Town of Leland

Growing our future. Nourishing our roots.

Age-Friendly Community Strategic Plan

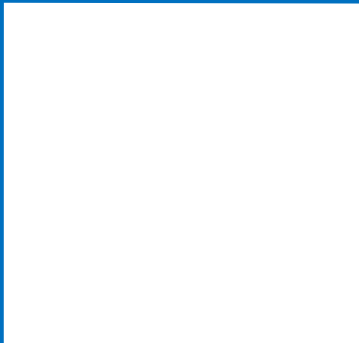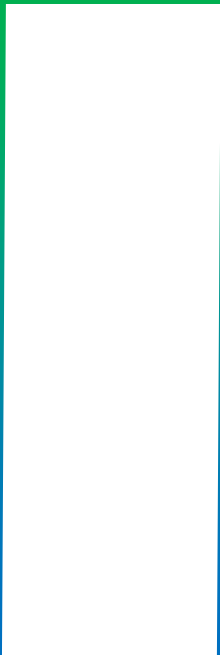# FYs 23-24 to 27-28

In collaboration with

AARP®

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Part One: Introduction

The Town of Leland, situated conveniently between the City of Wilmington and Brunswick County Beaches, is among the fastest growing municipalities within the State of North Carolina. Leland has embraced itself as being an attractive and highly desired community for residents who are seeking a more affordable, relaxed, and slower paced lifestyle. One demographic that the area has seen a high influx of is the older, 55+ aged resident. As such, the Town recognizes this population and has proactively sought to develop, in coordination and collaboration with AARP, a strategic plan that emphasizes this demographic. This plan, titled the Age-Friendly Community Strategic Plan, has the following mission: to create a safer and more integrated community for older residents, but also for residents of all ages within the Town of Leland through the 8 Domains of Livability. This plan marries, with an emphasis on the older demographic, the strategies, actions, and priorities identified within the Town's Leland 2045 Comprehensive Plan.

1.1   Features of an Age-Friendly Community

The plan is structured around key features that characterize age-friendly communities. These features are:

- Housing that is affordable, well-situated, centrally located, in good condition, and safe and secure.
- Neighborhoods, outdoor spaces, and buildings that are pleasant, clean, secure, and physically accessible.
- Public or private transportation that is safe, accessible, and affordable.
- People of all ages have opportunities to participate in recreational, social, cultural, and spiritual activities with people of all ages and cultures.
- People of all ages are treated with respect and are included in the civic life of the community.
- Emphasis on opportunities in the community for employment or volunteerism that satisfy the needs, interests, and abilities of older people, but also individuals of all ages.
- Communication and information are available through a variety of channels to reach residents of all ages.
- Community support and health that fit the needs of all ages.
- Continuous learning opportunities from cradle to grave.

The Age-Friendly Strategic Plan's vision follows the following characteristics from the Leland 2045 Comprehensive Plan ("Leland 2045"):

Leland is prosperous, inclusive, and resilient. It is a healthy, safe, equitable, and accessible community built upon our strong values for the natural environment; inclusivity; walking and biking; social, economic, and physicality; the quality of our neighborhoods; access to services, facilities, and places to gather; and the unique image and sense of place we have nurtured together as a community.

The Age-Friendly Community Strategic Plan is supported by the goals, strategies, and objectives contained within Leland 2045. This plan seeks to assess the existing conditions of the Town, how the 8 Domains of Livability relate to the future growth plan, and what fundamentals, goals, principles, and opportunities the Town can prioritize to achieve a more age-friendly community.

1.2   Leland Community Background

The Town of Leland is located along the scenic Brunswick River in northern Brunswick County, just five miles west of historic downtown Wilmington. Prior to its incorporation in 1989, Leland was small, and included homes, retail establishments, churches, and similar land-uses. The community was clustered along the crossroads of Village Road and the Wilmington, Columbia, and Augusta Railroad towards Summerville, SC, and Phoenix, NC.

For many years, Leland was one of many small, unincorporated communities throughout Brunswick County that served as minor centers of trade throughout the early 20th century. The Town of Leland was officially incorporated in 1989 and beginning in the mid-1990s, several developing residential communities were annexed into the Town. As a result, Leland has prospered by responding to growth opportunities within the original jurisdictional boundaries, as well as through the expansion of Town boundaries.

The community's growth has responded to the real-estate market's opportunities and has generally been accommodated in large Planned Unit Developments (PUDs) that focus primarily on active retirees. These developments, along with Leland's lower-than-average cost of living, provide an amenity-based community that is attractive to the older demographic moving into the region due to lifestyle choices, weather, amenities, and affordability. These assets have resulted in a rapid increase in the Town's population in the last 20 years. According to census data from the American Community Survey, Leland increased from a population of 11,925 in 2010 to an estimated 24,473 in 2022. This reflects an increase of approximately 91 percent since 2010, placing Leland among the fastest-growing municipalities in North Carolina and at the center of northern Brunswick

County's continuing business expansion. Leland's population growth is expected to continue at a rapid pace, with a projected population of 74,344 in 2045.

Leland's road network, which includes such major arterials as Interstate 140, U.S. Highway 17 and U.S. Highways 74/76, bisects the community. Development, both residential and commercial, generally follow these roadways. The Town's planning area for Leland 2045, as shown in Map 1, extends westward along U.S. Highways 74/76 to the intersection with NC Highway 87, down to Town Creek to the south, and east to the Brunswick River, Cape Fear River, and Eagles Island along NC Highway 133. These development patterns have primarily fostered an auto-dependent culture that presents challenges to the Town's planning for age-friendly policies and programs. Surrounding communities include the Towns of Navassa, Belville, and Northwest, the City of Wilmington, and unincorporated Brunswick County.

Map 1: Planning Area Map
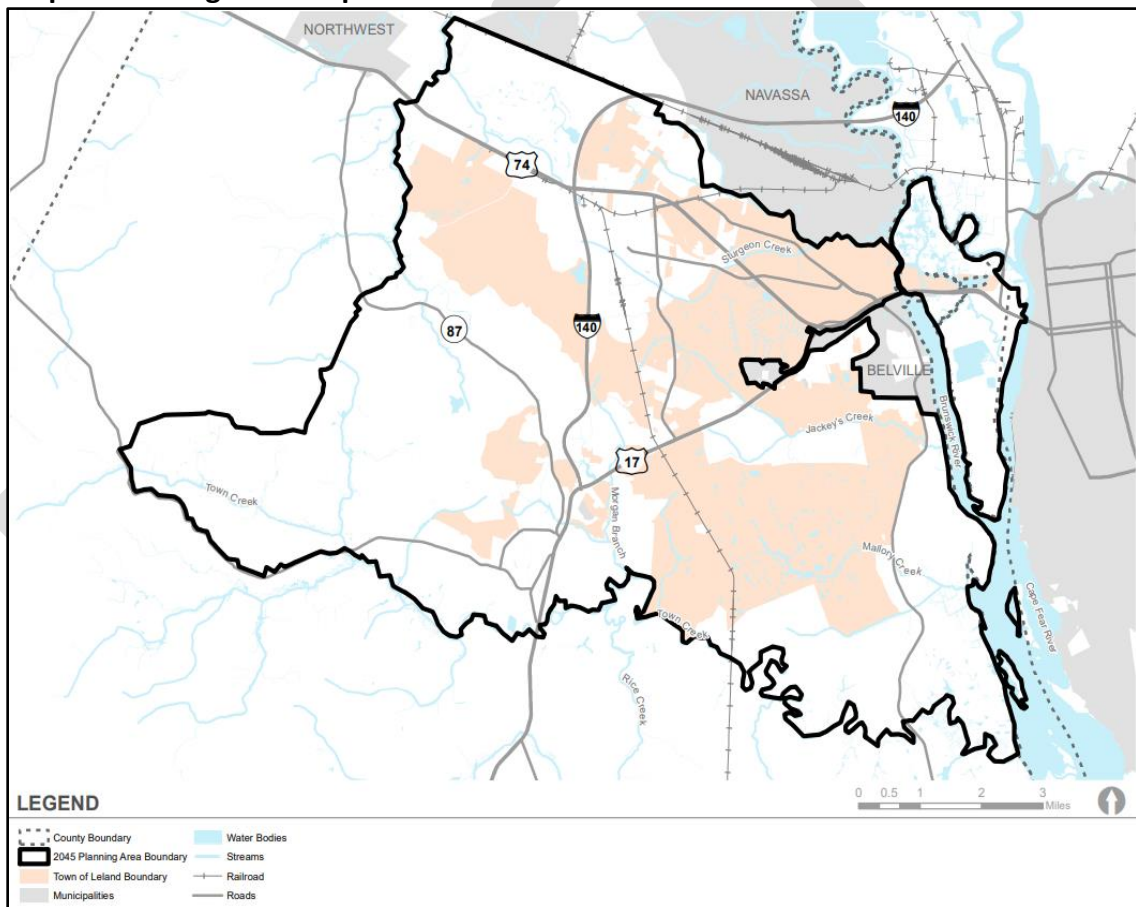
1.3   The Aging Population

Brunswick County and the greater Wilmington region are some of the fastest-growing areas within the state. Contributing to the growth is the increase of residents 60 years and older within the Leland area. According to census information from the 2022 American Community Survey, approximately 8,942 of the 24,473 residents of the Town were age 60 and older. This amounts to over 36 percent of the Town's population compared to the 21.5 percent estimated for the same demographic documented in 2010. Moreover, just over 8 percent of the Town's residents were 75 and older in 2022, an increase from the 3.7 percent of the same demographic documented in 2010.

Another indicator of an aging demographic is to better understand the younger population. Leland has been trending towards a higher median age, with the median age documented at 38.6 years in 2010 and increasing to 47.1 in 2022. Leland has seen a decrease in the share of residents under 5 years of age. In 2022, those under the age of 5 made up 4.9 percent of Leland residents, below the 9.1 percent documented for the same age group for Leland in 2010. It is important to note the demographics of the Town's population as it has implications for future land use and policy development.

2010 – 2022 American Community Survey 5-Year Statistics

Table 1: Population

	2010	2022	% CHANGE
Leland	11,925	24,473	105.2%
Brunswick	101,994	139,721	37.0%
North Carolina	9,271,178	10,470,214	12.9%

Table 2: Median Age

	2010	2022	% CHANGE
Leland	38.6	47.1	22.0%
Brunswick	46.6	55.7	19.5%
North Carolina	37.1	39.1	5.4%

Many older adults are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of residents in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires. Improving the accessibility to these amenities is a critical component of this plan.

Accessibility is defined as the capability of being used or accessed by people of different abilities and backgrounds. Accessibility is often used within the context and definitions determined by the Americans with Disabilities Act (ADA) requirements. Accessible is not the same as inclusive, however, accessibility of public spaces is an important first step and is often followed by looking at how to make those spaces more equitable and inclusive.

In addition to quantitative data, it is also important to have a general picture of where people live in Leland. Map 2, Age-distribution by Census Tract, shows the general distribution of age patterns for the Town. The highest concentration of older adults is found in the southeast corner of the planning area in the communities of Brunswick Forest and Mallory Creek Plantation. The communities of Waterford and Magnolia Greens which are southwest to the interchange of U.S. Highway 17 and U.S. Highways 74/76 also host a higher concentration of seniors.

Map 2: Age-distribution by Census Tract

SOURCE: Design Workshop, ESRI U.S. Census Bureau / ACS 2019 Estimates
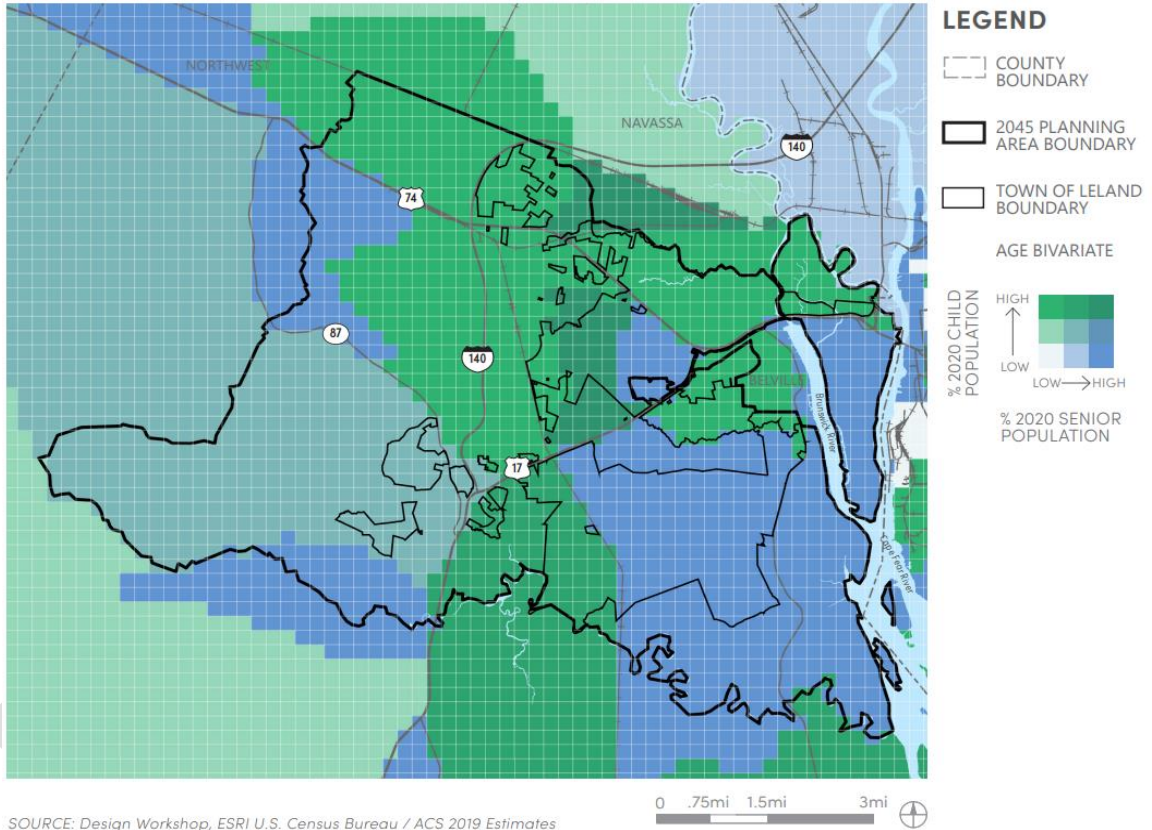
1.4   Policy Considerations – The 8 Domains of AARP

The age of residents within the Town has implications for future land use and policy challenges, including accessibility to healthcare, social interaction, affordable housing, food accessibility, and transportation challenges. Leland has seen a rapid influx in new residents of varying ages, and it is critical to recognize that the Baby Boomer generation, those born between 1946 and 1964, shares many preferences with the Millennial generation, those born between 1981 through 1996. In the development of this plan, the Town sought influence from the 8 Domains of Livability, as pioneered by AARP. These 8 Domains are spread across two environments: the Built Environment (Housing, Outdoor Spaces and Buildings, and Transportation) and the Social Environment (Civic Participation and Employment, Communication and Information, Respect and Social Inclusion, Social Participation, and Health Services and Community Supports.

Housing	"The physical features of a residence can be critical to a person's ability to age in place. Unfortunately, much of the nation's current housing stock may prove inappropriate as the population ages…. Accessibility features permit people to age in place rather than being forced to move to more expensive assisted living facilities or other institutional settings. A Livable Community is safe and secure, has affordable and appropriate housing and transportation options, and offers supportive community features and services. Once in place, those resources enhance personal independence, allow residents to age in place, and foster their engagement in the community's civic, economic and social life." —*AARP Policy Book 2023*
Outdoor Spaces & Buildings	People need public places to gather — indoors and out. Green spaces, seating, and accessible buildings with elevators, zero-step entrances, staircases with railings, among other attributes, can be used and enjoyed by people of all ages. Leland's natural resources are fundamental to the Town's lifestyle, economy, well-being, and resilience. Protecting and maintaining the health and ecological function of natural resources is a primary objective within planning for growth. Additionally, converting underutilized land into safe outdoor spaces (community gardens, recreational fields, etc.) that can be used by people of all ages and abilities is an opportunity to create such public spaces.

Transportation	"Transportation is the vital link that connects older adults to social activity, economic opportunity, and community services that support their independence. Without it, people are less able to remain in their homes and communities as they age. Many older adults need specialized transportation services such as door-to-door paratransit and escorts to physician's offices. Safe, affordable, accessible, dependable, and user-friendly options are needed to overcome the physical limitations associated with aging. A Livable Community is safe and secure, has affordable and appropriate housing and transportation options, and offers supportive community features and services. Once in place, those resources enhance personal independence, allow residents to age in place, and foster their engagement in the community's civic, economic and social life." –*AARP Policy Book 2023*
Civic Participation & Employment	"Communities with integrated live, work and play opportunities create strong market demand. Just as people are attracted to places close to work, recreation, entertainment and transit options, employers are learning that the same quality of life benefits enhance their business's competitive position. As people and businesses make livable communities their home, these places become strong economic centers. Livable communities are good for people and good for business. They are places where Americans increasingly want to live, work and play. Whether a person is young or old, starting a family or a business, livable communities provide a host of appealing advantages that enhance the quality of life of residents, the economic prospects of businesses and the bottom lines of local governments." – The Livability Economy: People, Places, and Prosperity (AARP)
Communication & Information	Age-friendly communities recognize that different age groups have varying levels of technological capability and that not everyone has access to a smartphone or home-based internet. Information needs to be shared through a variety of methods. Leland's plans and the plans of adjacent jurisdictions complement each other's vision, goals, and opportunities for success. We collaborate with our neighbors to elevate both Leland and the region.
Respect & Social Inclusion	Everyone should have the opportunity to feel valued. Intergenerational gatherings and activities are a way for young and older people to learn from one another, honor what each other has to offer and, at the same time, feel good about themselves. Goals of Leland's neighborhoods and communities is to promote connectivity, sense of place, character, and quality of life. This is done by providing walkable and bikeable places for living, working, shopping, recreating, and interacting for diverse age groups, income levels, and abilities.
Social Participation	"Livable communities are good for people and good for business. They are places where Americans increasingly want to live, work and play. Whether a person is young or old, starting a family or a business, livable communities provide a host of appealing advantages that enhance the quality of life of residents, the economic prospects of businesses and the bottom lines of local governments." –*AARP Policy Book 2023*

Health Services & Community Supports	"Public health promotes and protects the health of people and the communities in which they live, learn, work, and play. Strategies to improve the public's health are multifaceted and involve multiple entities, including federal and state governments, health providers, faith and community-based organizations, and individuals. A Livable Community is safe and secure, has affordable and appropriate housing and transportation options, and offers supportive community features and services. Once in place, those resources enhance personal independence, allow residents to age in place, and foster their engagement in the community's civic, economic and social life. *–AARP Policy Book 2023*

Other areas that AARP has identified as key areas of importance outside of the 8 Domains of Livability include Emergency Preparedness, Elder Abuse, Public Safety, and Dementia-friendly communities. While outside of the 8 Domains of Livability, these elements should be recognized and taken into consideration when advancing the goals, objectives, and actions of this plan and the goals, objectives, and actions of the Leland 2045.

It is important to note the aspects of Emergency Preparedness and Public Safety, given the Town's proximity to the coast and vulnerability to nature hazards. The region has witnessed multiple large-scale and damaging tropical systems, and residents are susceptible to natural events that other age-friendly communities may not face. Furthermore, the Town can incorporate policies and prioritize efforts that promote efforts mitigating elder abuse and improve dementia-friendliness.

Part Two: Engaging the Community

The development of this Age-Friendly Strategic Plan relied heavily on the public input collected during the development of the Leland 2045 plan. Furthermore, an identified group of individuals, labeled the Circle of Influence, helped shape the structure of this plan. Principles that emerged from these public engagement processes include the desire for a safer, greener, more connected, educated, and walkable community, all of which are principles of an age-friendly community. This strategic plan is built upon the identified opportunities, goals, and actions that resulted from the Leland 2045 public engagement process, as well as feedback from the Circle of Influence.

2.1 Leland 2045 Community Input

Leland 2045 is a planning document that outlines goals, policies, and implementation strategies that were developed through a robust public engagement process. The purpose of Leland 2045 is to enable Leland officials and citizens to anticipate and constructively respond to growth and change, and to encourage the development of safe and healthy, built and natural environments that create opportunities for all. Over the course of the plan's development, there were multiple opportunities for the public to provide input, voice concerns, comment on, and shape in-progress plan materials.

The plan was influenced by two online public surveys, as well as socially distanced and virtual community workshops as the public input period occurred during the Covid-19 pandemic. The surveys evaluated citizen satisfaction with existing Town services and qualities and offered a glimpse into public preferences for prioritizing future investment. Outcomes of this input resulted in the Town committing to developing an age-friendly strategic plan, as well as a prioritization of greener, safer, more connected, diverse, and resilient development through community programs, revision of codes and ordinances, and plan development.

2.2 Circle of Influence Group and Support

A group of individuals, labeled the Circle of Influence, was identified to help shape the plan initiated by the Town. The individuals were identified by their role in the community, their expertise in their respective realms and professions, and their known interest in civic participation. This group helped provide additional perspectives that may not have been able to be provided by the Town, and their feedback was incorporated into the development of this plan.

2.3 Neighborhood Workshops and Presentations [to be included later?]

Part Three: Age-Friendly Urban Design

3.1 Developing a Mixed-Use Town Center

Leland is a community committed to a common vision in tune with 21st century rules for livability and marry that vision with AARP's 8 Domains of Livability: make a place that works for residents in all life stages, for job creators large and small, and for fun. Several of the 8 Domains are housed within the built environment, and the FlexCode is a land use ordinance that directly affects that. The FlexCode is a form-based code, which is a land development regulation that fosters a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. Every town's shape and characteristics are a little different and reflect the unique character of the place. In short, the FlexCode prioritizes safer, walkable, and connected environments for a more functional community.

The intent and purpose of the FlexCode is to enable, encourage, and promote livable areas by activating public spaces. It is important to note that three of the eight Domains of Livability are grounded within the Built Environment, as the Built Environment builds the foundation of livable environments: how areas are designed (physically and aesthetically), what are the required components of a development, the promotion of connectivity and fostering of interactions amongst people, quick access to various services, goods, employment and housing opportunities, all within a set amount of distance and ideally walkable. In 2011, Leland adopted its FlexCode zoning ordinance as a tool to help achieve these live, work, and play environments, and seeks to curtail future developments into ones that align with the community's aspirations.

3.2 Preferred Livable Outcomes

To build upon Leland's unique and evolving identity, policies have been initiated to create walkable and bikeable, family-friendly neighborhoods and nodes that combine opportunities for residential living, shopping, entertainment, and other daily pursuits. The FlexCode embodies the "Livable Economy" and emphasizes livability. Livability is a high-level performance measure of neighborhood design factors that are critical to high quality of life for people of all ages. The Livability Economy report identifies a framework based on these design factors that includes four essential livability outcomes and documents how communities have benefited economically by focusing on these outcomes:

- Compactness,
- Integration of Land Uses,
- Housing Diversity, and
- Transportation Outcomes.

3.3 Compactness

The Livable Communities framework promotes compact land use as a way to reduce the expense of constructing and maintaining roads, utilities, storm sewers, and other public infrastructure while also increasing property values in the community. Compact land use enhances the walkability of a community and fosters a stronger sense of place.

Leland aims to retain its natural infrastructure and visual character derived from environmental conditions including topography, woodlands, wetlands, riparian (wildlife) corridors, and other environmental characteristics. The neighborhoods and regional centers should be compact, pedestrian-oriented, and mixed use interconnected by networks of thoroughfares designed to disperse traffic and reduce the length of automobile trips. Providing trails such as greenways and blueways is also valued.
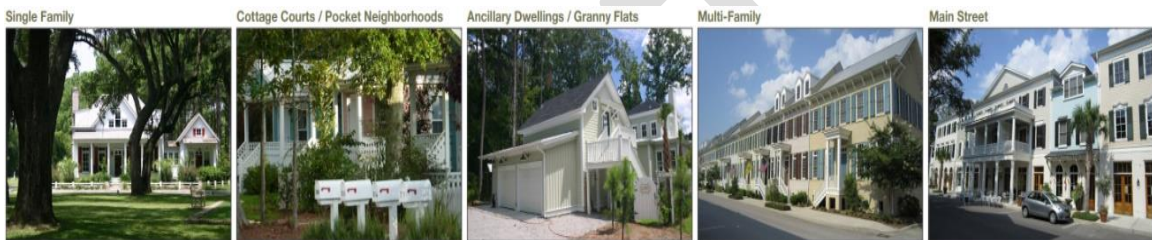
3.4 Integration of Land Uses

Livable Communities with integrated live, work, and play opportunities create strong market demand. Just as people are attracted to places close to work, recreation, entertainment and transit options, employers are learning that the same quality of life benefits enhance their business's competitive position. As people and businesses make Livable Communities their home, these places become strong economic centers.
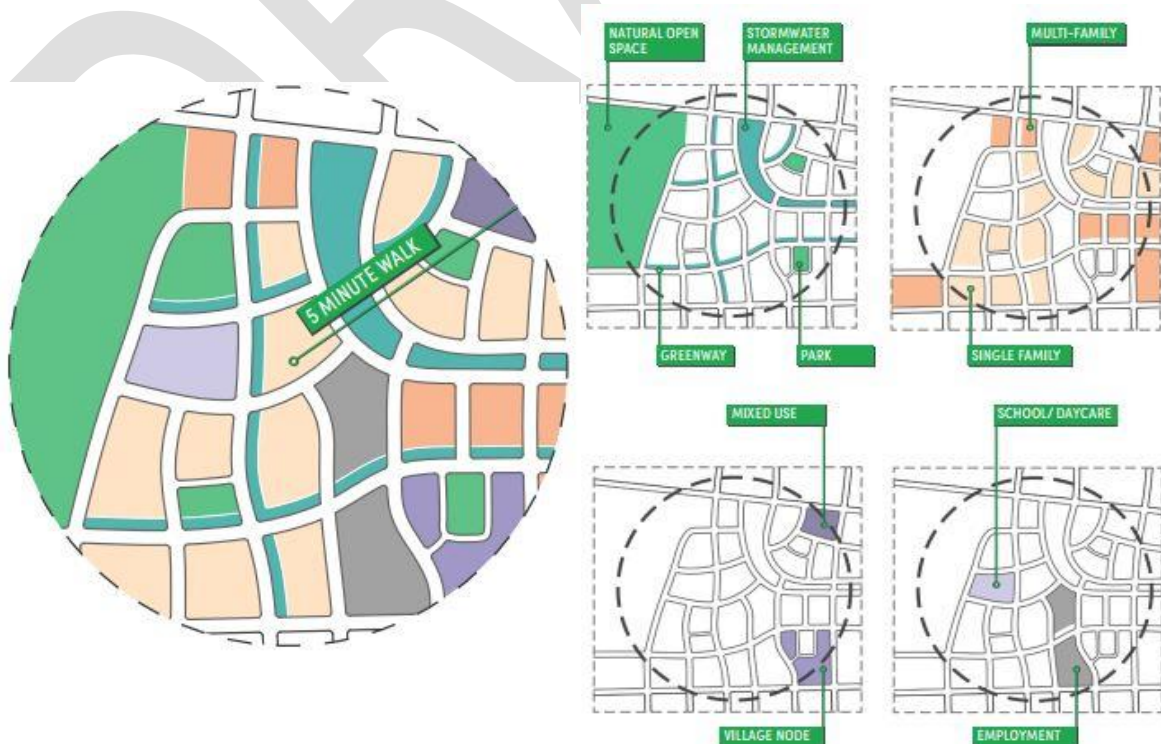
The Flexcode supports civic, institutional, and commercial activity to be embedded in town centers and neighborhood centers; not isolated in remote single-use complexes. Neighborhoods should provide daily needs within close proximity to dwellings so that residents may choose to work, recreate, and shop within walking distance of their home. Additionally, the FlexCode provides for a range of open space including parks, squares, community gardens, and playgrounds to be distributed within neighborhoods and downtown, all located within a 5-minute walk.

3.5   Housing Diversity

A diverse housing stock provides a competitive advantage for Livable Communities to attract and retain older and younger residents. Livable Communities consider housing diversity in terms of type, affordability, and accessibility, regardless of age or mobility.

The FlexCode intends for communities to provide meaningful choices in living arrangements as manifested by distinct physical environments. Growth strategies should encourage infill and redevelopment equally with new communities while development adjacent to urban areas should be structured in the pattern of traditional neighborhood infill development or as a regional center for development and be integrated with the existing urban pattern.

3.6   Transportation

Individual mobility is an important transportation planning framework for local governments. Regional transportation planning typically focuses on congestion mitigation, reducing traffic between residential and work centers during rush hours. Local mobility planning considers how residents are able to circulate around the community throughout the day to multiple destinations: running errands, picking up children, going to a doctor's appointment, accessing recreational facilities, and going to work.

The FlexCode incorporates traditional neighborhood development, a community unit type structured by a standard pedestrian shed oriented toward a common destination consisting of a mixed-use center or corridor, and in the form of a medium-sized settlement near a transportation route. A long pedestrian shed represents an approximately ten-minute walk at a leisurely pace. When applied to a Regional Center Development community unit type, the community takes the form of a high-density, mixed-use center connected to other centers by transit. Projects located within one-fourth miles of an existing or planned transit service are recognized as an exceptional design standard, as multiple methods of transportation can be easily accessed.

3.7 Opportunities in Standard Districts

While the FlexCode does allow for the types and styles of development that foster an age-friendly configured community, age-friendly principles can still be advanced within zoning districts outside of the FlexCode. The Town recognizes that there are areas within the planning area that may continue with more traditional styles of development.

Areas of opportunity within each zoning district include connectivity improvements that can provide easy and equitable access between spaces of active and passive open areas that promote spending time outdoors and exercise, and landscaping and buffering that increase the presence of trees for shade and may reduce noise, light, and sight pollution. As one example of an opportunity, introducing tree, screening, and buffering policies with these existing zoning districts could result in new and redevelopment having to provide green spaces and new trees for the benefits mentioned above. Other opportunities that could improve livability include opportunities within connectivity requirements and permitted uses within zoning districts.

Part Four: The 8 Domains and the Leland Age-Friendly Plan

4.1   Age-Friendly Themes

The following themes described in Leland 2045 have in them age-friendly principles nested within each theme's opportunities and strategies section. The details in Section 1.1, the information gained from the community survey, and the consensus ideas that evolved from the workshops created these themes and provide the basis for the plan recommendations that will put them into action.

HIGHLY VALUED AND PROTECTED NATURAL AND CULTURAL RESOURCES

AN INCLUSIVE, SUPPORTED, HEALTHY, SAFE, AND EDUCATED COMMUNITY

LIVABLE, DIVERSE, AND CONNECTED NEIGHBORHOODS THAT ACCOMMODATE GROWTH

INFRASTRUCTURE THAT SUPPORTS COMMUNITY LIFE

A RESILIENT AND STABLE ECONOMY

AN ACTIVE PARTICIPANT IN A COOPERATIVE REGION

4.2   Plan Recommendations

The following policies and programs are recommended to accomplish the vision and goals of Leland 2045. The comprehensive plan serves as a roadmap on what the Town values and prioritizes, and how the Town should responsibly grow. These goals are incorporated into this age-friendly strategic plan to marry age-friendly planning with the Town's ultimate vision. Recommendations focus on the utilization of the Town's existing and future services and facilities with some recommendations requiring coordination with other agencies or private and non-profit organizations.

4.2.1	Leland's natural resources are fundamental to our lifestyle, economy, well-being, and resilience. Protecting and maintaining its health and ecological function are a primary objective within planning for growth
Goal	**Description**
A	Protect and augment the components of Leland's natural environment that will keep people and investments more safe from flooding, provide recreation and access to nature, enhance the tourism economy, and protect valuable natural resources.
B	Promote green building and development techniques as a part of Leland's image, character, and brand.
C	Create a linked open space network that supports environmental connectivity, trails, and blueways.
4.2.2	Leland's neighborhoods and communities promote connectivity, sense of place, character, and quality of life. This is done by providing walkable and bikeable places for living, working, shopping, recreation, and interacting for diverse age groups, income levels, and abilities
Goal	**Description**
A	Resiliency and open space planning linked with growth management planning – grow where it is suitable to do so from an environmental and economic standpoint.
B	Growth accommodated toward a community-derived vision of the character, form, density, location, and development principle.
C	Planning frameworks that create a complete community: • Connectivity (multimodal), • Access to parks and open space, • Access to community services, • Access to employment opportunities, • Centers and edges, • Mix of uses, and • Housing diversity.
D	A more consistently recognizable sense of place and identity for the Town of Leland and individual communities and areas within it.
E	Reducing sprawling, auto-dependent development.
4.2.3	Leland has the programs, plans, strategies, and a workforce that is prepared to capitalize on regional opportunities that diversify and expand its tax base and stabilize its vulnerability to economic cycles
Goal	**Description**
A	Diversify the economy and tax base.
B	Weave workforce training into primary and secondary education.
C	Continue to capitalize on Leland's reputation as a retirement community destination.
D	Collaborate with Leland Tourism Development Authority to increase travel and tourism.

4.2.4	Public health, safety, and education are valued and provided for with access to housing choices, high quality schools, libraries, healthy foods, parks and recreation, healthcare, safe neighborhoods, art, and culture
Goal	**Description**
A	Equitable and easy access to a healthy lifestyle, quality healthcare, community services, good education, and attainable housing.
B	Housing diversity supported by codes and ordinances.
C	High levels of multimodal connectivity to reduce time spent in the car.
D	Access to broadband internet.
E	Support for arts and culture and local artists.
F	Public infrastructure systems that are sized, located, and managed to protect or restore the quality and productivity of Areas of Environmental Concern (AEC) and other fragile areas.
4.2.5	Leland plans and provides for efficient, cost-effective, and environmentally friendly infrastructure service, walking and biking, safe and complete streets, and opportunities for potential future transit connectivity
Goal	**Description**
A	Connectivity with complete and multimodal streets.
B	Connectivity through trails and greenways.
C	Street designs and travel speeds that match community and node types.
D	Expansion of transit use Town-wide.
E	Becoming a place known as a "trails, biking, and walking community."
F	Expansion of green infrastructure usage.
4.2.6	Leland's plans and the plans of adjacent jurisdictions complement each other's vision, goals, and opportunities for success. We collaborate with our neighbors to elevate both Leland and the region
Goal	**Description**
A	Regional cooperation and collaboration in growth.
B	Regional open space connectivity.
C	Regional trail connectivity.
D	Regional promotion and economic development.

To marry AARP's 8 Domains of Livability with the goals envisioned within Leland 2045, each opportunity was cross-referenced with the principles of the domains. Each theme of Leland 2045 intersects with at least one of the Domains of Livability, but some opportunities align with multiple domains. The matrix, found in Appendix 1, connects those opportunities with the relevant domains.

4.3   Plan Progress

The Town has made significant progress towards achieving and implementing the goals identified within the Leland 2045 comprehensive plan. The numerous efforts that have been completed by the Town include placing nearly 1,400 acres of land within the Town's boundaries into the Conservation Zoning district, zoning land that can provide more affordable housing close to commercial centers, providing volunteer and social activities for residents and visitors, adopting amendments to the Code of Ordinance that create a more connected and accessible community, and construction efforts at the Town's Founder's Park for better broadband access and a more engaging, activated, and welcoming space.

With the adoption of this age-friendly strategic plan, the Town can further identify, prioritize, and streamline age-friendly relevant goals, strategies, and opportunities with the support of this plan.

4.4   8 Domains and Identified Leland 2045 Themes

The goals of each of the six themes as identified within Leland 2045 were reflected against the goals of each of the 8 Domains of Livability. This was done to identify how the goals within the comprehensive plan play a fundamental part within the 8 Domains of Livability.

AARP Domain	Leland 2045 Theme	Goal
Housing	Livable Neighborhoods	Growth accommodated toward a community-derived vision of the character, form, density, location, and development principle.
		Planning frameworks that create a complete community: • Connectivity (multimodal), • Access to parks and open space, • Access to community services, • Access to employment opportunities, • Centers and edges, • Mix of uses, and • Housing diversity
	Resilient & Stable Economy	Continue to capitalize on Leland's reputation as a retirement community destination.
	Healthy / Safe / Educated Community	Equitable and easy access to a healthy lifestyle, quality healthcare, community services, good education, and attainable housing.
		Housing diversity supported by codes and ordinances.

		Public infrastructure systems that are sized, located, and managed to protect or restore the quality and productivity of Areas of Environmental Concern (AEC) and other fragile areas.
	Partner in a Cooperative Region	Regional cooperation and collaboration in growth.
		Regional promotion and economic development.
Outdoor Spaces and Buildings	**Natural & Cultural Resources**	Protect and augment the components of Leland's natural environment that will keep people and investments more safe from flooding, provide recreation and access to nature, enhance the tourism economy, and protect valuable natural resources.
		Promote green building and development techniques as a part of Leland's image, character, and brand.
		Create a linked open space network that supports environmental connectivity, trails, and blueways.
	Livable & Connected Neighborhoods	Resiliency and open space planning linked with growth management planning – grow where it is suitable to do so from an environmental and economic standpoint.
		Growth accommodated toward a community-derived vision of the character, form, density, location, and development principle.
		Planning frameworks that create a complete community: • Connectivity (multimodal), • Access to parks and open space, • Access to community services, • Access to employment opportunities, • Centers and edges, • Mix of uses, and • Housing diversity.
		A more consistently recognizable sense of place and identity for the Town of Leland and individual communities and areas within it.
	Resilient & Stable Economy	Continue to capitalize on Leland's reputation as a retirement community destination.
	Healthy / Safe / Educated Community	Equitable and easy access to a healthy lifestyle, quality healthcare, community services, good education, and attainable housing.
		High levels of multimodal connectivity to reduce time spent in the car.
		Public infrastructure systems that are sized, located, and managed to protect or restore the quality and productivity of Areas of Environmental Concern (AEC) and other fragile areas.

		Connectivity through trails and greenways.
	Infrastructure	Becoming a place known as a "trails, biking, and walking community."
		Expansion of green infrastructure usage.
	Partner in a Cooperative Region	Regional cooperation and collaboration in growth.
		Regional open space connectivity.
		Regional trail connectivity.
		Regional promotion and economic development.
Transportation	**Natural & Cultural Resources**	Protect and augment the components of Leland's natural environment that will keep people and investments more safe from flooding, provide recreation and access to nature, enhance the tourism economy, and protect valuable natural resources.
		Create a linked open space network that supports environmental connectivity, trails, and blueways.
	Livable Neighborhoods	Growth accommodated toward a community-derived vision of the character, form, density, location, and development principle.
		A more consistently recognizable sense of place and identity for the Town of Leland and individual communities and areas within it.
		Reducing sprawling, auto-dependent development.
	Resilient & Stable Economy	Diversify the economy and tax base.
		Continue to capitalize on Leland's reputation as a retirement community destination.
	Healthy / Safe / Educated Community	Equitable and easy access to a healthy lifestyle, quality healthcare, community services, good education, and attainable housing.
		High levels of multimodal connectivity to reduce time spent in the car.
		Public infrastructure systems that are sized, located, and managed to protect or restore the quality and productivity of Areas of Environmental Concern (AEC) and other fragile areas.
	Infrastructure	Connectivity with complete and multimodal streets.
		Connectivity through trails and greenways.
		Street designs and travel speeds that match community and node types.
		Expansion of transit use Town-wide.
		Becoming a place known as a "trails, biking, and walking community."
		Expansion of green infrastructure usage.
	Partner in a Cooperative Region	Regional cooperation and collaboration in growth.
		Regional open space connectivity.
		Regional trail connectivity.
		Regional promotion and economic development.

Civic Participation & Employment	Livable Neighborhoods	Growth accommodated toward a community-derived vision of the character, form, density, location, and development principle.
		Planning frameworks that create a complete community: • Connectivity (multimodal), • Access to parks and open space, • Access to community services, • Access to employment opportunities, • Centers and edges, • Mix of uses, and • Housing diversity.
	Resilient & Stable Economy	Diversify the economy and tax base.
		Weave workforce training into primary and secondary education.
		Continue to capitalize on Leland's reputation as a retirement community destination.
		Collaborate with Leland Tourism Development Authority to increase travel and tourism.
	Healthy / Safe / Educated Community	Equitable and easy access to a healthy lifestyle, quality healthcare, community services, good education, and attainable housing.
		Support for arts and culture and local artists.
	Partner in a Cooperative Region	Regional cooperation and collaboration in growth.
		Regional promotion and economic development.
Communication & Information	Resilient & Stable Economy	Weave workforce training into primary and secondary education.
		Continue to capitalize on Leland's reputation as a retirement community destination.
		Collaborate with Leland Tourism Development Authority to increase travel and tourism.
	Healthy / Safe / Educated Community	Equitable and easy access to a healthy lifestyle, quality healthcare, community services, good education, and attainable housing.
		Access to broadband internet.
		Support for arts and culture and local artists.
	Partner in a Cooperative Region	Regional cooperation and collaboration in growth.
		Regional promotion and economic development.

Respect & Social Inclusion	**Livable Neighborhoods**	Growth accommodated toward a community-derived vision of the character, form, density, location, and development principle.
		Planning frameworks that create a complete community: • Connectivity (multimodal), • Access to parks and open space, • Access to community services, • Access to employment opportunities, • Centers and edges, • Mix of uses, and • Housing diversity.
	Resilient & Stable Economy	Weave workforce training into primary and secondary education.
		Continue to capitalize on Leland's reputation as a retirement community destination.
	Healthy / Safe / Educated Community	Equitable and easy access to a healthy lifestyle, quality healthcare, community services, good education, and attainable housing.
		Support for arts and culture and local artists.
	Partner in a Cooperative Region	Regional cooperation and collaboration in growth.
		Regional promotion and economic development.
Social Participation	**Livable Neighborhoods**	Growth accommodated toward a community-derived vision of the character, form, density, location, and development principle.
		Planning frameworks that create a complete community: • Connectivity (multimodal), • Access to parks and open space, • Access to community services, • Access to employment opportunities, • Centers and edges, • Mix of uses, and • Housing diversity.
	Resilient & Stable Economy	Continue to capitalize on Leland's reputation as a retirement community destination.
		Collaborate with Leland Tourism Development Authority to increase travel and tourism.
	Healthy / Safe / Educated Community	Equitable and easy access to a healthy lifestyle, quality healthcare, community services, good education, and attainable housing.
		Support for arts and culture and local artists.
	Partner in a Cooperative Region	Regional cooperation and collaboration in growth.
		Regional promotion and economic development.

Health Services & Community Supports	**Livable Neighborhoods**	Growth accommodated toward a community-derived vision of the character, form, density, location, and development principle.
	Resilient & Stable Economy	Diversify the economy and tax base.
		Continue to capitalize on Leland's reputation as a retirement community destination.
	Healthy / Safe / Educated Community	Equitable and easy access to a healthy lifestyle, quality healthcare, community services, good education, and attainable housing.
		Support for arts and culture and local artists.
	Partner in a Cooperative Region	Regional cooperation and collaboration in growth.
		Regional promotion and economic development.

Part Five: Implementation

5.1 Action Playbook

Each of the principles, strategies, and actions included in this document are important for the Town to achieve its vision. The Town of Leland Age-Friendly Strategic Plan is a living document that needs to be worked on and assessed regularly. To be effective, the plan needs to influence the actions of the Town's departments and encourage collaboration and cooperation between them. The plan describes actions in terms of immediate activities that begin with adoption of the plan and are typically completed or realized within the first year; short-term activities that start within one to two years of the plan's adoption; mid-term activities that begin two to four years after the plan's adoption; and long-term activities that begin five years after the plan's adoption and may extend beyond five years and overlap into the next comprehensive plan effort.

5.2 Action Descriptions

The actions populated in the table below are from the Leland 2045 Action Playbook, which are a series of specific actions that may be implemented and directly advance the Town's goals for an Age-Friendly Community.

4.2.1	Leland's natural resources are fundamental to our lifestyle, economy, well-being, and resilience. Protecting and maintaining its health and ecological function are a primary objective within planning for growth
Action	**Description**
N-1	Coordinate existing and new development standards with the environmental and cultural resource mapping created for the comprehensive plan by overlaying the existing zoning map to see where there are conflicts and use this information to evaluate zoning ordinance changes.
N-4	Promote and expand the integration of Low Impact Development (LID) and Green Infrastructure (GI) into normal development standards and practices.
4.2.2	Leland's neighborhoods and communities promote connectivity, sense of place, character, and quality of life. This is done by providing walkable and bikeable places for living, working, shopping, recreation, and interacting for diverse age groups, income levels, and abilities
Action	**Description**
B-1	Catalyze development investment in the Gateway District by targeting public investment towards improvement that will support future development.
B-2	Expand the use of FlexCode into appropriate areas such as identified nodes and other areas with higher development opportunities based on low environmental constraints and proximity to existing or planned infrastructure.

B-3	Create detailed small area plans for the Jackeys Creek and 76/74 Interchange areas (Focal Areas) that include connectivity, parks and open spaces, community services, land uses, housing diversity, active nodes, and community health elements.
B-4	Create a Land Development Code that reflects the Future Land Use Map, principles, and strategies in the comprehensive plan to refine zoning regulations, the FlexCode, current zoning districts, new zoning districts, street design standards, and subdivision regulations into one clear and easy to use document.
B-5	Revise street connectivity requirements to improve connectivity within and between developments.
B-6	Create a Town signage and wayfinding plan that is reflective of Leland's vision, brand, and sense of place.
4.2.3	**Leland has the programs, plans, strategies, and a workforce that is prepared to capitalize on regional opportunities that diversify and expand its tax base and stabilize its vulnerability to economic cycles**
Action	**Description**
E-1	Research ways to expand diversity in job opportunities, housing, and economic development.
E-2	Promote the Leland Innovation Park as the preferred location for high tech, well-paying employers.
E-3	Coordinate the plan for the Leland Innovation Park with the Focal Area Plan and subsequent small area plan to create a complete community within and around it.
E-4	Promote business and development opportunities in the Gateway District by creating incentive programs for development and job-creating uses.
E-5	Grow and educate the workforce to be prepared for emerging and trending industries anticipated to located in the region by partnering with high schools, colleges, and universities on vocational assessment and skill development.
E-6	Work with regional partners to coordinate promotion of the area's economic assets to further economic development.
4.2.4	**Public health, safety, and education are valued and provided for with access to housing choices, high quality schools, libraries, healthy foods, parks and recreation, healthcare, safe neighborhoods, art, and culture**
Action	**Description**
H-1	Coordinate with area education providers to develop criteria to help determine the timing and location of schools.
H-2	Create a plan to support aging in place.
H-3	Update the Parks, Recreation, and Open Space Plan to reflect the Future Land Use Map and consideration for new community centers and programs that are inclusive for all community residents.
H-4	Revisit the allowance of gated communities to ensure that the transportation and multimodal facilities are connected when possible.

	Evaluate land use regulations and the zoning map during the Land Development Code project to ensure equitable opportunities for residents in all areas and of all socioeconomic and demographic groups.
H-5	
4.2.5	**Leland plans and provides for efficient, cost-effective, and environmentally friendly infrastructure service, walking and biking, safe and complete streets, and opportunities for potential future transit connectivity**
Action	**Description**
I-1	Create horizontal street cross sections that meet standards for complete streets for all street types.
I-2	Update and consolidate the bicycle and pedestrian plans to reflect the FLUM and Focal Area Plans.
I-3	Create a blueways, greenways, and water access plan in collaboration with partners to assist with funding, design, and development.
I-4	Coordinate recommendations for new streets, roads, trails, sidewalks, multi-use paths, streetscapes, and other improvements to public spaces in Capital Improvement Plan
I-5	Update and consolidate the collector street plan and street infill plans to reflect the FLUM and Focal Area Plans.
4.2.6	**Leland's plans and the plans of adjacent jurisdictions complement each other's vision, goals, and opportunities for success. We collaborate with our neighbors to elevate both Leland and the region**
Action	**Description**
R-1	When transportation and recreation plans, including those for trails, streets, multi-use paths, blueways, greenways, transit, and other regionally significant linkages, are being prepared, coordinate with surrounding jurisdictions to create high levels of integration and linkages.
R-2	Collaborate regionally to promote economic development opportunities.
R-3	Work collaboratively with surrounding jurisdictions to protect natural resources and improve open space connectivity.

5.3   8 Domains and Leland 2045 Action Items

Similar to that in Section 4.4, direct actions identified within the comprehensive plan were reflected against the 8 Domains of Livability to see how they align and aspire to achieve similar goals. The actions populated in the table, populated from the Leland 2045 Action Playbook, have been integrated into the 8 Domains of Livability.

Domain	Leland 2045 Theme	Action Number	Description
Housing	Livable Neighborhoods	B-1	Catalyze development investment in the Gateway District by targeting public investment towards improvement that will support future development.
		B-2	Expand the use of FlexCode into appropriate areas such as identified nodes and other areas with higher development opportunities based on low environmental constraints and proximity to existing or planned infrastructure.
		B-3	Create detailed small area plans for the Jackeys Creek and 76/74 Interchange areas (Focal Areas) that include connectivity, parks and open spaces, community services, land uses, housing diversity, active nodes, and community health elements.
		B-4	Create a Land Development Code that reflects the Future Land Use Map, principles, and strategies in the comprehensive plan to refine zoning regulations, the FlexCode, current zoning districts, new zoning districts, street design standards, and subdivision regulations into one clear and easy to use document.
	Resilient Economy	E-3	Coordinate the plan for the Leland Innovation Park with the Focal Area Plan and subsequent small area plan to create a complete community within and around it.
	Healthy / Safe / Educated Community	H-2	Create a plan to support aging in place.
		H-5	Evaluate land use regulations and the zoning map during the Land Development Code project to ensure equitable opportunities for residents in all areas and of all socioeconomic and demographic groups.
Outdoor Spaces and Buildings	Natural Resources	N-1	Coordinate existing and new development standards with the environmental and cultural resource mapping created for the comprehensive plan by overlaying the existing zoning map to see where there are conflicts and use this information to evaluate zoning ordinance changes.

Transportation		N-4	Promote and expand the integration of Low Impact Development (LID) and Green Infrastructure (GI) into normal development standards and practices.
	Livable Neighborhoods	B-1	Catalyze development investment in the Gateway District by targeting public investment towards improvement that will support future development.
		B-2	Expand the use of FlexCode into appropriate areas such as identified nodes and other areas with higher development opportunities based on low environmental constraints and proximity to existing or planned infrastructure.
		B-3	Create detailed small area plans for the Jackeys Creek and 76/74 Interchange areas (Focal Areas) that include connectivity, parks and open spaces, community services, land uses, housing diversity, active nodes, and community health elements.
		B-4	Create a Land Development Code that reflects the Future Land Use Map, principles, and strategies in the comprehensive plan to refine zoning regulations, the FlexCode, current zoning districts, new zoning districts, street design standards, and subdivision regulations into one clear and easy to use document.
	Healthy / Safe / Educated Community	H-2	Create a plan to support aging in place.
		H-3	Update the Parks, Recreation, and Open Space Plan to reflect the Future Land Use Map and consideration for new community centers and programs that are inclusive for all community residents.
		H-5	Evaluate land use regulations and the zoning map during the Land Development Code project to ensure equitable opportunities for residents in all areas and of all socioeconomic and demographic groups.
	Natural Resources	N-1	Coordinate existing and new development standards with the environmental and cultural resource mapping created for the comprehensive plan by overlaying the existing zoning map to see where there are conflicts and use this information to evaluate zoning ordinance changes.
		N-4	Promote and expand the integration of Low Impact Development (LID) and Green Infrastructure (GI) into normal development standards and practices.
	Livable Neighborhoods	B-1	Catalyze development investment in the Gateway District by targeting public investment towards improvement that will support future development.

		B-2	Expand the use of FlexCode into appropriate areas such as identified nodes and other areas with higher development opportunities based on low environmental constraints and proximity to existing or planned infrastructure.
		B-3	Create detailed small area plans for the Jackeys Creek and 76/74 Interchange areas (Focal Areas) that include connectivity, parks and open spaces, community services, land uses, housing diversity, active nodes, and community health elements.
		B-4	Create a Land Development Code that reflects the Future Land Use Map, principles, and strategies in the comprehensive plan to refine zoning regulations, the FlexCode, current zoning districts, new zoning districts, street design standards, and subdivision regulations into one clear and easy to use document.
		B-5	Revise street connectivity requirements to improve connectivity within and between developments.
		B-6	Create a Town signage and wayfinding plan that is reflective of Leland's vision, brand, and sense of place.
	Healthy / Safe / Educated Community	H-2	Create a plan to support aging in place.
		H-4	Revisit the allowance of gated communities to ensure that the transportation and multimodal facilities are connected when possible.
		H-5	Evaluate land use regulations and the zoning map during the Land Development Code project to ensure equitable opportunities for residents in all areas and of all socioeconomic and demographic groups.
	Infrastructure	I-1	Create horizontal street cross sections that meet standards for complete streets for all street types.
		I-2	Update and consolidate the bicycle and pedestrian plans to reflect the FLUM and Focal Area Plans.
		I-3	Create a blueways, greenways, and water access plan in collaboration with partners to assist with funding, design, and development.
		I-4	Coordinate recommendations for new streets, roads, trails, sidewalks, multi-use paths, streetscapes, and other improvements to public spaces in Capital Improvement Plan
		I-5	Update and consolidate the collector street plan and street infill plans to reflect the FLUM and Focal Area Plans.

	Collaborative Region	R-1	When transportation and recreation plans, including those for trails, streets, multi-use paths, blueways, greenways, transit, and other regionally significant linkages, are being prepared, coordinate with surrounding jurisdictions to create high levels of integration and linkages.
		R-3	Work collaboratively with surrounding jurisdictions to protect natural resources and improve open space connectivity.
Civic Participation & Employment	Resilient Economy	E-1	Research ways to expand diversity in job opportunities, housing, and economic development.
		E-2	Promote the Leland Innovation Park as the preferred location for high tech, well-paying employers.
		E-3	Coordinate the plan for the Leland Innovation Park with the Focal Area Plan and subsequent small area plan to create a complete community within and around it.
		E-4	Promote business and development opportunities in the Gateway District by creating incentive programs for development and job-creating uses.
		E-5	Grow and educate the workforce to be prepared for emerging and trending industries anticipated to located in the region by partnering with high schools, colleges, and universities on vocational assessment and skill development.
		E-6	Work with regional partners to coordinate promotion of the area's economic assets to further economic development.
	Healthy / Safe / Educated Community	H-2	Create a plan to support aging in place.
	Collaborative Region	R-2	Collaborate regionally to promote economic development opportunities.
Communication & Information	Livable Neighborhoods	B-6	Create a Town signage and wayfinding plan that is reflective of Leland's vision, brand, and sense of place.
	Healthy / Safe / Educated Community	H-2	Create a plan to support aging in place.

Respect & Social Inclusion	**Healthy / Safe / Educated Community**	H-2	Create a plan to support aging in place.
		H-5	Evaluate land use regulations and the zoning map during the Land Development Code project to ensure equitable opportunities for residents in all areas and of all socioeconomic and demographic groups.
Social Participation	**Healthy / Safe / Educated Community**	H-2	Create a plan to support aging in place.
Health Services & Community Supports	**Livable Neighborhoods**	B-1	Catalyze development investment in the Gateway District by targeting public investment towards improvement that will support future development.
		B-2	Expand the use of FlexCode into appropriate areas such as identified nodes and other areas with higher development opportunities based on low environmental constraints and proximity to existing or planned infrastructure.
		B-3	Create detailed small area plans for the Jackeys Creek and 76/74 Interchange areas (Focal Areas) that include connectivity, parks and open spaces, community services, land uses, housing diversity, active nodes, and community health elements.
		B-4	Create a Land Development Code that reflects the Future Land Use Map, principles, and strategies in the comprehensive plan to refine zoning regulations, the FlexCode, current zoning districts, new zoning districts, street design standards, and subdivision regulations into one clear and easy to use document.
	Resilient Economy	E-3	Coordinate the plan for the Leland Innovation Park with the Focal Area Plan and subsequent small area plan to create a complete community within and around it.
		E-4	Promote business and development opportunities in the Gateway District by creating incentive programs for development and job-creating uses.
		E-5	Grow and educate the workforce to be prepared for emerging and trending industries anticipated to located in the region by partnering with high schools, colleges, and universities on vocational assessment and skill development.

		E-6	Work with regional partners to coordinate promotion of the area's economic assets to further economic development.
	Healthy / Safe / Educated Community	H-1	Coordinate with area education providers to develop criteria to help determine the timing and location of schools.
		H-2	Create a plan to support aging in place.
		H-3	Update the Parks, Recreation, and Open Space Plan to reflect the Future Land Use Map and consideration for new community centers and programs that are inclusive for all community residents.
		H-5	Evaluate land use regulations and the zoning map during the Land Development Code project to ensure equitable opportunities for residents in all areas and of all socioeconomic and demographic groups.
	Collaborative Region	R-2	Collaborate regionally to promote economic development opportunities.

5.4   Age-Friendly – Leland 2045 Playbook

The actions that contain age-friendly principles and advance goals of an age-friendly community are within this table. The indicators are the measurables that contain an emphasis of age-friendliness. Please note that the timing column indicates the anticipated initiation and duration of the action: 'Near' are short-term activities that start within two years of the plan's adoption; 'Medium' are activities two to four years after the plan's adoption; and 'Long' are activities within five years after the plan's adoption and may extend beyond five years. However, actions may be prioritized contingent on funding opportunities, partnerships, and other potential factors.

4.2.1	Leland's natural resources are fundamental to our lifestyle, economy, well-being, and resilience. Protecting and maintaining its health and ecological function are a primary objective within planning for growth		
Action	**Objective**	**Indicator(s)**	**Timing**
N-1	Coordinate existing and new development standards	• Adoption and updating of development standards	Medium
N-4	Promote and expand Low Impact Development (LID) and Green Infrastructure (GI)	• Adoption and updating of development standards focused in sustainable and resiliency principles • Incentivize LID and GI developments • Initiate LID and GI Town Projects	Near
4.2.2	Leland's neighborhoods and communities promote connectivity, sense of place, character, and quality of life. This is done by providing walkable and bikeable places for living, working, shopping, recreation, and interacting for diverse age groups, income levels, and abilities		
Action	**Objective(s)**	**Indicator(s)**	**Timing**
B-1	Target public investment towards improvement within the Gateway District	• Monitor developments proposed and approved within the Gateway District • Incentivize development along the corridor	Near
B-2	Expand the FlexCode into appropriate areas	• Monitor the expansion of the FlexCode into new areas within the Town	Medium
B-3	Create detailed small area plans for Jackeys Creek and 74/76 Interchange areas	• Initiate the small area planning process for these two areas • Place emphasis on age-friendly design principles within these plans	Near

B-4	Create a holistic Land Development Code	• Adoption and updating of development standards based on and focused in sustainable and resiliency principles	Near
B-5	Revise street connectivity requirements to improve connectivity	• Assess, update, and refine connection requirements to improve connectivity between developments	Near
B-6	Create a Town signage and wayfinding plan that is reflective of Leland's vision, brand, and sense of place	• Initiate and execute the development of a signage and wayfinding plan for the Town	Long

4.2.3	Leland has the programs, plans, strategies, and a workforce that is prepared to capitalize on regional opportunities that diversify and expand its tax base and stabilize its vulnerability to economic cycles		
Action	**Objective(s)**	**Indicator(s)**	**Timing**
E-1	Expand diversity in job opportunities, housing, and economic development	• Monitor and track development and creation of jobs, housing units, and other relevant developments	Medium
E-2	Promote the Leland Innovation Park	• Monitor promotional events and number of individuals reached • Monitor occupancy levels of the Park	Near
E-3	Coordinate the plan for the Innovation Park with the Focal Area Plan and small area plan	• Initiate and execute the development of a plan for the Focal Area of 74/76	Medium
E-4	Promote business development opportunities within the Gateway District	• Monitor and track development and creation of jobs and other relevant developments within the District	Near
E-5	Grow and educate the workforce to be prepared for emerging and trending industries	• Monitor promotional events and number of individuals reached	Medium
E-6	Work with regional partners to coordinate promotion of the area's economic assets	• Identify potential partners and coordinate ways and events that promote the region	Medium

4.2.4	**Public health, safety, and education are valued and provided for with access to housing choices, high quality schools, libraries, healthy foods, parks and recreation, healthcare, safe neighborhoods, art, and culture**		
Action	**Objective(s)**	**Indicator(s)**	**Timing**
H-1	Coordinate with area education providers to help determine the timing and location of schools	• Identify relevant stakeholders • Coordinate future planning of schools	Near
H-2	Create a plan to support aging in place	• Adopt the Age-Friendly Strategic Plan and implement the principles within it	Long
H-3	Update the Parks, Recreation, and Open Space Plan to reflect the Future Land Use Map and consideration of new community centers and programs that are inclusive	• Initiate and execute the updating of the Parks, Recreation, and Open Space Plan • Identify areas most appropriate for new community centers • Initiate new community programs that are inclusive and make sense	Near
H-4	Revisit the allowance of gated communities to ensure that the transportation and multimodal facilities are connected when possible	• Initiate and execute an update of regulations as necessary and deemed appropriate	Near
H-5	Evaluate land use regulations and zoning map to ensure equitable opportunities for residents in all areas and of all socioeconomic and demographic groups	• Initiate and execute an update of regulations as necessary and deemed appropriate	Near
4.2.5	**Leland plans and provides for efficient, cost-effective, and environmentally friendly infrastructure service, walking and biking, safe and complete streets, and opportunities for potential future transit connectivity**		
Action	**Objective(s)**	**Indicator(s)**	**Timing**
I-1	Create cross sections that meet standards for complete streets	• Initiate and execute the development of new cross sections standards	Near
I-2	Update and consolidate the bicycle and pedestrian plans to reflect the FLUM and Focal Areas	• Initiate and execute the updating and consolidation of the bicycle and pedestrian plans	Medium

Action	Objective(s)	Indicator(s)	Timing
I-3	Create a blueways, greenways, and water access plan in collaboration with partners to assist with funding, design, and development	• Identify partners for the creation of a blueways, greenways, and water access plan • Create a blueways, greenways, and water access plan	Long
I-4	Coordinate recommendations for new streets, roads, trails, sidewalks, multi-use paths, streetscapes, and other improvements to public spaces	• Initiate and execute the initiation of recommendations for future infrastructure	Near
I-5	Update and consolidate the collector street plan and street infill plan to reflect the FLUM and Focal Area Plans	• Initiate and execute the updating of the collector street plan and street infill plan	Medium

4.2.6	**Leland's plans and the plans of adjacent jurisdictions complement each other's vision, goals, and opportunities for success. We collaborate with our neighbors to elevate both Leland and the region**		
Action	**Objective(s)**	**Indicator(s)**	**Timing**
R-1	Coordinate with surrounding jurisdictions during transportation and recreational plan development to create high levels of integration and linkages	• Identify potential partners and coordinate plan development that creates a linked transportation network	Long
R-2	Collaborate regionally to promote economic development opportunities	• Identify potential partners and coordinate ways and events that promote the region	Medium
R-3	Work collaboratively with surrounding jurisdictions to protect natural resources and improve open space connectivity	• Connect with regional entities and coordinate plan development that advances connectivity and the integrity of the natural environment	Medium

Part Six: Appendixes

6.1   Appendix 1 – Contributors

Below is the list of the contributors to the development of the plan, containing the list of Staff members with the Town of Leland and members of the Circle of Influence, along with their professional background and field of expertise:

Town of Leland Staff Members	
Name	**Title**
Andrew Neylon	Planning Supervisor
Ashli Barefoot	Planner Manager
Ben Andrea	Planning and Inspections Director
Ben Watts	Planner III
Barnes Sutton	Economic & Community Development Director
Javier Barrera	Planner I
Jessica Moberly	Transportation Planner
Julian Griffee	Community Development Planner
Marissa Ernst	Planner II
Circle of Influence Members	
Name	**Background/Expertise**
April Scott	Brunswick Small Business Center
Barbara Akinwole	Local AARP Member, Town of Leland Planning Board Member
Brittany Steinkamp	Brunswick Senior Resource Center
Buddy Milliken	Real Estate Developer
Jason Gaver	Former Town of Leland Planning Board Member
Larry Widman	Local AARP Member
Melissa Batchelor	Age-friendly Academic
Rosalie Calarco	AARP Partner
Suzanne LaFollette-Black	AARP Representative
Teresa Hodgkin	Local AARP Member
Trish Farnham	*We Live Here* Advocacy Group President
Veronica Leff-McGee	Brunswick Senior Resource Center

6.2 Appendix 2 – Opportunities and the 8 Domains

Below are the Opportunities – Domain Matrix, which cross references the multiple opportunities as identified within the Leland 2045 Comprehensive Plan that support the 8 domains outlined by AARP. By advancing these opportunities that the Town has committed to doing, the Town would simultaneously be advancing the principles of the 8 domains in an effort to create an age-friendly community.

LELAND 2045 OPPORTUNITIES AND THE 8 DOMAINS									
Theme	Opportunity	D1	D2	D3	D4	D5	D6	D7	D8
4.2.1	A		X	X					
4.2.1	B		X						
4.2.1	C		X	X					
4.2.2	A	X	X						
4.2.2	B	X	X	X	X		X	X	X
4.2.2	C		X		X		X	X	
4.2.2	D		X	X					
4.2.2	E			X					
4.2.3	A			X	X				X
4.2.3	B				X	X	X		
4.2.3	C	X	X	X	X	X	X	X	X
4.2.3	D				X	X		X	
4.2.4	A	X	X	X	X	X	X	X	X
4.2.4	B	X							
4.2.4	C		X	X					
4.2.4	D					X			
4.2.4	E	X			X	X	X	X	X
4.2.4	F		X	X					
4.2.5	A			X					
4.2.5	B		X	X					
4.2.5	C			X					
4.2.5	D			X					
4.2.5	E		X	X					
4.2.5	F		X	X					
4.2.6	A	X	X	X	X	X	X	X	X
4.2.6	B		X	X					
4.2.6	C		X	X					
4.2.6	D	X	X	X	X	X	X	X	X

6.3 Appendix 3 – Playbook and the 8 Domains

The actions populated in the table below are from the Leland 2045 Action Playbook, which are a series of specific actions that may be implemented and directly advance the Town's goals.

Theme	Action Number	Timing	D1	D2	D3	D4	D5	D6	D7	D8
LELAND 2045 PLAYBOOK AND THE 8 DOMAINS										
4.2.1	N-1	Medium		X	X					
	N-4	Near		X	X					
4.2.2	B-1	Near	X	X						X
	B-2	Medium	X	X	X					X
	B-3	Near	X	X	X					X
	B-4	Near	X	X	X					X
	B-5	Near			X					
	B-6	Long			X		X			
4.2.3	E-1	Medium				X				
	E-2	Near				X				
	E-3	Near	X			X				X
	E-4	Near				X				X
	E-5	Medium				X				X
	E-6	Medium				X				X
4.2.4	H-1	Near								X
	H-2	Long	X	X	X	X	X	X	X	X
	H-3	Near		X						X
	H-4	Near			X					
	H-5	Near	X	X	X			X		X
4.2.5	I-1	Near			X					
	I-2	Medium			X					
	I-3	Long			X					
	I-4	Near			X					
	I-5	Medium			X					
4.2.6	R-1	Long			X					
	R-2	Medium				X				X
	R-3	Medium			X					

6.4 Appendix 4 – Action Playbook Summary

Theme	Action Number	Timing	Entity/Entities (*and possible collaborators*)	Indicator(s)
			ACTION PLAYBOOK	
4.2.1	N-1	Medium	Planning	Adoption of development standards
	N-4	Near	Planning; Engineering	Expansion of LID and GI projects
4.2.2	B-1	Near	Planning; Community & Economic Development	Monitoring development in the Gateway District
	B-2	Medium	Planning; Community & Economic Development	Adoption of development standards
	B-3	Near	Planning; Community & Economic Development	Creation of Small Area Plans
	B-4	Near	Planning	Adoption of development standards
	B-5	Near	Planning; Public Services	Adoption of development standards
	B-6	Long	Planning; Planning; Community & Economic Development; Public Services	Creation of a signage and wayfinding plan
4.2.3	E-1	Medium	Community & Economic Development Department	Researching and identifying tactics
	E-2	Near	Community & Economic Development	Promotion of the Innovation Park
	E-3	Near	Planning; Community & Economic Development; Public Services	Plan development and coordination
	E-4	Near	Community & Economic Development	Monitor and track development and creation of jobs and other relevant developments
	E-5	Medium	Community & Economic Development; Human Resources; *Educational Institutions*	Monitor promotional events and number of individuals reached
	E-6	Medium	Community & Economic Development; *Regional Entities*	Identify potential partners and coordinate ways and events that promote the region
4.2.4	H-1	Near	Planning; Community & Economic Development; Management; *Local School System*	Identify relevant stakeholders; Coordinate future planning of schools

	H-2	Long	Planning; Community & Economic Development; Community Enrichment; *AARP; Local advocacy groups*	Adopt the Age-Friendly Strategic Plan; Implementation of principles within it
	H-3	Near	Planning; Community Enrichment	Updating of Parks, Recreation, and Open Space Plan; Identify areas most appropriate for new community centers; Initiation of new, inclusive community programs
	H-4	Near	Planning	Adoption of development standards
	H-5	Near	Planning	Adoption of development standards
4.2.5	I-1	Near	Planning; Public Services	Adoption of development standards
	I-2	Medium	Planning; Public Services; Engineering	Adoption of development standards
	I-3	Long	Planning; Public Services; Community Enrichment; *NGOs; Governmental Entities*	Identify potential partners; Adoption of development standards
	I-4	Near	Planning; Public Services; Engineering	Adoption of development standards
	I-5	Medium	Planning; Public Services	Adoption of development standards
4.2.6	R-1	Long	Planning; Public Services; Engineering; Administration; *Regional Entities*	Identify potential partners; Coordinate plan development that creates a linked transportation network
	R-2	Medium	Community & Economic Development; *Regional Entities*	Identify potential partners; Coordinate ways and events that promote the region
	R-3	Medium	Planning; Public Services; Engineering; Administration; *NGOs; Governmental Entities*	Connect with regional entities; Coordinate plan development that advances connectivity and the integrity of the natural environment