, and General Commercial. With each district is a defined list of uses from the Zoning Table of Uses found at the end of the Unified Development Ordinance. Each of these districts is further explained in **Chapter 9 - Regulating Plan and Coding Strategies**.



▲ FIGURE GROUND DIAGRAM

This figure-ground diagram is a two-dimensional map of the study area that illustrates the relationship between built and unbuilt space. A goal in urban areas such as Downtown Waxhaw is to encourage increased density rather than building on the urban periphery. Ideally, promoting infill and reclamation of abandoned areas will increase the amount of “mass” in the figure ground to achieve a more continuous urban fabric. This strategy fosters a more livable community with a vibrant mix of uses in close proximity, accommodates a more diverse population, improves pedestrian accommodations, encourages quality public spaces, and enables more efficient public transportation systems.

2.3 WHY PLAN? WHY NOW?

One positive aspect about the economic downturn is that it has given communities the opportunity to plan for the future while development pressure is low. The Town of Waxhaw has taken this opportunity to get in front of development with several planning initiatives. As a result of this, further study was necessary in several areas, including downtown. As the heart of Waxhaw, the success of downtown is vital to the strength of the overall community.

2.4 KEY TASKS

The process set out to accomplish the following key tasks:

- › Include diverse stakeholder groups to reach consensus resulting in feasible, realistic preservation/development/redevelopment plans.
- › Analyze the area’s existing conditions.
- › Create a conceptual design plan using exemplary traditional planning and urban design principles.
- › Integrate high-quality architectural designs that promote a mixing of uses, as well as

enhance the existing fabric.

- > Define potential locations, site planning, and conceptual vision for new municipal buildings.
- > Identify areas for potential rezonings and an outline of a proposed form-based code/design guidelines.
- > Recommend possible public improvements such as streetscape treatments, signage/wayfinding, housing rehabilitation, and public parking areas.
- > Suggest retail and merchandising strategies.
- > Provide implementation and phasing strategies for proposed projects.

2.5 DOWNTOWN VISION PLAN PRINCIPLES

The following statement of key principles summarize the goals of the Downtown Waxhaw Vision Plan:

- > Increase connectivity and transportation choices for residents and visitors.
- > Include a diversity of housing types that attract residents of all age groups and socioeconomic statuses.
- > Provide opportunities of incremental investments on Main Street to improve the vitality of the walkable commercial district.
- > Provide a framework for a support network

SMART GROWTH PRINCIPLES

1 Create a Range of Housing Opportunities and Choices

Provide quality housing for people of all income levels and at all stages of life is an integral component in any smart growth strategy.

2 Create Walkable Neighborhoods

Walkable communities are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth.

3 Encourage Community and Stakeholder Collaboration

Growth can create great places to live, work and play—if it responds to a community's own sense of how and where it wants to grow.

4 Foster Distinctive, Attractive Communities with a Strong Sense of Place

Smart growth encourages communities to craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation.

5 Make Development Decisions Predictable, Fair and Cost Effective

For a community to be successful in implementing smart growth, it must be embraced by investors and developers.

6 Mix Land Uses

Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live.

7 Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas

Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving our communities quality of life, and guiding new growth into existing communities.

8 Provide Transportation Choices

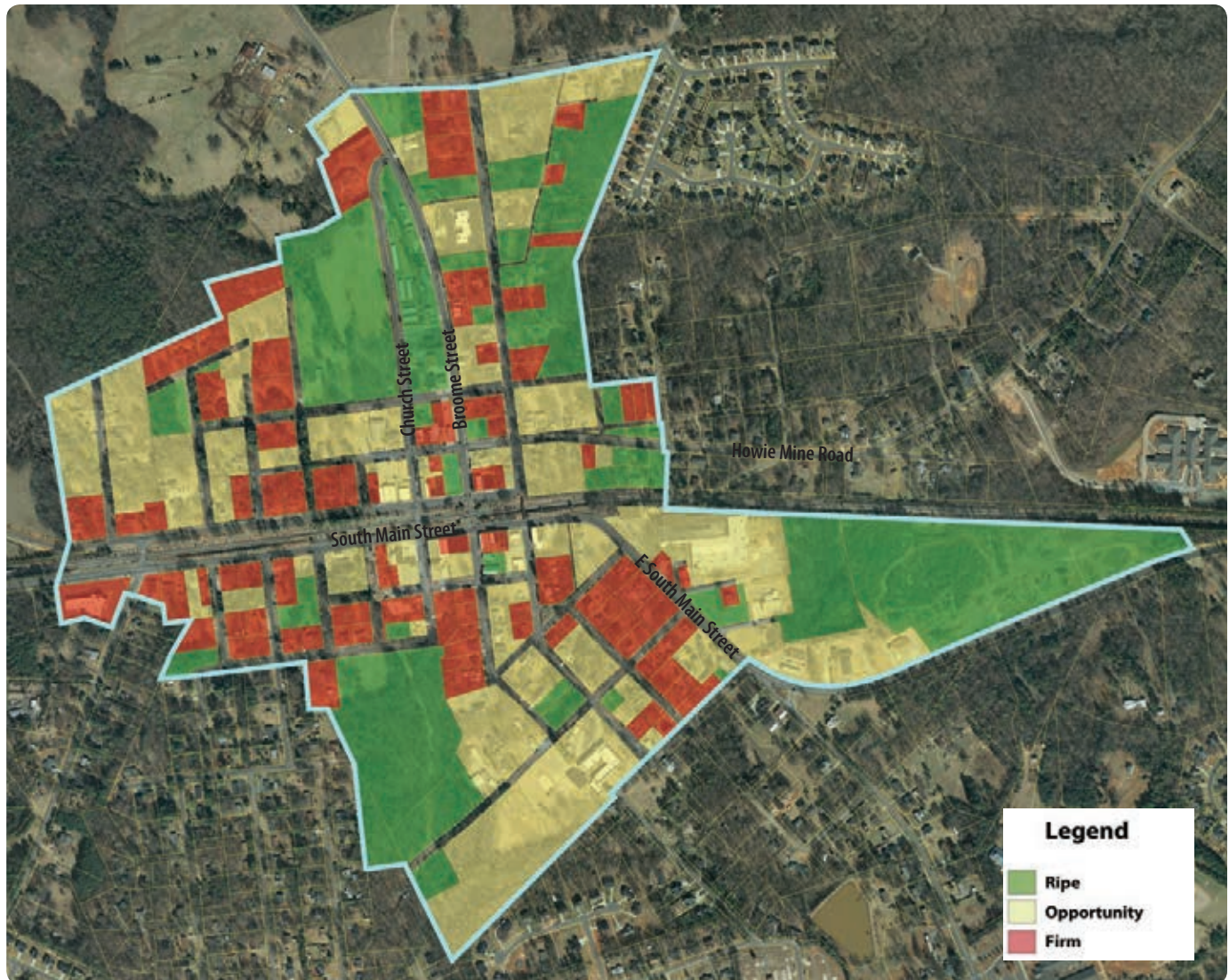
Choice that provides people with more alternatives for access to housing, shopping and jobs.

9 Strengthen and Direct Development Towards Existing Communities

Smart growth directs development towards existing communities already served by infrastructure, seeking to utilize the resources that existing neighborhoods offer, and thereby conserving open space and irreplaceable natural resources outside of developed areas.

10 Take Advantage of Compact Building Design

Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development.



▲ RIPE/FIRM ANALYSIS

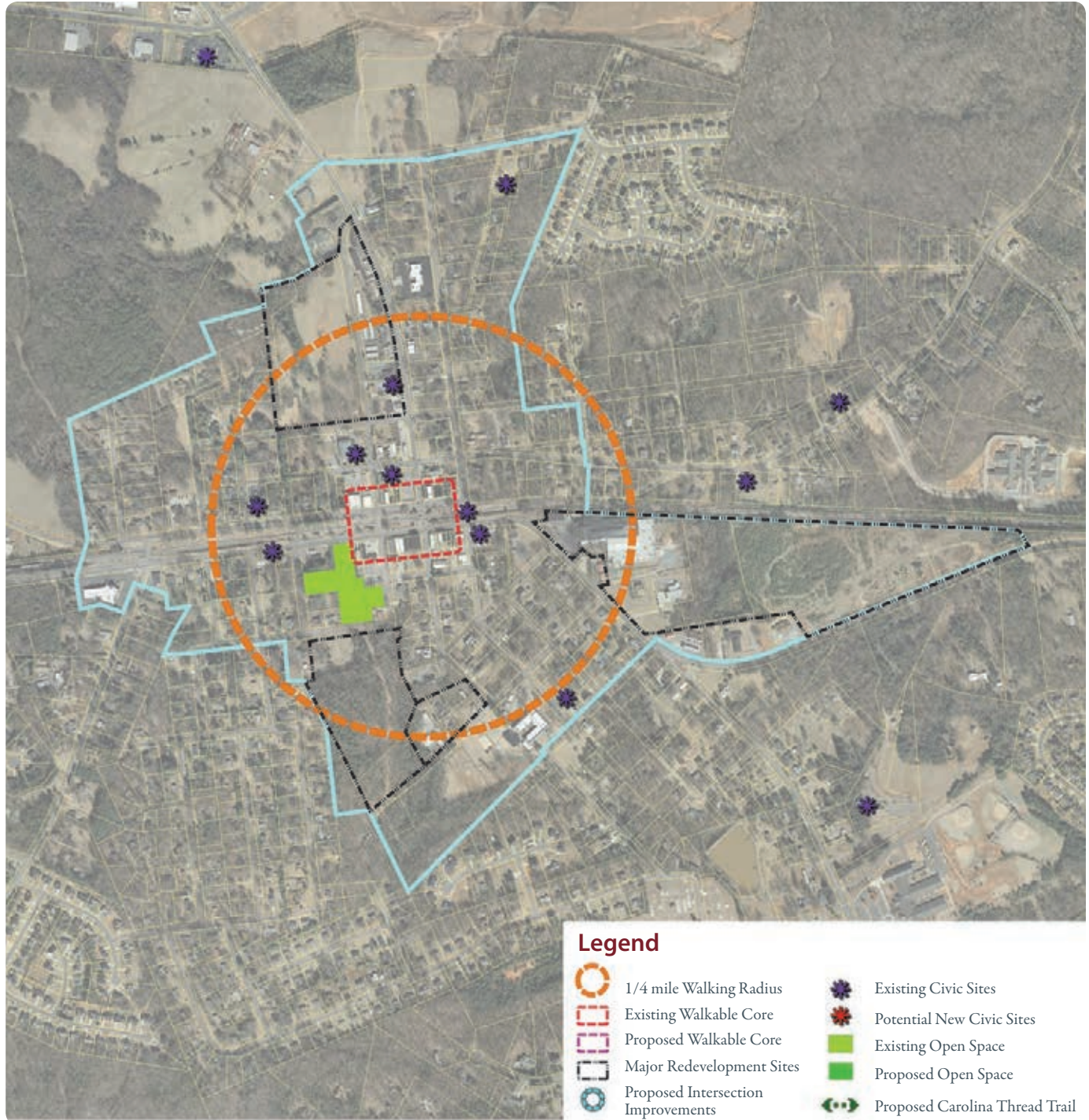
A ripe and firm analysis illustrates an outsider's perspective of the properties within a study area.

- > *The green properties will likely change because they are vacant, for sale or of poor development quality in terms of use or structure.*
- > *The yellow areas represent opportunities and may currently have an appropriate use or a worthy structure; however, as redevelopment in the area occurs, these parcels may evolve and change in use or physical configuration.*
- > *The red parcels identified above are not likely to change over time.*



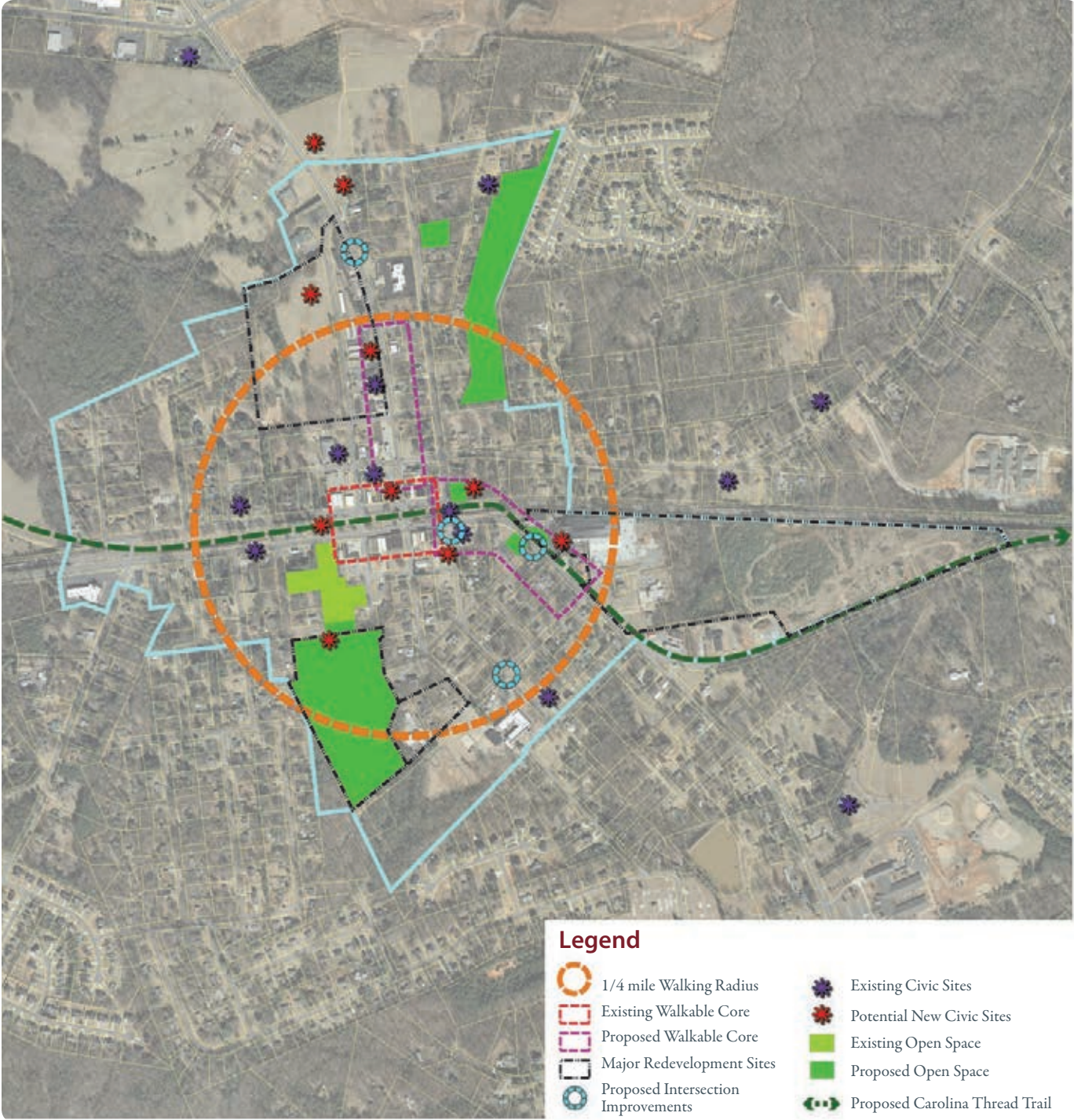
TOPOGRAPHY DIAGRAM ▲

The topography of Downtown Waxhaw is hilly, with elevation changes along the stream beds. This creates development challenges specifically along Church Street, Broome Street, and the David Barnes Park Property on the south side of downtown.



▲ EXISTING CONDITIONS DIAGRAM

Analyzing the existing conditions of the Downtown Waxhaw Study Area includes identifying the existing civic site, existing open space and the major parcels available for development. The marked civic sites include local churches, the current Waxhaw Town Hall, Waxhaw Woman's Club and library. The majority of the civic amenities are concentrated within a 5-minute walk (1/4 mile radius) of Broome Street and Main Street. The blue outline marks the study area boundary.



PROPOSED CONDITIONS DIAGRAM ▲

The map above highlights key improvements, potential new civic sites, and new parks and other green infrastructure easements.



THE PLANNING PROCESS

A charrette is an intense workshop that gives the design team an opportunity to meet with interested citizens and produce a detailed series of recommendations, high quality plans and renderings that accurately reflect the vision of the community.

The keys to a successful plan include a balanced mix of careful analysis of the existing conditions and constraints; extensive and meaningful public engagement; visionary, but practical planning and design; and financially and politically feasible implementation. Regardless of the scale of the project—from the redevelopment of a block in downtown to a county-wide comprehensive plan—each effort must maintain this balance.

The keys to a successful plan include a balanced mix of careful analysis of the existing conditions; extensive and meaningful public engagement; visionary, but practical planning and design; and financially and politically feasible implementation. It is imperative for projects at every scale maintain this balance. To best facilitate the Downtown Vision Plan process and achieve this important balance, the Town of Waxhaw used an intensive planning and design workshop, called a charrette, to accomplish several goals:


- › Engage the entire community from the beginning;
- › Encourage a diversity of ideas and thinking “outside of the box” to solve issues facing downtown;
- › Produce actionable plans within an efficient, focused time-frame; and

- › Create a shared vision that will guide growth in downtown over the long term.

A typical charrette is a four-day, community-driven design exercise that establishes expectations and builds enthusiasm for new investment and development. A successful charrette is predicated on the direct involvement of those who will implement the recommendations and proposals that result from the process. Because of this, charrettes also draw clear lines of accountability among their participants.

The charrette process requires an investment of resources and trust by the community to assemble a team of experts to work intensely for several days with elected officials, key decision-makers, staff and the general public. These stakeholders are engaged through direct interviews, open discussions and collaborative design sessions that allow an incredible amount of planning work to be accomplished in a relatively short period of time. The efficiency of charrettes can pay great dividends, not only in terms of time and money saved, but in the pleasure of partnering with an entire community on a project everyone can be proud of.

A kickoff public workshop for the Downtown Vision Plan for Waxhaw occurred on the evening



THIS IS YOUR *downtown.* WHAT DO YOU SEE?


Downtown Waxhaw is experiencing growth and redevelopment pressures. Development pressures threaten to undermine the quality of the area for residents, investors and visitors unless suitable plans are put in place to manage and direct this growth. Come join us in the coming weeks and help plan for the next 20 years of growth in Downtown Waxhaw.

PUBLIC PRESENTATIONS

Kickoff Presentation and Public Workshop
The event will educate participants on best practices in traditional urban design, transportation, redevelopment, zoning, and preserving community character.
Monday, April 23rd at 6:30 pm
Location: American Legion

Public Planning and Design Charrette
The design team will work on-site creating the plan and invite the community to offer continual input and monitor the work-in-progress. Members of the community and all those interested in the future of Waxhaw are invited to stop-by the design studio throughout the week.
April 30th – May 3rd
Location: Waxhaw Women's Club

Closing Presentation
The design team will present its set of preliminary recommendations for guiding growth, development and redevelopment over the next twenty years.
May 7th at 6:30 pm
Location: Museum of the Waxhaws



CHARRETTE MEETING SCHEDULE
Below are meetings that will be held during the design charrette that examine specific topics and include experts and invited local decision and policy makers. The public is invited to engage in these meetings as participants.

Monday, April 30th	11:30 am Utilities and Infrastructure
	1:00 pm Transportation, Safety, and Circulation
	2:30 pm Pedestrian, Bicycle, and Transit Planning
	4:00 pm Public Space, Parks and Greenways, including the Carolina Thread Trail
	5:30 pm-7:00 pm Daily Pin-Up Session
Tuesday, May 1st	9:00 am Downtown Merchants and Marketing
	10:30 am Housing
	1:00 pm Colleges, Institutions, Schools, and Churches
	2:30 pm Economic Development
	4:00 pm Regulations, Codes, and Planning
	5:30 pm-7:00 pm Daily Pin-Up Session
Wednesday, May 2nd	10:30 am Local Developers and Property Owners
	1 pm Small Civic Projects to Build Community
	2:30 pm Parking Locations and Management Strategies
	5:30 pm-8:00 pm Daily Pin-Up Session and Special Event - TOWN HALL
Thursday, May 3rd	6:30 pm Charrette Wrap-Up
Monday, May 7th	6:30 pm Closing Presentation - Museum of the Waxhaws

Charrette Schedule and Flyer

of Monday, April 6th, 2012, to give the general public an opportunity to hear more about the plan and help generate some ideas to manage and encourage growth in this area. It was then followed by a four-day charrette on April 30th-May 3rd, 2012. The charrette consisted of numerous public meetings, stakeholder and design sessions, evening pin-up sessions, and a closing presentation on Monday, May 7th. The design team worked on-site at the Waxhaw Woman's Club with an open invitation for the community to offer continual input and monitor the work in progress. Following the charrette, two Advisory Committee Meetings were held to discuss the Downtown Vision Plan. Following these meetings a tour was held on July 9th with the Advisory Committee at the City of Belmont.

3.1 PUBLIC INPUT AND COMMUNITY PRIORITIES

The town sought to insure that public input on the plan was garnered from as wide a spectrum of community members and stakeholders as possible. To that end, public participation in the plan included several key elements:

1. An Advisory Committee Meeting to kick-off the effort.
2. A public kick-off meeting that included a series of group discussions.
3. A series of interviews with downtown property and business owners.
4. A four-day public planning and design workshop (also known as a "charrette") was the centerpiece public involvement event.
5. A follow-up Advisory Committee Meeting to review the charrette results.
6. A tour of Belmont, a peer community, to learn from their applicable lessons.

The public's participation in each of the public input venues and events shaped the plan's final recommendations. The public comments, along with information gained from stakeholders, public officials and other representatives, guided the consultant team in their work and were key determinants of the plan's outcomes.

Community Priorities

- > Build on the historic character of Downtown Waxhaw.
- > Create a strategy for design guidelines through a code that ensures quality, predictable development and is user-friendly.
- > Preserve historic buildings within the area.
- > Incorporate housing options to serve a variety of age groups and support new businesses.



PUBLIC PARTICIPATION SESSIONS ▲

3.2 PRE-CHARRETTE RECONNAISSANCE

Kickoff Presentation & Public Workshop

This event featured a “food for thought” presentation to provide participants with best practices in traditional urban design, traffic/transportation, access management, redevelopment, zoning, market economics and preserving community character. It was followed by a hands-on design session where community residents, stakeholders, and leaders along the corridor worked together to create a vision for Downtown Waxhaw.

Public Input Received During Kickoff Meeting

The design team utilized a public survey to solicit feedback from participants during the kickoff meeting. The summary of these findings are presented below.

1. **How often do you come to Downtown Waxhaw?** Half of survey participants reported visiting downtown Waxhaw on a daily basis. Thirty seven percent said they visit downtown Waxhaw several times a week, and fourteen percent of residents polled reported coming into downtown only several times a month.
2. **General perception of the area: “I believe that the downtown area is...”** Sixty seven percent of participants completed this statement with, “holding its own but needs a lot of help.” Twenty two percent believe that the downtown area is “trending in the right direction”. Seven percent perceive that downtown Waxhaw is in decline, while only four percent of participants believe that the area is thriving.
3. **Parking and Wayfinding/Signage priorities:** Participants were asked to prioritize several parking and wayfinding needs. The following list are the results in order of their priority:
 - > Design an integrated citywide signage and marketing campaign
 - > Create new town parking lots
 - > Improve existing town-managed lots
 - > Develop recognizable signage for public parking lots
 - > Implement parking time limits on Main Street
4. **If parking capacity was added, where is the best location?** Participants were asked to prioritize locations to add parking. The following were the results:
 - > Surface Lots behind buildings
 - > On-Street (Diagonal or Reverse-Angle)
 - > Parking Deck
 - > On-Street (Parallel)
5. **Participants prioritized the following Circulation/Mobility Projects in the**



Public Kickoff Workshop

order below:

- > Improve the streetscape on Broome Street with on-street parking, sidewalks, and street trees.
 - > Construct a multi-use path for bicyclists and pedestrians as part of a network connecting the downtown to Waxhaw Elementary School and the neighborhoods to the north.
 - > Add sidewalks to the secondary street network, for example Church Street, McDonald Street, and South Broome Street.
 - > Create a signed bike route through Downtown Waxhaw
6. **Participants ranked uses they believe are most important to have a vibrant, sustainable Downtown Waxhaw:**
- > Formal Civic Space/Gathering Place
 - > Restaurants
 - > Large Park/Green Space
 - > Small, locally owned Retail Shops
 - > Town Hall
 - > Housing (Detached Single Family)
 - > Hotel
 - > Housing (Townhomes, Condos, Flats)
 - > Offices
7. **If you could wave a magic wand, downtown Waxhaw would have the following three new businesses.**
- > Wider variety of retail shops
 - > Natural food grocery store
 - > Restaurants
8. **Do you support increased housing densities in the downtown to increase the number of residents in the area?**
- > 56% of participants said “Yes”
 - > 44% of participants said “No”
9. **Do you support added building height in the downtown area?**
- > 53% of participants said “Yes”
 - > 47% of participants said “No”
10. **Participants prioritized appropriate height limit (in stories) for mixed-use infill development in the blocks around Main Street in the order below:**
- > 3 Stories
 - > 2 Stories

- > 4 Stories
- > 5 Stories

11. **Following these questions, participants were asked to circle one of two images that they believe represent appropriate architecture for Waxhaw:** The following were the results:

	90%		10%
	30%		70%
	40%		60%
	88%		12%
	14%		86%
	60%		40%
	5%		95%

3.3 THE CHARRETTE On Monday, April 30th, the consultant team set up a temporary design studio in the Waxhaw Woman's Club. The space served as the design team's "home base" for the charrette's duration, April 30th- May 3rd. The studio, complete with design tables, maps, pin-up boards and computer work stations, provided an open space in which both formal and informal meetings occurred, as well as room for designers to craft the plan's details with the public's help.

The charrette featured formal public meetings, led by the consultant, as well as informal sessions that emerged out of these meetings and other design-related activities. Topics discussed included transportation issues on Broome Street and Main Street, urban housing options, parking and

wayfinding opportunities, and the surrounding downtown blocks. At the end of each day, the design team facilitated an informal review and public critique of the day's progress for interested citizens. Some ideas "stuck" and some were explored and eventually removed from the design schemes.

On Monday, May 7th, 2012, the charrette closed with a final presentation highlighting the week's results and the plan's preliminary recommendations. Nearly 45 people were in attendance for the presentation of the plan that represents the consensus opinion gained through a week of collaboration between the public, Town staff, and the design team. It embodies the vision to be carried forth by the Town of Waxhaw along with the citizens of Waxhaw in the years to come.



Charrette is "littlecart" in French. In 19th century Paris, design professors circulated carts to collect final drawings from students. Students jumped on the carts to finish their work as they were pulled through the streets in public view. The term charrette has evolved to mean an open public design process.

KEY CHARRETTE PRINCIPLES

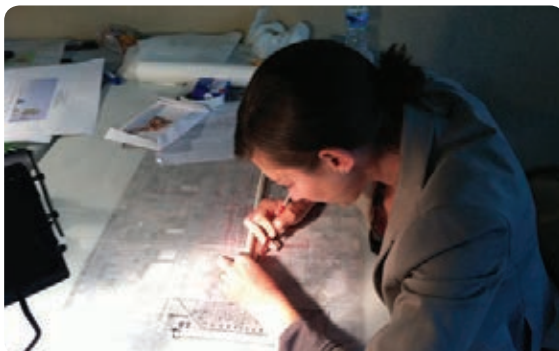
Involve Everyone From The Start: Anyone who might have an opinion or be affected by the plan should be involved from the very beginning. By making people roll up their sleeves and work with the design team, the process gains mutual authorship and shared vision.

Work Concurrently And Cross-Functionally: The design team should have many different specialties, but during the charrette, everyone becomes generalists, assimilating everyone's expertise and reflecting the wisdom of each participant.

Work In Short Feedback Loops: The public needs to be able to propose an idea and see it designed for review in a short period of time. The charrette process typically includes pin-up critique sessions every evening to garner input on the preferred direction based upon what was learned during the day.

Work In Detail: Only through designing to a level of detail that includes both the details of building types, blocks, and public spaces as well as the big picture of circulation, transportation, land use, and major public amenities can fatal flaws be reduced or eliminated.

DESIGN TEAM DURING CHARRETTE ►





CHARRETTE MEETING SCHEDULE

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- 6:30 pm Charrette Wrap-Up

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- 6:30 pm Closing Presentation - Museum of the Waxhaws

▲ CHARRETTE SCHEDULE

▲ PUBLIC PARTICIPATION AT CHARRETTE



MOBILITY



Downtown Waxhaw like most downtowns provides an environment that is unlike competing shopping areas - it is pedestrian focused. The current auto congestion in downtown is based on a lack of choice for commuters

Broome Street is the north-south artery connecting downtown Waxhaw to the rest of the region. Otherwise known as NC-16, a four-lane arterial, it links directly to downtown Charlotte approximately 25 miles from downtown Waxhaw. As the road approaches downtown its character changes. It is a two-lane rural road that slowly transitions from large vacant tracts to strip development, ending at the historic buildings in the core of Waxhaw. The other major artery in downtown Waxhaw is South Main Street, which connects the US Highway 521 to the City of Monroe. North Main Street and South Main Street (NC-75) is the historic center of Waxhaw. Split by a railway, both sides of Main Street are two lane streets with on-street parking and wider sidewalks.

As an essential part of the Downtown Vision Plan improvements to Broome Street, Main Street, and the secondary street network provide a framework for future growth and development. The design and function of each street adds to the character, vitality and potential success of the surrounding area. Each street is designed to not only move cars, but to include amenities for pedestrians and cyclists as well.

Traffic counts on Broome Street and South Main Street are escalating. According to MPSI (Marketing Planning Solutions Inc./Google Earth Pro), in 2009 the traffic counts at Broome Street between McDonald Street and Price Street was 13,000 AADT (Average Annual Daily Traffic). This was down from the high of 15,000 AADT in 2008. Prior to 2008 the traffic had increased over 50% in ten years from the 10,000 AADT in 1998.

Traffic counts for South Main Street are divided into West South Main Street and East South Main Street, outside of the study area and past the Old Providence Road split. These counts are approximately half the amount on Broome Street with 2008 estimates at 8,100 AADT on West South Main Street and 2009 estimates of 6,200 AADT on East South Main Street, east of the Old Providence Road split. If demand continues, improvements to Broome Street or the network are necessary to accommodate traffic. To balance the historic character of Waxhaw and the traffic a choice must be made to evaluate the most context sensitive design solutions.

4.1 Previous Plans and Existing Conditions

Local Area Regional Transportation Plan (LARTP)

These counts and a complete analysis of the Waxhaw transportation needs are identified in the Local Area Regional Transportation Plan completed in 2009 by Martin/Alexiou/Bryson, PLLC and Clarion Associates.

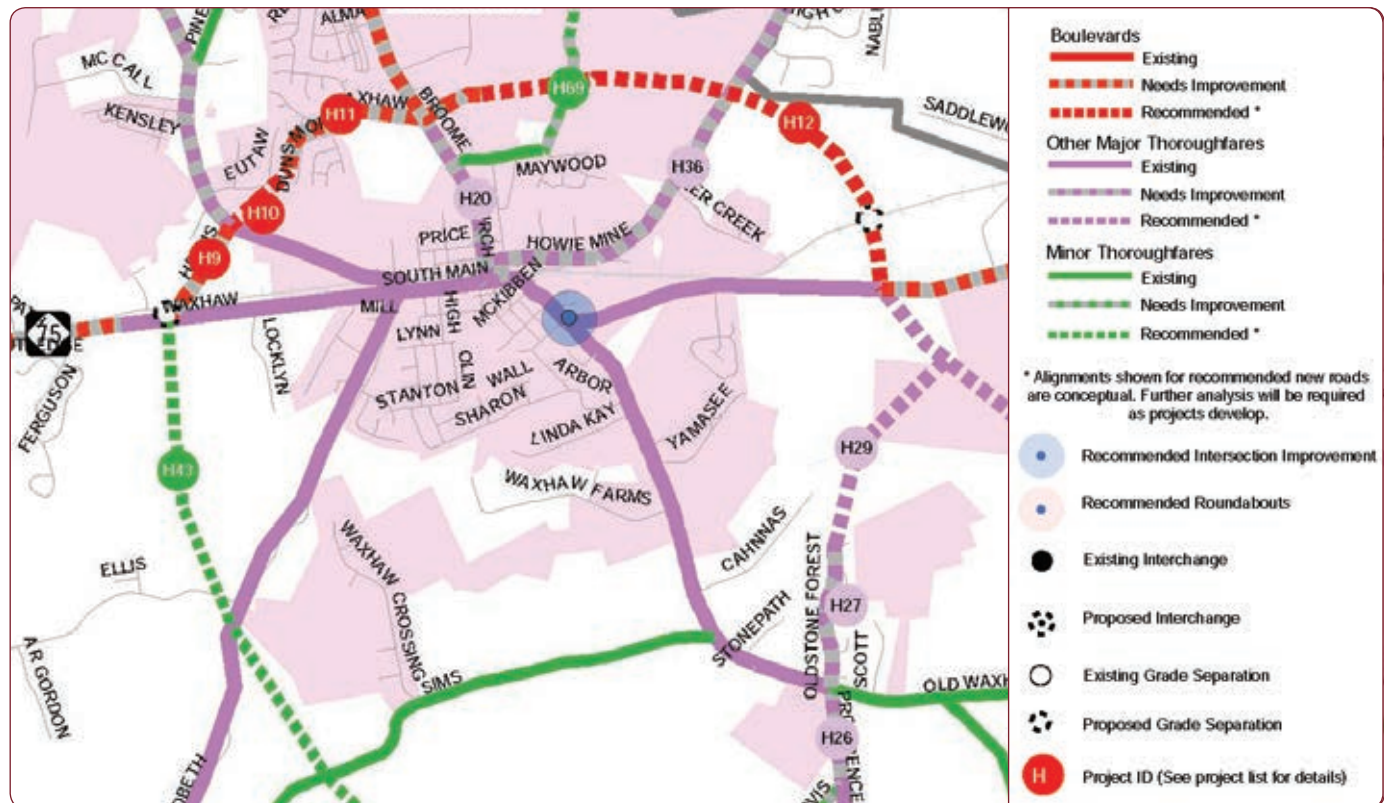
The adopted LARTP is a guide for transportation investments in the Western Union County region. The purpose of the plan was for the participating communities invested (Marvin, Weddington, Waxhaw and Wesley Chapel) to write their own transportation needs ahead of the growth. The plan included a prioritization strategy and traffic counts for key intersections in the study area.

The LARTP is particularly applicable to Downtown Waxhaw, as several of the projects listed as High Priority, Medium Priority and Low Priority are within the Waxhaw study area or directly affect the traffic conditions in the study area.

The following projects are integrated into the Downtown Vision.

High Priority:

- Widening Highway 16 (Broome Street) from Cuthbertson Road to Waxhaw Parkway with a 95 foot right of way and a boulevard street section.
- Construct Waxhaw Parkway from NC-75 to the west and east; bypassing Downtown Waxhaw with a 95 foot right of way and a boulevard street section.
- Add turn lanes, widen shoulders and improve geometries as appropriate on Highway 16 (Broome Street) from Waxhaw Parkway to Main Street/Highway 75, including a desirable cross section of 95' and a boulevard street section.
- Improve the intersection of Old Providence Road, NC 75 (Waxhaw Highway) and McCain Street with coordinated operations,



▲ WESTERN UNION COUNTY LOCAL AREA REGIONAL TRANSPORTATION PLAN (2009)

managed access and permitted uses, as well as consolidating the parcels and/or realigning the intersection.

Medium Priority:

- Widening Waxhaw-Indian Trail Road (Howie Mine Road) from NC-16/Broome Street to Bond Grove Church Road with a 70' right of way, a three lane street section with shoulders, turn lanes and improved geometries.

Low Priority:

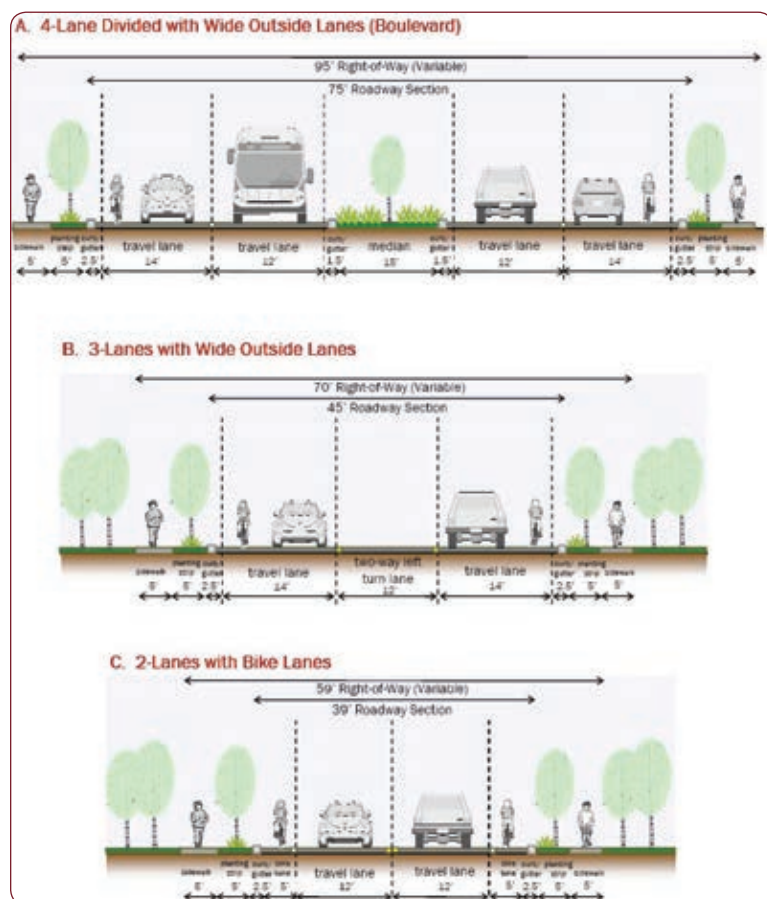
- Preserve a 95' right of way for the Waxhaw Parkway extension from NC-75 to Old Waxhaw Monroe Road/Old Providence Road.

Also included in the LARTP are general bike and pedestrian recommendations. The

recommendations that affect the study area include on-street bicycle facilities on NC-16 through downtown Waxhaw and on-street facilities on Waxhaw Parkway. Pedestrian improvements are more generally listed as “spot intersection improvement projects to enhance pedestrian and vehicular safety.”

The recommendations outlined in the LARTP are also keyed to potential funding sources including part of the Transportation Improvement Plan, local bonds, developer funded improvements, or CMAQ grants.

As part of the Downtown Waxhaw Vision Plan, these recommendations are incorporated as necessary, but are also calibrated within the entire scope and context considered. The LARTP is also



TYPICAL STREET SECTIONS FROM LARTP (2009) ▲



PRIORITY MAP FROM LARTP (2009) ▲

balanced and prioritized based on the goals of the Downtown Vision Plan.

Waxhaw Pedestrian Plan

The Pedestrian Plan, completed by the Centralina Council of Governments in 2012 highlighted specific investments to the pedestrian infrastructure in Waxhaw. This included a specific focus on Downtown Waxhaw, outlining improvement projects, identifying estimated costs and the proposed timeline for implementation.

Specific recommendations from the Comprehensive Pedestrian Plan that are incorporated in the Downtown Vision Plan are:

Area Objectives:

- Improve crossing conditions at high-traffic intersections
- Close gaps in existing sidewalk system
- Provide more connections to adjacent neighborhoods

- Connect to potential park site identified in 2030 Comprehensive Plan and Downtown Vision Plan

Sidewalks:

- Connect existing sidewalks on Broome Street from Bivens Street to North Main Street
- Construct a new sidewalk on East South Main Street from McKibben Street to McNeely Branch (outside of Town of Waxhaw limits)
- Include new sidewalks in the development of the Historic Ventures/West Broome Street development site



▲ **COMPREHENSIVE PEDESTRIAN PLAN (2012)**

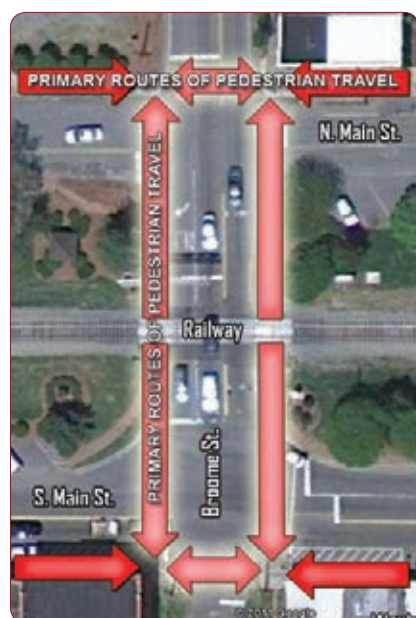
- › Connect new development sidewalks with Main Street sidewalks on Hicks Street and Church Street
- › Connect existing sidewalks on Brevard Street to the fitness trails behind South Providence School
- › Construct sidewalks on the neighborhood blocks south of Main Street to connect to the greater street network and the proposed park location including McCain Street, McKibben Street, Broome Street, Providence Street, Givens Street, King Street, College Street, High Street, Caldwell Street and Jackson Street.

Crosswalks:

- › A reconstructed crosswalk at the intersection of North Main Street, South Main Street and Broome Street (shown below) that includes new crosswalks on the north and east side of the intersection
- › A new crosswalk at the intersection of Providence Street and South Main Street with high-contrast crosswalk striping and signage
- › A new crosswalk with a pedestrian activated light and countdown at the intersection of Old Providence Road and South Main Street
- › A striped crosswalk at Price Street and Broome Street with an audible countdown on the west, south and east sides of the street to provide a safe crossing on Broome Street.
- › A new crosswalk at the Rohebeth Street and South Main Street intersection that includes striping, signs and a flashing warning signal.
- › A new crosswalk on the north side of the intersection of McKibben Street and South Main Street with striping, signs and a flashing warning signal.

Trails:

- › A new connection from the proposed park on South Main Street with trailheads at David Barnes Park (existing), Givens Street, Lynn Street, Brevard Street, and the Fitness Trail at South Providence School in two phases; one to connect to the park and the other through the park and to the school and existing sidewalks on Wall Street, Jerry Lane, Arbor Drive and the Fitness Trail
- › A greenway trail connecting the Museum of the Waxhaws to both South Main Street (Waxhaw Highway) and Old Providence Road
- › A greenway trail connecting Downtown



The recommendation at left suggests coordinating the pedestrian crosswalks and signals for the intersection of North Main Street, South Main Street and Broome Street to act as one singular intersection, with appropriate pedestrian crosswalks that link across the railroad tracks and intersection. Currently, crosswalks exist in spot locations and do not create a unified intersection for the pedestrian.

COMPREHENSIVE PEDESTRIAN PLAN MAIN STREET ▲ INTERSECTION RECOMMENDATIONS

Waxhaw and Howie Mine Road to Providence Street and Broome Street

Each of the sidewalk and trail projects was prioritized through a ranking system within the Comprehensive Pedestrian Plan that included location ranking, difficulty in constructing, connection to the existing system, and proximity to Downtown. After these rankings were tabulated, the general public and steering committee voted on the proposed projects. The scores, public comment, the steering committee, and general goals, recommendations of the plan and considerations were added together to create a list of the five highest priority sidewalk and trail projects.

Six of the ten highest priority projects are in the Downtown study area. These are, in order from highest to lowest ranking:

Sidewalk

- > A new sidewalk on South Main Street from McKibben Street to McNeely Branch
- > A new sidewalk on Brevard Street from East

South Main Street to the Fitness Trail

- > A new sidewalk on McCain Street from East South Main Street to South Providence Street

Trails

- > A new trail (South Providence Greenway) following the sanitary sewer line that connects with the existing trail in David Barnes Park to Givens Street, Lynn Street, Brevard Street, and the Fitness Trail
- > A new trail that is the second phase of the South Providence Greenway connecting Phase I with Wall Street, Jerry Lane, Arbor Drive and the Fitness Trail
- > A new trail (Providence Greenway) that connects unused town-owned streets and easements in North Broome Street, Howie Mine Road, Price Street, Leafmore Court and Armfield Street.

The prioritized sidewalk and trails in downtown have a combined cost of approximately \$2,248,750. It is envisioned that these projects would be completed in the near future with other projects following as funding becomes available.



▲ EXISTING RAILROAD TRAIL AND PATH (2012)

EXISTING CONDITIONS-DOWNTOWN WAXHAW

This study for Downtown Waxhaw examined the transportation network from Blythe Mill Road at Broome Street to the north, South Providence School to the south, Rehobeth Road to the west, and the Rodman-Heath Cotton Mill to the east. The thoroughfares in this study area comprise the primary gateways to Downtown Waxhaw. Broome Street and South Main Street also provide instrumental connections to surrounding neighborhoods, schools and population centers. Waxhaw's Main Street is also a typical southeastern "railroad" town with a heavily used CSX line splitting North and South Main Street.

Broome Street

From the north side of the study area, Broome Street is a two-lane rural road entering town. In the study area, there is a sidewalk on the east side of Broome Street, but not on the west side. The west side is largely comprised of driveways with pull-in access off of Broome Street that makes it difficult for pedestrians to maneuver. The lack of on-street parking and a planting strip or tree well to separate pedestrians and automobile traffic creates an unfriendly pedestrian environment.

North and South Main Street

South Main Street (NC75) runs east-west through the study area. North and South Main Street are split by the railroad tracks, with both carrying two-way traffic and accommodating on-street parking. North Main Street ends at Howie Mine Road to the northeast and turns into Waxhaw-Marvin Road to the west. In the historic core of Waxhaw, North Main Street includes on-street parallel parking on the north side of the street and angled parking on the south, railroad facing, side of the street. The existing lane widths are 12.5 feet, 2.5 feet wider than the state minimum. North Main Street carries an average of 1,600 vehicles per day.

South Main Street (NC 75) carries more vehicles per day than North Main Street, with an average of 8,100 vehicles per day. The increase in vehicles and traffic results in more considerations for traffic flow through the historic core of Waxhaw. South Main Street connects Downtown Waxhaw to



Broome Street (Highway 16)



Intersection of Broome St and Main St



Existing South Main Street

US521/Charlotte Highway to the west and Downtown Monroe to the east.

South Main Street has two travel lanes and on-street parking on both sides of the street in the historic core of Waxhaw. On the business (south) side of the street there is parallel parking. On the railroad (north) side of the street there is angle parking. With the current lane widths and turning lanes there is not enough room for a wider sidewalk or a planting strip.

Railroad

The CSX Railroad line in Downtown Waxhaw splits North and South Main Street and is a heavily used freight line that connects to Monroe to the east and Rock Hill to the west. The railroad line is a part of daily aspect of life in Waxhaw with trains passing through several times a day.

Waxhaw has been able to improve the railroad right-of-way in the middle of Main Street with landscaping as a strolling sidewalk, a refurbished pedestrian bridge, and several monuments and sculptural elements.

From a transportation perspective there is still a hesitation in Waxhaw to focus redevelopment adjacent to the railroad due to a recent derailment and a near derailment. With proper siting and precaution this fear can be mitigated.

Traffic Signals

In the downtown there is one traffic signal at the corner of South Main Street and Broome Street. Due to the distance between the signal and the rail crossing, this stoplight has three stop bars on Broome Street: the intersection of South Main Street, the rail crossing and North Main Street.

Un-signalized Intersections

The un-signalized intersections in the study area are generally sufficient in the current configuration. The un-signalized intersection that is most dangerous to both pedestrians and automobiles is the intersection of South Main Street and Old Providence Road. This off angle intersection is sufficient to handle the traffic volumes, but the sight lines are constrained and create an unsafe environment for vehicles and pedestrians to see oncoming traffic.

Lane Configurations

All but two of the roads in the study area have two-way traffic and two-lanes. Miller Drive and Hicks Street are the exception, as both are one-way streets with a smaller travel

lane width. Both Broome Street and South Main Street have turning lanes at the intersection, but the turn lanes quickly drop off preceding and following the intersection. There is limited room in the historic core of Waxhaw for additional turn lanes due to the historic road network and core of buildings. Improvements to the overall network could improve alternatives and encourage users to disperse to other network options.

Pedestrian and Bicycle Issues

The Town of Waxhaw has limited sidewalk connectivity to the surrounding neighborhoods and downtown. On any given day, one will see several small groups of residents walking through and around downtown for recreation. These groups of walkers often drive to downtown to walk and/or run a loop from the Food Lion parking lot north of downtown through Main Street and back to the parking lot. There is a crosswalk at the Post Office adjacent to the Food Lion to cross Broome Street from the west side of the street to the east side of the street. Pedestrians typically use the east side sidewalk all the way into Downtown Waxhaw and the intersection of South Main Street and Broome Street.

The current sidewalk infrastructure on Broome Street does encourage usage, but the surrounding environment and lack of crosswalks do not encourage pedestrians other than occasional recreational users and people that have no other means for transportation. The existing sidewalks on Broome Street are approximate by the standard of 6 feet wide. Due to the parking and driveways on the west side of Broome Street, there is little opportunity for sidewalks on this side of the street without redevelopment of the parcels.

On the south side of South Main Street, a pedestrian has a sidewalk connection from Magnolia Ridge Drive to the west to Linda Kay Drive to the southeast. However, other than the signalized intersection at Broome Street and Main Street there is no other crosswalk for pedestrians to connect back to the north. The lack of a safe crossing isolates the North Main neighborhood, the historic mill on East South Main Street and the historic pedestrian bridge.

The residential area of downtown also lacks safe pedestrian connections. Although many of the streets have slow moving traffic, very few of them have sidewalks. At present this suffices for pedestrian safety, but if redevelopment occurs or on-street improvements are made, pedestrian improvements will be necessary for the safety of residents and visitors.

Entering downtown as a cyclist is also a challenging experience. Broome Street from the north is a 25 foot wide two-lane road with no accommodation for cyclists. The frequent driveways further this dangerous atmosphere.

North and South Main Street are more friendly environments for cyclists due to the slower traffic speeds. There are bicycle riders that leave daily from Main Street and head east on NC 75. These groups feel comfortable on the road with traffic, even in higher speed situations.

Cyclists that do not feel comfortable on a road with higher speeds of traffic and no additional bicycle facilities do not have any facilities for riding their bicycle in downtown to connect with other destinations. The residential streets are appropriate for recreational cyclists, but lack connectivity to destinations of interest including the grocery store, mill, or Waxhaw Elementary School. Some users will choose to use the sidewalk to ride their bike, but this can be dangerous for both the cyclist and pedestrian.

During the public meetings at the charrette, there was much discussion about connecting of sidewalks and the desire to encourage pedestrians to visit downtown businesses. There were three specific meetings to discuss transportation issues:

- › Transportation, Circulation and Safety
- › Pedestrian, Bicycle and Transit Planning
- › Public Spaces, Parks and Greenways including the Carolina Thread Trail.

During these meetings the team evaluated the existing conditions and listened to the comments and suggestions of interested members of the public. From their comments, increasing connectivity and investing in bicycle and pedestrian improvements is a high priority in Downtown Waxhaw. This was also evident in the survey from the first public meeting where people ranked from most important to least important the following improvements:

- › Improving the streetscape on Broome Street with on-street parking, sidewalks and street trees
- › Construct a bicycle and pedestrian multi-use path to connect downtown to Waxhaw Elementary School and to the neighborhoods



South Main Street Sidewalk



Typical Sidewalk Condition - Broome Street



Existing Railroad Condition - Looking West

to the north

- > Add sidewalks to the secondary street network, for example Church Street, McDonald Street and South Broome Street
- > Create a signed bike route through downtown Waxhaw.

4.2 ACTION ITEMS

During the charrette, two key transportation priorities were identified:

1. Improve livability for the local neighborhoods
 - » Enhance the quality of life, character and property values
 - » Create a pedestrian and bicycle friendly environment
 - » Slow down the traffic
2. Good traffic flow to downtown Waxhaw that:
 - » Accommodates peak traffic flow and traffic capacity
 - » Provides a safe, efficient and enjoyable drive

Based on the community's vision and values, it was determined that transportation improvements in Downtown Waxhaw must balance traffic efficiency with placemaking (i.e., cars/mobility with people/atmosphere). Consideration of the recommendations was given as to how alternatives would impact the existing historic buildings as well as create economic development opportunities to strengthen downtown.

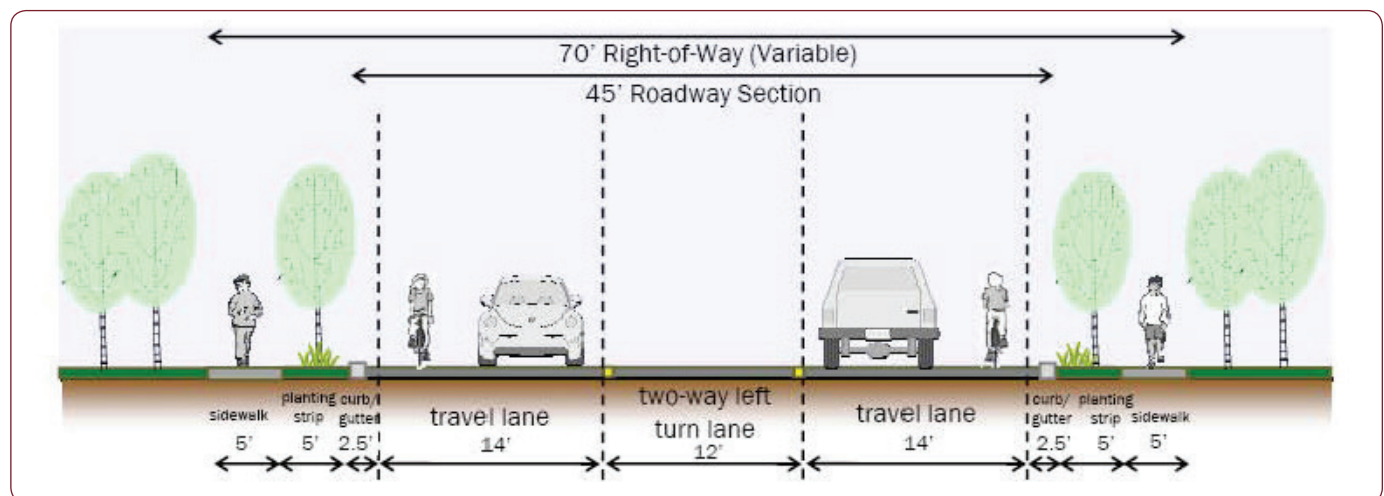
M-1 Facilitate the construction and development of the Waxhaw Parkway to increase transportation

network options. To alleviate the growing traffic demand and provide alternate routes for Downtown Waxhaw, the discussion of the Waxhaw Parkway has been a priority of Waxhaw for the past ten years. This project is highlighted in the Western Union County Local Area Regional Transportation Plan and is a common topic of discussion in Waxhaw. The 2009 Local Area Regional Transportation Plan called for the Waxhaw Parkway to be developed to connect Broome Street (NC-16) to Main Street (NC-75) to the west and east.

The diagram below shows the projected route of the Waxhaw Parkway. The parkway will accomplish several goals for the town of Waxhaw:

1. Increase regional connectivity.
2. Provide an alternate route for events and emergency management services from NC-75 to NC-16.
3. Alleviate traffic pressures on Broome Street and Main Street.
4. Connect new developments to the regional transportation system.

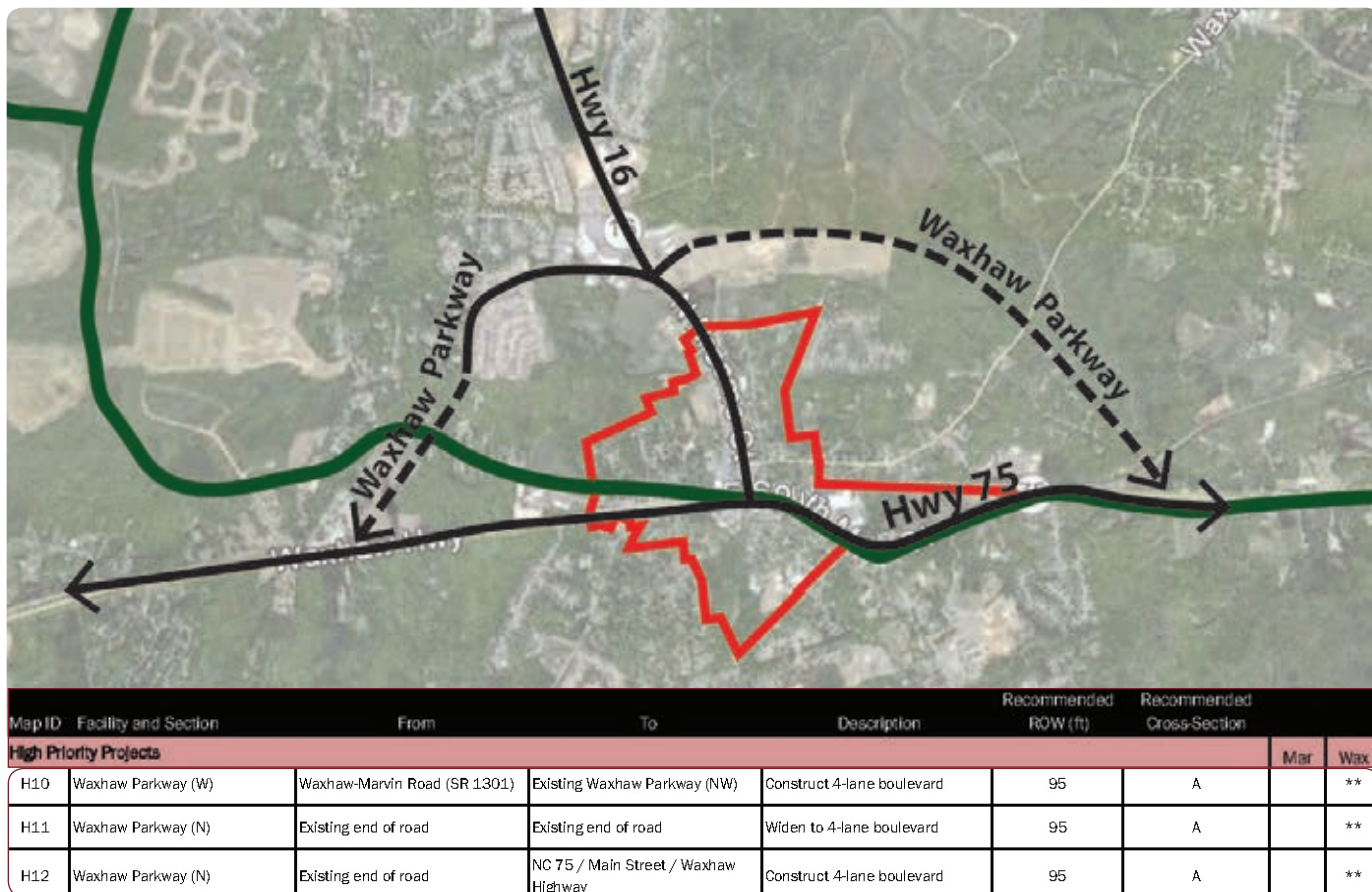
The key to the Waxhaw Parkway's success is to provide an adequate facility without incentivizing businesses to leave downtown or "bypass" downtown. To meet these goals without causing additional sprawl, the Town must have an access management strategy and land use plan for the Waxhaw Parkway. The town must also carefully consider the street section of the Waxhaw Parkway to adequately meet the needs of the community, without spurring additional sprawl. The future Waxhaw Parkway street section would



▲ THREE LANE STREET SECTION FROM LARTP (2009)

be more than adequate with a three lane section. This section differs from the recommendation in the LARTP, but if built would still add two lanes of capacity in each direction to the north-south connections in Waxhaw, more than sufficient based on future traffic demands. By building the three lane section, Waxhaw can also extend the already completed portion of Waxhaw Parkway without additional right of way acquisition or rebuilding the existing road.

Only by applying best practices for access management and land use can the Waxhaw Parkway become a much needed east-west connection that creates an opportunity for the town to control the downtown streets by rerouting the state signed routes (NC-16 and NC-75), including truck traffic, around downtown. [\$\$\$\$]
[C] [Public/Private][On-going]



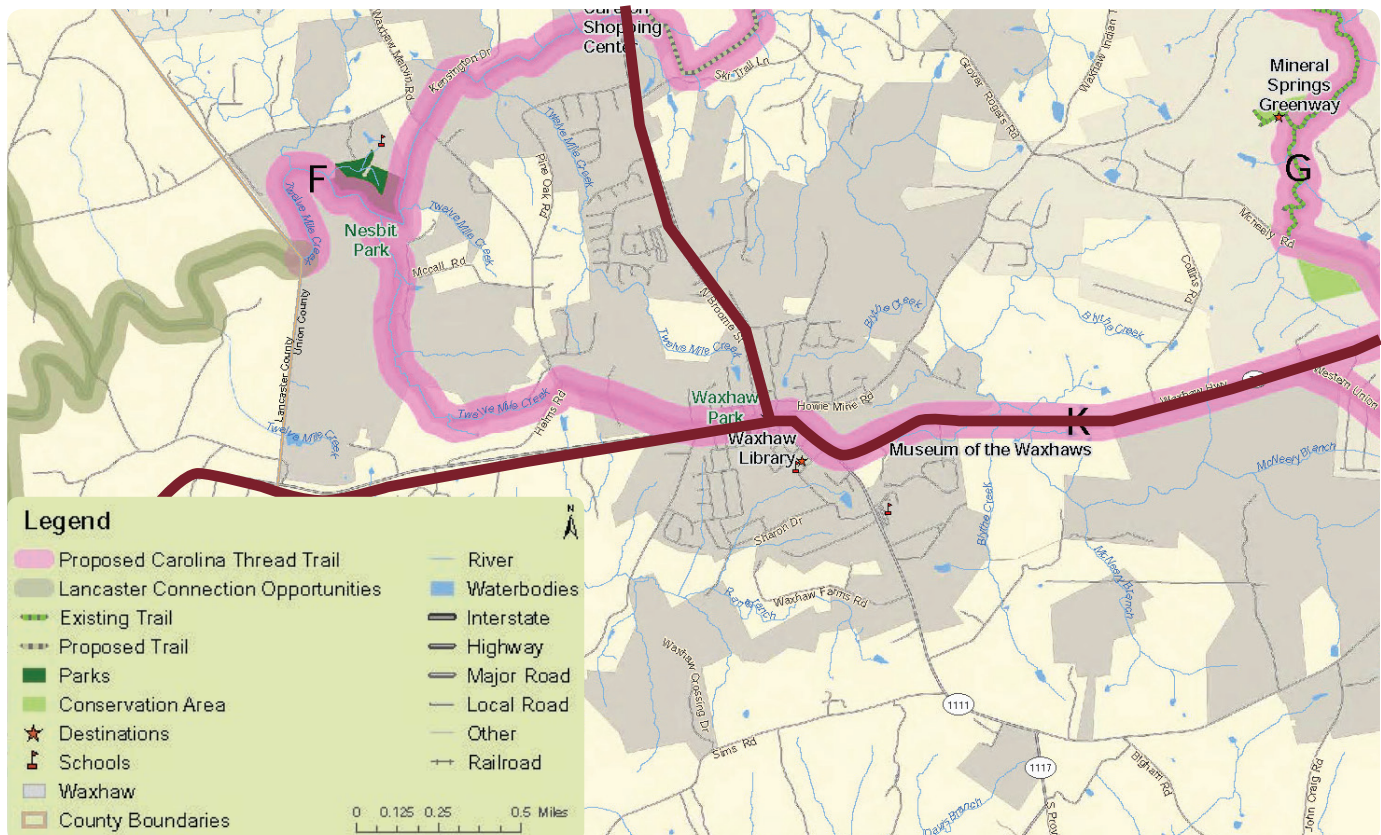
WAXHAW PARKWAY PROPOSED ROUTE (2009) ▲



M-2 Encourage the construction of the Carolina Thread Trail through Main Street.

The Carolina Thread Trail will eventually connect Waxhaw to Lancaster County in South Carolina to the west and south, and Mecklenburg County to the north. In the Carolina Thread Trail Master Plan (2010) shown below, the trail will follow Waxhaw-Marvin Road to North Main Street and then cross the street to South Main Street and continue along Waxhaw Highway until it meets with the Mineral Springs Greenway connection.

The trail along Main Street is already built along the rail line, but could be enhanced with Carolina Thread Trail signage, a wider sidewalk and sculptural enhancements. Another component that must be added includes the sidewalk connection from the mill to the pedestrian bridge. Carolina Thread Trail signage and completion will encourage visitors and residents to use the amenity and visit downtown. [S][C][Public/Private] [On-going]



▲ CAROLINA THREAD TRAIL PROPOSED ROUTE (2010)

M-3 Construct a multi-use path connecting other areas of the community to

downtown. In addition to the Carolina Thread Trail, there are several large neighborhoods with approximately 15,000 residents to the north of downtown Waxhaw. Currently there is not a safe pedestrian connection from these neighborhoods to Downtown Waxhaw. With the implementation of the Carolina Thread Trail Plan, the northern neighborhoods will connect to downtown via two circuitous routes to the west and east. While, these options work, they are not the most direct route to downtown. Without a direct safe direct connection to downtown, these residents will choose to shop and play in other communities and retail centers, such as Blakeney or Ballantyne.

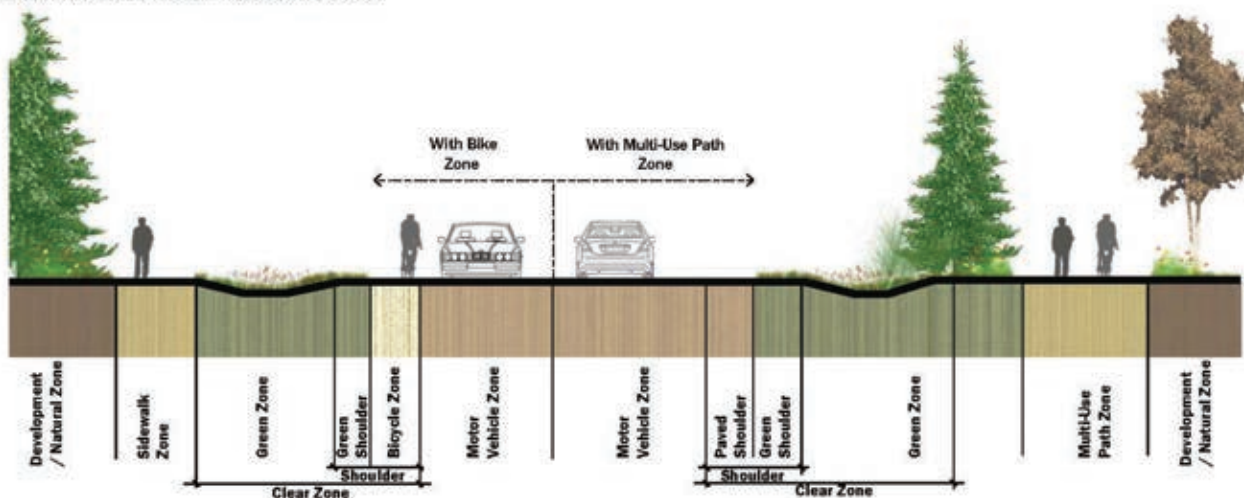
To connect these residents and neighborhoods to Downtown Waxhaw a safe pedestrian route is a necessity. A multi-use path, as shown in the North Carolina Context Sensitive Solutions - Rural Road, would ensure a safe cycling and pedestrian route along Broome Street, incorporating a 12 foot wide multi-use path with planting separation from two travel lanes. The path is wide enough to accommodate casual cyclists, joggers, walkers, and strollers with ease. A multi-use path also attracts

casual users to opt for walking and/or biking as not simply a recreational experience, but also a means to reach destinations. [\$\$\$] [C][Public/Private] [On-going]



MULTI-USE PATH ▲

ILLUSTRATIVE STREET CROSS-SECTION



STREET COMPONENT DIMENSIONAL GUIDELINES

	Sidewalk Zone (feet)	Green Zone (feet)	Bicycle Zone (feet)	Motor Vehicle Zone (lane width-feet)	Shoulder Zone (feet)	Multi-Use Path Zone (feet)
Countryside	5' minimum	See note 2	4' - 6' bicycle lanes (see note 3)	10' - 12'	6' - 8'	10' - 12'

PROPOSED BROOME STREET SECTION ▲

CONNECTIVITY IMPROVEMENTS

1 Church Street Roundabout
Improves west-east connectivity to Church Street and Providence Street and creates a Gateway to Downtown Waxhaw.

2 New Connection between Broome Street and Church Street
Connects new development opportunities and creates a new network option for traffic.

3 Path and Trail through Proposed Park
Connects park to South Providence School and residential neighborhoods to downtown.

4 New street network in Redevelopment of Mill and Historic Ventures Site
Connects new development opportunities and creates a new network option for traffic.



▲ EXISTING STREET NETWORK



▲ PROPOSED STREET NETWORK

M-4 Increase mobility options through new pedestrian and vehicular connections within the downtown.

The new connections shown in red on the map, illustrate improvements in network connectivity through implementation of the Downtown Waxhaw Vision Plan. By adding these connections to the network, traffic will be more evenly dispersed throughout the network, relieving pressure on several intersections and streets.

The proposed connections include an enhanced public road network, redevelopment connections, and pedestrian enhancements through new green infrastructure, including the park extension on the Horton Property. The new road connections take into account larger development parcels, as well as topographic concerns and drainage patterns. Specific descriptions are found to the left of the Existing and Proposed Street Network Diagrams.

[\$\$] [O] [On-going][Code/Policy]

One-Way Pair Option

During the design charrette, options for traffic management were discussed and tested for impact on the existing character, potential development opportunities that could be impacted or affected, and overall traffic capacity improvement. A traffic study was not part of the scope of the Downtown Vision Plan, but the team included a Transportation Engineer that specializes in downtown development. As part of the analysis and study, an alternative traffic flow was examined for Broome Street and Church Street at the suggestion of several charrette participants.

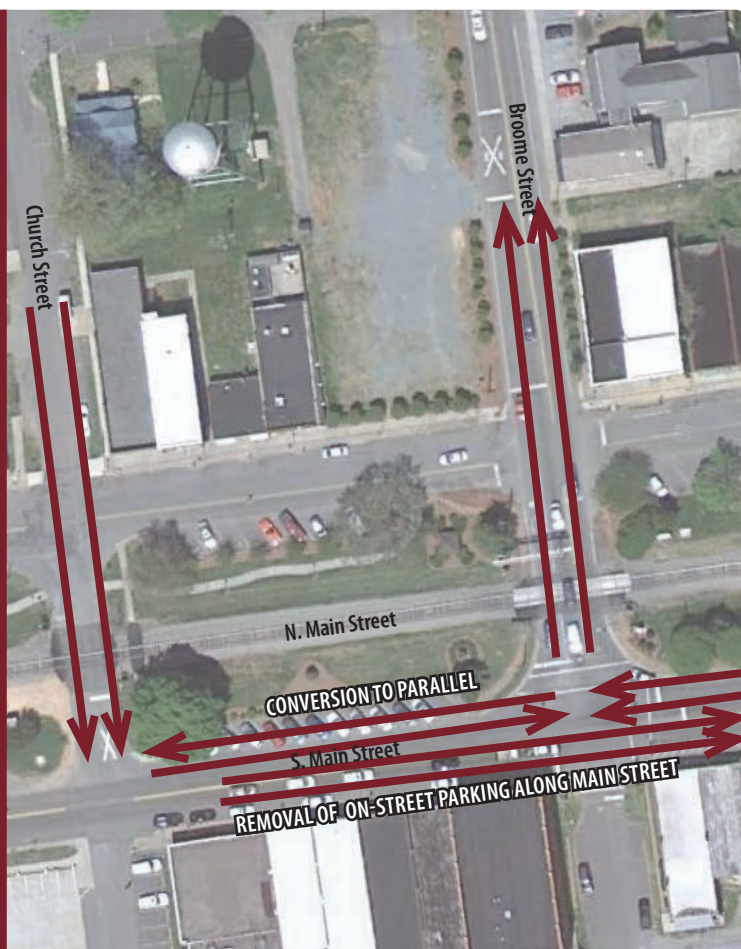
The team evaluated the option of converting Church Street and Broome Street to one-way pairs, with southbound traffic using Church Street and northbound traffic using Broome Street. The team first looked at the daily traffic volumes on North Broome Street to target the specific problem. As of 2009 the estimated AADT on North Broome Street was 13,000 vehicles per day, showing an

ADVANTAGES

- Increases capacity at peak hours – reducing peak hour congestion on Broome Street.
- Promotes more “eyes” along Church Street during PM peak.

DISADVANTAGES

- Left turn stacking on South Main Street for northbound one-way Broome Street will require dual left turns to keep from stacking through the Church intersection.
- Provision of the dual left turn bay will require elimination of all on-street parking on South Main Street between Church Street and the Woman’s Club
- Corridor volumes only merit 2 total lanes; provision of 4 lanes of capacity will result in higher vehicle speeds, especially during off-peak.
- One-way configuration on Broome Street severely handicaps retail viability of existing businesses; pulls half the traffic off of Broome Street.
- One-way configuration on Church Street causes retail eclipsing of properties fronting North Main Street from southbound Church Street traffic



INTERSECTION OF SOUTH MAIN STREET AND BROOME STREET ▲



Roundabout in Normal, Illinois, that includes a fountain, public space and stormwater management.



Roundabout



**▲ PROPOSED
ROUNDABOUT**

increase of 3,000 AADT over a 10 year time period.(Note: This number does not evaluate how the intersection with Main Street performs at peak morning and evening travel times.)

During the LARTP process, the consultants completed intersection traffic counts at peak volumes at North Broome Street and the intersections of Howie Mine Road, North Main Street and South Main Street. With these findings the intersections all performed higher than a Level of Service D in the morning peak (suitable by Department of Transportation Standards) and only the intersection at Howie Mine Road performed below a Level of Service D in the PM Peak.

With the LARTP under consideration and the analysis of the one-way pair, it is unnecessary to invest in the one-way pair option. Other methods, including installation of a roundabout and creating a gateway, will encourage development on Church Street.

M-5 Construct a roundabout at the intersection of Church Street and Broome Street.

A roundabout at Church Street and Broome Street will create a gateway to downtown and mark a transition point for Broome Street from the new growth north of Downtown Waxhaw to Historic Downtown Waxhaw. This transition point alerts visitors and residents to the walkable northern boundary of town.

The roundabout slows traffic down on North Broome Street and helps to change its visual character. There is a concern that with the train frequency there could be some back up into the roundabout, but there is over one-third of a mile separation between the railroad tracks and the roundabout.

The roundabout also provides a public art and/or stormwater management opportunity to mark the entrance to Waxhaw. [\$\$\$] [C] [Public/Private] [6-10][Code/Policy]

M-6 Encourage the use of Church Street by realigning the street to create a more vibrant block and a viable transportation option to Broome Street. By widening the Church Street block from 200 feet to 300 feet the block between Broome Street and Church Street is made more viable for redevelopment. The wider block creates an opportunity to provide parking and standard building types.

The wider block also creates an opportunity for a regularized intersection of Church Street and Broome Street. This new intersection can be designed to make Church Street a more prominent street and therefore help to equalize the choice between Church Street and Broome Street. Currently, Church Street is a minor street in comparison with Broome Street. If made more conducive to traffic it would help alleviate the congestion on Broome Street by providing a more attractive alternative.

[\$] [Public/Private] [1-5]



EXISTING CHURCH STREET AND BROOME STREET INTERSECTION



PROPOSED CHURCH STREET AND BROOME STREET REDEVELOPMENT BLOCK



PROPOSED CHURCH STREET AND BROOME STREET INTERSECTION WITH REALIGNMENT

M-7 Transform Broome Street into a pedestrian friendly street with on-street parking, 10 foot wide sidewalks and street trees.

Broome Street is currently a two-lane street with no on-street parking and a sidewalk on one side of the street at the back of the curb. A heavily traveled pedestrian and vehicle route, Broome Street is the main northern entry point into Downtown Waxhaw.



▲ **EXISTING CONDITIONS**

Any redevelopment in downtown must include the transformation of Broome Street from a suburban two-lane road into a complete street.

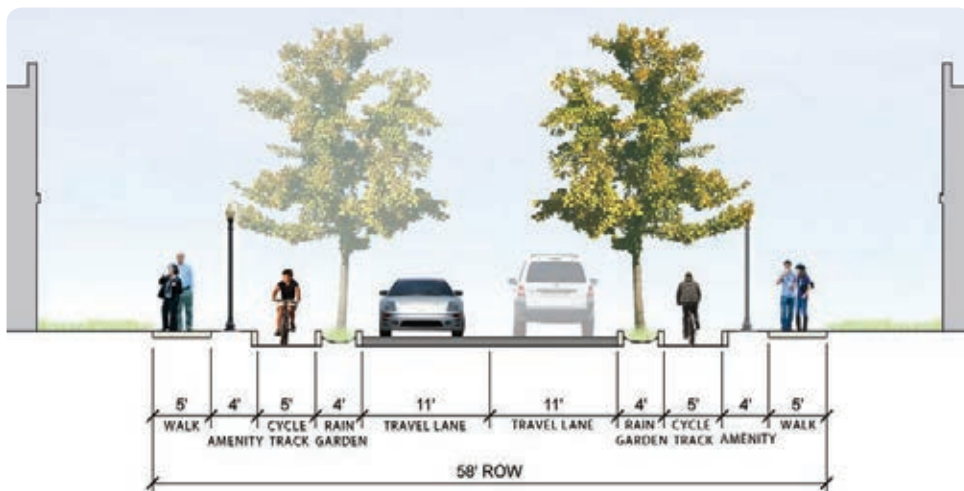
The proposed improvements include two new street sections. The street sections would transition from the rural condition beyond Waxhaw Parkway to a transitional, walkable condition between Waxhaw Parkway and Church Street. This 1/4 mile street section does not include on-street parking but includes a grade-separated bike lane, a cycle track and sidewalks on both sides of the street to facilitate both pedestrian and bicycle movement.

At Church Street and the location of the entry roundabout, the street section changes again. This change marks the boundary of the walkable core of downtown. The street section at Church Street includes a 10 foot wide sidewalk, on-street parking on both sides of the street, two travel lanes with sharrows (on-street bike facilities) and street trees planted in tree grates. The new street section will accommodate all users; cyclists, pedestrians and vehicles.

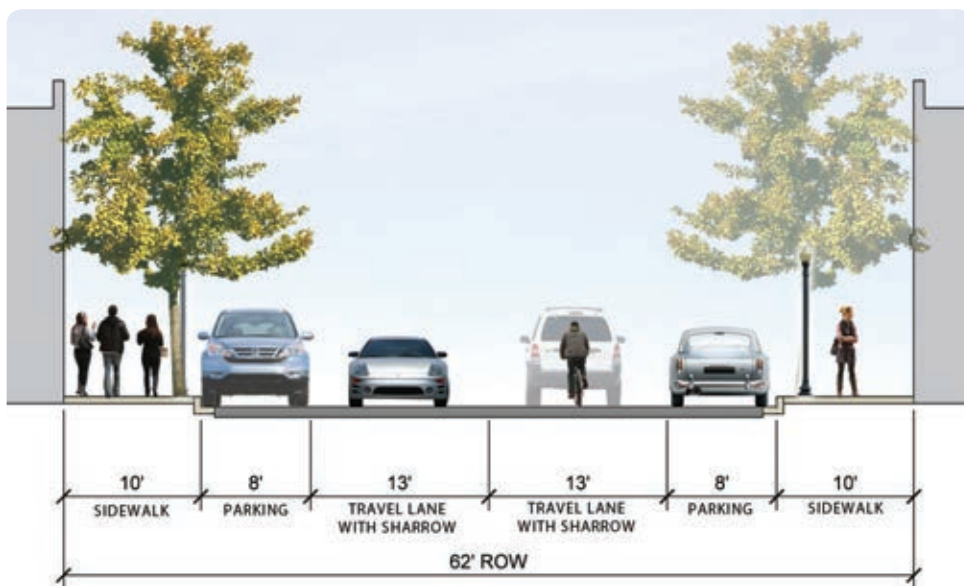
Investing in the street transformation and public infrastructure would help to spur private



▲ **BROOME STREET PROPOSED STREET SECTION FROM WAXHAW PARKWAY TO CHURCH STREET**



**BROOME STREET PROPOSED STREET SECTION FROM WAXHAW ▲
PARKWAY TO CHURCH STREET**



**BROOME STREET PROPOSED STREET SECTION FROM CHURCH ▲
STREET TO MAIN STREET**

investment in the corridor and extend the walkable downtown district from Main Street up Broome Street. This could include new opportunities for outdoor dining, new office and retail, multifamily residential, and government offices.

An improvement street also provides the opportunity to invest in stormwater best management practices that

integrate planting strips and tree wells into the overall stormwater management system.

The images above show street transformations in other communities that have spurred private investment and are accommodating to pedestrians, cyclists and drivers. [\$]
[Public/Private][On-going][Code/Policy]



Boulder, Colorado



*Baxter Village, Fort Mill, South
Carolina*

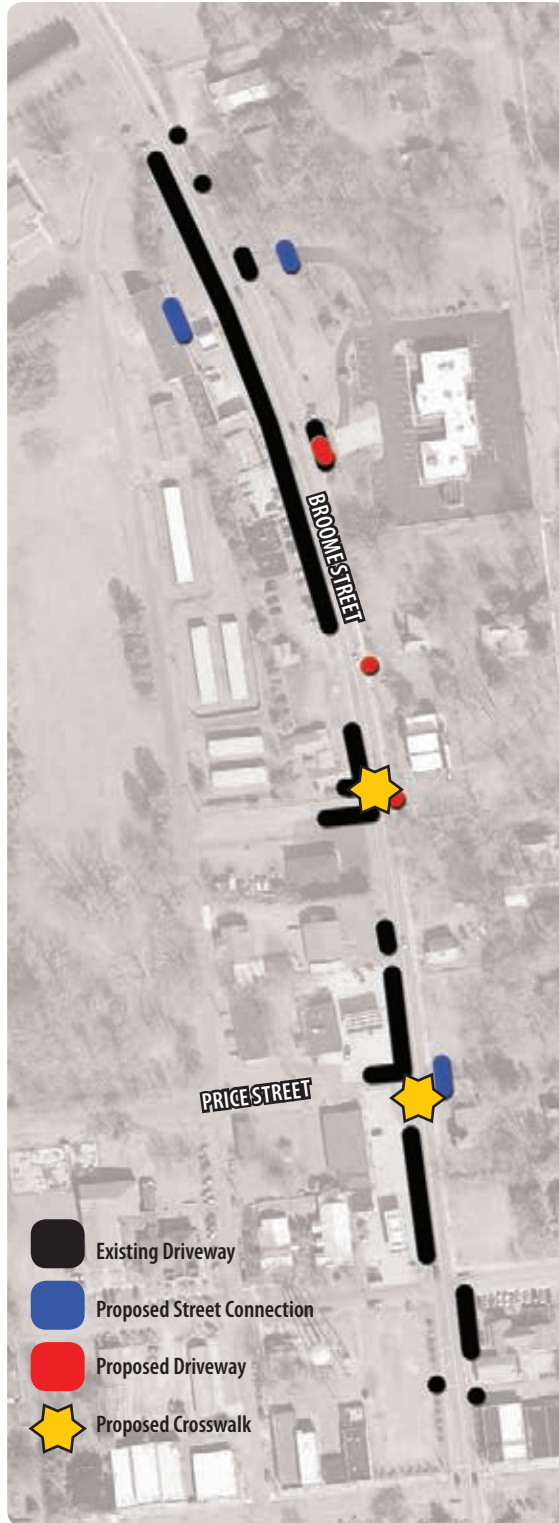


Waterford, Virginia



Orenco Station, Oregon

Image source: NACTO
Urban Bikeways Design Guidelines



▲ **PROPOSED DRIVEWAY CONSOLIDATION AND PEDESTRIAN CROSSWALK DIAGRAM**



Crosswalk Treatment Example - Urban Core

M-8 As property redevelops along Broome Street, look for ways to consolidate and remove driveways and better manage vehicular access. The plethora of driveways along Broome Street presents a unique challenge to any roadway improvements because of frequent turning movements and interrupted pedestrian flows up and down the corridor.

As property redevelops, strategies should be explored for each site to direct primary access from the side streets using either direct connection (for corner properties), connected back driveways or alleys. The regular block structure provides frequent opportunities to better utilize the grid to consolidate these driveways over time. In addition, the consolidation of off-street parking areas along Broome Street should be considered to improve the land utilization of properties along the corridor (i.e. not every site needs their own parking lot).

The redevelopment of the Historic Ventures site provides an opportunity to remedy several blocks west of Broome Street with shared driveways and controlled access at the cross streets. The Historic Ventures site is referred to the parcels on the western side of Broome Street, from Church Street to Bivens Street and is referenced as such due to the developer name. [On-going][Code/Policy]

M-9 Install 2 new pedestrian crosswalks on Broome Street. New pedestrian crosswalks should coordinate with the redevelopment of the Historic Ventures site and connections to the existing street network east of Broome Street. By adding crosswalks to Broome Street in conjunction with new development, the



The image above depicts a treatment for a crosswalk that is effective in aiding pedestrians

area will be safer for pedestrians and will help to foster the transformation into a pedestrian friendly environment. The crosswalks tie into a larger effort to revitalize the Broome Street corridor. Crosswalks should be detailed with appropriate features including: high visibility markings, a pedestrian control activated crossing alert, a flashing beacon to alert drivers, potential bulb-outs to close the crossing gap, and clear signage. [C][1-5]

M-10 Construct a second pedestrian bridge at the western end of Main Street.

Main Street in downtown is split by the CSX railroad right-of-way and rail line. This barrier from North Main Street to South Main Street creates limited opportunities for connectivity across the railroad tracks.

The historic pedestrian bridge in Waxhaw is emblematic of the rich history and importance of the railroad in Union County. The existing bridge connects the two sides of Main Street and fosters pedestrian movement on either side of the railroad track. From a marketing and circulation perspective, an additional pedestrian bridge that is equal in character would help unite the western sides of Main Street.

The new bridge would link the successful businesses in the southwest quadrant to the businesses in the northwest quadrant, creating a comprehensive shopping district and completing the “walking and shopping loop” of downtown Waxhaw. [\$\$\$\$][C][16-20]



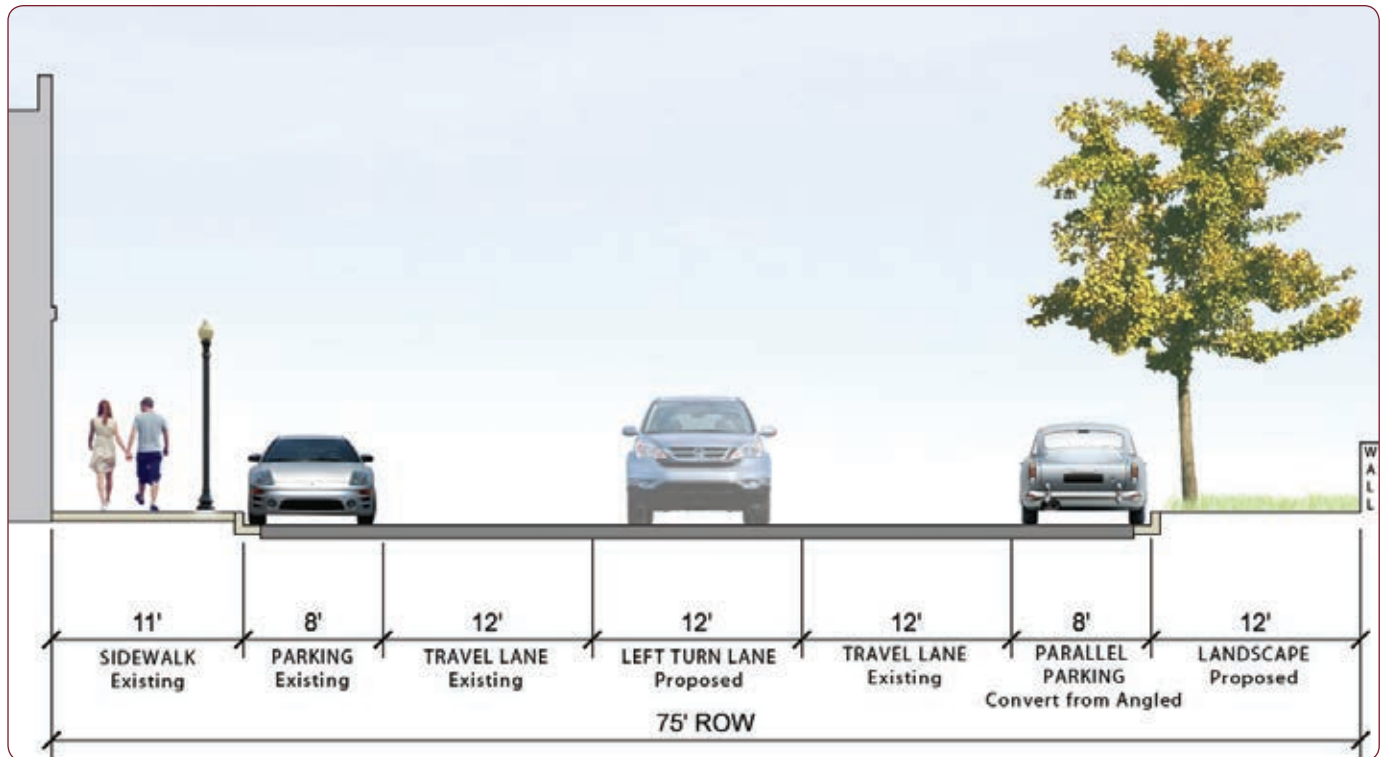
Historic Pedestrian Bridge



PROPOSED PEDESTRIAN BRIDGE ON WEST MAIN ST ▲



EXISTING AND PROPOSED PEDESTRIAN BRIDGES ▲



▲ SOUTH MAIN STREET WITH LEFT TURN LANE TO BROOME STREET

M-11 **Implement the Pedestrian Plan.** The Comprehensive Pedestrian Plan lists over 6.5 miles of sidewalks to be constructed in Downtown Waxhaw. The priority of sidewalks are listed in the Pedestrian Plan and complement the existing sidewalks by providing further connectivity to desired destinations.

Of the priority sidewalk projects, four out of five are in the downtown area. Waxhaw should pursue funding to facilitate these projects as quickly as possible. Waxhaw can approach these small projects in implementable segments through a capital plan or with incremental spending through budget allocations each year.

In addition, implementation should also be a requirement for redevelopment/new development. [\$\$\$][C][1-5,5-10]

M-12 **Add a left turn lane from South Main Street to Broome Street by converting angle parking to parallel parking and reallocating the existing pavement.**

Traffic congestion at the intersection of South Main Street and Broome Street is a major complaint and point of congestion for Waxhaw residents. With the majority of development and employment to the north of Waxhaw towards Charlotte, turning movements from Main Street to Broome Street are congested points of conflict for many residents and visitors.

While keeping on-street parking, a left turn lane from South Main Street to Broome Street is possible by reallocating some of the pavement on South Main Street. This pavement reallocation would still keep on-street parking on both sides of the street, but would convert the angled parking on the north side of the street to parallel parking. This would result in losing approximately seven parking spaces on South Main Street, but does create a through traffic lane on South Main Street and a dedicated left turn lane to Broome Street. A further traffic study will identify the time and capacity benefits of this conversion. [O][1-5]



South Main Street at proposed left turn lane location to Broome Street



Example of implemented left turn lane in Davidson, NC



PARKING & WAYFINDING

Wayfinding—creates a sense of place and community for a town—it not only helps the visitor, but the resident to locate destinations and services.

Wayfinding takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning. (<http://www.preservationnation.org/main-street/about-main-street/the-approach/>)

5.1 PARKING AND WAYFINDING IMPLEMENTATION STEPS AND ACTION ITEMS

Parking and wayfinding can help ensure an easy-to-navigate and economically successful main street environment. The following action items provide steps necessary to provide effective parking and wayfinding practices.

PW-1 Create on-street parking on the blocks adjacent to North Main Street and South Main Street.

At present, the only on-street parking that is adjacent to the shopfronts in the downtown core, is along North and South Main Street. The adjacent streets are slowly adding on-street parking but lack other pedestrian features, such as wide sidewalks and narrower travel lanes.

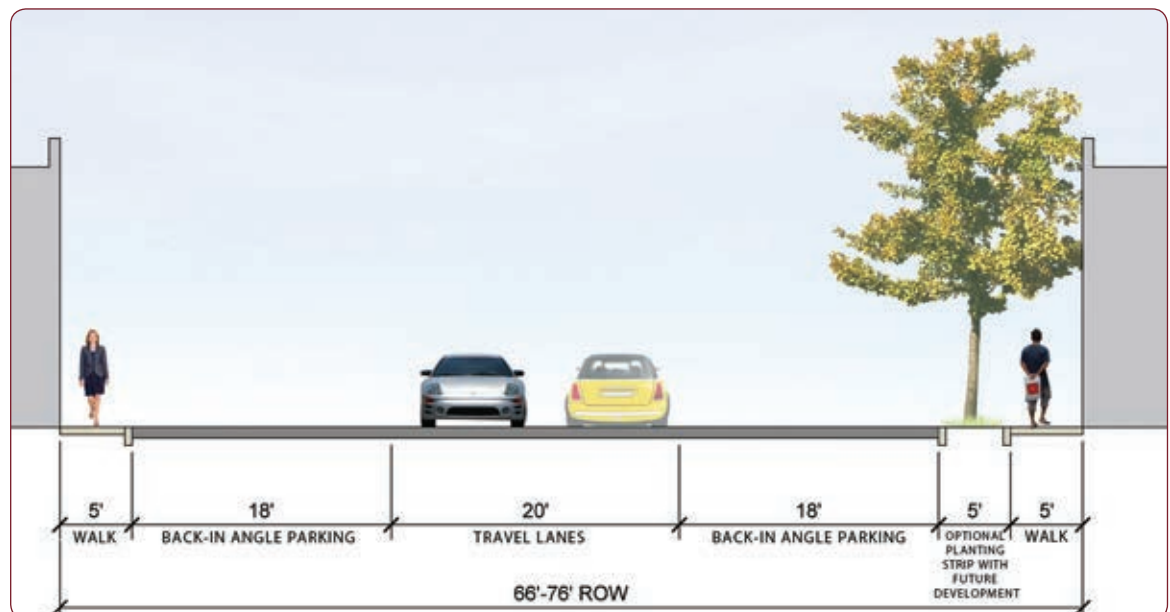
With the majority of the “convenience” angle parking on Main Street located across lanes of heavy traffic, it is very challenging to cross on foot during certain times of the day. Having additional parking opportunities on the perpendicular and parallel streets to Broome Street and Main Street will alleviate a portion of the parking demand, while also providing convenient and safe parking locations for visitors and residents. [\$\$][O] [Public/Private][1-5]

PW-2 Convert angle parking to reverse angle parking on North Main Street to allow outdoor dining on the sidewalk.

North Main Street in Downtown Waxhaw currently has a 10 foot sidewalk adjacent to the businesses. The plan suggests the use of child and bicycle-friendly reverse angle parking and narrowing of the driving lanes on North Main Street. Six feet of sidewalk can be gained from this conversion, transforming



▲ PROPOSED ON-STREET PARKING IN DOWNTOWN WAXHAW



▲ TYPICAL COMMERCIAL SIDE STREET WITH ANGLE ON-STREET PARKING

the existing sidewalk into a 16 foot wide pedestrian-friendly environment that is suitable for outdoor dining. This would be a welcome addition to North Main Street. [\$] [C] [1-5] [Code/Policy]

PW-3 Consider converting on-street parking on Main Street to a two hour time limit to encourage turnover. Converting the parking on Main Street from no time restrictions to two-hour encourages visitors to take advantage of the shops and restaurants, but to not leave their car all day or overnight on the street. It is common in downtown for business owners to leave cars parked for the entire business day directly in front of the shops. Parking spaces are then unavailable to new visitors or shoppers. The local police department or a volunteer is usually in charge of enforcing the policy and can do it on a warning basis initially. If successful, this policy will supplement funding for downtown events and other business promotions.

Additional layers to the parking management strategy in Downtown Waxhaw, as an overall holistic element of the downtown strategy and not as an exaction for development, will streamline parking concerns in the Downtown. Parking management will free up valuable real estate for redevelopment opportunities while insuring the “right” amount of parking to support the development potential. Currently, there is no gradation in parking hierarchy among the on-street parking supply in Downtown. The spaces on Main Street are the most premium of spaces and should be treated as such. Therefore, it is recommended that the following time limits be imposed for the various parking areas within downtown:

- > On-street spaces on Main Street and adjacent blocks should be time-limited to two hours
- > Additional on-street parking on Broome Street should be time-limited to three hours once installed



Image Courtesy of Wade Walker , Georgetown, DC

- > Remaining on-street parking should not be time-limited, except for overnight parking, which should be restricted

By creating a hierarchy of parking enforcement, the most premium spaces on Main Street will have the highest turnover and owners and employees will be discouraged from taking those spaces. [\$\$] [1-5][Code/Policy]

PW-4 Create additional parking opportunities through easements and agreements with property owners to organize the existing parking lots. Currently, downtown

Any new surface parking should be constructed in conjunction with redevelopment, and should incorporate lighting and landscaping. It should also be well-connected to the pedestrian network, and wayfinding should be incorporated. Number of spaces should be “right-sized” for Downtown using the modified parking ratios and provisions for shared parking should be considered. [§] [C] [1-5, 6-10]

PW-5 Install a signage and wayfinding system that identifies parking areas, attractions and other key destinations.

The promotion of parking areas and attractions, particularly those behind buildings and on side streets is a perennial challenge for downtowns. However, with appropriate signage and wayfinding, visitors to the area can more easily navigate the downtown and find their destination. A comprehensive signage and wayfinding plan should be developed that creates a plan for the location and type of sign along with a specific theme that is unique to Waxhaw. This signage plan should be extended to all of the key gateways of Waxhaw as funding permits. This project is already underway with the committee work from the Small Town Main Street Program, but should be focused on and implemented as an immediate priority. [\$\$] [C] [On-going]



▲ DOWNTOWN PARKING COUNTS (TAKEN ON WEEKDAY LUNCH HOUR)



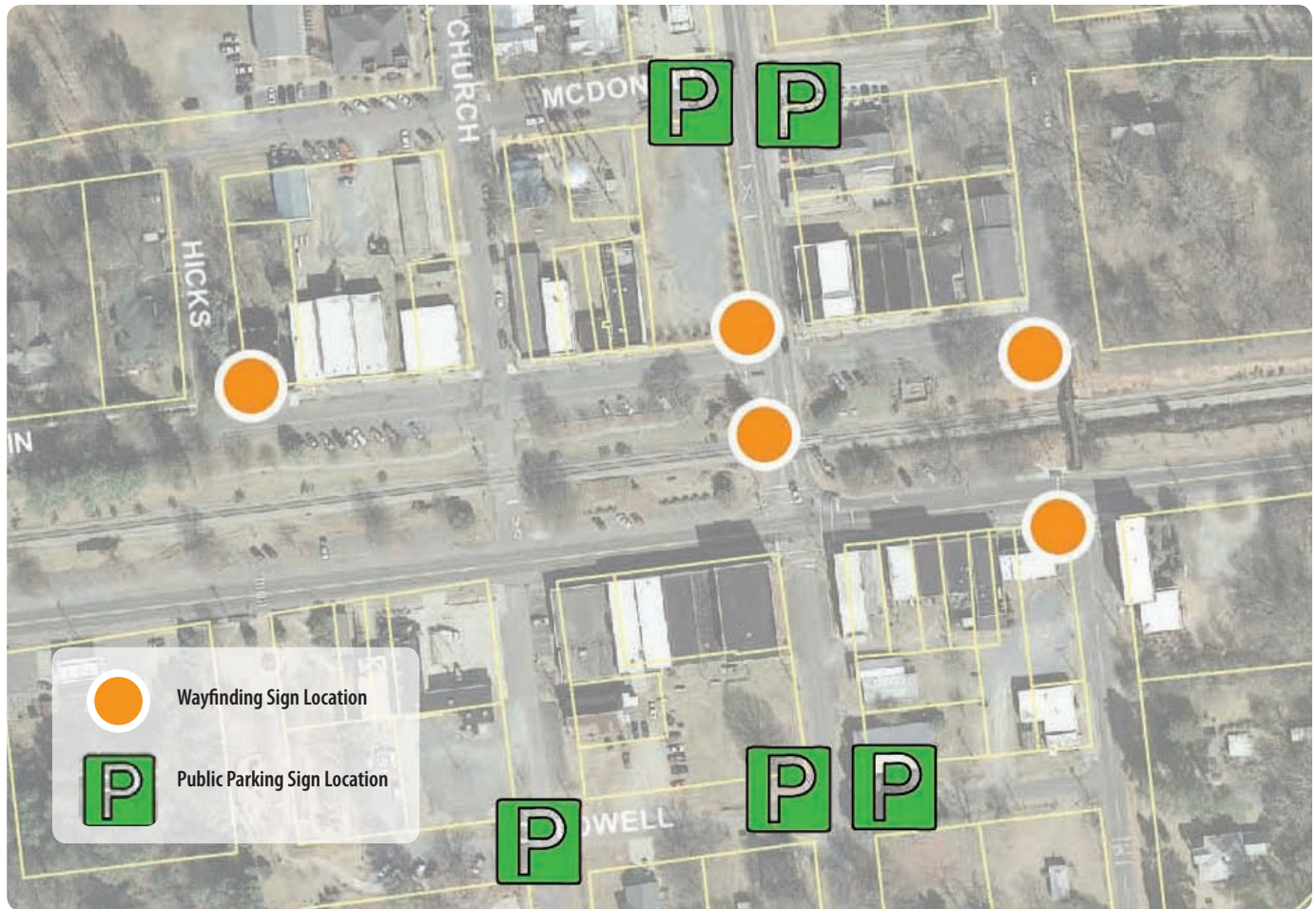
EXISTING AVAILABLE PARKING ▲



PROPOSED PARKING WITH MORE EFFICIENT UTILIZATION ▲



WAXHAW LOGO AND DOWNTOWN MARKETING ▲



POTENTIAL PUBLIC PARKING SIGN LOCATIONS AND WAYFINDING INFORMATION ▲



WAYFINDING PRIORITIES

1 PROVIDE INFORMATION FOR VISITORS

A successful wayfinding system should provide a quick comprehensive guide to the local attractions. Key attributes to any signage are parking locations, an easy-to-read district map and a calendar of upcoming events. The kiosk should appeal to a variety of users including, but not limited to: residents, visitors, tourists, local youth and business owners.

2 ANNOUNCE COMMUNITY EVENTS

A comprehensive wayfinding system not only provides directional information for visitors, but also provides a location to announce important community events. A monthly schedule with activities, downtown specials and major events on the kiosk can help to attract regular visitors. This calendar should be replicated on all wayfinding signs in Downtown Waxhaw.

3 CREATE A CENTRAL GATHERING PLACE

A kiosk in the center of Downtown Waxhaw can serve two purposes; one as a wayfinding sign with events and maps and another as a post office drop box for downtown businesses. By serving multiple purposes, the kiosk will serve as a central gathering place, creating opportunities for neighbors to bump into each other and out-of-town visitors to share stories and advice.



Wayfinding and Kiosk Examples



MARKETING AND STRATEGIC POSITIONING

Great places—walkable places with inviting public spaces and character—are rare and capable of generating considerable economic value.

Note: The following text from the introduction through subsection 6.3 is a summary and analysis of a study prepared for Downtown Waxhaw by Small Town Main Streets' Staff. The full text of that study can be found at the Town of Waxhaw website, <http://www.waxhaw.com>. Additional information has been updated and added as necessary.

In the 1960's Downtown Waxhaw became a destination for antiques, which lasted until the 1990's. The changing demographics in Waxhaw and growth as a bedroom community to Charlotte caused rapid population growth in the Town of Waxhaw, but limited investment in downtown. New development in Waxhaw in the 2000's tended to be outside of the downtown core and included both retail, office and residential units that serviced the growing population that worked in Charlotte. Recognizing this trend, the Town of Waxhaw commissioned the Small Town Main Street Center (STMS), a program of the Department of Commerce's Division of Community Assistance, to complete a Marketplace Study for Downtown Waxhaw.

The North Carolina Main Street Center promotes downtown revitalization based on economic development within the context of historic preservation focusing on a four point approach; Organization, Economic Restructuring, Design, and Promotions. STMS helps small towns preserve their historic fabric and utilize local resources and talent to build on their unique characteristics to

create vibrant mixed-use downtowns.

The marketplace report provided an initial assessment of Historic Downtown Waxhaw. The intention was to help STMS better understand the existing conditions in Waxhaw and suggest opportunities for growth and improvement.

In order to understand the retail market for Downtown Waxhaw, a business owner must be aware of many factors including:

- > Demographics
- > Consumer preferences
- > Tourism
- > Retail leakage and surplus
- > Existing retail mix
- > Competing retailers and commercial markets
- > Downtown office and residential uses.

The STMS Marketplace Study sheds light on several of the factors listed above by using the ESRI Business Analyst tool and local demographic information for analysis. STMS included lifestyle information and buying behavior, as well as existing business information in the Marketplace Study.

The data from ESRI Business Analyst is constantly changing with market changes, representing a specific point in time. Therefore, the suggestions found in the STMS Study are always subject to change.

WAXHAW SMALL TOWN MAIN STREET VISION STATEMENT (FROM STMS MARKETPLACE STUDY, 2010)

A small town in a region rich with history, Downtown Waxhaw is a unique, historic, and pedestrian-friendly commercial marketplace. Urbanized in a previous era, but well matched for the social, cultural, and economic challenges of today and tomorrow; Downtown Waxhaw is the bridge between an ever changing and growing local population and their shared sense of community. Leaving the “always on the go” approach to others, Downtown Waxhaw, by way of the southern hospitality and easy manner of its merchants and residents alike, offers its diverse community a reprieve from this lifestyle and is sure to relax, comfort, and connect even the most fast paced among us. Long a regional transportation, economic, and community hub, Downtown Waxhaw is not unfamiliar with the shifting ways of commerce and community in today’s world, but the members of this community remain resolute in their belief that Waxhaw’s strength lies in its undeniable hometown quality.

General Demographic Information

Demographics reveal a great deal about downtown development weaknesses and opportunities—they not only provide insight into the types of people that currently live in a location (age, income, household size, etc.), but aid in understanding trends that will likely shape the future of the downtown area.

6.1 GENERAL TRENDS

Housing Growth is Coming: Long-term forecasts indicate that new housing will again be in demand (and should be planned for) and is slowly growing in the region.

- > The U.S. will reach 400 million people around 2040. These new residents, plus replacement housing, will drive demand for two million new homes per year, nationally.
- > Union County is projected to add approximately 20,000 people and 6,731 housing units over the next 5 years, with an annual growth rate of 1.9%.*
- > According to the 2010 Census, Union County was the fastest growing county in the state from 2000-2010.

* As projected in the NC Department of Commerce, August 2012 Report (<http://accessnc.commerce.state.nc.us/>)

Demographics (& thus Housing Demand) are Shifting:

Population projections indicate that the demographic composition of the nation is shifting. This implies that the types of housing being supplied will also need to change.

- > **Fewer families:** in 1960, roughly one in two

households had children. By 2025, this figure will be reduced to one in four.

- > **More singles:** in 1960, 13 percent of households were occupied by a single person. By 2025, this value will increase to 28 percent.
- > **More seniors:** in 1995, roughly two million Americans turned 65. This number is projected to exceed four million by 2020.

The implication of these projections is that smaller housing formats—likely more attached housing and smaller single-family housing—will be in demand more than it has been in previous decades.

Consumer Preferences are Changing: Surveys consistently show that an increasing percentage of households would prefer to live in walkable, mixed-use environments, and a sizeable minority are willing to compromise some space (in the form of building square footage and/or yard acreage) to be closer to services and employment. This is significant for Downtown Waxhaw, which is walkable and poised for employment growth.

Current Demographics

Observations of household information as provided by ESRI;

- > **Population:** Union County is the fastest growing county in North Carolina, with the fastest growing youth population. Within 5 miles of Downtown Waxhaw there are 26,309 residents. The majority

of the residents live 1 to 5 miles outside of downtown, with a majority living to the north of downtown.

- > **Families:** Union County as a whole attracts a disproportionate share of families when compared to other North Carolina communities. Downtown Waxhaw currently does not have as many families as the surrounding area neighborhoods, due to the limited housing stock and existing typologies.
- > **Age:** Presently, Downtown Waxhaw's median age (36.9) is lower than the North Carolina median age (37.0), but higher than Union County (35.6). Waxhaw has a large number of families, but is not keeping on pace with the rest of Union County for attracting young families and singles. This represents a gap in the market and an opportunity to both attract new residents and serve the current Waxhaw residents.
- > **Income:** Median household incomes in Downtown Waxhaw are higher than the national average. The northern side of Downtown Waxhaw has a 2011 median household income of \$72,270, while the southern side of Downtown Waxhaw has a 2011 median household income of \$55,858. This disparity is partly explained by the types of development found north and south of Downtown Waxhaw. North of Downtown Waxhaw has newer housing stock and is considered a newer growth area as a bedroom community for Charlotte workers.

The STMS Marketplace Study analyzed beyond general demographics by using the "Tapestry" segments for specific zip codes and communities. A "Tapestry" segment is one of 65 neighborhood and segment types based on various socioeconomic and demographic factors found in the United States. The three listed "Tapestry" segments are the most commonly found segments in Downtown Waxhaw (within an approximate 1 mile radius). For more information on the "Tapestry Segmentation," please see the associated website at http://www.esri.com/data/esri_data/tapestry.html.

POPULATION TRENDS			
Description	.2 Mile Radius	1 Mile Radius	5 Mile Radius
Residents	105	2,921	26,309
Employees	380	747	2,474
Businesses	112	227	571
© 2009 ESRI			

2009 Waxhaw Population and Growth



The historic character and quality of place of many main street environments like Davidson (above) have resulted in market premiums for adjacent residential neighborhoods. Residents of Davidson, NC, enjoy a local coffee shop—a value-adding amenity that enhances the marketability of the community.

Segment 4-Boomburbs

The newest additions to the suburbs, Boomburbs communities are home to younger families who live a busy, upscale lifestyle. There is little ethnic diversity in this segment, as most residents are white. The median age of this group is 36.1 years. This market has a high growth rate at 4.51% annually since 2000. The median home value is \$334,829, and most households have two earners and two vehicles. This is the top market for households to own projection TVs, MP3 players, scanners, and laser printers as well as owning

or leasing full- sized SUVs. Housing for the Boomburb segment is newer, with approximately three-quarters of housing built after 1989 and most are single-family houses. Implications in Downtown Waxhaw are the possibility of new single family housing stock to attract “Boomburb” residents to the historic downtown.

Segment 17-Green Acres: A “little bit country,” Green Acres residents live in pastoral settings of developing suburban fringe areas, mainly in the Midwest and South. The median age is 42 years. Married couples with and without children comprise most of the households, which are primarily in single-family dwellings. This upscale market has a median household income of \$60,461. These do-it-yourselfers maintain and remodel their homes, painting, installing carpet, or adding a deck, and own all the necessary tools to accomplish these tasks. Vehicles of choice are motorcycles and pick-up trucks, with residents enjoying outdoor activities. “Green Acres” residents are more seasoned Waxhaw residents who live on the fringe of Downtown and are accustomed to a small town, rural lifestyle. There are opportunities for growth in the market segment in other areas of Waxhaw, but most likely not within the downtown core.

Segment 12-Up and Coming Families: Up and Coming Families represents the second highest household growth market and, with a median age of 32.6 years, is the youngest of Community Tapestry’s affluent family markets. The profile for these neighborhoods is young, affluent families with young children. Neighborhoods are located in suburban outskirts of mid-sized metropolitan areas. The homes are newer, with a median value of \$213,306. Because family and home priorities dictate their consumer purchases, they frequently shop for baby and children’s products and household furniture. There are opportunities for growth in this market segment in Downtown Waxhaw for new single family houses.

What does this mean?

Waxhaw is currently a family market with both long time established families and younger, more affluent families. The family market relies on single family housing as the residential building type of choice, however combined with the growth in baby boomer (50-65) and generation Y (18-30) population, there is a growing demand for multifamily housing (townhouses, apartments, and duplexes) in the greater metropolitan area of Charlotte, including Waxhaw. According to a recent ULI Study, “What’s Next? Real Estate in the New Economy,”

Affluent 50- and 60-something empty nesters continue to downsize out of larger suburban homes, looking for more convenient urban lifestyles. Easier-to-take-care-of condominiums and townhouses work for them...Others may look to move closer to (although not with) children and grandchildren. For those able to seek senior residences, health and wellness programs rank as top priorities along with urban, walkable settings, public transportation, and connectivity.

Waxhaw has the opportunity to capitalize on this market, while growing the existing single family residential in the downtown; improving the connectivity and walkability; and fostering new development that meets the demand of the growing market.

6.2 KEY SURVEY RESULTS

As a key component in the STMS Marketplace Study, the staff also conducted a survey with over 175 responses to analyze consumer data and get an understanding of current and potential downtown shoppers. The data collected appeared throughout the report as a reference, but included a variety of observations about downtown.

- › Two-thirds of the downtown survey respondents shopped downtown, with one-third of those shoppers frequenting downtown 3-6 times a month and one-third frequenting downtown 3-6 times a year.
- › The majority of survey respondents visited downtown to eat, followed by shopping and entertainment/cultural events.
- › When not shopping downtown, survey respondents overwhelmingly answered that they shopped at Blakeney, a lifestyle center approximately 10.5 miles from downtown Waxhaw. Blakeney offers what Downtown Waxhaw does not have; several national retailers and restaurants and a concentration of businesses that people are willing to travel several miles to visit.

Further survey results revealed that respondents agreed that the variety of goods in Downtown Waxhaw was poor, while the quality was good. Respondents were less convinced that the hours of downtown businesses were good or that the safety of downtown was excellent.

Overall respondents were positive about the appearance

and appeal of Downtown Waxhaw, ranking cleanliness and maintenance as the most important characteristic of downtown.

6.3 GENERAL PRINCIPLES FROM THE MARKETPLACE STUDY

The STMS Marketplace Study analyzed and offered suggestions in three specific study areas:

- > Market Recommendations
- > Physical Environment
- > Financial Environment

As part of the analysis within each study area existing conditions were analyzed, summarized, and verified with survey results (when applicable). These observations led to the recommended projects and action items listed at the end of each section. For ease of understanding the recommendations found in the Marketplace Study, a table of the recommendations and current status of their progress are listed on pages 76-77 of this section. The Study also included a detailed analysis of the existing market segments and uses, summarized in the section below.

6.3.1 OFFICE

Within the core of the downtown district, as defined by the 0.2 mile radius ring in the ESRI Report, there are approximately 112 people who work in traditional offices (finance, insurance, real estate, professional, scientific and tech services, government and health care). This number represents nearly half of the total employees found in the downtown district. The office population, including those up to a five mile radius, represent a targetable market for downtown merchants, particularly for lunch time activities and events immediately following the workday.

Office workers can represent an extremely loyal customer base. If within a pleasurable walking distance, they will naturally desire to take advantage of the convenience of downtown's proximity to their work for a place to eat or shop. Retail surveys of Downtown Waxhaw did not rank office/downtown employees very high as a customer priority, indicating a missed opportunity.

It is important to note where the existing offices are currently located. While offices and the associated office workers are an important element of a vital downtown, there are places within the downtown that are suited for offices and those that are not. Understanding this balance requires thinking about Downtown Waxhaw in a holistic

manner; while our goal is to fill downtown's storefronts with retail, a successful downtown has a mix of office, retail and residential uses in appropriate locations.

2012 Office Update

During the Vision Plan for Downtown Waxhaw, the team interviewed business and building owners in the study area. Office building owners reported having recent success in renting out well upfitted office space, even noting a waiting list of some of the properties. The demand for small office space, close to home, is likely to continue in downtown. According to the "What's Next? Real Estate in the New Economy," offices are getting smaller and reprioritizing towards an open office environment within a walkable community to encourage socialization, collaboration and brainstorming. These trends all support the growth in co-working sites that allow flexibility in space usage and promote an environment to get work done away from distractions with a change of scenery. Downtown is poised for this type of growth by converting additional upper floors to office space and incorporating office uses in new developments.

6.3.2 RESIDENTIAL

Envisioning downtown as the hub and the surrounding neighborhoods as the spokes of a community wheel is not difficult to do. Waxhaw has several intact traditional neighborhoods encircling downtown. These tree-lined neighborhoods are connected to downtown and are within an easy biking and walking distance to downtown for residents. These neighborhoods continue to contribute not only to the atmosphere of downtown Waxhaw, but they



Offices and Retail, Downtown Waxhaw, NC

can provide more of those loyal customers whose ease of access to downtown is an opportunity for retailers.

While there is limited traditional (over the store) downtown housing within the core downtown district, there is a population of approximately 105 individuals within the 0.2 mile radius. This number significantly increases to 2,921 individuals within one mile and a phenomenal 26,309 individuals within five miles.

A majority of the working population within 5 miles work outside of the county, suggesting a community of commuters and further supporting the anecdotal evidence that residents tend to turn north when they head out of the housing developments located around downtown.

2012 Housing Update

From 2010 to 2011 there was one building permit issued for residential development in downtown. This is in contrast to the 299 building permits issued in other subdivisions in Waxhaw during the same time period. Currently vested in development rights are over 3,800 single housing permits in neighborhoods to the north of downtown. None of the approved units are within walking distance of downtown, which provides a barrier to growing the in-town market. The issue of water/sewer availability was discussed during the Vision Plan charrette and was quickly addressed through the new water and sewer plan adopted by Union County. This will resolve residential growth issues in the upcoming months.

There are other barriers to new residential development in the downtown including a limited maximum density, the negative perception of multifamily development, and variable parcel sizes. Each of these listed issues can be addressed through policy changes, a public education program and residential incentives.

6.3.3^{RETAIL} In addition to understanding the population that shops downtown, it is important to understand the downtown retail mix. Downtown Waxhaw's marketplace (made up of businesses located within a 0.2 mile radius of the intersection of NC-75 and NC-16) in 2009 was losing more than 60% of predicted retail demand to markets outside of the five mile radius of downtown. The predicted retail demand represents the predicted expenditures of the local population (those located within five miles of downtown) in a variety of retail categories.

The observations described below are a review of the factors that influence the success of downtown entrepreneurs and can aid in refocusing some of this predicted retail demand into the downtown market. The Marketplace Study addressed: the existing retail mix in downtown, the sales to rent ratio, existing retail leakage, and finally, how that information could be used to increase the market share in Downtown Waxhaw. Waxhaw is a town in transition from "the antique town" to a vibrant, sustainable, and diversified marketplace that should be capable of supporting shopping opportunities for both residents and visitors.

Existing Retail Mix

In 2009, within the downtown district, defined by a 0.2 mile radius from the intersection of NC-16 and NC-75, there were a total of 24 retail businesses and eight restaurants. This mix of businesses is the foundation for a nice mix of niche retail. Several of these businesses have since closed and/or been replaced by other retail endeavors, but most storefront locations remain occupied with small retail shops.

The market includes a nice mix of galleries, pottery, beads, and jewelry, along with home furnishings and decor. The town's retail mix is rounded out by a few attractive antique stores. Complementing this blend are the various restaurants and coffee shops which serve downtown. Waxhaw has seen considerable growth in this segment with the recent passage of the mixed beverage referendum.

Sales to Rent Ratio

A major component of sustaining and growing the downtown businesses is understanding what is known as the sales to rent ratio. This ratio represents the percentage of a retailer's sales that go towards covering their building rental costs. This ratio can vary across business type but, for the health of the business, should vary only within a reasonable range, usually between 2% and 8.5%.

According to the completed merchant surveys, which represented about one-third of the downtown retailers, the average retail sales per square foot was around \$86 and, controlling for outliers, the average rent was around \$9.50 per square foot. Using the sales to rent ratio which is (rent per sq. ft./sales per sq. ft. = X), we find that the average ratio in Waxhaw, based on the 2009 collected data, is 11%.

This average ratio does not fall within the reasonable range mentioned earlier, but before we attempt to remedy this situation, we must look carefully at the two components that make up this ratio; the first of which is the average rent per square foot. If rent is too high in a marketplace it can throw off the dynamics of the sales to rent ratio and potentially put good businesses out of business. In speaking with other Main Street towns around the Charlotte metropolitan region, we found average rents do indeed range between \$6 and \$10 per square foot, comparable to the \$9.50 found in downtown Waxhaw. It is also interesting to note, that some of the surrounding commercial rents in the newer developments on the way into downtown, are between \$12 and \$16 per square foot with some reaching upwards of \$22 per square foot.

The second component of the ratio is the average sales per square foot, which if too low can also throw off the ratio, again leading to weaker and failing businesses. In our experience with other Small Town Main Street communities, retailers have found it reasonable to earn at or above \$100 per square foot (we usually suggest, at least \$100 to \$110). If this were the case in downtown Waxhaw the average sales to rent ratio would drop to between 8.6% to 9.5%.

These numbers suggest that both aspects of the sales to rent ratio may be a bit off kilter, with a bit more emphasis on sales. We encourage each business owner in the downtown to review their own ratio, keeping in mind what the market demands in terms of rent and what the market is capable of supporting in terms of sales. 1) How does your personal ratio look; 2) What can you do to increase your business sales and 3) Will your building owner discuss your rent?



Existing Retail Shops and Spaces in Waxhaw



Existing Former Fire Station in Waxhaw



▲ EXISTING MINI-STORAGE FACILITIES NEAR BROOME STREET IN WAXHAW

Retail Leakage

The retail and food businesses within a five mile radius of downtown Waxhaw in 2009 captured 34% of the market demand created by the 26,309 people that lived within a five mile radius of downtown. An important factor to this lost demand is the existence of competing retail marketplaces, many of which are of the strip center variety, also located within the five mile radius. The strip centers are capturing a substantial portion of existing retail sales. However, because of the size of the local population the un-captured retail leakage is over \$190 million or two-thirds of predicted retail demand. This demand represents a significant opportunity.

The total retail supply provided by the Downtown Waxhaw marketplace (represented by the 0.2 mile radius from the intersection of South Main Street and Broome Street) in 2009 was over 19 million dollars. While as an individual number seems like a substantial amount, it represents only 6.7% of the total retail demand within the larger five mile radius of downtown Waxhaw due to the affluent population within five miles of downtown.

If Downtown Waxhaw were able to leverage new businesses and increase the market share to include an additional 20% of the current retail leakage within the five mile radius that would be appropriate for downtown, they would be in a position to nearly double their market share, adding an additional 20 million in sales to the current figure. This translates to an ability to fill over 200,000 additional square feet in retail if the retail store sales equal \$100 per square foot.

The total retail leakage within the five mile radius of downtown Waxhaw is nearly \$200 million, with nearly \$165 million in leakage in the retail category and an additional \$26 million in food and drink sales. These numbers represent dollars which the population that lives within five miles of downtown Waxhaw, is spending outside of the five mile radius. These spending dollars belong downtown, but must be earned through smart investments, recruitment and implementation strategies. As we indicated above, capturing just 20% of this leakage at an average of \$100 of sales

Retail Market		Waxhaw, NC		5.0 Miles		Nov-09		DOWNTOWN POTENTIAL	
NAICS	Business Type	Leakage		Est. Capture		Sales/SF		SF	
				20%		\$100			
4422	Home Furnishings	\$	3,995,446	\$	799,089	\$	100		7991
4421	Furniture Stores	\$	1,956,893	\$	391,379	\$	100		3914
4431	Electronics & Appliance Stores	\$	3,694,614	\$	738,923	\$	100		7389
444	Garden Equip., Supply	\$	1,229,952	\$	245,990	\$	100		2460
4451	Grocery Stores	\$	6,780,631	\$	1,356,126	\$	100		13561
4452	Specialty Food Stores	\$	418,102	\$	83,620	\$	100		836
4461	Health & Personal Care	\$	7,048,607	\$	1,409,721	\$	100		14097
4481	Clothing Stores	\$	5,991,515	\$	1,198,303	\$	100		11983
4482	Shoe Stores	\$	1,133,548	\$	226,710	\$	100		2267
4483	Jewelry, Luggage, Leather Goods	\$	1,556,685	\$	311,337	\$	100		3113
4511	Sporting Goods/Hobby/Musical Inst.	\$	153,317	\$	30,663	\$	100		307
4512	Book, Periodical & Music Store	\$	958,240	\$	191,648	\$	100		1916
4521	Dept. Stores Exc. Leased Depts.	\$	16,476,336	\$	3,295,267	\$	100		32,953
4529	Other General Merchandise Stores		\$15,309,676	\$	3,061,935.20	\$	100		30619
4531	Florists		\$167,207	\$	33,441	\$	100		334
4532	Office supplies, stationary, gift stores		\$986,407	\$	197,281.40	\$	100		1973
4533	Used Merchandise Stores		\$288,055	\$	57,611.00	\$	100		576
4539	Other Misc. Store Retailers		\$631,674	\$	126,334.80	\$	100		1263
4541	Electronic Shopping and Mail-Order Houses		\$4,121,857	\$	824,371.40	\$100			8244
4543	Direct Selling Establishments		\$2,791,164	\$	558,232.80	\$100			5582.328
7221	Full-Service Restaurants		\$2,271,946		\$454,389.20	\$100			4543.892
7222	Limited-Service Eating Places		\$19,914,327		\$3,982,865.40	\$100			39828.65
7223	Special Food Services		\$1,528,210		\$305,642	\$100			3056.42
7224	Drinking Places-Alcoholic Bev.		\$2,722,255		\$544,451	\$100			5444.51
	TOTAL	\$	102,126,664	\$	20,425,333	\$100			204253.3

Leakage and retail potential based on STMS (2010)

per square foot the local population has the ability to support an additional 204,253 square feet of retail space (within a margin of error of the designed amount).

Five-Mile Retail Space Availability

Based on data collected in 2009 by STMS, there was approximately 262,432 square feet of retail space within a five mile radius of downtown Waxhaw. Approximately 243,779 square feet of this retail at the time of the study was listed as occupied, resulting in a 7% vacancy rate. In this study, occupied could be a misnomer if a space is being underutilized, for instance as storage or as a retail business with extremely limited hours of operation.

As such, in general terms, the potential retail demands are greater than current capacity. This means identifying a strategy for retail recruitment and targeting specific retailers

for existing buildings, while also looking to identify infill opportunities that can contribute to the retail needs of the local populace are both strategies that can take advantage of a clear opportunity. The leakage report (see chart above) further delineates the categories with the most leakage and therefore the most opportunity for growth. This chart is a valuable tool for both the long-standing retailer and the newly-arriving retailer.

Downtown merchants should review this information to determine if there is any opportunity to expand your business by capturing more market share. If a retailer is considering a new business model they should review this information to help establish whether the business plan would or would not be meeting a current need (note: this chart should not serve as the sole arbiter of model viability).

DOWNTOWN WAXHAW MARKETPLACE STUDY SUMMARY GOALS/ACTION ITEMS

	Action Items	Phase I	Phase II	Phase III
Market Environment	Establish Downtown Brand Identity Goal: Create a brand that is unique to Waxhaw and builds on the value that is already established in Downtown Waxhaw	A promotional and design effort to develop brand image	Generate strategies for creating a brand identity (potential local charrette)	
		Review efforts of other communities establish likes and dislikes		
		Brianstorm identity words, what do you think of when you think of downtown Waxhaw		
	Establish a Cohesive Downtown Marketing Campaign Goal: Develop a cohesive marketing campaign using the collective strength of downtown retailers to drive consumers into the downtown market.	Hold Kickoff meeting and annual meetings with downtown retailers	Work with Brand Identity Task Force and assist in implementing brand identity	
		Complementary businesses co-marketing in local magazines/papers/publications		
		Continue monthly retail promotions		
		Target the affluent, rapidly growing population within a five mile radius		
	Establish a Downtown Waxhaw Real Estate Task Force Goal: Acquire a comprehensive knowledge of the downtown real estate environment.	Establish open dialogue with the Historic Building and Business Recruitment Task Force	Evaluate usage and location; where should retail be located, are their more locations for office?	Identify opportunities for upper floor residential housing in downtown buildings
		Develop a footprint of available downtown property and include opportunities for infill development		Identify areas for mixed-use infill development
		Maintain records on: building values and sales information, buidling rental costs, and average retail sales figures (collected anonymously)	Identify the ideal space usage and occupation for Downtown Waxhaw	Encourage upper floor housing with tax credits or locally supported downtown residential incentives
		Develop a bi-annual review and annual report process for this information, "A State of Downtown Waxhaw Report."		
	Establish a Business Recruitment Task Force Goal: Recruit new retail businesses for Downtown Waxhaw.	Establish open dialogue with Real Estate and Historic Building Task Force		
		Consider recruiting businesses that may be looking for a second location		
		Identify property that may be ideal for a specific business		
		Set a goal number for new businesses in downtown within a certain amount of time		
		Develop a business recruitment package		
	Encourage Retail Self Assessment Goal: Annually review the retailers and reflecting on potential improvements	Collectively consider consistent business hours		
		Retailers should calculate their sales per square foot		
		Outside evaluation of current programs		
		Should know how to calculate their sales to rent ratio		
		Consider special appreciation programs		

	Action Items	Phase I	Phase II	Phase III
Physical Environment	Establish a Historic Building Task Force Goal: Share information about and promote the maintenance of historic building integrity to whoever will listen.	Establish an open dialogue with Real Estate and Business Recruitment Task Force	Develop strategies to share with historic building owners Seek to understand historic building appearance and associated benefits	Consider incentive programs at the local level for building rehabilitation and reinvestment
		Review knowledge of existing building conditions and work to increase this knowledge on a building-by-building basis		
		Create a downtown building condition database		
	Establish a Pedestrian Experience Task Force Goal: Promote a reinvigoration of pedestrian accessibility, comfort, and safety in downtown.	Document existing barriers to unfragmented pedestrian experience in the downtown marketplace	Strategies for appropriate pedestrian-oriented design intervention at the intersection of 16 and 75	Identify strategies for completing a downtown Small Area Plan
		Review the Comprehensive Plan as it relates to downtown experience	Seek to understand and develop goals for the Small Area Plan	
		Monitor NCDOT intersection construction	Investigate pedestrian wayfinding efforts in other communities	
	Establish concrete ties with other Waxhaw organizations interested in downtown Design issues Goal: Identify potential organizations for partnerships including the Garden Club and Local Historic District Commission.	Brainstorm with potential downtown design partners who have a interest in an attractive downtown		
		Recognize that the town will always play an important role in this effort		
Work to create regular project updates/project status sharing to prevent overlap and promote comprehensive knowledge of downtown’s design related activities				
Financial Environment	Establish a Financial and Development Task Force Goal: Identify partnerships and developing incentives that address ongoing market challenges	Work closely with Real Estate, Business Recruitment, and Historic Building Task Forces	Generate strategies for working with local banks to establish incentives	Identify specific projects as recommended by the committees and identify ways to fund them (Town should not be sole funding source)
		Establish a comprehensive knowledge of existing local incentive programs and local business development resources	Establish a downtown investment group	

****Highlighted orange boxes are completed task items from 2010 to present, highlighted blue boxes are completed task items during the Downtown Vision Plan. Also the specific Task Forces have not been formed, but there are groups loosely tied to some of the listed items.**



Greenville, SC



New infill development can be provided in a manner that affords a greater mix of uses while respecting the historic character of adjacent neighborhoods and results in higher and better economic uses of properties along Main Street .

(Above: Madison, WI)

2012 Retail Snapshot

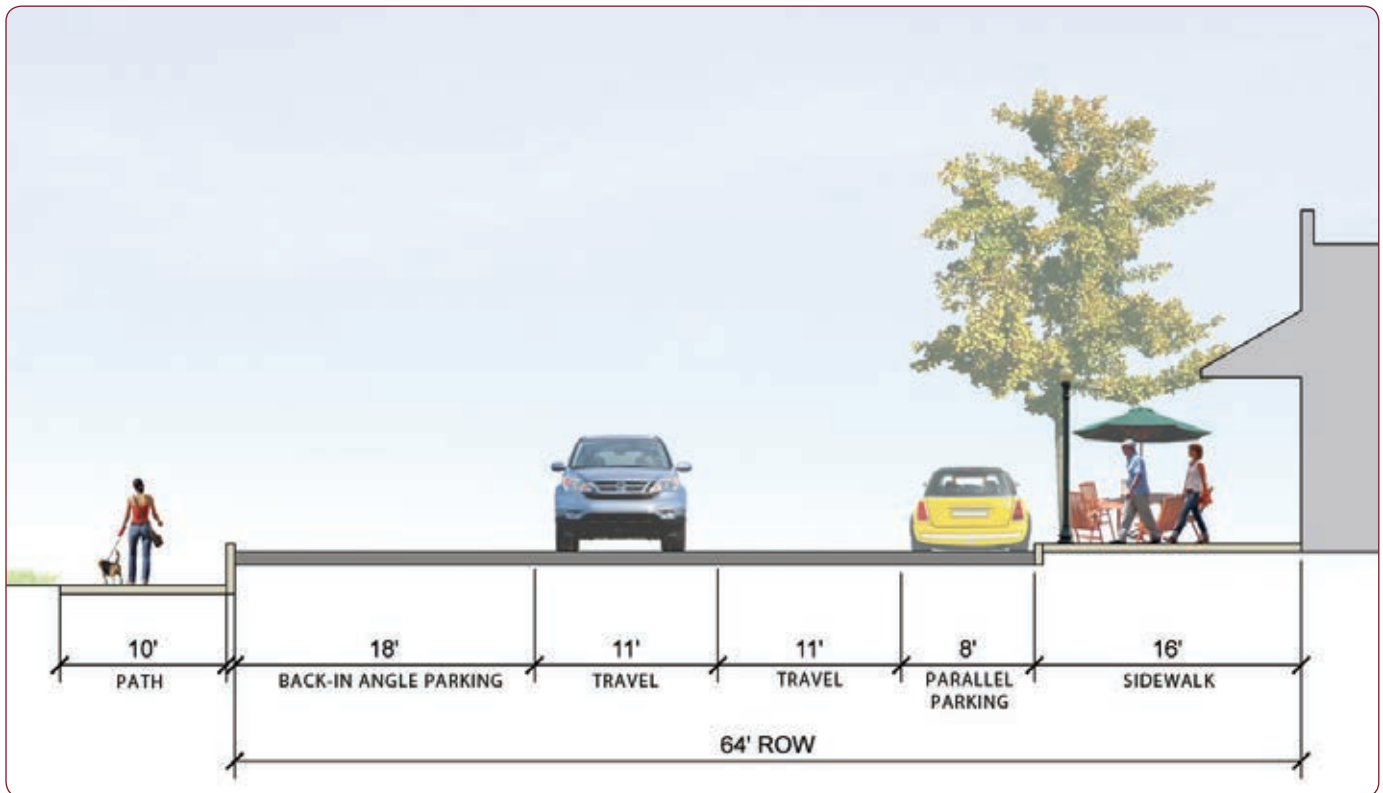
Since 2009, several of the retailers have turned over and/or changed business types and models. Waxhaw has seen the success of downtown restaurants that are posting strong sales as a result of the alcoholic beverage law changes.

Currently there is a mix of business types including, but not limited to, several offices, a furniture store, clothing boutique, antique shops, a successful bicycle shop, and successful restaurants. These businesses have been able to build from the strong surrounding market, with several of them surviving a few years in their current location.

Downtown Waxhaw has experienced steady growth in recent years, as explosive commercial growth has occurred along Highway 16 to the north of town. In 2012, for Downtown Waxhaw to remain relevant and pertinent new retail must be fostered and included in the process. According to the 2011 Development Report, Waxhaw has approved over 2 million square feet of commercial/office space that is yet to be developed. Several of these permits expire in 2012, but many of the largest are active retail projects. Of the over 2 million square feet approved, only 200,000 were approved in the Downtown District (all located on the Historic Ventures development site).

6.4 STRATEGIC CONSIDERATIONS AND ACTION ITEMS

Realization of Downtown Waxhaw as an economically successful main street environment and as a growing employment center, will require a concerted public/private partnership—an alliance of the town on the public side, as well as the area's key private stakeholders and civic interest groups. Involvement by these entities, particularly in the early-going, will increase the likelihood that market-based opportunities will be acted upon. The following action items create a market-ready “blueprint” for the Town and its institutional partners to act upon.



NORTH MAIN STREET - OUTDOOR DINING ▲

MS-1 Encourage outdoor dining on North Main Street through streetscape improvements and regulatory changes. Outdoor dining provides a new venue type in downtown Waxhaw that does not currently exist. There is only one location for outdoor dining in Downtown Waxhaw, the parking lot in front of Main Street Grill. This outdoor dining experience does not offer the ambience of a sidewalk cafe. In the most successful retailing environments, the parking is located on-street only on the shopfront side and the sidewalks are as wide as practical, preferably 16 feet, to permit outdoor dining. By adjusting the parking configuration on North Main Street, Downtown Waxhaw can gain outdoor dining without a substantial cost or negotiation with the North Carolina Department of Transportation. [\$] [1-5][Code/policy]

MS-2 Encourage incremental private development in key locations on Main Street. The infill opportunities as discussed by the Marketplace Study should meet a wide variety of criteria. New construction in Downtown

Waxhaw should be facilitated and encouraged by the Planning Board and Town Board. Development should also be facilitated through the speed of the planning process to encourage by-right development that meets the vision of the Downtown Plan. [\$\$\$][C][Private][On-going] [Code/Policy]

MS-3 Create a Business Retention Strategy. An essential component of downtown revitalization and growth is to provide services and support for the existing businesses, while promoting the downtown area for future growth. Successful, locally-based businesses should continue to serve as the cornerstones of any revitalization effort. While attracting new tenants will help to fill vacancies and improve pedestrian traffic, such efforts cannot be done without the proper support of existing business. Additionally, the Town Board and Small Town Main Street Committee should encourage and prioritize the relocation or new location of homegrown businesses. Locally-based business owners are much more likely to be good civic stewards,



Farmers' Market in Spartanburg, SC



Farmers' Market in Richmond, VA



Farmers' Market in Richmond, VA

volunteers, and philanthropists for local needs. Additionally, their ties to the Waxhaw community will expand the network of friends and family who will come to the downtown to live, work and shop. [Ongoing] [Code/Policy]

MS-4 Hire a Downtown Manager to oversee development opportunities and coordinate marketing strategies. The manager's responsibilities would include:

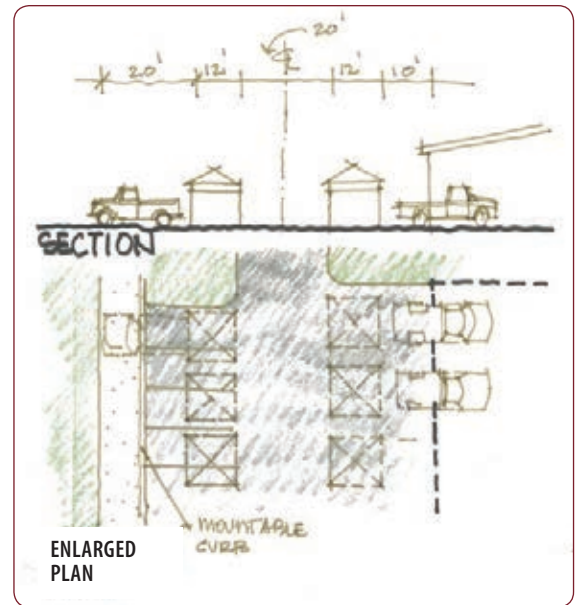
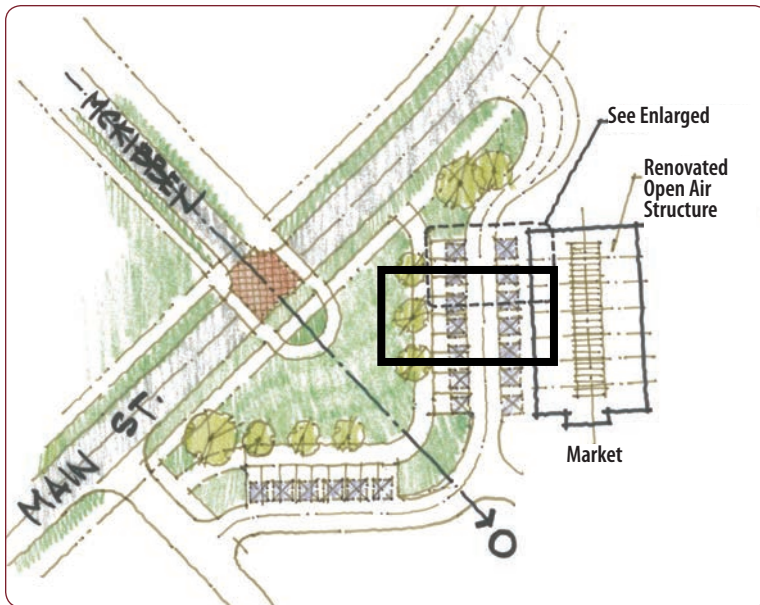
- > Organizing the Main Street Merchants into a membership organization to coordinate ideas and market businesses.
- > Aggregating the available tenant spaces and leasing agreements to coordinate leasing and sales and aid in recruitment and retention.
- > Planning events for Main Street including the First Friday events, Fourth of July, and Christmas celebration in conjunction with the Events Division.

MS-5 Consider implementing a Business Improvement District or another similar dedicated funding source for downtown improvements. A business improvement district can be implemented to accomplish distinct downtown goals and projects. A Business Improvement District involves a self-imposed property tax with the additional generated tax revenue going toward specific downtown projects that are above and beyond what the town/county provides to a targeted area. These services include, but are not limited to:

- > Economic & Business Development
- > Safety & Maintenance
- > Marketing & Downtown Promotions
- > Administration & Oversight of Services & Projects
- > Capital Improvements

An alternative option is a dedicated funding source from a separate methodology such as a tourism half-cent sales tax, the Capital Improvement Program, bonds or a reallocation of General Funds. [Ongoing] [Private] [Code/Policy]

MS-6 Position regularly hosted events such as the weekly Farmers' Market in a high visibility area. The Waxhaw Farmers' Market is a well attended popular spring-summer activity for many local families. The current location of the Farmers' Market is at the corner of Price Street and Church Street within the downtown district. However, the current Farmers' Market location is not visible to traffic on either Broome Street (NC-16) or South Main Street (NC-75). To grow the Farmers' Market, integrating the market and other regular events into the permanent fabric of downtown is critical to the success of the area. From a strategic perspective, a well-located Farmers' Market can build other local businesses and attract visitors to spend money downtown at restaurants, shops and entertainment options. A permanent Farmers' Market location in front of the historic mill would be the anchor of the redevelopment. [Ongoing] [Public/Private]



The Farmers' Market plan above takes advantage of the entrance to the mill and creates a fore court marketplace that provides a permanent entrance to the mill and a weekend farmers' market location. The renovated structure could provide a daily market place, with the fore court serving as a location for farmers to back in their trucks and sell produce on the weekends.

MS-7 Initiate a "Buy Local" campaign

A "buy local" campaign helps to create greater awareness amongst the greater Waxhaw community of its local businesses and services and transfers market share from non-locally owned businesses outside of the community to local independently owned business. The restaurants on North and South Main Street are already very destination-oriented, drawing customers from outside the downtown and the community. However, the mainstay in any community is the local population. The ability to create a larger pool of buying-power amidst this group and encourage greater allegiance to the downtown will help to increase downtown's competitive edge over all of the regional shopping centers.

The Business Alliance for Local Living Economies (BALLE) provides excellent resources through their "Think Local First How To Kit" and includes resources for marketing and communications planning, campaign implementation, and additional marketing tools such as coupon books, gift cards, local currency, and facilitating business to business purchases. [O][On-going][Public/Private]



Community gardens that tie to the "Buy Local" and weekly Farmers' Market can offer both a civic gathering location for local residents and help local businesses bring patrons to their shops and restaurants. (Above left and right: Tricycle Gardens, Richmond Virginia, Bottom: Community Garden, Habersham, Beaufort, SC)



▲ STRATEGIC INITIATIVE LOCATIONS IN THE CORE

STRATEGIC INITIATIVES

1 BOUTIQUE HOTEL

An opportunity for a new boutique hotel on the corner of Broome Street and North Main Street provides an anchor to downtown. A private investment on this site would invigorate downtown while also providing meeting space, another restaurant and a new energy in the downtown. This new boutique hotel could be 3 stories and have approximately 20 rooms, plus 5,000 square feet for lobby and restaurant space. This private development is contingent upon the market demand.

2 SPECIALTY MARKET AND/OR RESTAURANT

Converting the former fire station into an open market space and/or restaurant is an excellent opportunity to encourage new development on North Main Street. The fire station bays could be easily converted into farmers' market space that is usable in all seasons. A small restaurant that ties directly into the market would be a positive addition to downtown.

3 ROOFTOP DINING

Opportunities for rooftop dining on Main Street provide a unique amenity in downtown that currently does not exist in the region. Through adaptive reuse, one-story historic Main Street buildings can be added onto, while still preserving the facade and using the rooftop space as open space.

4 MIXED USE INFILL AND REPAIR

Certain Main Street properties were constructed under a different set of regulations than those that promote the historical, walkable Main Street. To grow downtown with walkable character these buildings can be "repaired" with infill development that match the historic form of Main Street. An example in Waxhaw of where this type of suburban building type repair can be successful is on South Main Street at the Main Street Grill building and the gas station adjacent to David G. Barnes Park.



PROPOSED HOTEL AT CORNER OF NORTH MAIN STREET AND BROOME STREET ▲



PROPOSED INFILL ON WEST SOUTH MAIN STREET ▲



CIVIC INVESTMENTS



The master plan for downtown Waxhaw illustrates the potential for civic investments that will enhance the downtown as a walkable, mixed use environment that serves many of the community's needs. The pages in this chapter contain conceptual plans for targeted public investments in projects that can add to the Town's community facilities, public safety and sense of place.

As such, these public investments are a key to future success – a necessary partner to the multiple private investments in new buildings and projects around the downtown area, which are illustrated elsewhere in this report.

This chapter of the report deals with eight main topics:

- > Giving priority to civic building locations that create synergy with existing buildings, neighborhoods and activities, and with other, private investment opportunities.
- > Identifying opportunities to effect change and improvements in “left-over” spaces around downtown by means of small innovative projects of public art, landscape, and sidewalk enhancements.
- > Building a new Town Hall in a location central to the walkable downtown core, and the incorporation of an outdoor civic meeting space as part of any Town Hall design.
- > Building a new police station on a site close to the center, on the north side of downtown.
- > Creating an addition to the existing David G. Barnes public park to link Providence School

to downtown.

- > Building a community and senior center near the existing park(s) and trail system.
- > Facilitating the construction of a new public library near South Main Street.
- > Evaluating sites for a new fire station close to downtown.

7.1 ACTION ITEMS

CI-1 Prioritize civic building locations to create synergy and new development locations:

Civic buildings perform more functions in a community than simply housing the uses that take place inside. When correctly sited, civic buildings create an image for the community, instill pride in the citizens, form high quality urban spaces for community use, increase the value of adjacent properties and stimulate private investment on adjacent sites. Therefore, choosing appropriate sites for public investment in civic facilities is a crucial decision for any community and its elected leaders. Two specific parameters for site choice are relevant here in Waxhaw, as in other progressive communities:



- › Take advantage of locations with high visibility within the community; and
- › Use civic investments in ways that “anchor” neighborhoods or town districts.

These criteria are usually applied to sites for major civic buildings, such as town halls, police stations, libraries, community centers and, to a slightly lesser extent, fire stations. Civic buildings and their architecture often become the symbols of a town, appearing on seals, signage and promotional materials. This “broadcasting” of the appearance of a town’s civic buildings in various media also makes it clear that the local setting for the building is just as important as a source of civic identity and pride as the design of the building itself. The Downtown Waxhaw Vision Plan uses these criteria, as well as other practical considerations such as accessibility, site size and topography, to evaluate a range of civic building proposals and alternative sites. These various options and suggestions are described in this chapter.



Another scale of civic intervention in a town’s urban fabric operates at the level of individual small site beautification. These small-scale interventions are more financially feasible than large scale projects, they may be publicly or privately funded, or may arise spontaneously from civic activism within the community. Ideas for such small-scale urban improvements are discussed in section CI-2. [On-going][Code/Policy]



From top to bottom: Waxhaw United Methodist Church; Overhead Bridge; Waxhaw Women's Club building; Town Hall

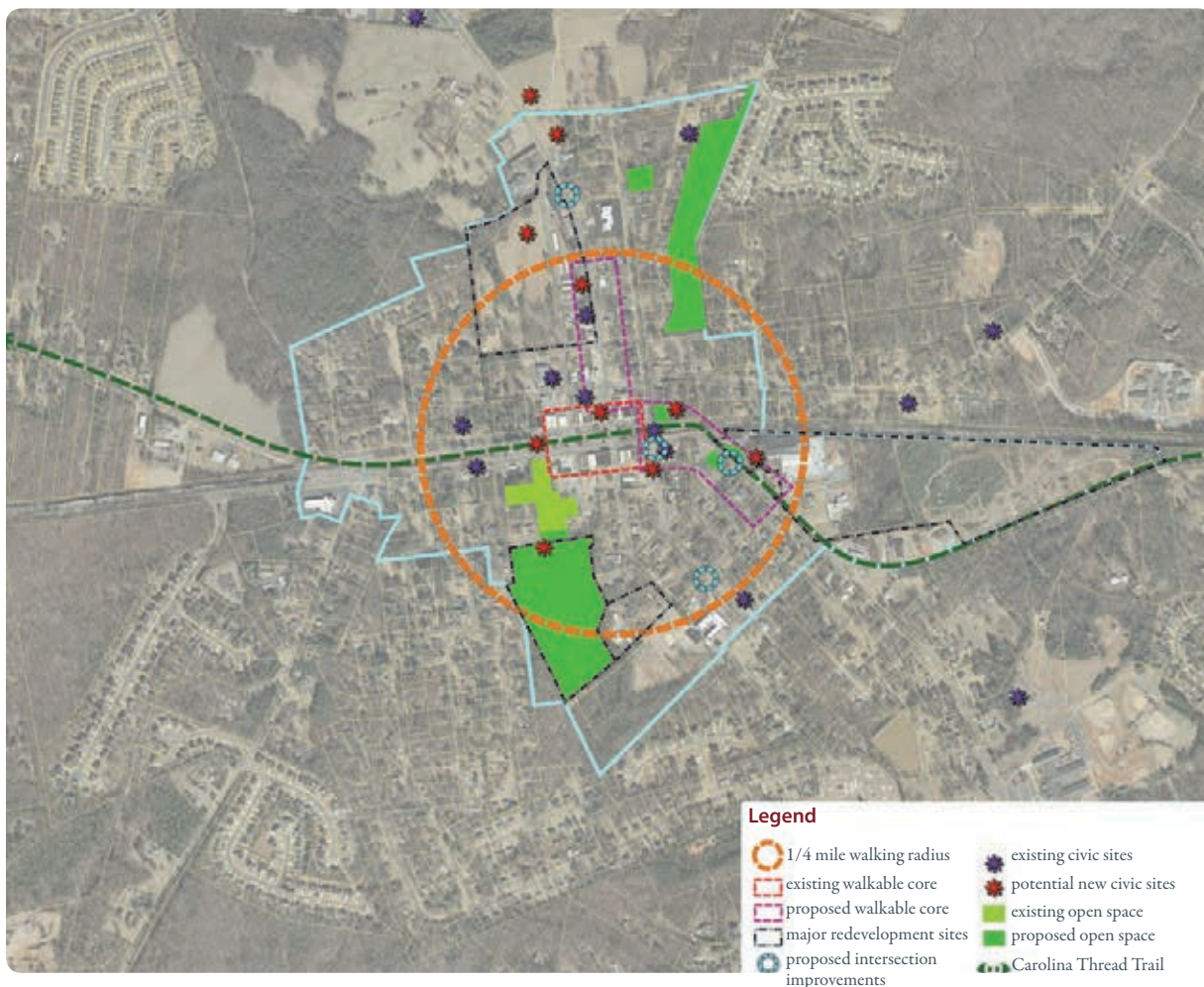
CI-2 Use incremental civic investments to transform civic spaces throughout

Downtown Waxhaw: The premise of projects outlined in this section is two-fold: they are small in scale, sometimes just a few feet wide or long or high; and they are multiple, that is they should pop up in numerous locations around downtown. This kind of urban improvement project is sometimes referred to as “pop-up urbanism.” (See examples of these kinds of projects on the following page).

While several of these projects may arise as privately funded initiatives by downtown merchants or property owners, the public sector can provide leadership by starting programs to transform left over spaces between and around buildings. One example of such a space is the area

under the town’s historic water tower. The tower itself is a town icon, and worthy of enhancement through large-scale graphics and artful design, but the space beneath the tower is a “lost” space.

The town could sponsor an ideas competition for the transformation of this space, building on the premise that the tower itself acts as a landmark for the downtown, so when visitors follow their eyes to that key location, they find not an empty lot, but perhaps an art installation or collection of historic artifacts that tell the story of the community, or even a beautiful community garden. This example can be multiplied many times through the downtown area, and possibly linked to activities with local school children to identify “lost” sites and create projects to beautify



PROPOSED LOCATIONS OF CIVIC INVESTMENTS ▲



Clockwise: Street Planters in St. Charles, MO; Watertower art concept, New York City, NY; Tiny Library, Columbia, South America; Park(ing) Day, San Francisco, CA; Children's Vegetable Garden, Bexar County, Texas

or transform them. Alternatively, a wonderful public art project could be developed to link these under-used sites with a common theme, creating a downtown “hunt” for artistic or historical clues. (The bronze mice scattered throughout parts of downtown Greenville, SC, come to mind as a small-scale precedent). Specific locations can become home to innovative and functional public sculptures such as the shelter, park bench and tiny library shown in the image above. Other incremental projects can be very temporary, tied to festivals or simply to a burst of innovation by local artists who may take over a space for a day and populate it with eye-catching art and activities.

In a more formal series of alternative projects, the town should work with downtown merchants and local artists on a system of colorful street planters to enliven the sidewalk experience for shoppers. A strategic tree-planting program should be implemented that over time results

in shaded spaces for civic gatherings or festivals. More matter-of-fact, but equally important, a prioritized sidewalk improvement program will beautify the streetscape with pavers and colored/textured concrete and enhance public safety and accessibility downtown.

Small community gardens, such as the one illustrated in the image above, should be encouraged on under-used sites. A series of these will supply small quantities of food to the local farmers market, a facility that itself should find a permanent home on an appropriate site, such as the one adjacent to the historic mill discussed in Chapter 8 of this report.

Using public and private sites around downtown, these small-scale artistic and creative innovations can do a great deal to enliven the downtown character as an active, entertaining location that attracts business, local residents, and visitors. In



Clockwise: Sculpture in Germantown, TN; Mice on Main, Greenville, SC; Bicycle rack in Rock Hill, SC; Painted Planters; Brick pay boat in downtown Chattanooga, TN

the context of a progressive community, such small initiatives represent an engaging partnership with the larger, long-term civic investments in new buildings. This sense of fun, wit, and spontaneity, enlivened by the influence of local artists and entrepreneurs, combines well with the more substantial investments of a new town hall and a new police station, which are crucial to the status and functionality of any community. [O] [Public/Private] [On-going] [Code/Policy]

CI-3 **Locate, acquire and construct a new Town Hall in the walkable core, and incorporate an “outdoor room” as a civic gathering and community meeting place in the Town Hall site design:** The downtown design charrette examined multiple locations for a new town hall, but eventually distilled the alternatives down to two sites through the application of three key criteria. These were:

- > An easily walkable location within the downtown core;
- > A site that would encourage reinvestment in Main Street; and
- > The opportunity to integrate public space into the Town Hall site for outdoor public gathering space.

The two sites that best met these criteria in different ways were:

- > Site A: Located on the corner of Broome Street and N. Main Street
- > Site B: Located on the corner of N. Main St. and Providence Street

Site A: This location has several advantages that are quickly obvious: it is currently vacant; it is directly at the “100% corner” in the center of town and therefore, has immediate visibility; almost everybody will walk or drive past the building



▲ **TOWN HALL CONCEPT- SITE A**

in that location on every trip to and through downtown. It is also directly adjacent to the historic water tower that provides the dominant landmark in the town center, so wayfinding and directions to the town hall are very easy and straightforward. Additionally, its location provides the setting for an architectural design that will create an immediate sense of place and identity, both for the town as a whole and the downtown urban core in particular. A corner tower feature, for example, will connect visually with the water tower to create a compelling vignette and image for the community (see Conceptual Illustration of New Town Hall - Site A). This extensive impact on the Main Street environment is a strong factor in support of this site; the corner location provides a clear focal point for the district and lends an aura of supportive civic ambience to downtown businesses.

The only criterion in which this site falls short is that of creating a civic gathering space, an “outdoor room” for the community. Careful site design, however, will create a small plaza at the north end of the site, in conjunction with some immediate parking needs and the incorporation of the site around and beneath the water tower. This is not



▲ **CONCEPTUAL ILLUSTRATION OF NEW TOWN HALL - SITE A**

in an ideal location, but it is serviceable for some civic uses and this single drawback has to be weighed against extremely positive qualities achieved under the other two criteria.

Parking has deliberately not been singled out as a determining criterion for site choice. Having a large parking lot directly attached to the town hall follows a suburban pattern of separate buildings and separate uses, and contradicts the overarching objective of a walkable, pedestrian-oriented town center. Immediate parking needs will be accommodated adjacent to the town hall building in this location, but general parking for members of the public would be available in all the available adjacent downtown blocks. With some amendments, there would be over 400 spaces available within easy walking distance of town hall (see parking study, Chapter 5 of this report). This increased pedestrian activity should easily lead to some extension of evening business for restaurants in the downtown area.

Site B: Although only one block from Site A, Site B presents a very different urban design opportunity for the town. Site B is very close to the heart of downtown, but it is set back from the main thoroughfares of Highways 16 and 75 on a large, tree covered site currently occupied by a historic house. However, it is possible to construct a new building that not only preserves the historic house and allows it to be converted for a variety of public or private uses, but also places a new town hall directly on the visual axis of North Main Street (see image Town Hall Concept - Site B). This brings a potentially beautiful urban closure to the vista along North Main Street, and sets up the new Town Hall as a dominant image for the Town in all its civic and promotional materials. The site is also directly adjacent to the historic pedestrian bridge over the railroad, providing a convenient pedestrian connection.

Other major benefits to this location relate to the site itself. This 1.75 acre site provides for the retention and conversion of the historic house (possible options include a small corporate meeting facility/bed and breakfast/local history museum, etc.) and space for on-site parking in a more conventional arrangement close to the new building but screened from the street in various configurations (see Town Hall Concept - Site B). Additionally, the building should be sited on the property to provide an attractive forecourt space, either as a grand lawn, a civic plaza, or some carefully designed combination of the two. Within these alternatives are additional possibilities affecting the design of the spaces around the southern end of Providence Street, the eastern



TOWN HALL CONCEPT- SITE B ▲

end of North Main Street, and the adjacent buildings on the west side of Providence Street in the block facing this site. These include the old fire station – not a historic building, but capable of an interesting conversion and adaptive reuse in conjunction with a new civic plaza. Alternatively, this unused building could be demolished for a larger civic space or lawn, which would involve the closing of that portion of Providence Street. This alternative would enable the Town Hall to be located further west on the site and open up more secluded public space to the rear (east) for a different range of uses. The treatment of the paved hardscape of a civic plaza should extend along the block of North Main Street to its junction with Broome Street (Hwy 16), making a visual connection that draws the eyes of passers-by directly to the façade of the Town Hall in this location. These different options are illustrated on the following page (Town Hall Concept - Site B1- B4).

Site C: The third option for a Town Hall location is on Broome Street. There are several appropriate locations on the western side of Broome Street that can be flexible based on property ownership discussions and land available. Locating the site as proximate to the Main Street district of



**TOWN HALL CONCEPT-▲
SITE B1**



**TOWN HALL CONCEPT-
SITE B3**



**TOWN HALL CONCEPT-▲
SITE B2**



**TOWN HALL CONCEPT-▲
SITE B4**

Waxhaw is a priority in any location on Broome Street.

The two best options on Broome Street for a Town Hall are the current Town Hall and Building Department location, with the addition of adjacent property and the Historic Ventures site on the corner of Bivens Street and Broome Street. Both locations are within a 5-minute walk (quarter mile) of the intersection of Broome Street and North Main Street.

There are several advantages to locating a Town Hall on Broome Street. First of all, locating Town Hall on Broome Street will expedite the transformation of the streetscape on Broome Street through the addition of new sidewalks, street trees and on-street parking. Also by locating on Broome Street there is the opportunity to incorporate a new public space gathering space on Broome Street as part of the design of the Town Hall. Site C is also not located on the railroad line, which is both the historic heart of Waxhaw and a potential public safety risk with the possibility of a train derailment.



▲ CONCEPTUAL ILLUSTRATION OF NEW TOWN HALL - SITE B

Town Hall options on Broome Street present several design challenges not present on Site A and Site B. The block between Broome Street and Church Street is currently a tight block configuration, as discussed in Mobility-Chapter 4. The current depth of the block limits the opportunity to have buildings facing Broome Street and Church Street if a building with the size and program of Town Hall is included in the development. One option is the reconfiguration of the block to widen it to include ample on-site parking and landscaping. Another design challenge with either site on Broome Street (the north or south corner of Bivens Street and Broome Street) is on-site parking. This site provides more parking opportunities than Site A, does not include as much land as Site B. Therefore parking is a design challenge, but one that can be addressed through the addition of on-street parking and limited on-site parking.

General notes on site choices: All three sites are good options for a Town Hall. Site A, at the intersection of Broome and North Main Streets, has immediate impact. Nobody can miss it! A building in this location has tremendous civic potential; it projects a powerful civic image. It does however lack the opportunity for a grand civic space, an “outdoor room” for the community, and this function will instead be spread out in smaller spaces over time in the redevelopment of downtown sites.

Site B, a block to the east at the corner of Providence Street and North Main Street is a site that, as it stands today, is somewhat more recessive and part of the background of the community. However, once a new building is placed there, directly on axis with North Main Street in a way that closes the vista in a satisfying manner, this character changes, and the site becomes a proudly visible part of the community. Additionally, this site has numerous design possibilities for one or more external civic spaces for events, celebrations and meetings. A well-designed civic plaza at the end of North Main Street in particular will create a truly wonderful “urban living room” for the whole community.

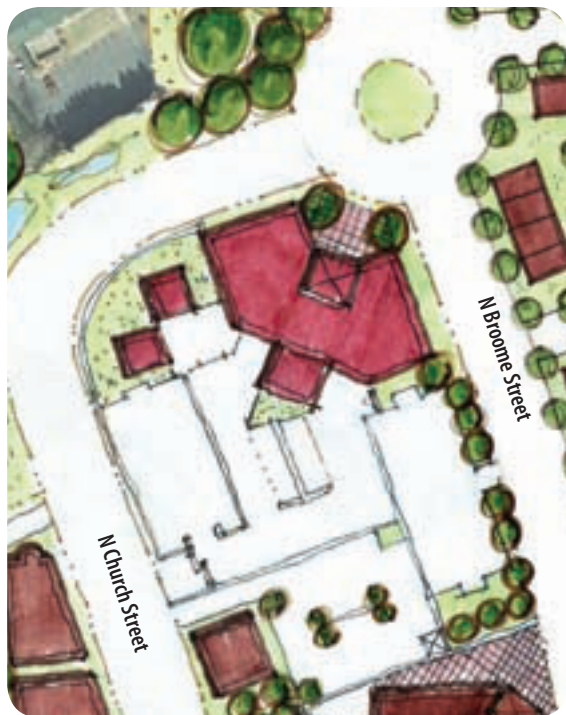
Site C, the western corners of Bivens Street and Broome Street, is just outside of the historic heart of Waxhaw, but is within walking distance. Site C provides a new gateway entrance to Waxhaw and could help propel new walkable development on Broome Street that connects Broome Street to North and South Main Street and extends the walking district in downtown. However, the site is not in the traditional core of Waxhaw and does not solve the issue of activating Church Street with new buildings.



TOWN HALL CONCEPT- SITE C ▲

Both sites, A and B, are obviously close to the railroad tracks, whereas Site C is further away. High standards of sound insulation in the specification of building materials in a Town Hall building on Site A and B will eliminate much of the noise associated with passing trains, but in any case, the railroad is central to the character of downtown. Site A and B will also have to take into account possible emergency actions in the case of a train derailment. Site C does not have to take a possible derailment into consideration, but it should also be noted that the actions and investments of the town should not be limited by fear of a derailment. Therefore a potential derailment or the nuisance of train noise should not be the primary deciding factor in Town Hall location. [\$\$\$][O+C][1-5]

CI-4 Build a new Police Department that is located proximate to Downtown Waxhaw on the north side of Main Street: It is not uncommon in the civic

▲ **POLICE STATION - SITE A**▲ **POLICE STATION - SITE B**

investment programs of small and medium-sized towns to find police department buildings close to a town hall, creating a sort of civic hub within the community. The nearby communities of Cornelius and Huntersville have this configuration, while neighboring Davidson takes it one step further and combines the Town Hall, police and fire departments all in one building. This is not an appropriate strategy for Waxhaw for a variety of reasons. First, the programs of the three civic uses are different: two of them are heavily dependent on vehicles that need fast exit routes to tackle emergencies while the other, Town Hall, houses activities that are slower paced and deliberative. Quick exiting of police cars and fire trucks cannot coexist with the requirement for civic plazas and community gathering spaces. Secondly, new civic buildings are very precious resources in a community. They need to be located very carefully and judiciously, and used for greatest impact. In the case of Waxhaw's particular geography and focus on downtown walkability, it is apparent that the most effective way of maximizing the return on these major civic investments is to strategically disperse them throughout the study area while retaining reasonably close proximity to each other and to the town core. This will enable these new civic buildings to gradually change the character of the area and stimulate new growth. For these reasons, two sites for an independent police station, both on Broome Street at the northern end of the study area, were examined. (These two sites are also discussed briefly in Chapter 8, Infill Opportunities).

As is noted in other sections of this report, one proposed major initiative involves the realignment of North Church Street and the construction of a new roundabout at the intersection of North Church and Broome Streets. This would be located close to the present awkward intersection of these two streets, and this enhanced gateway feature would become the "marker" for the northern entrance into downtown Waxhaw. As such, a site in this location provides the opportunity for a strong first statement of the town's civic identity, and a new police station here can carry that message of civic pride (See illustration Police Station - Site A). This more southern option, adjacent to the roundabout sits on a site characterized by a full story height drop in levels between Broome Street and North Church Street. This allows for vertical separation of the secure access and egress from cells on the lower level from the public "walk-in" access on the upper, Broome Street, level. At just over ¼ mile from the center of downtown, walkable access along an improved Broome Street as described in Chapter 8: Infill Opportunities, is a real possibility. The police station, as a walkable destination, will enhance Broome Street as a pedestrian-friendly environment. Additionally, a well-designed piece of civic architecture in this gateway location would not only be very functional, but also provide a fitting statement of civic purpose and integrity. An additional option to this police station site is to switch the currently proposed hotel location and the police station. In this configuration

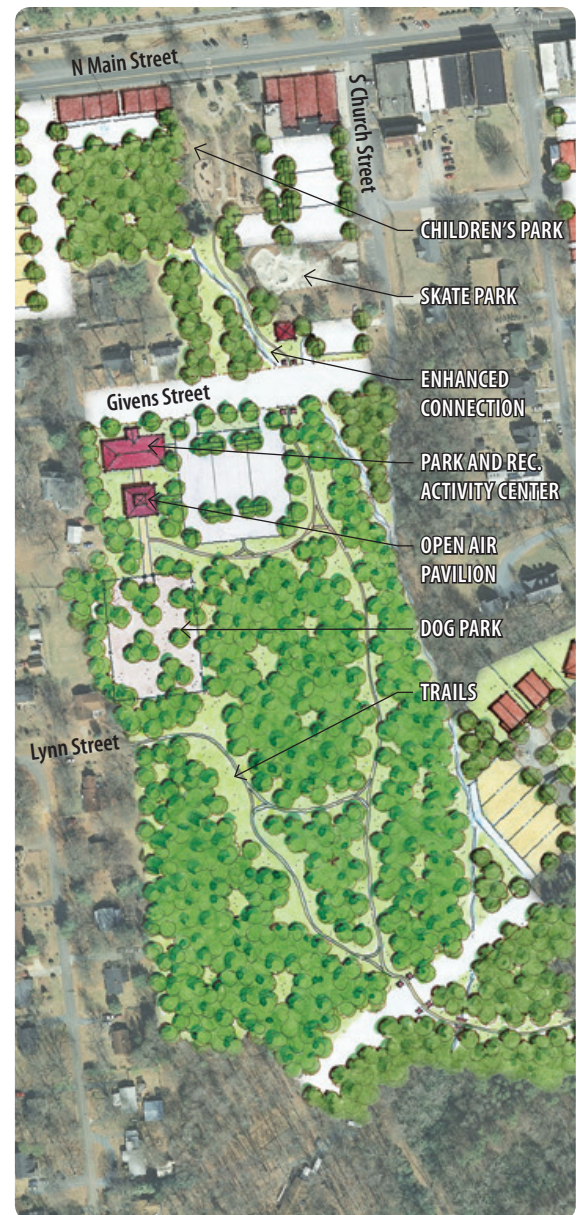
the hotel will sit on the roundabout and the police station would sit directly south. This configuration still takes advantage of the change in elevation from the east to the west for parking and drop-off.

Similar opportunities exist on the other, more northerly site at the intersection of Broome Street and Blythe Mill Road (See illustration Police Station - Site B). This intersection marks the second potential site for the new police department building. This site is larger and without the grade challenges/opportunities of the previous site at the roundabout. It is a little further removed from the downtown core, and beyond the perimeter of reasonable walkability from the center of downtown, but it is nonetheless viably sited in the context of the community as a whole. Both sites, with direct access to Broome Street (Hwy 16), provide efficient egress for emergency service calls. By its presence, a civic building on this northern site can also assist in marking the northern boundary of downtown Waxhaw.

The major elements of civic infrastructure discussed in this and the preceding paragraphs of this chapter have all been located on the north side of downtown. The small scale civic investments would be spread throughout the downtown along North and South Main and intersecting streets, but if not counterbalanced, the Town Hall sites and police station sites would shift the center of civic gravity markedly to the north. In each case, the sites chosen are the best options for each potential use but it is important that equivalent civic investments are made in the southern portions of downtown. This part of the community is well situated for an expansion of the public park program around the David G. Barnes Children's Park, the incorporation of a community center and senior center close to the park, and the insertion of a new public library into the town fabric on a site very close to South Main Street. [\$\$\$][O+C][6-10]

CI-5 Expand David G. Barnes park to connect the South Providence School to downtown.

The existing David G. Barnes Park provides an excellent recreational use for the community in an appropriate central location with opportunities to extend the functionality and aesthetics of the park in a number of ways, both in the design of new park facilities themselves, and/or the incorporation of a new community center or senior citizens' center on land immediately adjacent to the park's landscaped areas. Chapter 8, Infill Opportunities, discusses various opportunities for small-scale development immediately south of South Main Street in the vicinity of the park, and suggests one appropriate use in conjunction with the park – a small office building for the town's Parks and Recreation Department along with a small civic pavilion for community use. (See Downtown Park Concept - Option A). As part of this design concept, land directly north of the park, between Givens and South Main Streets has the potential to become an enhancement of the park landscape, extending and increasing the density of existing landscape



**DOWNTOWN PARK CONCEPT- ▲
OPTION A**



▲ **DOWNTOWN PARK CONCEPT-
OPTION B**

design in that location to link a major downtown street with the park. To the south, the park landscape can be further extended towards Providence School, providing that institution with a direct, safe and beautiful access to the Main Street. In an alternative park option (see Downtown Park Concept - Option B), the community pavilion is enlarged to support a wider range of services. In this scenario, the site will require more detailed design and programming study. Both scenarios will also accommodate a potential small scale train, an amenity recently discussed as a potential tourist attraction to Downtown Waxhaw. [\$\$\$][O+C][6-10]

CI-6 Build a Community and Senior Center connected to the larger parks and trails system: As an extension of the concepts discussed in CI-5 above, this same site, at the northern edge of the existing park and served by Givens Street, is ideally located for a senior citizens' center as an alternative plan (see Downtown Park Concept - Option B). As an important part of the recently adopted Parks and Recreation Master Plan, the Town should easily embrace programming activities to work out the best alternative and/or mix of facilities, and civic services for this site in the southern portion of the downtown. Initial studies indicate that several alternatives are possible, and this report does not come down firmly on one particular possibility or another. It is important to note however, that this report does quite specifically favor a location on the southern side of downtown for this variety of activities and facilities, both on account of their adjacency to the existing park, which would be enhanced by any combination of the above suggestions, and also as stated above, to provide the south side of downtown with its equitable share of civic destinations and resources. [\$\$\$][O+C][11-15]

CI-7 Facilitate a new Union County Library location on the south side of Main Street. Another important civic facility that is proposed for the southern edge of South Main street is a new Union County Library. At present, the town has a small branch library located near the intersection of South Providence Street and McCain Street, within a short walking distance of the historic downtown. The existing Waxhaw Library was founded in 1937 by the Waxhaw Woman's Club and is partially funded by sales from a used bookstore that is located on South Main Street. Funds from the used bookstore are also saved to fund a future library in Waxhaw. One of the potential sites for the new county library is the site that currently houses the used bookstore, located at the corner of South Main Street and South Providence Street. The existing book shop has a wonderful historic facade that should be preserved and a new two story county library should be constructed with the existing facade integrated into the new building (see Illustration of New County Library). A new library on South Main Street would become a major civic destination in the walkable historic downtown core.

A second potential location for the new county library is the historic mill site. A new library could be located adjacent to the historic mill structure and fronting South Main Street (see New Library Location - Site 2). The mill site provides more flexibility for building footprint and design, as it is not constrained by specific parcel dimensions present in Site 1. However, this parcel is situated on the edge of the historic downtown core and is not nestled in with other historic structures. In addition, a library at this location may not get as much pedestrian traffic as a library situated directly on Main Street. The town should further evaluate benefits and constraints of these two potential sites to ultimately select the most appropriate location for the new county library. [\$\$\$][C][11-15]

CI-8 Consider locating a neighborhood fire station for the fire department in the downtown. While this report does not provide specific site options for a new fire station, it recommends locating a new fire station first on the southern side of downtown on a parcel that is well connected to the street network and with easy access to major thoroughfares. The recommendation of locating the fire station south of the downtown core is influenced by the existing railroad and its limited crossings. Through discussions with emergency response team members and the police department it was determined that a fire station on the south side of the railroad, will serve the overall Waxhaw community most effectively. [\$\$\$][C][16-20] [Code/Policy]

Concluding Remarks regarding Civic Investments:

Civic investment projects identified in this chapter will enhance the historic downtown as a walkable, mixed use environment. This enriched core will benefit many residents and visitors who come spend time in the downtown. The projects identified in this chapter will not only add much needed public facilities and improve public safety, they can also create a positive sense of place for the whole Waxhaw community.



ILLUSTRATION OF NEW COUNTY LIBRARY ▲



NEW LIBRARY LOCATION - SITE 1 ▲



NEW LIBRARY LOCATION - SITE 2 ▲



INFILL REDEVELOPMENT STRATEGIES

The master plan for this area illustrates the potential for new development and redevelopment that will enhance the Town of Waxhaw as a walkable, mixed-use environment that supports local business and economic development. The projects in this section describe conceptual plans for the Town of Waxhaw to consider when moving forward over the next decade.

The illustrations shown in this chapter represent a conceptual build-out vision for the downtown area (including the historic mill site) together with the large underdeveloped tracts west of Broome Street. The purpose of these conceptual plans is to show potential development opportunities in patterns and intensities that are consistent with the community's goals. They are carefully considered as site-specific designs, but they are primarily illustrative regarding each site's potential. Care was taken in the design process to envision development alternatives based on property boundaries or known opportunities for parcel consolidation as well as the market feasibility for the scale, amount, and type of development.

Though these plans were created with public input and review during the charrette process, the conceptual plans are not intended to preclude site-specific modifications. Ultimately, the specifics of the market at the time of development and the programmatic desires of property owners, in conjunction with the community development principles that have been articulated by residents and stakeholders, will determine the actual content of each project.

Whatever the specifics and timing of each project, future development and redevelopment proposals for these sites should reflect the following aspects of the concept plans:

- > General intensity of development;
- > Urban pattern (relationship of buildings to the streets and adjacent properties);
- > Building massing; and
- > Street and pedestrian circulation patterns.

In addition, as a basic principle, developments on these sites should mix uses both horizontally (within sites) and vertically (within buildings – e.g., apartments over stores in downtown locations), wherever appropriate.

The conceptual development schemes laid out in this plan were created under the assumption that their implementation would be accomplished through private and/or institutional investment, with willing buyers and willing sellers, and not through the use of eminent domain. Although there will be roles for government investment in the implementation of these concept plans (e.g., improvements in infrastructure and



Ripe/Firm Analysis Examples from top to bottom: Ripe - The Historic Ventures site; Opportunity - historic mill site; Firm - historic buildings along Main Street.

public facilities), the primary mechanism for accomplishing the physical vision embodied in these concepts will be the initiative of private property owners, developers, and business owners in concert with the town's adopted policies and regulatory standards.

8.1 ACTION ITEMS

The focus areas for infill development are primarily in and around the existing downtown core with an extension north along Broome Street as far as, and just beyond the large undeveloped tract of land west of Broome Street known locally as the Historic Ventures site (so named after the development company that owned it at the time of this study). Within this overall area, an analysis of "ripe" and "firm" sites revealed a set of potential development opportunities that can be woven into an integrated strategy for creating a thriving, walkable, mixed-use neighborhood as the setting for increased economic activity and prosperity in the downtown. A "ripe and firm" analysis classifies land parcels under three different headings as follows:

- › "Firm," that is, having building(s) and use(s) on the site in sound and viable condition and which should thus remain untouched;
- › "Ripe," that is, vacant land and/or buildings that are empty or in a distressed condition that thus constitute good redevelopment opportunities;
- › "Opportunity" constitutes an intermediate third category whereby the site is either in a very important and strategic location for the community; or is underutilized in terms of site coverage or building usage; or which has some cultural and/or historic value to the community that is not fully capitalized upon.

General Infill Principles

The Vision Plan targets ripe parcels highlighted on the opportunities map for redevelopment opportunities. These parcels include:

- > Historic Ventures site and adjacent properties on the west side of Broome Street
- > Infill opportunities around the west and south edges of the Historic Ventures site*
- > Land around and behind (to the east of) the historic mill*
- > The Park and Community Center south of Main Street*

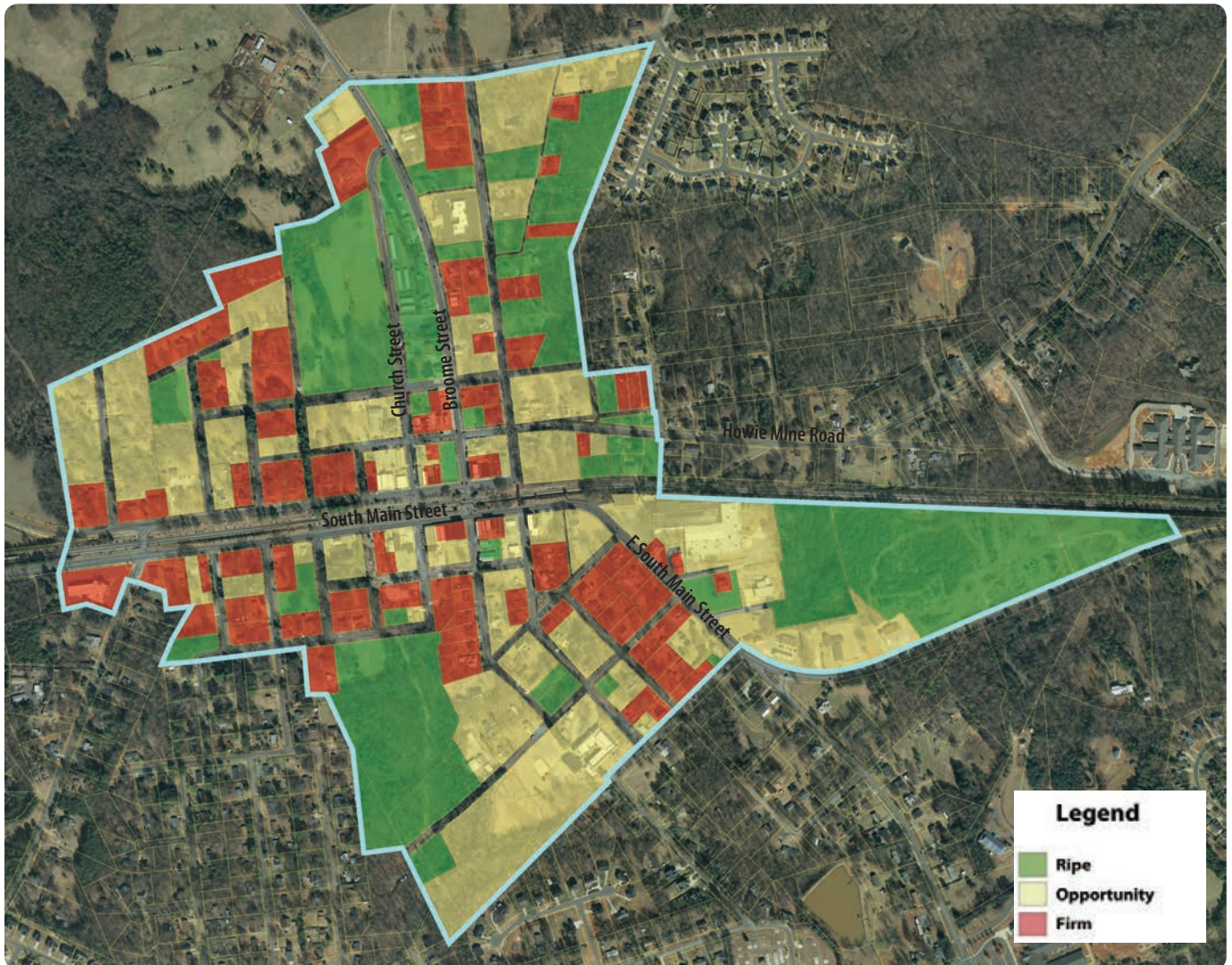
* Note: Properties judged to be “ripe” for appropriate infill development may be integrated

with adjacent “opportunity” sites to create more unified redevelopment options, or in conjunction with enhanced community facilities in the case of the park site.

IR-1 Incentivize large scale development on the Historic Ventures and Mill

Redevelopment Sites. The larger tract development sites are opportunities for Waxhaw to partner with developers to encourage new development to energize the downtown.

Historic Ventures site and adjacent properties on the west side of Broome Street: Within this area lies the largest tract of undeveloped open land in the



OPPORTUNITIES MAP ▲

study area, which is situated five minutes from the center of the downtown. Known locally as the Historic Ventures site, after the development company currently focused on that site, the property comprises over 14 acres and is bordered by a number of other “ripe” and “opportunity” sites mixed in with some “firm” properties, mostly single family homes.

Parallel to Broome Street, and only a short distance to the west, runs North Church Street, currently a narrow and underdeveloped component of the town’s street infrastructure. The closeness of its location to Broome Street, combined with an awkward and unattractive junction with Broome at the north end of the site renders North Church Street problematic in several ways. The most obvious of which is the restriction of viable redevelopment opportunities on the narrow sites sandwiched between the two streets. Several design alternatives for this problematic condition were explored, leading to a proposal to realign North Church Street over part of its length north of its junction with Price Street, angling the new street farther to the west before curving around to rejoin Broome Street at a new roundabout sited just a few yards south of the existing junction. The proposed street section for this realigned North Church Street is illustrated in Chapter 4 - Mobility.

This realigned geometry opens up sites for development, allowing a variety of commercial uses along Broome and North Church Streets, including a redesigned boutique hotel similar to the one previously envisioned for that location (see IR-5 below). To the west of the realigned North Church Street, the site can be developed for a variety of uses, primarily a mixed residential development designed to integrate harmoniously with the existing, mature housing further west around North Broad Street. These housing types may include single-family detached homes, mansion apartments and a variety of senior living options.

At the north end of the overall development site, two sites located north and south of the proposed new roundabout provide opportunities for significant “gateway” buildings marking the entrance into downtown. In particular, one of these sites could be chosen for a new police station (illustrated on both sites as options) with the other suitable for a public library. Alternatively, either of these sites could be occupied by a signature office building, but their “gateway” and image-making potential for the town would suggest that civic uses are more appropriate and advantageous.

An existing mature neighborhood of large-lot single-family homes is located to the west of



▲ **CONCEPTUAL REDEVELOPMENT OF HISTORIC VENTURES SITE AND ADJACENT PROPERTIES**

the Historic Ventures site around North Broad and Price Streets. In conversations with these property owners, it became evident that there were opportunities for subdividing some of the lots to provide additional single-family homes that could capture increased value from that location for the homeowners as new development occurs close by.

As noted above, other “ripe” and “opportunity” sites with potential for development and/or redevelopment are:

- › Infill opportunities around the west and south edges of the Historic Ventures site
- › Land around and behind (to the east of) the historic mill
- › The Park and Community Center south of Main Street

Land around and behind (to the east of) the

historic mill: The existing mill building provides opportunities for conversion to apartments and other business or community uses. Parallel with this opportunity, the undeveloped land immediately east of the mill and north of Waxhaw Highway provides for an extensive range of other residential developments. Because of the scale and integrated nature of these prospective developments they are discussed together in more detail in IR-3 below.

All three of these targeted infill locations, plus part of the Historic Ventures site, provide a range of opportunities for the integration of a wide variety of housing in locations that are close to downtown providing an important boost to the residential population in the study area. Having more people living close to the center of town is an indispensable factor in helping to maintain and increase the economic viability of downtown businesses.

IR-2 Add more residents to downtown through diversified yet appropriately scaled residential development. The development of a diverse set of appropriately-scaled housing options in the study area and within easy walking distance of shops, offices, restaurants, churches and



Bungalow Court, New Town, St. Charles, MO



Urban Mansion, New Town, St. Charles, MO



Active Senior Living, The Terraces of Kirkwood, MO



Town Houses, Davidson, NC

civic amenities is a vital component of the town's economic development strategy. Desirable housing types include single-family homes, bungalows, duplexes, row houses, urban mansions, and active living developments for senior citizens. Careful mixing of these different types of dwellings will provide for a measured increase in residential density, a necessary factor to support the economic vitality of downtown businesses. Currently, Waxhaw only allows up to 12 units/acre in the downtown district. Changing this should be considered to achieve the conceptual infill plans. A discussion of this strategy can be found in **Regulating Plan and Coding Strategies - Chapter 9**. Appropriate sites are noted from the listing above as:

- Infill opportunities around the west and south edges of the Historic Ventures site
- Land around and behind (to the east of) the historic mill
- The Park and Community Center south of Main Street

To this list can be added:

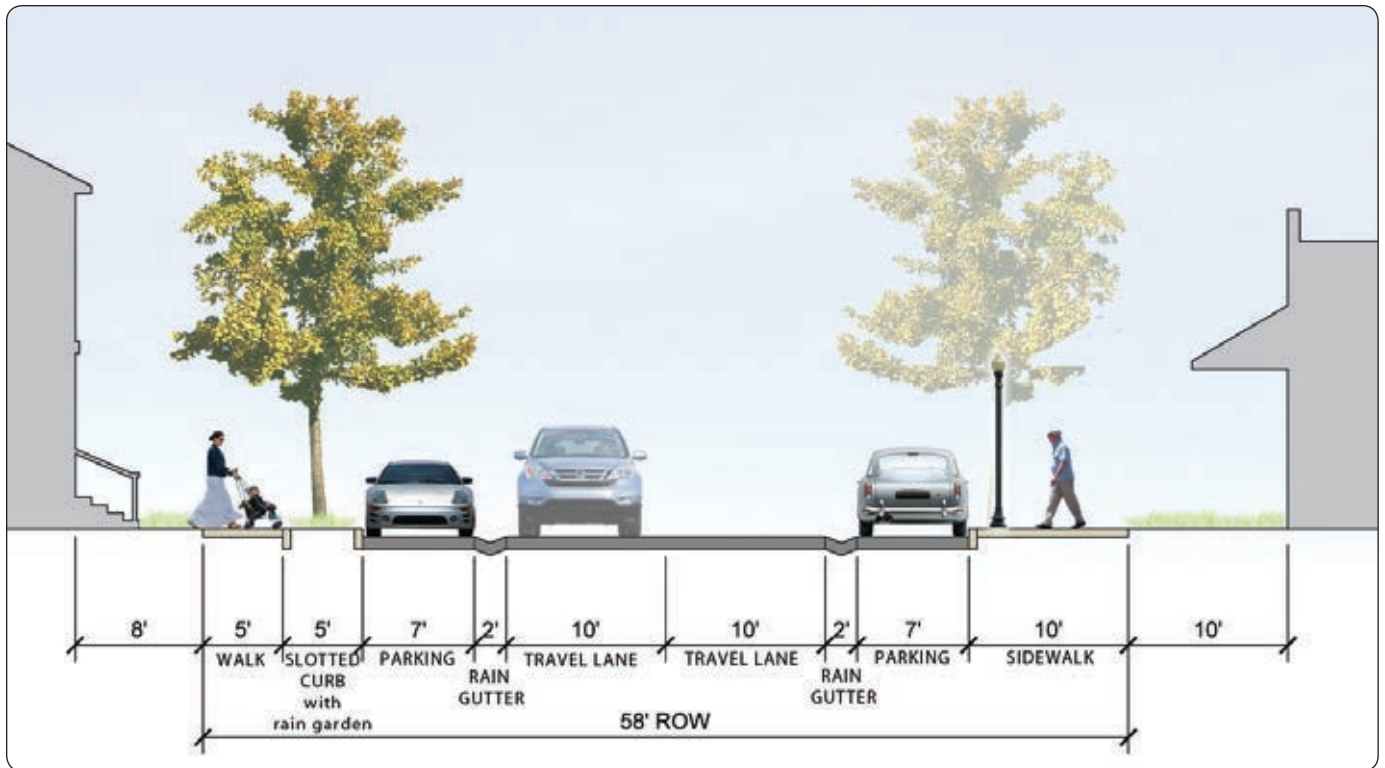
- Infill opportunities along (North) Providence Street to the east of Broome Street.

The specific types of residential units found in these developments are described below.

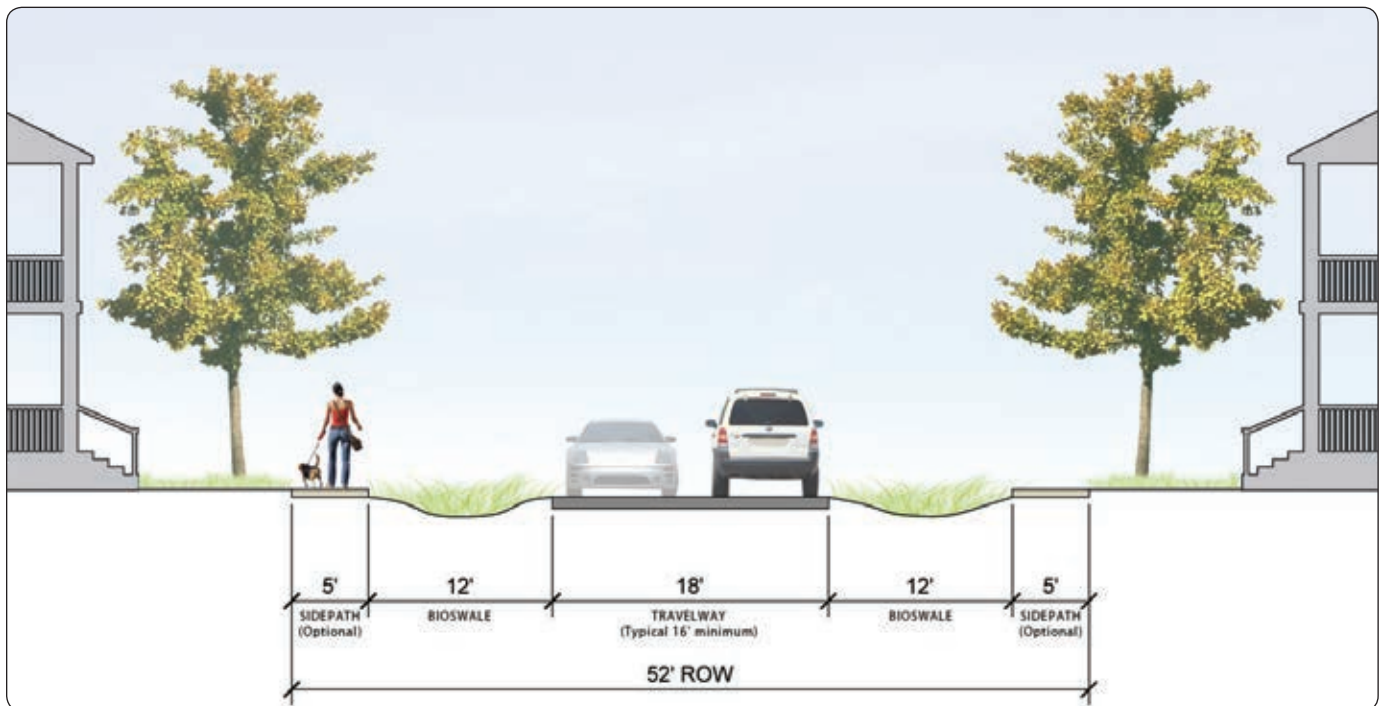
Infill opportunities around the west and south edges of the Historic Ventures site: As indicated in the site plan below, these new housing opportunities should consist of single-family detached homes along the site frontage facing North Broad Street along the western edge of the Historic Ventures property, with some "urban mansions" closer to North Church Street. Urban mansions are residential buildings the size of large, two-story single-family homes, but incorporating four or six apartments (see urban mansion example on previous page). This building type matches the size and scale of a large single-family home and thus allows for a convenient and compatible housing mix, increasing the range of choices available to, for example, empty nesters, "downsizers," younger couples or singles while retaining the scale and appearance of a single-family neighborhood. These buildings will be located on a new residential street inserted across the site to create a walkable block structure as an extension of the existing town pattern. (See Proposed Residential Street 'A').



▲ **ILLUSTRATION OF RESIDENTIAL DEVELOPMENT OPPORTUNITIES**



PROPOSED CHURCH STREET - NORTH BOUND ▲



PROPOSED RESIDENTIAL STREET 'A' ▲



▲ **ILLUSTRATION OF PROPOSED PARK AND COMMUNITY CENTER - OPTION A**



▲ **ILLUSTRATION OF PROPOSED PARK AND COMMUNITY CENTER - OPTION B**

In the southern portion of the Historic Ventures site, the conceptual plan shows a suite of living options for senior citizens, ranging from small individual bungalows arranged around landscaped courtyards for ambulatory seniors (bungalow courts), adjacent to an assisted living facility (see bungalow court example on page 103). Senior housing in this location is only two blocks from the heart of downtown Waxhaw, providing convenient and safe access to restaurants and stores for elders in the community.

The Park and Community Center south of Main Street:

In the area south of South Main Street, around the existing public park and along surrounding streets such as Givens, College and South Providence there is a variety of small infill sites suitable for new single-family lots integrated with some urban mansions. On the northern edge of the park is an appropriate site for a new administrative building for the town's proposed Parks and Recreation Department, together with a community pavilion, providing facilities for a variety of private and public events. (See illustration of proposed park, community center and infill housing opportunities around the park).

On sites closer to South Main Street, directly behind the existing commercial buildings, there are additional sites available for small townhome and/or live/work developments.

Infill opportunities along (North) Providence Street to the east of Broome Street:

Providence Street is a long, straight, primarily residential street that runs parallel to Broome Street north of Main Street. This street contains both opportunities for improvement by means of small-scale infill on vacant or underutilized sites, and some problems due to backs of several commercial buildings on Broome Street fronting onto Providence. This ambiguity between fronts and backs compromises both the safety and character of Providence Street.

The conceptual plan of residential infill along Providence Street, located on the following page, illustrates a comprehensive set of opportunities

that can be implemented incrementally at the request of individual property owners who wish to capitalize more effectively on their location and site potential, or by site acquisition into larger parcels. This latter strategy applies especially to the sloping, forested land to the east of Providence Street. Topography poses some challenges in this location, but again, the closeness of these sites to downtown renders them appropriate for development in the larger context of downtown's economic health and continued viability.

In all cases the development on Providence Street should maintain a detached residential scale along the length of the street. A range of infill strategies are shown, including:

- > Accessory structures (apartments/"granny flats" over garages)
- > Duplexes
- > Urban mansions
- > Single-family homes and cottages

One important opportunity for the town to enhance its pattern of connectivity for pedestrians, cyclists and motorists is a new street connection from the proposed new roundabout on Broome Street to Providence Street just north of the existing bank building fronting Broome Street. This new link creates greater flexibility and efficiency of the town's public infrastructure and enhances the potential of properties at the north end of Providence Street by enhancing their accessibility to other development parcels and town attractions.

IR-3 Reuse the Historic Mill Building for a variety of uses that engage the community and attract people to the eastern side of Downtown Waxhaw: The redevelopment potential of the historic mill building is related also to the opportunity for new housing development on the parcels immediately to the south and east of the mill along the north side of Waxhaw Highway. (See Historic Mill redevelopment site plans on the following page). These two interrelated components are discussed separately below.



**CONCEPTUAL PLAN OF RESIDENTIAL INFILL ▲
OPPORTUNITIES ALONG PROVIDENCE ROAD**

Historic Mill Building: The mill building sits in a prominent location on the east edge of downtown and has enormous potential for both private and publicly-financed development for a variety of uses. However, pedestrian access to the mill from downtown is precarious at best and dangerous at worse, especially trying to cross South Main Street / Waxhaw Highway, as there is no sidewalk connection on the north side of the street. Care and attention needs to be paid to increasing pedestrian safety along this thoroughfare, perhaps including, but not limited to strict speed limits,

pedestrian controlled lights at crossings, sidewalks on the northern side of the road and direct connections to the historic pedestrian bridge over the railroad.

The mill complex comprises the main historic structure; later additions of minimal architectural quality and a separate structure adjacent to South Main Street and the railroad are at the west end of the site. Proposals for the adaptive reuse of the old mill call for the removal of the newer additions to reveal the original mill building and to increase



▲ **CONCEPTUAL SITE PLAN OF HISTORIC MILL REDEVELOPMENT - OPTION A**



▲ **CONCEPTUAL SITE PLAN OF HISTORIC MILL REDEVELOPMENT - OPTION B**

the daylight penetration into the main spaces. Potential uses of the existing building include a private school, a preschool, day care, a public library, community college, an artist co-op and studio space, apartments, and/or a compatible mixture of the above. The separate building by the tracks is ideally situated for relocating the farmers' market to a highly visible and accessible location. Vacant land on the opposite side of the road could be used as a productive community garden.

In place of the newer buildings around the historic structure that are proposed for demolition, new apartment buildings that match the scale and aesthetics of the old mill can be constructed to provide new loft-style apartments around a distinctive urban courtyard formed between old and new buildings, with parking screened to the rear. This kind of development provides a style of living and a housing product unique to the area and would be a major draw to the downtown area (see Conceptual Plan Option B).

New Housing Development to the East of the

Mill: This area provides the most extensive and appropriate site for major residential expansion in the study area in a site close to the downtown



**POTENTIAL HOUSING TYPES AROUND HISTORIC ▲
MILL SITE; BUNGALOW STYLE SINGLE-FAMILY
HOMES (ABOVE), URBAN MANSIONS (BELOW)**



CONCEPTUAL ILLUSTRATION OF HISTORIC MILL REDEVELOPMENT ▲

core. To capitalize on this close-in walkability, the pedestrian connections to downtown along Waxhaw Highway and South Main Street must be significantly enhanced for safety, convenience and to bolster the image of downtown's vitality. On a site of approximately 25 acres, an extensive mix of different types of housing can be achieved, including single-family detached homes on "alley-fed" lots, townhomes, and urban mansions. Along the frontage to Waxhaw Highway, this urban mansion building type could easily be adapted for small-scale office and business uses while preserving a distinctive small town image.

The layout of this new housing should incorporate an asymmetrical, connected grid of streets to provide relatively short blocks to encourage walkability. For safety, convenience and urban character, these streets should utilize a street section similar to that shown in Proposed Residential Street B (below).

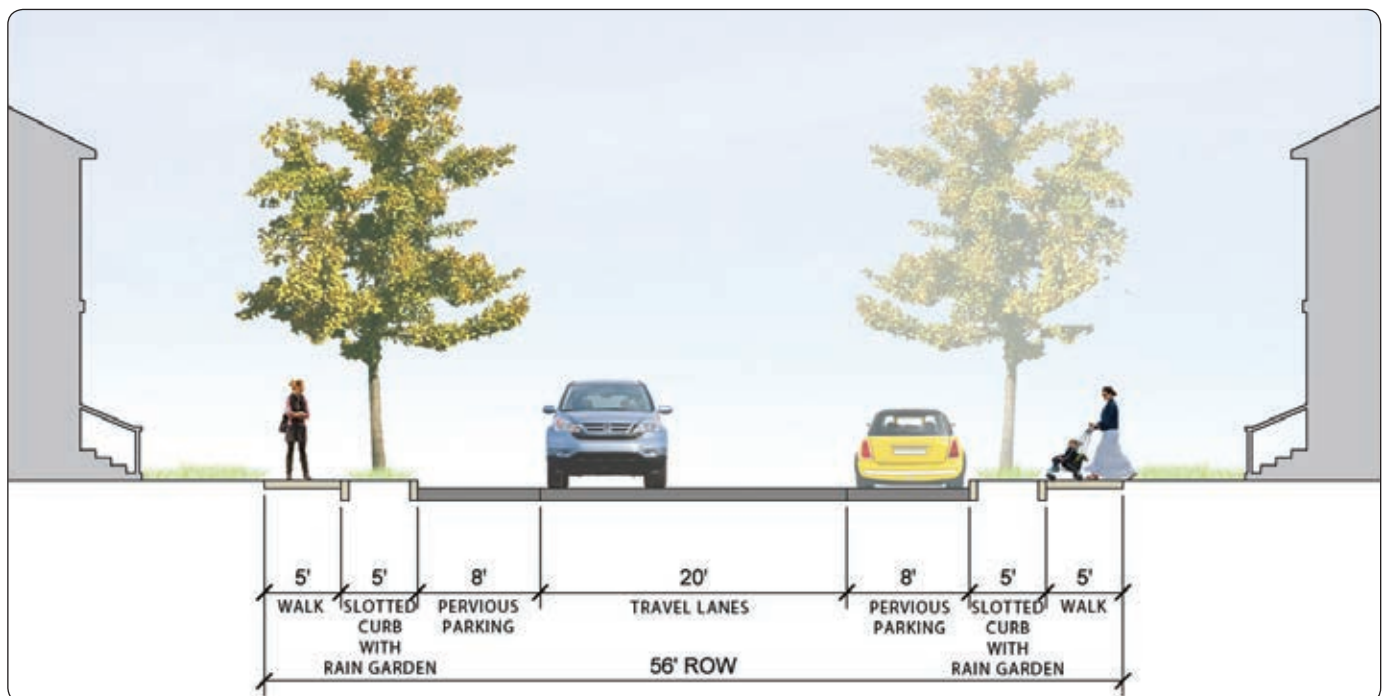
IR-4 Facilitate new mixed-use development in the downtown area that compliments the historic, walkable character of the existing development: While the continued and enhanced prosperity and vitality of the downtown core is

largely dependent on increasing the residential population within comfortable walking distance there also exist several significant opportunities for residential, commercial and mixed-use infill development and redevelopment in the downtown core itself and its northward extension up Broome Street to the Historic Ventures site area. These opportunities are highlighted under three geographical areas:

- > South Main Street
- > North Main Street
- > Along Broome Street between downtown and the Historic ventures site area

South Main Street: This location provides an exciting range of opportunities to integrate new retail, commercial and housing options into the heart of downtown. Images on the following page illustrate a variety of infill opportunities, including:

- > Townhomes and/or live/work units immediately behind existing buildings between South Providence and South Church Streets;



▲ **PROPOSED RESIDENTIAL STREET B**

- Approximately a dozen compact single-family lots fronting on South Broad and South High Streets in that block behind redeveloped commercial buildings facing South Main; and
- Additional commercial or mixed-use redevelopment infill on existing commercial properties facing South Main between South Church and South Broad Streets.

The Main Street project above in particular will have an immediate impact on the downtown core by extending the active, pedestrian friendly frontage of South Main Street from the existing two blocks to four, essentially doubling the economic impact. Additionally, the development proposed immediately behind the commercial frontage on South Main – the first two projects listed above - would be visible to pedestrians window shopping along that street, adding to the image (and substance) of downtown as a thriving, living and working community.

North Main Street: Development opportunities along North Main Street are dominated largely by the two alternative sites for a new Town Hall, adjacent to the old town water tower at the junction of North Main and Broome Streets and on the site at the north end of North Main at its junction with Providence Street. The pros and cons of these two sites are discussed in Chapter



APPROPRIATE INFILL DEVELOPMENT: ALONG MAIN ▲ STREET (ABOVE), SOUTH OF MAIN STREET (BELOW)



CONCEPTUAL ILLUSTRATION OF MIXED-USE INFILL ALONG NORTH MAIN STREET ▲



▲ **PROPOSED REDEVELOPMENT WEST OF BROOME STREET**



▲ **PROPOSED REDEVELOPMENT EAST OF BROOME STREET**

7 of this report, but an additional possibility for the site at Broome and North Main exists in the form of a boutique hotel as an alternative to the one proposed as a part of the Historic Ventures development further north on Broome Street. These two alternatives are discussed below in IR-5.

Additional development prospects in the North Main Street area include modest infill residential or mixed-used opportunities along McDonald Street between Broome and North Broad Streets. North Main Street also provides an excellent setting for outdoor dining along the street frontage. This activity would be facilitated by some changes in the parking pattern along the street to maximize the number of spaces while increasing the width of sidewalk space available for dining. Parking arrangements and wayfinding signage for Main Street and throughout downtown are discussed in detail in Chapter 5 of this report.

Redevelopment along Broome Street: Broome Street (NC 16) forms the main entrance into town from Charlotte and other points north. In its present state of scattered, generic and uncoordinated development it constitutes a huge missed opportunity for building the image of Waxhaw as a distinctive, prosperous community. This entrance corridor deserves major attention in future planning and redevelopment efforts. It also represents an opportunity to extend the walkable urban character of downtown, enhancing the value and redevelopment potential of sites along the street. To capitalize on this potential however, the town and property owners should join together to pursue a coordinated vision for what could become a unique street for the community.

These redevelopment opportunities can be best discussed under two headings:

- > Sites along the street's western frontage (See Proposed Redevelopment West of Broome illustration)
- > Sites along the street's eastern frontage (See Proposed Redevelopment East of Broome illustration)

Sites along Broome Street's western frontage

One of the key factors to maximize redevelopment opportunities and civic image of the community along Broome Street north of the existing downtown core is the realignment of the parallel North Church Street. This realignment dramatically improves the redevelopment potential of parcels fronting the west side of Broome Street, most noticeably for a hotel on the site identified in a previous development plan by the Historic Ventures development group.

In other locations along the western edge of Broome Street, redevelopment should follow an urban pattern of buildings built up to the street with parking to the rear. Wherever possible, buildings should contain retail or commercial uses at the sidewalk level with housing or other commercial uses on upper floors.

The other primary opportunity for redevelopment on this side of the street is the site created at the proposed new roundabout. There is a good potential for a civic building such as the desired new police station (See illustration - Option A). As an alternative, this location works well for a signature office building suitable for a small corporate HQ or other class 'A' office space.

Sites along Broome Street's eastern frontage

Redevelopment along the eastern side of Broome Street should mirror as far as possible the character of new development illustrated on the previous page. However, the limitations of site depth along this street frontage due to the parallel location of Providence Street means that building sizes will generally be smaller. But, their character, street frontage, pedestrian-friendly, on-street location should be maintained with parking behind the buildings. This will enable the upgraded character of Broome Street to be consistently achieved and maintained.

One particular opportunity exists to repair the pedestrian-supportive character of Broome Street at the large property that currently houses the BB&T bank. The site is currently configured with excessive parking requirements. With common sense shared parking arrangements, the Broome Street frontage could be infilled with small commercial buildings while retaining vehicular and pedestrian access to the bank.

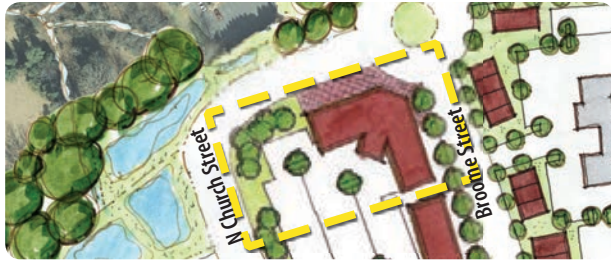
The rhythm of commercial and mixed-use buildings lining Broome Street with parking behind can be continued north of the proposed roundabout up to the intersection of Broome Street and Blythe Mill Road. This intersection marks the second potential site for the new police department building (See illustration - Option B).



**POTENTIAL SITE FOR POLICE DEPARTMENT - ▲
OPTION A**



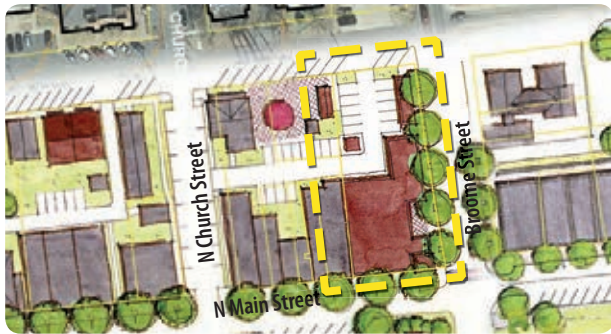
**POTENTIAL SITE FOR POLICE DEPARTMENT - ▲
OPTION B**



▲ **BOUTIQUE HOTEL LOCATION - OPTION A**



▲ **BOUTIQUE HOTEL LOCATION - OPTION B**



▲ **BOUTIQUE HOTEL LOCATION - OPTION C**

As noted above, this site is also suitable for a larger floorplate class 'A' office building.

IR-5 Encourage the development of a boutique hotel in the downtown core: One of the particular opportunities for the town is that of a new boutique hotel to help attract visitors to the historic downtown, and to support business travelers working temporarily in the relatively nearby Ballantyne and Blakeney commercial centers. For business travelers who want an upgrade from the generic hotel environment, the opportunity to relax in the congenial downtown environment of historic Waxhaw can add an attractive counterpoint to meetings and add specific luster to conference proceedings, particularly for female travelers.

One suitable site on the west frontage of Broome Street, within a five minute walk of downtown has already been identified by the Historic Ventures development group, and an updated version of this plan has been incorporated in this report (See Boutique Hotel Option A and B illustration). This plan takes advantage of slightly increased site dimensions derived from the realignment of North Church Street, and separates the hotel from its previous pairing with an office building that shared underground parking. This proposal retains one level of under deck parking built into the slope of the land, but this engineering work is kept within the footprint of the hotel site, and the project is likely therefore to become more economically feasible.

While this site is appropriate and well located for this specific use, another possible site exists: the vacant parcel at the junction



▲ **CONCEPTUAL ILLUSTRATION OF BOUTIQUE HOTEL - OPTION C**

of Broome Street and North Main Street. As noted earlier, this is also a highly attractive site for the new Town Hall, but in the event of an alternate site being found for that civic use, this corner site has great potential as the setting for a small boutique hotel development (See Boutique Hotel - Option C illustration). This could become an anchor and focus for the whole of downtown. The

two different hotel proposals illustrate an Inn/Bed-and-Breakfast and a flag hotel.

Parking for the hotel in this downtown corner location would be partly on site and partly on street in accordance with improved downtown parking provisions.

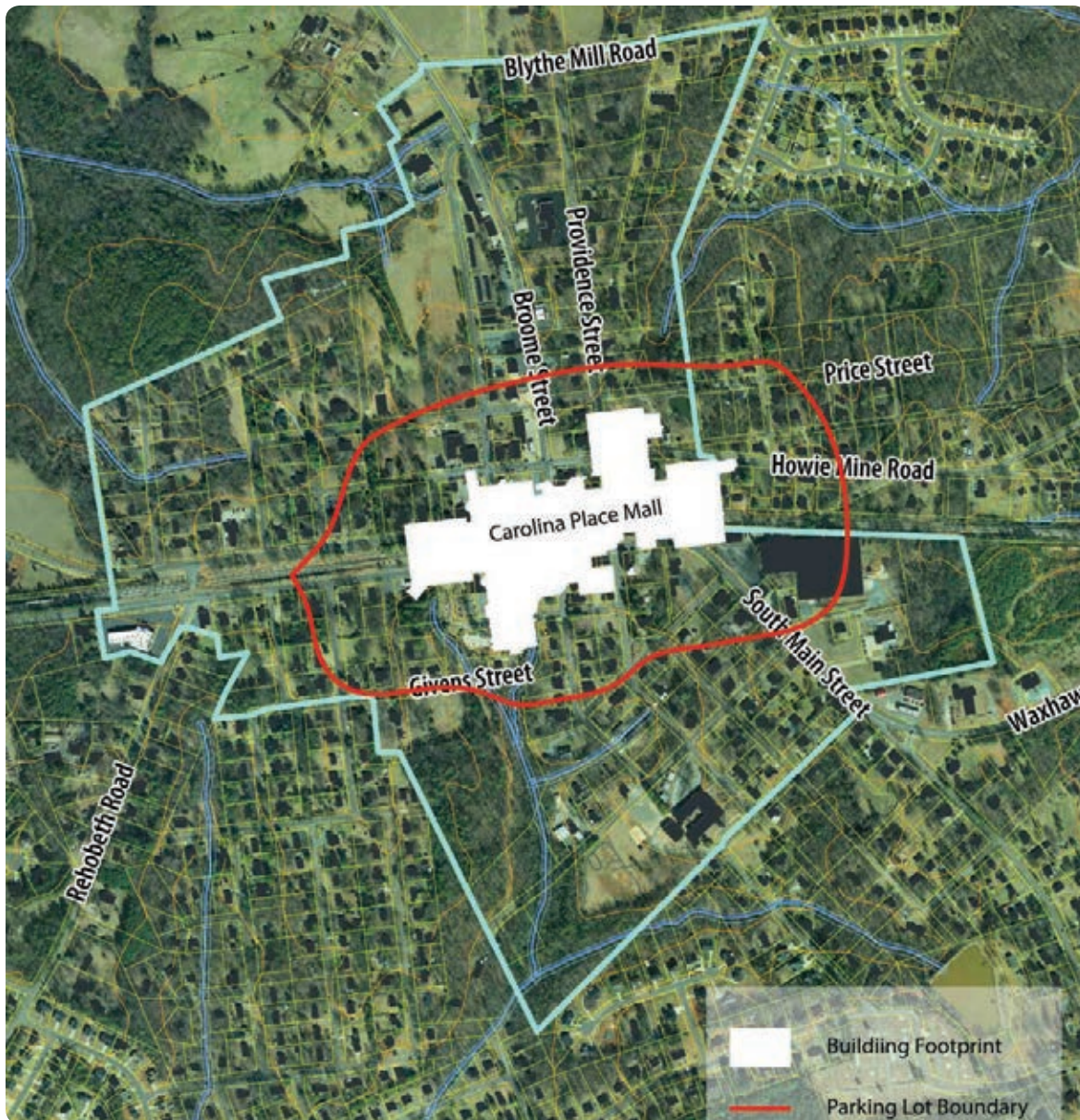


DIAGRAM OF CAROLINA PLACE MALL OVER DOWNTOWN WAXHAW ▲

The areas of existing and proposed development outlined here cover an area more than double the size of the Carolina Place Mall, which clearly suggests two things: build-out development in Waxhaw will take many years to reach full fruition; and that this development will need to be closely managed and monitored to achieve optimum results over the extended time period of development.

The implications of this potential reveal also a clear need for creating a downtown-wide business recruitment and retention strategy (as do all successful malls), and suggest the importance of hiring a Downtown Manager, and/or implementing a Business Improvement District. These issues are discussed further in Chapter 6 -Marketing and Strategic Positioning.



REGULATING PLAN & CODING STRATEGIES

Downtown Waxhaw is a distinctive and culturally rich community asset. Its walkable urban character should be preserved and expanded to include key corridors leading into the historic core. This can be accomplished through the adoption and implementation of a form-based code.

9.1 EXISTING REGULATIONS

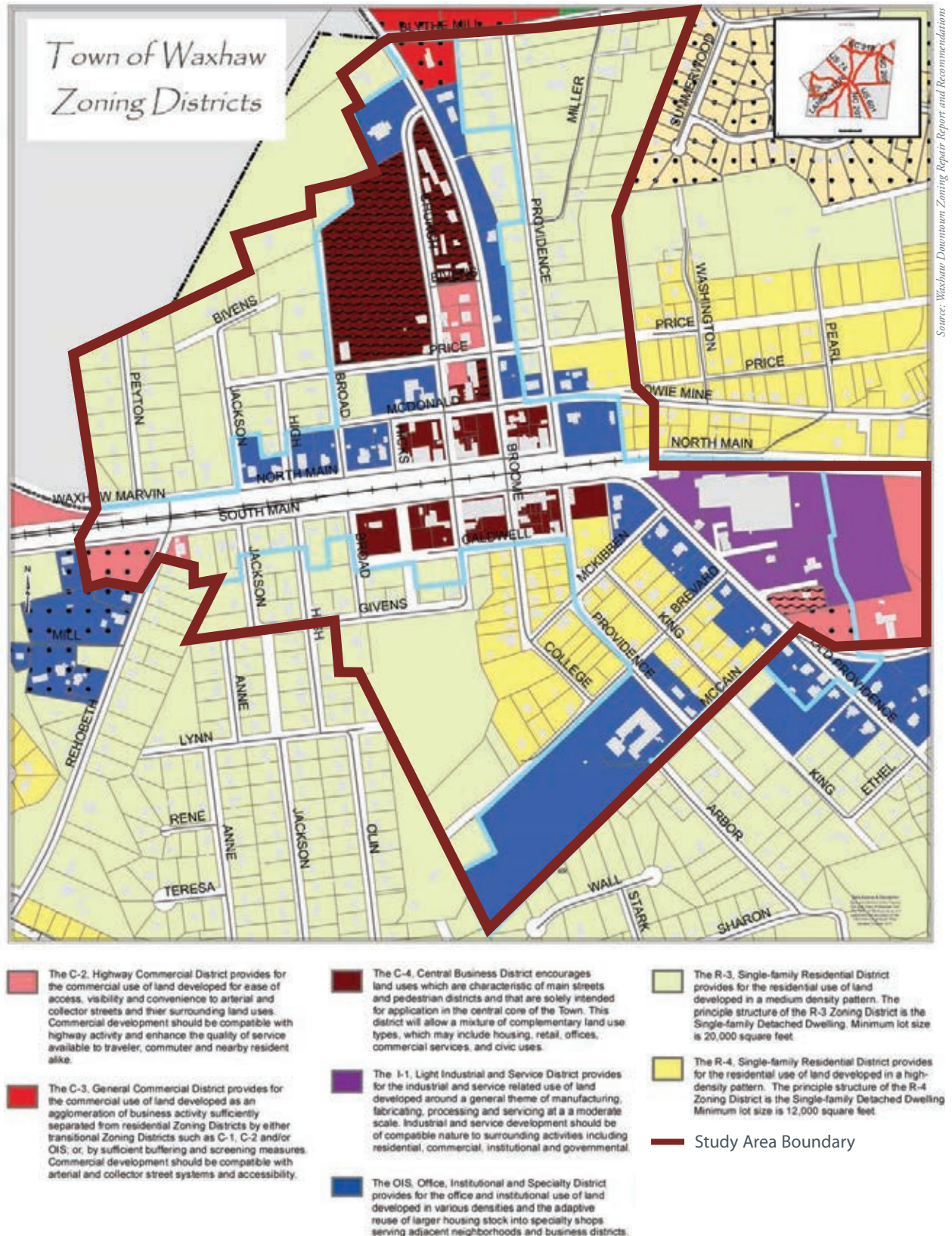
The gateways to historic downtown Waxhaw along Broome Street and South Main Street will be more than typical, unattractive, sprawling, automobile corridors. They will be thriving centers of activity with land uses that support vibrant neighborhoods and amenities. The current regulations that govern land development in downtown Waxhaw have resulted in mismatched, auto-oriented, low-density developments, creating missed opportunities for supporting Waxhaw as a distinctive, unique community in the region.

Current Districts

Downtown Waxhaw has several zoning districts within the study area. Entering Waxhaw along Broome Street, the zoning districts are a mix of Central Business District (C-4), General Commercial District (C-3), Highway Commercial District (C-2), and Office Institutional and Specialty District (OIS). Entering Downtown Waxhaw from the west, the zoning districts include Single-family Residential District (R-3), Highway Commercial District (C-2), and Office Institutional and Specialty District (OIS). The corridor along Old Providence Road is comprised

of Light Industrial and Service District (I-1), Highway Commercial District (C-2), and Office Institutional and Specialty District (OIS). A table of the basic requirements governing land development in each district can be found on the following pages. Generally, the districts permit building heights that allow for the mixed-use structures outlined in the vision plan. However, the ability of the current zoning to support the plan ends there. A brief evaluation of each district in relation to the recommendations of the downtown masterplan is below.

Highway Commercial District (C-2) - There are a relatively small number of parcels in the study area zoned highway commercial on the corridors leading into the downtown. The existing zoning ordinance indicates that this district provides for the commercial use of land with easy access to arterial and collector streets. Compatibility with highway activity is emphasized, creating a problematic juxtaposition within the study area of Downtown Waxhaw. In addition, regulations in this district are primarily focused on use instead of the components of effective commercial corridors, such as building form, compatible setbacks and lot configuration.



Source: Waxhaw Downtown Zoning Repair Report and Recommendations

▲ EXISTING ZONING MAP

General Commercial District (C-3) - Only one parcel within the study area is in the General Commercial District. This district permits commercial land use developed as a cluster of business activity and separated from residential zoning districts by either transitional land uses or by buffering and screening methods. Overly generous front yard setbacks (40 foot minimum) are the greatest weakness of this district. This setback requirement limits pedestrian connectivity and is incompatible with a walkable, mixed-use Broome Street corridor.

Central Business District (C-4) - The historic Main Street and a number of parcels along Broome Street encompass the Central Business District. The purpose of this district is to encourage land uses that are compatible with the historic downtown. It allows mixed-use buildings that include housing, retail, offices, commercial service, and civic uses. The Central Business District's strength is the emphasis on preserving and expanding the historic downtown main street character through the use of zero foot front yard setbacks, narrow lots, wide sidewalks, street trees and limited off-street parking.

A flaw of the Central Business District is a requirement that all new buildings and proposed modification to existing structures be reviewed and approved by the Board of Commissioners using a conditional use permit. This additional layer of process with its arbitrary standards, can create a barrier to development and investment in downtown. Buffering standards for this district are also incompatible with the fine grain development of the downtown core and create additional separation within the mixed-use environment.

Light Industrial and Service District (I-1) - The Light Industrial and Service District encompasses a cluster of parcels east of Main Street that include the historic mill. I-1 provides for industrial and service uses in downtown. The front yard setback requirements and maximum building height allowances in this district are incompatible with the pedestrian-friendly, walkable vision in the Downtown Plan.

Office Institutional and Specialty District (OIS) - A number of parcels along the entrances into the historic downtown fall into the OIS District. This district provides for office, institutional land uses, as well as adaptive reuse. At present, OIS zoning is assigned to only one side of the street in each of the three corridors, resulting in an unpredictable and inconsistent built environment that is in conflict with the proposed Vision Plan. This district's standards are also incompatible with traditional downtown building form.

Single Family Residential (R-4) - A number of lots within the residential neighborhoods of downtown fall within the R-4 District. The result of this district's 12,000 square foot minimum lot size and 20 foot minimum setback requirements is conventional suburban development. While this type of development is appropriate in certain conditions, it does not match the historic pattern of residential development in Waxhaw, nor does it provide for a diversity of housing options as proposed in the Downtown Vision Plan.

Single Family Residential (R-3) - The majority of residential parcels in downtown Waxhaw are zoned R-3. Minimum lots size for this district is 20,000 square foot or approximately 2 lots per acre. This minimum lot size is a conventional, rural residential lot size and does not compliment the historic downtown neighborhood fabric, nor is it representative of the historic cottages found along North and South Main Street. To replicate the historic development and encourage investment in the downtown, the R-3 District should be reserved for land outside of the study area.

EXISTING ZONING SUMMARY TABLE

	(C-2) HIGHWAY COMMERCIAL DISTRICT	(C-3) GENERAL COMMERCIAL DISTRICT	(C-4) CENTRAL BUSINESS DISTRICT	(I-1) LIGHT INDUSTRIAL & SERVICE DISTRICT
MINIMUM LOT AREA	24,000 sq ft	28,000 sq ft	1,000 sq ft	22,000 sq ft
MINIMUM LOT WIDTH AT BUILDING LINE	150 ft	100 ft	20 ft	100 ft
MINIMUM LOT DEPTH	150 ft	100 ft	20 ft	100 ft
MAXIMUM LOT COVERAGE	80% of the gross lot area	75% of the gross lot area	100% of the gross lot area	75% of the gross lot area
MAXIMUM HEIGHT OF BUILDING	45 ft principal building, 45 ft accessory building	80 ft principal building, 80 ft accessory building	3 stories principal building, 3 stories accessory building	80 ft principal building, 80 ft accessory building
FRONT YARD MINIMUM SETBACK	20 ft	40 ft	0	50 ft
SIDE YARD MINIMUM SETBACK	10 ft* on interior lot, 20 ft on corner or street side lot * When abutting Residential or Office zone, add 10' to setback	10 ft* on interior lot, 20 ft on corner or street side lot *When abutting Residential or Office zone, add 10' to setback	0	20 ft
REAR YARD SETBACK	20 ft, except 30 ft when abutting a Residential zone	20 ft, except 30 ft when abutting a Residential zone	0	50 ft
MAXIMUM FLOOR AREA	No single retail establishment shall have a footprint that exceeds 62,500 sq ft	No single retail establishment shall have a footprint that exceeds 62,500 sq ft	<i>not specified</i>	<i>not specified</i>
PARKING REQUIREMENTS	Parking requirements per use, may apply for reduction in required parking spaces. New on-street parking may be utilized to fulfill parking requirement.	Parking requirements per use, may apply for reduction in required parking spaces. New on-street parking may be utilized to fulfill parking requirement.	Parking requirements per use, may apply for reduction in required parking spaces. Existing on-street parking may be counted toward required parking per zoning approval. New on-street parking may be utilized to fulfill parking requirement.	Parking requirements per use, may apply for reduction in required parking spaces. New on-street parking may be utilized to fulfill parking requirement.
SCREENING	Screening shall be provided for parking areas adjacent to street, service entrances, loading docks or spaces, storm water basins, open storage and unenclosed structures, dumpsters or trash handling areas, and utility and mechanical equipment.			
BUFFERING	Use landscape as buffer.			

EXISTING ZONING SUMMARY TABLE (CONT.)

	(OIS) OFFICE, INSTITUTIONAL & SPECIALTY DISTRICT	(R-4) SINGLE FAMILY RESIDENTIAL DISTRICT	(R-3) SINGLE FAMILY RESIDENTIAL DISTRICT
MINIMUM LOT AREA	5,000 sq ft is base requirement for first building, for each additional structure add 50% of base requirement	12,000 sq ft is base requirement for first building, for each additional structure add 50% of base requirement	20,000 sq ft
MINIMUM LOT WIDTH AT BUILDING LINE	50 ft	60 ft	60 ft
MINIMUM LOT DEPTH	50 ft	60 ft	60 ft
MAXIMUM LOT COVERAGE	85% of the gross lot area	75% of the gross lot area	60% of the gross lot area
MAXIMUM HEIGHT OF BUILDING	45 ft principal building, 25 ft accessory building	45 ft principal building, 25 ft accessory building	45 ft principal building, 25 ft accessory building
FRONT YARD MINIMUM SETBACK	20 ft	20 ft	30 ft
SIDE YARD MINIMUM SETBACK	8 ft on interior lot, 18 ft on corner or street side lot.	10 ft on interior lot, 20 ft on corner or street side lot.	10 ft on interior lot, 20 ft on corner or street side lot.
REAR YARD SETBACK	20 ft	30 ft	30 ft
MAXIMUM FLOOR AREA	No single retail establishment shall exceed 5,000 sq ft, except through conditional use permit.	<i>not specified</i>	<i>not specified</i>
PARKING REQUIREMENTS	Parking requirements per use, may apply for reduction in required parking spaces. New on-street parking may be utilized to fulfill parking requirement.	2 per dwelling unit, 1 per accessory dwelling unit. **Single family dwelling units are exempt from parking maximums.	2 per dwelling unit, 1 per accessory dwelling unit. **Single family dwelling units are exempt from parking maximums.
SCREENING	Screening shall be provided for parking areas adjacent to street, service entrances, loading docks or spaces, storm water basins, open storage and unenclosed structures, dumpsters or trash handling areas, and utility and mechanical equipment.		
BUFFERING	Use landscape as buffer.		

How Density Impacts Development?

Any time a municipality considers a zoning amendment and the implications of its enforcement, the underlying question should be, “What kind of design outcomes are we trying to achieve?” Often municipalities get caught up in a numbers game that is more focused on the tools available to regulate development instead of focusing on what they want that development to look like. For example, a half acre parcel in downtown currently can only have 6 dwelling units according to the ordinance, which sets the C-4 (Central Business District) limit at 12 units/acre. This restriction might preclude good infill development in preferred appropriately scaled building types.

By legislating a specific number of units per acre allowed, the Unified Development Ordinance focuses on metrics and not on form, design, or function. It is important for Waxhaw to examine the intent of the density cap. An alternative approach is to limit building heights and types, lot coverage, setbacks and parking screening requirements.

User-Friendliness

Development regulations should be communicated in a manner that is clear, logical, and related to intended development outcomes. The user-friendliness of the Waxhaw Unified Development Ordinance could be dramatically improved by implementing the following steps:

- › Eliminating provisions that have outlived their usefulness,
- › Removing standards that are unnecessary, or not worth the cost of administration,
- › Consolidating and simplifying zoning districts and the Zoning Table of Uses,
- › Making regulations prescriptive (specifying what is expected),
- › Consolidating long, repetitive list of standards into tables,
- › Establishing setback standards that reflect the desired end-result built environment and respect historic fabric of downtown,
- › Using form based standards and building types to achieve higher density of housing rather than density cap,
- › Allowing more flexibility in meeting the intent of the development standards,
- › Encouraging complete neighborhoods with a broader mix of uses,
- › Simplifying the conditional use permit procedure, and
- › Removing substantive and procedural obstacles.

Existing Zoning Table of Uses

The existing zoning ordinance is cumbersome and difficult to manage because of the ten page long Zoning Table of Uses. There are over 330 listed uses; an enormous amount when compared to other municipalities. At present, any proposed development that does not fit one of the distinct uses, must apply for a special use permit, resulting in an unpredictable and time-consuming procedure. The other available option is found in Section 11.1.4 of the Unified Development Ordinance and allows the Zoning Administrator to find a use that is similar or staff can advise that the applicant can seek a text amendment.

The sheer size of this table makes it extremely confusing to the user creating unnecessary

complexity and additional administration that would be avoided with a simpler approach. A single use table that condenses the 330+ uses into a more manageable table would improve the ordinance and result in greater development flexibility with a mix of uses.

9.2 ACTION ITEMS

Instead of regulations based solely on controlling use, codes should be based on encouraging a shared vision of desired development outcomes. In Waxhaw, this shared vision is represented in the recommendations of this Plan. Regardless of the coding approach taken, the solution chosen must encourage the kind of compact, walkable, attractive urban environments described in the plan and supported by the community.

RR-1 Permit a diversity of housing options.

The town of Waxhaw currently uses six residential base districts and six conditional use residential districts. The study area identified for this Plan includes two of these districts, R-3 and R-4. Waxhaw residential districts are segregated largely by lot size only, with similar building setbacks across all residential districts. Multi-family developments are allowed in Multi-family Residential Districts (RM1 and RM2) and are subject to the Development Plan approval process. These multi-family residential districts are not located adjacent or within walking distance to the Waxhaw downtown core, where businesses could benefit from additional residents frequenting their shops, restaurants, and services. Currently multi-family housing is allowed in C-4 through a conditional use permit and is limited to 12 units/ per acre. This restrictive process and density has resulted in no new multifamily housing units in the C-4 district. Addressing this issue could result in new construction and investment in downtown Waxhaw.

Concentrating solely on single-family housing development poses a challenge to the Town of Waxhaw going forward because the single-family housing real estate market in Waxhaw is not reflective of the changing demographics in North Carolina and around the country. Household sizes are shrinking, homeownership rates are dropping,

▼ TYPICAL FORMAT FOR A FORM-BASED CODE


- a** Document title
- b** Prominent chapter title
- c** Prominent section title
- d** Consistent district labeling and standards
- e** Subsections that correspond to adjacent tables
- f** Graphics and illustrations
- g** References to information in other sections
- h** Tables to clarify regulations
- i** Revision or adoption date
- j** Page number

SMARTCODE
City of Saint Charles - Fifth Street / Hospital Area Code

ARTICLE 2 - DISTRICT STANDARDS - T4-NMX

2.3.1

T4-NMX

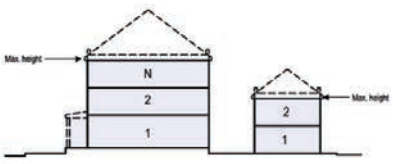


A. BUILDING HEIGHT (see Section 2.7)	
1. Principal Building	14 stories max, 2 min?
2. Outbuilding	2 stories max.
B. LOT OCCUPATION	
1. Lot Width	18 ft. min. 96 ft. max.
2. Lot Coverage	70% max.
C. BUILDING DISPOSITION (see Section 2.8)	
1. Edgeyard	permitted
2. Sideyard	permitted
3. Rearyard	permitted
4. Courtyard	not permitted
D. SETBACKS - PRINCIPAL BUILDING	
1. Front Setback-Principal	6 ft. min. 18 ft. max.
2. Front Setback-Secondary	6 ft. min. 18 ft. max.
3. Side Setback	0 ft. min.
4. Rear Setback	3 ft. min. *
5. Frontage Buildout	60% min. at setback
E. SETBACKS - OUTBUILDING	
1. Front Setback	20 ft. min. + bldg. setback
2. Side Setback	0 ft. min. or 3 ft. at corner
3. Rear Setback	3 ft. min.
F. PRIVATE FRONTAGES (see Section 2.8)	
1. Common Lawn	not permitted
2. Porch & Fence	permitted
3. Terrace or L.C.	permitted
4. Forecourt	permitted
5. Sloop	permitted
6. Shopfront & Awning	permitted
7. Gallery	permitted
8. Arcade	not permitted
PARKING PROVISIONS	
See Section 4.7	

*or 15 ft. from centerline of alley
"N" stands for any Stories above those shown, up to the maximum. Refer to metrics for exact minimums and maximums.

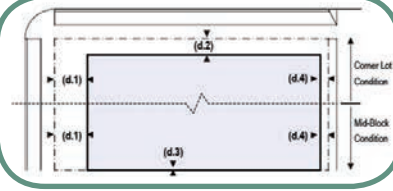
BUILDING HEIGHT

- Building height shall be measured in number of stories, excluding Attics and raised basements.
- Stories may not exceed 14 feet in height from finished floor to finished ceiling, except for a first floor Commercial function which must be a minimum of 11 feet with a maximum of 25 ft.
- Height shall be measured to the eave or roof deck.



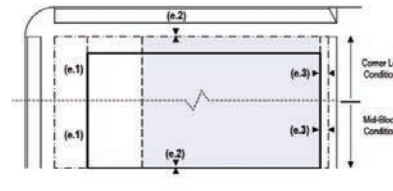
SETBACKS - PRINCIPAL BLDG

- The Facades and Elevations of Principal Buildings shall be distanced from the Lot lines as shown.
- Facades shall be built along the Principal Frontage to the minimum specified width in the table.



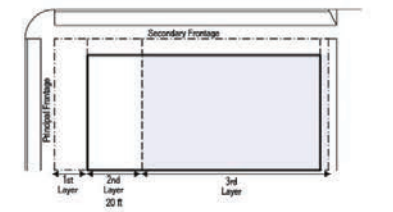
SETBACKS - OUTBUILDING

- The Elevations of the Outbuilding shall be distanced from the Lot lines as shown.



PARKING PLACEMENT

- Uncovered parking spaces may be provided within the third layer as shown in the diagram (see Section 6.1).
- Covered parking shall be provided in the third layer as shown in the diagram (see Section 6.1).
- Trash containers shall be stored within the third layer.



FIFTH STREET / HOSPITAL AREA CODE - SMARTCODE VERSION 9.2

DRAFT 9.28.2011

9

The graphic on this page represents the use of contemporary page layout and design elements to improve readability and usability. The document shown can be prepared using Microsoft Word or Adobe InDesign. Sophisticated page layout programs such as Adobe InDesign radically improve document layout, text flow, graphic placement, and navigation for easy publishing to the web.

the number of non-traditional households (two parents with children) continues to decrease, and the number of minorities (non-white households) of all kinds are increasing. Permitting a diversity of housing options in the Town of Waxhaw would go a long way to insure thriving and diverse populations for generations to come. [1-5][Code/Policy]

RR-2 **Allow mixed-use development by-right that meets the objectives of the plan.**

The recommendations in this Plan represent a shared vision developed by members of the Waxhaw community and Town staff during an intensive week long design workshop. Despite this widespread community support, the building schemes in the plan would not be allowed by right in all of the current districts. Not allowing by-right development creates a barrier for good development and encourages local developers to look elsewhere. Developers should not have to seek a variance or conditional use permit to build the kinds of mixed-use developments that contribute to the community's vision. Any coding approach should allow development by-right that implements the vision of the plan. [1-5][Code/Policy]

RR-3 **Expedite the permitting process for applications that meet the objectives of the plan.**

Perhaps the most important tool for encouraging the implementation of a plan is the facilitation of permitting. In general, developers are much more willing to abide by intensive project design standards if they know compliance will assure a permit. Requiring developers to adhere to strict design requirements in the preparation of their application, and then putting them through a rigorous public review process to receive an approval, is an excessive double-check that discourages development.

Instead, well written regulations that clearly articulate desired development outcomes will ensure a sense of predictability for developers and the public alike. As such, the review of applications that conform to the design standards will become an administrative exercise as opposed to one requiring intense public review. Provisions

can also be added that expedite the review of projects which meet certain performance criteria, including minimum development size, location in conformance with the adopted plan, etc. When combined with coherent and accessible regulations, these procedural adjustments will provide an attractive level of predictability to developers and encourage desirable investment. [On-going][Code/Policy]

RR-4 **Use regulations that are context sensitive.**

Downtown Waxhaw has a unique set of needs and challenges that warrant contextual considerations. In addition, the corridors along Broome Street, Old Providence Road, and South Main Street establish unique historic characters that require a context-sensitive regulatory approach.

The regulating plan illustrates the various appropriate transitions in the downtown. Four distinct environments were identified during the public design charrette, each with their own unique characters. In order to reflect the recommendations, the regulations that govern these four areas should be responsive to different requirements for building form, ground floor use, street detailing, stormwater requirements, etc. A one-size-fits-all regulatory approach, or an approach that distinguishes between zones on the basis of use alone, will not be sufficient to meet the goals of the plan. [1-5][Code/Policy]

RR-5 **Implement a coding strategy focused on form, not on use.**

Code amendments made to support the master plan will need to focus on the form of development instead of rigidly controlling use.

The manner in which a building or property contributes to the public realm is far more important to creating an attractive walkable environment than the use which occupies it. In addition, creating an effective transition from one kind of built environment to another is dependent upon differences in building configuration, massing, and style, not on the use of the building.

Conventional zoning and policies that rely on a segregation of uses rather than the form of the built environment, have proven to be substandard to form-based approaches in creating beautiful and thriving communities. Focusing on form in land development regulations allows for a greater mixture of uses while simultaneously emphasizing the physical characteristics that contribute to vibrant, walkable environments.

Above all else, implementing a form-based coding strategy will be the most significant action the town can take to support the recommendations of the master plan. [1-5, On-going][Code/Policy]

THE SMARTCODE: A MODEL FORM-BASED CODE

The SmartCode is a model transect-based development code available for all scales of planning, from the region to the community to the block and building. It is one of a family of “form-based codes” addressing primarily the physical form of buildings and communities. It folds zoning, subdivision regulations, urban design, public works standards and basic architectural controls into one compact document.

The SmartCode enables the implementation of a community’s vision by coding the specific outcomes desired in particular places. It allows for distinctly different approaches in different areas within a community, unlike a one-size-fits-all conventional code. To this end, it is meant to be locally customized by citizens, planners, architects, and attorneys in accordance with a community plan. This gives the SmartCode unusual political power, as it permits buy-in from stakeholders.

SmartCode Central (www.smartcodecentral.com) provides all the important components of transect-based planning in one place. It provides files of the latest versions of the model SmartCode and supplementary modules, including new sustainability standards. It also links to calibrators, attorneys, and town planners who do significant work with the SmartCode. Additional modules and plug-ins that are compatible with the SmartCode are available. If stronger architectural guidelines are desired, a community may adopt one of the Pattern Books correlated to the Transect.

The SmartCode was released by Duany Plater-Zyberk and Company (DPZ) in 2003, after two decades of research and implementation. The code is open-source and free of charge.

Form-based regulatory approaches focus on the things that have the most direct impact on the public realm first. The regulatory priorities begin with the design of the street and overall building configuration before dealing with individual building design and use.

FORM-BASED REGULATORY PRIORITIES

STREETSCAPE TYPE
(On-Street Parking, Drainage, Street Trees, Sidewalks)



FRONTAGE
(Front Lawn, Rear Yard, etc.)



BUILDING
PLACEMENT



PARKING
LOCATION



HEIGHT



ROOF TYPE



BUILDING DESIGN



USE





St. Charles, MO



St. Charles, MO



Davidson, NC



Davidson, NC

THE REGULATING PLAN

The Regulating Plan, shown at right, is the zoning map that will govern the Downtown Waxhaw Study Area. Each color represents a different district, with different requirements including:

- > Setback
- > Building Height
- > Building Type
- > Residential Type
- > Open Space Type
- > Frontage Type
- > Street Type
- > Streetscape Treatment
- > Parking Location
- > Uses Allowed

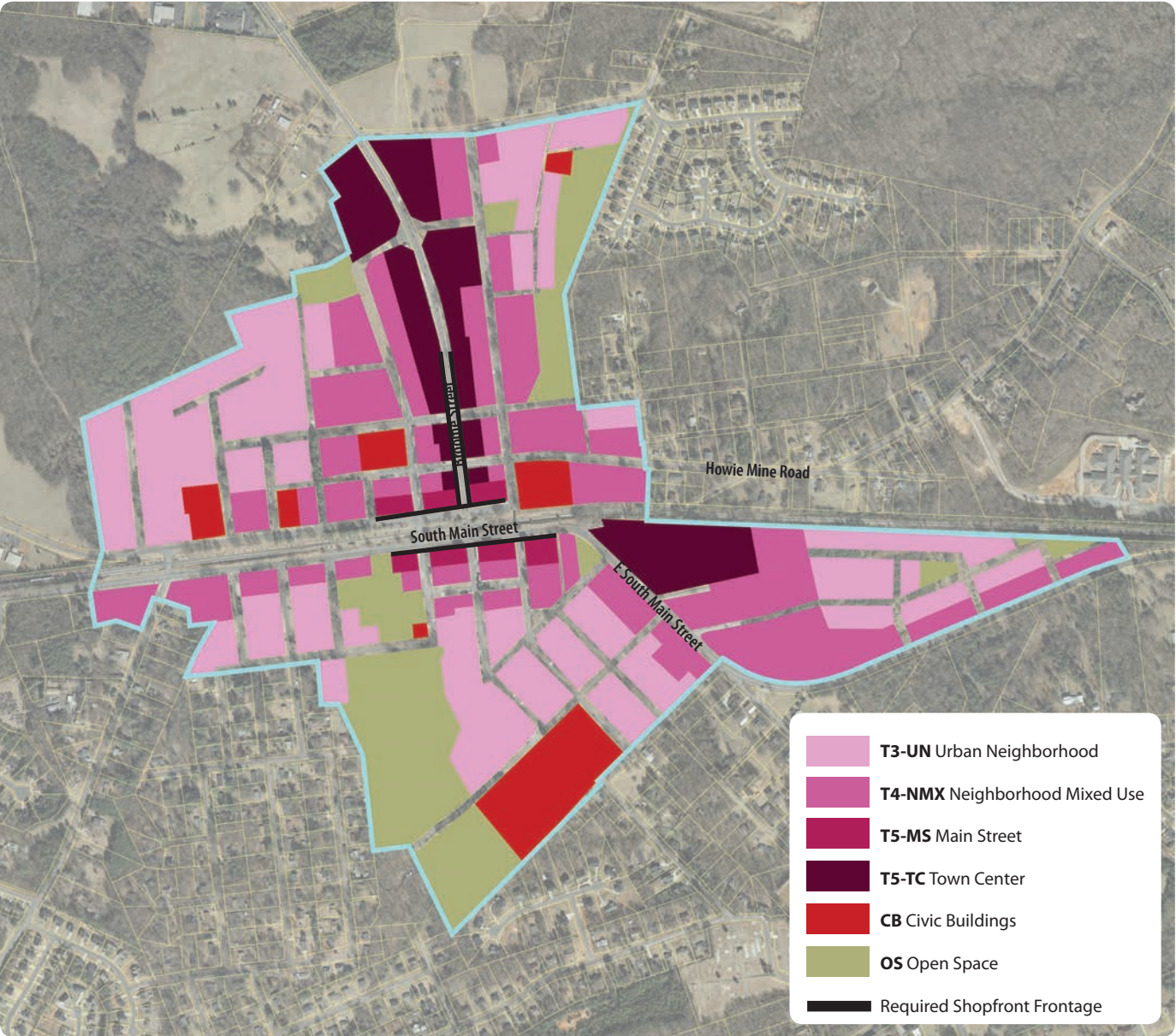


Davidson, NC



Davidson, NC

REGULATING PLAN FOR FUTURE DEVELOPMENT ▼



The shown Regulating Plan for future development is a guide based on the conceptual infill plan from the Downtown Vision Plan and does not represent the Downtown Code as legally proposed or adopted.

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Destiny is not a matter of chance; but a matter of choice. It is not a thing to be waited for, it is a thing to be achieved.

- Williams Jennings Bryan