



## 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 align land use policies including revision of development processes, zoning, and regulations to preserve our architectural history, manage residential growth, reduce the scale of future development, and enhance downtown (i.e., connect North and South Main Streets).



#### 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 historically significant structures to retain our authenticity as a historic, small college town.



#### GREENWAYS, OPEN SPACE, AND PARKS STRATEGY

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).



The Town of Davidson will preserve existing affordable housing\* and work with a variety of partners to create new available, affordable workforce and elderly housing.

\*Affordable housing for the Town of Davidson is defined as incomes between 50% and 120% AMI



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 manage growth to encourage an appropriate mix of residential and commercial development.



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



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

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



## LAND USE STRATEGY

**Goal 1: *The Town of Davidson will align land use policies including revision of development processes, zoning, and regulations to preserve our architectural history, manage residential growth, reduce the scale of future development, and enhance downtown (i.e., connect North and South Main Streets).***

Tactical Priority	Action Steps	Lead Staff	Timeline
<b>1. Review and develop options to change planning processes</b>	1. <i>Present existing processes to board, including discussion of "by-right."</i>	Planning	<i>April 24, 2018</i>
	2. <i>Examine tools available to slow growth and share implications of each (i.e., moratoria, charrette process, etc.)</i>	Planning	<i>May 2018</i>
<b>2. Change land use regulations</b>	1. Review what areas are on cusp of developing	Planning	Spring/Summer 2018
	2. Examine tools available to slow growth/share implications (i.e., urban growth boundary; buffers; water and sewer policy; revisions to planning areas (Village Infill Planning Area, Lakeshore Planning Area, Commercial Business District, Village Center) for lower density and smaller scale; watershed and tree ordinances).	Planning	Spring/Summer 2018
<b>3. Begin Comprehensive Plan process</b>	1. <i>Present options and timeline to board.</i>	Planning	<b>Completed 2/27/18</b>
	2. Write RFP for consultants, post RFP, interview and hire consultants.		April 2018

	3. Host symposium on historic preservation, growth management strategies, and traditional town planning. 4. Determine citizen committees for comprehensive plan, including “land use” and “preservation of Davidson’s character” and “options for preservation of open space.” 5. Review Rural Area Plan		TBD/Comp Plan  Late summer/ early fall 2018  During Comp Plan process
<b>4. Revise Core Value #5</b>	1. <i>Present options to board; wordsmith.</i> 2. <i>Citizen input.</i> 3. <i>Board adoption.</i>	PIO	<i>March 27, 2018</i>
<b>5. Investigate land preservation grants</b>		Livability Board	



## COMMUNITY ENGAGEMENT STRATEGY

**Goal 2: 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>1.Create new approach to board meetings</b>	<ol 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> </ul> </li> <li>Explore “Coffee Chats” concept and make improvements</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> </ol>	<p>Town Manager</p> <p>Board and Town Manager Town Clerk</p> <p>Board of Commissioners</p>	<p><b>Complete</b></p> <p><b>Complete</b> Under review</p> <p><b>Complete</b></p> <p>In progress</p>
<b>2.Review and update community engagement process</b>	<ol style="list-style-type: none"> <li>Discuss current community engagement process (overall and planning-specific)</li> <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 constituents to reach and how. Work plans will also list relevant core values.</li> <li>Use upcoming planning project as model for community engagement process</li> </ol>	<p>Town Manager, PIO, Planning Each dept.</p> <p>Planning</p>	<p>60 days</p> <p>Will do as part of each detailed work plan</p>
<b>3.Review board/staff communications</b>	<ol 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</li> <li>Clarify guidance to advisory boards</li> </ol>	<p>Town Manager</p> <p>Board and Town Manager</p> <p>Board and Town Manager</p>	<p><i>March 27, 2018</i></p>

		Board	
<b>4.Social Community Engagement</b>	1. <i>Create and host community dinners</i>	ED Mgr & Committee	In progress
	2. Enhance Town Day to include service project and community dinner	Parks & Recreation PIO	In progress
	3. Explore “welcome wagon” ideas		In progress
	4. Conduct Citizen Survey		
	5. Engage our neighborhoods including more outlying neighborhoods	ATM BoC & PIO	Spring 2019 Ongoing
	6. Use direct communication		
		Board and staff	Ongoing



## HISTORIC PRESERVATION STRATEGY

Goal 3: *The Town of Davidson will preserve our historically significant structures to retain our authenticity as a historic, small college town.*

Tactical Priority	Action Steps	Lead Staff	Timeline
<b>1.Create/expand local historic district</b>	<b>1. <i>Investigate Local Historic District designations.</i></b>	Planning	<i>In progress March 27, 2018</i>
<b>2.Investigate historic preservation tools</b>	1. Discuss tools (i.e., conservation districts) with planning board	Planning Board	90 days
<b>3.Historic Preservation Plan</b>	1. Create plan.	Comp Plan committee, Planning Board committee or consultant to investigate and prepare?	Comp Plan



## GREENWAYS, OPEN SPACE, AND PARKS STRATEGY

**Goal 4: *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).***

Tactical Priority	Action Steps	Lead Staff	Timeline
<b><i>1.Neighborhood initiatives</i></b>	<ol style="list-style-type: none"><li>1. Improve neighborhood parks</li><li>2. Connect Summers Walk to River Run via greenway.</li></ol>	Parks and Rec Planning	Spring 2018 TBD
<b><i>2.Town-wide initiatives</i></b>	<ol style="list-style-type: none"><li>1. Healthy living initiative</li><li>2. Connect greenways and seek alternative ideas for more greenways.</li></ol>	Parks and Rec Parks and Rec	Ongoing Ongoing
<b><i>Seek park grants</i></b>	<ol style="list-style-type: none"><li>1. Apply for PARTF grant if GO Bond funds available; review other opportunities for park grants.</li></ol>	Parks and Rec	September 2018



## AFFORDABLE HOUSING

Goal 5: The Town of Davidson will preserve existing affordable housing\* and work with a variety of partners to create new available, affordable workforce and elderly housing.

\*Affordable housing for the Town of Davidson is defined as incomes between 50% and 120% AMI

Tactical Priority	Action Steps	Lead Staff	Timeline
<b>1. New programs</b>	1. Explore ideas for renovation and rehab of existing homes owned by lower income homeowners and possible grant funding (i.e. Davidson Housing Coalition's HAMMERS program).	Aff. Housing	TBD
<b>2. Review existing program; make changes</b>	2. A. 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. B. Determine changes board wants.	Aff. Housing	Spring 2018



## ECONOMIC DEVELOPMENT STRATEGY

**Goal 6: *The Town of Davidson will use existing assets and manage growth to encourage an appropriate mix of residential and commercial development.***

Tactical Priority	Action Steps	Lead Staff	Timeline
<b><i>1. Review existing program</i></b>	1. Share 2017-2022 ED Strategic Plan and discuss overall strategy, including opportunities for food economy.	ED Mgr	May 2018
<b><i>2. Focus on historic preservation as economic development tool</i></b>	1. Encourage redevelopment of Linden Mill, train station, IB School, public works building, etc.	ED Mgr	Determined by board priorities.
<b><i>3. Focus on commercial growth</i></b>	1. Connect North and South Main Streets, examine Jackson Streets, NC 73, Circles @ 30.	ED Mgr and Planning	Comp Plan process



## MOBILITY/TRANSPORTATION

**Goal 7: *The Town of Davidson will enable citizens to move freely throughout town via transit, car, bicycle, and on foot.***

Tactical Priority	Action Steps	Lead Staff	Timeline
<b>1. Create Davidson Mobility Plan</b>	1. Continue work with consultants. Include town walks with citizens, charrette process and citizen input.	Planning	Spring and Summer 2018
	2. Fold Mobility Plan into Comprehensive Plan.	Planning	Fall 2018
<b>2. Review existing projects</b>	1. Presentations to board include:		
	a. North-South Corridor Study	LNTC	May 2018
	b. GO Bond projects	Finance	Spring 2018
	c. Turn lane from Main to Concord	Public Works	April 2018



## OPERATIONS

**Goal 8: 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>1.Sound financial management</b>	<ol style="list-style-type: none"> <li>1. <i>Present financial overview, budget process, fund balance strategy.</i></li> <li>2. <i>Create "infographics" for website.</i></li> <li>3. Initiate other financial transparency initiatives</li> <li>4. Determine future options for Continuum.</li> <li>5. Review staffing, pay, and benefits levels.</li> </ol>	Finance	<p><i>Completed 2/13/18</i></p> <p>60 days</p> <p>Budget process</p> <p>TBD</p> <p>Budget process</p>
<b>2.Capital and maintenance needs</b>	<ol style="list-style-type: none"> <li>1. Address facility needs of Police, Fire, Public Works, and Parks and Recreation, including community space.</li> <li>2. Address infrastructure needs, including sidewalks, street re-surfacing, park maintenance.</li> </ol>	TM	<p><b><i>Completed 2/13/18</i></b></p> <p>Ongoing</p>
<b>3.Examine Town Assets</b>	<ol style="list-style-type: none"> <li>1. Review map and develop plan for all town-owned land.</li> <li>2. <i>Develop Beaty St property plan.</i></li> </ol>	<p>TM</p> <p>TM</p>	<p>TBD</p> <p>Spring 2018 - 2019</p>



## PARTNERSHIPS

Goal 9: *The Town of Davidson will build on existing relationships to strengthen partnerships with strategic organizations and institutions.*

Tactical Priority	Action Steps	Lead Staff	Timeline
<b>1. Davidson College</b>	1. Board create list of priorities for strategic asks.	TM/Board	TBD
<b>2. Non-profits</b>	1. Review non-profit grant process;	TM/Board	<b>Feb 27, 2018; revisit during budget process</b>