

2021 PLANWake Work Plan

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PLANWake Work Plan: Implementation

Background

PLANWake was adopted by the Wake County Board of Commissioners on April 5, 2021. The Plan, which is the result of more than two years of research, engagement, and collaboration, includes high-level policies that enable the county to be inclusive and equitable, healthy and active, and sustainable and vibrant.

The Plan was designed to chart a new course for guiding growth over the next 10 years in Wake County. It articulates the new vision for the greater Wake County community — one that will build off of recent planning advancements made through the Wake Transit Plan, the Wake County Affordable Housing Plan, Live Well Wake, the Wake County Greenways Plan, and others to plan for the next wave of growth in a manner that enhances quality of life for all residents. This new course directs growth to existing towns, supports the development of connected and walkable transit-supportive centers and works with rural landowners to protect important open spaces, farms, and forests.

PLANWake will update the county's current land use plan and development policies while incorporating other planning efforts such as open space, economic development, population health & wellbeing, greenways, affordable housing and transit/transportation.

PLANWake Goals

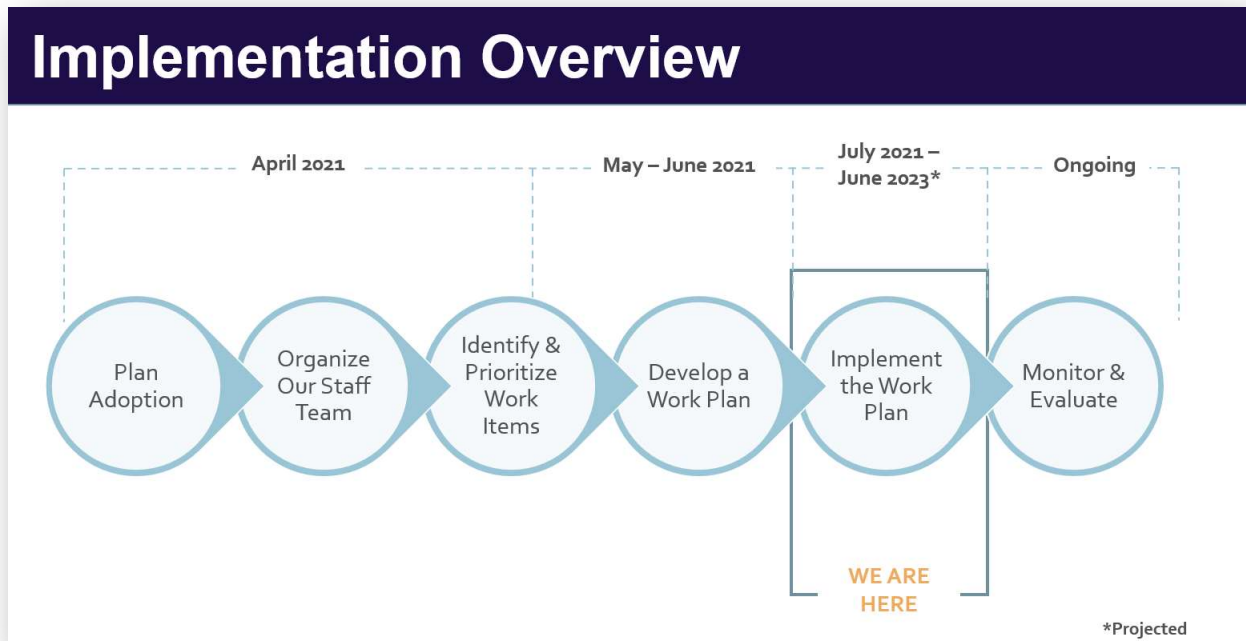
PLANWake sets out a strategy for growing intentionally to achieve three core vision outcomes and priorities. These three PLANWake Vision Outcomes articulate the intended future for Wake County.

- 1) Wake County will strive to ensure that all Wake County residents will be able to live, work and enjoy their lives, regardless of their income, wealth, race, age or background.
- 2) Wake County will strive to ensure that all Wake County residents will be able to access the services, providers, foods and recreational amenities that support a healthy lifestyle, no matter where they live or what they earn.
- 3) Wake County will strive to ensure that all Wake County residents will have an opportunity to thrive in a community that supports economic, social, and environmental health and resiliency.

The path to achieving these outcomes is interconnected and designed to reinforce a new system of growing intentionally.

Work Plan Purpose

This Work Plan provides an overview of the initiatives and work that need to be accomplished to fully implement the goals and policies outlined in PLANWake. It will lay out the roadmap to implement PLANWake vision and deliverables.



Implementation

The PLANWake Vision Outcomes will be achieved through implementing policies and actions using a comprehensive set of tools, including:

- Capital Investments
- Planning
- Regulations
- Partnerships
- Programs and Initiatives
- Development Reviews and Decisions
- Incentives
- Public Engagement

The implementation process for PLANWake splits the core plan initiatives into four separate Work Areas.

- 1) Land Use Policy

- 2) Area Plans
- 3) Unified Development Ordinance Amendments
- 4) Performance Metrics

Each Work Area will be led by two staff members who will collaborate internally and externally with stakeholders throughout the implementation process.

The scope of the four Work Areas covers the initiatives which have cascaded from PLANWake's goals. The principal direction of each Work Area is as follows.

Land Use Policy

The Land Use Policy Work Area will follow the direction provided by PLANWake and address existing Wake County policies through collaborative efforts between all jurisdictions and community partners in the County. These policies will provide more specific direction on extraterritorial planning jurisdiction (ETJ), water supply watersheds, farmland preservation, and other county wide initiatives. The Land Use Policies Work Area will also serve as a connector between PLANWake and other County plans.

Area Plans

Wake County will adopt several new area land use plans that provide localized guidance on planning and development in the unincorporated areas (Wake County currently has five Area Land Use Plans). The Area Plans team will address reconfiguration and updates to the existing area land use plans in accordance with PLANWake. This will promote more desirable social and ecological outcomes as we grow more intentionally over time. The key issues which will be addressed through PLANWake's Development Framework consist of:

- 1) Directing new growth to municipalities
- 2) Protecting natural areas and open spaces
- 3) Creating quality walkable places

Through these initiatives the Area Plans team will prioritize intentional inclusion and equity for the County's most vulnerable people and households.

Unified Development Ordinance Amendments

The Wake County Unified Development Ordinance, or UDO, contains most local regulations concerning the use and development of land and buildings, including zoning, subdivision, stormwater, and natural resource conservation. In accordance with PLANWake, the UDO will undergo changes that yield:

- 1) Updated regulations on transitioning county land to municipal jurisdiction in areas specified by PLANWake
- 2) Updated regulations for minimum standards for development in the County jurisdiction
- 3) Updated regulatory options for preserving agriculture and working lands as part of development, production or preservation

Performance Metrics

PLANWake includes a strategic set of Performance Metrics to track progress over time. These metrics will be reported to the community and decision-makers on an annual basis. In addition to the metrics noted in PLANWake, further benchmarking, targeting and sub-metrics of Performance Metrics are being developed. The Performance Metrics have been organized into three categories:

- 1) Countywide focused
- 2) Development focused
- 3) Targeted Population focused

Work Area Strategy and Initiatives

Each Work Area has identified core initiatives which are integral to achieving the PLANWake Vision Outcomes. These initiatives will be implemented through the execution of the following strategies.

Land Use Policy

Strategy

The Land Use Policy team will bring forward data analysis, peer community examples, tools, and recommendations on county-wide land use policies that advance the goals of PLANWake. The policies will focus on extraterritorial planning jurisdiction, water supply watersheds, farmland preservation, and other county wide initiatives.

Coordination

It is expected that any major policy proposals will follow a robust engagement process with affected stakeholders. The Land Use Policy team will coordinate with the other Work Area teams while framing and forming all Land Use Policy objectives as needed to ensure comprehensive alignment.

Land Use Policy Initiatives

Objectives and Initiatives	Priority	Projected Start Date	Projected Completion Date	Known Connections	Notes
Administrative Actions	1	Apr-21	Jan-22		
Develop ETJ Criteria #6	1st	Apr-21	Nov-21	Municipalities, Planning Board	Municipal efforts toward PLANWake
Integrate legacy maps from past Land Use Plan & update to PLANWake terminology, including Development Framework Map	1st	Apr-21	Nov-21	Internal	Gen Class- Identify jurisdictional and growth boundaries. Falls Lake - land use and activity centers
Update Land Use Amendment (Comp Plan Amendment) webpage & checklist	1st	Jul-21	Jan-22	Internal	Comprehensive Plan Amendments
Develop PLANWake Implementation status PowerPoint template	1st	Apr-21	1st draft completed	Internal	This is an evolving task
Development Framework Map procedures	2nd	Jul-21	Jan-22	Internal	Integrate into TRC process, correct mapping errors
County-Wide Land Use Policies	2	May-21	Jul-22		
Activity Centers	1st	May-21	Jul-22	Area Plans, UDO	Consider changes after an inventory & analysis of intended purpose vs use
Permitted uses in commercial areas of county jurisdiction	3rd	Jan-22	Jul-22	UDO	Simplify table and mitigate impacts

Objectives and Initiatives Continued	Priority	Projected Start Date	Projected Completion Date	Known Connections	Notes
Advance PLANWake Goals	3	Jul-21	Jul-22		
Develop agricultural preservation tools	2nd	Nov-21	Jul-22	VAD Board, UDO, Soil & Water	Policy for Enhanced VAD & reduction of impact to ag lands
Explore tax incentives and other tools to encourage intentional development framework	2nd	Jul-21	Jul-22	UDO, Municipalities	
Watershed Policies	4	Jan-22	Jul-22		
Consider how changes to land use policy and development standards could improve water quality	3rd	Jan-22	Jul-22	Public utility, Municipalities, State, Water quality stakeholders	County-wide and area specific considerations. Timeline could change based on UDO schedule
Consider declassification of specific watersheds or certain portions of watersheds		Unknown		Public utility, Municipalities, State	Timeline based on municipal request

Area Plans

Strategy

The Area Plans team will strive to bring a more local planning element to unincorporated parts of Wake County, while using the development framework in PLANWake as a starting point. As the five former area land use plan boundaries have become obsolete due to significant municipal growth, the new plan boundaries will be created using a variety of geographic considerations. These considerations include watershed ridgelines, US Census Block Groups, and rights-of-way. Staff will use the data to inform the order of the plans to be completed and the public outreach campaign that will play an integral part of the implementation process. Staff's goal is to produce several area land use plans spanning across Wake County's unincorporated area that serve as a working, living, and practical document that can be easily interpreted, utilized, and amended.

Coordination

Area Plan implementation will rely heavily on coordination with the other three work areas, especially during the initial development of the area plans. Development of land use policies, UDO amendments, and performance metrics all tie into and are dependent on each other to a large degree. Additionally, coordination with our municipal partners, community stakeholders, and the public, will be crucial throughout this process.

Area Plan Initiatives

Objectives and Initiatives	Priority	Projected Start Date	Projected Completion Date	Known Connections	Notes
Area Plan Boundaries	1	Jun-21	Nov-21		
Identify plan boundaries using jurisdictional expansion, watershed boundaries, US Census block groups, and rights-of-way where applicable		Jun-21	July-21		
Intersection of Area Plan boundaries as it pertains to the development framework				Land Use Policy	
Existing conditions analysis		Jun-21	Jul-21		
Growth map, development patterns, annexations, and utilities		Jun-21	Jul-21	Land Use Policy	
Planning Board		Oct-21	Oct-21	Planning Board	
Kick-off and engagement		Oct-21	Nov-21	Municipalities	
Individual Area Plan Content*	2	Sep-21	Mar-22		
Scope, conditions, land use types, and gen class		Sep-21	Nov-21	Land Use Policy, Performance Metrics	
Public engagement		Jan-22	Mar-22		
Draft plan		Jan-22	Mar-22		

Objectives and Initiatives Continued	Priority	Projected Start Date	Projected Completion Date	Known Connections	Notes
Area Plan Adoption	3	Mar-22	Jun-22		
Public engagement		Mar-22	Jun-22		
Land Use Committee		May-22	May-22	Land Use Policy	
Planning Board		Jun-22	Jun-22	Planning Board	
Board of Commissioners		Jul-22	Jul-22	Board of Commissioners	

* This initiative portrays the process and schedule for one Area Plan. Ensuing Area Plans may commence during and after the completion of this Area Plan and take on a similar process and time frame.

Unified Development Ordinance Amendments (UDO)

Strategy

The overarching effort of the UDO Work Area will not result in a complete re-write of the UDO. Rather, it will identify specific areas in the UDO that require update and amendments consistent with the adopted policies in PLANWake. Early work will focus on small changes that can be made in the near term. These changes are planned to be made quickly as work on other development regulations continues. Later work will focus on larger changes and will require more involvement and deliberation.

Coordination

It is expected that any changes to the zoning districts within the UDO will be driven by stakeholder, community and property owner ideas and requests, which are generated through the Area Plans and/or Land Use Policy initiatives. The UDO team will coordinate with the other Work Area teams while framing and forming all UDO objectives as needed to ensure comprehensive alignment. Other significant UDO changes identified by the other Work Areas will result in further UDO changes. The process for UDO change in these instances may or may not be led by the UDO team.

UDO Initiatives

Objectives and Initiatives	Priority	Projected Start Date	Projected Completion Date	Known Connections	Notes
Implement Municipal Transition Standards (MTS) Policy	1	Jun-21	Nov-22		
Initial text change to include all areas in community and community reserve and to expand to commercial properties. Must connect with 2500'	1	Jun-21	Nov-21	None	
Policy document to detail five stages of MTS: 1) municipal meeting, 2) municipal infrastructure costs, 3) county infrastructure costs, 4) municipal/county meeting, 5) municipal/county agreement	3		Mar-22	Utility expansion	Text for five steps
Develop structure for municipal/county agreements	3		Mar-22	None	Template for agreements
Find the best place for the MTS in the subdivision and other development regulations sections	3		Nov-22	UDO - Subdivision	Best location for standard use
Adjust Subdivision Standards (County Jurisdiction) to Align with PLANWake	2	Jun-21	Nov-22		

Objectives and Initiatives Continued	Priority	Projected Start Date	Projected Completion Date	Known Connections	Notes
Investigate changes to consider – greenways, RLDO, connectivity requirements, utility easements, maximum cul-de-sac length, open space	1	Jul-21	Nov-21	None	
Identify important types of land to be set aside as open space – agricultural, agricultural buffers, unique features	2	Sept-21	Mar-22	Special Place considerations in Area Plans	GIS exercise identifying key areas
Identify solutions/options for water and waste-water treatment when municipal utilities not available. Address density options	3	Sept-21	Nov-22	Watershed	Exploration of options
Identify transportation options for on- and off-site impacts, payment in lieu and connectivity standards. Address density options	3	Sept-21	Nov-22	None	Exploration of options
Identify storm water regulation options in county areas. Address density options	3	Sept-21	Nov-22	Watershed	Exploration of options
Identify recreation and connectivity needs for development in county areas. Address density options	3	Sept-21	Nov-22	Recreation considerations in Area Plans	Exploration of options
Develop new subdivision standards for County jurisdiction areas. Address density options, open space requirements, street design, water and wastewater, connectivity, and fees	3	Sept-21	Nov-22	None	Large text update
Determine Desired UDO End Result	3	Jun-21	Nov-21		
Review and Assess UDO Sections	1	Jun-21	Nov-21	None	Compare to other UDOs
Develop UDO Change Roadmap	1	Jul-21	Nov-21	None	Consistent roadmap for all UDO work
Adjust Commercial Development Standards (County Jurisdiction) to Align with PLANWake	4	Jul-21	Mar-23		
Investigate quick changes that could be made – parking maximum, square footage	1	Jul-21	Nov-21	None	
Identify character and operation aspects for commercial development (public facing) in county jurisdiction	4	Jul-22	Mar-23	Activity Centers	Exploration of options

Objectives and Initiatives Continued	Priority	Projected Start Date	Projected Completion Date	Known Connections	Notes
Identify options for commercial operations (not public facing) in county jurisdiction	4	Jul-22	Mar-23	Activity Centers	Exploration of options
Develop new commercial standards for county jurisdictional areas. Address parking, lighting, site buffers, noise, character	4	Jul-22	Mar-23	Activity Centers	Large text update
Adjust Zoning (County Jurisdiction) to Align with PLANWake	5	Jul-21	Nov-23		
Investigate quick changes that could be made – schools in more districts, EVAD	1	Jul-21	Nov-21	None	
Identify zoning options that could help preserve rural areas. Address rural economy, encroachment	5	Dec-22	Nov-23	Rural considerations in Area Plans	Exploration of options
Identify zoning options to better preserve RDU operations	5	Dec-22	Nov-23	RDU	Exploration of options
Develop new zoning tools for county jurisdiction areas	5	Dec-22	Nov-23	None	Large text update

Performance Metrics

Strategy

PLANWake includes a strategic set of Performance Metrics to track progress over time. The metrics provided in PLANWake are a starting point for generating more formal metric targets. Further benchmarking for Performance Metrics will be developed as part of PLANWake implementation

Coordination

Development of performance metrics for PLANWake will require ongoing coordination with various internal and external agencies. Focusing on metrics that are measurable and meaningful, and relying on coordination with other agencies to provide necessary data for certain metrics, will be key in accurately measuring the success of PLANWake.

Performance Metrics Initiatives

Objectives and Initiatives	Priority	Projected Start Date	Projected Completion Date	Known Connections	Notes
Develop Template/Tools for Reporting PLANWake Metrics	1	Jul-21	Dec-21		
Work with Strategic Performance Director and Manager's Office to determine how metrics will be reported to PB and BOC spring 2022		Jul-21	Dec-21	BOC Goals	Dashboard we can share internally and externally
Develop plan to track each of the seven PLANWake Metrics		Jul-21	Dec-21	ClearPoint Strategies is a possible tool	The measure, source, reporting period, format, and responsible staff
PLANWake Metrics	2	Jul-21	Dec-21		
Increase non-automotive trips		Jul-21	Dec-21	CAMPO/NCDOT/ Transit Providers	Transit trips and/or Vehicle Miles Traveled
Decrease population experiencing severe housing problems		Jul-21	Dec-21	Housing and Human Services	Track annual countywide data
Protect open space		Jul-21	Dec-21	Parks, Recreation and Open Space	Protect 30% of countywide land area
Increase household income		Jul-21	Dec-21	Housing and Human Services/PDI Source: Census Bureau	Track annual countywide data

Objectives and Initiatives Continued	Priority	Projected Start Date	Projected Completion Date	Known Connections	Notes
Intentional development		Jul-21	Dec-21	All municipalities	Track development patterns via parcel layers
Reduce the percentage of households burdened by the cost of housing and transportation		Jul-21	Dec-21	Housing and Human Services/ PDI Source: CNT Index	Track annual countywide data
Expand access to services for vulnerable populations		Jul-21	Dec-21	Human Services	Track annual countywide data. Determine service indicators: access to transit, healthcare, healthy food, and employment)
Metrics from other County Plans	3	Mar-22	Dec-22		
Parks, Recreation and Open Space		Mar-22	Dec-22	Parks, Recreation and Open Space	Open Space Plan and Greenways Plan
Housing		Mar-22	Dec-22	Housing	Affordable Housing Plan
Transportation/Transit		Mar-22	Dec-22	CAMPO/NCDOT	Transit Plan and other transportation metrics
Farmland Preservation		Mar-22	Dec-22	Soil and Water / Voluntary Ag District	Wake County Agriculture Economic Development Plan
Water Quality		Mar-22	Dec-22	Environmental Services	Coordinate with efforts on the One Water Plan
Other Metrics	4	TBD	TBD		
Broadband access for rural areas				Information Services	
Tree canopy preservation				Multi-jurisdictional Tree Canopy Work Group	Research other jurisdictional methods
Municipal annexation and ETJ Extension				All municipalities	Acreage annexed/granted
Live Well Wake CHNA - Priority Indicators				Community Health Needs Assessment	Acreage annexed/granted

Timeline

As described in this Work Plan, the implementation of PLANWake will entail a variety of strategies which will involve many different stakeholders, with significant public engagement. Currently, the timeframe required to develop the right solutions, tools, and policies is only a projection. It is anticipated that this effort will take approximately 18 to 24 months with the understanding that some work can be accomplished sooner, while other efforts may take longer due to changing circumstances and new challenges.

Staff Responsibilities

The following Staff assignments will provide key project oversight and support.

- Project oversight – Tim Maloney, Sharon Peterson, & Steven Finn
- Work Area co-leads
 - Land Use Policy – Terry Nolan & David Parks
 - Area Plans– Celena Everette & Akul Nishawala
 - UDO Amendments – Adam Cook & Tim Gardiner
 - Performance Metrics – Sharon Peterson & Bill Shroyer
- Map support – Bill Shroyer
- Project support – Liz Oliver
- Environmental Services support – Nancy Daly
- Communications support – Alice Avery

Key Stakeholders

The following table shows which internal and external stakeholders will be actively engaged by each Work Area.

	Land Use	Area Plans	UDO	Performance Metrics
Internal Stakeholders				
Board of Commissioners	✓	✓	✓	✓
Planning Board	✓	✓	✓	✓
County Manager's Office	✓	✓	✓	✓
Affordable Housing		✓		✓
GoWake Access	✓	✓		
Soil & Water (VAD)	✓	✓	✓	✓
Environmental Services	✓	✓	✓	✓
Human Services		✓		
Fire Marshall	✓	✓	✓	
Emergency Management		✓		
Parks, Recreation & Open Space		✓		✓
External Stakeholders				
Public	✓	✓	✓	✓
Municipalities	✓	✓	✓	✓
Home Builders Association	✓	✓	✓	
Local Emergency Planning Committee	✓	✓	✓	
Realtors	✓	✓		
Wake County Public School System	✓	✓		
CAMPO		✓		✓
NC Department of Transportation		✓		✓
NC Department of Water Quality	✓	✓		
Triangle Community Coalition	✓	✓		
Farm Bureau	✓	✓		

Communication

Ongoing communication with partners, stakeholders, and the public is being built into the processes for every initiative. Communication mechanisms will include regular updates on the overall progress and the creation of specialized groups to provide feedback and direction.

Possible Obstacles

The following impediments have been identified as possible obstacles which may arise during PLANWake implementation. These potential obstacles will be monitored, and contingency plans will be addressed as needed. The Work Plan will be updated, and stakeholders will be consulted in the event of an active contingency plan.

- Budget resources
- Staff capacity
- State Legislation
- Partner/public resistance
- Insufficient public engagement
- Consensus

Evaluating Results

Much of the evaluation of PLANWake initiatives will be done through the efforts of the Performance Metrics Work Area. As reporting tools and strategies are developed and outcomes are measured, results will be shared with stakeholders and the public. This will be a dynamic process which will be ongoing throughout implementation and beyond. Evaluation efforts will examine long, mid and short-term outcomes.

All evaluation efforts will serve to link Work Plan implementation strategies with PLANWake's intended outcomes. It is expected that refinement as a result of evaluation will be needed along the way in response to changing circumstances and other strategic indicators.