

GROWTH MANAGEMENT STRATEGY UPDATE: Implementation Summary

I. Introduction

Wake County coordinated a county-wide project, from September 2000 through January 2003, that developed a coordinated strategy addressing issues related to Wake County's recent, extraordinary growth. The 42-member Growth Management Task Force consisted of 3 representatives from the County, the 12 municipalities, and the Wake County Public School System. The overall effort to develop a Growth Management Strategy for Wake County included 3 phases:

- ❖ Phase One: Identify Key Issues and Common Objectives
- ❖ Phase Two: Prepare the Growth Management Strategy
- ❖ Phase Three: Implementation

The Task Force developed broad common objectives, targeting 7 key issues:

- Respecting the uniqueness of each community
- Land Use and Development Standards
- Schools
- Transportation
- Open Space
- Water and Sewer
- Paying for Growth

The next step was to develop the Growth Management Strategy that respected each community's autonomy, while at the same time providing a framework for addressing common concerns that affected more than one jurisdiction. A series of major, recurring themes emerged as especially important for the Task Force members:

- Work Cooperatively, but Preserve Local Autonomy
- Different Circumstances Call for Different Growth Strategies
- Rural Character Must be Preserved
- Protect the Natural Environment and Historic Resources
- Raise the Bar on Development Quality While Ensuring a Healthy Economy

For each major issue considered, the Task Force looked at general strategies and specific tools designed to implement the common objectives from Phase One. Through the course of a year, Task Force member selected two or three specific strategies per issue to be highlighted as a recommended high priority.

After completing the Growth Management Strategy, Task Force members agreed to meet later in the year to celebrate implementation successes and to keep the goals of the Growth Management Strategy on the agenda. This booklet is a result of that process. The next section details which communities are working on which strategies. For some jurisdictions an individual strategy might not be relevant, or the jurisdiction may be researching their options. Section 3 provides a summary of successes for each jurisdiction organized by strategy. The Appendix contains a detailed table for each jurisdiction focusing on the strategies that are relevant to that particular jurisdiction.

II. Summary of Strategy Implementation by Jurisdiction

The following table is a quick guide detailing which jurisdictions are currently working on each of the 14 strategies identified in the Growth Management Strategy. In some cases a strategy may not be relevant for a particular jurisdiction: what is relevant for a small town may not be relevant for a large city. In other cases a jurisdiction may be researching a strategy to determine the best course of action and not yet moved to implement the strategy.

Strategy Implementation by Jurisdiction													
Strategy	Apex	Cary	Fuquay-Varina	Garner	Holly Springs	Knightsdale	Morrisville	Raleigh	Rolesville	Wake County	Wake Forest	Wendell	Zebulon
Preserve and Enhance Wake County's Tree Canopy	X	X	X	X	X	X	X	X	X	X	X	X	X
Adopt Regulations to Protect/Enhance Community Aesthetics through Historic Preservation/Neighborhood Conservation	X	X	X	X	X	X		X	X	X	X	X	
Adopt Regulations to Protect/Enhance Community Aesthetics through the Visual Quality of New Development	X	X	X	X	X	X	X	X	X	X	X	X	X
Adopt Regulations to Protect/Enhance Community Aesthetics through Infill Development	X	X	X	X	X	X	X	X	X	X	X	X	X
Adopt Regulations and Incentives to create More Diverse Communities	X	X	X	X	X	X	X	X	X	X	X	X	
Obtain Better Technical Information from Stakeholders for Schools	X	X	X	X	X	X	X	X		X	X	X	
Ensure Planning and Regulations Make the Land Use/Transportation Connection and Reduce Vehicle Miles Traveled	X	X	X	X	X	X	X	X	X	X	X	X	
Work Cooperatively to Coordinate Local Transportation Programs	X	X	X	X	X		X	X	X	X	X	X	X
Establish a Permanent, Dedicated Funding Source to Acquire Open Space	X	X	X	X	X	X	X	X	X	X	X	X	X
Continue to Work Cooperatively to Merge Water/Sewer	X	X	X	X	X	X	X	X	X	X	X	X	X
Adopt Uniform Natural Resource Protection Standards and Incentives	X		X		X	X	X	X	X		X		X
Implement Demand Management Strategies	X	X	X		X	X	X	X			X		X
Work Cooperatively to Develop a Joint Funding Strategy to Pay for Growth	X	X	X		X	X	X		X		X		
Prepare and Adopt State Legislative Agenda to Enable Range of Cost-Recovery Tools										X			

III. Summary of Implementation Successes by Strategy

A. Strategy: Preserve and Enhance Wake County's Tree Canopy

- **APEX:** The Town's UDO requires 40% RCA and buffers. It preserves wetlands, riparian buffers, steep slopes, significant native trees, and wildlife areas, all of which protect trees. The UDO also requires significant tree planting in parking lots, along thoroughfares and streets as buffers and as land use buffers. The Appearance Commission conducts Saturday programs on tree planting, care and pruning. These are on-going programs that will continue to be refined and amended over time. Information on the Appearance Commissions efforts will be included on the Town of Apex Website.
- **CARY:** The Town has a Tree Clearing Certificate program that protects existing trees and shrubs located on undeveloped sites for use as future buffers and streetscapes. This helps preserve existing tree and vegetative cover to protect the health, safety and welfare of the public, maintains property values, helps control erosion and reduces sediment and other pollutant run-off into streams and waterways. The Tree Clearing Certificate program also allows for the adoption of ordinances regulating preservation and removal of significant specimen or 'champion' trees. The Town of Cary also has a tree protection ordinance that promotes the preservation and replacement of trees and shrubs and discourages their indiscriminate removal. The Ordinance allows Cary to regulate and control the planting, maintenance and removal of trees in the street rights-of-way and other public property, and provides for their pruning or removal when they endanger public safety.
- **FUQUAY-VARINA:** Staff is currently working on two ordinances, a redraft of a landscape ordinance and a separate ordinance to address clear-cutting and tree protection. The Town administers a "Street Tree Planting" ordinance that requires tree planting along major thoroughfares and collector streets. The Town also administers an Open Space Development Ordinance, which requires street trees within a subdivision. The revised landscape ordinance will incorporate additional regulations supporting tree planting within subdivisions and commercial development. The Open Space Development Ordinance is designed to encourage open space in exchange for reducing lot sizes and smaller street widths. It prohibits subdivision of lots in floodplains, wetlands and riparian buffers.
- **GARNER:** As part of Garner's new UDO, the Town has adopted clear-cutting regulations regarding street and perimeter buffer protection, protects specimen trees where appropriate, and has established tree canopy preservation regulations. Garner adopted street tree requirements in new subdivisions in the early 1990's. Standards for street trees and trees in perimeter buffers and vehicular surface areas were adopted in 1984 and in the early 1990's. These standards were substantially revised in the new UDO adopted in July 2003. Garner also has cluster subdivision regulations with features similar to conservation subdivisions. Garner sponsors a public tree planting program by offering trees to the public. The Parks and Recreation Department has a tree-planting program for the Town's parks.

- **HOLLY SPRINGS:** In May 2002, the Town adopted its first tree-cutting ordinance. In 2003, Session Law 2003-73 amended the Town Charter to authorize Holly Springs to regulate removal and preservation of trees prior to development. The Town does not have any regulations regarding specimen trees, however, when appropriate Staff works with the developer to encourage preservation. Holly Springs has always required street trees for Planned Unit Developments and Engineering is considering modifying the Town's street cross sections to accommodate street trees in right-of-way for all new projects in addition to the UDO Landscaping regulations. Landscaping is required for all projects: residential, commercial, office and industrial. The concept of conservation subdivisions was included in the Town of Holly Springs 1998 Ten-Year Comprehensive Growth Plan and the concept was subsequently included in the writing of the Town's UDO.
- **KNIGHTDALE:** The Town is planning to adopt new clear cutting and specimen tree ordinances as part of its UDO re-write. The staff is also researching street tree plantings and buffer yard widths and planting numbers in order to propose text changes for the UDO. Knightdale's Countryside District of the Design District Master Plan encourages preservation of open space and natural areas. Staff is researching the pros and cons of conservation subdivisions as a means to achieving this goal. The Planning and Appearance Board will also review the feasibility of a community tree-planting program by January 2005.
- **MORRISVILLE:** The Town has the authority to and works to preserve trees and require new plantings. An additional ordinance amendment is being considered to further strengthen current regulations. Tree planting requirements for new trees to be planted as part of the development process are required by the ordinance and aggressively enforced. The Town is currently involved in an on-going study to increase current tree planting requirements.
- **RALEIGH:** The City Council has recently adopted tree conservation measures to maintain buffers around development sites and along thoroughfares. This builds on the long-standing requirements in the SHOD and Thoroughfare zoning districts. A recently adopted ordinance requires protection of tree cover in watershed districts. Raleigh has had a detailed landscaping ordinance since 1986, requiring tree planting or preservation for street yards, within parking lots, and in transition yards. The City also administers a Neighborwoods Program to encourage donations to support the tree-planting program. A Tree Conservation Task Force will make further recommendations based on the approved State tree preservation enabling legislation.
- **ROLESVILLE:** The Town is considering drafting a tree protection ordinance within the new UDO. Rolesville requires streetscapes and buffers of 30-foot minimum width for new development along major thoroughfares. Also, street trees must be planted every 40 feet along collector streets. Rolesville has participated in the tree planting initiative sponsored by TJCOG. In addition, the town just received an urban forestry grant to promote tree education. The grant will create a Rolesville Educational Arboretum with many types of trees which will be labeled.

- **WAKE COUNTY:** The County is planning to enact regulations on clear-cutting and the protection of specimen trees now that the State enabling legislation has been passed. Requirements for buffers, screens and parking area landscaping will be reevaluated and a draft ordinance available by January 2004. Cooperative Extension's Master Gardeners create demonstration plots to illustrate techniques and plant trees on Wake County property. Parks and Recreation plants trees in parks. Wake County's Keep America Beautiful staff is actively involved in the Capital Trees program that recognizes "Champion Trees" and implements tree-planting programs in Wake County, resulting in about 2,000 trees planted on public property every year.
- **WAKE FOREST:** The Tree Board, established in 1978, oversees the management of trees on town-owned property and rights-of-way. Wake Forest also participate in the "Tree City USA" program. Revised in 1997, Wake Forest has landscape standards that address street yards, parking lots, transitional buffers, thoroughfare buffers, watercourse buffers, historic/landmark trees, and incentives for providing tree save areas. The Town has adopted corridor plans for US-1 and NC-98 Bypass which provide additional standards for landscaping and tree preservation. The Planning Board and town planning staff are also drafting a conservation subdivision ordinance.
- **WENDELL:** The Appearance Commission, which includes a member from the Tree Board, met to discuss Wendell's current landscape plan and how it would need amending in light of impending growth, especially along Wendell Boulevard from the new Bypass. The Commission gave top priority to a thoroughfare overlay district and agreed to have one completed for the Board's review in three months. As a second priority, the Commission agreed to review and update the residential landscape requirements for tree and shrub planting. Civic organizations are already actively working to plant specimen trees around the Town. The Hoe N Hope Garden Club has taken on two projects, one along Wendell Boulevard and one along a downtown median. The North Carolina Department of Commerce helped design a downtown landscaping plan, including tree planting, as well as a plan for the local Blue Star Memorial. The Planning Department has been instrumental in getting the Department of Transportation to landscape along Wendell Boulevard.
- **ZEBULON:** The Town requires by ordinance tree plantings on all new developments since 1994. There are shade tree requirements in vehicular parking areas as well as street tree requirements along major thoroughfares throughout its jurisdiction. Additionally, various tree plantings are required when buffer yards are called for to separate incompatible uses. Under a recent ordinance amendment, Zebulon created a Conservation Subdivision ordinance that requires the preservation of at least 25% of any developable parcel over 10 acres. This preserved land must be left as open space. The conservation subdivision ordinance serves to maintain the existing tree canopy and concentrates residential lots on less environmentally sensitive soils. The ordinance also requires the developer to preserve an existing tree or plant at least one deciduous shade tree per developed lot. Supplemental to these efforts the Town has taken part in the Triangle J Council of Government's volunteer seedling planting program. Various community

groups and the Town have planted these hardwood seedlings on public property along highway right-of-ways and in community parks.

B. Strategy: Adopt Regulations to Protect and Enhance Community Aesthetics through Historic Preservation/Neighborhood Conservation

- **APEX:** The Town has 3 federally designated National Register Districts, and the Planning Department offers technical assistance to file for tax credits for rehabilitation projects of historical structures. Apex's UDO also requires a 4 year wait if an historic structure is demolished before filing a subdivision or site plan. The Town of Apex has a Façade Grant Program, continuing this fiscal year, provides a \$1000 façade grant for the rehabilitation of downtown commercial buildings. As part of its downtown revitalization efforts, the CIP program will place utilities underground and install period light fixtures in the CBD. In the future new parking spaces for the CBD will be built along the railroad. The UDO has a Residential Infill Overlay District for development in a manner consistent with the character and the development pattern of the existing neighborhoods. The Town also recently adopted the N.C. Rehabilitation Code providing greater flexibility for older buildings.
- **CARY:** Within the urban service area, the Town has 3 homes listed in the national register and 3 nationally recognized historic districts: the Downtown Cary Historic District, the Green Level Historic District, and the Carpenter Historic District. The Town is working with residents in the Green Level Historic District to create an inventory of historic places. This project may lead to a comprehensive, long-term plan to preserve these resources from future development. An on-going effort is made to promote the listing of individual properties on the national register and to raise awareness about the benefits of listing.
- **FUQUAY-VARINA:** The Town partners with Wake County and several organizations (Chamber of Commerce, Revitalization Association and Fuquay-Varina New Century) in the community to promote, establish and facilitate historic districts and historic landmarks. There are currently 3 national historic districts and 7 Historic Landmarks or Places recognized by both Wake County and the Town. The Town has also adopted the Rehab Code, which is a pilot program in the state and is patterned after the New Jersey Rehab Code. The Town is also plans to explore several ways to enhance and feature the historic heritage of the community, including considering the possibility of integrating an "historic tour trail" through Fuquay-Varina, drafting a local Historic Preservation Ordinance and developing standards to protect Historic Landmarks and Places.
- **GARNER:** The Downtown Garner Historic District was listed on the National Register of Historic Places in December 1989. Several buildings in the National Register District have received designation as local Historic Landmarks through Wake County's Historic Preservation Commission. Garner's best example of adaptive reuse was the conversion of the Historic Garner High School into senior apartments, and the Town continues to look for reuse opportunities.
- **HOLLY SPRINGS:** The Town has contracted with Capital Area Preservation to provide staff services to the Wake County Historic Preservation Commission. Historic properties were cited on the Town's recent Open

space Master Plan. The need for specific ordinances or overlay protection areas will be discussed as part of the Town's comprehensive plan update.

- **KNIGHTDALE:** The Town is creating a database to review historic structures and places for listing on the National List of Historic Places. It is also review current ordinances related to historic preservation and updating them as part of the UDO re-write. Staff is researching neighborhood conservation overlay districts for possible amendments as part of the UDO re-write. The Town also plans to create and maintain an inventory of vacant buildings and encourage reuse of those building through dialogue with the Chamber of Commerce.
- **RALEIGH:** The City's Historic Districts Commission oversees studies for landmark designation, and issues certificates of appropriateness for historic districts and landmarks. There are currently 5 locally designated historic districts, and 130 Raleigh Historic Landmarks. Neighborhood planning programs and Neighborhood Conservation Overlay Districts have been applied to 14 neighborhoods.
- **ROLESVILLE:** The Town is considering a special Town Center District to help protect a historic crossroads as part of its UDO. Rolesville has an active neighborhood conservation ordinance and zoning district adjacent to the downtown center. This will be reviewed as part of the UDO draft.
- **WAKE COUNTY:** The County's Historic Preservation Commission nominates properties and areas for National Register listing. The County has contracted with Capital Area Preservation to provide staff services to the Commission. Wake County's Historic Preservation Commission also nominates properties for designation as local Historic Landmarks and processes Certificates of Appropriateness for changes to the external appearance of those landmarks. The County has also adapted existing buildings for uses such as community centers.
- **WAKE FOREST:** The Town currently has two National Register Districts and several National Register properties. Study and nomination has been completed for a third National Register District. Established in 1981, Wake Forest's Historic Preservation Commission nominates properties for designation as local Historic Landmarks or Districts and processes Certificates of Appropriateness for changes to the external appearance of those landmarks. Wake Forest has also adapted existing buildings for use as office space, community meeting space, recreation, and a police substation.
- **WENDELL:** The Town has already placed its core commercial district on the National Register of Historic Places. The Appearance Commission and some of the Commissioners have discussed getting information for brass plaques of each business, with the help of a local historian, who is also working hard to complete his publication of the History of Wendell. Although it is not actively being pursued by the Board or any Commission, several individuals have expressed an interest in placing the homes on South Main Street on the National Register.

C. Strategy: Adopt Regulations to Protect and Enhance Community Aesthetics through the Visual Quality of New Development

- **APEX:** The Town's UDO "Design Standards" addresses building aesthetics and architectural character. The UDO also requires extensive landscaping in parking lots, land use buffers, and streetscape/thoroughfare buffers. It requires either/or a combination of open space dedication according to the Parks Plan or a fee in lieu. Apex's Design and Development Manual provides an extensive listing of native and adaptive plants for new and existing developments, and the Town requires a greenway dedication as shown on the Greenway Plan. The Town is considering a bond referendum to help fund future greenway and parks projects, and staff is updating and revising design and appearance standards to better address architectural character.
- **CARY:** The Town's development and design codes are designed to promote quality design and protect the appearance and character of the Town, including unity of development design standards for nonresidential areas that encourage a consistent appearance. The Town Council adopted the Town Center Area Plan in August 2001 to provide a long-range master plan for downtown Cary and its neighborhoods. The plan provides recommendations for the long-term pattern of land uses, development and redevelopment, transportation, housing, and parks and greenways. Under Cary's open space requirements, subdivision developments are required to provide land, easements, or payment in lieu thereof, for parks, greenways, open space and recreation. The Town also has created area plans that coordinate the development of commercial, residential, and public spaces, and will start the Southwest Area plan in Fall, 2003. The Town also participates in Wake County's housing rehab program; the town-funded program will begin in FY 2004, and a CDBG-funded program in FY 2005.
- **FUQUAY-VARINA:** The Town Code provides regulations for signage, landscape requirements for Street Tree planting and landscaping in parking lots, and design criteria (material and color scheme) for shopping centers. The Town has also adopted revitalization plans for the downtown areas of Fuquay and Varina. This includes landscaping, road improvements, lighting, utility relocation, sidewalks, street furniture and parking. Staff is drafting code amendments for site plans including architectural standards, buffers and screening of mechanical units, storage/loading areas and parking lots, parking design, pedestrian accessibility and walk ability. Fuquay-Varina uses the Open Space Development ordinance to protect and create open space. The ordinance requires between 10% and 25% open space dedication. The Town also adopted a Greenway Master Plan that requires the property owner to dedicate public greenway easements.
- **GARNER:** The Planning Commission has been designated to address both community planning and appearance issues. The Commission sponsors the Visual Improvement Program, which recognizes new development that positively contributes to the enhancement of the community's appearance. Overlay zoning districts have been established which have community appearance and design guidelines. Garner adopted comprehensive landscaping requirements regarding street buffers and perimeter buffers and vehicular surface areas in 1984; these have been substantially revised under the new UDO. Through its Recreation Land Dedication provisions adopted in the late 1980's, Garner requires open space dedication for greenways or

payment of fees. Cluster development regulations require open space, which can be public or private. Both provisions have been updated under the new UDO.

- **HOLLY SPRINGS:** The UDO has specific architectural and appearance requirements for manufactured homes, multi-family residential, and all non-residential uses. Landscaping is required for all projects. Various types of new development are required to provide open space including residential and non-residential uses according to the Town's UDO. In addition, residential subdivisions are required to either dedicate public open space or pay a fee-in-lieu of dedication.
- **KNIGHTDALE:** In accordance with Knightdale's Design Districts Master Plan, the staff is researching a series of guidelines and standards as part of the UDO re-write. The staff is also reviewing all current landscape requirements and proposing changes/additions as needed. A clear cutting ordinance will be adopted and street tree and buffer requirements will be amended. As outlined in Knightdale's Countryside District guidelines, preservation of open space is encouraged. Current code standards are being reviewed for the UDO.
- **MORRISVILLE:** The Zoning Ordinance and project approval process regulate a high standard for any non-residential project. Architectural guidelines are often applied when property is zoned for residential uses. Morrisville also has a detailed landscaping ordinance in place. The dedication of recreation space is required for all residential development. All developments are also restricted to 65% impervious surface.
- **RALEIGH:** The zoning code includes a detailed sign ordinance, landscape regulations, and unity of development design standards for certain multi-building projects such as shopping centers. The Downtown Urban Design Guide and the Urban Design Guidelines for Mixed-Use Neighborhood and Village Centers provide guidance for new development projects. Raleigh has also had a detailed landscaping ordinance since 1986, requiring tree planting or preservation for street yards and transition yards. Raleigh's development regulations require conveyance of greenway property as shown on the adopted Parks and Greenway plan; an update of this plan is scheduled for adoption this fall.
- **ROLESVILLE:** The Rolesville zoning code includes sign and appearance standards. The Town also has an Appearance Commission. Future projects include entranceway beautification, the Rolesville Educational Arboretum, and banner hanging. The Rolesville zoning code includes some landscaping standards for buffers and roadside areas. Rolesville is considering possible additional landscaping standards as part of its UDO. Rolesville currently requires all subdivision to dedicate at least 0.5 acres or 5% of the gross acreage, whichever is greater, for recreation, parks, or open space. The Town is considering possible revised standards regarding greenway dedication as part of its UDO.
- **WAKE COUNTY:** The County will add appearance standards and revise its landscaping requirements in its upcoming re-write of its Zoning Ordinance (UDO). Wake County adopted a Recreation Land Dedication Ordinance in May 2003 to encourage payments into a fund to acquire open space. The current Cluster Subdivision provisions require a 10-25% open space

dedication, and the County is currently working on conservation subdivision regulations.

- **WAKE FOREST:** The Town adopted appearance standards in 2002 as a new section in the Zoning Ordinance. Wake Forest has landscape standards that address street yards, parking lots, transitional buffers, thoroughfare buffers, watercourse buffers, historic/landmark trees, and incentives for providing tree save areas. Wake Forest also requires the payment of recreation facility fees with all new residential development. Greenway conveyance, based on the adopted Open Space and Greenways Master Plan, can off-set the recreation facility fee.
- **WENDELL:** The Town has had very little regulation of new development landscaping standards in the past, but the Subdivision Ordinance provides for pedestrian walkways, and the Appearance Commission has as a priority the revision of the Landscaping Ordinance to provide for a minimum number of trees and shrubs to be planted. In addition, the Board recently adopted an open space dedication requirement or payment in lieu in order to provide a means of purchasing new open space in the future.
- **ZEBULON:** In efforts to improve the visual quality of new development, the Town of Zebulon requires landscape improvements as a component of any new development proposal. The conventional and conservation subdivision ordinances require open space dedication with any major subdivision request. Depending on the type of proposal Zebulon's ordinance could require "pocket parks" that would amount to roughly 5% open space or conservation areas that would require 25% open space.

D. Strategy: Adopt Regulations to Protect and Enhance Community Aesthetics through Infill Development

- **APEX:** The Town has adopted a Master Plan for Downtown Apex and has implemented much of the plan. Its UDO has a Residential Infill Overlay District that allows a more urban development without large setbacks and without RCA. The Town of Apex has also installed an award-winning streetscape project in the CBD, and will be installing new parking spaces in the CBD this fall.
- **CARY:** The Town Center Area Plan provides more flexibility for future downtown development and encourages more vertical growth, higher building densities, and creative mixed uses. Public investments in the downtown area are being implemented to encourage private development. These include a new park, a larger Town government campus, rehabilitation and reuse of the Cary Elementary School, and roadway improvements.
- **FUQUAY-VARINA:** One of the elements of the land use plan update, which is currently underway, is to develop a "Town Center Plan" that will address land use, density and character for the downtown area. The Town also plans to prepare a study and draft of an overlay district specifically designed for infill development that will address parking, setbacks, pedestrian friendly development, density and development approval procedures and other possible impediments to infill development. The Town currently has a "zero lot line" ordinance that allows flexibility for single family residential on small parcels of land.

- **GARNER:** The North Garner Small Area Plan will contain a downtown revitalization strategy and improvements element. Implementation will be considered once the Plan is adopted. The North Garner Plan may identify sites for infill or redevelopment potential. Specific recommendations are not available until the Plan is complete and adopted.
- **HOLLY SPRINGS:** The Planning and Economic Development Departments are responsible for completing area plans. This fiscal year, the Town will be updating its town-wide comprehensive plan and may create a schedule for completing detailed small area plans as a result. The Town created a non-profit organization HSDC to promote downtown development and infill. The new zoning districts in the UDO provide for flexibility in site design and land uses to allow for mixed-use development making downtown infill more feasible. The Town is showing its commitment to good design and aesthetic requirements through current public improvement projects including the Town Hall and a public parking lot. Also, Holly Springs has invested in new ordinances, comprehensive plans and gateway monumentation.
- **KNIGHTDALE:** After adoption of the 2027 Comprehensive Plan, Knightdale plans to complete its Downtown Focus Area Plan. Staff is researching infill development standards from comparable towns and converting design guidelines related to infill development into standards as part of the UDO re-write.
- **MORRISVILLE:** The Town is currently developing downtown/area plans, regulations to remove impediments to infill development and standards for desirable infill development. Its Capital Improvement Program for public investment is currently being updated.
- **RALEIGH:** The City has applied its existing neighborhood planning program and Neighborhood Conservation Overlay district to 14 neighborhoods. Through the Community development program, 7 redevelopment plans are being implemented. The Livable Streets Downtown Plan update was adopted in May. One of the 5 major implementation items that emerged from the Livable Streets Downtown Plan is to identify impediments to development approvals and recommend appropriate changes. Staff is currently reviewing infill standards for small subdivisions and multi-unit housing in single-family residential neighborhoods. The Capital Improvement Program includes public investments in urbanized section of Raleigh; the Livable Streets Downtown Plan identifies 3 major public improvement to be accomplished over the next 5 years: Fayetteville Mall rejuvenation; a new convention center and hotel; and street improvements to facilitate pedestrian movement.
- **ROLESVILLE:** A downtown plan will be developed or begun starting in February 2004. Rolesville encourages downtown development and there are no known impediments to developing downtown. The Town is currently updating its Capital Improvements Program.
- **WAKE COUNTY:** Infill development is primarily a municipal concern, but as Wake County develops or redevelops property in central areas, it makes investments in infill development through its Capital Improvement Program.
- **WAKE FOREST:** Established in 1985, Wake Forest has a Downtown Revitalization Corporation that manages programs for the marketing and redevelopment/development of downtown. The Town of Wake Forest has

contracted a consultant to prepare a Downtown Master Plan. The Wake Forest Land Use Management Plan encourages infill development. The Capital Improvements Program will address water/sewer system improvements and street tree replacement in downtown.

- WENDELL: The Town has just recently determined the number of non-conforming infill lots left in town, in order to make the best use of the lots for future development. The Town revised the Zoning Code to allow such lots to be redeveloped if setbacks could be met. The downtown area is in a special overlay district, and impediments have been removed so as to encourage infill development. To encourage revitalization of existing buildings, Wendell has considered adopting a special renovation code, already adopted by Raleigh and some of the municipalities.
- ZEBULON: The Town has made significant progress in promoting infill development through public investment and some ordinance changes. The ongoing downtown revitalization project has already expended over \$1 million in local funds to bury utilities, repave the road, rebuild the sidewalks with decorative pavers, and install new street lights and traffic signals in the three block downtown districts. The Town has also changed its permitted use table to allow residential uses on the second floors of buildings in the Central Business District, and has refined its developmental impact fee policy to reduce the cost of infill development because utility infrastructure already exists.

E. Strategy: Adopt Regulations and Incentives to Create More Diverse Communities

- APEX: The Town has neighborhood and community mixed use nodes on the Land Use Plan and is considering expanding mixed-use land use designations to include neighborhood, urban and regional mixed-use areas. The TND zoning district in Apex's UDO requires that 10% of the housing units be affordable. The Town has consistently participated in CDBG programs to help in building new affordable housing and to rehab existing housing.
- CARY: The Town is operating an Employee Homeownership Assistance Program (pilot) for moderate-income Town employees who do not currently own a home in Cary, and the Town has provided mortgage assistance to 2 housing developments in its town center neighborhoods. The Town also conducts an annual housing Fair with volunteers and co-sponsorship from St. Michael's Catholic Church. Cary issues an annual request for proposals to solicit affordable housing development proposals and offers funding to the highest-ranked projects. The Town also publishes a housing resources booklet, a guide to affordable rental communities in Cary, and maintains an affordable housing section on its website.
- FUQUAY-VARINA: Several ordinances enacted by the Town allow mixed-use development. The Planned Development Overlay District permits mixed-use, and certain commercial districts allow second-story residential or a percentage of a commercial project devoted to multifamily (apartments or townhouses). The land use plan update will include recommended policies to encourage mixed-use development. The Town is in partnership with Wake County and the Consolidated School Redevelopment Commission to redevelop and upgrade infrastructure for the purpose of constructing

affordable housing and refurbishing the consolidated school area. The Town is also part of a Wake County Community Development Block Grant and Home Program Cooperation Agreement for redevelopment projects and community revitalization.

- **GARNER:** Planned Development options contained in the new UDO have provisions for mixed use, traditional neighborhood projects, and planned residential developments.
- **HOLLY SPRINGS:** The new UDO includes many options for mixed-use developments. The Town of Holly Springs has assisted with the development of two affordable housing communities and has won an NC Housing Finance Agency Award for its efforts. Many new market driven projects include new houses under \$100,000.
- **KNIGHTDALE:** As part of the UDO re-write, Knightdale will include new ordinances for mixed-use developments, master planned subdivisions and neo-traditional design. Although Knightdale already has a high percentage of affordable housing, staff is reviewing inclusionary housing ordinances and affordable housing incentives to see if they are necessary and should be included in the UDO.
- **MORRISVILLE:** The Town has already adopted mixed-use development regulations and incentives.
- **RALEIGH:** Several of Raleigh's nonresidential zoning districts allow mixed-use, including Shopping Center and Thoroughfare Districts. The Planned Development District is intended to encourage mixed-use developments.
- **ROLESVILLE:** The Residential Planned Unit Development District allows for limited neighborhood commercial development in projects with more than 50 dwelling units. Rolesville is considering a possible new or revised mixed-use development district as part of its UDO.
- **WENDELL:** Because Wendell and eastern Wake County have the most affordable housing, what the Board is looking at is mixed-use housing. The goal is to encourage the use of greenways, and to mix high-end housing and commercial use in with new or existing affordable housing.
- **WAKE COUNTY:** The Affordable Housing Plan addresses inclusionary zoning and was adopted by the Board of Commissioners in September 1999. Wake County doesn't encourage intensive use outside of municipalities; however, the Land Use Plan provides for activity centers and mixed-use development regulations will be included in revisions to the Zoning Ordinance.
- **WAKE COUNTY PUBLIC SCHOOLS:** Wake County Board of Education supports the concept of diverse housing. Without enabling legislation, inclusionary housing ordinances will be difficult to implement. Members of the Board of Education and Staff have participated with other Task Force Members to study inclusionary zoning issues. The Wake County Board of Education also supports incentives to provide affordable housing.
- **WAKE FOREST:** Planning staff is drafting a village commercial district which will provide a mixed-use option.

F. Strategy: Obtain Better Technical Information from Stakeholders for Schools

- **APEX:** The Town has routinely provided WCPSS approved housing units and subdivision plats. The Town also helped site an elementary and middle school in Apex and is in constant communication with the real estate section of the WCPSS.
- **CARY:** The Town has an adequate public facilities ordinance for schools. The ordinance links development approval with classroom space for the additional students those developments would attract. Since Cary schools are part of a countywide system, however, growth in other areas may affect where Cary children are assigned. Cary is also accepting proffers of funds from residential developers (usually offered on a per bedroom basis) to help WCPSS purchase land for schools in Cary.
- **FUQUAY-VARINA:** The Town provides information on approved subdivisions and multifamily developments to Wake County Schools.
- **GARNER:** The Town currently provides Wake County Public Schools with information on new residential developments.
- **HOLLY SPRINGS:** Town leaders are very proactive in working with the school board and determining appropriate sites for new schools based upon the development inquiries received.
- **KNIGHTDALE:** The Town is working with Wake County to establish a group to discuss school location criteria.
- **MORRISVILLE:** The Town provides information on approved housing units and subdivisions to WCPSS.
- **RALEIGH:** The City provides information on approved housing units and subdivisions to WCPSS.
- **WAKE COUNTY:** Planners provide Wake County Public Schools with information on new developments. A Coordinated Facility Planning Committee will be revamped and revived to fill this role.
- **WAKE COUNTY PUBLIC SCHOOLS:** Wake County Public School System Facilities Design and Construction works with the County and municipalities in determining school locations.
- **WAKE FOREST:** Wake Forest planners provide Wake County Public Schools with information on new developments.
- **WENDELL:** The Town's Board was the first to create an Education Advisory Board, which has been paramount in getting information to the School Board on its need for a middle school and other needs which have not in the past been fulfilled by the School system in the Wendell area.

G. Strategy: Ensure Planning and Regulations Make the Land Use/Transportation Connection and Reduce Vehicle Miles Traveled.

- **APEX:** The Town is in the process of an extensive update of the Comprehensive Plan involving a Focus Committee plus extensive public hearings. Neighborhood, Urban, and Regional Mixed Use and Major Employment areas are shown on the 2010 Land Use Plan. The Town of Apex is planning future phases of the PEAKWAY in CIP, which relates transportation improvements to the Thoroughfare Plan. Zoning in mixed-use areas in Apex provides for higher minimum densities. Apex's PUD/TND/MEC zoning districts for compact development are linked by pedestrian/bike ways and other transportation systems. The Planning Director also has authority to reduce parking standards by 10% for infill and other areas in Town based on a series of standards.
- **CARY:** The Town has a Sidewalk Request Program to provide residents with a fair and efficient process for requesting a sidewalk. This program is used to prioritize improvements to the sidewalk network and improve overall pedestrian connectivity. The Town is also working with TTA as station and site plans are developed for the Regional Transit System, so that safe pedestrian access and circulation within station areas is provided, and stations are bicycle accessible. Cary has also been improving the road network to accommodate bikes through the use of wider outside lanes, striped bike lanes, route signage, and a bikeway maintenance program. The C-Tran Program recently started using biodiesel in all its vehicles. Additional staff was recently hired to increase awareness of the Town's public transit program, increase ridership, and provide more efficient service.
- **FUQUAY-VARINA:** The Town has urban service area agreements with adjacent municipalities and Harnett County. With the updating of the land use plan, areas will be identified as service centers, employment areas and mixed-use development. Updating the land use plan is also related to the adopted Thoroughfare Plan. The Town participates in the Thoroughfare Plan as a member of CAMPO. Future programs include a Transportation Plan that will address vehicle and pedestrian needs, land use coordination, road and safety improvements, traffic calming options and updates to the Thoroughfare Plan and Collector Street Plan. The Town has a Planned Development ordinance to encourage mixed-use developments and several non-residential zoning districts permit residential to promote mixed-use. The Town has adopted a Greenway Master Plan and Sidewalk Master Plan that are part of the development standards. The cross-sections and construction specifications for specific major and minor thoroughfares and collector streets require bicycle lanes. A draft ordinance is under review to allow greater flexibility with off-site parking to meet minimum standards.
- **GARNER:** The Town adopted its Long Range Plan in 1989 and is scheduled to begin a comprehensive update in late 2003. Garner continues to work with Wake County on joint area plans that identify Activity Centers for intensive land uses in the Town's USA areas. Garner's adopted Long Range Plan and its adopted Transportation Plan generally support each other. The Comprehensive Plan update will review this matter again in 2003-04. The Town makes requests for transportation improvements through the NCDOT biannual Transportation Improvement Program. The new UDO requires TIA for new developments along with a mitigation plan. The Town is interested in Traffic Impact Fees but needs enabling authority. The Land Use Plan also

indicates density levels in preferred growth areas. The new UDO includes some new flexible development options to assist with this strategy. The new UDO also includes changes on sidewalk requirements and contains provisions for Planned Development Options that have pedestrian friendly standards.

- **HOLLY SPRINGS:** The Holly Springs Land Use Plan and Thoroughfare Plan support each other. The Town makes requests for transportation improvements through the NCDOT biannual Transportation Improvement Program. In December 2002, the Town Board adopted a 10-Year TIP to plan for Town funded roadway improvements. The Town also requires master planning for new projects to determine developer dedication of right-of-way and developer funded improvements. The UDO has created many new mixed-use districts for use in the Activity Node areas designated on the Land Use Plan. Included in the UDO is an entire section on pedestrian and vehicular design and function for connectivity and safe access to and through all developments. It requires interconnectivity between developments, sidewalks, and greenway construction for both residential and non-residential projects. The UDO allows for reduced and shared parking requirements plus on-street allowance for the downtown area and certain projects outside of the downtown area. The Town does not allow more than 150% of the minimum parking requirements for all projects without the approval of the Town Board.
- **KNIGHTDALE:** The Town continues to monitor adopted land use plans, and the 2027 Comprehensive Plan has examined the strategy of coordinating the location of planned transportation improvements with desired land uses. The US 64 Bypass Focus Area Plan has planned for land use densities around interchanges. The Design District Master Plan encourages higher densities in preferred growth areas and encourages mixed-use developments. Site design and district standards are to be adopted as part of Knightdale's UDO re-write. The 2027 Comprehensive Plan contains numerous guidelines supportive of the pedestrian friendly environment, and standards and incentives will be adopted as part of the UDO.
- **MORRISVILLE:** The Town has identified preferred growth areas in its Land Use Plan and in current Zoning. Coordination is already taking place to ensure that the location of planned transportation improvements corresponds with desired land use intensities. Higher densities are allowed in preferred growth areas. Regulations are already in place to promote mixed-use developments, to reinforce pedestrian friendly environments and to tailor parking standards to promote mixed-use and infill development, and the Town is currently upgrading its standards and requirements.
- **RALEIGH:** The Comprehensive Plan identifies Regional Centers, Employment areas and Focus Areas. The City's Capital Improvement Process relates transportation improvements to the Comprehensive Plan. The Small Area and Corridor Plans designate land use types and intensities as a basis for zoning decisions. The adopted Strategic Plan will examine Transit Development Districts overlay zoning near the proposed TTA stations. Several of Raleigh's nonresidential zoning districts allow mixed-use. The Planned Development District is intended to encourage mixed-use developments. Subdivision and site plan standards require sidewalks and appropriate greenway property conveyance in new developments. Special concept plans for pedestrian facilities are also undertaken. Several zoning

districts permit alternative parking requirements, including O&I-2, Pedestrian Business, and Planned Development District.

- **ROLESVILLE:** The Rolesville Community Plan identifies a town center area with a surrounding mixed-use village. A new comprehensive planning initiative is expected to begin in 2004. The Rolesville Community Plan also identifies appropriate locations for new highway oriented commercial development along the planned 401 Bypass. In addition, the newly adopted thoroughfare plan requires that new development build improvements in accordance with the transportation plan. The Residential Planned Unit Development District allows for limited neighborhood commercial development in projects with more than 50 dwelling units. Rolesville is considering a possible new or revised mixed-use development district as part of its UDO. The Rolesville subdivision regulations require sidewalks on at least one side of all internal streets for all major subdivisions. In addition, sidewalks are required along all lots fronting existing public streets and in areas of high pedestrian traffic such as near schools. The Rolesville parking standards include a provision for sharing parking with existing churches, theaters, and assembly halls.
- **WAKE COUNTY:** The Land Use Plan and area plans with municipalities identify Activity Centers for intensive land uses. The first round of area plans for short and long-range Urban Service Areas has been completed and re-evaluations will occur on 5-year cycles. The Wake County Land Use Plan and Transportation Plan support each other. Adoption of the Transportation Impact Analysis ordinance will require that developers make improvements concurrent with development. The future UDO will include proposed standards for sidewalks, bikeways, pedestrian linkages among uses and within sites. The UDO will also include provisions for tiered parking requirements, alternative parking plans/shared parking, maximum parking requirements and cross-access among commercial uses.
- **WAKE FOREST:** Wake Forest has been identifying preferred growth areas through its Land Development Plan and Land Use Management Plan since 1985. The Town recently adopted the Wake Forest Transportation Plan. TIA's are required to determine improvements needed to accommodate new development. Development standards require design and construction of interconnected sidewalk systems. Greenway dedication is required or encouraged. Infill development is encouraged by land planning policies.
- **WENDELL:** The Planning Department has advised the Planning Board that it needs to update and revise the now-outdated Land Use Plan. The Board hopes to be able to approve an updated plan before the end of 2004.

H. Strategy: Work Cooperatively to Coordinate Local Transportation Programs

- **APEX:** The Thoroughfare Plan includes a detailed Collector Street Plan.
- **CARY:** The Town's Connectivity Ordinance and future Collector Road Ordinance will improve the overall connectivity of future residential areas, making trips more efficient and reducing the cost of providing public services and will restrict the number of driveway cuts and on-street parking for residential collector roads.

- **FUQUAY-VARINA:** The Town is a member of CAMPO. The ongoing program includes requests for highway and pedestrian projects with CAMPO and other government agencies and coordination of Thoroughfare Planning between municipalities and the County. The Town has also adopted a Thoroughfare Collector Street Plan coordinated with the Thoroughfare Plan.
- **GARNER:** The Town's Transportation Plan was adopted in 1999 and coordinated with the current CAMPO Transportation Plan. CAMPO currently coordinates intergovernmental transportation planning in Wake County; a process in which Garner actively participates. The next update to the Garner Transportation Plan (2005) may address the issue of planning for and implementing a multi-modal secondary road network that is consistent with the primary road network.
- **HOLLY SPRINGS:** The Town of Holly Springs participates in County, CAMPO and neighboring communities' transportation plans. As a member of CAMPO, Holly Springs assists in coordinating intergovernmental transportation planning in Wake County and has met with DCHC MPO. A draft Thoroughfare plan including collector streets was prepared a year ago. Engineering is still promoting the need for this portion of the Town's Thoroughfare Plan for further consideration.
- **MORRISVILLE:** Plans are being updated and implementation is expected on a multi-modal secondary road network that is consistent with the primary roads network.
- **RALEIGH:** The Comprehensive Plan includes a detailed collector street plan.
- **ROLESVILLE:** CAMPO acts as transportation coordinating agency in Wake County. Rolesville is attempting to expand its ETJ to minimize the impacts of the Rolesville Bypass. Rolesville has planned for and implemented a multi-modal secondary road network that is consistent the primary roads network with its transportation plan. CAMPO, NCDOT and Wake County staff will plan and implement a secondary road network designed for multi-modal use.
- **WAKE COUNTY:** The Capital Area Metropolitan Planning Organization is the forum for approving transportation plan updates throughout Wake County, and a draft MPO plan should be completed in the first quarter of 2005. CAMPO currently coordinates intergovernmental transportation planning in Wake County and is working with the Durham-Chapel Hill Carrboro Metropolitan Planning Organization on a joint conformity plan for air quality. Wake County recently published its Transportation Plan, including a detailed collector street plan. Work on a connector street plan is now underway.
- **WAKE FOREST:** The Town recently adopted the Wake Forest Transportation Plan. Adjacent jurisdictions, Wake County and CAMPO were consulted and given an opportunity for input. The Wake Forest Transportation Plan includes a collector street plan. CAMPO currently coordinates intergovernmental transportation planning in Wake County.
- **WENDELL:** Several Board members have expressed that it should be a priority to make Wendell pedestrian-friendly. At the present time, Wendell is well known for its safe lighted streets and sidewalks; however, there is still a need to connect existing sidewalks and make it safe for children who live close enough to walk to school. The Town's new subdivision code requires

pedestrian walkways, and the Board's intent is to connect these walkways as well as the city parks in town.

- ZEBULON: The Town has adopted a multi-modal Transportation Plan that addresses all manner of transportation needs. This plan has been reviewed and adopted by the Capital Area Metropolitan Planning Organization (CAMPO) and the NC Board of Transportation and been made a part of the official CAMPO Thoroughfare Plan. This effort to keep Zebulon connect to the employment centers in the region is imperative to the Town's continued growth.

I. Strategy: Establish a Permanent, Dedicated Funding Source to Acquire Open Space

- APEX: The Town relies on property tax, fee in lieu, and bond funds to finance parks and greenways. Apex's UDO establishes a Resource Conservation Area which preserves such areas as floodplains, steep slopes, and natural habitats.
- CARY: The Town earmarks \$1 million annually from utility revenues to fund open space, parks, and greenway acquisition. The Town has also developed a priority list of parcels and targeted top priorities for discussions with landowners to explore preservation options. The Clean Water Management Trust Fund and Wake County Open Space Fund grants are providing assistance for acquisition of open space along the White Oak Creek Corridor. The Town of Cary has also jointly purchased parkland with Wake County to create a park and trailhead for the American Tobacco Trail, and the Town is cooperating with Wake County Soil and Water Conservation District to establish Voluntary Agricultural Districts and manage agricultural conservation easements. The Rural Landscape Preservation Project includes education workshops to inform property owners of benefits and opportunities of land preservation.
- FUQUAY-VARINA: The Town relies on property tax, facility fees, recreation fees, local auction sales tax and/or bond sales to finance parks, greenways and open space projects. The Town has adopted an open space development ordinance that requires minimum percentages of open space based on the size of lots. Open space is divided into primary, secondary and common green space as part of the requirement to develop single-family residential projects. No lots are allowed to be part of the floodplains, wetlands or buffers.
- GARNER: The Town will continue to pursue open space impact fee enabling authority in order to consider open space impact fee provisions in the future. The cluster provisions in the new UDO require 25% open space, which is adequate for this time.
- HOLLY SPRINGS: the Town has open space requirements for residential and non-residential projects as well as public land dedication or fee-in-lieu requirements for subdivisions. Holly Springs has not yet adopted a conservation subdivision ordinance, however, such ordinances are suggested in the Town's Comprehensive Plan. Development incentives have been added to the Town's UDO to encourage the provision of additional open space for certain subdivisions.

- **KNIGHTDALE:** The Town is researching the feasibility of increasing various taxes for open space acquisition. Staff is also re-writing the open space development ordinance into a new conservation subdivision ordinance as part of Knightdale's UDO re-write.
- **MORRISVILLE:** The Town relies on land dedication for open space from development. Fees in lieu of dedication are available as a funding source. Morrisville already has an ordinance allowing conservation subdivisions, but the Town hopes to continue to make improvements.
- **RALEIGH:** The City relies on property tax, facility (impact) fees, local option sales tax and bond sales to finance parks and greenways. The City Cluster Development Ordinance and other open space standards encourage preservation of natural features.
- **ROLESVILLE:** The Town relies on land dedication or in lieu fees to finance parks and greenways. The Town has traditionally relied on general funds but is considering partnering with Wake County on open space acquisition. Rolesville is considering and will probably implement a conservation subdivision option as part of its first UDO.
- **WAKE COUNTY:** The County will design a program that uses a variety of funding sources to accomplish priority open space goals as part of the Capital Improvements Program. Model conservation subdivision ordinance standards will be included in the proposed UDO. Because Wake County doesn't own or operate a municipal wastewater treatment system, lot sizes constrained by the need to dispose of wastewater on-site, which precludes very small lots, so application of the conservation subdivision may be limited.
- **WAKE FOREST:** The Town relies on a variety of revenues and bond monies to finance open space, recreation land and greenways. The Town recently increased its recreation facility fee based on study and received a CWMT grant to purchase greenway. The Planning Board and town planning staff are drafting a conservation subdivision ordinance.
- **WENDELL:** In the past, Wendell has not been receptive to additional fees and taxes in order to acquire open space, but at least some of the Board members have recently recognized the need for impact fees, if only to be on the same level playing field with most of the other municipalities which do have impact fees. The Board has agreed to join with the League of Municipalities in order to request legislation to allow impact fees to be collected. Recently, the Town partnered with Wake County to purchase more land to expand Wendell's Community Center Park through an open-space bond program. In addition, the recently adopted Subdivision Ordinance includes dedication of open space or payment in lieu for new development.
- **ZEBULON:** The Town amended its ordinances on August 4, 2003 to create a Conservation subdivision ordinance that requires 25 percent open space dedication and prevents any floodway, floodplain or wetland to be within any lot intended for residential development.

J. Strategy: Continue to Work Cooperatively to Merge Water and Sewer

- **APEX:** The Town of Apex and the Town of Cary currently own and operate a joint water treatment plant. A study is underway by Apex, Cary, Morrisville, Holly Springs and Fuquay-Varina relative to a regional wastewater treatment plant.
- **CARY/MORRISVILLE:** A study has been completed investigating a merger of water and sewer between the Town of Cary and the Town of Morrisville; the merger is under consideration by Morrisville as is a merger with Raleigh. Cary plans to have new wastewater treatment facilities on-line by 2011, as a condition of IBT.
- **FUQUAY-VARINA:** The Town has entered into a regional wastewater system with Harnett County and municipalities in Harnett County. This will permit increased capacity for Fuquay-Varina. The Town is also a participant in the Western Wake County Regional Wastewater Treatment Studies Project. The Town receives water from Harnett County, Johnston County and the City of Raleigh. The Town participated in the over sizing of a water distribution line from Harnett County to serve southwest Wake County. The Town also requires connection to public water and sewer within the Town limits. New projects requesting public water and sewer must submit a voluntary annexation petition to the Town.
- **GARNER:** The Town implement a utility merger with the City of Raleigh in March, 2001.
- **HOLLY SPRINGS:** The Town is actively pursuing and participating in the Western Wake Regional Sewer Study, and has funded portions of the study.
- **KNIGHTDALE:** The Town is evaluating the feasibility of merging its utility systems with the City of Raleigh.
- **RALEIGH:** The consolidation of water and sewer is complete between Raleigh and Rolesville and Garner. Studies are underway for a merger of Raleigh's water and sewer with Knightdale, Wendell, Zebulon and Wake Forest.
- **ROLESVILLE:** Consolidation is complete between Rolesville and Raleigh.
- **WAKE COUNTY:** The County has and will continue to actively pursue implementing the Wake County Water/Sewer Plan, which calls for the development of a single utility by 2015. Consolidation completed between Raleigh and Garner and Raleigh and Rolesville. Studies for a merger between Raleigh, Knightdale, Wendell, Zebulon, Wake Forest and Morrisville are underway. Morrisville is also considering a merger with Cary. The Western Wake Regional Wastewater Facility study is also underway.
- **WAKE FOREST:** The Town is currently considering the option of merging water and sewer systems with the City of Raleigh. A decision is expected by the Board of Commissioners by the end of 2003.
- **WENDELL:** The Town has recently undergone a study of a proposed water/sewer merger with the City of Raleigh. If accepted, the merger may be

completed as early as 2005. In addition, Wendell already has in place voluntary and mandatory water conservation requirements.

- ZEBULON: The Town of Zebulon Public Works Department, Finance Department and Manager's Office are currently working cooperatively with Wake County and the City of Raleigh to study the potential water and sewer system merger with the City of Raleigh. Engineering firm CH2MHill has been retained to perform the feasibility study and assess the potential scenarios. Staff has also urged the Board of Commissioners of Zebulon to fund a study on the state of the Town's existing Water Treatment Plant and the possibility of decommissioning the facility due to raw water problems associated with intake from the Little River. These two studies will be completed and the results compared to determine what course of action is best for the citizens of Zebulon and the enterprise fund budget.

K. Strategy: Adopt Uniform Natural Resource Protection Standards and Incentives

- APEX: The Town's UDO requires retention ponds and riparian buffers town-wide and in its ETJ. RCA protects trees, wetlands, and steep slopes, among other things.
- FUQUAY-VARINA: The Open Space development ordinance and Open Space Plan are designed and implemented to protect natural areas such as floodplains, wetlands and riparian buffers. The Town is developing a draft ordinance on protection standards related to stream buffers and 'no' development or grading within floodplains. Staff will review Wake County's Watershed Management Plan to incorporate it into policies and ordinances for natural protection standards.
- HOLLY SPRINGS: The Town adopted local buffers for the Cape Fear and Neuse River Basins, adopted a Soil and Erosion control Ordinance, and was the first to adopt a no build in the floodway ordinance for residential development in Wake County. This has now been expanded to non-residential development. The Town is currently preparing for new NPDES Phase II application.
- KNIGHTDALE: The Town will include a new clear cutting and specimen tree ordinance to be adopted as part of the UDO re-write. Knightdale staff is also preparing a NPDES Phase II application that will require new ordinances to be written.
- MORRISVILLE: The Town already has uniform natural resource regulations in place. Additional standards are being considered.
- RALEIGH: In addition to the work on preservation of trees and natural areas in Raleigh, the Planning Commission is reviewing existing floodplain protection regulations. As part of this process the Commission has examined regulations in other Wake County jurisdictions.
- ROLESVILLE: The Town is considering revised riparian buffer standards as part of its UDO.
- WAKE FOREST: Watercourse buffers are required, and the Town has floodplain regulations. The Planning Board is considering setbacks from

wetland areas, wider stream buffers and changes to the floodplain protection ordinance.

- ZEBULON: The Town amended its watershed zoning district restrictions IN 2000 to require 100-foot riparian area buffers around all streams, perennial or intermittent, and around all water impoundments. These Zebulon zoning districts, R-80W and R-40W, already exist in the northeast quadrant of the Town's extra-territorial jurisdiction (ETJ) and have been in place to protect the future drinking water source that will become the Little River Reservoir.

L. Strategy: Implement Demand Management Strategies

- APEX: The Town has a water conservation program, mandatory load management on all water heaters, and extensive voluntary load management that involves heating and cooling systems.
- CARY: The Town carries out a comprehensive program to encourage water conservation that includes a tiered water rate for all users and a separate meter system for irrigation and reclaimed water systems, with higher per gallon costs for irrigation and reduced cost for reclaimed water. Studies are underway for future expansion of the reclaimed water system. The Town charges water and sewer development fees for new development and utility policies that require developers to pay for the full cost of extending water and sewer utilities.
- FUQUAY-VARINA: The Town encourages water conservation and protection of water quality through policies, education of the public and cooperative efforts between the Town and water supply agencies. The Town has increased fees for irrigation to encourage limitations on irrigation requests.
- HOLLY SPRINGS: The Town has instituted year round irrigation requirements to reduce demand. Non-residential development can only install drought tolerant turf species. The Town has also maximized interconnections for the Town's water system.
- KNIGHTDALE: The Town is in the process of evaluating demand management strategies to determine their feasibility and prepare recommendations.
- MORRISVILLE: The Town has programs to encourage water conservation and the protection of water quality.
- RALEIGH: The City carries out a comprehensive program to encourage water conservation and protection of water quality.
- WAKE FOREST: The Town has adopted a water conservation ordinance.
- ZEBULON: The Town has implemented demand management strategies for water consumption. The Town has voluntary and required conservation measures during times of drought, and also offers water fixture retrofit kits to any property owner that requests one. A key step that the Town is taking to reduce nitrogen loading of streams and to extend the life of its drinking water supply is the grant funded construction of an elevated reclaimed water tank and distribution system for our industrial corridor. With 3 users already committed to buying reclaimed water at half the potable water rate, the Town

believes that this newest utility will help reduce the demand for potable water and allow the supply to last longer.

M. Strategy: Work Cooperatively to Develop a Joint Funding Strategy to Pay for Growth

- APEX: For CIP projects, the Town of Apex relies on property taxes, impact fees, local option sales tax, and proceeds from bond sales.
- CARY: The Town is reviewing and updating its development fees to ensure that the costs of providing services and infrastructure are equitably apportioned to new development. Cary has also developed a fiscal impact analysis model for new development, so that the Town may adequately assess the costs that new development will impose on new infrastructure. The Town is also seeking out new funding partners, both public and private, to share in growth-related costs that are not directly attributable to new development. Federal and state grants have been received for open space and habitat restoration efforts. The Town has applied for, and will become, a direct recipient of CDBG funds for affordable housing, rehabilitation, and renewal. Federal funds were secured this year for public transit operations.
- FUQUAY-VARINA: The Town currently relies on legislative authority to levy property taxes, local option sales taxes, facility fees and proceeds from bond sales.
- HOLLY SPRINGS: The Town Board supports actively working with other municipalities and the County to pursue means of funding cost-recovery tools and creating a common legislative agenda.
- KNIGHTDALE: The Town will continue to coordinate with Wake County and adjacent municipalities via Planners, Managers and Task Force meetings and workshops.
- MORRISVILLE: The Town will continue to work with the League of Municipalities and the County.
- ROLESVILLE: The Town currently funds capital improvements through property taxes, fees, local option sales taxes, facility fees, and proceeds from bond sales.
- WAKE FOREST: The Town currently relies on current revenues, bond sales, and grants to fund growth.

N. Strategy: Prepare and Adopt State Legislative Agenda to Enable Range of Cost-Recovery Tools

The Wake County Municipal Service Review Committee will coordinate on a common legislative agenda. This will require cooperation with Wake County and other jurisdictions on the legislative agenda.