

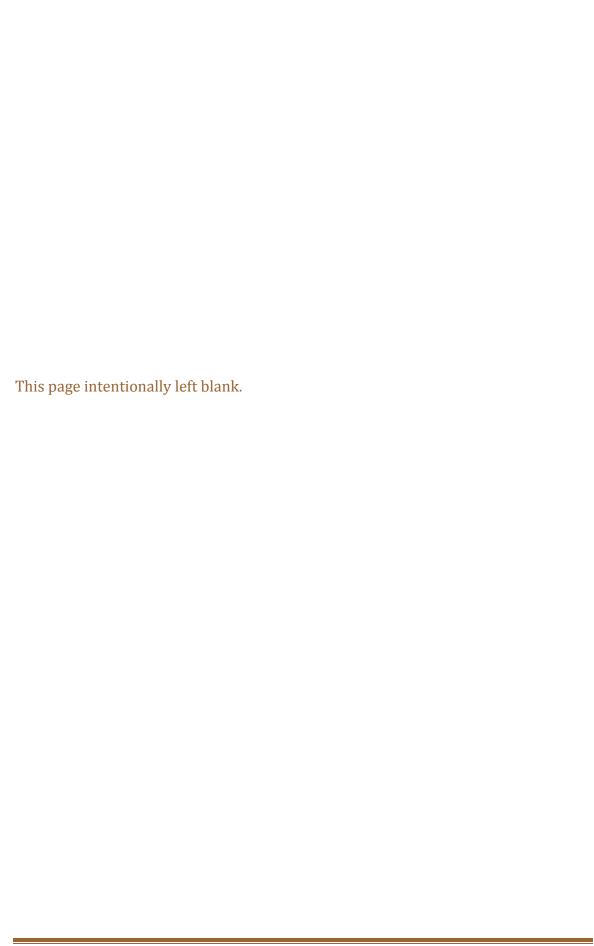
# 2030 Comprehensive Plan

Adopted: March 2, 2009



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### Executive Summary

Johnston County in many ways is a mirror for the changes that are occurring in North Carolina and the southeast United States. This is a place with a rich cultural heritage, rooted in agrarian traditions. Over the past three decades, the introduction of technology, improvement of transportation systems that give good access to Raleigh, Wake County, and the Research Triangle Park, and a steadily rising level of economic activity have been catalysts for growth and change. The challenge is to embrace the new while continuing to respect the traditions and values that have carried us to this place and time.

Preparation of this Comprehensive Plan offered the opportunity has simultaneously step back and look ahead. A Comprehensive Plan should help a community answer three questions: Where are we today, where do we want to be in the future, and how do we get there? Accordingly this plan offers data and information about current conditions in Johnston County, sets forth a series of goals and objectives, organized around seven key themes, and closes with a set of specific action recommendations.

This plan builds on discussions and initiatives that have taken previously. A Blue Ribbon Committee recommendations offered building upon the county's Land Use Planning Guidance Report, a Growth Management Report, and policies and ordinances that had been adopted. There was a 2007 Community Survey, asking for The County's Economic opinions. Development Office is continually at work recruiting new businesses. Iohnston County School officials continue to plan and build new facilities accommodate growth in enrollment.

These initiatives have helped establish frameworks for guiding growth in Johnston County, and are all taken into account with the preparation of this 2030 Comprehensive Plan.

The plan in your hands has five sections, following this Executive Summary. Chapter 1 is an Introduction, which contains a User's Guide to the Plan, describes what a Comprehensive Plan is and how this one was prepared. This chapter lists seven themes around which the plan is constructed. A key paragraph in this section discusses the differences and the relationship between zoning and a comprehensive plan. It is an important distinction. The plan establishes policy, and zoning implements the plan.

Chapter 2 Summarizes **Key Data and Information**. A full set of statistics is provided in an Appendix, so as to facilitate the reading and use of this document. Chapter 2 pulls out the key facts and circumstances that most influence this initiative to manage Johnston County's growth, and combines that information with narrative.

Chapter 3 Offers a set of Goals and **Objectives** related to each of the seven themes. Fifteen goal statements are included here, each a short statement of what is desired to be achieved. Each is followed by one or more objectives, which are all more specific, and of a form that offers more measurable targets. noteworthy feature of this section is the fact that there are many cross-references among the goals and objectives. They are all interrelated and, while separate, serve to reinforce each other. An example is the common interest to be found in achieving efficient. compact form development, and preserving rural lands.

Chapter 4 is one of the most important sections of the plan, and presents a Future Land Use Map. The chapter begins with the ideas and groundwork that suggest a set of land use patterns for Johnston County, reviewing historical land use trends, inventorying the amount and locations of land available for development, looking at existing land use and zoning, accounting for transportation influences, and reviewing the status of municipal growth trends. This is one of several parts of the plan that address the critical relationship between Johnston County and its nine municipalities. Coordination between the County and the towns is critical. Information exchange, coordinated policy formulation, identification of common interests, and pursuit of opportunities for joint action will be major contributing factors to the success of a countywide growth management strategy. Chapter 4 concludes with presentation of a Future Land Use Map.

This Comprehensive Plan would be of little value without Chapter 5, which offers an Implementation Action Plan. Organized again around the seven themes, and further broken out by the specific Goals and Objectives outlined in Chapter 3, this section describes specific actions that the County should consider undertaking, in order to help move Johnston County in the directions articulated by the goal statements. A common theme that runs throughout the action statements is intergovernmental and interagency cooperation. It is clear that there are common interests on the table, and that Johnston County can best achieve its goals through coordinated actions.

At the end of this plan are three appendices. Appendix A contains a **Glossary**, definitions of terms used in this plan that are familiar to planners, but not necessarily commonly-used words and phrases. Appendix B is the compilation of **Data and Information on Existing Conditions**. Appendix C contains a summary of opinions and comments that were offered at a **Community Forum**, sponsored as part of this plan in September, 2008.

The key premise of this plan is that the County can and should take action to manage growth in a manner that achieves efficient provision of public services and infrastructure, takes advantage of the county's existing natural and cultural resources, and preserves a rural and agricultural heritage.

This Comprehensive Plan needs to be an evolving document. This sets a framework and an agenda for action. As circumstances arise. accomplishments are realized and as objectives are achieved, amendments to the plan should be made. Two examples underscore this point. There is an initiative underway to prepare Agricultural and Farmland Protection Plan. And another initiative is preparing a Green Infrastructure Plan, to promote trails and land conservation. As those initiatives and others are completed and adopted, they should be incorporated officially by reference as a component of this Comprehensive Plan.

The challenges and opportunities are front and center. Johnston County faces a bright future, and pursuit of the ideas in this Comprehensive Plan should help the county manage its growth in a manner that will help achieve that future.

### Chapter 1: Introduction

#### USER'S QUICK GUIDE TO THE PLAN

The Johnston County Comprehensive Plan is organized around seven broad themes, which serve as a framework for the goals, objectives, and strategies contained in each plan chapter:

- Managing Growth and Infrastructure
- Expanding Economic Opportunities
- Providing Housing and Protecting Neighborhoods
- Preserving Farmland/ Rural Character
- Protecting Environment/ Cultural Sites
- Enhancing Mobility
- Intergovernmental Coordination

These guiding themes for the plan are discussed here in Chapter 1. The plan provides a summary of key information regarding existing conditions information in Chapter 2. (More detailed information about existing conditions will appear in the Appendices). Chapter 3 presents goals and objectives that grow out of the guiding themes. Many of the goals and objectives are interrelated. Chapter 4 presents a Future Land Use Map, along with strategies designed to direct and manage growth purposeful, intelligent manner. Here in Chapter 4 the goals and objectives are translated into geography. Chapter 5 outlines a plan of action for implementing this plan. A series of **Appendices** will provide extensive detail and data that serve as the informational foundation for this plan.

#### WHAT IS THE COMPREHENSIVE PLAN?

The terms "Comprehensive Plan" and "Land Use Plan" are often used interchangeably by communities. The main planning documents in Johnston County have often been referred to as components of a Land Use Plan.

However, the term Comprehensive Plan is inclusive (addressing more issues including and beyond land use) and is more consistent with State enabling legislation. "Comprehensive Plan" is the term that will be used with this plan. A component of kev this new Comprehensive Plan will be a Future Land Use Map, presented in Chapter 4.

A Comprehensive Plan is a "blueprint" that provides guidance as to where and how a community will grow over a period of time. It consists of maps, goals, objectives, and strategies for addressing issues relating to growth, housing, economic development, transportation, parks, recreation, aesthetics, community character, historic preservation, conservation, and other community elements.

The Johnston County Comprehensive Plan will serve as a guide to decision-making regarding the future of Johnston County. The horizon for the plan is the year 2030. A good Comprehensive Plan will address three main questions, and this plan will do that: (1) what is the status of the county right now; (2) what are the goals for the county in the future; and (3) what needs to happen to achieve those goals? The plan provides a framework that identifies goals, outlines objectives, and lists specific implementation actions to guide future decision making in Johnston County.

#### WHY PREPARE THE PLAN?

Johnston County has prepared a series of planning documents over the past decade. Some have been adopted, some have not. What has been missing is an overall assessment and roadmap to articulate a coordinated set of goals and outline action strategies that are cross-referenced to reinforce each other.

Johnston County has taken progressive steps to manage growth. But there is need for an overarching framework that ties the threads together.

For the last decade, market dynamics in the Raleigh-Durham Metropolitan Region have resulted in considerable growth for Johnston County, particularly along the Wake-Johnston border. Between the years of 2000 and 2006, the county's population grew significantly. growth created greater need for road improvements, schools, public water and sanitary sewer capacity and other public services. It also raised discussions about the type of development that was occurring in the county, particularly the design of new development and how it impacted the historic and rural fabric of the community (both positively and negatively).

In response to this growth and the spillover effects on the community, the Johnston County Board of Commissioners set out to prepare a new plan for the county that would establish a coordinated framework and foundation for decision-making.

## WHAT ARE THE REQUIREMENTS FOR PLANNING IN NORTH CAROLINA?

Johnston County's ability to adopt and implement a comprehensive plan is drawn from its state authorized general police power to "define, regulate, prohibit, or abate acts, omissions, or conditions detrimental to the health, safety, or welfare of its citizens" per North Carolina General Statute § 153A-121.

In North Carolina, county zoning enabling statutes have long required that zoning be "in accordance with a Comprehensive Plan." However, neither the North Carolina statutes nor case law mandate preparation of comprehensive plans, define their elements, or set a mandatory

procedure for their adoption. Local governments can choose whether or not to develop a plan.

In 2005, the state zoning statutes were amended to strengthen the role of adopted plans where they do exist. This new law requires that Planning Board review of proposed zoning amendments include written comments on consistency of the proposed amendment with the comprehensive plan and any other relevant plans (such as a small area plan, a corridor plan, or a transportation plan) that have been adopted by the Board of County Commissioners. Board of Commissioners is required to adopt a statement on plan consistency before adopting or rejecting any zoning amendment. These written comments are required, but do not limit the Board's discretionary power to adopt or not adopt zoning amendments.

## WHAT WAS THE PROCESS FOR DEVELOPING THE PLAN?

The Johnston County Board of Commissioners directed that a plan be prepared and hired a planning consultant, Clarion Associates, to help facilitate the process. County staff, Planning Board, and the general public were engaged in development of the plan.

The planning process was divided into five main phases:

- 1. Project Initiation
- 2. Data Analysis and Update
- 3. Evaluation of Existing Plans
- 4. Preparation of New Plan
- 5. Community Review

This plan was formally adopted by the Johnston County Board of Commissioners on March 2, 2009, following a Public Hearing and consideration of public comments.

## IS THIS PLAN COORDINATED WITH OTHER LOCAL PLANS?

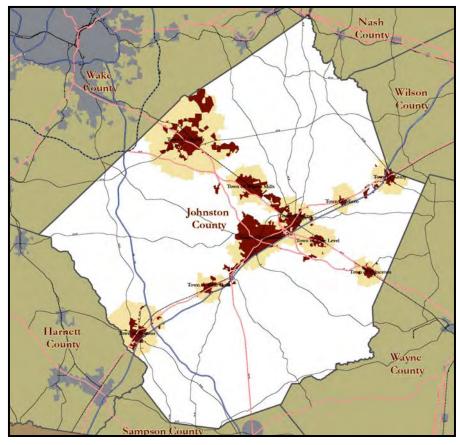
Roadways, school facilities, utility plans, environmental conditions, floodplains, and other public facilities and needs for services all need consideration and coordination in preparation of a Comprehensive Plan. This is especially true in areas experiencing significant growth pressures, as are Johnston County and its municipalities.

The development of the Johnston County Comprehensive Plan was undertaken within the context of existing plans and policies, and in consideration of current conditions and plans in Johnston County's municipalities. This planning effort was coordinated to ensure that land use designations are consistent across jurisdictional boundaries and that the plans of the towns and the county reinforce each other. Continuing this coordination is a goal of Johnston County.

### WHAT IS THE PLANNING AREA?

The Johnston County Comprehensive Plan focuses on the unincorporated portions of the county and areas outside of existing municipal Extraterritorial Jurisdictions, where the county exercises zoning jurisdiction. But many issues covered in this plan cross jurisdictional lines, and accordingly some issues are discussed within a countywide context.

The map below shows the boundaries of the County, the existing corporate limits of the County's municipalities, and the boundaries of existing Extraterritorial Jurisdiction areas.



#### HOW IS THE PLAN IMPLEMENTED?

The Comprehensive Plan is a general policy document to guide the physical development of Johnston County. The Comprehensive Plan does not have the force of law for the enforcement of its goals and objectives. Zoning maps and ordinances must be adopted to create the regulations and enforcement authority to implement this **Johnston** County Comprehensive Plan. An Action Plan is included Chapter of in 5 this Comprehensive Plan to provide a "roadmap" as to how the plan goals and objectives should be implemented.

# How Does the Zoning of My Property Relate to the Plan?

County zoning regulations consist of both a zoning map and a written ordinance that divides the County into zoning districts, including various residential, commercial, and industrial districts. The zoning regulations describe what type of land use and specific activities are permitted in each district, and also regulate how buildings, signs, parking, and other construction may be placed on a lot. Zoning regulations also provide procedures for re-zoning and other planning applications. (See Appendix B for detailed information on existing county zoning.)

The zoning map and zoning regulations provide properties in Johnston County with "entitlements" to development, while the Comprehensive Plan provides a guide for the future development of property. The Land Use Map contained in this Comprehensive Plan is intended to be used as a guide for future re-zoning, capital investment, and development decisions by the County's Planning Board and Board of Commissioners.

#### SUMMARY OF KEY THEMES

Seven key themes surround and inform the issues that are addressed in this Comprehensive Plan. Those themes are described as follows.

### MANAGING GROWTH AND INFRASTRUCTURE

Johnston County seeks a relatively compact development form that includes key activity centers located near residential neighborhoods, in or close to towns, helping to protect the rural character of the community. Future growth should be managed to ensure that when completed, public facilities are in place to service new development.



Johnston County's commercial activity centers should be well-designed, pedestrian-friendly and accessible by a variety of transportation modes. A mix of land uses, including residential, office, commercial, and light industrial uses is desirable. Wise development of the County's commercial corridors is a critical component of a balanced economy. Johnston County's new commercial activity centers should enhance the County's character visual through attention to design, and should provide pedestrian and bicycle oriented amenities.

It is expected that Johnston County's overall density will remain relatively low, with clustering of housing occurring along with preservation of open space.

Commercial and industrial nodes should be planned to guide non-residential growth to areas intended for such developments. New development should be oriented to serving nearby residential areas. New non-residential development should have adequate traffic circulation, transportation accessibility, and be sensitive to the natural environment.

#### **EXPANDING ECONOMIC OPPORTUNITIES**

Recognizing the need for better shopping and employment, Johnston County welcomes a wide variety of businesses, providing many jobs, from part-time work to professional employment. With its railroads, major state roads, and interstate highways, Johnston County is a marketable site for business parks and industrial development. Business parks and industrial uses should be low impact, environmentally sound, and connected to the community.

The historic and rural character of Iohnston County is important, and should be maintained where possible as a defining feature in new developments and redevelopment projects. New residential, commercial, and employment centers should be designed to reinforce Johnston County's character. Redeveloped areas should be designed to enhance existing developed areas and provide transitions between different uses. New development needs to be designed to fit with and preserve, where possible, the natural environment, and be attractive from roadways and adjacent properties.

### PROVIDING HOUSING AND PROTECTING NEIGHBORHOODS

Johnston County seeks to encourage development of a supply of housing that can accommodate diverse incomes and needs. An affordable range of housing opportunities serves to strengthen the sense of community by providing workforce housing that allows residents to live and work in the County.

Neighborhoods are the building blocks of communities. Johnston County seeks to strengthen existing neighborhoods in unincorporated portions of the County through provision of public services, improved access, and compatible land use patterns.

## PRESERVING FARMLAND / RURAL CHARACTER

Johnston County is known for its rural heritage and environment. Farming needs to be protected as an important part of the Johnston County lifestyle, and also as a key anchor of the Johnston County economy. In addition, the natural vistas of farmland and vacant wooded parcels of land enhance the visual character enjoyed by area residents, while preserving farmland. Propertyowners rights need to be respected, as they have been in the past.

Pressures to develop farmland and take it out of production are increasing, along with accompanying threats to rural character and damage to the agricultural component of Johnston County's economy. Continuation of agricultural land uses is important, and the County seeks mechanisms to encourage farming and preservation of rural character.

## PROTECTING ENVIRONMENT / CULTURAL SITES

Johnston County values its natural environment and rural character as much as its historic background. The County's residents should have easy access to a network of greenways, parks, and open space. New developments should set aside public green space and cluster development areas so as to best conserve environmentally sensitive land. Natural topography and existing trees should be preserved to the extent possible in new developments. Various transportation options and mixed land uses will reduce automobile dependency and encourage Johnston County's residents to lead healthy, active lifestyles.



Johnston County will continue to embrace its historic and rural atmosphere while keeping its doors open to new visitors, residents, and developments. Johnston County will have grown by 2030, but in a way that respects the County's past, present, and future generations.

#### **ENHANCING MOBILITY**

Johnston County's growth patterns have traditionally been largely dictated by transportation systems - - state roads, rail corridors, and most recently interstate highways. Transportation, access, and mobility have been critically important to Johnston County in the past, and will remain important in the future.

Shifts in transportation patterns are occurring. Where a major road corridor once stimulated growth all along the corridor, the focus now is on limitedaccess interchanges and crossroads - - the growth is concentrated in and around nodes in addition to corridors. With more emphasis on multi-modal movements, mixed-use environments, and healthy lifestyles, there is more emphasis on sidewalks, bikeways, and trails. With energy prices rising, the influence of roads on land use patterns becomes a new question, along with the rising possibilities of public transportation (bus And in this changing and rail). environment, we are also seeing funding for new transportation sources improvements become increasingly scarce at the state and national levels.

At the same time, it is more critical than ever to link regional facilities with local destinations. It is important that Johnston County's transportation strategies adjust to the changing environments.

#### INTERGOVERNMENTAL COORDINATION

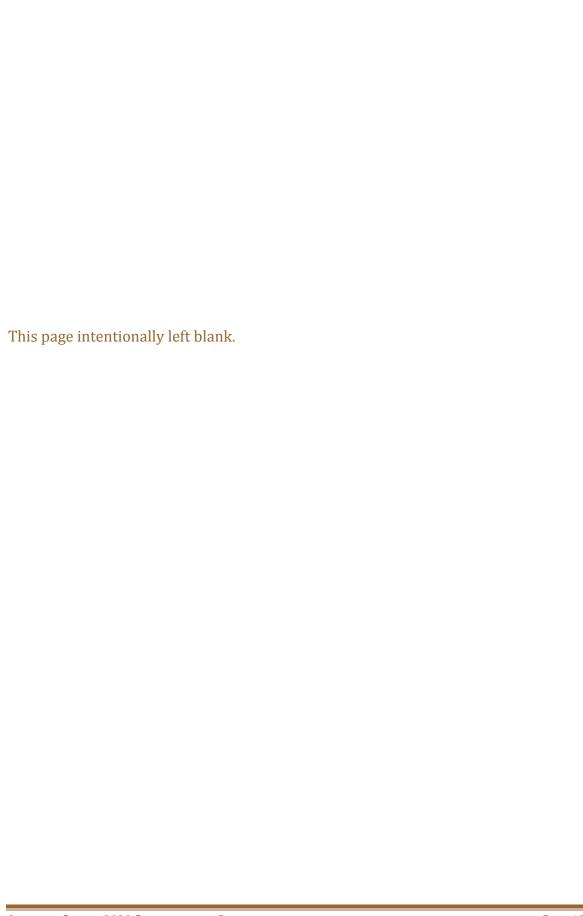
Johnston County enjoys a series of excellent cooperative relationships with its municipalities. Information is regularly shared, and the County and Towns have worked well together to arrange for ETJ boundaries.

Municipal residents rely on the County for certain services, and rural residents enjoy the amenities offered in the towns. It will be even more important in the future to continue these working relationships, as land around the edges of Johnston County's towns increasingly goes into development. It will be important to coordinate land use regulations so as not to create incentives for sprawl, where market forces find it more feasible and profitable to develop land in rural areas, where infrastructure will need to be

extended, instead of locating closer-in to municipalities and existing public services.

Development of school facilities is another key activity around which intergovernmental coordination is critical. The Johnston County School District is responsible for building and operating school facilities, and providing public education for students in the County. In doing so, the District relies on County funding for the acquisition of land and construction of capital facilities, and also to support operating budgets.

The recent growth experienced by Johnston County has resulted in crowded schools in high-growth areas, creating the need for construction of new school facilities. As additional facilities are needed and planned, it will be important to achieve coordination between the County's Land Use Map and the District's Facilities plan. New schools should be planned and sited in locations that are consistent with and reinforce the County's Comprehensive Plan.



### Chapter 2: Key Data and Information

#### CHAPTER OVERVIEW

This Chapter provides a summary of the more extensive sets of data and information found in the Appendices. This information serves as the foundational data source for the plan. When this plan is updated in future years, this existing conditions information will serve as a point of comparison for determining whether or not plan implementation has been achieved. It is recommended that these data should be updated every five years at a minimum.

### POPULATION AND HOUSING UNITS

Johnston County had a population of 121,965 in 2000 and an estimated 151,589 in 2006 - adding almost 30,000 people in six years, an average annual growth rate of just over 4%. County's ten municipalities each added population, with Clayton leading the list at an average annual growth rate of over 11%. Median family income for Johnston County in the 2000 Census stood at \$48,599, compared to the NC median of \$46,335. Average unemployment rates in Iohnston County have fluctuated between 2.2% and 4.9% since the 2000 Census. The County ranked #1 in the state for highest percent population change between 1990 and 2000.

The County's population is expected to increase to 270,506 by the year 2030, an addition of almost 120,000 people. If average household size remains the same as today (2.78 persons per household), that means that approximately 42,500 new dwelling units will be needed by the year 2030. Assuming continuation of current development patterns, that amount of residential development would consume 21,000 acres of land.

In 2006, of the 54,000 occupied housing units in Johnston County, 73% were owner-occupied.

The overall vacancy rate for housing in the County stands at approximately 10%, as of 2006. The homeowner vacancy rate is 1.7%

Of the 60,000 total housing units in Johnston County in 2006, over 70% of the units were detached, single-family homes. There were 12,350 mobile homes in place in 2006.

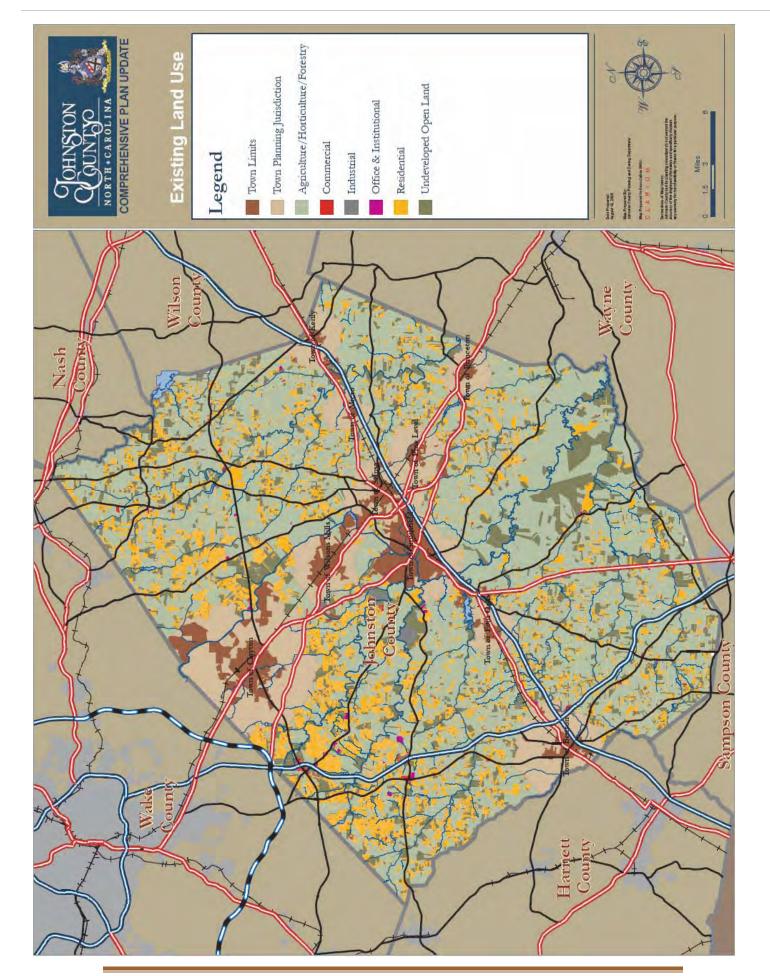
The distribution of land development patterns is shown in the map on the following page, "Existing Land Use." The map illustrates that most development in Johnston County (outside of municipalities) has occurred along historic transportation corridors and, more recently, in the northwest portion of the county closest to Wake County.

(See Appendix B for details on population estimates and projections and housing units.)

#### **ECONOMIC STATISTICS**

Johnston County is home to a workforce of 73,500 workers (4th Quarter, 2007 data). However, for that same reporting period, the total number of jobs **in** Johnston County totaled just under 45,000, indicating the extent to which Johnston County workers commute to other counties for employment.

Appendix B provides a full array of economic information for Johnston County.



#### GROWTH AND DEVELOPMENT

Johnston County has experienced significantly high growth rates since 1990, and this phenomenon is expected to continue into the future.

#### **AMOUNT OF DEVELOPMENT**

The Johnston County Planning Department reports that, in 2007, a total of 2,327 new residential lots were proposed for development in 64 major subdivisions. Of those, approximately 1,600 have been recorded. These numbers are very close to the figures for 2006, indicating a strong and stable residential growth dynamic.

36 new commercial site plans were approved in Johnston County in 2007, a slight decrease from the year before.

#### **LOCATIONS OF GROWTH**

Much of Johnston County's growth is occurring along the Johnston-Wake County border, in and around Clayton, and in the vicinity of the Interstate-40 / NC 42 interchange. Market conditions and proximity to the Raleigh-Durham-Research Triangle Park area are strong drivers of that growth.

Conversely, areas in the southern and eastern parts of Johnston County are seeing much less growth. Much of the reason for that relates to real estate markets and demand for transportation-accessible locations. Other reasons include less availability of water and sewer services, coupled with poor soils. The map on the following page indicates the areas of Johnston County where soils are least suitable to support new development.

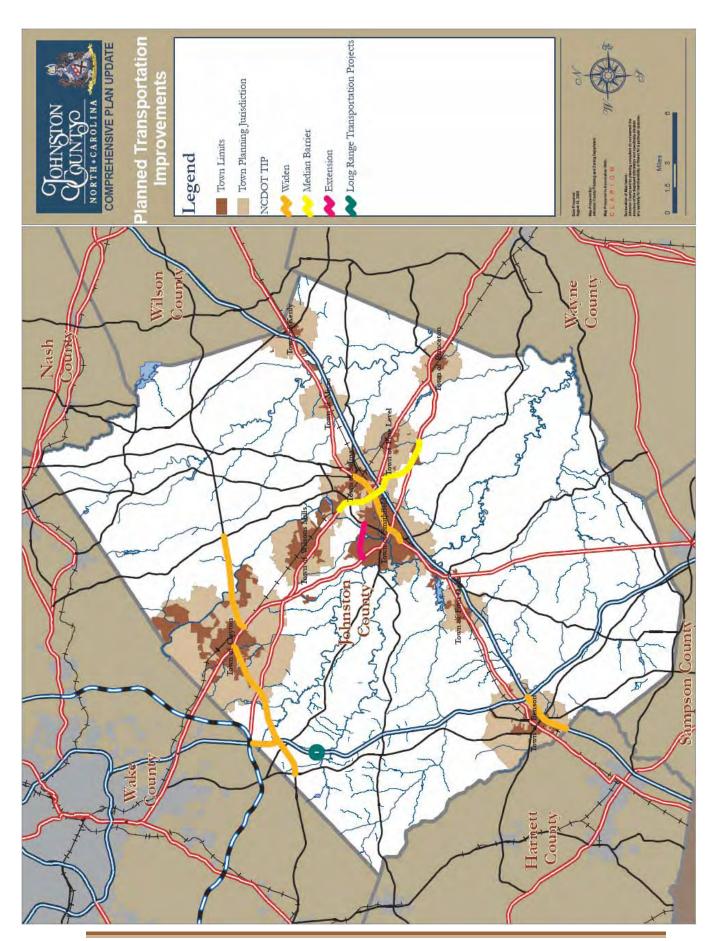
(See Appendix B for details on development activity in Johnston County.)

#### TRANSPORTATION

Major roadways in Johnston County are owned and maintained by the North Carolina Department of Transportation. Transportation improvements in the western part of the County are planned by the Capital Area Metropolitan Planning Organization. This means that roadway improvements in Johnston County are not under the County's control. now Transportation facilities that are needed in the County need to be planned for on a regional level, and may not always be high on the list of priorities of the regional long-range transportation plan and the regional transportation improvement program.

A map follows that shows planned transportation improvements currently programmed for Johnston County. Again, the focus of improvements is on the western and northwestern parts of the County, where most of the growth is occurring.

(See Appendix B for details on transportation planning in Johnston County.)



### Chapter 3: Goals and Objectives

#### CHAPTER OVERVIEW

This chapter offers a summary of the goals and objectives for the Johnston County Comprehensive Plan.

#### FRAMEWORK

The meaning of the terms goal and objective, as used in this plan, are summarized as follows.

Goals are statements about what the County aims to achieve over the next 20 years, or over the life of the Comprehensive Plan – assuming the County will update the plan from time to time. Goals should give decision-makers and citizens a clear idea about the County's intended direction. It is possible to use indicators to measure how well a community is accomplishing its goals (for instance number of new jobs for economic development or acres of protected land for open space).

**Objectives** provide a definite course of direction for the County that will guide decisions and set a framework for actions. They provide ongoing guidance for elected leaders, appointed officials, community leaders, staff, and administrators as they make decisions about development, programs, and capital investments in the County.

### How are the goals and objectives organized?

The goals and associated objectives are organized into seven categories, once again following the outline of key themes:

- Managing Growth and Infrastructure
- Expanding Economic Opportunities
- Providing Housing and Protecting Neighborhoods

- Preserving Farmland / Rural Character
- Protecting Environment / Cultural sites
- Enhancing Mobility
- Intergovernmental Coordination

Following are the goals and objectives of this Comprehensive Plan, organized as noted according to the seven key themes.

# THEME 1: MANAGING GROWTH AND INFRASTRUCTURE

The County realizes that the availability of land in this area is not a limiting factor to growth. It also realizes that growth can have significant impacts on agriculture, community character, and tax base. The County will implement this plan to achieve well-planned growth patterns that are fiscally, socially, and environmentally responsible.

### GOAL 1: GROW IN A FISCALLY EFFICIENT, COMPACT MANNER.

Dispersed development patterns create a higher tax burden on the county than more compact patterns that can make more efficient use of existing infrastructure. In addition, sprawling development patterns can increase conflicts with agriculture. The County will encourage new development to locate near existing communities.

### Objective 1A: Encourage development within urbanized or urbanizing areas.

The County will continue to work with municipalities to adopt clear boundaries for Extraterritorial Jurisdiction Areas and expected areas of annexation. County regulations and zoning will be adjusted so as not to encourage growth outside of these municipal areas, and to encourage development to locate in areas that are

planned for services such as water and sewer. Seek opportunities and resources to allow extension of sewer lines to tracts within designated Primary Growth areas; periodically review the County's sewer extension policy and initiatives to assure consistency with Comprehensive Plan objectives.

# Objective 1B: Allow for higher densities and a greater mixture of land uses in urban areas.

The County will encourage development and mixed land use patterns in concentrated areas that make the most efficient use of infrastructure.

# GOAL 2: UPGRADE STANDARDS TO BE ACHIEVED IN THE DEVELOPMENT PROCESS.

The County recognizes that defining design standards for residential development and taking measures to mitigate potential negative impacts to the community at large will help it grow in a way that is conducive to its needs.

# Objective 2A: Require impact evaluations during the development review process.

The county should adjust information requirements as part of development applications to include evaluations of transportation improvements on existing and future land uses, and ways in which proposed land use changes will use existing infrastructure, and require future improvements.

### Objective 2B: Ensure that streets within developments are well-connected.

New developments can cause traffic problems if their street layout is not well-designed. The County should encourage stub-out streets for major and minor subdivision types as new development is occurring, to promote connectivity.

# Objective 2C: Reduce the possibility of incompatible uses and mitigate them when they occur.

The County should modify its existing regulations to include more stringent prohibiting adjacency language specified incompatible land uses and expand its Design Manual to include requirements for amenities to mitigate the effects of incompatible Mitigation amenities could include streetscape improvements for urban environments and buffers or vegetated spaces in rural areas.

#### Objective 2D: Adjust design standards.

The County has a Design Manual in place, used to influence the form of new development and redevelopment within the County. Many of the themes, goals, objectives, and strategies of this Comprehensive Plan can be advanced through attention to design issues as development occurs. There is a need to revise the County's Design Manual to adjust standards for development. Topics particularly in need of attention are site design, access management, buffers and landscaping, parking lot design, parking lot placement, scale of buildings, clustering opportunities, and sidewalks.

### Objective 2E: Mitigate noise and visual pollution.

Require landscaped berms, extensive landscaping, or a stone or brick wall along major streets on reverse frontage lots. Increase screening measures Adjust Design Manual industrial uses. and ordinance provisions such that visual, noise, and traffic impacts on neighboring properties can be identified as part of the development review process mitigated through adjustments to design and/or buffering.

## THEME 2: EXPANDING ECONOMIC OPPORTUNITIES

A balance of residential and nonresidential growth is critical to Johnston County. Special efforts are needed to take advantage of opportunities created by proximity to the Raleigh-Durham Area and the Research Triangle Park, a proximity made even more significant by recent road improvements. The County also recognizes that its economy has a strong agricultural component as well as the commercial, services, and production economic activity. The County needs to grow and diversify its economy in a manner that does not impede the continued vitality of agriculture or the quality of life and community character aspects that make Johnston County a desirable place to live.

### **GOAL 3: DIVERSIFY AND EXPAND THE ECONOMY.**

### Objective 3A: Business expansion and development

Encourage and promote the development and expansion of new and existing business and industries by offering a progressive atmosphere for enterprises that will diversify the local economy, expand the tax base, and enhance the quality of life in Johnston County.

### Objective 3B: Identify Future Industry Sites

Identify areas best suited for industrial and commercial development and make land use and infrastructure decisions to encourage development in those areas. These sites should be in close proximity to major institutions and facilities in the Triangle Region, and have exceptional highway access.

## Objective 3C: Promote Agricultural Entrepreneurship

The County will implement programs to develop agricultural business undertakings, by providing information about state and federal farm incentive programs, creating business incubators and providing other training opportunities.

## THEME 3: PROVIDING HOUSING AND PROTECTING NEIGHBORHOODS

The County will encourage and support a well-planned, diverse housing environment offering a mix of housing to all income groups, and offering a safe and pleasant living environment. Neighborhoods will be strengthened through attention to mitigating impacts and potential conflicts.

# GOAL 4: ACHIEVE A RANGE OF PRICE AND TYPE OF HOUSING AS NEW DEVELOPMENT OCCURS.

Johnston County seeks to encourage development of a supply of housing that can accommodate diverse incomes and needs. An affordable range of housing options can serve to strengthen the sense of community.

### Objective 4A: Encourage development of workforce housing

Achieve a mix in the cost range of new housing constructed in Johnston County. such that housing options, especially opportunities, homeownership available for the County's workforce. Work with towns to encourage mechanisms such that that new developments incorporate affordable housing components so that workers can afford to live near their jobs.

#### *Objective 4B: Variety of Housing Types*

New developments should incorporate a variety of housing options to ensure that the housing needs of new and mature families, seniors, singles, and couples can be met. This allows residents to remain in a community as their housing needs change. This includes planning for appropriate locations for multi-family developments.

### GOAL 5: PROTECT EXISTING NEIGHBORHOODS.

Neighborhoods are the building blocks of communities. Johnston County seeks to assure the ongoing viability and attractiveness of existing neighborhoods.

#### Objective 5A: Buffers

Adjust Design Manual Standards and zoning regulations to assure adequate buffering between residential and nonresidential uses.

### Objective 5B: Minimize Conflicts with Farmland

Put standards and regulations in place, along with voluntary programs, to minimize potential conflicts between existing agricultural uses and new residential developments.

### Objective 5C: Improve Neighborhood Connectivity

Require subdivisions to provide multiple points of entry, connectivity with adjacent areas, and sidewalks and trails for cyclists and pedestrians.

## THEME 4: PRESERVING FARMLAND AND RURAL CHARACTER

Agriculture is the history and legacy of Johnston County, and remains a critical component in the life of the County. In addition to supporting active agriculture and horticulture, the importance of preserving rural character (both visually and culturally) continues to loom large.

#### **GOAL 6: PRESERVE FARMLAND**

Encourage protection of productive areas of the county for continued agricultural and forestry use.

### Objective 6A: Ensure well-planned Rural Development

Discourage rural development patterns that result in the excessive reduction of farmland, open space, and wooded areas.

### Objective 6B: Support Preservation Efforts

Encourage/promote programs and regulations that result in the protection of farmland, open spaces, and wooded areas.

### Objective 6C: Full Slate of Farmland Preservation Strategies

Prepare a comprehensive set of farmland protection and preservation strategies.

### Objective 6D: Minimize Residential-Agricultural Use Conflicts

Promote cooperation among residential neighborhoods, active farms, and agribusiness enterprises.

# GOAL 7: CONTINUE THE AGRICULTURAL TRADITION IN JOHNSTON COUNTY

Johnston County has been an agricultural community since its founding. Agriculture is a valued and defining feature of the history, landscape, and culture of the county that will be retained for future generations to enjoy. Johnston County takes particular pride in being home to numerous "Century Farm Families," families who have owned or operated a farm in the county for 100 years or more.

#### Objective 7A: Support Local Agriculture

Work to market and promote local agricultural production through such vehicles as farmer's markets and community supported agriculture.

#### Objective 7B: Encourage Agri-tourism

Allow and promote appropriate agritourism activities that can help support a local farm's economic vitality. Include references to Century Farm Families in information prepared about Johnston County, and seek opportunities to include Century Farms in Agri-tourism initiatives.

## THEME 5: PROTECTING THE ENVIRONMENT AND CULTURAL SITES

Johnston County's rich environmental areas need attention and protection. There are fragile areas where ecosystems are easily destroyed. There are floodplains and areas of steep slope where development can aggravate flooding, erosion, and sedimentation. And there are culturally significant sites that need to be passed along to future generations.

### GOAL 8: PROVIDE HIGH-QUALITY RECREATIONAL OPPORTUNITIES

### Objective 8A: Develop an Open Space / Recreational Plan.

The County will pursue development of a plan that concentrates new open space and recreational initiatives around existing open space initiatives, such as the Mountains-to-Sea Trail.

### GOAL 9: PRESERVE THE RURAL LANDSCAPE

The County will work to preserve the rural landscape which constitutes a major defining element of the community character and one valued by residents and visitors.

#### Objective 9A: Protect Scenic Views

Encourage the preservation of scenic views and elements of the County's rural character.

### Objective 9B: Work to Provide Connected Open Areas

The County will promote conservation and development patterns that will retain contiguous areas of open space, such as the Green Infrastructure initiative.

### GOAL 10: PROTECT NATURAL, HISTORIC AND CULTURAL SITES

### Objective 10A: Develop Community Character Inventory

The County will identify and inventory features that make Johnston County a unique place, such as its historic sites and

buildings, scenic landscapes and vistas, open spaces and old-growth forests, productive agricultural lands and soils, parks and recreation areas and other significant community characteristics such as architectural styles.

### Objective 10B: Protect Ecologically Sensitive Areas

The County will give special attention to the preservation of its significant natural areas.

#### THEME 6: ENHANCING MOBILITY

Johnston County will encourage and promote an efficient and safe transportation system that moves people and goods through a well-coordinated transportation network in an environmentally sensitive manner. The County will achieve this through a multimodal emphasis which includes auto, transit, bike, and pedestrian travel.

### GOAL 11: COORDINATED THOROUGHFARE PLANNING.

Revise the County Thoroughfare Plan to ensure continuity between various governmental jurisdictions.

### Objective 11A: Coordinate Regional Transportation Planning

Seek more aggressive transportation planning in the eastern half of the County, through the Rural Planning Organization, to match needs and to better coordinate with the Capital Area Metropolitan Planning Organization that works in the western part of the County.

### GOAL 12: UPGRADE DEVELOPMENT STANDARDS WITH RESPECT TO TRANSPORTATION ISSUES.

### Objective 12A: Require Transportation Impact Statements as part of development applications.

Establish a threshold level of development size, and establish a requirement that development proposals above that threshold need to submit a

statement of expected traffic impacts along with mitigation strategies.

#### Objective 12B: Design Manual Upgrades

Revise the standards in the County's Design Manual to adjust requirements with respect to access management, required walkways and sidewalks, and connectivity to adjacent properties. Seek opportunities to enhance the safety of streets and roads in Johnston County through improvements such as re-timing signals, adding turn lanes, and access management.

### Objective 12C: Develop a Greenways and Trails Plan

Develop a plan for greenways and trails to offer a connected network between communities. This plan will enable the County to pursue grant funding for trails. Trails can include a mix of paved bike paths, creation of bike lanes in streets, and unimproved pedestrian paths. Emphasis should be placed on connecting destinations such as major employment centers, schools, and shopping areas.

# THEME 7: INTERGOVERNMENTAL COORDINATION

Identify areas of common interest and agreement among the County and its elected boards to develop and pursue initiatives.

# GOAL 13: RECOGNIZE MUNICIPAL INTERESTS AND LOCAL PLAN OBJECTIVES

# Objective 13A: Coordinate County-level decision-making with municipal interests

The County's decision-making processes will give special consideration to municipal interests, especially with respect to transportation corridors and protected lands.

### GOAL 14: COORDINATION WITH JOHNSTON COUNTY SCHOOLS

The County will work with the School District to offer residents a high-quality education system.

#### Objective 14A: School Planning

Coordinate with the school system to identify areas where new school facilities will be located. Coordinate school facility planning with Comprehensive Plan objectives.

## Objective 14B: Maximize Community Benefits of Public Investment

Coordinate development of new school facilities with new parks and recreation facilities to serve the community.

# GOAL 15: CONTINUE TO PROVIDE PUBLIC SAFETY SERVICES TO RESIDENTS

The County will support well-staffed and equipped emergency response teams to protect the safety of the community.

### Objective 15A: Ensure Adequate Emergency Response Staffing

The County will support the health of its residents by ensuring Sheriff and Fire departments have appropriate staffing to achieve national standards for response times.

### Objective 15B: Consider Response Needs in Development Planning

When considering future development and infrastructure decisions, the county will take into account the impacts such development will have on the ability of emergency response teams to reach residents in a safe and timely manner.

### Objective 15C: Coordinate Service Expansion with Growth

Monitor population and development growth and response times and plan for additional stations to serve changing needs.

### Chapter 4: Land Use Map

#### SUMMARY

Johnston County's land use patterns have historically been heavily influenced by the robust transportation network traversing the County. It is logical to project that transportation influences will continue to drive development patterns over the next 20 years. Transportation access, availability of utilities, absence of major environmental constraints, proximity to the Raleigh-Durham Area, favorable soil types, economic development forces, and regulatory tools all come together in the formation of a Future Land Use Map that can serve as a road map to the year 2030.

#### LAND AVAILABLE FOR DEVELOPMENT

The map on the following page shows two important pieces of information. shown in red, are parcels which have recently been approved for development. Also shown on the map are lands that are undeveloped now, but suitable development (absent anv maior environmental constraints, good soil types, currently undeveloped). Taken together, these parcels give a good indication of where development pressures are most intense.

#### TRANSPORTATION INFLUENCES

Two major rail lines cross in Johnston County, in the Town of Selma: North/South line of CSX Transportation, and the East/West line of Norfolk Southern Corporation. Two major highways intersect in Smithfield/Selma: the East/West corridor of Highway 70, and the North-South corridor Interstate 95. Much of Johnston's growth, and the location of most of its municipalities, lie within these major transportation corridors, with Smithfield and Selma at the heart of the crossroads.

A relatively new road, Interstate 40, has had its own impacts on development patterns, most notably at its intersection (and interchange) with NC 42 near the Wake County line. Since opening in 1991, development has spread south and east and will continue to the Benson area, with the intersection of I-95 and I-40 serving as a focal point for potential growth.

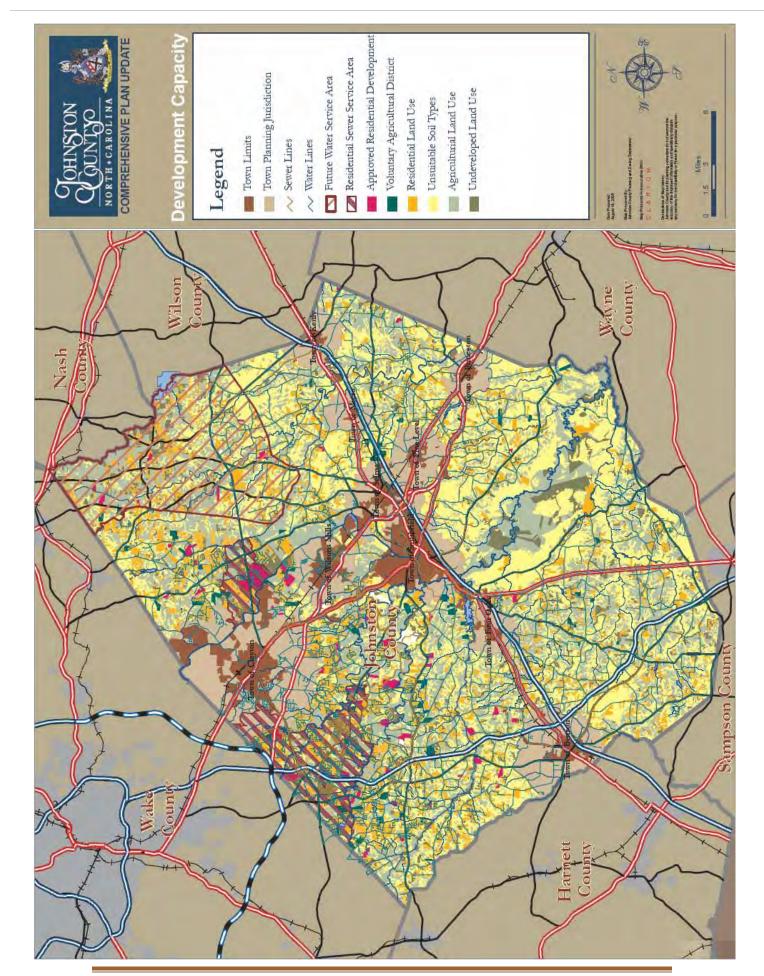
And the newest piece of transportation infrastructure, the new Highway 70 Bypass, is likely to heavily influence land development patterns. This new "quick shot" to Raleigh represents a powerful change and new opportunity commuting patterns, and land around the interchanges for this new, limited-access roadway are likely to be highly attractive candidates for development (as can be seen in construction of a new medical facility in Clayton, close to one of the new The terminus of the interchanges). limited-access portion of this roadway will now occur near the small town of Wilson's Mills, likely in the future to be a major development target because of the roadway and its easy access to Raleigh. Development will likely extend east to Smithfield, Selma, Pine Level, and potentially as far east as Princeton, Micro, and Kenly.

In general, the new wave of transportation-related influences is likely to take the form of nodes rather than corridors, as the interchanges for limited-access roadways become the focus of development attention. Additionally, the Four Oaks area could see some residual growth, especially the north and west sides of Town toward NC 210 and I-40, with potential growth to the east toward I-95 due to future industrial development.

But not all major undeveloped road corridors are limited-access. NC 210 coming west out of Smithfield represents a direct line to I-40. Both the area around the I-40/210 interchange and the 210 corridor itself are likely to experience pressure for development.

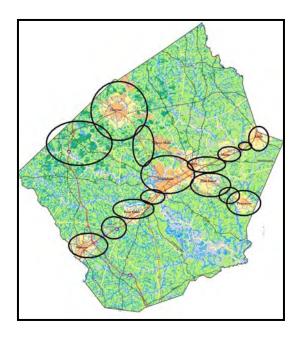
One additional likely "hot-spot" is expected in an area that does not currently have an interchange and access to I-40, but where such access is anticipated in the future: the intersection of I-40 and Cornwallis Road.

Other towns influenced by transportation access include Princeton, Pine Level, and Four Oaks along US 70, and Micro / Kenly along I-95.



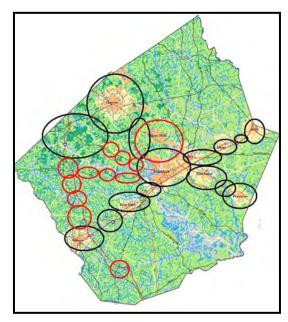
#### AREAS OF GROWTH

As noted, Johnston County's current land use patterns evolved to a large extent from a combination of influences: transportation infrastructure, local soil and environmental conditions, and regional context. The following conceptual diagram indicates these corridors and centers of development.



Looking ahead, with consideration of recent and likely-to-be forthcoming transportation improvements, and in consideration of recently approved development and availability of land suitable for development, a picture starts to emerge about where the 42,500 new dwelling units and accompanying non-residential growth can or should occur. The new areas of growth could be spread across the county, or could be focused by a combination of policy, regulation, and investment.

There is opportunity for Johnston County to target development and growth in areas best suited to accommodate it, to encourage land use patterns to occur in a manner that best promotes the County's goals and objectives. Such a pattern would focus on the Wilson's Mills area (at the terminus of the new Highway 70 bypass), the Cleveland Road corridor, the NC 210 corridor, and I-40.



A number of questions, choices, and decision points follow. There are two "triangles" of land with environmental sensitivity and constraints in the above growth picture: the area of land between Cleveland and NC 210, and the area bordered by NC 210, I-40, and I-95 (northwest of Four Oaks). If growth pressures play out as projected in the conceptual sketch above, there would be choices to make regarding whether these two triangles would fill in, or be the focus of conservation efforts.

Key considerations include coordination with municipal planning initiatives, and taking into account decisions and investments already in place.

Encouraging economic development along these corridors, with related and nearby residential areas would create employment opportunities in areas that can be served with utilities and infrastructure, and directly address the County's goals and objectives.

### PLANNING HOT SPOTS

Maps on the following pages show detail for these areas regarding land use, transportation infrastructure (existing and proposed), Town planning jurisdictions, soil types, water and sewer infrastructure, and land currently placed in voluntary agricultural districts. This helps set the stage for plans to manage growth and infrastructure.

The first map shows three areas: the area around I-40 and NC 42, the area around Clayton, and the Northeast area of the County. Notable in the I-40-NC42 area is a proposed new future I-40 interchange a few miles south of the NC42 interchange. This new point of access would create significant new opportunities and pressures for development. Also shown is a future alignment for an extension of Interstate 540 to intersect I-40 near the Wake-Johnston border. These new pieces of infrastructure in the future would both help alleviate traffic congestion and also encourage development.

The Town of Benson, located at the I-95 / I-40 area, has invested in infrastructure for anticipated growth, with water and sewer capacity to meet growth needs for both residential and commercial development. The area is served by natural gas and rail and has a direct corridor to Raleigh, Wilmington and Fayetteville.

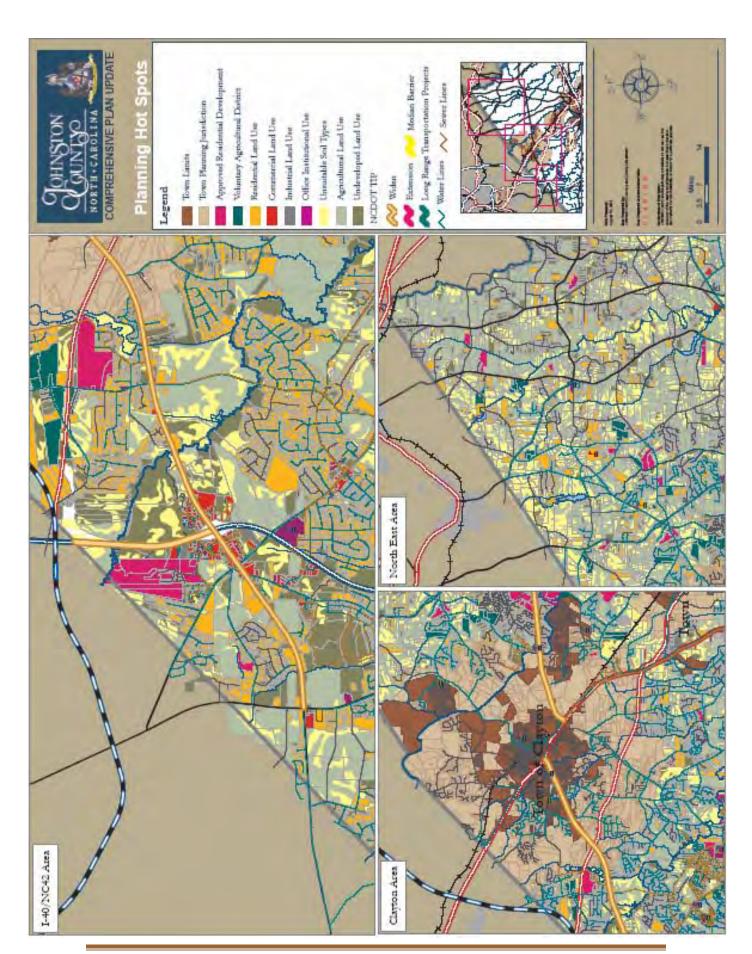
By contrast, in the Northeast area the pressures for development are less intense, and there are fewer plans for major infrastructure improvements.

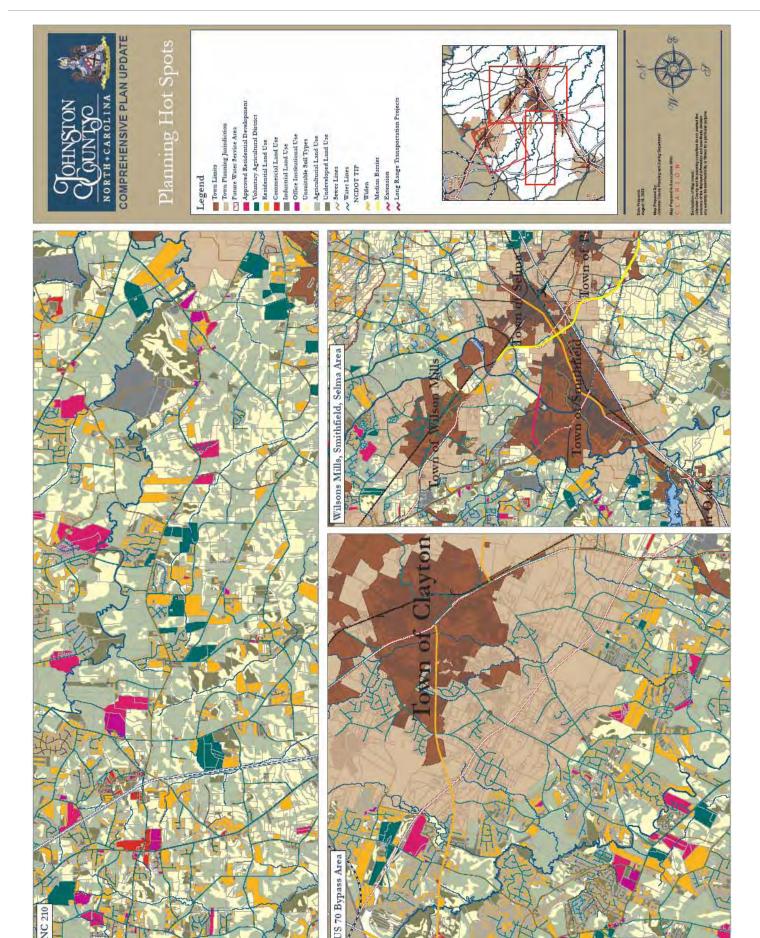
The second map highlights three more areas: the NC 210 corridor, the area surrounding the new US 70 Bypass interchanges in Clayton, and the Wilson's Mills / Smithfield / Selma / Pine Level area. The map shows that the 210 corridor includes considerable land currently devoted to agriculture and

horticulture, uses which are likely to convert to more intensive uses as the area grows. The new US 70 Bypass interchanges are within the planning jurisdiction of the Town of Clayton, and not in the County's planning area. However, the spillover growth effects from these new interchanges will result in additional growth in the unincorporated portions of the area. Coordination with Town of Clayton regarding of growth management at these jurisdictional edges will be critical.

The area surrounding the Towns of Wilson's Mills, Smithfield, Selma and Pine Level is likely to experience some of the most significant change during this planning period. A combination of existing development, residential and non-residential, additional land available and suitable for development, and proximity to a new limited-access road leading to the Raleigh-Durham-RTP area is a powerful set of circumstances. This is an area where additional development is both likely and desirable, from the perspective of the County's goals and objectives.

Areas to the south and east, abutting Sampson County and Wayne County, are least likely to be targets for development. This coincides with the incidence of poor soil conditions, greater distances to regional destinations, less availability of water-sewer infrastructure, and predominance of agricultural uses.





#### FUTURE LAND USE MAP

Through the Future Land Use Map, Johnston County is charting how best to accommodate future housing, commercial and employment development. Johnston County will provide new opportunities for business development, organize development into cohesive centers, provide connections between working, shopping, and housing uses, and set up a framework for future transportation improvements. A compact development form lays the groundwork to help create a sustainable, efficient, and livable future Johnston County. The designation of agricultural and rural conservation areas provides guidance as to where strategies focusing on conservation, currently being developed, should be targeted.

#### **FUTURE LAND USE CLASSIFICATIONS**

The following section describes the land use categories shown on the Future Land Use Map. These land use classifications are intended to guide future development decisions, provide direction for rezonings, and inform the process for updating the County's development regulations and zoning map.

The County Land Use Plan does not apply to areas within town corporate limits nor within areas of municipal extraterritorial jurisdiction (ETJ). Those areas are planned for by the municipalities. However, there have been and continue to be strong working relationships between the towns and the county. Boundaries for "Future Municipal Area" have been agreed to as locations for towns to expand, and these areas are shown on the county's map.

The future land use classifications include:



Application of these land use designations comes about following consideration of existing conditions, existing land use patterns. existing and proposed jurisdictional boundaries, environmental constraints. transportation major development corridors. economic initiatives, and market pressures for development. The designations represent the County's vision and preference for how land use patterns will unfold over the next two decades.

There are many locations within Johnston County that are experiencing significant growth now, and are likely to continue to be targets for growth in the near and long-term future (due to transportation access, proximity to Wake County and the Research Triangle Park, and proximity to the County's municipalities). There are also areas that are under consideration for further annexation or incorporation Archer Lodge incorporation initiative, east of Clayton). For these reasons, the Land Use Plan designates "Primary Growth Areas," those locations outside of existing municipal agreements where significant growth is expected. These area show up in the color orange on the Land Use Map, and should be considered as the locations for investment of public infrastructure (roads and utilities), along with consideration of adjustments to zoning to allow higher residential densities and non-residential uses.

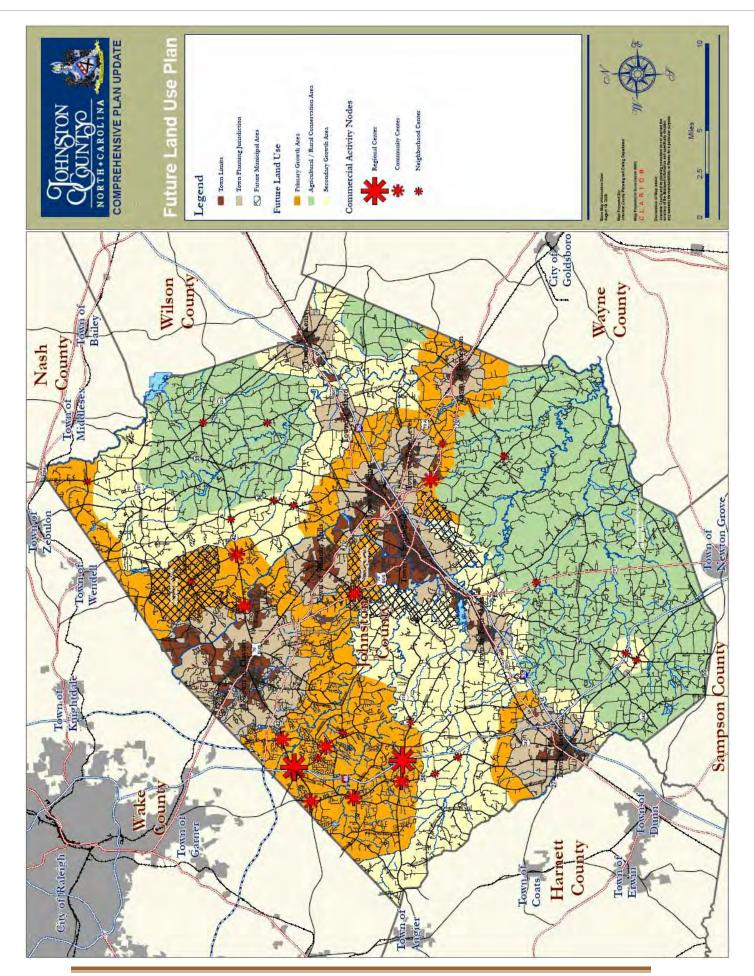
Areas that may be subject to urban-type growth of the nature described above, beyond the time horizon of this Comprehensive Plan, are designated as "Secondary Growth Areas." For these locations, infrastructure and zoning that accommodate urban-type development would best occur at a later time.

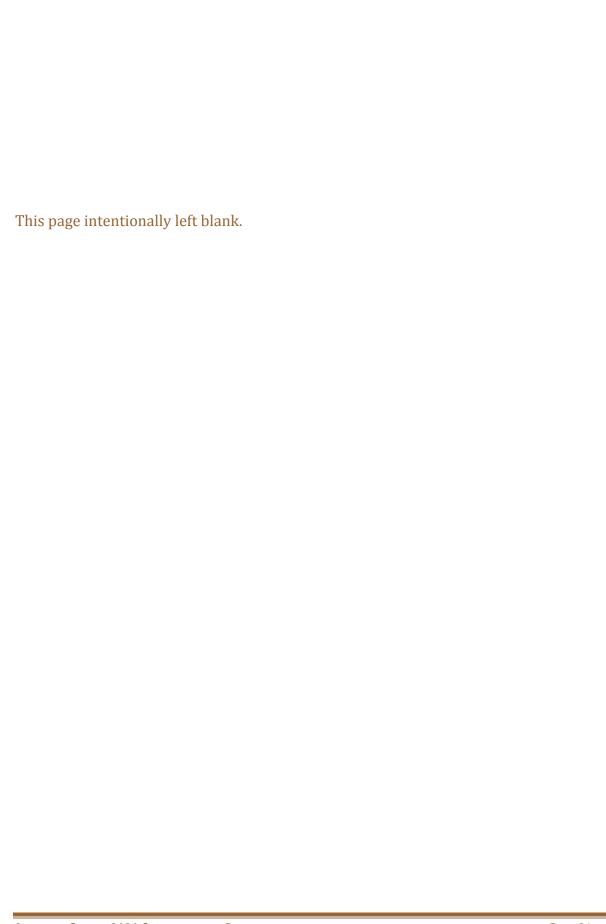
A key foundation principle of this Comprehensive Plan is that Johnston County needs to protect its valuable agricultural and rural areas. Accordingly, the Land Use Map also has a designation called, "Agricultural/Rural Conservation Area."

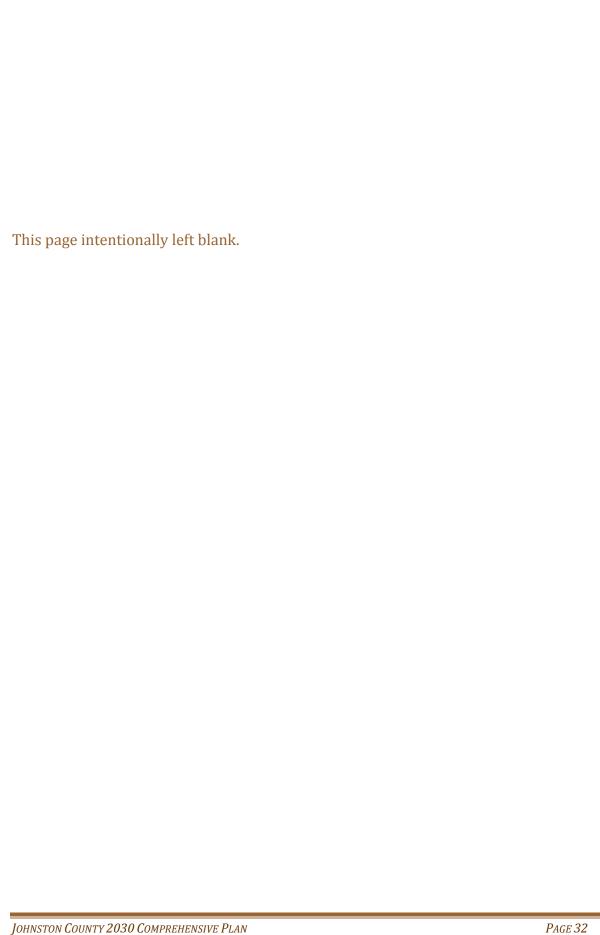
These are the locations where farming operations are most prevalent and productive, where soils are conducive to agricultural production. where environmental constraints limit urbantype development, and where market pressures for development are less intense. For these areas, conservation should be the primary strategy - - open space protection, farmland protection (as is being considered currently with development of a set of strategies for farmland protection), and identification and protection of rural vistas. Extension of public utilities and infrastructure should be discouraged within these areas, except to address public health and safety needs. Zoning designations should reflect the intended low-density and agricultural objectives for these areas.

#### FUTURE LAND USE PLAN MAP

The Future Comprehensive Plan Map illustrates the geographic locations of these land use classifications. (See the map on the following page.)







# Chapter 5: Implementation Action Plan

#### CHAPTER OVERVIEW

What needs to be done to help Johnston County achieve the future it desires? This Chapter outlines the strategies and actions that need to be taken in order to implement the goals and objectives of this Comprehensive Plan. **Implementation** initiatives are organized according to the seven themes of this plan: Managing Growth, Economic Development, Housing and Neighborhoods, Rural Character, Environmental and Cultural Preservation, Transportation, and Intergovernmental Coordination. Within each theme, the Goals and Objectives from Chapter 3 are repeated. followed here implementation recommendations.

THEME 1: MANAGING GROWTH AND INFRASTRUCTURE

# **GOAL 1: GROW IN A FISCALLY EFFICIENT, COMPACT MANNER.**

Objective 1A: Encourage development within urbanized or urbanizing areas.

#### ACTION RECOMMENDATION 1:

Annually develop and update a Utility Improvements Program that includes plans for utility expansions (water and wastewater disposal systems) that targets provision of utilities to areas on the Future Land Use Plan designated as "Future Municipal Area" and "Primary Municipal Growth Area." Adopt a policy to discourage extension of public water and sewer utilities into areas designated "Agricultural/Rural Conservation Area," except when such extension is needed for public health and safety reasons. In preparing this plan, refer to economic development strategies as called for in Recommendation 10, below.

#### ACTION RECOMMENDATION 2:

Seek endorsement of the Johnston County Future Land Use Plan by municipalities in the County, to establish agreements about areas in which utilities will be provided, and areas within which extension of utilities will be discouraged by policy.

Objective 1B: Allow for higher densities and a greater mixture of land uses in urban areas

#### ACTION RECOMMENDATION 3:

Amend Land Development Code to include zoning districts and standards that match municipal densities and standards, for application in "Future Municipal Areas" and "Primary Municipal Growth Areas."

#### **ACTION RECOMMENDATION 4:**

Prepare a new set of Design Guidelines for Johnston County to identify and incorporate increased standards for the design of new development, along with encouragement of mixed-use developments. See also Recommendation 8, below.

#### **ACTION RECOMMENDATION 5:**

Study the feasibility of a Transfer of Development Rights program. Collect TDR ordinances from counties which have such ordinances in place or under consideration, prepare a discussion of the experiences in North Carolina of this approach to growth management, and prepare a draft ordinance for review in Johnston County.

# GOAL 2: UPGRADE STANDARDS TO BE ACHIEVED IN THE DEVELOPMENT PROCESS.

Objective 2A: Require impact evaluations during the development review process.

#### **ACTION RECOMMENDATION 6:**

Add to the current requirements for preparation of traffic impact assessments of new development, by additionally requiring assessments of projected impacts on schools, lighting, noise, and rural vistas (see action recommendations under Goals 9 and 24, below).

Objective 2B: Ensure that streets within developments are well-connected.

#### **ACTION RECOMMENDATION 7:**

Adopt a policy encouraging connection of local streets within developments, including stub-outs of right of way to adjacent, undeveloped property, along with notification to affected property owners. Adopt a policy encouraging construction of sidewalks in residential and commercial developments to facilitate pedestrian movements.

Objective 2C: Reduce the possibility of incompatible uses and mitigate them when they occur.

### **ACTION RECOMMENDATION 8:**

Adjust the County's Design Manual and Land Development Code to call for more significant vegetative buffers (both in width of buffers and required plantings) between residential and non-residential uses. See also Recommendation 8, below.

Objective 2D: Adjust design standards.

### ACTION RECOMMENDATION 9:

Initiate, in 2009, an upgrade of Johnston County's Design Manual, starting with an in-house review of standards from other NC counties and diagnosis of Johnston County's standards in comparison.

Objective 2E: Mitigate noise and visual pollution.

#### **ACTION RECOMMENDATION 10:**

Relying on new requirements for assessment of potential noise and visual impacts of new development (see Recommendation 5, above), encourage buffers and landscaping as called for in a new Design Manual (See Recommendation 7, above) to mitigate impacts.

THEME 2: EXPANDING ECONOMIC OPPORTUNITIES

# **GOAL 3: DIVERSIFY AND EXPAND THE ECONOMY.**

Objective 3A: Business expansion and development

### **ACTION RECOMMENDATION 11:**

Link plans for extension of public utilities (See Recommendation 1, above) to economic development strategies identified by the County's Economic Development Office so as to facilitate the provision of infrastructure in locations best suited for economic growth. Consider adding additional Neighborhood Commercial Center designations on the Land Use Plan as opportunities become apparent.

### **ACTION RECOMMENDATION 12:**

Define Regional Center, Community Center, and Neighborhood Center (designations on the Land Use Plan) as follows:

Regional Center: This designation refers to existing or future major commercial retail and service centers, located near residential and employment areas with good access to major roads. These centers tend to be large scale regional draws, automobile-oriented, and draw people from throughout the region. These areas are located along major roadways

providing good access, and they may include larger scale stores, warehouse clubs, and large specialty retailers.

Community Center: These centers include both retail and employment sites, with a wide range of business, office, research and development uses, with coordination of uses and quality and character of the development. These areas are prime locations with good access to main road networks. These areas include convenience shopping and restaurants, along with smaller specialty retailers. A mix of uses can occur in a single structure, in a group of structures on a parcel, or on a group of parcels.

Neighborhood Center: Neighborhood shopping centers should be located at intersections of roads which provide access both directly and indirectly to a large enough trade area to support the proposed center. The more desirable locations for neighborhood centers usually are those sites where minor arterials intersect with collector streets, on a thoroughfare, oriented to a collector or local street. Sites should be appropriate for a neighborhood shopping center, in proximity to existing or proposed residential development. neighborhood shopping center should provide for the sale of convenience goods (food, pharmacy, supplies, post office, dining, and sundries) and personal services for the day-to-day living needs of nearby neighborhoods. They should emphasize pedestrian-oriented activity.

Include these definitions in the Design Manual, and adjust the Zoning Ordinance and Zoning Map to permit these uses in areas as designated on the Land Use Plan.

Objective 3B: Identify Future Industry Sites

#### **ACTION RECOMMENDATION 13:**

Seek identification of sites by the Economic Development Office for inclusion on the Future Land Use Plan. Refer to the Future Land Use Plan, including these designations, in making infrastructure and rezoning decisions.

Objective 3C: Promote Agricultural Entrepreneurship

#### **ACTION RECOMMENDATION 14:**

Include findings and recommendations from the new Johnston County Agricultural and Farmland Protection Plan (currently being initiated) as objectives and action recommendations for this Comprehensive Plan, upon completion of that Protection Plan.

THEME 3: PROVIDING HOUSING AND PROTECTING NEIGHBORHOODS

# GOAL 4: ACHIEVE A RANGE OF PRICE AND TYPE OF HOUSING AS NEW DEVELOPMENT OCCURS.

Objective 4A: Encourage development of workforce housing

## **ACTION RECOMMENDATION 15:**

Initiate preparation of a study of housing availability in Johnston County, including an analysis of current income levels and an analysis of current housing costs for available housing stock. Use this study to determine whether workforce housing initiatives are needed and/or appropriate in Johnston County.

Objective 4B: Variety of Housing Types

#### ACTION RECOMMENDATION 16:

Include in the new Design Manual (See Recommendation 7) an encouragement for variety in housing types as new development is designed.

# GOAL 5: PROTECT EXISTING NEIGHBORHOODS.

Objective 5A: Buffers

## **ACTION RECOMMENDATION 17:**

Increase buffer and landscaping standards as called for in Recommendation 7, along with new impact assessment requirements as described in Recommendation 5, above.

Objective 5B: Minimize Conflicts with Farmland

#### **ACTION RECOMMENDATION 18:**

Agricultural Encourage Voluntary Districts described in Recommendations 18-20, and increased buffer requirements as described in Recommendation 7. Include recommendations from the currently ongoing Agricultural and Farmland Preservation Plan in consideration of neighborhood strategies.

Objective 5C: Improve Neighborhood Connectivity

#### **ACTION RECOMMENDATION 19:**

Adopt a policy encouraging connection of streets within developments. including stub-outs of right of way to adjacent, undeveloped property, along with notification to affected property Adopt a policy encouraging owners. construction of sidewalks in residential and commercial developments facilitate pedestrian movements. (Identical to Recommendation 6.)

THEME 4: PRESERVING FARMLAND AND RURAL CHARACTER

#### **GOAL 6: PRESERVE FARMLAND**

Objective 6A: Ensure well-planned Rural Development

#### ACTION RECOMMENDATION 20:

Minimize extension of public sewer lines outside of areas that are identified on the Future Land Use Plan as "Future Municipal Area" and "Primary Municipal Growth Area." Include enhanced buffering standards in the Design Manual, along with designations of key vistas to be preserved where possible.

Objective 6B: Support Preservation Efforts

Objective 6C: Full Slate of Farmland Preservation Strategies

#### **ACTION RECOMMENDATION 21:**

Include findings and recommendations from the new Johnston County Agricultural and Farmland Protection Plan (Related to Recommendation 12).

Objective 6D: Minimize Residential-Agricultural Use Conflicts

#### **ACTION RECOMMENDATION 22:**

Encourage designation of Voluntary Agricultural Districts, adjust zoning and subdivision regulations to require that notes be placed on plats for developing properties within a specified distance of such a district, alerting to the proximity. Adjust regulations to increase setback requirements from property lines for well, when property is developed adjacent to an agricultural use.

# GOAL 7: CONTINUE THE AGRICULTURAL TRADITION IN JOHNSTON COUNTY

Objective 7A: Support Local Agriculture
Objective 7B: Encourage Agri-tourism

#### **ACTION RECOMMENDATION 23:**

Encourage the Economic Development Office to seek additional ways to promote sales of local agricultural products, and promote agri-tourism.

THEME 5: PROTECTING THE ENVIRONMENT AND CULTURAL SITES

# GOAL 8: PROVIDE HIGH-QUALITY RECREATIONAL OPPORTUNITIES

Objective 8A: Develop an Open Space / Recreational Plan.

#### **ACTION RECOMMENDATION 24:**

Pursue preparation of a new Open Space/Recreation plan that identifies priorities for use of open space funds, with particular reference to ongoing initiatives such as the Green Infrastructure Project and the Mountainsto-the-Sea trail project.

# GOAL 9: PRESERVE THE RURAL LANDSCAPE

Objective 9A: Protect Scenic Views

# **ACTION RECOMMENDATION 25:**

Prepare an in-house inventory of scenic rural views, documented with photographs and maps showing view corridors; incorporate key vista areas into the Design Manual, and encourage preservation of sight lines as part of review of development proposals. (Related to Recommendation 19).

Objective 9B: Work to Provide Connected Open Areas

#### **ACTION RECOMMENDATION 26:**

Include the findings and recommendations of the ongoing Green Infrastructure initiative, when completed, into this Comprehensive Plan.

# GOAL 10: PROTECT NATURAL, HISTORIC AND CULTURAL SITES

Objective 10A: Develop Community Character Inventory

#### **ACTION RECOMMENDATION 27:**

Compile and publish an inventory, documented with photographs and maps, showing historic sites and buildings, scenic landscapes and vistas, old-growth forests, and significant community characteristics such as architectural styles. Include this inventory in the Design Manual, to encourage preservation and replication in new development.

Objective 10B: Protect Ecologically Sensitive Areas

### **ACTION RECOMMENDATION 28:**

Compile and publish an inventory of floodplains, wetlands, old-growth forests, and active agricultural lands. Include this inventory in the Design Manual, to encourage preservation as land develops through techniques such as land use plan designations, zoning, conservation easements, and purchase of land.

#### **ACTION RECOMMENDATION 29:**

Prepare a report describing the advantages and obstacles to use of the following preservation and conservation techniques:

<u>Conservation Easements</u> (working with organization such as Triangle Land Conservancy)

<u>Conservation Subdivisions</u> (lowering the minimum lot size, accompanied by open space)

<u>Guidelines</u> to encourage minimum open space requirements with new subdivisions

<u>Mandatory requirements</u> for minimum open space for new subdivisions

<u>Inventory of vistas</u> and environmentally sensitive areas for encouraging preservation

Based on this report, prepare amendments to the County's zoning regulations and policy statements for consideration by the Board of Commissioners, encouraging preservation of designated sites/areas.

# THEME 6: ENHANCING MOBILITY

# **GOAL 11: COORDINATED THOROUGHFARE PLANNING.**

Objective 11A: Coordinate Regional Transportation Planning

#### **ACTION RECOMMENDATION 30:**

Revise the County Thoroughfare Plan to ensure continuity between various governmental jurisdictions. Work with the MPO and RPO to coordinate assessment of needs. Schedule periodic joint meetings of MPO and RPO representatives together with the County Board of Commissioners.

#### **ACTION RECOMMENDATION 31:**

Adopt a Countywide Transportation Plan.

Objective 11B: Pursue Alternative Options for Roadway and Transportation Improvements

#### **ACTION RECOMMENDATION 32:**

Explore the following options and techniques, beyond traditional State

funding, for identifying and securing transportation improvements:

- (a) In cooperation with municipalities develop a county-wide multi-modal transportation plan, customized for areas around municipalities.
- (b) Pursue small area and corridor studies for areas that overlap jurisdictional boundaries to identify needs.
- (c) Promote expansion of bus service, and develop park-ride lots along routes.
- (d) Work with major employers in the County to encourage and create incentives for use of alternative transportation modes by employees.
- (e) Enhance access management standards.
- (f) Upgrade signal timing systems throughout the County.
- (g) Consider alternative methods of intersection control (e.g., roundabouts) that can mitigate congestion and potentially serve as community gateways.
- (h) Require funding of transportation improvements and mitigations related to development of new projects.
- (i) Require connectivity of secondary roadways to reduce the traffic load on major arterials throughout the County.
- (k) Require, as components of new developments, pedestrian and bike improvements to enhance walkability.
- (l) Work with NCDOT to include bike facilities on roadway improvement projects.
- (m) Increase the County's capacity on transportation planning and ability to work with regional transportation planning partners by hiring a County transportation planner.
- (n) Indentify lower-cost transportation improvement projects (e.g., access management, intersection improvements, signal upgrades) as potential candidates for County funding (in partnership with municipalities, where appropriate).

# GOAL 12: UPGRADE DEVELOPMENT STANDARDS WITH RESPECT TO TRANSPORTATION ISSUES.

Objective 12A: Require Transportation Impact Statements as part of development applications

#### **ACTION RECOMMENDATION 33:**

Transportation Impact Statements are now required. Upgrade language in Design Manual and zoning regulations to establish expectations of providing transportation infrastructure as components of new development, in accordance with impact assessments.

Objective 12B: Design Manual Upgrades

#### **ACTION RECOMMENDATION 34:**

Revise the standards in the Deign Manual to adjust requirements with respect to access management, required walkways and sidewalks, and connectivity to adjacent properties.

Objective 12C: Develop a Greenways and Trails Plan

#### **ACTION RECOMMENDATION 35:**

Include the findings and recommendations of the new Green Infrastructure initiative, when completed, into this Comprehensive Plan.

THEME 7: INTERGOVERNMENTAL COORDINATION

# GOAL 13: RECOGNIZE MUNICIPAL INTERESTS AND LOCAL PLAN OBJECTIVES

Objective 13A: Coordinate County-level decision-making with municipal interests

#### **ACTION RECOMMENDATION 36:**

Set up annual staff meetings to review development activity, in all jurisdictions of Johnston County, and prepare an annual report to the Board of Commissioners summarizing and comparing activity to goals of the County

Comprehensive Plan, especially with respect to transportation corridors and protected lands. Follow with communications to each town to transmit the report and offer continuing cooperation.

# GOAL 14: COORDINATION WITH JOHNSTON COUNTY SCHOOLS

Objective 14A: Establish a system of regular consultation for consideration of development impacts on schools, and mitigation of those impacts.

#### **ACTION RECOMMENDATION 37:**

Set up a structure of staff and elected official meetings to review development activity, school enrollment data and projections.

Objective 14A: School Planning

Objective 14B: Maximize Community Benefits of Public Investment

#### **ACTION RECOMMENDATION 38:**

Set up a procedure for consultation on the selection of new school sites, with consideration of the County's Land Use Plan and utilities expansion plans.

Objective 14C: Pursue options for additional support for construction of school facilities

#### ACTION RECOMMENDATION 39:

Explore creation of a Schools Adequate Public Facilities Ordinance that would link new residential development approvals with the adequacy and capacity of school facilities to provide services to expected levels of new residents, with provisions for developer contributions to construction of school facilities if capacities are not adequate to serve proposed new development.

# GOAL 15: CONTINUE TO PROVIDE PUBLIC SAFETY SERVICES TO RESIDENTS

Objective 15A: Ensure Adequate Emergency Response Staffing

Objective 15B: Consider Response Needs in Development Planning

# **ACTION RECOMMENDATION 40:**

Continue to support the health of county residents by ensuring Sheriff and Fire departments have appropriate staffing to achieve national standards for response times.

Objective 15C: Coordinate Service Expansion with Growth

### **ACTION RECOMMENDATION 41:**

Add an assessment of impacts on response times to the review of major development applications.

# Appendices

#### APPENDIX A: GLOSSARY OF PLAN TERMS

We offer the following glossary of terms used in this Comprehensive Plan.

### **Activity Centers**

A community focal point providing for the combination of general retail, service commercial, professional office, higher density housing, and appropriate public/quasi-public uses.

#### Agri-tourism

A tourist business opportunity for farmers, and farming-related enterprises. This term is used to describe the business of selling tours to farms and farming events.

#### **Bikeway**

A corridor designated and/or reserved for bicyclists.

#### **Compact Development**

A development philosophy that emphasizes development of vacant and underused lots before expanding the boundaries of an urban area, and encourages higher residential densities and non-residential development intensity as a means of conserving open space and rural character.

#### Comprehensive Plan

A compendium of municipal / county goals and policies regarding long term development, in the form of maps and accompanying text, that articulates the community's vision.

#### **Conservation Easement**

An easement granted by the owner of a property that is designed to limit or preclude future development of the property. This land preservation tool is typically used by governmental entities and non-profit land trusts to preserve farmland and important natural areas.

#### Corridor Plan

A plan focused on managing development along a transportation corridor.

#### Density

The number of dwelling units or persons per acre of land, usually expressed in units per gross acre.

#### **Drainage Basins**

The extent of land where water from precipitation drains.

## **Economic Development**

Efforts that seek to improve the economic well-being of a community, including job creation and tax base growth.

#### **Environmentally Sensitive Areas**

Areas that have limited suitability for development due to their natural resource constraints, such as wetlands, steep slopes and distinctive wildlife habitat areas.

#### Extra-Territorial Jurisdiction (ETJ)

An area outside the corporate boundaries of a municipality, but considered to be a possible area to be annexed and subject to the zoning regulations and standards of the municipality.

#### Goal

A general direction-setter. It is an ideal future end related to the public health, safety, or general welfare. A goal is a general expression of community values and, therefore, may not be quantifiable or time-dependent. Defining goals is often the initial step of a comprehensive plan, with more specific objectives defined later. Comprehensive plans differentiate between broad, unquantifiable goals and specific objectives. The direction of change is communicated, but not the size of the change or a timeframe.

#### <u>Greenway</u>

Areas of protected open space that follow natural and manmade linear features for recreation, transportation and conservation purposes and link ecological, cultural and recreational amenities.

#### <u>Intergovernmental Cooperation</u>

An arrangement between two or more governments for accomplishing common goals or providing a mutual service.

<u>Interlocal Agreement</u> – An agreement between or among local governments that provides for joint or cooperative collaboration.

<u>Jurisdiction</u> – A unit of local government such as a county or town. Also used to refer to the legal authority to enact and administer zoning regulations.

<u>Land Use Planning</u> – The branch of planning that oversees the use of land, with focus on land use plans, zoning regulations, and growth management strategies.

Median Family Income

#### Mixed-Use

A type of development that combines residential, commercial, and/or office uses into one development or building. For example, a mixed-use building could have several floors. On the bottom floor, the space could be dedicated to retail or offices. The remaining two or three floors could be for apartments or condominiums.

#### <u>Municipality</u>

A city, town or community incorporated for local self-government.

#### <u>Objective</u>

A specific end, condition, or state that is an intermediate step toward reaching a goal. It should be achievable and, when possible, measurable and time-specific. An objective may pertain to one particular aspect of a goal or it may be one of several successive steps toward goal achievement. Consequently, there may be more than one objective for each goal.

#### Open Space

Any parcel or area of water or land that is essentially unimproved and devoted to an open space use for the purpose of (1) the preservation of natural resources; (2) the managed production of resources; (3) outdoor recreation; or (4) public health and safety.

<u>Planning</u> – The public policy branch of government that deals with the organization of built and natural environments, considering land uses, economic development, critical environmental areas, transportation needs, housing needs and other concerns.

#### Policy

A specific statement that guides decision-making. It indicates an intent of the legal legislative body to pursue a particular course of action. A policy is based on and helps implement a comprehensive plan's objectives. A policy is carried out by implementation measures. Clear policies are particularly useful when it comes to determining whether or not zoning decisions, subdivisions, public works projects, etc., are consistent with the Comprehensive Plan.

#### Principle

An assumption, fundamental rule, or doctrine guiding general plan policies, proposals, standard, and implementation measures. Principles are based on community values. In practice, principles underlie the process of developing a comprehensive plan and may or may not need to be explicitly stated in the plan itself.

#### Rural Conservation Area

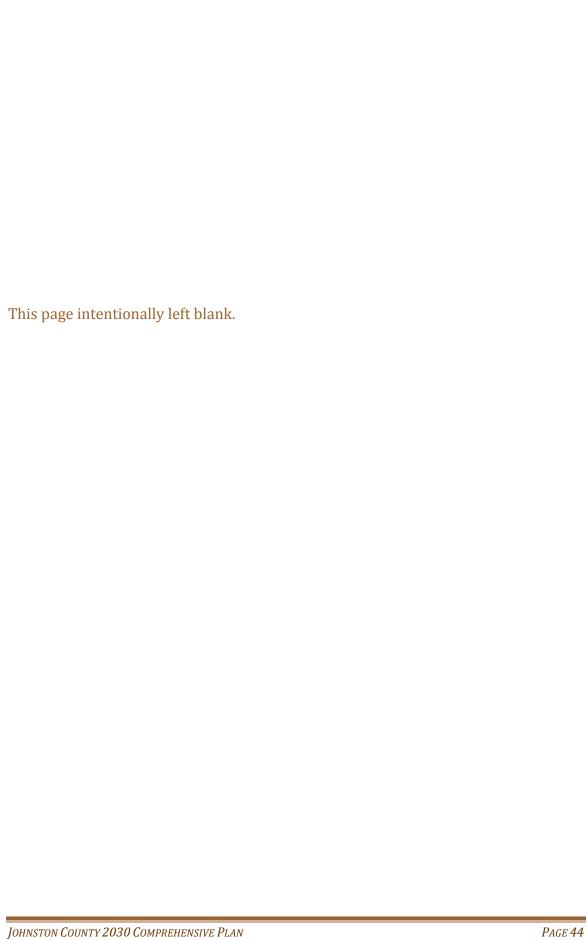
An area designated for low-density development which can be used to protect open space, natural resources, vistas, and farming, while providing a lower level of services than are provided in higher density development areas.

Transfer of Development Rights (TDR) – A mechanism to transfer an entitled development right from one property to another. TDR initiatives are typically market-based programs that are designed to influence land use patterns, so as to minimize development in areas of environmental sensitivity or where infrastructure is not available, while increasing development potential of land better suited to accommodate it. TDR programs typically involve compensating property owners for development right losses by allowing landowners to sever development rights in exchange for payments from landowners who gain development rights. These programs typically designate "sending areas," from which density can be transferred, and "receiving areas," to which density can be transferred.

<u>Urban Services Area (USA)</u> – An area anticipated to be developed to municipal intensities, and accordingly targeted for extension of urban services such as water and sewer service.

## <u>Walkable</u>

A walkable environment should have some of these characteristics: well-maintained and continuous wide sidewalks, well-lighted streets, high street connectivity, a safety buffer between pedestrians and motorized vehicles (such as trees, shrubs, streetside parked cars, green space between pedestrians and cars), minimal building setbacks, and land use patterns characterized as mixed-use.

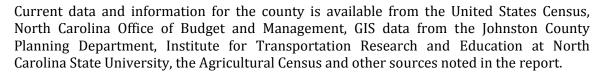


# APPENDIX B: DATA AND INFORMATION REGARDING EXISTING CONDITIONS

This summary assesses the existing conditions and development capacity of Johnston County, North Carolina. Data contained in this summary is used in the Comprehensive Plan.

Data and information in this report cover the following topics:

- Location and Context
- Population and Growth
- Community Diversity and Age
- Housing
- Land Use Patterns and Projections
- Economy
- Transportation
- Environment and Natural Resources
- Parks, Open Space, Trails and Recreation
- Historic Sites and Landmarks
- Infrastructure and Services
- Education and Libraries



#### Location and Context

Johnston County is located in east-central North Carolina on the western edge of North Carolina's coastal plain. It serves as a major transportation corridor, with the intersection of I-95 and I-40 within its borders, and in close proximity to Research Triangle Park and the North Carolina Global TransPark. Johnston County is home to ten municipalities, including Smithfield, Clayton, Selma, Benson, Kenly, Four Oaks, Pine Level, Princeton, Wilson's Mills and Micro.

# **Population and Growth**

Johnston County is currently one of the hundred fastest growing counties in the United States, and the fifth fastest growing county in North Carolina. The number of county residents increased by 50% between 1990 and 2000, from 81,300 to 121,968. Population density is predicted to more than double between 1990 and 2010. Total number of households is predicted to nearly double by 2010 from 1990. See Table 1: Population Trends (1990-2010).



Table 1: Population Trends (1990-2010)

	1990 Census	2000 Census	2005 Estimate	2010 Projection	Growth 1990- 2000	Expected Growth 2005- 2010
Total Population	81,300	121,965	146,138	168,989	50.0%	15.6%
Population Density (population/sq. mile)	102.2	153.3	183.7	212.4	50.0%	15.6%
Total Households	31,564	46,595	53,586	60,207	47.6%	12.4%
Source: U.S. Census Bureau						

According to the North Carolina Office of Budget and Management, Johnston County's population is expected to rise to 270,506 people by 2030. Assuming that household size remains relatively constant in the county and that average density is two units per acre, an estimated 21,388 acres of land would be required to accommodate this predicted population increase. See Table 2: 2030 Growth Projections.

**Table 2: 2030 Growth Projections** 

Table 2. 2000 Growth Projections	
Population Growth	
2006 Population Estimate (U.S. Census)	152,143
Population Projection 2030 (N.C. Office of Budget and Management)	270,506
New Population 2006-2030	118,363
New Housing Units	
2006 Average Household Size (U.S. Census)	2.78
New Housing Units 2006-2030 (assuming constant average household size)	42,576
Land Developed	
Estimated Acres of Land Developed to Accommodate New Units (assuming average of 2 density units/acre)	21,288
Source: U.S. Census Bureau and N.C. Office of Budget and Management	

# Community Diversity and Age

Comparisons of U.S. Census data for race and ethnicity between 2000 and 2006 show that there has been a small decrease in the percentage of white population in Johnston County, a slight decrease in the percentage of black/African American population, and a 2.5% increase in other minority races, including American Indian and Asian. During the same period, the number of Hispanic/Latino people in Johnston County increased significantly, from 7.7% to 10.1%. See Table 3: Race and Ethnicity Trends (2000-2006).

Table 3: Race and Ethnicity Trends (2000-2006)

	2000 Census	% in 2000	2006 estimate	% in 2006 estimate
Race				
White	100,946	82.8	122,325	80
Black/African American	19,296	15.8	23,934	15.7
Other	1,723	1.4	5,884	3.9
Ethnicity				
Hispanic/Latino	9,440	7.7	16,030	10.5
Source: U.S. Census Bureau				

The median age of Johnston County's population was 35 in 2006, slightly up from the median age in 2000. The percentage of people under 18 years of age is increasing slightly, while the population of people 65 years and older is decreasing slightly. See Table 4: Age Trends (2000-2006).

**Table 4: Age Trends (2000-2006)** 

	2000 Census	% in 2000	2006 estimate	% in 2006 estimate
Median Age	34		35	
Under 5 years	9,667	7.8	11,792	7.8
Under 18 years	32,152	26.1	40,470	26.6
Over 18 years	91,152	73.9	111,673	73.4
65 years and over	12,017	9.7	13,868	9.1

# Housing

The total number of housing units in Johnston County was 60,416 in 2006, 90% of which was occupied. Of occupied housing, 27% was rented and 73% owner-occupied. The median value of owner-occupied units was \$128,400.

Most housing in Johnston County consists of single-unit, detached homes, comprising 70% of total housing stock. Mobile homes make up 20% of the housing stock, while only around 7% of the housing stock is made up of multiple-family structures, having between 2 and 20 or more units per structure. See Table 5: Housing Mix (2000).

Table 5: Housing Mix (2000)

Table 9: Housing Mix (2000)				
Type of Structure	Number of Units	Percentage		
1-unit, detached	42,489	70.3		
1-unit, attached	1,521	2.5		
2 units	793	1.3		
3 or 4 units	820	1.4		
5 to 9 units	1,639	2.7		
10 to 19 units	250	.4		
20 or more units	554	.9		
Mobile home	12,350	20.4		
Source: U.S. Census Bureau	ı			

Most of the housing stock in Johnston County was built after 1979 (65%). 14% of the housing stock was built prior to 1960. All have complete plumbing facilities, but 53 are lacking complete kitchen facilities. 176 homes in Johnston County have no source of heating fuel. See Table 6: Housing Stock.

**Table 6: Housing Stock** 

Year Structure Built	Number of Structures	_ Percentage
After 2005	1,418	2.3
2000-2004	11,228	18.6
1990-1999	16,146	26.7
1980-1989	10,451	17.3
1970-1979	7,007	11.6
1960-1969	5,927	9.8
1950-1959	2,952	4.9
1940-1949	1,426	2.4
1939 or earlier	3,861	6.4

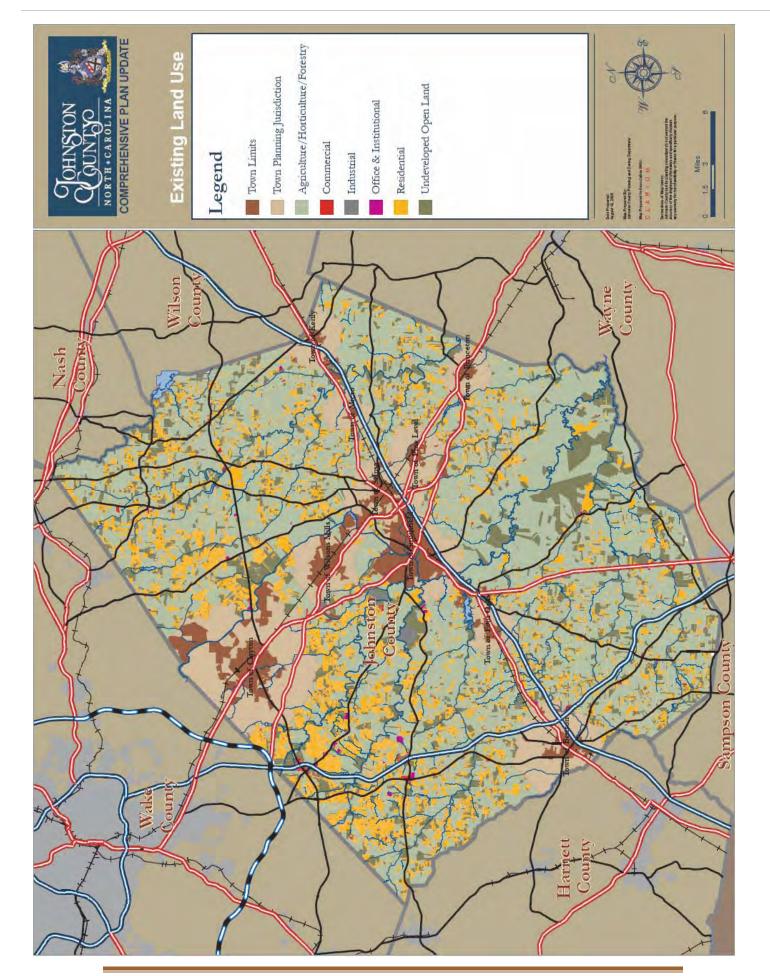
Median monthly housing costs for owners with a mortgage was \$1,132, \$349 for non-mortgaged owners, and \$684 for renters. A significant proportion of Johnston County residents' homes are unaffordable; 27% of owners with mortgages, 21% of owners without mortgages and 45% of renters in Johnston County spend 30% or more of household income on housing. See Table 7: Housing Affordability (2000).

**Table 7: Housing Affordability (2000)** 

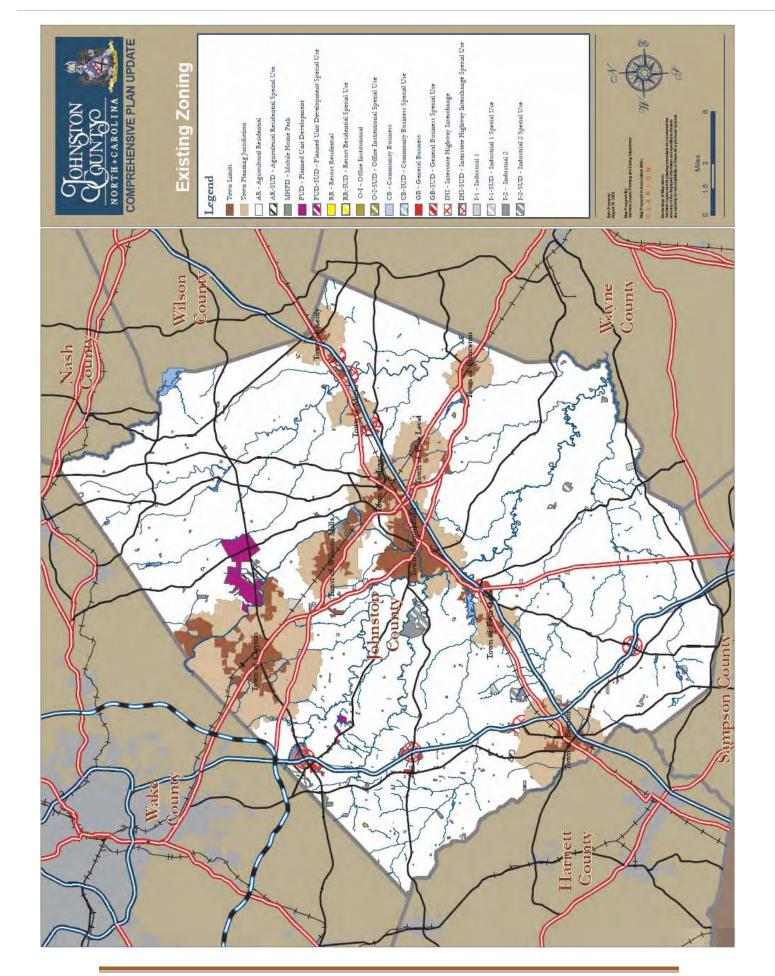
Table 7: Housing		()
Monthly Owner Costs as a Percentage of Household Income	Number of Owners	Percentage
Housing Units with a Mor	rtgage	
less than 20%	11,755	41
20-24.9%	5,409	18.9
25-29.9%	3,616	12.6
30-34.9%	1,293	4.5
35% or more	6,576	23
Housing Units without a	Mortgage	
less than 10%	3,981	36.5
10-14.9%	2,092	19.2
15-19.9%	1,441	13.2
20-24.9%	800	7.3
25-29.9%	320	2.9
30-34.9%	911	8.4
35% or more	1,362	12.5
Source: U.S. Census Bureau		

# **Land Use Patterns and Projections**

Land within the county's jurisdiction is divided among 6 land use types: agricultural, commercial, industrial, office/institutional, residential and undeveloped. Much of the county's residential land is concentrated to the east around the town of Clayton, and between Clayton and Benson. Office and institutional uses are concentrated to the east and north along transportation corridors. Agriculture is the most common land use in the county's planning area, and undeveloped open land is concentrated along the Neuse River and wetland areas. See the following map, Existing Land Use.



Currently, most land within the county's jurisdiction is zoned as agricultural residential. A concentration of planned unit development zoning runs along Clayton's eastern border, and industrial zoning is scattered throughout, with the larger industrially-zoned areas along transportation routes and at major intersections. General business special uses are also along transportation routes. See the following map, Existing Zoning.



The maximum development potential for Johnston County is an additional 155,449 acres of land, assuming that there are no water and sewer limitations, and no development restrictions on currently non-built-out land. Since it is projected that an additional 21,388 acres of land will be required to accommodate population growth into 2030, land is not a limiting factor to growth at this time. At this point, the county has plans to extend new sewer services to the northern and eastern portions of the county where most approved residential development is located.

As mentioned above, an estimated 21,388 acres of land would be required in Johnston County by 2030 to accommodate the population increase predicted by the North Carolina Office of Budget and Management. Currently, Johnston County has 37,068 acres of non-agricultural developable land and 118,381 acres of developable land that is currently in agricultural use. See Table 8: Development Capacity.

Table 8: Development Capacity

Land needed to accommodate 2030 population growth

21,388 acres

Non-agricultural developable land

37,068 acres

Agricultural developable land

118,381 acres

Total Developable Land

155,449 acres

# **Economy**

The percentage of unemployed Johnston County citizens was 3.9% in both 2006 and 2007. In the same years, the unemployment rate was 4.8% and 5.1% for North Carolina as a whole. In 2006, the leading industries for employment in Johnston County were educational services, health care and social assistance, providing 16% of employment opportunities, and construction and retail trade, each providing 14% of employment opportunities in the county. The top employers in Johnston County are Johnston County Schools, Johnston Memorial Hospital Authority, and Talecris Biotherapeutics (formerly Bayer). Other leading employers are Johnston Community College, Precisionaire of North Carolina, Caterpillar Inc., Johnston County, Wal-Mart Associates Inc. and Asplundh Tree Expert Co.

<sup>&</sup>lt;sup>1</sup> Development capacity figures exclude land in floodplains and land containing soils that are unsuitable for development.



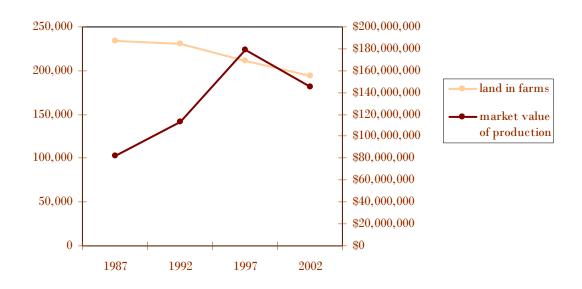
Agriculture has long been a critical component of Johnston County's economy, but farm trends show that the agricultural sector is becoming a smaller sector of the county's economy. Between 1987 and 2002, the number of farms and amount of land in farms has decreased, while the average farm size has increased. The market value of agricultural production grew by \$31,356,000 between 1987 and 1992, then fell \$33,917,000 between 1997 and 2002. See Table 9 and Figure 1.

**Table 9: Agricultural Trends** 

	1987	1992	1997	2002
Land in farms (acres)	234,394	230,402	211,011	194,211
Number of farms	1,713	1,406	1,420	1,144
Average size of farms (acres)	137	164	174	170
Market Value of Production	\$82,298,000	\$113,654,000	\$179,430,000	\$145,513,000

Figure 1: Agricultural Trends

Source: U.S. Department of Agriculture Census of Agriculture



Median household income in 2006 was \$46,555, lower than the national average of \$48,451 in the same year. 10.4% of families in Johnston County were below the poverty level in 2006, compared with 9.8% nationally, and 13.8% of individuals were at the poverty level, compared with 13.3% nationally.

Johnston County has a number of valuable economic development resources that can be utilized to promote economic sector development. The county houses six county chambers of commerce, including the Benson Area Chamber of Commerce, Clayton Area Chamber of Commerce, Four Oaks Chamber of Commerce, Greater Cleveland Chamber of Commerce, Greater Smithfield-Selma Area Chamber of Commerce and the Kenly Area Chamber of Commerce. In 2005, the Workforce Development Center opened as a collaborative effort between Johnston County, Johnston Community College, North Carolina State University and the major bio-pharmaceutical companies in the county. It serves as a training center to support local industries.

# Transportation

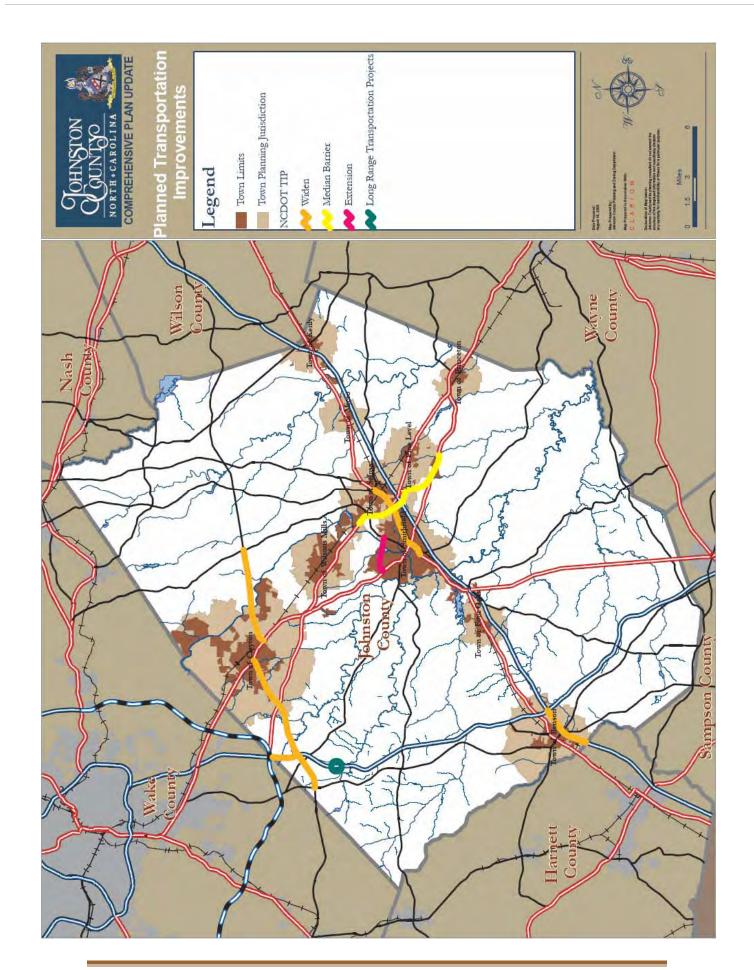
Two major interstate highways, I-40 and I-95 fall within Johnston County, as well as two railroad corridors, the north/south corridor operated by CSX Transportation and the east/west corridor operated by Norfolk Southern Corporation. The nearest commercial airport is Raleigh-Durham International Airport, located approximately 30 miles from Clayton. Johnston County has a local airport, located in Smithfield.

The Johnston County Area Transit System (JCATS) provides public van and bus services for transportation needs such as medical trips, workplace and job training, senior centers and

public hearings. It operates 24 vans and buses, 16 of which are wheelchair equipped. All are equipped to assist residents with special needs.

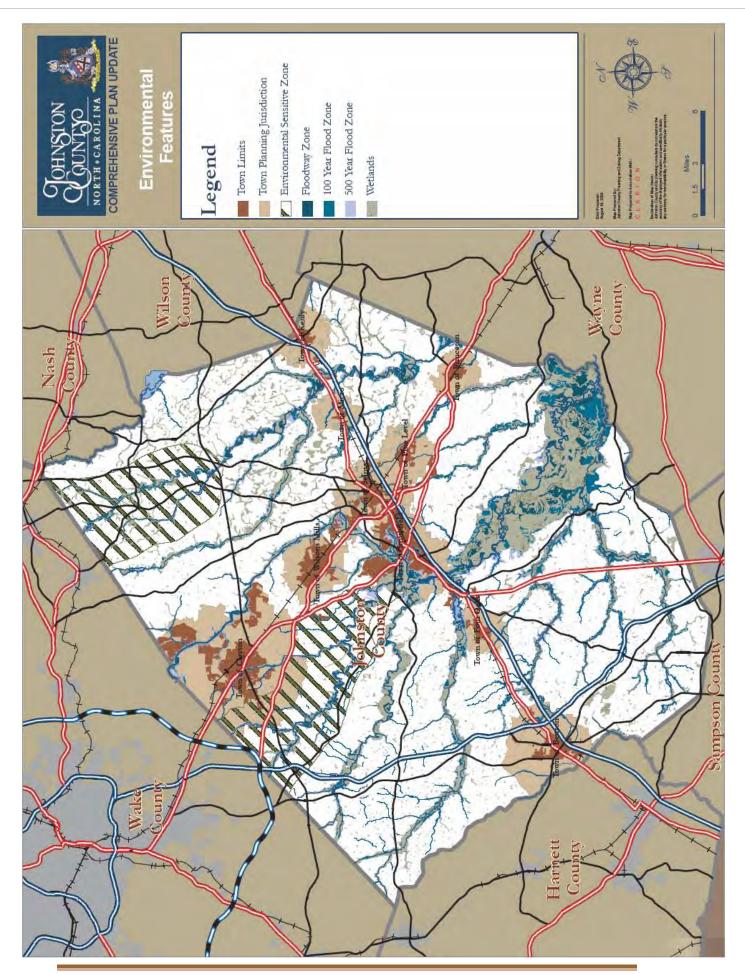


Johnston County is part of the Capital Area Metropolitan Planning Organization (CAMPO), which coordinates transportation planning between local governments in the capital area region with the North Carolina Division of Transportation (NCDOT) and the Federal Highway Administration (FHWA). A number of transportation improvements are currently planned in Johnston County, including the widening of highway 42 around Clayton, 301 through Smithfield and a median addition to US 70 through Smithfield. See the following map, Planned Transportation Improvements.



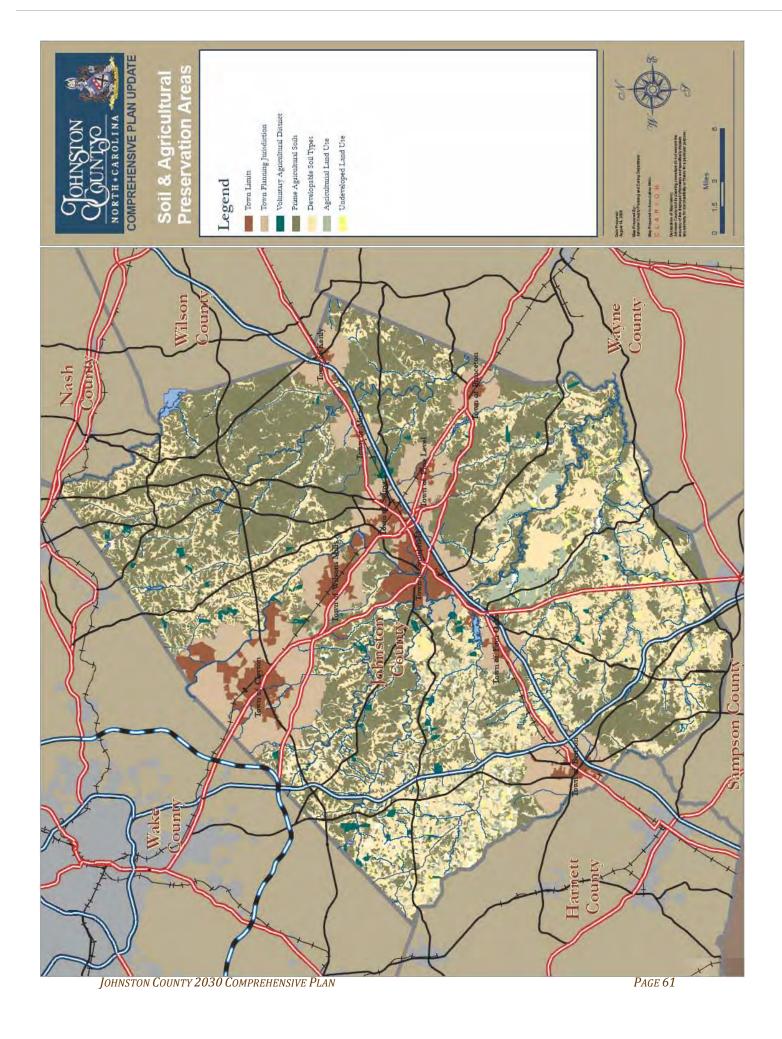
#### **Environment and Natural Resources**

Johnston County is home to diverse and important ecological features, including a significant amount of wetland. The majority of Johnston County lies in the Neuse River basin, with a small portion in the southwestern part of the county draining into the Cape Fear River basin. There are also a number of significant lakes, rivers and creeks in the county. The Neuse River basin as a whole is a sensitive ecological area, with poor water quality resulting from excess nitrogen and phosphorus loading. Its headwaters are in Pearson and Orange Counties and estuary at New Bern, North Carolina. The state has mandated nutrient loading limitations in the Neuse River basin, presenting a unique challenge for Johnston County. The following map, Environmental Features, depicts floodway and wetland features in Johnston County.



In 2001, the Johnston County Natural Heritage Trust Fund developed an inventory of significant natural areas in Johnston County. It identifies 6 sites of national, state and regional significance, including Little River, Moccasin Creek, Swift Creek, Middle Creek, Mill Creek/Neuse River and Sandhills and Stand-alone Sites. A number of rare and important species and landforms are found in each of these sites.

The United States Department of Agriculture conducted a detailed soil survey for Johnston County, issued in 1994, to identify soil types in the county. The following map, Soil and Agricultural Preservation Areas, identifies the locations of prime agricultural soils (concentrated to the northeast), developable soil types and land that is currently undeveloped.

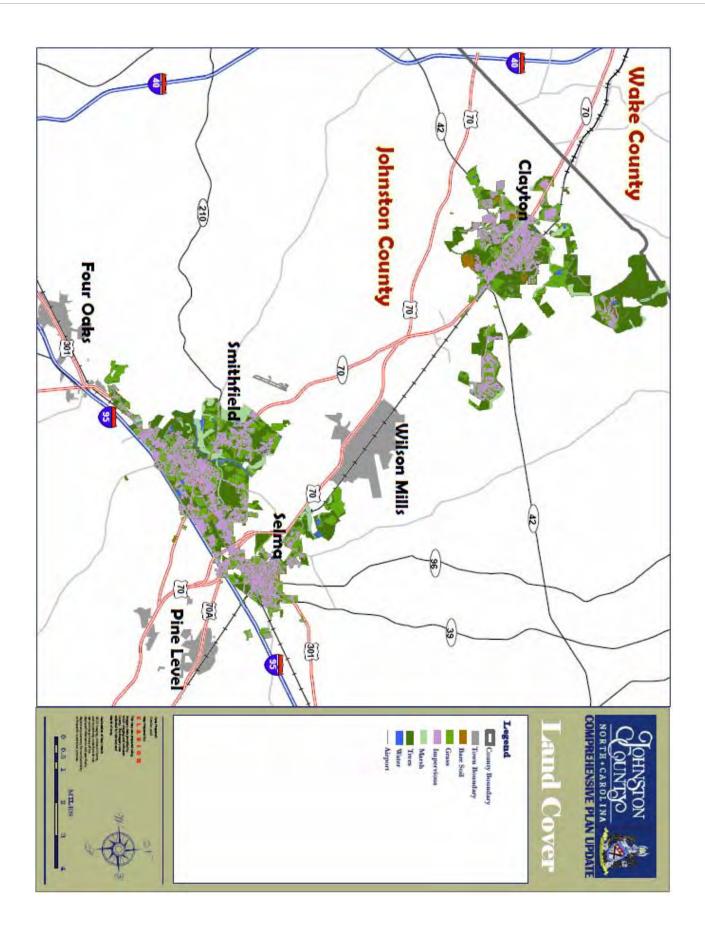


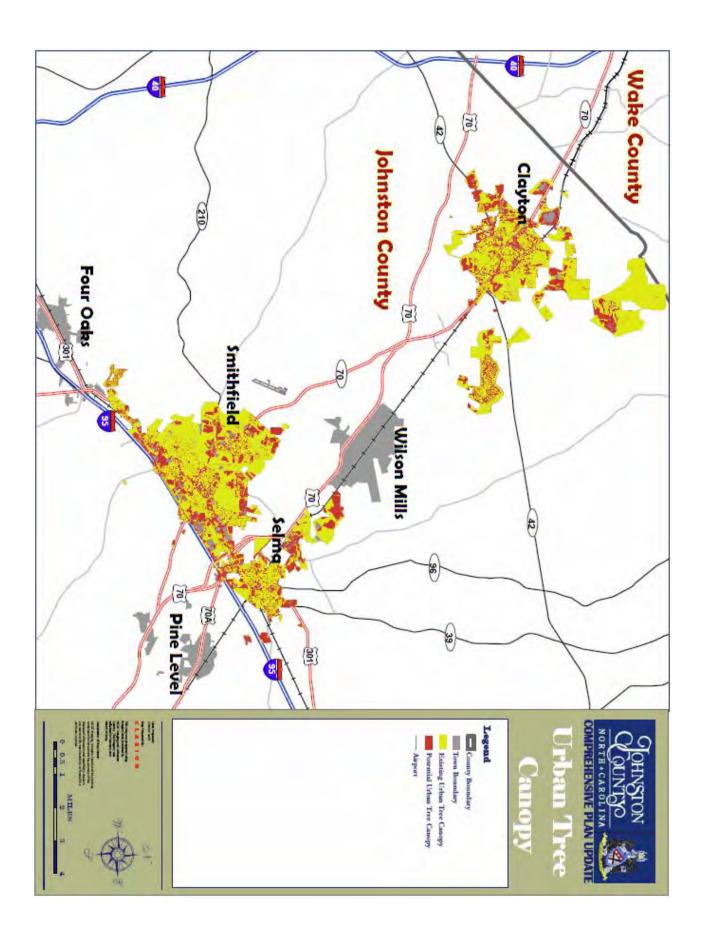
This year, the North Carolina Division of Forestry Resources conducted a study to ascertain the amount of land potential for additional urban tree canopy in 3 municipalities in Johnston County: Clayton, Smithfield and Selma. The study revealed that existing urban tree canopy is considerable all three municipalities, and nearly 7,000 acres of additional tree canopy is possible. See Table 10: Urban Tree Canopy.

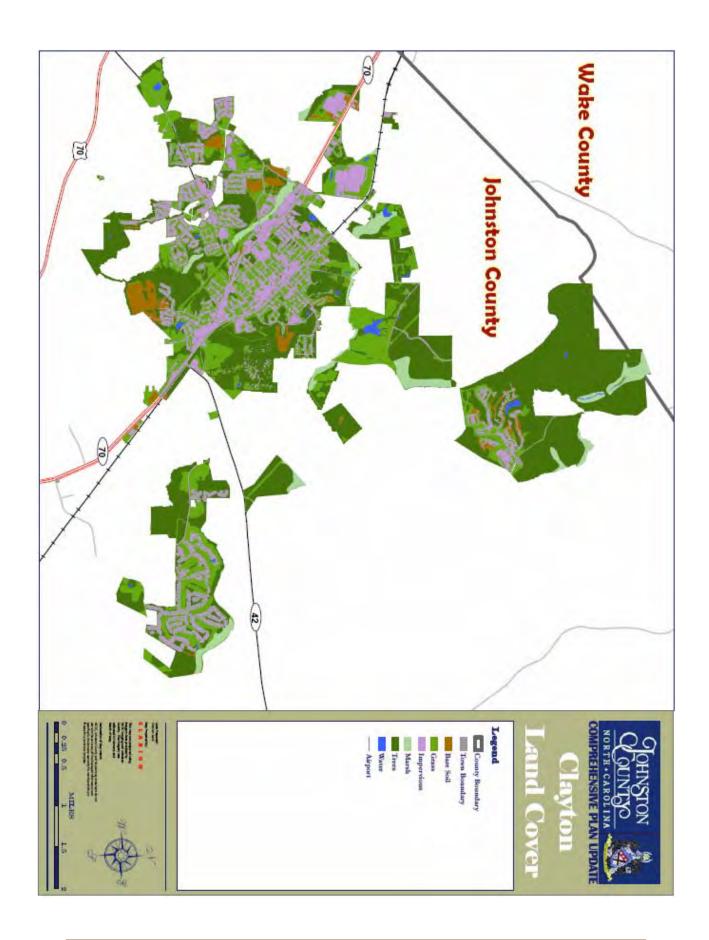
Table 10: Urban Tree Canopy (2005)

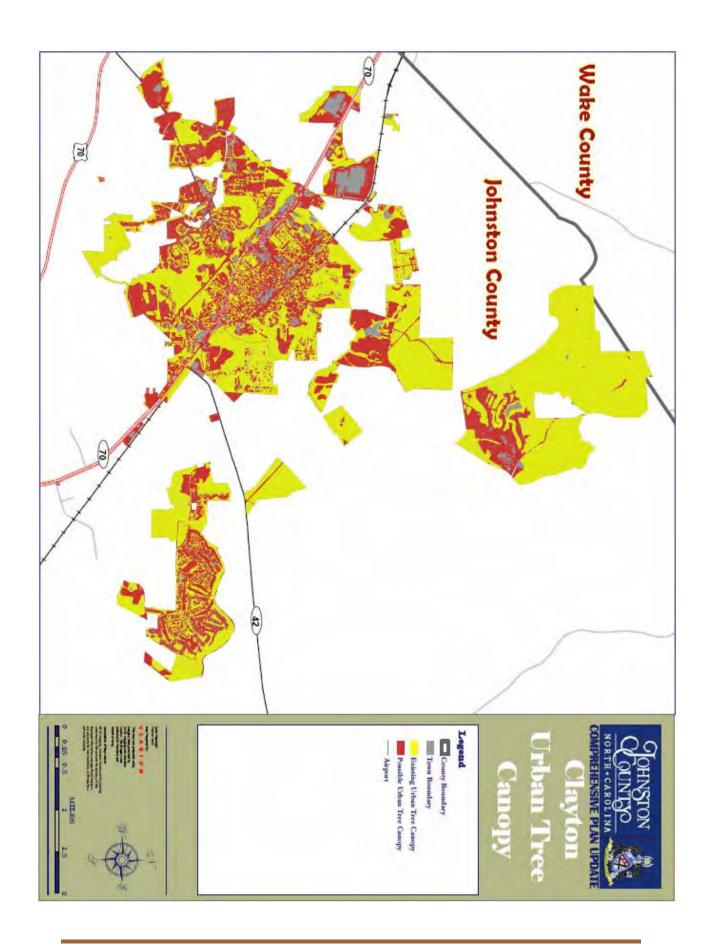
City	Land Area (acres)	Existing Urban Tree Canopy (acres)	Possible Urban Tree Canopy (acres)		
Clayton	8,134	4,257	2,756		
Selma	2,964	1,000	1,372		
Smithfield	7,574	3,260	2,817		
Total	18,686	8,518	6,944		
Source: North Carolina Division of Forestry Resources					

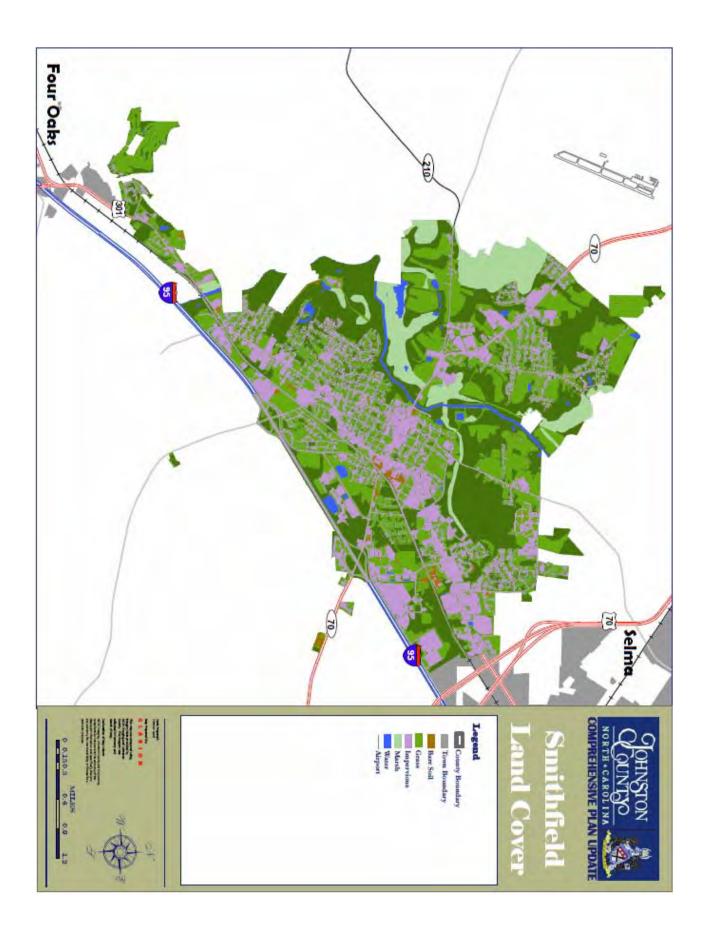
The following maps, illustrate land cover in these three municipalities in 2005, and the existing and potential urban tree canopy.

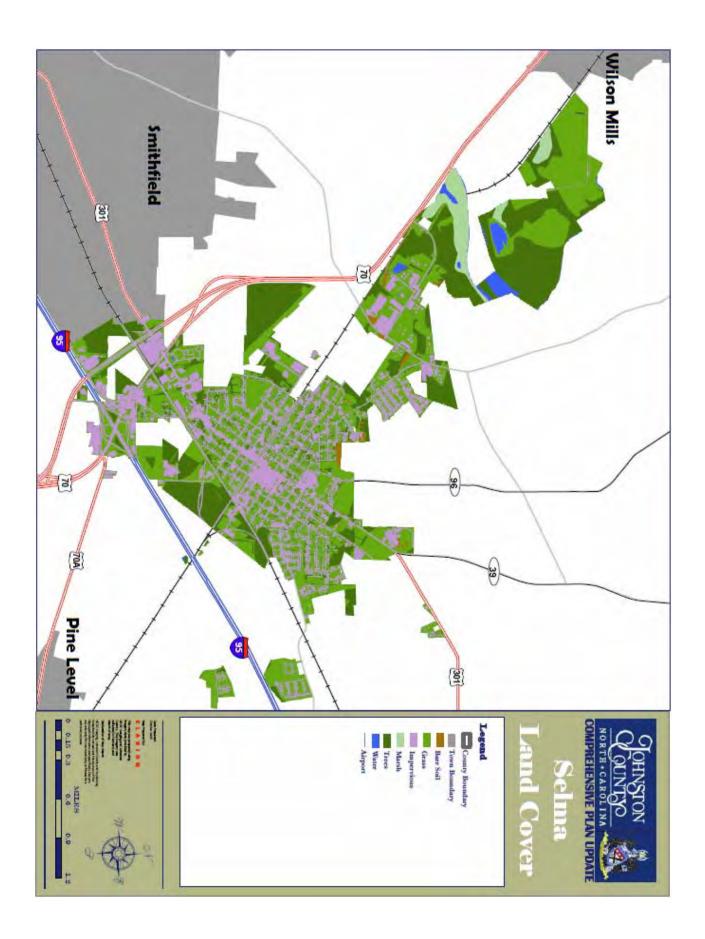


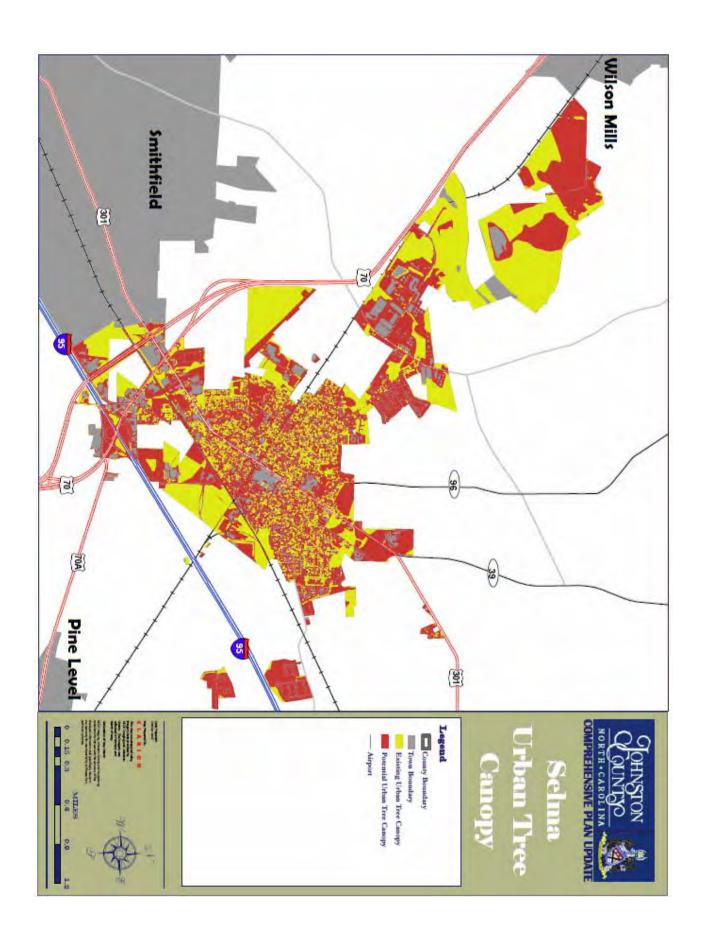












# Parks, Open Space, Trails and Recreation

Johnston County offers a variety of outdoor and recreational opportunities to its residents. It is home to 36 state parks and 53 recreation sites, as well as hiking trails that connect Clayton, Wilson Mills, Selma and Smithfield.

Johnston County is also committed to supporting the development of the Mountains-to-Sea Trail, an effort that will ultimately result in a connected trail that traverses the entire state of North Carolina from west to east. Plans for trail development in Johnston County were developed through a collaborative planning process in 2004, and involve both a multi-use paved trail, as well as a water trail. To contribute to water quality and flood protection in Johnston County, the trail will consist in greenways along the Neuse River as well as paddle trails.

### **Historic Sites and Landmarks**

The Heritage Center in Johnston County provides historic education services to Johnston County's residents and visitors. The Heritage Center's collection includes printed materials, microfilm collections and electronic searchable databases that store county records. Johnston County features many landmarks of its rural heritage and is home to a number of historic buildings dating from the eighteen and early nineteenth centuries. The county also houses important museums such as the Ava Gardner Museum in Smithfield (seven miles from the home of Ava Gardner), the Tobacco Farm Life Museum in Kenly, the Bentonville Battlefield State Historic Site and the Benson



Museum of Local History. The oldest business in Johnston County is Atkinston's Mill, established in 1757. The mill continues operation on the Little River with its original earthen dam.

## **Infrastructure and Services**

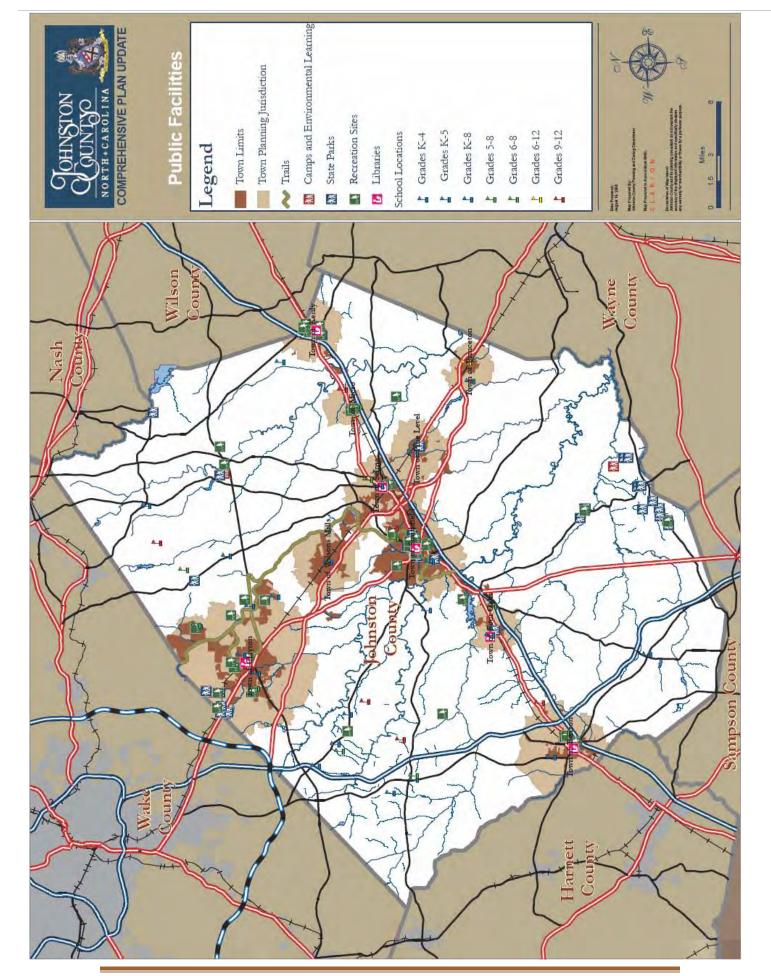
Johnston County Public Utilities Department provides water, wastewater, solid waste and recycling services. Growth rates in Johnston County present a challenge to providing utility services in the county, and the Public Utilities Department has taken a number of steps to ensure consistent service provisions. In 1997, the county adopted a water conservation ordinance to address periodic water shortages by authorizing mandatory and voluntary water conservation measures. The Central Johnston County Regional Wastewater Facilities collects and treat wastewater from Smithfield, Selma, Four Oaks, Wilson Mills, Pine Level, as well as the East Clayton Industrial Park, the Cleveland Community, NC 42 area east of the Neuse River and the McGee's Crossroads area. The Public Utilities Department observes special state-mandated rules for discharging into the Neuse River, a nutrient-impaired water body. Since the late 1990s, Johnston County has taken water quality improvement measures to reduce levels of nitrogen and phosphorus in the Neuse River, even as the population it serves has grown. The county plans to extend water and sewer services into northern and eastern areas of the county, respectively.

The utilities department also observes special storm water regulations that protect the Neuse River. The county adopted a storm water management ordinance that establishes development criteria within an Environmentally Sensitive Area District to mitigate impacts of storm water resulting from development. The County Public Utilities Department also developed a storm water design manual, last revised in March of 2006, offering guidance and suggesting storm water best management practices to developers.

Johnston County's Office of Emergency Services includes emergency management services, emergency medical services and the fire protection services. There are 27 volunteer fire departments in Johnston County.

#### Education

Growth in Johnston County has put strain on the school system to provide adequate public education services. Johnston County Public Schools system consists of 43 schools, which currently serve 30,412 students. In February of 2008, the Institute for Transportation Research and Education at North Carolina State University reported that the number of students in 10 elementary, 3 middle and 3 elementary schools exceeded capacity in the 2007-2008 school year. The report predicts that by the school year 2017-2018, only nine of the public schools in Johnston County will have sufficient capacity. See the following map, Public Facilities, for the locations of Johnston County schools and other facilities.



## APPENDIX C: COMMUNITY FORUM REPORT

# **Overview of Community Forum**

In order to develop the comprehensive plan in a way that incorporates community needs and values, Johnston County held a public forum on Tuesday, September 30, 2008 at 6:00 pm at the Johnston County Agricultural Center. Clarion Associates helped facilitate this forum by describing the process of the county's comprehensive planning initiative, and by gathering feedback from the public on a wide range of relevant planning issues. Public feedback enables officials to understand which issues are priorities for community members so that plan implementation can be structured around those priorities.

At Johnston County's community forum, an anonymous, interactive survey was held in which forum attendees were asked a series of questions related to their values and opinions about potential county initiatives. Responses were submitted by remote keypad, and forum attendees were able to immediately view the responses graphically on a projector.

The following pages present the information that came out of this Forum – both the results from the interactive survey, and a summary of specific verbal comments.

## **Results of Community Forum**

This report is an analysis of public opinion that was expressed in the Johnston County Community Forum. It summarizes attendees' responses to interactive survey questions and additional comments that were offered throughout the forum. While these findings are not considered statistically significant, opinions expressed in the forum offer insight into community opinions, and will help steer plan development. This summary includes feedback on the following topics of interest:

- Growth and Development
- Farming and Rural Lands
- Environment
- Public Facilities
- Transportation
- Intergovernmental Cooperation

## **Growth and Development**

Questions regarding growth and development focused on potential development patterns, potential types of commercial development, potential types of residential development and desirable development densities.

**Table 1: Views on Development Form** 

Potential Initiatives	The highest priority	A high priority	Addressed Soon	Addressed as opportunities arise	Not a priority issue
Achieving a compact development form	25%	46%	9%	12%	9%
Encouraging mixed-use development patterns	17%	41%	15%	21%	6%
Achieving quality design	28%	41%	9%	20%	2%

- 71% of respondents think that achieving a compact development form should be a priority for Johnston County.
- 58% of respondents think that Johnston County should make it a priority to encourage mixed-use development.
- 69% of respondents think that achieving quality design should be a priority for Johnston County.

**Table 2: Views on Commercial Development** 

Potential Initiatives	The highest priority	A high priority	Addressed Soon	Addressed as opportunities arise	Not a priority issue
Encouraging more shopping/retail opportunities	27%	32%	15%	18%	8%
Encouraging more employment centers/business parks	53%	29%	7%	8%	3%
Encouraging more industrial development	32%	37%	9%	14%	8%

- 59% of respondents think that Johnston County should make it a priority to encourage more shopping and retail opportunities.
- 82% of respondents think that Johnston County should make it a priority to encourage more employment centers and business parks.
- 69% of respondents think that Johnston County should make it a priority to encourage more industrial development.

**Table 3: Views on Housing Development** 

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Potential Initiatives	The highest priority	A high priority	Addressed Soon	Addressed as opportunities arise	Not a priority issue	
Achieving a mix in types of new housing	15%	32%	21%	25%	7%	
Achieving a mix in the cost range of new housing	15%	34%	16%	25%	10%	
Buffering residential neighborhoods from non- residential uses	37%	28%	10%	20%	7%	

- 47% of respondents think that Johnston County should make it a priority to achieve a mix in *types* of new housing.
- 49% of respondents think that Johnston County should make it a priority to achieve a mix in the *cost range* of new housing.
- 62% of respondents think that Johnston County should make it a priority to buffer residential neighborhoods from non-residential uses.

**Table 4: Views on Development Density** 

Growth Intensity	Less than 1 acre per unit	1.01 to 1.5 acres per unit	1.51 to 2 acres per unit	2.01 to 2.5 acres per unit	Greater than 2.51 acres per unit
High-growth areas	60%	31%	6%	1%	3%
Low-growth areas	22%	39%	15%	12%	13%

- 60% of respondents think that density should be less than one acre per unit in high-growth areas.
- 39% of respondents think that density should be 1.01 to 1.5 acres per unit in low-growth areas.

Additional comments regarding growth addressed funding sources, development density and property rights. One comment suggested that different types of development lead to different revenue sources, with commercial development generating revenue and residential development resulting in revenue loss. Another comment pointed out the need for different densities in rural versus urban areas. Another comment noted the need for a balance between public objectives and private property rights, emphasizing the importance of protecting landowner rights.

## **Farming and Rural Lands**

Questions regarding farming and rural lands focused on the practice of active farming and the preservation of open space.

**Table 5: Views on Farming and Rural Character** 

Potential Initiatives	The highest priority	A high priority	Addressed Soon	Addressed as opportunities arise	Not a priority issue
Continuation of active farms	40%	31%	7%	11%	11%
Preserving open space and rural vistas	40%	29%	11%	11%	9%

- 71% of respondents consider the continuation of active farms a priority for Johnston County.
- 69% of respondents consider the preservation of open space and rural vistas a priority for Johnston County.

Additional comments pointed out that resources are available for agricultural and farmland preservation, and that it may be worthwhile for the county to look into these resources.

### **Environment**

Questions regarding environmental concerns focused on the use of land use legislation, greenway development, tree protection regulations and stream buffers.

**Table 6: Views on Environmental Protection** 

Potential Initiatives	The highest priority	A high priority	Addressed Soon	Addressed as opportunities arise	Not a priority issue
Protecting environmentally sensitive areas through land use legislation	33%	31%	13%	13%	11%
Promoting a network of greenways	21%	25%	21%	18%	15%
Enhancing tree protection regulations	20%	30%	11%	18%	20%
Enhancing stream buffer requirements	31%	32%	7%	20%	11%

- 64% of respondents want Johnston County prioritize the protection of environmentally sensitive areas through land use legislation
- 46% of respondents want Johnston County to prioritize the preservation of open space and rural vistas
- 50% of respondents want Johnston County to prioritize the enhancement of tree protection regulations
- 63% of respondents want Johnston County to prioritize the enhancement of stream buffer requirements

## **Public Facilities**

Questions regarding public facilities focused on public parks, schools and joint use facilities.

**Table 7: Views on Public Parks and Schools** 

Potential Initiatives	The highest priority	A high priority	Addressed Soon	Addressed as opportunities arise	Not a priority issue
Exploring possibilities for county parks	28%	23%	18%	20%	12%
Coordinating with the school district on siting new school facilities	46%	35%	9%	5%	5%
Pursuing joint-use opportunities with the school district for parks and recreation	45%	42%	4%	5%	3%

- 51% of respondents want Johnston County prioritize exploring possibilities for county parks
- 81% of respondents want Johnston County to prioritize coordinating with the school district on siting new school facilities
- 87% of respondents want Johnston County to prioritize pursuing joint-use opportunities with the school district for parks and recreation

Forum participants pointed out that the public schools should be involved in plans to manage growth, and mentioned specific places of interest for public parks, including the Princeton area and the Bentonville Battlefield National Landmark site.

### **Transportation**

Questions regarding transportation addressed road networks in various circumstances, public transportation, sidewalks and bikelanes.

**Table 8: Views on Transportation Planning** 

Potential Initiatives	The highest priority	A high priority	Addressed Soon	Addressed as opportunities arise	Not a priority issue
Improving road networks around town and major activity centers	40%	35%	9%	14%	2%
Improving road networks in rural areas	25%	27%	19%	18%	11%
Exploring public transportation options	16%	23%	23%	13%	25%
Increasing requirements for sidewalk/bikelane construction	18%	23%	13%	21%	25%

- 75% of respondents consider road improvements around towns and major activity centers a priority for Johnston County.
- 52% of respondents consider road improvement in rural areas a priority for Johnston County.
- 39% of respondents consider exploring public transportation options a priority for Johnston County, and 38% do not.
- 46% of respondents do not consider increasing requirements for sidewalk and bikelane construction a priority for Johnston County.

Several participants mentioned an interest in public transportation options, for Selma in particular. Other comments addressed the need to consider human life, safety and risk when assessing transportation options, and identified the need to encourage the North Carolina Department of Transportation to include needed road improvements on its long range plans.

# **Intergovernmental Cooperation**

Questions about intergovernmental cooperation focused on annexation and coordinating land use regulations.

**Table 9: Views on Intergovernmental Cooperation** 

Potential Initiatives	The highest priority	A high priority	Addressed Soon	Addressed as opportunities arise	Not a priority issue
Continuing to work with towns on ETJ and annexation boundaries	34%	32%	9%	11%	14%
Coordinating land use regulations at town-county boundaries	33%	37%	12%	12%	8%

- 66% of respondents want Johnston County to prioritize working with towns on extraterritorial jurisdiction (ETJ) and annexation boundaries
- 70% of respondents want Johnston County to prioritize coordinating land use regulations at town-county boundaries