

# 20 REGIONAL 25 DAY

A P R I L 4 , 2 0 2 5



# Growth & Planning in the Central Pines Region





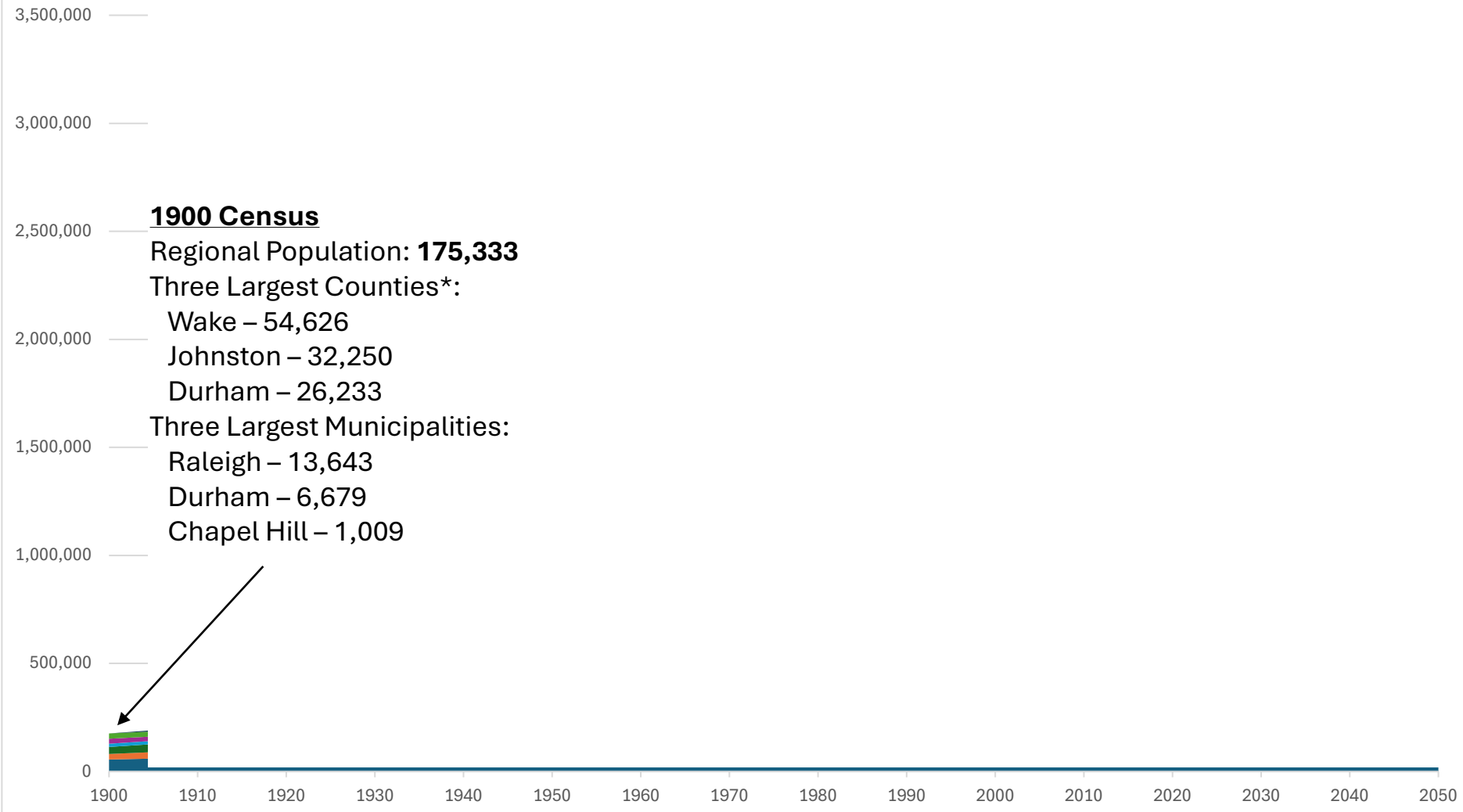
# Historic Growth of the Central Pines Region



*"Birds Eye View of the City of Durham", Ruger & Stoner, 1891*

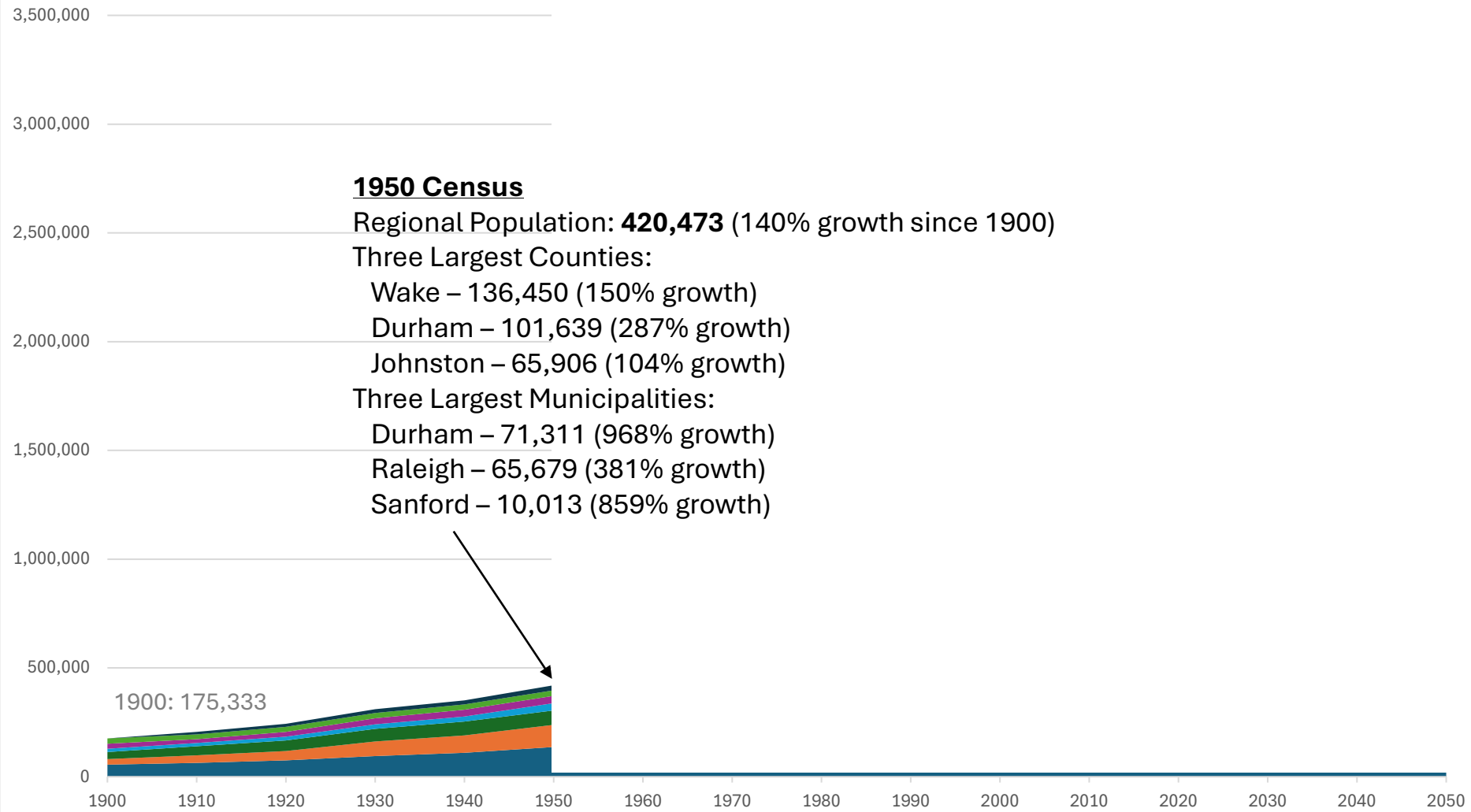
*(from [https://freepages.rootsweb.com/~orangecountync/computers/durhammaps\\_maps/bird1891.jpg](https://freepages.rootsweb.com/~orangecountync/computers/durhammaps_maps/bird1891.jpg))*

### Population of Central Pines Region 1900-2050

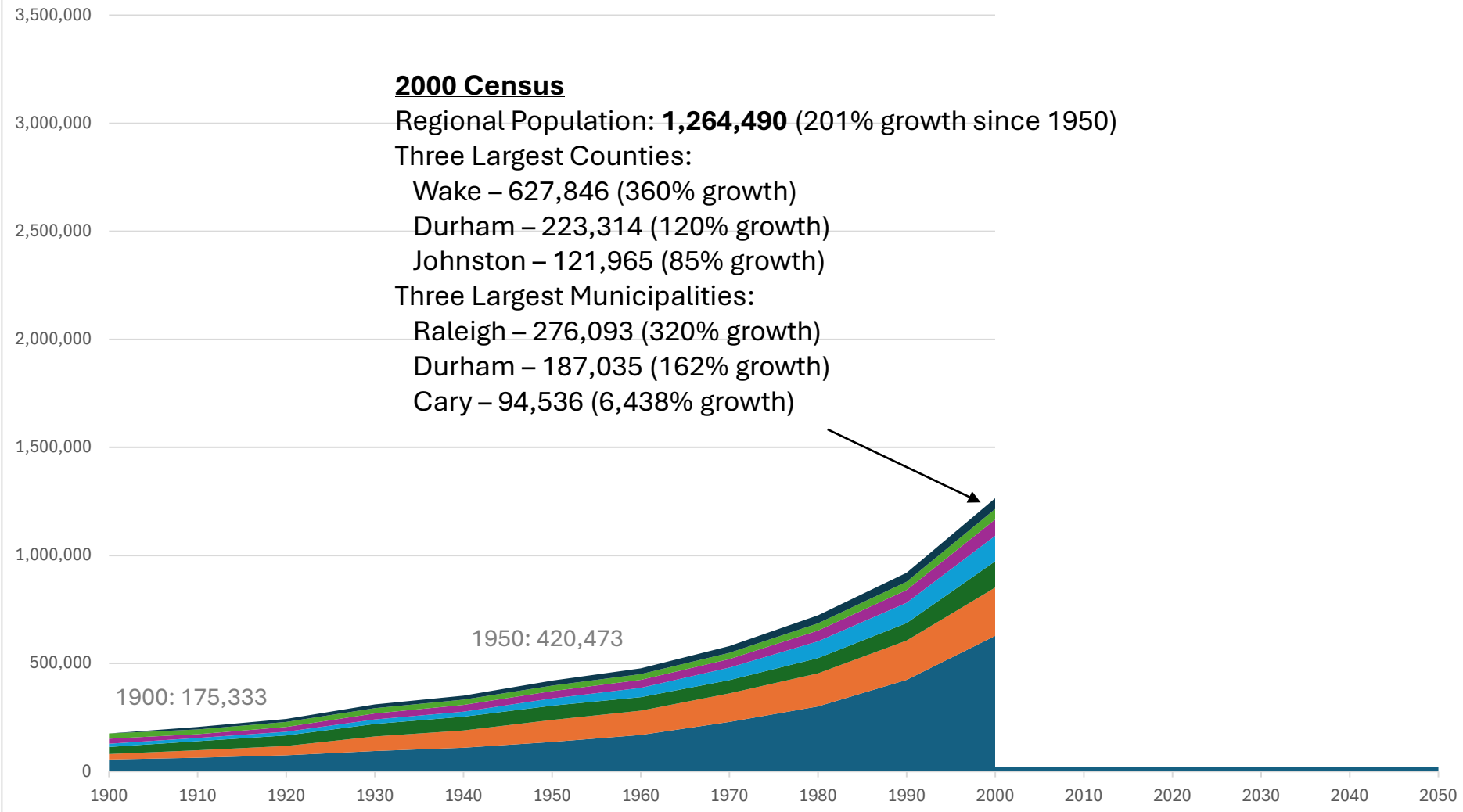


\* Lee County did not exist yet in 1900

### Population of Central Pines Region 1900-2050



### Population of Central Pines Region 1900-2050



#### **2000 Census**

Regional Population: **1,264,490** (201% growth since 1950)

Three Largest Counties:

Wake – 627,846 (360% growth)

Durham – 223,314 (120% growth)

Johnston – 121,965 (85% growth)

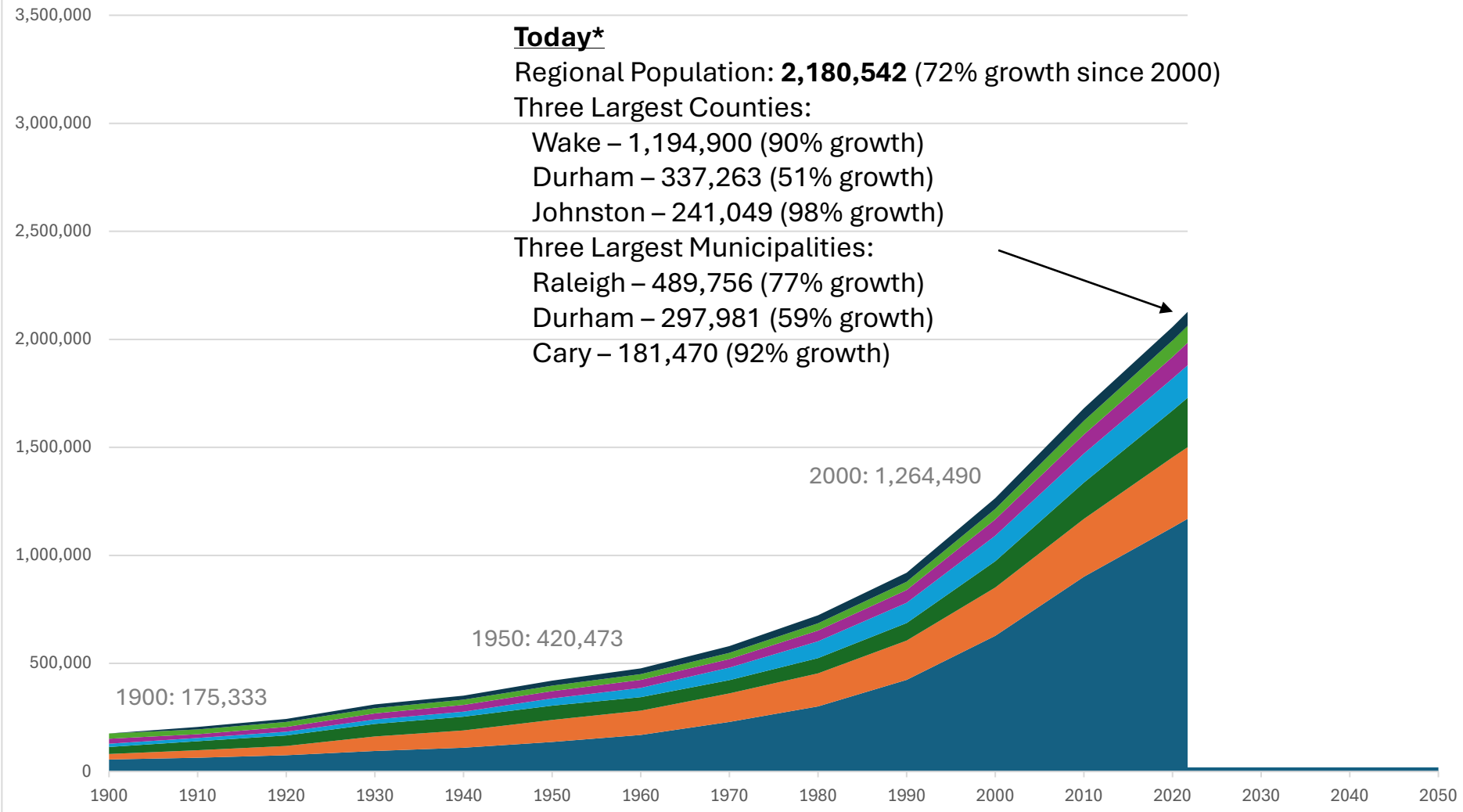
Three Largest Municipalities:

Raleigh – 276,093 (320% growth)

Durham – 187,035 (162% growth)

Cary – 94,536 (6,438% growth)

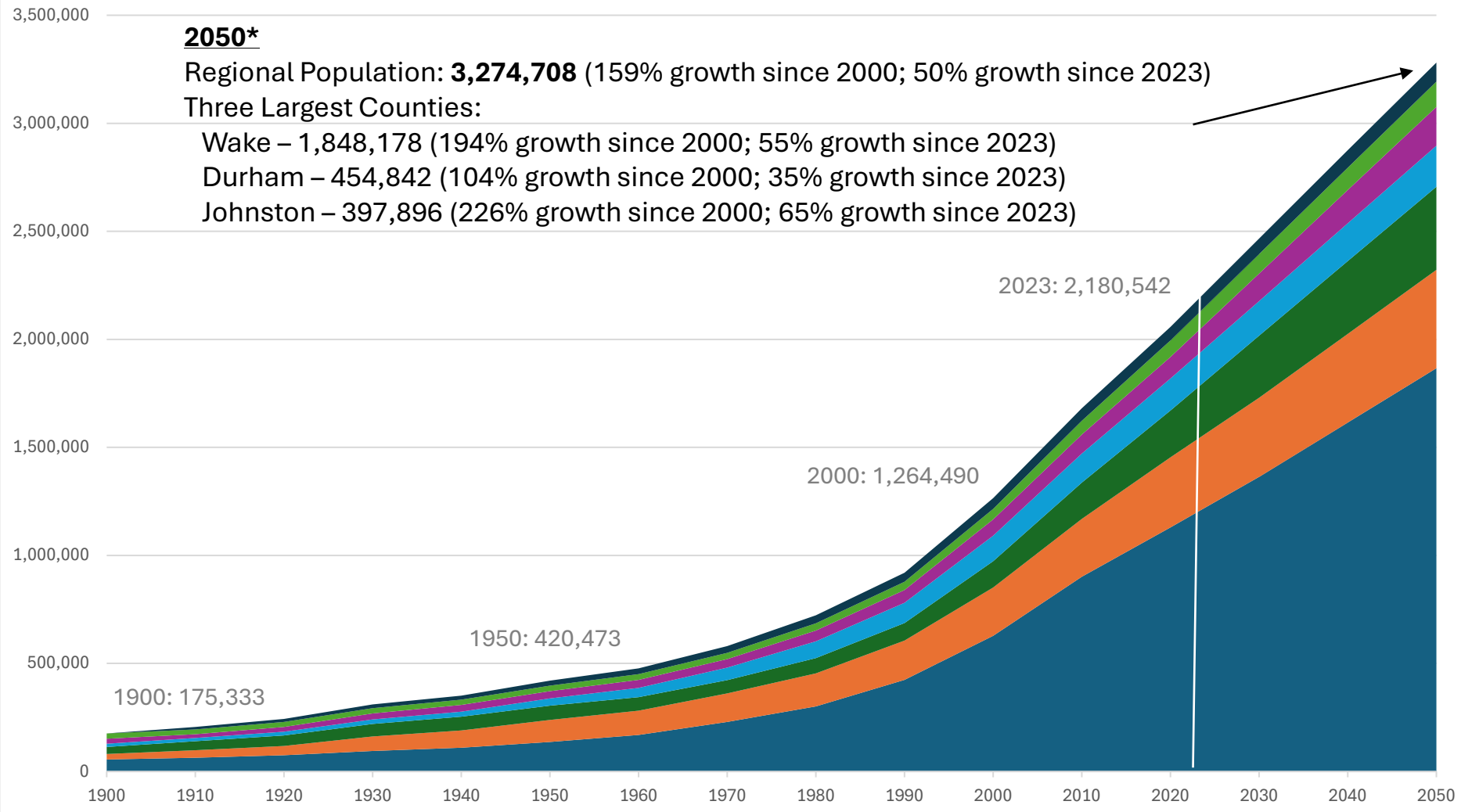
### Population of Central Pines Region 1900-2050



\* Most recent available OSBM estimates for cities and counties from 2023



### Population of Central Pines Region 1900-2050



**2050\***

Regional Population: **3,274,708** (159% growth since 2000; 50% growth since 2023)

Three Largest Counties:

Wake – 1,848,178 (194% growth since 2000; 55% growth since 2023)

Durham – 454,842 (104% growth since 2000; 35% growth since 2023)

Johnston – 397,896 (226% growth since 2000; 65% growth since 2023)

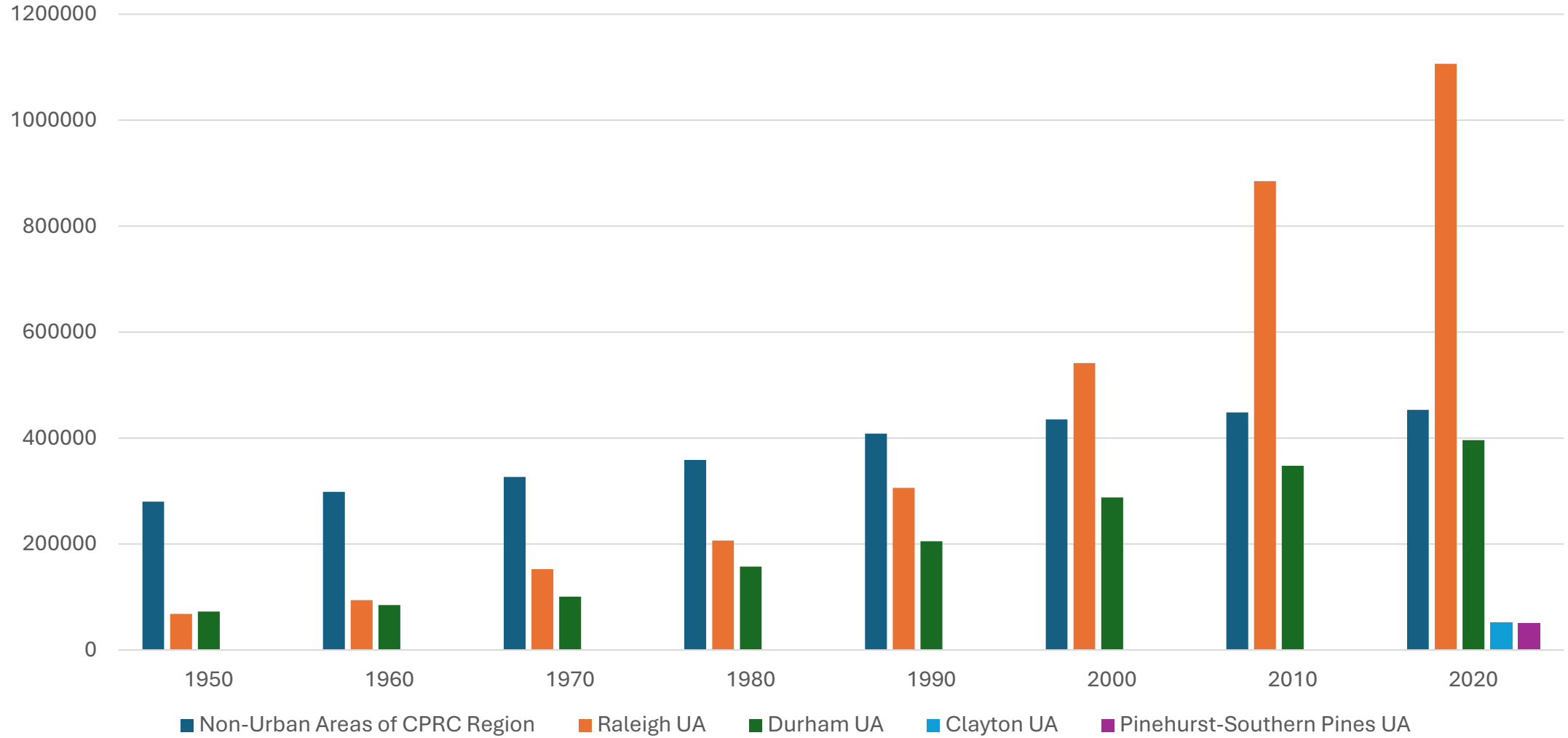
**2050 County Population:**

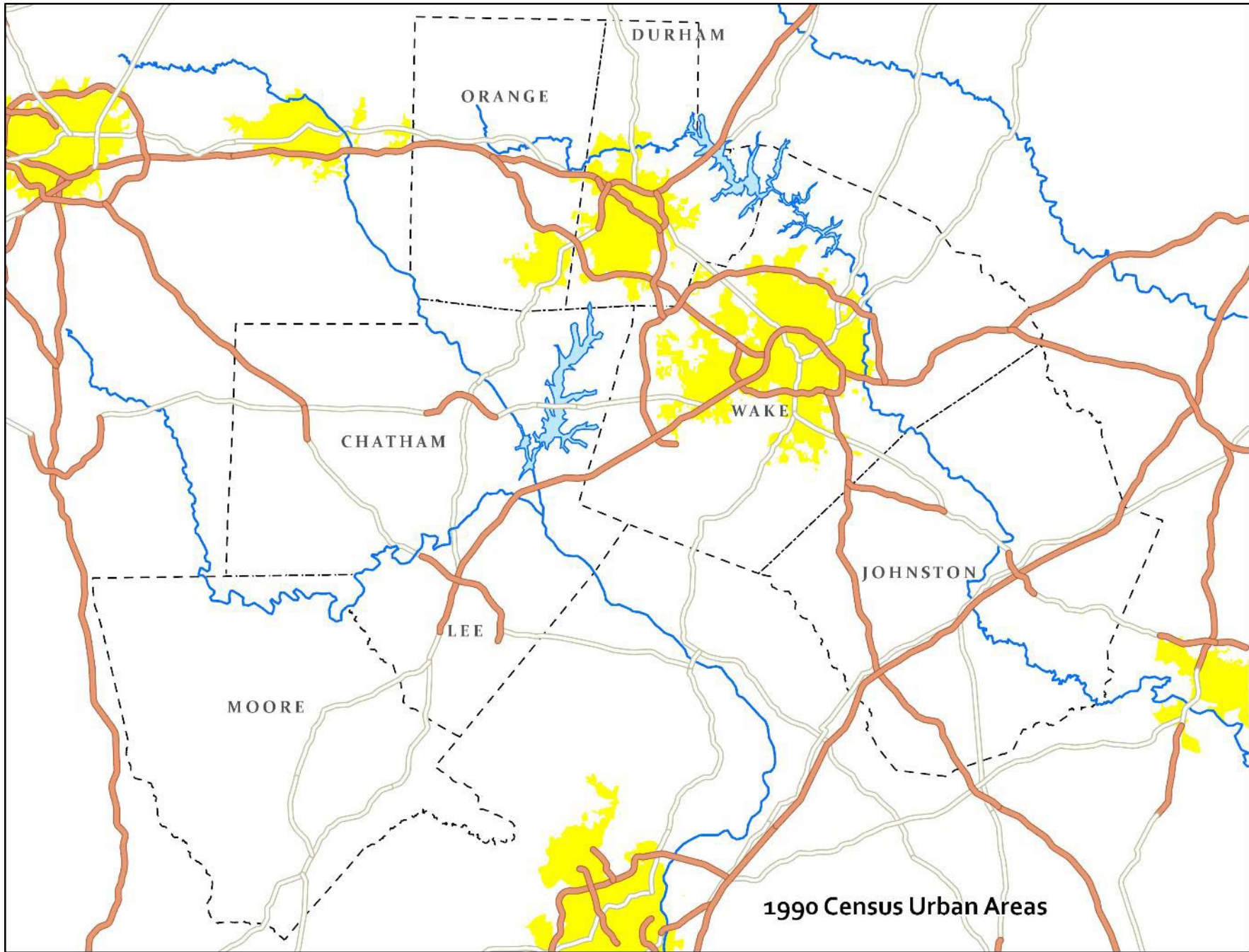
- Lee – 92,627
- Chatham – 118,238
- Moore – 172,334
- Orange – 190,593
- Johnston – 397,896
- Durham – 454,842
- Wake – 1,848,178

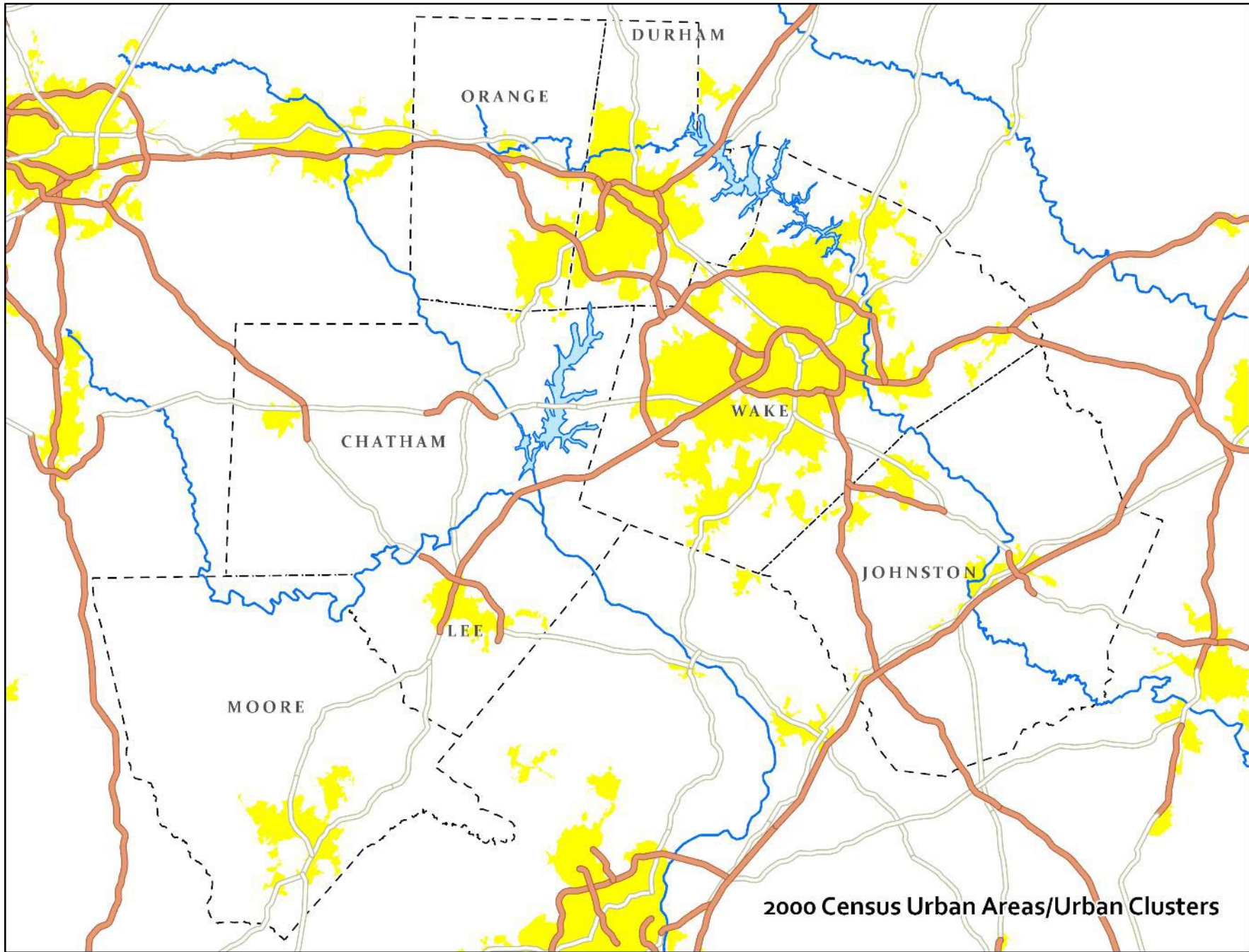
\* Most recent available OSBM projections for counties (city projections not available)



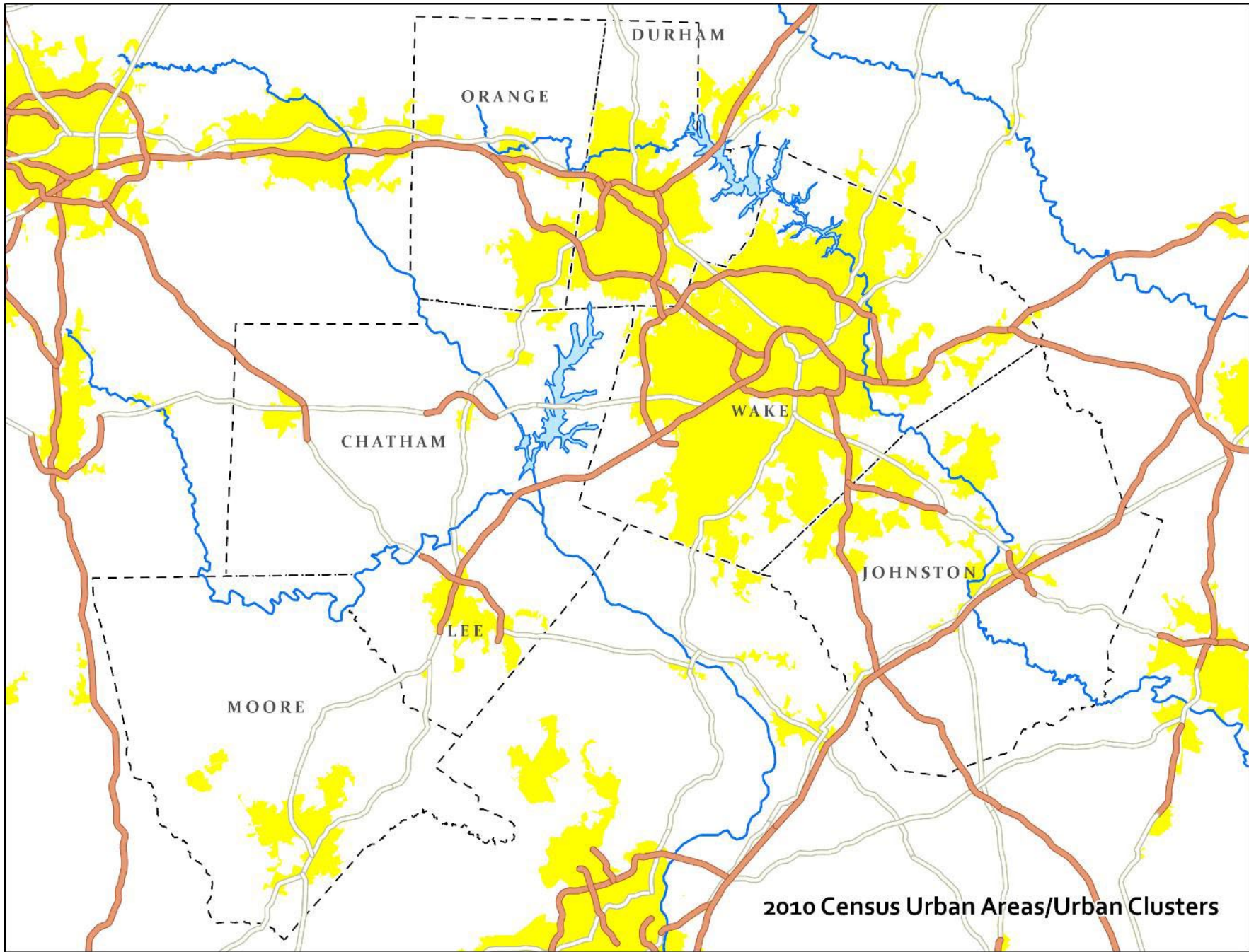
## Census-defined Urbanized Area Population – 1950 to 2020

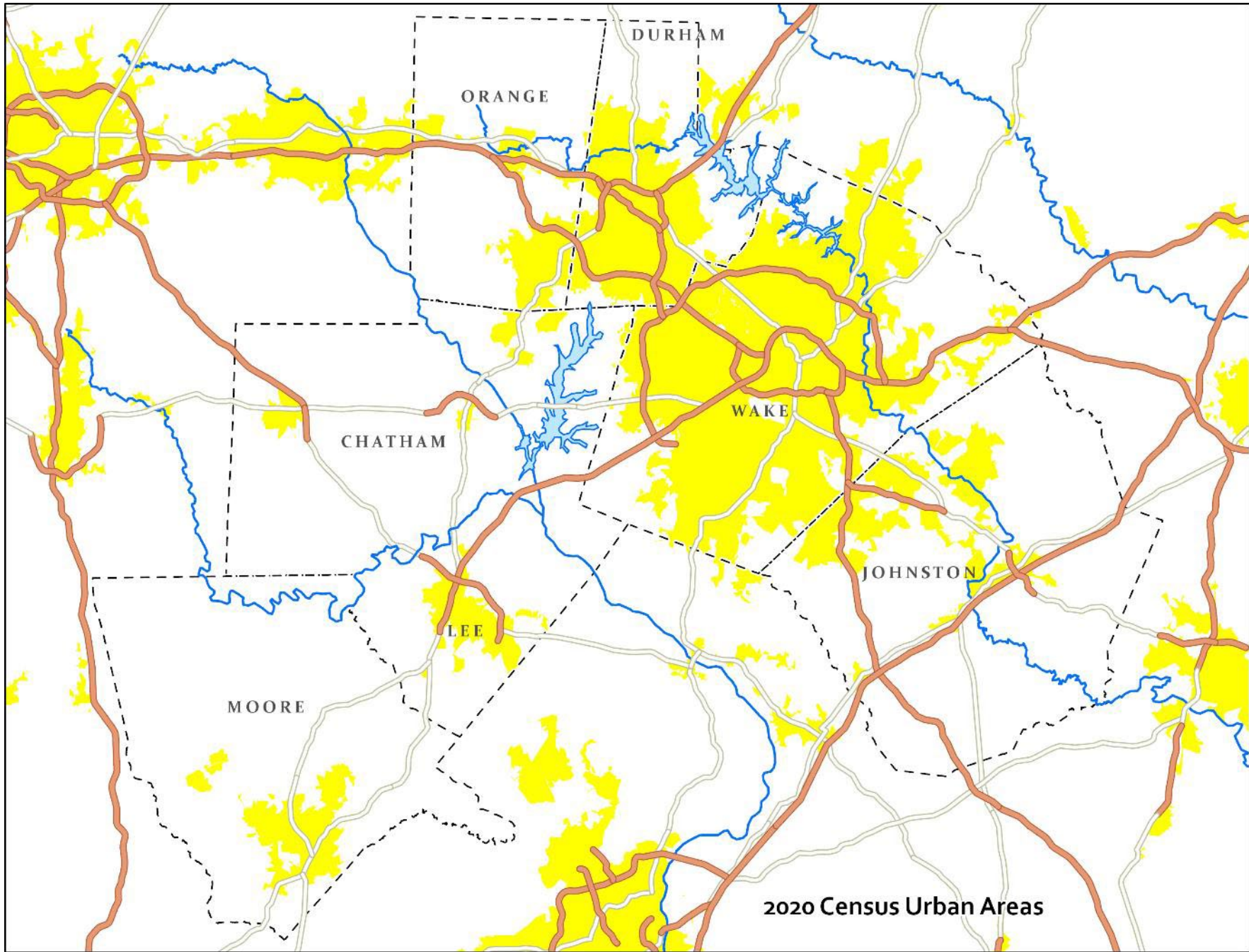




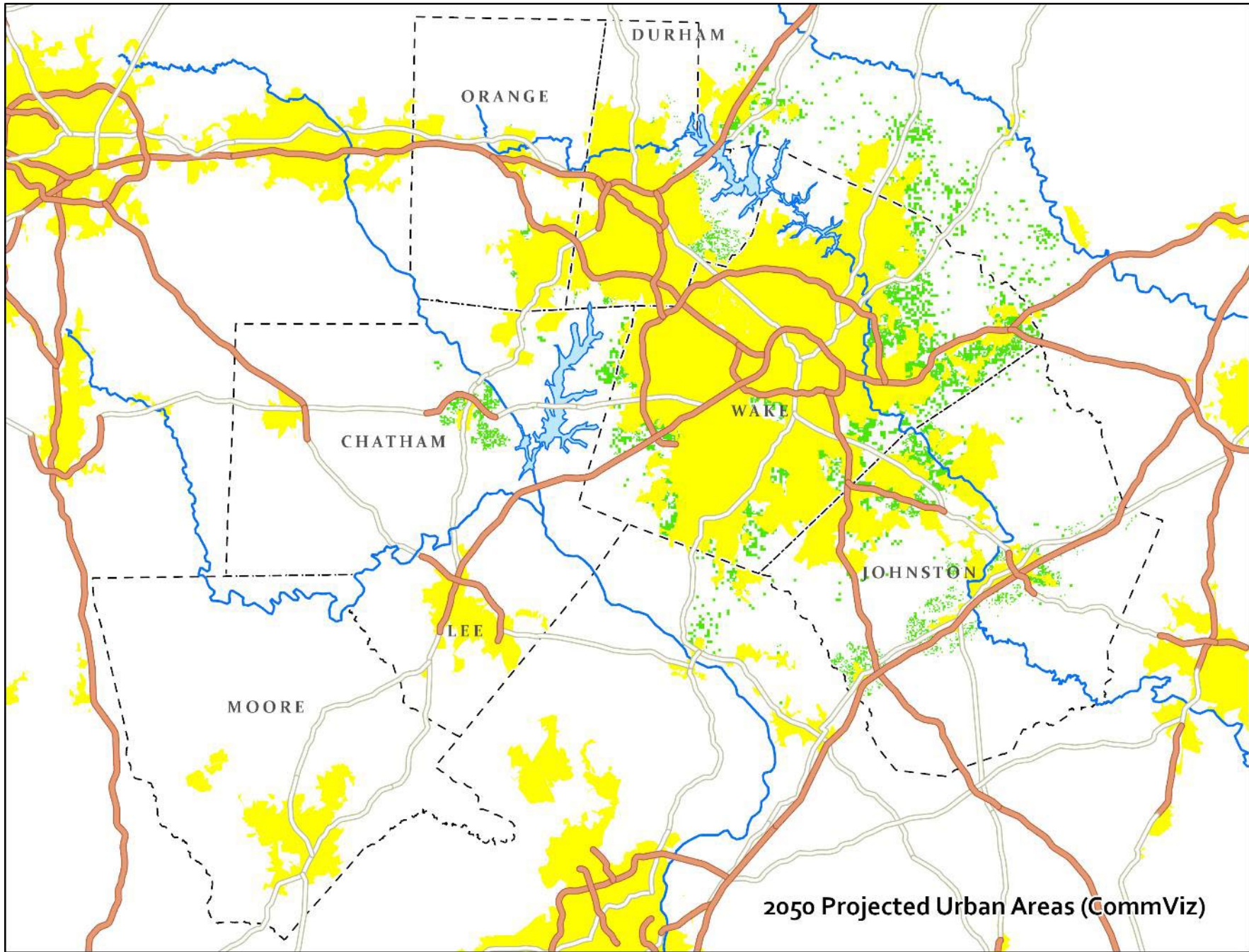






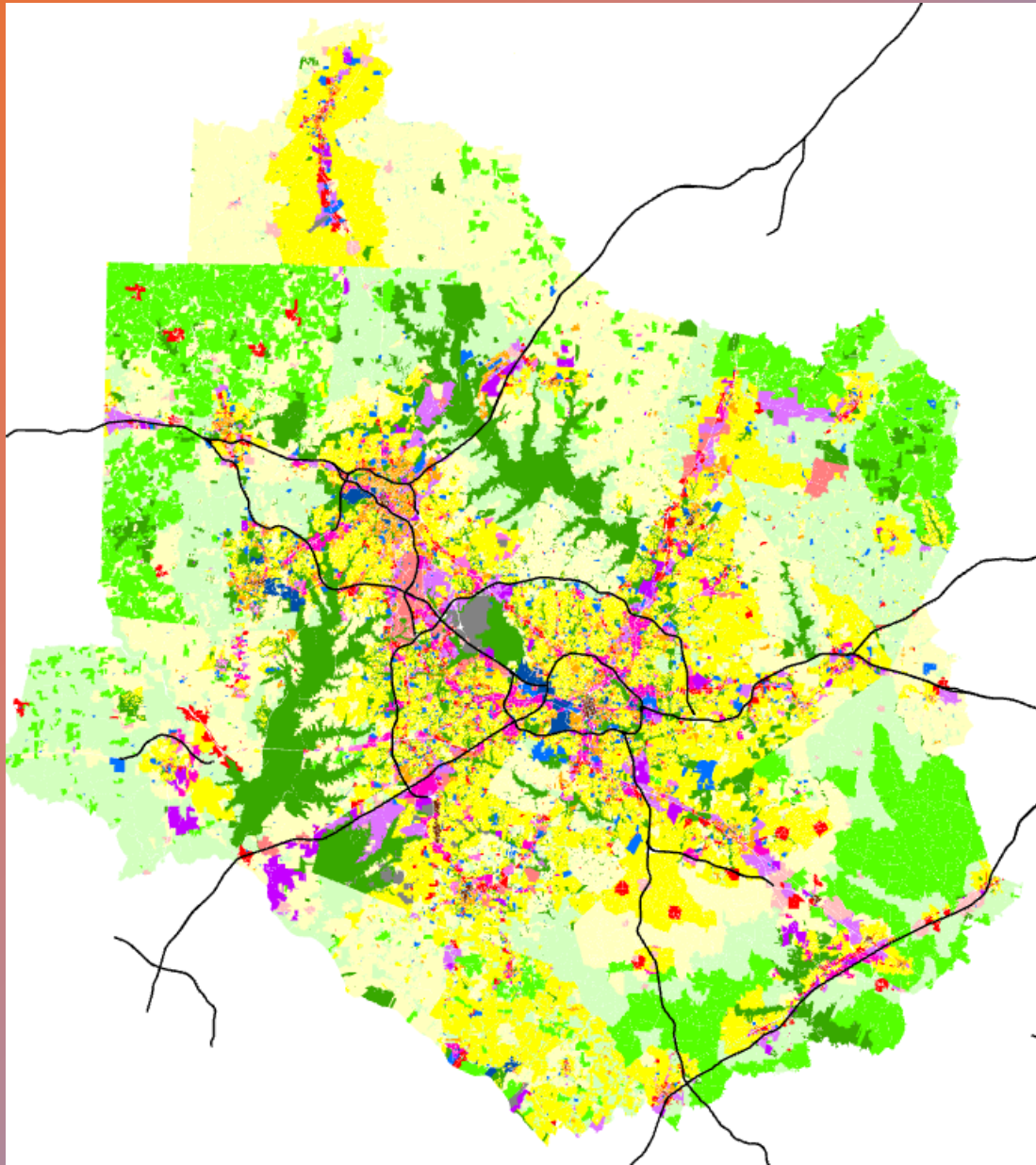






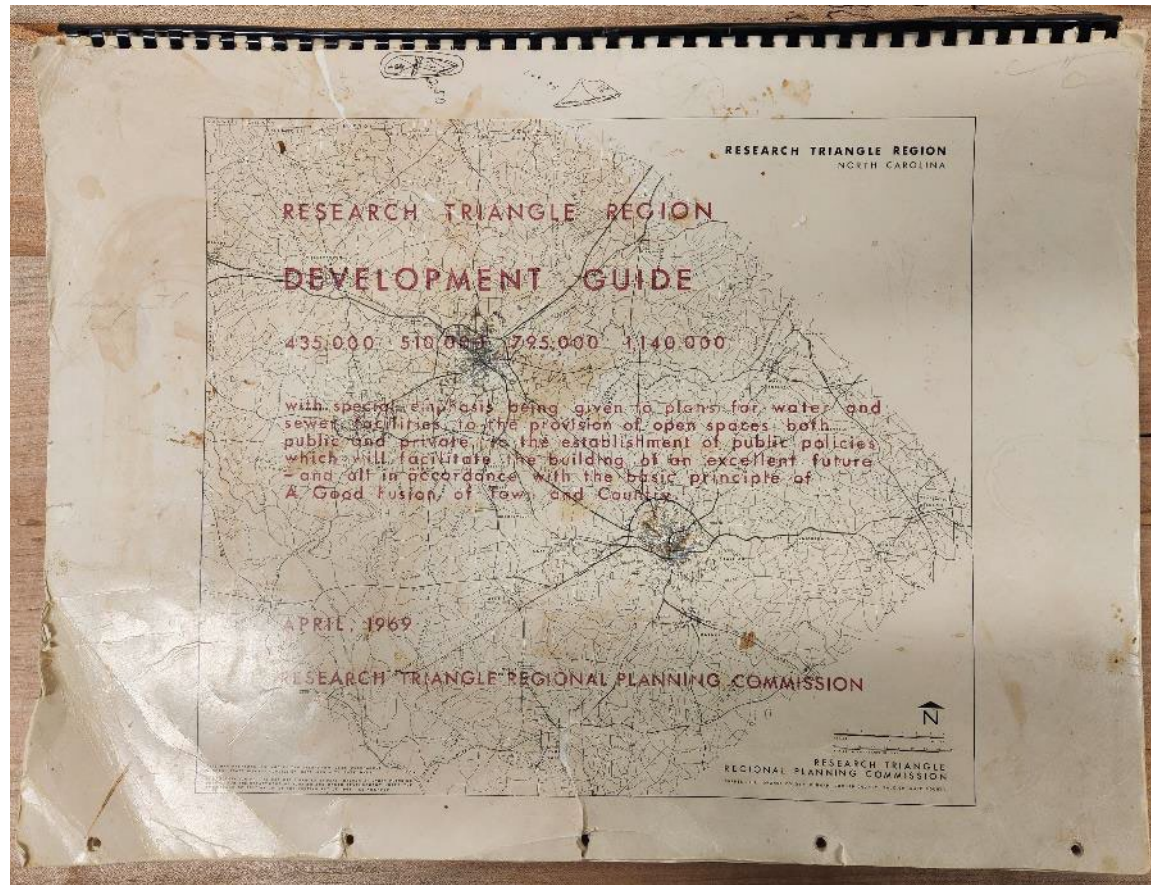


# Planning in the Central Pines Region



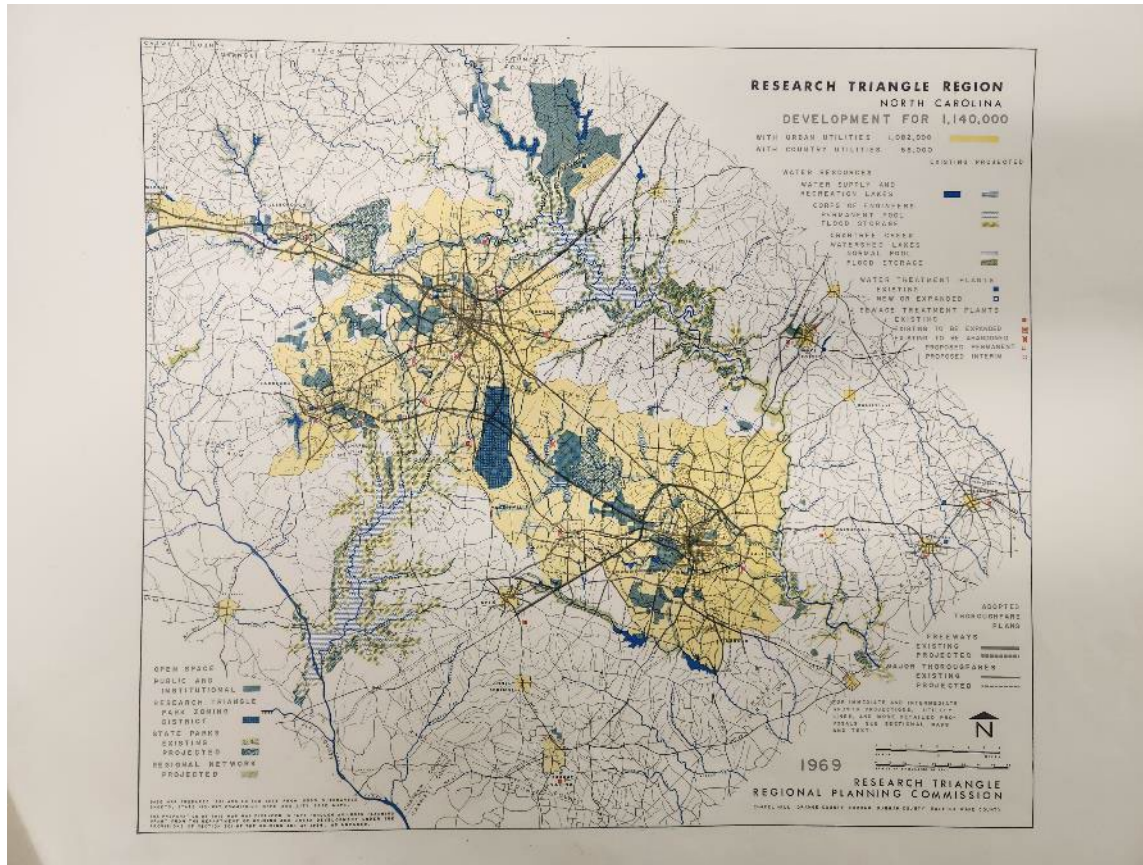


# Our Region's First Big Plan - 1969



- Developed by the Research Triangle Regional Planning Commission
- Envisioned 30 years worth of growth (from a region of 435,000 residents in 1969 to a region of 1,140,000 residents in 1999)
- Identified likely growth areas and infrastructure needs
- Pretty close to the mark with its growth forecast (actual 2000 census population of the three core counties covered by this plan was 969,000; or 1,265,000 for the seven county region)

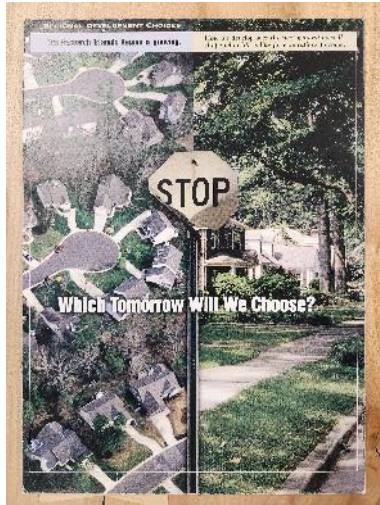
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# Regional Development Choices Exercise - 1999



## Which Tomorrow Will We Choose?

**WHY CHOOSE?**

The future of our region is in your hands. You have the power to shape the way we live, work, and play. The choices you make today will determine the quality of life for generations to come.

**THE SCENARIOS**

1. Suburban Expansion
2. Walkable Communities
3. Town and Country

**THE PRINCIPLES**

Protect our natural resources and scenic beauty. Promote economic growth and job creation. Enhance the quality of life for all.

## Five Major Differences Between The Scenarios:

The map shows the regional boundaries and major roads. Different colors indicate the development scenarios: Suburban Expansion (blue), Walkable Communities (green), and Town and Country (yellow).

**1. Suburban Expansion**

Suburban expansion is characterized by low-density, single-family homes, large lots, and extensive parking. It typically results in higher per capita land consumption and increased traffic congestion.

**2. Walkable Communities**

Walkable communities are characterized by higher density, mixed-use development, and pedestrian-friendly infrastructure. They typically result in lower per capita land consumption and reduced traffic congestion.

**3. Town and Country**

Town and country development is characterized by medium-density, multi-family housing, and a mix of residential and commercial uses. It typically results in moderate per capita land consumption and reduced traffic congestion.

### SCENARIO #1 - Suburban Expansion

This scenario shows a large area of land being developed into a suburban residential area. The development is characterized by low-density, single-family homes, large lots, and extensive parking. The surrounding landscape is largely undeveloped.

**Key Features:**

- Low-density, single-family homes
- Large lots and extensive parking
- High per capita land consumption
- Increased traffic congestion

### SCENARIO #2 - Walkable Communities

This scenario shows a development characterized by higher density, mixed-use development, and pedestrian-friendly infrastructure. The surrounding landscape is largely undeveloped.

**Key Features:**

- Higher density, mixed-use development
- Pedestrian-friendly infrastructure
- Lower per capita land consumption
- Reduced traffic congestion

### SCENARIO #3 - Town and Country

This scenario shows a development characterized by medium-density, multi-family housing, and a mix of residential and commercial uses. The surrounding landscape is largely undeveloped.

**Key Features:**

- Medium-density, multi-family housing
- Mix of residential and commercial uses
- Moderate per capita land consumption
- Reduced traffic congestion

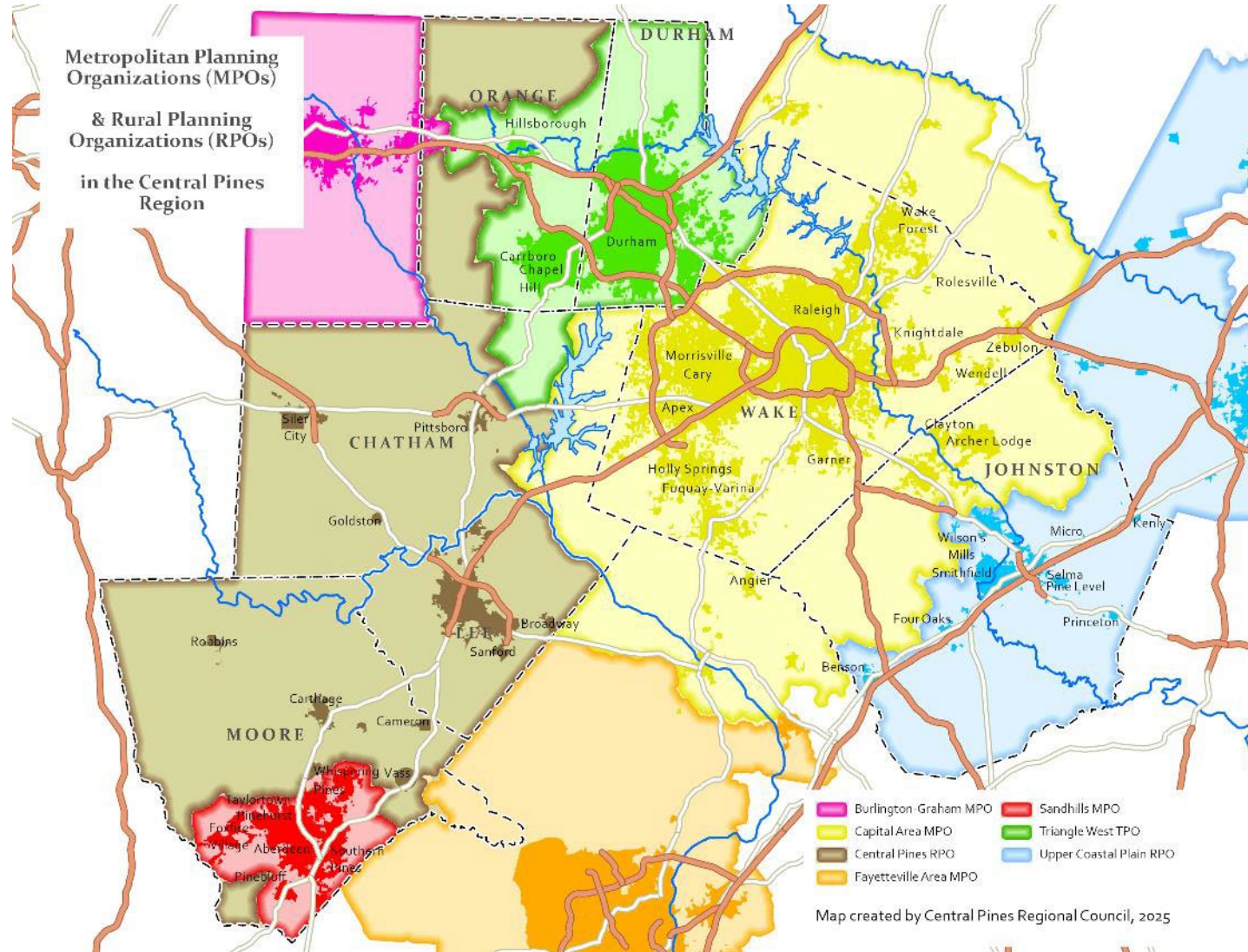
- Exercise conducted in late 1990s to gather input on what the potential future of the region might look like, and peoples' preferences on those potential futures
- Three scenarios:
  - Suburban Expansion
  - Walkable Communities
  - Town and Country
- Provided feedback to feed into other planning processes

# Transportation Planning History in the Region

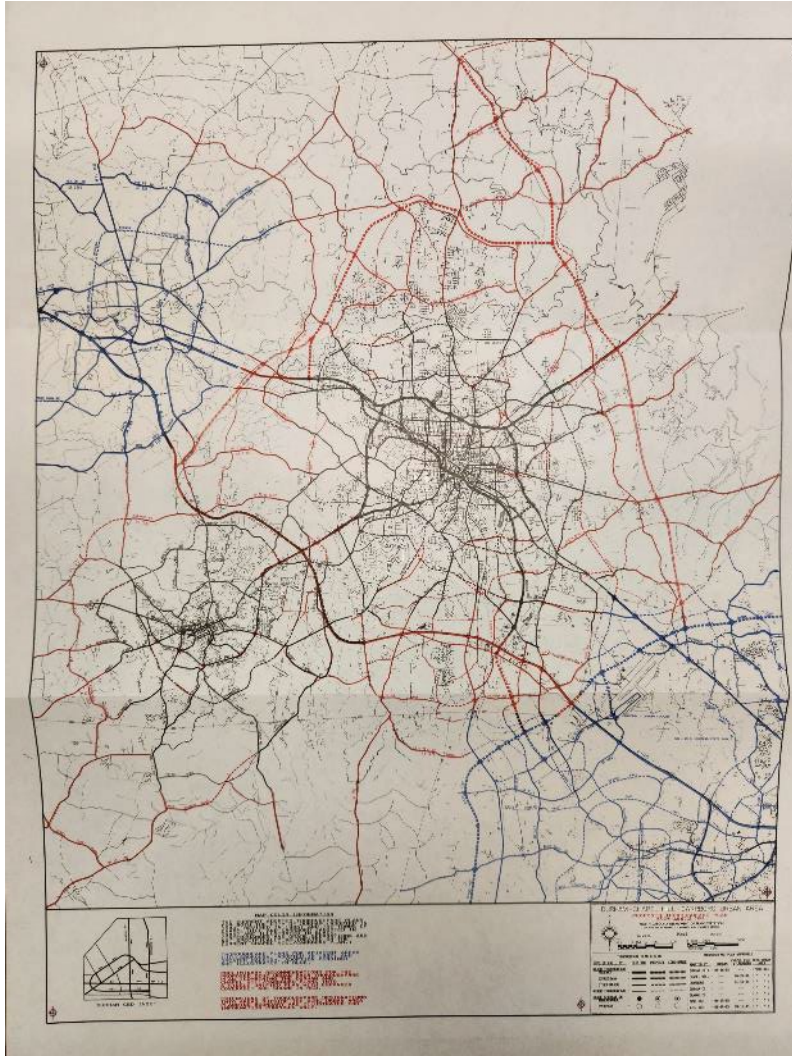
- The Highway Act of 1962 required a continuing, cooperative, and comprehensive regional process for transportation decision-making in urban areas. MPOs were born out of this requirement as a mechanism for conducting the “3C” process on a regional scale.
- The **Capital Area MPO** (CAMPO) was formed in 1964 as the result of a joint transportation plan that was developed by Raleigh, Cary, Garner and Wake County.
- The **Triangle West TPO** (originally called the Durham-Chapel Hill-Carrboro MPO) was formed in 1980 when the census bureau expanded the Durham urban area beyond the City of Durham to also include Chapel Hill and Carrboro.
- The **Burlington-Graham MPO** (originally called the Alamance County MPO) was formed in 1974, and expanded into parts of western Orange County as a result of the 2000 census.
- In 2000, the NC General Assembly passed legislation to enable the creation of RPOs to serve a similar function to MPOs, but within the rural portions of the state. Both the **Central Pines RPO** (originally called the Triangle Area RPO) and the **Upper Coastal Plain RPO** were established shortly thereafter.
- The **Sandhills MPO** was formed in 2023 as a result of a new designation of a section of Moore County as an eligible urban area following the 2020 census.
- The **Fayetteville Area MPO** (FAMPO) was formed in 1975, and expanded into parts of eastern Moore County in 2024.



# Transportation Planning Agencies in our Region Today



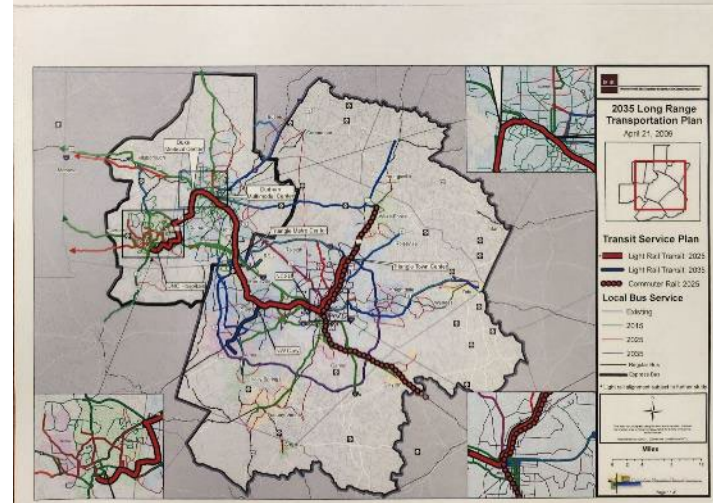
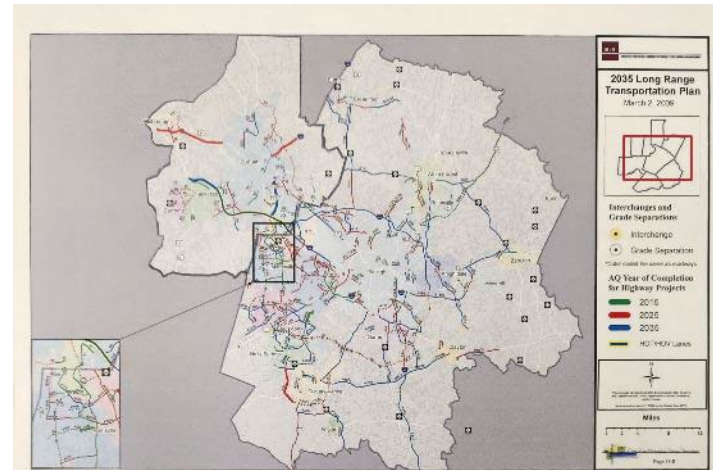
# Transportation Plans



- Many different plans were created over the years by the various MPOs and RPOs.
- This example is from the Durham-Chapel Hill-Carrboro MPO 1985-2010 Long Range Transportation Plan, and shows:
  - Coordination with plans for neighboring areas (such as the Capital Area MPO, shown in blue)
  - Planned projects at the time, some of which came to fruition and some of which did not – fluid nature of plans to change over time



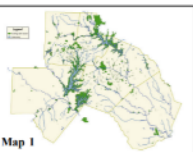
# Transportation Plans



- Since 2009 – when the *2035 Long Range Transportation Plan* was developed – the Capital Area MPO and Triangle West TPO have worked collaboratively (along with Central Pines) to develop these long-range plans jointly.

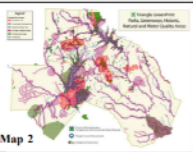


# Other Examples of Past Regional Planning Exercises



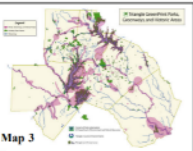
**Map 1**  
Existing Protected Green Space

Total Acres in Six-County Study Area	2,125,500
Estimated Protected Green Space on June 30, 2002	163,000
Estimated Protected Green Space on Dec. 31, 2004	170,000
Change in Protected Acres over 2-Year Period	7,000
Est. Avg. Annual Protection Rate During that Period	2,000
Current Protected Land as % of Total Acreage in Triangle	8%

**Map 2**  
Full Triangle GreenPrint Vision

Land in GreenPrint Areas	771,400
Minus Existing Protected Green Space in this Area	171,300
Minus Groundwater Recharge Areas	84,800
Minus 80% of Regional Connector Search Areas	67,100
Minus 80% of Special Landscapes	67,600
Minus 80% of Park Connectors	20,200
Plus Additional Unprotected Natural Heritage Areas	18,900
Plus 5% of Current Use Value Farm and Forest Land	37,000
Total Target Land Protection Acreage	486,000
Protected Land as % of Total Acreage in Triangle	23%


  


**Map 3**  
Backbone of GreenPrint Vision  
(Maps by September Barnes, TJCOC)


Land in GreenPrint Parks, Greenways, Historic Areas	385,100
Plus Wake Nexus Corridor	3,000
Minus Existing Protected Green Space in this Area	168,200
Minus Historic Just Outside Region	16,100
Minus 80% of Primary Park Connectors	32,400
Minus 80% of Secondary Park Connectors	28,300
Minus 80% of Left Lanes	28,200
Total Target Land Protection Acreage Over 25 Years	157,900
Protected Land as % of Total Acreage in Triangle	7%
Est. Annual Regional Land Protection Target	6,300
Target Protection Rate Divided by Current Rate	2.3

*Triangle GreenPrint Progress Report* September 2005 3


Triangle Greenprint, 2005  
Conducted by TJCOC, NCDENR & TLC



**Checking Up on Reality Check**  
Land-Use Planning Workshop




University of North Carolina at Chapel Hill  
Department of City and Regional Planning  
May 2010



Reality Check, 2008  
Conducted by Triangle Tomorrow & ULI  
Follow up by UNC DCRP


The Special Transit Advisory Commission ▶ **STAC**  
DRAFT FINAL REPORT

**Regional Transit Vision Plan:**  
Recommendations for North Carolina's Triangle Region



APRIL 2008

A Report from the Special Transit Advisory Commission to the Capital Area Metropolitan Planning Organization and the Durham-Chapel Hill-Carboro Metropolitan Planning Organization.



Special Transit Advisory Commission  
Regional Transit Vision Plan, 2008  
Conducted by CAMPO, DCHC MPO,  
TJCOC, Triangle Transit, NCDOT,  
RTA and ITRE

**QUESTIONS?**

**CONTACT:**

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Transportation Director  
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[mday@centralpinesnc.gov](mailto:mday@centralpinesnc.gov)  
(919) 558-9397**



# Elected Official Panel

**Butch Lawter**

Johnston County Commissioner

**Rebecca Salmon**

Sanford Mayor

**Stormie Forte**

Raleigh Mayor Pro Tem





# Recruiting & Retaining Local Government Managers

April 4, 2025  
Regional Day



# Goals



Provide insight to local elected officials based on observations and feedback from managers across the state



Enable local governments to retain and attract quality managers



Facilitate the effective delivery of services by retaining and recruiting the best managers



# Understand the Employment Landscape

- High demand for talented managers (low supply due to retirements and smaller number of people interested)
- Significant increases in local government manager salaries. You are hiring a CEO
- Fewer professionals are entering the local government profession due to political instability, incivility, social media, decreasing job security, and increasing private sector salaries





# How to Retain Your Manager

- Understand elected officials and governing board role:
  - Focus on long-term issues/goals and less on day-to-day things
  - Ask for training about the council-manager form of government
  - Don't make promises that do not have the support of the governing body
- Have agreement with the manager about how direct staff contacts will occur
- Annual performance evaluation
- Set clear goals that are achievable so that both the council/board and the manager understand what success looks like
- Make investments to impact your community positively– managers enter this profession to make a difference
- Recognize and honor that the manager's time is very valuable, both in terms of cost and scarcity.





# How to Retain Your Manager

- Treat your manager and staff with respect
- Understand that the storm is often not the manager's fault, but they are your ship's captain
- Be mindful of the manager's work-life balance
- Recognize the public sector must deal with things the private sector does not (tragic events that leave scars, public expectations over decisions, life in a fishbowl etc.)





# How to Retain Your Manager

- Address problems without high emotions.
- It is up to the board/council members to address behavior issues of individual elected officials – don't ask your manager to do that
- Be clear about expectations around how the manager interacts with the Board.
  - If you expect the manager to interact with every board member rather than with chief elected officials recognize the additional time that takes and understand the trade offs.





# When Parting Ways with a Manager



Sometimes you must make tough decisions and managers understand their tenure isn't permanent



If you have attempted to reconcile differences and have been unsuccessful, quietly communicate with your manager the desire for a change



Managers are professionals and do not want termination



If you desire change, let them know and give them time to find another position whenever possible



# When Parting Ways with a Manager



Firing a manager should be a last resort because it will negatively affect your applicant pool



Keep in mind that local government managers often talk to each other



Avoid a contentious relationship so you don't damage your local government's reputation among potential applicants (candidates will talk to people in your county/community, review your minutes, board meeting videos, news articles, etc.)



Expect the change to affect other staff and expect turnover



Pay your severance agreements or candidates will think you do not keep your word





# How to Attract a New Manager

- Position your local government to be attractive to potential managers
- Project an image of a politically stable community as much as possible
- Maintain solid financial health
- Retain quality department heads and staff
- Avoid hiring family members of elected officials or politically connected staff
- Understand the role of the manager as CEO. If you project micromanagement during interview process, you will lose high quality candidates.





# Recruiting Process for a New Manager



- Use a third party to manage your search, like Central Pines Regional Council – our search costs about \$8,000, and private consultants charge \$25,000 to \$35,000 for the same process
- Expect fewer applications and less experienced candidates
- Confidentiality is critical and can be a personal liability for board/council members when violated
- When considering candidates, think about who will be best on day one and who might be better 2-3 years into the position
- Avoid split board votes on hiring a new manager; most candidates will decline an offer under those circumstances



# In Conclusion

- If you appreciate your current manager, make sure they know it!
- The strategies of this presentation intend to enable your local government to retain and attract the best talent for managers in a competitive market
- Individual local governments can't change the market conditions but do determine whether they are competitive for the best talent
- Although these issues and strategies are oriented regarding managers, they will enable your community to attract better talent for many other key positions





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## CPRC's Regional Data Center

### Launch

[centralpinesnc.gov](http://centralpinesnc.gov)



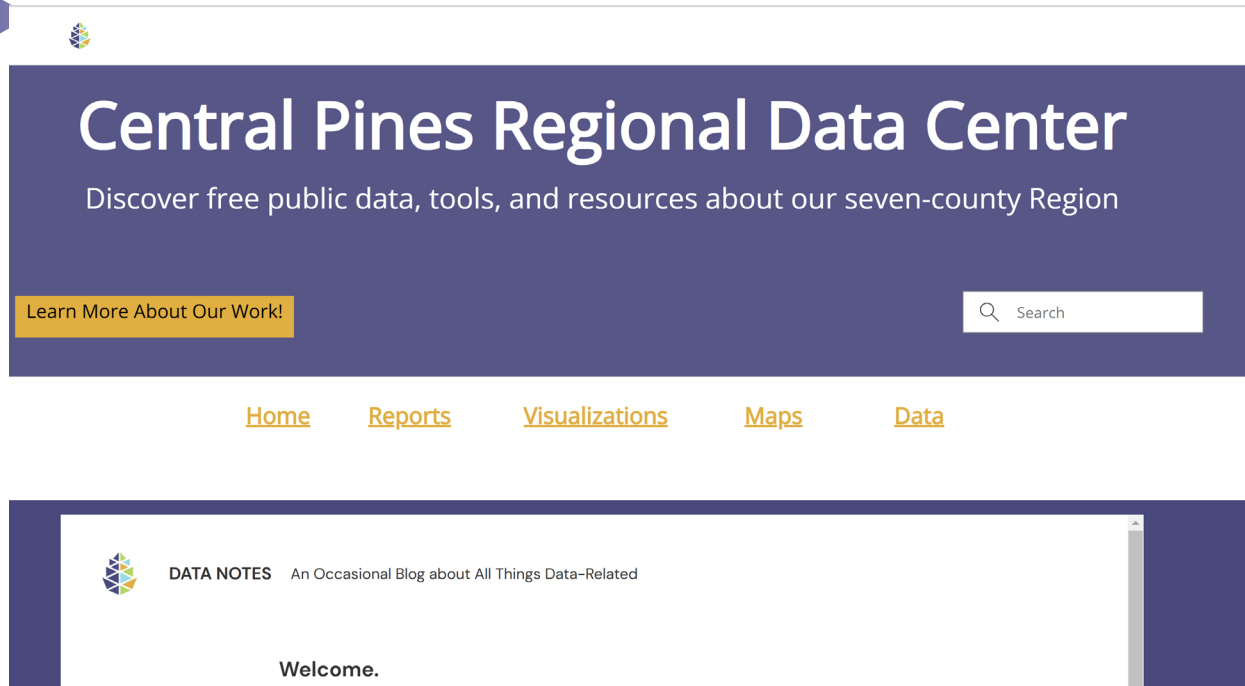
# History & Purpose

Over the last few years, CPRC has been working on the development of a Regional Data Center (RDC). This initiative aims to bring together data, maps, online applications, and other materials to showcase our Region and the work that we do at CPRC. One of our other key goals was to make it easier for the staff and our members to access data that they use regularly.

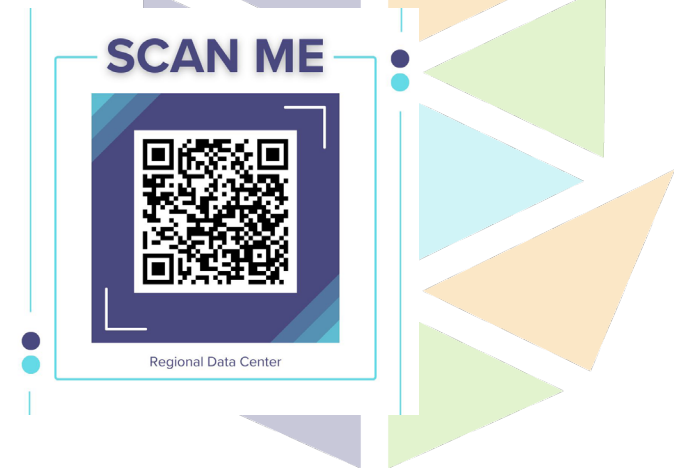
- There is also a blog to discuss new data, how to use data well, and where to find data on a diverse range of topics.
- The RDC will be a continuous work in progress, and it is anticipated that it will grow and change over time, depending on the needs of the members and staff of CPRC. There is a survey on the website to collect feedback on site usability and suggestions on new data, blog ideas and analysis topics.



# Site Overview



- A draft site is now available: [Central Pines Regional Council - Regional Data Center](#) or use the QR code.



# Examples

Want to know more about commuting patterns in Johnston County?

1. Go to **Demographic Reports**.
2. Under **Socio-Economic (County)**, pick **AccessNC Commute Report** for Chatham County.

## OVERALL INFLOW/OUTFLOW ANALYSIS

Resident Flow (Live/Work in Chatham County)	Jobs
Resident Live/Work in Chatham County	4,609
Worker Inflow	11,405
Resident Outflow	20,820
Net Flow	-9,415

## Residents Working Out of Chatham County

Workplace County	Jobs	Percent of Outflow Jobs	Percent of All County Jobs
Wake County, NC	6,875	33.0%	27.0%
Durham County, NC	4,015	19.3%	15.8%
Orange County, NC	1,618	7.8%	6.4%
Mecklenburg County, NC	1,084	5.2%	4.3%
Guilford County, NC	989	4.8%	3.9%
Lee County, NC	939	4.5%	3.7%
Randolph County, NC	824	4.0%	3.2%
Alamance County, NC	767	3.7%	3.0%
Forsyth County, NC	301	1.4%	1.2%
Johnston County, NC	205	1.0%	0.8%

# Examples

Want to know more about income levels in Apex, compared to Wake County?

1. Go to **Demographic Reports**, select **Census Profile** for Apex.
2. Go to **Demographic Reports**, select **Census Profile** for Wake County.

## Apex



### Income and Poverty

Median Household Income

**\$151,386**

*S1901 | 2023 American Community Survey 1-Year Estimates*

## Wake County



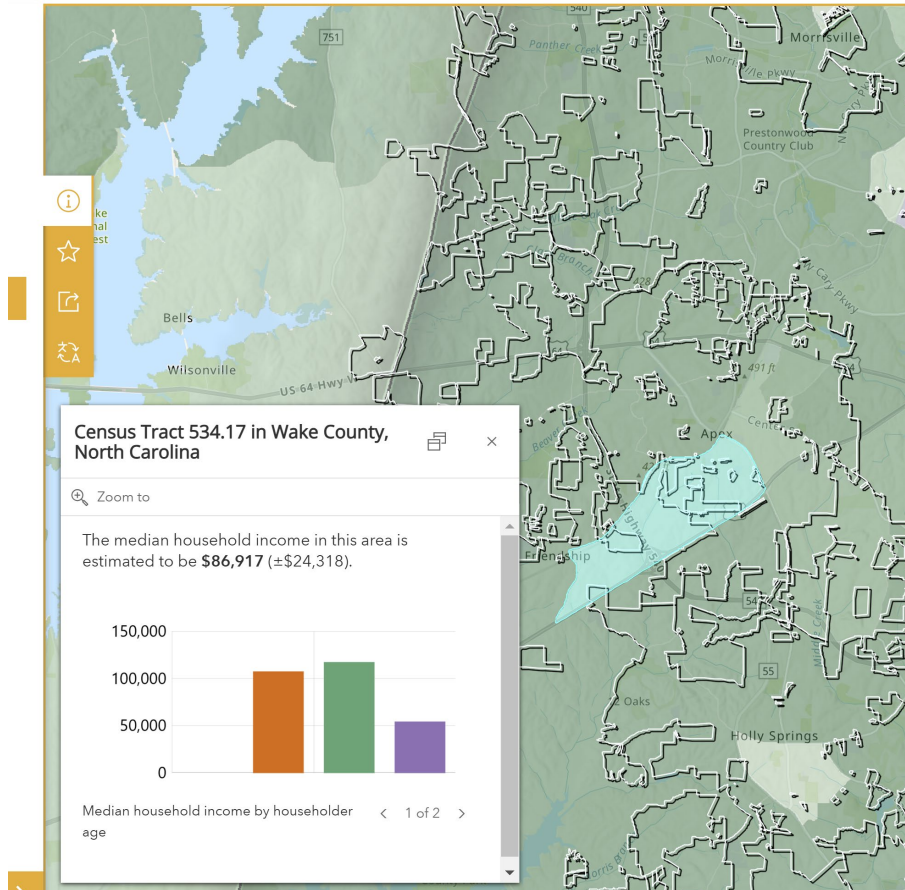
### Income and Poverty

Median Household Income

**\$102,918**

*S1901 | 2023 American Community Survey 1-Year Estimates*

# Examples-Median Household Income Map



- Map shows median household income by Census tract
- Includes charts with details about householder age and race

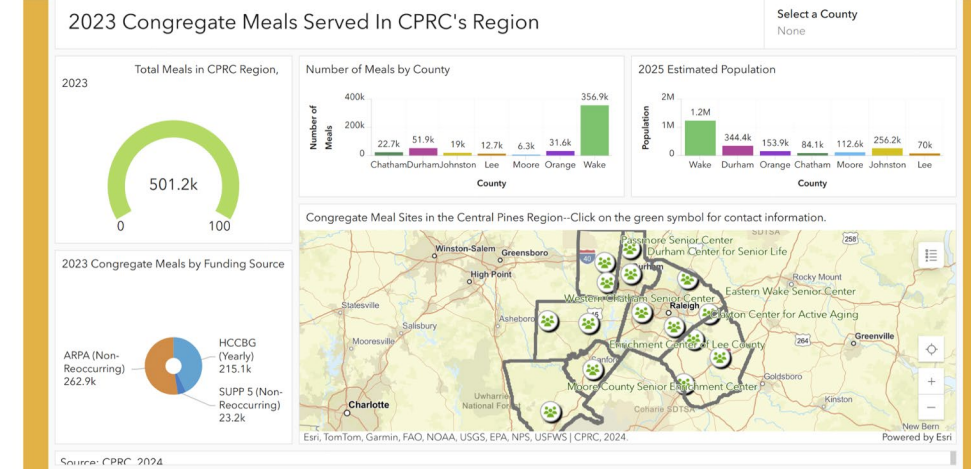
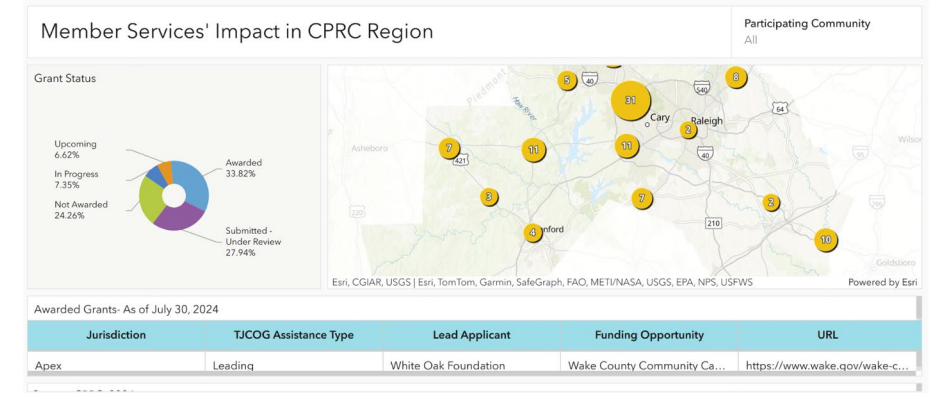


# CPRC Work

See examples of work that Central Pines is doing in the community:

Like helping communities apply for grants or working with communities to provide congregate meals for seniors

## Focus Area: Member Services



This dashboard shows the number of congregate meals, or meals served communally within our 7-county region. These totals are broken down by the funding used. HCCBG is funding that is received yearly as a block grant from the Federal government through the State of North Carolina. ARPA funding is non-reoccurring funding that ended in 2023. Supp 5 is supplemental funding that is reallocated from other locations within North Carolina that have not been able to use it fully.



# Regional Data Center - Takeaways

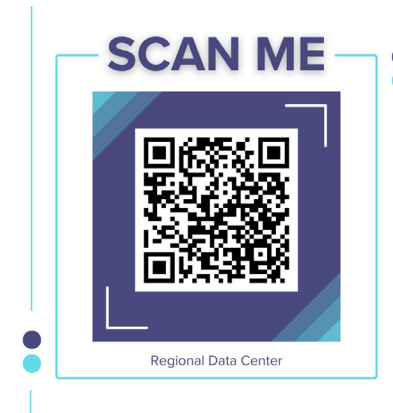
Website Address -

<https://cprc-data-hub-tjcoggis.hub.arcgis.com/>

Feedback Survey -

<https://arcg.is/1qzyKu>

QR code -



Staff Lead -

Karyl Fuller, Principal Planner  
[kfuller@centralpinesnc.gov](mailto:kfuller@centralpinesnc.gov)

