

# TOWN OF GARNER



## TOWN COUNCIL WORK SESSION

June 28, 2016  
6:00 p.m.

Garner Police Department Training Room  
912 7th Avenue, Garner, NC

**Town of Garner  
Work Session Agenda  
June 28, 2016**

*Dinner will be served for town officials in the Conference Room at 5:15 p.m.*

The Council will meet in a Work Session at 6:00 p.m. on Tuesday, June 28, 2016 in the Garner Police Department Training Room located at 912 7<sup>th</sup> Avenue.

A. CALL MEETING TO ORDER/ROLL CALL

B. ADOPTION OF AGENDA

C. REPORTS/DISCUSSION

1. Generator Surplus .....Page 3  
Presenter: Tony Chalk, Town Engineer

With the inclusion of a new generator in the construction of Town Hall, staff feels it is appropriate to declare the existing generator surplus property. Gregory Poole equipment has indicated that the generator has an estimated value of \$12,000, while Public Work has found similar generators on Gov Deals for \$5000.

2. Exception to Procurement Procedures .....Page 4  
Presenter: Tony Chalk, Town Engineer

Engineering is asking for an exception to procurement procedures in obtaining professional services for materials testing and geotechnical services on the Recreation Center project. It is desired to work with S&ME on this project.

3. ETJ Extension Request .....Page 6  
Presenter: Jeff Triezenberg, Asst. Planning Director

This report outlines staff's recommendation concerning a request to the Wake County Board of Commissioners for permission to extend Garner's ETJ (zoning and subdivision authority) to a net additional 6,711 acres of land in the Town's current County-designated short-range and long-range urban services area. The report represents the Town's justification for said request according to the County-established review criteria for granting permission to extend a municipality's ETJ. Town staff are also prepared to describe the overall process to the Town Council and provide insights based on previous experience.

4. Strategic Action Plan .....Page 39  
Presenter: Rodney Dickerson, Town Manager and Rick Mercier, Communications  
Manager

At the 2016 Council Retreat, staff introduced the concept of developing a multi-year strategic plan to incorporate several documents including the Town Guidance Strategy (including mission and vision statements), Strategic Priority Analysis, 2015 Strategic Action Plan and 2015 Retreat Action List.

A draft version of the strategic plan document is attached for your review prior to our discussion at the June 28 Work Session. Also attached is a sample of how one-year or one-time tasks will be captured in an annual work-plan document.

- D. COMMITTEE REPORTS
- E. MANAGER REPORTS
- F. ATTORNEY REPORTS
- G. COUNCIL REPORTS
- H. ADJOURNMENT

Town of Garner  
Town Council Meeting  
Agenda Form

Meeting Date: June 28, 2016		
Subject: Declaring old Town Hall generator surplus property		
Location on Agenda: Discussion		
Department: Engineering		
Contact: Tony Chalk, Town Engineer		
Presenter: Tony Chalk, Town Engineer		
Brief Summary:  With the inclusion of a new generator in the construction of Town Hall, staff feels it is appropriate to declare the existing generator surplus property. Gregory Poole Equipment has indicated that the generator has an estimated value of \$12,000, while Public Works has found similar generators on Gov Deals for \$5000.		
Recommended Motion and/or Requested Action: Place on July 5, 2016 consent agenda.		
Detailed Notes:		
Funding Source:		
Cost:	One Time: <input type="radio"/>	Annual: <input type="radio"/> No Cost: <input checked="" type="radio"/>
Manager's Comments and Recommendations: No apparent use has been identified that would not present challenges especially with half the projected useful life gone.		
Attachments Yes:      No: <input checked="" type="radio"/>		
Agenda Form Reviewed by:	Initials:	Comments:
Department Head:	TC	
Finance Director:		
Town Attorney:		
Town Manager:	RD	
Town Clerk:		

Town of Garner  
Town Council Meeting  
Agenda Form

Meeting Date: June 28, 2016		
Subject: Materials testing and geotechnical services on Recreation Center construction project		
Location on Agenda: Reports		
Department: Engineering		
Contact: Tony Chalk, Town Engineer		
Presenter: Tony Chalk, Town Engineer		
Brief Summary:  Engineering is asking for an exception to procurement procedures in obtaining professional services for materials testing and geotechnical services on the Recreation Center project. It is desired to work with S&ME on this project.		
Recommended Motion and/or Requested Action: Place on July 5, 2016 consent agenda.		
Detailed Notes:		
Funding Source: Bond funds		
Cost: \$25,000	One Time: <input checked="" type="radio"/>	Annual: <input type="radio"/> No Cost: <input type="radio"/>
Manager's Comments and Recommendations: This will provide consistency across a couple of projects.		
Attachments Yes: <input checked="" type="radio"/> No: <input type="radio"/>		
Agenda Form Reviewed by:	Initials:	Comments:
Department Head:	TC	
Finance Director:		
Town Attorney:		
Town Manager:	RD	
Town Clerk:		

**Town of Garner  
Engineering Department  
Memorandum**

To: John Hodges  
Assistant Town Manager – Development Services

From: Tony Chalk PE PLS  
Town Engineer

Date: June 6, 2016

Re: Materials Testing and Inspections on Indoor Recreational Center Project

The Town is currently working with S&ME to provide geotechnical inspections and materials testing required for the construction of the new Town Hall. Amending our scope of services contract with S&ME to provide these same services for the Recreation Center project is, in my opinion, a logical way to proceed with obtaining these same services for the Town's Recreation Center construction project. State law provides exceptions for local government bodies to declare this type of work not subject to the rules governing procurement of such services.

S&ME did the geotechnical borings for the site and therefore are already somewhat familiar with the project and as stated above they are also currently doing the materials and geotechnical testing and inspections for the Town Hall construction project. I believe the Town would be best served by providing the exemption from bidding requirements for the materials and geotechnical inspections professional services on the Recreation Center project and asking for a proposal from S&ME to provide these services. The logistics of interacting with the same group of professionals on these different projects allows for improved communications with respect to billing and invoicing along with an already established understanding of the typical questions that arise on any project.

Town of Garner  
Town Council Meeting  
Agenda Form

Meeting Date: June 28, 2016		
Subject: Extraterritorial Jurisdiction (ETJ) Extension Request		
Location on Agenda: Reports		
Department: Planning		
Contact: Jeff Triezenberg; Assistant Planning Director		
Presenter: Jeff Triezenberg; Assistant Planning Director		
<b>Brief Summary:</b> <p>This report outlines staff's recommendation concerning a request to the Wake County Board of Commissioners for permission to extend Garner's ETJ (zoning and subdivision authority) to a net additional 6,711 acres of land in the Town's current County-designated short-range and long-range urban services area. The report represents the Town's justification for said request according to the County-established review criteria for granting permission to extend a municipality's ETJ. Town staff are also prepared to describe the overall process to the Town Council and provide insights based on previous experience.</p>		
<b>Recommended Motion and/or Requested Action:</b> Place item on a future Council Agenda as deemed appropriate for action on Resolution Requesting Extension of ETJ		
<b>Detailed Notes:</b> See attached draft extension request report.		
<b>Funding Source:</b>		
Cost:	One Time: <input type="radio"/>	Annual: <input type="radio"/> No Cost: <input checked="" type="radio"/>
<b>Manager's Comments and Recommendations:</b> ETJ expansion will be critical to the Town of Garner's future growth potential.		
Attachments Yes: <input checked="" type="radio"/> No: <input type="radio"/>		
Agenda Form Reviewed by:	Initials:	Comments:
Department Head:	MBB	
Finance Director:		
Town Attorney:		
Town Manager:	RD	
Town Clerk:		

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**REPORT TO THE MAYOR AND TOWN COUNCIL  
WORK SESSION – June 28, 2016**



**EXTRATERRITORIAL JURISDICTION (ETJ) EXTENSION REQUEST**  
prepared by: Jeff Triezenberg, AICP, GISP; Assistant Planning Director

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DRAFT

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**REQUESTED ACTION:**

*Receive information and place item on a future Town Council Agenda as deemed appropriate.*

## TIMELINE

	MONTH 1	2	3	4	5	6	7	8	9	10	11	12
STEP 1												
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1. Staff prepares County-mandated report
2. Town of Garner adopts Resolution requesting extension of planning jurisdiction
3. Resolution, along with County-mandated report, forwarded to Wake County Board of Commissioners via Wake County Planning
4. Mail notice of Public Information Meeting to all affected property owners (not required, but County expects/encourages – we gave a 3 week advance notice in Knightdale).
5. Hold Public Information Meeting(s) (this can be at any time, but preferably before the County’s Land Use Committee meeting)
6. Wake County Board agenda item to refer matter to the Wake County Planning Board
7. Wake County Planning Board agenda item to refer matter to the Land Use Committee
8. Wake County Land Use Committee meeting (makes recommendation to full board)
9. Wake County Planning Board meeting (makes recommendation to Board of Commissioners)
10. Wake County Board of Commissioners Public Hearing (adopts ordinance allowing extension)
11. ETJ Legal Ad Posted Online (min. 14 days prior to Extension Public Hearing)
12. ETJ Extension Notices Mailed (min. 4 weeks prior to Extension Public Hearing)
13. ETJ Extension Public Hearing Held (boundary ordinance adopted)
14. Zoning Establishment Legal Ad Posted Online (min. 14 days prior to Zoning Public Hearing)
15. Zoning Establishment Signs Posted (min. 14 days prior to Zoning Public Hearing)
16. Newspaper ½ Page Zoning Establishment Ad (published two successive weeks prior to hearing, out of Town owners must be mailed notice)
17. Zoning Establishment Public Hearing Held
18. Garner Planning Commission meeting on zoning establishment
19. Garner Town Council final action on zoning establishment (must be effective within 60 days of Extension ordinance adoption)



## Town of Garner

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900 7th Avenue · Garner, North Carolina 27529  
Phone (919) 772-4688 · Fax (919) 662-8874 · [www.GarnerNC.gov](http://www.GarnerNC.gov)

Mr. James West, Chair  
Wake County Board of Commissioners  
Post Office Box 550  
Raleigh, North Carolina 27602

Dear Mr. West:

The Town of Garner requests approval from the Wake County Board of Commissioners for an extension of the Town's extraterritorial planning jurisdiction (ETJ). The Town of Garner has not requested an extension of its ETJ since 1988, shortly before Wake County adopted its first extension criteria. Since that time, Garner has undergone a considerable amount of growth, nearly doubling its 1990 population of 14,967. Today, the Town has seen its publicly managed water and sewer infrastructure gradually expand beyond the core area roughly bounded by Timber Drive and the City of Raleigh corporate limits, and within the next 10 years, highway 540 will push from Holly Springs through the southern fringe of Garner to Interstate 40. With these critical infrastructure improvements coming on the near horizon, we believe that these targeted future growth areas need to be within our ETJ so that we can administer the Town's land use regulations as well as adequately plan infrastructure improvements to accommodate the anticipated urban growth in this area.

Attached for your use are a Resolution, adopted by the Town Council on June 6, 2016, formally requesting an extension of our ETJ, and a report documenting and illustrating compliance with Wake County's criteria for reviewing requests for ETJ extensions and including a general location map identifying the requested ETJ extension areas. Should the Board of Commissioners or the county staff have questions concerning our request, please contact Jeff Triezenberg, Assistant Planning Director for the Town of Garner at 919-773-4445.

We look forward to working with Wake County on this important planning endeavor. Thank you for your consideration and cooperation.

Sincerely,

Ronnie L. Williams  
Mayor

Enclosure

**RESOLUTION OF THE GARNER TOWN COUNCIL REQUESTING  
EXTENSION OF THE TOWN'S EXTRATERRITORIAL JURISDICTION**

**WHEREAS**, the area requested for extraterritorial jurisdiction (ETJ) extension is designated by the Wake County Land Use Plan as lying in both the Town of Garner's short-range urban service area and long-range urban service area;

**WHEREAS**, the Town of Garner has annexation agreements in effect with the neighboring municipalities of Fuquay-Varina and Raleigh;

**WHEREAS**, the Town of Garner has demonstrated a commitment to comprehensive planning through its past planning efforts and present process to re-write the Garner Comprehensive Growth Plan and update to the 2010 Garner Transportation Plan; and

**WHEREAS**, the Town of Garner through the City of Raleigh Public Utilities Department is developing plans to serve this area with public water and sewer; and

**WHEREAS**, future development within this area will be at urban and suburban densities and voluntarily annexed into the Town of Garner's corporate limits; and

**WHEREAS**, the Town of Garner has continued to make steady progress over the last five years in annexing and supplying municipal services throughout its existing ETJ; and

**WHEREAS**, the area designated for ETJ extension is within three (3) miles of Garner's corporate limits; and

**WHEREAS**, the Town's official certified population estimate from the North Carolina Office of State Budget and Management stands at 27,289 for July 1, 2014; and

**WHEREAS**, the Town of Garner anticipates holding a public hearing on the question of adopting an ordinance extending its ETJ and the setting of zoning districts in the area upon County approval of this request;

**NOW, THEREFORE, BE IT RESOLVED** by the Town Council of the Town of Garner, North Carolina:

**Section 1.** That the Garner Town Council requests that Wake County designate as Garner ETJ the area shown in the attached "Figure 7" from the Town of Garner ETJ Expansion proposal dated \_\_\_\_\_ and that is part of Garner's short-range urban service area and long-range urban service area so designated in the Wake County Land Use Plan; and

**Section 2.** That the Garner Town Council requests that the Wake County Board of Commissioners consider imposing a moratorium on any new subdivisions utilizing well and septic systems in the proposed ETJ expansion area while the Town of Garner is in the process of receiving ETJ expansion approval from Wake County.

Duly adopted this \_\_\_ day of \_\_\_\_\_ 2016.

\_\_\_\_\_  
MAYOR

ATTEST: \_\_\_\_\_  
TOWN CLERK

DRAFT

## I. REQUEST & JUSTIFICATION

The Town of Garner is requesting permission from Wake County to amend its extraterritorial jurisdiction (ETJ) as follows:

+	7,165 acres (11.2 sq. mi.)
-	<u>454 acres (0.7 sq. mi.)</u>
NET	6,711 acres (10.5 sq. mi.)

This request in its entirety is depicted geographically in Figure 7. Throughout the Town's request drafting process, efforts were made to avoid existing county subdivisions which have been constructed largely on private well and septic systems and are generally not in need of municipal services. However, in some cases, including such subdivisions has been necessary to maintain a cohesive jurisdictional boundary. Other "barriers to urban growth" as referred to in NCGS §160A-360(b) such as the large tracts belonging to the transmitter stations along US 70 have also been left out of this request. In all cases, the boundaries of the extension areas do not split individual parcels (except where the parcel is already split by an intervening roadway) or subdivisions (as defined by the NCGS). Furthermore, all of the extension areas are either located within the Town's Short Range or Long Range Urban Service areas.

The largest area of request (Area A) is along the southeastern edges of Garner into most of the remaining undeveloped areas left in Wake County between the Town of Garner and the Town of Clayton. This area extends from Rock Quarry Road and the North Carolina Railroad (NCRR) corridor in the north to Swift Creek in the south and encompasses 4,020 acres (6.3 sq. mi.). The northern and central portions lie entirely within the White Oak Creek drainage basin and has seen considerable commercial, industrial and multi-family development

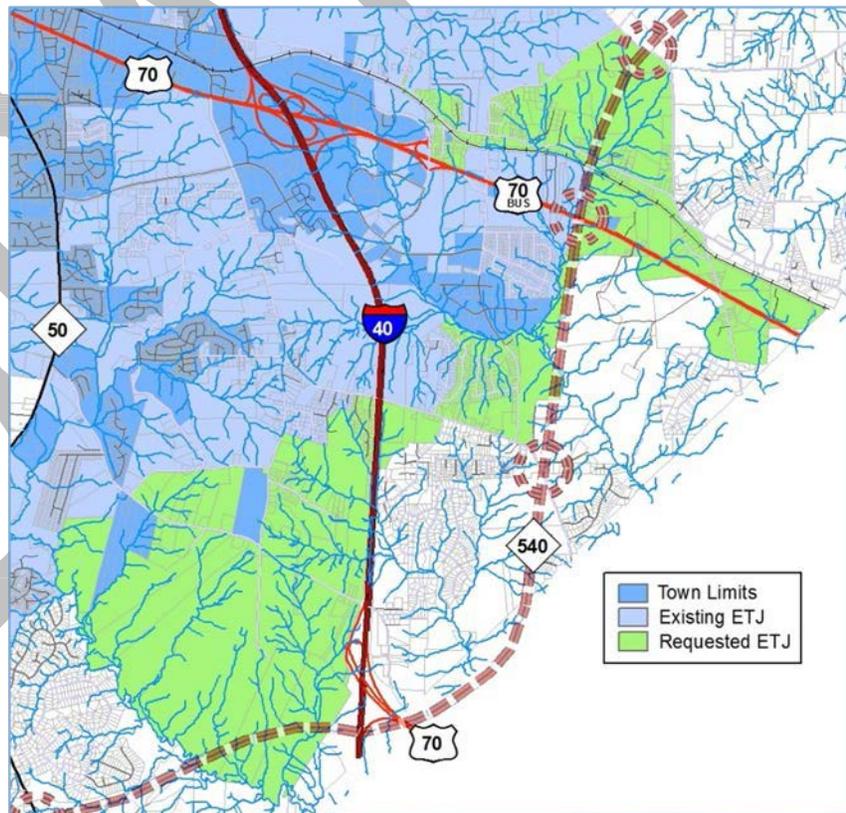


Figure 1: Area A

over the past decade. Meanwhile, the southern portion lies within the Swift Creek drainage basin, is adjacent to the site of the new South Garner High School and has seen considerable

residential growth pressures in just the past year, including current plans for a 212-unit single family subdivision.

The second largest area of request (Area B) is centered on McCuller's Crossroads north of Ten Ten Road. It stretches from Lake Wheeler Road in the west to Old Stage Road in the east, and encompasses 1,390 acres (2.2 sq. mi.). This area is largely served by municipal utilities due to the annexation and development of nearly two (2) square miles of land in this area that lies outside of the Town's current ETJ. The Town has recently approved plans for 412 multifamily units and up to 187 single family units signaling continued growth in this area.

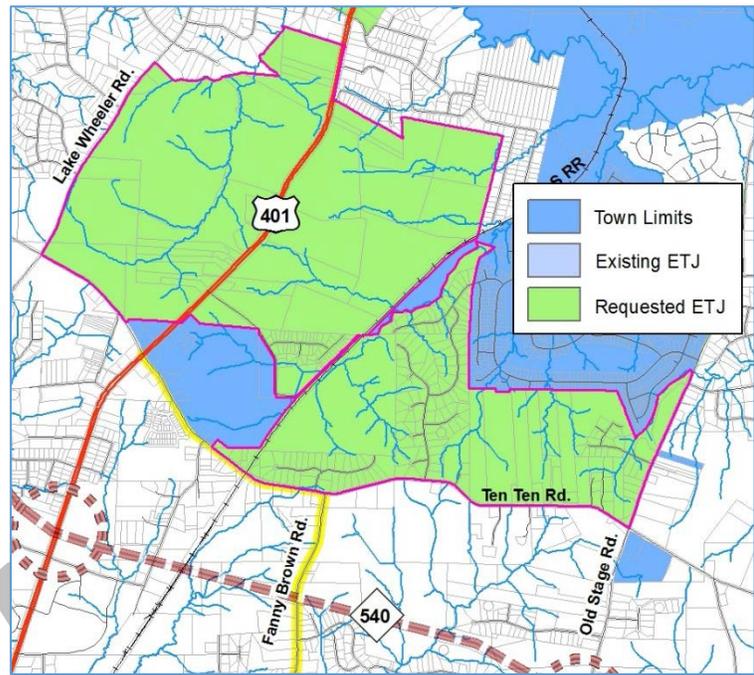


Figure 2: Area B

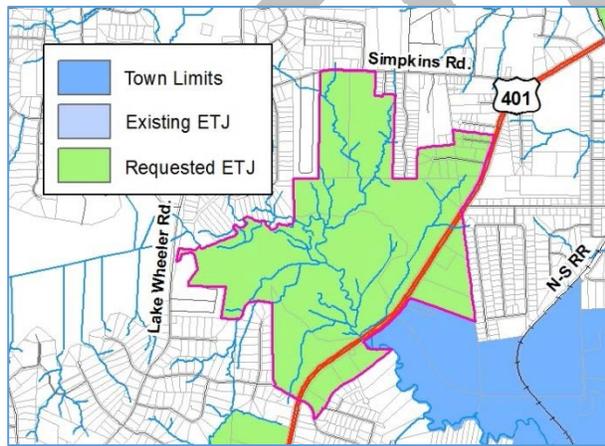


Figure 3: Area C

The third largest area of request (Area C) is adjacent to Swift Creek along US 401/ Fayetteville Road comprising 465 acres (0.7 sq. mi.). Plans have recently been approved for the mixed use Swift Creek Station development which has already been annexed into the Town's corporate limits. Swift Creek Station has been designed to accommodate 600 single family residential units as well as 100,000 square feet of commercial space. The commercial space may alternatively be used for multifamily residential units depending on future

demand studies. Development of this approved project will extend water and sewer into this general area of request. It should be noted that 37% of this request area is floodplain and adjacent lands owned by the City of Raleigh, thus limiting the development potential of the request area to just 291 acres (0.5 sq. mi.).

The last significant area of request (Area D) is situated between Old Stage Road and the Norfolk-Southern railroad line running south to Fuquay-Varina, and it comprises 345 acres (0.5 sq. mi.). This area is likely to experience redevelopment pressures in the coming years as roads are improved, traffic volumes increase and access is consolidated. Some non-residential growth is also expected along portions of US 401/Fayetteville Road. The railroad tracks and the paralleling course of Steep Hill Creek provide a readily identifiable boundary for this request area.

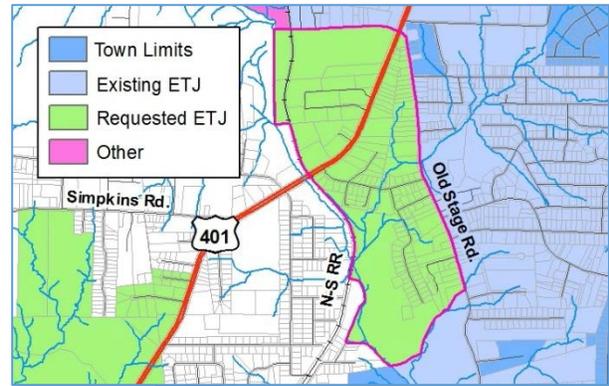


Figure 4: Area D

The remaining request areas (Area E1 – E6) are a series of small areas along the perimeter of the County’s watershed area for Lake Benson. Altogether, these areas comprise 132 acres (0.2 sq. mi.). In general, these areas are located in close proximity to past annexations and focus on bringing in those surrounding parcels large enough to accommodate future development.

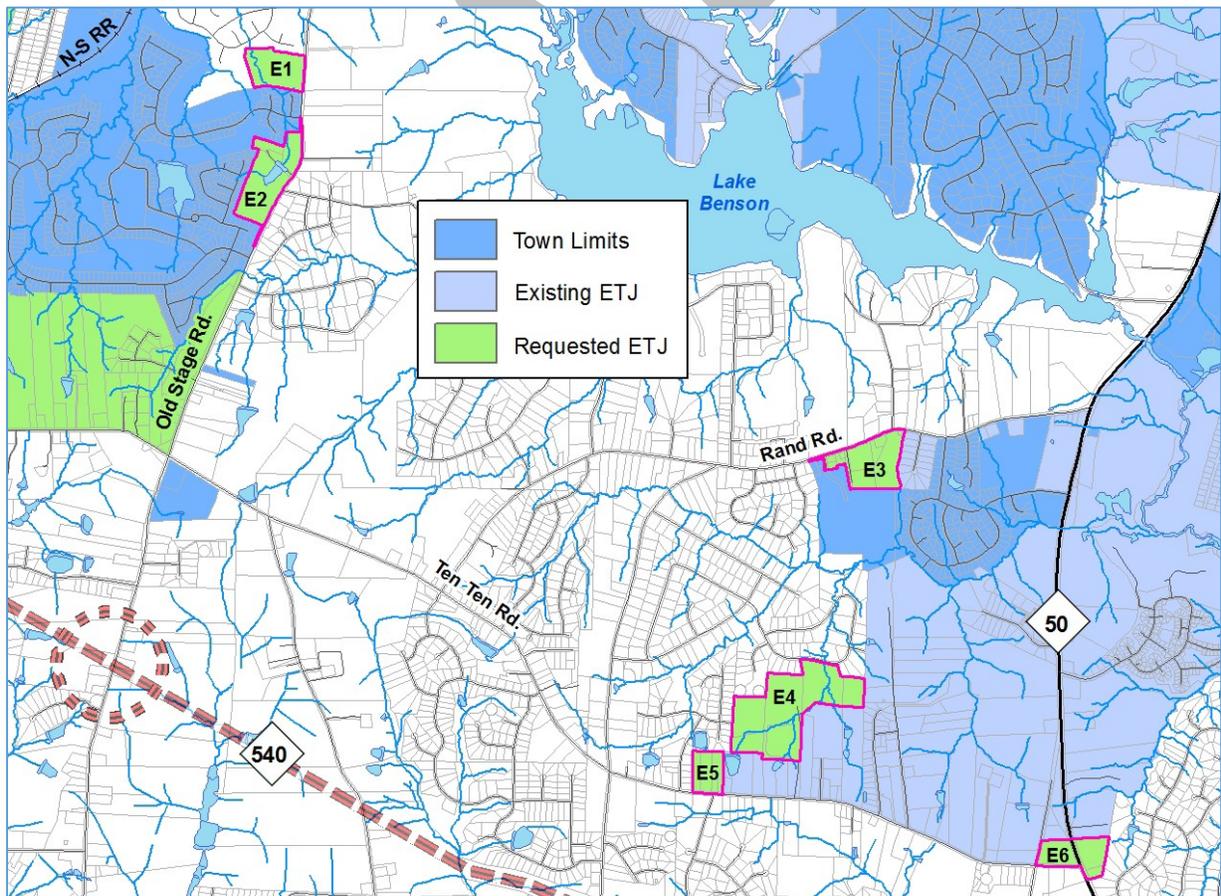


Figure 5: Areas E1-E6

Finally, this request also includes a desire to relinquish of ETJ back to Wake County in an area along Inwood Road between Lake Wheeler Road (west) and the Norfolk-Southern Railroad line (east), comprising 454 acres (0.7 sq. mi.). As mentioned previously, the Norfolk-Southern Railroad line forms a readily identifiable boundary. For areas north of US 401/Fayetteville Road and west of the Norfolk-Southern tracks, the tracks present a significant barrier to future water and sewer service. Furthermore, most of this land is either owned by the State of North Carolina or has been developed for residential purposes with no direct road connections to the Town of Garner. The Town does not foresee this area ever being annexed and thus requests that Wake County resume planning and zoning controls over this acreage.

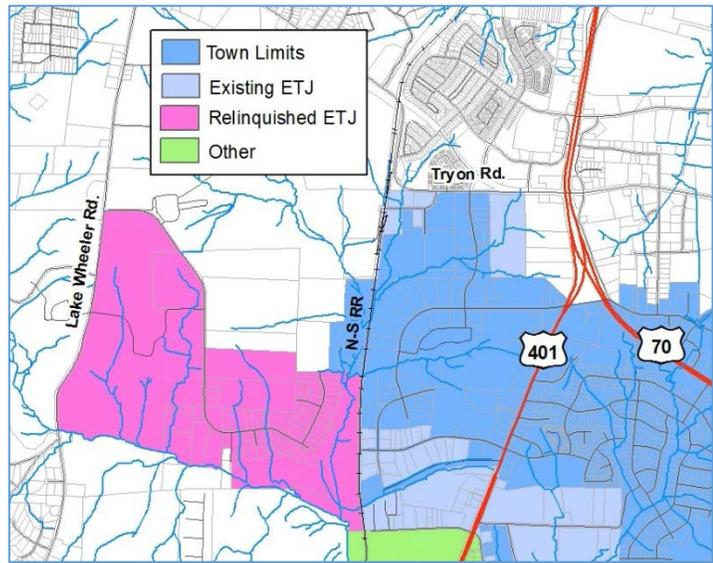


Figure 6: Area F

**Figure 7: Town of Garner Extraterritorial Jurisdiction Request**

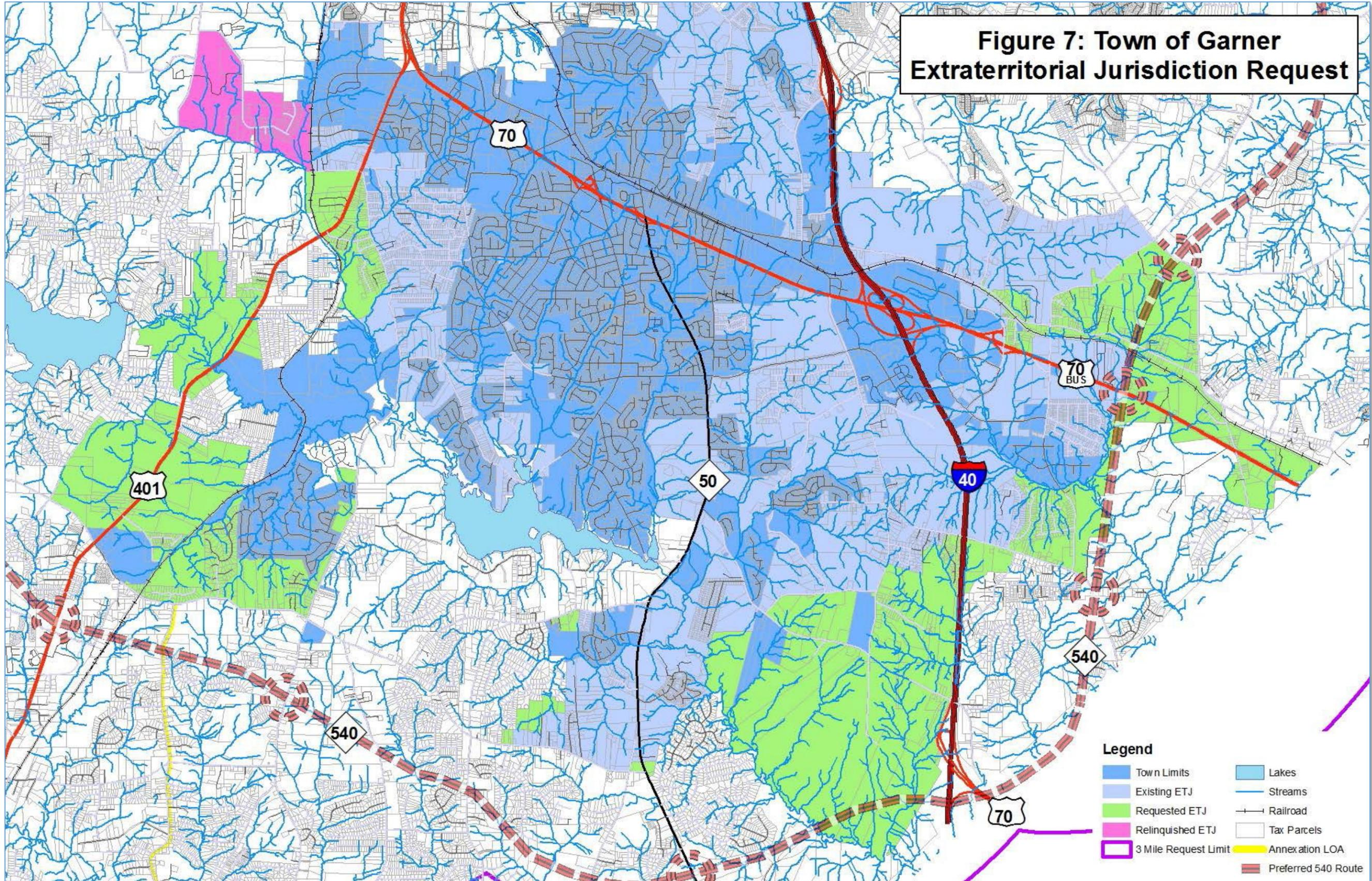


Figure 7: All Areas

## II. Conformance with Wake County ETJ Extension Review Criteria

- A. Classification as Urban Services Area:** *The area proposed for ETJ expansion should be classified as Urban Services Area associated with the municipality.*

Figures 8 and 9 show that all of the request areas (represented by the green diagonal striping) are located either in the Town of Garner's Short Range Urban Service Area (SRUSA in dark orange) or the Town of Garner's Long Range Urban Service Area (LRUSA in light orange). Gray colors represent other jurisdictions. Of the 7,165 acres requested, 1,513 acres (21%) are located in the Town's SRUSA while the remaining 5,652 acres (79%) are located in the Town's LRUSA.

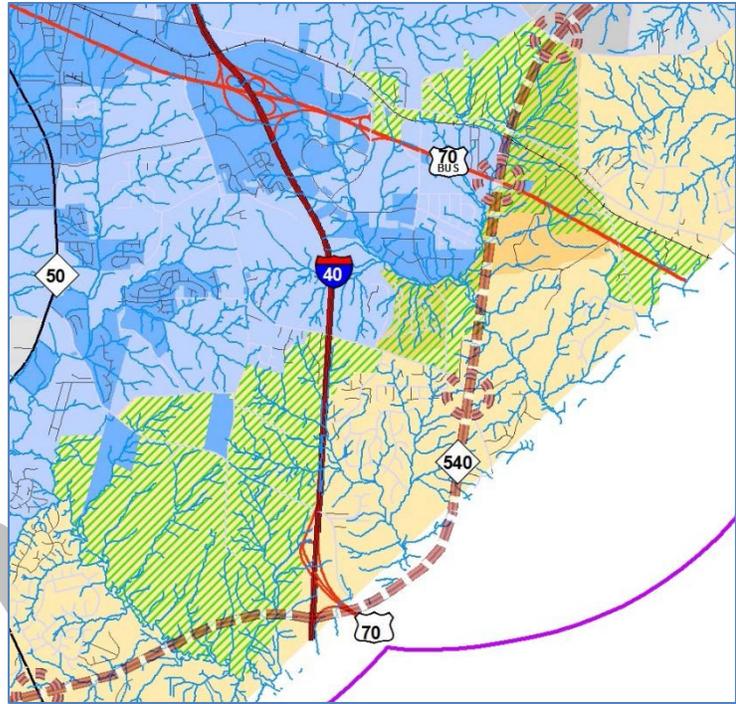


Figure 8: Garner USA Overlapped by Area A

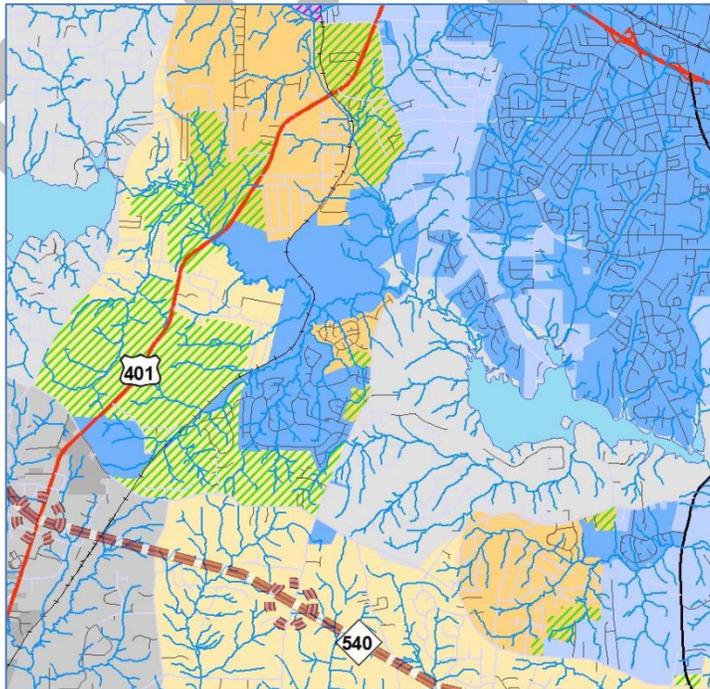


Figure 9: Garner USA Overlapped by Areas B - E

At first glance, it might seem that the percentage of the request area comprised of the Town's SRUSA should be higher; however, Garner Planning would note that currently there are only 3,651 acres in the Town's SRUSA while there is 24,900 acres in the Town's LRUSA. Therefore, the request actually accounts for 41% of the Town's existing SRUSA and just 23% of the Town's existing LRUSA.

**B. Commitment to Comprehensive Planning:** *The municipality should demonstrate a commitment to comprehensive planning, preferably including adopted land use, public facilities and transportation plans, engineering studies, and a capital improvements program (CIP) including funding to implement the CIP. This commitment must be demonstrated through official actions by the governing body.*

**1. Land Use Planning**

The Town of Garner adopted its current “*Comprehensive Growth Plan*” in September 2006. Prior to that, the Town had adopted the “*Centennial Long Range Plan – 2025*” in 1989. The Town is continuing in its commitment to comprehensive land use planning by undertaking the drafting of a new plan between April 2016 and the summer of 2017. A contract with the consulting team was approved by the Garner Town Council on April 19, 2016.

**2. Transportation Planning**

The Town of Garner adopted its current “*Garner Transportation Plan – 2010*” in October 2010. Prior to that, the Town had adopted the “*Garner Transportation Plan – A Blueprint for Future Travel*” in November 1999. The Town is continuing in its commitment to transportation planning by undertaking the drafting of an updated plan between April 2016 and the summer of 2017. A contract with the consulting team was approved by the Garner Town Council on April 19, 2016. It should be noted that all roads in the Town’s existing ETJ and proposed ETJ extension areas are either state maintained or privately maintained. Upon annexation, some roads may become Town roads and are then maintained with funds from the Town of Garner Public Works Department’s annual operating budget.

**3. Capital Improvements Program**

In FY '90, the Town of Garner produced its first attempt at a unified Capital Improvements Program (CIP) by including in the adopted annual budget document a 4-year projection of capital needs both within the Town’s General Fund and its Utility Fund. These 4-year projections would continue on in subsequent years as an appendix to the adopted annual budget document. In FY '91, the Town would set up a separate Capital Projects Fund, an Enterprise Capital Projects Fund and an Enterprise Capital Reserve Fund. The two project funds would identify capital projects for the current fiscal year associated with General Fund Revenues and Enterprise Fund Revenues respectively. Meanwhile, the reserve fund was initiated to set aside money for future water and wastewater upgrades.

In FY '94, the Town had developed written policies related to budgetary and fiscal matters. Related to capital improvements, the first policy was to “Develop CIP”. Specifically, the policy stated that “The Town of Garner will plan for capital improvements over a multi-year period of time. The Capital Improvements Program will directly relate to the long-range plans and policies of the Town of Garner”.

By FY '02, the various enterprise funds had been closed as the Town's water and wastewater systems were transferred to the City of Raleigh. A Capital Project Fund continues to be operated for capital projects financed out of General Fund revenues. In the appendix of each annual budget document, a four to six-year projection of capital needs (the Capital Improvement Program) is included. The annual budget document also identifies the funding source for each authorized project, whether it be General Fund revenues, bond proceeds, grants or others.

The following table shows the Town's overall financial picture with the Capital Project Fund balance included. Due to the variability of funding sources, including the sale of bonds, the balance within the Capital Project Fund can vary widely from year to year.

Fiscal Year	General Fund	Capital Project Fund	Overall Fund Balance
<b>FY '11</b>	\$20,631,168	\$6,857,936	\$27,489,104
<b>FY '12</b>	\$23,418,824	\$2,156,493	\$25,575,317
<b>FY '13</b>	\$23,764,906	\$823,760	\$24,588,666
<b>FY '14</b>	\$21,219,874	\$13,919,259	\$35,139,133
<b>FY '15</b>	\$23,732,949	\$23,964,606	\$47,697,555

A copy of the Town's current adopted Capital Improvements Program is appended to this report as "Appendix A", and a copy of the Town's current adopted Capital Project Fund is appended to this report as "Attachment B".

**C. Adoption of Special Regulations:** *NOTE - For evaluating an ETJ expansion request, the municipality's application of such special regulations to its existing ETJ should be considered as evidence of its willingness to apply these special regulations.*

**1. Transportation Corridors:** *Where the municipality proposed ETJ expansions along major transportation corridors designated by the County as Special Transportation Corridors, the municipality should have adopted and be willing to apply regulations comparable to those for Special Transportation Corridors.*

Wake County has designated Interstate 40 (I-40) in Garner's Urban Service Area as a special transportation corridor that is regulated by the county's Special Highway Overlay District (SHOD). The Town of Garner has long maintained a similar overlay district for I-40, officially titled the "I-40 Overlay District". This overlay district is applied to both sides of the interstate out to a distance of 1,250 feet from the right-of-way. If any portion of a building or parking area falls within this boundary, the overlay regulations are applied to the entire building or parking area. It is furthermore "the intent of this section that as great a part of the tracts within the corridor as possible be left in an undisturbed or enhanced state of vegetation, and that sufficient areas of natural transitional buffer between uses remain so that the proposed use will be visually in harmony with the natural wooded character of the area". The overlay regulations may be found in their entirety within [Section 4.12](#) of the Town of Garner UDO.

With the extension of NC 540 from Holly Springs, it is anticipated that the I-40 Overlay District would serve as a model for an overlay district for that controlled access freeway corridor. Certainly, the Town of Garner has exhibited a commitment to addressing similar planning concerns as evidenced by the adoption of several overlay districts along other prominent corridors such as US 70/401 Thoroughfare Overlay District, the Timber Drive Overlay District, the Timber Drive East Overlay District and the Garner Road Overlay District.

**2. Water Supply Protections:** *Where the municipality proposed ETJ expansions within a water supply watershed, the municipality should have adopted, and be willing to apply, water supply protection policies and provisions that meet or exceed the applicable State water supply watershed regulations or an adopted Plan for the water supply watershed.*

Lands downstream of the Dempsey Benton Water Treatment Plant and Lake Benson along Swift Creek are currently regulated by the Swift Creek Conservation District rules found within [Section 4.13](#) of the Town of Garner UDO. The stated purpose of these regulations is to "protect and preserve the water quality of the Swift Creek Watershed below Lake Benson while allowing the orderly development of land in this environmentally sensitive area" because both federal and state agencies have determined "that this watershed area provides significant wildlife, aquatic, or plant life habitats that possess characteristics unique to the Town of Garner".

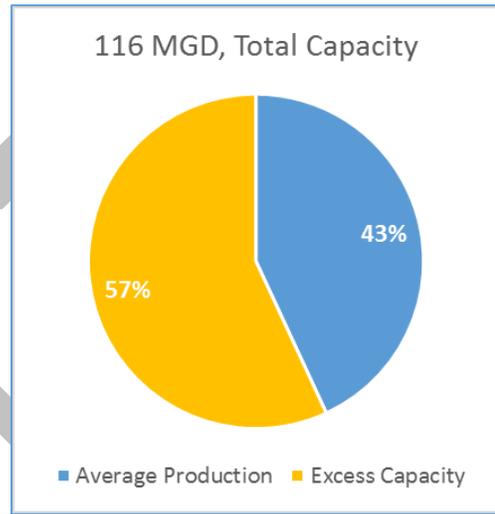
Although none of the extension areas are located within the Lake Benson water supply watershed, the Town continues to apply and maintain the regulations for existing ETJ areas via the Lake Benson Conservation District. The regulations of this district may be found in their entirety within [Section 4.9](#) of the Town of Garner UDO and further exemplify the Town's commitment to meeting this criterion.

DRAFT

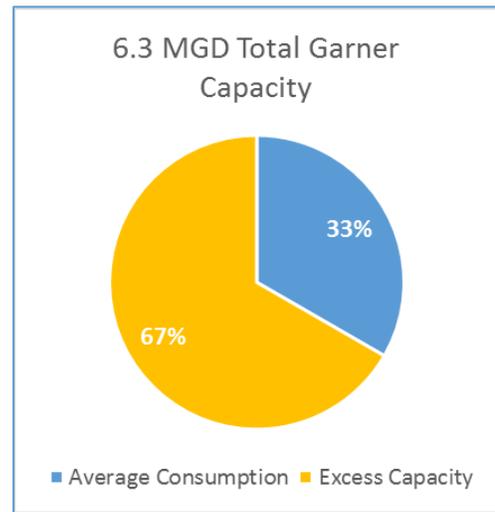
**D. Municipal Water and Sewer Service.** *The municipality should show how the area proposed For ETJ expansion will be served by water and sewer service within five (5) years of the effective date of ETJ extension. The systems should be designed with adequate treatment capacity and adequately sized major trunk line extensions to service the area proposed for ETJ expansion. The municipality should include needed improvements in its capital improvements program (CIP).*

**1. Water Treatment**

The Town of Garner’s water is supplied by the City of Raleigh through its two (2) treatment facilities at Falls Lake and Lake Benson - the E.M. Johnson Water Treatment Plant (EMJWTP) and Dempsey E. Benton Water Treatment Plant (DEBWTP) respectively. The EMJWTP can supply up to 86 million gallons of potable water per day (MGD), and the DEBWTP can currently supply up to 20 MGD – for a combined total of 116 MGD. On average, these two plants combined are producing 50 MGD to meet current consumption levels, leaving an excess in current capacity averaging 66 MGD.



In 2015, the Town of Garner was allocated 6.3 MGD of the total 116 MGD, and this allocation increases by 3% each year through 2025 according to current agreements. Of those 6.3 MGD, the Town only used 2.1 MGD or 33% of its allocated capacity. This percentage of capacity used has decreased from a high of 48% in 2010, thereby indicating that for the past five (5) years, capacity has outpaced consumption in the Town of Garner. Therefore, it is reasonable to state that Garner has considerable room to take on more growth in terms of potable water capacity.

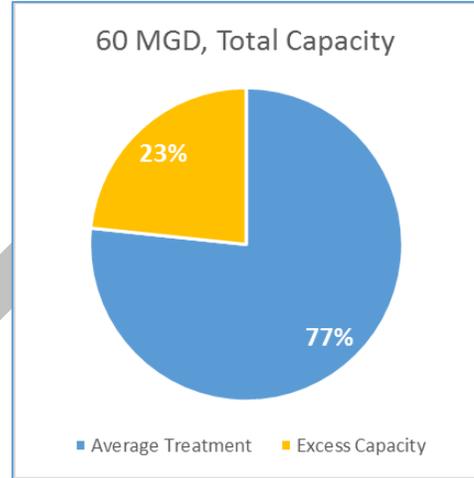


Capacity Upgrade Projects: The City of Raleigh is currently waiting on a decision from the United States Army Corps of Engineers (USACE) concerning a pending request for a reallocation of the storage in Falls Lake. This request could

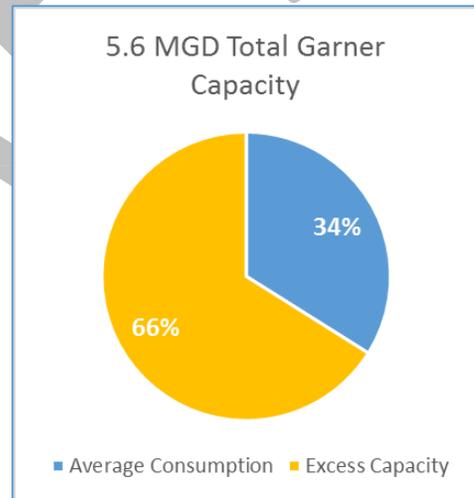
potentially increase the available water supply to Raleigh utility customers. A decision is expected on or before June 2017.

**2. Wastewater Treatment**

The Town of Garner’s wastewater is treated by the City of Raleigh at its Neuse River Resource Recovery Facility (N3RF). The N3RF has the capacity to treat a maximum of 60 million gallons of wastewater per day, and in 2015, it treated an overall average of 46 MGD (77% capacity). It should be note that the City of Raleigh operates two other treatment plants that handle much of the wastewater from the communities of Wake Forest and Zebulon, as well as portions of Rolesville.



In 2015, the Town of Garner was allocated 5.6 MGD of the total 60 MGD of treatment capacity, and this allocation increases by 3% each year through 2025 according to current agreements. Of those 5.6 MGD, the Town only used 1.9 MGD or 34% of its allocated capacity. This percentage of capacity used has decreased from a high of 51% in 2010, thereby indicating that for the past five (5) years, capacity has outpaced treatment need in the Town of Garner. Therefore, it is reasonable to state that Garner has considerable room to take on more growth in terms of wastewater treatment capacity.



Capacity Upgrade Projects: The City of Raleigh is currently engaged in a project to upgrade the N3RF to an overall treatment capacity of 75 MGD – a gross percentage total treatment capacity increase of 25%. Originally set out in four (4) phases of work, phases 1 and 2 are already completed. Phase 3 is about 85% complete as of March 2016, and phase 4 will take approximately 2.5 years to complete after that. By January 2020, assuming 3% annual growth in MGD treated, the excess treatment capacity of the N3RF will stand at approximately 23 MGD or 31%, a net gain of 8% or an additional 9 MGD over today’s figures.

**3. Water Transmission Mains**

**Northeast Area:** A major water line along US 70 already services the northern parts of Area A; however, the completion of a 16-inch section further west along Garner Road will improve the circulation in the vicinity of the future 540. Similarly, a new above ground storage tank in the White Oak vicinity will improve water pressure, and a major upgrade of existing mains along Jones Sausage Road will boost overall capacities as well.

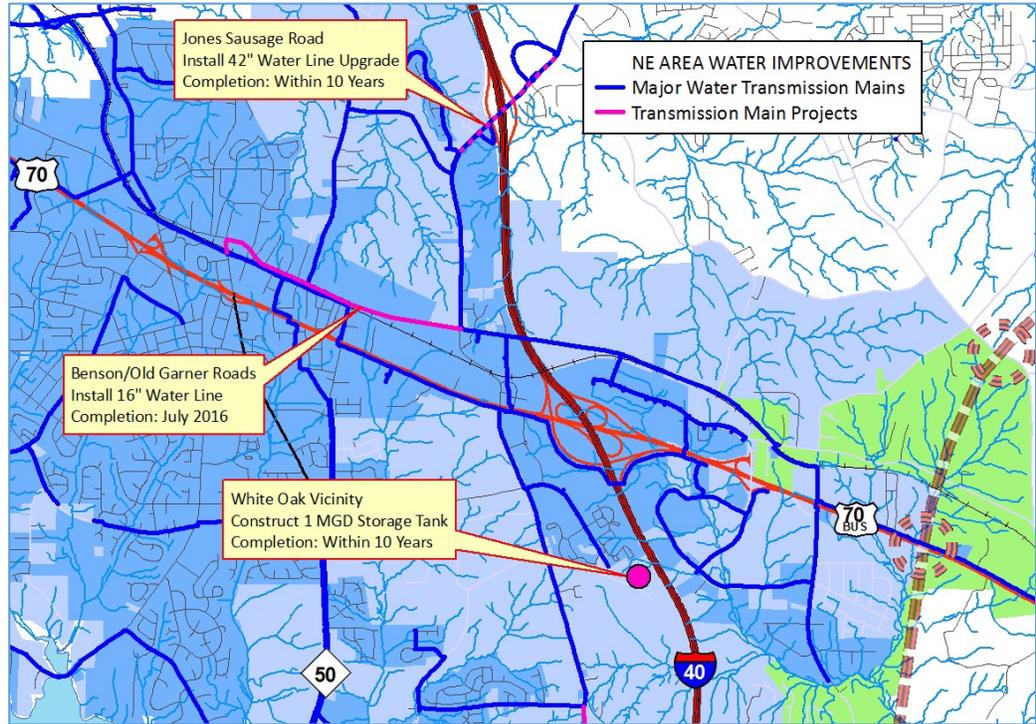


Figure 10: City of Raleigh 10-Year CIP Utility Projects in Northeast Garner

**Southeast Area:** Meanwhile, several looping projects will expand water service in the southern portions of Area A. The installation of a 24-inch line from the Dempsey Benton Water Treatment Plant to the east along Oregon Trail will improve water capacities around the new South Garner High School. Additional projects along New Bethel Church Road and Hebron Church Road will ensure good circulation connecting to White Oak Road and Clifford Road.

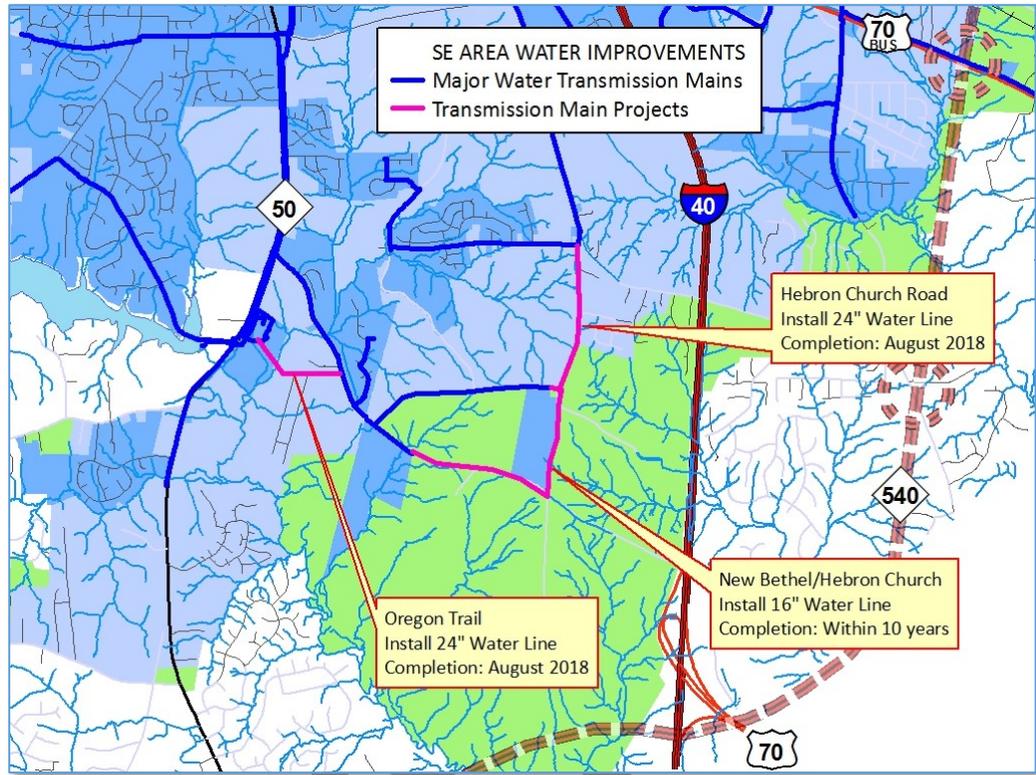


Figure 11: City of Raleigh 10-Year CIP Utility Projects in Southeast Garner

#### 4. Sewer Outfalls and Pump Stations

**Aversboro Road:** As of the writing of this report, work is underway on significant improvements serving the western portions of the Town of Garner's Urban Service Area. The pumping capacity of the Aversboro Pump Station just north of Lake Benson is being upgraded from 1.7 MGD to 4.7 MGD – an increase of 176%. At the same time, a parallel force main is being constructed to the east of the station along Buffalo Road to empty into the outfall running to the NC 50 Pump Station. The existing line is 14 inches in diameter, while the new parallel line will be 24 inches in diameter. According to the current 10-year plan, upgrades will also be made to the White Deer Outfall in the near future, replacing the existing 18-inch outfall with a 30-inch outfall. All of these projects (shown below) primarily aim to improve service in central Garner and the McCullers Crossroads area. Secondly, they enable the Town to expand gravity service in to additional sub-basins further up Swift and Steep Hill creeks.

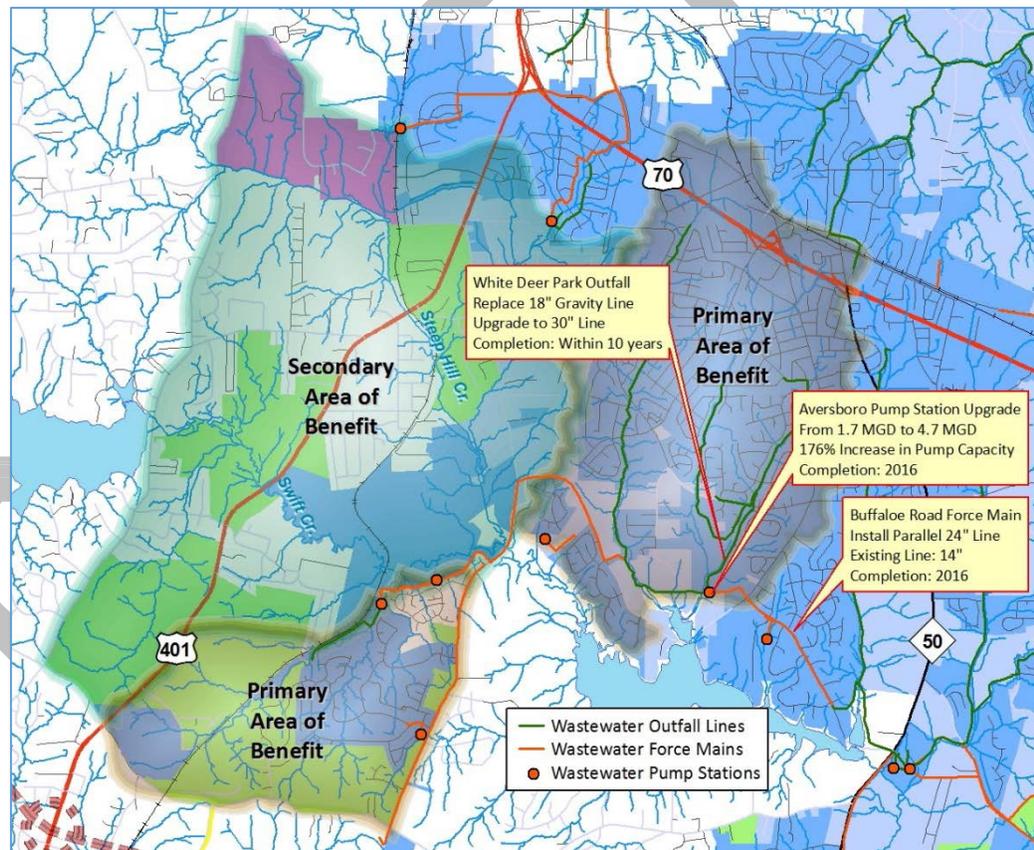


Figure 12: Aversboro Road Pump Station Area Wastewater Improvements

**Big Branch:** Work will soon be underway on a significant improvement serving the northern portions of the Town of Garner. The pumping capacity of the Big Branch South Pump Station near the corner of Rock Quarry and South New Hope roads in Raleigh will be upgraded from 5.7 MGD to 9.5 MGD – an increase of 67%. This project (shown below) will have an immediate benefit to North Garner west of Interstate 40 via the existing Mill Branch Outfall. With a few minor

extensions of gravity outfalls further south along Big Branch, this project will also benefit areas north of the North Carolina Railroad line and east of Interstate 40, including parts of the historic Auburn community.

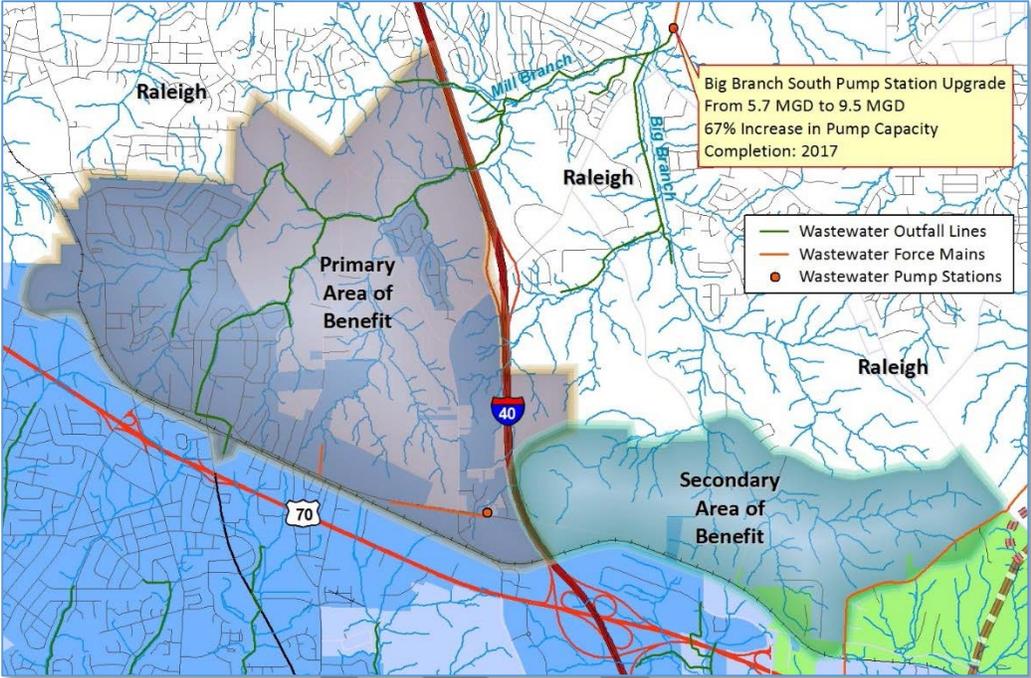


Figure 13: Big Branch South Pump Station Area Wastewater Improvements

DRAFT

**E. Evidence of Feasibility for Urban Density Development.** *Areas proposed for ETJ extension by a municipality should be capable of being developed to an average density feasible for municipal annexation. This criterion is closely related to the ability of a municipality to serve the area with water and sewer service in accordance with its plan for development.*

The Town of Garner is uniquely situated at this time to prepare itself for urban growth due to the following important factors:

- Completion of NC 540 from Holly Springs first to US 401 (by 2020, STIP# R-2721) and to I-40 (by 2024, STIP# R-2828);
- Continued county-wide population growth;
- Completion by 2020 of \$35,000,000 in local public projects financed by voter-approved bonds;
- Availability of larger undeveloped parcels between the current Town of Garner corporate limits and the NC 540 corridor; and
- Planned upgrade of US 401 to a superstreet cross-section beginning in 2020 (STIP# U-5302).

According to state statutes, the urban density threshold necessary for annexation is set at 2.3 persons per acre. According to the Town of Garner’s Comprehensive Growth Plan, only three (3) of the 11 land use designations may fall under this threshold:

Land Use	Residential Density
<b>Neighborhood Secondary Residential</b>	1-3 dwelling units/acre
<b>Community Secondary Residential</b>	1-2.5 dwelling units/acre
<b>Conservation Area</b>	Up to 1 dwelling unit/acre

It should also be noted that even development as low as 0.9 dwelling units per acre will yield a population of 2.3 persons per acre since the average household size in Garner is 2.59 people per dwelling unit. Nonetheless, a more detailed analysis of future development according to the Garner Comprehensive Growth Plan follows.

Setting the “special land use designations” aside (Conservation Area, Special Transportation Corridor, Employment Center and Regional Center), and focusing on the seven (7) node-based land use designations, we find that the request areas would be mapped as seen in the figures to the right and below.

- Legend**
- Community Core
  - Community Mixed-Use
  - Community Primary Residential
  - Community Secondary Residential
  - Neighborhood Core
  - Neighborhood Primary Residential
  - Neighborhood Secondary Residential
  - Town Limits
  - Existing ETJ
  - Annexation LOA

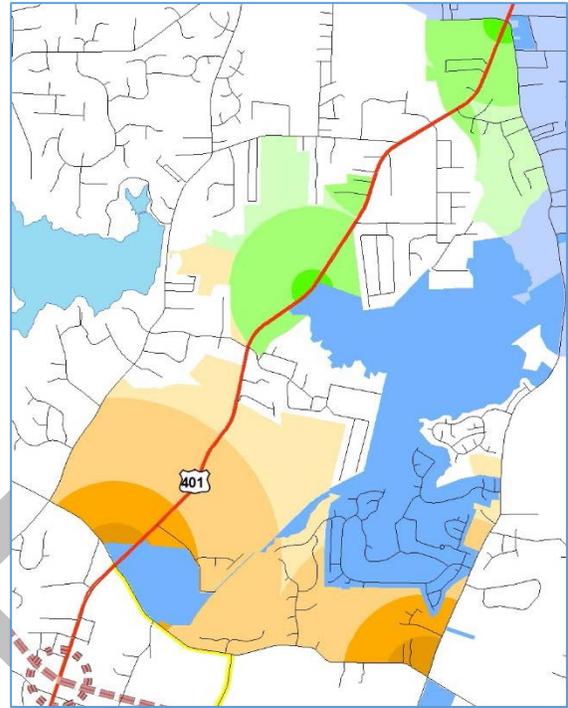


Figure 14: Areas B – E2 by Comprehensive Growth Plan

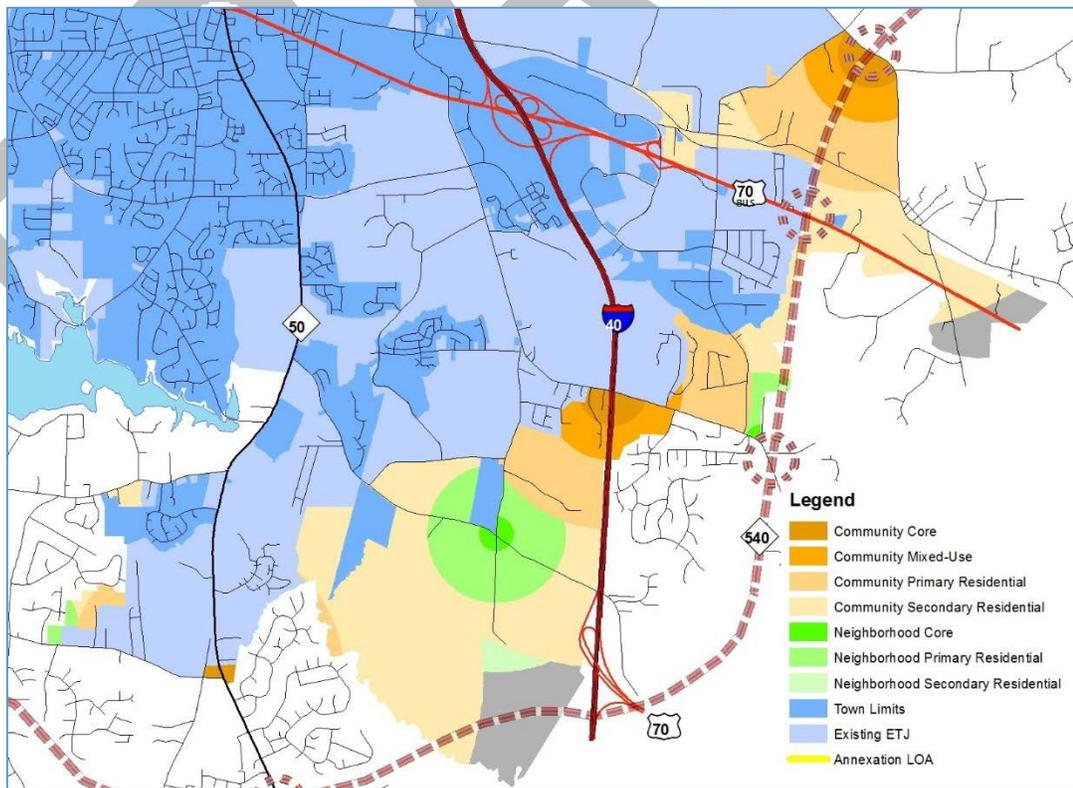


Figure 15: Area A and Areas E3 - E6 by Comprehensive Growth Plan

Areas of each land use designation were then calculated and the lowest number of units per acre applied. The total number of dwelling units for each land use designation was then multiplied by the Town of Garner’s average household size to determine an expected number of total residents. Where two or more designations overlapped, the higher numbered designation as reflected in the table below was used. In the end, the grand total number of residents was divided by the total number of acres in the request area to determine the expected density of people per acre once the entire area is developed.

Land Use	Acres	Units/ Acre	Dwelling Units	Average HH Size	Total Residents
<b>1) Community Core</b>	179	10.0	1,790	2.59	4,636
<b>2) Neighborhood Core</b>	62	3.0	186	2.59	481
<b>3) Community Mixed-Use</b>	481	6.0	2,886	2.59	7,474
<b>4) Community Primary Residential</b>	1,654	2.5	4,135	2.59	10,709
<b>5) Neighborhood Primary Residential</b>	887	3.0	2,661	2.59	6,891
<b>6) Community Secondary Residential</b>	2,380	1.0	2,380	2.59	6,164
<b>7) Neighborhood Secondary Residential</b>	314	1.0	314	2.59	813
Undesignated Areas	1,210				
<b>GRAND TOTALS</b>	<b>7,168</b>				<b>37,168</b>
<b>OVERALL PEOPLE/ACRE</b>	<b>5.19 (exceeds 2.3)</b>				

- F. Annexation within Ten (10) Years.** *ETJ extensions should only be granted for areas anticipated to be substantially developed and annexed within ten (10) years. The ten year period projection should be used as a guideline, and is adopted with the understanding that actual progress in development and annexation of a given ETJ area may vary from that originally projected at the time of ETJ extension. To determine the potential for annexation with ten (10) years the following should be considered: relevant County and Municipal plans and policies, past development experiences and previous projections.*

**Local Policy:** The Town of Garner's annexation policy has long been to require voluntary annexation as a condition of the provision of municipal water and/or sewer service. This policy has been waived four (4) times due to extenuating circumstances – in the cases of the Gatewood Subdivision, the Gipson Pond Subdivision, the Indian Creek Overlook Subdivision and the Green Spring Valley Mobile Estates.



Figure 16: Sewer Lines (green) in Green Spring Valley Mobile Estates (ETJ) and adjacent Eagle Ridge (Town)

**State Statutes:** Changes to state law in 2011 concerning annexations initiated by municipalities have all but ensured that large investments in water and sewer infrastructure will no longer be made to service existing subdivisions and parcels with functioning well and septic service due to the high costs of installation and extension, and the reduced means of recouping even the costs of individual service lines. Furthermore, there are unanswered legal questions regarding the ability of municipalities to construct improvements on private property. Consequently, the Town of Garner is unlikely to change its local policy of conducting a voluntary annexation program only.

Within the Town's existing ETJ, approximately 1,321 acres of land (2.06 sq. mi.) are in existing subdivisions; and another 730 acres of land (1.14 sq. mi.) within request areas are in existing subdivisions. These figures highlight the fact that some subdivided areas of both the Town of Garner's existing ETJ and some of the request area will likely never be annexed into the Town of Garner's corporate limits. These areas are shown in yellow in Figure 14.

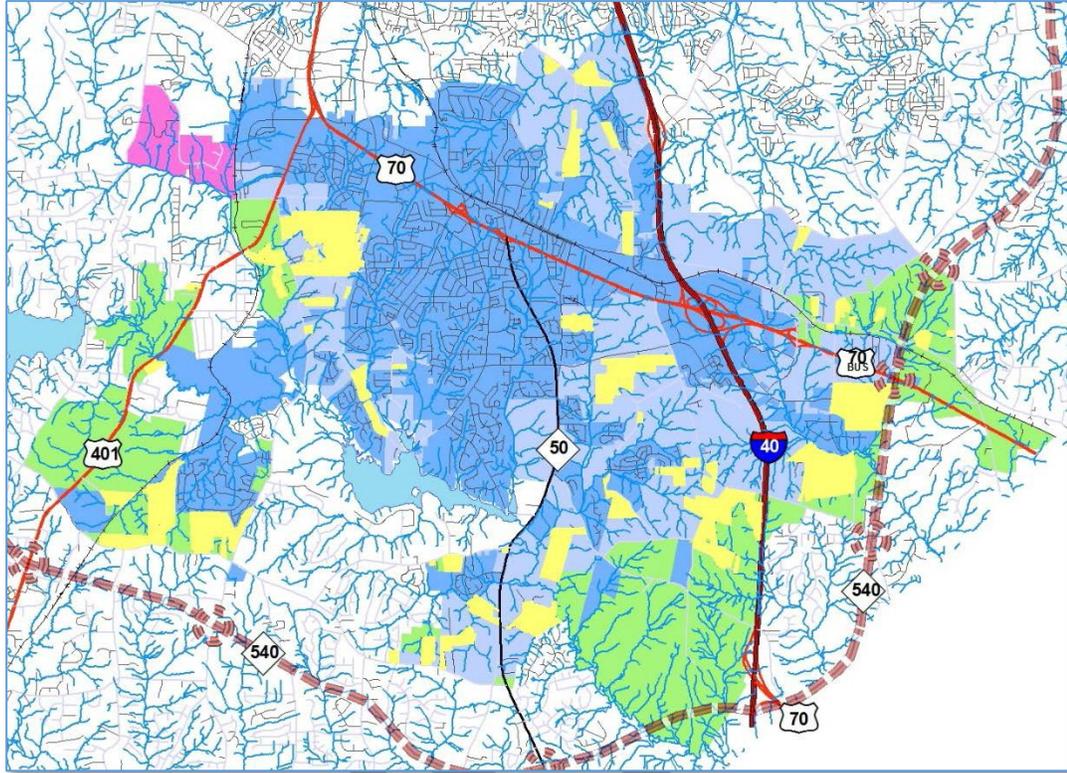


Figure 17: Subdivisions Unsuitable for Annexation

Since annexation of these pockets of pre-existing development is unlikely, it further highlights the need for ETJ as a tool that can help accomplish the purpose of “carrying out plans in a coordinated and efficient manner” (NCGS 160A-361.a.4). Without it, Wake County would be divided haphazardly into areas with different zoning and development rules.

**Population Growth:** After a period of slow population growth in the 1990’s of approximately 1.8% per year, Garner’s growth surged to approximately 4.5% per year between 2000 and 2010. Since then, the Town estimates its population growth to be back between 1% and 2%, although several approved apartment projects, townhomes and single-family subdivisions in calendar years 2015 and 2016 are likely to push that figure closer to between 3% and 4% in the near future.

Year	Census Bureau Population	Increase	% Increase
1980	10,073	-	-
1990	14,967	4,894	48.6%
2000	17,757	2,790	18.6%
2010	25,745	7,988	45.0%
2014	27,814 (estimate)	2,069	8.0%

**Building Permit Data:** Building permit data for new residential buildings (4 dwelling units or less) and new non-residential buildings also exhibits Garner’s growth and urbanization over the past 10 years. It is doubtful that these figures would ever return to the pre-recession levels of 2006 and 2007; however, it is encouraging to note that current overall new permit values are on average twice what they were during the recession.

Year	Residential #	Residential \$	Non-Residential #	Non-Residential \$
2006	469	\$80,361,988	28	\$36,714,073
2007	272	\$49,484,475	49	\$135,331,334
2008	76	\$17,628,415	20	\$19,645,471
2009	46	\$7,836,990	21	\$18,056,559
2010	56	\$8,929,843	7	\$4,268,773
2011	50	\$9,860,697	12	\$10,805,700
2012	86	\$14,977,488	6	\$10,599,594
2013	55	\$11,511,669	28	\$24,927,436
2014	94	\$16,313,720	12	\$27,295,593
2015	58	\$8,503,147	23	\$30,317,025

**Annexation Outside ETJ:** It should also be noted here, as in Section G, that the Town of Garner has already annexed approximately 1,419 acres (2.22 sq. mi.) beyond the Town’s current ETJ boundary. This signifies that there is substantial pressure for development nearby.

Although the Town notes it is unrealistic to expect **all** ETJ areas to be annexed within 10 years due to the presence of existing subdivisions and quarries, as well as fluctuations in the economy, Town staff believe the preceding evidence indicates that a significant portion will be developed and annexed while providing consistent land development regulations across the requested geographic area.

**G. Existing ETJ.** *An ETJ expansion may be granted to a municipality only when it demonstrates substantial progress in meeting this criterion.*

**1. Analysis of Entire ETJ Area.** *When a municipality requests additional ETJ, the municipality must demonstrate its progress in annexing and supplying municipal services, especially water and sewer, through the entirety of its existing ETJ.*

On May 2, 1988, Wake County approved the criteria found in this report for the review of ETJ expansion proposals. At this time, the Town of Garner contained approximately 4,202 acres (6.57 sq. mi.) of land within its corporate limits. In the 28 years since then, the Town has added approximately 5,693 acres (8.90 sq. mi.) of land to its corporate limits as shown in the map below. A minor land transfer also occurred during this time in which approximately 2.34 acres of Garner's corporate limits near Mechanical Boulevard and Hammond Road was transferred to the City of Raleigh.

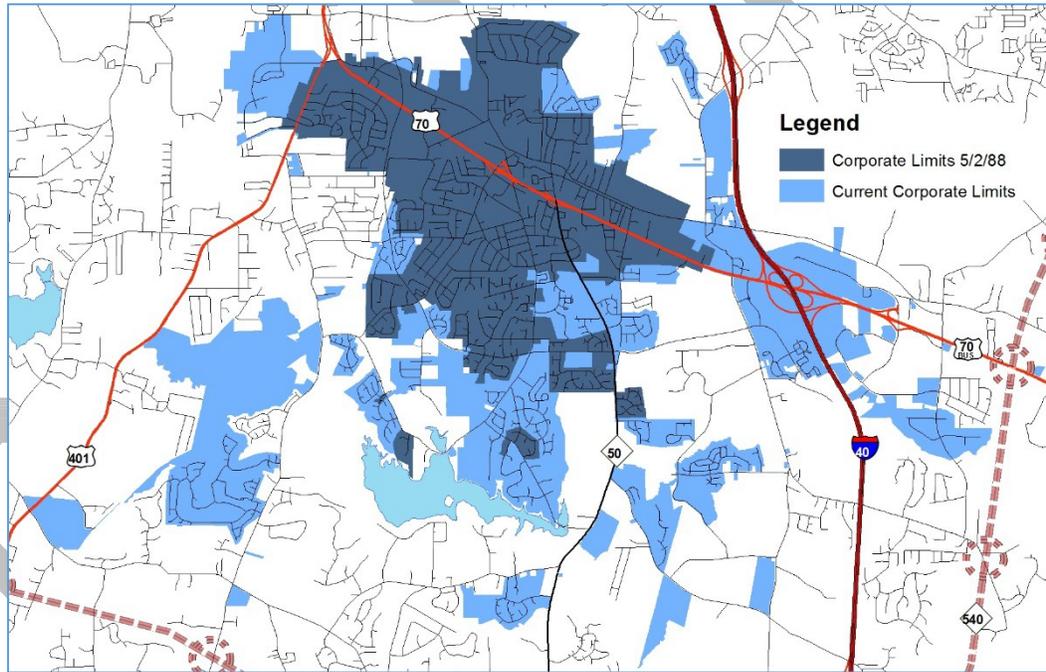


Figure 18: All Annexation Since May 2, 1988

Of that annexed area, approximately 1,419 acres (2.22 sq. mi.) or 25 percent (25%) was located beyond the Town’s ETJ boundary. These areas are shown in blue in the figure below.

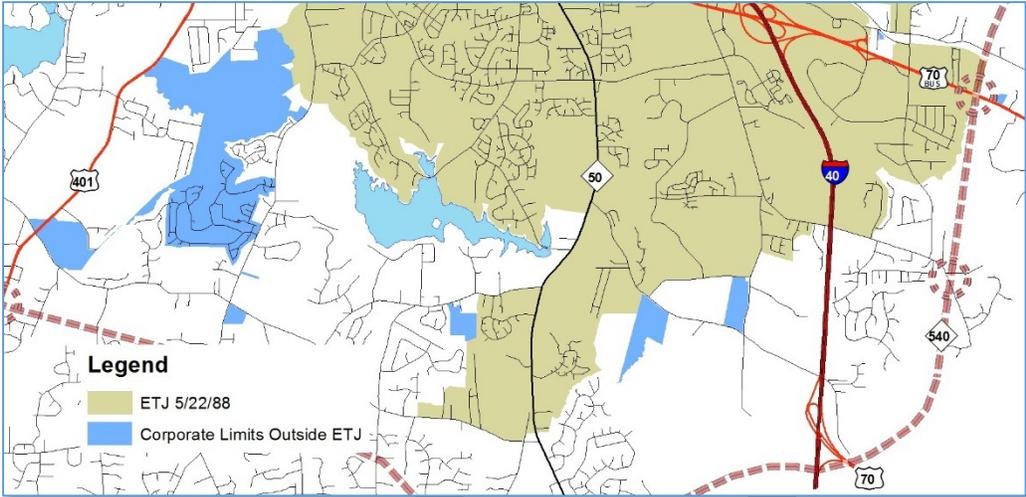


Figure 19: Areas Annexed Outside Existing ETJ Boundary

On May 2, 1988, the size of Garner’s ETJ – exclusive of the existing corporate limits – was approximately 13,405 acres (20.95 sq. mi.). Given the previous figures, it means that the Town of Garner has annexed approximately 4,274 acres (6.68 sq. mi.) or 32 percent (32%) of that ETJ since May 2, 1988.

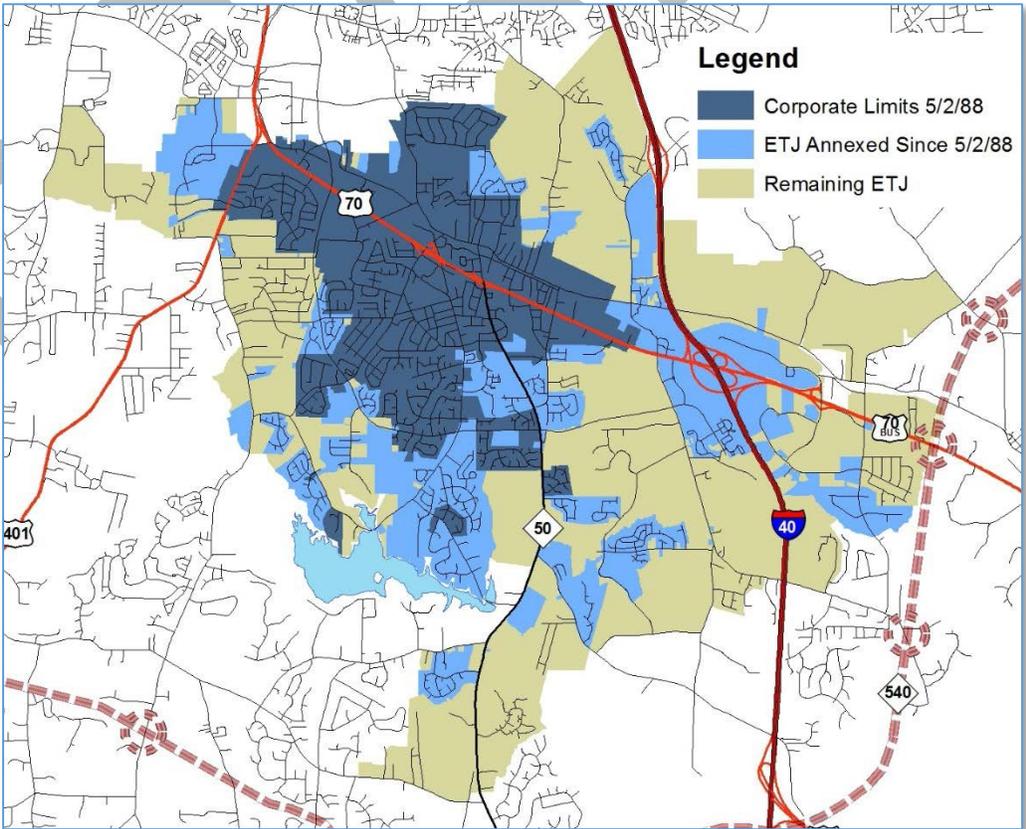


Figure 20: ETJ Annexed Since May 2, 1988

The Town of Garner’s annexation progress may also be summarized in the following table. All figures are in square miles.

As of...	ETJ	Annexed from ETJ	Annexed from USA	Total Town Limits
<b>May 2, 1988</b>	20.95	6.57	0.00	~6.57
<b>April 5, 2016</b>	14.27	13.25	2.22	~15.47

When factoring in “un-annexable” portions of the existing ETJ, the preceding map in Figure 17 looks as follows:

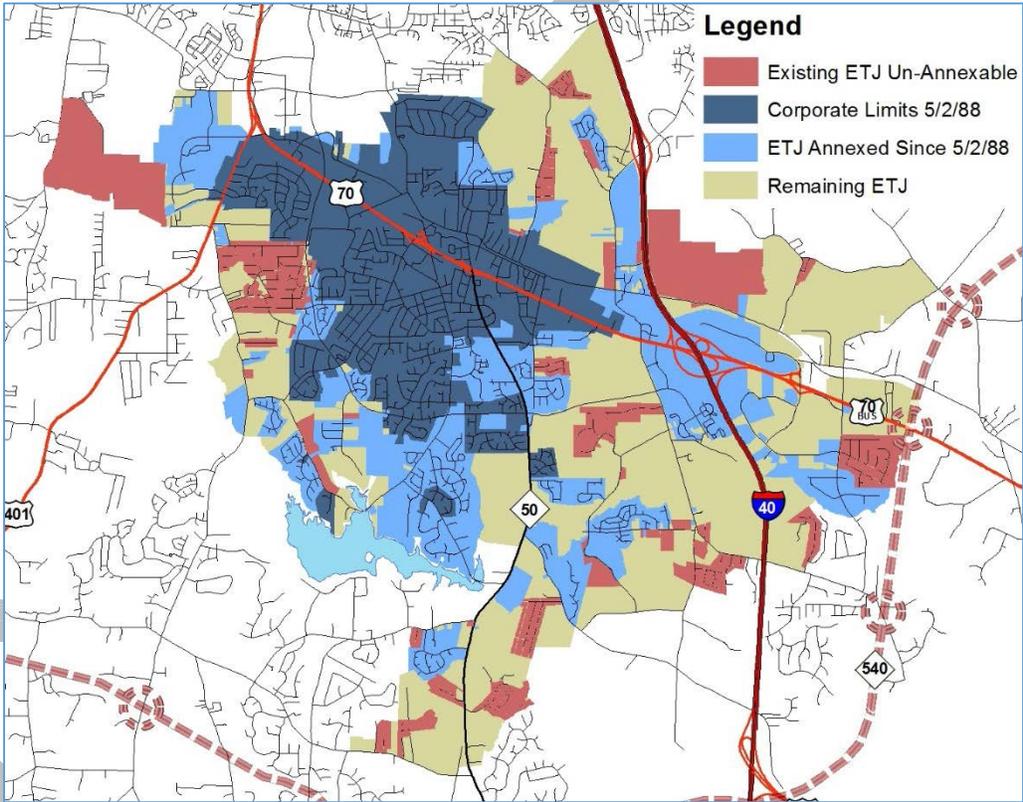


Figure 21: Annexed Since May 2, 1988 with Un-Annexable Areas

If the Town’s ETJ was approximately 13,405 acres (20.95 sq. mi.) on May 2, 1988, and the Town of Garner has annexed approximately 4,274 acres (6.68 sq. mi.) or 32 percent (32%) of that ETJ since then, and another 2,132 acres (3.33 sq. mi.) will likely never be annexed; then approximately 10.94 square miles is a more realistic figure of ETJ remaining.

The following figures also demonstrate the water and sewer coverage in relation to the existing ETJ. A 2,500-foot buffer of existing lines is shown due to that being the Wake County requirement for connection to municipal services. It should be noted that there are many areas already outside the existing ETJ with access to both water and sewer services. The largest area lacking coverage is the

area between Auburn-Knightdale Road and Wall Store Road. However, it should be noted that sewer service is gradually being extended from the north due to continued development in Southeast Raleigh while water is approaching from both the south (US 70) and the north. Furthermore, the pending upgrades in 2017 at the Big Branch Pump Station shows the City of Raleigh’s commitment to serve that basin.

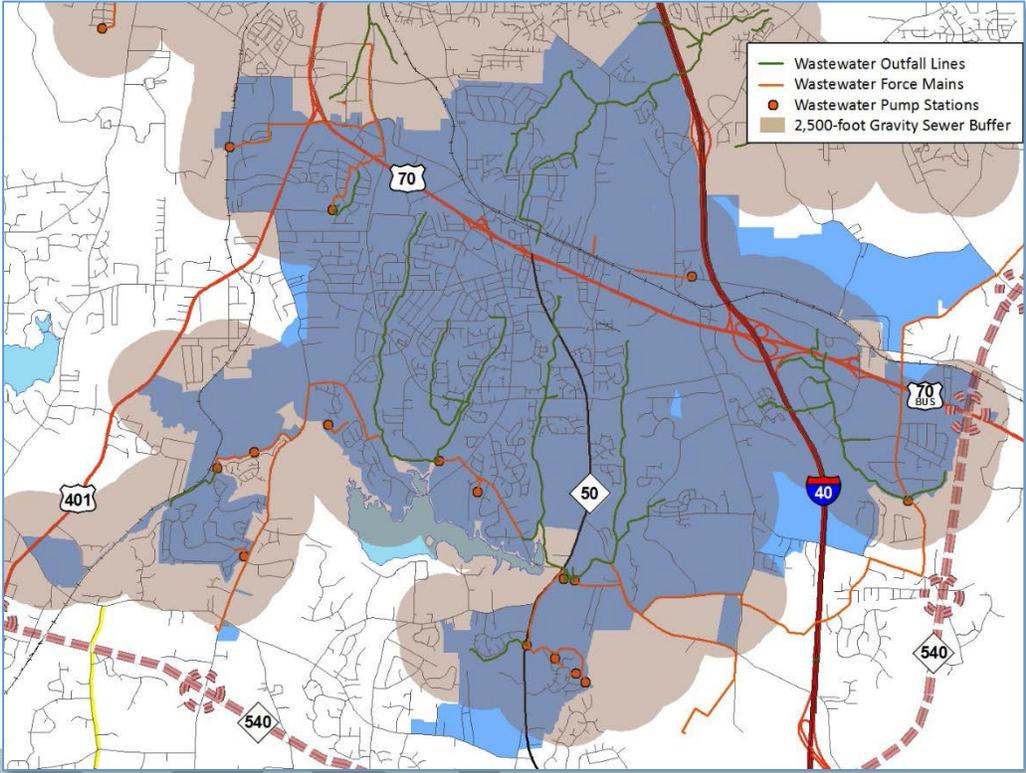


Figure 22: Existing Sewer Coverage

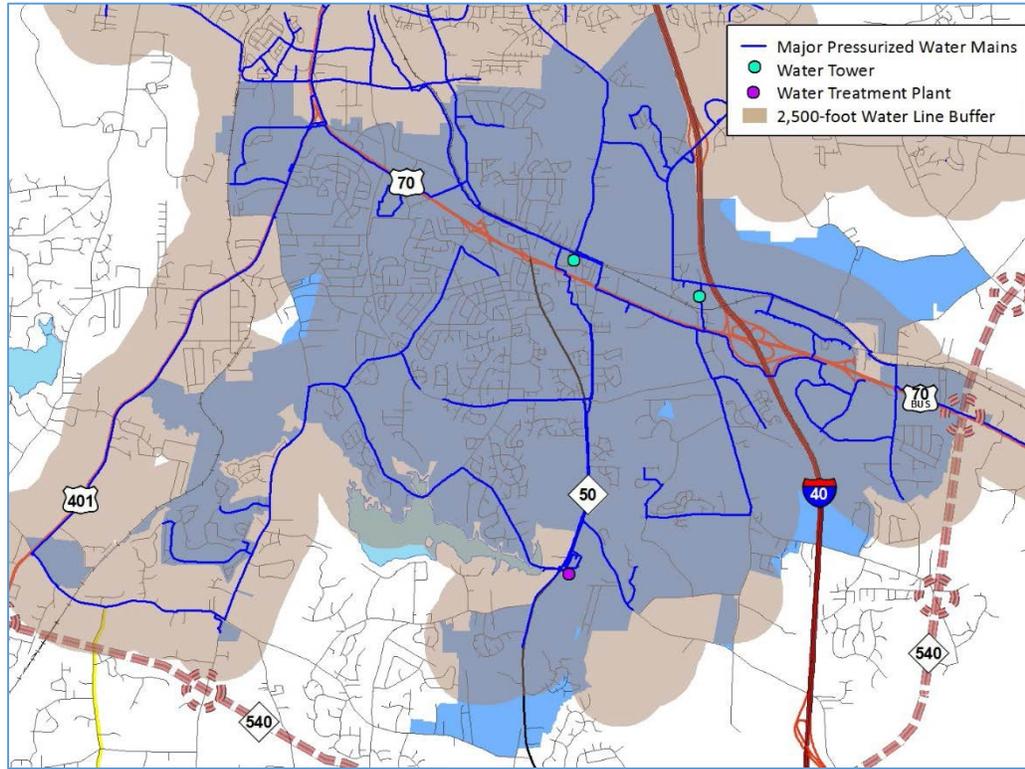


Figure 23: Existing Water Coverage

2. ***Analysis of ETJ Areas Granted Post 5/2/88.*** For all areas of ETJ granted after May 2, 1988, the municipality must specifically address its progress in complying with the criteria under which that ETJ was originally granted.

The Town of Garner has not requested, nor has it received, any additional ETJ areas since May 2, 1988; therefore this part of the criterion is not applicable.

Town of Garner  
Town Council Meeting  
Agenda Form

Meeting Date: June 28, 2016		
Subject: Strategic Plan Draft Review		
Location on Agenda: Discussion		
Department: Town Manager's Office		
Contact: Rodney Dickerson, Town Manager		
Presenter: Rodney Dickerson, Town Manager and Rick Mercier, Communications Manager		
<b>Brief Summary:</b>  At the 2016 Council Retreat, staff introduced the concept of developing a multi-year strategic plan to incorporate several documents including the Town Guidance Strategy (including mission and vision statements), Strategic Priority Analysis, 2015 Strategic Action Plan and 2015 Retreat Action List.  A draft version of the strategic plan document is attached for your review prior to our discussion at the June 28 Work Session. Also attached is a sample of how one-year or one-time tasks will be captured in an annual work-plan document.		
<b>Recommended Motion and/or Requested Action:</b> Provide feedback on draft plan.		
<b>Detailed Notes:</b> This is the next step in completing the Strategic Plan development exercises from the Town Council and Staff retreats.		
<b>Funding Source:</b> NA		
Cost:	One Time: <input type="radio"/>	Annual: <input type="radio"/> No Cost: <input checked="" type="radio"/>
<b>Manager's Comments and Recommendations:</b>          		
Attachments Yes: <input checked="" type="radio"/> No: <input type="radio"/>		
Agenda Form Reviewed by:	Initials:	Comments:
Department Head:		
Finance Director:		
Town Attorney:		
Town Manager:	RD	
Town Clerk:		

# TOWN OF GARNER

## MEMORANDUM

TO: Mayor and Town Council

FROM: Rodney Dickerson, Town Manager

DATE: June 22, 2016

RE: Draft Strategic Plan

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At the 2016 Council Retreat, staff introduced the concept of developing a multi-year strategic plan to incorporate several documents including the *Town Guidance Strategy (including mission and vision statements)*, *Strategic Priority Analysis*, *2015 Strategic Action Plan* and *2015 Retreat Action List*.

The strategic plan document, proposed to have a 3-5 year lifespan (with annual review), will provide a platform to further define and better communicate the strategic priorities identified by Council by:

- adding **goal statements** that will be the foundation of the mission statement;
- updating long-range **objectives** that further define the goals;
- identifying long-range, multi-year (3-5 year) **initiatives** that will be used to achieve the objectives; and
- separating annual **tasks** into a separate working document and reporting structure that will be updated regularly to track progress.

Staff took the information collected from Council during exercises at their retreat and used that to facilitate a similar exercise during the staff's leadership team retreat. The information gathered from both groups was then compiled into a draft plan. Peg Carlson, who facilitated both retreats, provided guidance on the development of the plan.

A draft version of the strategic plan document is attached for your review prior to our discussion at the June 28 work session. This draft is a text-only version that will be replaced with a presentation-ready version once final language has been approved.

Also attached is a text-only sample of how one-year or one-time **tasks** will be captured in an annual work-plan document. The format of this document will be refined, and all tasks identified by Council and staff will be added. A tracking report, similar to the quarterly Bond Tracking Report, will be developed to provide periodic updates to Council and the public.

At the upcoming work session, we will provide additional detail regarding how the plan was developed and why wording choices were made to represent similar themes from both Council and staff. We would like to get your feedback on the draft and establish a timeline for bringing the final plan back for adoption.

## **FISCAL RESPONSIBILITY (FR)**

**GOAL STATEMENT:** *Ensure fiscal stability and efficient use of resources*

**OBJECTIVE 1:** Maintain an appropriate/stable tax rate

**INITIATIVE 1:** Manage 2013 Bond Program

**INITIATIVE 2:** Maintain public understanding and trust

**INITIATIVE 3:** Retain flexibility to respond to new opportunities and challenges

**OBJECTIVE 2:** Invest in maintenance of infrastructure and facilities

**INITIATIVE 1:** Continue proactive pavement maintenance

**INITIATIVE 2:** Implement planned facilities maintenance

**INITIATIVE 3:** Maintain Town-owned storm water infrastructure

**OBJECTIVE 3:** Enhance Town's existing Capital Improvement Program (CIP) process

**INITIATIVE 1:** Develop process to identify and manage future long-term capital initiatives

**INITIATIVE 2:** Develop funding strategy for future needs

**INITIATIVE 3:** Continue Vehicle and Equipment Replacement Team (VERT) program with focus on sustainable replacement schedule

## **EFFICIENT AND TIMELY SERVICE DELIVERY (SD)**

**GOAL STATEMENT:** *Provide efficient and effective services that match community needs and expectations*

**OBJECTIVE 1:** Build and maintain strong relationships with regional and community partners

**INITIATIVE 1:** Enhance program partnerships with recreation and cultural resources partners, economic development partners and other partner agencies

**INITIATIVE 2:** Reinforce planning partnerships with Capital Area Metropolitan Planning Organization (CAMPO), Triangle J Council of Governments, Wake County, GoTriangle and other regional partners

**INITIATIVE 3:** Strengthen delivery partnerships with Garner Volunteer Fire-Rescue, Inc., Wake County, Wake County Public School System, City of Raleigh and other services partners

**OBJECTIVE 2:** Provide quality services at a reasonable cost to residents and businesses

**INITIATIVE 1:** Ensure fee structure is balanced between cost recovery and value to end user

**INITIATIVE 2:** Privatize or use contract services when appropriate

**INITIATIVE 3:** Continue efficient use of resources

**OBJECTIVE 3:** Foster attractive workplace culture to recruit and retain outstanding personnel

**INITIATIVE 1:** Bolster recruitment of diverse, highly qualified pools of applicants

**INITIATIVE 2:** Focus on retention of high-performing personnel

**INITIATIVE 3:** Provide staffing tools, support and training to aid in retention, staff development and outstanding customer service

**OBJECTIVE 4:** Nurture a culture of excellent customer service

**INITIATIVE 1:** Maintain adequate staffing levels

**INITIATIVE 2:** Enhance access to government and relevant information

**INITIATIVE 3:** Inspire a shared vision among staff

## **ORDERLY GROWTH (OG)**

**GOAL STATEMENT:** *Grow and maintain a robust, diversified economy*

**OBJECTIVE 1:** Plan for orderly and stable development with a balance of residential and commercial growth

**INITIATIVE 1:** Proactively update long-range land-use and transportation plans to prepare for growth

**INITIATIVE 2:** Build and maintain strategic utility infrastructure to support and enable growth

**INITIATIVE 3:** Plan for appropriate use of open space and environmental resources

**OBJECTIVE 2:** Support top-quality infrastructure, utilities and transportation

**INITIATIVE 1:** Actively participate in City of Raleigh Water System partnership and planning

**INITIATIVE 2:** Implement strategies to maximize local opportunities and impact from the Wake County Transit Plan

**INITIATIVE 3:** Leverage NCDOT to plan and implement key transportation projects

**OBJECTIVE 3:** Implement comprehensive economic development plan

**INITIATIVE 1:** Follow a balanced approach to economic development activities and resources

**INITIATIVE 2:** Bolster the Town's competitiveness for regional economic activity

**INITIATIVE 3:** Develop and market product inventory to compete for regional projects

## **QUALITY OF LIFE (QL)**

**GOAL STATEMENT:** *Foster a safe and welcoming community with access to a wide range of opportunities and amenities*

**OBJECTIVE 1:** Provide a safe and inviting community

**INITIATIVE 1:** Continue and expand public safety initiatives beyond traditional law enforcement, including service programs, safety initiatives and citizens academies

**INITIATIVE 2:** Promote and expand beautification programs in key corridors

**INITIATIVE 3:** Work collaboratively with property owners to maintain or revitalize properties

**OBJECTIVE 2:** Support and encourage an active and engaged citizenry

**INITIATIVE 1:** Offer opportunities for citizens to be better educated about and participate in local government

**INITIATIVE 2:** Promote opportunities to participate on boards and commissions.

**INITIATIVE 3:** Continue and enhance marketing and promotions to engage citizens

**OBJECTIVE 3:** Embrace diversity and be responsive to the changing demographics of the community

**INITIATIVE 1:** Engage immigrant communities and entrepreneurs

**INITIATIVE 2:** Support and enhance services for aging population

**INITIATIVE 3:** Encourage broad-based participation in educational, civic and leadership opportunities

**OBJECTIVE 4:** Provide a broad mix of arts, leisure and recreation opportunities

**INITIATIVE 1:** Explore options for open space and facilities in growth areas

**INITIATIVE 2:** Update the Parks, Recreation and Cultural Resources (PRCR) Master Plan to meet the needs of an active, growing and diverse community

**INITIATIVE 3:** Maintain Garner Performing Arts Center as a regional arts and cultural hub

*NOTE: The following is an example of how Tasks will be identified for each initiative of the strategic plan. Tasks will be captured in a separate annual work-plan document to be developed.*

## **ORDERLY GROWTH (OG)**

**GOAL STATEMENT:** *Grow and maintain a robust, diversified economy*

**OBJECTIVE 2:** Support top-quality infrastructure, utilities and transportation

**INITIATIVE 1:** Actively participate in City of Raleigh Water System partnership and planning

**TASK 1:** Prepare for City of Raleigh 2016-17 plan/system study through the Comprehensive Plan Update project

**TASK 2:** Assess needs for system expansion before implementation of the City of Raleigh 2017 plan/study findings

**INITIATIVE 2:** Implement strategies to maximize local opportunities and impact from the Wake County Transit Plan

**TASK 1:** Support 2016 referendum

**TASK 2:** Identify and prepare for local transit-oriented development opportunities

**INITIATIVE 3:** Leverage NCDOT to plan and implement key transportation projects

**TASK 1:** Develop strategy for improvements to White Oak Road – Hebron Church Road – Ackerman Road intersection

**TASK 2:** Participate in planning for Hwy 50 bridge replacement and identify funding for Garner requested enhancements