



ACTION | MOVING FORWARD

3

MOVING CREEDMOOR | FORWARD

This section contains the action plan for moving Creedmoor towards the city’s desired future. These actions are based on the distinguishing factors that set Creedmoor apart from its peers, and they attempt to capitalize on strengths and assets and overcome existing and future challenges to achieving positive growth. The strategic actions recommended for Creedmoor are organized within the six goal areas. These goals support the Keys to Moving Creedmoor Forward and help to fulfill the basic needs of cities described within the Hierarchy of City Needs. Actions are further categorized by priority: 1) ongoing or in progress; 2) immediate next steps (one-year time frame); 3) long term aspirations (beyond a one-year time horizon). The final plan chapter describes a selection of these actions- defined as catalytic projects- in greater detail.

GOALS

1. Infrastructure in Creedmoor is complete, up-to-date, safe, and enhances the appearance of the community.
2. Creedmoor’s downtown district is aesthetically appealing and home to a variety of amenities, businesses, and entertainment options.
3. High-quality indoor recreation facilities and diverse recreation programming are available to residents and visitors of all ages.
4. Ample options and amenities for outdoor recreation, such as athletic fields, walking trails, and parks are available to both residents and visitors.
5. Creedmoor cultivates a reputation as a business-friendly community, attracting new businesses and retaining existing ones.
6. Creedmoor enjoys mutually beneficial relationships with a variety of local, state, and federal agencies and other public and private partners, leveraging local efforts and initiatives, and driving positive change.

ACTION PHASING



ONGOING/ IN PROGRESS



**IMMEDIATE NEXT STEPS
(WITHIN 1 YEAR)**



**LONG TERM ASPIRATIONS
(LONGER THAN 1 YEAR)**

GOAL 1: INFRASTRUCTURE IN CREEDMOOR IS COMPLETE, UP-TO-DATE, SAFE AND ENHANCES THE APPEARANCE OF THE COMMUNITY

STRATEGY: IMPROVE AND MAINTAIN STREETS TO SERVE ALL USERS AND TO FUNCTION SAFELY AND EFFICIENTLY

-  Identified \$1.624 million in funding to repair/ repave streets under the Citywide Street Restoration Project
-  After initial phase of street repair, plan for another \$1 million to be allocated to street repair within the next five years
-  Complete right-of-way acquisition and other pre-construction activities for active sidewalk and trails projects
-  Complete the Chief Street Alley project
-  Install improved street lighting along NC-56 and US-15 in conjunction with sidewalks and trails projects.
-  Initiate a sidewalk gap fill project including inventory and priority list
-  Plan for, design and implement Complete Street conversions for Masonic Road, Sanderford Road, and Lyon Street between Elm Street and Main Street
-  Prepare and implement a pedestrian crosswalk improvement strategy for signalized and unsignalized Main Street intersections from Church Street to NC 56
-  Prepare and implement a pedestrian crosswalk improvement strategy for areas of the city outside of downtown
-  Construct a downtown off-street parking lot that can be expandable to a deck over time

BENEFITS



Street lighting projects complement ongoing sidewalk and trail investments, and will induce greater use of these facilities. **Winder, Georgia downtown lighting and streetscape improvements**

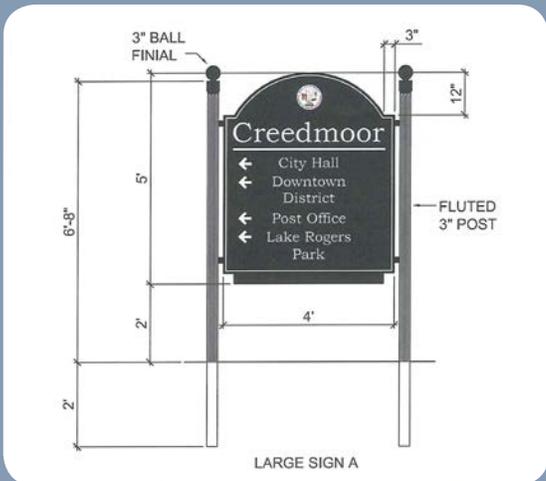


Infrastructure improvements often have sizeable co-benefits, maximizing the investments made, including improved aesthetics, reduced stormwater runoff, and enhanced safety. **Statesville downtown transformation.**

BENEFITS



Wayfinding and gateway signage contribute to the development of a sense of place, allowing Creedmoor to define and promote a desired small-town character. **Wayfinding signage in Asheboro.**



Concept for Creedmoor wayfinding signage. This signage would help visitors find points of interest and enhance the community's character.

STRATEGY: DESIGN/ INSTALL NEW WAYFINDING AND GATEWAY SIGNAGE AND LANDMARK IMPROVEMENTS THAT CAPTURE AND ENHANCE CREEDMOOR'S SMALL-TOWN CHARACTER

- ✓ Work with NCDOT in conjunction with the intersection improvements at Lake Road/US 15/NC 56 to ensure sidewalk connectivity and to identify other opportunities to integrate the project with ongoing efforts and aesthetically enhance the project
- ! Identify funding and secure approvals for enhancements to Lake Road/US 15/NC 56 intersection project
- ! Create, design for, and implement gateway feature on Lake Road at the new NC 56 intersection
- ! Install new street lighting in conjunction with planned sidewalks and trails projects
- 🕒 Identify new and or improved gateway features for Creedmoor and downtown at select locations such as NC 56 and Main Street, Main Street south, NC 15 south
- 🕒 Revisit existing wayfinding plan, negotiate with NCDOT to gain approvals for project, and install system of signs that direct visitors to key attractions, including downtown, Lake Rogers Park, the gym, and Falls Lake
- 🕒 Construct a green space and iconic landmark feature

GOAL 2: CREEDMOOR'S DOWNTOWN DISTRICT AND ADJOINING NEIGHBORHOODS ARE AESTHETICALLY APPEALING AND HOME TO A VARIETY OF PUBLIC AMENITIES, BUSINESSES, AND ENTERTAINMENT OPTIONS

STRATEGY: INCREASE THE CITY'S CAPACITY TO ATTRACT AND RETAIN BUSINESSES AND OTHER USES IN DOWNTOWN

- ⓘ Identify potential downtown development incentives
- 🕒 Develop office-oriented business incubator space in the downtown area
- ⓘ Investigate the potential for other beneficial uses in downtown that might require some public support or incubation including a cyber café, non-profit health center, arts incubator gallery, temporary senior center space, general-purpose meeting room, non-traditional housing units, non-profit incubator/office space, etc.
- 🕒 Revisit downtown urban design plan and create an up-to-date version based on recent developments
- 🕒 Design and implement a public plaza space within downtown that can host a variety of activities and uses
- ✅ Budget for and hire a part-time code enforcement officer
- ⓘ Transition to a proactive approach to code enforcement in downtown and surrounding residential neighborhoods, with a special focus on yards, building exteriors, signs, and refuse
- 🕒 Relocate Creedmoor's Community Development Office to a different space, ideally co-located with city-supported incubator space or the future community center development
- ⓘ Explore the need for a senior housing facility in the community

BENEFITS



Improved appearance and amenities in downtown will entice more people to spend time in this area, contributing to the critical mass needed to increase business presence, etc.
Downtown visitors in Barbourville, Kentucky.



A more successful farmers market will help attract area residents to Creedmoor. **Downtown Williamson, West Virginia has an urban community farm, farmers market, mobile market and farm to table restaurant.**

BENEFITS



Beneficial uses can be brought to downtown with some public support or incubation. **The Palace arts incubator and gallery in Middlesboro, Kentucky.**



Public art in downtown builds community character and draws people into the main commercial district. **Source: visitchapelhill.com**

STRATEGY: DEVELOP AND IMPLEMENT A DOWNTOWN BEAUTIFICATION INITIATIVE

- ⌚ Create a streetscape plan for Main Street from NC 56 to Church Street that addresses parking, sidewalks, lighting, utilities relocation, and signage
- ⌚ Develop strategy for and estimate cost of burial or relocation of electric and communications utilities on Main Street
- ⌚ Work with NCDOT to design and initiate sidewalk improvement project for Main Street to provide decorative sidewalks on both sides of the street and clear ADA-accessible paths and crossings
- ⌚ Document locations for tree plantings on public and private property and install trees in conjunction with a community group
- ⌚ Identify five or more locations for public art installations in the downtown area with a focus on murals and sculpture

STRATEGY: MAINTAIN POLICIES AND REGULATIONS THAT PROMOTE AND FACILITATE REVITALIZATION AND APPROPRIATE INFILL REDEVELOPMENT IN DOWNTOWN CREEDMOOR

- ⌚ Amend sign regulations to promote a more unified aesthetic
- ⌚ Allow upper story accessory residential uses by right for commercial properties on Main Street
- ⌚ Require side street vehicle access only for Main Street corner properties or properties served by alleys
- ⌚ Allow for zero lot line development
- ⌚ Allow for three to five story buildings on Main Street
- ⌚ Incentivize a mix of residential development types (owner-occupied, rental, townhome, apartment) in downtown
- ⌚ Incentivize infill development on Main Street for vacant lots or following the demolition of existing structures

- Initiate a façade grant program for existing buildings, such as a tiered reimbursement program where grant funding increases proportionally to the amount invested by the building's owner and supported by federal or state grant funding

STRATEGY: SUPPORT AND PROMOTE AN EXPANDED CREEDMOOR FARMERS MARKET, THAT TAKES FULL ADVANTAGE OF GRANVILLE COUNTY'S AGRICULTURE AND LOCAL FARMERS

- Establish a city-supported Farmers Market board and attract new vendors to the market; Purchase, relocate, and renovate historic rail depot at Seaboard Street and Elm Street to serve as a year-round, all weather Farmers Market pavilion; Consider incorporating the farmers market into the proposed community center facility

BENEFITS



Before and after of a building benefitting from a city-sponsored facade grant program. Wilmington Street, Raleigh. **Source:** www.raleighnc.gov



The historic rail depot structure could potentially be relocated and repurposed as a year-round, all weather farmers market pavilion.



The renovated Jupiter, Florida historic rail depot offers a glimpse at the possibilities for the Seaboard Station. **Source:** www.wpbmagazine.com

BENEFITS



Current community center is functionally outdated, as well as space and program limited. Additional indoor recreation space is needed as well as programming for non-seniors.



In the longer term, the community center can provide amenities to attract visitors and provide benefits to residents. **Splash park in Marysville, Washington.**



Community center site should have outdoor public space that serves passive and active uses. **Marriage proposal in Curtis Hixon Park in Tampa, Florida.**

GOAL 3. CREEDMOOR HAS HIGH-QUALITY INDOOR RECREATION FACILITIES AND DIVERSE RECREATION PROGRAMMING IS AVAILABLE TO RESIDENTS AND VISITORS OF ALL AGES

STRATEGY: DESIGN AND CONSTRUCT A MULTIUSE COMMUNITY CENTER WITH INDOOR ATHLETIC/RECREATION AMENITIES, PUBLIC MEETING/GATHERING SPACE, AND A SENIOR CENTER INCLUDING KITCHEN FACILITIES

- ⚠️ Assess the viability of the existing gym and senior center site for a new community center
- ⚠️ Conduct geotechnical work to test the areas of the site for construction
- ⚠️ Solicit for and hire a design team to assist with implementation under a general services contract
- ⚠️ Finalize building program requirements and create a concept plan for the site
- ⚠️ Complete financial plan for community center based on revised cost estimates and financing strategy
- 🕒 Contact and inventory potential tenants, service providers, and programmatic elements of the community center
- 🕒 Find temporary location for the existing senior center in a church or other existing building in Creedmoor
- 🕒 Develop diverse indoor recreation programming commensurate to the size and space available in the new community center
- 🕒 Hire necessary staff to develop and administer expanded recreation programs
- 🕒 Design and implement an outdoor public space at community center for active and passive use, including a potential splash park

GOAL 4. CREEDMOOR HAS AMPLE OPTIONS AND AMENITIES FOR OUTDOOR RECREATION SUCH AS ATHLETIC FIELDS, WALKING TRAILS, AND PARKS, AVAILABLE TO BOTH RESIDENTS AND VISITORS

STRATEGY: DEFINE AND IMPLEMENT THE NEXT PHASE OF IMPROVEMENTS AT LAKE ROGERS PARK

- ✓ Finalize decision to develop walking trails along the perimeter of Lake Rogers, to the west of Lake Rogers Park
- ✓ Remove old water works infrastructure at the site
- ! Clear and grade area above dam so that it can be used productively
- 🕒 Build a recreational water feature below the dam that serves as a “water wall”

STRATEGY: DETERMINE THE BEST USE FOR LEDGE CREEK FLATS

- ✓ Review alternatives for site, including recommendation to turn the open space back to a forested area
- 🕒 Improve the current access drive to allow for vehicle turn arounds and small parking area
- 🕒 Explore partnerships for the design and implementation of site’s chosen development alternative

STRATEGY: EVALUATE AND DESIGN GREENWAY AND HIKING TRAILS ALONG THE ROBERTSON CREEK CORRIDOR

- 🕒 Identify opportunities for trail development on protected property along the Robertson Creek riparian corridor
- 🕒 Design and implement a greenway plan for the Robertson Creek corridor
- ! Market or otherwise educate community members and area residents about the availability of Creedmoor’s trail facilities

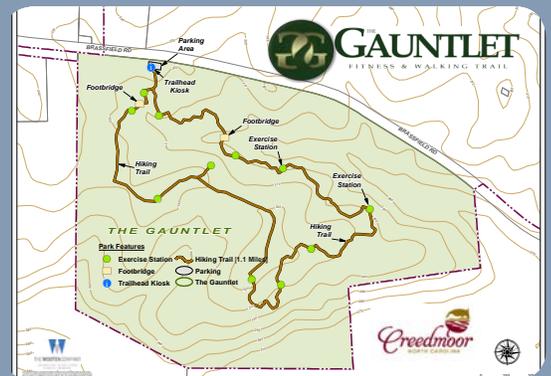
BENEFITS



Lake Rogers Park will continue to be the primary focus of outdoor recreation investment.



Ledge Creek Flats is an opportunity restore the old lagoon site to a natural area.



The Gauntlet is Creedmoor’s newest outdoor recreation offering. The site would benefit from trail connections and marketing.

BENEFITS



Designated economic and community development staff will increase the City's capacity to implement projects and grow the local economy. **Talking about downtown revitalization in Tuskegee, Alabama with city staff, federal partners, university representatives and consultants.**



New businesses locating in the City help create a "buzz," giving energy to the community. **Incubator kitchen in Youngstown, Ohio supports chef entrepreneurs, farmers, local suppliers, and community café.**

GOAL 5. CREEDMOOR MAINTAINS A REPUTATION AS A BUSINESS-FRIENDLY COMMUNITY, ATTRACTING NEW BUSINESSES, RETAINING EXISTING ONES, EXPANDING TAX BASE AND CREATING JOBS

STRATEGY: DEFINE CREEDMOOR'S IDENTITY AND DEVELOP A MARKETING STRATEGY FOR THE CITY

- ⚠️ Research the needs of visitors to Falls Lake (campers, fishers, etc.) to take advantage of market gaps and determine whether these needs can be provided by existing or new businesses located in Creedmoor
- 🕒 Conduct a "perception survey" in Creedmoor administered to ten visitors who have never been to Creedmoor, to better understand the outsider's perspective of the city
- 🕒 Based on the survey results and Creedmoor's desired community character, develop and implement a marketing campaign, highlighting the city's planning and investments, and building the city's reputation as a "must visit" destination in the Triangle

STRATEGY: BUILD NEW COMMUNITY CAPACITY FOR ECONOMIC AND COMMUNITY DEVELOPMENT WORK

- ⚠️ Create and/or designate city staff position(s) for economic development and community development
- ⚠️ Develop incentives for infill and other redevelopment projects that increase retail and office space
- ✅ Work with local business leaders to understand the needs of the community's businesses and to help ensure that supportive services and employment needs are being filled
- ⚠️ If the needs of local businesses are not being met, convene a working group or committee empowered to make recommendations on how needs can best be met

-  Support/advise a viable community business association to attract new businesses and support existing businesses
-  Form an organizing committee to seed a community non-profit or non-profit that can work on the physical, economic, and social needs of Creedmoor
-  Get professional assistance to identify best practices, case studies, and models for starting, growing, and maintaining organizations and collaborative networks of community development entities

BUILDING CAPACITY

THE WEALTHWORKS APPROACH¹

- Connect community assets to meet market demand
- Expand the definition of “capital” beyond just monetary value: Individual, intellectual, social, cultural, natural, built, political, and financial
- Construct “value chains”- a network of people, businesses, organizations, and agencies addressing a market opportunity to meet demand for specific products or services- advancing self-interest while building rooted local and regional wealth.

SMALL TOWNS, BIG IDEAS²

- Community development IS economic development
- Must be proactive and future-oriented; embrace change and assume risk
- Successful strategies are guided by a local vision
- Broadly defined assets and opportunities that leverage a community’s competitive advantage
- Innovative governance, partnerships, and organizations exist
- Identify, measure and celebrate short-term successes
- Use a comprehensive package of strategies and tools rather than a piecemeal approach

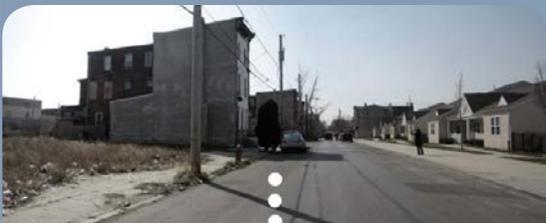
¹ www.wealthworks.org

² <http://www.schoolofgovernment.unc.edu/programs/cednc/stbi/>

BENEFITS



Partnerships with outside agencies can result in successful community projects and infrastructure investments. **Downtown Pikeville, Tennessee streetscape completed through a partnership with Tennessee DOT, the Appalachian Regional Commission and USDA Rural Development.**



Before and after following a smart growth redevelopment project in Pennsylvania. **Source: www.smartgrowthamerica.org**

GOAL 6. CREEDMOOR ENJOYS MUTUALLY BENEFICIAL RELATIONSHIPS WITH A VARIETY OF LOCAL, STATE, AND FEDERAL AGENCIES AND OTHER PUBLIC AND PRIVATE PARTNERS, LEVERAGING LOCAL EFFORTS AND INITIATIVES, AND DRIVING POSITIVE CHANGE

STRATEGY: BUILD AND DEEPEN RELATIONSHIPS WITH FEDERAL AND OTHER AGENCIES

-  Meet with USDA community and economic development and rural development representatives to identify grant and loan programs that can be used on community projects
-  Explore development model and financing options with USDA, HUD, North Carolina Housing Finance Agency (NCHFA) and housing developers for affordable senior housing
-  Research available programs, policies and funding sources with EPA relative to water quality, smart growth, and brownfields redevelopment

STRATEGY: ADDRESS REGIONAL TRANSPORTATION NEEDS

-  Work with government agencies to leverage Creedmoor's access to major employment and activity centers through improved transit and transportation infrastructure
-  Work with county and state agencies and/or local organizations to plan for and promote transit and ridesharing options
-  Create a carpool/ vanpool network of contacts
-  Provide a location to safely park vehicles overnight
-  Provide a daily park-n-ride location