
IMPLEMENTATION OVERVIEW

The goals of this plan are more than simply aspirational, and the time and energy invested in the plan process – by citizens, Town staff, businesspeople, and property owners – add up to more than just a community-building exercise. The vision articulated by the stakeholders and outlined in this plan is intended to become reality over time. To make this happen, there are specific actions as well as ongoing activities that need to be carried out; this is known as “plan implementation.”

A primary task is to form an implementation committee to lead and oversee implementation. It should be comprised of Town staff, a Town elected official, a member of the Land Use Review Board, and Old Town citizen representatives. The committee may assign and coordinate the actions of others, and its members may also carry out activities themselves. The committee should schedule periodic review of implementation status, for example at quarterly intervals.

Other implementation tasks are described throughout this plan in detail; for convenient reference they are collected and summarized in the Implementation Table beginning on the next page. To increase the likelihood of successful implementation, responsibility for each task is assigned, and a general time frame established for accomplishment. The Implementation Table is intended to serve as the guide for the implementation committee’s activities and periodic status updates.

IMPLEMENTATION TABLE

| <u>Category and Action</u> | <u>Responsibility</u> | <u>Time Frame</u> |
|---|-----------------------|-------------------|
| A. Implementation Oversight | | |
| A1. Establish implementation oversight committee composed of elected official, Land Use Review Board member, Town staff and neighborhood representatives; schedule periodic meetings and status updates on plan implementation. | Town Council | Q2, 2007 |
| B. Unified Development Ordinance | | |
| B1. Modify the base zoning districts applied to the residential areas and depot district of Old Town Knightdale. The modified zoning should apply dimensional and form standards that reflect the existing/desired physical pattern (mostly detached houses on moderate-sized lots), the principles of the Neighborhood design district in the Comp Plan, and a Neighborhood Village focus area for the depot district and its expansion area. Review allowed uses to ensure that they are compatible with single-family housing, eliminate incompatible uses, and allow potentially incompatible uses only by Special Use permit and/or added performance standards. | Town Staff | Q2, 2007 |
| B2. Modify the base zoning district for application to the greenfield tract along Knightdale Boulevard. The modified zoning should be based on the design principles of the HB district, plus standards for building layout, walkways, and vehicular use areas. It should limit allowable uses mainly to office and professional uses, with a limited amount and range of other commercial uses sufficient to support the office-professional space. | Town staff | Q3, 2007 |
| B3. Amend the zoning map for Old Town to ensure that zoning is in basic conformity with this Plan. | Town staff | Q2, 2007 |
| B4. Develop a Neighborhood Conservation Overlay District for application to residential areas that addresses at least lot size, house size, and setbacks, and possibly other aspects of physical character that are relevant, based on neighborhood concerns. | Town staff | Q2, 2007 |

IMPLEMENTATION TABLE

| <u>Category and Action</u> | <u>Responsibility</u> | <u>Time Frame</u> |
|--|-----------------------|-------------------|
| B5. Clarify or interpret Section 4.3 (Lot and Yard Requirements) to apply to residential areas of Old Town. | Town staff | Q2, 2007 |
| B6. Apply mixed-use building type standards, as modified according to the Architectural and Urban Design Principles section, to infill and new development in the depot district. | Town staff | Q3, 2007 |
| B7. Modify the commercial building type standards to apply to the boulevard office-commercial area at the north edge of Old Town according to the guidance in the Architectural and Urban Design Principles section. | Town staff | Q3, 2007 |
| B8. Extend tree and vegetation preservation standards to Old Town to apply to new lots smaller than 2 acres and to new development on existing lots. | Town staff | Q3, 2007 |
| B9. Amend the street standards to shorten the maximum block length for new streets in Old Town (to be closer to the existing block lengths) and to require indirect routing and other transportation measures for new streets in Old Town as described in the transportation section. | Town staff | Q2, 2007 |
| B10. Amend the standards for lights for parking areas in Old Town to reflect the smaller scale of buildings and the character of the area. Require special upgraded light poles for the commercial area, and extend the Town's full cutoff (anti-glare) requirement to all new lighting. | Town staff | Q3, 2007 |
| B11. Add a "local street" cross-section for a "shared street" type to the infrastructure standards to allow ribbon pavement and swale in areas designated for a shared-street approach in Old Town. | Town staff | Q2, 2007 |
| B12. Review and adjust regulatory policies to make it easy to upgrade and expand homes in Old Town. | Town staff | Q4, 2007 |
| B13. Modify the urban design and architectural standards as needed for Old Town to reflect the Architectural and Urban Design Principles. | Town staff | Q3, 2007 |
| B14. Adopt parking policies to ensure intelligent use of existing and new public parking spaces in the depot district as business revitalization occurs. | Town staff | Q1, 2008 |

IMPLEMENTATION TABLE

| <u>Category and Action</u> | <u>Responsibility</u> | <u>Time Frame</u> |
|---|--------------------------------|-------------------|
| C. Capital Improvements Planning & Programming | | |
| C1. Add capital improvements outlined in the plan (such as streetscape improvements, park acquisition & development, sidewalk construction, pedestrian connections, and traffic calming devices) to the Town’s capital improvements program. Priorities should include the core goals on p. 40, streetscape improvements in the depot district, and the development of a community park along First Avenue. | Town staff and Town Council | Q2, 2008 |
| C2. Develop specific plans for the community park, linear park facilities, and streetscape improvements to the Depot District, to ensure that these facilities reflect deliberate, high-quality choices to meet community needs and goals (rather than an ad-hoc approach). | Town staff and Town Council | Q2, 2008 |
| D. Community Involvement and Financial and Technical Assistance | | |
| D1. Work with residents to facilitate the formation of a voluntary neighborhood association for the residential areas in Old Town. | Committee | Q1, 2008 |
| D2. Designate a Town staff member as a facilitator to assist property owners and investors with regulatory or procedural hurdles, such as Wake County Department of Community Services inspections, to improving buildings or land; to promote the voluntary use of the NC Rehab Code at the option of the property owner; and to publicize and facilitate the use of SBA 503 loans. | Town Staff | Q2, 2007 |
| D3. Consider the development of a rental licensing program. | Committee | Q4, 2007 |
| D4. Establish a linked-deposit program for low-interest rehabilitation loans to encourage property owners to reinvest in their housing. | Committee | Q2, 2009 |
| D5. Consider establishing a purchase incentive program to fund or waive appraisal fees, origination fees, application fees or other costs associated with the purchase of property for homeownership within a specified district. | Committee | Q4, 2008 |

IMPLEMENTATION TABLE

| <u>Category and Action</u> | <u>Responsibility</u> | <u>Time Frame</u> |
|--|-----------------------|-------------------|
| D6. Consider establishing a program to provide technical assistance to homeowners on rehabilitating and upgrading houses. | Committee | Q4, 2008 |
| D7. Review and adjust regulatory policies to make it easy to upgrade and expand homes in Old Town. | Committee | Q2, 2007 |
| D8. Facilitate the creation of a marketing committee to work with brokers and property owners and increase the market profile of the older housing in the local and regional market, identify them by their historic names, adding low-profile signage to increase visibility and neighborhood pride, and establish a local historic district, and develop marketing materials about incentives. | Committee | Q2, 2009 |
| E. Business Development | | |
| E1. Compete for façade improvement or rehabilitation loans and grants available through the HUD CDBG program through Wake County's Department of Community Services. | Committee | Q4, 2008 |
| E2. For the depot district, establish a Town matching loan/grant program and business micro loans in concert with private contributors such as banks. Consider a Town-administered small business loan guarantee program, in concert with the U.S. Small Business Administration. | Committee | Q4, 2009 |
| E3. Facilitate the formation of a business recruitment committee to attract market-relevant businesses to the depot district and create a marketing strategy based on the components outlined in the Market Report (such as developing incentives, outreach marketing, and technical advisement) and in the "Historic Depot District" section. | Committee | Q4, 2008 |
| E4. Review the possibility of establishing tax relief programs for business development, such as an incentive grant for upper-floor renovation, business property tax credits through the Quality Jobs and Expansion Act, or TIF models. | Committee | Q2, 2009 |
| E5. Review the possibility of establishing grants or subsidies for retail entrepreneurs, such as rental assistance or matching funds, through CDBG grants or from the budget. | Committee | Q4, 2009 |

IMPLEMENTATION TABLE

| <u>Category and Action</u> | <u>Responsibility</u> | <u>Time Frame</u> |
|--|-----------------------|-------------------|
| E6. Work with the Knightdale Chamber of Commerce to bring in business technical advisors to work with local entrepreneurs or small businesses within the depot district. | Committee | Q1, 2009 |
| E7. Work with the NC Main Street program to find ways that its principles and assistance can be adapted for use in the depot district. | Committee | Q4, 2007 |
| F. Other | | |
| F1. Develop an overall marketing program for Old Town that coordinates residential and commercial implementation items. | Committee | Q4, 2009 |