

Implementation Action	Timeline	Entity Responsible	Status - 2016	Status – 2014
<b>Top Priority Implementation Actions</b>				
1. Work with Wilson County to establish a tiered growth system	Initiate within one year	Development Services, Fire/Rescue Services, Police, Public Service, and Wilson Energy	No Changes since last report.	We continue to use the tiered growth concept as a policy guide to inform decision making. As it was in 2012, development pressure on the edge of the City continues to be low.
2. Amend Wilson's Land Development Ordinances	Initiate within one year	Development Services, with TRC Departments	We have held a review meeting with area engineers and developers to receive feedback on the UDO. Changes have been presented to council and additional amendments are in develop based on that feedback.	The new development regulations were adopted January 2013. We are preparing to do a comprehensive review of the new code to gauge its effectiveness since its adoption.
3. Establish a neighborhood planning and implementation process	Initiate within two years	Development Services, Human Relations Office, Police Department	The HUD Choice Neighborhood Plan was approved by HUD and both the Housing Authority and City are working on plan implementation. The Housing Authority secured funding to rehabilitate existing vacant units to increase their supply of affordable housing. The City of Wilson was awarded a \$10 million TIGER grant to improve Highway 301.	The Choice Neighborhood Plan was adopted by Council June 2014. The plan is presently with HUD for their final review and sign off. Implementation work is ongoing for both the Barton Area Plan and now the Choice Neighborhood Plan. One unfortunate setback in implementing the Barton Area Plan was the failure of the Landmark Project to secure tax credit financing for the Old Wilson project.
4. Support and facilitate center city catalyst projects such as the Villages of Center City	Initiate within one year	Planning and Community Revitalization, Development Services, Downtown Development Corporation, Public Services	The City is working with several partners to on large projects within the Center City. Second Act Communities is looking to partner with St John CDC on a development project within the Wilson Renaissance Project. While Freeman Place did see a surge of development in 2014-15 we again are working to accelerate its completion. A new non-profit building partner, Builder of Hope, has signed an MOU with the City and will be taking lots in Fall 2016.	Center City revitalization continues to be a focus of the City. Work is ongoing to kick start the Freeman Place project, our brownfield program continues to grow with a new \$1,000,000 grant, and downtown revitalization has seen several successful projects completed in the last 2 years.

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5. Establish a vacant properties initiative	Initiate within two years	Planning and Community Revitalization	We continue to have minor success with vacant properties. We continue to partner with Habitat for Humanity and Preservation of Wilson on improving vacant property through new construction or rehabilitation of historic properties. Downtown is also having success through our ability to acquire, stabilize and market vacant buildings for reuse. Demolition of the former Leder motel on US 301 was completed.	The vacant properties initiative is ongoing as we seek legislation and figure ways to proceed without legislation. We have had minor successes with donating lots to Habitat for Humanity and working with community groups to establish community gardens on vacant lots. Demolition work continues for houses beyond repair. We completed a comprehensive property inventory to assess home and lot conditions in the Choice Neighborhood target area.
6. Redesign streetscape improvements to Highway 301	Initiate within two years	Planning and Community Revitalization	This project was awarded a \$10 million TIGER grant that will accelerate its completion. In addition, NCDOT dollars are expected which along with locally committed funds will provide approximately \$18 million in funding to complete construction. Engineering work to be completed by June 2017.	We are presently working with 301 Forward and the Engineering Department on plans for streetscape and highway improvements to US 301. These plans would develop a plan B for the corridor given that NCDOT has changed their project funding formula. The new formula was not advantageous to our goal for the corridor.
7. Implement elements of Barton College's Master Plan that relate to the City's area of responsibility	Initiate within two years	Barton College, Planning and Community Revitalization	Barton streetscape improvements were completed.	The two-way street conversion is completed and has proven successful. The City is presently working on streetscape improvements in concert with the entrance enhancements being completed by Barton College.

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8. Promote green workforce development initiatives and work with Wilson Community College to implement elements of its master plan that relate to the City's area of responsibility	Initiate within two years	Wilson Community College, Wilson County, Planning and Community Revitalization, Economic Development Council	Construction has begun on the Lee Motor Campus for the community college. The TIGER grant will provide a multi-use path connection between the Lee Campus and Main Campus.	The City is actively assisting WCC on implementing their vision for the reuse of the former Lee Motor Company property on US 301. Brownfield funds were used to perform environmental assessments for the property. City staff are members of the Chamber of Commerce Sustainability Council and this year the committee put on a "Sustainability Summit". The Council is currently working on a loan fund to assist small business with energy efficiency upgrades to buildings.
9. Establish sustainable performance standards and develop an energy conservation strategy	Initiate within two years	City administration with assistance from relevant City departments	No change since last report.	While a formal policy has not been developed, city building renovations have included higher efficiency lighting fixtures, higher efficiency heating and air units, motion sensing light switches which have helped reduce energy consumption in city buildings.
10. Conduct a feasibility study for a downtown civic center	Initiate within four years	Downtown Development Corporation and Wilson Visitors Bureau	Has not occurred.	Has not occurred.

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11. Promote revitalization of Downtown	Initiate within two years	Downtown Development Corporation, Planning and Community Revitalization	<p>The Whirligig Park is ready for construction. Construction will commence as part of an economic development project at the former Hi-Dollar Tobacco warehouse.</p> <p>Development in downtown is still headed in a positive direction given the private investment numbers we are seeing. A number of buildings have been rehabbed and some key projects are nearing completion. Over the past two years we have seen nearly \$9 million in new investment per year in downtown. One of the key projects is a new craft beer brewer with a planned completion in Fall 2016. We also saw the completion of our second residential loft project in the Wilson Furniture Lofts.</p> <p>We continue to work on building stabilization in order to achieve greater stability in downtown. Two additional buildings were stabilized and sales nearly finalized for property in Tarboro Street. The city has also acquired 3 additional buildings in downtown for stabilization and eventual sale.</p>	<p>City staff is engaged in the Whirligig Project in several ways. We are advising on park design, implementing infrastructure plans around the park and designing streetscape treatments for areas between Nash Street and the park site. Grant funds are being sought for infrastructures costs. Demolition of derelict buildings adjacent to the park has been completed with Mello Buttercup and Wilson Petroleum.</p> <p>The one-way street and downtown signalization study is completed and is currently being implemented by Engineering. The vacant window program has been started. The first of two loft projects, Nash Street Lofts, has been completed and a second is expected to be completed this summer.</p> <p>The City also stabilized a downtown building in danger of having its roof collapse. That building has subsequently been sold by Wilson Downtown Properties and been renovated for business space. The Beer Store is currently in one of the tenant spaces in the building.</p>

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12. Develop a formal agreement with Wilson County Schools	Initiate within two years	City administration with assistance from Planning and Community Revitalization	Has not occurred.	Has not occurred.
<b>Managed Growth</b>				
1. Maintain an up-to-date geographic information system dataset of existing land uses and vacant structures in Wilson. Periodically compare this data to data on new development and redevelopment and identify trends in aging corridors requiring reinvestment focus.	Ongoing	Planning and Community Revitalization, Development Services and Information Technology Services	This work continues in order to track neighborhood trends. We have developed a better partnership with the county and now get regular updates of delinquent tax data which is a strong indicator of neighborhood health.	This is ongoing with the most recent work consisting of a large undertaking to inventory all of the properties and their condition in the Choice Neighborhood Target Area. We continue to monitor tax delinquency rates in threatened neighborhoods.
2. Ensure that City departments share information regarding proposed developments that will require expansion of public safety services. Ensure that existing facilities and service capacity can adequately serve new and existing demands for service. Mitigate any potential impacts that might decrease levels of service.	Ongoing	Fire/Rescue, Police, Public Services, Development Services	While ongoing, we continue to make improvements in data sharing and cooperation. A great example was storm water and planning figuring out how to use existing land held by the city to minimize storm water development expenses for the Whirligig Park.	Ongoing task. One area of emphasis has been on center city storm water issues in order to create a regional solution that would benefit center city projects.

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3. The City shall set a schedule for regular review of the primary growth areas to ensure that adequate land is available for forecasted development.	Short Term	Development Services, Planning and Community Revitalization	Not relevant at this time due to slow growth.	Not relevant at this time due to slow growth.
4. Monitor the balance of tax revenues and public infrastructure costs over time and compare with development approvals to identify trends. Seek strategies to maintain a fiscal balance.	Short Term	Development Services, Planning and Community Revitalization	Not relevant at this time due to slow growth.	Not relevant at this time due to slow growth.
5. In collaboration with the North Carolina Department of Transportation and Wilson County, adopt and implement a new Wilson Comprehensive Transportation Plan.	Short Term	Public Services, Planning and Community Revitalization	The City has a terrific relationship with NCDOT that is leading to great outcomes. This includes significant cooperation and coordination on the US 301 TIGER Grant as well as sidewalk and pedestrian improvements.	Ongoing work to implement the adopted plan. Examples of plan implementation is the addition of signal coordination project on Raleigh Road Parkway to the new NCDOT SPOT 3.0 project list and city initiated planning on US 301 for corridor improvements there.
6. Develop a fiscal model to analyze development proposals and any positive or negative impacts development has on municipal budgets.	Medium Term	Development Services, Finance	No change since last report.	Has not occurred. We do include a fiscal impact statement with rezoning applications based on the 2007 Cost of Land Use Study. As residential growth pressure return, consider funding development of the fiscal model.
<b>Center City Initiatives</b>				
7. Develop and adopt a Commercial Maintenance Building Code and actively enforce it.	Short Term	Development Services, Downtown Development Corporation	No Change. Still a significant issue and we address as resources allow.	Code has been adopted and is being enforced. Additional staff resources needed for the program to be most effective. Building maintenance is a major issue downtown and along older business corridors like US 301.

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8. As opportunities arise, replace holly trees with a more appropriate species in the Main Street District.	Ongoing	Parks and Recreation and Public Services	This is ongoing as resources and time permits. Significant progress has been made.	Systematic replacement of trees in downtown is presently being done in cooperation with Wilson Energy.
<p>9. Continuing the partnership with Wilson Downtown Properties and Wilson Downtown Development Corporation, the City should market the Hi-Dollar Warehouse for a mixture of civic and commercial uses. In order to encourage a successful development the following uses should be considered:</p> <ul style="list-style-type: none"> <li>◆ A government use, such as offices or meeting space, to accelerate loan approval and construction</li> <li>◆ A Visitor's Center</li> <li>◆ A signature destination restaurant</li> </ul>	Ongoing	Planning and Community Revitalization, Downtown Development Corporation and Wilson Visitors Bureau	While we anticipated that this project would be under construction, various issues have slowed progress. The developers are continuing their work and their current goal is to begin construction Fall 2016.	We continue to assist downtown development with this project. Most recently with the need for the HUD Appraisal for the project's financing needs.
10. Promote partnerships facilitating preservation real estate activities with Preservation of Wilson.	Ongoing	Planning and Community Revitalization, Preservation of Wilson	This work continues. Preservation of Wilson has begun work with a former Preservation North Carolina staff member to develop a plan to perform rehabilitation and stabilization of homes in their target areas.	Ongoing – the City meets with Preservation of Wilson regularly.
11. Revitalization and rehabilitation of blighted and vacant properties is paramount. For those properties that cannot be addressed by these means, the City should seek new funding sources to fully fund the City's demolition program.	Short Term	Development Services, Planning and Community Revitalization	We have made some significant progress on commercial demolition on US 301 and that work continues as funding permits. Additional commercial demolition is planned on the 301 corridor.	The City of Wilson continues with its demolition program. We are keeping up, but not gaining ground on the abandoned and dilapidated building issue. The City has received a \$1,000,000 grant from US EPA to assist with brownfield redevelopment and clean up.

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<p>12. Provide incentives to developers with projects in the Highway 301 Corridor, such as</p> <ul style="list-style-type: none"> <li>◆ Reduce City of Wilson utility connection fees for Highway 301 Corridor developments</li> <li>◆ Offer an accelerated entitlement process</li> <li>◆ Negotiate property tax credits for the incremental increase in value over a specific period</li> </ul>	Short Term	Planning and Community Revitalization	City staff is presently working on ideas for beautification grants on the corridor and will present to council.	Have not revisited the special taxing district discussion. Developed a new partnership with the Wilson Chamber called 301 Forward.
13. Consider development of a "One Wilson" Park at the location of Downtown Alive events.	Medium Term	Downtown Development Corporation	Recommend removal of this goal due to construction of the Whirligig Park. This will be the venue for future concerts, artist and farmers markets, and other downtown special events.	Downtown Alive concerts are likely to be held at the new Whirligig Park once it is built.
14. Extend sidewalk improvements from Nash Street to side streets within the Main Street District. Consider burying overhead lines in this area.	Long Term	Planning and Community Revitalization, Public Services	Sidewalk repairs have been performed on downtown side streets.	Presently working on an infrastructure grant application in order to fund needed sidewalk improvements. Sidewalk improvements have been made around the Barton area. Sidewalk improvements downtown have been identified and overhead lines are being buried on parts of Tarboro and Goldsboro
15. Explore corporate partnerships in return for discreet advertising signage in gateway areas and other gateway design features.	Medium Term	Planning and Community Revitalization	A grant was awarded for some downtown wayfinding signage. This signage will concentrate on public parking with the hope to expand the project scope to other wayfinding signs. Grant funding enabled us to complete this first phase without the need for corporate sponsors.	A plan for sign locations has been developed. Sign design work is ongoing with the Wilson Appearance Commission.

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<p>16. Consider development of a land bank to acquire and redevelop vacant and abandoned properties with tax liens. Work with City leaders to encourage the State legislature to authorize the use of this tool.</p>	<p>Medium Term</p>	<p>Planning and Community Revitalization</p>	<p>While we perform work similar to how a land bank would function, we have not been able to get traction on legislation to establish formal land banks with formal powers found in other states. That work will be ongoing.</p>	<p>The vacant properties initiative is ongoing as we seek legislation and figure ways to proceed without legislation. We have had minor successes with donating lots to Habitat for Humanity and working with community groups to establish community gardens on vacant lots. Demolition work continues for houses beyond repair. We completed a comprehensive property inventory to assess home and lot conditions in the Choice Neighborhood target area. In the last 12 months, the city has discussed this initiative with faculty from the UNC School of Government and the national organization, Center for Community Progress which has published books and assisted other communities with establishing successful land banks.</p>
<p>17. Consider new funding mechanisms to promote redevelopment in the Center City, such as:</p> <ul style="list-style-type: none"> <li>◆ Tax Increment Financing</li> <li>◆ New Markets Tax Credits</li> <li>◆ Grants/low-interest loans from non-profit community development foundations.</li> <li>◆ A collaborative low-interest fund w/ area financial institutions</li> <li>◆ Section 108 Loans</li> <li>◆ Economic Development Initiative &amp; Brownfields Economic Development Initiative grants.</li> <li>◆ Small Business Administration 504 Loans</li> </ul>	<p>Medium Term</p>	<p>Planning and Community Revitalization, Downtown Development Corporation</p>	<p>City Council has established a fund for public-private partnerships in the downtown area. this fund can be used to acquire and stabilize buildings and to partner with private development interests to incentive private redevelopment activity. The \$1 million EPA loan fund is still available.</p>	<p>A Development Finance Study was completed in cooperation with the UNC School of Government Development Finance Initiative. This work is directly benefitting South Street Partners, LLC and The Hi Dollar Warehouse Project. The City has established a new downtown incentive program that will grant back an amount equal to taxes paid – this is similar to industrial incentive packages and similar to programs established in neighboring communities. Several foundation grants have been awarded for the development of the Whirligig Sculpture Park.</p>

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18. Consider creating a revolving fund for real estate purchases and dispositions within the Highway 301 corridor.	Medium Term	City Administration	Has not occurred – current 301 focus in on successful implementation of the US 301 TIGER Grant.	Has not occurred
19. Develop design guidelines for redevelopment along the Highway 301 Corridor.	Medium Term	Development Services, Planning and Community Revitalization	This task is complete.	The city adopted city-wide design guidelines with the adoption of the Unified Development Ordinance.
20. Work with Wilson Community College to develop a plan for the Herring Road Avenue Corridor, including gateway treatments and reuse of vacant buildings.	Medium Term	Planning and Community Revitalization	A specific redevelopment plan has not been created. The US 301 TIGER grant includes funds for pedestrian improvements around the community college.	Has not occurred.
21. Develop a Heritage Tourism Plan for Wilson that markets Wilson as a unique, historic destination along I-95.	Long Term	Downtown Development Corporation, Visitors Bureau, and Preservation of Wilson	Has not occurred.	Has not occurred.
<b>Quality of Life</b>				
22. Advertise community events in the Wilson Parks and Recreation newsletter.	Ongoing	Parks and Recreation, Public Affairs	This work is ongoing – no change since last report.	Ongoing, plus we are using social media outlets like Facebook, Twitter, etc. to help advertise and build awareness of programs
23. Working with local partners, identify ways the City can assist in attracting and recruiting new cultural and entertainment establishments and activities to the City.	Short Term	Visitors Bureau	The hotel occupancy tax was approved for Wilson County and will be specifically earmarked for sports tourism at Gillette Park.	Work continues with the Whirligig Park and Visitors Bureau. City is partnering with other local government and local agencies on requesting an increase in the Hotel/Motel occupancy tax in this short session of the NCGA.
24. Working through the Citizens Academy, poll citizens on the best ways to provide information about public events and activities.	Short Term	Public Affairs	After a long period without the position, A Communications and Marketing Manager was hired and is examining all of our communication channels and determining the best ways to reach citizens.	Continues with each citizen's academy, Neighborhood Summit and the youth citizen's academy.

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25. Publicize the City's community calendar on the Wilson Times website.	Short Term	Public Affairs	On-going	On-going
26. Explore opportunities for developing a comprehensive, multilingual community calendar that includes civic, cultural, recreational, educational, and other events.	Short Term	Public Affairs	No change	Calendar has been created and is in place, but not multilingual.
27. Continue to conduct the Citizens Academy and expand outreach to Spanish-speaking citizens.	Short Term	Human Relations	On-going	On-Going
28. Organize cultural events that display the unique character of the City and its residents. Such events could include a public market, art show, and concert with local musicians.	Medium Term	Downtown Development Corporation and Visitors Bureau	On-going, a variety of downtown events are offered each year.	On-going
<b>Neighborhoods and Housing</b>				
29. Consider establishment of a local "Weed and Seed" program.	Short Term	Police, Planning and Community Revitalization	No change	The City requested, but was not funded for a Byrne Criminal Justice Grant. Plans are to apply again. Chances should be improved now that the Choice Neighborhood Plan is completed.
30. Examine appropriate incentives, shifting expenses from City initiated demolitions to assistance with rehabilitation when appropriate.	Short Term	Development Services	This work continues with work completed on two buildings on Tarboro Street and an additional three buildings recently acquired by the city in downtown.	The 113-115 Goldsboro Street project was a success. Determining how we can expand this idea to other buildings. Largest hurdle is getting control of the vacant and dilapidated properties.

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31. Implement the Housing Improvement Action Strategy Plan for Wilson.	Medium Term	Planning and Community Revitalization, Development Services	<p>The Flynn Christian Home grant project has been closed out. We continue housing work through the urgent repair and single family rehab programs. We are also exploring North Carolina Housing Finance loans to perform residential rehabilitation work.</p> <p>In the last legislative session, a new law passed that will not allow proactive rental housing inspections as currently performed by the city. Staff and the city attorney's office are currently looking at alternatives so we can continue to work progressively on improvement on housing conditions in Wilson.</p>	<p>This work is ongoing. We continue to administer the Urgent Repair and Single Family Rehab grants. We are also implementing a \$500,000 Catalyst Grant to assist the Flynn Christian Home. Unfortunately, housing funds will no longer be available for programs such as the Catalyst Grant since the legislature has mandated that all CDBG funds go towards infrastructure. This will limit future housing projects without committing significant local funds to housing issues.</p> <p>Working with the Redevelopment Committee and Council, staff revised agreements and standards for the Freeman Place project to kick start that project that had seen interest decrease during the long recession. These changes appear to be successful as homes have started to sell again in the development.</p>
32. Consider establishment of neighborhood conservation districts to protect neighborhood character and socially, historically, or architecturally significant structures.	Ongoing	Planning and Community Revitalization	This past session, the General Assembly adopted legislation that forbids cities from having architectural standards for houses outside of historic districts.	The Unified Development District did include several measures to assist with neighborhood compatibility issues when it came to placement of homes on lots. The NCGA is currently debating a bill that would prohibit the City from adopting any "aesthetic" standards for houses outside of an historic district. This would effectively prohibit the establishment of neighborhood conservation districts.

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<b>Economic Development</b>				
33. Work with local economic development partners, such as the Wilson Economic Development Council, Chamber of Commerce, Wilson Downtown Development Corporation, and Wilson Downtown Properties to identify future development opportunities and assist with development approvals by providing zoning and infrastructure to foster development of new employment centers, as guided by the Future Land Use map.	Ongoing	Development Services, Public Services	No change.	This was completed with the adoption of the new zoning map with the Unified Development Ordinance. Ongoing monitoring is required.
34. Work with local partner organizations, such as the OIC, to identify ways that the City can assist with reaching the goal of enhancing job readiness of the local workforce.	Ongoing	City Administration	On-going	On-going
35. Work with local partner organizations to market Wilson as having the most advanced fiber-optic network in the State and one of the best in the nation.	Ongoing	Public Affairs	On-going	On-going
36. Seek funding assistance from the Federal EPA and other organizations to identify and assess Brownfields in Wilson and develop strategies for remediating and redeveloping these properties.	Ongoing	Planning and Community Revitalization	Wilson has made an application to EPA for a redevelopment plan as well as additional assessment funds. Early in this reporting period, application was made but not funded for EPA assessment funds.	Since last report the city has received two additional assessment grants at \$200,000 each and a \$1,000,000 revolving loan fund grant.

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37. Work with the Economic Development Council to develop a strategy for protecting industrial parks from encroachment by residential subdivisions. Locations proximate to residential areas are often not preferred by prospective businesses due to potential impacts from industries.	Short Term	Development Services	No change	Completed and addressed in the Unified Development Ordinance.
38. Update the EDC website to include information on available State and local resources available to small businesses, including funding, training, grants, and location assistance.	Short Term	Economic Development Council	On-going	New EDC website went live in 2011; updates are ongoing
39. In coordination with local economic development partners, identify barriers to local business development that the City can take action to amend.	Short Term	Planning and Community Revitalization, Development Services, Wilson Economic Development Council	On-going. Summit held in cooperation with Pitt County and Greenville to brainstorm ideas on how to accelerate approvals of large industrial developments	On-Going
40. Identify the appropriate agency/organization and position to coordinate the local small business development efforts occurring in Wilson.	Short Term	Economic Development Council & City Administration	As part of InnovateNC, the committee is working on ideas on ways to foster entrepreneurship and how that process should be coordinated.	Has not Occurred
41. Work with existing businesses in Wilson to develop business expansion strategies that capitalize on local technologies.	Short Term	Economic Development Council & Greenlight	As part of InnovateNC, the committee is working on ideas on ways to foster entrepreneurship and how that process should be coordinated.	On-going

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42. Following development of Woodard Parkway, work with the Economic Development Council to identify long-term needs for a new industrial park. Determine potential sites appropriate for this type of development.	Medium Term	Planning and Community Revitalization, Economic Development Council	Infrastructure grants have been awarded and will be made available to the site within the next 12 months.	Not yet applicable; Woodard Parkway is still being developed
43. Analyze development approvals, recruitment efforts, locations of newly established businesses and locations where businesses are not succeeding to identify trends. Trends that show that recruitment efforts are inconsistent with Downtown business development initiatives should be addressed.	Medium Term	Planning and Development Services, Downtown Development Corporation and Economic Development Council	No change	A Recruitment & Retention Specialist was hired for the Downtown Development Department in 2012.
44. Periodically develop a community leakage analysis to identify areas where a business recruitment initiative might be successful in attracting new business.	Medium Term	Economic Development Council	The city is examining a potential partnership with Electricities on retail recruitment to target business sectors we could capture based on market demand. Our primary goal would be to seek retailers that can fill existing second and third tier retail space to encourage infill.	On-going
<b>Parks and Recreation</b>				
45. Encourage private development of youth recreational facilities, such as a skating rink.	Ongoing	Development Services, Parks and Recreation	On-going	On-going

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46. Explore opportunities for the potential sale and/or reuse of small mini-parks that are not actively in use. Neighborhood community gardens or neighborhood owned open spaces or passive park areas are two options for reuse of these sites.	Ongoing	Planning and Community Revitalization, Parks and Recreation	Parks and recreation is developing a master plan. This plan will include an analysis of all park holdings and determine which parks could be made available for other uses.	Weakness in the real estate market hampers these efforts. No economic reuse potential. The one effort that we completed was the gift of one surplus park to Barton College to incorporate into their campus master planning and another to a local church. A community garden is in place at Reid Street and was developed by a local church.
47. Amend zoning and subdivision ordinances to include provisions that encourage or require new residential developments to include open space, park areas, and greenways.	Short Term	Development Services, Parks and Recreation	Complete	Completed with Adoption of the Unified Development Ordinance
48. Work with community neighborhood watch programs to develop strategies to ensure the safety and proper use of local parks.	Short Term	Parks and Recreation	On-going	Neighborhood Watch and Neighborhood Association meetings take place in our centers in the older Wilson neighborhoods about increasing the safety of these neighborhoods.
49. Consider opportunities to partner with businesses to provide new recreational facilities and programs for area youth. The privately sponsored Boys and Girls Club in Manassas, Virginia, is an excellent example of this type of partnership.	Short Term	Parks and Recreation	This work continues. One highlight this period is the continued growth of youth athletic camps by the Police Athletic League.	We have many partnerships with different organizations to help provide programs. We currently partner with Wilson County Schools, Wilson City Little League, Wilson Youth Soccer Association, Barton College, and The ARC. This year, Wilson Youth Soccer Association has contributed toward the construction of two new soccer fields at Gillette Soccer Park
50. Explore expansion of recreational programming for seniors.	Short Term	Parks and Recreation	The new position has been well received and has increased senior programming. For example, Senior Games participants, senior aerobics participants, and senior trip participants have all increased.	Have recently appointed a full-time staff member to expand recreational programming for seniors.

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<p>51. Targeted improvements to existing parks and recreational facilities and development of new facilities to be undertaken by the City include:</p> <ol style="list-style-type: none"> <li>1. Future construction or renovation of neighborhoods parks, such as Cavalier Terrace</li> <li>2. Development of a new recreation center and renovation of existing recreation centers</li> <li>3. Development of a new indoor pool at the Gillette complex</li> <li>4. Improvements to Wedgewood Golf Course</li> <li>5. Provide additional trails/multi-use paths, and other recreational facilities at Lake Wilson park</li> <li>6. Development of the greenways system as identified in the 2008 Bicycle Plan</li> </ol>	Medium Term	Parks and Recreation	<ul style="list-style-type: none"> <li>- Trail at Lake Wilson Park has been expanded and a \$50,000 grant awarded for additional work at the park.</li> <li>- Fleming Stadium enhancements are complete.</li> <li>- Two new lighted soccer fields have been completed and are being used for tournaments and practice. New bathroom facility completed at Gillette near these fields and the All Children's Playground.</li> <li>- New Parks and Recreation Master Plan in development.</li> <li>- A greenway and water quality park master plan has been completed for the Hominy Swamp Corridor.</li> <li>- New Shelter/scoreboard at Wedgewood Golf Course has been completed.</li> <li>-PARTF grant application will be submitted in for Cavalier Terrace in the next grant cycle.</li> </ul>	<ul style="list-style-type: none"> <li>-Cavalier Park improvements are planned but have not been funded.</li> <li>-Master plan for Gillette complex includes new recreation center and indoor pool.</li> <li>-Two new regulation lighted soccer fields are currently under construction.</li> <li>-Phase 1 of Fleming Stadium renovation project which includes new entrance, bathrooms, and concession area are complete.</li> <li>-The Unified Development Ordinance contains language to support greenways dedication and development.</li> <li>-Parks and Recreation will be partnering with the Bicycle and Pedestrian Board to plan a trail for Lake Wilson</li> </ul>
52. Explore opportunities to provide a dog park within the Center City area.	Medium Term	Parks and Recreation	Costs for construction have been estimated and fund raising will begin.	A location has been found and cost estimates have been completed.
53. Working in collaboration with Wilson County, explore opportunities to provide a new community park.	Medium Term	Parks and Recreation	Has Not Occurred	Has Not Occurred
54. Explore opportunities to improve Lake Wilson by providing trails, passive park areas, restroom facilities, and other amenities.	Medium Term	Parks and Recreation	Trail at Lake Wilson Park has been expanded and a \$50,000 grant awarded for additional work at the park.	A Master Plan for Lake Wilson should be completed this year.

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55. Explore opportunities for partnering with Wilson Community College and Barton College to provide new recreational facilities and programs for City-wide use.	Medium Term	Parks and Recreation	No change	We occasionally use Barton College facilities for different programs and special events.
56. Working with Wilson County Schools, explore opportunities for joint-use of parks and recreational facilities on school grounds for use by the general public during non-school hours.	Medium Term	Parks and Recreation	No change	Currently have agreements with Fike High School, Hunt High School, Beddingfield High School, Vinson Bynum Elementary School, Toisnot Middle School, and Eastern North Carolina School for the Deaf. Have used sites to host tournament games and recreation program practices.
57. In the future, identify need for parks and reserve land in Wilson's growth area for new facilities.	Long Term	Parks and Recreation	A new parks and recreation master plan is under development and will include recommendations for new facility needs.	Ongoing, lack of growth pressure in housing market. Unified Development Ordinance provides opportunities for land dedication and fees-in-lieu of dedication and improvement to meet this need.
<b>Capital Improvements and Infrastructure Planning</b>				
58. Work with the North Carolina Department of Transportation on a partnership to utilize the City's fiber optic network to coordinate intersection signal timing.	Medium Term	Public Services	The project was evaluated and scored in the STI process. Initial scoring indicates the project will receive funding contingent upon Board of Transportation approval.	Currently the closed loop signal system project is on the new SPOT 3.0 Division project list for the City of Wilson. This will allow for future funding of the project when State funds become available.
59. Identify solutions for the congested intersection at Raleigh Road Parkway and Forest Hills Road in the Comprehensive Transportation Plan.	Short Term	Public Services	The concrete and landscape median has been installed from Airport Blvd. to just east of Heritage Dr. The remainder of the project was scored in the STI process. Funding is pending Board of Transportation approval.	Solutions have been identified and NCDOT plans to install a landscaped median on Raleigh Road Parkway. Westwood Ave and Wolftrap Dr. improvements are complete as part of this strategy.

Implementation Action	Timeline	Entity Responsible	Status - 2016	Status – 2014
60. As part of the Comprehensive Transportation Plan, identify one-way pairs in Wilson and set priorities for conversion/improvement of these pairs.	Short Term	Public Services	No Change	Raleigh Road Parkway and ACC Drive conversion is complete. The Pine and Tarboro conversion in downtown is being planned by NCDOT in cooperation with City Engineering.
61. As part of the Wilson Comprehensive Transportation Planning process, work with Wilson Community College to identify needed multi-modal transportation enhancements to improve accessibility to Wilson Community College, including pedestrian and bicycle access and transit service.	Short Term	Public Services	The US 301 TIGER Grant will fund pedestrian and bicycle improvements around the Main Campus as well as the Lee Campus. As well as connections along US301 and Lipscomb Rd.	A feasibility study, involving NCDOT, the City, and County, is underway to evaluate local transit and transportation services currently provided in the Wilson community and with a specific emphasis on identifying any unmet needs, including areas of service that may need to be supplemented. The findings of this study will not be available until mid to late 2015.
62. Ensure that public right-of-way for roadways have adequate space for locating all underground public utilities.	Short Term	Public Services	Complete	Completed in the Unified Development Ordinance project
63. Consider providing a dedicated, annual funding source to pay for public pedestrian and bicycle improvements. A potential source of income is an increase in the vehicle licensing fee for vehicle registrations.	Short Term	City Administration and Finance	A new source of resurfacing money has been developed through a new State authorized license plate fee adopted by council with the 2016-17 budget. May allow for additional bike lane and sidewalk construction.	Some dedicated funding has been included in the annual budget. Council has directed staff to include bicycle and pedestrian projects in an upcoming streets bond.
64. Develop a formal funding plan for siting, design, construction, and maintenance of Fire Station #6.	Short Term	Fire/Rescue Services and Finance	Presently on-hold due to lack of growth in areas in Wilson ETJ.	Ongoing – the fire department continues to seek funding.
65. To assist with employment access out of Wilson, study the viability of a van pool service to destinations in the Triangle and Greenville.	Short Term	Public Services	No Change	This is discussed in the Comprehensive Transportation Plan (adopted 2011) but a formal study has not been done.

Implementation Action	Timeline	Entity Responsible	Status - 2016	Status – 2014
66. Seek re-enlistment of the Wilson Industrial Air Center Airport in the National Plan for Integrated Airport Systems. This designation will make the airport eligible for federal funding to make improvements.	Long Term	Wilson Industrial Air Center Airport Authority	No change	Will continue as a long term goal. Relisting likely will not occur in the short term given federal feedback we have received to date. Airport has upgraded its FBO services in 2014 to enhance customer experience at the airport and attract additional flight operations.
67. Develop a collector street alignment to protect major corridors, such as between Airport and Merck Roads. A model alignment to consider is Westwood Boulevard.	Long Term	Public Services, Development Services	No change	This is ongoing. Consider creation of a city wide collector street plan. Westwood Ave. extension is complete between Lowes and Heritage Dr. and serves as an example of this strategy. Plan is now a long-term strategy.
68. Using traffic studies and forecasts, examine the applicability of a super-street concept and other road designs to protect and enhance travel times and public safety on major thoroughfares, particularly for U.S. 264 (Raleigh Road Parkway.)	Medium Term	Planning and Community Revitalization, Public Services	The concrete and landscape median has been installed from Airport Blvd. to just east of Heritage Dr. The remainder of the project was scored in the STI process. Funding is pending Board of Transportation approval.	Left turn restrictions will be placed on Raleigh Road Parkway with the development of the landscape median on this roadway.
69. Assess the local transit system and its ability to provide adequate transportation service to citizens in need.	Medium Term	Wilson Transit System and Public Services	No Change	A feasibility study, involving NCDOT, the City, and County, is underway to evaluate local transit and transportation services currently provided in the Wilson community and with a specific emphasis on identifying any unmet needs, including areas of service that may need to be supplemented. The findings of this study will not be available until mid to late 2015.

Implementation Action	Timeline	Entity Responsible	Status - 2016	Status – 2014
70. Expand the Wilson Industrial Air Center Airport's runway from 4,500 feet to a minimum of 5,000 feet to accommodate larger aircraft.	Long Term	Wilson Industrial Air Center Airport Authority	Funding is not available. Will examine alternative funding mechanisms such as rental income generated by solar farm installation on the property.	No change. Funding would have to be developed locally since we have not achieved relisting the airport on the federal system. Continues as a long term goal.
<b>Partnerships</b>				
71. Work with Wilson Community College and Barton College to develop mentoring programs to assist students in underachieving public schools.	Short Term	Human Relations	Communities in Schools model being used at area elementary schools and the Gentleman's Agreement program at area high schools has shown positive results. Several city employees volunteer for these opportunities.	Mentoring programs at Margaret Hearne and Vick Elementary Schools have proven successful.
72. Develop a program to donate used municipal computers and establish neighborhood resource computer labs for after school and workforce training programs. Work with Barton College and Wilson Community College to teach classes at these neighborhood centers.	Short Term	Greenlight, Human Relations	Greenlight has connected every community room at Housing Authority developments. Computers are available for residents at these locations. Greenlight has also announced a special rate for residents of public housing to ensure they can access the broadband network.	Has not occurred.
73. Work with Wilson County to develop a formal agreement for coordinating information on development proposals in areas of mutual interest. Consider agreements to amend County zoning in areas of mutual interest.	Short Term	City Administration, Development Services	No change	Due to low growth pressures in our ETJ, this has become a low priority.

Implementation Action	Timeline	Entity Responsible	Status - 2016	Status – 2014
74. Coordinate Parks and Recreational facility development and programming with the efforts of other religious and non-profit groups to provide after school programming that is accessible and affordable to all students in the City.	Short Term	Parks and Recreation	Wilson Youth Master Plan is completed and currently being implemented through Wilson 20/20.	Parks and Recreation Director is currently a member of the Wilson Youth Master Plan committee.
<b>Sustainable Planning</b>				
75. The City will review all procurement requests and whenever possible use locally-owned vendors.	Ongoing	Administration	On-going	On-going
76. Adopt measures to reduce water consumption in City-owned facilities, such as purchasing new bathroom facilities that do not use potable water or use less water than traditional facilities. Reduce the need to use potable water for landscape irrigation.	Short Term	Public Services	No Change	<p>Reclaimed water being used in bathroom at WWTP and for landscaping</p> <p>Reclaimed totally used for all landscaping at Burt Gillette</p> <p>Reclaimed water continues to be used at Wedgewood for most areas</p> <p>Wilson Community College uses both waterless urinals and reclaimed roof and drainage water (Waterless urinals will not be billed for sewer service at all on most services since they are currently billed at 90% of their water use. This practice will conserve water, but will come at a revenue cost to the City for every unit used.)</p>
77. Develop incentives or bonuses within the City's Zoning and Subdivision Ordinances to encourage development of projects that meet energy conservation goals.	Short Term	Development Services	UDO includes bonuses for compact development and open space preservation. Architectural standards are reduced or waived when to accommodate green building standards.	Has not occurred.

Implementation Action	Timeline	Entity Responsible	Status - 2016	Status – 2014
78. Consider expanding the municipal recycling program to include recycling receptacles in public spaces, such as Downtown.	Short Term	Public Services	A new recycling pilot using large 96 gallon roll out containers has proven successful and will now be implemented city-wide over a period of three years. This will increase recycling rates and reduce our collection costs by allowing bi-weekly pickup versus weekly pick up.	Recycling is available at parks, athletic events, festivals, community and special events, etc. We continue to seek opportunities to expand this effort, particularly at areas and venues prone to regular and/or periodic public assembly.
79. Adopt measures to reduce solid waste and to encourage recycling in all City-owned and maintained properties.	Short Term	Public Services	On-going	We are currently recycling metals, used oil, batteries, fluorescent lighting, latex paint, electronics, cardboard, paper, cans, bottles, etc. This program is constantly monitored to insure additional materials are added as recycling options become available.
80. Develop public outreach programs to educate the public about the benefits of energy conservation, including costs savings to the individual household, reducing the carbon footprint for the community, and promoting a more sustainable lifestyle.	Short Term	Public Affairs	On-going	The Sustainability Communities Council has produced several programs to show businesses the resources available to them to reduce energy and water consumption. This work is ongoing.
81. Develop public outreach programs to educate the public about the need to reduce water demand and wastewater discharge to maintain a healthy water supply. Provide information about ways to reduce wastewater discharges, such as low-flow or no-flow toilets, efficient faucets, and graywater reuse.	Short Term	Public Services	On-going	On-going

Implementation Action	Timeline	Entity Responsible	Status - 2016	Status – 2014
82. Using a geographic information system, identify trees and tree groves in the City that are critical for maintaining a forested canopy and habitat areas. Provide further protection for these areas.	Medium Term	Planning and Community Revitalization, Development Services	Additional grant funds have been awarded and an urban tree inventory for the center city completed. In addition, a carbon offset company, in cooperation with Duke University, has provided funds for new trees to be planted in the center city.	An urban forestry program has been initiated, thanks in part to a grant received in 2011 to identify all street trees in the Center City as well as establish an educational forest. As part of this program, ecologically significant areas will be identified.
83. Prepare a tree-planting and pruning manual for the City. The manual should include information on appropriate types of trees for specific conditions, pruning techniques, maintenance of trees, etc.	Medium Term	Planning and Community Revitalization	No Change	This may be an outcome of the urban forestry program.
84. Develop a long-term strategy for maintaining City-owned trees and landscaped areas.	Medium Term	Planning and Community Revitalization	No Change	As mentioned above, an urban forestry program has been initiated. This will include strategies on how to maintain the city's trees.