Board of Commissioners Kick Off Meeting
June 7, 2022

Today's Meeting

- Introductions
- Project Overview
- Community Plan & UDO Alignment
  - *Mix of Housing Types*
  - *Infill Residential Development*
  - *Development Scale*
  - *Open Space & Tree Preservation*
  - *Landscape, Buffering, & Screening*
- General Discussion / Q & A
- Next Steps

Project Team

- **Houseal Lavigne**: UDO Update Lead

- **Toole Design**: MSSD Update Lead

Houseal Lavigne Team

John Houseal FAICP
Partner

Project Oversight

Jackie Wells AICP
Senior Planner

Project Manager

Nik Davis AICP
Principal

QA/QC

Community Plan Alignment

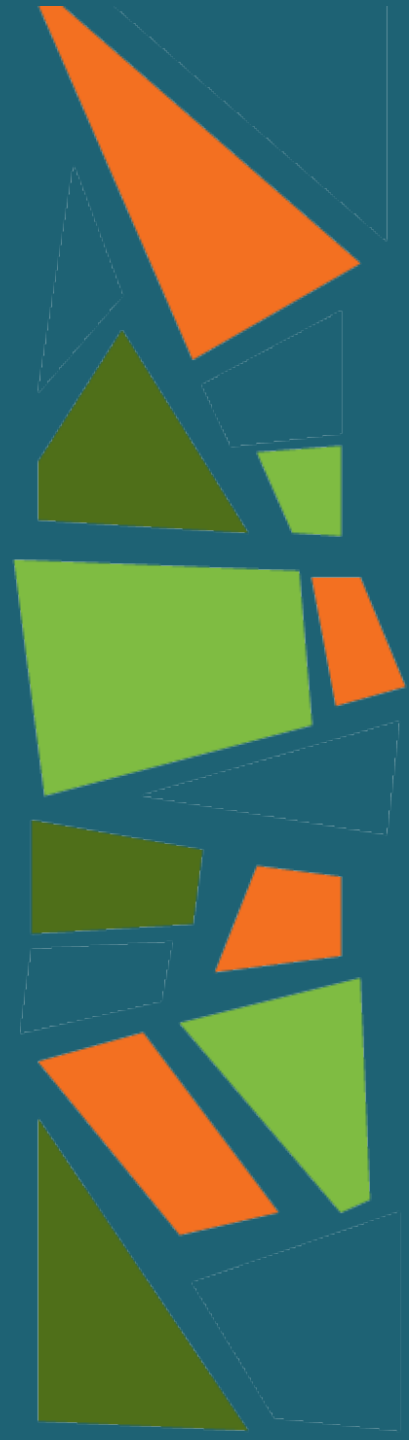**Trisha Parks** AICP
Senior Planner

Visual Communication

GIS Analysis

Ruben Shell
Planner I

Lead Support

PROJECT OVERVIEW

What is the Unified Development Ordinance (UDO)?

■ Dictates how land in a community can be divided, assembled, built upon, and used and regulates:

    – *Subdivisions*

    – *Zoning*

What is the Unified Development Ordinance (UDO)?

- Dictates how land in a community can be divided, assembled, built upon, and used and regulates:
  - *Subdivisions*
  - *Zoning*

Subdivisions

- Manage how land is split up or assembled

- Regulate how public improvements and infrastructure are designed and constructed

- Establish standards:
  - *the minimum length of blocks;*
  - *how connected roads need to be;*
  - *where sidewalks are required;*
  - *where street trees need to be planted;*
  - *how stormwater is managed;*

What is the Unified Development Ordinance (UDO)?

■ Dictates how land in a community can be divided, assembled, built upon, and used and regulates:

  – *Subdivisions*

  – ***Zoning***

Zoning

■ Manage how land is developed and used

■ Regulate:

  – *Building bulk and mass*

  – *Parking*

  – *Landscape*

  – *Signs*

  – *Lighting*

Why does it need to be updated?

- Implement the policies and recommendations of recent planning efforts

- Create consistency

- Incorporate best practices

- Improve user-friendliness

TOWN OF WAKE FOREST
Community Plan

Adopted April 19, 2022
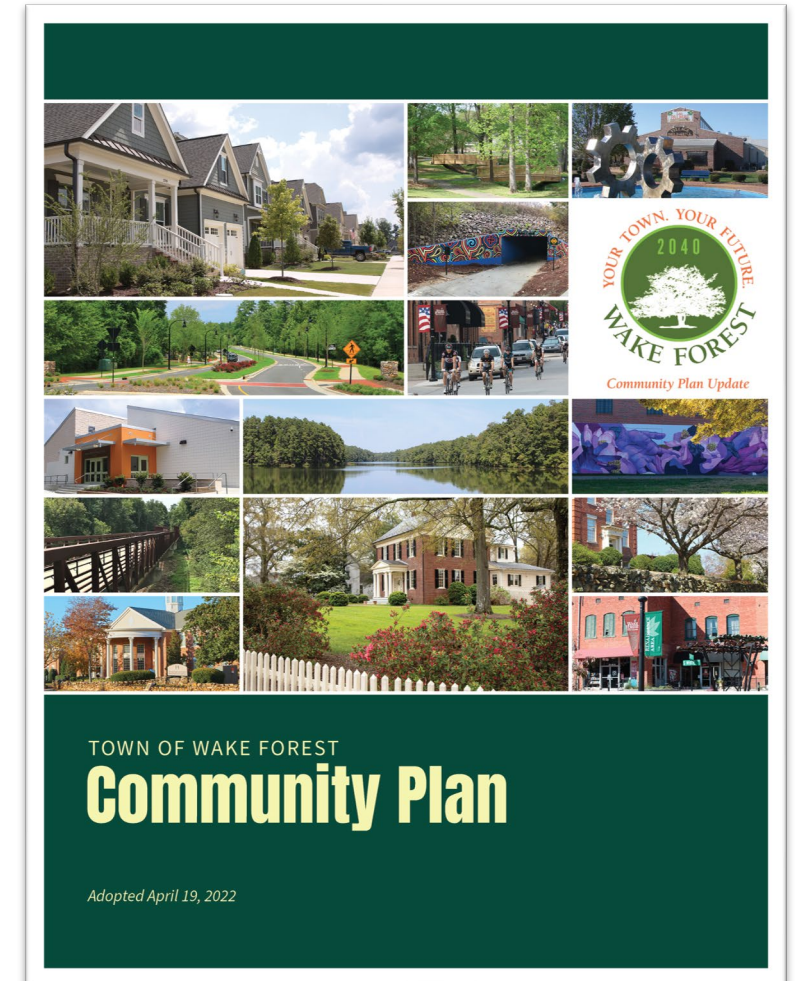
What will the updated UDO do?

- Seek to regulate the norm, not the exception

- Provide a user-friendly, easy to navigate document

- Make the ordinances understandable by all

- Clarify regulations and standards with graphics and tables

- Evaluate redevelopment and adaptive reuse ordinances

- Support innovative approaches to land use

What won't the updated UDO do?

- Be a planning or policy document

- Accommodate every situation

- Prevent all non-conformities

- Eliminate the need for zoning relief

- Regulate items the Town does not have the statutory authority to regulate

UDO Update Process

- **Step 1**: Project Kick Off

- **Step 2**: Begin Public Engagement

- **Step 3**: Existing UDO Analysis and Preliminary Recommendations

- **Step 4**: Draft UDO Sections and Review Meetings

- **Step 5**: Manual of Specifications, Standards, and Design (MSSD) Comprehensive Update and Reorganization

- **Step 6**: Draft and Final UDO and MSSD

- **Step 7**: UDO Adoption

1 Project Kick Off

2 Public Engagement

3 Existing UDO Analysis & Preliminary Recommendations

4 Draft UDO Sections & Review Meetings

5 MSSD Comprehensive Update & Reorganization

6 Draft and Final UDO and MSSD

7 UDO Adoption

UDO Update Process

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COMMUNITY PLAN & UDO ALIGNMENT

What is the Community Plan?

New comprehensive land use plan that creates a long-term vision for the Town to implement over the next 10 to 20 years.

- Built off past planning efforts, existing policies that remain relevant, and at its core, community input from a wide-ranging outreach process

- Presents a cohesive vision that is representative of Wake Forest's residents, business community, and community stakeholders

- Outlines the critical steps essential to ensure future growth and development in the Town aligns with the community's priorities

- Product of a 21-month planning process that included considerable community engagement

WHAT IS THE COMMUNITY PLAN?

The Community Plan Update and Future Land Use Map (Community Plan) is Wake Forest's new comprehensive land use plan that creates a long-term vision for the Town to implement over the next 10 to 20 years. The Community Plan is built off past planning efforts, existing policies that remain relevant, and at its core, community input from a wide-ranging outreach process. It presents a cohesive vision that is representative of Wake Forest's residents, business community, and community stakeholders. The Community Plan outlines the critical steps essential to ensure future growth and development in the Town aligns with the community's priorities.

The Community Plan is a product of an 21-month planning process that included considerable community engagement. It began in the summer of 2020 and ended spring of 2022. The planning process included the seven steps below:

PROJECT BRANDING

To better brand the Community Plan, the logo above was created for the planning process.

1. Project Initiation
This step included project kick-off meetings with Town staff, the Board of Commissioners, and Town Department Heads to discuss the overall direction of the Community Plan and any policy issues facing the Town.

3. Existing Conditions
This step included data collection from the Town, community service providers, local agencies, and on-the-ground reconnaissance, which provided the foundation for analysis of existing conditions in Wake Forest.

5. Vision & Goals
This step included a virtual Visioning Workshop where community members worked together to craft a long-term vision for Wake Forest. The results of the workshop provided focus and direction for subsequent planning activities, including the Plan's vision statement, goals, and key recommendations.

7. Plan Adoption
This step included the development of an implementation program utilizing the recommendations completed in Step 6. Upon revisions from Town staff, officials, and public input, the final Community Plan was presented to the Planning Board and Board of Commissioners for consideration and adoption.

2020 — Step #1 — Step #2 — Step #3 — 2021 — Step #4 — Step #5 — Step #6 — 2022 — Step #7

2. Outreach & Engagement
This step included collecting feedback from members of the community on their recommendations, concerns, and ideas through meetings, workshops, and a variety of online tools. A focus group, interviews, and Community Advisory Panel meetings were conducted to gain a diverse range of input from key community stakeholders.

4. Fiscal Impact Analysis
This step included a fiscal impact analysis which involved a review of current costs to estimate future expenditures related to growth in population and employment resulting from future development. A fiscal impact model was developed to help the Town analyze future individual rezoning scenarios.

6. Land Use Plan & Map
This step included the preparation of the Plan document and policies that address land use and growth. It established key considerations for housing, economic development, character, transportation, natural resources, community facilities, and tourism. This step is the core of the Community Plan, reflecting the collective community vision for the Town.

Key Plan Recommendations for UDO Alignment

- Mix of Housing Types

- Infill Development

- Development Scale

- Open Space & Tree Preservation

- Landscape, Buffering, & Screening

Mix of Housing Types

What the Community Plan Says:

- Promote a mix of housing types to increase housing choices for middle- and lower-income residents, and target demographics like young professionals, new families, minorities, and seniors.

- Encourage single-family attached and multifamily development to incorporate varied building frontages and rooflines, front porches, front yards, and balconies to provide visual interest and complement the scale and character of surrounding single-family neighborhoods.

- Update residential supplemental use standards to allow higher density housing along key corridors and surrounding activity centers in a manner that is compatible with surrounding neighborhoods.

- Work with developers to locate lower density housing near existing single family detached neighborhoods in larger scale planned subdivisions that provide a mix of housing types.

- Investigate updating subdivision development standards to require a minimum mix of housing types in new residential neighborhoods.

Infill Development

What the Community Plan Says:

■ Prioritize infill development and reinvestment in established neighborhoods to maximize developable areas while maintaining the existing character.

■ Identify and remove barriers to appropriately scaled infill and redevelopment within older established neighborhoods.

■ Base zoning district standards should be reviewed and updated to ensure they allow for higher densities while conforming to the surrounding context.

– *Factors to consider include parking orientation and maximums, lot widths, setbacks, and building heights relative to adjacent properties.*

■ Evaluate incentives for infill development, such as reduced permitting fees, increased maximum densities, and/or allowable building height.

Development Scale

What the Community Plan Says:

- Assess district standards and development requirements to ensure new nonresidential and multifamily development is contextual to existing scale, massing, setback, materials, and architectural detail.

- Promote multi-story structures within Commercial Corridor and Neighborhood Commercial areas at appropriate scales that offer residential or office above ground-floor commercial.

- Establish block standards for commercial areas to break up large tracts into more human scale pieces with streets or street-like features within the development.

- Create activity centers that comprise a wide variety of uses in a pedestrian-scale environment that enhance the quality of life, create a distinct sense of place, and provide a living experience unique to Wake Forest.

- Ensure new development in the Downtown Wake Forest National Register Historic District match the character and scale of the district's historic buildings.

DEVELOPMENT SCALE

WHAT IS SCALE?

One important part of zoning is "Scale" or the general size, shape and location of buildings in the community. This is important because it creates a cohesive and consistent built form for the community. Regulating scale helps to ensure residential streets are pleasant and appropriately uniform in size, and commercial main streets are active and interesting.

Setback

Zoning can regulate the location of buildings through "setbacks". A setback in Wake Forest is the minimum distance which a building or other structure must be set back from the Right-Of-Way. This is an important tool in defining the overall pattern of physical development in the community.

Try to think about where buildings should be located in relation to the street in different parts of the community. Where should houses be located on residential streets? Where should commercial buildings be located along major roads?

Height

Zoning can regulate the "height" of buildings. This ensures that streets are mostly comprised of buildings that are cohesive in height.

Try to think about how tall you want buildings to be in different parts of the community. How tall should houses be? How tall should shops and restaurants be along major roads?

Massing

Zoning can regulate "massing", or the general shape and size of a building. If the porches, eaves and other elements that extend off a building are removed, simple blocks are left - this is called the "mass". We can use setbacks, height requirements, and lot coverage rules (ex. a maximum of 50% of the lot can be covered by the building) to determine masses that are allowed in the community.

Try to think about the different kinds of building massing we should have in different parts of the community.

DEVELOPMENT SCALE: RESIDENTIAL

CONVENTIONAL RESIDENTIAL
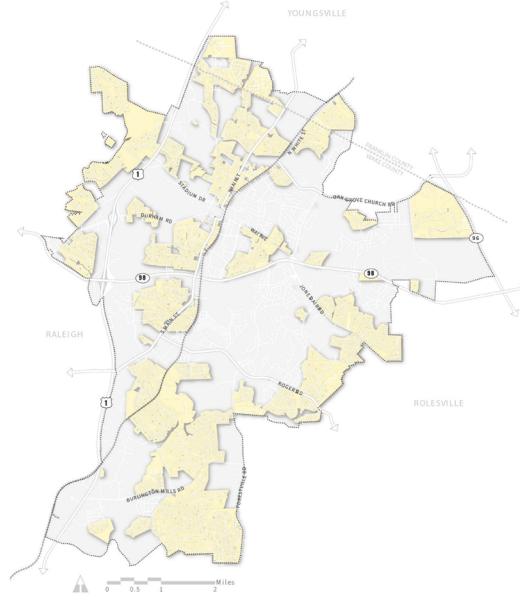
Conventional Residential areas are a place type in Wake Forest Identified by the Community Plan.

Conventional Residential consists of a mix of housing types that resemble the character and form of traditional single family neighborhoods. This can include single-family homes as well as single-family attached and multifamily developments that appear like a single-family home, such as duplexes, cottage home courts, and townhomes. This land use category consists of Wake Forest's long standing and newer neighborhoods and residential areas in the Glen Royall Mill Village National Historic District, the Wake Forest National Register District, and the Wake Forest Local Historic District. A mixture of lot sizes and dwelling sizes should be encouraged, with heights ranging from two to three stories. Conventional Residential areas should incorporate pocket and neighborhood-scale parks, public gathering spaces, community gardens, and trails that serve surrounding residents.

Primary Uses:
Single-Family Detached
Accessory Dwelling Unit
Duplex
Cottage Home Court
Townhome
Triplex/Quadplex

Supporting Uses:
Commercial Corner Store
Parks and Open Space
Multi-Family

CHOOSE WHICH CONVENTIONAL RESIDENTIAL OPTION YOU LIKE BEST

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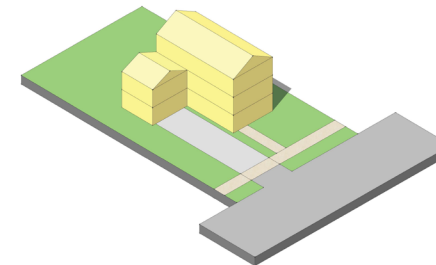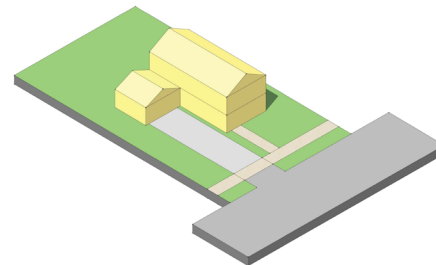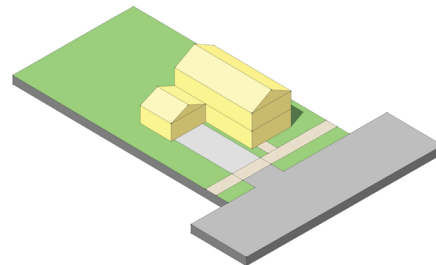
DEVELOPMENT SCALE: RESIDENTIAL

MIXED RESIDENTIAL
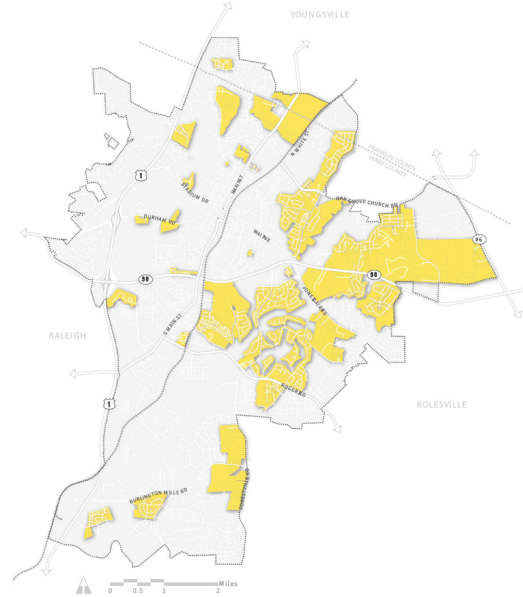
Mixed Residential areas are a place type in Wake Forest identified by the Community Plan.

Mixed Residential areas consist of planned developments that contain a wide mix of housing types, ranging from single-family homes to multifamily development. Such diversity in housing types provides opportunities to expand housing choices within the Town in a neighborhood environment. This land use category typically features smaller lot sizes and taller building heights than Conventional Residential areas. Where possible, Mixed Residential areas should serve as a transition from more intense development such as Transit-Supportive Residential and Neighborhood Commercial centers to Conventional Residential neighborhoods. Like Conventional Residential areas, Mixed Residential areas should incorporate pocket and neighborhood-scale parks, public gathering spaces, community gardens, and trails that serve surrounding residents. Mixed Residential areas may incorporate commercial corner stores located at key entry points and intersections.

Primary Uses:
Single-Family Detached
Accessory Dwelling Unit
Duplex
Cottage Home Court
Townhome
Triplex/Quadplex
Two-Over-Two

Supporting Uses:
Commercial Corner Store
Parks and Open Space
Multi-Family
Senior Housing Facility
Professional Service

CHOOSE WHICH MIXED RESIDENTIAL OPTION YOU LIKE BEST

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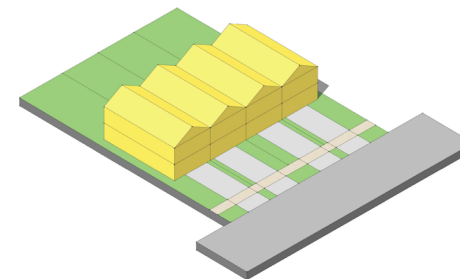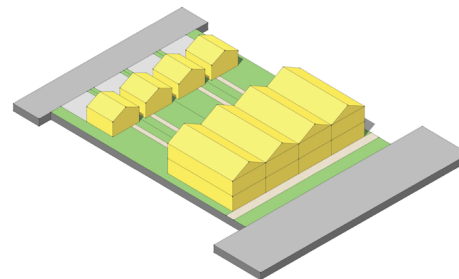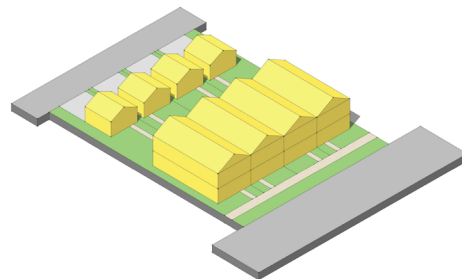
DEVELOPMENT SCALE: RESIDENTIAL

TRANSIT SUPPORTIVE RESIDENTIAL
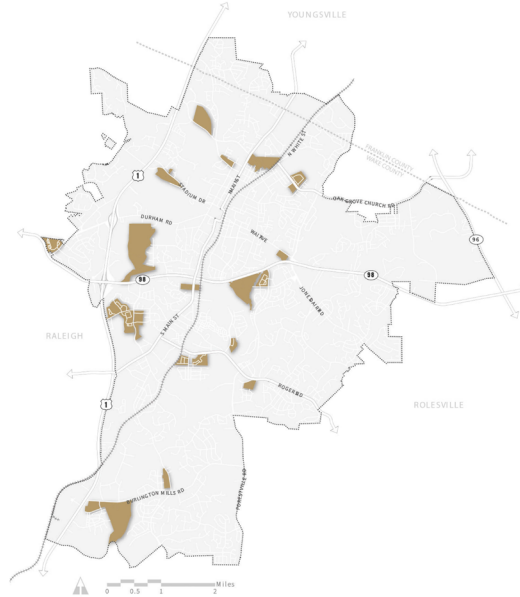
Transit Supportive Residential areas are a place type in Wake Forest identified by the Community Plan.

Transit-Supportive Residential areas include compact residential areas featuring a variety of higher intensity housing types, like apartment buildings and two-over-twos. Such housing types can feature shared building entrances, stairways, hallways, and amenities, with taller building heights and stacked units. This land use should continue to provide greater housing variety and density near Neighborhood Commercial and Corridor Commercial areas to allow more residents to live close to amenities. This includes along existing and future bus routes and transit hubs to sustainably reduce reliance on vehicles. High walkability and bikability should be promoted with well-connected sidewalks, trails, and bicycle routes, and parking lots located to the rear. This land use should provide a transition between lower density single-family residential areas and more intense land uses, such as office campuses and industrial areas. Small-lot or compact single-family developments are also appropriate.

Primary Uses:
Multi-Family
Two-Over-Two

Supporting Uses:
Townhome
Senior Housing Facility
Commercial Corner Store
Parks and Open Space
Professional Service

CHOOSE WHICH TRANSIT SUPPORTIVE RESIDENTIAL OPTION YOU LIKE BEST

Place a sticker in the box below to choose your favorite:
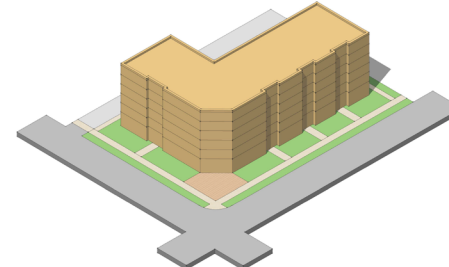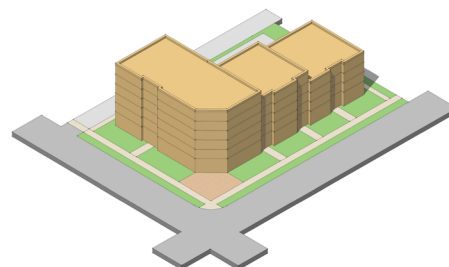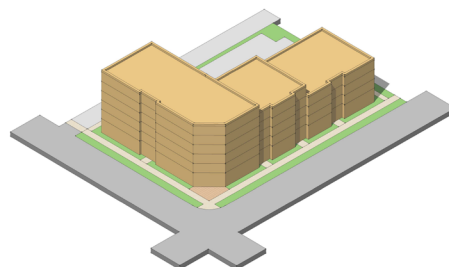
DEVELOPMENT SCALE: NON-RESIDENTIAL

NEIGHBORHOOD COMMERCIAL
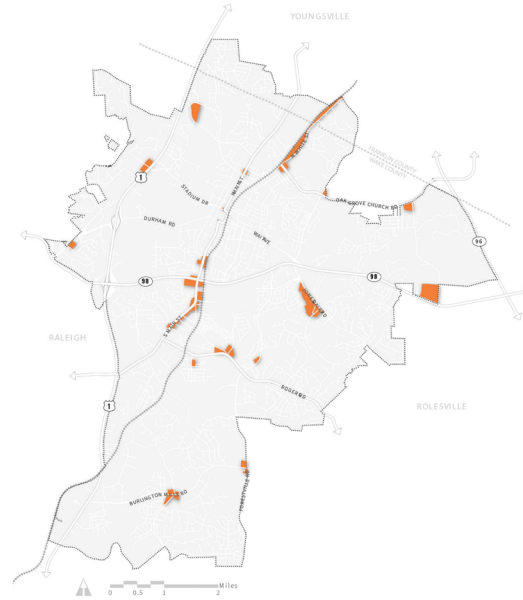
Neighborhood Commercial areas are a place type in Wake Forest identified by the Community Plan.

Neighborhood Commercial uses include local-serving commercial nodes that provide surrounding residents with convenient access to day-to-day goods and services. Examples include hair salons, cafes, dry cleaners, restaurants, and small grocery or convenience stores. Neighborhood Commercial uses should support compact, pedestrian-oriented, mixed use environments with building scales compatible with adjacent residential areas. In cases other than adaptive reuse, new Neighborhood Commercial uses should include vertical mixed use buildings with ground-floor commercial and upper-story residential or office. They should be located along the Town's major roadways or intersections to provide a transition in intensity to more intense commercial areas and residential neighborhoods. High levels of pedestrian and bicycle access to residential areas should be emphasized, with well-connected sidewalks, trails, and bicycle routes ensuring residents can easily access Neighborhood Commercial nodes without having to drive. Future transit service expansions should target Neighborhood Commercial centers.

Primary Uses:
Commercial Retail and Service
Food and Drink
Office
Mixed Use

Supporting Uses:
Institutional and Civic
Entertainment and Cultural
Public Gathering Space
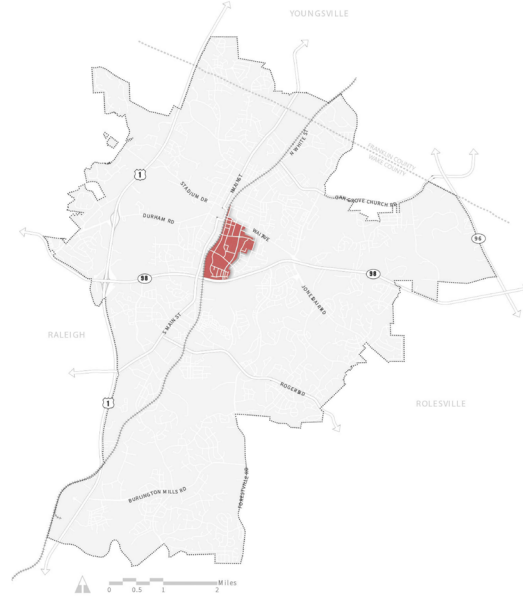Live-Work
Upper-Story Residential

CHOOSE WHICH NEIGHBORHOOD COMMERCIAL OPTION YOU LIKE BEST

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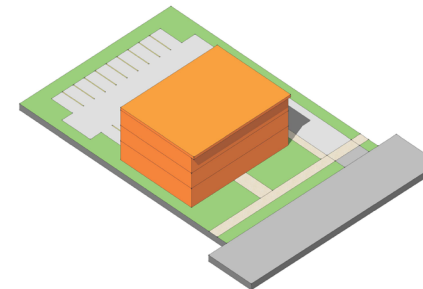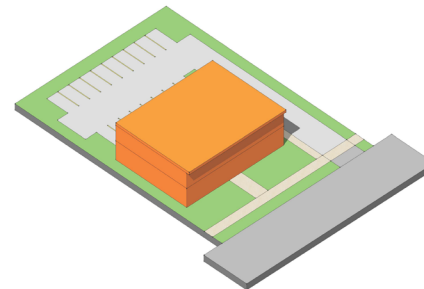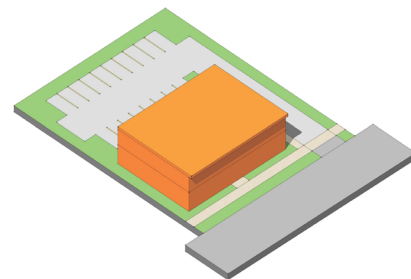
DEVELOPMENT SCALE: NON-RESIDENTIAL

DOWNTOWN COMMERCIAL

Downtown Commercial areas are a place type in Wake Forest identified by the Community Plan.

Downtown includes two primary areas: the Downtown Core and the Downtown Edge. The Downtown Core should continue to serve as the historic heart of the Town and the center of culture, tourism, and civic activity. This includes integrated public gathering spaces that support social interaction and community events. The Downtown Core's streetscape should be activated with ground-floor commercial businesses and upper-story office uses. Higher density residential uses should be supported in the Downtown Edge or in the upper floors of Downtown Core mixed use buildings to increase living options near the Downtown's amenities.
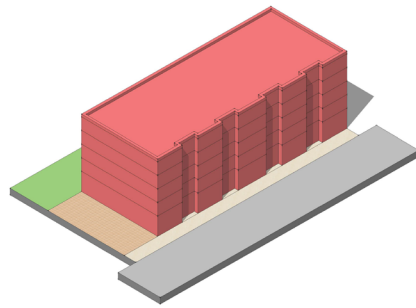
Primary Uses:
Commercial Retail and Service
Food and Drink
Office
Mixed Use

Supporting Uses:
Institutional and Civic
Entertainment and Cultural
Public Gathering Space
Live-Work
Upper-Story Residential

CHOOSE WHICH DOWNTOWN COMMERCIAL OPTION YOU LIKE BEST

Place a sticker in the box below to choose your favorite:
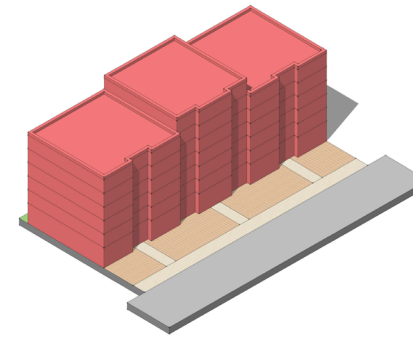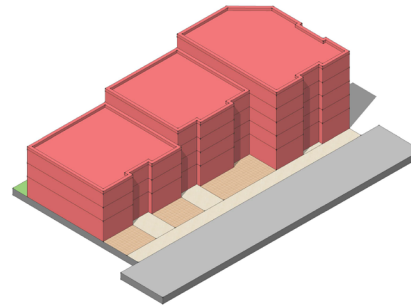
Tree Preservation & Open Space

What the Community Plan Says:

- Identify and eliminate barriers to higher density redevelopment and infill development within already developed areas to avoid premature development in long term growth areas and reduce greenfield development.

- Establish conservation development standards to incentivize the preservation of significant natural assets within sites, such as streams, steep slopes, unique geological formations, wetlands, and mature stands of trees.

- Continue to identify and strategically acquire environmentally sensitive land to preserve as dedicated conservation areas and publicly accessible open space.

- Explore strategies to further promote green space preservation within the updated UDO and evaluate what is credited as open space.

- Update the UDO to require private development to provide private open space and amenities in proportion with phases being constructed.

Tree Preservation & Open Space

What the Community Plan Says:

■ Identify and implement updates to the UDO that could further promote tree preservation and replacement in new developments.

■ Review existing incentives and consider additional incentives for private developers to promote tree preservation above what is required by the UDO.

■ Explore ways to increase the number of trees required in parking lots during the update to the UDO.

■ Require public and private tree plantings and xeriscaping to be made up of native plant species that are adapted to local environmental conditions and require less irrigation.

■ Seek legislation that will allow the expansion of current tree preservation standards.

■ Ensure the UDO update supports Town's established tree canopy goal.

Tree Preservation & Open Space

What the Community Plan Says:

■ Encourage conservation design in the UDO's subdivision development regulations, particularly for areas within watershed protection areas.

■ Explore incentives for promoting conservation design, such as density bonuses to allow for comparable number of housing units but greater preserved green space within the site.

■ Encourage developers to enhance preserved green spaces as accessible amenities for residents, such as trails and outdoor seating.

Green Space & Development Amenities

- Preserving Existing Trees

- Larger Lots

- Passive Open Space

- Active Open Space

- Guest/Overflow Parking

- Greenways

- Preserving Environmentally Sensitive Areas

Landscape, Buffering, & Screening

What the Community Plan Says:

- Enhance screening and buffering requirements for industrial and commercial uses next to residential uses.

- Evaluate strategies to encourage tree preservation along site perimeters.

- Review and update requirements for screening of utility, loading, outdoor storage, and trash disposal areas that are visible from the right-of-way and adjacent development.

- Require dumpster areas to be screened with masonry walls to match the primary building and use either metal or composite wood gates.

- Promote the use of setbacks for walls and fences that allow for plantings between the property line and the right-of-way and adjacent development.

LANDSCAPING, BUFFERING, AND SCREENING

PARKING LOT LANDSCAPE ELEMENTS

Landscape in the interior and at the perimeter of parking lots helps to improve the appearance of Wake Forest's commercial areas and can also play an important role in on-site stormwater management. Parking lot landscaping can be provided in a variety of ways but often includes the following elements.

Perimeter
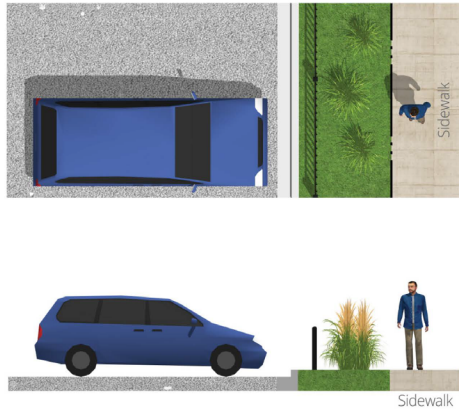
Perimeter landscaping is established to screen parking lots, vehicle bumpers, and headlights from sidewalks and streets while at the same time maintaining visibility for people in parking lots. To achieve this balance, perimeter landscaping often consists of low shrubs and native grasses and can be coupled with low fences or walls.

Interior: Islands

Landscape islands are located within parking lots and are typically located intermittently along rows parking spots. Often, landscape islands are the size of parking spaces and span double rows of parking. Landscape islands are typically planted with trees to provide shade and reduce the urban heat island effect.

Interior: Medians
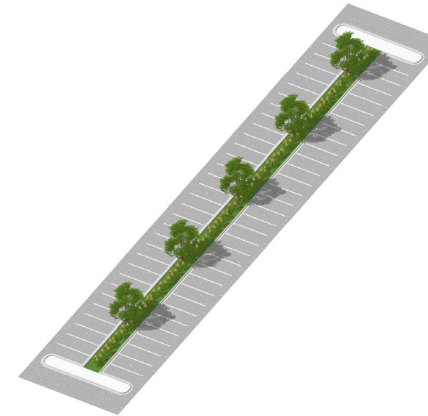
Landscape medians are located between rows of parking and span the length of a row of parking spots. Landscape medians are typically planted with trees, shrubs, and native grasses. Landscape medians can also be utilized as rain gardens, which help to absorb and filter stormwater.

Interior: End Caps

Landscape end caps are located at the end of rows of parking and can range in size and shape. Landscape end caps are typically planted with trees to provide shade and reduce urban heat island as well as shrubs and native grasses to improve aesthetics.
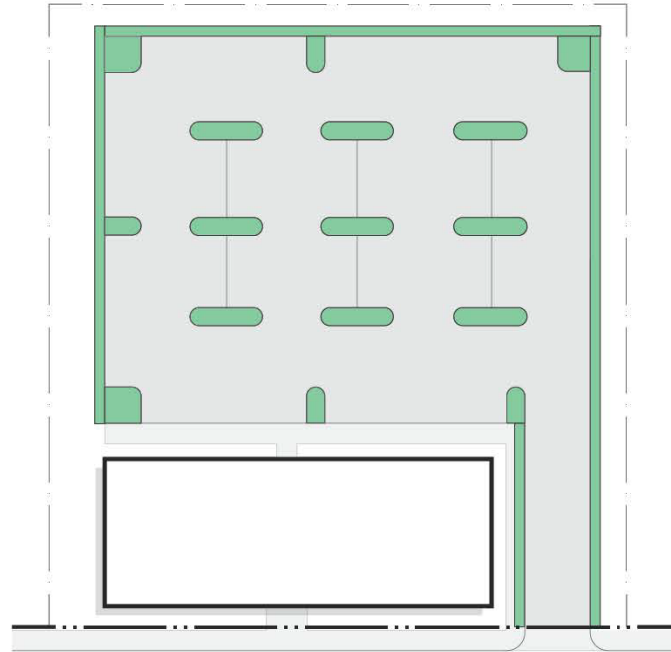
PARKING LOT LANDSCAPE DESIGN

The parking lot landscape elements introduced on the "Parking Lot Landscape Elements" board can be integrated into parking lots in a variety of ways. Below are three examples. Please indicate which landscape design alternative you prefer.
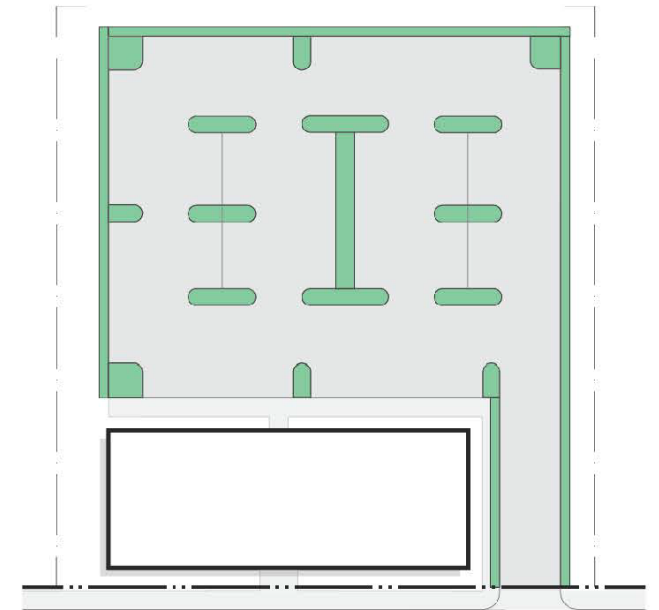
Median and Perimeter Landscaping
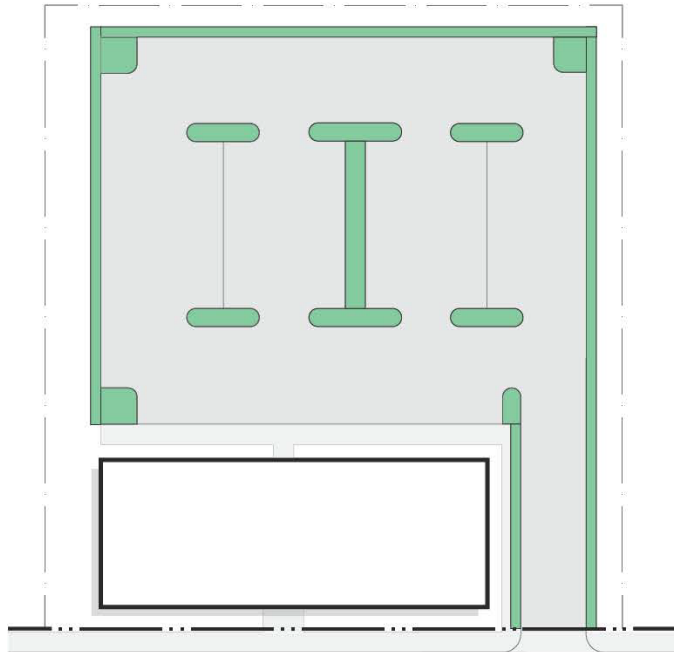
Primary Street

Island and Perimeter Landscaping
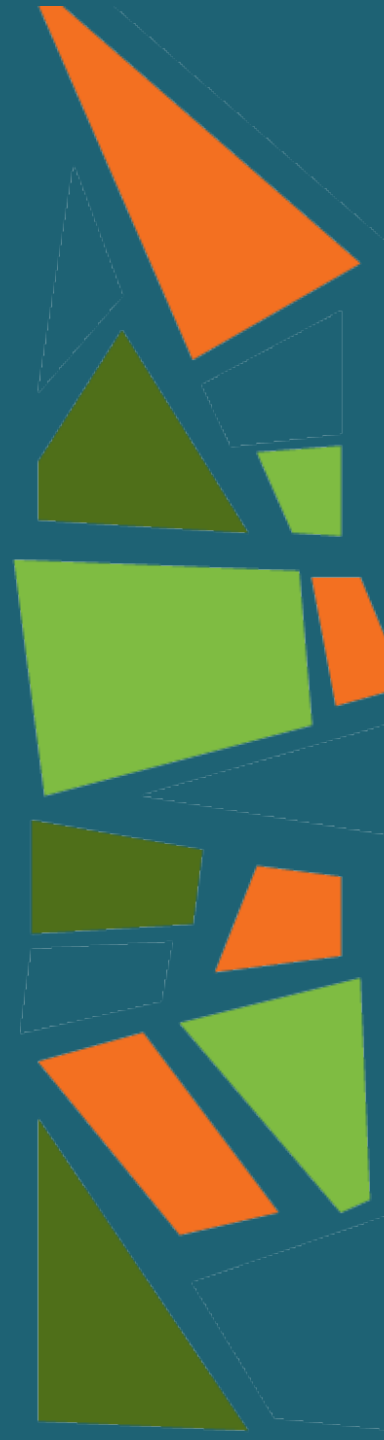

Primary Street
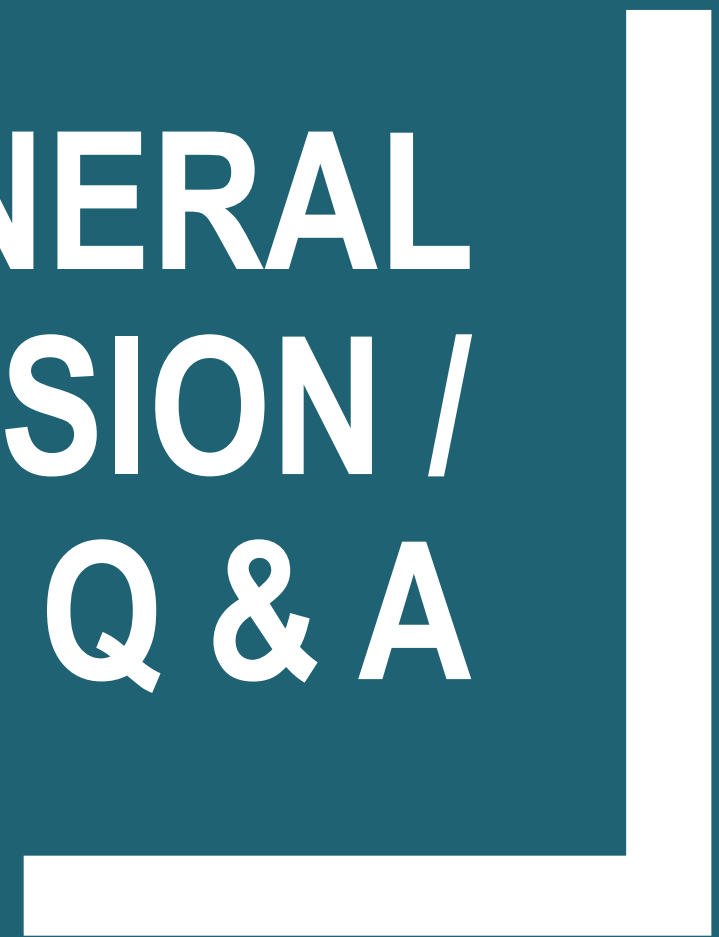
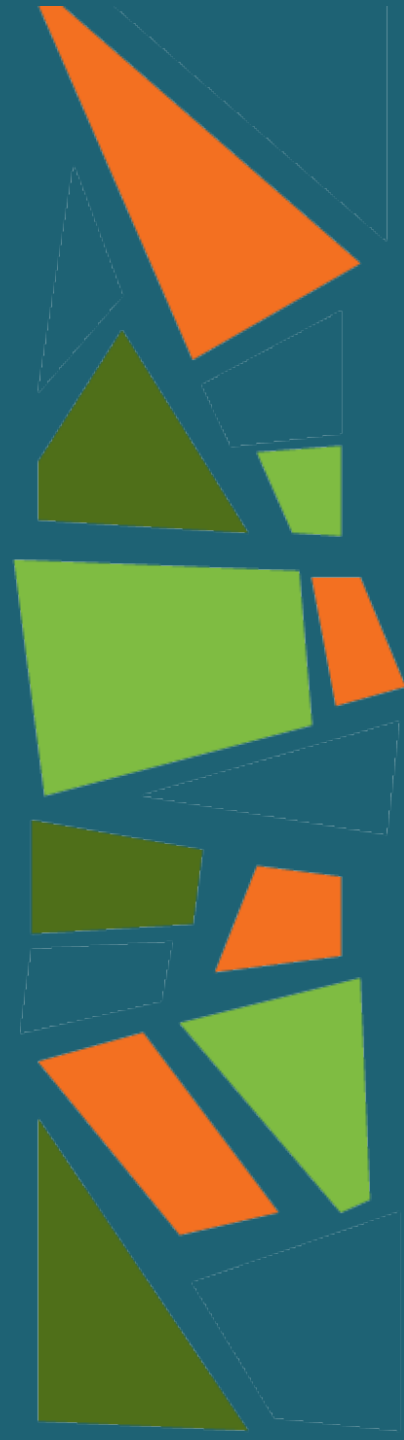### Median, Island and Perimeter Landscaping

Primary Street

Buffer Design Elements

- Fence

- Wall

- Decorative Vegetation

- Opaque Vegetation

- Existing Trees

- Physical Distance

GENERAL DISCUSSION / Q & A

NEXT STEPS

Meetings this Week

- Zoning Orientation Tour

- Department Heads Meeting

- Planning Board Work Session

- Board of Commissioners Work Session

- Key Stakeholder Interviews and Focus Group Discussions

- UDO Update Public Open House

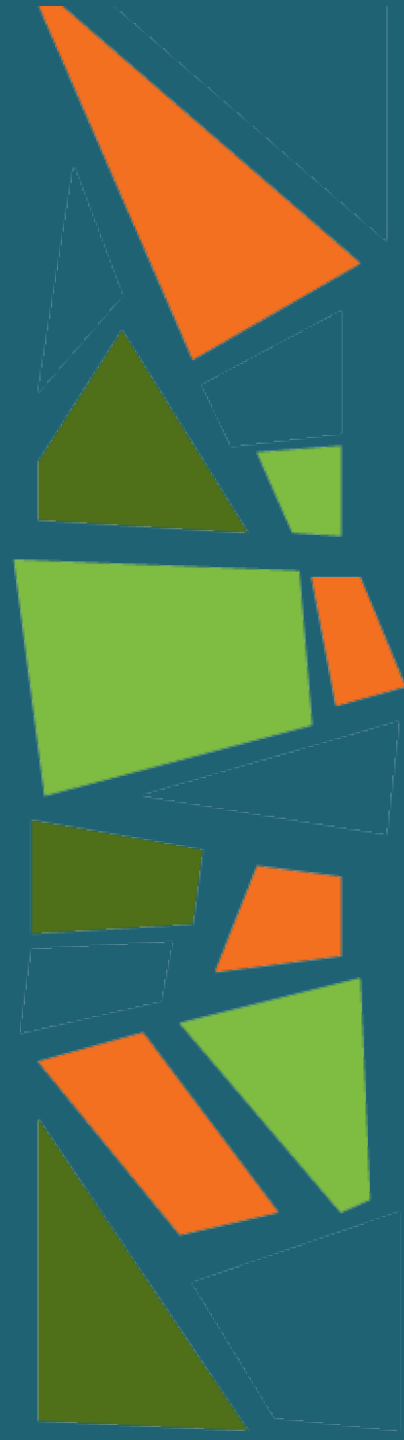- UDO Update Technical Review Group Meeting

UDO Update Process

- **Step 1**: Project Kick Off

- **Step 2**: Begin Public Engagement

- **Step 3**: Existing UDO Analysis and Preliminary Recommendations

- **Step 4**: Draft UDO Sections and Review Meetings

- **Step 5**: Manual of Specifications, Standards, and Design (MSSD) Comprehensive Update and Reorganization

- **Step 6**: Draft and Final UDO and MSSD

- **Step 7**: UDO Adoption

1 Project Kick Off

2 Public Engagement

3 Existing UDO Analysis & Preliminary Recommendations

4 Draft UDO Sections & Review Meetings

5 MSSD Comprehensive Update & Reorganization

6 Draft and Final UDO and MSSD

7 UDO Adoption

Stay Involved!

- Stay up to date on the UDO Update by visiting the project webpage
  - *https://www.wakeforestnc.gov/planning/unified-development-ordinance*

- Email your comments or questions to Kari Grace, Senior Planner:
  - *kgrace@wakeforestnc.gov*

THANK YOU!