



Town Council Work Session

October 29, 2026 | 3:30 PM

Apex Town Hall | 73 Hunter Street, Apex, NC
3rd Floor Training Rooms A and B

AGENDA

1. Call to Order | Pledge of Allegiance

Mayor, Jacques K. Gilbert

2. Community Readiness Plan: Proposed Implementation Project Portfolio

Shannon Cox, Long Range Planning Manager, Planning Department

Ben Hitchings, FAICP, CZO, Fellow, UNC School of Government (SOG)

3. Council Policies Update

Allen Coleman, Town Clerk

4. Adjournment

English	Spanish	Chinese (Simplified)
ANNOUNCEMENTS Members of the public can access and view the meeting on the Town's YouTube Channel https://www.youtube.com/c/TownofApexGov or attend in-person. The meeting date, start time, and location details are included at the top of this agenda document.	ANUNCIOS Las personas interesadas pueden acceder y ver la reunión a través del canal de YouTube de la Ciudad en https://www.youtube.com/c/TownofApexGov o asistir en persona. En la parte superior de este documento de agenda se indican la fecha, la hora de inicio y la ubicación de la reunión.	公告 公众可通过镇政府的YouTube频道 https://www.youtube.com/c/TownofApexGov 在线旁听会议，或选择现场参与。会议日期、开始时间及地点详情见本议程文件顶部。
Accommodation Statement: Anyone needing special accommodations to attend this meeting and/or if this information is needed in an alternative format, please contact the Town Clerk's Office. The Town Clerk is located at 73 Hunter Street in Apex Town Hall on the 2nd Floor, (email) allen.coleman@apexnc.org or (phone) 919-249-1260.	Aviso sobre adaptaciones: Si necesita adaptaciones especiales para asistir a esta reunión o requiere esta información en un formato alternativo, comuníquese con la Oficina del Secretario Municipal, ubicada en el segundo piso del Ayuntamiento de Apex, en 73 Hunter Street, por correo electrónico a través de allen.coleman@apexnc.org o llamando al 919-249-1260.	便利服务声明: 如需特殊便利服务以参加本次会议，或需要将本信息提供为其他格式，请联系镇书记官办公室。 办公地址：Apex镇政务厅二楼（Hunter街73号） 邮箱： allen.coleman@apexnc.org 电话：919-249-1260



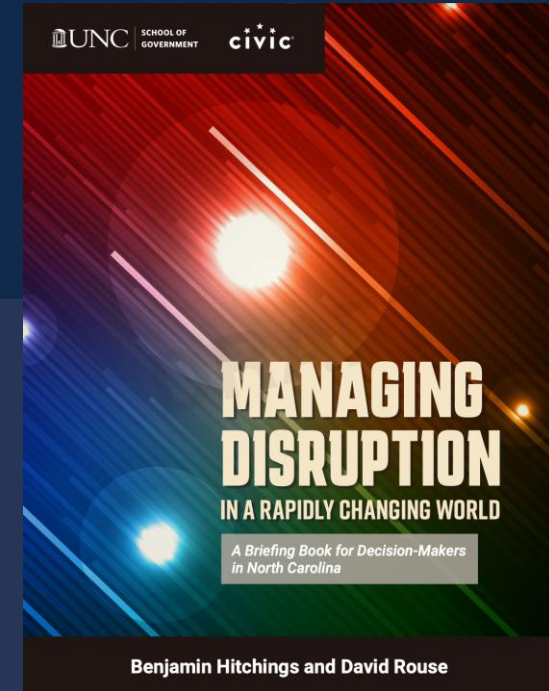
SCHOOL OF GOVERNMENT

Growing Practical Solutions for North Carolina

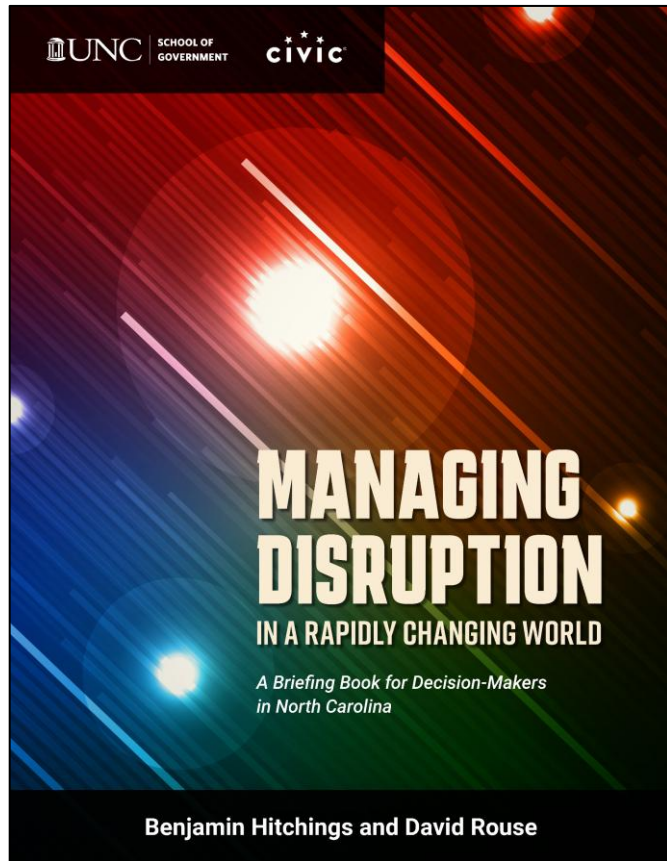
Town of Apex Community Readiness Plan: Proposed Implementation Project Portfolio

Presentation to
Town of Apex Town Council
October 29, 2026

*Ben Hitchings, FAICP, CZO
Fellow, UNC School of Government*



Purpose

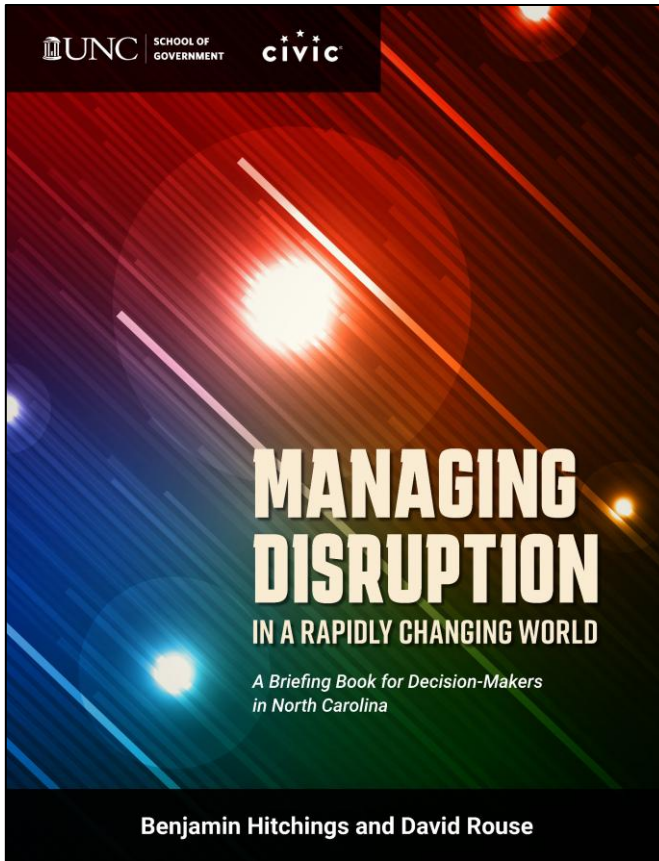


- Pilot application of methodology for preparing a Community Readiness Plan
- Future-focused, action-oriented strategic plan
- Designed to help your community improve its readiness and resilience

Town Council Direction Requested

How does the proposed portfolio of implementation projects look as a way to implement the *Apex Community Readiness Plan*, once it is adopted?

Supported by SOG Initiative – GPS NC



SCHOOL OF GOVERNMENT

Growing Practical Solutions for North Carolina



Integration with Comprehensive Plan



Have integrated project with
Peak Plan 2055 initiative

Preparing a Community Readiness Plan



Two Major Phases:

1. Prioritize drivers of change for Apex
2. Develop a customized set of implementation projects

RECOVERY ACTION PLAN			
The following goals, strategies and actions represent the City of Henderson's COVID-19 Pandemic for the coming weeks, months, and years ahead. Together, brighter future for all.			
RSF 1: COMMUNITY PLANNING & CAPACITY BUILD			
Build capacity and community resources to expedite the recovery effort.			
COLOR KEY: STRATEGIC, OPERATIONAL, PROVISIONAL			
1.1	CAPACITY DEVELOPMENT: Build capacity to respond to future disasters, including an After Action Report	LEAD/ST	
1.1a	Assess ongoing needs in the community and develop a contingency plan for redeployment of staff and resources	CDS (L)	
1.1b	Continue holding the City of Henderson's Resilience Committee meetings to monitor external setbacks and adjust accordingly.	HR (L) C	
1.1c	Increase community awareness regarding all hazards	CMD-EM (S)	
1.1d	Develop an After Action Report specific to the COVID-19 emergency response efforts	CMD-EM (S)	
1.1e	Provide local community organizations with virtual meeting assistance as they can continue serving the needs of Henderson residents	CDS (L)	
1.2	LEGISLATIVE ADVOCACY: Advocate for funding, policies, and priorities at the federal, state, and regional levels as it relates to the recovery effort	LEAD/ST	
1.2a	Continue to work with our congressional delegation, state legislature, and regional partners to respond to the needs of Henderson residents, businesses, non-profits, and faith-based organizations	GPA (L)	
1.2b	Advocate for funding that is specifically directed to local governments and return how funds are distributed	GPA (L)	
1.2c	Create a strategy and assign staff to seek opportunities for recovery assistance in the COVID-19 response to the 2021 State legislative session	GPA (L)	
1.2d	Advocate for south distribution of Southern Nevada Public Lands Management Act funds as a strategy to support recovery and create local employment opportunities	GPA (L)	
1.3	COMMUNICATION: Maintain and update ongoing communications strategy to keep the public informed and to generate interest and confidence in the recovery effort	LEAD/ST	
1.3a	Continue to provide a dedicated telephone information line specifically to answer COVID-19 related questions and monitor for emerging issues	PIO (L), C	
1.3b	Compile and provide information on tools and resources available to the community during the recovery process, especially for vulnerable populations	PIO (L), C	
1.3c	Share and promote positive messaging regarding the recovery process on all media platforms and monitor for emerging trends	PIO (L), C	
1.3d	Execute issue specific communication strategies to reach identified target audiences	PIO (L), C	
TOGETHER WE CAN			
14 TOGETHER WE CAN: A PRIMER FOR RECOVERY			

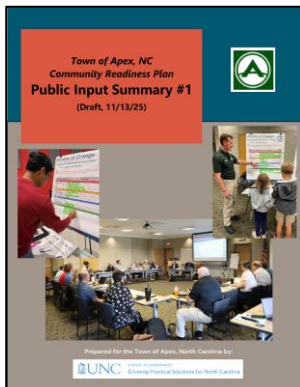
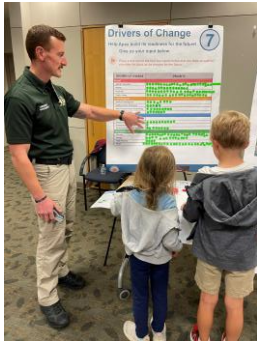
COLOR KEY: STRATEGIC, OPERATIONAL, PROVISIONAL			
1.3e	Analyze 2019 data to monitor regional and Henderson-specific needs and respond accordingly	CDS (L)	3+ Months
1.4	EDUCATION: Support schools on reopening plans and reduce setbacks from school closures and technology gaps	LEAD/SUPPORT	TIMEFRAME 0-3 Months; 3+ Months
1.4a	Continue to invest in affordable, high-quality childcare and early education	CMD-ED (L), RDA (S)	3+ Months
1.4b	Ensure that all students have one-to-one access to devices (such as a Chromebook or iPad) and access to reliable internet service	CMD-ED (L), RDA (S)	3+ Months
1.4c	Continue to promote low-cost technology strategies that increase access	CMD-ED (L), PIO (S)	3+ Months
1.4d	Provide opportunities for additional learning to bridge the COVID-19 educational gap students experienced due to school closures	CMD-ED (L), PAR (S)	3+ Months
1.4e	Support schools and staff in delivering education successfully with unique solutions that respond to student needs	CMD-ED (L), RDA (S)	3+ Months
1.5	VULNERABLE POPULATIONS: Ensure vulnerable populations are addressed throughout the recovery effort and increase capacity of partner organizations to respond to requests	LEAD/SUPPORT	TIMEFRAME 0-3 Months; 3+ Months
1.5a	Develop an outreach plan and capacity building training sessions with non-profits, UNLV's School of Public Health, NV 211, representatives of partner networks such as AARP, recently community leaders, healthcare organizations, and faith-based groups, to address topics such as rent mediation, accessing and managing federal funds, recruiting and deploying volunteer support, conducting well checks to combat loneliness, and develop contact databases for quick notifications, distribution of assets, and to match vulnerable populations with resources	CDS (L), CMD-EM (S), Fire (S), PIO (S), PAR (S)	3+ Months
1.5b	Develop a database of contact information for all organizations that serve vulnerable populations for enhanced communication	CDS (L), CMD-EM (S), Fire (S)	3+ Months
1.5c	Provide capacity building support to care givers of vulnerable populations, if requested, to ensure practices are being implemented consistently to reduce transmission of disease	CMD-EM (L), Fire(S), SNPD (S), NV-DEM (S)	0-3 Months
1.5d	Monitor PPE, food services, clothing, and medications to receive and respond to transit-dependent riders and coordinate with public and private partners to identify alternatives and related impacts	CDS (L), PW (S)	3+ Months
1.6	GRANT SEEKING & TECHNICAL ASSISTANCE: Identify opportunities for the City to seek competitive grants as well as build capacity among organizations in Henderson to seek and access grants	LEAD/SUPPORT	TIMEFRAME 0-3 Months; 3+ Months
1.6a	Leverage strategic funds and provide support to organizations to access funds	Finance (L), All Departments (S)	0-3 Months
1.6b	Continue to provide feedback, guidance, and suggestions on how funding is directed	Finance (L), All Departments (S), Community Partners (S)	0-3 Months
1.6c	Partner with non-profits and the private sector to seek competitive grant opportunities	CDS (L), Finance (S)	3+ Months
1.6d	Prioritize and supplement technical assistance resources to assist with grant writing capabilities	CDS (L), Finance (S), PIO (S)	3+ Months
1.6e	Continue to coordinate with federal agencies to share information and best practices as well as to gain technical assistance and peer community support	CDS (L)	3+ Months
1.6f	Continue to improve the City's grant award success by coordinating grant seeking, peer review, and capacity building through the City's Grants Team	Finance (L), All Departments (S)	3+ Months

Phase 1: Issue Prioritization

1. Prepared Issue Scan

2. Engaged Stakeholders

3. Summarized Input Received



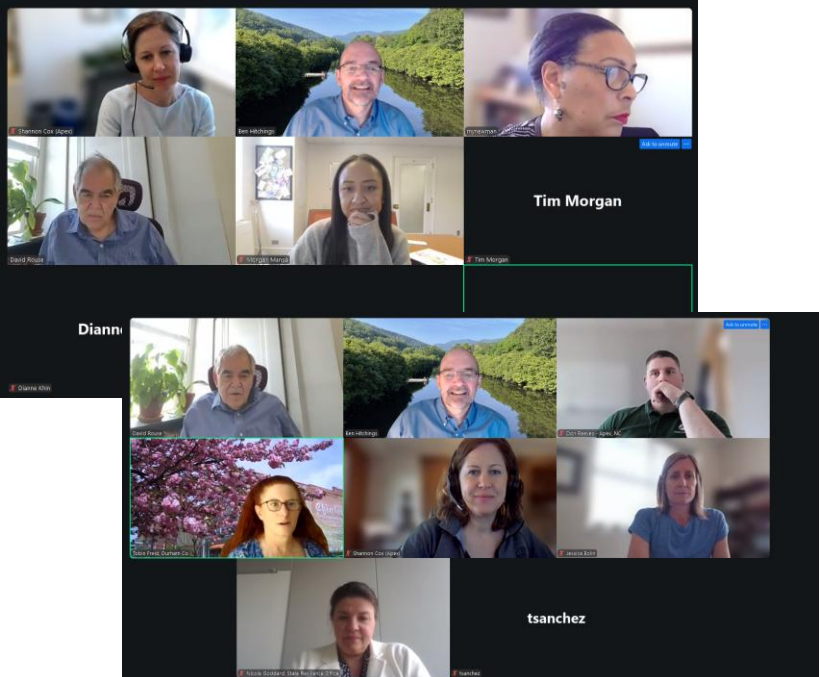
DRIVERS OF CHANGE	SCORES AND RANKS FROM SCANNING SESSIONS						AVERAGE SCORE	AVERAGE RANK
	Session #1		Session #2		Session #3			
	(Team Counts)		(Open Peer Plan Team Counts)		(Open Staff Leadership Team Counts)			
	Score	Rank	Score	Rank	Score	Rank		
Social								
Aging Population	9.00	8	9.00	8	9.00	8	8.68	7.3
Health	9.25	3	9.50	7	9.25	7	9.18	5.7
Housing	11.25	1	11.67	1	11.50	1	11.34	1.0
Public Safety	7.25	16	7.57	15	10.10	10	8.31	11.7
Artificial Intelligence								
Digital Access and Equity	9.50	5	9.64	3	10.00	5	9.38	3.7
New Transportation Technology	9.00	11	9.29	9	9.00	11	9.00	10.0
Smart Communities	9.00	11	9.71	13	10.00	12	9.44	10.0
	9.00	11	7.86	12	7.73	15	7.88	12.7
Blockchain/Cryptocurrency								
Circular Economy	9.25	8	9.36	9	9.50	10	9.42	10.0
Economic Restructuring	9.75	3	9.75	4	10.00	5	9.67	4.0
Workforce/Education Disruption	9.50	6	9.50	11	10.00	10	9.21	11.0
Environmental								
Climate	10.00	2	10.00	2	10.00	2	10.43	2.7
Energy	7.75	14	8.02	13	7.75	14	7.84	12.7
Flood Security	9.50	6	9.50	6	9.50	6	9.51	8.3
Water	9.75	3	9.75	14	10.00	10	9.67	8.0

Drivers Prioritized by Town Council



- Artificial Intelligence
- Climate
- Housing
- Water

Phase 2: Customized Action Plan



1. Held Focus Groups with Subject Matter Experts
2. Developed list of implementation projects
3. Vetted promising projects with project team, department directors, and deputy town managers

Apex Community Readiness Plan Implementation Project Portfolio (Draft, 6/3/26)	
These tables list projects to help the Town of Apex implement its new Community Readiness Plan. The plan is a future-focused, action-oriented strategic document designed to help the Town manage disruption in a rapidly-changing world. In the fall of 2025, the Apex Town Council drew on input from community stakeholders and Town staff, facilitated by the UNC School of Government, to select four drivers of change as priorities for Town action – Artificial Intelligence, Climate, Housing, and Water. The project team then interviewed subject matter experts to help identify specific projects to increase the Town's readiness and resilience to manage these issues. Altogether, the team identified 27 projects for the 4 priority drivers of change, as well as 6 organizational actions to increase capacity for plan implementation. This is an extensive list that will take years to fully implement. Therefore, the team also selected 16 of the projects as candidates for short-term action. These form a pool of initiatives from which to draw for initial implementation efforts, once the plan is adopted. Because we are constantly learning more about how drivers of change will play out in the community, the Apex Community Readiness Plan should be revisited on a regular basis to make any needed adjustments. This table is a living document and project details will evolve over time, so Town staff will need to update this list periodically to reflect the latest information about each initiative. In this way, the Town and its partners can work together to better prepare for the future.	
KEY FOR ESTIMATED COST LEVEL COLUMN The issues suggest who should be authorized to allocate funding for each project to move it forward in a timely and effective manner. Based on the plan approved by Town Council: \$ = Implemented using discretionary funding available to Department Head \$S = Implemented using discretionary funding available to Town Manager \$S\$ = Implemented with five years in the annual Town budget \$\$\$\$ = Implemented with a five-year in Town Capital Improvement Plan \$\$\$\$\$ = Implemented with third-party funding, e.g. grants "Stretching" level of effort rated as "high," "medium," or "low"	
 Artificial Intelligence: Apex, NC Smart Cities Conference Host & Panel Guest	 Climate: Denver, CO Green Infrastructure Guidelines
 Housing: Columbus, OH Nationwide Children's Hospital Healthy Homes Initiative	 Water: Wake County, NC One Water Plan
 Organizational Actions: Los Angeles, CA Innovation Fund (Model About Emerging Systems)	
DRAFT, 6/3/26	

NAME	DESCRIPTION	LEAD STAFF	NEW PROJ.	EST. COST	POTENTIAL FUNDING	NEXT STEPS
Artificial Intelligence						
Apex Town Artificial Intelligence Strategic Plan	Collaborate with community stakeholders to refine goals, evaluation evaluation metrics, and build shared community alignment on the responsible and appropriate use of artificial intelligence and smart cities technologies within the Town	Information Technology, Planning, Administration	✓	\$S Staffing Med	General Fund	- Add to Dept. work plan - Select internal project manager - Draft and issue RFP/RFI - Select project consultant - Finalize scope and contract - Carry out scope
Apex Program for Deploying Useful Smart City Applications	Strengthen process for surfacing, evaluating, and piloting promising technologies with a more structured "pitch and pilot" pathway to test and scale effective solutions and expanding on the Town's existing system for gathering and storing citizen ideas.	Information Technology, Administration	✓	\$ Staffing Med	General Fund	- Add to Dept. work plan - Assign project manager - Research examples - Organize pitch events - Pilot promising applications - Evaluate results - Scale up solutions as appropriate
Apex Next Level of Learning for Staff	Expand Town's existing AI training program to help employees explore more advanced and creative applications of AI, including emerging capabilities such as image generation.	Information Technology		N/A Staffing Med		- Add to Dept. work plan - Do market research with staff on desired capabilities - Design and test modules to cover popular topics - Launch new training classes

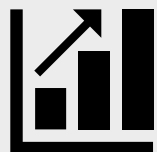
Three-Step Process



1. Scan



2. Assess



3. Prioritize

Project Table – Artificial Intelligence

Shorter-Term Projects

1.01: Advance Town AI/smart-city strategic plan

1.02: Advance program for identifying useful AI/smart-city applications

1.03: Advance next level of AI training for staff

Longer-Term Projects

1.04: Create innovation fund to support promising project ideas

1.05: Continue developing unified system for building and maintaining internal data integration

1.06: Advance Town cyber-incident action plan

Project Table – Climate

Shorter-Term Projects

2.01: Implement Apex actions in Wake County Hazard Mitigation Plan

2.02: Implement a green stormwater infrastructure (GSI) initiative

2.03: Enhance sustainability standards for new developments

2.04: Implement an expanded tree-canopy preservation and enhancement initiative

2.05: Prepare a heat action plan

Project Table – Climate

Longer-Term Projects

2.06: Develop a strategic energy plan

2.07: Prepare a town-wide green infrastructure plan

2.08: Prepare a community climate action plan

Project Table – Housing

Shorter-Term Projects

3.01: Continue to develop and launch Town Housing 101 educational resources

3.02: Expand efforts to recruit corporate and institutional funding partners

3.03: Support development of county or regional funders collaboration

3.04: Continue evaluating and selecting additional municipal funding sources for housing

3.05: Identify and implement additional ways to incentivize and expedite permitting for new housing projects

Project Table – Housing

Longer-Term Projects

3.06: Explore new techniques for housing construction and adaptive reuse

3.07: Work with the Wake County Housing Authority to improve housing-voucher utilization and landlord participation

3.08: Support legislative action to revise State Building Code and other regulatory barriers to constructing different housing types

Project Table – Water

Shorter-Term Projects

4.01: Develop and implement a strategy to advance the Wake County One Water Plan

4.02: Engage elected officials in water-resource management

4.03: Develop and implement a strategy to increase water efficiency and system utilization

Longer-Term Projects

4.04: Expand regional collaboration through the Triangle Water Supply Partnership and Jordan Lake One Water

Project Table – Organizational Actions

5.01: Designate staff capacity to oversee implementation of CRP

5.02: Establish a trend-tracking committee (municipal, county, or regional)

5.03: Provide annual update to Administration and Town Council on CRP implementation

5.04: Conduct at least one pilot “what if” tabletop exercise in the next 18 months on a key driver

5.05: Create a standing innovation fund to support learning and experimentation on solution development for emerging issues

5.06: Update public information procedures to formalize messaging and communications on water, climate, hazards, and other topics

Discussion



Next Steps



- A. Get public input on proposed projects at Peak Plan Public Forum #3
- B. Include projects in *Community Readiness Plan* (CRP)
- C. Release public review draft of CRP for public comment
- D. Revise CRP with companion list of public comments, and bring to Council for review and adoption

Apex, NC Community Readiness Plan

TO: Apex Town Council
FROM: Ben Hitchings, FAICP, CZO, Fellow, UNC School of Government
RE: Proposed Implementation Projects for *Apex Community Readiness Plan*
DATE: October 13, 2026

This memo provides background on the upcoming discussion at your October 29th Council Work Session to review proposed projects that the Town of Apex might pursue to implement the *Apex Community Readiness Plan*, once you have adopted it.

As you will recall, this project is a collaboration between the Town of Apex and the UNC School of Government, and will result in the first community readiness plan (CRP) prepared in North Carolina using a special methodology developed by SOG. A CRP is a new kind of plan – a future-focused, action-oriented strategic plan designed to help a local government increase its readiness and resilience to manage the future. This work is being led by SOG’s [Growing Practical Solutions for North Carolina \(GPSNC\) initiative](#) as part of its work to help local governments catalyze innovation to manage disruption in a rapidly-changing world.

In December of 2025, I met with you to share the public input received on drivers of change from stakeholders in the Apex community, and to select four drivers to feature in the *Apex Community Readiness Plan*. We discussed the issues together, and you blessed the staff recommendation to focus on *artificial intelligence, climate, housing, and water*.

Since that time, David Rouse and I have been working with Apex staff and a cadre of subject matter experts (SMEs) to understand the work the Town has already done to date on each of the four priority drivers, and to develop a portfolio of meaningful and manageable implementation projects that the Town can pursue to better prepare for the future. Altogether, we held four focus groups with SMEs, two vetting calls with Apex project staff, and four vetting calls with applicable department directors and deputy town managers. The result is the proposed set of projects in the attachment titled “Proposed Apex Community Readiness Plan Implementation Project Portfolio (Revised, 10-16-26)”. Also attached is a copy of the slides from the presentation I will deliver in your work session.

We will review these projects together on October 29th, and UNC consultants and Town staff would welcome any feedback and direction you might have for us on including them in the public review draft of the *Apex Community Readiness Plan*. In the meantime, please direct any questions that you might have to Shannon Cox at Shannon.Cox@apexnc.org or 919-249-3505.

Proposed Apex Community Readiness Plan Implementation Project Portfolio (Draft, 10-7-26)

I. ARTIFICIAL INTELLIGENCE

NO.	PROJECT	DESCRIPTION	LEAD STAFF	NEW PROJ.	EST. COST ^a	POTENTIAL FUNDING	NEXT STEPS
Shorter-term projects							
1.01	Advance Town AI / smart-city strategic plan	Collaborate with community stakeholders to refine goals, establish evaluation metrics, and build shared community alignment on the responsible and appropriate use of AI and smart-city technologies within the Town.	IT, Planning, Administration		\$\$ Staffing: Med.	General fund	- Integrate into dept. work plan - Select internal project manager - Draft and issue RFQ/RFP - Select project consultant - Finalize scope and contract - Carry out scope
1.02	Advance program for identifying useful AI / smart-city applications	Strengthen process for surfacing, evaluating, and piloting promising technologies with a more structured "pitch and pilot" pathway to test and scale effective solutions and for expanding on the Town's existing system for gathering employee-driven ideas.	IT, Administration		\$ Staffing: Med.	General fund	- Integrate into dept. work plan - Assign project manager - Research examples - Organize pitch events - Pilot promising applications - Evaluate results - Scale up solutions as appropriate
1.03	Advance next level of AI training for staff	Expand the Town's existing AI training program to help employees explore more advanced and creative applications of AI, including emerging capabilities, such as image generation.	IT		N/A Staffing: Med.		- Integrate into dept. work plan - Do market research with staff on desired capabilities - Design and test modules to cover popular topics - Launch new training classes
Longer-term projects							
1.04	Create innovation fund to support promising project ideas	Accelerate the selection and use of innovative technologies by allocating funds to support acquisition and implementation of promising AI and smart-city projects.	IT, Administration	NEW	\$\$ Staffing: Med.	General fund	- Add to dept. work plan - Research examples - Consult with other jurisdictions that have done this work - Develop program procedures - Make recommendation to Administration
1.05	Continue developing unified system for building and maintaining internal data integration	Expand the Town's approach for integrating customer and operational data as new software is acquired, enabling more connected, efficient, and service-focused Town operations.	IT		N/A Staffing: Med.		- Integrate into dept. work plan - Research examples - Consult with other jurisdictions that have done this work - Outline program design - Implement program
1.06	Advance Town cyber-incident action plan	Define how staff transition from routine duties to emergency-response roles during an AI-driven or cyber incident, including clear protocols for Town communications and coordinated operational actions.	Administration (Emergency Manager), IT, Communications		\$\$\$ Staffing: Med.	General fund	- Integrate into dept. work plan - Select internal project manager - Draft and issue RFQ/RFP - Select project consultant - Finalize scope and contract - Oversee project

Note: CDNC = Community Development and Neighborhood Connections department; CIP = capital improvement plan; CRP = community readiness plan; dept. = department; EAB = Apex Environmental Advisory Board; IT = information technology; RFQ = request for quotation; RFP = request for proposal; TIF = tax-increment financing; UDO = unified-development ordinance.

a. This column suggests how funding for each project should be initiated to move it forward timely and effectively, based on the plan approved by the Town Council. \$ = discretionary funding available to a department head; \$\$ = discretionary funding available to a town manager; \$\$\$ = line item in the Town's annual budget; \$\$\$\$ = line item in the Town's capital improvement plan; \$\$\$\$\$ = third-party funding, e.g., grants, partnerships; Staffing = level of effort, rated as High, Med., or Low.

2. CLIMATE

NO.	PROJECT	DESCRIPTION	LEAD STAFF	NEW PROJ.	EST. COST ^a	POTENTIAL FUNDING	NEXT STEPS
Shorter-term projects							
2.01	Implement Apex actions in Wake County Hazard Mitigation Plan	Work with Wake County Emergency Management to prioritize Apex projects identified in the 2024 Wake County Hazard Mitigation Plan for implementation.	Emergency Manager		\$\$\$-\$\$\$\$ Staffing: High	General fund; CIP	- Add to dept. work plan - Establish working group including Wake County representative - Review Apex projects in Wake County Hazard Mitigation Plan - Identify priority projects - Identify funding sources
2.02	Implement a green stormwater infrastructure (GSI) initiative	Expand the Town's work on green infrastructure to apply to private development projects. The Town is allocating funding to integrate GSI into municipal facilities and projects.	Stormwater Engineering, Planning, Administration	NEW	\$\$\$ Staffing: High	General fund	- Add to dept. work plan - Prepare and adopt a policy to advance the use of GSI - Prepare GSI-design standards for use in Town projects - Identify potential updates to UDO
2.03	Enhance sustainability standards for new developments	Apply appropriate sustainability standards to new developments in Apex, through approaches such as conditional zoning and incentives.	Planning, Water Resources, Stormwater Engineering	NEW	N/A Staffing: Med.		- Add to dept. work plan - Review current sustainability standards from projects such as Veridea and the EAB's suggested zoning conditions - Research other examples - Identify potential updates to UDO
2.04	Implement an expanded tree-canopy preservation and enhancement initiative	Building on "Plant the Peak" and other efforts led by the EAB, strengthen existing tree-protection standards and expand urban forestry-management and tree-planting programs. Consider implementing tree-canopy targets and partnering with homeowners' associations in this effort.	Environmental Program Coordinator, Sustainability Program Coordinator		\$\$ Staffing: High	General fund	- Add to dept. work plan - Establish working group - Review current tree-canopy-enhancement programs - Research other examples - Develop recommended strategy for tree-canopy enhancement - Work with CDNC to engage HOAs
2.05	Prepare a heat action plan	Develop a plan to mitigate the impact of extreme heat on Apex residents. Prioritize vulnerable residents, including older adults, children, and people with preexisting health conditions. Establish emergency-response mechanisms in the short term and explore longer-term heat-mitigation strategies (e.g., cool pavements/roofs, tree-canopy expansion).	Emergency Manager, Planning, Sustainability Program Coordinator		\$\$\$ Staffing: Med.	General fund	- Add to dept. work plans - Select internal project manager - Continue using state plan template to prepare customized plan for Apex - Consider updates to UDO to cool the built environment - Identify infrastructure investments that may require Town funding

Note: CDNC = Community Development and Neighborhood Connections department; CIP = capital improvement plan; CRP = community readiness plan; dept. = department; EAB = Apex Environmental Advisory Board; IT = information technology; RFQ = request for quotation; RFP = request for proposal; TIF = tax-increment financing; UDO = unified-development ordinance.

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NO.	PROJECT	DESCRIPTION	LEAD STAFF	NEW PROJ.	EST. COST ^a	POTENTIAL FUNDING	NEXT STEPS
Longer-term projects							
2.06	Develop a strategic energy plan	Building on the 2024 Apex Sustainability Plan, develop a strategy to help achieve the Town's energy goals using energy-efficiency measures, alternative energy generation, and other means.	Sustainability Program Coordinator		\$\$\$ Staffing: Med.	General fund	• Add to dept. work plan • Consider need to secure consultant assistance to Conduct energy audits • Review progress implementing relevant energy action items in the Apex Sustainability Plan • Identify opportunities to accelerate progress on existing actions • Identify new opportunities to reduce fossil fuel usage and increase renewable sources • Set realistic targets • Finalize and carry out scope
2.07	Prepare a town-wide green-infrastructure plan	Establish a strategy to develop a network of parks, open spaces, and green features integrated into land-use and -development patterns. Address both climate mitigation and adaptation while providing multiple social, environmental, and economic benefits.	Planning, Parks, Recreation, and Cultural Resources, Water Resources		\$\$\$ Staffing: Med.	General fund	• Add to dept. work plan • Select internal project manager • Draft and issue RFQ/RFP • Select project consultant • Finalize scope and contract • Carry out scope
2.08	Prepare a community climate action plan	Develop strategies and actions to reduce greenhouse gas emissions from community-wide sources such as land use, transportation and utility systems, buildings, and resource consumption / waste disposal.	Sustainability-Program Coordinator		\$\$\$ Staffing: Med.	General fund	• Add to dept. work plan • Select internal project manager • Draft and use RFQ/RFP • Select project consultant • Finalize scope and contract • Carry out scope

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3. HOUSING

NO.	PROJECT	DESCRIPTION	LEAD STAFF	NEW PROJ.	EST. COST ^a	POTENTIAL FUNDING	NEXT STEPS
Shorter-term projects							
3.01	Continue to develop and launch Town Housing 101 educational resources	Conduct educational campaign on the need for more housing options, using informational handouts, the Town website, and other means, such as project tours, to increase awareness in the community.	CDNC		N/A Staffing: Med.		• Update dept. work plan • Identify additional outreach and educational opportunities • Update scope of work • Continue implementing measures
3.02	Expand efforts to recruit corporate and institutional funding partners	Continue developing existing partnerships and identifying new ones to help fund employer-assisted affordable-housing projects to expand the supply of dwelling units in the community.	CDNC		N/A Staffing: Med.		• Expand and prioritize corporate and institutional outreach • Map out engagement calendar • Meet with partners to discuss roles • Secure funding commitments
3.03	Support development of county or regional funders collaborative	Help advance development of a county or regional funders collaborative, such as the Triangle Community Foundation's Housing Affordability strategic initiative, to provide more resources for housing.	CDNC		N/A Staffing: Low		• Update dept. work plans • Dedicate staff time to participating in funders'-collaborative committees and events • Share updates with Administration and with appointed and elected boards
3.04	Continue evaluating and selecting additional municipal funding sources for housing	Continue to explore Town housing funding and financing options, such as bonds, synthetic TIF, land donation, and other techniques.	CDNC, Budget, Finance, Administration		N/A Staffing: Med.		• Update dept. work plans • Research funding and financing options, such as Raleigh's TIRP program^b • Make recommendations to Administration and to appointed and elected boards for possible action
3.05	Identify and implement additional ways to incentivize and expedite permitting for new housing projects	Continue exploring ways to incentivize and expedite the development-review process for projects that include housing options, such as conditions negotiation, appointed-board review, and precertified sites, among others.	Planning, CDNC		N/A Staffing: Low		• Convene working group to continue discussing options for streamlining process • Identify potential measures to enact • Make recommendations to Administration and elected board for possible action

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b. See "[Tax Increment Reimbursement Program \(TIRP\)](#)," RaleighNC.gov (July, 1, 2026), <https://raleighnc.gov/housing/services/tax-increment-reimbursement-program-tirp>.

NO.	PROJECT	DESCRIPTION	LEAD STAFF	NEW PROJ.	EST. COST ^a	POTENTIAL FUNDING	NEXT STEPS
Longer-term projects							
3.06	Explore new techniques for housing construction and adaptive reuse	Examine the potential of manufactured/modular housing, rapid construction, building conversion, 3-D printing, and other construction techniques to help deliver more affordable housing in the community. Identify ways to support these options through zoning and other means in a manner consistent with community expectations.	CDNC, Planning, Building Inspections & Permitting	NEW	\$\$\$ Staffing: Med.		• Add to dept. work plan • Select internal project manager • Consider enlisting a consultant to conduct research and evaluation • Draft and issue RFQ/RFP • Select project consultant • Finalize scope and contract • Oversee project to conduct analysis • Make recommendations to Administration and to appointed and elected boards for possible action
3.07	Work with the Wake County Housing Authority to improve housing-voucher utilization and landlord participation	Partner with the Wake County Housing Authority and other relevant voucher administrators to improve utilization of housing vouchers in Apex by increasing landlord participation, identifying barriers to lease-up, and exploring local tools or incentives that help voucher holders access safe, decent, and affordable housing.	CDNC	NEW	N/A Staffing: Low		• Add to dept. work plan • Select internal project manager • Form working group with Wake County Housing Authority, Wake County, and other partners • Assess current voucher use and barriers in Apex, e.g., landlord participation, lease-up success, inspection timing, payment standards, and portability issues. • Develop proposed approach, i.e. landlord engagement strategy, listening and education sessions, local landlord incentives • Make recommendations to Administration and appointed and elected officials for possible action
3.08	Support legislative action to revise State Building Code and other regulatory barriers to constructing different housing types	Support efforts through the N.C. League of Municipalities, the N.C. Housing Coalition, and/or other partners to authorize the construction of additional housing types to help address the housing crisis.	CDNC, Planning, Town Clerk's Office, Administration	NEW	N/A Staffing: Low		• Designate staff to participate in working group to help develop state legislation • Include item on Town legislative agenda • Engage Town lobbyist and stakeholders to advocate for desired changes

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4. WATER

NO.	PROJECT	DESCRIPTION	LEAD STAFF	NEW PROJ.	EST. COST ^a	POTENTIAL FUNDING	NEXT STEPS
Shorter-term projects							
4.01	Develop and implement a strategy to advance the Wake County One Water Plan	Address the One Water Plan focus areas: (1) optimization of the water supply (see action 4.03, below); (2) site-scale water-quality improvement; (3) land conservation and preservation; and (4) flood resilience.	Water Resources, Planning	NEW	\$\$\$– \$\$\$ Staffing: High	General fund; CIP	- Add to dept. work plan - Select internal project manager - Use regional working group to advance this work - Review One Water Plan focus areas and identify priority projects for Apex to pursue - Identify funding sources - Program and implement projects
4.02	Engage elected officials in water-resource management	Partner with area water providers to develop program through Jordan One Water group. Potential components include education, training, tabletop exercises, and regional officials' water-management forum.	Water Resources, Emergency Manager (guidance on tabletop exercises)	NEW	N/A Staffing: Med.		- Add to dept. work plan - Select internal project manager - Establish working group with other water providers - Develop program components and schedule
4.03	Develop and implement a strategy to increase water efficiency and system utilization	Potential components include enhanced water conservation (including public education), process-water use, water reclamation, reduction of water loss, and management of water-intensive industries. Build on current initiatives such as the Advanced Metering Project.	Water Resources	NEW	\$\$\$– \$\$\$ Staffing: High	General fund; CIP	- Add to dept. work plan - Select internal project manager - Establish working group with partners - Identify priority projects and funding sources - Make recommendations to Administration and the Town Council for possible action
Longer-term projects							
4.04	Expand regional collaboration through Triangle Water Supply Partnership, Jordan Lake One Water, and Wake County One Water	Collaborate with other area providers to strengthen regional collaboration on water issues. Potential areas to address include operational cost savings, policy alignment, water supply to serve future growth, water interconnections, interbasin transfers, and a state legislative/funding agenda.	Water Resources	NEW	N/A Staffing: Med.		- Add to dept. work plan - Select internal project manager - Work through Triangle Water Supply Partnership to determine program components and a schedule to implement them over time

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5. ORGANIZATIONAL ACTIONS

NO.	PROJECT	DESCRIPTION	LEAD STAFF	NEW PROJ.	EST. COST ^a	POTENTIAL FUNDING	NEXT STEPS
5.01	Designate staff capacity to oversee implementation of the CRP	Allocate staff resources necessary to ensure consistent implementation of projects identified in the CRP. Consider designating capacity in existing positions in year 1, and moving to dedicated part-time or full-time positions in subsequent years as needed.	Administration	NEW	\$\$-\$\$\$ Staffing: Med.	General fund	- Identify capacity in existing positions to dedicate to CRP-portfolio management - Draft duties and scope of work - Add to dept. work plan - Integrate CRP implementation with department work plans
5.02	Establish a trend-tracking committee (municipal, county, or regional)	Work internally and/or cross-jurisdictionally to establish and staff a trend-tracking committee to gather and analyze the latest information on drivers of change affecting Apex. Use new data to recommend any adjustments to the Apex CRP.	Administration, Planning, IT, CDNC, Sustainability (Budget), Water Resources	NEW	N/A Staffing: Med.	N/A	- Determine geographic scale of focus - Develop committee charge and structure - Solicit/assign participants - Add to dept. work plans - Hold organizing meeting
5.03	Provide annual update to Administration and Town Council on CRP implementation	Report on work accomplished in the past year to implement CRP projects, describe what is planned for the coming year, and discuss any course corrections.	Administration	NEW	N/A Staffing: Low	N/A	Draft and deliver update presentation
5.04	Conduct at least one pilot "what if" tabletop exercise in the next 18 months on a key driver	Expand use of scenario planning to build understanding and insight on how to more effectively address emerging issues by conducting at least one tabletop exercise in the next 18 months.	Administration		N/A Staffing: Med.	N/A	- Add to dept. work plan - Convene staff project team - Prepare exercise materials - Vet materials with project team - Conduct exercise - Debrief on exercise and identify takeaways
5.05	Create a standing innovation fund to support learning and experimentation on solution development for emerging issues	Address emerging issues by allocating funds to test and scale up promising solutions. Where possible, augment with vendor contributions provided to demonstrate product capabilities.	Administration	NEW	\$\$\$ Staffing: Med.	General fund	- Draft funding purpose and parameters - Propose addition to annual budget for consideration by town manager and Town Council
5.06	Update public information procedures to formalize messaging and communications on water, climate, hazards, and other topics	Continue to improve procedures to communicate with the general public on emerging issues and hazard events.	Communications, Administration		N/A Staffing: Med.	N/A	- Add to dept. work plans - Convene staff team to discuss opportunities and challenges - Develop recommended improvements for review by Administration

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