

# PLANNING AND DEVELOPMENT

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## OVERVIEW

The Planning and Development Department implements Town goals related to the growth, development, environment, and quality of life in Nags Head. The Department is responsible for zoning and subdivision administration, code compliance, floodplain management, erosion and sedimentation control, long-range planning activities, and Planning Board, Board of Adjustment and Arts & Culture Committee staffing. Additionally, the Department provides building permitting and inspection services to enforce state and local regulations relating to the construction, renovation, or alteration of structures to ensure a safe, sanitary, and healthy community. As part of the building inspections function, the Department is responsible for storm damage assessment and repair permits.

The Department is authorized by the State to provide local permitting services under the Coastal Area Management Act ("CAMA") in areas of environmental concern ("AEC"). The Department, therefore, has trained personnel that serve as local permitting officers for CAMA. As a CAMA community, the Town must adopt a local land use plan that complies with CAMA requirements. While the Town's 2017 Comprehensive Plan is the community's guidance document for long-range planning and decision-making, the 2010 Comprehensive Plan serves as the local land use plan complying with CAMA requirements until the State's final acceptance of the 2017 Plan (*review pending*).

The Department strives to provide high quality service for the citizens and visitors of Nags Head, as well as for the other Town departments in support of Board goals, including fair application of ordinances, thorough research and preparation in planning tasks, involving the public in local decision-making, and grant preparation and administration.

In Fiscal Year 2020-2021, the Department will continue the implementation of the following principle plans: *Town of Nags Head Comprehensive Plan*, July 5, 2017; *Vulnerability, Consequences, Adaptation, Planning Scenarios (VCAPS) Report*, August 2017; *Town of Nags Head Parks and Recreation Plan*, January 25, 2012; *Nags Head Pedestrian Plan*, July 16, 2014; *Decentralized Wastewater Management Plan*, 2005; and *Hazard Mitigation Plan*, 2015. (*An updated Hazard Mitigation Plan is expected to be presented for adoption in June/July 2020 and the update of the Decentralized Wastewater Management Plan is an active project, expected to be undergoing updating during the fiscal year*)

## GOALS

As established with the *Town of Nags Head Comprehensive Plan* and included in the Town's *Vision Statement*, the principle goals of the Department are as follows:

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- Preserve our community's distinctive heritage and unique lifestyle
  - A relaxed-paced, family beach community comprised primarily of low-density development and open spaces.
  - A healthy, well-maintained oceanfront beach that is visually and physically accessible and usable; not blocked by large structures.
  - An environment that reflects the heritage of "Old Nags Head" with unique and eclectic architectural styles, scenic views, and coastal landscapes.
  
- Protect our critical natural resources and coastal ecosystem
  - Build and promote a sustainable economy that supports residents and visitors.
  - A natural environment typified by clean water and a coastal barrier landscape with noninvasive, salt tolerant vegetation.
  - Ocean and estuarine shorelines that are carefully managed to preserve the natural and beneficial functions of the environment while balancing the need to respect private property rights and public access.
  - Plan for the future impacts of sea level rise; ensuring proper policies, plans, and practices for stormwater and wastewater management are in place to sustain the natural environment and maintain a viable family, tourism-based economy.
  
- Build and promote a sustainable economy that supports residents and visitors
  - A diverse supply of housing, including single-family homes and multi-family dwelling units, that meet the needs of residents in all phases of life and for varying income levels.
  - A diverse supply of visitor accommodations, including single-family homes, hotels, cottage courts, and multi-family dwelling units for visitors who desire both short-term and long-term stays.
  - A thriving local business community that offers a wide range of goods and services available to residents and visitors.
  - A premier family beach destination on the Outer Banks, providing an enjoyable and memorable experience.
  
- Plan for orderly and sustainable growth and redevelopment
  - A well-organized and compatible pattern of land development and redevelopment through proactive land use and transportation policies.
  - Development that is designed to reduce private property damage and loss of life from major storm events and natural hazards.

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- Safe connectivity and accessibility between neighborhoods, businesses, and recreational opportunities for a variety of travel modes, lessening traffic congestion, and enabling an active and healthy lifestyle for residents and visitors.
- A place with active and passive recreational opportunities that serve all ages and abilities, creating opportunities for community interaction and healthy living.
- Preservation and maintenance of legacy commercial businesses.
- Maintain a well-run and efficient government that provides high quality and cost effective services
  - Develop, fund, and prioritize the Capital Improvement Plan annually to provide for the infrastructure, equipment, and facility needs of the community.
  - Provide the highest quality public safety services possible, and routinely review the public safety needs of the community to ensure that resources are available to meet these needs.
  - Provide friendly and accommodating customer service.
  - Communicate town information to residents and visitors through a variety of media that demonstrates the results of measurable goals and objectives.
  - Advocate for the provision of high quality, responsive services, legislation, resources, and policies from government partners and other organizations that further the vision of the Town of Nags Head.

These goals will serve to direct the focus and priorities of the Department, and based upon these, the following *Activity Categories* have been identified to align Department focus and priorities with specifically identified objectives and performance indicators, related to one or more of these *Categories*:

- Community Character
- Sustainability & Resiliency
- Economic & Cultural Development
- Hazard & Emergency Planning
- Responsive & Transparent Government

## OBJECTIVES AND PERFORMANCE INDICATORS

**Objective - Community Character: Preserve and enhance community character and the Town's distinctive heritage**

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## Performance Indicators

- Complete FY19-20 project to address legacy establishments and structures with respect to land use regulation.
- Complete FY19-20 project to make improvements to the Islington Street Beach Access.
- Continue community outreach, monitoring, and compliance enforcement of Short-Term Rental regulations; provide periodic reporting to the Board of Commissioners on progress and strategies to improve compliance.
- Pursue DCM/CAMA Access Grant funds for improvements to the Huron Street Beach Access.
- Explore opportunities to initiate neighborhood-based planning focused on identified Town districts.
- Continue to focus Department operations on efforts to achieve the identified objective.

### **Objective - Sustainability & Resiliency: Support long-term sustainability and resiliency by protecting natural resources and pursuing environmentally conscious actions**

## Performance Indicators

- Complete FY19-20 project to update the Town's CAMA Land Use Plan (*review pending*).
- Complete FY19-20 project to review Residential Stormwater Regulations, implement recommendations (as applicable), and develop training and community education opportunities.
- Complete FY19-20 project to update the Town's Decentralized Wastewater Master Plan.
- Initiate and execute the development of an Estuarine Shoreline Management/Master Plan, including the securing of funding for the project.
- Take on water quality sampling/testing "in-house" in support of the Todd D. Krafft Septic Health Initiative Program; align with water quality sampling/testing in support of stormwater initiatives and consider program improvements as part of the update of the Decentralized Wastewater Master Plan.
- Develop a LID Stormwater Demonstration Project as a community education tool.
- Develop a Complete Streets Policy to enhance opportunities and conditions for non-motorized mobility.
- Look for opportunities to reduce the carbon footprint resulting from the Department's operations and regulations.
- Continue to focus Department operations on efforts to achieve the identified objective.

### **Objective - Economic & Cultural Development: Pursue opportunities to enhance the viability and vibrancy of the Town's business and cultural environment**

## Performance Indicators

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- Complete FY19-20 project to install Art Masts in locations within Town.
- Complete or determine status of FY19-20 project to study and develop a plan addressing housing needs for the Town's workforce.
- Complete FY19-20 project to determine preferences for the renovation of the Town's Skate Park.
- Initiate Phase 1 of a study to determine opportunities for the improvement of Whalebone Park.
- Coordinate with stakeholders working on a workforce shuttle and consider opportunities for pilot programs to test shuttle viability.
- Complete an update of the Town's Sign Ordinance.
- Develop plans and implement further fitness-focused enhancements at Dowdy Park, including the Biba Interactive Playground platform (or similar) and multi-generational opportunities.
- Work with the business community to develop resources for business retention and succession.
- Continue to support and work with the Arts and Culture Committee to pursue funding and organize activities that promote arts and cultural activities throughout Town.
- Continue to focus Department operations on efforts to achieve the identified objective.

## **Objective - Hazard & Emergency Planning: Proactively work to mitigate hazard impacts and establish plans and procedures for hazard and emergency response and recovery**

### Performance Indicators

- Complete FY19-20 project to update the Town's Hazard Mitigation Plan.
- Complete FY19-20 project to update the Town's Emergency Operations Plan; pursue funding needs or otherwise determine method to update.
- Complete FY19-20 project to update the Town's Flood Damage Prevention Ordinance in coordination with the update of the FEMA F.I.R.M. for Dare County.
- Identify and participate in activities to continue sea level rise and climate adaptation planning with North Carolina Sea Grant and other partners.
- Continue to focus Department operations on efforts to achieve the identified objective.

## **Objective - Responsive & Transparent Government: Advance and establish a Department culture and systems that provide responsiveness and transparency to the public**

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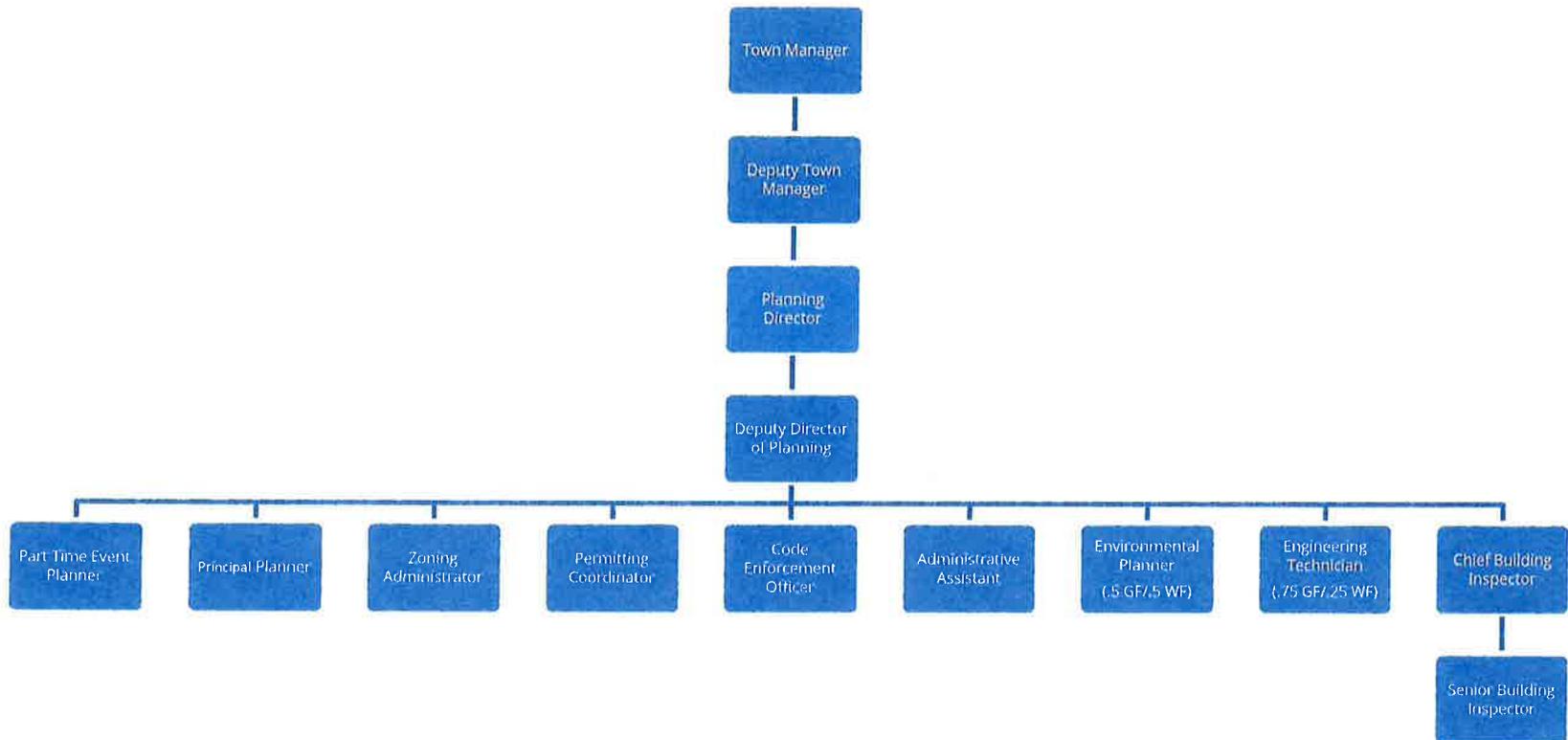
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## Performance Indicators

- Complete FY19-20 project to correct identified errors within the Unified Development Ordinance; establish a plan and schedule for the periodic correction of errors identified in the future.
- Complete FY19-20 project to institute online permitting and establish support for the submittal of digital applications and plans; institute a schedule for regular communications with the building community and the general public on the use of online tools and updates on general Department business.
- Complete FY19-20 project to develop a Reference Manual for the Unified Development Ordinance and document and refine Department workflows; project focus should address streamlining of processes, clarity and consistency of forms, materials, and customer guidance and education.
- Initiate Phase 1 of the Records Management/Digitization project by assessing needs, exploring resources, identifying funding requirements, and soliciting information and proposals.
- Update the Unified Development Ordinance consistent with the requirements of N.C.G.S. 160D.
- Initiate Phase 1 of the GIS Platform Update project by assessing needs, exploring resources, identifying funding requirements, and soliciting information and proposals.
- Annually (FY), working with Staff, the Planning Board, and the Board of Commissioners, prepare a Department Strategic Work Plan identifying and prioritizing special projects and initiatives; provide periodic reports on status and performance.
- Continue to identify and seek grant and funding opportunities to offset Department and Town costs related to operating and capital budgets.
- Continue to focus Department operations on efforts to achieve the identified objective, including, but not limited to, pursuing opportunities to cross train staff and tracking permit review and issuance times.

# PLANNING AND DEVELOPMENT ORGANIZATION AND STAFFING

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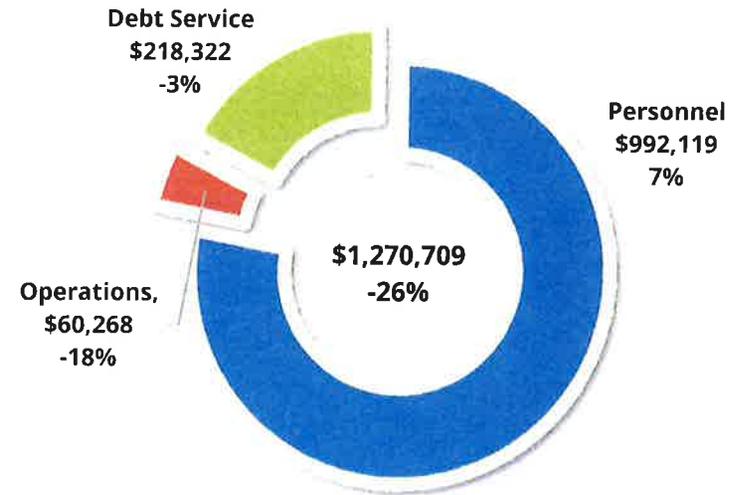


# PLANNING AND DEVELOPMENT–BUDGET HIGHLIGHTS

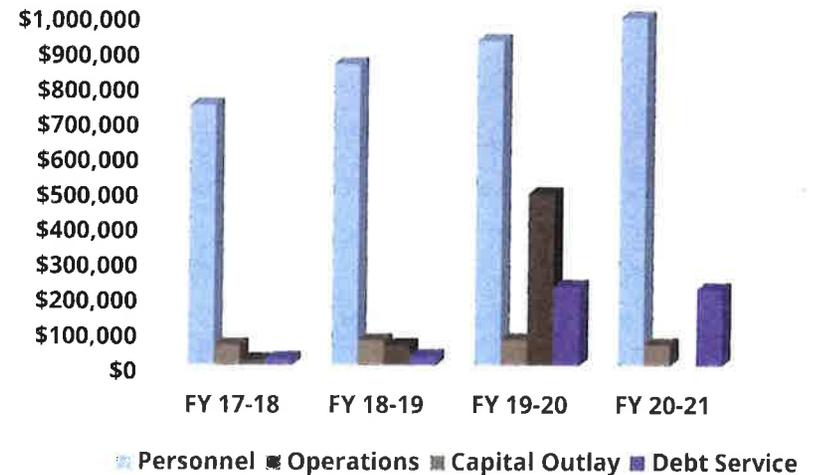
## HIGHLIGHTS

- The second annual pedestrian path debt payment is included totaling \$209,453 and is funded through the parks and paths capital reserve. This annual debt payment will obligate parks and paths funding through fiscal year 2024-2025.

**Recommended Expenditures by Function  
2020-2021/Percentage Change From FY 2019-2020**



**FY 2020-2021 Recommended Expenditures and Expenditure History**



**Town of Nags Head  
Recommended Budget  
For the Fiscal Year 2020-2021**

**Department:**

**Planning and Development**

<b>Account Description</b>	<b>Departmental Requested 2020-2021</b>	<b>Manager's Recommended 2020-2021</b>	<b>Financial Plan 2020-2021</b>	<b>Adopted Budget 2019-2020</b>	<b>Adjusted Budget 2019-2020</b>	<b>Estimated Actual Expenditures 2019-2020</b>	<b>Actual Expenditures 2018-2019</b>	<b>Actual Expenditures 2017-2018</b>
<b>PERSONNEL SERVICES</b>								
SALARIES/WAGES - REGULAR	\$ 683,345	\$ 683,345	\$ 646,327	\$ 627,636	\$ 655,365	\$ 598,172	\$ 559,879	\$ 540,412
SALARIES - LONGEVITY PAY	12,840	12,840	15,277	12,279	-	-	-	-
SALARIES/WAGES - PARTTIME	16,008	16,008	24,515	24,153	24,153	15,431	23,733	8,001
OVERTIME PAY	1,000	1,000	3,044	2,955	-	-	-	-
HOLIDAY PAY	250	250	250	250	-	-	-	-
FICA TAX	53,354	53,354	52,740	51,046	51,988	44,011	42,083	40,271
GROUP HEALTH INSURANCE	142,141	142,141	145,007	138,483	138,483	142,856	122,708	99,758
RETIREES GROUP HEALTH	-	-	-	-	-	-	1,798	5,892
RETIREMENT	69,556	69,556	67,761	57,835	58,762	55,405	43,842	40,688
401 K	13,625	13,625	11,348	10,965	10,950	11,734	10,292	10,256
<b>Subtotal Personnel Services</b>	<b>\$ 992,119</b>	<b>\$ 992,119</b>	<b>\$ 966,269</b>	<b>\$ 925,602</b>	<b>\$ 939,701</b>	<b>\$ 867,609</b>	<b>\$ 804,335</b>	<b>\$ 745,278</b>
<b>OPERATIONS</b>								
PLANNING BOARD FEES	\$ 7,240	\$ 7,240	\$ 7,240	\$ 7,240	\$ 7,240	\$ 7,080	\$ 7,080	\$ 6,410
BOARD OF ADJUSTMENT FEES	2,500	2,500	2,500	2,500	2,500	2,580	430	430
TRAINING	7,000	5,000	7,000	7,000	7,000	4,555	8,787	6,472
BUILDING/EQUIPMENT RENTAL	6,000	6,000	6,000	6,000	6,000	4,101	4,422	7,080
TELEPHONE	4,800	4,800	1,800	1,800	1,800	4,079	4,620	4,567
TELEPHONE - CELL PHONE STIPEND	3,585	3,585	2,490	2,490	2,490	688	1,603	990
POSTAGE	4,000	3,500	4,000	4,000	4,000	303	1,001	3,498
ADVERTISING	1,500	1,000	1,500	1,500	1,500	414	1,234	766
PRINTING	3,500	3,000	3,500	3,500	3,500	1,320	1,082	660
FUEL COSTS	3,100	3,100	4,300	4,300	4,300	3,451	3,145	3,312
DEPARTMENT SUPPLIES	5,900	5,310	5,900	5,900	5,900	4,021	6,322	8,149
OTHER SUPPLIES	1,500	1,500	1,500	1,500	1,500	375	5,662	520
OTHER SUPPLIES - COMPUTER	3,500	3,043	500	3,500	3,500	-	-	-
VEHICLE MAINTENANCE	1,440	1,440	1,440	1,440	1,440	314	622	1,069
UNIFORMS	500	250	500	500	500	402	471	508
PROFESSIONAL FEES	5,000	5,000	5,000	5,000	5,000	4,098	945	1,490
CONTRACTED SERVICES	-	-	-	-	-	-	24,060	41,546
CONTRACTED SERVICES - GIS	-	-	-	-	-	-	900	900
SPECIAL EVENTS	11,000	-	11,000	11,000	11,000	10,960	10,525	8,293
DUES AND SUBSCRIPTIONS	4,000	4,000	4,000	4,000	4,000	2,806	3,959	2,723
<b>Subtotal Operations</b>	<b>\$ 76,065</b>	<b>\$ 60,268</b>	<b>\$ 70,170</b>	<b>\$ 73,170</b>	<b>\$ 73,170</b>	<b>\$ 51,548</b>	<b>\$ 86,870</b>	<b>\$ 99,383</b>

**Town of Nags Head  
Recommended Budget  
For the Fiscal Year 2020-2021**

**Department:** *Planning and Development*

<b>Account Description</b>	<b>Departmental Requested 2020-2021</b>	<b>Manager's Recommended 2020-2021</b>	<b>Financial Plan 2020-2021</b>	<b>Adopted Budget 2019-2020</b>	<b>Adjusted Budget 2019-2020</b>	<b>Estimated Actual Expenditures 2019-2020</b>	<b>Actual Expenditures 2018-2019</b>	<b>Actual Expenditures 2017-2018</b>
<b><i>COST REIMBURSEMENT</i></b>								
COST REIMBURSEMENT	\$ -	\$ -	\$ -	\$ -	\$ (136,009)	\$ (136,009)	\$ (120,233)	\$ (116,773)
<b><i>CAPITAL OUTLAY</i></b>								
CAPITAL OUTLAY OTHER	\$ 180,000	\$ -	\$ 20,000	\$ -	\$ 20,263	\$ 5,263	\$ 1,835	\$ 70,586
CAPITAL OUTLAY EQUIPMENT	-	-	-	-	11,090	11,090	17,389	15,266
CAPITAL OUTLAY INFRASTRUCTURE	-	-	-	489,182	1,652,750	1,652,750	7,500	-
CAPITAL OUTLAY VEHICLE	-	-	-	1,000	27,152	26,937	-	35,104
<b><i>Subtotal Capital Outlay</i></b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 490,182</b>	<b>\$ 1,711,255</b>	<b>\$ 1,696,040</b>	<b>\$ 26,724</b>	<b>\$ 120,956</b>
<b><i>DEBT SERVICE</i></b>								
L/P PRINCIPAL	\$ 195,413	\$ 195,413	\$ 244,127	\$ 224,711	\$ 224,711	\$ 222,145	\$ 25,724	\$ 35,159
L/P INTEREST	22,909	22,909	863	726	726	1,322	1,434	99
<b><i>Subtotal Debt Service</i></b>	<b>\$ 218,322</b>	<b>\$ 218,322</b>	<b>\$ 244,990</b>	<b>\$ 225,437</b>	<b>\$ 225,437</b>	<b>\$ 223,467</b>	<b>\$ 27,158</b>	<b>\$ 35,258</b>
<b>TOTAL</b>	<b>\$ 1,466,506</b>	<b>\$ 1,270,709</b>	<b>\$ 1,301,429</b>	<b>\$ 1,714,391</b>	<b>\$ 2,813,554</b>	<b>\$ 2,702,655</b>	<b>\$ 824,854</b>	<b>\$ 884,102</b>

**Town of Nags Head  
 Recommended Budget  
 For the Fiscal Year 2020-2021**

**Planning and Development**

Description of Capital Items	Departmental Requested 2020-2021	Manager's Recommended 2020-2021	Financial Plan 2020-2021
<i>Capital Outlay Other</i>			
1. Skate park - \$90,000 grant funded through Visitors Bureau	\$ 180,000	\$ -	\$ 20,000
<b>Total Capital Outlay Other</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>