

**Town of Montreat
Board of Commissioners Meeting – Public Forum
November 11, 2021 – 6:30 p.m.
Town Hall & Zoom Software**

I. Call to Order

- Welcome
- Moment of Silence

II. Agenda Adoption

III. Public Comments

IV. Adjournment

**Town of Montreat
Board of Commissioners
Town Council Meeting
November 11, 2021 – 7:00 p.m.
In person and Zoom software**

I. Call to Order

- Pledge of Allegiance
- Moment of Silence

II. Agenda Adoption

III. Mayor's Communications

IV. Consent Agenda

A. Meeting Minutes Adoption

- October 14th Town Council Public Forum Meeting Minutes
- October 14th Town Council Meeting Minutes

V. Public Hearing: Ordinance Amendments for Septic and Wells

All items on the Consent Agenda are considered routine, to be enacted by one motion with the adoption of the agenda and without discussion. If a member of the governing body requests discussion of an item, it will be removed from the Consent Agenda and considered separately.

VI. Town Administrator's Communications

- Consent Agenda Review
- Water Rate Update
- Other Items

VII. Administrative Reports

- Administration
- Finance
- Planning and Zoning
- Police
- Public Works and Water
- Sanitation
- Streets

VIII. Public Comment

Public comments will be heard during this period for any and all items.

IX. Old Business

X. New Business

A. Second Reading of Ordinance #21-10-0001 An Ordinance Establishing an Ad Hoc Comprehensive Plan Update Steering Committee

- **Suggested Motion: Move to approve/deny Ordinance #21-10-0001 as presented**

B. Ordinance Revisions for Septic and Wells

- **Suggested Motion: Move to approve/deny General Ordinance Revisions for Septic and Wells as presented**

C. Budget Amendment #3

- **Suggested Motion: Move to approve/deny Budget Amendment #3 in the amount of \$10,000 in order to pay for the Comprehensive Plan Update**

D. Awarding the Bid for Consulting Services

- **Suggested motion: Move to award/deny the bid to Nealon Planning and J.M. Teague Engineering and Planning and to authorize the Mayor and Town Administrator to negotiate and sign the contract.**

XI. Public Comment

Public comments will be heard during this period for any and all items.

XII. Commissioner Communications

XIII. Dates to Remember

- **Board of Adjustment To Be Determined**
- **Montreat Tree Board November 22, 2021 9:30 a.m. by Zoom Software and in person attendance at Montreat Town Hall**
- **Town Services Closed November 25-26, 2021 for Thanksgiving Holiday**
- **Montreat Landcare December 1, 2021 9:00 a.m. Allen Building**
- **Planning & Zoning Commission Meeting December 9, 2021 10:30 a.m. by Zoom Software and in person attendance at Montreat Town Hall**
- **Town Council Meeting December 9, 2021 7:00 p.m. by Zoom Software and in person attendance at Montreat Town Hall. Public Forum begins at 6:30 p.m.**

XIV. Adjournment

**Town of Montreat
Board of Commissioners
Public Forum Meeting Minutes
October 14, 2021 – 6:30 p.m.
Town Hall & Zoom**

Board members present: Mayor Tim Helms
Commissioner Kitty Fouche
Commissioner Alice Lentz
Commissioner Jane Alexander

Board members absent: Commissioner Kent Otto
Mayor Pro Tem Tom Widmer

Town staff present: Alex Carmichael, Town Administrator
Angie Murphy, Town Clerk
Scott Adams, Zoning Administrator

Approximately ten members of the public were present. Mayor Helms called the meeting to order at 6:30 p.m., and led the group in a moment of silence.

Agenda Approval

Commissioner Jane Alexander moved to adopt the agenda as presented. Commissioner Kitty Fouche seconded and the motion carried 3/0.

Public Forum

Theodosia Wade, who owns property on Greybeard Trail in the ETJ, stated that her husband's family has owned the lot in question since 1908. The Wade's are interested in building a home on the lot. They have a septic permit from Buncombe County. Mrs. Wade stated that a survey states that Greybeard Trail goes over their lot and the water line goes down the middle of the road under the road. Mrs. Wade stated that she needs to feel assured that they will get water. Mayor Helms stated that this subject has not even come before the Board. The decision has not been made by the Board to allow a tie-on. The Board has a lot of things to consider before they grant or deny this request. Mrs. Wade asked what she could do to facilitate the process. Mayor Helms reminded her that government moves slowly and asked for her patience. Mayor Helms also suggested that Mrs. Wade sign up for the Sunshine List.

Bill Scheu of 146 Eastminster Terrace came before the Board on behalf of the Planning & Zoning Commission. Mr. Scheu stated that Planning & Zoning had finished the proposed revisions to Septic and Sewer in the General Ordinances just this morning. Mr. Scheu also mentioned that five people out of fourteen applications were selected to serve on the Comprehensive Plan Steering Committee.

Mary Standaert of 118 Shenandoah Terrace suggested that Mayor Helms serve on the Comprehensive Plan Steering Committee. Dr. Standaert wanted some clarification on the September 22nd Special Meeting Minutes. She asked who the contract was with and if there were more than one contract approved. Mr. Carmichael clarified the information for Dr. Standaert.

Wade Burns of 211 Virginia Road mentioned that there is not enough support for voluntary annexation in the ETJ. Mr. Burns also stated that he is interested in getting the conversation moving on how the property owners up there can buy and access water. Mayor Helms mentioned again that government moves slowly and there needs to be quite a bit of conversation around this matter. Mr. Burns also stated that the Council has recently received letters stating that Mr. Burns should not be allowed to buy water. Mr. Burns advised that he has done everything as required by the State of North Carolina and Buncombe County. Mr. Burns also stated that the question of ephemeral stream had been rectified by the State. Commissioner Alice Lentz recognized Mr. Burns for his graciousness and civility.

Mary Standaert of 118 Shenandoah Terrace wanted to thank the Mayor and Council for responding appropriately to Mrs. Wade and Mr. Burns. Dr. Standaert mentioned that the Town does not have any obligation to provide water to property owners in the ETJ. Dr. Standaert stated that voluntary annexation would be the way to solve the problem.

John Richardson of Black Mountain owns property in the ETJ. The property was purchased in 1998 when his goal in life was to have a house in Montreat. Mr. Richardson stated that when he bought the property he had a well and septic permit. Then the Council, at that time, outlawed wells and septic in the ETJ. The then Council members then suggested that he donate his property to greenspace. Mr. Richardson stated that we are blessed to have water and we need to figure this problem out.

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Adjournment

Commissioner Kitty Fouche moved to adjourn the meeting. Commissioner Jane Alexander seconded and the motion carried 3/0. The meeting was adjourned at 6:54 p.m.

Tim Helms, Mayor

Angie Murphy, Town Clerk

**Town of Montreat
Board of Commissioners
Meeting Minutes
October 14, 2021 – 7:00 p.m.
Zoom Meeting with in person attendance**

Board members present: Mayor Tim Helms
Commissioner Jane Alexander
Commissioner Alice Lentz
Commissioner Kitty Fouche
Commissioner Kent Otto (arrived at 6:57 p.m.)

Board members present via
Zoom: None

Board members absent: Mayor Pro Tem Tom Widmer

Town staff present: Alex Carmichael, Town Administrator
Angie Murphy, Town Clerk
David Arrant, Chief of Police
Scott Adams, Zoning Administrator
Barry Creasman, Public Works Director
Darlene Carrasquillo, Finance Officer

Town staff present via Zoom: None

Approximately ten members of the public were present at Town Hall and several more were watching via Zoom. Mayor Helms called the meeting to order at 7:00 p.m., and led the group in the pledge of allegiance and a moment of silence.

Agenda Approval

Mayor Helms requested to make a few changes to the agenda based on staff recommendations. Mayor Helms stated Item A under New Business would be removed while Item D would be added to New Business and it would be what Mr. Scheu spoke to in the Public Forum.

Commissioner Alice Lentz moved to adopt the agenda as amended. Commissioner Kent Otto seconded and the motion carried 4/0.

Mayor's Communications

Mayor Helms reminded everyone that the mask mandate is still in effect for indoor meetings and

thanked everyone for complying.

Meeting Minutes Adoption

- September 9th Town Council Public Forum Meeting Minutes
- September 9th Town Council Meeting Minutes
- September 22nd Town Council Special Meeting Minutes

Town Administrator's Communications

Mr. Carmichael stated that Staff has been meeting with representatives from FEMA and the State Office of Emergency Management for the past two weeks to address damages caused by Tropical Storm Fred. Mr. Carmichael stated that it was an overwhelming process but Staff is working on getting eligibility in place for reimbursement.

Administrative Reports

- Administration – This report was given in written format.
- Finance – This report was given in written format.
- Planning & Zoning – This report was given in written format.
- Police – This report was given in written format.
- Public Works and Water – This report was given in written format.
- Sanitation – This report was given in written format.
- Streets – This report was given in written format.

Public Comment

Theodosia Wade of Lot #766 on Greybeard Trail reiterated that she was hopeful that the Town will move forward with water and septic and amending the ordinances. Mrs. Wade stated that her husband's family has owned the lot since 1908 and a survey shows a road cutting through her lot as well as a underground water line. Mrs. Wade has been in conversation with the Town for a number of years about this matter and would like to see resolution.

Old Business

A. Municipal Finance Software Update: Mr. Carmichael stated that in 2019, The Town of Montreat issued a Request for Proposal (RFP) for a Municipal Finance Software Update and received two responsive bids. Both bids significantly exceeded budgeted funds allocated for that year and the Commission voted to defer consideration of the project. Since that time the Town has been awarded American Rescue Plan Act (ARPA) funds in the amount of \$277,266.78 - \$138,633 of which is for revenue replacement in this year and can be spent on virtually any Town project.

Staff recommends using \$80,716 of the ARPA funds to pay for a Municipal Finance Software Update. Mr. Carmichael recommended purchasing the Municipal Financial Software Update from Tyler Technologies which was the most responsive bidder. Due to the pandemic Tyler Technologies has reduced the pricing on the software. Mr. Carmichael reviewed the support options at the request of Commissioner Kitty Fouche. Mr. Carmichael also mentioned that the set-up and training process will take approximately twelve months. Commissioner Kitty Fouche moved to award the bid and approve the contract with Tyler Technologies in the amount of \$80,716 and to authorize the Mayor to sign and execute said contract. Commissioner Jane Alexander seconded and the motion carried 4/0.

New Business

- A. Rules of Procedure Update for the Montreat Landcare Committee: Commissioner Alice Lentz moved to adopt the by-laws as presented in the packet which will go into effect on January 20, 2022. Commissioner Lentz gave a brief overview of the history of Landcare in Montreat. The by-laws have not been updated since 2012. The proposed by-laws put a lot more responsibility on the Chair of Landcare which is currently Grace Nichols. Commissioner Lentz reviewed the entities that make up the Landcare Committee as well as some of the projects that are being accomplished. There was a second to Commissioner Lentz's motion by Commissioner Kitty Fouche and the motion carried 4/0.
- B. Ordinance #21-10-0001 Establishing Comprehensive Plan Update Steering Committee: Members of the Planning & Zoning Commission had advised Mr. Carmichael that an ordinance was necessary to establish the Comprehensive Plan Update Steering Committee. Mr. Carmichael wrote the ordinance which has to be read and moved on twice before approval. Town Clerk Angie Murphy read the ordinance in its entirety. It will come back before the Board on November 11th.
- C. Public Hearing on Septic Regulations: Commissioner Kitty Fouche moved to approve the scheduling of a Public Hearing for November 11th to hear comments on a text amendment on Septic Regulations in the General Ordinances. Commissioner Kent Otto seconded. Commissioner Otto and asked for a brief explanation. Mr. Bill Scheu stated that Council had requested that Planning & Zoning review the Septic Regulations in the General Ordinances which the Commission has completed. Town Administrator Alex Carmichael mentioned that at the next meeting after the Public Hearing that Council will be free to take action. The motion carried 4/0.

Public Comment

Grace Nichols of 527 Suwannee Drive thanked Commissioner Alice Lentz, who is Commissioner to Landcare, for a definitive explanation about the proposed by-laws this evening. Mrs. Nichols, Chair of Landcare, stated that there is more to come from Landcare in the future.

Commissioner Communications

There were no Commissioner Communications.

Dates to Remember

- Board of Adjustment October 21, 2021 4:00 – 9:00 p.m. by Zoom Software and in person attendance at Graham Chapel
- Bulk Pickup October 26, 2021 8:00 a.m. at your curb! Remember no tires or building supplies!
- Montreat Tree Board October 26, 2021 9:30 a.m. by Zoom Software and in person attendance at Montreat Town Hall
- Board of Adjustment October 28, 2021 4:00 – 9:00 p.m. by Zoom Software and in person attendance at Graham Chapel
- Montreat Landcare November 3, 2021 9:00 a.m. Allen Building
- Planning & Zoning Commission Meeting November 11, 2021 10:30 a.m. by Zoom Software and in person attendance at Montreat Town Hall
- Town Council Meeting November 11, 2021 7:00 p.m. by Zoom Software and in person attendance at Montreat Town Hall. Public Forum begins at 6:30 p.m.

Adjournment

Commissioner Kent Otto moved to adjourn the meeting. Commissioner Kitty Fouche seconded and the motion carried 4/0. The meeting was adjourned at 7:41 p.m.

Tim Helms , Mayor

Angie Murphy, Town Clerk



TOWN OF MONTREAT

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November 1, 2021

RE: Proposed Amendments to Town of Montreat Ordinances re: Water and Wastewater Standards (i.e. sewer or septic systems)

To Mayor Tim Helms and the Montreat Board of Commissioners:

Introduction

The Montreat Planning & Zoning Commission requested a review of relevant Town of Montreat and State of North Carolina laws regarding provision and connection of urban water/sewer service vs. rural well/septic service. Current standards, with proposed changes, are highlighted on the following pages as noted. **(Town staff emphasis added)**. ~~Suggested deletions are noted with red strikethroughs;~~ suggested new language is noted in green underlines.

Mason Blake's 10/5/21 memo notes his research on County and State rules as follows:

- Rules .1934 - .1971 of Title 15A Subchapter 18A of the North Carolina Administrative Code (the "NC State Septic Tank Regulations") are delegated to the Buncombe County Health Department.
- Under NCGS 130A-333 through 345, **counties and municipalities do not have the power or authority to regulate septic tanks** separately from the NC Septic Tank Regulations. County health departments are the only local governmental authority granted the authority to regulate septic tanks.
- Buncombe County Planning & Development Department regulations require a minimum **30,000 SF lot size** for all newly-platted lots relying on well/septic service. The County will permit well/septic service on **smaller Lots of Record** if site conditions meet performance standards.

Additionally, an **Executive Summary** of proposed changes to Town ordinances is available on the immediate following page.

Thanks,

Scott Adams, AICP, Zoning Administrator, Town of Montreat

Cc: Montreat Planning & Zoning Commission members
Alex Carmichael, Town Administrator, Town of Montreat
Susan Taylor Rash, Town Attorney, Town of Montreat

Executive Summary

Town staff¹ and members of Montreat's Planning & Zoning Commission recently completed work on reviewing existing Town ordinances regarding water and wastewater (i.e. sewer or septic systems) standards in order to:

- **Update the standards for compliance with State law,**
- **Update the standards for greater clarity and predictability in their applicability,**
- **Update the standards to provide flexibility and fairness for property owners within Town limits and within the Town's Extraterritorial Jurisdiction (ETJ).**

Highlights of proposed ordinance changes are as follows:

- The term **"sewer/sewerage"** has been more narrowly applied to Metropolitan Sewerage District (MSD) of Buncombe County service areas. **"Wastewater"** is the general term for all forms non-potable water generated from sources including toilets, baths/showers, kitchens, and laundry uses. As such, the term "wastewater" has replaced "sewer/sewerage" in some areas of the Town's ordinances to better reflect the option and applicability of sewer pipes in some locations and septic systems in other locations.
- The term **"improved property"** has been simplified to **"property"**, noting that any property within the Town limits of Montreat or the Extraterritorial Jurisdiction (ETJ) area adjacent to the Town will be required to make provision for adequate water and wastewater service at the time of Development Permitting.
- In the General Code of Ordinances, **North Carolina General Statute (NCGS) 87-97.2, Permitting, inspection, and testing of private drinking water wells**, is referenced in the following sections:
 - CHAPTER E – UTILITIES, ARTICLE I: WATER & SEWER [Wastewater] (Revised 3/12/2009), Section 5. Water and Wastewater Required
 - CHAPTER M - EXTENSIONS OF PUBLIC UTILITIES AND STREETS (adopted 3/12/09), Section 1. General Provisions, sub-section 3. Conversion of Private Wells and Septic Systems

Per NCGS 160A-317 (Power to regulate connections to water or sewer service and the use of solid waste collection services) the Town may require owners of property within the Town limits to connect to Town water and MSD sewer, subject to certain limitations and exceptions provided in such statute and NCGS 87-97.2. This power is limited to property within the Town limits.

- **MSD's Sewer Use Ordinance and Policy** and **Procedures for the Extension of Sewer Service** standards are referenced in relation to sewer service. **Buncombe County's Health Department, Environmental Health Division, is referenced for septic system standards.**

¹ Scott Adams, Zoning Administrator; Alex Carmichael, Town Administrator; Susan Taylor Rash, Town Attorney

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Current Town of Montreat Zoning Ordinance Standards

The Town's current Zoning Ordinance contains the following language regarding water/sewer service:

503 R-3 Residential District.

503.1 Purpose. This Zoning District is established to protect areas in which the principal Use of the land is for low Density, Single- and Two-Family Dwellings and related Accessory Buildings and Uses. Any Use, which, because of its characteristics would interfere with the development of or be detrimental to the residential nature of the area is prohibited. The R-3 Residential District is similar to the R-1 District except that **minimum Lot sizes are increased due to the limited availability of Town services** and the environmentally sensitive nature of the land within these outlying regions.

603 Minimum Lot Area. The minimum Lot area shall be as specified in Article V for each Zoning District. In areas not served by a public or community ~~sewer~~ wastewater system, the ~~minimum~~ Lot area shall be as determined by the Buncombe County Health Department. This ~~minimum~~ Lot area shall be that necessary for a safe on-site ~~waste disposal~~ wastewater system, but in no case, shall the Lot be smaller than the required area for the Zoning District in which it is located.

510 Conditional Zoning District

510.3 CONDITIONS.

510.32 In considering a reclassification of property to a Conditional Zoning District, the Town Board of Commissioners may request that reasonable and appropriate conditions be attached to approval of the rezoning. Any such conditions should relate to the relationship of the proposed Use to surrounding property, proposed support facilities such as parking areas and driveways, pedestrian and vehicular circulation, screening and Buffer areas, the timing of development, Street and Right-of-Way improvements, **water and ~~sewer~~ wastewater improvements**, stormwater, the provision of open space, and other matters that the Town Board of Commissioners may find appropriate or the applicant may propose.

510.33 Such conditions to approval of the rezoning may include Dedication to the Town or State or a recognized legal entity, as appropriate, of any rights-of-way or Easements for roads, water, and ~~sewer~~ wastewater or **other public utilities necessary to serve the proposed development**. The applicant shall have a reasonable opportunity to consider and respond to any such conditions prior to final action by the Town Board of Commissioners.

Sec. 503.1, Sec. 510, and Sec. 603 are the only sections of the new Zoning Ordinance that make any reference to availability of Town water/MSD sewer service vs. Buncombe County permitting for well and septic service. In contrast, the Town's General Ordinances still require that any property requesting Town water also have MSD sewer service (see below).

Current Town of Montreat General Ordinance Standards

The Town's current General Ordinances contain the following language regarding water/sewer service.

Key language/standards that prevent current development proposals within the ETJ are yellow-highlighted in the following pages.

CHAPTER D – STREETS AND PUBLIC WALKWAYS, ARTICLE IV: STREET STANDARDS

Water and ~~Sewer~~ Wastewater: ~~Water and sewer wastewater~~ infrastructure shall be installed according to provisions contained in Chapter E "Utilities" and the Ordinance Regulating the Construction and Financing of Public Improvements for the Town. The ~~main sewerage collector lines must meet the Metropolitan Sewerage District regulations.~~ or Septic systems must meet Buncombe County Health Services Department Regulations.

CHAPTER E – UTILITIES, ARTICLE I: WATER & ~~SEWER~~ Wastewater (Revised 3/12/2009)

Section 1. Board to Regulate Water. The ~~water system of the Town shall be under the control of the Board or its authorized agent~~, which shall have the duty of prescribing and enforcing full compliance with all the rules and regulations governing all connections with the water system.

Section 2. Metropolitan Sewerage District (MSD) to Regulate Sewer. The ~~Town's sewer system operates under the jurisdiction of the Metropolitan Sewerage District of Buncombe County, North Carolina (MSD)~~, on behalf of the Town.

Section 3. Permit for Connection Required. No Person or Entity shall connect with the water system of the Town until he/she/it has made written application for permission to the Town Administrator for such connection, paid the appropriate application and tap fee and received approval for such connection. ~~This application shall be made before any part of the sewer wastewater system of a building or other connection shall be laid or constructed~~ and the application shall be accompanied by a plan or drawing which states the name of the Street where the building is located and the name of the Person or Entity and shows the location of the building and entire proposed connection to a ~~sewerage wastewater~~ system through the building to its terminus and the location of all of the fixtures, traps, ventilating pipes, etc.

Section ~~5~~ 4. Water and Sewer Wastewater Systems Required. All owners of ~~improved~~ property within the Town limits shall, at the time of development permitting, make provision for connecting with the public water system for water intake purposes, except where a private potable water well is permitted per NCGS 87-97.2 as amended from time to time. All owners of ~~improved property within the Town limits or ETJ shall, at the time of development permitting, make provision for be required to connect to the sanitary sewer system of the Metropolitan Sewerage District.~~ wastewater systems as required by MSD and/or the Buncombe County Health Department as the case may be.

Commented [SA1]: Buncombe County Tax Dept. Definition

Buncombe County defines Improved vs. Unimproved as follows:

- Improved = buildings on parcel
- Unimproved = vacant parcel

More general real estate definition

<https://www.easterntitle.com/know-buying-vacant-lotland/>

Unimproved land is defined by its lack of services and utilities such as electricity, water, telephone or even street access.

Improved land tends to have services such as electricity, telephone, water and sewage readily available.

~~Section 6. Private Wells and Septic Systems. The owners of any improved property located in the Town shall connect to the public water line and MSD sewer line in accordance with this Ordinance and MSD requirements.~~

Section ~~6~~ 5. Privies and Septic ~~Tanks~~ Systems Regulated.

~~1) a)~~ a) No privy of any kind shall be permitted in the Town.

~~2) Existing septic systems installed prior to the revision of this ordinance must be pumped and serviced at the recommended intervals, as specified by the Buncombe County Health Department. For typical residential systems serving fewer than four people, the recommended interval is five (5) years. For typical residential systems serving four or more people the recommended service interval is three (3) years. The Zoning Official, with consultation from the property owner and the Buncombe County Health Department, shall determine the service interval for each septic system. Proof the service must be filed with the Zoning Official within 30 days of the service.~~

~~3) The Zoning Official shall maintain a list of all the septic systems installed in the Town along with a record of the maintenance performed on each system. Property owners shall be fined if they do not perform the recommended pumping and service within 30 days from the time the service is due, as defined in Subsection 6.2 above. The fine shall be two hundred dollars (\$200) each day, plus the cost of any clean up activities caused by the septic system.~~ b) All wastewater septic systems shall comply with and be operated pursuant to all regulations, requirements and orders of the Buncombe County Health Department.

Section ~~7~~ 6. Use of Town Water.

~~1) a)~~ a) No Person or Entity shall supply or sell water to other Persons or entities, nor shall any Person or Entity take or carry away water from any hydrant, watering trough, or public fountain.

~~2) b)~~ b) The fire hydrants are for the use of the Fire Department for fighting fires and are not to be used by an unauthorized Person for any purpose, without written permission from the Board.

Section ~~8~~ 7. Water and Sewer Rates.

~~1) a)~~ a) Water rates and water connection charges shall be determined from time to time by the Board and shall be kept on file in the office of the Town Administrator.

~~2) b)~~ b) Sewer rates and connection charges shall be determined by the MSD.

Section ~~9~~ 8. Tampering with or Obstructing Water and Sewer Lines Prohibited. No Person shall touch, tamper, or in any manner manipulate or turn the cut-offs on the water mains forming a part of the water system of the Town, nor shall any Person tamper with or harm in any manner whatsoever any water or sewer line, main or any appurtenance thereto. No Person shall throw or

Commented [SA2]: Privies are allowed under State law in the absence of sewer or septic system connections:

15A NCAC 18A .1959 PRIVY CONSTRUCTION

10/29/21 Update

Scott Adams made changes to an earlier draft based on comments from Dan Dean, Bill Scheu, Mason Blake, and John Hinkle. Dan Dean noted that other NC towns prohibit privies via ordinance and recommended that Montreat's ordinance language be retained as is.

Mason Blake noted that because the Town allows sewer or septic service (dependent on proximity to sewer and/or site-conditions), a prohibition against privies would not constitute a property "taking".

Earlier draft language was:

All privies shall comply with and be operated pursuant to all regulations, requirements, and orders of State rules on privies.

Commented [SA3]: Scott Adams spoke via phone with Tracy Shinn, Buncombe County Health Dept., Environmental Health Division (9/20/21).

Mr. Shinn noted that the County recommends 3 and 5-year service intervals, **but does not perform inspections on septic systems once they're installed: the County does not have the staff time/capacity to do this.**

Commented [SA4]: Scott Adams spoke via phone with Tracy Shinn, Buncombe County Health Dept., Environmental Health Division (9/20/21).

Mr. Shinn noted that the County recommends 3 and 5-year service intervals, **but does not perform inspections on septic systems once they're installed: the County does not have the staff time/capacity to do this.**

The Town of Montreat does not have the capacity to do this either. A property owner has to assume all liability and maintenance for a well and/or septic system if they chose to install one.

Commented [SA5]: This becomes the new sub-Section b of Section 5B).

deposit any material or substance in any water or sewer line that will in any manner obstruct such line.

Section ~~10~~ 9 . Private Water Supply Regulated.

~~1)~~ a) It shall be unlawful for any Person or Entity to furnish, supply, or provide for gain or profit, any water from a **private well or pump** in or to any dwelling house, boarding house, inn, hotel, cafe or other commercial establishment, or any room or rooms of the same, when said dwelling house or any room or rooms therein are rented, or offered for rent to the public, or when said boarding house, inn, hotel, cafe, or other commercial establishment is open to, or used by, the public, unless and until an analysis of the water from such private well or pump shall have first been submitted to and approved by the Building Inspector.

~~2)~~ b) The water analysis referred to in Sub-Section (1) hereof shall be made by or under the direction of the Buncombe County Health Department or the Department of Public Health of the State of North Carolina.

~~3)~~ c) If said water analysis bears the approval of either of the authorities referred to in Sub-Section (2) hereof, the Building Inspector shall approve the same. If, however, the analysis shows that the water is contaminated and unfit for human consumption, the Building Inspector shall not approve said analysis.

Section ~~12~~ 10. Work on Water System. All work on the water system and **all connections or disconnections thereto shall be performed by authorized Employees of the Town, or by plumbers approved by the Town.** All work shall be performed in accordance with the Plumbing Code of the State of North Carolina and such amendments thereto that the Board may from time to time adopt.

CHAPTER M - EXTENSIONS OF PUBLIC UTILITIES AND STREETS (adopted 3/12/09)

Section 1. General Provisions

~~1)~~ a) Purpose. The purpose of this Chapter is to provide regulations and procedures for the extension of the public water lines, sewer lines, and streets by individual property owners or by the Town upon petition by affected property owners or on its own initiative. **Many of the plats of lots in the Town were recorded before the Town adopted the Subdivision Ordinance on December 11, 1980. Some of the lots shown on those plats are not served by public utilities and streets.** Although expansion of public utilities and streets is part of the Town's five-year Capital Improvement Plan, property owners may wish to develop lots before the extension of public utilities and streets to their property under the Capital Improvement Plan. The purpose of this Chapter is to provide for a more orderly expansion of public utilities and streets in advance of the Town's Capital Improvement Plan.

~~2)~~ b) Scope. This Chapter applies to all extensions of public water lines, sewer lines, and streets within the Town and within the extraterritorial jurisdiction of the Town, [emphasis added] except for extensions of public utilities and streets in new developments that are subject to the Subdivision Ordinance. Extensions of public utilities and streets in new developments shall be made in accordance with the requirements of the Subdivision Ordinance and the Street Standards Ordinance.

~~3)~~ c) Conversion of Private Wells and Septic Systems. ~~Some property owners have built private wells and septic systems. The Town will no longer allow this practice.~~ The owners of any developed or improved property located in the Town shall connect to the public water line and MSD sewer line in accordance with this Ordinance and MSD requirements. When public water or sewer lines are extended in accordance with the Ordinance or MSD requirements, **property owners who have built private wells and septic systems will be required to connect to the public water system and sanitary sewer system** ~~except as otherwise provided by NCGS 87-97.2 as amended from time to time.~~

Section 2. Private Extensions of the Public Utility System

~~4)~~ a) Application. Any person who desires to connect a private utility line to the public utility system or to construct a utility line in the right-of-way of a public street shall make a written application for such connection or construction on forms provided by the Town. The application must be accompanied by (i) a preliminary utility plan, designed to meet Town standards and prepared by a professional engineer registered to practice in the State of North Carolina, and (ii) a map prepared by a professional engineer or land surveyor registered to practice in the State of North Carolina, showing accurately the property to be served with water and/or sewer service, the location of the public lines where the proposed connection will be made, the location of streets serving the property, and the lots or other parcels to be served by the proposed utility line. The applicant shall submit copies of any permits required by the State of North Carolina or other governmental entity. The applicant shall pay the appropriate application fee shown on the Schedule of Fees at the time of the application submittal.

In addition, any person who desires to connect a private sewer line or system to the public sewer system shall comply with the requirements of the **MSD's Policy and Procedures for the Extension of Sewer Service** and shall pay all fees required by MSD.

~~2)~~ b) Approval of Proposed Extension. The **Director of Public Works shall review** the size, location, character and quality of all pipes, stubs, valves, valve boxes, hydrants and other fixtures, equipment and apparatus **to be laid and constructed and to be connected with the Town's utility systems.** The Director of Public Works may, in his or her sole discretion, retain a professional engineer to review the preliminary utility plan and related documents, to inspect the project site, and to make recommendations to the Town concerning the

proposed project. The applicant shall pay the fees and expenses of the engineer retained by the Director of Public Works.

The Director of Public Works shall determine whether the project, if built in accordance with the preliminary utility plan, will meet Town standards. **The Director of Public Works shall obtain confirmation of MSD's approval or disapproval of any sewer project. The Director of Public Works shall have the authority to recommend the approval or disapproval of the application,** to indicate reasonable conditions and requirements for approval, and to recommend any measures that may be requisite or necessary to protect the interests of the Town or to prevent improper connections to the Town's utility system or improper use of the Town's right-of-way. The Director of Public Works shall submit the application (with the required utility plan and map), together with the recommendation for approval or disapproval, to the Board of Commissioners for consideration at the next regular meeting for which the submittal meets the deadline for the submission of agenda items.

3) c) Dedication of Utility Line and Easement. The applicant, by proper written instrument, shall dedicate, give, grant and convey such water lines or systems to the Town or sewer lines or systems to MSD. **No person or entity shall connect to the public utility system without dedicating, giving, granting and conveying the utility lines to the Town or MSD,** and if any person or entity connects to the public utility system without first delivering the properly executed written instrument of dedication and conveyance, the act of connecting shall be deemed to be a dedication, gift, grant and conveyance of such water lines to the Town or sewer lines to MSD. If any portion of the utility lines will be constructed on property not owned by the applicant and not in the public right-of-way, the applicant shall, at no cost to the Town, obtain written easements in a form approved by the Town for the construction, installation, improvement, replacement, maintenance, inspection, repair and use of the utility lines, together with all appurtenant facilities and equipment necessary and convenient thereto, with appropriate rights of ingress and egress by the Town and/or MSD and the right to keep the easement clear of obstructions, trees and shrubs.

4) d) Cost of Extension. **If the Board approves the extension,** the applicant shall pay the cost of installing the extension of the utility line to Town standards and the cost of meeting any conditions required by the Board of Commissioners in its approval of the extension. **The Town may, in the sole discretion of the Board of Commissioners, enter into agreements that provide for the potential future reimbursement of a portion of the construction costs of certain water and sewer facilities ("owner-constructed facilities") when the facilities have been designed at the Town's direction to take into account Town-determined needs regarding existing or future development and, in addition, when the scale, scope, or size of the owner-constructed facilities are substantially larger than what is needed for that owner's property or when other unique circumstances apply. Reimbursement shall be limited to payments from future users that benefit from the owner-constructed facilities. Such future users may include owners of near-by property, developers of future projects and/or water or sewer customers within those projects. In addition to any other fees**

provided by law or ordinance, the Town may require such future users to pay a fair portion of the cost of the owner-constructed facilities as a precondition of connection to the water and/or sewer system. If fees are imposed on future water and/or sewer customers, additional agreements, ordinances and/or fee resolutions may be passed implementing such charges. The Town shall reimburse the party to an agreement made under this section after future users make payments to the Town. The Town shall develop written policies consistent with this section that apportion the original documented costs of the owner-constructed facilities that are subject to a reimbursement agreement among future users in a fair and equitable manner, as determined in the sole discretion of the Town. Agreements under this section shall, among other things, specify the time period for which reimbursements shall apply. In addition, agreements shall provide for a reasonable administrative charge to be retained by the Town for the Town's expense in administering the reimbursement program. **No agreement shall obligate the Town to reimburse costs of owner-constructed facilities if payments are not received by the Town for any reason, nor shall any agreement limit the Town's authority to modify this section.** This section shall not limit the Town's authority under any other section of this Chapter.

~~5)~~ e) Inspection Fee for Utility Improvements Installed by Private Contractors or by Property Owners. **Any utility extension improvements installed by private contractors or property owners shall be inspected by the Town prior to being placed into service.** Before the inspection, the applicant shall pay the engineering and other costs incurred by the Town and the inspection fee and other applicable fees set out on the Schedule of Fees.

Section 3. Public Extensions of the Utility System

~~4)~~ a) Statutory Procedure. Whenever the Town decides to install water lines or sewer lines in advance of the schedule set forth in Town's Capital Improvement Plan, **the Town may consider financing the project with special assessments.** The Town shall follow the procedure for financing improvements with special assessments prescribed in Article 10 of Chapter 160A of the North Carolina General Statutes.

~~2)~~ b) Assessment for Extensions. The Town may, in the sole discretion of the Board of Commissioners, make assessments of the cost for extensions or replacements of public utility lines or systems against the owners of property served or subject to being served thereby in conformity with Article 10 of Chapter 160A of the North Carolina General Statutes.

~~a)i)~~ When water or sewer lines exist but are inadequate (**less than eight-inch sewer or less than six-inch water**) for the system and are being replaced, the **owners of the property served or subject to being served by the replacement may be assessed for the difference between the new cost of inadequate lines and the cost of the size installed.**

~~b)ii)~~ If a lot is already served by adequate (eight-inch sewer or six-inch water) or larger size public water or sewer lines and a water or sewer line providing a duplicating service is installed, the cost of the new installation shall not be assessed

against that lot if the lot cannot be subdivided in any manner which would benefit from the installation.

3)c) **Preliminary Resolution and Public Hearing.** The Board of Commissioners will consider many factors in determining whether to adopt a preliminary resolution, including but not limited to (i) availability of funds; (ii) estimated cost of the proposed improvement; (iii) **priority of the need for the proposed water lines and/or sewer lines relative to the need for improvement of other utility lines; and (iv) the impact of the proposed improvement on land use, soil erosion, water quality and stormwater management.** If the Board of Commissioners adopts a preliminary resolution, the Town shall hold a public hearing and may adopt an assessment resolution.

4)d) **Preliminary Assessment Roll and Public Hearing.** When a project is complete, the Town shall ascertain the total cost, including construction costs, legal fees, interest paid during construction, costs of rights-of-way, and costs of publication of notices and resolutions. **When the total cost has been determined, the Town shall prepare and publish a preliminary assessment roll** in accordance with the provisions of Article 10 of Chapter 160A. The Board of Commissioners shall hold a public hearing and annul, modify or confirm the assessment. The notice of confirmation of assessment roll shall be published and the special assessment shall be paid in accordance with the provisions of Article 10 of Chapter 160A of the North Carolina General Statutes.

Section 64. Extensions Outside Town Limits. All extensions of public utilities outside the Town corporate limit shall be subject to the approval of the Board of Commissioners and shall be located in the Town's Extraterritorial Jurisdiction. After action has been taken by the Director of Public Works (and by the Planning and Zoning Commission, if required) and recommendations have been made to the Board of Commissioners, the Board shall consider and act upon the approval or disapproval of ~~the~~ any application for extension, and the action of the Board shall be final; provided, however, the Board may ~~indicate~~ specify to the owners of the property benefited by the proposed extension ~~the~~ any requirements or conditions which must be met as a prerequisite for approving the application.

4) a) **Application.** Any person who desires to connect a private utility line to the public utility system shall make a written application for such connection or construction on forms provided by the Town. The application must be accompanied by (i) a preliminary utility plan, designed to meet Town standards and prepared by a professional engineer registered to practice in the State of North Carolina and (ii) a map prepared by a professional engineer or land surveyor registered to practice in the State of North Carolina, showing accurately the property to be served with water and/or sewer service, the location of the public lines where the proposed connection will be made, the location of streets serving the property, and the lots or other parcels to be served by the proposed utility line. The applicant shall submit copies of any permits required by the State of North Carolina or other governmental

entity. The applicant shall pay the appropriate application fee shown on the Schedule of Fees at the time of the application submittal.

No private water line or system shall be approved for connection to the Town's water system unless, at the same time, adequate sewerage wastewater services are available for the property to be served by the proposed water line, and the property owner has connected to the MSD sewerage system, [emphasis added] conveyed to MSD the sewer lines and systems and easements therefor, and has constructed the sewerage system to MSD standards and MSD has accepted the system. Wastewater service must be provided by connection to the MSD sewerage system, if available to the subject property. If MSD service is not available, wastewater service must be provided by a private septic system approved and regulated by the Buncombe County Health Department.

In addition, any person who desires to connect a private sewer line or system to the public sewer system shall comply with the requirements of the MSD's Policy and Procedures for the Extension of Sewer Service and shall pay all fees required by MSD.

2) b) Approval of Proposed Extension. The **Director of Public Works shall review the size, location, character and quality of all pipes, stubs, valves, valve boxes, hydrants and other fixtures, equipment and apparatus to be laid and constructed and to be connected with the Town's utility systems.** The Director of Public Works may, in his or her sole discretion, retain a professional engineer to review the preliminary utility plan and related documents, to inspect the project site, and to make recommendations to the Town concerning the proposed project.

The applicant shall pay the fees and expenses of the engineer retained by the Director of Public Works.

The Director of Public Works shall determine whether the project, if built in accordance with the preliminary utility plan, will meet Town standards. The Director of Public Works shall obtain confirmation of MSD's approval or disapproval of any sewer project. The Director of Public Works shall have the authority to recommend the approval or disapproval of the application, to indicate reasonable conditions and requirements for approval, and to recommend any measures that may be requisite or necessary to protect the interests of the Town or to prevent improper connections to the Town's utility system or improper use of the Town's right-of-way. The Director of Public Works shall submit the application (with the required utility plan and map), together with the recommendation for approval or disapproval, to the Board of Commissioners for consideration at its next regular meeting. In prescribing the requirements and prerequisites for approval of the application for utility connections, the Board shall determine the width of streets, the adequacy of drainage, the adequacy of flood control measures and facilities, the type of paving, the size and type of pipes and other equipment, the location of streets, and such other matters with respect to the extension as the Board, in its discretion, may deem proper.

3) c) Dedication of System. The applicant, by proper written instrument, in consideration of the connection to public utility lines and the benefits derived therefrom, shall dedicate, give, grant and convey such water lines or systems to the Town or sewer lines or systems to MSD. No person or entity shall connect to the public utility lines without dedicating, giving, granting and conveying the utility lines to the Town or MSD, and if any person or entity connects to the public utility lines without first delivering the properly executed written instrument of dedication and conveyance, the act of connecting shall be deemed to be a dedication, gift, grant and conveyance of such water lines to the Town or sewer lines to MSD.

4) d) Easements. If the utility lines will be constructed on property not owned by the applicant, the applicant shall, at no cost to the Town, obtain written easements in a form approved by the Town for the construction, installation, improvement, replacement, maintenance, inspection, repair and use of the utility lines, together with all appurtenant facilities and equipment necessary and convenient thereto, with appropriate rights of ingress and egress by the Town and/or MSD and the right to keep the easement clear of obstructions, trees and shrubs.

5) e) Cost of Extension. After receiving the necessary approvals and permits, the applicant shall, at its own cost and without unnecessary delay, furnish, construct and lay the utility lines as approved to Town standards, without cost or expense to the Town. The applicant shall lay and construct the utility lines in approved easements and rights-of-way according to the standards and specifications, and of the character, size, quality and durability, as prescribed by the Town and subject to approval by the Town.

6) f) Inspection and Approval. Upon the completion of the construction and the dedication of the utility lines as authorized by this Chapter and upon inspection and approval thereof by the Town and/or MSD, the applicant shall be permitted to connect the extensions to the Town's and/or MSD's utility lines and systems upon the terms and conditions prescribed by this Chapter. No such connection shall be made without the express approval of the Town and/or MSD nor shall any connection be made without the supervision of the Town and/or MSD. Before the inspection, the applicant shall pay the engineering costs incurred by the Town and the inspection fee set out on the Schedule of Fees.

7) g) Map of System. The applicant shall furnish the Town with an accurate map showing in detail the location and dimensions of all recorded easements, mains, pipe lines, laterals, stubs, valves, valve boxes, hydrants, and other fixtures, apparatus, and equipment forming a part of the utility lines constructed and dedicated pursuant to this Chapter, and showing the depth of all pipes and apparatus below the ground level. The map shall be subject to approval by the Director of Public Works, and after the map is approved, there shall be no changes to the map without the written consent of the Director of Public Works.

8) h) Non-liability of Town. The applicant shall have and assume all risk in the laying, installation, and construction of the utility lines and system and shall give warranties against

any material defect, equipment defect, malfunction, or failure for a period of one year from the date of acceptance of such extension. The cost of repair, replacement or both of the subject facilities during the warranty period shall be the sole expense of the applicant without any cost to the Town. Any repair or replacement made during the warranty period by the applicant or its agent shall also be warranted for a one-year period beginning from the date of acceptance of the repair or replacement.

9) Control by Town. All connections by consumers with the utility lines constructed and dedicated pursuant to this Chapter and all services through those lines and apparatus shall be in accordance with the laws, ordinances, rules and regulations of the Town, as now in force or as may be enacted, adopted and amended from time to time. The Town shall have complete supervision and control over the lines, taps, connections and all other parts of the utility lines and system so constructed for the purpose of making any and all necessary inspections and other purposes. The Town shall collect all fees and charges from consumers connected with such utility lines, for its sole use and benefit without compensation to the applicant.

Current North Carolina laws re: well and septic connections

State laws set well and septic standards as follows:

- NCGS 130A-133 Article 11. Wastewater Systems
https://www.ncleg.net/EnactedLegislation/Statutes/PDF/ByArticle/Chapter_130A/Article_11.pdf
- CHAPTER 18 - ENVIRONMENTAL HEALTH SUBCHAPTER 18A - SANITATION SECTION .1900 - SEWAGE TREATMENT AND DISPOSAL SYSTEMS
<https://ehs.ncpublichealth.com/oswp/docs/rules/1900-Rules-08-2017.pdf>
- NCGS 87-97. Permitting, inspection, and testing of private drinking water wells.
https://www.ncleg.gov/EnactedLegislation/Statutes/HTML/BySection/Chapter_87/GS_87-97.html
- 15A NCAC 02C .0107 STANDARDS OF CONSTRUCTION: WATER SUPPLY WELLS
<https://ehs.ncpublichealth.com/oswp/docs/2C.0100Revised2020.pdf>

Current MSD rules re: sewer connections

MSD has a policy that if a property is within 300' of public sewer, the property must connect to public sewer. If the property is >300' from public sewer, the property must contact Buncombe County for a septic permit.

Source: MSD Sewer Use Ordinance, SECTION 2 - GENERAL SEWER USE REQUIREMENTS, pg. 12
<https://msdbc.org/documents/policies/SewerUseOrdinance.pdf>

Current State of North Carolina laws re: water, sewer connections

In a 7/20/21 e-mail to Town staff, Susan Taylor Rash, Town Attorney, noted that **NCGS 87-97.2 limits the Town's ability to require connection to the Town's water system.**

(see **Appendix A**, NCGS 87-97, Permitting, inspection, and testing of private drinking water wells)

In a 4/7/21 e-mail to Town staff, Kara Milonzi, an attorney and professor at the UNC-School of Government, noted that via NCGS 160A-317, "**A city may not require connections to its water/sewer utility outside the city's boundaries. That means the city may not require connections even in the ETJ.** The city may provide services outside city limits, but only when requested/approved by the individual property owners." (see Appendix B). This was confirmation on information previously written by Kara Milonzi (see link below).

<https://canons.sog.unc.edu/legislature-limits-government-water-utilities-authority-to-mandate-connections/>

See the following pages for a **Conclusion & Next Steps** summary.

Conclusion & Next Steps

- Under State law (NCGS 160A-371, ~~p~~^PPower to regulate connections to water or sewer service and the use of solid waste collection services) the Town may require owners of property within the Town limits to connect to Town water and MSD sewer, subject to certain limitations and exceptions provided in such statute and NCGS 87-97.2. This power is limited to property within the Town limits.
- Well and septic service to properties in the ETJ are under the review of Buncombe County Environmental Health Division, so ETJ property owners will need to contact the County for any development review regarding well/septic service.
- ETJ property owners requesting access to Town water and/or MSD sewer connections will need to be aware of fiscal/policy limitations of these entities, plus physical infrastructure limitations; Montreat's Public Works Director has noted that properties north of Foreman Siding Rd. are in a chlorination-mixing area (6" water line running at 95 GPM from the Town's wellheads on Samuel B. Lincoln's Way and John Caulkins Terrace) and as such, water connections are not feasible in this area (see Figure 1, next page).
 - 42 parcels in ETJ; 6 built upon, 36 unbuilt upon
 - Smallest parcel: 0.22 AC
 - Avg. parcel: 0.43 AC
 - Largest parcel: 1.16 AC
- Any updates to the General Ordinances are recommended to follow the same process outlined for Zoning Ordinance amendments, as noted in the e-mail below from Susan Taylor Rash, Town Attorney.

From: Susan Taylor Rash <str@psrmlaw.com>

Sent: Tuesday, July 20, 2021 6:05 PM

To: Scott Adams <Scott@landofsky.org>; Angela Murphy <amurphy@townofmontreat.org>

Cc: Alex Carmichael <acarmichael@townofmontreat.org>

Subject: RE: Planning & Zoning Commission meeting revised/proposed for Thur. 9/2/21

Good afternoon, Scott,

The Montreat General Ordinances include some ordinances that cover development regulation, so I prefer to start with Chapter 160D in considering the amendment process.

Chapter 160D addresses the amendment of an ordinance or development regulation authorized by Chapter 160D. Section 160D-601(a) requires the governing board to hold a legislative hearing before adopting such an amendment. Section 160D-604(b) requires proposed amendments to zoning regulations to be submitted to the planning board for review and comment. Section 160D-102(35) defines zoning regulation as a regulation authorized by Article 7 of Chapter 160D.

Section 160D-701 provides as follows: "Zoning Regulations shall be made in accordance with a comprehensive plan and shall be designed to promote the public health, safety, and general welfare. To that end, the regulations may address, among other things, the following public purposes: . . . to facilitate the efficient and adequate provision of transportation, **water, sewerage**, schools, parks and other public requirements. . ." (emphasis added).

The proposed changes to Chapter M will probably fall under these statutes, so review and comment by the Planning and Zoning Commission (in accordance with N.C.G.S. 160D-604) before consideration by the Board of Commissioners would be advisable. The procedure for amendments to the Zoning Ordinance is set out in Section 309.1 of the 2021 Zoning Ordinance. Even though revisions to Chapter E and Chapter M of the General Ordinances do not fall under Section 309.1, it may be easier for everyone if the Town follows the same procedure for all proposed changes being submitted to the P&Z Commission. Section 309.13 waives the application fee for applications submitted by the Board of Commissioners.

For amendments to General Ordinances that are not zoning regulations authorized by Article 7 of Chapter 160D, the requirements of Article 6, Chapter 160D do not apply. I am not sure what procedure the Town has followed in the past for changes to the General Ordinances, but this is probably not a good time to make changes in the usual process. I did not see anything about amendments in the General Ordinances. If I missed those provisions, please let me know.

Angie—How does the Town usually handle amendments to the General Ordinances?

Thanks,
Susan

Susan Taylor Rash



TOWN OF MONTREAT

Parcels in Montreat ETJ and Water/Sewer Infrastructure

Hatched area is not feasible for connections to Town water because of chlorination-mixing area north of Foreman Siding Rd. (Barry Creasman, Montreat Public Works, 3/3/21)

95 Gallon Per Minute (GPM) capacity;
5 GPM is min. yield needed for peak daily use
(Barry Creasman, Montreat Public Works, 3/3/21)

Legend

- Montreat Town Limits
- Existing septic permit properties
- Water Bodies**
 - Stream/River
 - 2019_USGS_7.5_min_streams
- Utilities**
 - 100' radius of wellheads
 - Existing 6" Town water line
 - Existing 8" MSD sewer line

1 inch = 250 feet

0 125 250 500 750 Feet

NORTH

Author: Scott Adams, AICP, Montreat Zoning Administrator, 8/26/21



TOWN OF MONTREAT

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§ 87-97. Permitting, inspection, and testing of private drinking water wells.

(a) **Mandatory Local Well Programs.** - Each county, through the local health department that serves the county, shall implement a private drinking water well permitting, inspection, and testing program. The local health department shall be the exclusive authority for the permitting of wells and well systems as described in G.S. 143-138(b17)(2). Local health departments shall administer the program and enforce the minimum well construction, permitting, inspection, repair, and testing requirements set out in this Article and rules adopted pursuant to this Article. No person shall unduly delay or refuse to permit a well that can be constructed or repaired and operated in compliance with the requirements set out in this Article and rules adopted pursuant to this Article.

(a1) **Use of Standard Forms.** - Local well programs shall use the standard forms created by the Department for all required submittals and shall not create their own forms.

(b) **Permit Required.** - Except for those wells required to be permitted by the Environmental Management Commission pursuant to G.S. 87-88, no person shall:

- (1) Construct or assist in the construction of a private drinking water well unless a construction permit has been obtained from the local health department.
- (2) Repair or assist in the repair of a private drinking water well unless a repair permit has been obtained from the local health department, except that a permit shall not be required for the repair or replacement of a pump or tank.

(b1) **Inspections.** - When a permit is issued under this section, the local health department shall be responsible for notifying the appropriate building inspector of the issuance of the well permit. The appropriate building inspector may request from the local health department the opportunity to inspect the activities authorized by the permit. The inspection must be performed prior to the final inspection performed by the local health department, and the well contractor shall not be required to be onsite for the inspection by the building inspector. If an inspection by a building inspector after the final inspection has been performed by the local health department is determined to be necessary for the protection of public health, safety, or welfare, the local building inspections department shall be responsible for (i) the additional costs for the inspection and related activities necessary for the inspection and (ii) any damages to the well system caused during the inspection.

(b2) **Permit to Include Authorization for Piping and Electrical.** - A permit issued under this section shall also be deemed to include authorization for all of the following:

- (1) The installation, construction, maintenance, or repair of electrical wiring, devices, appliances, or equipment by a person certified as a well contractor under Article 7A of this Chapter when running electrical wires from the well pump to the pressure switch.
- (2) The installation, construction, maintenance, or repair of water pipes by a person certified as a well contractor under Article 7A of this Chapter when running water pipes from the well to the water tank.
- (3) The installation of both water pipes and electrical wiring in a single ditch by a person certified as a well contractor under Article 7A of this Chapter when running electrical wires from the well pump to the pressure switch and water pipes from the well to the water tank. The ditch shall be as deep as the minimum cover requirements for either electrical wiring or water pipes, whichever is greater.

This subsection shall not be interpreted to prohibit any person licensed by an independent occupational licensing board from performing any authorized services within the scope of practice of the person's license.

(c) Permit Not Required for Maintenance or Pump Repair or Replacement. - A repair permit shall not be required for any private drinking water well maintenance work that does not involve breaking or opening the well seal. A repair permit shall not be required for any private drinking water well repair work that involves only the repair or replacement of a pump or tank.

(d) Well Site Evaluation. - The local health department shall conduct a field investigation to evaluate the site on which a private drinking water well is proposed to be located before issuing a permit pursuant to this section. The field investigation shall determine whether there is any abandoned well located on the site, and if so, the construction permit shall be conditioned upon the proper closure of all abandoned wells located on the site in accordance with the requirements of this Article and rules adopted pursuant to this Article. If a private drinking water well is proposed to be located on a site on which a wastewater system subject to the requirements of Article 11 of Chapter 130A of the General Statutes is located or proposed to be located, the application for a construction permit shall be accompanied by a plat or site plan, as defined in G.S. 130A-334.

If the well location marked on the map submitted with an application to a local well program is also marked with a stake or similar marker on the property, then the local well program may not require the contractor to be on site during the on-site predrill inspection, as long as the contractor is available by telephone to answer questions.

(e) **Issuance of Permit.** - In accordance with G.S. 87-97.1 and G.S. 87-97.2, within 30 days of receipt of an application to construct or repair a well, **a local health department shall make a determination** [i.e. Buncombe County] whether the proposed private drinking water well can be constructed or repaired and operated in compliance with this Article and rules adopted pursuant to this Article and shall issue a

permit or denial accordingly. If a local health department fails to act within 30 days, the permit shall automatically be issued, and the local health department may challenge issuance of the permit as provided in Chapter 150B of the General Statutes. The local health department may impose any conditions on the issuance of a construction permit or repair permit that it determines to be necessary to ensure compliance with this Article and rules adopted pursuant to this Article. Notwithstanding any other provision of law, no permit for a well that is in compliance with this Article and the rules adopted pursuant to this Article shall be denied on the basis of a local government policy that discourages or prohibits the drilling of new wells.

(e1) Notice for Wells at Contamination Sites. - The Commission shall adopt rules governing permits issued for private drinking water wells for circumstances in which the local health department has determined that the proposed site for a private drinking water well is located within 1,000 feet of a known source of release of contamination. Rules adopted pursuant to this subsection shall provide for notice and information of the known source of release of contamination and any known risk of issuing a permit for the construction and use of a private drinking water well on such a site.

(f) Expiration and Revocation. - A construction permit or repair permit shall be valid for a period of five years except that the local health department may revoke a permit at any time if it determines that there has been a material change in any fact or circumstance upon which the permit is issued. The foregoing shall be prominently stated on the face of the permit. The validity of a construction permit or a repair permit shall not be affected by a change in ownership of the site on which a private drinking water well is proposed to be located or is located if the location of the well is unchanged and the well and the facility served by the well remain under common ownership.

(f1) Chlorination of the Well. - Upon completion of construction of a private drinking water well, the well shall be sterilized in accordance with the standards of drinking water wells established by the United States Public Health Service.

(g) Certificate of Completion. - Upon completion of construction of a private drinking water well or repair of a private drinking water well for which a permit is required under this section, the local health department shall inspect the well to determine whether it was constructed or repaired in compliance with the construction permit or repair permit. If the local health department determines that the private drinking water well has been constructed or repaired in accordance with the requirements of the construction permit or repair permit, the construction and repair requirements of this Article, and rules adopted pursuant to this Article, the local health department shall issue a certificate of completion. No person shall place a private drinking water well into service without first having obtained a certificate of completion. No person shall return a private drinking water well that has undergone repair to service without first having obtained a certificate of completion.

(h) Drinking Water Testing. - Within 30 days after it issues a certificate of completion for a newly constructed private drinking water well, the local health

department shall test the water obtained from the well or ensure that the water obtained from the well has been sampled and tested by a certified laboratory in accordance with rules adopted by the Commission for Public Health. The water shall be tested for the following parameters: arsenic, barium, cadmium, chromium, copper, fluoride, lead, iron, magnesium, manganese, mercury, nitrates, nitrites, selenium, silver, sodium, zinc, pH, and bacterial indicators.

(i) Commission for Public Health to Adopt Drinking Water Testing Rules. - The Commission for Public Health shall adopt rules governing the sampling and testing of well water and the reporting of test results. The rules shall allow local health departments to designate third parties to collect and test samples and report test results. The rules shall also provide for corrective action and retesting where appropriate. The Commission for Public Health may by rule require testing for additional parameters, including volatile organic compounds, if the Commission makes a specific finding that testing for the additional parameters is necessary to protect public health. If the Commission finds that testing for certain volatile organic compounds is necessary to protect public health and initiates rule making to require testing for certain volatile organic compounds, the Commission shall consider all of the following factors in the development of the rule: (i) known current and historic land uses around well sites and associated contaminants; (ii) known contaminated sites within a given radius of a well and any known data regarding dates of contamination, geology, and other relevant factors; (iii) any GIS-based information on known contamination sources from databases available to the Department of Environmental Quality; and (iv) visual on-site inspections of well sites. In addition, the rules shall require local health departments to educate citizens for whom new private drinking water wells are constructed and for citizens who contact local health departments regarding testing an existing well on all of the following:

- (1) The scope of the testing required pursuant to this Article.
- (2) Optional testing available pursuant to this Article.
- (3) The limitations of both the required and optional testing.
- (4) Minimum drinking water standards.

(j) Test Results. - The local health department shall provide test results to the owner of the newly constructed private drinking water well and, to the extent practicable, to any leaseholder of a dwelling unit or other facility served by the well at the time the water is sampled. The local health department shall include with any test results provided to an owner of a private drinking water well, information regarding the scope of the required and optional testing as established by rules adopted pursuant to subsection (i) of this section.

(k) Registry of Permits and Test Results. - Each local health department shall maintain a registry of all private drinking water wells for which a construction permit or repair permit is issued that is searchable by address or addresses served by the well. The registry shall specify the physical location of each private drinking water well and

shall include the results of all tests of water from each well. The local health department shall retain a record of the results of all tests of water from a private drinking water well until the well is properly closed in accordance with the requirements of this Article and rules adopted pursuant to this Article.

(l) Authority Not Limited. - This section shall not be construed to limit any authority of local boards of health, local health departments, the Department of Health and Human Services, or the Commission for Public Health to protect public health. (2006-202, s. 4; 2006-259, ss. 50(b), 50(c), 51; 2007-182, s. 2; 2007-495, s. 1; 2008-198, s. 1; 2009-124, ss. 1, 3; 2010-31, s. 10.10A; 2011-255, ss. 1, 2; 2012-187, ss. 12(a), (b); 2013-122, ss. 2, 3; 2013-413, s. 35(a); 2014-120, ss. 43(a), (e); 2015-241, s. 14.30(u); 2015-246, s. 3.5(a); 2016-113, s. 17(a); 2017-10, s. 1.3(a).)

§ 160A-317. Power to require connections to water or sewer service and the use of solid waste collection services.

(a) Connections. - A city may require an owner of developed property on which there are situated one or more residential dwelling units or commercial establishments located within the city limits and within a reasonable distance of any water line or sewer collection line owned, leased as lessee, or operated by the city or on behalf of the city to connect the owner's premises with the water or sewer line or both, and may fix charges for the connections. In lieu of requiring connection under this subsection and in order to avoid hardship, the city may require payment of a periodic availability charge, not to exceed the minimum periodic service charge for properties that are connected.

(a4) System Development Fees. - A city may require system development fees only in accordance with Article 8 of Chapter 162A of the General Statutes.

(b) Solid Waste. - A city may require an owner of improved property to do any of the following:

- (1) Place solid waste in specified places or receptacles for the convenience of city collection and disposal.
- (2) Separate materials before the solid waste is collected.
- (3) Participate in a recycling program by requiring separation of designated materials by the owner or occupant of the property prior to disposal. An owner of recovered materials as defined by G.S. 130A-290(a)(24) retains ownership of the recovered materials until the owner conveys, sells, donates, or otherwise transfers the recovered materials to a person, firm, company, corporation, or unit of local government. A city may not require an owner to convey, sell, donate, or otherwise transfer recovered materials to the city or its designee. If an owner places recovered materials in receptacles or delivers recovered materials to specific locations, receptacles, and facilities that are owned or operated by the city or its designee, then ownership of these materials is transferred to the city or its designee.
- (4) Participate in any solid waste collection service provided by the city or by a person who has a contract with the city if the owner or occupant of the property has not otherwise contracted for the collection of solid waste from the property.

(c) A city may impose a fee for the solid waste collection service provided under subdivision (4) of subsection (b) of this section. The fee may not exceed the costs of collection.

(d) In accordance with G.S. 87-97.1, when developed property is located so as to be served by a city water line and the property owner has connected to that water line, the property owner may continue to use any private water well located on the property for nonpotable purposes as long as the water well is not interconnected to the city water line and the city shall not require the owner of any such water well to abandon, cap, or otherwise compromise the integrity of the water well. (1917, c. 136, subch. 7, s. 2; C.S., s. 2806; 1971, c. 698, s. 1; 1979, c. 619, s. 14; 1981, c. 823; 1989, c. 741, s. 2; 1991, c. 698, s. 2; 1993, c. 165, s. 2; 1995, c. 511, s. 4; 2015-246, s. 3.5(f); 2017-138, s. 4(b).)

Previous Review by Town Attorney

Town of Montreat Extension of Public Infrastructure In Extraterritorial Jurisdiction

(Last edited 4/20/15; author listed as Susan Taylor Rash, Town Attorney)
Source: J:\1 - Planning_&_Development\Annexation

Background: The plats establishing lots in much of Montreat were first recorded in 1906, with a second set of plats being recorded in 1935. At the time, the Buncombe County zoning and subdivision ordinances were not in place, so the current minimum lot size and other development requirements did not apply. Some of the lots outside of the Town limits do not meet the current minimum lot size requirement in the Buncombe County ordinance and it is possible that some of those lot owners may not be able to obtain well and septic permits if their neighbors already have wells or septic systems in place. Chapter M addresses this concern by requiring property owners in both the Town and the ETJ to connect to public water and sewer lines.

Current Montreat Ordinances: Chapter E and Chapter M of the Montreat Code of General Ordinances are not entirely consistent in their application to lots in the ETJ.

- Chapter E – Utilities

Section 5. Water and Sewer Required. This section applies to property located in the Town limits and requires the owner to connect to the public water system and the MSD sanitary sewer.

Section 6. Private Wells and Septic Systems. This section also applies to property located in the Town limits and requires property owners to connect to the public water line and MSD sewer line.

Section 6. Privies and Septic Tanks Regulated. This section prohibits privies in the Town and provides for regulation of existing septic systems.

- Chapter M – Extensions of Public Utilities and Streets

Section 1. Private wells and septic systems no longer allowed in Town or in ETJ. Property owners must connect to public water and sewer lines.

Section 6. Extensions Outside Town Limits. Extensions of public utilities outside Town limits must be in ETJ and are subject to approval by Board of Commissioners.

- 1) Application. Written application with preliminary utility plan prepared by engineer and meeting Town standards and map prepared by engineer or surveyor showing property to be served, location of existing public lines, and location of streets.
- 2) Approval of Proposed Extension. Director of Public Works reviews application and attachments and makes recommendation to Board for consideration at next regular meeting.
- 3) Dedication of System. Waterlines dedicated to Town and sewer lines to MSD.
- 4) Easements. Applicant must acquire any necessary easements for construction, maintenance, repair of utility lines and access.
- 5) Cost of Extension. Upon receiving approvals, applicant installs utility lines to Town standards at no cost to Town.
- 6) Inspection and Approval. Upon completion of construction, Town/MSD will inspect and if it approves, applicant may connect to public utility lines.
- 7) Map of System. Applicant must provide accurate map of utility system. Map is subject to approval by Director of Public Works.
- 8) Non-liability of Town. Applicant assumes all risk of installation of lines and gives one-year warranty. Cost of repair during warranty period is applicant's responsibility.
- 9) Control by Town. Public lines and systems subject to Town regulation and inspection.

The application of Chapter M to the ETJ is based on the following statutes in Chapter 160A, Article 19. Planning and Regulation of Development:

NCGS § 160A-360(a): "All of the powers granted in this Article may be exercised by any city within its corporate limits. In addition, any city may exercise these powers within a defined area extending not more than a mile beyond its limits."

NCGS § 160A-381(a): "For the purpose of promoting health, safety, morals, or the general welfare of the community, any city may adopt zoning and development regulation ordinances."

NCGS § 160A-383: "Zoning regulations shall be designed to promote the public health, safety, and general welfare. To that end, the regulations may address, among other things, the following public purposes: . . . to facilitate the efficient and adequate provision of . . . water, sewerage, . . ."

See also David Currie's research and the Coats Cannons article by David Owens.

Legislation:

- In recent years, the NC Legislature has passed amendments to NCGS § 160A-360 removing the ETJ authority of Boone, Weaverville and Asheville. House Bill 51 would eliminate ETJ. House Bill 548 would reorganize and change statutes addressing local government planning and development regulation. There could also be other pending legislation and we do not know which bills might be enacted.

- Annexation statutes have changed significantly in recent years and now allow annexation by petition of all affected property owners and annexation approved by a referendum vote. The annexation statutes address the extension of water and sewer service to the annexed areas. If the Town plans to consider annexation either by petition or by referendum vote, we will need to review the applicable statutes carefully.

Possible changes in Town Ordinances:

Chapter E. The Town could amend Chapter E so that it is consistent with Chapter M.

Chapter M. The Town could amend Chapter M to remove the provisions making it applicable to lots in the ETJ.

Amend both Chapter E and Chapter M. Under the current Town ordinances, lot owners in the ETJ are protected from development on a “first come/first serve” basis. If Chapter M were amended or the Montreat ETJ were eliminated and under Buncombe County ordinances lot owners could obtain permits for wells and septic systems regardless of the impact on the development of neighboring lots, some of the lot owners in the ETJ could be precluded from building on their lots because they cannot obtain well and septic permits from Buncombe County. In that event, the affected property owners might come to the Town seeking a resolution of their dilemma. For this reason, the Town might consider developing a plan for addressing these situations if they arise.

Previous Review by Town Administrator and Former Mayor

Voluntary Annexation.

(last edited 1/12/17 by unknown author;

original author: Ron Nalley, former Town Administrator, 2/15/15)

Source: J:\1 - Planning_&_Development\Annexation

In 1967 when the Town of Montreat was incorporated, an area of platted lots above the Greybeard Trailhead and an area at the end of Mississippi Road were not included within the municipal boundaries. The reason for this is not clear.

Your property along with some twenty others and several properties along the ridge tops surrounding the valley, while not in the corporate boundaries are included within the Town of Montreat’s Extraterritorial Jurisdiction (ETJ). In keeping with North Carolina General Statutes, these properties within the ETJ must meet the same land development and land use regulations and ordinances as properties in the Town of Montreat, but the owners pay only Buncombe County and not Town of Montreat taxes.

Over the past several years, the NC General Assembly has revisited the statutes governing ETJ and has removed the ETJ of several cities, including Asheville and Weaverville. There are proposals in the state legislature to do away with ETJ for all municipalities. If this occurs those

currently in the Montreat ETJ would fall under county zoning and land use regulations including the steep slopes ordinance and storm water regulations. Additional services, including police protection, environmental health services, and planning and development requirements will also be affected.

In 2013, the Town of Montreat was formally requested by Mr. Wade Burns to consider the voluntary annexation of 42 lots – approximately 20 owners- above the Greybeard Trailhead. Under North Carolina General Statutes, a voluntary annexation formally begins when all property owners of the proposed annexation area present a petition seeking annexation to the Town Council. The Town requested that Mr. Burns work with property owners within the ETJ area to determine the feasibility of this proposal along with ensuring that necessary statutory requirements are met.

One of the difficulties associated with lots both in the ETJ and in the Town, is that they were platted in 1897, resurveyed in 1935, before county zoning and subdivision ordinances were in place to protect lot purchasers. Consequently, these lots are quite small, many only a quarter to a third of an acre. In effect, given current environmental health service requirements, if two different property owners wanted to build on adjoining lots, and owner A has already built a home with a septic tank and well, owner B may not be able to install a well and septic tank on the adjacent lot, making owner B's lot unbuildable.

In 2009, the Montreat a Town Council addressed this issue and adopted the Extensions of Public Utilities and Streets Ordinance which prohibited the building of private wells and septic systems throughout the Town Limits and ETJ and provided for a more orderly expansion of public utilities and streets in advance of the Town's Capital Improvement Plan. In 2009, Street Standards and Stormwater Management Ordinances were also adopted.

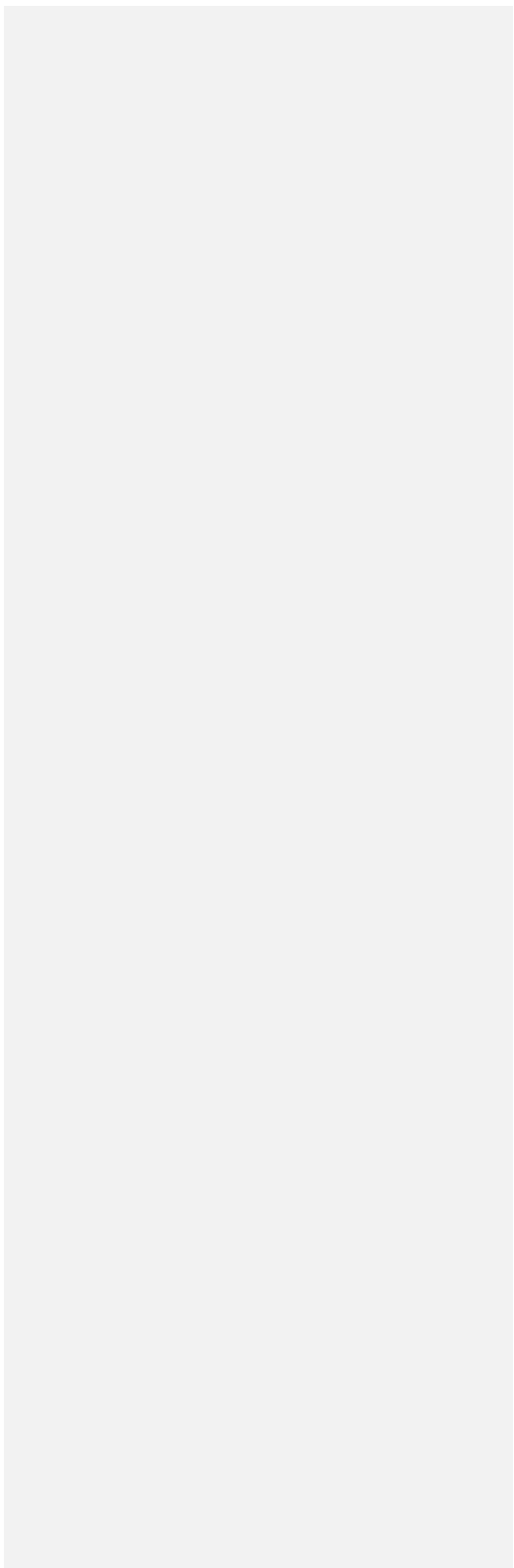
Mr. Wade Burns then returned to the Town Council in November of 2013 and during a special meeting proposed that the taxpayers of Montreat spend \$286,250 (approximately \$14,000 per lot) to extend sewer lines, water lines and improve roads for the 21 lots in the Greybeard Annexation area. The current assessed value of undeveloped lots is \$ 30-\$40,000. Mr. Burns has indicated that the value of these undeveloped lots would increase to approximately \$95,000 per lot with these improvements. If so, this would amount to a \$14,000 investment per lot for an increase in value of \$55,000 or more, what most would consider a good return on one's investment. The Town of Montreat at its November 14, 2014, meeting voted to reduce this \$14,000 investment per lot owner by agreeing to provide for the main 8 inch sewer line that is needed. A six inch water line was installed in this area in 2010. According to Mr. Burns' figures, the cost would be reduced if the Town provides both the water and sewer trunk lines. As lot owners, you would only be responsible for extending water and sewer lines from the trunk lines to your lots.

The Town of Montreat would like to encourage each of the property owners within the proposed Greybeard Annexation Area to sign the Voluntary Annexation Petition. ETJ residents already enjoy and take advantage of many of the benefits and services offered by the Town, such as driving on Town streets to access the ETJ. If part of the Town, you would receive the excellent

level of additional services enjoyed by those that live within the Town limits, including police protection, sanitation services, and road maintenance for your streets.

If you have questions please contact Ron Nalley, our Town Administrator, at the Town Services Office at (828)669-8002 or by email at rnalley@townofmontreat.org.

Letta Jean Taylor, Mayor





TOWN OF MONTREAT

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Montreat, NC 28757

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2021 Water Rates and tap Fees

Black Mountain 2021 Water rates

Inside Town Limits- \$7.51 per/Thousand Gallons

Outside Town Limits-\$12.23 per/Thousand Gallons

Montreat 2021 Water rates

Inside Town Limits-\$4.95 per/Thousand Gallons

Outside Town Limits- Yet to be Determined

From speaking to Black Mountain Their rates are not set by a Utility Commission . The rates are determined and set by their governing board.

**ADMINISTRATIVE REPORTS:
ADMINISTRATION**

Town Administration report for the month of October 2021

Monthly Statistics	2020	2021
Public Meetings	5	7
Inter-Organizational /Intergovernmental Meetings	3	1
Agendas Prepared	3	6
Minutes Transcribed	3	3
Resolutions Drafted	0	0
Public Records Requests Processed	1	0
Water Bills Processed	674	676
Leak Adjustments	8	5
New Water Accounts Established	1	3
Purchase Orders	85	42
Professional Development Hours	0	69.5
Sunshine List Messages		10
Website Posts	10	10
Social Media Posts	4	0
Code Red Alerts	1	1
Workers Compensation Claims	0	0

Upcoming Events and Schedule Changes

Town Offices will be closed November 25th and 26th for the Thanksgiving holiday.

Comments

N/A

Staff Communications

N/A



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ADMINISTRATIVE REPORTS: BUILDINGS AND INSPECTIONS

Buildings and Inspections report for the month of October 2021

Monthly Statistics	2020	2021
Building Permits Issued	7	7
Pending Building Permits	0	0
Building Inspections Performed	20	27
Stop Work Orders Issued	0	0
Defective Building Posted	0	0
Denied Building Permits	0	0
Fire Inspections Performed	0	0
Fire Re-Inspections Performed	0	0
Fire Permits Issued	0	0

Comments

Staff Communications



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ADMINISTRATIVE REPORTS: STREETS

Streets Department report for the month of September , 2021

Monthly Statistics	2020	2021
Miles of Road Maintained	17.12	17.12
Miles of New Road Constructed	0	0
Public Trees Removed	7	0
Sand Applied to Roads (tons)	0	0
Ice Melt Applied to Roads (pounds)	0	0
Monthly Fuel Costs	330.95	364.23
Contracted Employee Staff Hours	0	0
Road Closures	4	0

Comments

We have just a few more areas of concern to repair and our patching will be wrapped up for the season. We have completed the repairs to the Arbor lane foot bridge, it is reopened to public traffic. We have also finished making repairs to Calvin Trail which was damaged during Tropical storm Fred. Leaf season is upon us so please be aware of crews in the ditches and roadways . We are also making plans to work on our tree removal list over the next few months.



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ADMINISTRATIVE REPORTS: POLICE DEPARTMENT

Police Department report for the month of October , 2021

Monthly Statistics	2020	2021
Mileage	2,526	2,248
Dispatched Calls	67	33
Officer-Initiated Calls	518	532
Fire Assistance Calls	3	2
EMS Assistance Calls	2	2
Motorist/Other Assistance Calls	49	25
Traffic Stops	46	31
Parking Issues	3	6
Burglar Alarm Responses	4	0
Fire Alarm Responses	3	1
Residential/Building Checks	377	430
Ordinance Violations	10	1
Law Enforcement Agency Assistance Calls	34	23
Animal Control Calls	8	1
Larcenies	3	1
Breaking & Entering Calls	3	1
Suspicious Person Investigations	6	4
Suspicious Vehicle Investigations	10	6
Disturbance Calls	21	4
Accident Responses	2	5
Auxiliary Hours Worked (Regular)	32	16
Auxiliary Hours Worked (Addittional)	24	60
Truck Turns at Gate	6	2
MPD Fuel Cost	\$ -	\$0.00
Professional Development Hours	0	40
Town Service	562	538
MRA Service	128	280
College Service	16	12

Comments

A reminder, our non-emergency number has changed. You can reach the MPD Officer on duty through Buncombe County Dispatch. 828-250-6670.



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ADMINISTRATIVE REPORTS: WATER AND PUBLIC WORKS

Water and Public Works report for the month of October , 2021

Monthly Statistics	2020	2021
Calls for Service	72	84
Water Leaks Repaired	1	0
New Water Lines Installed	0	0
Water Meters Read	674	674
Water Meter Replacements	0	0
Gallons of Water Produced	3639998	3,150,542
Monthly Fuel Cost	117.32	\$ 352.74
Hours Pumped (11 wells combined)	1657	1,671

Comments

We will be going around and collecting lead and copper samples per the state sampling schedule and we will also be doing hydrant flushing. We hope that everyone has a safe and Blessed Thanksgiving.



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ADMINISTRATIVE REPORTS: SANITATION

Sanitation Department report for the month of October , 2021

Monthly Statistics	2020	2021
Tons of Curbside Trash Collected	31.51	27.88
Pay-As-You-Throw Trash Bags Collected	45	64
Tons of Curbside Recycling Collected	4.79	3.74
Pay-As-You-Throw Recycling Bags Collected	38	57
Cardboard Recycling Collected	0.72	1.18
Unique Curbside Sanitation Stops	1730	1,520
Bagged Leaf Pickup	371	187.00
Brush Pickup (cubic yards)	298.67	4 Loads
Hauling Fees	2171.39	\$2,482.72
Tipping Fees	597.83	\$1,385.71
Dumpster Rental Fees	203.92	\$203.92
Sanitation Fuel	160.16	\$ 357.05

Comments:

Please remember to tie trash and recycle bags and to also break down cardboard.



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ADMINISTRATIVE REPORTS: ZONING ADMINISTRATION

Zonning Administration report for the month of October , 2021

Monthly Statistics	2020	2021
Approved Zoning Permits	1	0
Denied Zoning Permits	0	0
Pending Zoning Permits	0	1
Variance/Interpretation Granted	1	0
Conditional Use Permits Granted	0	0
Permit Extensions Granted	0	0
Sign Permits Issued	0	0
Notices of Violation	0	0

Comments

Date of Deposit	Jul-20	Jul-21	% +/-	Aug-20	Aug-21	% +/-	Sep-20	Sep-21	% +/-	Oct-20	Oct-21	% +/-
AdVal/RMV (Includes Sp Assess&Ded Fees)	1,392.91	2,920.94	52%	1,017.11	3,457.81	71%	46,660.36	106,638.16	56%	116,236.34	122,923.63	5%
Sales	28,659.10	40,374.75	29%	31,023.08	41,390.38	25%	36,448.63	45,270.46	19%	35,569.11	45,114.37	21%
Solid Waste (Quarterly)				163.22	179.40	9%						
Utility Fran (Quarterly)							17,308.49	18,360.31	6%			
Wine/Beer (Annual-May)												
<p>NOTES:</p> <p>AdVal Tax is received the month after the tax is collected</p> <p>RMV Tax is received two months after the tax is collected</p> <p>Sales Tax is received three months after the tax is collected</p>												

SEPTEMBER 2020 - MONTH 3 OF FISCAL YEAR 2020-2021

REVENUES

Fund	Fund #	Budget	YTD Budget	YTD Collected	Difference
GENERAL FUND	10	1,793,830.92	448,457.73	272,530.60	(175,927.13)
WATER FUND	30	311,250.00	77,812.50	79,242.56	1,430.06
TOTAL REVENUES GENERAL & WATER FUNDS		2,105,080.92	526,270.23	351,773.16	(174,497.07)

EXPENSES

Dept Name	Fund #	Budget	YTD Budget	YTD Exp	Difference
GOVERNING BODY	10	53,562.00	5,447.39	5,420.65	26.74
ADMINISTRATION	10	451,465.00	101,788.78	78,476.52	23,312.26
PUBLIC BUILDINGS	10	126,995.10	87,199.04	58,843.49	28,355.55
POLICE	10	438,913.82	87,428.33	65,335.41	22,092.92
BUILDING AND ZONING	10	76,310.00	2,350.06	1,112.05	1,238.01
PUBLIC WORKS	10	249,157.00	21,708.42	14,380.08	7,328.34
STREET	10	252,346.00	32,086.37	24,965.95	7,120.42
SANITATION	10	122,982.00	27,326.34	18,606.72	8,719.62
ENVIRON,CONS,REC	10	22,100.00	(4,103.10)	875.00	(4,978.10)
TOTAL EXPENSES GENERAL FUND		1,793,830.92	361,231.63	268,015.87	93,215.76

Dept Name	Fund #	Budget	YTD Budget	YTD Exp	Difference
WATER	30	311,250.00	77,812.50	30,559.36	47,253.14
TOTAL EXPENSES WATER FUND		311,250.00	77,812.50	30,559.36	47,253.14

TOTAL EXPENSES GENERAL & WATER FUNDS	\$2,105,080.92	\$439,044.13	\$298,575.23	\$140,468.90
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GENERAL FUND INCOME/LOSS - YTD	\$4,514.73
WATER FUND INCOME/LOSS - YTD	\$48,683.20
NET INCOME - YTD 2020	\$53,197.93

SPECIAL PROJECTS					
Project	Fund #	Budget	This Month Actual	Amount Spent To Date	% Spent
TOWN HALL	13	2,217,245.77	1,692.69	2,115,284.03	95.40%
PUBLIC WORKS BLDG	14	403,888.86	7,183.11	384,532.21	95.21%
FEMA-GREYBEARD	15	218,232.00	1,887.27	240,247.22	110.09%
FEMA-TEXAS ROAD	16	50,000.00	0.00	38,071.55	76.14%
FEMA-PROVIDENCE TERR	17	21,000.00	0.00	15,683.00	74.68%
FEMA-CALVIN TRAIL	20	30,000.00	0.00	13,490.57	44.97%
FEMA-CULVERT PROJECT	21	39,800.00	0.00	39,274.83	98.68%
FEMA-DEBRIS PROJECTS	22	3,200.00	0.00	0.00	0.00%
FEMA-URBAN FORESTRY 2018	23	10,000.00	0.00	841.28	8.41%
FEMA-URBAN FORESTRY 2019	24	10,114.00	0.00	2,352.41	23.26%
FEMA-MISC	25	59,953.00	0.00	11,290.00	18.83%
LANDCARE	26	750.00	0.00	49.95	6.66%
TOTAL SPECIAL PROJECTS	N/A	\$ 3,064,183.63	\$ 10,763.07	\$ 2,861,117.05	93.37%

SEPTEMBER 2021 - MONTH 3 OF FISCAL YEAR 2021-2022

REVENUES

Fund	Fund #	Budget	YTD Budget	YTD Collected	Difference
GENERAL FUND	10	1,810,952.00	452,738.00	163,234.86	(289,503.14)
WATER FUND	30	344,041.00	86,010.25	82,922.57	(3,087.68)
TOTAL REVENUES GENERAL & WATER FUNDS		2,154,993.00	538,748.25	246,157.43	(292,590.82)

EXPENSES

Dept Name	Fund #	Budget	YTD Budget	YTD Exp	Difference
GOVERNING BODY	10	50,471.00	12,617.75	5,429.27	7,188.48
ADMINISTRATION	10	446,567.00	111,641.75	78,189.08	33,452.67
PUBLIC BUILDINGS	10	138,557.00	34,639.25	22,595.09	12,044.16
POLICE	10	438,373.00	109,593.25	64,720.62	44,872.63
BUILDING AND ZONING	10	107,506.00	26,876.50	5,292.50	21,584.00
PUBLIC WORKS	10	109,020.00	27,255.00	17,405.18	9,849.82
STREET	10	395,462.00	98,865.50	30,109.80	68,755.70
SANITATION	10	102,096.00	25,524.00	20,682.97	4,841.03
ENVIRON,CONS,REC	10	22,900.00	5,725.00	337.96	5,387.04
TOTAL EXPENSES GENERAL FUND		1,810,952.00	452,738.00	244,762.47	207,975.53

Dept Name	Fund #	Budget	YTD Budget	YTD Exp	Difference
WATER	30	344,041.00	86,010.25	29,236.90	56,773.35
TOTAL EXPENSES WATER FUND		344,041.00	86,010.25	29,236.90	56,773.35

TOTAL EXPENSES GENERAL & WATER FUNDS	\$2,154,993.00	\$538,748.25	\$273,999.37	\$264,748.88
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GENERAL FUND INCOME/LOSS - YTD **(\$81,527.61)**

WATER FUND INCOME/LOSS - YTD **\$53,685.67**

NET INCOME - YTD 2022 **(\$27,841.94)**

SPECIAL PROJECTS					
Project	Fund #	Budget	This Month Actual	Amount Spent To Date	% Spent
TOWN HALL	13	2,295,425.77	0.00	2,222,293.91	96.81%
PUBLIC WORKS BLDG	14	403,888.86	0.00	396,138.50	98.08%
FEMA-GREYBEARD	15	218,232.00	0.00	242,684.30	111.20%
FEMA-TEXAS ROAD	16	50,000.00	0.00	38,071.55	76.14%
FEMA-PROVIDENCE TERR	17	21,000.00	0.00	15,683.00	74.68%
FEMA-CALVIN TRAIL	20	30,000.00	0.00	13,490.57	44.97%
FEMA-CULVERT PROJECT	21	39,800.00	0.00	39,274.83	98.68%
FEMA-DEBRIS PROJECTS	22	3,200.00	0.00	0.00	0.00%
FEMA-URBAN FORESTRY 2018	23	10,000.00	0.00	841.28	8.41%
FEMA-URBAN FORESTRY 2019	24	10,114.00	0.00	2,352.41	23.26%
FEMA-MISC	25	183,943.00	1,175.00	57,060.03	31.02%
LANDCARE	26	750.00	0.00	49.95	6.66%
CARES ACT GRANT	27	9,697.06	0.00	3,828.57	39.48%
AMERICAN RESCUE PLAN ACT	28	138,633.39	0.00	0.00	0.00%
TOTAL SPECIAL PROJECTS		\$ 3,414,684.08	\$ 1,175.00	\$ 3,031,768.90	88.79%

ORDINANCE # 21-10-0001

AN ORDINANCE ESTABLISHING AN AD HOC COMPREHENSIVE PLAN UPDATE STEERING COMMITTEE

WHEREAS, in accordance with North Carolina §160D-501, the Town of Montreat finds it advisable and necessary to update, amend, or supplement its 2008 Comprehensive Plan; and

WHEREAS, The Montreat Board of Commissioners seeks to broaden public participation in the comprehensive planning process in a similar fashion to previous efforts where nine members of the community were selected representing diverse interests in Montreat; and

WHEREAS, Article III, section 308.3 (B) of the Montreat Zoning Ordinance vests responsibility in the Planning and Zoning Commission “To prepare, review, maintain, monitor and periodically update and recommend to the Board of Commissioners a comprehensive plan for the physical development of the Town...”

WHEREAS, North Carolina §160D-306 authorizes municipalities to establish “additional advisory boards;,”

NOW, THEREFORE, BE IT ORDAINED THAT THE BOARD OF COMMISSIONERS OF THE TOWN OF MONTREAT, NORTH CAROLINA: Authorizes and directs the Montreat Planning and Zoning Commission to select and appoint a Comprehensive Plan Update Steering Committee (“Steering Committee”) composed of nine members. One member of the Steering Committee shall be the Town Administrator, one member shall be a representative from the Mountain Retreat Association, one member shall be a representative from Montreat College, one member shall be from the Board of Commissioners. The remaining five members shall be full or part-time residents of the Town.

Section 1. The Steering Committee will report to the Planning and Zoning Commission, who will make a final recommendation to the Montreat Board of Commissioners. The Steering Committee will be appointed by November 30, 2021 and Planning and Zoning will endeavor to report to the Montreat Board of Commissioners by June 9, 2022.

Section 2. This ordinance shall become effective upon its adoption and approval.

FIRST READING: October 14th, 2021.

SECOND READING: November 11th, 2021.

READ, ADOPTED AND APPROVED this the 11th day of November 2021.

Tim Helms

Mayor

ATTEST:

I hereby certify this is a true and correct copy of this document, duly adopted by the Town of Montreat
on the ____ day of _____, 2021 as it appears of record in the official minutes.

Angie Murphy

Town Clerk

**TOWN OF MONTREAT
FISCAL YEAR 2022
BUDGET AMENDMENT # 3**

Be it ordained by the Town of Montreat Board of Commissioners that the following amendment be made to the Budget Ordinance for the fiscal year ending June 30, 2022.

Department(s): GOVERNING BODY & BUILDING AND ZONING

Purpose: To move money to the Building and Zoning department in order to pay for the Town of Montreat Comprehensive Plan update

Section 1. To amend the General Fund as follows:

Line Item	Account Number	Increase Change (DR)	Decrease Change (CR)	Amended Budget
CAPITAL OUTLAY	10-10-5400-730	\$10,000.00		\$40,000.00
SALARY CONTINGENCY	10-00-4100-332		\$10,000.00	\$160.00

Section 2. I certify that the accounting records provide for this budget amendment, and that the revenue source(s) are available:

Darlene Carrasquillo
Finance Officer

11-3-2021
Date

Section 3. Copies of this amendment shall be delivered to the Budget/Finance Officer and Town Auditor for their direction.

Adopted this _____ day of _____, _____.

Recorded and filed:

Budget Officer/Town Administrator

Date

Town Clerk

Date

**TOWN OF MONTREAT BOARD OF COMMISSIONERS
REQUEST FOR BOARD ACTION
Meeting Date: November 11, 2021**

SUBJECT: Comprehensive Plan Update Consultants

AGENDA INFORMATION:

Agenda Location: New Business
Item Number:
Department: Administration
Contact: Alex Carmichael
Presenter: Alex Carmichael

BRIEF SUMMARY:

Between September 15th and October 29th, the Town advertised a Request for Proposals (RFP) for professional planning services to assist in the update of our 2008 Comprehensive Plan. The Town received two bids in response. The bids are over the budgeted amount and staff recommends amending the budget to compensate for the bulk of that difference. Staff recommends awarding the bid to Nealon Planning and J.M. Teague Engineering and Planning.

RECOMMENDED MOTION AND REQUESTED ACTIONS:

Motion 1: Move to approve budget amendment #3 in the amount of \$10,000 for the comprehensive plan update.

Motion 2: Move to award the bid to Nealon Planning and J.M. Teague Engineering and Planning and to authorize the Mayor and Town Administrator to negotiate and sign the contract.

FUNDING SOURCE:

10-10-5400-730 Planning and Zoning Capital Outlay

ATTACHMENTS:

Proposal for a Comprehensive Plan Update: Nealon Planning and J.M. Teague Engineering and Planning

Envision Elon 2040: Town of Elon Future Comprehensive Land Use Plan

STAFF COMMENTS AND RECOMMENDATIONS:

Because this bid was solicited as a RFP for a service contract, it is assumed that the lowest cost bid is the best interest of the Town. Nealon Planning and J.M. Teague Engineering and Planning cast the lowest bid, at \$44,800 (with optional add on services.) The next bid was \$60,480 (with a reduced scope possibility of \$49,790.) The Town budgeted \$30,000 for this project.

Staff recommends moving \$10,000 from the Governing Body Department to the Planning and Zoning Department, and negotiating with Nealon Planning and J.M. Teague Engineering and Planning to reduce the cost to less than \$40,000.

Town of Montreat, NC

Proposal for a Comprehensive Plan Update



Submitted by **Nealon Planning** and **J.M. Teague Engineering & Planning**

nealon

J.M.
TEAGUE
Engineering & Planning
— Est. 2010 —

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Nealon Planning, PLLC
P.O. Box 2552
Hickory NC 28603
(704) 904-0219

October 29, 2021

Alex Carmichael
Town Administrator
1210 Montreat Road
Black Mountain, NC 28711

Re: Town of Montreat Comprehensive Plan Update

Dear Mr. Carmichael,

The Town of Montreat is well-positioned to create a shared vision for its future through the comprehensive land use planning process. A Comprehensive Plan provides the community with an opportunity to introduce fresh thoughts and perspectives while reinforcing the attributes that make Montreat such a unique and special place to live, work, and play.

Our team understands the importance of this planning process, recognizing that a sound Comprehensive Plan is an effective tool used for guiding the growth, redevelopment, and overall improvement of the community. We also understand Montreat and its neighbors, including Black Mountain and McDowell County, having worked on numerous projects in the area. Meg Nealon, our project manager, authored much of the 2008 Montreat Comprehensive Plan. This update to Montreat's Comprehensive Plan will be facilitated by our intimate knowledge of the current plan and how it was developed.

Our blend of local knowledge with extensive regional experience uniquely qualifies us for this assignment. Additionally, our staff have municipal government planning experience, which means we understand the demands placed on Town staff. We can help the Town of Montreat continue to provide quality services to residents and businesses.

We are excited about this opportunity to work with the Town of Montreat. Thank you in advance for your thoughtful consideration of our proposal. Please do not hesitate to contact us anytime. We look forward to our next conversation with you.

Sincerely,

A handwritten signature in blue ink that reads "Meg Nealon".

Meg Nealon, AICP, PLA
Community Planner & Landscape Architect
PROJECT MANAGER
megnealon@nealonplanning.com

A handwritten signature in black ink that reads "Kenny Armstrong".

Kenny Armstrong, AICP, CZO
Senior Transportation Planner
ASSOCIATE PROJECT MANAGER
kenny@jmteagueengineering.com

FIRM PROFILES



OFFICE LOCATION:

PO Box 2552
Hickory, NC 28603
(704) 904-0219

Nealon Planning is a woman-owned consultancy assisting clients who seek creative ideas to strategically manage change. Established by Meg Nealon, AICP, PLA, an experienced community planner and landscape architect, Nealon Planning approaches each project with the intent of defining a realistic vision for the future. Nealon Planning specializes in developing public policy and design solutions, considering how the natural and cultural heritage of each location can be leveraged to achieve economic stability. By balancing the desires of the community with the complexities of economic and environmental conditions, plans are created that are both aspirational and implementable.

SERVICES:

- Community Planning
- Land Use Planning
- Open Space Planning
- Urban Design
- Landscape Architecture



OFFICE LOCATION:

1155 North Main Street
Waynesville, NC 28786
(828) 456-8383

Located in nearby Haywood County, JMTE is a boutique transportation/traffic engineering and planning firm specializing in ADA accessibility, traffic studies, TIAs, community planning, land use plans, bicycle and pedestrian plans, and corridor studies. We approach each project with safety, connectivity, and context sensitivity. Founded in 2010, JMTE is licensed to practice engineering in NC, SC, GA, TN, VA, KY, and AL and prequalified by several DOTs. The engineers, planners, and technicians at JMTE embrace the need for safe, interconnected communities with inclusive policies in place that include a variety of transportation and development choices for everyone.

JMTE is registered with the NC Office of the Secretary of State (SoSID 1250668, formed 3/22/2012) and with the NC Board of Examiners for Engineers and Surveyors (License Number P-1054). Additionally, JMTE is an approved Small Professional Services Firm (SPSF) and received our most recent prequalification renewal letter from NCDOT on December 31, 2020. Our project team has no known conflicts of interest related to the performance of the anticipated scope of work.

SERVICES:

- ADA Transition Plans
- Parking Studies
- Corridor Studies
- Complete Streets Efforts
- Traffic Impact Analyses
- Meaningful Public Engagement
- Downtown Traffic Flow Assessments
- Bicycle & Pedestrian Planning
- Comprehensive Planning
- Small Area Planning
- GIS mapping
- Wayfinding

REFERENCES



Richard White, III

Town Manager
Carrboro, NC
[formerly Town Manager, Elon]
rwhite@townofcarrboro.org
(919) 918-7315

PROJECTS: Envision Elon 2040 Comprehensive Plan (2019)

Joshua Watkins

Planning Director
Cramerton, NC
[formerly Planning Director, Harrisburg]
jwatkins@cramerton.org
(704) 879-7637

PROJECTS: Harrisburg Area Land Use Plan (2010), Morehead West Area Plan (2017), Harrisburg Area Land Use Plan Update (2018)

Jayne Clifton

Community Development Director
McAlester, OK
jayme.clifton@cityofmcalester.com
(918) 423-9300

PROJECTS: Moving McAlester Forward Comprehensive Plan (2019)



Elizabeth Teague, AICP

Development Services Director
Waynesville, NC
eteague@waynesvillenc.gov
(828) 856-2004

PROJECTS: Waynesville Land Use Plan update (2019), Richland Creek Greenway Feasibility Study (2020), Traffic Calming Policy Implementation (ongoing)

Joy Garland

Town Administrator
Clyde, NC
joy.garland@townofclyde.com
(828) 627-2566

PROJECTS: Contract Planning Services (2018-2020), Chapter 160D Audit (2019), Stormwater Permit Review (2019), Powell Bill map certification (annual), On-Call GIS Mapping (ongoing)



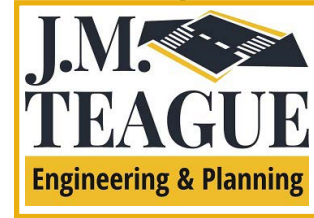
ORGANIZATIONAL CHART



PROJECT MANAGER



Meg Nealon, AICP, PLA
Community Planner & Landscape Architect
**Community Planning and
Landscape Architecture**



J. Mark Teague, PE
Owner & Principal Engineer
**Engineering & Principal
Oversight**

ASSOCIATE PROJECT MANAGER



David Hyder, PE
Engineering Director
Engineering



Kenny Armstrong, AICP, CZO
Senior Transportation Planner
**Land Use and
Transportation Planning**



Candace Hladick, LID
Transportation Planner
**Transportation Planning
and GIS Mapping**



Anna Sexton, CZO
Community Planner
**Land Use and
Transportation Planning**



Gerald Green, AICP
Executive Planner
Land Use Planning

PROJECT TEAM

PROJECT MANAGER



Meg Nealon, AICP, PLA | *Community Planner & Landscape Architect*

A community planner and landscape architect, Meg has been assisting clients in the public and private sectors with complex planning and design efforts for 25 years. She combines her analytical capabilities and knowledge with experience derived from a wide range of projects, which include plans that define sound public policies, establish regulatory frameworks, convey direction through scenario planning and conceptual design plans, initiate change with effective implementation strategies, and are based on inclusive public engagement programs. She has focused on comprehensive land use planning projects, corridor studies, small area plans, open space and public realm master plans, and community design standards, helping communities manage change while respecting the natural and cultural assets upon which their identities and economic opportunities are based.

Meg graduated from the University of Georgia with a Bachelor of Landscape Architecture in 1991 and from the University of North Carolina at Chapel Hill with a Master of City and Regional Planning in 1998. Prior to starting Nealon Planning, she was employed by a nationally-recognized land planning and urban design firm. She has served NC communities and the State as a member of several boards and commissions, including the North Carolina Board of Landscape Architects, Foothills Conservancy of North Carolina Board of Directors, Charlotte-Mecklenburg Planning Commission, City of Charlotte Historic District Commission, and the City of Hickory Appearance Commission.



Kenny Armstrong, AICP, CZO | *Senior Transportation Planner*

Kenny leads JMTE's planning department and a range of projects, with a primary focus on multimodal transportation planning, wayfinding sign design, accessibility and safety analyses, and strategic prioritization of land use. He has managed and assisted with multiple bicycle and pedestrian plans as well as land use, economic development, and transportation studies. Passionate about bicycling and pedestrian safety, many of Kenny's projects include recommendations for multimodal priorities, innovative parking standards, traffic calming, ADA compliance, greenway feasibility, and overall connectivity and accessibility. He earned a Bachelor's degree in Illustration from Ringling College of Art & Design and a Master of Public Administration degree from Western Carolina University. Kenny is currently working on Comprehensive Plans for the Town of Dillsboro, City of Eden, Henderson County, City of Creedmoor, and Nash County.



David Hyder, PE, CPM | *Engineering Director*

David makes sure every project promotes sustainable transportation options, smart growth strategies, and sound planning principles. He brings a wealth of knowledge and expertise to his role as Engineering Director. Prior to working at JMTE, David served in executive roles at Metropolitan Planning Organizations in some of the fastest growing regions in the Southeastern U.S. and led many successful projects. He is passionate about applying high quality data analysis and smart decision making processes to ensure successful outcomes. David earned Bachelors and Masters degrees in Civil Engineering from NC State University.



PROJECT TEAM



Candace Hladick | *Transportation Planner & GIS Specialist*

Candace has a wealth of experience coordinating with state DOTs, maintaining MUTCD compliance and navigating permitting processes. As JMTE's GIS Manager, she creates transportation, zoning and infrastructure maps to accompany comprehensive and master plans, greenway and recreation studies, traffic and crash studies, highway expansion projects, land use updates, wayfinding, and bicycle and pedestrian plans. Candace is skilled at creating safety-focused traffic control plans and detailed parking and roadway designs. She has also facilitated event logistics and shuttle routing for private and governmental clients. She will take the lead on all GIS mapping for the Montreat Comprehensive Plan project.



Anna Sexton, CZO | *Community Planner*

Anna's work focuses on policy analysis and development, transportation solutions, parking studies, housing policy, economic development, and land use. Anna brings experience working with all levels of government and a keen personal and professional understanding of area planning issues, further bolstered by serving on several resident-led city commissions in her hometown of Asheville. She works with clients to tailor public engagement strategies and develop the right tools for survey deployment and creative mapping exercises. She received her Master of Public Policy degree from Georgia State University. She is currently project manager for the Dillsboro Comprehensive Land Use Plan and Murphy Comprehensive Plan.



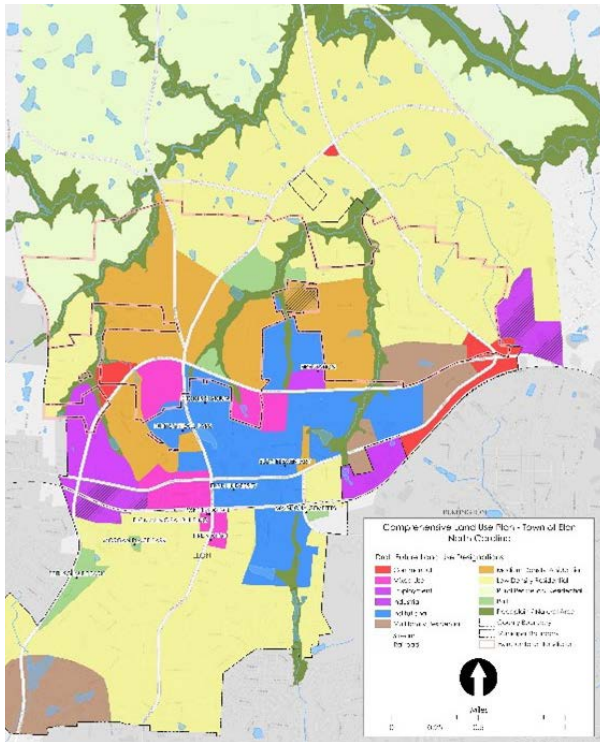
Gerald Green, AICP | *Executive Planner*

Gerald offers a career's worth of planning experience as JMTE's Executive Planner. Most recently he led Knoxville-Knox County Planning (formerly the Metropolitan Planning Commission) as their Executive Director. He has also worked as director of the Jackson County Planning Department in Sylva and was chief planner for the City of Asheville for 13 years. Gerald also owned a business that developed plans, ordinances, and projects that strengthened communities by respecting and enhancing the unique characteristics of each community. He is currently the project manager for the Town of Woodfin Comprehensive Plan.



J. Mark Teague, PE | *Principal Engineer*

Mark has more than 18 years of experience as a transportation engineer with NCDOT, working directly on roadway issues such as geometric design, pavement condition, pavement maintenance, roadway striping, work zone safety, shoulder design, and vehicle crash analysis on thousands of miles of roadway, both urban and rural, across 25 counties in NC. Since the founding of JMTE, Mark has built a successful traffic engineering and planning firm that is sought after by local government entities to complete traffic studies, wayfinding, pedestrian and parking studies, signal analysis, land use planning, and other projects. Mark is a licensed professional engineer and certified public manager in North Carolina. He also regularly provides expert witness testimony in litigation cases.



Envision Elon 2040 *Elon, NC*

CLIENT INFORMATION

Richard J. White, II
(former) Town Manager
Town of Elon
(828) 259-5602
rwhite@ashevillenc.gov

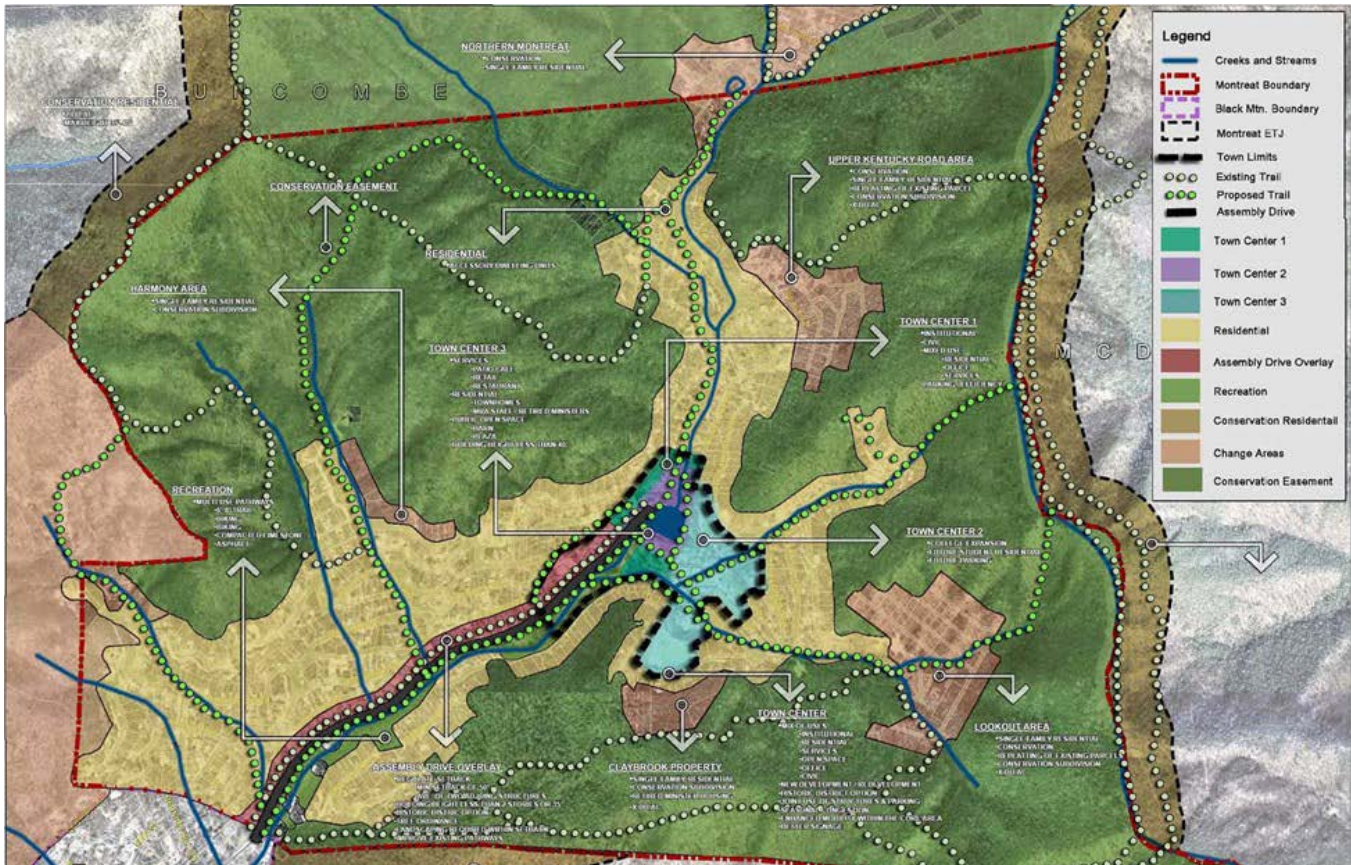
TIMEFRAME

2018

In the face of regional growth, the Town of Elon recognized the need for efficient use of available land, tax revenue generation that supports municipal infrastructure, and a high quality of life for the residents. To inform critical decisions pertaining to future growth and development, the town leaders chose to engage in a comprehensive land use planning process to establish a plan that defines a community-supported direction and identifies specific strategies to achieve desired results. The primary objective of the planning process was to help establish a workable, creative and dynamic plan that addresses transportation, future growth strategy, and future land use for the Town of Elon. Other objectives included fostering environmental practices for a more sustainable and economically viable community. This

plan replaces the Land Development Plan adopted in 2002. This plan acknowledges more current, post-recession circumstances, namely the residential development that has occurred with economic recovery and Elon University's expansion in accordance with its strategic growth plan (2016 Campus Master Plan). The resulting plan, Envision Elon 2040, anticipates growth-related issues and opportunities over the next 20 years and, guided by a set of community-supported goals, reflects the community's expectations and desires, defines a direction for future growth and development in and around Elon, and promotes a seamless relationship between the town and the university.

As project lead, Nealon's role included project management, land use analysis, directing GIS analysis, subarea conceptual design, land use and open space conservation frameworks, recommendations and implementation strategies, plan preparation, and presentations to the public and elected and appointed boards.



Montreat Comprehensive Plan* Montreat, NC

CLIENT INFORMATION

Ron Nalley
(former) Town Manager
Town of Montreat
(828) 625-9983x101
townmgr@townoflakelure.com

TIMEFRAME

2008

The comprehensive plan was developed for the Montreat community to better manage anticipated change in this small town that originated as a Presbyterian Church retreat. This mountain town in eastern Buncombe County was concerned with the impact of growth and development on its rural character and natural resources. Of particular concern was avoiding or mitigating impact on prominent views to ridgelines. The plan addresses a variety of issues, including character preservation, land use that complements the area's historic components (e.g. inn and conference center, cottages, Montreat College), access and circulation, and preservation of natural environment. The process involves input from a wide variety of interest groups, including second home owners, through a mail-delivered survey.

**Project completed while employed by LandDesign. Nealon's role included project management, land use analysis, conceptual development design, open space amenity definition, development of plan recommendations and implementation strategies, plan preparation, and presentations to elected and appointed boards.*



Lake Lure Comprehensive Plan* Lake Lure, NC

CLIENT INFORMATION

Shannon Baldwin
Community Development
Director
Town of Lake Lure
(828) 625-9983x107
cdd@townoflakelure.com

TIMEFRAME

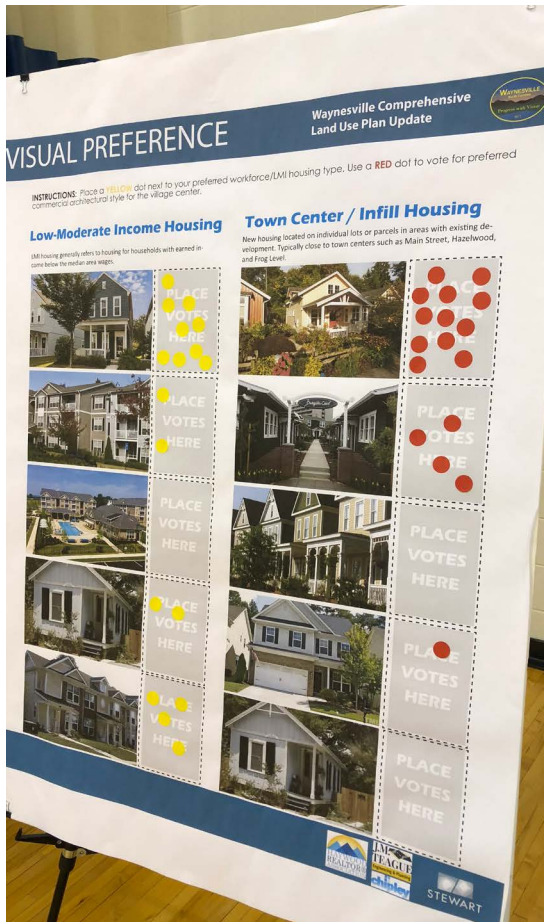
2007

In the North Carolina mountains just east of Asheville, Lake Lure is a historic mountain community valued for its wide range of recreational activities supported by a physically and ecologically diverse environment. As a thriving tourist destination with a strong second-home market, the town is changing at a rapid pace relative to other areas in Rutherford County. Concerned with the impact of growth and development and striving to preserve the character that makes the town so appealing to visitors and homebuyers, the town embarked on an effort to create a comprehensive plan with policies aimed at sensitively integrating a variety of residential and non-residential uses into the historic town and areas surrounding the lake. The plan also addresses the impact of new subdivisions on the environment and natural resources, including prominent views to ridgelines

that affect property values and the economy as well as infrastructure needs to support quality growth. In addition to land use, the plan addresses issues such as character preservation, access and circulation, lake use and water quality, views from scenic mountain byways, and natural resource conservation. The plan laid the groundwork for a Town Center Master Plan, a steep slope ordinance, conservation easements (Rumbling Bald Mountain), recreational improvements (mountain bike trails and rock climbing access), improved access to Chimney Rock State Park, better lake management, the introduction of a charter school within the community, and minimization of vacation rental impacts. The process involved input from a wide variety of interest groups, including second-home and rental-property owners.

**Project completed while employed by LandDesign. Nealon's role included project management, land use analysis, directing transportation analysis, development of plan recommendations and implementation strategies, plan preparation, and presentations to elected and appointed boards.*

PROJECT EXAMPLES



Land Use Plan Update *Waynesville, NC*

CLIENT INFORMATION

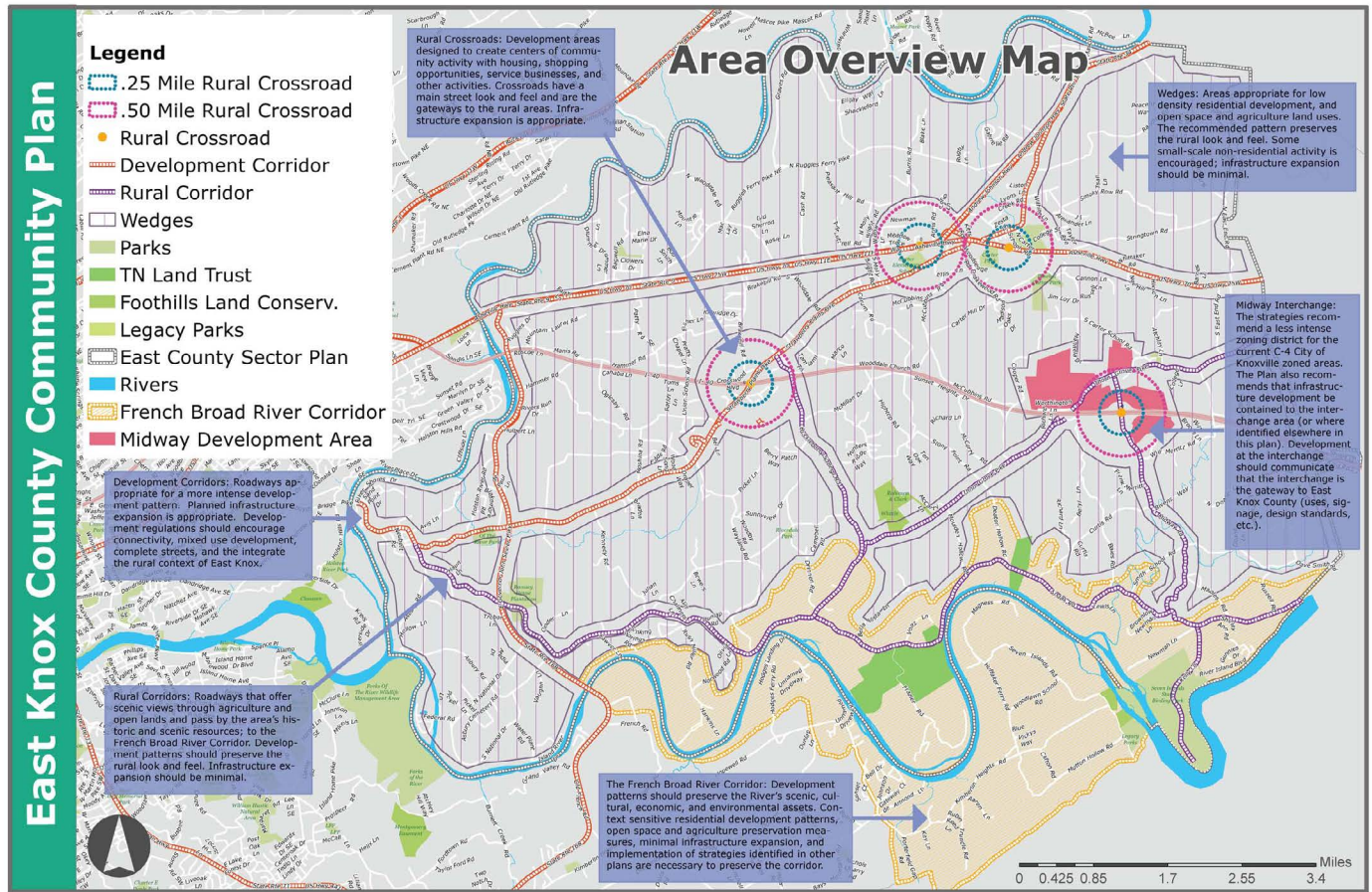
Jake Petrosky
Planning Manager
Stewart, Inc.
(919) 866-4812
jpetrosky@stewartinc.com

TIMEFRAME

2018-2019

JMTE worked with Stewart, Inc. on a Comprehensive Land Use Plan update for the Town of Waynesville. The plan provides policy guidance for development, subdivision and zoning standards, and the provisions of public services. JMTE supported steering committee meetings and public input workshops, focusing on developing the plan's context and transportation chapters. These included a breakdown of upcoming NCDOT roadway improvements in the area and how that might affect the adjacent land uses and overall connectivity, an overall safety and accessibility analysis, recommendations for Town policies and agency coordination, anticipation of future transportation technology (autonomous vehicles, mass transit, and electric scooters), and renderings of potential new greenway corridors. JMTE also provided a limited parking analysis and affordable housing policy framework and developed action plan items related to transportation and connectivity for implementation of plan recommendations.

PROJECT EXAMPLES



East Knox Community Plan *Knox County, TN*

CLIENT INFORMATION

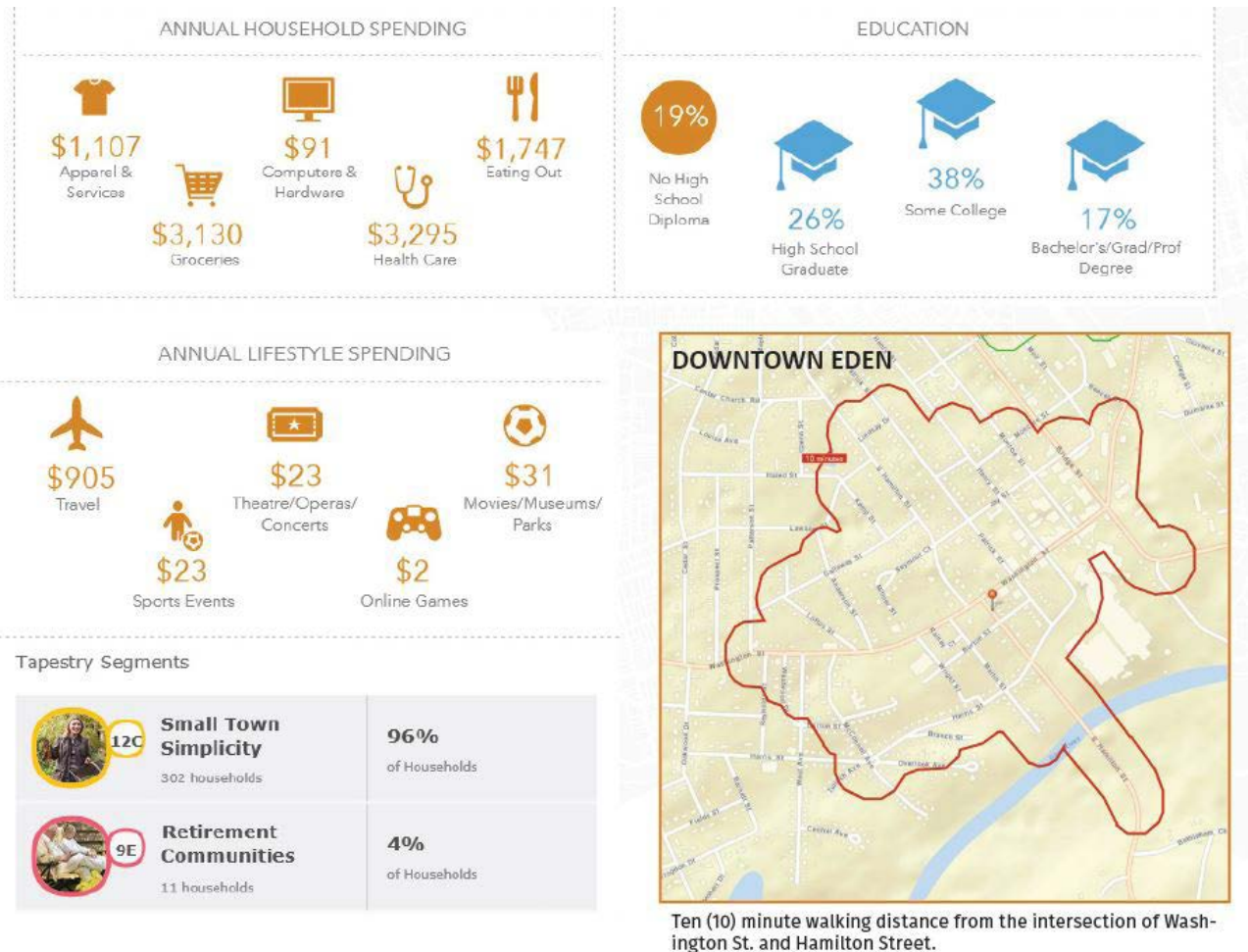
Amy Brooks
Interim Executive Director
Knoxville - Knox County Planning
(865) 215-4001
amy.brooks@knoxtrans.org

TIMEFRAME

2016-2017

JMTE worked with the Knoxville-Knox County MPC on this strategic framework for rural East Knox County, which brings together the best targeted growth and rural preservation strategies. The plan established action areas to preserve the area's rural identity, while improving livability, prioritizing infrastructure investment, and providing the public with the opportunity to participate in shaping the community's future. This included finding ways to achieve the intent of the existing agricultural zoning district, creating a new rural residential district, finding ways to preserve the river buffer, and directing development to key crossroads and corridors. Tourism-oriented action items were also developed.

PROJECT EXAMPLES



Community Vision Plan *Eden, NC*

CLIENT INFORMATION

Kelly Stultz, AICP
Planning Director
City of Eden
(336) 623-2110
kstultz@edennc.us

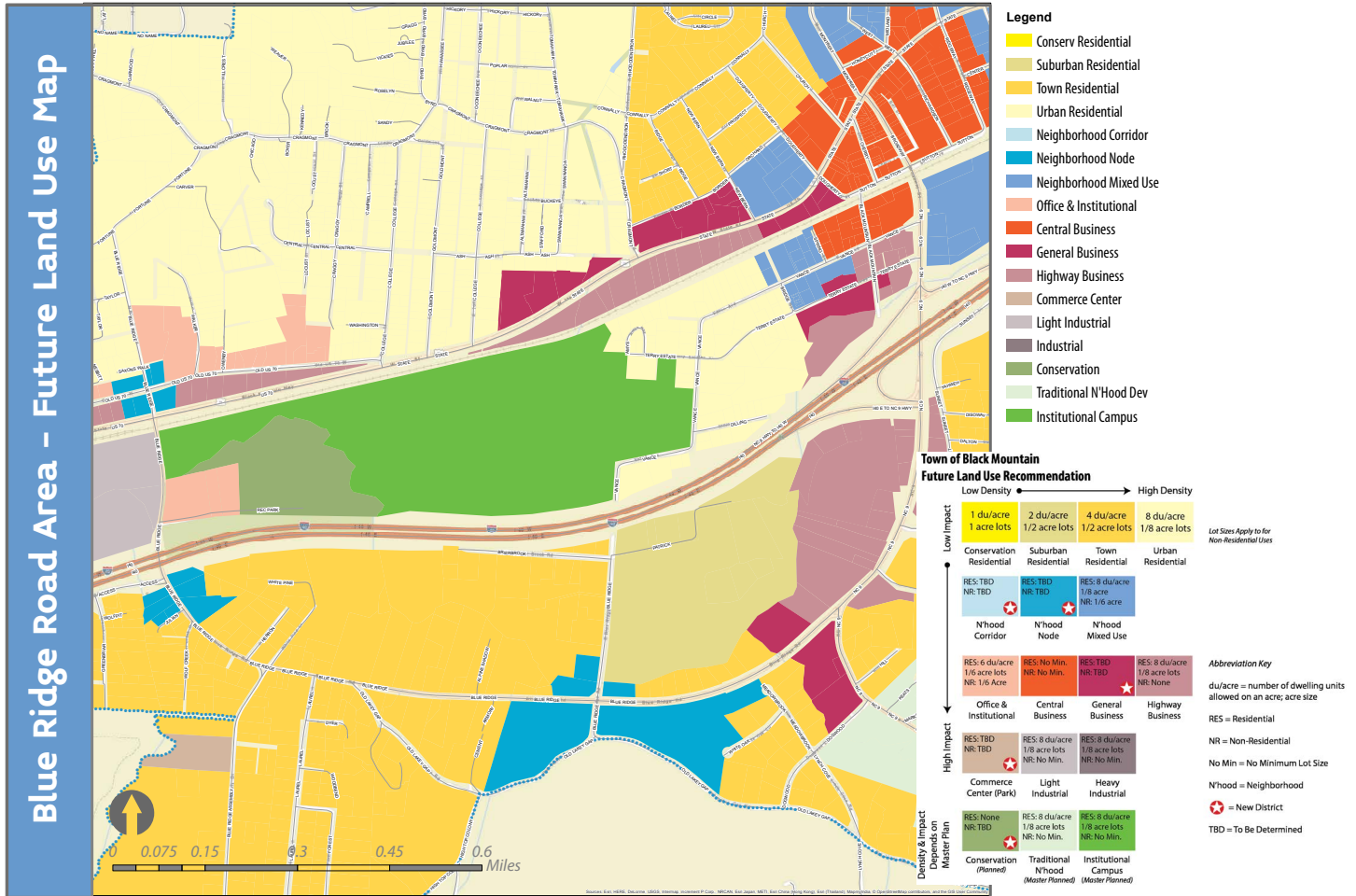
TIMEFRAME

2016

JMTE developed a comprehensive strategic vision planning document for the City of Eden, NC, compiling health impact assessment and economic development recommendations into a downtown revitalization tool, with strategies to support infill development, education, and industrial uses. This process involved numerous stakeholder group interviews, broad community input workshops, and dedicated support from city officials and policymakers. The plan established a community mission, vision, and values that underpin its priorities for future funding; the recommended action items were designed as a short-term strategic investment initiative, with implementation guidance and a process for evaluating progress. Several other consultant firms were involved with the project's economic development analysis, health impact assessment, and public involvement strategy.

JMTE has recently partnered with the City to complete a City Comprehensive Plan in 2021-2022.

PROJECT EXAMPLES



Future Land Use Map *Black Mountain, NC*

A number of land development changes led the Town of Black Mountain to evaluate its future land development patterns. Working with the community in 2016, JMTE developed and presented a series of future land use patterns to increase residential housing availability, buffer incompatible development districts, prepare for land use changes near a scheduled I-40 interchange, respond to Montreat College's campus expansion, and integrate a new light industrial commerce park. Project work included steering committee coordination, community meetings, GIS mapping, and Land Development Ordinance Update recommendations.

CLIENT INFORMATION

Josh Harrold, AICP, CFM, CZO
Town Manager
(828) 419-9300
josh.harrold@townofblackmountain.org

TIMEFRAME

2016-2017

Comprehensive Plan & Corridor Study

Laurel Park, NC

In 2015, JMTE worked with the Town of Laurel Park, NC, to develop a Comprehensive Plan and update the Land Use Ordinance. JMTE defined future land use options and measured each scenario's economic impact and how well each met the Town's goals, particularly as they relate to younger generations. Recommendations included a Town Center district with a dense commercial and residential pattern, a focus on walkability and connectivity, and the recommendation for a Mountainside Mixed-Use District (MMU). The MMU promotes a mix of residential and small-scale commercial activity along the proposed Ecusta Trail.

This work was translated into a 2017 Corridor Study of US-64 through Laurel Park. JMTE worked with Teresa Buckwalter of Mosaic Civic Studio on a comprehensive economic development and transportation study for the area, with specific action items and community investment tools. The project team developed renderings of the central commercial area's expanded retail potential and other areas along the corridor.



CLIENT INFORMATION

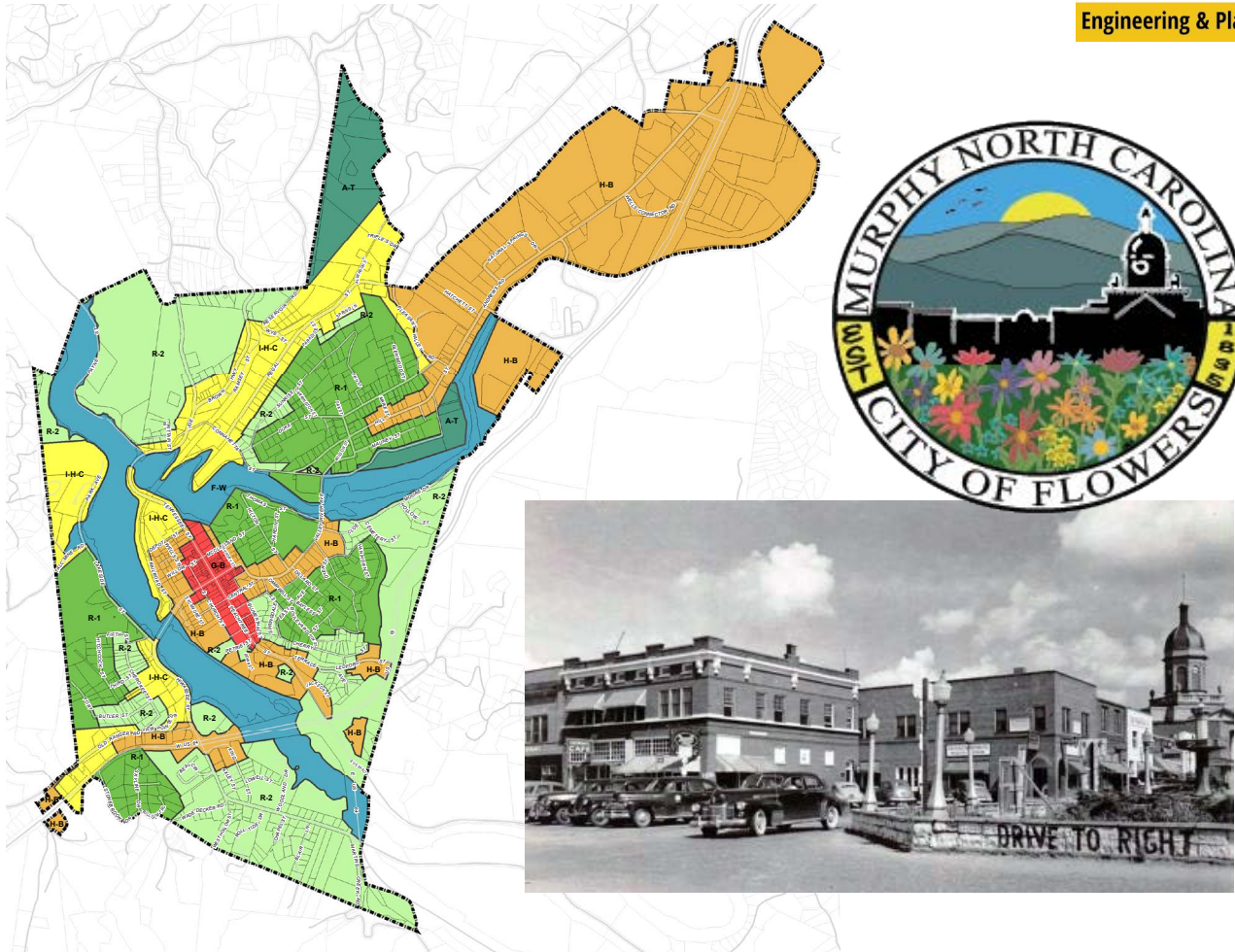
Christopher Todd
 Town Manager
 Town of Laurel Park, NC
 (828) 693-4840
ctodd@laurelpark.org

TIMEFRAME

2016-2017

**While Mr. Todd was not Town Manager at the time of this project, he should be the primary contact for the Town.*

PROJECT EXAMPLES



Chapter 160D Ordinance Audit & Implementation *Murphy, NC*

CLIENT INFORMATION

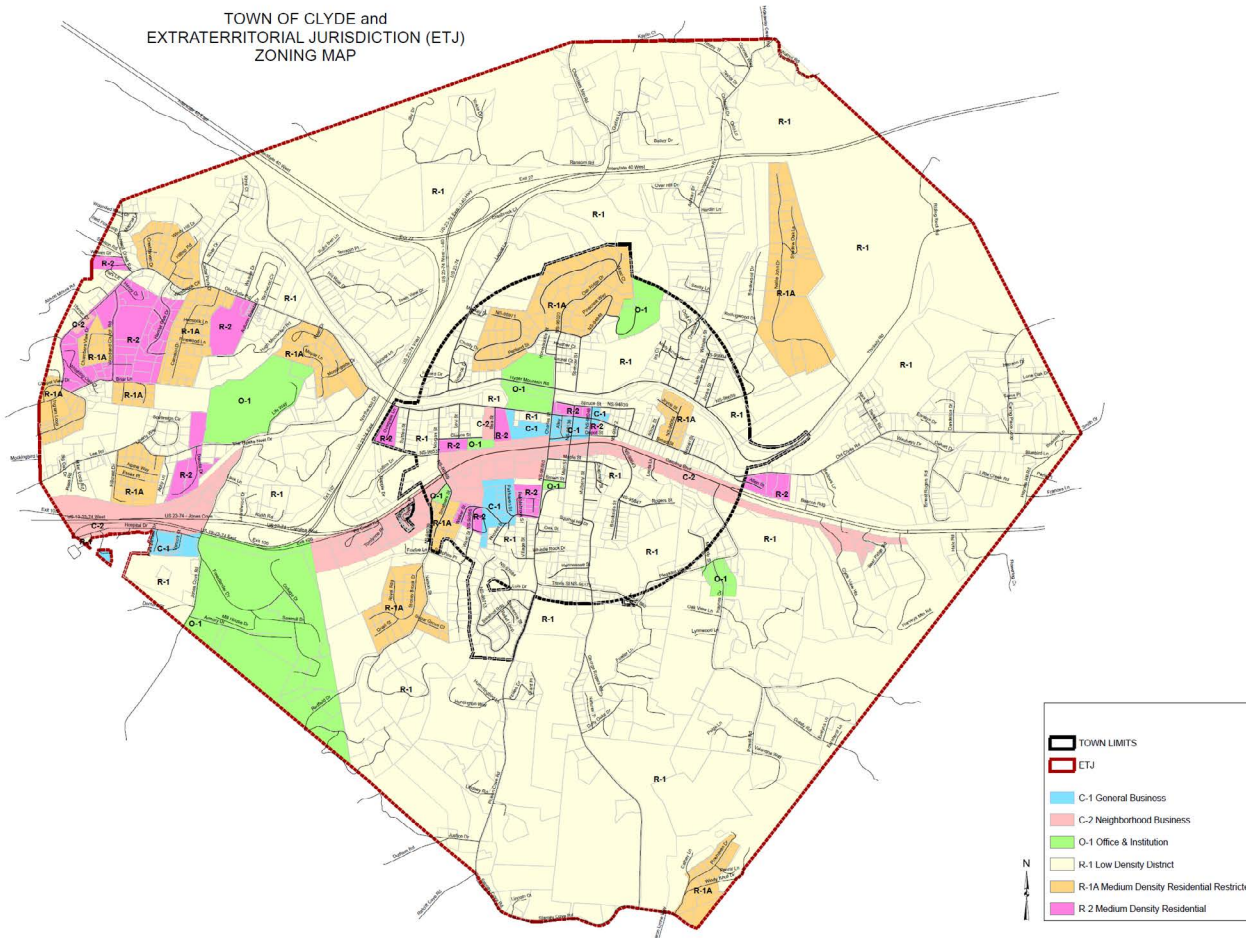
Chad Simons
Town Manager
Murphy, NC
(828) 837-2510
manager@townof
murphync.com

TIMEFRAME

2020 - 2021

JMTE conducted a comprehensive audit and implementation strategy to assess compliance with new state provisions required under North Carolina General Statutes 160D. This project necessitated completion of two distinct phases: 1) a review/audit of relevant Town documents and ordinances and 2) assisting the Town with the implementation of any mandatory statutory provisions. JMTE created a customized implementation worksheet based on the audit's findings that specified changes to be made, how changes should be implemented, and designated the party responsible for implementing each necessary change. JMTE utilized Chapter 160D resources made available by the UNC-Chapel Hill School of Government to determine if and what Town ordinance language, in addition to Town policies and procedures, needed to be updated for compliance.

Now, JMTE is under contract to develop Murphy's first Comprehensive Plan. This project is underway.



On-Call GIS Mapping Services *Clyde, NC*

CLIENT INFORMATION

Joy Garland
Town Administrator
Clyde, NC
(828) 627-2566
joy.garland@townofclyde.com

TIMEFRAME

Ongoing

JMTE worked with the Town of Clyde to conduct a comprehensive audit of Town ordinances to assess compliance with new state provisions required under North Carolina General Statutes 160D. JMTE worked with the Town to update its ordinances, while also providing regular planning services (permit application review, Planning Board training, subdivision review, updating development-related applications and forms, and responding to zoning inquiries from the public.

Now, JMTE is under contract to support the Town with on-call GIS mapping services, which can range from individual projects to official zoning map changes. JMTE also provides annual Powell Bill map certification for the Town.

OUR APPROACH

We understand that the Town of Montreat is committed to undertaking a comprehensive land use planning process in to create a shared long-range vision for the community, identify challenges and opportunities with the status quo, guide land use, zoning and policy decisions, and meet new state legislation requirements. We approach the Montreat Comprehensive Plan project with a process informed by data, best planning and design practices, unparalleled familiarity with the region, and experience working with small towns, including many in Western NC.

We are committed to thoughtful, realistic, and fiscally achievable results that support Montreat's established long-term vision, using our information gathering and analyses in conjunction with community input to build a comprehensive land use plan that is sensitive to the town's character and needs. The Montreat Comprehensive Plan will reinforce the town's strengths and acknowledge its proud history and small-town, mountain character.

We specialize in working with the small communities of WNC is unmatched, and we understand that projects such as comprehensive plans can be a substantial financial undertaking. Our project manager, Meg Nealon, prepared the 2008 Montreat Comprehensive Plan. Her experience with Montreat will save time and money because she is already familiar with the community. We will work together with Town staff to create a project schedule and scope of work that is customized to meet Montreat's expectations.

We will involve residents, business owners, and other stakeholders using engaging and transparent methods to provide the public with multiple opportunities to ask questions, voice concerns, and be part of the process. This collaborative process will yield a Comprehensive Plan that contains strategies to guide land use regulations, promote economic development, and direct services. Ultimately, the Montreat Comprehensive Plan will organize decision-making factors for a variety of challenges and ensure that a plan is in place to justify those decisions and offer reasoning and forethought behind legislative actions and development approval.



SCOPE OF WORK

(REDUCED FOR EXPEDITED, STRATEGIC APPROACH)

This scope describes an integrated strategy for updating Town's Plan to guide land use, development, and associated implementation measures in the community over the 10- to 20-year planning horizon. The scope includes three phases: (1) Discovery, (2) Plan Development, and (3) Direction & Documentation, each with a number of specific tasks that the project team will carry out with the Town's staff to successfully complete the project.



OUR APPROACH

Phase 1: Discovery

1.1 Project Initiation and Ongoing Coordination

1.1.1. **Client Kickoff meeting** - To begin the planning process, the Consultant will hold a kick-off meeting with the Client. This informal gathering provides an opportunity for Town staff, elected officials, and the Consultant to become better acquainted, review the draft project schedule and potential meeting dates, and discuss data to be acquired. (Refer to Tasks 1.2 and 1.3.) A discussion of the group's initial thoughts regarding issues and opportunities will be followed by a discussion of project objectives and expectations.



Our kickoff meeting will engage Town staff and key stakeholders, setting the planning process in motion.

- 1.1.2. **Study Area Tour** - A tour of the area, that can be scheduled to follow the kick-off meeting, will strengthen the Consultant's understanding of conditions and stimulate ideas to explore during the planning process. This tour should include the Town staff and others with knowledge of local planning issues. This sharing of insights will reveal important local conditions and issues that may not be immediately apparent. *Note: The Client will be responsible for arranging transportation for those participating in the study area tour.*
- 1.1.3. **Community Kickoff** - After the tour, the Consultant team will attend a public meeting to be introduced to the community and share highlights of the process.
- 1.1.4. **Coordination** - Throughout the process, the Consultant's Project Managers will participate in general coordination meetings (up to 4) and conference calls (up to 12) with the Client Project Manager to discuss matters related to the plan: schedule, data issues, upcoming public involvement activities, deliverables, etc. The Consultant will use Dropbox and GoToMeeting to enhance coordination efforts.

1.2 Project Schedule and Community Engagement Strategy

- 1.2.1 **Project Schedule** - The Consultant will develop a simple project schedule at the beginning of the process. The document will be designed so staff can update it as needed. It will indicate the duration of project phases, sequence of activities, and general targets for public meeting dates.
- 1.2.2 **Community Engagement Strategy** - To engage, educate, and solicit input from the community during the planning process, the Consultant will share with Town staff a community engagement strategy for involving a variety of stakeholders including elected and appointed officials, property owners, business interests, community groups, institutions, and the general public.
- 1.2.3 **OPTIONAL: Community Engagement Strategy (CES) Implementation** - *The Engagement Strategy outlines a menu of options. In addition to the public forums, the Consultant can work with the Client to support selected community engagement activities at the Client's request. (An hourly budget is suggested in the Fee Proposal for such support.)*

OUR APPROACH

Potential CES Menu of Options

Website – Provide information and documents that will be suitable for posting on the Town's website, including the following: project schedule, presentations, flash polls, and draft plan documents.

Surveys – Develop an online survey to discover what matters to the community.

Social Media – Develop a social media strategy to engage and broaden the project audience, keeping the public up to date on the process. Postings can link to flash polls, engagement questions, and other information and updates on the project website.

Pop-up Events – Host and/or provide project summaries for booths at community events.

Town Newsletter Updates and Press Releases – Updates and announcements about the project for distribution to the citizenry and local media.

Utility Mailers – Close the communications loop with utility inserts to inform residents of progress.

Focus Groups on Targeted Topics – Conduct focus groups on targeted topics with various audiences.

Community Roundtables on Emerging Issues – Facilitate community roundtable discussions on emerging issues.

Project Update Videos – Produce several short project update videos for an additional cost, as desired. This can be a particularly effective way to engage community stakeholders and raise the profile of the project.

Project Branding – The Consultant can develop a project logo and other project branding materials for an additional cost, as desired.



Our team will tailor a community engagement plan to the Town of Montreat's specific needs, goals, and demographics.

1.3 Data Collection & Plan Review

- 1.3.1 At project initiation, the Client will provide maps to the Consultant that feature the following: existing land use; environmental constraints; parks, protected lands, and other open space; infrastructure (roads, utilities, sidewalks/trails, power lines, gas lines, etc.); vacant, underutilized, and publicly-owned parcels; and approved development.
- 1.3.2 The Consultant will review adopted plans and studies to gain a better understanding of the

OUR APPROACH

policies in place that are shaping growth and influencing development, redevelopment, investments and other changes in the study area. Reviewing these documents will help the Consultant identify and acknowledge goals, objectives, and recommendations that will inform the update to the Plan.

1.3.3 OPTIONAL: *The Consultant can gather GIS data necessary for the creation of the Plan, particularly for the mapping and analyses conducted to assess the existing conditions at a high level. The Consultant can prepare a data inventory, specifying data that are readily available from the Client as well as state, regional, and local agencies, and defining the types and formats of data to be acquired. This inventory can be provided to the Client, as the Client will assist the Consultant in identifying and obtaining such data. Mapping of existing conditions can then be completed by the Consultant.*

1.4 Existing Conditions Assessment

The Consultant will prepare a document that highlights the most important existing conditions of the study area provided by the Client. With assistance from the Steering Committee, the Client will be encouraged to determine the “headlines,” or the major issues and opportunities facing the Town today. All such headlines should be supported with data collected by the Client as well as community input gathered through the process to date (i.e., focus group discussions, survey, etc.). The assessment of existing conditions is not intended to be a thorough documentation of all conditions. It simply spotlights the issues and opportunities that should drive the direction of the plan. A PowerPoint presentation of up to 10 slides will be prepared with assistance from the Client to summarize the major points. This presentation will be suitable for use by the Town and as a PDF available on the Town’s website. Topics may include but not be limited to the following: recent development activity, job creation, population growth, access to services, transportation, utilities, open space conservation, recreation, and cultural assets.

Phase 2: Plan Development



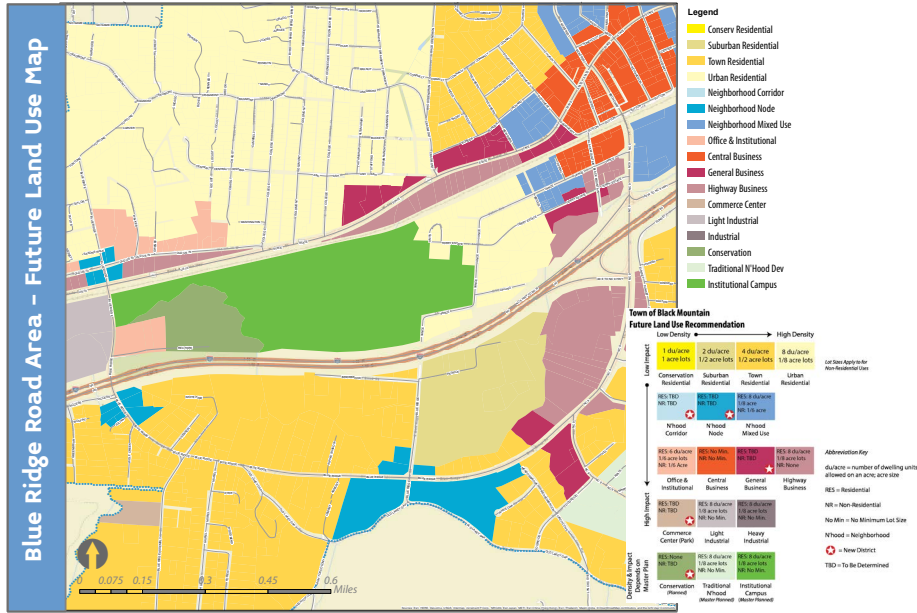
2.1 Land Use Alternatives

The Consultant will develop up to two future land use plan options for the study area that represent (1) a future development pattern based on existing trends given the current circumstances, and (2) a new policy direction based on the assessment of the area completed in Phase 1. The focus of this work will be on determining the highest and best use of property based on current and future infrastructure, as well appropriate areas for future growth and suitable areas for residential development. To build on previous community-supported efforts, this concept will also reflect the relevant recommendations of recently adopted plans.

2.2 OPTIONAL: Subarea Concepts

One of the most helpful ways of communicating the spirit of the plan is by demonstrating the results of putting it into action. To this end, the Consultant can also prepare up to three conceptual subarea plans. Each subarea plan will conceptually illustrate development design at that specific location. At this level of detail, the Consultant can graphically express more specific ideas pertaining to building form, mixture of uses, infill development approaches, street pattern and streetscape, parks and open space, etc.

OUR APPROACH



Land use reflects the desired future development pattern in a given area. The Nealon Planning team will work with the Town to evaluate its future land development patterns and develop possible land use alternatives, creating a shared vision for Montreat's possible future.

2.3 Community Workshop & Public Forum: Bring the Vision into Focus

The Consultant will facilitate a workshop in Town. The event will include opportunities for Consultant interaction with the community members and various stakeholders. The purpose of the event is to do the following:

- Evaluate the initial Future Land Use Concept, develop and evaluate alternatives, and arrive at a preferred Future Land Use Plan map; and
- Prepare (optional, see Task 2.2) conceptual subarea plans.

Note: Products of the workshop will be provided in draft form at the conclusion of the workshop and will be finalized following the second public forum.

At the conclusion of the workshop, the Consultant will help facilitate a public forum to summarize the activities and input of the full-day event. We will seek additional feedback on the refined alternative.

Phase 3: Direction & Documentation

3.1 Policy Recommendations & Implementation Strategies

The Consultant will draft a set of policy recommendations and strategies tailored to meet the needs and expectations of the Town. The recommended policies will be supported by a preliminary set of short- and long-term implementation strategies documented in the form of a “toolbox” that can be employed at the local level as well as opportunities for regional coordination, private sector participation, and opportunities for partners (i.e., neighboring jurisdictions and area institutions, agencies, and organizations) to advance implementation. The toolbox may include an assortment of ideas, such as regulatory and incentive-based tools, capital needs, funding mechanisms, model ordinance provisions, programs that foster local government collaboration, and programs that attract private investment, particularly catalyst projects. The Consultant will draw on best practices in North Carolina and across the U.S. to ensure that a broad range of creative ideas are considered in response to Town’s needs.

OUR APPROACH

3.2 OPTIONAL: Public Forum - Realizing the Vision

The Consultant can help facilitate a public forum to present the Future Land Use Plan map (Preferred Alternative) along with recommendations and implementation strategies.

3.3 OPTIONAL: Action Plan

The Consultant can further assist the Client by creating an Action Plan that translates the plan into community-supported initiatives and defines which steps are to be carried out in the short term and which are best suited for longer-term implementation. A key takeaway would be priorities the staff and Consultant identify. The strategies included will be based on the type and number of implementation projects that can reasonably be transacted each year by the Town and its partners. The Action Plan would serve as an effective tool for guiding the implementation activities, measuring progress, and recording successes.

3.4 Production / Presentation of the Plan

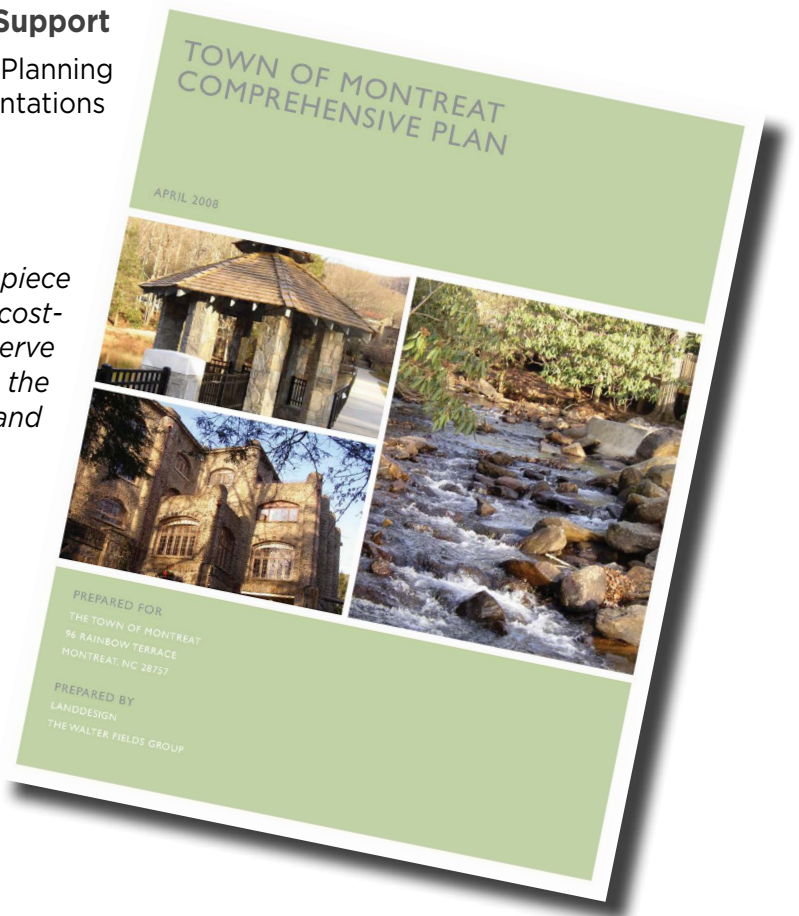
The Consultant will produce a user-friendly document that will help facilitate plan implementation. The first draft will be intended for review by the Client and Advisory Committee. A second draft, the "Public Draft," will incorporate feedback on the first draft and will be delivered to the Client in electronic form for distribution via the web site. Following an adequate review period, the Client will compile a single set of public review comments and deliver it to the Consultant. Once appropriate approval is gained, we will develop the third/final version of the plan document.

3.5 Board Review and Plan Adoption Support

The Consultant will make presentations to the Planning Board and Town Council (up to two presentations total) as part of the adoption process.

3.6 OPTIONAL: Executive Summary

The Consultant can design this illustrative piece in order to be produced by the Client in a cost-effective manner. The end product would serve as a marketing tool for the implementers of the plan, helping them "sell" others on the vision and methods for achieving it.



OUR APPROACH

Deliverables:

Phase 1: Discovery

- Project Schedule (*PPT and PDF format*)
- Community Engagement Strategy (*PDF format*)
- Optional: Community Engagement Support, as determined by the Client
- Existing Conditions Summary (*PPT and PDF format*)
- Optional: Existing Conditions Maps (*hard copy displays and PDF format*)

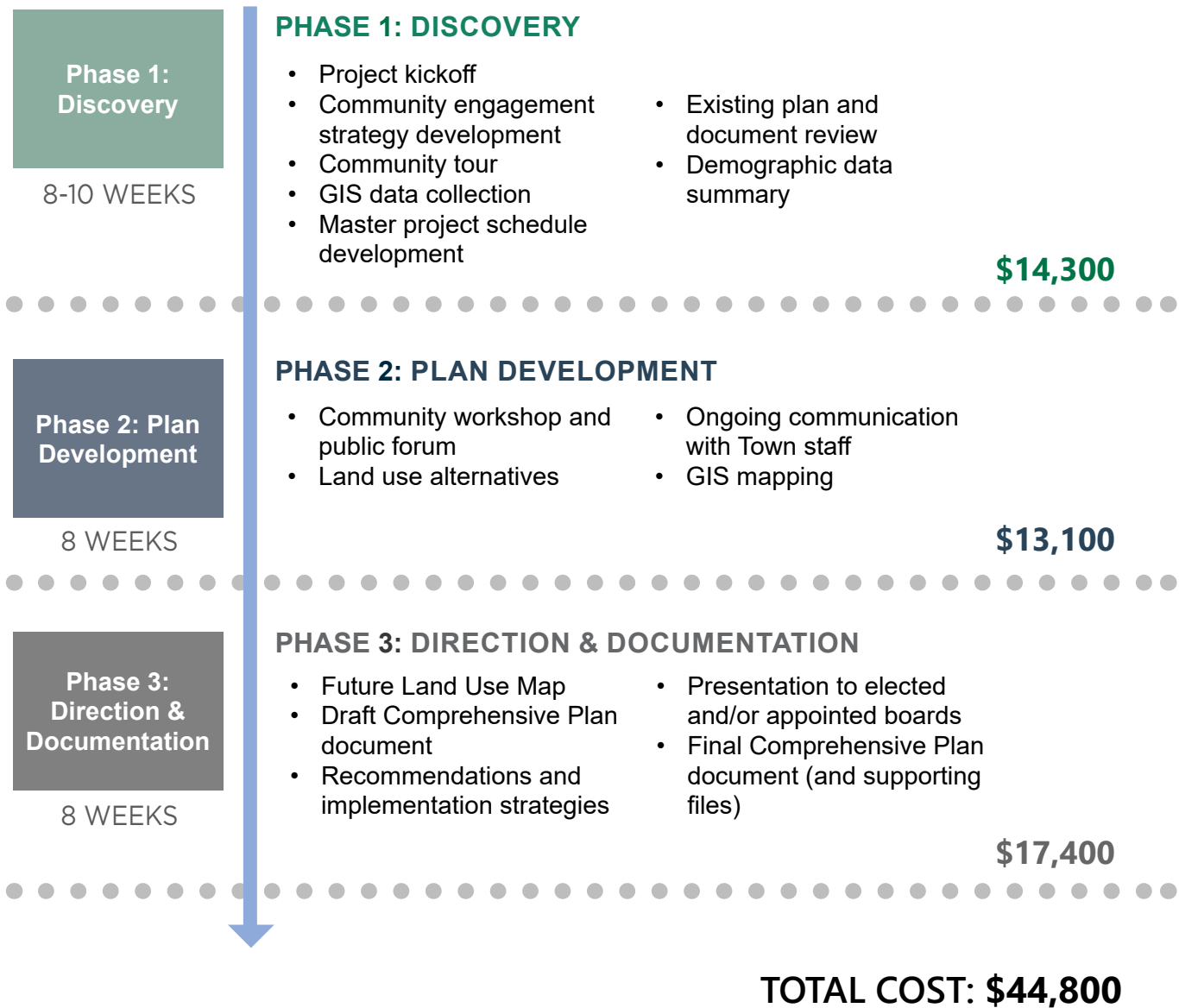
Phase 2: Plan Development

- Initial Future Land Use Alternatives (*PDF format*)
- Optional: Subarea Concepts (*PDF and JPEG formats*)
- Draft and Final Preferred Alternative (*PDF or JPEG format*)
- Optional: Draft and Final Subarea Concepts (*PDF or JPEG format*)

Phase 3: Direction & Documentation

- Draft Recommendations and Strategies (*MS Word format*)
- Optional: Action Plan (*MS Excel and PDF formats*)
- Draft and Final Plan Documents (*MS Word, PDF, and INDD formats*)
- Images in Plan (*JPEG, PNG, and PDF format*)
- GIS map files (*ArcMAP 10 format*)
- Optional: Draft and Final Executive Summary Document (*PDF and INDD formats*)
- Optional: The Executive Summary can also be produced as a flip book and/or a video for the Town's website.

PROJECT SCHEDULE & BUDGET

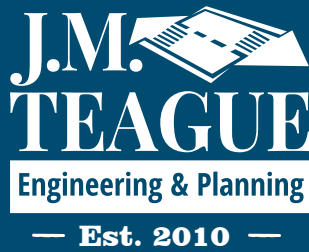


*This budget represents the Expedited, Strategic Approach to the Town of Montreat Comprehensive Plan Update. Note that there are several **optional** tasks throughout the "Our Approach" section. If the Town wants to include these elements in the project scope, additional fees will be incurred.*

The overall cost of the Montreat Comprehensive Plan Update project will ultimately depend on elements and tasks delineated in the final project scope and contract. JMTE recognizes the limitations of small town budgets and is prepared to revise our scope to fit Montreat's budget.



nealon



ENVISION
ELON
2040

Town of Elon Future Comprehensive Land Use Plan

Adopted
February 12, 2019



ACKNOWLEDGEMENTS

Envision Elon 2040 was created over a period of eight months and involved many individuals and organizations, including those listed below. The town is especially grateful to the Advisory Committee members, who devoted a significant amount of time and effort to the process. Their insights and thoughtful input helped shape Envision Elon 2040 into a plan that is tailored to address the anticipated opportunities and needs of the Town of Elon community.

BOARD OF ALDERMEN

Jerry Tolley, Mayor
Ron Klepcyk, Mayor Pro Tem
Mark Greene
Davis Montgomery
John Peterson
Emily Sharpe

PLANNING & ZONING BOARD

Jim Beasley, Chairman
Monti Allison
Clark Bennett
Zandrell Bradsher
Diane Gill
Robert Harris
Mark Podolle
Ralph Harwood, Alternate

ADVISORY COMMITTEE

Monti Allison, Planning Board
Brad Moore, Elon University
Sue Brown, Resident
Robert (Bob) Harris, Planning Board
Ralph Harwood, Planning Board
Janet McFall, Elon University
Quinn Ray, Resident/Tangent Eat+Bar
Henry Richardson, Resident
Emily Sharpe, Alderwoman
Phil Smith, The Oak House

TOWN STAFF

Richard J. White III, Town Manager
Pamela Graham, Assistant Town Manager / Planning Director
DiAnne Enoch, Town Clerk
Kathleen Patterson, Downtown Development Administrator
Phyllis Creech, Recreation and Parks Administrator
Josh Johnson, Town Engineer (Alley, Williams, Carmen, & King)
Patricia Patterson, GIS Specialist



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ABOUT THIS PLAN

In the face of regional growth, the Town of Elon recognized the need for efficient use of available land, tax revenue generation that supports municipal infrastructure, and a high quality of life for the residents. To inform critical decisions pertaining to future growth and development, the town leaders chose to engage in a comprehensive land use planning process to establish a comprehensive plan that defines a community-supported direction and identifies specific strategies to achieve desired results. The primary objective of the planning process was to help establish a workable, creative and dynamic plan that addresses transportation, future growth strategy, and future land use for the Town of Elon. Other objectives included fostering environmental practices for a more sustainable and economically viable community.

This plan replaces the Land Development Plan adopted in 2002. Since then, the U.S. has emerged from the Great Recession. This plan acknowledges more current circumstances, namely the residential development that has occurred with the economic

recovery and Elon University's expansion in accordance with its strategic growth plan (2016 Campus Master Plan).

The resulting plan, Envision Elon 2040, anticipates growth-related issues and opportunities over the next 20 years and, guided by a set of community-supported goals, reflects the community's expectations and desires, and defines a direction for future growth and development in and around the Town of Elon. It is a policy document to guide decisions of town staff, appointed and elected officials, developers, and others involved in local development-related activities and conservation efforts. The plan is also intended to facilitate collaboration and coordination between the town and potential partners. The goals expressed in the plan can help the town identify opportunities for collaborating with neighboring jurisdictions, area agencies, and the private sector. Strategies outlined in the plan can inform efforts to align regulations and public investments, leverage available resources, and effectively manage change to achieve shared goals. The plan should be updated every five years.

THE PLANNING AREA

The Planning Area encompasses 11.5 square miles. It is comprised of the area within the town's municipal limits as well as its extraterritorial jurisdiction (ETJ), where the town has planning and zoning authority. The land that lies north of the ETJ is an unincorporated area of Alamance County that is relatively undeveloped and is occupied by several parcels in agricultural use. It is also the location of a 72-acre parcel owned by the town, which motivated the town to include this land in the Planning Area delineated for this study (see Figure 1, Planning Area Map).

At right: Present-day view of the town-owned 72-acre parcel that marks the northern boundary of the Planning Area. The lands to the north are characterized by sparse development and agricultural and forestry uses.



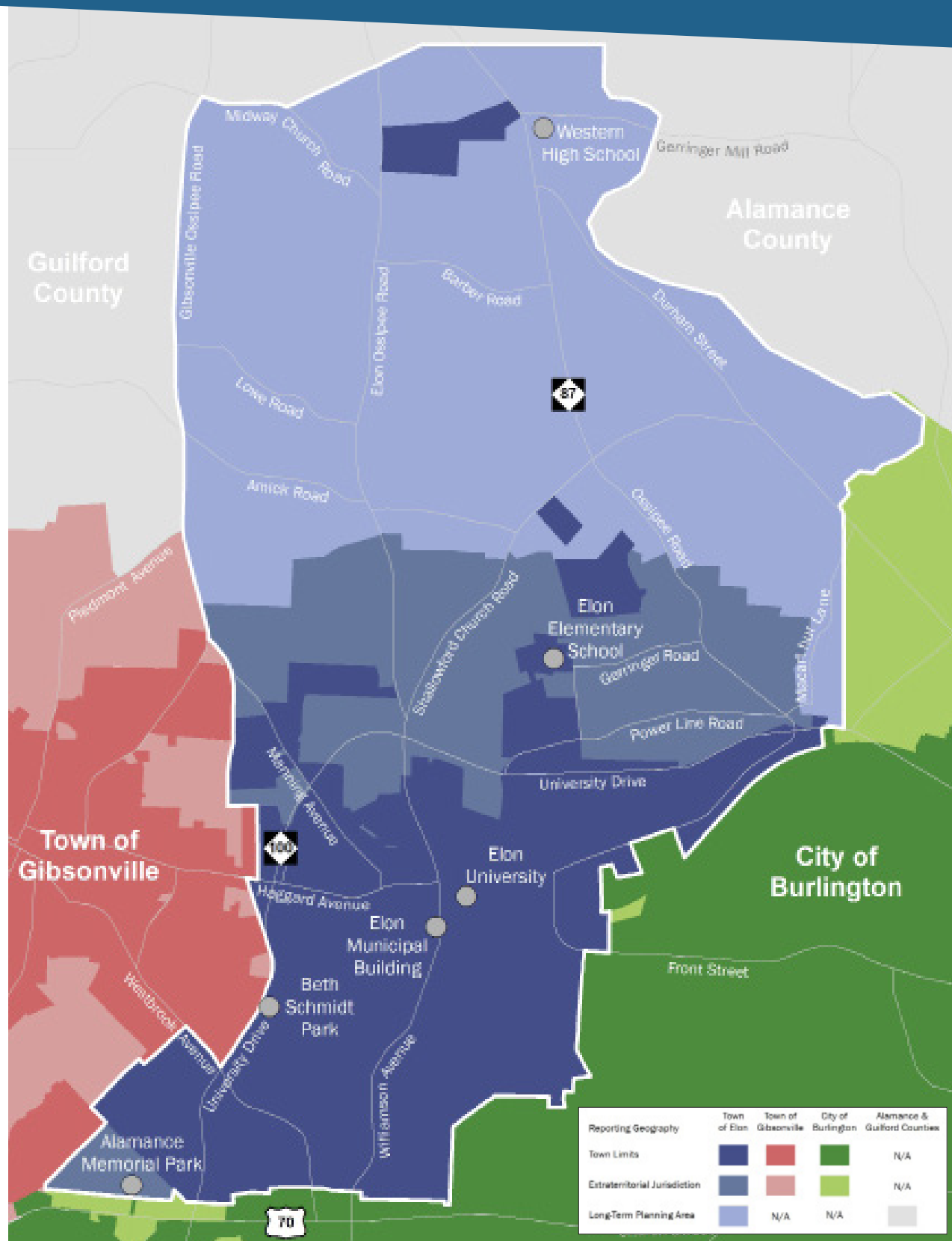


Figure 1. Planning Area Map

THE PLANNING PROCESS

Envision Elon 2040 is the product of an eight-month process that involved three primary steps: Discovery, Plan Development, and Direction & Documentation (see Figure 2, below). The steps of the process began with a detailed examination of existing conditions and culminated in the preparation of this document and a companion summary.

The process was organized around an inclusive, multifaceted community engagement program executed through collaboration with various project partners whose buy-in is critical to the successful implementation of the plan. Project participants considered issues and potential opportunities, fiscal and market realities, and community values to clearly define an inspirational yet realistic vision for the future and outline a sound set of action steps to realize that vision. A three-day workshop was held during the Plan Development stage. The key activities are described in Figure 3 on the facing page. To complement the workshop, other community input opportunities were offered, including an on-line survey and stakeholder interviews.

ADVISORY COMMITTEE

A series of Advisory Committee meetings were conducted during this process. The committee was made up of 10 members representing a diverse range of interests. This committee helped guide the process by deciphering community input gathered throughout the process, sharing background information to provide context, offering ideas for policy changes, and evaluating products of the process prior to completion.

AREA TOUR

At project kickoff, the Advisory Committee members, town staff, and the consultants toured the Planning Area. A first-hand look at the existing development pattern strengthened the Consultant team's grasp of the existing conditions and stimulated the generation of ideas to explore during the planning process. This tour included town staff and others with knowledge of the development pattern. This sharing of insights exposed important local conditions and issues that might not be immediately apparent.

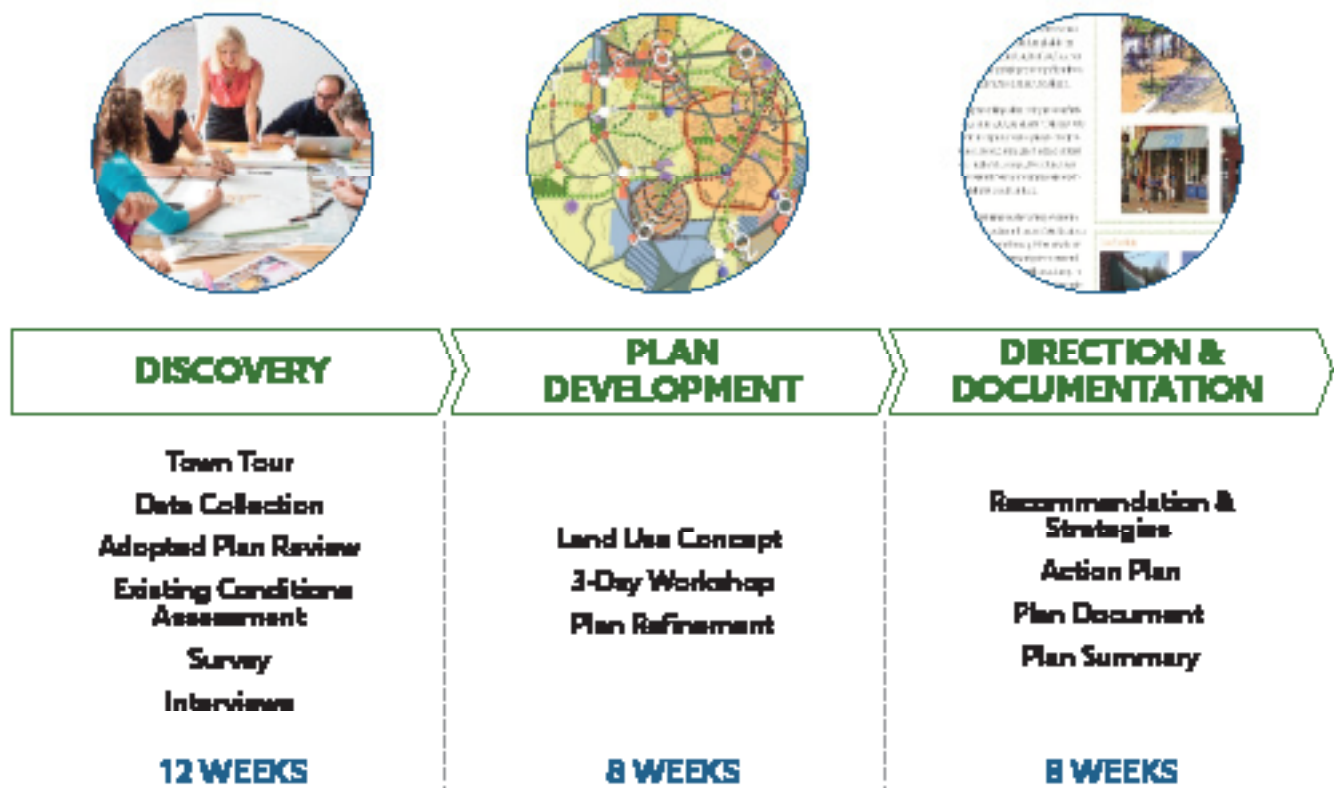


Figure 2. Planning Process



COMMUNITY WORKSHOP

A three-day workshop provided opportunities for interactive discussions among town staff, consultant team representatives, the Advisory Committee members, residents, business owners, property owners, students, and other stakeholders. The event included three Advisory Committee meetings and two community meetings. (Refer to the schedule depicted in Figure 3.) The purpose of the event was to evaluate the initial future land use concept, share ideas, develop plan alternatives, and arrive at a preferred Future Land Use and Conservation Map. In addition, three conceptual “focus area” plans were prepared to conceptually illustrate development design at specific locations to help workshop participants understand the intent of land use policies reflected in the Future Land Use and Conservation Map.



The workshop included two open house meetings. The informal drop-in style gave attendees time to speak one-on-one with the project team members.

	TUESDAY	WEDNESDAY	THURSDAY
8:00 AM	Arrive Before 10am	Land Use Concept Refinement (Includes Stakeholder/ Service Provider Drop-in)	Sub-area Concept Refinement
9:00 AM			
10:00 AM	Client / Advisory Committee (AC) Mtg		Preliminary Recommendations
11:00 AM			
12:00 PM	Working Lunch	Working Lunch	Lunch - AC Drop-in
1:00 PM	Land Use Alternative Development	Land Use Concept Refinement	Preliminary Recommendations
2:00 PM		Sub-area Concept Development	
3:00 PM			
4:00 PM			
5:00 PM			
6:00 PM	Community Open House	AC Drop-in	Community Presentation

Figure 3. Workshop Schedule



Above: Stakeholder interviews underway early in the planning process.
 At right: Community workshop attendees discuss existing conditions and draft Future Land Use and Conservation Maps.

STAKEHOLDER INTERVIEWS

Stakeholder interviews, another type of meeting held in the initial phase of the project, augmented the information gleaned from the analysis of existing conditions, as people with direct knowledge of crucial data shared insights and clarified the relevance of specific circumstances to the planning process. A total of 25 people participated in the interviews, which addressed the following topics: economic development; business; real estate; utilities (primarily water and wastewater) and transportation; parks and recreation; open space and natural resources; college life; senior living; and neighborhood interests. (Refer to the Appendix for a list of interviewees.)

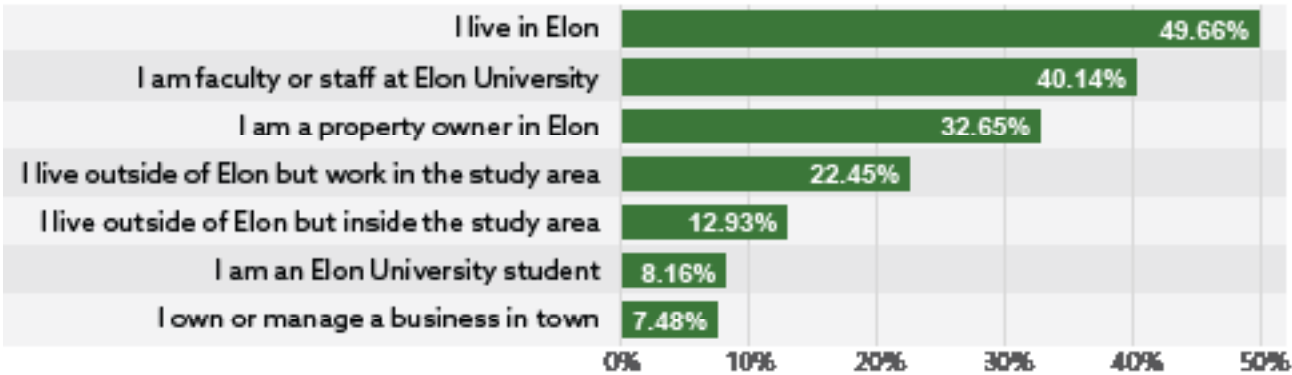
COMMUNITY SURVEY

Developed with input from town staff, a community survey designed to get input from residents and other stakeholders was conducted. The survey was used as a tool to engage the community early in the process. Over 140 people responded to the qualitative survey, which included both closed- and open-ended questions about land use, development quality, employment, infrastructure, and community amenities. The responses helped clarify residents’ perceptions, preferences, and expectations for the future.

WEBSITE

The town’s website was used to disseminate information to the public. The project schedule, presentations, maps, and a link to the survey were among the items made available.

COMMUNITY SURVEY RESPONDENTS



Note that “in the study area” means outside the incorporated town, but inside the area delineated in Figure 1, Planning Area Map, that includes the ETJ and unincorporated areas of the County.



THE TOWN OF ELON TODAY



The Elon Community Church Farmer's Market runs from April to November

The Town of Elon, located in the heart of North Carolina, has been known for its small, college town identity. The Town of Elon was incorporated in 1893 with the Elon University being established in 1889. The university and town have been intertwined from their inceptions and that relationship continues to bear fruit, even today. By taking advantage of the Town of Elon's strategic assets in order to enhance its physical and economic expansion, while also embracing and preserving its valuable natural, cultural and historic resources, the Town of Elon can expertly implement a plan that accommodates a growing population.

The Town of Elon is growing at an impressive rate. According to the US Census, the population in 2017 was estimated to be 10,227. The population increased by 9.0% from 2010 to 2017. Two age groups contribute to the majority of the population. Elon University had a total of 6739 undergraduate and graduate students enrolled in 2016-2017. This large amount of college age individuals is directly responsible for a median age of 21.9 years old as recently as 2015. It was estimated in 2015 that roughly 46.4% of the population came from the 15-24 year-old cohort. The Town of Elon also has a very large 65+ year-old cohort, estimated to be 19.1% of the population in 2015. The Twin Lakes Retirement Community has grown to include over 500 independent living residents in addition to their other levels of care. As a result, the college and retirement age populations have become increasingly influential to the economic and social development of the town, which is reflected by the importance of Elon University and the Twin Lakes Retirement Community to the Town of Elon.

Economically, the Town of Elon has many factors working in its favor. According to the Alamance County Chamber of Commerce, Elon University is currently the 4th largest employer in Alamance County, with 1,403 employees. The Town of Elon also shares a city limit boundary with Burlington,

home to 4 of the top 5 major employers in Alamance County. The Town of Elon's downtown is another major economic feature. The desire to make the downtown area into a community-based retail, office and residential center has been the town's focus since the 2014 Master Plan. The continued development of the downtown is crucial to the Town of Elon's future success. The combined advantage of the Town of Elon's relationship with Elon University, strategic position in the region, and continuously evolving downtown has created excellent economic growth potential.

The Town of Elon is also considered by many to be a destination town. The Town of Elon is home to exceptional environmental features, resulting in one of the most beautiful towns in North Carolina. The Princeton Review has recognized Elon University as the 3rd most beautiful campus in the US. The university is home to assets such as 56-acre Elon University Forest, a land preserve with natural areas for scientific research, and the Loy Farm, a center for environmental research and sustainability. It is also designated as a botanical garden. The town emphasized the preservation of natural features, requiring that specific proportions of new developments be devoted to open spaces. Rural heritage features and primary conservation areas are also closely considered when approving development, suggesting the emphasis on preserving the natural features that have come to define the Town of Elon. As a result, the Town of Elon has done a remarkable job of preserving the environmental resources, a major reason why people want to visit and reside here.


This section presents a "snapshot in time," summarizing the key aspects of the existing conditions of the town at the time this plan was drafted. It highlights information on the Town of Elon's development trends, current land use, demographics, and other conditions that informed the goals, policies, and strategies outlined in this plan.




The Town of Elon Recreation and Parks and the The Town of Elon Fire Department partner on fun and educational special events.

DEMOGRAPHICS


ELON'S POPULATION
IN 2017:

10,227

AVERAGE ANNUAL
POPULATION
GROWTH RATE:

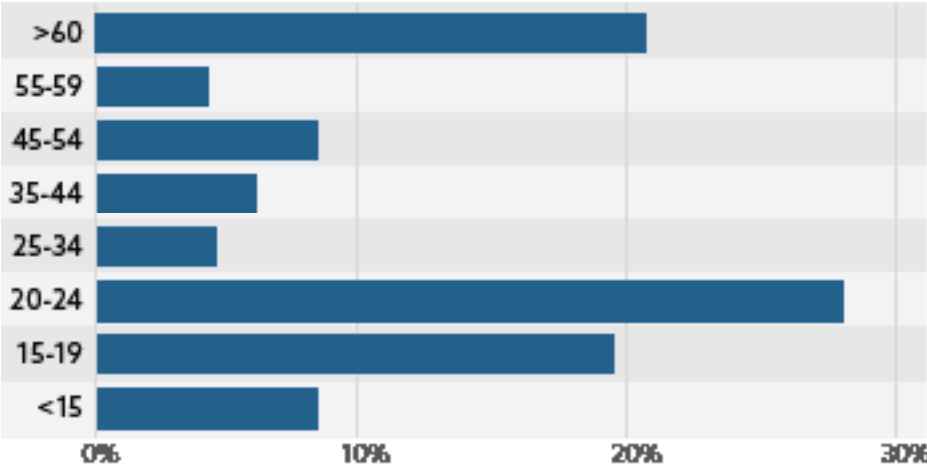
1.3%

APPROXIMATE
NUMBER OF NEW
RESIDENTS EACH YEAR:

120

The Town of Elon's population is relatively small, but growing at a much faster rate than Alamance County, North Carolina, or the United States.

PERCENTAGE OF POPULATION BY AGE - 2016






Source: US Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

Unsurprisingly given the presence of the university, the Town of Elon's population is dominated by the 15-19 and 20-24 age cohorts. The age 60 and over cohort is also significant, confirming the Town of Elon's status as a retirement destination. Continuing care communities, age-restricted neighborhoods, and access to cultural and educational programs offered by Elon University make the Town of Elon an attractive choice for seniors.

Less than 5% of the town's population are early-career adults in the 25-34 age range.

The Town of Elon's population is more educated than that of the county or the state, on average, with nearly a quarter of residents holding a bachelor's degree or higher, and more than 1 in 5 residents holding a graduate or professional degree.

	High school graduate or equivalent	Associate's Degree	Bachelor's Degree	Graduate or Professional Degree
 ELON	14.9%	13.7%	24.1%	22.1%
 ALAMANCE COUNTY	28.2%	10.3%	15%	7.1%
 NORTH CAROLINA	26.4%	9.1%	18.8%	10.2%

Source: Chipley Consulting

TAPESTRY SEGMENT	KEY TRAITS	% OF ELON POPULATION	MEDIAN AGE
Midlife Constants	Seniors, at or approaching retirement, with below average labor force participation and above average net worth. Lifestyle is more country than urban.	21.6%	45.9
Savvy Suburbanites	Families include empty nesters and empty nester wannabes, who still have adult children at home. Suburban lifestyle that includes home remodeling and gardening, plus the active pursuit of sports and exercise. Enjoy good food, wine, and the amenities of the city's cultural events.	17.8%	44.1
Dorms to Diplomas	This group is on their own for the first time, just learning about finance and cooking. Shopping trips are often sporadic, preferences for products are still being established, and fast food is a common option. Many carry a balance on their credit card.	13.7%	21.5
Rustbelt Traditions	A mix of married-couple families and singles. Represents a large market of stable, hardworking consumers with modest incomes but above average net worth. Most have lived, worked, and played in the same area for years.	12.6%	38.4
College Towns	About half of them are enrolled in college, while the rest work for a college or the services that support it. New to managing their own finances, they tend to make impulse-buys and splurge on the latest fashions.	12.5%	24.3
The Elders	This is the oldest market. Residents favor communities designed for senior or assisted living. This group is informed, independent, and involved.	11%	71.8

A summary of the "Tapestry Segmentation" of the town of Elon population. This analysis goes beyond age to include financial status, social values, housing preferences, and lifestyle choices.

Source: ESRI

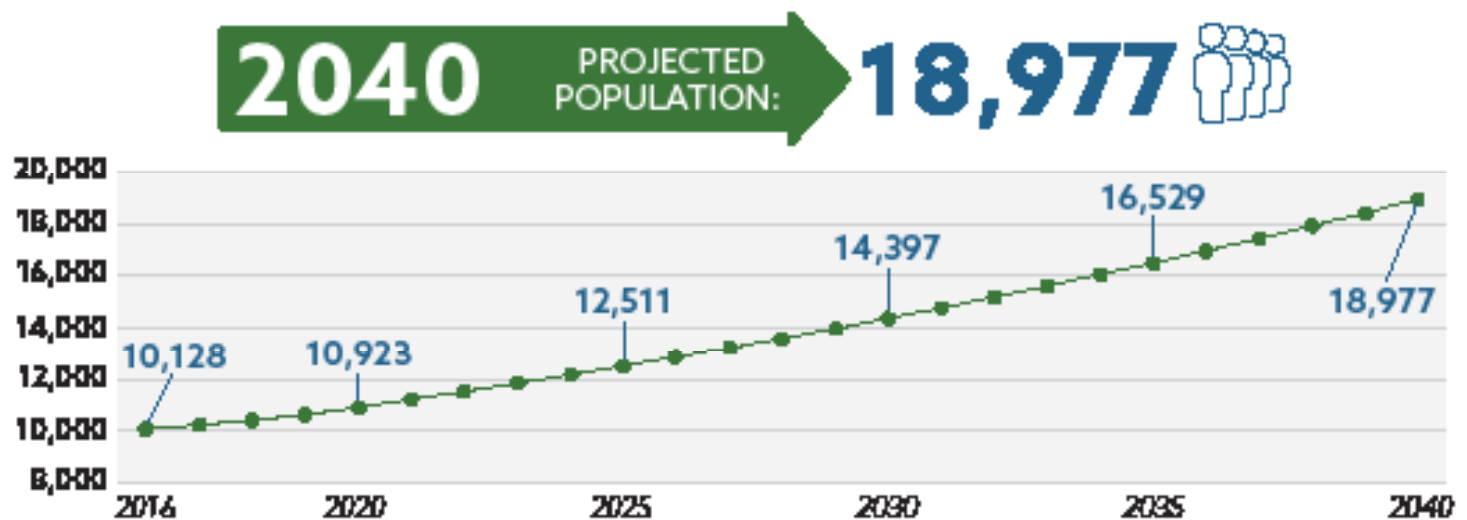
OVER 70% OF THE POPULATION IS ASSOCIATED WITH ELON UNIVERSITY.



Source: Elon University



GROWTH PROJECTIONS



The Town of Elon's population may double by 2040 to reach nearly 19,000 people. University growth, projected at 100 students per year, accounts for about 25% of this population projection. Other key growth demographics, assuming the Town of Elon follows its recent trends and those of similar communities, will include empty nesters, and retirees. Mobile professionals (those who are willing to commute to work elsewhere in the Triad or Triangle and will choose the Town of Elon for its convenient location and high quality of life) will also be an important group to take into account. These trends will result in the Town of Elon's population becoming older and more affluent in the coming decades.

The addition of 8,750 new residents by 2040, as shown in the population projection, would produce demand for new housing units in addition to the growth that will be accommodated through university-provided and institutional housing (including continuing care retirement communities). Though single-family homes will likely continue to dominate the Town of Elon market, among key growth demographics—retirees, empty-nesters looking to downsize, and young professionals—demand is strong for alternatives to large-lot suburban-style housing, so this analysis includes townhouses and apartment living as well.



1,663

SINGLE-FAMILY HOMES
REQUIRING

554

ACRES OF LAND



613

TOWNHOUSES
REQUIRING

77

ACRES OF LAND



438

APARTMENT UNITS
REQUIRING

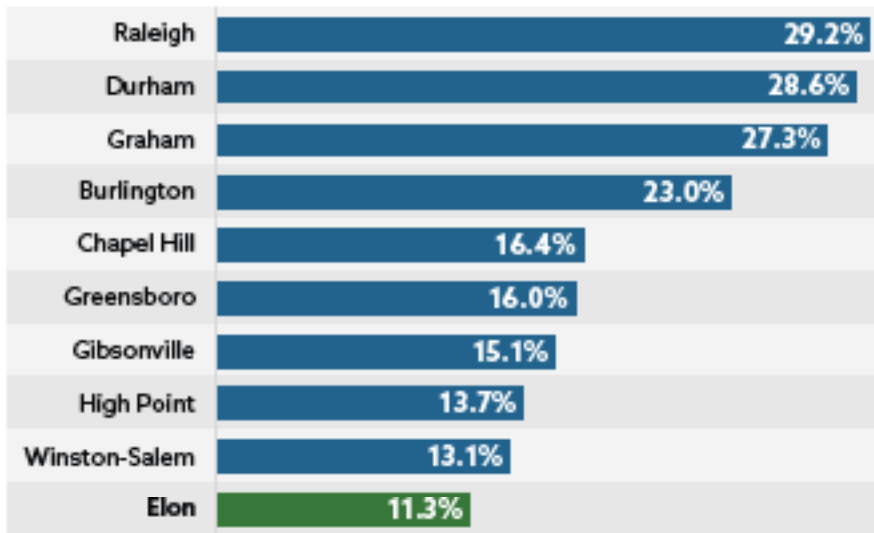
29

ACRES OF LAND

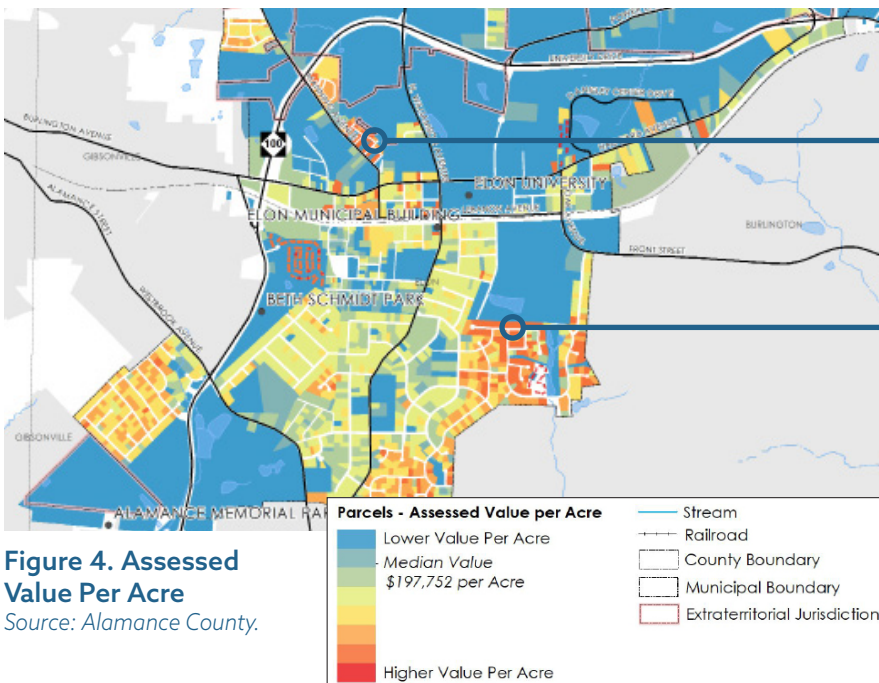
In total, these projections call for an additional **660** acres of land to be developed for residential uses.

HOUSING

FIVE-YEAR CHANGE IN MEDIAN SINGLE-FAMILY HOME VALUES



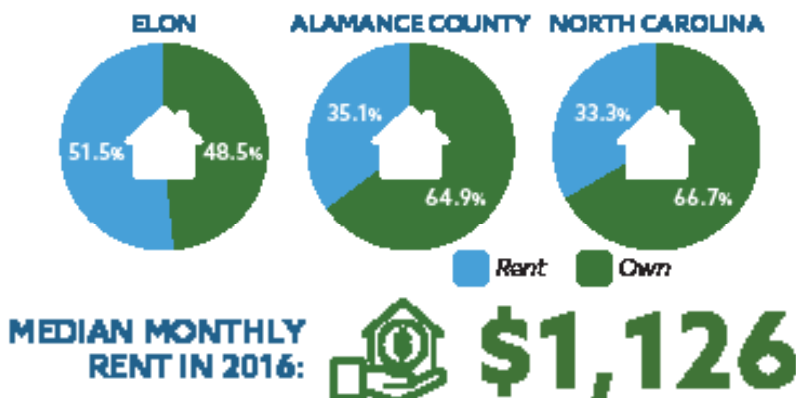
Source: Zillow Research, July 2012 to July 2017.



Housing values in the Town of Elon are fairly high, but have not appreciated as much as other area municipalities in recent years. This is likely due to the low number of home sales in the Town of Elon in the years since the Great Recession, resulting in a lack of comparable price data. The Town of Elon is part of a regional competitive market, so when houses in the Town of Elon are not readily available, prospective residents can easily purchase homes elsewhere close by, such as Burlington or Greensboro.



The Town of Elon is a rental-heavy housing market, and rent in The Town of Elon is much more expensive than the Alamance median rent of \$757/month. Elon University student demand and ability to pay for higher-cost rental housing is a key factor driving this trend. However, the university's ongoing efforts at housing students on campus may already be affecting prices: median rent in the Town of Elon only rose by about 1% - less than the inflation rate - between 2010 and 2016, while county-wide the median rent rose by 8% during the same time period.



ECONOMICS

Median household income in the Town of Elon is:

\$45,767

about the same as Alamance County.

Percent of people in households with income below the poverty line:

17.5%

a higher rate than Alamance County.

16%

of land in The Town of Elon is tax-exempt. This includes all lands owned by Elon University, the continuing care retirement communities, other private non-profits, and the town). This makes it critical that the town maximize the tax revenue it does receive in order to provide utilities and services to residents.

Elon University is the

45th

largest employer in the Triad.

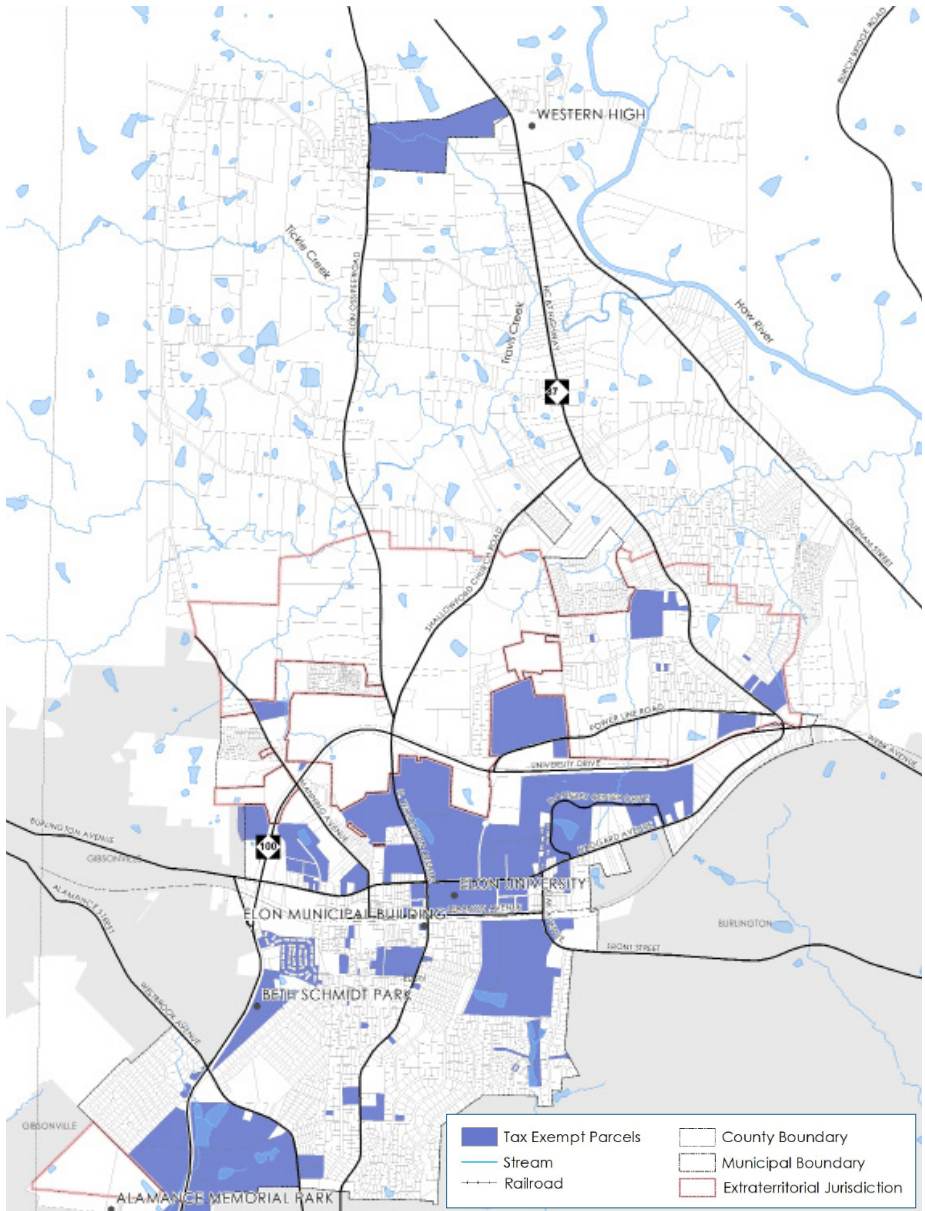


Figure 5. Tax-Exempt Parcels

FOUR INDUSTRIES ACCOUNT FOR 91% OF EMPLOYMENT IN ELON:



EDUCATIONAL SERVICES



ACCOMMODATION AND FOOD SERVICES



MANUFACTURING

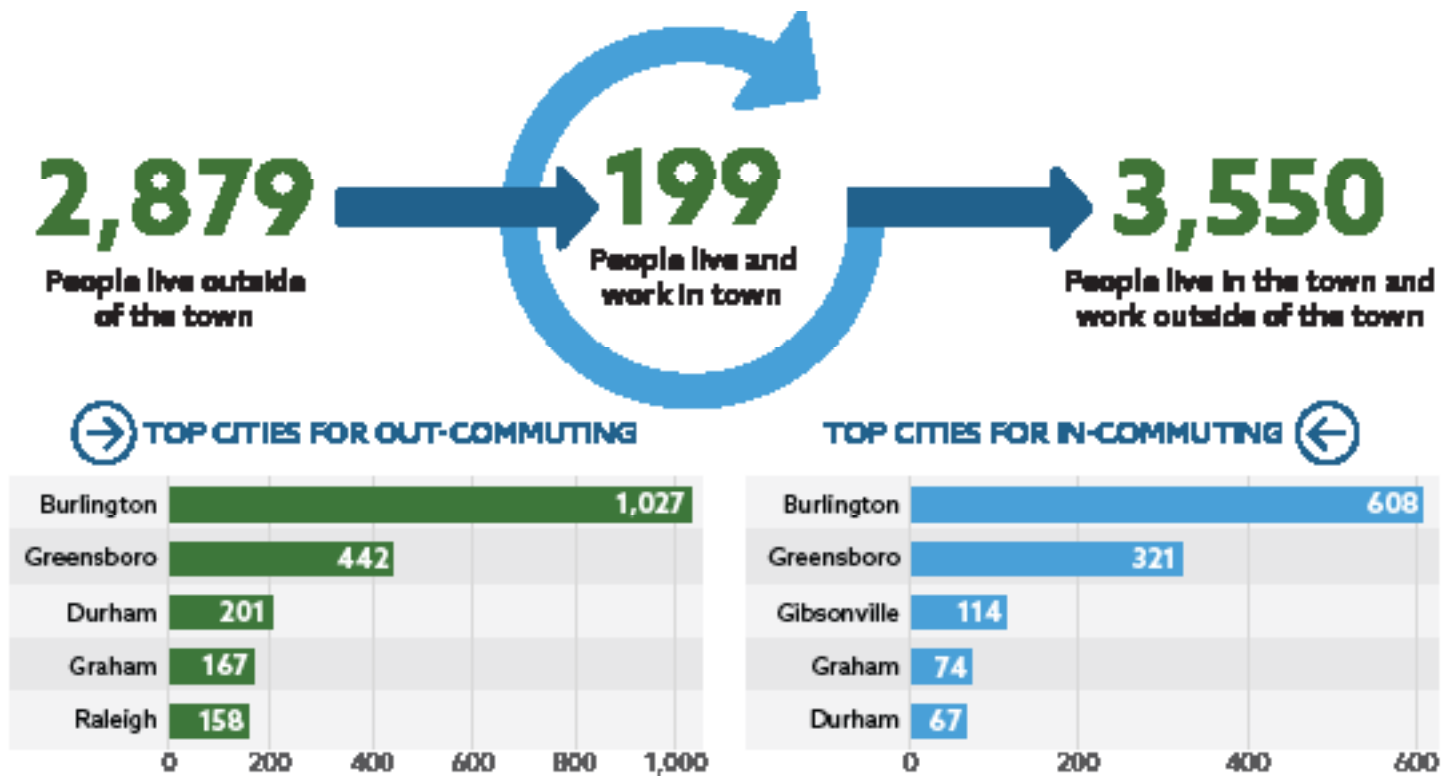


HEALTHCARE

KEY FINDINGS FROM THE 2016 MARKET PLACE SNAPSHOT FOR THE TOWN OF ELON

- Overall, the market for retail is satisfied.
- A few specific types of retail may find a market in the Town of Elon:
 - Specialty food stores
 - Building supply/hardware stores
 - Lawn and garden supply stores
- Survey respondents also listed a pharmacy, co-op grocery, and specialty stores like a bike shop as businesses the community needs.

TRANSPORTATION



Source: LEHD On The Map

The town's street network is comprised of locally- and state-maintained roads. University Drive is a segment of loop road around Alamance County that has played a major role in improving traffic circulation. It functions as a new front entrance into town and is expected to become the future "front door" for Elon University. Although it has shifted some traffic off local streets, periods of congestions are still common on Williamson Avenue during morning and evening commutes, especially when the university is in session.

Many who live and work within the Town of Elon can travel—and prefer to travel—via alternative transportation modes. In 2017, the town adopted a plan that specifies improvements to facilitate safe bicycle and pedestrian mobility. Limited transit service is available nearby, and residents' access is enabled by the BioBus, a service provided by Elon University.

CURRENT TRANSPORTATION INFRASTRUCTURE INVENTORY

24 miles of NCDOT maintained streets

27 miles of town maintained streets

44 miles of sidewalk

.75 miles of off-street multi-use path

THE TOWN'S BICYCLE, PEDESTRIAN, AND LIGHTING PLAN CALLS FOR:

10 additional miles of sidewalks

12 additional miles of bicycle improvements

UTILITIES AND COMMUNITY FACILITIES

Water and Wastewater

Water and wastewater utilities serve most of the area within the Town of Elon's municipal limits. However, some of the older lines need to be replaced.

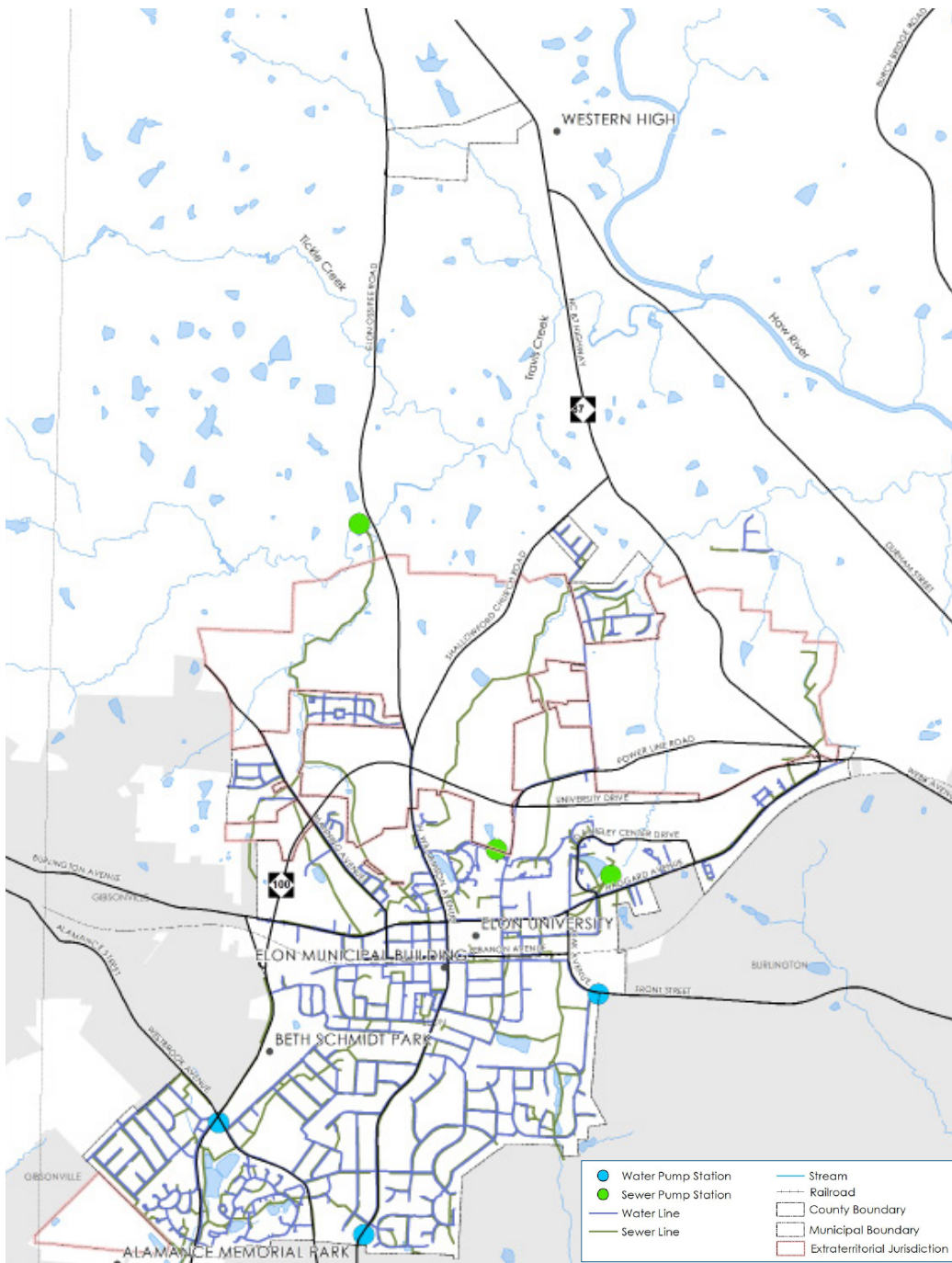


Figure 6. Water and Wastewater Infrastructure

Schools

The Town of Elon is served by the Alamance-Burlington School System. Elon Elementary School, currently located in the center of town near the university, is in the process of relocating to a new site to the north of town. Younger students in the northern part of the planning area attend Altamahaw-Ossipee Elementary. Western Alamance Middle and Western Alamance High Schools, both located in the north of the planning area, serve older students from the town.

PARKS AND OPEN SPACE

The 190-acre **Shallow Ford Natural Area**, which is owned and operated by Alamance County, is located north of the Town of Elon near Western Alamance High School. It has about 5 acres of hiking trails, camping, and paddle access.

The **Mountains-to-Sea Trail (MTS)** also runs through this area, following the **Haw River Trail**. The MTS is a planned and in-progress continuous trail that crosses the state.



Elon University Forest

A 56-acre biological reserve set aside by the university for research and education. It is the largest remaining intact forest in the town and is home to pine and hardwood forest, with some trees over 150-200 years old. While not generally open to the public, the forest is the site of occasional science tours and other educational activities.

Lawrence Slade Park

Features a playground, picnic areas, and a full-size basketball court.

Beth Schmidt Park

Offers residents a playground, dog park, walking trails, and picnic areas, as well as a community building available for events and gatherings.

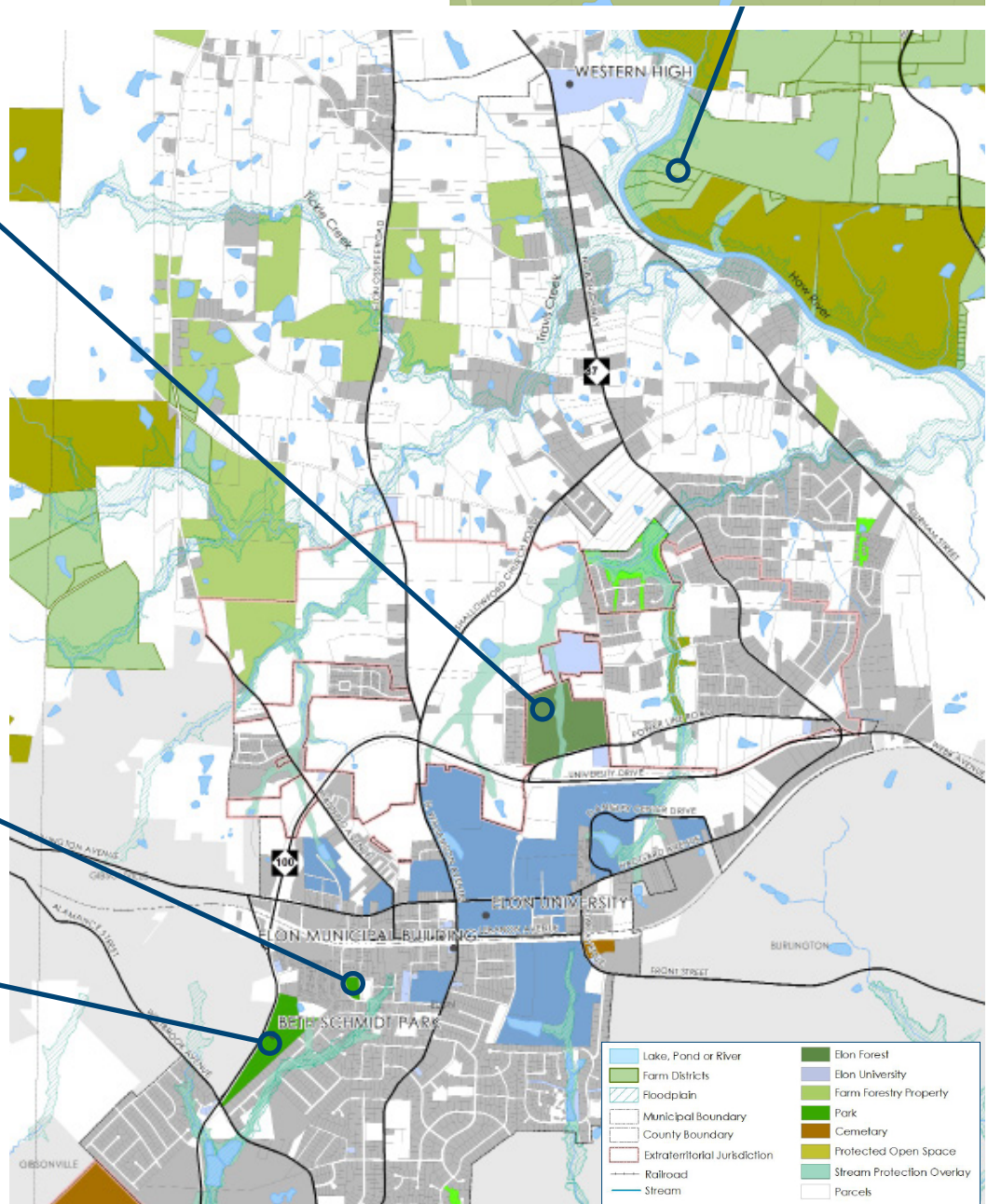


Figure 7. Parks and Open Space

LAND USE

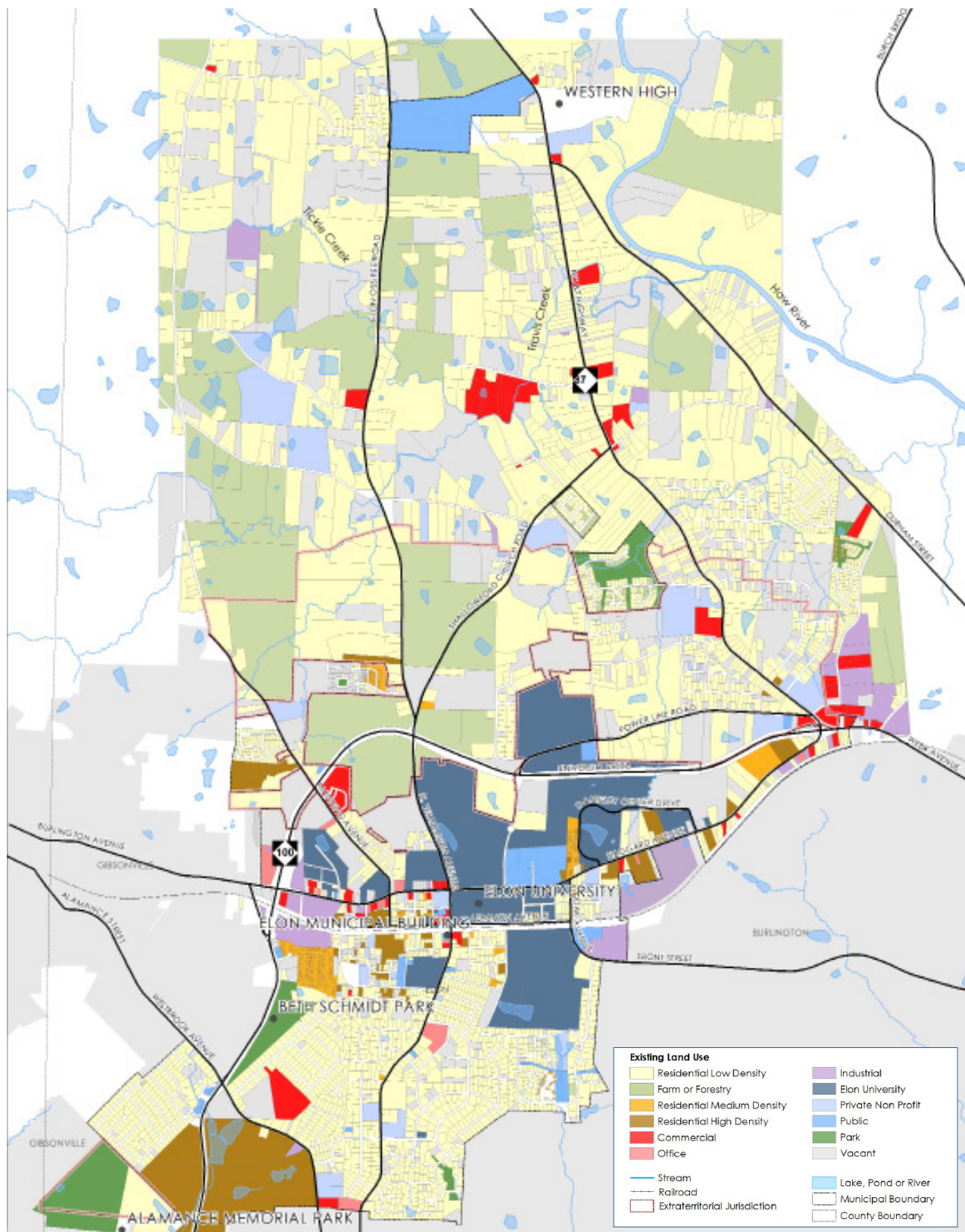


Figure 8. Existing Land Use

Approximately 3.74 square miles or 32.5% of the land area in the study area is developed. Figure 9, Land Supply, indicates parcels that are undeveloped (green) or underutilized (pink) and therefore have the potential to be redeveloped to maximize utilization. The remaining area (white parcels shown on the map in Figure 9) is developed and not expected to change.

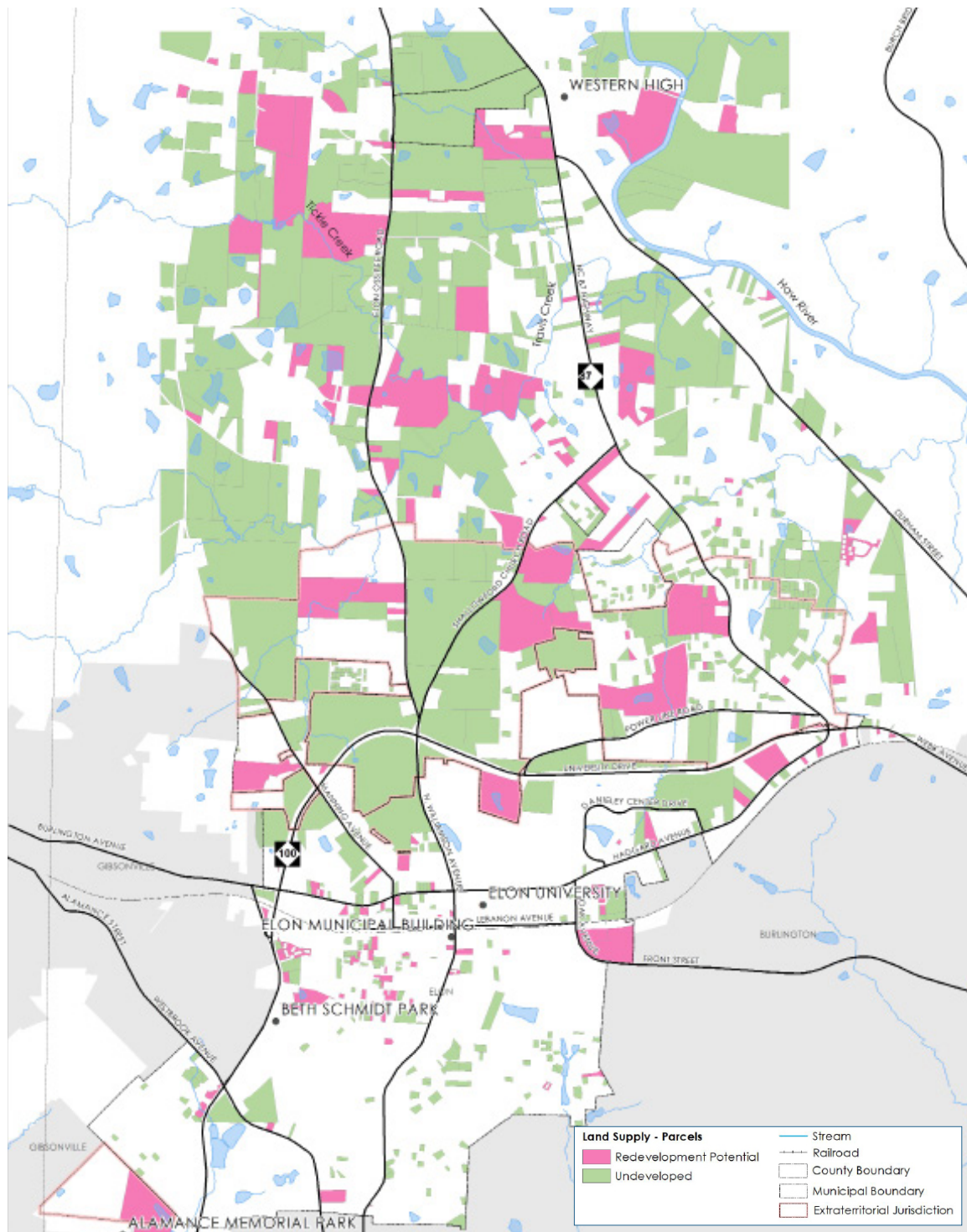


Figure 9. Land Supply

LAND USE

The suitability of land refers to the capacity of land to support a type of land use as well as the attributes that make the area or parcel more or less attractive for future growth. Suitability analysis is based on the factors that typically influence site selection. In Figures 10 and 11, green areas are more suitable and red areas are generally less suitable.

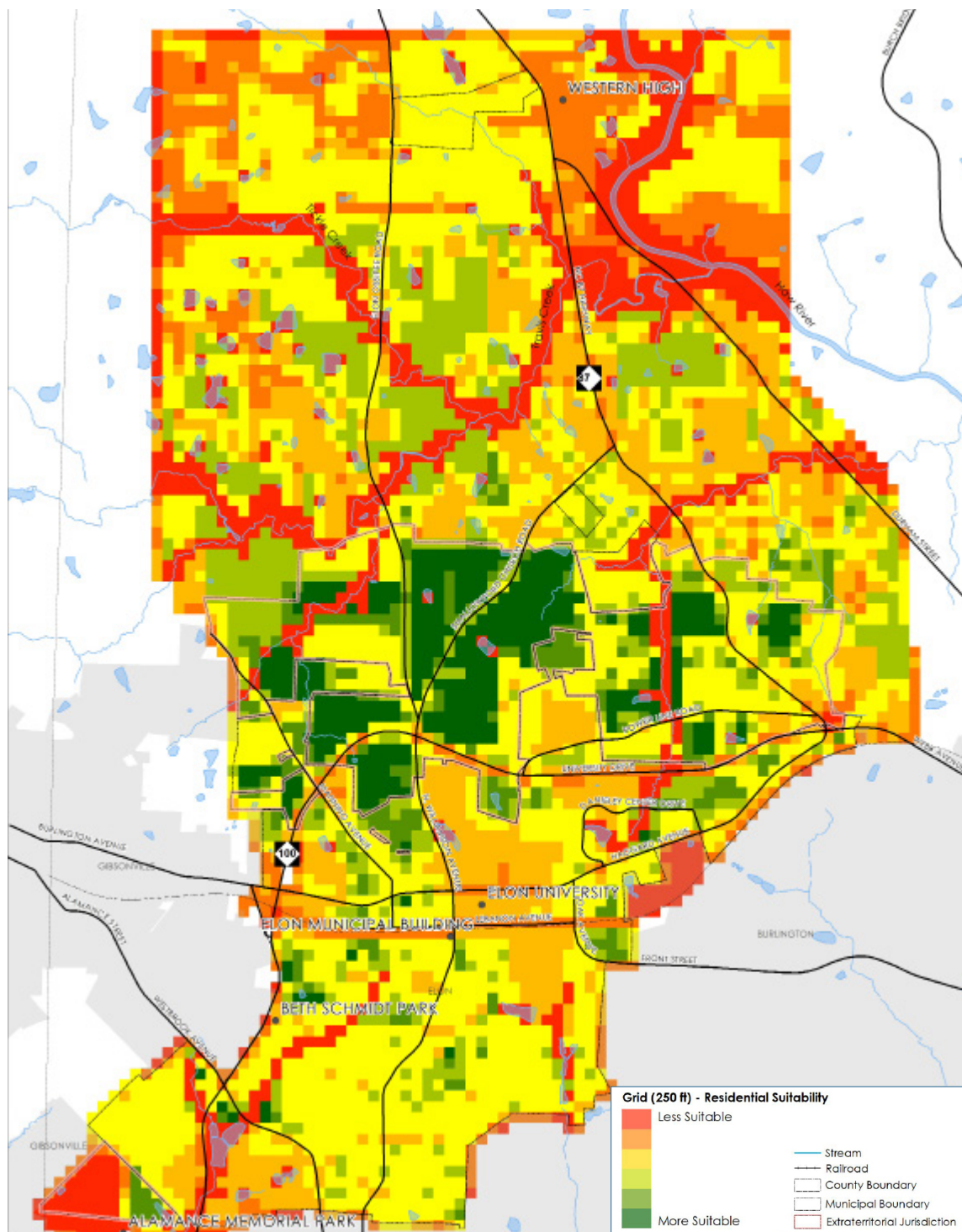


Figure 10. Residential Suitability

Residential suitability factors include:

- Proximity to schools and parks
- Proximity to sanitary sewer lines
- Proximity to water lines
- Proximity to existing residential areas
- Residentially zoned
- Few or no environmental constraints

Commercial suitability factors include:

- Proximity to major roads
- Proximity to sanitary sewer lines
- Proximity to water lines
- Proximity to existing commercial areas
- Commercially zoned
- Few or no environmental constraints

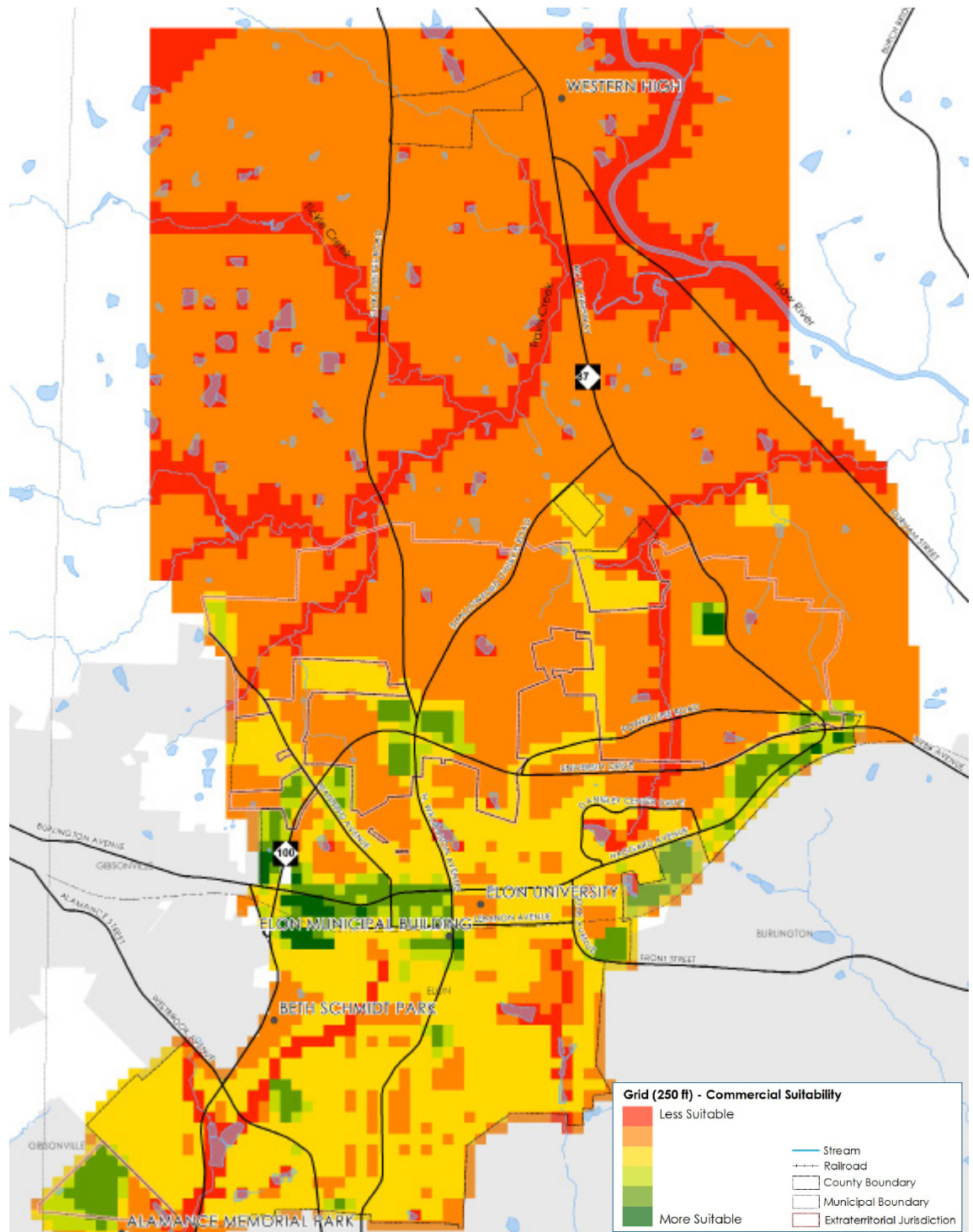


Figure 11. Commercial Suitability

THE TOWN OF ELON'S FUTURE

In 2017, the Board of Aldermen endorsed the following vision and mission statements as well as a set of objectives that reinforce many of the goals of the 2002 Land Development Plan. These objectives were incorporated into Envision Elon 2040 as plan goals and expanded to include two goals expressed in the 2002 Land Development Plan to capture the community's input gathered early in this planning process. Other goals from the 2002 plan have been incorporated as objectives because they provide a more detailed rationale for the goals they support. Together, the vision, mission, goals, and objectives provide a framework for developing land use and growth management policies. They will continue to provide direction for the future of the planning area, guiding decisions of the town and its partners as they manage change over the next two decades.



VISION

The Town of Elon builds upon its strong foundation by continuing to ensure a vibrant and progressive community for all residents.



MISSION

Support a vibrant and connected community life by investing in and enabling a remarkable quality of life for all residents.



GOALS AND OBJECTIVES

Support thriving, diverse, and sustainable neighborhoods where residents are connected, engaged, active, and healthy.

Promote and ensure quality governance, stewardship of public resources, and sustainability of services.

- Carefully manage growth.
- Provide adequate public services and public infrastructure.
- Use existing infrastructure investments efficiently.
- Reduce costly suburban sprawl.

Ensure there are areas throughout the community where people and businesses make the Town of Elon their choice place to live, work, and play.

- Strategically locate new land development in the most appropriate places.

Maintain ongoing, positive, and productive partnerships that acknowledge our interconnectedness and our shared responsibility for the future success of our community.

- Build strong internal relationships by coordinating and cooperating with key community institutions.
- Build strong external relationships by coordinating and cooperating with surrounding jurisdictions (Burlington, Gibsonville, and Alamance County).

The town organization will strive to be a leader in promoting environmentally friendly policies and practices.

- Protect environmental resources and preserve open space.

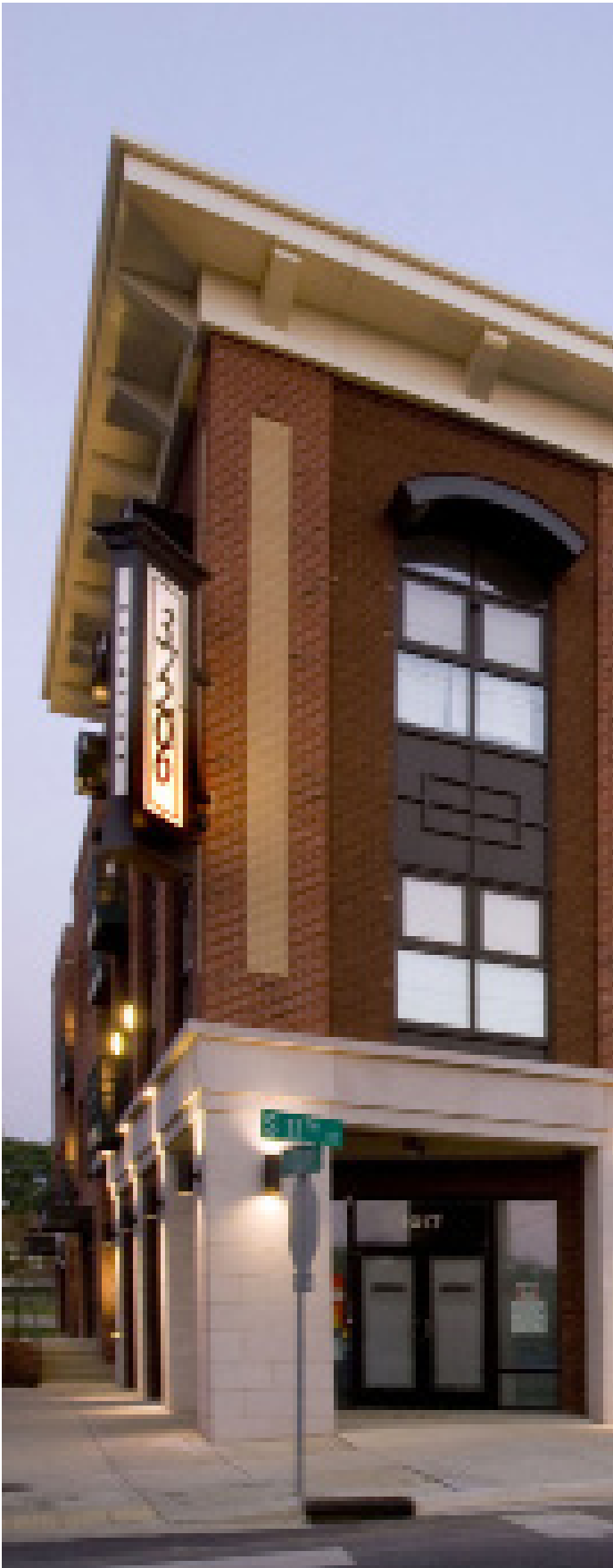
Ensure adequate plans are in place to support existing and future development.

Promote wellness, active living, and multi-modal transportation opportunities throughout the Town of Elon community.

Carefully preserve the Town of Elon's small town character.

Make "smart growth" decisions that maintain our small-town characteristics.

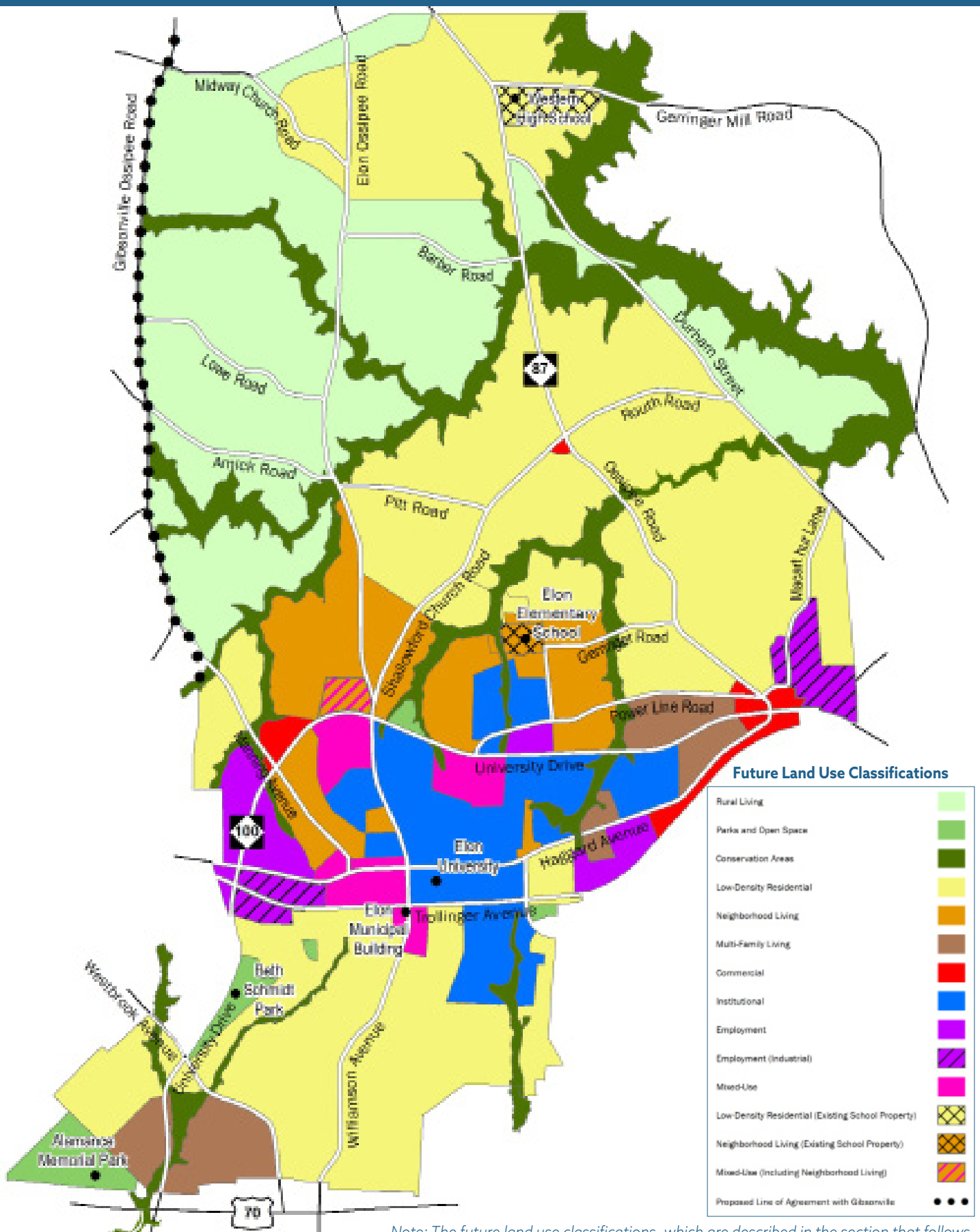
FUTURE LAND USE AND CONSERVATION MAP



The Future Land Use and Conservation Map (Figure 12) graphically depicts the community's vision for the future of the Town of Elon. The map is meant to provide a framework for future land use decisions, and as such, support written policies and provide additional guidance with respect to the provision of services, the prioritization of capital investments, and the application of land development regulations. It indicates the preferred locations for future development as well as the type and intensity of such development. The land use classifications, which are described in the section that follows, specify the predominant use; however, development may also be comprised of other compatible uses.

The map is aspirational, and it reflects the community's goals. For example, the citizenry has expressed a desire for a healthy, connected community. Concentrating future development in the "core" around Elon University and downtown helps create an environment where many people living and working in the Town of Elon can walk to shopping, dining, and services. With cultural and recreational opportunities integrated into the development pattern, social connections are fostered. Also, by directing future development to the center of Elon, existing infrastructure capacity can be utilized, which is another goal. The community is also committed to conserving valuable natural resources. The map delineates areas where such assets exist and should therefore be the subject of future conservation efforts. The map supports policies for lower density development near such assets and the use of conservation design to ensure minimal impacts to such resources.

The community's vision for the future of Elon includes places with a mix of uses, including shopping, dining, offices and homes. The building pictured on the left is an example of a vertically mixed-use building appropriately scaled for the Town of Elon.



Note: The future land use classifications, which are described in the section that follows, specify the predominant use. Refer to the detailed descriptions for more information.

Figure 12. Future Land Use and Conservation Map

FUTURE LAND USE CLASSIFICATIONS



COMMERCIAL

These areas are comprised of local-serving retailers, restaurants, professional offices, and service uses. Buildings are typically one and two stories. To better manage access and ensure visibility, such uses should be concentrated at key intersections along major corridors. Parking is provided on-site, and pedestrian connections to adjacent neighborhoods is encouraged.



EMPLOYMENT

These areas are intended to accommodate light industrial uses, offices, multi-tenant flex space, and existing Elon University services. This area promotes the concentration of employment-generating uses in areas with desirable access to highways (I-40 via University Drive and NC-87). Expansions and new locations are supported with public infrastructure investments, and encroachment by new development is discouraged. Limitations on use and operations mitigate negative impacts, such as traffic congestion, noise, and light pollution, on existing residential development.

Note: Employment with a stripe indicates an area where more intense industrial development exists and should be encouraged to remain.



MIXED-USE

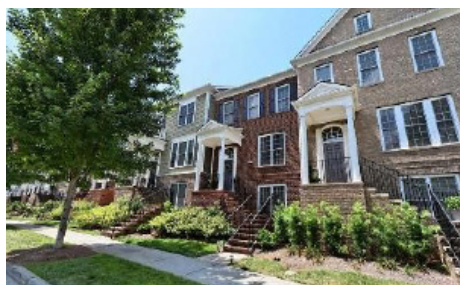
These areas are intended to be centers of activity and destinations for residents, visitors, workers, and students. As live-work-shop environments, they include a mix of retail, restaurant, service, and office uses in addition to a variety of housing types. The mix of uses can be horizontal or vertical, meaning a change in use can occur between floors of the same building. Buildings of two stories and above are common, and connected streets include short block lengths and pedestrian facilities. Access via the road network, sidewalks, greenways, and/or future transit is feasible. In addition to on-site parking located to the sides and rears of buildings, on-street parking is also utilized. Bicycle parking is also available. Open space is integrated in the form of plazas and greens.

Note: The mixed-use stripe over a residential classification indicates an area where a mix of uses, including nonresidential, is appropriate though the mix should be predominantly residential.



**MULTI-FAMILY
LIVING**

This area is intended to accommodate a variety of age groups and lifestyle preferences. Attached single family and multi-family units are intended for areas where access to the transportation network is high and within short walking and biking distances of nearby shopping, employment, and services. Density ranges from 10 to 15 dwelling units per acre. Common open space is reasonably accessible, including public greens and parks, via sidewalks and greenways.



**NEIGHBORHOOD
LIVING**

This area is comprised of single-family detached homes on small lots, duplexes, triplexes, quadruplexes, townhouses, and higher-end condominiums. The mix of housing types are intended to create neighborhoods with a moderate density range of 4 to 6 dwelling units per acre. Homes are minimally set back from local streets with sidewalks on both sides. Sidewalks and greenways connecting to downtown, schools, and mixed-use areas are key features of these neighborhoods, which are located in areas already served or easily served by infrastructure. Alleys provide access to garages and small parking areas. Private open space is minimal, so common open spaces are mixed in and may include neighborhood parks, natural areas, and other amenities.



**LOW-DENSITY
RESIDENTIAL**

This area is characterized by low-to moderate-density residential development (up to 4 dwelling units per acre). Single-family detached homes are complemented by natural areas as well as formal and informal open space amenities.

FUTURE LAND USE CLASSIFICATIONS



RURAL LIVING

This area encompasses farms and timberland (lands in present use value program, or taxed based on agricultural use) and lands close to conservation easements and key natural areas. Not currently served by public utilities, it is intended to remain predominantly rural with a mix of agricultural uses, supporting rural businesses, and homes on large lots. While single-family detached residential homes at very low densities are permitted, conservation subdivision design is encouraged if utilities are available, allowing smaller lots in exchange for more open space. Architecture is sensitively integrated, avoiding valuable natural features. Gross densities are one or fewer units per acre; however, density bonuses are allowable depending on the amount of open space conserved. Open space is typically within private lots (yards) and amenities created within planned developments. Greenways along creeks, utility easements, and public rights-of-way may traverse the area and connect development to nature preserves and regional parks.



INSTITUTIONAL

These areas include Elon University, other campus-style development, and large-scale civic and government uses. As significant components of the development pattern, these areas are typically key destinations in town and can include community landmarks. Sites are designed and buildings are oriented to establish a positive relationship with and connections to adjacent development. Buildings, which typically have large footprints, vary in height up to five stories. Parking is located in large and small surface lots as well as along private and public streets to adequately serve multiple buildings. Facilities to support pedestrian and bicycle access are integrated. Small and moderately-sized schools and churches may be included within these areas; however, such uses are also appropriate in other land use categories.



***PARKS AND
OPEN SPACE***

Various types of passive and active parks and other recreation facilities may be accommodated in all land use categories. Where depicted on the Future Land Use and Conservation Map, park areas may be developed as community-serving facilities, such as public greenways, nature preserves, and neighborhood or community parks that support a variety of activities (league sports, playgrounds, walking trails, splash pads, picnicking, etc.). Access via multiple modes (vehicular, pedestrian, and bicycle) should be considered in the design of facilities and each should be connected to adjacent development. Location near concentrations of population and schools is encouraged.



CONSERVATION

Conservation areas encompass creek corridors, floodplains, wetlands, and other environmentally sensitive features. They are designated as a separate land use classification to emphasize the importance of conservation. However, compatible uses, including greenway trails, may be suitable provided the materials used and the construction and maintenance techniques employed ensure that potentially negative impacts are minimized and mitigated.

In areas designated as Low-Density Residential and Rural Living, the protection of valuable natural and cultural resources as development occurs is possible through conservation design. By setting aside areas with features worthy of preservation, including areas within Conservation classification, development can then be sensitively integrated into the landscape.



Caldwell Farm, Newbury, MA

EXCERPT FROM SMART GROWTH/SMART ENERGY TOOLKIT:

"At Caldwell Farm, 80% of the 125-acre parcel remains as open space. A circa 1800 farmhouse on the property has been preserved. As an added bonus, walking trails cross the open space and provide pedestrian access to the saltwater wetlands. Because of the large percentage of open space preservation and the preservation of the historic farmhouse, the unit bonus provision of Newbury's OSRD bylaw allowed the developer to build 66 units versus the 62 units provided via by-right zoning. ...The open space amenities bolstered the market prices in the development, including a clubhouse, swimming pool, gatehouse, walking paths and trails throughout the property and adjoining conservation lands, where a 2-bedroom home starts at \$635,000."

http://www.mass.gov/envir/smart_growth_toolkit/pages/CS-osrd-newbury.html

CONVENTIONAL SUBDIVISION DESIGN



CONSERVATION SUBDIVISION DESIGN



Source: Randall Arendt

FOCUS AREAS

The evolution of the Planning Area will occur over a period of years. However, some areas will be subject to development pressures in the near future. Three focus areas (identified below) were identified and studied as part of the planning process to better understand development potential consistent with the Future Land Use and Conservation Map. Each set of conceptual illustrations on the pages that follow convey one of several possibilities. Considering the potential use of parcels collectively, decisions about future development on individual parcels can be made in a manner that optimizes the utilization of land while adhering to the community's goals and objectives.



FOCUS AREA / NORTH

A mixed-density residential neighborhood.

FOCUS AREA / EAST

A revamped east entrance to the town.

FOCUS AREA / CENTRAL

A new mixed-use node to complement downtown.

Note: While downtown is and will continue to be a focus of future development, it was not included in the focus areas studied in this process. Refer to LU-3.1.1 (page 45 in the Recommendations section) for more information about a study of downtown.

FOCUS AREA / NORTH

The Town of Elon is anticipating residential growth on the north side of University Drive, which presents an opportunity to create connected neighborhoods offering an array of housing types and amenities. This concept illustrates the creation of a multi-generational neighborhood along a future greenway. The variety of residential products within one neighborhood, including townhouses, patio homes, duplexes, and single-family detached homes, appeals to people of varying ages and lifestyles preferences. The neighborhood provides an opportunity to "age in place." Young singles find their first homes here, and families raise children with grandparents just around the corner. The quality of life is enhanced by the access to open space.

Key Features:

- The variety of residential units include townhouses, patio homes, duplexes, and single-family detached homes. Aging in place is possible, and affordable housing options are increased.
- Homes front on pocket parks and other green spaces. In addition to providing safe spaces for social interaction and recreation, the integration of green space helps maintain or increase property values.
- The greenway along a tributary of Travis Creek is a primary amenity that connects to the center of Elon as well as Shallowford Nature Preserve and the Haw River Trail (also the Mountains-to-Sea Trail). It supports recreational activities, serves as an alternative transportation option, protects water quality and preserves important wildlife corridors.
- The road network continues the existing pattern, extending streets from Cable Square.



The concept for this focus area includes a variety of housing options, including single family homes (above) and upscale townhouses (below).



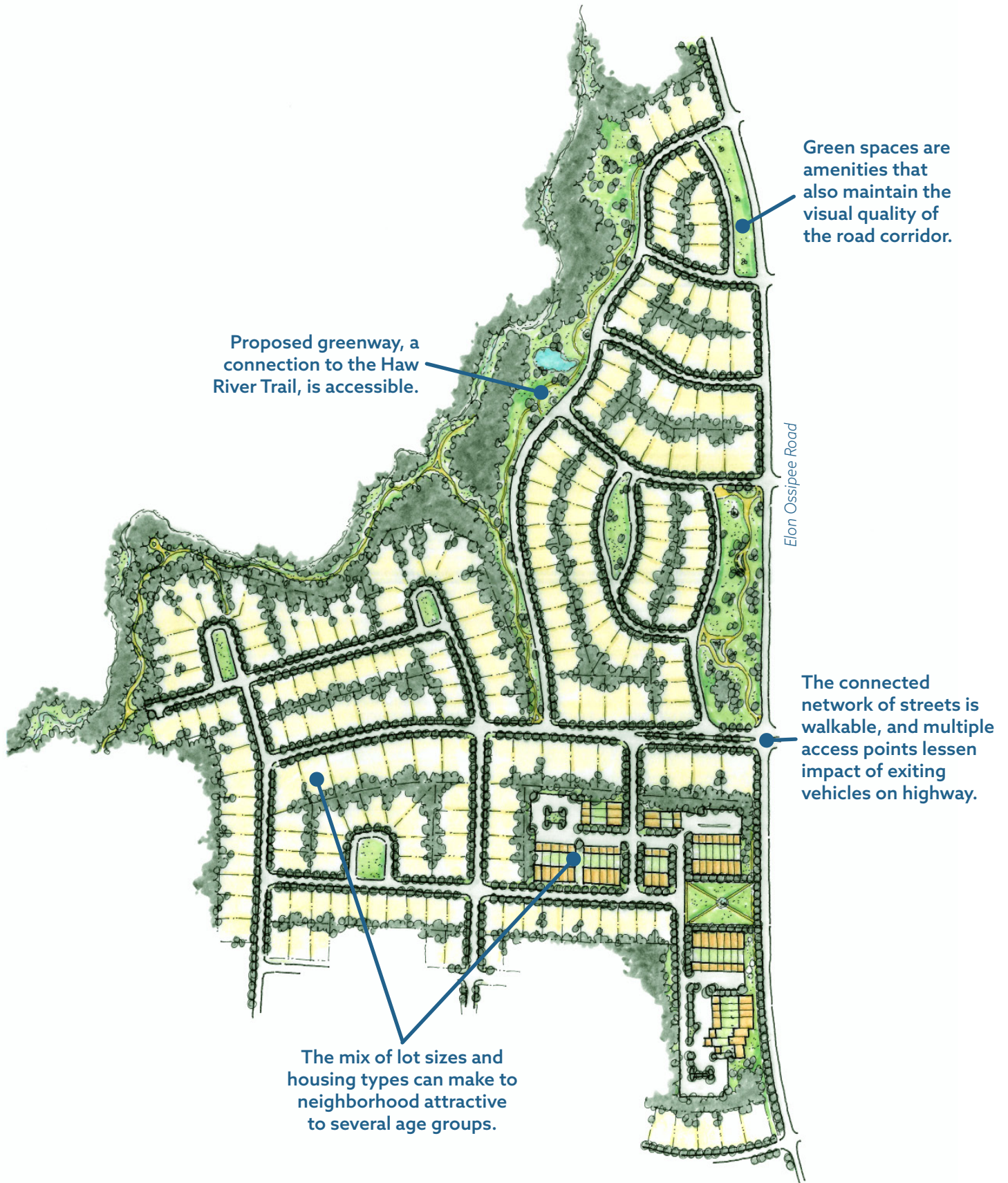


Figure 14. Focus Area North Conceptual Plan

FOCUS AREA / EAST

The intersection of University Drive, Haggard Avenue, and NC-87 forms a gateway into the Town of Elon from Burlington. The reinvigoration of this commercial node with the introduction of new businesses can be enhanced by the organization of buildings and improvements to streetscape to create a welcoming point of entry. New apartments that meet the demand for quality rental housing flank the commercial sites to establish a lively and functional mixed-use area. Employees of nearby industrial development enjoy access to restaurants, shops, and services during the workday.

Key Features:

- New buildings and streetscape create a sense of arrival into the Town of Elon.
- Existing businesses benefit from the energy that the new businesses and adjacent residential development infuse into the area.
- Housing provides an opportunity for some to live within walking or biking distance from work.
- Quality design and development that secures and enhances property and sales tax revenue source.



This concept calls for streetscape enhancements to create a welcoming place at the town's eastern gateway.



Figure 15. Focus Area East
Conceptual Illustration

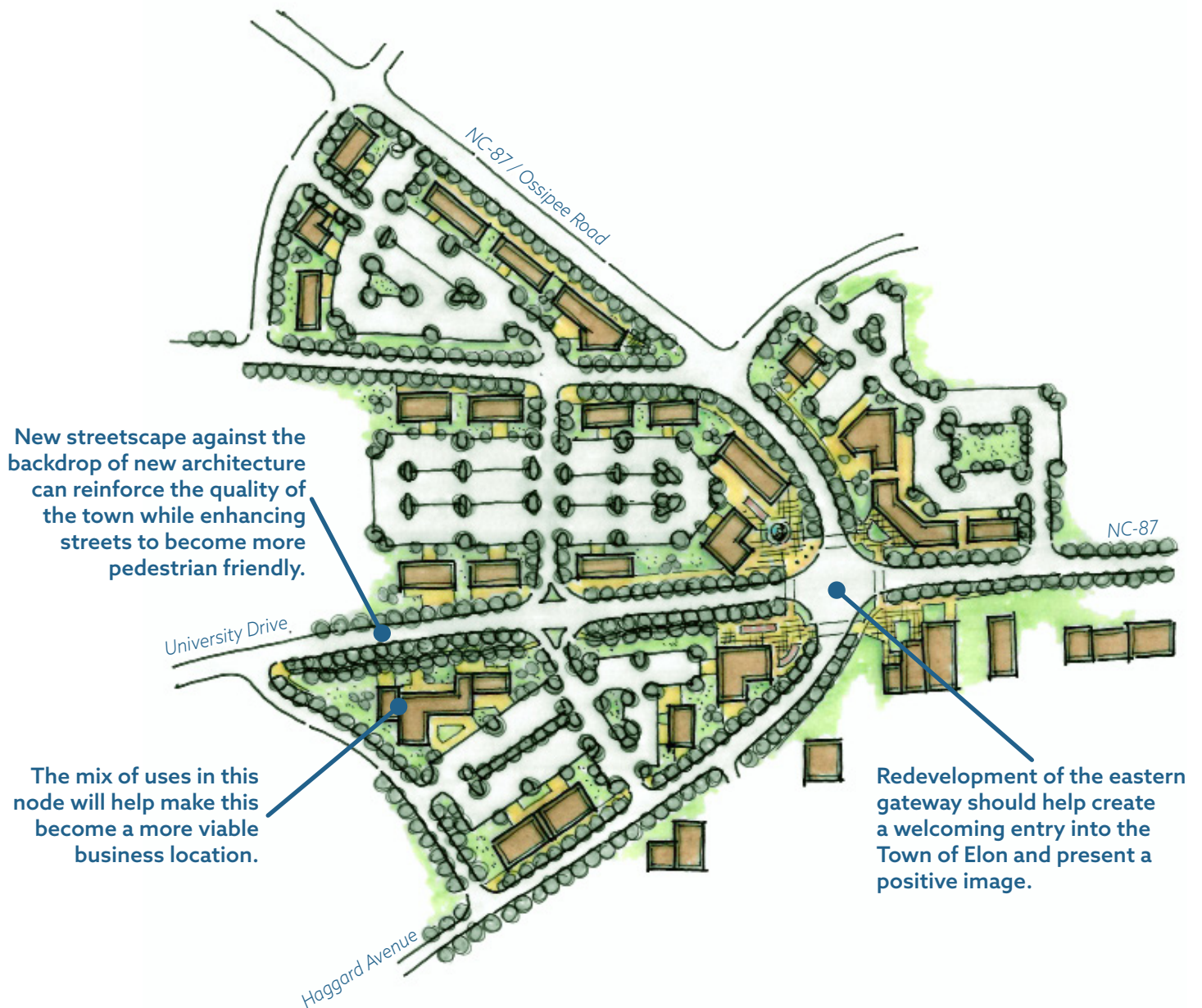


Figure 16. Focus Area East Conceptual Plan

FOCUS AREA / CENTRAL

The southwest quadrant of the University Drive and Williamson Avenue intersection provides an opportunity to complement the Town of Elon's historic downtown. This concept depicts a walkable "park once" environment uninterrupted by arterial roads. It includes a mix of commercial uses, primarily offices, retail shops, restaurants, and services to meet existing and potential demand, that are accessible for the Town of Elon residents and people visiting Rhodes Stadium and the Schar Center on the Elon University campus. It is also an ideal location for condominiums and townhouses that would meet existing demand. Seniors interested in downsizing may be among those seeking living space convenient to places to shop and eat, and a short walk from campus activities and programs. The presence of day- and night-time occupants (workers and residents) helps make this a vibrant business location. Sidewalks along Williamson Avenue and a greenway along the creek on the western edge strengthen the connection to downtown.

Key Features:

- A mix of uses responding to the needs of residents for an alternative shopping and dining location.
- The demand for small office space with flexible floor plans is met.
- Condominiums and townhomes are occupied by residents that prefer to live in a walkable, mixed-use environment close to the center of town and Elon University's campus.
- Connections to the Schar Center, Rhodes Stadium, and downtown enhance the viability of the center.
- Buildings are located on and oriented to the street and, in combination with a well-designed streetscape, help create an inviting, pedestrian-friendly condition.
- An anchor in the form of a small grocer or a civic use ensures a regular stream of visitors for the businesses that locate within.
- Small green spaces.



Small green spaces that create a "community living room" are part of the character of this focus area, which offers a walkable, mixed-use environment that appeals to residents and visitors alike.



Figure 17. Focus Area Central
Conceptual Illustration



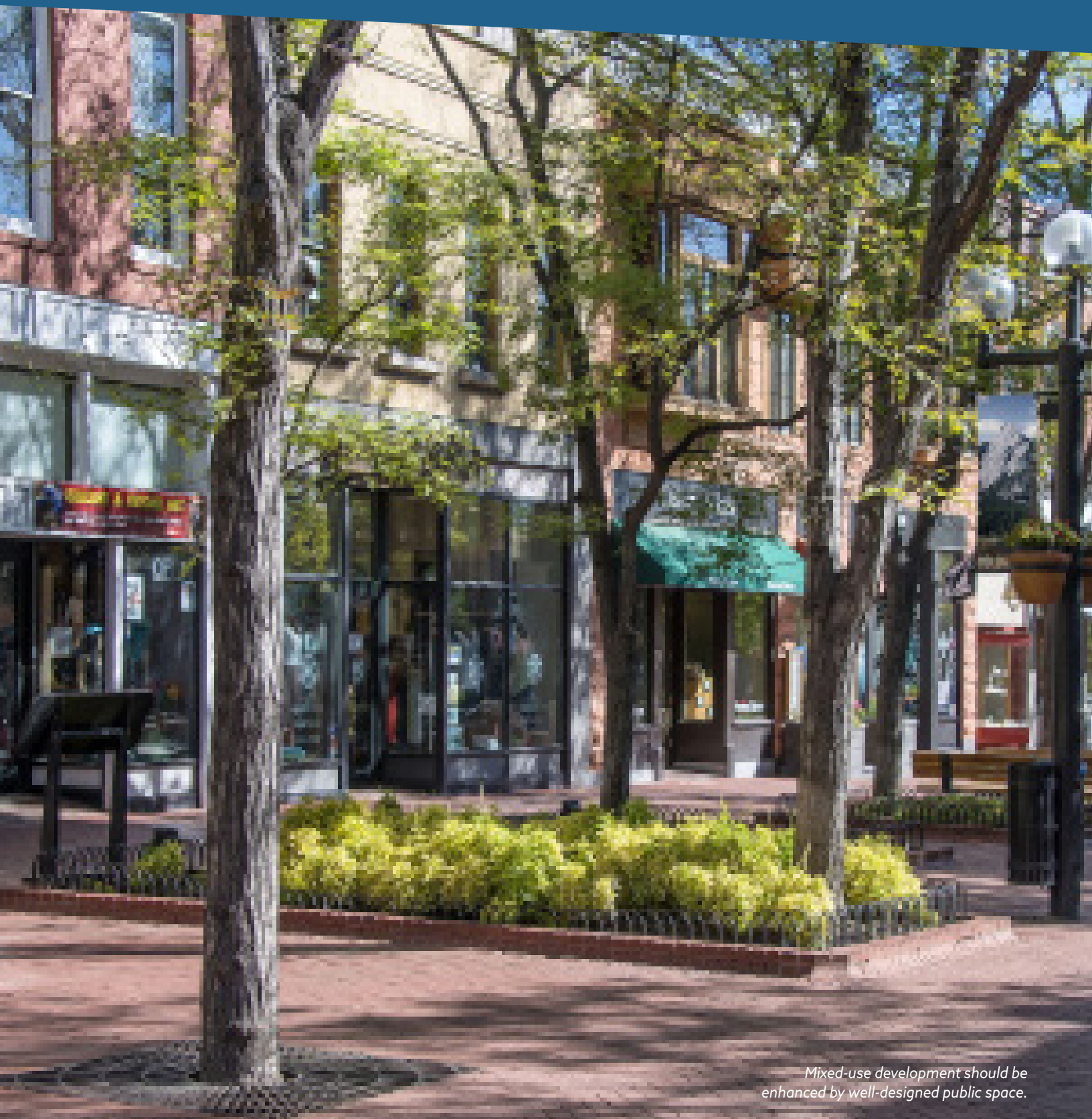
Note: This is an alternative to the "village center" designation in the town's Land Development Plan (2002), which straddled the entire intersection and encompassed land with environmental challenges. This concept shifts that center to one quadrant to utilize more developable, accessible land.

Figure 18. Focus Area Central Conceptual Plan

RECOMMENDATIONS

Implementation of this plan is a shared responsibility. The town, working with a wide variety of partners, including local, regional, state and federal agencies, private developers, area organizations, and landowners, will take the lead. The following recommendations along with specific strategies, or action steps, will aid efforts to achieve the goals and realize the vision reflected in the Future Land Use and Conservation Map. The recommendations and strategies are in no particular order. They are presented to enable those involved in implementation to effectively evaluate and determine priorities, and identify short-, mid-, and long-term tasks. The project team, with input from the Advisory Committee, has identified several priority actions steps to be considered immediately following plan adoption.





Mixed-use development should be enhanced by well-designed public space.

LAND USE AND DEVELOPMENT DESIGN

LU-1

Expand the town's extraterritorial jurisdiction (ETJ) to the extent of the planning area as depicted on the Future Land Use and Conservation Map.

LU-2

Encourage development consistent with the pattern of land use depicted in the Future Land Use and Conservation Map. (See pages 28-33 of this Plan to reference the map, supporting images, illustrations of preferred development types, and land use descriptions.)

LU-2.1 Raise awareness of Envision Elon 2040.

LU-2.1.1 In general, utilize the town's website and other communication tools.

LU-2.1.2 Disseminate specific details about plan implementation as such activities are undertaken. Of particular importance will be the link between capital expenditures and achievement of the goals expressed in the plan.

LU-2.1.3 Communicate the intent of the plan to landowners, developers, investors, and others expressing interest in development, redevelopment, and conservation within the planning area. Such conversations are typically initiated through meetings with staff when development or conservation projects are being contemplated. Utilize such opportunities to engage individuals and representatives of these groups in a dialogue about the plan.

LU-2.1.4 Share a summary of the plan with neighboring jurisdictions and other agencies who may act as partners in the management of growth in the planning area as well as in the implementation of infrastructure improvements.

LU-2.2 Familiarize town leaders with the details of the plan, and encourage them to refer to the plan in advance of making decisions about zoning changes, capital investments, and various public initiatives. As part of an orientation program for newly elected and appointed officials, devote time to a review of the Envision Elon 2040, emphasizing the goals and recommendations and the Future Land Use and Conservation Map.

LU-2.3 Support rezoning applications for changes in zoning that demonstrate the intent to implement the plan and amend the town's Land Development Ordinance (LDO) to facilitate future development and redevelopment as described in this plan. (Refer to LU-8 for more specific recommendations on amending the LDO.)

When asked about the top priorities for the plan:

- 34% of respondents say that downtown revitalization is a top priority.
- 24% say that more restaurants, shopping, and entertainment in the Town of Elon is a top priority.



LU-3

Focus future growth in the “core” of the planning area where infrastructure can support new and infill development as well as redevelopment.

LU-3.1 Support mixed-use development that responds to the wants and needs of residents, workers, students, and visitors. Large and small mixed-use centers across the U.S. have demonstrated economic competitiveness, appealing to the people’s desire to live, work, shop, dine, and play in walkable places.

LU-3.1.1 Facilitate the development of Downtown. This node should continue to be the center of town and university life. With a desirable mix of retail, restaurant, office, hospitality, cultural, residential, and other compatible uses, this area is the primary focal point of the town and is the preferred location of civic activity. Begin by updating the Downtown Master Plan.

- Expand the geography to include the area to the west and the area on the south side of the railroad tracks where Elon Municipal Building is located. Refer to the area designated Mixed Use in the downtown area on the Future Land Use and Conservation Map.
- Include in the scope of work a preliminary examination of existing infrastructure and applicable land development regulations to better understand development limitations.
 - Study water, sewer, and stormwater capacity constraints, pervious area requirements, and potential parking demand. The updated master plan should reflect a realistic buildout scenario.
 - If possible, determine “regional” solutions that allow the downtown development pattern to be compact, connected, and uninterrupted by on-site utilities, parking, and pervious area.
- Align the master plan with the Main Street Principles. The town became a Downtown Associate Community in September of 2015 and became a designated Main Street Community in July 2018. The updated master plan should take into consideration the desire to maintain the town’s sense of place by preserving the historic structures within the downtown area and developing design criteria for new structures with a focus on compatibility. The master plan should also develop design criteria for streetscapes that complement those historic structures and assist in creating a sense of place by focusing on people-centered design principles.

LU-3.1.2 Encourage mixed-use development in nodes outside of Downtown, as shown on the Future Land Use and Conservation Map. These are also gateways into town (and Elon University). Such areas are intended to complement, not compete with, Downtown.

- University Drive and Williamson Avenue (southwest quadrant). This area is envisioned as a local-serving mix of uses, including office, retail, and restaurants. In addition to the people living and working in this node, the commercial uses will likely benefit from the patronage of nearby residents and visitors of the Schar Center and the Rhodes Stadium.
- University Drive and North O’Kelly Avenue (south side). As a new entrance into the Elon University campus, this node is envisioned as a mix of hospitality and related uses that depend on the patronage of students, faculty, alumni, visiting parents, and residents.

LU-3.2 Encourage Elon University facilities as anchors within mixed-use development to promote the seamless-ness between the campus and the town.

LU-3.2.1 As Elon University considers the location—or relocation—of facilities that are open to the community, support efforts to site buildings where they can serve as catalysts for desired development. For example, a performing arts center may be an appropriate civic use and focal point of new, mixed-use development.

LU-3.2.2 As Elon University considers the future use and development of off-campus sites owned by the institution, support efforts by helping consider context and ways both university and town needs can be met. The identification of appropriate uses can inform decisions about shared or coordinated infrastructure investments, land swaps, and complementary development and redevelopment initiatives.

LU-3.3 Encourage small office space (1,500 sf), particularly in mixed-use nodes.

LU-3.4 Encourage locally-owned, local-serving retail and restaurants.

LU-4

Expand housing choices. Appeal to a diverse range of preferences and income levels. Encourage product mix for multi-generational and age-in-place neighborhoods.

LU-5

Focus on quality and experience of each place. Communities across the US that are enjoying success with economic development cite quality of place and quality of life as major factors influencing location decisions. Investors are drawn to communities that demonstrate a commitment to quality. Through land development regulations and public investments, create value with enhancements that benefit the community as a whole.

LU-5.1 Invest in public spaces to create a competitive market, particularly for housing. Greenway trails integrated into neighborhoods, for example, serve as amenities for the residents. Over time, access to such open spaces may also help maintain or increase the value of adjoining properties. Other public spaces, ranging from parks to downtown plazas, should be designed to be inviting and support programming. Festivals, fitness classes, and art shows are among the types of activities that public spaces could accommodate. (Refer to CC-3 for the recommendation about a public realm master plan.)

LU-5.2 Amend regulations to ensure new development provides open space that is connected to the larger system of public open space, expanding the amenities to areas beyond the confines of the development project.

LU-5.3 Establish design standards. (Refer to CC-2 for more information about design standards.)

LU-5.3.1 Establish design criteria that ensure both public and private open spaces are designed to support the intended use(s). The size, configuration, access, enhancement (with pedestrian paths, lighting, furniture, and landscaping), and safety of the users of each space should be taken into consideration. Since streets are an important component of the public realm, streetscape design should also be addressed, building on the recommendations of the town's Bicycle, Pedestrian, and Lighting Plan. Created first as design guidelines, standards may be codified as the LDO is amended.

LU-5.3.1 Develop design guidelines for architecture, focusing on the materials, scale, orientation, and fenestration, particularly on facades visible from public spaces and streets. Architecture should, at a minimum, enclose spaces with walls that are appropriately scaled and detailed to enhance the quality of the public space. By adhering to such guidelines for public buildings, the town can lead by example and encourage the private sector to employ the guidelines when designing new buildings or renovating existing buildings.

LU-6

Organize development around a system of open space. In addition to enhancing property values, physical and visual access to open space, particularly that which is well-integrated into the development pattern, can support improvements to the overall health and well-being of the community. The open space system may consist of public as well as publicly accessible spaces. For example, Elon University's campus is treated as a community amenity. Its lawns and greenway trails are among the features that the public utilizes for passive and active recreation.

LU-6.1 Identify the types of open space that should comprise the Town of Elon's system. As a starting point, use the map in Figure 19, which depicts several land uses and conditions that may be appropriate for designation as open space, including floodplains, streams, lakes, greenways, and parks.) Determining the variety of open space should take into account the range of potential benefits, including community health, environmental resource protection (e.g. water and air quality), wildlife habitat conservation, and continuation of viable agricultural operations. Regarding community health, consider a range of potential uses and benefits, including recreation (facilitating active lifestyles), access to nature, social interaction, and food production (community and schoolyard gardens). (Refer to PR-1, PR-2, and PR-3 for more specific recommendations about open space and natural resources, and refer to CC-3.)

LU-6.2 Require open space in new development that prioritizes the types identified as valued by the community (refer to LU-6.1). Such open space should not be remnant land area once the development program is decided. Encourage the delineation of open space as an initial step in the development design process to ensure open space is brought to the front and a positive relationship between development and open space is created.

LU-7

Conserve areas north of the town to minimize impacts to natural resources.

LU-7.1 Facilitate conservation design as a feasible option, especially for new residential subdivisions in the Low Density Residential and Rural Living areas designated on the Future Land Use and Conservation Map. While maintaining the gross density allowed and achieving the same or slightly higher lot yield as conventional design, this approach enables the conservation of important open space areas that are environmentally beneficial and also serve as development amenities. The development review and approval process for conservation design subdivisions should be no more onerous, and perhaps less onerous, than that required for conventional subdivisions. Incentives, such as diversity bonuses, should be considered to make this option more attractive and feasible.

LU-7.2 Encourage the conservation of open space in the ETJ. Target parcels designated as Conservation on the Future Land Use and Conservation Map as well as land within Low Density Residential and Rural Living areas adjacent to Conservation areas and agricultural lands (i.e., parcels taxed based on present use value). Communicate with owners of large tracts of land, raising awareness of the benefits of conservation easements and introducing landowners

to representatives of land trusts and other conservation organizations seeking to protect sensitive lands in the area with easements.

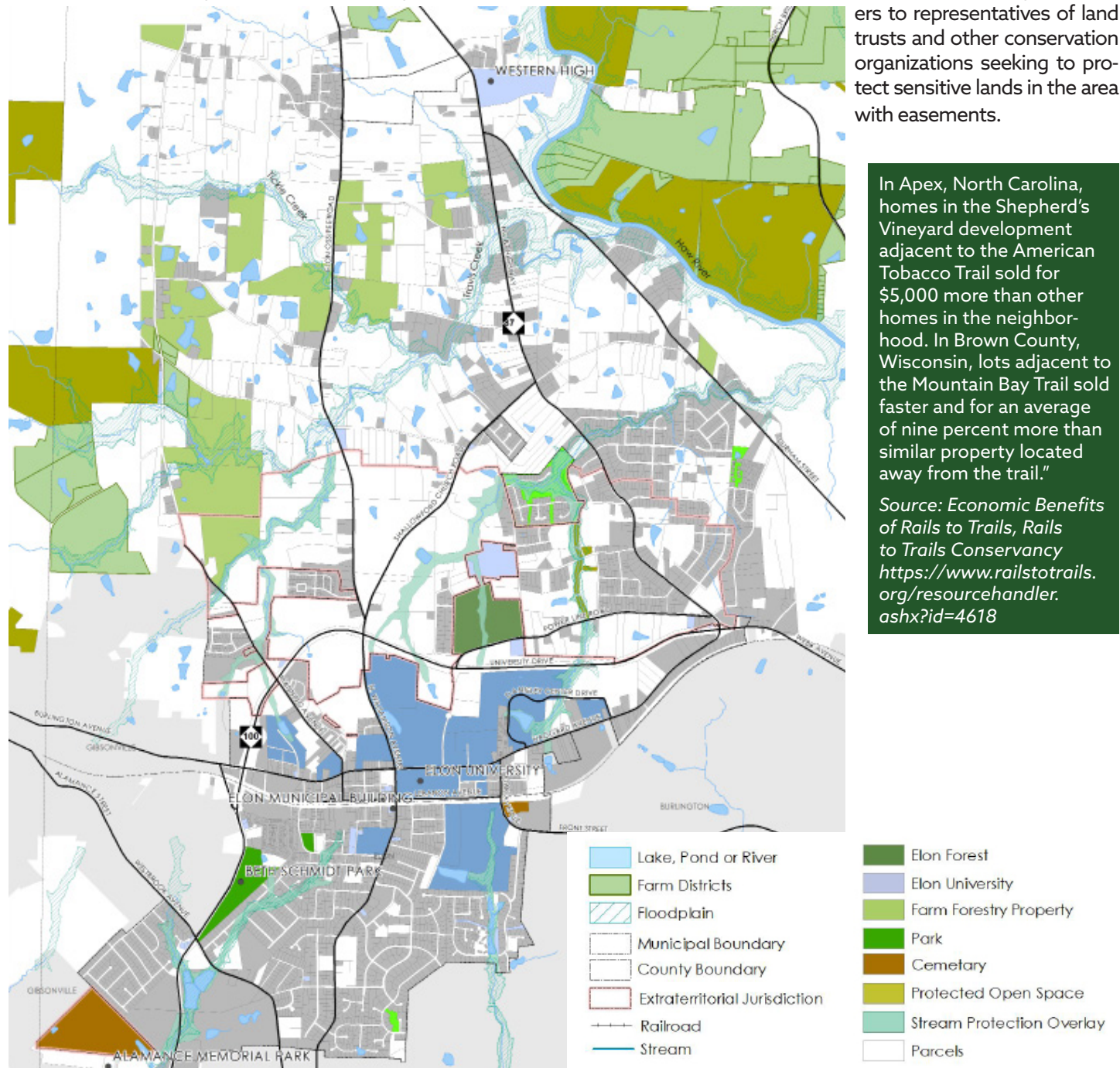


Figure 19. Parks and Open Space Concept Map

LU-8

Update the LDO to implement the Future Comprehensive Land Use Plan.

LU-8.1 Revise the district lineup to implement the Future Land Use and Conservation Map, with attention to the densities, use types, and development standards as described in the Land Use Classifications section on pages 28-30 of this plan.

LU-8.2 Revise the sections related to permitted uses to allow and encourage priority uses:

- Mixed-use developments
- Small-scale office
- Specialty retail
- Employment uses
- Increased housing variety, including high-end condominiums and multi-family housing

LU-8.3 Incorporate design standards for commercial and multi-family developments to ensure high-quality development that will support the town's tax base and preserve community character.

LU-8.4 Introduce a corridor overlay district framework to encourage high-quality development on key roadways around town, reduce congestion, and use land supply wisely to boost the tax base.

LU-8.5 Address building heights in the downtown and mixed-use nodes and consider increasing height allowances in these core areas.

LU-8.6 Create shared parking options for downtown and mixed-use node developments in order to support development and minimize access points that negatively affect walkability and bikeability of these areas.

LU-8.7 Encourage creative reuse and infill development through incentives and clear guidelines.

LU-8.8 Explore ways to increase housing for non-students in both rental and homeownership markets. Consider an ordinance limiting occupancy of non-related individuals.

LU-8.9 Update and enforce the noise ordinance.

LU-8.10 Continue investigating how the Town of Elon community members conceptualize the "small-town" feel of the Town of Elon, and incorporate these findings into the LDO in ways that protect the character and quality of life of the community.

LU-8.11 Make improvements to the LDO to improve the accessibility and user-friendliness of the ordinance:

- Incorporate graphics, illustrations, and imagery to make the LDO more user-friendly and intuitive to use.
- Increase the use of summary tables to quickly and clearly convey information.
- Re-organize problematic sections for ease of reference.
- Improve the section numbering scheme so that each section and subsection can be clearly referenced by staff, elected officials, developers, and members of the public.

LU-8.12 Ensure that all LDO sections are up-to-date and compliant with state and federal legislation, guidance, and jurisprudence:

- Revise the language concerning telecommunications to be compliant with HB310.
- Address NCRR concerns about projects in the rail right-of-way.
- Revise sign standards to comply with the recent *Reed vs. town of Gilbert* ruling.

Chapter 3: Zoning Districts

SECTION 3.4: RESIDENTIAL BASE ZONING DISTRICTS

Subsection 3.4.2: Single-Family Residential-Mainland (SFM) District

3.4.2. Single-Family Residential-Mainland (SFM) District[®]

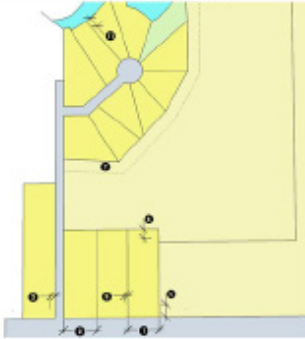
SFM SINGLE-FAMILY RESIDENTIAL MAINLAND



A. DISTRICT PURPOSE

The Single-Family Residential-Mainland (SFM) district is established to accommodate low-density residential neighborhoods and supporting uses on an undisturbed Currituck County outside of full service areas. The district is intended to accommodate residential development in ways that will not interfere with agricultural activity, interrupt scenic views from the Currituck Highway, or place undue stress on the county's educational infrastructure. A variety of residential use types are allowed in the district, including single-family detached homes, manufactured homes on their own lots, detached accessory dwelling units, as well as doghouses (with a use permit). The district accommodates agriculture, equestrian use, minor utilities, as well as various neighborhood-supporting institutional uses such as parks, open space, religious institutions, schools, and similar uses. This district also includes the conservation subdivision option with the ability to accommodate up to two units per acre in full service areas designated on the future land use map of the Land Use Plan. Major utilities require approval of a use permit, while commercial, office, and industrial uses are prohibited.

C. LOT CONFIGURATION



B. LOT PATTERNS



All subdivisions visible from the Currituck Highway right-of-way shall provide a highway buffer in accordance with Section 3.11.

CURRITUCK COUNTY, NC UNIFIED DEVELOPMENT ORDINANCE
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3.11

Chapter 3: Zoning Districts

SECTION 3.4: RESIDENTIAL BASE ZONING DISTRICTS

Subsection 3.4.2: Single-Family Residential-Mainland (SFM) District

D. TYPICAL BUILDING FORMS



E. BUILDING CONFIGURATION



F. DIMENSIONAL STANDARDS

	TD = Traditional Development	CS = Conservation Subdivision Development		TD	CS
Max. Gross Density – Traditional Dev. (du/acre)	1.0	-	Min. Front Setback (ft) [1]	10	N/A
Max. Gross Density – Conservation Subdivisions	-	1.5	Min. Corner Side Setback (ft) [4]	10	N/A
In Limited Service Areas (du/acre)	-	1.5	Min. Major Arterial Street Setback (ft)	10	50
In Full Service Areas (du/acre)	-	2.0	Min. Side Setback (ft)	10	N/A
Max. FAR (ft)	0.40	N/A	Min. Rear Setback (ft)	10	N/A
Min. Lot Area (du/ft)	40,000	N/A	Min. Agriculture Setback (ft) [5]	10	50
Max. Lot Area (acres)	N/A	10	Min. Accessory Use Setback (ft) [6]	10	2
Min. Lot Width, Interior Lot (ft) [2]	125	N/A	Min. Driveway/Parking Setback (ft)	10	N/A
Min. Lot Width, Corner Lot (ft)	135	N/A	Min. FB Setback from all Lot Lines (ft)	10	10
Max. Lot Depth [2]	N/A	N/A	Max. Building Height (ft)	35	35
Max. Lot Coverage (%)	30	N/A	H. Wetland Surface Water Setback (ft)	50	50
			Min. Spacing Between Buildings (ft)	10	2

[1] All lots shall maintain a minimum street frontage of 30 feet.
[2] Lot depth shall not exceed four times the lot width.
[3] Front setbacks shall be measured from ultimate ROW line.

[4] Driveways shall provide access from street with less traffic.
[5] Applied to subdivisions approved after 6/30/2011.
[6] Prohibited in front of principal building where principal building is less than 300 feet from street.

CURRITUCK COUNTY, NC UNIFIED DEVELOPMENT ORDINANCE
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3.12

A. Maximum Sign Face Area Calculation

Greater of:

20 Linear Feet of Wall Frontage = 20 sf

or

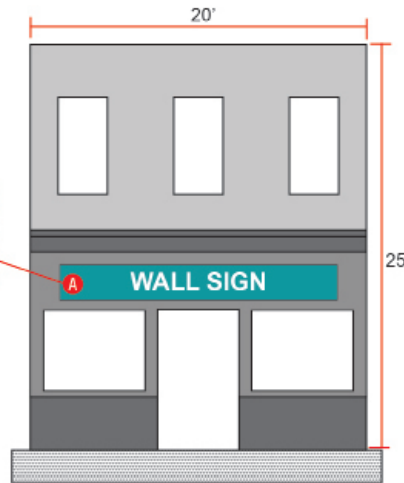
Front Facade Wall Area = 20' x 25' = 500 sf

Maximum Sign Face Area = 500 sf x .05 = 25 sf

1.5'

WALL SIGN

16'



SPECIAL USE

Land Use Clearance Review

Pre-application Conference

Neighborhood Meeting

Submit Application

Completeness Determination

Planning and Development
Director Review and
Comment

Historic Preservation
Commission Review and
Comment, if applicable

Public Hearing Scheduled

Public Notification

Planning and Zoning
Commission Review and
Recommendation

City Council Review and
Decision

Notification of Decision

Clockwise from top:

An example of a highly-illustrated district section from a recently adopted code in another community;

Flow chart graphics help code users navigate the steps of each development procedure;

An example of a Reed-compliant signage ordinance that relies on district types and sign types, rather than use types, in conveying sign standards and limitations. This graphic depicts allowable sign area for a wall sign in a commercial district.

COMMUNITY CHARACTER

CC-1

While recognizing that the town will continue to grow, seek to retain aspects of the small-town characteristics that have made the Town of Elon an appealing place to live, work, and study. During the LDO update process, the town will work to identify how the Town of Elon community defines “small town” so that the LDO update can preserve and encourage these features.

CC-2

Building on the branding effort that the town currently has underway, seek opportunities to reinforce the brand and desired image. Establish design standards to be utilized by public and private sectors. Augmenting the standards set forth in the LDO, a set of design guidelines that demonstrate how to communicate the brand through enhancements to the physical environment, the guidelines should address public art, architecture, landscaping, streetscape, the design of common areas and public spaces, materials, and furnishings. The guidelines should target key areas, indicating the expected level of quality in new development and redevelopment. The town should lead by example, adhering to the guidelines in enhancements of town-maintained public spaces.

The City of Hickory developed a set of public space design guidelines to reinforce its “Life. Well Crafted.” brand that celebrates the city’s craft heritage, particularly furniture and pottery.



CC-3

Utilize the public realm to reinforce the character of the town as well as the brand. Consider developing a public realm master plan to inform investments. The design of public spaces should be inspired by recognized assets and the image the town intends to present. The placemaking that results will help create a sense of place and contribute to a memorable experience.

Ideas for achieving this include the following:

- Gateways are opportunities to make a positive first impression and communicate the brand message. The statement they make as visitors enter the environment shapes their opinions of the town. Streetscape, public art, and wayfinding signage are among the elements that contribute to creating a welcoming experience. Here, the western and eastern gateways (the two intersections of University Drive and Haggard Avenue) are the primary points of entry. Refer to the description and features of the concept for Focus Area East, which are also applicable to the western gateway.
- Create a safe, comfortable environment for pedestrians and cyclists along Haggard Avenue with streetscape improvements and a better development edge. Refer to IS-4.2.
- Town greens and courtyards in commercial and mixed-use areas serve as a “canvas” to depict the story of the town.
- A path or trail in the vicinity of the rail corridor can tell the story of the town’s history related to the railroad through art and other design elements. Elon University students have conducted studies documenting aspects of the Town of Elon’s history. A trail project with elements incorporated that convey the story of the town’s relationship to the rail line could present opportunities for civic engagement for students, such as history majors, while creating an amenity for the entire community.
- Trails and nature preserves can serve as the outdoor classrooms for conveying educational information about the natural heritage, environmental assets, and health benefits of open space and active living. A trail project with information kiosks and interpretive signs placed at regular intervals is an effective way to educate visitors about the indigenous plants, sensitive habitats, and water quality. Creating and installing such features could present opportunities for civic engagement for students while creating an enhanced attraction for residents and tourists. The resulting amenity could foster healthy, active living.



“Pots on Parade” in downtown Lincoln, NC celebrates the town’s face jug pottery tradition. The Downtown Development Association partners with local artisans and business sponsors to create and install the pots along Main Street.



“Captain Jack” is a life-sized statue commemorating Captain James Jack, who rode from Charlotte, NC to the Second Continental Congress in Philadelphia in 1775. The statue stands in a large fountain which serves as a centerpiece of the Little Sugar Creek Greenway in Charlotte.

ECONOMIC DEVELOPMENT

ED-1

Bolster the tax base using combined strategies for job retention, attraction, and creation.

ED-1.1 Retention strategy: Focus on retention of existing industry and employment centers.

- Develop a regular program to survey the needs and concerns of existing local employers, as it is important that the town stays well-informed of issues. Refine strategy to focus on small business and industry retention.
- Encroachment by new development that interferes with operations is a common complaint. The town can utilize tools, such as land development regulations and compatible land use relationships reflected in the Future Land Use and Conservation Map, to mitigate or minimize these impacts and other issues raised by existing businesses.

ED-1.2 Recruitment strategy: Work with the Alamance Chamber to develop a long-term strategy to augment the existing tax base and industry attraction over the long term. Investigate site development and potential partnerships within the region, and promote the town's assets, including:

- Quality of life
- Low taxes
- Higher education resources, potential workforce with the presence of the university
- Large out-commuting resident workforce
- Partnerships with county, regional, and federal groups (e.g. Alamance County Chamber, PTRC, Economic Development Partnership of North Carolina, and EDA)

ED-1.3 Creation strategy: Work closely with the university to explore opening a combined coworking, incubator, and student work space. Students, employers, and the university would all benefit. Students could have the opportunity to participate in real-world activities. Employers could utilize student skills and work with potential new employees. The model could follow the Nussbaum Center, an incubator space in Greensboro, or Flywheel Coworking, located in downtown Davidson.

The newest Flywheel Coworking space is in the Jay Hurt Hub for Innovation and Entrepreneurship at Davidson College. It will include classroom and innovation spaces for students and faculty, research, and entrepreneurship. Four suites are dedicated to student-led startups, open areas for team and project work, virtual reality, and analytics labs. In addition, there will be collaboration, meeting and social spaces. A large outdoor patio benefit both the college and the coworking groups. Value will be enhanced by close partnership between the campus and the community of small business owners and entrepreneurs.

Source: Flywheel Coworking



ED-2

Continue working closely with Elon University and collaborate on the implementation of the campus master plan. Over the long term, such coordination will facilitate the “seamlessness” that both the town and the university are seeking. More importantly, the positive relationship will help safeguard the economic stability of each.

ED-3

Work with Elon University and other tax-exempt property owners (including retirement communities) to offset the costs incurred by the town in providing municipal services to these entities. Though some contributions are made annually, the town should consider options for augmenting collections.

ED-3.1 Establish a payment in lieu of taxes (PILOT) program. There is no one way to do this, and towns and universities across the country take different approaches. Some example financial agreements/grants/PILOTs include the following:

- In Northfield, Minnesota, Carleton College, and Gordon College voluntarily pay taxes on properties outside of their “core university campus.” They also pay a lump sum PILOT each year to Northfield.
- In Davidson, North Carolina, a retirement community takes the assessed value of their facility and makes a contribution to the town for that amount each year. In addition, they make additional voluntary contributions to the town. Also, Davidson College pays ad valorem taxes at full tax value on all houses owned by the college, which are located off campus. The college also pays a solid waste fee on these homes.
- In Lexington, Virginia, 64% of the city’s land is tax exempt. Faculty and staff houses on the base and the campus of Virginia Military Institute are taxed up to 50% of the equivalent of the of the assessed value. This is due to a state service charge which allows this. At Washington and Lee University, the houses on and off campus are also taxed at 50%. However, in 1989, the university entered into an agreement with the city to pay the remaining half of the real estate taxes voluntarily. Last year, the contribution exceeded \$550,000.

ED-3.2 Seek reimbursement for specific services. For example, consider invoicing Elon University for cost of services rendered each time the fire department is called to campus. Wendham, Massachusetts currently has this type of agreement in place with Gordon College.

ED-4

Consider an income approach to valuation for new mixed-use buildings. This is a standard practice of tax assessment, and Amherst, Massachusetts has implemented this. New mixed-use buildings in Amherst are taxed based on income rather than assessed value. These new buildings primarily house students and post-graduates, and usually include 3-4 bedrooms per unit, which are rented out individually. Therefore, income is generally between \$2,500-3,500/month. This income approach has greatly increased tax revenue for Amherst.

ED-5

Continue efforts to build a partnership with the U.S. Economic Development Administration (EDA) grant program. The EDA provides customized investments that help communities build upon their assets. Specifically, the EDA offers innovation and entrepreneurship initiatives, including business incubators.

ED-6

Encourage mixed-use development that blends a variety of uses, including office space, residential, shopping, and entertainment. Table 1, below, shows potential high-earning industry occupations that are expected to grow, along with the average monthly earnings for each. The Town of Elon should focus on these occupation types and encourage development types that accommodate them:

ED-6.1 Support **small-scale office space** (1,500sf). There are presently few options for small professional businesses to open, expand, or move to the town. In addition, offering more appropriately sized office space could encourage retention of residents who currently leave the town each day for work. Ideal industry occupants for office space development fall under the Professional Business Services sector, which the N.C. Department of Commerce and U.S. Bureau of Labor Statistics project to experience growth in the region through 2024. The average wages for these types of jobs may also be comparable to or higher than existing wages residents receive at their current job. Table 1 shows potential high earnings industry occupations that are expected to increase and the average monthly earnings. The town of Elon should focus on these occupation types.

ED-6.2 Support a **smaller, high-end grocery store and café**. There is no grocery store currently in the Town of Elon, and while the population of the town may not attract a national chain, a combined gourmet market and café with a variety of specialty items would be an excellent alternative that the local economy could support. This would serve as a neighborhood market and a gathering place for residents, students, and visitors.

ED-6.3 **Increase housing choice** to attract talent. Consider the construction of higher-end condos. This can be a draw for university employees, people who want to live in a walkable area of town but cannot find housing, and new residents moving in. Higher-end condominiums were identified as a major gap in the local market and would lead to quality of life improvements for people interested in nicer housing stock and walkability.

TABLE 1: OCCUPATIONS EXPECTED TO GROW THROUGH 2024 IN THE TOWN OF ELON

Occupation	Projected Annual Growth Rate Through 2024	Alamance County 2017 Average Monthly Earning	NC Statewide 2017 Average Monthly Earning
Legal services	0.2%	\$3,113	\$5,670
Accounting, tax preparation, book-keeping, and payroll services	0.8%	\$3,639	\$4,983
Architectural, engineering, and related services	0.9%	\$4,802	\$6,239
Specialized design services	0.6%	\$6,164	\$5,679
Computer systems design and related services	2.0%	\$8,458	\$7,579
Management, scientific, and technical consulting services	2.1%	\$5,224	\$6,995
Scientific research and development services	1.2%	\$6,786	\$10,507
Agencies, brokerages, and other insurance related activities	1.2%	\$6,369	\$6,369
Insurance carriers	.2%	\$8,322	\$8,443
Advertising and related services	0.2%	\$3,804	\$5,246

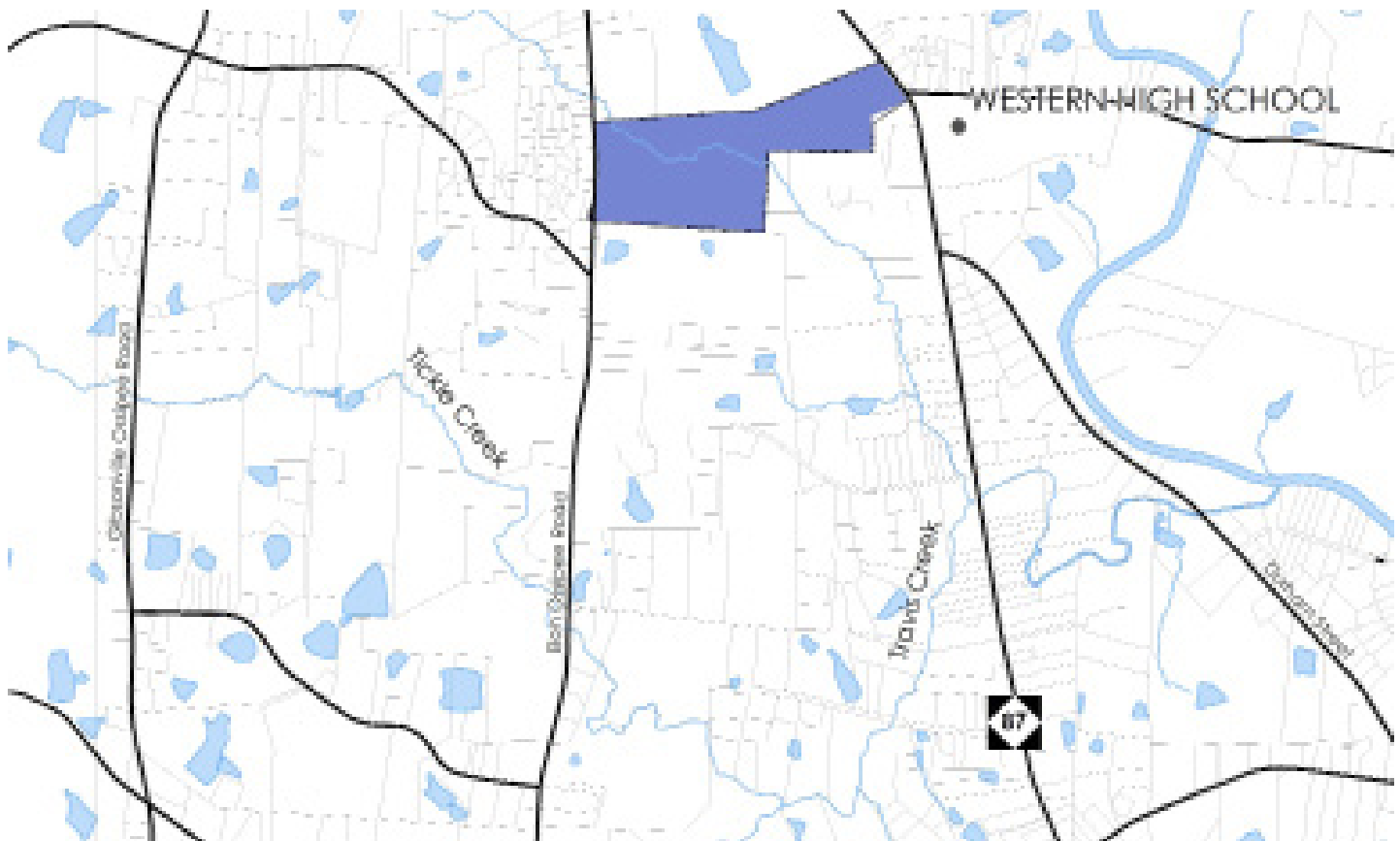
Note that many of the workforce demands in the Professional Business Services sector align well with the top degree completions from Elon University. For example, in 2015 and 2016 Elon University graduated an average of 150 students annually with a Bachelor's degree in Public Relations, Advertising, and Applied Communication, fitting the needs of potential employers in the Advertising and related services industry sector.

Source: Chipley Consulting

ED-7

Conduct a study of the town-owned property to the north to determine the highest and best use of the land. The results of the study should inform the town's decisions about next steps and appropriate partnerships. Examples of possibilities to consider may include:

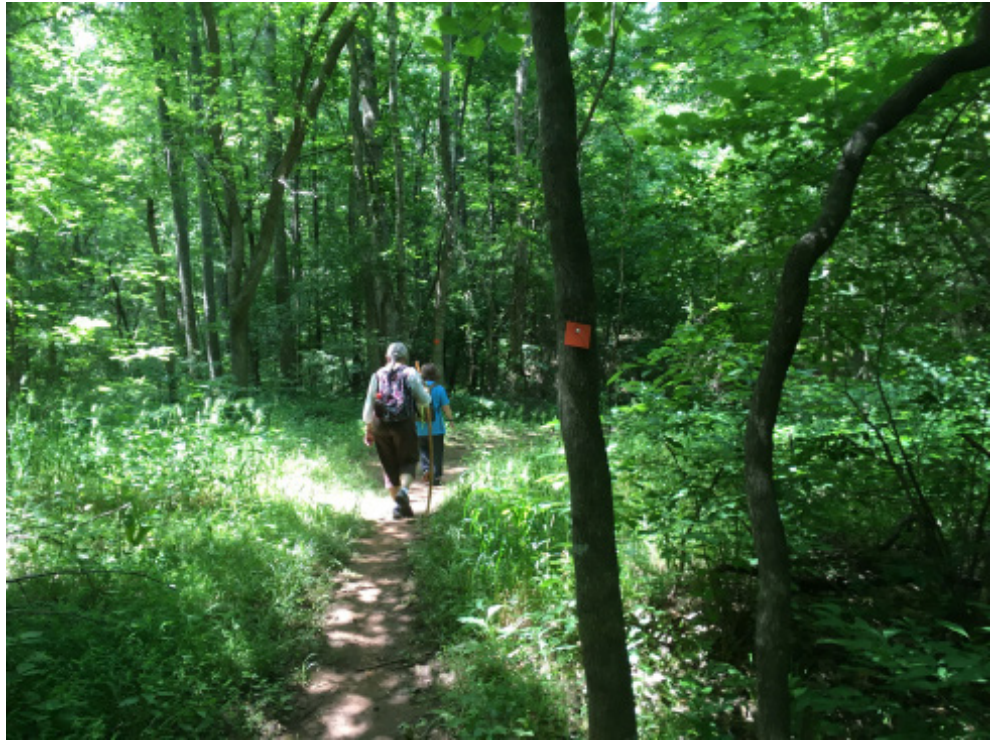
1. Working with Alamance County to create a regional park
2. Selling land to another entity to generate revenue for facilities identified as priorities in the Recreation and Park Master Plan that is underway
3. Private investor participation in the development of a portion of—or all of—the land. Through a public-private partnerships (P3), the future use of the property may involve development within and/or at the edges, facilitated by complementary public investments. A more detailed area plan for this land and its surroundings may be required to set the context for the development program to be pursued and describe the infrastructure necessary to support the recommended program. A developer request for proposals (RFP) will be an initial step in seeking a suitable development partner.



The Town of Elon owns a parcel on the north side of the planning area, which is approximately 72 acres. It is depicted in blue in the map.

ED-8

Become a destination along the Mountains-to-Sea Trail (Haw River Trail). Similar to the Appalachian Trail, this trail could be connected to nearby towns, which function as trailheads (points of entry/exit) as well as destinations to take a break from the trail. Connected to the center of Elon through future greenways, this trail could link to The Town of Elon, allowing it to function as an access and a diversion. (Refer to Park, Recreation, Open Space, and Natural Resources section.) The increase in visitors to the town would have economic benefits for The Town of Elon.



Hikers enjoy the Haw River Trail, which is part of the Mountains-to-Sea Trail.

Source: <https://www.burlingtonnc.gov/1323/Outdoor-Programs>



Boone, NC is listed as stop #5 in this MTS Trail Guide.

Source: <https://www.blueridgeoutdoors.com/go-outside/hiking/mountains-to-sea-trail-guide/>

The Appalachian Trail runs through the town of Hot Springs, NC. Hot Springs prides itself on being a welcoming place for hikers: its library is designed to be hiker-friendly, with a room for packs, free wifi and charging, and information about hiker services in town. Students in Hot Springs maintain a section of the trail and have participated in water quality and ozone monitoring.

The town capitalizes on their partnership with the Trail through several annual trail-centered festivals that bring thousands of tourists and restaurants and shops that are geared toward the needs of hikers and locals alike.

Source: Appalachian Trail Conservancy



The Virginia Creeper Trail, a 34-mile trail in southwestern Virginia, locals and non-locals spend approximately \$2.5 million annually related to their recreation visits. Of this amount, non-local visitors spend about \$1.2 million directly in the Washington and Grayson County economies.

Source: VA Department of Conservation

PARKS, RECREATION, OPEN SPACE, AND NATURAL RESOURCES

PR-1

Expand the number of parks, greenways, and other recreation facilities throughout the town. The Land Use Plan advocates for a significant increase in parks and open space compared to current conditions. These areas should become gathering places for young families, retirees, and professionals, and be viable trade-offs for accepting higher densities and less private open space in some mixed-use living environments.

PR-1.1 Implement appropriate Recreation and Parks Master Plan recommendations:

- Emphasize the importance of passive recreation and conservation areas as components of the system.
- Consider access to privately-maintained open space in level of service evaluation.
- Important design elements for new parks or plazas in the Town of Elon include: group activity areas, Wi-Fi access, athletic courts and fields, trails and exercise areas, and pet-friendly areas.

PR-1.2 Consider working with ABSS and/or Alamance County to acquire and improve land in close proximity to the new elementary school and, through a joint use agreement, create a park that can be jointly maintained and open to the public (area residents) for the use of fields when such facilities are not in use by the students.



Beth Schmidt Park was identified as a community asset by many residents and stakeholders. As the town continues to add features and host events in Beth Schmidt park as a community focal point, it should do so within the context of a connected network of open spaces across town, particularly as growth moves northward.

PR-2

Connect to the regional trail network forming in the Piedmont Region, particularly the Haw River Trail and Mountains-to-Sea Trail. The trail network could offer recreational opportunities for all ages, including local seniors who regularly travel to trails outside of the Town of Elon (and Alamance County) for hiking.

PR-2.1 Coordinate with the City of Burlington, Burlington-Graham MPO, Elon University, and local and regional trail advocates to build paths, trails, and greenways in the Town of Elon that provide connections.

PR-2.2 Implement the Bicycle, Pedestrian and Lighting Plan.

Local trail building in cities and towns across the 16-county Charlotte region is contributing to the creation of a regional network of greenways that serve both recreational and transportation needs.

In Cleveland County, a scavenger hunt program sends participants searching along the Broad River Greenway trails for information located on several educational signs or native trees. Cleveland Regional Medical Center partners with local governments to sponsor walking events along the trail.



PR-3

Permanently protect floodplains from development, which offers a great opportunity to implement a complete and continuous system of green infrastructure (especially stormwater).

PR-3.1 Floodplains represent the area of land near a lake or stream that regularly floods during a significant rain event. Permanently protecting these areas from development offers a great opportunity to implement a complete and continuous system of green infrastructure throughout the town. The new, interconnected system of open space (a 'green links' system) should be accessible to the public via new greenways (whether paved or natural), which helps support a more active community and less reliance on the automobile for shorter trips between nearby destinations. Protected floodplains also provide a continuous, natural infrastructure to offset some of the impacts associated with an expanding development footprint (e.g., flood control, water filtration, wildlife habitat, water supply provisions, etc.).

PR-3.2 Individual development applications before the town should be reviewed with the intent of providing a continuous, connected system of green infrastructure in town using floodplains (where present) as a primary area for open space preservation. Connecting floodplain preservation areas should be treated in the same manner that town officials try to build/connect new major streets that traverse several properties; using a 'stub out policy' for preserving future open space connectivity with adjacent undeveloped parcels.

INFRASTRUCTURE, SERVICES AND FACILITIES

IS-1

Coordinate with service providers to ensure adequate capacity exists to serve the Future Land Use and Conservation Map. Formally engage service providers in the Town of Elon—schools, water, sewer, broadband internet, and transportation—and enter into Memorandums of Understanding or Service Agreements to confirm processes, protocols, service areas, available funding, and schedules (by service provider to the extent necessary) that foster healthy partnerships and better-coordinate plans, programs, and projects.

IS-2

Formally Adopt a Capital Improvements Plan (CIP) following adoption of the Land Use Plan. Town staff has drafted a Capital Improvements Plan, which also considers funding categories and a schedule of expenditures for more insight into large and expensive infrastructure projects. The CIP process and document distribute costly projects over time, protecting the community from abrupt tax increases (or special assessments) that might otherwise be required to fund them. By requiring local governments to periodically review their current and potential capital needs, a CIP also improves planning for large projects and protects local government officials from being confronted by a sudden need for an unplanned capital expenditure. Information presented in the document helps decision-makers coordinate improvements for greater efficiency and assess short-term financing requirements in the context of long-term fiscal needs and constraints.

IS-2.1 The town's CIP should include priorities, targets, and policies for the full lifecycle of a capital project — construction, operation, maintenance, and rehabilitation — so that there is not unwanted confusion about if, how, when, and where town funds will be used to sustain infrastructure into the future.

IS-2.2 Refer to the recommendations of the updated Downtown Elon Master Plan (see recommendation LU-6) to define CIP projects to be accomplished in partnership with private investors who are effectively implementing the updated plan.

IS-3

Manage growth to utilize existing infrastructure capacity and discourage growth in conservation areas. Organize the planning area into a series of growth tiers for programming and funding infrastructure investments, which will help manage the type, timing, and intensity of development throughout the community.

IS-3.1 Future growth should be guided into more compact and efficient development patterns that will help manage the timing, location, and magnitude (length and size) of expensive infrastructure investments. The town should prioritize infill development and redevelopment in identified growth tiers (over continued green field development patterns) and use public infrastructure investments to encourage and leverage future private investments.

IS-3.2 Implement a tiered system for managing the timing, location, and magnitude of growth in the Town of Elon Land Use Plan. Tier 1 is the highest priority, Tier 2 the second priority, through Tier 4, the lowest priority areas:

Tier 1 – Downtown Reinvestment Area

Town officials are committed to promoting Downtown Elon as the physical, civic, and iconic center of the community. The downtown reinvestment efforts should target water, sewer, WiFi, and multimodal transportation infrastructure improvements, as well as general beautification of the streetscape, to the levels and timing needed for continued near-term investment in the growth area. Therefore, the town's priorities should take into consideration opportunities for publicly and privately funded improvement projects to be coordinated and accomplished concurrently. In doing so, the town will help create incentives for investors and advance the revitalization of downtown.

Tier 2 – Infill Development Area

Infill development areas include land within the current town limits as well as closely surrounding land in the town's current extraterritorial jurisdiction that has existing or relatively easy potential access to both sewer and water. Infill development should be concentrated within the current town limits. One or more new mixed-use centers located inside the infill development area would provide walk-to or bike-to destinations that meet some of the residents' daily needs. Infrastructure investments in the target investment area should encourage active living with a complete and comprehensive network of walkable streets in a connected street pattern. The town should limit its role in providing new infrastructure in these areas to upsizing for additional capacity and filling in missing segments for important street, water, and sewer connections.

Tier 3 – Controlled Growth Area

Controlled growth areas include land inside and outside of town limits that are either 1) served or anticipated to be service by other providers, or 2) present some challenges because of topography issues for extending water and sewer infrastructure to the unserved areas. The town should limit its role in extending new infrastructure in these areas to coordination activities.

Tier 4 – Limited Investment Area

Limited investment areas are currently unserved or under-served by town water and sewer utilities, and it will be expensive to expand in these directions because of topography issues and the investments needed to convey water or wastewater to nearby plant facilities. In order to maintain the rural setting appropriate to these areas, the town should remove zoning for anything other than extremely low-density residential, and refrain from any infrastructure investments in the area beyond coordinating with adjacent service providers.

IS-4

Consider land use and infrastructure investments together, promoting a network of complete streets that emphasizes the quality and character of both the street and its surrounding development pattern (whether rural, suburban or urban in nature).

The Future Land Use and Conservation Map advocates for a transportation system that safely and efficiently moves people throughout the town. Balancing land use (demand), transportation (supply), and urban design (environment) will improve overall efficiency of the transportation system while promoting livability principles important to new communities and centers identified on the Future Land Use and Conservation Map.

Supply-side solutions for the transportation system include: 1) a complete and integrated grid street network for major roads and local streets; 2) complete street design principles; 3) access management standards; 4) minimum street spacing guidelines; and 5) different street design standards for rural, suburban, and urban conditions.

Demand-side solutions for improving the transportation system focus on land use, development density, and urban design principles that promote lower vehicle trip generation (internal capture), shorter travel distance, and non-vehicular travel modes. Land use mix, development locations, patterns, and intensities depicted on the Map will improve overall efficiency of the transportation system by lowering demand for long-distance vehicle trips. Street design standards for urban conditions serving new walkable communities or centers will also bind together land use, transportation, and urban design decisions.

IS-4.1 Implement the Bike, Pedestrian, and Lighting Plan. This plan, updated in 2017, includes recommendations for changes intended to enhance mobility in the Town of Elon with alternative modes of transportation.

IS-4.2. Conduct a Haggard Avenue corridor study. An examination of this road corridor that links the Town of Elon to Gibsonville and Burlington will help define on a segment-by-segment basis ways to introduce safe bike and pedestrian connections, enhance the streetscape, better manage vehicular circulation, and improve the relationship of adjacent development to the street to create a highly accessible and safe place to live, work, dine, or shop.

IS-5

Continue to look for partnership opportunities with the Alamance-Burlington School System (ABSS). Work with Alamance County and ABSS to identify new school sites and ensure they are designed with appropriate infrastructure. Coordinate with the Alamance-Burlington School System on the timing and location of new development influenced by the Future Land Use and Conservation Map, and strengthen its ties to the School System's strategic plan and capital investment plan.

IS-6

Continue to improve quality of life for all residents of the Town of Elon by maintaining and expanding town services. The town should invest in its facilities and services to meet the needs of a growing population, and reserve funds in future years to program new facilities and services that meet the demands of growth or change in community preferences (both in terms of capacity and access to facilities and services). New facilities and services should be provided at or above existing service delivery standards.



APPENDICES

A | STAKEHOLDER INTERVIEWEES

B | THE TOWN OF ELON SURVEY SUMMARY REPORT

Note: Documents listed on this page are on file with the Town of Elon and available through the town's website.

Construction on the university's new residential buildings in progress during the planning process.

