



Innovative Approaches to Missing Middle Housing

SCAPA Fall Conference
Spartanburg, SC

10.23.24

Innovative Approaches to Missing Middle

Presenters

- Jeff Randolph, TRG Communities, Founder/President
Planning Commissioner, City of Greenville, SC
- Angela Threadgill, Assistant City Manager
Community and Economic Development
City of Decatur, GA
- Jason Burdett, AICP
Planning Director, Davidson, NC

Moderator - Fredalyn M. Frasier, Planning Director
City of Spartanburg, SC



SCAPA Fall Conference 2024
Innovative Approaches to Missing Middle Housing
Spartanburg, S.C.

Jeffrey B. Randolph
October 23, 2024

TRG
communities
creating imaginative places

www.TRGCOMMUNITIES.COM



About TRG Communities

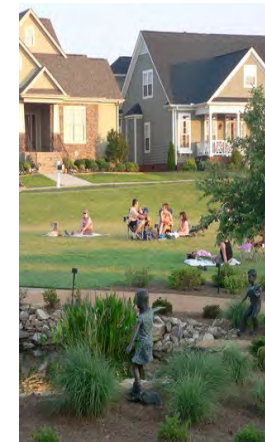
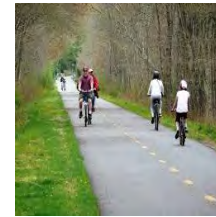
Development Values:

- Neighborhood Lifestyles
- Creating Imaginative Places
- Sustainable Impact
- Community Connection



TRG Community Design Themes:

- Great Connectivity by Car/Bike/Feet
- Creative Parks
- Diverse Housing Products
- Residents of all ages: "8 to 80 philosophy"





“Plans are only good intentions unless they immediately degenerate into hard work.”

Peter Drucker

What is Missing Middle Housing?



Missing middle housing (MMH) is defined by Opticos Design as a range of multi-unit or clustered housing types—compatible in scale with detached single-family homes—that help meet the growing demand for walkable urban living.

Characteristics of Missing Middle Housing

- A Walkable Context
- Medium densities but a perceived lower densities (8 du/acre to 70 du/acre)
- Small footprint and blended densities
- Smaller but well-designed units
- Off-street parking is minimized
- Simple construction
- Creating community
- Marketability: Think of a Single-Family Experience

Pinestone, Travelers Rest, S.C.



- KEY**
- 1 PARKING
 - 2 CENTRAL GREEN
 - 3 MULTIFAMILY APARTMENT
 - 4 STORMWATER MANAGEMENT
 - 5 DOG PARK
 - 6 LINCOLN PARK
 - 7 SINGLE FAMILY CENTRAL PARK
 - 8 WALK STREET PARK
 - 9 GREENWAY
- APARTMENT BUILDING
 - CARDIAC HOUSE
 - GARAGE
 - COMMUNITY BUILDING
 - ENTERTAINMENT/RECREATION
 - OFFICE/COMMERCIAL
 - TOWNHOMES
 - CLUBHOUSE
 - REAR LOADED SINGLE FAMILY
 - FRONT LOADED SINGLE FAMILY



NOTHING IS SHOWN AS
CONCLUSIVE IN NATURE
AND SUBJECT TO CHANGE

PINESTONE MASTERPLAN
TRAVELERS REST, SOUTH CAROLINA

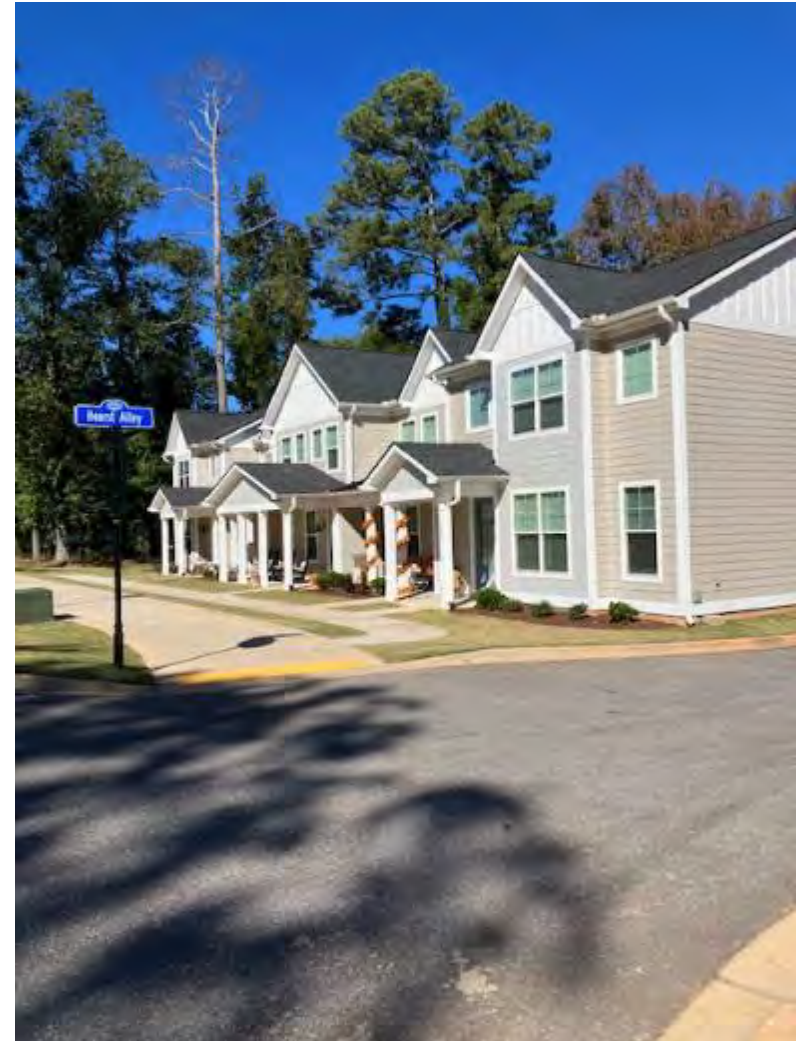


Pinestone, Travelers Rest, S.C.



Pinestone, Travelers Rest, S.C.

For-Sale and Rental Townhomes

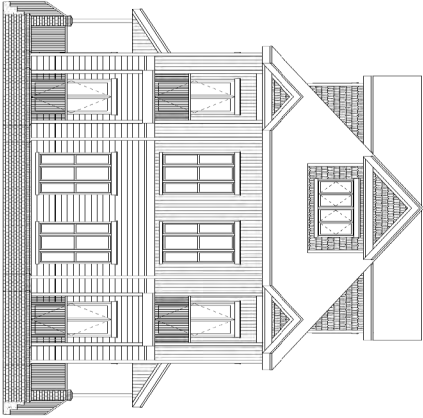
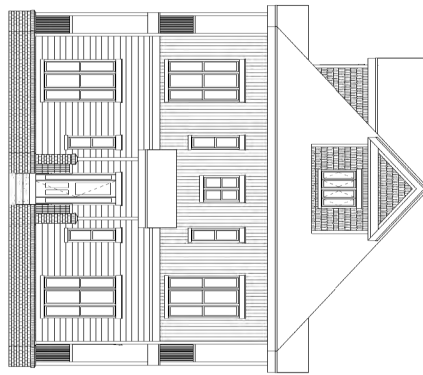

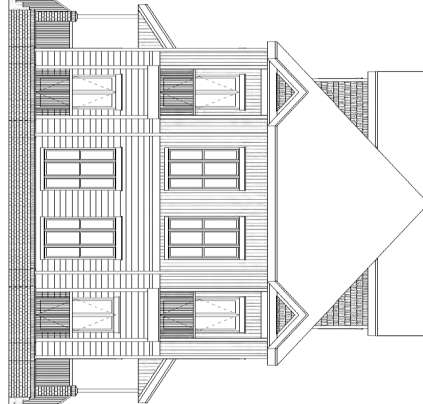


Pinestone, Travelers Rest, S.C.

- Garage Apartment attached to a Detached For-Sale Home
- Garage Apartment as part of the Multi-Family Apartment Community



Pinestone, Travelers Rest, S.C. 4-Plex

<p>4 WEST ELEVATION 1/8" = 1'-0"</p> 	<p>1 SOUTH ELEVATION 1/8" = 1'-0"</p> 
<p>3 NORTH ELEVATION 1/8" = 1'-0"</p> 	<p>2 EAST ELEVATION 1/8" = 1'-0"</p> 
<p>A-50</p> <p>EXTERIOR ELEVATIONS</p> <p>A NEW APARTMENT BUILDING FOR JEFF RANDOLPH</p> <p>LANGLEY & ASSOCIATES ARCHITECTS, LLC</p> <p>100 South Main Street Greer, South Carolina 29650 T: 864.968.9224 F: 864.968.9550 www.la-architects.com</p> <p>ARCHITECTS</p> <p>PRELIMINARY NOT FOR CONSTRUCTION</p>	

O'Neal Village, Greer, S.C.



Chesapeake Capital
Partners, LLC

TRG
communities
creating vibrant places

O'NEAL
VILLAGE

VILLAGE MASTERPLAN
TRG COMMUNITIES | GREER, SOUTH CAROLINA

O'Neal Village, Greer, S.C.



O'Neal Village, Greer, S.C.

Duplex

- Located at entrance
- Adjacent to Single-Family Detached and Attached Townhomes



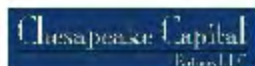
O'Neal Village, Greer, S.C.

Live Work Unit

- 2 Retail/Office Units on Ground Floor
- 2 One-Bedroom Units on Second Floor
- Code Review Could Require to Sprinkle Upstairs Units



O'Neal Village, Greer, S.C.



O'NEAL VILLAGE COMMERCIAL CONCEPT
TRG COMMUNITIES
GREER, SOUTH CAROLINA

Westside, Spartanburg, S.C.



WESTSIDE RESIDENTIAL LAYOUT

HOUSES OF HOME
SPARTANBURG COUNTY, SC
MAY 5, 2020

SITE DATA:

MUNICIPALITY: SPARTANBURG COUNTY
ACREAGE (RESIDENTIAL USE): 5.24 ACRES

COMMON OPEN SPACE:

REQUIRED: 10% OF SITE FOR PATIO HOMES/TOWN-HOMES
(0.95 ACRES)

PROVIDED: 1.58 ACRES (16.2% OF SITE)

LOTS:

REAR-LOADED SINGLE FAMILY: 17 LOTS (40' X 140' TYP)

REAR-LOADED TOWNHOMES: 28 LOTS (34.25' X 100' TYP)

45 TOTAL LOTS

DENSITY: 4.67 UNITS/ACRE

Edisto Place, Columbia, S.C.

29 Dwelling Units: 7 Stacked Flats, 11 Townhomes, 1 Duplex, 2 Single Family Homes



Edisto Place, Columbia, S.C.

- 29 Dwelling Units
- 7 Stacked Flats
- 11 Townhomes
- 1 Duplex
- 2 Single Family Homes

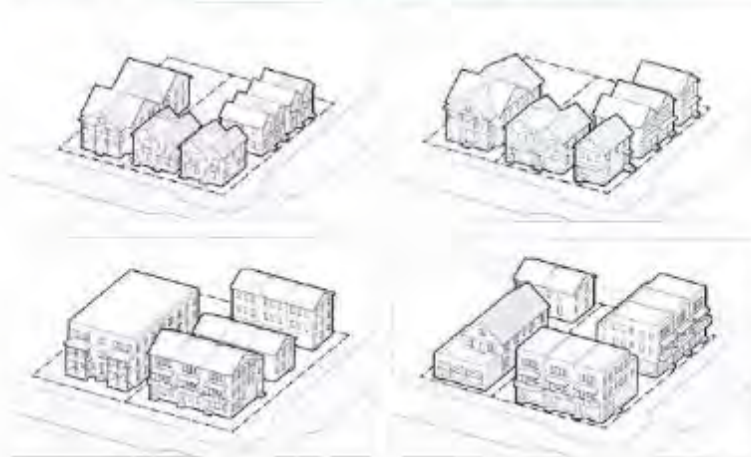


Thoughts

- How Do You Finance and Build Missing Middle Housing
- Regulatory Tensions
- Boundary and Geographic Tensions

Regulatory Tensions

DIV. 19-2.3. NEIGHBORHOOD-SCALE (RN-, RNX-)



19-2.3.1 INTENT

A walkable neighborhood environment intended to accommodate a variety of low-intensity housing options including single-family homes, duplexes, triplexes, fourplexes, townhouses and small apartments, supporting and within walking distance of neighborhood-serving retail, food and service uses.

Neighborhood-Scale Flex (RNX-) districts allow for additional neighborhood-serving commercial uses that are limited in scale and extent.

RN-A	RN-B	RNX-B	RN-C	RNX-C
4 dwelling units (max)	8 dwelling units, 10 with bonus (max)	8 dwelling units, 10 with bonus (max)	12 dwelling units, 15 with bonus (max)	12 dwelling units, 15 with bonus (max)
25' lot width (min)	25' lot width (min)	25' lot width (min)	25' lot width (min)	25' lot width (min)
2.5 stories / 32' in height (max)	2.5 stories / 32' in height (max)	2.5 stories / 32' in height (max)	3 stories / 42' in height (max)	3 stories / 42' in height (max)
40' building width (max)	40' building width (max)	40' building width (max)	70' building width (max)	100' building width (max)
		Limited small-scale commercial		Limited small-scale commercial

Regulatory Tensions

- GHF Site #1
- Option 1:11 Dwelling Units
- In Conjunction with Greenville Housing Fund (Property Originally From the City of Greenville)



Regulatory Tensions

- GHF Site #1
- Option 2:17 Dwelling Units
- In Conjunction with Greenville Housing Fund (Property Originally From the City of Greenville)
- New LMO does not allow Building of more than 80'
- New LMO requires Building Offsets



Regulatory Tensions

- GHF Site #1
- 10 Dwelling Units
- In Conjunction with Greenville Housing Fund (Property Originally From the City of Greenville)

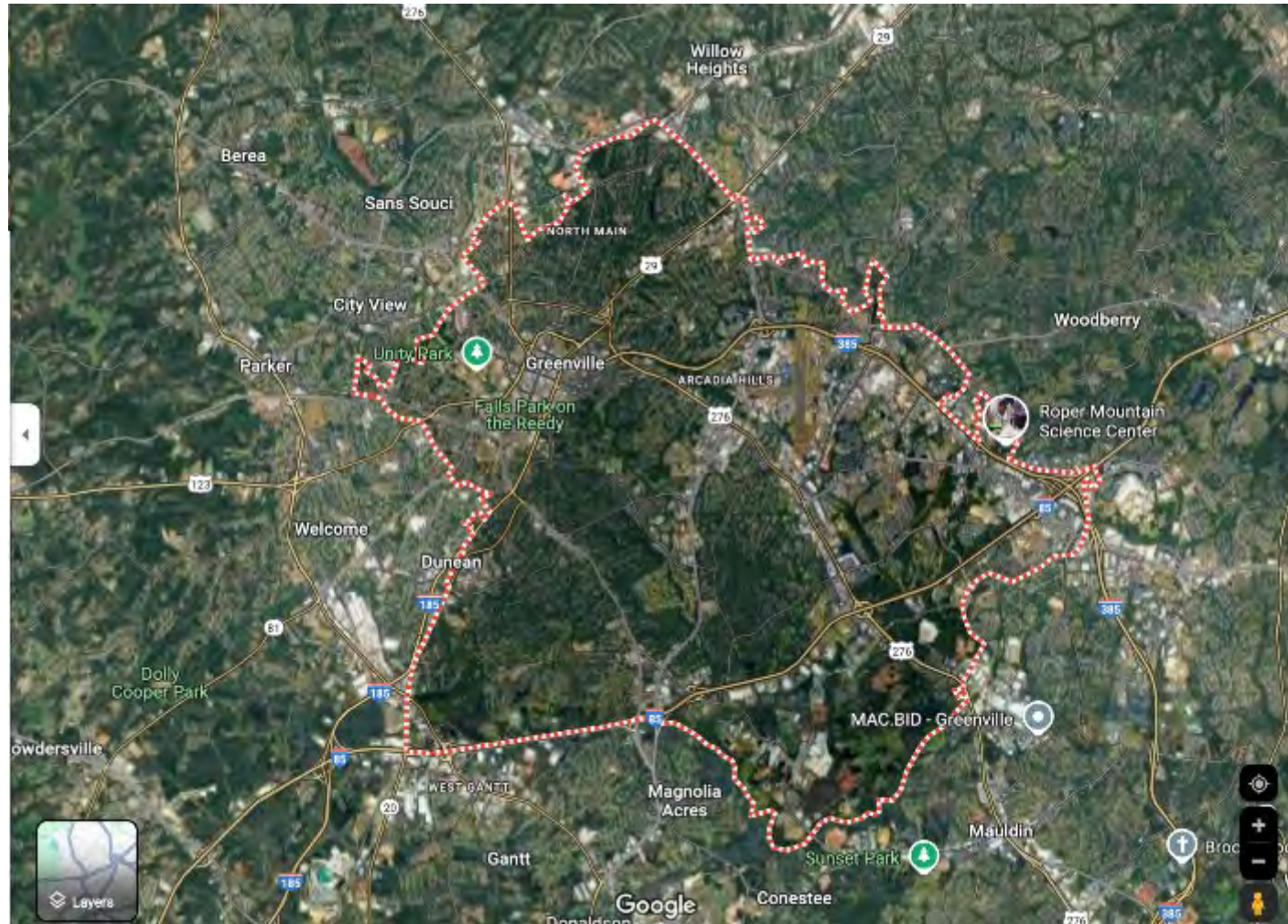


NOTE: THIS PLAN IS CONCEPTUAL AND SUBJECT TO CHANGE.

UNITY PARK SITE #1

GREENVILLE HOUSING FUND
GREENVILLE, SC
09.03.2024
SW+ PROJECT#10608

Geographic Development Influence Greenville, South Carolina



Geographic Development Influence Greenville, South Carolina

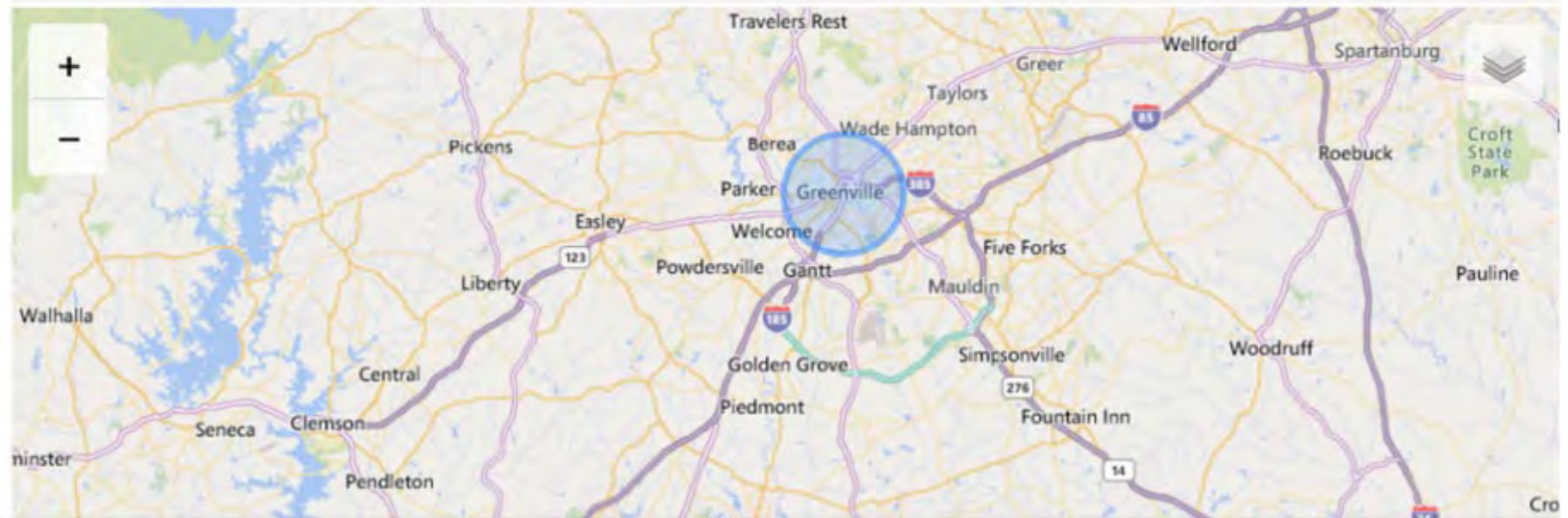
MAP RADIUS CALCULATOR

100 North Main Street Greenville South carolina

Search

Radius: 4607 m | 4.61 km | 2.86 mi | 15115 ft | 5038.4 yd | 2.49 nm
Circle Area: 66681192 m² | 66.68 km² | 25.75 mi² | 717750423 ft²
Lat,Lon: 34.84743,-82.39696

Clear All Edit Circle Draw a Circle **Radius Miles** ▾



Geographic Development Influence Greensboro, North Carolina

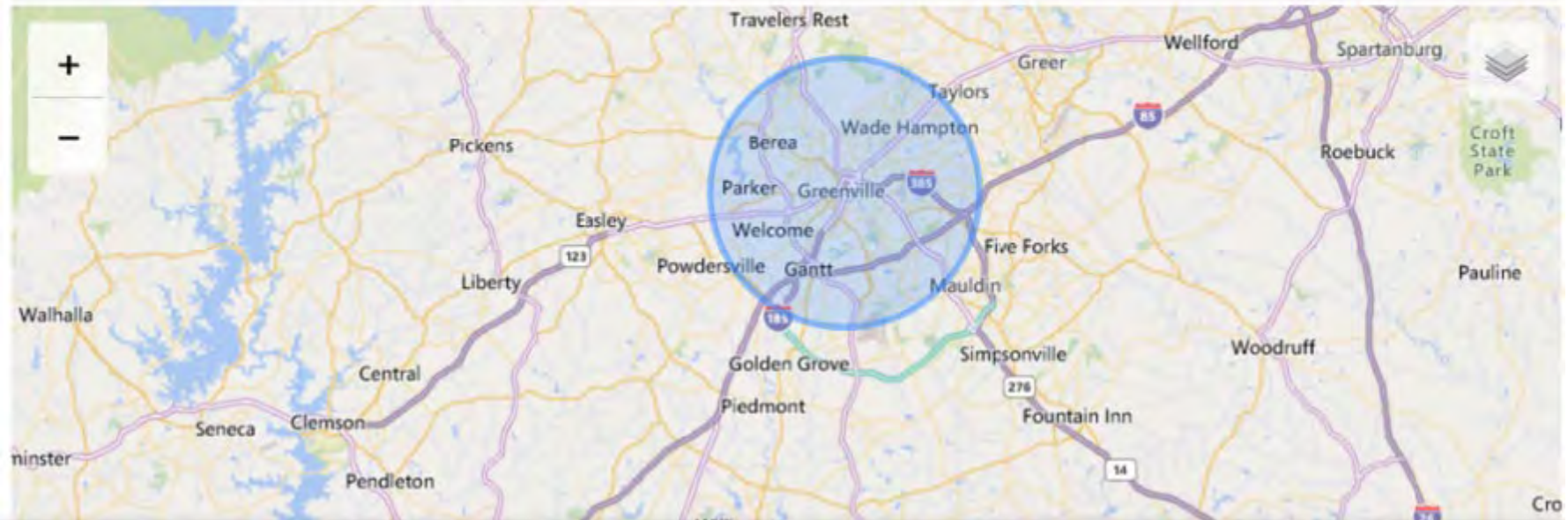
MAP RADIUS CALCULATOR

100 North Main Street Greenville South carolina

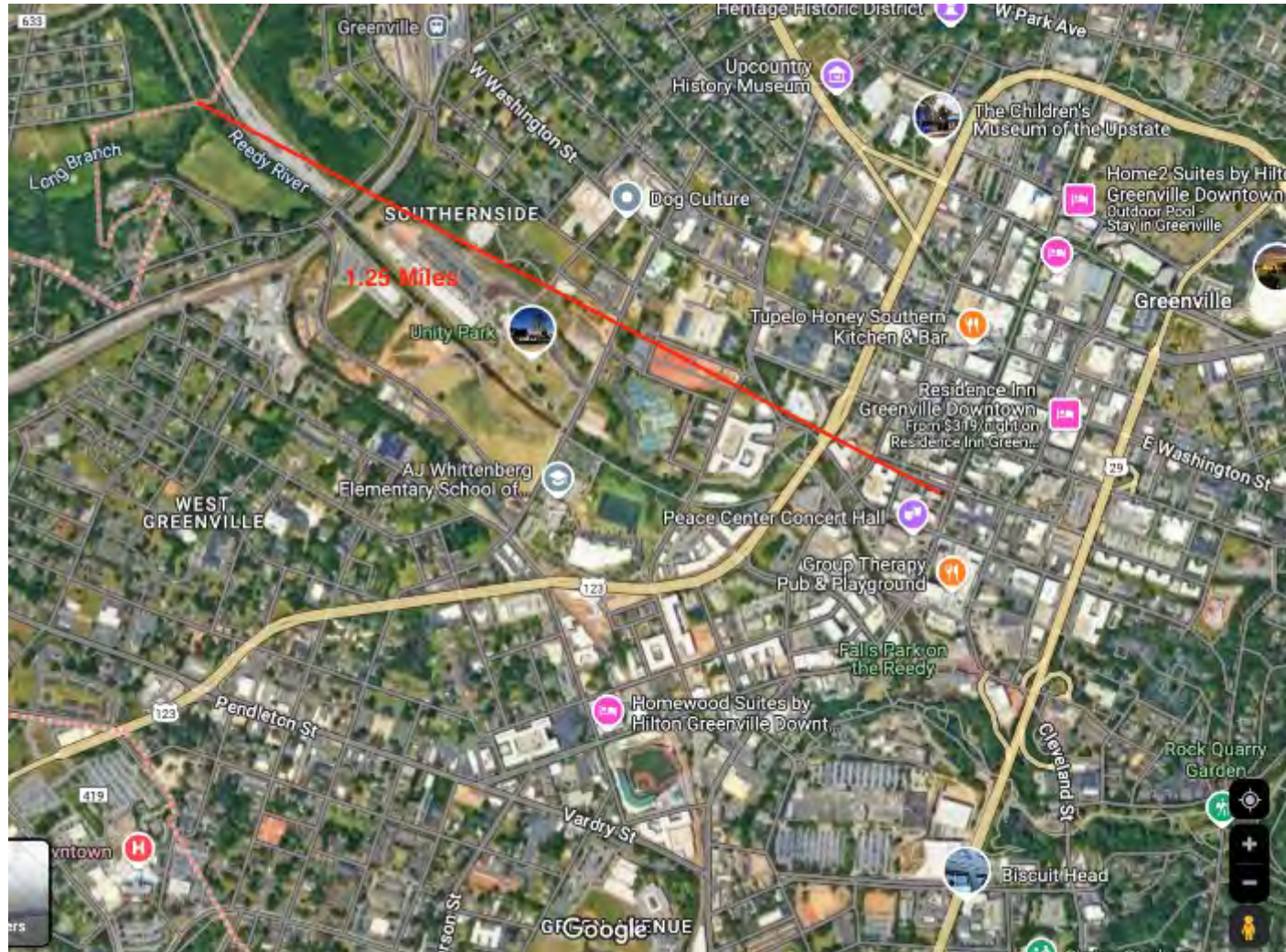
Search

Radius: 10436 m | 10.44 km | 6.48 mi | 34238 ft | 11412.6 yd | 5.63 nm
Circle Area: 342129835 m² | 342.13 km² | 132.10 mi² | 3682655132 ft²
Lat,Lon: 34.84743,-82.39696

Clear All Edit Circle Draw a Circle Radius Miles ▾



Geographic Development Influence Greenville, South Carolina



Lessons Learned

As a Developer:

1. Always ask the Why Question?;
2. Commit To Excellence;
3. Be Willing to Battle (Fairly, Honestly, and with Humility);
4. Attempt to Understand the Other Side;
5. Be Open minded: Don't Stereotype;
6. Don't hide;
7. Own the Cause;
8. Action Oriented;
9. Build Relational Capital;
10. Embrace Ambiguity; and
11. Self Aware.

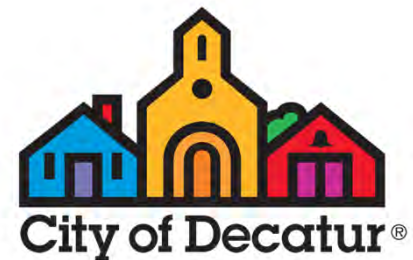
Presentation Break



South Carolina Chapter
American Planning Association
2024 Fall Conference
October 23-25, 2024

Innovative Approaches to Missing Middle Housing

Co-Presenter:
Angela Threadgill, Asst. City Manager
Community and Economic Development
City of Decatur, Georgia



Missing Middle Housing

Why is this important?

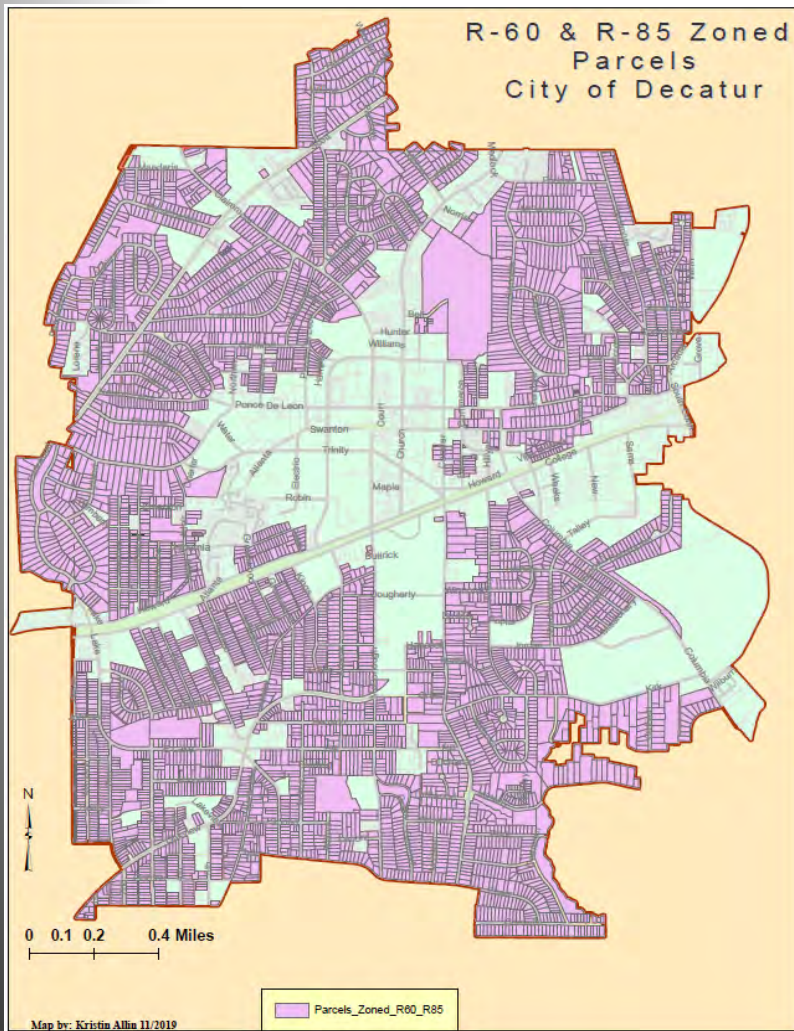
Social systems aren't naturally inequitable — they've been intentionally designed to reward specific demographics for so long that the system's outcomes may appear unintentional but are actually rooted in discriminatory practices and beliefs.

Source: Milken Institute School of Public Health
GW University
November 5, 2020

From a land-use perspective, the separation of people by race and income begins with separation by structure type.

Separation by structure type translates into separation of renters from owners, because most attached housing is rented and most single-family homes are owner occupied.





- 4.7 Square Miles
- 67% Single-Family Zoning
- Average Home Price over \$755k (2024), rents average \$1,800+
- Experiencing extreme loss of diversity
- Excellent schools, amenities
- Complexity and cost of housing



Housing Task Force

Report and Recommendations

- Mandatory Inclusionary Housing Ordinance (2020)
- Amend certain zoning district regulations to expand opportunities for ADUs and pocket neighborhoods (2021)
- Missing Middle Housing Ordinance (2023)
- Decatur Land Trust (2016 -)
- ADU finance program
- Increase Innovative Pipelines of Developable Land



Mandatory Inclusionary Housing

Policy created in 2020 to mandate workforce units

- Previous policy was voluntary, and unsuccessful
- Applies citywide, and to developments that create five or more new units
- Applies to both rentals and owner-occupied
- 10% of units must be affordable
- Development incentives provided
- Term typically 20 years, unless deed restrictions are renewed or Decatur Land Trust is a partner



Missing Middle Housing



- Re-allow duplex, triplex, and quadplex in single-family-only zones.
- Can be no larger than an allowable single-family home (FAR, lot coverage).
- Allow up to 50% of parking to be on-street.
- Enable smaller housing to be built by the market.
- Enable more flexibility for non-profit developers.



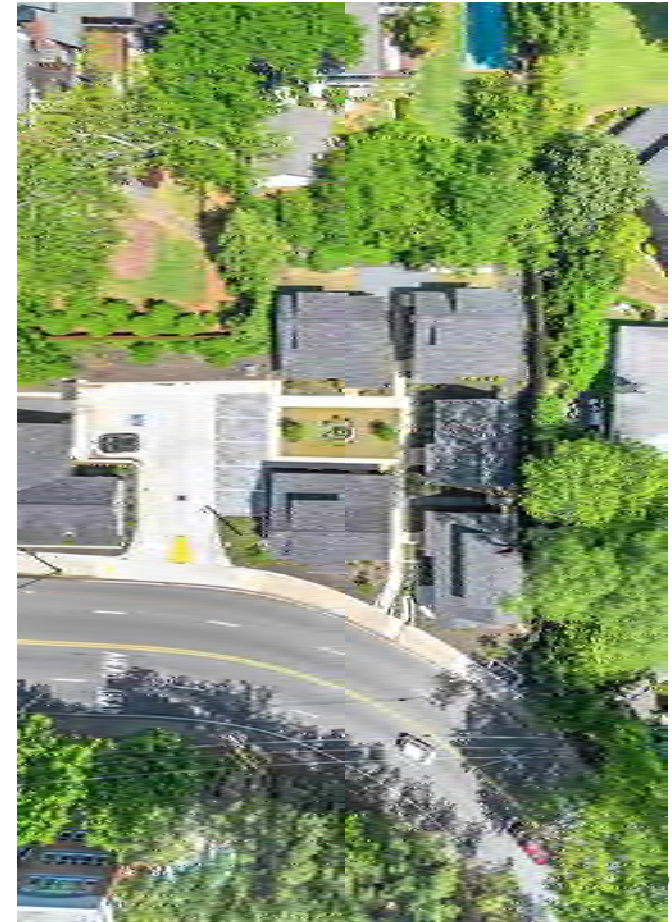
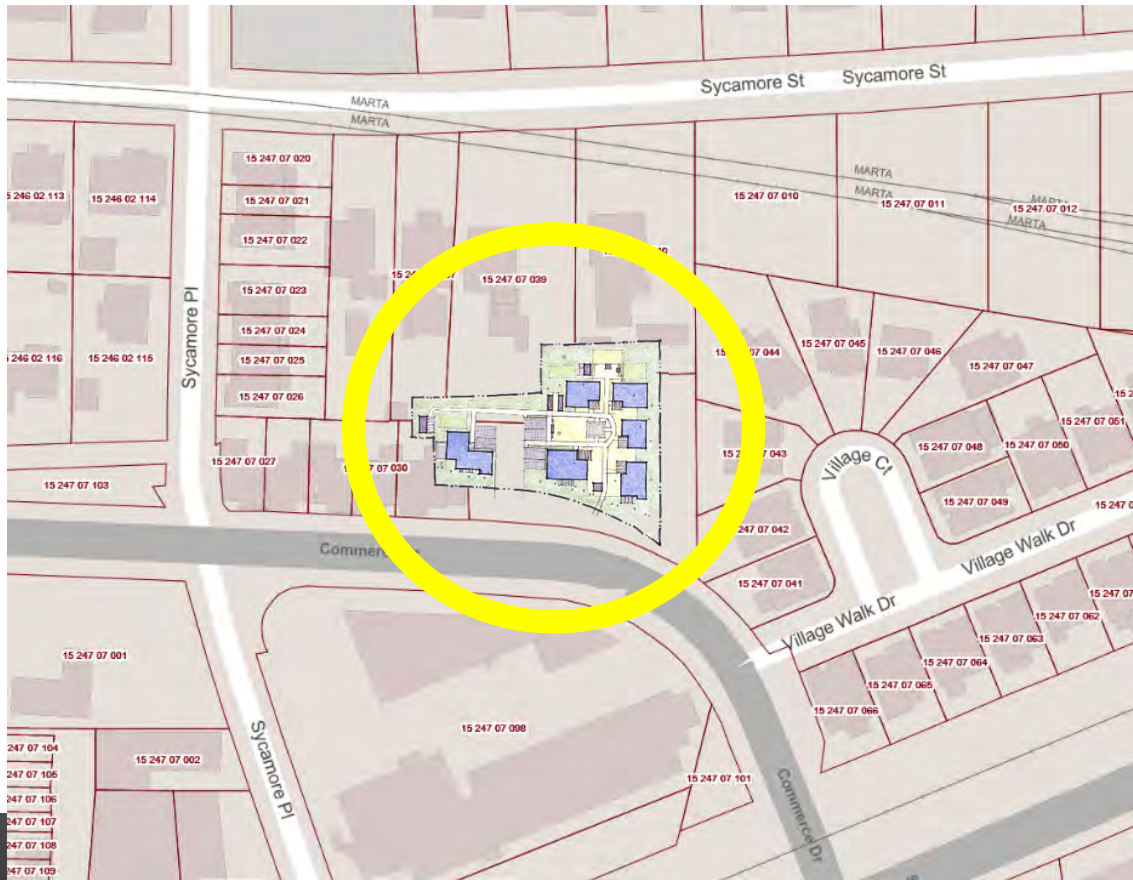
Myth: Decatur is overpopulated

- Reality: Decatur currently has around 25,000 residents
- 1960 census, Decatur had 22,000 residents
- Decatur has more “households” than in 1960 but roughly the same population. How is that possible?
- The 1990 census reported 17,200 residents in the City
- Population projections in the 1970s by MARTA was 26,000.



Missing Middle Housing

Pilot Project – 230 Commerce Drive



Missing Middle Housing

Pilot Project – 230 Commerce Drive

- 6 single-family homes
 - 1-Bedroom: 1 home
 - 2-Bedroom: 1 home
 - 3-Bedroom: 4 homes
- New construction
 - 528 – 1,582 square feet
 - \$210,000-\$325,000



Missing Middle Housing

Pilot Project – 600 Commerce Drive

Proposed Site Plan

4plex + Attached ADU
1 way in/out w/ parking



Missing Middle Housing

Pilot Project – 600 Commerce Drive

Exterior Design

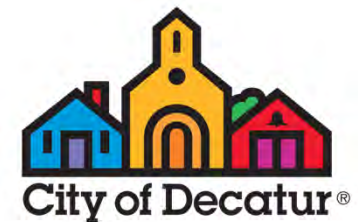
"Designed to blend into the neighborhood"



Decatur Land Trust

Shared Equity Home Ownership

Shared equity approaches such as community land trusts, can provide access to home ownership, create stability for existing homeowners.



A History of CLTs

The first community land trust (CLT) was New Communities, Inc., in rural Lee County GA, organized in the late 1960s for Black sharecroppers who had lost their homes and jobs for registering to vote. It was an experiment in cooperation and collective resilience in the face of challenges.

The “C” in CLT emphasizes the importance of community control of the land.

Housing CLTs today have been adopted for urban communities to keep the land in trust and control the price of the dwelling on the land.

The First Community Land Trust in the United States



Decatur Land Trust

Current Housing and On the Horizon

- Park 108: Three condominiums
- Oak Cottage Court: Six single-family homes
- Three City-Owned lots to develop
- North Housing Village, Legacy Park
- Goal to acquire homes in neighborhoods
- Partners can also include schools, religious orgs, others
- Portion funded by the City of Decatur
- 2023 ballot – homestead exemption eligibility



Presentation Break





Approaches to Missing Middle Housing: *Davidson, NC Case Study*

Jason Burdette
Planning Director
SCAPA
October 23, 2024

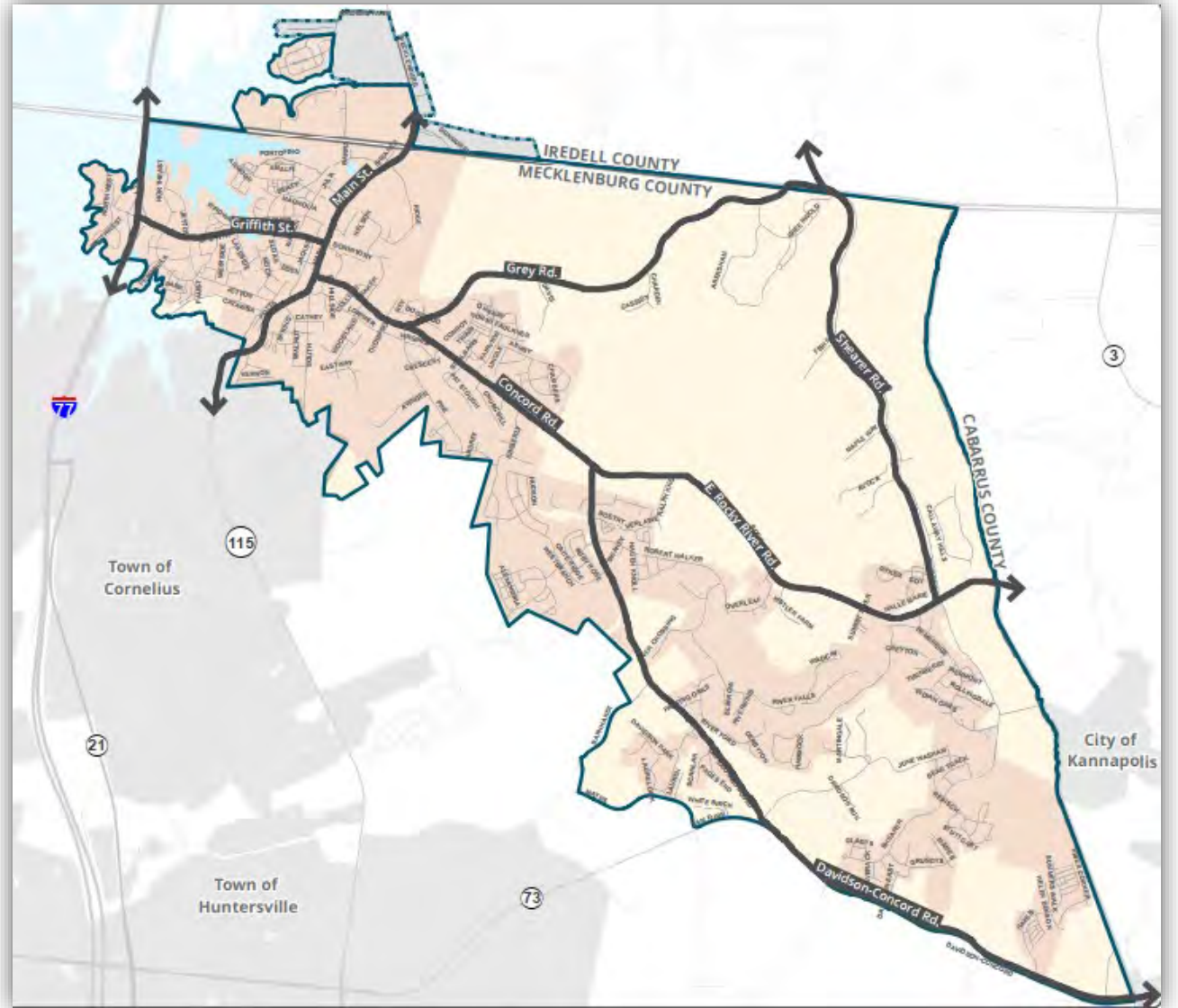
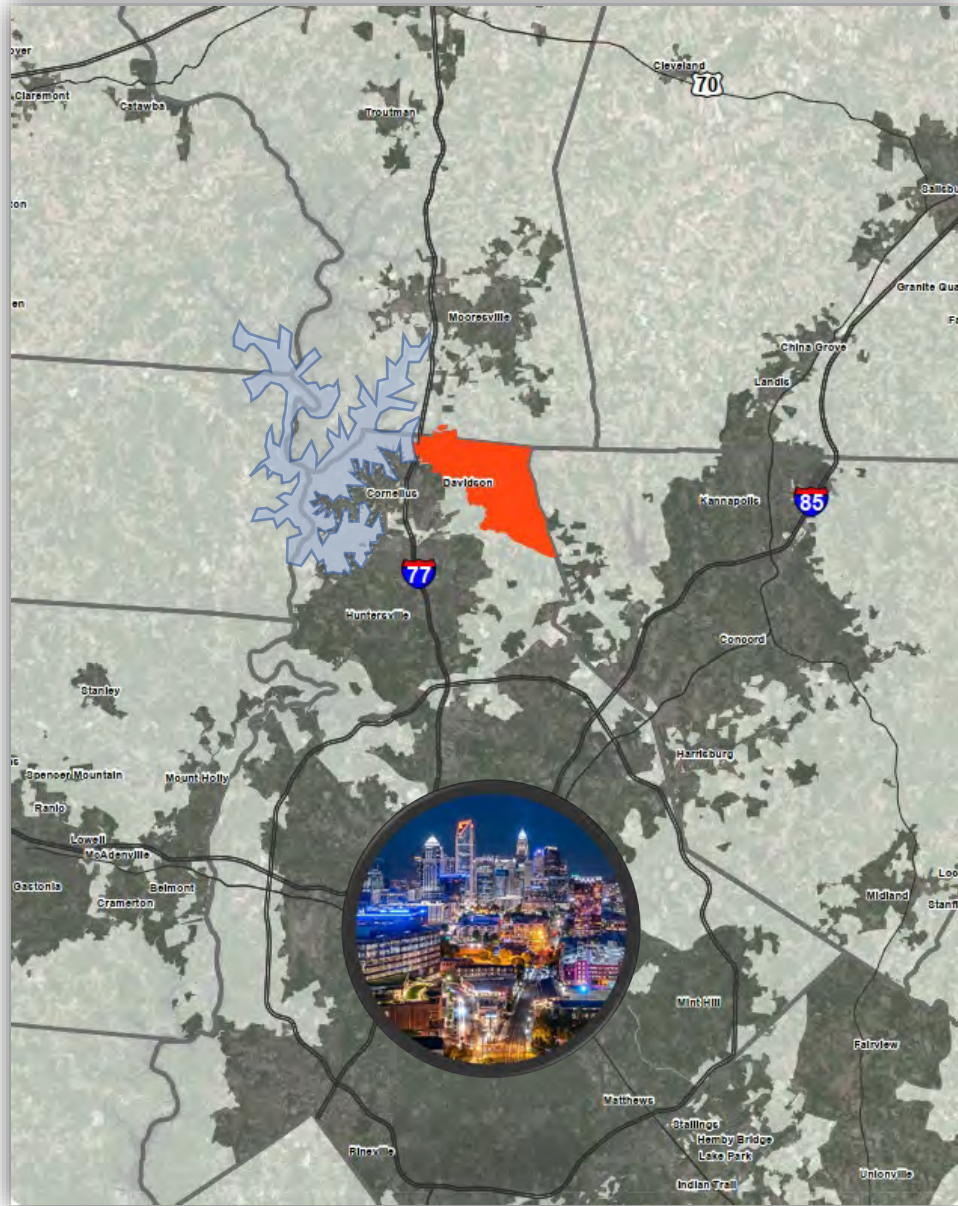
www.townofdavidson.org

Presentation Roadmap

- Davidson Basics
- How We Got Here
- Planning Ordinance/Tools
- Success Stories
- Challenges
- Lessons Learned

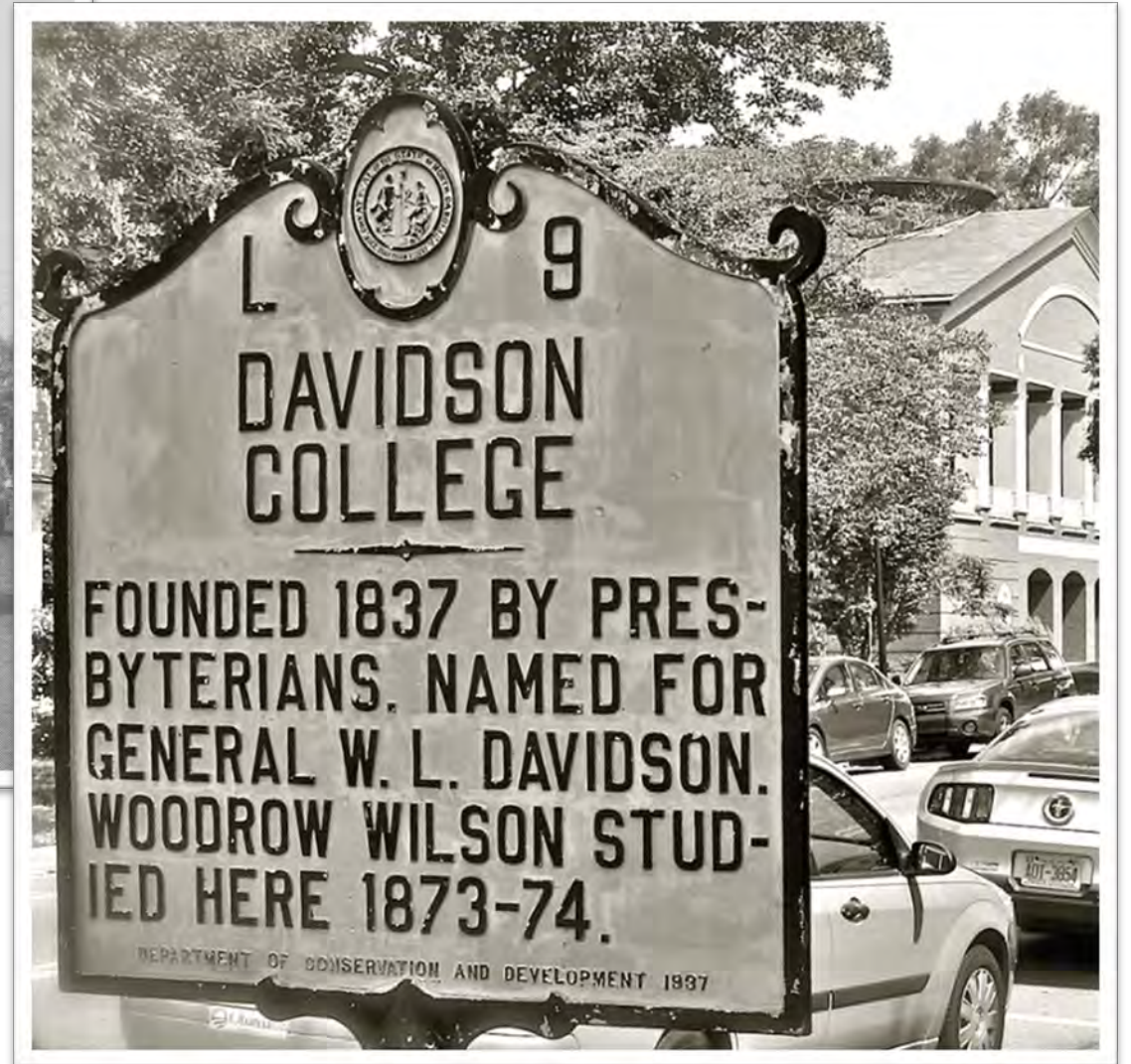


Davidson Basics



Davidson Basics

Main St. Davidson, N.C.

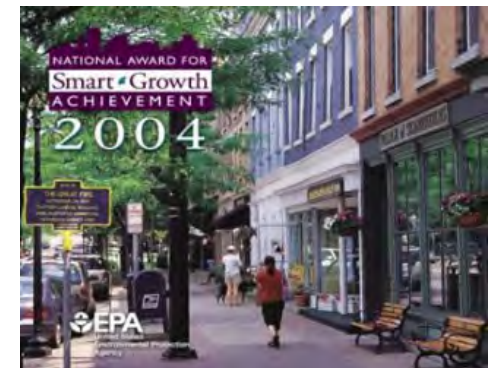
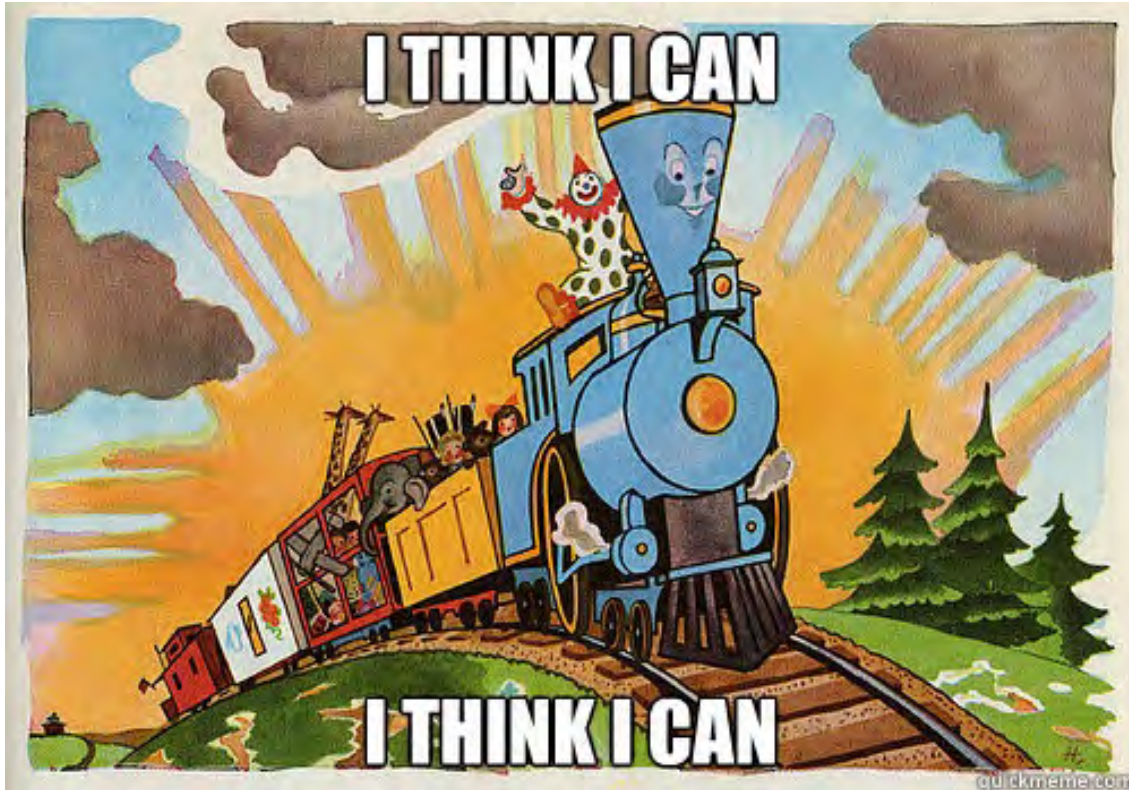


Davidson Basics





Davidson Basics





WHY PLAN?

“We shape our buildings; thereafter they shape us.” – Winston Churchill

The Alternative



Davidson 1930



Davidson Today





GENERAL PLAN 1993

Town-Wide Meetings to Answer Three Questions:

- *What did we like about Davidson?*
- *What would we do differently as we grow, if we had the chance?*
- *What did we want to avoid as we grow?*

Affirmed Common Values:

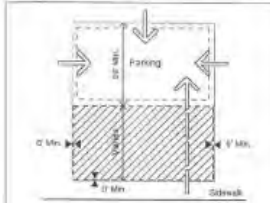
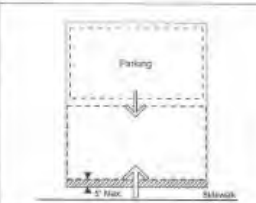
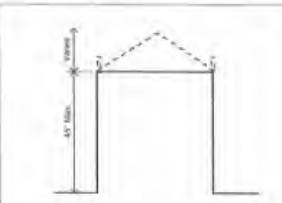
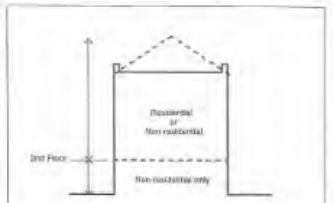

- Main Street with Village Green and shops
- Davidson College
- Big Trees
- Sense of Community
- Diversity
- Narrow streets with sidewalks and front porches
- Connectivity
- Commercial and Industrial Tax Base
- Rural, open spaces

DAVIDSON LAND PLAN 1995

1. Established Guiding Principles

2. Addressed Specific Development Concerns:

- Compact neighborhoods
- Pedestrian-scaled buildings
- Building Types
- Inclusionary housing

IV. URBAN REGULATIONS	STOREFRONT BUILDING	DAVIDSON LAND PLAN CODE	
Building Placement/Parking/Vehicular Access	Encroachment/ Pedestrian Access to Building	Permitted Height	Permitted Uses
			
<ol style="list-style-type: none">1. Buildings shall be placed on the lot within zones determined by the hatched area.2. Generally, building and street facade(s) must extend parallel to frontage property lines.3. Parking shall be located to the rear of the building.4. Points of permitted access to the parking indicated by arrows.5. Hedges, garden walls, or fences may be built on property lines or as the continuation of building walls. A garden wall, fence, or hedge (min. 3' in height) shall be installed along any street frontage adjacent to parking areas.6. Parking areas on adjacent lots should be connected.7. Trash containers shall be located in the parking area (see Parking regulations).8. Mechanical equipment of ground level should be placed on the parking lot side of building and away from buildings on adjacent sites.	<ol style="list-style-type: none">1. Balconies, bay windows, porches or an upper level and their supports of ground level, together with awnings above head height are permitted within the sidewalk set-back area.2. Main pedestrian access to the building is from the street (indicated by larger arrow). Secondary access may be from parking areas (indicated by smaller arrow).	<ol style="list-style-type: none">1. Building height shall be measured as the vertical distance from the highest finished grade relative to the street frontage, up to the eaves or the highest level of a flat roof.2. The height of parapet walls may vary depending upon the need to screen mechanical equipment.3. Building height in slope may vary depending upon the roof pitch.	Permitted uses are indicated above.
<p>Description:</p> <p>The storefront building is a small scale structure which can accommodate a variety of uses. The structure is typically a maximum of 18,000 square feet. A group of storefront buildings can be combined to form a mixed-use neighborhood center. Individual storefront buildings can be used to provide some commercial services, such as a convenient food store, in close proximity to homes. Davidson's Main Street provides a good example of a neighborhood center of storefronts and The Village Market Cafe at Southern Village, Chapel Hill, NC, serves as a good single building example.</p> <p>Photo: Neighborhood Center, Seaside, FL</p>	<p>Special Conditions:</p> <ol style="list-style-type: none">1. The intention of buildings in all locations shall be to relate the principal facade to the sidewalk and public space of the street.2. Drive-thru customer services are permitted only of the rear of building. Drive-thru facilities are prohibited in the Village Center.3. Corners: Setbacks of street corners will generally replicate frontage conditions.4. Front and side setbacks will vary depending upon site conditions. Setbacks should be used in a manner which affords pedestrian activity. Squares or plazas within building setbacks areas can act as focal points for pedestrians.		

Davidson Bay - Quad

St. Albans - Townhomes



Davidson Gateway – “Attached” housing

Walnut Grove- Triplex

Q&A



Source: AARP Livable Communities

Davidson Gateway – Live/Work



Davidson Bay– Duplex



Carnegie Mews – Pocket Neighborhood

St. Albans - Townhomes

PLANNING ORDINANCE 2001

Established Form-Based, Unified Development Code

- Design focused (height, transparency, building elements – porches/stoops)
- Single document

Addressed Land Uses and Spatial Relationships through:

- Encouraging density to support businesses (Min. 2-story requirement)
- Creating flexible street design standards
- Pedestrian focused (i.e. front doors on sidewalks, limited setbacks, rear parking, no drive-thrus)
- Required greenway/multi-use path construction if shown on an adopted plans

Addressed Design and Mixture of Uses through:

- Emphasizing compatible design/No min. or max. densities/Lot size variety
- Permitting a range of traditional building types (Storefront, Workplace, Live/Work)
- Establishing a minimum building height
- Requiring architectural review (Design Review Board)

PLANNING ORDINANCE 2001-

Building “Type” Regulations

- Storefront
- Workplace
- Live/Work
- Civic
- Multi-Family



Storefront building type



Workplace building type



Live/Work building type



9.2.3 Storefront Building Type

Storefront buildings may accommodate a variety of uses. A group of storefront buildings can be combined to form a mixed-use neighborhood center. Individual storefront buildings can provide some commercial service (i.e. a convenience food store) close to homes. Davidson’s Main Street is a good example of a neighborhood center of storefronts.

9.2.3.1 Storefront – Site Design

	Lakeshore		College Campus		Village Center		Rural	
	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
Front setback	0	0	0	N/A	0	0	0	0
Side setback	0	N/A	0	N/A	0	N/A	0	N/A
Rear (with parking)*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Rear (w/out parking)	Equal to height of bldg	N/A	N/A	N/A	N/A	N/A	Equal to height of bldg	N/A
Height	2 stories 4 stories		2 stories 4 stories		2 stories 4 stories		2 stories 4 stories	

PLANNING ORDINANCE 2001

Inclusionary Zoning: OVERVIEW

- First mandatory inclusion zoning ordinance in NC
- Requires 12.5% of all for-sale units in new development to be affordable based upon area AMI (up to 120%)
- Integrated into neighborhoods
- Deed restricted (90 years)



Davidson Gateway – Affordable Towns



Davidson Bay – Affordable Towns



Harbor Place– Affordable Unit



The Bungalows– Affordable Triplex

PLANNING ORDINANCE PROCESS

2001-2009

- Legislative approval required for all new developments/Negotiations
- Design charrette required

Result: A variety of Missing Middle building types (before Missing Middle was a “thing”)

2009-2015

- Recession mandated change to incent development
- Administrative approval required for all new developments
- Less negotiation, but still rigorous standards
- “Attached House” required in certain new developments
- Included: Duplex, Triplex, Quads, Townhomes, and Narrow Lot SF (<40’)

Result: Towns & Narrow Lot SF

Bailey Springs



Davidson Wood



PLANNING ORDINANCE PROCESS

2015

- Deconstructed “Attached House” definition.
- Specifically called out precise building types:
 - Detached House (one and two-family)
 - Townhouse
 - Attached House: Triplex, Quadplex
 - Multi-family
- Increased specificity within Planning Areas
 - Village Infill Planning Area: *20% of lots must be between 18-32'*
 - Neighborhood General: *No more than 70% units detached; No more than 50% attached, townhome, live/work, multi-family*
 - Neighborhood Edge Planning Area: *no more than 90% single-family detached house; No more than 30% duplex detached house, attached house*

Result: Moderate increase in integration of building types; More duplexes

PLANNING ORDINANCE **PROCESS**

2018

- Multi-Family still permitted building type in many Planning Areas
- MF project proposed in Village Infill (historic, DPO: context-sensitive)
- MF buildings proposed (24-40 units)
- Public uproar; Anti-growth/density Town Board
- Removed MF from Village Infill; Still permitted elsewhere
- Created two new “Mixed Village” context-based building types:
 - Village Walkup: *Small-scale buildings (4-12 units); shared entrance*
 - Village Courtyard: *Small-scale buildings (10-18 units); arranged around a courtyard*

Result: None built, MF project under construction



Novel Davidson Multi-Family

FRONT + REAR ELEVATION [2]

PLANNING ORDINANCE PROCESS

2023 Utility Service & Annexation Criteria (USAC)

- Town retains right to approve utility extensions via Charlotte Water (admin & legis.)
- Developed incentive-based scoring metric based upon Comp Plan values
- Projects scored against themselves.
 - *65%: Administrative track*
 - *<65%: Legislative*
- Sample Criteria:
 - Alignment with adopted plans (Comp, Mobility, Historic. Pres., Climate Action)
 - Natural Assets (avoid steep slopes, prime ag soils, protect viewsheds)
 - Additional pre-submittal community meeting
 - Demonstrate community benefit: Fiscal impact (Cost-to-Serve Analysis)
 - Exceeds tree preservation, uses low-impact stormwater treatment
 - Sustainability (adaptive reuse, energy efficiency, native species, LEED lighting)

PLANNING ORDINANCE PROCESS

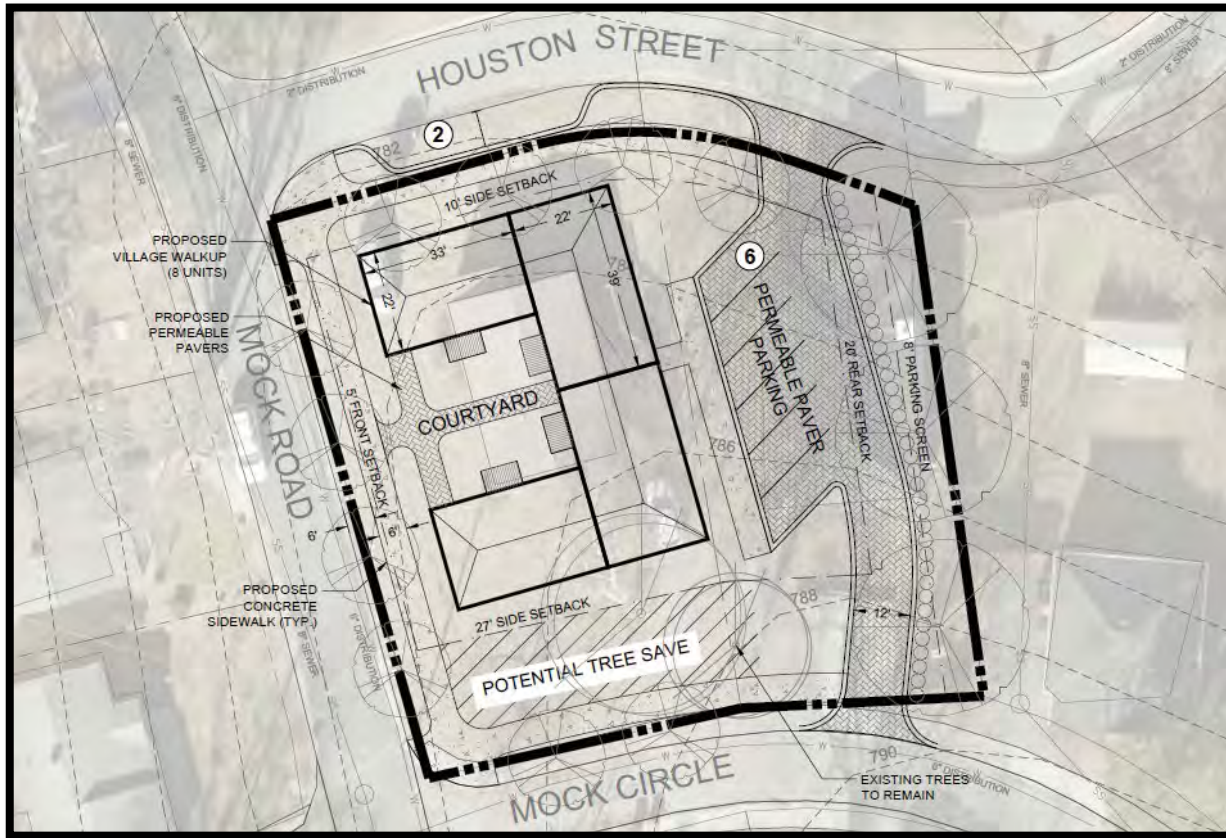
2023 Utility Service & Annexation Criteria (USAC)

- Sample Housing Criteria:
 - If housing mix required, does project max-out non detached house?
 - For other Planning Areas, include two building types (none less than 10%)
 - Achieve Simpson Diversity Index score of 0.5 or greater?
 - Meet minimum affordable housing requirements (12.5%) through on-site?
 - 25% of units support aging-in-place (universal design)

- **Result:** TBD

AFFORDABLE HOUSING TOWN LAND: 2024

Village Courtyard – 8 units



Village Walkup – 8 units + 4 units



SUCCESS STORIES— RIGOROUS ORDINANCE

Davidson Planning Ordinance

- If using a Form-Based Code, make it apply everywhere
- Detail exactly what you want: Building Types
- Show pictures!
- Affordable Housing Ordinance
- Plan for Sidewalk/Greenways/Multi-Use Paths
- Make developers build them
- Administrative vs. Legislative tracks

TABLE 2-13: VILLAGE INFILL BUILDING TYPE TABLE

Building Types	Allowance	Design Review	Height	
			Minimum	Maximum
Detached House	P	-	1 stories	37 feet ³
Townhouse	P	R	2 stories	37 feet ³
Attached House	P	R	2 stories	37 feet ³
Mixed Village	P	R	2 stories	2 stories
Live/Work ¹	P	R	2 stories	37 feet ³
Institutional	P	R	2 stories	37 feet ³
Storefront ²	P	R	2 stories	2 stories
Accessory Structure	P	See Section 4.5.8	1 story	2 stories

R = Required, P = Permitted

¹At least 50 percent of the heated floor area in a live/work building type must contain the residential dwellings unit(s).

SUCCESS STORIES— RIGOROUS ORDINANCE

Utility Service & Annexation Criteria (USAC)

- Grounded in Comprehensive Plan
- Growth Management Tool (Utility Extension)
- Prev. Decision: Legislative
- USAC Scorecard: Evaluation + Points
- Scores Based on Davidson-Specific Criteria
- Administrative vs. Legislative tracks

USAC Outcomes:

- Expectations: Set Clear Expectations
- Predictability: Inform Stakeholders
- Equip: Educate + Equip Project Teams, Stakeholders
- Incentivize: Inspire + Enable Better Development
- Improve: Existing Process

KEY

(R): Indicates a required criterion. **(X pts.):** Indicates point total for a criterion.

PROJECT SUMMARY

- **Points Available:** XX pts.
- **Project Score:** XX pts., XX % (65% Score Required for Administrative Approval)
- **Section Summaries:**
 - A. Policy Alignment & Location Characteristics
 - B. Service Demands
 - C. Natural Features & Assets
 - D. Additional Considerations

CRITERIA

To assist with annexation and utility extension decisions, the following criteria will be evaluated for individual requests, as applicable.

A. POLICY ALIGNMENT & LOCATION CHARACTERISTICS

1. Alignment with Comprehensive Plan | These criteria assess the site's location and proposed development program for consistency with adopted policies, established agreements, and orderly growth.

A. Is the proposal consistent with the Growth Management Tiers Map¹ (Pg. 36-37)?
Specifically:

- Is the proposal located in a Primary Growth Area? **(20 pts.)**
- Is the proposal located in a Secondary Growth Area? **(5 pts.)**
- Is the proposal located in a Growth Reserve Area? **(0 pts.)**

B. Is the proposal consistent with the Conservation and Growth Framework (Pg. 46-47)?
Specifically:

- Is the proposal located in an Activity Node⁴ (Pg. 46)? **(20 pts.)**
- Is the proposal located in a District classified as a/an:
 - i. Employment Campus **(10 pts.)**
 - ii. Neighborhood Center **(10 pts.)**
 - iii. Residential Neighborhood **(5 pts.)**
 - iv. Residential Neighborhood Edge and Open Space **(5 pts.)**
 - v. Rural Village Neighborhoods and Open Space **(5 pts.)**
 - vi. Priority Conservation Area **(0 pts.)**

¹ Primary Growth Areas and Activity Nodes correspond to the following Planning Areas:

- Village Center, Commerce, or Edge
- Central Business District
- Lakeshore
- Neighborhood Center 1, 2, or Neighborhood Services

...comfortable pedestrian must travel between origins and destinations without paths, crosswalks, or equivalent pedestrian facilities. The walking distance must be drawn from a location on the project site that is accessible to all users.

...ance) prioritized for mobility construction date in the Transportation

...ts specified by the TIA? (R)

...e criteria assess the program.

... 14.3.1.B)? (5 pts.)

...nd identified as prime

...s within a Scenic are as identified by

...ed on an adopted works Commission,

...duct/fulfill 4.3)? (5 pts.)

...rticipants report

...ualitative

...the ? (5

...an Policy

CHALLENGES

- Politics (2-year terms)
- Developer Expertise
- Village Infill Pressure
- High Cost of Land
- Small Town Reality vs. Suburban Expectations
- State Legislature (Dillon's Rule state)



LESSONS LEARNED

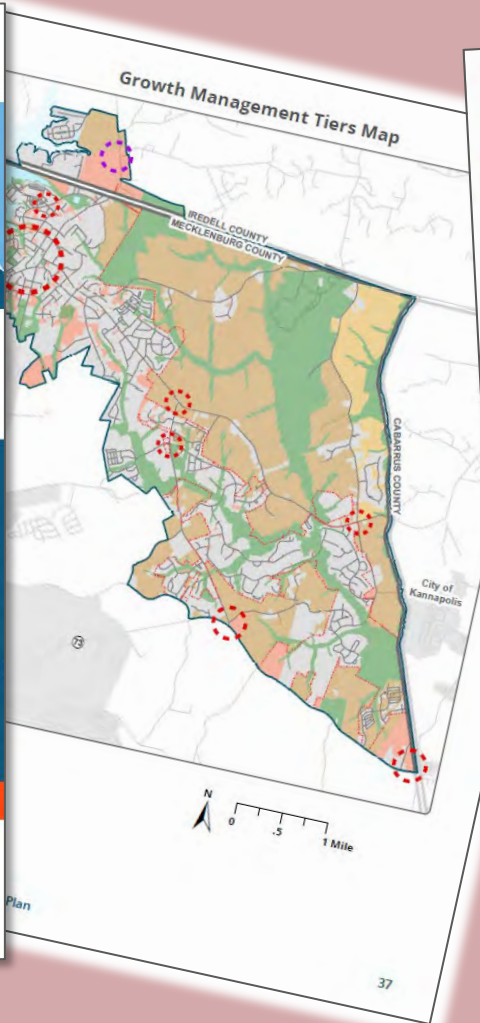
1. Need Extra Regulation Sometimes

- Developers were not building Missing Middle
- Multi-Fam not context-sensitive
- Create new building types
- Require a mix of building types
- Incentivize through process adjustments



LESSONS LEARNED

2. Use Comprehensive Plan as a Menu for your Strategic Plan



GOAL 2.1 INTENTIONAL GROWTH MANAGEMENT

Davidson will grow thoughtfully and intentionally within its edges. New growth will enhance the town's livability and quality of life through an incremental approach to meet the needs of a growing community.

Action 2.1.1 Formalize Growth Management Tiers Map into the Planning Ordinance.
Lead Department/Resources: Planning
Associated Policies: P 2.1.2, 2.1.3

Action 2.1.2 Explore appropriate fiscal impact models for growing communities include:
» Wilson, NC
» Wilmington, NC
» Salem, NH
» Dublin, OH
Lead Department/Resources: Planning, Economic Development
Associated Policies: P 2.1.1

Action 2.1.3 Consider thresholds for targeted growth in the planning process.
Lead Department/Resources: Planning
Associated Policies: P 2.4.3

GOAL 2.2 A NETWORK OF NATURAL AREAS

Recognizing the importance of the natural resources within Davidson, the town will protect an integrated network of green corridors and spaces with meaningful rural and agricultural uses.

Action 2.2.1 Identify priority conservation areas and overlay.
Lead Department/Resources: Planning
Associated Policies: P 2.1.2

Action 2.2.2 Create a tree canopy management plan.
Lead Department/Resources: Public Works
Associated Policies: P 2.2.2

CH 2 KEY METRICS

2.1 PROXIMITY TO INFRASTRUCTURE AND SERVICES
The purpose of this metric is to understand how accessible key services are to residences, and how walkable the town is – helping build towards an overall sustainability framework. The percentage of households within a half mile and quarter mile will be tracked.

2.1.1 – Proximity to Employment Centers
2.1.2 – Proximity to Schools
2.1.3 – Proximity to Grocery Stores
2.1.4 – Proximity to Parks or Greenways
2.1.5 – Proximity to Amenities (healthcare services and commercial centers)

2.2 PRESERVATION OF NATURAL AREAS AND OPEN SPACE
The purpose of this metric is to understand the degree to which open and green spaces are being maintained or expanded as the population grows.

2.2.1 – Acreage of open space
2.2.2 – Acreage of natural areas
2.2.3 – Acreage of wetlands
2.2.4 – Acreage of parks
2.2.5 – Acreage of agricultural land
2.2.6 – Land cover of the tree canopy cover
2.2.7 – Miles of inter-connected greenways

2.3 LOCAL GREENHOUSE GAS EMISSIONS
The purpose of this metric is to evaluate local sources of greenhouse gas emissions to reduce overall emissions.

2.3.1 – Greenhouse Gas Emissions by Sector for both town government and community emissions.
2.3.2 – Energy Use Intensity by Sector for both town government and community emissions.
2.3.3 – Square footage (or # of projects) of LEED-certified buildings
2.3.4 – Number of Low-Impact Development or Green Building Projects
2.3.5 – Estimated Emissions Reductions/Carbon Sequestered through LID or Green Building Projects

3. PIVOT!

LESSONS LEARNED

