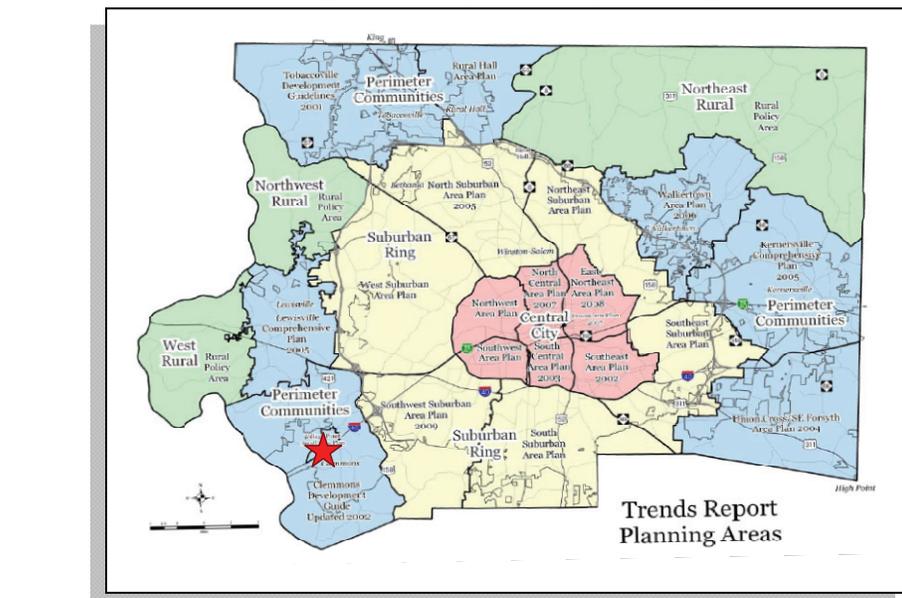


4— Summary of Key Trends and Conditions³

REGIONAL CONTEXT

The Village of Clemmons lies in the heart of the Triad region proximate to Winston-Salem in Forsyth County. Clemmons is one of the County’s seven perimeter communities located in the far southwest corner of the County. It is adjacent to Lewisville and an unincorporated portion of Forsyth County called the Southwest Suburban Area as shown in Figure 2: Forsyth County Planning Areas.

Figure 2: Forsyth County Planning Areas



³ Key trends and community conditions were assessed during the development of the Clemmons Community Compass. This information is included in the *Clemmons Market Analysis* and *Clemmons Fiscal Analysis* reports located on the Village’s website. Summaries of this information are provided in this chapter. The market study area for these analyses includes all areas of the Clemmons planning area defined in Chapter 2 except for areas that are defined as GMA 5: rural areas not intended for development by Forsyth County. Additional information comes from the 2008 Forsyth County Trends and Development Patterns report prepared by the City-County Planning Board.

Forsyth County adopted *Legacy: A Development Guide for the New Century in Winston-Salem and Forsyth County* in 2001 to provide long-range growth and development direction for the County. This guide was adopted by Clemmons that same year and serves as one of the planning guides that decision-makers in the Village can consult when making land use and development decisions. The guide is comprehensive in its scope, addressing growth management, transportation, regional planning, economic vitality, environmental quality, open space, parks and greenways, cities and town centers, neighborhoods, community character, community life, and active citizenship. The guide's Growth Management Plan map defines areas where urban, suburban, and rural land uses are expected to occur in the future (see Figure 3).

Figure 3: Growth Management Areas

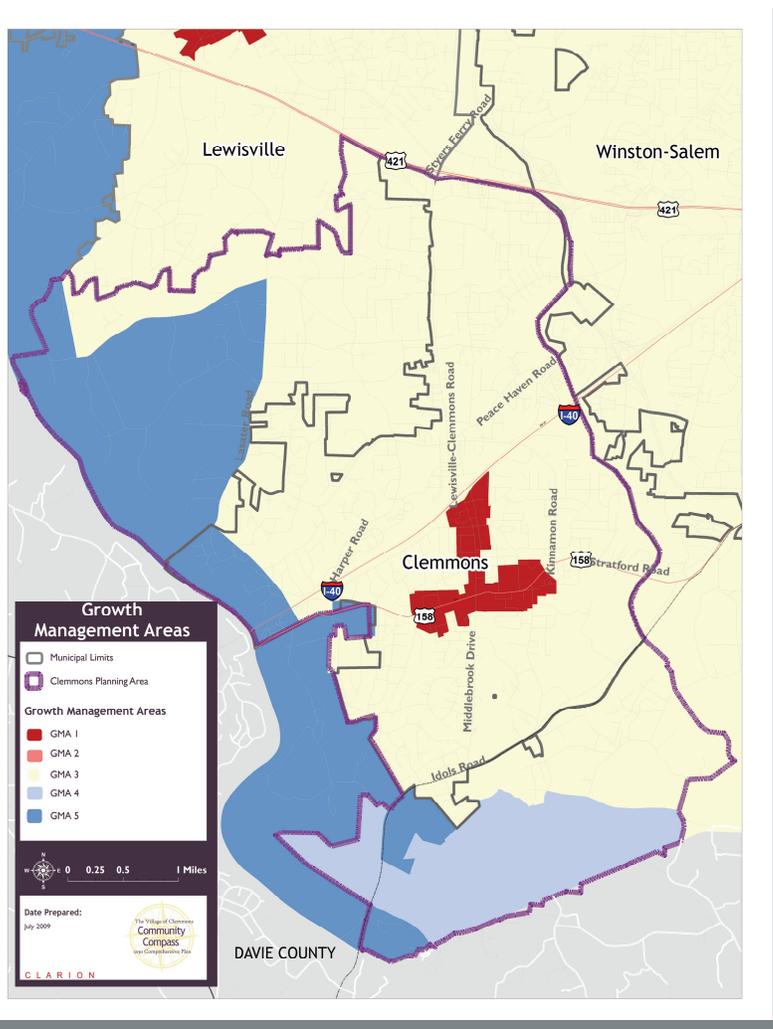


Figure 3 shows the County's designations for Growth Management Areas in and around Clemmons. The designations are:

- GMA 1 - city/town center; high-density area
- GMA 2 - urban neighborhoods; older neighborhoods close to city/town centers
- GMA 3 - suburban neighborhoods; relatively new development where water and sewer facilities are available
- GMA 4 - future growth area; areas where water and sewer will be extended but not currently provided
- GMA 5 - rural area; areas that will remain undeveloped often including protected watershed areas and riparian buffers

Beginning in 2009, Forsyth County began a process to update the *Legacy* growth management guide. Part of that update has included discussions with Clemmons regarding revisions to the GMAs in the Clemmons planning area. Clemmons has interest in amending the GMA Map to better reflect the Future Land Use map included in Chapter 3 of this plan, including:

- Revising the GMA 1 category to better reflect the activity center designations on the future land use plan map
- Adding GMA 2 to identify the in-town, older neighborhoods located proximate to the Village activity centers
- Convert the GMA 3 area just south of Lewisville and west of Lasater Road to GMA 5 to reflect the intent to have these lands remain rural into the future

Objective #54: Amend Legacy Guide to Reflect Clemmons' Future Land Use

Work with Forsyth County to amend the Legacy Guide's Growth Management Areas map to better reflect the goals of the Clemmons Future Land Use map. (See also objectives #4, #9, and #43.)

Demographic Trends

Households and Population

The increase of households in the Clemmons market study area⁴ between 2000 and 2009 was 21 percent. This is higher than Forsyth County's household increase of 14.8 percent and the North Carolina average increase in households of 18.2 percent. In comparison to the state and Forsyth County, Clemmons' household growth rate has been significant over the last decade. The increase of housing units compared to the increase of households in the market study area for this same time period was lower, suggesting a decrease in housing unit occupancy from 94.5 percent in 2000 to 92.8 percent in 2009.

The 2009 Clemmons market study area population was 23,010, a 20.6 percent increase from 2000. This population growth surpassed the population growth in Forsyth County (14.2 percent) and the state's average population growth

⁴ The market study area for these analyses includes all areas of the Clemmons planning area defined in Chapter 2 except for areas that are defined as GMA 5: rural areas not intended for development by Forsyth County. See the *Clemmons Market Analysis Report*, located on the Village's website, for a map of the market study area.

(16.4 percent). For this same year, the market study area population comprised approximately 7 percent of the County's total population.

More than 30 percent of the market study area population in 2009 was between the ages of 45 and 64. In comparison, less than 15 percent of the population was between the ages of 20 and 34. These statistics will likely have implications on future housing needs, the tax and employment base, and infrastructure and service needs.

Due to changes in the economy and the recent slowing of growth regionally and nationally, the 2009-2020 annual compounded growth rate (2 percent) is expected to be lower than the 2000-2009 annual compounded growth rate (2.4 percent). Under this forecast, the Clemmons market study area is projected to add an additional 5,590 persons with a total population of 28,600 by 2020.

Objective #55: Monitor Changing Demographics in Clemmons

Continue to monitor the age demographics of the Clemmons planning area to better plan for the needs of a changing population.

Wages and Employment

In 2009, more than 30 percent of the market study area households earned more than \$100,000 per year. This is almost double the number of households in that same income bracket for Forsyth County (16 percent).

Forsyth County produced 1,500 new jobs between 2000 and 2008. Services and government were the only sectors that added jobs during this time period. The manufacturing sector lost 7,624 jobs during this period – more jobs than any other sector.

In 2008, there were 10,333 employed residents in the market study area. The employed residents outpaced the 6,898 jobs located in the market study area by 150 percent.

While 7 percent of the County's population resides in the Clemmons market study area, all economic sectors except for agriculture/mining (76 percent) and retail trade (10.7 percent) comprised less than 6 percent of the proportion of jobs in the County. Overall, 3.7 percent of the County's jobs were located in the market study area. Employment in the Clemmons market study area is not keeping pace with population and household growth.

The economic downturn of 2008 has reduced employment further in Forsyth County. Dell, Incorporated and potentially other large employers in the County are expected to downsize their operations and further increase unemployment in the region.

Objective #56: Monitor Jobs-Housing Imbalance in Clemmons

Continue to monitor employment and population growth in the Clemmons planning area and seek solutions to the jobs-housing imbalance.



LAND USE AND DEVELOPMENT TRENDS

Existing Land Use

Approximately 58 percent of land in the Clemmons market study area is used for single-family detached housing. Another 28 percent is undeveloped. Multi-family detached housing (i.e., condominiums, townhomes, apartments) comprise approximately 4 percent. Approximately 5 percent of land is used for taxable, nonresidential land uses (i.e., retail, industrial, office). Another 3 percent of the land is used for tax exempt public and institutional uses.

Nearly 87 percent of land in the study area is either single-family residential or undeveloped. The land use mix in Clemmons' market study area has and will continue to have implications on the fiscal health of the community and the future facilities and services that the Village can provide. A map of these land uses is provided in Appendix A: Maps.

Table 1: Existing Land Use

LAND USE	PARCEL ACRES*	% OF MARKET STUDY AREA**
Single-Family Detached	7,477	58.4%
Undeveloped	3,678	28.8%
Multi-Family Detached***	457	3.6%
Public/Institutional	405	3.2%
Retail	267	2.1%
Industrial	216	1.7%
Parks/Recreation	173	1.4%
Office	120	0.9%
Total	12,792	100%

* Parcel acres in the Clemmons' market study area do not include public right-of-way areas.

** A study area was defined for the market analysis component of the plan. This area is a subset of the planning area.

***Includes apartments, townhouse/condos, mobile homes.

Development Trends

Residential Trends

Over the past decade, most residential development activity in Forsyth County has occurred in the suburban ring area followed by the perimeter communities where Clemmons is located.

Residential Unit Type Trends

Between 2001 and 2008, approved residential projects in the perimeter communities consisted of 74 percent single-family units and 26 percent multi-family units. Comparatively, 86 percent of residential permits issued between

2000 and 2009 were for single-family dwelling units in the Clemmons market study area – approximately 12 percent more than the average for the perimeter communities.

In 2009, the Clemmons market study area had an oversupply of apartments due to absorption of the units at the newly developed Chamberlain Place. The 16.5 apartment vacancy rate is higher than the average for the Triad region.

Housing Price Trends

In contrast to single-family detached unit pricing trends, both new and resale townhouse and condominium closing prices increased in 2008 and 2009 in the market study area. This increase was greater than the increase in closing prices for these types of units experienced county-wide. The upward trend of townhouse and condominium prices may be driven in part by age-in-place households seeking lower maintenance dwellings and being willing to pay more for them.

Residential Forecast

Four residential growth scenarios were evaluated to forecast the number of new residential units for the market study area in 2015 and 2020. (See *Clemmons Market Analysis Report* on the Village website for more details on these scenarios.) Building off of expected population growth and average household size for 2020, the Clemmons market study area is expected to add an additional 2,304 housing units for a total of 11,800 in 2020.

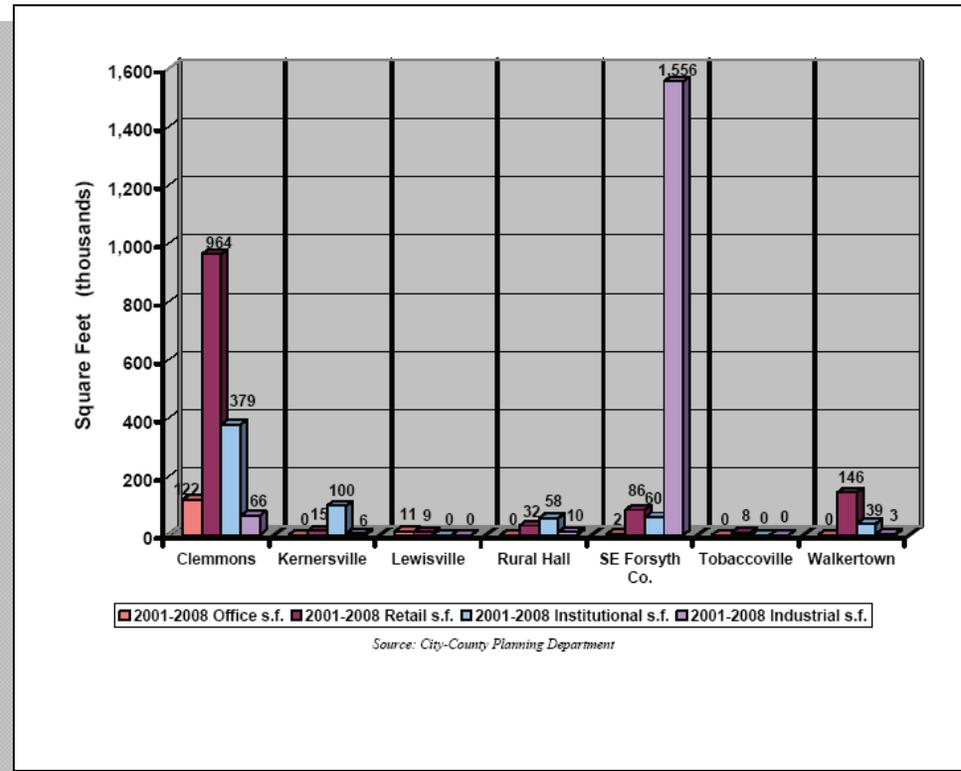
Non-Residential

Based on tax parcel data obtained from Forsyth County in 2009, nearly half of the 4.2 million square feet of existing commercial space in the Clemmons market study area is categorized as industrial. Another 1.37 million square feet (33 percent) is retail, and 736,583 square feet (17.5 percent) is office.

Figure 4: Comparison of Non-Residential Development in Perimeter Communities (2001-2008), illustrates that Clemmons had more non-residential development during the seven year period than the other perimeter communities. Only industrial development in Southeast Forsyth County outpaced development in Clemmons.

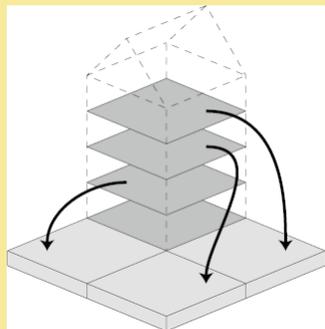


Figure 4: Comparison of Non-Residential Development in Perimeter Communities (2001-2008)



FLOOR AREA RATIO

Floor area ratio (FAR) is a planning measurement that calculates the total square footage of a building divided by the total square footage of the site area. As shown below, a FAR of 1.0 can mean total build out of the site or multiple stories that equal the square footage of the site.



Retail

Between 2007 and 2009, retail vacancy rates in the central city area of the County increased from 7 percent to 10 percent, increased in the suburban ring from 12 to 13 percent, and increased in the perimeter communities from 7 to 10 percent. In 2009, the Clemmons market study area retail vacancy rate was 22 percent, well above the 10-15 percent equilibrium rate. Another 494,500 square feet of retail development are approved for development; all of these projects are located north of I-40.

Assuming a more normal vacancy rate, the market study forecasts an additional 496,293 square feet of retail development by 2020. Using the average floor area ratio for a suburban development context like Clemmons (i.e., 0.30 FAR), estimates show that 38 acres of land will be needed to accommodate this new retail development. However, there are opportunities within Clemmons to develop at higher densities, reduce development footprints, and more efficiently use existing public infrastructure (i.e., roads, water, sewer). There are opportunities for redevelopment, particularly within aging commercial corridors, such as Lewisville-Clemmons Road south of I-40 that can accommodate this new development.

Office

Of the 736,583 square feet of office space in 2009, 25 percent of this space was vacant, primarily within one particular aging development. Six more projects comprising 471,500 square feet of office space are approved for development. The 2020 forecast shows that an additional 387,417 square feet of office space could be developed in the next 11 years. At the typical suburban density found in Clemmons (0.35 FAR), this would require 25 acres to accommodate the new development. Like future retail development, there are opportunities to accommodate new office development at higher densities, reducing the land needed for new development and the need to expand public facilities. In addition to Lewisville-Clemmons Road, US-158 provides opportunities for small-scale office development.

Objective #57: Focus Commercial Development within Activity Centers

Focus future retail and office development within activity centers and in redevelopment areas along key commercial corridors.

Industrial

Industrial properties are being efficiently used in the Clemmons market study area. The vacancy rate is less than 5 percent. The 2020 forecast for industrial has an additional 383,199 square feet. At typical industrial densities (0.25 FAR) this results in the need for 34 acres to accommodate new industrial development. An abundant amount of land is currently available in the Idols Road employment corridor, however, this land is not currently served by facilities (roads, water, and sewer).

Objective #58: Ensure Future Industrial Sites Have Adequate Facilities

New industrial development should be located in areas that are adequately served by roads, water, and sewer.

Transportation Trends

More than 10.6 million daily motor vehicles miles traveled (DVMTs) were estimated for Forsyth County in 2008, an increase of 1.5 million DVMTs since 2002. This translates to average daily vehicles trips of 30 miles per day for every person in the County, an increase of 2 miles traveled per day per person since 2002.

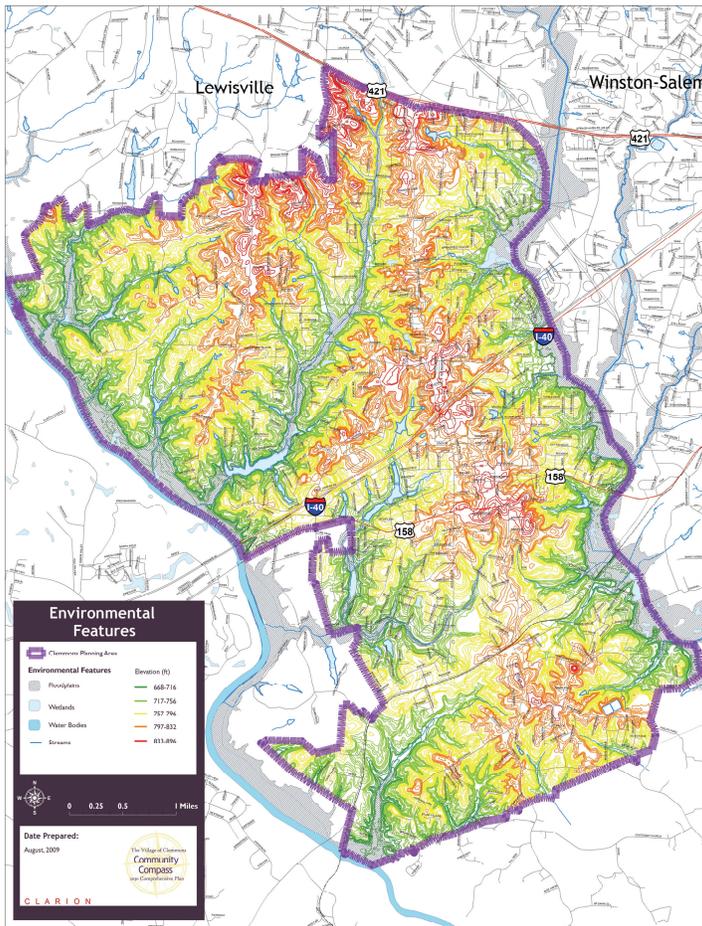
Based on the number of workers compared to employment in the Clemmons market study area, 33 percent of workers in the market study area commute elsewhere to work. The 2000 U.S. Census provides statistics on journey to work (see Table 2) that compare means of transportation used in the Village to all of Forsyth County. Generally speaking, Clemmons commuter trends were similar to Forsyth County; however, more people on average drove alone and fewer carpooled when compared to the County. Census 2010 statistics will provide a better snapshot of current commuting activity.



Table 2: Journey to Work Data (Census, 2000)

MEANS OF TRANSPORTATION	FORSYTH COUNTY		VILLAGE OF CLEMMONS	
	#	% of Total	#	% of Total
Drove alone	118,936	80%	5,969	86%
Carpooled	18,887	13%	654	9%
Public transportation	2,216	1%	0	0%
Bicycle	105	0%	0	0%
Walked	2,819	2%	45	1%
Other Means	1,017	1%	24	0%
Worked at home	3,735	3%	221	3%

Figure 5: Environmental Features



Objective #59: Reduce Commuting by Providing Employment in Village

Provide more employment development opportunities within Clemmons to reduce vehicle commute times and provide more opportunities to use alternative modes of transportation and reduce air emissions.

Objective #60: Promote Development of Transit Service to Clemmons and Provide Needed Amenities to Support Service

To reduce traffic on regional roadways, promote development of a regional bus route that provides service from Clemmons to Winston-Salem. Work with regional transportation agencies to locate and develop a park and ride lot to support future transit service.

Environmental Features

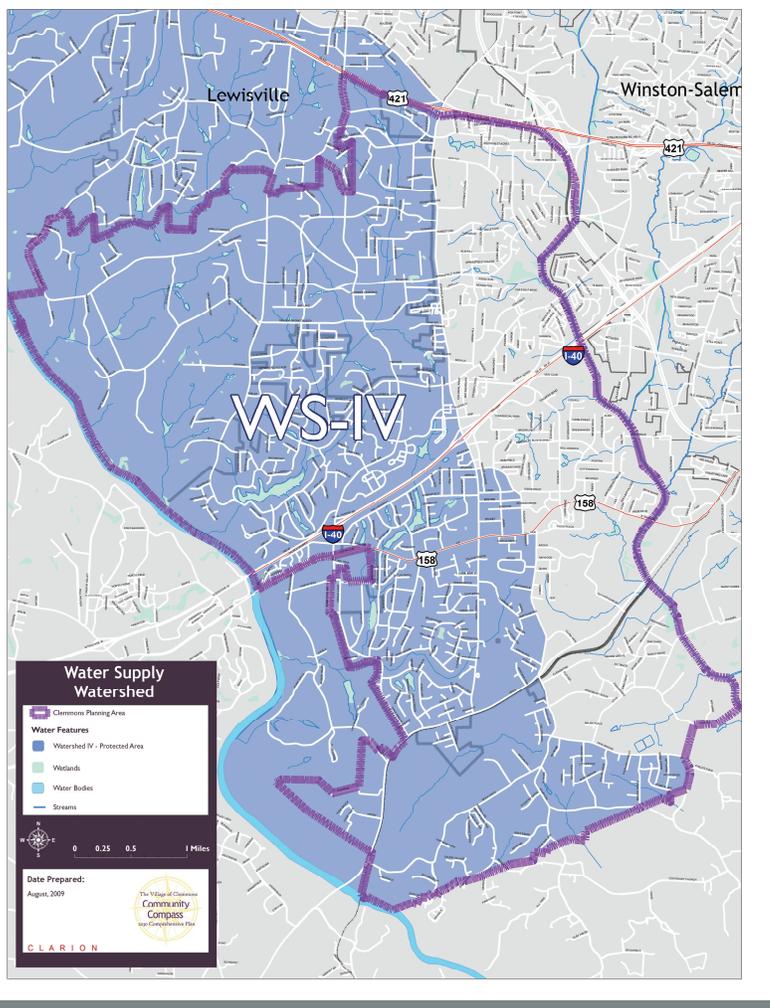
The Clemmons planning area includes many creeks and wetland areas, and is bordered by the Yadkin Pee-Dee River. Blanket Bottom Creek diagonally bisects the planning area to the north of I-40 and Muddy Creek borders the planning area to the east. Development is constrained in the floodplains of water bodies and within wetland areas in accordance with Federal, State, and local laws.

A large portion of the Clemmons planning area lies within a North Carolina designated Water Supply IV-Protected Area (WS-IV). This classification applies to moderate and highly developed water supply watersheds and protects areas near rivers and lakes within large drainage areas.

Land use and development densities are regulated in this area to ensure that the public raw water supply taken at the Idols Dam intake is protected from the impacts of over-development, such as increased nutrient loads and sedimentation. Regulations limit new development in protected areas to the following:

- Low Density Option #1: Two dwelling units per acre or 24 percent built-upon area
- Low-Density Option #2: Three dwelling units per acre or 36 percent built-upon area if no curb-and-gutter system is used
- High-Density Option #1: 70 percent built-upon area

Figure 6: Water Supply Watershed



Objective #61: Protect Critical Environmental Assets

New development and redevelopment should be located to maximize the use of existing developed areas and reduce development footprints on undeveloped lands to protect critical environmental assets in the community.

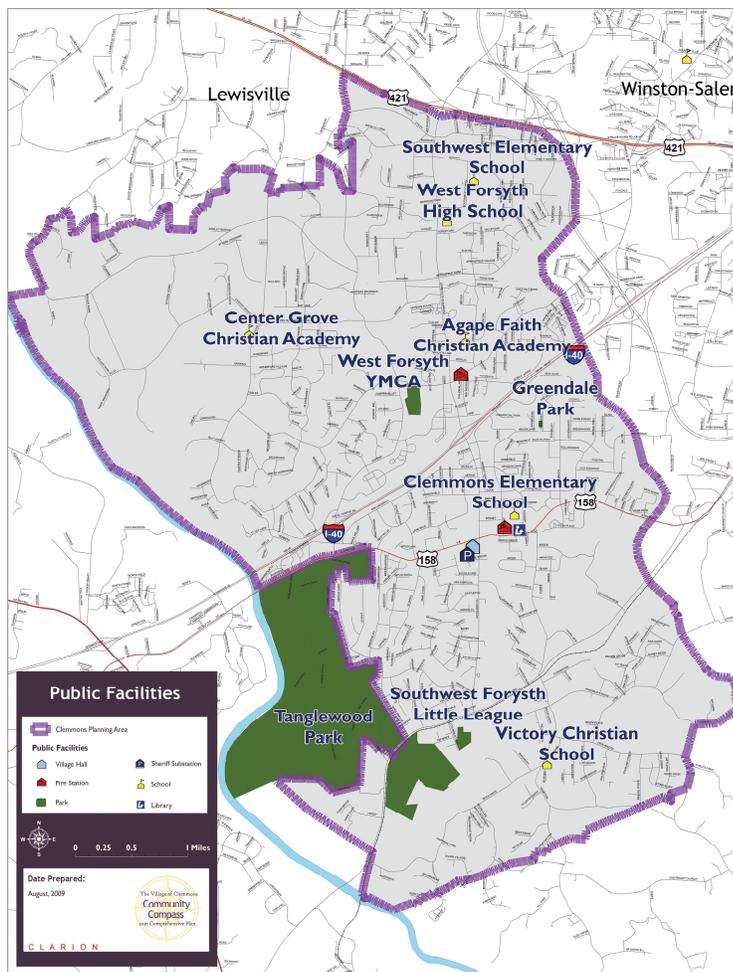
Objective #62: Use Environmental Assets

Environmental assets, such as wetlands and creeks, should be used to serve as passive recreational areas, nature paths, and educational interpretation sites.

PUBLIC FACILITIES / SERVICES

Since its incorporation in 1986, the Village of Clemmons has provided citizens with affordable public facilities and services. Figure 7: Public Facilities, shows the locations of prominent facilities in the Village.

Figure 7: Public Facilities



Facilities/Services Provided by Village of Clemmons

The Village of Clemmons levies local taxes and fees to provide several public services to residents and business owners within Clemmons. The following list includes the current public services provided by the Village. As the community grows, there may be need to expand these services or take on new services that are currently provided by other entities, such as the County. A fiscal study was prepared in 2009 to evaluate some of the possible options for the Village as it works to provide services to new populations in the coming years.

VILLAGE SERVICES FACTS

- ♦ The Village recycled 1,027 tons of solid waste in FY 2008-2009.
- ♦ The Village collects yard and grass clippings and uses the material to prepare free mulch for Village residents.

Solid Waste and Recycling

The Village of Clemmons provides the following solid waste / recycling services to property owners in Clemmons:

- Weekly residential solid waste pick-up
- Weekly recycling pick-up from single-family residences
- Annual bulk item pick-up from single-family residences
- Cardboard recycling drop-off center
- Leaf/limb and grass collection (during season)
- Free mulch available to Village residents at Public Works Facility

Infrastructure Maintenance and Improvements

Basic transportation infrastructure is maintained and improved by the Village of Clemmons:

- Street lights at intersections
- Street signs at intersections
- Maintenance of Village streets and sidewalks
- Street sweeping
- Maintenance of Greendale Way Park

Public Safety

Police protection is provided by seven sheriff deputies, two traffic officers, and two detectives contracted through the Forsyth County Sheriff's Department. The Sheriff's Substation is located off of US-158. The Clemmons Volunteer Fire Department is tasked with the responsibility of providing fire protection and emergency medical service (EMS). The fire department operated two stations: James Street Fire Station and Peacehaven Road Fire Station.

Planning and Zoning

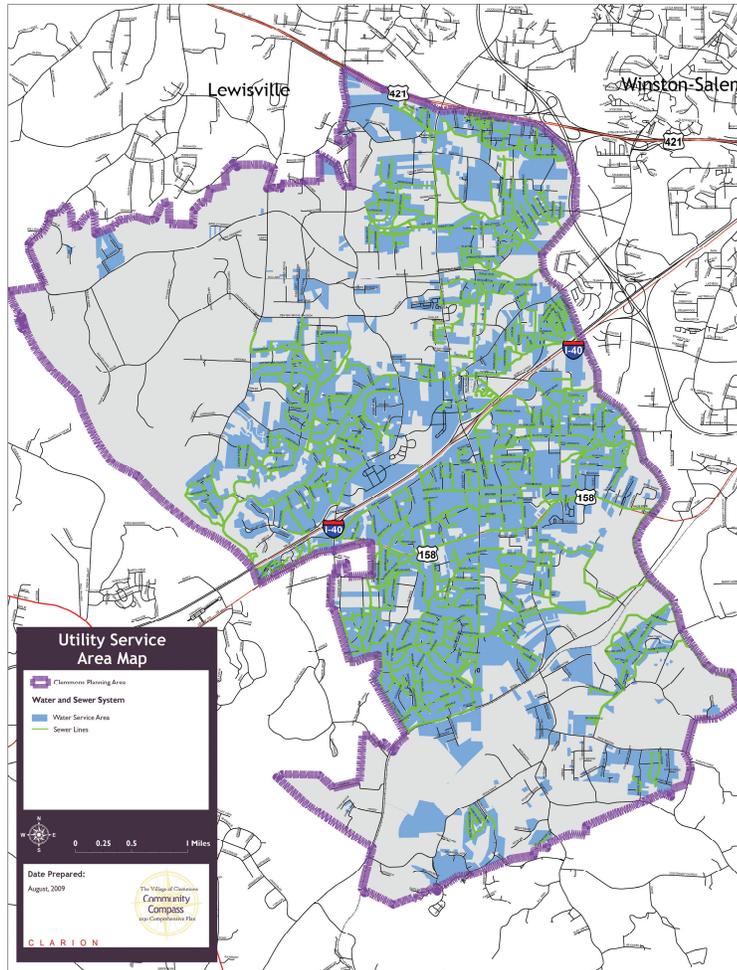
The Village of Clemmons provides land use planning, zoning, and code enforcement services to applicable developments in the Village, including plan and Unified Development Ordinance amendments, assistance to the Planning Board and Zoning Board of Adjustment, and issuance of driveway and stormwater management permits. The Village contracts with the City-County Inspections Division to provide building inspections, development permits, and code enforcement services.

Facilities/Services Provided by Forsyth County

Water and Sewer Service

The Winston-Salem/Forsyth County Utilities Division collects, treats, and distributes water and waste water county-wide. Figure 8: Utility Service Area, identifies the locations of public water (shown in blue) and sanitary sewer service (shown with a green line) in the Village.

Figure 8: Utility Service Area



Studies have been conducted to evaluate the feasibility and cost to provide service to the Blanket Bottom Creek area (north of I-40 and west of Lewisville-Clemmons Road) and south of Idols Road where future development is likely to occur. These studies forecast that providing service to these areas will have a positive fiscal impact on the Village.

Objective #63: Coordinate Utilities Planning with Forsyth County

Work with Forsyth County to plan for the expansion of future utilities in a manner that reinforces the Clemmons future land use map and this comprehensive plan.

Public Schools

Winston-Salem/Forsyth County Schools serves more than 51,000 students and is growing at a rate of two to three percent per year. As shown in Figure 8: Public Facilities, there are three County Schools located in the Village of Clemmons:

- Clemmons Elementary School
- Southwest Elementary School
- West Forsyth High School

As of FY 2008-2009, all three of these schools had enrollment that exceeded each facility's capacity. With the voter approval of the 2006 Bond Plan, County Schools are scheduled to oversee the construction, replacement, and renovation of several schools to the total of \$250 million through 2011. Improvements and an expansion to the West Forsyth High School are scheduled to be completed in 2010. A new 79,300 square foot elementary school is proposed to serve the Clemmons area. As of 2009, Winston-Salem/Forsyth County Schools were selecting the site. The school is projected to be open in 2011.

Parks and Recreation

The Forsyth County Parks and Recreation Department provides park and recreation services throughout the County. The County does not operate any parks within the Village of Clemmons. Tanglewood Park, located immediately adjacent to the Village to the southwest, is a regional park that provides a wide variety of amenities to Village residents and visitors. Plans to increase access to the park through greenways and pedestrian ways are underway.

According to the 2005 *Parks and Open Space Plan* adopted by Forsyth County, the Village of Clemmons, and other municipalities, two new community parks and several greenway trails are proposed within the Clemmons planning area. These park areas are shown on the future land use map for Clemmons.

County Library

The Forsyth County Public Library operates the central library in Winston-Salem and nine branch libraries throughout the County. Clemmons has a branch library located on US-158 near the fire station and Clemmons Elementary School.

Other Basic Services

Services provided by the Health Department, Animal Control, Social Services, and other Forsyth County departments are provided to residents of Clemmons.



KEY FISCAL FACTS

- ♦ The Village’s property tax rate is limited to \$0.15 per \$100 valuation.
- ♦ The average tax rate for similar sized towns is \$0.46 per \$100 valuation.
- ♦ The current tax rate is \$0.0985 – approximately \$0.05 less than the tax cap.
- ♦ If the current tax rate was raised to the tax cap, it would cost the average single-family household in Clemmons an additional \$12 per month.
- ♦ If the 1986 tax rate were trended forward – the Village would charge \$0.29 per \$100 valuation in 2009.
- ♦ Approximately \$0.07 (almost 50 percent) of the tax rate goes to solid waste and recycling; the remaining tax rate pays for other services.

FISCAL CONTEXT

A critical component of planning for the future of Clemmons is an evaluation of the Village’s current fiscal health and forecasts for how different planning choices might impact the community in the future, given what we know today. A full fiscal analysis for the Clemmons market study area can be found in the report entitled *Clemmons Fiscal Analysis* located on the Village’s website. Generally, what this analysis shows is that there are several big issues that will impact future fiscal decisions:

- About half of the Village’s revenues are determined by Clemmons, the remainder comes from fees that are economically or politically sensitive to change.
- Growth will lead to increased revenues under several future land use scenarios developed as part of the fiscal analysis; however, the future land use plan laid out in this plan increases revenues more than the former land use plan.
- Civic improvements, additional services, and new amenities cannot be paid for out of current budget conditions and will require some fiscal action on the part of the Village to find new funding sources.

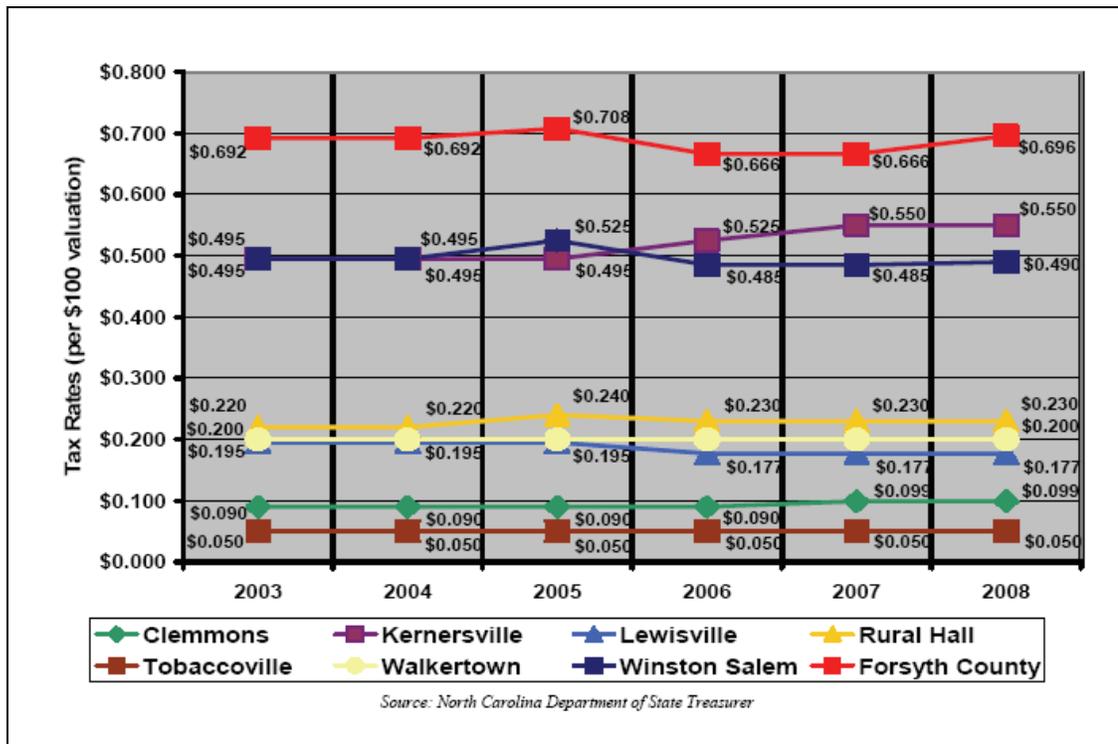
Beyond land use, the Village has many critical choices in its future. While land use changes will improve fiscal health, there are other choices that the community will face in the future. The information provided here should be used as a basis for making decisions that address the funding of future public facilities and services that are demanded as a result of growth. A summary of the analysis results is provided here.

Property Values and Tax Rates

Residential and commercial property tax values in the Clemmons market study area total nearly \$2.4 billion in 2009. Approximately \$1.75 billion of that value is on property within the Village’s corporate limits. Approximately 82 percent of this tax base is residential and 18 percent is non-residential. This imbalance in the property tax base is a real concern for the future fiscal health of the Village.

The Village’s ad valorem tax rate is capped at \$0.15 per \$100 of real property by the State. Currently, the Village tax rate is \$0.0985 per \$100 of real property, \$0.0515 less than the tax rate cap. As shown in Figure 9: Forsyth County’s Community Tax Rates, 2003-2008, Clemmons’ tax rate is very affordable in comparison with other communities in Forsyth County. Even though Clemmons is the third largest community by population in the County, since 2003, only Tobacoville has had a lower tax rate than Clemmons. The average tax rate for similar sized towns in North Carolina is \$0.46 per \$100 valuation. If the Village were to raise the tax rate to the cap of \$0.15, that would cost the average single-family household in Clemmons an additional \$12 per month.

Figure 9: Forsyth County's Community Tax Rates, 2003-2008



Budget Revenues and Expenses in 2009

Revenue for the Village of Clemmons totaled \$4.5 million in fiscal year (FY) 2008-2009. This did not include any fund transfers from reserved or other sources used to balance the budget. Almost 40 percent of the revenue was generated from real and personal property (ad valorem) taxes, with the majority 60 percent coming from fees and other taxes. These fees and other taxes are divided into two categories: those that remain constant, including temporary line items, and those that change with growth.

Seven expense line items in FY 2008-2009 totaled almost \$4.6 million. Public works expenses were half of the expenses. More than 90 percent of Village expenses are expected to be impacted by future growth.

Subtracting expenses from gross revenue resulted in net revenue of -\$171,951 in FY 2008-2009. Part of this negative net revenue can be explained by the economic downturn that occurred nationally in 2008; however, the current revenue structure is also a factor.

Impacts of Land Use Scenarios on Net Revenues

Four land use scenarios were developed to test the future land use objectives of this plan. These land use scenarios included:

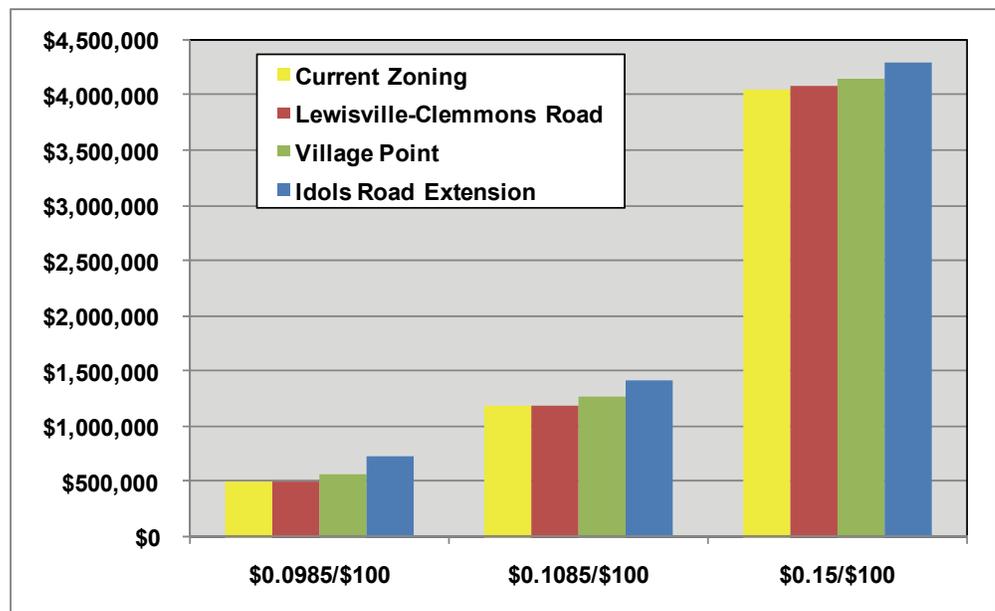
- **Status Quo** - Build out under current zoning, prior to the rezoning of the Novant Hospital complex project
- **Village Point/Novant** - Build out under current zoning with a change to reflect the recent rezoning of the Novant project in the Village Point area
- **Redevelopment of Lewisville-Clemmons South** - Build out under current zoning with a change to reflect redevelopment potential in the Lewisville-Clemmons corridor south of I-40
- **Idols Road Extension** - Build out under current zoning with a change to reflect new employment along the Idols Road Extension corridor

In addition to calculating the net revenue impacts of these four scenarios, additional analysis was conducted to evaluate the implications of maintaining the current tax rate, raising it to \$0.1085, and raising it to the tax cap of \$0.15 under the four scenarios.

The results of this analysis show that each of the three new land use and zoning scenarios will have a positive impact on net revenues for the Village. For all three tax rates, net revenue under the current zoning build-out scenario would be at the low end of the net revenue range, while implementing the Idols Road Extension land use and zoning changes would generate the most net revenue at build out.

While changes to land use and zoning in these three targeted locations will increase the net revenues for the Village, these changes would likely have significantly less impact on the net revenues of the Village than changing the tax rate. Figure 10: Build-out Annual Net Revenue by Land Use Scenario illustrates this point.

Figure 10: Build-Out Annual Net Revenue by Land Use Scenario



Future Growth Impacts on Public Services and Facilities

Over the next 20 years, the population in the Clemmons market study area (an area that includes the Village's corporate limits and future growth areas) is estimated to add 10,000 new residents totaling 33,000. Planning for the needs of the Village in the next 20 years requires analysis of revenues and costs for potential future public services.

As part of the Clemmons Community Compass planning process, a study was conducted to evaluate the fiscal implications of future growth on the provision of public services. Specifically, this report identifies new and/or expanded Village services that may result from implementation of the Comprehensive Plan, evaluates the associated revenues and costs of these services, and includes potential funding strategies to pay for new services. For more information on this report, please see the *Clemmons Fiscal Analysis Report* provided on the Village's website.

One of the key findings of this report is the need for an annual process to identify future capital improvement projects that the Village will undertake in the next 10 years, set priorities among the projects, and develop a formal plan for funding new services and facilities. A 10-year Capital Improvement Plan process is recommended to serve this need.

Objective #64: Prepare a 10-Year Capital Improvement Plan

To better evaluate expected future services and capital expenditures, the Village should prepare a 10-year Capital Improvement Plan (CIP) that identifies costs and funding sources for future capital projects.

