

# The City of Statesville, North Carolina



# Land Development Plan

Prepared By

**Freilich, Leitner & Carlisle**  
1150 One Main Plaza  
Kansas City, Missouri, 64111  
(816) 561-4414 voice  
(816) 561-7931 fax  
[www.flc-kc.com](http://www.flc-kc.com)

**Planning Works, LLC**  
8014 State Line Road, Suite 208  
Leawood, Kansas 66208  
(913) 381-7852 voice  
(913) 381-7850 fax  
[www.ourplanningworks.com](http://www.ourplanningworks.com)

Adopted  
June 11, 2004

“Growth is inevitable and desirable, but destruction of community character is not. The question is not whether your part of the world is going to change. The question is how.”

- Edward T. McMahon, The Conservation Fund

# Acknowledgements

## City Council

John Marshall, Mayor  
Paula Steele, Ward 1  
C.O. "Jap" Johnson, Ward 2  
A.E. Peterson, Ward 3  
Michael Johnson., Ward 4  
Ron Matthews, Ward 5  
Flake Huggins, Ward 6  
Costi Kutteh, At Large  
Jim Lawton, At Large

## Planning Board

David Alexander  
John Gilbert III  
Brian Robinett  
Pressly White  
Sherrill Parks  
Paul Gilbert  
Skyler Little  
J.C.Byers

## Land Development Plan Task Force

David Alexander  
J.C. Byers  
Rob Collier  
Kathy Hoover  
Michael Johnson  
Steve Johnson  
Jim Lawton  
Kathy Leach  
John Marshall  
Ron Matthews  
Sherrill Parks  
Pete Peterson  
Cindy Pitt  
Paula Steele  
Roy West  
Julia Williams

# Table of Contents

Acknowledgements.....	i
Table of Contents.....	ii
List of Exhibits.....	iv
List of Maps.....	iv
Chapter I. Introduction.....	1
A. Plan Purpose and Effect.....	1
B. The Plan as a Guide to Decision-Making.....	2
C. Statutory Requirements.....	3
D. Planning Process.....	4
Chapter II. Community Context.....	5
A. Physical Assessment.....	5
1. Topography.....	6
2. Geology.....	6
3. Climate.....	6
4. Hydrology.....	7
5. Soils.....	7
6. Vegetation.....	8
7. Habitat.....	8
8. Agriculture.....	10
9. Air Quality.....	10
B. Community Growth Assessment.....	10
1. Population.....	10
2. Housing.....	17
3. Construction Activity.....	18
C. Public Infrastructure, Facilities and Services.....	19
1. Transportation Facilities.....	19
2. Water Supply.....	21
3. Wastewater.....	23
4. Fire Department.....	23
5. Police Department.....	25
6. Education.....	25
7. Cultural Facilities.....	29
8. Parks and Recreation.....	29
9. Electricity and Gas.....	34
10. Medical Facilities.....	35
11. Budget Summary.....	35
D. Key Community Issues.....	39
III. Growth Projections.....	43
A. Population Projections.....	43
B. Residential Growth Projections.....	44
C. Growth Scenarios Evaluation.....	47
1. Purpose.....	47
2. Scope of Analysis.....	47
3. Scenarios.....	48
4. Summary of Growth Scenario Analysis.....	49
IV. Land Development Plan.....	51
A. Vision of the Future.....	51
B. Planning Priority Needs.....	51

- C. Draft Land Development Plan Goals and Policies ..... 52
  - 1. Overview ..... 52
  - 2. Future Land Use Categories ..... 52
  - 3. Goals and Policies ..... 53
- V. Plan Implementation ..... 71
  - A. Implementation Tools ..... 71
    - 1. Development Regulations ..... 71
    - 2. Capital Improvements Plans ..... 71
    - 3. Intergovernmental Agreements ..... 72
    - 4. Adequate Public Facilities ..... 72
    - 5. Impact Fees ..... 72
    - 6. Infrastructure Policy ..... 72
  - B. Relationship to Budget ..... 73
  - C. Plan Maintenance ..... 73
    - 1. Plan Monitoring ..... 73
    - 2. Policy Revisions ..... 73
    - 3. Land Use Plan Amendments ..... 74
  - D. Plan Implementation Program ..... 74

## List of Exhibits

Exhibit 1: Planning Process .....	4
Exhibit 2: Location Map .....	5
Exhibit 3: High, Low and Average Monthly Temperatures .....	6
Exhibit 4: High, Low and Average Monthly Precipitation.....	7
Exhibit 5: Animals of Concern in Iredell County.....	9
Exhibit 6: Plants of Concern in Iredell County.....	9
Exhibit 7: Historic Population in Statesville, Iredell County & North Carolina .....	11
Exhibit 8: Age Distribution in 1990 and 2000.....	11
Exhibit 9: 1990 & 2000 Age Cohort Comparison .....	12
Exhibit 10: 1990 – 2000 Race Comparison .....	13
Exhibit 11: 2000 Distribution by Race .....	13
Exhibit 12: Household Type Changes .....	14
Exhibit 13: Households by Type.....	15
Exhibit 14: Educational Attainment.....	15
Exhibit 15: 2000 Educational Attainment for Statesville and North Carolina .....	16
Exhibit 16: Statesville’s Major Employers .....	16
Exhibit 17: Housing Occupancy .....	17
Exhibit 18: Homeownership Rate.....	17
Exhibit 19: Building Permit Activity and Value.....	18
Exhibit 20: Residential Construction .....	18
Exhibit 21: Building Permit Valuation .....	19
Exhibit 22: Existing Water Consumption.....	22
Exhibit 23: Projected Water Consumption .....	22
Exhibit 24: Fire Station Summary .....	23
Exhibit 25: Calls for Service by Type.....	24
Exhibit 26: Student Distribution by School Type.....	26
Exhibit 27: High School Capacity .....	26
Exhibit 28: Middle School Capacity.....	27
Exhibit 29: Elementary School Capacity.....	27
Exhibit 30: Park and Recreation Facility Inventory .....	31
Exhibit 32: Revenues by Fund.....	36
Exhibit 33: FY 2001-2002 Revenue Distribution by Fund.....	36
Exhibit 34: General Fund Revenues .....	37
Exhibit 35: General Fund Expenditures.....	37
Exhibit 36: Capital Outlay Program for FY 1997/98 through FY 2006/07 .....	38
Exhibit 37: Historical Growth Rates.....	43
Exhibit 38: Population Projections .....	44
Exhibit 39: Dwelling Units Necessary to Accommodate New Growth .....	45
Exhibit 40: Residential Acres Needed to Accommodate New Growth.....	46
Exhibit 41: Alternative Growth Scenario Findings Summary.....	49
Exhibit 42: Future Land Use Plan Categories.....	55
Exhibit 43: Plan Implementation Program .....	75

## List of Maps

Map 1: Planning Area .....	81
Map 2: Topography.....	82
Map 3: Hydrology.....	83
Map 4: 1990 – 2000 Population Change by Census Tract.....	84
Map 5: Functional Road Classification.....	85
Map 6: Station 4-Minute Response Radius Map 7: School Facilities .....	86
Map 7: School Facilities .....	87
Map 8: Trends Growth Scenario.....	88
Map 9: Infill Growth Scenario.....	89
Map 10: USA Growth Scenario.....	90
Map 11: Future Land Use Plan .....	91
Map 12: Urban Service Area .....	92
Map 13: Entryway Corridors .....	93

# **Chapter I. Introduction**

## ***A. Plan Purpose and Effect***

This Plan is a statement of the City of Statesville’s vision for its future and a guide to achieve that vision through the year 2020. The Land Development Plan reflects local community values, ideals and aspirations about the best management and use of community resources. Due to the permanence of the built environment, the Land Development Plan provides elected and appointed officials the information and guidance to make informed decisions to enhance the City’s form, function and livability.

Successful communities do not just happen; they must be continually shaped and guided. A community must actively manage its growth and respond to changing circumstances if it is to meet the needs of its residents and retain the quality of life that initially attracted those residents to the community.

Residents of Statesville value the character and diversity of their neighborhoods, the City’s rich historical resources, their tree-line streets, the efficiency of City Government and their recreational opportunities. Concern about the impact of new growth has increased as traffic congestion, loss of trees and fiscal pressures have increased by new development. Effective growth management can help the community address these issues.

This plan provides a framework for ongoing efforts to achieve the City’s goals. It should guide decision-makers as they prepare budgets, prioritize capital improvements, review development proposals and establish regulations for land use and development. By consistently focusing on long-term outcomes, the Plan can help today’s leaders become champions of a better Statesville.

The City recognizes the importance of coordinating growth management efforts with Iredell County. Much of the recent growth has been located within the unincorporated portions of the Planning Area (**Map 1**). By shifting public facility and service demands to areas that lack adequate infrastructure, this growth threatens to create detrimental fiscal impacts in addition to its impacts on the character of urban and rural areas. A coordinated strategy for growth management will make more efficient use of valuable infrastructure that is already in place and prevent unnecessary loss of the surrounding open space areas where such infrastructure is not available. A good plan and an effective plan implementation program will promote more efficient growth patterns, preserve and enhance community character and can promote compatible infill development and redevelopment. While allowing appropriate development opportunities in outlying areas, this plan seeks to promote development and economic growth in areas that can be effectively and efficiently served by public facilities and utilities.

This Land Development Plan is intended to strengthen partnerships among service providers and between the public and private sectors. The partnerships can achieve far more for the community than could be done by the City acting alone. An important premise of an effective Land Development Plan is that it creates “win/win” situations for the public and private sectors, thereby strengthening neighborhoods, economic development efforts and open space land conservation, fiscal integrity and the quality of life in and around Statesville.

## ***B. The Plan as a Guide to Decision-Making***

During the next 20 years, appointed and elected officials of Statesville will make numerous decisions that will shape the community's quality of life. Over time these incremental changes in the community will have a profound impact on the community's ability to manage financial, infrastructure, personnel and land assets. Ensuring that decisions are consistent with Plan goals and objectives requires ongoing implementation of this Plan. To this end, the Plan establishes a course of action that will accomplish the following goals:

- Maintain a sustainable mix of land uses in and around the City through effective, coordinated growth management;
- Increase the diversity and quality of employment opportunities within Statesville through fiscally sound economic development practices;
- Enhance the appearance of community gateways, corridors and neighborhoods through effective partnerships between the City, State and private property owners;
- Increase neighborhood stability through collaborative code enforcement, provision of public amenities (e.g., sidewalks, green-space, streetscaping), and effective compatibility standards;
- Foster a vibrant mixed-use downtown that retains the historic character of existing commercial and residential neighborhoods, while providing increased opportunities for residents who wish to live within walking distance of neighborhood amenities and work places;
- Maintain or enhance the existing housing stock through effective partnerships between the City, property owners and tenants;
- Revitalize older commercial and industrial areas in ways that support surrounding residential neighborhoods, increase the fiscal return of the property to the City and mitigate existing hazards;
- Recognize the economic value of residential and commercial historic resources and facilitate their long-term preservation;
- Coordinate development and street improvements to maintain acceptable traffic flows and to minimize delays due to traffic congestion;
- Develop a street system that safely and effectively serves all users, including drivers, pedestrians, bicyclists and adjacent property owners;
- Increase the capacity of the Statesville Municipal Airport to serve as an economic and transportation center through continued economic development partnerships and protection of approach zones from incompatible residential encroachment;
- Provide for appropriate levels of services throughout the City's service area;
- Develop and maintain adequate water supplies, treatment capacity and distribution capacity to efficiently meet the needs of growth within the City's service area;
- Expand wastewater service to efficiently serve long-term urban development needs within the City's planning area;

- Provide a superior system of parks facilities and programs that serve neighborhood and community recreational needs;
- Maintain responsive fire protection, EMS and law enforcement services that efficiently enhance public safety;
- Coordinate the development of neighborhoods, recreational facilities and transportation improvements with the development of schools to meet the needs of the City's increasing population;
- Promote the development and dispersion of public art and increased cultural amenities to serve all residents of Statesville and the surrounding areas; and
- Develop a system of greenways along the City's streams that serve the community's recreational and mobility goals, in addition to protecting water quality and property from degradation or damage from stormwater runoff.

### ***C. Statutory Requirements***

Since 1919, North Carolina statutes have allowed cities to create by ordinance a "Planning Agency,"<sup>1</sup> which has as part of its responsibilities to:

- “(1) Make studies of the area within its jurisdiction and surrounding areas;
- (2) Determine objectives to be sought in the development of the study area;
- (3) Prepare and adopt plans for achieving these objectives;
- (4) Develop and recommend policies, ordinances, administrative procedures, and other means for carrying out plans in coordinated and efficient manner;
- ...”<sup>2</sup>

State law grants citizens broad discretion to establish the content of comprehensive land use plans, but does require plans to address some specific topics. Zoning regulations shall be made in accordance with a comprehensive plan and designed to forward a number of explicit public interests.<sup>3</sup> The importance of the comprehensive plan as a decision making guide for public facilities is implied in the provision of school facilities within city subdivision regulations. In order for subdivision regulations to reserve potential school sites through a development exaction, the school sites must be in conformance with the council or planning agency adopted comprehensive plan. Collaborative planning with the school district is mandatory and required school sites shall be addressed in the comprehensive land use plan.<sup>4</sup> Other public facility needs also should be incorporated into comprehensive plan documents.

The statutes do not specifically call for the formal adoption of the comprehensive plan by ordinance. In fact, the statute mentions that plans may be approved by the council or planning agency. However, as a practical matter most comprehensive plans are recommended by the planning agency and formally adopted by the City Council through ordinance. As with all other

---

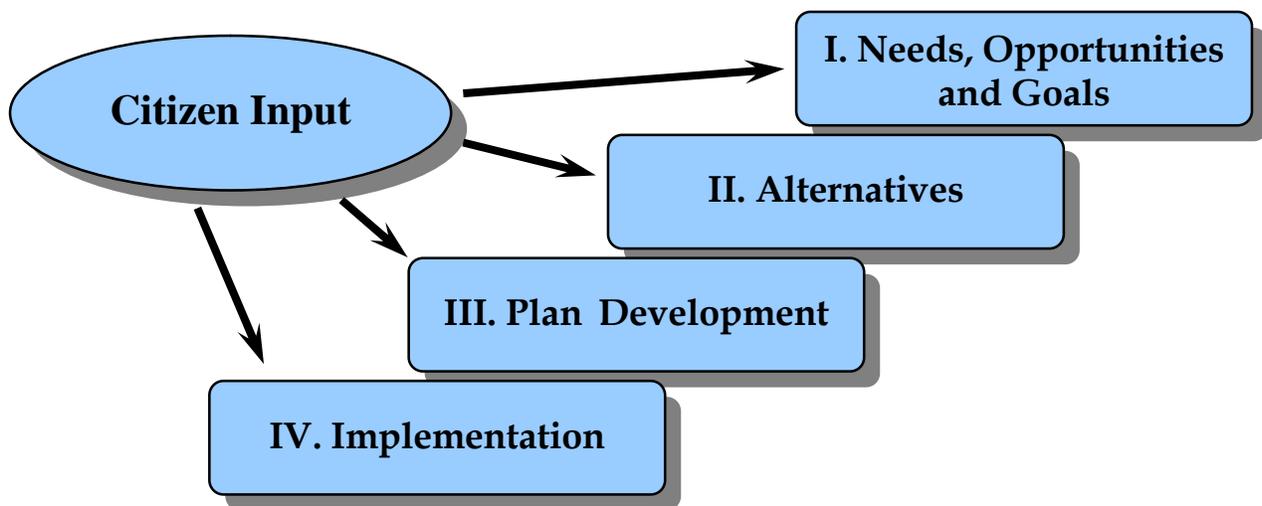
<sup>1</sup> Owens, David W. Planning Legislation in North Carolina. Institute for Government. University of North Carolina, Chapel Hill. 1996. at 15.  
<sup>2</sup> North Carolina Statute §160A-361.  
<sup>3</sup> North Carolina Statute §160A-383.  
<sup>4</sup> North Carolina Statute §160A-372.

ordinance, public notification and hearings are required along with publication of an adoption ordinance.

### **D. Planning Process**

Statesville’s plan update has involved active citizen participation in community goal setting and extensive evaluation of public policy alternatives. As shown in the graphic below (**Exhibit 1**), the planning process includes four phases. Phase I required residents to identify and prioritize community goals and issues in a series of interviews, focus groups and workshops. Simultaneous analysis of background data created a clear definition of community needs, opportunities and goals. This information is summarized in the Plan’s background data and addressed more comprehensively in the Needs, Issues and Opportunities Report.

**Exhibit 1: Planning Process**



Phase II consisted of the identification and evaluation of growth alternatives. This phase enabled the public and decision-makers to develop a common understanding of the implications of different growth patterns and policies, which facilitated the definition of the preferred alternative in this Plan.

Phase III of the process required extensive direction from the Land Development Plan Task Force as they generated a preferred growth alternative and refined plan policies and implementation measures to effect that alternative.

Following adoption of this Plan, the City must embark on a plan implementation program (PIP) to achieve the Plan’s goals and objectives. The Plan includes an initial PIP, which should be reviewed and updated annually in conjunction with annual budget updates.

Planning is an ongoing process and this Plan should be considered a dynamic guide that defines the City’s goals, identifies objectives required to accomplish those goals and establishes policies to guide incremental decisions so public and private decision-makers will consistently act in support of the Plan.

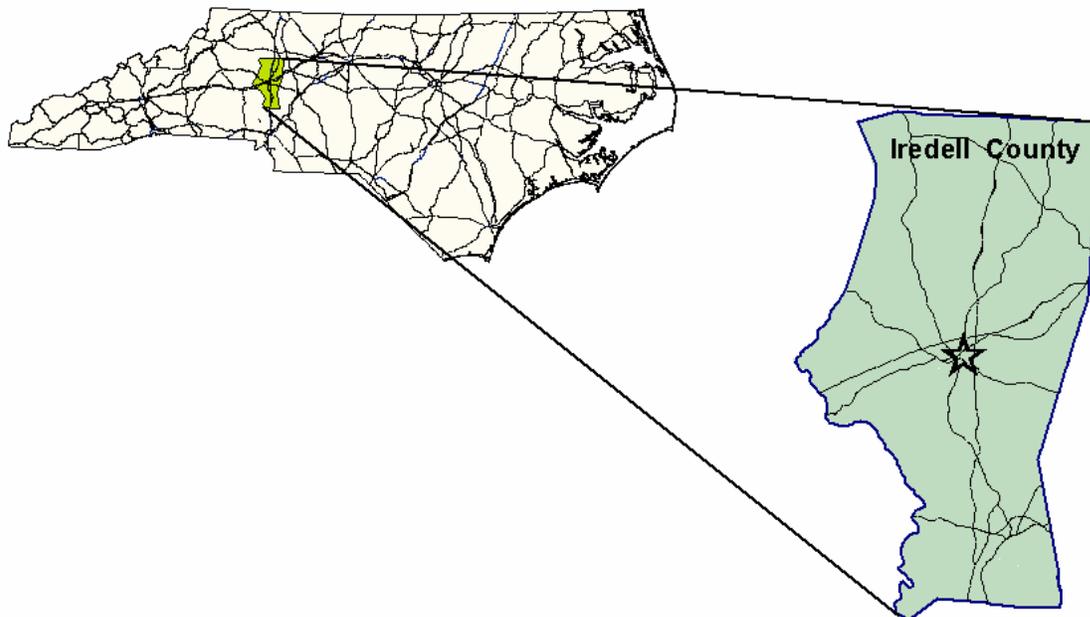
## Chapter II. Community Context

Planning for the future requires an understanding of past trends, existing conditions and future projections. This assessment defines the context for planning, describing where the community has been and where it is going. By assessing the physical environment, growth, trends and projections, public facilities/services, and the relationships between these elements, decision-makers can develop policies that result in the most desirable outcomes.

### A. Physical Assessment

Statesville's natural environment is a valuable resource that provides opportunities for development and constraints. The City of Statesville lies in the central portion of Iredell County, North Carolina. **Exhibit 2** illustrates the location of Statesville relative to Iredell County and North Carolina. Statesville is located approximately 40 miles north of Charlotte and approximately 40 miles southwest of Winston-Salem. Clean air, abundant water supply, scenic rolling hills and trees contribute to the City's quality of life. Decisions affecting growth and development will have long-term impacts on the condition of these resources for future generations. By managing growth, Statesville can provide for the needs of residents and businesses without sacrificing the natural assets that contributed to the region's growth. The maps, tables and text in this section describe the opportunities and constraints resulting from the City's natural environment.

**Exhibit 2: Location Map**



### 1. Topography

The City of Statesville is characterized by gently rolling wooded hills with occasional steep slopes that rise between 780 – 950 feet above mean sea level. **Map 2** illustrates the topography of Iredell County and clearly shows the two major drainage basins (3<sup>rd</sup> and 4<sup>th</sup> Creeks) in which Statesville is located. While steeper slopes require sound construction and engineering to ensure safe and stable structures, unique views and woodlands also must be considered to ensure that any significant points of community identity are not lost.

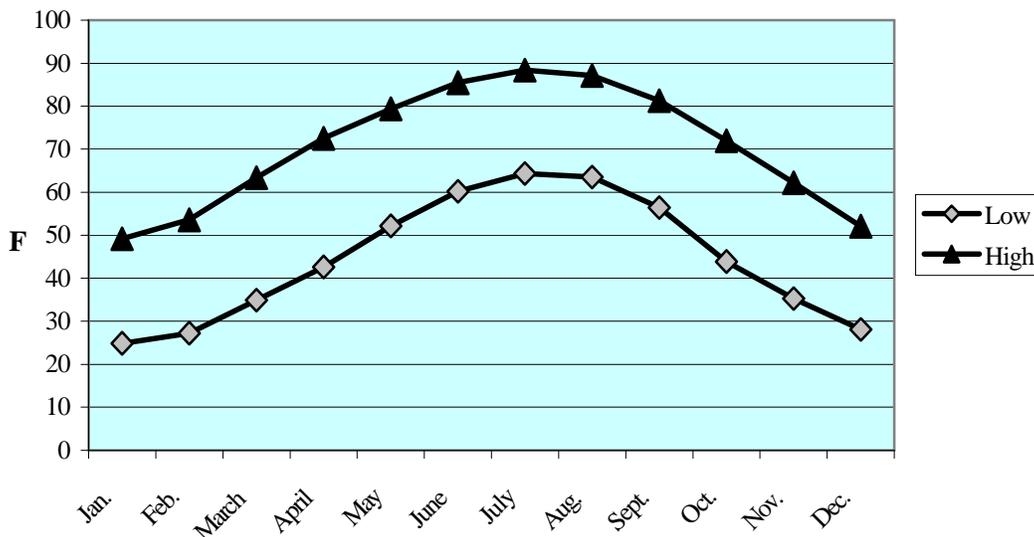
### 2. Geology

Statesville area is situated within the Piedmont region, which is topographically distinguished by low hills with rounded gentle slopes. These slopes are made up of a thick layer of soil over weathered bedrock. Major rock types within the region consist of igneous and metamorphic. Geologic maps outline the area to the North and West of Statesville as primarily Hornblende gneiss, which weathers out to produce a deep red soil, and to the East, the primary rock is composite gneiss. The last major earth movements in this vicinity occurred during the Paleozoic era, which ended approximately 205 million years ago.

### 3. Climate

The median temperature, typically moderate rainfall and 68% mean relative humidity sustain agricultural production and a lush landscape. The City of Statesville has a temperate climate with the coldest month being January and the hottest month being July. **Exhibit 3** illustrates the average high and low temperatures throughout the year using data from the past 40 years.

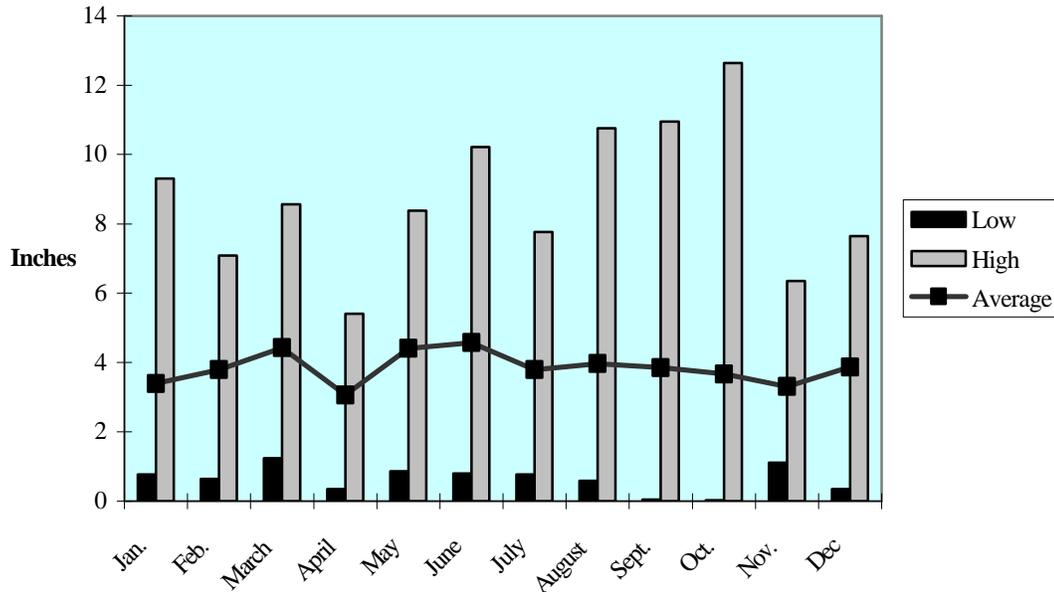
**Exhibit 3: High, Low and Average Monthly Temperatures**



Source: Southeastern Regional Climate Center

Precipitation is fairly evenly distributed throughout the year. An average of 54.94 inches falls annually, and approximately seven inches of that is in the form of snow. March is the wettest month with an average rainfall of 4.57 inches and April is the driest with 3.06 inches. **Exhibit 4** illustrates the high, low and average monthly precipitation using data from the past 40 years.

**Exhibit 4: High, Low and Average Monthly Precipitation**



Source: Southeast Regional Climate Center

#### 4. Hydrology

The City is located in the South Yadkin River basin. As shown in **Map 3**, the Third and Fourth Creeks and their tributaries create an opportunity to establish a linear greenway system where building is limited because of potential flooding.

The humid climate, precipitation and soil characteristics result in a dynamic water table with seasonal fluctuations. During the spring, which is the wettest time of year the water table rises and then during fall, the driest season, the water table recedes. This affects the potential for flooding and seepage through building foundations.

A thick layer of soil and weathered rock underlies most of the surface. A thick layer of mantle rock overlies the bedrock in most places. Although the mantle rock contains a great deal of clay, it nevertheless acts as a reservoir to continuously feed the fractures in the underlying bedrock. The thickness of the mantle rock is indicated by the 70 ft. average depth of well casing, which makes drilling wells difficult and expensive.

#### 5. Soils

The soils in proximity to Statesville include the Lloyd; Lloyd-Cecil; and Cecil-Applying associations. All three associations exhibit low shrink-swell potential, have medium to rapid surface runoff rates and are designated as having “good” suitability for septic tank fields, which

is evidenced by the presence of an estimated 1,200 septic systems within the City. While good for development, local soils have limitations for crop production. The acidic soils within these associations have a pH range of 4.5-6.5 requiring the application of lime for most crops. The following soils are present in the vicinity of Statesville.

- *The Lloyd Association* - The Lloyd association dominates the area between US Highway 70 and Interstate 40 and continues approximately 10 miles north-northwest of Statesville. The soils are well-drained and moderately permeable. Lloyd soils have low shrink-swell potential and moderate clay content in upper levels, which increases with depth. Typical slopes in this association are 2-10 percent but can be up to 50 percent. Soils on steep slopes are susceptible to erosion and may be difficult to till.
- *Cecil Series* - The Cecil Series has an organic layer that is dark gray to brown in color, well drained and moderately permeable. The kaolinite in this series stabilizes the soil particle structure and allows water to move through the soil, resulting in good drainage and a very low shrink-swell potential. Slopes in this series commonly are 2-15% but can reach 25%.
- *Appling Series* - Appling soils have low shrink-swell potential and are yellow-brown in color in the upper levels and reddish-yellow to brown in the lower levels. The soil is a sandy loam to clay loam with gravel-sized particles that facilitate drainage. A layer of clay underlies these soils at approximately 30 inches in depth. This association is located on nearly level slopes and stream terraces, primarily east and southeast of Statesville along 3<sup>rd</sup> and 4<sup>th</sup> Creeks. Slopes range from 0% to 20%. These soils are easily tilled due to their moderately sloping topography, however the granite gravel content can hinder the tillage.

## 6. Vegetation

Areas outside of agricultural production and urbanization are predominantly forested. The forested areas of the region include mixed hardwood varieties of oak, maple and pines. Most of the slopes in the area are treed, which reduces soil erosion.

## 7. Habitat

The U.S. Fish and Wildlife Service has listed 22 threatened or endangered animals and 23 threatened or endangered plants in North Carolina. **Exhibits 5 and 6** list the vertebrate and vascular plant species of concern for Iredell County.

**Exhibit 5: Animals of Concern in Iredell County**

	Scientific Name	Common Name	Status	
<b>Animals</b>	<i>Mammals</i>			
	Neotoma magister	Allegheny Woodrat	SC	FSC
	<i>Birds</i>			
	Lanius ludovicianus ludovicianus	Loggerhead Shrike	SC	-
	<i>Reptiles</i>			
	Clemmys muhlenbergii	Bog Turtle	T	T(S/A)
	<i>Freshwater Fish</i>			
	Carpoides velifer	Highfin Carpsucker	SC	-
	Cyprinella zanema pop 1	Santee Chub - Piedmont	SR	-
	<i>Insects</i>			
	Homoeoneuria cahabensis	Cahaba Sand-filtering Mayfly	SR	-
	Macdunnoa brunnea	a mayfly	SR	-
	Pseudiron centralis	a mayfly	SR	-

Source: U.S. Fish and Wildlife

**Exhibit 6: Plants of Concern in Iredell County**

	Scientific Name	Common Name	Status	
<b>Plants</b>	<i>Vascular Plants</i>		<b>NC</b>	<b>US</b>
	Amorpha schwerinii	Piedmont Indigo-bush	SR-T	-
	Baptisia albescens [= B. alba in RAB]	Thin-pod White Wild Indigo	SR-P	-
	Berberis canadensis	American Barberry	SR-T	-
	Botrychium jenmanii [= B. alabamensis]	Alabama Grape-fern	SR-P	-
	Carex conoidea	Cone-shaped Sedge	T	-
	Carex projecta	Necklace Sedge	SR-P	-
	Delphinium exaltatum	Tall Larkspur	E-SC	FSC
	Dodecatheon meadia var meadia	Eastern Shooting Star	SR-P	-
	Helenium brevifolium	Littleleaf Sneezeweed	E	-
	Helenium pinnatifidum	Dissected Sneezeweed	SR-P	-
	Lotus helleri [= L. purshianus var helleri]	Carolina Birdfoot-trefoil	SR-T	FSC
	Magnolia macrophylla	Bigleaf Magnolia	SR-P	-
	Oenothera perennis	Perennial Sundrops	SR-P	-
	Quercus prinoides	Dwarf Chinquapin Oak	SR-P	-
	Sida elliotii	Elliott's Fan-petal	SR-P	-
	Silphium connatum [not in RAB]	Virginia Cup-plant	SR-T	-
	Silphium perfoliatum	Northern Cup-plant	SR-P	-
	Thermopsis mollis sensu stricto	Appalachian Golden-banner	SR-P	-
	<i>Mosses</i>			
Rhachithecium perpusillum	Budding Tortula	SR-D	-	

Source: U.S. Fish and Wildlife

Status
E: Endangered
T: Threatened
SC: Special Concern
SR: Significantly Rare
FSC: Federal Species of Concern

Because of the potential implications associated with development in areas containing, or likely to contain, threatened or endangered species, the City should seek a letter from the North Carolina Department of Environmental Quality and the U.S. Fish and Wildlife Agency that identifies threatened or endangered species in the Statesville planning area. Mitigation measures for threatened or endangered species can cost time and money.

## 8. Agriculture

Statesville is located between the rapidly urbanizing southern half of Iredell County and the more rural and agricultural northern half. Dairy farming is the primary agricultural activity in Iredell County. Most crops, including corn, oats, and alfalfa are grown to feed the dairy livestock. Recently, with the eradication of insect pests, cotton is making a comeback. Other crops include sorghum and tobacco.

## 9. Air Quality

No air quality data are available for Statesville at this time. Air quality measurements, in accordance with the Environmental Protection Agency's air quality index "AQI", are not required for metropolitan areas with fewer than 200,000 persons.<sup>5</sup>

# ***B. Community Growth Assessment***

This *Growth Assessment* explores Statesville's population, housing and employment characteristics, trends and projected growth. It also reviews existing land use and development patterns. This information was generated by using a variety of sources, including the U.S. Bureau of the Census, North Carolina's State Data Center, Iredell County, City of Statesville records and the Chamber of Commerce.

## 1. Population

Statesville experienced tremendous growth during the 1990's when its population increased by nearly 33% (**Exhibit 7**). Iredell County and the State of North Carolina also have experienced phenomenal growth, increasing nearly 32% and 22% respectively during the same period. This contrasts with the 1980's when the population decreased 5.62%. The population loss reported for Statesville during the 1980's was not shared by Iredell County or the State of North Carolina, which experienced population increases of 12.6% and 12.7% respectively during the same period. The 1980 figure for Statesville included some adjacent unincorporated land, which was not part of the 1990 enumeration. Therefore, the 1980 population was overstated.

The recent population increase experienced by Statesville is indicative of the strong regional and local economies and desirable quality of life. Although the census tracts closely identified with the city grew at a slower rate than the surrounding rural census tracts (**Map 4**), the rural census tracts cover a much larger area than the City census tracts. Population increases create demand for City and non-City services, such as: water, sewer, roads, schools, police and fire protection. The need for and cost of providing these services increases the importance of coordination between city and rural service providers.

---

<sup>5</sup> North Carolina Department of Environmental and Natural Resources, Division of Air Quality. Ambient Air Quality Report. 1998. at 48.

**Exhibit 7: Historic Population in Statesville, Iredell County & North Carolina**

Year	Statesville		Iredell County		Statesville's Share of Iredell County	North Carolina	
	Total	Decennial Change	Total	Decennial Change		Total	Decennial Change
1980	18,622*	-	82,538	-	22.56%	5,881,766	-
1990	17,576	-5.62%	92,935	12.60%	18.91%	6,628,637	12.70%
2000	23,320	32.68%	122,600	31.92%	19.02%	8,049,313	21.43%

Source: U.S. Bureau of the Census

\*includes unincorporated area population not counted in 1990.

*Age Distribution* - **Exhibit 8** illustrates the distribution by age of persons living in Statesville. Between 1990 and 2000, every age cohort increased in population. Some factors attributable to the large non-family household distribution within the city include the 75% increase in the 85 years and over age cohort, the increase in single-headed households and the individuals residing within nursing homes, dormitories and congregate care facilities.

Besides the increases in the “retirement” age community, Statesville is experiencing very rapid growth in the school age population. The number of residents younger than 20 years has increased by 34% from the 1990 level. These increases are particularly high in the 5 to 9 years and 10 to 14 years cohorts, which increased 51.7 percent and 45 percent respectively. Increased demand for school capacity will continue as the children move through elementary school to high school.

**Exhibit 8: Age Distribution in 1990 and 2000**

Age	1990	Percent of Population	2000	Percent of population	Percent Change from 1990 to 2000
Under 5 years	1,216	7%	1,631	7%	34.1%
5 to 9 years	1,084	6%	1,644	7%	51.7%
10 to 14 years	1,050	6%	1,522	7%	45.0%
15 to 19 years	1,277	7%	1,407	6%	10.2%
<b>Subtotal &lt; 20 years</b>	<b>4,627</b>	<b>26%</b>	<b>6,204</b>	<b>27%</b>	<b>34.1%</b>
20 to 24 years	1,219	7%	1,534	7%	25.8%
25 to 34 years	2,739	16%	3,284	14%	19.9%
35 to 44 years	2,159	12%	3,248	14%	50.4%
45 to 54 years	1,734	10%	2,879	12%	66.0%
55 to 64 years	1,803	10%	2,122	9%	17.7%
<b>Subtotal 20-64 years</b>	<b>9,654</b>	<b>55%</b>	<b>13,067</b>	<b>56%</b>	<b>35.4%</b>
65 to 74 years	1,830	10%	1,923	8%	5.1%
75 to 84 years	1,127	6%	1,550	7%	37.5%
85 years & over	329	2%	576	2%	75.1%
<b>Subtotal 65 years &amp; over</b>	<b>3,286</b>	<b>19%</b>	<b>4,049</b>	<b>17%</b>	<b>23.2%</b>
<b>Total</b>	<b>17,567</b>	<b>100%</b>	<b>23,320</b>	<b>100%</b>	<b>32.7%</b>

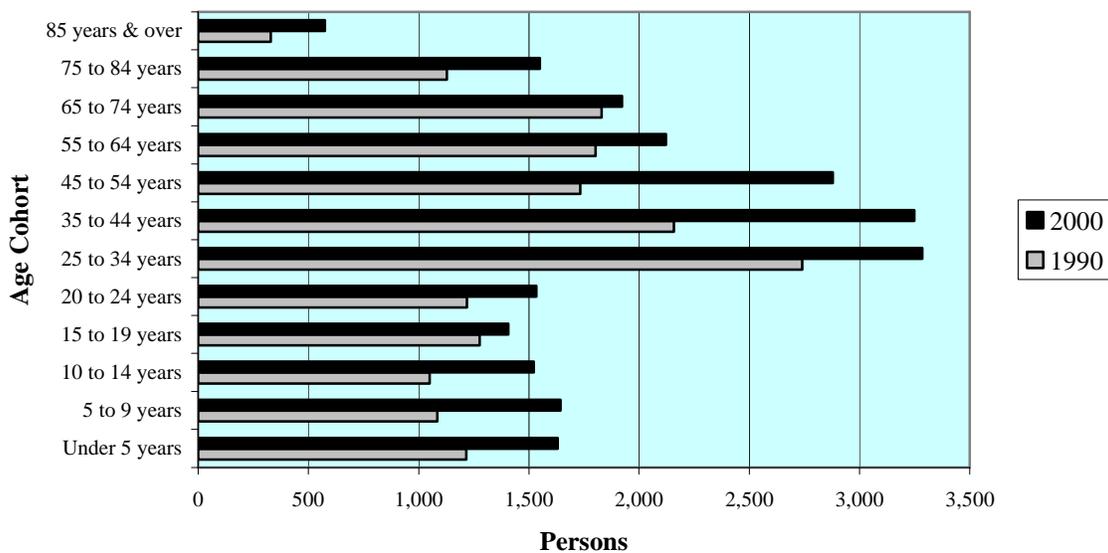
Source: U.S. Census Bureau

One of the main causes of this increase is the number of individuals in their child rearing years. In Statesville, over 40% of the population is between 25 to 54 years old. **Exhibit 9** clearly illustrates the strong growth in these cohorts from in-migration. This indicates strong demands for employment and schools.

**Exhibit 9** illustrates the “waves” of population concentrations in Statesville. The most pronounced crest is comprised of those individuals 25 to 54 years old. In the future, this large child-rearing population will transition to “empty-nesters” and a lull in the birth rate can be expected. The next crest, albeit much smaller, occurs in the 0-15 years cohorts. These cohorts will continue to place a high demand on the school system over the short-term. The City must coordinate with the Iredell-Statesville School District to anticipate the financial pressures associated with providing services such as water, sewer, police and fire protection. Long-term increases in enrollment are likely to occur if Statesville continues to attract new residents in their child-rearing years.

These demographic trends are significant for capital improvements planning because individuals in their prime income earning years, who are raising families, create different service demands than the elderly without dependents. For instance, active parks and recreation facilities will typically be in higher demand for Statesville’s existing population, but in 10 to 20 years, as the population ages, the demand may transition to more passive recreational activities and different programmed activities if middle-aged residents who moved to Statesville in the last decade remain in the City. Likewise the development community will need land zoned residential with the infrastructure capacity to support varied housing types in sufficient quantity to meet the demands of older residents.

**Exhibit 9: 1990 & 2000 Age Cohort Comparison**



Source: U.S. Census Bureau

*Race and Ethnicity* - The racial composition within Statesville is more diverse than it was in 1990 (**Exhibit 10**). In 1990, 99% of the population was either black or white (63% white and 36% black). In 2000, the black and white populations, while still the overwhelming majority, constituted 92 percent. The Asian category is the most notable change, increasing by over 431% between 1990 and 2000. The other race category increased significantly, but this is most likely attributable to the U.S. Bureau of the Census changes in race categories, which previously classified most Hispanics as black or white. The Asian and “other race” categories now account for 8 % of Statesville’s population.

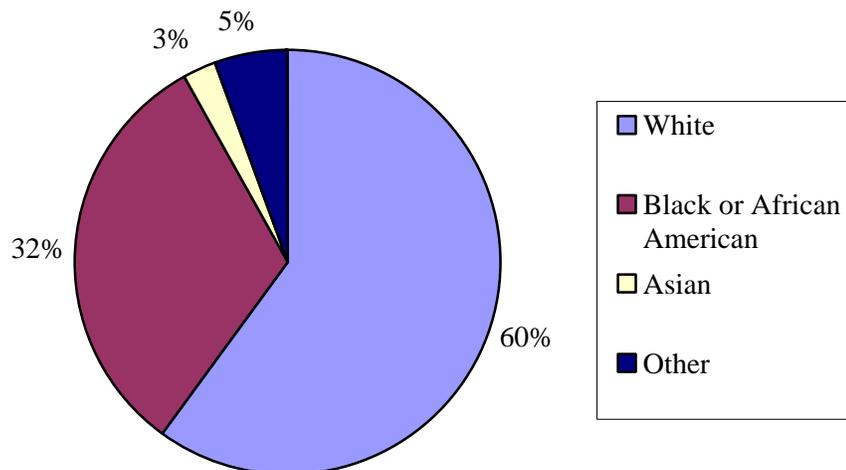
**Exhibit 10: 1990 – 2000 Race Comparison**

Race	1990		2000	
	Number	Percent	Number	Percent
White	11,076	63.1%	13,979	59.9%
Black or African American	6,261	35.6%	7,433	31.9%
American Indian & Alaska Native	18	0.1%	43	0.2%
Asian	119	0.7%	633	2.7%
Native Hawaiian & Other Pacific Islander	-	-	4	0.0%
Some other Race	93	0.5%	896	3.8%
Two or more races	-	-	332	1.5%
Total	17,567	100.0%	23,320	100.0%

Source: U.S. Census Bureau

**Exhibit 11** graphs the year 2000 racial distribution within Statesville. While the white population comprised most of the population, the remaining races constituted 40% of Statesville’s residents.

**Exhibit 11: 2000 Distribution by Race**



Source: U.S. Census Bureau

*Households* - As shown in **Exhibit 12**, the types of households and the relationship of household members is changing. For instance, “Non-Traditional” households, defined as a single-parents or non-family households, have increased at much higher rates than the “Traditional Household”, which is defined as a married couple with or without children. The greatest proportional increase was for single-parent households, which nearly doubled. This demographic change affects housing needs and social needs, such as daycare, income subsidies and flexible employment. Single- parent headed households are more prevalent than married couples with children in Statesville.

**Exhibit 12: Household Type Changes**

Household Type	1990	2000	% Change
Family Households	4,808	5,958	23.9%
Married Couples (no children)	2,048	2,450	19.6%
Married Couples (children)	1,119	1,446	29.2%
Single Parent Headed Households	791	1,557	96.8%
Non-Family Households	2,486	3,380	36.0%
Total Households	7,294	9,338	28.0%

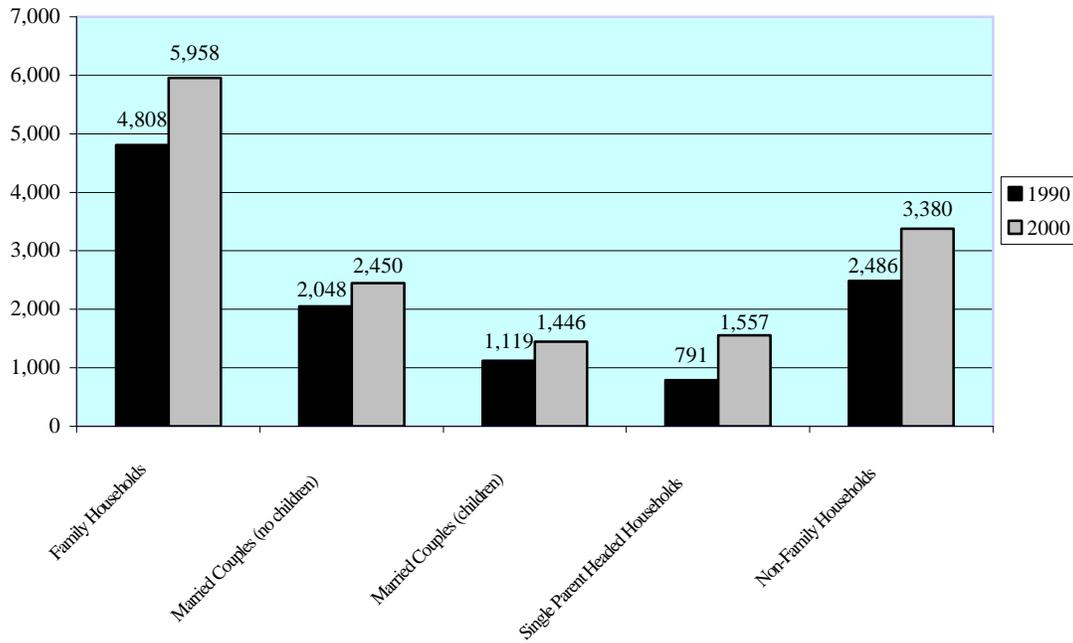
Source: U.S. Census Bureau

Non-Family households increased 36 percent and made up 36 percent of all households in 2000. There are more non-family households than “traditional family” households with children (**Exhibit 13**). Non-family households are comprised of single persons, people living with non-related roommates and people living in group quarters such as: nursing homes, dormitories and prisons. If this trend continues, the U.S. Bureau of the Census will define nearly 40% of Statesville’s population as non-family households by 2010. Strong growth of these households tends to create demand for multifamily rental units and appropriately zoned land. The City’s household composition suggests potential demand for a wider variety of housing types, which may require changes to the City’s zoning codes.

While nationally, the effects of an aging population and changing household composition have reduced the size of households, the average number of persons per household in Statesville increased slightly from 2.36 in 1990 to 2.39 in 2000. Additionally, Statesville’s “family households with children” category increased at a higher rate (29.2%), than the Total Households category increase of 28%. This reflects the relatively high proportion of residents of child-rearing age.

*Education* – The education level of Statesville’s residents provides insight into the nature of employment opportunities and the income level of the City’s citizens. **Exhibit 14** shows the educational attainment of Statesville residents in the years 1990 and 2000. Overall the education level increased during the decade of the 1990’s. The percent of high school graduates grew from 65.0% to 74.9% of the population over 25 years of age. The percent of college graduates increased 3.7% from 15.8% in 1990 to 19.5% in the year 2000.

**Exhibit 13: Households by Type**



Source: U.S. Census Bureau

**Exhibit 14: Educational Attainment**

Education Level	1990		2000	
	Number	Percent	Number	Percent
Persons 25 years and over	11,797	100.0%	15,267	100.0%
Less than 9th grade	1,790	15.2%	1,659	10.9%
9th to 12th grade, no diploma	2,335	19.8%	2,167	14.2%
High school graduate	3,082	26.1%	4,216	27.6%
Some college, no degree	1,846	15.6%	3,114	20.4%
Associate degree	884	7.5%	1,134	7.4%
Bachelor's degree	1,215	10.3%	2,170	14.2%
Graduate or professional degree	645	5.5%	807	5.3%
Percent high school graduate or higher		65.0%		74.9%
Percent bachelor's degree or higher		15.8%		19.5%

Source: U.S. Census Bureau

**Exhibit 15** compares the education level of Statesville residents with those of North Carolinians in the year 2000. Although the education levels in Statesville improved during the 1990's, Statesville's population is less educated that the population of North Carolina.

*Employment and Income* - **Exhibit 16** identifies the major employers in Statesville. While the single largest employer is the Iredell-Statesville School District, there are a number of textile industries and other large-scale manufacturers.

**Exhibit 15: 2000 Educational Attainment for Statesville and North Carolina**

Education Level	Statesville		North Carolina	
	Number	Percent	Number	Percent
Persons 25 years and over	15,267	100.0%	5,282,994	100.0%
Less than 9th grade	1,659	10.9%	413,495	7.8%
9th to 12th grade, no diploma	2,167	14.2%	741,229	14.0%
High school graduate	4,216	27.6%	1,502,978	28.4%
Some college, no degree	3,114	20.4%	1,080,504	20.5%
Associate degree	1,134	7.4%	358,075	6.8%
Bachelor's degree	2,170	14.2%	808,070	15.3%
Graduate or professional degree	807	5.3%	378,643	7.2%
Percent high school graduate or higher		74.9%		78.1%
Percent bachelor's degree or higher		19.5%		22.5%

Source: U.S. Census Bureau

**Exhibit 16: Statesville's Major Employers**

Industry	Product	No. of Employees
Iredell/Statesville Schools	Education	2,300
Iredell Memorial Hospital	County Hospital	1,300
Sara Lee Intimate Apparel	Lingerie	749
Iredell County Government	Government Agency	721
Asmo NC, Inc	Electric Motors	700
Dana Spicer Off Hwy. Components	Axles/Gears-off hwy equipment	600
J.C.P. Logistics	Distribution	550
Kewaunee Scientific Corp.	Laboratory Furniture	540
Davis Regional Medical Center	Hospital	523
Lowes Regional Distribution Ctr.	Hardware/Home Improvements	500
Thor-Lo, Inc.	Athletic Sock Products	450
Hunt Corporation	Office Supplies	430
Engineered Sintered Components	Industrial & Home Appliances	402
Hunt-Bienfang Company	Foam Board/Artist Supplies	400
City of Statesville	Government Agency	367
Thomasville Furniture	Picture Frames <sup>6</sup>	340
Hexcel-Schwebel	Fiberglass	325
Mocaró	Knit & Dyed Fabric	300
Badger Sportswear	Fabric and Tee Shirts	275
Trim Systems, LLC	Soft Trim Interiors for Trucks	250

Source: City of Statesville

<sup>6</sup> Includes Statesville and Troutman Plants

## 2. Housing

The total number of housing units in the City increased from 7,916 units in 1990 to 10,041 units in 2000, a 26.8% increase. **Exhibit 17** illustrates consistent housing occupancy rates from 1990 to 2000.

**Exhibit 17: Housing Occupancy**

Occupancy	1990		2000	
	Number	Percent	Number	Percent
Occupied Housing Units	7,315	92%	9,338	93%
Owner Occupied	4,041	51%	5,121	51%
Renter-Occupied	3,274	41%	4,217	42%
Vacant Housing Units	601	8%	703	7%
Totals	7,916	-	10,041	-

Source: U.S. Bureau of the Census

Statesville has a large proportion of rental housing units relative to Iredell County and the State of North Carolina. This is consistent with demand created by non-traditional households. The proportion of owner occupied units remained constant (51%) between 1990 and 2000. The proportion of renter occupied units grew slightly from 41 percent in 1990 to 42 percent in 2000, and the vacancy rate to fell from 8 percent to 7 percent. The City's owner-occupancy rate is significantly lower than the County, State and U.S owner-occupancy rates (**Exhibit 18**). Iredell County's homeownership rate is nearly 25% higher than Statesville's, while the State and Nation are 16.2% and 18.4% higher, respectively. One cause for this low homeownership rate is the high proportion of non-family households, including residents in congregate care facilities and students of Mitchell Community College, which had a year 2000 fall enrollment in excess of 1,800 students in curriculum credit courses and approximately 3,500 in continuing education classes.

***Statesville's Homeownership Rate is nearly 25% lower than Iredell County's, 16.2% lower than the State's and 18.4% lower than the National Average.***

**Exhibit 18: Homeownership Rate**

Jurisdiction	Rate
U.S	66.2%
North Carolina	69.4%
Iredell County	75.4%
Statesville, NC	54.8%

Source: U.S. Census Bureau

According to recent information provided by the Greater Statesville Development Corporation (GSDC), the average price for a new home cost between \$90 and \$100 per square foot. The pre-owned cost was approximately 13% less, ranging from \$75-\$90 per square foot. Most homes that sold in Statesville during the year 2000 cost between \$80,000 and \$100,000, which

translates into homes ranging in size from 1,111 to 1,333 square feet for a pre-owned home and 1,000 to 1,111 square feet for a new home.

### 3. Construction Activity

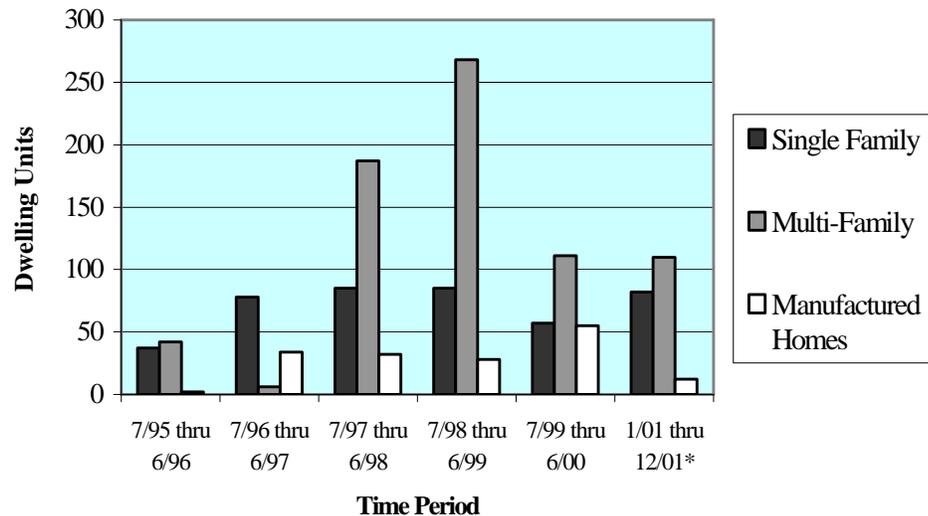
Construction in Statesville has been active, with peak residential construction occurring during 1998/1999, when over \$28 million in residential construction occurred. One factor contributing to the high residential construction activity during 98/99 was the construction of 268 multi-family dwelling units. Non-residential construction has also been increasing steadily from 1995 to 2000, which is undoubtedly attributable to “catching-up” with the residential demands for commercial services. **Exhibit 19** and **20** shows the residential and non-residential building permit activity from July 1995 to December 2001.

**Exhibit 19: Building Permit Activity and Value**

	7/95 thru 6/96	7/96 thru 6/97	7/97 thru 6/98	7/98 thru 6/99	7/99 thru 6/00	1/01 thru 12/01 <sup>7</sup>	1/03 thru 12/03 <sup>8</sup>
Single Family	37	78	85	85	57	82	116
Multi-Family	42	6	187	268	111	110	14
Manufactured Homes	2	34	32	28	55	12	8
Units Built	81	118	304	381	223	204	139
Residential Value	\$4.23 M	\$7.44 M	\$17.42 M	\$28.32 M	\$16.76 M	\$23.24 M	<sup>9</sup>
Non-Residential	23	68	79	42	50	95	22
Non-Residential Value	\$5.29 M	\$11.57 M	\$11.42 M	\$18.13 M	\$18.78 M	\$50.48 M	<sup>10</sup>
Total Value	\$9.52 M	\$19.01 M	\$28.84 M	\$46.45 M	\$35.54 M	\$73.72 M	

Source: City of Statesville

**Exhibit 20: Residential Construction**



<sup>7</sup> Data not presented in congruent time periods due to changes in reporting time periods.

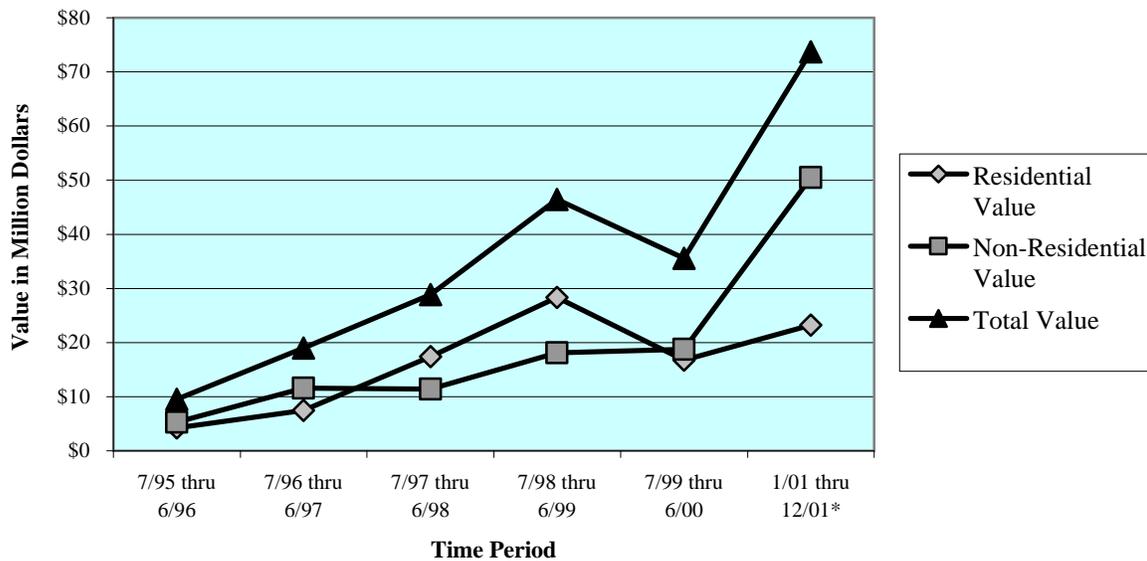
<sup>8</sup> Data for 2002 are not available.

<sup>9</sup> While residential values are not available for this period, the City issued permits valuing \$27,829,108 for the 11 month period between 11/01 and 10/02 and \$35,737,822 for a comparable period between 11/02 and 10/03.

<sup>10</sup> While non-residential values are not available for this period, the City issued permits valuing \$93,549,451 for the 11 month period between 11/01 and 10/02 and \$25,854,917 for a comparable period between 11/02 and 10/03

**Exhibit 21** illustrates the 5-fold increase in the value of residential construction from 95/96 to 2001. The exhibit also illustrates the upsurge of non-residential construction valuation from the 99/00 time period to the year 2001. The non-residential new construction valuation during calendar year 2001 was 2.7 times greater than during the 99/00 time period. Except for a significant decrease of total new construction valuation during the 99/00 time frame, the value of construction has grown steadily since July 1995.

**Exhibit 21: Building Permit Valuation**



Source: City of Statesville

### ***C. Public Infrastructure, Facilities and Services***

To promote a high quality of life for residents, the City needs to assure that public facilities and infrastructure are available to serve them in a convenient and functional manner. Facilities include schools, emergency services, recreation areas, and cultural centers. Infrastructure includes adequate means for access and mobility, water and sewer service, and stormwater systems, whether furnished by the City or another provider. This Section describes current public infrastructure, services and their use.

#### **1. Transportation Facilities**

The transportation system is one of the most important elements in planning because it affects most people on a daily basis and it shapes the character of adjacent land use. The Statesville transportation system, which provides for the movement of people and goods, consists of streets, bike trails, buses, rail lines, airport and sidewalks. While post WWII urban development patterns have resulted in an increasing dependency upon automobiles, there are opportunities to provide for more choices. Streets will continue to be the dominant transportation facility based upon regional culture and recent development patterns.

*Roads* - **Map 5** depicts the major roadway network and classifies the streets based on their traffic volume. Two major interstate highways, I-40 and I-77 intersect at the northeast quadrant of the City, which has great potential from an economic development perspective. The “City of Statesville Thoroughfare Plan,” completed in 1997, is the result of a collaborative effort between the North Carolina Department of Transportation, the City of Statesville, the Federal Highway Administration, and the U.S. Department of Transportation. Success of the Thoroughfare Plan depends upon careful coordination with the City’s development regulations and adherence to North Carolina enabling legislation relative to thoroughfare plans. While the “Roadway Corridor Official Map Act” gives state and municipal governments the power to protect transportation corridors, environmental and other requirements must be met to effect protection efforts.

The development of the Statesville Thoroughfare Plan included a comprehensive analysis of existing roads, population trends, traffic accidents, travel demand, travel deficiencies and the environment. By using the “TRANPLAN” computer transportation model, the City’s Land Development Plan Map and other socio-economic and demographic data, the Thoroughfare Plan projects future residential and employment trip generation, which is essential for determining road needs. The Thoroughfare Plan recommends improvements to Statesville’s major bypass, loop, radial, cross-City, and minor thoroughfares. Improvements include the construction of new roadways and the enhancement of existing roads by adding lanes, refuge lanes, *etc.* The recommendations are intended to address community traffic safety issues, increase operational efficiency and reduce transportation costs as the population increases. The planning process for the Thoroughfare Plan addressed environmental issues and community concerns that can result from disruptions and displacement of businesses and people during construction and relocation.

The Plan recommends development of three major looped roadway facilities using existing roadways and new linkages (**Map 5**).

- The first proposed loop is located just outside the central business district and is intended to create convenient vehicular access to the business core and prevent congestion of the radial streets. Improvements to some existing roads and the construction of two additional streets would be necessary to complete this loop.
- The second proposed loop is located approximately one to two miles beyond the first loop. The loop is intended to provide access to suburban areas without impeding the traffic flow of the radial roadways. Improvements to some existing roads and the construction of one additional street will be necessary to complete this loop.
- The third proposed loop is located in and around the urban fringe and is intended to create access to the suburban areas and prevent congestion of the radial streets. Extensive improvements, which include improvements to existing roads and construction of several links are necessary to complete this loop.

*Airport* - The Statesville Municipal Airport located within the southwest quadrant of the City. The airport features a paved east to west runway, hangers, parking, expanded aprons and a new terminal with conference rooms and a pilot’s lounge. This airport has been an important economic asset for Statesville, housing the air fleets for several race teams and other corporate entities. Located within one hour of Statesville are two major commercial airports, the Douglas International Airport in Charlotte and the Piedmont Regional Airport in Greensboro.

*Other Modes* - The Norfolk-Southern Railroad and Alexander Railroad provide rail freight service. Greyhound Bus Lines provides passenger service and small package express service to and from the City of Statesville. Twenty-eight trucking companies provide service within the City and 24 of these companies maintain local terminals. No public transportation currently is provided within the City, though some private institutions provide limited support.

## 2. Water Supply

The current water system is operated and maintained by the City of Statesville. The South Yadkin River is the City's primary source and can supply 11.92 MGD of raw surface water. The river has an on-stream raw water reservoir with a capacity of approximately 58 million gallons designated for regular use. The system's average daily use is approximately 5.177 MGD and maximum day demand is approximately 6.8 MGD. The system has the capacity to yield 12.0 MGD.

Planned upgrades include the construction of a new raw water line and pump station to deliver water from Shoals Lake to the water treatment facility and treatment facility renovations that will increase capacity from 12MGD to 15 MGD. The City of Statesville has contracts with the Iredell Water Corporation, West Iredell Water Corporation and the City of Troutman, which permit each entity to purchase 1 MGD. Water sales, backwash and unaccounted-for-water constitute 1.078 MGD of the average daily use of 5.177 MGD. **Exhibit 22** shows that in 1997<sup>11</sup> the water system provided metered service to 8,046 residential customers with a total average daily use of 1.452 MGD, 1,650 commercial customers with an average daily use of 2.026 MGD, 98 industrial customers with an average daily use of .277 MGD, and 67 institutional customers with an average daily use of .344 MGD. Drought conditions in 2001-2002 resulted in limitations and reduced consumption. Some high volume users drilled wells to provide a backup source of water, which is likely to depress demands for a few years.

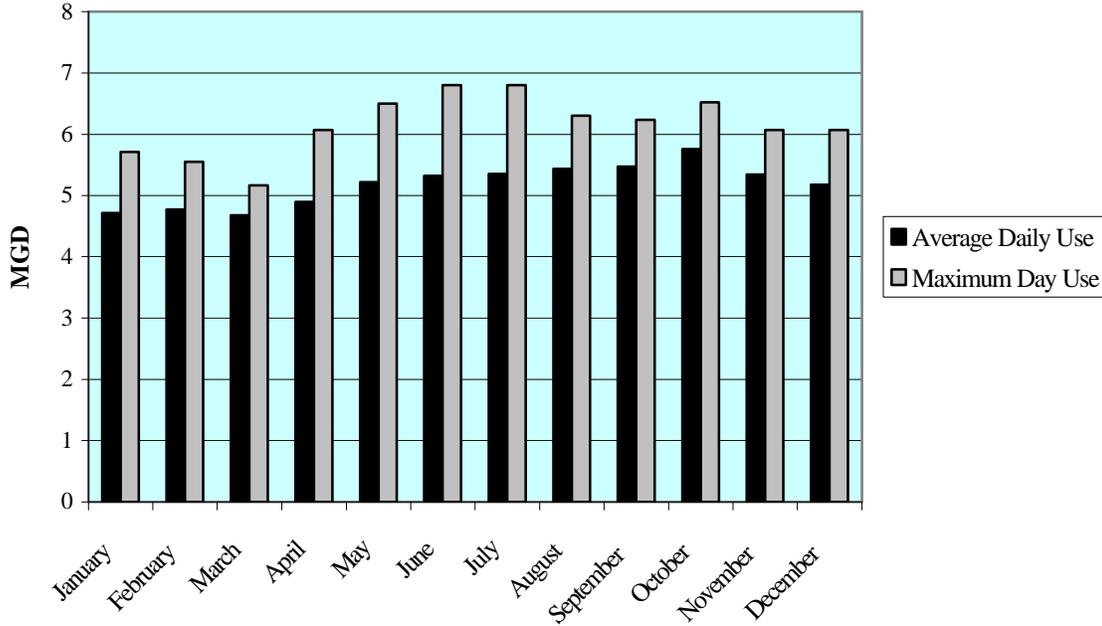
**Exhibit 23** shows projected water consumption. There are adequate supplies and treatment capacity to meet projected demands identified by the North Carolina Division of Water Resources. However, demands projected by the North Carolina Division of Water Resources identified 24,717 residents in year 2020 and the population projections performed in **Chapter III** of this report identified a year 2020 population ranging from 29,312 to 41,068 residents.

Three elevated tanks and two wells provide storage for the water supply. Each elevated tank has a one million gallon capacity and provides pressure for the City's water distribution system.

---

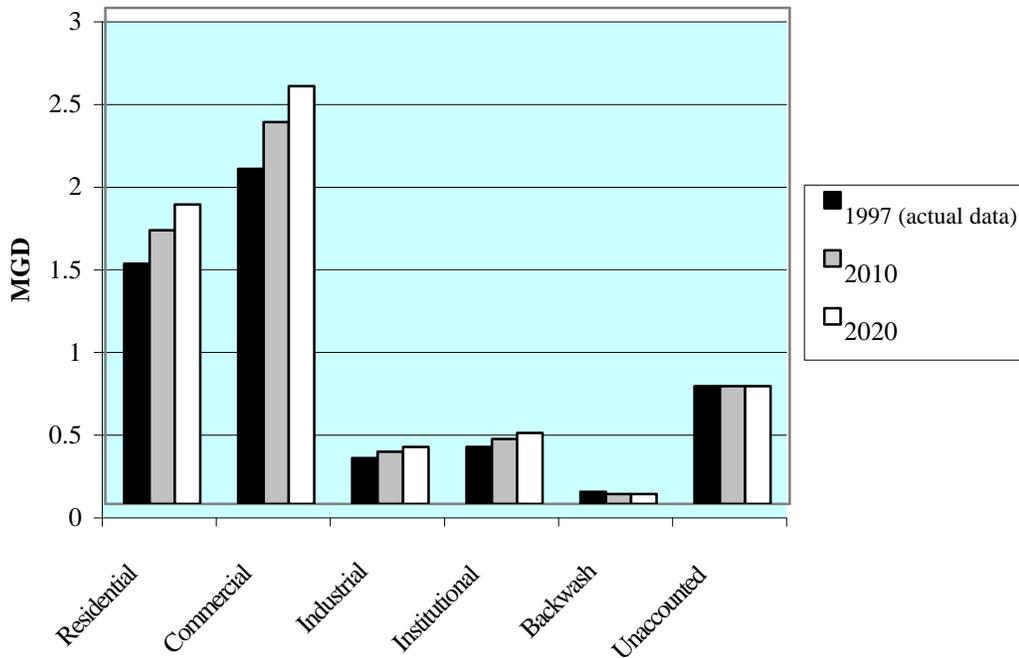
<sup>11</sup> 1997 demands reflect the most recent water usage data during a normal, non-drought year.

**Exhibit 22: Existing Water Consumption**



Source: North Carolina Division of Water Resources

**Exhibit 23: Projected Water Consumption**



Source: North Carolina Division of Water Resources

### 3. Wastewater

The City of Statesville has wastewater plant capacity to serve twice the 1997 population provided the land use composition remains constant. The City has over 7,900 sewer service connections and collects and treats wastewater from residential, commercial and industrial uses at two wastewater treatment plants. These plants discharge into the Third and Fourth Creek under permits granted by North Carolina Department of Environment and Natural Resources (NCDENR). Both permits allow the discharge of 4.0 MGD. The Third Creek wastewater treatment plant has capacity of 4.0 MGD and demand of 2.5 MGD supplied by six lift stations. The Fourth Creek wastewater treatment plant has a capacity of 6.0 MGD and demand of 2.5 MGD conveyed by five lift stations.

***The City of Statesville has  
Wastewater Capacity for  
twice the 1997 demand.***

### 4. Fire Department

The City of Statesville provides fire prevention, firefighting and emergency medical services within the municipal limits of Statesville and outside the City limits pursuant to a mutual aid agreement with Iredell County. The Department is staffed by 55 individuals operating from the City's three fire stations. Of these employees, 48 are responsible for fire protection, four (4) for fire prevention and three (3) for administration<sup>12</sup>. Service requests received by the Fire Department include fires, medical emergencies and hazardous material splits along with false alarms and errant calls.

**Exhibit 24** provides summary information regarding station facilities. Each station is staffed around the clock with one (1) engine and four (4) fire fighters. The Shift Commander, Chief, Deputy Chief and Program Assistant operate in Station 1 along with the ladder apparatus. Based on the 2000 population, there is 1 engine for every 7,773 people and 1 fire protection staff member for every 486 people living in Statesville<sup>13</sup>. There are four (4) fire inspection staff members in the Fire Marshall's Office to ensure that construction conforms to the fire code, issue hazard notices and provide public fire safety training. The Fire Marshall's Office is located in City Hall.

**Exhibit 24: Fire Station Summary**

	Station 1	Station 2	Station 3
Year Built	1953	1963	1975
Address	316 S. Meeting Street	110 Security Drive	779 Eastside Drive
Staff	19	16	16
Vehicles	2 Engines, 1 Truck	2 Engines, 1 Truck	2 Engines, 1 Truck
Specialized Equipment	1 Tower Ladder Truck	-	-
Total Square Feet	12,350	5,110	8,237
Stories	2	1	1

Source: City of Statesville Fire Department

<sup>12</sup> City of Statesville Fire Department. Statesville Fire Department Station. 2001. at 1.

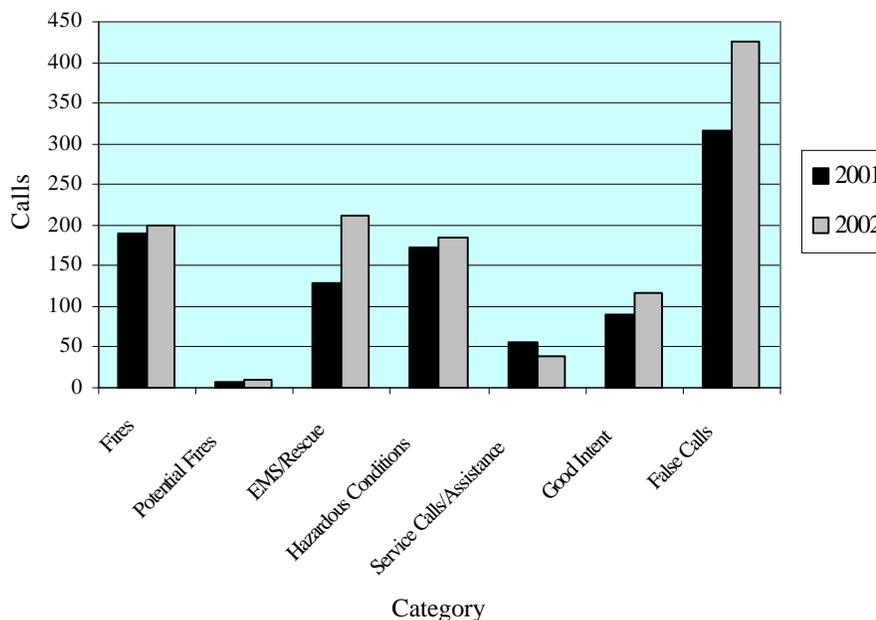
<sup>13</sup> Population based on 2000 U.S. Census data. Engine and personnel data from the City of Statesville Fire Department.

*Stations and Response Times* - **Map 6** shows the location of existing fire stations and approximates their 4-Minute response coverage. Station 1 is located within downtown Statesville, and serves the entire historic city and a portion of the Interstate 40 corridor. Station 2 is located near the western boundary of the city, serves the western portion of the City and can adequately respond to most downtown calls. Located in the east-central part of the City, Station 3 serves the eastern portion of the city and can respond to most downtown calls.

Response times for fire service can be approximated using a number of different methods. Map 6 shows the fire stations with a 4-minute radial response area, which equates to an approximate 2.2-mile radius. The 2.2-mile radius was determined by calculating the distance a vehicle can travel in 4 minutes at an average speed of 35 m.p.h. Determining response times in this manner does not account for the connectivity of the street pattern or the functional design of specific roadways. In addition, depending on the specific route taken the speed of the vehicle may be greater or less than the assumed 35 m.p.h. The map illustrates the need for additional coverage north of I-40, particularly to the east of I-77.

*Calls for Service* - The City of Statesville Fire Department had a total of 963 calls for service in 2001 and calls during 2002 were 1,189, an annual increase of 23.5%. **Exhibit 25** compares the types of calls for service in the years 2001 and 2002. Most of the calls for fires came from older neighborhoods near the downtown station. The number of calls increased during 2002 due to an increase in the number of EMS/Rescue events and false alarms. Mutual aid calls furnished to Iredell County is approximately 11 events annually. During 2000, the Fire Department worked with the community to reduce false alarms and improve its response time from 4:04 minutes in 2000 to 3.54 minutes in 2001. The department has increased the percentage of responses arriving on scene in five minutes or less (from 79.5 % to 81.75 %). Service demand increased from responding to 41 calls per 1,000 people in 2001 to 51 calls per 1,000 people in 2002.

**Exhibit 25: Calls for Service by Type**



Source: City of Statesville

## 5. Police Department

Public safety is a key quality of life component. The Statesville Police Department operates with 87 personnel of which 70 are sworn officers and 17 are civilians. The department's dispatch activity report logged 46,438 calls for service from 11-14-00 to 11-15-01.<sup>14</sup>

There are numerous level of service measures used by communities to express the protection services they provide. There are approximately 3.0 sworn officers and 0.7 civilian employees per 1,000 people served. The SPD handles 1,993 calls for service for every 1,000 population. Of these calls for service approximately 47% were dispatched and 53% were officer-initiated. Training coupled with the high staff to calls for service ratio has permitted the City to provide its citizens with rapid response times. In the year 2000, the department's average response time was: 3 minutes 43 seconds for the Priority 1 calls; 4 minutes 7 seconds for 1,375 Priority 2 calls; and 23 minutes 7 seconds for 17,617 Priority 3 calls.

## 6. Education

Schools are a vital component of any community. Beyond their primary goal of educating students, a necessity for future challenges, they act as anchors for neighborhood interaction which enhances the community's quality of life. High standards for student achievement, teacher proficiency, and classroom capacity contribute to the community's image and property values. Statesville and Iredell County's educational facilities are served and administered by the Iredell-Statesville Board of Education, a 7-member body with members who serve staggered 4-year terms.<sup>15</sup>

In 2001, approximately 17,821 total students were enrolled in the District's 32 schools (**Map 7**). The enrollment distribution is illustrated in **Exhibit 26**. These figures include students who attend the special needs school, which serves grades 6-12.

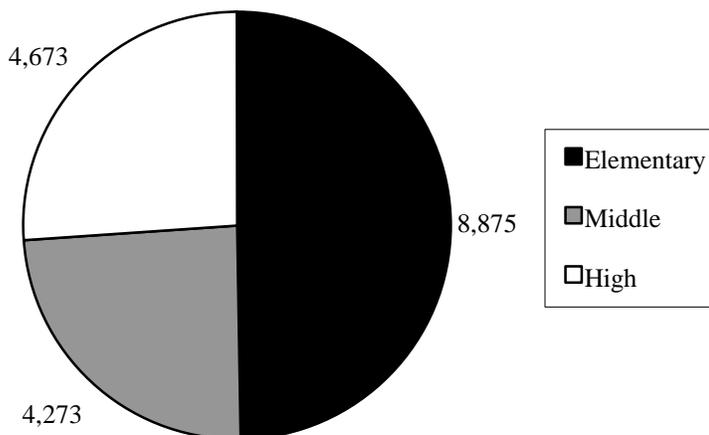
Public schools follow the academic curriculum outlined by the North Carolina Standard Course of Study and offer special programs designed to benefit academically gifted students, students who are behind by one grade level or more, and students who have physical, mental or emotional challenges. Classes in general art and music begin in the elementary school curriculum and are expanded in the upper grades. Advanced Placement classes in the high school earn students university credit. For students without plans to attend college, vocational courses are provided.

---

<sup>14</sup> Hampton, Stephen G. Chief of Police. Memorandum dated November 16, 2001.

<sup>15</sup> Iredell-Statesville Schools. Board of Education Policy Manual. Policy Code 2110. available at <http://nt5.scbbs.com>

**Exhibit 26: Student Distribution by School Type**



Source: Iredell Statesville Board of Education

*Enrollment Growth* - Rapid enrollment increases challenge the District’s capacity to provide adequate educational services. School system enrollment is adding approximately 700 students per year, which translates into a nearly 4% annual increase.<sup>16</sup> In response to this rapid growth, the Facility Needs Task Force, charged with the responsibility of assessing the structural requirements, prepared a schools facility needs report. The Task Force, comprised of School Principals, Parents, School Board and Community members, the Superintendent of Schools, Public Relations, Construction and Maintenance representatives, determined facility needs necessary to accommodate future growth. The Task Force determined that by 2010 nearly every school would be out of capacity. **Exhibits 27, 28 & 29** show when the District’s schools are projected to exceed capacity.

**Exhibit 27: High School Capacity**

School	Out-of-Capacity		
	2001-02	2005-06	2009-10
N. Iredell HS			
S. Iredell HS	X	X	X
Statesville HS	X	X	X
Mulberry HS			
W. Iredell	X	X	X
Projected Student Enrollment	4,712	6,222	7,236

Source: Iredell-Statesville Schools Facility Needs, Dr. Julia Williams, Assistant Superintendent of Planning/Development.

<sup>16</sup> Greater Statesville Development Corporation. *Statistical Profile 2001*. at 6.

**Exhibit 28: Middle School Capacity**

School	Out-of-Capacity		
	2001-02	2005-06	2009-10
North Middle			
East Middle			
Brawley MS		X	X
Troutman MS	(2 year warning)	X	X
Lakeshore MS			
Statesville MS	X	X	X
Mulberry MS			
W. Iredell MS	X	X	X
Projected Student Enrollment	4,273	4,875	5,453

Source: Iredell-Statesville Schools Facility Needs, Dr. Julia Williams, Assistant Superintendent of Planning/Development.

**Exhibit 29: Elementary School Capacity**

School	Out-of-Capacity		
	2001-02	2005-06	2009-10
Cool Spring			
Central			
Union Grove			
Harmony	X	X	X
Shepherd			
Mt. Mourne		X	X
Troutman		X	X
Lake Norman	X	X	X
Lakeshore		(2 year warning)	X
Wayside	Combines with AD Rutherford in 2002 and becomes Third Creek		
AD Rutherford	Combines with Wayside in 2002 and becomes Third Creek		
Third Creek			X
Pressly		X	X
East		(2 year warning)	X
Northview		X	X
Ebenezer	(2 year warning)	X	X
Celeste		X	X
Scotts	X	X	X
Sharon	X	X	X
NB Mills		(2 year warning)	X
Monticello			X
Projected Student Enrollment	8,846	10,190	12,269

Source: Iredell-Statesville Schools Facility Needs, Dr. Julia Williams, Assistant Superintendent of Planning/Development.

To provide adequate capacity, the Task Force recommended the following district facility improvements.

### **Elementary Schools**

**The Western Zone**, comprised of five schools currently, needs:

- ✓ One additional elementary school; and
- ✓ Three of the existing schools to be remodeled.

The result of the improvements will accommodate the year 2010 enrollment projections and provide space for an additional 434 students beyond 2010. The costs are estimated to be \$22 million.

**The Northern Zone**, comprised of five schools currently, needs:

- ✓ Renovations to four of the existing buildings.

The result of the improvements will accommodate the year 2010 enrollment projections and provide space for an additional 166 students beyond 2010. The costs are estimated to be \$10.6 million.

**The Southern Zone**, comprised of five schools currently, needs:

- ✓ One additional school; and
- ✓ Updating/Renovations to four of the existing schools.

The result of the improvements will accommodate the 2010 enrollment projections and provide space for an additional 24 students beyond 2010. The costs are estimated at \$18.4 million.

**The Statesville Zone**, comprised of five schools currently, needs:

- ✓ One additional school; and
- ✓ Updating/Renovations to three of the existing schools.

The result of the improvements will accommodate the 2010 enrollment projections while providing capacity for an additional 708 beyond 2010. The costs are estimated at \$16.9 million.

### **Middle Schools**

Middle Schools, currently comprised of seven schools, need:

- ✓ Three new schools; and
- ✓ Renovations to three of the existing seven schools.

The result of the improvements will accommodate the 2010 enrollment projections while providing capacity for up to 1,237 students beyond 2010. The costs are estimated at \$46.4 million.

### **High Schools**

High Schools, currently comprised of four schools, need:

- ✓ Two new schools; and
- ✓ Renovations to all four existing schools.

The result of the improvements will accommodate the 2010 enrollment projections while providing capacity for up to 2,588 students beyond 2010. The costs are estimated at \$75.2 million.

### **Additional Facility Needs**

In addition to the expenses outlined for the schools themselves, the following additional support facilities and equipment are needed:

- ✓ Improvements to support buildings,
- ✓ A \$1.8 million bus garage; and
- ✓ \$1.3 million needed for administration and maintenance.

“Although the School Board controls how the school budget is spent, it does not have the authority to raise money on its own. Funding for school building maintenance and new construction is provided by the Iredell County Commissioners. The commissioners also provide per-pupil classroom funding. The State Legislature provides the largest portion of local school funding which consists of teacher and staff salaries and a basic per-pupil stipend.”<sup>17</sup>

In light of the District’s growth needs and their relationship with community growth, collaborative planning is particularly relevant. Cities can help coordinate development and public facilities, (such as water, roads, wastewater, parks and other infrastructure needs) with school improvement programs. Assessment of the need for school sites should be a continuous process that responds to the land use, population, and school enrollment changes, as well as new subdivision activity and zoning modifications.

*Post-Secondary Education* - Mitchell Community College was founded in 1852 and serves the region’s post-secondary educational needs, offering Associate in Applied Science, Associate in Arts, and Associate in Fine Arts Degrees, as well as instructional diplomas and certificate programs that focus on training personnel for business, service and industrial positions. Nine other two-year colleges and six four-year college/universities are situated within a fifty-mile radius of the Statesville region. The 2000 fall semester enrollment included approximately 1,800 students in curriculum courses and 3,500 continuing education classes.<sup>18</sup>

### **7. Cultural Facilities**

A number of cultural establishments are located within the City of Statesville. These establishments include the Iredell Museum of Art and Heritage, the Fort Dobbs Historic Site, an Arts Council and Civic Center. Collaboration between the Arts Council and the Children’s Museum of Iredell County has produced a continuing renovation project focused on an historic jail in the City. The renovated jail will be used as a classroom and gallery.

### **8. Parks and Recreation**

Many venues for sports, recreational, and civic activities are available to the public in the Statesville area. The Statesville Parks and Recreation Department employs eight administrators and specialists who work to offer a variety of recreational opportunities. **Exhibit 30** lists the park and recreation facilities, their size and amenities.

***Nearly 63,000 individuals  
participated in over 560 events  
sponsored by the Statesville  
Recreation and Parks Department***

<sup>17</sup> Iredell-Statesville Schools; Inside 2001-2002.

<sup>18</sup> Greater Statesville Development Corporation. *supra* note 10. at 7.

As **Exhibit 30** illustrates that the amenities offered are numerous and include: walking, hiking, and biking trails; baseball, softball and football fields; courts for basketball, tennis, shuffleboard, and horseshoes to name a few. The Jack H. Springer Horseshoe Courts in Lakewood Park hosted the 1979 and 1983 World Horseshoe Tournaments. The Department also uses the athletic facilities located at A.D. Rutherford, N.B. Mills, Northview and Pressly Elementary schools, along with Statesville Middle and High Schools. Besides the more traditional athletic programs, such as baseball, softball, volleyball, wrestling and basketball, the Parks and Recreation Department also sponsors senior games, camps designed for at-risk youth, sports camps, swimming, horseshoes tournaments, landscaping seminars and the Special Olympics. Over 7,500 individuals are projected to participate in these activities during 2001.

Indoor activities conducted at five recreational centers include: instructional classes, club and group meetings, after school care, festivals, parties, reunions and dances, and basketball tournaments. The facilities are widely used and in 2000 the indoor recreation centers hosted over 560 events with nearly 63,000 participants.

The Department is actively developing its park and recreation facilities and recently has developed plans that will:

- Expand their total woodlands and wetlands by 50 acres;
- Create a 75-acre soccer complex, that will include 7 soccer fields, walking trails, restrooms, and picnic shelters (Nearing Completion);
- Construct a new recreation center with pool that will serve the entire city; and
- Increase its greenways.

While each community is different, the National Recreation and Parks Association (NRPA) has established benchmarks for cities to evaluate the adequacy of their park systems (Exhibit 31). The NRPA guidelines include models for the following types of parks: mini park, neighborhood park, recreation/sports complex, community park, regional park and special purpose park. The NRPA recommends guidelines for park size, service population, service area, locations and typical facilities most commonly found within them. The following are examples of the NRPA standards.

**Exhibit 30: Park and Recreation Facility Inventory**

Park	Acres	Amenities / Comments
Abernathy Softball Field	4.9	Lighted ball field, bleachers, RR, concession
Administrative Offices	50.0	4 mi. biking trails, Bill Davidson Flying field (R.C)
Albert C. McClure Park	14.0	3 lighted ball fields, bleachers, RR, dressing rooms, showers, 2 picnic shelters, tables, and grills
Alex Cooper Park	1.4	Basketball court, playground equipment
Anderson Park	36.1	2 mi. walking trail with exercise equipment, RR
Andrews Natural Area	8.9	Preserved natural area, Greenway in place linking Salisbury Road and Statesville Middle School
Bristol Road Recreation Center	2.5	Activity room, kitchen, RR, 2 outdoor basketball courts, playground, picnic area, parking, 2 acre Lake
Brookdale Park Lake	5.0	1.5 acre lake, undeveloped
Caldwell Park	4.5	10 lighted tennis court, shelter, RR, playground
Cochran Street Ballfield	4.0	Lighted softball field, RR, concession
Corbett Property	7.0	Passive natural area, ties into Greenway
Garfield Recreational Center	3.0	Activity rooms, kitchen, RR, 2 outdoor basketball courts, pool, playground
Grace Park Girl Scout Hut	n/a	Activity room, large upstairs meeting room
Grace Park Recreation center	2.8	Gym, weight room, showers
Kimborough Park/Playground	12.0	Multi-use slab w/ 2 basketball goals, baseball field, playground, shelter, tables, RR, walking trail, sm. Lake
Lakewood Park	25.0	3 shelters, tables, grills, walking trails, playground, 24 lighted horseshoe courts
Newtonville Community Park	7.2	Basketball court, playground, shelter, tables, grills
Pecan Park	n/a	Picnic tables, convenience for downtown City workers etc.
R. L. Bently Community Center	3.0	Basketball court, game room, 2 activity rooms, RR
Richard J. Harris Park	7.6	2 basketball, 2 tennis, 2 volleyball, horseshoe, shuffleboard courts, football, softball fields, tables, RR
S. Statesville Park/Playground	2.5	Multi-use slab w/ 2 basketball goals, playground, shelter, tables, grill
Statesville Park	75.0	Currently under development
Tradd St. Park	1.5	Playground, leased from Statesville Brick Co.
Total	275.3	-

Source: City of Statesville – Recreation and Parks Department

**Exhibit 31: NRPA Standards**

<b>Mini Park</b>	
Population Standard:	1 Park/4,000 Population
Minimum Population:	500
Acres per 1000 People	0.25
Optimum Size:	1 Acre
Acreage Range:	0.25 Acre to 2.5 Acres
Service Radius:	1/4 Mile - Urbanized Area 1 ½ Miles - Rural Area
Location:	Should be located with access, safety and convenience to nearby neighborhoods in mind. May be located at elementary school or other site convenient to the population served.
Facilities and Use:	Natural and/or paved areas with imaginative layout of equipment and landscaping. May include either intensive play areas or passive play areas.
Primary Facilities:	1 playground, 2 picnic tables, 1 basketball court

<b>Neighborhood Park</b>	
Population Standard:	1 Park/2,000 Population
Minimum Population:	2,000
Acres per 1000 People:	2
Optimum Size:	4 Acres
Acreage Range:	3.5 to 15 Acres
Service Radius:	½ Mile - Urban Area 3 Miles - Rural Area
Location:	Should be easily accessible to neighborhood population and geographically centered within safe walking and biking distance. May be located in residential communities or at an elementary or middle school.
Facilities and Use:	Should provide activities for all ages, passive as well as active, such as play equipment, open space for games, paved game area, ballfield and landscaped areas. May include either tennis or basketball courts where appropriate. For planning purposes, basketball courts will be included in approximately one-half of the proposed parks. Amount of active versus passive facilities should be determined by characteristics of area served.
Primary Facilities:	1 playground, 1 basketball court or tennis court, 1 multi-purpose field, 1 softball/baseball field or soccer field, 3 picnic tables, 1 football field.

<b>Recreation/Sports Complex</b>	
Population Standard:	1 Park/10,000 Population
Minimum Population:	7,000
Acres per 1000 People:	3.5
Optimum Size:	35 Acres
Acreage Range:	20 to 100 Acres
Service Radius:	2 Miles - Urban Area 5 Miles - Rural Area
Location:	Should be located centrally within the park service area, with consideration given to surrounding land uses, safety, access and land availability. This park contains consolidated, heavily programmed facilities.
Facilities and Use:	Should contain a community center and areas for active games such as baseball, softball, soccer, tennis, basketball, and volleyball. May also include a swimming pool as well as passive use areas for activities such as walking, sitting and picnicking. The playground should be provided as an ancillary facility with adequate landscaping and parking. A maintenance building should be provided.
Primary Facilities:	3-5 baseball/softball fields, 1 basketball court, 1 community center; 1 swimming pool (50% of parks), 6 picnic tables, 1 playground, 1 soccer field, 2 tennis courts, 2 volleyball courts, 1 pathway

<b>Community Park</b>	
Population Standard:	1 Park/40,000 Population
Minimum Population:	20,000
Acres per 1000 People:	0.5
Optimum Size:	20 Acres
Service Radius:	N/A
Location:	Usually along an unusual land feature such as floodplains, rivers, easements, marshes, etc. Area should be of natural or ornamental quality for outdoor recreation. May focus on preserving unique landscapes and open spaces.
Facilities and Use:	Predominately passive but may include limited active facilities such as bike trails, playgrounds and other unorganized activities, exhibitions, festival facilities, arboretums, etc.
Primary Facilities:	1 basketball court, 10 picnic tables, 2 pathways, 2 tennis courts, 1 playground, 1 volleyball court

<b>Regional Park</b>	
Population Standard:	1 Park/30,000 Population
Minimum Population:	30,000
Acres per 1000 People:	10
Optimum Size:	300 Acres
Acreage Range:	100 to 1,000 acres
Service Radius:	15 Miles or more
Location:	Should be within reasonable driving distance to the community it serves. Locate in an area having natural or ornamental quality.
Facilities and Use:	Should contain large areas for passive recreation use such as nature trails, picnicking, boating, fishing lakes and large open spaces. May also provide some areas and facilities for active games such as softball, basketball, tennis, etc.
Primary Facilities:	1 ballfield, 1 basketball court, 3 pathways, 40 picnic tables, 1 playground.

<b>Special Purpose Parks</b>	
Population Standard:	No Applicable Standard
Acres per population:	Variable
Optimum Size:	Variable
Facilities and Use:	Areas for specialized or single purpose recreational activities such as tennis centers, historic and archaeological sites, transit parks, nature preserves, marinas, boat landings, beach parks, fishing facilities, canoe and kayaking trails, boat landings, golf courses, and equestrian facilities.

The City of Statesville currently exceeds the minimum parks and recreation acreage standards established by the NRPA. The NRPA standards represent a benchmark to assess park adequacy. Statesville has approximately 275 acres, which translates into approximately 11.56 acres of parks per 1,000 residents. The NRPA's population-based standards call for 6.25 acres per 1,000 residents for City's with fewer than 30,000 residents. However, once the City reaches 30,000 residents, the minimum standard would include the need for a regional park, which would increase the standard to 16.25 acres per 1,000 residents. The City is likely to reach this population threshold in the next 10-20 years based on recent growth trends. Parks facilities and programs have not been evaluated for consistency with NRPA standards for this Plan.

Additional recreational opportunities available to the residents include the local YMCA facility, with a recently constructed gym, indoor pool, youth center and suspended walking track costing over \$2 million. Within a 20-minute drive south, Statesville residents have an assortment of additional recreational choices available via Lake Norman. This large lake provides the region with water skiing, boating, sailing, swimming and year round fishing.

## 9. Electricity and Gas

The City of Statesville, (Energy United and Duke Power) supply the electrical needs of Statesville. Natural gas is distributed and serviced by Public Service Company. The periodic coordination between these companies will assure that cost-effective infrastructure will be available for future development.

## 10. Medical Facilities

The City of Statesville, Iredell County and surrounding urban and rural communities are provided emergency and conventional medical care through two acute care hospitals: Davis Medical Center and Iredell Memorial Hospital.

Davis Medical Center was opened in 1920 and is located at 218 Old Mocksville Road in Statesville. Climbing five (5) stories and encompassing 182,000 square feet, the medical center is a 149-bed facility that provides a wide range of medical services. The Emergency Room offers specialized services for cardiac care. The Davis Medical Center employs approximately 523 individuals and has 161 physicians on staff who represent over 28 specialties. Davis Medical Center offers community support groups that assist patients with diabetes, arthritis, and cancer, along with volunteer and educational programs, such as Health 2000, childbirth and child development classes.<sup>19</sup>

Opened in 1954, Iredell Memorial Hospital is the county's largest hospital. This 247-bed facility is a not-for-profit facility that is owned by the citizens of Iredell County and administered by a board of trustees. The hospital is accredited by the Joint Commission on the Accreditation of Healthcare Organizations, and has a Community Cancer Program certified by the American College of Surgeons' Commission on Cancer. As of 1998, Iredell Memorial Hospital is the only facility in the region to offer radiation therapy.

Additional services offered by Iredell Memorial include Health Care System and Open Door Clinic, which provide a variety of special needs services. Some of the services provided include home health, family medicine, women's health and diabetes services. Iredell Memorial employs approximately 1,300 people with 132 physicians representing 23 medical specialties.

## 11. Budget Summary

Balancing the budget and providing services to new development is sometimes difficult to achieve. Statesville is continuing to maintain and improve facilities to provide quality services throughout the community. The following information is excerpted from the City's most recent Budget and the Capital Outlay Program.

Statesville's total budget for 2000-01 exceeded \$60 million. As shown in **Exhibits 32 and 33**, the Electric Fund comprises over one-half the total budget, the General Fund less than one-third and other special funds (most notably the Water & Sewer Fund) make up the balance of the budget.

---

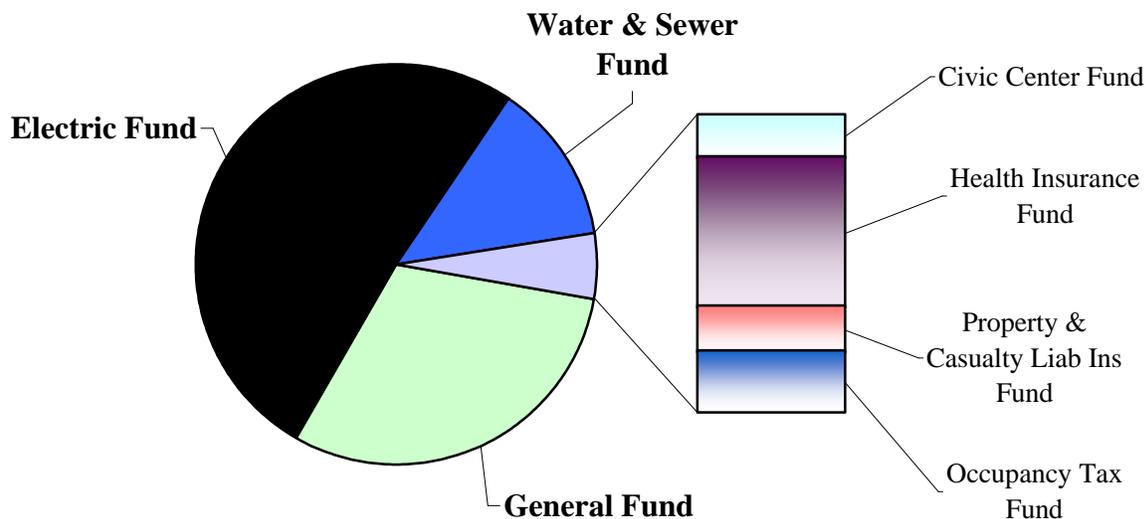
<sup>19</sup> Greater Statesville Development Corporation. *supra* note 10. at 37.

**Exhibit 32: Revenues by Fund**

	2000-01 Budget	Proposed 2001-02 Budget
General Fund	\$18,084,485	\$19,079,820
Electric Fund	\$31,801,781	\$31,843,776
Water & Sewer Fund	\$8,352,878	\$8,020,186
Civic Center Fund	-	\$501,935
Health Insurance Fund	\$1,314,935	\$1,680,076
Property & Casualty Liability Ins. Fund	\$403,517	\$506,500
Occupancy Tax Fund	\$735,000	\$675,000
Total Revenues	\$60,692,596	\$62,307,293

Source: City of Statesville

**Exhibit 33: FY 2001-2002 Revenue Distribution by Fund**



Source: City of Statesville

**Exhibit 34** shows Statesville’s General Fund revenue sources. Ad valorem or property taxes are the greatest single source of revenue to the City, followed by intergovernmental transfers and other taxes and licenses. These General Fund revenues are allocated for the purposes shown in **Exhibit 35**.

**Exhibit 34: General Fund Revenues**

Operating Funds	2000-01 Budget	2001-02 Budget
Ad Valorem Taxes	\$7,497,559	\$8,158,523
Other Taxes and Licenses	\$3,321,620	\$3,437,083
Intergovernmental	\$4,139,544	\$4,320,077
Sales and Services	\$1,047,299	\$1,048,528
Investment Earnings	\$550,000	\$550,000
Miscellaneous	\$83,825	\$85,700
Reimbursements	\$1,119,563	\$1,279,909
Transfers	\$325,075	\$200,000
<b>Total General Fund Revenue</b>	<b>\$18,084,485</b>	<b>\$19,079,820</b>

Source: City of Statesville Budget

**Exhibit 35: General Fund Expenditures**

Operating Funds	2000-01 Budget	2001-02 Budget
General Government	\$4,676,104	\$4,825,376
Public Safety	\$7,209,235	\$7,920,026
Transportation	\$2,194,393	\$2,296,654
Environmental Protection	\$1,633,723	\$1,766,214
Cultural and Recreation	\$2,371,030	\$2,271,550
<b>Total Expenditures</b>	<b>\$18,084,485</b>	<b>\$19,079,820</b>

Source: City of Statesville Budget

The City of Statesville performs capital improvements planning in order to prioritize needs and allocate funds to pay for future improvements. **Exhibit 36** shows the City of Statesville's Capital Outlay Program from 1997 to 2006. For the last five years, the City has averaged approximately \$6.1 million in capital expenditures per year. For the next five years, the City projects annual capital expenditures of approximately \$5.7 million. Of this, General Fund capital improvements (which include streets, parks and emergency services) will average \$2.7 million, Water/Sewer Fund improvements will average \$2 million and Electric Fund improvements will average \$0.9 million. To achieve future targeted annual expenditures, a coordinated effort must be made to establish land uses and infrastructure patterns that efficiently work together. Demonstrating fiscal responsibility through controlled tax levy rates and enhanced level of services is pleasing to existing and future residents, businesses and other stakeholders in the community.

**Exhibit 36: Capital Outlay Program for FY 1997/98 through FY 2006/07**

<b>General Fund</b>	<b>1997-98</b>	<b>1998-99</b>	<b>1999-2000</b>	<b>2000-01</b>	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>
Mayor & Council	-	-	\$20,729	-	\$8,000	-	-	-	-	-
City Manager	\$3,019	\$3,057	-	-	-	-	-	-	-	-
City Clerk	\$2,948	\$4,564	-	-	-	-	-	-	-	-
Finance	\$29,327	\$16,655	\$87,000	\$52,048	\$5,420	-	-	-	\$48,000	-
Main Street	-	\$5,450	\$5,995	\$47,950	\$5,995	-	-	-	-	-
Personnel	-	\$6,392	-	-	-	-	-	-	-	-
Community Development	\$525	\$950	-	\$15,000	-	-	-	-	-	-
Planning	\$678	\$2,204	\$22,497	\$18,500	\$3,400	\$17,000	-	-	-	-
Police	\$435,479	\$260,870	\$1,803,283	\$418,741	\$369,321	\$485,980	\$323,410	\$352,070	\$472,635	\$486,495
Fire	\$370,281	\$82,136	\$475,870	\$115,000	\$494,647	\$81,800	\$50,000	\$1,400,000	\$175,000	\$75,000
Public Works-Streets	\$315,670	\$612,976	\$1,548,458	\$913,500	\$707,239	\$935,000	\$748,000	\$796,000	\$770,000	\$775,000
Public Works-All Other Divisions	\$297,047	\$138,614	\$396,951	\$1,191,395	\$298,432	\$147,650	\$236,000	\$257,000	\$270,500	\$401,100
Recreation/Parks	\$36,371	\$196,767	\$160,880	\$3,080,200	\$360,505	\$297,550	\$1,248,000	\$235,000	\$2,533,000	\$40,500
Airport	-	\$10,410	\$88,790	-	\$150,850	-	-	-	-	-
General Expense	\$211,830	\$28,136	-	-	\$33,000	-	-	-	-	-
<b>General Fund Total</b>	<b>\$1,703,175</b>	<b>\$1,369,181</b>	<b>\$4,610,453</b>	<b>\$5,852,334</b>	<b>\$2,436,809</b>	<b>\$1,964,980</b>	<b>\$2,605,410</b>	<b>\$3,040,070</b>	<b>\$4,269,135</b>	<b>\$1,778,095</b>
<b>Electric Fund</b>										
Electric Utilities	\$472,600	\$861,944	\$1,322,461	\$563,500	\$931,600	\$903,700	\$827,700	\$920,000	\$1,009,000	\$870,450
<b>Water/Sewer Fund</b>										
Sewer Maintenance	\$938,172	\$52,288	\$596,944	\$465,400	\$16,000	\$435,000	\$550,000	\$308,500	\$275,000	\$280,000
Water Maintenance	\$70,362	\$34,864	\$834,632	\$412,200	\$13,940	\$365,000	\$330,000	\$325,000	\$314,000	\$300,000
Water Purification	\$429,470	\$288,430	\$413,703	\$2,629,710	-	\$2,410,000	\$30,000	\$5,000	\$1,300,000	\$35,000
3rd Creek Wastewater	\$1,197,828	\$71,708	\$103,400	\$320,000	\$12,000	\$506,000	\$416,000	-	\$880,000	\$420,000
4th Creek Wastewater	\$523,485	\$495,332	\$538,858	\$80,000	\$161,500	\$108,000	\$206,000	\$423,000	-	-
<b>Water/Sewer Fund Total</b>	<b>\$3,159,317</b>	<b>\$942,622</b>	<b>\$2,487,537</b>	<b>\$3,907,310</b>	<b>\$203,440</b>	<b>\$3,824,000</b>	<b>\$1,532,000</b>	<b>\$1,061,500</b>	<b>\$2,769,000</b>	<b>\$1,035,000</b>
<b>Civic Center Fund</b>										
Civic Center	-	-	-	-	\$34,200	-	\$30,000	\$55,000	-	-
<b>Total Capital Outlay</b>	<b>\$5,335,092</b>	<b>\$3,173,747</b>	<b>\$8,420,451</b>	<b>\$10,323,144</b>	<b>\$3,606,049</b>	<b>\$6,692,680</b>	<b>\$4,995,110</b>	<b>\$5,076,570</b>	<b>\$8,047,135</b>	<b>\$3,683,545</b>

Source: City of Statesville Budget

## **D. Key Community Issues**

The citizen workshops and other public input activities were designed to identify key concerns of city residents, developers, realtors, business owners, service providers and other interested groups and individuals. Participants identified key challenges facing the City and discussed strategies to address those issues. The key issues identified were:

### **Key Issues**

- **Attracting/retaining good jobs.** The City's strong fiscal condition has relied on its role as a regional employment center. While many manufacturing jobs (e.g., garment industry) have been exported to other countries, the City has been successful at capturing new employers. While the City is ideally located to capture regional warehouse and distribution centers, it must continue efforts to attract and retain a balanced and sustainable mix of employers who provide a mix of job opportunities that pay living wages for Statesville's residents.
- **Maintaining balanced land-use mix.** Most homes don't fully fund the costs of facilities and services (e.g., parks, public safety, schools and roads) they require. Commercial and industrial land uses are essential to fill the funding gap for public facilities and services that contribute to the high quality of life in Statesville. As Charlotte has grown, Statesville and the communities to the south (e.g., Troutman and Mooresville) have experienced strong residential demands from commuters. Through economic development initiatives, Statesville has managed to achieve a healthy, balanced mix of residential and non-residential development. As growth pressures increase, the City will need to continue to seek a balanced land use mix to avoid becoming a bedroom community to Charlotte.
- **Managing extra-territorial growth.** Iredell County has approved significant residential development in the areas surrounding Statesville. Much of this development is at relatively low densities and lacks urban improvements, such as sidewalks, centralized sewers and parks. The City is at risk of being surrounded by a moat of by rural estate development that will preclude long-term rational urban growth of any kind. While State statutes provide for extra-territorial development regulation by cities, the County has been reluctant to shift development approval authority for additional unincorporated lands to the City. The Plan should establish policies and provide a mechanism for extra-territorial growth management that jointly satisfies City and County objectives.
- **Managing growth through extra-territorial water sales.** The City is a regional seller of water to rural residents and the Town of Troutman. Historically, the City has not used these sales as a tool to manage growth. The Plan should ensure that future agreements for extraterritorial water and wastewater service extensions are consistent with the City's growth goals and objectives.

---

Chapter II. Community Context

- **Providing adequate green-spaces.** Statesville's public and private green spaces contribute heavily to the community's quality of life. While older neighborhoods in the City have access to green spaces, the City has not systematically ensured that newer neighborhoods have access to adequate parks, recreational lands and open spaces. The Plan should establish target levels of services and identify key greenway linkages within the City and its future growth areas.
- **Coordinating growth w/ adequate school capacity.** Recent population growth in the City and surrounding areas has strained the school district's ability to accommodate burgeoning enrollment. The Plan should help decision-makers coordinate the location and timing of development approvals with the development of schools to serve anticipated growth.
- **Protecting/enhancing neighborhood character.** Neighborhoods are the building-blocks of the community. Over time, homes and infrastructure in neighborhoods require maintenance to retain their integrity. By regularly scheduling capital improvements (e.g., sidewalk and street maintenance) and enforcing zoning, building and property maintenance codes, the City can help promote the private investment required to sustain healthy neighborhoods and foster additional use of land in areas already served by public infrastructure.
- **Improving gateway/corridor aesthetics.** Attractive gateways and entry corridors into a city can build community pride and promote economic development. Entryways are your greeting card to the world and a vital first impression. Statesville's Plan should target its gateways for greater emphasis on the building design, property maintenance, streetscaping, site design, and sign management to ensure that they are attractive strong community assets.
- **Ensuring public safety.** The City's police and fire protection services have improved their levels of service despite strong recent growth. The Plan should incorporate target levels of service for police and fire response times and other appropriate measures to serve as benchmarks for the provision of public safety services.
- **Maintaining downtown vitality.** Statesville has an attractive, historic downtown that has struggled to compete with newer retail development at the edges of the City. The Plan should recognize the economic value of a vibrant diversified downtown and recommend strategies to maintain downtown vitality through on-going and effective public/private partnership.
- **Supporting alternatives to driving.** The City's efforts to minimize traffic congestion have formed some barriers to pedestrian and bicycle traffic (e.g., Garner Bagnal). When added to the poor connectivity between recent developments, Statesville's road system and development patterns have: separated work, homes, and shopping; restricted alternate routes within town; and isolated new growth from the existing community fabric, all of which increased citizens' dependence on cars. The lack of opportunity to walk, bicycle

---

*Chapter II. Community Context*

or use public transit has limited the mobility of residents without access to cars (e.g., children, seniors and lower income households). The Plan should help decision-makers improve residents' mobility options, create coherent development patterns, and minimize long term costs through efficient use of roads.

- **Increasing public art and cultural opportunities.** Statesville's Conference Center and Mitchell College provide significant cultural opportunities not commonly available in similarly sized communities. Through partnerships with the arts and cultural community, the City can use cultural and arts events to strengthen community pride. To the extent that cultural facilities and activities are focused in the downtown area, these partnerships will reinforce historic preservation and downtown revitalization efforts by fostering support goods and services (dining, niche retail, personal services).
- **Providing adequate road capacity.** With increased numbers of residents and employees comes increased traffic. The Plan should identify strategies to provide adequate road capacity, while protecting neighborhoods, maintaining attractive corridors and supporting pedestrians and bicycle riders.
- **Maintaining existing housing stock.** Statesville has many neighborhoods, four (4) of which are located in established historic districts. Through more active code enforcement, the City has improved the appearance of some neighborhoods in south Statesville. By leveraging Federal funds, the City has the opportunity to strengthen its partnerships with neighborhood and housing groups to maintain its valuable housing stock and strengthen neighborhoods by promoting private investment.
- **Managing rental housing.** Half of Statesville's dwellings are rental units – a figure that is greater than most comparable cities in the region. While most landlords and tenants are responsible neighbors, the City should continue to monitor housing conditions and property maintenance to ensure that these units do not blight neighborhoods or promote neighborhood disinvestment.
- **Promoting economic growth.** Statesville has built on the successes of regional economic prosperity to expand employment opportunities and develop an industrial park for future job growth. To maintain a balanced economy, the City will need to continue its partnerships with public and private economic development interests and quickly respond to opportunities to diversify and strengthen the employment base in the City and region.
- **Maintaining public facilities.** The City has significant investment in its parks, streets, public buildings and other facilities. Adequately funding ongoing maintenance is critical because of the relatively higher costs of deferred maintenance (deferred maintenance usually results in much higher maintenance costs over the life of facilities). By adequately maintaining facilities the City will foster pride in community and avoid creating excessive fiscal burdens on future taxpayers.

*Chapter II. Community Context*

- **Revitalizing older commercial areas.** Statesville has an abundance of older commercial, industrial and quasi-industrial properties. Older commercial centers have been vacated or underused as the market has shifted to newer stores on the perimeter of the City. Vacated or partially abandoned industrial buildings are scattered throughout the older parts of the City. Additionally, some older churches and schools have been vacated for newer structures. Disinvestment in these structures threatens to blight surrounding neighborhoods. At a minimum, the City must ensure that the properties are maintained in safe condition. However, because many of these buildings provide opportunities for economic and neighborhood development and revitalization, the City should facilitate private re-use and redevelopment initiatives. City efforts may include assistance with brownfield issues, public improvements, resolution of property ownership/title issues and a variety of other initiatives involving varying levels of public investment.
- **Enforcing existing codes.** As evidenced by the recent cleanup efforts in south Statesville, enforcement of existing codes can improve neighborhood appearances significantly. When combined with volunteer or paid private initiatives, proactive code enforcement can stimulate enough private investment to revitalize entire neighborhoods.
- **Managing stormwater.** Surface water quality is a critical issue in a region as heavily dependent on surface water and shallow wells as Statesville and surrounding Iredell County. Additionally, as more surface area is covered with buildings and pavement, there is less pervious surface to absorb, slow and filter stormwater runoff. If not properly managed, the result will be increased losses from floods and more contamination of surface and groundwater.
- **Protecting historic resources.** As one of the oldest communities in North Carolina, Statesville has many historic sites and structures. Through its historic districts, the City has established a process to reduce losses of historically significant structures.

### III. Growth Projections

#### A. Population Projections

Future growth projections are an essential, yet speculative, element of planning -- forming the basis for evaluating future land use, facility and service needs. The rate of growth depends on a variety of technological, political, environmental, economic and other dynamic factors. Typically, future growth is projected based on past growth trends. While past growth is often a good predictor of future growth, growth projections reflect probable, not definite outcomes. This uncertainty is highlighted by Statesville's recent past, when the population declined by over 5% in the 1980's and increased over 32% in the 1990's. Population projections normally are performed using past growth rates as illustrated in **Exhibit 37**. However, the wide fluctuation in Statesville's average annual growth rates in the 1980's and 1990's suggests using a range of projections.

*Statesville's Population fluctuated more than 38% between 1980 and 2000 necessitating the use of alternative growth rates for population projection calculations.*

**Exhibit 37: Historical Growth Rates**

Year	Statesville		Iredell County	
	Total	Annual Rate of Change	Total	Annual Rate of Change
1980	18,622*	-	82,538	-
1990	17,576	-0.58%	92,935	1.19%
2000	23,320	2.87%	122,600	2.81%
Average	-	1.15%	-	2.00%

Source: U.S. Bureau of the Census

\*includes unincorporated area population not counted in 1990.

**Exhibit 38** illustrates three population projections for Statesville using *alternative annual growth rates* entitled *low*, *moderate* and *high* where the *high* projection uses Statesville's 1990- 2000 annual growth rate (2.87%); the *low* projection uses Statesville's average annual growth rate from 1980 to 2000 (1.15%); and the *moderate* projection uses Iredell County's average annual growth rate from 1980 to 2000 (2.00%). Note that annexation of a single large scale development project could significantly increase actual population growth

There is more than a 40% differential in Statesville's 2020 population between the *Low* and *High* projections. This broad range highlights the challenges facing the City for capital improvements planning, housing needs assessments and land use planning. While capital improvements/facility planning should anticipate long-term demands, many investments should be targeted to relatively short-term growth periods. Land use planning should accommodate peak long-term growth demands, while zoning and development decisions should synchronize with actual growth.

Water and wastewater line capacities should be based on eventual growth rates due to the long life span and relatively low incremental costs of over-sizing these facilities. Because of the high costs of water and wastewater plant expansions they must be closely coordinated with growth to avoid burdening ratepayers, while ensuring that demands are met.

**Exhibit 38: Population Projections**

Statesville			
Year	Low	Moderate	High
2000	23,320	23,320	23,320
2001	23,588	23,786	23,989
2002	23,859	24,262	24,678
2003	24,134	24,747	25,386
2004	24,411	25,242	26,115
<b>2005</b>	<b>24,692</b>	<b>25,747</b>	<b>26,864</b>
2006	24,976	26,262	27,635
2007	25,263	26,787	28,428
2008	25,554	27,323	29,244
2009	25,848	27,870	30,083
<b>2010</b>	<b>26,145</b>	<b>28,427</b>	<b>30,947</b>
2011	26,446	28,995	31,835
2012	26,750	29,575	32,749
2013	27,057	30,167	33,689
2014	27,368	30,770	34,655
<b>2015</b>	<b>27,683</b>	<b>31,386</b>	<b>35,650</b>
2016	28,002	32,013	36,673
2017	28,324	32,654	37,726
2018	28,649	33,307	38,808
2019	28,979	33,973	39,922
<b>2020</b>	<b>29,312</b>	<b>34,652</b>	<b>41,068</b>

Source: Planning Works using U.S. Bureau of the Census Data

## ***B. Residential Growth Projections***

A substantial number of additional housing units will be needed in Statesville under each of the alternative growth rates. **Exhibit 39** predicts future housing units necessary to accommodate new residential growth for *growth projection*, assuming a 5% vacancy rate and the 2000 occupancy rate of 2.39 residents per household.

***Over the next 20 years  
Statesville’s Housing Units will  
increase a minimum of 33% and  
could potentially double.***

Over the next 20 years the total number of housing units in Statesville are likely to increase by at least 33 percent and could potentially double. This rapid increase will require increased capacity for city and non-city services to accommodate demands from the new residents. To plan for these services the City should identify where excess capacity currently exists, where resizing of existing facilities is needed, and where new facilities will be needed in the future. Thus, the growth projections quantify needs and help the community plan for future service demands.

**Exhibit 40** illustrates the acres necessary to accommodate annual new residential demands using the *alternative annual growth rates* and various densities per acre.

**Exhibit 39: Dwelling Units Necessary to Accommodate New Growth**

Year	Low Growth Rate	Modified Growth Rate	High Growth Rate
2000	112	195	280
2001	113	199	288
2002	115	203	296
2003	116	207	305
2004	117	211	314
2005	119	215	323
2006	120	220	332
2007	122	224	341
2008	123	229	351
2009	124	233	361
2010	126	238	372
2011	127	243	382
2012	129	247	393
2013	130	252	405
2014	132	257	416
2015	133	263	428
2016	135	268	440
2017	136	273	453
2018	138	279	466
2019	139	284	479
2020	141	290	493
<b>Total</b>	<b>2,648</b>	<b>5,032</b>	<b>7,919</b>

Source: Planning Works Projection using U.S. Bureau of the Census Data

**Exhibit 40: Residential Acres Needed to Accommodate New Growth**

	Low Growth Rate			Modified Growth Rate			High Growth Rate		
	2 DU/Acre	4 DU/Acre	8 DU/Acre	2 DU/Acre	4 DU/Acre	8 DU/Acre	2 DU/Acre	4 DU/Acre	8 DU/Acre
2000	56	28	14	98	49	24	140	70	35
2001	57	28	14	100	50	25	144	72	36
2002	57	29	14	102	51	25	148	74	37
2003	58	29	15	104	52	26	152	76	38
2004	59	29	15	106	53	26	157	78	39
2005	59	30	15	108	54	27	161	81	40
2006	60	30	15	110	55	27	166	83	41
2007	61	30	15	112	56	28	171	85	43
2008	61	31	15	114	57	29	176	88	44
2009	62	31	16	117	58	29	181	90	45
2010	63	31	16	119	59	30	186	93	46
2011	64	32	16	121	61	30	191	96	48
2012	64	32	16	124	62	31	197	98	49
2013	65	33	16	126	63	32	202	101	51
2014	66	33	16	129	64	32	208	104	52
2015	67	33	17	131	66	33	214	107	54
2016	67	34	17	134	67	33	220	110	55
2017	68	34	17	137	68	34	227	113	57
2018	69	34	17	139	70	35	233	117	58
2019	70	35	17	142	71	36	240	120	60
2020	71	35	18	145	72	36	247	123	62
<b>Total</b>	<b>1,324</b>	<b>662</b>	<b>331</b>	<b>2,516</b>	<b>1,258</b>	<b>629</b>	<b>3,960</b>	<b>1,980</b>	<b>990</b>

Source: Planning Works Using U.S. Bureau of the Census Data

**Exhibit 40** projects the acreage needed to accommodate future housing needs at a range of densities. At 2 dwelling units per acre (DU/A), which corresponds to large lot (1/3-1/2 acre) single-family development, 1,300 to 3,900 acres of land would be absorbed by projected growth. At 4 DU/A, which reflects the density of conventional single-family development, 662 to 1,980 acres would be needed. At 8 DU/A, which reflects a mix of single family and moderate density residential development, 331 to 990 acres would be needed.

Based on average densities and new service areas the City can estimate the miles of roads, linear feet of water lines, linear feet of wastewater lines, number of parks, *etc*, necessary to accommodate residential development in the next five years. This information will inform the capital improvements planning, thoroughfare planning and budgeting processes.

## C. Growth Scenarios Evaluation

### 1. Purpose

The Task Force evaluated the relative impacts of three alternative growth scenarios for Statesville, North Carolina, as part of the City's land use plan update process. The scenarios reflected distinct, realistic approaches to growth management that would result in distinct land use patterns, fiscal impacts, resource management choices and housing alternatives. The purposes of the analysis were to:

- Identify the alternative land use and growth policies available to the City;
- Describe the relative implications of each of these alternatives within the framework of three scenarios;
- Facilitate rational discussion of these implications through structured, objective comparisons of the scenarios; and
- Help decision-makers define a preferred growth scenario on which to base the City's Land Use Plan.

### 2. Scope of Analysis

The analysis evaluated the qualitative and quantitative impacts of three growth scenarios based on the information assembled during the initial phase of this project and summarized in the *Needs, Issues and Opportunities Report*. Quantitative analyses were based on available geographic information system (GIS) data, demographic data and projections, available traffic counts and other available information. Qualitative analyses were based on the impacts of identified growth management strategies in similar settings throughout the country. The scope of the analysis for each of the following factors is described below:

- **Community Character:** This qualitative factor addresses the impact of each scenario on the character of different areas of the City. Character is a broad term that describes the mix, intensity and arrangement of land uses, including the relationship of developed areas to natural and developed green-spaces.
- **Land Use Mix:** This factor is a measure of the acreage planned and projected to be absorbed for different purposes.
- **Carrying Capacity:** This factor calculates the theoretical build-out population supported by each scenario.
- **Housing Opportunities:** This factor identifies the mix of housing products that could be made available under each scenario. Because the cost of housing demanded in the market will respond to a wide variety of factors that are internal (e.g., service quality, neighborhood quality, compatibility standards, green-space, etc.) and external (e.g., national and regional economy, growth policies of surrounding Counties, etc.) to the City, this analysis will not attempt to quantify housing costs.
- **Employment Opportunities:** This factor will address the relative availability of commercial and industrial sites that will support future employment opportunities.

- **Transportation System:** While no traffic modeling will be conducted as part of this scenario analysis, the relative loading of key arterials and likely demands for additional transportation infrastructure will be identified, as will each scenario's potential to support transit services.
- **Water and Wastewater Needs:** The scenarios create distinct demands for centralized utility services, relying on different types of services and different providers. This analysis highlights these service implications and the resulting policies required to ensure that services are adequate.
- **Emergency Service Impacts:** The distribution of housing will directly affect the ability of fire and emergency medical services to respond to emergency services.
- **Consistency with Draft Goals:** The scenarios offer distinct levels of support for Land Development Plan Goals.

### 3. Scenarios

Three growth scenarios were developed, by the City's planning consultant based on public input and refined by the Land Development Plan Task Force. The scenarios, which reflect different land use mixes, different distributions of population, different approaches to growth management, and different levels of coordination between the City and other service providers, are summarized as follows:

- The **Suburban Trends** scenario reflected a continuation of historic growth management practices. This scenario assumed that the City and County continue to make largely independent development decisions, resulting in extensive low-density rural residential development surrounding the City and its extra-territorial jurisdiction (ETJ). The City would continue its efforts to promote a vital commercial downtown, surrounded by historic single-family neighborhoods and pockets of higher density residential development. Commercial and industrial development would continue to be promoted near interstate interchanges and in the City's industrial park (**Map 8**).
- The **Infill** scenario assumed a more aggressive approach to promote residential development within and near the City's core through mixed-use zoning and investment in public infrastructure. This scenario also assumed that the City would take an active role in the redevelopment of industrial and commercial properties. Increased densities, combined with pedestrian-oriented design standards would be applied throughout vacant areas of the City and its ETJ to capitalize on existing infrastructure and to encourage development of more walkable, neighborhoods with access to public and private services and facilities. Low-density, single-family residential development would continue to predominate development throughout the remainder of the City's planning area (**Map 9**).
- The **Urban Service Area** scenario was based on the assumption that all development within the City's future urban service area (USA) will be developed at sufficient densities to fund sewer improvements. The USA is the area that the City is capable of providing sewer services to within the next 20 years. This scenario assumed similar development

patterns to the Trends scenario within the City and its ETJ. It also assumed that the City and County would coordinate development decisions throughout the USA to facilitate infrastructure planning and construction (**Map 10**).

**4. Summary of Growth Scenario Analysis**

**Exhibit 41** summarizes the findings of the alternative growth scenarios analysis and compares the impacts of each scenario relative to a number of community factors. A detailed review of the scenario impacts served as a guide for the creation of the future land use plan.

**Exhibit 41: Alternative Growth Scenario Findings Summary**

Community Factors	Scenarios																				
	Trends	Infill	USA																		
<b>Community Character</b>	Development pattern characterized by: <ul style="list-style-type: none"> <li>Isolated residences on large lots not well connected to the City surround Statesville;</li> <li>Countryside dotted with roof tops – little open space in the City’s fringe areas;</li> <li>No clear feeling of “entering” the City due to the lack of distinct edges and rural commercial strips entering the City; and</li> <li>Neighborhoods tend to be single use, with no connections to commercial services.</li> </ul>	Development pattern characterized by: <ul style="list-style-type: none"> <li>Downtown area will have more housing;</li> <li>City has fewer abandoned non-residential properties due to incentives for redevelopment;</li> <li>Neighborhoods have better access to commercial uses</li> <li>Neighborhoods within City have greater mix of unit types; and</li> <li>Countryside dotted with rooftops – little open space in City’s fringe areas.</li> </ul>	Development pattern characterized by: <ul style="list-style-type: none"> <li>Greater densities in developed USA areas leaves more undeveloped land at fringe;</li> <li>Development occurs in a more orderly pattern with clear “edges” to the community;</li> <li>Better access exists between neighborhoods; and</li> <li>Entry corridors have a more orderly appearance due to applicability of City zoning standards.</li> </ul>																		
<b>Land Use Mix</b>	Land use mix within newly developing areas is characterized by: <ul style="list-style-type: none"> <li>Low-density residential development dominates residential development; and</li> <li>Moderate growth in medium-density residential and commercial/industrial development patterns.</li> </ul>	Land use mix within newly developing areas is characterized by: <ul style="list-style-type: none"> <li>A broad mix of residential densities;</li> <li>A substantial amount of mixed use development; and</li> <li>A small percent of land exclusive commercial and industrial land use.</li> </ul>	Land use mix within newly developing areas is characterized by: <ul style="list-style-type: none"> <li>Residential areas dominated by medium-density development;</li> <li>Moderately sized areas of low-density and mixed-use development; and</li> <li>A small percent of land exclusively used for commercial/industrial uses.</li> </ul>																		
<b>Carrying Capacity (Population)</b>	<table border="0"> <tr> <td>City/ETJ</td> <td>10,052</td> </tr> <tr> <td>Plan Area</td> <td>54,862</td> </tr> <tr> <td>Total</td> <td>64,914</td> </tr> </table> <p>Trends scenario build-out exceeds projected population growth.</p>	City/ETJ	10,052	Plan Area	54,862	Total	64,914	<table border="0"> <tr> <td>City/ETJ</td> <td>15,293</td> </tr> <tr> <td>Plan Area</td> <td>70,522</td> </tr> <tr> <td>Total</td> <td>85,816</td> </tr> </table> <p>Infill scenario build-out exceeds projected population growth.</p>	City/ETJ	15,293	Plan Area	70,522	Total	85,816	<table border="0"> <tr> <td>City/ETJ</td> <td>14,841</td> </tr> <tr> <td>Plan Area</td> <td>74,419</td> </tr> <tr> <td>Total</td> <td>89,260</td> </tr> </table> <p>USA scenario build-out exceeds projected population growth.</p>	City/ETJ	14,841	Plan Area	74,419	Total	89,260
City/ETJ	10,052																				
Plan Area	54,862																				
Total	64,914																				
City/ETJ	15,293																				
Plan Area	70,522																				
Total	85,816																				
City/ETJ	14,841																				
Plan Area	74,419																				
Total	89,260																				
<b>Housing Opportunities</b>	Housing supply would consist of predominantly large lot single-family development with minimal access to jobs, goods and public services. Rural housing will become increasingly expensive. Attainable units would be limited primarily to manufactured homes outside city with few opportunities for senior housing.	Housing supply would provide a greater choice of unit types for all ages and income groups in city. Located to provide easier access to jobs, goods and public services.	Housing supply would consist of predominantly single-family dwellings at moderate densities. The development pattern would provide easier access to public services and a greater diversity of unit types than Trends scenario.																		

Community Factors	Scenarios		
	Trends	Infill	USA
<b>Employment Opportunities</b>	Employment opportunities would be limited to jobs that occur within low intensity strip commercial and commercial infill development. Since this scenario provides the least amount of new land for economic development, new industrial job opportunities would be limited to industrial park locations.	Mixed-use development provides abundant commercial and business park opportunities, while commercial job opportunities would be created near highway interchanges. This scenario provides the most new commercial land within a mixed-use development pattern.	Employment within the light industrial sector would be concentrated along northern highway corridors. Some new commercial job opportunities would occur along I-40 north of the City. Mixed-use acreage would provide commercial and business park opportunities to northeast.
<b>Transportation System</b>	The combination of existing and planned development will increase traffic within commercial corridors, which may trigger the need for road improvements. Traffic congestion may be greater than for Infill but not appreciably greater than USA.	Mixed-use, medium-density and high-density residential areas will generate more traffic unless non-vehicular modes of transportation are used. Due to the compactness of the proposed land uses, Infill provides the best opportunity for viable public transportation or other transportation modes as compared to Trends and USA.	Medium- and low-density residential development dominates this plan; there are no concentrated areas where transit or pedestrian systems would provide viable transportation alternatives as found with the Infill scenario. Most future land use within or near the ETJ boundary is designated as medium-density residential, and, in the absence of transportation options, this density could create greater traffic demand than Trends.
<b>Water Needs</b>	Development in the City and ETJ will rely primarily on City water. A greater number of residents will receive water from the IWC and WIWC, as compared to the Infill and USA scenarios. Without line extensions to suburban areas the City will lose revenue to the independent suppliers.	Water distribution system may require upgrading to accommodate higher-density residential development in the areas. Infill illustrates the most concentrated growth of the three scenarios, and the City could potentially gain higher revenues than in Suburban Trends and USA.	Water lines in residential areas will not be extended, but lines within the USA may need to be upgraded to add capacity to manage increased demand. Development is more concentrated than Suburban Trends and less concentrated than Infill, but it is not likely that the suggested residential density within the planning area will overburden the existing water system.
<b>Wastewater Needs</b>	Development within the City and ETJ will rely on the City sewer system. Residential development outside of the City and ETJ will rely on septic systems for sewage disposal, except towards the south where development may be able to connect to the City of Troutman sewage system. The number of households on septic systems will be comparable to Infill and USA.	Existing sewer lines and pump stations might need upgrading in order to serve high-intensity mixed use and residential development. As compared to Trends, sewage treatment plants will have to handle more waste due to higher densities within the city limits and ETJ.	Medium density residential development predominates throughout the city and ETJ limits requiring the construction or upgrade of sewage pump stations and collection lines. As compared to Trends, sewage treatment plants will have to handle more waste due to higher densities within the city limits and ETJ.
<b>Emergency Service Impacts</b>	All three scenarios require the construction and operation of one additional fire station.		
<b>Consistency with Draft Goals</b>	<p>The Trends scenario:</p> <ul style="list-style-type: none"> <li>▪ Is neutral impact in regards to natural resources and community growth Plan goals; and</li> <li>▪ Would be counterproductive to meeting the community's transportation and community facility goals.</li> </ul>	<p>The Infill scenario:</p> <ul style="list-style-type: none"> <li>▪ Supports the community's natural resources, community growth and transportation goals; and</li> <li>▪ Would either support or hinder specific community facilities goals.</li> </ul>	<p>The USA scenario:</p> <ul style="list-style-type: none"> <li>▪ Would hinder achievement of the City's natural resources Plan goals; and</li> <li>▪ Would support the Plan community growth, transportation and community facility goals.</li> </ul>

## IV. Land Development Plan

### A. *Vision of the Future*

The following vision statement is based on initial input from interviews, the community workshop and Land Development Plan Task Force meetings:

#### VISION STATEMENT

Statesville enters the 21<sup>st</sup> Century as a community committed to preserving the best of its past, while leading the region in economic growth and prosperity through partnerships with residents, businesses and other service providers that enhance the educational, economic, recreational and cultural opportunities, and make Statesville community of quality.

To this end, the City will manage growth to provide residents access to green spaces, greater mobility choices for all ages, quality employment opportunities, a vibrant downtown, and a range of healthy commercial centers serving neighborhood, community and regional needs, and efficient public services and facilities

### B. *Planning Priority Needs*

Based on the public input and background analysis discussed in this report, the City's Land Development Plan should address the following:

- *Established a future land use map* that provides for a balanced mix of land uses that are compatibly integrated and fiscally sustainable.
- *Identify transportation network needs* required to serve planned growth. Resolve traffic congestion and safety problems, including needed rail crossings, without further dividing neighborhoods. This should be accomplished by planning road improvements that serve all users, including drivers, pedestrians, bicyclists and adjacent property owners.
- *Identify key community gateways and corridors*, as well as appropriate standards for streetscaping and abutting development to ensure that designated areas are community assets. As part of this process, the Plan should identify those corridors that are less significant to the community image and therefore more appropriate for less attractive heavy commercial and industrial uses.
- *Develop a framework for land use coordination* with Iredell County for the areas surrounding the community. This framework should address coordination of land use, public facilities and services and the development review process.
- *Coordinate growth decisions with the ability to provide and equitably fund* transportation, water, wastewater, public safety, fire protection and other key public facilities.

- *Identify key green corridors* and strategies to incorporate those green spaces into a city-wide parks and recreation system. This green infrastructure should be linked to all neighborhoods through safe and convenient system of trails, bikeways and sidewalks.
- *Establish planning sub-areas and identify specific planning needs for each area* - The needs of south Statesville, its downtown, its historic district and newer development areas to the north and east are distinct from those of other areas. The Plan should identify the unique needs of the City's diverse neighborhood.

## ***C. Draft Land Development Plan Goals and Policies***

### **1. Overview**

This element establishes goals and policies affecting future development within Statesville and its surrounding areas. Generally, this element addresses:

- Community Development and Growth;
- Transportation;
- Community Facilities; and
- Natural Resources.

The goals in this element are desired outcomes of the plan. The policies describe the City's responses to specific circumstances. Together, they are intended to guide public and private decisions and help achieve the City's Vision. When using this element, the reader should consider the following:

- The future land uses are not zoning designations -- they are intended to guide local decisions on zoning, subdivision and other land use matters.
- Future land uses reflect a future condition -- uses designated on the map may be appropriate in 5 to 30 years, but currently may not be appropriate due to reasons of compatibility, availability of adequate public facilities, or proximity to services.
- The Future Land Use Map is dynamic -- as justified by changing conditions in the community, the future land use map should change. While map amendments should not be made frequently, adjustments to better achieve community goals will help the community achieve its planning goals.
- The map and text of this element are to be used together -- the text and tables in this element guide interpretation of the Future Land Use Map.

### **2. Future Land Use Categories**

The following paragraphs describe each of the future land use categories in detail. One or more zoning districts establish more specific conditions for the use and development of land in each of the categories. The Plan identifies which zoning district or districts are appropriate for each land use category.

**Low Density Residential** – At a maximum density of 2 dwelling units per acre, these areas will consist primarily of detached, single family dwellings. However, where sewer facilities are adequate, units may be clustered to create a variety of housing types surrounded by common or public open space. Limited neighborhood commercial development may be created through the planned development process.

**Medium Density Residential** – At a maximum density of 6 dwellings per acre, these areas will accommodate detached single-family lots, and, where compatible, a mix of detached and attached units with integrated open spaces. Small-scale neighborhood commercial development may be authorized at the intersections of collector and arterial roads or through the planned development process.

**High Density Residential** – These areas include all housing types, provided that net densities are at least 10 dwellings per acre and gross densities are 20 dwellings per acre or less. Neighborhood retail may be allowed within a mixed-use project through the planned development process.

**Mixed Use** – These areas include single use districts, as well as mixed-use development. To encourage an integrated mix of uses, the City will need to adopt a mixed-use district that authorized a mix of uses by right. No minimum density applies in this district, but maximum gross densities shall not exceed 12 dwellings per acre per project.

**Commercial** – This designation applies to all commercial areas except the downtown and other mixed-use developments. Zoning shall be used to establish the appropriate scale and intensity of development for neighborhood community and regional commercial development areas.

**Central Business District** – This area includes Statesville’s downtown, but may be applicable to a mixed-use development area when the population is sufficient to support two centers. Zoning in this area should be flexible to encourage a mix of residential, retail and service uses to promote pedestrian activity. Public/private partnerships will be necessary to maintain strict design standards and adequate parking. Civic facilities and governmental offices should be directed to this area.

**Industrial** – These areas will permit a spectrum of wholesale, office, warehouse and production activities. Zoning shall be used to protect areas for heavy industry and to provide appropriate transitions to adjacent development.

**Recreation/Institution** – These areas include a variety of public and private recreational, educational, medical and religious facilities. While these uses will be authorized in other areas, this designation indicates areas where the uses establish a neighborhood, community or regional scale institutional center.

### 3. Goals and Policies

#### **Community Growth and Development Goals and Policies**

The Community growth and development goals and policies address future land use, growth coordination, economic development, community appearance, neighborhoods, downtown, housing and historic resources.

**Goal 1: Maintain a sustainable<sup>20</sup> mix of land uses in and around the City through effective, coordinated growth management.**

- Policy 1.1:** Use the land use categories in **Exhibit 42** for future land use planning. Each category may permit land uses and intensities from more than one zoning district. The “Uses” column lists examples and should not be considered all-inclusive. Intensities establish the maximum gross density for each residential land use category. Residential densities are expressed in dwelling units (“du’s”) per gross acre of a project, including roads and other dedications areas.
- Policy 1.2:** Use the Future Land Use Map in **Map 11** to guide land use and development decisions. The map illustrates the distribution and type of future land uses.
- Policy 1.3:** Provide sufficient land to accommodate projected residential and non-residential development in areas that have or can readily be provided with adequate services.
- Policy 1.4:** Allow residential dwelling types (e.g., duplex, multi-family, patio homes, zero lot line development) other than those specifically listed in **Exhibit 42** for each residential category through the use of planned developments or through other guidelines that may be promulgated. Applicants for such developments must demonstrate compatibility with adjacent uses.
- Policy 1.5:** Prior to amending the Future Land Use Map, make findings that the proposed amendment:
- Will be consistent with the Plan priorities;
  - Will be compatible with existing and future land uses for surrounding areas of the City;
  - Will not create a shortage of any particular type of residential or non-residential land; and
  - Will enhance the overall quality of life in the City.
- Policy 1.6:** Protect neighborhoods from encroachment of incompatible land uses by ensuring that zoning is consistent with the Future Land Use Map, by developing and implementing area plans and by enforcing compatibility standards that address noise, traffic and aesthetics.

---

<sup>20</sup> Sustainable means that the design and mix of uses support long-term environmental quality, social equity, economic prosperity, fiscal health and service efficiency.

**Exhibit 42: Future Land Use Plan Categories**

Future Land Use Category	Maximum Intensity*	Typical Uses	Current Zoning Districts
Low Density Residential	2 du/acre	Detached Single Family Residential	R-A, R-20
Medium Density Residential	6 du/acre**	Detached Single Family Residential	R-15, R-15M, R-10, R-10M
High Density Residential	20 du/acre**	Townhomes, Apartments, Manufactured Housing	R-8, R-8M, R-8MF, R-5, R-5M, R-5MF
Mixed Use	20 du/acre**	Retail, Services, Offices and Residential	O&I-1, O&I-2, B-1, CB, CBP
Commercial		Retail, Services and Offices	B-2, B-3, B-4, B-5
Central Business District	12 du/acre**	Retail, services, office and residential	CB, CBP
Industrial		Light and Heavy Industrial	LI, HI
Recreation/Institution		Primarily public or quasi-public uses, such as parks, churches, schools, and libraries that also will be allowed in other land use categories	

\* du/acre = dwelling units per gross acre of land.

\*\* density bonus as may be provided pursuant to Policies 1.8 and 3.5.

**Policy 1.7:** Allow maximum residential densities to exceed those specified in Exhibit IV-2 on an individual parcel through the use of planned development regulations that require specified community benefits (e.g., compatible infill, amenities, affordable housing, community parks, trails or open space).

*Comment: Development regulations will need to establish the conditions by which bonuses are granted and limitations on gross density increases.*

**Policy 1.8:** Permit the development of limited neighborhood service and retail uses through planned development regulations for sites that are sufficiently large to allow such uses to be integrated compatibly with proposed residential development.

**Policy 1.9:** Establish standards to ensure that non-residential development occurs at appropriate scales and locations. Standards should ensure that uses (including home occupations) within or adjacent to residential areas are compatible with adjacent residential uses.

**Policy 1.10:** Establish a mechanism that allows interpretations and minor boundary adjustments in the Future Land Use Map without requiring formal plan amendments.

**Policy 1.11:** Develop and maintain a coordinated intergovernmental planning and development review process to foster efficient City growth patterns.

**Policy 1.12:** Provide incentives for development of compatible infill projects. Infill projects may be located in any developed area of the City. Incentives should be applicable where existing development, parcel configurations, infrastructure or other constraints create economic obstacles to the development or redevelopment of land for planned uses.

**Policy 1.13:** In outlying areas that are not relatively contiguous with existing development, the City may defer approval of the development or agree to a phased development plan that is tied to provision and full funding of all public facilities. Relative contiguity, which should be defined in the City's development regulations, is not intended to preclude development of a parcel that does not directly abut existing development. The City recognizes that environmental conditions, property ownership patterns and other factors will create some situations where development is desirable, even though the property does not abut an existing development.

**Policy 1.14:** Ensure that adequate public facilities are available or funded prior to approval of new development. The implementation of this policy will be coordinated with the adoption of a Capital Improvements Program that addresses existing deficiencies and future capacity needs. (*See Transportation and Community Facilities policies for additional details.*)

**Policy 1.15:** In areas where urban facilities are inadequate to serve development that is otherwise consistent with this plan, new development should fund its proportional share of needed capacity, unless the City Council finds that the community benefits from the development justify the community subsidy of the project.<sup>21</sup>

**Goal 2: Coordinate extra-territorial development with Iredell County to facilitate long-term growth, provide equity for property owners and protect existing property owners from bearing the costs of growth.**

**Policy 2.1:** Coordinate with Iredell County to ensure that City and County decisions about the type and intensity of land uses are consistent with the Future Land Use Map.

**Policy 2.2:** Coordinate with Iredell County to ensure that residential development relying on wells and or on-site wastewater systems will be limited in designated Urban Service Areas where centralized water and wastewater systems are in place, or will be provided pursuant to a CIP, unless there are clear provisions for extension of these facilities to and through the development.

---

<sup>21</sup> Funding shall continue in accordance with existing City policy until long-term facility plans are established that facilitate the accurate determination of developer's proportional share and indicate the commitment to expand infrastructure capacity.

- Policy 2.3:** Seek common standards for public facilities and services with Iredell County to ensure that services can be provided relatively seamlessly across jurisdictional boundaries. While service standards should be the same for similar types of development, regardless of the location of development, they should differentiate the type of planned development (urban, suburban or rural).
- Policy 2.4:** Coordinate City capital improvements plans with those of the County, school districts and other service providers to more efficiently serve the community.
- Policy 2.5:** Establish and maintain an annexation program that is fiscally responsible, that serves the needs of Statesville’s existing and future residents, and that accomplishes the following:
- a. Ensure that facilities in annexation areas are designed to City standards or provisions have been made to fund upgrades to deficient facilities.
  - b. Coordinate with residents, property owners and Iredell County to equitably fund improvements required to bring potential annexation areas into compliance with City standards. While the City generally will require residents and property owners of such areas to bear primary responsibility for required upgrade costs, increased City and/or County participation may be provided for annexations required to manage and serve planned growth more effectively.
  - c. Prior to a major annexation, prepare an annexation study to evaluate the costs and benefits of the proposed annexation to the City and the property owners. The study should address land use, public improvements and other growth and development issues (direct and indirect).
  - d. Use annexation and public improvement agreements to ensure that annexation areas comply with City plans and standards.
  - e. Annex County islands upon resolution of public service and improvement issues, including emergency access, street design standards, street conditions, water system needs, wastewater system needs and drainage needs.
  - f. When an annexation is requested for a portion of contiguous land holdings, establish an agreement phasing development and annexation of the remaining contiguous holdings. When annexation occurs for strategic reasons, a portion of certain properties may be annexed.
- Policy 2.6:** **Map 12** illustrates the Urban Service Area around Statesville. The following statements shall guide development of an intergovernmental agreement that directs land use, development and utility extensions:
- a. The City’s public improvement standards will apply to new subdivisions and non-residential development.
  - b. The County shall retain final approval authority for subdivision and zoning applications subject to review by a joint City/County review committee, compliance with adopted improvement standards and consistency with the jointly adopted land use plan.

- c. Prior to approving USA Plan amendments to the City and County shall seek recommendations from a joint City/County Planning Committee.
- d. The City and County shall adopt consistent zoning standards for USA development.
- e. The City and County shall establish standards for interim development of parcels that cannot be served with adequate water and wastewater improvements through existing improvements or improvements that are identified in the City's adopted CIP.
- f. Undeveloped land in the Urban Service Area should be retained in rural uses with limitations on premature subdivision. Premature subdivisions exist where any of the following criteria apply:
  - Lack of adequate drainage;
  - Lack of adequate water supply;
  - Lack of adequate roads to serve the subdivision;
  - Lack of adequate waste disposal systems;
  - Lack of, or poor access to public facilities, such as recreational facilities, schools, fire protection and other facilities which must be provided at public expense; and
  - Inconsistency with adopted land use or capital improvement plans.

**Goal 3: Foster compatible redevelopment, revitalization and/or changes of use in designated special planning areas.**

**Policy 3.1:** Map 11 highlights special planning areas that are subject to specific policies listed under Goal 3 of this Plan.

**Policy 3.2:** The area located between Safreit Road and East Broad shall be subject to the following transitional land use policies:

- a. zoning will enable the development of low intensity, low traffic-generating office or institutional (e.g., place of worship) uses;
- b. Sites shall be designed with common/shared access from East Broad or individual driveways from Safreit Road;
- c. Shared parking areas will be encouraged, and connections between abutting parking areas may be required;
- d. Service areas shall be screened from abutting roads and residences;
- e. Conditional use permits shall be required to establish appropriate conditions for lighting, hours of operation, unified streetscaping, buffering and signage; and
- f. The City shall provide greater flexibility for coordinated development of multiple parcels and redevelopment of existing residences.

**Policy 3.3:** The residential area located west of Hwy 21 and north of I-40 shall be subject to the following transitional land use policies:

- a. zoning will enable the development of low intensity office, service and institutional uses;

- b. development of shared access and parking will be encouraged and shall be required for redevelopment of multiple parcels;
- c. parking shall be located to the rear of existing structures and shall be buffered from abutting properties that are zoned residential; and
- d. lighting sources shall be shielded from adjacent properties that are zoned residential.

**Policy 3.4:** Census Tracts 602, 603, 604 are designated as redevelopment areas for which the City will:

- a. seek to qualify targeted neighborhoods for grants and programs to assist with maintenance, redevelopment and infrastructure improvements;
- b. facilitate creation of pedestrian-oriented neighborhoods with compatible and supportive neighborhood goods and services;
- c. provide density bonuses for planned developments that encompass the lesser of an existing city block or 2 acres; and
- d. focus City resources on capital improvements and code enforcement activities that promote private investment and neighborhood stability.

**Policy 3.5:** The City will facilitate the development of airport related businesses in the area located south of Hickory Highway, provided that those uses are designed to be compatible with existing residential development in the vicinity.

**Goal 4: Increase the diversity and quality of employment opportunities within Statesville through fiscally sound economic development practices.**

**Policy 4.1:** Protect designated heavy industrial areas from encroachment by residential and inappropriate commercial development.

**Policy 4.2:** Limit retail development in planned industrial areas to uses needed to provide direct support for industrial development.

**Policy 4.3:** As major industrial development occurs, re-evaluate the supply of industrial and commercial/industrial land designated in the future land use plan to ensure that there is at least a 20-year supply of vacant land that can be readily be served by adequate public facilities.

**Policy 4.4:** Coordinate with the Statesville Chamber of Commerce, Greater Statesville Development Corporation, Iredell County and the Downtown Statesville Development Corporation to create a positive climate for both existing and new businesses by assisting in retention and expansion efforts.

**Policy 4.5:** Participate in public private partnerships for economic development initiatives through investment in infrastructure and/or other development assistance. Link economic development incentives to measurable community benefits, such as wage and job production targets.

**Goal 5: Enhance the appearance of community gateways, corridors and neighborhoods through effective partnerships between the City, State and private property owners.**

**Policy 5.1:** Coordinate with NCDOT to develop attractive community gateways along the entry corridors identified in **Map 13**. Coordination with adjacent property owners may be needed where additional right-of-way or screening is required.

**Policy 5.2:** Enhance streetscaping in conjunction with programmed capital improvements to maintain or upgrade existing streets or sidewalks.

**Policy 5.3:** Support the provision of public art in conjunction with public and private development along entry corridors and in the Downtown area.

**Policy 5.4:** Maintain appropriate landscaping, setback and design standards for development along entry corridors. Ensure that open space areas and street frontages project attractive images of the development. Smaller setback areas may be more appropriate along local streets. Greater setbacks should be provided where residences abut arterial streets.

**Policy 5.5:** Establish incentives for developments that exceed landscape and open space requirements or otherwise demonstrate exceptional design.

**Policy 5.6:** Require landscaping and screening of large parking lots, outdoor storage areas and outdoor operations areas visible from arterial roads.

**Policy 5.7:** Require the provision of attractive public spaces within major retail center development.

**Policy 5.8:** Establish context-sensitive architectural design standards for large commercial buildings throughout the city and all development within the CBD. The City should adopt measurable performance standards to promote better design and encourage creative site planning and architecture.

**Policy 5.9:** For high visibility corridors, establish administrative design standards that address building locations, building and site design, building materials and site amenities.

**Goal 6: Increase neighborhood stability through collaborative code enforcement, provision of public amenities (e.g., sidewalks, green-space, streetscaping), and effective compatibility<sup>22</sup> standards.**

**Policy 6.1:** Maintain the safety and integrity of residences through effective enforcement of zoning, building and housing codes. Remove blighting influences within

---

<sup>22</sup> Compatibility standards are intended to ensure that developments are designed to provide better transitions between land uses, without segregating residents from the services and amenities they regularly need.

neighborhoods and enhance standards and enforcement for maintenance of vacant properties to prevent blight.

**Policy 6.2:** Maintain compatible transitions between different land use and housing types through effective land use and site design regulations. This policy is intended to allow for development of a compatible mix of unit types and neighborhood scale services.

**Policy 6.3:** Protect stable single-family neighborhoods from the intrusion of incompatible residential and non-residential land uses. This policy is intended to protect neighborhoods from blighting influences; it is not intended to preclude development of different types of residences, neighborhood commercial centers or community services within neighborhoods if they can be designed and maintained in a manner that enhances neighborhood stability.

**Policy 6.4:** Target unstable or declining neighborhoods for revitalization through partnerships between the City, housing and development agencies, and private property owners.

**Policy 6.5:** Allow for development of neighborhood-scale retail and service centers that are integrated with residential neighborhoods where 2 collector or higher classification streets intersect. In addition to design compatibility, the development regulations allowing such centers should address the scale, location and parking areas of the centers. Potential locations of neighborhood centers are not all shown on the Future Land Use Map.

**Policy 6.6:** Ensure that new development and redevelopment projects within and near neighborhoods are designed to protect residents from unsafe or congested streets, noise, and other impacts that reduce neighborhood stability.

**Policy 6.7:** Encourage residential and non-residential designs that facilitate walking, bicycling, and transit use, rather than increasing reliance on automobiles.

**Policy 6.8:** Involve residents in the identification and resolution of neighborhood issues through on-going community outreach, education and code compliance initiatives.

**Goal 7: Foster a vibrant mixed-use downtown that retains the historic character of existing commercial and residential neighborhoods, while providing increased opportunities for residents who wish to live within walking distance of neighborhood amenities and work places.**

**Policy 7.1:** Encourage the development of mixed-use and residential projects within the downtown area to increase the community's housing stock and to enhance the vitality of downtown businesses.

- Policy 7.2:** Increase and maintain pedestrian, cultural and artistic amenities (e.g., streetscape, public art, public buildings, etc.) to attract residents and visitors to the downtown area.
- Policy 7.3:** Encourage the retention of ground floor space for retail, service or entertainment uses in the downtown area.
- Policy 7.4:** Increase the supply and accessibility of parking in the downtown area while retaining a continuous street wall of buildings along Water Street, West End Avenue and Center Street.
- Policy 7.5:** Retain government offices and public services frequently visited by the public (e.g., libraries, tax offices, development services, meeting spaces, etc.) in the downtown area.
- Policy 7.6:** Consider waiving, reducing or deferring connection fees for water, sewer and other facilities for redeveloped lots within Statesville's historic and downtown neighborhoods.
- Policy 7.7:** Provide enhanced pedestrian amenities and streetscape improvements, and maintain more stringent design standards for the downtown than in other commercial areas of Statesville. Enhance pedestrian connections between downtown commercial areas, Mitchell College and adjacent neighborhoods
- Policy 7.8:** Design and maintain governmental and civic facilities to serve as examples for the development community of the City's commitment to high quality development.
- Policy 7.9:** Grant greater flexibility local ordinances to facilitate efficient residential, office and commercial use of existing structures in Statesville's downtown and in historical districts, while safeguarding future residents and visitors.

**Goal 8: Maintain or enhance the existing housing stock through effective partnerships between the City, property owners and tenants.**

- Policy 8.1:** Maintain or enhance the condition of the existing housing stock.
- Policy 8.2:** Provide education for homeowners on the benefits of home maintenance and resources available to assist homeowners.
- Policy 8.3:** Provide assistance for maintenance of housing for moderate, low and very-low income households through the Housing Authority.
- Policy 8.4:** Monitor housing conditions and require repair of substandard housing. In adopting minimum housing codes, the City will retain flexibility to avoid removing fundamentally safe and habitable housing from the market. The

City recognizes that some required repairs may result in increased housing costs.

**Policy 8.5:** Support programs to improve the energy efficiency of housing to moderate energy consumption and reduce long-term energy costs for residents.

**Policy 8.6:** Assist the private sector in providing residents a choice of housing types and price ranges in neighborhoods throughout the City through incentives, zoning flexibility and ongoing efforts of the Housing Authority and other agencies.

**Policy 8.7:** Provide incentives for production of high quality affordable housing designed to be long-term assets to the City and neighborhood in which it is located. Housing affordability should not be achieved at the expense of neighborhood amenities such as parkland, sidewalks and other features that contribute to the integrity, desirability and stability of a neighborhood.

**Policy 8.8:** Encourage the development of mixed-density projects that provide the opportunity for varied housing choices in a range of housing prices. Provide incentives for developers of market rate housing to include subsidized units within the same development.

**Policy 8.9:** Ensure that adequate opportunities are provided for development of housing for seniors and other populations with special needs.

**Policy 8.10:** Assist housing agencies in the provision of affordable housing and other needed housing services. City assistance may include technical or other support for grant applications, fee subsidies, property consolidation, coordination of agency efforts, funding programs or other direct or indirect assistance.

**Policy 8.11:** Prior to sale of publicly owned properties, evaluate potential for development of affordable housing units in partnership with the private sector, the Housing Authority and/or other housing agencies.

**Policy 8.12:** Support private efforts to provide housing assistance to moderate, low and very-low income households. The City shall seek to maintain the availability of low interest loans for the maintenance of housing that is to be reserved for affordable housing. Preference shall be given based on the time commitment given to retain rents at below-market prices.

**Goal 9: Revitalize older commercial and industrial areas in ways that support surrounding residential neighborhoods, increase the fiscal return of the property to the City and mitigate existing hazards.**

- Policy 9.1:** Encourage the conversion of existing, auto-dominated strip commercial areas to compact, mixed-use places with enhanced walking connections between destinations.
- Policy 9.2:** Support and seek public and private assistance in the cleanup of brownfields in Statesville. Place the highest priority on brownfields that are in close proximity to existing residences.
- Policy 9.3:** Promote the redevelopment of industrial sites near neighborhoods to a mix of commercial and residential uses.
- Policy 9.4:** Help maintain a list of vacant commercial structures and coordinate with the property owners, the housing authority and economic development agencies to identify opportunities for reuse of the structures in support of Policy 2.4.
- Policy 9.5:** Ensure that redevelopment or expansion projects increase the compatibility of commercial and industrial developments with adjacent neighborhoods.

**Goal 10: Recognize the economic value of residential and commercial historic resources and facilitate their long-term preservation.**

- Policy 10.1:** Encourage, and where appropriate, support the preservation and enhancement of historic resources.
- Policy 10.2:** Assist in the development and maintenance of historic resource inventories.
- Policy 10.3:** Help preserve historic structures through partnerships with property owners and historic preservation agencies.
- Policy 10.4:** Coordinate property maintenance assistance with historic preservation efforts. The City should ensure that financial assistance for maintenance or redevelopment does not result in the damage to or loss of significant historic resources.
- Policy 10.5:** Provide assistance to individuals and agencies seeking state or federal funding for the preservation of significant historic resources.
- Policy 10.6:** Encourage private investment in historic commercial and residential neighborhoods through an equitable combination of public and private investment in infrastructure.
- Policy 10.7:** Support the adaptive reuse of historic structures in the community through flexible use, building code and site development standards in historic districts.
- Policy 10.8:** Encourage the preservation of mature trees and landscaping having historical or cultural significance, including trees that line corridors.

## Transportation Goals and Policies

### **Goal 11: Coordinate development and street improvements to maintain acceptable traffic flows and to minimize delays due to traffic congestion.**

**Policy 11.1:** Integrate transportation planning with land use planning to ensure that proposed transportation improvements safely and compatibly meet demands from planned development.

**Policy 11.2:** Decrease reliance on single-occupancy automobiles for all types of trips in Statesville by promoting:

- a. Ridesharing, vanpooling, telecommuting and flexible scheduling as a means of reducing demand for increased roadway and parking capacity. Provide incentives for employers who implement effective transportation demand management programs.
- b. Development designs that support future transit service.
- c. Street, trail, residential and non-residential development designs that enhance safe pedestrian and bicycle access through the City.

**Policy 11.3:** Evaluate traffic impacts of major development projects to identify improvements required to maintain safe and efficient traffic patterns. Coordinate with NCDOT to schedule improvements required to maintain acceptable levels of service throughout the City and USA.

**Policy 11.4:** Ensure that new streets provide adequate connectivity to support the efficient provision of public and emergency services and minimize average vehicle miles traveled by residents.

**Policy 11.5:** To the greatest practical extent, secure rights-of-way required to serve planned development before development occurs. Right-of-way and improvement requirements should be based on the road classifications designated in **Map 10** and State and local design standards.

**Policy 11.6:** When purchasing right-of-way, evaluate opportunities for joint public/private development and other economic opportunities to more efficiently recoup road development costs through excess right-of-way acquisition.

**Policy 11.7:** Provide a mechanism to allow increased street design flexibility where an applicant can assure that design modifications enhance neighborhood character or protect environmental features without sacrificing street safety or the ability to provide public services.

**Policy 11.8:** Encourage alternatives to private streets and cul-de-sacs that reduce neighborhood connectivity or the City's ability to provide safe and efficient public services.

- Policy 11.9:** Maintain the existing street system to ensure long term safety and convenience, while minimizing long-term maintenance costs by:
- a. Placing a high priority on maintenance expenditures that will reduce life cycle costs for streets;
  - b. Maintaining a pavement management program that minimizes long-term costs and retains safe streets and bridges;
  - c. Maximizing state and federal funding of the roadway system and transportation system enhancements;
  - d. Maintaining an up-to-date capital improvements program that is consistent with the Future Land Use Plan; and
  - e. Ensuring that roads are designed and constructed for projected traffic loads.

**Policy 11.10:** Monitor and enforce limitations of heavy vehicles on streets designed for automotive traffic.

**Goal 12: Develop a street system that safely and effectively serves all users, including drivers, pedestrians, bicyclists and adjacent property owners.**

**Policy 12.1:** Establish a continuous network of safe and convenient pedestrian ways, bicycle trails and bike lanes throughout the City.

**Policy 12.2:** Expand the trail system as an integrated part of the transportation system, connecting residential neighborhoods, commercial development, employment centers and public facilities.

**Policy 12.3:** Coordinate acquisition and improvement of the City's trail system with the development review process and adopt an equitable funding strategy.

**Policy 12.4:** To the extent feasible, separate bicycle and pedestrian traffic from automotive traffic. Where trails can safely be accommodated, use existing railroad rights-of-way, utility corridors and drainageways.

**Policy 12.5:** Enhance pedestrian circulation in the downtown area through streetscape improvements and pedestrian amenities.

**Policy 12.6:** Pursue funding for trail expansions from public (e.g., grants, enhancement funds, etc) and private (e.g., dedications, contributions, etc.) sources.

**Policy 12.7:** Coordinate street improvements with pedestrian, bicycle, rail and airport improvements, as well as public utility projects.

**Policy 12.8:** Participate in efforts to evaluate inter-city passenger rail service.

**Goal 13: Increase the capacity of the Statesville Municipal Airport to serve as an economic and transportation center through continued economic development partnerships and protection of approach zones from incompatible residential encroachment.**

- Policy 13.1:** Identify land adjacent to the airport facilities that present opportunities for expansion and complementary industrial uses
- Policy 13.2:** Coordinate with Iredell County to protect airport operations from land use encroachment that reduces the functionality and safety of long-term airport operations.
- Policy 13.3:** Develop a coordinated land use, infrastructure, financing and airport facilities plan to increase airport related economic activity.
- Policy 13.4:** Pursue Federal Aviation Administration and Department of Transportation funding to enhance airport safety and capacity.

**Community Facilities Goals and Policies**

**Goal 14: Provide for appropriate levels of services throughout the City's service area.**

- Policy 14.1:** Establish specific adequate public facility standards as part of the City's land development regulations and in conjunction with the development of a capital improvements program for affected facilities.
- Policy 14.2:** Require new development to comply with minimum levels of service standards for the water, wastewater and stormwater systems within its service area.
- Policy 14.3:** Maintain adequate police and fire protection response times for all development within the City.
- Policy 14.4:** Coordinate with school districts to phase development in a manner that enables districts to maintain their adopted levels of service.
- Policy 14.5:** Provide other services in accordance with specific standards established in this plan or other adopted documents.
- Policy 14.6:** Provide high quality, cost-effective water, wastewater and stormwater utility services throughout the City's planned service area.
- Policy 14.7:** Require mitigation of activities with the potential to decrease downstream water quality. The City should address impacts during and after the development process resulting from erosion, large parking lots and other point and non-point sources of water pollution.

**Policy 14.8:** New development shall fund its proportional share of costs for capital facilities for on- and off-site capital improvements required to serve new development. The City may fund a greater proportional share of improvements required for economic development, revitalization, affordable housing, system enhancements or other purposes benefiting the community at large.

**Policy 14.9:** Require facilities to be extended through new developments to provide for future growth. Facilities may be required to be over-sized to serve future development with provisions for reimbursement for facilities that benefit other properties. The City shall periodically review its standards for reimbursement when an applicant over-sizes facilities to serve future development to ensure that they are equitable.

**Goal 15: Develop and maintain adequate water supplies, treatment capacity and distribution capacity to efficiently meet the needs of growth within the City's service area.**

**Policy 15.1:** Secure adequate water rights and construct conveyances and treatment capacity to serve projected demands within the City and throughout its planning area.

**Policy 15.2:** Ensure that extraterritorial water sales are subservient to municipal service and tied to adopted growth management plans.

**Policy 15.3:** Ensure that water systems within the City and its planned urban service area are designed and constructed to meet normal demands and provide adequate fire flow for planned land uses.

**Policy 15.4:** Require new development to fund its proportional share of the costs of water distribution and treatment capacity.

**Goal 16: Expand wastewater service to efficiently serve long-term urban development needs within the City's planning area.**

**Policy 16.1:** **Map 12** shows the City's wastewater system and planned 20-year wastewater service area, which also is referred to as the urban service area. The City will provide for centralized water and wastewater services throughout this area to serve planned urban development. Extensions of facilities within this area will be phased in over time through the capital improvements program. Services to outlying areas may not be available during the initial years of the plan.

**Policy 16.2:** Coordinate wastewater facility improvements with land use planning by sizing improvements to meet projected demand derived from the Future Land Use Map.

**Policy 16.3:** Limit wastewater service to areas within or planned to be located within the City of Statesville, except:

- a. When extensions are necessary to remedy public health and safety problems and the extensions are funded by the development creating the need or some other external source; or
- b. When the City finds that the economic benefits of extending services justify extraterritorial service.

**Policy 16.4:** Require new development to fund its fair share of the costs of wastewater collection and treatment facilities.

**Policy 16.5:** Require connection of development within the City limits to the municipal system.

**Goal 17: Provide a superior system of parks facilities and programs that serve neighborhood and community recreational needs.**

**Policy 17.1:** Develop and periodically update a Parks and Trails Master Plan.

**Policy 17.2:** Identify the recreational needs of the City's residents through periodic surveys and assessments.

**Policy 17.3:** Require new development to contribute its proportional share toward the development of neighborhood and community park facilities.

**Policy 17.4:** Design parks and recreation facilities to meet standards established in the Parks And Trails Master Plan.

**Policy 17.5:** Ensure that neighborhood and community parks have safe linkages to surrounding neighborhoods for pedestrians and bicyclists.

**Goal 18: Maintain responsive fire protection, EMS and law enforcement services that efficiently enhance public safety.**

**Policy 18.1:** Develop and maintain short-term (5 years) and long-range (10 years) capital improvements programs that:

- a. Establishes level of service standards and maintains adequate levels of services in a cost effective manner.
- b. Identify existing service deficiencies, and include plans to resolve existing service deficiencies within 5 years of adoption of the plan and to accommodate demands from new development.
- c. Distinguish costs for resolving existing deficiencies and providing new capacity.

**Policy 18.2:** Maintain mutual aid agreements with surrounding service providers, monitor the costs and benefits of mutual aid services, and modify agreements as necessary to maintain equitable costs of services.

**Goal 19: Coordinate the development of neighborhoods, recreational facilities and transportation improvements with the development of schools to meet the needs of the City's increasing population.**

**Policy 19.1:** Coordinate with the school district to ensure that new school sites can be adequately served by existing and planned infrastructure (including, streets, sidewalks, water, wastewater, stormwater and public safety facilities and services). Explore opportunities for joint use of school sites for recreational and educational purposes.

**Policy 19.2:** Coordinate capital improvements planning, development review and growth projections with the school district to improve the efficiency of capital planning and improvements.

**Goal 20: Promote the development and dispersion of public art and increased cultural amenities to serve all residents of Statesville and the surrounding areas.**

**Policy 20.1:** Support public and private efforts to increase cultural opportunities for Statesville's residents.

**Policy 20.2:** Incorporate public art into the downtown streetscape and public buildings.

## Natural Resources

**Goal 21: Develop a system of greenways along the City's streams that serve the community's recreational and mobility goals, in addition to protecting water quality and property from degradation or damage from stormwater runoff.**

**Policy 21.1:** Incorporate green infrastructure in the City's Parks and Trails Master Plan.

**Policy 21.2:** Credit dedications of "green infrastructure" towards park dedication requirements.

**Policy 21.3:** Limit development of buildings in floodplains, wetlands and other natural and manmade hazards.

**Policy 21.4:** Coordinate with local, state and federal agencies to eliminate redundant review and permitting requirements and expedite the development review process.

**Policy 21.5:** Allow the use of transferable development rights (TDRs), conservation easements, fee simple acquisition to preserve riparian corridors protect Statesville's most significant environmental assets.

## V. Plan Implementation

This element provides for the implementation and ongoing administration of the Comprehensive Plan by:

- Describing specific implementation activities and tools to achieve the Plan's goals;
- Describing the processes for monitoring and amending the plan over time; and
- Scheduling the implementation of plan strategies.

### A. *Implementation Tools*

The Plan Implementation Program includes specific actions and implementation tools and documents to be used by Statesville to bring the policies herein to fruition. The key implementation tools for the City's Plan are described below.

#### 1. **Development Regulations**

On a day-to-day basis, the development regulations (zoning and subdivision regulations) are the most important tools for Plan implementation. The Future Land Use Plan and the growth related goals are achieved through a myriad of incremental decisions about specific development projects. Because the Plan does not carry the force of law, the City must effect Plan policies through a variety of actions, including amendments to the City subdivision and zoning regulations. Updates to the development regulations should be consistent with the Plan to ensure that incremental actions on development requests support the Plan's goals, policies and recommendations.

#### 2. **Capital Improvements Plans**

The long-range Capital Improvements Plan (CIP) is an important planning tool to ensure that the City has planned the most cost effective facilities and to determine whether the City will have the capability to fund needed public facilities. The long-range CIP should reflect the size, approximate location and estimated costs of improvements needed to serve anticipated growth for the next 15 to 20 years. This plan is not an engineering document, but should provide enough specificity to determine which costs are required to remedy existing deficiencies and which costs provide new capacity that will be demanded by new development. The long-range CIP should establish the basis for the City's development fees. The long-range CIP should be updated at least once every five (5) years or when significant changes to the base systems modify the City's long-term capital investment strategies (*e.g.*, changes in service areas, significant changes in the Future Land Use Plan, changes in service demand or delivery patterns).

The CIP should list short-term projects needed to maintain existing levels of service, with each project being assigned a budget and a time frame for completion. The CIP also should delineate the proportion of project costs that is designed to provide new capacity and the proportion that is required to fund existing deficiencies. This delineation will enable the City to quantify the capital costs associated with new development and to monitor the expenditure of development fees. The five-year CIP should be updated annually to reflect the City's budgetary decisions.

### **3. Intergovernmental Agreements**

Inter-governmental agreements (IGAs) are essentially treaties between two or more units of government for the mutual benefit of all parties. Within the context of this plan, an agreement between Statesville, Iredell County and/or rural service providers could address compatible growth and infrastructure issues within the City's Extraterritorial Jurisdiction or Urban Service Area. Such an agreement could establish each party's rights, responsibilities and recourse within a cooperative growth management process designed to implement the policies of this Plan. Items typically addressed in local government IGAs include: development review authority, annexation processes, infrastructure projects, building and related codes, public safety mutual aid agreements, impact fees and IGA administrative procedures.

### **4. Adequate Public Facilities**

An Adequate Public Facilities Ordinance (APFO) or requirement provides that public facilities and services must be available when needed to serve new development at an adopted Level of Service (LOS). APFOs can require availability and adequacy for any type of public facility (roads, water, wastewater, public safety, etc...) prior to development or make development conditional upon public facilities. If development is contingent upon meeting APFO requirements, the local jurisdiction may provide for the payment of an impact fee or other financial surety to make necessary improvements to comply with the adopted level of service. An APFO must be linked to a capital improvements program to resolve existing deficiencies and provide some capacity for new development.

### **5. Impact Fees**

Impact fees are premised on the policy that new development should bear the costs, in whole or in part, of additional public facilities and services whose demand is created by such development. Collection of impact fees reduces upward pressure on the mil levy thus protecting current property owners from costs associated with accommodating new growth. The conviction that development should be financially responsible for the costs of extending services to new development has gained widespread acceptance – their use is increasing nationwide, with more than 60% of all communities levying some type of exaction on new development to fund governmental facilities and services. Although fees and exactions on development have long been rooted in local government planning, the concept has expanded dramatically to embrace more and more types of public facilities and improvements and to include requirements not only for public improvements, but also for dedication of land for public facilities. Impact fees are most commonly used to fund street, water, sewer, police, fire protection and school facilities.

### **6. Infrastructure Policy**

The location, timing, service and financing policies play a key role to ensure that land use and infrastructure decisions are coordinated to achieve a common goal. Premature extension of utilities may encourage development before the land is "ripe" for inclusion to the City. Likewise, approval of development applications within areas that are not adequately served weakens the City's overall quality of life and may represent health and safety hazards for those without adequate facilities and services.

## ***B. Relationship to Budget***

The annual budget is one of the most potent tools for plan implementation because it sets priorities for action each year. Capital and operational funding decisions should directly reflect the goals and policies of this Plan. The Plan should serve as the basis for the staff's recommended work programs and a focus for the Commission's discussion of priorities from year to year. City staff should review the Plan goals and implementation programs and recommend appropriate strategies to achieve the Plan goals in a manner that is consistent with Plan policies.

If specific Plan recommendations are not funded, the City Commission should evaluate whether they should be omitted from the Plan. When there is a conflict between budget priorities and the goals and policies of this Plan, the Commission should consider whether those goals or policies remain valid. If they are valid, then the Commission should reevaluate budget priorities.

## ***C. Plan Maintenance***

The Land Development Plan is intended to serve as a guide for public and private development and land use decisions through the year 2020. As local and regional conditions change, changes to the policies (including maps) and strategies will be required to keep the plan current. While specific procedures for amendment should be adopted by ordinance, the following paragraphs outline the process for monitoring and amending the plan.

### **1. Plan Monitoring**

The City should conduct an annual review to determine its progress in achieving plan goals, objectives and strategies. During this review, the City should evaluate development decisions (e.g., zoning changes, subdivisions, building permits and public works projects) that have been made by the City and other jurisdictions, growth trends and the progress made in accomplishing the tasks listed in **Section D** of this Chapter. The result of the annual review may be to recommend revisions to policies, the future land use map or the implementation program.

### **2. Policy Revisions**

To ensure that the Land Development Plan remains an effective guide for decision-makers, Statesville should conduct periodic evaluations of the Plan policies and strategies. These evaluations should be conducted every three to five years, depending on the rate of change in the community, and should consider the following:

- Progress in implementing the Plan;
- Changes in community needs and other conditions that form the basis of the Plan;
- Fiscal conditions and the ability to finance public investments recommended by the Plan;
- Community support for the Plan's goals and policies; and
- Changes in State or federal laws that affect the City's tools for Plan implementation.

The major review process should encourage input from merchants, neighborhood groups, developers and other community interests through the creation of a Citizen Review Committee. Any Plan amendments that appear appropriate as a result of this review should be processed according to the adopted Plan amendment process.

### 3. Land Use Plan Amendments

The future land use map is a guide for development and land use decisions. Changing conditions (e.g., market conditions, economic development initiatives, redevelopment prospects, etc.) will result in the need to periodically amend the future land use map. While land use amendments may occur more frequently than policy changes, they should not occur more than twice per year. By limiting opportunities to amend the future land use map, the City will reduce the potential for incremental land use changes to result in unintended policy shifts.

### ***D. Plan Implementation Program***

**Exhibit 43** provides a list of tasks that should be reviewed and updated annually to reflect community accomplishments, new approaches to community issues, changing conditions, shifting priorities and new demands. This list is not intended to be exhaustive or all-inclusive -- the City, County and other public and private entities will take numerous actions throughout the life of this plan to achieve the community goals. This list is intended to identify the highest priority tasks to be pursued in the near term over the next several years. The table identifies the objectives and policies related to each task, the time frame for task completion, and the entities responsible for carrying out the tasks.

The list of implementation strategies provides the following information in each column:

- *Task* - denotes general order in which actions must be taken.
- *Action* - the specific strategy being recommended to implement the Plan.
- *Priority* - a ranking of importance based on its priority relative to other similarly-classed strategies. The ranking abbreviations are labeled in the following manner:
  - 1 = To begin within 1 year
  - 2 = To occur within two (2) years
  - 3 = To occur within five (5) years
  - 4 = To occur within ten (10) years
- *Action Tool* - the document or action necessary to carry-out the strategy.
- *Responsible Entity* - the person, department or agency that is primarily responsible for performing the strategy.

**Exhibit 43: Plan Implementation Program**

Task	Action	Priority	Action Tool	Responsible Entity	Policy References
1	Incorporate land use and infrastructure guidance provided by this Plan into Planning Board and City Council staff reports.	1	Staff Reports	City Staff	1.2, 2.3
2	Adopt a Unified Development Code that:	1	Development Code	City Staff, Planning Board, City Council	
	<ul style="list-style-type: none"> <li>Requires zoning and subdivision approvals to be consistent with the Comprehensive Plan, including Exhibit 42;</li> </ul>				1.1, 1.2, 1.5, 1.6, 1.9, 1.10, 4.1, 4.3, 4.5, 6.2, 6.3, 6.5
	<ul style="list-style-type: none"> <li>Coordinates the establishment of adequate public facility requirements with the adoption of capital improvements programs funding affected facilities;</li> </ul>				2.2, 1.13, 1.14, 1.15, 7.7, 11.3, 12.3, 14.1, 14.2, 14.5, 15.3, 15.4, 16.4, 16.5, 17.3, 19.2
	<ul style="list-style-type: none"> <li>Requires new development to fund it's proportional share of public facilities through development agreements, exactions and/or other equitable funding mechanisms;</li> </ul>				1.14, 1.15, 12.3, 14.8, 15.4, 16.4, 17.3, 19.1
	<ul style="list-style-type: none"> <li>Establishes criteria to allow minor adjustments to the Future Land Use Plan through administrative interpretation;</li> </ul>				1.9
	<ul style="list-style-type: none"> <li>Refines design and dedication requirements for sidewalks, trails, bicycle lanes and streets and ensure that standards adequately address connectivity;</li> </ul>				6.7, 11.2, 11.5, 12.1, 14.1, 17.4, 19.1
	<ul style="list-style-type: none"> <li>Requires Traffic Impact Analyses for significant development applications, establish minimum performance criteria and appropriate mitigation measures;</li> </ul>				11.2
	<ul style="list-style-type: none"> <li>Establishes street connectivity standards;</li> </ul>				7.7, 11.1, 11.4, 11.5, 12.2
	<ul style="list-style-type: none"> <li>Establishes context-sensitive street design standards, particularly located near schools, historic resources and parks;</li> </ul>				5.4, 6.5, 6.6, 7.9, 11.2, 11.7, 12.4, 12.7, 17.1, 19.1, 19.2
	<ul style="list-style-type: none"> <li>Refines streetscape improvement standards;</li> </ul>				5.2, 6.5, 6.6, 12.1, 12.2, 12.4, 12.7, 17.5, 19.1
	<ul style="list-style-type: none"> <li>Establishes minimum standards for private roads to ensure adequate design, construction and maintenance;</li> </ul>				11.8
	<ul style="list-style-type: none"> <li>Ensures that infrastructure and facilities extend to the development boundaries to facilitate future extensions;</li> </ul>				11.4, 11.5, 14.9, 16.1, 16.2
	<ul style="list-style-type: none"> <li>Incorporates appropriate standards for park</li> </ul>				17.3, 17.4, 17.5

Task	Action	Priority	Action Tool	Responsible Entity	Policy References
	design and dedication;				
	<ul style="list-style-type: none"> <li>Refines enforcement procedures and penalties</li> </ul>				6.1, 6.3, 9.5
2 cont'd	<ul style="list-style-type: none"> <li>Establish standards for public spaces within large-scale commercial development;</li> </ul>				5.7
	<ul style="list-style-type: none"> <li>Establishes performance-based compatibility standards to mitigate conflicts between residential and non-residential land uses, including, buffering, lighting and screening standards.</li> </ul>				1.6, 1.8, 1.9, 5.6, 6.2, 6.3, 6.6, 9.5
	<ul style="list-style-type: none"> <li>Creates incentives that promote:                             <ul style="list-style-type: none"> <li>Pedestrian-friendly mixed-use redevelopment of strip commercial centers;</li> <li>Redevelopment of abandoned industrial sites (brownfields) to mixed-use commercial and residential areas;</li> <li>Pedestrian-friendly design and amenities in excess of required standards;</li> <li>High-quality site and architectural design beyond minimum standards;</li> <li>Mixed-density residential development that includes below market rental dwellings;</li> <li>Inclusion of public art into dedicated public spaces;</li> </ul> </li> </ul>				1.4, 1.7, 1.12, 5.3, 5.7, 5.5, 5.7, 6.5, 6.1, 6.5, 6.7, 6.9, 8.6, 8.7, 8.8, 9.1, 11.2, 12.2, 12.3, 12.4, 12.7, 14.1, 17.5
	<ul style="list-style-type: none"> <li>Coordinates airport protection zoning with the County.</li> </ul>				13.1, 13.2
	<ul style="list-style-type: none"> <li>Establishes commercial gateway overlay zoning to enhance the appearance of key entry corridors.</li> </ul>				5.1, 5.4, 5.9
	<ul style="list-style-type: none"> <li>Ensures that downtown development standards create attractive streetscapes and encourage a sustainable mix of land uses that result in an economically vibrant downtown.</li> </ul>				5.8, 7.3, 7.7
	<ul style="list-style-type: none"> <li>Ensures that floodplain, wetlands and other environmental regulations, are consistent with State and Federal standards and that they adequately protect development from manmade and natural hazards;</li> </ul>				21.3
	<ul style="list-style-type: none"> <li>Promotes conservation subdivisions, dedications and other techniques to establish a green infrastructure system throughout the City;</li> </ul>				1.8, 21.2, 21.3, 21.5
	<ul style="list-style-type: none"> <li>Establishes flexible development standards to preserve mature trees, particularly those that line roads or are historically significant;</li> </ul>				5.4, 5.6, 10.8

Task	Action	Priority	Action Tool	Responsible Entity	Policy References
	<ul style="list-style-type: none"> <li>Establishes context-sensitive architectural and bulk standards for commercial development;</li> </ul>				1.8, 1.9, 5.8, 6.5
2	<ul style="list-style-type: none"> <li>Refines use standards to:                             <ul style="list-style-type: none"> <li>Limit retail uses in industrial districts to those that directly support industrial activities;</li> <li>Allow various types of senior housing in most residential zoning districts</li> <li>Permit a variety of compatible uses in historic neighborhoods to promote adaptive reuse projects; and</li> <li>Limit governmental administrative activities to downtown locations.</li> </ul> </li> </ul>				1.4, 1.7, 4.2, 7.1, 7.3, 7.5, 7.9, 8.6, 8.9, 10.7
	<ul style="list-style-type: none"> <li>Enhances public notification.</li> </ul>				6.8
	<ul style="list-style-type: none"> <li>Establishes transitional use standards to implement Goal 3</li> </ul>				5.1, 5.2, 5.3, 5.4, 5.5
3	Develop a long-term annexation policy and criteria to evaluate annexations, including such factors as fiscal impact, impact on long-term growth potential, and the phasing of development with the City's CIP.	1	Annexation Policy	City Staff, Planning Commission, City Council	1.2, 1.3, 2.2, 2.3, 2.5, 2.6, 14.8, 14.9, 16.3, 16.5
4	Enter into an Intergovernmental Agreement with Iredell County to establish mutually acceptable standards and procedures for development within the USA. The IGA should include the provisions of Policy 1.17.	1	IGA	City Staff, County Staff, City Council, BoCC	1.2, 2.1-2.6, 11.6, 13.2, 14.9, 15.2, 15.3, 16.1, 16.3, 18.2, 21.4
5	Coordinate Capital Improvements Programs (CIP) with Iredell County, the Iredell-Statesville School District and other service providers. Share information on planned improvements to more efficiently coordinate the timing and construction of those improvements.	2	CIP	City Staff, Planning Commission, City Council	2.1-2.16,
6	Conduct annual reviews of this Plan to coincide with the CIP and budget process.	2, ongoing	Comp. Plan	City Staff, Planning Commission, City Council	Implementation Element
7	Evaluate impact fees, facility benefit assessments and other techniques that are linked to the CIP and ensure that development provides its proportional share of street, utility, park and public safety facilities.	2	Impact Fees	City Staff, Planning Commission, City Council	1.14, 1.15, 2.5, 11.3, 12.3, 14.1, 14.8, 14.9, 15.4, 16.1, 16.4, 16.3
8	Review the building code and administrative procedures to maximize the flexibility for residential development in the Downtown. Consider streamlined procedures and fee waivers/reductions when appropriate.	2	Building Code	City Staff, City Council	1.12, 4.5, 5.8, 7.3, 7.9, 8.1, 8.4, 8.6, 8.7, 9.1, 9.3, 9.5, 10.1, 10.4, 10.7, 21.3

Task	Action	Priority	Action Tool	Responsible Entity	Policy References
9	Continue to use electric connections to ensure adequate property maintenance and evaluate the need for adoption of a housing and property management.	2	Housing Code	City Staff, City Council	6.1, 8.1, 8.4, 10.4
10	With input from citizens, inventory existing development for code violations, non-conforming situations and derelict sites and develop priorities for action.	2	Code Enforcement	City Staff	1.6, 6.1, 6.3, 6.4, 6.8, 8.4
11	Help the private sector reclaim existing industrial sites through applications for State and Federal funding to conduct environmental assessment and clean-up activities.	2, ongoing	Grant Funding	City Staff, City Council	9.2
12	Protect airport operations while promoting appropriate industrial development through creation of an Airport Environs Master Plan and coordinated land use planning with Iredell County.	3	Sub-area Plan	City Staff, Planning Commission, City Council	4.1, 4.2, 4.3, 13.1, 13.3
13	Support economic development efforts by: <ul style="list-style-type: none"> <li>• Coordinating with the Chamber of Commerce, the Industrial Development Foundation and the County</li> <li>• Planning and zoning to maintain an adequate supply of serviceable industrial and commercial development sites;</li> <li>• Targeting public improvements to redevelopment and industrial areas;</li> <li>• Evaluating development activities for their impact on public facilities and the job market;</li> <li>• Waiving or reducing utility, building and other fees for downtown reinvestment;</li> <li>• Providing performance based fiscal assistance for economic development projects; and</li> <li>• Providing assistance for funding applications to state and Federal sources.</li> </ul>	3, ongoing		City Staff, City Council	1.3, 2.1, 4.3, 4.4, 4.5, 7.1, 7.3, 7.6, 8.8, 9.2, 9.3, 9.4, 9.5, 10.6, 12.1
14	Coordinate the City and County Geographic Information System (GIS) systems to: <ul style="list-style-type: none"> <li>• Maintain a common base of development, land use and zoning that is linked to the development approval processes;</li> <li>• Aid in development and maintenance of a housing condition inventory and property maintenance database;</li> <li>• Maintain an historic resources inventory; and</li> <li>• Inventory vacant commercial structures.</li> </ul>	3	Technology Improvements	City Staff, City Council	4.3, 8.4, 9.4, 10.2

Task	Action	Priority	Action Tool	Responsible Entity	Policy References
15	<p>Establish requirements and/or incentives for the provision of pedestrian facilities, rideshare, vanpooling, telecommuting, flexible scheduling to reduce auto-dependency. Traffic demand management strategies must be incorporated into the Traffic Impact Analysis applicable to development applications. Incentives may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Providing density bonuses;</li> <li>• Reduced parking requirements; and/or</li> <li>• Reduced or waived building permit fees and/or user fees.</li> </ul>	3	Traffic Demand Management	City Council, Economic Development, Business Community	6.7, 7.7, 9.1, 11.1, 11.2, 12.1, 12.2, 12.3
16	<p>Conduct necessary demographic studies to qualify target neighborhoods for State and Federal housing and development grants that increase home ownership, improve housing conditions, redevelop blighted properties and fund needed infrastructure improvements</p>	2	Demographic study and grant applications	Housing Authority, Planning	5.1, 5.4
17	<p>Continue to monitor the effectiveness of the City's historic preservation districts and standards and adjust regulatory controls, targeted infrastructure improvements, financial incentives and public information as appropriate to capitalize on the City's historic resources. Specifically:</p> <ul style="list-style-type: none"> <li>• Consider local designation of the Mitchell College Expanded National Register District.</li> <li>• Consider local designation of the Downtown National Register District.</li> <li>• Evaluate expansion or creation of new Historic Districts for the following areas: <ol style="list-style-type: none"> <li>1. West Front Street Area</li> <li>2. Broad Street/Davie Expansion</li> <li>3. North Center Street Area</li> <li>4. Areas to the south, east and west of the existing Academy Hill and South Race Street Historic Districts.</li> </ol> </li> <li>• Explore the designation of Historic Landmarks.</li> <li>• Consider establishing conservation areas that do not possess the architectural integrity to become locally designated historic districts.</li> <li>• Compile a computer database of the city's architectural and archaeological inventories.</li> <li>• Create community awareness by: <ol style="list-style-type: none"> <li>1. Assisting in establishing neighborhood organizations.</li> <li>2. Coordinate the promotion of historic resources with neighborhood organizations.</li> <li>3. Promote and distribute materials and inventories.</li> </ol> </li> </ul>	3	Development Regulations, CIP, Fiscal Incentives, Public Outreach	City Staff, Planning Commission, City Council, Preservation Interests	6.4, 7.1, 7.3, 7.6, 8.1, 8.2, 8.4, 8.6, 8.8, 9.2, 9.5, 10.1, 10.3, 10.4, 10.5, 10.6, 10.8

Task	Action	Priority	Action Tool	Responsible Entity	Policy References
	<ul style="list-style-type: none"> <li>• Develop an active public education outreach program including government channel cable television programs, technical leaflets on preservation techniques, and a historic preservation Internet site.</li> <li>• Prepare and publicize a most-endangered list of historic properties in the city.</li> <li>• Update and promote the historic preservation resource library</li> <li>• Establish a financial package to encourage the preservation of historic resources centered around existing state and federal tax credits and other financial incentives.</li> <li>• Work with the county preservation organization to establish a revolving loan program for the purchase and adaptive reuse of historic properties.</li> <li>• Encourage the preservation of mature trees and landscaping within historic areas</li> </ul>				

***Map 1: Planning Area***

***Map 2: Topography***

***Map 3: Hydrology***

***Map 4: 1990 – 2000 Population Change by Census Tract***

***Map 5: Functional Road Classification***

***Map 6: Station 4-Minute Response Radius***

***Map 7: School Facilities***

***Map 8: Trends Growth Scenario***

***Map 9: Infill Growth Scenario***

***Map 10: USA Growth Scenario***

***Map 11: Future Land Use Plan***

***Map 12: Urban Service Area***

***Map 13: Entryway Corridors***