

Plan Implementation

Implementation Overview

For this plan to be an effective tool for guiding the City as it embarks on a journey from its 50th anniversary toward a century of progress, it must be implemented in a deliberate manner with an eye toward achieving the four main goals of the plan:

- **Creating a More Livable and Inclusive Community**
- **Building a Strong, Diverse, and Resilient Economy**
- **Managing Growth in a Vibrant and Dynamic City**
- **Fostering a Sense of Place**

Within each of these focus areas, there are a number of significant steps that will need to be taken to ensure the success of the plan. The responsibility for implementation is spread across a range of entities, both within and outside of City government, but ultimately the City Council will bear the final responsibility for ensuring that the plan is implemented.

As with any plan, it will need to be regularly reviewed and updated to ensure that it remains relevant. It is recommended that the Planning Department and City Manager make annual reports to both the Planning Board and the City Council to keep these bodies apprised of the status of ongoing implementation efforts, issues and inconsistencies that were identified in the prior year, the successes that have been realized, and financial requirements for recurring expenses and capital projects that are required to move the plan forward.

Recommendations in the plan range from policies, to programs, to major capital projects. While each has an associated expense, the recommended capital projects, particularly those that are significant enough to require multi-year funding or debt financing, will need to be planned for well in advance through the City's capital budgeting process. Beginning with the upcoming fiscal year, the major capital project recommendations should be evaluated for inclusion in the capital improvement plan to determine the potential funding timeline and to weigh them against other spending priorities.

Creating a More Livable and Inclusive Community

This is perhaps the most expansive element of the four focus areas of the Comprehensive Plan, and touches on virtually all aspects of the community and local government policies and programs. The effective implementation of the recommendations related to each of the seven livability factors would be best undertaken via a committee whose sole focus

was to determine priorities and monitor progress toward achieving this initial set of livability recommendations. The composition of such a committee should extend beyond the scope of City staff or elected officials to include representatives with expertise or other association with each of the broad livability factor areas (health, housing, etc.). This committee would prepare an initial priority list in conjunction with City staff, determine the necessary resources and partnerships to implement the recommendation, and begin the implementation tasks, perhaps as small groups or subcommittees.

This group could also begin developing more detailed livability metrics, or a livability dashboard for the City to use to measure the impact of its actions as it works toward making Archdale a premier livable community. Like other aspects of the plan, the livability recommendations will need periodic review and revision as tasks are completed, policies enacted, and capital investments are completed.

Building a Strong, Diverse, and Resilient Economy

The key steps toward beginning implementation of the recommendations for this primary focus area are complex and will require a significant amount of coordination to achieve. As with the livability focus area, it is recommended that a permanent economic development committee be formed to provide guidance to the City Council on major economic recruitment initiatives and monitor the business / economic aspects of the implementation of the Comprehensive Plan. This committee may eventually need to evolve into a more complex structure, depending on its record of success and ultimate scope of responsibility, but a Council appointed volunteer committee with representatives from the business community, education agencies, workforce development, entrepreneurship advocacy, land development, tourism, hospitality, and related sectors will help to ensure that a wide range of economic perspectives are represented.

The major tasks that are recommended to begin implementation in the immediate future following the adoption of the Comprehensive Plan are for the City to begin working with landowners in the vicinity of the I-85 interchange with NC 62 to determine the interest and feasibility of the development of the Commerce Park that is recommended for development in that area. As noted earlier in this section of the plan, the Commerce Park is a critical component of Archdale's future economic prospects; giving it the potential to attract a more diverse array of major employers to the City.

In the short-term, it is also recommended that the committee initiate efforts to better integrate the City and its economic development efforts with additional groups in addition to its affiliation with the Randolph County EDC. Specifically, the City should develop stronger partnerships with the Guilford County Economic Development Alliance and the Piedmont Triad Partnership (PTP). By expanding its external economic partnerships, the City can gain

access to additional marketing, research, and recruitment efforts that are not generally available to it now. In particular, the City needs to become more involved in the PTP to ensure that it is involved in all aspects of the regional economic development efforts surrounding the Carolina Core - which holds promise to bring advanced manufacturing and large scale employment opportunities to the region.

Beyond traditional economic development partnerships, the committee should also work to strengthen the City's involvement with the Randolph County Tourism Development Authority and its counterparts in High Point and Greensboro to seek opportunities to build on the work and initiatives that these agencies are undertaking to promote the development of the regional tourism industry.

Managing Growth in a Vibrant and Dynamic City

One of the most visible and impactful aspects of the implementation of the Comprehensive Plan will be the completion of the tasks associated with the plan's growth management recommendations. The implementation steps associated with this focus area of the plan will influence the form and function of the built environment and transportation network in the City for decades to come.

The primary tasks associated with the implementation activities in this focus area are the revision of the City's development regulations and zoning map to align with the future land use recommendations. As noted earlier in this section, this task should begin immediately, as it relates to a number of the other initiatives and recommendations set forth in the plan - from expanding housing options, to improving economic development prospects, to planning for a new downtown. Since the future land use map will also serve as the measure of consistency for zoning decisions made by the Planning Board and City Council, the alignment of the regulatory framework with the recommended land use framework will be essential.

Three of the prime recommendations of the future land use plan dovetail directly with other major initiatives advocated in other sections of the plan, namely the creation of the new downtown, the establishment of the Commerce Park, and the re-imagining of North Main Street as an urban scale mixed use corridor. The list of priority transportation projects also supports the implementation of the future land use map, particularly the North Main Street road diet, the downtown street network improvements and the NC 62 improvements in the vicinity of the Interstate 85 interchange.

With regard to the proposed transportation improvements, planning studies should begin immediately on the feasibility of the North Main Street road diet and the downtown road

improvements, with the latter being undertaken in conjunction with the overall planning efforts for the City's new downtown. The remainder of the projects on the priority list that are not currently in the STIP should be evaluated further for potential submission to the High Point MPO for scoring as part of future rounds of prioritization for funding by NCDOT. Other small scale local projects and longer range projects should be integrated into the development review process to ensure that when opportunities present themselves to implement smaller scale safety or capacity improvements, they are undertaken in cooperation with private development activity.

The City's Planning Department and Planning Board will be the primary oversight agencies for implementation activities associated with the growth management recommendations of the plan. As noted earlier, it is essential that annual reports be prepared to analyze the consistency of zoning and development decisions with the recommended land use and transportation framework set forth in this section of the plan. As inconsistencies or other issues arise, and as growth occurs, adjustments should be made to the plan to ensure that it remains relevant.

Fostering a Sense of Place

When embarking on the planning process, the City's goal of establishing a better defined identity through its built environment was a key focus of the scope of work. An extensive public engagement process was undertaken to build community consensus on the best manner to address this issue. That process resulted in the identification of a location for the City to make investments to catalyze the establishment of a new town center / downtown to serve as a focal point of the community and help to better define Archdale as a distinct community separate from its neighbors.

General concepts for establishing the new downtown in the vicinity of the area bounded by Archdale Road, NC 62, and North Main Street received the greatest degree of community support, with multiple viable location alternatives for establishing the central gathering place that will serve as the center of activity and catalyze adjacent development. Further studies are now required to determine the most appropriate location of the downtown public space, including analysis of land acquisition and construction costs, adjacent development potential, transportation and utility improvements, and related issues that will need to be resolved before work begins to acquire land and begin the transformation of the area into a true downtown for the City.

The City will also need to seek partnership opportunities with private developers and property owners as part of the next phase of the planning process. Without willing investors and property owners interested in the development or redevelopment of their land, the project could be stalled and the City could risk realizing the community's vision for a thriving downtown. To that end, as plans are prepared, a marketing effort to "sell" the idea of downtown Archdale as a

viable investment opportunity will need to be undertaken. As interest grows and partnerships develop, the City will be able to move ahead more confidently in making public investments that will serve to catalyze the private investment that will be the lifeblood of this significant undertaking.

Other aspects and recommendations of the plan are related to the establishment of the City's new downtown. Of particular note is the implementation of the future land use plan's recommendation for the "City Center" place type. This implementation task, which is part of the overhaul of the City's development framework and zoning map, will be a critical linchpin in ensuring that the redevelopment of the areas into a true downtown is undertaken in a regulatory environment that will provide the desired physical and aesthetic outcomes. As noted earlier in this section, it is recommended that a "form based" development district be implemented for this area to provide maximum guidance on the physical form of new development, but maximum freedom to property owners to develop and use their properties according to market demands. Related transportation recommendations are also critical to the success of the new downtown, specifically the improvements to NC 62, North Main Street and Archdale Road that will help to support new development activity in this area.

As this is a significant undertaking, it should fall under the responsibility of the City Council to ensure that the necessary planning and implementation tasks are carried out. Given the scope and likely cost of the main project and associated projects, the City should begin long range financial assessment and capital budgeting to determine the timing of when full implementation can begin and what additional resources may be required as the project moves forward.

Implementation Matrix

The following pages contain a series of matrices that include a breakdown of the projects that are recommended for implementation to support the four major focus areas of the plan. The primary matrix includes a general statement of the scope of the recommendation, project ID, the entities responsible for implementation, major action items, resources (human / financial / other) and the anticipated time frame for the project. Complex and high priority projects have supplemental matrices that provide additional details on their implementation steps, timing and resources. This is intended as a guide, and should be adjusted as necessary to ensure that the City's resources are being directed appropriately to address priority projects as conditions change over time. As a starting point, however, the implementation matrices provide the City staff and leadership with a big-picture view of the complex nature of the tasks ahead that will be required to achieve the plan's vision for the future.

Table C.16 Creating a More Livable and Inclusive Community (LC)

| | | | | |
|-------------|---|--|---|----------------------|
| LC-1 | Establish Livable Communities coordinating body to oversee prioritization, implementation and monitoring of progress toward achieving livability recommendations. (Reference livability recommendation tables: pages C-5 to C-17) | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Council | Establish coordinating body. | City Council Volunteers | 1Q 2021 |
| LC-2 | Establish bylaws, meeting schedule / procedures, goals, and set subcommittees of the coordinating body for each of the seven livability areas (grouped by similar topics). | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Coordinating Body | Establish general organizational details. Establish subcommittees. | Members | 1Q 2021 |
| LC-3 | Prioritize the Comprehensive Plan's recommendations for creating more livable and inclusive community and determine needed resources and responsibility for implementation. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Subcommittees Coordinating Body | Subcommittees determine priorities. Coordinating body adopts priorities. Submit budget / CIP needs to Council. | Members City Manager Finance | 1Q 2021 |
| LC-4 | Develop and adopt an Active Aging Plan to comply with the AARP Age Friendly Communities program requirement. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Coordinating Body Planning Dept. City Council | Prepare Active Aging Plan Adopt Plan (City Council) | Members Planning Staff City Council \$10,000 | 3Q 2021 |
| LC-5 | Begin implementation, monitoring, and recurring updates to the priority / status of the livability recommendations. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Coordinating Body | Begin implementation actions. Conduct regular monitoring. Prepare annual reports to Council. Re-prioritize / request project funding. | Members City Council | 3Q 2021 - Ongoing |

Table C.17 Building a Strong, Diverse, and Resilient Economy (ED)

| | | | | |
|-------------|---|---|--|-------------------|
| ED-1 | Establish a municipal economic development board / agency to coordinate with other economic development entities and promote the City's economic diversification goals and local economic development activities. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Council | Establish an Economic Development Board / Agency. | Staff / Council \$10,000 (recurring) | 3Q 2021 |
| ED-2 | Develop a Commerce Park in coordination with private property owners and economic development organizations. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Council City Manager ED Groups Property Owners | See Commerce Park action Items table. | | 2021 - 2023 |
| ED-3 | Actively engage with the Piedmont Triad Partnership to raise the City's profile as a potential economic development partner in the Carolina Core. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager City ED Board | Engage with the Piedmont Triad Partnership. Promote the City as part of the Carolina Core. | Staff / ED Board | Ongoing |
| ED-4 | Develop an economic development recruitment sector plan that identifies recruitment targets that correspond to the City's diversification goals | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City ED Board City Council | Prepare a recruitment plan. Actively recruit / prospect for targeted sector companies. Leverage the Commerce Park for ED. | \$20,000 | 1Q 2022 |

Table C.17 Building a Strong, Diverse, and Resilient Economy (ED) (cont.)

| | | | | |
|-------------|--|---|-----------------------|-------------------|
| ED-5 | Promote the sustainment and growth of local businesses by creating an environment that is conducive to attracting regional customers and making Archdale a consumer destination of choice. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Council City Manager Planning Dept. | Develop the downtown public space and associated improvements. Complete the North Main Road Diet. Actively promote Archdale's "brand." | Associated Projects | Ongoing |
| ED-6 | Work with the Chamber of Commerce to maintain awareness of the local business climate and the needs of the local businesses in the community. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager City Council | Hold regular coordination meetings with Chamber leadership. Host an annual business climate survey. | Staff City Council | Ongoing |
| ED-7 | Further develop the City as a hub for overnight stays for tourists and business travelers in the region in coordination with local tourism development agencies and private businesses. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager | Encourage local lodging providers to work jointly to promote Archdale as a destination. Coordinate with TDAs and tourism sites. | Staff | Ongoing |
| ED-8 | Evaluate opportunities for developing or recruiting a regional sports facility to strengthen the local tourism economy. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager Parks and Rec | Prepare an analysis of regional sports facilities and identify gaps. Study the feasibility of developing a facility to fill the regional need. | \$20,000 | 3Q 2023 |

Table C.17 Building a Strong, Diverse, and Resilient Economy (ED) (cont.)

| | | | | |
|--------------|---|--|-----------------------------------|-------------------|
| ED-9 | Develop an incentive policy that provides appropriate municipal incentives to recruit and retain businesses in sectors identified in the recruitment plan. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager City ED Board City Council | Develop an incentive policy. Identify available resources. Promote and implement the policy. | Staff City Council ED Board | 2Q 2021 |
| ED-10 | Explore opportunities to develop a public or private venue in the new downtown that can be used to expand opportunities for hosting regional events that would support local hospitality businesses and the growth of downtown. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Council City Manager | Prepare a feasibility / market study to identify the degree of opportunity that exists for an event venue. | \$20,000 | 3Q 2022 |

Table C.18 Commerce Park Action Items (CP)

The following is a general outline of the anticipated process and required resources for the development of a new Commerce Park as a joint endeavor of the City, its Economic Development agency, private property owners and developers.

| ID | Action | Responsibility | Resources | Time Frame |
|-----------|---|--|---------------------------------------|-------------------|
| CP-1 | Prepare a high level schematic plan to determine the most feasible extent of the proposed Commerce Park. | City Manager Engineer Planning City Council | \$20,000 | 3Q 2021 |
| CP-2 | Work with private property owners in the Commerce Park area to gauge interest in participating in a master development. | ED Board City Manager | Staff / Board Members | 4Q 2021 |
| CP-3 | Identify a private development partner to work with on site acquisition and improvements. | ED Board City Manager | Staff / Board Members | 4Q 2021 |
| CP-4 | Prepare and implement development regulations for the Commerce Park place type. (Coordinate with ordinance updates) | Planning Dept. Planning Board City Council | Staff / ED Board / City Council | 2022 |
| CP-5 | Prepare a site master plan to identify potential development sites basic and infrastructure requirements. | City Manager Engineer Planning ED Board | \$50,000 | 2Q 2022 |
| CP-6 | Determine whether portions of the park / infrastructure will be developed speculatively. | City Manager ED Board City Council | Staff / ED Board / City Council | 4Q 2022 |
| CP-7 | Budget for speculative land acquisition and improvement costs, as necessary. | City Manager Finance City Council | TBD | 2Q 2023 |
| CP-8 | Enter into development agreements with property owners and master developer for the Commerce Park. | City Manager City Council | Staff / City Council | 3Q 2023 |
| CP-9 | Begin active promotion and recruitment efforts, and refine development plan as needed. | ED Board | Board Members | 3Q 2023 |

Table C.19 Managing Growth in a Vibrant and Dynamic City (GM)

| | | | | |
|-------------|--|--|------------------|-------------------|
| GM-1 | Develop a new regulatory framework for development in the City based on the recommended Place Types established for the Future Land Use Map. (See pages C-30 to C-42) | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Planning Dept. Planning Board City Council | Engage a consultant to prepare an update to the City's land use regulations. | \$200,000 | 1Q 2021 |
| GM-2 | Adopt and implement the updated land development regulations, including amendments to the Official Zoning Map, as necessary, based on the Future Land Use Map. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Planning Dept. Planning Board City Council | Identify necessary changes to the zoning map for implementation. Amend the Zoning Map per statute. | Staff | 2021-22 |
| GM-3 | Prepare and regularly update a long-range master plan for the City's water and sewer utilities to identify necessary improvements to support the City's preferred vision for growth and development. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager Engineer Planning Dept. City Council | Prepare a water and sewer master plan. Budget for and fund identified improvements through the CIP. | \$50,000 | Q3 2021 |
| GM-4 | Refine water and sewer extension policies to align with both the Future Land Use Map and the City's economic development goals. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager Planning Dept. Engineer Finance Dept. | Review the current policies and refine as necessary to align with the City's long term goals. | Staff | Q1 2021 |

Table C.19 Managing Growth in a Vibrant and Dynamic City (GM) (cont.)

| | | | | |
|-------------|--|---|--------------------------|-------------------|
| GM-5 | Adopt development incentive policies to encourage infill development of vacant / underutilized properties and the redevelopment of legacy commercial / multi-family residential properties in areas that support major plan goals (ex: Downtown Development and North Main Road Diet). | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Planning Dept. City Manager City Council | Identify infill development and redevelopment target areas. Adopt and fund incentive programs for willing development partners. | Staff TBD (recurring) | 3Q 2021 |
| GM-6 | Review and amend the CTP and MTP as necessary to include priority transportation projects for future inclusion in NCDOT STIP prioritization rounds. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager TAC / TCC Reps HPMPO | Identify priority transportation projects. Submit amendments to the MPO. Submit for STIP prioritization. | Staff | 3Q 2022 |
| GM-7 | Plan and implement a "Road Diet" for North Main Street to support the transformation of the corridor to reflect the Main Street Mixed Use place type. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Planning Dept. City Manager City Council NCDOT | See North Main Street Road Diet action Items table. | | 2021 - 2025+ |
| GM-8 | Fund the completion of priority pedestrian transportation infrastructure and safety improvements as recommended by the Pedestrian and Trails Master Plan and Safe Routes to School Plan, with an emphasis on the completion of "the loop." | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager City Council Planning Dept. Engineer | Identify priorities from adopted plans. Budget for improvements in the CIP. Provide annual funding to complete priority projects by 2030. | TBD | 2021 - 2030 |

Table C.20 North Main Street Road Diet Action Items (RD)

The following is a general outline of the anticipated process for the planning and implementation of the proposed "Road Diet" for North Main Street.

| ID | Action | Responsibility | Resources | Time Frame |
|-------|---|--|-----------------|---------------------------------|
| RD-1 | Determine preferred geographic limits of the proposed road diet. Coordinate with other NCDOT projects. | City Manager Planning Dept. City Council | Staff / Council | 2Q 2021 |
| RD-2 | Engage a transportation engineer to prepare a feasibility assessment for the North Main Street Road Diet. | City Manager Planning Dept. Engineer | \$50,000 | 3Q 2021 |
| RD-3 | Analyze feasibility study to determine preferred course of action - boundaries, street type, pedestrian facilities. | City Manager Planning Dept. Engineer City Council | Staff / Council | 2Q 2022 |
| RD-4 | Amend CTP / MTP to reflect preferred course of action and facility type. | City Manager City Council TCC / TAC Reps | Staff / Council | 3Q 2022 |
| RD-5 | Submit project for STIP prioritization | TCC / TAC Reps HPMPO | Staff | 2022/23 |
| RD-6 | Implement land use regulations to correspond with preferred course of action. | City Council Planning Board Planning Dept. | Staff | 2022 (following Ord. update) |
| RD-7 | Based on prioritization, determine need for local funding. | City Manager City Council | Staff / Council | 2023 |
| RD-8 | Work with NCDOT to prepare detailed feasibility / planning studies. | City Manager Engineer Planning Dept. | Staff | 2025 |
| RD-9 | Determined funding method for local match / improvements and budget in CIP. | City Manager Finance City Council | Staff / Council | 2025 |
| RD-10 | Bid and construct road improvements with NCDOT. | City Manager City Council | TBD | Post - 2025 |

Table C.21 Fostering a Sense of Place (SP)

| | | | | |
|-------------|---|---|--------------------------------|-------------------|
| SP-1 | Develop a public space to serve as a catalyst for the City's new downtown. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Council City Manager Planning Dept. | See Downtown Public Space action Items table. | \$3M+ | 2021-2023 |
| SP-2 | In coordination with the development of the downtown public space, prepare a small area plan for the area designated as Center City on the Future Land Use Map to establish supporting infrastructure improvements and detailed land use recommendations. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Planning Dept. Planning Board City Council | Prepare and adopt a small area plan. Identify and budget for supporting infrastructure improvements. | \$50,000 | 3Q 2021 |
| SP-3 | Seek partnerships with developers and private property owners to develop / redevelop complimentary uses that support the development of Archdale's new downtown. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager Planning Dept. City Council | Develop incentive policies. Engage downtown property owners. | Staff / City Council TBD | 1Q 2022 |
| SP-4 | Build a marketing campaign to promote the development of Archdale's new downtown and the public space to garner public support and interest from private developers. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager City Council Planning Dept. | Engage a consultant to help develop and implement a marketing campaign. | \$15,000 | 4Q 2022 |

Table C.21 Fostering a Sense of Place (SP) (cont.)

| | | | | |
|-------------|---|--|-------------------------------------|-------------------|
| SP-5 | Implement form based development regulations for downtown influenced by the small area plan in coordination with the update of the City's zoning / subdivision ordinances. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Planning Dept. Planning Board City Council | Develop and apply a form based district / districts for the City Center place type. | Staff / City Council | 2022 |
| SP-6 | Develop and implement standardized streetscape design guidelines for major road corridors through the City, including defining gateway elements for major entrances into the City. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Planning Dept. Engineer City Council | Develop streetscape design plan. Prioritize, budget & fund improvements. Coordinate with major road projects. | \$30,000 +TBD | 3Q 2022 |
| SP-7 | Explore options for the acquisition and development of public spaces in coordination with the North Main Street Road Diet to enhance street life and activity along North Main Street. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Planning Dept. City Council | Identify potential acquisition targets. Design potential improvements. Coordinate with Road Diet project. Acquire and construct improvements. | Staff TBD | 2024 |
| SP-8 | Refine nonresidential urban design guidelines for buildings / sites to enhance the appearance and function of commercial areas throughout the City. Demonstrate concepts using "tactical urbanism" to provide practical examples and increase awareness of the need for change. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Planning Dept. Planning Board City Council | Develop and implement new architectural and site design guidelines. Use "tactical urbanism" to demonstrate concepts & build awareness. | \$10,000 Staff / City Council | 2021-22 |

Table C.21 Fostering a Sense of Place (SP) (cont.)

| | | | | |
|--------------|--|---|-------------------------------------|----------------------|
| SP-9 | Actively enforce minimum housing codes, nonresidential maintenance codes, and nuisance ordinances to mitigate the negative influence of blight on the appearance and livability of the City, its neighborhoods and commercial areas. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | Planning Dept. City Manager RC Inspections City Council | Identify major blighting influences. Actively enforce ordinances. Incentivize compliance. Fund mitigation / cleanup. | \$30,000 (recurring) | Ongoing |
| SP-10 | Continue to promote the City of Archdale as an entity that is distinct from its neighboring communities through the active promotion of its brand and coordination with local businesses and community organizations to identify their location specifically as within Archdale. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Council City Manager | Actively promote the City's brand. Continue to work with USPS on Zip Code. Conduct outreach to local businesses. | Staff / City Council | Ongoing |
| SP-11 | Study the feasibility of locating new City facilities in the downtown area to further catalyze and support the development of the new downtown and public space. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager Dept. Heads City Council | Prepare a long-range facility study to identify future facility needs and potential location options. | Staff / City Council \$30,000 | 3Q 2022 |
| SP-12 | Promote and program the new downtown public space with recurring community events throughout the year to maintain high activity levels and usage. | | | |
| | Responsibility | Actions | Resources | Time Frame |
| | City Manager Parks and Rec Community Groups | Develop recurring events. Fund programming needs. Provide the space to community groups for events. | Staff Sponsors TBD | 1Q 2023 - Ongoing |

Table C.22 Downtown Public Space Action Items (DP)

The following is a general outline of the anticipated process and required resources for the identification, assessment, acquisition, funding and construction of the proposed downtown public space that will serve as the catalyst for the development of Archdale's new downtown.

| ID | Action | Responsibility | Resources | Time Frame |
|-------|---|---|-------------------------|--------------|
| DP-1 | Establish site assessment criteria based on the placemaking guidelines, Council goals, desired programming and community input. | City Manager Planning Parks and Rec Council | Staff / City Council | 1 Q 2021 |
| DP-2 | Prepare engineering and landscape architecture assessments of candidate sites for the location of the downtown public space. | City Manager Planning Parks and Rec Engineer | \$35,000 | 1 Q 2021 |
| DP-3 | Rank candidate sites based on the results of the engineering and landscape architecture assessment. | City Manager Planning Parks and Rec Engineer | Staff / City Council | 2 Q 2021 |
| DP-4 | Engage a real estate broker to explore acquisition options for the preferred site(s) | City Manager City Council | Commission | 2 Q 2021 |
| DP-5 | Obtain purchase options for the most viable and available site. | City Manager City Council | \$20,000 | 3 Q 2021 |
| DP-6 | Prepare a detailed site plan and cost estimates for the public space and related public infrastructure improvements. | City Manager Planning Parks and Rec | \$75,000 | 3 Q-4 Q 2021 |
| DP-7 | Determine a preferred funding mechanism for acquisition and construction costs, and include in CIP. | City Manager Finance Council | Staff / City Council | 1 Q 2022 |
| DP-8 | Execute purchase options and acquire preferred site. | City Manager Council | \$1,000,000 | 3 Q 2022 |
| DP-9 | Prepare construction documents and bid site work / associated improvements. | City Manager Engineer Finance | \$50,000 | 4 Q 2022 |
| DP-10 | Execute contract(s) and construct the public space and associated improvements | City Manager Finance Council | \$2,000,000 | 1 Q 2023 |

Conclusion

The implementation of this ambitious plan will not be easy, but the positive social, economic, and quality of life outcomes that will be realized by the residents of Archdale will outweigh any difficulty that is encountered along the way. This planning process began and ended in very different circumstances, and from the day of its adoption there will be additional challenges yet to come. A plan is an expression of hope for the future, and the visionary leadership of those who serve the City and its residents will ensure that this plan's hopeful vision for the future - a livable, prosperous, growing, and distinguished community - will come to be, no matter the challenges that may come to pass.