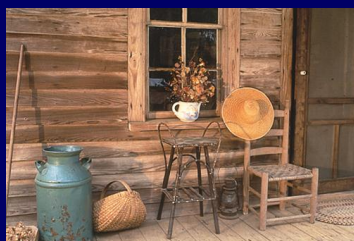




# 2012 Town of Kenly Comprehensive Plan

**A 20 Year Plan for Managed  
Growth and Livability**

Adopted August 2012



## **Kenly Land Use Plan Steering Committee**

<b>Richard Durham, Chairman</b>	<b>David L. Grady, Mayor</b>
<b>Moses Robinson, Councilman</b>	<b>Bonnie Williamson, Councilwoman</b>
<b>Greg Dunham, Town Manager</b>	<b>George Ballance, Jr., Planning Board</b>
<b>Ellie Johnson, Planning Board</b>	<b>Joann Medlin, Planning Board</b>
<b>Peggy Holland, Planning Board</b>	<b>Dale Moore, Chamber President</b>
<b>Susan Phillips</b>	<b>Joe McDougald</b>

## **Stake Holder Interviews**

<b>Name</b>	<b>Represents</b>
Scott Turik	Downtown Business Owner – Dentist – Former Mayor
Tim Narron	Parks and Rec Director
Sarah Woodall	Retired Teacher & Kenly Native
Diane Kirby	Kiwanis Club – Banker - Resident
Joey Holland	Developer – Downtown Property Owner & Merchant - Farmer
Tom Lucas	Retired Bank President - Long Term Resident – Former Mayor
Bobby Pope	Property Owner - ETJ Resident – Fire Corporation Board
Tom Gregorski	10 year resident (new resident)
Pastor George Arant	Church Pastor ETJ Resident
Robert Shaw	Resident
Keith Davis	Former Council Member – Farmer - Pastor
“Tiny” Joyner	Property Owner Landlord & Resident
Wendi Powell	Interchange Merchant – Chamber of Commerce Officer

# Table of Contents

<b>1. INTRODUCTION .....</b>	<b>3</b>
1.1 WHAT IS A COMPREHENSIVE PLAN .....	3
1.2 HOW TO USE THE PLAN .....	3
1.3 WHY PLAN.....	4
1.4 PLANNING AUTHORITY .....	4
1.5 PLANNING AREA .....	5
1.6 PLANNING PROCESS .....	5
1.7 COMMUNITY INPUT .....	5
1.8 PLAN ORGANIZATION .....	6
<b>2. COMMUNITY PROFILE .....</b>	<b>6</b>
2.1 REGIONAL SETTING .....	7
2.2 HISTORIC GROWTH (1980-2010) .....	8
2.3 DEMOGRAPHIC PROFILE .....	8
2.4 POPULATION PROJECTIONS (2010-2030) .....	12
2.5 HOUSING .....	13
2.6 EMPLOYMENT .....	14
<b>3 PHYSICAL PROFILE .....</b>	<b>16</b>
3.1 ENVIRONMENTAL CONDITIONS .....	16
3.2 EXISTING LAND USE .....	18
3.3 INFRASTRUCTURE .....	20
<b>4 COMMUNITY VISION AND GOALS .....</b>	<b>22</b>
4.1 COMMUNITY VISION .....	22
4.2 FOCUS AREAS .....	22
<b>5 LONG RANGE PLANNING .....</b>	<b>24</b>
5.1 KEY ISSUES .....	24
5.2 OBJECTIVE .....	25
<b>6 COMMUNITY ENGAGEMENT .....</b>	<b>25</b>
6.1 KEY ISSUES .....	25
6.2 OBJECTIVES.....	26
<b>7 COMMUNITY ENVIRONMENT .....</b>	<b>26</b>
7.1 KEY ISSUES .....	26
7.2 OBJECTIVES.....	27
<b>8 COMMUNITY SERVICES &amp; AMENITIES .....</b>	<b>27</b>
8.1 KEY ISSUES .....	27
8.2 OBJECTIVES.....	28
<b>9 HOUSING &amp; NEIGHBORHOOD .....</b>	<b>28</b>
9.1 KEY ISSUES .....	28
9.2 OBJECTIVES.....	29
<b>10 HERITAGE PRESERVATION .....</b>	<b>29</b>
9.1 KEY ISSUES .....	29
9.2 OBJECTIVES.....	29
<b>11 ECONOMIC GROWTH &amp; PROSPERITY .....</b>	<b>30</b>

9.1 KEY ISSUES .....	30
9.2 OBJECTIVES.....	30
<b>12 FUTURE LAND USE PLAN .....</b>	<b>31</b>
12.1 FUTURE LAND USE CLASSIFICATION .....	31
<b>13 IMPLEMENTATION .....</b>	<b>33</b>
13.1 KEY IMPLEMENTATION TOOLS .....	34
13.2 EVALUATION AND UPDATES .....	35
13.3 ACTION PLAN .....	35
<b>ACTION PLAN MATRIX.....</b>	<b>36</b>
<b>AREA MAPS OF INFRASTRUCTURE.....</b>	<b>44</b>
2.2 PLANNING AREA .....	44
2.3 WATER LINES .....	45
2.4 WASTEWATER LINES.....	46
2.5 ENVIRONMENTAL FEATURES.....	47
<b>PUBLIC INPUT SUMMARY.....</b>	<b>i</b>
<b>SURFACE FRESHWATER CLASSIFICATIONS.....</b>	<b>ii</b>

## 1: Introduction

### 1.1: What is a Comprehensive Plan?

A comprehensive plan serves as the blueprint that will enable the Town of Kenly to enrich the quality of life for its businesses and citizens. As such, it will help guide all decision-making concerning the long term physical, social, and economic development of Kenly and its surrounding environment. This includes both public and private sector development and infrastructure improvements.

This Comprehensive Plan is an advisory document only. The Town staff and Planning Board will consult this document in making recommendations to the Town Council. Due to the advisory nature of this document, the plan does not define an end result. The intent of the plan is to guide informed decision-making through well organized and structured goals and objectives. As the name indicates, comprehensive planning is unique in its broad scope during the process and incorporating the results into the final document. The plan covers all land within the jurisdiction of the Town including both the corporate limits and the “ETJ”. It encompasses a wide variety of topics related to physical development of the area for a period of time of at least 20 years.

**The NC General Statutes (GS) defines the comprehensive plan as follows:**

*“The comprehensive plan, land use plan, small area plans, neighborhood plans, transportation plan, capital improvement plan, official map, and any other plans regarding land use and development that have been officially adopted by the governing board.”*

### 1.2: How is the Comprehensive Plan to be used?

This Plan, intended to be general in nature, establishes a rational basis for regulatory implementation tools, land use decisions, incentive programs, and capital improvements that will shape the physical development of Kenly in the future. As a guiding document, the Comprehensive Plan must be referred to when considering new projects, policies, and programs on development. The ability of the Town and its leaders to involve other parties (ie: Johnston County, Wilson County, State, and Federal agencies) in the creation and implementation of this plan will be attributable to the ultimate success for our community.

The plan could also be an information resource for businesses, industries, and residents. The plan will help its users make informed decisions regarding the viability of development. Identification of tracts most practical for development or conservation will be based on the physical constraints included in the plan. If the plan is used as intended, it will expedite the development process by clearly defining the types of development that will be best supported by the Town. The conditions will be defined both economically and socially, while potentially saving both time and money for all concerned.

### **1.3: Why Plan ?**

There are many functions of the Comprehensive Plan. Forging a collective vision of the intentions and will of the Town and its leaders in deciding its future is just one of the functions of the plan. In addition, community leaders may proactively prepare for the future by creating a framework to guide development in a fiscally responsible manner. This will include coordinating the public infrastructure investments to ensure adequate use of public facilities and services. The decisions that Kenly will make with the plan will have a significant impact on the physical character, livability, and economic attractiveness of the extended community in the future. The Comprehensive Plan should also include guidance for the future character of growth and development. This will ensure that the goals established are achieved in a focused and effective manner. The plan will help our community leaders identify and set aside public resources well in advance of the actual need.

This **mission statement** outlines certain expectations to assist the committee during the development process.

#### ***The Comprehensive Plan is being developed to:***

- *Establish a vision and identity for Downtown Kenly as a place where local businesses can thrive.*
- *Retain existing businesses and attract new businesses to the town.*
- *Encourage economic prosperity by promoting compatibility between diverse land uses such as commercial, industrial, residential, public, institutional, and recreation.*
- *Develop rational and user-friendly regulations to encourage quality development, while allowing for flexibility that does not over-burden the property owners.*
- *Maintain Kenly's small town character by adopting minimum community appearance standards for neighborhood and business districts.*
- *Preserve the heritage of Kenly through partnerships with residents, businesses, community organizations and other stakeholders.*
- *Coordinate public infrastructure needs with land use decisions.*

### **1.4: Planning Authority**

The State of North Carolina allows a municipality to create its Comprehensive Plan as an advisory document for regulating physical development. By law, municipal zoning regulations must be prepared in accordance with its adopted comprehensive plan. When taking future ordinance, planning, or zoning actions, the Town Council must consider if its final decisions are consistent with the plan. If in the event that a zoning decision is appealed, the contents, vision, goals and objectives of the plan could be evaluated to verify that action is supported within the plan's text and maps. The Comprehensive Plan will establish a rational basis for decision-making.

## 1.5: Planning Area

Community issues typically do not start and end at precise borders, but will reflect development pressures within a general area. Development in areas adjacent to the corporate limits will require coordination of services from the Town of Kenly, Johnston or Wilson County, and other service providers. Therefore, a broad planning area is being used for a truly comprehensive approach to growth management. It is extending to adjacent areas of the town limits and ETJ. The planning area is shown on **Map 2.2**.

## 1.6: Planning Process

Preparation of the plan includes extensive research on the existing conditions and broad citizen participation. Starting in early 2011, the initial meeting of the Council appointed Land Use Plan Steering Committee met with NC Division of Community Planners to begin the process of the development of the plan. The Community Planners offering necessary technical guidance and time lines for the local steering committee. This committee was the initial source of information on community issues and served as a sounding board for recommendations on the plan contents. The process involved a number of activities designed to address the following questions: (1) Where are we today?; (2), Where do we want to be tomorrow?; and (3) How do we get there?.

The committee findings and recommendations were written into an initial draft of the comprehensive planning document. The draft was presented to the planning board and Town Council for review and recommendation for a final draft to be presented to the public. The final draft was reviewed at a public hearing on **August 13, 2012**. After considering public comments, the final plan was officially adopted on **August 13, 2012**.

Implementation officially began upon adoption although some components had begun earlier. Nevertheless, this is a 20-year process that will continuously evolve as future conditions and community priorities merit. An important element of the plan's implementation is regular review and updates of the plan document. The adopted Community Plan will be housed in the Town Manager's office.

## 1.7: Community Input

Broad-based community support for a Comprehensive Plan is achieved by vesting citizens and stakeholders by including them in the planning process. Many elements of the community were encouraged to participate through a variety of different techniques. Each helped identify a general consensus of community needs and priorities while becoming the foundation for the policy recommendations of the Plan. The steering committee was composed of residents, business owners, civic leaders, staff, along with elected officials and appointed Planning Board members. The meetings were open to the public. In addition to the broad perspectives of the Steering Committee, the entire community was given opportunities to comment on community needs and quality of life issues. Community engagement opportunities were provided through the following activities:

- A **SWOT Analysis** (Strengths, Weaknesses, Opportunities, and Threats) was used by the Steering Committee to brainstorm their ideas on many of Kenly's attributes, positive or negative.
- The **community survey** was the foundation of the public outreach efforts. It achieved input from the broadest segment of the community. A survey was distributed to every household in the Kenly area. A total of 125 surveys were returned or completed online.
- **Stakeholder interviews** were conducted with people representing newcomers, long term residents, business owners, tax paying property owners, community leaders, combined with other local interests. The purpose was to gain input from knowledgeable people to identify the common perceptions about community needs, opportunities, challenges, and issues.

• **Public meetings** of the steering committee were open for the public to attend and participate. A public input hearing was held on **August 13, 2012** to review the final draft. After considering the public comments, the Town Council adopted the Kenly 2030 Comprehensive Development Plan on **August 13, 2012**.

The results lead to an open and honest assessment of community assets and liabilities from the perspectives of citizens. The full results of the community input efforts are in **Appendix 1**.

## **1.8: Plan Organization**

The Plan is organized to address the three questions asked during the planning process: **Where are we today?** (Chapters 2 and 3); **Where do we want to be tomorrow?** (Chapters 4); and **How do we get there?** (Chapters 5-13). The guiding core elements begin with Chapter 4 and continue to the final chapter. A brief description of each chapter follows:

- **Chapter 1: Introduction:** The purpose and preparation of the Plan are outlined in this chapter.
- **Chapter 2: Community Profile:** This describes the population characteristics including age, households, income, education, economic characteristics while projecting future population. It establishes a baseline of existing socioeconomic conditions
- **Chapter 3: Physical Profile:** Discussions are delivered on the aspects of the physical environment that impact the development capacity of land in the planning area, including floodplains, soils, wetlands, and existing land uses.
- **Chapter 4: Vision and Goal:** This chapter includes a presentation of the community's vision and outlines the goals for seven Focus Areas. It further clarifies "where the community wants to be".
- **Chapters 5 thru 11:** The key issues, objectives, and actions are summarized for the seven Focus Areas. It establishes the framework for implementation.
- **Chapter 12: Future Land Use Plan:** This section presents recommendations on the desired location of future development and the form it should take. Town leaders will use these to guide re-zoning decisions.
- **Chapter 13: Implementation:** Priorities and timelines are assigned for the action items to be used in implementing the goals and objectives.
- **Appendices:** This information encompasses the various supporting information sources, including meeting notes and results of the community input efforts.

## **2: Community Profile**

Reviewing the population, housing, and employment data is essential to understanding the Town's needs. Demographic trends will affect the Town's need for housing, economic development, public services, and other services. Analyzing information relevant to the issues, goals, and policies is the intent of this profile.

Basis for the community profile relies in large part on the decennial US Census data. Past censuses are compiled to estimate future conditions based on the past trends. It allows the Town to make educated assumptions about future needs for housing, employment, goods, and services. When appropriate, data at the state and regional (Johnston and Wilson) levels are compiled to give context and understanding of the regional dynamics that will influence Kenly's future.

Current conditions are described largely from the 2010 US Census. However, not all data has been released from the 2010 Census, data has been included from the 2006-2010 American Community Survey (ACS) from the Census Bureau. Because the decennial census gives the official counts for US places, 2010 baseline conditions should be re-evaluated as the SF3 data is released.

## 2.1: Regional Setting

The Town of Kenly is located in the northeastern corner of Johnston County with a small part of its corporate limits lying in Wilson County. Johnston County is part of the Raleigh/Cary standard metropolitan area (SMA) designated by the US Census. Kenly is within a roughly 150-mile radius of two other top 100 US metropolitan areas: Raleigh-Durham-Chapel Hill and Greensboro-High Point-Winston Salem. Johnston County is in the Research Triangle Economic Development Partnership Region of North Carolina. Raleigh, Durham, and Chapel Hill form the borders of the Research Triangle, but the region is better known as just the Triangle. **Map 2.1** shows the regional location of Kenly.

### Map 2.1: Regional Map



The Triangle area is still experiencing significant growth as it has over the past few decades. Much of that growth is attributed to the strong economic and cultural climates of the Triangle cities. This region offers diverse employment opportunities, extensive healthcare facilities, shopping venues, and cultural activities while serving as home for several prominent universities. The Research Triangle Park is home to several high-tech research companies. Raleigh, the state capital, provides opportunities for public sector employment. Growth in the region is expected to continue to be strong over the next several years.

Kenly is well connected to the other regional business centers by Interstate 95, which runs north and south from along the entire eastern seaboard from Maine to Florida. The "I-95" corridor serves some of the nation's largest urban areas such as New York, Philadelphia, Washington DC, and Miami. The pipeline of trucking traffic and vacationers provides unique opportunities to the citizens and businesses of Kenly to furnish the necessary services for the "motoring public."

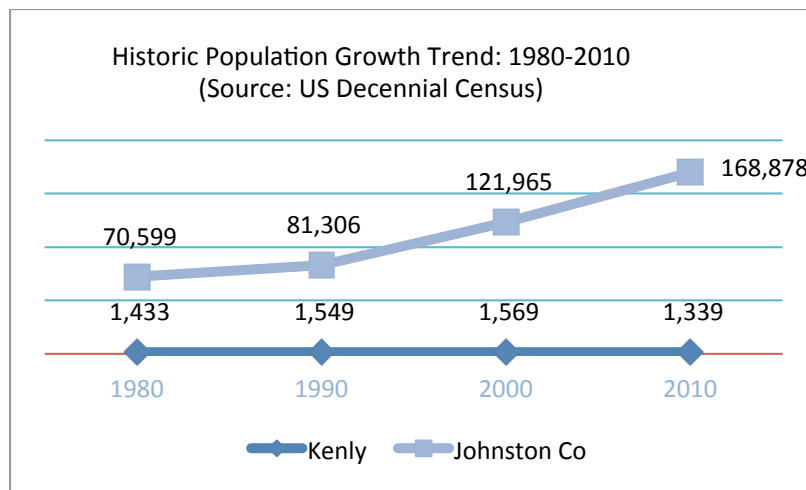


The Clayton Bypass, completed in 2008, connects central Johnston County to Interstate 40, which serves the Raleigh/Cary SMA. In addition, US 264 & I-795 pass within 12 miles and 8 miles respectively from the Corporate Town Limits which offers another artery into the Triangle area while offering a very smooth trip to the Wilmington area as well. US 301 also intersects with I-95 in Kenly, and gives easy routes to the Wilson area as well. These major corridors give Kenly a mostly freeway access to several of the regional employment centers.

## 2.2: Historic Growth (1980-2010)

From 1980 to 2000, Kenly's population grew from 1,433 to 1,569. But from 2000 to 2010, the population fell 14.9 percent to 1,339. Conversely, Johnston County experienced rapid growth as its population more than doubled from 70,599 to 168,878. This made Johnston County one of the fastest growing in the state. Meanwhile, Kenly went from 2% of the population in 1980 to less than 1% in 2010. Figure shows the disparity in population growth in Kenly and Johnston County.

**Figure 2.1: Historic Growth Trends**



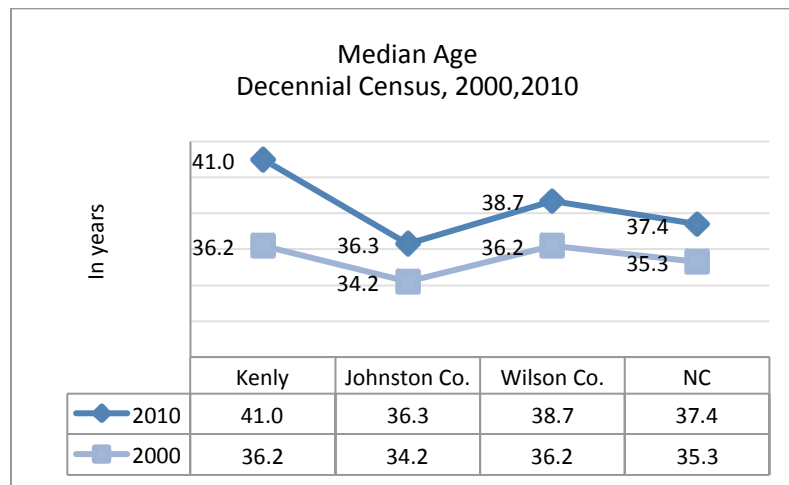
## 2.3: Demographic Profile

The demographic profile is based on the Kenly's 2010 census population of 1,339 unless stated otherwise. Demographic trends will have impact on housing, employment, and community service needs in the community.

### 2.3.1 AGE CHARACTERISTICS

The population in Kenly is older and aging faster than the general population statewide. In 2010, the median age of Kenly residents was 41 years. As shown in **Figure 2.2**, that is nearly five years older than Johnston County as a whole at 36.3 years. From 2000 to 2010, the median age in Kenly increased 5 years from 36.2 years compared to just 2 years in Johnston County and North Carolina. The population in Kenly, like that within the entire country, will likely continue to further age over the next several years, as "baby boomers" move towards their retirement age.

**Figure 2.2: Median Age of Population**



**Table 2.1** shows the age composition of Kenly residents at various life stages: children (under 15 years of age); youth (15 to 19 years of age); working age adults (age 20 to 64 years) and seniors (65 years or older). Persons 45 to 64 years old made up the largest age group at 29 %. Next were senior residents 65 years or older at 16 %. Together they comprised 45 % of the total population.

Between 2000 and 2010, the Town retained most of its long term residents. The population age 45 to 64 years grew by 22.19 % but almost every other age group lost population. Most of the Town’s recent population loss can be attributed to the departure of residents under the age of 45 years. Nearly every corresponding age group declined significantly, by more than 25 %. Adults in these age groups are appearing to look at establishing their careers and are more willing to relocate to those pursue these opportunities. However, there are areas just outside the Corporate Limits that have seen new residential construction with more sizable housing that helps provide additional young families that weave into the fabric of the community.

**Table 2.1: Age Composition of Population**

Age Group	2000	2010	% Change
<i>Under 5 years</i>	<b>104</b>	<b>76</b>	<b>-26.92%</b>
<i>5 to 14 years</i>	<b>261</b>	<b>187</b>	<b>-28.35%</b>
<i>15 to 19 years</i>	<b>124</b>	<b>91</b>	<b>-26.61%</b>
<i>20 to 24 years</i>	<b>85</b>	<b>87</b>	<b>2.35%</b>
<i>25 to 34 years</i>	<b>189</b>	<b>126</b>	<b>-33.33%</b>
<i>35 to 44 years</i>	<b>268</b>	<b>164</b>	<b>-38.81%</b>
<i>45 to 64 years</i>	<b>320</b>	<b>391</b>	<b>22.19%</b>
<i>65+ years</i>	<b>218</b>	<b>217</b>	<b>-0.46%</b>

### 2.3.2 HOUSEHOLDS

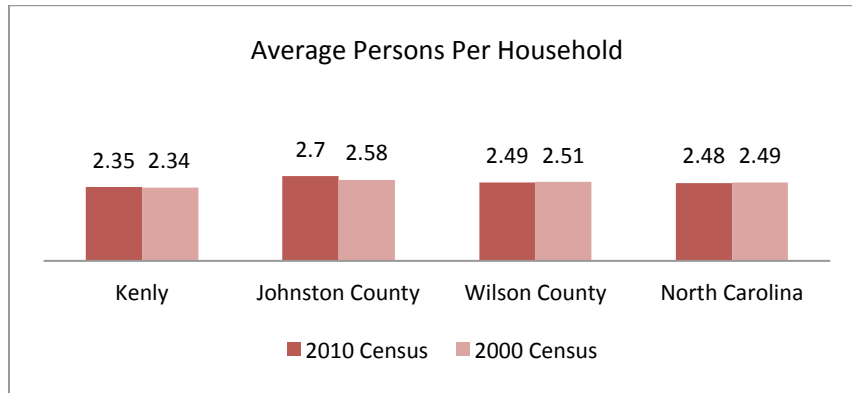
The 2010 Census reports that every resident of Kenly lived in a household and none in group quarters. (i.e. dormitories or nursing homes) A household is defined as one occupied housing unit; the basic unit to measure consumer demand for goods and services. Census data on household composition reflects Kenly’s aging demographics.

The household count is 569 for the Town Kenly in the 2010 Census. The average household size for Kenly is 2.35 persons, smaller than the Johnston County average at just 2.7. For several decades, US household size has been shrinking. In Kenly however, the increase is only from 2.34 persons in the year 2000, while Johnston County has experienced a larger increase from 2.58. A number of factors are contributing to larger household size locally and nationally:

- Some young adults are moving back in with parents because of current economic circumstances. This phenomenon has been labeled as the “boomerang generation”.
- Also, aging parents are moving in with their children to avert rising healthcare costs.
- Many Hispanic and Latino population have more multi-generation households.

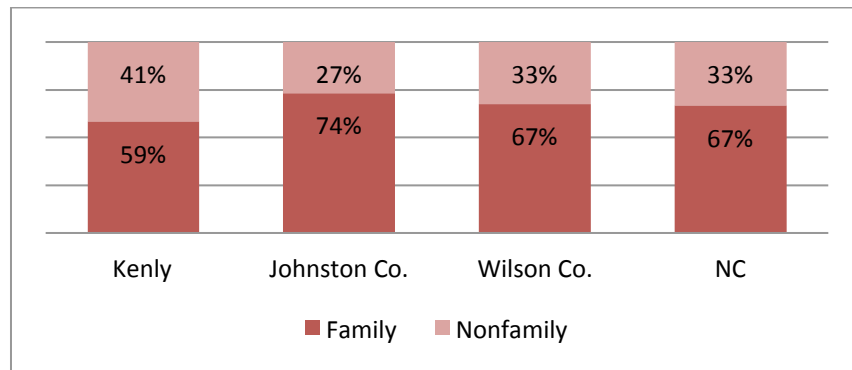
The Comprehensive Plan assumes that household size in Kenly will remain near 2.35 over the life of the plan. With 482 additional residents are projected for 2030, a total of 205 new households will need to be created if the target population is realized.

**Figure 2.3: Average Household Size**



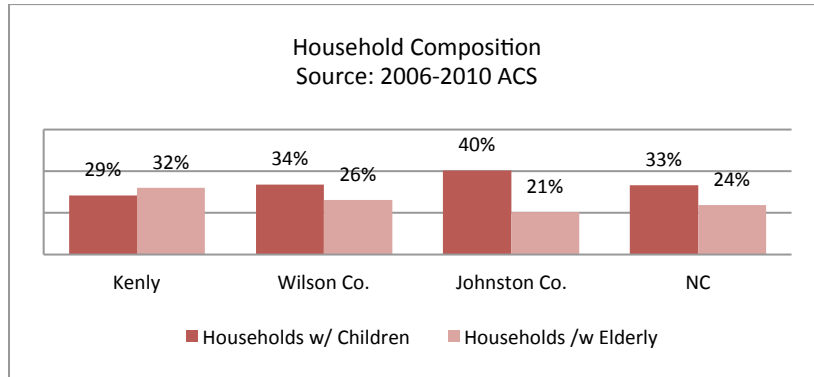
The majority of households in Kenly are family households, but a comparatively high percentage (41%) are non-family households. For instance, in Johnston County only 27% of the households were non-family. Statewide, non-family households accounted for 33% of occupied units. Non-family households are occupied by a single person or by other unrelated individuals.

**Figure 2.4: Household Type**



**Figure 2.5** shows that more Kenly households had elderly residents (32%) than minor children (29%). The reverse was true in Johnston County where only 21% of households had an elderly person and 40% had minor children.

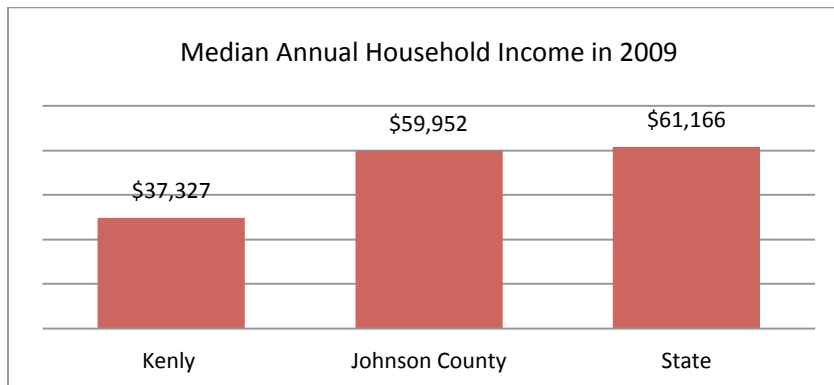
**Figure 2.5: Household Composition**



### 2.3.3 INCOME

Household income data indicates the ability of residents to secure safe and affordable housing while being able to purchase other goods and services. According to the 2006-2010 ACS estimates, the 2009 median household income for North Carolina was \$61,166. The median income for Johnston County was \$59,952, only marginally less than the state. But the median for Kenly (\$37,327) represents just 61% of the state median.

**Figure 2.6: Median Household Income: (2006-10 ACS)**



### 2.3.4 EDUCATIONAL ATTAINMENT

The education level of the population 25 years or older indicates the earning potential of workers. According to the 2009 Bureau of Labor Statistics, the median income for someone with a bachelor's degree was \$53,300, but was \$32,552 for those with just a high school diploma; a difference of \$20,748.

**Figure 2.7: Educational Attainment**

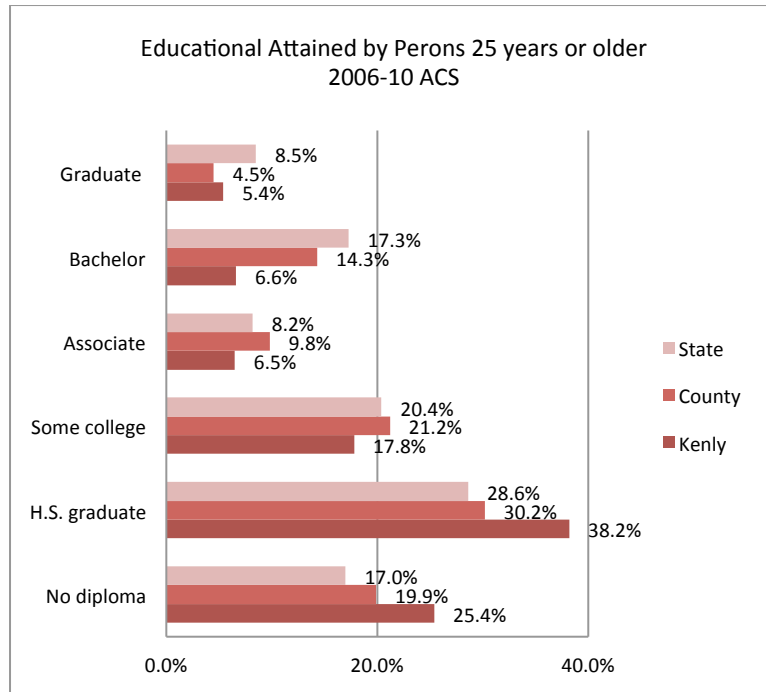


Figure 2.7 shows that 63% of Kenly residents 25 years or older had no college education: 38% had just a high school diploma and 25% had no diploma. That is high compared to Johnston County and North Carolina at 50 and 45.6% respectively.

**2.4: Population Projections (2010-2030)**

Presently, approximately 0.8% of Johnston County population lives in Kenly. Population projections for Johnston County indicate significant growth throughout the 20-year planning period. The projections listed in Figure 2.8 are based upon the NC Office of State Planning 20 year population projections for Johnston County from the base year of 2010. The projections for Kenly was developed using a “step-down” approach and assumes that its share of the county population will remain steady at 0.8 percent even though it has declined over the past several years.

**Figure 2.8: Educational Attainment**

	Johnston County	Town of Kenly
<b>2010 base</b>	168,878	1,339
<b>2020</b>	198,644	1,589
<b>2030</b>	227,614	1,821
<b>Net increase</b>	58,736	482

Future projections show that Johnston County’s population will increase significantly over the next 20 years. Projections for Kenly show an increase of 482 residents by 2030. The Town’s projected 20-year population of 1,821 does not account for future potential annexations. The Town’s 2011 provisional water plan projects a 2030 population of 2,287 for the system service area, which includes territory beyond the town limits.

Recent trends indicate that the population in Kenly will continue to decline without some intervention. The Town is expressing an interest in growth without losing its rural character. The projected population is achievable but not without a “multi-pronged” approach to attract and retain young families. The Town’s aging population suggests limited opportunities to grow internally. The policies for economic growth, community amenities, and housing improvements will help the Town attract its desired share of growth. Interstate 95 combined with other nearby road improvements will make Kenly more accessible to the major employment centers within the Raleigh-Cary, Durham, and Rocky Mount SMAs.

## 2.5: Housing

According to the 2010 Census, Kenly has 703 housing units. The occupancy rate is calculated using 561 (81%) as being occupied while 142 are vacant. This projects a vacancy rate of 19%. This compares to just 9% for all of Johnston County. Most occupied housing units in Kenly were renter-occupied (51%) compared to owner-occupied (49%), while in Johnston County, renter-occupied units accounted for just 27% of total.

**Table 2.2: Housing Occupancy and Tenure**

	Kenly	Johnston County	Wilson County	State
Total Units #	703	67,682	35,511	4,324,528
% occupied	81 %	91 %	90%	86.5%
% vacant	19 %	9 %	10%	13.5%
Total occupied units	569	61,909	31,962	3,745,155
% owner-occupied	49 %	73%	60%	66.7%
% renter-occupied	51 %	27%	40%	33.3%

*Source: 2010 Census Summary File 1, US Census Bureau*

### Housing Types

The ACS provides the estimates on housing type shown in **Table 2.3**. Nearly 63% of the total housing units in Kenly were single-family dwellings. Manufactured homes were the second largest housing types with 16% of total units. Multi-family dwellings with 3 or more units comprised over 15% of total units.

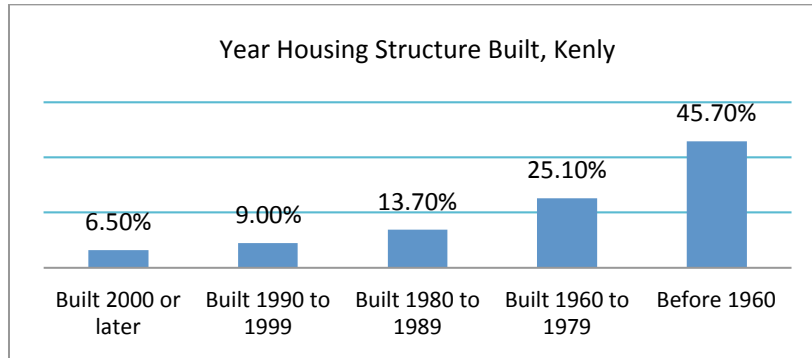
**Table 2.3: Housing Units by Type: (ACS estimates)**

Type	Units	Percent
Single-family	510	62.8 %
Town home	12	1.5 %
Two-family (Duplex)	35	4.3 %
Multi-family (3 or 4 units)	116	14.3 %
Multi-family (5 or more units)	10	1.2 %
Manufactured home	129	15.9%
Total units	<b>812</b>	<b>100%</b>

## Age of Housing Units

According to the ACS data shown in **Figure 2.9**, available housing in Kenly is 46% built before 1960. The number of units built is decreasing each decade to a low 6.5 percent built in 2000 or later. The quality of original construction and the level of regular maintenance are major factors in a home's physical condition. In 2010, approximately 70% of the available housing units are shown to be more than 30 years old.

**Figure 2.9: Year Housing Built (ACS estimates)**



## Homeownership

In North Carolina, homeowners reside in 67% of occupied units. Johnston County is higher with 70%. In Kenly 49% of owner occupied units is well under the other averages. Kenly's comparably low homeownership rate may be attributed the low income status of households.

## Affordability

Generally, the greatest barrier to households in finding adequate housing is affordability. A commonly applied measure housing affordability is the extent to which a household uses more or less than 30% of its gross household income for housing costs. Housing affordability issues arise when households spend more than 30% of their gross income on housing costs. For renters, that includes rent plus utilities. For owners, housing costs include mortgage payments, property taxes, home insurance, and utilities.

ACS data in **Table 2.2** was analyzed to indicate housing affordability issues in Kenly. Using 30% as the threshold for affordability, 60% of renters did not have adequate housing from an affordability standpoint. In comparison only 31% of households in owner-occupied units did not live in affordable housing.

## 2.6: Employment

This section provides information and statistics on the labor force living in Kenly. The labor force is composed of a community's civilian population at least 16 years or over who are available for work. Persons unavailable for work were counted as "Not in labor force". This group includes students, retirees, the discouraged unemployed, and those with family obligations that keep them out of labor force.

### Labor Force Participation

The statistics in **Table 2.4** shows that in 2010, the Town of Kenly had a labor force of 669 out of a total civilian population of 1,272 that are in excess of 16 years of age. This equated to a labor force participation rate of 52.6% compared to nearly 62% for Johnston County. The Kenly's unemployment rate (17%) is significantly higher than that of Johnston County (9%).

**Table 2.4: Labor Force Characteristics: (ACS Estimates)**

Employment Status	Kenly	Johnston County	Wilson County	North Carolina
<b>Population 16 years or over</b>	<b>1,272</b>	<b>120,852</b>	<b>61,653</b>	<b>7,287,107</b>
Civilian labor force	669	82,521	38,330	4,640,229
Employed	552	76,095	34,074	4,234,087
Unemployed	117	6,426	4,256	406,142
% unemployed	17.5%	7.7%	11.1%	8.8%
Not in labor force	603	38,001	23,579	2,561,306
% Not In Labor Force	47.4%	31.4%	38.2	35.1%
<b>Source: 2006 to 2010 ACS 5-year estimates, US Census Bureau</b>				

**Employment by Industry**

**Table 2.5** shows employment of the civilian labor force in terms of employment or industrial sector recognized by the US Census. The top three employment sectors for Kenly employed approximately 60% of the available workers. Manufacturing is the largest industry with 22.1% of the workforce. It is followed by education, healthcare, and social assistance with 21.6% and Retail Trade with 17%. Only 40% of the total workers were employed in the top three sectors for Johnston County. This did not include manufacturing, which had long been the base of employment in many small towns.

**Table 2.5: Employment by Industry: Sector**

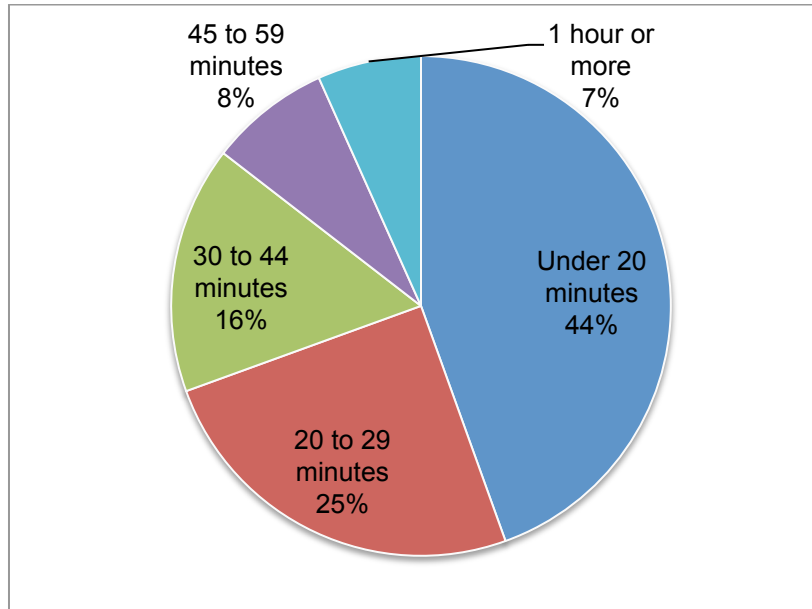
Industrial Sector	Kenly	Johnston County	Wilson County	North Carolina
<b>Total employed</b>	<b>552</b>	<b>76,095</b>	<b>34,074</b>	<b>4,234,087</b>
Manufacturing	22.1%	11.7%	19.1%	13.4%
Education, healthcare, social assistance	21.6%	18.0%	21.9%	22.6%
Retail Trade	17.0%	11.9%	11.5%	11.6%
Other services, incl. public admin.	10.1%	12.0%	8.5%	9.1%
Trans, warehousing, utilities.	6.7%	5.2%	4.0%	4.4%
Construction	5.6%	12.8%	8.7%	8.2%
Arts, entertainment, recreation, food, accommodation	5.6%	6.5%	6.9%	8.6%
Wholesale Trade	4.2%	4.1%	4.1%	3.0%
Finance, Ins, real estate...	3.6%	6.4%	6.5%	6.6%
Professional, sci., mgt, admin, waste mgt...	2.4%	8.3%	5.8%	9.2%
Agriculture, forestry, fishing, hunting, mining	0.7%	1.6%	2.1%	1.4%
Information	0.4%	1.7%	0.9%	1.9%



## 2.6.1 COMMUTING PATTERNS

**Figure 2.10** shows the average travel time to work for employed Kenly residents based on the ACS estimates. Almost 70% of Kenly workers traveled less than 30 minutes from home to their place of work. This suggests a workplace within a 20 mile radius of Kenly, which encompasses most of Johnston, Wilson, & Wayne Counties.

**Figure 2.10: Average Travel Time to Work**



## 3: Physical Profile

Physical features have a key role in deciding how land should be used. Environmental conditions and infrastructure capacity and location influence how land should be developed or conserved. The maps associated with this chapter offer a general guide for development decisions. They are not meant to substitute the on-site engineering studies and environmental assessments by qualified and licensed professionals.

### 3.1: Environmental Conditions

Environmental factors such as soil conditions, floodplains, watersheds, and wetlands influence the suitability of land for development or conservation. These areas must be carefully managed either to preserve valuable natural resources or protect the public health and welfare. Some environmentally sensitive areas are subject to state and federal protection laws.

#### 3.1.1 FLOODPLAIN

Development in flood prone areas can increase a community's exposure to flood damage. Land in the 100-year flood plain has a 1 percent chance of flooding in any year; and a home has a 26% chance of being subjected to flooding during the life of a 30-year mortgage. Parts of the Little River 100-year floodplain runs through the western edge of the planning area. Although property can be developed within the 100-year flood plain with proper precautions (i.e. finished floor elevation and mechanicals should be located 2-feet above the 100-year flood elevation, development in these areas should be discouraged. No construction is allowed within the floodway.

Much of the Town of Kenly is subject to urban flooding during heavy rainfall events. The majority of the storm water is conveyed either by surface run-off or piping to a central drainage canal located just north of the downtown area. The Town is encouraged to use storm water controls such as detention ponds, etc. when adding additional impervious areas within areas which are known to routinely flood.

The Town is currently exempt from the State's Phase II Storm Water regulations which require storm water management practices be constructed to address water quality. Those areas which lie outside the Town's ETJ are regulated by Johnston County and require Best Management Practices (BMP) to address nutrients and other contaminate. It is reasonable to expect the Town will be required to adopt a storm water ordinance sometime in the future.

### **3.1.2 SEVERE SOILS**

The USDA Soil Survey identified certain soils in Johnston County as being "very limited" for a dwelling or small commercial buildings. **Map 2.5** identifies those soils as being severely limited for development. This does not mean these soils cannot support development but that site preparation, constructions, or maintenance measures may be required that render a project as economically unfeasible.

### **3.1.3 WATERSHEDS**

A watershed is an area of land that drains into surface waters such as a creek or river. Kenly is entirely within the Little River sub watershed of the Neuse River basin. Little River flows south from Franklin County and converges with the Neuse River near Goldsboro. Little River is a Class WS-V NSW watershed under the NC Watershed Protection Rules. Uses in these watersheds are not subject to the density restrictions under the public water supply protection rules but must comply with Class C and Nutrient Sensitive Waters standards. **Appendix 2** (Located in the back of this book) presents a guide to watershed protection rules for freshwater bodies prepared by the Division of Water Quality.

It should be noted as development increases the sanitary sewage discharge at the wastewater treatment facility, consideration should be given to the nutrient loading (nitrogen and phosphorus). The NPDES Permit currently allows the WWTP to discharge 7,016 pounds of nitrogen to the Neuse Basin annually.

### **3.1.4 WETLANDS**

Disturbance of wetlands are permitted under Sections 401 or 404 of the US Clean Water Act. **Map 2.3** shows the National Wetlands Inventory (NWI) prepared by US Fish and Wildlife. Wetlands are legally identified by the US Army Corp of Engineers (Section 404) or the NC Division of Water Quality (Section 401 and non-Section 404).

### **3.1.5 GROUNDWATER**

Groundwater is defined by the North Carolina Administrative Code 1SA NCAC 02L.0102 as follows: "Ground water means those waters occurring in the subsurface under saturated conditions. These generally include water stored between layers of rock and/or soil called aquifers. Groundwater levels may vary greatly based on soil type, topography, rainfall, and time of year. Typically storm water which does not drain to surface waters will seep through the soils and provides recharge for groundwater. Municipal and private wells use groundwater as a potable water source. This water source is typically utilized when water is not available from a regulated water distribution system. Rules for groundwater are administered by the NCDENR Aquifer Protection Section, Groundwater Protection Unit.

Although development within the planning area typically has a potable water source available through the Town, development should be monitored for potential hazards which may cause contamination (i.e. underground storage tanks, contaminated storm water, etc. The Town should be vigilant to insure State permitting requirements are followed as a condition of site plan approval.

### 3.2: Existing Land Use

The existing use of each parcel is identified from 2011 digital tax data and 2010 aerial photographs for Johnston and Wilson Counties. DCP staff conducted a windshield survey to verify land use in the selected areas. Land use was classified based on the apparent primary use of a lot; even if an accessory or supplemental use was present. Six categories of land use were identified:

□ **Residential:** These lots provide long term living quarters (housing) for individuals and families. The following subcategories of residential uses exist:

- **Single-family:** These are developed lots of 5 acres or less with a detached dwelling for one family and customary accessory structure. Manufactured homes are excluded from this category.
  - **Two-family (duplexes):** These are developed lots that contain a building with separate dwelling units for two families.
  - **Multi-family:** These are developed lots with three or more dwelling units. Townhomes, row houses, and apartments, while excluding manufactured home parks, are included in this category.
  - **Manufactured homes:** Developed lots of 5 acres or less with one manufactured home are included in this category.
  - **Manufactured Home Park:** Lots with 3 or more manufactured homes plus any community areas and service drives are included in this category.
- **Commercial:** These are developed lots used for wholesale or retail sale of goods and services to consumers, including stores, shops, offices, restaurants, lodging, and similar establishments, plus related accessory uses such as parking lots, service drives, and outdoor storage areas.
  - **Industrial:** These are developed lots used predominantly for manufacturing, assembly, warehousing, or wholesale distribution of products.
  - **Public or Institutional:** This includes developed lots owned or operated by a public entity or a tax exempted nonprofit that serves the public interests. Examples include government offices or facilities, schools, religious institutions, public parks, hospitals, and cemeteries.
  - **Utilities:** These lots contain utility or communication infrastructure, including electric plants, transmission lines, telecommunication towers, water and wastewater treatment plants, water towers, and similar uses.
  - **Undeveloped land:** Undeveloped parcels include any lot that is substantially unimproved. Undeveloped land is classified under three subcategories.
    - **Rural residential:** These are lots of single-family and manufactured home lots with 1 dwelling per 5 or less acres.
    - **Agricultural:** These lots are primarily used for agricultural uses; mostly crop production and other similar uses.
    - **Vacant lot:** These lots were mostly natural, open land with little or no human activity.

A summary of land use by acreage in the Town of Kenly's planning jurisdiction, which includes the Town limits and ETJ area, is provided in **Table 3.1** and is described in more detail below. The location of existing land uses are depicted on **Map 2.2**.

The total area of the Town's planning jurisdiction is approximately 4400 acres; excluding right-of-way and water bodies. The Town limits are comprised of 667 acres or 26.6%; and the ETJ is comprised of 1841.2 acres or 73.4%.. The predominant land use in town is residential in general; single-family residential in particular. The Corporate Limits of the Town is approximately 61% built-out.

**Table 3.1: Existing Land Use**

Existing land use category	Town Limits	% of Town limits	ETJ	% of ETJ	% of combined acreage
<b>TOTAL ACREAGE</b>	<b>667.2</b>	<b>100%</b>	<b>3815.6</b>	<b>100%</b>	<b>2,508</b>
<b>Residential</b>	<b>219.7</b>	<b>33%</b>	<b>257.9</b>	<b>6.1%</b>	<b>19.0%</b>
<i>Single-family</i>	<i>157.0</i>	<i>24%</i>	<i>181.4</i>	<i>4.3%</i>	<i>13.5%</i>
<i>Duplexes</i>	<i>4.6</i>	<i>1%</i>	<i>0.0</i>	<i>0.0%</i>	<i>0.2%</i>
<i>Multi-family</i>	<i>14.7</i>	<i>2%</i>	<i>0.0</i>	<i>0.0%</i>	<i>0.6%</i>
<i>Manufactured homes</i>	<i>40.2</i>	<i>6%</i>	<i>57.4</i>	<i>1.4%</i>	<i>3.9%</i>
<i>Manufactured home parks</i>	<i>3.2</i>	<i>0%</i>	<i>19.1</i>	<i>0.5%</i>	<i>0.9%</i>
<b>Commercial</b>	<b>102.9</b>	<b>15%</b>	<b>24.8</b>	<b>0.6%</b>	<b>5.1%</b>

Conversely, the ETJ is largely undeveloped at 91% of the total acreage. Agriculture was the largest land use covering 2095 acres or almost half of the total in the ETJ. Vacant lots were the second largest land use, making up 1034 acres or 34.5% of the total. The third largest land use was rural residential with 313 acres or 7.4% of the total.

**Residential**

For the most part, residential areas in town begin about one block on either side of Highway 301. Areas north of 301 are mostly single-family but are intermingled with other housing types. South of 301 was predominantly single-family dwellings. Residential areas south of downtown near Highway 222 contain most of the Town’s older homes.

**Commercial**

Just over 5% of the total acreage in town and ETJ is commercial. Additional acreage is located in the extended planning area. Three distinct commercial areas were identified.

- **Downtown (Highway 222):** The designated downtown district is centered on Second Street (Highway 222), extending south of Highway 301 to Alford Ave and north to Maple Ave. Buildings are typically set close to the public right-of-way and parking is mostly on-street or along the side and rear yards; consistent with traditional downtown design. Typical uses offered a mix of governmental services, specialty stores, offices, banking, civic or institutional uses, and similar activities.
- **Highway 301:** This corridor extends along Highway 301 east of the I-95 overpass to the Town limits. It is an important gateway into Kenly for residents and passing motorists. Buildings are constructed as stand-alone structures or within a shopping center complex. Buildings and on-site parking are oriented towards the street. Land uses are typically on parcels of less than 2 acres. Typical uses include locally-owned restaurants, shops, service stations, grocery stores, and similar uses that serve the adjacent neighborhoods including the surrounding community.
- **Interstate 95.** Large-scale commercial uses are developed along two additional interchanges for I- 95. (Interchange Exits 105 & 106). These uses typically have large floor areas and are located on large lots of more than 5 acres. They tend to serve a regional market that extends beyond Kenly to adjacent areas, truckers, and motorists on Interstate 95. Typical uses included national or regional chain restaurants, truck stops, hotels, gas stations, and other automobile-oriented uses.

## **Industrial**

Industrial development makes up less than 5% of the total acreage. There are several large industrial tracts developed between Interstate 95 and the railroad tracks. Additional properties are available for use in these areas.

## **Public/Institutional**

Most public and institutional uses are located in commercial areas of Highway 301 and downtown. Some are interspersed among the local neighborhoods and ETJ as well. They account for 1.06% of the total acreage in town and the ETJ.

## **Undeveloped land**

A significant amount (85%) of the undeveloped land in the Town's planning jurisdiction is in the ETJ. Vacant lots in town are mostly scattered as infill within established residential or commercial areas with existing infrastructure. In the ETJ, undeveloped land is mostly agricultural or large open lots with private water and sewer systems. There is some access to Town and County Water and Sewer in these areas.

## **3.3: Infrastructure**

Public infrastructure is used to provide development with a potable water supply system, wastewater collection and treatment, an efficient transportation network, and other public services. Providing and maintaining sufficient capacity to meet the development demands are two of the key roles of municipal government and contribute to the cost of living and doing business in Kenly. While private development decisions are largely determined by market conditions, the Town can strongly influence the timing and location of development by where it decides to upgrade and extend Town infrastructure.

### **3.3.1 WATER SERVICE**

Information on existing water infrastructure is from the Town's provisional 2011 Water Supply Plan submitted to DENR. A public water system includes the water source, storage, and distribution lines that serve an approximate population of 2500 within its service area. **Map 2.3** shows the Kenly water system service area and distribution system

#### **Supply and Treatment**

The Town gets 100% of its regular water supply from Johnston County. The current available water capacity is approximately 0.30 million gallons per day (mgd). The Town also has emergency supply connection to Wilson County Southwest Water District. This connection is not large enough to sustain the water demand, but rather give the Town some limited supply in the event of interruption of the supply from Johnston County. In 2010, the system had a maximum demand of 0.283 mgd in July. That amounted to 94% of regular capacity. The Town estimates demand will reach 93% of capacity by 2020 based on a projected population of 2,079. The Town should plan to expand its water supply as demand reaches 80% of current capacity.

#### **Storage**

Storage facilities allow the water system a more constant supply during variable demand conditions. During peak use, part of the system's water demand can be met from stored water. Storage tanks can serve as an emergency supply source in case of supply failure (i.e. power outage, natural hazards, etc.) or fire and elevated tanks provide pressure for the system. Kenly currently owns and operates two elevated tanks. One is located near the Town's western limits near I-95 Exit 107. The second tank is located downtown or a total storage capacity of 0.100 million gallons.

## Distribution System

The Town of Kenly maintains an estimated 25 miles of water distribution lines, various sizes from 3 to 12 inches in diameter. These lines are constructed of various materials such as asbestos cement (AC), polyvinyl chloride (PVC), ductile iron (DI). The Town meters flow to its customers via individual water meters.

### 3.3.2 WASTEWATER

Wastewater infrastructure includes a treatment plant, a wastewater collection system and includes nine sewer lift stations. The service area extends from the intersection of N.C. 581 and St. Mary's Church Road; Bagley Road to the South; Revels Road to the West; and Scott Road to the East. The Kenly Wastewater Treatment Plant is located off Truck Stop Road. Treated water is discharged into the Little River. Information on existing wastewater infrastructure is described in the Town's provisional 2011 Water Supply Plan. **Map 2.4** shows the location of the Town's wastewater collection lines.

The wastewater treatment facility has a NPDES permitted capacity of 0.630 mgd. The annual average daily demand was 0.349 mgd for 2010, which was 55% of capacity. The maximum average daily demand was during the month of April, 2011 at 0.425 mgd, which is 67% of treatment capacity. A portion of these flows are attributable to inflow and infiltration within the collection system. The Town maintains sewer collection lines and has 1,027 connections to the collection system.

The current regulations mandate once a treatment facility reaches an average flow of eighty-percent of the permitted capacity, planning shall begin for expansion. Once the facility reaches ninety-percent of permitted capacity the Town may be placed on moratorium to prevent additional sanitary sewer connections. By aggressively addressing inflow and infiltration within the collection system, the requirement for expansion can be delayed.

### 3.3.3 TRANSPORTATION

The Johnston County Comprehensive Transportation Plan (CTP), was adopted by the Town in January, 2012, outlines long range transportation recommendations for the Kenly area. The CTP is a multi-modal transportation plan that considers bicycles, pedestrian, as well as vehicular modes of travel. It's development is in partnership with local governments in Johnston County and the NCDOT. No highway or bicycle infrastructure improvements are proposed for the Kenly area. However, the long range plan to widen the I-95 corridor is included in the CTP. New sidewalks and improvements are proposed along Church Street (Highway 301) and Gardner Avenue. The Town will consult both the Comprehensive Plan and the CTP to evaluate the potential impact on their implementation.

The State is allowing counties to form rural planning organizations (RPO) so they can advise NCDOT on regional transportation issues. The Upper Coastal Plains RPO consists of Johnston, Edgecombe, Nash, and Wilson Counties. One of the core duties of an RPO is to develop and prioritize long range transportation projects in the region to include in the State Transportation Improvement Program.

## Streets and Highways

Most forms of travel involve circulation on the Town's roadway network. The roles of streets in a roadway network are mobility or land access. A functional classification system defines the roles of various types of streets, which helps to determine design parameters for street width, speed, access points, sidewalks, bike lanes, and intersection controls. The following are functional categories typical for the streets in rural or small communities.

- **Principal arterials** connect large urban areas to other large urban areas. Travel is over long distances at relatively high speeds. Interstate and other limited access highways are classified under this category. Only I-95 falls into this classification in the Kenly area.

- **Collector streets** link neighborhoods to business areas and places of work. They carry traffic from local streets to a major street such as another collector street or arterial highway. A collector street may also provide managed access to adjacent commercial or industrial land uses. Highway 222 or 301 is an example of a collector street.

- **Local streets** primary function is to provide access to adjacent land and travel over short distances at lower speeds as compared to collectors. Subdivision roads are examples of local streets in the planning area. Most arterial and collector roads are eligible for federal aid highway funding in accordance with the State Transportation Improvement Plan. Projects on local roads may be eligible for Powell Bill funds.

Level-of-service (LOS) is a qualitative measure of operating conditions at a street segment. LOS levels are designated by a letter grade ranging from “A” (free flowing) to “F” (heavily congested). LOS levels can be used as a guide to identify needed street improvements. LOS C is the limit of acceptable conditions on rural highways. Roads perceived to be operating at a LOS D level should be studied for needed improvements. The following LOS descriptions are modified from the Highway Capacity Manual.

LOS	Description
A	Free flowing conditions. Traffic flows at or above posted speed limits.
B	Reasonable free flowing conditions but speeds are beginning to be restricted by traffic conditions.
C	Stable flow. Ability to change lanes is noticeably restricted and drivers are restricted to select own speeds. Roads are below but efficiently close to capacity.
D	Congestion noticeable, longer delays and many vehicles stop at signals. Speeds slightly decrease as traffic volume slightly increases. Freedom select speed is much more limited.
E	Unstable flow. Limit of acceptable delay, poor signal progression, traffic at roadway capacity.
F	Extremely unstable flow and congestion, traffic exceed roadway capacity, stop and go conditions

## 4: Community Vision and Goals

This chapter presents the overall community vision and goals for individual focus areas. They state where the community wants to be in the future. They were built on the ideas of residents who participated in the community input efforts.

- **Community Vision:** This is a broad statement about the future of the community and is aimed at the achievement of all stated goals and objectives.

The vision is a general consensus of how the community wants to be viewed. It recognizes that the community will have its strengths but will still face many challenges. It is based on the community’s core values. It depends upon using its strengths to help overcome its obstacles. Most importantly, the vision is not simply an ideal image. It is achievable, even if the path is long and difficult.

### 4.1 Community Vision

The following are the vision statements for the Town of Kenly.

**Small Town Atmosphere:** Kenly will retain its rural North Carolina heritage by preserving its quality of life amenities and the cultural assets such as historic neighborhoods and downtown area. Future economic growth shall enhance and not detract from the small town atmosphere of Kenly.

**Convenient Access:** Kenly offers advantages with its location by providing residents convenient access to goods, services, and employment opportunities in several counties. Kenly also strives to be a safe and attractive break for travelers passing through the region.

**Positive Community Spirit:** Kenly prides itself by being a friendly community projecting a positive, collective spirit. Citizens are actively involved in numerous annual events and celebrations that promote a strong sense of unity. Public officials, residents, and businesses work together to continually improve the quality of life in Kenly.

**Safe Neighborhoods:** Kenly has neighborhoods where residents feel safe to raise families and interact with neighbors. Quality housing is available for those who choose to make Kenly home.

**Economically Prosperous:** Kenly has a growing economy that offers citizens an opportunity to earn a living wage. The town has a variety of small businesses that serve both the town and surrounding region. Kenly attracts visitors that contribute to the local economy. Its transportation assets stimulate continued economic development for both a regional and local market.

**Community Aesthetics:** With existing transportation corridors, Kenly is positioned to continue its path of economic growth that will draw new residents and visitors. Existing properties are well-maintained and inviting to citizens, visitors, and developers. Neighborhoods and commercial districts foster a sense of community pride and stability.

## 4.2: Focus Areas

As a result of community input, seven focus areas have been identified. For each focus area a coordinated set of goals, objectives, and actions have been identified to address related issues that emerged from the planning process. This section outlines the goals for each focus area along with the supporting objectives and actions that are contained in the chapters that follow. Individual focus areas cannot be considered in isolation because they are all interrelated in many different ways.

- **Goals:** These express a desired future condition to which planning efforts are targeted. While still general in nature, a goal focuses on specific topics identified as relevant and significant during the planning process.
- **Objectives:** These are Statements that support the fulfillment of a goal. They offer direction for future actions.
- **Actions:** An action identifies activities, programs, or projects to initiate or complete and objective. An action is a means to achieve a goal, with efficient allocation of resources while being mindful of fiscal constraints.

Although the statements are broad, each level answers more precisely “how” the community will achieve its vision. Conversely, the steps can be taken in reverse to answer “why?” Either way, the process begins and ends at the foundation: the community vision.

### 4.2.1 LONG RANGE PLANNING

**Goal 1:** To promote quality development and redevelopment of existing business areas to balance the town’s social, economic, and environmental needs.

**Goal 2:** To ensure all community development opportunities are consistent with local, state, and federal policies.

**Goal 3:** To promote and conserve human, financial, and physical resources while being cost effective.

### 4.2.2 COMMUNITY ENVIRONMENT

**Goal 1:** To create an environment that is appealing to residents, visitors, businesses, and industries that is compatible with Kenly’s small town atmosphere.



**Goal 2:** To preserve and enhance the quality of natural resources while maintaining small community appeal.

#### **4.2.3 COMMUNITY ENGAGEMENT**

**Goal 1:** To incorporate open public participation into the development process.

**Goal 2:** To keep the public well-informed about new development and potential impacts.

**Goal 3:** To develop leadership and strategic partnerships within the community to promote the long term plan.

#### **4.2.4 COMMUNITY SERVICES & AMENITIES**

**Goal 1:** To provide exceptional community services and amenities that enhances the quality of life.

**Goal 2:** To maintain adequate infrastructure to support continued development in an efficient, affordable, and safe manner.

#### **4.2.5 HOUSING & NEIGHBORHOODS**

**Goal 1:** To promote safety and stability for our residents.

**Goal 2:** To provide diverse housing choices for all our residents.

#### **4.2.6 HERITAGE PRESERVATION**

**Goal 1:** To celebrate and preserve historical and cultural assets.

#### **4.2.7 ECONOMIC GROWTH & PROSPERITY**

**Goal 1:** To satisfy the retail and service needs of residents, visitors, and travelers.

**Goal 2:** To expand and diversify the local economy.

**Goal 3:** To create a vibrant downtown and commercial development opportunities.

**Goal 4:** To encourage a compatible mix of business development.

## **5: Long Range Planning**

### **5.1: Key Issues**

Long range planning is important for the Town to achieve its vision. This Comprehensive Plan is the foundation for a well-designed planning program. A long range planning program is a toolbox for regulations, capital budgets, programs, and procedures that will implement the Comprehensive Plan. It will be used to align the day-to-day decisions of various Town advisory boards and staff with the goals and objectives of the Comprehensive Plan.

The Long Range Planning program:

- Correlates implementation measures with the specific Comprehensive Plan goals and policies; and
- Contains implementation tools (*i.e.*, existing and proposed codes, ordinances, regulations, standards, requirements and policies) to implement the Action Plan.

## 5.2: Objectives

**Objective 5.1:** Ensures that development regulations enforce the goals of the comprehensive plan.

- a) Develops and refines minimum housing code.
- b) Uses other government resources to help enforce regulations that support comprehensive plan.
- c) Updates development regulations (subdivision, zoning, etc.) to reflect goals and objectives of comprehensive plan.

**Objective 5.2:** Encourages public engagement in the development decision-making process.

- a) Adopts a process to engage the public and community ideas and support during the decision-making and enforcement process.
- b) Appoints a downtown development organization to assist with remodeling and new construction projects in designated downtown district.

**Objective 5.3:** Ensures that new development can pay its fair share of the costs of municipal services.

- a) Requires new development to become part of the municipal tax base before extending water, sewer, and other services.
- b) Establishes policies that equitably distribute the costs of extending infrastructure to new utility customers.
- c) Requires potential new town service customers to undergo feasibility analysis before agreeing to extension of services.
- d) Extends municipal and ETJ boundaries to create a cohesive and contiguous municipal service area.

**Objective 5.4:** Maximizes use of existing public facilities and infrastructure before constructing new ones.

- a) Develops incentives for infill, adaptive re-use, and redevelopment that maximizes the use of existing infrastructure capacity before constructing like facilities.

**Objective 5.5:** Promotes future development patterns that are compatible in type, design, and intensity with nearby areas and consistent with the comprehensive plan.

- a) Adopt review procedures to ensure future development and public improvements are compatible in scale, character, and appearance with existing buildings and neighborhoods.
- b) Identify business districts for new development

## 6: Community Engagement

### 6.1: Key Issues

Community engagement works on the premise that all citizens and interests should have an opportunity to participate in the planning process. It is important to developing the plan and even more important to its implementation. Meaningful engagement is required to achieve the community buy-in necessary for successful implementation. Community engagement has two components.

**Collaboration:** Given its small size, the Town of Kenly does not have the staff, funding, or jurisdiction to implement the plan on its own. In fact, no one “entity” does. Much of the plan will be carried out under the purview of the Town Board, but others will require assistance from professional consultants. Still other actions may be implemented by, or with the help of individuals, the County or State agencies, civic groups, or committees of residents. Partnerships and collaboration builds the Town’s capacity to implement the plan.

**Community Involvement:** The policies in this section go beyond involving just the usual participants. It goes on to consider members of the community whose voices have traditionally been left out of policy debates, including youths and some ethnic groups. A concerted effort must be made to create an environment where the group feels comfortable expressing their ideas. This means residents must be informed and involved in the planning process. When the public is actively engaged in the decision-making process, the results can have the following benefits:

- Decisions are seen as more legitimate because the process is open and transparent.
- Decision-makers are better informed about the community's needs and the community is better informed on the decision-makers' intent.
- Engagement can force clarity about priorities and sometimes generate new, creative ideas.
- Decisions are less likely to meet resistance and delays. Engagement can help anticipate and address concerns in advance and make the decision-making process run smoother.

## **6.2: Objectives**

**Objective 6.1:** Collaborate with local, regional, and state partners to achieve community goals.

- a) Pursue partnerships with other organizations to achieve common goals and objectives.
- b) Foster relationship with County Commissioners and State and Federal agencies to communicate the needs of our extended community.
- c) Pursue financial and technical assistance from other governmental entities and private foundations to leverage local resources.
- d) Participate in regional planning efforts to insure Town's interests are adequately represented.

**Objective 6.2:** Develop long term leadership and cohesiveness.

- a) Hold regular forums to engage public in deciding possible direction of the town.
- b) Identify ways to engage youth in activities or events designed to meet goals and objectives in Plan. This may include community watch programs, K-Pride, and public improvements planning.
- c) Offer training for citizen board members on rules and procedures for decision making.

**Objective 6.3:** Foster and retain positive community spirit

- a) Encourages participation in the programs and events that either improve or celebrate our "way of life".
- b) Prepares material to educate and inform public of development proposals that directly impact them.

## **7: Community Environment**

### **7.1: Key Issues**

The rural character of Kenly is defined by the look and feel of the built and natural environment. The built environment includes "man-made" features of the physical landscape such as the design of buildings, parking areas, streets, and similar features. The natural environment includes critical natural resource areas or environmentally sensitive lands. The spatial relationship between the built and natural environment, is what gives Kenly its unique "sense of place". The visual elements, the parts of a town that residents and visitors see, are a reflection of community pride.

The policies related to community environment are intended to improve and enhance the aesthetic value of the community, both socially and economically. The prominent issues related to the community environment are:

- **Community appearance:** There is a need to improve the appearance of the community. An aesthetically pleasing appearance will not only help attract new residents but new businesses and industries as well. In this respect, the policies under this section will help promote the Town's housing and economic goals.
- **Flooding:** Areas subject to frequent flooding are included in the 100-year floodplain. These areas of special flood hazard areas have been identified by the NC Flood Mapping Program to help communities predict flood hazards and manage flood risks.
- **Wetlands:** Probable wetlands in the area are identified by the National Wetlands Inventory. Some wetlands are protected under the US Clean Water Act. Wetlands also provide habitat for plants and wildlife.
- **Severe Soils:** Severe soils in the area are identified in the USDA Soil Survey as being "very limited" for a dwelling or commercial buildings. The limiting factors related mostly to

## 7.2: Objectives

**Objective 7.1:** Ensures development is compatible with Kenly's small town atmosphere.

- a) Adopt architectural and site design standards for new development and redevelopment.

**Objective 7.2:** Enhances the community's appeal to residents, visitors, businesses, and industry.

- a) Implements beautification projects in downtown, business districts, and residential areas.
- b) Marks entrance of main corridors with attractive "welcome" signs and decorative landscaping suitable for the site.
- c) Installs attractive, consistent lighting, signage, and other street improvements beginning on main corridors.

**Objective 7.3:** Protects property and the public from natural and environmental hazards.

- a) Develops perpetual storm water drainage plan for community and regional drainage basin.
- b) Identifies and cleans-up condemned, abandoned, and unsafe properties.

## 8: Community Services & Amenities

### 8.1: Key Issues

Community services and amenities are those elements that make a community an attractive place to live, work, and do business. Families are attracted to a region by jobs but to a community by the services and amenities available to residents. Chief among them are quality parks, good schools, availability of decent healthcare, and a safe and attractive living environment. The policies in this chapter look to provide services and amenities residents want at a reasonable cost.

One of the key roles for municipalities in North Carolina is to maintain an acceptable level of services to enhance the life of its citizens and support development in its service area. Among the core Town services are police and fire protection, public water and sewer systems, street maintenance, and parks and recreation. These services can be provided either independently or by contract with other service providers. The Town must address the impact new development will have on service capacity and the fiscal impact on community facilities and infrastructure.

The cost of service delivery represents the largest expenditure for local governments and contributes to the cost of living and doing business. Community services and amenities are provided by the public and private sectors. The policies in this chapter focus on those services and amenities that are under the purview of the Town or other public entity.

## **8.2: Objectives**

**Objective # 8.1-** Attracts and retains young families.

- a) Collaborate with businesses and churches to sponsor events for the youth of the community.
- b) Promote affordable housing, jobs, shopping, restaurants, medical facilities and churches.

**Objective # 8.2-** Provides services for our growing elderly population.

- a) Engages the existing Senior Center in the community for outreach to our residents.
- b) Provides local transportation opportunities for senior citizens.
- c) Expands upon Meals on Wheels service being provided by Johnston County.

**Objective # 8.3 -** Provide sufficient recreation opportunities for residents.

**Objective # 8.4 -** Promotes community safety and security in design of development and public spaces.

- a) Installs sidewalk improvements along the commercial corridors first, and the residential areas second.

**Objective # 8.5 –** Maintains adequate levels of service to support current and anticipated development.

- a) Prepares a 5-year capital improvement program to identify funding priorities for capital projects.

**Objective # 8.6 -** Maintains a reasonable tax rate and cost of living for businesses and residents.

- a) Explore "economies" of various services to operate more efficiently.
- b) Encourage new growth and businesses to increase the tax base.

## **9: Housing & Neighborhood**

### **9.1: Key Issues**

Safe and affordable housing is the foundation of a stable community. An adequate and diverse housing stock is imperative to meet the needs of low, moderate, middle and upper income households. Market conditions will determine the quantity and price of new residential units as well as resale and rental housing. It is sometimes necessary for public agencies and non-profit organizations to take steps to encourage housing construction or rehabilitation or to assist lower-income buyers or tenants to find adequate, affordable shelter in the community. Housing and neighborhood issues were significant to citizens and indicated by the US Census housing data.

**Affordable housing:** Most renter households lack sufficient income to afford housing and still meet other basic living needs independently. Many rental units are in areas with concentrated substandard housing. Housing affordability is defined by more than price. It is also determined by the cost of utilities and the income of its occupants. Therefore, policies under other Focus Areas will also help address the Town's housing affordability issues.

**Neighborhood appearance:** Neighborhood appearance issues relate to housing conditions and property maintenance. It indicates community pride, security, and impacts area property values and quality of life, either positively or negatively. The age of the Town's housing stock indicates that housing rehabilitation is an important community need. Renters are much less likely to spend on major repairs on a home they do not own. Landlords are unmotivated to invest in significant repairs if they are unable to charge more rent.

**Homeownership:** An appropriate mix of rental housing is important to meet the diverse needs of residents. Homeownership has long been considered the foundation for neighborhood stability. Homeowners are more vested in the community and less transient than renters. Income appears to be the greatest barriers for Kenly renters attaining homeownership based on review of the Census data.

## **9.2: Objective**

### **Objective # 9.1 - Maintaining housing in Standard Condition**

- a) Adopts code enforcement standards to ensure home repair and property clean-up are made in a timely manner, including standards on junk vehicles, grass and weed maintenance, abandoned properties, and nuisances.
- b) Develops restrictions that limit mechanical work on vehicles on residential properties to the rear yard, hidden from view.
- c) Provides incentives for neighborhood and street clean-up with block parties, awards programs, etc.
- d) Implements inspection program for newly vacant property before they can be rented again.

## **10: Heritage Preservation**

### **10.1: Key Issues**

As reflected in the community vision, the community is proud of its cultural heritage that is rooted in farming, particularly tobacco. These assets are unique to Kenly and cannot be replicated any place else. An integral part of this Plan is to ensure that the Town's historical and cultural assets are preserved and celebrated for future generations.

Besides its cultural value, historic preservation makes efficient use of Town resources. Developing in areas with existing infrastructure is more sustainable than expanding to support sprawl. The Town has large lands along the edges of the planning area that can be developed, but they require new infrastructure and services. Most historic properties are in areas with existing facilities, eliminating the cost of constructing and maintaining new water or sewer lines or extending police protection to "leap frog" or satellite areas.

Historic preservation is also a key tool for downtown redevelopment. Downtown revitalization efforts can be bolstered by the historic fabric of buildings. The challenge is that older buildings are susceptible to deterioration and are often obsolete for modern use. Retrofitting them to current standards can be unfeasible to developers and property owners. Several tools are available to promote historic preservation and most are non-regulatory. For example, federal and state tax incentives are available for eligible rehabilitation and restoration projects.

### **10.2: Objectives**

#### **Objective # 10.1 - Protects and preserves historic properties and neighborhoods.**

- a) Collaborates with the Town's Historical Society to promote preservation and restoration of historic properties
- b) Develops educational materials on tax incentives for restoring historic commercial and residential properties.

#### **Objective # 10.2 - Supports community events that celebrates the town's heritage.**

## **11: Economic Growth & Prosperity**

### **11.1: Key Issues**

The economy plays a central role in the vitality and quality of life of any community. A healthy economy creates good paying jobs and economic opportunities for residents. It also builds the municipal revenue base, providing funds for schools, police, fire protection, parks and other public services and amenities. Many issues identified under other focus areas are rooted in the economic status of the community and residents. Low income families are unable to purchase a home or invest in major housing repairs. Access to well-paying jobs helps address housing affordability and ownership issues.

Kenly, like most jurisdictions, cannot rely entirely on residential property taxes to fund a high level of services. To overcome budget shortfalls created by the service costs of residential uses, revenues from industrial and commercial uses are essential. These uses are less costly to serve and generate income beyond property taxes such as sales taxes and other state shared revenues.

Plus, property taxes are a significant expense for most households, adding to the cost of housing thus making housing affordability even harder to achieve. By supporting land uses that are less expensive to serve and creating additional revenue streams, the Town can keep residential tax rates down, contributing to a higher quality of life for its citizens through greater housing affordability. In summary, economic development helps improve the fiscal health of the Town and its residents.

Many of the Town's economic development issues, such as the qualifications of the local workforce, are outside the scope of the Comprehensive Plan. The Plan's role is to create a positive environment for new business and industrial development that provide well-paying jobs and expand the municipal tax base. However, the Comprehensive Plan is a tool in the Town's overall economic development strategy. The Town's should work with regional and county economic development agencies to identify how their plans tie-in with the Comprehensive Plan.

### **11.2: Objectives**

**Objective # 11.1** - Revitalizes Kenly's traditional downtown district.

- a) Defines the boundary of the Kenly Downtown District.
- b) Creates an organization to coordinate revitalization program for designated Downtown District.
- c) Develops a downtown revitalization plan that identifies possible sidewalk improvements, special tax assessment district, overhead power line removal, uniform building design standards, etc.

**Objective # 11.2** - Provides local job opportunities for Kenly residents.

- a) Pursue State and Federal incentives to attract development that creates quality jobs at a living wage.

**Objective # 11.3**- Ensures a diverse mix of businesses to meet community and regional retail needs and build the town's economic base

- a) Creates a committee to oversee economic development of business and employment areas outside of downtown.
- b) Creates a visual connectivity between Second Street intersection and business corridor to I-95.
- c) Implements community appearance and clean-up programs to create an appealing environment for new business development.
- d) Develops a strategic plan to encourage reinvestment in designated redevelopment areas.

## **12: Future Land Use Plan**

The Future Land Use Plan is a blueprint for future land use and development. The official Zoning Map and the Future Land Use Map are tied together. As stated previously, zoning regulations must be made in accordance with a comprehensive plan. This means that zoning standards should be within the framework of the Future Land Use Plan. Constantly reviewing rezoning requests against the Future Land Use Plan helps ensure decisions are consistent with the policies of the Comprehensive Plan. With that in mind, some aspects of the Town's development regulations may need to be altered to reflect the goals and objectives in the Plan and the Future Land Use Plan.

It is important to understand that the Future Land Use Plan is not a mandate of how land will develop or be zoned now or in the future. It is also not rigid and parcel-specific. It can be adjusted to reflect existing ownership and development patterns as long as it supports the vision. It is the responsibility of Town Council, with support of staff and the planning board, to decide if proposed developments are compatible with the vision and goals in the Comprehensive Plan. It is the Future Land Use Plan that will guide those decisions.

### **12.1 Future Land Use Classification**

The land use categories displayed on the Future Land Use Map are designed to implement the goals and objectives of the Plan and achieve the community vision. It establishes parameters for land use activities and location criteria for new development, redevelopment, and conservation in light of existing development patterns, natural and environmental resource areas, and available infrastructure.

#### **12.1.1 RESIDENTIAL**

Residential uses provide safe and stable living environments for families and individuals. This section lists residential future land use categories.

##### **Rural Residential**

This category designates outlying areas that should retain their rural character. Preferred land uses include single-family dwellings or manufactured homes on large acre lots, agricultural and other low impact uses. These areas require very limited town services.

- Preferred density: 1 dwelling/1 + acres
- Suitable for individual or community water and sewer system.
- Municipal service extensions to these areas are unlikely within the next 10 years.

##### **Low Density Residential**

These areas are intended primarily for traditional single-family neighborhoods at low density. Land uses that may be permitted include single-family dwellings or manufactured homes on one-half to 1 acre lots and complimentary accessory uses and amenities for residents of the development.

- Preferred density: 1 to 2 dwelling units/ 1 acre
- Utilities: Suitable for individual or community water and sewer system

##### **Medium-density Residential**

These areas are intended primarily for residential communities at medium densities. Land uses may include single-family subdivisions or neighborhoods, limited two-family dwellings, and complimentary accessory uses and amenities serving neighborhood residents.



- Preferred density: 2 to 4 dwellings/acre
- Utilities: Accessible to public water, sewer, and other Town services. Primary access from local residential streets
- Preferred uses: Single-family subdivisions, duplexes, recreation, and neighborhood amenities
- Should be buffered from high-density residential and nonresidential uses

### **High-Density Residential**

These areas are intended to accommodate residential development at high densities. Land uses may include a compatible mix of single-family neighborhoods or multi-family housing designed as a planned community. Complementary accessory uses and amenities that serve neighborhood residents.

- Preferred density: 4 or more dwellings/acre
- Utilities: Accessible to public water and sewer. Accessible oriented towards local streets
- Buffered from adjacent nonresidential uses

### **12.1.2 ECONOMIC GROWTH CENTERS**

Economic growth centers will allow uses that will expand and diversify the local economic base and provide employment opportunities for residents.

#### **Regional Commercial**

This category allows for commercial development that serves a regional market within a 10-mile radius of Kenly and travelers along Interstate 95. Regional commercial uses may include truck stops, department stores, home improvement stores, restaurants, hotels and motels, and similar uses. These uses typically require.

- Close proximity to I-95 interchanges
- Access to Public Water & Sewer
- Lot Sizes of 5 or more acres

#### **Community Commercial**

This category is designated for commercial, public, or institutional uses that serve the local market within a 3-mile radius of Kenly. Range of land uses may include convenience stores, personal service establishments, small restaurants (diners or cafes), specialty stores and similar small businesses. Shopping centers may be anchored by grocery stores or drug stores rather than “Big box” retail chains. Community parks, public facilities, and institutional uses that benefit the community at-large may also be permitted.

- Controlled access from arterial or collector streets (Highway 301)
- Accessible to public water or sewer
- Typical lot size of less than 5 acres

#### **Downtown District**

This category is reserved for the traditional downtown district that has historically served as the cultural, economic, and civic heart of the community. The range of land uses may include a compatible mix of specialty stores, restaurants, professional offices, government facilities, institutional and residential use in a pedestrian-friendly environment. Downtown is also designated as a priority for revitalization.

#### **Light Industrial**

Light industrial areas are major employment centers for the Town. Desired land uses include a range of assembly, warehousing, and manufacturing activities that produce minimal noise, odor, traffic, or other nuisances beyond the property. Industrial processes occur primarily contained inside the building.

- Accessible to Interstate 95 interchanges
- Access to rail
- Served by public water, sewer, and other municipal services

## **Heavy Industrial**

Heavy industry is characterized by intense industrial activities which may have significant impacts to surrounding areas, including, but not limited to noise, odor, or aesthetic impacts. These areas require special buffers to address compatibility issues with surrounding properties. They generally require access for heavy truck and may require rail access. Uses should have access to public water and sewer. Land access from local streets should be discouraged.

### **12.1.3 CONSERVATION AREAS**

Conservation areas may require special development controls or restrictions to preserve the community's valuable natural, cultural, or historical assets, to protect the public health and safety or to otherwise promote the community's best interests.

#### **Public Reserve Areas**

This category designates land identified as potential sites for future public improvements such as schools, parks, infrastructure, government facilities, etc. Development proposals should be reviewed to ensure sufficient land is set aside to accommodate planned improvements.

#### **Historic Resource Areas**

These areas designate buildings, sites, or districts that are significant to the heritage and culture of Kenly, the state, or nation. These areas should be preserved to promote economic development, and to encourage efficiency through the re-use of existing buildings and infrastructure.

#### **Natural Resource Areas**

This category identifies valuable natural resource areas. These areas may have environmental features that are valuable to plant and wildlife, natural resources, or flood control. Development in these areas may require special site controls to manage potential adverse impacts on critical natural resources or public safety.

### **12.1.4 SPECIAL FOCUS AREAS**

These include districts or corridors with special issues that can best be addressed through a concentrated and strategic planning effort:

#### **Redevelopment Areas**

Redevelopment areas include neighborhoods or commercial areas with significant signs of long term decline and neglect. They may have high concentration of abandoned, dilapidated, or obsolete buildings and high vacancy rates, but also have access to existing infrastructure. Special redevelopment or revitalization programs may be needed to stabilize and increase property values and eliminate the adverse impacts on public health and safety.

#### **Gateway Corridors**

Gateway corridors are highly visible thoroughfares or districts that form visitors' first impression (good or bad) of Kenly as a desirable place to live, shop, or invest. Gateway corridors may require special building, landscape, signage, streetscapes and lighting design standards and improvements to improve their economic and aesthetic value.

## **13: Implementation**

Preparing the Comprehensive Plan is the first phase of a longer process. In the plan, the Town identified existing conditions and analyzed key challenges and opportunities. It creates a strong vision for the future and a roadmap for how to achieve it. But, the power of the plan rests in the next phase: implementation. It bridges the broad concepts in the Plan into specific tasks to turn the vision into reality. Implementation is a challenge because it requires commitment from Town Council, staff, committees, businesses, residents, and others to champion the plan through their actions.

This Implementation chapter describes how the objectives and actions in the Comprehensive Plan should be carried out. It concludes the Comprehensive Plan but by no means ends the planning process. Implementation will occur within a Long Range Planning program design that coordinates daily actions with the plan goals and policies.

### **13.1: Key Implementation Tools**

This section identifies a number of tools the Town can employ as part of its Long Range Planning program to implement the plan objectives. These implementation tools are interrelated and work together providing continuity and cohesiveness to the long range planning program. Any tool must comply with applicable State enabling legislation and Federal rules and mandates.

#### **13.1.1 DEVELOPMENT REGULATIONS**

On a day-to-day basis, the development regulations (zoning and subdivision regulations) are the most important tools for Plan implementation. Because the Plan does not carry the force of law, the Town must effectuate its policies through a variety of actions, including amendments to the Town development regulations. Updates to these development regulations should be consistent with the Plan to ensure that short term actions on development requests support the Plan's policies and recommendations. In North Carolina, most development regulations enforced in Town can be enforced in the ETJ.

#### **13.1.2 INTERLOCAL AGREEMENTS**

Intergovernmental agreements (IGAs) are contracts between two or more units of government for the mutual benefit of all parties. Within the context of this plan, an agreement between the City, County and other providers could address growth within urban service areas. Such an agreement could establish each party's rights, responsibilities and recourse within a cooperative growth management process designed to implement the Plan. Items typically addressed in local government IGAs include: development review authority, infrastructure projects, building and related codes, joint-use agreements, public safety mutual aid agreements and IGA administrative procedures.

#### **13.1.3 REGIONAL PARTNERSHIPS**

Many of the issues faced by the Town are regional in nature. Issues such as economic growth, environmental preservation, the adequacy of public facilities and services transcend neighborhoods or jurisdictional boundary. Regional coordination helps leverage limited resources of potential partners with mutual interests. Several state and federal agencies have financial and technical assistance programs to help implement the plan. Organizations such as the Upper Coastal Plains and the Research Triangle Economic Partnerships lead regional planning efforts that establish funding priorities on a regional scale.

#### **13.1.4 SMALL AREA PLANS**

Completion of the Comprehensive Plan is not the end of planning for the future. Other planning projects will build upon the foundation of this plan, whether they are neighborhood plans, downtown development plans, corridor plans, redevelopment plans, or other small area plans that provide detailed examinations of needs and

conditions or area plans developed in partnership with a developer. As the Town continues to plan for the future, these planning efforts should be based on the vision and goals of the Comprehensive Plan and be consistent with the policies established by this document.

### **13.1.5 ANNEXATIONS AND ETJ EXTENSIONS**

Annexation laws allow municipalities to extend its corporate limits to contiguous or satellite areas. ETJ areas are in effect urban growth areas. It gives municipalities jurisdiction to manage development in adjacent areas that may be suitable for annexation within 10 years. They are important tools to manage growth within municipal service areas.

### **13.1.6 CAPITAL IMPROVEMENTS PLAN (CIP)**

CIPs are important planning tools to ensure that the Town has planned the most cost effective facilities and to determine whether the Town will have the capability to fund needed public facilities. The CIP should identify and estimate costs of improvements needed to serve anticipated growth for the next 5 to 10 years. The CIP also should delineate the proportion of project costs that are designed to provide new capacity and the proportion that is required to fund existing deficiencies. This will enable the Town to quantify the capital costs associated with new development and to allocate costs accordingly. The CIP will also help the Town identify potential funding partners and readily respond to new funding opportunities.

### **13.1.7 INCENTIVE PROGRAMS**

Incentive programs may offer streamlined development processes or financial inducements for development in designated areas. Incentive programs can promote economic or community development or redevelopment. A number of state and federal programs are available to help implement many of these programs.

## **13.2: Evaluation and Updates**

The Comprehensive Plan is based on conditions as they existed when it was developed. These conditions are fluid and the plan requires periodic update to remain relevant to current conditions. Significant changes in demographics, business trends, construction activities, leadership, and state and federal laws can have multiple effects on the goals and objectives of the Plan. Regular evaluation and updates must be an integral part of the long range planning program.

An annual review should evaluate the progress and effectiveness of the Action Plan. The evaluation should identify action items that have been completed, that should be funded in the annual budget; that should be added or modified; and that should be removed altogether.

A more comprehensive update should occur at least every 10 years to coincide with the release of the decennial census to re-evaluate Town priorities. The comprehensive update should involve a process similar to that used to prepare the original plan. Extensive community engagement must be integral part of plan evaluation and updates. The Planning Board or a special implementation committee should be appointed to oversee plan evaluation.

## **13.3: Action Plan for Implementation**

Successful implementation of the Plan results from many individual actions over the course of many years. While most items on the list will be carried out by the Town: Town Council, citizen boards and committees, or staff. Some items may require coordination with neighboring jurisdictions or other service providers, State and Federal agencies, civic and business organizations, and other stakeholders.

The Action Plan matrix (Pages 36-42) establishes a timeline along with priorities for actions identified to implement the Plan and corresponds to the actions listed under the individual Focus Area topics. The Action Plan should be used to prepare annual budgets and work plans for Town boards, committees, and staff. Specifically, the Action Plan identifies:

- Lead parties who shall further develop and coordinate tasks for a specified action;
- A general time frame to initiate or carry out an action item: short-term (0 to 2 years), mid-term (2 to 5 years), long-term (5 to 10 years), or on-going (continues indefinitely once initiated);
- Resources needed to complete the action item, including funding, expertise, or jurisdiction.
- Potential partners with the capacity or resources to help implement the plan.

The Action Plan is not an exhaustive list of strategies that can implement the Plan. The Town may pursue different strategies and make adjustments, depending on changing opportunities and resources. The Action Plan will be adjusted several times over the upcoming years. The official Action Plan will be maintained in the office of the Town Manager.

