VILLAGE OF MARVIN

10004 New Town Road | Marvin, NC | 28173 | Tel: (704) 843-1680 | Fax: (704) 843-1660 | www.marvinnc.org

PLANNING BOARD MEETING MINUTES

August 18, 2020 – 6:30pm
Village Hall, 10004 New Town Rd

AGENDA ITEMS

1. **Call to Order**
   Chairman John Jones called the meeting to order at 6:31pm.

2. **Determine Quorum**
   Chairman Jones determined that a quorum is present.
   Present: Chairman John Jones
   Present Virtually: Vice-Chair Kelly Cates, Paul Cappiello, Malinda Daniel, Mark Petersen, Michael Lavelle, Kent Renner, Councilman Bob Marcolese (Council Liaison)
   Absent: None
   Staff Present: Rohit Ammanamanchi, Austin W. Yow

3. **Adoption of the Agenda**
   Chairman Jones requested to amend the agenda with the following changes:
   - Add "Swearing in of New Planning Board Member" after "Adoption of the Agenda."

   MOTION: Chairman Jones made a motion to adopt the agenda as amended. Mark Petersen seconded the motion.
   VOTE: The motion passed unanimously.

4. **Swearing in of New Planning Board Member**
   Austin Yow, Village Clerk, swore in Kent Renner as a new member of the Planning Board. He then briefly introduced himself.

5. **Adoption of the Meeting Minutes for: 7/21/2020**
   MOTION: Chairman Jones made a motion to adopt the minutes from the 7/21/2020. Vice-Chair Cates seconded the motion.
   VOTE: The motion passed unanimously.

6. **Public Comment Period**
   No comments were given.

ITEMS OF DISCUSSION

TIME STAMP 7:10

1. **Discussion of CUP #20-12478, 8300 Woodmont Drive, Pool in a Rear Yard that Abuts a Side Yard**
   Mr. Ammanamanchi gave a brief introduction to the property in question. He noted that a neighbor already has a pool that would have required a Conditional Use Permit, but the pool existed prior to the ordinance.

   Rohit Ammanamanchi, Village Planner & Zoning Administrator read a public comment submitted by **Tim Huckbody, 7916 Stonehaven Dr:**

   > "I can't tell if there is a fence around the pool either. One other issue which happened when the house on the corner of Woodmont and Stonehaven put their pool in they raised the grade around the pool, and it caused storm drainage issues on the side of my home. The builder came in a did some regrading and put some drainage in to help the situation. So, I do have some concern on the grade of the pool once completed should be no higher than the current grade of the property. Also, in digging the pool there is a very large tree on the corner of our lot (it is also on the Hupfer's lot and Public's lot) the roots must extend out pretty far. There is concern about damaging the roots of the tree and possibly killing it. If this happens, I would think Mr. Hupfer would be responsible to have the tree removed if that were to occur. I'm not sure how that would be documented in case it happens, so it was clear who's responsible."

Mr. Ammanamanchi noted the pool is 30-40 feet from the Huckbodys' property and that the potential drainage issues would be less significant than the pool that already exists on a neighboring property.

The Planning Board, by unanimous consent, allowed the applicant, **Susanne Hupfer, 8300 Woodmont Dr.** to speak. Mrs. Hupfer pledged to take responsibility for any damage to the tree along the property line that could be damaged in the pool installation process. She noted that while her property is not level, it slopes towards the Publix, not the Huckbodys.

Mr. Ammanamanchi showed on a topographical map that the applicant's property is relatively level and that a pool builder could construct the pool to negate any drainage issues.

The applicant plans to plant additional evergreens along the rear year and already has a fence installed.

MOTION: Mark Petersen made a motion to recommend CUP #20-12478 to Council for approval, contingent upon the pool being built to not increase runoff towards the Huckbodys' property. Kent Renner seconded the motion.
VOTE: The motion passed unanimously.

TIME STAMP 34:30

2. **Discussion of Public Input Meeting Dates for the Land Use Plan and Future Land Use Map and Discussion of Postponing the September 15, 2020 Planning Board Meeting**
Mr. Ammanamanchi briefed the Board on Council's desire for a public input meeting for the Land Use Plan. He also informed the Board that the September 15, 2020 Planning Board Meeting will need to be rescheduled due to the Council's Town Hall Meeting being scheduled for the same day. Mr. Yow and Mr. Ammanamanchi then briefed the Board on the purpose and agenda for the Council's upcoming Town Hall Meeting.

MOTION: Mark Petersen made a motion to recommend to Council to merge the Land Use Plan Public Input Meeting with the Council's Town Hall Meeting. Michael Lavelle seconded the motion.
VOTE: The motion passed unanimously.

MOTION: Vice-Chair Cates made a motion to reschedule the Tuesday, September 15, 2020 Planning Board Meeting to Wednesday, September 16, 2020 at 6:30pm. Chairman Jones seconded the motion.
VOTE: The motion passed unanimously.

TIME STAMP 52:00

3. **Discussion of Chapters 3, 6, 7, 8 of the Land Use Plan**
Mr. Ammanamanchi discussed the final draft of the Land Use Plan and the Future Land Use Map with the Board. The Board discussed this item in depth. The Board provided recommendations and directed Mr. Ammanamanchi to make changes.

TIME STAMP 1:34:00

4. **Discussion of CPNI/NCGrowth Village Center Final Report and Recommended Actions**
Mr. Ammanamanchi discussed the final report and recommended actions with the Board. *(See attached report, which is hereby incorporated as reference into these minutes.)* The Board discussed this item in depth.

MOTION: Michael Lavelle made a motion to table further discussion of this item until the September 16, 2020 meeting. Mark Petersen seconded the motion.
VOTE: The motion passed unanimously.

TIME STAMP 2:02:10

5. **Discussion of the Establishment of a Village Center Strategic Plan Committee**
Mr. Ammanamanchi discussed the purpose of the newly created committee with the Board and encouraged Planning Board members to apply. Mr. Ammanamanchi informed the Board of the involvement of Emma Lane, a planner of Union County, who will be helping to facilitate the Committee.

TIME STAMP 2:14:00

6. **Discussion of Options for the General Structure of a Village Center Zoning District**
Mr. Ammanamanchi previewed options for the general structure of the Village Center Zoning District and encouraged the Board to table further discussion until the September 16, 2020 meeting.

MOTION: Chairman Jones made a motion to table further discussion of this item until the September 16, 2020 meeting. Michael Lavelle seconded the motion.
VOTE: The motion passed unanimously.

TIME STAMP 2:17:40

7. **Update on Code Reorganization**
Mr. Ammanamanchi informed the Board that he will need at least two months to review the code reorganization prior to bringing it to the Board for review.

AGENDA ITEMS

TIME STAMP 2:20:15

1. **Review of Action Items**
   - Mr. Ammanamanchi will rework the Land Use Plan definitions and acronyms into a glossary.
   - Mr. Ammanamanchi will make requested edits to the Land Use Plan and Future Land Use Map.
   - Mr. Ammanamanchi will print out maps & posters for the Town Hall Meeting/Public Input Meeting.
   - Mr. Yow will post the CPNI/NCGrowth Village Center Final Report on the website.
   - Mr. Yow and Mr. Ammanamanchi will create and publish a social media/email communication about the availability of the CPNI/NCGrowth Village Center Final Report.
   - The Planning Board will review the Land Use Plan and notify Mr. Ammanamanchi of any needed changes.
   - The Planning Board will review the CPNI/NCGrowth Village Center Final Report.
   - The Planning Board will review the zoning districts from the Discussion of Options for the General Structure of a Village Center Zoning District.

TIME STAMP 2:23:20

2. **Board Member Comments**
Chairman John Jones: Welcomed Mr. Renner and apologized for not contacting him sooner. Thanked the Board for their hard work. Thanked Mr. Yow for the seamless transition.
Vice-Chairwoman Kelly Cates: Welcomed Mr. Renner.
Mark Petersen: Welcomed Mr. Renner, thanked staff for doing a great job.
Paul Cappiello: No comments.
Michael Lavelle: Welcomed Mr. Renner and thanked staff for doing a great job.
Malinda Daniel: Welcomed Mr. Renner.
Kent Renner: Stated he was happy to be here.

ADJOURNMENT

MOTION: Mark Petersen made a motion to adjourn the meeting at 8:56pm. Michael Lavelle seconded the motion.
VOTE: The motion passed unanimously.

Adopted: 9-16-20

John E. Jones, Chairman

Austin W. Yow, Village Clerk
Village of Marvin

VILLAGE OF MARVIN
SEAL
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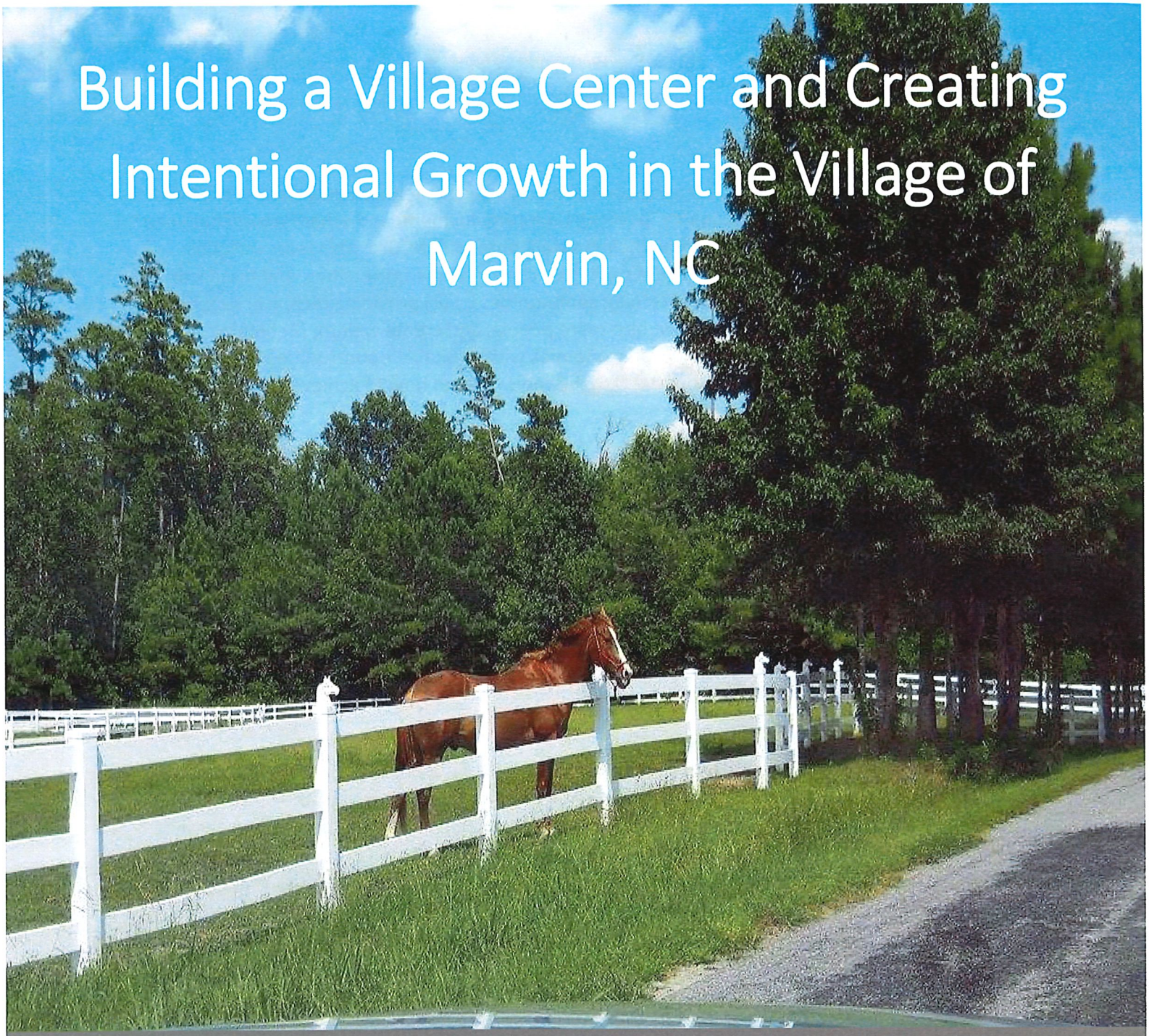
Building a Village Center and Creating Intentional Growth in the Village of Marvin, NC



NCGrowth-SmartUp Report
July 2020

Project Analysts: Austin Amandolia, Demetrius Cox, Rachel Taylor
Project Manager: Jessica Wilkinson

CDN INSTITUTE

NCGrowth SmartUp

VILLAGE OF MARVIN
NORTH CAROLINA

ABOUT NCGROWTH-SMARTUP

NCGrowth-SmartUp is an award-winning applied economic development university center with a goal of directly addressing inequality, poverty, underemployment, and other factors that keep people and communities from reaching their greatest potential. NCGrowth's team includes expert staff across the Carolinas, academic advisors from multiple universities, and hundreds of local partners. Together we are transforming communities by (1) providing technical support to promising businesses so they can grow, hire more people, and create wealth; (2) helping towns/counties/tribes create robust local economies with equitable opportunities for residents; and (3) providing policymakers across the U.S. the tools to learn how to achieve success. Learn more at ncgrowth.unc.edu.

NCGrowth-SmartUp is part of CREATE, an economic development research center at the UNC Kenan Institute of Private Enterprise, working to tackle the problem of severe and increasing wealth inequality by generating shared economic prosperity through a combination of research, data analytics, homegrown interventions, and policy development. Learn more at createprosperity.unc.edu.

This work is supported by the Economic Development Administration and the Kenan Institute of Private Enterprise.

ABOUT CPNI

The Construction Professionals Network Institute, Inc. (CPNI) is a non-profit initiative focusing on construction industry-related projects and community service throughout the State of North Carolina. CPNI volunteers its members' design and construction industry expertise as a catalyst to empower communities across North Carolina to improve their physical and economic environment. CPNI offers the comprehensive professional and technical expertise of its membership and collaborating partners in the form of workshops tailored to assist communities and engage local governments and community leaders to facilitate discussions and efforts toward redevelopment strategy, community engagement, visioning, and financial considerations.

Learn more at www.cpni-nc.org.

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CPNI Workshop Team

Austin Amandolia, Economic Development Analyst – NCGrowth
Carl Burchette, Rosenwood Rose
Demetrius Cox, Economic Development Analyst – NCGrowth
Doug Burns, SGA | Narmour Wright Design
Jess Wilkinson, Economic Development Manager – NCGrowth
Julie McLaurin, AIA, NCARB, LEED, Little
Michael Cole, Cole, Jenest, & Stone, Raleigh – **Workshop Facilitator**
Mike Barnes, Thomas & Hutton
Pat Fogleman, Executive Director – CPN Institute
Phil Jones, Retired –UNCC
Rachel Taylor, Economic Development Analyst – NCGrowth

Village of Marvin Attendees

Andy Wortman, Council Member
Ann Papastrat, Community Member
Bjorn Hansen, Union County Long-Range Planner
Conrad Wortman, Community Member
David Coates, Community Member
Erin Zitelli Davis, Community Member
Joe Pollino, Mayor
John Jones, Planning Board Chairman
Karen Partee, Community Member
Kim Vandenberg, Mayor Pro-Tem
Kristyna Culp, Parks, Recreation, and Greenways Board Member
Maria Prebus Diamantis, Community Member
Matthew Blaszyk, Village Planning Intern
Malinda Daniel, Planning Board Member
Robert Marcolese, Council Member
Rohit Ammanamanchi, Village Planner
Russ O'Dell, Community Member
Tim Fincher, Community Member
Will Owens, Community Member
William Scott White, Community Member

Executive Summary

On June 11 and 12, 2020, CPNI members and NCGrowth staff met with officials, residents, and community members from the Village of Marvin for a two-day virtual workshop. CPNI and NCGrowth conducted this workshop virtually in order to maintain social distance during the COVID-19 pandemic.

The Village of Marvin incorporated in 1994 to prevent future annexation into Charlotte. Village residents have expressed a desire to maintain the existing rural character of Marvin while fostering a sense of community. As such, the Village is now examining the possibility of creating a central communal space where residents can gather.

The workshop opened with a brief overview of the goals and process for the workshop and by discussing the possibility of developing a Village Center. During the workshop, the discussion focused on the current built assets and potential sites for commercial, residential, and municipal development. Marvin has several private owners, including local religious institutions and residents, located near the proposed Village Center, who are interested in thoughtful development. Potential development includes locally-owned commercial space, greenways, a lake park, and limited residential properties.

Additional concerns raised by Marvin officials and local residents include high traffic volumes, the need for more affordable housing options, and strategies for ensuring homegrown, context-sensitive, commercial development as opposed to development of large chains. Town staff also expressed the need for advice around economic development considerations, such as the potential impact on jobs, population, traffic, and school systems.

Based on the workshop discussion, conversations with Village staff, experience from field experts, and examples from other towns, the CPNI/NCGrowth team provides recommendations in three broad categories: 1) Strategies for successfully meeting Village Center goals, 2) Strategies for fostering stakeholder engagement, and 3) Village Center: strategies for development, thoughtful planning, and leveraging assets.

The CPNI/NCGrowth Recommendation Report provides the following information:

- An overview of the two-day workshop
- An outline of existing village plans
- A virtual tour of the potential site
- Recommendations:
    - Strategies for Successfully Meeting Village Center Goals

        - Strategic Planning for Village Center District
        - Community and Economic Development Strategies
    - Strategies for Fostering Stakeholder Engagement
    - Village Center: Strategies for Development, Thoughtful Planning, and Leveraging Assets
        - Village Hall: Location Options
        - Village Center: Design
        - Village Center: Built Assets
- Case studies to spark design ideas
- Resources

Workshop Overview

Figure 1 Mike Barns leads workshop participants on a virtual town tour.

The Built Asset Assistance Workshops are usually held in person over the course of two days. Due to social distancing precautions, CPNI, NCGrowth, and participants from the Village of Marvin met over zoom to discuss the creation of a Village Center. The workshop was held over two days through two video conferencing sessions on June 11th and 12th, 2020. Session one began with introductions and then led into discussion of key concerns from local citizens and village officials. Michael Cole, a member of the CPNI Design Team, facilitated both sessions of the workshop and helped to generate ideas for the project. A consistent theme presented throughout the workshop was the desire to meet the current and future needs of the Village of Marvin while maintaining the town's character and low-density development goals. Under the broader goal of creating a Village Center, were the themes of creating a community gathering place for events like festivals or farmer's markets, locating a Village Hall in the center, exploring the possibilities for low-density development, and assessing strategies to calm or reduce traffic. Discussion during this session also highlighted several suggested uses for the Village Center, including creating space for dining, offices, and the possibility for centering office space on the west side of the proposed Village Center and commercial on the east side with pedestrian walkways connecting the two. More details on the potential uses for the town center, as well as possible locations for a new Village Hall, can be found in the recommendations section.

During the first session, members of the "Design Team" (staff from CPNI and NCGrowth) learned from residents of Marvin the "big WHY" for creating a Village Center. One of the first reasons for building a Village Center is to enhance the character of Marvin by providing a central community gathering place. Village leaders and residents also want to be proactive about planning for the future of their community. Due to Marvin's proximity to Charlotte and the rapid development of the areas surrounding Marvin, the Village is rightfully concerned about the outcomes of uncontrolled growth in and around the Village. Finally, the Village hopes that by focusing on providing services for citizens, it can attract additional voluntary annexation from neighboring communities.

In lieu of an in-person village tour, workshop participants went on a "virtual tour" led by Mike Barnes, a member of the Design Team. The tour focused on several historic buildings, the New Town Road area, which is the site of the proposed Village Center, and the topography of the

area. Mr. Barnes also highlighted the significant development and growth in the area from 1995 to 2020.

After the town tour, workshop participants continued to discuss challenges related to increased traffic along New Town Road, the need for traffic calming measures and the desire to improve walkability, services the Village may wish to provide in the future, and the importance of choosing the location of the Village Hall.

The workshop reconvened on Friday morning for a wrap-up session. Mr. Cole started the session with a recap of themes from the previous day. Then participants were invited to engage in visioning for the Village Center. Some residents were eager to see a Village Center built in Marvin, while others were concerned about preserving the rural character that initially attracted them to Marvin.

Workshop Agenda

Village of Marvin *Virtual*/Workshop Agenda

Day One: Thursday, June 11, 2020

1. **Introductions:** 1:00 pm to 1:15 pm
    a. Village of Marvin
    b. Design Team
2. **Virtual Town Tour and Town Summary** 1:15 pm to 2:00 pm
    a. Google Earth
    b. Aerial Photographs
    c. Maps
3. **Overview Summary** 2:00 pm to 3:00 pm
    a. History and Culture
    b. Physical Character (Environmental, Topography, Landscape, Utilities, Transportation)
    c. Buildings-Structural Evaluation
    d. Demographics
    e. Market and Economic Conditions
    f. Land Use and Property Ownership
    g. Existing Planning and Zoning Documents
        i. Allowable Uses
        ii. Site Design
        iii. Street Cross-Sections
    h. Regulatory Process
4. **Break** 3:00 pm to 3:15 pm
5. **Case Study – Badin** 3:15 pm to 4:00 pm

Village of Marvin *Virtual* Workshop Agenda

Day Two: Friday, June 12, 2020

1. **Visioning**: 9:00 am to 10:30 am
    a. Assets
    b. Goals and aspirations
    c. Opportunities and Challenges
        i. Allowable uses and site design
    d. CPNI only
        i. Program Development
        ii. Resources
        iii. Partners
        iv. Project Delivery/Contracts
        v. Procurement
        vi. Budget
        vii. Priorities/Schedule/Phasing
2. **Break:** 10:30 am to 10:45 am
3. **Recommendations:** 10:45 am to 12:00 pm

Existing Village Plans

To better understand the context for the Village of Marvin, it is helpful to look at existing plans adopted by the Village. The love for nature and the rural characteristics available in Marvin is highlighted in the 2008 Parks and Greenways Master Plan.[1] The 2013 Greenway Conceptual Plan highlights the plans for increasing connectivity and walkability throughout the area. For the 2013 Greenways Conceptual Map, please see the appendix.

In addition to the Park and Greenways plan, Marvin also has a Land Use Plan[2] created in 2004 and updated in 2017. The Land Use Plan acknowledges the characteristics that make Marvin unique, including the prevalence of open spaces and the bucolic setting. It also notes that the proximity to Charlotte-Mecklenburg places significant pressure to develop not only Marvin but the areas surrounding the Village as well. The plan provides values and guidelines to help Marvin adapt to the rapidly growing area while preserving and enhancing the character of the Village. The core planning policies are listed below:

- Create and Implement Compliant Land Use Planning Policies, Goals, and Codes
- Promote Marvin's Historical Identity and Cultivate a Sense of Place

[1] "Marvin-Parks-and-Greenways-Master-Plan-2019.Pdf."
[2] "5.A_2017-Land-Use-Plan-Draft.Pdf."

- Preserve Marvin's Attractive Low-Density, Family-Oriented Neighborhoods
- Support Attractive, Pedestrian-Oriented, Neighborhood-Scaled Development
- Facilitate a Uniquely Identifiable Village Center that Fosters Marvin's Heritage
- Expand the Network of Pedestrian Travelways, Parks, Recreation, & Greenspace
- Maintain Commitment to Sustainable Practices and Preservation of the Natural Environment
- Improve Transportation Networks, Local Streets, Infrastructure, and Commuter Conditions
- Employ Planning Strategies that Help Sustain Public Schools, Public Facilities and Services

Virtual Tour of Village Center

During the two-day workshop, Mike Barnes with CPNI, and Village of Marvin Officials, virtually led the design team and workshop participants on a visit to the proposed Village Center and featured several key assets and properties. The team visited the New Town Road area where the half-mile village center will be placed, the Methodist and Presbyterian churches, historic homes, the old general store, and the cemetery. During this "tour," workshop participants also discussed Marvin Efird Park and properties located in the proposed Village Center. Following the tour, the design team continued their discussions with the workshop participants.

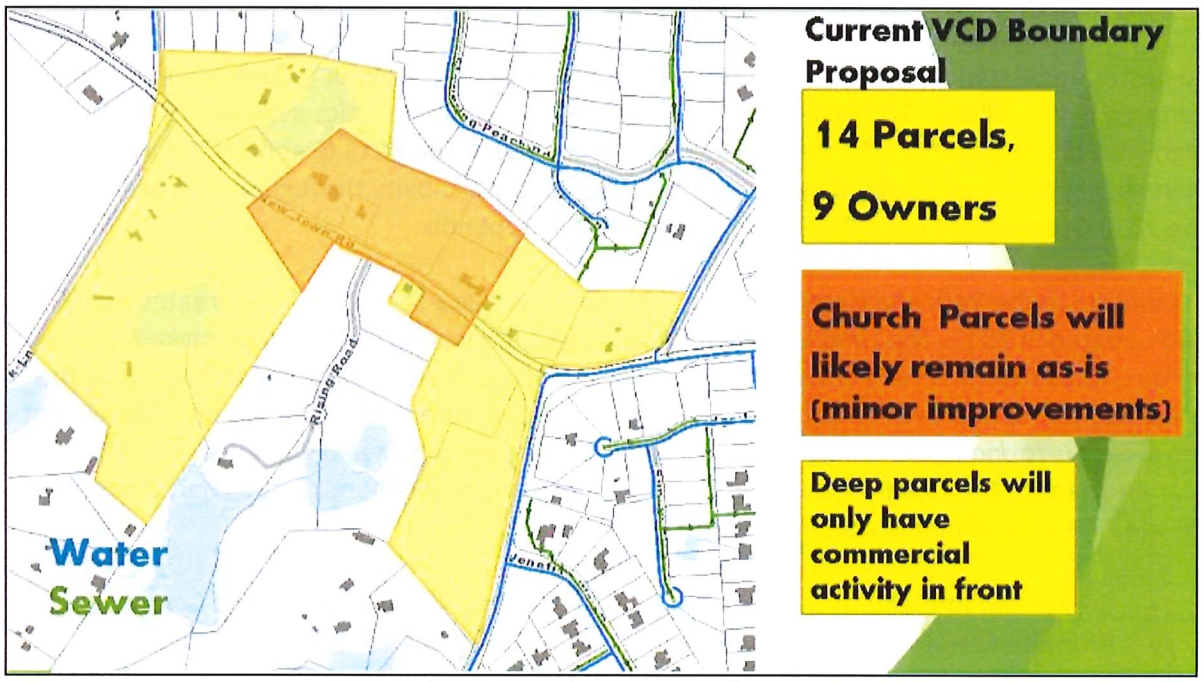

Figure 2 Map of Parcels for Proposed Village Center

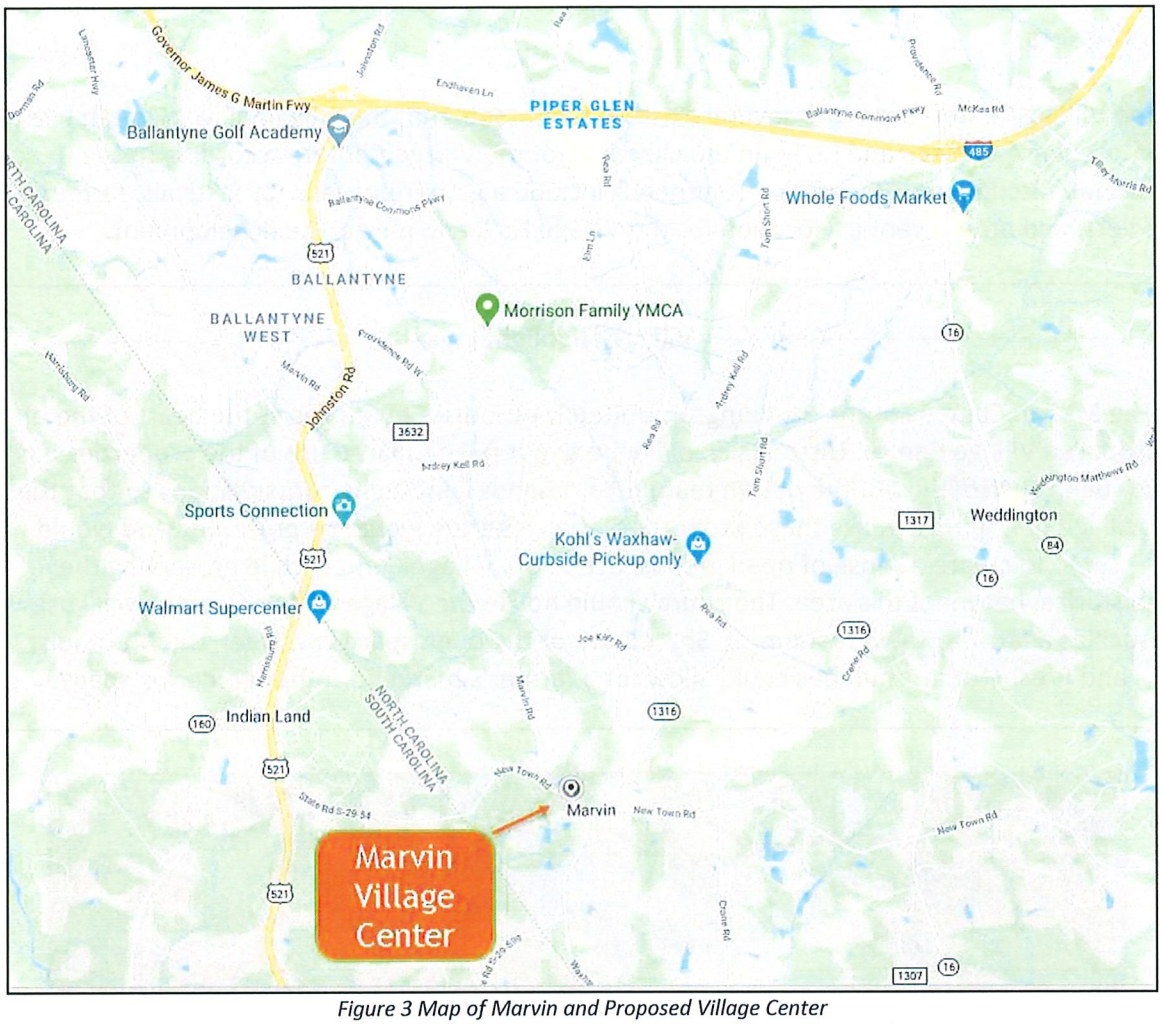

Figure 3 Map of Marvin and Proposed Village Center

After evaluating the properties, several recommendations were made for the Village Center. More information on the specific sites and their proposed uses can be found in the recommendations section. Based on the virtual tour, initial recommendations included:

- Focus first on the location of the Village Hall, then design the Village Center based on the Village Hall location.
- Implement zoning incentives such as an overlay district with conditional uses to facilitate mixed-use growth in the Village Center. The Village can leverage the Historic District to incentivize and expedite the development process.
- Reuse historic buildings to create new opportunities for the community while also creating a sense of place and preserving history.
- Establish infrastructure needs to accommodate the future growth of the Village.

Built Assets

In the Village Center, there are several existing built assets that the Village of Marvin can use to create a sense of place and build on the character of the Village Center. According to the workshop discussions, Marvin's current needs include a gathering place for festivals, farmer's markets, and other events, a location for the Village Hall, and mixed-use development.

Village Highlight

The Marvin Campus of the Weddington United Methodist Church lies at the heart of the of proposed Village Center. Historically, dialogue about full or shared use of the properties has not been successful, but the design team recommends continuing conversations so that the Village of Marvin can use these properties. The cemetery would be preserved and would serve to create a sense of open greenspace in the Village Center while preserving the historical nature of this area. The church could house the Village Hall or a commercial use such as a farm-to-table restaurant. Shared use of the open spaces between the Methodist and Presbyterian churches could allow for a farmer's market or other gathering space.

Figure 4 Weddington United Methodist Church

Figure 5 Aerial View of Weddington United Methodist Church and Cemetery Source: Google Maps

Village Highlight

The Banks Presbyterian Church property is currently next to the Village of Marvin offices and is also central to completing the Village Center design. Like the Methodist church, securing ownership or a lease agreement of the property will be critical. The cemetery across the street would also create a sense of open greenspace in the Village Center. This property could be used in a similar fashion to the Methodist church.

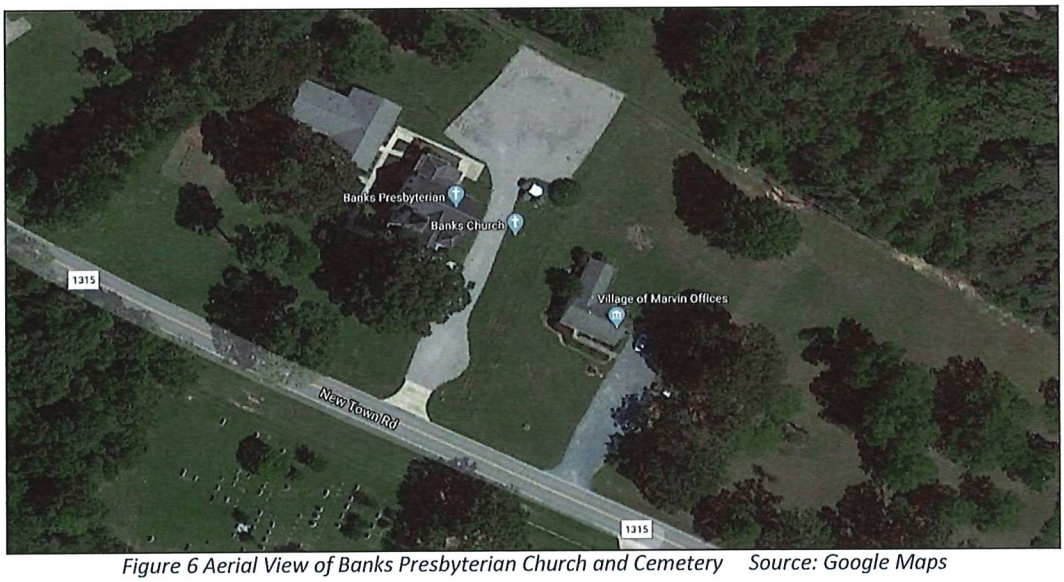

Figure 6 Aerial View of Banks Presbyterian Church and Cemetery Source: Google Maps

Figure 5 Banks Presbyterian Church

Figure 6 Banks Presbyterian Church-Cemetery

Village Highlight

In addition to the two churches, the Village Center includes several historic buildings including the White residence and the general store. While these buildings would need to be renovated, they can also be preserved to create a sense of place and enhance the character of the Village Center. The design team recommends that the Village create a historic district to help preserve these sites for the future. The White residence could be used for offices or retail while the historic general store could be used for retail, a farm-to-table restaurant, or other light commercial use.

Figure 7 Historic White Residence

Figure 8 Historic General Store

Marvin Efird Park

The Village of Marvin currently owns Marvin Efird Park. The Park offers amenities for outdoor activities, community gardening, one-of-a-kind redwood playground, restroom facilities, picnic areas, meadow, and natural groomed walking trails. While this property holds a lot of potential for the town, the park is 1.7 miles away from the Village Center, making it non-accessible by foot or bike from the rest of the Village. More options about the benefits and challenges of Marvin Efird Park can be found in the recommendations section.

Figure 9 Marvin Efird Park

Proposed Village Center

The workshop discussions and the virtual tour centered on the proposed Village Center. Below is a map that highlights the properties in the Village Center, the parcel owners, and their agreeableness to development. Currently, most property owners comprising the Village Center are agreeable to development, except for the central church properties. During the workshop, participants discussed potential uses for properties in the Village Center. Mixed-use development allowing some retail, commercial, and office space with strict form-based code guidelines was suggested as a strategy to help accommodate growth while maintaining the aesthetic qualities that Marvin values. There was also discussion about placing office spaces consisting of small professional businesses on the western side of the Village Center and mixed-use commercial and residential on the eastern side of the Village Center. Soliciting Requests for Information (RFI) or Requests for Proposals (RFP) from interested developers could help Village officials determine if the retail or office component of the Village Center is economically viable.

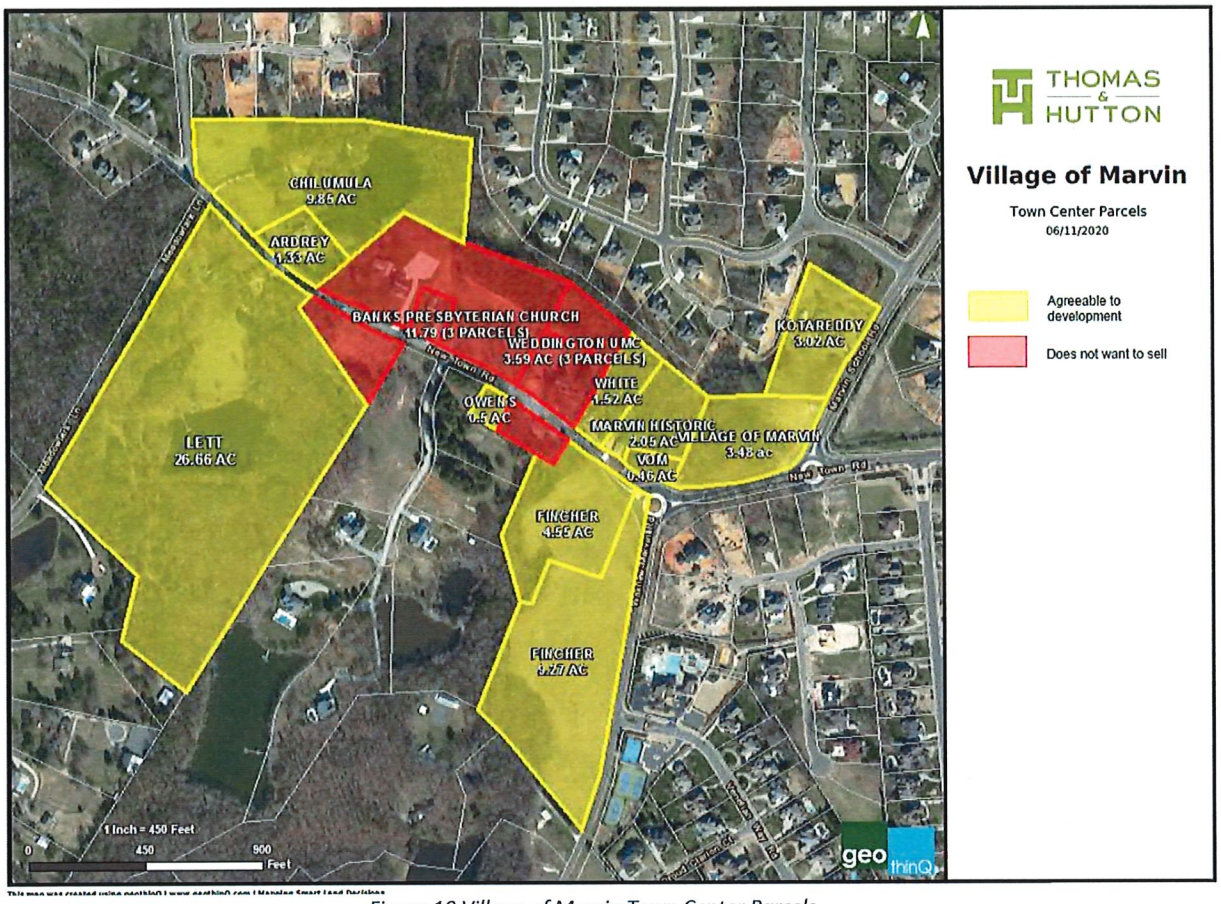

Figure 10 Village of Marvin Town Center Parcels

Recommendations

Strategies for Successfully Meeting Village Center Goals

Strategic Planning for Village Center District

The strategic planning process can be a difficult one that involves significant time and resources, and it can be a challenging and uncomfortable process. However, a comprehensive strategic plan for the Village Center District will help Marvin reach its short-term, middle-term, and long-term goals with more efficiency and purpose.

By having a strategic plan, Marvin can make informed decisions regarding the location of the Village Hall and, subsequently, the placement of other buildings and services. Marvin can use a strategic plan to facilitate the next steps for forming the Village Center, and the goals and values outlined in the strategic plan will help to guide future development. Additionally, the Village can leverage the strategic plan to collaborate with the local construction industry in the

planning and development process from an early stage and help to develop relationships. Strategic plans can also be used to help build a relationship with potential project donors or "champions" or facilitate public-private partnerships. The case studies, found in the appendices, illustrate how several communities have leveraged their proximity to rapidly developing urban centers to create smart development and work with developers who are willing to work on projects that align with community goals. These strategies were made possible through strategic planning and visioning.

Strategies for Master Planning

1. **Visioning**: works backward from the overarching long-term vision down to more specific actionable steps.
    - During the workshop, stakeholders and the CPNI team emphasized the vision of a village center that enhances the character of Marvin, while still providing space for some office, living, and commercial space.
2. **Incremental planning:** a realistic approach that makes small changes, evaluates them, and moves on to the next phase.
    - Phases in incremental planning can begin with creating a five-year plan divided into increments of one year to achieve specific phases of development.
3. **Analytical planning** uses in-depth analysis to improve the strategic fit between the village and the environment by examining many opportunities and challenges. The analytical approach relies on market research to determine the feasibility and impact of different planning items in the community. The strategic plan should account for changes in the environment, such as changing laws and collaborators.

Reasons for the Village of Marvin to Create a Strategic Plan

- To create a long-term vision for the Village Center for the Village of Marvin
- To control development and growth toward that vision through incremental phases
- To ensure the future is considered and well planned for through:
    - Creating a land use plan aligned with the strategic plan
    - Creating a guide for future zoning, overlay districts for mixed-use, and conditional uses
    - Creating a plan for built assets that include:
        - architectural standards and guidelines,
        - historical designation for standalone buildings or a Historic District,
        - plans for conditions assessments, environmental assessments, best use and practice, and decommissioning.
    - Planning for the growth of municipal departments
    - Engaging the community and intentionally seeking buy-in from community stakeholders

Strategic planning should seek to facilitate buy-in from other stakeholders, such as council members and a diverse and representative set of community members. The comprehensive strategic plan for the Village Center also provides an umbrella under which other relevant plans can reside, such as a land-use plan, parks and greenways plan, and a master plan for addressing built assets.

By engaging in this planning process, Marvin can provide a platform to build engagement and buy-in from stakeholders who will be more aware of the unique problems facing the Village while also being able to focus on the overall goal of enhancing the characteristics that the residents of Marvin value.

The costs associated with strategic planning are the time and labor spent in the planning process, the potential disagreement during strategic planning meetings "without resolution," as well as the possible loss of initiative and momentum.

The CPNI team recommends preparing a detailed physical master plan for the Village Center. The purpose of which is to illustrate how buildings and parking are recommended to work logistically.

Next Steps to Create a Strategic Plan

The strategic planning process can include the following steps:

- Appoint a planning committee or strategic planning taskforce
- Distribute strategic planning literature to the committee or taskforce as well as invested stakeholders
    - This can include existing consolidated plans, land use maps, zoning maps, and a comprehensive land assemblage plan
- Decide on a facilitator or consultant
    - This can be a member of the local government or a paid or volunteer consultant
- The CPNI team recommends that a five to ten-year vision guide the process, with a five-year strategic plan and shorter incremental phases of one-year
- Send the Vision Guide to the planning committee or taskforce
- Highlight significant problems to be addressed
- Make a plan for public input and diverse community engagement

Community and Economic Development Strategies and Potential Impacts

Economic Development

The economic development implications of a Village Center largely depend on how Marvin decides to develop. Marvin residents and officials have expressed a desire for limited commercial development and local business development. This context is important in shaping the economic development considerations for the Village. While these may not be the priorities of the Village, this section outlines potential impacts of development a Village Center. A summary of possible impacts includes:

- Job creation
- Limited population growth and school system impact
- Limited traffic impact
- Commercial sales taxes

Before continuing, it is worth noting that economic development discussions are nuanced, and this report will focus only on high-level considerations. Further research will be necessary to better understand the economic development impacts of the tentative Village Center.

Job Creation

The number of jobs supported by the Village Center will depend on the type of commercial establishments developed. Without a clearer vision of what types of development will occur (e.g., restaurants, coffee shops, etc.), job impacts are mostly speculation. One tool for understanding how new facilities will impact the local economy is conducting an economic impact assessment. Impact assessments measure the potential economic impact of bringing new economic activity into a region. More importantly, impact analyses reveal what drives economic growth and what does not, which helps inform decision-making.

New jobs have ripple effects through a region. When a new business locates in a region, it creates new jobs both directly and indirectly. Direct jobs are a result of the new company. Indirect job creation is a result of business-to-business spending. For example, if a coffee shop moves to town, there may be new jobs created in the coffee growers industry. Lastly, the new jobs result in more household spending, which further impacts industries providing household goods. These effects are often modest and highly depend on the industries already present with a region.

Population Growth and Schools

The amount of population and school growth will largely depend on the amount of residential development included in the Village Center. Commercial development alone will have minimal impacts, if any, on population growth and school systems. This is especially true if the commercial development focuses on lower-wage work, such as food service, as employees will likely be unable to afford units in the existing housing stock.

Regarding residential development, there is only one plot currently being considered for residential development in the Village of Marvin. The Lett property is approximately 26 acres, resulting in a maximum of 26 additional housing units under the current zoning patterns of 1 single-family unit per acre. The average household size in Marvin is 3.5 persons[3], so a crude estimate would suggest a population growth of 91 persons, 39 of which would be school-aged. This assumes full occupancy, that no existing residents move into the units, and that all the units are single-family. These numbers are crude estimates, and a more specific site plan would lend itself to more accurate numbers.

Limited Traffic Impact

Again, without a full traffic impact analysis, it is hard to predict the traffic impacts of the development of a Village Center. However, based on the current traffic situation and experience from similar cases, traffic impacts will likely be limited, especially relative to the current volumes of traffic.

Similar to the issue of job creation, traffic impact is something that can be managed by thoughtful development of the Village Center and the adjacent neighborhoods. For example, as it stands, the Village Center is only accessible by vehicle, meaning that any increased development in the Village Center would likely increase traffic as residents would have to drive out of their subdivision to access the Village Center. On the other hand, constructing sidewalks and nature trails adjacent to the subdivisions would promote walking and biking, which would have a minimal impact on traffic and could lead to a greater push for more active transportation throughout Marvin. These services could also appeal to neighboring subdivisions who are currently outside of the boundaries of Marvin.

Consideration of Commercial Sales Tax

Implementing a commercial sales tax will confer certain advantages to the Village of Marvin as a sales tax can support future service expansion, such as more walkways and traffic mitigation. Ultimately, any commercial tax should align with the goals of Marvin.

Currently, the state sales tax rate is 4.75%, and Union County's is 2%. Surrounding municipalities, such as Weddington and Waxhaw[4], currently have no additional sales tax. The benefit of having an additional sales tax for Marvin is that it provides discretionary spending for Marvin, rather than those tax dollars being distributed throughout the rest of the county.

If Marvin chooses to take the same course as the surrounding areas, there will be no extra Village revenue from sales taxes. However, Marvin would likely see a modest boost from property taxes. Lastly, it is worth noting that an economic impact analysis would also capture the impact on local taxes.

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[3] 2018 American Community Survey 5-Year Estimate

[4] Data from Avalara.

Community Development and Land Use

Marvin has the opportunity to engage in intentional community development and land-use practices to ensure the Village Center meets the short- and long-term needs of the community. Considerations for execution include implementing new governance structures, context-sensitive development, and innovative land-use practices.

Many local governments have or work with community development organizations that inform the development patterns of neighborhoods. This can range from advisory boards to formal non-profit organizations. Marvin could decide to form a new board or commission of local residents who inform the Village Center and future development process. Since the Planning Board is already involved, this could take the form of a subcommittee or alternatively, an entirely new board appointed by the Council. This would add more voices to the process, put more accountability on development projects, and ensure the community could implement tightly controlled development within the Village Center. Other comparable options are a Village Center advocacy group or task force.

On the more formal side are entities such as Community Development Corporations (CDCs). CDCs are non-profit, community-based organizations that focus on neighborhood development planning, incorporating issues of economic development, affordable housing, public health, and other issues that impact community health.[5] Frequently, these organizations funnel federal and philanthropic funds to provide community benefits.

Apart from creating governing structures, Marvin can use context-sensitive development and innovate land-use practices to meet community goals, such as more diverse housing options, while ensuring the built character of Marvin remains consistent. This includes developing multifamily homes that follow the same design patterns as existing homes in Marvin.

One way to enforce such development patterns is through form-based zoning codes. Traditional land-use codes focus on the use of buildings (i.e., commercial, residential, industrial, etc.), which can lead to disjointed building design. Alternatively, form-based codes spell out the design requirements for new developments, which both preserves community character and provides more certainty for developers about what developments will and will not be accepted. Further, form-based codes can be blended with more traditional zoning codes to ensure the building character is preserved and that the Village only brings in the type of institutions they desire.

Overall, engaging in these community development strategies can help Marvin ensure the desired intentionality is brought to the Village Center planning process. These

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[5] For more info, visit: https://community-wealth.org/strategies/panel/cdcs/index.html

recommendations should be conducted with engagement from the community and should identify a point person or organization to lead the process.

Next Steps for Community and Economic Development Strategies

- Conduct appropriate impact analyses
- Design and work with Village Council to approve form-based codes

Strategies for Fostering Stakeholder Engagement

The purpose of community engagement is to involve the public according to increasing levels of public impact. The Village of Marvin can build community engagement and buy-in based on the goals of the project. The CPNI team recommends setting up a variety of visioning sessions for a broad cross-section of community input. With certain aspects of the planning process, the Village of Marvin can also promote Participatory Planning, which could be open to all residents. Below is a table that illustrates increasing levels of public impact based on different goals.

Increasing Level of Public Impact* *Table adapted from IAP2 content provided through the UNC SOG Community Development Academy				
Inform	**Consult**	**Involve**	**Collaborate**	**Empower**
Goal: Provide the public with objective information to aid them in understanding the problems, alternatives, and/or solutions of proposed change.	**Goal:** Obtain public feedback on analysis, alternatives, and/or decisions.	**Goal:** Work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	**Goal:** Partner with the public in each aspect of the decision, including development of alternatives and identification of the preferred solution.	**Goal:** Place final decision-making in the hands of the public.
Promise: Local government will keep citizens informed.	**Promise:** Local government will keep citizens informed, listen to, and acknowledge concerns and provide feedback on how public input influenced the decision.	**Promise:** Local government will work with citizens to ensure that their concerns and issues are directly reflected in the alternative developed and provide feedback on how public input influenced the decision.	**Promise:** Local government will look to citizens for direct advice and innovation in formulating solutions and incorporate their advice and recommendations into the decisions to the maximum extent possible.	**Promise:** Local government will implement what the public decides.
Examples: Fact sheets, web sites, open houses	**Example:** Public comment, focus groups, surveys, public meetings	**Example:** Workshops, Deliberative poling	**Example:** Citizen Advisory Committees, Consensus-building	**Example:** Citizen Juries, Ballots, Delegated Decisions

Village Center: Strategies for Development, Thoughtful Planning, and Leveraging Assets

Next Steps for Fostering Stakeholder Engagement

- Schedule visioning session to inform form-based codes, streetscaping designs, business development.
- Consider creating a stakeholder identification chart to determine key stakeholders.
- Consider the various levels of involvement desired for each phase of Village Center creation and consider developing an engagement planned based on level of involvement desired.

Village Hall: Location Options

Marvin can locate the Village Hall in several potential locations, each with its own benefits. Village halls can be centerpieces of town centers. The extent to which that is true for Marvin depends on the community's desires and its vision for a Village Center. What follows are some options to consider:

- Locate in between the two churches
- Lease space in the Methodist church
- West of the two churches
- East of the two churches
- Near the historic general store

As mentioned above, the two churches in the middle of the potential Village Center are historical centerpieces of Marvin, pointing to a common space where residents have historically gathered. There are two prominent opportunities in leveraging this central location. First, the Village Hall can locate in between the two churches to provide a well-defined center. Second, the Village can negotiate with the Methodist church to lease the space. Since the church is currently not hosting regular services, this could provide an opportunity for the church to receive some extra income while providing a central place for people together to engage in civic activity.

Alternatively, the Village Hall can locate on either side of the two churches. Both have benefits dependent on the supporting development. For example, locating the Village Hall to the west of the Presbyterian church could be advantageous if other commercial office space is developed in the area. This would allow community groups to host meetings near the Village Hall and could promote a central civic space. On the other hand, the Village Hall can locate to the east of the Methodist church, where restaurants and retail are likely to locate. This has the advantage of giving residents a place to gather before or after meetings at the village hall. If greenspace is incorporated, it also enables a unique mixture of public space, civic activity, and local restaurants for residents to gather.

Finally, there is also the opportunity of locating near the historic general store. This would fit within the development on the eastern portion of the Village Center. The general store could be converted to a museum focusing on the history of Marvin. This use complements the Village Hall by reminding residents of the history of the Village while engaging in civic activity.

These are all specific considerations for the Village Hall. It is important to ensure the location fits well with the rest of the Village Center and is connected to the Village in thoughtful ways. Incorporating greenways and sidewalks will be key to connecting residents to the Village Hall, as will be mentioned in the next section. Overall, the Village Hall can be a catalyst for the potential Village Center and can play whatever role Marvin sees best.

Village Center: Design

Thoughtful considerations of the Village Center design will ensure the community's rural character is maintained. If chosen, the process of developing a strategic master plan can help codify the design preferences to ensure developers meet their commitments. Whether or not Marvin chooses to implement a strategic plan, clearly communicating design decisions will be key to meeting Marvin's goals. What follows are some themes and considerations that were discussed during the workshop.

First and foremost, setting the Village Center boundaries will be a crucial aspect of ensuring a cohesive and connected place to gather. Officials might even consider zoning a Village Center district to make clear where these commercial activities should locate. This can help prevent further spill-over effects into the surrounding land.

One way to ensure the rural character is preserved is to engage in small "pod"-like development that focuses on clustering small buildings together with room for open space between the pods and the highway. Included in this development would be off-street parking that would locate behind the commercial buildings so that they are less visible from the street. This would also help preserve the rural character by avoiding on-street or parallel parking.

Another consideration for designing the Village Center relates to walkability, greenspace, and connectivity. Based on current conversations, it seems likely that the Village Center will develop in four distinct groups, each divided by either a highway or non-developable parcels. Because of this, connecting the four corners will be vital to ensuring a cohesive Village Center. Sidewalks are an obvious aspect of this. These walkways can be set-back from the highway with street trees included to ensure the rural feel remains. Another option is to have meandering walkways that take users further away from the highway (e.g., behind the two churches) and into more of the open greenspace. As will be mentioned later, raised crosswalks will ensure connectivity across the highway while also serving as a traffic calming measure.

An extension of that is to consider creating village green areas, with large fields of open space for people to congregate, host events, and enjoy being outdoors. Such a common space will

increase opportunities for residents to connect in a common space and will enhance the overall appeal of the Village Center. This can provide space for a farmer's market, music or festival events, and other community activities.

Village Center: Built Assets

Historic District Designation

The CPNI team recommends that the Village of Marvin designate the Village Center as a special historic preservation district, which will allow the Village to access Historic State and Federal Tax Credits along with Historic District Contributing Structures and the National Registrar of Historic Places. The team also recommends that the Village establish a historic district organization to work together with the Village Center efforts to ensure that the character of these historic Marvin buildings is maintained. This organization can also work to acquire properties and engage in public-private partnerships. The CPNI team recommends that the Village develop a plan for reuse of all available historic buildings and sites, including the White residence, the historic general store, and the cemeteries. Preservation NC offers guidance and additional resources for rehabilitating historic buildings. More information about Preservation NC, the State Historic Preservation Office, and other resources for historic districts and tax credits can be found in the resources section.

Churches

The CPNI team recommends that the Village of Marvin continue efforts to engage with the Methodist and Presbyterian churches to either acquire the property or obtain a lease agreement to use the space. The team suggests that the Methodist church would be a suitable location for the Village Hall or a farm-to-table restaurant. More suggestions for existing buildings will be addressed in the following section. Additionally, the Village could reuse a portion of the adjacent open space, currently owned by the Presbyterian church, for a public gathering space, Village festivals, music or entertainment venues, or a farmer's market. A collaborative approach to using the open space would allow for joint use of the church property between the church and the Village.

Compatible Building Uses

Based on the workshop discussions, the CPNI team recommends the Village adopt mixed uses for the Village Center that are low-traffic generators. The team also suggests a general strategy of locating office spaces on the west end of New Town Road and retail on the south end near the historic general store and the roundabout. Suggested building uses are listed below:

- Café, ice cream shop, coffee, pastry shop
- Farm-to-Table restaurant
- Small 1- to 2-person office uses such as professional services

Public Gathering Space

One of the main goals for the Village Center discussed during the workshop was the need to create a public gathering space. With Marvin Efird Park disconnected from the town, it was important for residents to have a space for music, food trucks, or a farmers market that they could easily access, and that would continue to enhance the sense of community in the Village. The CPNI team suggests that this space could be provided by working with the churches to acquire or lease the open space currently owned by the Presbyterian church. In this way, the open space would provide a public gathering point while still providing the flexibility to accommodate many different uses.

Marvin Efird Park

The Village of Marvin currently owns Marvin Efird Park, located approximately 1.7 miles from the proposed Village Center. This provides several potential opportunities for the future, including selling, preserving land, and connecting to the surrounding neighborhoods.

Two key facts make selling Marvin Efird Park a natural decision. 1) Current development discussions revolve around the proposed Village Center, and the money acquired by selling could be used to develop greenspace in the Village Center. 2) The park as it stands is disconnected from the rest of the Village, making it appear disjointed and difficult to connect to the rest of the community.

If Marvin chose to sell the land, the funds could be dedicated to greenscaping the Village Center to align with current plans around open space and walkways. Alternatively, such funds could also enable the Village to execute a multi-year land lease to secure land that could house the Village Hall or public open space. It is also worth noting that a 5.43-acre plot of land adjacent to the park is currently priced at $475K, demonstrating the potential gain of selling the park.[6]

Another consideration for the park is that the Village of Marvin currently owns it, enabling the Village to preserve existing land, which is already scarce in the region. Preserving the land presents the possibility of connecting the park to surrounding neighborhoods. This, of course, has the immediate complication of needing to annex those neighborhoods first. However, offering walkable access to the surrounding communities may lead those areas to explore voluntary annexation to benefit from the new service. Further, this path would increase the overall walkability – and quality of life – of Marvin.

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[6] According to LandSearch.com

New Town Road: Traffic Calming and Pedestrian Circulation Improvements

During the workshop, many participants raised concerns about the heavy traffic along New Town Road. This heavy traffic presents safety and pedestrian accessibility concerns as well as concerns about future congestion on New Town Road. Additionally, there are two traffic circles in the proposed Village Center district with a third planned for 2022 at Marvin and New Town Road, which could potentially contribute to heavier traffic. A long-term solution to traffic on New Town Road may need to take a bold approach such as rerouting traffic with a bypass, expanding the road, or closing the road. Any similar long-term solution would necessitate that the Village talk with NCDOT soon so that the development of the Village Center aligns with any possible changes to New Town Road. Due to COVID-19, many departments, including NCDOT, have budget cuts, and projects are being pushed back. It is likely, then, that any potential projects will be delayed.

Additionally, the CPNI team recommends that the Village take pedestrian circulation and streetscape improvements into consideration as the designs for the Village Center are formulated. The Village should consider adding a variety of traffic calming measures such as a traffic officer and blend connectivity with these measures through mechanisms like raised crosswalks, signage, and lighting. The team also recommends adding connectivity and walkability as a means of attracting people to the Village Center and providing a service that might attract future annexation endeavors. Through walkways that are offset from the road, the Village can tie existing neighborhoods with pedestrian circulation. These walkways can also tie together existing and proposed greenway plans. The Village of Marvin can incorporate walkability and streetscape improvements while still maintaining the rural "low-density" design. Below is an example from Smart Growth America[7] for how to implement safety and improve pedestrian circulation in a rural area. While the current use and traffic on New Town Road may still raise some safety concerns, this type of "complete street" could be implemented if the town chose to create a "development pod" for the Village Center area. Comprehensive design ideas for complete streets in a variety of urban contexts can be found.[8]

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[7] August 10 and 2017, "Implementing Complete Streets in Small Towns and Rural Communities."
[8] "CSCN-Rural-Companion-v3-LOW-RES-PROOF.Pdf."

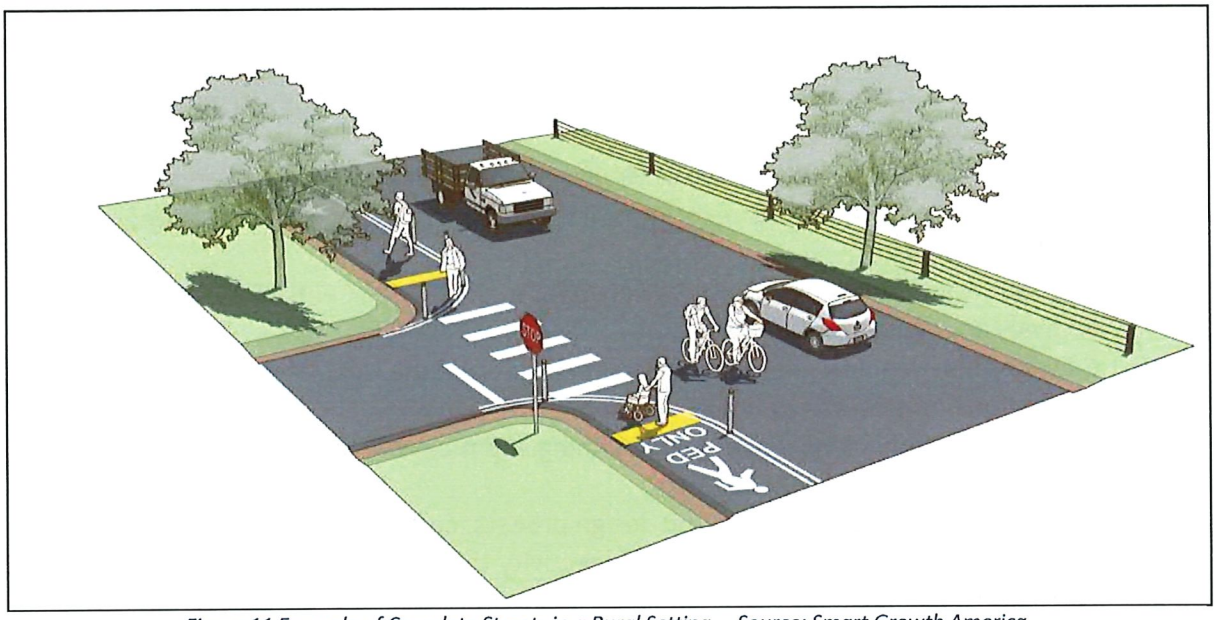

Figure 11 Example of Complete Streets in a Rural Setting Source: Smart Growth America

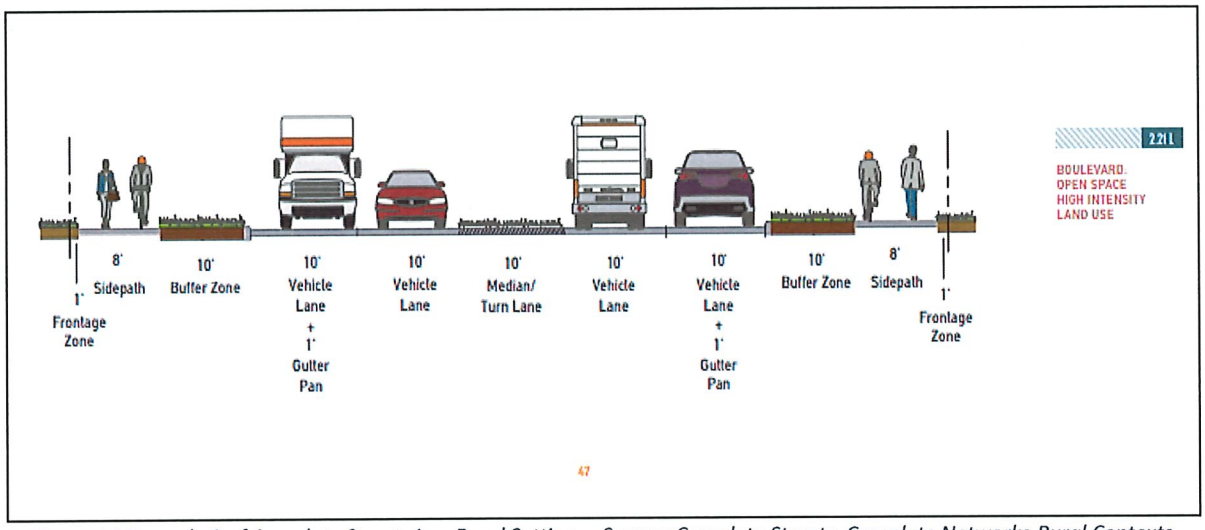

Figure 12 Example 2 of Complete Streets in a Rural Setting Source: Complete Streets, Complete Networks-Rural Contexts

Next Steps for Creating a Village Center

- Consider creating a historic district or individual historic designations for historic buildings located in the Village Center area.
- Continue to engage with the Methodist and Presbyterian churches to potentially acquire or lease those properties.
- Consider locating the Village Hall centrally within the Village Center district.
- Determine potential uses for existing buildings and tie in uses with the strategic plan and land-use plans.
- Consider establishing a dedicated greenspace in the Village Center for events such as festivals and open-air markets.
- Consider creating visioning sessions centered around the topic of pedestrian circulation and streetscape improvements.
- Assess the benefits and challenges of owning and maintaining Marvin Efird park as it relates to creating a Village Center.
- Through the strategic planning and design process, consider creating a long-term plan for pedestrian and multimodal connectivity throughout the Village Center area.
- Consider soliciting Requests for Information and Requests for Proposals from interested developers to determine economic viability of the office and retail component of the Village Center.
- Consider using pedestrian circulation and streetscaping strategically, as a means of traffic calming for the New Town Road area.

Appendices

Appendix A:
Lessons from Case Studies

Appearance

The CPNI team suggests that the Village of Marvin look to other communities to develop appearance precedents. Below are several examples of communities that the team suggested.

Pinehurst, NC, is an example of a small community that integrated churches and residential with a compact city center.

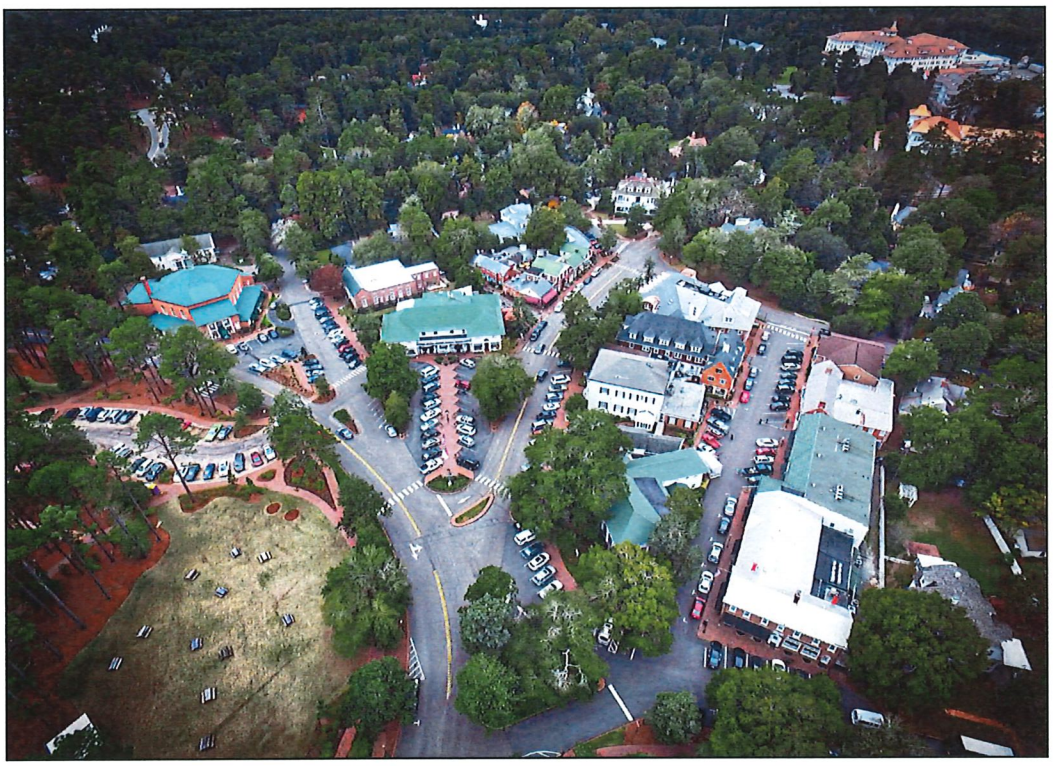

Figure 13 Pinehurst, NC Source: vopnc.org

Valle Crucis, NC, is home to the original Mast General Store which provides a unique shopping experience as well as a gathering place to listen to music.

Figure 14 Mast General Store in Valle Crucis, NC Source: Google Maps

Located on the Outer Banks, Ocracoke, NC, provides an excellent example of low-density development.

Figure 15 Ocracoke Coffee Company Source: Trip Advisor

St. James, NC, designed a building with the dual purpose of housing the town hall as well as a community center.

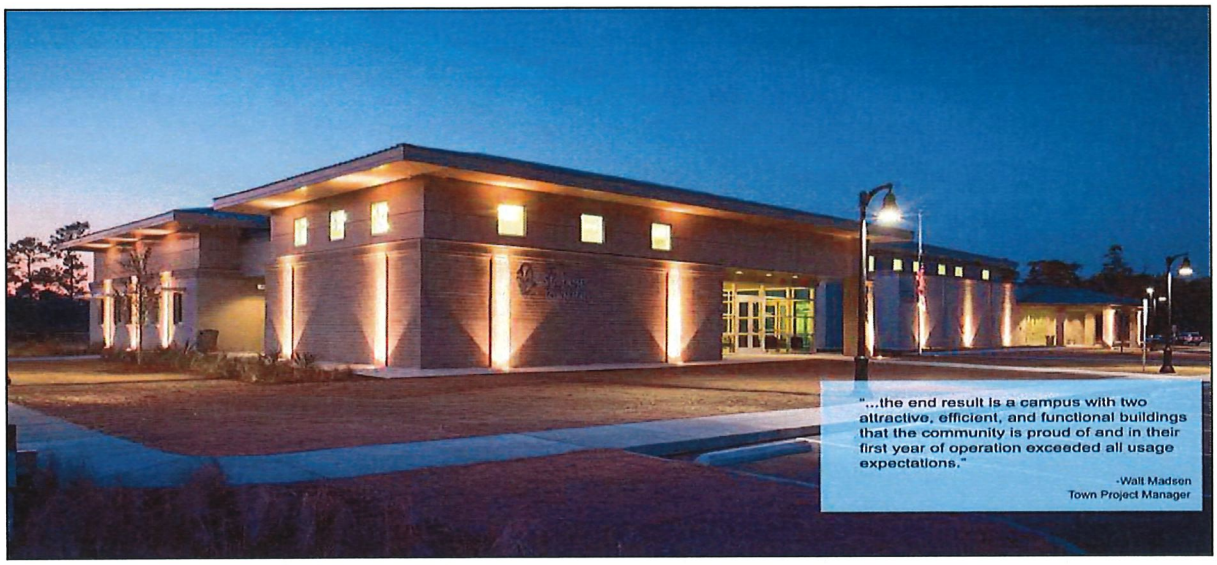

Figure 16 St. James Town Hall and Community Center Source: PGHArchitecture.com

Batesville, VA turned a historic rural market into an upscale country shop, farm to table restaurant, and music venue.

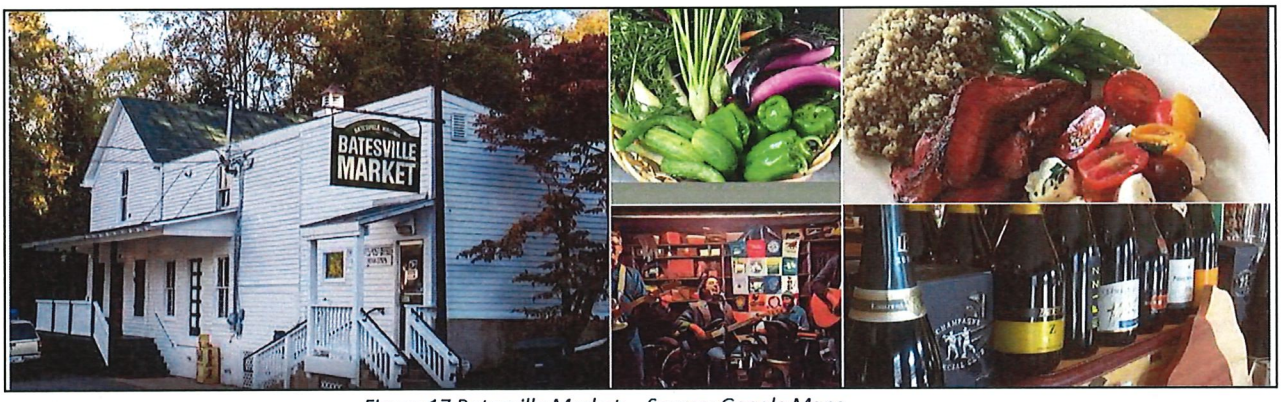

Figure 17 Batesville Market Source: Google Maps

Figure 18 Batesville Market-Shop and Music Venue Source: nbc29.com

Cameron, NC, provides an example of a small-scale village with residential and specialty retail.

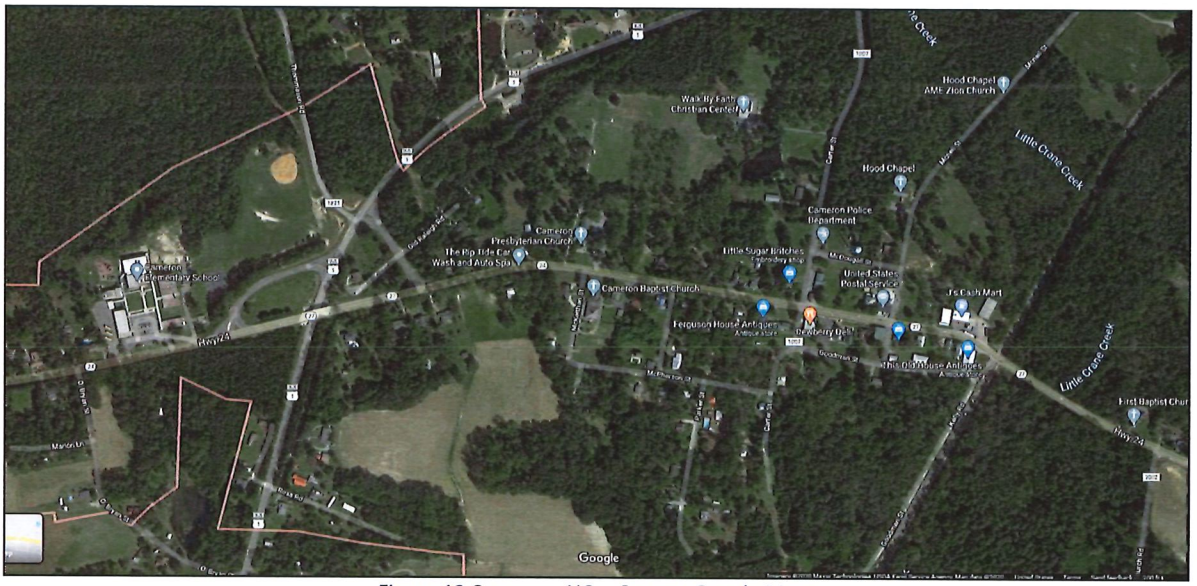

Figure 19 Cameron, NC Source: Google Maps

Bath, NC, is home to specialty shops in a low-density setting.

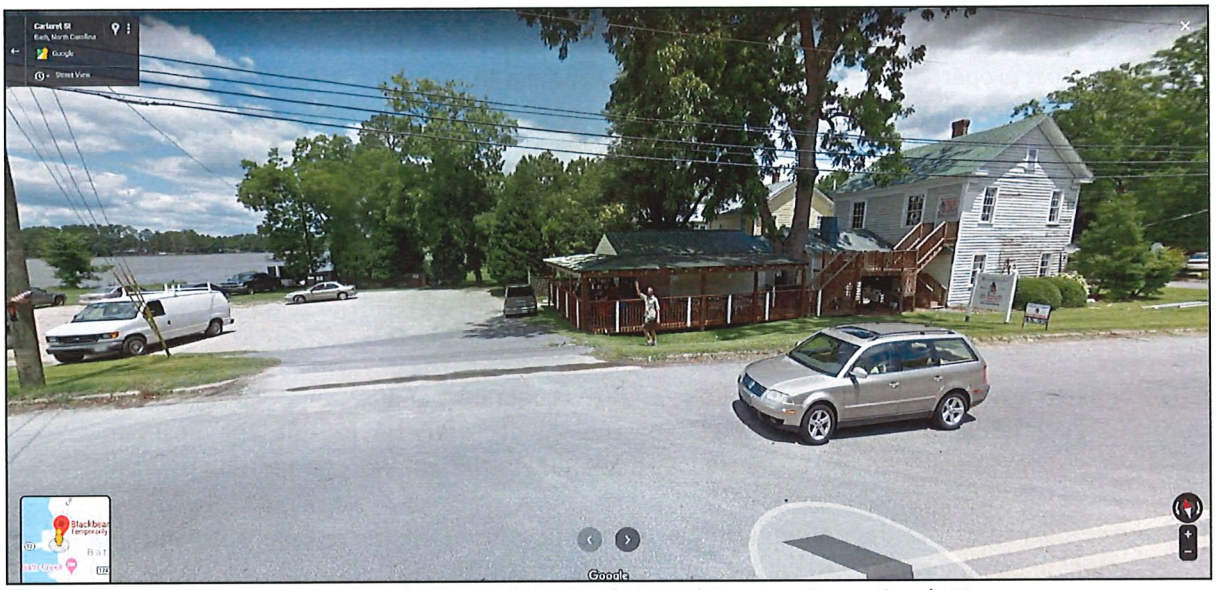

Figure 20 Blackbeard's Slices and Ices-Family-Owned Pizzeria Source: Google Maps

Finally, Corolla, NC, presents an example of space development with an emphasis on walkability.

Figure 21 Corolla, NC Source: Google Maps

Annexation

As cities continue to grow, the desire for access to services is a significant factor in voluntary annexation initiatives. Most property owners seek services such as access to utilities, road maintenance, and zoning. Additionally, property owners may seek annexation by one community to avoid being annexed by another municipality.[9] In addition to services, the following are cited as motivations for annexation:[10]

- political motivations
- community identity
- environmental concerns
- economic development opportunities
- accessibility and responsiveness of local officials

As the area continues to urbanize, the desire to engage in voluntary annexation will likely increase as cities and municipalities are better equipped to provide the necessary services. As with most public initiatives, public participation and engagement are integral to the voluntary annexation process.

The case studies below illustrate different motivations and considerations for annexation and smart development in communities faced with rapid urbanization and growth.

Development in Other Communities

Development
Davidson, NC[11]

Davidson, NC, used a combination of smart-growth and new urbanist principles to preserve its small-town character while addressing development pressure from Charlotte's rapid growth. Davidson revitalized existing buildings while incorporating a variety of housing types in new neighborhoods to include affordable housing and parks within walking distance.

Davidson has fought to resist the development pressure from Charlotte, but that resistance quickly earned the town the reputation as being anti-growth and anti-business. Residents view the town differently and value historic buildings and public open and green spaces. While the town has been slow to develop compared to surrounding areas, it is because they value their culture of public input. Due to this deliberate approach to development, the town was able to work with a developer to create an urbanist development that hosts a combination of residential and commercial spaces. The site emphasizes walkability and the small-town character of Davidson.

As the pressure to develop increased and their population began to grow, residents and officials in Davidson knew they needed to create a plan to accommodate growth in a way that preserved the small-town feel that the residents valued. In addition to population growth, the main growth sector was

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[9] "Voluntary Annexation."
[10] Keyes, "STRATEGIC CONSIDERATIONS FOR CITY ANNEXATIONS IN CALIFORNIA."
[11] "Homegrown Tools." http://homegrowntools.unc.edu/

residential, which placed a significant burden on public services. The high cost for public services illustrated Davidson's need to diversify its economy.

Davidson relied on a smart growth approach that emphasizes economic diversification with managed growth. The town initially created a land plan in which eight principles of smart growth were emphasized:

1. Preserve the small-town feel of Davidson
2. Preserve and enhance Davidson's historic downtown
3. Ensure sustainable growth
4. Preserve significant amounts of open space
5. Re-establish the town's historic diversity of people
6. Develop at the same rate as the town can provide public facilities
7. Emphasize the importance of private property rights and the health of the community
8. Ensure that architecture and planning enhance the quality of life.

Eventually, this plan transformed into a several hundred-page zoning document that has tight restrictions but still allows for some growth and development that will fit the character of the town for years to come. Davidson also leveraged their location and proximity to Charlotte in order to have developers, instead of the local government, pay for new road and infrastructure improvements for new sites. The Davidson example also highlights how smart growth principles can be a valuable facet of economic development rather than a constraint. In this way, the residents of Davidson, not outside developers, will decide the growth of their community.

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Development
Farmville, NC[12]

The historic tobacco farming community of Farmville faced pressure to develop from nearby Greenville. The town preserved its small-town status and longevity by diversifying its economy, increasing organizational capacity, and marketing developing opportunities that align with the town's character.

The town of Farmville created the Farmville Development Partnership, which brought together the Economic Development Council, the Chamber of Commerce, and the Downtown Partnership. By bringing these three organizations together, the town was able to use space, staffing, and funding more efficiently. The town also focused on supporting local businesses and ensuring long-term livability by creating a diverse range of housing options.

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[12] "Homegrown Tools."

Farmville used the rapid growth of the Greenville area to its advantage by developing a brand for the town and marketing livability. Through marketing efforts, promoting events, and developing according to the values of the town rather than developers, Farmville was able to preserve its small-town character, all while diversifying its economy.

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Historic Preservation
Edenton, NC[13]

Edenton, NC, created an economic development strategy rooted in preserving its historic assets. The town worked with Preservation North Carolina to preserve historic mill cottages. When the owner, a company called Unifi, of the mill and the mill village, decided to sell the property, the town and Preservation North Carolina contacted Unifi. They asked if they would be willing to donate the property instead of selling it to a developer. Thanks to their efforts, the company agreed, and the town acquired the entire property. The town then sold individual mill houses for $20,000 to $30,000 with no improvements. Over the years, homeowners have worked with Preservation North Carolina and BB&T to receive loan options that incorporated updates and historic preservation in one understandable package.

By preserving these historic properties, Edenton attracted private investment and created a marketing strategy to attract more tourists. This example also suggests that historic properties have the potential to attract innovative entrepreneurs to the town. The town approached this strategy through a public-private partnership and created an economic development asset from potential liability. The partnership reduced the investment risk to the town and created a sustainable vision for the mill, which then attracted significant investment.

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[13] "Homegrown Tools."

Smart Development & Historic Preservation
Hillsborough, NC[14]

Hillsborough, NC, created an economic development strategy that preserved its rich history while creating a vision for its future. In the early 1990s, the town created a Vision 2010 committee tasked with developing a comprehensive plan for the community. Later, in 2000, the committee updated the plan's language to reflect the ongoing pressures the town faced from urban sprawl. This language was the first step in Hillsborough's journey towards smart development.

Hillsborough approached economic development with two main strategies. The first being heritage-based tourism. The town leveraged its historical assets to attract tourists and used the revenue from food and beverage tax to fund a long-term marketing strategy for historic Hillsborough. Community events and festivals continue to promote Hillsborough's assets while generating revenue.

The second strategy relied on the annexation and permit review processes to facilitate development that aligned with the community's values. Because residential development often results in a net loss for municipalities, Hillsborough used the Vision 2010 plan to create a strategic plan focused on maintaining a diverse tax base within the town. This plan outlined parameters for growth in Hillsborough and emphasized a town-county approach to the project, which would be guided by a steering committee. In addition to the following were goals listed in this strategic plan:

1. Preserve and enhance the Hillsborough core
2. Preserve significant cultural and natural resources
3. Coordinate growth with water and sewer availability
4. Grow in a fiscally responsible way
5. Keep existing businesses healthy
6. Assure continuity in public service provision

The plan also heavily emphasized the importance of parks, cultural assets, and open spaces. The strategic plan provided recommendations for land use planning and zoning ordinances to help create and foster a diverse tax base. It also suggested using interlocal agreements to help manage development and, through annexation and rezoning, require developers to include commercial space, parks, and other facilities in all new residential developments in the town.

Hillsborough used its desirable location combined with annexation and rezoning review processes to shape development. This empowered local officials to negotiate with developers because they had a better understanding of their value and their market. They were able to shift responsibility to developers for providing infrastructure to their developments. Because the town insisted that new developments include commercial space, the town increased its nonresidential tax base by nearly $30 million while remaining true to their community values.

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[14] "Homegrown Tools."

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Equity and Inclusion

Initially, communities may express concern or hesitancy around creating mixed-income housing. Still, research suggests that affordable housing projects that provide opportunities for mixed-income housing have a positive impact on communities. Mixed-income housing initiatives include subsidized and unsubsidized housing and have four main goals:

- attract outside resources into a community
- increase social capital for the lowest socioeconomic group
- provide learning opportunities for members of all socioeconomic groups
- enhance accountability and recognition of concerns in the neighborhood

Mixed-income housing helps to attract external resources to the community and has positive effects for the residents, such as emotional well-being and increased comfort. The challenges most often faced by mixed-income housing are retaining the look and feel of a community while helping residents who may be displaced by a new housing development.[15]

Multifamily homes are one way that communities can increase income diversity while adhering to form-based code stipulations. Since the 2008 economic crisis, the construction of multifamily homes has returned to pre-crisis rates while construction of single-family homes has not rebounded as strongly. Young adults are primary drivers of multifamily home construction, but as the baby boom generation ages, they are likely to contribute to the demand for multifamily homes as well. The availability of services and amenities such as zoning that permits neighborhoods that mix multifamily housing, assisted living arrangements, urban amenities, and proximity to seniors' children and grandchildren all factor into the decision of where and when to downsize.[16]

Community Engagement & Strategies to Address Diversity within a Community Pelican Rapids, MN[17]

Though a small town with a population of 2,300, Pelican Rapids is considered one of the most culturally diverse communities in Minnesota. The town built capacity and fostered entrepreneurship by creating a network of services for the immigrant communities and the native residents. A newly created multicultural committee partnered with the schools to help students learn about different cultures. The committee and the local library increase programming for immigrants like ESL classes and also increased programming for long-term residents. In addition, the committee hosted a series of public forums so that residents could talk through their concerns about the changing demographics of the town. Based on these conversations, the library published a weekly article in the local paper, highlighting different cultures and addressing different issues in each article. As the residents began to learn more about each other, they become more comfortable with the diversity in Pelican Rapids. The formation of a local soccer league further helped to bring together residents from different backgrounds and cultures.

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[15] Levy, McDade, and Bertumen, "Effects from Living in Mixed-Income Communities for Low-Income Families."
[16] Rappaport, "Crowdedness, Centralized Employment, and Multifamily Home Construction."
[17] "Homegrown Tools."

Pelican Rapids partnered with local institutions like the library, schools, and religious organizations to build capacity to provide enough services for the rapidly growing immigrant community. These partnerships, and the formation of the multicultural committee, helped the town provide services and involve the immigrant communities without becoming overwhelmed. Because of the town's dedicated efforts to bring together residents and immigrants, the immigrant communities started to grow and start their own businesses, which increase the tax base, create jobs, and enhance the civic and economic fabric of the town.

This example not only highlights how diversity can be a source of strength and increase economic impact, but it also highlights the importance of partnering with local institutions and remaining dedicated to community engagement. The Pelican Rapids example also highlights the necessity of creating opportunities for the community to gather socially in order to develop a closer community and create a shared identity.

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Mission-Oriented Development
Durham, NC[18]

In Durham, gentrification and a lack of affordable housing threatened to overwhelm the West End and Lakewood Tuscaloosa neighborhoods where investment lagged. The challenge these neighborhoods faced was how to increase investment while maintaining affordability and maintaining the assets that served these neighborhoods.

Self-Help is a community development financial institution (CDIF) that provides many services to increase economic opportunities for underserved populations across North Carolina. Regarding commercial development, Self-Help pursues projects that will aid non-profits, small businesses, and other tenants, who are also committed to assisting underserved populations in the areas, by providing access to affordable space.

In the West End neighborhood, residents reached out to Self-Help to redevelop the Kent Corner area. Self-Help began by acquiring properties and talking with tenants about their needs and potential uses for the property. Completed in 2015, the project resulted in a co-op grocery store and nearly 40,000 sf. of commercial space, which is currently leased by the Center for Child and Family Health and other Duke University-affiliated tenants. Self-Help seeks to foster meaningful relationships with residents and often follows an "invitation only" policy to acquiring and developing land. Self-Help was also involved in the redevelopment of the Lakewood Shopping Center, an initiative led by the Scrap Exchange, which is a non-profit centered around creative reuse of materials.

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[18] "Homegrown Tools."

Both projects demonstrate that commercial real estate development can be financially sustainable and have a social impact. Both projects relied on strong partnerships, and focus on community interests to foster economic activity, create jobs, provide services and spaces for community members to gather and socialize.

This example highlights the benefits of non-traditional and mission-driven development in communities. Non-profits and other community-oriented organizations can contribute to economic development and the growth of the community without taking away from the character of the community. Both projects were successful because they were based on community needs while still focusing on financial sustainability. The Kent Corner project relied on a combination of office and retail space to increase financial sustainability and the Scrap Exchange project combined retail and real estate to achieve financial sustainability.

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Mixed Ages Can Bring Economic Diversity
Brevard, NC[19]

In the early 2000s, Brevard experienced an increase in retirees moving to the area; over 60% of new residents were retired. But in 2002, the closures of several plants resulted in over 2,000 jobs lost. With a number of retirees on the board of the local economic development commission, they suggested that they create a network of retirees to help businesses thrive and expand. This Retiree Resource Network includes nearly 70 retired business people who provide free consulting and advising services to local business owners in Brevard and Transylvania County.

The Retiree Resource Network provides direct and customized consulting services to local entrepreneurs. With their years of experience, these retired business people can provide tailored advice to suit the diverse needs of entrepreneurs and their businesses in order to expand and create more jobs. This example illustrates the value and expertise that retirees can bring to the local economic and social fabric of a community.

[19] "Homegrown Tools."

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Community Engagement and Economic Development
Ord, NE[20]

In Ord, NE, population decline and an overdependence on the farm economy created a tenuous economic situation for the town. The town used a four-pronged approach to economic development that emphasized youth outreach, leadership development, philanthropy, and entrepreneurship. The first step in the strategy was for the city, the county, and the Chamber of Commerce to commit to working together to share the costs and resources associated with community and economic development. The second step was that citizens passed a 1 cent local-option sales tax for economic development. With these capacity-building resources, the city was then able to create a holistic approach to economic development that relied heavily on community engagement.

First, Ord created programs for school children to expose them to entrepreneurship and starting a business from start to finish. Then, they created a nine-month-long leadership program to help participants learn to navigate interpersonal conflict and develop management skills. The town also engaged residents in philanthropic efforts. One initiative created an endowment and a "founders club," members of which donate a minimum of $1,000, revenue from this endowment is used to fund community and economic development programs. Finally, the city created a community resource team comprised of professionals such as attorneys, accountants, and lenders who offer their services free to entrepreneurs and small business owners.

The Ord case study highlights the importance that organizational capacity and financial resources have when addressing community and economic development. The city's Chamber of Commerce prioritized monitoring outcomes and collecting data to measure the economic, civic, and social impacts of their programs. This data can also be used to attract additional investment and buy-in to build local support. A key factor in Ord's success was communication. Staff members of the economic development department spent an increasing amount of time writing newsletters and articles, sending emails to residents, and appearing on radio shows in order to disseminate accurate information about the goals of the organization and its accomplishments. This positive flow of information helped them to connect with residents and generate buy-in. Finally, the culture of philanthropy that the city generated allowed them to create a system in which aging residents can bequeath assets to local causes, which will benefit the town for decades to come.

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[20] "Homegrown Tools."

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Appendix B:
Additional Maps & Images

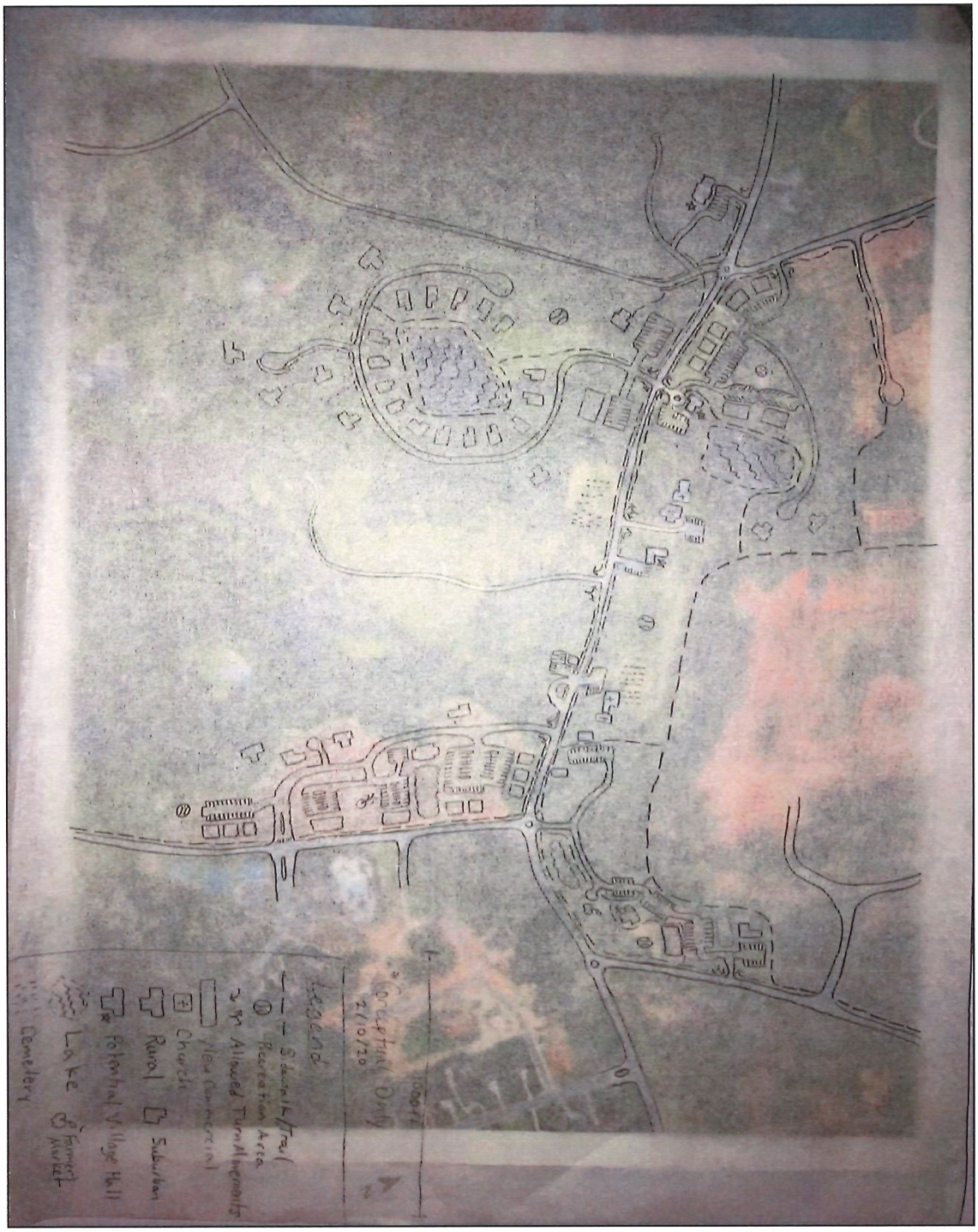

Figure 22 Village Center Conceptual Design Source: Design Team

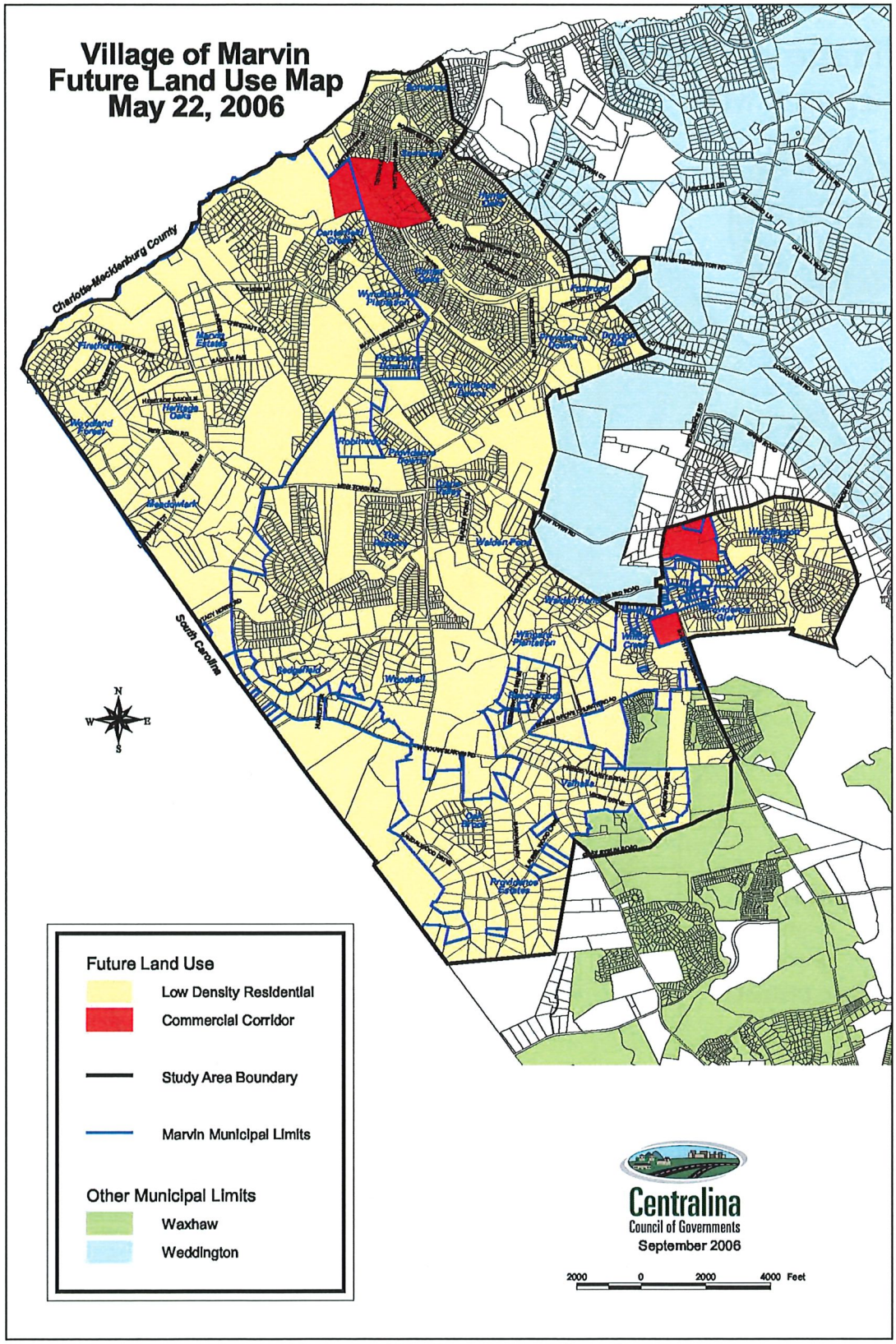

Figure 23 Future Land Use Map Source: Village of Marvin

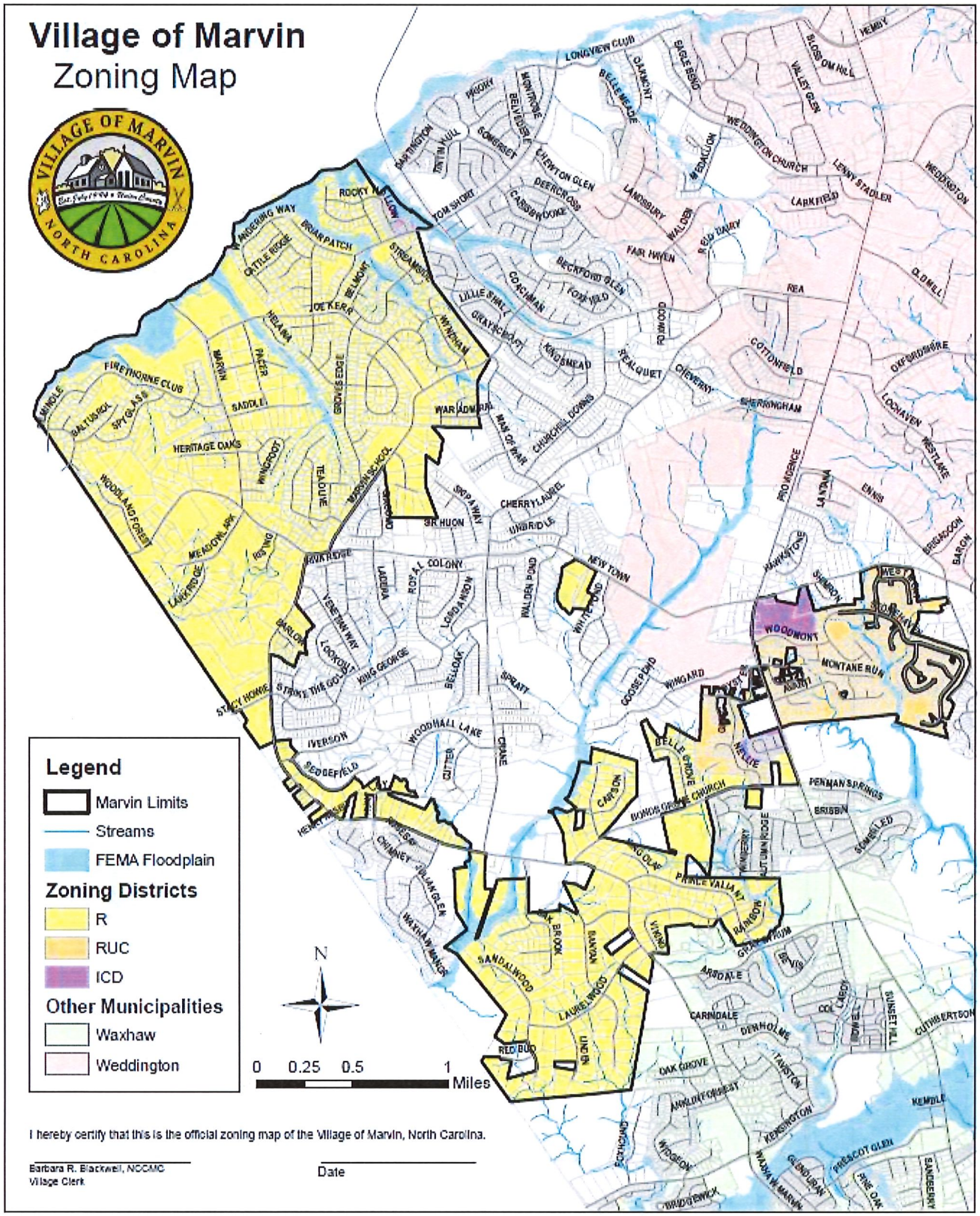

Figure 24 Zoning and Floodplain Map Source: Village of Marvin

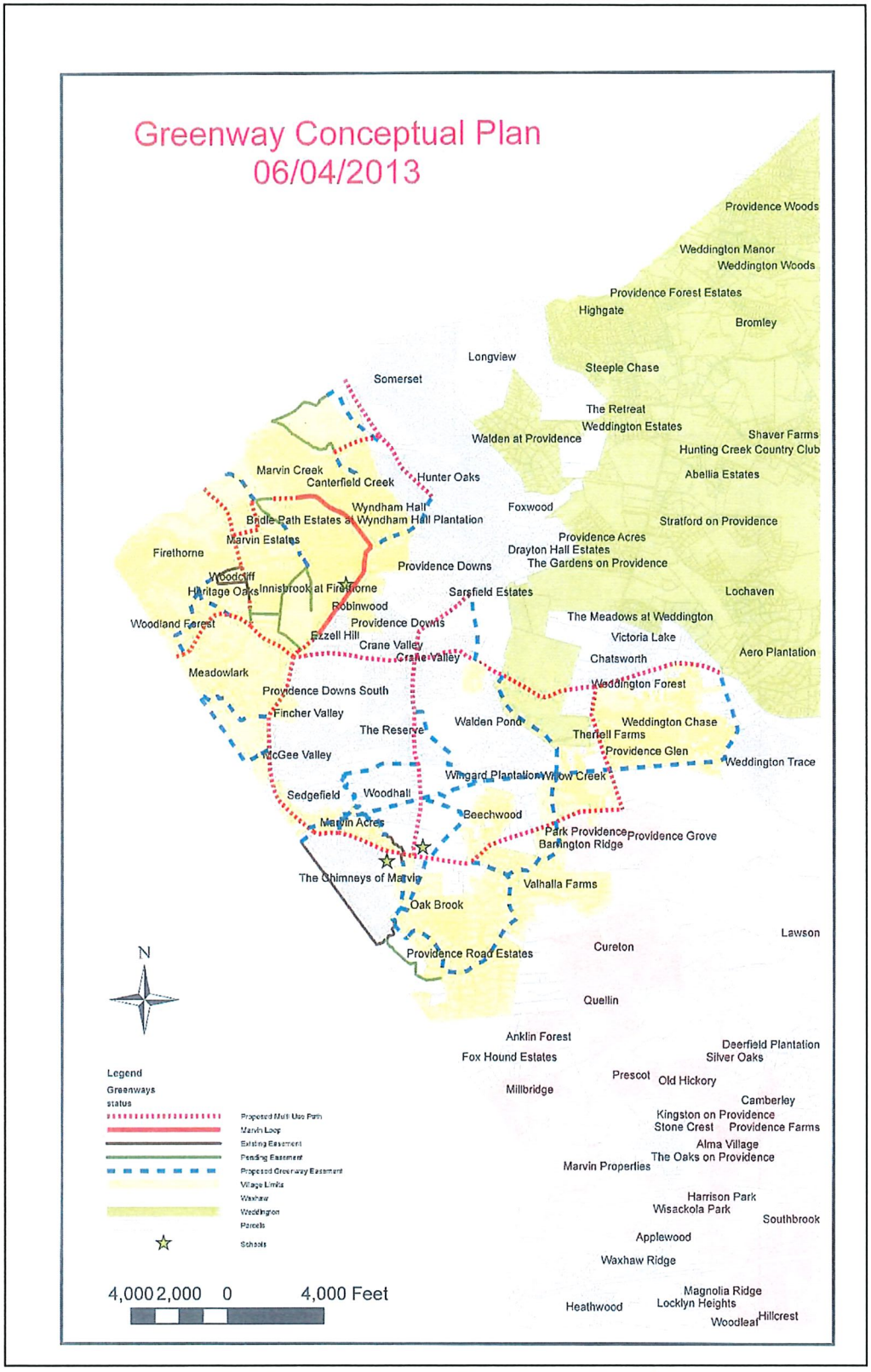

Figure 27 2013 Greenway Conceptual Plan Source: Village of Marvin

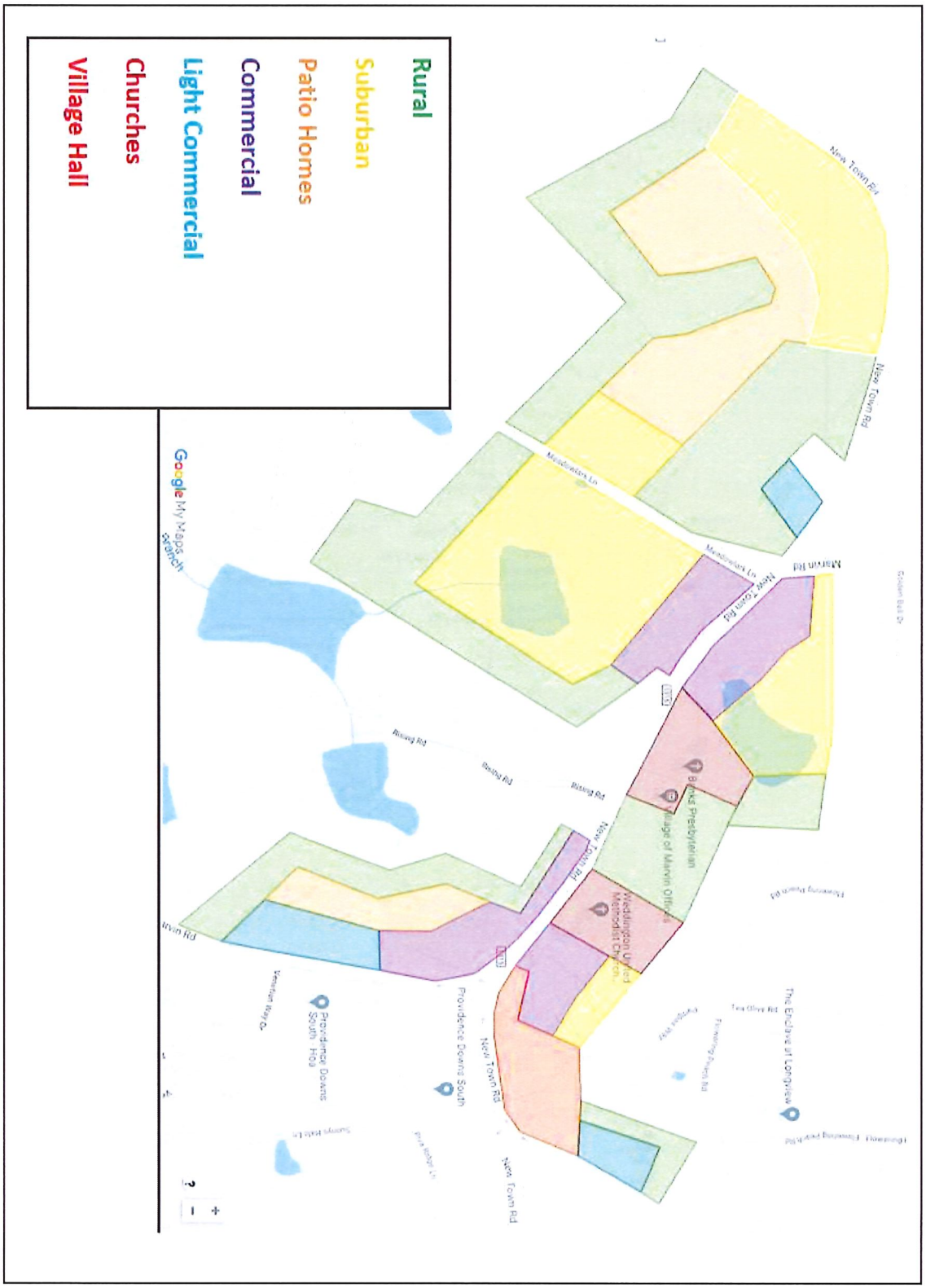

Figure 258 Marvin Village Center Subzones Source: Village of Marvin

Resources

Name	Contact	Additional Information
Professional Organizations		
Urban Land Institute	https://uli.org/	
American Institute of Architects	https://www.aia.org/	
American Society of Landscape Architects	https://www.asla.org/	
American Planning Association	https://www.planning.org/	
American Institute of Certified Planners	https://www.planning.org/aicp/	
American Society of Civil Engineers	https://www.asce.org/	
American Council of Engineering Companies of North Carolina	https://www.acecnc.org/	

Name	Contact	Additional Information
Non-Profit, State, and University Organizations		
North Carolina State Historic Preservation Office	http://www.hpo.ncdcr.gov/	
League of Historic American Theatres	www.lhat.org	
UNCG Center for Community-Engaged Design	https://iarc.uncg.edu/cc-ed/nc-main-street/	
Project for Public Spaces	https://www.pps.org/	A non-profit organization dedicated to helping people create and sustain public spaces that build strong communities. They have extensive web resources as well as examples of successful placemaking projects that can serve as inspiration.
Development Finance Initiative	https://dfi.sog.unc.edu/	DFI partners with local governments to attract private investment for transformative projects by providing specialized finance and development expertise. They are a good organization to engage in transforming sites

		that are owned by the city. They charge a fee for service and offer pro-bono assistance through classes.
N.C. State University College of Design	Meg Calkins, FASLA mecalkin@ncsu.edu, 919-515-8342	Professor and Head of the Department of Landscape Architecture
UNCC College of Arts & Architecture	Deborah Ryan, ASLA deryan@uncc.edu, 704-687-0123	Professor of Architecture and Urban Design, Director of the Master of Urban Design Program

Name	Contact	Additional Comments
Potential Funding Sources		
Parks and Recreation Trust Fund (PARTF) Grants	https://www.ncparks.gov/more-about-us/parks-recreation-trust-fund/parks-and-recreation-trust-fund	-Funding Cycle: Applications due in May, granted in August -Award Amount: Maximum $500,000, the applicant must match 50% of the total cost of the project -Project Types Funded: Local governments can apply to acquire land for parks and build recreational facilities for use by the public.
Resourceful Communities	https://www.conservationfund.org/our-work/resourceful-communities/our-approach	Creating New Economies Fund (CNEF) provides small grants for innovative triple bottom line projects. Grants average $8,000-$12,000, with a maximum award of $15,000. Funding has supported a variety of projects, including: eco-tourism, sustainable agriculture, youth leadership development, alternative energy, and more.
EPA Grants for Recreation Economy for Rural Communities	https://www.epa.gov/smartgrowth/recreation-economy-rural-communities	Assistance program to help rural communities revitalize Main Streets through outdoor recreation
American Trails Resource Directory	https://www.americantrails.org/resource-library/directory	Information and resources on all aspects of trail development, education, and outreach
Rural Development Assistance Grant	https://www.rd.usda.gov/programs-services	Program assistance is provided in many ways, including direct or guaranteed loans, grants,

		technical assistance, research, and educational materials.
Department of Transportation (DoT) Planning Grant Initiative	https://connect.ncdot.gov/municipalities/PlanningGrants/Pages/Planning-Grant-Initiative.aspx	Funding Cycle: Call for Proposals in August; Deadline in November; Decisions in February Project Types: Annual matching grant program to encourage municipalities to develop comprehensive bicycle plans and pedestrian plans.
Transportation Alternatives (T.A.) Funds	https://trade.railstotrails.org/index; State DoT TA Coordinator, Johanna I. Cockburn (919) 707-2601; jicockburn@ncdot.gov	Federal government funds for projects that expand travel choice, strengthen the local economy, improve the quality of life, and protect the environment. Eligible projects include pedestrian and bicycle facilities, safe routes for non-drivers, and historic preservation.

Name	Contact	Additional Comments
Community Projects		
Z. Smith Reynolds (ZSR) Community Progress Fund	https://www.zsr.org/community-progress	- Funding Cycle: Letters of Intent accepted starting Oct. 1; Selected proposals receive an invitation to submit a full application in February; Grant decisions made in May - Award Amount: $20,000 - $30,000 per year for one or two years -Project Types: Short-term funding for projects with community momentum; primarily for organizations serving people of color that are in areas of N.C. with limited philanthropic resources
Historic Preservation Fund Grants	https://www.nps.gov/preservation-grants/index.html	Provides information on competitive grants related to historic preservation

Name	Contact	Additional Comments
Economic Development		
NC Department of Commerce – Downtown Development and Site Development funds – Main Street Solutions Fund	https://www.nccommerce.com/grants-incentives/downtown-development-funds	-Funding Cycle: Announced in May -Award Amount: Up to $200,000 -Project Types: Economic development planning assistance to designated micropolitans in Tier 2 and 3 counties to activate North Carolina Main Street communities; retaining and creating jobs in association with small business
Main Street Solutions Fund	Dan Becker, Main Street Grants Administrator, dan.becker@nccommerce.com, 919-814-4668	-Economic development planning assistance available for Main Street Communities and micropolitans located in Tier 2 and 3 counties -Funding Cycle: Announced in May -Program goals are to: Provide direct financial benefits to small businesses. Spur local investment in association with small business. Retain and create jobs in association with small business. -Awards up to $200,000 to local government
Economic Development Assistance Program	https://www.grants.gov/web/grants/view-opportunity.html?oppId=306735	-Funding Cycle: Ongoing -Not eligible for non-profits with a 501 (c)(3) status -Requirements: A feasibility study establishing the presence of a critical mass of support factors, entrepreneurial demand for use, and community support for the facility; A Pro-forma demonstrating financial capacity to operate the facility and reach a

		positive cash flow within a reasonable period; and A management plan for the operation of the facility that at a minimum address: -Tenant selection policy; -Tenant lease agreement terms; -Business assistance policy (identify sources of assistance); -Tenant records review policy; -Tenant graduation policy; and -Management oversight of incubator operations.
Bank of America Community Reinvestment Grant	https://about.bankofamerica.com/en-us/global-impact/charitable-foundation-funding.html#fbid=rITIB8jBKxj	-Provides grants related to the needs of individuals and families and grants related to the needs of the community by addressing economic development and social progress -Applications accepted 6/1/2020-6/26/2020
NCGrowth's Incubator Guide	Jess Wilkinson, Economic Development Manager Jessica_Wilkinson@kenan-flagler.unc.edu 919-843-3282	NCGrowth is developing a comprehensive incubator guide to help communities determine the feasibility of business incubators in their communities. This guide provides case studies, resources, and examples of alternatives to incubators.

Name	Contact	Additional Comments
Real Estate Development		
North Carolina Department of Commerce Building Reuse Program	https://www.nccommerce.com/grants-incentives/building-or-site-funds/building-reuse Hazel Edmond, Building Reuse Program, 919-814-4659, hazel.edmond@nccommerce.com	Available for renovating vacant buildings or renovating and expanding buildings occupied by companies operating in N.C. for at least the last 12 months
Economic Development Partnerships of N.C.	https://edpnc.com/	