



GAR
TOWN



Chapter

7

Implementation

Implementation

Implementing ideas, policies, and concepts from the town's comprehensive plan depends greatly upon the ability of property owners, developers, town staff, elected officials, and the general public to work together for a common purpose. The recommendations in the comprehensive plan begin and end with the needs of Garner in mind. Balancing local needs with those of partner agencies and organizations will be important for implementation. The "action plan" presented in Chapter 7 organizes projects, initiatives, and investments important to helping Garner fulfill its guiding principles and meet its long-term goals.

The intent of the action plan is three-fold. First, it provides decision-makers with a playbook for implementation. Second, clearly defined projects and action items identify public or private investment opportunities that are healthy, sustainable, and achievable. Third, regularly measuring achievements against the action plan — the "community report card" described on page 261 — enables stakeholders the opportunity to track progress and hold elected officials accountable for implementing the comprehensive plan.

The structure of the action plan does not require all projects or action items be completed in sequence. Instead, it promotes flexibility and partnership opportunities between the town and other stakeholders for implementing the vision in several phases; consistent with the pace of growth, emerging local or regional initiatives, or available funding.

The information that follows summarizes key components of the town's action plan.

Target Setting

Targets in the comprehensive plan define a desired, promised, minimum, or aspirational level of service for the town and its residents. They are implemented through specific projects, investments, or policies recommended in the plan implementation matrix.

Balanced Budget

Keep a structurally-balanced budget for the town

each year that does not borrow large sums of money from fund reserves to cover regular and on-going operating expenses. Promote a more diverse development portfolio for the community that seeks a 50:50 residential-to-non-residential tax base. (Note: In Wake County, apartments are classified and assessed as a commercial property.)

Economic Development

Capitalize on new economic development opportunities that bring in at least 100 new jobs per year. Jobs should be in target industries identified for the Triangle Region: advanced manufacturing; agriculture technologies; clean technologies; life sciences; information technologies; and energy and green technologies (Research Triangle Regional Partnership, 2023). New jobs should provide wages that let workers live comfortably in the Town of Garner.

Police Protection

Keep a consistent ratio between the number of sworn officers and population inside town limits as it continues to grow. Invest in the police department with the intention of providing 2.40 sworn officers per 1,000 residents. Improvements should focus on police department readiness (vehicles and equipment), foot and bicycle patrols in identified activity centers, and communications.

Fire Protection

Allocate resources to the fire department (via contractual services) to maintain an ISO Class 1 fire protection rating inside town limits. Improvements should focus on fire department readiness (stations and equipment), water supply, and communications.

(Note: An Insurance Services Office (ISO) rating is a score between 1 and 10 that rates a fire district's ability to handle fire emergencies. A lower score indicates better fire protection abilities and generally translates to lower property insurance rates for residents and businesses.)

Parks, Recreation, and Cultural Resources

Maintain a level of service of 10.5 acres of parkland per 1,000 residents to keep pace with anticipated



population growth. Land should be dedicated to the town and improved for public use.

Maintain a level of service of 1 mile of paved, public trail per 1,000 residents to keep pace with anticipated population growth. Require private development to construct and dedicate for public use connections and segments of the Town greenway system located on private property.

Construct additional indoor recreation facility space for public use to maintain a level of service of 4.38 square feet per resident to keep pace with anticipated population growth.

(Source: Town of Garner Parks, Recreation, and Cultural Resources Comprehensive Master Plan)

Plan Implementation Matrix

A plan implementation matrix helps stakeholders implement recommendations in the comprehensive plan. Each project, policy, or initiative identified in the document is also listed in the matrix. A brief description, time frame, and responsible party provided for each item will help guide town staff and elected officials with implementation activities.

Some items in the matrix are underway, while others should be started with adoption of the comprehensive plan. Near-term and long-term items in the matrix address new challenges and opportunities anticipated for the planning area.

A copy of the plan implementation matrix is available from the town's planning department.

Projects, Plans, Policies, and Initiatives

Projects, plans, policies, and initiatives are recommended throughout the comprehensive plan to fulfill the community's vision for growth, conservation, character, and development. A brief summary of these items follows.

Town Plans and Policies

Many recommendations in the comprehensive plan will require revisions to the town's unified development ordinance, master plans, or other supporting policies and ordinances. Additional plans and studies for specific geographic areas

or planning themes may be needed in the future to support their implementation. Plans or policies affected by recommendations in the comprehensive plan are included in the plan implementation matrix.

Capital Projects

Capital projects identified for the town's planning area address existing deficiencies and/or anticipated future year needs. Implementation of the recommended projects provides additional capacity to serve the magnitude and timing of development depicted on the Character Typology Map. Some of the projects listed in the plan implementation matrix will require coordination with responsible state agencies or local utility service providers.

Town Initiatives

Initiatives led by the town should address a wide range of topics important to promoting economic development, neighborhood revitalization, and improving residents' quality of life. These initiatives are critical to building local capacity in the community to see through the recommendations of this plan.

Specific Plans & Studies

Some recommendations in the plan implementation matrix will require additional resources to complete. Town Administration should coordinate with other town departments to program funds and schedule special studies consistent with the time frames presented in the plan implementation matrix.

Monitor the Plan

The town should convene a Comprehensive Plan Implementation Committee made up of staff from town departments. The Committee should be responsible for prioritizing recommendations in the plan, establishing performance measures for tracking progress, and developing action plans.

Following adoption of the comprehensive plan, amendments to the town's UDO should be completed to codify big ideas from the plan into specific rules, requirements, and expectations for development.

A community report card should be used to monitor and evaluate progress for implementing recommendations in the comprehensive plan. A citizen survey may be administered as a part of the community report card to incorporate real-time citizen concerns. It should give a full and honest assessment of conditions in the planning area; and be used specifically to monitor performance, measure achievement, and reflect changes generated by the comprehensive plan.

Formal presentation of the community report card should be made to Town Council in the first quarter of the calendar year. Adjustments to the plan's implementation program, if necessary, should be made during the annual Town Council retreat. The report card may be combined with the performance measures summary included in the annual budget document to present a full picture of conditions in the town.

Plan Updates

An update to the comprehensive plan should occur every five to ten years to take advantage of changing technologies, new market and economic development realities, or other opportunities when they present themselves. Some parts of the document — things like the vision statement, guiding principles, general framework map, and development change and intensity map — should remain constant and keep Garner on a focused path for success. Other parts of the document — things like general policies and recommendations, the Character Typology Map, focus area study recommendations, or other supporting maps — may need to evolve over time as conditions change that were not contemplated at the time the document was adopted.



A Place for Notes (page left intentionally blank)