

INFRASTRUCTURE INTEGRATION PLANNING IN THE FORT BRAGG REGION

A Template for Counties in the Fort Bragg Region

Prepared for the Fort Bragg Regional Alliance
June 2011

CLARION

In an effort to conserve paper, this report is formatted to be printed double-sided.

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INTRODUCTION

WHY THIS REPORT?

This report offers approaches for coordinating infrastructure planning among local governments in counties located within the 11 county Fort Bragg region of North Carolina (see map to the right).

The need for expansion of infrastructure systems in the Fort Bragg region is compelling. Major growth in the region's population is imminent. The reassignment of U.S. Army Forces Command (FORSCOM) and the U.S. Army Reserve Command (USARC) to Fort Bragg and the base's resulting expansion require careful planning to ensure a

near- and long-term capacity to meet the base's needs and accommodate the projected growth throughout the region. The Fort Bragg Regional Alliance (formerly the BRAC Regional Task Force) has recently completed a Comprehensive Regional Growth Plan to move toward these ends.

One key recommendation of the Regional Growth Plan is to better coordinate infrastructure planning within this region. Infrastructure expansion is needed, and is best and most efficiently achieved through coordinated efforts. The Fort Bragg Regional Alliance selected Moore County (one of the 11 counties in this region) for in-depth study and to explore and demonstrate how coordinated planning can be achieved. The Moore County Infrastructure Integration Plan (I²P) serves as a model for other communities in the region and demonstrates how planning can be coordinated through intergovernmental cooperation.

The goal of this initiative is to present a model for integrated capital investment planning for the counties and municipalities of the Fort Bragg Region that will (1) facilitate regional, intergovernmental collaboration on infrastructure investments (water, wastewater, schools), capital equipment, and service provision; (2) preserve financial resources by maximizing efficiencies in service delivery; (3) direct growth in a smart and sustainable manner to ensure continued quality of life and preservation of resources; and (4) enhance the resiliency of communities in this region by connecting infrastructure systems so that capacities can be shared in response to emergency situations. The intent is to build on the region's strengths and assets to produce positive benefits while minimizing negative consequences.

WHAT THIS REPORT IS DESIGNED TO ACCOMPLISH

This report is intended to serve as a technical manual to guide future integrated infrastructure planning efforts in the region. It incorporates the lessons learned from the Moore County I²P effort into a template that allows other communities in the region to more efficiently implement their own infrastructure integration plan. The report is organized to provide the following guidance:

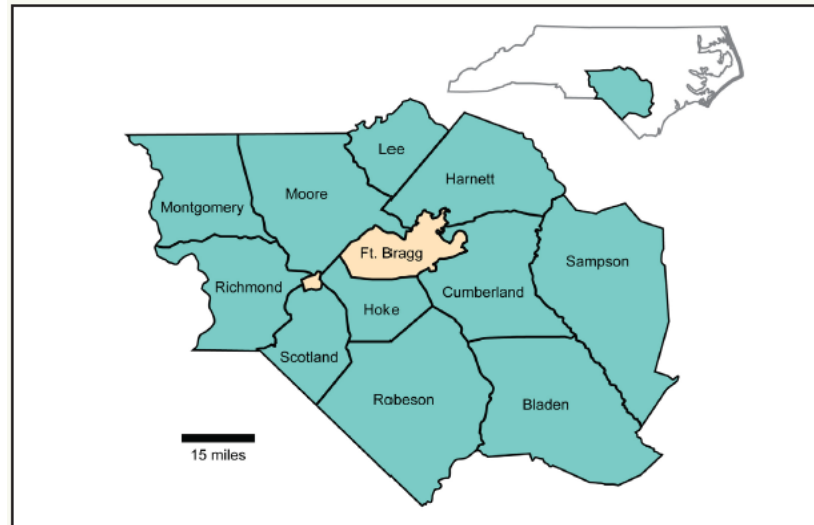


Figure 1: Fort Bragg Region

- **The Issues:** This section provides the rationale for infrastructure integration planning in the Fort Bragg Region. It discusses the growth and impacts that are projected over the next several years. It also provides specific reasons for interjurisdictional coordination on a county-by-county basis.
- **Recommended Approaches:** This section outlines the recommended approaches to be undertaken when preparing an infrastructure integration plan. It discusses a recommended organizational framework for preparing a plan, the need for baseline data collection and analysis as well as policy-based analysis, identifying needs and infrastructure gaps, and development of a common vision among jurisdictions.
- **Models for Collaboration:** This section provides a description for three different models of interjurisdictional collaboration and provides examples for the types of joint planning actions that would occur under each model.
- **Getting Started:** This section provides a step-by-step approach for developing an integrated infrastructure plan. It begins with identifying leaders of the initiative, establishing working groups for elected officials and relevant staff, preparing a community assessment of existing conditions and infrastructure needs, developing consensus on principles and strategies for multi-jurisdictional coordination to address needs, and formal establishment of interjurisdictional mechanisms for coordination/collaboration.
- **Information Sources:** This section outlines the types of information and the sources for the information necessary to document existing conditions and conduct local needs assessments for three main types of infrastructure: potable water, sanitary sewer, and public education facilities.

THE ISSUES

GROWTH IS HAPPENING

The addition of FORSCOM and the USARC, the transformation of units in the Army to Modular Forces, and the implementation of “Grow the Army” activities are projected to increase population in this region to 1.04 million by 2013. This includes 40,815 additional residents expected from the Fort Bragg base expansion; 9,800 of these will be children placing new demands on local school systems and childcare services. This military investment will create an estimated 19,200 new jobs by 2013.

To plan for the regional impacts associated with BRAC, the Fort Bragg Regional Alliance, led by representatives of Fort Bragg, the eleven counties and the 73 municipalities in the region, have developed a regional approach to the planning and implementation efforts needed to address the impacts of future population growth and associated development. The Fort Bragg Regional Alliance has prepared a *Comprehensive Regional Growth Plan for the Fort Bragg Region* to serve as a framework for creating sustainable, innovative, and effective responses to both existing and potential problems experienced in the Fort Bragg region. The plan includes both an assessment and recommendations regarding economic, infrastructure, employment and social impacts of expected growth from the Fort Bragg expansion for the entire region and individual counties.

New growth results in new demand for public services. Because Fort Bragg is increasingly dependent upon surrounding jurisdictions to provide basic public services, the Fort Bragg Regional Alliance has developed this Regional Water and Wastewater Infrastructure Planning Model to meet the following objectives:

1. Maintain capacity to support Fort Bragg and Camp Mackall as well as current and future off-base military communities and their future economic development efforts;
2. Build upon existing infrastructure to create an integrated regional network that is efficient and cost-effective;
3. Reduce the need for inter-basin water transfers;
4. Build on existing intergovernmental relationships and collaborations; and
5. Integrate water and wastewater infrastructure planning with other planning objectives (i.e. land use, school siting, economic development).

The objective here is to build off the joint planning efforts of the *Comprehensive Regional Growth Plan for the Fort Bragg Region* - - along with the increased interest in and need for cooperative planning - - to put mechanisms in place that will help ensure readiness for incoming FORSCOM and USARC forces and related population growth. Infrastructure and schools are immediate needs, and are best planned for on a regional basis in a manner that can be pursued through execution of intergovernmental agreements.

REASONS TO COORDINATE

The reasons for pursuing integrated infrastructure planning are convincing. All local governments are experiencing fiscal stress; and in many parts of the country, including this one, demands for services are growing. Local governments can act on their own to fund and provide needed services, which is a traditional governance model. But there are benefits to be realized through cooperative action. Benefits can include:

- **Minimizing Fiscal Impacts** – Coordinating the provision of infrastructure can result in significant cost savings for local governments. Sharing in the cost of infrastructure improvements and ongoing maintenance and management can result in reduced fiscal impacts when compared with individual municipal infrastructure models. Coordination can also result in the identification of opportunities for the joint use of facilities, further minimizing fiscal impacts.
- **Enhancing Resiliency to Catastrophic Events** – A more sustainable approach to providing public services is to create interconnected systems that enhance resiliency to catastrophic events, such as a major drought. A well-coordinated infrastructure system can not only reduce the initial impact of the event, such as providing emergency back-up supplies in the case of a drought, but can also reduce the need for recovery initiatives to address the impacts of the event.
- **Conserving Environmental Features** – Taking a regional and coordinated approach to public services aligns with the principles of “green infrastructure” planning: a landscape-scale framework to plan for the conservation of natural resources. Identifying environmental features of regional significance and working jointly to develop infrastructure systems that honor the principles of regional conservation will result in greater conservation of critical features and provide natural benefits, such as maintaining natural stormwater management, water quality, and biodiversity.
- **Growing Smart** – Regional issues require regional solutions. Preparing for the growth impacts of Fort Bragg on the region necessitates a collaborative planning framework that addresses the needs of each jurisdiction within the context of the greater region. This approach provides for early identification of issues and problems, helps to improve consistency and predictability with

regard to new development and infrastructure provision, and to minimize conflicts between local government plans and policies.

RECOMMENDED APPROACHES

Based on a review of best practices for interjurisdictional planning and lessons learned from developing Moore County's Infrastructure Integration Plan, the following recommended approaches are provided to assist counties and local governments in the Fort Bragg region develop integrated infrastructure plans.

- 1. Take a County-by-County Approach** – While the impacts of population growth and demand on public services are being experienced throughout the region, there is a need to plan at a scale that creates realistic and feasible opportunities for coordinated planning. It is suggested that infrastructure planning occur county-by-county, with a focus on integrating county and local government plans and projects. These plans should address impacts and opportunities that originate in neighboring counties and include cross-county solutions as necessary, but should be organized at the county level to provide greater opportunity for success by reducing the number of actors involved in planning efforts and focusing on the impacts and demands being experienced in a singular county.
- 2. Establish an Organizational Framework for Planning** – For communities without established mechanisms for joint planning, it is necessary to first establish an organizational framework. There are many possible ways to put an organizational framework in place. Fundamental to all of them is a way for representatives of each entity working on these issues in the county to be able to come together on a regular basis to design and evaluate solutions. A common and successful mechanism in many communities facing similar challenges is establishment of an Intergovernmental Work Group. Members of such a group can include elected officials focused on policy and local government staff to provide technical expertise. The organizational framework for each county will be dependent upon established leadership and intergovernmental relationships. Where appropriate, counties may take the initiative to establish the intergovernmental working group and provide staff assistance for ongoing efforts.
- 3. Compile Information on Existing Infrastructure Systems and Community Policies, Plans, and Regulations** – To inform interjurisdictional planning efforts, baseline information should be compiled for (1) infrastructure systems and (2) community plans, policies, and regulations. Analyses of infrastructure systems should include existing infrastructure components and capacities, assessments of future need and capacity to supply that demand, plans for improvements to systems, and identification of system shortfalls, both present and future. Analyses of community plans, policies, and regulations should identify and synthesize all existing community policy and regulatory documents of relevance to the planning initiative and identify key goals and initiatives relevant to infrastructure planning. It is also helpful to identify any interjurisdictional agreements that are already in place to document existing coordination efforts.
- 4. Identify Common Ground and Key Points for Resolution** – Based on the analysis of existing infrastructure systems and community policies, plans, and regulations -- areas of common ground and key points for resolution should be identified. Common ground items set a

positive tone for coordinated planning. Addressing key issues to be resolved can then become the focus of the remainder of the planning effort.

5. **Create a Common Vision and Plan to be Endorsed by All** – Jurisdictions should work together to create a common vision and plan that is supported and endorsed by all entities involved. A helpful first step in developing such a plan is development of a set of guiding principles that are endorsed by all participating jurisdictions. Basic components of the plan should include (a) guiding principles/goals, (b) specific method for collaboration (see next section for details), (c) strategies for integrating and improving infrastructure systems, and (d) an implementation plan that outlines discrete actions, the party responsible for the action, and a timeline for initiation of the action.

MODELS FOR COLLABORATION

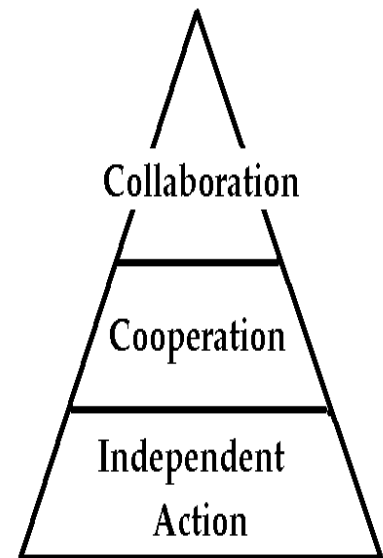
In pursuit of ideas to enhance coordination in the provision of public infrastructure, the Center for Urban and Regional Studies at the University of North Carolina at Chapel Hill recently convened a summit to explore possibilities for increasing collaboration between school boards and local governments. The Center issued a report that offered this summary:

In North Carolina, and in many other states, school boards, municipalities, and county commissions operate independently, each with their own set of rules, elected members and missions, and each with their own way of doing things. For example, school boards are responsible for, among other things, developing enrollment projections, facility plans, and building new schools. Municipalities and counties adopt land use plans and policies and make decisions about development and the provision of infrastructure. Counties also pay for the capital costs of schools. Although the three entities are autonomous, decisions by one often affect the others. This why collaboration is so important.

Most communities in the Fort Bragg region likely collaborate at some level with neighboring jurisdictions. It is useful to think of collaboration possibilities along a spectrum, with very little collaboration occurring at one end, and highly integrated planning and joint action at the other end. One way to categorize the possibilities for working together is to consider three models for how local governments act with respect to each other: Independent Action, Cooperation, and Collaboration.

Independent Action is self-explanatory. Local governments study a situation to determine what is in the best interest of that entity, and then act independently with little or no coordination or communication with other government entities beyond what is required by law. At this level, local governments approve new developments without consulting the school board, schools are constructed without coordinating with municipalities regarding impacts on development patterns, one town rezones a property that abuts property in an adjoining jurisdiction and creates an incompatible transition, and so forth.

Cooperation is next, and moving up the spectrum there are many examples of intergovernmental cooperation. At this level, local governments acknowledge that there are many interests in common,



and each entity understands that it stands to gain more by working cooperatively and engage in consultation. Information is exchanged about plans and policies, and entities let others know when changes are taking place or being contemplated. Information about new development proposals can be shared to minimize unforeseen events or surprises. This kind of information exchange can occur either informally or on a scheduled basis, and can occur either at the staff level or at the elected official level.

The third level is **collaboration**. At this level, intergovernmental collaboration and joint action is institutionalized. Each entity still maintains its autonomy and authority for achieving its objectives, but formal mechanisms are in place to assure communication and to assure that opinions and feedback from governmental partners are incorporated into decision-making processes. An example is preparation of jointly-prepared land use plans that designate growth areas and boundaries, with consensus and formal agreement by all affected parties. Another example is a system to assure that new development in a particular location cannot go forward without assurance that public facilities have capacity to provide needed services. At the extreme end of the spectrum are agreements that require joint approval or action by two or more entities before a project can go forward.

There are good examples of intergovernmental agreements that are currently in place in North Carolina and elsewhere, demonstrating the current state of “Best Practices” for this topic. Some simply call for information exchange. Others set up formal bodies to meet regularly to share information and discuss policy matters of common interest. Still others go further and establish mechanisms for joint review of development proposals and infrastructure decisions, assuring that the interests and feedback from all affected units of government are considered and incorporated into actions. In Charlotte-Mecklenburg, a committee with representatives from the school board, county commission, and municipalities meets monthly to discuss school siting, land use, and financing issues. New Hanover County has a capital facility review process to identify opportunities for joint use of facilities. In the Chapel Hill-Durham area there is an Intergovernmental Work Group that meets quarterly to review issues of common concern. In Hillsborough, an agreement between the town and Orange County adjusted Extraterritorial Jurisdiction lines, established growth boundaries and infrastructure service areas, and put in place mechanisms to assure implementation of the agreements. The list of examples is long.

An appendix to this report contains three examples of intergovernmental agreements, illustrating each of these three levels on the spectrum. Example Agreement A calls for information to be shared. Example Agreement B would establish a formal body of elected officials to meet regularly to review and discuss policy options and planning decisions. Example Agreement C calls for establishment of a countywide Land Use and Infrastructure Working Group, to jointly prepare a countywide land use plan and infrastructure plan, and would create mechanisms for development and public investment decisions to be run through the filter of policy directions in those plans.

GETTING STARTED

The following five steps are intended to help communities get the ball rolling on development of infrastructure integration plans.

1. **Decide on the Leadership Role** – To maintain momentum of any planning effort, it is critical to have established leaders who can serve as champions and “shepherds” of the process. As mentioned previously, the organizational framework for each county will be dependent upon established leadership and intergovernmental relationships. Selecting the leader(s) of the process is an important choice and will set the tone for future collaborative efforts.

2. **Establish Working Groups (Elected Officials and Staff)** – Working groups should be established and leaders of the initiative should recruit both elected officials and staff to serve on working groups. A time and place for regular meetings should be established and meeting agendas should be circulated to contact members prior to meetings. Contact information of members should be shared to improve communications.
3. **Prepare a Community Assessment** – A report on community planning influences (i.e., infrastructure systems and community policies, plans, and regulations) should be the first task of the working groups. The report should provide a summary of factors that affect infrastructure planning and influence the opportunities for coordination, including an overview of the county’s physical context, utility service systems, school district facilities, municipal and county land use plans, annexation agreements, and existing coordination efforts. A summary of information topics and sources for this report is included in the next section. A community assessment document was prepared for Moore County. The *Moore County Planning Influences Report* provides a snapshot of land use planning influences, utility and school systems, and opportunities for coordination in the county.
4. **Reach Consensus on Principles/Strategies** – Following development of the community assessment report and identification of community needs, working groups should enter into discussions to reach consensus on principles for joint planning and specific strategies to be implemented. Third party facilitators are often needed to help communities get past points of conflict that appear to have no resolution.
5. **Establish Mechanisms for Coordination** – The best way to achieve coordination in the planning for future land use and infrastructure systems is to negotiate and execute intergovernmental agreements. The purpose of such agreements would be to establish mechanisms for information-sharing, countywide policy formulation and cooperative action. Ideally an intergovernmental agreement would establish protocols for technical working groups, periodic convening of elected representatives, and provisions for joint actions. The main, umbrella agreement that would be useful to prepare and execute would be an Intergovernmental Agreement, adopted by each of the key elected bodies involved in these planning and infrastructure issues: the county, municipalities, utility providers, and school districts.

Specific mechanisms to be addressed by intergovernmental agreements could include (1) developing specific growth boundaries around municipalities outside of which the provision of infrastructure would be discouraged/prohibited, (2) the specific model for planning coordination (see previous section), (3) capital facility planning and capacity-sharing, (4) joint-use of public facilities, (5) preparation of joint land use plans, (6) preparation of integrated infrastructure plans, and (7) preparation of school siting criteria and school planning collaboration.

INFORMATION TOPICS AND SOURCES

Provided here are lists of information topics and sources that can be used to develop community assessment reports.

COMMUNITY INFRASTRUCTURE SYSTEMS:

- List of all utility providers in county and description of services provided

- Potable water and sanitary sewer service areas by utility
- Locations of water and wastewater treatment plants
- Source water agreements and amount of maximum draw, by utility
- Projected and historical water consumption data, by utility
- Current and projected raw water and treated water capacities, by utility
- Historical and projected wastewater treatment data, by utility
- Current and projected wastewater treatment capacities, by utility
- Inventory of school facilities and capacities
- Current and proposed school enrollment
- Plans for school closings, expansions, or development of new facilities

Sources:

- School Facility Master Plans
- Local Water Supply Plans prepared for the N.C. Division of Water Resources
- Interviews with Utility and School District Representatives

PLANS, POLICIES, AND REGULATIONS:

- Comprehensive Plans / Land Use Plans
- Capital Improvement Plans
- Transportation Plans
- Agricultural Protection Plans
- Population Projections
- Development Regulations
- Annexation Agreements (or other interjurisdictional agreements)

Sources:

- Local Planning Departments
- Municode

RECOMMENDED MAPS

- Planning Jurisdictions
- Physical context (hydrology, conservation areas, drainage basins, other physical planning influences)
- Land Use Plans (combined on one map if possible)
- Utility Service Areas

- Locations of Utility Infrastructure (treatment plants, storage tanks, pump stations)
- School District Boundaries and Enrollment Zones
- School Locations

APPENDIX

Following is an appendix with three templates for consideration in moving forward with establishment of interjurisdictional coordination mechanisms. The first two are in the form of resolutions to be considered for adoption by each entity. The third, involving more formal mechanisms and obligations, is in the form of an Intergovernmental Agreement, one document to be adopted and signed by each party.

_____ County Information-Sharing Resolution

A Resolution by the COUNTY OF _____; the municipalities within _____ County: _____; and _____ COUNTY SCHOOLS relating to sharing land use and infrastructure information.

WHEREAS, the governing bodies of _____ County, _____ County Schools, and the _____ municipalities within _____ County seek to achieve appropriately planned development and land use patterns within _____ County with attention to the coordination of infrastructure and facilities planning;

NOW THEREFORE BE IT RESOLVED that, in order to foster and maintain a system of sound land use and infrastructure planning which can be relied upon by the public and private owners of land as a basis for investment decisions, the protection of the environment, and a climate conducive to healthy economic and social growth and development within _____ County, by mutual consent it is agreed by the governing boards of _____ County, _____ County Schools, and the _____ municipalities within _____ County that:

- (1) Each of the parties to this agreement will transmit to _____ County, which will serve as a central information clearinghouse, the following information :
 - a. Comprehensive Plans and Land Use Plans
 - b. Current Capital Improvement Plans
 - c. Current Arrangements for Water and Sewer Service, Map of Service Areas
 - d. From _____ County Schools, Current and Projected Enrollments and Capacities
- (2) Each of the parties to this agreement will establish mechanisms to inform other parties when changes are made to any of the information described above. In the case of _____ County Schools, annual updates of current and projected enrollments and capacities will be transmitted to each of the other parties.
- (3) Each of the local governments will establish mechanisms to inform other parties to this agreement when development proposals are submitted/approved for residential development involving more than 20 new dwelling units, and non-residential development involving more than 50,000 square feet of new floor area.
- (4) The administrative staffs of the jurisdictions shall pursue cooperative efforts to coordinate long range land use and infrastructure plans.

THIS RESOLUTION adopted by:

Chair, _____ County Board of Commissioners date

Chair, _____ County School Board date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

_____ County Resolution of Cooperation

A Resolution of Cooperation between the COUNTY OF _____; the municipalities within _____ County: _____; and _____ COUNTY SCHOOLS relating to land use and infrastructure planning along and near jurisdictional boundaries.

WHEREAS, the governing bodies of _____ County, _____ County Schools, and the ___ municipalities within _____ County seek to achieve appropriately planned development and land use patterns within _____ County with attention to the coordination of infrastructure and facilities planning;

NOW THEREFORE BE IT RESOLVED that, in order to foster and maintain a system of sound land use and infrastructure planning which can be relied upon by the public and private owners of land as a basis for investment decisions, the protection of the environment, and a climate conducive to healthy economic and social growth and development within _____ County, by mutual consent it is agreed by the governing boards of _____ County, _____ County Schools, and the ___ municipalities within _____ County that:

- (1) A _____ County Land Use and Infrastructure Work Group will be established, made up of two representatives from each of the 13 elected bodies noted above. This Work Group will meet at regular intervals to discuss issues of common concern, and to serve as a mechanism for exchange of information between the elected boards. The location of the Work Group meetings will rotate among the participating jurisdictions, with a representative of the host community serving as chairman.
- (2) The role, purpose, and function of the Work Group will be to enhance coordination and consultation among the governments. This will not be a decision-making body, and no votes will be taken.
- (3) The list of issues to be discussed by this Work Group shall include but not be limited to the following, as reviewed and revised from time to time:
 - a. Coordinating Land Use Plans
 - b. Courtesy Review of Development Proposals
 - c. Information Exchange Regarding Annexation Actions
 - d. Information Exchange Regarding Planned School Facilities
 - e. Information Exchange Regarding Expansion of Water/Sewer Capacities
- (4) The administrative staffs of the jurisdictions shall pursue cooperative efforts to coordinate long range land use and infrastructure plans.
- (5) The Work Group's objectives are to cooperatively:
 - a. Seek compatible uses of land and natural resources;
 - b. Seek adequate and efficient infrastructure to support development; and
 - c. Encourage orderly development and efficient delivery of services.

THIS RESOLUTION adopted by:

Chair, _____ County Board of Commissioners date

Chair, _____ County School Board date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

County Interlocal Joint Planning Agreement

THIS AGREEMENT, made and entered into this ____ day of _____, 2011, by and between the COUNTY OF ____; the municipalities within _____ County: _____; and _____ COUNTY SCHOOLS.

WITNESSETH:

In consideration of the public benefits expected to flow from the cooperative efforts of the parties in establishing a coordinated and comprehensive system of planning within their respective areas of public concern, the parties to this Agreement hereby mutually agree as follows:

ARTICLE I. PURPOSE, DEFINITIONS, EFFECTIVE DATE

Section 1.1. Purpose of the Agreement

The purpose of this Agreement is to establish a method of coordinated and comprehensive planning in _____ County, as defined herein.

Section 1.2. Definitions

- A. Municipal Jurisdiction. Areas that are either within the Town Limits or Extraterritorial Area of _____ County’s incorporated municipalities.
- B. _____ County Jurisdiction. All areas in _____ County which are not within Municipal Jurisdiction areas as defined above.
- C. Municipal Urban Services Areas. Areas which include properties that are currently within Municipal Jurisdiction, and also areas in the _____ County Jurisdiction that are expected to develop according to municipal standards, within which it is anticipated that municipal services will be provided, and within which property is expected to be annexed into municipalities as development occurs. It is not expected that water and sewer service outside of these Urban Services Areas except for reasons of public health, safety, and general welfare.
- D. _____ County Joint Land Use Plan. A land use plan to be adopted by the parties to this agreement subsequent to enactment of this agreement, and as may be amended from time to time.
- E. _____ County Integrated Water-Sewer Plan. A plan to be adopted by the parties to this agreement subsequent to enactment of this agreement for all areas of _____ County, and as may be amended from time to time.

- F. Participating Local Governments. The ___ elected bodies participating in this Joint Planning Agreement: _____ County, _____ County Schools, and the ___ municipalities within _____ County

Section 1.3. Effective Date and Duration

- A. This Agreement shall become effective upon signatures of the parties.
- B. This Agreement, including any Appendix hereto, shall remain in effect until terminated by mutual agreement or by withdrawal any of the parties. Subject to termination provisions of this Agreement, annexation provisions of this Agreement shall be valid for not more than 20 years and may thereafter be renewed. A party may not withdraw until it holds a public hearing on the proposed withdrawal with thirty (30) days notification of the hearing, followed by action and written notice to the other party not sooner than thirty (30) days following the closing of the public hearing. The withdrawal shall be effective one (1) year following receipt by the other parties of the written notice.
- C. Upon execution of this Agreement, the parties agree that each will take, in a timely manner, all steps (including but not limited to preparation and adoption of Zoning Maps and all required land use ordinance amendments) required to cause this Agreement to become effective, and will notify the other parties when those steps have been taken.

ARTICLE 2. ACTIONS SUBSEQUENT TO EXECUTION OF AGREEMENT

The parties to this agreement shall initiate work to complete the following, subsequent to execution of this agreement:

Section 2.1 Establishment of a Land Use and Infrastructure Working Group

The Participating Local Governments shall build on their past and current informal cooperation by establishing a Land Use and Infrastructure Working Group. This group shall consist of representatives from each of the Participating Jurisdictions. The Land Use and Infrastructure Working Group will be an ongoing effort with a constantly evolving mission. The initial task for the Working Group shall be development of a Joint Land Use Plan for areas outside of Municipal Jurisdiction. Key issues to be addressed in the plan include:

- Identification of Municipal Urban Services Areas;
- Allowable land uses for all parts of the planning area, including opportunities to encourage or require mixed uses;
- Identification of areas with infill and redevelopment potential;
- Public facilities and services necessary to serve the planning area;
- Recommendations on how the coordinated land use policy will be implemented through a seamless set of zone district and development standards.

Section 2.2. Preparation and Adoption of Joint Land Use Plan

- A. A countywide land use plan shall be prepared by _____ County designating future land use for all areas within _____ County Jurisdiction, including the Municipal Urbanizing Areas and

reflecting existing land use plans of municipalities for the Municipal Jurisdiction Areas, inviting comments from each municipality and from _____ County Schools during the preparation of the plan.

- B. Upon receipt of the comments described in Section 2.2.A, the _____ County Board of Commissioners shall consider adopting the Land Use Plan.
- C. All other parties, municipalities and _____ County Schools, shall either (1) Each endorse the Joint Land Use Plan if deemed to be acceptable; or (2) If a party desires changes to be made to the plan, the party shall arrange for negotiation and agreement on such changes followed by reconsideration of the plan.
- D. Subsequent to endorsement of the Joint Land Use Plan, municipalities within _____ County shall review local land use plans and, if needed and appropriate, adjust such plans so that land use designations in Municipal Jurisdiction areas that are adjacent to land in _____ County Jurisdiction areas are consistent and compatible.

Section 2.3. Preparation of an Integrated Water-Sewer Plan

- A. A countywide Water-Sewer Plan shall be prepared under the direction of the Land Use and Infrastructure Working Group, designating facility locations, service areas, and providers for all areas within _____ County, reflecting all joint service and facility sharing agreements, inviting comments from each municipality and from _____ County Schools during preparation of the plan.
- B. Upon receipt of the comments described in Section 2.3.A, the _____ County Board of Commissioners shall consider adopting the Integrated Water-Sewer Plan for use as a policy document.
- C. All other parties, municipalities and _____ County Schools, shall either (1) Each endorse the Water-Sewer Plan if deemed to be acceptable; or (2) If a party desires changes to be made to the plan, the party shall arrange for negotiation and agreement on such changes followed by reconsideration of the plan.
- D. Subsequent to endorsement of the Water-Sewer Plan, municipalities within _____ County shall review local land use plans and, if needed and appropriate, adjust such plans so that land use designations are consistent with plans for provision of public water and sewer service..

Section 2.4. Preparation of School Siting Criteria

The Land Use and Infrastructure Working Group, in conjunction with _____ County Schools, shall prepare criteria for selection of sites for new school facilities. Such criteria shall reflect and be consistent with land development patterns identified on the Joint Land Use Plan, and with existing and proposed water-sewer service areas.

Section 2.5. Adoption of Zoning and Subdivision Regulations

Following adoption of the Joint Land Use Plan, _____ County and its municipalities shall adopt zoning and subdivision regulations (including amendments to the Zoning Map) consistent with and implementing the land use designations for areas in and adjacent to those designations included in the Joint Land Use Plan map and local Land Use Plans.

ARTICLE 3. ADMINISTRATION AND AMENDMENT OF PLAN

Section 3.1. Permit Administration within Areas of Joint Interest

- A. Whenever a municipality receives an application for a development permit as defined in this Agreement relating to land within a Municipal Jurisdiction Area, it shall forward copies of the application to _____ County and _____ County Schools for review. Municipalities shall establish timetables to ensure that _____ County and _____ County Schools have opportunity to make recommendations regarding such applications within the framework of the municipalities' regularly scheduled meeting dates. To the extent possible, the timetables shall provide for simultaneous review to expedite application processing; provided, however, a municipality may not vote to issue or deny a permit until it has received the recommendations of _____ County and _____ County Schools or until the expiration of sixty (60) days after _____ County and _____ County Schools have received the application, whichever comes first.

- B. Whenever _____ County receives an application for a development permit within one mile of Municipal Urban Services areas, it shall forward copies of the application to nearby municipalities and to _____ County Schools for review. The County shall establish timetables to ensure that municipalities and _____ County Schools have opportunity to make recommendations regarding such applications within the framework of _____ County's regularly scheduled meeting dates. To the extent possible, timetables shall provide for simultaneous review to expedite application processing; provided, however, the County may not vote to issue or deny a permit until it has received the recommendations of municipalities and _____ County Schools, or until the expiration of sixty (60) days after affected municipalities and _____ County Schools have received the application, whichever comes first.

Section 3.2. Land Use Plan Amendments

The process for amending the Joint Land Use Plan shall be the same as the process for initially adopting the plan, as spelled out in Section 2.1.

ARTICLE 4. LIMITATIONS ON ANNEXATIONS

Except pursuant to the written consent of all parties to this Agreement, municipalities may not annex land outside of the Municipal Urbanizing Area boundaries (whether by voluntary or involuntary annexation or any other method authorized by law), nor shall any party seek special legislation accomplishing such annexation.

ARTICLE 5. SITE SELECTION FOR SCHOOL FACILITIES

Section 5.1. Authority for School Site Selection

Authority for selection of sites for new school facilities rests with _____ County Schools.

Section 5.2. Courtesy Review

When _____ County Schools determines need for additional sites for construction of school facilities, the District shall refer to projected land use patterns designated on the Joint Land Use Plan and to the School Siting Criteria prepared as noted above in Section 2.4, and consider those designations and criteria in selecting sites. When need or opportunity for school facility site selection arises, _____ County Schools will invite comments from _____ County and from nearby municipalities regarding possible locations for school facilities.

THIS AGREEMENT entered into this ____ day of _____, 2011.

Chair, _____ County Board of Commissioners date

Chair, _____ County School Board date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date

Mayor, Town of _____ date