



**TOWN OF GRANITE QUARRY  
BOARD OF ALDERMEN PLANNING RETREAT  
February 28, 2020 ~ 8:30 a.m.**

- 8:15 a.m. **Breakfast**
- 8:30 a.m. **Call to Order** **Mayor Feather**
- 8:30 a.m. **1. Approval of Agenda**
- 8:35 a.m. **2. Agreement on Ground Rules/ Objectives for the day**
- 8:55 a.m. **3. Year End Review/ Carryover Items/ Pending Projects** **Larry Smith**
- 9:20 a.m. **4. Addressing Board Objective Lists**
- 9:40 a.m. **5. Departmental Reports** **Shelly Shockley**
- A. Finance**
- 1) **Finance Department Goals**
- 2) **Parks, Events, and Recreation Committee Goals**
- 9:55 a.m. **B. Fire** **Chief Hord**
- Personnel training and standards/ ISO prep
  - Fleet and equipment needs
- 10:10 a.m. **C. Maintenance** **Chief Hord**
- Increase street maintenance abilities
  - Fleet needs
- 10:25 a.m. **Break**
- 10:35 a.m. **D. Police** **Chief Cook**
- 10:50 a.m. **E. Administration** **Larry Smith**
- 1) **Charter, Ordinance, Policy, Rules of Procedure**
- 2) **Salary/ Compensation Survey**
- 3) **Revitalization Team Goals**
- Town Square
  - Downtown Master Plan
  - Support US 52 Sidewalks/ Curb & Gutter

- 11:15 a.m.      **F. Planning**
  - 1) **Code Enforcement**
    - Numbers – where emphasis has been
    - Existing approach to code enforcement
    - Community Appearance Commission
  
- 11:40 a.m.      **6. Presentations/ Board Discussion**
  - A. Town Growth**
  - B. Comprehensive Land Use Plan**
  - C. Preliminary Sidewalk Plan**
  
- 12:30 p.m.      **Lunch**
  
- 1:00 p.m.      **7. Board Discussion**                      **Set Goals and Priorities**
  
- 4:00 p.m.      **Adjourn**

**Agenda Item Summary**

Planning Retreat  
February 28, 2020  
Agenda Item 1

**Summary:**

The Board may discuss, add, or delete items from the Planning Retreat agenda.

**Action Requested:**

***Motion to adopt the February 28, 2020 Board of Aldermen Planning Retreat Agenda (as presented / as amended).***

**Approval of Agenda**

Motion Made By:

Jim Costantino   
Kim Cress   
John Linker   
Doug Shelton

Second By:

Jim Costantino   
Kim Cress   
John Linker   
Doug Shelton

For:

Jim Costantino   
Kim Cress   
John Linker   
Doug Shelton

Against:

Jim Costantino   
Kim Cress   
John Linker   
Doug Shelton

In case of tie:

Mayor Bill Feather

For   
Against

## **POLICY OR ADMINISTRATION OR BOTH?**

*Instructions: In small groups, decide whether the issue is policy issue for the elected council or commission to decide or if this is purely an administrative issue for the manager to consider. Write a short explanation of why.*

- 1) A decision to prohibit parking cars on front lawns in the city limits.
- 2) The decision to hire a new public works director when the old director has announced his or her retirement.
- 3) Producing an annual report of how the organization met its performance goals.
- 4) The decision to enact a curfew at local parks of 10pm.
- 5) A city decision to add a new fee for curbside recycling pick-up.
- 6) The decision to fire a staff member who is responsible for cleaning the building who failed to show up to work after repeated warnings.
- 7) Requiring so many units of affordable housing must be included in all newly proposed developments within the city.
- 8) Cutting the summer internship program for disadvantaged youth.
- 9) Deciding whether to provide doughnuts with city funds for a neighborhood community meeting about recent vandalism.
- 10) Putting together a newsletter about the outcomes of recent elections and/or newly appointed members of the nonprofit board.
- 11) Giving a status report about recent renovations to the community fitness center funded by the town and a local nonprofit.
- 12) Proposing a budget for fiscal year 2018 for the county or a nonprofit organization.
- 13) Administering payroll consistent with the budget and compensation plan for the nonprofit or local government.
- 14) Enforcing an existing contract for vehicle maintenance.
- 15) Investigating claims that residents are being overcharged for water usage in part of the county.
- 16) Regulating the sale of land from a former city owned park.
- 17) Giving a raise to all employees of five percent.
- 18) Investigating a county health inspector who is accused of accepting bribes from local restaurants to "improve" sanitation scores.

## Effective Relationships: Manager-Elected Officials



UNC CHARLOTTE  
College of Liberal Arts & Sciences

Gerald G. Fox Master of Public Administration

February 13, 2020  
Drs. Suzanne Leland & Tom Barth



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### Overview: Working with Elected Officials

- Is it policy or administration?
- The different roles of council/commission members vs. manager/staff in the policy process
- What staff need to know about elected officials
- Building a Trusted Relationship

2/12/2020

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### Understanding Elected Officials: Making policy

- It is not their role to administer city or county affairs
- The manager sees that the policies are implemented
- However: The distinction between formulation and implementation is not always a bright line and can be the source of conflict and frustration.

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**Suggested Group Exercise for Council and Manager/Staff**

- Is it policy or administration? (see handout)
- Can provide a useful discussion that leads to better understanding of role boundaries


2/12/2020 

Retreat? (instead of "Governance" v "management" flip chart?)

guidelines, BOA ROP?

**What managers need to know...**

- Elected officials have different needs than staff, must respond to constituents
- Fairness or equity may outweigh issues of effectiveness or efficiency
- Do not like surprises, particularly at the end of a process, undermines staff credibility
- Elected officials like to have choices
- They want to know where different groups stand on issues
- They have to balance conflicting values

2/12/2020 

"we're here to make you look good"

**How staff can help build trusted relationships?**

- Staff can be of great help forging compromises (balancing political interests and feasibility)
- Reduce uncertainty with complex issues
- Provide structure for taking on the bigger, tougher issues facing the community (e.g., retreats, strategic planning)
- Model teamwork and group problem solving (elected officials may not see themselves as a team)
- Demonstrate "neutral competence" and "subordinate autonomy"

2/12/2020 


"less is more!" "Do less, better"

Dept. Reports & Consent Agendas ??

Have to create & maintain atmosphere of employee autonomy ("let 'em work")

**Additional Notes from NCCCMA Panel**

- Need to deal with each elected official differently
- Be authentic... better to say you don't know the answer than blow smoke
- Must be out in front on social media; they want to hear it from you first
- Set boundaries on council-staff interaction
- Invest in your council (retreats, onboarding, training)

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*Analogies, active listening/hearing then out*

*some exceptions possibly w/ dept. heads, but definitely ethical limits stop there.*

**Closing thought #1...**

*"We can't do that because it violates..."*

- This response may be legit but does not necessarily recognize other community values (equity, accountability, efficiency, effectiveness)
- Explore the issue, pause and think creatively (but ethically) before saying "NO"


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*Doug: Municipal (NC) policies research? ("try to find a way to engage w/o inviting micromgmt")*

**Closing Thought #2...**

*"It's easier to have a hard conversation when you have a relationship"*

- The relationship with elected officials cannot be taken for granted and requires attention and work
- Don't dwell on peoples' motives; focus on providing the best possible information

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*Hard sometimes to change culture / not get defensive based on experience, but try!*

## Compiled Aldermen Objectives for Discussion at Planning Retreat

### Objectives

- 1) Revisit last year's goals
- 2) Discussion on carryovers and new goals
- 3) Settle on five or fewer specific strategic initiatives with long-term benefits
- 4) Obtain consensus on the top 5 goals that will "move the needle" towards GQ's future
- 5) Don't leave retreat until all goals are agreed upon and Board pledges to support
- 6) Seek Board agreement to fully support annual agreed upon goals and not revisit old issues. Eliminate political posturing.
- 7) Limit frivolous requests for information.
- 8) Agree to limit requests of staff. Funnel through Manager's office.  
6, 7, and 8 can be covered with Administration Charter, Ordinance, Policy, ROP discussion

### Goals

- 1) Growth and development will be covered in Comp Plan / Town Growth discussion
- 2) Code enforcement will be covered in Planning Code Enforcement discussion
- 3) Evaluation and rewrite of procedural manuals (by staff and approved by the Board)
- 4) Series of written policies/ guidance memos from the Board to staff on such issues as the staff and Board thinks are necessary (example Finance policies on balances and investments) 3 and 4 will be covered under Administration
- 5) Guidance provided on expected supporting information for the budget process
- 6) Streets will be covered in Pending Projects discussion
- 7) Sidewalks will be covered in Pending Projects discussion
- 8) Downtown spruce up
- 9) Byrd property
- 10) Mayor's bike park plans
- 11) Code enforcement will be covered in Planning Code Enforcement discussion
- 12) Pay raises / Benefits will be covered in Administration Salary / Compensation Survey
- 13) Equipment needs for all departments will be covered in budget workshops
- 14) Planning out look
- 15) Village at Granite future needs
- 16) Training for staff will be covered under Administration
- 17) Police Department future in regards to Faith paying their share
- 18) Service - Streets/ Sidewalks need more focus will be covered in Pending Projects discussion
- 19) Parks – Master Plan or at least more funds dedicated to maintaining will be covered in Carryover Items discussion
- 20) Organization – Finalize ordinances (etc.) that confirms/ supports Manager/Council form of government will be covered in Administration Charter, Ordinance, Policy, ROP discussion
- 21) Town Hall Phase II discussion/ timeline to accomplish



**2019-2020 Project Goals**  
As adopted, amended, or added since February 22, 2019 Planning Retreat

GOAL	DEPARTMENT	PRIMARY	TARGET DATE	BOARD PRIORITY ASSIGNMENT	PERCENT COMPLETE June 1	PERCENT COMPLETE September 1	PERCENT COMPLETE December 1	PERCENT COMPLETE March 2020	NOTES / STATUS	PROJECTED COST	ACTUAL COST
FEMA Grant - Granite Lake Park	Maintenance	Staff	Dec 2020	High	20%	30%	50%	60%	Engineering underway; ext filed to July 2021	\$ 437,793.00	
State Utility Fund grant: utilities extension at industrial park	Economic Dev <sup>3</sup>	Manager	Nov 2020	High	20%	30%	50%	70%	Engineering & administration underway	\$ 277,800.00	
Annual Sidewalk Repair/Street Paving (see PWP notes) Original goal replaced with different scope project (next) → Imminent sidewalk repairs approved 11/4/19	Maintenance	Chief Hord	<del>4/1/19</del> April 2020	High	10%	20%	80%	25%	From 11/4 approval: were planning US 52 and non-US 52 imminent repairs; DOT review would hold up 52, so moving forward w/ <u>non-52</u> now; plan 52 needs Spring.	<del>\$ 42,000.00</del>	
Capital Streets & Sidewalks Campaign (8/5/19)	Maintenance	Chief Hord	August 2020	High	10%	20%	30%	40%	Local Government Commission application underway. Resolution to start financing RFP process on 3/2 agenda.	\$ 350,000.00	
Sidewalks Downtown 52 w. <del>No State \$</del> Discretionary Funds	Administration <sup>7</sup>	Mayor		Low High	35%	85%	85%	85%	Packet completed but given back to staff to re-do. "Next step" discussion Retreat or BOA meeting.	\$ 560,000.00	
Code Enforcement	Administration <sup>5</sup>	Larry, Steve		High	20%	30%	70%	85%	Planning Coordinator hired; code enforcement program underway. Refined direction and CAC formation to go.	\$ 32,217.00	
Recodification of Ordinances <sup>4</sup>	Administration <sup>4</sup>	Tanya	6/30/20	High	5%	15%	50%	60%	Vendor review underway. Target may be July 2020 for vendor review; some 160D changes after as clarified.	\$ 11,950.00	
Added 12/2019: Charter, Ordinances, JPA, Policies, Guidelines	Administration	Larry, Aubrey	June 2020	No Priority Assigned	0%	0%	5%	10%	Charter clarification drafted; working on ordinances, JPA.		
Added 10/2019: Annexations and development recordings	Administration	Larry, Aubrey	April 2020	No Priority Assigned	0%	0%	50%	80%	Having to research, reconstruct, and correct / complete.		
Town Hall <del>Renovation</del> Upgrades (Amended 6/2019) (scope amended 11/4/19)	Administration <sup>6</sup>	Larry	July 2020	High	20%	40%	50%	70%	RFP for construction underway; target completion date may spill into July.	<del>\$ 15,000.00</del> \$ 299,999.99	
Town Square (Amended 6/2019: consider w Town Hall upgrades)	Revitalization	Revitalization,Larry		High	10%	45%	60%	100%	Redesign completed; "next step" discussion Retreat?	\$ 40,000.00	\$ 3,500.00
Patrol Vehicle Replacement - Authorization to Purchase	Police	Chief Cook	April 2020	High	25%	50%	90%	95%	Dodge cancelled order 11/2019. Alt vehicle quoted, approved, in. Likely April before install complete.	\$ 41,000.00	
Fire Truck Refurbishment	Fire	Chief Hord	May 2020	Med.	25%	50%	70%	80%	Pumper returned; switching equip over now and small in-house upgrades before complete and F350 surplus.	\$ 50,000.00	
Patrol Staffing Increase: Two Full Time Patrol Officers	Police	Chief Cook		Med.	20%	50%	60%	75%	Positions actively recruited; 1 hired. Re-evaluating.	\$ 61,815.00	
Tennis Courts <sup>2</sup>	Parks & Rec <sup>2</sup>	Chief Hord		Low	0%	0%	0%	0%	Needs to be incorporated into Master Plan	\$ 30,000.00	
Town Properties Overview - "Byrd Property"	Administration	Mayor, Manager	April 2020	No Priority Assigned	90%	90%	90%	95%	Prop transaction & cleanup complete. Plaque proofed & being made, mounting base has been moved on site.		
316 S Main St - Property Sale	Administration	Larry, Realtor	7/15/20	No Priority Assigned	25%	30%	90%	90%	Purchase offer accepted. Contingencies underway. 7/15/20 scheduled closing date.	\$ 50,000.00	\$ 67,000.00
"Well House" Property - Property Sale	Administration	Larry		No Priority Assigned	10%	50%	60%	60%	Heirs interest exhausted; reviewing other sale options.		
Create 5-year Plan / Master Plan <sup>2</sup>	Parks & Rec <sup>2</sup>	PERC Comm		No Priority Assigned	5%	5%	5%	5%	Initial cost estimate secured; time and \$ prioritization.	\$ 20,000.00	
Added 6/2019: NCDOT Bicycle and Pedestrian Planning Grant	Planning	Steve		No Priority Assigned	45%	95%	95%	100%	Added 6/2019. Grant declined. Recomm carryover.	\$ 3,500.00	
Added 6/2019: Relocation search brush pile	Administration	Manager, Maint	May 2020	High	5%	30%	50%	90%	Closed on prop 12/2019. Permitting now; const ~April.	\$ 115,000.00	\$ 60,001.00
Comprehensive Land Use Plan	Planning	Steve	7/8/19	Med.	70%	85%	90%	100%	Revised plan adopted.	\$ 25,000.00	\$ -
Town Hall Informational Sign	Administration	Shelly	9/27/19	High	85%	95%	95%	100%	Project completed.	\$ 26,000.00	\$ 25,389.88
Added 6/2019: Faith Rd Property-Bike Park/Lease Agreement	Administration	Mayor, Manager		No Priority Assigned	50%	95%	100%	100%	Lease Agreement approved.	\$ -	\$ 250.00
Maintenance F350 - Authorization to Purchase	Maintenance	Chief Hord		High	60%	85%	100%	100%	Truck purchased, upfitted, and in service.	\$ 30,000.00	\$ 32,553.93
Lake Park Steps	Parks & Rec	Chief Hord	4/30/19	High	90%	100%	100%	100%	Project completed.	\$ 2,500.00	\$ 4,900.00
Two Monitors for Board Room	Administration	Chief Hord	6/30/19	High	100%	100%	100%	100%	Project completed.	\$ 2,500.00	\$ 2,178.89
F350 Snow Plow	Maintenance	Chief Hord	N/A	Low	100%	100%	100%	100%	Removed from budget / goals list.	\$ 8,000.00	\$ -
Dump Trailer	Maintenance	Chief Hord		Med.	100%	100%	100%	100%	Purchased and in service.	\$ 9,000.00	\$ 8,751.00
Recycling / Solid Waste Contracts	Administration	Larry		No Priority Assigned	100%	100%	100%	100%	Reviewed, adopted in budget.	\$ -	\$ -
Budget more for events if possible <sup>2</sup>	Parks & Rec <sup>2</sup>	PERC Comm		No Priority Assigned	100%	100%	100%	100%	Reviewed, adopted in budget.	\$ 3,000.00	\$ 2,000.00
Town Properties Overview - 2400 Faith Rd	Administration	Larry		No Priority Assigned	100%	100%	100%	100%	Reviewed and disposed at 3/2019 meeting.	\$ -	\$ -

**Code of Ordinance Violations**

<b>Animals: Section 5-3 [a, b]</b>		1
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<b>Public Nuisance: Section 9-33</b>		
[1] Vegetation		9
[2] Trash Accumulation		2
[4] Open storage of combustables		5
[5] Accumulation leading to vermin		1
[7] "White goods," building materials, etc...		6
[8] Unsafe structure		3
[10] Couches, chairs, etc placed outside		3
[11] Nuisance Vehicle		1
[12] Construction debris on public street		1

<b>Vehicles: Section 9-57</b>		
[a] Abandoned Vehicle		1
[e] Nuisance Vehicle*		1
[d] Junk Vehicle		10
	*Same violation as cited for 9-33-11	

**U.D.O. Violations**

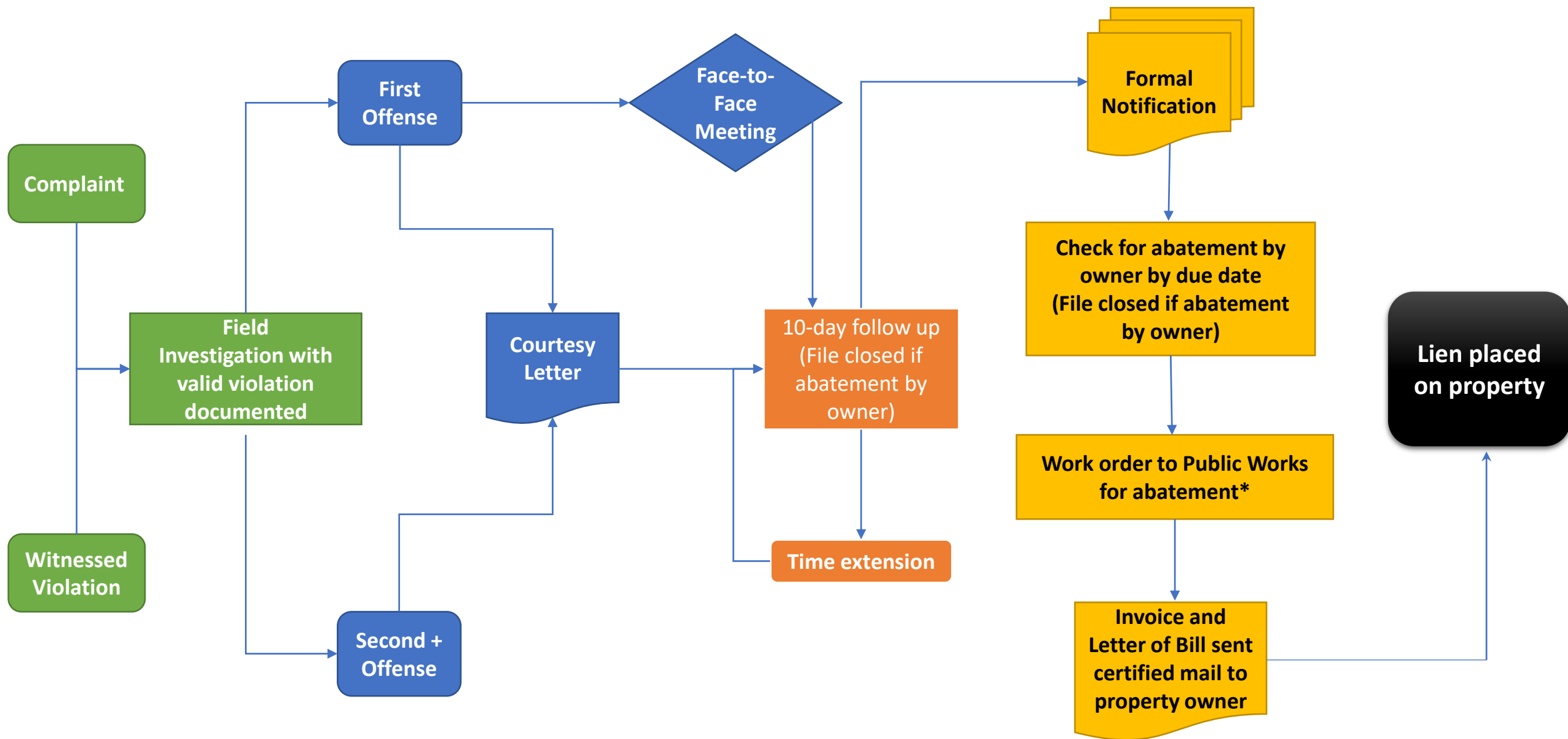
<b>Special Requirements</b>	4.10.3 Outdoor Storage	1
	4.2.2 Accessory Structures	1

<b>Signs</b>	6.3 Temporary Signs	7
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<b>Parking</b>	9.1 Parking (in ROW)	2
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<b>Total Violations Cited</b>		<b>55</b>
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October 11,2019 - February 20,2020





February 26, 2020

Opening thoughts from your Planner...

A few weeks ago, this board voted to reject a rezoning request. In rejecting that request, you made an eloquent appeal to the future of this community as it is writ large in the ***Downtown Masterplan***, a planning document this board paid for and adopted several years ago. Instead of being just another fancy plan on a shelf gathering dust, you used that plan to justify saying no to commercial development outside of the downtown commercial core. You said, “Not here and not now. This is the wrong thing for this parcel of land.”

The next question should be, “If not here, where? And if not now, when?” A few months ago, you began the process of answering those questions. You adopted a major update to the Town’s ***Comprehensive Plan***. In that plan are suggested planning steps that will help you answer these and other questions about the future of this Town.

For example, in that plan is a suggestion that we do ***Transportation Corridor Plans*** for several important areas of the Town including North Salisbury Avenue, Faith Road, and specific to the rezoning case, the ***Highway 52 Corridor south of downtown Granite Quarry***. If that plan were completed, you would have a detailed idea of how you see that corridor developing over a twenty-year period. You would identify key properties needed to make that vision come true. And while no plan is set in stone, you and future boards would have a written set of guidelines for this and other areas, answers to the questions, **“What should be built, where and when?”**

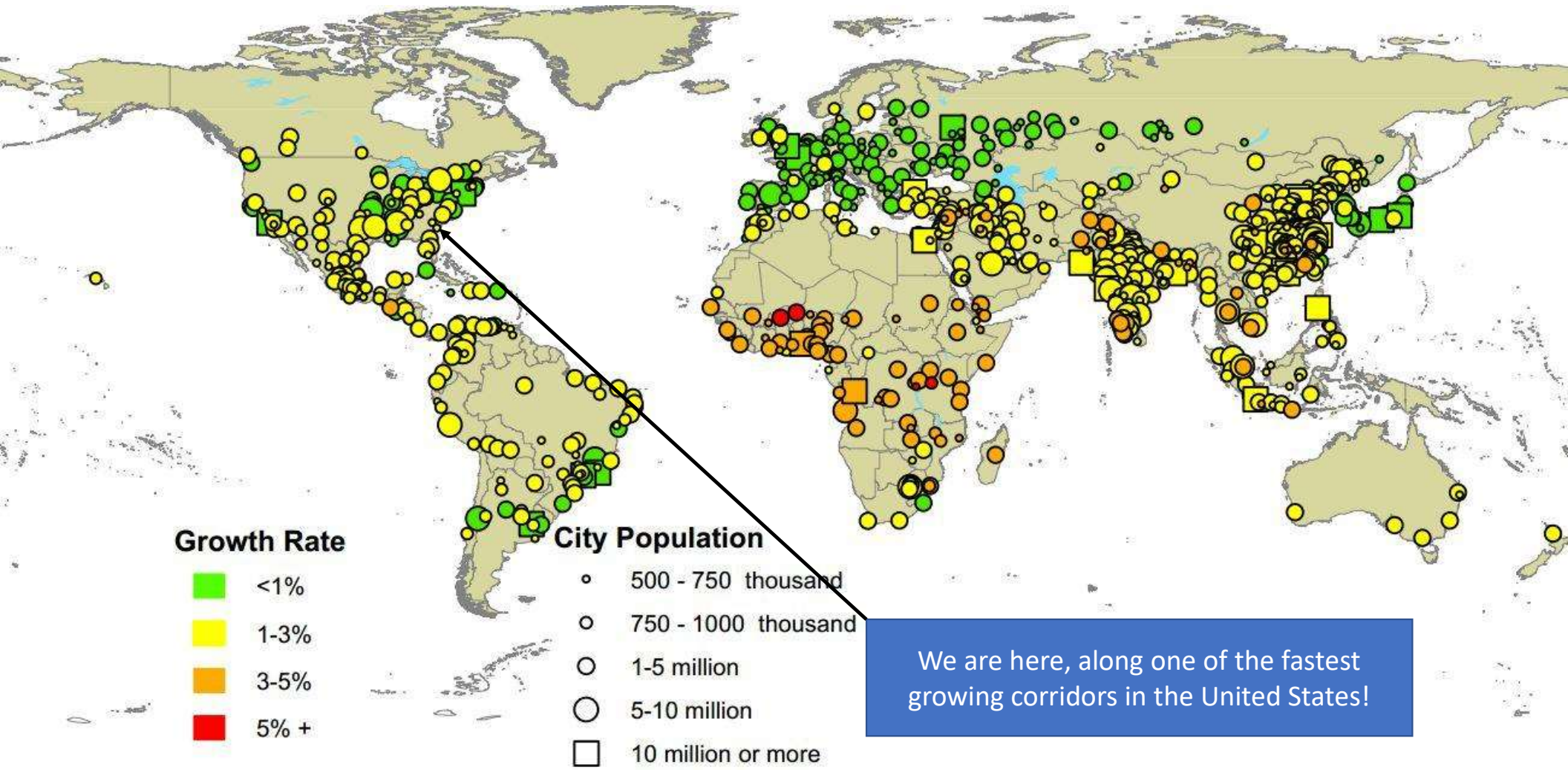
I’m going to quickly run through a PowerPoint presentation. It first restates what may be obvious to all, ***Where we fit in a rapidly changing region***. Second, I will review some of the suggested actions adopted in the ***Comprehensive Plan***. And third, I will show details of a plan to begin accomplishing one of those suggested actions, ***Becoming a Walkable Community***. After presenting all three, with your permission, we will return to the actions suggested by the Comprehensive Plan and let this Board decide what our next planning steps should be.

# 2020 Granite Quarry Strategic Planning Retreat

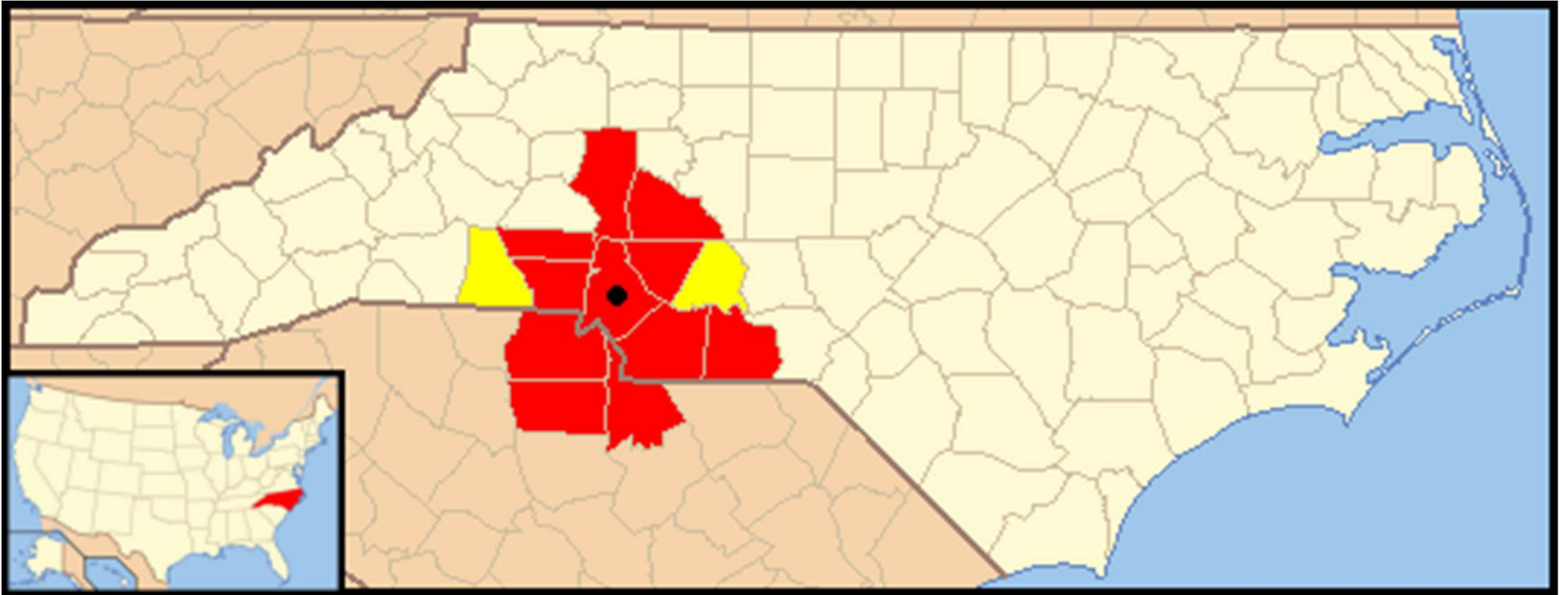
Who Are We?

What Do We Want to Become?

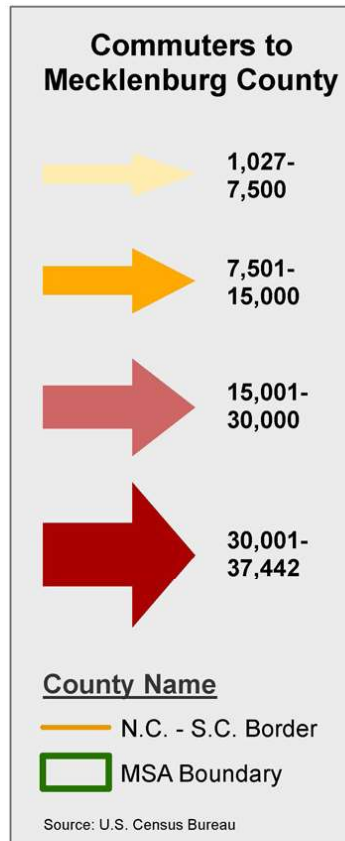
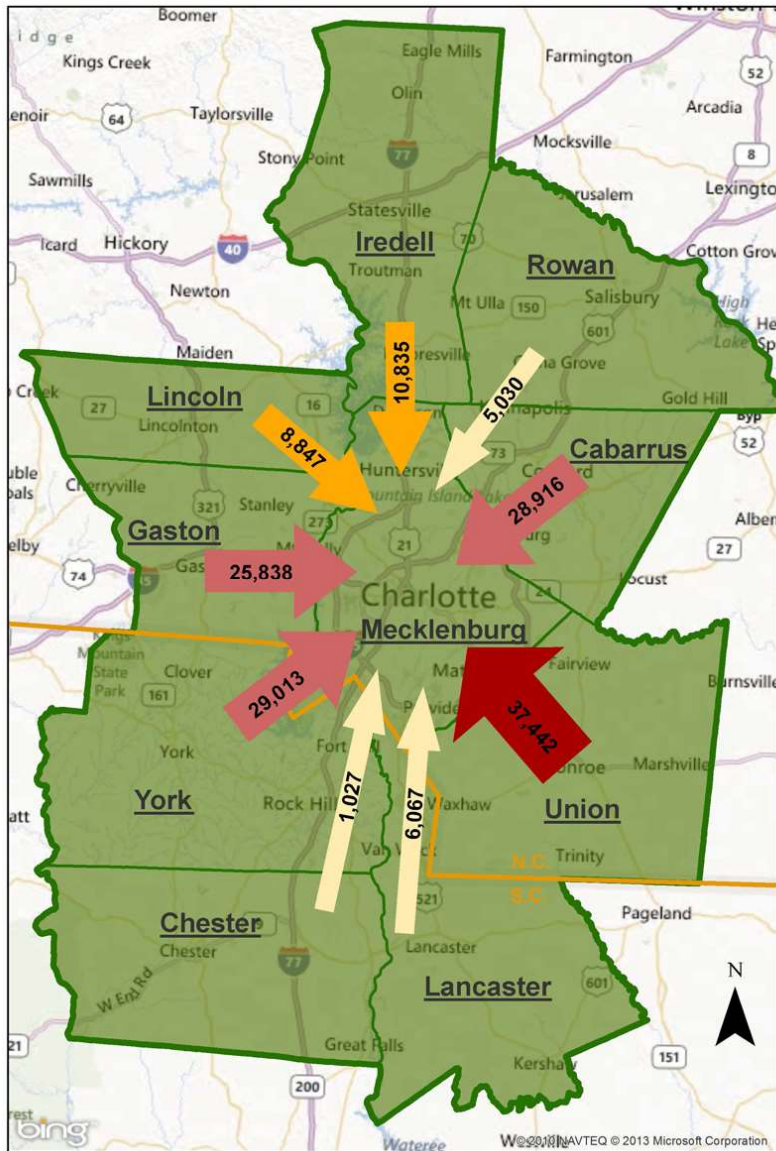
What should be built, where and when?



**Note:** Designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

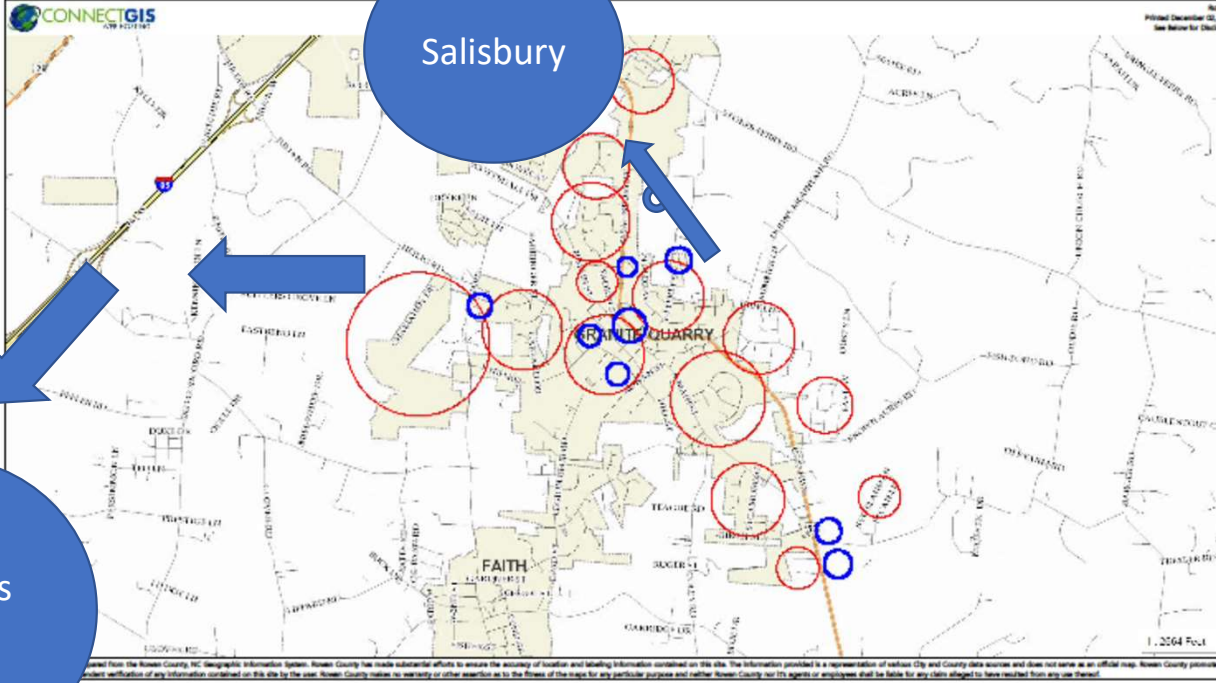


We are part of the rapidly growing Charlotte Region



Being located on the I-85 corridor allows commuters “quick” access to Charlotte jobs



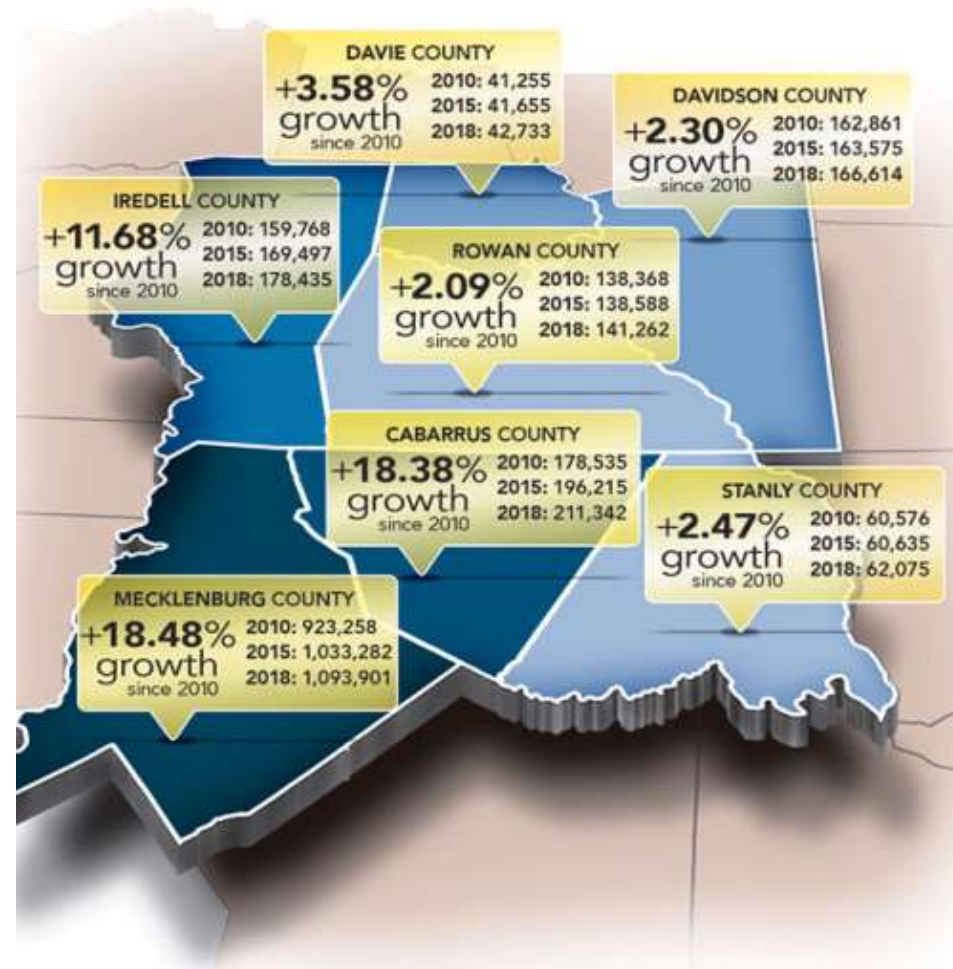
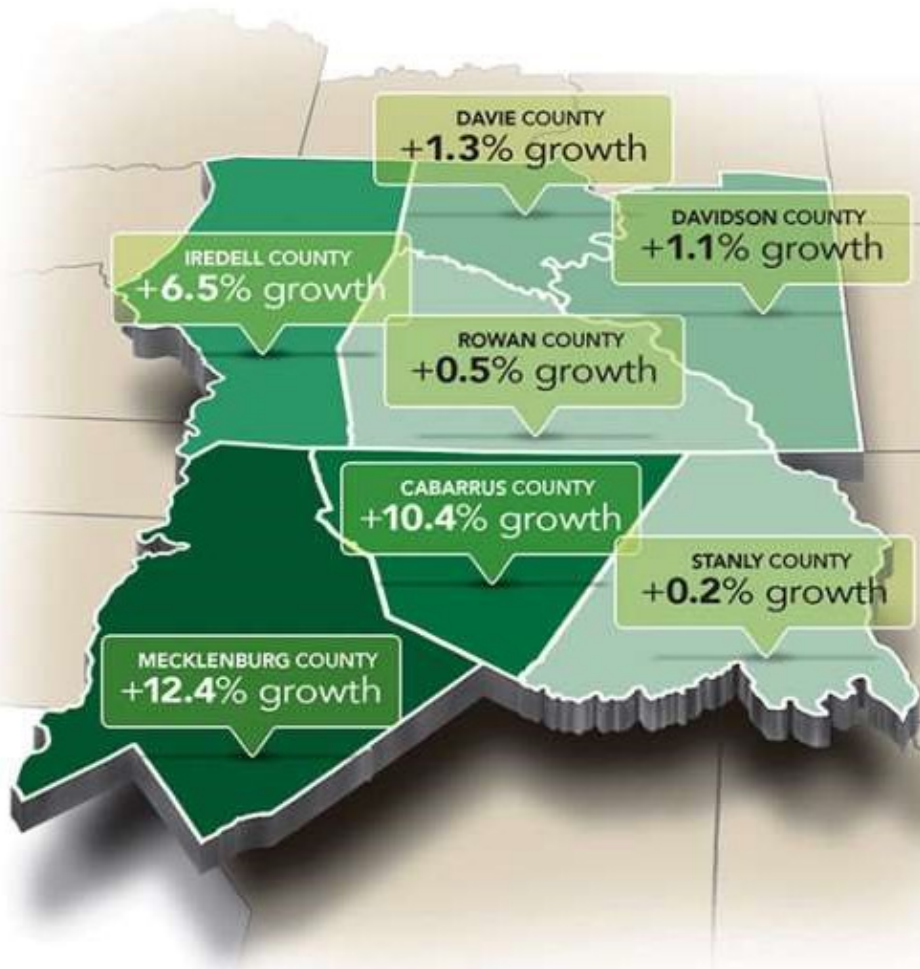


Some of our population works in Salisbury...

...but, most commute to Cabarrus County and Charlotte-

Cabarrus County

Charlotte



Population growth rates are rising



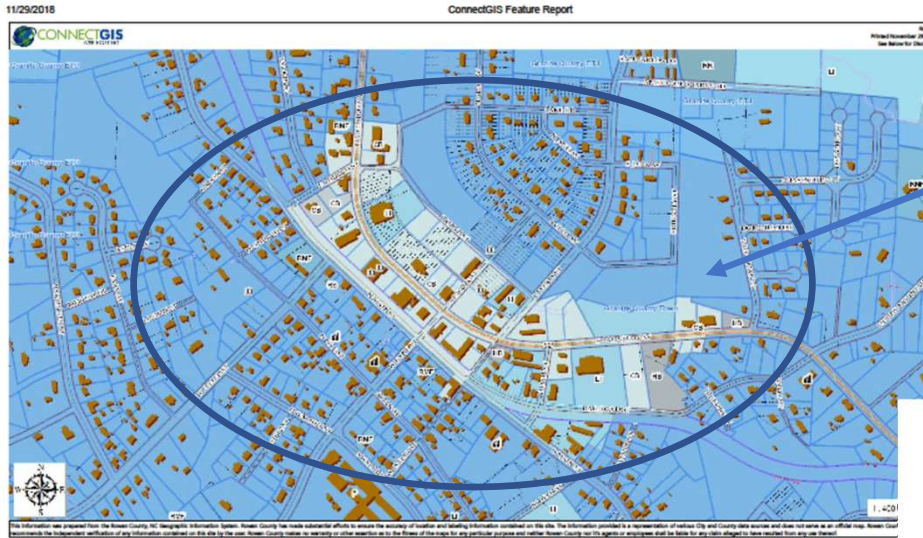
Rising too quickly in some areas!

**Petition grows as west Concord residents request City leaders to implement 'building moratorium'**

Independent Tribune  
2/13/2020

*“As of Tuesday afternoon, more than 1,500 people had signed an online petition that requests the city of Concord to implement a building moratorium on residential subdivisions.*

*The petition — which can be found on the website [Change.org](https://www.change.org) and has a goal of 1,500 signatures — asks the city to put a moratorium on developments with “more than 10 lots and all forms of multi-family residential development for all areas west of I-85 that fall within the city limits of Concord (excluding those projects already approved).”*”



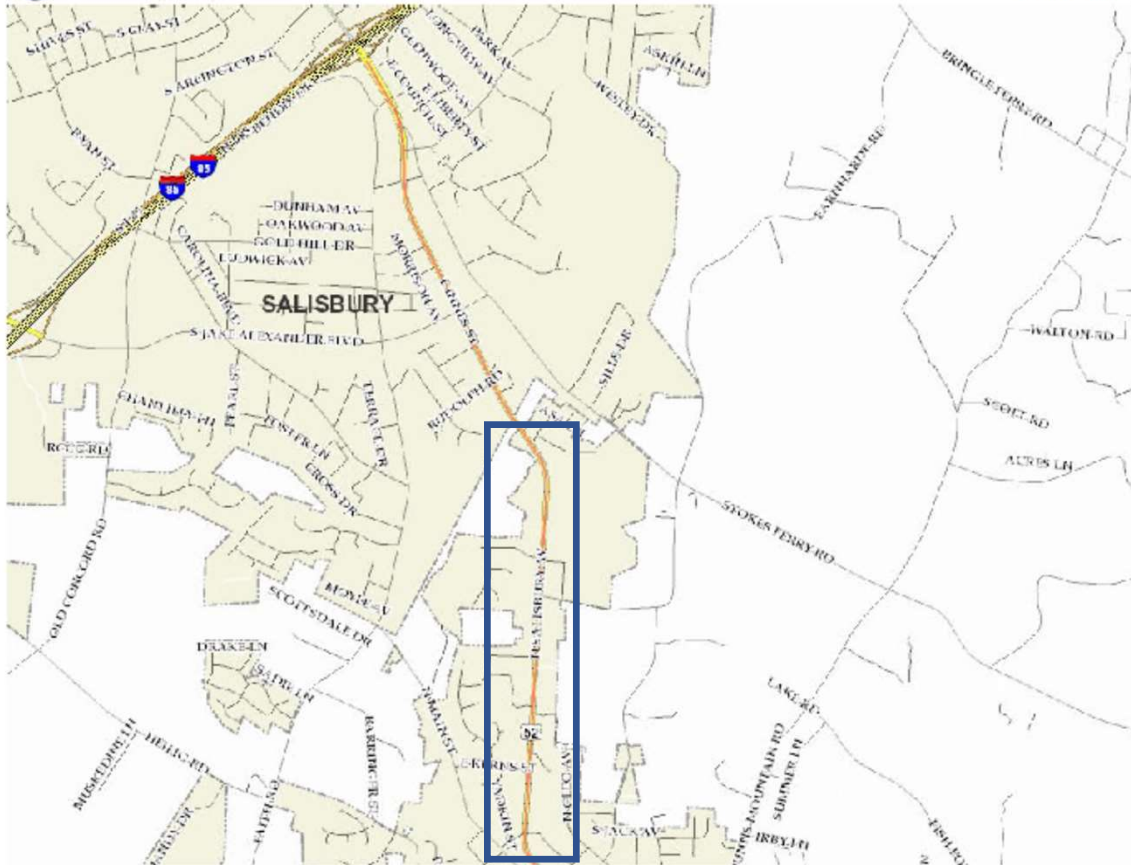
We have been focusing on the downtown core and...

<https://rowan2.connectgis.com/DownloadF>

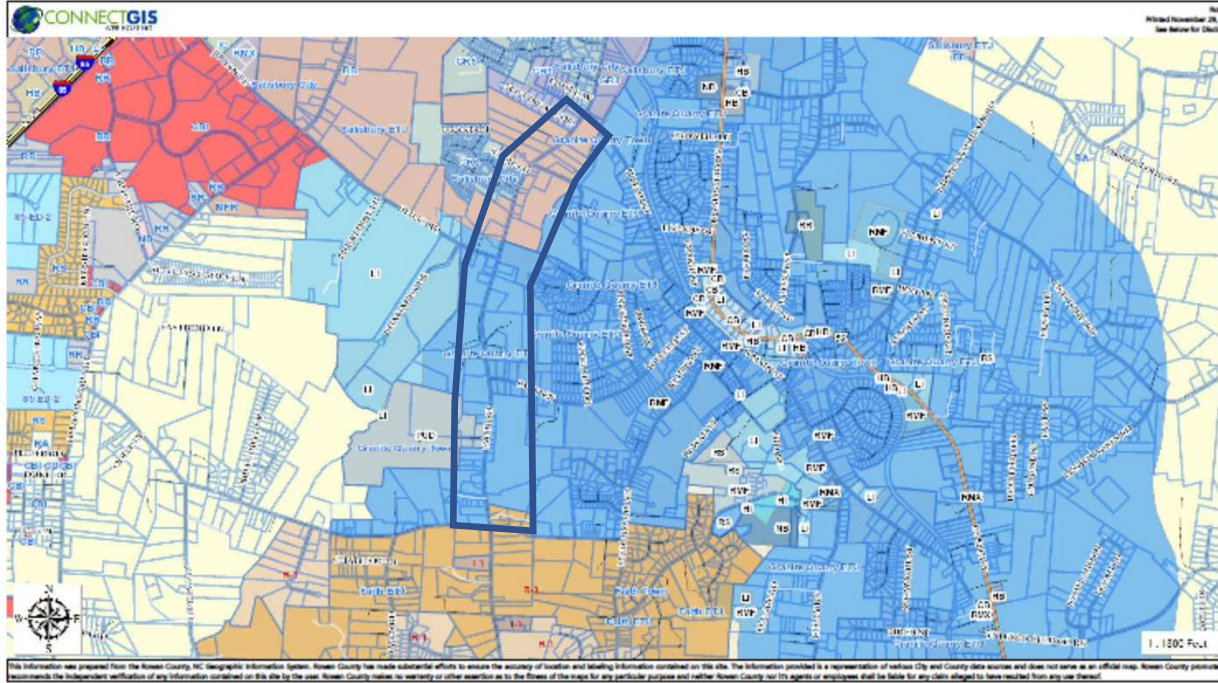
...you have a plan to make it better, but...



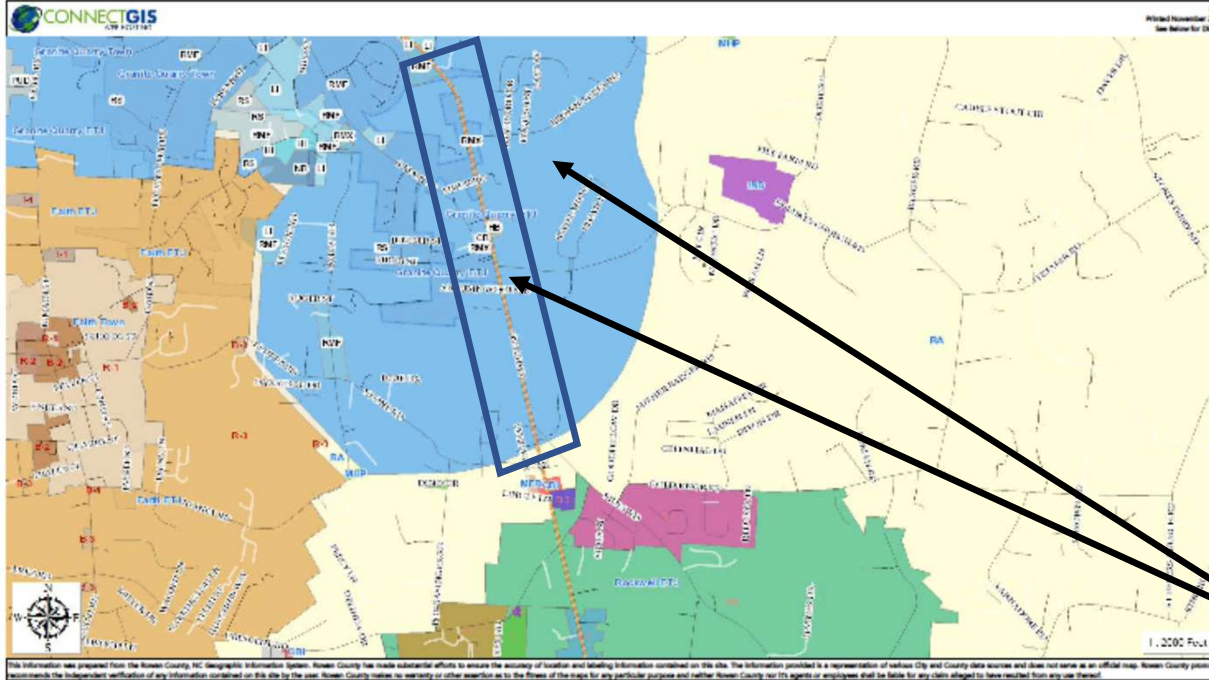
Figure 10. Downtown Master Plan with Detailed Recommendations



...we need to consider growth along the North Salisbury Ave. Corridor and...

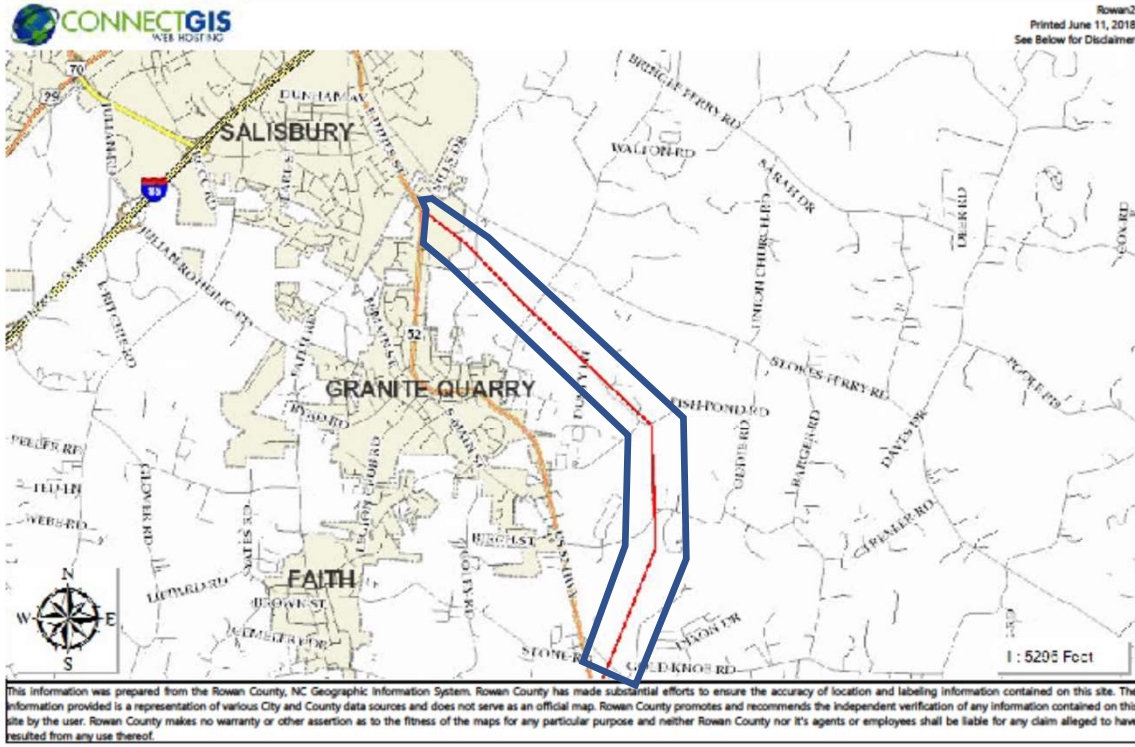


...the Faith Road Corridor and...



...future development along the US Highway 52 Corridor south of town...

(A corridor plan would have helped with your recent subdivision and rezoning decisions!)

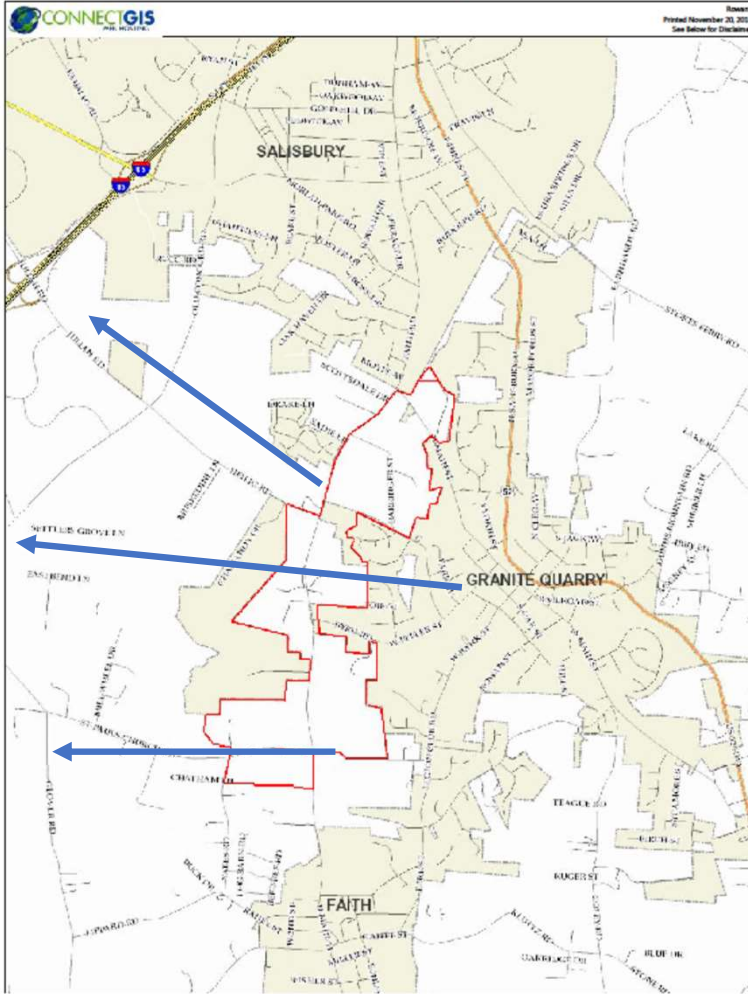


...and it's not too early to be thinking about the future Highway 52 Bypass Corridor.

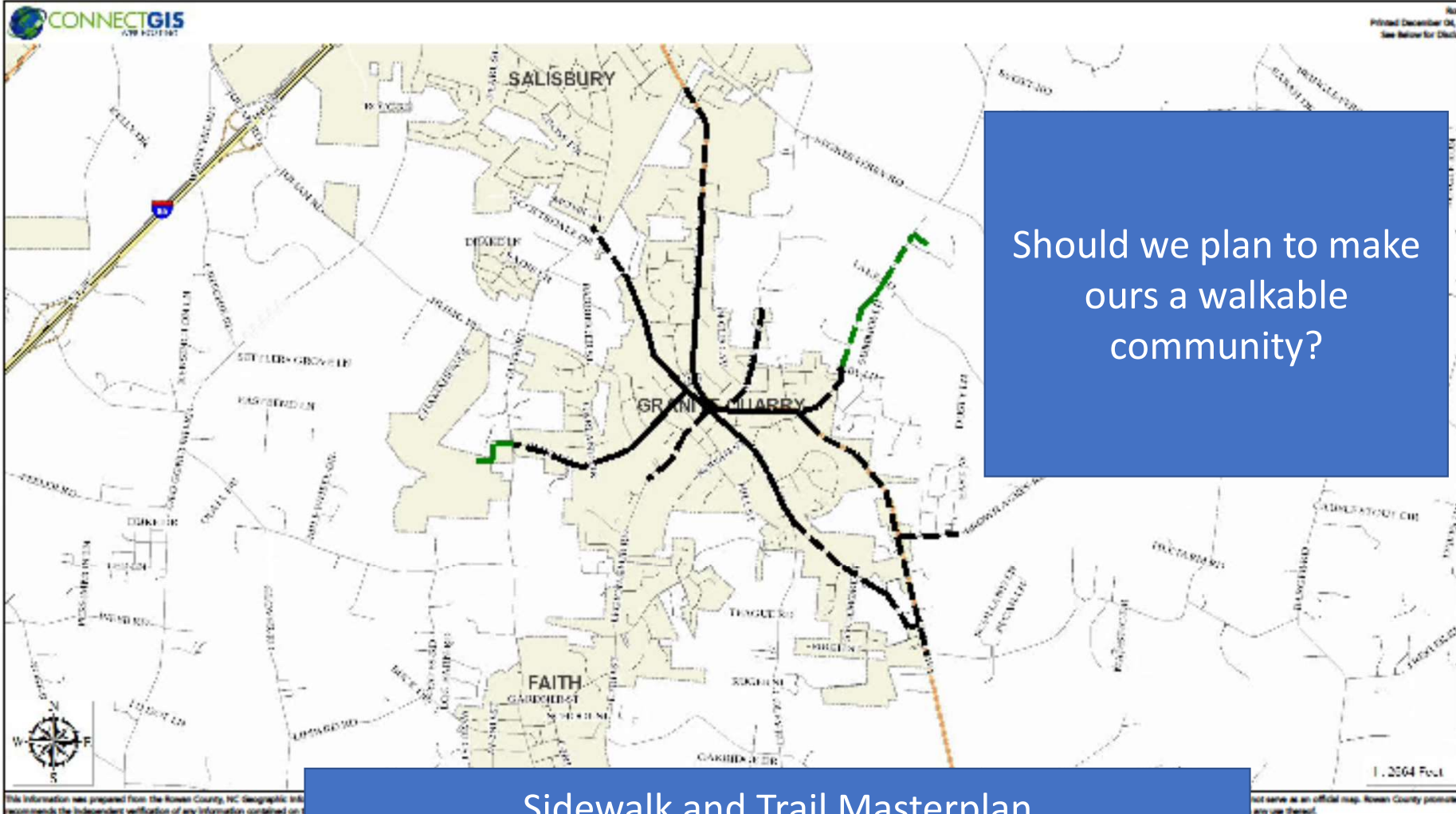




We have a plan for the Downtown Area. How can we make that plan a reality?



GQ Natural Growth pattern is west THROUGH the Faith Road Corridor to Old Concord Road and beyond. What do we do in response to that growth pattern?



Should we plan to make ours a walkable community?

Sidewalk and Trail Masterplan

- **The Comprehensive Plan** update process identified numerous geographic areas and issues that deserved special planning considerations. Planning activities could begin on some of these issues in the coming year:

- **Action Items-**

- Strategic Properties

- Which specific properties are critical to the Town's future and how should they be managed?

- Transportation Corridors

- Salisbury Ave North and South
- Faith Road
- Hwy 52 Bypass
  - Importance and how should they be managed?

- Connectivity Opportunities

- Storm Water Management Systems

- Detention systems in priority areas- how should these be controlled?

- Transportation Routes from Town to I-85

- Legion Club to St. Pauls Church Rd to I-85 at Peeler Rd
- Other Routes

## Critical Issues:

- Industrial Park Property-
  - Promotion, Utilization and Expansion
  - Identification of other industrial properties
- Multi-Family Housing-
  - Location and management of apartments and mobile home communities
- Utilities Expansion-
  - Using to promote growth in designated areas and expand municipal limits through voluntary annexation
- Stormwater Management-
  - Preparing for Town-wide management efforts (and costs!)
- **Sidewalks and Trails**
  - **Achieving goal of being a walkable community**

- **Growth Trends-**

- Growth west toward I-85-

- Property has been annexed into the Town's municipal limits to the west:
  - Industrial sites along Chamandy Lane,
  - Village at Granite: 111-acre residential subdivision site on the west side of Faith Rd.
  - Town's property at 2400 Faith Road (Bike Park)
  - Byrd Property on Faith Road
  - Strategic annexations makes all these properties contiguous with the core Town limits.

Example of how action items  
identified in Comprehensive  
Plan can be accomplished-

Creating a Walkable Community



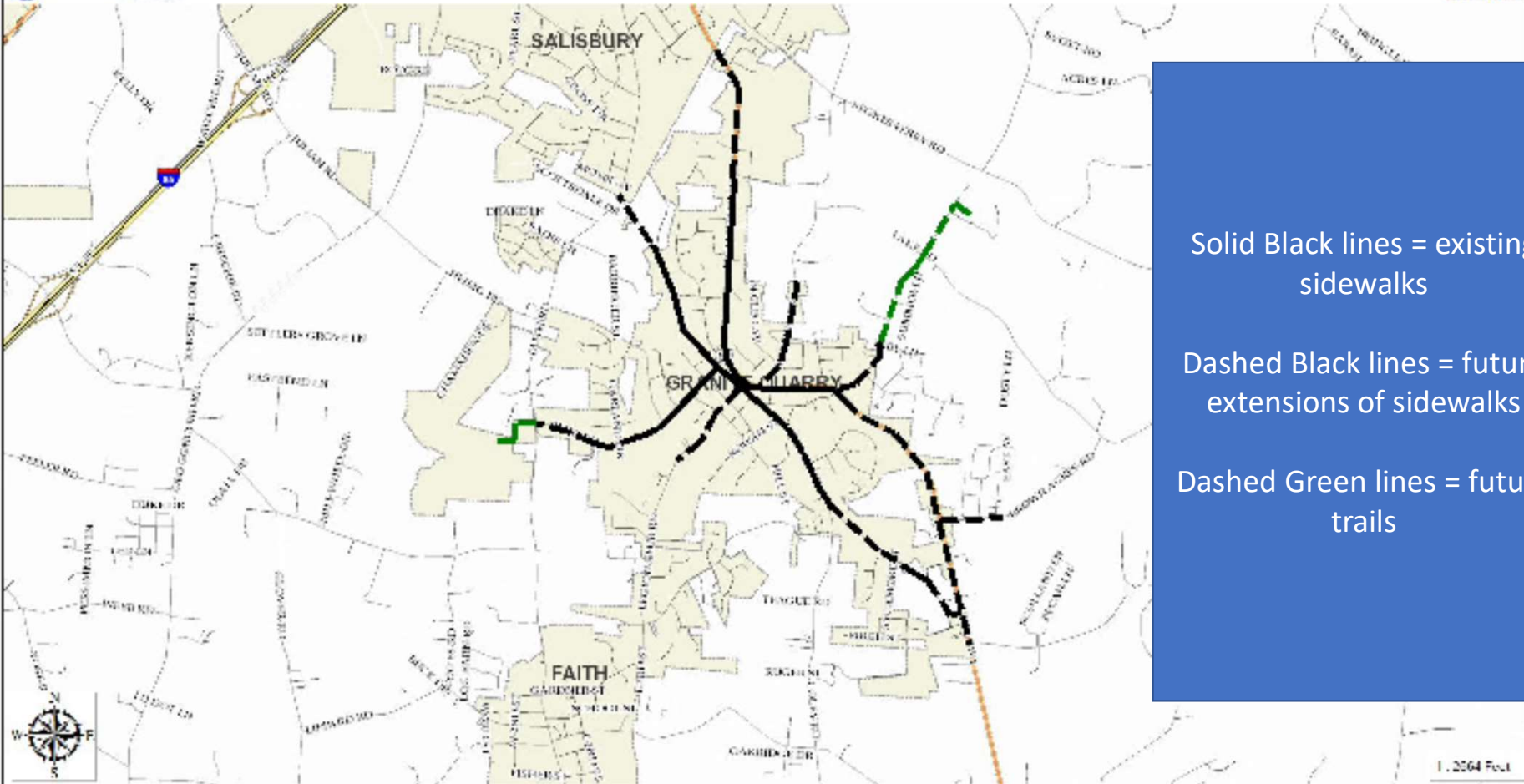
## Proposed UDO Text Amendment

### 10.1.6 A. Purpose

Recognizing that becoming a walkable community will benefit all the Town's citizens, support economic development, and generate residential and commercial growth, this UDO Section is meant to help identify and create a system of sidewalks and trails that will connect existing and new residential areas to parks, schools, commercial areas and other places where people gather.

The trail and sidewalk system will consist of *Main Sidewalk Corridors* along the Town's major roads, *Internal Sidewalk Systems* in most new major subdivisions, and *Connector Sidewalks and Trails* from all subdivisions to the *Main Sidewalk Corridors*.

# Main Sidewalk/Trail Corridors



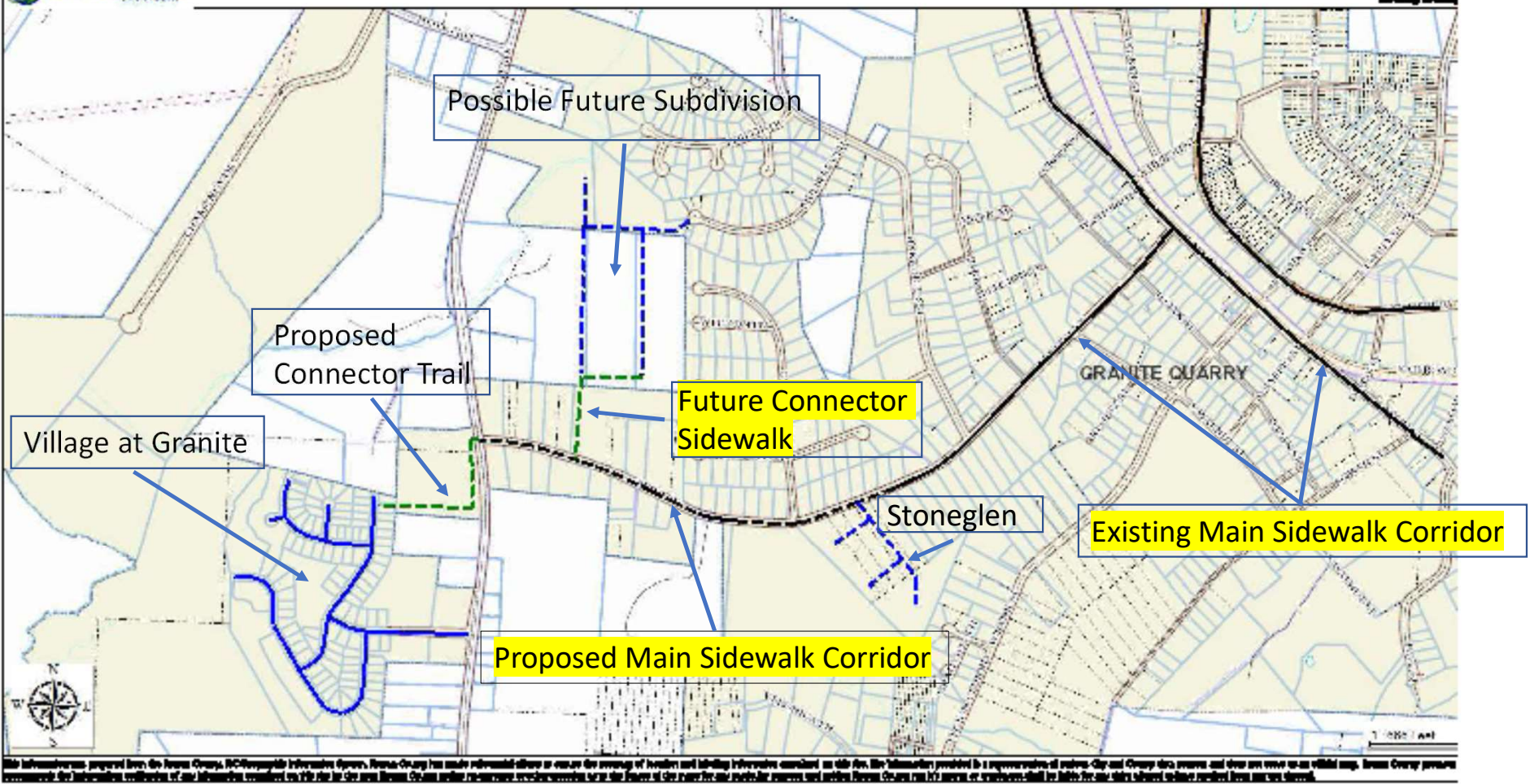
Solid Black lines = existing sidewalks

Dashed Black lines = future extensions of sidewalks

Dashed Green lines = future trails

This information was prepared from the Rowan County, NC Geographic Information System. Rowan County has made substantial efforts to ensure the accuracy of location and labeling information contained on this site. The information provided is a representation of various City and County data sources and does not serve as an official map. Rowan County neither recommends the independent verification of any information contained on this site by the user. Rowan County makes no warranty or other assertion as to the fitness of the maps for any particular purpose and neither Rowan County nor its agents or employees shall be liable for any claims alleged to have resulted from any use thereof.

# How the Sidewalk System will Grow and Promote Connectivity



## **Policy Question #1**

Does the Board support this approach to sidewalk planning, and should staff move ahead with creating a Sidewalk and Trail Masterplan?

## Who should pay for sidewalks?

- Currently, sidewalks (or payment-in-lieu-of) are required in all new major subdivisions. The cost is built into the price for the lots and thus, the **new lot purchasers pay for sidewalks.**
- The Town uses grant money, when it is available, to pay for new sidewalks. In this case, **the State pays for new sidewalks.**
- The Town occasionally uses general tax revenue to pay for new or replacement sidewalks. In this case all **existing taxpayers are paying for the sidewalks.**
- Existing subdivisions established before the sidewalk requirement was imposed and new minor subdivisions (five lots or less) do not have to provide sidewalks when lots are sold and built upon and thus those property owners are **NOT paying for sidewalks.** I would suggest that this be revised so that purchasers/builders on existing lots and lots in minor subdivisions be required to do payment-in-lieu-of to help build the Town's sidewalk system.

Everyone should pay for sidewalks!

## **Policy Question #2**

Does the Board support requiring sidewalks or payment-in-lieu-of for all lots instead of just new lots in Major Subdivisions?

- **Action Items-**

- Strategic Properties

- Which specific properties are critical to the Town's future and how should they be managed?

- Transportation Corridors

- Salisbury Ave North and South
    - Faith Road
    - Hwy 52 Bypass
      - Importance and how should they be managed?

- Connectivity Opportunities

- Storm Water Management Systems

- Detention systems in priority areas- how should these be controlled?

- Transportation Routes from Town to I-85

- Legion Club to St. Pauls Church Rd
    - Other Routes

- **How should Planning Staff proceed on these items?**

## Critical Issues:

- Industrial Park Property-
  - Promotion, Utilization and Expansion
  - Identification of other industrial properties
- Multi-Family Housing-
  - Location and management of apartments and mobile home communities
- Utilities Expansion-
  - Using to promote growth in designated areas and expand municipal limits through voluntary annexation
- Stormwater Management-
  - Preparing for Town-wide management efforts (and costs!)
- Sidewalks and Trails
  - Achieving goal of being a walkable community
- **How should Planning Staff proceed on these items?**



- **Growth Trends-**

- Growth west toward I-85-

- Property has been annexed into the Town's municipal limits to the west:
  - Industrial sites along Chamandy Lane,
  - Village at Granite: 111-acre residential subdivision site on the west side of Faith Rd.
  - Town's property at 2400 Faith Road (Bike Park)
  - Byrd Property on Faith Road
  - Strategic annexations makes all these properties contiguous with the core Town limits.

- **Does this growth trend suggest we should explore expansion of our ETJ to the West toward Old Concord Road and new routes to I-85?**



MEMO

Date: 02/17/2020

To: Town Manager

RE: Planning Department  
Board of Aldermen Planning Retreat Issues

Narrative:

- I. **Revisions to the Town's Uniform Development Ordinance** (UDO) are a continuous part of the Planning Departments activities. Needed revisions are added to our list as they are discovered during the permitting and development process. Our recent uptick in Code Enforcement efforts has brought several issues to light. The following are some of the identified issues that we hope to address with UDO text amendments in the coming year:
  - a. CB Zoning District Setbacks- Planning Board has reviewed and approved. Needs to go to Board of Aldermen for public hearing and approval.
  - b. Sign Ordinance- code enforcement efforts brought to light several inconsistencies that we will try to resolve to allow equitable enforcement.
  - c. Street Sign Standards- this section of the code needs to be updated with more detail added
  - d. Residential Driveway Standards- Regulations and guidelines are scattered in several chapters of the UDO and the old streets section of the Code of Ordinances. This needs to be consolidated and clarified.
  - e. Demolition and Site Clearing- permitting process needs to be added to UDO and Schedule of Fees needs a line item for these activities
  - f. Sidewalks and Trails- text amendment has been drafted and presented to Planning Board but needs input from Board of Aldermen concerning funding components
  - g. Yard and Street Parking- text amendment needed concerning parking vehicles in front yards and commercial vehicles being parked along street
  - h. Front Yard Fencing- text needs clarification
  - i. Commercial Rental Property- text and fee schedule additions for change of use/tenant review and approval
  - j. Zoning Classification for Schools and Parks- possible creation of new zoning classification for these uses.
  - k. Site Inspection Requirements- Need UDO text addition spelling out details of required site inspection on active developments involving major infrastructure (roads, stormwater collections systems, etc.).

- I. Stormwater Collection Systems Design and Maintenance- need text amendment defining revised requirements for collection systems in high visibility areas and long-term maintenance responsibility.
- II. **The Comprehensive Plan** update process identified numerous geographic areas and issues that deserved special planning considerations. Planning activities will begin on some of these issues in the coming year.
  - a. Action Items
    - i. Update Uniform Development Ordinance (UDO) and Zoning Map to identify important ***Strategic Properties*** and define how they will be handled differently in the prescribed development review process.
    - ii. Update UDO and Zoning Map to identify important ***Transportation Corridors*** including N. Salisbury Avenue and Faith Road and define how they will be handled differently in the prescribed development review process.
    - iii. Review existing residential subdivisions for ***connectivity opportunities*** to neighboring properties, developments and roadways via undeveloped lots.
    - iv. Update UDO sections concerning ***storm water management systems*** adding language concerning areas of responsibility for repair of existing systems, maintenance of existing and new sediment ponds, and design and landscaping of new retention and sediment feature in designated transportation corridors.
    - v. Identify potential road connections and extensions to improve ease of ***transportation corridors from core areas of Town to I-85.***
  - b. Critical Issues
    - i. Expansion of industrial areas- Land must be reserved for tax base-important industrial uses.
    - ii. Multi-family housing- With higher initial quality and enforced long-term maintenance and upkeep, multi-family housing should be interspersed with single-family units throughout the Town.
    - iii. Utilities expansion- Water and sewer service is the only way to entice ETJ property owners/developers to agree to voluntary annexation, allowing for important physical growth of the Town.
    - iv. Stormwater management- More stringent State and federal regulations, floodplain complexities and our aging storm water management system make this a future financial burden for the Town must begin addressing now.
    - v. Trails and sidewalks- In addition to good physical activity and alternative transportation options for all, a walkable and bikeable environment is important for the Town's economic and community development efforts.
  - c. Growth trends-
    - i. Growth west toward I-85- Additional property has been annexed into the Town's municipal limits including industrial sites along Chamandy Lane, an 111-acre residential subdivision site (Village at Granite) on the west side of Faith Rd., an undeveloped site on the east side of Faith Rd, and recently, an additional site on Faith Road that will make all these

properties contiguous with the core Town limits. These extensions of the Town limits and ETJ to the west indicates a growth trend in that direction.

- III. **Development Review Process**- Our UDO spells out the steps required during the development approval process (Chapter 11) and the submittals required during that process (Chapter 12). This process description needs more detail and a “Developer’s Checklist” needs to be created to help developers understand and follow our rules and help planning staff keep up with the paperwork flow and fee billings for each project.
  - a. Site inspection requirements and cost responsibility are critical
  - b. Project close-out requirements need clarity
  
- IV. **Planning Board and Board of Adjustment Training**- periodic training is needed for any planning related board. It might be beneficial to bring in an outside resource to supplement this year’s training effort, especially with the Planning Board.
  
- V. **Planning Board and Board of Adjustment Manuals**-
  - a. Board manuals need to be updated to include:
    - i. Member lists with term information
    - ii. Rules of order (reviewed and adopted)