



**TOWN OF DAVIDSON
BOARD OF COMMISSIONERS
216 South Main Street**

February 27, 2018

WORK SESSION - 4:00 PM

(Held in the Town Hall Meeting Room)

I. DISCUSSION ITEMS - Items for discussion are typically when the board will engage on a topic and no vote is planned

- (a) **Review Park at Bailey Springs Project**
Parks & Rec Director Kathryn Spatz
SUMMARY: Overview of the park at Bailey Springs plan, process, and timeline to date.
- (b) **Nonprofit Grant Funding Allocation Process Discussion**
Parks & Rec Director Kathryn Spatz
SUMMARY: The BOC has historically appropriated \$50,000 to be distributed among qualified, registered, town-based non-profits that apply for funding. We would like to accept applications for the 2018 funding cycle March 1 - April 6. The Livability Board would make initial recommendations at its April 17 meeting and finalize at its May 15 meeting so that the BOC could allocate funding at its June 12 meeting.
- (c) **Review Draft Town of Davidson 2018-2019 Strategic Plan**
Town Manager Jamie Justice
SUMMARY: At their January retreat, the mayor and board of commissioners set their vision and goals for the Town of Davidson. The main action item from the retreat was to create a strategic plan, including tactical steps, for 2018-2019 so town staff can help achieve the board's goals. Town Manager Jamie Justice will present the draft strategic plan (see attachment) to the mayor and commissioners at the February 27 meeting, engage in a discussion, make edits, and request more direction from the board. Staff will finalize the strategic plan, and members of the community will have the opportunity to review it and comment before the board of commissioners consider it for adoption at a future meeting.

II. CLOSED SESSION

- (a) **Closed Session - § 143.318.11 (a) (3) to consult with attorney**

REGULAR BOARD OF COMMISSIONERS MEETING - 6:00 PM

(Held in the Town Hall Meeting Room)

I. CALL TO ORDER

II. ANNOUNCEMENTS

III. CHANGE/ADOPT AGENDA

IV. COMMISSIONER REPORTS - Each board member provides an update of the outside Board to which they have been appointed

Centralina Council of Governments - Commissioner Autumn Rierson
Michael

Lake Norman Chamber - Commissioner Matthew Fort

Visit Lake Norman - Commissioner Jim Fuller

Lake Norman Regional Economic Development Organization -
Commissioner David Sitton

North Mecklenburg Alliance - Commissioner David Sitton

Charlotte Regional Transportation Planning Organization - Commissioner
Jane Campbell

Lake Norman Transportation Commission - Commissioner Jane Campbell

Metropolitan Transportation Commission - Mayor Rusty Knox

V. ADVISORY BOARD REPORT - Each Town of Davidson Advisory Board provides a bi-annual update

- (a) **Design Review Board Bi-Annual Update**
Design Review Board Chair Bob Lauer - Senior Planner Chad Hall

SUMMARY: The Design Review Board will provide an update on recent activities and projects that have come before the advisory board.

VI. OLD BUSINESS - Items for old business have been previously presented and are for discussion and possible action

- (a) **Consider Approval of Community Development Block Grants (CDBG)**

Town Attorney Cindy Reid

SUMMARY: Community Development Block Grants are federal funds for projects that fit specific criteria. These funds are administered through a consortium of which the Town of Davidson is a part of. Staff recommends the town apply for grant funding for sidewalk projects and improvements to Roosevelt Wilson Park. The Town Board is asked to approve these applications.

VII. DISCUSSION - Items for discussion are typically when the board will engage on a topic and no vote is planned

- (a) **Discuss Proposed Watershed Ordinance Changes**
Planning Director Jason Burdette

SUMMARY: Per Mecklenburg County's recommendation, planning staff proposes changes to Section 17 (Watershed) of the planning

ordinance. Staff will provide an update to these changes, including recent citizen concerns.

- (b) **Discuss Public Facilities Alternatives for 90-day period**
Assistant Town Manager Dawn Blobaum
SUMMARY: As a follow-up to the February 13 public facilities discussion, the board will discuss alternatives to the original project. Staff is looking for direction on which options to pursue over the 90-day due diligence period.
- (c) **Review General Obligation (GO) Bonds Potential Mobility and Greenway Projects**
Finance Director Piet Swart and Public Works Director Doug Wright
SUMMARY: Discussion of the potential projects for the Mobility and Greenway GO Bonds. This is part one, the Parks & Rec potential projects will be reviewed at the Mar 27 board meeting.
- (d) **Discuss the Comprehensive Plan Update**
Planning Director Jason Burdette
SUMMARY: Staff will provide options to begin the Comprehensive Plan update process.
- (e) **Discuss Potential change to the Town's Vision Statement and Core Value #5**
Public Information Officer Cristina Shaul
SUMMARY: At their January 2018 retreat, the Davidson Mayor and Board of Commissioners discussed the Town of Davidson's vision and core value #5. Since time did not allow for the amendments to the vision and core value to be completed during the retreat, the task was delegated to the Public Information Officer to continue wordsmithing. During this time at the February 27th meeting, the mayor and commissioners will be able to offer up their suggestions for further wordsmithing and next steps.
- (f) **Discussion of Board Meeting Schedule**
Town Manager Jamie Justice
SUMMARY: Discuss options for the Board meeting schedule

VIII. SUMMARIZE MEETING ACTION ITEMS - Town Manager will summarize items where the board has requested action items for staff

IX. ADJOURN



**Agenda Title: Review Park at Bailey Springs Project
Parks & Rec Director Kathryn Spatz**

SUMMARY: Overview of the park at Bailey Springs plan, process, and timeline to date.

Summary: Marty Metzker, chair of the Parks subcommittee of the Livability Board, Gary Fankhauser, landscape architect, and Kathryn Spatz will provide an overview of the park at Bailey Springs plan, process, and timeline to date. The base bid--including all site work, basketball court, 2 tennis courts, and 2 sand volleyball courts--came in higher than anticipated. We are recommending eliminating the volleyball courts in the current project as well as some other smaller enhancements but believe there is still the need for additional funding to complete the required site work and include the tennis and basketball courts. Funding for the playground has been included in this figure, although it is a separate project from the base bid.

Note: in August 2017, the BOC reduced the number of tennis courts on the adopted master plan to 4 (from 6).

ATTACHMENTS:

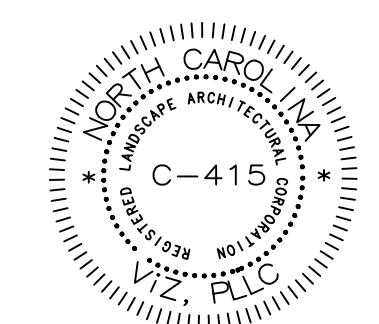
Description	Upload Date	Type
❑ Bailey Springs park concept plan	2/21/2018	Cover Memo
❑ Finance Presentation	2/27/2018	Cover Memo



Davidson Parks

Town of Davidson
 Parks & Recreation Department

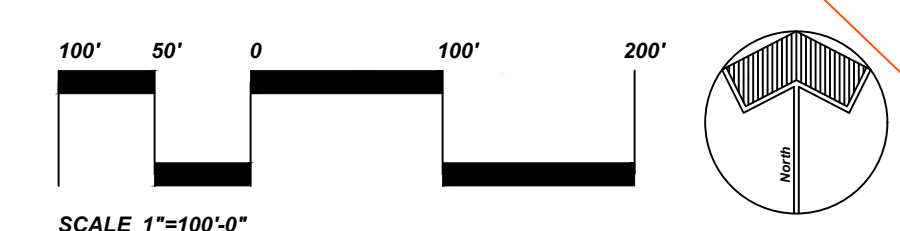
REV. #	DATE	DESCRIPTION	OWNER COMMENTS
1	00/00/2011		

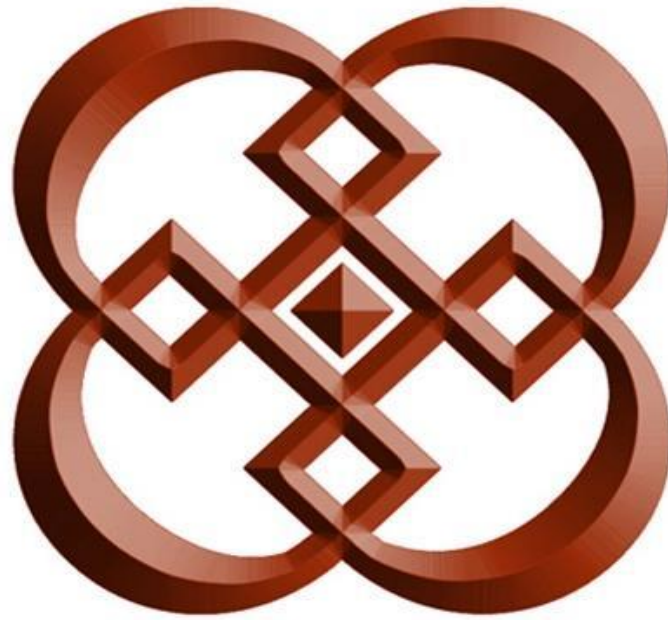


DATE: 1/17/2017
 SCALE: AS SHOWN
 JOB NUMBER: 15-43.1
 DESIGNED BY: GRF
 DRAWN BY: GRF

BAILEY SPRINGS PARK CONCEPT PLAN

L1.1





The Town *of* Davidson

College Town. Lake Town. *Your Town.*

Park at Bailey Springs



College Town. Lake Town. *Your Town.*

Parks and Recreation
February 27, 2018

Park at Bailey Springs Pre-Bid Cost Estimate

Park at Bailey Springs Pre-Bid Cost Estimate

December 5, 2017

Base Bid		\$ 387,050
Playground		\$ 65,000
Boardwalk		<u>\$ 45,000</u>
		<u>\$ 497,050</u>
Funding Sources		
Park Reserve Fund		\$ 392,960
Fund Balance		\$ 104,090



Park at Bailey Springs Bid

Base Bid		\$ 526,343
Reduction of Scope:		
Volleyball, Stairs, and Paving	(Move to Phase 2)	\$ <u>(67,254)</u>
Net Bid		\$ <u>459,089</u>
Funding Sources		
Park Reserve Fund		\$ 392,960
Fund Balance		\$ 66,129

Park at Bailey Springs

Estimated Remaining Costs Phase 1

Option A

Playground		\$ 65,000
Boardwalk (Wood not Plastic)		<u>\$ 32,000</u>
Total Remaining Cost		<u>\$ 97,000</u>
Funding Sources		
Fund Balance		\$ 97,000
<p>\$80K UFB and \$65K appropriated in the FY2018 budget is designated for RWP. The Town has requested CDBG funding for the RWP projects which would make the funds available for the park at Bailey Springs.</p>		

Park at Bailey Springs

Estimated Remaining Costs Phase 1

Option B

Playground		\$ 65,000
Total Remaining Cost		<u>\$ 65,000</u>
Funding Sources		
Fund Balance		\$ 65,000
<p>\$80K UFB and \$65K appropriated in the FY2018 budget is designated for RWP. The Town has requested CDBG funding for the RWP projects which would make the funds available for the park at Bailey Springs.</p>		

Questions



College Town. Lake Town. *Your Town.*

Parks and Recreation
February 27, 2018



**Agenda Title: Nonprofit Grant Funding Allocation Process Discussion
Parks & Rec Director Kathryn Spatz**

SUMMARY: The BOC has historically appropriated \$50,000 to be distributed among qualified, registered, town-based non-profits that apply for funding. We would like to accept applications for the 2018 funding cycle March 1 - April 6. The Livability Board would make initial recommendations at its April 17 meeting and finalize at its May 15 meeting so that the BOC could allocate funding at its June 12 meeting.

Summary: The BOC has historically appropriated \$50,000 to be distributed among qualified, registered, town-based non-profits that apply for funding (see attached for historical information on funding allocations). In 2016, the BOC directed staff to fund the Arts Science Council (ASC) request from a different line item. In late spring, 2016, the Livability Board was asked to become a part of this annual process. In 2017, the Livability Board updated the application for the non-profits to complete to include more information, particularly to ensure that funding was used for activities beyond basic operations. In June 2017, the BOC directed staff to fund the Davidson Housing Coalition (DHC) request from the payment in lieu fund. We would like to accept applications for the 2018 funding cycle March 1 - April 6. The Livability Board would make initial recommendations at its April 17 meeting and finalize at its May 15 meeting so that the BOC could allocate funding at its June 12 meeting. The Livability Board and staff appreciate the BOC's guidance on this matter. Marty Metzker, from the Livability Board, and Kathryn Spatz will be in attendance.

ATTACHMENTS:

Description	Upload Date	Type
❑ Non Profit Funding History	2/27/2018	Cover Memo
❑ Nonprofit Grant Request Application	2/21/2018	Cover Memo

Non-Profit Funding History												
	FY2012-2013		FY2013-2014		FY2014-2015		FY2015-2016		FY2016-2017		FY2017-2018	
Name	Requested	Funded	Requested	Funded	Requested	Funded	Requested	Funded	Requested	Funded	Requested	Funded
Ada Jenkins	\$20,000.00	\$14,286.00	\$20,000.00	\$13,000.00	\$20,000.00	\$13,000.00	\$20,000.00	\$11,000.00	\$20,000.00	\$12,500.00	\$20,000.00	\$12,500.00
Davidson Housing Coalition	\$15,000.00	\$10,714.00	\$15,000.00	\$11,000.00	\$20,000.00	\$11,000.00	\$15,000.00	\$12,500.00	\$20,000.00	\$16,000.00	\$20,000.00	\$12,500.00
Davidson Lands Conservancy	\$10,000.00	\$7,143.00	\$10,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$10,000.00	\$8,000.00	\$10,000.00	\$10,000.00	\$15,000.00	\$9,750.00
DavidsonLearns	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$2,000.00	\$2,000.00	\$0.00	\$0.00	\$2,000.00	\$1,000.00	\$2,000.00	\$1,000.00
Davidson LifeLine	\$0.00	\$0.00	\$0.00	\$0.00	\$460.00	\$500.00	\$10,000.00	\$5,000.00	\$10,000.00	\$7,500.00	\$0.00	\$0.00
Davidson Village Network	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$6,000.00	\$3,000.00
LaunchLKN (formerly PiES)	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$2,500.00	\$2,000.00	\$12,720.00	\$2,000.00	\$5,000.00	\$2,000.00
Music @StAlbans	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$500.00
Davidson Cornelius Child Development Center	\$15,000.00	\$7,143.00	\$15,000.00	\$6,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$25,000.00	\$6,750.00
Davidson Community Players	\$0.00	\$0.00	\$10,000.00	\$0.00	\$3,500.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00
Davidson Green School	\$0.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00
Police Officer Relief Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00		\$5,000.00	\$0.00
E2D											\$4,750.00	\$2,000.00
Total	\$60,000.00	\$39,286.00	\$73,000.00	\$40,000.00	\$54,960.00	\$35,500.00	\$58,500.00	\$39,500.00	\$75,720.00		\$103,250.00	\$50,000.00

Non-Profit Grant Request

1. Organization Name and Address
2. Dollar Amount Request from the Town of Davidson
3. How many Davidson residents does your organization serve annually? How many total people does your organization serve annually? How is this data collected?
4. List other Town of Davidson support received (i.e. town staff time, building subsidies, etc.).
5. How will your organization use community and/or participant input in planning the program design and/or activities?
6. Please relate how the organization will use any received funds to fulfill the Town of Davidson's mission, goals and core values.
7. Who is the project/program designed to benefit? Describe the project/program's target population, citing (if relevant) specific age, gender, income, community location or other characteristic of the population this project/program intends to serve.
8. How will you reach the targeted population?
9. If the service is not new, will the existing public service activity level be substantially increased or improved? Provide details of how it will be improved. For increase in service provide data on the past three years illustrating service level and provides estimate for increase in service.
10. Provide an explanation of how the most recent Town of Davidson contribution to your organization was utilized. Be as specific as possible. If your organization has not previously received funding from the Town of Davidson, please indicate the impact of your organization not receiving the requested funding (i.e. revenue higher from other donors, new program not initiated, etc.).
11. Provide the amount requested to be contributed by the Town of Davidson. What percentage of your total proposed FY2016-2017 budget would the requested funds from the Town of Davidson represent?
12. If you do not receive the requested funds or only receive a portion of what you requested, how will that impact the project/program?
13. Has this organization previously received grant from the Town of Davidson?

Yes No

14.Does the organization have an annual audit?

Yes No

15.Does the organization have an annual audited budget?

Yes No

16.Please provide the organization's annual budget.

17.Does the organization have articles of incorporation non-profit status?

Yes No

18.Is the organization certified under 26 US Code 501(c)(3)?

Yes No

19.Does the organization have approved bi-laws?

Yes No

20.Is the organization located in the corporate limits of Davidson?

Yes No

21.Does the organization have an agency statement of non-discrimination?

Yes No



**Agenda Title: Review Draft Town of Davidson 2018-2019 Strategic Plan
Town Manager Jamie Justice**

SUMMARY: At their January retreat, the mayor and board of commissioners set their vision and goals for the Town of Davidson. The main action item from the retreat was to create a strategic plan, including tactical steps, for 2018-2019 so town staff can help achieve the board's goals. Town Manager Jamie Justice will present the draft strategic plan (see attachment) to the mayor and commissioners at the February 27 meeting, engage in a discussion, make edits, and request more direction from the board. Staff will finalize the strategic plan, and members of the community will have the opportunity to review it and comment before the board of commissioners consider it for adoption at a future meeting.

Summary:

ATTACHMENTS:

Description	Upload Date	Type
□ Davidson Retreat Summary Report	2/23/2018	Cover Memo
□ DRAFT STRATEGIC PLAN 2018	2/27/2018	Cover Memo

Town of Davidson Retreat

January 25-26, 2018



Overview and Highlights

This report summarizes the results of the 2018 Town of Davidson Retreat. The two day session was held January 25 - 26th, 2018 in Davidson. Those taking part in this two day exercise included roughly 20 participants representing the Town of Davidson Board members and Town of Davidson staff members.

The overall goal of this retreat was to establish Board priorities for the next two years.

- These priorities will provide guidance for staff to develop a budget and establish a work plan
- Confirm Town's vision, mission, core values (or make refinement of these)
- Board and staff will set expectations for how they will work together

The steps the Board and staff took at the two-day retreat to create the vision and establish the Board's priorities include:

- Identifying what makes Davidson special and unique
- Creating a context map to discuss what key community/external trends and issues that are or will impact the town
- Discussing current and potential projects, challenges, and priorities with department staff from:
 - Parks and Recreation
 - Public Safety
 - Public Works and Transportation
 - Affordable Housing
- Identifying common themes to create a vision
- Establishing and ranking tactical priorities
- Reframing core value #5
- Setting Board to board and Board to Staff Expectations



Highlights of Vision and Priorities

The Board developed a vision for Davidson focused on preserving the things that make Davidson unique including: Davidson's historic character, sense of community, and small-college-town charm. The Board emphasized the importance of slowing growth, actively engaging with the community, promoting inclusion and diversity, along with developing strategies for land use, historic preservation, affordable housing and economic development while preserving the things that make Davidson unique. In order to achieve their vision, the Board established 16 tactical strategies to focus on within the next two years. The tactical strategies are listed below.

1. Community Engagement Processes Review
2. Community Engagement Strategy
3. Realignment of Land Use Strategy
4. Historic Preservation Strategy
5. Non-Profit Partnership
6. Affordable Housing Strategy
7. Economic Development Strategy
8. Strategic College Relationship
9. Mobility Plan & Transportation
10. Community Dinners
11. New Approach to Board Meetings
12. Summers Walk Welcome Sign
13. Greenways Open Space & Parks Strategy
14. Address staffing needs
15. Financial Foundation
16. Address Capital Maintenance & Needs and Assets



What Makes Davidson...Davidson

Board members engaged in a conversation regarding “what makes Davidson special and unique and how does it differ from a typical small town”. Their conversation is captured below.

What Makes Davidson ... Davidson

Sociability

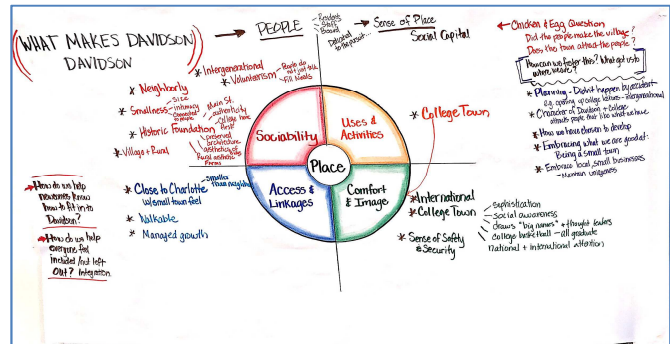
- Neighborly
- Intergenerational
- Volunteerism
 - People do not just talk
 - Fill needs
- Smallness
 - Size intimacy
 - Connected to people

Access and linkages

- Close to Charlotte with small town feel
 - Smaller than neighborhood
- Walkable
- Managed growth

Uses and Activities

- College town



Comfort and Image

- International
- College town
 - Sophisticated
 - Social awareness
 - Draws ‘big names’ and thought leaders
 - College basketball- all graduate
 - National and international attention
- Sense of safety and security

→ People – residents, staff, board → Sense of place social capital

Dedicated to the pursuit

How do we help newcomers know how to fit in to Davidson?

How do we help everyone feel included/not left out? Integration

Chicken and Egg Question

- Did the people make the village?
- Does the town attend the people?
- How can we foster this? What got us to where we are?
- * Planning- didn’t happen by accident
 - E.g. opening up college lectures- intergenerational
- * Character of Davidson and College
 - attracts people like what we have
- * How we have chosen to develop
- * Embracing what we are good at: Being a small town
- * Embrace local, small businesses – maintain uniqueness

Davidson Context Map

The Board then moved to a discussion on key community/external trends and issues that are or will impact the town as a preliminary step in visioning. The conversation is summarized below.

Regional Growth

- Charlotte gaining business
- People moving here – 200

Housing Prices High

- 2.9% reduction MLS price
- Next bubble?
- Over inflated

Transportation/Mobility/Congestion

- No expansion room
- State decisions

Demand for Davidson here

- Don't have supply to meet demand

Millennials have different desires

- More retirees

Available Affordable Housing

- Workforce housing and workforce jobs

Employment Opportunities

- People leave town to work
- Increased jobs but they don't live in Davidson

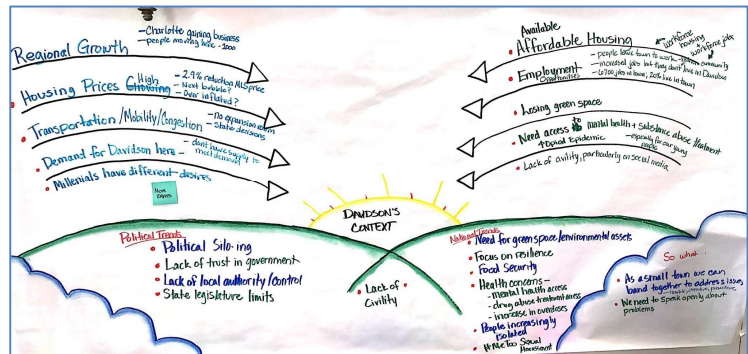
Political Trends

- Political silo-ing
- Lack of trust in government
- Lack of local authority/control
- State legislature limits

Lack of Civility

So what...

- As a small town we can band together to address issues – be nimble, creative, proactive
- We need to speak openly about problems



- 6700 jobs in town, 20% live in town
- Bedroom? Community

Losing Green Space

Need access to mental health and substance abuse treatment

- Opioid epidemic
- Especially for young people

Lack of civility, particularly on social media

National Trends

- Need for green space/environmental assets
- Focus on resilience
- Food security
- Health concerns – mental health access, drug abuse treatment access, increase in overdoses
- People increasingly isolated
- #MeToo sexual harassment

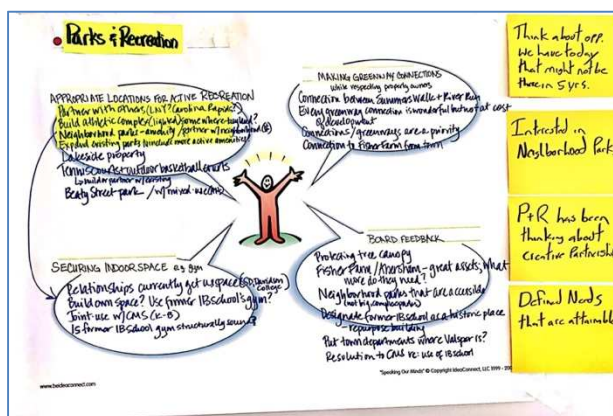
Organizational Scan

Staff presented departmental overviews of what they are working on, the challenges they face, potential project/priorities and policy issues they need decisions on in the following four areas; Parks and Recreation, Public Safety, Public Works and Transportation and finally, Affordable Housing. Board members rotated through the four station areas to have discussions. The conversations are summarized below.



Parks and Recreation

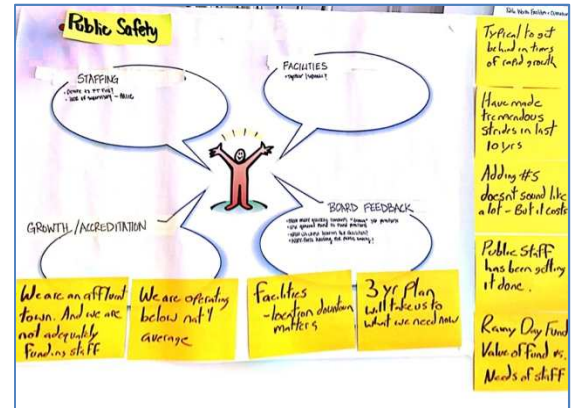
- **Appropriate locations for active recreation**
 - o Partner with others (LNYMCA? Carolina Rapids?)
 - o Build athletic complex (lighted) somewhere by land?
 - o Neighborhood parks – amenity/partner with neighborhood(\$)
 - o Expand existing parks to include more active amenities
 - o Lakeside property
 - o Tennis courts and outdoor basketball courts – build or partner with existing
 - o Beatty street park with mixed uses
- **Securing Indoor Space (e.g. gym)**
 - o Relationships currently get us spaces (CSD, Davidson college)
 - o Build own space? Use former IB school's gym
 - o Joint use w/ CMS (K-8)
 - o Is former IB school gym structurally sound?
- **Making Greenway connections while respecting property owners**
 - o Connection between Summers Walk and River Run
 - o Every greenway connection is wonderful but not at cost of development
 - o Connections/greenways are a priority
 - o Connection to Fisher Farm from town
- **Board Feedback**
 - o Protecting tree canopy
 - o Fisher Farm/Abersham- great assets; what more do they need?
 - o Neighborhood Parks that are accessible (not big, complex parks)
 - o Designate former IB school as a historical place- repurpose building
 - o Put town departments where Valspar is?
 - o Resolution to CMS re: use of IB school



Think about opportunity we have today that might not be there in 5 years
 Interested in neighborhood parks
 Parks and Recreation has been thinking about creative partnerships
 Defined needs that are attainable

Public Safety

- **Staffing**
 - o Desire to FT fire?
 - o Lack of supervisory- MICE
- **Growth/Accreditation**
- **Facilities**
 - o Together Separated
- **Board Feedback**
 - o Move more quickly toward 'dream' job positions
 - o Use general fund to fund positions
 - o What is west location for facilities?
 - o Workforce housing for public safety?



We are an affluent town. And we are not adequately funding staff

We are operating below national average

Facilities – location downtown matters

3-year plan will take us to what we need now

Typical to get behind in times of rapid growth

Have made tremendous strides in last 10 years

Adding #s doesn't sound like a lot – but it costs

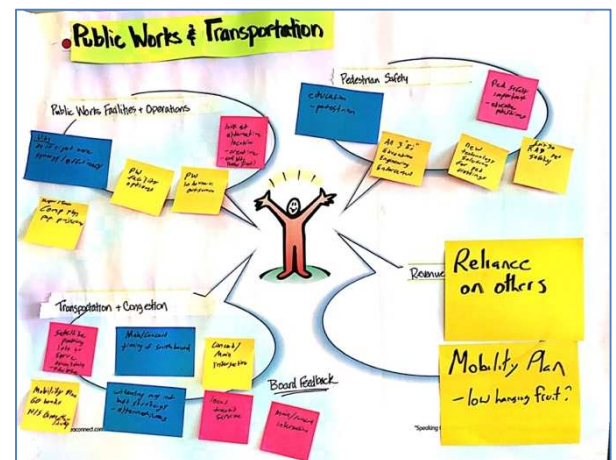
Public staff has been getting it done

Rainy day fund value of funds versus needs of staff



Public Works and Transportation

- **Public Works Facilities and Operations**
 - o Look at alternative location – creative – cool building (water plant)
 - o Building- do it right once synergy/efficiency
 - o PW facilities options
 - o PW In house versus out source
 - o Comp plan pop. Projections
- **Transportation and Congestion**
 - o Satellite parking lots to serve downtown shuttle
 - o Mobility plan- go bonds, NS connector survey
 - o Main/Concord – timing of southbound
 - o Concord/Main intersection
 - o Widening might not best strategy- alternatives
 - o Local transit service
 - o Main/Concord intersection
- **Pedestrian Safety**
 - o Education -pedestrian safety
 - o An 3 "E's" – Education, Engineering, Enforcement
 - o New technology solution for pedestrian crossing



- o Pedestrian safety important- educate pedestrians
- o Can use GO funds for RAB ped safety

- Revenue

- o Reliance on others
- o Mobility plan- low hanging fruit

1. The first step in the process of creating a new product is to identify a market need. This involves conducting market research to understand the preferences and behaviors of potential customers. Once a need is identified, the next step is to develop a concept that addresses this need. This concept should be unique and offer a clear value proposition. The third step is to create a prototype, which allows the team to test the concept and gather feedback from users. Finally, the product is refined based on this feedback and then launched into the market. Throughout this process, it is crucial to maintain open communication with stakeholders and to be flexible in making adjustments as needed.

- # Affordable Housing
- It is a priority
- How?
- Does town
run an affordable
housing? No
- Workforce Housing
Senior Affordable
housing
- West Side
- Preservation of
existing affordable
housing
-
- ```
graph TD; Center((Stick Figure)); Center --- B1(Limited Land); Center --- B2(Expensive units to finance); Center --- B3(Limited in size / square foot); Center --- B4(Expanding the housing stock is difficult); Center --- B5(BOARD FEEDBACK); B5 --- Note(Looking around for more possibilities... maybe we can make them more affordable by giving another density);
```
- Limited Land
- Expensive units to finance
- Limited in size / square foot
- Expanding the housing stock is difficult
- BOARD FEEDBACK
- Still keep development modest - not too many!
  - Habitat preservation is still important - don't lose it!
  - Little support for affordable housing, still in Habitat
  - Don't have a lot of money - have to be patient!
  - Try to have an idea in terms of how much help is needed
  - "Public work" (work in progress)
  - Need to work towards the goal of the plan and not get lost
- Looking around for more possibilities... maybe we can make them more affordable by giving another density
- www.boston.com

- 8 | Davidson Summary Report January 2018



# Visioning

The Board was asked to envision Davidson 10 years in the future and the community is celebrating what a great place Davidson is. They were asked to think about what their legacy will be and what did they set in motion. They were asked to think about the key things they focused on and/or priorities they set. The board worked in two groups to create a set of vision themes. The discussion from both groups is captured below.

## Cover/Headline

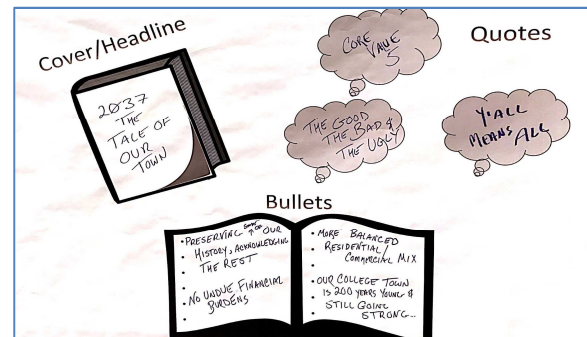
- We're Still A Village!
- 2037- The Tale of Our Town

## Quotes

- Retreat hell, were making a backward advance
- Core value 5
- The Good, The Bad, & The Ugly
- Y'all means all

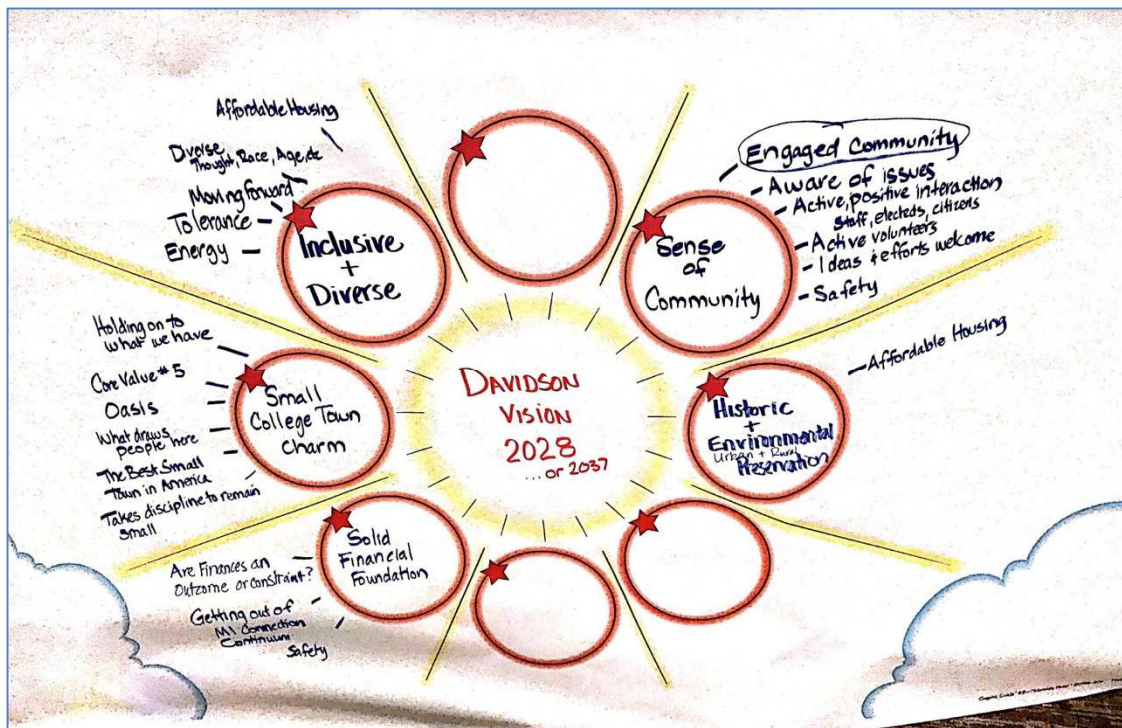
## Bullets

- Oasis
- Tolerant, integrated inclusive
- Intact historic Main street and neighborhood
- Thriving tree
- 15,000 people
- Lifelong lasting community
- Urban farm/mix of historical uses
- Preserving some of our history, acknowledging the rest
- No undue financial burdens
- More balanced residential/commercial mix
- Our college town is 200 years young & still going strong



# Visioning Continued

The full group reconvened to have a discussion of the themes they found prevalent and they then worked to refine these into goals and objectives. The discussion is summarized below.



## Is, Is Not and What's Different

To clarify what the Board meant by different themes, they were asked to describe what the theme “is”, what it “is not”, and how the theme area would be different in the future from what they see today.

### Preserve Davidson Character

Is

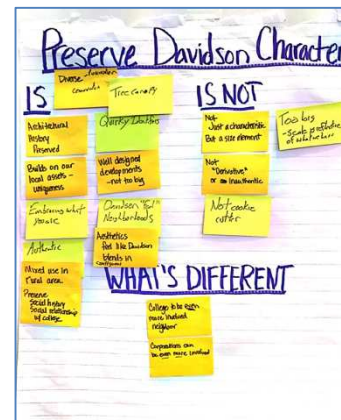
- Diverse communities – presentation
- Tree canopy
- Architectural history preserved
- Quirky identifiers
- Builds on our local assets – uniqueness
- Well designed developments – not too big
- Embracing what you are
- Davidson “feel” neighborhoods
- Authentic
- Aesthetics feel like Davidson blends in contiguous
- Mixed use in rural area
- Preserve social history, social relationship with college

Is Not

- Not just a characteristic but a size element
- Not “derivative” or inauthentic
- Not cookie cutter
- Too big – scale is reflective of what we have

What's Different?

- College to be even more involved neighbor
- Corporations can be even more involved



## Sense of Community

Is

- Feeling of Belonging
- Feeling of neighborhood/neighbors
- Identity, sense of pride to identify as Davidson
- Physical aspects of Davidson – walkability
- We are happy with who we are and doing things differently
- See...what makes Davidson...Davidson
- Sense of pride
- Positive reputation
- Davidson is a state of mind
- Feeling of smallness

Is Not

- Not in a bubble
- Not arrogant
- Online and anonymous

What's Different?

- Better working relationship with neighbors
- \*Drivers: Planning government interaction



## Solid Financial Foundation

Is

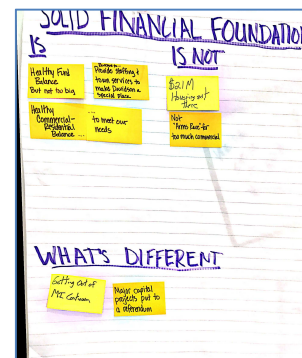
- Healthy fund balance but not too big
- Revenue to... provide staffing and town services to make Davidson a special place
- Healthy commercial – residential balance to meet our needs

Is Not

- \$21M hovering out there
- Not "Arms Race" for too much commercial

What's Different?

- Getting out of Continuum
- Major capital projects put to a referendum



## Engaged Community

Is

- Davidson does best when we work together
- Civil in nature
- Participate – volunteer groups fighting battles
- People outside of government feel they make a difference
- Can make a difference
- Educated learn about issues
- Opportunities to learn
- Public-government relationship positive
- Public-public relationship – social capital

Is Not

- Not we – they atmosphere





- Not panicked
- Whack a mole
- Alternative facts
- Single disgruntled person takes tons of ton
- Not a “sales job” for developers

#### What’s Different?

- Single source of truth easily available
- All the facts available
- Less misinformation, staff don’t have to go down rabbit holes
- Staff not spending so much time chasing misinformation
- Alert board when an unsatisfied person remains disgruntled
- Objective FAQs – open dialogue; address strengths and weaknesses
- More rigorous pro-con discussions

### Promote Diversity and Inclusion

#### Is

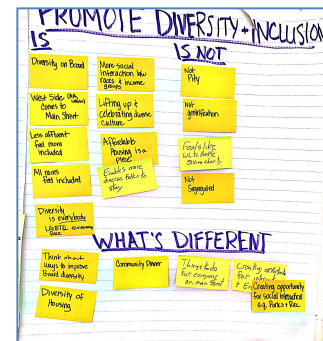
- Diversity on board
- West side (AA, Latino) comes to Main Street
- Less affluent feel more included
- All races feel included
- Diversity is everybody – LGBTQ, economics, race
- More social interaction between races and income groups
- Lifting up and celebrating diverse culture
- Affordable housing is a piece
- Enables more diverse folks to stay

#### Is Not

- Not pity
- Not gentrification
- Feels like white people give charity
- Not segregated

#### What’s Different?

- Think about ways to improve board diversity
- Diversity of housing
- Community dinner
- Things to do for everyone on main street
- Creating opportunity for social interaction e.g. Parks and Rec



### Approach to Growth – residential and commercial

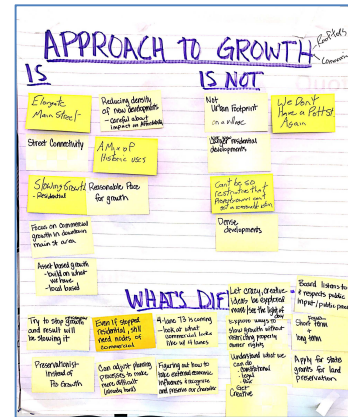
#### Is

- Elongate main street
- Street connectivity
- Slowing growth – residential
- Focus on commercial growth in downtown main street area
- Asset based growth – build what we have, local based
- Reducing density of new developments
- A mix of historic uses

- Reasonable pace for growth
- Is Not
- Not urban footprint on a village
  - We don't have a Potts St. again
  - Not new larger residential developments
  - Can't be so restrictive that property owners can't get a reasonable return
  - Dense developments

#### What's Different?

- Try to stop residential growth and result will be slowing it
- Preservationist instead of pro growth
- Even if stopped residential, still need nodes of commercial
- Can adjust planning processes to make more difficult (already hard)
- 4-lane 73 is coming – look at what commercial looks like with 4 lanes
- Figuring out how to take external economic influences and recognize and preserve our character
- Let crazy, creative ideas be explored more/ see the light of day
- Explore ways to slow growth without restricting property owner rights
- Understand what we can do – constitutional, legal, fair
- Get creative
- Board listens to and respects public input/public processes
- Focus short term and long term
- Apply for state grants and land preservation



## 2018 Priorities & Tactical Actions

The Board established these priority themes:

#### Preserve & Enhance ...

Preserve Character of Davidson  
Sense of Community  
Engaged Community

#### Attain, Innovate, and Move Forward ...

Promote diversity and inclusion  
Solid financial foundation



The Board then identified the tactical items they would like to pursue in the next 1-2 years:

### Community Engagement Process Review

- What's changed recently and why
- Use upcoming planning project as model
- Community engagement planning processes
- Reinstate charrette process

### Realignment of Land Use Strategy

- Comp. Plan
- Task force land use, preservation of character
- Symposium smart growth
- Realignment of land use strategy
- Near term, long term steps
- Review rural area land use
- Review zero buffers
- Water and sewer strategy
- Review by-right
- Revise tree ordinance
- Alternative ideas for more greenways/open space
- Pott. St alternative
- Options for planning processes
- Look at 4-lane 73
- Investigative land preservation grants

### Community Engagement Strategy

- Explore "Welcome Wagon" ideas
- Coffee chats
- Town day clean up potluck
- Citizen survey
- More outreach
- Perception matches reality on communication
- Event and outreach

- Direct and PR becomes substantive; utilize volunteers

### **Historic Preservation Strategy**

- Adoption of historic preservation plan/historic district(s)
- School historic designation
- Investigate conservation districts
- Have someone in planning develop true expertise in historic preservation
- Create a locally designated historic district (or several)
- Work with Historic Preservation Commission

### **Non-Profit Partnership**

- Explore needs of our non-profits and how we help? e.g. Ada and DCP

### **Affordable Housing Strategy**

- Ideas for helping elderly stay in homes
- Regional approach
- Help preserve NOAH (naturally occurring affordable housing)
- Investigate other AH tools
- Diversity of housing

### **Economic Development Strategy**

- Economic development strategy
- Encourage redevelopment of: Linden Mill, train station, old IB school, Doug's PW bldg.
- From economic perspective start with our assets, both physical and social capital
- Food economy historic pres. as economic dev. Tools

### **Strategic College Relationship**

- Create list of priorities for strategic college "asks"

### **Mobility Plan/Transportation**

- North-South connector
- Turn lane Concord Rd
- Left turn at Concord

### **Community Dinners**

- Community dinners/national night out

### **New Approach to Board Meetings – structure/timing, community engagement, info sharing**

- New approach to board meetings
- Time/agenda order
- Making information easier to see/access to
- Board/staff debriefing on past projects
- Set goals after prelim public discussion and summary articulation by board
- Investigate changes to weekly report
- Clarify guidance to adv. Boards

### **Summers Walk Welcome Sign**

**Greenways, Open Space and Parks Strategy**

- Look for small, neighborhood active recreation options
- Meaningful park space within ¼ mile of each citizen
- Explore healthy living initiative
- Connect greenways
- Parks Grants
- Summers walk greenway

**Address Staffing Needs**

- Number of staff pay and benefits

**Financial Foundation**

- Fund balance strategy
- Financial transparency information
- Continuum

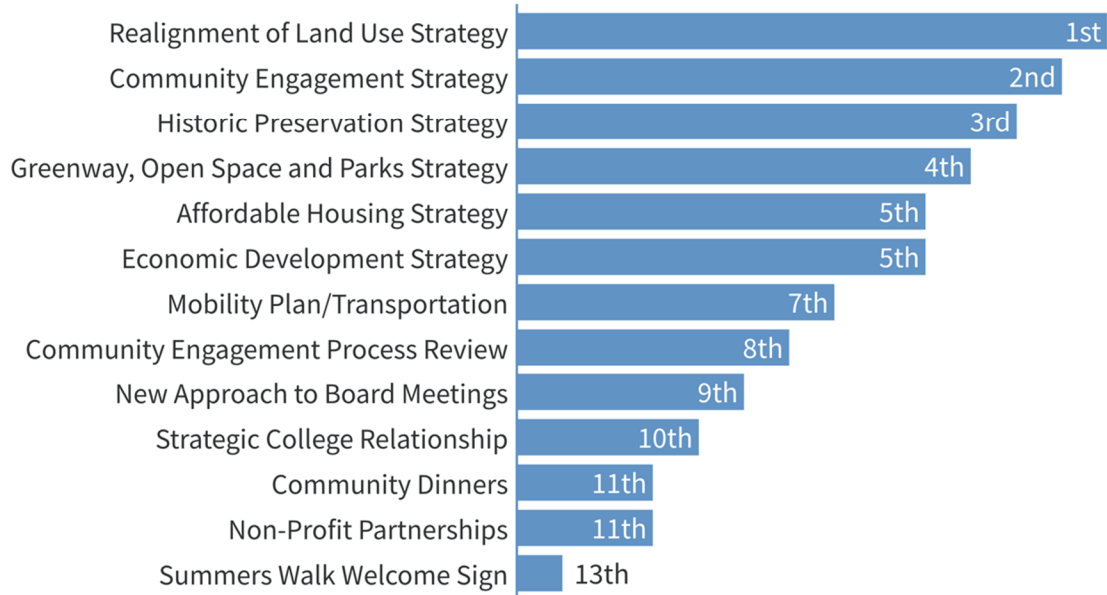
**Address Capital and Maintenance Needs and Assets**

- Dev. Approach for public land in town
- Beaty St. task force
- Capital needs, facilities
- Existing infrastructure maintenance
- Address public facilities needs of police, fire, public works
- Create Beaty St. task force to move forward with plans for that property

The Board was then asked to rank the categories of tactical items from their highest priority to their lowest. Three categories - Address Staffing Needs, Financial Foundation, and Address Capital and Maintenance Needs and Assets – were not included in the ranking because they are operational and need to be addressed. The summary of the ranking follows. The discussion after the ranking reveals that each Board member organized each priority in their own way for varying reasons. For example, some voted on relative importance while others voted on ease and interrelated strategies. Overall, the Board recognizes that all priorities are important to achieve over the next two years. The discussion is summarized below.

## Rank order your top priorities for the next 1-2 years.

Respond at [PollEv.com/fountainworks](https://www.poll-ev.com/fountainworks)



### Board Comments on Ranking:

Upon viewing the overall ranking, the board recognized that this is a relative tool, but many of the items are interrelated and overlap. Not all Board members approached voting the same way. Some of their comments on the ranking follow:

- Is mobility really that low (7<sup>th</sup>)? Mobility and transportation is a component of the land use strategy.
- A lot of these are interrelated. One supports the other.
- Low hanging fruit – do some things that are easy to do e.g. Board meeting process – shows quick and fast results. Then move on to the harder ones like land use and economic development. Want to show we aren't doing business as usual.
- Board meetings ranked 9<sup>th</sup>? It is a small outcome relative to the others.
- Rank in terms of importance vs timing. This is easy to do quickly.
- Board meetings will be changed even though ranked lower. It is meaningful and low hanging fruit.
- Actionable items that we can do today includes board strategy. Interested to see where we go from here with this.
- In terms of resources, this can be a good guide to how we want to use our resources.
- Voting based on relative importance rather than how long it would take.
- Summers walk sign is also easy to do – but is a nice to have. Ties to community engagement strategy. Want this neighborhood to feel like it is a part of Davidson.
- 1-7 are meatiest. The others support the priorities
- Need to talk about how these work together. May be opportunity to combine some.
- Some board members may be able to address or participate in some. E.g. strategic relationship with the college.

- Strategies are all at the top of the list. We recognize we don't have all the answers but need to develop answers.
- Within some of the strategies – want to know what are some of the very short term things are. E.g. that can be done in the next 60 days. Some suggestions:  
Community dinners  
Tree ordinance  
Meeting schedule  
Add service component to town day

These are things that board wants to do in the next two years. Staff will come back with a plan on how to do all of these things in the next two years. It does not preclude all the good things the Town is doing right now. The Manager will discuss with management team – how will we address these and what resources it will take to do so. Staff will develop an approach and turn this into a game plan with time frames and resource needs.

## Board to Board and Board to Staff Expectations

The Board and staff reviewed a draft document outlining Town of Davidson Expectations for Effective Mayor, Board of Commissioners and Staff Working Relationships. Overall, participants agreed with the draft. The comments noted in **green** below were noted on a few topics.

**The mayor, board of commissioners\* and staff of the Town of Davidson have identified the following expectations to promote effective working relationships with each other and leadership for the town.**

### 1. Communications will be inclusive and transparent

- The Board and staff will work together to establish communication processes that are inclusive and transparent to the Board, staff, and public.
- All board members and manager will be copied on all email threads. **[CC for informational purposes. It means something different to be on the TO line vs CC line. Clear subject line. If citizen emails one member, cc all others in response.]**
- Email is efficient but not always the best way to communicate. Use phone and in-person conversations as appropriate.
- We will actively engage and listen to each other to creatively discuss issues and lead the town toward change.
- We will communicate with each other as clearly, openly, and honestly, as possible.
- The board will refrain from publicly criticizing an individual employee. Criticism is differentiated from questioning facts or the opinion of staff.
- The mayor facilitates communication during board meetings to ensure all commissioners have an opportunity to speak and staff is appropriately called on for their professional expertise.

## **2. Commissioners and staff freely give and seek feedback**

- We will value the ideas, beliefs, and opinions of each other, whether or not we agree with them.
- The board and staff will create an atmosphere that allows everyone to feel comfortable voicing their opinions freely and expressing disagreement.
- The board will be receptive to questions, inputs, recommendations (including pros and cons) from the staff, and vice versa.

## **3. Commissioners and staff will engage with the community**

- We will engage with each other and the community and remain flexible to new ideas.
- Board members will strive to have a **strong** physical presence in the community.
- When in public, we will behave in such a way that reflects positively on our community, collaborators, and partners.
- We are trustworthy, reliable, and dependable to each other and the community.

## **4. Information will be shared in a timely manner**

- We will provide each other with sufficient time to consider decisions being made on big issues and seek out community input on issues when necessary.
- Board members submit questions about agenda items ahead of the meeting so staff has time to prepare.
- We will ensure that the board and staff have **the necessary information** to make appropriate recommendations and decisions. **Goal is no surprises – if it feels like it might be important let us know.**

## **5. The Commissioners and staff will work to be high performing board and organization**

- The board takes official action as a body. Their authority rests in the group, not in individual board members.
- We will strive to create a culture of providing ongoing and timely feedback to support performance improvement and personal growth to build trust and our relationships with each other.
- We will acknowledge when mistakes are made and will be open and honest with each other to resolve the issue.
- We will hold ourselves and each other accountable in being as transparent as possible in order to make well-informed decisions that affect the town and community.

## **6. The Commissioners and staff **trust and** respect each other's roles**

- The board and staff understand each other's respective roles and responsibilities in providing service to the community.
- The board and staff will see each other as competent while recognizing and respecting each other's roles and expertise.
- The board sets future direction and policy—the staff is responsible for administrative functions and town operations.
- Board members' requests that require staff time should be directed to the manager. Requests that set new direction or require resource allocations are put before the entire board.

**Can also share on website general language re board vs. staff role.**



## Mission, Vision and Core Value #5 Discussion

The Board reviewed the Mission, Vision and Core Value # 5. The Board was comfortable with the Mission Statement. Based on the visioning done at the retreat, the Board delegated to staff the idea to update the Vision Statement. The Board also clarified its intent on Core Value #5 and asked staff to finalize language on that.

### Core Value #5

***Davidson's traditional character is that of a small town, so land planning will reflect its historic patterns of village-centered growth, with connection of neighborhoods, preservation of rural area, and provision of public spaces.***

- Davidson is a small, historic college town. A town that celebrates its rich cultural and architectural history. Our unique character is reflected in our land use, managed approach to growth, and preserved in our architectural history and honored when incorporated in new development so land planning will reflect its historic patterns of village-centered growth, with connection of neighborhoods, preservation of rural area, and provision of public spaces.

Davidson's tradition is that of a small college town. Land planning must reflect its historic patterns with connection of neighborhoods, preservation of rural area, and provision of public spaces.

Davidson's goal is to be the best possible small college town. (Underlying goal)

Small historic college town that celebrates its rich culture and diverse history. (Keep in preservation of rural areas)

## Citizen Comments

Citizens were invited to observe the proceedings and share their comments and priorities for the Town:

### What makes Davidson...Davidson?

- It's quiet, laid-back, friendly, safe
- Attractive as a retirement destination
- Has well managed growth (few drive thrus, chain retail stores) despite many interested developers

### Davidson Trends and Issues

- Accommodate the needs of retired and older adults better (a community center?)
- Improve transportation/ mobility to be more pedestrian friendly
- Don't let this town "die" from a ban on growth

### Suggestions

- Provide basic census data on population, employment and housing

### Planning

- Plans need to be based on strategies and strategies should be based on vision
- What is the vision and strategies for commercial development in Davidson and what is the plan to bring it here?
- Actions have consequences – what happens to Davidson if an adequate tax base is not there?

### Sense of Community means...

- Newcomers feel welcome
- Neighbors helping neighbors
- Eliminate “West Side” and “East Side” from vocabulary

### Engaged Community means...

- Respect for differing opinions
- Diverse representation
- Establish partnerships with citizens
- Board members should broaden their role as facilitator, supporter and collaborator

### Promote Diversity and Inclusion means...

- Recognize and celebrate different cultures and age groups and life styles
- Promote housing choices

### Approach to Growth means...

- “Re-create” Davidson – it is more than just Main Street and Jackson
- Expand focus to include neighborhoods
- Take advantage of the healthy economy to get what we want

### Preserve Davidson means...

- Look at the big picture – location, location, location

### Suggestions for Vision

- Consider Enhance, not just preserve quality of life; Innovate – move forward and not just stay still with “what is”

### Suggestions for Tactics

- Create a project plan with tasks, responsibilities, and dates and people accountable

### Question

- What is the status of the 2016-17 Davidson Game Plan?

### Comments on Core Values

- Are we a “small” college town, or a “small college” town
- Sounds like the proposal is “we are a small town with a college” and that sounds limiting and restrictive, e.g. the only job opportunities will be at the College

### Top priorities

1. Economic development strategy
2. Community engagement strategy – includes community engagement process review
3. Mobility plan/ Transportation
4. Financial funds strategy/ Financial foundation
5. Affordable housing strategy
6. Realignment of land use strategy
7. Greenways/ open space/ parks strategy
8. Address staffing needs
9. Nonprofit partnerships/ Strategic college relationship
10. Historic preservation strategy

Other comments: A new approach to board meetings is not critical. Community dinners is included as part of community engagement. Summers Walk welcome sign is not critical.

## Next Steps and Reflections

### **NEXT STEPS**

- Prepare summary report of retreat outputs
- Develop 30-60-90 day actions near term action items
- Rewrite vision, core value number 5
- Staff to develop work plan tied with priorities



## DRAFT STRATEGIC PLAN 2018-2019

The Town of Davidson's strategic plan contains nine strategic goals that support the long-term vision of the town. Each strategic goal contains a set of tactical priorities or an outline of processes, and action steps to reach each goal.

### GOALS 2018-2019



#### LAND USE STRATEGY

The Town of Davidson will realign land use policies including revision of development processes, zoning, and regulations to preserve our architectural history, slow residential growth, reduce the scale of future development, and enhance downtown. Determine best strategy for rural area and NC-73.



#### COMMUNITY ENGAGEMENT STRATEGY

The Town of Davidson will have inclusive engagement with the community to encourage substantive, respectful, and open dialogue, increase participation, and foster a sense of belonging.



#### HISTORIC PRESERVATION STRATEGY

The Town of Davidson will preserve our architecturally significant structures to retain our authenticity and historic aesthetic.



The Town of Davidson will Increase physical and mental health of Davidson citizens. Preserve open space. Provide ample opportunities for play and discovery (active and passive).



The Town of Davidson will enable citizens to move freely throughout town via transit, car, bicycle, or on foot.



The Town of Davidson will preserve existing and provide new workforce and elderly housing.



The Town of Davidson will maintain organizational excellence through sound financial management, training and retention of quality employees, and superior service to the community.



The Town of Davidson will use existing assets and targeted growth to encourage appropriate commercial development.



The Town of Davidson will build on existing relationships to strengthen partnerships with strategic organizations and institutions.

Key: Items in *blue italics* are to be completed within 90 days of February 1, 2018.



## LAND USE STRATEGY

**Goal:** *Realign land use policies including revision of development processes, zoning, and regulations to preserve our architectural history, slow residential growth, reduce the scale of future development, and enhance downtown. Determine best strategy for rural area and NC-73.*

| Tactical Priority                                                     | Action Steps                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Lead Staff  | Timeline                                                                                                                       |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Review and develop options to change planning processes</i></b> | <ul style="list-style-type: none"> <li><i>Present existing processes to board, including discussion of "by-right."</i></li> <li><i>1) Discuss charrette process and options for additional board input in decisions. 2) Determine changes board would like to make.</i> <ul style="list-style-type: none"> <li>Rewrite ordinance</li> <li>Citizen input</li> <li>Implement</li> </ul> </li> </ul>                                                                                                                                                                           | Planning    | <i>March 27, 2018</i>                                                                                                          |
|                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Planning    | <i>April 10, 2018</i>                                                                                                          |
|                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             | TBD                                                                                                                            |
| <b><i>Change land use regulations</i></b>                             | <ul style="list-style-type: none"> <li>Discuss alternatives for Village Infill development.</li> <li>1) Discuss existing rural area land use plan and water/sewer policy. 2) Determine changes board would like to make. <ul style="list-style-type: none"> <li>Rewrite ordinance</li> <li>Citizen input</li> <li>Board decision</li> <li>Implement map amendments (rezonings) and/or policy</li> </ul> </li> <li>1) Discuss zero buffers rationale. 2) Determine if board wants to change. <ul style="list-style-type: none"> <li>Rewrite ordinance</li> </ul> </li> </ul> | Planning    | Determined by board priorities: Discuss which items board-initiated decisions (near-term) vs. Comp Plan decisions (long-term). |
|                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Planning    |                                                                                                                                |
|                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Planning/TM |                                                                                                                                |

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                            |                                                              |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------|
|                                                | <ul style="list-style-type: none"> <li>○ Citizen input</li> <li>○ Board decision</li> <li>○ Implement text amendments</li> <li>• <i>Revise tree ordinance.</i> <ul style="list-style-type: none"> <li>○ Rewrite ordinance – in process</li> <li>○ Citizen input</li> <li>○ Board decision</li> <li>○ Implement text amendments</li> </ul> </li> <li>• 1) Discuss options to limit growth. 2) Determine changes board wants to make.           <ul style="list-style-type: none"> <li>○ Rewrite ordinance</li> <li>○ Citizen input</li> <li>○ Board decision</li> <li>○ Implement map amendments (rezonings) and text amendments</li> </ul> </li> <li>• 1) Review NC-73 plan. 2) Determine changes board would like to make to surrounding area to complement 4-lane road.           <ul style="list-style-type: none"> <li>○ Rewrite ordinance</li> <li>○ Citizen input</li> <li>○ Implement map amendments (rezonings)</li> </ul> </li> </ul> | <p>Planning</p> <p>Planning</p> <p>Planning<br/>NC-DOT</p> | <p>March 27, 2018</p>                                        |
| <b><i>Begin Comprehensive Plan process</i></b> | <ul style="list-style-type: none"> <li>• <i>Present options and timeline to board.</i></li> <li>• Write RFP for consultants, post RFP, interview and hire consultants.</li> <li>• Host symposium on traditional town planning.</li> <li>• Determine citizen committees for comprehensive plan, including “land use” and</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>Planning</p>                                            | <p><i>Feb. 27, 2018</i></p> <p>TBD</p> <p>TBD</p> <p>TBD</p> |

|                                             |                                                                                                                                                                    |                   |                |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------|
|                                             | “preservation of Davidson’s character” and “options for preservation of open space.”                                                                               |                   |                |
| <b>Revise Core Value #5</b>                 | <ul style="list-style-type: none"> <li>• <i>Present options to board; wordsmith.</i></li> <li>• <i>Citizen input.</i></li> <li>• <i>Board adoption.</i></li> </ul> | PIO               | <i>60 days</i> |
| <b>Investigate land preservation grants</b> |                                                                                                                                                                    | Livability Board? |                |





## COMMUNITY ENGAGEMENT STRATEGY

Goal: **Davidson will have inclusive engagement with the community to encourage substantive, respectful, and open dialogue, increase participation, and foster a sense of belonging.**

| Tactical Priority                                     | Action Steps                                                                                                                                                                                                                                                                                                                                                                                                                                             | Lead Staff                  | Timeline    |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------|
| <b>Create new approach to board meetings</b>          | <ul style="list-style-type: none"> <li>• <i>Review timing of meetings to make accessible to all</i> <ul style="list-style-type: none"> <li>○ <i>Change meeting start time</i></li> <li>○ Explore “Coffee Chats” concept and make improvements</li> </ul> </li> <li>• <i>Enhance Novus Agenda content and review item order</i></li> <li>• Allow for time in decision-making process for public discussion and board analysis prior to action.</li> </ul> | Town Manager                | 30 days     |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Town Clerk                  | In progress |
|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Town Clerk                  | In progress |
| <b>Review and update community engagement process</b> | <ul style="list-style-type: none"> <li>• Discuss current community engagement process (overall and planning-specific) <ul style="list-style-type: none"> <li>○ Use upcoming planning project as model for community engagement process</li> </ul> </li> </ul>                                                                                                                                                                                            | Town Manager, PIO, Planning | 60 days     |
| <b>Review board/staff communications</b>              | <ul style="list-style-type: none"> <li>• <i>Update board/staff expectations document</i></li> <li>• Create time for board/staff to de-brief on ongoing projects</li> </ul>                                                                                                                                                                                                                                                                               | Town Manager                | 30 days     |

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                             |                                                                                                           |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
|                                    | <ul style="list-style-type: none"> <li>• Develop system for staff to regularly communicate to board <ul style="list-style-type: none"> <li>○ Weekly emails, quarterly reports at meetings, other</li> </ul> </li> <li>• Clarify guidance to advisory boards <ul style="list-style-type: none"> <li>○ Develop and share board expectations and communications guidelines</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                     |                                                                                                                                                             |                                                                                                           |
| <b>Social Community Engagement</b> | <ul style="list-style-type: none"> <li>• <i>Create and host community dinners</i></li> <li>• Enhance Town Day to include service project and community dinner</li> <li>• Explore “welcome wagon” ideas</li> <li>• Conduct Citizen Survey</li> <li>• Engage our outlying neighborhoods <ul style="list-style-type: none"> <li>○ Summers Walk, Davidson Pointe, Davidson Landing</li> <li>○ Encourage participation in meetings, programs, and events</li> </ul> </li> <li>• Use direct communication <ul style="list-style-type: none"> <li>○ Board and staff to use forthright and accessible language, explain acronyms, convey options with pros and cons</li> </ul> </li> </ul> | <p>Economic Development Mgr &amp; Committee</p> <p>Parks &amp; Recreation</p> <p>PIO</p> <p>Asst. Town Mgr.</p> <p>BoC &amp; PIO</p> <p>Board and staff</p> | <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>Spring 2019</p> <p>Ongoing</p> <p>Ongoing</p> |



## HISTORIC PRESERVATION STRATEGY

Goal: *The Town of Davidson will preserve our architecturally significant structures to retain our authenticity and historic aesthetic.*

| Tactical Priority                            | Action Steps                                                                                                                                                                                                                                                                                                                                                                                                                                    | Lead Staff     | Timeline                             |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------|
| <b>Create/expand local historic district</b> | <ul style="list-style-type: none"> <li>• <i>Investigate National Historic District becoming Local Historic District.</i> <ul style="list-style-type: none"> <li>○ Information to all citizens in Nat'l Historic District and public information session</li> <li>○ North Main as pilot project?</li> <li>○ Appoint committee</li> <li>○ Conduct designation process with citizen participation</li> <li>○ Board decision</li> </ul> </li> </ul> | Planning       | <i>In process<br/>March 27, 2018</i> |
| <b>Investigate conservation districts</b>    | <ul style="list-style-type: none"> <li>• Discuss with planning board as sub-committee role</li> </ul>                                                                                                                                                                                                                                                                                                                                           | Planning Board | 90 days                              |
| <b>Designate IB School as landmark</b>       | <ul style="list-style-type: none"> <li>• Work with CharMeck Landmarks Commission staff on analysis and report. <ul style="list-style-type: none"> <li>○ Present to CharMeck Landmarks Commission</li> <li>○ Present to board for decision</li> </ul> </li> </ul>                                                                                                                                                                                |                | TBD                                  |
| <b>Historic Preservation Plan</b>            | <ul style="list-style-type: none"> <li>• Comp Plan committee, Planning Board committee or consultant to investigate and prepare?</li> </ul>                                                                                                                                                                                                                                                                                                     |                | Comp Plan                            |



## GREENWAYS, OPEN SPACE, AND PARKS STRATEGY

Goal: ***The Town of Davidson will Increase physical and mental health of Davidson citizens. Preserve open space. Provide ample opportunities for play and discovery (active and passive).***

| Tactical Priority                      | Action Steps                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Lead Staff                     | Timeline                              |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------------|
| <b><i>Neighborhood initiatives</i></b> | <ul style="list-style-type: none"> <li>1) Present existing neighborhood amenities to board and requirements of planning ordinance (1/4 mile).</li> <li>2) Determine a) additional amenities and/or, b) changes the board would like to make to ordinance. <ul style="list-style-type: none"> <li>a. Add to CIP or budget, obtain citizen input, board decision.</li> <li>b. Rewrite ordinance, citizen input, board decision.</li> </ul> </li> <li>Connect Summers Walk to River Run via greenway. <ul style="list-style-type: none"> <li>Review funding and timeline.</li> <li>Partner with Meck, Cabarrus counties and Kannapolis.</li> </ul> </li> </ul> | Parks and Rec Planning         | <p>Spring 2018</p> <p>Spring 2018</p> |
| <b><i>Town-wide initiatives</i></b>    | <ul style="list-style-type: none"> <li>Healthy living initiative</li> <li>Connect greenways and seek alternative ideas for more greenways.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Parks and Rec<br>Parks and Rec | Ongoing<br>Ongoing                    |
| <b><i>Seek park grants</i></b>         | <ul style="list-style-type: none"> <li>Apply for PARTF grant if GO Bond funds available; review other opportunities for park grants.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Parks and Rec                  | September 2018                        |



## AFFORDABLE HOUSING

| Goal: <b><i>Davidson will preserve existing and provide new workforce and elderly housing.</i></b> |                                                                                                                                                                                                                                                                                                                                                                                       |              |                |
|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------|
| Tactical Priority                                                                                  | Action Steps                                                                                                                                                                                                                                                                                                                                                                          | Lead Staff   | Timeline       |
| <b><i>New programs</i></b>                                                                         | <ul style="list-style-type: none"> <li>• Explore ideas for renovation and rehab of existing homes owned by lower income homeowners.</li> <li>• Investigate how to preserve naturally occurring affordable housing (NOAH).               <ul style="list-style-type: none"> <li>○ Discuss meaning and potential with board</li> <li>○ Make changes to ordinance</li> </ul> </li> </ul> | Aff. Housing | TBD<br><br>TBD |
| <b><i>Review existing program; make changes</i></b>                                                | <ul style="list-style-type: none"> <li>• 1) Review UNCC Urban Institute needs assessment study, current ordinance requirements for affordable housing and diversity of housing, plans for PIL funds, options for administration of program and regional approach. 2) Determine changes board wants.</li> </ul>                                                                        | Aff. Housing | Spring 2018    |



## ECONOMIC DEVELOPMENT STRATEGY

| Goal: <i>Davidson will use existing assets and targeted growth to encourage appropriate commercial development.</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |                                 |
|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------|
| Tactical Priority                                                                                                   | Action Steps                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Lead Staff | Timeline                        |
| <b><i>Review existing program</i></b>                                                                               | <ul style="list-style-type: none"> <li>Share 2017-2022 ED Strategic Plan and discuss overall strategy, including opportunities for food economy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                       | ED Mgr     | May 2018                        |
| <b><i>Focus on historic preservation as economic development tool</i></b>                                           | <ul style="list-style-type: none"> <li>Encourage redevelopment of Linden Mill, train station, IB School, public works building, etc.               <ul style="list-style-type: none"> <li>Determine board's parameters:                   <ul style="list-style-type: none"> <li>Repurpose or redevelop?</li> <li>Town purchase buildings?</li> <li>Economic Development Corp?</li> </ul> </li> </ul> </li> <li>Review physical and social capital assets. (Need more information to develop tactics.)</li> </ul> | ED Mgr     | Determined by board priorities. |
|                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ED Mgr     | May 2018                        |
| <b><i>Focus on commercial growth in downtown area</i></b>                                                           | <ul style="list-style-type: none"> <li>Need more information (no space available).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                     | ED Mgr     | Comp Plan process               |



## MOBILITY/TRANSPORTATION

Goal: *The Town of Davidson will enable citizens to move freely throughout town via transit, car, bicycle, or on foot.*

| Tactical Priority                    | Action Steps                                                                                                                                                                                                                      | Lead Staff                          | Timeline                                   |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------------------------|
| <b>Create Davidson Mobility Plan</b> | <ul style="list-style-type: none"><li>• Continue work with consultants. Include town walks with citizens, charrette process and citizen input.</li><li>• Fold Mobility Plan into Comprehensive Plan.</li></ul>                    | Planning                            | In process                                 |
| <b>Review existing projects</b>      | <ul style="list-style-type: none"><li>• Presentations to board include:<ul style="list-style-type: none"><li>○ North-South Corridor Study</li><li>○ GO Bond projects</li><li>○ Turn lane from Main to Concord</li></ul></li></ul> | LNTC<br><br>Finance<br>Public Works | May 2018<br><br>Feb 27, 2018<br>April 2018 |



## OPERATIONS

Goal: ***Davidson will maintain organizational excellence through sound financial management, training and retention of quality employees, and superior service to the community.***

| Tactical Priority                           | Action Steps                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Lead Staff                                   | Timeline                                                             |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------------------------------|
| <b><i>Sound financial management</i></b>    | <ul style="list-style-type: none"> <li>• <i>Present financial overview, budget process, fund balance strategy.</i></li> <li>• <i>Create “infographics” for website.</i></li> <li>• Initiate other financial transparency initiatives</li> <li>• Determine future options for Continuum.               <ul style="list-style-type: none"> <li>• Continue to gather information and analyze Continuum business plan, data, and projections for future decisions.</li> </ul> </li> <li>• Review staffing, pay, and benefits levels.</li> </ul>                                                 | Finance                                      | Feb 13, 2018<br><br>60 days<br>TBD<br><br>TBD<br>Budget process      |
| <b><i>Capital and maintenance needs</i></b> | <ul style="list-style-type: none"> <li>• Address facility needs of Police, Fire, Public Works, and Parks and Recreation, including community space.               <ul style="list-style-type: none"> <li>○ Present history and current status to board.</li> <li>○ Board determine options to investigate.</li> <li>○ Address in CIP and financial model.</li> </ul> </li> <li>• Address infrastructure needs, including sidewalks, street re-surfacing, park maintenance.               <ul style="list-style-type: none"> <li>○ Present GO Bond projects to board.</li> </ul> </li> </ul> | TM<br><br><br><br><br><br><br><br><br><br>PW | Feb 13, 2018<br><br>Feb 27, 2018<br><br><br><br><br><br>Feb 27, 2018 |



|                    |                                                                                                                                                                                                                                                                                                                      |              |                       |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------|
| <b>Town Assets</b> | <ul style="list-style-type: none"> <li>1) Review map and 2) develop plan for all town-owned land.</li> <li><i>Develop Beaty St property plan:</i> <ul style="list-style-type: none"> <li><i>Process for appointing task force</i></li> <li>Determine appropriate uses</li> <li>Board decision</li> </ul> </li> </ul> | TM<br><br>TM | TBD<br><br>March 2018 |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------|



## PARTNERSHIPS

| Goal: <b><i>The Town of Davidson will build on existing relationships to strengthen partnerships with strategic organizations and institutions.</i></b> |                                                                                                       |            |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------|--------------|
| Tactical Priority                                                                                                                                       | Action Steps                                                                                          | Lead Staff | Timeline     |
| <b>Davidson College</b>                                                                                                                                 | <ul style="list-style-type: none"> <li>Board create list of priorities for strategic asks.</li> </ul> | TM/Board   | TBD          |
| <b>Non-profits</b>                                                                                                                                      | <ul style="list-style-type: none"> <li>Review non-profit grant process;</li> </ul>                    | TM/Board   | Feb 27, 2018 |



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**Agenda Title:** **Centralina Council of Governments** - Commissioner Autumn Rierson Michael  
**Lake Norman Chamber** - Commissioner Matthew Fort  
**Visit Lake Norman** - Commissioner Jim Fuller  
**Lake Norman Regional Economic Development Organization** - Commissioner David Sitton  
**North Mecklenburg Alliance** - Commissioner David Sitton  
**Charlotte Regional Transportation Planning Organization** - Commissioner Jane Campbell  
**Lake Norman Transportation Commission** - Commissioner Jane Campbell  
**Metropolitan Transportation Commission** - Mayor Rusty Knox

**Summary:**

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**ATTACHMENTS:**

| Description              | Upload Date | Type |
|--------------------------|-------------|------|
| No Attachments Available |             |      |



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**Agenda**      **Design Review Board Bi-Annual Update**  
**Title:**       **Design Review Board Chair Bob Lauer - Senior Planner Chad Hall**  
**SUMMARY:** The Design Review Board will provide an update on recent activities and projects that have come before the advisory board.

**Summary:**

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**ATTACHMENTS:**

| <b>Description</b> | <b>Upload Date</b> | <b>Type</b> |
|--------------------|--------------------|-------------|
| ▣    DRB Update    | 2/27/2018          | Cover Memo  |

# HISTORIC PRESERVATION COMMISSION & DESIGN REVIEW BOARD UPDATE



College Town. Lake Town. *Your Town.*

Design Review Board Update  
Board of Commissioners  
Bruce Barteldt, DRB/HPC Vice-Chair; Chad Hall, Senior Planner  
February 27, 2018

# HISTORIC PRESERVATION COMMISSION

## State Statutes

- **G.S. 160A-400: Historic District Commission**
  - Any municipal governing board may, as part of a zoning or other ordinance enacted or amended pursuant to this Article, designate and from time to time amend one or more historic districts within the area subject to the ordinance. Such ordinance may treat historic districts either as a separate use district classification or as districts which overlay other zoning districts.
  - DPO 13.3.1 Authority and Responsibility: The Design Review Board/Historic Preservation Commission shall have the following duties and responsibilities (portion of full list):
    - Review and approve the building schematic design of all individual buildings in approved plans.
    - Grant or deny certificates of appropriateness in Local Historic District.
    - Undertake programs of research, information, education, or analysis relating to any matters under its purview.
    - Recommend buildings, structures, areas, sites, or objects to be designated by ordinance as historic districts or historic landmarks.
    - Recommend to the Town and the State structures, sites, objects, or districts worthy of national, state or local recognition.



# DESIGN REVIEW BOARD

## State Statutes

- **G.S. 160A-451-455: Design Review Board (Community Appearance Commission)**
  - Each municipality and county in the State may create a special commission, to be known as the official appearance commission (design review board) for the city or county.
  - The commission, upon its appointment, shall make careful study of the visual problems and needs of the municipality or county within its area of zoning jurisdiction, and shall review plans and carry out any programs that will, in accordance with the powers herein granted, enhance and improve the visual quality and aesthetic characteristics of the municipality or county.
  - DRB Review is limited to:
    - All commercial (storefront, workplace, live/work), institutional and multifamily projects in Davidson's town limits or extraterritorial jurisdiction (ETJ); and
    - Outside of the LHD but within the National Register Historic District, the DRB can also review townhomes in addition to the aforementioned architecture.
    - Other items as required by the DPO.



# HISTORIC PRESERVATION COMMISSION

**DUMC (FYI November 2015)**



College Town. Lake Town. *Your Town.*

Design Review Board Update  
Board of Commissioners  
Bruce Barteldt, DRB/HPC Vice-Chair; Chad Hall, Senior Planner  
February 27, 2018



# HISTORIC PRESERVATION COMMISSION

**DUMC (April 2016)**



College Town. Lake Town. *Your Town.*

Design Review Board Update  
Board of Commissioners  
Bruce Barteldt, DRB/HPC Vice-Chair; Chad Hall, Senior Planner  
February 27, 2018

# HISTORIC PRESERVATION COMMISSION

**DUMC (April 2016)**



College Town. Lake Town. *Your Town.*

Design Review Board Update  
Board of Commissioners  
Bruce Barteldt, DRB/HPC Vice-Chair; Chad Hall, Senior Planner  
February 27, 2018



# DESIGN REVIEW BOARD

## Fire Station #2 (April 2016)



College Town. Lake Town. *Your Town.*

Design Review Board Update  
Board of Commissioners  
Bruce Barteldt, DRB/HPC Vice-Chair; Chad Hall, Senior Planner  
February 27, 2018

# DESIGN REVIEW BOARD

## The Hub at 210 Delburg (August 2016)



Delburg Southeast View



College Town. Lake Town. *Your Town.*

Design Review Board Update  
Board of Commissioners  
Bruce Barteldt, DRB/HPC Vice-Chair; Chad Hall, Senior Planner  
February 27, 2018

# DESIGN REVIEW BOARD

## Sadler Square – Watson Street Elevation (June 2017)



College Town. Lake Town. *Your Town.*

Design Review Board Update  
Board of Commissioners  
Bruce Barteldt, DRB/HPC Vice-Chair; Chad Hall, Senior Planner  
February 27, 2018



# HISTORIC PRESERVATION COMMISSION

## Mandolino's (July 2017)



College Town. Lake Town. *Your Town.*

Design Review Board Update  
Board of Commissioners

Bruce Barteldt, DRB/HPC Vice-Chair; Chad Hall, Senior Planner

February 27, 2018

# DESIGN REVIEW BOARD

## Davidson K-8 Addition (January 2018)



College Town. Lake Town. *Your Town.*

Design Review Board Update  
Board of Commissioners  
Bruce Barteldt, DRB/HPC Vice-Chair; Chad Hall, Senior Planner  
February 27, 2018

# HISTORIC PRESERVATION COMMISSION

## 2018 Goals

- **Historic District Boundary:** Potential expansion of current district or creation of additional districts; public input will be first phase of community engagement
- **Historic District Design Guidelines:** Basic, Minor, Major Work list (for staff approval)







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**Agenda Title:** **Consider Approval of Community Development Block Grants (CDBG)**  
**Town Attorney Cindy Reid**  
**SUMMARY:** Community Development Block Grants are federal funds for projects that fit specific criteria. These funds are administered through a consortium of which the Town of Davidson is a part of. Staff recommends the town apply for grant funding for sidewalk projects and improvements to Roosevelt Wilson Park. The Town Board is asked to approve these applications.

**Summary:**

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**ATTACHMENTS:**

| Description              | Upload Date | Type |
|--------------------------|-------------|------|
| No Attachments Available |             |      |



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**Agenda      Discuss Proposed Watershed Ordinance Changes**

**Title:       Planning Director Jason Burdette**

**SUMMARY:** Per Mecklenburg County's recommendation, planning staff proposes changes to Section 17 (Watershed) of the planning ordinance. Staff will provide an update to these changes, including recent citizen concerns.

**Summary:**

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**ATTACHMENTS:**

| <b>Description</b>       |                          | <b>Upload Date</b> | <b>Type</b>  |
|--------------------------|--------------------------|--------------------|--------------|
| <input type="checkbox"/> | Watershed Update - Memo  | 2/26/2018          | Cover Memo   |
| <input type="checkbox"/> | Watershed - Presentation | 2/27/2018          | Presentation |



## MEMO: WATERSHED ORDINANCE

Date: February 27, 2018  
To: Board of Commissioners  
From: Jason Burdette, Planning Director  
Re: DPO Section 17 (Watershed Ordinance) - Text Amendments

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### 1. BACKGROUND/PURPOSE

- **Purpose:** The proposed amendments address standards that have been in place since 1993. Their purpose is to keep our drinking water in Lake Norman clean. These standards accomplish this in two ways: 1. By requiring vegetative buffers on a site; and, 2. By limiting the amount of "built-upon-area" (BUA) that can be placed on a lot. The less buffers and more BUA a lot contains then the more runoff containing dirt, fertilizer, chemicals from cars, etc. washes off onto our streets and gets into the lake. BUA is hardscape surfaces like a driveway or building footprint; it is not things like fences or decks that have grass underneath. The standards apply to properties within 0.5 mi. of the lake (i.e. the "critical area"), which is generally everything west of Main St.
- **Background:** In March of 2017, Charlotte-Mecklenburg Stormwater Services (CMSS) suggested that Davidson update DPO Section 17 to clarify standards, address inconsistencies, and remove inapplicable sections in the Davidson Watershed Ordinance. Mecklenburg County provided a preliminary list of recommend changes to Davidson's Watershed Ordinance on March 10, 2017. Additionally, staff worked with CMSS to identify issues that have arisen that are particular to Davidson – such as expansions and demolitions that avoid the watershed rules.

### 2. OVERVIEW OF SUBSTANTIAL CHANGES

*Note: The following highlight substantive changes to DPO Section 17. Additional changes are being proposed to clarify definitions, standards, and address inconsistencies.*

#### SECTION 17.3: DEFINITIONS

- **Add "Existing Development" Definition (not previously defined):** Existing development includes projects that are built or have established a vested right under NC zoning law as of 10/1/1993.
- **Add "Redevelopment" Definition (not previously defined):** Redevelopment includes the removal and replacement of BUA on a lot after 10/1/1993.
- **Revise Variance Definitions, "Minor/Major":** Revised to align with NCDENR's definition (i.e. for low-density minor is up to 10% variance, major is greater than 10%; for high-density minor up to 5% minor and major is greater than 5%). Minor still requires BOA approval and Major requires BOA + state approval.

## SECTION 17.6: EXCEPTIONS TO APPLICABILITY

- **17.6.1 Existing Development, (Expansions), Update Language:** Going forward, CMSS recommends that expansions to single-family development should meet the same rules as all other existing development – i.e. the BUA of the expansion will be limited 24% or 50% of the lot area depending on the option selected. The BUA of the existing structure is not counted.
- **17.6.2 Existing Lot, Update Language:** Currently, an existing lot of record may be developed/used for single-family residential purposes without being subject to the watershed rules. These lots existed before 1993 and their lot lines haven't changed. The proposed text clarifies the only two scenarios where the Lot of Record exemption applies:
  1. If the lot has never been previously developed, then it may be developed for a single-family detached house subject only to buffer requirements.
  2. If the lot has been developed but is owned by the same individual or family since before 1993, then the lot may be redeveloped for use as a single-family detached house subject only to buffer requirements. This exemption was added in response to citizen concern.
- **17.6.3 "Redevelopment," Add New Section:** The proposed text clarifies how the redevelopment of parcels should be handled. Additionally, it provides flexibility in the redevelopment of parcels located in the Village Center and Village Commerce Planning Areas:
  1. On the block bounded by Depot, Main, and Jackson Streets, these parcels would be allowed to use the amount of BUA currently on the site, but not increase it, if the redevelopment provides the same or greater amount of stormwater control than the previous development.
  2. For Village Center parcels along the north side of Depot St. and Village Commerce parcels west of Jackson Street, these parcels would be allowed to use the amount of BUA currently on the site, but not increase it, and the redevelopment must provide engineered storm water control if the built-upon area exceeds 24%. This was recommended by CMSS and addresses citizen concerns.

In each case, if the redevelopment disturbs less than one acre the parcel is exempt from the watershed rules (per state statute). Note: All projects, regardless of size, still have to provide adequate measures to control runoff during construction.

## SECTION 17.7 WATERSHED SUBAREAS ESTABLISHED

- **17.7.1.2 Reserve Built-Upon Area Limits:** CMSS recommends adding text that requires the initial owner to reserve BUA of 1% (not less than 150 sq. ft.) for future BUA additions like a porch, patio, etc. (i.e. site components that would not require a building permit but that would impact a site's allowed BUA). This section also clarifies the rule's applicability: Detached houses, attached houses, or townhomes (i.e. individual lots that may have more than one owner over time).

## SECTION 17.8: DENSITY AVERAGING

- **Reorganization:** The existing ordinance's Section 17.8 Density Averaging consists of 12 bullet points, with rules and document requirements buried within. The proposed changes rework the entire section to clarify the purpose, eligibility, process, and documentation requirements for Density Averaging.

### 3. EXAMPLES: EXISTING DEVELOPMENT EXPANSIONS, EXISTING LOTS OF RECORD

- A. Existing Dev./Expansion, Current Practice:** BUA of Expansion Limited to 24/50%, SF Exempt
- B. Existing Dev./Expansion, Future Practice:** BUA of Expansion Limited to 24/50%, SF Not Exempt
- C. Lot of Record, Existing Conditions:** Pre-1993 Lot, Older Home, Small BUA Footprint [i.e. 17% BUA]
- D. Lot of Record, Current Practice:** Pre-1993 Lot, Home Demolished, High BUA Result [i.e. XX% BUA]
- E. Lot of Record, Future Practice:** Pre-1993 Lot, No Existing Development or Same Owner/Family, BUA Rules Do Not Apply, Buffer Rules Apply (for lots on streams/lake) [i.e. XX% BUA]
- F. Not Lot of Record, Future Practice:** Post-1993 Lot/Owner, BUA/Buffer Apply [i.e. 24/50% BUA]

### 4. WHAT IS NOT CHANGING

- The ordinance's emphasis on providing clean drinking water.
- Max. BUA limit amounts are not changing (i.e. 24% low-density/50% high-density).
- Buffer requirements are not changing (i.e. 40' for low-density development/100' high-density)

### 5. PROS/CONS

#### PROS

- Ensures state- and county-mandated environmental regulations that protect our drinking water are updated and effectively/fairly applied.
- Closes loophole allowing recently purchased lots to be exempt from standards.
- Allows flexibility in Village Center and Village Commerce Planning Areas.
- Provides increased clarity to staff administering the regulations as well as landowners building within the regulations.
- Maintains greater stability for single-family lots subject to development pressures by clarifying and affirming rights of long-standing landowners and their families.

#### CONS

- That the loophole has not been closed sooner, leading to inconsistent application and frustrating circumstances for staff and landowners.
- Lots purchased since 1993 will require more thoughtful design of the site.

# DPO 17 UPDATE: WATERSHED ORDINANCE



College Town. Lake Town. *Your Town.*

Section 17 Watershed Protection Overlay District  
Planning Ordinance - Text Amendments  
BOC Work Session Update  
February 27, 2018

# TEXT AMENDMENTS UPDATE – OVERVIEW

## TOPICS COVERED

1. **Purpose/Background**
2. **Substantive Changes Overview**
3. **Case Studies**
4. **What's Not Changing**
5. **Outcomes**



# SECTION 17 - TEXT AMENDMENTS

## PURPOSE

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- **Intent:** To keep drinking water clean, require higher standards for properties near Lake Norman (17.7.1).
- **Accomplished By:**
  1. Vegetated Buffers On-Site (near streams/lake)
  2. Limiting Amount of Built-Upon Area [BUA] on a Lot
    - BUA = Hardscape (i.e. driveways, building footprint; not fences, decks)
- **Addresses:** Runoff carrying pollutants into water.
- **Applies:** To properties within 0.5 mi. of Lake Norman (i.e. west of Main St.)





# SECTION 17 - TEXT AMENDMENTS

## BACKGROUND

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In March 2017, Charlotte-Mecklenburg Stormwater Services (CMSS) suggested that Davidson update our Watershed Ordinance to:

1. **Clarify Standards** (i.e. Single family residential development exemption)
2. **Address Inconsistencies** (i.e. Remove repeating “Existing Development” section)
3. **Remove Inapplicable Sections** (i.e. Cluster Developments)

Additionally, staff worked with CMSS to identify/resolve Davidson-specific issues, including:

- Expansions that exceeded the BUA criteria;
- Demolitions that avoided the BUA criteria; and,
- Tailoring standards to fit downtown.



# SECTION 17 - TEXT AMENDMENTS

## BACKGROUND

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### PUBLIC TOUCHPOINTS

- **Sept. 2017:** Discussed with BOC
- **Jan. 2018:** Discussed with BOC, Planning Board
- **Feb. 2018:** Discussed with BOC, Planning Board, Planning Board Ordinance Committee (2x)
- **March 2018:** BOC Public Hearing (Anticipated), Planning Board Ordinance Committee, Planning Board Review + Recommendation
- **April 2018:** BOC Review/Vote (Potential)



# SECTION 17 - TEXT AMENDMENTS

## BACKGROUND

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### SUMMARY OF PROPOSED SUBSTANTIVE CHANGES:

- **Section 17.3:** Definitions
  - Existing Development; Redevelopment; Variances
- **Section 17.6:** Exceptions to Applicability
  - Expansions; Existing Lots of Record; Redevelopment
- **Section 17.7:** Watershed Subareas Established
  - Reserve BUA
- **Section 17.8:** Density Averaging
  - Reorganization

*\*Note: The following highlight substantive changes to DPO Section 17. Additional changes are being proposed to clarify definitions, standards, and address inconsistencies; these are detailed in the 1/9/18 BOC and 1/29/18 PB presentations.*



# SECTION 17 - TEXT AMENDMENTS

## SECTION 17.3: DEFINITIONS

---

- **“Existing Development” Definition:**
  - Not previously defined;
  - Includes projects built or with established vested right as of 10/1/1993;
  - Addresses confusion as to when development considered existing.
- **“Redevelopment” Definition:**
  - Not previously defined;
  - Includes removal/replacement of BUA on a lot after 10/1/1993;
  - Addresses confusion as to what constitutes redevelopment (i.e. demolitions).
- **“Variance, Major” & “Variance, Minor” Definitions:**
  - Revised to align with NCDENR’s definition;
  - Minor still requires BOA approval and Major requires BOA + state approval.
  - Addresses inconsistency with state statute; quantitatively clarifies each variance.



# SECTION 17 - TEXT AMENDMENTS

## SECTION 17.6: EXCEPTIONS TO APPLICABILITY

---

### ■ 17.6.1 Existing Development:

- Update language to clarify standards for expansions to existing development;
- CMSS recommends SF development meet same rules as others;
- BUA expansion limited to 24% or 50%, BUA of existing structure not counted;
- Addresses loophole allowing builders to exceed BUA requirements on SF lots.

### ■ 17.6.2 Existing Lot (Lot of Record):

- Update language to clarify standards for exemptions on pre-1993 SF lots;
- Exemption 1: If lot has never been previously developed;
- Exemption 2: If lot has been developed but is in continuous family ownership;
- Addresses loophole allowing builders to demolish previous house without triggering any requirements, even if they recently purchased the lot.
- Maintains greater stability for single-family lots subject to development pressures by clarifying and affirming rights of long-standing landowners and their families.



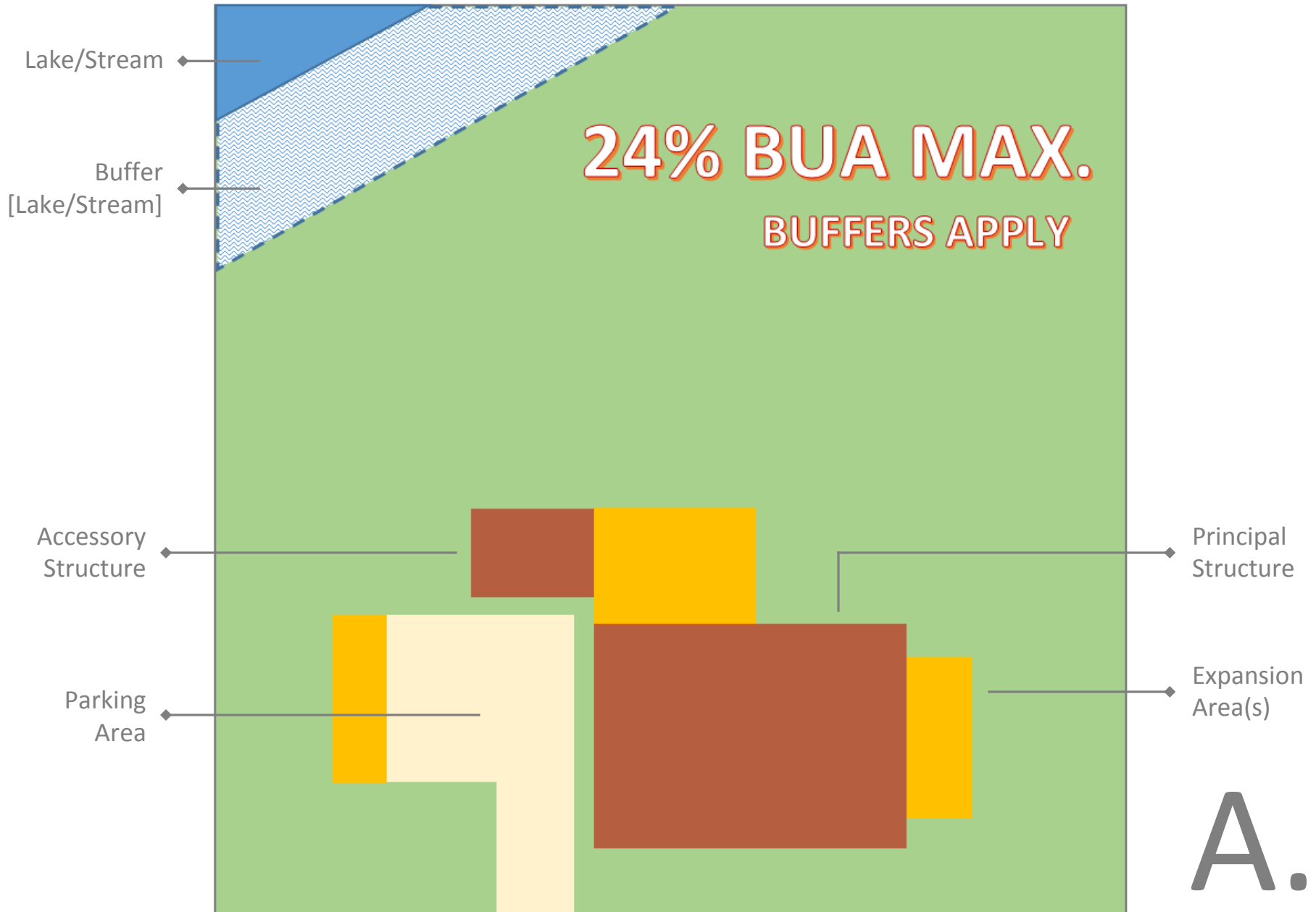
# CASE STUDIES: EXISTING DEV. [i.e. EXPANSIONS]



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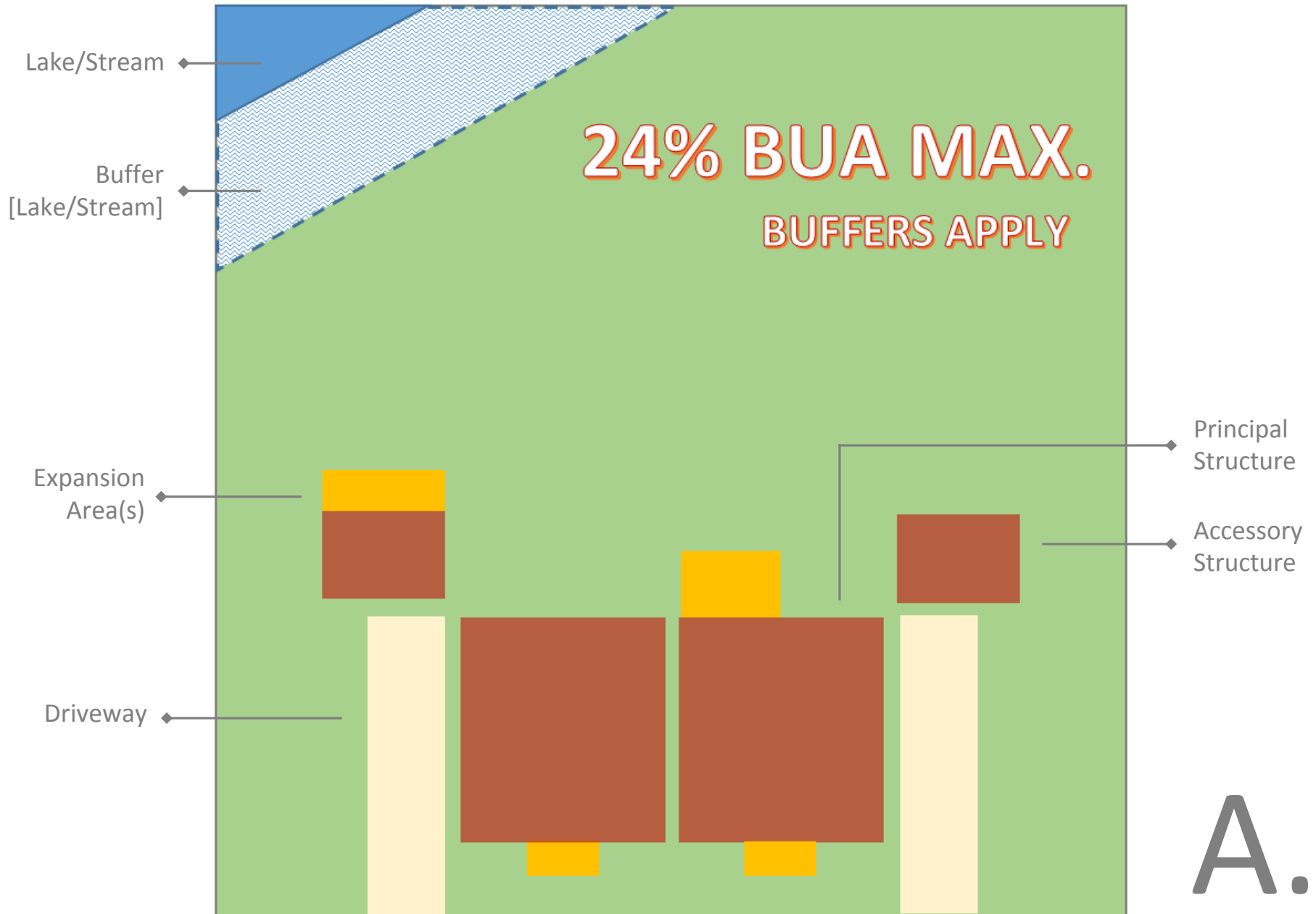
Section 17 Watershed Protection Overlay District  
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# EXISTING DEVELOPMENT – NON-SF EXPANSION 1



*\*Note: These graphics are not to scale and are for illustrative purposes.*

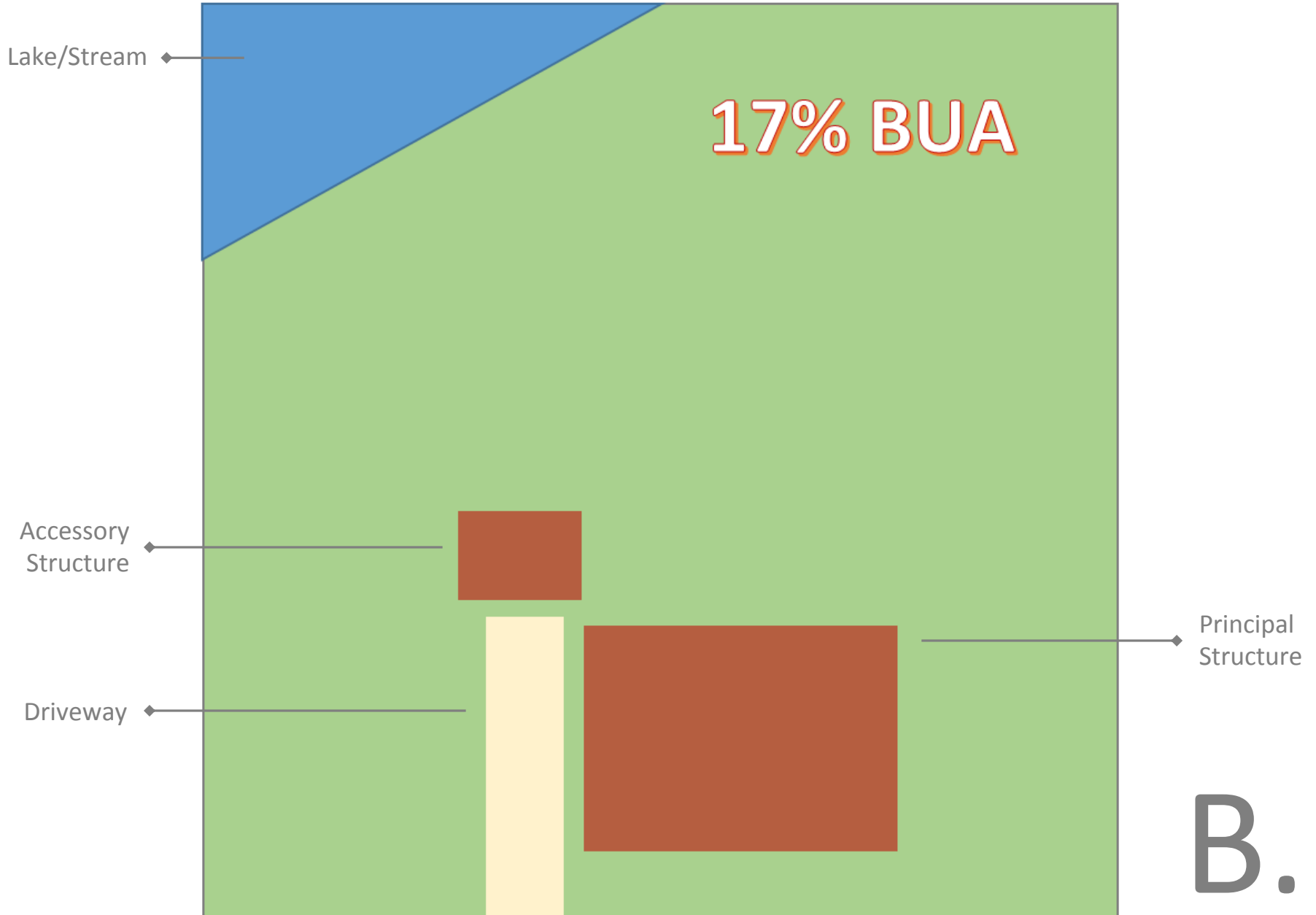
## EXISTING DEVELOPMENT – NON-SF EXPANSION 2



*\*Note: These graphics are not to scale and are for illustrative purposes.*

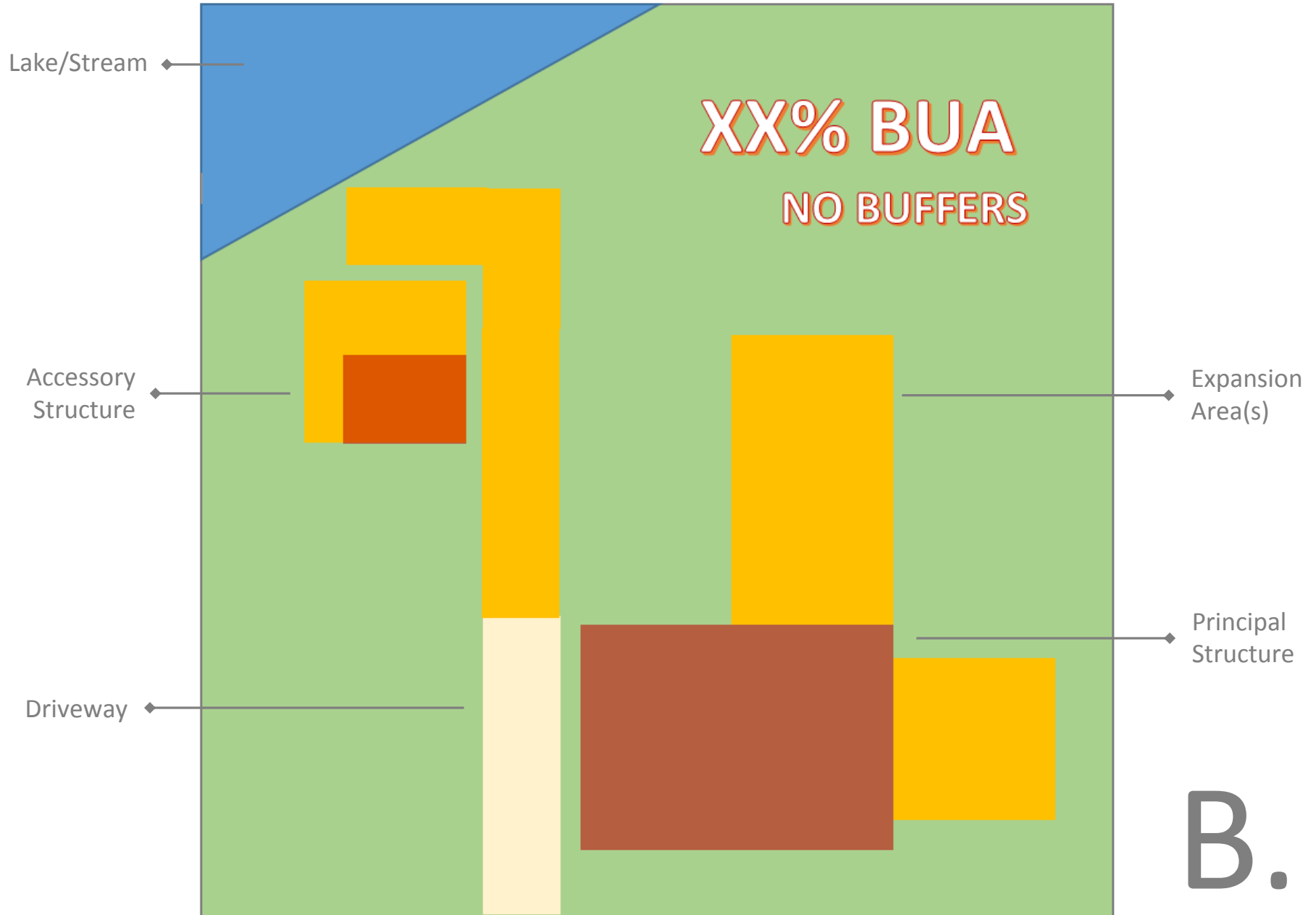


# EXISTING DEVELOPMENT – EXISTING SF CONDITION



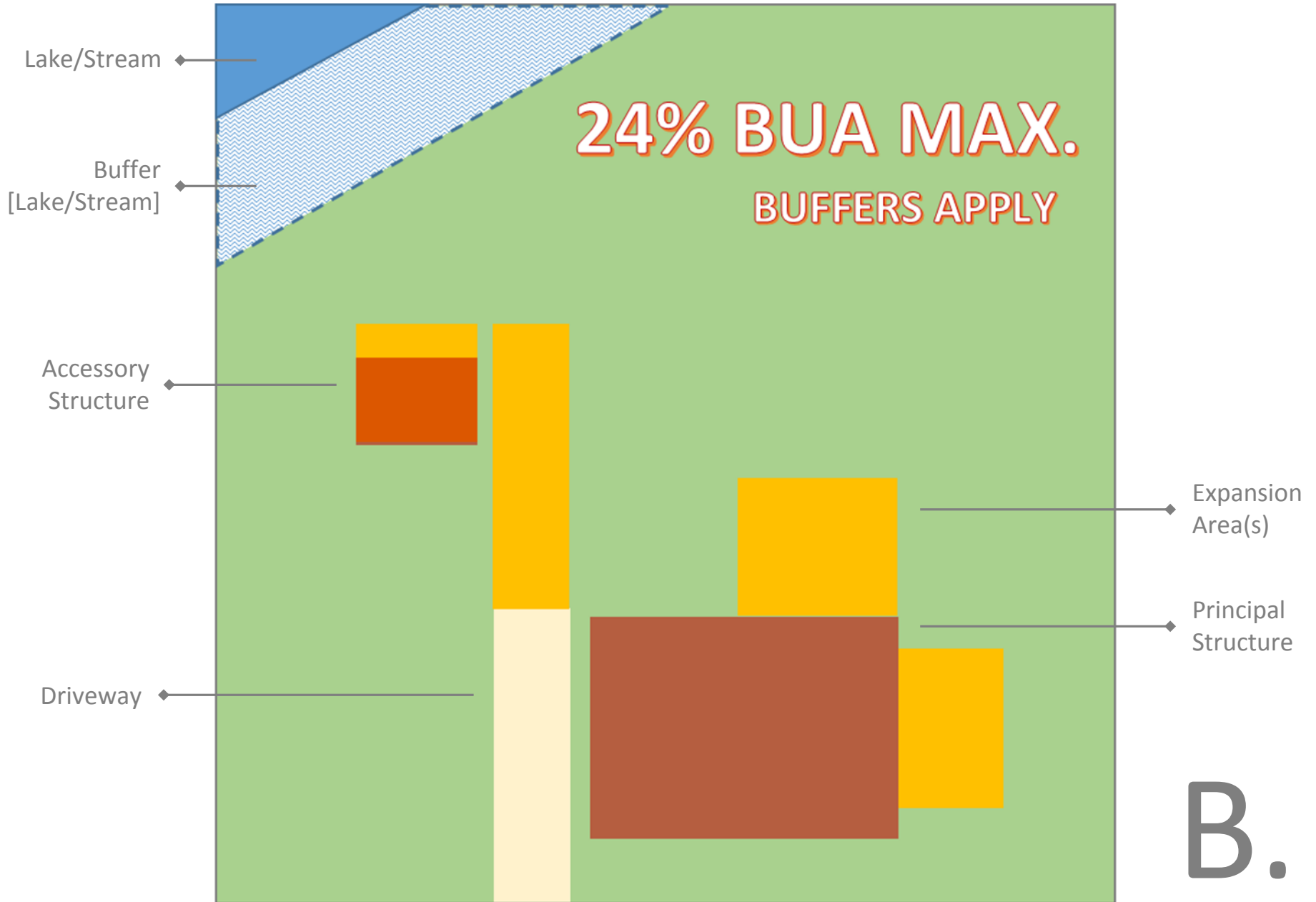
*\*Note: These graphics are not to scale and are for illustrative purposes.*

# EXISTING DEVELOPMENT – CURRENT SF EXPANSION



*\*Note: These graphics are not to scale and are for illustrative purposes.*

# EXISTING DEVELOPMENT – FUTURE SF EXPANSION



*\*Note: These graphics are not to scale and are for illustrative purposes.*

# SECTION 17 - TEXT AMENDMENTS

## SECTION 17.6: EXCEPTIONS TO APPLICABILITY

---

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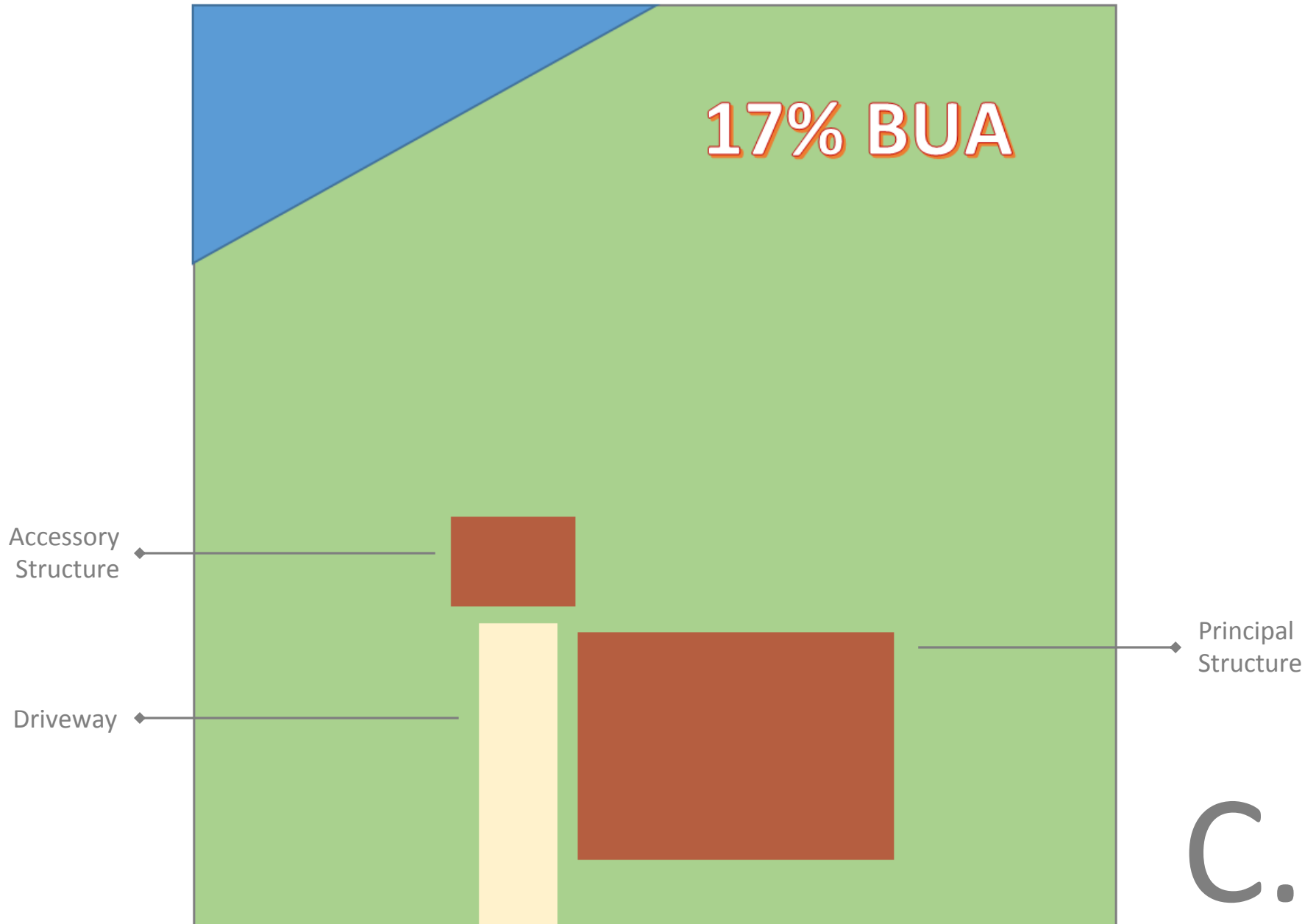
# CASE STUDIES: EXISTING LOTS OF RECORD



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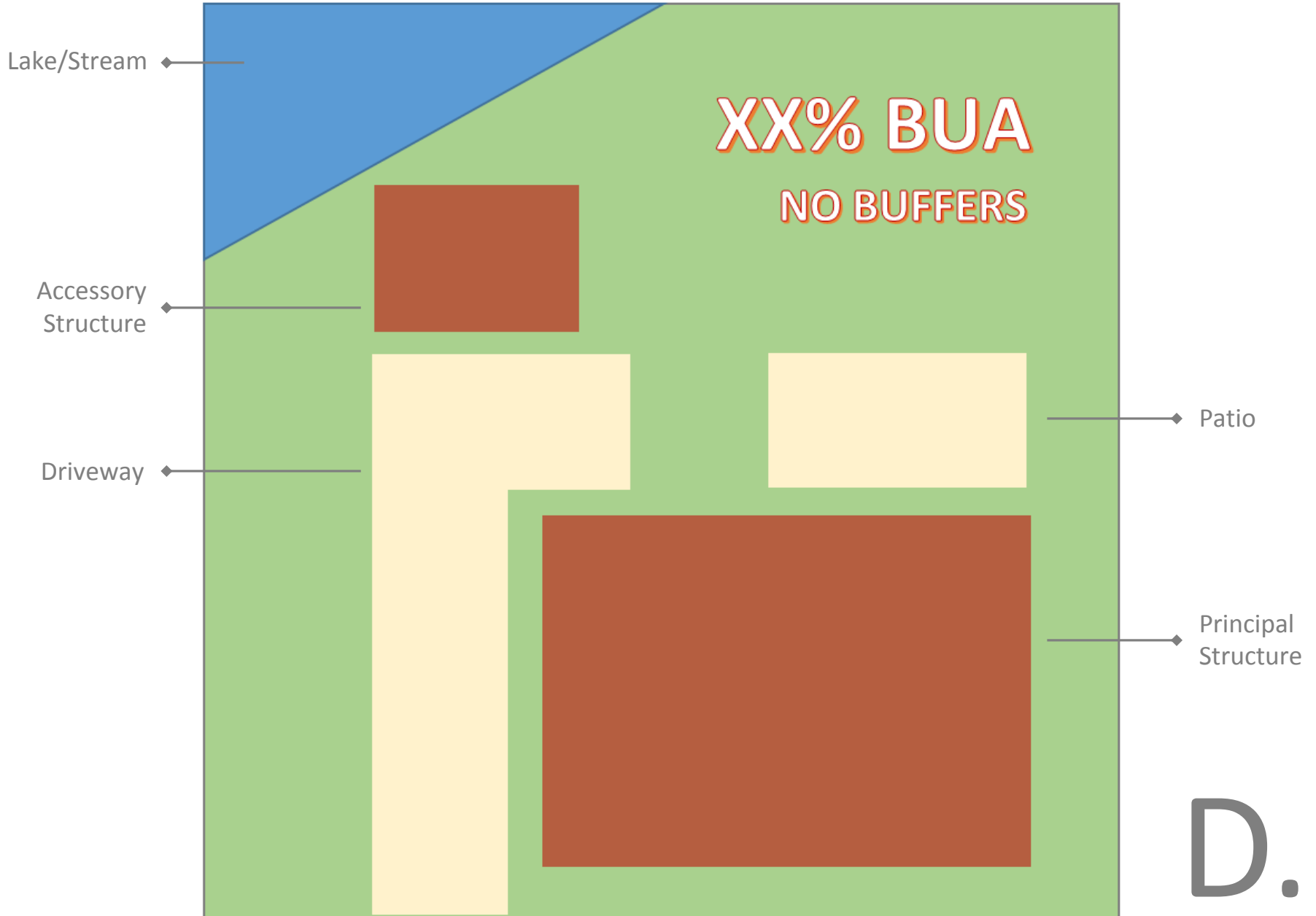
# EXISTING LOTS OF RECORD – EXISTING CONDITIONS



*\*Note: These graphics are not to scale and are for illustrative purposes.*

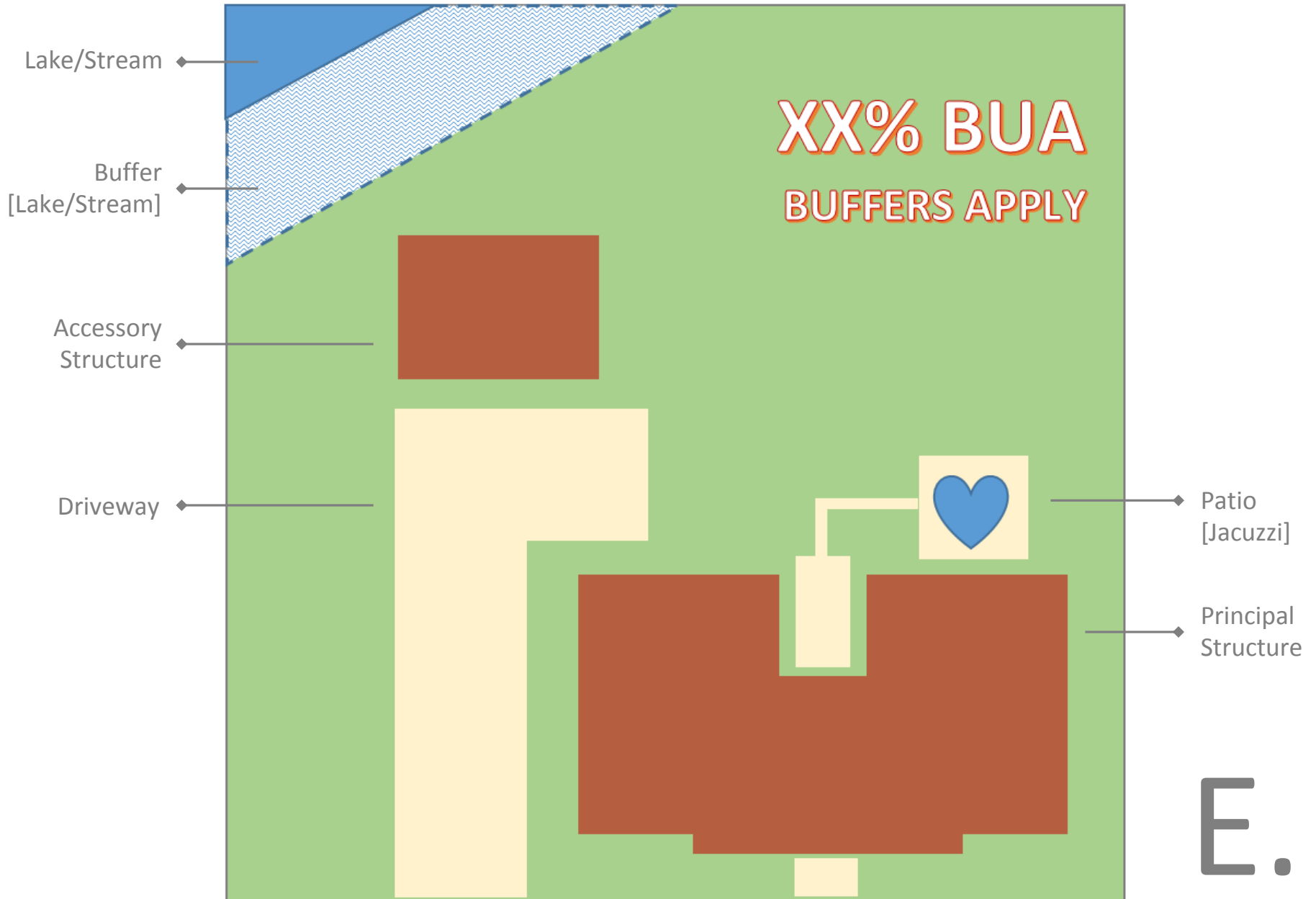


# EXISTING LOTS OF RECORD – CURRENT PRACTICE



*\*Note: These graphics are not to scale and are for illustrative purposes.*

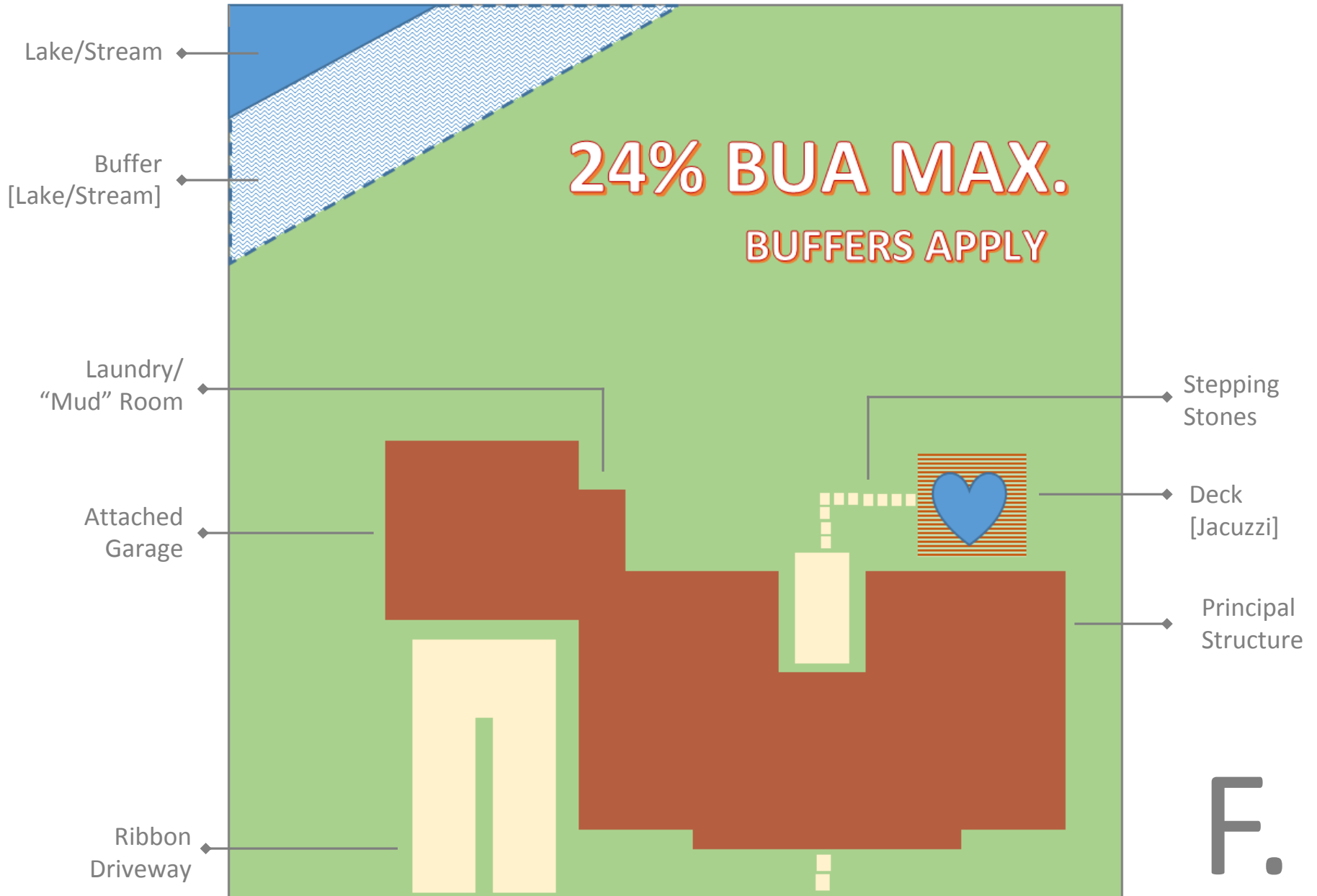
# EXISTING LOTS OF RECORD – FUTURE/EXEMPTION 1-2



*\*Note: These graphics are not to scale and are for illustrative purposes.*

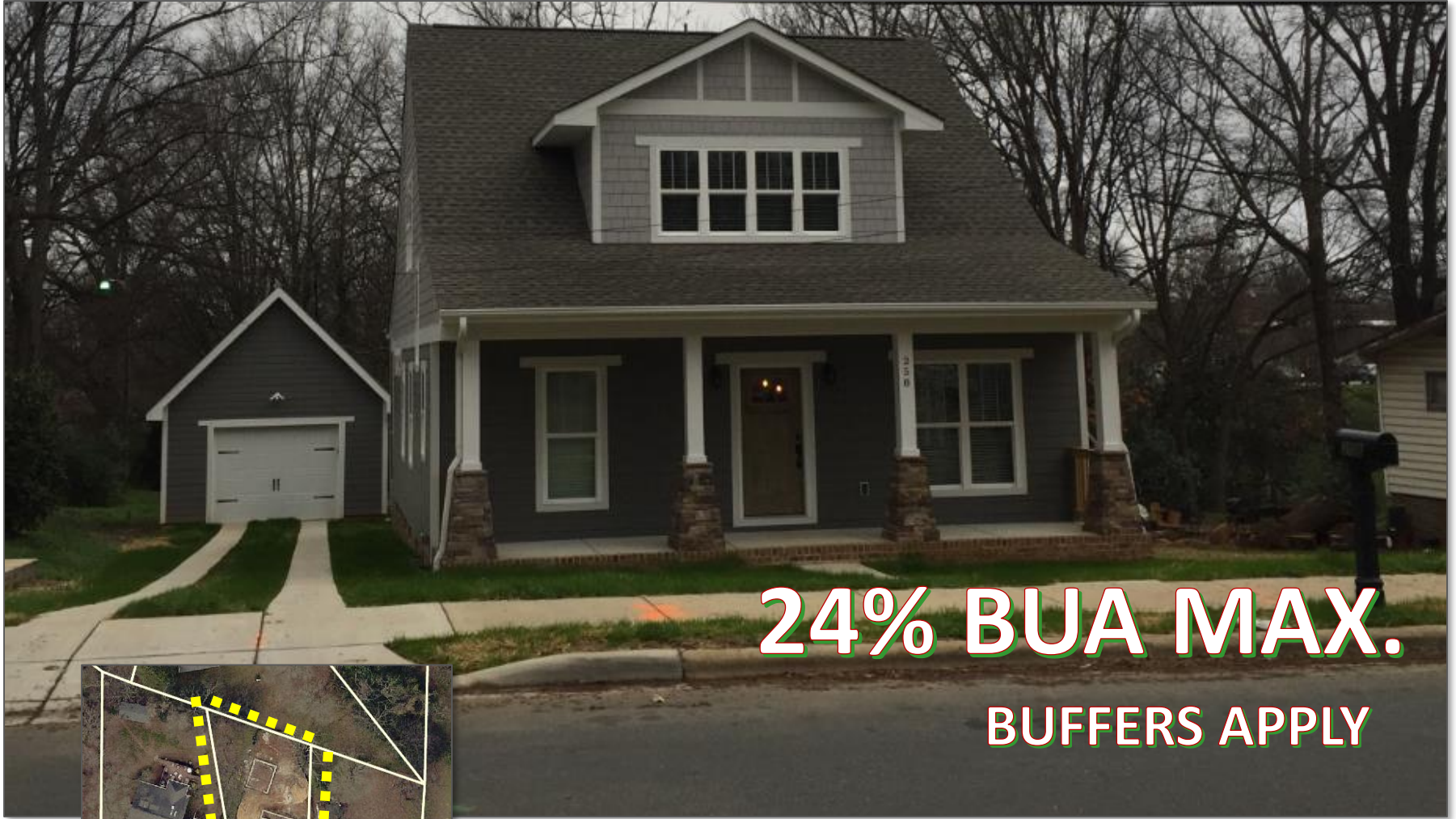
E.

# NOT EXISTING LOT OF RECORD – FUTURE/NO EXEMPTION



*\*Note: These graphics are not to scale and are for illustrative purposes.*

# NOT EXISTING LOT OF RECORD – FUTURE/NO EXEMPTION



**24% BUA MAX.**

**BUFFERS APPLY**

*Jetton Street: Recent Construction/Not Exempt*

# SECTION 17 - TEXT AMENDMENTS

## SECTION 17.6: EXCEPTIONS TO APPLICABILITY

---

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# SECTION 17 - TEXT AMENDMENTS

## SECTION 17.6.3: REDEVELOPMENT

---

### ■ **Add New Section:**

- Along with new definition in 17.3, clarifies how redevelopment may proceed;
- Affords flexibility where needed – in/around small downtown properties;
- Addresses landowner concerns about site limitations of BUA requirements by permitting no net increase in BUA and requiring equal to or greater stormwater controls.

### ■ **Applicability:**

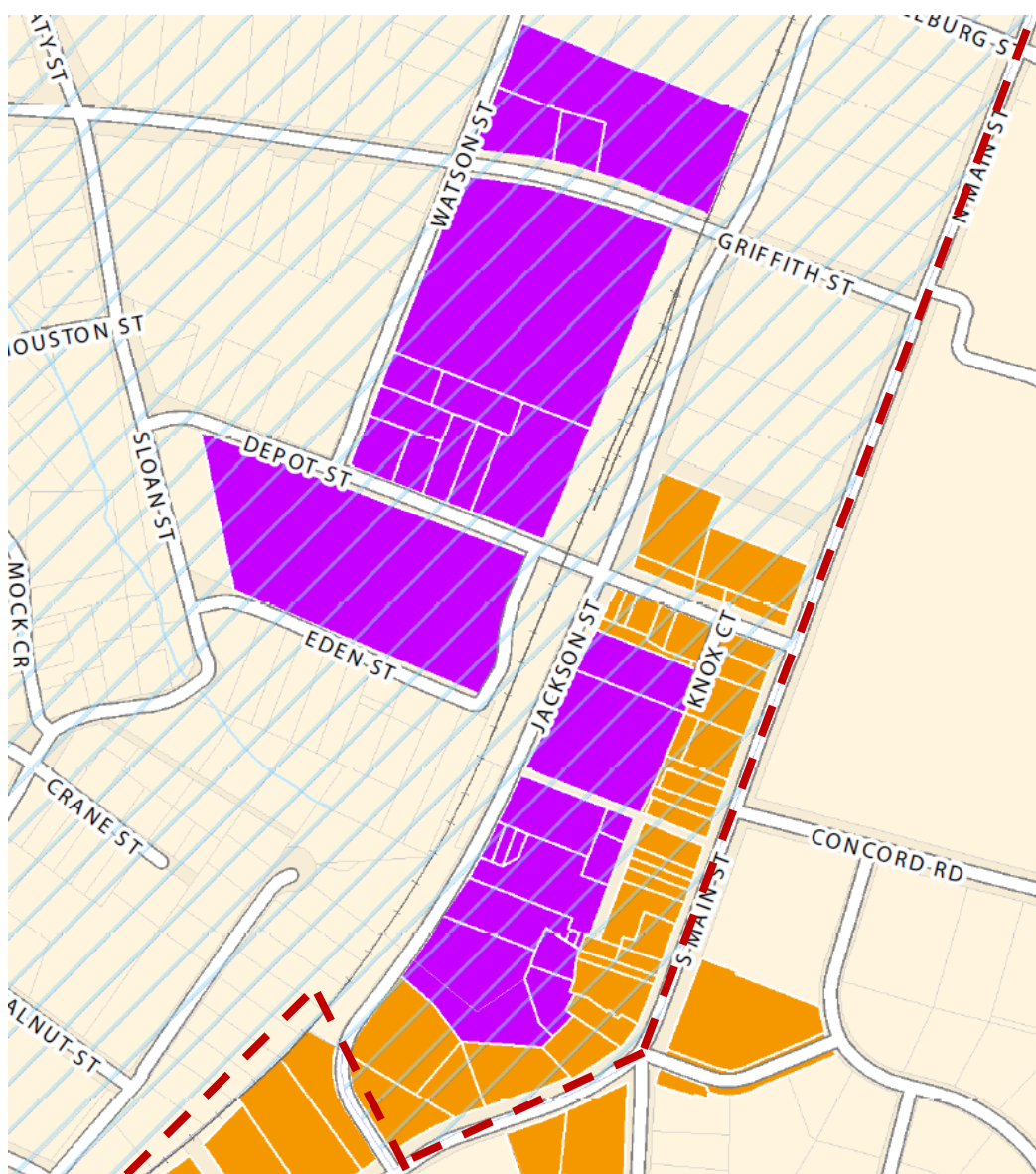
- Outside of Village Center/Commerce: Watershed rules apply.
- Inside Village Center/Commerce (for parcels larger than one acre):
  - » Downtown: No net BUA increase, equal or greater stormwater controls;
  - » Downtown Adjacent: No net BUA increase, mandatory stormwater controls if redevelopment exceeds 24% BUA.

*\*Recommended by CMSS + addresses citizen concerns about larger projects.*





Critical Area  
of the  
Watershed



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# SECTION 17 - TEXT AMENDMENTS

## SECTION 17.6.3: REDEVELOPMENT

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- Affords flexibility where needed – in/around small downtown properties;
- Addresses landowner concerns about site limitations of BUA requirements by permitting no net increase in BUA and requiring equal to or greater stormwater controls.

### ■ Applicability:

- Outside of Village Center/Commerce: Watershed rules apply.
- Inside Village Center/Commerce (for parcels larger than one acre):
  - » Downtown: No net BUA increase, equal or greater stormwater controls;
  - » Downtown Adjacent: No net BUA increase, mandatory stormwater controls if redevelopment exceeds 24% BUA.

*\*Recommended by CMSS + addresses citizen concerns about larger projects.*



# SECTION 17 - TEXT AMENDMENTS

## SECTION 17.7 & 17.8: RESERVE BUA & DENSITY AVERAGING

---

- **17.7.1.2 Reserve Built-Upon Area Limits:**
  - Not previously defined;
  - CMSS recommends SF development reserve 1% for future BUA (i.e. porch/patio);
  - Addresses loophole allowing [subsequent] homeowners to exceed BUA requirements on SF lots by installing site components that don't require a building permit (and therefore aren't reviewed for watershed compliance).
- **17.8 Density Averaging:**
  - Currently rules + document criteria = jumbled together;
  - Proposed text reorganizes and clarifies purpose, eligibility, process, doc. criteria;
  - Addresses confusing requirements and clarifies process for staff + applicants.



# SECTION 17 - TEXT AMENDMENTS

## WHAT'S NOT CHANGING

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- **Environmental Rigor:** Emphasis on Clean Drinking Water
- **Maximum BUA Limits:** Thresholds + Requirements = Same
  - Low-Density: 24% BUA + Buffer
  - High-Density: 50% BUA + Stormwater Controls + Buffer
- **Buffer Requirements:** Distance from Lake/Perennial Stream
  - Low-Density: 40'
  - High-Density: 100'

*\*Note: Terms such as low- and high-density are retained for consistency with Meck. County and state statute. The BUA density terms describe land coverage and stormwater controls; they do not describe units/acre.*



# SECTION 17 - TEXT AMENDMENTS

## PROS & CONS

---

### PROS:

- **Environmental Regulations:** Up-to-Date, Effectively/Fairly Applied
- **Loopholes Closed:** Expansions & Demolitions Avoiding BUA Criteria
- **Measured Flexibility Downtown:** Village Center + Village Commerce
- **Increased Administrative Clarity:** Improve Consistency, Reduce Frustration
- **Maintain Landowner Stability:** Affirms Rights of Long-standing Owners/Families

### CONS:

- **Inaction:** Persistence of Loopholes for Decades
- **Thoughtful Design:** Post-1993 Lots Require Focused Design



# SECTION 17 - TEXT AMENDMENTS

## CURRENT STATUS & NEXT STEPS

---

### ■ STATUS:

- Revised Draft: Sending to Mecklenburg County + NCDEQ for Review
- Planning Board Ordinance Committee (PBOC): Meetings On-Going
- Citizen Meetings: On-Going

### ■ NEXT STEPS:

- Further Refinement: PBOC, Citizen Input
- Final Draft: Review by Meck. County/NCDEQ
- BOC Public Hearing 3/13/18 (Anticipated)
- PBOC: Final Review 03/18
- Planning Board Review + Recommendation 3/26/18 (Anticipated)
- BOC Vote 4/10/18 (Potential)



# QUESTIONS



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Section 17 Watershed Protection Overlay District  
Planning Ordinance - Text Amendments  
BOC Work Session Update  
February 27, 2018



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**Agenda Title:** **Discuss Public Facilities Alternatives for 90-day period**  
**Assistant Town Manager Dawn Blobaum**

**SUMMARY:** As a follow-up to the February 13 public facilities discussion, the board will discuss alternatives to the original project. Staff is looking for direction on which options to pursue over the 90-day due diligence period.

**Summary:**

---

**ATTACHMENTS:**

| <b>Description</b>                        | <b>Upload Date</b> | <b>Type</b> |
|-------------------------------------------|--------------------|-------------|
| □ Potential options for public facilities | 2/23/2018          | Cover Memo  |



## **Potential options/questions for public facilities:**

**2/22/2018 draft**

### **1. Former IB School:**

**Board, admin, planning, parks and recreation at IB School (renovated?); PD and FD at town hall (renovated and expanded for 20-25 years).**

- Review drawings and history of community center project at IB School.
- Obtain copies of original drawings from CMS to use for preliminary studies.
- Set up time to tour with Creech (contact CMS).
- Creech investigate ADA/accessibility issues in main building and gym.
- Creech investigate code issues arising from two/three disparate uses in same building. Unless entire building is town use w/assembly function.
- Structural inspection of gym. (Has CMS already done this?)
- Inspect mechanical systems. (Engineer)
- Discuss sale or lease options and timing with CMS. What portion of building will CMS need during “transition” of DES K-8?
- Appraisal to determine value of current building.

Note: Classroom building and gymnasium were both designated as Charlotte-Mecklenburg Landmarks in March 2012.

33,500 square feet in existing classroom building and 5,230 square feet in existing gym

### **2. South Main – Alexander Corner (former car wash site):**

**Board, admin, planning rent space in new building; PD and FD at town hall (renovated and expanded for 20-25 years), parks and recreation remain at pump house.**

- Review preliminary drawings with Creech to see if assembly use needs to be on first floor – and any other use separation/use/code issues.
- Sit down with owner to discuss potential and timing.
- Figure financial impacts of upfit costs + rent (\$25 - \$30/square foot) over long term.
- Determine how to design existing town hall for 20-25 years for PD and FD.

Note: 10,000 +/- square feet per floor x 3

### **3. Metrolina Warehouse (on Depot Street):**

**Board, admin, planning, and parks and recreation in renovated warehouse space; FD and PD at town hall (renovated and expanded for 20-25 years).**

- Investigate whether owner would be willing to make room for town as tenant or sell building to town.
- Initial conversation with brownfields consultant.
- Thoroughly investigate asbestos/brownfields issues: If we renovate existing building (or part of existing building) but don't touch remainder of site, what is our liability?

- Walk through with Creech to determine how much space would be required and practicality of renovation.
- Financial impacts: Renovation costs if owned vs. rent/square foot + upfit costs.
- Determine how to design existing town hall for 20-25 years for PD and FD.

Note: Existing warehouse building = 47,900 +/- total square footage. Concrete tilt-up building = 10,750 +/- square feet.

#### **4. Scattered site:**

**Renovate/expand existing town hall for PD/FD for 20-25 years.**

**Need approx. 10,000 square feet for board, admin, planning, in other location(s).**

**Parks and recreation remain at pump house.**

- 1800 square feet at 1<sup>st</sup> floor Andujar building (Circles@30)
- 2400 square feet at 2<sup>nd</sup> floor Rushco (Circles@30)
- Withers House rental? 3400 square feet. ADA issues.
- Investigate existing private facilities for board meetings.
- May be some room at cotton mill building (McIntosh).
- Future rental of blue house next to Sloan House? (McIntosh)

#### **5. Separate PD facility on town site;**

**FD expansion at existing town hall; board, admin, planning at existing town hall; parks and recreation remains at pump house:**

- Resurrect previous Creech design sketches.
- Discuss preliminary costs for new facility and more extensive renovation/expansion of existing town hall with Creech and Edifice.

#### **6. Public safety facility on town site:**

**Board, admin, planning, parks and recreation, and community space at existing town hall**

- Preliminary site study to determine best location (keeping FD and PD operational during construction), required size, parking.
- Preliminary design sketches for building plans, elevations.
- Preliminary cost from Edifice.

#### **7. Other ideas:**

- Beaty Street property – new construction (less expensive construction than downtown).
- Two or three story library with town hall.
- Public Works site (less expensive construction).

#### **8. Financial plan solution:**

- Consider other financial obligations, including GO Bonds, before contemplating public facilities.

**How are public facilities addressed in the Strategic Plan?**

Included under “Operations” section: Address capital needs and facilities, including public facilities needs of police, fire, public works, and parks & recreation departments, including community space.

**Additional questions:**

How do we incorporate the needs of the public works department?

Time schedule? Want to have this complete by 20XX?

What are priority issues and drivers of decision: amount of funding required, re-use of existing buildings, GO bond referendum?



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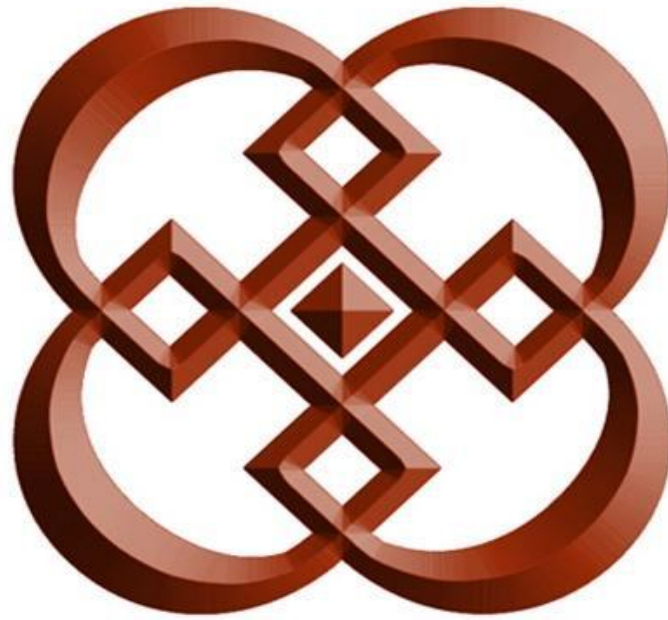
**Agenda Title:** **Review General Obligation (GO) Bonds Potential Mobility and Greenway Projects**  
**Finance Director Piet Swart and Public Works Director Doug Wright**  
**SUMMARY:** Discussion of the potential projects for the Mobility and Greenway GO Bonds. This is part one, the Parks & Rec potential projects will be reviewed at the Mar 27 board meeting.

**Summary:**

---

**ATTACHMENTS:**

| <b>Description</b>               | <b>Upload Date</b> | <b>Type</b> |
|----------------------------------|--------------------|-------------|
| □ GO Bonds Projects Presentation | 2/26/2018          | Cover Memo  |



# *The* Town *of* Davidson

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# Presentation Overview

- Presentation Plan
- G.O. Bonds and Issuance
- Mobility Projects
- Greenway Projects





# Presentation Plan

- Mobility and Greenway Projects - Tonight
- Parks and Recreation Projects – March 27
- Comprehensive Review – April/May



# G.O Bonds

- 2017 Referenda
  - \$6 million Mobility
  - \$5 million Greenways
  - \$4 million Parks
- Projected issuance of \$5 million in 2019, 2021 and 2023
- August, 2017 - Projected ad valorem tax increase of 3.62 cents

# G.O. Bond Issuance

- Local Government Commission actually issues the debt
- Utilize bond counsel and financial advisor
- Need a bond rating and offering document
- From Board action to receipt of funds requires 60-90 days
- Issuance fees of about \$150,000 to \$175,000, including underwriting fees



# Mobility – Griffith Roundabouts Pedestrian Improvements



# Mobility – Griffith Roundabouts Pedestrian Improvements

- **Description:** Convert crosswalks at Griffith Street roundabouts to zig-zag style. Install pedestrian hawk beacons at all crosswalks. Relocate existing flashing pedestrian beacons to other intersections in town
- **Justification:** Griffith Street is the highest vehicle volume street in the town, at a measured 17,000 vehicles per day in 2017. As part of a 2014 pedestrian study, 400 pedestrians per day were documented crossing Griffith Street at the roundabouts, with 3 crosswalks in service. Since that time, we have added the crosswalk at the Griffith Street and Jetton Street intersection. The existing pedestrian beacons have been very successful. However, they are not the best possible treatment, and can be relocated to lower volume crosswalks. As the Exit 30 area continues to grow, we can provide the highest level of pedestrian safety through these improvements.
- **Core Value(s):** *Citizens need to move easily throughout the town and region, so government will provide a variety of options, such as sidewalks, bike paths, greenways, connected streets, and transit.*
- **Cost Estimate:**

|                                          |                  |
|------------------------------------------|------------------|
| • Engineering                            | \$50,000         |
| • HAWK Beacons (provide & install)       | \$400,000        |
| • Modify concrete medians and crosswalks | <u>\$400,000</u> |
| • SUBTOTAL                               | \$850,000        |
| • Contingency (15%)                      | <u>\$127,500</u> |
| • GRAND TOTAL                            | \$977,500        |





## Mobility – Intersection Improvements Concord–Pine-Grey



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General Obligation Bonds, Potential Projects  
February 27, 2018



# Mobility – Intersection Improvements Concord–Pine-Grey

- **Description:** Improve road alignment intersection of Concord Rd, Grey Rd, and Pine Rd
- **Justification:** The current road alignment is skewed. Traffic volumes have increased on all legs of the intersection. Realigning the intersection, or installing a roundabout, would improve safety for all transportation modes
- **Core Value(s):** *Citizens need to move easily throughout the town and region, so government will provide a variety of options, such as sidewalks, bike paths, greenways, connected streets, and transit.*
- **Cost Estimate:**

|                     |                  |
|---------------------|------------------|
| • Engineering       | \$225,000        |
| • Roundabout        | \$1,500,000      |
| • SUBTOTAL          | \$1,750,000      |
| • Contingency (15%) | <u>\$225,000</u> |
- **GRAND TOTAL** \$1,950,000



## Mobility – Intersection Improvements North Main-Beaty



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General Obligation Bonds, Potential Projects  
February 27, 2018

# Mobility – Intersection Improvements North Main-Beaty

- **Description:** Add traffic signal and crossover lane at the Beaty Street – Main Street intersection.
- **Justification:** The intersection is operating at a low level of service during the PM traffic peak. The additional traffic volume from the Potts-Beaty-Sloan connector will further reduce the level of service. A roundabout is not feasible due to the Norfolk Southern right-of-way. A traffic signal would provide the highest benefit for the cost.
- **Core Value(s):** *Citizens need to move easily throughout the town and region, so government will provide a variety of options, such as sidewalks, bike paths, greenways, connected streets, and transit.*
- **Cost Estimate:**

|                                      |             |
|--------------------------------------|-------------|
| • Engineering, Contingency, Overhead | \$400,000   |
| • Construction                       | \$700,000   |
| • SUBTOTAL                           | \$1,100,000 |
| • GRAND TOTAL                        | \$1,100,000 |





# Mobility – Major Sidewalk Projects – North Main



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February 27, 2018



# Mobility – Major Sidewalk Projects – Jetton St



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## Mobility – Major Sidewalk Projects – Griffith St



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# Mobility – Major Sidewalk Projects – Concord Rd



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February 27, 2018

# Mobility – Major Sidewalk Projects

- **Description:** Install major sidewalk projects similar, but not limited to, proceeding examples
- **Justification:** Provide safe, convenient pedestrian amenity along major and minor streets
- **Core Value(s):** *Citizens need to move easily throughout the town and region, so government will provide a variety of options, such as sidewalks, bike paths, greenways, connected streets, and transit.*

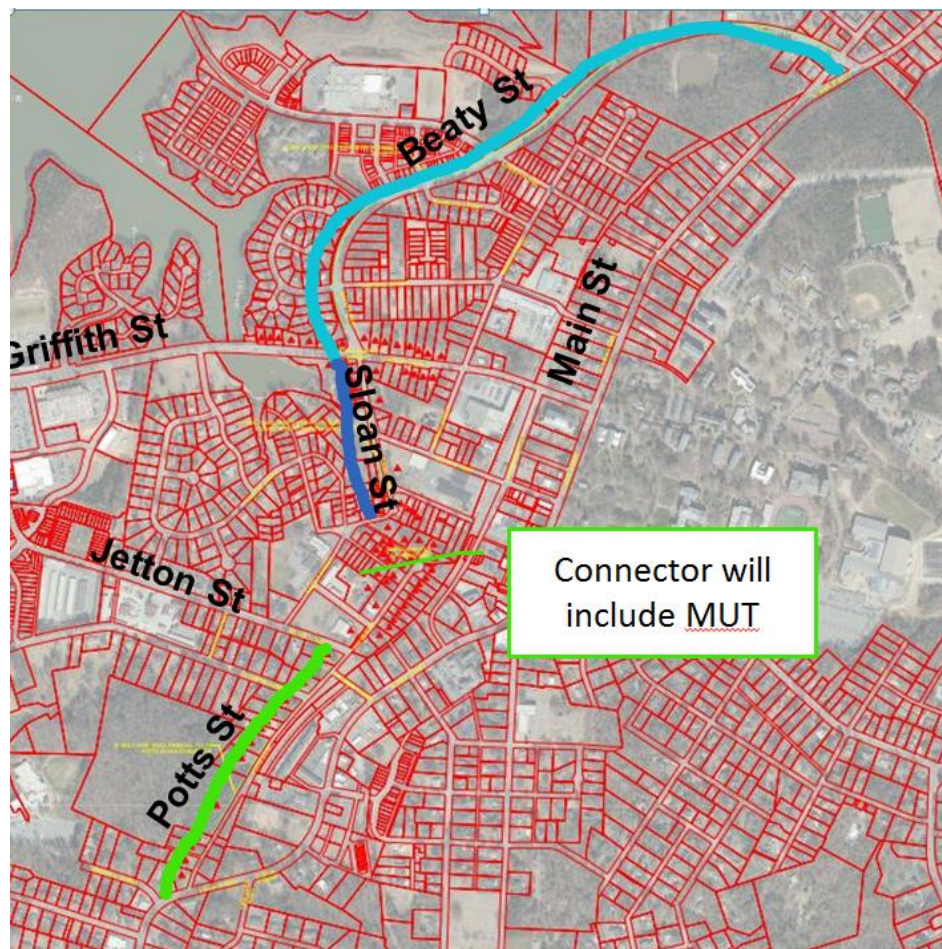
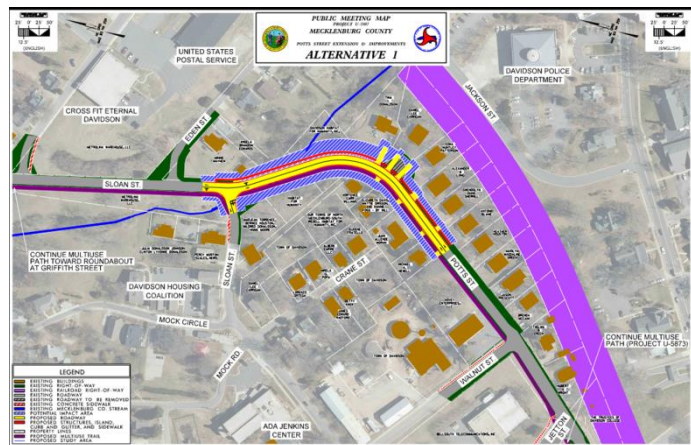
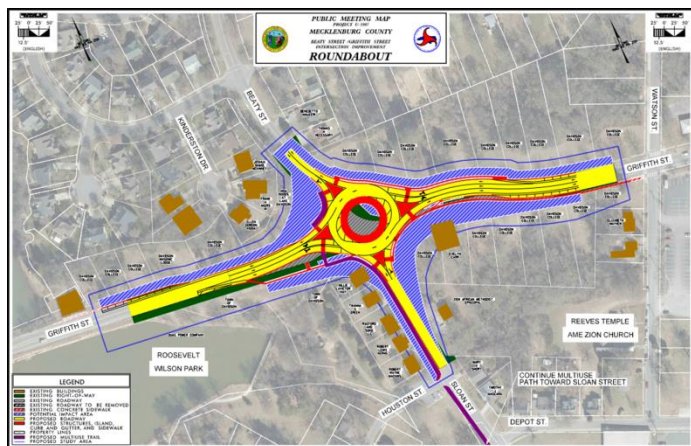
- **Cost Estimate:**

|                                  |                    |
|----------------------------------|--------------------|
| • <b>Engineering</b>             | <b>\$160,000</b>   |
| • <b>North Main St east side</b> | <b>\$378,300</b>   |
| • <b>Concord Rd north side</b>   | <b>\$405,000</b>   |
| • <b>Griffith St north side</b>  | <b>\$402,600</b>   |
| • <b>Jetton St south side</b>    | <b>\$205,600</b>   |
| • <b>SUBTOTAL</b>                | <b>\$1,551,500</b> |
| • <b>Contingency</b>             | <b>15%</b>         |
| • <b>GRAND TOTAL</b>             | <b>\$1,784,225</b> |





# Mobility – Potts/ Sloan / Beaty



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General Obligation Bonds, Potential Projects  
February 27, 2018

# Mobility – Potts/ Sloan / Beaty

|         |                                              |  |  |  |                |
|---------|----------------------------------------------|--|--|--|----------------|
| EXPENSE |                                              |  |  |  |                |
|         |                                              |  |  |  |                |
|         | CONNECTOR OPTION 1                           |  |  |  | \$740,000.00   |
|         |                                              |  |  |  |                |
|         | ROUNDAABOUT                                  |  |  |  | \$2,600,000.00 |
|         |                                              |  |  |  |                |
|         | MULTI-USE PATH POTTS-GRIFFITH                |  |  |  | \$1,167,750.00 |
|         |                                              |  |  |  |                |
|         | TRAFFIC CALMING                              |  |  |  | \$414,000.00   |
|         |                                              |  |  |  |                |
|         | TOTAL                                        |  |  |  | \$4,921,750.00 |
|         |                                              |  |  |  |                |
|         |                                              |  |  |  |                |
| REVENUE |                                              |  |  |  |                |
|         |                                              |  |  |  |                |
|         | BONUS ALLOCATION FUNDS                       |  |  |  | \$3,900,000.00 |
|         |                                              |  |  |  |                |
|         |                                              |  |  |  |                |
|         | NET BOND FUNDING PHASE 1                     |  |  |  | \$1,021,750.00 |
|         |                                              |  |  |  |                |
|         | MULTI-USE PATH PHASE 2 GRIFFITH - N.MAIN ST. |  |  |  | \$1,316,250.00 |



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General Obligation Bonds, Potential Projects  
February 27, 2018



## Greenways – Kincaid Trail



## Greenways – Kincaid Trail

- **Description:** Build greenway from Eugenia St (behind Carrburritos) to Davidson Elementary School
- **Justification:** Greenway construction has consistently ranked very high on citizen's surveys. This section would link South Main to Cornelius and the existing Davidson greenway sections, providing a safe, enjoyable route for all residents. This section would be part of the Mooresville-to-Charlotte trail.
- **Core Value(s):** *Citizens need to move easily throughout the town and region, so government will provide a variety of options, such as sidewalks, bike paths, greenways, connected streets, and transit.*
- **Cost Estimate:**

|                     |                         |
|---------------------|-------------------------|
| • Engineering       | <b>\$100,000</b>        |
| • Construction      | <b>\$663,000</b>        |
| • SUBTOTAL          | <b>\$763,000</b>        |
| • Contingency (15%) | <b><u>\$114,450</u></b> |
- **GRAND TOTAL** **\$877,450**
- **Grant** **\$701,780**
- **NET Bond Funding** **\$175,670**





# Greenways – South Main to Potts / Sloan / Beaty Connector



College Town. Lake Town. *Your Town.*

General Obligation Bonds, Potential Projects  
February 27, 2018

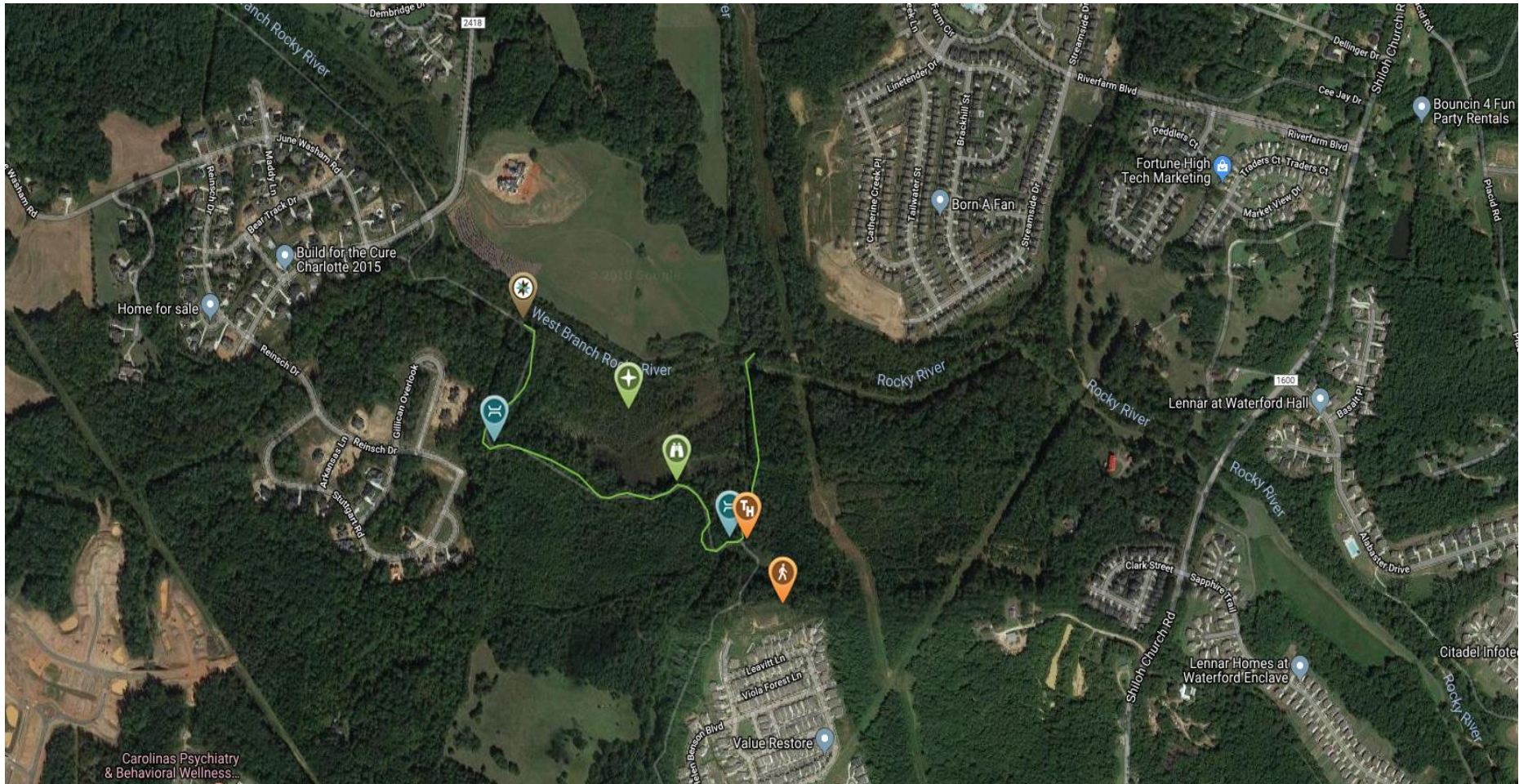
# Greenways – South Main to Potts / Sloan /Beaty Connector

- **Description:** Connect Potts Street to Kincaid Trail Extension
- **Justification:** Link 2 Multi-Use Path segments as part of Mooresville-to-Charlotte Trail
- **Core Value(s):** *Citizens need to move easily throughout the town and region, so government will provide a variety of options, such as sidewalks, bike paths, greenways, connected streets, and transit.*
- **Cost Estimate:**
  - Engineering \$22,500
  - Construction \$150,000
  - SUBTOTAL \$172,500
  - Contingency (15%) \$25,875
- **GRAND TOTAL** \$198,375





# Greenways – River Run to Summers Walk



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General Obligation Bonds, Potential Projects  
February 27, 2018

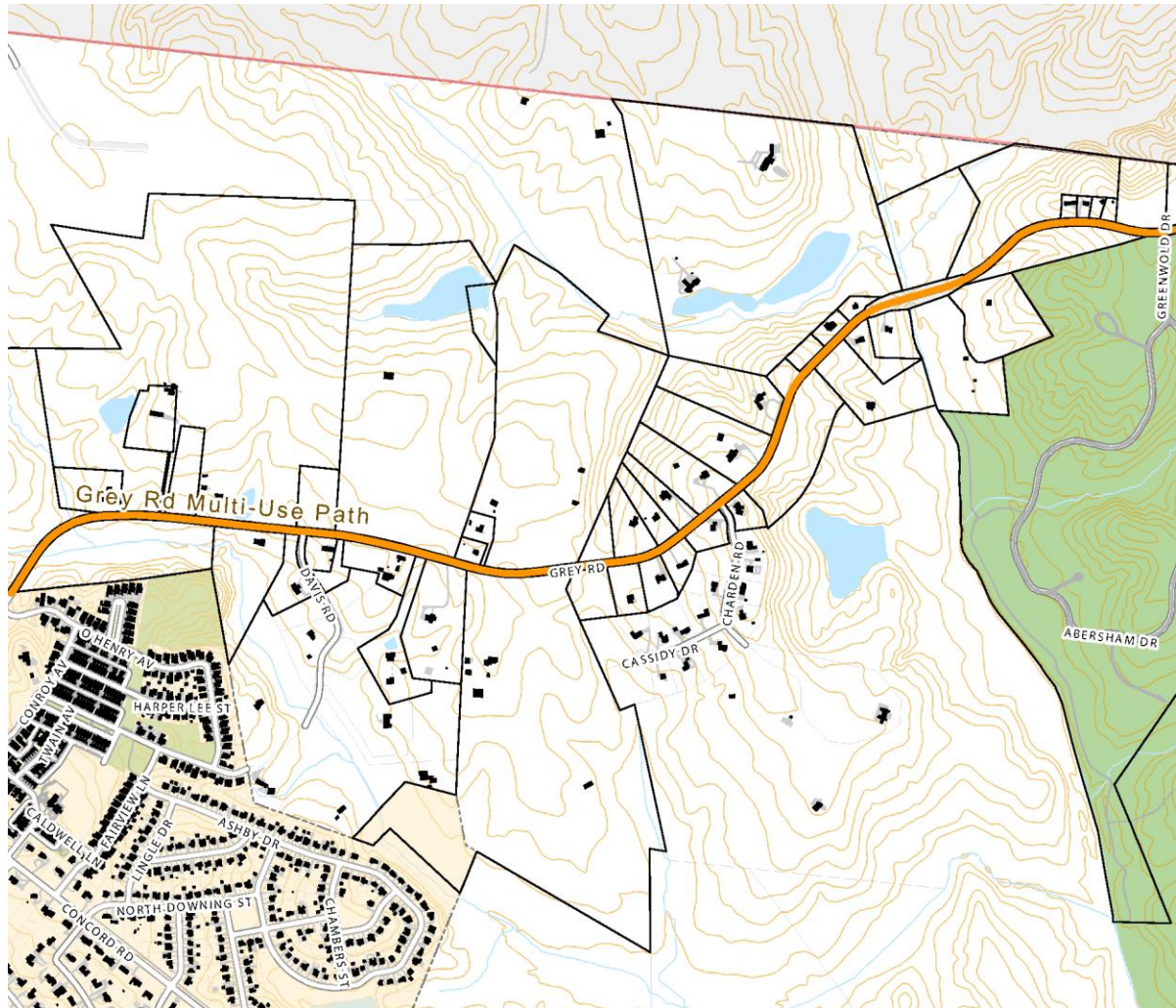
## Greenways – River Run to Summers Walk

- **Description:** Build greenway connecting River Run to Summers Walk
- **Justification:** Connect Summers Walk neighborhood to River Run
- **Core Value(s):** *Citizens need to move easily throughout the town and region, so government will provide a variety of options, such as sidewalks, bike paths, greenways, connected streets, and transit.*
- **Cost Estimate:**
  - Engineering **\$150,000**
  - Construction **\$1,500,000**
  - SUBTOTAL **\$1,750,000**
  - Contingency (15%) **\$250,000**
- **GRAND TOTAL** **\$1,900,000**





# Multi-Use Path Grey Road



## GREY RD MULTI-USE PATH

A map of the proposed portion of the Grey Rd Multi-Use Path being applied for STP-DA funding.

**STREETS / RAIL**

- Rail
- Interstates
- Streets

**WATER FEATURES**

- Lakes and Ponds
- Creeks and Streams

**LAND USE**

- Parks
- Parcels

**BOUNDARIES**

- Town of Davidson
- Sphere of Influence / ETJ
- County Boundary



## TOWN OF DAVIDSON

MECKLENBURG COUNTY, NORTH CAROLINA



0 250  
Feet

1 inch = 700 Feet

Date: 2/16/2017

DATA SOURCES:

NC One Map

Mecklenburg County

Town of Davidson

This product is for informational purposes only and may not have been prepared for, or be suitable for, legal, engineering, or surveying purposes. Users of this information should review or consult the primary data and information sources to ascertain the usability of the information.



College Town. Lake Town. *Your Town.*

General Obligation Bonds, Potential Projects  
February 27, 2018

# Multi-Use Path Grey Road

- **Description:** Build 10-foot Multi-Use path along Grey Road to Abersham park
- **Justification:** The Grey Road Multi-Use path will be a dedicated 1.94 mile off road path following Grey Rd From Town Limits to the Abersham County Park. This facility will connect to existing sidewalks in St. Albans Neighborhood, Existing and proposed Greenways in Abersham Park, and the currently planned Grey Rd Multi-Use Path from Town limits to Concord Rd. The Grey Road Multi-Use Path will provide an opportunity for residents and visitors to walk and/or bike to Abersham Park by connecting this park to Downtown via existing bicycle paths and sidewalks. Future greenway projects currently planned such as the Charlotte to Mooresville trail, Redline Trail, and Kincaid Trail connect through Davidson's Downtown. By constructing this project, Abersham Park will also be accessible to these future projects.
- **Core Value(s):** *Citizens need to move easily throughout the town and region, so government will provide a variety of options, such as sidewalks, bike paths, greenways, connected streets, and transit.*
- **Cost Estimate:**

|                      |                    |
|----------------------|--------------------|
| • Engineering        | \$300,000          |
| • Construction       | \$2,000,000        |
| • SUBTOTAL           | \$2,300,000        |
| • Contingency (15%)  | <u>\$345,000</u>   |
| • <b>GRAND TOTAL</b> | <b>\$2,645,000</b> |





# Questions





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**Agenda**      **Discuss the Comprehensive Plan Update**  
**Title:**        **Planning Director Jason Burdette**  
**SUMMARY:** Staff will provide options to begin the Comprehensive Plan update process.

**Summary:**

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**ATTACHMENTS:**

| <b>Description</b> | <b>Upload Date</b> | <b>Type</b>  |
|--------------------|--------------------|--------------|
| 📎 Presentation     | 2/21/2018          | Presentation |

# COMPREHENSIVE PLAN – UPDATE

## TOPICS COVERED

1. **What's a Comprehensive Plan?**
2. **Davidson Precedent**
3. **Current Status**
4. **Benchmark Communities' Strategies**
5. **Options (Pros/Cons)**



College Town. Lake Town. *Your Town.*

Comprehensive Plan Update  
Board of Commissioners Work Session  
Jason Burdette, Planning Director  
February 27, 2018

# COMPREHENSIVE PLAN – UPDATE

## What is a Comprehensive Plan?

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**Definition:** A Comprehensive Plan describes a vision for the long-term future of a town considering regional context and current growth trends.

**Purpose:** Guide decision-makers on a wide range of issues, in particular for land use policy, conditional development review, long-term planning initiatives, and capital investment decisions.

**Authority:** Under NC Law, comprehensive plans are not required, and they are not regulatory.



# COMPREHENSIVE PLAN – UPDATE

## Davidson's Comprehensive Plan (2010)

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### **Vision Statement:**

*Davidson is a creative, safe, scholarly and healthy community that enjoys high quality public services and unique cultural and natural assets. We manage change based upon our long-term vision, as defined by the Comprehensive Plan, that promotes livable and vibrant neighborhoods, businesses, landscapes, public spaces, relationships, and public-private partnerships. (p. 12)*



College Town. Lake Town. Your Town.

Comprehensive Plan Update  
Board of Commissioners Work Session  
Jason Burdette, Planning Director  
February 27, 2018



# COMPREHENSIVE PLAN – UPDATE

## Davidson's Comprehensive Plan (2010)

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### Livability Themes (p. 13)

- *Create Diverse Business and Job Opportunities*
- *Support Safe & Vibrant Public Spaces and Neighborhoods*
- *Promote Cultural, Socioeconomic, and Age Diversity*
- *Encourage Committed Civic Involvement & Responsibility*
- *Provide Sustainable & Healthy Choices for Transportation, Food, & Energy Use*
- *Enable Faithful Stewardship of Natural & Historic Resources*
- *Continue to Provide Effective & Efficient Public Services*
- *Maintain Quality Design and Sound Planning Principles*



# COMPREHENSIVE PLAN – UPDATE

## Davidson's Comprehensive Plan (2010)

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### Update:

*“The Comprehensive Plan should be updated at least once every ten years. This update will require new statistics such as socioeconomic and business trends and land use data...While the vision of the comprehensive plan (described by vision statement and livability themes) should not change substantially, specific goals and recommendations may be revised to reflect more current realities.”*

### Past Process (2010)

**2007:** Comp Plan Technical Committee

**2008:** Budget request FY09; Vision Committee, RFQ and RFP

**2009:** Study Groups, Public Forums, Mini-Retreats, Draft Plan

**2010:** Review Drafts, Adoption (August)



# COMPREHENSIVE PLAN – UPDATE

## Current Status & Benchmark Communities

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**Funding:** Unfunded in FY18; Seeking funding in FY19 (July 2018)

**Estimated Costs:**

Kannapolis: \$135k (2016; divided between two budget cycles)

Mooreville: \$200k (2018; divided between two budget cycles)

*\*Both Kannapolis and Mooreville staffs developed respective RFPs in-house.*



# COMPREHENSIVE PLAN – UPDATE

## Options to Develop an RFP

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1. Engage Planning Board Sub-Committee
2. Create a New Citizen Committee
3. Staff
4. Other?



College Town. Lake Town. *Your Town.*

Comprehensive Plan Update  
Board of Commissioners Work Session  
Jason Burdette, Planning Director  
February 27, 2018

# COMPREHENSIVE PLAN – UPDATE

## Options: Pros/Cons of RFP Development Strategies

|                          | PROS                                                                                                                                                                                                                   | CONS                                                                                                                                   |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <b>PB Sub-Committee</b>  | <ol style="list-style-type: none"><li>1. Engages advisory board already familiar with planning issues.</li><li>2. Sub-committees already working (DPO, Mobility)</li><li>3. Representative public engagement</li></ol> | <ol style="list-style-type: none"><li>1. Limited number of citizens involved.</li><li>2. Additional time required (3-4 mos.)</li></ol> |
| <b>Citizen Committee</b> | <ol style="list-style-type: none"><li>1. Cross-section of citizens involved</li><li>2. Direct public engagement</li></ol>                                                                                              | <ol style="list-style-type: none"><li>1. Who to select?</li><li>2. Additional time required (6 mos.)</li></ol>                         |
| <b>Staff</b>             | <ol style="list-style-type: none"><li>1. Reduced time required (2-3 mos.)</li></ol>                                                                                                                                    | <ol style="list-style-type: none"><li>1. No public input</li></ol>                                                                     |
| <b>Other?</b>            | <ol style="list-style-type: none"><li>1. TBD</li></ol>                                                                                                                                                                 | <ol style="list-style-type: none"><li>1. TBD</li></ol>                                                                                 |





# DISCUSSION/NEXT STEPS



College Town. Lake Town. *Your Town.*

Comprehensive Plan Update  
Board of Commissioners Work Session  
Jason Burdette, Planning Director  
February 27, 2018



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**Agenda Title: Discuss Potential change to the Town's Vision Statement and Core Value #5  
Public Information Officer Cristina Shaul**

**SUMMARY:** At their January 2018 retreat, the Davidson Mayor and Board of Commissioners discussed the Town of Davidson's vision and core value #5. Since time did not allow for the amendments to the vision and core value to be completed during the retreat, the task was delegated to the Public Information Officer to continue wordsmithing. During this time at the February 27<sup>th</sup> meeting, the mayor and commissioners will be able to offer up their suggestions for further wordsmithing and next steps.

**Summary:** At their January 2018 retreat, the Davidson Mayor and Board of Commissioners discussed the Town of Davidson's vision and core value #5. Since time did not allow for the amendments to the vision and core value to be completed during the retreat, the task was delegated to the Public Information Officer to continue wordsmithing. Attached is a document showing the current vision and core value, the work done at the retreat, a proposed amendment to the vision, and two proposed options for core value #5 to which the members of the board can react. During this time at the February 27<sup>th</sup> meeting, the mayor and commissioners will be able to offer up their suggestions for further wordsmithing and next steps.

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**ATTACHMENTS:**

| <b>Description</b>         | <b>Upload Date</b> | <b>Type</b> |
|----------------------------|--------------------|-------------|
| □ Vision and Core Value #5 | 2/21/2018          | Cover Memo  |

## **VISION:**

**Current:** Davidson is a town that has long been committed to controlling its own destiny as a distinct, sustainable, and sovereign municipality. Our town's sense of community is rooted in citizens who respect each other; in racial and socioeconomic diversity; in pedestrian orientation; and in the presence of a liberal arts college. We believe our history and setting guide our future.

## **CORE VALUE #5:**

**Current:** Davidson's traditional character is that of a small town, so land planning will reflect its historic patterns of village-centered growth, with connection of neighborhoods, preservation of rural area, and provision of public spaces.

**Retreat (Jan 2018) revision:** Davidson is a small, historic college town. As town that celebrates its rich cultural and architectural history. Our unique character is reflected in our land use, managed approach to growth, and preserved in our architectural history and honored when incorporated with new development so land planning will reflect its historic patterns of village-centered growth, with connection to neighborhoods, preservation of rural area, and provision of public spaces.

## **Proposed modifications (Feb 2018):**

### **VISION:**

Davidson is a town that has long been committed to controlling its own destiny as a distinct, sustainable, and sovereign municipality. Our town's sense of community is rooted in citizens who respect each other; in racial and socioeconomic diversity; in pedestrian orientation; and in the presence of a liberal arts college. ***Our history and setting guide our future as we strive to be the best small town in America.***

## **CORE VALUE #5**

### **Option #1**

Davidson's traditional character is that of a small college town that celebrates its rich cultural and architectural history. Its land use policies and approach to development will limit population growth, connect neighborhoods, preserve rural areas, and provide engaging public spaces.

### **Option #2**

Davidson's historic character as a small town must be preserved, so development will support a thriving village center, connect neighborhoods, protect rural areas, provide public spaces, and preserve architectural history and character while limiting residential growth.



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**Agenda Title: Discussion of Board Meeting Schedule**  
**Town Manager Jamie Justice**

**SUMMARY:** Discuss options for the Board meeting schedule

**Summary:**

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**ATTACHMENTS:**

| Description                              | Upload Date | Type       |
|------------------------------------------|-------------|------------|
| □ DRAFT - Meeting Schedule Possibilities | 2/27/2018   | Cover Memo |



## **Meeting Schedule Possible Changes DRAFT 2-6-18**

### **Goal:**

The goal is to adjust the boards meeting schedule to make it more accommodating for citizens to attend, to be as transparent as possible, to provide adequate discussion time between the board and staff, and still effectively handle the workload.

### **Option A: (keep as is and evaluate after 3 months):**

1st Tue – Informal Meeting – Library – 4pm (no agenda)

2nd Tue – Regular Meeting – Town Hall – 4pm / 6pm (agenda/public comments/public hearings/voting)

3rd Mon – Coffee Chats – alternates 9am/6:30pm (no agenda/discussion topic/Q & A)

4th Tue – Work Session- 4pm / 6pm (agenda - usually no PC/voting)

### **Option B: (no 4pm meetings)**

1st Tue – Informal Meeting – Library – 6pm (no agenda)

2nd Tue – Regular Meeting – Town Hall –6pm regular (agenda/public comments/public hearings/voting)

3rd Mon – Coffee Chats – alternates 9am/6:30pm (no agenda/discussion topic/Q & A)

4th Tue – Work Session- 6pm work session (agenda - no PC/PH/voting)

### **PROS:**

meeting times more accessible to folks who work during the day. Schedule accommodates similar workload.

### **CONS:**

6pm meetings may run longer assuming workload and continued board-staff discussions items. Staff stays longer after hours.

### **Option C: (no 4pm meetings; no coffee chats, open forum at town hall instead)**

1st Tue – Informal Meeting – Library – 6pm (no agenda)

2nd Tue – Regular Meeting – Town Hall –6pm regular (agenda/public comments/public hearings/voting)

3rd Mon/Tue (conflict w/LB) – Informal Open Forum – 6pm (no agenda/discussion topic/Q & A)

4th Tue – Work Session – 6pm (agenda - no PC/PH/voting)

### **PROS:**

meeting times more accessible to folks who work during the day. Schedule accommodates similar workload. Replaces coffee chats with a more consistent time and location for informal discussion with citizens.

### **CONS:**

6pm meetings may run longer assuming workload and continued board-staff discussions items. Staff stays longer after hours.