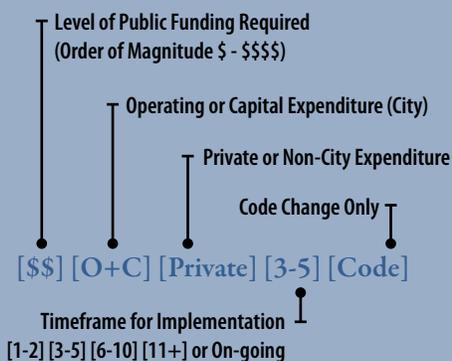# 4 GENERAL RECOMMENDATIONS

Sustainability is more than just protecting the environment and using compact fluorescent light bulbs. And it goes beyond making sure that we can afford to maintain infrastructure that is being installed today. In fact, true sustainability is about ensuring the needs of the present without compromising the ability of future generations to meet their own needs (World Commission on Environment and Development). Perhaps the simplest test for sustainability was noted by the National Association of Realtors when they wrote "if we continue doing things this way, will future generations have food to eat, clean water to drink, a functioning natural environment and a functioning economy?" (On Common Ground, Summer 2008)

Trinity is in a unique position to establish a different type of growth mantra. By setting forth a unique and differentiating vision for the community, the City can help to ensure its long-term viability, keep taxes reasonable, and be a place that people want to live in for generations. Trinity can do this by balancing the necessities of the environment with its urban needs.

Perhaps most importantly, we need to be able to hold taxes low for our residents and still be able to provide the services needed to maintain or improve our quality of life. To do this we need to diversify our tax base beyond our current near-exclusive reliance on residential property taxes. We will need commercial tax base to provide not only higher tax revenues with less service demands, but we also need to capture all of the sales tax dollars that are currently leaving our borders to Thomasville, Archdale, High Point or beyond.

A sustainable community is often defined as one that maintains the integrity of its natural resources over the long term, promotes a prosperous economy, and hosts a vibrant, equitable society. We have an opportunity to change that as we embark on planning the center of Trinity. We can plan for environmental sensitivity and economic prosperity simultaneously. They need not be mutually exclusive. And, in the process, we can create a center that is memorable and worth caring for - a place that will be unique - a place that will be an identifiable center. The goal is complete sustainability, and Trinity's children and grandchildren will be thankful for these contributions to their future.

Key to Action Items

Level of Public Funding Required
(Order of Magnitude $ - $$$$)

Operating or Capital Expenditure (City)

Private or Non-City Expenditure

Code Change Only

[$$] [O+C] [Private] [3-5] [Code]

Timeframe for Implementation
[1-2] [3-5] [6-10] [11+] or On-going

TRINITY
OLD TOWN

THE LOGO

The logo draws from the two gazebos erected around the Old Town area that serve as commemorations of the past. As sources of great pride and emotion, the gazebo is the center of the image.

The rolling green in the background references the beautiful farmland and forests around the community. It also points to a "green" future, one that is sustainable - economically, socially, and environmentally.

The rays beyond are rays of hope and of a desire for a new beginning. The blue ties to the community's relationship to Duke University. It is in this spot that the community has gone through two transformations: First, as Trinity College, next as Braxton Craven School. And with this plan, the community prepares for its next logical evolution...to a walkable, village center complete with shopping, housing, and civic space.

GR 1.0 | BRAND IDENTITY, SIGNAGE, AND WAYFINDING

The development of a brand and the marketing of that brand are central elements to the sale of any product. In business speak, there is a distinct difference between "branding" and "marketing". In short, a brand is a customer relationship based on a set of core values that is defined by all the experiences, messages, promises, performance and quality associated with it. Marketing on the other hand is the execution of a business process that generates awareness and demand for a product or service.

The development of a brand is a slow, methodical multi-faceted process while marketing is a quick, often singular communication tool. Strong brands enhance the results of marketing programs. Marketing a product without a brand is like selling the sizzle without the meat. The development of a branding strategy, therefore, is almost a necessary precursor to a successful marketing program.

GR 1.1 **Implement the Brand Mark/Logo in Every Project in Old Town.** One the plan is adopted, the project logo should be used on every project that occurs in the Old Town area, either public or private. Followed simply by the phrase "...another project of the 21st Century Vision Plan," this will remind the public of the importance of the plan and how critical it is to creating positive momentum in the area. No matter how small the project - from a sidewalk replacement to a sewer line project- constantly reinforce that all improvements in the Old Town are a direct result of this planning vision. [$] [C] [On-going]

GR 1.2 **Market this Vision to the Community and to the World.** The city needs to market this plan to a broader audience. Marketing is about attitude and product. The Old Town area has the product - historic homes, public spaces & parks (soon), educational institutions, and potential development opportunities. Now it needs to be backed with a fresh, positive attitude and exuberance. Marketing to the community continues the City's efforts to reach out to the citizenry to impart a shared responsibility and common purpose, and create a sense of community in the Old Town area.

Marketing to the world requires a different approach. While the quality of life elements that are appropriate for internal marketing should be touted, regional, national or international investors also look for a number of other elements including, but not limited to, the quality of the workforce in the area, the proximity of executive housing, and the taxing structure. Regardless, Trinity will need to be proactive

in marketing this vision so as to cast a wider net for potential investors or developers who are accustomed to creating great places in communities like Trinity.

GR 1.3   Implement a Signage/Wayfinding Program for Old Town. The term way-finding was originally coined by Kevin Lynch in his 1960's book *Image of the City*, which resulted from a five-year study on how users perceive and organize spatial information as they navigate through cities. It refers to the ways in which people orient themselves in physical space and travel from place to place. At present there is no coordinate set of signage for anywhere in the City, much less Old Town. The City should use the new logo for new street light banners and entrance monuments for the various gateways into Old Town. The City might even want to consider the use of the logo in street signs in Old Town. The images below are signage programs from various small communities that use a base logo and theme and incorporate it into different applications throughout the downtown or the community. [$$] [C] [3-5]

GR 1.4   Rename NC 62 as Main Street. NC 62 has long served as the Main Street for the community. This would formalize this status and emotionally move it beyond a state route that passes through the community to a street that is the destination of the City. [$] [O] [1-2]

Wayfinding signage improves the pedestrian (and vehicular) experience for visitors and residents alike

WHAT MAKES THE DUSHANBE TEA HOUSE IN DOWNTOWN BOULDER, COLORADO A MODEL FOR SUSTAINABILITY?

The image of the Dushanbe Tea House in Boulder, CO is by most standards an economically and socially successful space with its adjacency to the rushing waters of Boulder Creek in downtown. But, by today's one-sized-fits-all environmental regulations, the lack of a sizeable buffer to the creek would make this scene illegal to replicate.

This doesn't mean to suggest that environmental regulations should be disregarded in the name of economics. On the contrary, all planning should strive for the highest level of achievement for each element and then calibrate to adjust for various scenarios. What isn't shown in the image of Boulder is that the City has aggressively protected the headwaters and the entirety of the channel to the point that it enters and as it leaves the downtown (see image on lower right). This permits the creek to receive some level of pollution in the short stretch it travels through the urban environment because it is otherwise pristine on either end.

Why do we want to develop places like the Dushanbe Tea House and other compact, walkable downtowns? Because places that are energetic and full of activity are also efficient. They require fewer miles of sewer line, less electricity, and less gasoline to accomplish many tasks than the typical shopping center built miles from our homes will offer. They improve our quality of life, add to our community's character and give us places around which to form memories and care about. It's about human happiness, economic vitality, and environmental stewardship all wrapped up in one package.

Image Source: City of Boulder, CO

Images clockwise from top left: Boulder Creek before it passes through the downtown area with a permanently conserved area purchased by the community; The Boulder Dushanbe Tea House in downtown Boulder, CO with its hardscaped patio seating area; Boulder Creek as it passes by the Tea House patio area

GR 2.0 | ENVIRONMENTAL INFRASTRUCTURE

Networks of preserved open space and waterways can shape and direct urban form and at the same time prevent haphazard conservation (conservation that is reactive and small scale). These networks, known as "green infrastructure," help frame new growth by locating new development in the most cost-efficient places. . .Green infrastructure also ensures that the preserved areas are connected so as to create wildlife corridors, preserve water quality, and maintain economically viable working lands.

— *from* Getting to Smart Growth*, www.smartgrowth.org*

The natural features and resources of the City of Trinity are key factors to the character and environment of community. The rolling hills, hardwood forests and extensive stream network are part of the rural heritage of Trinity. These assets are increasingly in danger of deterioration due to growth and development. While the the economic benefit and potential of this growth is appreciated, it must also be weighed against negative impacts to environment and culture. In the midst of future growth and development, the City of Trinity should continue to protect its heritage, environment, and thus the quality of life enjoyed by its residents.

GR 2.1   **Increase minimum riparian buffer widths.** The North Carolina Wildlife Commission's (NCWRC) Guidance Memorandum to Address and Mitigate...Impacts to... Wildlife Resources and Water Quality (2002) recommends that "for a buffer to effectively perform for all riparian processes, wider contiguous buffers (100–300 feet) are recommended. . .the maintenance or establishment of a minimum 100-foot native forested buffer along each side of perennial streams and 50-foot native forested buffer along each side of intermittent streams and wetlands throughout the present and future service areas or the entire municipal jurisdiction. . .[NCWRC] additionally encourage[s] the implementation of buffers on ephemeral streams due to the important functions that they provide as headwater streams. . .Buffers should be measured horizontally from the edge of the stream bank. . .and must be provided over the entire length of stream, including headwater streams."

At present, the City only requires a minimum of 30 feet on either side of a stream to be left undisturbed. These suggested buffer widths are much smaller than the North Carolina Division of Water Quality recommendations which suggest 50-foot minimum stream buffers, but state that 100-foot buffers are preferred for long-term water quality protection. The largest buffers (up to 100 feet) will be most appropriate in the least urbanized areas such as the steeper sloped areas of the Old Town. Minimum width buffers (i.e. 50 feet) and/or other mitigating measures may be appropriate in the more urbanized sectors. **[Code]**

GR 2.2   **Apply context-sensitive, best management practices for water resource protection.**
Water quality, water quantity, and water availability are all very pressing issues for Trinity's citizens and stakeholders. Fortunately, most of the recommended best practices for promoting smart growth and environmental protection are also consistent with the goals and best practices for protecting water resources.

The table on the next page provides a comprehensive framework of water resource strategies for all contexts and all scales of development. Many of these strategies the City is already implementing or beginning to implement.

Regional storm water plans may be appropriate for such areas where storm water management on a site-by-site basis may be counter to goals for compact development. Otherwise, incentives for on-site storm water management best

An example of a bio-retention area in a mall parking lot in Charlotte, NC. The curb cuts allow stormwater to enter the retention area.

Constructed wetlands used as a stormwater management control measure

Image Source: Equinox Environmental

A demonstration of how water is being absorbed with pervious pavers

Image Source: NCSU

Cistern to store 60,000 gallons of rainwater for irrigation and toilet flushing at a new school being built by the Eastern Band of the Cherokee Indians

Image Source: Padgett & Freeman Architects

STORMWATER BMP STRATEGIES	URBAN/HIGH DENSITY SETTINGS	SUBURBAN/ URBANIZING AREAS	RURAL AND CONSERVATION AREAS
WATERSHED-WIDE OR REGIONAL STRATEGIES	Transfer of development rights, watercourse restoration, participation in regional stormwater management planning/infrastructure	Regional park and open space planning, linking new transit investments to regional system, participation in regional stormwater management planning/infrastructure	Regional planning, use of anti-degradation provision of Clean Water Act, sending areas for transfer of development, watershed wide impervious surface limits, water protection overlay zoning districts, water supply planning and land acquisition
DESIGN STRATEGIES	Transit districts, parking reduction, infill, improved use of curb side parking and rights-of-way, brownfields, urban stream clean-up and buffers, receiving areas for transfer of development	Infill, greyfields redevelopment, parking reduction, policies to foster a connected street system, open space and conservation design and rural planning, some impervious surface restrictions, stream restoration and buffers, targeted receiving areas for transfer of development, mixed-use developments	Regional planning, use of anti-degradation provision of Clean Water Act, sending areas for transfer of development, watershed wide impervious surface limits, water protection overlay zoning districts
INFRASTRUCTURE	Better use of gray infrastructure: repair and expansion of existing pipes, installation of stormwater treatment, fix it first policies, improve street and facilities maintenance	Priority funding areas to direct development, better street design, infrastructure planning to incentivize smart growth development, improve street and facilities maintenance	Smart growth planning for rural communities using onsite systems
LOW IMPACT DEVELOPMENT (LID) OR BETTER SITE DESIGN STRATEGIES	Ultra-urban LID strategies: high-performing landscape areas, retrofitting urban parks for stormwater management, micro-detention areas, urban forestry and tree canopy, green retrofits for streets	Swales, infiltration trenches, micro-detention for infill projects, some conservation design, retrofitting of parking lots for stormwater control or infill, tree canopy, green retrofits for streets. Depending on location, larger scale infiltration.	Large scale LID: forest protection, source water protection, water protection overlay zoning, conservation, aquifer protection, stormwater wetlands
STRUCTURAL BEST MANAGEMENT PRACTICES (BMPs)	Commercially available stormwater control devices, urban drainage basins, repair of traditional gray infrastructure	Rain barrels, bio-infiltration techniques, constructed wetlands	
STRATEGIES FOR INDIVIDUAL BUILDINGS AND SITES	Bio-infiltration cells, rooftop rain capture and storage, green roofs, downspout disconnection in older residential neighborhoods, programs to reduce lawn compaction, stormwater inlet improvements	Disconnecting downspouts, green roofs, programs to reduce lawn compaction, bio-infiltation cells, rooftop rain capture and storage	Green roofs, housing and site designs that minimize soil disruption

Source: EPA

The above table is from Using Smart Growth Techniques as Stormwater Best Management Practices, by the Environmental Protection Agency. The full manual can be found at www.epa.gov/smartgrowth/pdf/sg_stormwater_BMP.pdf.

practices and/or public participation may be appropriate. For example, the City might consider a regional stormwater management plan for the Village Center and use the land in current City ownership to compensate for the expected impervious surface in these more urbanized, walkable districts. [Code]

GR 2.3   Pursue LEED Certification for all New Public Buildings. This plan encourages the City to consider sustainable building techniques at a minimum LEED Silver level with all new or expanded public buildings. LEED is the Leadership in Energy and Environmental Design (LEED) Green Building Rating System administered by the US Green Building Council (www.usgbc.org) guidelines for certifying all new buildings and sites as energy efficient and environmentally sustainable. Trinity can also ensure that all capital projects including parking lots and sidewalk installations include sustainable best practices as they are doing through the installation of the City's first rain garden to capture and filter stormwater from the City Hall parking lot. [$$] [C] [On-going]

GR 2.4   Encourage Rainwater Harvesting/Water Recycling On-Site. Rainwater harvesting techniques can provide a free, higher-quality source once the initial investment in collection and storage systems is recouped. The parts of a complete system include the catchment area (a roof), a rainwater conveyance system (gutters and downpipes), holding vessels (cisterns), a roof-wash system (usually the first 10 -20 gallons of rain are diverted from the cistern), a delivery system (pumps) and a treatment system (filters and/or purifiers). Systems can be custom designed and built or purchased as a package. Uncoated stainless steel or galvanized steel with a baked-enamel finish that is certified as lead-free are considered the best choices for rainwater catchment. The basic home system is a rain barrel attached to an existing gutter system and costs approximately $120-$150 each. The City is using this system on their City Hall Annex building. [$] [C] [Private] [On-going]

GR 2.5   Begin a Street Tree Maintenance and Planting Program along Main Street. It is normal for the urban tree canopy to become more formalized as it enters the core of the community. At present, the canopy is haphazard and subject to individual property owner decisions. As part of a formal streetscape program, the city can begin planting canopy trees on both private property (with the property owner's permission) and in the right-of-way (with NC DOT permission) so that a new canopy can begin over the next twenty years. [$$] [O+C] [1-2, On-going]

Image Source: www.blueridgeecoshop.com

A rain barrel for harvesting stormwater from a standard gutter system

PROTECTING THE URBAN CANOPY

According to American Forests (www.americanforests.com), "Tree cover is directly related to environmental quality. Maintaining a robust enough tree cover to function as green infrastructure reduces the need and expense of building infrastructure to manage air and water resources. Trees are indicators of a community's ecological health. While urban ecology is more complex than just tree cover, trees are good indicators of the health of an urban ecosystem. When trees are large and healthy, the ecological systems-soil, air and water-that support them are also healthy. In turn, healthy trees provide valuable environmental benefits. The greater the tree cover and the less the impervious surface, the more ecosystem services are produced in terms of reducing stormwater runoff, increasing air and water quality, storing and sequestering atmospheric carbon and reducing energy consumption due to direct shading of residential buildings."

American Forests recommends the following baseline tree cover for metropolitan areas east of the Mississippi and in the Pacific Northwest:

Average tree cover counting all zones	40%
Suburban residential zones	50%
Urban residential zones	25%
Central business districts	15%

Stormwater Administrator Rich Baker on the Bathing Rock

Image Source: The High Point Enterprise

GR 3.0 | CIVIC AND CULTURAL INFRASTRUCTURE

The true threads of any community lie in the social interactions that neighbors and citizens have on a daily basis. In truth, Trinity is a community without a center. It is a social network largely bound by the strong primary and secondary education system without a formal Main Street or a downtown to denote its physical presence. The recommendations in this section are intended to continue the necessary bonds of community through formal and informal gatherings, and civic engagement.

GR 3.1 **Complete the City Park.** As is noted in Section MP 4.0 in Chapter 6, the construction of a city park on the property currently serving as the City Hall is a priority for the community. Because of the extreme topography of the site, the site is expected to largely serve as a passive recreation facility with walking trails and picnic shelters. There is an opportunity for some community functions with the construction of a small amphitheater and other small flexible spaces on the Main Street (NC 62) side of the park close to the City Hall buildings. See also MP 4.0. Based on public feedback the following park elements should be considered for inclusion in the master plan: [$$$] [C] [1-2]

- Greenway Trail
- Nature/Fitness Trails
- Picnic Shelters
- Veteran's Memorial
- Access to the Bathing Rock
- Playground Equipment
- Primitive Amphitheater/ Performance Space
- Restrooms
- Parking
- New City Hall with ability to expand

GR 3.2 **Connect the Greenway Trail From the City Hall Through Old Town to the YMCA.** The connection of the greenway from the City Hall to the YMCA on NC 62 when it becomes Trindale Road just over the city limits in Archdale. The proposed trail would be approximately two (2) miles in length and would connect the City Park (and the historic bathing rock area) with the High School, Braxton Craven School, the Sealy Corporate Campus, a number of neighborhoods (both existing and potential) to the new YMCA. See also GA 1.4. [$$] [C] [6-10]

GR 3.3 **Construct a Village Green.** For communities with rural/agrarian roots, the center of town is often marked with a naturalistic public space such as a village green or a town square. The purpose of this space is to help organize the other elements of the Main Street as well as to provide a visible area for formal or informal programs or activities to occur. See also MP 3.0. [$$$] [C] [6-10]

GR 3.4 **Organize a Farmer's Market in the Village Center.** The resurgence of interest in local food is gradually reshaping the business of growing and supplying food to Americans. The local food movement has already accomplished something that seemed unlikely a few years ago: a revival of small farms. An article in Business Week in May 2008, reported another set of figures from the U.S. Department of Agriculture, namely that the number of small farms, after declining for more than a century, has increased 20% in the past six years to 1.2 million. The emergence of a farmer's market in Trinity would be a great way to educate the public about the important of a local food network as well as provide a valuable social opportunity.

If sited in the center of Old Town, a farmer's market can serve as a vital community anchor during the days that it is in operation. The City should consider using the existing Braxton-Craven School parking lot with temporary tents that are set up

Images from farmers markets in Cashiers, NC; Des Moines, IA; and Spartanburg, SC

for each weekend. Once the market has become more established after a period of years the City or other responsible party could then consider a more permanent structure or facility. While many local farmers markets receive some organizational and financial assistance from the local government they are generally operated as an independent non-profit organization. This enables them to remain flexible to accommodate various changes in both market programming and participation as well as solicit outside volunteers and fundraising. [$] [O] [1-2]

GR 3.5 **Construct a new City Hall and Design it to Anchor the Southern Entrance of the Village Center.** The City Hall is currently operating out of a renovated home that faces NC 62. As the community continues to grow and assume additional responsibility with that growth it will be necessary to expand the current staff offices and meeting space. Based on similar local governments with a potential population of 12,000 (as estimated in the Land Development Plan for the year 2025) the City should make plans to accommodate a structure approximately 18,000 - 24,000 square feet. Ideally, the City Hall would be designed as prominent structure that faces Main Street (NC 62) with an architectural vocabulary that reflects its classical roots with Trinity College.

As an anchor on the southern end of the Village Center, the City Hall should serve as a prominent visual landmark for those entering by car, by bike, or on foot that they have arrived in the cultural center of Trinity. [$$$$] [C] [6-10]

GR 3.6 **Upgrade the Post Office to Visually Anchor the Northern Entrance to the Village Center.** The current Post Office on NC 62 is a brick utilitarian structure set within a block containing a number of historically significant structures. In addition, if there were sidewalks, it would be a very short walk to the center of the Village (the Braxton Craven school campus). As noted in MP 2.0, with some basic aesthetic improvements to the front facade that can be made along with any needed expansions to accommodate the community's growth, this building can fulfill the traditional role of the post office as a landmark in the community. Like the City Hall to the south, the Post Office serves as the northern sentinel greeting visitors and residents alike to cultural center of Trinity. [$$$] [C] [Private] [6-10]

GR 3.7 **Support Community Beautification Efforts.** By requiring all new development to implement landscaping, lighting, and walkways, the City can ensure a continued improvement and beautification of the area. The City can also support local volunteer organizations that help keep various areas clear of litter and help maintain flower plantings throughout the community. With the development of the City property in the near future, a strong example can be set of the standard to which everyone else must meet. In communities similar to Trinity, a beautification committee is often effective in spearheading and monitoring many of these objectives. [$] [C] [On-Going] [Code]

GR 3.8 **Provide Family and Multi-Generational Activities.** A sense of community is often determined by the family activities offered by a City. With the planned development of various civic spaces around the area, the opportunity exists to increase the number and quality of activities offered to citizens. The most successful programs offer activities not just on holidays but throughout the year such as "Concerts in the Park", "Art on the Green", or "Movies on Main". Events such as these encourage social interaction and make for a stronger community that is engaged and cares about the future. [$] [O] [On-Going]

Family programming and seasonal landscaping will help to enliven the City Park and the Village Center

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BENEFITS OF COMPACT COMMUNITIES

For homebuyers, a recent national survey by Smart Growth America and the National Association of Realtors cited that 6 out of 10 prospective homebuyers chose a higher density, mixed use community over traditional low density subdivisions. Families moving to the region driven by the job market, retirement or lifestyle changes provide opportunities for new housing in areas where amenities and quality of life characteristics meet changing needs. These are both tangible and non-tangible components of what defines and drives a market. When housing is built in compact, mixed use areas, the community and the new residents both benefit:

- Residents of compact communities drive 20-40% less per day, resulting in safer and less polluted communities.
- Local stores and businesses do best when more people live within walking distance or a short drive away.
- When more people work and live in the same town, civic organizations are stronger and residents can participate better.
- Residents of compact communities spend less on cars and have more time and resources for families and communities

Adapted from the Affordable Housing Design Advisor, www.designadvisor.org and the NAHB, www.nahb.com)

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The current commercial structures in the NC 62 corridor are utilitarian and do not fit in well with the historic residential structures.

The images above are of a new orthodontist office in Fort Mill, SC and an multi-tenant office in Cornelius, NC in buildings designed to be compatible with the surrounding neighborhoods.

GR 4.0 | WALKABLE NEIGHBORHOODS AND THE VILLAGE CENTER

The walkable neighborhood is the base building block of any great community. In aggregation, a series of walkable communities are able to support a vibrant, mixed-use neighborhood or village center.

GR 4.1 Encourage greater development density. One of the most important opportunities for Trinity given the significant investment in public sewer throughout the Old Town area and the limiting topography is to use the most buildable land more efficiently by building more compactly and more vertically. Higher-density development is a key element to creating walkable communities.

Increased density also benefits environmental goals and water resources. The U.S. Environmental Protection Agency (EPA), in 2006, examined stormwater impacts from various different development scenarios. Their analysis concluded that the higher-density scenarios generate less stormwater runoff per house at all scales—one acre, lot, and watershed. For the same amount of development, higher density development produces less runoff and less impervious cover than low density development; and for a given amount of growth, lower-density development impacts more of the watershed. [Code]

GR 4.2 Focus on Making Neighborhoods Pedestrian-Friendly. Pedestrian-friendly neighborhoods are more than just places with sidewalks (through this is a wonderful start for those neighborhoods where they are absent). Pedestrian orientation is measured in two ways - the journey and the destination. The journey is evaluated by the safety and convenience of the walk. Is there a sidewalk? Is it of sufficient width to walk side-by-side with another person? Is it well connected to other pedestrian pathways and sidewalks? Does the sidewalk go by areas there are safe and interesting or does it traverse past empty overgrown lots, vacant homes, or blank walls? For many, the quality of the journey will be the highest priority for recreation.

By contrast, destinations reachable on foot from neighborhoods provide opportunities to reduce automobile trips and provide true choice in the transportation network. Ideally, each neighborhood should be able to access some level of goods or services within a five minute walk. This would provide an alternative to complete dependence on the automobile for people who would like

that choice or for people for whom the ownership of an automobile is impossible - namely the young (children under 16), the elderly, and the poor.

There are almost no sidewalks in Old Town so a prioritization schedule will be necessary to filter all of the needs. At a minimum, sidewalks should be constructed on all streets with direct access to the schools and on new streets.

Research over the past decade has shown that the average comfortable walking distance for Americans is approximately a quarter-mile or a 5-minute walk. Public health studies (e.g. Dannenberg, Jackson, Frumkin, and Schieber, "The Impact of Community Design and Land-Use Choices on Public Health: A Scientific Research Agenda") also show that walking regularly can provide substantial health benefits, especially if walking is incorporated into the routines and trips of daily life. [Code]

GR 4.3   Encourage Architecturally Sensitive Mixed-Use Infill Along Main Street (NC 62). This Plan recognizes that with the implementation of sewer in the coming years, infill development will become more prevalent and requested by property owners. The City should develop guidelines and development incentives for infill development as part of updates of the City's policies and regulations to include accommodations for higher density development consistent with the recommendations of this plan. Most important, there is a desire to convert residential structure and open lots to commercial use.

Care must be taken so as not to continue the current pattern of house demolition and replacement with utilitarian commercial structures. Simple details like front porches, siding, vertically proportioned windows and pitched roofs can begin to bring predominately commercial structures into conformance with the historic nature of the Main Street (NC 62) corridor. [Code]

GR 4.4   Allow Duplexes, Triplexes and Townhomes More Widely. Duplexes are common in single family neighborhoods around the country and are compatible with single family uses. Like accessory apartments, duplexes provide an affordable and flexible housing option for homeowners and families. The City should consider allowing them by-right in all districts that allow residential uses. Two-family dwellings are not currently allowed in the R-20 or R-12 single family zoning districts and are only permitted in the MF-R and RM districts.

Townhomes and triplexes (three-family dwellings) are compatible with two-family homes or duplexes (townhomes or row homes are essentially an extension of the side-by-side duplex building type). However, townhomes are not currently allowed in the primary residential districts (except MF-R and RM) or in any commercial districts. Townhomes are an appropriate building type near existing concentrations of retail and employment destinations. [Code]

WHAT MAKES A NEIGHBORHOOD WALKABLE?

- A Center: Walkable neighborhoods have a discernable center, whether it's a shopping district, a main street, or a public space.
- Density: The neighborhood is compact enough for local businesses to flourish and for public transportation to run frequently.
- Mixed income, mixed use: Housing is provided for everyone who works in the neighborhood: young and old, singles and families, rich and poor. Businesses and residences are located near each other.
- Parks and public space: There are plenty of public places to gather and play.
- Pedestrian-centric design: Buildings are placed close to the street to cater to foot traffic, with parking lots relegated to the back.
- Nearby schools and workplaces: Schools and workplaces are close enough that most residents can walk from their homes.

Source: www.walkscore.com

TRINITY'S HISTORY MURAL

Historical events and personalities have always been important to the identity of Trinity's residents. In honor of Trinity's incorporation in 1997, a hand-painted mural, designed by Jeremy Sams and Phil Christman, was painted on the former site of Trinity College and on the present-day exterior wall of Braxton Craven Elementary School's gymnasium.

The Trinity History Mural features an 'open book' depicting scenes from Trinity's past such as the Brown Schoolhouse, Union Institute, Normal College, Trinity College and Trinity High School. The left side of the page depicts the Old Schoolhouse, a cabin of round logs established in the 1830s. Brantley York's portrait, honored as the first teacher in Trinity, hired Braxton Craven as headmaster is in the upper right corner of the left page. The Craven portrait appears on the lower-left hand corner. Braxton Craven, by uniting the Quakers and Methodists, established the Union Institute in 1839. Later, the Union Institute became Normal College, the predecessor to Trinity College. A replica of Trinity College is at the bottom right-hand side of the left page. This building fell into disrepair in the 1920s and was replaced with Trinity High School (top drawing on the right page). At the bottom of the mural is a depiction of the Trinity Football Team from 1988. A final photo peeks out from the pages of the present on the right hand side of the book, a picture of Duke Chapel as it appears today.

From the 2007 Land Development Plan

TRINITY'S HISTORIC STRUCTURES

Among Trinity's many historical architectural resources are six well-known, two-story Victorian boarding houses once used as Trinity College dormitories. In addition, the historic homes of former college professors and boarding houses along the NC Highway 62 corridor serve as lasting reminders of the community's rich heritage and highlight some of Trinity's long-time families and educators. Normet McCanless, local physician at the turn of the century, built a dual purpose medical office and homeplace on the east side of NC Highway 62, south of Meadowbrook Road. The John F. Heitman House, dating from 1860, stands across from the Trinity Post Office. Heitman was a professor and headmaster of the preparatory Trinity High School.

Next to the Leach & Wagner grocery is located the Stephen B. Weeks House (1870), a two-story home that housed the college's library. A one-time hotel for visitors and dormitory for students, the Trinity Inn exists as a vestige to its past next to the bustling restaurant, the Trinity Grill. The Lemuel Johnson House, located at the corner of Meadowbrook Road and NC Highway 62, is tucked behind the present-day Trinity Community Park and predates the Civil War. Lewis Morgan Leach planned and built his home from handmade brick around 1845. The Leach home still stands on Meadowbrook Road at the top of a knoll that allows visitors a breathtaking view of the Uwharries to the southeast. The home of Braxton Craven hosted dignitaries from the legislature and academia. Unfortunately, his home which was adjacent to Trinity College burned in the 1940s.

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Images from top: The Winslow House (Trinity Museum) ca.1855; The Lemuel Johnson House, ca. 1860s; and the The Payne House, ca. 1850

GR 5.0 | HISTORIC PRESERVATION

Within the Old Town area there are approximately 32 structures that were built prior to the 1940's, making them eligible for the National Register of Historic Places. Though too much has been lost to consider this area a historic district by National Register standards, there are a number of homes that would likely be eligible for landmark status on either the National Register or through designation by the Randolph County Historic Landmark Preservation Commission as a Local Historic Landmark.

The National Register, established in 1966, is the nation's official list of buildings, structures, objects, sites, and districts worthy of preservation for their significance in American history, architecture, archaeology, and culture.

A privately owned building that is listed in the National Register or is a contributing building in a National Register historic district may be eligible for a 20% federal income investment tax credit claimed against the costs of a qualifying rehabilitation of the building. North Carolina tax law provides a 20% "piggyback" credit for such projects. Federal and State credits apply only to income-producing, depreciable properties, including residential rental properties. Federal tax credits do not apply to owner-occupied residential properties.

Additional North Carolina tax credits introduced in 1998 provide a 30% credit for certified rehabilitations of non-income-producing historic buildings, including private residences. The work must meet a $25,000 investment threshold and must comply with the same rehabilitation standards as income-producing projects.

In addition to these credits, the Tax Treatment Extension Act of 1980 provides federal tax deductions for charitable contributions of easements in historically significant properties for conservation purposes.

Through an inter-local agreement with Randolph County, the City of Trinity has authorized the Randolph County Historic Landmark Preservation Commission to designate local historic landmarks and issue Certificates of Appropriateness, subject to approval by the City Council. The Commission serves as an advisory body to the Council. To date, only the Dr. Thomas L. Winslow House which houses the Trinity Museum has been designated a Local Historic Landmark by the City.

Historic preservation efforts in Trinity have been led by a few volunteers with a minimal budget. They have been successful in noting and promulgating information about the 19th century homes that were likely associated with Trinity College. However, little is known about the early 20th century homes that lie cheek to jowel with their predecessors along Main Street (NC 62). The only known historic survey of Trinity was completed by Randolph County in 1980. At present, these records are only available through the public library system as a hardcopy and have not been made available online.
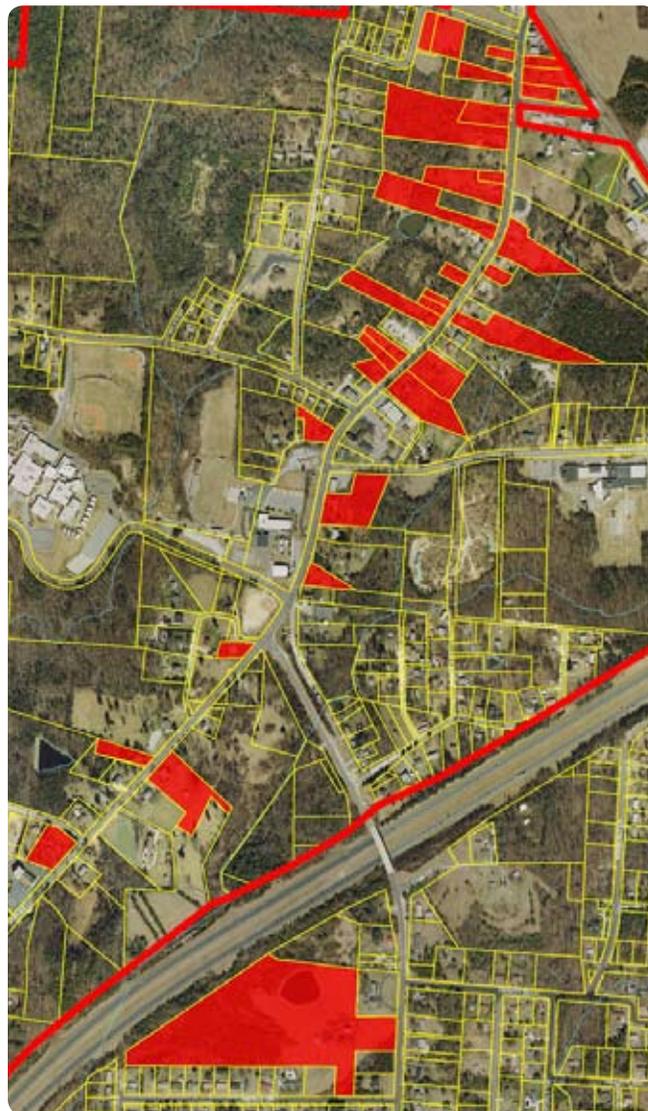
▲ **MAP OF ALL STRUCTURES IN OLD TOWN BUILT PRIOR TO 1940**

The map above is the first known analysis in nearly years of every property that contains structures that would be eligible for the National Register of Historic Places as individual landmarks based solely on the age of the structure (pre-1940's).

GR 5.1   **Complete a Full Survey of Historic Resources for the Corridor.** Using the previous survey as a base, a new historic resources inventory should be completed that includes all properties eligible for the National Register by age (at least 50 years old). As noted above, there are an estimated 32 structures/properties that may be eligible based on their age. Once completed, this information should be made available online for easy dissemination. [$] [O] [1-2]

GR 5.2   **Preserve the Existing Historic Resources Prioritizing the 19th Century Structures.** Using whatever resources are available – grants, low interest loans, private investors, etc. – the few remaining 19th century structures should be stabilized and preserved. These structures represent the last remaining remnants of the Trinity College era and form much of the essence and character of Old Town. Because each home/property is in a different state of ownership, unique solutions will likely be necessary for each project. [$$$] [Private] [On-going]

GR 5.3   **Preserve the Bathing Rock.** According to local historians, the bathing rock site in the stream that traverses the City Park property was used by Trinity College students from 1838 to 1892 as well as the general community in the decades that followed. It has since become inaccessible because of overgrown vegetation. Plans for the City Park should accommodate access to this site once again so that it can be enjoyed by the community and noted for its historic significance to Trinity's earliest years. [$] [C] [1-2]

GR 5.4   **Create a Walking Tour of the Historic Resources.** One the great opportunities for cultural education lies in the remaining built environment. Once sidewalks are installed along Main Street, there is the wonderful opportunity to open up visual accessibility to these resources. When combined with a printed map, visitors and residents alike can park in the Village Center and then take a nice leisurely stroll along Main Street and enjoy the historic resources. [$] [O] [3-5]

Historic homes along NC 62: The Trinity Inn (left), ca. 1840's; The Stephen B. Weeks House (right), ca. 1870. At present, the Trinity Inn is the most endangered historic structure in Trinity.

GR 6.0 | ECONOMIC INITIATIVES

The economic base of a community is reflected in its per capita and household income, educational attainment, labor force and employment segmentation. The City's economic base is determined by its job growth, which creates demand for real estate, thus providing both residential and commercial tax base resulting from such growth. Trinity's local economy should be based on a mix of activities and uses that take advantage of but do not exploit local resources. The economic well-being of the people of Trinity will continue to improve through the following recommendations.

Small businesses should be encouraged, expanded, and enhanced

GR 6.1   Recruit and Retain Flex-Employment Businesses to the Surrett Drive Corridor. Trinity is located in a strategic location along the east coast and within the state of North Carolina making the area attractive to major corporations. This corridor has long been anchored by Sealy Corporation and the City should promote this and other attributes to attract similar businesses to the area. Surrett Drive as an existing industrial corridor is perfectly suited in the community to receive start-up small businesses. There is already a number of inexpensive buildings that can serve a variety of operations with lower potential rent than new facilities. As part of this recruitment and retention strategy, the Randolph County Economic Development Commission can serve as a valuable resource. [$] [O] [On-going]

GR 6.2   Encourage Minor Aesthetic Upgrades to the Surrett Drive Corridors. Partnering with the various property owners as well as NC DOT, the City should consider making some sidewalk and landscaping improvements along the corridor to help incentivize new investment as well as improve the aesthetics of this important corridor. See MP 5.0 and page 65 for more information about the preferred streetscape detail. [$$$] [C] [6-10]

GR 6.3   Create a Capital Improvement Prioritization Plan. This plan adds numerous capital recommendations to the City's already full plate of capital needs. One of the key steps in implementing this plan will be to establish a prioritization of projects requiring public funding. [O] [1-2]

GR 6.4   Develop a Public/Private Partnership Program for Redevelopment. This plan highlights many opportunities for public/private partnerships including most prominently the development of the Village Center as a redevelopment of the current Braxton Carven School campus. Many of the goals that the City is hoping to achieve through this plan will require public participation in the form of regulatory incentives, tax rebates, public financing (such as Project Development Financing), utility incentives, or streamlined development review.

This plan recommends that the City develop a menu of public participation strategies along with recommended thresholds for private investment. The text box on the next page and the table below provides an example of such a program from Germantown, TN. The menu could include everything from partial tax breaks for homeowners who preserve historic structures to bond financing for infrastructure for projects in certain locations or of a certain size. The key is that the goals of the partnership program should be tied directly to the goals of the City (e.g., affordable housing, natural resource and historic preservation, mixed use development, etc.) as reflected in this plan and other local policy initiatives. The program then needs to be marketed to taxpayers, developers, builders, and other investors. [$] [O] [1-2]

"We can build an economy that does not destroy its natural support systems, a global community where the basic needs of all the Earth's people are satisfied, and a world that will allow us to think of ourselves as civilized. This is entirely doable."
~ Lester Brown, Earth Policy Institute

GERMANTOWN, TN SMART GROWTH PARTNERSHIP PROGRAM & MATRIX

In 2007, the City of Germantown, TN adopted a plan to encourage the redevelopment of 700 acres in the center of their community into a walkable, sustainable downtown area. Once the plan was complete, the City adopted a new zoning ordinance which granted significantly more development opportunities than permitted under the previous regulations. In turn, the code issued new standards for building design, public improvements, and sustainability guidelines.

Subsequent to the Code, the City adopted a decision making guide that grants additional development incentives ranging from streamlined permitting to Tax Increment Financing (TIF) over a 15 year period. The Smart Growth Matrix is a tool to assist the Board of Mayor and Alderman in analyzing development proposals within certain designated areas (Smart Growth zones). It is designed to provide a quantitative measure of how well a development project accomplishes the City's Smart Growth priorities. The matrix incorporates criteria that reflect the Smart Growth goals described above. These criteria include the location of development, sustainable development practices, parking, urban pattern & design, neighborhood support, employment opportunities, increased tax base and other policy priorities.

If a development project, as measured by the matrix, significantly advances the City's Smart Growth Initiative, certain public-private partnerships may be available to help offset the higher cost of developing in an urban area. These partnerships may include the reduction or reimbursement of development fees; public investment in new or improved infrastructure; and accelerated infrastructure investments, which would include available, but unassigned, Capital Improvement Program (CIP) resources related to on- and off-site project improvements. A maximum value for partnerships is set based on the project matrix score and the increase in property tax revenue related to the project. (*For more information please reference www.germantown-tn.gov*)

GOAL	CATEGORY	ELEMENT/CRITERIA	WEIGHT	VALUE	TOTAL SCORE	TOTAL POSSIBLE	TOTAL SCORE BY SECTION
MIXED-USE	Upper-story Residential		3	3	9	9	
		Provide residential space totaling at least 20% of the building square footage and located above the first floor					
	Diversity of Uses	Construct or renovate a project with at least 5 different uses chosen from the list of Basic Services with at least one of which must be residential; OR provide a minimum of three different uses and locate the project within ½ mile of 5 other Basic Services	2	3	6	6	
	Diversity of Housing Types	Provide a minimum of three different housing types and each type much comprise a minimum of 10% of the total housing units to be counted	2	3	6	6	
	Street-level Pedestrian Uses	Provide a minimum of 75% of the ground floor along public right-of-way in pedestrian uses	2	3	6	6	27
4.0 A BALANCED TAX BASE							
	Fiscal Impact Analysis	Provide a fiscal impact analysis to determine whether revenues generated by the project are sufficient to cover the resulting costs for service and facility demands placed on the City	Prerequisite				

Total Points Possible		233
Minimum Points Needed		
Level 1	Meets Prerequisites	
Level 2	35%	82
Level 3	40%	93
Level 4	50%	117
Level 5	65%	151

Part of the Germantown Smart Growth Matrix, which rates development projects applying for public participation on a variety of community goals including mixture of uses, financial impact to the community, environmental performance, public amenities and building and site design. Projects that meet certain thresholds qualify for varying types of consideration from the City from priority permitting to reimbursement for certain public infrastructure.