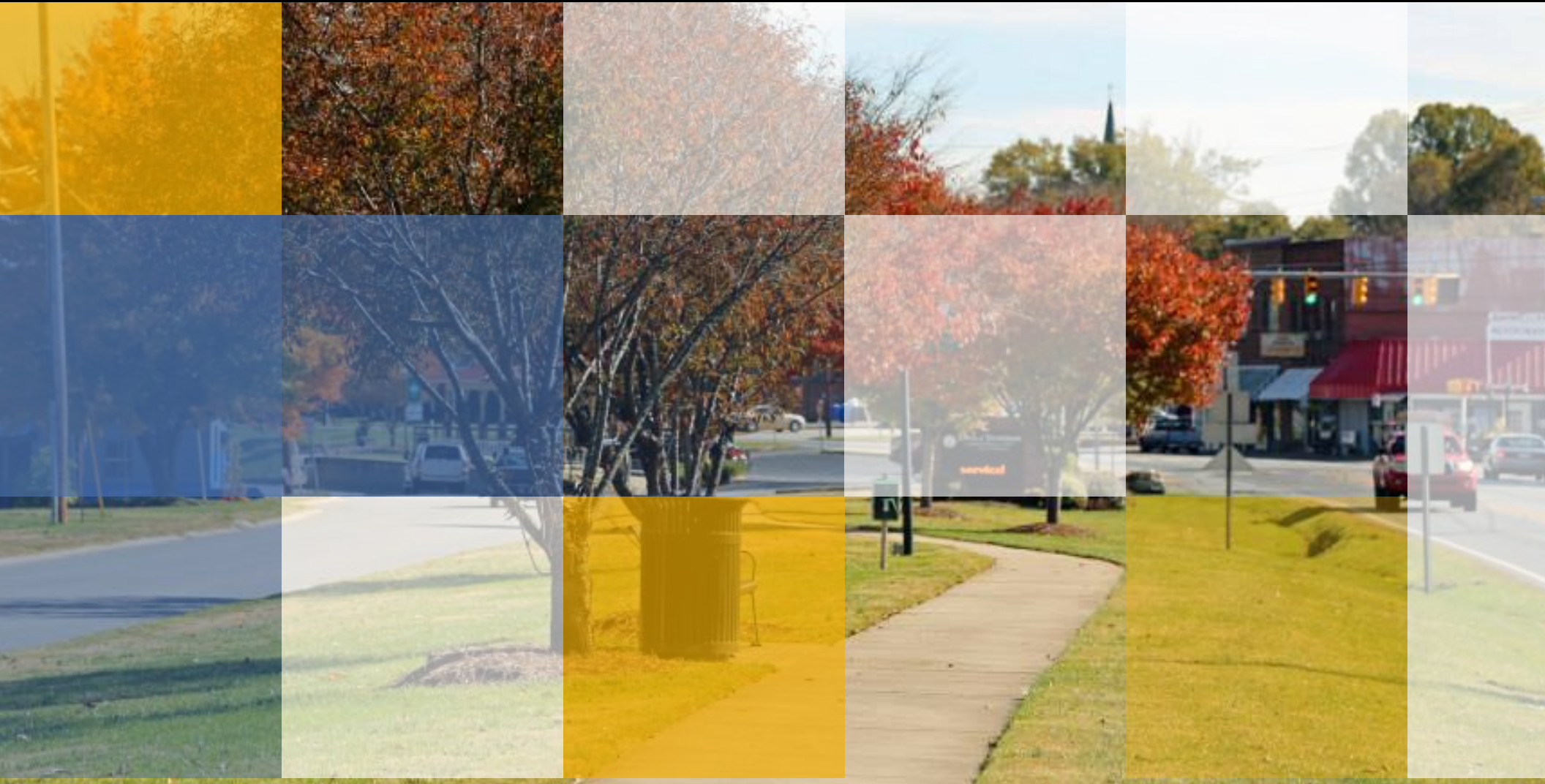


# Troutman Strategic Plan

12.13.2018



# BEFORE WE GET STARTED....



It's the nature of planning, design, and related tasks to find what is wrong so that it can be fixed. In the Disney film *Pollyanna* (not from Abe Lincoln as is commonly believed) it was noted that, "If you look for the bad in mankind expecting to find it, you surely will."

That sets a bad tone from the outset and is not reflective of the process that went into producing this plan, or what we heard from those that participated in it. Overwhelmingly, the project team heard about what was *right* with Troutman and how important it was to build on that foundation without messing it up.

So instead of finding fault, this report will begin with what is right, right now, in Troutman.

You can walk to a grocery store; meet a friend for beer or ice cream (or both); or have a great lunch in Japan, Belgium, or Italy in Troutman.

You have a downtown greenway that would be the envy of towns many times Troutman's size.

You have access to a beautiful state park and a great town park (which you can also walk to).

Variety is huge in Troutman: you have a fun and funky downtown, farms, industry, and a variety of homes.

Most of all, you have a citizenry, staff, and leadership that cares enough to make this plan and many things that this plan doesn't contemplate a reality. Hopefully, the ideas contained in here will enhance the great things and make other things better.





Lake Norman

Largest man-made lake in NC

520 miles of shoreline

962,000 visitors in 2017

page 2 Opening: Planning Framework

page 5 I. Existing Conditions

- History of Troutman
- Demographics
- Market Conditions / Peers
- Build-Out Assessment

page 37 II. What We Heard [Engagement]

- Why and How of Engagement
- The Charrette Process
- What We Heard: Prominent Issues

page 43 III. Organizing Principles and Strategies

- Guiding Principles
- Principles-to-Strategies

page 65 IV. Implementation Plan

- Getting There: Actions and Schedule
- Focus Areas: Seeing the Strategies
- 10-4: Ten Actions in Four Years

V. Appendices (digital availability only)

- Presentations
- Survey Data
- Complete Focus Group Notes

Current Conditions	Adopted 2035 Future Land Use	AS-Is	2035
Total	Total	baseline	
6,509	25,378	18,869	
3,200,237	27,545,271	24,345,034	
17	922	905	
2,088	2,985	1,898	
4,258	15,882	13,022	
€2,050	468,507	406,457	
\$16,330,000	\$97,120,976	\$80,790,376	
98	479	281	
\$37,827,238	\$190,469,277	\$152,642,039	

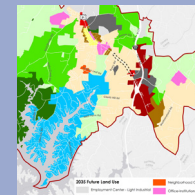
24

impacts from different build-outs



38

infographic summaries of engagement



62

future land use map



68

concept designs for focus areas (three)

**ACKNOWLEDGMENTS:**

- Steering Committee: for guidance
- Staff: for feedback
- Troutman People: for insight
- Stantec Consulting: for putting it together

*On behalf of the entire project team, we would like to thank everyone that helped with this project. All the mistakes are ours; all the good parts are yours.*



**TROUTMAN**  
*North Carolina*

## OPENING: PLANNING FRAMEWORK

The Town of Troutman, although small in population size compared to its neighbors, has concerns about its future that are not unlike many communities in North Carolina. Growth in residency and employment present an uncomfortable paradox: important for creating and increasing the tax base to provide public services but also threatening changes to the character that people have moved to the town to secure. Unfortunately, success stories in North Carolina and other rapidly growing communities are relatively rare. Sometimes a county and its municipal governments develop urban growth boundaries and land use plans that clearly specify rural “preserves” with no-or-low-density housing, but otherwise pressures from the edge of the municipal boundary as well as the monetary rewards to landowners of an easy sale to private development interests inside the town boundaries eventually change the nature of many communities. Associated concerns with different, sometimes lower-quality, developments; traffic congestion; and increasing demands for public services and utilities accompany growth. Taking a stand to develop a balanced - a word heard often during this planning process - is extremely difficult, and difficult to maintain across varying market conditions and election cycles.

Troutman wants to understand both how to manage the growth process from a high level with a modified future land use plan, and from a ground-up approach with very specific actions that can be taken to activate those principles. The Strategic Master Plan (“strategic plan”) does not contain a lot of visionary statements;

Troutman already has a vision statement. Instead, the planning process involving a steering committee, staff, and input from many citizens created both guiding principles and directions that the project team of consultants used to identify recommended actions.

The generalized planning framework is shown on the opposite page. This report is divided into just four sections:

- Section I identifies the context and demographics of change, as well as how these changes can be characterized in assessments of the Troutman market and future “build-out” of the town;
- Section II goes into detail about how the public was engaged in this process and the major outcomes of that engagement;
- Section III builds on both the analysis in Section I as well as the engagement in Section II to create recommended strategies in several cross-cutting topic areas that link back to the guiding principles; and
- Section IV provides details in a digital format on the engagement and other parts of the study.

This plan should be updated at least every five years, since market conditions, opinions, and opportunities change often. **For more information and to find out how you can get involved in one or more actions identified in this plan - and there is a major requirement for the people of Troutman to continue to be engaged to see these recommendations happen - please contact the town staff.**

*the project team meets with the steering committee to refine the project scope and prepares base mapping and starts existing conditions assessment*

*focus groups are conducted (four) with residents from various parts of town; two public meetings are held in different locations*

*an existing conditions report is submitted for review by staff and the steering committee, eventually becoming part of the Section I overview in this report*

*a four-day workshop, or charrette, is conducted on-site, council update, more focus groups, and the preparation of the final report commences; another public meeting is held*

*the draft report is prepared for review by staff, steering committee, and other parties; not all sections are complete at this point*

*the town council and steering committee review the report and, along with staff, suggest revisions before a final review by the town council*

**COLLECT DATA**

**CONDUCT FOCUS GROUPS**

**PREPARE EXISTING CONDITIONS REPORT**

**CONDUCT FOUR-DAY CHARRETTE**

**PREPARE DRAFT REPORT**

**FINALIZE REPORT FOR ADOPTION**

MAY 2018

OCTOBER 2018






I

# Existing Conditions

*Creating recommendations requires understanding what is currently happening and how each piece fits together.*





**“Planning is bringing the  
future into the present so  
that you can do something  
about it now.”**

*--Alan Lakein*

*“... a carpenter, hat maker, cooper, stockman, school teacher and Realtor.”*

*ON JOHN JACOB TROUTMAN, FROM TOWN OF TROUTMAN WEBSITE*

## **HISTORY AND CONTEXT**

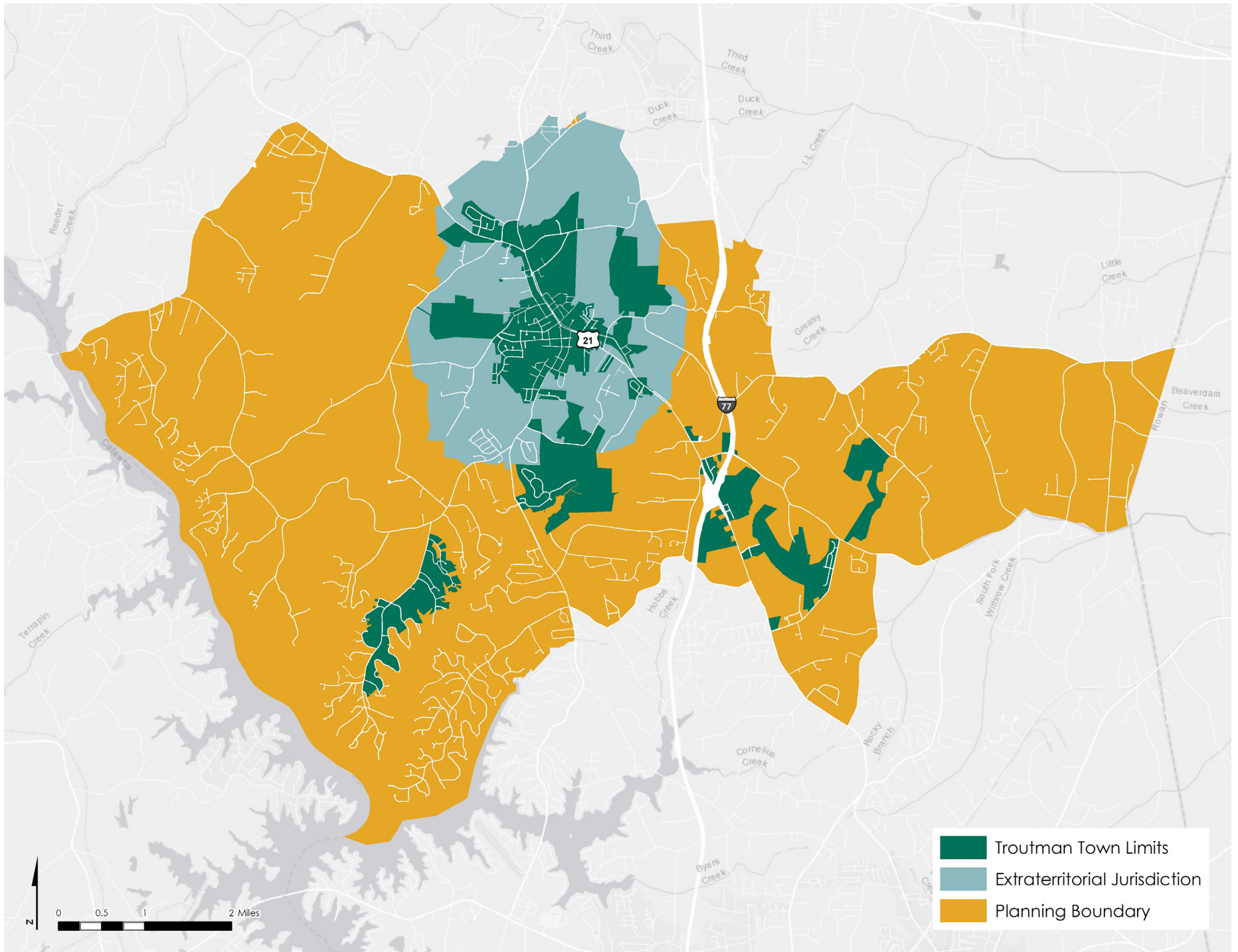
The Town of Troutman is located approximately 30 miles north of the largest city in North Carolina, Charlotte, between the municipalities of Statesville and Mooresville. The town’s history dates back to as early as the mid-1700s, when settlers began coming to the Piedmont area of North Carolina for the abundant and fertile land. One of these early residents was John Jacob Trautman. Throughout his life he acquired large tracts of land. Later, it was Jacob’s daughter-in-law, Anne Wolford, and her children who built a home and wagon workshop in what is today downtown Troutman. As traffic increased along these roads, and the family’s reputation grew, the area simply became known as Troutman’s. The town continued to grow with the construction of the railroad and as nearby localities saw major growth. In 1905, Troutman was granted its official Town Charter.

Troutman has been impacted by the growth of Charlotte and the growth of itself as a town. Lake Norman provides recreation opportunities for residents and economic investment from visitors. A high rate of growth in recent years is due to its proximity to Charlotte and the overall desirability of the kind of small town living Troutman offers. Faced with both challenges and opportunities that new development brings, the Town proposes a Strategic Master Plan to coordinate existing forward-looking plans addressing transportation and land use with current and projected development patterns to ensure growth occurs in a manner which maintains Troutman’s sense of place and natural resources,

while enhancing its economic vitality and quality of life. A master plan will guide future growth and development in the Town. Unrestrained growth can overburden existing utilities, detract from a community’s natural character and open space, overload transportation systems, create land use conflicts, and waste taxpayer dollars. The comprehensive planning process helps to coordinate these elements into an achievable vision that can be used to guide growth and development in a logical manner that enhances the existing community.

Troutman serves as a gateway to Lake Norman State Park, a regional park facility attracting thousands of visitors each boating season. U.S. Highway 21 carries many visitors exiting off Interstate 77 into Troutman. The study area for the Strategic Master Plan includes the ETJ (Extra-Territorial Jurisdiction) of Troutman as well as areas that influence the planning for the town.





**Figure 1-1: Troutman boundaries and planning boundary study area**

## DEMOGRAPHICS

The town has experienced rapid growth in recent decades, with a population increase of 57% from 2000 to 2016 (from 1,600 to 2,500 people), slightly exceeding the 50% growth experienced by the City of Charlotte during this same period, and growing much faster than Iredell County (37%) or North Carolina (24%). As the population of Troutman has grown, the town has also expanded its boundary. The town itself grew from about 925 acres in 1980 to 1,300 acres in 2000, and has since more than doubled in size to over 3,400 acres as of the 2010 Census.

The map on the following page (Figure 1-2) shows the trend in population growth from 1990 to present day. As population growth continues its northern trajectory from Charlotte, Troutman will continue to experience pressure from growth and development.

Troutman's location means that it attracts different people to the community for different reasons. The three most numerous groups of people in the Troutman planning area boundary (the area addressed in this project unless otherwise noted) are shown at right.

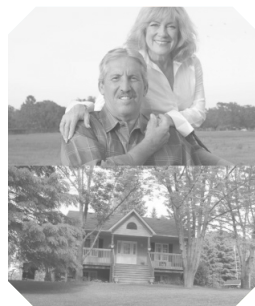
## What's in a Name?

A "tapestry segmentation" is a way of identifying neighborhoods into 67 distinct types, used sometimes for marketing purposes. The following are sourced from ESRI Business Analyst, and occur often in the Troutman planning area boundary.



### Middleburg

*People that favor semi-rural locales, carrying some debt now but investing in their future. Often Middleburg tapestry folks are young couples starting a family.*



### Salt of the Earth

*Often empty-nesters, Salt-of-the-Earth types usually own their own homes, like to fix up their homes themselves, buy and travel American - often to spend more time outdoors.*



### Southern Satellites

*Southern Satellites are usually slightly older, sometimes multi-generational families employed in a variety of industries, perhaps a little more in production than some other groups.*



Median Household Income:	Median Home Value:
\$57,835	\$205,006

**Houses in Troutman:  
1,076  
in Planning Area:  
6,500**



**Town of Troutman's  
Average Household Size:  
2.7**

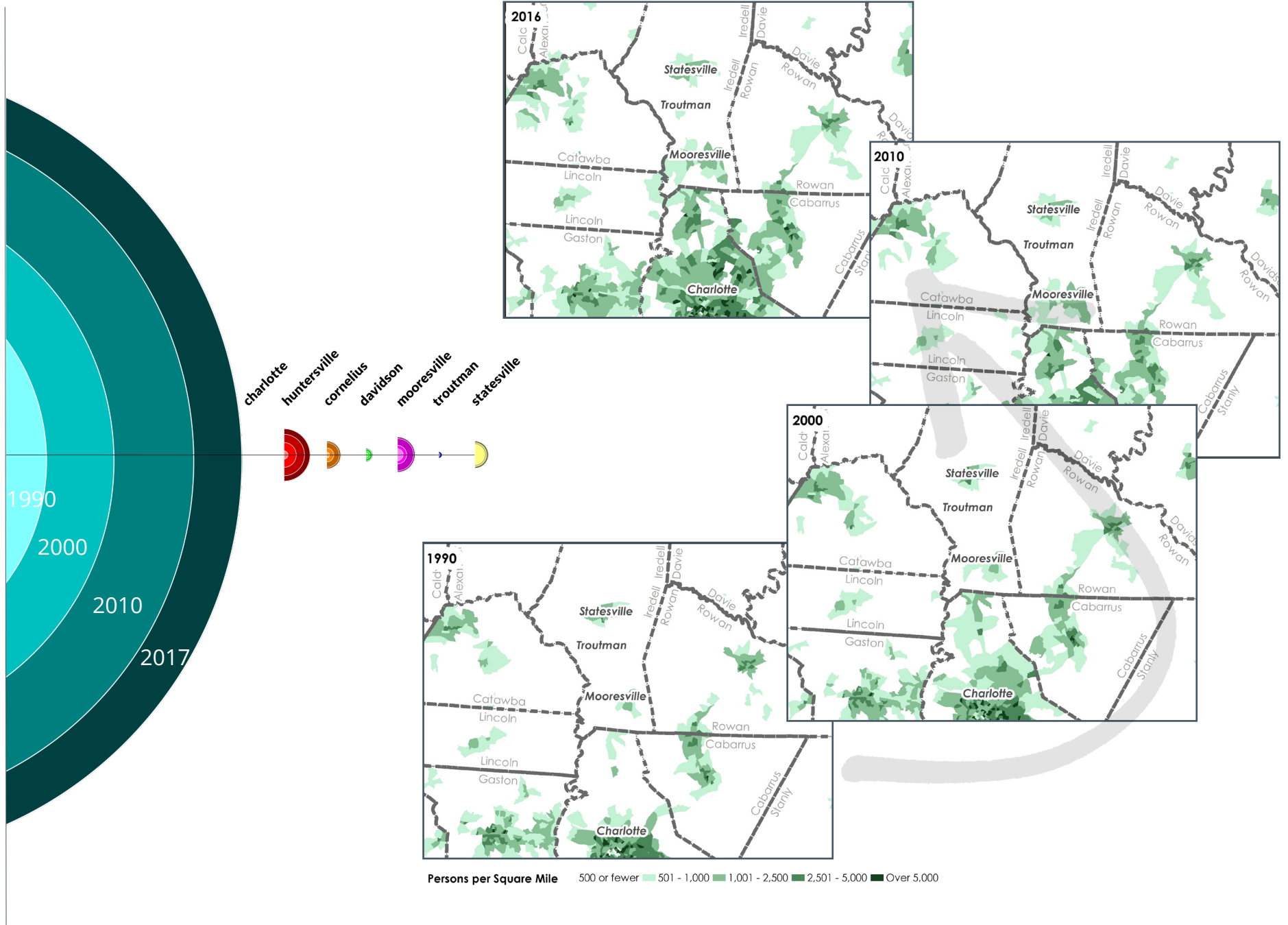


Figure 1-2: (Left) Regional Population Growth, 1990-2017; (Right) Population Density, 1990-2016

## TRANSPORTATION IN TROUTMAN

Troutman has access to several public transportation services within the county, including vanpool and on-demand response service.

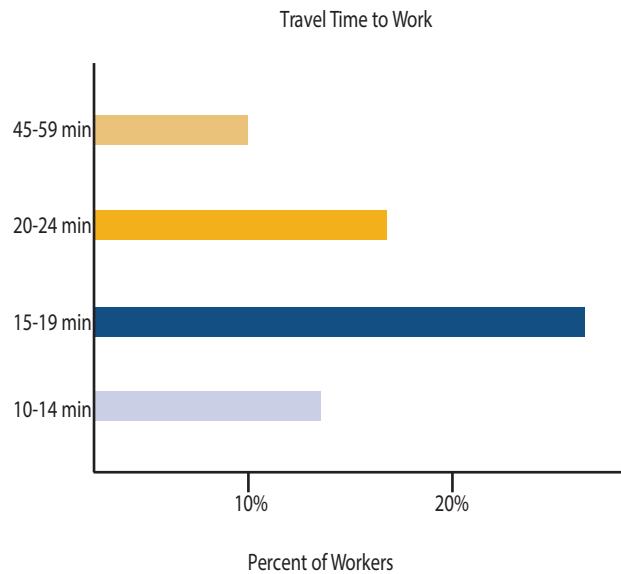
Troutman has introduced an express bus route to Charlotte via Iredell County Area Transportation System (ICATS), part of the Charlotte transit system. The fixed-route bus operates on a 90-minute headway between 5:10am - 8:10am and 5:00pm - 8:00pm.

The fare is \$3.00 with 50% discounts for elderly and youth. The current park-and-ride lot is behind Arby's at the interchange of US Highway 21 and I-77. Park-and-Ride lots

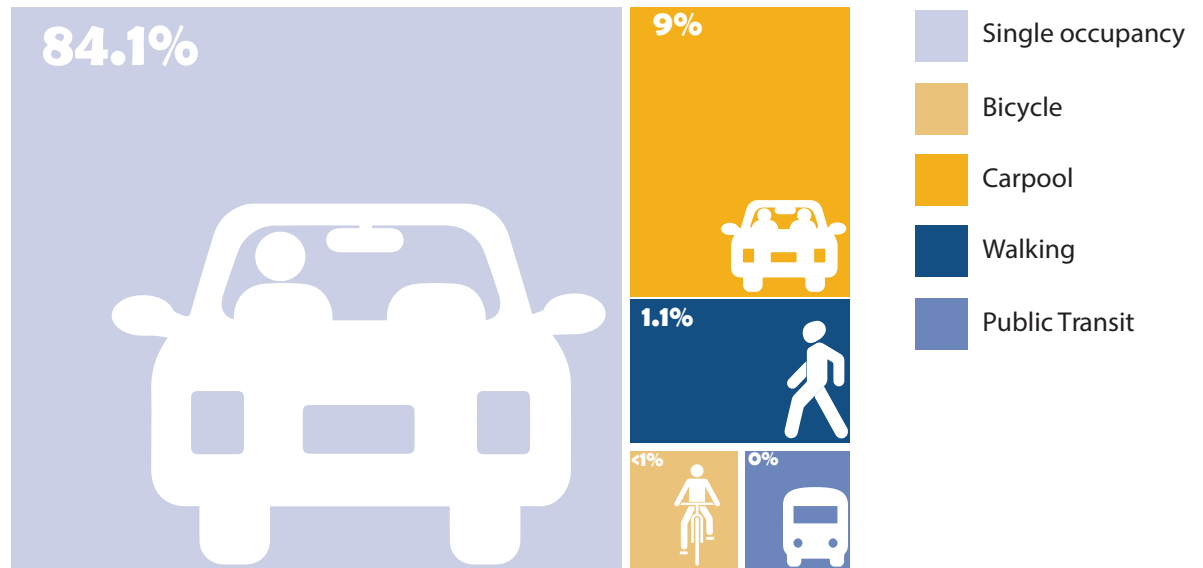
were recommended in the 2008 CTP Plan to help alleviate congestion among major corridors in Troutman.

That being said, most (84.1%) Troutman residents drive alone to work. Around 9% of people carpool, while about 2% of residents are able to walk or bike to work. Troutman residents spend about 21 minutes traveling to work, many headed to Mooresville or Statesville.

The Richardson Greenway along Main Street, part of the Carolina Thread Trail connects downtown to the Barium Springs area, is popular with residents. Sidewalks are largely limited to more recent residential developments and commercial areas in the center and to the north of town.



## Transportation to Work



## **TRANSPORTATION DEFICIENCIES**

The main artery through Troutman is US 21 / NC 115. It generally provides a single travel lane in each direction, with some exceptions of center turn lanes in commercial areas. This corridor is simultaneously a main street and a major thoroughfare connecting Statesville, Mooresville and two Interstates. Traffic loads have risen steadily, and Troutman's Main Street sees steady traffic throughout the entire day. Heavy truck traffic is present along the corridor given the regional facility connectivity it provides, and the increasing number of industrial, warehouse, and distribution land uses. Annual Average Daily Traffic (a figure that accounts for seasonal and weekly variation in truck traffic volumes) is summarized in graphical form in Figure 1-3. As shown, US 21 carries between 12,000 to 17,000 vehicles per day as it traverses the study area. Truck traffic also exceeds 800 vehicles on the segment of US 21 that passes through downtown.

## **CRASHES**

From 2015 to 2017 there were approximately 640 reported vehicular crashes within the project study area. Many crashes occurred on US 21 (171 out of 636). About 17% of crashes (111 out of 636) occurred on the portion of I-77 that passes through Troutman. The concern expressed by many residents is how many crashes occur on Troutman's main corridor through their downtown.

Crashes are also frequent in the area of US 21 between Wagner Street to Scroggs Street. Another densely populated crash area is from Oswalt Amity Road to Lexus Drive. This area involves the I-77 entrance and exit ramps. Both dense crash areas are self-reported by Troutman residents as places they travel to do their shopping. Another road with a considerable amount of crashes that residents of Troutman travel along is Perth Road, especially at the intersection of Perth Road and State Park Road. Perth Road serves as an arterial to and from Mooresville. Crashes are more sparse on the more rural roads in Troutman. Estimated crashes per mile are shown in Figure 1-4.



# Average Annual Daily Traffic

(accounts for seasonal and daily variation)

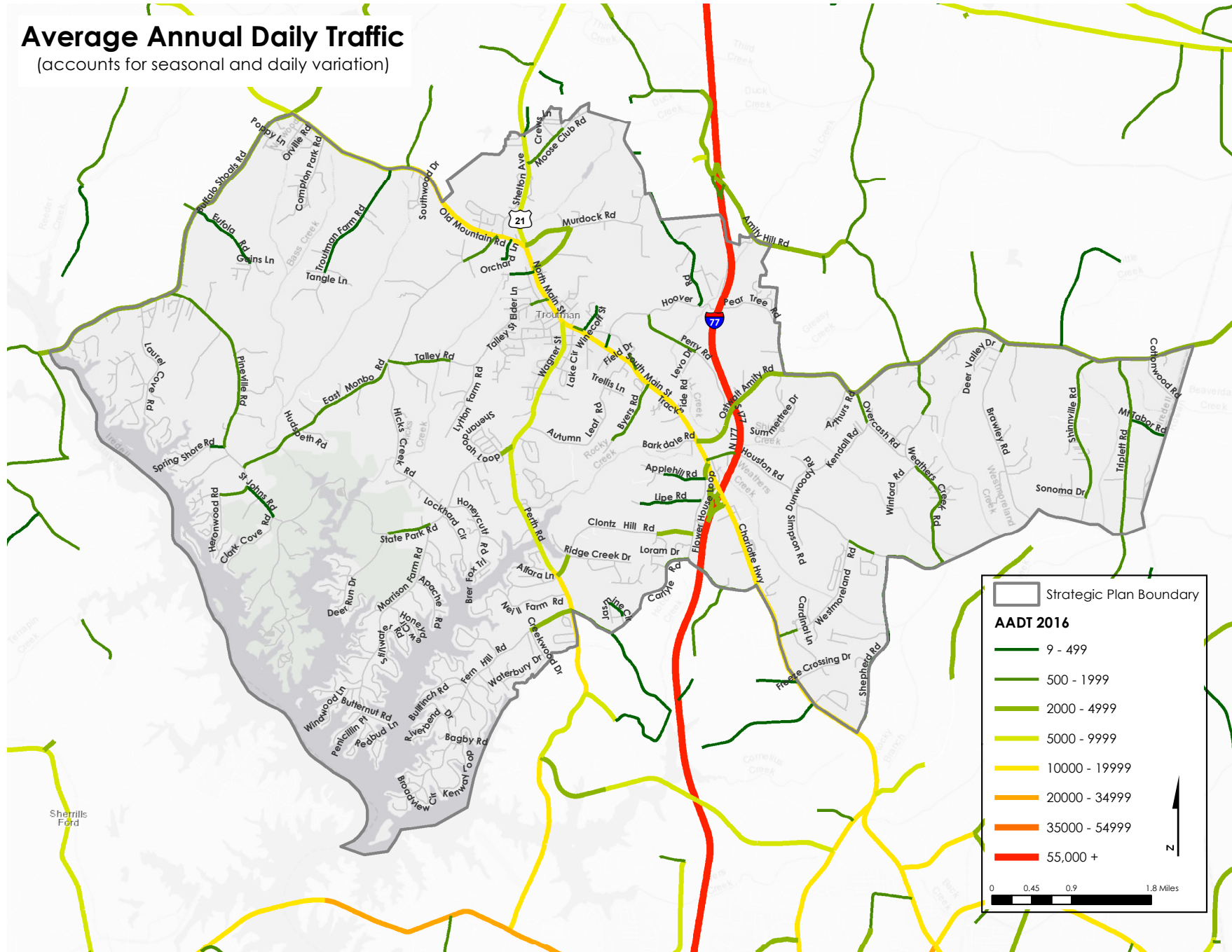


Figure 1-3: Annual Average Daily Traffic

# Crashes per Mile

Total crashes, 2015 - 2017

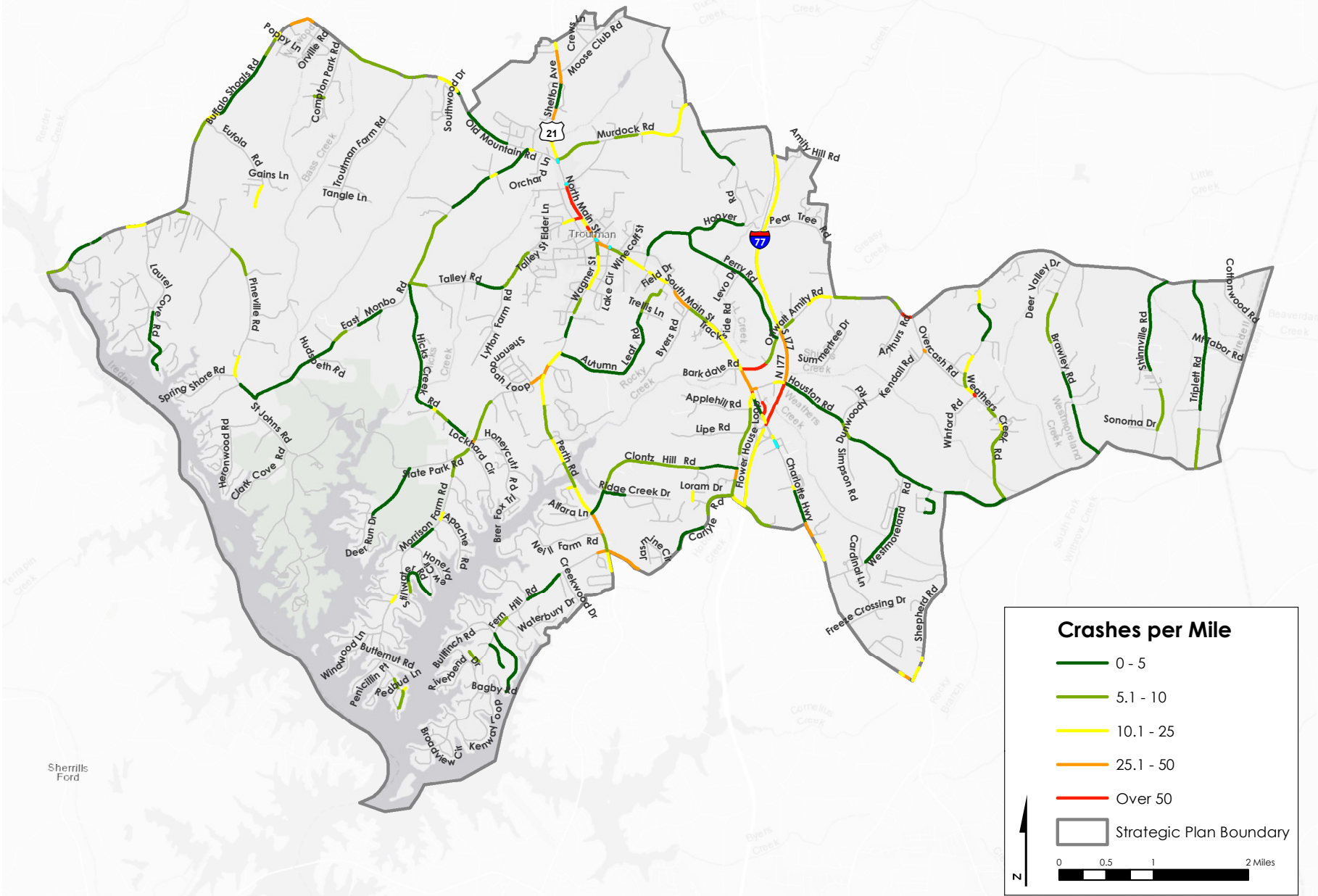


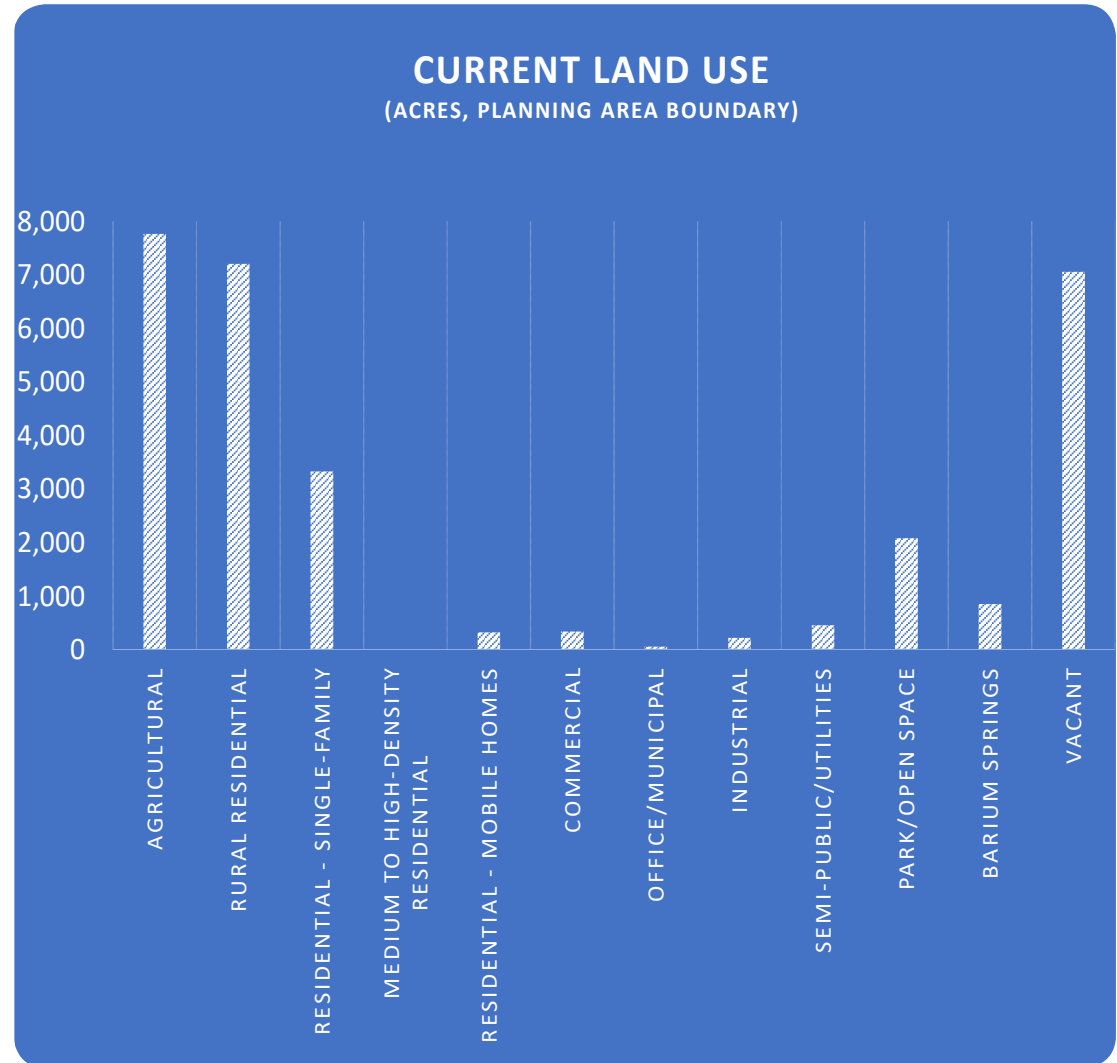
Figure 1-4: Crashes per mile

## LAND USE AND DEVELOPMENT CONSTRAINTS

Current land use in Troutman is largely residential in nature, with over a third of the acreage within the planning area devoted to rural residential single-family, and medium/high density residential parcels. Nearly a quarter of the property in Troutman remains unimproved and may be prime for development; this does not include large residential acreage or agricultural parcels (over 25% of acreage is in agriculture uses) or those with low improvement values which may be prime for redevelopment. It also does not include over 800 acres within the Barium Springs property.

Very little land is devoted to non-residential purposes such as commercial and office uses. There is little medium- or high-density residential development within the planning area like condominiums, townhomes, or apartments. Figure 1-5 is a map of the geographic distribution of land uses in the Troutman planning boundary. Figure 1-6 indicates the location of publicly-owned land and community facilities such as parks and schools.

Environmental constraints, shown in Figure 1-7, are predominantly in the Lake Norman State Park area, which is either in protected state park land or developed as lakeside residential neighborhoods. Other smaller areas throughout the town and planning area have some acreage within wetlands and/or areas of steep slope, and may be harder to develop.



# Existing Land Use

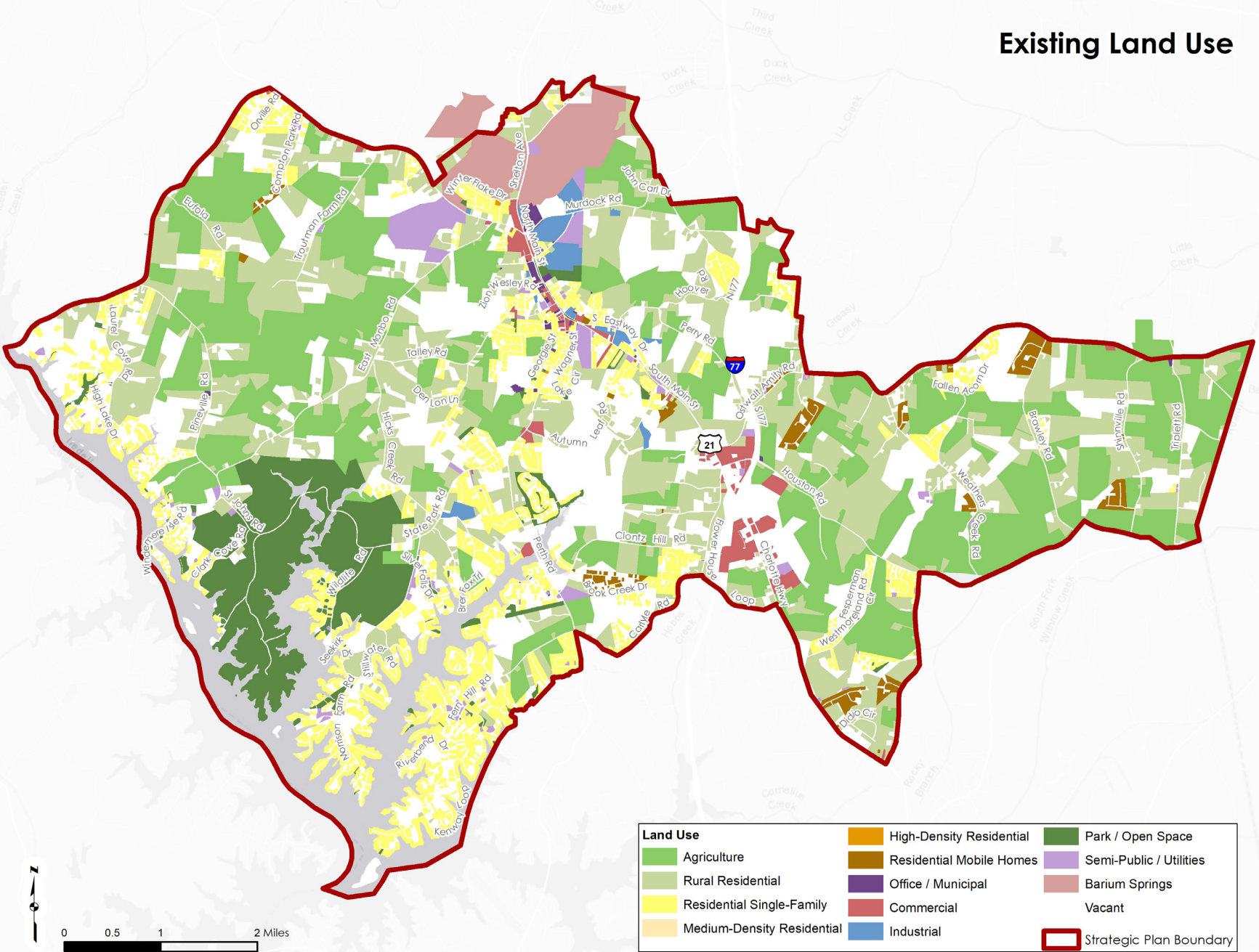


Figure 1-5: Existing Land Use Map

# Community Facilities / Municipal Property

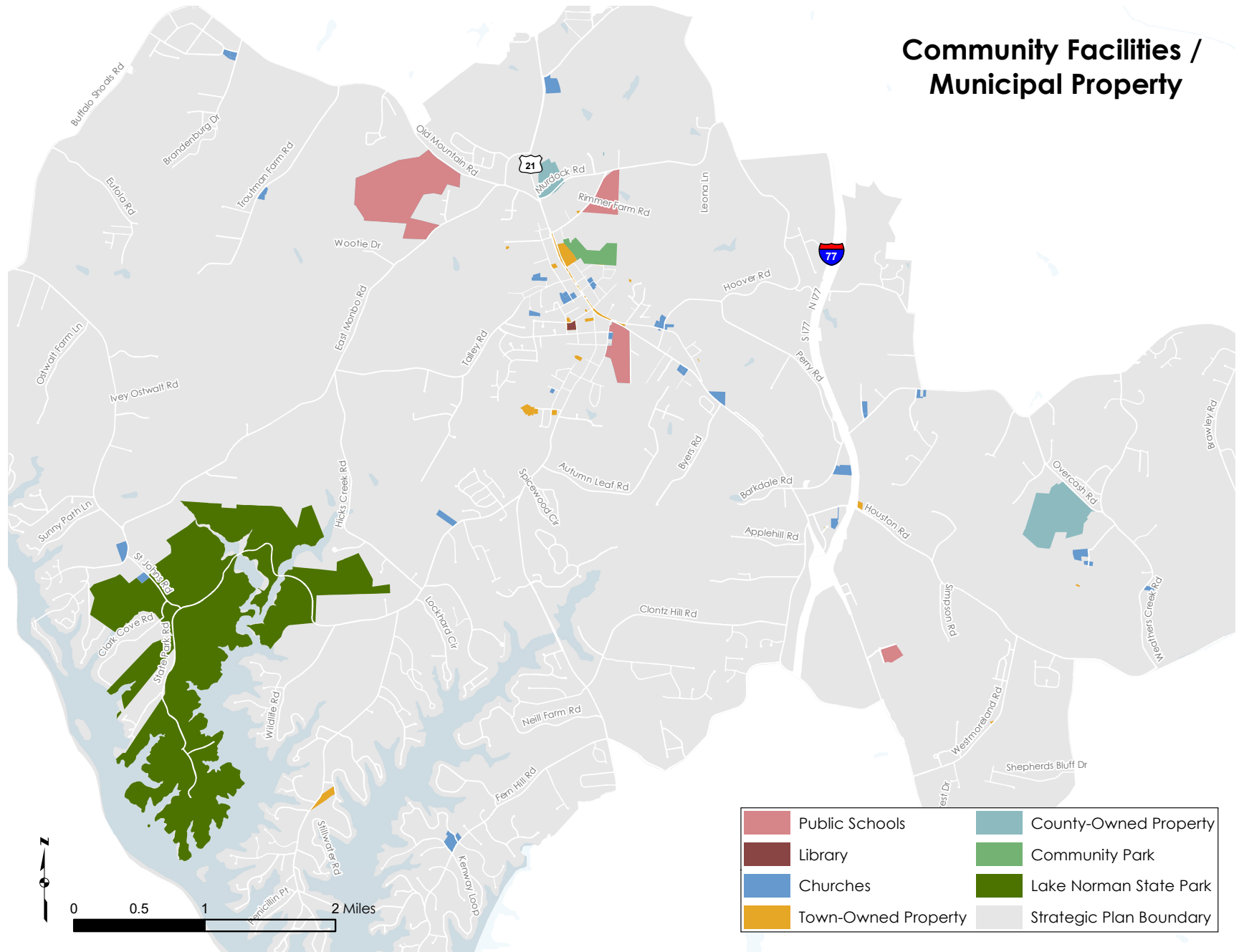
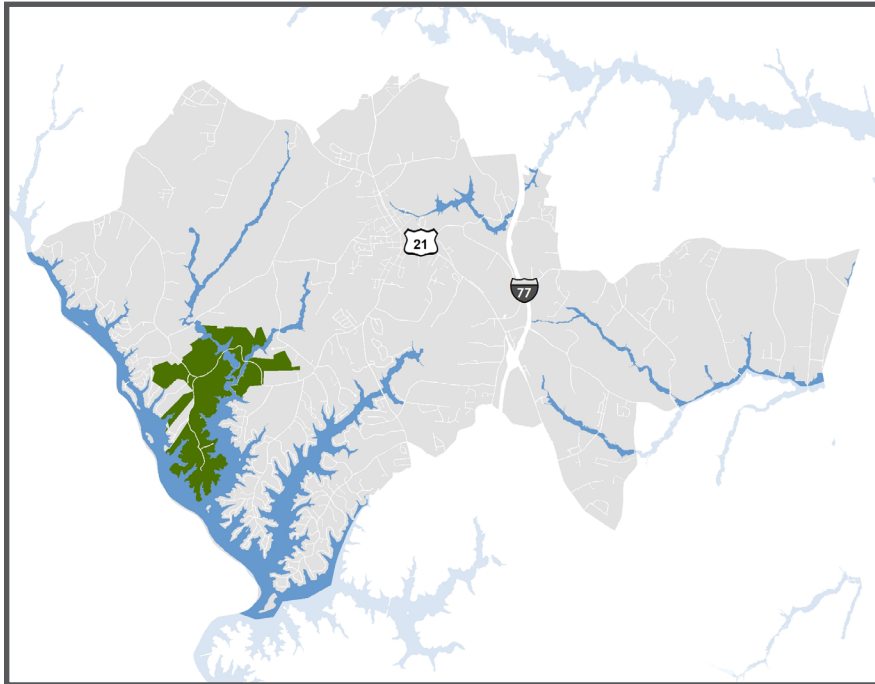
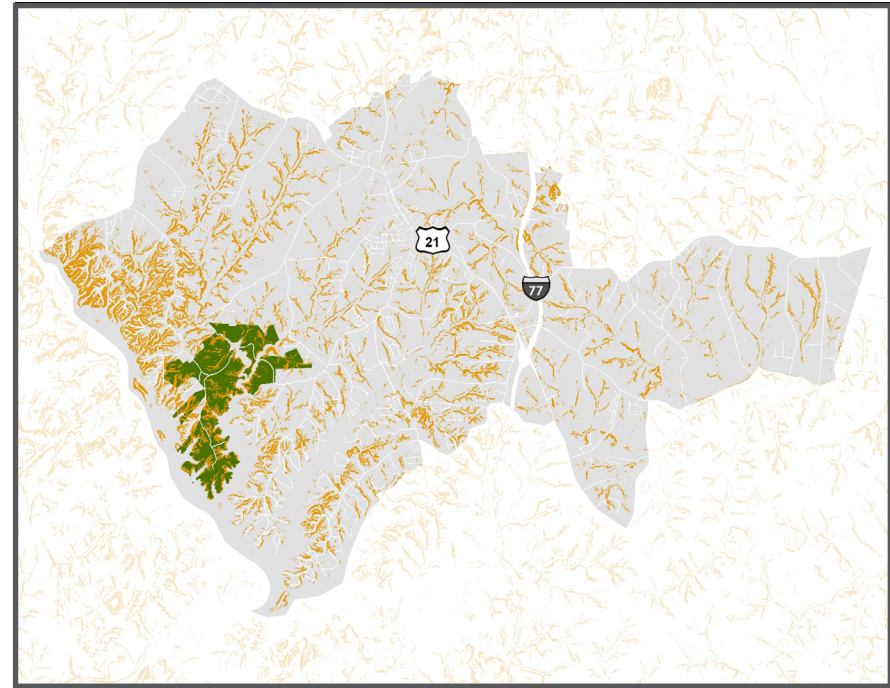
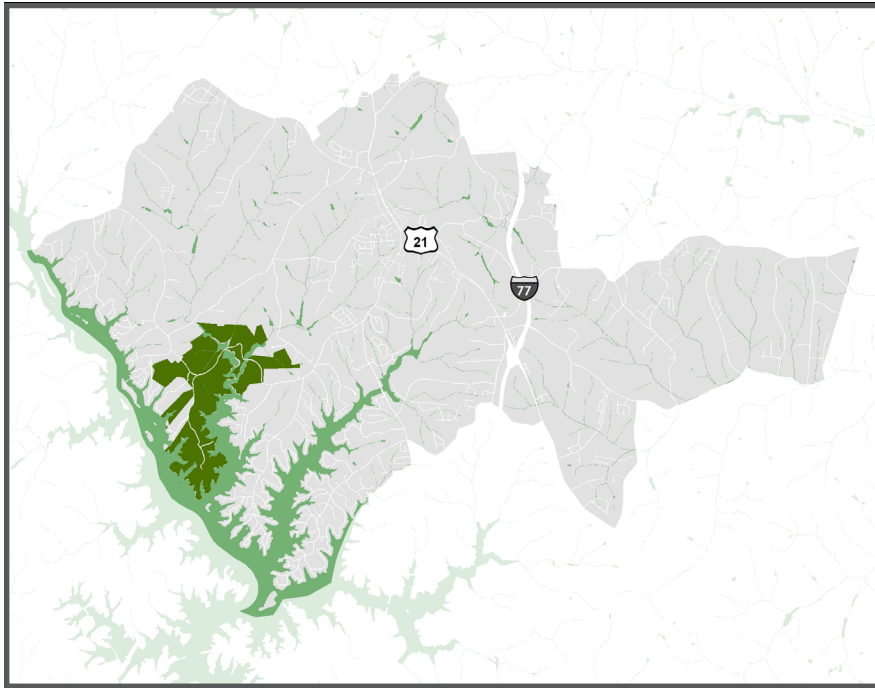


Figure 1-6: Community Facilities



## Environmental Constraints

- Wetlands
- 100-year flood hazard
- Slope greater than 20%
- Lake Norman State Park
- Strategic Plan Boundary

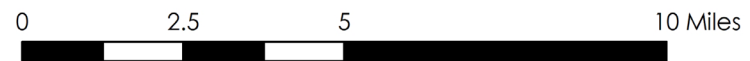


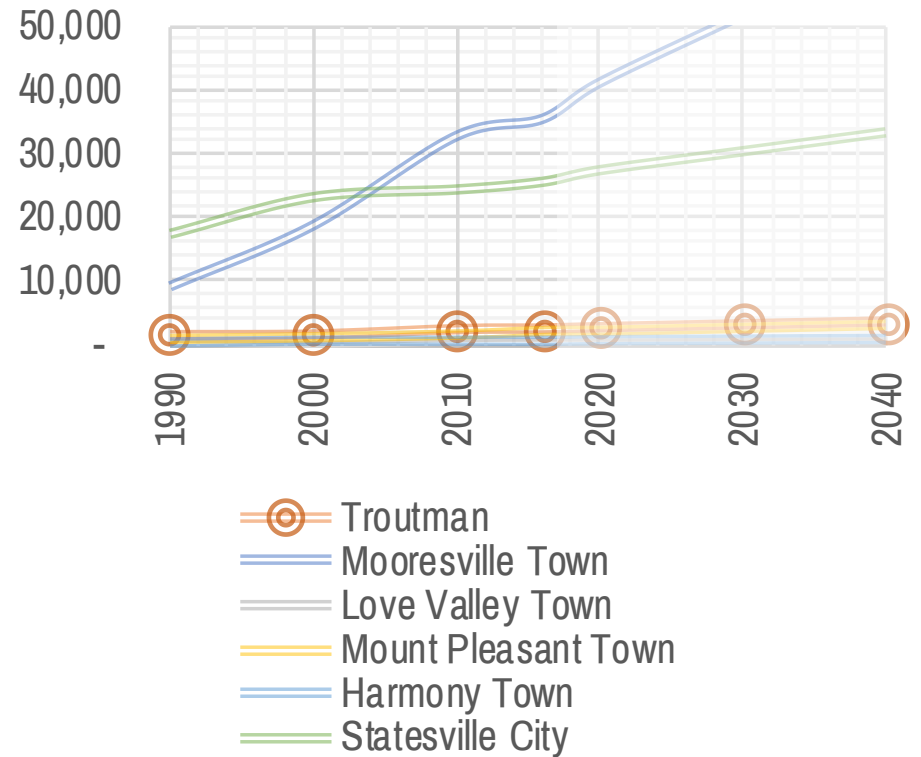
Figure 1-7: Environmental Constraints

## MARKET ANALYSIS

The rate of population growth in Troutman has been more gradual than that of its southern neighbors. Troutman's population has increased by 56% over 16 years (2000 to 2016), while Mooresville and Mount Pleasant have grown by 70% to nearly 90% in the same period.

Forecasted growth rates are similar, with the current municipal area of incorporated Troutman on pace to exceed 3,500 residents by 2040 based on recent trends. However, past trends do not necessarily account for changing market pressures: increased land prices (and home prices) to the south will likely accelerate development and infill pressures within and around Troutman. Furthermore, planned developments already "on the books" have supported an increasing pace of growth.

Troutman's per-household income falls squarely in the middle of its peers, ranking lower than Mooresville but considerably higher than Statesville. The demographic makeup of Troutman mirrors that of the state as a whole with about 72% of the population registering as "White Alone" in the most recent US Census figures. The age composition is slightly younger than that of its nearby peers, with two-thirds (66.2%) of the residents aged 15 to 64, providing a stable workforce in the near-term. This workforce tends to have some college education or a college degree (27%) comparable to or greater than some nearby towns.



A way of understanding how the Town of Troutman's economy both compares against its peers as well as each employment sector's importance is through an examination of location quotients. A location quotient (LQ) describes the proportion of the number of employees in one major sector of the economy relative to that proportion in another, larger area (in this case, Iredell County). Note that some sectors, such as Agriculture and Mining, are either non-existent locally or are too small to exceed minimum reporting and disclosure requirements (denoted as "NA").

Manufacturing is by far the largest employment sector in Troutman, followed by retail, administration, and food services. Utilities, while not one of the largest sources of jobs in the town, far exceeds the proportion in Iredell County. Manufacturing's LQ also indicates that this field is a much higher employer in Troutman than in the surrounding county.

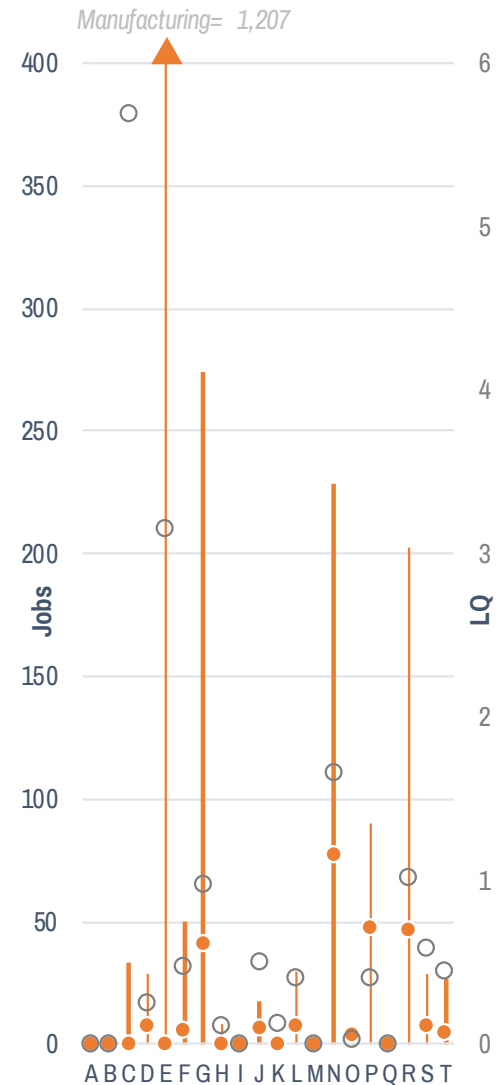
The future demand for employment favors adding retail, administrative, and health care jobs to Troutman's current employment mix. Accommodation and Food Services (another form of retail) is expected to increase as well, a finding prevalent throughout many local economies. The county-level prospects for adding manufacturing jobs are forecasted to be low, but Troutman is likely to see continued demand to add to its already considerable advantage in this sector.

Another trend is the rising age of workers in Troutman: between 2002 and 2015 the percentage of workers over the age of 55 increased by 7%. This trend is reflective of a generally aging population. Wages for jobs in Troutman are generally similar to other, comparable places. Numbers of Troutman workers commuting to Charlotte have fallen slightly, while more workers are commuting to Statesville, Mooresville, and Troutman.

**NAICS Industry Sector**

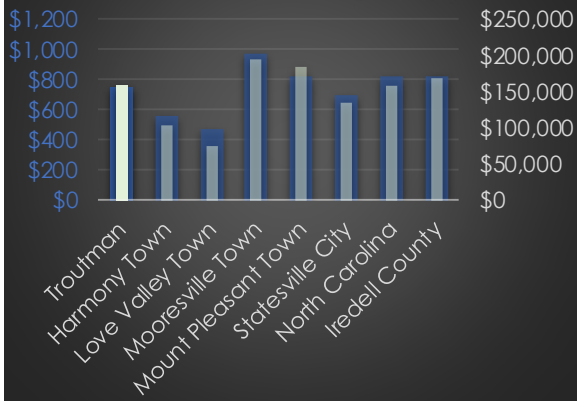
A	Agriculture & Fishing
B	Mining (not shown)
C	Utilities
D	Construction
E	Manufacturing
F	Wholesale Trade
G	Retail Trade
H	Transportation and Warehousing
I	Information
J	Finance and Insurance
K	Real Estate and Rental and Leasing
L	Professional, Scientific, and Technical

M	Services
	Management of Companies
N	Administrative, Support, Waste Management, Remediation Services
O	Educational Services
P	Health Care and Social Assistance
Q	Arts, Entertainment, and Recreation
R	Accommodation and Food Services
S	Other Services (except Public Administration)
T	Public Administration (incl. military, civilian, state)

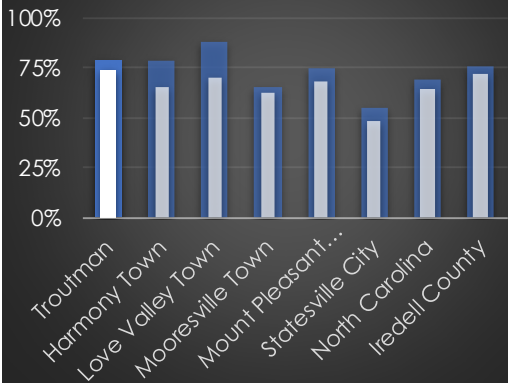




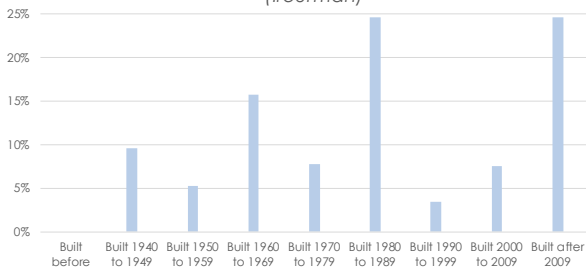
## Home Value and Rental Rates, 2016



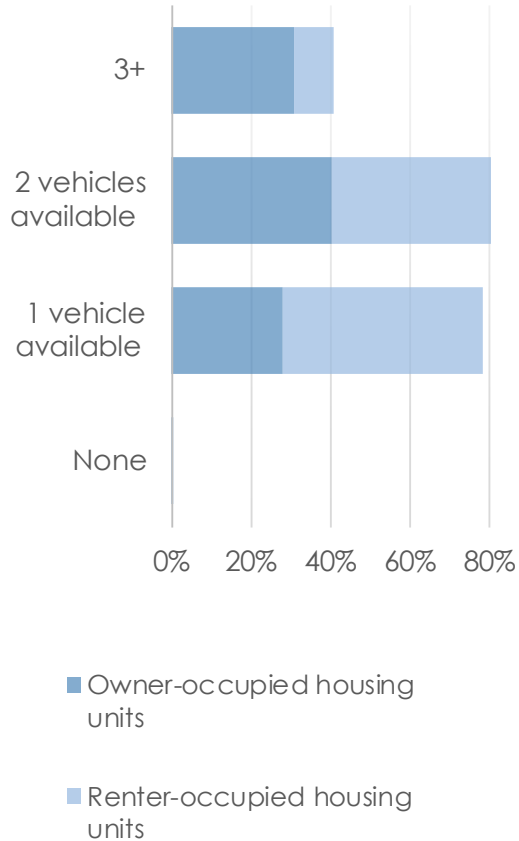
## Homeownership Rate, 2000 and 2016



## AGE DISTRIBUTION OF HOUSING (Troutman)



## HOUSEHOLD CAR OWNERSHIP, 2016

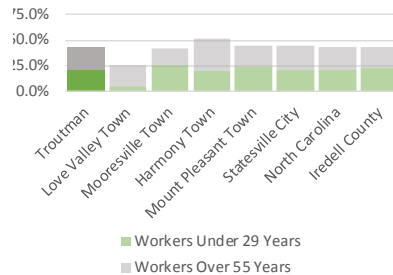


**HOMES** | While homeownership has dropped off slightly since 2000, it remains high (74%, compared to 79% in 2000). The age distribution of the housing stock reflects the boom and bust cycles of the 1980's and post-2009 periods. Housing in Troutman remains relatively affordable, although the median home price has risen just above the North Carolina average (but still seven percent below the Iredell County average of \$169,000).

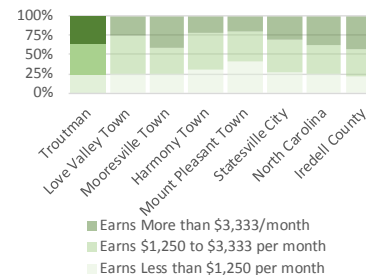
**TRANSPORTATION** | Not surprisingly, owner-occupied homes tend to have more three-car households compared to their rental peers, which have more one-car households. According to the 2011-2016 US Census estimates, nearly every home in Troutman has at least one car.

**LABOR FORCE** | A smaller proportion of Troutman employees are in a top-earner category than either county or state workers. The age of Troutman's employees is generally in line with that of both the county and state. Educational attainment of workers in Troutman tend to be less than their state and county peers, with 12% reporting less than a high school degree (compared to 10% at the state and county levels), and 12% reporting a college degree or higher (compared to 20% and 17% at the state and county levels, respectively).

## Worker Age, 2015



## Monthly Earnings, 2015



## **BUILD-OUT ASSESSMENT**

Using the adopted 2035 Future Land Use Plan as a guide, an “ideal” land use composition was developed for each future land use category (see appendix for details). For example, in the “General Commercial” category, an acreage breakdown of 80% commercial uses, 10% office or municipal uses, and 10% high-density residential uses are assumed. Using tax parcel data, median non-residential square floor area ratios were determined for improved properties. For residential uses, an average proposed density for each category was assumed. These rates were then applied to the acreage within each future land use category by type of improvement.

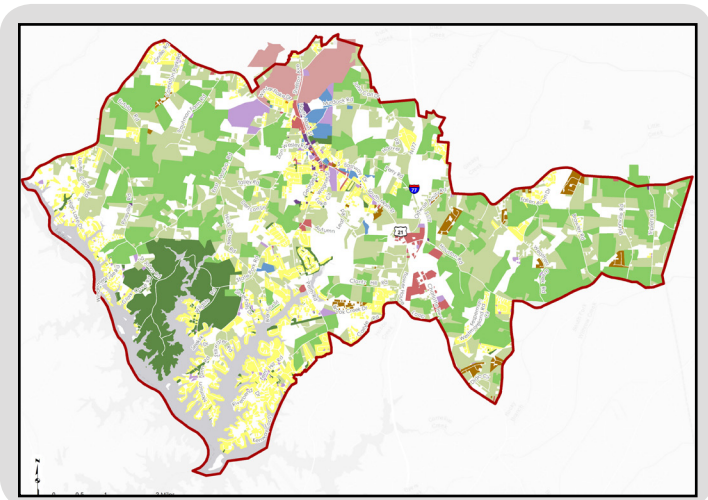
Based on May 2018 tax parcel data, it was determined that the Troutman planning area contains approximately 6,500 total dwelling units and three million square feet of non-residential uses, including commercial, industrial, municipal, semi-public, and others. These land uses have estimated impacts indicated on the following table. Impacts were developed from estimated tax revenues, trip

generations, school children yields, and other factors which were estimated based on the type of development expected in any given future land use class. For example, single-family homes typically generate more children than attached multifamily homes, industrial uses create fewer trips than commercial areas, and lakefront dwellings are likely to have a higher tax rate than low-density residential properties elsewhere in town. Full details of these impact rates can be found in the appendix.

Two scenarios were calculated based on the 2035 and adopted future land use map, and compared back against the “baseline” of current estimated development and impacts. Details are shown in Figures 1-8 and 1-9 (page 24). Scenarios assume full build-out of the future land use plan with no time constraints. While these total numbers may be unlikely to occur in the foreseeable future and assume that the entire planning area will one day be part of (and taxed by) Troutman, they do provide an estimate of the impacts under the

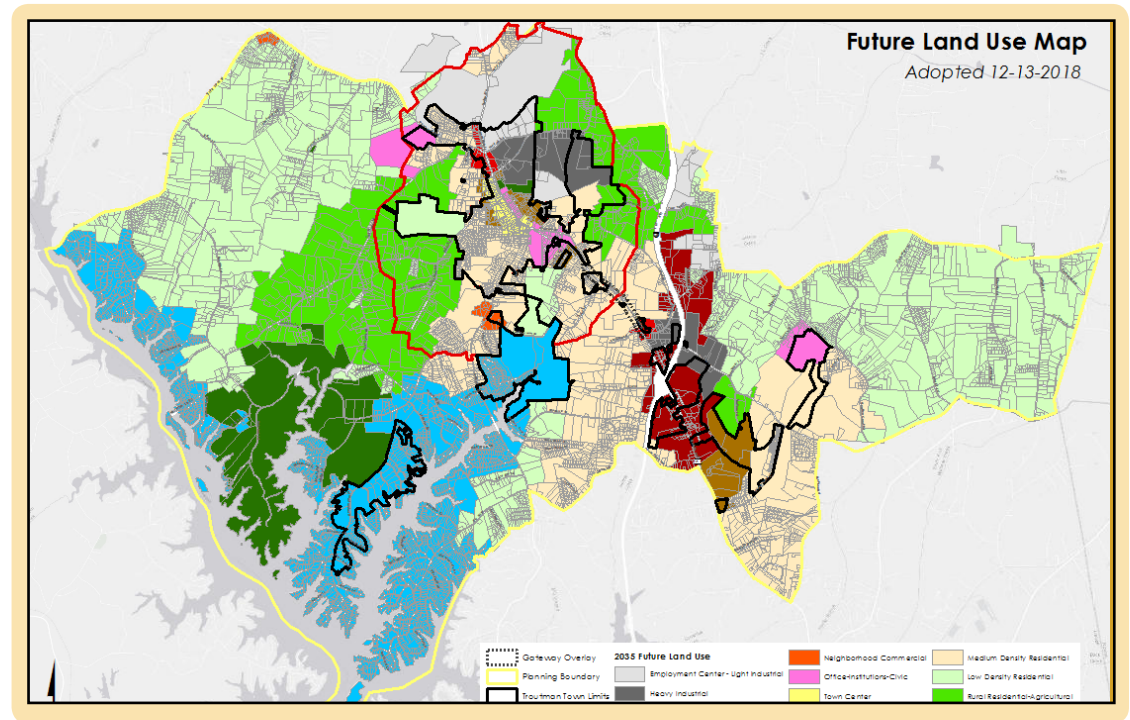
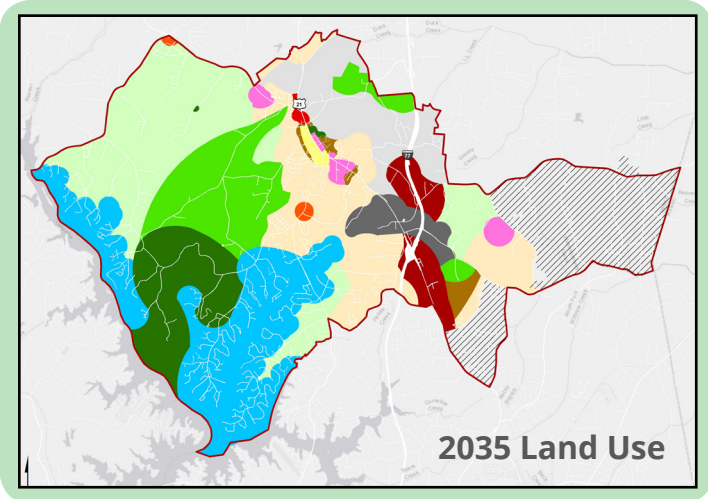
future land use plan if it is followed to the letter indefinitely.

Under the proposed changes to the future land use map, more residential units could be allowed (over 1,000 more as compared to the currently adopted plan). Approximately 200 acres of additional agricultural land are also supported under the revised map. On the other hand, fewer square feet of non-residential uses are supported; in particular, the amount of acreage devoted to both light and heavy industrial uses has been reduced in order to preserve rural vistas in the “gateway” area of US-21 from Exit 42 towards Troutman’s downtown, and to preserve rural and agricultural areas in the northeastern corner of the study area. This change to the future land use map represents a trade-off between preserving rural areas and town character and aesthetics, while creating slightly lower tax revenue and slightly higher resource/infrastructure costs.



### 2035 Land Use

- Agriculture
- Rural Residential
- Residential Single-Family
- Medium-Density Residential
- High-Density Residential
- Residential Mobile Homes
- Office / Municipal
- Commercial
- Industrial
- Park / Open Space
- Semi-Public / Utilities
- Barium Springs
- Vacant
- Strategic Plan Boundary



### 2035 and Adopted Future Land Use Categories

- |   |   |
|---|---|
| <span style="color: orange;">■</span> Neighborhood Commercial                         | <span style="color: lightorange;">■</span> Medium Density Residential                   |
| <span style="color: grey;">■</span> Employment Center - Light Industrial              | <span style="color: lightgreen;">■</span> Low Density Residential                       |
| <span style="color: darkgrey;">■</span> Heavy Industrial                              | <span style="color: green;">■</span> Rural Residential-Agricultural                     |
| <span style="color: darkred;">■</span> Interchange Commercial                         | <span style="color: darkgreen;">■</span> Preserved-Park                                 |
| <span style="color: red;">■</span> General Commercial                                 | <span style="color: blue;">■</span> Special Lake Uses                                   |
| <span style="color: pink;">■</span> Office-Institutions-Civic                         | <span style="color: brown;">■</span> High Density Residential                           |
| <span style="color: yellow;">■</span> Town Center                                     | <span style="border: 1px solid black; border-style: dashed;">■</span> No classification |
| <span style="color: cyan;">■</span> Special Lake Uses                                 | <span style="border: 2px dashed black;">■</span> Gateway Overlay                        |
| <span style="border: 1px solid black; border-style: dashed;">■</span> Gateway Overlay | <span style="border: 2px solid red;">■</span> Planning Boundary                         |

Figure 1-8: Existing and Future Land Use Maps

	Scenario	Current Conditions	2035 Future Land Use		Adopted Future Land Use	
		Total	Total	Added to baseline	Total	Added to baseline
Development	<b>Dwelling Units</b>	6,491	33,070	26,579	35,664	29,173
	Rural Residential	2,109	1,748	(361)	1,957	(152)
	Single-Family Residential	4,327	17,021	12,694	18,275	13,948
	Medium-Density Residential	30	9,273	9,243	9,538	9,508
	High-Density Residential	25	5,028	5,003	5,894	5,869
	<b>Non-Residential Square Footage</b>	3,063,858	27,545,271	24,481,413	20,335,895	17,272,037
	Commercial	1,194,849	5,030,557	3,835,708	4,194,842	2,999,993
	Industrial	1,348,885	11,955,273	10,606,388	7,173,589	5,824,704
	Office/Municipal	77,794	4,612,161	4,534,367	3,049,606	2,971,812
	Semi-Public/Utilities	442,330	5,947,281	5,504,951	5,917,858	5,475,528
	<b>Agriculture (Acres)</b>	7,766	922	(6,844)	1,162	(6,604)
	<b>Open Space/Recreation (Acres)</b>	2,088	3,985	1,898	3,908	1,820
Impacts	<b>School-Age Children</b>	4,258	21,229	16,971	22,559	18,301
	<b>Trip Generation (Daily)</b>	62,050	534,458	472,408	497,467	435,416
	<b>Property Taxes</b>	\$16,330,000	\$117,458,974	\$101,128,974	\$116,342,463	\$100,012,463
	<b>Parkland Demand (acres)</b>	98	909	812	840	742
	<b>Public Sector Resources</b>	\$37,827,238	\$351,453,481	\$313,626,243	\$327,766,360	\$289,939,122

Figure 1-9: Land Use Impacts of Current, 2035 Future Land Use Map, and Adopted Future Land Use Map (12-13-2018)

### **SUMMARY OF PREVIOUS PLANNING EFFORTS**

Previous planning efforts are summarized herein to understand vision statements, major goals, strategies and recommendations that have been documented. Some of these planning elements may have already been implemented, while others may need to be revised or updated.

The previous plan initiatives are summarized in both narrative and in tabular format consistent with their recommendations, and efforts have been made to note whether recommendations have been implemented or are in the process of being implemented. This assessment is intended to give an overview of the various planning efforts conducted in Troutman over the past 15+ years and to inform the development of the Strategic Plan currently underway.

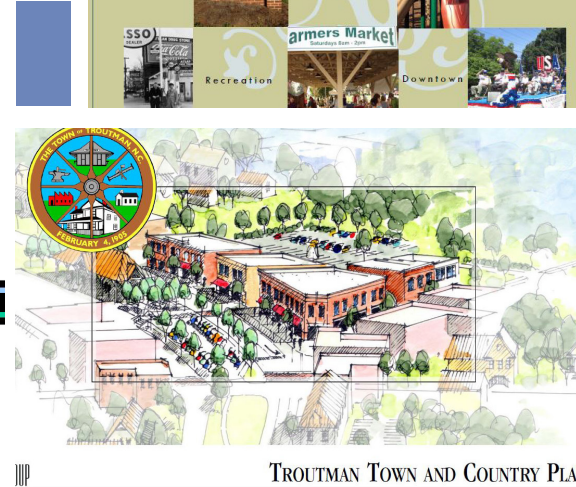
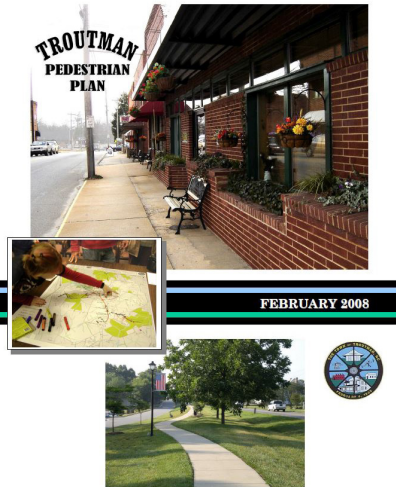
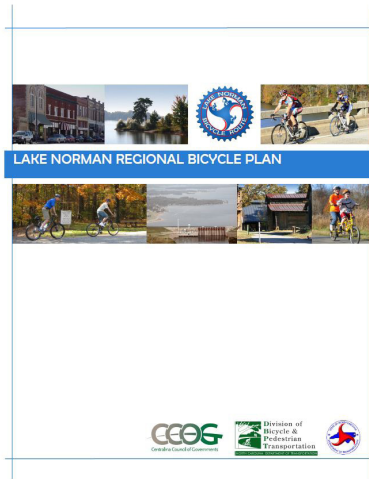
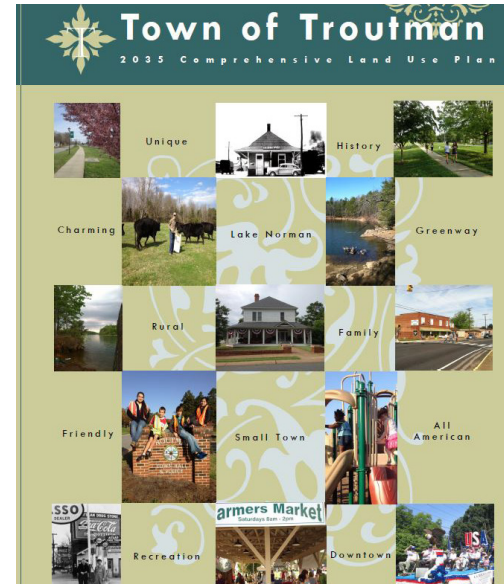
The following prior plans have been reviewed and a summary of mobility and connectivity recommendations from each is summarized below:

- Troutman Town and Country Plan (2002)
- Troutman Pedestrian Plan (2008)
- Comprehensive Transportation Plan (2008)
- Lake Norman Regional Bicycle Plan (2010)
- 2035 Comprehensive Land Use Plan (2015)
- US 21/NC 115 Corridor Mobility Strategy (2017)



**Comprehensive Transportation Plan  
Town of Troutman**

July 2009



## TROUTMAN COMPREHENSIVE TRANSPORTATION PLAN (2008)

### General Premise

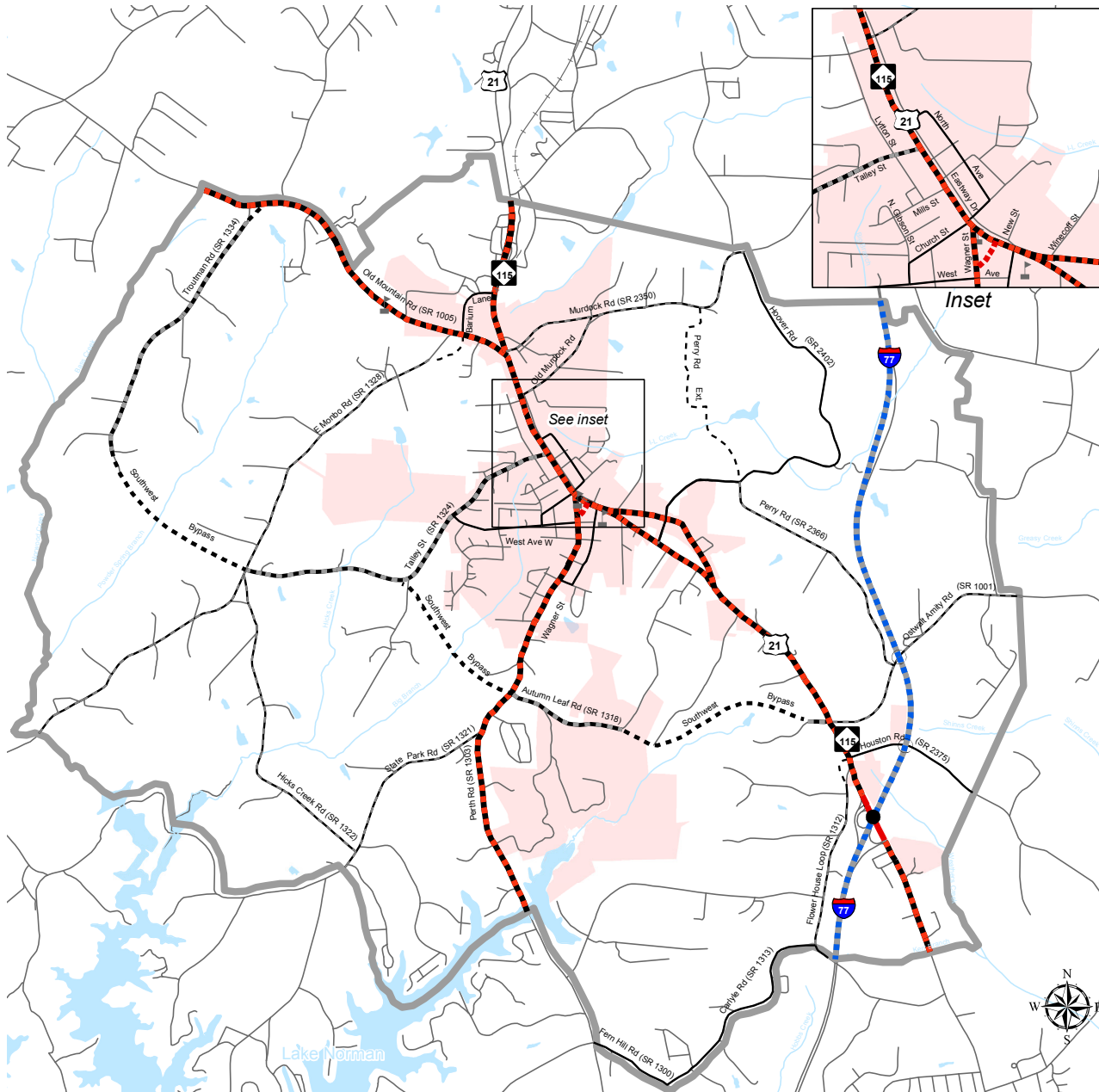
This plan was an update to Troutman's 1991 Transportation Plan. It involved a lengthy timeline and began in July of 2003, was adopted by the Town of Troutman on December 13, 2007 and by NCDOT on April 3, 2008. It includes recommendations for improvements to highways, local thoroughfares, bicycle infrastructure and transportation cross-section recommendations, cost estimates for the recommended improvements, and environmental features found in the recommended improvement areas.

#### Current Roadway Capacity Deficiencies

Roadway and Section	2030 Capacity
US 21 / NC 115: Through the Troutman ETJ	Over Capacity
Interstate 77: Through the Troutman ETJ	Over Capacity
Old Mountain Road (SR 1005): US 21/NC 115 to the Western ETJ Boundary	Over Capacity

#### Troutman Roadways Projected to be Over Capacity by 2030

Roadway and Section
US 21 / NC 115: Through the Troutman ETJ
Interstate 77: Through the Troutman ETJ
Old Mountain Road (SR 1005): US 21/NC 115 to the Western ETJ Boundary
E. Monbo Road (SR 1328): Old Mountain Road (SR 1005) Southwestern ETJ Boundary
Wagner Street (SR 1303): US 21/NC 115 to State Park Road (SR 1321)
Perth Road (SR 1303): State Park Road (SR 1321) Southern ETJ Boundary
Ostwalt Amity Road (SR 1001): US 21/NC 115 Eastern ETJ Boundary
Murdock Road (SR 2350): US 21/NC 115 Hoover Road (SR 2402)



### Highway Map



**Town of Troutman**  
Iredell County  
North Carolina

### Comprehensive Transportation Plan

Plan date: November 2, 2007

- Freeways**
  - Existing
  - Needs Improvement
  - Recommended
- Expressways**
  - Existing
  - Needs Improvement
  - Recommended
- Boulevards**
  - Existing
  - Needs Improvement
  - Recommended
- Other Major Thoroughfares**
  - Existing
  - Needs Improvement
  - Recommended
- Minor Thoroughfares**
  - Existing
  - Needs Improvement
  - Recommended
- Existing Interchange
- Proposed Interchange
- Existing Grade Separation
- Proposed Grade Separation

0 0.2 0.4 0.8 1.2 Miles

Figure 1 - Sheet 2

Base map date: October 2004

Refer to CTP document for more details

Figure 1-10: Town of Troutman CTP



## TROUTMAN PEDESTRIAN PLAN (2008)

The Troutman Pedestrian Plan describes a number of bicycle opportunities through proposed trails. Initial implementation is currently being discussed, along with considerations of updates for areas that have or are in the process of being developed with greenways/sidewalks. The Town has formally endorsed the Carolina Thread Trail and will be working with Mooresville and Iredell County staff in preparation of a county-wide greenway plan for the County. Once complete, these trails will allow Troutman cyclists safe connections between Statesville and Mooresville. At present, the nearest bicycle accessible trails are at Lake Norman State Park. In the area around Exit 42 (I-77) and along US 21, bicycle accessibility is particularly challenged by narrow travel lanes and little to no shoulder. No formal bicycle lanes currently exist within the Town.

The plan also identifies challenges to implementing the plan, including:

1. High volume of through traffic commuters which compete with residents traveling along Main Street.
2. Getting around Troutman, whether on foot or in a vehicle, requires frequent trips to and across an already overloaded Main Street.
3. Troutman's prime location will continue to draw new residents for years to come. Development pressures will make the sale of larger tracts in Troutman's planning area increasingly more attractive. Large undeveloped or redevelopable tracts in Town need more focused planning.
4. Existing crosswalks are in disrepair and visibility to drivers is inadequate. Additional crosswalk facilities are needed at select locations.
5. Besides its one central path, Troutman has very little to offer in terms of off-road trails. More sidewalks are needed to accommodate pedestrian traffic. A number of existing sidewalks are uneven, broken up, or obstructed by obstacles making passage unmanageable or unsafe.
6. Lighting is inadequate for safe and comfortable evening pedestrian use throughout much of the Town.



## LAKE NORMAN REGIONAL BICYCLE PLAN (2010)

This plan lays out a vision for the proposed Lake Norman Bicycle Route, a 150-mile route around Lake Norman through four counties. NCDOT contracted with Centralina Council of Governments (CCOG) in early 2009 to partner on the plan.

The plan is a long term strategy to construct or improve 51 roadway segments. The Plan prioritizes these segments and identifies moderate cost capital projects for communities to reference when applying for grants.

Given the long term nature of the proposed build out, the Lake Norman Regional Bicycle Route Task Force was created to provide a forum for involved or interested parties to meet periodically after the Plan's adoption and to coordinate efforts on the Route, including recommending route amendments.

## The Troutman Loop

This signature segment of the route (see next page) provides opportunities to access mountain bike trails in Lake Norman State Park, the popular Davesté Vineyard, and downtown Troutman. This 11.5-mile segment follows East Monbo Road, Old Mountain Road, Main Street (US 21) and Eastway Drive through downtown Troutman, Wagner Street, and then State Park Road and St. Johns Road through the State Park. When the State Park is closed, the Troutman Loop provides an alternate route through Iredell County.

## Guiding Principles

The LNRBP lays out guidelines for implementation of the plan; these also apply to the provision of bicycle facilities in general. These include recommendations such as increased connectivity, land use patterns and policies that support travel by alternate modes, increasing awareness/educational opportunities, and making bicycle facilities a viable option with new construction projects.



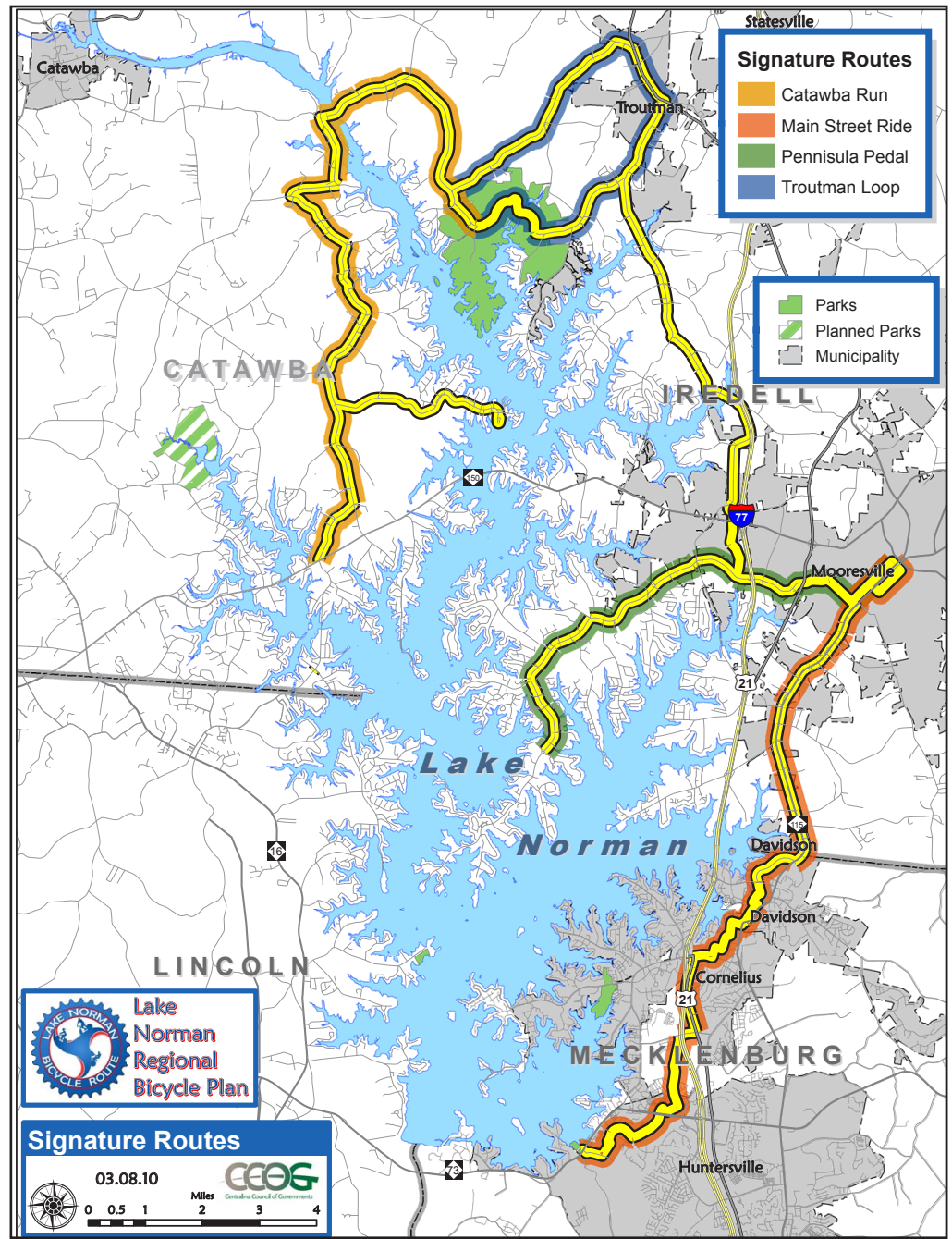


Figure 1-11: Lake Norman Regional Bicycle Plan, signature routes

## 2035 Comprehensive Land Use Plan

The Comprehensive Land Use Plan is designed to provide Troutman with a proactive guide for managing future physical growth and development over the next 15 to 20 years. Overarching visions, goals, and identified challenges and opportunities will be incorporated into this plan, as the 2035 plan represents a solid foundation for near and long-term planning. Key visions, issues and opportunities from this plan are outlined below. The following page shows the 2035 future land use map.

### Highlights from Vision Statement

- unique small town destination of choice where families live, work, and play in a healthy environment
- high quality of life that includes:
  - a thriving downtown
  - great schools and a variety of well-crafted housing options
  - a variety of transportation options
  - an efficient water and sewer system
  - access to recreational opportunities including Lake Norman
- focus growth in key areas
- preserving our rural heritage

### Primary Issues/Opportunities

1. Preserve / enhance small-town atmosphere,
2. Preserve and enhance downtown,
3. Overbuilding of residential development,
4. Preserving farmland/rural community, and
5. Projects/policies for managing growth.

### Primary Growth Areas

#### 1. Downtown/Barium Springs

- Primary focus should be downtown area or

development that supports the downtown

- Area includes the historic commercial core of Troutman
- Adequate public facilities, existing transportation options, four public schools, public library, and a public park
- Includes Barium Springs which holds great potential for industrial development

#### 2. Exit 42/I-77

- Water and sewer utilities in place, proximity to the interstate, limited development constraints
- Potential commuter rail transit stop

#### 3. Hwy 21/State Park Gateway

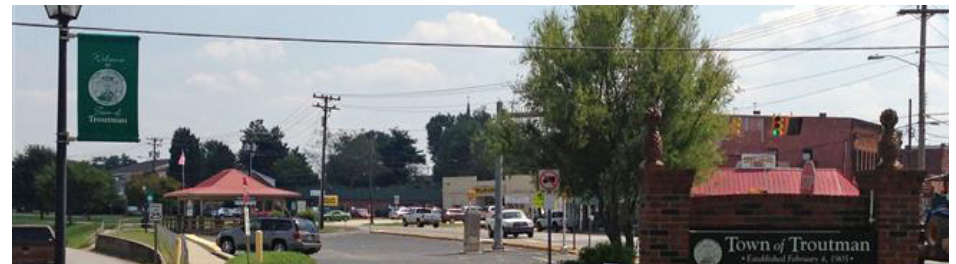
- Infill between downtown and Exit 42
- Adequate water and sewer utilities in place.
- Gateway to Lake Norman State Park

#### 4. Eastern Limits

- Includes a reserved school site, close proximity to I-77, working agricultural land, traditional rural landscapes, and is not under any watershed restrictions
- Adequate public water and sewer facilities are not in place.

#### 5. Western Limits

- Home to Lake Norman State Park, traditional rural landscapes (including working agricultural land)
- Environmental features and regulation prevent significant development



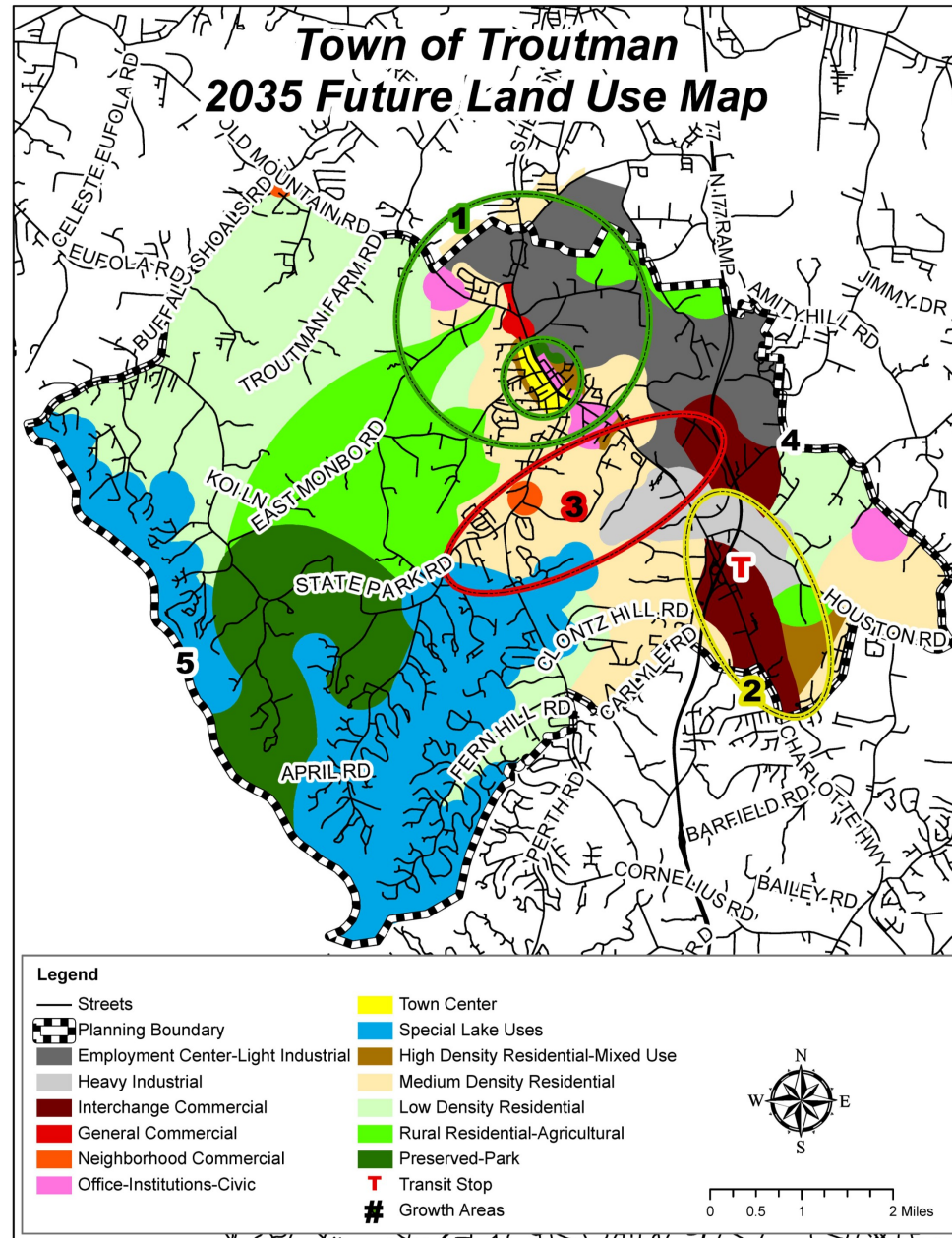


Figure 1-12: Town of Troutman Future Land Use Map

## US 21/NC 115 Corridor Mobility Strategy

### Overview

This plan is a comprehensive multi-modal strategy for balancing mobility needs of the Town under current and projected traffic conditions. It was part of the North Carolina Department of Transportation's project to study and eventually improve a 2.25-mile segment of US-21/NC-115 through Troutman generally from Westmoreland Road to Moose Club Road. The plan aims to consider transportation and land use recommendations while maintaining Troutman's small-town character and also handling the increasing traffic and congestion along the corridor. Both short-term and long-term recommendations were provided. In general, short-term recommendations include minor adjustment to turn lane storage lengths, intersection timings, and corridor timings. Long-term actions include new connector streets, intersection and interchange modifications, and grade separations.

### Key Priorities

- Preserve downtown's small-town appeal and foster a sense of place
- Provide multimodal means for residents to move around town while accommodating 8,000 to 14,000 vehicles per day along the corridor
- Protect the Richardson Greenway
- The ultimate design for the US 21/NC 115 corridor and intersections must incorporate the principles of complete streets and blend the needs of non-motorized users with the mobility of the roadway.

### Corridor Characteristics

- ADTs are between 8,000 and 14,000 vpd and volumes were steady throughout the day
- It is a major thoroughfare connecting Statesville and I-40 to the north and Mooresville and I-77 to the south

### Key Recommendations

- Recommended configuration of the corridor from south extent to the north
  - I-77 to Trackside Road – Four-lane Divided section
  - Trackside Road to Byers Road – Modified Four-lane divided section
  - Byers Road to Cedar Lane – Five-lane section
  - Cedar Lane to Old Murdock Road – One-way pair of Main Street and Eastway Dr improved to Boulevard standards
  - North of Murdock Road – Four-lane divided, with signal or roundabout at Old Mountain Road/Murdock Road











# What We Heard

*The most important things come from and are done by our people. Here is a summary of what we heard from you.*



## WHY AND HOW OF ENGAGEMENT

One of the most important aspects of community planning is working with people in the community to shape the thinking of the people conducting the process. The best outcomes happen when data-driven discoveries and people-driven inputs are used together to find solutions. Commemorating how the public input happened and, more importantly, how that input shaped the plan, process, and recommendations is important.

From the outset, the study team and steering committee (an important part of the engagement process in its own right) set out to ensure that people had opportunities to engage as directly as possible with the project and the people doing the work. The following pages summarize the engagement results from:

- [A Project Website](#), where people could see outputs and learn about other engagement options;
- [A Paper Survey](#) of preferred development types and other questions;
- [An Interactive Map](#), located on the website where people could pinpoint their ideas;
- [Focus Groups](#), twelve in total, that occurred before and during the charrette process; and
- [A Four-Day Charrette](#) beginning on Wednesday and wrapping up on a Saturday for the “big reveal” of what the project team had heard and where the plan was going.

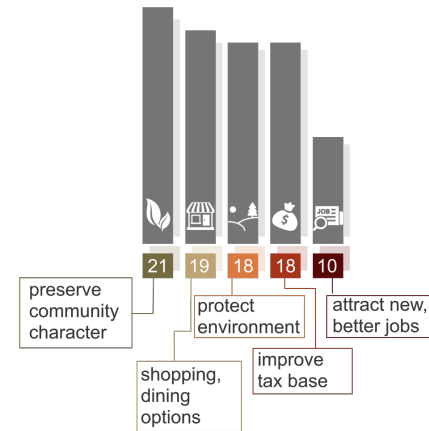
For more information, please ask about the full notes from the focus groups or “raw” data from surveys.

# paper survey results

87 responses

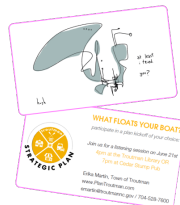
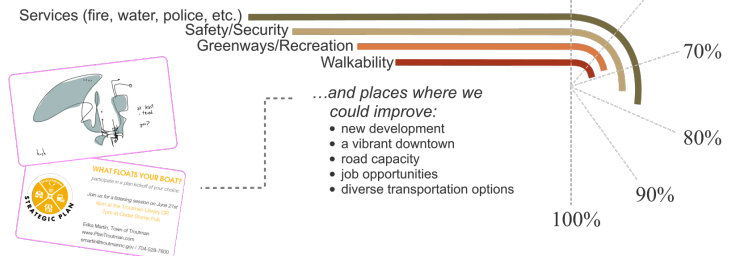


**“Walkability in downtown, small businesses, retail and restaurants. Street trees, benches, shops with residences above...”**  
- survey respondent



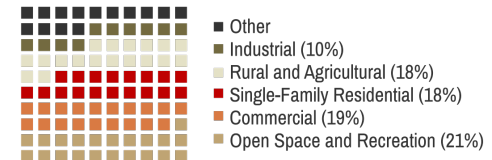
What are the most important considerations elected and appointed officials need to consider when making development decisions (percent)?

### Things We’re Doing Well Now...



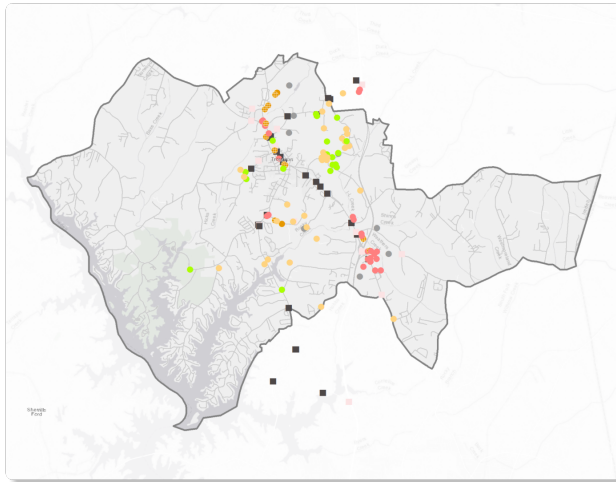
project “business cards” used to promote meetings and get surveys completed

### Land Uses to Enhance the Town...



# focus group and mapping results

approximately 80 participants across 12 meetings\* and 147 on-line mapping entries



- 25 ● Commercial
- 8 ● Industrial
- 33 ● Low-density residential
- 2 ● Med/High-density residential
- 11 ● Mixed-Use
- 18 ● Preservation & Other
- 35 ■ Problem intersection
- 15 ■ Roadway improvement or congestion
- 147 Total

When people entered their map points for land use or transportation concerns and ideas, others had a chance to “weigh in” as well. There was consistency exhibited in where to place commercial and industrial development, preservation areas, and emphasis on US Highway 21 for roadway improvements.

## The Map

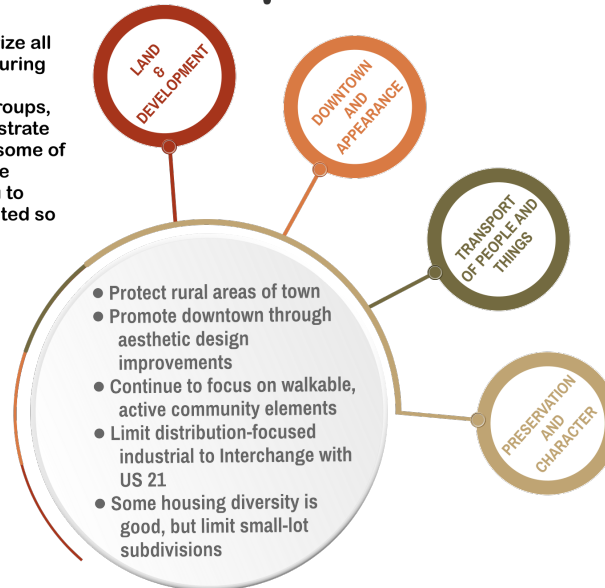
most common descriptor words used in all focus group notes



- \*residents north of town
- residents east of town
- residents south of town
- residents west of town
- library
- cedar stump pub
- residential developers
- non-residential developers
- children's hope alliance
- town businesses
- industry representatives
- town staff
- focus groups

## The Focus Groups

While it is hard, if not impossible, to summarize all the comments heard during the charrette, kickoff meetings, and focus groups, the following helps illustrate connectivity between some of the more commonplace themes (and thank you to everyone that contributed so generously to this discussion).



## **CHARRETTE**

While the term is French (“little cart,” named in homage to the cart used to collect hopeful designer’s best efforts in architectural competitions) the concept has proved to have much broader appeal. By bringing together a team of designers (and planners, engineers, economists, or other skill sets that the project demands) and people from the community in a focused, four-day effort, a lot gets accomplished.

Troutman’s Strategic Master Plan featured a charrette from August 8 to 11th, beginning with more focus groups and ending with a Saturday lunch and “reveal” of what the team had heard and the directions that they wanted to move in. Besides a lot of communication, three focus areas were visualized, helping to communicate key concepts back to the public.

# charrette overview

six focus groups, drop-ins welcome, and a lot of intensive design



counter-clockwise, from top-left: The charrette was held in an upbeat downtown event space (Rockin' Robin's); people talking to one another is what it's about, discussing fire stations; Jackpot, the newest member of Troutman's Police Department, nearly stole the show at the Council briefing; our event space; and our schedule.



WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
review & setup			design
collaborate	focus groups	focus groups	prep for reveal
focus groups	design	focus groups	reveal (present & walk-through)
gather imagery	council briefing	design	wrap-up
design			
wrap-up			





# III

## Organizing Principles & Strategies

*From understanding comes action. The last section describes the organization of principles and the strategies to implement them in shorter- and longer-terms.*



## GUIDING PRINCIPLES

Any planning project is, almost by definition, vague at its outset. While the purpose of the study and its causes may be understood – in the case of the Troutman Strategic Plan, to define / refine issues and suggest specific, implementable actions to address them – many questions are unanswered when the planning project commences:

- What are the resident and stakeholder concerns, and how do they align with what other information is telling us?
- Are those concerns “universal” (town-wide), or do they vary by geographic or some other context?
- What are the resources available to the town and its partners to address those concerns, and over what time period?
- Are there legal, financial, or other constraints that would limit the ability of the town to implement some actions?
- What are the benefits and costs of alternative actions?

The overarching purpose of the Troutman Strategic Plan, suggested by the Request for Proposals (RFP) to procure consulting assistance with its development, is defined by the Town’s adopted Vision Statement (*see text box*) and in the RFP as:

*With unprecedented projected growth in the near term the Town wants to ensure that the growth happens in an organized, and orderly manner that maximizes the highest and best use of resources while ensuring land uses and development do not occur to the detriment of the neighboring properties and natural resources. Future growth must consider neighborhood and Town character; ensure sustainability; accommodate smart growth and economic vitality while ensuring fiscal stability.*

Considering these topics and feedback from the Steering Committee, public, town officials, and other stakeholders, the following (*opposite page*) are the proposed principles for this Strategic Plan.

**“Over the next ten to twenty years, we envision Troutman will be a unique small-town destination of choice where families live, work, and play in a healthy environment. Our residents will have a high quality of life that includes a thriving downtown, great schools, a variety of transportation options, an efficient water and sewer system, a variety of well-crafted housing options, and access to recreational opportunities including Lake Norman. Troutman will strive to be the best small town by focusing growth in key areas and preserving its rural heritage in the ever-growing Charlotte Region.”**

*Troutman Vision Statement*



- Principle 01. Community and Gateway Appearance and Design
- Principle 02. Commercial and Industrial Development Opportunities and Needs
- Principle 03. Economic Vitality, Including Job and Wage Growth
- Principle 04. Vibrant Downtown District
- Principle 05. Housing Needs and Strategies
- Principle 06. Improving Recreation Opportunities
- Principle 07. Improving Underperforming Areas
- Principle 08. Greening the Town, including Urban Agriculture & Forestry
- Principle 09. Transportation Mobility & Choice
- Principle 10. Mixed-Use and Adaptive Reuse Opportunities
- Principle 11. Public Services, Staffing, and Facilities for Successful Implementation
- Principle 12. Public/Private Investment: Resources & Partnerships



## PRINCIPLES TO RECOMMENDATION AREAS

Having principles is important in many ways, and not just for this Strategic Plan. However, without strategies that help improve, enhance, or build upon the strengths articulated by those principles there is little forward motion. The fairly large number of principles (12) and the fact that many strategies would be “cross-cutting” (affecting several principles at once) suggests that a better approach is to organize the strategies around a few fundamental practice areas:

- land (preservation and positive development),
- design (appearance and maintenance),
- infrastructure (efficiency and priorities), and
- community (building on strengths of Troutman’s resources and people).



INFRASTRUCTURE



LAND



COMMUNITY



DESIGN













In order to ensure that the Guiding Principles are served by the recommendations, the summary table on the next page helps identify which strategies support each Guiding Principle.

## STRATEGIES

Each of the recommendation areas are elaborated on, with specific strategies for each one. It’s important to tailor the strategies to the unique resources, partnerships, and context relevant to Troutman.



Key considerations in the development of recommendations included: staff / financial resources, public input, current / best practices, and legality.

Recommendation Area	Main Practice Area & Guiding Principle(s)	Notes
<b>A. Better Parking</b>	 2, 3, 4	<i>parking is important in the downtown district and for special events at the park - but add more parking slowly since it also separates people and places; create and manage existing on-street opportunities</i>
<b>B. Activate Lytton Street</b>	 3, 4, 7, 10	<i>commercial development, on-street parking (east side), land streetscaping can incrementally connect Lytton to the rest of downtown to create depth...and a potential model for other streets</i>
<b>C. Main Street</b>	 3, 4, 7, 10	<i>slated for a capacity expansion that will facilitate faster/more traffic, the Town and the State have to collaborate on crossings, streetscaping, fire station cross-access, and Wagner Street changes</i>
<b>D. Reconsider Residential</b>	 5, 10	<i>promote a two-tiered residential density that supports the open space requirements in place now, but also requires a mixture of lot sizes; promote appropriate use of accessory units; quality infill multifamily</i>
<b>E. Improve Service Levels</b>	 7, 11, 12	<i>identify and justify 1-2 additional public works staff for maintenance-related actions: downtown streetscaping, street repair, ordinance enforcement, and so forth; consider “buying time” for economic development expertise or other potentially shared services</i>
<b>F. Brand Athletic</b>	 3, 6, 8	<i>building upon the investments in greenways and parks as well as the Lake Norman State Park, prioritize facilities and maintenance towards projects and programs that support active lifestyles and businesses</i>
<b>G. Transportation, Now &amp; Later</b>	 3, 9	<i>the improvements shown on the transportation map / page in this section were identified as potential connections and improvements; note also the need for access, overlay, and complete street policies</i>
<b>H. Art in the Community</b>	 1, 4, 7, 12	<i>engage local artisans to donate a rotating installation of art in the gazebo area or downtown; create “small space” art installations to help enliven more spaces and create identity; create one “pocket” park</i>
<b>I. Community Gateways</b>	 1	<i>Engage the individual communities of Troutman to help design gateways that display their unique character: Lake District, Business District, Green Heart, Barium Springs</i>
<b>J. Know Troutman</b>	 11	<i>conduct an annual “get to know your town” event, inviting people to meet with town staff to introduce newcomers to all the things the town does, attract volunteers, and create more civic engagement</i>
<b>K. Smart(-er) Growth</b>	 2, 3, 10, 11, 12	<i>development proposals need to be assessed on impacts to tax revenues, traffic, environmental quality, school demand, and utilities (water / sewer) - start with the build-out assessment in this plan</i>
<b>L. Land Planning</b>	 8	<i>adopt the future land use map and develop policy tools (bona fide farm workgroup, purchase of development rights program, conservation easements) to ensure long-term success preserving a rural character</i>

# A better parking

## CONTEXT AND TRADE-OFFS

Parking, or the lack thereof, is almost as common a theme as traffic congestion in communities both large and small. Expanding the amount of space dedicated to parking, however, limits the amount of space dedicated to revenue-producing uses, aesthetic treatments like trees, open space, and travelways. Like roadways, additional capacity for parking lies unused for much of the day and night, so the trade-offs of adding more parking have to be acknowledged as well as the benefits: hence “better parking” may be a more suitable goal than “more parking.” The bulk of the parking issues cited in this study were directed at supporting downtown business with some attention to event parking for Troutman ESC Park.

## STRATEGIES

A.1 | Make angled on-street parking a priority for redesigning walkable commercial areas, particularly Lytton Street. On-street parking is important to keeping street-oriented businesses accessible.

A.2 | Convert straight-in parking at Troutman ESC Park to angled parking; create parallel parking on opposite side of the aisle.

A.3 | Re-Stripe Wagner Street (Main to Dollar General driveway) to add parallel parking on west side.

A.4 | Add street trees, brick sidewalk, and consistent lighting and landscaping between public lot on Wagner Street to South Main Street.

A.5 | Allow businesses to (with permit) temporarily use on-street parking space for events, create parklets, etc.

*setting up a temporary parklet in one parking space in one day*



source: Stantec (Morganton, NC)



## WE HEARD...

- More on-street parking is needed to support local businesses
- Parking on-street during events (e.g., at the downtown park) can use up parking for residents
- Connections (walking) with existing public parking could be better

## WE THINK...

- Parking takes up valuable real estate and hurts other forms of travel - add wisely
- De-couple parking from each business in commercial district
- Make parking flexible for businesses to use

# B activate lytton street

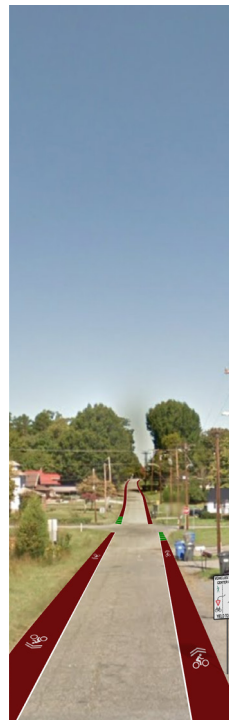
## CONTEXT AND TRADE-OFFS

Main Street in Troutman is highly valued by, and valuable to, many people in the community, but it is limited in terms of future design strategies due to its dual role as a US Highway. “Activating” Lytton Street means gradually transforming it to a second row of mixed-use development, providing more opportunities to grow that part of Troutman’s identity, as well as a place-appropriate context for small-scale mixed use and quality attached homes to put more residents in proximity to businesses, transit, and walk-oriented destinations.

## STRATEGIES

- B.1 | Establish on-street parking on the east side of the street.
- B.2 | Complete the sidewalk “gap” from Pellegrino’s Trattoria to Mills Street.
- B.3 | “Turn the corner:” construct sidewalk on north side of Mills Street from Lytton Street to Main Street; add street trees and low-level lighting later.
- B.4 | Add landscape islands to parking lot at corner of Mills Street and Lytton Street.
- B.5 | Long-Term: Extend / Realign Lytton and Wagner streets as shown in the concept design.
- B.6 | In the interim, Lytton Street may be a good pilot location for an Advisory Bike Lane (ABL) treatment to reinforce low speeds and accommodate pedestrian and bike travel.

Lytton Street  
(2012)



ADVISORY BIKE LANE  
VISUALIZATION  
source: Stantec (Google 2012;  
some design elements by Alta  
Planning+Design)



## WE HEARD...

- Troutman’s commercial area downtown is great, but having a few more places to go would be nice, too
- Lytton Street has strong potential to create more, and more diverse, uses in the central heart of Troutman

## WE THINK...

- The street is narrow, “ribbon” pavement now and would need to eventually be widened to accommodate one side of on-street parking (although narrow “negotiated” two-way travel is OK)
- Several properties are vacant or could be redeveloped to strengthen the commercial character

# C main street

## CONTEXT AND TRADE-OFFS

Main Street in Troutman is called upon to do a lot. First and foremost Main Street is the front doorstep of Troutman, introducing people coming off of I-77 or south out of Statesville to the community. Second, it is the heart of the town from a commercial perspective. Finally, it is a US Highway (21) that runs for nearly 400 miles from Wytheville, VA to Hunting Island State Park in South Carolina, frequently sharing the same name as I-77. Future designs on this road have to accommodate pedestrians (and a greenway); emergency vehicles; retail accommodations; and other uses.

## STRATEGIES

C.1 | Consider moving the US Highway 21 designation to I-77; might impact maintenance funding but might also remove conflicts created by through traffic purposing and town identity.

C.2 | Work with NCDOT to help shape the Main Street corridor, giving voice to the Barium Springs area, downtown, and school access at Old Mountain / Murdock and Troutman Elementary.

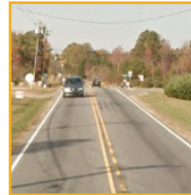
C.3 | Create / Improve street and median crossings at Wagner, fire station, and Troutman Elementary School.

C.4 | The greenway is a tremendous resource and investment; continue to maintain and landscape this landmark facility.

C.5 | Establish a block-by-block approach to streetscaping and lighting: Church to Mills and Mills to Talley go first.

C.6 | Establish a 50/50 commercial facade grant program, repurposing and educating the Design Review Board to help set standards and review applications.

*interstate  
access...  
gateway...  
downtown: Main  
Street wears  
many hats*



source: top one-Google streetview (2016); bottom three - Stantec (2018)



## WE HEARD...

- Concerns about both traffic levels and NCDOT expanding capacity and speed using Eastway Drive
- Maintenance on the greenway is great...but maybe a little more on Main Street, too
- Keep walking, charm, and identity in forefront

## WE THINK...

- Main Street is crucial to the Town, and it will take cooperation with the State to ensure that existing homes, businesses and character are protected
- Working in a sequence of small, visible changes - and celebrating their completion - is important

# Dreconsider residential

## CONTEXT AND TRADE-OFFS

Not surprisingly, a lot of people are concerned about the mass production of communities. Fast food might be fine if you're in a hurry: it's easy and you'll get the same thing wherever you go. The same mentality applied to towns leads to a monotonous landscape of "highway retail" with remote islands of same-looking housing. Increasing variety is good if done in certain locations and with qualities that improve value. With over 80% of the built-upon land in Troutman in residential use it's important to get this one right.

## STRATEGIES

D.1 | Establish a 50/50 housing assistance program to facilitate repairs for qualifying lower-income homeowners.

D.2 | Adopt the revised UDO.

D.3 | Work with the Design Review Board and consultant to prepare a design guide for residential (and commercial, possibly) developments to illustrate what the community wants to see.

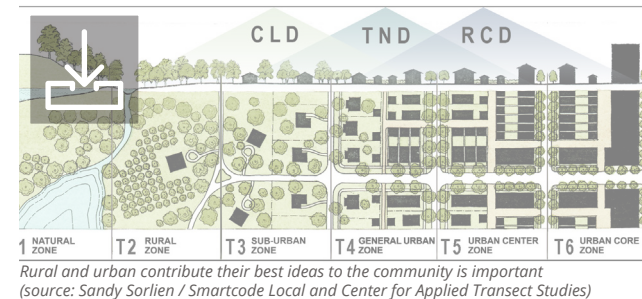
D.4 | In the *next* revisions to the UDO consider the following:

- Form-Based element for residential to help address appearance, improve flexibility, and streamline reviews
- Continue to expand the role of conservation subdivisions
- Include a two-pronged requirement for residential zones (excepting rural residential) to include both overall density and 25% of units with minimum 100' lots
- In traditional residential subdivision development, include a requirement for screening the entrance from the main roadway sufficient for passersby to view trees, not sides or rear yards of houses

Rocky Mount, NC has a [similar program](#) to the 50/50 housing assistance program [described here](#).

## TROUTMAN PLANNING AREA LAND USES

**Vacant: 38%**  
**Agriculture+Rural Homes: 38%**  
**Single-Family Homes: 11%**  
**Park/Open Space: 5%**  
**Barium Springs Properties: 3%**  
**Two Percent (2%) or Less:**  
 Semi-Public/Utilities  
 Residential Mobile Homes  
 Commercial  
 Industrial  
 Medium/High-Density Homes  
 Office/Municipal



## WE HEARD...

- Small-lot residential subdivisions, questionable quality, and "cookie-cutter" designs are issues
- Small enclaves of density and mixed-use downtown or at nodes on the south and north ends of Main Street could be accepted

## WE THINK...

- Mixed-use developments and high-value homes have a more limited market... at least for developers wanting to build those things here
- Housing and land prices will continue to escalate, putting pressure on surrounding rural areas to develop and pushing low-wage families out

# E improve service levels

## CONTEXT AND TRADE-OFFS

Many of the recommendations contained in this strategic plan - as is the case with all new plans, policies, and programs - require more resources in terms of staffing and supporting resources (e.g., vehicles, office space, equipment, etc.). Although improving maintenance in core areas is crucial and, in the long run, saves taxpayer dollars, the initial capital outlay for staff and ongoing salaries will create an additional need for more revenues through increased property valuations or other means.

## STRATEGIES

E.1 | As Troutman grows over time, staffing levels will need to increase as well; conduct a staffing survey (both numbers of FTE and part-time as well as salary levels) to ensure that employees are compensated fairly and retained for the long-term.

E.2 | Recommend adding the equivalent of one additional, full-time employee in the Public Works area within the next 2-3 years to assist with maintenance and street/curbside infrastructure.

E.3 | Innovation can happen with staffing, too. Consider contracting with an economic development specialist to target specific actions; communities can successfully pool their resources.

E.4 | The degree of involvement of the people of Troutman in the development of this plan was impressive - engaging people to help do street / park cleanups; build structures in a high school's shop class; increase landscaping in public parking or around the library; donate / maintain plantings; or even conducting a satisfaction survey can help extend public services or let it be known that more resources are needed.

Staffing in several areas for Troutman in 2016 (police) and 2018 (planning/zoning & public works) - although far from comprehensive, this initial take suggests that Troutman's staff levels are fairly comparable to towns of similar size.

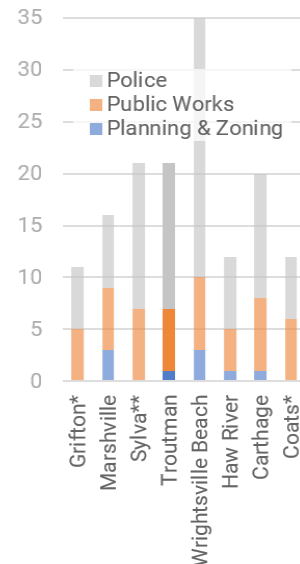


### WE HEARD...

- Maintenance levels are good in some places but need to improve in other parts of town
- Success in reducing crime has been achieved in some communities by improving maintenance levels and conducting infrastructure repair

### WE THINK...

- We agree that reducing criminal activity is in part due to good design: lighting, maintenance, sight lines, and demarcation of public, semi-public, and private spaces are contributors to a safe place
- If more resources are put into streetscape and other recommendations then maintenance resources will also need to increase



\*Town Manager does planning function  
 \*\* Planning function is contracted out



# F brand athletic

## CONTEXT AND TRADE-OFFS

Repeatedly the community told us that they like the outdoors and appreciate it when other people visiting do, too. Building a town around a “brand” or identity doesn’t preclude other development options but does require focusing limited resources for maintenance, capital construction, and so forth. Connecting greenways with safe crossings, increasing downtown commercial activity quantity and diversity, improving streetscaping, holding healthy / active outdoor events, and holding maintenance of outdoor public spaces to a high standard are other recommendations that are closely linked with this recommendation area.

## STRATEGIES

F.1 | Get on the Visit Lake Norman website alongside Davidson, Cornelius, and Huntersville to connect the town’s name better to the lake and to leverage that agency’s resources for getting the word out about Troutman’s businesses.

F.2 | Long-Term: Ideally, making the 1.6-mile connection from Lake Norman State Park (or at least State Park Road) via Wagner Street to Main Street and the existing Main Street Greenway is a critical project for Troutman’s success in identifying with the State Park.

F.3 | With [25 miles on 9 trails](#), Lake Norman State Park is an ideal place for Troutman to host a mountain biking event annually - connect with the [International Mountain Bicycling Association](#) to get started; find a volunteer champion to keep the effort going. Explore opportunities for partnering with local groups like Southern Off-Road Bicycle Association (SORBA) and Tarheel Trailblazers.

F.4 | Kids are the future success stories for outdoor economies: work with schools to start an outdoor (rain-)garden, start a walk-to-school day, ask a local farm to do educational tours.

 We like [UNC's Small Towns, Big Ideas](#) book and searchable database [accessed here](#).

*Richard Louv has written extensively about kids in nature, including hundreds of ideas to do more of that*



## WE HEARD...

- A lot of people come to Troutman, park, bike, kayak, etc. and then leave - it would be better to have them eat and shop here as well
- Eco-tourism supports the kind of development people want to see

## WE THINK...

- While not the first town to stress environmental-based marketing and project development, the proximity to a large urban area and an important state park will make the effort more productive in Troutman
- This subject area isn't only about economics but needs to be broad enough to include health-based actions

# G transportation, now and later

## CONTEXT AND TRADE-OFFS

Since the Great Depression, development of land and creating transportation services have been done by different people in North Carolina, usually with the result that two-lane roads, interchanges, and intersections are poorly planned. Walking and bicycling as well as public transportation have brought up the rear, even though in many communities they are highly desired to support economic, health, and other goals. All projects are getting more expensive to design and construct with fewer dollars allocated to secondary road capacity improvements, so it pays to consider land development, roadway capacity impacts, and financial constraints together.

## STRATEGIES

G.1 | The map on the opposing page (Figure 3-1) illustrates some of the ideas generated during the discussion of the strategic plan, including greenway sidepaths, road connectivity, roadway capacity improvements, safety projects, and corridor improvement areas. Troutman should coordinate these recommendations with other plans in the form of a Comprehensive Transportation Plan.

G.2 | By far, adopting an access management policy for East Monbo Road, Perth Road, Murdock Road, and Old Mountain Road (or all two-lane minor arterials) is the most important short-term action to allocate / design driveways, promote cross-connectivity between developments, and limit crashes from frequent turning movements (sample policy available).

G.3 | The work to be done on Main Street needs to heavily weight the design of Main Street in Troutman: the US Highway has an alternative (I-77), but Troutman's main street does not.

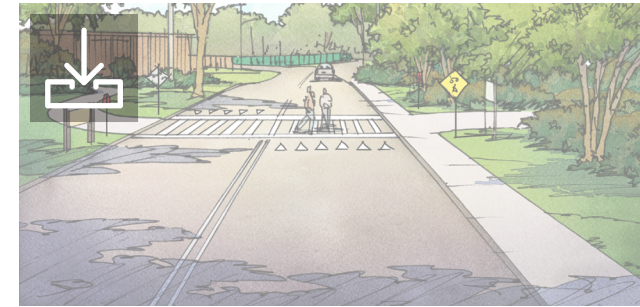
G.4 | The US 21 Corridor Overlay District needs to address driveway spacing, landscaping, and greenway connectivity.

G.5 | Build local street connections for local traffic on the southwest side of the study area, starting with US 21 to Autumn Leaf Road.

*roads should serve their primary function well, but they should support other initiatives*



source: Zanetta  
Illustrations for Stantec  
Consulting



## WE HEARD...

- Differing priorities about traffic and preservation of Main Street
- Solving some safety issues but not necessarily “blowing out” roadway widths
- Increasing traffic and threats to a walkable town

## WE THINK...

- While a full-on transportation plan is probably in order, some concepts are expressed here as a starting point
- Multimodal - transit, biking, and walking - help support many other recommendations in this strategic plan
- Preservation is a valid term for roadway capacity, too

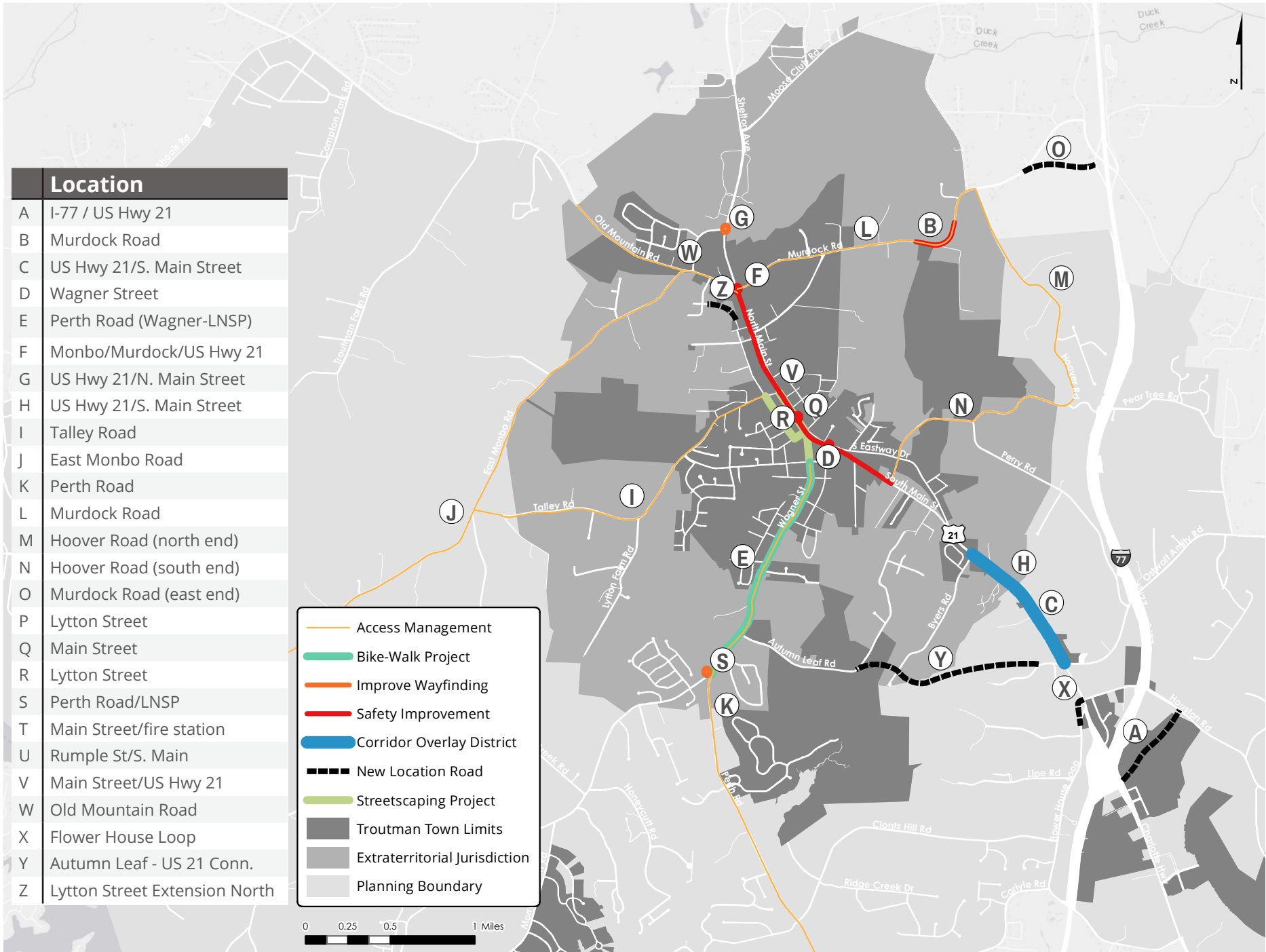


Figure 3-1: Transportation Actions

# Art in the community

## CONTEXT AND TRADE-OFFS

To help encourage tourism, reinvestment in the commercial core, and remember the identity that has been crafted during the planning process (and long before) public art is an important contributor. Art doesn't have to be murals or sculpture: the [City of Duluth, MI](#) identifies sing-a-longs, outdoor plays, and children's presentations as public art. Using local artisans, metalworkers, and business owners earns extra points...encouraging the design review board to include art as a focus area is a start.

## STRATEGIES

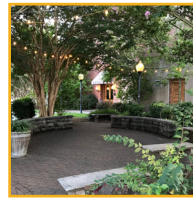
H.1 | Create a pocket park. Pocket parks are small, easily maintained public areas that soften, brighten, and increase the measure of place identity. Making the greenway prominent near the I-77 interchange with Main Street is important: pedestrian-scale (solar?) lighting is a welcome sight for the weary commuter.

H.2 | Part of the visualization and reimagining of the Main / Wagner intersection was the creation of a pedestrian plaza. This is a rural community, an increasingly valuable commodity in the gentrifying Metrolina Region. Pedestrian spaces, including alleys, sidewalks, and parking areas are prime targets for tactical art. Even if the installation - benches, planters, and a sign - is temporary it is still worthwhile to create an interesting space.

H.3 | Kickstarter for publicly funding a Troutman art installation - it's happened elsewhere. Perhaps a fish fountain like Charlotte...a splashpad plus art.



*Top-to-Bottom:  
Examples  
abound of  
pocket parks  
( Mooresville);  
the high school  
gets it; as does  
a business in  
Durham*



*Functional Art: a textured pattern on the sidewalk helps sight-handicapped people align themselves near an intersection. (source: Scott Lane, Vienna, Austria, 2016)*

## WE HEARD...

- While no one said, "we need more public art," many did recognize the need to create a strong identity and the role that identity plays in bringing a community together, preservation, and enhancement of place

## WE THINK...

- Art should be small, even in big communities, since smaller installations can create a focus for neighborhoods and are relatively easy to do
- Using local people to create and maintain public spaces helps add value to public areas

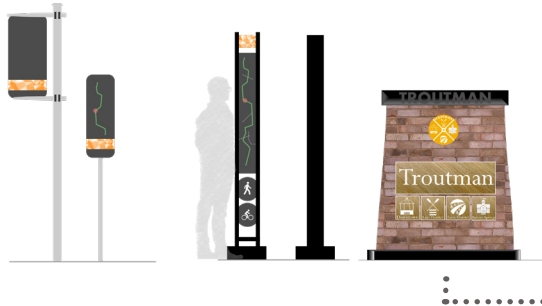
# I community gateways

## CONTEXT AND TRADE-OFFS

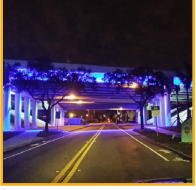
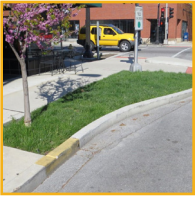
Almost of every small- and medium-sized town within a larger metropolitan area has the issue of having one or two large roads going through them without much of a celebration of entering a unique place. Creating uniqueness with gateways is important (more important than a green sign with white lettering): it lets visitors know that they are at the front door of someone's home, that people here care about their place, and that there is something to look forward to a short distance away. Materials and design should respect the history of place, rural / small town attitudes, and be durable and easy to maintain. Gateway treatments in the state's right-of-way have to be coordinated with NCDOT first, and arrangements made for maintenance.

## STRATEGY

I.1 | This plan recommends four gateway installations roughly designating the Lake District, Business District, Green Heart (rural preservation areas), and Barium North. Each installation should have a common palette of materials and design fundamentals, but incorporate visual suggestions of each unique district. Smaller signs can incorporate the unique designs and reward locations that exemplify the best of each place.



**Fayetteville** has committed to gateway treatments that go beyond signs: tree plantings / landscaping, raingarden / stormwater control, and even Interstate underpasses are opportunities



bottom image St. Petersburg, Florida



## WE HEARD...

- Similar to the branding topic, gateways can enhance a sense of place that can outlast current opinions, changes in government, new residents, and market forces

## WE THINK...

- Gateways are part of a remembrance of culture as well as a celebration of entry to a great place
- Too often, we forget that towns and cities are made up of unique communities...why not celebrate each vibrant part of the town?
- As with maintenance and public art, gateways help create a sense of ownership that deters littering and petty crime



# J know troutman

## CONTEXT AND TRADE-OFFS

There isn't much downside to helping people get engaged with their local government. The project team took notice of how engaged people were in the planning process and development plan review meetings. A somewhat depressing trend in this type of work is seeing just how little people know about how their own town functions, how they can engage with important opportunities for civic pride - and how little government agencies do to systematically engage their customers. By increasing the level of awareness of all that the town does, a better appreciation is created of the synergy between public and private realms.

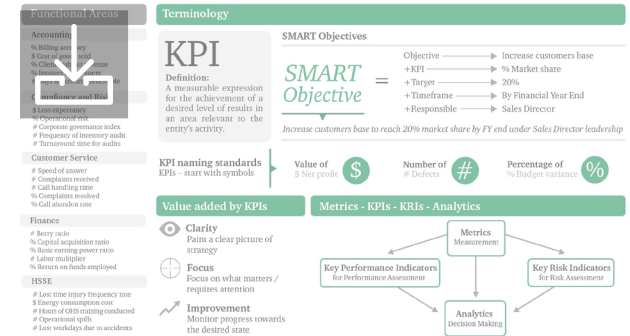
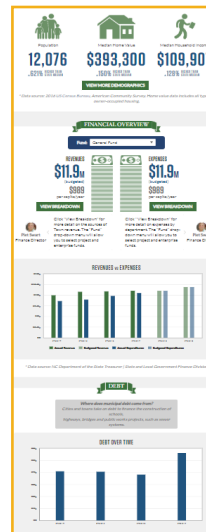
## STRATEGIES

J.1 | Start a coffee club. Once a month, invite a member of the Town Council, Planning Board, or staff member out for coffee. Let citizens know about the event and people will start to show up, first for the free coffee, then for a chat with their local official or staff person.

J.2 | Annual Troutman School. Each year, invite new (and existing residents that need a refresher) to a half-day workshop that describes how each department works in Troutman, relationships to state agencies, and how participants can get involved in cleanup, landscaping, and other volunteer efforts. As always, free food works miracles for attendance.

J.3 | Develop KPIs (Key Performance Indicators). Most people don't know what their town does, much less how well. Use existing (read: easy to generate) data to show how much or many cleanups, police / fire responses, events, site plan reviews, etc. happen each quarter. Avoid ponderous and expensive reports; opt instead for quick updates to the town website. [McKinney, Texas has a great \(albeit extensive\) example.](#)

Davidson, NC has a "financial transparency center" on their website; even better would be to show how the revenues are spent...



Building a Key Performance Indicator (source: KPI Institute)

## WE HEARD...

- The planning process that created this plan document was very focused on engagement, by design. The results are demonstrable throughout every page of the document, from inputs to recommendations.

## WE THINK...

- There are many ways to engage with citizens, but choose at least one consistent, periodic option (e.g., coffee club monthly) and one longer-term activity (e.g., community clean-up, annual Troutman school).
- Be creative, and don't be afraid to drop something that isn't working.

# K smart(-er) growth

## CONTEXT AND TRADE-OFFS

The range of issues facing a modern town seem overwhelming: state/federal policies and statutes; growth pressures; Internet-educated citizens that know more than ever about more topics; and environmental, economic, and service challenges that have to be addressed in always-tighter economic conditions. The following strategies will tie together the recommendations in this strategic plan with actionable priorities.

## STRATEGIES

K.1 | Develop a performance chart from the recommendations cited in this strategic plan and assign a period in which to get them started (ongoing actions) or completed. Set realistic completion goals, and make sure that some low-hanging fruit are mixed in with the more visionary ideas.

K.2 | Always remember to celebrate successes. Ensure that every capital budget has a section highlighting - right up front - what the town achieved in the preceding (fiscal) year and acknowledge staff when an action in this strategic plan is completed (or initiated, for ongoing items).

K.3 | Compare land use proposals with the values generated in this strategic plan in the future land use scenario to understand if the proposed action is in conformity with the future land use. If not, then update the future land use map if the action is passed but always cite at review meetings and hearings if the proposed action is in conformity with future land uses or not.

K.4 | No one knows the future, so update this plan at least every five years and cite which things have been completed, which are on the drawing board, and which recommendations need to be replaced with something better.



## RESOURCES

**Strong Towns** | not-mainstream ideas about working through hard issues

**Planetizen** | hard to pronounce but very worthwhile resource, and not just for planners

**Next City** | in spite of the name, this one has great ideas for towns wanting to up their game in a lot of areas

**STAR Communities** | a certification-minded organization, but also one with a lot of information about greener practices



Choose the best parts of the ongoing technology revolution. (source: GeoSpatial World)

## WE HEARD...

- The pace of change has generated a lot of concerns in some quarters of the town, and for good reasons.
- Putting plans into practice has been a challenge so far

## WE THINK...

- Long-term decisions have to consider many factors, but transparency in citing those factors is important to informing the citizenry
- Basing decisions on a consistent baseline of information is important to achieve challenging longer-term goals
- Keep strategies and goals achievable as well as consistent

# L land planning

## CONTEXT AND TRADE-OFFS

The adopted future land use map (Figure 3-2) was created from public input as well as an assessment of current land uses, potential development, and market trends. In order to accommodate the stated preferences of many people that identified the town as a town and country arrangement, additional acreage is recommended in rural preservation and agricultural uses; industrial is more limited to major highway facilities; and some expansion of mixed-use is recommended near the town core to support local-oriented businesses.

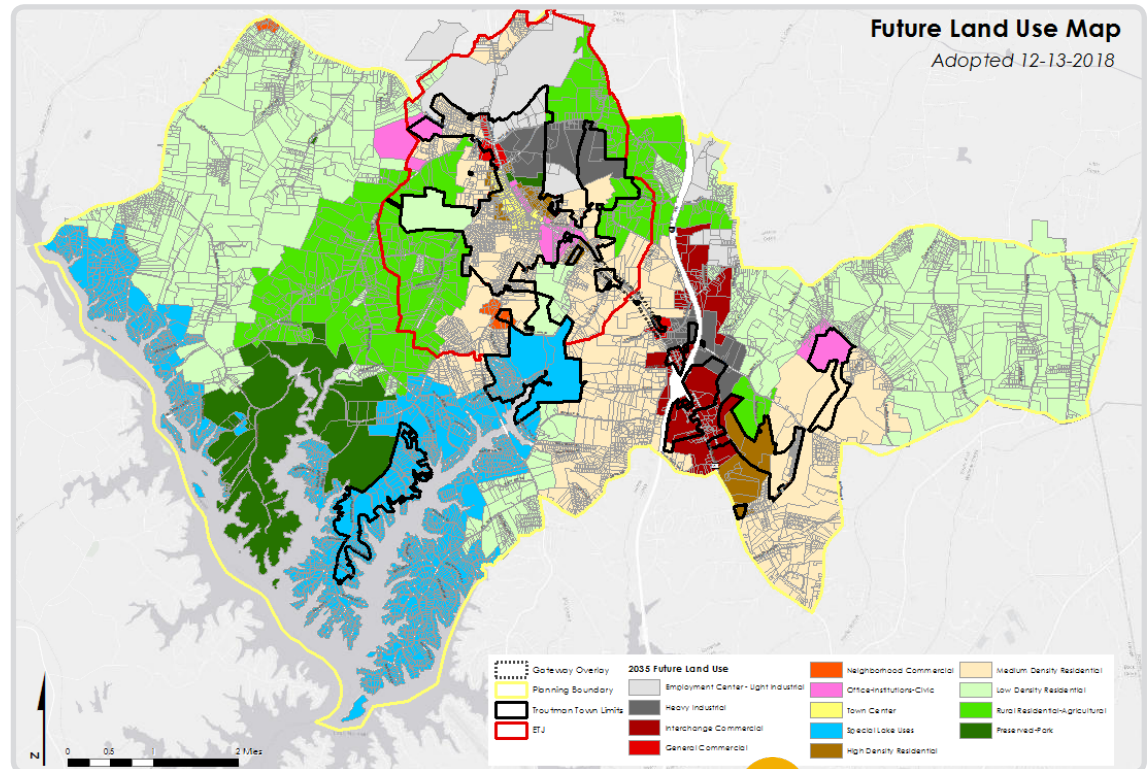
## STRATEGIES

L.1 | Use the renderings and focus area studies as a springboard to launch conversations with specific developers of commercial and residential housing products rather than waiting for them to find the town on their own.

L.2 | Conduct a second, two-day design charrette with the Barium Springs stakeholders who seemed receptive to the concept during this planning process. Identify opportunities for public-private partnership during an exciting, energized work session.

L.3 | Ensure that every private and public development proposal includes an assessment of conformity with the future land use map during the review stage.

L.4 | We like farms, but NC's bona fide farm designation is still somewhat vague. Work with bona fide farm owners to help better define farming as opposed to another, non-farm primary business use.



**Land Use Map:** guides, informs, long-term

**Zoning Ordinance:** directs, specific, short-term



## CONFORMITY WITH THE LAND USE MAP

This land use map illustrates broad land use categories at a parcel level, lending a degree of exactness to the evaluation of land use that shouldn't prohibit flexibility for new ideas that still conform to the intent of the map and directions offered in this strategic plan. To understand how different proposals can be evaluated, the following questions are appropriate to ask during rezoning, major subdivision, and other requests.

## QUESTIONS

**Residential Areas:** How does this proposal increase housing choices in Troutman? How likely are trips to be made by walking, automobile, transit, or biking? What are the provisions for streetscaping, and what is the view from the primary street access? How much open space is provided, and do open space areas on this property form contiguous green spaces with neighboring parcels (or are they likely to do so)? What is being offered in terms of greenway connectivity? What is the degree of utility and infrastructure demand?

**Commercial Areas:** Is the proposed use contemplating drive-up service? What is the building height and the facade's relationship (and distance) from the primary street? What is the parking quantity/location (e.g., is parking in front, rear, or sides of the main structure)? What is the volume of traffic by mode of travel and routing? What is the proposed signage size and location? What are the colors/materials to be used for the facade and sides/rear of the building? What is the degree of utility and infrastructure demand?

**Industrial:** Is this a proposed use that involves products manufactured, products delivered, or retail on-site? Are underground storage tanks, outdoor bulk storage, or vehicle maintenance or storage part of the operations? What is being proposed in terms of front, rear, and side setbacks, berms, and other forms of screening to offset specific noise, odor, visual, or other impacts? How has the proposal attempted to work with adjacent property owners to ensure compatibility? What are the contributions to the town in terms of actionable items contained in this strategic plan, or otherwise beyond tax benefits?

## EXAMPLES OF FLEXIBILITY IN LAND USE

One of the problems with parcel-based land use maps (and zone-based zoning codes) is that they can discourage innovations that might make important contributions to the community. The following are two examples of how a willing and innovative developer and community could change the dynamic.



**Farm Compound:** Many communities want affordable housing and to preserve rural character. The farm compound is a way of integrating multi-family in a design that celebrates farming, too: 10 loft units in the barn, caretaker cottages, and a duplex along with 22 parking spaces are shown on this 2.5-acre site. (source: TPUDC, [Londonderry, NH Master Plan](#))



**Crossroads Commercial:** People have become so accustomed to the sea of parking/bland facade shopping center that the emerging concept of experiential retail that encourages community socialization has been a welcome surprise, especially in small-scale forms within neighborhoods. (image source: TPUDC)

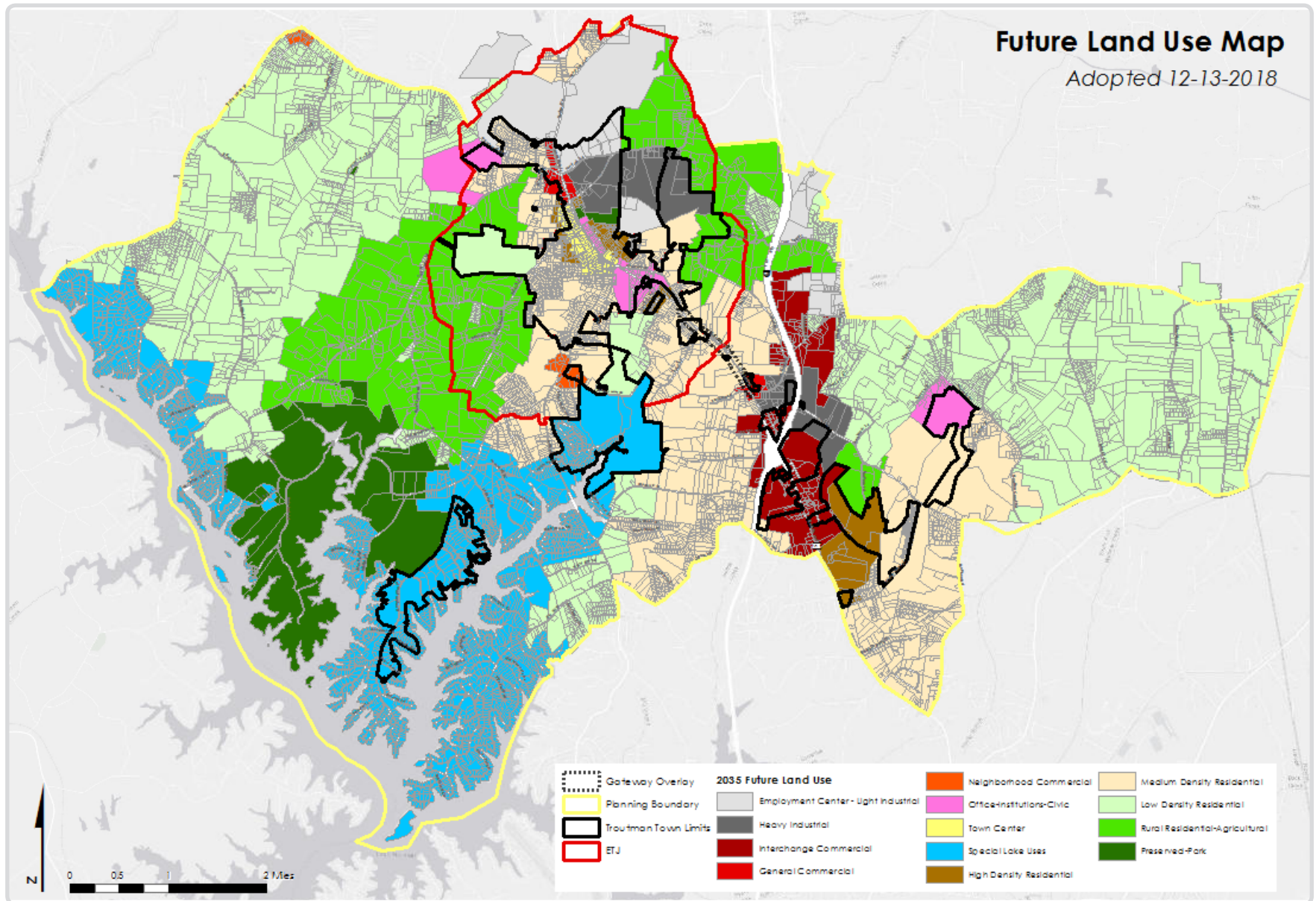


Figure 3-2: Future Land Use Map

**Town Center** | This area contains a variety of office, retail, and high-density residential uses. Preservation of historic and cultural elements are critical in this area, as is promotion of small-scale, locally owned retail establishments. Facades, streetscaping, rear / side parking, and pedestrian-scale lighting elements are also found in the town center to promote walking, bicycling, and transit use whereas drive-through windows and frontage parking lots are strongly discouraged.

**Interchange Commercial** | Typically located at or near freeway interchanges, this category of use does not compete with downtown retail but offers typical chain retail establishments with general commercial or industrial uses nearby.

**General Commercial** | Preferably situated in a node (cross-road) environment, General Commercial is suited for a range of retail, service, and professional businesses serving town-wide needs. These businesses may be comprised of storefront retail and distribution if located near major arterial crossings.

**Neighborhood Commercial** | Neighborhood commercial centers serve the needs of surrounding residential neighborhoods. These areas are located at the intersections of minor arterials, and are designed to be accessible by walking, bicycling, and auto modes. Streetscaping, lighting, and signage are compatible with nearby residential communities.

**Heavy Industrial** | These areas are intended to accommodate traditional industrial uses on individual tracts of land or on land located within coordinated industrial parks. Such uses may constitute health or safety hazards, have greater than average impacts on the environment, or diminish the use and enjoyment of nearby property by generation of noise, smoke, fumes, odors, glare, vibration, industrial vehicle traffic, or similar nuisances.

**Employment Center / Light Industrial** | Suitable for the manufacturing, processing, assembling, packaging or fabricating of previously prepared materials; research and development activities; and warehousing without large-scale distribution (e.g., limited truck bays). Also suitable for limited commercial activities involving areas for storage/display of products for retail sale.

**Office - Institutional - Civic** | These areas may consist of individual parcels with office, education, religious, financial, and medical uses. Access to minor arterials and off-street or shared parking are desirable, as is vegetative and topographical screening from nearby low-density residential uses.

**High-Density Residential/Mixed Uses** | These areas are primarily intended for mixed uses, apartments, and small lot single-family residential development with close proximity to the downtown or arterial street crossings. The integration to public spaces implies a greater emphasis on quality, durable materials and compatible design and color palettes. Served by public water and sewer infrastructure, these uses may have reduced off-street parking requirements and greater need for streetscaping and bike/walk infrastructure. Densities are typically greater than four units per acre of land.

**Medium-Density Residential** | These areas are primarily intended for single-family residential development in close proximity to commercial areas and arterial transportation corridors. Public water and sewer provision is required, as are minimum requirements for screening from the main roadway and adjacent properties and larger lot sizes on a percentage or all parcels. Densities are typically three to four units per acre of land designed with conservation and clustering. In a major subdivision (more than 5 lots) variation of lot sizes, housing types, and price points are strongly encouraged.

**Low-Density Residential** | This land use classification is predominantly intended for single-family residential lots and intense subdivision development is not recommended due to water supply concerns and lack of infrastructure. Densities are typically less than two units per acre of land. In a major subdivision (more than 5 lots) variation of lot sizes, housing types, and price points are strongly encouraged.

**Rural Residential - Agricultural** | Areas identified as Rural Residential - Agricultural promotes the continued use of working lands and protection of environmentally sensitive lands from more intense development. Many of these areas also have topographical, cultural, and/or environmental challenges that limit the potential for development. Densities are less than one unit and typically less than one house per three acres of land.

**Preserved - Parks** | These are areas where parks, recreation areas, greenways, or conservation areas either exist or have been identified in an adopted plan. Land may be owned by the town or other public agency outright or be conserved in an easement.

**Special Lake Uses** | These areas in the vicinity of Lake Norman promote low-density developments through conventional subdivisions or conservation cluster subdivisions while allowing a variety of open space uses including parks, greenways, nature preserves, and agricultural uses. Developments such as restaurants and recreational attractions that compliment the area may also be allowed on a limited basis.



# IV

# Implementation Plan

*Creating recommendations requires understanding what is currently happening and how each piece fits together.*



## GETTING THERE...

The Strategic Master Plan isn't an end to itself, but its completion marks a beginning to achieving the goals and strategies that it developed.

There are a lot of actions recommended: exactly 50 spread across 11 areas of interest. To help guide this process forward, the guide on the opposite page contains each action item and an indication of the responsible parties, resources, and timeframe to complete it. Actions are marked as either "term" or "ongoing" to indicate if the actions are either continuing indefinitely after they begin (ongoing) or can be completed (term) in the short-, medium-, or long-term.

The short-term equates to 1-2 years from initiation (ongoing) or completion (term); mid-term is 3-5 years; and long-term is more than five years.

 SUGGESTED TIME PERIOD

 CONTINUING EFFORT

 SUGGESTED DEADLINE










SHORT-TERM (0-2 YEARS)



MID-TERM (3-5 YEARS)



LONG-TERM (6+ YEARS)

Recommendation Area & Action	Schedule
<b>A. Better Parking</b>	
A.1   On-street parking	  
A.2   Convert parking at Troutman ESC Park	
A.3   Re-Stripe Wagner Street	
A.4   Add street trees, brick sidewalk, and consistent lighting and streetscaping	
A.5   Use on-street parking space for events, etc.	
<b>B. Activate Lytton Street</b>	
B.1   On-street parking on the east side of the street	 
B.2   Sidewalk "gap" from Pellegrino's to Mills Street	 
B.3   "Turn the corner" from Mills to Lytton	 
B.4   Add landscape islands to parking lot at corner of Mills Street and Lytton Street	
B.5   Extend / Realign Lytton and Wagner streets as shown in the concept design	 
B.6   Pilot location for Advisory Bike Lane (ABL) treatment	
<b>C. Main Street</b>	
C.1   Redesignate US Highway 21 to current I-77	
C.2   Work with NCDOT to help shape the Main Street corridor	 
C.3   Create / Improve street and median crossings at three locations	
C.4   Continue to maintain and landscape the greenway	
C.5   Block approach to streetscaping and lighting: Church to Mills to Talley	
C.6   Establish a 50/50 commercial facade grant program	 
<b>D. Reconsider Residential</b>	
D.1   Establish a 50/50 housing assistance program	 
D.2   Adopt the revised UDO	
D.3   Prepare a design guide for residential (and commercial, possibly) developments	 
D.4   Multiple next-round UDO revisions	 

Recommendation Area & Action	Schedule
<b>E. Improve Service Levels</b>	
E.1   Conduct a staffing survey	----->
E.2   Recommend adding the equivalent of one additional, full-time employee in Public Works	★
E.3   Consider contracting with an economic development specialist to target specific actions	★
E.4   Engage citizens for public works projects	----->
<b>F. Brand Athletic</b>	
F.1   Get on the Visit Lake Norman website	★
F.2   Make the 1.6-mile connection from Lake Norman State Park via Wagner Street to Main Street	-----★
F.3   Host a mountain biking event annually	-----★
F.4   Work with schools and kids to start an outdoor (rain-) garden, start a walk-to-school day, farm tours	----->
<b>G. Transportation, Now &amp; Later</b>	
G.1   Various transportation improvements (refer to map)	----->
G.2   Adopt an access management policy	★
G.3   Detail the design of Main Street	★
G.4   Create US 21 Corridor Overlay District	-----★
G.5   Build local street connections for local traffic	-----★
<b>H. Art in the Community</b>	
H.1   Create a pocket park	★
H.2   Creation of a pedestrian plaza at Main Street and Wagner.	★
H.3   Kickstarter campaign for publicly funding a Troutman art installation	-----★

SUGGESTED TIME PERIOD  
 CONTINUING EFFORT  
 SUGGESTED DEADLINE

Recommendation Area & Action	Schedule
<b>I. Community Gateways</b>	
I.1   Construct four gateway installations roughly designating the Lake District, Business District, Green Heart (rural preservation areas), and Barium North. Smaller signs can incorporate the unique designs and reward locations that exemplify the best of each place	-----★
<b>J. Know Troutman</b>	
J.1   Conduct a coffee club meeting once a month	----->
J.2   Conduct an annual "Troutman School" event	----->
J.3   Develop KPIs (Key Performance Indicators)	★
<b>K. Smart(-er) Growth</b>	
K.1   Develop a performance chart from the recommendations cited in this strategic plan	✓
K.2   Celebrate successes, including in the annual capital budget	----->
K.3   Compare land use proposals with the values generated in this strategic plan	
K.4   Update this plan every five years	----->
<b>L. Land Planning</b>	
L.1   Use the renderings and focus area studies as a springboard to launch conversations with developers of commercial and residential housing products	----->
L.2   Conduct a second, two-day design charrette with the Barium Springs stakeholders	★
L.3   Ensure that every private and public development proposal includes an assessment of conformity	----->
L.4   Work with bona fide farm owners to help better define farming as opposed to another use	★

SHORT-TERM (0-2 YEARS)  
 MID-TERM (3-5 YEARS)  
 LONG-TERM (6+ YEARS)

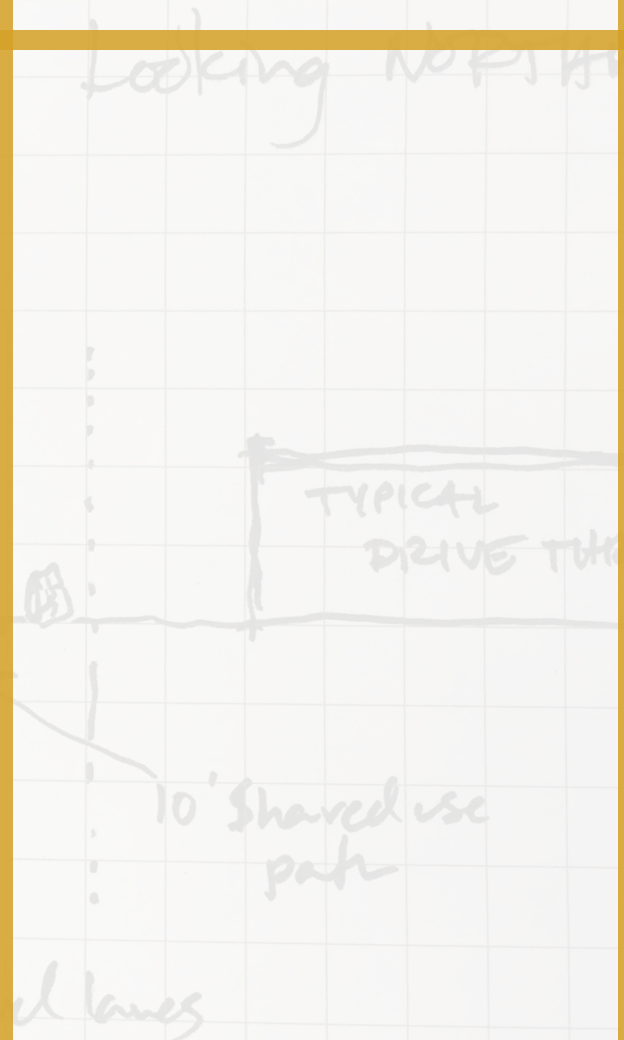
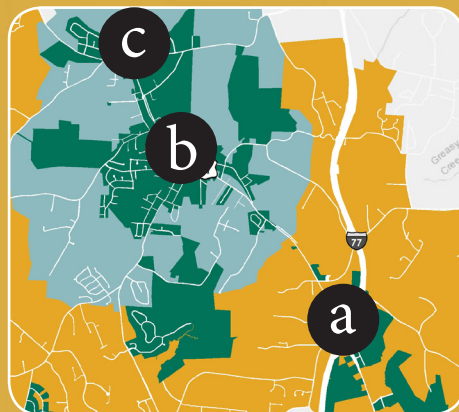
## FOCUS AREAS: SEEING THE STRATEGIES

An important part of visualizing change and many of the recommendations in this strategic plan is accomplished through three focus areas:

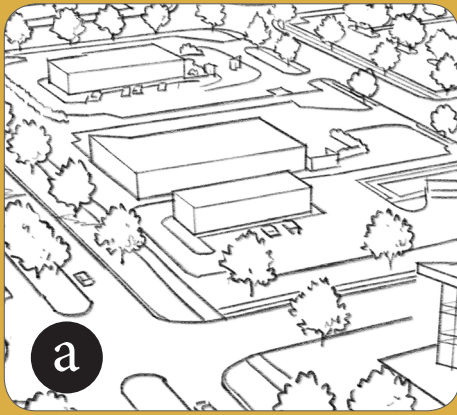
- Interchange of I-77 and South Main/US 21
- Troutman Downtown
- Barium Springs

These concepts are just that: concepts used to help illustrate visually what could be done in these three places that meet the needs and ideas expressed in this plan and process.

Developed during the four-day charrette process and then further polished prior to rendering to three dimensions, the initial foray was completed with the public quite literally looking over the shoulder of the project team.







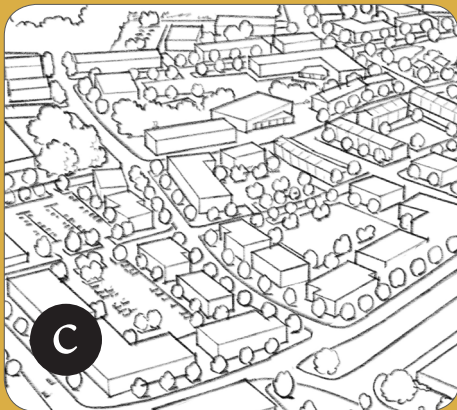
### FOCUS AREA A: INTERCHANGE AT I-77 / US 21

The vicinities of Interstate highways are at once familiar and, usually, generic from one community to the next. The Main Street / US 21 and I-77 interchange has two things going for it: first, it is already a desirable location for potential industrial uses in the “second row” of development. Second, the typical highway retail uses, while present, have not spread into the heart of Troutman, allowing an opportunity to create a gateway district and buffer for residents and fragile downtown commercial districts.



### FOCUS AREA B: DOWNTOWN

Troutman’s downtown, according to residents, businesses, and visitors, is a combination of charming local retailers and potential for further, creative reinvestment. Parking, a second row of retail on Lytton Street, and various streetscape measures are part of the actions recommended in this plan. The Wagner Street pedestrian plaza shown in this concept creates both a safer Main Street and more room for gatherings in the town’s commercial heart.



### FOCUS AREA C: BARIUM SPRINGS

At the town’s north end is Barium Springs, home to the Children’s Hope Alliance and fairgrounds. Improving access to I-77 and close cooperation with the current owners and managers of this tract to further the mission of giving back to the community are key concepts. These ideas should be developed in a new, targeted design process that achieves synergies between the Alliance; age-in-place residents and volunteers; and green spaces that support the health and vitality of residents, employees, and the Troutman community.

### FOCUS AREA A: INTERCHANGE

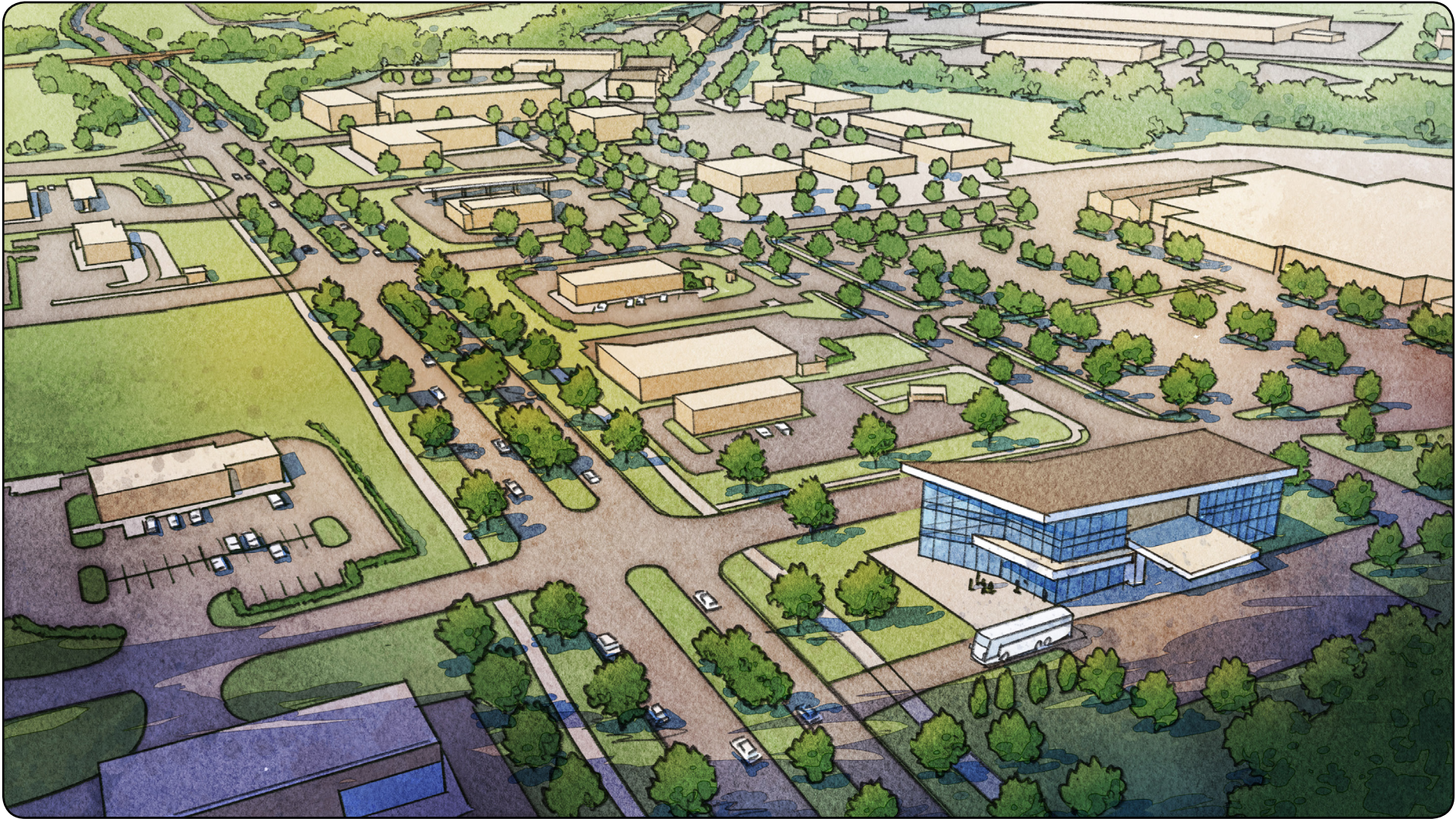
This area is a key southern gateway into Troutman and has existing highway commercial development now. Stakeholders believe additional development of this type is likely at and suitable for this location. Development should be coordinated and connected to maximize the value and provide the best end product for the community.

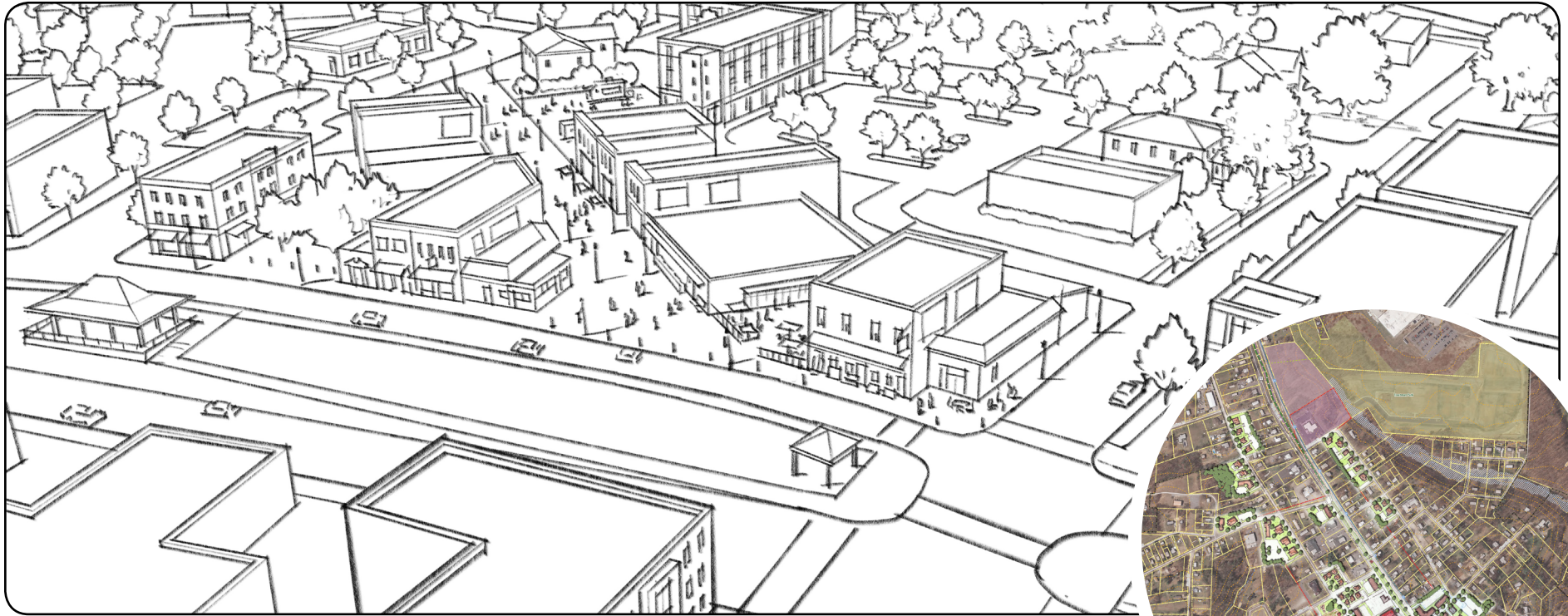
The project team proposes a new road connecting Houston Road to Highway 21 at the exit ramp from I-77 north. We believe this added connectivity enhances the development potential as well as creating developable frontage and connecting employees (and future employees) to the retail commercial development along US Hwy 21.

Some 600-700 housing units have already been approved adjacent to this focus area to the southeast.

The project team assumed light industrial uses in conjunction with Houston Road and around the Lowes Planogram (used to develop demonstration displays for future use in Lowe's stores worldwide) site with new roads connecting to Simpson Road and adjacent areas.





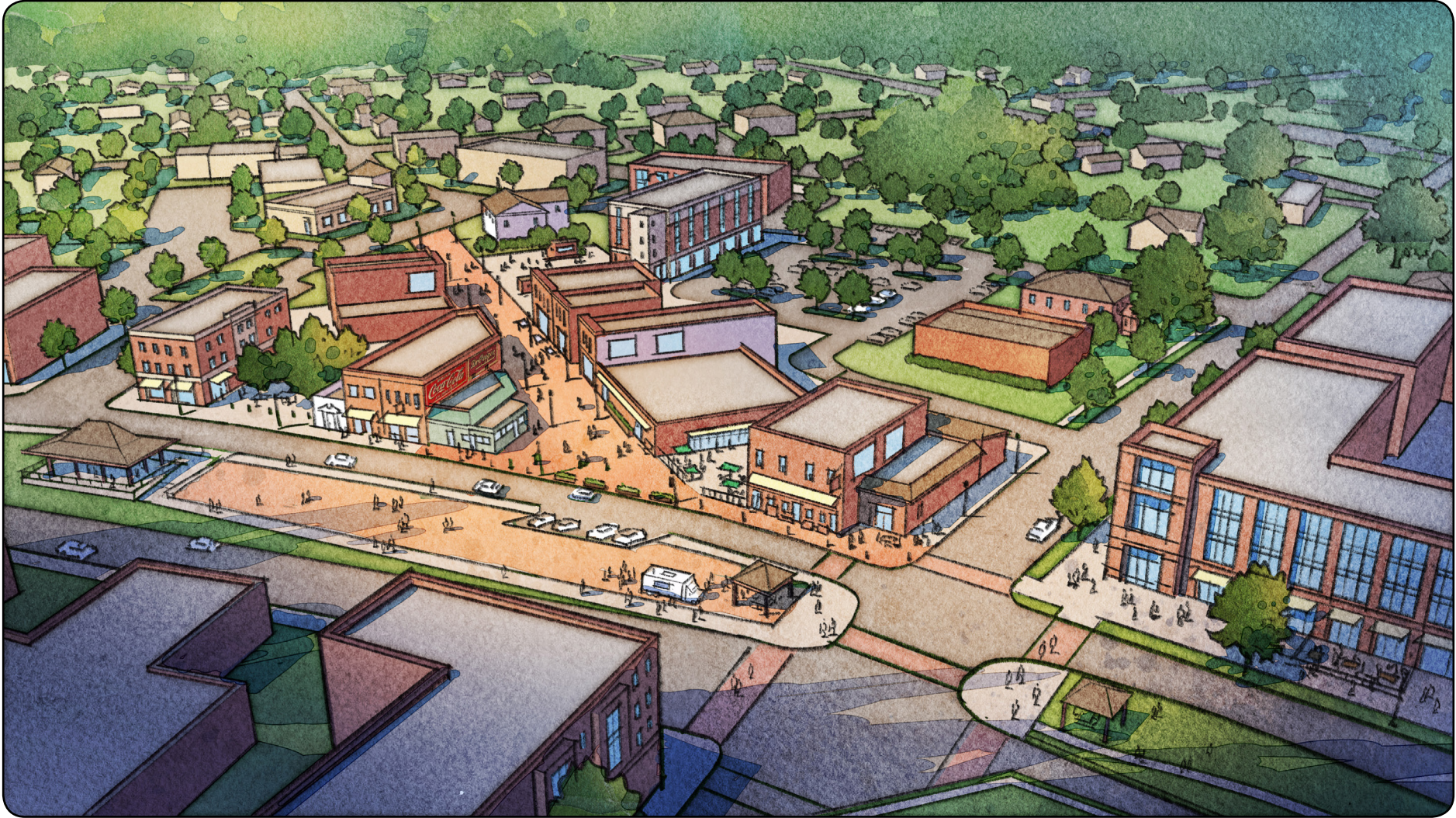


### FOCUS AREA B: DOWNTOWN

Several organizing principles were used to help the renderings reflect the desire to see more diversity of local businesses and smart location and design of mixed-use developments.

- Reorienting the Town Center towards Church and Main
- Strategic infill development, with a focus on adding residential uses
- Increased connectivity
- Creative placemaking – quick, tactical and inexpensive ways to add vibrancy to the public realm

These concepts assume some realignments, new connections and intersection modifications, including: the realignment and conversion of Wagner to a festival street; moving the signalized intersection from Old Wagner & Main Street to Church and Main; connecting Lytton Street through to Church Street; and adding a new street connecting Wagner and Main. Other parts of the invigoration of downtown include realigning Wagner to the west of the old Wagner house and creating a new intersection with Church Street (the proposed Lytton Street extension would also connect to Church here). Underutilized interstitial spaces between existing buildings on Church can be re-utilized as intimate plazas with movable seating, spaces for people to gather and linger. Church Street has the potential to extend to the northeast, adding connectivity.



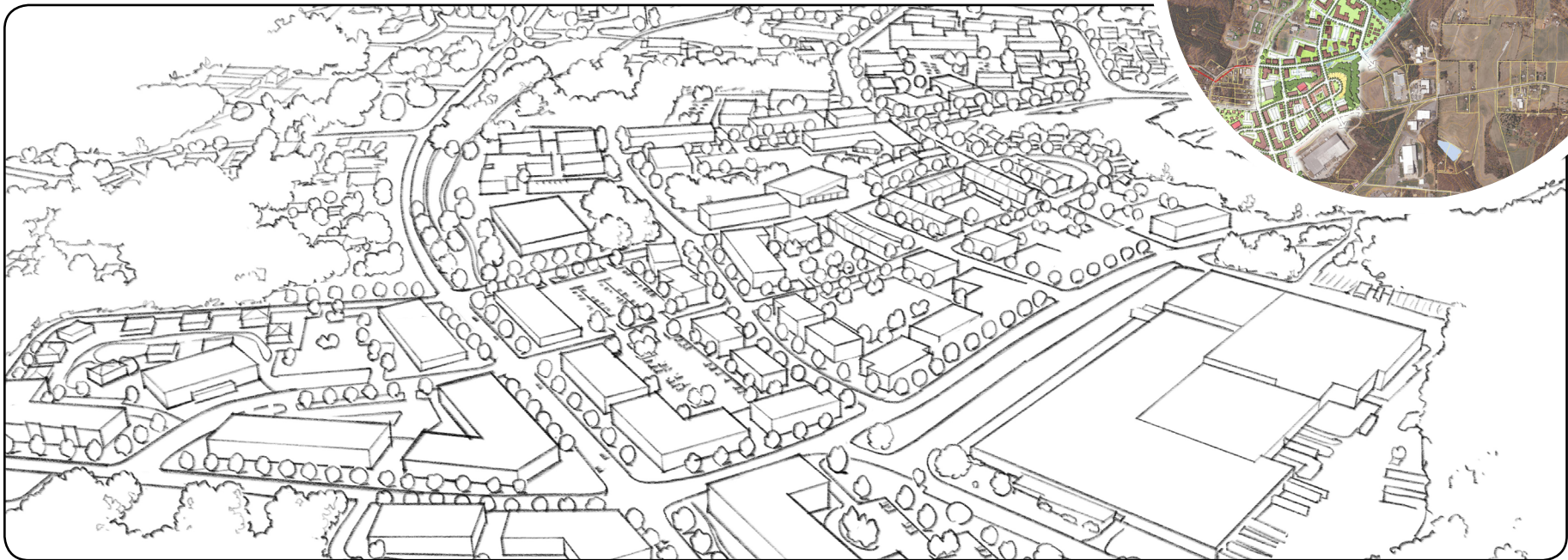
### FOCUS AREA C: BARIUM SPRINGS

This place has the potential to be a centerpiece and gateway into the Town of Troutman from areas to the north, I-77 and US Hwy 21. This concept assumed realignment of the Murdock/Old Mountain/US Hwy 21 intersection proposed in the US 21/NC 115 Corridor Mobility Study. Generally, the area can be broken into two distinct parts: West and East (of US Hwy 21).

*West Side Properties:* Difficult topography, environmental constraints, and lesser access to the Interstate make this side more problematic to develop. However, if market interest in these properties were to increase in the near term, we believe the appropriate future uses would be a general mix of housing with landscape conservation areas and having a connected network of streets designed and scaled for pedestrians.

*East Side Properties:* This is the focus area of the concept design shown here, with a mixture of uses potentially including retail & office; senior housing/assisted living; small-scale light industrial; larger-scale industrial pads. All development is organized around a street network providing much-needed East-West connectivity. However, extensive landscape conservation and greenway connections are also proposed to soften and green the area.

Noteworthy as well is the Murdock and US Hwy 21 intersection area. This concept assumes small-scale, mixed-use with some commercial and a majority of residential uses here as well as some senior-supportive housing in part to enhance the Barium educational functions. Connections - including for biking and walking - have been provided to and from the Barium Springs properties at various points, also increasing the value proposition for this area including the fairgrounds.

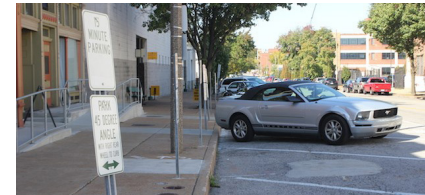




## 10-4: TEN ACTIONS IN FOUR YEARS



**1** *Redevelop angled parking in walkable areas, and redevelop parking where appropriate (A1-A5)*



**2** *Create / Improve street and median crossings at Wagner, fire station, and Troutman Elementary School (C3)*



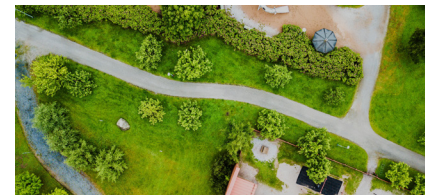
**3** *Adopt the revised UDO (D2)*



**4** *Develop and adopt an access management plan to improve future transportation performance and safety (G2)*



**5** *Create one pocket park (H1)*







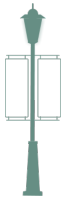
**6** Start a coffee club with staff, Council and Planning Board members (J1)



**7** Implement Key Performance Indicators (KPIs) (J3)



**8** Develop a performance chart from the Strategic Master Plan recommendations (K1)



**9** Work with NCDOT to create the main street the town wants (G3)



**10** Conduct a second, two-day design charrette with the Barium Springs stakeholders (L2)



# Troutman Strategic Plan

12.13.2018

