

AUGUST 2022

ABOUT CPNI

The Construction Professionals Network Institute, Inc. (CPNI) is a non-profit initiative focusing on construction industry-related projects and community service throughout the State of North Carolina. CPNI volunteers its members' design and construction industry expertise as a catalyst to empower communities across North Carolina to improve their physical and economic environment. CPNI offers the comprehensive professional and technical expertise of its membership and collaborating partners in the form of workshops tailored to assist communities and engage local governments and community leaders to facilitate discussions and efforts toward redevelopment strategy, community engagement, visioning, and financial considerations. Learn more at www.cpni-nc.org.



ABOUT NCGROWTH

NCGrowth-SmartUp is an award-winning applied economic development university center with a goal of directly addressing inequality, poverty, underemployment and other factors that keep people and communities from reaching their greatest potential. NCGrowth's team includes expert staff across the Carolinas, academic advisors from multiple universities and hundreds of local partners. Together we are transforming communities by (1) providing technical support to promising businesses so they can grow, hire more people, and create wealth; (2) helping towns/counties/tribes create robust local economies with equitable opportunities for residents; and (3) providing policymakers across the U.S. the tools to learn how to achieve success. Learn more at www.ncgrowth.unc.edu

NCGrowth-SmartUp is part of CREATE, an economic development research center at the UNC Kenan Institute of Private Enterprise working to tackle the problem of severe and increasing wealth inequality by generating shared economic prosperity through a combination of research, data analytics, homegrown interventions and policy development. This work is supported by the Economic Development Administration and the Kenan Institute of Private Enterprise. Learn more at createprosperity.unc.edu.



REPORT AUTHORS

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
INTRODUCTION & BACKGROUND	6
WORKSHOP SUMMARY	7
CASE STUDIES	11
RECOMMENDATIONS	15
APPENDIX	21

IN THIS REPORT:

- Summary of past planning efforts in Cape Carteret
- Workshop Overview
- SWOT Analysis
- Current Land Use
- Case studies

RECOMMENDATIONS

1. Follow a “Smart Growth” approach to preserve Cape Carteret’s small-town feel
2. Define a small area to direct density to further define a land use plan
3. Determine limits to a small area plan
4. Consider an overlay district
5. Conduct a market feasibility study & analysis

EXECUTIVE SUMMARY

On June 9th and 10th, 2022, CPNI members and NCGrowth staff met with officials, residents, and community members from Cape Carteret for a two-day workshop focused on Cape Carteret’s assets, challenges, development pressures, and vision for the future. The workshop began with a brief overview of workshop goals and processes, and discussion of past and recent development plans.

During the workshop, the discussion focused on several community desires including local business retail space expansion, outdoor recreation for children, enhanced senior living, collaboration with nearby towns, and the creation of mix-use areas. Workshop participants also raised concerns such as pedestrian safety, traffic, lack of affordable housing, septic system overflow, lack of sewer, as well as unwanted development like large industrial buildings and highways.

Scarce developable land (outside of flood and splash areas) paired with limited sewer and wastewater capacity are current barriers to higher density development in Cape Carteret, despite high development pressure along the coast.

During the workshop, attendees and CPNI members discussed several options to increase sewer capacity, including a regional sewer approach, the creation of a municipal sewer system, and the expansion of the existing private sewer plant behind Lowes Foods on W.B. McLean Drive.

With sewer in place, Cape Carteret will have the choice and opportunity to develop a variety of uses that can simultaneously benefit community members, property owners, and the town.

If Cape Carteret chooses to pursue higher density developments residents, property owners, and the Town will benefit from following a Smart-Growth approach to maintain Cape Carteret’s small town feel and other planning tools so that development pressures do not overshadow community priorities.

INTRODUCTION

HISTORICAL CONTENT AND PREVIOUS PLANNING EFFORTS

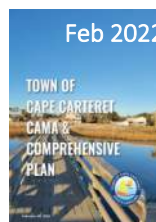
In 1954, William Britton McLean purchased land that is now Cape Carteret. A few years later, the town incorporated in 1959. In 1973, McLean began developing a shopping center at intersection of Highways 58 & 24. Cape Carteret adopted zoning regulations in 1974, which largely remain in effect today.¹



In 2014, the Town created a draft strategic plan. Although the Town did not adopt the plan, its goal was to address themes such as pedestrian safety and traffic, parks and recreation, sense of place for Cape Carteret, town communication, access to healthcare, and job creation.²



The Board of Commissioners adopted a Unified Development Ordinance in accordance with North Carolina General Statute (NCGS) 160D.³



Cape Carteret commissioned the Comprehensive Plan (2022) to satisfy the objectives and criteria of both the Coastal Area Management Act (CAMA) Land Use Planning Requirements (15A NCAC 07B.0701) and the elements of a comprehensive plan as required by NCGS Chapter 160D-501. The town collected community input throughout 2021 via survey, public meetings, tabling at Town events, stakeholder interviews, and collaboration with the Planning Board.⁴

CPNI WORKSHOP JUNE 2022

From June 9-10th, 2022, CPNI and NCGrowth conducted a 2-day workshop with the goal of understanding workshop attendees' desire for development plans suggested in the Comprehensive Plan as well as any barriers that would limit development. In both the Cape Carteret CAMA (Coastal Area Management Act) and Comprehensive Plan (2022) and CPNI workshop, residents expressed a desire to maintain the existing small-town charm and natural environment of Cape Carteret while creating a sense of place for the town.⁵ In this report, we identify a set of recommendations and next steps as a result of workshop themes, follow-up interviews with stakeholders, research, case studies, and feedback on the Comprehensive Plan (2022).

¹ "Town of Cape Carteret CAMA & Comprehensive Plan." Comprehensive Town Plan. Cape Carteret, North Carolina, February 28, 2022. <https://documentcloud.adobe.com/spodintegration/index.html?r=1&locale=en-us>.

² Town of Cape Carteret. "Cape Carteret Strategic Plan 2014: A Beautiful Place To Be On The Crystal Coast," January 21, 2014. <http://www.townofcapecarteret.org/planning-documents.html>.

³ Town of Cape Carteret. "Unified Development Ordinance (UDO)." Accessed July 29, 2022. <http://www.townofcapecarteret.org/unified-development-ordinance-udo.html>.

⁴ "Town of Cape Carteret CAMA & Comprehensive Plan." Comprehensive Town Plan. Cape Carteret, North Carolina, February 28, 2022. <https://documentcloud.adobe.com/spodintegration/index.html?r=1&locale=en-us>.

⁵ Ibid.

WORKSHOP PARTICIPANTS

1. Will Baker, Mayor of Cape Carteret
2. Doug Burns, CPNI (remote)
3. Brent Cockrum, CPNI
4. David Figoli – Former Planning Board
5. Rachael Grainger, Economic Development Analyst at NCGrowth
6. Susan Hall, Chair, Planning Board
7. Paxon Holz, ETJ Representative, Planning Board, Realtor
8. Phil Jones, CPNI (remote)
9. Mike King, Planning Board
10. Heather Leffingwell, Town Clerk
11. Deanna McElmon, General Manager at The GYM Cape Carteret Aquatic & Wellness
12. Amy Myers, Cape Carteret resident (remote)
13. Barbara Owens, Town Administrative Assistant
14. Michele Querry, Crystal Coast Economic Development (Carteret County)
15. Wayne Robinson (facilitator), CPNI
16. Jim Schenck, CPNI
17. Zach Steffey, Former Town Manager
18. Sara Wax, Planning Board
19. Jessica Wilkinson, Economic Development manager at NCGrowth

WORKSHOP AGENDA

Thursday, June 9th

1. Introductions
2. Town Overview: Social/Legal
 - a. Demographics
 - b. Land titles and ownership
 - c. Land use plans
 - d. Social services
3. Town Overview: Economic
 - a. Land costs
 - b. Labor Market
 - c. Local institutions/partners
 - d. Community businesses & brands
4. Town Overview: Environmental
 - a. Natural resources
 - b. Impaired land and buildings
 - c. Water and energy
 - d. Transportation networks
5. Town Tour

Friday, June 10th

1. Vision for Cape Carteret
2. Goal Setting
 - a. What do you need?
 - b. Who can do it?
 - c. How do you find them?
 - d. What can you expect from them?
3. Constraints and Hurdles
4. Final Discussion and Wrap Up

WORKSHOP THEMES

KEEPING A SMALL-TOWN FEEL

Several participants said they relocated to Cape Carteret for its small-town charm. Many attendees want to maintain a small-town feel and said this should be a major consideration as the town plans development. Additionally, there is a lack of suitable land for development. Much of Cape Carteret is at risk for flooding and within the “slosh zone.” Given the flood risk, there is only one suitable area in Cape Carteret for increased density. This area it is privately owned and not planned for development.

WASTEWATER AND SEWER

There is no municipal sewer in Cape Carteret and the town mostly relies on septic systems for wastewater management. Participants expressed concern about the degradation of septic systems over time and overflow into parks, the presence of which could cause unhealthy conditions to residents and the natural ecosystem. Participants expressed the difficulties of implementing a sewer system because of cost and management burdens but also mentioned various opportunities to solve the lack of sewer.

PEDESTRIAN SAFETY

Workshop participants expressed wishes for a walkable and bikeable community. Cape Carteret currently has issues with pedestrian safety largely due to highway 24. There is a lack of crosswalks and lights with fast traffic that can make it dangerous for pedestrians and children. Participants discussed how plans should take this into consideration and consider options like a pedestrian bridge and crosswalks since residents use recreational areas in Cedar Point and must cross highway 58 to do so.

WORKFORCE HOUSING

Participants described a housing shortage in Cape Carteret, especially affordable options. Participants discussed how workforce housing could accommodate younger residents and seasonal workers who commute from outside of the county. However, participants emphasized that they would want to preserve low density in most of Cape Carteret.

LOCAL BUSINESSES & RETAIL SPACE

Participants discussed how they heard through conversations that residents want enhanced shopping, dining, and entertainment options. Attendees noted how restaurants are very crowded, especially during summertime, and there is demand for more dining options. Participants also mentioned how there is limited space for local retail and nonretail businesses, the growth of which would provide jobs and tax revenue to the town.



SENIOR LIVING

Workshop participants expressed concern over how some senior citizens must leave Cape Carteret after many years of living in the town because of the its lack of retirement and assisted living options. If there was an adult care home or “step down facility” in Cape Carteret, senior citizens would better be able to age in place and not have to move out of their community.

CHILD RECREATION

During the workshop, it was noted that the fastest growing demographic in Cape Carteret is young children and that there is an opportunity to provide more events and programming for this group. Attendees mentioned how it is important for families to have cost-free places to go and things to do with children during the day. For example, there are limited public parks and recreation programs for children and no public playgrounds in the town limits. The town has worked to address this issue in the past by applying for “PARTF” grants for to create multigenerational public parks in Cape Carteret.⁶

REGIONAL APPROACH FOR HIGH COST PROJECTS

Participants expressed how solving challenges like wastewater management alone would be extremely expensive for the town and its residents. Infrastructure projects are large investments that can be more feasible when taking a collaborative approach in the county or region. Given the high costs of implementing a municipal sewer system, some participants mentioned how a regional approach is the most feasible given the challenges with cost.



⁶ “Parks and Recreation Trust Fund | NC State Parks.” Accessed August 17, 2022. <https://www.ncparks.gov/more-about-us/parks-recreation-trust-fund/parks-and-recreation-trust-fund>.

SWOT ANALYSIS

This SWOT analysis identifies the strengths, weaknesses, opportunities, and threats to Cape Carteret identified through workshop discussions and interviews with stakeholders. Strengths are Cape Carteret's unique assets and characteristics while weaknesses are negative characteristics or issues that affect Cape Carteret and its residents. Opportunities are external factors that Cape Carteret could leverage to achieve town goals. Threats are factors controlled by the external environment that could pose a risk to the future of Cape Carteret and reaching community goals.

STRENGTHS

- Waterfront community
- Outdoor recreation and natural resources
- Small, tight-knit community
- In-shore fishing
- Natural resources
- Proximity to Croatan National Forest
- Bike trail in development
- Attractive to developers
- Good schools
- Proximity to Emerald Isle
- Attractive stop for vacationers on the way to the beach

WEAKNESSES

- Largely dependent on septic systems which pose environmental risks
- Lack of space for new businesses
- Lack of workers residing in Cape Carteret
- Little tax revenue
- Few public parks and amenities for children
- Pedestrian safety issues
- Lack of housing, especially affordable
- Lack of available developable land

OPPORTUNITIES

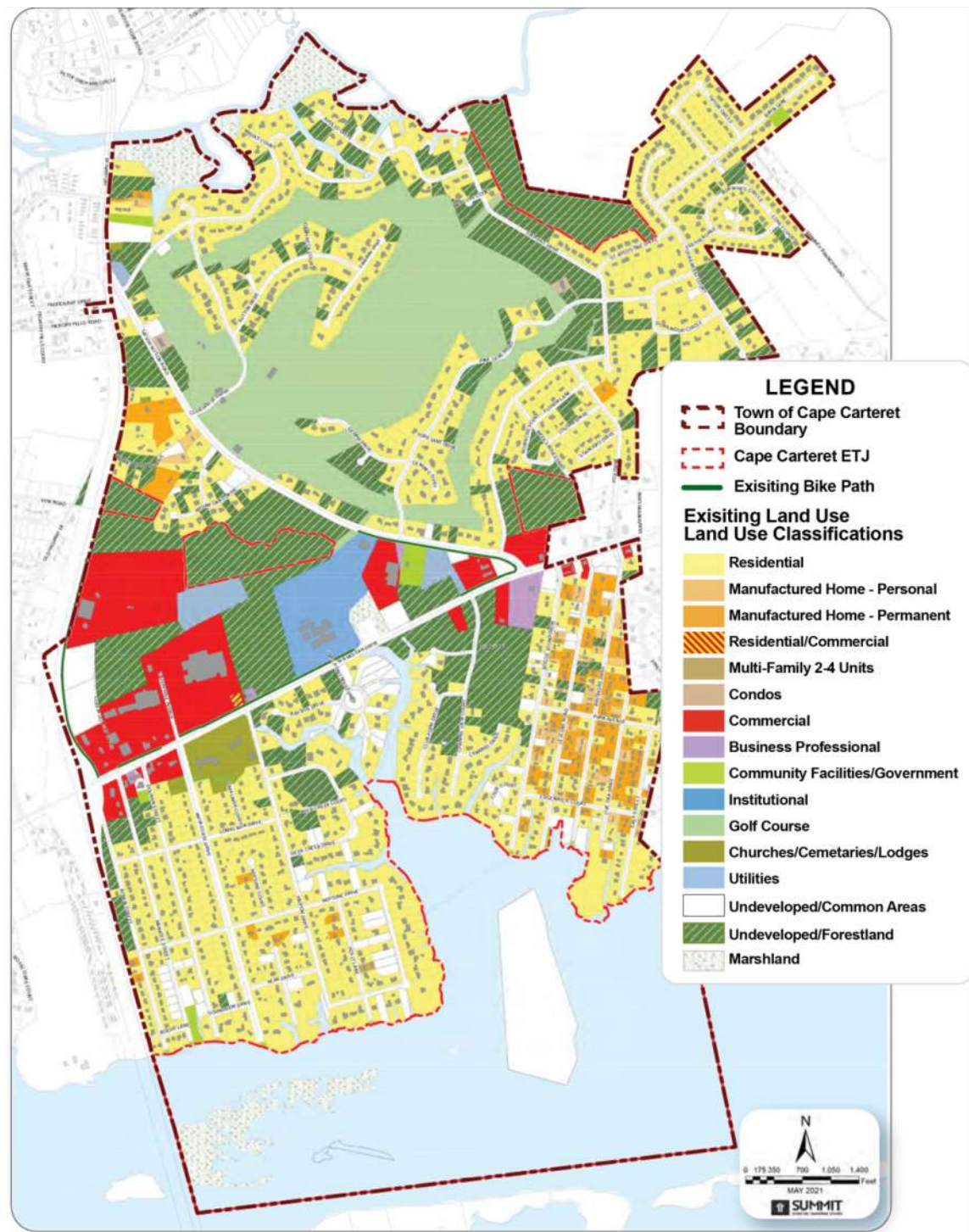
- Young children are the highest growing population
- More full-time residents are moving to the area due to increased remote work
- Many funding opportunities for infrastructure projects like wastewater management have become recently available

THREATS

- Turnover in town leadership can affect long-term plans and projects
- Evolving climate patterns and flooding pose flood risks to the community
- Increase in traffic due to a potential superhighway on highway 24, which runs through Cape Carteret

CURRENT LAND USE

This map shows Cape Carteret's current land use, which is mostly single-family residential (1,167 parcels, or 73% of parcels are single-family residential within the town's limits).⁷



⁷ Town of Cape Carteret CAMA & Comprehensive Plan." Comprehensive Town Plan. Cape Carteret, North Carolina, February 28, 2022. <https://documentcloud.adobe.com/spodintegration/index.html?r=1&locale=en-us>.

CASE STUDIES

The following case studies intend to spark ideas and demonstrate how communities in North Carolina address similar issues that workshop participants raised. The case study section details examples of senior living options in North Carolina and a comprehensive wastewater improvement plan enacted by Johnston County.

SENIOR LIVING

Continuing care retirement communities (CCRCs) are communities that provide a continuum of care to older adults and seniors, providing them with a “step down” living arrangement. CCRCs provide living accommodation and services under a contract for the life of an individual or for a period longer than one year. Typically, there are three levels/stages of care offered by CCRCs:

1. Independent Living – is for individuals who can do the basic chores of everyday life but who may need occasional help from others.
2. Assisted Living – aids with residents with chronic care needs excluding complete 24-hour skilled nursing care. Assisted living services include helping a resident with bathing, dressing, taking medications, and other daily activities.
3. Skilled Nursing Care – generally provides 24-hour nursing care, rehabilitative services, and assistance with activities of daily living to the chronically ill as well as those who have been hospitalized for an illness or operation and require a short period of rehabilitation before returning home.⁸

CCRCs are generally a collection of apartments, town homes, or cottages and include common activity areas such as a library, activity and craft rooms, a restaurant-like dining room, an assisted living facility, and a nursing home. Other amenities often include banking services, convenience stores, walking trails, gardens, swimming pool, fitness center, beauty/barber shops, and guest accommodations.⁹

Continuing care retirement communities often require large amounts of land and population. In contrast, Adult Care Homes are more often seen in small towns like Cape Carteret. These facilities are focused on skilled care. There are 556 adult care homes in North Carolina, three in Carteret County and six in Onslow County. The chart below details the senior living facilities in Carteret County and Onslow County.

Regardless of the type, assisted living facilities are all higher density than the single-family homes that exist in Cape Carteret, which requires the town to have a plan for higher-density. The undeveloped area next to Lowe’s is a particularly good site for a development like CCRCs due to its capacity to support development and resilience to severe weather.

One example of a nearby assisted living facility that maintains a small-town charm is The Cottages of Swansboro. The Cottages of Swansboro is a family owned and operated assisted living facility with a mission to provide exceptional care for seniors in a small, home-like environment. The Cottages created

⁸ Causey, Mike. “Continuing Care Retirement Communities 2021 Reference Guide.” NC Department of Insurance, n.d. www.ncdoi.gov.

⁹ Ibid.

an assisted living community consisting of a cluster of smaller assisted living homes or cottages connected through a common park like courtyard.

The facility consists of six well-planned patio homes that are 2,850 square feet each with no more than 6 residents living in each cottage. Each resident lives in their own over-sized private bedroom and private bathroom that is handicap accessible.¹⁰ Amenities include daily planned activities such as live music and outings, transportation, daily housekeeping, laundry services, three home cooked meals, salon, and barber onsite, furnished facilities, and internet access. Table 1 lists additional senior living facilities near Cape Carteret.



Cottages of Swansboro concept and patio homes.

www.thecottagesofswansboro.com/assisted-living

TABLE 1: LIST OF SENIOR LIVING FACILITIES NEAR CAPE CARTERET, NORTH CAROLINA.

Name of Licensee Legal	DBA Name	Site Address	Site City	Zip	County
Carteret Landing, LLC	Carteret Landing	221 Friendly Road	Morehead City	28557	Carteret
Newport AL Holdings, LLC	Carteret House	3020 Market Street	Newport	28570	Carteret
Southern Assisted Living, LLC	Brookdale Morehead City	107 Bryan Street	Morehead City	28557	Carteret
Onslow Opco Holdings, LLC	The Landings of Swansboro	280 Swansboro Loop Road	Swansboro	28584	Onslow
WP-Jacksonville Health Holdings, LLC	Onslow House	34 McDaniel Drive	Jacksonville	28546	Onslow

¹⁰ The Cottages of Swansboro. "Our Mission." Accessed August 22, 2022. <https://www.thecottagesofswansboro.com/our-mission>.

The Heritage of Richlands, LLC	The Heritage of Richlands	148 Cox Avenue	Richlands	28574	Onslow
Jacksonville Care, LLC	Lighthouse Village	182 Village Drive	Jacksonville	28546	Onslow
Liberty Commons Assisted Living of Onslow County, LLC	Kempton of Jacksonville	3045 Henderson Drive Extension	Jacksonville	28546	Onslow
Onslow Pines Rest Home, Inc.	The Arc Community	1241 Onslow Pines Road	Jacksonville	28540	Onslow

WASTEWATER MANAGEMENT CASE STUDY

JOHNSTON COUNTY CAPITAL IMPROVEMENT PLAN: A *REGIONAL WASTEWATER APPROACH*¹¹

Hurricane Matthew led to extreme flooding and inundated Johnston County's Regional Wastewater Treatment Facility in 2016, which led the County to develop a comprehensive plan to address wastewater treatment capacity as well as other important infrastructure concerns.

The plan is focused on building wastewater capacity and resiliency to meet future needs and population growth. To address the issue, Johnston County took a regional sewer approach that will span a 20-year period. 11 municipalities and 94 active positions are supporting the plan through a variety of roles across the four different infrastructure projects. Before writing the capital improvement plan, Johnston County commissioned several critical studies and reports, including:

- Johnston County Sewer Demand Projections (Johnston County Public Utilities and Hazen & Sawyer, 2021)
- Water Resiliency and Emergency Response Plans (Dewberry Engineers, September 2020)
- Johnston County Water & Sewer Rate Study and SDF Fee Calculation Update (Willdan Financial Services, February 2021)
- Feasibility Report for the County of Johnston Water & Sewer System Revenue Bonds (Wildan Financial Services, August 2021)

To fund the project without over-burdening the customer base, Johnston County is pursuing outside funding along with periodic charge increases to consumers. Grants and low interest, long term financing options provide a way for the County to limit the financial stress of the cost of capacity building projects for existing customers. The Environmental Protection Agency (EPA) approved Johnston County's project for a \$50 million loan through the Water Infrastructure Finance and Innovation Act (WIFIA).¹² See Appendix B for a breakdown of project costs over time.



The Johnston County Regional Wastewater Treatment Facility Post Hurricane Matthew – October 11, 2016

¹¹ "Town of Cape Carteret CAMA & Comprehensive Plan." Comprehensive Town Plan. Cape Carteret, North Carolina, February 28, 2022. <https://documentcloud.adobe.com/spodintegration/index.html?r=1&locale=en-us>.

¹² "Johnston County Wastewater Treatment Improvements Program," January 11, 2021. <https://www.epa.gov/wifia/johnston-county-wastewater-treatment-improvements-program>. Mickey. "Commissioners Borrow \$52.5 Million For New Water And Sewer Projects." JoCo Report (blog), July 22, 2021. <https://jocoreport.com/commissioners-borrow-52-5-million-for-new-water-and-sewer-projects/>.

RECOMMENDATIONS

FOLLOW A SMART GROWTH APPROACH TO PRESERVE CAPE CARTERET'S SMALL-TOWN FEEL AND PROTECT COMMUNITY PRIORITIES

Given community feedback collected in the Comprehensive Land Use Plan and priorities expressed during the CPNI/NCGrowth workshop, we recommend following a Smart Growth Approach. This approach will benefit the Town whether it decides to increase density at this time or not. Smart Growth strategies help small towns better control development in ways that align with residents' goals, increase economic prosperity and equity, and bolster environmental sustainability.¹³ By growing town centers and ensuring that new growth and development reinforce traditional characteristics of the town, small communities can protect the way of life that residents treasure while also supporting economic growth and bringing new opportunity to the area.¹⁴

Zoning, overlay districts, planning, and cluster development are proven “smart growth” strategies seen across small towns and rural communities.¹⁵ Planning, zoning, and overlay districts help to ensure communities have control over how development occurs in their own town. Without zoning or overlay districts, developers can build however they wish to, assuming they follow other rules and regulations.

For example, cluster development is a practice that controls and directs density in development. This type of development can reduce infrastructure costs, making it cheaper to provide community services (e.g., police and fire protection). Additionally, cluster development would limit loss and fragmentation of wildlife habitat, preserving Cape Carteret's natural environment.

Edenton, North Carolina is a great example of how zoning and overlay districts helped preserve the small town charm in their downtown commercial district. Edenton was established in the late 17th century and incorporated in 1722. It is located on Edenton Bay at the head of the Albemarle Sound, 90



Left: The Taylor Theater on Broad Street in Edenton | Right: Downtown Trolley Tour (www.visitededenton.com/trolley.php)

¹³ Smart Growth America. “What Is Smart Growth?” Accessed June 20, 2022. <https://smartgrowthamerica.org/what-is-smart-growth/>.

¹⁴ ICMA. Putting Smart Growth to Work in Rural Communities. ICMA and Smart Growth Network. 2010. p. 1. <http://icma.org/ruralsmartgrowth>.

¹⁵ Nelson, Kevin. “Essential Smart Growth Fixes for Rural Planning, Zoning, and Development Codes.” Washington, DC 20460: U.S. Environmental Protection Agency, February 2012.

miles southwest of Norfolk, Virginia. Edenton is a town of 5,000 people that maintains an extensive historic district and a walkable, pedestrian friendly downtown.¹⁶

The Town maintains several overlay districts to accomplish their goals of preserving historic character, encouraging mixed use, establishing streetscape appearance, and pedestrian access. Edenton maintains a resource conservation overlay (RCO) to establish streetscape appearance and pedestrian and bicycle circulation recommendations along six main road corridors that lead into downtown Edenton. Additionally, the South Broad Street Residential Overlay (BSR) prohibits residential uses in the first floor of structures fronting their main street.¹⁷

Together, overlay districts achieve a charming, pedestrian-friendly, mixed-use downtown that encourages commercial development while also allowing for housing. The main street features restaurants, boutiques, galleries, a movie theater, and a variety of other retail and office spaces. The Town also hosts annual events like Cycle Edenton, the Edenton Music and Water Festival, a Fourth of July celebration, and a Christmas parade.



Left: The Table at Inner Banks Inn (www.visitedenton.com) | Right: Waterfront Park in Edenton

¹⁶ "About Edenton - Official Website of Edenton, North Carolina." Accessed August 3, 2022.

https://www.townofedenton.com/index.asp?SEC=940F94E6-F677-4603-989E-73C93732F567&Type=B_BASIC.

¹⁷ "Edenton, North Carolina: Article IX - Zoning Districts & Maps." Accessed August 3, 2022.

https://www.townofedenton.com/index.asp?SEC=1DC5A4ED-A5A6-4220-8C8E-2DB197A97653&DE=E4775C7F-513B-4AB8-B646-DA09BB1F1CEF&Type=B_BASIC.

IF DESIRED, DETERMINE WHERE TO DIRECT HIGHER DENSITY

The next step for thoughtful growth is to move forward with a small area plan. This area has acres of high land and is outside of the slosh zone (areas prone to storm surge).

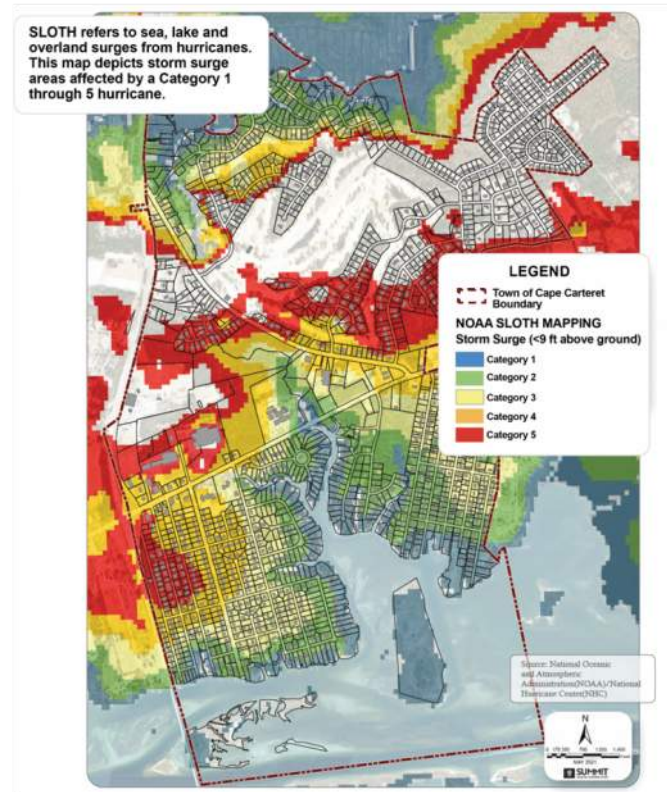
COLLABORATIVELY CREATE A DETAILED SMALL AREA PLAN

The Town will need to collaborate with landowners to develop small areas plans for parcels of interest for development. Collaboration and joint planning efforts among the town, residents, and property owners will help to foster consensus about the plans and encourage buy-in. Small area plans should consider existing structures, right of ways, existing assets, and landowner's preferences and sacred/untouchable assets. With these considerations in mind, Cape Carteret can further define land use in the area and pursue several options for development.

CONSIDER AN OVERLAY DISTRICT

Overlay districts are a highly useful tool for towns to use to achieve desired development patterns. Establishing an overlay district will help Cape Carteret achieve a unified approach when implementing a small area plan where there may be two or more underlying districts. Overlay districts allow municipalities to retain control through the special permit process and to turn down development if it does not align with the overlay district. Developers can only choose to develop according to the overlay district or the underlying zoning. However, developers also benefit from overlay districts because they often simplify rezoning processes.

The procedures for adopting an overlay district are the same as for adopting a zoning or rezoning provision. The overlay provisions as well as changes to the zoning map must be approved by the local governing body for adoption.¹⁸ Additionally, zoning provisions should offer clear guidance to both property owners and the governing body charged with approving proposals. Requirements need to be applied equally for all properties within the district. The ordinance not only must comply with all state and federal regulations, but must also be consistent with the goals, objectives, and policies of the comprehensive plan.¹⁹



¹⁸ "Planning Implementation Tools: Overlay Zoning." Center for Land Use Education, November 2005. <https://www3.uwsp.edu/cnr-ap/clue/Pages/publications-resources/PlanImplementation.aspx>.

¹⁹ "Planning Implementation Tools: Overlay Zoning." Center for Land Use Education, November 2005. <https://www3.uwsp.edu/cnr-ap/clue/Pages/publications-resources/PlanImplementation.aspx>.

Gaining support for the overlay district will likely need to involve discussions, polling, and/or canvassing in Cape Carteret among residents and property owners.

CONDUCT A MARKET FEASIBILITY STUDY FOR MIXED-USE AND OTHER DESIRED DEVELOPMENTS

We recommend the town conduct a market feasibility study to best understand the potential demand for planned developments, like a mixed-use area. The purpose of a market feasibility study and market analysis is to determine current and future demand for new housing and commercial development within a small area plan. This type of analysis is an organized and rigorous way to understand the potential viability, benefits, and risks of pursuing a small area plan. Understanding what the local market will support can attract developers. Therefore, the town can use the study and analysis to pursue next steps and reach out to developers.

Many of the concerns and desires that Cape Carteret residents expressed can be achieved through mixed-use development. A few benefits that align with community desires are as follows:²⁰

- Greater flexibility and more control over development
- Promotes a village-style mix of retail, restaurants, offices, civic uses, and family housing
- Enhances an area's unique identity and development potential (e.g., town center)
- Promotes pedestrian and bike travel
- Reduces auto dependency, traffic, and air pollution by co-locating multiple destinations
- Promotes a sense of place and community and encourages economic investment
- More compact development that helps preserve open space in outlying areas by reducing the need and demand for low-density, sprawling development
- Guides development toward established areas, protecting outlying rural areas and environmentally sensitive resources.

DEVELOP A LONG-TERM PLAN FOR INCREASING SEWER CAPACITY

Given that publicly available sanitary sewer does not currently exist within the incorporated limits of Cape Carteret, addressing the capacity of sewer is crucial to further development. Currently Cape Carteret is predominately served by onsite septic systems for private residences, private commercial facilities, and public facilities. A small portion of Cape Carteret's commercial area is served by a privately controlled onsite sewer treatment system.

The potential mixed-use area for higher density is centered within vacant and developed areas bordering NC Hwy 58, Taylor Notion Road, Enterprise Avenue and NC Hwy 24. This small area has an existing private sanitary sewer treatment facility that serves a portion of the commercial area.

²⁰ Metropolitan Area Planning Council, and the Minuteman Advisory Group on Interlocal Coordination. "Mixed Use Zoning: A Planners' Guide," n.d.
https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjKzfXz7vP4AhVQnWoFHbS-CoEQFnoECAsQAQ&url=https%3A%2F%2Fwww.mapc.org%2Fwp-content%2Fuploads%2F2017%2F08%2FMixed_Use_Citizens_Guide.pdf&usg=AOvVaw1kELdJMaviBrkbEKs2arsT

Focusing on this small private sanitary sewer treatment facility could be a viable option to providing immediate sanitary sewer to the future mixed-use area. At the time of this report the remaining capacity of the facility is unknown. Workshop participants indicated that there is potentially some capacity available. Cape Carteret has options for sanitary sewer that could include the following alternatives:

ALTERNATIVE #1: EXPAND CURRENT, PRIVATELY OWNED SEWER SYSTEM

To evaluate this alternative, Cape Carteret and private stakeholders for the existing facility would need to begin discussions on the current capacities and potential for expansion to serve the mixed-use area. Before discussions regarding sewer service, a revised concept plan for the mixed-use area is advised. This concept plan should consider existing development, connectivity, stormwater treatment (existing and proposed) and existing features such as the existing sanitary sewer treatment system. Stakeholders should then identify future sanitary sewer flows and needs to prepare a sanitary sewer feasibility study focusing on the private system and mixed-use area only.

With this option, Cape Carteret would not necessarily be obligated to acquire and/or maintain the existing or any future facility. The existing facility could remain in private control and provide sewer service for the proposed mixed-use area. This would be subject to the forementioned planning, sewer feasibility analysis, design, and permitting to increase capacity. The Town could provide support in various ways such as providing internal expertise and finding external expertise to facilitate meaningful discussions and recommendations.

ALTERNATIVE #2: MUNICIPALLY OWNED SANITARY SEWER COLLECTION & TREATMENT SYSTEM

An alternative is for Cape Carteret to provide their own sanitary sewer collection and treatment systems. The Wooten Company developed a Preliminary Engineering Report (PER) on Wastewater Collections System for the Town of Cedar Point in 2013. Wooten developed the Cedar Point report to address concerns with failing septic systems and analyze alternatives for centralized wastewater collection, treatment, and disposal.²¹

The PER is a comprehensive outline of the challenges and potential solutions for Cedar Point in 2013. Many, if not all, of these recommendations are still relevant for today's issues with the expectation that construction and materials pricing has significantly increased. This report is a guide to the challenges and recommendations Cape Carteret would face similar challenges and recommendations as noted in the PER for their own municipal sewer system.

ALTERNATIVE #3: REGIONALLY OWNED SANITARY SEWER COLLECTION & TREATMENT SYSTEM

Lastly, public sanitary sewer can be viewed as a regional approach with multiple public stakeholders. A regional approach requires involvement from the Onslow Water and Sewer Authority (ONWASA), Towns of Swansboro, Cedar Point and Cape Carteret.

²¹ Slade Harvin, A. "Preliminary Engineering Report for Wastewater Collection & Treatment System for Town of Cedar Point, NC." Cedar Point, NC: The Wooten Company, February 2013.

For Cape Carteret this connection would only be possible with Cedar Point's cooperation because Cape Carteret would need to cross Cedar Point's corporate limits and connect to the existing sanitary sewer system in Swansboro. This connection would allow access to the regional Wastewater Treatment Facility under ONWASA control and permitting allocations. The Town would need to collaborate with ONWASA to determine the current capacities of their system, methods for billing, and operation and maintenance of the proposed system.

Funding for the potential improvements could be provided in the form of grants and/or loans. Resources to determine eligibility are available from NC Rural Center, NC Clean Water Management Trust Fund, NCDWQ Infrastructure Finance Section and/or United States Department of Agriculture (USDA) Rural Development.

When reviewing the overall needs of Cape Carteret, a regional sanitary sewer system approach has the potential to best serve the overall community. This would provide sustainable long term public sewer service to Cape Carteret while keeping long term environmental impacts and sustainability at the forefront. However, keeping a focus on just the mixed-use area a private system could also serve the more immediate needs of that area.

APPENDICES

APPENDIX A: CAPE CARTERET DEMOGRAPHIC AND ECONOMIC ANALYSIS

INDICATOR	DATA
Population	2,730 ²²
Total Housing Units	1,142 ²³
Median Age	39.9
Poverty Rate	6.5%
Median Household Income	\$78,056
Median House Value	\$269,000
Unemployment Rate (ACS 2019 5-Year Estimates)	3.1%
Carteret County Unemployment Rate (as of November 2020)	5.3%
Percent of Population with Bachelor's Degree or Higher	35.6%
Percent of Population with High School Diploma or Higher	61.6%
Average household size	2.5



DEMOGRAPHIC LANDSCAPE

Economic Characteristics

There are 90 businesses and 955 people employed in Cape Carteret.²⁴ The largest employers and businesses are in the service and retail industries, making up 70% of businesses. Retail jobs include home improvement, food stores, restaurants and bars, gas stations, home furnishings, general stores, and miscellaneous, employing 498 people (52.1%). Service jobs include those in amusement, health services, legal services, education, and other services, employing 311 people (32.6%).²⁵

²² "Total Population" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

²³ "Cape Carteret Town, North Carolina - Census Bureau Profile," accessed May 20, 2022, <https://data.census.gov/cedsci/profile?g=1600000US3710260>.

²⁴ U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

²⁵ Ibid.

Table 1 Number of Businesses and Employees in the Agriculture, Mining, Construction, Manufacturing, Transportation, Communication, and Wholesale Trade Sectors Source: ESRI

	Number of Employees	Number of Businesses	Percent of Total Businesses	Percent of Total Employees
Agriculture & Mining	26	2	2.2%	2.7%
Manufacturing	11	1	1.1%	1.2%
Construction	8	5	5.6%	0.8%

Table 2 Number of Businesses and Employees in the Retail Sectors Source: ESRI

	Number of Employees	Number of Businesses	Percent of Total Businesses	Percent of Total Employees
Retail Trade Summary	498	28	31.1%	52.1%
Eating & Drinking Places	193	10	11.1%	20.2%
Home Improvement	146	2	2.2%	15.3%
Food Stores	101	4	4.4%	10.6%
Miscellaneous Retail	54	11	12.2%	5.7%
Auto Dealers, Gas Stations, Aftermarket	4	1	1.1%	0.4%
General Merchandise Stores	0	0	0.0%	0.0%
Apparel & Accessory Stores	0	0	0.0%	0.0%
Furniture & Home Furnishings	0	0	0.0%	0.0%

Table 3 Number of Businesses and Employees in the Finance, Insurance, & Real Estate Sectors Source: ESRI

	Number of Employees	Number of Businesses	Percent of Total Businesses	Percent of Total Employees
Finance, Insurance, Real Estate Summary	45	10	11.1%	4.7%
Banks, Savings & Lending Institutions	30	5	5.6%	3.1%
Real Estate, Holding, Other Investment Offices	14	4	4.4%	1.5%
Insurance Carriers & Agents	1	1	1.1%	0.1%
Securities Brokers	0	0	0.0%	0.0%

Table 4 Number of Businesses and Employees in the Services, Government, and Other Sectors Source: ESRI

	Number of Employees	Number of Businesses	Percent of Total Businesses	Percent of Total Employees
Services Summary	311	35	38.9%	32.6%
Education Institutions & Libraries	111	3	3.3%	11.6%
Motion Pictures & Amusements	77	7	7.8%	8.1%
Other Services	69	15	16.7%	7.2%
Health Services	46	7	7.8%	4.8%
Government	38	4	4.4%	4.0%
Unclassified Establishments	18	5	5.6%	1.9%
Legal Services	4	2	2.2%	0.4%
Hotels & Lodging	4	1	1.1%	0.4%
Automotive Services	0	0	0.0%	0.0%

BUSINESSES WITH THE MOST EMPLOYEES

Table 5 Business with the Highest Employee Size Range in Cape Carteret, NC Source: Data Axle

Company Name	Employee Size Range	Type of Business
--------------	---------------------	------------------

Lowe's Home Improvement	100 to 249	Home Centers
Lowes Foods	50 to 99	Grocers-Retail
Mc Donald's	50 to 99	Restaurants
PMC Of Nc	50 to 99	Restaurants
White Oak Elementary School	50 to 99	Schools
Bird's Eye Sawmill LLC	20 to 49	Sawmills & Planing Mills-General (Mfrs)
Cape Carteret Aquatics Ctr	20 to 49	Health Clubs Studios & Gymnasiums
Cape Carteret Baptist Church	20 to 49	Churches
Carteret County Board Of Edu	20 to 49	Boards Of Education
Walgreens	20 to 49	Pharmacies
Yardworks Inc	20 to 49	Landscape Designers

Labor Force

Cape Carteret's labor force accounts for civilian labor and armed forces (roughly 1200 people). The labor force participation rate for Cape Carteret (53.4%) is lower than North Carolina's (57.9%).²⁶ People not in the labor force are students, retired residents, seasonal workers, or people performing unpaid family work. Cape Carteret has a higher percentage of people not in the labor force than in Carteret County and North Carolina.²⁷ Veterans make up 15.8% of the civilian population 18 years and over.²⁸ Of those employed, 90.6% drive to work alone, 5% carpool, and 4.4% work from home.²⁹

Employment and Labor Force

53.4% +/- 9.0%

Employment Rate in Cape Carteret town,
North Carolina

57.9% +/- 0.1%

Employment Rate in North Carolina

Table:
DP03

Table Survey/Program:
2020 American Community Survey
5-Year Estimates

Employment Rate in Cape Carteret town, North Carolina

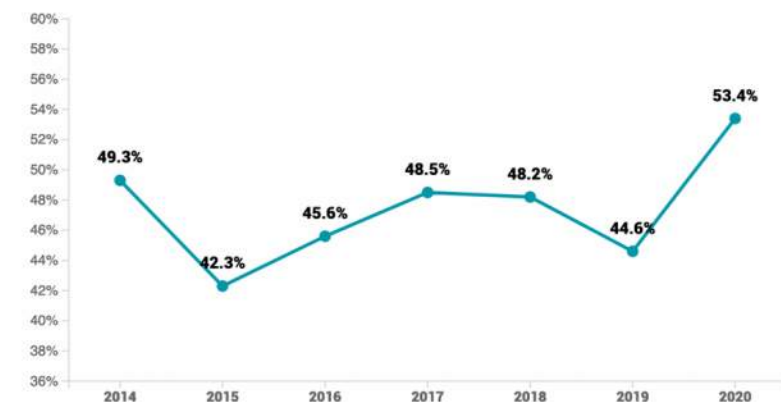


Chart Survey/Program: 2020 ACS 5-Year Estimates Data Profiles

²⁶ "Cape Carteret Town, North Carolina - Census Bureau Profile," accessed May 20, 2022, <https://data.census.gov/cedsci/profile?g=1600000US3710260>.

²⁷ "Town of Cape Carteret CAMA & Comprehensive Plan." Comprehensive Town Plan. Cape Carteret, North Carolina, February 28, 2022. <https://documentcloud.adobe.com/spodintegration/index.html?r=1&locale=en-us>.

²⁸ "Veteran Status for the Civilian Population" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

²⁹ "Cape Carteret Town, North Carolina - Census Bureau Profile," accessed May 20, 2022, <https://data.census.gov/cedsci/profile?g=1600000US3710260>.

Unemployment

Overall Cape Carteret's unemployment rate is 3.1%, which is lower than for the county and state. For the population that identifies as white alone (96.6% of the town's population), the unemployment rate is 2.0%.³⁰ However, the small Hispanic or Latino population shows very high rates of unemployment in the traditional labor force at 59.1%.³¹

Table 6 Unemployment Rates by Race and Location Source: Social Explorer ACS 2020 (5-Year Estimates)

	CAPE CARTERET		CARTERET COUNTY		NORTH CAROLINA	
	%	Number	%	Number	%	Number
Unemployment Rate for Labor Force (16 Years +)	3.1%	34	5.1%	1,725	4.4%	278,344
Unemployment rate for Hispanic or Latino (16 Years +)	59.1%	13	6.0%	74	5.7%	25,550
Unemployment Rate White Alone (16 Years +)	2.0%	21	5.0%	1,426	4.3%	140,626

Diversity

Cape Carteret is home to 2,730 people.³² A large majority of the population identifies as White alone (96.6%).³³ While most of the population is white alone, 5.7% of residents identify as Hispanic or Latino. Cape Carteret's demographics vary slightly from the larger Carteret County which is 89.1% White alone, 4.9% Black or African American, 1.1% Asian, and 3.6% two or more races.³⁴ The percent of Hispanic and Latinos in Carteret County (4.3%) is smaller than the town of Cape Carteret.³⁵

POPULATION BY RACE & ETHNICITY

Total Population by Race:

White Alone	2,638	96.6%
Black or African American Alone	15	0.6%
American Indian and Alaska Native Alone	5	0.2%
Asian Alone	0	0.0%
Native Hawaiian and Other Pacific Islander Alone	0	0.0%
Some Other Race Alone	32	1.2%

³⁰ "Unemployment Rate for Civilian Population in Labor Force 16 Years and Over," "Unemployment Rate for Civilian Population in Labor Force 16 Years and Over (White Alone)" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

³¹ "Unemployment Rate for the Population 16 Years and Over (Hispanic or Latino)" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

³² "Total Population" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

³³ "Race" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

³⁴ "Race," "Hispanic or Latino by Race" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

³⁵ Ibid.

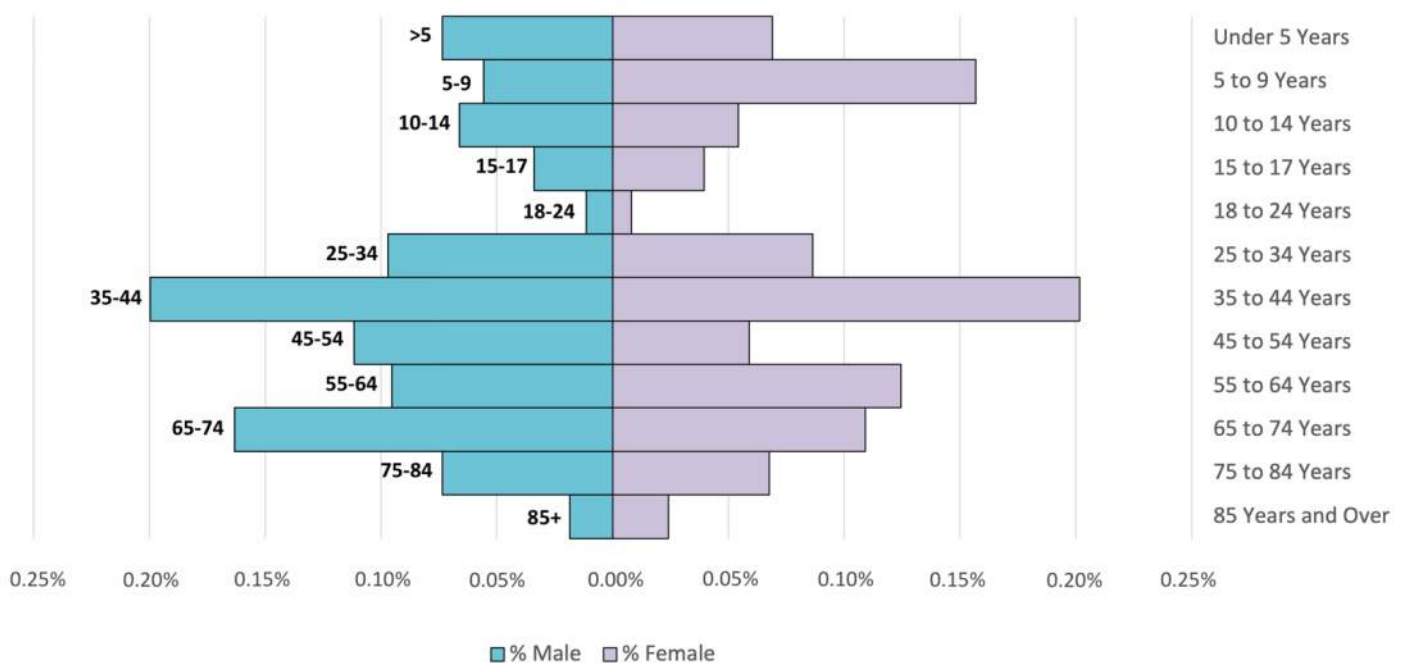
Two or More Races	40	1.5%
Total Population by Ethnicity:		
Not Hispanic or Latino	2,574	94.3%
White Alone	2,532	92.8%
Hispanic or Latino	156	5.7%

Age Group Characteristics

The median age in Cape Carteret is 39.9³⁶, and 22.5% of the population is of retirement age or older. The top age groups are 35-44 (20.1%), 65-74+ (13.4%), 5-9 (11.1%), and 55-64 (11.1%).³⁷

POPULATION PYRAMID – CAPE CARTERET, NORTH CAROLINA

Graph 2 Population Pyramid, Cape Carteret Town, NC Source: Social Explorer ACS 2020 (5-Year Estimates)



HOUSING & INCOME

Cape Carteret has 1,082 occupied housing units and 268 vacant units.³⁸ Cape Carteret's median home value is \$269,000, slightly higher than Carteret County's median home value of \$226,700.³⁹ The median household income is \$77,344 for White households. Due to the lack of diversity, there is not data on other racial groups' household income. This is nearly \$20,000 dollars higher than Carteret County's

³⁶ "Cape Carteret Town, North Carolina - Census Bureau Profile," accessed May 20, 2022, <https://data.census.gov/cedsci/profile?g=1600000US3710260>.

³⁷ "Sex by Age" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

³⁸ "Occupancy Status" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

³⁹ "Median House Value for All Owner-Occupied Housing Units" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

median household income of \$57,871.⁴⁰ Similar to trends in Carteret County, 44.5% percent of households in Cape Carteret have Social Security income and 33.5% have retirement income.⁴¹

Out of the 1,082 occupied housing units, 222 are renter-occupied housing units (20.5%).⁴² A large majority of renters (67.1%) are considered housing cost-burdened, contributing 30% or more of their monthly income to rent. The largest share of renters earns only \$35,000 to \$49,999 per year (56.3%).⁴³

POVERTY

For Cape Carteret's white population, 6.5% live in poverty vs 8.2% in Carteret County.⁴⁴ The Hispanic and Latino population in Cape Carteret experience higher rates of poverty than any other racial group at 21.8%, which is almost two times higher than Carteret County at 12.5%.⁴⁵ All other racial groups have zero living in poverty, except for the small population that identifies as two or more races (40 people total), 15.0% experience poverty.⁴⁶

While the Hispanic and Latino population is small (156 people), they experience high levels of poverty and unemployment compared to the much larger white population. This disparity suggests a need to address equity and inclusion for this population in future and current economic development plans in Cape Carteret.

APPENDIX B: ESTIMATED COSTS FOR JOHNSTON COUNTY'S CAPITAL IMPROVEMENT

⁴⁰ "Median Household Income by Race (In 2020 Inflation Adjusted Dollars)" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

⁴¹ "Households with Retirement Income"; "Households with Social Security Income" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

⁴² "Monthly Housing Costs as a Percentage of Household Income in the Past 12 Months (Renter-Occupied Housing Units)" "House Value for All Owner-Occupied Housing Units" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

⁴³ "Occupancy Status" "House Value for All Owner-Occupied Housing Units" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

⁴⁴ "Poverty Status in the Past 12 Months (Two or More Races)" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

⁴⁵ "Poverty Status in the Past 12 Months (Hispanic or Latino)" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

⁴⁶ "Poverty Status in the Past 12 Months (White Alone)" Social Explorer Tables: ACS 2020 (5-Year Estimates)(SE), ACS 2020 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

Using projected demands, modeling, and input from employees, the County created four categories for projects— water supply, water distribution, wastewater treatment and wastewater collection. Johnston County determined that capital project needs for the Public Utilities Department are estimated at \$688,360,400, over the twenty-year planning period and is summarized below in 5-year increments.⁴⁷

Estimated Improvement Costs

FY Time Frame	Water Supply	Water Distribution	Wastewater Treatment	Wastewater Collection/RCW	TOTAL
2022-2026	\$45,180,000	\$40,930,600	\$59,594,800	\$41,242,000	\$186,947,400
2027-2031	\$181,010,000	\$13,493,000	\$1,850,000	\$12,800,000	\$209,153,000
2032-2036	\$97,675,000	\$6,000,000	\$30,850,000	\$6,050,000	\$140,575,000
2037-2042	<u>\$76,445,000</u>	<u>\$5,690,000</u>	<u>\$61,550,000</u>	<u>\$8,000,000</u>	<u>\$151,685,000</u>
TOTAL	\$400,310,000	\$66,113,600	\$153,844,800	\$68,092,000	\$688,360,400

APPENDIX C: OTHER RESOURCES

PROFESSIONAL ORGANIZATIONS		
The Wooten Company	https://thewootencompany.com/	North Carolina based consulting firm providing services in civil design, building systems design, project funding, and asset management.
Dewberry Engineers	https://www.dewberry.com/	A nationwide firm of planning, design, and construction professionals.
Wildan Financial Services	https://www.wildan.com/solutions/financial-consulting.aspx	Wildan Financial Services Consulting specializes in providing rate studies, cost of service studies, bond feasibility reports, impact fees, funding strategies, utility valuation and acquisition services, non-ad valorem assessments, special assessments, and financial feasibility analyses, as well as regulatory compliance and administrative services to public agencies.
NON-PROFIT, STATE, AND UNIVERSITY ORGANIZATIONS		
Project for Public Spaces	https://www.pps.org/	A non-profit organization dedicated to helping people create and sustain public spaces that build strong communities. They have extensive web resources as well as examples of successful placemaking projects that can serve as inspiration.
Development Finance Initiative	https://dfi.sog.unc.edu/	DFI partners with local governments to attract private investment for transformative projects by providing specialized finance and development expertise. They are a good organization to engage in transforming sites that are owned by the city. They

⁴⁷ Johnston County Department of Public Utilities Mission Statement. "2022 Capital Improvements Plan, Prepared for the Johnston County Board of Commissioners." Johnston County, North Carolina, March 2022.
www.johnstonnc.com/files/utlils/CIP2022FINAL.pdf.

		charge a fee for service and offer pro-bono assistance through classes.
NCGrowth's Field Guide to Blueways: Leveraging Natural Assets for Economic Development	https://ncgrowth.unc.edu/index.php/blueway-guide-launch/ .	The Blueway Guide includes an introduction to blueways, water trail designations, key elements to building a blueway, strategies to leverage blueways for economic development, and resources to generate community buy-in.
FUNDING SOURCES		
Parks and Recreation Trust Fund (PARTF) Grants	https://www.ncparks.gov/more-about-us/parks-recreation-trust-fund/parks-and-recreation-trust-fund	<p>-Funding Cycle: Applications due in May, granted in August</p> <p>-Award Amount: Maximum \$500,000, the applicant must match 50% of the total cost of the project</p> <p>-Project Types Funded: Local governments can apply to acquire land for parks and build recreational facilities for use by the public.</p>
Resourceful Communities	https://www.conservationsfund.org/our-work/resourceful-communities/our-approach	Creating New Economies Fund (CNEF) provides small grants for innovative triple bottom line projects. Grants average \$8,000-\$12,000, with a maximum award of \$15,000. Funding has supported a variety of projects, including: eco-tourism, sustainable agriculture, youth leadership development, alternative energy, and more.
EPA Grants for Recreation Economy for Rural Communities	https://www.epa.gov/smartgrowth/recreation-economy-rural-communities	Assistance program to help rural communities revitalize Main Streets through outdoor recreation
American Trails Resource Directory	https://www.americantrails.org/resource-library/directory	Information and resources on all aspects of trail development, education, and outreach
Rural Development Assistance Grant	https://www.rd.usda.gov/programs-services	Program assistance is provided in many ways, including direct or guaranteed loans, grants, technical assistance, research, and educational materials.
Department of Transportation (DoT) Planning Grant Initiative	https://connect.ncdot.gov/municipalities/PlanningGrants/Pages/Planning-Grant-Initiative.aspx	<p>Funding Cycle: Call for Proposals in August; Deadline in November; Decisions in February</p> <p>Project Types: Annual matching grant program to encourage municipalities to develop comprehensive bicycle plans and pedestrian plans.</p>
Transportation Alternatives (T.A.) Funds	https://trade.railstotrails.org/index ; State DoT TA Coordinator, Johanna I. Cockburn (919) 707-2601; jicockburn@ncdot.gov	Federal government funds for projects that expand travel choice, strengthen the local economy, improve the quality of life, and protect the environment. Eligible projects include pedestrian and bicycle facilities, safe routes for non-drivers, and historic preservation.
Main Street Solutions Fund	Dan Becker, Main Street Grants Administrator, dan.becker@nccommerce.com , 919-814-4668	<p>-Economic development planning assistance available for Main Street Communities and micropolitans located in Tier 2 and 3 counties</p> <p>-Funding Cycle: Announced in May</p> <p>-Program goals are to: Provide direct financial benefits to small businesses.</p>

		<p>Spur local investment in association with small business.</p> <p>Retain and create jobs in association with small business.</p> <p>-Awards up to \$200,000 to local government</p>
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