



## 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> </ul>	Planning	<i>March 27, 2018</i>
	<ul style="list-style-type: none"> <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>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> </ul>	Planning	Determined by board priorities: Discuss which items board-initiated decisions (near-term) vs. Comp Plan decisions (long-term).
	<ul style="list-style-type: none"> <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> </ul>	Planning	
	<ul style="list-style-type: none"> <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/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 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 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





Tactical Priority	Action Steps	Lead Staff	Timeline
<b>Neighborhood initiatives</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	Spring 2018       Spring 2018
<b>Town-wide initiatives</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 Parks and Rec	Ongoing Ongoing
<b>Seek park grants</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

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<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	Spring 2018       Spring 2018
<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 Parks and Rec	Ongoing 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  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  Finance Public Works	May 2018  Feb 27, 2018 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  60 days TBD  TBD 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          PW	Feb 13, 2018  Feb 27, 2018      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  TM	TBD  March 2018
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## 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