TOWN OF BISCOE
BOARD OF COMMISSIONERS MEETING
Special Session

April 14, 2021

The Biscoe Town Board of Commissioner met in a special session on April 14, 2021, at 6 pm for the purpose of review the recommendation of the Biscoe Planning Board. A full Board was present.

Board Members Present:
Mayor Eddie Reynolds, Mayor Pro-tem Gene Anderson, Commissioner Kay Kinch Commissioner Dutch Anliker, Commissioner Lashaunda Ryan, and Commissioner Barry Jackson.

Members of Management Present:
Town Manager Brandon Holland, Town Clerk Laura Morton, Public Works Director Sam Stewart and Police Chief Shane Armstrong.

Other attendees included Planning Board Member Mary Anderson, and Rick Flowe with N-Focus.

Mayor Reynolds reconvened the meeting from the regular monthly meeting that was held on Monday, April 12, 2021, and turned the meeting over to Town Manager Holland.

Manager Holland said as you know the Planning Board has been over the new Future Land Use Plan and the new Zoning Ordinance. They have made a recommendation to the Board, and we will let Ric Flowe (with N-Focus) walk us through Future Land Use Plan and the things we have coming up. Holland said we are going to look at scheduling because we may need to do another workshop as well.

Mr. Flowe gave a background of what we have been working on over the past several months. He said from a historical standpoint, the Legislature enacted new enabling legislation that authorizes Towns to set standards for development or anything like that. It was referred to as the 160D (a chapter in the NC General Statutes). When it was enacted in 2019, they set a schedule for us that was intended to be January 1 of this year. The new statute says you must do two general things. They were kind of backwards the way they were wrote. It said you must have your ordinances updated by January 1, 2021, and your Comprehensive Plan enacted by July 1, 2022. This was revised in April of 2020 as part of the Coronavirus Relief Act to change the deadlines. They moved the Zoning Ordinance from January 1 until August 1. Two months later they enacted a much more sweeping version that went in and reorganized some things that were not even a year old yet. They changed the date again. They moved the deadline from August back to July of 2021. The Legislature said upon ratification of the Governor (June 19, 2020) the act will go into effect. Before that, the act was not in affect until January 1 which was the same day as your due date which was making it tough for you people writing these under the old authority. I had to site the old authority. This is not just an update to the law. They repealed the old law and replaced it with this. Any standards will all go away if you do not have your stuff in order.

Flowe said that is where the grandfather clause comes into effect. That means the next day I can do anything I want to anywhere I want to and when you adopt new rules the day after, I am grandfathered in with my "anything". Because the grandfather clause works is it is grandfathered if it met the standards at the time. The problem would be no standards in affect at the time if your old ones evaporate before you get your new ones in. That is why it is critical that we finish everything we are

doing in June. When we started this project, we thought we would have to be finished in December, but we got a little reprieve until June 30. It has to be effective July 1. That is for the ordinance.

Flowe said in that same law it says that ordinance has to be consistent with a plan or vision for the community (even though the deadline is a year away – July of 2022). The kind of back doored us into getting the plan done at the same time.

He said you created a Planning Board to get it there. We began work a year ago. I have asked as many Planning Board members to be here as possible as we present step 1 that is the draft of a Comprehensive Land Use Plan. The Plan is a general vision for the future. It is not how you zone something today. It is how you might want to it be in the horizon. Flowe, along with members of the Planning Board, said they voted unanimously at their meeting to recommend the draft of the Comprehensive Plan called Town Plan 2040 for this community.

Planning Chair Jimmy Patterson said since I have been involved in this, it has put more drive in me to help make this a better community than it already is. That is why we put our best foot forward to help you with your decision making. Thank you for appointing us to this Board.

Planning Board Member Mary Anderson said Ric Flowe has been invaluable. Flowe said I couldn't have done it without Tom Weitnauer. You will be able to have this plan that you can rely on to make decisions. At the next meeting, I will be working our way through the ordinance.

Tom Weitnauer discussed the purpose of the Land Use Plan. He presented the following approved Planning Board draft:

N·FOCUS

Local Government Services

MEMO

To: Biscoe Board of Commissioners

From: Tom Weitnauer, AICP

Date: March 2, 2021

Re: Town of Biscoe Town Plan 2040 – Comprehensive Land Use and Master Plan

N-Focus, Inc., is excited to provide you with the attached Town of Biscoe Town Plan 2040. We request your review of this important document prior to our presentation to you during an upcoming Town Board

of Commissioners' meeting to be scheduled. This Town Plan was approved by the Planning Board on February 25, 2021 and was recommended to the Board of Commissioners for consideration of adoption. The purpose of providing this document in advance of the Board of Commissioners' meeting is to allow you sufficient review time.

As this document is voluminous, we suggest you initially skip the first few background chapters while proceeding to the more substantive chapters 5-9 where you will find tremendously insightful guidancefor leadership in moving the Biscoe forward.

After you review chapters 5-9, you may want to then review chapters 1-4. These background chapters on the community profile, demographics, and the Town's resources provided the foundation for goals and action steps in later chapters. These early chapters also serve as critical documentation the Town will reference for bonus points when applying for competitive grants from federal, state, and regional sources, to garner bonus points for financial assistance to fund projects such as public parks.

Hot links throughout this digital PDF copy, denoted by underlined blue text, will take you to supporting and relevant documents cited in the Plan.

TOWN OF BISCOE
Town Plan 2040
Comprehensive Land Use and Master Plan

March 3, 2021 DRAFT

Adopted: _____
Recommended by the Biscoe Planning Board: February 25, 2021

Planning Board Approved

Town of Biscoe
Town Plan 2040
Comprehensive Land Use and Master Plan

TOWN OF BISCOE

Biscoe Town
Hall
110 West Main
St.Biscoe, NC
27209

Adopted by the Board of Commissioners:

—

Governing Board
W. Eddie Reynolds, Mayor
Gene Anderson, Mayor Pro-

Planning Board
Jimmy Patterson,
ChairmanMary Anderson
Elsa De Los
AngelesJohnie
Harris Kellee
Johnson Ryan
Leach Sabrena
C. Moore

Code Enforcement, Planning & Zoning Department
Brandon Holland, ICMA-CM Town Manager
Laura A. Jordan, NCCMC, Deputy Clerk/Planning Board Secretary

Administration
Brandon Holland, ICMA-CM, Town
ManagerLaura B. Morton, Town Clerk,
CMC, NCCMC

Tom Weitnauer, AICP, Town Planner – Lead Author
F. Richard "Rick" Flowe, AICP, Principal Planner – Coauthor

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TABLE OF CONTENTS

1. WHY PLAN OUR TOWN? 1
1.1 About Town Planning 1
1.2 Official State Policy 1
1.3 Statutory Reference 2
2. ABOUT BISCOE 3
2.1 Town of Biscoe's Vision Statement 3
2.2 Town of Biscoe Background 3
2.2.1 Location 3
2.2.2 History 3
3. COMMUNITY PROFILE 5
3.1 Population 5
3.1.1 Population Growth 5
3.1.2 Population Projections 8
3.1.3 Diversity 9
3.1.4 Population by Age and Sex 9
3.2 Housing 10
3.2.1 Occupied Housing Characteristics 10
3.3 Economy 12
3.3.1 Household Income 12
3.3.2 Median Household Income 12
3.3.3 Poverty Rates 13
3.4 Education 13
3.4.1 Educational Attainment 13
3.4.2 Public Schools 14
3.4.3 Colleges and Universities 14
3.5 Workforce 15
3.5.1 Employment 15
3.5.2 Unemployment 16
3.5.3 Commuting Patterns 16
3.6 Future Trends Projection - How does Biscoe prepare? 16
4. NATURAL, CULTURAL AND HISTORIC RESOURCES 18
4.1 Natural Resources 18
4.1.1 Water Resources 18

Planning Board Approved

4.1.2 Land Resources and Geography 20
4.1.2.1 Agricultural 20
4.1.2.2 Recreation 20
4.1.2.3 Transportation Facilities 20
4.1.2.4 Growth 22
4.2 Cultural Resources 24
4.2.1 Parks and Recreation, Outdoor Adventure and Community Outreach 24
4.3 Historic Resources 25
4.3.1 Heritage Preservation and Tourism 25
5. VOICE OF THE COMMUNITY 31
5.1 Community Participation – What does our community want? 31
5.1.1 Summary Results of Survey – What our community said! 32
5.1.2 Social Media Platform 39
5.2 Goals-Objectives-Strategies 39
5.2.1 Goal 1: PLAN FOR GROWTH! 40
5.2.2 Goal 2: CLEAN UP THE NEIGHBORHOODS! 40
5.2.3 Goal 3: FOSTER A CLOSE KNIT COMMUNITY! 41
5.2.4 Goal 4: BUILD RELATIONS INSIDE & OUTSIDE OF TOWN LIMITS! 42
5.2.5 Goal 5: ENCOURAGE A VARIETY OF HOUSING CHOICES! 42
5.2.6 Goal 6: KEEP THE TOWN SMALL! 43
5.2.7 Goal 7: CONTINUE TO ENHANCE TOWN LEADERSHIP! 44
5.2.8 Goal 8: SUPPORT LOCAL BUSINESSES & INDUSTRIES! 44
6. ECONOMIC DEVELOPMENT 46
6.1 Why Focus on Economic Development 46
6.1.1 Utility Rates 46
6.1.2 Property Tax Strategy and Other Taxes Collected 46
6.1.3 Jobs and Economic Base 47
6.2 Current Economic Profile - Conventional Sectors 48
6.2.1 Production, Transportation, and Material Moving 48
6.2.2 Manufacturing 48
6.3 Importance of the Infrastructure Networks 48
6.4 Existing Business Retention and Expansion 49
6.5 Tourism, Travel and Hospitality 49
6.5.1 Heritage Tourism 49
6.5.2 Recreation and Parks/Eco-Tourism 50

Planning Board Approved

6.6 Manufacturing 57
6.6.1 Economic Transformation 58
6.7 Economic Development Opportunities 59
6.7.1 Innovation Districts 59
6.7.2 Home-based Businesses 60
6.7.3 Small Business Incubator 60
6.7.4 Collaboration and Regional Partners 60
6.8 Economic Development ACTION ITEMS! 60
6.8.1 Immediate Action Items 60
6.8.2 Programmable Action items 61
6.8.3 Opportunity Based Action items 61
7. INFRASTRUCTURE 63
7.1 Water and Sewer Utility Systems 63
7.1.1 Water Supply 63
7.1.2 Sewer Service 63
7.2.1 Roads and Highways 64
7.2.2 Railways 66
7.2.3 Aviation 66
7.2.4 Bicycle and Pedestrian 66
7.2.5 Transit Service 67
8. PLANNING AND DEVELOPMENT 68
8.1 Analysis of Existing Land Use and Development Patterns – Where to Begin! 68
8.2 The Plan - What do we want our community to be? How do we get there? 68
8.2.1 Housing Growth 68
8.2.2 Commercial/Non-Residential Growth 68
8.3 Existing Land Use Issues – Recognizing the Problems of our Past 69
8.3.1 Utility Policies at the Time of Plan Adoption 70
8.3.2 Land Development and Construction Ordinances at the Time of Plan Adoption 70
8.4 Future Land Use – Where We're Going Next! 72
8.4.1 Step 1: Refresh Biscoe by Developing Underutilized Areas "Close-in" First 73
8.4.2 Step 2: Catalyst Areas 76
8.4.3 Preservation and Conservation Areas 77
8.4.4 Future Growth beyond the Town Limits 77
8.5 Re-thinking Biscoe's Zoning - A Common Sense Approach! 78
8.5.1 Planning, Zoning and Development – The Town 'Plans and Specs' 78

Planning Board Approved

8.5.3 Ordinance Administration 85
8.5.4 Water and Sewer Utility Extension and Service Policy 86
8.5.5 Stormwater Utility – An Innovative Alternative to Reduce Development Costs 86
9. BLUEPRINT FOR BISCOE – SUMMARY AND PLAN IMPLEMENTATION 89
9.1 Summary 89
9.2 Actions to Implement Town Plan 2040 89

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1. WHY PLAN OUR TOWN?

The purpose of the ***Town of Biscoe Town Plan 2040 - Comprehensive Land Use and Master Plan*** *(*"Town Plan") is to provide information and perspective used to pinpoint and prioritize actions to support a resilient, self-sustaining community. The Town Plan must encourage economic opportunities, while at the same time maintaining the character and resources essential to Biscoe place in a vibrant, growing urban region. An up-to-date plan balancing the changing trends, environmental mandates, and the Town's vision is essential to the success of Biscoe and its inhabitants. Information contained in the Town Plan should serve as the basis for both investment and future development decisions.

Biscoe Town Plan has been designed for regular use by citizens, businesses, investors, leadership, and agencies in making decisions affecting the future of Biscoe. This Town Plan is vital to making informed decisions that will both account for current conditions while maintaining perspective about the future when doing so. A Town Plan is the foundation of almost all capital improvement and growth decisions. ***Adoption of Town Plan 2040 is not the end; it is a consensus on where to begin!***

1.1 About Town Planning

Long-term planning for the future of a community is vitally important. One tool to guide the future of a community is the planning process and adoption of a comprehensive land use plan. Part of a comprehensive land use plan is designed to provide an overview of a community's existing conditions and physical development. The main function of the plan is to serve as a guideto a community's future development policy. The goals of a comprehensive land use plan aim to:

- involve the community in developing a long-term vision,
- address what should be maintained or changed in the future in order to achieve thatvision,
- identify future land uses in an overall community-wide context,
- identify and prioritize needed future infrastructure improvement aimed at supporting thevision, and
- provide implementation guidance as to the private and public investment strategies torealize the vision.

Part of the on-going planning process is monitoring the plan's progress as a fluid document that should be bi-annually (every other year) refined and updated to reflect progress achieved and changing conditions. ***Planning is an ongoing process!***

1.2 Official State Policy

The State of North Carolina requires local governments in NC General Statute 160D to adopt a plan to be eligible for certain funding, powers and authority by July 1, 2022. The plan is to be used as an assurance to the public that local decisions are made with a perspective on the future implications of pending decisions, and to affirm that public accountability and fiscal responsibility are considered as part of the decision-making process.

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Decisions made about public spending and growth can often appear centered around individuals involved and how they may benefit. When governing board decisions adhere to an adopted plan, those individual interests are balanced with others affected by the outcome of decisions, which include citizens, property owners, and businesses.

1.3 Statutory Reference

Town of Biscoe Town Plan 2040 - Comprehensive Land Use and Master Plan shall serve as the adopted plan pursuant to §N.C.G.S. 160D in the planning and regulation of

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2. ABOUT BISCOE

2.1 Town of Biscoe's Vision Statement

Biscoe's vision is to provide efficient and effective local government services to the citizens of the Town of Biscoe and Montgomery County.

2.2 Town of Biscoe Background

2.2.1 Location

The Town of Biscoe, North Carolina is centrally located in Montgomery County, three miles south of the geographic center of North Carolina. Montgomery County is in the south-central part of North Carolina amid the Uwharrie mountain range where the Uwharrie National Forest encompasses much of the 491 square miles of land.

Biscoe is located approximately 70 miles east of Charlotte, 80 miles southwest of Raleigh, and 65 miles northwest of Fayetteville. The nearest sizable municipalities are Albemarle which is about 30 miles to the west and Asheboro approximately 30 miles south. The town is located on the eastern edge of the Uwharrie National Forest and is accessible byNC Highway 24 running east and west Interstate I-73 running north and south.

Recreational bodies of water including Badin Lake, Falls Reservoir and the Yadkin-Pee Dee Rivers are located approximately 20 miles northwest and west of Biscoe as is Morrow Mountain State Park. The Old North State Club, a country club and golf course, is about 31 miles northwest and the world-class golf courses of Pinehurst and Southern Pines are just 24 miles to the southeast.

The entrance of the Montgomery County Airport is less than a mile from Biscoe in nearby Star's Extraterritorial (ETJ) Boundary while the south end of the airport runway property enters the Town of Biscoe's northern ETJ. Regional, national and international flights available are also available at airports in Charlotte (84 miles), Raleigh (82 miles) and Fayetteville (72 miles).

2.2.2 History

Established during the late 1800s as a crossroads community called Filo, in 1895 the name of the town was changed to Biscoe to honor Major Henry Biscoe who was an important customer of the locally important Page family lumber business. Biscoe was incorporated in 1901.

Railroads were important to the development of Biscoe. It was once a major repair station for rail traffic westbound out of Raleigh, employing more than 100 people with four passenger and six freight trains passing through its station each day. The Aberdeen and West End Railroad (owned by the Page family of Aberdeen, North Carolina), completed a branch to Star, North Carolina from Filo, NC (current Biscoe) in 1895. The A& W.E. R.R. was merged into the Aberdeen and Asheboro Railroad in 1897. Biscoe is thought to be the first town in North Carolina to officially charter a public high school in 1906 with construction beginning in 1908.

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From the 50s to the 70s, textiles and furniture manufacturing were the prominent industries in and around Biscoe with many mills and plants in the area. These industries went into decline in the 80s with most plants now closed.

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3. COMMUNITY PROFILE

The development of a Town Plan first requires that identification and analysis of certain key growth factors be performed. The intent of the analysis is to ensure that policies contained in the Town Plan address current problems, trends, and issues facing the community, including the immediate area. The key growth factors included for analysis are discussed in several subject areas within the Town Plan. Collectively, these key growth factors summarize past and present conditions, while providing the essential yardsticks for estimating future conditions.

The U.S. Census Bureau prepares a detailed statistical portrait for local governments, counties and states of their respective social, economic, housing, and demographic characteristics through the 5-year American Community Survey (ACS) products. The ACS 5-year estimates are constructed as period estimates and reflect the average characteristics over the five year period. In general, unless a user knows how the estimate for each characteristic is trending over time, it is not accurate to consider the 5-year estimate as an estimate at any given point within the 5 year period. However, under certain conditions, the ACS estimates can serve as a proxy. Figures from the U.S. Census Bureau *2014-2018 American Community Survey*, released on January 30, 2020, were used in several instances in developing the Community Profile for the Town of Biscoe, as detailed in this section. Rather than refer to the 5 year period (2014-2018) throughout the narrative in this section, the last year of 2018,will be used for brevity, but the full five year period will be noted as the source for tables and charts.

In their methodology of defining what is a current residence in the American Community Survey, the U.S. Census Bureau considers everyone who is currently living or staying at an address for more than two months is considered a current resident of that address. This means that their expected length of stay is more than two months, not that they have been staying in the housing unit for more than two months at the time when the survey is conducted. Persons away from their residence for two months or less, whether in the United States or overseas, on a vacation or on a business trip, are considered to still be a resident at the address, and the unit is classified as occupied and eligible for inclusion in the survey. Persons away from their residence for more than two months are consideredrnot to be a resident. For the ACS, if no one is determined to be a current resident in the sampled housing unit, it is classified as vacant.

3.1 Population

3.1.1 Population Growth

U.S. Census Bureau *American Community Survey 2014-2018,* estimated there were 710 households in the Town of Biscoe in 2018 with an average household size of 3.37 people. The U.S. Census Bureau's American FactFinder (AFF) estimated the population in 2018 was 1,728 persons. Another of the U.S. Census Bureau's products, the 2014-2018 American Community Survey, 5-Year Narrative Profile listed a significantly higher 2018 estimate of 2,490 persons. The North Carolina Office of State Budget and Management (OSBM) State Demographer estimated a lower population than both of U.S. Census Bureau products' estimates. The OSBM estimated the 2018 population of 1,656 persons in 2018. Section 3.1 provides figures within the Town of Biscoe town limits using U.S. Census Bureau's AFF base 2018 population estimate of 1,728 persons.

The population of the Town of Biscoe grew between 1990 to 2000, but then stalled in population growth from 2000 to 2010 as illustrated in Table 3.1.1A and Figure 3.1.1.A.

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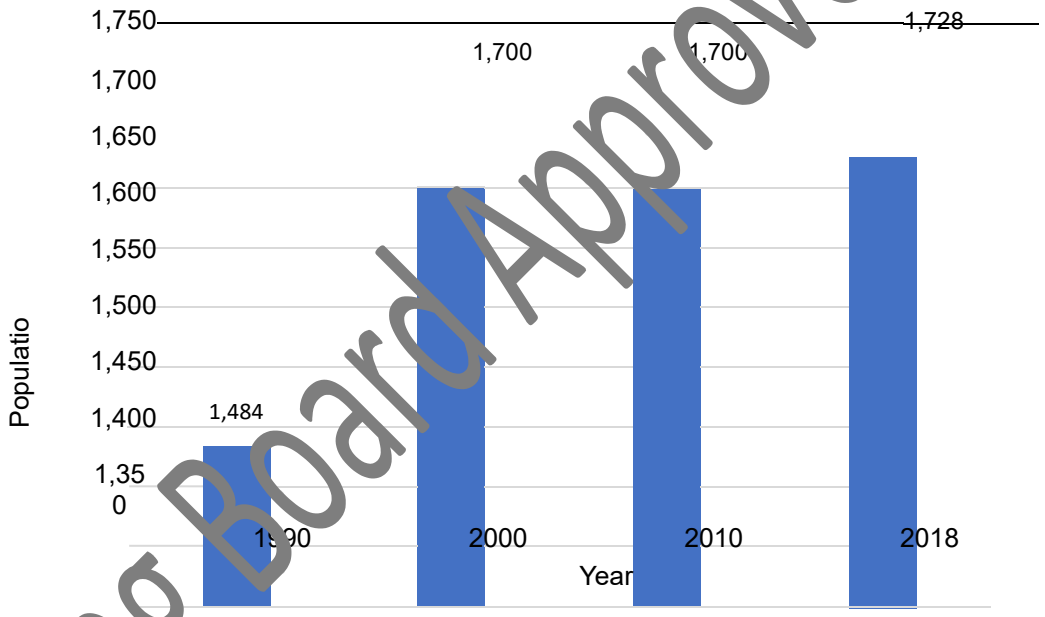
Between 2010 to present, the population has experienced increases and decreased as shown in Table 3.1.1.C and Figure 3.1.1.B.

Table 3.1.1.A: Town of Biscoe Population Estimates and Growth Rates

Year	Town of Biscoe Population	Biscoe Population Annual Increases/(Decreases)	Between Years
1990	1,484		
2000	1,700	1.5%	1990-2000
2010	1,700	0.0%	2000-2010
2018	1,728	0.2%	2010-2018

Source: U.S. Census Bureau

Figure 3.1.1.A: Town of Biscoe Population (1990-2018)



Source: U.S. Census Bureau

Table 3.1.1.B illustrates the percentage of Biscoe population to the total population ofMontgomery County has remained stable at around 6%.

Table 3.1.1.B: Town of Biscoe to Montgomery County Population Comparison

Year	Biscoe	Montgomery County	Biscoe's Population to Montgomery County's Population
1990	1,484	23,346	6.4%
2000	1,700	28,822	5.9%
2010	1,700	27,798	6.1%

Source: U.S. Census Bureau

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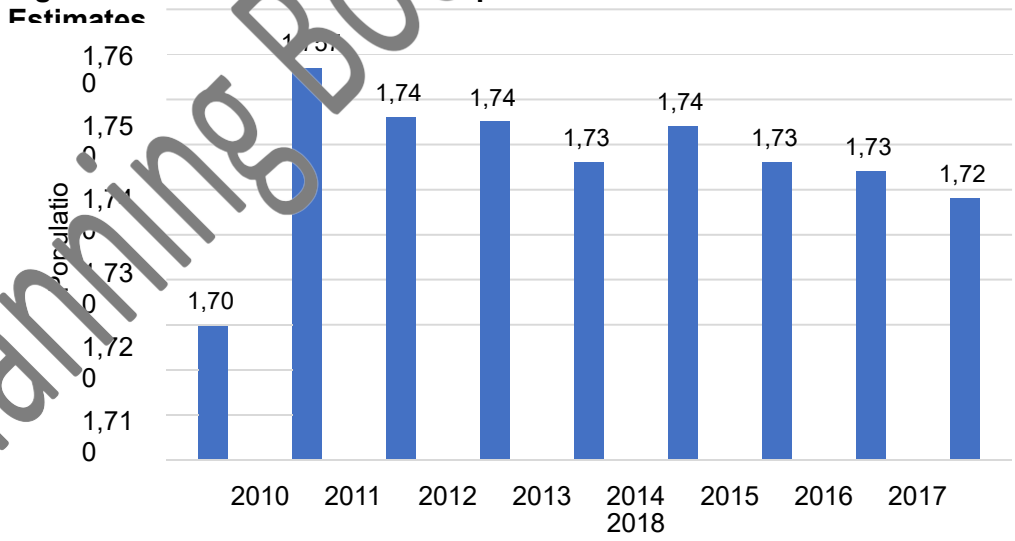
The population estimates for each year between 2010 to 2018 have been estimated annually by the U.S. Census Bureau. As illustrated in Table 3.1.1.C and Figure 3.1.1.B, the overall trend indicates a steady decline in Biscoe's population between 2010 through 2018 of an average of negative (-0.24%). Montgomery County, as a whole, has also experienced decreases between 2010 through 2018 of (-1.8%).

Table 3.1.1.C: Town of Biscoe Population - Annual U.S. Census Bureau

Year	Population	Growth/(Reduction) Rate
2010	1,700	
2011	1,757	3.35%
2012	1,746	(-0.63%)
2013	1,745	(-0.06%)
2014	1,736	(-0.52%)
2015	1,744	0.46%
2016	1,736	(-0.46%)
2017	1,734	(-0.12%)
2018	1,728	(-0.35%)
	Average Growth Rate	(-0.24%)

Note: Annual estimates illustrated in this table were based on the date of July 1 for each year.
Source: U.S. Census Bureau, American FactFinder

Figure 3.1.1.B: Town of Biscoe Population - Annual U.S. Census Bureau Estimates



Note: Annual estimates illustrated in this figure were based on the date of July 1 for each year, except 2010 which used the actual 2010 Census from January 2010.
Source: U.S. Census Bureau, Annual Estimates

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3.1.2 Population Projections

Rather than apply an average 2010 through 2018 reduction rate of -0.24% to the 2018 U.S. Census Bureau's estimate of 1,728 and subsequent years, which will lead to an unrealistic projection, another method was used. The North Carolina Office of State Budget and Management (OSBM) State Demographer annually publishes population projections for each county using complex methodology tailored to each county's birth, death, and migration rates. Since the Town of Biscoe's population has remained approximately 6% of Montgomery County's total population for over a decade, 6% was applied to the State Demographer population projections for 2030 and 2039 to arrive at initial projections. This would result in a population projection in 2040 that only regains population losses back to 2013 with only an additional 51 residents to a projection of approximately 1,796 residents.

Where the Montgomery County and Biscoe vary in their current demographic profile will allow Biscoe to achieve a higher growth rate in future years than the overall County population projection by the State Demographer. The largest segment of Biscoe's current population is in the under 5 years to 24 year age bracket while Montgomery County's largest segment of their current population is in the 40 through 74 year age bracket so Biscoe will have a lower mortality rate to its total population over the next twenty years than that of the County. In 2018, the U.S. Census estimated the median age for Montgomery County was 43.3 years while the median age for Biscoe was estimated nearly 20 years younger at 24.8 years.

Since an existing younger population in Biscoe than Montgomery County will result in a lower future mortality rate in Biscoe than the County, a conservative growth rate was added to the State Demographer's county-wide projections for Biscoe to adjust the Town's initial projection of approximately 1,728 residents by adding an adjusted increases of Biscoe's population of .0%. This results in a population projection for the Town of Biscoe for 2030 of 1,788 residents and a projection for 2040 of 1,796 residents as illustrated in Table 3.1.2 and Figure 3.1.2.

Table 3.1.2: Town of Biscoe 2020 Population with 2030 and 2040 Projections

Year	Population Estimates & Projections
2020	1,728
2030	1,788
2040	1,796

Sources: The year 2018 estimate of 1,728 by the U.S. Census Bureau was used for Year 2020 since the growth rate has been declining.
For years 2030 and 2040, the average population percentage of Biscoe to Montgomery County's population (6.3%) was calculated using the NC OSBM population projections of Montgomery County plus a 1% growth rate for years 2030 and 2040.

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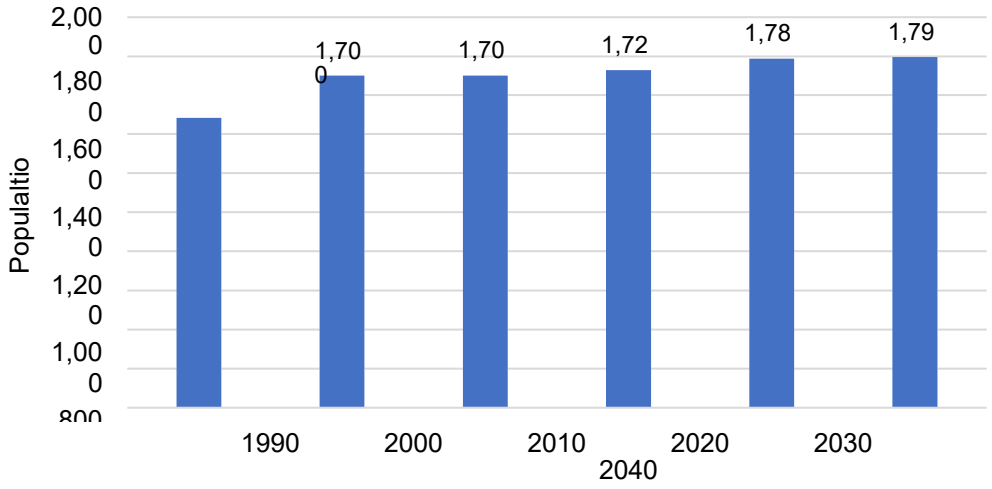
Figure 3.1.2: Town of Biscoe Population Estimates (1990-2010) and Projections (2020-2040)



Sources: The year 2018 estimate of 1,728 by the U.S. Census Bureau was used for Year 2020.

For years 2030 and 2040, the average population percentage of Biscoe to Montgomery County's population (6.3%) was calculated using the NCOSBM population projections of Montgomery County plus a 1% growth rate for years 2030 and 2039.

3.1.3 Diversity

Within the Town of Biscoe, for residents reporting one race alone, the U.S. Census Bureau's *2014-2018 American Community Survey* estimates 77.2% were White; 16.1% were Black or African American; 0% were American Indian and Alaska Native; 0.2% were Asian; 0% were Native Hawaiian and Other Pacific Islander, and 5.1% were some other race.

Race or Ethnicity	Percent Total Population
White	77.2%
African American	16.1%
American Indian and Alaska Native	0%
Asian	0.2%
Native Hawaiian and Other Pacific Islander	0%
Some Other Race	5.1%

Source: U.S. Census Bureau, 2014-2018 American Community Survey, Margin of error does not

Figures from the *American Community Survey* estimated 21.0% of people in Biscoe were White non-Hispanic. People of Hispanic origin may be of any race. An estimated 1.3% of residents reported two or more races.

3.1.4 Population by Age and Sex

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The *2014-2018 American Community Survey* estimated genders in Biscoe 2018 were 54.1% female and 45.9% male. Median age is defined by the U.S. Census Bureau as the

measure that divides the age distribution into two equal parts: one-half of the cases falling below the median value and one-half of the cases falling above the median value.The median age was 24.8 years. An estimated 36.8% of the population was under 18 years, 34.1% was 18 to 44 years, 20.0% was 45 to 64 years, and 9.1% was 65 years and older.

Table 3.1.4: Town of Biscoe Population by Age and Sex

Age	Percent Male	Percent Female
Under 5	5.1	15.2
5 to 9	5.4	16.4
10 to 14	17.0	7.4
15 to 19	12.7	1.4
20 to 24	8.4	12.0
25 to 29	2.7	2.2
30 to 34	5.8	4.8
35 to 39	3.5	3.8
40 to 44	8.0	9.7
45 to 49	10.6	5.1
50 to 54	5.6	2.7
55 to 59	2.2	4.6
60 to 64	7.1	3.0
65 to 69	2.8	4.0
70 to 74	1.0	1.0
75 to 79	1.1	2.2
80 to 84	0.3	2.2
85 and over	0.9	2.3

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.2 Housing

3.2.1 Occupied Housing Characteristics

In 2018, Biscoe had 821 housing units of which 710 housing units were occupied or had people living in them, while the remaining 111 were vacant. Of the occupied housing units, the percentage of these houses occupied by owners (also known as the homeownership rate) was 67.9 percent while renters occupied 32.1 percent. The average household size of owner-occupied houses was 2.20 and in renter-occupied houses it was2.06.

Table 3.2.1.A: Homeownership Rates

Jurisdiction	% of Owner Occupied Units	% of Renter Occupied Units
Town of Biscoe	67.9%	32.1%
Montgomery County	72.7%	27.3%
State of North Carolina	65.0%	35.0%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

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In 2018, the median property value for owner-occupied houses in Biscoe was $95,900. Of the owner-occupied households, 54.8 percent had a mortgage and 45.2 percent owned their houses free and clear. The median monthly housing costs for owners with a mortgage was $894 and for owners without a mortgage it was $306. For renter-occupied houses, the median gross rent for Biscoe was $571. Gross rent includes the monthly contract rent and any monthly payments made for electricity, gas, water and sewer, and any other fuels to heat the house.

Households that pay thirty percent or more of their income on housing costs are
considered cost-burdened. As illustrated in Table 3.2.1.B, in 2018, cost-burdened households in Biscoe accounted for 21.2% of owners with a mortgage, 3.7% of owners without a mortgage, and 33.8% of renters.

House Value	Percent
Owners with mortgage	21.2%
Owners without mortgage	3.7%
Renters	33.8%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.2.2 Housing Stock

In 2018, the U.S. Census estimated 171 (20.9%) occupied residential structures in the Town of Biscoe have been built since 2000. These figures to not account for houses builtsince 2018.

Table 3.2.2: Town of Biscoe Occupied Housing Units by Age in 2018

Year Built	Number Structures	Percent Structures
Built 2014 or later	3	0.4%
Built 2010 to 2013	0	0.0%
Built 2000 to 2009	168	20.5%
Built 1990 to 1999	129	15.7%
Built 1980 to 1989	94	11.4%
Built 1970 to 1979	144	17.5%
Built 1960 to 1969	113	13.8%
Built 1950 to 1959	35	4.3%
Built 1940 to 1949	18	2.2%
Built 1939 or earlier	117	14.3%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

As of 2018, the U.S. Census Bureau reported Biscoe had a total of 821 housing units. Of these housing units, 64.9% were single-family houses; 8.1% were multi-family structures (buildings that contained two or more units); and 27.0% were mobile homes.

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Table 3.2.2: Town of Biscoe Housing Types

Housing Types	%
Single Family (Site Built)	64.9%
Mobile Homes	27.0%
Multi-family	8.1%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.3 Economy

3.3.1 Household Income

Household income calculations consist of the income of all individuals aged 16 years and older in the household. When analyzing the distribution of household income in the Town of Biscoe, most households fall into the $35,000-$49,999 income range (21.0%), followed by the $75,000-$94,999 (19.0%) and $50,000 -$74,999 (16.9%) range. Refer to Table 3.3.1.

Table 3.3.1: Town of Biscoe Household Income by Range

Income Range	% of Total Population
Less than $10,000	2.3
$10,000 to $14,999	6.2
$15,000 to $24,999	13.1
$25,000 to $34,999	16.5
$35,000 to $49,999	21.0
$50,000 to $74,999	16.9
$75,000 to $99,999	19.0
$100,000 to $149,999	4.5
$150,000 to $199,999	0.0
$200,000 or more	0.6

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.3.2 Median Household Income

Median income is defined by the U.S. Census Bureau as the amount obtained by dividing the total income of a particular statistical universe by the number of units in that universe. The median income is the amount that divides the income distribution into two equal groups, half having income above that amount, and half having income below that amount. Mean income is the amount obtained by dividing the total aggregate income of a group by the number of units in that group. The mean or average income is higher than median income. The median household income in the Town of Biscoe in 2018 was $43,214 per year. As compared to Montgomery County as well as to the State of North Carolina, the Town of Biscoe falls below in terms of median household income.

Table 3.3.2: Median Income Comparison

Jurisdiction	Median Household Income
Town of Biscoe	$43,214
Montgomery County	$42,346
State of North Carolina	$52,413

Source: U.S. Census Bureau, 2014-2018 American Community Survey

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3.3.3 Poverty Rates

The U.S. Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. If the total income for a family, or unrelated individual, falls below the relevant poverty threshold, then the family (and every individual in it) or unrelated individual is considered in poverty. Since poverty is determined by the circumstances of individual families (e.g., family size, income thresholds and income), there is no single poverty rate for an entire jurisdiction or geographic area.

As Table 3.3.3 illustrates, the percentage of people in poverty, as well as the percent of children in poverty, in the Town of Biscoe is lower than for Montgomery County. The percentage of children in poverty in the Town of Biscoe is lower than for the State of North Carolina.

Table 3.3.3: Poverty Level Comparison

Jurisdiction	% of People in Poverty	% of Children (under 18 years Old) in Poverty
Town of Biscoe	16.1%	14.8%
Montgomery County	19.7%	29.0%
State of North Carolina	15.4%	22.0%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.4 Education

3.4.1 Educational Attainment

Of Biscoe's residents 25 years and older, 66.4% of residents aged 25 years and over had at least a high school education or equivalent in 2018 and 12.3% had a bachelor's degree or higher. An estimated 33.6% did not complete high school.

Biscoe had the same percentage of people with high school diplomas as people in Montgomery County within a percentage point and a higher percentage than people in the State of North Carolina as illustrated in Table 3.4.1. People in Biscoe had a lower percentage of graduate degrees than people in Montgomery County and North Carolina.

The total school enrollment, age 3 years and over, in Biscoe was 809 in 2018. Nursery school enrollment was 57 and kindergarten through 12th grade enrollment was 657. College or graduate school enrollment was 95.

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Table 3.4.1: Educational Attainment Comparison for Population Aged 25 and Over

Educational Attainment	Town of Biscoe	Montgomery County	State of North Carolina
Less than high school diploma	33.6%	20.7%	12.6%
High school diploma or equivalency	34.3%	34.9%	25.9%
Some college, no degree	12.8%	20.4%	21.5%
Associate's degree	7.0%	9.3%	9.5%
Bachelor's degree	8.5%	10.5%	19.6%
Graduate or professional degree	3.8%	4.3%	10.9%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.4.2 Public Schools

Biscoe is served by the Montgomery County School District with students attending the following schools:

- Star Elementary School, K-2, 302 Main St., Star
- Green Ridge Elementary School, 129 McCaskill Rd, Biscoe
- East Middle School, 130 Merlin's Maze, Biscoe
- East Montgomery High School, 157 Eagle Ln., Biscoe
- Montgomery Learning Academy (Alternative School) 310 S. Main St., Troy
- Montgomery County Early College High School, 1011 Page St., Troy

The largest private school in Montgomery County is Wescare Christian Academy. Located in Troy, WCC has an enrollment of 78 students and offers Kindergarten through 12th grade.

3.4.3 Colleges and Universities

Biscoe is located in proximity to the following public and private colleges and universities.

Montgomery Community College (MCC) is located at 1011 Page Street in Troy. MCC operates under the direction of the NC State Board of Community Colleges. It offers two-year degree programs, continuing education coursework and certificate programs to almost 5,000 students annually. MCC offers degrees in following fields of study: Associate of Applied Science; Associate of Arts; Associate in Science; and Associate in General Education.

The University of North Carolina System has many large and small public campuses located in cities near Biscoe including:

- North Carolina State University in Raleigh;
- The University of North Carolina at Chapel Hill;
- University of North Carolina at Greensboro;
- Fayetteville State University; and
- University of North Carolina at Charlotte

There are several highly rated private colleges and universities in the area including:

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- Duke University in Durham;
- Guilford College in Greensboro;
- Campbell University in Buies Creek; and
- Wake Forest University in Winston Salem

3.5 Workforce

3.5.1 Employment

In Biscoe, the U.S. Census reported that in 2018, 61.2% percent of the population age 16 and over were employed while 33.5% were not employed. An estimated 90.1% of the people employed were private wage and salary workers; 9.4% were federal, state, or local government workers; and 0.5% were self-employed in their own (not incorporated) business.

As presented in Table 3.5.1.A, the largest number of Biscoe's citizens in the workforce (aged 16+) are employed in the production, transportation, and material moving occupations (343 people, or 34.3% of the 1,000-member workforce). The second most numerous categories are management, business, sciences, and arts occupations (198 people, or 19.8%).

Table 3.5.1.A: Occupations for Civilian Employed Population 16 Years and Over

Occupation	Number	%
Management, business, sciences, and arts occupations	198	19.8
Service occupations	192	19.2
Sales and office occupations	111	11.1
Natural resources, construction, and maintenance occupations	156	15.6
Production, transportation, and material moving occupations	343	34.3

Source: U.S. Census Bureau, 2014-2018 American Community Survey

Table 3.5.1.B: Employment by Industry

Industry	%
Agriculture, forestry, fishing and hunting, and mining	4.3
Construction	9.1
Manufacturing	33.6
Wholesale trade	1.1
Retail trade	5.8
Transportation and warehousing, and utilities	0.9
Information	4.2
Finance and insurance, and real estate and rental and leasing	0.0
Professional, scientific, and management, and administrative and waste management services	3.5
Educational services, and health care and social assistance	18.8
Arts, entertainment, and recreation, and accommodation, and food services	8.8
Other Services, except public administration	5.8
Public administration	

Source: U.S. Census Bureau, 2014-2018 American Community Survey

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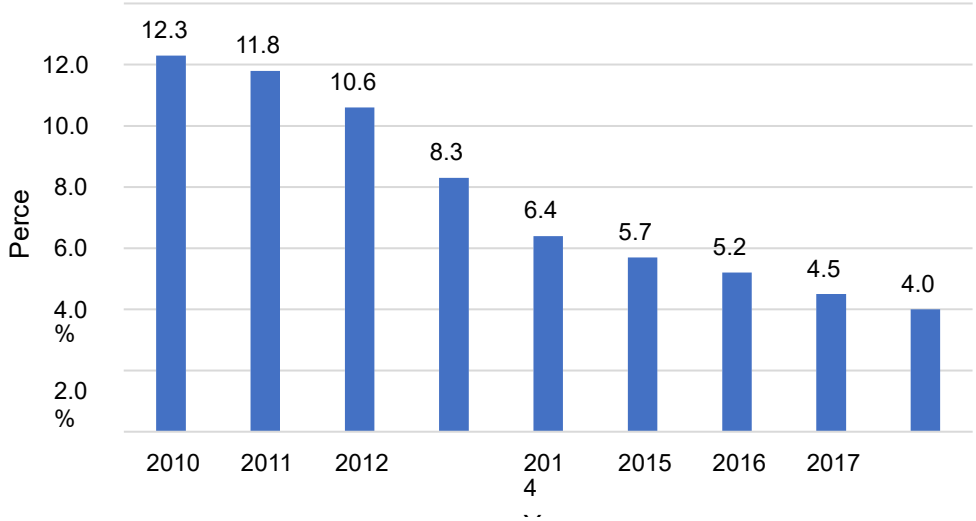
In 2018, the civilian employed population 16 years and older worked in the industries presented in Table 3.5.1.B.

3.5.2 Unemployment

Unemployment rates in Montgomery County have shown a steady downward trend from 12.3% in 2010 to 4.0% in 2018. These improvements demonstrate the County has managed to rebound from the recession. Labor statistics specifically for the Town of Biscoe are not available.

Table 3.5.2: Unemployment in Montgomery County, 2010-2018



Source: U.S. Bureau of Labor Statistics

3.5.3 Commuting Patterns

An estimated 90.2 percent of Biscoe workers drove to work alone in 2018, and 9.3 percent carpooled. Among those who commuted to work, it took them on average 22.4 minutes to get to work. Table 3.5.3 presents Biscoe workers' modes of travel to work asreported by the U.S. Census Bureau.

Table 3.5.3: Town of Biscoe Commuters' Methods of Transportation

Transportation Method	% of All Workers
Drive Alone	90.2%
Carpool	9.3%
Public Transportation	0%
Walk	0.5%
Worked at Home	0.0%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

3.6 Future Trends Projection - *How does Biscoe prepare?*

Recognizing trends and how market dynamics can and do change will enable Biscoe to position itself as a welcoming community for multiple generations looking at buying or renting a home, starting or growing a business, and finding Biscoe a good place to visit. This approach to planning

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reinforces the community's desire to create a place where younger people will desire to locate, while aging community members will choose to remain. A vibrant and sustainable community is one where both the new and existing home markets are attractive to future generations and allow for aging members of the community to remain in the community by offering a variety of housing products near jobs, services and events.

According to contemporary real estate experts, the "50+" real estate market is changing. In these next few years, Generation X (those born between the years 1964 and 1977) will be joining the Boomers (born between 1946 and 1963) and Matures (between 1927 and 1945), making serving the age 50+ market both a challenging puzzle as well as an opportunity for both communities and the real estate industry itself.

A recent insightful online posting on RISmedia.com (a real estate trade site) states: "For the **Mature** buyers, those born between the years 1927 and 1945, the decision to move can be an emotional and complicated process. The sense of obligation to the family home may be a burden and a comfort at the same time." The posting goes on to state: "**Baby Boomers** are savvy home buyers. They approach the transaction with high expectations and confidence. They consider the home a reflection of their lifestyle, so image and status are important. Whether they are downsizing, upsizing, or purchasing a second home, vacation home, or investment property, they know what they want and how to tell you about it." And finally, the post states: "Newbies to the 50+ group, **Generation X** stands out because of their strong need for independence and practical yet cautious approach. They take on the responsibility of gathering information and rely strongly on facts and documentation. They ask a lot of questions and don't want to get burned. They expect their home to complement their lifestyle and not the other way around."

Preparations to embrace current and projected trends are a partnership of land development and real estate industries with local government leadership. New housing construction shouldaddress gaps in the market product offering; therefore, land development specifications appearing in the Town's ordinances must be adequate to accommodate these trends. Replacing the town's antiquated zoning ordinance, adding specifications for land development which creates new streets and supporting infrastructure, and maintaining quality control over the implementation of these standards must be prioritized to protect property rights of all parties while creating common-sense opportunities that do not setup for failures in the future.

As with the housing markets, ever changing trends in consumption, product development, technology and generational shifts in personal choices/values must be considered when making decisions about commercial and other non-residential growth. This approach to planning reinforces the community's desire to create a place where younger people will desire to locate, while aging members will choose to remain. A community, where traditional values accompany craftsmanship must embrace the presence of technology in everyday life, commerce, and business. Innovation is an ever-increasing component of the economy at all levels; therefore, it must be considered in the formation of growth policy serving these innovators if we are to adapt and survive global influence on everyday life. *(Also see Sections 6 and 8 of this document).*

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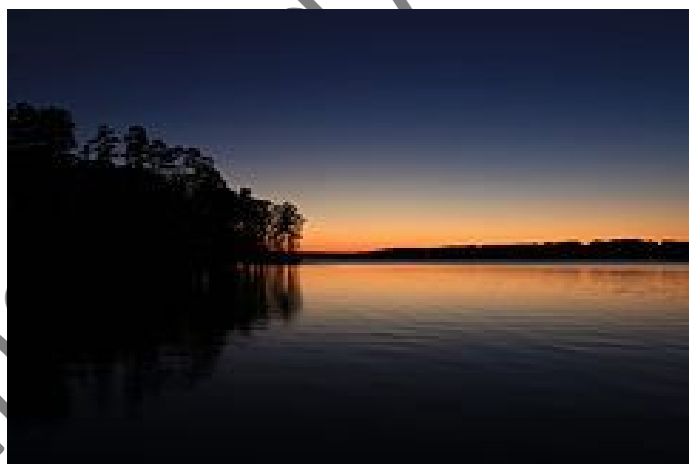
4. NATURAL, CULTURAL AND HISTORIC RESOURCES

4.1 Natural Resources

4.1.1 Water Resources

Water resources provide both recreational and life sustaining resources for the Town of Biscoe and the region. The Town of Biscoe and its extraterritorial jurisdiction (ETJ) boundary are bordered to the north by the Town of Star's ETJ, Cedar Creek is approximately a half a mile south of Biscoe's ETJ, Bear Creek is approximately a half a mile east of Biscoe's ETJ, and the intersection of NC 24/27 East and Hall Dr. is just within the west side of Biscoe's ETJ.

Montgomery County lies in the Yadkin-Pee Dee River Basin. The uppermost reservoir in the basin is W. Kerr Scott Reservoir. Six reservoirs farther downstream are known as the Yadkin chain lakes: 1. High Rock Lake (45 miles from Biscoe); 2. Tuckertown (37 miles from Biscoe); 3. Badin Lake (33 miles from Biscoe); 4. Falls Reservoir (22 miles from Biscoe); 5. Lake Tillery (28 miles from Biscoe); and 6. Blewett Falls Lake (41 miles from Biscoe). The lakes are divided by dams and stretches of the Yadkin River. These lakes afford Biscoe residents a wide range of water sports and activities with many public and private access points.



Badin Lake

The Badin Lake Dam was built in 1917 to support local aluminum smelting plant, Alcoa. Badin Lake is in the Piedmont area of North Carolina. It is contained by Narrows Dam at the Town of Badin. Sitting within a valley, the lake is very deep, with a maximum depth of 190 ft. The lake occupies 5,350 acres and has 115 miles of shoreline.

4.1.1.1 Water Sports

Badin Lake Recreation Area, located in the Uwharrie National Forest of Montgomery County, is a focal point for campers, hikers, anglers, hunters, boaters, swimmers, and picnickers. King's Mountain Point day-use area has picnic sites, swimming beach, fishing piers and four campgrounds. Cove Boat Ramp in Eldorado on Badin has launch ramps for trailered boats. It is near the Arrowhead Campground and the Badin Lake Hiking Trail.

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Circle Drive Boat Ramp in New London has 40 boat trailer spaces and 5 single vehicle spaces. Universal access spaces with dock handrails, a paved walkway, and restrooms. Whip-o-Will Boat Ramp in New London have 51 boat trailer spaces and 2 universal access spaces. Lake Forest (Fish Tales) in New London includes a boat launch and vehicle/trailer parking.

Lake Tillery is more than 5,000 acres in size with 104 miles of shoreline and a maximum depth of 70 feet. Swimming, boating, boat rentals, fishing, and water sports are available. Lake Tillery weaves around two parks; Morrow Mountain State Park and Uwharrie National Forest.

Lilly's Bridge Cove in Mt. Gilead has a NC Wildlife public boat launch suitable for any boat within the Lake's 32-foot length restriction and 50 boat trailer spaces. Swift Island Boat Landing- 4917 NC Hwy. 24/27, Mt. Gilead is the largest launch pad and paved parking lot on the lake with 100 boat trailer spaces.

"Diversion Tunnel" at Falls Reservoir, Photo Credit: The Sway Insider's Guide to the Pines

Falls Reservoir is the lake created between Narrows Dam, holding back Badin Lake, and Falls Dam which marks the beginning of Lake Tillery. Falls Reservoir is the smallest of the six reservoirs in the Yadkin chain lakes, covers 204 acres and has a shoreline length of 6 miles. While the Yadkin chain lakes are generally surrounded by housing developments and golf courses, Falls Reservoir is not.

There are only two access points to Falls Lake, one on each side of the southern end of the lake. The access near Badin is the only one that is paved and has a boat ramp suitable for powerboats. The scenery at Falls Lake is unmatched in the area and one will likely witness Bald Eagles around the lake. The shores of the lake are filled with exposed rock formations. There are even waterfalls to explore along the western shore.

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4.1.1.2 Water Supply

Montgomery County Public Utilities (MCPU) serves as the regional water provider for Biscoe and the other four municipalities in the County. The source of the public water supply is Lake Tillery. The water treatment facility is located at 724 Hydro Road, west of Mt. Gilead. The water treatment plant is capable of producing six million gallons of drinking water per day. Water is stored in a clear well onsite until pumped into the distribution system, which is a network of ten storage tanks, five major pumping stations, and over 300 miles of pipes.

4.1.2 Land Resources and Geography

The Town's topography ranges from gently sloping elevations ranging from 540 feet to 640 feet above sea level. According to the Soil Survey Map of Montgomery County by the US Department of Agriculture, the predominant soil in the Biscoe area is Ultisols/Georgeville-Appling.

4.1.2.1 Agricultural

According to the U.S. Census Bureau's 2014-2018 American Community Survey, 4.3% of the Town of Biscoe's civilian employed population 16 years and older are employed in the agriculture, forestry, fishing and hunting, and mining industry.

4.1.2.2 Recreation

The Town of Biscoe manages a Parks and Recreation Department. The Department manages the following facilities:

Deaton-Monroe Park. The Park, located at 221 Mill St., features a swimming pool, 4 tennis courts, 6 basketball goals, a walking trail, 2 volleyball courts, a picnic shelter, 12 horseshoe pits, and a baseball field. The park also includes several playground equipment for children.

The Town hosts several recreational programs including paint classes, Biscoe Engaging Seniors Today (B.E.S.T.), Halloween in the Park, swim classes, tennis instructions, Dixie Youth Baseball, and softball tournaments.

4.1.2.3 Transportation Facilities

The Town of Biscoe, North Carolina is centrally located in Montgomery County, three miles south of the geographic center of North Carolina. Montgomery County is in the

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south-central part of North Carolina amid the Uwharrie mountain range where the Uwharrie National Forest encompasses much of the 491 square miles of land.

Biscoe is located approximately 70 miles east of Charlotte, 80 miles southwest of Raleigh, and 65 miles northwest of Fayetteville. The nearest sizable municipalities are Albemarle which is about 30 miles to the west and Asheboro approximately 30 miles south. The town is located on the eastern edge of the Uwharrie National Forest and is accessible byNC 24/27 running east and west and I-73/74 running north and south.

The Town of Biscoe is a member of the Piedmont Triad Rural Planning Organization (PTRPO) and the Town of Biscoe is currently represented through membership of its City Manager on the Transportation Coordinating Committee along with another staff member on the Transportation Advisory Committee. The Montgomery County Comprehensive Transportation Plan (CTP), March 2012, was prepared by the PTRPO as a joint effort between Montgomery County, the PTRPO, and the NCDOT – Transportation Planning Division. On November 14, 2011, the Town of Biscoe adopted its portion of the CTP. On March 11, 2019, the Town of Biscoe amended its portion of the CTP, as summarized in the Montgomery County CTP Summary of Amendments.

Existing freeways, boulevards, and major thoroughfares within the Town of Biscoe's ETJ, as inventoried in the NCDOT's Comprehensive Transportation Plan (CTP) – Montgomery County, March 2012, Revised December 3, 2018 include the following:

Existing freeways within the Town of Biscoe's ETJ include:

- Interstate 73/74
- Hwy 220

Existing boulevards within the Town of Biscoe's ETJ include:

- SR 24/27 from the Moore County Line to I 73/74

Existing major thoroughfares within the Town of Biscoe's ETJ include:

- Interstate 73/74
- Hwy 220 A
- SR 24/27 from I-73/74 to Coggins Rd (SR 1336) No minor thoroughfares were designated in Biscoe's ETJ

The entrance of the Montgomery County Airport is less than a mile from Biscoe in nearby Star's Extraterritorial (ETJ) Boundary while the south end of the airport runway property enters the Town of Biscoe's northern ETJ. Regional, national, and international flights available are also available at airports in Charlotte (84 miles), Raleigh (82 miles) and Fayetteville (72 miles).

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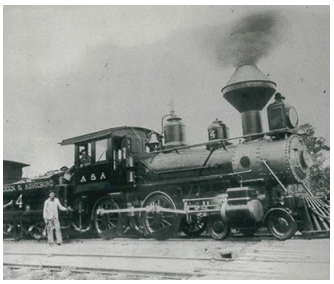

Photo Credit: Phillip Johnson

The Town of Biscoe is bisected by an active rail freight corridor owned by the Aberdeen Carolina and Western Railroad (ACWR). The Class III Railroad connects to the CSX Railroad in Aberdeen. The railroad services approximately 18 industries, dealing in mainly forestry and agricultural products. The PTRPO's 2012 Montgomery County CTP's Public Transportation and Rail Map recommended a passenger park and ride lot in Biscoe. The closest Amtrak passenger railroad station to Biscoe is approximately 28 miles southeast in Southern Pines.

Although there are existing sidewalks within the Town of Biscoe, several residential subdivisions do not have sidewalks. The new unified development ordinance (UDO) will continue to require sidewalk installation as new developments are constructed.

The Town of Biscoe has a designated on-road bicycle route throughout the Town of Biscoe and its ETJ along Hwy 220A. The PTRPO's 2012 Montgomery County CTP's Bicycle Map recommended improvements for this bicycle route through Biscoe.

4.1.2.4 Growth

Table 3.1.2 summarizes modest projected populations of approximately 1,947 in 2030 and 2,151 people in 2040 based on historical averages of population percentage of Biscoe to Montgomery County's population (6.3%) using the North Carolina Office of State Budget and Management State Demographer population projects of Montgomery County plus a 1% growth rate for years 2030 and 2040.

The Town of Biscoe is a member of the Piedmont Triad Regional Council (PTRC). The PTRC provides management, planning and technical services to local governments; identifies and solves short and long-term problems best addressed at the regional level; brings together local elected officials on a regular basis, giving them an opportunity to form working relationships; promotes regional issues and cooperates among members; and makes and implements joint regional decisions. In March 2018, the Piedmont Triad Regional Council completed the planning document, Triad Tomorrow, the Piedmont Triad Comprehensive Economic Development Strategy. Triad Tomorrow serves as the foundational economic development element of our region's sustainable communities planning efforts. Among other counties within Triad Tomorrow report, a fact sheet for Montgomery County was included in the report which drew similar modest growth projections for Montgomery County over the next five years to 2025.

Four goals emerged from the comprehensive study developed to move the region towards its vision of providing directional progress:

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- Build on the Region's Competitive Advantages and Leverage the Marketplace
- Establish and Maintain a Robust Regional Infrastructure
- Create Vibrant, Healthy, and Resilient Communities
- Develop Talented and Innovative People

Triad Tomorrow's executive summary section acknowledges there are distinct differences in the economic characteristics between the urban core and rural areas of the Piedmont Triad. The region must leverage the unique characteristics of both areas to work for comprehensive and equitable economic outcomes. The study reports the Piedmont Triad region leads the state in the percentage of employment in the manufacturing sector at 22.6% in the following top industry growth clusters:

- Manufacturing
- Aviation
- Logistics/Distribution
- Hospitality/Tourism
- Healthcare
- Agriculture
- Bio/Nano Sciences

As shown in Table 3.5.1.B, two industries that employed the highest percentage of Biscoe's residents in 2018 correspond with the Piedmont Triad's targeted growth clusters of: 33.6% were employed in the Manufacturing industry; and 18.8% of Biscoe's employed residents were employed in the Education services, health care, and social assistance industry.

One of the major resources in Montgomery County near Biscoe is the hospital, First Health Montgomery Memorial Hospital. First Health, sitting on a hill overlooking downtown Troy, exceeds the many medical needs of our community. Founded in 1950, the hospital underwent extensive renovations throughout 1991-1992. The hospital has a fully staffed emergency room, as well as an out-patient care facility. An affiliation with Moore Regional puts one of the best medical facilities in the state at the disposal of our residents.Other healthcare facilities available to Montgomery County residents include: Montgomery County Health Department; Sandhills Mental Health Counseling Center; and Active chapters of Hospice and Red Cross.

First Health Montgomery Memorial Hospital, Photo (right) Credit: First Health Care of the Carolinas

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4.2 Cultural Resources

4.2.1 Parks and Recreation, Outdoor Adventure and Community Outreach

The Town of Biscoe manages a Parks and Recreation Department. The Department manages the following facilities:

Deaton-Monroe Park. The Park, located at 221 Mill St., features a swimming pool, 4 tennis courts, 6 basketball goals, a walking trail, 2 volleyball courts, a picnic shelter, 12 horseshoe pits, and a baseball field. The park also includes several playground equipment for children.

The Town hosts several recreational programs including paint classes, Biscoe Engaging Seniors Today (B.E.S.T.), Halloween in the Park, swim classes, tennis instructions, Dixie Youth Baseball, and softball tournaments.

Capel Centennial Park, located in nearby Troy on Smitherman Street include two little league fields (Selby Brown Field and Dozier Field) and a recently constructed amphitheater branded as TownStage Amphitheater, "The Outdoor Concert Spot of the Uwharries." The Town of Troy hosts free concerts and movies at TownStage and offers rental of the facility for private event.

The Troy Montgomery Senior Center, located in Troy within Lowe Warner Memorial Park, serves as a multipurpose facility to fulfill social, physical, and intellectual needs of older adults in Montgomery County. The Center has a full-time director and staff who strive to touch the lives of every senior adult in the County. The Center offers a wide range of opportunities of programs including health promotion, social activities, senior services, intergenerational programs, information, and volunteer opportunities. The Senior Center, a division of the Town of Troy, strives to offer free programs and services that will best meet the needs of older adults in Montgomery County regardless of economic status, race, creed, educational background, or other circumstances.

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Troy Senior Center, Photo Credit: Troy Montgomery Senior Center

4.3 Historic Resources

4.3.1 Heritage Preservation and Tourism

"Central Park NC", originally known as the Yadkin-Pee Dee Lakes Project, was formed in 1993 by a consensus of leaders from the region to develop a strategy to preserve the natural and cultural assets of central North Carolina, using them to create a sustainable local economy. In 2000, Central Park NC published "A Strategy for North Carolina's Central Park" – a blueprint for the development of a new economy for our region based on heritage and cultural tourism development and outdoor recreation opportunities. The region includes Anson, Stanly, Richmond, Montgomery, Moore, Randolph, Davidson, and Rowan counties. STARworks is a project of Central Park NC.

The Central Park strategy focuses on small businesses development complementary to heritage and cultural tourism, and developing the regional infrastructure for increasing overnight tourism. According to studies conducted by Appalachian State University and the Belk College of Business at UNC Charlotte, the implementation of this strategy will result in a doubling of overnight visitation to the region from 20% to 40% by focusing on scenic natural areas, driving/sightseeing, nature walks, historic sites, and zoos/wildlife observation, and will create an additional 25,000 jobs above the benchmark forecast and an incremental positive net economic impact of $2.1 billion per year.

The archaeology in the Southern Piedmont region is significant within North Carolina. During Late Woodland times, the cultures located between the Uwharrie Mountains and the border between North and South Carolina did not participate in the Piedmont Village Tradition. They were influenced by a quite different cultural tradition called South Appalachian Mississippian.

Between A.D. 1000 and 1400, Mississippian-influenced societies developed from the coast of Georgia to the mountains of North Carolina. Known archaeologically as Etowah, Wilbanks, Savannah, Pisgah, Irene, and Pee Dee, these politically complex cultures built mounds for their elite, participated in an elaborate ceremonialism, and sometimes ruled over large territories.

In the southern North Carolina Piedmont, the clearest expression of South Appalachian Mississippian tradition is the Pee Dee culture. The most obvious archaeological site relating to the Pee Dee culture is the Town Creek site, located on the Little River in Montgomery County.

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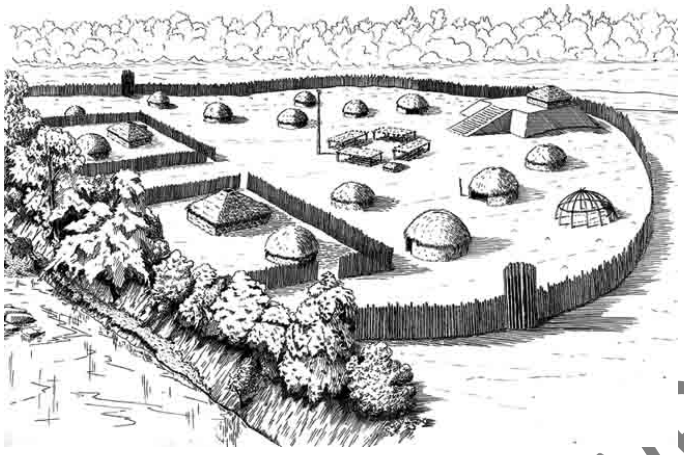

An artist's conception of the Pee Dee village at Town Creek (drawn by Barton Wright, 1951) (from Coe 1995:98).

The southern North Carolina Piedmont is also unique in the history of North Carolina archaeology. It is here that the first formal excavations were organized and launched by North Carolina archaeologists. Excavations in the southern Piedmont began an unbroken tradition of research that gradually spread across the state and is manifest today in a multitude of public and private programs.

The people who lived at the Town Creek site during its heyday have been referred to as the "Pee Dee Indians" and their distinctive lifestyle, the "Pee Dee Culture." The site itself is located on the west bank of the Little River near its confluence with Town Fork Creek, in Montgomery County.

The mound at Town Creek faced a large plaza or public area where public meetings and ceremonial activities took place. Although not visible like the mound, equally impressive is the large number of human burials at Town Creek. A total of 563 burials are thought to be associated with the Pee Dee culture.

The Pee Dee culture of Town Creek represented quite a departure from the Piedmont Village Tradition to the north and that previously characterized the southern Piedmont. It was so different, in fact, that in 1952, Pee Dee culture was described as "one of the best archaeological records of the movement of a people in the Southeast."

The Town Creek Indian Mound State Historic Site encompasses where a new culture emerged around the 11th century in the Pee Dee River Valley that gave rise to complex societies. Excavations began at Town Creek in 1937 and continued for 50 years. The reconstructed ceremonial center includes the mound and major temple, the minor temple, and burial house or mortuary. The visitor center has interpretive exhibits, as well as audiovisual programs that bring alive a rich cultural heritage from the buried past. Self-guided tours of the reconstructed village site for individuals or groups are available.

Since 1974 the North Carolina Folklife Institute (NCFI) has been engaged in the documentation, preservation, and promotion of the traditional cultures of North

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Carolina. Beginning in 2011, the NCFI partnered with Central Park NC to document the traditions of the Uwharries region of south-central North Carolina, primarily Montgomery, Stanly, Anson, and southern Davidson Counties. The project was inaugurated with a community meeting on July 21, 2011, which Central Park NC hosted at STARworks in Star, Montgomery County.

The former Peabody Academy, located in nearby Troy at 408 S. Main St., currently the Troy Housing Authority – Peabody Complex, played an important role in Montgomery County's history and culture. According to Author John G. Maynard in his 2016 book entitled, Paradigm of Hope – The Story of the Peabody Academy, Troy, North Carolina, published by Star Heritage Association and edited by Catherine M. Dunlap, PhD, Peabody Academy was *"the only high school for African Americans in Montgomery County until Integration."* Mr. Maynard points out in his book at the Peabody Academy was not part of the county school system, but instead was an American Missionary School which was run by the American Missionary Association (AMA.). Mr. Maynard highlights that the first principal who had been sent to the Peabody Academy in 1895 by the AMA. was the *"first African American principal that Montgomery County ever had, and interestingly, was a native born African. His name was Rev. Orishatukeh Faduma, and his tenure at Troy would be one of outstanding progress and reform, stamping Dr. Faduma's own personal and great influence on the African American in the history of the world."*

In his book, Mr. Maynard provides a description of the original Peabody Academy's building, Douglas Hall. *"Peabody students, staff, and carpenters sent by the AMA joined together to construct the school's main building. It was a cathedral-like building, composed of brick, with a wall of windows over 25-feet high surrounding the large front double doors. It was modern in every respect, including indoor plumbing and electric lighting. Classrooms were on the first and second floor. The main feature of the first floor was the beautiful chapel and auditorium. The basement housed the school cafeteria and science laboratories. Douglas Hall was destroyed by fire in 1946. The current standing Main Hall for Peabody Academy was built on the same foundation of Douglas Hall."*

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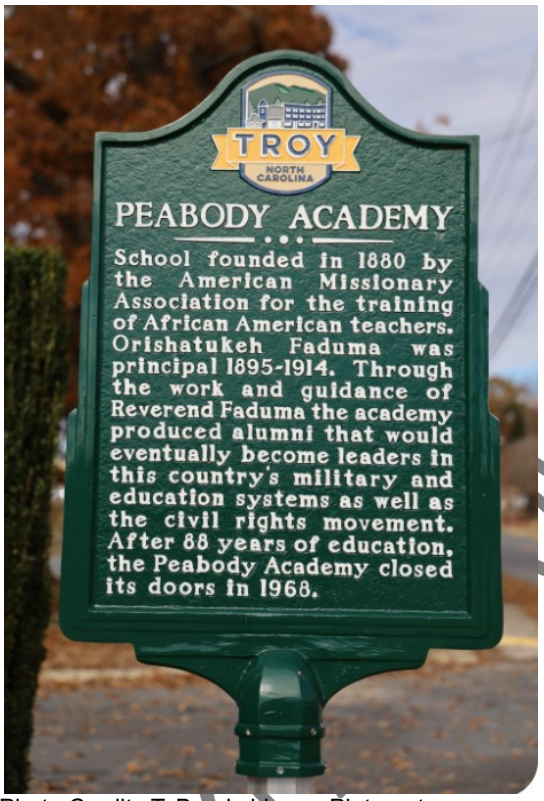
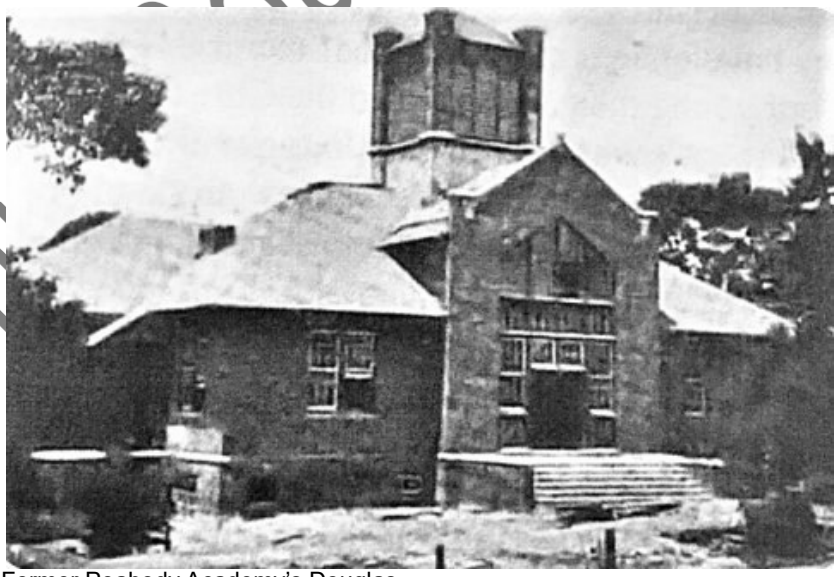


Photo Credit: T. Brookshire on Pinterest.com


Former Peabody Academy's Douglas Hall Photo Credit: T. Brookshire on Pinterest.com

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Former Peabody Academy built on the foundation of Douglas Hall. Douglas Hall's front stairs remain intact today.
Photo Credit: Peabody Academy Facebook Group, photo date unknown

Former Peabody Academy, now used by the Troy Housing Authority Photo Credit: Google Earth, June 2014

Alumni and former students of Peabody High School formed and incorporated an organization to encourage alumni to participate actively in Montgomery County and the Troy community alike. It also promotes its members to attend events, to volunteer, to create new ways for alumni to stay connected to each other, and to contribute to the greatness of North Carolina. Members meet once a month at the Peabody Museum inside of the Troy Housing Authority. The Peabody Museum is currently located in the basement of the building.

Former Biscoe High School, now used as the Biscoe Community Center Photo Credits: Montgomery County Schools a Town of Biscoe

Another educational structure that is part of Montgomery County's history is known as the "Old School" which is now used as the Biscoe Community Center, located on Page

Planning Board

Street. As reported in the Montgomery Herald, The stately brick building was constructed over 100 years ago, shortly after public high schools were chartered by the N.C. Legislature in 1907. It was one of the first public high schools in North Carolina and was built by the citizens. The legislature provided funds for teachers, but none for construction of the schools. The Old School was a school for Biscoe's residents from 1907 to 2007.

The Montgomery County NC Historical Society collects artifacts, preserves historic properties, and records the heritage of Montgomery County. The Historic Society maintains a website and a Facebook page.

4.3.1.1 Downtown Biscoe

Biscoe currently does not have what would be considered a downtown district. The area citizens may refer to as the community's downtown can generally be described as buildings along the east side of South Main St. from East/West Main St. to Factory St., but the area lacks the number and concentration of buildings typically necessary to create an identifiable downtown of commerce, civic and social activity. This area is transected by the Aberdeen Carolina and Western Railroad (ACWR) railroad track that runs north/south adjacent to Main Street (US-220 Alternate). A review of the database of the National Register of Historic Places did not report any listed historic resources within the Town of Biscoe. The Town of Biscoe currently does not manage an historic preservation program.

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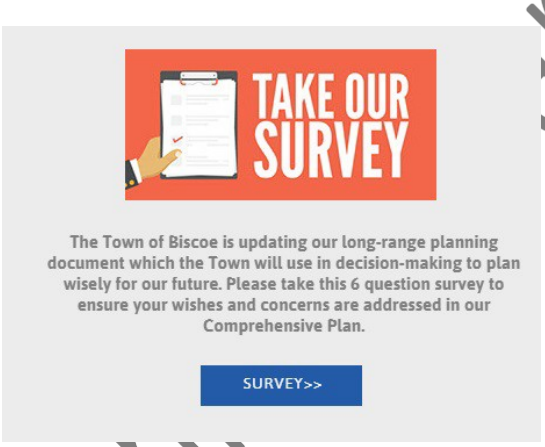
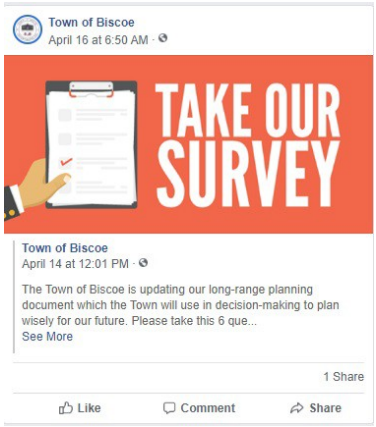
5. VOICE OF THE COMMUNITY

Determining what is important to a community is critical. The information gathered through various forms of community participation will establish the foundation of the plan. The voice of Biscoe was sought by the techniques described below. This information, when summarized and ranked in order of popularity, provides the "value statements" about Biscoe. These statements provide the foundation for the preparation of goals and objectives. From these goals and objectives, the team crafted draft strategies refined for Biscoe's needs by its elected leadership.

5.1 Community Participation – *What does our community want?*

Community participation for the initial planning process in the Summer of 2020 was provided through an online survey to gain an in-depth understanding of 'likes', 'dislikes', 'wishes', and 'fears' in the community, as well as identify top priorities for the Town's progression toward the future. The survey was advertised through the Town's website and Facebook and Instagram accounts. The survey was posted for participation from April 14 through May 14. This plan was prepared during the global Covid-19 pandemic in 2019 and 2020 which prevented business interviews and group exercises from being conducted due the Town's compliance with local and state orders. A total of 24 people completed the online survey over a period of four weeks when it was available on the Town's website. The following sections highlight the process, results, and opportunities for action.





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5.1.1 Summary Results of Survey – *What our community said!*

The interview responses were categorized and grouped separately for each of the six questions asked:

1. Do you reside within the Town of Biscoe?
2. What do you like about Biscoe (present)?
3. What do you dislike about Biscoe (present)?
4. What wishes do you have for Biscoe (future)?
5. What fears do you have for Biscoe (future)?
6. What should be the #1 priority for Biscoe moving forward?

The responses were then cataloged for ranking purposes enabling the results to be summarized graphically. The following pages illustrate the responses in order of their respective frequency rankings.

The first survey question, "Do you reside within the Town of Biscoe?" resulted in 70% of respondents answering they live within the Town of Biscoe and 30% of respondents answering they live outside of Biscoe. The following summary of priorities and charts illustrate responses to the remaining five survey interview questions from the online survey.

The initial rankings indicate ***'Growth'*** (35%) as the 1st priority. This answer was consistently emphasized by related answers to other survey questions. Two related response to the question, *'What do you dislike about Biscoe?*', were *'Not Enough Restaurants'* (16%) and *'Not Enough Shopping Options'* (8%). The number one response given to the question, *'What wishes do you have for Biscoe?'*, was *'Growth of Businesses and Industries'* (36%). The number one response given to the question, 'What fears do you have for Biscoe?', was *'Stagnation' (16%)*.

The initial rankings indicate ***'Town Leadership'*** (9%) as the 2nd priority. This answer was reinforced by related answers to another survey question, *'What do you like about Biscoe?'*, which was *'Leadership'* (9%). The remainder of initial answers to the question about "What should be the #1 priority for Biscoe moving forward?" tied at 4%, shown below in alphabetical order.

- ***'Employ Hispanics in Town Government'***
- ***'Clean Up the Neighborhoods'***
- ***'Close-Knit Community'***
- ***'Housing'***
- ***'Build Relations Inside/Outside Town Limits'***
- ***'Keep Taxes Low'***
- ***'Keep the Town Small'***
- ***'More Jobs'***
- ***'Require Town Employees to Live in Biscoe'***
- ***'Return to Council Form of Government'***
- ***'Set Up a Drive-in Theater'***
- ***'Support Local Businesses & Industries'***
- ***'Water Park'***

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Since survey results produced 13 ties for the 3rd ranked priority based on the question, *'What should be the #1 priority for Biscoe moving forward'* it, it was necessary to add percentages of all answers to percentages of their related answers throughout the other survey questions to develop a meaningful final ranking of priorities.

After combining the tied answers with their related answers, just as the initial top priority rankings were elaborated above, the following topics and their total sum of percentages from all five survey questions fall into the following eight ranked priorities. Several topics have been enhanced from their short raw survey answers (underlined below) into goal statements. The Town Plan 2040 responds to each of these 8 priorities in section 5.2.

1. ***'Plan for Growth'*** (111%*)
2. ***'Clean Up the Neighborhoods'*** (34%*)
3. ***'Foster a Close Knit Community'*** (28%*)
4. ***'Build Relations Inside/Outside Town Limits'*** (24%*)
5. ***'Encourage Variety of Housing Choices'*** (23%*)
6. ***'Keep the Town Small'*** (20%*)
7. ***'Continue to Enhance 'Town Leadership'*** (18%*)
8. ***'Support Local Businesses & Industries'*** (8%*)

*Note: (Total of percentage points from similar answers throughout the five survey questions)

The new Unified Development Ordinance (UDO), being prepared at the time of adoption of this plan, will also address many of these priorities.

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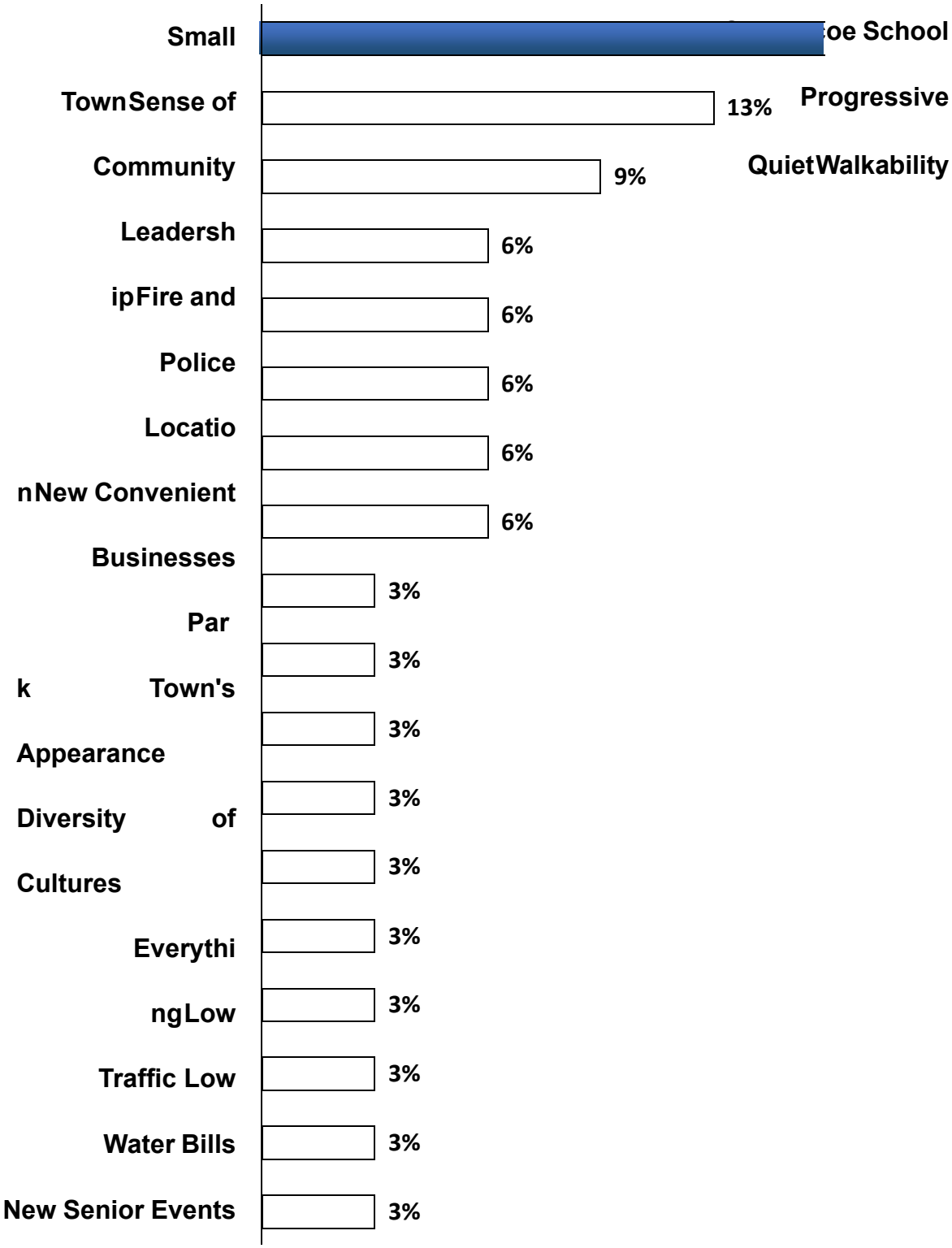
What do you <u>like</u> about Biscoe?



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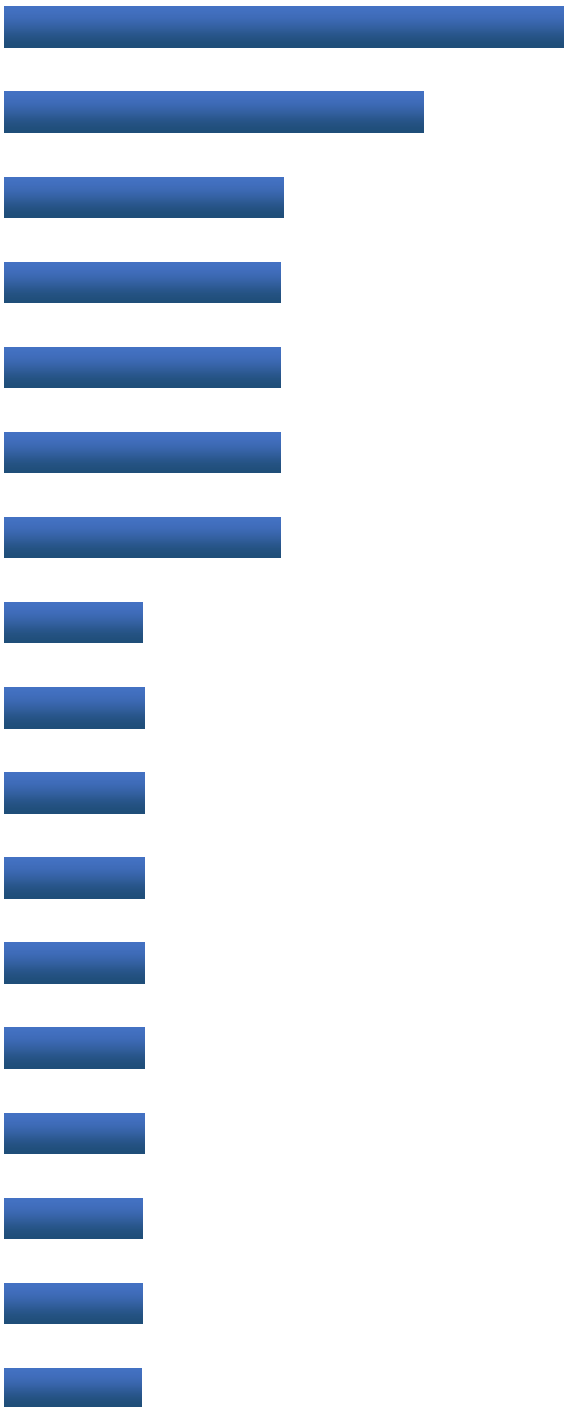
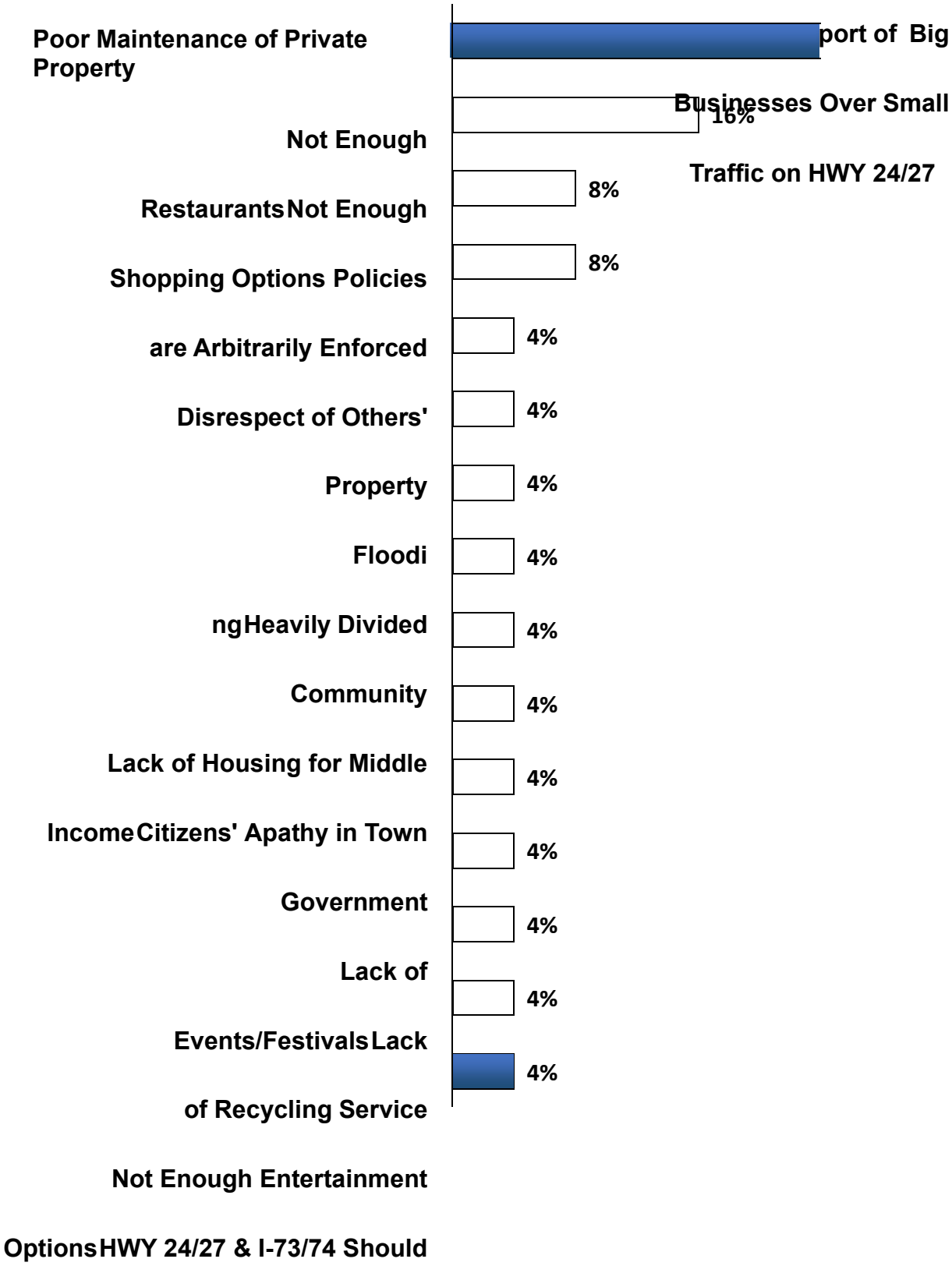


What do you <u>dislike</u> about Biscoe?



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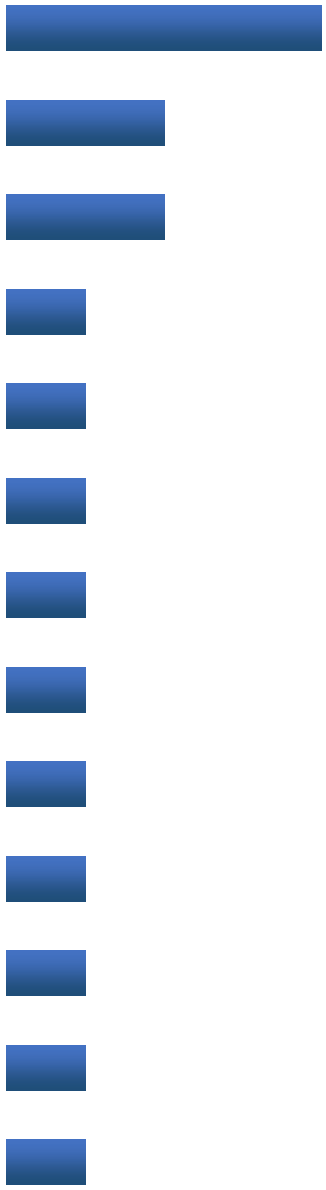
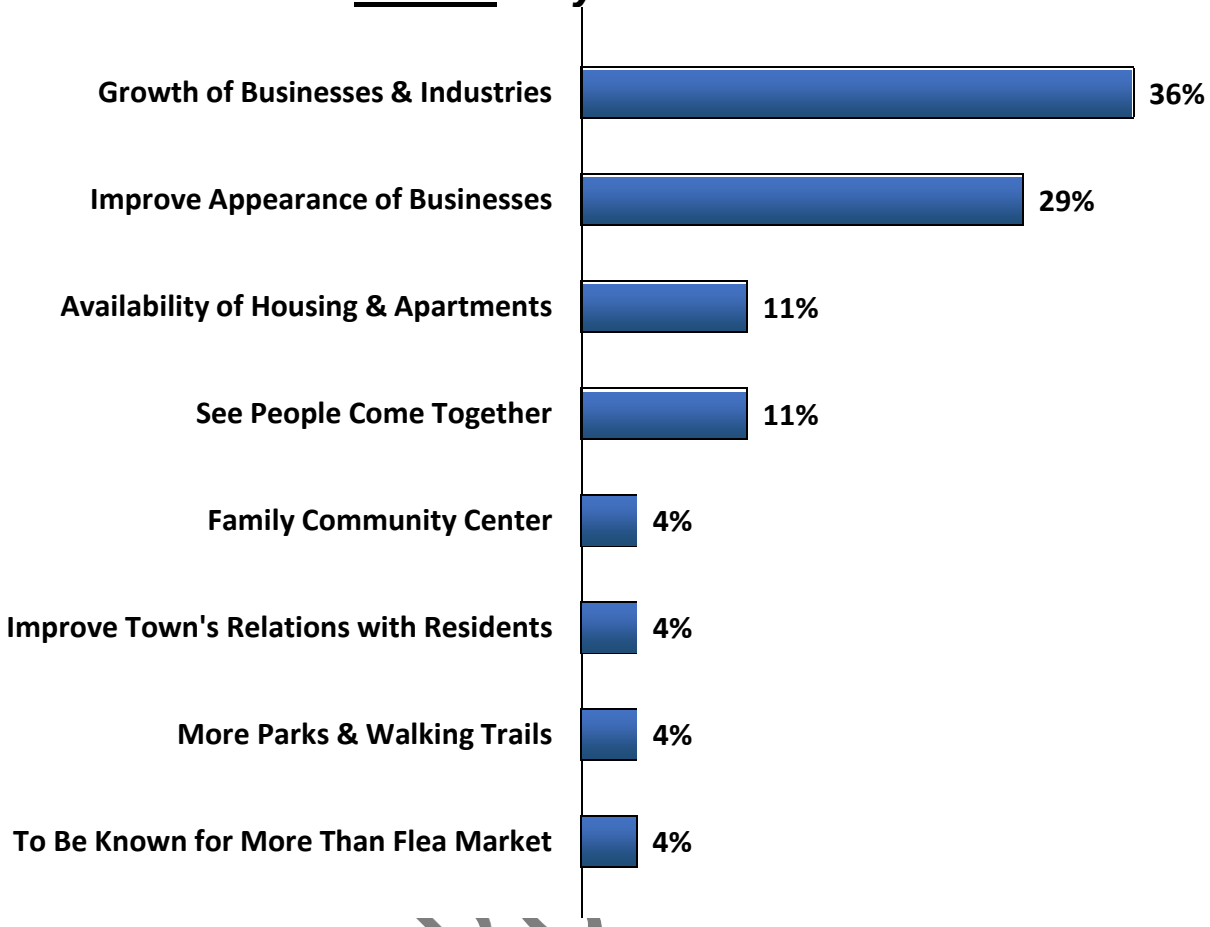


What <u>wishes</u> do you have for Biscoe?



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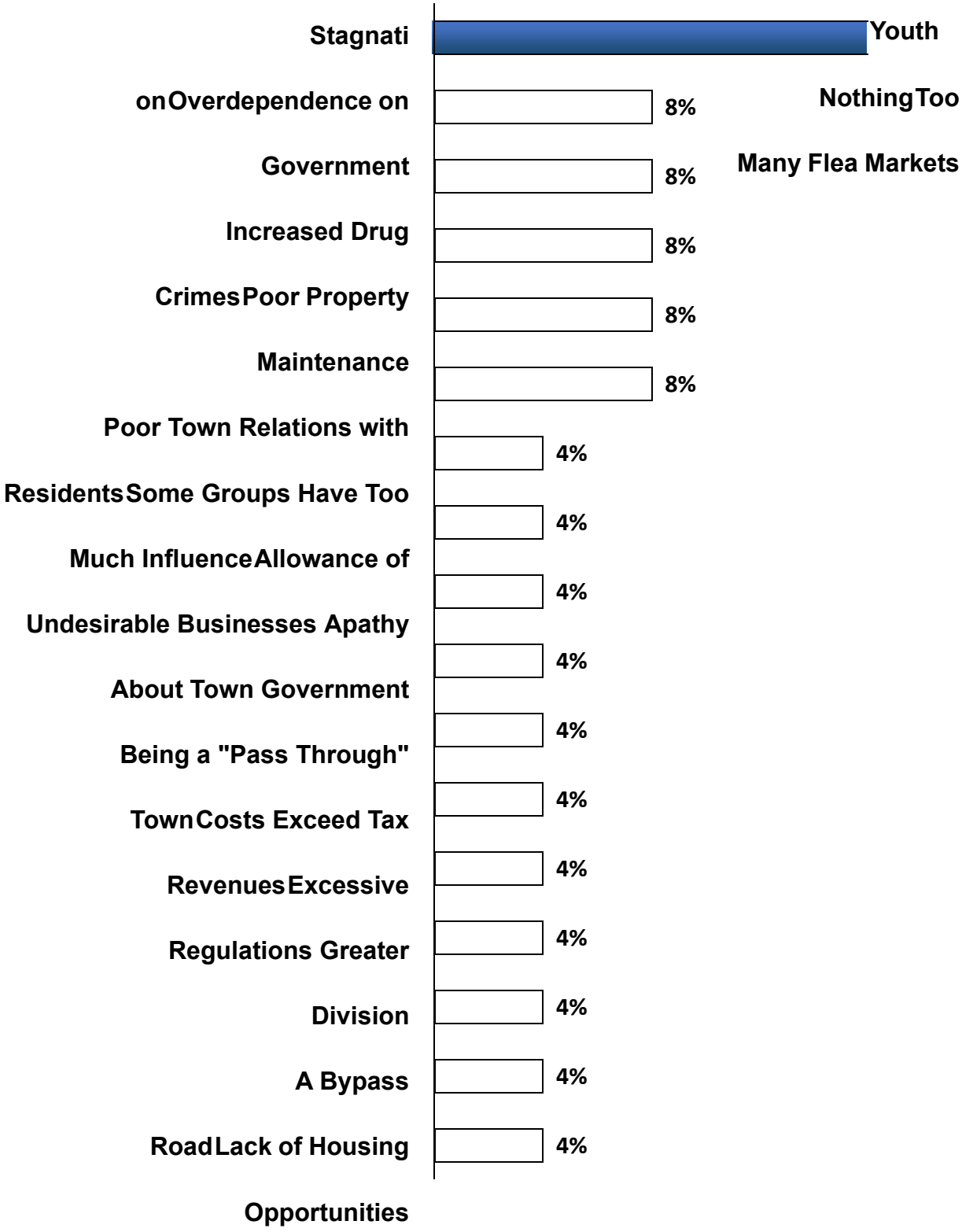
What <u>fears</u> do you have for Biscoe?



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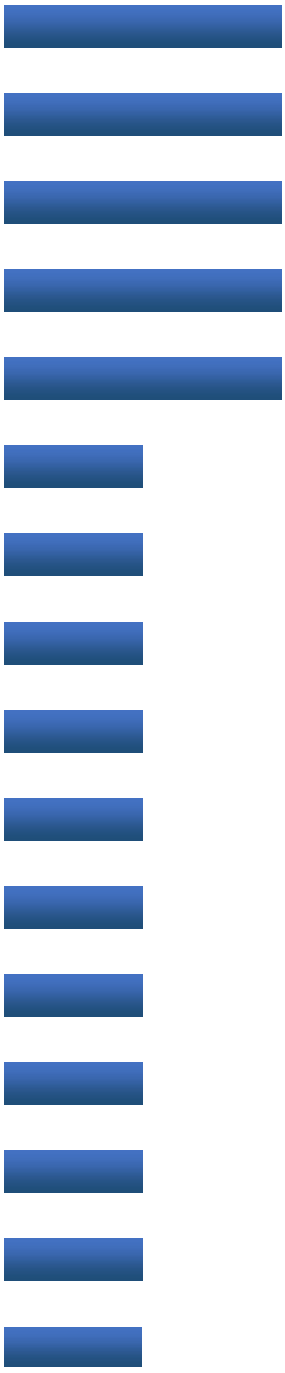
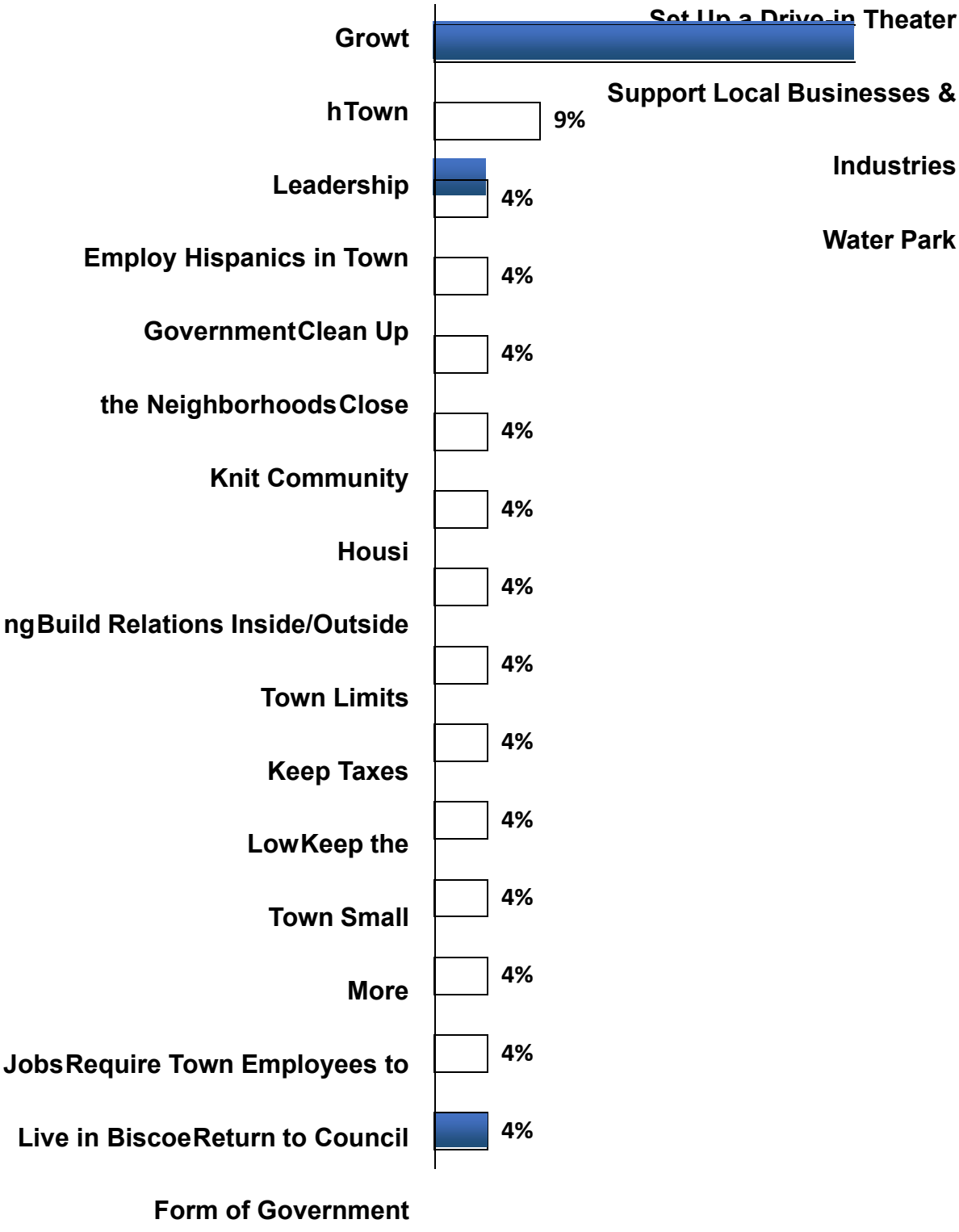


What should be the #1 priority for Biscoe moving forward?



35%

5.1.2 Social Media Platform

Social media applications (Facebook, Twitter, Instagram, Snapchat, etc.) have become commonplace. The Pew Research Center reports 90% of Millennials (adults born between 1982 and 1998) use social media on a regular basis, along with 77% of adults born between 1966 and 1981. Baby Boomers' use of social media has tripled since the year 2010, and 35% of those aged 65 and older report using social media regularly. Social media has revolutionized the way we communicate with each other (just as the telephone once did) and has become a vital means of interaction between individuals, organizations, and communities.

Local governments are using social media for outreach to constituents, for transparency in their operations, and to increase citizen participation. Common uses of social media include crime prevention and police assistance, emergency alerts and severe weather updates, local activities and event registrations, construction updates and road closings, advertising job openings, public service announcements, and announcements of Town Council and advisory board meetings. According to the Institute of Local Government, local governments increasingly find social media to be more than just a means of disseminating information, and see it to help staff, citizen advisory groups and elected officials make better decisions, broaden community engagement, and improve public discourse, and ultimately to increase trust in government.

The Town of Biscoe has a social media coordinator who assisted in using the Town's website, Facebook page, an Instagram account to facilitate community participation. The survey address, documents, meeting announcements, and other information were also posted by the social media coordinator on the Town's website.

The Town of Biscoe maintains a website, a Facebook page, and Twitter and Instagram accounts.

After adoption, the Town can use social media to build support for implementation of the Town Plan 2040. As a tool for citizen engagement, the Town's social media platform can help the *Biscoe Town Plan 2040 Comprehensive Land Use and Master Plan* remain fresh and in the forefront of this dialogue, becoming a 'living' document to help Biscoe achieve its goals. Refer to 5.2.5 for strategies to update and expand the Town's social media platforms.

5.2 Goals-Objectives-Strategies

The objectives and strategies appearing under each goal appear in priority rankings based upon the number of public comments. These may be pursued as deemed appropriate by the Town, its citizens, and businesses.

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5.2.1 Goal 1: *PLAN FOR GROWTH!*

5.2.1.1 Objective 1: Ensure quality development within the Town of Biscoe.

Strategy 1: Encourage development first in areas where existing infrastructure and convenient proximity to Town services are already provided. Biscoe's growth will be directed through application of the Future Land Use Map and Zoning Map, to areas where utilities and services are already provided.

Strategy 2: Prepare a new UDO with standards to assure quality growth. The new unified development ordinance (UDO) will address the community's priorities to attract business and manage growth to assure safety and quality and to achieve compliance with new requirements of the North Carolina General Statutes (G.S.).

5.2.1.2 Objective 2: Manage growth within Biscoe.

Strategy 1: Encourage private investment within Biscoe by updating development ordinances to encourage desired development and establish quality standards and specifications to protect the environmentally sensitive assets of the Town.

Strategy 2: Adopt Required Review Procedures. Adopt required review procedures and standards and specifications for development in the updated Unified Development Ordinance (UDO).

5.2.1.3 Objective 3: Have a good plan and ordinances so projects achieve the mission of the plan.

Strategy 1: Adopt Town Plan 2040 to establish Biscoe as a successful community and a partner in the future growth and re-development of the area. Establishing a clear vision and the action steps to achieve the goals established by the Town is the first task toward a bright future. *(See section 8.5 of this document.)*

Strategy 2: Prepare and adopt a new UDO establishing standards and specifications for new development and re-development consistent with Town Plan 2040. The replacement of antiquated ordinances with relevant modern development standards will facilitate Biscoe to attract new development investments. *(See section 8.5 of this document.)*

5.2.2 Goal 2: *CLEAN UP THE NEIGHBORHOODS!*

5.2.2.1 Objective 1: Enforce and strengthen property maintenance standards.

Strategy 1: Enforce Existing Garbage-Related Ordinances. Enforce existing standards regarding dumpster maintenance, homeowner trash receptacles, and private garbage hauling.

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Strategy 2: ***Strengthen Property Maintenance Standards.*** Adopt and enforcestronger property maintenance standards in the new UDO.

5.2.2.2 Objective 2: Assign staff member(s) to monitor and coordinate roadside litter pickup efforts among participating civic and community organizations.

Strategy 1: Coordinate litter pickup locations and efforts within the Town of Biscoe between Town staff, Montgomery County, NCDOT, and volunteer civic and community organizations.

Strategy 2: The Town of Biscoe should explore the creation of an "Adopt-A-Street" volunteer program within the town limits to tangibly demonstrate civic pride, contribute to a cleaner environment, help retain and attract economic development, and serve as a reminder to the public not to litter the roadways.

Strategy 3: The Town of Biscoe will promote NCDOT's existing "Adopt-A-Highway" volunteer program to attract participation within the town limits.

Strategy 4: The Town of Biscoe Public Works Department will ensure their contracted garbage collection service's trucks use best management practices to reduceaccidental release of litter from trucks.

5.2.3 Goal 3: *FOSTER A CLOSE KNIT COMMUNITY!*

5.2.3.1 Objective 1: Add new community traditions by committingresources to schedule and hold events at Biscoe Park.

Strategy 1: Attract residents and visitors to Biscoe by planning new events in BiscoePark to increase pride in the community.

Strategy 2: Commit resources to increase promotion and advertising of Biscoe's annual community events. Explore expanded marketing outreach to attract residents and visitors.

5.2.3.2 Objective 2: To keep the public engaged and informed of community information and events, continue to update, and expand the Town's socialmedia platforms.

Strategy 2: Improve the Town's website search optimization and functionality. Keep the public engaged and informed of community information and events and continue to update the Town's social media platforms.

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5.2.4 Goal 4: *BUILD RELATIONS INSIDE & OUTSIDE OF TOWNLIMITS!*

5.2.4.1 Objective 1: Build relationships between the Town of Biscoe and itsresidents and businesses within its town limits to strengthen the Biscoe community.

***Strategy 1*: Host open house meetings between the Town and residents to explore ideas how to mutually provide support to one another.** Elected officials/Town Staff and the residents are in large part, codependent on one another as the government dependson a predictable tax base to successfully operate while residents need reliable facilities and services to remain safe, comfortable and supportive of the community they chose towork, live, raise families, and retire*.*

***Strategy 2*: Host a forum and subsequent periodic meetings between the Town andbusinesses to explore ideas how to mutually provide support to one another.** Elected officials/Town Staff and the business community are in large part, codependent on one another as the government depends on a predictable tax base to successfully operate while business need proper city services and investment in reliable infrastructure to remain financially viable*.*

5.2.4.2 Objective 2: Build relationships between the Town of Biscoe and regional entities outside its town limits to strengthen mutual opportunities for sharedlocal and regional success.

***Strategy 1*: Town of Biscoe's leadership should explore additional opportunities to engage representation of the Town of Biscoe on county, regional and state agencies sothe Town may stay abreast of emerging plans, programs, and funding that could benefit Biscoe while strengthening the region.** *Important programs, plans and grant opportunities are periodically offered, often with changing priorities and requirements. Ensure the Town of Biscoe is represented and participates in active roles to prepare plansto improve Biscoe.*

5.2.5 Goal 5: *ENCOURAGE A VARIETY OF HOUSING CHOICES!*

5.2.5.1 Objective 1: Continue to support housing at affordable prices.

***Strategy 1*: Continue to offer practices within the Town's ability to foster development of housing at affordable prices.**

5.2.5.2 Objective 2: Adopt standards and specifications and take actions that attract new residential uses within the town core with higher development and code enforcement standards to assure quality development.

***Strategy 1*: Ensure the new future UDO encourages investment in the new Town Center Area through mixed uses and densities balanced with architectural and enforcement standards.** The UDO should incentivize

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investment downtown through an allowance of compatible mixture of uses, horizontally and vertically, and a mixture of

residential density coupled with architectural design standards and enhanced enforcement requirements. Also see section 8.5.1 of this document for additional information.

5.2.6 Goal 6: *KEEP THE TOWN SMALL!*

5.2.6.1 Objective 1: Preserve the small town appeal of Biscoe while encouraging compatible business growth through development of revised development standards and specifications.

***Strategy 1*: Create a Main Street District (MS) through zoning standards and specifications with architectural design standards and specifications and development incentives designed to allow existing business to grow and encourage compatible new development.** Careful consideration will go into the preparation of design standards and specifications that reinforce the small town feel through an understanding of architectural and urban design principles that direct the placement and massing of structures. Attention will be also given to what may be considered the public realm, typically composed of streets, sidewalks, and civic spaces to help guide the Town's decision-making of details when investing in light posts, outside furniture, landscaping, and sidewalk surfaces.

***Strategy 2*: Give attention during preparation of the Main Street District (MS) to address development standards of adjacent properties and streets.** As the core area of Biscoe increases in development interest and popularity as a destination for commerce, entertainment, and civic events, it is important to allow adjacent areas to have the option to transition to new uses that may offer supportive roles through the service sector, such as professional offices, while remaining compatible to adjacent residential uses. This transition also helps add to the number of employees and the private-sector clients who may become frequent patrons of restaurants and businesses within Biscoe's core area. Dismissive planning of support areas to Main Streets inadvertently restricts the primary destination streets from maximizing their potential in retaining the community-cherished small town feel. The UDO can provide flexibility to allow access for parking, deliveries, and other utilitarian functions.

***Strategy 3*: Have the Town consider context-sensitive designs when it is time for Town-owned buildings to be constructed so that designs reinforce the small town feel.** The architectural style of publicly owned buildings has historically provided inspiration for privately developed buildings which often mimicked many design elements to create a cohesive sense of place. Large investments by the Town of Biscoe of civic buildings can positively or negatively have a domino effect on the designs of private-sector investments in land development. To successfully respond to the community's desire to retain a small town atmosphere, the Town must dedicate resources to design structures which emulate enduring qualities expressed by the community. An example of this principal was the design for the Town of Edenton, North Carolina's new Police Headquarters building. Its design was inspired by the Town's historic cotton mill and although it served a large governmental function, the building blended in well with the surrounding historic neighborhood and instantly created a sense of pride for the Town and area residents.

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Strategy 4: ***Incorporate a sense of small town ambiance in public infrastructure.*** The details within the public realm of a town can be as important as the privately-owned buildings themselves for maintaining a tangible small town look. When the Town of Biscoe is tasked with selecting sidewalks, outside furniture, utility posts and even landscaping, the Town should have a pre-selected palette of elements from which to order that are in harmony with the small town ambiance.

5.2.7 Goal 7: *CONTINUE TO ENHANCE TOWN LEADERSHIP!*

5.2.7.1 Objective 1: Seek opportunities for Town of Biscoe's department directors to earn continuing leadership education.

Strategy 1: Submit scholarship applications and annual budget requests for Biscoe's department directors and managers to rotate enrollment in the UNC School of Government's leadership courses.

Strategy 2: Submit scholarship applications and annual budget requests for Biscoe's department directors and managers to attend regional and state conferences in their disciplines to build relationships with colleagues in other North Carolina towns and learn how they are solving similar challenges that confront Biscoe.

5.2.8 Goal 8: *SUPPORT LOCAL BUSINESSES & INDUSTRIES!*

5.2.8.1 Objective 1: Support local businesses and industries through careful preparation of the new UDO to address their compatibility with surrounding land uses to improve opportunities to expand.

Strategy 1: Ensure Town standards and specifications encourage growth and expansion of businesses. The new UDO should identify different commercial zoning districts with varying permitted uses and development standards.

Strategy 2: Create a vehicle-based services and repair district to allow for clustering of such services. The new unified development ordinance (UDO) should be prepared after plan adoption to establish a "Vehicle Services and Repair District" or VSR, which will establish standards and specifications for addressing concerns experienced with business establishments which are vehicle-based service, motor vehicle repair, and storage of disabled motor vehicles. This district should be used in strategic locations as these existing or new businesses serving these needs seek additional space.

5.2.8.2 Objective 2: Foster growth in local-craft businesses.

Strategy 1: Adopt a new UDO with standards and specifications that respond to challenges associated with expanding and attracting local-craft businesses. Restaurants, artisan specialty shops, and entrepreneurs producing

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products high in craftsmanship within proximity to each other will generate interest and establish Biscoe as a destination. Ensure the UDO acknowledges the fiscal challenges a start-up business would have if required to develop property under the same conventional standards and specifications as a national retailer regarding minimum lot area, building setbacks,

minimum parking, and other site development standards. Adopt standards and specifications that allow conversions of existing structures into new uses, encourage shared parking, and provides flexibility in building setbacks to respond to unique lot dimensions. Adopt administrative review procedures sensitive to challenges faced by local craft businesses to improve their successful start-up in Biscoe.

5.2.8.3 Objective 3: Identify shared parking opportunities for downtown businesses

Strategy 1: A new UDO should encourage shared parking in downtown Biscoe for businesses that have different hours of parking demands. The land area and cost to develop parking is a large cost of land development that could be reduced if shared parking is allowed. The UDO should allow rear alleys downtown that provide standards that allow businesses to provide rear parking as well as allowing shared parking with other businesses of complementary hours will be recommended.

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6. ECONOMIC DEVELOPMENT

The Town of Biscoe, North Carolina is located on the east side of Montgomery County between the Town of Star to the north and the Town of Candor to the south. The County seat is in Troy located west of Biscoe. Biscoe is one of five incorporated municipalities in Montgomery County. The Town is located approximately 60 miles east of Charlotte, 90 miles southwest of Raleigh, and 70 miles northwest of Fayetteville.

6.1 Why Focus on Economic Development

Economic development is critical to a community for two reasons: 1) to provide an employment and income base for the community; and 2) to enable a community's leadership to maintain the lowest reasonable rates for its utility rate payers and taxpayers.

Effective economic development starts with the latter. Prudent management procedures for the efficient and effective operations of both utility enterprises and tax revenue systems will ensure that all money due to both the Town and the County is collected. Effective collection allows leadership to establish and maintain the lowest responsible rates for all rate payers and taxpayers.

6.1.1 Utility Rates

Achieving low utility rates for customers of the Montgomery County system always begins with proper maintenance and operations of utilities while carefully managing the expansion of such systems. Maintenance of existing systems should emphasize quality control to eliminate leaks, account for water and wastewater usage, and avoid contamination. Placing an emphasis on these important factors will provide one way of improving the return on the investment by both the Town and the County for rate payers.

Another important approach to improving the return on public investment is to carefully manage the growth and expansion of the system. Extensions should be prudently studied and examined to determine the effective advantages to the current rate payers of such expansion and ensure sound decision making. Extensions without annexation may increase utility revenue, but at the same time may expose the rate payer, and taxpayer, to financial obligations while the benefactor of the extension shares little or no risk in the cost of the extension. Exceptions should only be considered when public health is at risk and annexation is not eligible; therefore, obtaining a voluntary petition for annexation to be held until eligibility is attained can protect the Town, its rate payers and taxpayers.

A third important factor in increasing the return on the public's investment in the utility enterprises is to encourage infill development and redevelopment. Improving under-developed and under-utilized areas of existing development within the Town can increase the return on investment in existing infrastructure and contribute greatly to reducing utility and property tax rates.

6.1.2 Property Tax Strategy and Other Taxes Collected

The maintenance of low property (ad valorem) tax rates always begins with the prudent and effective management of reporting and collecting the other revenue sources towns receive in order to reduce reliance on property taxes. Emphasis on effective data reporting enables the retrieval of several types of taxes already paid by our citizens and

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businesses every day that can easily be overlooked in the absence of effective reporting practices.

Another tax already paid by the taxpayer daily is the State tax on motor vehicle fuels, commonly known as the Powell Bill. The state distributes this tax to towns based upon a combination of population and street mileage maintained by the town. As towns' street networks grow by accepting new subdivision streets for maintenance, the Powell Bill data reporting must keep pace. Immediately upon completion of new streets, the Town should update its Powell Bill information during the next reporting cycle, so the Town begins bringing that revenue, already paid by the taxpayer, back to Biscoe to increase the funding available for maintenance. A new street may retrieve significant revenues over time before any repair cost are experienced.

State sales tax distributions to the Town are controlled by the County. The sales taxes collected and redistributed within a county may return to the Town by either population or property valuation-based formulas - determined in North Carolina by the local County Commissioners. This system is a counter-productive system in that counties often compete with towns for growth so they may keep a larger share of sales tax distributions to be shared locally. The only effective role a town may have in successfully growing its recovery of the sales tax collected by local businesses is through the careful management of the utility enterprises. Provision of stormwater, potable water, and sanitary sewer has a profound effect on the location of businesses, and towns that manage their systems with an emphasis on return on investment can improve their share of local sales tax recovered by supporting growth within the boundaries of the town.

Property taxes are the major source of local discretionary funding for routine services such as recreation, sanitation, public safety, and administration. Maximizing the recovery of the taxes already collected by the state can reduce the level of taxation required of property owners.

6.1.3 Jobs and Economic Base

The economic base of a community is the collective group of business activities that bring money into the Town by providing a product or service. The category of "Production, Transportation, and Material Moving" occupations has been the top sector in recent years bringing money into Biscoe, followed by "Management, Business, Sciences, and Arts" occupations. The non-basic sectors including commercial development (driven by residential development) are typically that part of the local economy providing services and products sought by the basic sector workers and others, such as the dry cleaners, pharmacy, grocery store and repair service businesses. When "travel and tourism" is part of the economic base, many businesses serve both purposes; restaurants are a good example because they serve both local and non-local customers routinely. "Hotels and other hospitality" businesses can serve both the tourism and corporate sector of our future economic base.

The economic base establishes a true purpose for the community. The jobs created by the basic sector businesses are the obvious direct benefit of the economic base. Jobs are critical because much of the impact of the economic base depends on how well money is distributed throughout the community, and jobs are the primary method of distribution.

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Automation often tends to allow economic activity to skim over the surface of a community and not have as deep an impact. One way to maximize a positive economic impact of the local economic base sector business community is to establish local relationships with companies and enterprises to provide as much local support and local resources as possible to increase distributions of wealth locally.

Increases in the value of local properties by infill development and redevelopment of under-utilized areas help lower property taxes for all taxpayers, further improving the local return on the investments made in existing infrastructure *(see Section 6.1.2 of this document)*.

6.2 Current Economic Profile - Conventional Sectors

6.2.1 Production, Transportation, and Material Moving

The largest number of the Town's citizens in the workforce are employed in the "Production, Transportation, and Material Moving" occupations, making up 34% of the workforce. The second most numerous categories are "Management, Business, Sciences, and Arts" occupations, making up 20% of the workforce. *(See Table 3.5.1A in section 3 of this document)*

A healthy commercial services sector is critical to supporting strong industry; therefore, practical standards and specifications such as zoning rules and non-residential property maintenance codes must be administered to support the sector. Standards and specifications must be updated to protect property rights while preserving natural resources and establishing reasonable standards for enhancing the appearance of all new development and redevelopment. Equally important to updating the Biscoe development ordinances is professional administration to ensure equal and fair treatment to all Biscoe's businesses and citizens. Proper implementation will enhance these industries and occupations, allowing them to become more prosperous.

6.2.2 Manufacturing

Manufacturing has been important to Biscoe's historic growth. According to Montgomery County's economic development profile, the County's largest employer is AAM Casting (formerly MPG), located at the southeast corner of E. Main St. and McCaskill St. This and other manufacturing businesses represent a vital sector in Biscoe's area economy providing jobs to many residents. *(See Table 3.5.1.B in section 3 of this document for data within the corporate limits)*

6.3 Importance of the Infrastructure Networks

Infrastructure, including water, sewer, electricity, natural gas, telecommunications, high-speed internet, roads, railroads, and airports make up the core infrastructure for a community. These networks often seem unrelated; however, lack of coordination between these unique systems can result in poor decisions regarding land use development.

Municipal utilities such as water, stormwater, sewer, streets, sidewalks, and greenways generally represent most hard structure utilities. These utilities generally are based upon the network of streets and roads.

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Non-municipal services such as electric, telecommunications, natural gas and broad-band fiber generally utilize flexible conduits for their conveyances. These service providers are typically located within or adjacent to public street and road right-of-way and therefore utilize much of the same network for distribution.

Coordination among these various service providers, as well as other governmental counterparts such as the North Carolina Department of Transportation, Montgomery County, and other providers, is also vital to efficient operations of Biscoe's utilities and public works functions. Conducting periodic meetings to review planned improvements and proposed developments by private development interests can often improve the level of service to all of Biscoe's businesses and citizens by identifying opportunities for cost savings through coordination. Inclusion of representatives of these various agencies on a local technical review committee coordinated by the Town's professional planning department will reduce costs to Biscoe rate and taxpayers.

Examples of cooperative initiatives may include provision of services for manufacturing facilities, where dual feed electrical supply, water, sewer, and a host of other functions can be coordinated ahead of time to ensure appropriate capacity is provided and corridor limitations are foreseen. Projects to consider should be evaluated based on merit to the Town's utility rate and taxpayers.

6.4 Existing Business Retention and Expansion

Biscoe is ideally located to grow its commercial services sector. Diverse businesses including resilient job creators, specialty markets, professional services, health professionals, and food and beverage establishments supplemented by small industry, craftsmanship, and artistic endeavors (both for-profit and non-profit) will be required if Biscoe is to refresh its local purpose in the region. Without this emphasis we risk becoming dependent on franchise and chain business enterprises with limited long-term commitment to the community.

6.5 Tourism, Travel and Hospitality

Projects that enhance the tourism experience in Biscoe should be considered and programmed into capital budgets over time to stimulate a continuation of new investment (both public and private) for the ever-changing tourism based industry.

6.5.1 Heritage Tourism

Heritage Tourism is defined by the National Trust for Historic Preservation as "traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present. It includes cultural, historic, and natural resources." It is one of the fastest growing segments of the tourism and hospitality industry overall, and a major focus of the State of North Carolina's tourism promotion efforts.

Opportunities for the growth of Heritage Tourism include businesses that provide support services for artists and craftspeople. Such businesses include tool and musical instrument repair, wholesale, retail, and distribution of specialty materials used in the creative arts (weaving, basket-making, blacksmithing, pottery, woodworking, etc.), and services provided to residents and tourists such as demonstrations, guided tours, private lessons, and programming for public institutions and private and non-profit entities.

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6.5.2 Recreation and Parks/Eco-Tourism

Biscoe is conveniently located near the following recreational amenities.

Town of Biscoe's Park

The Town of Biscoe's Deaton-Monroe Park, located at 221 Mill St., features a swimming pool, 4 tennis courts, 6 basketball goals, a walking trail, 2 volleyball courts, a picnic shelter, 12 horseshoe pits, and a baseball field. The park also includes several playground equipment for children.

Morrow Mountain State Park

Morrow Mountain State Park provides adventures in hiking, camping, paddling, fishing, horseback riding, swimming while offering scenery on one of the highest points in the piedmont. These 15 miles of hiking trails and 16 miles of bridle trails thread through the park, reaching from the summit of Morrow Mountain to Lake Tillery, where a boathouse offers canoes and rowboats for rent and bait for fishing. Visitors can launch their own watercraft from a boat ramp. A family campground with 106 sites for tents, trailers and RVs is close by a swimming pool with bathhouse. Group camping, remote backpack camping and rustic vacation cabins give more choices for extended stays.

Uwharrie National Forest

With more than 50,000 acres and nearly 80 square miles of territory, the Uwharrie National Forest is a treasure trove full of beautiful scenery, wildlife, and trails for all sorts of activities. There is ample room for horseback riding, hiking, trail running, mountain biking, hunting, camping, dedicated trails for off-road vehicles and more. Backpacking in and camping is also available in the Uwharrie. The lower elevations make it easier to deal with the gains and losses with well-maintained trails and an abundant variety of campsites are available.

Birkhead Mountain Wilderness

The Birkhead Mountain Wilderness occupies 5,160 acres in the northern most lands of the Uwharrie National Forest and has a system of hiking trails including Robbins Branch Trailhead and Thornburg Trailhead which have parking.

6.5.2.2 Bicycling and Hiking

There are many trails available in and around Biscoe in the Uwharrie National Forest and in other parts of Montgomery County.

Hiking

Uwharrie Trail - 20.5 miles of moderate trails runs from the Wood Run Trailhead on NC 24/27 to the Jumping Off Rock Trailhead on Flint Hill Road. A trailhead is located at the 8/12 mile mark on NC109.

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Dutchman's Creek Trail - 9.5 miles of moderate trails marked with yellow blazes, starts at Wood Run as well. Dutchman's is a single track that ends 9.5 miles north at Yates Camp, a hunt camp that is open year-round. This trail was designed as a loop system with the southern portion of the Uwharrie Trail.

Denson's Creek Trail - 2.2 miles -Easy to Moderate- This nature hike begins behind the Uwharrie National Forest office on NC 24/27, less than 4 miles west of Biscoe. This trail has two loops: a short loop of 0.75 miles and a longer loop of 2.3 miles. It connects, near Denson's Creek, to the Town of Biscoe Trail.

Badin Lake Hiking Trail - 5.6 miles -Easy- This lakeside trail is a 5.6-mile loop trail following the lake's shoreline for more than half its distance, then looping back through hardwood forest to Cove Boat Ramp. The trail connects Cove Boat Ramp, Arrowhead Campground, Badin Lake Campground, King's Mountain Point, and a connector trail connects Badin Group Camp. A short loop of the trail circles Arrowhead Campground.

Birkhead Mountain Trail - 5.6 miles -Moderate- Located in the Birkhead Mountain Wilderness.

Hannah's Creek Trail - 1.4 miles -Easy- Located in the Birkhead Mountain Wilderness.

Robbins Branch Trail - 3.2 miles- Moderate- Located in the Birkhead Mountain Wilderness.

Town of Troy Trail- 4.75 miles- Easy- From the Roy Maness Nature Preserve to the Little River near NC24/27, this 5-mile Trail follows Denson's Creek and is especially beautiful when the Mountain Laurel are in bloom in late spring. A new parking lot has recently opened on Glen Road near the intersection with NC24/27. Limited roadside parking provides access to the trail at the bridge on Okeewemee Road.

Mountain Biking

Wood Run Mountain Bike Trail System

The Wood Run Mountain Bike Trail system offers 22 miles of trails on the rough and rocky Keyauwee and Supertree Trails.

Wood Run Road - 11 miles- Easy - The gated and graveled road has a round trip length of approximately 11 miles.

Supertree Trail - 5 miles- Easy to Moderate - This can be ridden clockwise as a single track downhill trail.

Keyauee Trail - 6 miles- More Difficult - This can be ridden counterclockwise as a single track downhill trail.

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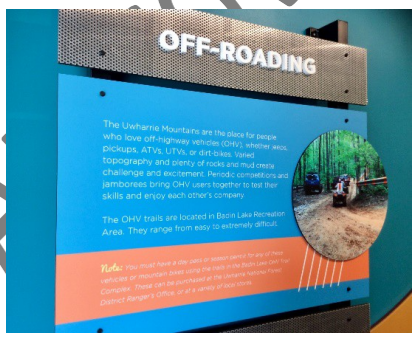
Badin Lake Recreation Area Trails

There are 40 miles with 25 named trails varying in length and difficulty that are great for hiking, trail running, mountain biking and horseback riding. Trails are open year-round free of charge.

6.5.2.1 Automobile Touring (Motoring/Automobiling)

Opportunities include support for growth and expansion of existing business serving the motoring tourist with overnight and seasonal housing accommodations, base camp facilities, extended vehicle parking, outfitters, outpatient medical services, automotive services/repairs, and food/beverage services located within proximity to one another. Biscoe is close to the eastern side of the Uwharrie National Forest which includes the Badin Lake Off-Highway Vehicle (OHV) Trail Complex. The OHV Trail Complex is composed of six trailheads offering access to 16 miles of trails.

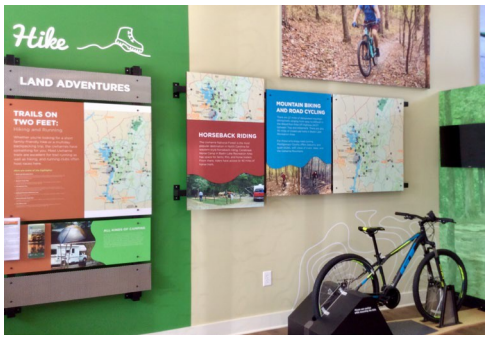


6.5.2.2 Bicycling and Hiking

There are many hiking and mountain biking trails available in the Uwharrie National Forest and in other parts of Montgomery County.

Hiking

Uwharrie Trail - 20.5 miles of moderate trails runs from the Wood Run Trailhead on NC 24/27 to the Jumping Off Rock Trailhead on Flint Hill Road. A trailhead is located at the 8/12 mile mark on NC109.



Dutchman's Creek Trail - 9.5 miles of moderate trails marked with yellow blazes, starts at Wood Run as well. Dutchman's is a single track that ends 9.5 miles north at Yates Camp, a hunt camp that is open year-round. This trail was designed as a loop system with the southern portion of the Uwharrie Trail.

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Denson's Creek Trail - 2.2 miles -Easy to Moderate- This nature hike begins behind the Uwharrie National Forest office on NC 24/27, 2 miles east of Troy. This trail has two loops: a short loop of 0.75 miles and a longer loop of 2.3 miles. It connects, near Denson's Creek, to the Town of Troy Trail.

Badin Lake Hiking Trail - 5.6 miles -Easy- This lakeside trail is a 5.6-mile loop trail following the lake's shoreline for more than half its distance, then looping back through hardwood forest to Cove Boat Ramp. The trail connects Cove Boat Ramp, Arrowhead Campground, Badin Lake Campground, King's Mountain Point, and a connector trail connects Badin Group Camp. A short loop of the trail circles Arrowhead Campground.

Birkhead Mountain Trail - 5.6 miles -Moderate- Located in the Birkhead Mountain Wilderness.

Hannah's Creek Trail - 1.4 miles -Easy- Located in the Birkhead Mountain Wilderness.

Robbins Branch Trail - 3.2 miles- Moderate- Located in the Birkhead Mountain Wilderness.

Town of Troy Trail- 4.75 miles- Easy- From the Roy Maness Nature Preserve to the Little River near NC24/27, this 5-mile Trail follows Denson's Creek and is especially beautiful when the Mountain Laurel are in bloom in late spring. A new parking lot has recently opened on Glen Road near the intersection with NC24/27. Limited roadside parking provides access to the trail at the bridge on Okeewemee Road.

6.5.2.3 Camping

Uwharrie National Forest

Primitive camping sites are available throughout the Uwharrie National Forest.

Badin Lake Campgrounds

The campgrounds have basic camp site amenities and shared facilities while some sites have power hookups. There are also sites available right on beautiful Badin Lake. There are 4 developed campgrounds for tents, camping trailers, and RVs and one tent-only campground within the Badin Lake Recreation Area. There are 2 campgrounds with full hookups.

Badin Lake Campground. The campground offers 34 sites for tent, camping trailer or RV camping. There are several campsites on the lakeshore of Badin Lake, which can be accessed via boat, canoe, or kayak. This campground has basic camp site amenities and shared facilities. Badin Lake's Group Campground offers 3 sites, each with a capacity of 50 people.

This campground is rustic and it has 8 tents only campsites that can be accessed by a short walk from the parking lot. Each site has a tent pad, picnic table, fire ring, grill, and lantern post.

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Arrowhead Campground. This campground near Troy is suited for RV camping with full hookups. Trailered boats may be launched nearby at the Cove Boat Ramp. Arrowhead Campground has 50 campsites a quarter mile from Badin Lake.

Badin Lake Group Camp. This campground offers tent and RV camping. The camp has 3 sites with fire rings, tables, tent pads, showers, and toilets. This is available by reservation only and has a fee of $40 per night.

Canebrake Horse Camp. Refer to the description of this horse camp below.

Morrow Mountain State Park

Morrow Mountain State Park provides camping while offering scenery on one of the highest points in the piedmont. A family campground with 106 sites for tents, trailers and RVs is close by a swimming pool with bathhouse. Group camping, remote backpack camping and rustic vacation cabins give more choices for extended stays.

Equestrian Trails (Horseback Riding)

Trails

The Badin Lake Recreation Area offers approximately 40 miles of non-motorized trails available for horseback riding, mountain biking, and hiking. These trails range from easy to difficult as they traverse beautifully wooded areas, rocky outcrops, follow the Uwharrie River and many of its tributaries.

The Badin Lake Recreation Area in the Uwharrie National Forest has two horse camps and 25 named trails accounting for more than 40 miles of horseback trails. The Equestrian

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Trail System can be accessed from Canebrake Horse Camp or the Badin Lake Horse Camp with trails varying in length from 0.3 mile to 3.6 miles and ranging from easy to difficult.

Horse Camps

Canebrake Horse Camp. This campground in Troy is near the shores of Badin Lake and offers 40 miles of 24 nearby named trails with various mileage and ratings of easy, moderate, difficult, and extremely difficult. All 28 sites have basic camp site amenities, plus power, and shared facilities. This campground's horse amenities include a horse washing station, hitching posts, tack tables and direct access to the trails.

Overflow Horse Camp. Near Canebrake Horse Camp (above) is open when needed as overflow for Canebrake.

Badin Horse Camp or Old Horse Camp. Located in Troy, this primitive camping area is in an open field with tie outs for the horses. This camp is provided for self-contained RV/Horse trailers as there are no on-site amenities.

6.5.2.5 Angling (Fishing)

Fishing is popular on the lakes and rivers in western Montgomery County. Anglers will find a variety of fish including bream/bluegill, largemouth bass, flathead catfish, carp, redbreast sunfish, crappie, redear sunfish, smallmouth bass, and blue catfish here. Badin Lake, Lake Tillery, and Falls (Narrows) Reservoir offers a wide variety of fishing opportunities to Troy's residents.

Badin Lake

Boat Ramps

Cove Boat Ramp. Located at 400 Cove Rd. in Eldorado, this ramp offers boat launching of trailered boats and non-motorized watercraft. It is near the Arrowhead Campground and the Badin Lake Hiking Trail.

Circle Drive Boat Ramp. Located at 724 Shoreline Dr. in New London, this ramp has 40 boat trailer spaces, 5 single vehicle spaces, 3 universal access spaces with dock handrails, and a paved walkway and restrooms.

Whip-o-Will Boat Ramp. Located at 241 Lakemont Road in New London, this ramp has 51 boat trailer spaces and 2 universal access spaces.

Lake Forest (Fish Tales). Located at 700 Lake Forest Dr. in New London, this ramp includes a boat launch and vehicle/trailer day parking.

Fishing Piers

King's Mountain Point. Located at 789 NC Hwy Badin Lake Rd in Troy, this area offers a day-use area of four accessible fishing piers, a sheltered picnic pavilion, 34 picnic sites, parking, a paved trail, and access to the Badin Lake Trail.

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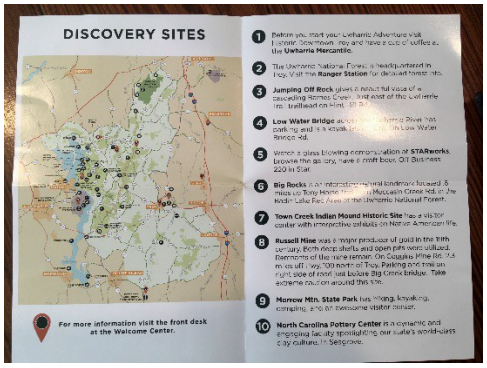
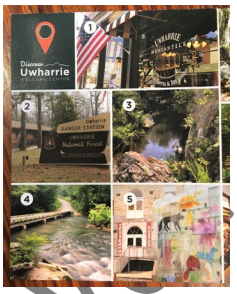
Holt's Picnic Area. Located off Badin Lake Rd. in Troy, this area provides a day-use site for fishing and picnicking in a picturesque setting along Badin Lake's shore.





Shore Fishing

Badin Lake is bordered on the east by the Uwharrie National Forest which offers camping and fishing in less developed sites like Woodrun Hunt Camp, West Morris Mountain and Yates Place available on a first-come basis.

Lake Tillery

Boat Ramp

Lilly's Bridge Cove. Located at 1097 Lilly's Bridge Rd. in Mt. Gilead, this area has a boat launch suitable for any boat within the Lake's 32-foot length restriction and 50 boat trailer spaces.

Swift Island Boat Landing. Located at 4917 NC Hwy. 24/27 in Mt. Gilead, this launch area has the largest launch pad and paved parking lot on the lake with 100 boat trailer spaces.

Fishing Piers

Lilly's Bridge. Located at 1097 Lilly's Bridge Rd. in Mt. Gilead, this popular fishing location is on the old bridge which is no longer open to vehicles. The bridge stretches across a cove with plenty of space and opportunity to catch a variety of fish.

Twin Harbor Camping Resort. Located at Twin Harbor Dr. in Mt. Gilead is small RV Park with 10 pull through pads, electric, water and sewer hook ups as well as a pool and a pier.

Falls (Narrows) Reservoir

This remote reservoir is accessible along a small dirt ramp and turn around (4-wheel drive only) to set in a small boat or canoe for fishing. Fishing along the banks is also available with part of the Falls Dam visible much of the year from several places along the banks.

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6.5.2.6 Agritourism

The North Carolina Agritourism Networking Association (NC-ANA) is a member driven non-profit organization that serves Agritourism Farmers and Agritourism Professionals throughout North Carolina and surrounding states. The organization promotes networking between Agritourism Professionals, works to grow the Agritourism Industry through public education and promotion of agritourism and education of its dedicated members, governmental and elected officials, and policy makers.

The NC-ANA hosts the NC Agritourism Conference annually, generally held in January of each year that brings farmers together, not only from across the state, but from across the country as well. This conference includes an interactive farm tour that visits Agritourism Farms and other points of interest, and hosts a large educational conference and trade show that appeals to not only beginners in the Agritourism world but the experienced and seasoned farmers as well.

NC-ANA members, Tonje and Joel Olsen raise Certified Animal Welfare Approved sheep at Montgomery Sheep Farm in Biscoe. Montgomery Sheep Farm is one farm in the larger network of farmers comprising a ground maintenance company that uses sheep to graze the grounds on solar farms in the Southeast. This model creates benefits for solar companies, rural communities, family farmers, consumers, and the environment.

There is a large disparity between urban consumers and rural agriculture producers that continues to grow. Because of this, gardening practices, food production and preservation have all become forgotten arts. The Cooperative Extension Service partnered with their local Farm Bureau, Community College, Agriculture Businesses and Carolina Farm Credit to develop programs and tours of area hatcheries, a century-old heirloom crop farm, various markets, and a cattle farm where some the nation's top Gelbvieh cattle are raised.

6.6 Manufacturing

Leadership boards of local government, both municipal and county, traditionally feel an obligation to emphasize traditional manufacturing; however, traditional manufacturing may only be a small part of the future economy of Biscoe and most other small towns.

Technological innovation and globalism are fueling transformational change in both our cultural and business environments. An increasingly mobile workforce is utilizing digital, web-based technology – the ubiquitous 'mobile app' – that enables a business owner or employee to work from anywhere. Many jobs are no longer tied to a specific location. Anyone with a Smartphone and an idea can become an entrepreneur.

Opportunities for Biscoe in this new economic realm are directly related to the 'quality of place' issues that are explored throughout this Town Plan, particularly tourism, arts and crafts, and other natural resource-based sectors described elsewhere in this Plan. When employers, innovators and entrepreneurs can choose to live and work anywhere, it is quality of place – in addition to thebasics of infrastructure and support services – that is often the deciding factor.

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Biscoe has the attributes to successfully compete in this age of global commerce. The Town can glean from other proven economic development strategies and build its foundation by retaining young talent and attracting innovators from the greater region and around the country.

Traditional manufacturing blends traditional manufacturing with forward thinking values of naturally sourced and locally produced materials to produce tangible goods for a value added industry.

While these traditional opportunities do exist, Biscoe must recognize there are also pitfalls to placing all hope on 'traditional industry' – a sector that may inevitably employ humans to manage facilities that are designed for a specific level and duration of productivity. The reality is that smaller facilities are often the disposable ones. Larger facilities require a larger investment and typically are considered long-term commitments.

In this context, Biscoe must recognize its place in the region and the country. The reality for Biscoe will require support for a "rural community plan". Recognizing these realities and our need to look at new kinds of economies, such as the GIG Economy, the app-based economy and the shared economy, Biscoe can and will meet the future.

6.6.1 Economic Transformation

An increasingly mobile workforce is utilizing digital, web-based technology – the ubiquitous 'mobile app' – that enables a business owner or employee to work from anywhere.

The global pandemic COVID-19 that emerged in late 2019 led to many employees to remain home, at least temporarily, to help reduce the spread of the virus. Employees who were fortunate enough to remain employed while working from home replaced face-to-face meetings with computer-based meeting platforms, such as Zoom. As mentionedin an article entitled, "What is the Future of Cities," appearing in NPR's Planet Money on May 19, 2020, author Greg Rosalsky reported how some major companies signaled that remote work from home is here to stay. The article quotes Harvard University profession Ed Glaeser, whom Rosalsky calls the leading scholar of urban economics, as saying that, at least in the short run, how large dense cities, having large employment centers, may suffer in the foreseeable future, while companies open small offices in more affordable lower-density midsized cities where employees may work remotely, once the pandemic is over.

Many jobs are no longer tied to a specific location. Anyone with a Smartphone and an idea can become an entrepreneur. As stated above, technological innovation and globalism are fueling transformational change in the cultural and business environment.

Opportunities for Biscoe in this new economic realm are directly related to the 'quality of place' issues that are explored throughout this Plan, while recognizing tourism, arts and crafts, and other natural resource-based sectors. When employers, innovators and entrepreneurs can choose to live and work anywhere, it is quality of place – in addition to the basics of infrastructure and support services – that is often the deciding factor.

Biscoe has the attributes to successfully compete in this age of global commerce. The Town can glean from other proven economic development strategies and build its

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foundation by retaining young talent and attracting innovators from the greater region and around the country.

6.6.1.1 APP Based Economy

The 'app-based' economy is not just creating a new digital platform for freelance work. It is spawning a host of new economic activity. For example, more than a million 'makers' sell jewelry, clothing, arts, and craft supplies and tools, and all manner of home goods and accessories through the online marketplace

6.6.1.2 SHARING (or SHARED) Economy

The well-known lodging website Airbnb and similar accommodation platforms such as Love Home Swap and onefinestay have close to a million 'hosts' in nearly 200 countries. Uber and Lyft, two other mainstays in the emergent realm of 'crowd-based capitalism', are transforming how we think about transportation. Uber, which started with four people around a desk and two cars on the streets of San Francisco, is a global phenomenon, serving over six continents with well over 1,000,000 drivers.

6.6.1.3 GIG Economy

The GIG economy is part of a shifting cultural and business environment fueled by technological innovation and globalism. An increasingly mobile workforce is utilizing digital, web-based technology that enables employees to work from anywhere, so that jobs are no longer tied to a specific location. Companies such as Uber, Lyft, and AirBnB are examples of this emergent realm.

The workforce of this new 'gig' economy largely consists of freelance 'independent contractors' who can select among temporary jobs, referred to as 'gigs' (hence the term), and short-term projects from anywhere in the world. Likewise, employers can select the best individuals for specific projects from a 'global' labor pool and are no longer confined to any given area.

Opportunities for Biscoe in the GIG Economy are directly related to the speed and quality of digital connectivity and the 'quality of place' issues that are explored throughout this Plan.

6.7 Economic Development Opportunities

Several opportunities exist for Biscoe to re-establish a strong economic base. The following topics focus on first steps for advancing in the '21st Century'.

6.7.1 Innovation Districts

Innovation Districts are an outgrowth of the culture and technology driving today's economic transformation. Instead of focusing economic development efforts on isolated campuses or business parks, Innovation Districts focus on clustering start-ups and incubators in compact, amenity-rich areas (i.e., walkable downtowns, mixed use districts, etc.) where a mix of entrepreneurs work in collaborative spaces and share knowledge and resources (a staple of the 'Shared Economy'). Existing incentive programs would be paired with a partnership of 'innovation cultivators' – the companies, organizations, and other groups that support the growth of individuals, firms, and their ideas. They include incubators, small business and technology development centers, community colleges,

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local high schools, job training firms and others advancing specific skill sets for the innovation-driven economy. The initial focus should be a future downtown 'cluster' of businesses utilizing available properties, beginning with development of a single 'innovation space', or business incubator.

6.7.2 Home-based Businesses

Technological innovations make it imperative to re-examine and update zoning provisions that limit or prohibit work at home. The Town should analyze the content and impact of existing standards and specifications with an attitude toward implementation and enforcement that encourages entrepreneurship, creativity, and individual expression while protecting neighborhood residential character.

6.7.3 Small Business Incubator

The Town should explore the necessary public-private partnerships and funding sources to plan and develop business incubators in both available manufacturing space and future town center. The incubator's mission would be to recruit, develop, and stimulate entrepreneurial talent in the region to foster economic growth, strengthen and diversify the local economy, and create new jobs. For example, a partnership-funded non-profit organization would lease (or own) a building that provides support services such as high-speed broadband internet, utilities, reception, and security, along with amenities like audio-visual equipment, conference rooms, and distance-learning capability. A collaborative effort with the community college could offer support systems such as business plan and marketing strategy development, technical assistance, funding proposal preparation, and more.

6.7.4 Collaboration and Regional Partners

Economic development has been a major element of regional initiatives in recent years. All contain a host of economic development strategies to achieve the goals of jobcreation, talent retention, and entrepreneurism. The Town should take a leadership role in implementing those strategies that will help the community benefit from its world-class natural and cultural resources by tapping the technological potential of the 21st century economy, opening Biscoe and the region to the global marketplace.

The IRS tax code encourages long-term, private capital to invest in eligible low-income rural and urban communities, called Opportunity Zones, across the United States. The primary corporate limits of the Town of Biscoe and the ETJ are located entirely within a designated Opportunity Zone.

6.8 Economic Development *ACTION ITEMS!*

The economic development opportunities Biscoe enjoys clearly fit into three categories. These are described as "Immediate", "Programmable" and "Opportunity".

6.8.1 Immediate Action Items:

The following immediate action items should be prioritized to accomplish in earnest. These items are intended to begin producing immediate results and improve the personality of Biscoe as a community addressing its goals.

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6.8.1.1 Eliminate obstacles to the goals set by the Town in this plan.

Clearly identify opportunities and obstacles within local zoning policies to encourage a destination area located within the new town center catalyst area. Ensure walkable options for visitors requiring flexible alternatives. Establish clear signage standards to alleviate clutter and establish fairness among businesses. Establish opportunistic standards for business types in manufacturing, commercial service, and home-based business sectors to stimulate opportunity while establishing specifications for development to protect these investments, neighborhoods, and the environment as mutual benefactors. Standards and specifications must be evaluated to support additional action items below.

6.8.1.2 Promote Biscoe as a "base camp" for travelers.

Promotion of Biscoe as a host community and base camp for individuals and groups seeking access to a variety of food/beverage choices will clearly set Biscoe apart from other communities catering to these visitors.

6.8.1.3 Promote Biscoe as a location for modern manufacturing mated with a rural adventure lifestyle.

Promote Biscoe as a community for entrepreneurs of forward-thinking business enterprises seeking both a rural community and adventure lifestyle setting near urban amenities.

6.8.2 Programmable Action items:

The following programmable action items should be assigned to specific teams or departments to develop the ways and means to accomplish the tasks.

6.8.2.1 Install local way-finding signage.

Local directional signage will help guide the visitor to the concentration of automotive services, motorcycle services, accommodations, and food/beverage businesses in Biscoe.

6.8.2.2 Establish partnerships

Resources for collaboration and support of economic development initiatives are not always consolidated into one neat package. The resources in North Carolina flow into communities and regions through multiple agencies. Organizing strategic interagency partnerships and participating in effective ways often becomes cumbersome; therefore, identifying the best partnerships and managing effective relationships among those partnerships should be a defined responsibility of either the Town Administrator or Town Planning and Zoning Administrator.

The Town should explore the necessary public-private partnerships and funding sources to plan and develop business incubators in both the new town center catalyst area and available manufacturing space. *(Also see sections 6.7.3 and 6.7.4 of this document for additional information.)*

6.8.3 Opportunity Based Action items:

The following opportunity-based action items will require continuous planning and forethought to recognize opportunities to act.

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6.8.3.1 Support growth and expansion of eco-tourism businesses.

Support for growth and expansion of both existing and new businesses serving the motoring tourist with overnight and seasonal housing accommodations, RV camping, base camp facilities, extended vehicle parking, outfitters, outpatient medical services, automotive services/repairs, and food/beverage services located within close proximity to one another.

6.8.3.2 Establish criteria for financial participation in opportunities to expand the job and property tax base through strategic expansion of infrastructure.

Establish clear criteria for expansion of infrastructure (broadband, stormwater, potable water, and sewer systems) based upon measurable benefits and a "return on investment" business model. Criteria should also include contingency factors for public health and welfare needs when potable water and sanitary sewer needs are critical.

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7. INFRASTRUCTURE

7.1 Water and Sewer Utility Systems

The Montgomery County Public Utilities (MCPU) serves as the regional water provider for Biscoe and the other four municipalities in the County. MCPU operates as an enterprise of Montgomery County. Operations and maintenance of the public utility must be funded through revenue from the sale of water and sewer services. Ad valorem property taxes are not used to support the water and sewer systems.

7.1.1 Water Supply

Montgomery County Public Utilities (MCPU) operates and maintains a 6 MGD surface water treatment facility, 10 storage tanks, 10 pumping stations, and two pressure reducing stations, over 400 miles of water line ranging in size from 2" - 24", 950 valves, and 700 fire hydrants. Montgomery County treats and delivers an average of 2.4 million gallons a day to six municipalities, including the Town of Biscoe, two private water systems, and approximately 5,700 retail customers.

7.1.1.1 Water Supply Action Steps

Montgomery County Public Utilities (MCPU) is taking steps to plan for future water supply needs. In February 2020, MCPU issued a request for bids for qualifications to replace 900 feet of a water main underneath the bed of the Little River. In the fall of 2018, Hurricane Florence caused catastrophic damage to the water transmission line located just south of the Town of Troy, at the Little River crossing adjacent to Pekin Rd (S.R. 1005). This line serves the south central part of the County and provides an alternate route for serving the southeastern portion of the County, including the town of Candor. Immediate temporary repairs were made and water was re-routed to keep all customers in service and the system operational - operational, but with limited pumping capacities, higher service outage risks from lack of redundancy, and higher water quality risks due to water age. The County has secured FEMA funds to replace the damaged line and is sourcing professional engineering services to help complete the project.

In May 2019, MCPU issued a request for qualifications to rehabilitate the County's Raw Water Pump Station (RWPS). A preliminary engineering report was completed and all funding has been secured to source professional engineering services to help complete the project. The improvements to the RWPS includes, among other tasks, a like-for-like replacement of existing raw water pumps with no increase in its permitted capacity of 6 MGD.

7.1.2 Sewer Service

Montgomery County Public Utilities (MCPU) collects and treats wastewater from Biscoe. MCPU has a collective permitted capacity of 3.5 million gallons per day.

7.1.2.1 Waste-water Treatment Action Steps

The Town of Biscoe will continue to cooperate with MCPU regarding planning assistance associated with MCPU's waste-water facilities.

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7.2 Transportation Network

Recognizing trends and how peoples' preferences can and do change over time will enable Biscoe to position itself as a welcoming community for multiple generations into the future. This approach to planning reinforces the community's desire to create a place where younger people will desire to locate and remain, while aging members will choose to age in place. This can be achieved by creating and sustaining a transportation system that is successful in meeting both the existing and anticipated needs of a diverse community that multiple generations will find attractive by including transportation options and choices that are safe, attractive, and convenient.

One of the most common components of the transportation network and most visible characteristics of a neighborhood is the *street*, often taken for granted even though it can change everything about a neighborhood. The street strongly influences how people behave in their community. The following questions are presented to stimulate thoughts about neighborhood streets as an example of how important this simple concept is.

- Does the street have room to pass another car?
- Does the street have room for a visitor or emergency vehicle to park in front of a home or business?
- Does the street feature ditches or curbing for drainage?
- Does the street include sidewalks along its route?

The answers to these questions clearly define the character of the neighborhood, *for example*: neighborhood streets lined with ditches for storm-water conveyance will cause people to walk in the street just to visit a neighbor, or they may even give cause for residents to choose to drive a block away to visit that neighbor. By contrast, neighborhood streets containing curbing with sidewalks set back from the curb encourage people to spend time outside to walk or play together. Streets designed properly provide a place to learn to skate or ride a bike. The street with sidewalks becomes the neighborhood's central gathering place, where multiple generations of citizens associate in many ways. The properly designed street will change the characteristics of human behavior and contribute to improved and healthy lifestyles. How many times have you heard concerns about kids not getting enough exercise? Well, maybe our streets have not helped much with that problem. We can do better. We can improve the quality of neighborhoods in many ways.

Beyond the neighborhood street is a network of collector streets, often called arterials. These collector streets or arterials connect the neighborhood streets to the thoroughfares and highways that bring us all together. Streets also provide our principal connections to other modes such as airports and railroads. The following information about our transportation network and the actions we can take locally to improve how this network serves Biscoe's citizens and businesses will provide the foundation for many decisions facing the Town.

7.2.1 Roads and Highways

Interstate 73/74 transects the Town of Biscoe running north/south and has a full access interchange with US HWY 24/27. I-73/74 provides quick access to major markets across the southeastern United States and beyond. Driving north on I-73/74 leads to interchanges with two other major Interstates—I-85 and I-40. Continuing north on I-

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73/74 past these other two interstates leads into Greensboro via I-73 and Winston Salem via I-74. In addition to Montgomery County's excellent north/south connectivity, traveling east and west is also easy though our primary east/west route on NC Highway 27. NC Hwy 27 east leads to Charlotte and west leads to US Highway 15/501, then US 1, and into the Research Triangle.

Existing freeways, boulevards, and major thoroughfares within the Town of Biscoe's ETJ, as inventoried in the NCDOT's Comprehensive Transportation Plan (CTP) – Montgomery County, March 2012, Revised December 3, 2018 include the following:

Existing freeways within the Town of Biscoe's ETJ include:

- Interstate 73/74
- Hwy 220

Existing boulevards within the Town of Biscoe's ETJ include:

- SR 24/27 from the Moore County Line to I 73/74

Existing major thoroughfares within the Town of Biscoe's ETJ include:

- Interstate 73/74
- Hwy 220 A
- SR 24/27 from I-73/74 to Coggins Rd (SR 1336) No minor thoroughfares were designated in Biscoe's ETJ

7.2.1.1 Road and Highway Specific Action Items

The Town of Biscoe is a member of the Piedmont Triad Rural Planning Organization (PTRPO). The Montgomery County Comprehensive Transportation Plan (CTP), March 2012, was prepared by the PTRPO as a joint effort between Montgomery County, the PTRPO, and the NCDOT – Transportation Planning Division. On December 7, 2011, the Town of Biscoe adopted its portion of the CTP.

In March 2019, the Montgomery County CTP was amended at the request of the PTRPO which included two amendments applicable to the Town of Biscoe. The amendments are provided in the 2019 Montgomery County CTP Summary of Amendments.

The first amendment revised the CTP designation of NC 24/27 from the Moore County line to I-73/74 from "Expressway – Needs Improvement" to "Boulevard – Needs Improvement". This amendment was requested by the PTRPO to be consistent with possible roadway design improvements identified by the Moore County CTP, to maintain and improve access, to improve mobility and safety, and to add operational improvements to key intersections of NC 24/27.

The second amendment revised the CTP designation of NC 24/27 from I-73/74 to Coggins Road (SR 1336) from Expressway – Needs Improvement" to "Other Major Thoroughfares – Needs Improvement". This amendment was requested by the PTRPO to be consistent with possible roadway design improvements identified by the Moore County CTP, to

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maintain and improve access, to improve mobility and safety, and to add operational improvements to key intersections of NC 24/27.

7.2.2 Railways

The Town of Biscoe is bisected by an active rail freight corridor owned by the Aberdeen Carolina and Western Railroad (ACWR) that runs north/south adjacent to Main Street (US Hwy 220 Alternate). This Class III Railroad is the largest privately-held regional freight railroad in North Carolina and connects businesses to both CSX and Norfolk Southern lines in multiple locations. The railroad services approximately 18 industries, dealing in mainly forestry and agricultural products. The closest Amtrak passenger railroad station to Biscoe is approximately 42 miles southeast in Southern Pines.

7.2.2.1 Railway Specific Action Items

The Piedmont Triad Rural Planning Organization's 2012 Montgomery County Comprehensive Transportation Plan's Public Transportation and Rail Map recommended a passenger park and ride lot in Biscoe.

The NCDOT's 2015 Comprehensive State Rail Plan, adopted August 2015, includes key recommendation in the areas of freight rail, passenger rail, safety, and funding. While the State Rail Plan is not a financial or capital plan, it does provide a 25 year blueprint for potential future rail investments and priorities. Section 4.4.15 of the State Rail Plan identifies improvements to short line railroads. ACWR's line through Biscoe are considered short line railroads. This section of the State Rail Plan notes the Aberdeen Carolina and Western Railway (ACWR) was identified as a strategic rail corridor due to its potential to support economic development in central North Carolina. The Plan states that, the ACWR serves the Heart of North Carolina MegaPark in Montgomery and Moore Counties and as the plans for the MegaPark continues to develop, an evaluation of the rail infrastructure required to support the MegaPark should be conducted.

7.2.3 Aviation

The entrance of the Montgomery County Airport is less than a mile from Biscoe in nearby Star's Extraterritorial (ETJ) Boundary while the south end of the airport runway property enters the Town of Biscoe's northern ETJ. Regional, national, and international flights available are also available at airports in Charlotte (84 miles), Raleigh (82 miles) and Fayetteville (72 miles).

7.2.3.1 Aviation Specific Action Items

The Town of Biscoe will continue to cooperate with the County regarding planning assistance associated with the Montgomery Regional Airport.

7.2.4 Bicycle and Pedestrian

7.2.4.1 Bicycle Facilities

The Town of Biscoe has a designated on-road bicycle routes through Biscoe's Town limits and Extraterritorial Jurisdiction (ETJ) along Hwy 220A.

The 2012 Montgomery County Comprehensive Transportation Plan (CTP)'s Bicycle Map (Figure 1, Sheet 4 of 5) recommends improvements to the existing bicycle route along Hwy 220 through Biscoe's Town Limit and Extraterritorial Jurisdiction (ETJ).

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7.2.4.2 Pedestrian Facilities

Although there are existing sidewalks within the Town of Biscoe, several residential subdivisions do not have sidewalks. The 2012 Montgomery County Comprehensive Transportation Plan (CTP)'s Pedestrian Map (Figure 1, Sheet 5 of 5, Inset B) recommends improvements to existing sidewalks and recommends locations for new sidewalks.

7.2.4.3 Bicycle and Pedestrian Specific Action Items

Establish specifications for adequate street construction by developers for both bicycle and pedestrian safety. *(See sections 7.2.4.1, 7.2.4.2 and 8.5.1 of this document.)*

Designating a greenway route to serve the Biscoe community will improve Biscoe image nationally as we strive toward national recognition as an age-friendly and inclusive community for all ages seeking barrier free environments.

7.2.5 Transit Service

Currently, there is no public transportation in the Town of Biscoe.

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8. PLANNING AND DEVELOPMENT

8.1 Analysis of Existing Land Use and Development Patterns – *Where to Begin!*

Biscoe is not unlike many other small towns in the Carolinas in that it experienced much of its transformation during the post-World War II era when the industrial expansion led to better paying jobs and when increased automobile ownership enhanced individual mobility, while the inter-city and intra-city highway network was greatly expanded. The dramatic impact of this combination on American cities and towns was not foreseen and the problems associated with rapidly changing communities that followed led to long periods of decline in their once-vibrant core downtown areas.

Biscoe currently does not have what would be considered a downtown district. The area citizens may refer to as the community's downtown can generally be described as buildings along the east side of South Main St. from East/West Main St. to Factory St., but the area lacks the number and concentration of buildings typically necessary to create an identifiable downtown of commerce, civic and social activity. This area is transected by the Aberdeen Carolina and Western Railroad (ACWR) railroad track that runs north/south adjacent to Main Street (US Hwy 220 Alternate).

Most of the remainder of the Biscoe includes low-density neighborhoods, an elementary school, a middle school, a high school, small to large manufacturing companies, farms, hotels, large solar farms, apartment complexes, restaurants, civic/public service buildings, large retail stores, industries, gas stations and a range of businesses. There is also a large lumber company complex located near the center of Biscoe at along S. Main St. spanning from Mills St. to Capel St.

8.2 The Plan - *What do we want our community to be? How do we get there?*

8.2.1 Housing Growth

Recognizing trends and how market dynamics can and do change will enable Biscoe to position itself as a welcoming community for multiple generations looking at buying or renting a home. This approach to planning reinforces the community's desire to create a place where younger people will desire to locate, while aging members will choose to remain. A community where both the new and existing home markets are attractive to future generations and allow for aging members of the community to remain in the community by offering a variety of housing products.

According to contemporary real estate experts, the "50+" real estate market is changing. In the next few years, Generation X will be joining the Boomers and Matures; serving the 50+ market will become a challenging puzzle for both communities and the real estate industry.

8.2.2 Commercial/Non-Residential Growth

As with the housing markets, ever changing trends in consumption, product development, technology and generational shifts in personal choices/values must be considered when making decisions about commercial and other non-residential growth. This approach to planning reinforces the community's desire to create a place where younger people will desire to locate, while aging members will choose to remain. A

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community, where traditional values accompany craftsmanship must embrace the presence of technology in everyday life, commerce, and business.

To grow commercial and non-residential offerings, a community must create opportunities for success. The first step is to promote interest in both residents and visitors alike. By increasing the presence of people in commercial setting, the critical mass necessary for businesses to sustain themselves will ensure vibrancy as the tourism visitors flow into and through the community. To accomplish this, the local zoning ordinance in existence at the time of this plan adoption, must be repealed and replaced with development standards and specifications to promote refreshing internal growth.

8.3 Existing Land Use Issues – *Recognizing the Problems of our Past*

A plan, any plan, is only as good as the community's commitment to implement. While implementation strategies vary widely depending on the specific goals and objectives, many strategies will often include some form of incentive, motivation, criteria, or specifications for new growth, development, and construction. Throughout various sections of this document there are descriptions of incentives and motivations offering opportunities for success; however, a plan can fail when the criteria and specifications are inconsistent with the plan. The following subsections describe the challenges Biscoe faces with policies in effect at the time of adoption of this plan. The discussion continues in sections 8.4 and 8.5 of this document with insight on recommended new approaches to refreshing Biscoe's economy and stimulating investment in Biscoe's future. These recommended policy changes are designed to achieve the goals, objectives, and successes noted and illustrated in this plan.

As a prelude to the discussion, Jonathan Coppage, a visiting senior fellow at the 'R Street Institute' researching urbanism and civil society posted an article challenging leadership to re-think how we administer and regulate development. The following excerpts are from his article posted by the American Planning Association October 20, 2016.

> ***"Establishing by-right development and streamlining local permitting processes will allow developers to respond nimbly to market demands and will relieve the "guilty until proven innocent" status of new building development, which depresses construction starts across the country by delaying and inhibiting housing projects. What's more, adopting leaner codes would remove obstacles to the countless smaller developers and would-be builders who want to invest in strengthening their local communities, but currently can't afford to navigate the vast regulatory burdens and uncertain futures awaiting anyone who tries to build in America today. Trulia economist Ralph McLaughlin found that these regulatory delays may have an even bigger impact on housing production than zoning restrictions."***

> ***"Main Street-style development — the "storefront on the first floor, apartments rented out above" style that forms the core of any older town's historic center — is a residential building form that uses first-floor commercial space to serve community members and enliven a neighborhood. This low-rise density helps prop up the balance sheets of towns responsible for running utilities all the way out to suburban developments, as former city planner and engineer Charles Marohn has repeatedly demonstrated. It also keeps a constant set of the "eyes on the street" that Jane Jacobs identified as necessary for***

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safe streets; renters keep an ear out for burglars after business hours and shopkeepers keep the same at bay during the day. It is, in other words, the core of any successful town-building."

8.3.1 Utility Policies at the Time of Plan Adoption

Montgomery County Public Utilities (MCPU) serves as the regional water provider and wastewater treatment for Biscoe and the other four municipalities in the County. Public water and sewer systems often provide the stimulus or "plant the seeds" for growth. Growth that is simply chasing utilities will result in higher rates for all rate payers and the resulting inefficiencies in other services will drive up taxes. The most effective way to keep tax and utility rates lower, increase the return on investment of the existing systems,and provide adequate revenue for the operations and maintenance of these systems is tobe very deliberate in the extension of utilities. For the most part, the Future Land Use Map has been developed to focus redevelopment and new development of sufficient densities in areas where utilities already exist or are already programed to be extended.

8.3.2 Land Development and Construction Ordinances at the Time of Plan Adoption

"Land development" includes the installation of infrastructure as the first step towardnew building construction. This phase of a project involves land planning that leads tocivil engineering to establish the layout of roads and buildings. The criteria or specifications included in these ordinances should accomplish some basic objectivesincluding:

- Ensure the purchaser or owner receives a safe and reliable building product,
- Ensure the state and federal mandates are satisfied to avoid penalties, and
- Ensure the result does not increase the burden on other tax and utility rate payers without deliberate determination that such increases are for the overall benefit of the community.

The following sections describe how ordinances in effect at the time of plan adoption are counter-productive to the objective set forth in this document. A recommended approach to replace these policies and ordinances is described in section 8.5 of this document.

8.3.2.1 Zoning Code

The current zoning code, *The Town of Biscoe Zoning Ordinance*, establishing criteria and specifications for new and existing development, evolved over time from an early state model ordinance. The State encouraged the adoption of their model to help communities begin their introduction into managing growth for the long-term benefit of the community. The intention was that local governments would continue to modernize these policies, and this would yield desired results from state shared funding (grants and loans) the State was providing to local governments. The State's mistake was to accept zoning as a substitute for a town plan.

These ordinances were flawed from the onset because of some basic assumptions about important issues. In short, these policies did little to manage growth, but in fact have led many communities to "paint by numbers" in administering growth, development, and construction. Local governments began to lead new growth with zoning rather than preparing a plan based upon what a community desired to become as it matured. This

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approach is the cause of animosity toward zoning. The role of the zoning ordinance should have been to ensure consistent criteria and specifications as new growth and development occurred.

The existing Zoning Ordinance establishes a pyramid of uses in the districts moving upward toward the presumed greatest use - the single-family home. This approach watered down business investments and lead to sporadic patterns where businesses are not in the least protected from the pressures of the single-family home-owner.

Mixed-use development, as it is commonly referred to today, can be and often is very beneficial when the location works, and the criteria and specifications are deliberate. However, the mixes of uses in the mid-twentieth century zoning pyramid to be effective in improving many towns when they omitted a critical step - the preparation of a master or area plan. And, "failing to plan is planning to fail" as many communities can now attest.

This approach can work well provided there is a commitment to areas where the investment in infrastructure has already been made. Growth beyond these areas only encourages abandonment while increasing cost to Biscoe's tax and utility rate payers.

Policies that promote success of neighborhoods, businesses and civic uses alike are far more desirable to all persons involved who care about the future of the community and the preservation of the investments made by property owners in the community. This approach respects property rights in balance. The rights of the subject property owner, and the rights of the adjacent or nearby property owner such that all parties are treated respectfully. When some property owners lose for another one to gain, the development decision must not be particularly beneficial to the community. *(Also see section 8.5.1 of this document for additional information.)*

The new unified development ordinance (UDO), being prepared at the time of adoption of this plan, will address these objectives. Replacing the town's antiquated zoning ordinance, adding specifications for land development which creates new streets and supporting infrastructure, and maintaining quality control over the implementation of these standards must be prioritized to protect property rights of all parties while creating common-sense opportunities that avoid growth and development failures in the future.

8.3.2.2 Subdivision Ordinance

As of the time this plan was prepared, specifications for the extension of streets and utilities to serve newly created lots exist in the Subdivision Ordinance; however, a new Unified Development Ordinance (UDO), described in section 8.5 below, will be completed following plan adoption. The adoption of new standards will establish cost saving measures for the tax and utility rate payer for all new subdivisions. When new streets are built properly, they last longer and are far less costly to maintain. These new streets must also be reported to the NCDOT upon completion to ensure the local share of the fuel tax collected from every motorist when they purchase fuel, will be returned to the Town. When these fuel taxes are returned each year, they can do more for the older streets where repairs may be warranted.

Subdivision criteria and specifications also improve utility performance and reduce cost to serve all rate payers. By establishing specific criteria for the location of lines we can

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reduce confusion and improve the effectiveness of future maintenance and repairs. Each utility is designated a specific location in or near the street.

8.3.2.3 Building Code

The Montgomery County Building Inspections Department administers issuance of building permits and inspections and within the Town of Biscoe town limits and the extraterritorial jurisdiction (ETJ) using the North Carolina State Building Code and North Carolina Fire Prevention Code.

8.3.2.4 Floodplain Management

The new Unified Development Ordinance (UDO), being prepared nearly simultaneously with the preparation of this Town Plan 2040, will adequately address land use in floodplains. This ordinance is mandatory in order to be eligible for the National Flood Insurance Program administered by the federal government.

8.3.2.5 Storm-water Management and Watershed Protection

The new UDO will adequately address land uses and use specifications, (i.e. lot size, coverage, etc.), and stream buffers within these sensitive areas.

8.4 Future Land Use – *Where We're Going Next!*

The exciting aspects of this plan are not captured by the issues we have faced or the problems we believe we have, but the opportunities we have before us. The opportunities to build upon our previous successes are the greatest asset the businesses and citizens of Biscoe possess. This plan recognizes those attributes, identifies the community stakeholders' goals, and crafts a vision of our future. Along with the actions we must undertake to achieve the goals stated in this document, this plan provides the foundation for systematic decision-making by businesses, citizens, prospective investors in our community, and leadership at various levels.

Simply stated, the key to our success is to increase the population of the community by reasonable numbers to increase the economic activity to a level that will support the services we desire. The three groups to focus our energy on are as follows:

- Retain our young adults by creating the home-town they dream about.
- Attract newcomers by offering the dynamic small-town feel they seek.
- Encourage opportunities for our citizens to age-in-place through local options for senior living.

Creating an attractive atmosphere in Biscoe will contribute toward our efforts to attract young adults to return, to come home when they seek that long-term location to settle into. These same investments will attract the newcomers seeking a special small-town atmosphere with lifestyle opportunities they find attractive. When a community feels good about itself it shows and that will become its greatest attribute in attracting visitors who just want to be a part of it all. That is what successful towns do, they become special by taking deliberate steps toward that goal and they reap the rewards when they do it well.

The following "steps" provide guidance for implementing the recommendations of this plan. While they are not rigid in their order, their importance is unwavering to the future success of Biscoe in the 21st century.

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8.4.1 Step 1: Refresh Biscoe by Developing Underutilized Areas "Close-in" First

Focusing attention on strategic locations to reignite interest to create a new town centerand enhance existing commercial development can boost investment by re-thinkingdevelopment in the corridors. Incentives to refresh and redevelop strategic sites inexisting underutilized locations where existing infrastructure and location dynamicscombine to support successful new investments will reinforce property values withinthese strategically important locations. The ***Future Land Use Map*** appearing in figure 8.4.1 depicts a pattern of development to accommodate a combination of residential, non-residential, and mixed-use growth and redevelopment. The map serves as the overall plan to guide decisions about future infrastructure investments and other public services for Biscoe's future growth. ***Zoning changes are required by North Carolina statute to be made based upon both reasonableness and consistency with this plan.***

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Figure 8.4.1 ***Future Land Use Map***

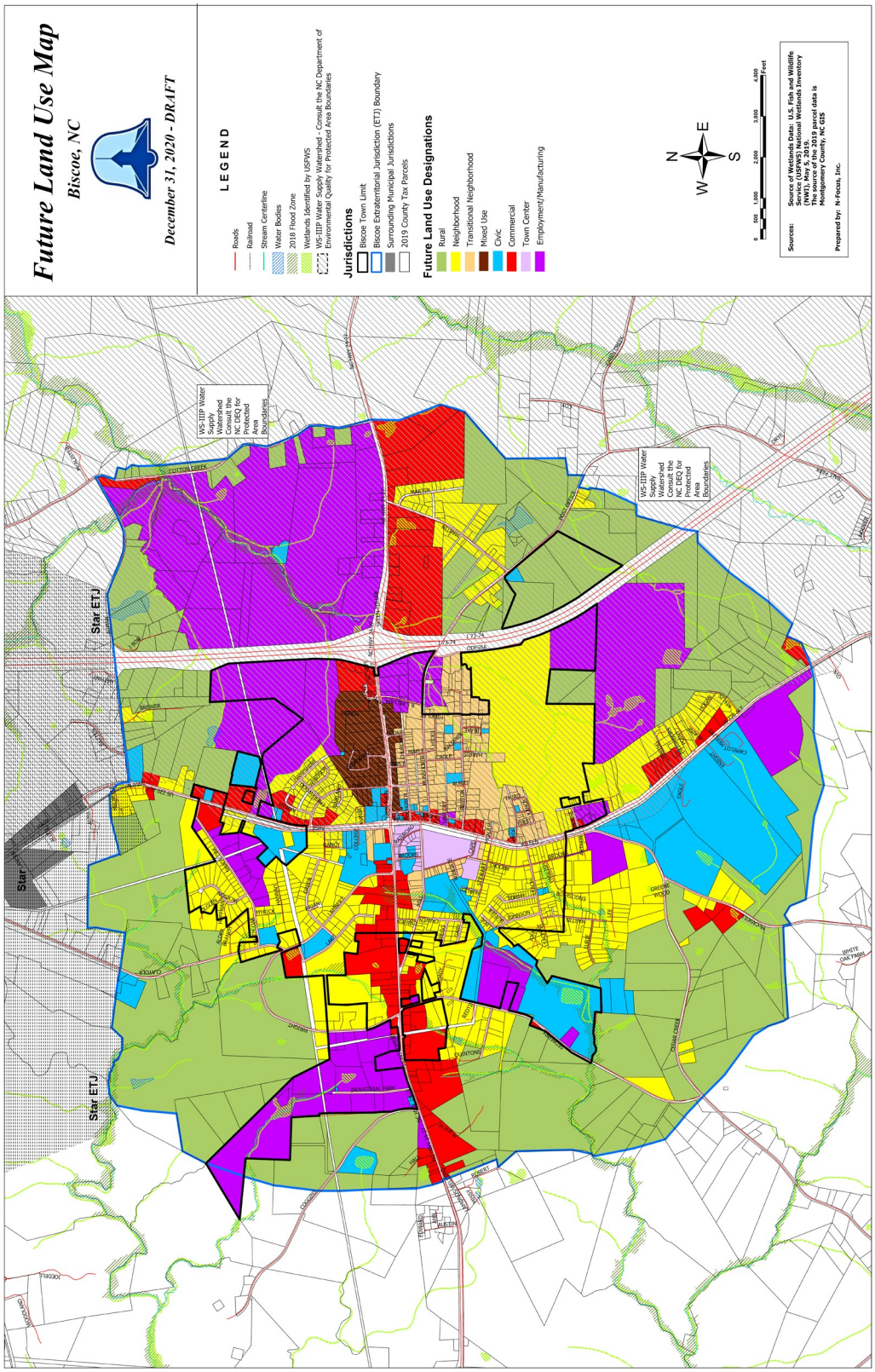
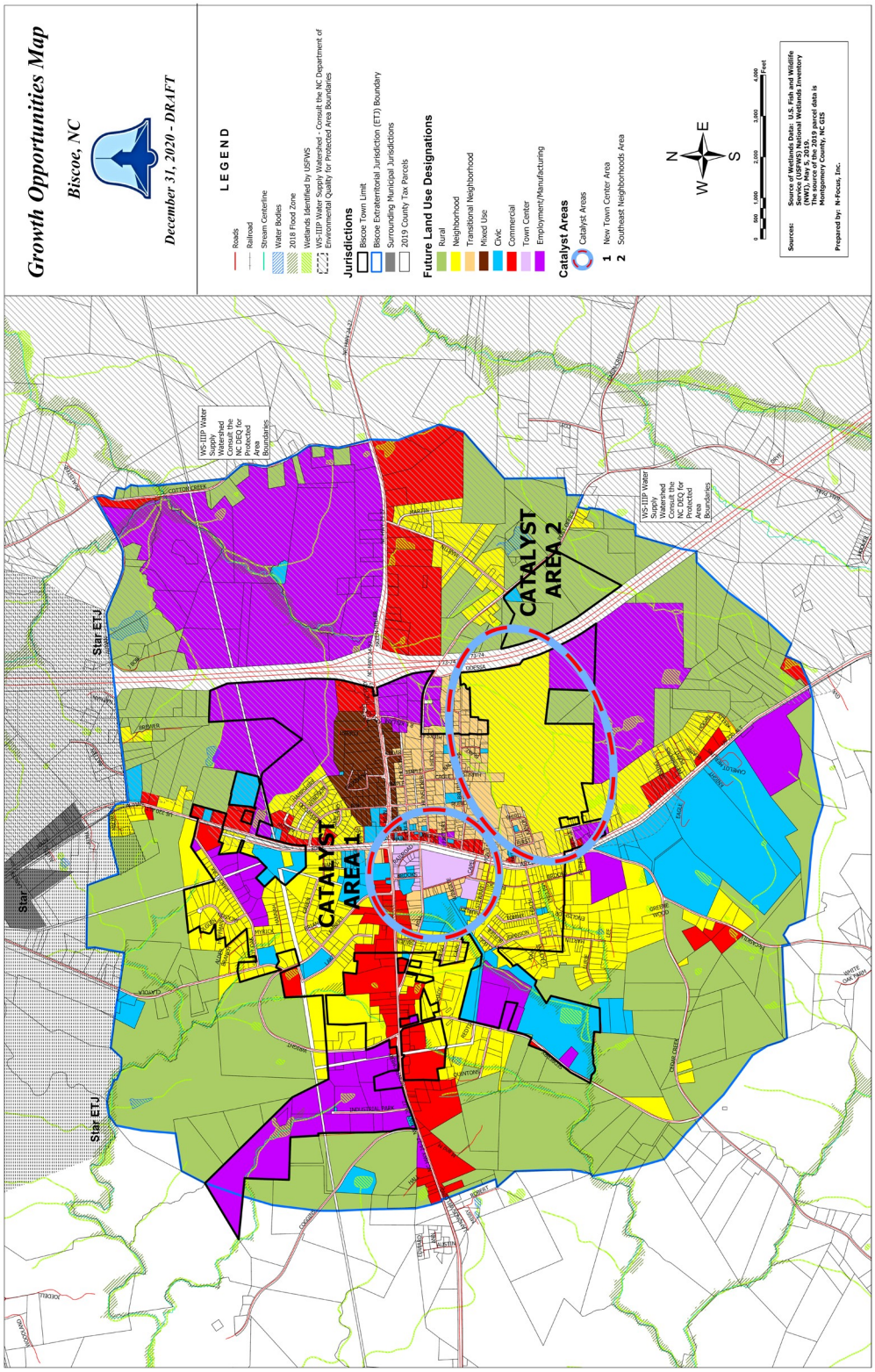


Figure 8.4.2 ***Growth Opportunities Map***



8.4.2 Step 2: Catalyst Areas

The ***Growth Opportunities Map*** appearing in figure 8.4.2 depicts general locations for two new catalyst areas: a new town center to enhance a civic presence that will invigorate Biscoe with purpose, human presence, and economic vitality; and an area in the southeastern area of Town conceptually proposed for development of new neighborhoods. These two catalyst areas are shown in Figure 8.4.2.1. Growth Opportunities.

8.4.2.1 New Town Center Area

The ***Growth Opportunities Map*** appearing in figure 8.4.2 depicts the general locations for one of two new catalyst areas, labeled Catalyst Area 1 – New Town Center Area, envisioned to become the heart of Biscoe. As with most living things the heart is the most vital organ and communities are no different, their vitality often depends on the strength of the heart or core area. The New Town Center is vital to jump-starting the local economy in various ways. This catalyst area should be the subject of subsequent development concept planning as soon as possible to provide site specific ideas and guidance to property owners, developers, businesses, citizens, and leadership.

As this area is developed, it will connect to surrounding existing and future neighborhoods with a balance of pedestrian and vehicular oriented infrastructure. This characteristic offers ease of somewhat more dense development without substantially altering the landscape through mass grading, while reducing costs of living at an elevation safely out of harm's way when impending flood waters rise.

Thoughtful planning to identify opportunities and illustrate concepts citizens and property owners may find feasible will provide a foundation for creative projects that will benefit the community while meeting the goals of growing the business community and improving the offerings in Biscoe. Goals for the New Town Center Area will:

- Increase the number of people living in and around the core to create a lively atmosphere.
- Encourage multi-story development to take advantage of existing infrastructure and neighborhood patterns.
- Create a destination for commerce, government, and community by attracting residents and visitors for weekday business and evening and weekend community events.

8.4.2.2 Southeast Neighborhoods Area

The ***Growth Opportunities Map*** appearing in figure 8.4.2 depicts the general locations for the second of two new catalyst areas, labeled Catalyst Area 2 – Southeast Neighborhoods Area, envisioned to provide new neighborhoods as Biscoe grows. The majority of this general area includes a nearly 200 acre vacant parcel currently owned by the Town of Biscoe. This parcel has road frontage along S. Main Street as well as along a few surrounding roads. Upon a check of several environmental sources, the large parcel does not contain extensive environmental constraints, other than being located in a Water Supply Watershed III-Protected which does not preclude, but addresses development.

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The parcel is also relatively flat. Since this area is within close proximity to the core of Biscoe where public facilities and services are already available, the site could be ideal to meet Biscoe's growing housing needs. The area should also be considered to include a new public park, not only intended for the new neighborhoods, but also for the surrounding neighborhoods and residents as a whole.

Thoughtful planning to identify opportunities and illustrate concepts citizens, the Town of Biscoe, and surrounding property owners may find feasible will provide a foundation for creative projects that will benefit the community while meeting the goals of growing housing offerings in Biscoe. Goals for the Southwest Neighborhoods Area will:

- Increase the number of people living near the core to support Biscoe's businesses, particularly in the New Town Center Area.
- Encourage residential development to take advantage of existing infrastructure, public services, and tie into existing neighborhood patterns.
- Create an attraction of new housing opportunities for new residents.
- Provide a new public park for the Town of Biscoe after a needs assessment is conducted to identify existing and future needs beyond what Biscoe Park provides.

8.4.3 Preservation and Conservation Areas

Given Biscoe's role in local governance in central Montgomery County, our most effective tools for preservation and conservation are the moderation of growth and expansion of our municipal services and the policies governing expansion of the systems we operate. By working together with our counterparts at the county level we can stimulate investments where warranted and discourage investments in areas that will not be good for either Biscoe or Montgomery County. This approach leaves these lands completely under the control of their elected Montgomery County officials. The only time Biscoe officials will be involved is when the topic of municipal service levels is explored.

8.4.4 Future Growth beyond the Town Limits

The outward expansion and growth of Biscoe must be guided by a combination of this plan and the information gathered when examining specific development plans and proposals in the future. This plan identifies known and projected growth areas on figure 8.4.2.1 ***Biscoe Growth Opportunities*** to provide guidance to the businesses, citizens, Biscoe leadership, and others seeking to make important financial and/or policy decisions.

When considering growth and development proposals outside Biscoe's municipal limits, priority must first be given to the existing businesses and citizens, utility rate payers and property taxpayers. The following questions should be made a part of the formal consideration of request for annexation and extension of services, whether publicly or privately funded:

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- Will the project contribute to the overall wellbeing of Biscoe's business andcitizen well-being?

- Will the project contribute to the reduction of cost overall for services to currentrate payers on the system?

- Will the project avoid the obligation of debt by the rate payer or taxpayergenerated revenues to serve the project?

When these questions are answered by a resounding "yes", the project is likely worthyof further consideration; however, if not, the project should be avoided.

8.5 Re-thinking Biscoe's Zoning - *A Common Sense Approach!*

8.5.1 Planning, Zoning and Development – *The Town 'Plans and Specs'*

The traditional approach to land development ordinances in North Carolina was to adopt several different ordinances with individual topics based in the enabling legislation of the State. However, today provisions have been made to combine these varied ordinances into a single or unified development ordinance or UDO as they are commonly known. The UDO approach brings everything into one, albeit lengthy, ordinance with the benefits of consolidation eliminating the confusion over administration and procedure for the business or citizen undertaking a project. No longer would the applicant need to research separate ordinances to compile the criteria and specifications for their project. The exceptions to this consolidation or unification remain the building code governing structural, mechanical, plumbing, and electrical standards plus certain state and federal mandates governing the environment.

Given the status of the Town's existing ordinances relating to growth and development, particularly following the 2019 and 2020 legislative sessions in North Carolina, the Town has contracted to prepare a new UDO consistent with this plan. The new UDO is being prepared nearly simultaneously with the preparation of this Town Plan 2040 both of which are scheduled to be completed in the fall of 2020.

Adoption of the new UDO will accomplish two primary objectives: to modernize the Town's criteria and specifications to meet current statutory requirements, and to make certain the criteria and specifications are designed to help Biscoe thrive once again.

This approach emphasizes the adopted plan and then seeks to achieve the goals of the plan. Tying the Town Plan to the UDO not only achieves statutory compliance but transforms the role of zoning from regulatory in nature into more of a set of criteria and specifications.

This *'plans and specs'* approach to town building improves the relationship of the Town with its businesses and citizens by establishing objectives, then administering the UDO to simply achieve those objectives. By using common sense policies to encourage re-use and reinvestment in Biscoe, the Town can reduce tax and utility rates as the plan is implemented. This approach benefits all Biscoe's businesses and citizens.

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An article posted online at RISMedia Daily e-News written by Suzanne De Vita on November 3, 2016 discussing a report from the Urban Land Institute's (ULI) and PwC's, "Emerging Trends in Real Estate® 2017," analyzes trends-to-come in both the U.S and Canada housing markets. Ten "gateway" markets, as defined in the report—those with both a diverse economy and "niche" neighborhoods—will stand above the rest (It should be noted that the Raleigh-Durham market has been identified as the number 7 "gateway" market in the nation). The report highlights the importance of practical zoning standards and specifications to meet the needs in today's real estate market. Ms. Vita writes: *"Both on the investor side and the user side of the market, optionality—not just one use, not just one user, not just one user profile—may be gaining favor as a way to navigate the cross- currents of volatile markets,"* the report's author state. *"Optionality from a user standpoint allows for the adjustment of space needs to vary in terms of size, location, and use on an as-needed basis."*

The trends discussed in the report point to a need for communities to be very deliberate in how they establish development related standards and specifications, including how they implement such non-conventional approaches to stimulating investment in the community.

As described in section 8.3.1.1 of this document, today's businesses seek "hot spots" for business location. This clustering of complementary businesses (i.e. shopping, dining, etc.) draws potential customers to locations where their interests or needs can be met. Location economists call this agglomeration. The benefit of agglomeration to the customer is both improved choices and typically better pricing of goods and services. A simple example of this phenomenon can be seen in a portion of downtown Biscoe, where several personal services establishments (salons and barbershops) are located within proximity of one another.

The best remedy for Biscoe's existing underutilized commercial areas is to encourage re-use and re-development through new zoning criteria and specifications. This approach can work well provided there is a commitment to areas where the investment in infrastructure has already been made. Once the Town has reinvigorated these areas, then growth beyond the current Town Limits should be studied to determine benefits for the Town's businesses and citizens.

Policies that promote the success of neighborhoods, businesses and civic uses alike are far more desirable to all persons involved; promote a more viable future of the community; and preserve the investments made by property owners in the community. This approach respects property rights in balance: the rights of one property owner, the rights of the adjacent or nearby property owner(s), and the interests town-wide linked to a vibrant community.

Black's Law Dictionary defines 'property rights' as ***"The rights given to the person or persons who have a right to own the property through purchase or bequest. These are basic rights in any society though absolute right for a property is rare in any society."*** Law Dictionary: What is PROPERTY RIGHTS? Definition of PROPERTY RIGHTS (Black's Law Dictionary)

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In North Carolina, and in most states, municipalities are created for the provision of services to the benefit of its businesses, citizens, and property owners. The decision to reside in close proximity with others and to share in the provision of beneficial services provided by an organized local government defines the purpose of municipalities: 'to facilitate mutual benefits to those choosing to reside within a municipality'. Therefore, municipalities inherently seek to balance property rights for the mutual benefit of those affected by the actions of the individual. This compromise on the absoluteness of property rights is therefore an understanding that rules may be enacted for the benefit of the greater community. Simply stated, when adjacent property owners must lose something of value to them for another property owner to gain, then an action or decision by that individual must not be particularly beneficial to the community. These assumptions of mutual benefit, the foundation of a municipality or community, are the basis for the establishment of rules governing development and the up-keep of properties within a municipality.

The challenge becomes how well a community balances those rules with the protections of individual property rights, rather than to unreasonably suppress them.

A balanced and fair approach to the establishment of rules, standards and specifications must be the norm, not the exception. Focusing on the goals of the community rather than restricting a community out of fear or unwarranted bias must become the established culture and philosophy when making policy. The replacement of the currentordinances governing land development with professionally administered innovativepolicies instills trust and support for the municipality while creating greater opportunity.

First and foremost, in the effort to invigorate Biscoe is the approach to new housing construction. This plan, and the new UDO, should address gaps in housing market product offerings and land development specifications appearing in the Town's ordinances. The new provisions must be adequate to accommodate these trends. Replacing the Town's antiquated zoning ordinance, adding specifications for land development (which creates new streets and supporting infrastructure), and maintaining quality control over the implementation of these standards, will be the priority. This approach will protect property rights of all parties while creating common-sense opportunities that avoid growth and development failures in the future. *(Also see section 8.2.1 of this document for additional information.)*

The new UDO will require clear policies on water and sewer service extensions and connections beyond Biscoe's Town Limits to avoid falling victim to decisions that do not benefit property tax and utility rate payers. While the UDO will not apply to any property outside the Town Limits and the Town's extraterritorial jurisdiction (ETJ), it will apply to property voluntarily annexed into the Town to gain access to those utilities. In areas where voluntary annexation petitions would not be eligible at the time a request for connection is made, the Town should still obtain a petition by the property owner, binding on future owners, allowing the Town to proceed with annexation when the statutory criteria are met. *(See sections 8.3.1 and 8.5.4 of this document.)*

The following descriptions of districts or zones the new UDO should establish describe the character of the various neighborhoods and non-residential parts of Biscoe. These new

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districts should replace all existing districts and be accompanied by opportunity-driven district standards: opportunities for both growth and preservation of natural areas.

Careful consideration must be given when crafting the criteria and specifications for development to avoid as much non-conformity or "grandfathering" as possible. While some properties may not avoid a non-conforming (grandfather clause) status, it is very important to make as much existing development compliant as reasonably possible. This attempt should not be misguided into making fundamentally poor choices in drafting the UDO, nor should it fail to recognize the role of property maintenance rules.

8.5.1.1 Agriculture District

The Agriculture District (AG) is established to protect lands used for agricultural production, agriculturally based businesses and related activities. Farmland is a defining element of Biscoe's traditional identity and the protection of these lands aids in preserving the character of the Town until such time as new development is preferred by the Town. Listed uses are limited, with an emphasis on uses that are agricultural in nature. Development density is very low to encourage preservation of agricultural landswhile discouraging large lot residential subdivision type development and excessive septicsystem utility. The Agriculture District can also be used to preserve open spaces.

8.5.1.2 Single Family Residential Districts

The Single-Family Residential Districts (SFR-1, SFR-2 and SFR-3) provide for the completion of existing residential neighborhoods and the development of new residential neighborhoods. Allowed building/lot types in the Single-Family Districts are Detached House. Listed uses are restricted to Single-Family, including duplex (two-family), homes and their accessory uses. Neighborhoods in these districts are the dominant land use in Biscoe and are a major element in defining the character of the community. Standards for the Single-Family Residential Districts promote that new development maintains the character of the community. The Single-Family Residential Districts permit the completion and conformity of conventional residential subdivisions already existing or approved in sketch plan form by the Town of Biscoe prior to the effective date of these regulations.

8.5.1.3 Residential Main Street Transition District

The Residential Main Street Transition District (RMST) provides for the completion of residential neighborhoods in the residential area(s) surrounding the Main Street and contiguous Civic Districts through in-fill development. The intent of this district is to recognize that gradual transformation of existing development to high quality mixed density residential development is needed to support the central core of the Town. Higher density residential development allows a greater number of households to walk or bike, thus supporting businesses while reducing the parking demand and providing environmental and health benefits. Allowed building/lot types in these districts are the Detached House, Attached House, and Multi-family Building. Streets in the Residential Main Street Transition District should be interconnected, with streets and sidewalks providing a connection from Biscoe's Main Street and other mixed-use districts to the Single-Family Residential districts surrounding these neighborhoods. A range of housing types is encouraged. Criteria for the mix of building types establishes compatibility.

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8.5.1.4 Main Street District

The Main Street District (MS) provides for new development, revitalization, reuse, and infill development in Biscoe's core downtown. A broad array of uses is listed to enable the needs of residents and visitors to be met. Allowed building/lot types in this district are Urban Workplace, Shop-front, Detached House, Attached House, Multi-family Building, and Civic Building. The development pattern seeks to integrate shops, restaurants, services, workplaces, civic, educational, and higher density housing in a compact, pedestrian-oriented environment. The Main Street District serves as the hub of the surrounding neighborhoods and of the broader community. The Main StreetDistrict may be expanded over time to meet the needs of the growing community for downtown facilities and services. Expansion of the Main Street District shall be contiguousand not separated from the primary district area.

8.5.1.5 Civic District

The Civic District (CIV) provides a location for educational, medical, governmental, religious, and other institutional uses. Large developments in the Civic District are encouraged to provide a master plan to the Town. Institutional uses in the Civic District are required to provide pedestrian connections on their campuses and, to the extent possible, develop an internal street system with structures fronting on the streets.Parking should not be the dominant visible element of the campuses developed for institutional uses. Providing a unique district for civic uses will establish uniform standards.

8.5.1.6 Mixed Use Districts

The Mixed-Use Districts (MU-1 and MU-2) are established to provide opportunities for both compatible and sustainable re-development where underutilized commercial properties already exist as well as infill sites where site specific land planning of new development creates opportunities for businesses and various housing designs sharing community amenities and enhancements. Existing auto-oriented street, lot, and building designs can create uncomfortable pedestrian environments; however, with careful site planning these areas will allow a greater number of residents to walk or bike to businesses and services with an interconnected network of streets and sidewalks. Allowed building/lot types are Highway Commercial, Urban Workplace, Shop-front, Detached House, Attached House, and Multi-family. Dominant uses in this district are residential, retail and office. The Mixed-Use Districts are expected to serve Biscoe residents as well as persons who travel from surrounding communities. The development pattern in this district acknowledges the role of the automobile, with parking and access provided to promote safety for the motoring public. Development standards in the Mixed-Use Districts promote the creation of a pleasant pedestrian-friendly auto-oriented environment while

8.5.1.7 NC Highway 24/27 Commercial District

The US Highway 70 Commercial District (C-24/27) is established to provide opportunities for compatible, resilient and sustainable development along the NC Highway 24/27 business route corridor. Development standards in the NC Highway 24/27 Commercial District (C-24/27) acknowledge that the automobile is the primary mode of transportation. Development and design standards encourage pedestrian scale development along a secondary street network serving larger projects. Goals of the NC Highway 24/27 Commercial District (C-24/27) include providing a pleasant calm

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environment for motorists, a safe environment for pedestrians within a network of streets and pedestrian facilities; promoting the safety of motorists, cyclists and pedestrians; and preserving the capacity of the transportation network outside the core area as shown in the adopted Town Plan. Uses in this district include commercial goods & services, employment, and some limited small-scale industrial. Allowed building/lot types include Highway Commercial, Urban Workplace, and Shop-front.

8.5.1.8 NC Highway 220 Commercial District

The NC Highway 220 Commercial District (C-220) is established to provide opportunities for compatible, resilient and sustainable development along the US Highway 220 corridor north of core area. Development standards in the US Highway 220 Commercial District (C-220) acknowledge that the automobile is the primary mode of transportation. Development and design standards encourage pedestrian scale development along a secondary street network serving larger projects. Goals of the US Highway 220 Commercial District (C-220) include providing a pleasant calm environment for motorists, a safe environment for pedestrians within a network of streets and pedestrian facilities; promoting the safety of motorists, cyclists and pedestrians; and preserving the capacity of the transportation network outside the core area as shown in the adopted Town Plan. Uses in this district include commercial goods & services, employment, and some limited small-scale industrial. Allowed building/lot types include Highway Commercial, Urban Workplace, and Shop-front shown in the adopted Town Plan. Uses in this district include office complexes, and limited commercial goods and services. Allowed building/lot types include Highway Commercial, Urban Workplace, and Shop-front.

8.5.1.9 Vehicle Service and Repair District

The Vehicle Service and Repair District (VSR) is established to provide locations for specific uses that, due to their unique characteristics and importance to the community, and the traveling public, require different criteria and specifications than typical commercial development. Development standards in the Vehicle Service and Repair District acknowledge that the automobile is the primary mode of transportation in suburban communities and there is a vital need for such businesses to be located in close proximity to one another. Uses within the Vehicle Service and Repair District are buffered from adjacent uses. The dominant uses in this district are vehicle oriented and/or dependent and include vehicle-based services, vehicle repair shops and disabled vehicle storage areas. The Vehicle Service and Repair District is reserved for uses which require broad maneuvering spaces and avoid pedestrian interaction with potentially hazardous conditions. Goals of the Vehicle Service and Repair District include providing a pleasant environment for motorists, a safe environment for pedestrians along the network of streets and pedestrian facilities; promoting the safety of motorists and pedestrians; and preserving the capacity of Main Street and it's interconnecting network of streets outside the core area as shown in the adopted Town Plan. Uses in this district include heavy commercial goods and services for motor vehicles, and some limited industrial. Allowed building/lot type is Highway Commercial.

8.5.1.10 Industrial District

The Industrial District (IND) is established to provide locations for industrial uses that, due to the scale of the buildings and/or the nature of the use, cannot be integrated into the community. Uses within the Industrial District are buffered from adjacent uses. The dominant uses in this district are manufacturing and warehouse storage. Small scale

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manufacturing and storage that is compatible with less intensive uses can and should be located in other non-residential or mixed-use districts. The Industrial District is reserved for uses which require very large buildings and/or large parking and loading facilities.

8.5.1.11 Traditional Neighborhood Development Overlay District

The Traditional Neighborhood Development Overlay District (TNDO) provides for the development of new neighborhoods and the revitalization or extension of existing neighborhoods. These neighborhoods are structured upon a fine network of interconnecting pedestrian-oriented streets and other public spaces. Traditional Neighborhood Developments (TND's) provide a mixture of housing types and prices, prominently sited civic or community building(s), stores/offices/workplaces, and churches to provide a balanced mix of activities. A Traditional Neighborhood Development (TND) has a recognizable center and clearly defined edges; optimum size is a quarter mile from center to edge. A TND is urban in form, is typically an extension of the existing developed area of the Town and has an overall residential density of up to eleven (11) dwelling units per acre. TNDO districts should have a significant portion of land dedicated to improved open spaces, and reserve un-improved open spaces where environmentally sensitive areas are located.

8.5.1.12 Scenic Corridor District

The Scenic Corridor Overlay District (SCO) is established to protect the pastoral scenes and open spaces that provide a sense of arrival for residents and visitors traveling the major entrance roads and gateways to the Town. The pastoral scenes and undeveloped property along the entrance roads and gateways contribute significantly to Biscoe's community character and sense of place. The Scenic Corridor Overlay District provides development options for the owners of the property abutting the entrance roads and gateways. The goal of this district is to protect the scenic value of the corridors through a mix of incentives and development standards. These standards will preserve the suburban character of the Town by maintaining the sense of a suburban corridor in an urban environment; provide an aesthetically appealing experience for those traveling the corridor; provide multi-modal transportation options for travel; and promote a safe transportation corridor for motorists, bicyclists, and pedestrians.

8.5.1.13 Heavy Industry Overlay District

The Heavy Industry Overlay District (HIO) is established to protect all environments from the negative impacts of certain activities and types of development. It is the intent of this district to provide and permit certain public and private heavy industrial uses and facilities that incorporate hazardous materials and/or scientific technology, including wholesale, distribution, storage, processing, manufacturing and production. However, it is required that industries in this district take all necessary actions including but not limited to installation of apparatus and technological equipment available to prevent negative impacts on the environment and the community from the emissions of smoke, dust, fumes, noise and vibrations and other activities and/or products resulting from such hazardous industrial activities in accordance with federal, state and local regulations.

8.5.1.14 Mini Farm Overlay District

The Mini Farm Overlay District (MFO) permits buildings to be grouped on a site, parcel, or property in order to optimize the use of land and resources for both residential and agricultural purposes. By clustering development at a density no greater than one unit

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per developed acre, projects developed in accordance with these standards can obtain density bonuses while preserving unique natural features for agricultural use. The Mini Farm Overlay District mandates the dedication of both agricultural land and open space with density bonuses provided as an incentive for adhering to the standards. It is the intent of this district to be used for new development in undeveloped outlying areas of the Town and its extraterritorial jurisdiction. Allowed building/lot type is Detached House.

8.5.2 Development Agreements

Accommodating current and projected trends require a partnership of land development and real estate industries with local government leadership. Shifts in social values, particularly among different age groups, indicate a strong propensity to consume goods and services in vastly different ways than prior years. In order to meet the expectations of what consumers' desire, land development will need to change the way it has been functioning since the 1970's. No longer do people rely solely upon the personal automobile for their daily needs. Today, generations young and old are finding new means of sharing within their daily lives as described in sections 3.6, 6.4 and 8.2 of this document. Therefore, local governments must find new ways to manage growth that is inclusive of a diverse and expectant population, development agreements are a new tool for local governments that many find effective in accomplishing new concepts.

Development agreements are a relatively new addition to the local government toolbox that has been recently modified to improve the way development specifications are established for a property. Having been authorized by the North Carolina legislature over a decade ago for the purpose of addressing larger phased developments and the need to hold entitlement to land development approvals for extended periods of time, the development agreement has opened a new avenue to creative design and town building. Section 19 of Session Law 2015-246 amended the statutes to remove the minimum size and maximum term of agreements. The changes effectively opened the window of opportunity just in time to create enormous flexibility in how new land development projects could be structured.

Today, development agreements offer a developer, landowner and the Town the ability to structure common sense approaches to projects that protect property rights and enable effective approvals and administration of projects when all sides agree. Ideally, the development agreement will not be used unwisely by local governments but will be utilized to offer higher degrees of trust. Trust, in the form of stability, eliminates concern that changes in elected local leadership will impact how a project progresses from start to finish.

The development agreement cannot substitute standards and specifications for development but can offer two substantial benefits: it can establish opportunities for participation by the local government and it can freeze zoning standards in place for the life of the agreement.

8.5.3 Ordinance Administration

The administration of the new Unified Development Ordinance (UDO) consistent with this plan must be performed by experienced professionals to ensure protection of the rights

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of businesses and citizens. Such fair and unbiased administration must be proactive and seek to help these businesses and citizens achieve the successes they may seek that are consistent with both the adopted Town Plan and the UDO.

Proactive administration includes:

- Assisting businesses and citizens inquiring about their proposal and how their ideas fit into the comprehensive plan.
- Ensuring all inquiries enjoy all the privileges of the UDO.
- Providing accurate and prompt information to enable the business or citizen to rely on the information in making very important decisions.
- Identifying invalid permits and determining how to administer.
- Identifying non-conforming uses (showing on map), sending letters to describe how property rights will be preserved and limits on changes to the non- conforming use.
- Meeting with Montgomery County Building Inspections Department to establish protocol for future projects.
- Preparing a guide on the "Table of Permitted Uses" to describe 1) why so extensive, 2) why include unwanted uses, and 3) how to use.
- Providing customer service functions to include Town of Biscoe's Planning and Zoning Administrator administering final Certificate of Occupancy (CO) following all inspections by appropriate Town staff and County Building Inspections.

8.5.4 Water and Sewer Utility Extension and Service Policy

The new UDO will require clear policies on water and sewer service extensions and connections beyond Biscoe's Town Limits to avoid falling victim to decisions that do not benefit property tax and utility rate payers. Montgomery County and the Town of Biscoe's current sewer and water extension practices for new development require that access to these utilities be dependent upon the development site being incorporated within the Town limits. Therefore, any and all proposed development within Biscoe's extraterritorial jurisdiction requiring water and sewer access must be accompanied by a petition for voluntary annexation.

While the Biscoe's Unified Development Ordinance (UDO) will not apply to any property outside the Town's jurisdiction, it will apply to property annexed into the Town to gain access to those utilities. In areas where voluntary annexation petitions would not be eligible at the time a request for connection is made, the Town should still require a petition by the property owner that is binding on future owners allowing the Town to proceed with annexation when the statutory criteria is met. *(See section 8.3.1 and 8.5.1 of this document.)*

8.5.5 Stormwater Utility – *An Innovative Alternative to Reduce Development Costs* Another way to improve the financial attractiveness of Biscoe for new investment seizes an opportunity still in its infancy among municipalities. This approach should be considered when and if the need is deemed either beneficial to the community or mandated by the State and/or federal agencies responsible for water quality. Under State and federal stormwater rules emerging across North Carolina, local governments are often tasked with either requiring new development to install stormwater facilities(BMP's) or requiring existing property owners of larger development to begin retrofitting

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stormwater BMP's in areas that were developed prior to certain years, or both. These rules promulgated by the State and federal agencies mandate local governments to restore natural pre-development flow conditions measured in both quality and quantity when new development is approved. These requirements are very costly and often impact development feasibility in significant ways.

An innovative new alternative to these expansive (and expensive) development requirements is to approach this mandate with a new municipal utility service created in part to finance the installation and maintenance of the required retrofits and to meet the needs of both new development and re-development with common-sense solutions. With a public utility, developers can not only enjoy reduced costs up front, but localities can enjoy enhanced tax base resulting in lower taxes throughout the jurisdiction when compared to the impact upon the pattern of development the traditional alternative of individual on-site BMP's create.

A Municipal Stormwater Management (MSM) Utility comprehensively addresses the stormwater management needs for local governments by providing such services as a municipal function. If new development projects can utilize a municipal system, the cost of development can be reduced dramatically. Traditional on-site stormwater facilities are costly and consume a certain amount of land area that may be better suited for something other than a basin, constructed wetland, or rain garden. By centralizing the treatment of municipal non-point source pollution, the taxpayers' risk and exposure can be reduced, while offering reduced up-front cost to the developer. This logical approach stems from the fact that the ultimate responsibility for all new development resides with the local government issuing the permits for the new construction.

An MSM District in Biscoe could ultimately collect a fee from owners within the service area of an MSM District on an annual basis to address ongoing debt service, operations, and maintenance. The fee funds both local and regional programs designed to protect and manage water quality and quantity by controlling the level of pollutants in stormwater runoff, and the quantity and rate of stormwater received and conveyed by structural and natural stormwater and drainage systems of all types. Properties not located within the MSM District would not be subject to the fee.

The activities funded by the utility's collections include repair and replacement of BMP's, drainage improvements in various neighborhoods, and as a portion of the funding mechanism for "complete streets" renovations relating to town-owned streets and roadways.

The improvements in the Municipal Stormwater Management District will reduce upland flooding events, improve drainage in the Main Street area, and address density-related corridor concerns. Targeting site-specific projects with an eye toward containing costs, addressing overall drainage improvements in a regional manner, these devices will replace outdated or malfunctioning engineered devices associated with Main Street businesses. Replacing them with regional BMP's will holistically addresses the stormwater-related nutrient management goals set forth in State and federal rules while creating new opportunities to develop infill projects in the core area.

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Relocation of BMP facilities away from the built-environment and creating regional, efficient public amenities reduces cost by concentrating the facilities into centralized single locations in each sub-basin. Maintenance expenses are decreased by reducing the number of sites the Town staff will have to monitor. BMP performance is enhanced during low-flow conditions, and the actual sites where the devices are installed can anchor parks as a water amenity.

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9. BLUEPRINT FOR BISCOE - SUMMARY AND PLANIMPLEMENTATION

9.1 Summary

The responsibility to implement this plan lies with the Town of Biscoe Board of Commissioners. Through its leadership, this plan will serve as the blueprint for refreshing revitalizing growth. Thecore area of Biscoe will be strengthened, opportunity for economic success will be established, and the foundation for decision making will be provided.

The tasks associated with implementation will require a steady long-term focus on achieving goals. To identify and prioritize the many tasks associated with implementation of this plan, the following table illustrates which steps to take when, and who should be responsible. These tasksare accompanied by a range of costs for overall budgeting. Seeking partnerships to share in the risk and the reward of joint ventures will improve the success and reduce the cost to the businesses and citizens of Biscoe.

9.2 Actions to Implement Town Plan 2040

The information appearing in the Action Items Table 9.2 ***Blueprint for Biscoe: Actions to Implement Town Plan 2040*** provides a quick reference guide format for the ultimate prioritizationof the actions and recommendations of this plan.

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Table 9.2 BLUEPRINT FOR BISCOE: *Actions to Implement Town Plan 2040*

Check-off		Adopted_____by the Town Board of Commissioners & Recommended by the Planning Board February 25, 2021	Target year	Plan Reference(s)	Notes	Responsible Group
	ROUND 1 ***Getting our house in order!***					
	A	***Adopt new Unified Development (Zoning & Subdivision) Ordinance (UDO)*** to improve redevelopment options.	Early 2021	5.2.1, 5.2.1.1, 5.2.5.2, 5.2.1.3, 5.2.2.1, 5.2.5.2, 5.2.6, 5.2.6.1, 5.2.8.1, 5.2.8.2, 5.2.8.3, 6.8.1.1, 8.3.2.1, 8.3.2.2, 8.3.2.4, 8.3.2.5, 8.5.1, 8.5.4		Planning Town Board
	A	***Adopt up-zoning of strategic properties*** in Catalyst Area #1 – New Town Center, Catalyst Area #2 – Southeast Neighborhoods Area, and other key locations to add residential choices, mixed-uses and commercial development.	Early 2021	5.2.1, 5.2.1.1, 5.2.5.2, 5.2.1.3, 5.2.5.2, 5.2.6, 5.2.6.1, 5.2.8.1, 5.2.8.2, 5.2.8.3, 8.4.1, 8.4.2, 8.4.2.1, 8.4.2.2		Planning Town Board
	B	***Prepare development concepts plans for Catalyst Area #1 – New Town Center*** *to provide site specific ideas and guidance to property owners, developers, businesses, and leadership.*	2021	8.4.2.1		Planning
	C	***Prepare development concepts plans for Catalyst Area #2 – Southeast Neighborhoods Area*** *to provide site specific ideas and guidance to property owners, developers, businesses, and leadership.*	2021	8.4.2.2		Planning
	ROUND 2 ***Reintroducing Biscoe to the world!***					
	A	***Initiate a way-finding signage program*** to direct people to and within Biscoe.	2021	6.8.2.1		Administration Public Works
	A	***Keep social media updated*** to provide current information to the public.	Ongoing	5.1.2, 5.2.3.2		Administration
	ROUND 3 ***Create a vibrant downtown Biscoe!***					
	A	***Adopt standards and specifications that attract new businesses within downtown with higher development and code enforcement standards*** to assure quality development.	Early 2021	5.2.5.2, 5.2.6.1, 5.2.8.2, 5.2.8.3, 6.8.1.1, 8.3, 8.4.1, 8.4.2, 8.4.2.1, 8.5.1.4		Planning Town Board
	ROUND 4 ***Expanding Biscoe's contribution to the region to benefit our local businesses!***					
	A	***Adopt a new UDO with standards and specifications that respond to challenges associated with expanding and attracting local-craft businesses*** *to foster growth.*	Early 2021	5.2.6.1, 5.2.8, 5.2.8.1, 5.2.8.2, 5.2.8.3, 6.5.1		Planning Town Board

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Mr. Flowe presented the Board with a Certificate from N-Focus to the Town of Biscoe that will provide technical support for Town Staff for two years after the adoption of the ordinance at no cost. In addition, it will include changes to state statutes (that have been amended 3 times over the past year). Flow said we will help you update your ordinances if the statutes are changed. (Town will be responsible for advertising of hearings). The second part is technical assistance.

Commissioner Anliker asked about Catalyst Area 1. He asked if it was not a detriment that the railroad runs through that; he said Thomasville had the same situation. Mr. Flowe said tomorrow morning I will be on 3 zooms calls on one project – Downtown Kings Mountain. They are not on the ACWR line; they are on the Norfolk Southern Line between Boston, Ma. and New Orleans. It is 100 trains a day. Flowe said we are doing the downtown now; we have identified the catalyst areas. He went over the history of this and how they have worked with them with their railroad. In towns all of the State that have to work with railroads.

Mr. Flowe spoke about subdivisions and standards. He said that is what you Planning Board has been working on these standards and character elements. Mr. Flowe suggested having an April work session. We could advertise for the legislative hearing and then present the actual ordinance.

Mr. Weitnauer said investors, developers, families, and companies like predictability. They do not want to move or invest in a community that does not know what is happening around them. The plan gives them some predictability. Mr. Flowe said if the Board is interested in a concept plan, N-Focus can help develop this.

Mr. Flowe said the Town needs a Developer's Agreement.

The Board discussed the next meeting that would include the legislative hearing and the intro to the plan. The meeting will begin at 5 pm.

A motion was made by Commissioner Anliker, seconded by Commissioner Ryan, and so the motion carried unanimously to adjourn the meeting.

A motion was made by Mayor Pro-tem Anderson, seconded by Commissioner Kinch