



Board of Commissioners Special Meeting Agenda

Town of Swansboro

Monday, February 12, 2024

Board Members

John Davis, Mayor | William Justice, Mayor Pro Tem | Larry Philpott, Commissioner
Jeffrey Conaway, Commissioner | Douglas Eckendorf, Commissioner | Joseph Brown, Commissioner

I. Call to Order/Opening Prayer/Pledge

II. Public Comment

Citizens have an opportunity to address the Board for no more than three minutes per speaker regarding items listed on the agenda. There is a second opportunity at the end of the agenda for the public to address the Board on items not listed on the agenda.

III. Adoption of Agenda

The Town Clerk respectfully submits to the Board, the Special Agenda for adoption.

IV. Appointments/Recognitions/Presentations

a. EOC/PSB Site Selection Committee

Presenter: Jonathan Barlow – Interim Town Manager

At its January 23, 2024, meeting, the Board of Commissioners created a committee for the purpose of searching for a site to build the EOC/PSB. Keith Walsh was appointed as chair and provided with the responsibility for recommending members.

Recommended Action: Adopt Resolution 2024-R2 creating the EOC/PSB Site Selection Committee and appointing the members recommended.

b. Board Appointment

Presenter: Alissa Fender – Town Clerk

A Planning Board appointment made at the January 23, 2024, regular meeting was declined, therefore an appointment is needed for an in-town seat. A vacancy still exists for one ETJ seat.

Recommended Action: Consider appointment to the Planning Board

c. Economic Development Presentation

Presenter: Mark Sutherland - Executive Director of JOED

V. Public Comment

Citizens have an opportunity to address the Board for no more than five minutes regarding items not listed on the Agenda.

VI. Manager's Comments

VII. Board Comments

VIII. Adjournment



Board of Commissioners Meeting Agenda Item Submittal

Item To Be Considered: **EOC/PSB Site Selection Committee**

Board Meeting Date: **February 12, 2024**

Prepared By: **Jonathan Barlow – Interim Town Manager**

Overview: At its January 23, 2024, meeting, the Board of Commissioners created a committee for the purpose of searching for a site to build the EOC/PSB. Keith Walsh was appointed as chair and provided with the responsibility for recommending members.

Mr. Walsh has recommended the following members:

- Commissioner Doug Eckendorf
- Melissa Anderson
- Junior Freeman
- Roy Herrick

Background Attachment(s): Resolution 2024-R2

Recommended Action: Adopt Resolution 2024-R2 creating the EOC/PSB Site Selection Committee and appointing the members recommended.

Action: _____

A RESOLUTION (2024-R2) CREATING THE
EOC/PSB SITE SELECTION COMMITTEE

WHEREAS the Board of Commissioners of the Town of Swansboro has received an engineered report that offered that the current Public Safety Building is not rated for a hurricane event more significant than a Category I; and

WHEREAS the Board of Commissioners of the Town of Swansboro acknowledges that the safety of those emergency management employees who work during landfall conditions is paramount and have accepted \$6,000,000 and has been awarded another \$3,000,000 in State Capital Infrastructure Funds to construct a new Emergency Operations Center (EOC); and

WHEREAS the Board of Commissioners At its January 23, 2024, meeting, created a committee for the purpose of searching for a site to build the EOC/PSB. Keith Walsh was appointed as chair and provided with the responsibility for recommending members.; and

WHEREAS the following individuals are submitted as the EOC/PSB Site Selection Committee:

Keith Walsh, Chair
Commissioner Douglas Eckendorf
Melissa Anderson
Junior Freeman
Roy Herrick

BE IT RESOLVED by the Board of Commissioners of the Town of Swansboro that the EOC/PSB Site Selection Committee, an ad hoc community advisory committee, is hereby created, for purpose of searching for adequate property to construct an Emergency Operations Center/Public Safety Building.

Adopted by the Swansboro Board of Commissioners in special session, February 12, 2024.

John Davis, Mayor

Attest:

Alissa Fender, Town Clerk



Board of Commissioners Meeting Agenda Item Submittal

Item To Be Considered: **Board Appointment**

Board Meeting Date: **February 13, 2024**

Prepared By: **Alissa Fender – Town Clerk**

Overview: A Planning Board appointment made at the January 23, 2024, regular meeting was declined, therefore an appointment is needed for an in-town seat. A vacancy still exists for one ETJ seat.

A Talent Bank Sheet is provided listing those citizens with an interest in serving.

Planning Board

One (1) In Town seat to consider for appointment.

One (1) ETJ seat to consider for appointment.

There are seven (7) in-town application(s) on file. There are zero (0) ETJ application(s) on file.

Background Attachment(s):

1. NCGS 160A-362 and NCGS 128-1.1
2. Talent Bank Sheet

Recommended Action:

1. Consider appointment to the Planning Board

Action: _____

§ 128-1.1. Dual-office holding allowed.

(a) Any person who holds an appointive office, place of trust or profit in State or local government is hereby authorized by the General Assembly, pursuant to Article VI, Sec. 9 of the North Carolina Constitution, to hold concurrently one other appointive office, place of trust or profit, or an elective office in either State or local government.

(b) Any person who holds an elective office in State or local government is hereby authorized by the General Assembly, pursuant to Article VI, Sec. 9 of the North Carolina Constitution to hold concurrently one other appointive office, place of trust or profit, in either State or local government.

(c) Any person who holds an office or position in the federal postal system or is commissioned as a special officer or deputy special officer of the United States Bureau of Indian Affairs is hereby authorized to hold concurrently therewith one position in State or local government.

(c1) Where authorized by federal law, any State or local law enforcement agency may authorize its law enforcement officers to also perform the functions of an officer under 8 U.S.C. § 1357(g) if the agency has a Memorandum of Agreement or Memorandum of Understanding for that purpose with a federal agency. State and local law enforcement officers authorized under this provision are authorized to hold any office or position with the applicable federal agency required to perform the described functions.

(c2) Repealed by Session Laws 2015-201, s. 3(b), effective August 5, 2015.

(d) The term "elective office," as used herein, shall mean any office filled by election by the people when the election is conducted by a county board of elections under the supervision of the State Board of Elections. (1971, c. 697, s. 2; 1975, c. 174; 1987, c. 427, s. 10; 2006-259, s. 24(a); 2011-31, s. 13; 2014-100, s. 14.11(b); 2015-201, s. 3(b); 2015-241, s. 14.30(u); 2017-6, s. 3; 2018-146, ss. 3.1(a), (b), 6.1.)

§ 160A-362. Extraterritorial representation.

When a city elects to exercise extraterritorial zoning or subdivision-regulation powers under G.S. 160A-360, it shall in the ordinance creating or designating its planning board provide a means of proportional representation based on population for residents of the extraterritorial area to be regulated. Representation shall be provided by appointing at least one resident of the entire extraterritorial zoning and subdivision regulation area to the planning board and the board of adjustment that makes recommendations or grants relief in these matters. For purposes of this section, an additional member must be appointed to the planning board or board of adjustment to achieve proportional representation only when the population of the entire extraterritorial zoning and subdivision area constitutes a full fraction of the municipality's population divided by the total membership of the planning board or board of adjustment. Membership of joint municipal county planning agencies or boards of adjustment may be appointed as agreed by counties and municipalities. Any advisory board established prior to July 1, 1983, to provide the required extraterritorial representation shall constitute compliance with this section until the board is abolished by ordinance of the city. **The representatives on the planning board and the board of adjustment shall be appointed by the board of county commissioners with jurisdiction over the area.** When selecting a new representative to the planning board or to the board of adjustment as a result of an extension of the extraterritorial jurisdiction, the board of county commissioners shall hold a public hearing on the selection. A notice of the hearing shall be given once a week for two successive calendar weeks in a newspaper having general circulation in the area. The

board of county commissioners shall select appointees only from those who apply at or before the public hearing. The county shall make the appointments within 45 days following the public hearing. Once a city provides proportional representation, no power available to a city under G.S. 160A-360 shall be ineffective in its extraterritorial area solely because county appointments have not yet been made. If there is an insufficient number of qualified residents of the area to meet membership requirements, the board of county commissioners may appoint as many other residents of the county as necessary to make up the requisite number. When the extraterritorial area extends into two or more counties, each board of county commissioners concerned shall appoint representatives from its portion of the area, as specified in the ordinance. If a board of county commissioners fails to make these appointments within 90 days after receiving a resolution from the city council requesting that they be made, the city council may make them. If the ordinance so provides, the outside representatives may have equal rights, privileges, and duties with the other members of the board to which they are appointed, regardless of whether the matters at issue arise within the city or within the extraterritorial area; otherwise they shall function only with respect to matters within the extraterritorial area. (1959, c. 1204; 1961, c. 103; c. 548, ss. 1, 13/4; c. 1217; 1963, cc. 519, 889, 1076, 1105; 1965, c. 121; c. 348, s. 2; c. 450, s. 1; c. 864, ss. 3-6; 1967, cc. 15, 22, 149; c. 197, s. 2; cc. 246, 685; c. 1208, s. 3; 1969, cc. 11, 53; c. 1010, s. 5; c. 1099; 1971, c. 698, s. 1; 1983, c. 584, ss. 1-4; 1995 (Reg. Sess., 1996), c. 746, s. 2; 2005-418, s. 11.)

THUMBNAIL PROFILES TALENT BANK APPLICANTS

Ruth White Town Limits (919)614-4996 (4/2023)

Interested in Park Board

- Retired Practice Manager of Medical office
- Associate degree: Medical Secretary
- Volunteered at schools, served on beautification committee for Raleigh High School, volunteer with Brownie Troop
- Has worked daily with the Parks & Rec department since 2019 on behalf of the Pickle Ball program. Assisted with raising funds to purchase nets and balls and assisted with creating of the courts by painting them and patching holes. Accustomed to working as part of a team and problem solving.
- Interested in serving the Swansboro community, events and festivals and would like to contribute.

John Fitzgerald Town Limits (910)382-4292 (2/2023) – Appointed to BOA April 2023

Interested in Historic Preservation Planning Board Park Board Tourism Authority Other

- Retired
- Bachelor of Arts: Urban Planning, Master of Administration, Master of Arts National Strategic Studies
- Highly experienced leader with over 40 years of logistics managerial experience with both the Departments of State and Defense. Undaunted when faced with complex logistical problems, draws on vast experience operating at the tactical, operations, and strategic levels of the US government to apply a logical well-thought-out approach to solve problems.

Lawrence Abalos Town Limits (910) 389-7500 (11/2022) – Appointed to Parks Board Aug 2020

Interested in Tourism Authority

- Self Employed
- Bachelor's degree
- Current member of Parks & Rec board, Vice President of Swansboro Century Club, Coastal FCS Board member, Youth Sports Coach
- Would like to be a part of our community growth and development.

Michael Alden Diehl Town Limits (252)646-9221 (11/2023)

Interested in Planning Board Park Board – appointed to TDA on 1/23/2024

- Marine Superintendent – Duke University Marine Labs
- Bachelor Degree
- Community involvement includes Travis Manion Foundation, Team Rubicon, Tunnels to Towers, Mountain to Sea Trail Angel
- Has worked around the world, in the military and as a civilian. Has ample experience building teams and working with diverse stakeholders to meet consensus and accomplish goals.
- Desires a more active role serving the community and working with citizens to continue building on the great work that Swansboro is a wonderful place.

Gary Keroack Town Limits (904)537-7273 (11/2023)

Interested in Planning Board Other

- Retired, Occasional Math Tutor
- MBA, M.A. Math Education (6-12)
- HOA Design Board Member in Florida and Halls Creek
- Special skills include meteorology, oceanography, and business administration
- Desire to volunteer his free time to become more involved in the community

Note: Applications are kept on file for one year.

(Updated 2/2024) afender Z:\Town Clerk\Advisory Board Members

Interested in Planning Board **Park Board** – appointed to HPC 1/23/2024

- Vice President & Chief Projects Officer at MeterSYS
- Master in Public Administration from UNCW
- Co-founded & managed the Fishstrong Foundation for 2 years, volunteer for special events in the area
- MPA education instilled skills, research, and cooperation for, with, and on behalf of local governments. My current work serves public utilities for which we consult and manager project for
- Born & raised in Swansboro, and recently moving back after being away from 17 years, she has a unique perspective and love for Swansboro and wants to contribute.

Kelley Brown (910)238-0191 (11/2023)

Interested in Tourism Authority

- Sales Manager Hampton Inn Suites
- Highschool graduate
- Currently President of SACC, member of the Military Affairs Committee, TAC Committee for Onslow County, Hospitality Committee for Onslow County. Previously recognized as the 2022 Hospitality Person of the Year, and 2021 SACC Businesswoman of the Year.
- Working in the hotel in sales provide a unique insight into what groups are coming to the area for and how to keep them returning. Knowledge includes how to attract other groups and what to do from a town standpoint to keep the area busy.
- The hotel has a special position, they are consistently involved in the community and in the growth of the town, as it advances all interest and desires to provide both to the community through participating on an advisory board.

Ben Rupert **Town Limits** (910)381-1848 11/2023

Interested in Planning Board

- Estimator with Faulconer Construction Company
- Bachelor of Science in Civil Engineering
- Served on the Town of Youngsville Planning Board
- 5 years of land development experience and 8 years of heavy civil construction
- Desires to make a sustainable impact on future land use and development in the town.

Bryan Lowe **Town Limits** (910)978-6498 12/2023

Interested in	Planning Board	Board of Adjustment
1. I am interested in the Planning Board	<input type="checkbox"/>	<input type="checkbox"/>
2. I am interested in the Board of Adjustment	<input type="checkbox"/>	<input type="checkbox"/>
3. I am interested in both the Planning Board and the Board of Adjustment	<input type="checkbox"/>	<input type="checkbox"/>

- Retired/Disabled Veteran
- Master of Science, Logistics Management and Black Belt Lean Six Sigma
- Involved with Veterans Memorial Gardens, Past president of Warrant Officer Association
- Logistics background, developed processes
- Desires to find a good use for free time

Steven Overby **Resides in Peletier** (910)554-6924 12/2023

Interested in Tourism Authority

- Owner of April Fresh Cleaning Service
- High School Graduate
- Currently serving on the Swansboro Area Chamber of Commerce Board of Directors, Government Affairs Committee Chair. Former Town of Peletier Commissioner
- Involved with municipal government for many years and business works directly with property owners that generate occupancy tax dollars
- Supports tourism and believes it plays a vital role in sustaining out local economy, desires to be involved in decision making related to tourism and will bring a unique perspective

Note: Applications are kept on file for one year.

(Updated 2/2024) afender Z: Town Clerk\Advisory Board Members

Frank Jones **Town Limits** (919)820-2342 12/2023

Interested in Planning Board

- Retired
- Bachelor of Science In Mechanical Engineering
- Involved with civic groups, Jaycees & Lions
- Past professional experience in project planning & execution
- Interested in future growth of Swansboro & helping support town commissioners in evaluating proposed projects that might impact that growth

Jerry Seddon **Town Limits** (631)697-3092 12/2023

Interested in Historic Preservation

- Self Employed
- High School Graduate
- Previously served on Historic Preservation Commission, Planning Board and TRC

Tim Vannoy **Town Limits** (910)388-7124 12/2023

Interested in Historic Preservation Board of Adjustment Park Board Tourism Authority Other — appointed to PB 1/23/2024

- Telecom Specialist with USMC
- Some college
- Swansboro Baseball & Softball Association (SBSA) coach, helped clean up after Florence, HOA board for Halls Creek North, mows SBSA fields with own equipment
- USMC IT retired 22 years, in current job oversees construction on base, completes daily inspections and oversees contracts
- Interest is the town, believes understanding of prior jobs will bring a motivation that is needed

Note: Applications are kept on file for one year.
(Updated 2/2024) afender Z:\Town Clerk\Advisory Board Members

TOWN OF SWANSBORO

Economic Development Strategic Plan

Swansboro, in the coming years, is poised for significant growth that will bring economic opportunities. In accommodating that growth, the Town will be challenged on many fronts, to include impacts to the land, water, infrastructure, and the quality of life of its residents. Recognizing the need to formulate a proactive response to these opportunities and challenges, Swansboro's Board of Commissioners decided in the winter of 2016 to develop a comprehensive, vision-based Economic Development Strategic Plan that will serve as a comprehensive guide to policies, plans and ordinances that protect the Town's character and increases its prosperity amid the upcoming growth.

To this end, the Town established a twenty-member steering committee of residents / stakeholders and, in partnership with the Department of Commerce's Rural Planning Center, began work on the Plan in October 2017. The committee met six times through April 2018 and after reviewing extensive market analysis; growth forecasts; community strengths, weaknesses, opportunities and threats; and alternative futures, arrived at the economic positioning / vision statement as follows:

Swansboro, the quaint and friendly city by the sea, is recognized by visitors and residents as a gem of North Carolina's coast. All who know and appreciate Swansboro celebrate the town's relaxed waterfront lifestyle; abundance of thriving, family-friendly locally-owned businesses; recreational opportunities; and a broad range of arts, historical, dining and shopping opportunities. The town remains committed to preserving its heritage, environment and small-town appeal.

The Plan lists strategic goals, objectives, action items and tasks necessary to realize this 20-year vision. Tenets of the Plan include quarterly and annual reviews of implementation progress, allowing for modifications as appropriate to address future opportunities.

Adopted by the Board of Commissioners on June 26, 2018.



In the context of this Plan, the following definitions apply:

Goals

...are general guidelines that explain what you want to achieve – they are usually long-term and represent global visions

Objectives

...define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable (number, timeframe, percentage), and may have a defined completion

Actions

...often, each objective is associated with a series of actions. Therefore, implementing a strategic goal typically involves implementing a series of actions along the way

Tasks

...a step by step list that will help you accomplish each action, usually achievable in 1 year

Steering Committee Members

Mayor and Board of Commissioners

Hal Silver	Merchant
Sarah Kendrick	Hammocks Beach State Park
J.R. Burt	Non-Profit
Randy Swanson	Merchant
John Freshwater	Developer
Ginger Robles	Realtor
Patrick Larkin	Young Professional
Linda Thornley	Tourism Industry
Donna Hammonds	Chamber of Commerce
Larry Philpott	Historical Association
Nyra Hogeland	Banking
Sarah Williams	Young Professional
Rick Welton	Chamber of Commerce, Retired Military
Father Bert Eaton	Faith Based Organizations
Meredith Meilleur	Mental Health Professional
Tim Bronstetter	Educator, Environmentalist
Scott Chase	Town Manager
Andrea Correll	Town Planner



IMPLEMENTATION PLAN					
Swansboro Economic Development Strategy					
<p><i>Vision: Swansboro, the quaint and friendly city by the sea, is recognized by visitors and residents as a gem of North Carolina's coast. All who know and appreciate Swansboro celebrate the town's relaxed waterfront lifestyle; abundance of thriving, family-friendly locally-owned businesses; recreational opportunities; and a broad range of arts, historical, dining and shopping opportunities. The town remains committed to preserving its heritage, environment and small town appeal.</i></p>					
Strategic Goal #1: Develop as a connected community in order to maximize local economic and social interaction.					
Objective I.A: Connect current nodes through a system of greenways, streetscapes and multi-modal pathways.					
Action I.A.1: Collect and review all current plans related to connectivity.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Present findings to Land Use Plan (LUP) steering committee.	Planner	DOT		11/18	Started
Task: Meet to review findings as formal agenda item.	Strategic Operating Committee (SOC)	LUP Steering Committee / Consultant		12/18	
Action I.A.2: : Develop a conceptual connectivity plan (suitable for Board consideration, adoption and implementation) that achieves the intent of Goal #1.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Prepare formal presentation to Board as a component of Land Use Plan update.	LUP Consultant	DOT, COG, SOC, Colleges		12/18	
Task: Formally adopt final plan as component of Land Use Plan update.	Town Board			5/19	

Objective I.B: : Identify and define all current and potential nodes, connecting commercial, residential and recreational areas.					
Action Item I.B.1: Through public process, identify and prioritize actions for recommendation to the Town Board.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Complete as a component of Land Use Plan update	LUP Consultant	Public Works, Planner		5/19	
Action Item I.B.2: Create incentives for developers to connect nodes as a component of all new development.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Develop incentive plan for presentation to the Town Board for decision on Town Code amendments.	Planning Board; Planner	SOC; Chamber of Commerce (COC)		12/18	
Task: Implement final version of the Planning Board's recommendations.	Town Board			5/19	
Objective I.C: Identify, recruit, and incentivize development that is conducive to the realization of Goal #1.					
Action Item I.C.1: Create, share and promote the connectivity plan with stakeholders in the development community.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Conduct a public outreach event to glean public and stakeholder input.	Planner	Planning Board, SOC		10/18	
Task: Include findings as part of Land Use Plan update.	Planner	Comp Plan Steering Committee		Ongoing	
Action Item I.C.2: Compile and publish annual updates on progress of the connectivity plan.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Provide updates and seek input quarterly with Public Works and annually with Town Board.	Planner	Down East RPO (DERPO); DOT		Ongoing	
Action Item I.C.3: Update the connectivity plan annually to reflect progress, emerging opportunities, incentives and revised prioritization.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Update and advise Town Board at annual retreat.	Manager; Planner	Public Works		3/19	

Strategic Goal #II: Improve and protect the town's natural environment in order to attract new residents and maximize the town's economic development potential.

Objective II.A: Realize the watershed restoration plan.

Action Item II.A.1: Educate the public about the watershed improvement plan and its importance to the future prosperity of the town.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Develop objectives, agenda, briefing materials and speakers notes for generic presentation.	Watershed Restoration Committee	NC Coastal Federation; Manager; Planner		8/18	
Task: Deliver briefs at least quarterly, beginning in September, 2018.	Watershed Restoration Committee	NC Coastal Federation; Manager; Planner		9/18	

Action Item II.A.2: Evaluate options for shoreline protection that best support the tenets of this objective.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Develop a white paper with recommendations for the Town Board to consider as part of the Land Use Plan update.	Watershed Restoration Committee	NC Coastal Federation; Manager; Planner; CAMA		7/18	

Action Item II.A.3: Evaluate forms and types of density that may reduce impervious surface area.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Incorporate in Land Use Plan update process and subsequent Town Code Amendments	LUP Consultant; Planner	LUP Steering Committee; Planning Board		12/18	
Task: Conduct outreach with development community and other stakeholders in the evaluation process.	Planner	Realtors, Developers, Landowners, COC		12/18	

Objective II.B: Entice and Incentivize residents and businesses to utilize best management practices.

Action Item II.B.1: Develop a suite of incentives for residents and businesses that support the achievement of Objective II.C.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Develop and present recommendations to Town Board.	Watershed Sub-Committee	NC Coastal Federation; Manager; Planner		8/18	

Action Item II.B.2: Establish and foster the growth of a volunteer community organization that supports education about, and application of, best management practices in town.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Develop and promote a local brand that achieves the tenets of this Objective.	Watershed Sub-Committee	NC Coastal Federation; Manager; Public Works; Planner	Town Hall Campus Education Site	9/18	
Task: Conduct at least one volunteer event in 2018 that serves to promote the brand.	Watershed Sub-Committee	NC Coastal Federation; Manager; Public Works; Planner	Town Hall Campus Education Site	12/18	
Objective II.C: Encourage local government to acquire control of as many wetland acres as possible and be the leader in wetland stewardship.					
Action Item II.C.1: Create a suite of incentives and available resources that promote land or easement donations.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Present recommendations to Town Board.	Watershed Sub-Committee	US Army Corps of Engineers; NC Coastal Federation; NC Coastal Land Trust; DOT; NC One Map	See Partners	2/19	
Action Item II.C.2: Create a single source map that definitively depicts wetland areas in town.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Working with Town Planner, present recommended map to Town Board.	Watershed Sub-Committee	US Army Corps of Engineers; NC Coastal Federation; NC Coastal Land Trust; DOT; NC One Map	County GIS; EPA 319 Grant; Onslow County	3/19	

Strategic Goal #III: Foster and improve the town's sense of place in order to attract residents, visitors and business investment.
Objective III.A: Complete sidewalks in order to promote local commerce and relieve parking pressures.

Action Item III.A.1: Ensure that the town's capital expenditure plan prioritizes sidewalks, depicts costs, and identifies resources to support construction.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Ensure that the tenets of this action item are incorporated in the CIP.	Town Manager	Public Works		7/18	

Action Item III.A.2: Evaluate the existing sidewalk policy and make recommendations for changes (that support this plan) to the Board.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Develop white paper that includes and supports specific recommendations related to the Town's sidewalk policy, for decision by the Board.	SOC	Manager; Public Works; Planner	Rural Planning Center (RPC)	10/18	

Objective III.B: Construct median and streetscape NC 24 from Old Hammocks Beach Road to the White Oak River.

Action Item III.B.1: Continue to interact with and influence the planning and actions of the Department of Transportation with regard to future NC 24 improvements.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Participate in all activities associated with the Highway 24 Corridor Study, ensuring the inclusion of the goals and objectives of this strategic plan.	Manager	Planner, DERPO, DOT		Ongoing	

Action Item III.B.2: Promote and ensure the robust participation of town residents and business owners in the transportation planning process.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Conduct a public meeting specifically addressing the Highway 24 median issue, in order to glean input from stakeholders and residents.	Manager	Planner, DERPO, DOT		8/18	

Objective III.C: Develop a robust and multi-faceted communication plan that connects residents.

Action Item III.C.1: Create a town newsletter that allows residents and visitors to “opt-in” among a variety of delivery methods (e-mail, website, regular mail, news media) and contributes to enhancement of the town's sense of place.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Take steps to incorporate the tenets of this Objective in regular communications with residents and visitors.	Public Information Officer	Manager; SOC		10/18	

Action Item III.C.2: Establish the practice of preemptively pushing information in advance of events, meetings/workshops, hearings, or decisions.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Seek committee and resident input on methods that would contribute to the accomplishment of this action item.	Public Information Officer	Manager; SOC		8/18	
Task: Permanently incorporate preemptive practices in all Town communications.	Public Information Officer	Manager; SOC		10/18	

Strategic Goal #IV: Actively recruit new businesses and support the expansion of existing businesses; and expand the physical accommodation of growth.**Objective IV.A: Develop a matrix that identifies key business recruitment targets.**

Action Item IV.A.1: Combine market analysis, building/site availability and community survey input to create a prioritized list of recruitment targets.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Using market analysis in the Strategic Plan, as well as the community survey results, list and prioritize recruitment targets.	SOC	RPC; COC; Parks & Rec	RPC	8/18	
Task: Align recruitment targets with available sites and buildings and produce recommended next steps for the recruiting effort.	SOC	Realtors, Landowners, Developers	RPC	9/18	

Objective IV.B: Develop and maintain a comprehensive list of available sites and buildings.**Action Item IV.B.1: Assemble and publicize the site/building list through established platforms.**

	Person Responsible	Partners	Resources	Due By	Notes
Task: Produce a list of available commercial / industrial buildings and sites that includes details such as location, zoning, allowed uses, size, utilities, cost, and contact information.	Public Information Officer	Realtors, Planner, Developers, Landowners	Jacksonville-Onslow Economic Development (JOED); NCEast Alliance; Economic Development Partnership of NC (EDPNC)	9/18	
Task: Make the list available on the Town's website and provide to JOED, NCEast Alliance and the NC Department of Commerce.	Public Information Officer	RPC, EDPNC, NCEast, JOED		9/18	
Task: Ensure that the list is updated regularly and includes accurate contact information.	Public Information Officer			Ongoing	

Objective IV.C: Build the economic development awareness and capacity of the Town.**Action Item IV.C.1: Create an economic development committee.**

	Person Responsible	Partners	Resources	Due By	Notes
Task: Develop a white paper that recommends Board actions for the creation of an economic development committee.	SOC	Manager, RPC, JOED	RPC	9/18	
Task: Formalize the creation of an economic development committee for the Town.	Town Board	SOC, JOED, RPC	RPC	10/18	

Action Item IV.C.2: Maximize affiliation with existing organizations that support the Town's economic development.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Attend and participate in JOED proceedings to provide updates on the Town's economic development posture.	Mayor/Manager	JOED		Ongoing	
Task: Host a meeting with JOED, NCEAST Alliance, and the Economic Development Partnership to socialize the tenets of the Town's economic development strategic plan as well as recruitment targets and available sites.	Manager	JOED, NCEast, EDPNC	RPC	10/18	
Action Item IV.C.3: Evaluate the Town's benefits of affiliation in the NC Main Street Program.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: Evaluate the NC Main Street program and make recommendations to the Town Board related to the Town's participation in the program.	Manager	NC Main Street		9/18	
Task: Host a meeting in town with representatives of NC Main Street to build their awareness of local vision and goals.	Manager	NC Main Street		9/18	
Task: Attend at least one NC Main Street event in 2018 to build awareness of the program.	SOC ; Manager	NC Main Street		12/18	

Action Item IV.C.4: Create and nurture, through partnerships, an environment that is conducive to the growth of free-lance entrepreneurial ventures in the town.

	Person Responsible	Partners	Resources	Due By	Notes
Task: Evaluate tenets of such an environment and identify top needs / priorities for the town.	Manager	MSRPC, Small Business Center, NC Rural Center, SOC		10/18	
Task: Identify necessary partners and resources required to meet unmet needs, as they relate to fostering the growth of free-lance entrepreneurship in town.	Manager	NC Main Street, SOC, NCEast		11/18	
Task: Host at least one outreach event in 2018 that brings together town leaders, economic development partners, and free-lance entrepreneurs in town to discuss needs and prioritize responses to those needs.	Manager	SOC		12/18	

Objective IV.D: Expand the ability to accommodate and influence development that is compatible with the Town's vision and goals.

Action Item IV.D.1: Develop a suite of incentives to encourage voluntary annexation.

	Person Responsible	Partners	Resources	Due By	Notes
Task: In conjunction with the Land Use Plan update, develop recommendations and justifications, for consideration by the Town Board, that address this topic.	LUP Consultant	Manager, SOC	RPC	12/18	
Task: Take formal action that codifies the intent of and commitment to the tenets of this Objective.	Town Board	Manager, SOC, Planner		5/19	

Action Item IV.D.2: Expand the Town's extraterritorial jurisdiction to influence development compatible with the strategic vision.					
	Person Responsible	Partners	Resources	Due By	Notes
Task: In conjunction with the Land Use Plan update, develop recommendations for consideration by the Town Board that address this topic.	Planning Board	SOC, COG, Manager, Planner, Land Use Plan Committee		12/18	
Task: Take formal action to implement, as appropriate, the recommendations of the Planning Board related to this Objective.	Town Board	SOC, COG, Manager, Planner, Land Use Plan Committee		5/19	