

TOWN OF HAW RIVER
Town Plan 2040
Comprehensive Land Use and Master Plan



September 14, 2020

Adopted: _____, 2020

Recommended by Haw River Planning and Zoning Board: August 17, 2020

***Town of Haw River
Town Plan 2040
Comprehensive Land Use and Master Plan***

TOWN OF HAW RIVER

Haw River Town Hall
403 East Main Street
Haw River, NC 27258

Adopted by the Town Council: _____

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Planning & Zoning Board Approved

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1. WHY PLAN OUR TOWN?

The purpose of the ***Town of Haw River Town Plan 2040 - Comprehensive Land Use and Master Plan*** (“Town Plan”) is to provide information and perspective used to pinpoint and prioritize actions to support a resilient, self-sustaining community. The Town Plan must encourage economic opportunities, while at the same time maintaining the character and resources essential to Haw River in a vibrant, growing urban region. An up-to-date plan balancing the changing trends, environmental mandates, and the Town’s vision is essential to the success of Haw River and its inhabitants. Information contained in the Town Plan should serve as the basis for both investment and future development decisions.

Haw River Town Plan has been designed for regular use by citizens, businesses, investors, leadership, and agencies in making decisions affecting the future of Haw River. This Town Plan is vital to making informed decisions that will both account for current conditions while maintaining perspective about the future when doing so. A Town Plan is the foundation of almost all capital improvement and growth decisions. ***Adoption of Town Plan 2040 is not the end; it is a consensus on where to begin!***

1.1 About Town Planning

Long-term planning for the future of a community is vitally important. One tool to guide the future of a community is the planning process and adoption of a comprehensive land use plan. Part of a comprehensive land use plan is designed to provide an overview of a community’s existing conditions and physical development. The main function of the plan is to serve as a guide to a community’s future development policy. The goals of a comprehensive land use plan aim to:

- involve the community in developing a long-term vision,
- address what should be maintained or changed in the future to achieve that vision,
- identify future land uses in an overall community-wide context,
- identify and prioritize needed future infrastructure improvement aimed at supporting the vision, and
- provide implementation guidance as to the private and public investment strategies to realize the vision.

Part of the on-going planning process is monitoring the plan’s progress as a fluid document that should be bi-annually (every other year) refined and updated to reflect progress achieved and changing conditions. ***Planning is an ongoing process!***

1.2 Official State Policy

The State of North Carolina requires local governments in NC General Statute 160D, effective August 1, 2021, to adopt a plan to be eligible for certain funding, powers and authority. The plan is to be used as an assurance to the public that local decisions are made with a perspective on the future implications of pending decisions, and to affirm that public accountability and fiscal responsibility are considered as part of the decision-making process.

Decisions made about public spending and growth can often appear centered around individuals involved and how they may benefit. When governing board decisions adhere to an adopted plan,

those individual interests are balanced with others affected by the outcome of decisions, which include citizens, property owners, and businesses.

1.3 Statutory Reference

Town of Haw River Town Plan 2040 - Comprehensive Land Use and Master Plan shall serve as the adopted plan pursuant to §N.C.G.S. 160A-383 in the planning and regulation of development prior to January 1, 2021; thereafter pursuant to §N.C.G.S. 160D.

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2. ABOUT HAW RIVER

2.1 Town of Haw River's Vision Statement

Haw River is dedicated to providing efficient quality services by working in partnership with its citizens, neighborhoods, and businesses to enhance the quality of life, to attract businesses, and to create a safe, healthy, vibrant community in which to live, work, play, and visit.

2.2 Town of Haw River Background

2.2.1 Location

The Town of Haw River, North Carolina is in central Alamance County, between the cities of Burlington to the west and Mebane to the east. The county seat is the City of Graham which abuts Haw River to the southwest. The Town of Haw River corporate limits encompasses approximately 3 square miles of land. The Town of Haw River and its extraterritorial jurisdiction (ETJ) boundary is bordered by Back Creek and Graham-Mebane Lake to the east, is bisected by the Haw River to the west. The Town of Haw River and its ETJ boundary is bordered to the north by the Town of Green Level and is bordered to the south by the City of Graham.



Hospitals in proximity to the Town of Haw River include: Cone Health Alamance Regional Medical Center, located 10 miles west in Burlington; UNC Hospitals-Hillsborough Campus, located 20 miles east, in Hillsborough; and the world-renowned academic Duke University Hospital, located less than 30 miles east, in Durham.

The Town of Haw River is located in the Burlington NC Metropolitan Statistical Area (MSA) which the U.S. Census Bureau estimated had a population of 166,436 in 2018. Haw River is also within the larger geographic boundary of the Greensboro-Winston-Salem-High Point Combined Statistical Area (CSA), which had an estimated population of 1.68 million

in 2018 as reported by the U.S. Census Bureau. The region's population has increased in recent decades and is projected to continue within the next 20 to 30 years.

2.2.2 History

In 1745 Adam Trollinger established a homestead on the banks of the Haw River near the site of an earlier Sissipahaw Indian village. In 1748, Mr. Trollinger's son, Jacob Trollinger, built a grist mill. From that beginning, the community of Haw River has developed. Benjamin Trollinger built the first part of the Granite Mill in 1844 as a cotton mill, marking the beginning of the textile industry in the village. Since that time, the development of the town has inextricably been linked to events at the mill. The Town of Haw River was chartered on June 1, 1973. Additional details of the Town's history is available in the "Historic Haw River" and "An Extraordinary Town and Its People" handouts, available in Town Hall and at the Haw River Historical Museum.



3. COMMUNITY PROFILE

The development of a Town Plan first requires that identification and analysis of certain key growth factors be performed. The intent of the analysis is to ensure that policies contained in the Town Plan address current problems, trends, and issues facing the community, including the immediate area. The key growth factors included for analysis are discussed in several subject areas within the Town Plan. Collectively, these key growth factors summarize past and present conditions, while providing the essential yardsticks for estimating future conditions.

The U.S. Census Bureau prepares a detailed statistical portrait for local governments, counties and states of their respective social, economic, housing, and demographic characteristics through the 5-year American Community Survey (ACS) products. The ACS 5-year estimates are constructed as period estimates and reflect the average characteristics over the five year period. In general, unless a user knows how the estimate for each characteristic is trending over time, it is not accurate to consider the 5-year estimate as an estimate at any given point within the 5 year period. However, under certain conditions, the ACS estimates can serve as a proxy. Figures from the U.S. Census Bureau *2014-2018 American Community Survey*, released on January 30, 2020, were used in several instances in developing the Community Profile for the Town of Haw River, as detailed in this section. Rather than refer to the 5 year period (2014-2018) throughout the narrative in this section, the last year of 2018, will be used for brevity, but the full five year period will be noted as the source for tables and charts.

In their methodology of defining what is a current residence in the American Community Survey, the U.S. Census Bureau considers everyone who is currently living or staying at an address for more than two months is considered a current resident of that address. This means that their expected length of stay is more than two months, not that they have been staying in the housing unit for more than two months at the time when the survey is conducted. Persons away from their residence for two months or less, whether in the United States or overseas, on a vacation or on a business trip, are considered to still be a resident at the address, and the unit is classified as occupied and eligible for inclusion in the survey. Persons away from their residence for more than two months are considered not to be a resident. For the ACS, if no one is determined to be a current resident in the sampled housing unit, it is classified as vacant.

3.1 Population

3.1.1 Population Growth

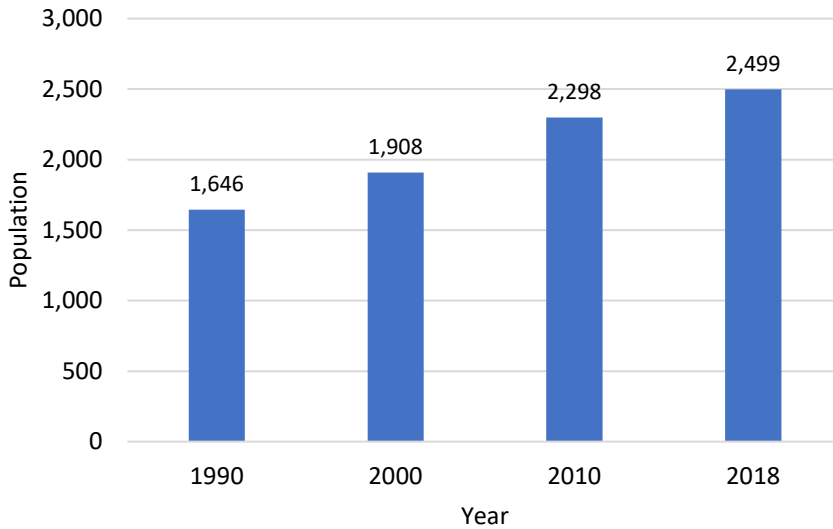
The U.S. Census Bureau *American Community Survey 2014-2018* estimated the Town of Haw River's population in 2018 was 2,499 persons. The North Carolina Office of Budget and Management estimated a slightly lower population estimate as of July 2018 at 2,457 persons. The U.S. Census also estimated there were 1,049 households in the Town of Haw River in 2018 with an average household size was 2.39 people. Households include related family members, non-related individuals and people living alone. The count of households excludes group quarters. Section 3.1 provides figures within the Town of Haw River town limits using U.S. Census Bureau figures. The population of the Town of Haw River steadily grew between 1990 and 2018 as illustrated in Table 3.1.1A and Figure 3.1.1.A. Table 3.1.1.B illustrates the percentage of Haw River population to the total population of Alamance County has remained stable at 1.5%.

Table 3.1.1.A: Town of Haw River Population Estimates and Growth Rates

Year	Town of Haw River Population	Haw River Population Annual Increases/Decreases	Between Years
1990	1,646		
2000	1,908	2%	1990-2000
2010	2,298	2%	2000-2010
2018	2,499	1%	2010-2018

Source: U.S. Census Bureau

Figure 3.1.1.A: Town of Haw River Population (1990-2018)



Source: U.S. Census Bureau

Table 3.1.1.B: Town of Haw River to Alamance County Population Comparison

Year	Haw River	Alamance County	Haw River's Population to Alamance County's Population
1990	1,646	108,213	1.5%
2000	1,908	130,800	1.5%
2010	2,298	151,131	1.5%

Source: U.S. Census Bureau

The population estimates for each year between 2010 to 2018 have been estimated annually by the U.S. Census Bureau. As illustrated in Table 3.1.1.C and Figure 3.1.1.B, the overall trend indicates an average growth rate of 1.10%.

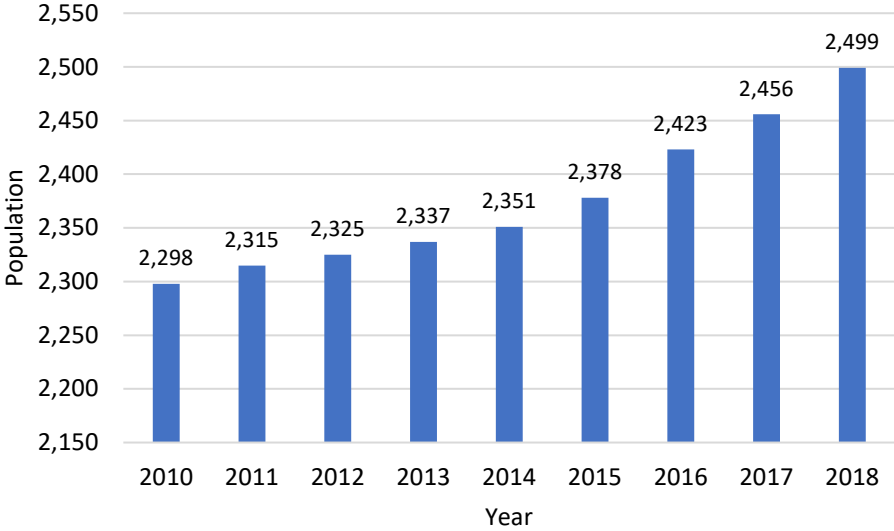
Table 3.1.1.C: Town of Haw River Population - Annual U.S. Census Bureau Estimates and Growth Rates

Year	Population	Growth Rates
2010	2,298	
2011	2,315	0.74%
2012	2,325	0.43%
2013	2,337	0.52%
2014	2,351	0.60%
2015	2,378	1.15%
2016	2,423	1.89%
2017	2,456	1.36%
2018	2,499	1.75%
	Average Growth Rate	1.10%

Note: Annual estimates illustrated in this table were based on the date of July 1 for each year.

Source: U.S. Census Bureau

Figure 3.1.1.B: Town of Haw River Population - Annual U.S. Census Bureau Estimates



Note: Annual estimates illustrated in this figure were based on the date of July 1 for each year.

Source: U.S. Census Bureau, Annual Estimates

3.1.2 Population Projections

The average 2010-2018 growth rate of 1.10% was applied to the 2018 U.S. Census Bureau’s estimate of 2,499 for subsequent years through 2040. Assuming this average growth rate will be sustained through 2040, the 2020 population for Haw River is estimated as 2,554 people and projected to be 2,850 in 2030 and approximately 3,179 people in 2040, as illustrated in Table 3.1.2 and Figure 3.1.2.

The population projections will likely experience a slightly higher increase in the early 2020-2030 decade than shown on the table and figure due to new home starts observed in early 2020 coupled with the fall 2020 completion of the Lofts on Haw River (adaptive reuse of the former historic Granite Mill building) into 178 apartments. Although the new apartments will create a healthy increase to the population, the 1.10% trend will continue to be used as a conservative projection.

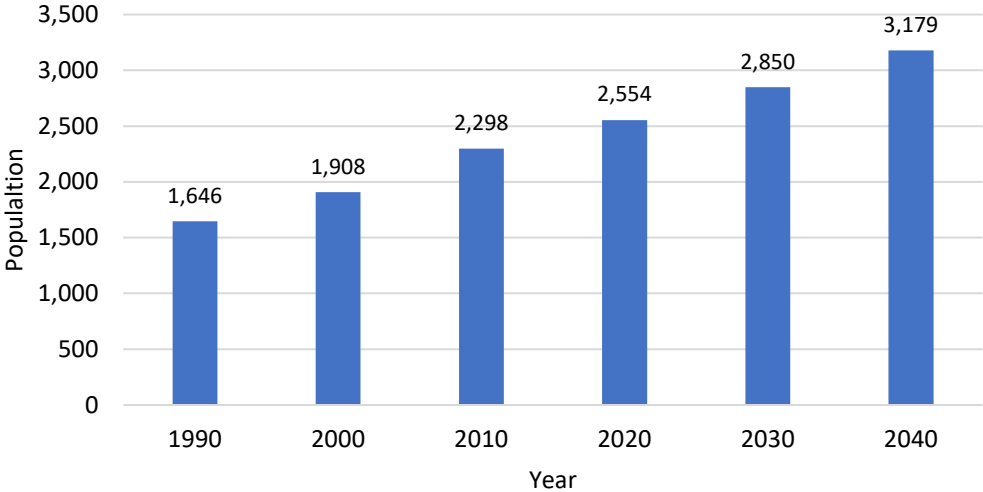


Table 3.1.2: Town of Haw River Population - 2018 Estimate and 2040 Projection

Year	Population Estimates & Projections
2018	2,499
2030	2,850
2040	3,179

Source: Year 2018, U.S. Census Bureau, estimate for July 1, 2018

Figure 3.1.2: Town of Haw River Population Estimates (1990-2010) and Projections (2020-2040)



Note: For years 2020-2040, a 1.10% growth rate was applied to the U.S. Census Bureau’s 2018 population estimate for subsequent years to calculate population projections.

Source: Years 1990-2010, U.S. Census Bureau

3.1.3 Diversity

Within the Town of Haw River, for residents reporting one race alone, the U.S. Census Bureau's 2014-2018 American Community Survey estimates 80.8% were White; 4.8% were Black or African American; 0.1% were American Indian and Alaska Native; 0.0% were Asian; 0.1% were Native Hawaiian and Other Pacific Islander, and 12.2% were some other race. An estimated 1.9% of residents reported two or more races.

Table 3.1.3.A: Town of Haw River Population by Race Alone

Race or Ethnicity	Percent Total Population
White	80.8%
African American	4.8%
American Indian and Alaska Native	0.1%
Asian	0%
Native Hawaiian and Other Pacific Islander	0.1%
Some Other Race	12.2%

Source: U.S. Census Bureau, 2014-2018 American Community Survey, Margin of error does not always equal 100%

Figures from the American Community Survey shown in Table 3.1.3.B indicate an estimated 71.9% of people in Haw River were White non-Hispanic. People of Hispanic origin may be of any race.

Table 3.1.3.B: Town of Haw River Population by Hispanic or Latino Not Hispanic or Latino

Race or Ethnicity	Percent Total Population
Not Hispanic or Latino	71.9%
Hispanic or Latino (any race)	28.1%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.1.4 Population by Age and Sex

The 2014-2018 American Community Survey estimated Haw River had a total population in 2018 of 2,499, of which 50% were females and 50% were males. Median age is defined by the U.S. Census Bureau as the measure that divides the age distribution into two equal parts: one-half of the cases falling below the median value and one-half of the cases falling above the median value. The median age was 39.0 years. An estimated 25.8% of the population was under 18 years, 31.6% was 18 to 44 years, 27.0% was 45 to 64 years, and 15.6% was 65 years and older.

Table 3.1.4: Town of Haw River Population by Age and Sex

Age	Percent Male	Percent Female
Under 5	9.1	5.7
5 to 9	9.9	5.7
10 to 14	5.2	7.6
15 to 19	3.4	11.1
20 to 24	11.1	3.5
25 to 29	5.1	5.2
30 to 34	1.3	3.1
35 to 39	9.1	5.0
40 to 44	5.6	8.0
45 to 49	7.6	8.4
50 to 54	3.8	8.2
55 to 59	5.9	8.2
60 to 64	7.2	4.8
65 to 69	7.0	7.3
70 to 74	2.3	4.1
75 to 79	2.8	2.6
80 to 84	1.4	0.3
85 and over	2.1	1.2

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.2 Housing

3.2.1 Occupied Housing Characteristics

In 2018, Haw River had 1,145 housing units of which 1,049 housing units were occupied (92%) or had people living in them, while the remaining 96 were vacant (8%). Of the occupied housing units, the percentage of these houses occupied by owners (also known as the homeownership rate) was 69.3 percent while renters occupied 30.7 percent. The average household size of owner-occupied houses was 2.33 and in renter-occupied houses it was 2.55.

Table 3.2.1.A: Homeownership Rates

Jurisdiction	% of Owner Occupied Units	% of Renter Occupied Units
Town of Haw River	69.3%	30.7%
Alamance County	65.0%	35.0%
State of North Carolina	65.0%	35.0%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

In 2018, the median property value for owner-occupied houses in Haw River was \$103,600. Of the owner-occupied households, 51.9 percent had a mortgage. 48.1 percent owned their houses free and clear, that is without a mortgage or loan on the house. The median monthly housing costs for owners with a mortgage was \$880 and for owners without a mortgage it was \$397. For renter-occupied houses, the median gross rent for Haw River was \$683. Gross rent includes the monthly contract rent and any monthly

payments made for electricity, gas, water and sewer, and any other fuels to heat the house.

Households that pay thirty percent or more of their income on housing costs are considered cost-burdened. As illustrated in Table 3.2.1.B, in 2018, cost-burdened households in Haw River accounted for 26.5% of owners with a mortgage, 6.4% of owners without a mortgage, and 49.4% of renters.

Table 3.2.1.B: Haw River Occupants with a Housing Burden

House Value	Percent
Owners with mortgage	26.5%
Owners without mortgage	6.4%
Renters	49.4%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.2.2 Housing Stock

In 2018, the U.S. Census estimated only 139 (12.2%) occupied residential structures in the Town of Haw River have been built since 2000. These figures do not account for houses built since 2018.

Table 3.2.2: Town of Haw River Occupied Housing Units by Age in 2018

Year Built	Number Structures	Percent Structures
Built 2014 or later	34	3.0%
Built 2010 to 2013	0	0.0%
Built 2000 to 2009	105	9.2%
Built 1990 to 1999	152	13.3%
Built 1980 to 1989	105	9.2%
Built 1970 to 1979	127	11.1%
Built 1960 to 1969	144	12.6%
Built 1950 to 1959	215	18.8%
Built 1940 to 1949	64	5.6%
Built 1939 or earlier	199	17.4%

Source: U.S. Census Bureau, 2014-2018 American Community Survey



3.2.3 Housing Types

As of 2018, the U.S. Census Bureau reported Haw River had a total of 1,145 housing units. Of these housing units, 77.6% were single-family houses; 4.4% were multi-family structures (buildings that contained two or more units); and 17.9% were mobile homes

Table 3.2.2: Town of Haw River Housing Types

Housing Types	%
Single Family (Site Built)	77.6%
Mobile Homes	17.9%
Multi-family	4.4%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.3 Economy

3.3.1 Household Income

Household income calculations consist of the income of all individuals aged 16 years and older in the household. When analyzing the distribution of household income in the Town of Haw River, most households fall into the \$50,000-\$74,999 income range (18.7%), followed by the \$25,000-\$34,999 (17.9%) and \$15,000-\$24,999 (15.5%) range. Refer to Table 3.3.1.

Median household income divides the household income distribution with one-half of the cases falling below the median and one-half of the cases falling above the median. For households, the median income is based on the distribution of the total number of households, including those with no income. The median household income in the Town of Haw River was \$36,971 per year.

Table 3.3.1: Town of Haw River Household Income by Range

Income Range	% of Total Population
Less than \$10,000	9.2
\$10,000 to \$14,999	5.3
\$15,000 to \$24,999	15.5
\$25,000 to \$34,999	17.9
\$35,000 to \$49,999	14.7
\$50,000 to \$74,999	18.7
\$75,000 to \$99,999	7.5
\$100,000 to \$149,999	8.8
\$150,000 to \$199,999	0.9
\$200,000 or more	1.4

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.3.2 Median Household Income

Median income is defined by the U.S. Census Bureau as the amount obtained by dividing the total income of a particular statistical universe by the number of units in that universe. The median income is the amount that divides the income distribution into two equal groups, half having income above that amount, and half having income below that amount. Mean income is the amount obtained by dividing the total aggregate income of a group by the number of units in that group. The mean or average income is higher than median income. The Town of Haw River's median household income is below that of Alamance County and North Carolina.

Table 3.3.2: Median Income Comparison

Jurisdiction	Median Household Income
Town of Haw River	\$36,971
Alamance County	\$45,735
State of North Carolina	\$52,413

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.3.3 Poverty Rates

The U.S. Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. If the total income for a family, or unrelated individual, falls below the relevant poverty threshold, then the family (and every individual in it) or unrelated individual is considered in poverty. Since poverty is determined by the circumstances of individual families (e.g., family size, income thresholds and income), there is no single poverty rate for an entire jurisdiction or geographic area.

As Table 3.3.3 illustrates, the Town of Haw River's percentage of people in poverty, as well as the percent of children in poverty, are significantly lower than those figures in Alamance County and North Carolina.

Table 3.3.3: Poverty Level Comparison

Jurisdiction	% of People in Poverty	% of Children in Poverty
Town of Haw River	10.6%	10.8%
Alamance County	16.8%	25.3%
State of North Carolina	15.4%	22.0%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.4 Education

3.4.1 Educational Attainment

Of Haw River residents 25 years and older, 83% of residents have a least a high school education or equivalent. An estimated 16.9% did not complete high school.

Haw River has a higher percentage of people who did not graduate from high school than Alamance County and North Carolina as illustrated in Table 3.4.1.

The total school enrollment in Haw River was 534 in 2018. Nursery school enrollment was 42 and kindergarten through 12th grade enrollment was 407. College or graduate school enrollment was 85.

Table 3.4.1: Educational Attainment Comparison for Population Aged 25 and Over

Educational Attainment	Town of Haw River	Alamance County	State of North Carolina
Less than High school diploma	16.9%	14.4%	12.6%
High school diploma or equivalency	33.4%	27.6%	25.9%
Some college, no degree	23.5%	23.9%	21.5%
Associate's degree	13.1%	10.1%	9.5%
Bachelor's degree	9.3%	16.8%	19.6%
Graduate or Professional degree	3.7%	7.2%	10.9%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.4.2 Public Schools

Residents within the Town of Haw River and its extraterritorial jurisdiction (ETJ) boundary are served by the Alamance-Burlington School System. Depending on where children reside within the Town of Haw River and the ETJ, residents may attend the following schools:

- Haw River Elementary School is located at 701 E. Main St. in Haw River. It offers grades kindergarten through grade 5.
- Graham Middle School is located at 311 E. Pine Street, southwest of Haw River in Graham. It offers grades 6 through 8.
- Hawfields Middle School is located at 1951 South NC Highway 119, southeast of Haw River in Mebane. It offers grades 6 through 8.

- Alamance Community School, an NC Public Charter School, is located at 195 Kronbergs Ct., off of Jimmie Kerr Rd., just south of the Haw River town limits. It offers kindergarten through grade 3.
- Graham High School is located at 903 Trollinger Rd., southwest of Haw River in Graham. It offers grades 9 through 12.
- Eastern Alamance High School is located at 4040 Mebane Rogers Rd., east of Haw River in Mebane. It offers grades 9 through 12.



3.4.3 Colleges and Universities

Haw River is conveniently located in proximity to the following college and universities.

Alamance Community College (ACC) is a public community college located 4 miles from Haw River in Graham. ACC prepares students for specialty career fields including, but not limited to Mechatronics, Nursing, Accounting, and Criminal Justice.

Elon University is located 9 miles from Haw River. Elon is a mid-sized private university renowned as a national model for engaged and experiential learning. The curriculum is grounded in the traditional liberal arts and sciences and complemented by nationally accredited professional and graduate programs.

The University of North Carolina at Greensboro (UNC-G) is located 23 miles from Haw River. UNC-G is a public research university and is part of the University of North Carolina system. The university offers more than 100 undergraduate, 61 master's and 26 doctoral programs.

The University of North Carolina at Chapel Hill is in Chapel Hill, 28 miles from Haw River. The first public university in North Carolina, it opened its doors to students in 1795, making it one of the three oldest public universities in the U.S.

Duke University is in Durham, 28 miles from Haw River. It is a private university having been founded by the Methodists and Quakers in 1838. The renowned Duke Chapel is located on the Durham campus.

North Carolina Central University is in Durham, 32 miles from Haw River. NCCU is a public, historically black university and has been part of the University of North Carolina system since 1972 and offers programs at the baccalaureate, master’s, professional and doctoral levels.

North Carolina State University is in Raleigh, 51 miles from Haw River. It is a public university and part of the University of North Carolina system. With enrollment of 34,000 students, it is the largest in the state university system from an enrollment perspective.

3.5 Workforce

3.5.1 Employment

In Haw River, the U.S. Census reported that in 2018, 63.9% percent of the population age 16 and over were employed while 35.6% were not employed. An estimated 86.0% of the people employed were private wage and salary workers; 11.8% were federal, state, or local government workers; and 2.1% were self-employed in their own (not incorporated) business.

As presented in Table 3.5.1, the largest number of the Town’s citizens in the workforce (aged 16+) are employed in the production, transportation, and material moving occupation (293 people, or 23.9% of the 1,225-member workforce). The second most numerous categories are sales and office occupations (285 people, or 23.3%).

Table 3.5.1.A: Occupations for Civilian Employed Population 16 Years and Over

Occupation	Number	%
Management, business, sciences, and arts occupations	277	22.6
Service occupations	245	20.0
Sales and office occupations	285	23.3
Natural resources, construction, and maintenance occupations	125	10.2
Production, transportation, and material moving occupations	293	23.9

Source: U.S. Census Bureau, 2014-2018 American Community Survey

In 2018, the civilian employed population in Haw River, aged 16 years and older, worked in the following industries.

Table 3.5.1.B: Employment by Industry

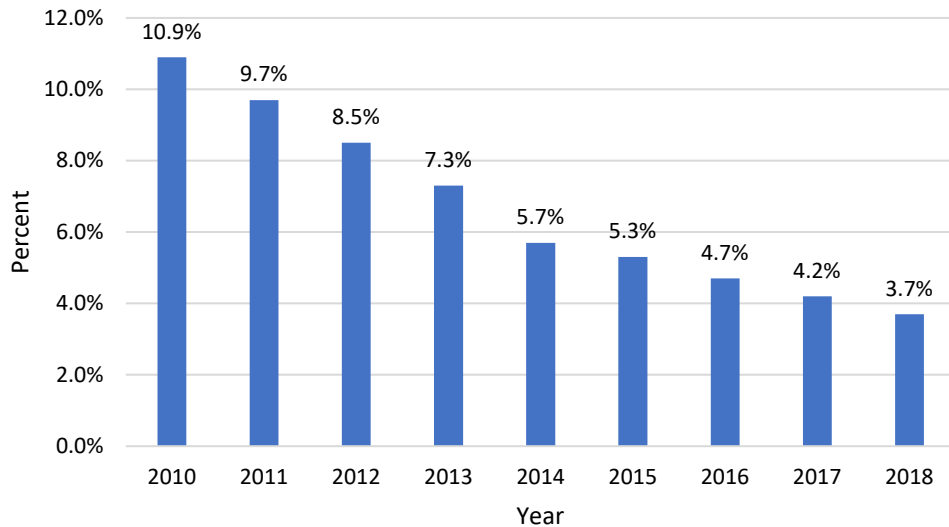
Industry	%
Agriculture, forestry, fishing and hunting, and mining	0.0
Construction	3.5
Manufacturing	18.0
Wholesale trade	3.7
Retail trade	17.7
Transportation and warehousing, and utilities	7.6
Information	0.5
Finance and insurance, and real estate and rental and leasing	2.8
Professional, scientific, & management, & admin. & waste management svcs.	10.3
Educational services, and health care and social assistance	20.2
Arts, entertainment, and recreation, and accommodation, and food services	11.6
Other Services, except public administration	0.7
Public administration	3.4

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.5.2 Unemployment

Unemployment rates in Alamance County have shown a steady downward trend from 10.9% in 2010 to 3.7% in 2018. These improvements demonstrate the County has managed to rebound from the great recession. Labor statistics specifically for Haw River are not available through the U.S. Bureau of Labor Statistics.

Table 3.5.2: Unemployment in Alamance County, 2010-2018



Source: U.S. Bureau of Labor Statistics

3.5.3 Commuting Patterns

As reported by the U.S. Census Bureau, an estimated 85.8 percent of Haw River workers drove to work alone in 2014-2018, and 12.1 percent carpooled. Among those who commuted to work, it took them on average 21.8 minutes to get to work. Table 3.5.3 presents Haw River workers' modes of travel to work.

Table 3.5.3: Town of Haw River Commuters' Methods of Transportation

Transportation Method	% of All Workers
Drive Alone	85.8%
Carpool	12.1%
Public Transportation	0%
Walk	0%
Worked at Home	1.2%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.6 Future Trends Projection - *How does Haw River prepare?*

Recognizing trends and how market dynamics can and do change, will enable Haw River to position itself as a welcoming community for multiple generations looking at buying or renting a home, starting or growing a business, and finding Haw River a good place to visit. This approach to planning reinforces the community's desire to create a place where younger people will desire to locate, while aging community members will choose to remain. A vibrant and sustainable community is one where both the new and existing home markets are attractive to future generations and allow for aging members of the community to remain in the community by offering a variety of housing products near jobs, services and events.

According to contemporary real estate experts, the "50+" real estate market is changing. In these next few years, Generation X (those born between the years 1964 and 1977) will be joining the Boomers (born between 1946 and 1963) and Matures (between 1927 and 1945), making serving the age 50+ market both a challenging puzzle as well as an opportunity for both communities and the real estate industry itself.

A recent insightful online posting on RISmedia.com (a real estate trade site) states: "For the **Mature** buyers, those born between the years 1927 and 1945, the decision to move can be an emotional and complicated process. The sense of obligation to the family home may be a burden and a comfort at the same time." The posting goes on to state: "**Baby Boomers** are savvy home buyers. They approach the transaction with high expectations and confidence. They consider the home a reflection of their lifestyle, so image and status are important. Whether they are downsizing, upsizing, or purchasing a second home, vacation home, or investment property, they know what they want and how to tell you about it." And finally, the post states: "Newbies to the 50+ group, **Generation X** stands out because of their strong need for independence and practical yet cautious approach. They take on the responsibility of gathering information and rely strongly on facts and documentation. They ask a lot of questions and don't want to get burned. They expect their home to complement their lifestyle and not the other way around."



Preparations to embrace current and projected trends are a partnership of land development and real estate industries with local government leadership. New housing construction should address gaps in the market product offering; therefore, land development specifications appearing in the Town's ordinances must be adequate to accommodate these trends. Replacing the town's antiquated zoning ordinance, adding specifications for land development which creates new streets and supporting infrastructure, and maintaining quality control over the implementation of these standards must be prioritized to protect property rights of all parties while creating common-sense opportunities that don't setup for failures in the future.

As with the housing markets, ever changing trends in consumption, product development, technology and generational shifts in personal choices/values must be considered when making decisions about commercial and other non-residential growth. This approach to planning reinforces the community's desire to create a place where younger people will desire to locate, while aging members will choose to remain. A community, where traditional values accompany craftsmanship must embrace the presence of technology in everyday life, commerce, and business. Innovation is an ever-increasing component of the economy at all levels; therefore, it must be considered in the formation of growth policy serving these innovators if we are to adapt and survive global influence on everyday life. *(Also see Sections 6 and 8 of this document).*

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4. NATURAL, CULTURAL AND HISTORIC RESOURCES

4.1 Natural Resources

4.1.1 Water Resources

Water resources provide both recreational and life sustaining resources for the Town of Haw River and the region. The Town of Haw River and its extraterritorial jurisdiction (ETJ) boundary is bordered by Back Creek and Graham-Mebane Lake to the east and northeast and is transected by the Haw River to the west.

The Town of Haw River lies within the Cape Fear River Basin, the state's largest river basin. The 200-mile Cape Fear River is the main tributary within the Cape Fear River Basin. It is the only river in North Carolina that flows directly into the ocean. The headwaters of the basin are the Haw and Deep Rivers. These rivers converge in Chatham County just below B. Everett Jordan Dam to form the Cape Fear River.

Large industries lining the lower Cape Fear makes the basin North Carolina's most industrialized. Fertilizers and animal waste in stormwater runoff from lawns, urban developed areas, farm fields and livestock operations, increases the flow of nutrients into nearby waters which makes water unsuitable for various aquatic species.

The Haw River is classified by the North Carolina Department of Environmental Quality (NC DEQ) as a Water Supply V-Upstream (WS-V): Nutrient Sensitive Water (NSW). The NC DEQ defines the primary classification of WS-V as waters protected as water supplies which are generally upstream and draining to Class VS-IV waters or waters used by industry to supply their employees with drinking water or as waters formerly used as water supply. These waters are also protected for Class C uses. Class C uses are waters protected for uses such as secondary recreation, fishing, wildlife, fish consumption, aquatic life including propagation, survival and maintenance of biological integrity, and agriculture. Secondary recreation includes wading, boating, and other uses involving human body contact with water where such activities take place in an infrequent, unorganized, or incidental manner.



The Haw River's supplemental classification of NSW was added by the NC DEQ, Division of Water Resources (DWR) to the primary WS-V classification to provide additional protection to waters with special uses or values. The DWR places stricter limits on amounts of nitrogen and phosphorus that wastewater treatment plants can discharge into waters classified as NSW waters. Cities and towns throughout the river basin are developing strategies to reduce and treat runoff.

Graham-Mebane Lake is a 650-acre municipal reservoir partially located within the northeastern boundary of Haw River's extraterritorial jurisdiction boundary. Formerly known as Quaker Lake, the Lake was expanded from 150 acres to its' present size in 1994. Back Creek and four other creeks feed into the lake. The lake's primary purpose is as a source of drinking water for the cities of Graham and Mebane while swimming and wading is not allowed.

4.1.1.1 Water Sports

With some limitations, outdoor water sport opportunities are available in the Haw River, as well as at the Graham-Mebane Lake which is partially located within Haw River's northeastern area of the ETJ.

The Haw River Paddle Trail offers paddling to novices and expert paddlers. Currently, there are 14 paddle launch points offering access to the entire length of the Haw River through Alamance County.



Graham-Mebane Lake offers sport fishing, boating, skiing, and bank fishing. There are seven boat launching ramps, two fishing piers, and a large picnic shelter. *Also see section 6.5.2 of this document for additional information.*

4.1.1.2 Water Supply

The Town of Haw River obtains its drinking water from the City of Burlington, but has recently established an emergency connection with the City of Graham to help increase water pressure during emergency situations. The source of the public water supply is the Lake Mackintosh Reservoir which is fed by the Great Alamance Creek. Water is treated at the J.D. Mackintosh, Jr. Water Treatment Plant (WTP) in Burlington which has a design capacity of 18 million gallons per day (MGD).

4.1.2 Land Resources and Geography

Much of the Town has a gentle rolling topography with the exception of the area that served as the historic downtown surrounding the Granite Mill which has steep embankments. This level topography historically supported agricultural activity which is also suitable for future residential and commercial land development. According to the Soil Survey Geographic (SSURGO) by the U.S. Department of Agriculture's Natural Resources Conservation Service dataset published in 1994, the predominant soils in the Haw River area consist of: Ultisols-Lloyd clay loam and Worsham sandy loam; Alfisols-enon loam and Mecklenburg loam; and Entisols-Buncombe loamy fine sand.

4.1.2.1 Agricultural

The Haw River area has been linked to cotton crops since its early history through the development of cotton mills. The gentle rolling topography and the prevalence of soils types surveyed by the U.S. Department of Agriculture's Natural Resources Conservation Service and recorded as "soils of state significance" and "prime farmland" has given the area a heritage in farming various crops.



4.1.2.2 Recreation

The Town of Haw River's Parks and Recreation Department maintains the Jeffrey H. Earp Municipal Park, Haw River Municipal Civic Center and the Red Slide Park. Currently, over 20 miles of the Mountain-to-Sea Trail (MTS) are open to the public in Alamance County along the Haw River, offering views of the river and its plants and wildlife, as well as opportunities to hike, walk, picnic, and fish along the river. A segment of the MTS traverses into the corporate limits of the Town of Haw River on the west side of the Haw River under the John Robert Watkins Memorial Bridge which connects to Red Slide Park.

4.1.2.3 Transportation Facilities

The Town of Haw River is a member of the Burlington-Graham Metropolitan Planning Organization (BGMPO). The BGMPO is the federally designated agency responsible for working with residents and local, state, and federal agencies to coordinate transportation planning and project development within the Burlington urbanized area. The BFMPO provides transportation planning for Haw River.

The southernmost corporate limits of the Town of Haw River is located approximately one half mile north of I-40/I-85 and is bisected by US 70 Bypass and a Norfolk Southern Railroad rail line. The closest airports are Burlington Alamance Regional Airport located 10 miles west, Raleigh-Durham International Airport located 44 miles southeast and Piedmont Triad International Airport located 45 miles west in Greensboro. The closest Amtrak passenger railroad station is less than 5 miles west in Burlington.

Although there are existing sidewalks within the Town of Haw River, current development standards do not require installation of sidewalks in residential subdivisions. When a new unified development ordinance (UDO) and/or subdivision ordinance are prepared, the Town should adopt standards in the UDO/Subdivision Ordinance that require installation of sidewalks in new residential developments on both sides of the road. The Town should also require sidewalks for most non-residential developments with limited exceptions.

The Town of Haw River currently does not include designated bicycle facilities nor bike lanes within the Town limits. The Mountains-to-Sea Trail (MTS) route, begins in Murphy, NC and finishes in Manteo, NC. It serves as the main artery of the North Carolina bicycle route system, bisecting the state west to east. It travels through Asheville, Winston-Salem, Greensboro, Durham, and Raleigh. Currently, over 20 miles of trail open to the public in Alamance County along the Haw River, offering views of the river and its plants and wildlife, as well as opportunities to walk and hike along the river. A segment of the MTS traverses into the corporate limits of the Town of Haw River on the west side of the Haw River under the John Robert Watkins Memorial Bridge which connects to Red Slide Park.

There is a Haw River Trail (HRT) proposed to extend approximately 80 miles along the Haw River from Haw River State Park on the Rockingham-Guilford County line through Alamance County to Jordan Lake State Recreational Area in Chatham County. Future plans to combine the Haw River Trail (HRT) with the Mountains-to-Sea Trail (MST) will allow hikers from across the state to share in the beauty of the Haw River corridor from Clingman's Dome to Jockey's Ridge.

4.1.2.4 Growth

The Town of Haw River is located in the Burlington NC Metropolitan Statistical Area (MSA) which the U.S. Census Bureau estimated had a population of 166,436 in 2018. Haw River is also within the larger geographic boundary of the Greensboro-Winston-Salem-High Point Combined Statistical Area (CSA), which had an estimated population of 1.68 million in 2018 as reported by the U.S. Census Bureau. The region's population has increased in recent decades and is projected to continue within the next 20 to 30 years.

4.2 Cultural Resources

4.2.1 Parks and Recreation, Outdoor Adventure and Community Outreach

Currently, the Town of Haw River's Parks and Recreation Department provides maintenance to parks and facilities but does not offer programmed activities or events due to budgetary reasons. The Town's existing facilities include the Jeffrey H. Earp Municipal Park, Haw River Municipal Civic Center and the Red Slide Park.

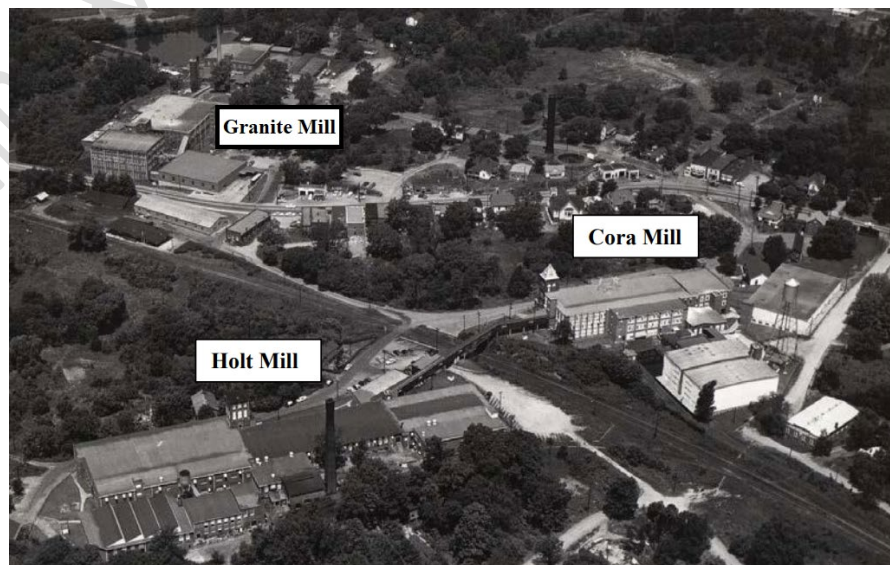
4.3 Historic Resources

4.3.1 Heritage Preservation and Tourism

A review of the database of the National Register of Historic Places for Alamance County reported historic resources within the Town of Haw River. There are over 60 national registered historic resources within Alamance County and four listed historic properties in the Town of Haw River including: Granite Mill, listed on September 18, 2017; Charles T. Holt House, listed on June 1, 1982; and the Kerr Scott Farm, listed on October 31, 1987; Cora and Holt Mills, collectively referred to as Tabardrey Mill, listed on April 23, 2020. On March 3, 2020, Tabardrey Mill was approved as a Local Landmark by the [Board of County Commissioners](#) of Alamance County. The Haw River Town Museum is in Haw River in a 145-year-old building which once served as the town's fire hall. The museum exhibits the town's history through photographs, artifacts and memorabilia.

4.3.1.1 Downtown Haw River

The area citizens may refer to as the community's downtown is generally located on E. Main Street between Pelham Street to just west of the John Robert Watkins Memorial Bridge. The area often referred to as downtown contains historic resources listed on the National Register of Historic Places: Granite Mill; Charles T. Holt House; and Cora and Holt Mills, collectively referred to as Tabardrey Mill. The Haw River Town Museum is located in downtown Haw River.



Photograph from the Haw River Historical Association's Museum

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5. VOICE OF THE COMMUNITY - BUSINESSES, CITIZENS AND STAKEHOLDERS

Determining what is important to a community is critical. The information gathered through various forms of community participation will establish the foundation of the plan. The voice of Haw River was sought by the techniques described below. This information, when summarized and ranked in order of popularity, provides the “value statements” about Haw River. These statements provide the foundation for the preparation of goals and objectives. From these goals and objectives, the team crafted draft strategies refined for Haw River’s needs by its elected leadership.

5.1 Community Participation – *What does our community want?*

Community participation for the initial planning process in the Spring of 2020 was a blend of three different, but integral, approaches for comprehensive outreach. First, the planning team performed a series of stakeholder interviews to gain an in-depth understanding of ‘likes’, ‘dislikes’, ‘wishes’, and ‘fears’ in the community, as well as identify top priorities for the Town’s progression toward the future. Secondly, a group presentation with input exercises was conducted with the Planning and Zoning Board. An online survey was also available which was advertised through the Town’s website and printed postcards.

Nineteen business stakeholders were interviewed, 5 Planning and Zoning Board Members participated in a public input session on March 16, 2020, and 18 people responded to an online survey for a total of 42 people contributing their input in the community participation phase. The following sections highlight the process, results and opportunities for action.

5.1.1 Stakeholder Interviews – *How these were performed and why so extensive!*

Extensive business stakeholder interviews are a great addition to any community engagement process because they give detailed insight into the opinions and perspectives of many members of a community. What makes this process unique for Haw River is that, due to the size of Haw River, almost every business was interviewed as part of this process. A random sample of business owners would have been too small to gain valuable information; so, each member of the business community could be reached was interviewed, on a one-to-one basis, to fully flush out the main content to be highlighted in Haw River’s plan for the future.

This outreach process spread goodwill throughout the Haw River community early in the process enabling word-of-mouth advertising for this initiative and better community participation to support the Town Plan. These interviews focused on the community and did not obtain proprietary information about the businesses.

While attempts to reach all businesses were made, there are likely several home-based or e-commerce businesses that were not identifiable. Most of the interviews were conducted within the places of business. During the endeavor, the interviewers gained a more comprehensive understanding of people’s attitudes, as well as, the physical characteristics and local context of the community layout, conditions of infrastructure, and numerous other valuable insights of Haw River. This plan was prepared during the global Covid-19 pandemic in 2019 and 2020 which cut the business interviews short from

being able to canvas the entire town. Three interview trips were made, but the fourth and final one was not possible due to local and state orders leading temporary closings for many businesses. The businesses not surveyed were mostly businesses on the far north and west of Town and businesses that regularly are closed on Mondays. The interviews the team did conduct increased awareness of the Town's commitment to become more deliberate in future decisions affecting businesses, citizens and visitors.

5.1.2 Summary Results of Interviews, Survey, & Public Input Session – *What our community said!*

Since interviews were conducted in person, the survey questions were not distributed ahead of the interview, improving the spontaneity and therefore the quality of the results. The results obtained were “first impressions”, including both the passion and emotion often shared when meeting face to face.

The interview responses were categorized and grouped separately for each of the six questions asked:

1. Do you reside within the Town of Haw River?
2. What do you like about Haw River (present)?
3. What do you dislike about Haw River (present)?
4. What wishes do you have for Haw River (future)?
5. What fears do you have for Haw River (future)?
6. What should be the #1 priority for Haw River moving forward?

The responses were then cataloged for ranking purposes enabling the results to be summarized graphically. The following pages illustrate the responses in order of their respective frequency rankings.

This interview process had an additional benefit of determining whether the proprietors of the businesses interviewed were Town residents. The planning team determined that of the 19 businesses interviewed, 4 were residents of the Town, while the remaining 15 interviewed were not. This determination is critically important to note since many businesses may often have as much or more invested in a town as an average resident. Since these individuals are not residents and therefore are ineligible to vote in the local municipal elections, this process offered an opportunity for the business community's voice to be heard in greater numbers than may be represented by either local member-supported business organizations, or by election results.

The six questions were also available through an online survey the Town prepared and monitored. A total of 18 people completed the online survey over a period of two weeks when it was available on the Town's website.



The following summary of priorities and charts illustrate responses to the remaining five survey interview questions from the interviews, online surveys and Planning and Zoning Board input session.

The rankings indicate **'Attract Business'** (29%) as the 1st priority. This answer was consistently emphasized by related answers to other survey questions. A related response to the question, 'What do you like about Haw River?', was *'Potential for Growth'* (2%). A related response to the question, 'What do you dislike about Haw River?', was *'Not Enough Restaurants and Stores'* (17%) and *'Growth is Stagnant'* (7%). Responses to the question, 'What wishes do you have for Haw River?', resulted in the top answer, by a large majority of answers, was *'Growth'* (24%), *'More Restaurants'* (7%), and *'More Residential Homes'* (4%). Related responses given to the question, 'What fears do you have for Haw River?', were *'Stagnation'* (15%), and *'Grow Too Fast'* (8%).

For the 2nd priority, there was a 3-way tie for **'Come Together as a Community'** (9%), **'Keep Crime Low'** (9%), and **'Provide More Natural Areas, Parks and Landscapes'** (9%). These priorities and related responses are detailed below.

'Come Together as a Community' (9%). This answer was consistently emphasized by related answers to other survey questions. A related response to the question, 'What do you like about Haw River?', was *'Community-Minded People'* (Top answer to that question at 19%). A related response to the question, 'What do you dislike about Haw River?', was *'Nothing to Do, No Events'* (10%). Responses to the question, 'What wishes do you have for Haw River?', were *'Want Community to Come Together'* (4%) and *'Christmas Decorations & Parade'* (2%).

'Keep Crime Low' (9%). This answer was consistently emphasized by related answers to other survey questions. A related response to the question, 'What do you like about Haw River?', was *'Police Department'* (17%) and *'Low Crime'* (4%). A related response to the question, 'What do you dislike about Haw River?', was *'Crime'* (2%). One related response to the question, 'What wishes do you have for Haw River?', was *'Lower Crime'* (2%) .

Provide More Natural Areas, Parks, and Landscapes' (9%). This answer was consistently emphasized by related answers to other survey questions. A related response to the question, 'What do you like about Haw River?', was 'Parks' (4%). Responses to the question, 'What wishes do you have for Haw River?', were 'Dog Park' (2%) and 'Playground for Kids' (2%).



The 3rd ranking priority tied between the following two answers of **'Attract More Things to Do'** (7%) and **'Clean Up Our Town'** (7%). These priorities and related responses are detailed below.

'Attract More Things to Do' (7%). This answer was consistently emphasized by related answers to other survey questions. Related response to the question, 'What do you dislike about Haw River?', were 'Not enough restaurants and stores' (17%), and 'Nothing to do, no events' (10%). Related responses to the question, 'What wishes do you have for Haw River?', were 'More stores' (9%), 'More restaurants' (7%), and 'playgrounds for kids' (2%).

'Clean Up Our Town' (7%). This answer was consistently emphasized by related answers to other survey questions. A related response to the question, 'What do you dislike about Haw River?', was 'Poor Property Maintenance' (10%).

The 4th ranking priority given was **'Improve Water Billing Process'** (4%).

This answer was consistently emphasized by related answers to other survey questions. A related response to the question, 'What do you dislike about Haw River?', was 'High Water Bill' (7%). A related response to the question, 'What wishes do you have for Haw River?', was 'Lower Water Bill' (7%).

The following 6 answers tied for 5th place to the question, “What should be the #1 priority for Haw River moving forward?” These answers are listed in alphabetical order so as not to place emphasis on any one answer over another.

- ***‘Address Businesses Permitted’***
- ***‘Enhance Town’s Customer Service’***
- ***‘Improve Downtown’***
- ***‘Improve Intersection on 70/49’***
- ***‘Improve Schools’***
- ***‘Stay Family-Oriented’***

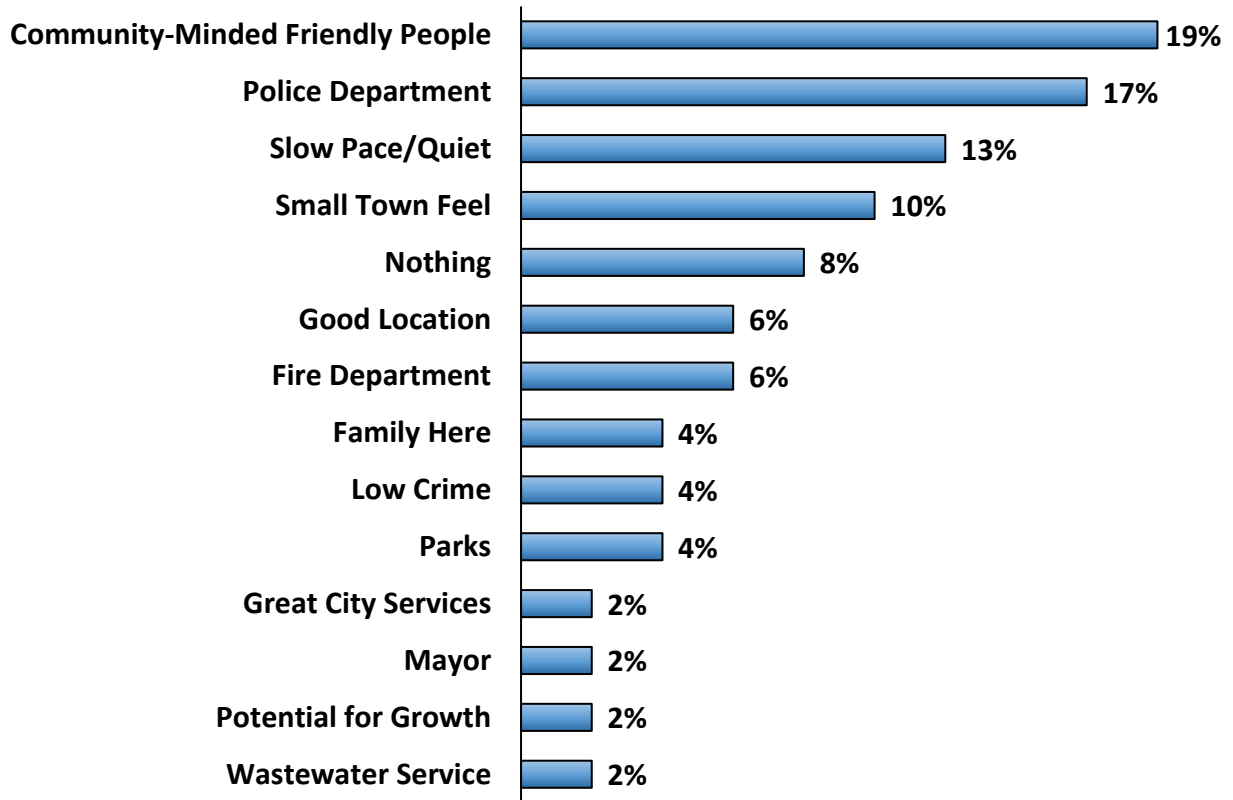
Final Priorities. Since survey answers tied for the 2nd and 3rd ranked priority based on the question, *‘What should be the #1 priority for Haw River moving forward’* it, it was necessary to add percentages to both of these tied priorities by adding percentages of their related answers from the other four answers to break the ties in order to arrive at prioritizing tied answers.

Three of the answers to the question, ‘What should be the #1 priority for Haw River moving forward?’ produced answers that are not directly related to town planning, however they were important concerns expressed by respondents of the plan’s community input activities so they were shared with the Town’s Administrative Department. Those priorities are: ‘Improve Water Billing,’ ‘Enhance Town’s Customer Service,’ and ‘Improve Schools.’

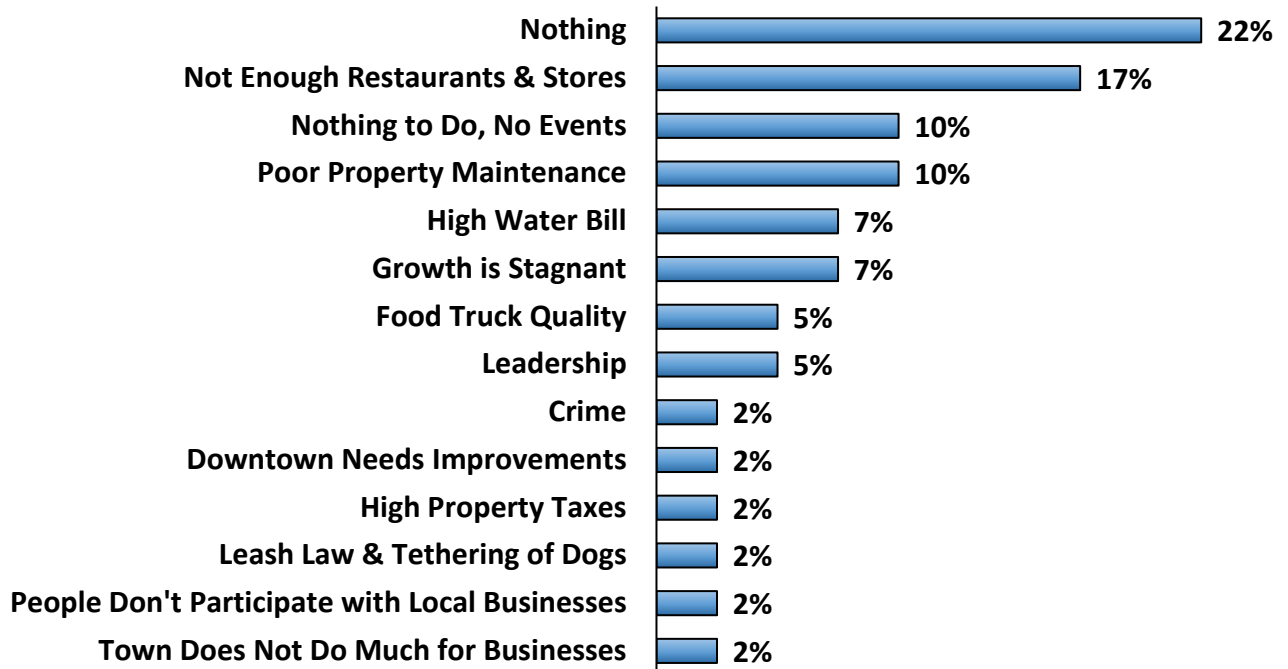
After combining tied answers with their related answers and taking the 3 concerns listed above that are not directly to town planning, community concerns fall into the following final priorities. The Town Plan 2040 responds to each of these priorities in section 5.2. A new unified development ordinance (UDO), should be prepared after adoption of this plan, to also address priorities related to town planning.

- ***‘Attract Business’***
- ***‘Come Together as a Community’***
- ***‘Keep Crime Low’***
- ***‘Provide More Natural Areas, Parks, and Landscapes’***
- ***‘Attract More Things to Do’***
- ***‘Clean Up Our Town’***
- ***‘Address Businesses Permitted’***
- ***‘Improve Downtown’***
- ***‘Improve Intersection of 70/49’***
- ***‘Stay Family-Oriented’***

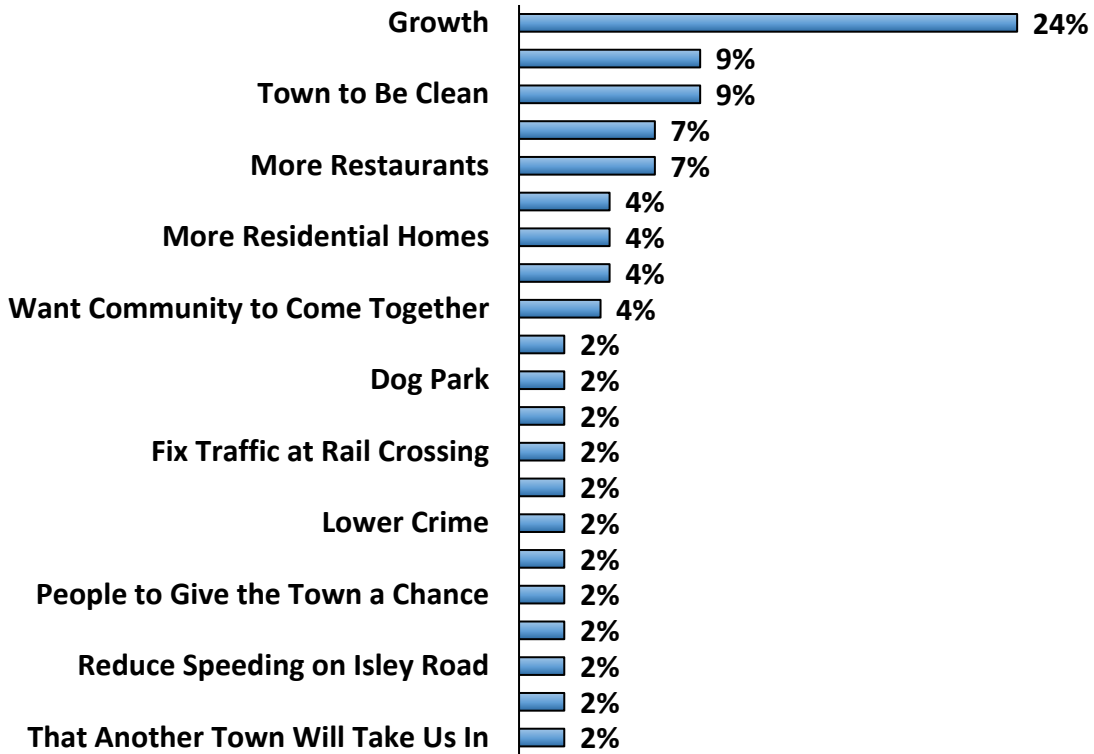
What do you like about Haw River?



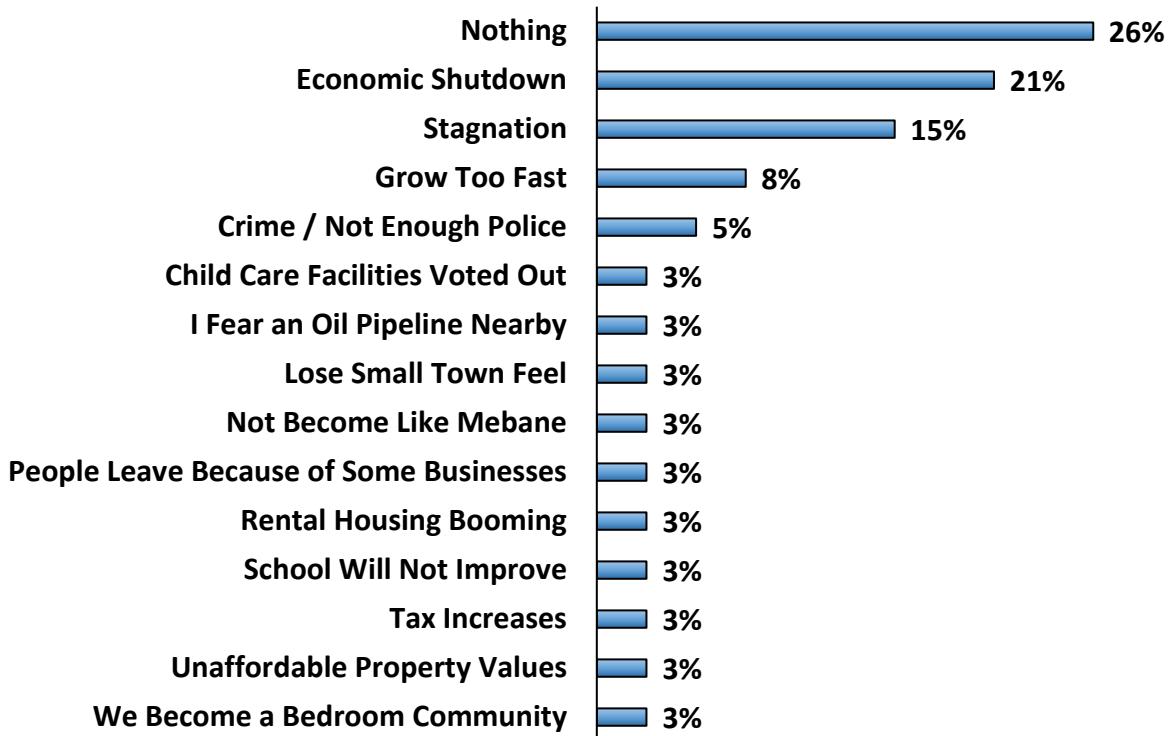
What do you dislike about Haw River?



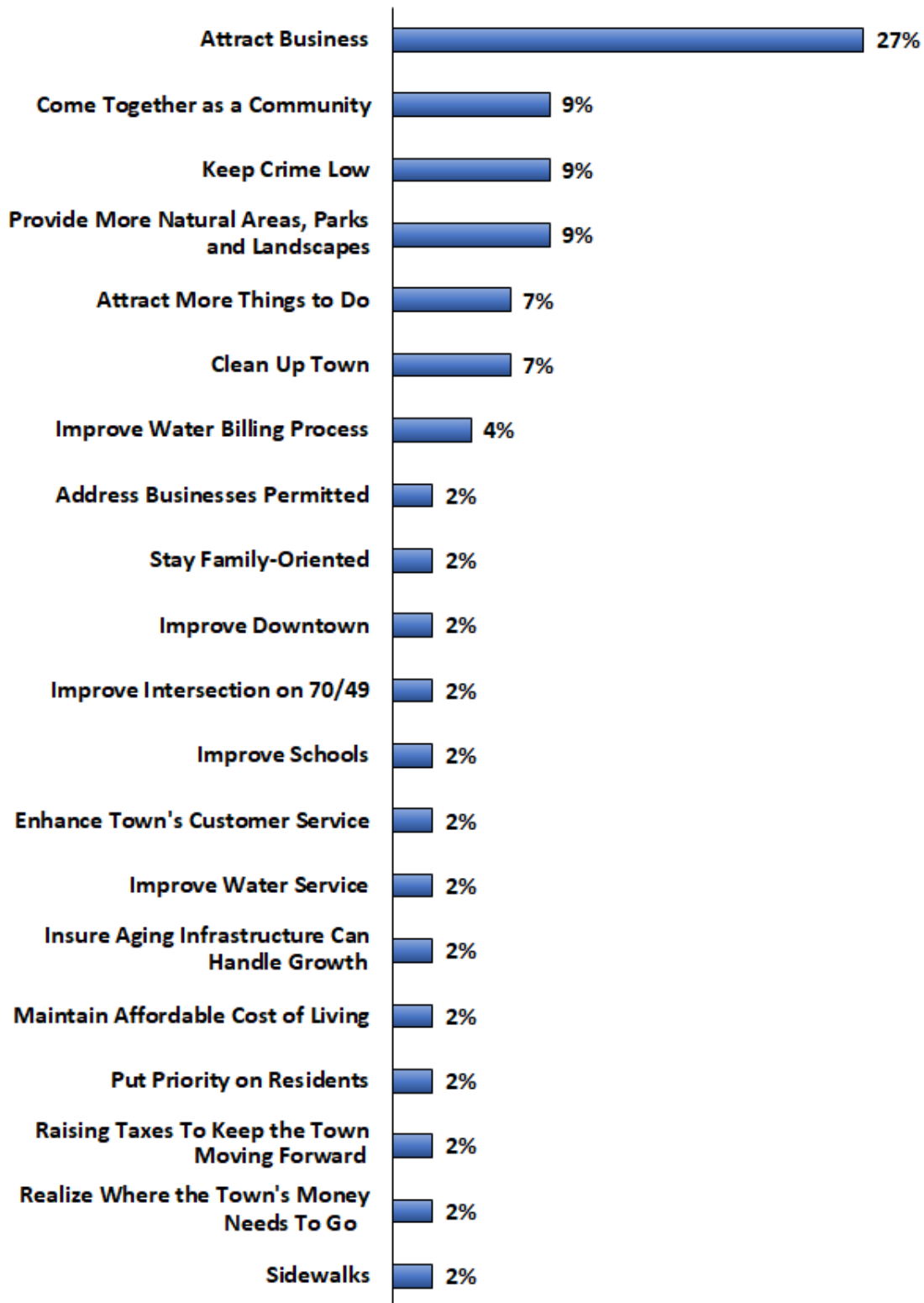
What wishes do you have for Haw River?



What fears do you have for Haw River?



What should be the #1 priority for Haw River moving forward?



5.1.3 Community Input

The Town of Haw River staff conducted the following activities to solicit community input:

- Advertised the online survey on the Town’s website homepage; and
- Prepared postcards that were available at Town Hall with the Survey Monkey website.

A group exercise was conducted with the Town of Haw River Planning and Zoning Board during a public meeting on March 16, 2020 in order to introduce the planning process and to seek first impressions about the community’s present and future.

Input from the online survey and Planning and Zoning Board exercise is included in the summary data in section 5.1.2 to illustrate the responses to the survey interview questions.

5.1.4 Social Media Platform

Social media applications (Facebook, Twitter, Instagram, Snapchat, etc.) have become commonplace. Ninety percent of Millennials (adults born between 1982 and 1998) use social media on a regular basis, along with 77% of adults born between 1966 and 1981. According to the [Pew Research Center](#), Baby Boomers’ use of social media has tripled since the year 2010, and 35% of those aged 65 and older report using social media regularly. Social media has revolutionized the way we communicate with each other (just as the telephone once did) and has become a vital means of interaction between individuals, organizations, and communities.



Local governments are using social media for outreach to constituents, for transparency in their operations, and to increase citizen participation. Common uses of social media include crime prevention and police assistance, emergency alerts and severe weather updates, local activities and event registrations, construction updates and road closings, advertising job openings, public service announcements, and announcements of Town Council and advisory board meetings. According to the [Institute for Local Government](#), local governments increasingly find social media to be more than just a means of disseminating information, and see it to help staff, citizen advisory groups and elected officials make better decisions, broaden community engagement and improve public discourse, and ultimately to increase trust in government.

The Town of Haw River assisted in using the Town’s website to facilitate community participation. After adoption, the Town can use social media to build support for

implementation of the Town Plan 2040. As a tool for citizen engagement, the Town's social media platform can help the *Haw River Town Plan 2040 Comprehensive Land Use and Master Plan* remain fresh and in the forefront of this dialogue, becoming a 'living' document to help Haw River achieve its goals.

5.1.4.1 Strategy: Develop a Consolidated Social Media Platform

Below are near-term action steps the Town of Haw River can take to expand its social media platform and widen its digital footprint. The [International City Management Association](#) has a wealth of resources to assist the Town in this endeavor.

1. **Continue to update and expand social media.** The Town can continue to use its official website to work closely with all Town departments to provide current information to the public. Following are the most immediate priority tasks recommended for the Town's social media.
 - a. **Complete the Town website and fill in missing content.** Update outdated and missing content throughout the website, especially in key areas.
 - b. **Improve search engine optimization and functionality.** The Town website could be better optimized for what users are searching for through some keyword optimization and better use of alternative text tags in the images. This would also improve the accessibility of the site. The only terms yielding search results are those found in existing headings and content.
 - c. **Add links and open new social media applications as soon as possible.** On the Town's website homepage, links should be added to its Twitter account and the [Fire](#) and [Police](#) Departments' Facebooks. The Town should consider using Instagram. Even if posts are infrequent in the beginning, opening accounts now would ensure that the Town can claim the appropriate and authorized 'handles' (e.g., @townofHawRivernc, etc.) and create topical and relevant hashtags (e.g. #visitHawRivernc, etc.)

5.2 Goals-Objectives-Strategies

The objectives and strategies appearing under each goal appear in priority rankings based upon the number of public comments. These may be pursued as deemed appropriate by the Town, its citizens, and businesses.

5.2.1 Goal 1: ATTRACT BUSINESS!

5.2.1.1 Objective 1: Harness the imminent opportunities of both the eastward expansion of the Triad and westward expansion of the Triangle along the I-40/I-85 corridor while managing growth within Haw River.

Strategy 1: Encourage private investment within Haw River by updating development ordinances to encourage desired development and establish quality standards and specifications to protect the environmentally sensitive and historically relevant assets of the Town.

Strategy 2: ***Adopt Required Review Procedures.*** Adopt required review procedures and standards and specifications for development in an updated Unified Development Ordinance (UDO).

5.2.1.2 Objective 2: Ensure quality development within the Town of Haw River.

Strategy 1: ***Encourage development first in areas where existing infrastructure and convenient proximity to Town services are already provided.*** The first wave of the Triangle's expanding business market into Haw River will be directed, through application of the Future Land Use Map and Zoning Map, to areas where utilities and services are already provided.

Strategy 2: ***Prepare a new UDO with standards to assure quality growth.*** A new unified development ordinance (UDO) should be prepared after adoption of this plan, in a two-step process, that will address the community's priorities to attract business and manage growth to assure safety and quality. The UDO should be prepared in a two-step approach to: 1. Amend the current Zoning Ordinance to achieve compliance with new requirements of the North Carolina General Statutes (G.S.) by the G.S.'s deadline and add references to the Town of Haw River Plan 2040 where necessary; and 2. Prepare a new UDO as funds become available relative to other Town obligations and priorities.

5.2.1.3 Objective 3: Have a good plan and ordinances so projects achieve the mission of the plan.

Strategy 1: ***Adopt Town Plan 2040 to establish Haw River as a successful community and a partner in the future growth and re-development of the area.*** Establishing a clear vision and the action steps to achieve the goals established by the Town is the first task toward a bright future. (See section 8.5 of this document.)

Strategy 2: ***Prepare and adopt a new UDO establishing standards and specifications for new development and re-development consistent with Town Plan 2040.*** The replacement of antiquated ordinances with relevant modern development standards will establish Haw River as a leader in central North Carolina in proactively seeking to refresh itself into a 21st century community. (See section 8.5 of this document.)

5.2.2 Goal 2: COME TOGETHER AS A COMMUNITY!

5.2.2.1 Objective 1: Encourage community events co-hosted by Haw River businesses and the Town.

Strategy 1: ***Provide businesses with periodic Town support staff and resources to attract residents and visitors to Haw River for events (i.e., parades, Veterans Day ceremonies, holiday events, and concerts) to increase pride in the community and raise exposure to local businesses.***

5.2.2.2 Objective 2: Plan for the development of outdoor civic event spaces.

Strategy 1: *Explore properties the Town could lease for the construction of public plazas for community events.* The new repurposing of the Granite Mill property may provide opportunities where civic spaces could be developed for community-wide events to enhance local pride, offering engaging social gatherings, share local talent and attract visitors.

5.2.2.3 Objective 3: Identify opportunities to add parks as the number of neighborhoods grow.

Strategy 1: *Explore properties the Town could acquire to construct public parks.*

Strategy 2: *Identify opportunities for new development to provide parks in their plans.*

5.2.2.4 Objective 4: Pedestrian Pathways.

Strategy 1: *Require developers construct sidewalks in new neighborhoods and commercial developments.*

Strategy 2: *Prepare, fund, and implement a sidewalk master plan so the town may start budgeting toward building a sidewalk system connecting existing and future neighborhoods to schools and town amenities.*

5.2.3 Goal 3: KEEP CRIME LOW!

5.2.3.1 Objective 1: The Town of Haw River will explore ways to receive training in Crime Prevention through Environmental Design (CPTED) and apply CPTED concepts to Town-owned properties.

Strategy 1: *The Planning and Zoning and Police Departments will collaborate to seek funding to receive CPTED training.* CPTED is the intentional design of the physical environment in ways that reduce or remove identifiable crime risks. *CPTED concepts are composed of: natural surveillance (increases visibility); natural access control (controls access); and territorial reinforcement (promotes a sense of ownership).*

5.2.3.2 Objective 2: The Planning and Zoning and Police Departments will apply principles of CPTED, after receiving training, to their areas of authority to help reduce crime.

Strategy 1: *Planning and Zoning Department staff will promote the use of CPTED concepts while reviewing site plans of new development.*

Strategy 2: *Staff will promote the use of CPTED concepts by performing reviews of town-owned property and generating a prioritized list of retrofit projects, and complete them as funding allows.*

Strategy 3: *Police Department staff will offer property surveys to homeowners and businesses; and provide recommendations for making changes to bring their property into compliance with CPTED concepts.*

5.2.4 Goal 4: PROVIDE MORE NATURAL AREAS, PARKS, AND LANDSCAPE!

5.2.4.1 Objective 1: Develop a park plan for the Town of Haw River.

Strategy 1: *Explore available sites for future Town parks.*

5.2.4.2 Objective 2: Explore hiring a Parks and Recreation staff to initiate a new Parks and Recreation Department.

Strategy 1: *Explore properties the Town could acquire to construct public parks. Through the development process, new park sites and amenities could be coordinated for operation by the Town. Utilizing new property tax revenues can partially fund these positions as development occurs.*

5.2.5 Goal 5: ATTRACT MORE THINGS TO DO!

5.2.5.1 Objective 1: Explore existing town-owned property and property the Town could acquire or lease for community events.

Strategy 1: *Explore existing town-owned properties the Town could repurpose or new property the town could acquire to construct public plazas for community events. Through the development process, new park plazas and amenities could be coordinated for operation by the Town and/or community partners. Utilizing new property tax revenues can partially fund civic spaces and a community event planning position as development occurs.*

5.2.5.2 Objective 2: Program the installation of cohesive place-making elements throughout civic spaces to help achieve synergy among existing and future businesses.

Strategy 1: *As the Granite Mill project and its businesses develop, program the installation of furnishings on Town-owned or Town-leased property to create a sense of place in Haw River's downtown. Seek funding and invest in civic spaces and streetscape furnishings to define a destination to attract restaurants, specialty shops, and services.*

5.2.6 **Goal 6: CLEAN UP OUR TOWN!**

5.2.6.1 **Objective 1: Enforce and strengthen property maintenance standards.**

Strategy 1: *Enforce Existing Garbage-Related Ordinances.* Enforce existing standards regarding dumpster maintenance, homeowner trash receptacles, and private garbage hauling.

Strategy 2: *Strengthen Property Maintenance Standards.* Adopt and enforce stronger property maintenance standards in the future UDO.

5.2.6.2 **Objective 2: Assign staff member(s) to monitor and coordinate roadside litter pickup efforts among participating civic and community organizations.**

Strategy 1: *Coordinate litter pickup locations and efforts within the Town of Haw River between Town staff, Alamance County, NCDOT, and volunteer civic and community organizations.*

Strategy 2: *The Town of Haw River should explore the creation of an “Adopt-A-Street” volunteer program within the town limits and ETJ to tangibly demonstrate civic pride, contribute to a cleaner environment, help retain and attract economic development, and serve as a reminder to the public not to litter the roadways.*

Strategy 3: *The Town of Haw River will promote NCDOT’s existing “Adopt-A-Highway” volunteer program to attract participation within the town limits and ETJ.*

Strategy 4: *The Town of Haw River Public Works Department will ensure garbage trucks use best management practices to reduce accidental release of litter from trucks.*

5.2.6.3 **Objective 3: The Town of Haw River should hire a dedicated code enforcement officer by outsourcing to a private company.**

5.2.7 **Goal 7: ADDRESS BUSINESSES PERMITTED!**

5.2.7.1 **Objective 1: Ensure the types of businesses permitted and their respective development standards starting at key locations (i.e., at Town’s major entrances, along major roadways, and at Haw River’s main intersections): improves visitors’ first impressions; strengthens the Town’s identity as having a modern and healthy economy; and attracts customers from within and outside of Haw River.**

Strategy 1: *The existing zoning map and the existing Zoning Ordinance should be evaluated, and where necessary amended, to ensure Town staff, property owners, interested developers, the Planning Board, and the Town Council have a clear path forward in investment and rezoning decisions consistent with the Future Land Use Map and this and other related goals, objectives and strategies. (See 8.4.1 of this document.)*

Strategy 2: *As a complement to Strategy 1, ensure the types of businesses that are NOT permitted at key locations (i.e., at Town’s major entrances, along major roadways, and at Haw River’s main intersections), yet are valued as convenient and necessary to sustain our local economy, have options to locate at strategically planned locations to ensure their ability to locate, relocate, potentially expand, and thrive among compatible land uses. (See 8.4.1 of this document.)*

5.2.8 **Goal 8: IMPROVE DOWNTOWN!**

5.2.8.1 **Objective 1: Pursue the selection of future public offices and facilities in the downtown area.**

Strategy 1: *Obtain property for key public uses within the downtown area.*

5.2.8.2 **Objective 2: Adopt standards and specifications and take actions that attract new businesses within downtown with higher development and code enforcement standards to assure quality development.**

Strategy 1: *Ensure the future UDO encourages investment in downtown Haw River. The UDO should integrate architectural design standards and enhanced enforcement requirements. Also see section 8.5.1 of this document for additional information.*

Strategy 2: *Improve way-finding throughout the Town to enhance the visitor experience.* Local directional signage will help guide the visitor to the concentration of shopping, services, accommodations, and food/beverage businesses in Haw River. The Town should consider incorporating the newly designed branding into way-finding signs (Also see sections 6.8.2.2 of this document for additional information.)

Strategy 3: *Attract motorists from I-40/I-85, US Highway US-70, and US Highway 49 into downtown Haw River. Use “Logo Board” (single directional sign with a grouping of company logos) advertising to attract travelers to local businesses. Provide clear concise information on special signage designed specifically to capture attention of non-local travelers.*

5.2.8.3 **Objective 3: Support existing businesses and encourage additional businesses outside the downtown area that complement and not compete with downtown.**

Strategy 1: *Ensure Town standards and specifications encourage growth and expansion of businesses.* The Town should write a new UDO following adoption of this plan to identify different commercial zoning districts with varying permitted uses and development standards.

Strategy 2: *Create a vehicle-based services and repair district to allow for clustering of such services.* The new unified development ordinance (UDO) should be prepared after plan adoption to establish a “Vehicle Services and Repair District” or VSR, which will establish standards and specifications for addressing the concerns experienced with business establishments which are vehicle-based service, motor vehicle repair, and

storage of disabled motor vehicles. This district should be used in strategic locations, and likely not in the downtown area, as these existing or new businesses serving these needs seek additional space. This strategy is intended to turn a perceived problem into an opportunity for Haw River's businesses serving local citizen needs.

5.2.8.4 Objective 4: Foster growth in local-craft businesses.

Strategy 1: ***Adopt a new UDO with standards and specifications that respond to challenges associated with expanding and attracting local-craft businesses in downtown Haw River.*** Restaurants, artisan specialty shops, and entrepreneurs producing products high in craftsmanship within proximity to each other will generate interest and establish Haw River as a destination. Ensure the UDO acknowledges the fiscal challenges a start-up business would have if required to develop property under the same conventional standards and specifications as a national retailer regarding minimum lot area, building setbacks, minimum parking and other site development standards. Adopt standards and specifications that allow conversions of existing structures into new uses, encourage shared parking, and provides flexibility in building setbacks to respond to unique lot dimensions. Adopt administrative review procedures sensitive to challenges faced by local craft businesses to improve their successful start-up in Haw River.

5.2.8.5 Objective 5: Identify shared parking opportunities for downtown businesses

Strategy 1: ***A new UDO should be prepared, as funds become available relative to other Town obligations and priorities, that encourage shared parking in downtown Haw River for businesses that have different hours of parking demands.*** The land area and cost to develop parking is a large cost of land development that could be reduced if shared parking is allowed. The UDO should allow rear alleys downtown that provide standards that allow businesses to provide rear parking as well as allowing shared parking with other businesses of complementary hours will be recommended.



5.2.8.6 Objective 6: Preserve the small town appeal of downtown Haw River while encouraging compatible business growth through development of revised development standards and specifications.

Strategy 1: *Improve downtown through zoning standards and specifications with architectural design standards and specifications and development incentives designed to allow existing business to grow and encourage compatible new development.* Careful consideration will go into the preparation of design standards and specifications that reinforce the small town feel through an understanding of architectural and urban design principles that direct the placement and massing of structures. Attention will be also given to what may be considered the public realm, typically composed of streets, sidewalks, and civic spaces to help guide the Town's decision-making of details when investing in light posts, outside furniture, landscaping and sidewalk surfaces.

Strategy 2: *Give attention during preparation of the new UDO standards applicable to downtown to address adjacent properties and streets.* After Granite Mill opens with apartments, development interest in the area may foster new interest in commerce, entertainment, and civic events. It is important to allow adjacent areas to have the option to transition to new uses that may offer supportive roles through the service sector, such as professional offices, while remaining compatible to adjacent single-family uses. This transition also helps add to the number of employees and the private-sector clients who may become frequent patrons of restaurants and businesses along Main Street. Dismissive planning of support areas to Main Streets inadvertently restricts the primary destination streets from maximizing their potential in retaining the community-cherished small town feel. The UDO can provide flexibility to allow access for parking, deliveries and other utilitarian functions at mid-blocks.

Strategy 3: *Have the Town consider adaptive reuse of historic structures for public uses before designing new structures.* There may be existing historic structures contributing to the small town feel of Haw River that are in need of significant reinvestment beyond the current property owner's abilities to provide. As opportunities arise, the Town will explore whether such historic structures may be repurposed into a government use.

Strategy 4: *Incorporate a sense of small town ambiance in downtown's public infrastructure.* The details within the public realm of a town can be as important as the privately-owned buildings themselves for maintaining a tangible small town look. When the Town of Haw River is tasked with selecting sidewalks, outside furniture, utility posts and even landscaping in the downtown area, the Town should have a pre-selected palette of elements from which to order that are in harmony with the small town ambiance.

5.2.8.7 Objective 7: The Town of Haw River should contact NC DOT to identify why truck drivers are selecting to drive through downtown Haw River instead of using US 70 (Haw River Bypass) and pursue corrective actions such as enhanced signage or updates to digital maps used by navigation systems.



5.2.9 **Goal 9: IMPROVE INTERSECTION OF 49/70!**

5.2.9.1 **Objective 1: Separate heavy truck traffic traveling and accessing US-49 and US-70 through Haw River.**

Strategy 1: ***Identify alternatives to separate the flow of motorists accessing the town from heavy truck traffic along US-49 and US-70.*** Establishing a clear alternative route for heavy truck traffic will avoid conflicts with other motorists. Consideration for traffic safety and impacts on neighborhoods must be given the highest priority in meeting this objective.

5.2.9.2 **Objective 2: Assure traffic safety at intersection of US-49 and US-70.**

Strategy 1: ***Continue participation with the Burlington-Graham Metropolitan Planning Organization (BGMPO) to facilitate regional highway planning, design and schedules beneficial to Haw River.*** Maintaining a continuous presence in the BGMPO to participate in project and schedule decisions while collaborating with other jurisdictions sharing the US-49 and US-70 corridors to ensure the Town's voice is heard. As upgrades and enhancements to these corridors are considered, the Town's input into such decisions will make a difference to the safety of its citizens and the traveling public, as well as on local commerce.

5.2.9.3 **Objective 3: Provide safe and attractive pedestrian amenities throughout the Town.**

Strategy 1: ***Install bump-out curbing at intersections to calm traffic, reduce length of pedestrian crossings, and provide shade and landscape opportunities.*** To ensure pedestrian safety and enhance convenience for and patrons, the Town will plan projects to provide pedestrian safety. Installing pedestrian crossings at intersections and adding streetscape enhancements such as plantings and landscaping will improve the pedestrian environment along a new network of streets.

Strategy 2: *Plan access behind businesses in appropriate locations to provide safe, convenient and attractive access for employees and visitors.* Pursue design options to provide rear service alleys with parking, lighting, sidewalks, and landscaping pedestrian/service running parallel to Main Street. These functional and visual enhancements will create an intimate pedestrian-oriented corridor experience that interconnects with a traditional street network, while establishing a pedestrian experience unique to the region.

Strategy 3: *Develop a plan for sidewalks, bikeways, and other alternative forms of access throughout the Town.*

5.2.10 Goal 10: **STAY FAMILY-ORIENTED!**

5.2.10.1 **Objective 1:** Identify which barriers currently exist in Haw River that inhibit it from being a more family friendly community.

Strategy 1: *Identify whether the following barriers exist in Haw River that inadvertently inhibit it from being family oriented: lack of affordable housing; exclusionary and single-use zoning; insensitive urban design; property tax too high; lack of services; lack of quality education; and crime.*

5.2.10.2 **Objective 2:** Continue to support housing at affordable prices.

Strategy 1: *Continue to offer practices within the Town's ability to foster development of housing at affordable prices.*

5.2.10.3 **Objective 3:** Ensure the zoning map and the UDO, to be prepared after adoption of this plan, advance interests of families in the approval process of siting child-care facilities.

Strategy 1: *Review the zoning map to ascertain if zoning districts where child-care facilities are allowed are convenient to neighborhoods and employers.*

Strategy 2: *Ensure the future UDO's approval process for child-care facilities balances convenience to families while ensuring compatibility to surrounding land uses.*

5.2.10.4 **Objective 4:** Safe Neighborhoods.

Strategy 1: *Identify and continue practices that consistently achieve low crime rates throughout Haw River neighborhoods.*

5.2.10.5 **Objective 5:** Identify sites for middle and/or high schools in Haw River while reviewing development proposals and growth trends.

Strategy 1: *Coordinate with the Alamance County Board of Education to explore where schools may be suitable for development within the Town limits that would mutually accommodate students residing in the County and within the Town.*

Strategy 2: Work with Alamance County Board of Education to analyze whether a new middle and high school developed in Haw River could reduce or eventually eliminate the cost and burden of busing students.

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Planning & Zoning Board Approved

6. ECONOMIC DEVELOPMENT

The Town of Haw River, North Carolina is in central Alamance County, between the cities of Burlington to the west and Mebane to the east. The county seat is the City of Graham which abuts Haw River to the southwest. The Town of Haw River corporate limits encompasses approximately 3 square miles of land. The Town of Haw River and its extraterritorial jurisdiction (ETJ) boundary is bordered by Back Creek and Graham-Mebane Lake to the east, is bisected by the Haw River to the west. The Town of Haw River and its ETJ boundary is bordered to the north by the Town of Green Level and is bordered to the south by the City of Graham.

The Town of Haw River is located in the Burlington NC Metropolitan Statistical Area (MSA) which the U.S. Census Bureau estimated had a population of 166,436 in 2018. Haw River is also within the larger geographic boundary of the Greensboro-Winston-Salem-High Point (aka, the Triad) Combined Statistical Area (CSA), which had an estimated population of 1.68 million in 2018 as reported by the U.S. Census Bureau. The region's population has increased in recent decades and is projected to continue within the next 20 to 30 years. The transportation network consists of I-40/I-85 located approximately one half mile south of the southernmost corporate limits of the Town of Haw River. Haw River is bisected by US 70 Bypass

Haw River was initially established in in the mid-1700's with a grist mill and later cotton mill, marking the beginning of the textile industry in the village. Since that time, the development of the town has inextricably been linked to events at the mill.

6.1 Why Focus on Economic Development

Economic development is critical to a community for two reasons: 1) to provide an employment and income base for the community; and 2) to enable a community's leadership to maintain the lowest reasonable rates for its utility rate payers and taxpayers.

Effective economic development starts with the latter. Prudent management procedures for the efficient and effective operations of both utility enterprises and tax revenue systems will ensure that all money due to both the Town and the County is collected. Effective collection allows leadership to establish and maintain the lowest responsible rates for all rate payers and taxpayers.

6.1.1 Utility Rates

Achieving low utility rates for customers of the Town always begins with proper maintenance and operations of utilities while carefully managing the expansion of such systems. Maintenance of existing systems should emphasize quality control to eliminate leaks, account for water and wastewater usage, and avoid contamination. Placing an emphasis on these important factors will provide one way of improving the return on the investment by both the Town and the County for rate payers.

Another important approach to improving the return on public investment is to carefully manage the growth and expansion of the system. Extensions should be prudently studied and examined to determine the effective advantages to the current rate payers of such expansion and ensure sound decision making. Extensions without annexation may increase utility revenue, but at the same time may expose the rate payer, and taxpayer, to financial obligations while the benefactor of the extension shares little or no risk in the

cost of the extension. Exceptions should only be considered when public health is at risk and annexation is not eligible; therefore, obtaining a voluntary petition for annexation to be held until eligibility is attained can protect the Town, its rate payers and taxpayers.

A third important factor in increasing the return on the public's investment in the utility enterprises is to encourage infill development and redevelopment. Improving under-developed and under-utilized areas of existing development within the Town can increase the return on investment in existing infrastructure and contribute greatly to reducing utility and property tax rates.

6.1.2 Property Tax Strategy and Other Taxes Collected

The maintenance of low property (ad valorem) tax rates always begins with the prudent and effective management of reporting and collecting the other revenue sources towns receive in order to reduce reliance on property taxes. Emphasis on effective data reporting enables the retrieval of several types of taxes already paid by our citizens and businesses every day that can easily be overlooked in the absence of effective reporting practices.

The Utility Franchise Tax is a tax on utility billings collected by electric, gas, telecommunications and cable television companies that is distributed back to the Town by the respective utility. If the utility companies do not have current information reflecting the Town's boundaries, then inaccurate reporting to the State by the utility company results in reduced distributions to the Town by the State.

Another tax already paid by the taxpayer daily is the State tax on motor vehicle fuels, commonly known as the Powell Bill. The state distributes this tax to towns based upon a combination of population and street mileage maintained by the town. As towns' street networks grow by accepting new subdivision streets for maintenance, the Powell Bill data reporting must keep pace. Immediately upon completion of new streets, the Town should update its Powell Bill information during the next reporting cycle, so the Town begins bringing that revenue, already paid by the taxpayer, back to Haw River to increase the funding available for maintenance. A new street may retrieve significant revenues over time before any repair cost are experienced.

State sales tax distributions to the Town are controlled by the County. The sales taxes collected and redistributed within a county may return to the Town by either population or property valuation-based formulas - determined in North Carolina by the local County Commissioners. This system is a counter-productive system in that counties often compete with towns for growth so they may keep a larger share of sales tax distributions to be shared locally. The only effective role a town may have in successfully growing its recovery of the sales tax collected by local businesses is through the careful management of the utility enterprises. Provision of stormwater, potable water, and sanitary sewer has a profound effect on the location of businesses; and towns that manage their systems with an emphasis on return on investment can improve their share of local sales tax recovered by supporting growth within the boundaries of the town.

Property taxes are the major source of local discretionary funding for routine services such as recreation, sanitation, public safety and administration. Maximizing the recovery

of the taxes already collected by the state can reduce the level of taxation required of property owners.

6.1.3 Jobs and Economic Base

The economic base of a community is the collective group of business activities that bring money into the Town by providing a product or service. The category of “production, transportation, and material moving occupations” occupations has been the top sector in recent years bringing money into Haw River, followed by “sales and office occupations.” The non-basic sectors including commercial development (driven by residential development) are typically that part of the local economy providing services and products sought by the basic sector workers and others, such as the dry cleaners, pharmacy, grocery store and repair service businesses. When “travel and tourism” is part of the economic base, many businesses serve both purposes; restaurants are a good example because they serve both local and non-local customers routinely. “Hotels and other hospitality” businesses can serve both the tourism and corporate sector of our future economic base.

The economic base establishes a true purpose for the community. The jobs created by the basic sector businesses are the obvious direct benefit of the economic base. Jobs are critical because much of the impact of the economic base depends on how well money is distributed throughout the community, and jobs are the primary method of distribution. Automation often tends to allow economic activity to skim over the surface of a community and not have as deep an impact. One way to maximize a positive economic impact of the local economic base sector business community is to establish local relationships with companies and enterprises to provide as much local support and local resources as possible to increase distributions of wealth locally.

Increases in the value of local properties by infill development and redevelopment of under-utilized areas help lower property taxes for all taxpayers, further improving the local return on the investments made in existing infrastructure (*see Section 6.1.2 of this document*).

6.2 Current Economic Profile - Conventional Sectors

6.2.1 Production, Transportation, and Material Moving

The largest number of the Town’s citizens in the workforce are employed in the “production, transportation, and material moving” occupations, making up 23.9% of the workforce. The second most numerous categories are “sales and office” occupations, making up 23.3% of the workforce. (*See Table 3.5.1 in section 3 of this document*)



These occupation groups are all commercial in nature and show that the commercial sector is not only the key to Haw River's success, but these sectors will flourish when given the proper business climate and innovative options to attract attention. The updating of local zoning standards and specifications, as discussed in section 8, will improve the business community's options for innovative development.

A healthy commercial services sector is critical to supporting strong industry; therefore, practical standards and specifications such as zoning rules and non-residential property maintenance codes must be administered to support the sector. Standards and specifications must be updated to protect property rights while preserving natural resources and establishing reasonable standards for enhancing the appearance of all new development and redevelopment. Equally important to updating the Haw River development ordinances is professional administration to ensure equal and fair treatment to all Haw River's businesses and citizens. Proper implementation will enhance these industries and occupations, allowing them to become more prosperous.

6.2.2 Educational Services, Health Care, Social Assistance and Manufacturing

Educational services, health care, social assistance and manufacturing have been important to Haw River's historic growth. These businesses represent a vital sector in Haw River's area economy providing jobs to many residents. *(See Table 3.5.1 in section 3 of this document for data within the corporate limits)*

6.3 Importance of the Infrastructure Networks

Infrastructure, including water, sewer, electricity, natural gas, telecommunications, high-speed internet, roads, railroads, and airports make up the core infrastructure for a community. These networks often seem unrelated; however, lack of coordination between these unique systems can result in poor decisions regarding land use development.

Municipal utilities such as water, stormwater, sewer, streets, sidewalks and greenways generally represent most hard structure utilities. These utilities generally are based upon the network of streets and roads.

Non-municipal services such as electric, telecommunications, natural gas and broad-band fiber generally utilize flexible conduits for their conveyances. These service providers are typically located within or adjacent to public street and road right-of-way and therefore utilize much of the same network for distribution.

Coordination among these various service providers, as well as other governmental counterparts such as the North Carolina Department of Transportation, Alamance County and other providers, is also vital to efficient operations of Haw River's utilities and public works functions. Conducting periodic meetings to review planned improvements and proposed developments by private development interests can often improve the level of service to all of Haw River's businesses and citizens by identifying opportunities for cost savings through coordination. Inclusion of representatives of these various agencies on a local technical review committee coordinated by the Town's professional planning department will reduce costs to Haw River rate and taxpayers.

Examples of cooperative initiatives may include provision of services for manufacturing facilities, where dual feed electrical supply, water, sewer, and a host of other functions can be coordinated ahead of time to ensure appropriate capacity is provided and corridor limitations are foreseen. Projects to consider should be evaluated based on merit to the Town's utility rate and taxpayers.

6.4 Existing Business Retention and Expansion

Although the Town of Haw River is close to the I-40/I-85 at Jimmie Kerr Rd. at Exit 150, there are challenges to its location to the interchange. After taking the exit, motorists first enter into the City of Graham before Haw River so if motorists are in search of a restaurant, convenience store, or hotel, they will find it immediately after taking the northbound exit in Graham which will discourage future searches for such commercial businesses in Haw River. It only takes one left turn after existing on Jimmie Kerr Rd. heading north before motorists really start to enter the Haw River's first commercial area only 1.76 miles at the US 70 Bypass/Roxboro Rd. area. However, there are mostly low density single family homes along the route and the left turn frequently backs up at the Trollingwood Rd. and E. Main St. intersection which may discourage motorists from continue to look for other highway-convenient commercial business options.

As conditions stand with the availability of convenient interchange businesses in Graham, the congested left turn within Haw River, with a lack of existing land uses that reinforce motorists are heading toward commercial convenient options, the Town's existing commercial areas are currently not located where motorists on I-40/I-85 will find them. The Town is not ideally located to grow its commercial services sector toward the I-40/I-85 travelers so it must instead continue to work hard to create businesses that cater to current and future Haw River residents and employees who commute into Haw River. Diverse businesses including resilient job creators, specialty markets, professional services, health professionals, and food and beverage establishments supplemented by small industry, craftsmanship, and artistic endeavors (both for-profit and non-profit) will be required if Haw River is to refresh its local purpose in the region. Without this emphasis we risk becoming commercially stagnant and even franchise and chain business enterprises may choose not to develop with the Town of Haw River. For existing business

to remain healthy and expand, it is vital that careful land use planning and a future UDO has standards and specifications that allow expansion while consciously assessing compatibility between land uses and when incompatibility exists or may exist with expansion, that business have attractive options of where they may locate within the Town of Haw River.



With existing availability of the railroad, the Town should continuously explore which existing businesses are dependent on the railroad's ability to serve them so development approvals and decisions unintentionally hamper the railroad's access to businesses are balanced with mutual progress of protecting railroad freight with businesses and residential developments not directly dependent on the railroad infrastructure.

6.5 Tourism, Travel and Hospitality

Projects that enhance the tourism experience in Haw River should be considered and programmed into capital budgets over time to stimulate a continuation of new investment (both public and private) for the ever-changing tourism based industry.

6.5.1 Heritage Tourism

Heritage Tourism is defined by the National Trust for Historic Preservation as "traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present. It includes cultural, historic, and natural resources." It is one of the fastest growing segments of the tourism and hospitality industry overall, and a major focus of the [State of North Carolina's tourism promotion](#) efforts.

Opportunities for the growth of Heritage Tourism include businesses that provide support services for artists and craftspeople. Such businesses include tool and musical instrument repair, wholesale, retail, and distribution of specialty materials used in the creative arts

(weaving, basket-making, blacksmithing, pottery, woodworking, etc.), and services provided to residents and tourists such as demonstrations, guided tours, private lessons, and programming for public institutions and private and non-profit entities.

6.5.2 Recreation and Parks

Haw River is conveniently located near the following recreational amenities.

Currently, the Town of Haw River's Parks and Recreation Department provides maintenance to parks and facilities, but does not offer programmed activities or events. The Town's existing facilities include the Jeffrey H. Earp Municipal Park, Haw River Municipal Civic Center, and the Red Slide Park. Red Slide Park provides a river launch for kayakers and tubers.



6.5.2.1 Bicycling and Hiking

Haw River is conveniently located near the following bicycling and hiking recreational amenities in Alamance County as detailed in section 6.5.2.

Currently, over 20 miles of trail open to the public in Alamance County along Haw River, offering views of the river and its plants and wildlife, as well as opportunities to hike, walk, picnic, and fish along the river. Future plans to combine the Haw River Trail (HRT) with the Mountains-to-Sea Trail (MST) will allow hikers from across the state to share in the beauty of the Haw River corridor from Clingman's Dome to Jockey's Ridge. The planned HRT corridor extends approximately 80 miles along the Haw River from Haw River State Park on the Rockingham-Guilford County line through Alamance County to Jordan Lake State Recreational Area in Chatham County. The goal of the Haw River Trail Partnership is to work with willing landowners to continue creating a corridor for the Haw River Trail, preserving the open space and viewshed around the Haw River.

6.5.2.2 Angling (Fishing)

The Haw River is classified by the NC DEQ as a (WS-V): Nutrient Sensitive Water (NSW). The NC DEQ defines the primary classification of WS-V as waters protected as water supplies which are generally upstream and draining to Class VS-IV waters or waters used by industry to supply their employees with drinking water or as waters formerly used as water supply. These waters are also protected for Class C uses. Class C uses are waters

protected for uses include fishing and fish consumption. Graham-Mebane Lake offers sport fishing, bank fishing and pier fishing.



6.6 Manufacturing

Leadership boards of local government, both municipal and county, traditionally feel an obligation to emphasize traditional manufacturing; however, traditional manufacturing may only be a small part of the future economy of Haw River and most other small towns. Traditional manufacturing blends traditional manufacturing with forward thinking values of naturally sourced and locally produced materials to produce tangible goods for a value added industry.

While these traditional opportunities do exist, Haw River must recognize there are also pitfalls to placing all hope on ‘traditional industry’ – a sector that may inevitably employ humans to manage facilities that are designed for a specific level and duration of productivity. The reality is that smaller facilities are often the disposable ones. Larger facilities require a larger investment and typically are considered long-term commitments.

Technological innovation and globalism are fueling transformational change in both our cultural and business environments as discussed below.

6.6.1 Economic Transformation

An increasingly mobile workforce is utilizing digital, web-based technology – the ubiquitous ‘mobile app’ – that enables a business owner or employee to work from anywhere.

The global pandemic COVID-19 that emerged in late 2019 led to many employees to remain home, at least temporarily, to help reduce the spread of the virus. Employees who were fortunate enough to remain employed while working from home replaced face-to-face meetings with computer-based meeting platforms, such as Zoom. As mentioned

in an article entitled, "[What is the Future of Cities](#)," appearing in NPR's Planet Money on May 19, 2020, author Greg Rosalsky reported how some major companies signaled that remote work from home is here to stay. The article quotes Harvard University professor Ed Glaeser, whom Rosalsky calls the leading scholar of urban economics, as saying that, at least in the short run, how large dense cities, having large employment centers, may suffer in the foreseeable future, while companies open small offices in more affordable lower-density mid-sized cities where employees may work remotely, once the pandemic is over.

Many jobs are no longer tied to a specific location. Anyone with a Smartphone and an idea can become an entrepreneur. As stated above, technological innovation and globalism are fueling transformational change in the cultural and business environment.

Opportunities for Haw River in this new economic realm are directly related to the 'quality of place' issues that are explored throughout this Plan, while recognizing tourism, crafts, and other natural resource-based sectors. When employers, innovators and entrepreneurs can choose to live and work anywhere, it is quality of place – in addition to the basics of infrastructure and support services – that is often the deciding factor.

Haw River has the attributes to successfully compete in this age of global commerce. The Town can glean from other proven economic development strategies and build its foundation by retaining young talent and attracting innovators from the greater region and around the country.

6.6.1.1 APP Based Economy

The 'app-based' economy isn't just creating a new digital platform for freelance work. It is spawning a host of new economic activity. For example, more than a million 'makers' sell jewelry, clothing, craft supplies and tools, and all manner of home goods and accessories through the online marketplace

6.6.1.2 SHARING (or SHARED) Economy

The well-known lodging website [Airbnb](#) and similar accommodation platforms such as [Love Home Swap](#) and [onefinestay](#) have close to a million 'hosts' in nearly 200 countries. [Uber](#) and [Lyft](#), two other mainstays in the emergent realm of 'crowd-based capitalism', are transforming how we think about transportation. Uber, which started with four people around a desk and two cars on the streets of San Francisco, is a global phenomenon, serving over six continents with well over 1,000,000 drivers.

6.6.1.3 GIG Economy

The GIG economy is part of a shifting cultural and business environment fueled by technological innovation and globalism. An increasingly mobile workforce is utilizing digital, web-based technology that enables employees to work from anywhere, so that jobs are no longer tied to a specific location. Companies such as Uber, Lyft, and AirBnB are examples of this emergent realm.

The workforce of this new 'gig' economy largely consists of freelance 'independent contractors' who can select among temporary jobs, referred to as 'gigs' (hence the term), and short-term projects from anywhere in the world. Likewise, employers can select the

best individuals for specific projects from a 'global' labor pool and are no longer confined to any given area.

Opportunities for Haw River in the GIG Economy are directly related to the speed and quality of digital connectivity and the 'quality of place' issues that are explored throughout this Plan.

6.7 Economic Development Opportunities

Several opportunities exist for Haw River to re-establish a strong economic base. The following topics focus on first steps for advancing in the '21st Century'.

6.7.1 Innovation Districts

Innovation Districts are an outgrowth of the culture and technology driving today's economic transformation. Instead of focusing economic development efforts on isolated campuses or business parks, Innovation Districts focus on clustering start-ups and incubators in compact, amenity-rich areas (i.e., walkable downtowns, mixed use districts, etc.) where a mix of entrepreneurs work in collaborative spaces and share knowledge and resources (a staple of the 'Shared Economy'). Existing incentive programs would be paired with a partnership of 'innovation cultivators' – the companies, organizations, and other groups that support the growth of individuals, firms, and their ideas. They include incubators, small business and technology development centers, community colleges, local high schools, job training firms and others advancing specific skill sets for the innovation-driven economy. The initial focus should be a future downtown 'cluster' of businesses utilizing available properties, beginning with development of a single 'innovation space', or business incubator.

6.7.2 Home-based Businesses

Technological innovations make it imperative to re-examine and update zoning provisions that limit or prohibit work at home. The Town should analyze the content and impact of existing standards and specifications with an attitude toward implementation and enforcement that encourages entrepreneurship, creativity, and individual expression while protecting neighborhood residential character.

6.7.3 Small Business Incubator

The Town should explore the necessary public-private partnerships and funding sources to plan and develop business incubators in available manufacturing space. The incubator's mission would be to recruit, develop, and stimulate entrepreneurial talent in the region in order to foster economic growth, strengthen and diversify the local economy, and create new jobs. For example, a partnership-funded non-profit organization would lease (or own) a building that provides support services such as high-speed broadband internet, utilities, reception, and security, along with amenities like audio-visual equipment, conference rooms, and distance-learning capability. A collaborative effort with the community college could offer support systems such as business plan and marketing strategy development, technical assistance, funding proposal preparation, and more.

6.7.4 Collaboration and Regional Partners

Economic development has been a major element of regional initiatives in recent years. All contain a host of economic development strategies to achieve the goals of job creation, talent retention, and entrepreneurship. The Town should take a leadership role in implementing those strategies that will help the community benefit from its world-class natural and cultural resources by tapping the technological potential of the 21st century economy, opening Haw River and the region to the global marketplace.

The IRS tax code encourages long-term, private capital to invest in eligible low-income rural and urban communities, called Opportunity Zones, across the United States. The primary corporate limits of the Town of Haw River are almost entirely within a designated [Opportunity Zone](#), except a small area in the southwest area between Graham St. and the Haw River. The majority of the Town of Haw River's ETJ is almost entirely within a designated Opportunity Zone, except for an area in the southeast area from the Graham-Mebane Lake and southwestward to Back Creek.



6.8 Economic Development ***ACTION ITEMS!***

The economic development opportunities Haw River enjoys clearly fit into three categories. These are described as "Immediate", "Programmable" and "Opportunity".

6.8.1 Immediate Action Items:

The following immediate action items should be prioritized to accomplish in earnest. These items are intended to begin producing immediate results and improve the personality of Haw River as a community addressing its goals.

6.8.1.1 **Eliminate obstacles to the goals set by the Town in this plan.**

Clearly identify opportunities and obstacles within local zoning policies to encourage business attraction, retention and expansion. Ensure walkable options for visitors requiring flexible alternatives. Establish clear signage standards to alleviate clutter and establish fairness among businesses. Establish opportunistic standards for business types in manufacturing, commercial service, and home-based business sectors to stimulate opportunity while establishing specifications for development to protect these investments, neighborhoods and the environment as mutual benefactors. Standards and specifications must be evaluated to support additional action items below.

6.8.1.2 Promote Haw River as a “base camp” for travelers.

Promotion of Haw River as a host community and base camp for individuals and groups seeking access to a variety of food/beverage choices will clearly set Haw River apart from other communities catering to these visitors.

6.8.1.3 Promote Haw River as a location for modern manufacturing mated with a rural adventure lifestyle.

Promote Haw River as a community for entrepreneurs of forward-thinking business enterprises seeking both a rural community and adventure (active outdoors) lifestyle setting near urban amenities.

6.8.2 Programmable Action items:

The following programmable action items should be assigned to specific teams or departments to develop the ways and means to accomplish the tasks.

6.8.2.1 Install local way-finding signage.

Local directional signage will help guide the visitor to the concentration of automotive services, motorcycle services, accommodations, and food/beverage businesses in Haw River.

6.8.2.2 Establish partnerships

Resources for collaboration and support of economic development initiatives are not always consolidated into one neat package. The resources in North Carolina flow into communities and regions through multiple agencies. Organizing strategic interagency partnerships and participating in effective ways often becomes cumbersome; therefore, identifying the best partnerships and managing effective relationships among those partnerships should be a defined responsibility of either the Town Manager or Town Planning and Zoning Administrator.

The Town should explore the necessary public-private partnerships and funding sources to plan and develop business incubators and available manufacturing space. *(Also see sections 6.7.3 and 6.7.4 of this document for additional information.)*

6.8.3 Opportunity Based Action items:

The following opportunity-based action items will require continuous planning and forethought to recognize opportunities to act.

6.8.3.1 Support growth and expansion of eco-tourism businesses.

Support for growth and expansion of both existing and new businesses serving the motoring tourist with overnight and seasonal housing accommodations, RV camping (not as a permanent residence), base camp facilities, extended vehicle parking, outfitters, outpatient medical services, automotive services/repairs, and food/beverage services located within close proximity to one another.

6.8.3.2 Establish criteria for financial participation in opportunities to expand the job and property tax base through strategic expansion of infrastructure.

Establish clear criteria for expansion of infrastructure (broadband, stormwater, potable water and sewer systems) based upon measurable benefits and a “return on investment” business model. Criteria should also include contingency factors for public health and welfare needs when potable water and sanitary sewer needs are critical.

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Planning & Zoning Board Approved

7. INFRASTRUCTURE

7.1 Water and Sewer Utility Systems

The Town of Haw River obtains wholesale potable water supply and transports its bulk wastewater for treatment through an inter-local agreement with the City of Burlington.

7.1.1 Water Supply

The Town of Haw River obtains its water from the City of Burlington. The source of the public water supply is the Lake Mackintosh Reservoir which is fed by the Great Alamance Creek. Water is treated at the J.D. Mackintosh, Jr. Water Treatment Plant (WTP) in Burlington which has a design capacity of 18 million gallons per day (MGD). There is an ample supply of water to Haw River with an allocation of 1.5 MGD, while the actual used is currently 150,000 gallons per day.

The Town of Haw River maintains approximately 897 water meters to residential customers and approximately 98 water meters to non-residential customers. Customers outside of the Town limits pay twice the water rates. All out of town customers are within the Extraterritorial Jurisdiction Boundary (ETJ). In addition, the Orange-Alamance Water Authority purchases water from the Town of Haw River.

7.2.3.1 Water Supply Action Steps

The service billing policy does not really discourage extension of water service outside of town except for the doubling of rates which should be continued. Water supply to Haw River is currently not a limiting factor for future development in the town.

7.1.2 Sewer Service

The Town of Haw River transports its bulk wastewater for treatment through an inter-local agreement with the City of Burlington. The Town of Haw River maintains approximately 787 wastewater meters to residential customers and approximately 98 wastewater meters to non-residential customers.

7.2.3.1 Sewer Service Action Steps

The City of Graham does not have an allocated cap on the quantity of wastewater it receives from the Town of Haw River. Sewer service to Haw River is currently not a limiting factor for future development in the town.

7.2 Transportation Network

Recognizing trends and how peoples' preferences can and do change over time will enable Haw River to position itself as a welcoming community for multiple generations into the future. This approach to planning reinforces the community's desire to create a place where younger people will desire to locate and remain, while aging members will choose to age in place. This can be achieved by creating and sustaining a transportation system that is successful in meeting both the existing and anticipated needs of a diverse community that multiple generations will find attractive by including transportation options and choices that are safe, attractive and convenient.

One of the most common components of the transportation network and most visible characteristics of a neighborhood is the *street*, often taken for granted even though it can change everything about a neighborhood. The street strongly influences how people behave in their community. The following questions are presented to stimulate thoughts about neighborhood streets as an example of how important this simple concept is.

- Does the street have room to pass another car?
- Does the street have room for a visitor or emergency vehicle to park in front of a home or business?
- Does the street feature ditches or curbing for drainage?
- Does the street include sidewalks along its route?

The answers to these questions clearly define the character of the neighborhood, *for example*: neighborhood streets lined with ditches for storm-water conveyance will cause people to walk in the street just to visit a neighbor, or they may even give cause for residents to choose to drive a block away to visit that neighbor. By contrast, neighborhood streets containing curbing with sidewalks set back from the curb encourage people to spend time outside to walk or play together. Streets designed properly provide a place to learn to skate or ride a bike. The street with sidewalks becomes the neighborhood's central gathering place, where multiple generations of citizens associate in many ways. The properly designed street will change the characteristics of human behavior and contribute to improved and healthy lifestyles. How many times have you heard concerns about kids not getting enough exercise? Well, maybe our streets have not helped much with that problem. We can do better. We can improve the quality of neighborhoods in many ways.

Beyond the neighborhood street is a network of collector streets, often called arterials. These collector streets or arterials connect the neighborhood streets to the thoroughfares and highways that bring us all together. Streets also provide our principal connections to other modes such as airports and railroads. The following information about our transportation network and the actions we can take locally to improve how this network serves Haw River's citizens and businesses will provide the foundation for many decisions facing the Town.

7.2.1 Roads and Highways

The transportation network consists of I-40/I-85 located approximately one half mile south of the southernmost corporate limits of the Town of Haw River. Haw River is bisected by US 70 and US 70 Bypass from east to west and provides access to the City of Burlington to the west. Hwy 49 enters the Town of Haw River at the southwest side of the town and turns north through the northern extension of the town as Roxboro Rd. The majority of the remainder of the transportation network are local streets serving Haw River's neighborhoods.

In recent years, the Town sought and received NCDOT funds to help improve downtown Haw River. In 2018, the Town completed roadway and sidewalk enhancements along E. Main St. between Lang St. and the John Robert Watkins Memorial Bridge.

At the time this Town Plan 2040 was being prepared, a project for a fracked gas pipeline to route through the Town of Haw River was advancing with an environmental impact statement underway. The project is named the Mountain Valley Pipeline (MVP)

Southgate which would carry natural gas from West Virginia into North Carolina, through Rockingham and into Alamance County. The route is planned to go through the Town of Haw River and end near I-40/I-85 east of Graham. Part of the identified route is just east of Granite Mill in the downtown area. This project could have the effect of hampering new roads and road extensions in some parts of the town since the 16" pipeline, according to the project contact, is planned to be buried shallow at approximately 3 feet underground in some locations. Pipes buried at shallow depths cannot handle the weight of a public street using conventional roadway construction standards so additional costs to bridge over the pipeline in some locations, may be cost-prohibitive for private residential or non-residential developments to absorb the added roadway costs. Since the route of the gas pipeline, if constructed, goes through Haw River, including downtown, the route was identified on Figure 8.4.1, the Future Land Use Map. The source and date of the route shown on the Future Land Use Map was based on the pipeline route shown on the MVPSouthgate.com website dated October 2019.

7.2.1.1 Road and Highway Specific Action Steps

Several areas of town have been identified and designated on the Future Land Use Map for Mixed use and Commercial land uses as these areas should be encouraged to be redeveloped or enhanced as vacant or underperforming properties are replaced. (See sections 8.4.1 and Figure 8.4.1 of this document.) A few of these areas should receive more in-depth analysis of the roads and highways that serve them to identify necessary design and engineering improvements.

All corners of the intersection of E. Main St. and Trollingwood Rd. should be encouraged to be redeveloped or enhanced. Particular attention will need to be given to the location of driveway entrances to move them as far from the intersection as possible since this area experiences daily traffic congestion. This intersection should also be studied with the goal to seek funds to improve safety by installing high visibility and/or contrasting pedestrian crossings.

The Town should continue to foster reinvestment and infill development in the downtown area through additional roadway and sidewalk improvements such as the 2018 roadway and sidewalk enhancements along E. Main St. Careful attention will need to be given to the proposed route of the Mountain Valley Pipeline Southgate (MVP) natural gas pipeline to avoid physical constraints of the pipeline when constructed. The Town's coordination with MVP, LLC should be undertaken to avoid Haw River's disruptions in services while minimizing MVP's roadway closures during construction.

The intersection of Roxboro Rd., Bason Rd., and N. Wilkins Rd may offer a good opportunity to improve motorist safety within this vital roadway serving the large surrounding neighborhood by converting the confusing intersection into a round-a-bout. The Town should continue to seek NCDOT's design assistance and funds to improve the traffic circulation at this intersection through the Burlington-Graham Metropolitan Planning Organization (BGMPO).

The intersection of Roxboro Rd., Bason Rd., and N. Wilkins Rd may offer a good opportunity to improve motorist safety within this vital roadway serving the large surrounding neighborhood by converting the confusing intersection into a round-a-bout. The Town should seek NCDOT's design assistance and funds to improve the traffic circulation at this intersection through the Burlington-Graham Metropolitan Planning Organization (BGMPO).

7.2.2 Railways

The Town of Haw River is bisected by a Norfolk Southern Railroad rail line. The closest Amtrak Station is conveniently located in downtown Burlington.

7.2.2.1 Railway Specific Action Steps

While the NCDOT Rail Division's [Comprehensive State Rail Plan](#) is not a financial or capital plan, it does provide a blueprint for potential future rail investments and priorities through 2040.

7.2.3 Aviation

The closest airports are Burlington Alamance Regional Airport located 10 miles west, Raleigh-Durham International Airport located 44 miles southeast and Piedmont Triad International Airport located 45 miles west in Greensboro.

7.2.3.1 Aviation Specific Action Steps

The Town of Haw River will continue to cooperate with the County regarding assistance associated with the Burlington Alamance Regional Airport.

7.2.4 Bicycle and Pedestrian

7.2.4.1 Bicycle Facilities

The Town of Haw River currently does not include designated bicycle facilities nor bike lanes within the Town limits. The Mountains-to-Sea Trail route, begins in Murphy, NC and finishes in Manteo, NC. It serves as the main artery of the North Carolina bicycle route system, bisecting the state west to east. It travels through Asheville, Winston-Salem, Greensboro, Durham, and Raleigh. Currently, over 20 miles of trail open to the public in Alamance County along Haw River, offering views of the river and its plants and wildlife, as well as opportunities to walk and hike along the river. Future plans to combine the Haw River Trail (HRT) with the Mountains-to-Sea Trail (MST) will allow hikers from across the state to share in the beauty of the Haw River corridor from Clingman's Dome to Jockey's Ridge. The planned HRT corridor extends approximately 80 miles along the Haw River from Haw River State Park on the Rockingham-Guilford County line through Alamance County to Jordan Lake State Recreational Area in Chatham County.

7.2.4.2 Pedestrian Facilities

Much of the Town of Haw River currently does not include any sidewalks within the Town limits. As such, most all intersections throughout the Town limits do not include marked crosswalks or pedestrian cross signals. Current development standards do not require installation of sidewalks in residential subdivisions.

7.2.4.3 Bicycle and Pedestrian Specific Action Steps

Within the future UDO, the Town should establish specifications for adequate street construction by developers for both bicycle and pedestrian safety. (See sections 7.2.4.1, 7.2.4.2 and 8.5.1 of this document.)

The Town of Haw River will continue to cooperate with the Mountains-to-Sea Trail (MTS) regarding assistance associated with segment of the MTS that enters Haw River for the enjoyment of Haw River's residents and visitors. Continued and exposure to this statewide recreational route will improve Haw River's image nationally as we strive toward recognition as an age-friendly and inclusive community for all ages seeking barrier free environments.



7.2.5 Transit Service

The Town of Haw River is served by the Piedmont Authority for Regional Transportation (PART), a regional bus transit service, and the Alamance County Transportation Authority (ACTA), a reservation-based van service for general purpose and medical trips. In addition, the Piedmont Triad Regional Council (PTRC) offers transportation for Medicaid-eligible residents.

7.2.5.1 Transit Service Action Steps

The Town of Haw River will continue to cooperate with the PART, the ACTA and the PTRC regarding transit service for Haw River's residents.

8. PLANNING AND DEVELOPMENT

8.1 Analysis of Existing Land Use and Development Patterns – *Where to Begin!*

Haw River is not unlike many other small towns in the Carolinas in that it experienced much of its transformation during the post-World War II era when the industrial expansion led to better paying jobs and when increased automobile ownership enhanced individual mobility, while the inter-city and intra-city highway network was greatly expanded. The dramatic impact of this combination on American cities and towns was not foreseen and the problems associated with rapidly changing communities that followed led to long periods of decline in their once-vibrant core downtown areas.

Main Street is larger than any other commercial/industrial area of the Town and as such, includes the greatest number of employees. The majority of the remainder of the property includes low-density neighborhoods, an elementary school, restaurants, a grocery store, civic/public service buildings, gas stations, places of worship and a few textile manufacturers and businesses developed somewhat in isolation from other buildings. The area citizens may refer to as the community's downtown is generally located on E. Main Street between Pelham Street to just west of the John Robert Watkins Memorial Bridge.

8.2 The Plan - *What do we want our community to be? How do we get there?*

8.2.1 Housing Growth

Recognizing trends and how market dynamics can and do change will enable Haw River to position itself as a welcoming community for multiple generations looking at buying or renting a home. This approach to planning reinforces the community's desire to create a place where younger people will desire to locate, while aging members will choose to remain. A community where both the new and existing home markets are attractive to future generations and allow for aging members of the community to remain in the community by offering a variety of housing products.

According to contemporary real estate experts, the "50+" real estate market is changing. In the next few years, Generation X will be joining the Boomers and Matures; serving the 50+ market will become a challenging puzzle for both communities and the real estate industry.

8.2.2 Commercial/non-residential Growth

As with the housing markets, ever changing trends in consumption, product development, technology and generational shifts in personal choices/values must be considered when making decisions about commercial and other non-residential growth. This approach to planning reinforces the community's desire to create a place where younger people will desire to locate, while aging members will choose to remain. A community, where traditional values accompany craftsmanship must embrace the presence of technology in everyday life, commerce, and business.

In order to grow commercial and non-residential offerings a community must create opportunities for success. The first step is to promote interest in both residents and

visitors alike. By increasing the presence of people in commercial setting, the critical mass necessary for businesses to sustain themselves will ensure vibrancy as the tourism visitors flow into and through the community. To accomplish this, the local zoning ordinance in existence at the time of this plan adoption, must be repealed and replaced with development standards and specifications to promote refreshing internal growth.



8.3 Existing Land Use Issues – *Recognizing the Problems of our Past*

A plan, any plan, is only as good as the community's commitment to implement. While implementation strategies vary widely depending on the specific goals and objectives, many strategies will often include some form of incentive, motivation, criteria, or specifications for new growth, development and construction. Throughout various sections of this document there are descriptions of incentives and motivations offering opportunities for success; however, a plan can fail when the criteria and specifications are inconsistent with the plan. The following subsections describe the challenges Haw River faces with policies in effect at the time of adoption of this plan. The discussion continues in sections 8.4 and 8.5 of this document with insight on recommended new approaches to refreshing Haw River's economy and stimulating investment in Haw River's future. These recommended policy changes are designed to achieve the goals, objectives, and successes noted and illustrated in this plan.

As a prelude to the discussion, Jonathan Coppage, a visiting senior fellow at the 'R Street Institute' researching urbanism and civil society posted an article challenging leadership to re-think how we administer and regulate development. The following excerpts are from his article posted by the American Planning Association October 20, 2016.

“Establishing by-right development and streamlining local permitting processes will allow developers to respond nimbly to market demands and will relieve the “guilty until proven innocent” status of new building development, which depresses construction starts across the country by [delaying and inhibiting](#) housing projects. What’s more, adopting leaner codes would remove obstacles to the countless smaller developers and would-be builders who want to invest in strengthening their local communities, but currently can’t afford to navigate the vast regulatory burdens and uncertain futures awaiting anyone who tries to build in America today. Trulia economist Ralph McLaughlin [found](#) that these regulatory delays may have an even bigger impact on housing production than zoning restrictions.”

“Main Street-style development — the “storefront on the first floor, apartments rented out above” style that forms the core of any older town’s historic center — is a residential building form that uses first-floor commercial space to serve community members and enliven a neighborhood. This low-rise density helps prop up the balance sheets of towns responsible for running utilities all the way out to suburban developments, as former city planner and engineer Charles Marohn [has repeatedly demonstrated](#). It also keeps a constant set of the “eyes on the street” that Jane Jacobs identified as necessary for safe streets; renters keep an ear out for burglars after business hours and shopkeepers keep the same at bay during the day. It is, in other words, the core of any successful town-building.”

8.3.1 Utility Policies at the Time of Plan Adoption

The Town of Haw River obtains wholesale potable water supply and transports its bulk wastewater for treatment through an inter-local agreement with the City of Burlington obtains wholesale potable water supply and transports its bulk wastewater for treatment through an inter-local agreement with the City of Graham. Public water and sewer systems often provide the stimulus or “plant the seeds” for growth. Growth that is simply chasing utilities will result in higher rates for all rate payers and the resulting inefficiencies in other services will drive up taxes. The most effective way to keep tax and utility rates lower, increase the return on investment of the existing systems, and provide adequate revenue for the operations and maintenance of these systems is to be very deliberate in the extension of utilities. For the most part, the Future Land Use Map has been developed to focus redevelopment and new development of sufficient densities in areas where utilities already exist or are already programed to be extended.

8.3.2 Land Development and Construction Ordinances at the Time of Plan Adoption

“Land development” includes the installation of infrastructure as the first step toward new building construction. This phase of a project involves land planning that leads to civil engineering to establish the layout of roads and buildings. The criteria or specifications included in these ordinances should accomplish some basic objectives including:

- Ensure the purchaser or owner receives a safe and reliable building product,

- Ensure the state and federal mandates are satisfied to avoid penalties, and
- Ensure the result does not increase the burden on other tax and utility rate payers without deliberate determination that such increases are for the overall benefit of the community.

The following sections describe how ordinances in effect at the time of plan adoption are counter-productive to the objective set forth in this document. A recommended approach to replace these policies and ordinances is described in section 8.5 of this document.

8.3.2.1 Zoning Code

As of the time this plan was prepared, specifications for criteria and specifications for new and existing development are in the *Town of Haw River, NC Code of Ordinances*, Title XV, Land Usage, Chapter 155, Zoning Code. The Zoning Code evolved over time from an early state model ordinance. The State encouraged the adoption of their model to help communities begin their introduction into managing growth for the long-term benefit of the community. The intention was that local governments would continue to modernize these policies, and this would yield desired results from state shared funding (grants and loans) the State was providing to local governments. The State's mistake was to accept zoning as a substitute for a town plan.

These ordinances were flawed from the onset because of some basic assumptions about important issues. In short, these policies did little to manage growth, but in fact have led many communities to "paint by numbers" in administering growth, development and construction. Local governments began to lead new growth with zoning rather than preparing a plan based upon what a community desired to become as it matured. This approach is the cause of animosity toward zoning. The role of the zoning ordinance should have been to ensure consistent criteria and specifications as new growth and development occurred.

The existing Zoning Code establishes a pyramid of uses in the districts moving upward toward the presumed greatest use - the single-family home. This approach watered down business investments and lead to sporadic patterns where businesses are not in the least protected from the pressures of the single-family home-owner.

Mixed-use development, as it is commonly referred to today, can be and often is very beneficial when the location works, and the criteria and specifications are deliberate. However, the mixes of uses in the mid-twentieth century zoning pyramid to be effective in improving many towns when they omitted a critical step - the preparation of a master or area plan. And, "failing to plan is planning to fail" as many communities can now attest.

This approach can work well provided there is a commitment to areas where the investment in infrastructure has already been made. Growth beyond these areas only encourages abandonment while increasing cost to Haw River's tax and utility rate payers.

Policies that promote success of neighborhoods, businesses and civic uses alike are far more desirable to all persons involved who care about the future of the community and the preservation of the investments made by property owners in the community. This approach respects property rights in balance. The rights of the subject property owner,

and the rights of the adjacent or nearby property owner such that all parties are treated respectfully. When some property owners lose for another one to gain, the development decision must not be particularly beneficial to the community. *(Also see section 8.5.1 of this document for additional information.)*

Replacing the town's antiquated zoning ordinance, adding specifications for land development which creates new streets and supporting infrastructure, and maintaining quality control over the implementation of these standards must be prioritized to protect property rights of all parties while creating common-sense opportunities that avoid growth and development failures in the future.

8.3.2.2 Subdivision Ordinance

As of the time this plan was prepared, specifications for the extension of streets and utilities to serve newly created lots exist in the *Town of Haw River, NC Code of Ordinances*, Title XV, Land Usage, Chapter 154, Subdivisions. The Town should prepare a new unified development ordinance, described in section 8.5 below, following plan adoption. Adoption of new standards will establish cost saving measures for the tax and utility rate payer for all new subdivisions. When new streets are built properly, they last longer and are far less costly to maintain. These new streets must also be reported to the NCDOT upon completion to ensure the local share of the fuel tax collected from every motorist when they purchase fuel, will be returned to the Town. When these fuel taxes are returned each year, they can do more for the older streets where repairs may be warranted.

Subdivision criteria and specifications also improve utility performance and reduce cost to serve all rate payers. By establishing specific criteria for the location of lines we can reduce confusion and improve the effectiveness of future maintenance and repairs. Each utility is designated a specific location in or near the street.

8.3.2.3 Building Code

The Alamance County Inspections Department administers issuance of building permits and inspections within the Town of Haw River town limits and the extraterritorial jurisdiction (ETJ) using the North Carolina Building Code.

8.3.2.4 Floodplain Management

As of the time this plan was prepared, standards that regulate development within a floodplain exist in the *Town of Haw River, NC Code of Ordinances*, Title XV, Land Usage, Chapter 152, Flood Damage Prevention. While this ordinance is in place, it mainly covers building specifications like elevation, and public infrastructure, such as sewers. The existing ordinance does not adequately address land use in floodplains.

8.3.2.5 Storm-water Management and Watershed Protection

As of the time this plan was prepared, standards that provide an additional layer of protection for the drinking water supply exist in the *Town of Haw River, NC Code of Ordinances*, Title XV, Land Usage, Chapter 155, Zoning Code. The Watershed II – Critical Area Overlay District (WSII-CA(O)) is an overlay district, intended to impose an additional layer of regulations onto those of the underlying zoning districts within the critical portions of the town's water supply watershed.

8.4 Future Land Use – *Where We’re Going Next!*

The exciting aspects of this plan are not captured by the issues we’ve faced or the problems we believe we have, but the opportunities we have before us. The opportunities to build upon our previous successes are the greatest asset the businesses and citizens of Haw River possess. This plan recognizes those attributes, identifies the community stakeholders’ goals, and crafts a vision of our future. Along with the actions we must undertake to achieve the goals stated in this document, this plan provides the foundation for systematic decision-making by businesses, citizens, prospective investors in our community, and leadership at various levels.

Simply stated, the key to our success is to increase the population of the community by reasonable numbers in order to increase the economic activity to a level that will support the services we desire. The three groups to focus our energy on are as follows:

- Retain our young adults by creating the hometown they dream about.
- Attract newcomers by offering the dynamic small-town feel they seek.
- Encourage opportunities for our citizens to age-in-place through local options for senior living.

Creating an attractive atmosphere in Haw River will contribute toward our efforts to attract young adults to return, to come home when they seek that long-term location to settle into. These same investments will attract the newcomers seeking a special small-town atmosphere with lifestyle opportunities they find attractive. When a community feels good about itself it shows and that will become its greatest attribute in attracting visitors who just want to be a part of it all. That’s what successful towns do, they become special by taking deliberate steps toward that goal and they reap the rewards when they do it well.



The following “steps” provide guidance for implementing the recommendations of this plan. While they are not rigid in their order, their importance is unwavering to the future success of Haw River in the 21st century.

8.4.1 Refresh Haw River by Developing Underutilized Areas “Close-in” First

Focusing attention on strategic locations to reignite interest to enhance existing commercial development can boost investment by re-thinking development in the corridors. Incentives to refresh and redevelop strategic sites in existing underutilized locations where existing infrastructure and location dynamics combine to support successful new investments will reinforce property values within these strategically important locations. The ***Future Land Use Map*** appearing in figure 8.4.1 depicts a pattern of development to accommodate a combination of residential, non-residential and mixed-use growth and redevelopment. The map serves as the overall plan to guide decisions about future infrastructure investments and other public services for Haw River’s future growth. ***Zoning changes are required by North Carolina statute to be made based upon both reasonableness and consistency with this plan.***



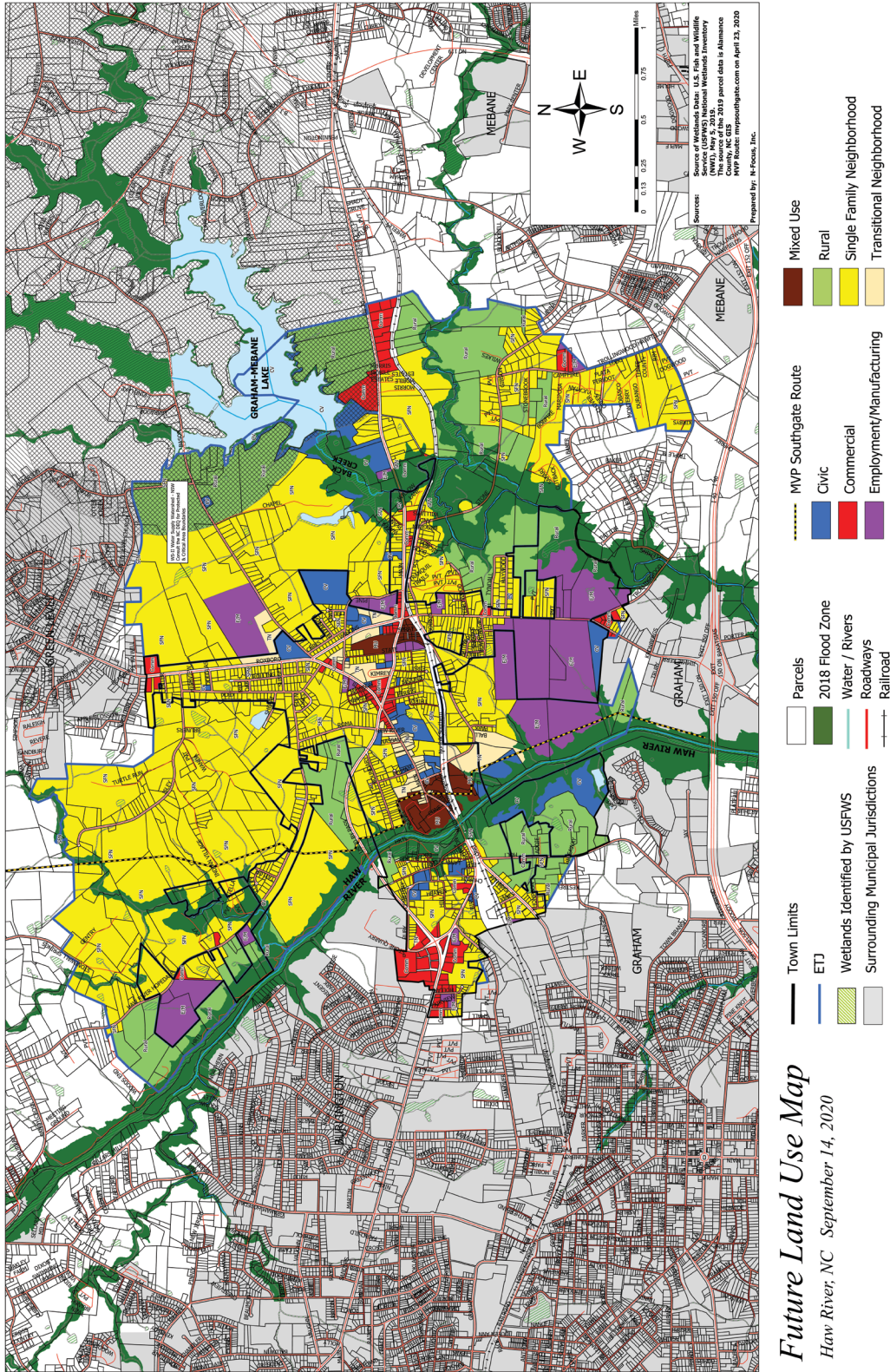
Several areas of town have been identified and designated on the Future Land Use Map for Mixed use and Commercial land uses as these areas should be encouraged to be redeveloped or enhanced as vacant or underperforming properties are replaced. These areas should receive more in-depth analysis as part of updating the Zoning Map and preparing a new Unified Development Ordinance (UDO) intended to transform the commercial areas into modern local hubs offering commerce and professional service. Areas identified and designated either Mixed Use or expended Commercial land use on the Future Land Use Map include the following five locations. A few of these areas should receive more in-depth analysis of the roads and highways that serve them to identify necessary design and engineering improvements. *See sections 7.2.1.1, 8.4.1 and Figure 8.4.1 of this document.)*

1. All corners of the intersection of E. Main St. and Trollingwood Rd.
2. The east corner of the of E. Main St. and Roxboro Rd.

3. The Village Marketplace on US Hwy 70
4. The downtown area of E. Main St. from Pelham St. to the John Robert Watkins Memorial Bridge.
5. The northeast corner of US Hwy 70 and N. State St. which encompasses the Sue-Lynn Textiles warehouse property.

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Figure 8.4.1 *Future Land Use Map*



8.4.2 Preservation and Conservation Areas

Given Haw River's role in local governance in central Alamance County, our most effective tools for preservation and conservation are the moderation of growth and expansion of our municipal services and the policies governing expansion of the systems we operate. By working together with our counterparts at the county level we can stimulate investments where warranted and discourage investments in areas that will not be good for either Haw River or Alamance County. This approach leaves these lands completely under the control of their locally elected officials. The only time Haw River officials will be involved is when the topic of municipal service levels is explored.

8.4.3 Future Growth beyond the Town Limits

The outward expansion and growth of Haw River must be guided by a combination of this plan and the information gathered when examining specific development plans and proposals in the future.

When considering growth and development proposals outside Haw River's municipal limits, priority must first be given to the existing businesses and citizens, utility rate payers and property taxpayers. The following questions should be made a part of the formal consideration of request for annexation and extension of services, whether publicly or privately funded:

- Will the project contribute to the overall wellbeing of Haw River's business and citizen well-being?
- Will the project contribute to the reduction of cost overall for services to current rate payers on the system?
- Will the project avoid the obligation of debt by the rate payer or taxpayer generated revenues in order to serve the project?

When these questions are answered by a resounding "yes", the project is likely worthy of further consideration; however, if not, the project should be avoided.

8.5 Re-thinking Haw River's Zoning - *A Common Sense Approach!*

8.5.1 Planning, Zoning and Development – The Town 'Plans and Specs'

The traditional approach to land development ordinances in North Carolina was to adopt several different ordinances with individual topics based in the enabling legislation of the State. However, today provisions have been made to combine these varied ordinances into a single or unified development ordinance or UDO as they are commonly known. The UDO approach brings everything into one, albeit lengthy, ordinance with the benefits of consolidation eliminating the confusion over administration and procedure for the business or citizen undertaking a project. No longer would the applicant need to research separate ordinances to compile the criteria and specifications for their project. The exceptions to this consolidation or unification remain the building code governing structural, mechanical, plumbing, and electrical standards plus certain state and federal mandates governing the environment.

Preparation and adoption of a new UDO is required to accomplish two primary objectives: to modernize the Town's criteria and specifications to meet current statutory requirements, and to make certain the criteria and specifications are designed to help Haw River thrive once again.

This approach emphasizes the adopted plan and then seeks to achieve the goals of the plan. Tying the Town Plan to the UDO not only achieves statutory compliance but transforms the role of zoning from regulatory in nature into more of a set of criteria and specifications.

This *'plans and specs'* approach to town building improves the relationship of the Town with its businesses and citizens by establishing objectives, then administering the new UDO to simply achieve those objectives. By using common sense policies to encourage re-use and reinvestment in Haw River, the Town can reduce tax and utility rates as the plan is implemented. This approach benefits all Haw Rivers' businesses and citizens.

An article published in The Raleigh News & Observer, by community columnist Eric Johnson, entitled "[North Carolina's Rural Areas Need Investments that will Draw Young People,](#)" March 3, 2020, summarized the findings of a recent study conducted by the University of North Carolina at Chapel Hill. Mr. Johnson works for the UNC College Board and the College of Arts and Sciences. UNC-Chapel Hill hosted a panel of scholars and pundits to determine how college students are selected and what they choose to do with their lives. The panelists' concern is that young people go off to four years of college and emerge with no sense of obligation to their home communities. Graduates collect their diplomas and move to big cities. The article notes that a student stood up at the end of the event and asked, "I'm from a small town, why should I move back?" The article's author addressed that question by stating, "...the kind of things that draw graduates back home are the kind of things that benefit everyone: a strong sense of local identity, an openness to new ideas and new people, infrastructure that encourages connection rather than isolation."

According to the article, at the same event, Zach Mannheimer of Alchemy Community Transformations gave a fascinating talk about rethinking economic incentives. He said, "North Carolina should stop trying to recruit companies and industries and instead focus on investments that recruit *people*." "What's unique about your community?" he asked. "What can your community do to incentivize more people to come here?" The article recapped the response to that question with, "That usually means public spaces downtown, art and cultural projects that puts a singular stamp on the community, and the patience to nurture small businesses instead of pining for a big corporate savior." The article ended with, "Not everyone in North Carolina is going to live in Raleigh or Charlotte, no matter how hard we try to cram them all in. If the State is going to keep growing like ragweed, we need vibrant small towns and welcoming rural places."

Another article posted online at [RISMedia Daily e-News written by Suzanne De Vita](#) on November 3, 2016 discussing a report from the Urban Land Institute's (ULI) and PwC's, "[Emerging Trends in Real Estate® 2017,](#)" analyzes trends-to-come in both the U.S and Canada housing markets. Ten "gateway" markets, as defined in the report—those with both a diverse economy and "niche" neighborhoods—will stand above the rest (It should be noted that the Raleigh-Durham market has been identified as the number 7 "gateway"

market in the nation). The report highlights the importance of practical zoning standards and specifications to meet the needs in today's real estate market. Ms. Vita writes: *"Both on the investor side and the user side of the market, optionality—not just one use, not just one user, not just one user profile—may be gaining favor as a way to navigate the cross-currents of volatile markets,"* the report's authors state. *"Optionality from a user standpoint allows for the adjustment of space needs to vary in terms of size, location, and use on an as-needed basis."*

The trends discussed in the report point to a need for communities to be very deliberate in how they establish development related standards and specifications, including how they implement such non-conventional approaches to stimulating investment in the community.

As described in section 8.3.1.1 of this document, today's businesses seek "hot spots" for business location. This clustering of complementary businesses (i.e. shopping, dining, etc.) draws potential customers to locations where their interests or needs can be met. Location economists call this agglomeration. The benefit of agglomeration to the customer is both improved choices and typically better pricing of goods and services. A simple example of this phenomenon can be seen in a portion of downtown Haw River, where several personal services establishments (salons and barbershops) are located within proximity of one another.

The best remedy for Haw River's existing underutilized commercial areas is to encourage re-use and re-development through new zoning criteria and specifications. This approach can work well provided there is a commitment to areas where the investment in infrastructure has already been made. Once the Town has reinvigorated these areas, then growth beyond the current Town Limits should be studied to determine benefits for the Town's businesses and citizens.

Policies that promote the success of neighborhoods, businesses and civic uses alike are far more desirable to all persons involved; promote a more viable future of the community; and preserve the investments made by property owners in the community. This approach respects property rights in balance: the rights of one property owner, the rights of the adjacent or nearby property owner(s), and the interests town-wide linked to a vibrant community.

Black's Law Dictionary defines 'property rights' as ***"The rights given to the person or persons who have a right to own the property through purchase or bequest. These are basic rights in any society though absolute right for a property is rare in any society."***

Law Dictionary: [What is PROPERTY RIGHTS? Definition of PROPERTY RIGHTS \(Black's Law Dictionary\)](#)

In North Carolina, and in most states, municipalities are created for the provision of services to the benefit of its businesses, citizens and property owners. The decision to reside in close proximity with others and to share in the provision of beneficial services provided by an organized local government defines the purpose of municipalities: 'to facilitate mutual benefits to those choosing to reside within a municipality'. Therefore, municipalities inherently seek to balance property rights for the mutual benefit of those affected by the actions of the individual. This compromise on the absoluteness of

property rights is therefore an understanding that rules may be enacted for the benefit of the greater community. Simply stated, when adjacent property owners must lose something of value to them for another property owner to gain, then an action or decision by that individual must not be particularly beneficial to the community. These assumptions of mutual benefit, the foundation of a municipality or community, are the basis for the establishment of rules governing development and the up-keep of properties within a municipality.

The challenge becomes how well a community balances those rules with the protections of individual property rights, rather than to unreasonably suppress them.

A balanced and fair approach to the establishment of rules, standards and specifications must be the norm, not the exception. Focusing on the goals of the community rather than restricting a community out of fear or unwarranted bias must become the established culture and philosophy when making policy. The replacement of the current ordinances governing land development with professionally administered innovative policies instills trust and support for the municipality while creating greater opportunity.

First and foremost, in the effort to invigorate Haw River is the approach to new housing construction. This plan, and the future preparation of a new UDO, should address gaps in housing market product offerings and land development specifications appearing in the Town's ordinances. The new provisions must be adequate to accommodate these trends. Replacing the Town's antiquated zoning ordinance, adding specifications for land development (which creates new streets and supporting infrastructure), and maintaining quality control over the implementation of these standards, will be the priority. This approach will protect property rights of all parties while creating common-sense opportunities that avoid growth and development failures in the future. *(Also see section 8.2.1 of this document for additional information.)*

Zoning districts in the future UDO should establish and describe the character various neighborhoods and non-residential parts of Haw River. These new districts should replace all existing districts and be accompanied by opportunity-driven district standards: opportunities for both growth and preservation of natural areas.

Careful consideration must be given when crafting the criteria and specifications for development to avoid as much non-conformity or "grandfathering" as possible. While some properties may not avoid a non-conforming (grandfather clause) status, it is very important to make as much existing development compliant as reasonably possible. This attempt should not be misguided into making fundamentally poor choices in drafting the UDO, nor should it fail to recognize the role of property maintenance rules.



8.5.2 Development Agreements

Accommodating current and projected trends require a partnership of land development and real estate industries with local government leadership. Shifts in social values, particularly among different age groups, indicate a strong propensity to consume goods and services in vastly different ways than prior years. In order to meet the expectations of what consumers' desire, land development will need to change the way it has been functioning since the 1970's. No longer do people rely solely upon the personal automobile for their daily needs. Today, generations young and old are finding new means of sharing within their daily lives as described in sections 3.6, 6.4 and 8.2 of this document. Therefore, local governments must find new ways to manage growth that is inclusive of a diverse and expectant population, development agreements are a new tool for local governments that many find effective in accomplishing new concepts.

Development agreements are a relatively new addition to the local government toolbox that has been recently modified to improve the way development specifications are established for a property. Having been authorized by the North Carolina legislature over a decade ago for the purpose of addressing larger phased developments and the need to hold entitlement to land development approvals for extended periods of time, the development agreement has opened a new avenue to creative design and town building. Section 19 of Session Law 2015-246 amended the statutes to remove the minimum size and maximum term of agreements. The changes effectively opened the window of opportunity just in time to create enormous flexibility in how new land development projects could be structured.

Today, development agreements offer a developer, landowner and the Town the ability to structure common sense approaches to projects that protect property rights and enable effective approvals and administration of projects when all sides agree. Ideally, the development agreement will not be used unwisely by local governments but will be utilized to offer higher degrees of trust. Trust, in the form of stability, eliminates concern that changes in elected local leadership will impact how a project progresses from start to finish.

The development agreement cannot substitute standards and specifications for development but can offer two substantial benefits: it can establish opportunities for

participation by the local government and it can freeze zoning standards in place for the life of the agreement.

8.5.3 Ordinance Administration

A new Unified Development Ordinance (UDO) to be prepared to implement this plan must be administered by experienced professionals to ensure protection of the rights of businesses and citizens. Such fair and unbiased administration must be proactive and seek to help these businesses and citizens achieve the successes they may seek that are consistent with both the adopted Town Plan and the UDO.

Proactive administration includes:

- Assisting businesses and citizens inquiring about their proposal and how their ideas fit into the comprehensive plan.
- Ensuring all inquiries enjoy all the privileges of the UDO.
- Providing accurate and prompt information to enable the business or citizen to rely on the information in making very important decisions.
- Identifying invalid permits and determining how to administer.
- Identifying non-conforming uses (showing on map), sending letters to describe how property rights will be preserved and limits on changes to the non-conforming use.
- Meeting with Alamance County Inspections Department to establish protocol for future projects.
- Preparing a guide on the “Table of Permitted Uses” to describe 1) why so extensive, 2) why include unwanted uses, and 3) how to use.
- Providing customer service functions to include Town of Haw River’s Planning and Zoning Administrator administering final Certificate of Occupancy (CO) following all inspections by appropriate Town staff and County Inspections.

8.5.4 Water and Sewer Utility Extension and Service Policy

The Town’s current infrastructure service areas that already extend beyond the Town Limits will require clear policies on connections to avoid falling victim to decisions that do not benefit property tax and utility rate payers. Updating these extension and service policies should clarify both requirements and incentives for property owners. *(See section 8.3.1 and 8.5.1 of this document.)*

Haw River’s current sewer and water extension practices for new development require that access to these utilities be dependent upon the development site being incorporated within the Town limits. Therefore, any and all proposed development within Haw River’s extraterritorial jurisdiction requiring water and sewer access must be accompanied by a petition for voluntary annexation. In areas where voluntary annexation petitions would not be eligible at the time a request for connection is made, the Town should require a petition by the property owner that is binding on future owners allowing the Town to proceed with annexation when the statutory criteria is met.

8.5.5 Stormwater Utility – An Innovative Alternative to Reduce Development Costs

Another way to improve the financial attractiveness of Haw River for new investment seizes an opportunity still in its infancy among municipalities. This approach should be considered when and if the need is deemed either beneficial to the community or

mandated by the State and/or federal agencies responsible for water quality. Under State and federal stormwater rules emerging across North Carolina, local governments are often tasked with either requiring new development to install stormwater facilities (BMP's) or requiring existing property owners of larger development to begin retrofitting stormwater BMP's in areas that were developed prior to certain years, or both. These rules promulgated by the State and federal agencies mandate local governments to restore natural pre-development flow conditions measured in both quality and quantity when new development is approved. These requirements are very costly and often impact development feasibility in significant ways.

An innovative new alternative to these expansive (and expensive) development requirements is to approach this mandate with a new municipal utility service created in part to finance the installation and maintenance of the required retrofits and to meet the needs of both new development and re-development with common-sense solutions. With a public utility, developers can not only enjoy reduced costs up front, but localities can enjoy enhanced tax base resulting in lower taxes throughout the jurisdiction when compared to the impact upon the pattern of development the traditional alternative of individual on-site BMP's create.

A Municipal Stormwater Management (MSM) Utility comprehensively addresses the stormwater management needs for local governments by providing such services as a municipal function. If new development projects can utilize a municipal system, the cost of development can be reduced dramatically. Traditional on-site stormwater facilities are costly and consume a certain amount of land area that may be better suited for something other than a basin, constructed wetland, or rain garden. By centralizing the treatment of municipal non-point source pollution, the taxpayers' risk and exposure can be reduced, while offering reduced up-front cost to the developer. This logical approach stems from the fact that the ultimate responsibility for all new development resides with the local government issuing the permits for the new construction.

An MSM District in Haw River could ultimately collect a fee from owners within the service area of an MSM District on an annual basis to address ongoing debt service, operations and maintenance. The fee funds both local and regional programs designed to protect and manage water quality and quantity by controlling the level of pollutants in stormwater runoff, and the quantity and rate of stormwater received and conveyed by structural and natural stormwater and drainage systems of all types. Properties not located within the MSM District would not be subject to the fee.

The activities funded by the utility's collections include repair and replacement of BMP's, drainage improvements in various neighborhoods, and as a portion of the funding mechanism for "complete streets" renovations relating to town-owned streets and roadways.

The improvements in the Municipal Stormwater Management District will reduce upland flooding events, improve drainage in the Main Street area, and address density-related corridor concerns. Targeting site-specific projects with an eye toward containing costs, addressing overall drainage improvements in a regional manner, these devices will replace outdated or malfunctioning engineered devices associated with Main Street

businesses. Replacing them with regional BMP's will holistically addresses the stormwater-related nutrient management goals set forth in State and federal rules while creating new opportunities to develop infill projects in the core area.

Relocation of BMP facilities away from the built-environment and creating regional, efficient public amenities reduces cost by concentrating the facilities into centralized single locations in each sub-basin. Maintenance expenses are decreased by reducing the number of sites the Town staff will have to monitor. BMP performance is enhanced during low-flow conditions, and the actual sites where the devices are installed can anchor parks as a water amenity.

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9. BLUEPRINT FOR HAW RIVER - SUMMARY AND PLAN IMPLEMENTATION

9.1 Summary

The responsibility to implement this plan lies with the Town of Haw River's Town Council. Through its leadership, this plan will serve as the blueprint for refreshing revitalizing growth. The core area of Haw River will be strengthened, opportunity for economic success will be established, and the foundation for decision making will be provided.

The tasks associated with implementation will require a steady long-term focus on achieving goals. To identify and prioritize the many tasks associated with implementation of this plan, the following table illustrates which steps to take when, and who should be responsible. These tasks are accompanied by a range of costs for overall budgeting. Seeking partnerships to share in the risk and the reward of joint ventures will improve the success and reduce the cost to the businesses and citizens of Haw River.

9.2 Actions to Implement Town Plan 2040

The information appearing in the Action Items Table 9.2 ***Blueprint for Haw River: Actions to Implement Town Plan 2040*** provides a quick reference guide format for the ultimate prioritization of the actions and recommendations of this plan.

Table 9.2 BLUEPRINT FOR HAW RIVER: Actions to Implement Town Plan 2040

Check-off	Adopted _____, 2020 by the Town Council & Recommended by Planning and Zoning Board August 17, 2020	Target year	Plan Reference(s)	Notes	Responsible group
ROUND 1 Getting our house in order!					
	Prepare and adopt new Unified Development (Zoning & Subdivision) Ordinance (UDO), in a two-step approach, to improve redevelopment options. The UDO should be prepared in a two-step approach to: 1. Amend the current Zoning Ordinance to achieve compliance with new requirements of the North Carolina General Statutes (G.S.) by the G.S.'s deadline and add references to the <u>Town of Haw River Plan 2040</u> where necessary; and 2. Prepare a new UDO as funds become available relative to other Town obligations and priorities.		5.1.2, 5.2.1, 5.2.8.3, 8.3.2.2, 8.5.1, 8.5.2.3		Town Council
	Enforce and strengthen property maintenance to clean up our town		5.2.6.1, 5.2.6.2, 8.5.1		Planning
	Adopt up-zoning of strategic properties at key locations to improve first impressions, strengthen the Town's identity, and attract customers		5.2.7, 8.5.1, 8.5.2, 8.5.3		Town Council
ROUND 2 Reintroducing Haw River to the world					
	Plan, design & install way-finding signage to direct people both into and within downtown		5.2.8.2, 6.8.2.1		Planning
	Continue to update and expand social media to provide current information to the public		5.1.4.1		Planning
	Encourage community events co-hosted by Haw River businesses and the Town to come together as a community		5.2.2, 5.2.8.2		Administration Parks & Rec
ROUND 3 Bringing a vibrant atmosphere to downtown					
	Pursue the selection of future public offices and facilities in the downtown area to improve downtown		5.2.8.1		Administration
	Adopt standards and specifications that attract new businesses within downtown with higher development and code enforcement standards to assure quality development		5.2.8.2		Planning Town Council
	Program the installation of cohesive place-making elements throughout civic spaces to help achieve synergy among existing and future businesses		5.2.5.2, 5.2.8.6		Parks & Rec
ROUND 4 Expanding Haw River's contribution to the region to benefit our local businesses					
	Prepare and adopt a new UDO with standards and specifications, in a two-step process, that respond to challenges associated with expanding and attracting local-craft businesses to foster growth in local-craft businesses. The UDO should be prepared in a two-step approach to: 1. Amend the current Zoning Ordinance to achieve compliance with new requirements of the North Carolina General Statutes (G.S.) by the G.S.'s deadline and add references to the <u>Town of Haw River Plan 2040</u> where necessary; and 2. Prepare a new UDO as funds become available relative to other Town obligations and priorities.		5.2.8.4		Planning Town Council
	Improve way-finding throughout Town to enhance the visitor experience		5.2.8		Public Works
	Support existing businesses and encourage additional businesses outside the downtown area to complement, not compete with, downtown		5.2.8.3		Planning