



**“Be creative while  
inventing ideas, but be  
disciplined while  
implementing them.”**

**Amit Kalantri**



## VI. GETTING THERE

This chapter is our map for the future. Its vision is our destination. Actions and projects are our road map. Implementing those actions and projects will be our journey. It's time to get started!

### USING THIS CHAPTER

Implementation is the goal of any planning process. While identification of key actions and a unified vision is important, only implementation will make this plan a reality.

This chapter, like the plan as a whole, is a working document--a document used on a regular basis and updated annually by:

- ▶ Measuring and reporting the progress of implementation
- ▶ Adding new tasks or actions that will help accomplish plan goals
- ▶ Refining tasks or actions already underway to enhance their implementation or improve their effectiveness
- ▶ Removing tasks or actions completed satisfactorily
- ▶ Guiding Planning & Zoning Board and City Council decisions on all issues related to the plan, especially annexations, rezonings, amendments to existing policies, and adoption of new policies or investments in infrastructure, public facilities, parks and open space.

Implementation is an incremental process. Some recommendations will be executed in a relatively short period of time; others are long-term in nature. Policy actions can range from cost neutral for some implementation actions to project specific actions that may require more detailed study and significant budget commitments. Some recommendations will require the partnership, cooperation, and action of others, including utilities, non-profits, other governmental agencies, developers, and property owners. This plan ultimately must serve as a guide for all persons and entities interested in advancing the quality of life in Belmont.

Many actions and projects are needed to implement this plan fully. Some, like making sure public infrastructure is available in growth areas, are intuitive. Others, however, can be quite transformative and range from discrete elements such as creating a new mixed-use waterfront to more global elements such as a well-connected mobility network. Elements not addressed in this plan, but worth considering in future iterations, include accommodating autonomous vehicles, distributed energy, energy independence, and extension of light rail through Belmont. (Note: This plan does address light rail to Belmont, but this issue should be considered in the next 3-5-year update.)

## **Application of the Future Development Map**

From time to time it may be necessary to make zoning decisions that appear to conflict with the Future Development Map (MAP 5-1 on page 173). The borders of future development areas may grow or shrink, change in the area may dictate a different land development pattern, or a village center may shift, be added, or never develop. The Future Development Map is a guide; it is not a mandate. To the extent possible, it should be followed, but when circumstances dictate otherwise it is the intent of this plan to enable the City to respond appropriately through its land development decisions.

## **Monitoring the Plan**

The Comprehensive Land Use Plan must be monitored to evaluate how well it is being implemented and how well it is providing direction to shape Belmont's growth and development. The Planning & Zoning Board, with staff input and assistance, should prepare an annual report to be forwarded to City Council along with a list of recommended projects, programs, and capital expenditures that it suggests be considered in the next budget cycle.

## **Amending the Plan**

Amendments to the Comprehensive Land Use Plan will be necessary over the life of the plan to adapt to unanticipated changes in the community and to recalibrate the Plan to achieve the vision and goals. As it monitors the plan annually, the Planning & Zoning Board should note any needed changes to the plan. Amendments to the plan should occur only after careful consideration of the implications of the potential changes. At a minimum, the Planning and Zoning Board should undertake a comprehensive review of the plan at the end of the short-term, three-year, implementation period.

An amendment should not occur solely to justify approval of a specific development proposal or to appease a vocal group of citizens whose wishes do not conform to the broader goals and objectives of the community. After all, this plan is the result of a thoughtful, collective community process of stakeholders, citizens, and leaders. Caution should be exercised if the primary purpose or benefit of the plan is to reach a short-term gain at the price of achieving a long-term goal expressed by many as important to Belmont. Amendments should most often occur as the result of monitoring the plan for effectiveness, updating the plan to reflect actions completed, adding actions to help accomplish goals, or incorporating the result of more detailed study that informs the broader plan.

# LEVELS OF SERVICE

As Belmont continues to grow and develop, citizens will need the roads, sidewalks, parks, boulevards and greenways anticipated by the plan. Additionally, it will need the services required to support this growth such as parks, police, fire, schools, water, and wastewater. The following is a brief summary of guidelines for evaluating the City of Belmont's level of service. These guidelines will be helpful when projecting future needs as the City grows. All projects should be reviewed by the City's Technical Review Committee and other outside agencies, as appropriate with regard to these guidelines as well.

## Parks

Parks levels of service were addressed in the adopted "Belmont Parks and Recreation Facilities Comprehensive Master Plan 2003/2013," but this plan has now expired. A new plan with updated guidelines should be developed through a process guided by the City's Park and Recreation Advisory Committee and adopted by the City Council.

## Police

According to published statistics from the US Department of Justice Criminal Justice Information Services Division, the national rate of full time law enforcement employees (sworn and civilian) is 3.4 per 1,000 inhabitants. A build-out population of approximately 50,000 would suggest that Belmont should ultimately have a total size of approximately 170 police personnel. However, the city should undertake a "Level of Service" study for police services that takes into account the unique characteristics of Belmont.

## Fire

Fire protection and emergency medical service (EMS) in Belmont are currently provided by the Belmont Fire Department and in the ETJ by the Community Volunteer Fire Department, South Point Volunteer Fire Department, and New Hope Volunteer Fire Department. This may continue to be a viable way to provide fire protection and EMS services, or the size of the City may outstrip a volunteer fire department's ability to continue to provide the service. According to guidelines published by the International City/County Management Association, the desirable number of fire/EMS personnel for a community of 50,000 to 99,999 population would be 1.35 fire/EMS personnel per 1,000 population.

## Schools

Public schools in Gaston County, including public schools to serve Belmont students, are provided by Gaston County Schools. County standards used to estimate the population required to support schools are:

- ▶ One elementary school per 4,500 people,
- ▶ One middle school per 13,000 people, and
- ▶ One high school per 22,000 people.

The City should coordinate closely with Gaston County Public schools to keep school capacity abreast of Belmont population growth and for the location of the schools. The Comprehensive Land Use Plan encourages locating schools in places that will enable more students to walk to school and to reduce the length of driving trips for parents who do drive their children to school.



## Water and Wastewater

Average flows are estimated based on North Carolina Department of Environment and Natural Resources production rates of 400 gallons per day per dwelling unit for water systems and 360 gallons per day per dwelling unit for wastewater systems.

## POTENTIAL FUNDING SOURCES

Funding will be needed to implement many of the actions and projects listed in the Comprehensive Land Use Plan. As Belmont grows over the next several decades to the full buildout envisioned by the Belmont Comprehensive Plan, providing the infrastructure, facilities and support services required by the plan will generate numerous expenses for the City. No one source of funding will be available to pay for all of those improvements. Rather, the City will need to draw on numerous potential sources. The following is a brief description of some potential funding sources the City may use.

### Public-Private Partnerships

Some institutions, developments, and businesses may include facilities or services that benefit the broad community and help the City develop as envisioned by the Plan.

### Developer Contributions

Often developers find it in their interest to provide improvements that cannot immediately be publicly funded such as road improvements, donations of rights-of-way, trails, parks, etc. All development is required to mitigate its impacts. In some cases, contributions are accepted into an escrow account when a larger project is required or planned. As part of this requirement, developers must install all infrastructure streetlights, roadway improvements, sidewalks, utilities, bike lanes, open space, and parkland related to their development. Impact fees are difficult to implement in North Carolina, since they require approval of the State Legislature. Belmont already has a parkland dedication requirement.

### Self-financing Bonds

Self-financing bonds, also known as "Tax Increment Financing" or "Project Development Financing," were approved by the Legislature in 2005. These bonds permit a county or municipality to borrow money, without need for voter approval, to construct public improvements intended to attract private investment. Private investment increases the tax value of property in the vicinity of the public improvements. That increase in tax value provides the principal security for repayment of the borrowed moneys. Some communities in North Carolina have successfully used "synthetic" TIF's which have the same goal as self-financing bonds but differ in that a city uses other available debt-financing mechanisms to accomplish similar outcomes.

### General Obligation Bonds

These types of bonds are secured by the government's taxing power. These are available for any sort of capital project, but they require voter approval.

### Installment Financing Contracts (and Certificates of Participation)

This type of financing is secured by the property being financed. These contracts are available for any sort of capital project, but they are constricted by the concept of "essentiality" (their necessity for continued operation of the government) and the nature of the security.

## Revenue Bonds

These bonds are secured by revenues arising from the financed project or facility. These bonds are available only for capital projects, facilities, and systems that generate revenues significantly in excess of the amount needed for debt service.

## Special Obligation Bonds

These types of bonds are secured by revenues other than locally levied taxes. These bonds are available for solid waste projects, water or sewer projects, and projects within municipal service districts and can be used for downtown redevelopment if there is a downtown service district.

## Powell Bill Funds

These funds can be allocated to municipalities for construction and maintenance of locally owned roads.

## NCDOT Transportation Improvement Program (TIP)

This program is the primary funding mechanism for construction of state roads and bridges. Most of the major roads in Belmont are NCDOT roads. Obtaining state funding involves a road project being added to the Gaston-Cleveland-Lincoln Metropolitan Planning Organization (GCLMPO) Local Transportation Program list. The road project then competes with other roads statewide to be added to the NCDOT TIP.

## Grants

Many grants are potentially available to Belmont to help with implementation of its comprehensive plan. An aggressive grant application program could essentially be self-funding, and could provide a broad source of funds. Some grant programs that might be available to Belmont include:

- ▶ Congestion Mitigation for Air Quality (CMAQ)
- ▶ Transportation Alternatives Program (TAP)
- ▶ HUD Community Development Block Grants
- ▶ EPA Brownfields Program (several different grants are possible)
- ▶ Safe Routes to Schools Initiative
- ▶ Surface Transportation Program (STP)
- ▶ Highway Safety Improvement Program (HSIP)
- ▶ Recreational Trails Program through the Federal Highway Administration
- ▶ National Park Service Land and Water Conservation Fund
- ▶ NC State Parks Recreational Trails Program

# ACTIONS AND PROJECTS

The last two sections of this chapter provide a detailed list of specific actions and projects necessary for implementation. They comprise one of the three core elements of the Comprehensive Land Use Plan. Along with the vision and maps related to future land development, they provide a level of detail necessary to move the plan from vision to reality.

This chapter is not a capital facilities plan, a capital budget plan, a budget document, or step-by-step instruction guide. However, it should influence the City's capital facilities plan and budget process. Such tools are necessarily time critical and focus on the short term with a horizon of five years or less. By contrast, the Comprehensive Land Use Plan is focused on the long-term with a horizon of 20+ years.

## Actions

A good action matrix contains at least four elements:

1. a list of actions,
2. expected outcomes and measures,
3. a time frame for accomplishing the actions, and
4. a list of potential partners to assist with implementation.

Our matrix contains each of these elements, plus suggested next steps to help with implementation.

Many actions are listed in the following matrix that contains seven key columns: actions, goals addressed, potential outcomes, measures of progress, next steps, potential partners, and time frame. Each of these elements is explained in more detail below.

### ACTIONS

The actions reflected in the Action Matrix were gleaned from conversations with stakeholders, the public, and best practices. They typically represent areas of the plan that cannot be reflected in the Future Development Map or are best reinforced through the detail included in this section.

### GOALS ADDRESSED

This column indicates which goals are addressed by the action. Actions may address more than one goal.

### POTENTIAL OUTCOMES

This column indicates the outcomes expected if the strategy or project is fully implemented as envisioned.

### MEASURES OF PROGRESS

This column gives one or more measures that will be useful in determining whether implementation is successful.

### NEXT STEPS

This column indicates more specific steps that should be considered next for implementing the strategy or completing the project. This list of next steps is not exhaustive or all-inclusive, but rather a logical approach to moving from idea to reality in terms of implementation.

## POTENTIAL PARTNERS

This column includes a list of key potential partners who may have an interest in assisting with the implementation of a particular strategy or completion of a project with the City. It does not list the operating departments of the City. The City should be viewed as a potential partner on all actions. It should not be viewed as exclusive or comprehensive, in that others who have not been listed may have an interest, skill, or responsibility for assisting with the strategy. New partners are always welcome! It should also not be interpreted to be mandatory. This part of the Plan must remain very fluid to be as responsive and nimble as needed to take advantage of opportunities and partnerships as they present themselves over the coming years. To ensure implementation, though, the City should go through a process to identify the Lead Partner for each action. The Lead Partner would be responsible for making sure the action is completed.

## TIME FRAME

The time frame column shows when it is envisioned the action will be implemented or the project completed. The time periods are relative: **short**, **medium**, and **long-term** and include some that are **ongoing** indicating that there is no clear stop date for these actions. A small number of actions are indicated as having a **Year 1** time frame meaning they are actions or projects that can be accomplished soon to advance the goals of the Plan. Short-term should be interpreted as 3 years or less, medium term as 3-11 years, and long-term as 12+ years. The time frame also acknowledges that some actions build on others and cannot occur simultaneously if they are to be effective. Therefore, actions listed as medium or long-term are not less important, they



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just require other actions to be completed first, whether stated in this Plan or not, to be possible, effective, or necessary.

ACTIONS (BY PRIMARY GOAL ADDRESSED)	GOALS ADDRESSED	POTENTIAL OUTCOMES	MEASURES OF PROGRESS	NEXT STEPS	POTENTIAL PARTNERS	TIME FRAME
<b>LAND USE</b>						
Consider providing a density bonus for developments using a minimum percentage of deed restricted or managed affordable units.	• Land use	• Improve affordable housing opportunities	• Revised Land Development Code	• Research regional and national best practices • Establish a good percentage for Belmont • Revise the Land Development Code to include this incentive	Development community, builders	Year 1
Permit and encourage the development of accessory dwellings in single-family neighborhoods and establish design criteria to minimize their impact on adjacent properties and neighborhood character.	• Land use	• More affordable housing options • Greater opportunity for property owners to age in place	• Amendment of the Land Development Code	• Review zoning best practices related to accessory dwellings • Identify what criteria work best for Belmont • Update the Land Development Code	Neighborhood associations, builders	Year 1
Consider establishing a continuing care retirement community use as a by-right use in higher density residential and mixed-use districts.	• Land use	• More opportunities for local senior housing • Better accommodation of senior needs	• Amendment of the Land Development Code	• Review zoning best practices related to continuing care communities • Identify what criteria work best for Belmont • Update the Land Development Code	Senior community project developers, senior advocates	Year 1
Encourage mixed-residential subdivisions permitting a range of residential types as opposed to single-type subdivisions permitting only one housing type.	• Land use	• More walkability and active transportation options • More opportunity to preserve permanent open space • More opportunity to age within a given neighborhood	• Number of mixed-residential subdivisions	• Review the Land Development Code to determine how it should be amended to accommodate mixed-residential neighborhoods • Ensure that new standards encourage clustering and preservation of open space • Update the Land Development Code	Development community	Year 1
Ensure that the Land Development Code permits residential growth and development that allows residents to age in place within neighborhoods and small areas.	• Land use	• Greater opportunity for residents to age in their home or own their own lot in an accessory structure	• Amendment of the Land Development Code, if needed	• Review the Land Development Code to determine if it should be amended • If amendment is needed, research zoning best practices and development criteria that would be appropriate for Belmont • Update the Land Development Code, if needed	Development community	Year 1
Ensure that the policies and standards of the Land Development Code support and strengthen existing neighborhoods such as North Belmont and the Reid Neighborhood and areas for which a neighborhood conservation plan has been completed.	• Land use	• Stronger neighborhoods • Stabilized or improving property values	• # of variances needed • Property values over time	• Review the Land Development Code for its impacts on neighborhoods • Identify provisions that should be revised to minimize negative impacts and support and strengthen neighborhoods • Update the Land Development Code	Neighborhood associations	On going
Discourage residential development and upfits, including significant increases in building mass, within existing residential areas that lead to or worsen the effects of gentrification.	• Land use • Community character	• Stronger existing and affordable housing neighborhoods	• Character of new housing compared to existing housing	• Review the Land Development Code and other policies that impact construction in existing residential neighborhoods to assess their impact on gentrification • Identify how the code and policies should be amended to better support existing building and lot patterns • Revise the code and policies, if needed	Neighborhood associations, builders, residents, property owners	Year 1
Improve the City's gateways by: • Encouraging the right mix of land uses and controls through changes in the Land Development Code and Zoning Map; • Using gateway signage and design to brand Belmont and set it apart from the region; and • Landscaping	• Land use • Community character	• Better entrances • Improved image • Stronger economic development position	• # gateway enhancement projects completed • Public opinion of gateways	• Assess the needs for each gateway • Create a plan for gateway enhancements • Update the Land Development Code and Zoning Map as needed • Prioritize gateways for improvement • Secure funding	Business owners, property owners, developers, local master gardeners and gardening groups, NCDOT	Short-term
Encourage appropriate adaptive re-use of older buildings.	• Land use	• Preserved historic buildings	• Older buildings successfully adapted for re-use	• Develop an inventory of existing vacant buildings • Identify potential appropriate uses for each building given its location and context within this plan • Market buildings for appropriate uses	Property owners, builders, realtors. Historic Preservation Commission	On-going
Ensure that adaptive reuse is not prevented or discouraged through unnecessary Land Development Code restrictions or building regulations.	• Land use • Community character	• Better use of existing buildings • Maintenance of community character	• Number of existing buildings that are vacant due to codes	• Develop an inventory of existing vacant buildings and identify which are important to Belmont • Talk to property owners to determine why they are vacant • If necessary, revise codes • If necessary, petition the county to adopt the existing building code	Property owners, Gaston County, Main Street Advisory Board	On-going

ACTIONS (BY PRIMARY GOAL ADDRESSED)	GOALS ADDRESSED	POTENTIAL OUTCOMES	MEASURES OF PROGRESS	NEXT STEPS	POTENTIAL PARTNERS	TIME FRAME
Establish standards of best practice for adaptive reuse and preservation in the City Center.	• Land use	• Better use of existing buildings • Maintenance of community character	• # of successful adaptive reuses	• Research best practices • Determine standards that best fit Belmont • Review codes for changes needed to implement best practices • Revise codes where needed	Property owners, builders	On-going
Implement the small area plans.	• Land Use • Community character	• Better land use • Economic vitality	• % completion of each small area plan	• Revise codes as needed • Monitor plans for implementation	Property owners, economic development community, realtors, businesses	On-going
Capitalize on Charlotte's planned River District development in light of a possible bridge location that links that area to South Point Rd. by creating a small area plan for that part of the peninsula if the bridge is funded.	• Land use • Mobility • Economic development • Intergovernmental coordination	• Better coordinated land uses • More economic development opportunity • Greater mobility	• How well Belmont's and Charlotte's plans and land uses complement each other	• Monitor the development of the River District • Advocate for a new Catawba River bridge linking that development to the Peninsula • Adjust plans and zoning as needed to capitalize on future development	Charlotte, NC-DOT	Long-term
Conduct a long range transportation study for the South Point Peninsula area.	• Mobility • Infrastructure; Intergovernmental coordination	• Better transportation mobility • Improved safety and traffic flow • Strategy to meet future transportation needs	• Study Complete	• Budget and hire a consultant to conduct the study	GCLMPO, NC-DOT, Property owners, Gaston County, Business owners	Short-term
MOBILITY						
Implement the <i>Build a Better Boulevard</i> plan.	• Mobility • Land use • Economic development • Infrastructure	• A better gateway and stronger retail and office corridor • Better transportation mobility	• Actions completed	• Incorporate plan elements into STIP requests and capital improvement plans	NCDOT	Ongoing
Continue to require traffic impact analyses (TIAs) and mitigation measures as needed as part of any significant new development.	• Mobility • Infrastructure • Intergovernmental coordination	• Improved safety and traffic flow	• TIA mitigation implementation	• Revise the Land Development Code as needed to ensure TIAs and mitigation measures stay relevant	Developers, property owners, NCDOT	Short-term; on-going
Require a finer grain network of streets (more connectivity) on new development sites, and discourage the creation or expansion of new collector and arterial streets unless suitable local street alternatives cannot be provided.	• Mobility • Intergovernmental coordination	• Better traffic flow • Less congestion	• Block lengths • % lane miles of local streets vs. collectors and arterials	• Review current street inventory and establish benchmarks • Revise the Land Development Code to require connectivity and shorter blocks	Developers, property owners, NC-DOT, GCLMPO	Short-term
Complete the Park Road/East Catawba intersection enhancements to better connect downtown to the riverfront.	• Mobility • Infrastructure • Intergovernmental coordination	• Better connectivity • Better community identity • More mobility options	• # connections • # safe mobility options	• Determine what types of facilities are needed (e.g. on-street, off-street, etc.) • Secure funding • Create connections	Developers, property owners, NCDOT	Short-term

ACTIONS (BY PRIMARY GOAL ADDRESSED)	GOALS ADDRESSED	POTENTIAL OUTCOMES	MEASURES OF PROGRESS	NEXT STEPS	POTENTIAL PARTNERS	TIME FRAME
Improve the connectivity of North Belmont and Belmont Abbey College to downtown through dedicated cycling routes and dedicated and visible access to the Belmont Abbey greenway and the Belmont Trolley project.	<ul style="list-style-type: none"> <li>• Mobility</li> <li>• Parks and recreation</li> <li>• Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Better connectivity</li> <li>• Better community identity</li> <li>• More mobility options</li> </ul>	<ul style="list-style-type: none"> <li>• # connections</li> <li>• # safe mobility options</li> </ul>	<ul style="list-style-type: none"> <li>• Create a comprehensive list of facilities needed (on-street and off-street)</li> <li>• Continue efforts to build trail</li> <li>• Build local support</li> <li>• Consider creative greenway design</li> <li>• Secure funding</li> <li>• Create connections</li> </ul>	Belmont Abbey, NCDOT, Developers, property owners	Short-term
Work to better connect distinct areas of the Center City through mobility, recreation, and visible branding.	<ul style="list-style-type: none"> <li>• Mobility</li> <li>• Economic development</li> <li>• Parks and recreation</li> <li>• Community character</li> <li>• Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Better connectivity</li> <li>• Better community identity</li> <li>• More mobility options</li> <li>• More distinct districts</li> </ul>	<ul style="list-style-type: none"> <li>• # connections</li> <li>• # safe mobility options</li> </ul>	<ul style="list-style-type: none"> <li>• Determine what types of facilities are needed (e.g. on-street, off-street, etc.)</li> <li>• Secure funding</li> <li>• Create connections</li> </ul>	Developers, property owners, NCDOT, Main Street Advisory Board, Downtown Belmont Development Association	Medium-term
Using the Land Development Code and plans for transportation and recreation, create an integrated network of bicycle and pedestrian facilities throughout Belmont.	<ul style="list-style-type: none"> <li>• Mobility</li> <li>• Infrastructure</li> <li>• Parks and recreation</li> <li>• Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Better network of bicycle and pedestrian facilities</li> <li>• Greater mobility</li> </ul>	<ul style="list-style-type: none"> <li>• # lane miles of connected bicycle and pedestrian facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Update current plans and strengthen requirements in the Land Development Code to require bicycle and pedestrian facilities as part of all new development</li> </ul>	Developers, property owners, NCDOT	Long-term; on-going
Pursue funding for installing alternative transportation facilities such as sidewalks, trails, bike lanes, and transit.	<ul style="list-style-type: none"> <li>• Mobility</li> </ul>	<ul style="list-style-type: none"> <li>• More funding to complete projects</li> <li>• Less burden on city resources</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of funding secured</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential funding sources, including those identified in the text if still applicable</li> <li>• Research funding sources and requirements for receiving funding</li> <li>• Determine which funding sources Belmont should pursue</li> <li>• Apply for funding</li> </ul>	MPO, NCDOT	Short-term; on-going
Work with NCDOT and adjacent jurisdictions to complete construction of a new bridge across the Catawba connecting Charlotte with the lower Peninsula.	<ul style="list-style-type: none"> <li>• Mobility</li> <li>• Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>• A third significant river crossing</li> <li>• Reduced traffic on South Point Road and Wilkinson Boulevard</li> </ul>	<ul style="list-style-type: none"> <li>• Bridge constructed</li> </ul>	<ul style="list-style-type: none"> <li>• Work with NCDOT, neighboring jurisdictions, and other agencies to expedite construction</li> <li>• Continue to lobby for transit capacity including light rail options</li> </ul>	NCDOT, neighboring jurisdictions, other state and federal agencies	Medium to long-term
Widen or replace the Wilkinson Boulevard bridge to make it capable of handling multiple users and possibly transit.	<ul style="list-style-type: none"> <li>• Mobility</li> <li>• Infrastructure</li> <li>• Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>• A much better bridge crossing</li> <li>• More mobility options including transit</li> <li>• Improved gateway</li> </ul>	<ul style="list-style-type: none"> <li>• Bridge widened or replaced</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential bridge needs (improvement or replacement)</li> <li>• Pursue state and federal support</li> </ul>	NCDOT, CATS	Medium-term
Work with Charlotte Area Transit (CATS) to bring transit such as light rail, commuter van service, and bus rapid transit to Belmont.	<ul style="list-style-type: none"> <li>• Mobility</li> <li>• Infrastructure</li> <li>• Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>• More mobility options</li> <li>• Slower rate of traffic increases</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of a light rail station</li> <li>• Completion of a park-n-ride lot</li> <li>• BRT service</li> <li>• Van pool service</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential location</li> <li>• Pursue state and federal support</li> <li>• Lobby for inclusion of the project in the STIP</li> </ul>	CATS, NCDOT	Short, medium, and long-term

ACTIONS (BY PRIMARY GOAL ADDRESSED)	GOALS ADDRESSED	POTENTIAL OUTCOMES	MEASURES OF PROGRESS	NEXT STEPS	POTENTIAL PARTNERS	TIME FRAME
Adopt and enforce intersection standards designed to encourage pedestrian and bicycle crossings. Work with NCDOT as needed to accomplish the same on state roads.	<ul style="list-style-type: none"> <li>• Mobility</li> <li>• Infrastructure</li> <li>• Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Safer intersections</li> <li>• More pedestrian-friendly intersections</li> </ul>	<ul style="list-style-type: none"> <li>• Standards adopted</li> </ul>	<ul style="list-style-type: none"> <li>• Research best practices related to intersection design</li> <li>• Create and adopt standards appropriate to Belmont</li> <li>• Identify intersections in need of improvement</li> <li>• Develop quick, low cost, creative projects to field-test ideas</li> <li>• Install permanent improvements</li> </ul>	NCDOT	Short-term
COMMUNITY CHARACTER						
Amend and enforce current nuisance regulations as needed to address property deterioration.	<ul style="list-style-type: none"> <li>• Community character</li> </ul>	<ul style="list-style-type: none"> <li>• Better city appearance</li> <li>• Fewer potential health and safety problems</li> </ul>	<ul style="list-style-type: none"> <li>• Neighborhood and commercial property values</li> <li>• # valid complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Review the current nuisance code to identify problems and opportunities</li> <li>• Revise the nuisance code as needed</li> <li>• Adopt revisions to nuisance code</li> </ul>	Neighborhood associations, property owners, business owners	Short-term
Establish a campaign to reduce the amount of litter along streets, within public spaces, in waterways, and at the rivers' edge.	<ul style="list-style-type: none"> <li>• Community character</li> </ul>	<ul style="list-style-type: none"> <li>• Better city appearance</li> </ul>	<ul style="list-style-type: none"> <li>• # valid complaints</li> <li>• Appearance</li> </ul>	<ul style="list-style-type: none"> <li>• Identify key areas</li> <li>• Create an "adopt-a-road/river/etc." program</li> <li>• Continue to partner on the biannual clean-up days</li> </ul>	Citizens, neighborhood associations, civic groups, property owners, business owners, Environmental Sustainability Board	Short-term
Enforce current design standards and, where necessary and possible, create new design standards for Center City and locally designated historic districts, when created, that reinforce the character of Belmont's distinct areas.	<ul style="list-style-type: none"> <li>• Community character</li> </ul>	<ul style="list-style-type: none"> <li>• Belmont character elements reinforced</li> <li>• New development that "fits" Belmont</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of design standards</li> </ul>	<ul style="list-style-type: none"> <li>• Review Land Development Code for its effectiveness in reinforcing distinct character elements</li> <li>• Revise code as needed</li> <li>• Adopt revisions</li> </ul>	Citizens, neighborhood associations, property owners, business owners, Main Street Advisory Board	
Review the Land Development Code to ensure its regulations do not create unnecessary nonconformities within existing residential areas and amend as needed.	<ul style="list-style-type: none"> <li>• Community character</li> </ul>	<ul style="list-style-type: none"> <li>• Fewer nonconformities</li> <li>• Fewer piecemeal code amendments</li> <li>• Fewer variances</li> </ul>	<ul style="list-style-type: none"> <li>• Code amended as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Review the Land Development Code as it applies to established residential areas</li> <li>• Review past variances and look for patterns in geography and code sections</li> <li>• Revise the code as needed</li> </ul>	Neighborhood associations, property owners, historic preservation groups	Short-term
Ensure that the Land Development Code and other relevant policies allow and require property owners to build new development that respects the old, essential fabric of the City such as historic development patterns, uses, and other design characteristics.	<ul style="list-style-type: none"> <li>• Community character</li> <li>• Land use</li> <li>• Economy</li> </ul>	<ul style="list-style-type: none"> <li>• More appropriate development</li> <li>• Fewer piecemeal code amendments</li> <li>• Fewer variances</li> </ul>	<ul style="list-style-type: none"> <li>• Code amended as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Review the Land Development Code as it applies to older parts of the City</li> <li>• Review past variances and look for patterns in geography and code sections</li> <li>• Revise the code as needed</li> </ul>	Neighborhood associations, property owners, business owners, historic preservation groups, Main Street Advisory Board, Downtown Belmont Development Association, realtors, developers	Short-term
Work with the Belmont's historical organizations to expand both guided and self-guided walking tours.	<ul style="list-style-type: none"> <li>• Community character</li> <li>• Parks and Recreation</li> <li>• Economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Greater community understanding of city history</li> <li>• Additional attraction for visitors to area</li> </ul>	<ul style="list-style-type: none"> <li>• Walking tour developed</li> </ul>	<ul style="list-style-type: none"> <li>• Form a working committee to determine historic buildings and sites to be included</li> <li>• Develop the walking tour route</li> <li>• Develop signage and materials to provide direction on the route</li> <li>• Develop materials to promote the walking tour to residents and visitors</li> </ul>	Belmont Historic Society, Chamber of Commerce, Main Street Advisory Board, Downtown Belmont Development Association	Short-term



ACTIONS (BY PRIMARY GOAL ADDRESSED)	GOALS ADDRESSED	POTENTIAL OUTCOMES	MEASURES OF PROGRESS	NEXT STEPS	POTENTIAL PARTNERS	TIME FRAME
Preserve the authenticity of downtown by: <ul style="list-style-type: none"> <li>• Encouraging a mix of uses that do not negatively impact each other or the downtown character;</li> <li>• Maintaining and improving walkability;</li> <li>• Encouraging small to medium-sized uses that do not require significant land assembly;</li> <li>• Constructing a structured parking facility with ground-level retail/commercial, possibly through public/private partnership;</li> <li>• Promoting a diversity of architecture within a broad framework of design criteria that protects the urban fabric and historic building patterns; and</li> <li>• Recruiting destination retail, restaurants, and a mixture of other uses.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Character</li> <li>• Economy</li> <li>• Land use</li> </ul>	<ul style="list-style-type: none"> <li>• Stronger downtown</li> <li>• Stronger city</li> <li>• Vibrant downtown scene</li> </ul>	<ul style="list-style-type: none"> <li>• Architectural integrity and diversity of downtown</li> <li>• Property values</li> <li>• Length and width of sidewalks</li> <li>• New business scale</li> <li>• Construction of a parking facility</li> <li>• # new restaurants and retail stores</li> </ul>	<ul style="list-style-type: none"> <li>• Create a detailed downtown plan that:               <ul style="list-style-type: none"> <li>– Identifies infill potential</li> <li>– Establishes a marketing strategy</li> <li>– Locates structured parking</li> <li>– Identifies key architectural elements</li> </ul> </li> <li>• Research and secure funding, including seeking private partners, for the parking structure</li> <li>• Market properties</li> <li>• Recruit retail, restaurants, and a mixture of other mixed uses</li> <li>• Design and build parking structure</li> </ul>	Main Street Advisory Board, Downtown Belmont Development Association, Chamber of Commerce, business owners, property owners	On-going
Establish locally designated preservation overlays or conservation districts to encourage the protection of the urban fabric, historic architecture, and community character in the City Center	<ul style="list-style-type: none"> <li>• Community character</li> <li>• Land use</li> <li>• Economy</li> </ul>	<ul style="list-style-type: none"> <li>• Better long-term control over historic character</li> <li>• Long-term stability of neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of a community process to reevaluate overlays/districts</li> </ul>	<ul style="list-style-type: none"> <li>• Identify overlay/district boundaries</li> <li>• Research best practices</li> <li>• Identify overlay/district standards appropriate to Belmont</li> <li>• Research best practices and what it would take to become a Certified Local Government</li> <li>• Hold community meetings to discuss direction</li> <li>• If appropriate, adopt overlays/districts and standards</li> </ul>	Property owners, business owners, realtors, historic preservation groups, Preservation North Carolina, NC Office of Archives and History	Short-term
<b>ECONOMIC DEVELOPMENT</b>						
Identify commercial nodes and recruit businesses that will support existing and future residential development south of town along the Peninsula.	<ul style="list-style-type: none"> <li>• Economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate balance of uses</li> <li>• Provision of commercial needs to meet demand.</li> <li>• Relief of commercial pressures in other areas not connected to the Peninsula</li> <li>• Reduce vehicle trips</li> </ul>	<ul style="list-style-type: none"> <li>• New business and commercial developed at key nodes</li> </ul>	<ul style="list-style-type: none"> <li>• Review codes and zoning map to ensure provision of receiving areas for commercial</li> <li>• Determine if policies need to be developed to encourage mixed uses or provision of commercial in residential developments</li> <li>• Amend codes as needed</li> </ul>	City of Belmont, developers, property owners.	Short-term; on-going
Upgrade and redevelop the Wilkinson Boulevard Corridor	<ul style="list-style-type: none"> <li>• Economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Wilkinson becomes commercially viable</li> <li>• New investment occurs on the corridor</li> </ul>	<ul style="list-style-type: none"> <li>• # of new businesses</li> <li>• # of vacant or under used properties developed</li> </ul>	<ul style="list-style-type: none"> <li>• Follow the Build a Better Boulevard plan to improve viability and marketability of corridor</li> <li>• Create recruitment strategy based on market needs from research.</li> <li>• Identify catalyst properties and target private sector investment on vacant, under used, or aging properties and structures</li> <li>• Recruit office and business uses that provide jobs for Belmont residents</li> <li>• Recruit retail uses that support the local market</li> </ul>	Developers, property owners	Long-term
Work with TechWorks and Gaston College to foster “economic gardening” techniques that grow startup businesses from within the local market, sharing knowledge resources including market research, intellectual capital, etc.	<ul style="list-style-type: none"> <li>• Economic development</li> <li>• Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Additional tools for entrepreneurial development and support</li> <li>• Sustainability of small business</li> <li>• Jobs creation</li> </ul>	<ul style="list-style-type: none"> <li>• # of new start-up businesses</li> <li>• retention of existing entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• Determination of needs in entrepreneurial training, technology resources, viable startup space</li> <li>• Development of market research knowledge base</li> <li>• Establish strategic network of private business and intellectual capital</li> </ul>	TechWorks, Gaston College, business owners	Short-term
Collaborate with Gaston College’s textile technology center and private sector investor to pursue a “maker space” in Belmont, potentially as part of a redeveloped building, similar to Synergy Mill in Greenville, SC <a href="http://synergymill.com">http://synergymill.com</a> .	<ul style="list-style-type: none"> <li>• Economic development</li> <li>• Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Provide location for creative individuals to share equipment, tools and ideas to create</li> <li>• Growing innovation and creative capital</li> </ul>	<ul style="list-style-type: none"> <li>• Establish physical site for community workshop, co-working space</li> </ul>	<ul style="list-style-type: none"> <li>• Visit similar maker spaces in Charlotte region, Greenville SC.</li> <li>• Determine infrastructure needed, purpose and work plan for site</li> <li>• Recruit developer/property owner and pursue public/private partnership</li> </ul>	Gaston College, Greater Gaston Development Corporation	Short-term

ACTIONS (BY PRIMARY GOAL ADDRESSED)	GOALS ADDRESSED	POTENTIAL OUTCOMES	MEASURES OF PROGRESS	NEXT STEPS	POTENTIAL PARTNERS	TIME FRAME
Continue to recruit support businesses that enhance the work-life integration of potential start-ups, young entrepreneurs, and millennials.	• Economic development	<ul style="list-style-type: none"> <li>Recruitment of quality of life amenities such as breweries, food trucks, entertainment, and recreation</li> <li>Belmont becomes destination for young professionals, millennials and investors</li> <li>Jobs creation</li> </ul>	<ul style="list-style-type: none"> <li># of new businesses</li> <li>Improved active access to River</li> <li>New business, tech, and recreation amenities</li> </ul>	<ul style="list-style-type: none"> <li>Continue existing efforts to create vibrant downtown</li> <li>Continue existing efforts to redevelop former mill sites as mixed use.</li> <li>Determine gaps in amenities needed to attract millennials and entrepreneurs</li> <li>Create plan to develop these resources</li> </ul>	Chambers of Commerce, Main Street Advisory Board, Downtown Belmont Development Association	On-going
Leverage Belmont’s growing recreational assets, the Catawba River, and under-used mill properties to recruit recreation-based industries such as manufacturing of kayaks, cycling components, recreation textiles, etc.	• Economic development	<ul style="list-style-type: none"> <li>Belmont has a quality of life and desirability where recreation-based manufacturers want to locate here</li> <li>Jobs creation</li> <li>Private investment</li> </ul>	<ul style="list-style-type: none"> <li>New, small manufacturing businesses invest in Belmont</li> </ul>	<ul style="list-style-type: none"> <li>Improve access to Catawba River</li> <li>Continue to grow recreation assets</li> <li>Target support businesses to attract these types of businesses</li> <li>Recruit recreation-based manufacturers</li> </ul>	Greater Gaston Development Corporation, Gaston College	Medium-term
Continue to work with neighboring cities, Gaston County, Greater Gaston Development Corporation, Montcross Chamber, TechWorks, etc. on regional economic development issues.	<ul style="list-style-type: none"> <li>Economic development</li> <li>Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>Belmont and partners operate as collective economic development unit</li> <li>Belmont and partners are included at table for all regional economic issues</li> </ul>	<ul style="list-style-type: none"> <li>New businesses locate in Belmont area to provide jobs, support residents</li> </ul>	<ul style="list-style-type: none"> <li>Ensure mechanism for collaboration</li> <li>Determine lead agency and develop a strategic framework for collaboration</li> <li>Create regional work plan for economic development</li> </ul>	Greater Gaston Development Corporation, Gaston College, neighboring communities, business owners	On-going
Partner with Montcross Chamber, Gaston College, and other agencies to assess small business support needs and put a plan together to grow programs and efforts for Belmont small businesses.	<ul style="list-style-type: none"> <li>Economic development</li> <li>Intergovernmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>Small business has qualified and accessible support system</li> <li>Small business sustainability is improved</li> </ul>	<ul style="list-style-type: none"> <li>New programming is established</li> <li># of new small businesses</li> <li>Retention of existing small business</li> </ul>	<ul style="list-style-type: none"> <li>Determine gaps in small business support related to training, marketing and market research, finance, merchandising, business planning, permitting process and incentives</li> <li>Put plan together to grow programming</li> </ul>	Montcross, Chamber of Commerce, Gaston College, Main Street Advisory Board, Downtown Belmont Development Association	Short-term
Create local incentives to recruit new economic development.	• Economic development	<ul style="list-style-type: none"> <li>Private investment</li> <li>Jobs creation</li> </ul>	<ul style="list-style-type: none"> <li># of new businesses recruited utilizing incentives</li> </ul>	<ul style="list-style-type: none"> <li>Determine local capacity to establish incentives</li> <li>Determine local business needs and build incentives around needs</li> <li>Create and promote incentives such as grants, provision of parking and infrastructure, etc.</li> </ul>	Main Street Advisory Board, Downtown Belmont Development Association	Short-term; medium term
Promote a diversity of businesses and services.	• Economic development	<ul style="list-style-type: none"> <li>Stronger, more resilient economic base</li> <li>Wider range of opportunities for residents</li> </ul>	<ul style="list-style-type: none"> <li>Business and service mix</li> </ul>	<ul style="list-style-type: none"> <li>Inventory the existing business and service mix</li> <li>Determine the types and potential locations of new businesses and services</li> <li>Review the Land Development Code to make sure it does not discourage or prevent a healthy range of possibilities</li> <li>Revise the code, if necessary</li> <li>Market Belmont for a range of business and service uses</li> </ul>	Local businesses, economic development groups, Main Street Advisory Board, Downtown Belmont Development Association	On-going
Explore the creation of a technology and arts center as a destination and events facility.	<ul style="list-style-type: none"> <li>Economic development</li> <li>Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Another destination and events facility</li> <li>Assistance with establishing Belmont as a technology center</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a facility</li> </ul>	<ul style="list-style-type: none"> <li>Define goals and parameters for the facility</li> <li>Research similar facilities looking at cost, operation, and impacts</li> <li>Decide if such a facility makes sense</li> <li>Seek funding and support if the City decides to move forward</li> </ul>	Colleges, businesses, industries, economic developers, Main Street Advisory Board, Downtown Belmont Development Association	Medium-term

ACTIONS (BY PRIMARY GOAL ADDRESSED)	GOALS ADDRESSED	POTENTIAL OUTCOMES	MEASURES OF PROGRESS	NEXT STEPS	POTENTIAL PARTNERS	TIME FRAME
Recruit youth and teen-oriented retail and entertainment.	• Economic develop-ment	• Businesses and jobs available for area youth	• # of jobs created for youth • # of businesses recruited	• Work with schools to engage local youth and determine business gaps • Collaborate on entrepreneurial development programming for youth (business planning competitions, angel investor pool, etc.) • Recruit viable businesses based on realistic needs and qualified by market research • Collaborate with private small businesses to create hiring or mentor-ship programming for youth	Gaston County, schools, col-leges, Main Street Advisory Board, Downtown Belmont Develop-ment Association, businesses	Short-term; on-going
Address the condition of existing commercial properties that are de-teriorating or dilapidated through enforcement of property mainte-nance codes and the Land Development Code.	• Economic develop-ment • Community character	• Improvement in the commercial fabric • Stable property values	• # properties deemed deteriorated or dilapidated	• Inventory existing commercial property and catalog condition • Determine priorities for action • Work with property owners to make improvements • Enforce codes as needed	Property own-ers, businesses, Gaston County Building Depart-ment	Short-term; on-going
Proactively work to create a collaborative long-term vision for Allen Steam Plant.	• Economic develop-ment • Intergov-ernmental coordination	• Allen Steam Plant has long-range vision that reflects needs of local citizenry and addresses environment, future development opportunities, recreation and river access	• Vision is developed	• City establishes contact with Duke to begin discussions of future • General long-range vision for the future of the site is created	Duke Energy, Gaston County	Medium-term
PARKS AND RECREATION						
Update the Park and Recreation Plan	• Parks and recreation • Community character	• Additional park and open space	• Adoption of a new plan	• Review the expired plan to see what needs to be brought forward • Conduct studies to see what is needed • Create and adopt a plan	Business commu-nity, developers, Park and Recre-ation Advisory Committee	Short-term
Work with Duke Energy to transition a portion of the Plant Allen property to another private or public use that supports the Belmont community such as a regional park and recreation facility.	• Parks and recreation • Intergov-ernmental coordination • Community character	• Additional park and open space • Better integration of property with the rest of the Peninsula	• Dialogues with Duke Energy	• Initiate dialogues with Duke Energy • If and when plans are appropriate, work with Duke Energy to create them • Implement plans	Duke Energy, Park and Recre-ation Advisory Committee	Medium-term
Explore options for adding a larger recreation/community center with facilities for basketball and other sports and a gathering place for persons of all ages, particularly seniors.	• Parks and recreation	• Facility available for indoor recreation • Larger meeting place for persons of all ages	• Recreation/ • Community center opened	• Explore options for adaptive reuse of existing facilities • Research similar facilities in other areas • If no options for reuse exist, explore site options for new facility • Seek funding and potential partnerships for facility	Chamber of Com-merce, Centralina COG Agency on Aging, Park and Recreation Advi-sory Committee	Medium-term
ENVIRONMENT						
Preserve more natural area and open space by: – Encouraging and, in some cases, requiring clustering; – Creating density incentives; and – Allowing offsite land dedication as an alternative to onsite pervious land requirements (offsite offsets).	• Environment • Parks & recreation • Land use • Intergov-ernmental coordination	• More land permanently set aside in preservation or open space	• Acreage and % of permanently pre-served natural area and open space	• Inventory existing permanently preserved land • Revise the Land Development Code to require set asides and to allow offsite offsets	Property own-ers, developers, conservancies	Short-term; on-going
Protect valuable water resources by prohibiting incompatible or po-tentially hazardous land uses within 500 feet of creeks and rivers.	• Environment • Land use	• Maintenance of water quality	• Land uses allowed within 500 feet • Improved or protect-ed water quality	• Identify uses that are incompatible with or hazardous in flood prone areas and near water bodies	Property owners, developers	Short-term

ACTIONS (BY PRIMARY GOAL ADDRESSED)	GOALS ADDRESSED	POTENTIAL OUTCOMES	MEASURES OF PROGRESS	NEXT STEPS	POTENTIAL PARTNERS	TIME FRAME
Incorporate a “Health in All Policies” approach when considering policies, projects, plans, and programs affecting all aspects of the built environment.	<ul style="list-style-type: none"><li>• Environment</li><li>• Parks &amp; recreation</li><li>• Land use</li><li>• Economic development</li><li>• Mobility</li><li>• Community character</li></ul>	<ul style="list-style-type: none"><li>• Better health outcomes for Belmont residents</li><li>• Sustainable practices and policies</li></ul>	<ul style="list-style-type: none"><li>• Increased consideration of health criteria during project, policy, and plan development</li></ul>	<ul style="list-style-type: none"><li>• Pursue opportunities to educate staff, elected officials, and residents about how the built environment affects community health</li><li>• Develop and adopt tools to routinely consider the health impacts of new projects, policies, plans, and programs</li></ul>	Gaston County Department of Health and Human Services Walkability and Obesity Policy Group, neighboring communities, citizens, economic development groups	
INFRASTRUCTURE						
Ensure adequate provision of water and wastewater services for existing and proposed land uses.	<ul style="list-style-type: none"><li>• Infrastructure</li><li>• Land use</li></ul>	<ul style="list-style-type: none"><li>• Adequate water and sewer service provided to existing and proposed developments and customers</li><li>• Plans in place to serve future developments and customers</li></ul>	<ul style="list-style-type: none"><li>• # of customers</li><li>• Water capacity in excess of current demand</li><li>• Wastewater capacity in excess of current demand</li></ul>	<ul style="list-style-type: none"><li>• Define what adequate water and sewer service means in Belmont</li><li>• Determine current and future infrastructure needs to meet demand</li><li>• Explore and secure resources, partnerships and other means to fund needed infrastructure</li></ul>	Developers, local water and wastewater providers	On-going
INTERGOVERNMENTAL COORDINATION						
Work with adjacent jurisdictions to capitalize on opportunities and mitigate negative impacts of land use, development, transportation projects, and infrastructure	<ul style="list-style-type: none"><li>• Intergovernmental coordination</li><li>• Infrastructure</li></ul>	<ul style="list-style-type: none"><li>• More opportunities</li><li>• A better coordinated region</li></ul>	<ul style="list-style-type: none"><li>• # of jurisdictions that work with Belmont</li></ul>	<ul style="list-style-type: none"><li>• Monitor plans, developments, transportation projects, and infrastructure in adjacent jurisdictions</li><li>• Work with other jurisdictions to mitigate impacts</li><li>• Make sure that Belmont is well represented on regional task forces and committees</li></ul>	All adjacent jurisdictions	On-going

Projects

This section of the plan focuses on key elements including some of those transformative elements necessary to ensuring the plan’s eventual success. Key projects are listed in the following matrix. This matrix is very much the same as the Action Matrix and its columns should be interpreted the same except that it does not include measures of progress since completion of the project is the measure.

Project Matrix

PROJECT	GOALS ADDRESSED	POTENTIAL OUTCOMES	NEXT STEPS	POTENTIAL PARTNERS	TIME FRAME
Seek out public/private partnerships to create new public waterfront between the I-85 and Wilkinson Boulevard bridges, as well as in conjunction with the Catawba Crossing bridge, if completed. Focus efforts on a public promenade associated with a mixed-use development (retail, residential, entertainment, and similar uses) that is connected to nearby neighborhoods.	<ul style="list-style-type: none"><li>• Community Character, Infrastructure</li></ul>	<ul style="list-style-type: none"><li>• A new, vibrant gateway</li><li>• Reinvigorated East Belmont</li><li>• Public access to river views</li><li>• Economic vitality</li></ul>	<ul style="list-style-type: none"><li>• Identify key parcels</li><li>• Working with property owners, create a master plan</li><li>• Help property owners market the master plan</li><li>• (Alternatively, acquire the property and then seek private partners to purchase and develop those portions of the property to be privately developed)</li><li>• Seek funding for public improvements</li></ul>	Property owners, developers, economic development community	Medium-term
Revise the Land Development Code to: – Create an incentive for affordable housing, – Enable accessory dwellings, – Enable mixed-residential subdivisions, – Add more mixed-use options, – Address the walkability and bikeability actions outlined in this plan, – Require public access to the waterfront in large waterfront developments, and – Encourage clustering	<ul style="list-style-type: none"><li>• Land use</li><li>• Economic development</li><li>• Community character</li><li>• Environment</li><li>• Community facilities and services</li><li>• Infrastructure</li><li>• Parks &amp; recreation</li><li>• Mobility</li><li>• Economy</li></ul>	<ul style="list-style-type: none"><li>• A code that implements this plan</li><li>• More affordable housing</li><li>• A better integrated and multi-modal community</li><li>• More permanently preserved open space</li></ul>	<ul style="list-style-type: none"><li>• Audit the current code</li><li>• Prepare a revised code consistent with this plan</li><li>• Adopt the code</li></ul>	Property owners, developers, builders, businesses, economic development community	Short-term
Create a branding and connectivity plan for North Belmont and East Belmont.	<ul style="list-style-type: none"><li>• Community character</li><li>• Economy</li></ul>	<ul style="list-style-type: none"><li>• Better identity</li><li>• A more connected community</li></ul>	<ul style="list-style-type: none"><li>• Create a branding plan for each area of town</li><li>• Determine if there are more or better ways each part of town should connect to downtown</li></ul>	Neighborhood associations, property owners, businesses, NCDOT	Medium-term
Establish an improvement program for strategic neighborhoods that seeks to: – Establish neighborhood action teams, – Eliminate blight and nuisances, – Coordinate public expenditures, – Improve public infrastructure, and – Identify infill and neighborhood center opportunities.	<ul style="list-style-type: none"><li>• Community character</li><li>• Community facilities and services</li><li>• Infrastructure</li><li>• Parks &amp; recreation</li><li>• Mobility</li></ul>	<ul style="list-style-type: none"><li>• Less deterioration and blight</li><li>• Stronger neighborhoods</li><li>• Stable property values</li></ul>	<ul style="list-style-type: none"><li>• Complete a neighborhood inventory</li><li>• Create program guidelines and a plan for implementing the program</li><li>• Integrate the program into the CIP</li><li>• Consider small area or neighborhood plans to address infill and redevelopment opportunities</li></ul>	Neighborhood groups, citizens, local businesses	Medium-term
Create a distinct market position and tools to target investment for Belmont.	<ul style="list-style-type: none"><li>• Economic development</li></ul>	<ul style="list-style-type: none"><li>• Economic Development recruitment tools are created for the City and its specific development needs</li></ul>	<ul style="list-style-type: none"><li>• Meet with economic development partners to inventory existing messaging, determine gaps in marketing and tools set</li><li>• The City of Belmont facilitates a Branding and Market Positioning plan specifically for business recruitment, including:<ul style="list-style-type: none"><li>– Belmont-specific economic market position.</li><li>– Testimonial ads from recent and new investors who have chosen Belmont</li><li>– Economic Development marketing package developed for prospects to communicate economic profile, available sites, and Belmont vision</li><li>– Cultivate relationships with regional developers to communicate opportunities within Belmont</li></ul></li></ul>	Greater Gaston Development Corporation, chambers, Main Street Advisory Board, Downtown Belmont Development Association	Short-term



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Belmont



← Belmont  
Abbey  
College

Historic  
Downtown →

↑ Riverfront  
Park







# *Our Town* **Belmont**

Comprehensive Blueprint for Our Future.