



MEMORANDUM

Town of Nags Head

Planning & Development Department

To: Planning Board
From: Michael Zehner, Director of Planning & Development
Date: February 17, 2020
Subject: Discussion of FY20-21 Planning & Land Use Work Plan

In discussions with members of the Planning Board at their recent retreat, the Board of Commissioners encouraged the Planning Board and Staff to work jointly on the development of a Work Plan for the next fiscal year, in conjunction with the development of the budget, to establish priorities relating to planning and land use; in short, this Work Plan would be a collection of prioritized actions and activities serving as a strategic plan to implement various initiatives and plans.

For the Board's consideration:

- **Plan Implementation:** Staff would suggest that activities included in the Work Plan focus on implementing the following four (4) plans; implementation matrixes from each are attached:
 - *Town of Nags Head Comprehensive Plan*, July 5, 2017 [LINK](#)
 - *Vulnerability, Consequences, Adaptation, Planning Scenarios (VCAPS) Report*, August 2017 [LINK](#)
 - *Town of Nags Head Parks and Recreation Plan*, January 25, 2012 [LINK](#)
 - *Nags Head Pedestrian Plan*, July 16, 2014 [LINK](#)

Additional consideration should be given to activities contained in the Town's *Decentralized Wastewater Management Plan* (2005) and *Hazard Mitigation Plan* (2015); however, an updated Hazard Mitigation Plan is expected to be presented for adoption in June/July 2020 and the update of the *Decentralized Wastewater Management Plan* is an active project, expected to be initiated in the current fiscal year.

- **Vision & Goals:** As noted, the Work Plan should serve as a strategic plan to implement various initiatives and plans, but activities in the Work Plan should also work towards the achieving the accepted vision and goals for the Town. The following are the vision and goals established within the Comprehensive Plan:

VISION

The Town of Nags Head is a unique coastal community built upon a legacy rooted in shared values, including our most recognized common bond – a love for the Outer Banks. We recognize that the town must be a good place to live before it can be a good place to visit. We strive to preserve and protect the Nags Head character, environment, tourism

based economy, and sense of place in order to ensure a high quality of life for residents and a memorable family vacation experience for present and future generations.

We uphold our legacy by protecting and promoting our small town character that includes a sustainable local economy based on family vacation tourism, a high quality beach experience, and small, locally owned businesses. Fundamental to our legacy and quality of life are preserving the historic architecture and culture that distinguishes our town; providing residents and visitors with excellent public services and well-maintained recreational amenities; and ensuring access to a well-protected natural coastal environment.

Our legacy will be strengthened and preserved by a focused, transparent decision making process that is comprehensive and consistent with the community's vision. In order to maintain that focus, our decisions are directed by the five goals described below.

GOALS

1. *Preserve our community's distinctive heritage and unique lifestyle*
 - a. *A relaxed-paced, family beach community comprised primarily of low-density development and open spaces.*
 - b. *A healthy, well-maintained oceanfront beach that is visually and physically accessible and usable; not blocked by large structures.*
 - c. *An environment that reflects the heritage of "Old Nags Head" with unique and eclectic architectural styles, scenic views, and coastal landscapes.*
2. *Protect our critical natural resources and coastal ecosystem*
 - a. *Build and promote a sustainable economy that supports residents and visitors.*
 - b. *A natural environment typified by clean water and a coastal barrier landscape with noninvasive, salt tolerant vegetation.*
 - c. *Ocean and estuarine shorelines that are carefully managed to preserve the natural and beneficial functions of the environment while balancing the need to respect private property rights and public access.*
 - d. *Plan for the future impacts of sea level rise; ensuring proper policies, plans, and practices for stormwater and wastewater management are in place to sustain the natural environment and maintain a viable family, tourism-based economy.*
3. *Build and promote a sustainable economy that supports residents and Visitors*

- a. *A diverse supply of housing, including single-family homes and multi-family dwelling units, that meet the needs of residents in all phases of life and for varying income levels.*
- b. *A diverse supply of visitor accommodations, including single-family homes, hotels, cottage courts, and multi-family dwelling units for visitors who desire both short-term and long-term stays.*
- c. *A thriving local business community that offers a wide range of goods and services available to residents and visitors.*
- d. *A premier family beach destination on the Outer Banks, providing an enjoyable and memorable experience.*

4. *Plan for orderly and sustainable growth and redevelopment*

- a. *A well-organized and compatible pattern of land development and redevelopment through proactive land use and transportation policies.*
- b. *Development that is designed to reduce private property damage and loss of life from major storm events and natural hazards.*
- c. *Safe connectivity and accessibility between neighborhoods, businesses, and recreational opportunities for a variety of travel modes, lessening traffic congestion, and enabling an active and healthy lifestyle for residents and visitors.*
- d. *A place with active and passive recreational opportunities that serve all ages and abilities, creating opportunities for community interaction and healthy living.*
- e. *Preservation and maintenance of legacy commercial businesses.*

5. *Maintain a well-run and efficient government that provides high quality and cost effective services*

- a. *Develop, fund, and prioritize the Capital Improvement Plan annually to provide for the infrastructure, equipment, and facility needs of the community.*
- b. *Provide the highest quality public safety services possible, and routinely review the public safety needs of the community to ensure that resources are available to meet these needs.*
- c. *Provide friendly and accommodating customer service.*
- d. *Communicate town information to residents and visitors through a variety of media that demonstrates the results of measurable goals and objectives.*
- e. *Advocate for the provision of high quality, responsive services, legislation, resources, and policies from government partners and other organizations that further the vision of the Town of Nags Head.*

- **Key Concerns & Guiding Themes:** In the process to develop the Comprehensive Plan, both *Key Concerns* and *Guiding Themes* were identified. These are referenced below, and further expanded upon the Comprehensive Plan.

Key Concerns			
Embracing the Town's Vision	Sustaining the Beach Road's Commercial Character	Diversifying Housing Options	Educating Residents on Regulatory Realities
Preserving Commercial Character	Connecting Key Town Destinations	Adapting to Sea Level Rise	

Guiding Themes		
Architectural Integrity	Beach Road vs Bypass	Protecting Conversion of Commercial Property to Residential
Shopping Centers and Large Format Development	Character Areas	Oceanfront
Preservation of Existing Business	Greater Diversity in Housing and Accommodations	Connectivity
Healthy Small, Local Business Economy	Arts and Cultural Resources	Environmental Quality

- **Work Plan Categories:** For the purpose of the Work Plan, and intended to highlight as well as focus the implementation of specific plans, the Vision, Goals, Key Concerns, and Guiding Themes, Staff is suggesting that Work Plan activities be categorized in at least one of five categories, as follows:
 - Community Character
 - Sustainability & Resiliency
 - Economic & Cultural Development
 - Hazard & Emergency Planning
 - Responsive & Transparent Government

It is likely that many activities will qualify for more than one category. Staff will expand on the criteria for each category within the Work Plan

- **Planning Board Review:** Staff would recommend that the Planning Board review the information outlined above, and specifically the attached implementation matrixes from the four (4) plans, and suggest any focus or priority activities for the Work Plan. At the Board's meeting Staff will be prepared to discuss ongoing projects, tentatively identified priorities, and timeline and resource limitations.



4.5. POLICY AND ACTIONS MATRIX

Table 4.3.1 Policy and Action Matrix

Land Use	
Policy #	Policy
Action #	Action
LU-1	<p>Ensure that the character of Nags Head is preserved as a single-family residential beach community with ties to its natural environment. This character is defined by:</p> <ul style="list-style-type: none"> ▪ Development that blends with the landscape, preserving natural vegetation, dunes, open spaces, and environmental quality. ▪ A visible and dark night sky maintained by lighting that is minimal and carefully designed. ▪ Views from the ocean beach of dunes and vegetation and structures that are low in height, blend with the landscape, and don't shade the beach. ▪ Buildings with a residential scale and appearance with low heights and small footprints that are designed to reflect the heritage of Nags Head. ▪ Commercial development that serves the needs of residents and visitors but respects the goals of the community related to design and appearance. ▪ Land uses that are compatible with the community and with adjacent properties that don't create excessive noise, light, unsafe conditions, or other nuisances. ▪ A land use pattern that preserves residential neighborhoods and establishes walkable nodes of commercial development that attract patrons and strengthen business opportunity. ▪ Signage that provides adequate communication but does not dominate the landscape. ▪ Development of low density and intensity served primarily with on-site wastewater systems
LU-2	Develop separate zoning districts and regulations that recognize the appropriate scale and pattern of development for the US 158 and NC 12 corridors.
LU-2a	Conduct an inventory of buildings sizes and types for commercial areas and use this information to define desired development characteristics and regulations for each corridor. This should include a review of site development regulations, with particular focus on Beach Road activity centers, to ensure that buildings



Table 4.3.I Policy and Action Matrix

Land Use	
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	address the street and relate to the pedestrian environment.
LU-2b	Develop pedestrian facilities in defined activity centers on the west side of NC 12 to connect businesses and create a walkable environment.
LU-2c	Focus on activating the front of commercial structures along the NC 12 corridor with uses that blend the private sphere of the business with the public sphere of the sidewalk and street. This can be accomplished through outdoor seating or dining.
LU-3	Recognize a low-density pattern of development for the oceanfront that is characterized by small scale, adaptable structures.
LU-3a	Develop incentives or regulations that limit individual building sizes to 5,000 square feet and 35 feet in height for new oceanfront development. Any new town regulations should not preclude existing structures greater than 5,000 square feet from making improvements, renovations, or repairs.
LU-3b	Regulate accessory structures in the active, oceanfront environment where frequent damage occurs to protect private property and limit storm damage and debris. This may include additional regulations applicable to oceanfront pools, dune decks, walkovers, and gazebos.
LU3-c	Maintain current regulations regarding free of obstruction and the prohibition of ground floor enclosures along the oceanfront.
LU-4	Encourage a balance of land uses along the Beach Road characterized by a diversity of accommodations and small, neighborhood serving businesses.
LU-4a	Direct commercial development to activity centers or nodes through incentives or modifications to zoning regulations consistent with the development plans described in Section 2.



Table 4.3.1 Policy and Action Matrix

Land Use	
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LU-4b	Explore incentives and develop regulations to encourage pedestrian friendly, human scale development along the Beach Road.
LU-4c	Explore ways to create cohesiveness in commercial activity centers by limiting certain types of residential uses (single-family) or allowing single-family or residential uses only as accessory to commercial uses. This could include utilizing vertical or horizontal mixed use or detached accessory residential structures
LU-4d	Identify existing cohesive residential areas that are currently zoned commercial and consider rezoning to residential to preserve their integrity and limit future land use compatibility issues.
LU-4e	Develop regulations that prevent incompatible commercial development adjacent to areas with historical designations or significance.
LU-5	Promote contiguous and cohesive nodes of commercial development of appropriate size and massing for the surrounding area.
LU-5a	Conduct a study to inventory existing commercial buildings along each corridor or character area in order to determine the appropriate size/massing and scale of structures in these areas.
LU-5b	Establish regulations to define maximum sizes and/or address the scale and massing of new commercial buildings based on the study of building sizes/types for each corridor or character area. These regulations should address the desired scale and massing for both the US 158 and NC 12 corridors. Careful consideration should be given to this approach as there may be competing goals, such as future hotel development, which may need special attention when addressing this issue. The town should consider whether the C-1 or C-4 zoning classifications should replace the current C-2 zoning classification in certain areas such as along NC 12 where smaller building sizes may be more appropriate.
LU-6	Limit destruction and clearing of the maritime forest in Nags Head Woods to maximum extent



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	possible, allowing only the minimum clearing and land disturbance necessary to make reasonable use of property.
LU-6a	Maintain and enforce regulations for the continued protection of the Nags Head Woods ecosystem.
LU-6b	Evaluate allowed land uses in the SED-80 and SPD-20 zoning districts and determine if the listed uses are compatible with the goals and objectives of preserving Nags Head Woods and the surrounding area. In particular, the SED-80 district includes a provision for cluster housing which allows more than one dwelling unit on a lot. The town has been previously concerned about the overall compatibility of this type of use in the SED-80 district. The town should pay close attention to this when conducting its review of appropriate land uses.
LU-7	Review regulations in the Ocean and Sound Waters Overlay District and the Commercial Outdoor Recreation Overlay District to ensure proper use of the ocean and sound waters, including islands that adjoin the town, to ensure the continued scenic, conservation and recreational value that these waters provide to the town, its residents, visitors and the surrounding area.
LU-7a	Review regulations for commercial boating and personal watercraft to maintain compatibility with adjacent uses and the estuarine environment.
LU-8	Ensure proposals for future commercial uses in the sound are not detrimental to the marsh, sound bottom, and submerged aquatic vegetation. Compatible sound uses will not increase turbidity in the water and will maintain overall water quality. The town will not support upland excavations for the development of canals or uses that will destroy significant areas of wetlands or marsh.
LU-9	Encourage land uses that serve the needs of both year-round and seasonal residents in support of the town's overall vision for the community.



Table 4.3.1 Policy and Action Matrix

Land Use	
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LU-9a	Evaluate land uses specified in each zoning district and further clarify which uses are appropriate based on the intent of each district, their overall compatibility with current land uses, and desired future development patterns.
LU-9b	Evaluate all current commercial zoning districts, based on this plan and the future land use map, to determine if they are functioning as envisioned and make necessary modifications. This should include review of the existing C-2 district and determination if the C-1 and C-4 districts would be better suited than the current C-2 zoning along NC 12, between the highways, and along US 158 (excluding major shopping center developments).
LU-10	Discourage high intensity land uses that produce significant noise, light, heavy vehicle traffic, noxious fumes or poor air quality, are unsightly, encourage unsafe behavior, or require large amounts of land for heavy industrial uses, processing, or storage of materials or equipment.
LU-10a	Evaluate land uses specified in each zoning district and further clarify which uses are appropriate based on the intent of each district, their overall compatibility with current land uses, and desired future development patterns.
LU-10b	Maintain the current boundaries of the C-3 district and do not expand these uses to other parts of the town.
LU-11	Support mixed use development or accessory residential dwellings that combine commercial and residential uses along NC 12 and in designated commercial activity centers located between US 158 and NC 12.
LU-11a	Create incentives and zoning tools to encourage mixed residential and commercial development at appropriate locations including activity centers (both vertical, horizontal and detached mixed use) which



Table 4.3.I Policy and Action Matrix

Land Use	
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	would enhance the opportunity for locally owned and neighborhood serving businesses.
LU-11b	Promote and infill mixed use commercial development in designated activity centers using available zoning, incentives, and regulatory tools.
LU-11c	Ensure new mixed use development provides opportunities for healthy and active lifestyles by requiring bicycle and pedestrian circulation/parking, sidewalks, and pedestrian plazas and/or seating areas.
LU-12	Utilize on-site wastewater systems as the preferred method of wastewater treatment as long as they remain viable to effectively treat effluent and protect water quality.
LU-13	Maintain the overall regulatory scheme for residential and commercial zoning districts as a means to avoid overall increases in development intensity or density.
LU-13a	Consider incentives that would encourage infill development in commercial activity centers and nodes in accordance with the character area development plans outlined in Section 2. Incentives could include increases in density or lot coverage or additional site design flexibility.
LU-14	Limit the scale and mass of single family residential dwellings to support the town’s vision for low density and intensity residential neighborhoods.
LU-14a	Maintain current regulations that control maximum house size based on lot size.
LU-14b	Review the town’s development standards to address proportionality of residential structures to lot size and to address the overall character of residential development. At a minimum, this review should examine: <ul style="list-style-type: none"> ▪ Building height requirements as they relate to setbacks. ▪ Alternative approaches to the current building to lot size ratio (i.e. floor area ratio or consideration



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	<p>of lot width as a factor in limiting building sizes).</p> <ul style="list-style-type: none"> ▪ Overall approaches to regulating height. ▪ Current standards for regulating the length-to-width ratio of buildings. ▪ Factoring decking and/or porches and other unheated spaces in the building to lot size ratio and/or the building length-to-width ratio. ▪ Existing lot coverage incentives for providing engineered stormwater management. ▪ Methods to discourage monotony in building design, particularly for residential dwellings.
LU-15	Promote architectural standards for commercial development in keeping with the Nags Head style architecture.
LU-15a	Examine buildings constructed since the architectural requirements were established and determine if the regulations have created the desired scale and appearance for commercial development. Identify examples of favorable design projects and determine how the regulations or guidelines should be modified to achieve this.
LU-15b	Consider evaluating other regulatory approaches for commercial architectural design. An alternative approach could involve utilizing design guidelines and a discretionary (board) review process to provide some flexibility to the design of commercial buildings. The town should consider creating a pre-application or pre-design review process to help applicants understand what is expected in terms of site and building design.
LU-15c	Encourage creativity in the design of smaller commercial buildings to accommodate the historically varied and eclectic architectural styles within the town. The town may consider exemptions from the architectural requirements for buildings below a certain size and/or height to accommodate this.
LU-16	Preserve the dark night sky through implementation and enforcement of quality lighting fixtures and



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Land Use	
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	codes, dark sky education, and citizen support.
LU-16a	Evaluate and modernize the lighting ordinance to reflect best practices for being a dark sky community.
LU-16b	Research and consider applying to the IDA for the Dark Sky designation.
LU-16c	Explore the feasibility of minimum regulations for residential properties that limit nuisance lighting to adjacent properties or town rights-of-way associated with glare or light trespass.
LU-16d	Explore efficient low-level lighting along multi-use pathways and at crosswalks to promote safety while preserving the night sky. The town should resist proposals to provide overhead lighting along roadway corridors.
LU-17	Maintain current regulations which prohibit lighting of the ocean beach or estuarine waters to protect marine species and limit unnecessary intrusions into natural areas.
LU-18	Encourage signage that is designed to serve the needs of residents and visitors but respects the goals of the community related to design and appearance.
LU-18a	Develop appropriate freestanding sign standards based on the desired character of each area, particularly along roadway corridors.
LU-18b	Ensure that future revisions to signage regulations remain content neutral.
LU-19	Support signage that provides adequate communication but does not dominate the landscape. The town will not permit signs or attention getting devices that flash, spin, rotate, blink, or are digital. Signs shall not be directed to or face the ocean beach or sound waters.



Table 4.3.1 Policy and Action Matrix

Land Use	
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LU-20	Protect and preserve existing vegetation until necessary for development. Avoid clearing lots prior to the actual preparation of sites for development.
LU-20a	Develop and conduct educational efforts for property owners, landscapers, and the development community on the importance of preserving the unique coastal vegetative landscape.
LU-20b	Evaluate the effectiveness of vegetation preservation ordinances in order to improve their overall success.
LU-21	Protect and preserve mature vegetation where possible on development sites rather than removing vegetation and replanting.
LU-21a	Strengthen existing regulations or develop incentives that work to preserve mature vegetation and prioritize retention of existing vegetation over replanting. Seek to limit removal of mature vegetation outside of required development footprint areas.
LU-22	Improve the overall success and survivability of landscape plantings through careful selection of vegetation that will withstand the anticipated exposure to wind and salt.
LU-22a	Amend town ordinances to provide examples of appropriate and compliant landscaping plans in order to assist with the overall success and survivability of required landscaping and buffering.
LU-23	Require sufficient parking for commercial businesses with parking area design regulations that limit impacts on neighbors and surrounding land uses.
LU-23a	Explore incentives or regulations that encourage bike and pedestrian infrastructure to be incorporated into site design.



Table 4.3.I Policy and Action Matrix

Land Use	
Policy #	Policy
Action #	Action
LU-23b	Monitor the use of parking and utilize this information to evaluate changes in parking standards.
LU-23c	Establish maximum limits on the number of parking spaces for each land use.
LU-24	Support land use compatibility and business development through flexibility in the application of design standards that achieves project goals and preserves the overall spirit and intent of the town's ordinances and land use goals.
LU-24a	Explore methods to allow greater flexibility in the application of design standards that achieves project goals without compromising the spirit and intent of the town's ordinances. This may include administrative sign offs, incentives, and other discretionary review mechanisms.
LU-25	Support continued use and improvement of non-conforming properties.
LU-26	Support access management strategies for individual developments that are appropriate based on a roadway's functional characteristics, surrounding land uses, and users (location and spacing of permitted driveways).
LU-26a	Develop standards to control access for individual developments including turning movements to and from sites and separation distances from driveways and adjacent street intersections where conflicts can occur.
LU-27	Promote and expand the types of housing and accommodations available within the town.
LU-27a	Explore incentives and remove regulatory barriers to encourage cottage court development along the oceanfront and beach road areas.
LU-27b	Research and examine barriers that may be inhibiting hotel development in the town.



Table 4.3.1 Policy and Action Matrix

Land Use	
Policy #	Policy
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LU-27c	Research and explore other options to diversify the types of housing and accommodations available within the town. This could include creating allowances for accessory dwelling units in all or a portion of the town’s zoning districts. The town should ensure that any regulations for accessory dwelling units are consistent with the town’s size limitations for large residential dwellings.
LU-27d	Review existing policies and ordinances to remove regulatory barriers preventing accessible housing for the aging population.
LU-28	Maintain the policy to restrict tie-ons to the Village wastewater system to only those properties that were part of the original Village master plan.
LU-29	Maintain coordination with the Village at Nags Head property owner’s association and Architectural Control Committee on changes to the Village at Nags Head zoning ordinance or regarding development projects which are reviewed by both entities.
LU-30	Prevent the conversion of recreational or open spaces in the Village.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-1	Protect natural estuarine shorelines for their capacity to absorb and filter runoff and ability to provide habitat.
NR-1a	Develop incentives for the protection of natural shorelines.
NR-1b	Develop an estuarine shoreline management plan that establishes policies, procedures, and overall management strategy for the town's estuarine shoreline.
NR-2	Utilize constructed "living" shorelines to stabilize and restore estuarine shorelines when feasible.
NR-2a	Research, identify and map marsh loss, "soft" stabilization methods that are appropriate for Nags Head's estuarine shoreline, potential opportunities for land acquisition, and potentially restorable wetlands.
NR-2b	Develop incentives for utilizing constructed "living" shoreline methods that encourage improved water quality and ecological integrity while reducing shoreline erosion.
NR-2c	Develop partnerships with non-profits and universities to design and construct living shoreline demonstration projects within the town.
NR-3	Support partnerships and programs that work to educate the public on the benefits of natural shorelines.
NR-3a	Establish partnerships with NC Sea Grant, the Coastal Studies Institute, the Nature Conservancy, Jockey's Ridge State Park, and the Coastal Federation to develop and offer education on the benefits of natural shorelines.



Table 4.3.2 Policy and Action Matrix	
Natural Resources & Resiliency	
Policy #	Policy
Action #	Action
NR-3b	Develop and distribute educational materials and offer training on natural shorelines. The educational materials should describe how living shorelines are a viable alternative to hardened structures, explain the benefits that natural shorelines provide, and discuss construction methods and permitting guidance.
NR-4	Preserve important estuarine waterfront viewsheds along the Causeway and in the Whalebone area that contribute to the overall quality of life and sense of place.
NR-4a	Identify key waterfront viewsheds and develop incentives or regulations to protect them.
NR-5	Engage the public in sustained and coordinated efforts to increase awareness and encourage individual stewardship of Nags Head Woods Preserve through educational efforts.
NR-5a	Develop a joint education and outreach effort to develop greater awareness of rules of use and boundaries of Nags Head Woods Preserve in an effort to maintain ecosystem function.
NR-5b	Conduct targeted environmental education efforts regarding sustainable use, habitats, and ecosystem services of Nags Head Woods Preserve.
NR-5c	Promote educational and recreational opportunities in Nags Head Woods Preserve through social media.
NR-6	Protect important natural habitats and ecosystems.
NR-6a	Seek dedicated nature preserve status or regulatory conservation protection for town owned property in Nags Head Woods Preserve.
NR-6b	Partner with the Nature Conservancy to purchase or preserve through easements the remaining vacant parcels in private ownership in Nags Head Woods Preserve.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-7	Enhance the partnership between the town and the Nature Conservancy in order to achieve mutual goals for the protection and promotion of the Nags Head Woods Ecosystem.
NR-7a	Partner with the Nature Conservancy to explore additional opportunities for passive recreation in Nags Head Woods. This includes a coordinated effort between the Towns of Nags Head and Kill Devil Hills and the Nature Conservancy to allow limited access to the Fresh Pond for passive recreation while maintaining water quality through protection of the water source.
NR-7b	Coordinate with the Nature Conservancy to update a Fire Management Plan for Nags Head Woods.
NR-7c	Promote the cultural, historical, and natural resources in Nags Head Woods through wayfinding and interpretive signage or interpretive apps or other innovative media by partnering with the Nature Conservancy to develop and install appropriate signage.
NR-7d	Establish an annual meeting with the Nature Conservancy to discuss mutual goals and management issues.
NR-8	Enhance the partnership with Jockey’s Ridge State park in order to achieve mutual goals for the protection and promotion of the park.
NR-8a	Conduct maintenance as needed for the upkeep of the sound access off of Soundside Road.
NR-8b	Partner with Jockey’s Ridge State Park to identify common education efforts and work together to conduct environmental education as opportunities arise.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-9	Preserve Nags Head Woods and Fresh Pond in their natural state and allow only limited public use for passive recreation. This shall include only limited walk-in only access to Fresh Pond and no improved facilities for boating, parking, or swimming. The town will not allow or introduce public access and/or uses into the town-owned portions of Nags Head Woods and/or the Fresh Pond AEC which will degrade and/or supersede the ability to maintain the existing public uses such as the Police Shooting range and the Fresh Pond public water supply.
NR-10	Protect the public health and safety of the town from natural and manmade hazards through proactive planning and mitigation efforts.
NR-10a	Partner with the county, state, and local agencies to develop a special needs registry list.
NR-10b	Coordinate with the Outer Banks Hospital, the Peak Resources nursing care facility, and other special needs populations to develop a policy and procedure for evacuation procedures. Ensure that yearly contact is made, prior to an event, to verify the town's role.
NR-10c	Explore the feasibility of developing a Local Emergency Preparedness Committee (LEPC) to assist in planning, preparedness, response, and mitigation for potential hazards that could affect the town.
NR-11	Ensure that the town is a disaster resilient community that can survive, recover from, and thrive after a natural or man-made disaster event.
NR-11a	Engage the community in the update of the town's Emergency Operations Plan.
NR-11b	Ensure that an emergency transportation route, parallel to US 158, is maintained to provide an alternate route to NC 12 and US 158.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-I I c	Obtain pre-storm authorization from the NC Department of Transportation (NCDOT) to clear DOT maintained roads after storm events.
NR-I I d	Enter into an agreement prior to storm events to secure the use of the helipad at the hospital for pre- and post-disaster event needs.
NR-I I e	Maintain mutual aid agreements and reevaluate as necessary to continue post-storm assistance with building inspections, damage assessment, utilities repair, public facilities maintenance, and additional public safety personnel. This includes continued participation in the Statewide Mutual Aid Compact.
NR-I I f	Obtain debris removal and monitoring agreements on a yearly basis and seek pre-approved temporary disaster-debris management sites with the North Carolina Department of Environment and Natural Resources (NCDENR).
NR-I I g	Continue to exercise inter-local agreements with Dare County and other municipalities for debris management and monitoring.
NR-I I h	Identify and implement methods to streamline the damage assessment process to provide information to Dare County, the state, and any other agencies assisting the town with recovery efforts. This includes methods to expedite the availability of damage and condemnation information to town staff and the public.
NR-I I i	Explore resilient construction techniques and higher regulatory standards to protect existing and future development from frequent localized flooding events.
NR-I I j	Monitor areas of frequent flooding during regular and major storm events. Maintain and utilize this information to ensure accurate floodplain mapping, educational efforts, and the application of higher regulatory standards (if needed).



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-12	Support mitigation projects that reduce the potential damaging effects of hazards on the town.
NR-12a	Update and maintain a map of properties that are considered repetitive loss.
NR-12b	Assist home and businesses owners in mitigating hazards to their structures through grant funding opportunities, educational efforts, or one-on-one opportunities as they seek permits to complete work.
NR-12c	Develop a program to identify businesses and material storage areas where significant amounts of toxic or hazardous products are stored which would be subject to flooding.
NR-13	Support the town’s continued participation in the National Flood Insurance Program (NFIP) and Community Rating System (CRS). Participation in the NFIP is key in making federally backed flood insurance available within the town and to improve the town’s CRS rating.
NR-14	Promote public awareness of risks from natural and manmade hazards through public education programs.
NR-14a	Partner with Dare County’s Joint Information Section and other neighboring municipalities to develop a process and protocol for informing visitors, residents, and special needs populations of potential hazard events prior, during, and after events. This includes storm-related information as well as evacuation and re-entry. The policy should explore alternative non-traditional methods of information dissemination.
NR-14b	Enhance and expand the internal processes for providing public information pre, during, and post storm. This includes automated voice messaging system and other means of social media with storm damage and re-entry information, a Mayor’s radio broadcast, email broadcasts, improved real-time website information with relevant local contact information, available information at traffic stops, and designation of a post-storm public information officer.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-14c	Develop a comprehensive educational outreach program to inform the public and increase awareness on hazards, how to develop and retrofit their properties against hazards, and individual tasks that can help them better prepare and respond to hazards. This should also include targeted educational strategies for repetitive loss properties. Staff should explore alternative options to traditional on-site meetings This may include increased use of social media, the public access channel, and short videos or handouts.
NR-15	Foster partnerships with universities and non-profits to assist the town in identifying risks and making sound scientific based decisions that increase the town’s resiliency.
NR-15a	Continue to partner with NC Sea Grant to finalize the VCAPS process and study on Sea Level Rise and Climate Adaptation.
NR-15b	Seek additional partners to assist the town in carrying out the actions of the VCAPS study including the scenario based vulnerability analysis.
NR-16	Minimize impacts of future sea level rise.
NR-16a	Conduct a vulnerability analysis to determine the town’s risk to hazards including sea level rise. This analysis should include future sea level rise scenarios.
NR-16b	Research and map estuarine marsh migration along Roanoke Sound.
NR-16c	Develop a plan for adaptation that includes a suite of SLR scenario/probability distributions (more up-to-date than CRC).
NR-16d	Develop a comprehensive education and outreach program for K-12 and residents/property owners that includes the follow topics: SLR, storms, sound side & oceanfront erosion, beach nourishment, and CRS.



Table 4.3.2 Policy and Action Matrix	
Natural Resources & Resiliency	
Policy #	Policy
Action #	Action
NR-16e	Maintain and expand the Septic Health Initiative by providing government assistance for septic retrofits, assisting homeowners in maintaining their septic systems, conducting more groundwater sampling, securing additional wells for sampling, developing partnerships to assist with the peer review of existing data, transitioning to a mandatory septic inspection program with incentives, and mapping of groundwater.
NR-16f	Develop an estuarine shoreline management plan that establishes policies, procedures, and an overall management strategy for the town’s estuarine shoreline. This plan will work to develop projects and strategies to prevent estuarine flooding in the future. The plan should research, identify and map marsh loss, “soft” stabilization methods that are appropriate for Nags Head’s estuarine shoreline, potential opportunities for land acquisition, and potentially restorable wetlands. Additionally, it should develop incentives that can be utilized for the protection of natural shorelines.
NR-17	Maintain an ocean shoreline that provides a high level of recreational, aesthetic, natural, and storm protective value that is free of structures, debris, and litter.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-17a	<p>Develop a long-term shoreline management plan that considers the environmental, legal, financial, physical, and regulatory issues and constraints that will need to be addressed to conduct ocean shoreline management over a 30-year time horizon. The plan should consider the following:</p> <ul style="list-style-type: none"> ▪ Multiple strategies including nourishment, structure relocation, sand fencing, dune vegetation, alternative shoreline stabilization techniques, and the potential for structure acquisition in limited circumstances. This includes agreement from the public and elected leaders on a target beach condition which becomes the town’s goal to achieve through consecutive nourishment cycles. ▪ A streamlined and programmatic approach to permitting that allows for a shorter window for construction projects. ▪ Best practices for dune management including minimum disturbance by property owners (i.e. cutting away dunes to enhance views or significant dune removal to clear structures), regular sand fencing and dune vegetation planting, and proper siting and construction of structures. ▪ An improved design utilizing dune vegetation, sand fencing, and adjustments to the beach and dune nourishment profile to limit impacts to oceanfront property owners from migrating sand. ▪ Appropriate trigger points for maintenance cycles that address project goals. ▪ A long-term funding strategy that provides consistent revenue for the town and reasonable and predictable tax rates for oceanfront and non-oceanfront property owners. ▪ A coordinated approach with Dare County and other municipalities on a long-term funding approach to nourishment which provides a consistent and predictable source of revenue for maintenance and construction projects. ▪ A coordinated approach with Dare County and other municipalities to determine if and how regional planning can improve project efficiencies and achieve cost savings.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-17b	Incorporate appropriate policies in shoreline management planning to account for estimated impacts associated with sea level rise. This should acknowledge that a long-term approach may involve shifting strategies in areas of the shoreline where it is cost prohibitive to continue beach nourishment. This should also acknowledge that other strategies will require additional financial and legal resources including outside assistance to succeed.
NR-17c	Develop legal and financial resources to manage the shoreline.
NR-17d	Develop a comprehensive communication strategy to educate town property owners and residents on the importance of the beach and the strategies the town is utilizing to maintain the beach and provide public access.
NR-17e	Develop regulations to protect marine species habitat, including turtle nests, and prohibit harassment of wildlife or marine life.
NR-18	Support and retain the public’s right to use the wet and dry sand beach while respecting the rights of individual property owners. This includes limiting the ability of groups or parties to restrict the use of the beach by other individuals.
NR-18a	Review ordinance language to limit conflicts between different user groups of the beach and nearshore waters and ensure the safety of beach users (i.e. fisherman, bathers, surfers).
NR-18b	Modify ordinance language for crowd gatherings to clarify that groups or parties using the beach for events cannot limit access to the beach by other parties or individuals.
NR-19	Provide substantial opportunity for the public to access the beach. This includes beach accesses with adequate parking at regular intervals for the length of the town with accessible facilities.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-19a	Develop a public access plan to consider opportunities for additional public accesses and facilities and establish a prioritized maintenance plan for existing public access facilities. This plan should also address an accessibility standard for public accesses where feasible.
NR-19b	Acquire oceanfront property when the opportunity arises to meet other shoreline management or public access goals.
NR-20	Preserve and enhance dunes and native dune vegetation for the role they play in property and infrastructure protection.
NR-20a	Identify and strengthen regulations and educational efforts that promote the preservation of dunes, vegetation and topography.
NR-20b	Protect structures from erosion by considering additional setbacks beyond the minimum, where possible. This may involve exploration of a “build-to” line, which requires buildings to be located within a certain distance of the front yard setback line.
NR-20c	Clarify and strengthen the town’s policies for low-density oceanfront development and adaptability of structures, recognizing that smaller structures can more easily be removed or relocated when threatened by erosion.
NR-20d	Develop a policy approach regarding the town’s role in managing the loss of public infrastructure including streets and utilities.
NR-20e	Investigate mitigation programs and grants to assist property owners with structure relocation.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-20f	Investigate innovative programs and seek funds for mitigation measures such as relocation of threatened structures and more stringent building codes for high hazard areas that support the growth management policies of the town.
NR-21	Prevent the use of sandbags, seawalls, bulkheads and other hard structures as an approach to erosion protection for private property. This does not include public protection projects such as a terminal groin which are an integral component of a community wide erosion abatement strategy.
NR-21a	Clarify and strengthen regulations that address appropriate erosion protection approaches.
NR-22	Prevent commercialization of the ocean beaches.
NR-22a	Clarify and strengthen regulations on non-commercialization of the ocean beaches to include the activities that are prohibited.
NR-23	Seek cooperation on shoreline management activities from local, state and federal agencies.
NR-23a	Advocate for the establishment of a statewide beach management strategy and policy along with a dedicated funding (state or federal) program designed specifically for beach restoration and nourishment projects.
NR-23b	Advocate for legal and administrative enforcement assistance from state and other local agencies to remove structures and debris from the ocean beaches. This includes advocating for expanded state and federal programs to remove structures on the beach.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-23c	Lobby for Federal funding to remove/relocate threatened structures by supporting the reinstatement of the Upton-Jones amendment which modified the National Flood Insurance Program. (The amendment did not require a homeowner to wait for destruction of their home by erosion but to submit claims and be re-compensated if occurrence of damage was imminent.) (Resolution adopted March 5, 2008)
NR-23d	Advocate for the expansion of local authority to construct alternative erosion control structures in key locations as part of a community wide strategy for erosion abatement.
NR-23e	Work with state agencies to improve the inventory of data that will be beneficial to planning and development of shoreline management projects.
NR-24	Preserve, protect, and improve water quality and natural estuarine functions to ensure public health, protection of natural resources and habitats, and recreational use.
NR-24a	Develop and map the surface drainage system in Nags Head to enable a better understanding of the impacts on-site systems have on surface waters.
NR-24b	Coordinate with Dare County Environmental Health to utilize septic permit data to develop a dataset of existing ground water elevations.
NR-24c	Monitor proposed regulations that could potentially affect water quality within the town and within the Pasquotank River Basin.
NR-24d	Lobby for adequate safeguards from upstream land uses.
NR-25	Increase public understanding of the relationship between water quality, ecosystem health, and human health advisories relating to water quality.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-25a	Further develop partnerships with the UNC Coastal Studies Institute, the Dare County Cooperative Extension and Health Department, the Nature Conservancy, Jockey’s Ridge State Park, the Cape Hatteras National Park Service, and the Coastal Federation to encourage research and education opportunities related to water quality, ecosystem health, and human health.
NR-25b	Develop a focused educational outreach plan for the Septic Health Initiative that can be implemented, with the assistance of partnerships.
NR-25c	Work with Dare County Health Department, real estate agents, and property managers to educate property owners on the maintenance needs of septic systems.
NR-26	Maintain and expand the Septic Health Initiative.
NR-26a	Centralize all septic health program data and water quality data into a single database, available on the town’s website, that allows staff to easily search and manipulate data. This should include data from: the town’s water quality monitoring program, the NC Division of Shellfish Sanitation, septic permit data from Dare County, town inspections and pump outs, and repair/loan data.
NR-26b	Develop improved administrative management tools for implementing the program. This includes: <ul style="list-style-type: none"> ▪ An efficient way to email reports to owners directly from permitting software. ▪ A streamlined process for how inspections are received, coordinated, scheduled, and a report of the inspection sent back to the homeowner.
NR-26c	Refine the town’s permitting software to determine how to track more detailed inspection and pump out data.



Table 4.3.2 Policy and Action Matrix

Natural Resources & Resiliency

Policy #	Policy
Action #	Action
NR-26d	Identify properties through septic health data that have never had an inspection or pump out. Make contact with those property owners to inform them of the program and offer services. If feasible, map vulnerable areas based on their proximity to major drainage features and target those areas for outreach.
NR-26e	Identify properties through mapping efforts with older OWTS (pre 1980) to inform them and offer loan program for repairs or replacement.
NR-26f	Update and maintain the septic health program’s website monthly to provide program information and current water quality data.
NR-26g	Update the Decentralized Wastewater Management Plan to evaluate the overall effectiveness of the program and recommend additional measures as necessary.
NR-26h	Provide annual updates to the Board of Commissioners on the program status.
NR-26i	Conduct peer reviewed scientific analysis of the program every three years.
NR-27	Develop and enhance relationships with the county, state, federal, non-profit, and Institutional partners to assist in research and educational efforts. This includes, but is not limited to, the Dare County Health Department, the Dare County Cooperative Extension, Jockey’s Ridge State Park, the National Park Service, the Nature Conservancy, the Coastal Federation, the UNC Coastal Studies Institute, and other partners in the university system.
NR-27a	Ensure water quality testing results are peer reviewed through partnerships with universities.
NR-28	Preserve and protect groundwater aquifers from depletion and contamination.
NR-28a	Update the town code to prevent fracking or deep well injection of wastewater.



Table 4.3.3 Policy and Action Matrix
Economic Development & Tourism

Policy #	Policy
Action #	Action
EC-1	Develop and promote a sustainable economy that supports a high quality of life for residents and visitors without compromising the integrity of natural and cultural resources and sense of place.
EC-1a	Develop a focused educational effort for citizens on the regional economy and importance of tourism revenues in supporting the town's tax base.
EC-1b	Utilize updated research and feedback from the Outer Banks Visitor studies and surveys to assist town staff in planning and budgetary efforts.
EC-2	Encourage the continued promotion of Nags Head and the Outer Banks as a destination.
EC-2a	Promote cultural, educational, and recreational events that reflect community goals and values with an emphasis on extension of shoulder seasons.
EC-2b	Coordinate with the Outer Banks Visitors Bureau to better promote and advertise Nags Head.
EC-3	Meet the infrastructure and service needs of the community at appropriate levels as the community continues to grow.
EC-4	Advocate for the provision of high quality, responsive services, legislation, resources, and policies from government partners and other organizations that further the vision of the Town of Nags Head.
EC-5	Direct new commercial growth into neighborhood commercial nodes, activity centers, or areas currently zoned for commercial development with emphasis on reuse of existing structures.
EC-6	Support and foster small, local businesses that preserve and uphold the vision and legacy of the town.

IMPLEMENTATION



Table 4.3.3 Policy and Action Matrix
Economic Development & Tourism

Policy #	Policy
Action #	Action
EC-6a	Continue to work with the Local Business Committee to further identify and remedy regulatory barriers for opening and operating businesses.
EC-6b	Develop and map an inventory of local businesses representing each sector of the town's economy.
EC-6c	Develop regulatory flexibility that allows existing small, local businesses to upgrade and maintain their facilities in order to remain relevant and competitive in the market.
EC-6d	Evaluate the impact of town processes, related to zoning and permitting, on businesses and streamline to meet the town's needs while supporting business investment.
EC-6e	Expand the availability of town services available on-line to better meet the needs of the businesses community.
EC-6f	Provide technical assistance through workshops, educational materials, or web based media to educate business owners on town processes and regulations related to owning and maintaining a business.
EC-6g	Develop a branded wayfinding, safety, and information signage plan to identify types and locations of signage for pedestrians, cyclists, and vehicles. Install appropriate signage. Signage should enable visitors to locate existing town parks, sound and beach access points and trailheads.
EC-7	Recognize the role and importance of the look and feel of legacy development in creating the distinctive heritage, unique lifestyle, and family beach character that is central to the town's vision.
EC-7a	Develop more specific criteria for legacy businesses, based on research and data of existing legacy type buildings.
EC-7b	Inventory, research, and map businesses that fit within the legacy business criteria.



Table 4.3.3 Policy and Action Matrix	
Economic Development & Tourism	
Policy #	Policy
Action #	Action
EC-7c	Develop incentives to encourage the preservation of commercial floor space.
EC-7d	Explore ways to aid in the development of cottage courts.
EC-8	Enhance economic health and increase employment opportunities through business retention and expansion.
EC-8a	Partner with the Outer Banks Chamber of Commerce to research and conduct discussions with local, small business owners in order to better understand factors contributing to the sale or loss of businesses.
EC-8b	Coordinate with the Outer Banks Chamber of Commerce to offer education and training for local, small business owners on succession planning.
EC-9	Develop a partnership with Dare County, the Outer Banks Visitors Bureau, the Outer Banks Chamber of Commerce, the Albemarle Commission, and other municipalities to advance a regional approach for economic development.
EC-9a	Continue to support and participate in Economic Diversification Studies conducted by Dare County and other regional authorities.
EC-9b	Identify and discuss barriers to economic development and diversification. Develop strategies from these discussions that can be implemented within the town that work to bring economic sustainability.
EC-9c	Continue to partner with the Albemarle Commission on Workforce and Economic Development Initiatives.

IMPLEMENTATION



Table 4.3.3 Policy and Action Matrix
Economic Development & Tourism

Policy #	Policy
Action #	Action
EC-9d	Continue to partner with the College of the Albemarle to develop training opportunities for existing businesses and new enterprises.
EC-10	Promote the growth of existing businesses and the recruitment of new business that are compatible with the town's vision which add full-time, year-round jobs that work stabilize the employment market.
EC-10a	Improve and expand local and regional transportation linkages, including roads, bridges, multi-modal connections, public transportation, and internet.



Table 4.3.3 Policy and Action Matrix

Cultural Resources

Policy #	Policy
Action #	Action
CR-1	Recognize the importance of cultural resources and the arts in creating a sustainable, local economy and high quality of life.
CR-1a	Engage in a strategic planning activity, with the assistance of the Committee for Arts and Culture, to develop a vision for arts and culture in Nags Head. This should consider the level and commitment the town wishes to make to directly or indirectly promote arts and culture in the community. This should involve the following: <ul style="list-style-type: none"> ▪ A discussion of the types of cultural resource and arts initiatives the town wishes to be involved in as well as the staff and financial resources necessary to achieve this. ▪ A discussion of the partnership opportunities available to leverage town commitments for these opportunities. ▪ A community engagement process to define what culture and arts means to the community including where the town should apply its resources. ▪ An evaluation of the commitment to utilizing town venues, including Dowdy Park, for cultural events with internal and external resources.
CR-1b	Enhance marketing of cultural resources and opportunities to residents and visitors by improving communications and collaborations within community organizations.
CR-1c	Support and/or provide programming and events for residents and visitors that enhance the quality of life and sense of place.
CR-2	Preserve assets of cultural, architectural, archeological, historic, or social significance.
CR-2a	Engage the community in identifying community assets that should be considered for protection.



Table 4.3.3 Policy and Action Matrix

Cultural Resources

Policy #	Policy
Action #	Action
CR-2b	Develop incentives that can be incorporated in the town code that work to preserve key assets.
CR-2c	Review zoning standards for areas of architectural significance, including the commercially zoned area adjacent to the Historic Cottage Row, to ensure compatible development. (Refer to chapter two for additional policy guidance on the Historic District character area.)
CR-3	Encourage partnerships with the public, private, and nonprofit sectors to foster stronger, more visible leadership in culture and the arts making opportunities and programs more available.
CR-3a	Continue to work with Art is the Heart, the Dare County Arts Council, and other organizations to develop strategies, activities, and events to promote culture and arts in the community.
CR-3b	Partner with the Outer Banks Visitors Bureau to assist in promoting character areas within the town.
CR-4	Promote and sustain the Gallery Row Arts District.
CR-4a	Identify regulatory barriers that stifle development of local and neighborhood serving businesses along the beach road and within the Gallery Row Arts District.
CR-4b	Maintain an inventory of existing cultural and art venues and identify new sites for future venues.



Table 4.3.3 Policy and Action Matrix

Parks & Recreation

Policy #	Policy
Action #	Action
PR-1	Serve residents and visitors of all ages and physical abilities through increased availability of ADA accessible and age appropriate recreational facilities and opportunities.
PR-1a	Improve and increase both the number of playgrounds and features available for younger children.
PR-1b	Increase activities and available recreational space for youth and teens, including use of park space in the evenings.
PR-1c	Create recreational opportunities in the evenings that appeal to working adults and teens.
PR-1d	Research and explore recreational opportunities that would meet the needs of segments of the older adult population that are currently excluded. This may be accomplished through partnerships.
PR-2	Create opportunities for unstructured community interaction and new recreational opportunities.
PR-2a	Make park space available for un-programmed and spontaneous activities; particularly allow open field space to be used by the general public (not just reserved for organized leagues).
PR-2b	Support the use of the public beach for event programming and sports opportunities (such as beach soccer, volleyball, etc.).
PR-2c	Develop community events and programs during the off-season, especially during the “shoulder-seasons” to support local businesses and serve year-round residents.
PR-2d	Explore incentives that would encourage future development and redevelopment to include areas that encourage community interaction such as sidewalks, trails, open space, park facilities, pedestrian plazas, public accesses, and outdoor seating areas.



Table 4.3.3 Policy and Action Matrix

Parks & Recreation

Policy #	Policy
Action #	Action
PR-2e	Research the feasibility and location of a dog park in Nags Head.
PR-2f	Research the feasibility, cost, and location of lighted public tennis courts.
PR-2g	Identify and support additional indoor recreational opportunities within the town.
PR-2h	Explore the feasibility of park development on the town lot at the end of Forbes Street.
PR-2i	Research powerboat launching and docking on the sound.
PR-3	Expand and develop public access to ocean and estuarine shorelines that accommodate different user types, age groups, and needs.
PR-3a	Develop an ocean and estuarine shoreline management plan that explores opportunities for additional public accesses and facilities that includes maintenance and staffing needs, increased ADA accessibility, and additional site features such as parking, shade and picnic structures, water source, and bathroom elements.
PR-3b	Develop a prioritized list of existing public access facilities that outline needed improvements necessary to achieve greater ADA accessibility as well as the potential costs for improvements.
PR-3c	Conduct a study, to be incorporated as part of the public access plan, to identify and determine typical staffing needs, on-going maintenance costs, and any needed facility renovations and costs for existing public access facilities.
PR-3d	Develop a Master Plan for a sound side boardwalk.
PR-3e	Increase fishing and crabbing access opportunities along the sound.



Table 4.3.3 Policy and Action Matrix

Parks & Recreation

Policy #	Policy
Action #	Action
PR-4	Improve pedestrian and bicycle access, connectivity, and safety.
PR-4a	Incorporate identified pedestrian and bicycle projects into the town’s capital improvement plan. Design and construct projects recommended in the Pedestrian Plan (2014).
PR-4b	Continue construction of the multi-use trail along US 158 with pedestrian and bicyclist safety as priority.
PR-4c	Coordinate with NCDOT and the Albemarle Rural Planning Organization (ARPO) to plan, design, and implement pedestrian and bicycle improvements.
PR-4d	Plan, organize, and facilitate bike and pedestrian safety programs for children and adults.
PR-4e	Interconnect neighborhoods with crosswalks on the west side of US 158.
PR-4f	Expand and sign hiking path from Town Park through Nags Head Woods.
PR-4g	Evaluate alternate paving materials in an effort to reduce impervious surfacing where possible and appropriate.
PR-5	Commit to continual improvement and maintenance of parks and recreational facilities that reflects the level and value of private investment in the community.
PR-5a	Conduct a study of parks and recreational facilities to be incorporated into the town’s capital improvement plan (CIP), to identify and determine typical staffing needs, on-going maintenance costs, and any needed facility renovations and costs.
PR-5b	Update existing facilities, when renovations are undertaken, to be compliant with where feasible for ADA standards and any new local, state, and federal regulations.



Table 4.3.3 Policy and Action Matrix

Parks & Recreation

Policy #	Policy
Action #	Action
PR-5c	Conduct an assessment of existing parks and recreational facilities and identify opportunities to incorporate other recreational or site amenities such as horseshoe pits, corn hole, bocce areas, picnic tables, grills, bike racks, trash/recycling containers, water (shower facilities or water fountains), and wifi where appropriate. This is including but not limited to Satterfield Landing Park, Whalebone Park, and Town Park.
PR-5d	Replace Playground Equipment at Town Park with a design consistent with Nags Head’s architectural aesthetic. Equipment should be made of materials which perform better than traditional materials (such as metal or wood) in our environmental conditions and which attract children.
PR-5e	Repair the Beach Road multi-use trail as needed with asphalt and improve drainage where possible. Install signage to promote safety for all users. (Note: asphalt is the preferred material for the NC 12 and South Oregon Inlet Road trails sections).
PR-6	Explore and develop a wayfinding signage system for visitors to better orient themselves to commercial and cultural destinations and beach and sound access points.
PR-6a	Develop a branded wayfinding, safety, and information signage plan to identify types and locations of signage for pedestrians, cyclists, and vehicles and install appropriate signage. Signage should enable visitors to locate existing town parks, sound and beach access points and trailheads.
PR-7	Ensure that all development, redevelopment, neighborhoods, and commercial areas connect to existing or planned public recreational improvements and facilities to promote a high quality of life and healthy living.
PR-7a	Research and explore incentives or amendments to town ordinances to incorporate standards that incentivize or require development to provide publicly availability connections to existing or planned recreational improvements and facilities.



Table 4.3.3 Policy and Action Matrix

Parks & Recreation

Policy #	Policy
Action #	Action
PR-8	Commit to the continuous implementation of the mission, vision, and actions of the parks and recreation element.
PR-8a	Continue active monitoring and pursuit of local, state and federal grant opportunities for plan implementation.
PR-8b	Incorporate capital projects and program recommendations into the town’s budgetary and capital improvement plan process.
PR-8c	Acquire property for the purpose of parks, open space, and conservation including: <ul style="list-style-type: none"> ▪ Purchase of properties with opportunities for park development, multi-use trail and beach and sound access including parking. ▪ Purchase of undeveloped lots within neighborhoods to preserve green space for “pocket park” or trail uses as permitted. ▪ Purchase of land for the purposes of conservation or open space.
PR-9	Promote parks and recreational facilities, events, and programs within the town.
PR-9a	Provide an interactive map available on the town website and other forms of media that display all parks and recreational facilities and beach and sound accesses.
PR-9b	Promote the town’s Adopt-a-Bench and Adopt-a-Beach program.
PR-9c	Promote recreational opportunities and other events with the YMCA and other nonprofit and private sector providers.



Table 4.3.3 Policy and Action Matrix

Parks & Recreation

Policy #	Policy
Action #	Action
PR-9d	Enhance educational materials and programs on beach safety issues such as the safety flag system, rip currents, and marine life.
PR-10	Collaborate with partners to develop a diversity of innovative programs, facilities, events, and spaces to achieve the mission and vision for parks and recreation.
PR-10a	Develop a system for coordinated communications with Dare County Parks and Recreation to inform older adults and families with special needs of programs and resources through the town website, Facebook page and other town communications.
PR-10b	Publicize activities for older adults.
PR-10c	Coordinate with the Outer Banks Bicycle and Pedestrian Safety Coalition to develop education materials, programs, and events to address bike and pedestrian safety.
PR-10d	Encourage Dare County to replace all or a portion of the playing fields at Satterfield Landing to artificial turf and incorporate a playground within the site.
PR-10e	Participate in Dare County Parks and Recreation Planning efforts that involve future county parks and recreation needs.



Table 4.3.3 Policy and Action Matrix

Transportation

Policy #	Policy
Action #	Action
TP-1	Provide local transportation infrastructure that is safe, efficient, and designed to accommodate all modes of transportation consistent with the town’s Complete Streets policy.
TP-1a	Complete maintenance plans for town-owned transportation assets at regular intervals. At a minimum, this should include preparation of a pavement condition survey every ten years to assist with prioritization of Powell Bill expenditures for street overlay projects.
TP-1b	Utilize grant opportunities when available to construct facilities and/or upgrade existing facilities to address safety and accessibility issues.
TP-1c	Establish an internal process to annually identify and prioritize transportation improvements for which the town is responsible for financing and constructing. This could be part of the CIP process but would be more effective as a separate activity. This should primarily include prioritization of bicycle and pedestrian facilities and maintenance of town owned streets using Powell Bill funds and other identified resources.
TP-1d	Consider the establishment of a dedicated funding source or revenue stream for transportation improvements.
TP-1e	Revise policies and ordinances as appropriate to maintain and strengthen the town’s goal for access management onto major roadways within the town.
TP-1f	Continue to work with groups such as the Outer Banks Bicycle and Pedestrian Safety Coalition to improve bicycle and pedestrian safety and community awareness.
TP-2	Reduce the reliance on personal transportation by providing additional transportation choices through a combination of public and private services.



Table 4.3.3 Policy and Action Matrix

Transportation

Policy #	Policy
Action #	Action
TP-2a	Explore the feasibility of a trolley service or bus circulator to connect the Town of Nags Head with the other northern beach communities.
TP-3	Provide comprehensive bicycle and pedestrian connectivity within the town and to the larger Outer Banks Community.
TP-3a	Conduct an annual review of recommendations from the Nags Head Pedestrian Plan and prioritize projects based on available funding and anticipated external revenue sources.
TP-3b	Identify grant funds and other external revenue sources to support implementation of the Pedestrian Plan.
TP-3c	Coordinate with NCDOT to incorporate pedestrian and bicycle projects into planned state maintenance projects.
TP-4	Support the development and maintenance of regional transportation infrastructure that allows residents and visitors to travel to the Outer Banks in the safest, most efficient manner.
TP-4a	Participate in the ARPO regional transportation planning efforts including the SPOT process.
TP-4b	Improve coordination within Dare County for prioritization of transportation improvements and transportation system development. This could include a county and town working group to discuss priorities at the county level in preparation for the regional prioritization process as well as to discuss public transportation and funding of local projects.
TP-4c	Advocate for revisions to the Strategic Mobility Formula to recognize the seasonal nature of our community, the importance of transportation for Hurricane Evacuation, and the use of accurate local data in the analysis phase of the scoring.



Table 4.3.3 Policy and Action Matrix

Transportation

Policy #	Policy
Action #	Action
TP-4d	Advocate for additional transportation funding at the state level and a method to equitably distribute funds to non-urbanized areas of the state.
TP-4e	Coordinate with Dare County and the other Dare County towns to accelerate the timeline for implementation of the R-3419 TIP project (conversion of US 158 to a four-lane divided facility and associated intersection improvements) as well as other projects within the CTP.



Table 4.3.3 Policy and Action Matrix

Municipal Services	
Policy #	Policy
Action #	Action
MS-1	Provide effective governance to the Town of Nags Head’s citizenry, property owners, business owners, and stakeholders to advance the town’s mission and vision.
MS-1a	Draft and distribute an annual report that demonstrates the results of the measurable goals and objectives of each department to the Board of Commissioners and all citizens.
MS-1b	Develop, fund, and prioritize the Capital Improvement Plan annually that provides for the infrastructure, equipment, and facility needs of the community.
MS-2	Maintain a trained workforce capable of carrying out the statutory requirements of municipal government and the requirements established by the Board of Commissioners.
MS-2a	Assist department heads in developing clearly defined, measurable goals for each department.
MS-2b	Develop and implement a performance review process that accomplishes departmental goals and meets job competencies.
MS-2c	Provide employees with a platform that allows for objective discussion of innovative ideas that result in continuous improvement of individual job functions and the overall ability of the town to serve customers.
MS-3	Provide timely dissemination of information and data to internal (staff) and external (citizens, boards, committees, applicants) customers through increased use of website, social media, email, and other forms of technology.
MS-3a	Update the town’s website to make it more user friendly and searchable.



Table 4.3.3 Policy and Action Matrix

Municipal Services

Policy #	Policy
Action #	Action
MS-3b	Provide a “self-serve” mechanism on the town’s website that allows the public to search information for public records requests.
MS-3c	Provide an employee self-service mechanism to access pay stubs, W-2’s, and additional personnel information.
MS-3d	Create automated online processes for applications and permits.
MS-4	Provide friendly and accommodating customer service.
MS-4a	Develop goals and metrics for providing friendly, accommodating customer service.
MS-5	Ensure that all employees understand the mission, vision, and goals of the town and see themselves as contributors in achievement of these.
MS-5a	Develop employee engagement programs and strategies that establish meaningful contact and connection with employees as well as educates them on the mission, vision, and goals of the town.
MS-6	Involve and engage the public in decision making at all levels of town governance where appropriate and during other relevant times of design and decision making processes.
MS-6a	Conduct community input opportunities that inform stakeholders and seek their input during town decision making processes.
MS-6b	Continue outreach efforts to promote conversations with the community, promoting awareness on issues important to the town.



Table 4.3.3 Policy and Action Matrix

Municipal Services

Policy #	Policy
Action #	Action
MS-7	Manage the town’s wages and benefits in a manner that retains high quality employees and keeps operational costs down. It is the policy of the Town of Nags Head to compensate its employees at a level sufficient to encourage excellence of performance and to maintain the labor market competitiveness necessary to recruit, retain, and develop a competent and diverse workforce.
MS-7a	Research and assess current wages of neighboring towns every 3 years to ensure the town remains competitive. Present findings of the assessment to the Board of Commissioners in a formal report.
MS-7b	Research and assess benefit options on a yearly basis ensuring that employees receive maximum benefit for their care while keep costs down. Present findings of assessment to the Board of Commissioners in a formal report.
MS-7c	Review the pay plan every 2-3 years and present recommendations to the Town Manager. All final recommendations will be presented to the Board of Commissioners.
MS-7d	Conduct a full position classification study, with a third party vendor, every 9-10 years. This will ensure proper maintenance of job responsibilities and that each individual job has a proper pay grade assignment based on the current job market.
MS-8	Protect citizens and visitors from the perils of fire and crime, and ensure safe oceanfront beaches by providing well-equipped and prepared public safety personnel.
MS-8a	Continually assess the police, fire and rescue needs of the town and make personnel and resources expenditures commensurate with the needs created by development, special events, and the changing nature of the social environment.



Table 4.3.3 Policy and Action Matrix

Municipal Services

Policy #	Policy
Action #	Action
MS-8b	Seek community involvement and cooperation in the provision of Police and Fire services through the Volunteer Fire Department, the Community Watch program, the Citizen’s Police Academy, school based initiatives, and proactive community outreach in all divisions of the Police and Fire Departments.
MS-8c	Ensure the ocean beach is a safe environment for family vacation tourism by constantly monitoring beach populations and concentrations, adjusting personnel and resources as needed to meet increases in demand for service.
MS-8d	Provide fire and life safety education programming.
MS-8e	Strengthen the proactive functions of the commercial fire inspection program by: <ul style="list-style-type: none"> ▪ Remaining responsive to the commercial business community and seeking their input with respect to scheduling and completion of annual commercial fire inspections. ▪ Initiating and supporting progressively advanced code enforcement staff certification levels. ▪ Integrating new and progressive code officials training, in diverse platforms, as they become available. ▪ Researching and pursuing technology based solutions for fire prevention education and enforcement for commercial occupancies in order to improve customer service levels, ▪ Continuing to work with fire staff and emphasize the cultural importance of the commercial fire inspections program as a vital component of fire prevention in Nags Head.
MS-8f	Complete progressive staff trainings, qualifications, and certifications necessary to perform the duties of public safety officials including but not limited to police officers, detectives, animal control, ocean rescue personnel, fire inspectors, fire public education specialists, child car seat technicians, CPR instructors, and fire support personnel.



Table 4.3.3 Policy and Action Matrix

Municipal Services

Policy #	Policy
Action #	Action
MS-8g	Utilize all web based, published, broadcast, e-mail, and social media outlets to deliver and distribute timely public safety messages. This will include exploring mechanisms to provide emergency notifications to the public through cell phone and landline message services.
MS-8h	Explore and employ appropriate new technologies, including but not limited to body cameras and in-car cameras, to increase accountability and reduce risk to Police Department personnel and the public.
MS-9	Meet the public safety needs of the community at appropriate levels as the community continues to focus growth and public investment in areas identified as activity centers.
MS-9a	Develop incentives to encourage the use of important fire prevention structures and systems such as sprinkler systems.
MS-10	Support continued planning to eliminate uncontrolled wildfires.
MS-10a	Annually maintain and update the Nags Head Woods Fire Protection Plan through engagement of the North Carolina Forest Service, Nature Conservancy, and the Town of Kill Devil Hills.
MS-10b	Maintain the necessary personnel training and equipment to prevent wildfires and loss of life and property.
MS-10c	Support the Cape Hatteras National Seashore in conducting prescribed burns to prevent wildfires and loss of life and property.
MS-11	Evaluate the impacts of development on public safety during the permitting, site plan review, and text amendment processes and prioritize public safety through best management practices for land use planning and site design.



Table 4.3.3 Policy and Action Matrix

Municipal Services	
Policy #	Policy
Action #	Action
MS-12	Proactively provide maintenance of facilities including streets, rights-of-way, drainage infrastructure, public buildings, multi-use paths, parks and beach accesses, and other town facilities.
MS-12a	Develop mechanisms to track the departmental workload and required man hours to support requests for personnel or equipment, particularly as new facilities are developed.
MS-12b	Develop plans for maintenance to town facilities including schedules for repair and replacement. These plans should be updated every five years and should be used to establish projects for inclusion in the CIP.
MS-12c	Create a beach access development and maintenance plan to determine where new facilities are needed and when maintenance activities should occur to existing facilities.
MS-12d	Continue to employ strategies to schedule and track maintenance activities to manage the departmental workload in the most efficient manner possible as well as documentation of routine maintenance.
MS-12e	Seek and utilize grants where possible to fund infrastructure construction and replacement activities.
MS-12f	Conduct a pavement condition survey of town streets every ten years and utilize this information to schedule maintenance activities as part of the town's CIP.
MS-13	Provide for the most effective and economical collection and disposal/recycling of commercial and residential solid waste that meets community expectations for cleanliness and appearance. The town should work to provide service to all generators of solid waste emphasizing reuse and recycling practices over disposal
MS-13a	Explore expansion of the town's recycling program to add new types of waste items as recycling technology evolves and markets for recycled materials develop.



Table 4.3.3 Policy and Action Matrix

Municipal Services	
Policy #	Policy
Action #	Action
MS-13b	Research and plan for expansion of town-wide recycling service to commercial properties and/or those properties not serviced by the existing residential curbside service in order to meet the town’s stated goal of 40 percent waste reduction by 2022 (from the Solid Waste Management Plan).
MS-13c	Monitor recycling tonnage from the town’s residential program and employ methods such as education programs to improve recycling participation. This could include working with rental agencies, property owners associations, and directly with homeowners to provide marketing and educational materials on the town’s program.
MS-13d	Explore programs and/or develop and enforce regulations that limit the timeframe residential carts sit adjacent to roadways.
MS-13e	Monitor community growth and demands for service and plan for recommended increases in manpower and equipment when necessary. Additional measures or benchmarks are needed to determine when demand exceeds the capacity of current resources to maintain service levels.
MS-13f	Consider technologies including RFID tags to improve collections data which will provide the town with information that it can use to refine service levels.
MS-13g	Actively engage staff in the update to the Solid Waste Management Plan and review its goals for recycling and waste reduction.
MS-13h	Develop and conduct progressive educational programming aimed at reducing waste and promoting reuse and recycling.
MS-14	Provide sufficient levels of potable water to accommodate water demand at build-out through an economical and efficient means and in an environmentally sensitive manner.



Table 4.3.3 Policy and Action Matrix

Municipal Services

Policy #	Policy
Action #	Action
MS-14a	Continually monitor the town’s water processing capacity and make necessary system improvements when needed.
MS-14b	Continue to loop the water supply system when opportunities and funding permits as the town recognizes the importance of a dual or looped water supply system for pressure, service and fire supply.
MS-14c	Develop mechanisms to anticipate when the town may exceed its water allotment from Dare County and make financial provisions to meet contractual obligations to expand the reverse osmosis water treatment plant capacity when necessary.
MS-14d	Prepare a comprehensive water system master plan every 10 years to evaluate and analyze the capital needs of the Nags Head water system and to provide recommendations to the town for short-term and long-term improvements. These recommendations serve as the plan for the town to meet future water needs and to stage the necessary construction and associative financing in an efficient manner. The comprehensive water system master plan should examine the following; evaluation of the existing water system operation, assessment of the reliability of the existing infrastructure, distribution system analysis for water consumption and fire protection, regulatory water quality requirements, source water evaluation, development of a 10-yr Capital Improvement Plan and a water system rate study. Intermediate updates may be conducted at shorter intervals to focus on specific objectives of the water system master plan. It is anticipated that the next comprehensive water system master plan update will occur in FY 17/18.
MS-14e	Coordinate with the National Park Service and the affected entities to seek funds for improvement to the water supply line serving Park Service property and the Oregon Inlet Fishing Center.
MS-14f	Develop an educational program highlighting the beneficial effects of conserving potable water.
MS-14g	Maintain the status of the Fresh Pond as a CAMA Area of Environmental Concern to protect the Fresh Pond watershed for future water supply use.

IMPLEMENTATION



Table 4.3.3 Policy and Action Matrix

Municipal Services	
Policy #	Policy
Action #	Action
MS-15	Ensure that stormwater runoff is properly managed to reduce nuisance flooding and pollution of sensitive environmental areas.
MS-15a	Develop an affordable, long-range plan for progressively improving the town’s stormwater drainage infrastructure.
MS-15b	Complete and continually update a town-wide drainage infrastructure plan that maps type, size, and location of existing drainage features within the town including rights-of-way and outfalls.
MS-15c	Update the Stormwater CIP concentrating on potential improvements to the main drainage routes and working back upstream through neighborhoods identifying areas of concern and the evaluation of potential alternatives.
MS-15d	Evaluate and document existing nuisance and problem areas for identification of potential corrective action.
MS-15e	Replace inadequate town-owned critical drainage facilities
MS-16	Improve town drainage infrastructure through planning, maintenance, or new construction, where appropriate and as identified in long range plans.
MS-16a	Purchase equipment to necessary to conduct systematic annual maintenance, on-demand maintenance, and post- storm maintenance.
MS-16b	Continue to coordinate with the local, state, and federal agencies such as the North Carolina Department of Transportation and the National Park Service to conduct annual maintenance activities within the main drainage arteries to maintain and/or improve drainage ways.



Table 4.3.3 Policy and Action Matrix

Municipal Services

Policy #	Policy
Action #	Action
MS-16c	Develop a level of service that accounts for future development, redevelopment and changes in surrounding environmental conditions.
MS-16d	Perform hydraulic and hydrologic analyses of identified areas of concern for appropriate infrastructure sizing, when required.
MS-16e	Monitor and evaluate performance and condition of existing drainage infrastructure through on-site review and observations.
MS-16f	Continue to refine and update project prioritization based upon the following criteria: Frequency and duration of occurrences and extent of flooding conditions observed <ul style="list-style-type: none"> ▪ Project Benefit <ul style="list-style-type: none"> ○ Tributary Area Served ○ Number of Properties Served ▪ Public Safety ▪ Flood Control & Water Quality ▪ Project Cost/Available Funding ▪ Regulatory permitting constraints and coordination ▪ Other applicable limiting factors
MS-17	Ensure that financial resources are available to provide adequate levels of service and desired capital improvements.



Table 4.3.3 Policy and Action Matrix

Municipal Services	
Policy #	Policy
Action #	Action
MS-17a	Maintain an adequate fund reserve for operation of equipment and materials to perform necessary maintenance on existing drainage infrastructure.
MS-17b	Seek additional funding opportunities from local, state and federal agencies to assist with future stormwater planning and construction efforts.
MS-18	Educate and involve the public in stormwater management.
MS-18a	Develop public educational materials on stormwater and the town’s stormwater drainage system that can be made available on social media and the town’s website.
MS-18b	Engage stakeholders affected by town projects to inform them of the project purpose, timeline, areas, how the project may impact them, and how they can engage in project planning (if appropriate).

Table 2: VCAPS Implementation Table- Overall Priority Actions

PRIORITY I

PRIORITY I	ID	Action	Town Lead	Key Partners	Requires Significant Private Support or Coordination	Time Frame (short: <2 yrs; intermediate: 2-5 yrs; long: 5+ yrs)	Revenue Type (grant, staff time, facility fees, or capital reserves)	Overlap with FOCUS Nags Head (Action #)	Status
	O-1 (WM-1)	Maintain and expand the Septic Health Initiative (retrofits, homeowner assistance, groundwater sampling, peer review data, groundwater mapping, transition towards mandatory inspections with other incentives)				FOCUS NAGS HEAD Goal Addressed: 2, 3, 5			
		P&D	SHC	No	Short	Staff Time	NR-26, NR-16, NR-16e	-	
	O-3 (AG-4)	Develop a comprehensive education and outreach program for K-12, residents, and property owners implemented by both public and private actors. Include topics such as: SLR, storms, soundside/oceanfront erosion, beach renourishment, and CRS.				FOCUS Nags Head Goals Addressed: 1, 2			
		P&D	SLMC, CA & SLRC, NCCF, TNC, NCSG, OB-COC	Yes	Short	Grant, Staff Time	NR-16, NR-16d	-*	
	O-4 (ES 1)	Develop an estuarine shoreline management plan that establishes policies, procedures, and an overall management strategy for the town's estuarine shoreline. This plan will work to develop projects and strategies to prevent estuarine flooding in the future. The plan should research, identify and map marsh loss, "soft" stabilization methods that are appropriate for Nags Head's estuarine shoreline, potential opportunities for land acquisition, and potentially restorable wetlands. Additionally, it should develop incentives that can be utilized for the protection of natural shorelines.				FOCUS Nags Head Goals Addressed: 1, 2, 5			
		TM	P&D, TNC, NCCF, NC-SWC-CCAP	No	Intermediate	Grant, Staff Time	NR-1, NR-16	In FY 2017-2018 Budget	
	O-6 (AG-2)	Develop a plan for adaptation that includes a suite of SLR scenario/probability distributions (update since CRC and consider longer timescale for infrastructure).				FOCUS Nags Head Goals Addressed: 1, 2, 3, 4			
		P&D, TM	NCSG	Yes	Short	Grant, Staff Time	NR-16, NR-16c	-	

PRIORITY I

PRIORITY I	ID	Action	Town Lead	Key Partners	Requires Significant Private Support or Coordination	Time Frame (Short: <2 yrs; Intermediate: 2-5 yrs; Long: 5+ yrs)	Revenue Type (grant, staff time, facility fees, or capital reserves)	Overlap with FOCUS Nags Head (Action #)	Status
		O-7 (AG-I)	<p>Develop a long-term shoreline management plan that considers the environmental, legal, financial, physical, and regulatory issues and constraints that will need to be addressed to conduct ocean shoreline management over a 30-year time horizon. The plan should consider the following:</p> <ul style="list-style-type: none"> • Multiple strategies including nourishment, structure relocation, sand fencing, dune vegetation, alternative shoreline stabilization techniques, and the potential for structure acquisition in limited circumstances. This includes agreement from the public and elected leaders on a target beach condition which becomes the town's goal to achieve through consecutive nourishment cycles. • A streamlined and programmatic approach to permitting that allows for a shorter window for construction projects. • Best practices for dune management including minimum disturbance by property owners (i.e. cutting away dunes to enhance views or significant dune removal to clear structures), regular sand fencing and dune vegetation planting, and proper siting and construction of structures. • An improved design utilizing dune vegetation, sand fencing, and adjustments to the beach and dune nourishment profile to limit impacts to oceanfront property owners from migrating sand. • Appropriate trigger points for maintenance cycles that address project goals. • A long-term funding strategy that provides consistent revenue for the town and reasonable and predictable tax rates for oceanfront and non-oceanfront property owners. • A coordinated approach with Dare County and other municipalities on a long-term funding approach to nourishment which provides a consistent and predictable source of revenue for maintenance and construction projects. • A coordinated approach with Dare County and other municipalities to determine if and how regional planning can improve project efficiencies and achieve cost savings. • A comprehensive communication strategy to educate town property owners and residents on the importance of the beach and the strategies the town is utilizing to maintain the beach and provide public access. 	TM	P & D, SLMC, CA & SLRC	No	Short	Staff time	NR-17, NR 18, NR 19, NR 20, NR-21

FOCUS Nags Head Goals Addressed: 1, 2, 5

PRIORITY I

PRIORITY I	ID	Action	Town Lead	Key Partners	Requires Significant Private Support or Coordination	Time Frame (Short: <2 yrs; Intermediate: 2-5 yrs; Long: 5+ yrs)	Revenue Type (grant, staff time, facility fees, or capital reserves)	Overlap with FOCUS Nags Head (Action #)	Status	
	O-8 (SW 1)	Address stormwater at the source through best management practices (e.g., low impact development, reduced amount of impervious surface, etc.)					FOCUS Nags Head Goals Addressed: 2, 4, 5			
			TM	P&D, NC-SWC-CCAP	No	Short	Staff Time	MS-16	*	
	O-9 (SW-2)	Decrease amount of impervious surface in the future. Examine regulations for road and parking lot requirements and explore ways to reduce impervious coverage associated with development.					FOCUS Nags Head Goals Addressed: 2, 4, 5			
			P&D	TM, Planning Board, BOC	Yes	Medium-Long	Staff Time	-	Can be included in the UDO update	
	O-12 (SW 5)	Develop long-range plans for progressively improving the town's stormwater drainage infrastructure. This plan includes documentation of the type, size, and location of existing drainage features within the town, including rights-of-ways and outfalls. Additionally, the plan should document existing nuisance and problem areas that experience frequent flooding.					FOCUS Nags Head Goals Addressed: 1, 2, 4, 5			
			TM	P & D, NCCF, NC DOT, TNC	No	Short	Staff Time	MS-15	In proposed FY 2017-2018 Budget	

PRIORITY 2

PRIORITY 2	ID	Action	Town Lead	Key Partners	Requires Significant Private Support or Coordination	Time Frame (Short: <2 yrs; Intermediate: 2-5 yrs; Long: 5+ yrs)	Revenue Type (grant, staff time, facility fees, or capital reserves)	Overlap with FOCUS Nags Head (Action #)	Status
	O-2 (AG-3)	Conduct ongoing monitoring of physical conditions/geography including erosion rates, wind transport of sand, and dune capacity as part of the long-term ocean shoreline management strategy						FOCUS Nags Head Goals Addressed: 2, 5	
			TM	P&D, Contractors, USGS	No	Short-Intermediate	Staff Time, CIP	NR-16	*
	O-11 (WM-2)	Develop higher standards/regulations in permitting for separation of groundwater and mean high water below a septic drain field						FOCUS Nags Head Goals Addressed: 2, 4, 5	
			P&D	EPA R4, County Co-Op	Yes	Intermediate	Staff time	NR-16, NR-24, NR-28,	-
	O-14 (ES-3)	Acquire land with estuarine shorelines that can be persevered in their natural state or that can be retrofitted with living shorelines.						FOCUS Nags Head Goals Addressed: 2, 4, 5	
			TM	P&D, TNC, NCCF, State Parks, NPS	Yes	Intermediate	Grant, Staff Time	NR-1, NR-2, NR-4	Ongoing*
	O-15 (WM-3)	Advocate for the continued enforcement of rigorous standards environmental health standards for onsite wastewater systems						FOCUS Nags Head Goals Addressed: 1, 5	
			-	NC DEQ, County EHS	No	Short-Intermediate	Staff time	NR-24, NR-26, NR-27	Ongoing
	O-18 (AG-7)	Conduct State level planning for evacuation planning and vulnerable infrastructure leading to OBX (roads, water) in light of SLR						FOCUS Nags Head Goals Addressed: 3, 4, 5	
		NCEM	County EM, NC DOT	No	Long	Staff time	NR-10, NR-11, NR-16	-	

PRIORITY 3

PRIORITY 3	ID	Action	Town Lead	Key Partners	Requires Significant Private Support or Coordination	Time Frame (short: <2 yrs; intermediate: 2-5 yrs; long: 5+ yrs)	Revenue Type (grant, staff time, facility fees, or capital reserves)	Overlap with FOCUS Nags Head (Action #)	Status	
	O-10 (OM-2)	Study additional engineering, financial tools to use to mitigate against beach loss.					FOCUS Nags Head Goals Addressed: 2, 5			
			TM	P&D, NCCF, NCSG	No	Medium-Long	Staff Time	NR-17	*	
	O-13 (ES-2)	Develop an education and outreach program for property owners on permitting living shorelines, loss of estuarine shorelines, how to construct living shorelines, and explain why they are important.					FOCUS Nags Head Goals Addressed: 1, 2			
			P&D	NCCF, HOAs, TNC,	Yes	Short-Medium	Staff Time	NR-1, NR-2, NR-3	*	
	O-16 (AG-6)	Explore the use of neighborhood scale design approaches. This could include utilization of off-site septic and cluster septic systems.					FOCUS Nags Head Goals Addressed: 2, 4, 5			
		P&D	TM, Developers, County EHS	Yes	Intermediate-Long	Staff time	NR-24, NR-26, NR-28			
O-17 (AG-6)	Utilize and establish living shoreline projects in the town. This includes installation of demonstration projects on town owned property or private property. Public-private partnerships are critical to the implementation on private property.					FOCUS Nags Head Goals Addressed: 1, 2, 4				
			P & D, NCCF, TNC	Yes	Short-Intermediate	Grant, Staff Time	NR-2	*		

PARKS AND RECREATION ACTION PLAN: IMMEDIATE

<i>ACTION</i>	<i>ESTIMATED COSTS</i>	<i>RESPONSIBILITY</i>	<i>COMMENT</i>
Adopt Plan	N/A	Board of Commissioners	Adopted Plan should guide grant applications and budget planning. PARTF rates points for adopted plan.
Communication system with Dare County to inform NH citizens of programs and resources.	Staff or volunteer time	Town PIO; Dare Parks and Rec. Director	Use of Town website, FB, email notifications, and Channel 20
Coordinate Community Calendars of events with local partners such as the Tourism Development Board, YMCA, and Dare County	Staff or volunteer time	Town PIO; Dare Parks and Rec. Director	Town website and FB
Provide maps on Google maps that indicate where parks and water access are located.	Staff or volunteer time	Town PIO; Planning	Town website and FB
Partner with the YMCA on Skate Park task force	Staff or Volunteer time	Town Manager assign	Provide Town representation on Skate Park discussions
Research feasibility, cost and location for illuminated tennis courts or work with Kelly's to update agreement.	Staff time	Town Manager assign	Coordinate with Dare County, Kelly's and Public Works for possible CIP request.
Application to NC Trails Program for multi-use trail (deadline 1/31/12)	25% local match to be met with \$150,000 already allocated for trail construction.	Planning and Public Works Departments	Town researched Safe Routes to School funding for this project and learned that it is not available at this time. SRTS funding could be used on small sidewalk segment near school.
Update CIP requests and parks maintenance budgets for BOC Consideration for FY2012-2013.	To be considered at budget development process.	Town Manager and planning Director to coordinate	Many recommendations noted in this plan are items Town Departments were already working on, or had already developed CIP requests for.

PARKS AND RECREATION ACTION PLAN: YEARS 1-3

<i>ACTION</i>	<i>ESTIMATED COSTS</i>	<i>RESPONSIBILITY</i>	<i>COMMENT</i>
Improve, increase or replace recreational elements at: Town Park, Satterfield, and Whalebone.	Est. \$150,000 (varying in cost and design)	Public Works and Planning	Grant application to PARTF, in January of 2012, could provide funding for enhanced recreational elements in Whalebone Park.
NCDOT grant application for Comprehensive Pedestrian Planning Grant (applied 12/2/11). If approved, then staff will work with consultant to develop Comprehensive Plan.	Staff time; \$6,000 to be allocated if grant approved in FY12/13	Planning Department	Grant requires 20% match: \$6,000 of local funding will produce \$30,000 product. Town should hear this spring if application is approved.
Develop and install uniform directional signage that allows visitors to locate existing parks, sound and beach access points and trailheads.	\$75,000 (estimated, actual cost to be determined through RFP)	Public Works and Planning	This effort could be incorporated into a larger "wayfinding project" that is aesthetically consistent with district signage.
Continue development of multi use trail along the US158 by-pass.	Phased	Public Works/Planning	Grant possibilities include Safe Routes to School, NC Trails Program
Repair the Beach Road multi-use trail, as needed, with asphalt and improve drainage where possible. Install signage to promote safety for all users.	8' trail at approx. \$14.00 sf.	Public Works and Planning	Committee feels that asphalt is the preferred surface and that trail areas in South Nags Head may need resurfacing.
Continue to improve and maintain all access points (sound and beach), and make ADA improvements.	Varies	Public Works and Planning	Grant possibilities include CAMA
Provide sun shelters and water fountains at parks and beach accesses where possible.	Varies	Public Works and Planning	Grant possibilities include CAMA, Tourism Board
Purchase properties to advance or benefit park development, multi-use trail and Beach and Sound access improvements.	Varies	Board of Commissioners	Grant possibilities include CAMA, PARTF and Tourism Board
Promote regional events and sporting tournaments at Windmill Point, on the new beach, and other locations with community partners.	Varies/use of property and staff time	Town Task Force and/or staff appointment	Town would need to allocate funding for staff and/or co-sponsorships

<i>PARKS AND RECREATION ACTION PLAN: YEARS 1-3 (continued)</i>			
<i>ACTION</i>	<i>ESTIMATED COSTS</i>	<i>RESPONSIBILITY</i>	<i>COMMENT</i>
Research feasibility and possible lay out of disc golf course within Town Park and adjacent areas of Nags Head Woods and the YMCA.	Staff time	Public Works and Planning	Grant possibilities include PARTF and YMCA Partnership
Improve and sign kayak launches along the causeway.	Signage/staff time	Public Works and Planning	Grant possibilities include CAMA, NC Trails Program
Construct recreational facilities for general public use - such as horse shoe pits, corn hole and bocce areas, picnic tables, grills, playground and grassy open areas within Whalebone Park and other park areas as space allows.	Varies	Public Works and Planning	Grant possibilities include PARTF, Tourism Board
Offer joint recreational opportunities with the County, YMCA and other private sector commercial providers for youth and teens	None/ staff time	Planning	Identify program needs with County and other providers.
Create recreation committee and/or staff coordinator to work with Dare Co, Tourism Board, Chamber, and local partners to plan/promote events.	Volunteers and staff (or consider an intern or new staff position)	Board of Commissioners	A staff person would need to be appointed to carry out these duties by the Town Manager.
Encourage amusement type areas within the public/ private sector and examine zoning to allow these uses in certain districts.	Planning Board; Commissioners	Board of Commissioners and Planning	Short of rezoning, more flexibility in Crowd Gathering permits.
Participate in Windmill Point Master Planning once initiated with Tourism Board (see below)	Staff and volunteers	Staff and/or as requested by Windmill Point Committee	Ensure that traffic safety and pedestrian/bike connectivity and boardwalk are included.
Work with adjacent property owners and the Tourism Board to develop master plan for a boardwalk along the Sound and connecting Tanger Outlets, Windmill Point and other adjacent properties. Plan should improve sailboat and kayak launches at the Harvey site, consider development of park at the end of Forbes Street, and increase fishing, crabbing and boat launching opportunities.	Staff time plus master plan and design costs.	Board of Commissioners, Public Works and Planning	Grant possibilities include CAMA, NC Trails program, CWMTF

PARKS AND RECREATION ACTION PLAN: YEARS 4-10

<i>ACTION</i>	<i>ESTIMATED COSTS</i>	<i>RESPONSIBILITY</i>	<i>COMMENT</i>
Develop pedestrian and multi-use trail system throughout area of Whalebone District including crosswalk at Gull Street and 158 that connects the new Whalebone Park, Jennette's Pier, the entrance to the National Park, and shopping and restaurant destinations.	Phased	Public Works and Planning	Grant possibilities include NC Trails Program
Expand hiking and biking path from Town Park through Nags Head Woods.	Phased	Public Works and Planning In coordination with The Nature Conservancy	Grant possibilities include NC Trails Program
Research feasibility and location of a dog park within Nags Head in consideration of the new facility in Kitty Hawk.	Staff time	Public Works and Planning	Grant possibilities include PARTF
Coordinate with Jockey's Ridge State Park to add ADA surface material from boardwalk to beach area, install additional restrooms and shower facilities, identify opportunity to expand parking and/or improve traffic flow.	Signage/staff time	Public Works and Planning	Grant possibilities include CAMA, Tourism Board

PARKS AND RECREATION ACTION PLAN: 10 years and beyond

<i>ACTION</i>	<i>ESTIMATED COSTS</i>	<i>RESPONSIBILITY</i>	<i>COMMENT</i>
Improvements to Satterfield Landing: 1) replacing all or a portion of playing fields to artificial turf and 2) installing playground within the site 3) and outdoor lighting.		Dare County Parks and Recreation and YMCA	
Interconnect neighborhoods with crosswalks on the west side of US 158. Continue development of multi-use trail along 158 to Whalebone Junction Area.	On-going Phases of construction	Public Works and Planning	Grant possibilities include, tourism Board and NC Trails Program
Pursue the development of additional recreational opportunities at Dowdy and other available properties.		Board of Commissioners, Public Works and Planning	Grant possibilities include, PARTF
Research feasibility, costs and location of a public pool.		Public Works and Planning	

Appendices follow.



Table 4-1. Implementation Action Steps

TASK	LEAD AGENCY	SUPPORT	DETAILS	PHASE
Present Plan to Town Council	Project Consultants	Planning & Development	Presentation to Board of Commissioners in July 2014.	Short-term (2014)
Approve this plan	NCDOT Bike/Ped Division	Project Consultants	Official letter of approval in July 2014.	Short-term (2014)
Adopt this plan	Board of Commissioners	Planning & Development, Project Consultants	Through adoption, the Plan becomes an official planning document of the Town. Adoption shows that the Town of Nags Head has undergone a successful, supported planning process.	Short-term (2014)
Designate Staff	Board of Commissioners	Leadership of Town Departments	Designate staff to oversee the implementation of this plan and the proper maintenance of the facilities that are developed. It is recommended that a combination of existing staff from Planning & Development and Public Works oversee the day-to-day implementation of this plan.	Short-term (2014)
Present this plan to other local and regional bodies and agencies.	Planning & Development	Bicycle and Pedestrian Advisory Committee, Public Works	This Plan should be presented to other local and regional bodies and agencies. Possible groups to receive a presentation might include: the Albemarle RPO, regional transportation planners, Dare County planners, Dare County Department of Public Health, local cycling/walking/running clubs and advocacy groups .	Short-term (2014)
Form and confirm the goals of the Bicycle and Pedestrian Advisory Committee	Board of Commissioners	Bicycle and Pedestrian Advisory Committee, Planning & Development	Form the Bicycle and Pedestrian Advisory Committee and confirm the goals of the BPAC to include the implementation of this plan.	Short-term (2014)
Begin Annual Meeting With Key Project Partners	Planning & Development	Public Works, NCDOT, BPAC, and local & regional stakeholders	Key project partners (see org. chart on page 4-2) should meet on an annual basis to evaluate the implementation of this Plan. Meetings could also occasionally include on-site tours of priority project corridors.	Short-term/Ongoing (Beginning 2014)
Ensure planning efforts are integrated regionally	Bicycle and Pedestrian Advisory Committee, Planning & Development	Albemarle RPO, Dare County, OBX Bicycle and Pedestrian Safety Coalition, neighboring municipalities, NCDOT	Combining resources and efforts with surrounding municipalities, regional entities, and stakeholders is mutually beneficial. Communicate and coordinate with the regional partners on regional trails, bicycle, and pedestrian facilities; partner for joint-funding opportunities. After adoption by the Town, this document should also be recognized in regional transportation plans, including future updates to the Dare County CTP.	Short-term/Ongoing (Beginning 2015)
Policy Orientation	All Stakeholders	NCDOT Bike/Ped Division	Become familiar with State and Federal bicycle and pedestrian policies.	Short-term (2015)



TASK	LEAD AGENCY	SUPPORT	DETAILS	PHASE
Design Orientation	Public Works and NCDOT Division 1	NCDOT Bike/Ped Division	Become familiar with the standards set forth in Appendix A of this Plan, as well as state and national standards for bicycle and pedestrian facility design.	Short-term (2015)
Seek Multiple Funding Sources and Facility Development Options	Public Works	Planning & Development, BPAC	Chapter 3 contains project cost estimates and Appendix B contains potential funding opportunities, updated based on DBPT funding seminar in 2013.	Short-term/Ongoing (2015 onward)
Continue to apply for Safe Routes to School Grants and Infrastructure Funding	Bicycle and Pedestrian Advisory Committee	Albemarle RPO, NCDOT Division 1, Dare County Schools	In addition to current efforts, establish regular 'walking school buses' or other similar activities for children through the Safe Routes to School Program. Inquire about pedestrian infrastructure funding for projects within 1.5 miles of schools through NCDOT Division 1.	Short-term/Ongoing (2015 onward)
Improve Existing Programs and Launch New Programs	Bicycle and Pedestrian Advisory Committee	Planning & Development, Public Works, Nags Head Police Department, Dare County Department of Public Health, Parks and Recreation Committee, OBX Bicycle and Pedestrian Safety Coalition	These groups should coordinate to improve existing bicycle and pedestrian programs and to launch new programs, such as those described in Chapter 3.	Short-term/Ongoing (2015 onward)
Maintain Pedestrian Facilities	Public Works, NCDOT Division 1	BPAC, General Public (for reporting maintenance needs), Planning & Development	Public Works and NCDOT should maintain existing sidewalks, crosswalks, and shoulders and address crosswalks that are missing	Short-term/Ongoing (2015 onward)
Notify the Public Works Department of all upcoming roadway reconstruction or resurfacing/restriping projects, no later than the design phase.	Public Works Director, NCDOT Division 1	Planning & Development, NCDOT Bike/Ped Division	Provide sufficient time for comments; Incorporate bicycle pedestrian recommendations from this Plan into future updates to the CTP and into future project design plans. If a compromise to the original recommendation is needed, then contact NCDOT Division of Pedestrian and Pedestrian Transportation for guidance on appropriate alternatives.	Short-term/Ongoing (2015 onward)
Design, develop and distribute bicycle and pedestrian safety information in rental check-in packages.	Planning & Development	Police Department, BPAC, OBX Bicycle and Pedestrian Safety Coalition	Info should include safety tips for motorists, bicyclists and pedestrians, with a focus on trail use etiquette and caution at trail-driveway crossings. Other methods of distribution could include web sites, social media, and 'on-the-ground' in trail kiosks.	Short-term/Ongoing (2015 onward)
Establish maintenance program for existing crosswalks	Public Works + NCDOT Division 1	Planning & Development, BPAC	Establish a program for the regular review and maintenance of existing crosswalks.	Short-term/Ongoing (2015 onward)



TASK	LEAD AGENCY	SUPPORT	DETAILS	PHASE
Start addressing sight triangles at driveways	Public Works	Planning & Development	Adjust the design of intersections in Nags Head to ensure that all intersections have unobstructed sight triangles. See Appendix A, pages A-35 to A-36 for design guidance.	Short-term/Ongoing (2015/2016 onward)
Provide Enforcement and Education Training for Police Officers	Police Department	NCDOT Bike/Ped Division	Provide police officers with training through free online resources available from the National Highway Traffic Safety Administration, and through webinars available through the Association of Pedestrian and Bicycle Professionals. Provide police officers with an informational handout to be used during bicycle and pedestrian-related citations and warnings. Utilize available WatchForMeNC materials, and request that Nags Head be included when WatchForMeNC is integrated statewide.	Short-term/Ongoing (2015/2016 onward)
Complete two of the top pedestrian priority projects	Public Works + NCDOT Division 1	Albemarle RPO, NCDOT Bike/Ped Division	Chapter 3 provides a list of pedestrian projects with a general priority ranking. Immediate attention to the higher ranking projects will instantly have a large impact on the pedestrian environment in Nags Head. Aim to complete at least two of these projects by the end of 2017.	Short-term (2015-2017)
Develop a long term funding strategy	Public Works	Board of Commissioners, Planning & Development, BPAC	To allow continued development of the overall system, capital funds for pedestrian facility construction should be set aside every year. Powell Bill funds should be programmed for facility construction. Funding for an ongoing maintenance program should also be included in the Town's operating budget.	Short-term (2015-2017)
Communication & Outreach	BPAC, local bike shops, local advocacy groups	Planning & Development, Albemarle RPO, OBX Bicycle and Pedestrian Safety Coalition	The BPAC should establish a communication campaign to celebrate successes as facilities are developed and otherwise raise awareness of the overall pedestrian network and its benefits. A key first task of this group is to design and launch a one-stop website. Set up the one-stop website to provide information to residents and tourists on walking in town. To begin, the website can include the maps included in this plan.	Short-term (2015-2017)
Develop wayfinding system with directional signage	Public Works, Planning & Development	BPAC, Albemarle RPO, OBX Bicycle and Pedestrian Safety Coalition	Develop a wayfinding system for Nags Head to direct pedestrians to destinations and to safe places to cross busier roads. Place signage along sidepaths with pedestrian travel times to destinations. This signage could be integrated as part of a larger regional wayfinding system.	Short- to Mid-term (2015-2020)



TASK	LEAD AGENCY	SUPPORT	DETAILS	PHASE
Create a more climactic end to the MST in Nags Head	NC Division of Parks and Recreation	Nags Head Parks and Recreation Committee, Friends of the MST	Work with partners to create a more distinctive, attractive “finish line” to the MST to attract hikers and other visitors to use the trail.	Short- to Mid-term (2015-2020)
Seek designation as a Walk-Friendly Community (WFC)	Planning & Development	Board of Commissioners, Public Works, BPAC	The development and implementation of this plan is an essential first step toward becoming a designated WFC. With ongoing efforts and the short-term work program recommended here, the Town should be in a position to apply for and receive recognition within a few years.	Short- to Mid-term (2015-2020)
Establish Land Right-of-Way Acquisition Mechanisms	Board of Commissioners	Planning & Development, Public Works, BPAC	Amend development regulations to have developers set aside land for trails whenever a development proposal overlaps with proposed routes, as adopted. Town of Nags Head staff should ensure that an effective review of all pedestrian elements of proposed developments takes place.	Short- to Mid-term (2015-2020)
Improve and Implement Local Policies, including Driveway Access Management	Board of Commissioners	Planning & Development, Public Works, BPAC, NCDOT	Incorporate improvements to local policies in the upcoming Town ordinance update in 2014-2015. Nags Head should also consider developing and adopting a separate Complete Streets Policy, in addition to the suggested town code revisions. An access management policy should also be developed with assistance from NCDOT, especially for commercial corridors.	Mid-term (2017-2020)
Create short connections between soundside neighborhoods	Planning & Development	Local residents, HOAs, Public Works	Work with soundside residents to find short walking/bicycling connections between neighborhoods (creating a safer north-south alternative to US 158).	
Develop Pedestrian Facility Specifications	Public Works	Planning & Development, NCDOT	Town staff could prepare these in-house to save resources using the design guidelines of this plan and the project cut-sheets as starting points. Specifically, the resources listed in Appendix A will be very useful in drafting such documents.	Mid-term (2017-2020)
Establish a Monitoring Program	Planning & Development, Bicycle and Pedestrian Advisory Committee	Public Works, local advocates, general public	Planning & Development and the BPAC should brainstorm specific benchmarks to track through a monitoring program and honor the completion of projects with public events and media coverage.	Mid-term/Ongoing (2017-2020 onward)
Explore possibility of a regional multi-modal coordinator	Board of Commissioners	BPAC, Albemarle RPO, OBX Bicycle and Pedestrian Safety Coalition, neighboring municipalities	Explore the possibility of partnership with neighboring municipalities in hiring a regional full-time Multi-Modal Transportation Coordinator	Mid- to Long-term (2018-2022)