

ACKNOWLEDGEMENTS

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Knightdale

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Councilor Jeff Eddins Councilor
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Councilman Ervin Portman
Councilman Don Frantz

Fuquay-Varina

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Commissioner Cindy Sheldon
Commissioner Charlie Adcock

Morrisville

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Commissioner Tom Murry
Commissioner Pete Martin

Raleigh

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Council Member Thomas Crowder

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Commissioner Pat Wharton

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Commissioner Betty Lou Ward, Chair
Commissioner Joe Bryan

Garner

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Alderman Ken Marshburn
Alderman Kathy Behringer

Holly Springs

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Wendell

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Commissioner Ronald Thompson
Commissioner Buddy Scarboro

Zebulon

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Commissioner Harold Webb
Commissioner Lindy Brown
Commissioner Tony Gurley
Commissioner Paul Coble
Commissioner Stan Norwalk

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Ann Denlinger, Wake Education
Partnership
Representative Deborah Ross, N.C.
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Joe Milazzo, Regional
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Damien Graham, Triangle Transit
Authority
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Apex:	Dianne Khin
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Fuquay-Varina:	Mike Sorensen
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Holly Springs:	Gina Clapp
Knightdale:	Chris Hills
Morrisville:	Ben Hitchings
Wake Forest:	Chip Russell
Raleigh:	Mitchell Silver
Rolesville:	Bryan Hicks
Wendell:	Teresa Piner
Zebulon:	Mark Hetrick

County Staff

David Cooke - County Manager
Joe Durham - Deputy County Manager
Susan Banks – County Clerk
Portia Johnson – Executive Secretary
General Services Administration
Public Affairs Office
Melanie Wilson – County Planning Director
Sharon Peterson – Long-Range Planning Administrator
Steven Finn – Land Development Administrator
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Justin Rametta – Planner I
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Jenny Dino – Administrative Assistant
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Wake County Growth Issues Task Force Memorandum of Understanding 2009

The Wake County Growth Issues Task Force was reconvened on June 19, 2008. This 42-member task force, made up of elected officials from each Wake County municipality, the Wake County School Board, and the Wake County Board of Commissioners, met five times from June 2008 through April 2009, with a final meeting on May 21, 2009. The members were charged with identifying three action areas critical to the sustainable and quality growth of our area.

As a result of this facilitated process, the Wake County Growth Issues Task Force agreed upon the following three Growth Priorities:

Growth Priorities

(1) That a ***HIGH QUALITY EDUCATIONAL SYSTEM*** is the foundation for long term economic growth and prosperity in today's rapidly changing global economy.

(2) That ***INCREASED MASS TRANSIT OPPORTUNITIES*** offer the best hope of addressing and solving our long term transportation needs within Wake County, and the Triangle Region as a whole.

(3) That ***LOCAL GOVERNMENT JOINT PLANNING AND COOPERATION***, particularly focused on the coordination of land use and infrastructure, is necessary to establish a sustainable pattern of quality growth and development.

Supporting Actions

In furtherance of these three Growth Priorities, the Task Force has identified the following Supporting Actions:

SCHOOLS

Action S.1: Seek additional sources of funding to ensure the alignment of growth with infrastructure, especially for schools.

Action S.2: Work with Wake County Schools to select school sites that are appropriate for community schools, are transit sensitive (i.e. near bus routes and transit stations) and are designed to be an integral part of the neighborhood within which they are located. Implement supportive planning and zoning.

Action S.3: Encourage the development of mixed income housing within the drawing area of each school, so as to foster a more natural diversity in schools while lessening the need for bussing.

Action S.4: Encourage the community to participate in school mentoring and other support programs to assure high expectations for all students.

MASS TRANSIT

Action MT.1: Support significant, reliable funding for mass transit in the Triangle region including, but not limited to, the ½ cent sales tax.

Action MT.2: Employ zoning to promote transit-oriented development around proposed transit stations.

Action MT.3: Support consistent transit-oriented development standards across all municipalities.

Action MT.4: Consider tax increment financing (TIF) to pay for the construction of transit stations.

Action MT.5: Provide leadership through education and by example regarding the importance of multi-modal transportation including carpooling, transit use, bicycling, walking, etc.

JOINT PLANNING AND COOPERATION

Action JP.1: Work closely with all other local governments in Wake County when bringing forward any special (or general) enabling legislation to the General Assembly. Coordinate through routine meetings of Wake County mayor's, county commissioners, school board, managers and planners.

Action JP.2: Agree on a process to coordinate on Developments of Regional Impact, especially near municipal borders.

Action JP.3: Establish a regional commitment and approach for the development of mixed income housing, especially in association with transit station development, within or near employment centers, and along bus corridors.

Action JP.4: Seek additional sources of funding to ensure the alignment of growth with infrastructure, including schools (see above) as well as transportation, parks, utilities and other necessary facilities.

Action JP.5: Continue with the current Growth Issues Task Force (or some variant of it) for implementation of the priorities identified in this Memorandum*.

*Note: To help facilitate the implementation of the recommended actions, the Task Force agreed to appoint five individuals to serve as a liaison to each of the following groups: Vivian Jones (Mayors Group), Betty Lou Ward (County Commissioners), Beverly Clark (School Board), Joe Durham (Managers Group), and Sharon Peterson (Planning Directors). Each of these five groups will report back to the Task Force on progress made when it reconvenes in January 2010.

Unincorporated Wake County



Images: Wake County Government, June 2008

Community Slogan: *A great place to live, work, play, and learn*

Community Characteristics: Wake County is continuing to grow rapidly, being the fastest growing county nationally in 2008. Unincorporated Wake County has contributed to this rise and consists of 406 square miles outside of municipal borders. The area is distinguished by its rural character: open space, farmland, forested watershed, scenic country roads, and other resources that define a distinct county identity. Growth has typically occurred as clustered, large-lot development.

Website: www.wakegov.com

Wake County Unincorporated Area Population Growth*

* As of July 1st of each year

2000	2001	2002	2003	2004	2005	2006	2007
157,828	161,200	163,818	166,447	169,526	173,856	180,241	185,358

Source: Population Division, U.S. Census Bureau

Wake County Unincorporated Area Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	1,602	1,713	1,424	1,533	1,691	1,900	1,479	1,253	509
New Non-residential	39	24	15	15	5	9	6	18	21

Source: Wake County Revenue Department



TOWN OF APEX



Image: Town of Apex Website, June 2008

Community Slogan: *The peak of good living...*

Community Characteristics: Located in southwest Wake County west of Cary and north of Holly Springs, Apex's identity derives from a small town character reflected in its historic downtown and adjacent neighborhoods. Apex is experiencing rapid growth like many other towns in the western part of the county. While encouraging growth and planning for future neighborhoods, the town places a high value on its historic heritage. Apex wants to continue reflecting an ideal urban community with excellent schools, quiet, friendly neighborhoods, and a growing number of businesses providing jobs and convenient shopping opportunities. In July 2007, *CNN/Money Magazine* listed Apex as the 14th Best Places in America to Live and the #1 place in North Carolina to live.

Website: www.apexnc.org

Apex Population Growth*

* As of July 1st of each year

2000	2001	2002	2003	2004	2005	2006	2007
21,042	22,963	24,960	26,858	27,661	28,635	30,208	31,599

Source: Population Division, U.S. Census Bureau

Apex Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	834	871	570	337	345	445	341	568	190
New Non-residential	30	24	30	9	19	30	33	14	32

Source: Wake County Revenue Department



Image: Town of Cary Website, June 2008

Community Slogan: *The Technology Town of North Carolina*

Community Characteristics: The second largest municipality in Wake County, Cary is located in the western part of the county between Apex and Raleigh. Cary has grown rapidly during the last several decades and is known for the consistent visual quality of its newer residential, employment, and commercial development. Maintaining a high quality of life has also placed Cary in the national spotlight. In August 2006, Cary was again recognized by *Money Magazine* as one of the Best Small Cities in America, ranking fifth on the magazine's list of Best Places to Live. Towns making the list, like Cary, offer big city opportunities and amenities, green space, and less stress for residents.

Website: www.townofcary.org

Cary Population Growth*

*As of July 1st of each year

2000	2001	2002	2003	2004	2005	2006	2007
97,236	99,527	100,278	101,943	103,344	106,963	112,414	121,796

Source: Population Division, U.S. Census Bureau

Cary Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	839	622	466	546	802	1,481	1,891	2,105	1,182
New Non-residential	119	52	39	48	39	31	89	92	68

Source: Wake County Revenue Department

The Town of Fuquay-Varina North Carolina

Image: Town of Fuquay-Varina Website, June 2008

Community Slogan: *Distinctive Name, Distinctive Charm*

Community Characteristics: Fuquay-Varina is the result of a merger in 1963 of two historic and distinctive communities, Fuquay Springs and Varina. As a result, the town has two historic downtown areas that are major focuses of community identity. According to the Chamber of Commerce website, Fuquay-Varina is a "small town with wide open spaces in a rural setting."

The town's Comprehensive Growth Management Plan emphasizes Fuquay-Varina's "village character", which is comprised of features such as "close knit" land uses; pedestrian-friendly streets and neighborhoods; parks, open space, and greenery; and a friendly, cooperative spirit.

Website: www.fuquay-varina.org

Fuquay-Varina Population Growth*

* As of July 1st of each year

2000	2001	2002	2003	2004	2005	2006	2007
8,068	8,560	9,114	10,123	11,145	12,240	13,669	15,394

Source: Population Division, U.S. Census Bureau

Fuquay-Varina Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	245	228	448	467	468	580	625	745	363
New Non-residential	20	17	9	7	9	20	12	15	14

Source: Wake County Revenue Department



Image: Town of Garner Website, June 2008

Community Slogan: *Garner, A Great Place to Be*

Community Characteristics: Garner is located in southern Wake County directly south of Raleigh. Garner’s character derives from its well-kept affordable neighborhoods, sense of community, and “Old Garner” the traditional downtown north of US 70. Population growth and development have been moderate in the town, providing Garner with the opportunity to plan for essential facilities and services to accommodate new growth.

Website: www.ci.garner.nc.us

Garner Population Growth*

* As of July 1st of each year

2000	2001	2002	2003	2004	2005	2006	2007
18,386	19,221	20,063	20,598	21,859	22,440	23,741	25,343

Source: Population Division, U.S. Census Bureau

Garner Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	193	172	257	225	209	449	471	278	78
New Non-residential	32	46	15	29	17	17	33	43	13

Source: Wake County Revenue Department



Image: Town of Holly Springs Website, June 2008

Community Slogan: None reported

Community Characteristics: Located in southwestern Wake County between Apex and Fuquay-Varina, Holly Springs was an historic crossroads village that experienced little growth prior to 1990. Holly Springs is growing in population while preserving its small town atmosphere and planning for the future. While the town welcomes growth, leaders also are determined to control the quality and placement of new developments while preserving open space and creating public areas. Over the years, the town has worked continuously to make Holly Springs a community where people want to live. In July 2007, Money Magazine named Holly Springs one of the best places to live in the country, ranking 22nd out of 100 Great American Towns. As one of three North Carolina towns on the national list, Holly Springs views the ranking as a tremendous accomplishment.

Website: www.hollyspringsnc.us

Holly Springs Population Growth*

* As of July 1st of each year

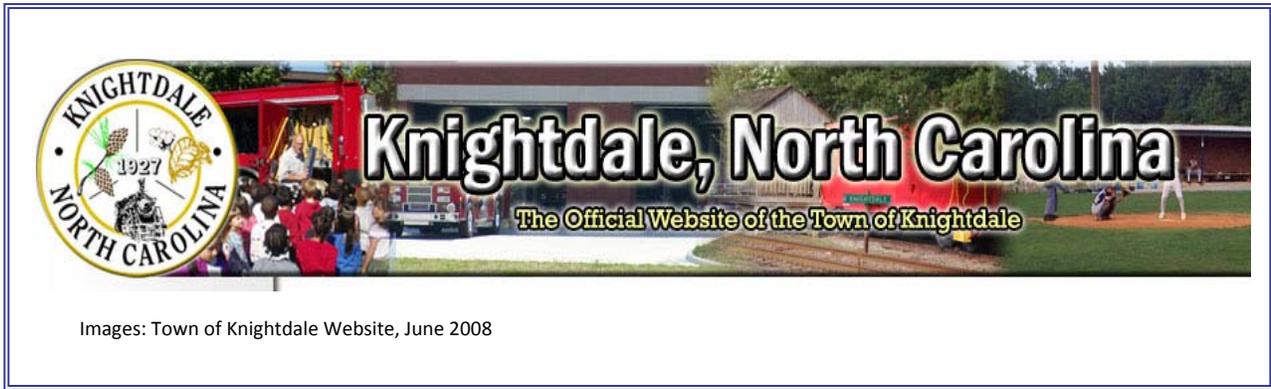
2000	2001	2002	2003	2004	2005	2006	2007
10,017	11,125	12,006	12,878	13,823	15,270	17,425	19,684

Source: Population Division, U.S. Bureau

Holly Springs Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	485	420	374	400	580	846	865	507	337
New Non-residential	7	5	13	13	7	14	6	24	25

Source: Wake County Revenue Department



Community Slogan: *Living at its Best!*

Community Characteristics: Knightdale is located in eastern Wake County, next to Raleigh and Wendell. Like many other towns in the county, Knightdale is preserving its historic roots while experiencing rapid growth. Historically, Knightdale was predominately an agrarian town specializing in cotton, tobacco, and forestry. Currently, goals for the town include identifying capital infrastructure projects for the downtown area, establishing a certified industrial site with the State Department of Commerce, and conserving environmentally sensitive and historic areas.

Website: www.ci.knightdale.nc.us

Knightdale Population Growth*

* As of July 1st of each year

2000	2001	2002	2003	2004	2005	2006	2007
6,077	6,106	6,139	6,186	6,251	6,370	6,479	7,397

Source: Population Division, U.S. Census Bureau

Knightdale Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	108	95	56	119	237	193	283	271	171
New Non-residential	9	11	2	8	6	27	12	11	41

Source: Wake County Revenue Department

CITY OF RALEIGH



Image: City of Raleigh Website, June 2008

Community Slogan: *City of Oaks*

Community Characteristics: Centrally located within Wake County, Raleigh is North Carolina's state capitol, the county's largest municipality, and its only city. A diverse city, Raleigh has a number of attributes that contributes to its community character. Known as the "City of Oaks", Raleigh's parks, lakes, and greenery are highly prized by citizens and visitors alike. In addition to its identity as the state capitol, Raleigh is a regional center of education and culture. Rich in historic resources, the city contains diverse neighborhoods with a unique character, as well as a variety of activity centers such as downtown, City Market, and Cameron Village.

Currently, the City of Raleigh is updating its Comprehensive Plan through a process called Planning Raleigh 2030. Nearly two decades have passed since the last update to the Comprehensive Plan and the city has experienced tremendous growth, both on the outskirts of Raleigh's planning jurisdiction, as well as in established neighborhoods and commercial centers.

Website: www.raleighnc.gov

Raleigh Population Growth*

* As of July 1st of each year

2000	2001	2002	2003	2004	2005	2006	2007
286,771	298,791	309,602	317,541	327,878	342,812	356,321	375,806

Source: Population Division, U.S. Census Bureau

Raleigh Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	3,184	4,417	4,335	3,788	4,698	4,459	3,731	3,315	1,694
New Non-residential	545	351	149	219	176	180	216	318	203

Source: Wake County Revenue Department



Image: Town of Rolesville Website, June 2008

Community Slogan: *Small Town --- Bright Future*

Community Characteristics: Located in northeastern Wake County, Rolesville is the second oldest municipality in the county. Rolesville's present character is shaped by its historic roots as a crossroads "village center" in a rural/agricultural setting. The town is growing in population and has the goals of guiding and maintaining a community that has a small town atmosphere while still being close enough to the large city and its offerings.

Due to its close proximity to Raleigh, Rolesville expects to expand its' residential, commercial and industrial sectors. In anticipation of that growth, the town's staff, in cooperation with the town's citizens and elected officials, has prepared a comprehensive land use plan and thoroughfare plan to guide growth while preserving Rolesville's rural charm.

Website: www.ci.rolesville.nc.us

Rolesville Population Growth*

* As of July 1st of each year

2000	2001	2002	2003	2004	2005	2006	2007
914	926	934	946	1,039	1,242	1,711	2,242

Source: Population Division, U.S. Census Bureau

Rolesville Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	19	17	66	67	89	200	216	228	95
New Non-residential	1	1	5	1	4	1	5	3	1

Source: Wake County Revenue Department

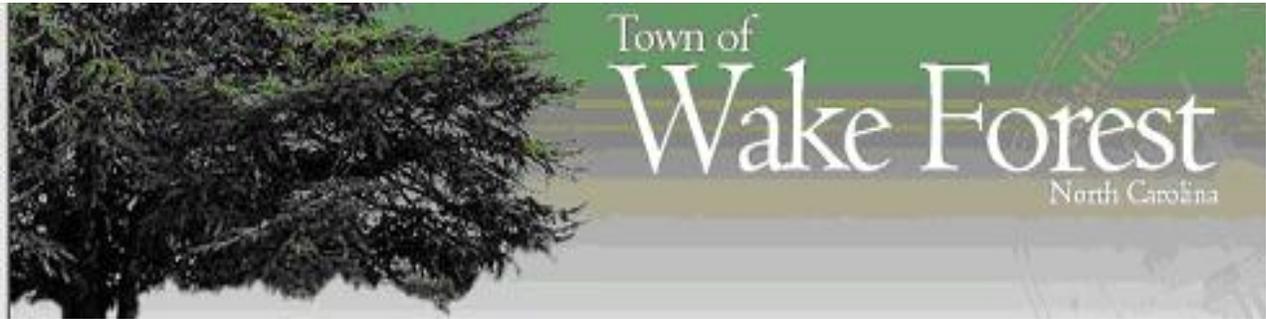


Image: Town of Wake Forest Website, June 2008

Community Slogan: None Reported

Community Characteristics: Located in northeastern Wake County near Rolesville, Wake Forest is a progressive community with a vibrant downtown that boasts more than 100 businesses. Historically a college town and regional trading center, Wake Forest retains its small-town character and rich heritage. The downtown is an officially registered historic district and the town is also the home of Southeastern Baptist Theological Seminary and the Southeastern College at Wake Forest.

Website: www.wakeforestnc.gov

Wake Forest Population Growth*

* As of July 1st of each year

2000	2001	2002	2003	2004	2005	2006	2007
13,080	14,068	15,004	16,156	17,479	20,078	22,651	25,329

Source: Population Division, U.S. Census Bureau

Wake Forest Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	371	449	506	619	763	1,001	872	752	261
New Non-residential	54	37	18	19	31	31	37	27	26

Source: Wake County Revenue Department



Image: Town of Wendell Website, June 2008

Community Slogan: *Small Town Charm ~ Capital City Connection*

Community Characteristics: Wendell is located in the eastern portion of Wake County southwest of Zebulon. The town has a small historic downtown area, reflecting its roots as an agricultural and business center in eastern Wake County. Wendell’s identity derives from its small town character represented in the downtown and nearby neighborhoods.

The Town of Wendell has adopted a Comprehensive Plan as a vision for the town's growth. The town is currently in the process of writing the Unified Development Ordinance that will support the goals of the Comprehensive Plan.

Website: www.townofwendell.com

Wendell Population Growth*

* As of July 1st of each year

2000	2001	2002	2003	2004	2005	2006	2007
4,282	4,302	4,320	4,354	4,415	4,537	4,820	5,152

Source: Population Division, U.S. Census Bureau

Wendell Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	61	59	71	42	44	83	81	62	41
New Non-residential	3	0	1	3	1	0	3	3	2

Source: Wake County Revenue Department



Image: Town of Zebulon Website, June 2008

Community Slogan: *"The Town of Friendly People"*

Community Characteristics: Zebulon is the easternmost municipality in Wake County and is located further away from the county's center in Raleigh than any other community. Zebulon's small town, friendly atmosphere is at the core of its community identity. An historic downtown area, affordable neighborhoods, and social diversity are key community characteristics. Zebulon is also known as the site of Five Counties Stadium, a regional attraction that is the home of the Carolina Mudcats Double A baseball team.

New projects include the Wal-Mart Shopping Center, Braemar Subdivision, Weaver's Pond Subdivision, Taryn Meadows Subdivision, Shepards Park Subdivision, Magnolia's at Shepards Park Subdivision and Wakelon Townhomes. These projects will prove to be a great asset to the community and when the subdivisions are completed the town stands to possibly gain an additional 5,000 residents.

Website: www.ci.zebulon.nc.us

Zebulon Population Growth*

* As of July 1st of each year

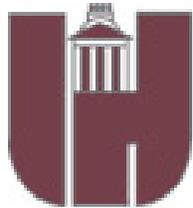
2000	2001	2002	2003	2004	2005	2006	2007
4,063	4,092	4,110	4,153	4,154	4,231	4,329	4,509

Source: Population Division, U.S. Census Bureau

Zebulon Building Permits

Permit Type	2000	2001	2002	2003	2004	2005	2006	2007	2008
New Residential	41	17	17	13	16	27	47	92	92
New Non-residential	3	2	2	4	6	4	5	4	4

Source: Wake County Revenue Department



WAKE COUNTY PUBLIC SCHOOL SYSTEM



Image: WCPSS Website, June 2009

Mission: The Wake County Public School System will educate each student to be a responsible and productive citizen who can effectively manage future challenges.

Characteristics: The Wake County Public School System is one comprehensive school district serving the entire county including Raleigh, Cary, Apex, Wendell, Fuquay-Varina, Garner, Knightdale, Rolesville, Wake Forest, Holly Springs, Morrisville and Zebulon.

In 2008, WCPSS moved past the San Diego Unified School District to become the **nation's 18th largest school district**. WCPSS remains the largest school district in North Carolina – with approximately 138,000 students enrolled in 156 schools. While WCPSS tries to keep up with enrollment growth, it also must recognize student diversity in terms of ethnicity and special needs. Enrollment of white students and African-American students is declining as a percentage of total students, while Asian, Hispanic and Multi-Racial student enrollment is increasing as the state of North Carolina itself becomes more diverse. The need for special services also continues to increase. In 2008-09, approximately 9.3% of students are classified as LEP (Limited English Proficiency) and 5.1% required ESL (English as a Second Language) services. In addition, 28.4% of WCPSS students applied and qualified for free or reduced (F&R) lunches, with the majority of them being elementary school students.

Website: www.wcpss.net/demographics/reports

Wake County Public School System Enrollment Growth*

* 1st Month Membership Last Day: 20th Day

2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
101,432	104,461	108,969	114,068	120,504	128,072	134,002	137,706

Source: NC Department of Instruction

Wake County Public School System Enrollment Annual Student Growth*

2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
3,741	3,029	4,508	5,099	6,436	7,568	5,930	3,704

Source: NC Department of Instruction

Addendum to the
Memorandum of Understanding 2009

Wake County Growth Issues Task Force
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June 2008 through May 2009

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Choosing Priority Growth Issues

Wake Growth Issues Task Force

Results from the First Task Force Meeting held Thursday June 19, 2008

During the meeting, some 30 elected officials representing Wake County and its twelve municipalities, plus the School Board*, were asked the following question:

“What will be some of the most important growth and development issues facing Wake County and its municipalities over the next ten years? Please be specific.”

The table beginning on the next page present a list of growth issues identified by the elected officials at the meeting. After some 125 issues had been voiced and charted, the elected officials were given the opportunity to rank their priority growth issues from among all those identified. Two rounds of voting were conducted, the first to narrow the number of issues down to a more manageable number, and the second to choose the top three. As a result of this process, the top 3 issues selected for further discussion and action, in the order of second round votes received, were:

- 1. A High Quality Educational System**
- 2. Increased Mass Transit Opportunities**
- 3. Local Government Joint Planning and Cooperation**

The complete list of all issues identified and the number of votes received during the first and second rounds, begins on the following page.

Respectfully submitted,

*Glenn R. Harbeck, AICP
Wake Growth Issues Task Force Facilitator*

* Elected officials representing the Wake County School Board are also invited members of the Growth Issues Task Force but were unable to attend this meeting.

Issues Identified and Ranked

Note: All issues have been typed up exactly as recorded on flip chart sheets and then sorted by various topics. The assignment of any one issue to a particular category is a judgment call and subject to other equally valid viewpoints. The first and second round rankings are noted in the column on the right. Only issues receiving 5 or more votes during the first round were eligible to receive votes during the second round, so not all issues will show a slash and second round vote..

Issue Identified	# of votes
A High Quality Educational System	44/28
How do we have a world class educational system-competing in global economy/workforce education for employers.	7/13
Centrally located community schools to re-new pride and for energy savings.	6/6
Maintain strong support for County Public Schools- e.g. concern over reassignment.	9/5
New education paradigm to improve quality of education and remain competitive.	8/3
Reducing the percentage of students in mobile units from 25% to 8%.	6/1
Assuring the quality of the school system as a basis for a sound economy.	3
Eliminate cap on charter schools.	3
Providing schools for growth.	1
Looking for new and different ways to fund schools.	1
Re-segregation (demographics) of public school system.	0
Having adequate number of classrooms for school children.	0
Increased Mass Transit Opportunities	18/14
Increase mass transit opportunities.	6/14
Adequately maintaining roadways and planning for additional capacity-adequate public transportation (park-n-ride).	4
Mass transit alternatives (Rail).	2
Public buy-in for mass transit.	2
Transit- bus only or something more.	2
With increased population create a public transportation system.	2
Local Government Joint Planning and Cooperation	19/10
Create and maintain joint planning mechanisms between Wake County municipalities.	8/10
Cross-jurisdictional cooperation- especially land use and transportation.	4
Municipal coordination/cooperation regarding infrastructure and land use.	3
Inconsistency in land use among jurisdictions.	2
Create a regional form based zoning code.	1
Develop growth management strategy that includes all 12 municipalities.	1
Develop a one-team mentality throughout Wake County.	0

Lack of standardized land use planning practice among municipalities.	0
Preservation of Community Identity and Character	13/10
How do we maintain the identity and unique characteristics of each municipality as we grow.	6/7
Prevent Wake County from becoming “Anywhere USA”- 21 st century community focused on environmental, economic, and cultural sustainability.	5/3
Preserving and enhancing community identity.	2
Preservation of individual jurisdictions identity and history (character).	0
Increase public relations and municipal identity.	0
Community branding (What do we want to be known as?)	0
Keeping rural character.	0
Preventing Crime and Gangs	18/8
Public safety, especially gang-related activity.	8/8
Develop a countywide gang prevention policy.	3
How do we mitigate against the increased need for jails and crowding of the court system.	3
Reduce crime rate and numbers by increasing human development programs.	3
Increase in criminal activity and safety concerning- more urban means more crime.	1
Strategies to deal with increased criminal activity and costs.	0
How do we prevent the rise in gangs/urban crime as we grow.	0
Increase in crime with increasing population.	0
Promoting Sustainable Development	13/7
Promoting sustainable design and green construction practices.	7/6
Regulating reform at state level to allow sustainable developments and communities (i.e. gray water- re-use treatment)	5/1
Energy and resource conservation- e.g. green building and carbon reduction.	1
Consistent environmental standards throughout the county- buffers (riparian)	0
Water and Sewer System Collaboration	10/7
Regional collaboration instead of competition (e.g. water, wastewater).	8/7
Potential need to convert from septic to countywide sewer system.	1
Address concerns with septic systems by countywide water and sewer.	1
Water and sewer infrastructure to support growth.	0

Economic Gains	15/6
How do we make it affordable for the people who work here to live here.	8/6
Housing affordable to people who do service jobs, especially as travel becomes more costly.	2
Attracting more industry to expand tax base.	3
Completing Wake Tech campus infrastructure (work force re-tooling).	1
Identification of future industrial sites (healthy communities).	1
Growing cost of living in Wake County.	0
Addressing Overpopulation of Domesticated Animals	6/4
Reducing kill rate in county animal shelters from 10k/year by 90%.	5/4
Overpopulation of domesticated animals-inadequate facilities/public health.	1
Improving Transportation Generally	12/1
Need to complete I540 on the south side.	4/1
State shifting state responsibilities to local governments (e.g. transportation).	3
Adequate money to construct and maintain surface transportation.	2
Coordinate road infrastructure across municipal lines to increase effectiveness.	2
Coordinating various transportation systems.	1
Addressing transportation issues that go beyond Wake County.	0
Roadway and bridge deterioration.	0
Improving Public Safety Services	12
Increase and maintain fire and EMS services in unincorporated areas.	4
Adequate/increased response time first response law enforcement.	3
Ensuring adequate public safety resources and personnel to handle the growth.	2
Capitalize on economies of scale by taking a regional approach to EMS, fire, and police.	2
Coordination of police and fire across municipal borders.	1
Adequate Funding of Infrastructure	10
Money for infrastructure- roads, schools, parks, transit, etc.	4
Adequate money to construct and maintain surface transportation.	2
Looking for new and different ways to fund schools.	1
Reliable and sustainable funding mechanism for infrastructure needs.	1
How do we finance the acquisition of open space.	1
Reliable and sustainable funding mechanism for infrastructure needs.	1

Addressing Human Service Needs	9
Addressing homelessness as county grows.	4
Impact of changing demographic on human services.	2
Caring for the needs of the growing over 50 population.	2
Address transportation issues for growing senior population.	1
The browning, less affluent, and aging impact on Wake County Services.	0
Planning for Sustainable Water Supplies	8
Water supply for sustaining growth including sewer capacity, water quality, recycling gray water.	3
Create a Wake County water management plan.	2
Finding additional water supplies in and outside of Wake County and managing water use.	1
Protecting water supply corridors.	1
Maintaining quality and quantity of water supply.	1
Better Land Use Planning Generally	8
Too much sprawl and lack of compact development across the county.	3
How to use land use planning to encourage density. Educate public that 1-acre is not viable.	3
Creation of mixed-use mixed-income village centers throughout region.	1
Stricter land use regulations to better manage growth and development.	1
Making sure we don't lose control of zoning in growth areas.	0
Conservation of land related to build-out.s	0
Improved Fiscal Health	5
Wake County take money going to other areas in the state.	2
Potential need for revenue sources aside from property taxes.	1
Revalue property on a shorter cycle.	1
Want legislative authority for funding sources/options.	1
Substantial tax increases that lead to citizen led ballot initiatives that limit revenue growth.	0
Implement a "pay as you go" strategy.	0
Alternative funding sources for Wake County (sales tax).	0
Reduce tax evaluation process from 8 years to 4 years.	0
Developer's responsibility/contributions to education.	0
Property taxes paid by newcomers does not cover expenses paid for services.	0

Planning for Redevelopment	5
Planning for redevelopment as communities approach build-out.	5/0
Coordination of the redevelopment of outdated uses.	0
Adequate Parks and Open Space Preservation	4
P&R- How do we provide enough space and facilities to meet increasing demand.	2
How do we finance the acquisition of open space.	1
Adequate recreation needs to meet demands of growth.	1
Greenway protection.	0
Improving Environmental Quality, Especially Air Quality	2
Conservation of natural resources (i.e. air, water, land).	2
How do we maintain or improve the quality of the air we breathe.	0
Use university resources to help us figure out how to clean up air.	0
Concern about increasing air pollution with increased population/cars.	0
Long Term Solid Waste Management	2
Trash capacity- landfill space- where do we send it/what do we do with it.	1
Unified garbage disposal policy.	1
Longer-term waste management- 30+ years.	0
Affordable, Accessible Health Care	2
Educate community about health care that impacts communities.	1
Health lifestyles for all citizens to decrease costs of obesity on health systems.	1
Providing affordable health to all citizens.	0
Increase in population needs help with self-sufficiency- health care/mental health.	0
Coordinated Storm Water Management	2
Jurisdiction coordination of storm water management.	2
Merging Local Government Services	1
Merging services of municipalities (sheriff/police departments, etc.)	1
Merging of activities from local, regional, and state levels to eliminate poverty.	0
Miscellaneous Issues	5
Establish and maintain the public trust to provide county services.	0
Assimilation of new residents.	0
Getting teachers/state employee salaries to the national average.	1

Priority Growth Issue 1: A High Quality Educational System

Wake Growth Issues Task Force

Results from the Second Task Force Meeting held Thursday July 17, 2008

Purpose of Meeting

The purpose of the meeting was to allow the elected officials serving on the Task Force an opportunity to discuss local government actions in support of the first of the three top priority issues previously identified—*A High Quality Educational System*.

Five Year Report Card

The meeting began with a “Five Year Report Card” presented by Wake County Planning Director Melanie Wilson, who summarized the accomplishments of local governments in Wake County relative to the recommendations of the Wake County Growth Management Strategy (2003). Using a simple matrix of recommended actions and local governments involved, the report used checkmarks to indicate areas of progress for each local government. Generally, the report cast a favorable light on area local government efforts over the past five years. During the presentation, Ms. Wilson noted that not all recommended actions were equally applicable or appropriate for all local governments participating in the Task Force.

Guest Speaker

The guest speaker for the evening’s topic was Ann Denlinger with the Wake Education Partnership. Ms. Denlinger provided an overview of numerous challenges facing public schools today, and the Partnership’s near-term plans to research and explore the very best solutions to those challenges. She concluded her presentation with a thought-provoking slide presentation on the dynamics of change today, global educational and economic changes expected over the next decade or more, and their likely implications for American students relative to students world-wide.

Small Group Discussion

The heart of the meeting was designed to maximize the opportunity for meaningful dialogue among local elected officials concerning the evening’s topic. In keeping with this objective, the following question was posed for discussion in small groups:

What can LOCAL GOVERNMENTS in Wake County do to further the desired objective? Specifically:

- (1) What can be done to support the development of a HIGH QUALITY EDUCATIONAL SYSTEM in Wake County, and***
- (2) As a subset of the question, what can local governments do to foster the development of COMMUNITY SCHOOLS?***

To answer the question in an organized way, each group was instructed to conduct its discussion according to the following process:

1. Quietly brainstorm and then list ideas in support of the objective on the flip chart.
2. Assign a rank to each idea listed.
3. Choose the two (or in one case three) highest ranked ideas to explore in greater detail.
4. Discuss the highest ranked ideas, making sure to record the discussion on the flip chart.

Small Group Reports

At the conclusion of the Small Group Discussion, each of the five Small Groups reported back to the entire Task Force on the results of their work. Each Group's work is presented beginning on the following page in accordance with the above format.

A special thanks goes to local government planning staffs in Wake County for their able assistance in facilitating the small group portion of the meeting, and in entering the raw information into the computer for analysis and report writing by the consulting planner/facilitator.

Respectfully submitted,

*Glenn R. Harbeck, AICP
Wake Growth Issues Task Force Facilitator*

Small Group Reports: A High Quality Educational System

Note: Notes from small group discussions have been typed up as recorded on flip chart sheets.

Report by Small Group A

Things Local Governments Can Do to Support a High Quality Education System

Brainstormed Ideas	# of votes
Lobby NCGA to provide greater funding for all of NC schools (especially Wake County) (including teacher's salaries).	7
Support local funding for programs that have been identified for world-class schools.	3
Help pick sites that are appropriate for community schools.	3
Encourage local businesses to invest in schools.	2
All local governments support in attitude and commitment for a world-class school system.	2
Honor top and active students and teachers at a government meeting or school assembly with Mayor or other elected officials.	1
Elected officials volunteering time in the school.	0
Expand the partnership with the County on facilities.	0
Communicate growth priorities and strategies of municipalities.	0

Idea A1: Lobby NCGA to provide greater funding for all of NC schools (especially Wake County) (including teacher's salaries).

Comments/Actions:

- As a group lobby local legislators.
- Work through contacts and friend's contacts in the legislature.
- Lobby as an urban group with other urban counties, i.e. Mecklenburg, Durham, Guilford, Forsyth, etc.
- Go to Jones St. as a group.
- Prepare an agenda with other leaders on what items we are concerned with.
- Be prepared with facts/data.

Idea A2: Support local funding for programs that have been identified for world-class schools.

Comments/Actions:

- We should all familiarize ourselves with the issues that have been presented by Wake School Board.

Idea A3: Help (Local Government to) pick sites that are appropriate for community schools.

Comments/Actions:

- Use municipalities growth priorities and strategies to help achieve this goal.

Report by Small Group B

Things Local Governments Can Do to Support a High Quality Education System

Brainstormed Ideas	# of votes
Private sector invest in school mentors.	5
Do not lose focus on vocational training.	4
Representation from local government to participate.	2
Similar school districts.	2
Support/establish of local youth groups/community.	1
Provide resources to school to assist in drop out prevention.	1

Idea B1: Private sector invest in school mentors.

Comments/Actions:

- Wake County home to world-class employers- can teach students.
- Broadening of interactions.
- Schools adopt County and County adopt schools.
- County can encourage students.
- Company(s) can motivate.
- Students out of classroom into company (classroom).
- Private sector promote attitude change- motivation.
- Provide technology from private sectors and line on future trends.

Idea B2: Do not lose focus on vocational training.

Comments/Actions:

- Provide alternate outlets for non-college bound.
- Internships to trade fields: fire, police, building trades, with use of facilities.
- Career fairs.
- Encourage private sector to volunteer in schools.
- Encourage General Assembly to recognize alternative certification(s), certification required in vocational fields, to bring in vocational instruction.
- Encourage involvement of private and local communities.
- Local government mentoring.

Report by Small Group C

Things Local Governments Can Do to Support a High Quality Education System

Brainstormed Ideas	# of votes
Implement ordinances/policies that provide for the location of community schools.	7
Invest in other educational efforts other than WCPSS.	6
Promote the development of human needs that affect learning.	6
Advocate for families that do not feel they are adequately represented by school officials.	3
Encourage citizen use of technology.	2
Be proactive in supporting local schools.	1
Services for safe and secure schools.	0
Promote local partnerships to measure and understand educational progress.	0
Work more closely with School Board so citizens know who they are.	0
Seeking consensus on issues affecting education in their community.	0

Idea C1: Implement ordinances/policies that provide for the location of community schools.

Comments/Actions:

- Create diverse neighborhoods through planning and zoning.
- Strongly encourage developer to work with school board to provide locations for schools.
- Developer offer schools with a better price (tax incentive).
- With site plan identify location for public schools.
- Promote community involvement in schools.
- Use schools for community oriented uses- Adult education/recreation.

Idea C2: Invest in other educational efforts other than WCPSS.

Comments/Actions:

- Support the development of charter/private schools.
- Support other educational groups (i.e. East Wake Education Foundation, Wake Education Partnership)
- Partnership with WCPSC to address the health and other human needs.
- Appoint a delegate from government board that is dedicated to pay attention/involvement in school matters.
- Support preschool efforts (foundation).

Report by Small Group D

Things Local Governments Can Do to Support a High Quality Education System

Brainstormed Ideas	# of votes
Create a vision with others that world-class schools matter.	4
Explore additional funding sources.	3
Cooperation/Collaboration/Communication: share the wealth and help the helpless.	3
Work with state to get Wake County funding at state average instead of 106 th out of 115.	1
Create joint-use agreements to be able to use facilities for after school activities (including Charter schools).	1
Get all Town Councils and Mayors to agree that schools are #1 and get 100s of volunteers to donate 1hr/wk.	1
Have municipalities pay for all athletic facilities and school system pay for educational facilities.	1
Provide structured and well staffed after school programs.	0
Tax breaks for school teachers.	0
Ability of obtaining/dedicating land for schools.	0

Idea D1: Create a vision with others that world-class schools matter.

Comments/Actions:

- Wake Education Partnership will be creating stakeholder/focus groups.
- Need to change focus from assignment and construction issues to educational programming; will be hard to achieve due to community issues.
- Not worried about facilities but educational programming and ensuring our schools are competitive with China/India, etc.
- Encourage more distance learning.
- Improve access to on-line educational opportunities.
- If every school in Wake County is a world-class school, where students go to school will not be as big an issue.
- When selling the idea need to consider the effects this will have on the educators.

Idea D2: Cooperation/Collaboration/Communication: share the wealth, help the helpless.

Comments/Actions:

- Money is not necessarily the answer, but is part of it.
- Are talented leaders and teachers being placed into the schools that need them/equally?
- Program equity.

- There is 1 school district, but 12 municipalities who feel that they are competing for resources- if school assignments follow town boundaries this issue will continue.
- “A rising tide lifts all boats”
- Need to educate citizens on why this is important.

Report by Small Group E

Things Local Governments Can Do to Support a High Quality Education System

Brainstormed Ideas	# of votes
Mixed income communities (inclusionary zoning).	4
Partnering community development job training programs with the public school district.	(missing dots, but winner)
Assist with marketing and educating the community in global awareness.	3
Make commitment throughout Wake County for affordable housing for teachers (no dorm rooms).	3
Being more proactive in identifying sites and utilities for Wake County Public Schools and Charter Schools.	1
Smaller schools in communities based on local ordinances.	1

Idea E1: Mixed income communities (inclusionary zoning).

Comments/Actions:

- A tool municipalities use.
- Affordable housing for teachers.
- Town offers incentive programs win/win to teachers (lower interest rate homes)
- Not world class if can’t attract teachers to Wake County (can’t afford to live here- salary/housing.)
- Transit/housing lines.
- Compact development schools near housing.
- First time home buyers- program to teach property upkeep, maintenance (stable communities).
- Maintain home ownership/renter balance.
- Partnering with schools to establish community wellness center.
- Co-facilities 24-hour utilization.

Idea E2: Partnering community development job training programs with the public school district.

Comments/Actions:

- Taking advantages of facilities school have.
- School facilities cost too much to use.
- Partnering programs, not just facility- working with schools on curriculum development for identifying career opportunities.

- School system and Wake Tech working to recruit industry and develop job training program- will help towns economically.
- Preschool and early college programs.
- Before and after school programs.
- Using teachers as resource to identify needs of youth in community.
- Using the public affairs channels to disseminate information to inform of community issues/school issues.
- Open up lines of communication and establish cooperation/feedback between school district and town.

Team Members by Group, July 17, 2008

Green

Mayor Keith Weatherly (Apex)
Council Member Mike Jones (Apex)
Mayor J. Harold Broadwell, II (Wendell)
Commissioner Beverly Clark (Zebulon)
Commissioner Harold Webb

Gold

Councilman Don Frantz (Cary)
Mayor Pro-Tem Tim Sack (Holly Springs)
Mayor Pro-Tem Liz Johnson (Morrisville)
Commissioner Tom Murry (Morrisville)
Commissioner Dale Beck (Zebulon)

Blue

Commissioner Cindy Sheldon (F-V)
Commissioner Pete Martin (Morrisville)
Mayor Vivian Jones (Wake Forest)
Patti Head (BOE)
Vice-Chair Betty Lou Ward

Silver

Commissioner Charlie Adcock (F-V)
Councilor James Roberson (Knightdale)
Nancy McFarlane (City of Raleigh)
Commissioner Margaret Stinett (Wake Forest)
Kevin Hill (BOE)

Red

Alderman Ken Marshburn (Garner)
Vinnie DeBenedetto (Holly Springs)
Mayor Russell Killen (Knightdale)
Beverley Clark (BOE)
Chairman Joe Bryan

Priority Growth Issue 2: Increased Mass Transit Opportunities, Part A Wake Growth Issues Task Force

Results from the Third Task Force Meeting held Thursday August 14, 2008

Purpose of Meeting

The purpose of the meeting was to allow the elected officials serving on the Task Force an opportunity to discuss local government actions in support of the second of the three top priority issues previously identified—*Increased Mass Transit Opportunities*. This was the first of two meetings intended to discuss this issue.

Guest Speakers

The guest speakers for the evening's topic were Ed Johnson with the Capital Area Metropolitan Planning Organization (CAMPO), Damian Graham with Triangle Transit (formerly Triangle Transit Authority), and Mayor Vivian Jones from the Town of Wake Forest. Mr. Johnson lead off with a comprehensive overview of the structure of transportation planning and implementation in the Triangle region. He was followed by Damian Graham who described the responsibilities, accomplishments, and initiatives of Triangle Transit since its creation by the General Assembly in 1989. Mayor Jones concluded the panel of presentations by describing the recent successful effort of the Town of Wake Forest in securing a new daily bus service to and from downtown Raleigh, including a local circulator and feeder bus within the community.

Small Group Discussion

In keeping with the topic of discussion for the meeting, the following questions were posed for discussion in small groups:

(1) What is a robust transit system?

and

(2) What can local governments do to help implement improved mass transit?

To answer the question in an organized way, each group was instructed to conduct its discussion according to the process outlined at previous meetings of the Task Force.

Small Group Reports

At the conclusion of the Small Group Discussion, each of the five Small Groups reported back to the entire Task Force on the results of their work. Each Group's work is presented beginning on the following page.

Once again, special thanks goes to local government planning staffs in Wake County for their able assistance in facilitating the small group portion of the meeting, and in entering the raw information into the computer for analysis and report writing by the consulting planner/facilitator.

Respectfully submitted,

*Glenn R. Harbeck, AICP
Wake Growth Issues Task Force Facilitator*

Small Group Reports: Increased Mass Transit Opportunities, Part A

Note: Notes from small group discussions have been typed up as recorded on flip chart sheets.

Report by Small Group A

(1) What is a robust transit system?

Brainstormed Ideas	# of votes
Meets need all riders in following ways-	9
Convenient	
Timely	
Clean	
Safe	
Dependable	
Attractive	
Accessible	
Affordable	

(2) What can local governments do to help implement improved mass transit?

Brainstormed Ideas	# of votes
Bold leadership and vision to make it happen.	3
Find resources and courage to fund transit.	3
Intergovernmental planning.	2
Change culture (transit perception).	1
Provide education opportunities to citizens who typically do not ride public transit.	0
Lead by example- use transit.	0

Report by Small Group B

(1) What is a robust transit system?

Brainstormed Ideas	# of votes
One that offers connections with other systems.	3
Needs public support/buy-in.	2
Quality transportation- comfortable, on time.	2
Frequent runs/schedules- circulators must be frequent.	2
One that is accessible to the most people.	1
Safe, clean, bike and stroller friendly, web and information linked, cell schedules- quality.	1
Includes all key areas/destination points.	1
Needs to be affordable/possibly free/ certain routes free.	1
Well managed.	1
On time robust system.	0
Flexible- needs to be able to adjust on demand.	0
Frequent stops.	0
Transit tied to land use/coordination with land use.	0
Links to other parts of state/counties.	0
More education/marketing.	0

(2) What can local governments do to help implement improved mass transit?

Brainstormed Ideas	# of votes
Provide vision- planning, a multi-modal system, leadership for that vision.	4
Regional cooperation to create connected system.	3
Define what needs are for public.	2
Leadership to educate citizens to use.	2
Prioritize system assistance based on financing and needs.	2
Funding.	1
Buy-in support/partnership- each town needs to buy in land use plan to include robust system.	1
Funding-looking at bonds/referendums.	0
Help provide areas for stations.	0
Update ordinances to call for transit.	0
Leadership- support, help selling it, why it makes sense, will keep taxes low, can't build enough roads, etc.	0

Report by Small Group C

(1) What is a robust transit system?

Brainstormed Ideas	# of votes
Bus, rail, and HOV lanes (multiple modes).	5
Provides connecting routes effectively and quickly and frequently.	4
Meet the needs of different social and economic groups.	3
Include opportunities and connections for pedestrians, cyclists, and “segwayians”	3
Planned neighborhoods with planned street system.	1
Available to all citizens and be cost-efficient.	0
Environmentally sound and does not create environmental problems.	0
Connectivity within region but also to places outside of our region.	0
Flexible options- emergency options.	0

(2) What can local governments do to help implement improved mass transit?

Brainstormed Ideas	# of votes
Re-educations of the public on the importance of carpooling, transit use, etc.	3
Establish transit system goals in plans.	2
Encourage appropriate land use and zoning.	2
Devote the time and effort (by elected officials and staff) to create the system.	2
Join with other local governments to provide effective regional systems.	2
Leadership for financially shared system between users and government.	1
Lobby state legislature for additional funding.	1
Advocate and lobby with congressional delegation for funding.	1
Provide negative incentives for car use.	1
Provide some money.	0
Survey citizens.	0
Ensure that the transportation system is environmentally sound.	0
Provide incentives to employees to carpool and use transit (e.g. Wake County Employee transit passes)	0
Support research for new and alternative energy sources.	0

Report by Small Group D

(1) What is a robust transit system?

Brainstormed Ideas	# of votes
Incorporates all modes of transportation to successfully serve the needs of the community.	4
One that serves the present and anticipates the future needs of residents.	3
A system where we survey the public to see what the public wants.	2
A reliable system for both locals and visitors.	1
A system that is effective in moving people quickly and safely.	1
Enabler of walkable communities.	0
A system that is usable for a wide variety of people.	0
A development driver.	0
Must be affordable and adaptable to changing events and circumstances.	0
Seeks the most innovative solutions.	0

(2) What can local governments do to help implement improved mass transit?

Brainstormed Ideas	# of votes
Encourage more regional cooperation and planning for transit and land use.	3
Develop consistent TOD standards across all municipalities.	3
Involve schools in transit planning.	2
Model and encourage the use of transit alternatives.	1
Educate the public on transit.	1
Require innovative leadership and adequate funding sources.	1
Counties approve a voted business plan if ½ sales tax passes.	1
Land use planning protection.	0
Adequate planning and implementation.	0
Invest in transit and eliminate hurdles.	0
Linking land use and transportation.	0
Municipalities get more involved in the bus business.	0
Have toll roads pay for transit.	0

Report by Small Group E

(1) What is a robust transit system?

Brainstormed Ideas	# of votes
Allows citizens to move to major employment and activity centers quickly.	3
Reliable and affordable.	3
System provides convenience to citizens, connects key points in county (6 days per week)	3
Continuous safe movement to work, play and home.	2
Flexible in changing routes based on change in population centers.	2
Convenient (schedules frequent, stops nearby).	2
Flexible options (variety).	0
Cleanliness of vehicles (i.e. clean diesel, bus itself).	0

(2) What can local governments do to help implement improved mass transit?

Brainstormed Ideas	# of votes
Plan for long range needs, set aside R/W, density at transit stops.	5
Aid to find resources to support transit system.	4
Make it happen!	2
Participate in routing decisions.	2
To engage citizens to provide feedback in support of system (use survey instrument).	1
Provide money!	1
Take risks.	0

Team Members by Group, July 17, 2008

Group A

Vice-Chair Betty Lou Ward
Patti Head (BOE)
Matt Livingston (Rolesville)
Commissioner Cindy Sheldon (F-V)

Group B

Commissioner Dale Beck (Zebulon)
Thomas Crowder (City of Raleigh)
Mayor Pro Tem Liz Johnson (Morrisville)
Mayor Pro Tem Tim Sack (Holly Springs)

Group C

Mayor J. Harold Broadwell, II (Wendell)
Commissioner Lindy Brown
Commissioner Beverly Clark (Zebulon)
Council Member Mike Jones (Apex)
Commissioner Harold Webb

Group D

Chairman Joe Bryan
Beverley Clark (BOE)
Alderman Ken Marshburn (Garner)
Nancy McFarlane (City of Raleigh)
Pat Wharton (Rolesville)

Group E

Commissioner Charlie Adcock (F-V)
Kevin Hill (BOE)
Council Member Gene Schulze (Apex)
Commissioner Margaret Stinnett (Wake Forest)
Councilor James Roberson (Knightdale)

Priority Growth Issue 2: Increased Mass Transit Opportunities, Part B Wake Growth Issues Task Force

Results from the Fourth Task Force Meeting held Thursday September 18, 2008

Purpose of Meeting

The purpose of the meeting was to allow the elected officials serving on the Task Force to continue discussing local government actions in support of *Increased Mass Transit Opportunities*. This was the second of two meetings intended to address this issue. The format of this meeting differed from previous meetings of the Task Force, in that more time was allotted to the guest speakers. Hence, more of this Report is devoted to a summarization of comments, observations and recommendations of the guest speakers.

Once again, special thanks goes to local government planning staffs in Wake County for their able assistance in recruiting speakers for the meeting and in facilitating the small group portion of the meeting.

Respectfully submitted,

*Glenn R. Harbeck, AICP
Wake Growth Issues Task Force Facilitator*

Guest Speakers

The guest speakers for the evening's topic were *Joe Millazo*, Executive Director of the Regional Transportation Alliance, the Honorable *Deborah Ross*, Representative, General Assembly, and *Paul Morris*, Vice President for Sustainable Development with the Cherokee Fund.

Remarks of Joe Millazo Executive Director, Regional Transportation Alliance

Mr. Millazo began with an overview of transit services in the Triangle region. He referred to a map prepared by the Alliance dated July 2008 showing the numerous transit providers operating in the region, the routes they serve and the frequency of service. The Alliance prepared the map to increase awareness and understanding by the public, as well as various interest groups, as to existing transit services already operating within the region. He noted that the numerous transit service providers present a unique challenge but also opportunity.

Mr. Millazo then referred to a position paper prepared by the Alliance regarding the organization's support for the final Special Transit Advisory Commission (STAC) regional transit vision. The position paper emphasized the following elements of the STAC report:

A Three-Pronged STAC Regional Transit Vision

1. Enhanced regional and local bus service, to precede other, more capital-intensive investments.
2. Several subregional transit circulators, initially operating as buses, but with some becoming light rail and trolley.
3. A 56-mile regional rail system touching the largest population centers in the region, perhaps preceded by commuter rail.

A Substantial Local Option Funding Source

The position paper also notes that the Regional Transportation Alliance supports efforts to establish a substantial local option funding source, such as a ½ cent sales tax or equivalent, complemented by state funding.

Two Critical Principles

Further, the Alliance believes that two principles will be critical for consolidating support for the necessary sequence of regional transit investments:

1. A new model of governance and public accountability that is necessary to gain approval of area voters and boards of county commissioners. This new model will be required to implement the transit system with spending and priorities as authorized by area counties, and as overseen by a regional board of trustees comprised of local elected officials representing taxpayers across the region.
2. Detailed study of technology, project sequencing, integrated land use planning, and pedestrian-bicycle options to maximize return on investment as measured by quality of life.

Long Range Perspective

Mr. Millazo emphasized the need to think long range. He noted that, normally, by the time the average citizen and voter recognizes a need for transit and is willing to support improvements, it is 10 years after system implementation should have been started.

Vision and Statement of Purpose

He concluded his remarks by noting the following Vision and Statement of Purpose as supported by the Regional Transportation Alliance:

Vision For Regional Transit: A rationale, affordable, and scalable transit system that is accountable to and supported by the public and contributes to our region's future economic vitality and quality of life.

Statement Of Purpose: Our goal is to accelerate the creation of an intermodal (bus, circulators/connectors, rail) transit network—consistent with the recommendations of the Special Transit Advisory Commission (STAC)—funded by a ½ cent sales tax in each county with a state match and any eligible federal match.

Remarks of the the Honorable Deborah Ross, Representative, General Assembly

Legislation Proposed

Ms. Ross is one of 4 principal sponsors of the House side of the General Assembly for House Bill 2363 (*and Senate Bill 1894: "An Act to Establish a Congestion Relief and Intermodal Transportation 21st Century Fund..."*). If passed, the bill would help provide significant, reliable funding for transit through a cooperative funding arrangement between the state and local governments. The bill is expected to be reintroduced in February of 2009 for consideration during the long session of the General Assembly.

Ms. Ross spoke of the political support that will be needed to get the transit legislation approved. She noted that Raleigh has the second largest delegation in the North Carolina

General Assembly. Further, she expects that the Charlotte, Guilford County and Forsyth County delegations will also lend their support to the bill.

Need for Transit

Ms. Ross voiced several reasons why she is passionate about the need for improved transit services in the Triangle region, and why the proposed legislation is so critical. She noted that the region is already at least 10 years behind where it should be relative to transit services. She observed that the several bus systems carrying passengers from one community to another are inadequate, given the growing volume of traffic on area thoroughfares. Ms. Ross also commented that circulator systems are needed to move riders about within each community and to carry passengers to inter-city transit stations. She also pointed out that transit routes and stations can be highly effective in dictating the location of growth and in creating new incentives for appropriate development densities. New transportation infrastructure, and particularly transit facilities, are especially effective in creating favorable expectations about future investments in real estate.

Funding of Transit

Ms. Ross spoke of the importance of creating several reliable revenue streams to fund transit improvements. She mentioned several traditional funding sources including vehicle registration fees, car rental taxes, sales taxes and property taxes. Funding sources particularly relevant to station development include joint investment revenues and tax increment financing (TIF) around transit stations. Ms. Ross noted that the “burst” in the value of real estate around transit stations makes TIF a very appropriate financing tool.

Ms. Ross further observed that borrowing money is necessary to fund a service and infrastructure as significant as public transit. There is no way of getting around it. Sales tax revenues, such as those employed successfully in Charlotte to fund transit facilities, create a secure revenue stream, resulting in a better bond rating when borrowing capital.

In addition to the legislation being sponsored in the General Assembly, Ms. Ross believes that there is also a role for Federal government support of transit. Unfortunately, revised federal funding guidelines for mass transit tend not to support “start up” enterprises such as those proposed for the Triangle. Rather, Federal funding formulas lean toward existing large scale systems such as those in New York City, Chicago and elsewhere.

Nonetheless, Ms. Ross noted that the Triangle area offers great opportunity for transit given the disproportionately high percentage of young people in the region, along with an aging population. Both of these groups have a high level of dependency on transportation and mobility services provided by others.

Ms. Ross concluded by encouraging local elected officials present in the audience to go to www.ncleg.net to become better informed as to the particular provisions contained in House Bill 2363 and Senate Bill 1894.

Remarks of Paul Morris, Vice President, Cherokee Fund

Mr. Morris heads up sustainable development initiatives for the Cherokee Fund, a private equity real estate firm. The firm specializes in creating partnerships with communities to “*return contaminated properties to clean, safe and productive use.*” Mr. Morris’ talk at this meeting focused on the subject of **Transit-Oriented Development or TOD**. While Mr. Morris has national and international experience in promoting sustainable development, much of his early experience in the area of TOD came from Portland, Oregon where he resided and practiced landscape architecture and public policy mediation for twenty years.

Private Sector Perspective

Mr. Morris began his talk by noting that TOD helps his firm make money for investors. He also commented that developers are simply implementers of local government rules, with a profit motivation. It is important that local governments and developers not view each other as adversaries, but rather as partners trying to achieve common goals. He would return to this overall theme several times during his presentation. He noted that the new arena for development and investment may be described as “city/regions.” The Research Triangle of North Carolina is such a region.

Some principles for getting TOD done are:

Mr. Morris offered the following salient principles for implementing TOD:

- Understand that business cycles operate in one to two year rhythms, so it is best to align business cycles and elections.
- It is important to be able to break long range transportation and development plans into short range actions.
- Regionalism should be recognized as common action for regional good, without giving up home rule.
- Transportation drives land use. This has been the case since at least the early days of the railroad and has not changed with each major transportation era.
- It is important that local governments manage their land resource wisely in concert with transportation improvements—it is their greatest lasting resource.
- Creating and sustaining *civic places* is a critical element of TOD.
- There must be a fine-grained network of streets and an integration of multi-nodal transportation available at each TOD.

The Charlotte Example

Mr. Morris described several facets of the development of light rail transit services and TOD in Charlotte, NC.

Features:

- Funding for the transit system provided for tracks and cars but not enough for stations.
- Tax increment financing (TIF) was employed at the station level to pay for construction of the transit stations.
- High development densities and a mixture of residential and non-residential uses were critical in making TOD feasible.
- The TIF accelerated growth around the stations.
- Ultimately, surplus tax revenues result from the development around each station made possible by TIF.

Benefits:

- Obviously, one benefit is increased transit ridership and less dependency on the automobile. At present, suburban households spend about 40% of their income on automobile-based transportation, while urban households spend 8 to 16%.
- Local governments are able to capture the value of an enhanced tax base around the stations.
- Leveraged infrastructure investment can help distressed properties.

Small Group Discussion

In keeping with the topics of discussion for the meeting, the following question was posed for discussion in small groups:

What can local governments do to help implement the ideas presented this evening (Funding, Private Sector Investment)?

To answer the question in an organized way, each group was instructed to conduct its discussion according to the process outlined at previous meetings of the Task Force.

Small Group Reports

At the conclusion of the Small Group Discussion, each of the Small Groups reported back to the entire Task Force on the results of their work. Each Group's work is presented beginning on the following page.

Small Group Reports: Increased Mass Transit Opportunities, Part B

Note: Notes from small group discussions have been typed up as recorded on flip chart sheets.

Report by Small Group A

What can local governments do to help implement the ideas presented this evening (Funding, Private Sector Investment)?

Brainstormed Ideas
Passage of transfer tax in Wake County
Work more closely with Developmental Communities
Regional Coordination of Comprehensive Plans or Regional Plan
Land Use rules need to make it easier to develop around transit stations
Identify transit stations
Adequate infrastructure for desirable development; enable “full-buildout”

Report by Small Group B

What can local governments do to help implement the ideas presented this evening (Funding, Private Sector Investment)?

Brainstormed Ideas
Utilize Transfer tax option (would generate more than sales)
Utilize TIF
Zoning & Land Use Regulations
Pre-zone land/municipal-land banking
Coordinate land planning with adjacent municipalities to ensure cohesive transit/land use plans
Get buy-in on transit locations from local residents to support densities in specified areas
Ensure adequate infrastructure is available to support the densities anticipated
Courage
Support sales tax initiative even if unpopular

Report by Small Group C

What can local governments do to help implement the ideas presented this evening (Funding, Private Sector Investment)?

Brainstormed Ideas
Transportation Lottery
Equitable Options (funding)
Tolls
Certificates of Participation
½ cent sales tax
Solicit Contribution
Matching Federal \$
Reform in equity formula

Report by Small Group D

What can local governments do to help implement the ideas presented this evening (Funding, Private Sector Investment)?

Brainstormed Ideas
Strong advocates/lobbying legislation for action
Educate businesses & local community
Amend laws to allow private ownership/investment in the public sector
Revise ordinances to allow mixed use
Public/private partnerships
Master planning in transit corridors to allow needed density
Find “champions” for transits.
Use transit stations as a redevelopment tool for depressed areas
Active marketing to promote benefits.

Team Members by Group, September 18, 2008

Group A

Mayor Vivian Jones (Wake Forest)
Co. Commission Vice-Chair Betty Lou Ward
Commissioner Pete Martin (Morrisville)
Vinnie DeBenedetto (Holly Springs)
Alderman Ken Marshburn (Garner)
Commissioner Beverly Clark (Zebulon)

Group B

Mayor J. Harold Broadwell, II (Wendell)
Mayor Pro Tem Tim Sack (Holly Springs)
Town Councilman Jack Smith (Cary)
Thomas Crowder (City of Raleigh)
Mayor Pro Tem Liz Johnson (Morrisville)

Group C

Kevin Hill (Board of Education)
Commissioner Margaret Stinett (Wake Forest)
Wake Co. Commissioner Lindy Brown
Commissioner Charlie Adcock (F-V)
Councilor James Roberson (Knightdale)

Group D

Kevin Hill
Margaret Stinnett
Commissioner Lindy Brown
Charlie Apcock
James Robertson

How Would You Define Regional Cooperation and Planning?

Before the meeting was adjourned, facilitator Glenn Harbeck reminded the group that next month's meeting would be about the last priority issue identified by the Task Force—*Regional Cooperation and Planning*. To help frame the discussion for the October meeting, Mr. Harbeck polled the group, asking each attendees to describe some important elements of regional cooperation and planning from their perspective. The responses follow:

- Greenways
- Triangle J
- ETJ/Annexation
- US 1 Corridor
- Exchange of ordinances, map changes
- Education/schools
- Employment centers to bedrooms
- Funding of infrastructure
- Tax base sharing
- Greenways/buffering standards
- Transportation planning, transit
- Air quality
- Fair share housing
- CAT System
- Projects at boundaries
- Cross currency (legalistic)
- Water resources
- Sharing information
- Mandatory consideration
- Consistency required
- Common planning and zoning language

Meeting was adjourned.

Priority Growth Issue 3: Joint Planning and Cooperation Wake Growth Issues Task Force

Results from the Fifth Task Force Meeting held Thursday April 16, 2009

Purpose of Meeting

The purpose of the meeting was to allow the elected officials serving on the Task Force to discuss local government actions in support of *Joint Planning and Cooperation*, with a special focus on land use and infrastructure. This was the third and final priority issue that the Task Force had identified. The format of this meeting was a panel discussion followed by questions, comments and interaction between the panelists (eight of the area's planning directors) and Task Force members. Hence, this Report focuses on a summarization of questions, comments, observations and recommendations that came out of the discussion.

Respectfully submitted,

*Glenn R. Harbeck, AICP
Wake Growth Issues Task Force Facilitator*

Opening Remarks by Betty Lou Ward, GITF Chair

Ms. Ward welcomed all present back to the GITF process after a recess of several months. She noted that much had changed in the world and in Wake County since the GITF had last met in September of last year. Ms. Ward observed that the economic downturn was having an impact on all local government budgets, and Wake County was no exception. She recounted some of the actions that the County was taking to tighten its belt, while at the same time acknowledging recent successes (e.g. new parking deck) that were nonetheless being achieved. Ms. Ward noted that Wake County continues to be one of the fastest growing metropolitan areas in the country and is now the 57th most populous county in America. In the state of North Carolina, only Mecklenburg County has a larger population, and projections are that Wake will likely overtake Mecklenburg in that regard in the near future. She concluded her remarks by calling attention to the upcoming 2010 U.S. Census and the formation of a “Complete Count Committee” of which all local governments in Wake County should be vitally interested. One important goal is to push for a higher return rate on Census surveys than was achieved during the 2000 Census (71%).

Panelists

The panelists for the afternoon’s topic were:

Gina Clapp, Planning Director, Holly Springs
Ben Hitchings, Planning Director, Morrisville
Dianne Khin, Planning Director, Apex
Chip Russell, Planning Director, Wake Forest
Mitchell Silver, Planning Director, Raleigh
Mike Sorenson, Planning Director, Fuquay-Varina
Jeff Ulma, Planning Director, Cary
Melanie Wilson, Planning Director, Wake County

The panel was moderated by John Hodges-Copple, Planning Director with Triangle J Council of Governments

Introductory Remarks by John Hodges-Copple, Planning Director, Triangle J Council of Governments

Mr. Hodges-Copple's remarks are repeated here below, beginning and ending with brackets [] and in a different font.

[Some introductory remarks to prompt some thinking. Although these remarks are focused on Wake, many of the same issues are just as important in your dealings with neighbors outside of Wake. My remarks are organized as follows:

- 1 factoid
- 2 caveats
- 3 provocative thoughts
- 4 tools
- 5 examples

1 factoid: Taken together, the boundaries of the Long-Range Urban Service Areas within Wake County – the ultimate borders of your communities with one another – total 304 miles. The Wake County boundary is another 132 miles, meaning that just from a geographic perspective, you will have more than 430 miles of cooperation to deal with. Not to scare you, but the DMZ in Vietnam was only about 62 miles long and look at all the trouble THAT caused.

2 caveats: i. Some cooperation works better with the support and/or assistance of state government.
ii. Successful cooperation requires sustained leadership.

Provocative thought #1: We have formal processes to cooperatively address transportation investments and school investments on a county (or county-plus) basis, but not the issue that determines the need for those transportation and school investments: development decisions.

Provocative thought #2: Although we cling fiercely to local land use decisions so that we can determine our own destinies, it may only be through cooperative decisions that our communities can achieve the very destinies they seek.

Provocative thought #3: Within a generation or so, Wake County will begin to move from primarily a "growth model" to primarily a "sustenance model;" the county's essential growth pattern will be set. Are you establishing the structure to make this transition and how do you know that you will have the pattern you want to sustain?

4 tools: If the goal is to change what would otherwise occur, communities have 4 basic tools

1. Educate – provide reasons to act and the information needed to do so
 2. Facilitate – change the structure or process for cooperative action
 3. Stimulate – provide incentives or make investments that promote desired actions
 4. Regulate – create standards for specific actions
- or*
5. Stagnate? – no change: keep doing what you've done; keep getting what you've got

5 examples: There are worthwhile examples to consider, that you can do if you choose, without upsetting the apple cart (although sometimes upsetting the cart may be a good choice).

1. Work together at the borders (Center of the Region Enterprise [CORE]).
2. Expand the process for considering the big stuff: Developments of Regional Impact (DRI).
3. Support and reward local decisions that serve regional (county) needs: Livable Communities Initiative (LCI) in Atlanta and other regions.
4. Plan together for critical investments, then reward decisions that follow the plan and support the investment strategy (Auckland Regional Plan and *Infrastructure Auckland* \$).
5. Establish formal structures to share benefits and burdens that don't have a structure the way transportation and schools do: e.g. "fair share" housing allocations (NJ, MA, CA), tax-base sharing (MN).]

Observations by Planning Directors on the Panel

Ben Hitchings, Planning Director, Morrisville

Mr. Hitchings drew an analogy between local governments in Wake County and a well known Christmas carol he renamed “12 Muni’s Growing”. He further identified Mr. Hodges-Copple’s five useful examples as “Five Golden Rings” to be pursued. With regard to Morrisville in particular, he noted that the town was basically built out within its 10 square miles to its fixed borders. Further, the town is now in a major redevelopment phase. He pointed to the Center of the Region’s cooperative work in developing a joint pedestrian, bicycle and greenways plan as an example of good things that can happen when local governments work together on a common goal. Finally, he noted that the Town’s significant common border with Cary presents on-going challenges concerning spillover effects from major developments (also known in the planning profession as *Developments of Regional Impact* or *DRI’s*).

Chip Russell, Planning Director, Wake Forest

Mr. Russell recalled for the group the significance of the original “Urban Services Area” study and agreement that established the ultimate future growth boundaries for all towns in Wake County. While he acknowledged that implementing the study had not been without conflict from time to time, it was nonetheless a landmark joint planning accomplishment. He also mentioned the more recent CAMPO Study of US 1 involving all of the jurisdictions and other stakeholders within that important transportation corridor. Finally, he suggested that if the work of the Task Force is to have effect, the current GITF or some variant of it should continue on with implementation.

Melanie Wilson, Planning Director, Wake County

Ms. Wilson began by asking all present if they were aware that local government planning directors in Wake County met every other month to share information and discuss matters of common concern. She noted that the meetings rotated among the various municipalities to allow the directors to become more familiar with local issues in each community. Ms. Wilson next pointed out that the County routinely sends copies of plans prepared by Wake County to other jurisdictions and neighboring counties. Examples of cooperative planning involving the County included the Water Consortium (growth areas related to water and sewer service areas) and the joint planning initiative for the Harris Lake Watershed Area Open Space Plan.

Jeff Ulma, Planning Director, Cary

Mr. Ulma commented that the Town of Cary has adopted boundary agreements with neighboring local government jurisdictions in Wake County. These agreements cover future annexations and utility service areas. A joint planning initiative and similar understanding with Chatham County had been underway but has become stalled. The Town of Cary also works cooperatively with Wake County Schools on many issues.

Dianne Khin, Planning Director, Apex

Echoing an earlier remark from John Hodges-Copple, Ms. Khin cited an example where state intervention was instrumental in facilitating useful joint local planning: *Western Wake Partners*. (Editor’s note: The Towns of Apex, Cary, Holly Springs and Morrisville came together as partners to address a regulatory mandate issued by the North Carolina Environmental Management Commission (EMC) and the North Carolina Department of Environment and Natural Resources (NCDENR) Division of Water Quality (DWQ). The Western Wake Regional Wastewater Management facilities will provide the foundation for regional wastewater service capacity to meet existing and forecasted demand in the service area. See <http://www.westernwakepartners.com/>)

Gina Clapp, Planning Director, Holly Springs

Ms. Clapp remarked that when the comprehensive plan for Holly Springs was prepared two years ago, the Town made a special effort to share its intentions with neighboring communities. Significantly, the future land use map in the plan includes, along its margins, portions of the map plans of adjoining jurisdictions. It is important that community plans not be prepared in a vacuum. Currently, Holly Springs is dealing with the impacts of development and transportation issues as related to Harnett County. Ms. Clapp noted that it is critically important for communities to work at the macro level when considering long range planning (e.g. I-540 impacts.)

Mitch Silver, Planning Director, Raleigh

Mr. Silver commented on the excellent professional rapport among planning directors in Wake County. This is an important factor in cooperative planning. He noted the many planning issues must be dealt with on a regional basis including: energy, telecommunications, transit and affordable housing to name a few. He noted how important it is to plan now for the projected additional 200,000 residents that Raleigh will have to accommodate over the next 20 years. Mr. Silver concluded with a warning that, without a change in the way we manage our growth, the Triangle area is currently headed down the same path as the Atlanta metro area, one of the worst planning messes in the United States.

Mike Sorenson, Planning Director, Fuquay-Varina

Mr. Sorenson observed that his current focus of attention is largely in the direction of Harnett County. Military base expansions at Fort Bragg will bring large numbers of additional personnel and associated economic and housing impacts to the region. The US 401 corridor from Fayetteville to Raleigh commands attention. Sewer services now extend all the way down to Lillington. The Town of Angier is emerging as a new growth center.

General Discussion, Questions and Answers, Reflections

The group elected to stay in a general discussion session for the balance of the meeting rather than breaking into small groups. A summary of questions, answers and comments follow. The facilitator has grouped the questions and comments under logical headings.

ROLE OF THE PROFESSIONAL PLANNERS

Question: Is there a set structure for the bi-monthly meetings of the planning directors?

Answer (Wilson, et al): The structure varies according to the issue discussed. Sometimes there are e-mails or spread sheets sent around summarizing decisions made. Sometimes there are coordinating memos or communications with town managers, but the group tries to handle things themselves whenever possible.

Question: Do you publish any solutions?

Answer 1 (Clapp): Usually, “solutions” are not published but have important impacts behind the scenes. An example is how planners coordinate with the school administration on student population projections by location. Planners and the schools work with a computer program housed at NC State that incorporates and analyzes data on housing starts, subdivisions, and price ranges by specific nodes. (There are 260 nodes, for example, in Holly Springs.) This data is employed to predict where new schools or school expansions are needed. The quality of the data and resulting predictions have improved enormously in recent years as a result of this cooperative effort.

Answer 2 (Hitchings): Regarding solutions related to schools-- In Morrisville, we’ve gone from 2,500 residents in 2000 to 16,000 residents today. We don’t have land tracts

suitable for a new school, so they are being placed in Cary next door. Regardless, school drawing areas need affordable housing to increase diversity without extensive bussing.

Question: Why aren't planners more forthright in speaking up on the issues when they know something critical is at hand?

Answer (Silver): Planners work in a highly political environment and must often consider the forcefulness of their opinions in light of political realities. They must work with tact and diplomacy when putting forth their professional views so as to avoid offending and permanently alienating one group or another from the public dialogue. On highly controversial issues, most planners do their best to provide objective information and allow decision-makers to draw the appropriate conclusions.

AFFORDABLE HOUSING

Question: What should be done about the affordable housing issue in Wake County?

Answer (General Discussion): There is no doubt that the availability of affordable housing is critical to many aspects of community planning. Terms often employed to describe affordable housing include *inclusionary housing*, *fair share housing*, and *work force housing*. Comment was made that *fair share housing* is a bad term as it implies that communities accepting their *fair share* of housing are taking in an objectionable form of development. Comment was made that a better term might be "*housing for all*". The less centrally located communities of eastern Wake County have been the areas most likely to see a larger percentage of affordable housing units. When the current recession ends and gas prices go back up, commuting costs will once again supplant the affordability of these more distant locations. We need to find more sites for affordable housing closer in, near jobs, services and public transportation. It takes a major regional commitment to make affordable housing work.

Question: Is there a place for affordable housing in Cary?

Answer (Ulma, et al.): Cary does have affordable housing and continues to work to see that more is provided. The Town employs housing rehabilitation and works with DHIC and Habitat for Humanity. The Town budget includes a line item specifically for the purpose of encouraging affordable housing (\$3-4 million last fiscal year). The Town uses its CDBG entitlement to assist with affordable housing. The Town has helped provide for about 100 affordable housing units in the past two years. (For Cary, *affordable* is about \$135,000 or less, generally.) The developer of the Cary Park Planned Unit Development earmarked several "pods" for affordable housing. All that said, real estate market realities heavily influence the location of affordable housing in the region.

Question: What are some other issues in affordable housing?

Answer (General Discussion.): Land costs may be prohibitive for affordable housing on single family lots. Townhouses, condos and apartments can be provided at less cost. They are also consistent with the need for a more dense and therefore more walkable community. It is better to scatter affordable housing around the community rather than concentrating it in large complexes. Multi-unit structures can be built at a mass and scale consistent with nearby single family homes. Side entrances can obscure the multi-unit nature of the structure. Chapel Hill has inclusionary zoning that requires that a certain percentage of homes in a new development must be affordable. Montgomery County, Maryland has had inclusionary zoning requirements for several decades. The City of Raleigh is looking to encourage affordable housing near transit stations and along bus routes.

Question: What about providing for affordable housing through accessory units?

Answer (General): (Editor's note: Accessory units are smaller housing units either within, attached to or on the same lot as a larger principal housing unit. Mother-in-law suites, garage apartments, and back yard granny flats, to name a few, are all forms of accessory housing.) The principal advantage of accessory housing is that there are no

land costs or additional infrastructure needed (streets, water, sewer, etc.). Accessory housing may be one answer to housing the aging baby boom generation. Baby boomers will eventually be unable to drive and it will not be possible or affordable to institutionalize this entire generation in assisted living facilities. Even now, as the country is experiencing a severe economic downturn, some extended families are moving in together to share housing costs. Homes in many post-war large lot subdivisions have ample lot area to accommodate another smaller housing unit. Obstacles to accessory housing include private restrictive covenants that allow only one housing unit per lot. Also, after decades of large lot, single family development, much of the American public sees the addition of accessory housing as a threat, rather an opportunity. Education and perceptions must change to see that future subdivisions are not be bound by such restrictions.

Question: What mechanisms are available to keep affordable housing affordable when it changes hands?

Answer (Silver): A significant bureaucracy is necessary to monitor and manage the resale of affordable housing.

Answer (Wilson): Conditions can be incorporated into the original purchase agreement spelling out how the unit may be priced (e.g. percent increase tied to consumer price index) and how the proceeds from the sale will be allotted.

LOCAL GOVERNMENT AUTHORITY AND ENABLING LEGISLATION

Question and Comment: Isn't the General Assembly a stumbling block in preventing local governments from employing innovative tools to direct and pay for the service costs of growth?

Answer (General): There are powerful lobbying groups that work to limit the powers that the state legislature will delegate to local governments. Examples include the wireless lobby, homebuilders, billboards, hog farms, etc. The authority to impose impact fees on development to pay for new roads and schools is not available under general enabling legislation. Some local governments have received special enabling legislation, while others have not. It would be best if general enabling legislation could be passed so that all 100 counties would have at least the same option to employ new tools to manage and pay for growth. Often, there is political opposition to such an approach. While North Carolina has become a metropolitan state by population, it is still a rural state politically and rural interests often vote to block enabling legislation needed by rapidly urbanizing areas like Wake County.

Comment and Question: I think we local officials need to join together on any local bills so that all municipalities in Wake County receive the same authorization to do the same things. Can we come out of this process agreeing on that?

Answer (Vivian Jones, et al): We have a Mayor's meeting once a month where local bills could be discussed and agreed upon. Our town managers also meet routinely, so that could be another opportunity to coordinate and move forward together.

GITF Member Comment: Eight counties in North Carolina (e.g. Cabarrus, Union, and Orange) have received special enabling legislation to enact an "adequate public facilities ordinance". (Editor's note: APFO's require that adequate facilities—e.g. schools and roads—must be put in place concurrently with the new growth that creates the demand for these services). Some of the necessary legislation for APFO's and impact fees are still in adjudication.

GITF Member Comment: Our present model of funding for schools hurts the quality of our schools. Specifically, school districts in North Carolina have no direct taxing authority. County Commissioners and the State stand between the schools and the funding that is needed to have better schools.

GITF Member's Comment: The current model for school funding is a very good one. It provides for proper checks and balances between the School Board and the County Commissioners.

OTHER QUESTIONS

Question: We recently had a situation where a natural buffer adjoining a neighborhood was completely decimated by a new utility corridor. Do we need an official map or maps to identify such possibilities?

Answer (Ulma): Official maps sound like a good idea in theory but often have serious disadvantages in practice. For example, under state law local governments can identify and reserve school sites for up to 18 months without actually purchasing them. But as soon as such a determination is made, the cost to the public of acquiring the targeted property skyrockets. As a result, planners tend to employ "search areas" within which a property might be acquired.

Question: Has anyone tried a public private partnership to build a new school?

Answer (General): This has been tried in Charlotte without success. The method was abandoned. Wake County issued an RFP seeking a private entity with which to partner but received no responses.

Question: At what point will Wake County get out of the planning business?

Answer (General): (Editor's note: The question draws on the perspective that as the various municipalities in Wake County continue to take more land area away from the unincorporated County through ETJ and annexation, there may eventually be no need for a County planning agency.) Several planning directors stated that there will always be a need for a County planning function to exercise a broader view over growth and development issues. While the Triangle J Council of Governments provides for regional planning over many counties in the capitol area, Wake County is of a size (860+ square miles) and population that calls for a County planning function to provide oversight and coordination among the many municipalities, as well as with other counties.

What's Next?

Glenn Harbeck noted that the last in this series of meetings of the Growth Issues Task Force has been scheduled for May 21, 2009. About ten days in advance of that meeting, members of the Task Force will receive a draft document entitled:

Wake County Growth Issues Task Force Memorandum of Understanding 2009

The Memorandum will outline the three priority growth issues and related actions stemming from the work of the GITF. It is hoped that GITF members will come to the meeting prepared to offer any final changes to the document before considering endorsing it.

Meeting was adjourned.

Review, Editing and Approval of the Memorandum of Understanding Wake Growth Issues Task Force

Summary of the Sixth Task Force Meeting held Thursday May 21, 2009

Following a brief presentation on the proposed Memorandum of Understanding by Facilitator Glenn Harbeck, Task Force Members discussed and agreed upon the following modifications (in blue ink) to the document:

Note: Unique numbers have been assigned to the final actions to facilitate referencing them as they are implemented.

SCHOOLS

Change the first action under Schools

from: Lobby the North Carolina General assembly to provide greater funding for all of North Carolina schools, and particularly Wake County. This should include teacher's salaries.

to: Action S.1: [Seek additional sources of funding to ensure the alignment of growth with infrastructure, especially for schools.](#)

Change the second action under Schools

from: Work with Wake County Schools to select school sites that are appropriate for community schools, and to design schools to be an integral part of the neighborhood within which they are located. Implement supportive planning and zoning.

to: Action S.2: Work with Wake County Schools to select school sites that are appropriate for community schools, [are transit sensitive \(i.e. near bus routes and transit stations\) and are designed](#) to be an integral part of the neighborhood within which they are located. Implement supportive planning and zoning.

Change the third action under Schools

from: Encourage the development of diverse housing within the drawing area of each school, so as to foster a more natural diversity in schools while lessening the need for bussing.

to: Action S.3: Encourage the development of [mixed income](#) housing within the drawing area of each school, so as to foster a more natural diversity in schools while lessening the need for bussing.

Change the fourth action under Schools

from: Encourage the private sector to invest in school mentoring programs.

to: Action S.4: Encourage the [community to participate](#) in school mentoring [and other support programs to assure high expectations for all students.](#)

MASS TRANSIT

Change the first action under Mass Transit

from: Lobby for significant, reliable funding for mass transit in the Triangle region.

to: Action MT.1: Support significant, reliable funding for mass transit in the Triangle region [including, but not limited to, the ½ cent sales tax.](#)

JOINT PLANNING AND COOPERATION

Change the first action under Joint Planning and Cooperation

From: Work closely with all other local governments in Wake County when bringing forward any special (or general) enabling legislation to the General Assembly. Coordinate through routine meetings of Wake County mayor's, managers and planners.

to: Action JP.1: Work closely with all other local governments in Wake County when bringing forward any special (or general) enabling legislation to the General Assembly. Coordinate through routine meetings of Wake County mayor's, [county commissioners](#), [school board](#), managers and planners.*

*The County Commissioners and School Board were added to this action to be consistent with the appointment of a liaison to each of these five groups. (See second to last paragraph below)

Change the third action under Joint Planning and Cooperation

from: Establish a regional commitment and approach for the development of affordable housing, especially in association with transit station development and along bus corridors.

to: Action JP.3: Establish a regional commitment and approach for the development of [mixed income](#) housing, especially in association with transit station development, [within or near employment centers](#), and along bus corridors.

Add another action under Joint Planning and Cooperation as follows:

[New Action JP.4: Seek additional sources of funding to ensure the alignment of growth with infrastructure, including schools \(see above\) as well as transportation, parks, utilities and other necessary facilities.](#)

Finally, to help facilitate the implementation of the recommended actions, the Task Force agreed to appoint five individuals to serve as liaisons to each of the following groups: Vivian Jones (Mayors Group), Betty Lou Ward (County Commissioners), Beverly Clark (School Board), Joe Durham (Managers Group), and Sharon Peterson (Planning Directors). Each of these five groups will report back to the Task Force on progress made when it reconvenes in January 2010

The meeting concluded with a signing ceremony, in which all Task Force Members were given the opportunity to affix their signature to an enlarged version of the third page of the Memorandum of Understanding.

Respectfully submitted,

*Glenn R. Harbeck, AICP
Wake Growth Issues Task Force Facilitator*