



## 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.~~

#### Objectives:

- Plant X# of trees over Y years
- Increase tree canopy by X% over Y years
- Reduce population rate by X%
- Reduce growth rate by X% (post-pipeline)



#### 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.

#### Objectives:

- Increase citizen access
- Increase number of citizen touchpoints
- Increase number of mailers by X%



#### HISTORIC PRESERVATION STRATEGY

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

**Objectives:**

- New local historic district by 2019
- Increase number of landmarks by X%



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

**Objectives:**

- Increase greenway mileage by X miles by 20\_\_
- Increase parks acreage by X acres by 2019 (active)
- Preserve open space by X% (passive)



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

**Objectives:**

- Increase # AH units (new) (# seniors, # workforce, # 80-120%AMI)
- Increase number of preserved homes (NOAH)



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

**Objectives:**

- Increase commercial % in commercial/residential ratio
- Increase commercial square footage downtown by 2021
- Increase number of jobs in Davidson



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

**Objectives:**

- Measure perception in 2019 Citizen Survey



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

**Objectives:**

- Adequate PD staffing
- # miles of sidewalk installed
- # miles of streets resurfaced



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

**Objectives:**

- Increase engagement with Davidson College to four meetings per year.

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> <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> </ul> </li> </ul>	Planning  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>○ Implement map amendments (rezonings) and/or policy</li> <li>• 1) Discuss zero buffers rationale. 2) Determine if board wants to change. <ul style="list-style-type: none"> <li>○ Rewrite ordinance</li> <li>○ Citizen input</li> <li>○ Board decision</li> <li>○ Implement text amendments</li> </ul> </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 highway 73. <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/TM</p> <p>Planning</p> <p>Planning</p> <p>Planning NC-DOT</p>	<p>March 27, 2018</p>
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<b>Begin Comprehensive Plan process</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 <u>historic preservation, growth management strategies, and</u> traditional town planning.</li> <li>• Determine citizen committees for comprehensive plan, including “land use” and “preservation of Davidson’s character” and “options for preservation of open space.”</li> </ul>	Planning	<i>Feb. 27, 2018</i>  TBD  TBD  TBD
<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>○ Target specific audiences/constituents to encourage engagement with a variety of methods. Pertains to every goal in this plan; work plans to flesh out each tactical priority/action item will contain</li> </ul> </li> </ul>	Town Manager, PIO, Planning	60 days

	<p>constituents to reach and how.</p> <ul style="list-style-type: none"> <li>○ Use upcoming planning project as model for community engagement process</li> </ul>		
<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> <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>	Town Manager	30 days
<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 <u>neighborhoods including more</u> outlying neighborhoods               <ul style="list-style-type: none"> <li>○ Summers Walk, Davidson Pointe, Davidson Landing</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>In progress</p> <p>In progress</p> <p>In progress</p> <p>Spring 2019</p> <p>Ongoing</p>



	<ul style="list-style-type: none"> <li>○ Encourage participation in meetings, programs, and events</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>	Board and staff	Ongoing
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## HISTORIC PRESERVATION STRATEGY

Goal: <i>The Town of Davidson will preserve our <b>architecturally</b>historically significant structures to retain our authenticity and <b>historicsmall town</b> aesthetic.</i>			
Tactical Priority	Action Steps	Lead Staff	Timeline
<b>Create/expand local historic district</b>	<ul style="list-style-type: none"> <li>● <del>Investigate National Historic District becoming Local Historic District</del> <u>designations.</u> <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><del>Designate IB School as landmark</del></b>	<ul style="list-style-type: none"> <li>● <del>Work with CharMeck Landmarks Commission staff on analysis and report.</del></li> <li>○ <del>Present to CharMeck Landmarks Commission</del></li> <li>○ <del>Present to board for decision</del></li> </ul>		<b>Complete: Designated in 2012.</b>



	<ul style="list-style-type: none"> <li>Connect greenways and seek alternative ideas for more greenways.</li> </ul>		
<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



## AFFORDABLE HOUSING

Goal: **Davidson will preserve existing affordable housing and provide new workforce and elderly housing.**

Tactical Priority	Action Steps	Lead Staff	Timeline
<b>New programs</b>	<ul style="list-style-type: none"> <li>Explore ideas for renovation and rehab of existing homes owned by lower income homeowners <u>and possible grant funding</u>.</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>Review existing program; make changes</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~~and 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: <b><i>Davidson will maintain organizational excellence through sound financial management, training and retention of quality employees, and superior service to the community.</i></b>			
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> </ul>	TM	Feb 13, 2018  Feb 27, 2018

	<ul style="list-style-type: none"> <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>	PW	<b>Feb 27, 2018</b>
<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 Beatty 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



## PARTNERSHIPS

Goal: <i>The Town of Davidson will build on existing relationships to strengthen partnerships with strategic organizations and institutions.</i>			
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	<b>Feb 27, 2018; revisit during budget process</b>