

THE 21ST
CENTURY
VISION PLAN
FOR OLD TOWN



TRINITY
OLD TOWN

DRAFT FOR PUBLIC REVIEW
07.30.09

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TRINITY
OLD TOWN

We would like to thank the City of Trinity and the citizens and stakeholders who participated in this exciting planning process. This effort is a reflection of the community's vision and serves as the foundation for the next stages of Trinity's growth. It is intended to guide the leaders of today and the visionaries of tomorrow.

*– Craig Lewis
Principal in Charge*



1 EXECUTIVE SUMMARY

Trinity is approaching an important milestone in its development history. The natural cycle of growth and change has led the City to its third 100 year cycle. The first 100 years were defined by Trinity College and a community built around this academic institution. The second 100 years dealt with the exodus of the College and subsequent decline of development activity in the area. As Trinity's third 100 year cycle begins, changes on the horizon will provide many opportunities for the City to set a sustainable pattern of growth and development.

The expansion of sewer throughout the area will undoubtedly encourage growth over the coming years. This expansion is scheduled to be complete by the fall of 2014. The addition of sewer combined with easy access to the I-85 corridor at the existing interchange and a potential additional interchange, presents an opportunity for the development of a Village Center that creates a real sense of place for residents and visitors. Also on Trinity's agenda is the need to plan for a municipal campus in order to leverage state grant funding. These reasons combine to produce the need for this planning effort.

Most communities across the country have evolved over time—many with dreadful patterns creating by euclidean zoning ordinances. Trinity is one of the lucky few who have not fallen victim to this...yet. Trinity stands to choose its own destiny; the City can either evolve in a planned, sustainable fashion that meets the desired goals of its citizens or, the City can haphazardly develop and look like Everywhere, USA. This plan serves as a guide for making the proper decisions for Trinity because it is based on a public process that revealed the goals and visions held by all stakeholders.

From an economic standpoint, this study revealed that the Village Center area is the best place for small local operators to set up their businesses. The key to developing the area is combining uses that create synergy. Synergy describes a situation where different entities cooperate advantageously for a desired final outcome. Simply defined, it means that the whole is greater than the sum of the individual parts. For instance, homes near essential services—preferably within a 5 minutes walking distance. Another example occurs on Friday nights when the high school football games are over; most patrons would love to have a place to grab a pizza or even ice cream with their families after the festivities.

This process created an implementable master plan for Trinity that will help guide the creation of a true identity for its residents. Specific recommendations/tasks for implementation can be found at the end of this chapter.



*Precedent imagery from top:
Old Salem in Winston-Salem,
NC; Pinehurst, NC; Davidson,
NC*

1.1 WHY PLAN? WHY PLAN NOW?

Simple questions really and perhaps they merit simple answers. Yet, to provide a simplistic answer as to how our community should grow and change would in fact be doing our history a disservice. We know that communities all over the country and in fact all over the world have “reasons for being” and “reasons for changing.” Trinity is no exception to this.

Its reason for being lies in the desire for the earliest settlers to provide formal education to their children. What started as Brown’s Schoolhouse in 1835, as a one-room private school soon became Union Institute in 1839, then Normal College in 1851, and finally Trinity College in 1859. This focus on education continued even after Trinity College left the community and would later become Duke University in Durham, NC. This transition led to the conversion of the single building Trinity College to Trinity High School, a preparatory school for the main campus in 1909. This early focus on academics, even in a rural area, became the center-point for the community. Today, there is great pride in Trinity High School. Generations of families call this school their alma mater and the school is recognized for both their academic achievements as well as their athletic prowess.

Yet in this history, it is a story of a community’s growth and development cut short. With the arrival of the railroad, many communities grew from main streets into towns and cities. For Trinity, the exodus of their main reason for being, Trinity College, left a hole in their early economy that never enabled the local economy to rebound and grow beyond its agrarian roots.

Fast forward to 1997 and the community has once again incorporated as a means to help guide growth and change. Today, however, they are a land mass surrounded by a metropolitan region of more than 700,000 and the only element that has precluded any significant development is the absence of public sanitary sewer. That, however, is changing quickly. As one of the first and most significant initiatives by the City Council, they charted out a plan to provide public sewer to both existing neighborhoods and large, undeveloped swaths of land. In the coming years, sewer will be extended from Thomasville to the west towards their eastern boundary with Archdale. With public sewer will inevitably come development pressure. This answers the questions of “why now” and the “reasons for change.”

As to why the City should plan the growth and development – the easy answer is that if the City elects to not create a common vision for the community, a haphazard, incremental development pattern will result. In all likelihood, this pattern will not use either the land or the city’s public investment very efficiently because it will be built on hundred of individual decisions all made by otherwise self-motivated individuals. This is not to suggest that developers are uncaring or selfish, but in the absence of any community vision the private property rights of the owner will prevail. Great communities balance the rights of individual owners with the greater good of the community. Those that do it well understand that everyone wins in the end.

So we come now to the “why.” Why plan? It is because the leaders of Trinity have decided to maximize their investment in public sewer and their desire to grow their community according to their rules proactively. Rather than simple reacting independently to each application for development that walks in the door, the City instead has chosen to knit a fabric of development decisions into a quilt. They would like each building, each street, to complete the puzzle. This desire to plan is as old as our history of growth and development in the United States.

Many great places had a “guiding hand” who was either an individual such as the primary landowner or developer, or it was an institution like a mill, railroad, or a college who guided

growth. And while there may not have been a formal, written plan, the “guiding hand” often had an unwritten one. Alternatively, many of our earliest settlements were constructed according to a formal plan - either one created from a survey of the land as they settled it or following the age old prescriptions for constructing settlements such as with the Law of the Indies.

For Trinity, this master plan represents the first detailed community design effort undertaken by this City. An outgrowth of the more general Land Development Plan, this plan seeks to specify implementing elements to achieve the vision embodied in the document that follows.

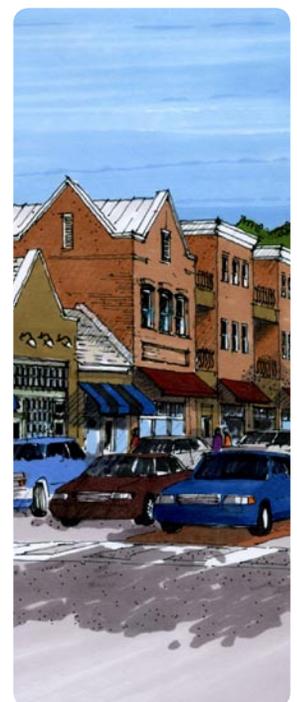
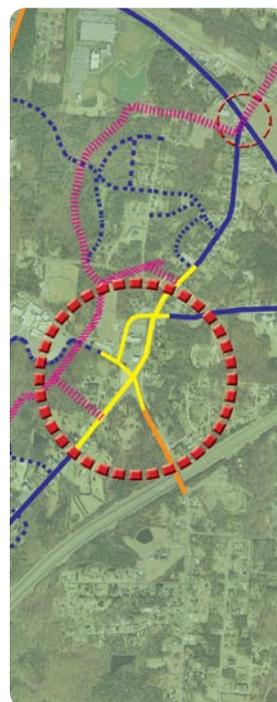
1.2 THE VISION

The 21st Century Vision Plan for Old Town is about finally creating a true center for Trinity. Above all else, the focus is on the evolution of the former Trinity College campus and the surrounding two square miles into a truly walkable main street with mixed-use buildings and lively shopping, preserved historic homes, publicly accessible parks and greenways, and mixed-use compact neighborhoods within a short walking distance.

1.3 THE PRIORITIES

To achieve this vision there are a number of key priorities that require implementation by the City:

- Construction of the City Park and Greenway
- Realignment of High School Drive with Meadowbrook Road
- Aesthetic Improvements along Surret Drive
- Creation of a Village Green
- Active Marketing of the Village Center to Potential Developers as a Public-Private Partnership
- New Form-Based Codes to Guide Development and Redevelopment



1.4 IMPLEMENTATION RECOMMENDATIONS

The matrix that follows lists the major implementation recommendations in the report. They are categorized by project type and assigned an implementation time frame based on priority of completion. The matrix suggests the primary implementing agency for each initiative and other organizations/entities that each action step should be coordinated with.

Action Item #	Project/Task	Page	Implementing Agency, Organization	Year 1-2	Year 3-5	Year 6-10	Year 11+	On-going	Cost
STUDIES AND PLANS									
GR 5.1	Complete a Full Survey of Historic Resources for the Corridor.	47	City, State HPO	X					\$
GA 1.8	Preserve the integrity of the Old Town and surrounding community-oriented transportation network as part of planning efforts for a new I-85 Interchange at Trinity Road.	56	HP MPO, NC DOT, City				X		\$
GA 1.9	Work together with the High Point Metropolitan Planning Organization and North Carolina Department of Transportation to support regional connectivity enhancements at the perimeter of the community, such as the Trinity Road/Sealy Drive connection to Middle Point Road & the proposed interchange at Trinity Road and I-85.	56	HP MPO, NC DOT, City				X		\$
MP 2.4	Plan for Future Connections to Archdale.	68	HP MPO, City, Archdale		X				\$
CAPITAL IMPROVEMENT PROJECTS									
GR 2.5 MP 1.4	Begin a Street Tree Maintenance and Planting Program along Main Street.	41, 66	City, Property Owners	X				X	\$\$
GR 3.1 MP 4.1 GR 5.3	Complete the City Park.	42, 78	City, NC PARTF	X					\$\$\$
GR 3.7	Support Community Beautification Efforts.	43	City, Property Owners	X				X	\$
GR 1.4	Implement a Signage/Wayfinding Program for Old Town.	37	City		X				\$\$
GA 1.1	Retrofit and construct roads in Trinity to be “complete streets.” - NC 62/“Main Street”	53	City, NC DOT		X				\$\$\$\$
GA 1.1	Retrofit and construct roads in Trinity to be “complete streets.” - Sealy Drive/Trinity Road	53	City, NC DOT		X				\$\$\$
GA 1.1	Retrofit and construct roads in Trinity to be “complete streets.” - Meadowbrook Road/Trinity High School Drive.	53	City, NC DOT		X				\$\$\$
GA 1.3 MP 3.1	Realign offset intersections of Meadowbrook Road and Trinity High School Drive with NC 62 as a normal four-leg intersection.	53, 72	City, NC DOT		X				\$\$\$
MP 1.1	Develop Monument Entry Signage for the City.	66	City		X				\$\$
MP 4.2	Incorporate the Veteran’s Memorial in a Place of Prominence.	78	Private		X				\$\$
GR 3.2	Connect the Greenway Trail From the City Hall Through the Old Town to the YMCA.	42	City, HP MPO, Archdale			X			\$\$
GR 3.3 MP 3.5	Construct a Village Green.	42, 72	City			X			\$\$\$
GR 3.5 MP 4.3	Construct a new City Hall and Design it to Anchor the Southern Entrance of the Village Center.	43, 78	City			X			\$\$\$\$
GR 6.2 GA 1.1 GA 1.5	Retrofit and construct roads in Trinity to be “complete streets.” - Surrett Drive	49, 53, 54	City, NC DOT, Property Owners			X			\$\$\$

Action Item #	Project/Task	Page	Implementing Agency, Organization	Year 1-2	Year 3-5	Year 6-10	Year 11+	On-going	Cost
GR 1.5 GA 1.6	Establish NC 62 as the Main Street of the Village Center, complete with 25 mph speed, 16 foot pedestrian walkway with tree wells and on-street parking where the commercial core is fronting; 35 mph speed, 5 foot sidewalks and a tree-planted landscape strip on either end of the commercial core between Surret Road and Trinity Road/Sealy Road, bicycle pathway connections and bicycle lanes; and 11 foot travel lanes throughout. Rename NC 62 as "Main Street" within Trinity City Limits.	37, 55	City, NC DOT	X		X			\$\$\$
GA 1.1	Retrofit and construct roads in Trinity to be "complete streets." - Braxton Craven Road	53	City, NC DOT				X		\$\$
GA 1.7	Introduce a single-lane roundabout at the intersection of Trinity Road and Braxton Craven Road to facilitate access and provide a landmark announcing the gateway into Trinity.	55	City, NC DOT				X		\$\$\$
SUPPORT, EDUCATION AND PROMOTION									
GR 3.4	Organize a Farmer's Market in the Village Center.	42	City, Volunteers	X					\$
GR 5.4	Create a Walking Tour of the Historic Resources.	48	City, Historic Commission		X				\$
GR 1.1	Implement the Brand Mark/Logo in Every Project in Old Town.	36	City					X	\$
GR 1.2	Market this Vision to the Community and to the World.	36	City, Randolph EDC					X	\$
GR 2.4	Encourage Rainwater Harvesting/Water Recycling On-Site.	41	City, Property Owners					X	\$
GR 3.8	Provide Family and Multi-Generational Activities.	43	City, Volunteers					X	\$
GR 5.2	Preserve the Existing Historic Resources Prioritizing the 19th Century Structures.	47	Property Owners					X	\$\$\$
GR 6.1	Recruit and Retain Flex-Employment Businesses to the Surret Drive Corridor.	49	City, Randolph EDC, A-C Chamber					X	\$
CODE AND POLICY AMENDMENTS									
GR 2.1	Increase minimum riparian buffer widths.	39	City	X					
GR 2.2	Apply context-sensitive, best management practices for water resource protection.	39	City	X					
GR 2.3	Pursue LEED Certification for all New Public Buildings.	41	City	X					\$\$
GR 3.7	Support Community Beautification Efforts.	43	City	X					
GR 4.1	Encourage greater development density.	44	City	X					
GR 4.2	Focus on Making Neighborhoods Pedestrian-Friendly.	44	City	X					
GR 4.3	Encourage Architecturally Sensitive Mixed-Use Infill Along Main Street (NC 62).	45	City	X					
GR 4.4	Allow Duplexes, Triplexes and Townhomes More Widely.	45	City	X					
GR 6.3	Create a Capital Improvement Prioritization Plan.	49	City	X					
GR 6.4	Develop a Public/Private Partnership Program for Redevelopment.	49	City, Consultant	X					\$
GA 1.4	Provide enhanced connectivity within the community for all modes of travel by introducing new roadway segments linking NC 62, the planned greenway trail, and the Surret Drive corridor.	54	City	X					
MP 1.3 MP 2.1	Permit Residentially-Scaled Mixed-Use Infill along NC 62.	66, 68	City	X					
MP 2.2	Enforce the Preservation & Encourage the Enhancement of the Stream/Floodplain Area.	68	City	X					
MP 2.3	Permit Infill Housing that Respects Environmental Challenges.	68	City	X					

Action Item #	Project/Task	Page	Implementing Agency, Organization	Year 1-2	Year 3-5	Year 6-10	Year 11+	On-going	Cost
MP 3.2	Permit the Development of Multi-Story, Mixed-Use Buildings (1-2 stories).	72	City	X					
MP 3.3	Require the development of walkable streetscapes.	72	City	X					
MP 3.4	Permit small-scale buildings to be built close together in the village center but require varying roof lines and unique facades.	72	City	X					
MP 5.1	Permit the Light Industrial Development Pattern to Continue along Surrett Drive.	80	City	X					
MP 5.2	Permit Infill Housing that Respects Environmental Challenges and Offers Affordable Options to Residents.	80	City	X					
MP 5.3	Permit the Development of Regional Commercial at the I-85 Interchange.	80	City	X					
OTHER									
GR 3.6 MP 2.6	Visually Upgrade the Post Office.	43, 68	Post Office			X			\$\$\$
MP 1.2	Encourage the Replacement of the Gas Station Awning.	66	Property Owner						
MP 2.5	Encourage the School System to Consider a Portion of the Area as a Potential Middle School Site.	68	Randolph County Schools, Property Owner						



◀ THE MASTER PLAN



2 ANALYSIS AND ASSESSMENT

2.1 HISTORY & CONTEXT

The City of Trinity is located along the I-85 corridor just south of Greensboro. Trinity was re-incorporated in 1997 and sits in the northwest corner of Randolph County with a population of approximately 7,000.

This area was first settled between 1763 and 1776 by an English landowner named John Carteret. Upon his death and the independence of the country from the British in 1776, the land was confiscated by the new government and eventually issued back to the people through grants from the State of North Carolina. Squatters who had lived on the land for several years became landowners at last. The Town of Trinity was incorporated in 1869 but the charter was then rescinded in 1924 and remained so until 1997.

The community was named after Trinity College, which later became Duke University after it moved to Durham in 1892. The College's preparatory school, Trinity High School, became the center of the community after this move. Education has always served a profound role in the development of this City and continues to serve its citizens with top ranked schools.

The City of Trinity is taking the next bold step in planning their future with this plan. This roughly 1210 acre area (~2 square miles), long considered the heart of the community is loosely bounded by NC 62/Interstate 85 to the south, Surret Drive to the north and west, and Trinity Road/Sealy Drive to the northeast. It includes the historic core of the community as well as the high school (in Old Town) and a large swath of largely undeveloped land near the Interstate (New Town).

Why plan now? Very simply, the welcome extension of public sewer to serve the existing community in this area and relieve the increasing number of septic problems will also make previously undevelopable land much more attractive to developers and builders. And, given the proximity of this area to the surrounding region as well as its ease of accessibility, planners have long identified this area as the next hot zone for growth.

With this exodus of the college at the end of the 19th century, the development of a true "center" never occurred as it did in other college towns of this era. Thus, Trinity's history is found in small pieces throughout the community with no true identifiable core or sense of place.

Note: Portions of the text in this section has been adapted <http://www.trinity-nc.gov>.

2.2 VISION PLAN PURPOSE & PROCESS

Why Urban Design and Placemaking is Important to Trinity?

When people think of urban design, they often think about big cities. In truth, urban design is a vital part of a planning process for communities large and small, urban or rural. It is more comprehensive than the design of buildings and is best defined as the art of making places for people. It includes factors such as community safety, and the way places work, as well as how they look; it structures the patterns of movement and urban form, the relationships between the natural environment and the buildings within it, and above all between people and the places they inhabit. Urban design therefore involves the design of what is known as the “public realm” – the streets, squares, parking lots, town greens, parks, playgrounds and other open spaces shared by everybody in the community.

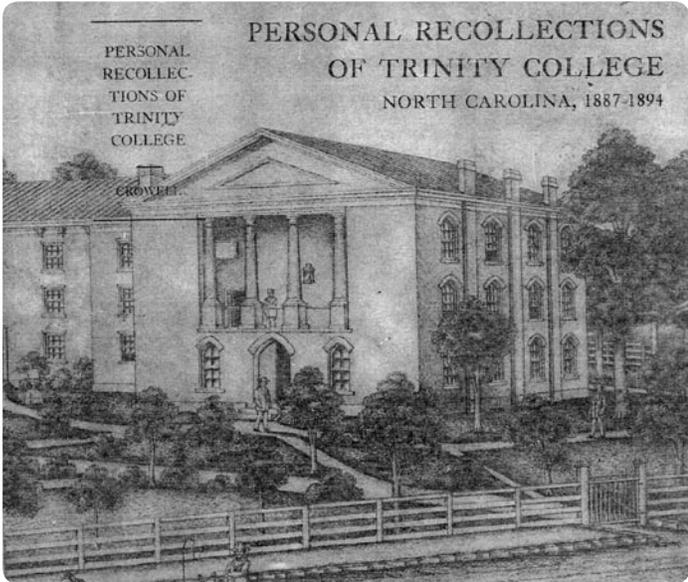
The process of urban design is intended to bring order, clarity and pleasing harmony to the public realm of the city, and to establish frameworks and processes to facilitate successful development. It is central to the proposals and policy statements in this Master Plan by illustrating what the planned future might actually look like. As such, good urban design is indivisible from good planning.

The most fundamental of all urban design techniques is the engagement of the building and its facade with the public realm. As one moves from more rural, auto-oriented areas to urban, pedestrian-oriented centers, buildings should naturally align closer to the sidewalk. Streets lined with buildings rather than parking lots provide a safer, more interesting path for pedestrians. These streets create a clearly-defined pedestrian realm not devoid of vehicular traffic, but rather appropriately balanced between the needs of each user. Under these circumstances, buildings force roadways to act as more than just automotive corridors. Instead, the structures and their accompanying sidewalks create a definitive, multi-purpose realm where pedestrians may interact—socializing, shopping, dining, or traveling—in a safe, protected manner.

We all know these places. They are the Main Streets of America. They are great places to study urban design because they were built with people in mind, often long before the age of the automobile. They have wide sidewalks, enlivened shopfronts, and a great sense of community. They are the places that Town Founder’s Day is celebrated, where our 4th of July Parade marches along, and where we celebrate the holiday season with the annual tree lighting on the square.

Yet, Trinity is a community without a defined center. We didn’t emerge as a rail-stop downtown as did so many other towns across North Carolina. Our identity is largely defined by a college campus that visually disappeared generations ago. In this wake we have a crossroads that wants to be so much more. Our challenge into the future is to create a place that says that you have arrived in a special place, a community, a “there-there”. With the precedent of so many other hamlets and villages across the south that have wonderful, walkable historic centers, we need only to travel a few miles in any direction to find a great precedent worth emulating.

Even with a great model, it is important that Trinity establishes an identity that is unique and appropriate to our culture and history. What type of lighting do we need? Should the trees be formally planted or be more naturalistic. Do our shops look more like traditional commercial areas with flat roofs, shared walls and outdoor cafes or are they more like individual buildings with pitched roofs and some front yard? Should we have on-street parking to provide convenience parking and serve as a buffer from moving cars to the pedestrian? And what type of architecture is appropriate to establish our City’s center.



Trinity College



Trinity Community Park and Gazebo at the intersection of NC 62 and Braxton Craven Road



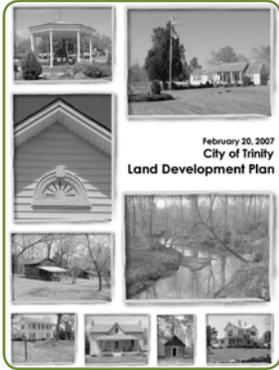
Trinity School Class 1895-1896



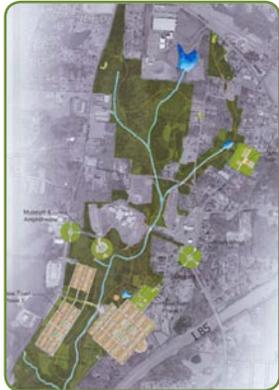
City Hall



▲ CONTEXT MAP OF TRINITY



The 2007 Trinity Land Development Plan



Overall Master Plan developed by NC A&T students for the Old Town and New Town areas

2.3 PREVIOUS PLANNING EFFORTS

Original Sewer System Feasibility Study (1999)

Following Trinity's incorporation in 1997, the City established a primary goal to provide sewer service throughout the community. A feasibility study was completed to evaluate options to achieve that goal. Factors considered in the study included: existing conditions, long term land use plans, layout of a collection system, and wastewater treatment options. Trinity's consulting engineering firm, Davis-Martin-Powell & Assoc., conducted the study and produced a working document that serves as a resource for planning future sewer improvements throughout the City.

Long Range Land Use Map (1999)

A land use planning map was adopted by the Trinity City Council which used general classifications and descriptions to guide development as the City became more urbanized.

Land Development Plan (2005 – 2007)

In February, 2007 the Trinity City Council adopted a comprehensive Land Development Plan to guide strategic decisions about future growth and development in the community. This document laid out the specific location and goals for creating Old and New Town. The plan was developed over sixteen (16) months by a fourteen-member advisory committee. The committee reviewed demographics, utilities and environmental features and used this information to develop a vision for the future growth of Trinity. A set of goals and policies was drafted to achieve this vision. Committee members participated in workshops to refine key issues, analyze existing conditions, and establish recommended implementation strategies.

Three citywide forums were held to review draft plans and receive input from residents. The process was facilitated by Paul Kron, planning director for the Piedmont Triad Council of Governments with administrative and technical assistance provided by Trinity City staff. The advisory committee was comprised of City officials and residents representing a variety of interests including education, real estate, historic preservation, environmental awareness, business and industry.

NC A&T State University Urban Design Project (2006)

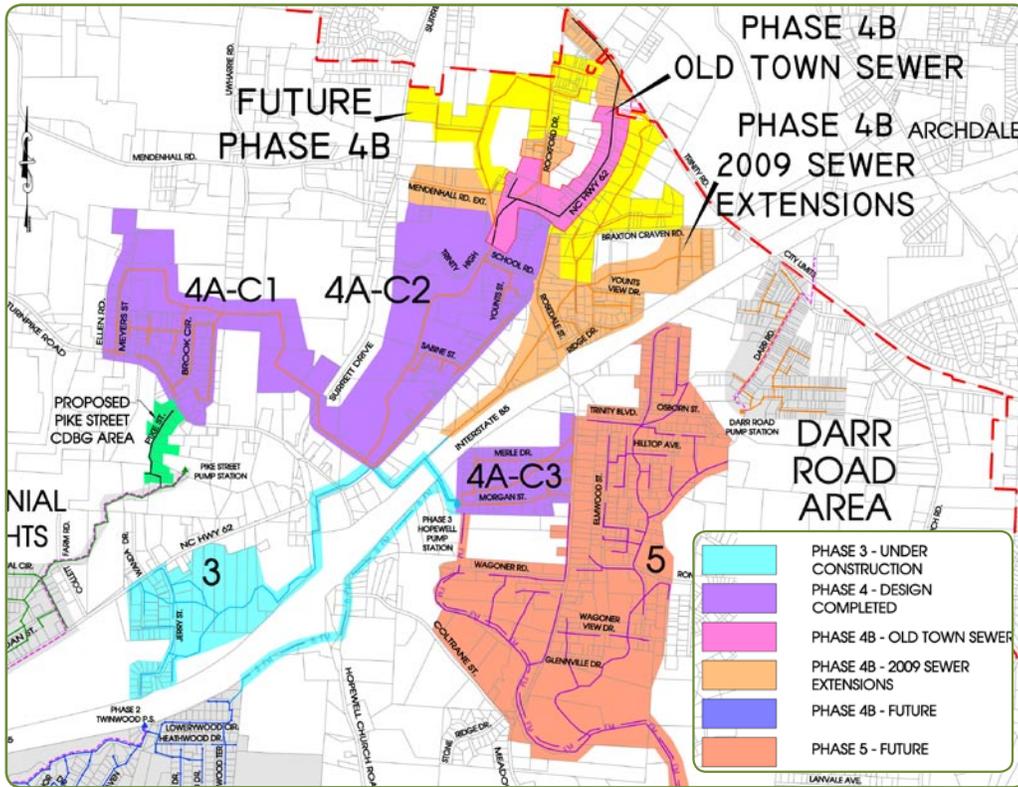
The Center City project area was the subject of a semester-long project for eight senior landscape architecture students from North Carolina Agricultural and Technical State University. Class instructor Paul Kron chose this area as the focus for the class project after working with City officials on the Land Development Plan. The students researched architectural standards and appropriate infill uses for historic Old Town and urban design standards for New Town. They presented conceptual designs and sought community input at a citywide meeting midway through the semester and presented final designs to the City Council at the end of the semester.

Gateway Zoning Overlay District (2008)

The Gateway Overlay District was established in 2008 to encourage development and redevelopment of properties adjoining certain roadways in a manner which preserves and enhances property values, ensures a positive visual image of the community, promotes orderly growth, protects livability and quality of life, and ensures roadway safety.

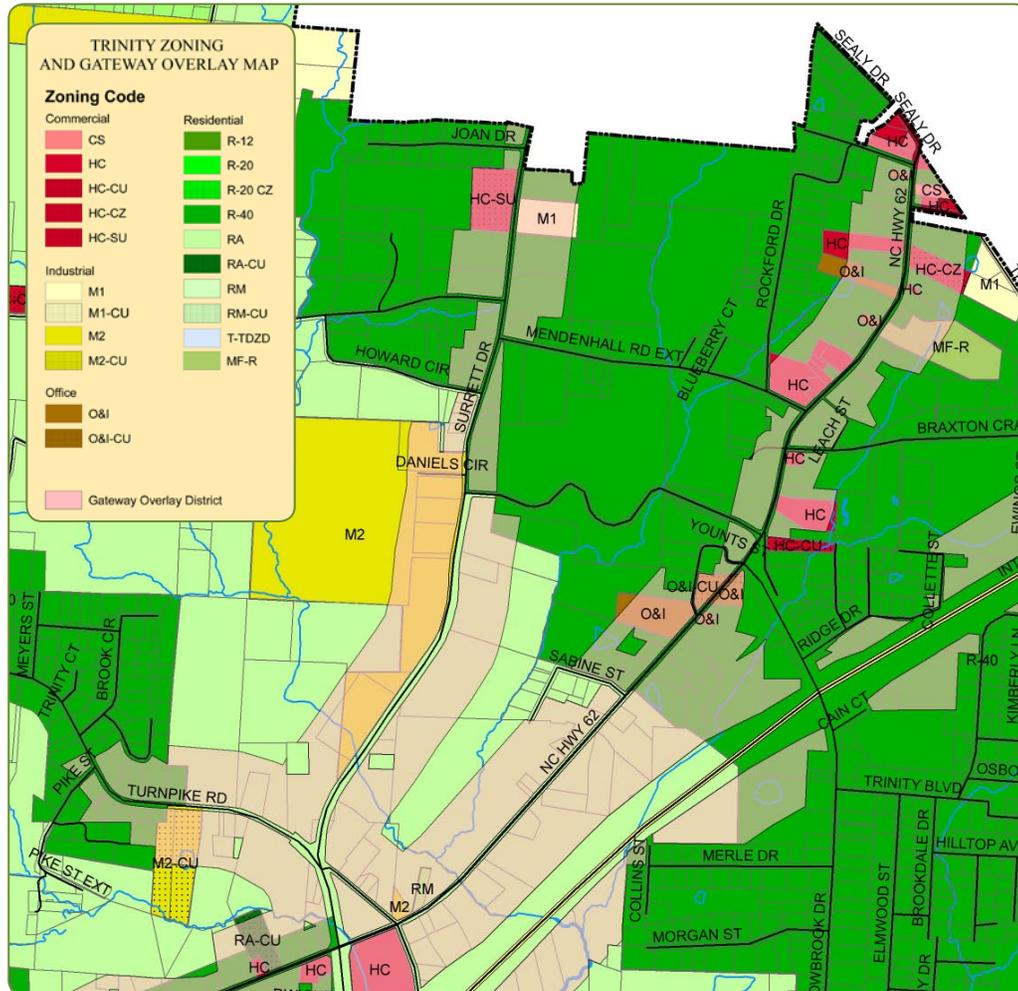
Greenway Plan (2008)

A conceptual greenway plan was adopted in 2008 for the New Town area and the City is currently acquiring public access easements concurrent with sewer utility easements in conformance with the plan. Adoption of a similar plan for Old Town is expected in 2009 as the City's sewer system is designed for expansion into that area.

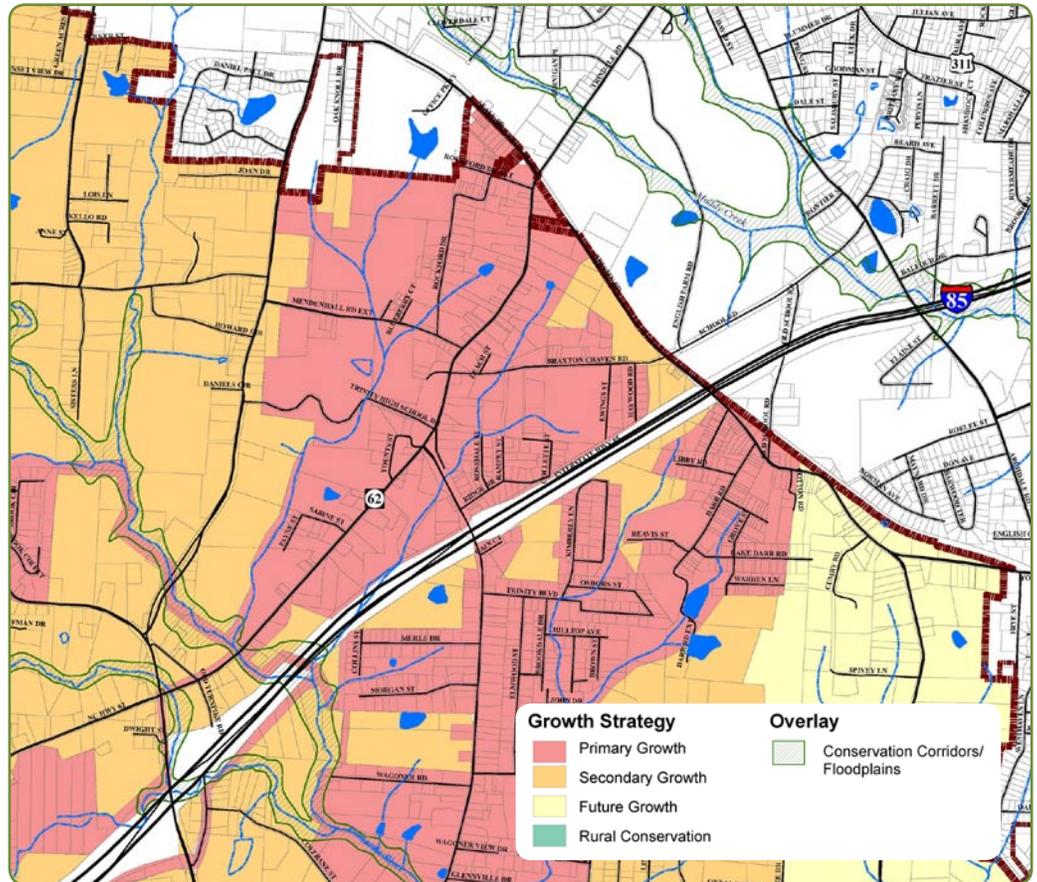


▲ SEWER SYSTEM EXPANSION PHASING PLAN

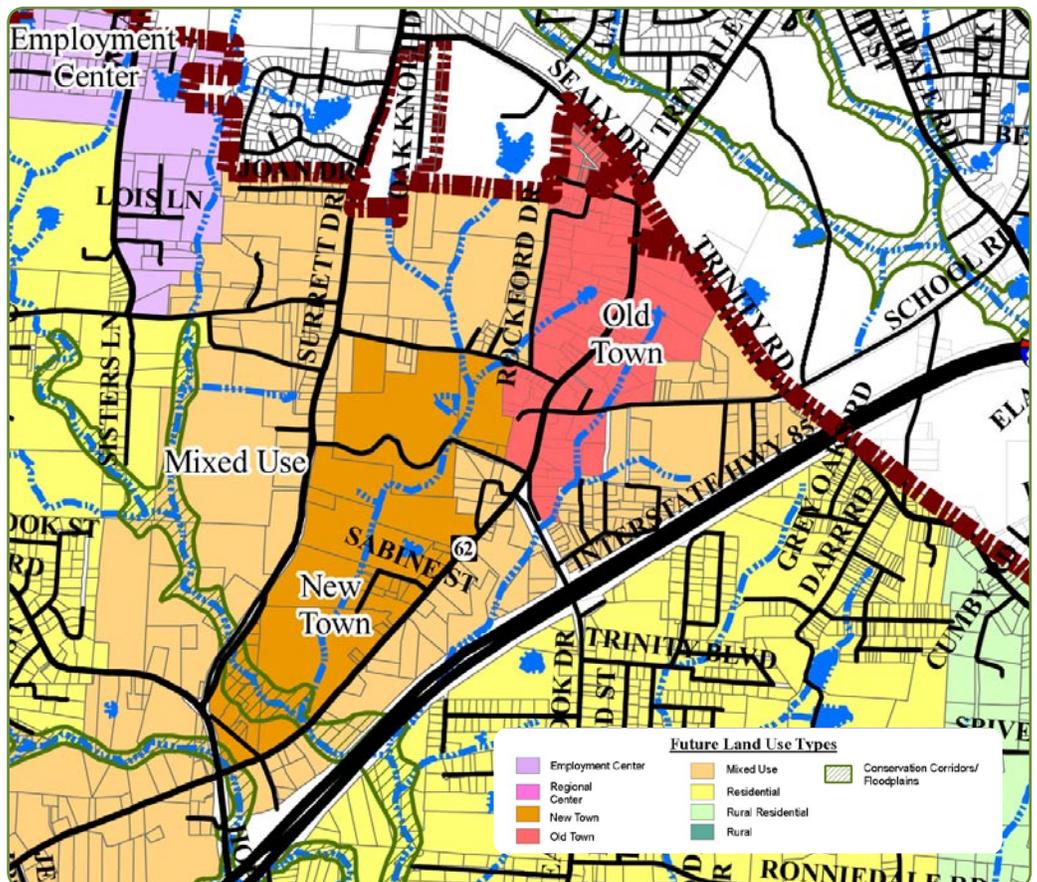
EXISTING ZONING MAP FOR THE STUDY AREA ▼

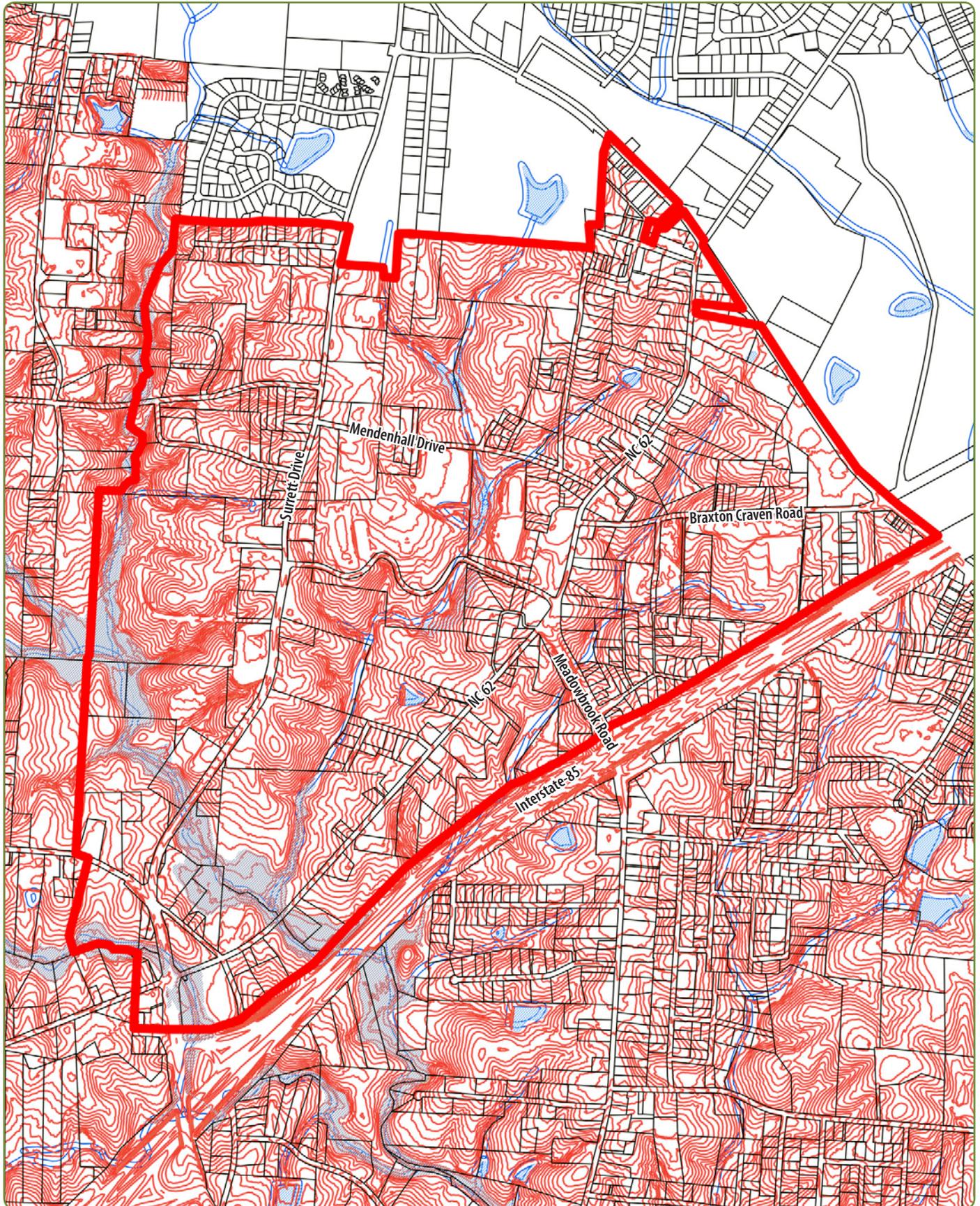


▼ GROWTH STRATEGY MAP FROM THE LAND DEVELOPMENT PLAN



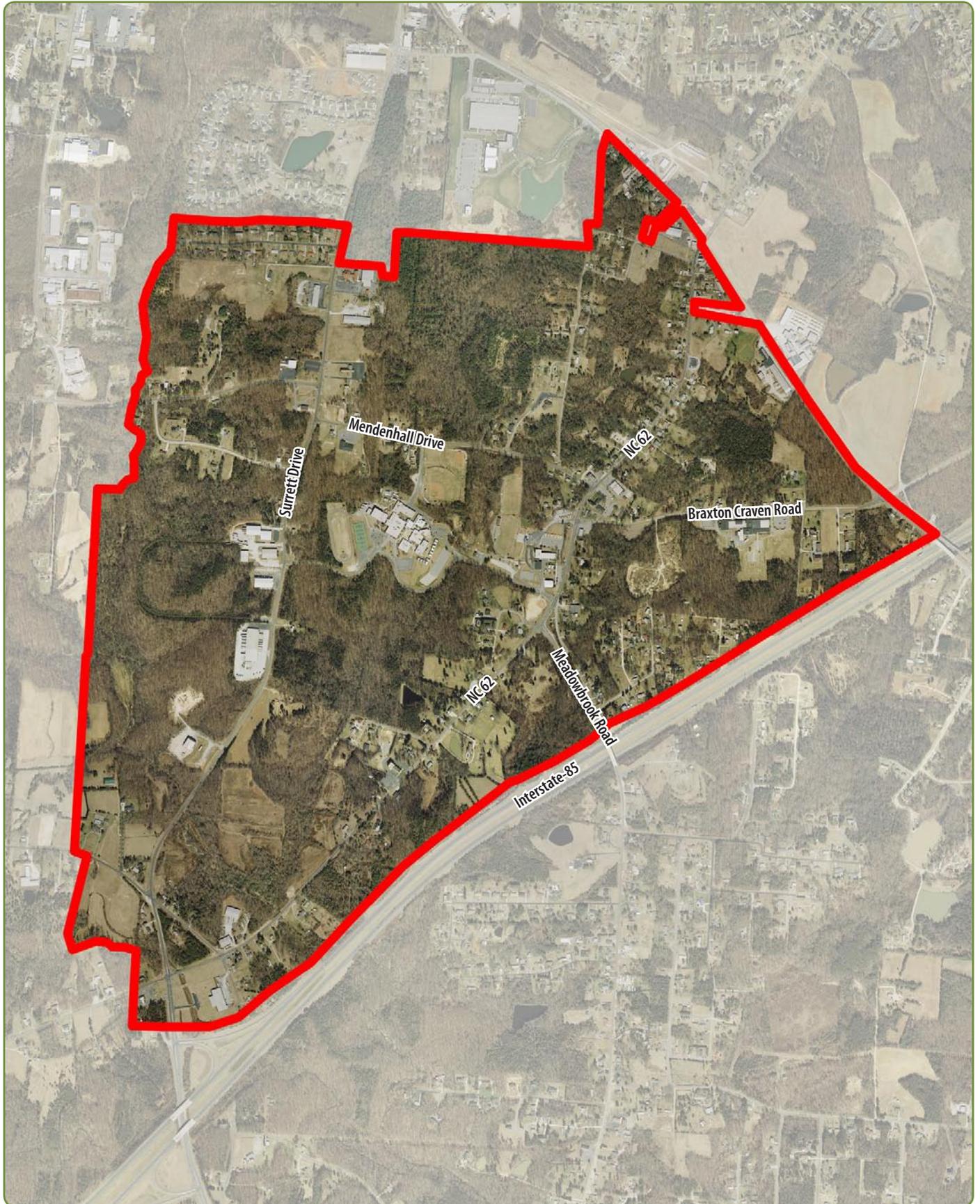
FUTURE LAND USE MAP FOR THE STUDY AREA ▼





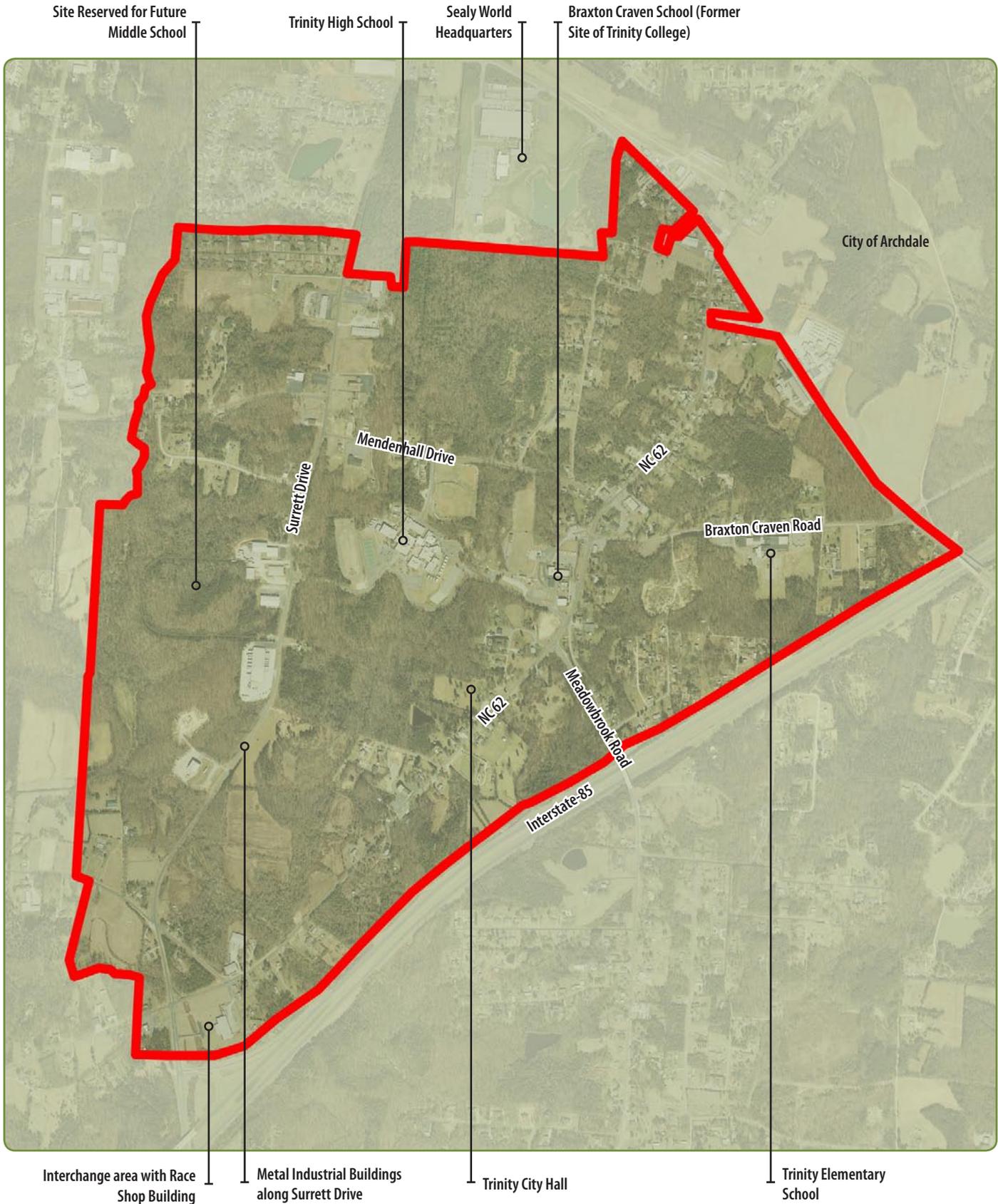
▲ TOPOGRAPHIC MAP OF STUDY AREA

The map above shows topographic contour lines in 5 foot increments. Open white areas indicate relatively flat land while dark red areas suggest steep slopes. Most of these slopes are located along stream corridors.



▲ AERIAL PHOTOGRAPH OF STUDY AREA

Because of the absence of public utilities to the ~2 square mile study area, the Old Town area has remained largely undeveloped through its history.



▲ MAP OF KEY FEATURES

2.4 MARKET ASSESSMENT

The following section is adapted from a report by Rose and Associates Southeast, Inc. that provided a qualitative assessment of the likely market trends that will impact growth and development in the study area. The conclusions set forth in that report were based upon information provided by public records, city officials, business owners, and market and demographic data obtained by Rose & Associates Southeast, Inc. Neither an appraisal nor title search was performed for the Study Area or any specific property in preparing this report. While the information included herein is believed to be accurate, no warranty or representation, expressed or implied, is made as to the information contained herein, and is submitted subject to omission, change of market conditions, or other factors outside the scope of this report or the author's control. This report is the property of Rose & Associates Southeast, Inc. and shall not be duplicated without written permission. All rights reserved, 2009.

2.4.1 Introduction

Rose & Associates Southeast, Inc. was retained by The Lawrence Group to assist in creating a land use scope based upon market analysis and an economic strategy for Trinity. The project known as “The 21st Century Plan for Old Town Trinity” is contemplated to create a sustainable plan for the communities key commercial core and civic center in Trinity, NC.

The purpose of this report brief is to assess the demographic, market and cultural characteristics of the community and its impact on this area, known as Old Town.

2.4.2 Area Overview

Trinity is situated in the northwest corner of Randolph County adjacent to the Greensboro-High Point MSA (metropolitan statistical area). Though only formally incorporated in 1997, Trinity is an old community with its origins rooted in Trinity College, which was established in circa 1869 and later moved in 1892 to Durham and became Duke University. The area grew from the College expansion and flourished with new industries such as furniture and textiles.

Trinity enjoys excellent transportation linkages of highway, rail and air. Trinity has two interchanges on Interstate 85, in the southern part of town (new town) to Finch Farm Road and north accessing old town at Hopewell Church Road. NC Highways 62 and 311 provide easy access in and around the Greensboro-High Point region.

2.4.3 Key Factors Impacting the Market

The following are key factors that impact Trinity, NC:

ECONOMIC DEVELOPMENT:

- North Carolina has recently been ranked among the best of economic development opportunities:
- North Carolina rated third best state for business- Chief Executive Magazine, January 2008
- North Carolina ranked 1st for Business Climate- Site Selection, November 2007
- North Carolina ranked 1st as Migration Destination- United Van Lines Report, 2007

While the impact of the current economy on the region is still unfolding, low costs, quality of life, climate and other assets continue to make the state and its metro regions attractive for tourism and investment.

TRANSPORTATION:

The regional transportation network is firmly in place and includes a multi-modal system including highway, rail and air, that provides access to and from Trinity and throughout the Triad metro region and southeastern United States. Interstate 85 and Highways 62, 70 and 311 are the primary transportation corridors providing access to and through the region, placing Trinity strategically between Concord/Kannapolis and Greensboro. The 311 bypass will eventually connect the area to Interstate 73. Trinity is also situated on Surrett Drive, a

two-lane road under consideration for improvements, leading to High Point and the western perimeter of the Piedmont Triad International Airport in Greensboro. This transportation infrastructure provides unique opportunities to attract housing, employment and customers to Trinity.

This map to the right depicts areas within a 15 minute drive (red) and 30 minute drive (green) from downtown Trinity, the average drive-time for shopping and commuting patterns. The populations within these distances are 130,114 and 588,514 respectively, demonstrating approximately \$1 billion dollars in potential retail demand.

MANUFACTURING EMPLOYMENT:

Manufacturing is still a dominate portion of the employment in the region, including the Sealy plant, one of the major employers in the area. The national average for industrial based employment is currently 11%, with North Carolina at 15%. By comparison, Trinity has 23.3% of its workforce in manufacturing employment in the area within a 15 minute drive time of old town Trinity. In addition to the availability of land, the area could attract new investment with its employment base, transportation network and available infrastructure with the expansion of public water and sewer. This includes opportunity not only for larger companies, but also for small business enterprises and entrepreneurial development (25-50+/- employees).

MIXED-USE DEVELOPMENT:

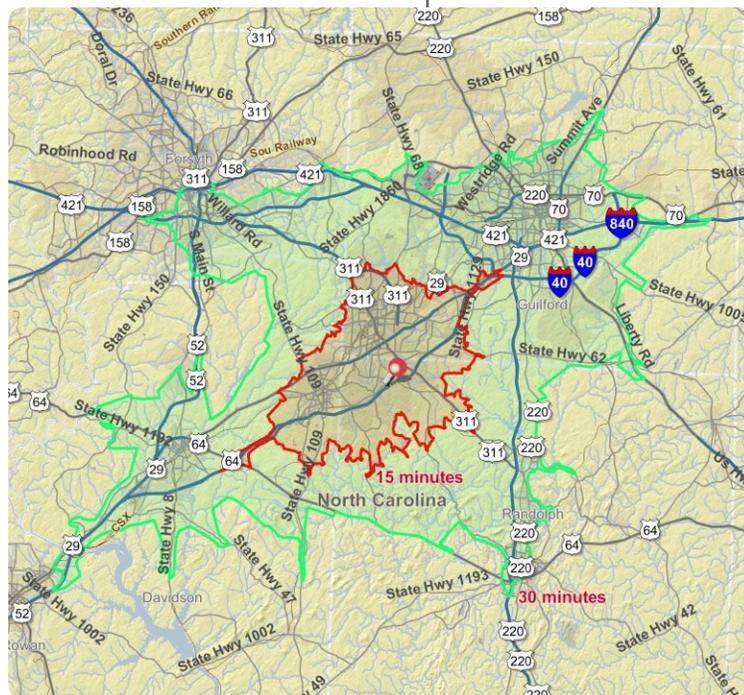
Planners, developers, and most recently institutional investors, are touting the benefits of mixed-use development, a concept which incorporates a variety of land uses on one parcel and/or within one building, which provides diversified risk, broader market appeal, faster absorption and stable financial performance. Mixed-use development, if done properly and in concert with the marketplace and the vision of the community, has resulted in the creation of place-making. This builds on the understanding of the social, cultural, ecological and financial benefits that can result from integrating uses within one project or the entire community. Trinity is poised to create such a place, or places, as seen in other markets in the state and southeast region.

ECONOMIC CYCLE:

The current economic cycle continues to place downward pressure on manufacturing, due to off shore relocation and capital markets limiting financing opportunities. While most market analysis and planning efforts consider a stable market environment, it is important to watch paradigm shifts and market changes as a result of boom/bust cycles as we are currently experiencing. One will be a renewed focus on small business development as well as public investment and infrastructure, along with green technologies.

2.4.5 Demographic Analysis

To assist in gaining perspective and the relationship of Trinity to the surrounding region, demographic data is evaluated from a macro to micro view. Trinity is located in the most northwest corner of Randolph County, and just south of High Point and Greensboro in this MSA (North Carolina's 3rd largest Metropolitan Statistical Area).



▲ DRIVE-TIME TO THE OLD TOWN AREA FROM 15 AND 30 MINUTES AWAY

With the impacts on employment, tourism and rapid growth in the region, many census estimates for current and projected population may vary between local, state and national figures. Rose & Associates utilizes demographic data from ESRI/STDB, a known and respected source of data in the US. Building on US and NC State Census data collected from 2000 and 2007, projections are necessarily derived from current events and past trends that are captured in annual updates. (Refer to the full report for detailed Demographic and Income profiles for areas including the MSA, County and City for comparisons.) ESRI revises its projections annually to draw upon the most recent estimates and projections of local trends. A stable rate of growth is easier to anticipate than rapid growth or decline. Therefore it is important to incorporate as much qualitative state and local information as possible, especially areas experiencing “boom-bust” cycles or those influenced by other factors.

Demographics are used simply as benchmarks to assist in identifying market gaps or opportunities. There has been some controversy surrounding demographic data particularly in North Carolina, where some segments of the population have not been counted in the Census, such as the homeless and migrants living with others. Therefore, discrepancies in some population figures may appear.

Population and Household growth trends can also be seen in construction permit activity. Household growth in the form of new residential construction has averaged 42 new units annually over the past three years:

Where does the growth in population and housing come from? First we must consider that in 2007, 61.6% or nearly two-thirds, of all U.S. moves were to North Carolina according to an annual report by United Van Lines. A number of these moves include retirees and empty nesters, who are self employed or not in the job market. This is an opportunity for alternative housing, which would allow residents to “age in place” rather than having to move to another community as they age.

Here is a comparison of how Trinity stacks up with populations over 55:

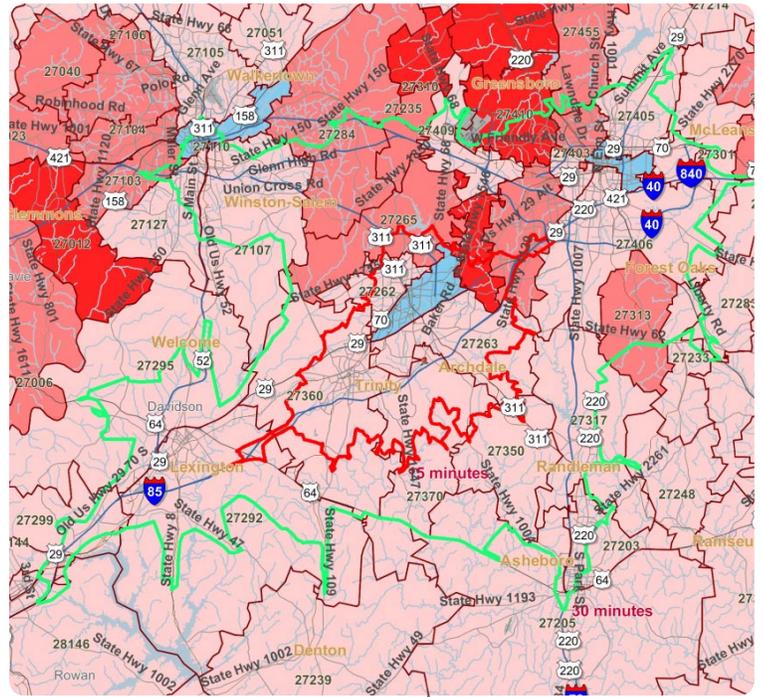
2008 PERCENTAGE OF POPULATION OVER 55 (ESRI)

AGE	USA	NORTH CAROLINA	RANDOLPH COUNTY	TRINITY
55-64	10.8%	11.2%	12.2%	14.6%
65-74	6.3%	6.6%	7.0%	8.1%
74-84	4.4%	4.1%	4.0%	3.8%
85+	1.9%	1.6%	1.6%	1.4%

While a portion of the growth may be attributable to retirees or empty nesters, the majority of housing growth is the result of employment. Manufacturing is the leading employment sector in Randolph County, followed by Retail Trade. Despite the strong local employment picture, most of the working population in Trinity works elsewhere. The resident population currently exceeds the daytime population. Further, both residents and workers are most likely shopping elsewhere, causing a substantial number of discretionary income and potential tax revenue to leak into neighboring communities.

Where’s the money? The map below provides a visual depiction of the distribution of income throughout the region by Zip Code. This is important when considering the growth of population, transportation networks and commuting patterns, as it impacts decisions for living, working and shopping. The Core Based Statistical Area (CBSA) below

represents both revised Metropolitan Statistical Areas and the new Micropolitan Statistical Areas. New metropolitan and micropolitan statistical area definitions were announced by the United States Office of Management and Budget based on application of the 2000 standards with Census 2000 data. Metropolitan and micropolitan statistical areas are collectively referred to as Core Based Statistical Areas. Metropolitan statistical areas have at least one urbanized area of 50,000 or more population, plus adjacent territory that has a high degree of social and economic integration with the core as measured by commuting ties. Micropolitan statistical areas are a new set of statistical areas that have at least one urban cluster of at least 10,000 but less than 50,000 population, plus adjacent territory that has a high degree of social and economic integration with the core as measured by commuting ties. Trinity is situated at the southern edge of these areas along the Interstate 85 corridor.



▲ **MEDIAN INCOME BY CENSUS TRACT**
The darker red areas indicate a higher median income

SUMMARY DEMOGRAPHICS FOR 15 AND 30 MINUTE DRIVE TIME FROM OLD TOWN (ESRI)

2008 SUMMARY	CITY LIMITS	15 MINUTES	30 MINUTES
Population	7,276 (estimated)	130,114	588,514
Households	2,870	52,009	236,783
Median Disposable Income	\$40,666	\$37,336	\$40,122
Per Capita Income	\$24,094	\$23,328	\$26,944

2.5 STRATEGIC READINESS ASSESSMENT

In addition to understanding the general demographics within Trinity and surrounding market, we can begin to incorporate the social, political and economic issues and opportunities facing the community.

2.5.1 Vision: What makes a great place? This and other questions were included during both individual interviews and group workshops/presentations to gather information and determine the community's goals and/or vision as a whole. The overall tone was concern about change. While there clearly is some anxiety about growth, this maybe more because it is not happening rather than it is happening too fast. The founding members of the community prepared a statement explaining the town seal and its mission, which needs to be conferred and communicated within the community: (edited for context): "Trinity is a community with a rich and diverse history. We honor that history by always remembering yesterday. We must work diligently today, to build and ensure a bright tomorrow for generations to come." Communicating a vision might promote the idea that we would have to change our way of doing things. Both internal and external demonstrations about who and what Trinity is about will help build its brand, which is rooted in education, patriotism and small town values. This includes not only logos and marketing campaigns, but the creation of a physical civic center of the community for social interaction and commerce.

Conclusion: Trinity should reaffirm its mission and vision with the community and begin to build its brand in both tangible and intangible ways, internally and externally.

2.5.2 Economic Distribution & Tax Base: The Trinity tax revenue distribution is predominately residential as the percentage of commercial property within the community is relatively small. Trinity's commercial includes "old" industry, including furniture, and limited retail. Most residents travel outside of Trinity for both employment and services, therefore, attention should be given to create a center city village or downtown that can provide such services as retail, banking, legal and medical services. A jobs housing balance is important for economic sustainability.

Conclusion: While continuing to diversify the tax base with economic development with commercial land uses, Trinity also needs a diverse housing stock based on current and future housing trends to remain competitive and be a viable alternative to the Triad and surrounding areas.

2.5.3 Quality of Life: The factors that define quality of life are subjective. This report assesses key factors which determine the quality of life in the market. How a community views itself - its image and communications both internally and externally assist in defining its culture and brand, which impacts its competitive advantages as a place to live, work and play. This includes its statement of desire to be a "green city" with open green space and recreation areas. Trinity has some clear competitive advantages, including quality education, interstate access, historical relevance and small town appeal. Important is the readiness of its younger generations for the workforce and a global competitive environment. The view of the Trinity should be one of positive change, renewed investment and the potential for a vibrant and sustainable future.

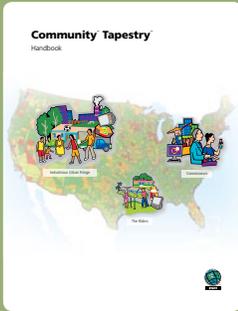
Conclusion: Trinity has the potential, with renewed and continued commitment and investment in infrastructure and education, to create and sustain quality of life for its citizens and future generations.

Areas of focus to create a high value quality of life and sustainability in Trinity include:

- Things to go do - entertainment, arts, culture, active/passive recreation;
- Things to go buy - goods/services both convenience and destination oriented;
- Connectivity & Circulation - for improved pedestrian and biking opportunities;
- Jobs - to provide economic development, tax base and daytime population to support retail thus reducing commute time and enhancing citizen well-being;
- Housing diversification - mixed income and variety of housing stock to promote social equity to provide live, work and play environments;
- Public Space - promoting smart growth and growing the community capital;
- Professional Management - to ensure the health and safety of its residents, employees, customers and visitors.
- Making Trinity a Great Place.

STRATEGIES	FIRST STEPS (YEAR 1)	NEXT STEPS (YEAR 2-5)	LONG TERM (YEARS 5-10)	GOAL/RESULT
First a Vision: A Collective & Collaborative Effort	Renew commitment to Vision & Mission Communicate Vision & Mission within the community	Continued & regular communication with all stakeholders Track progress, successes & failures	Annual review of Vision, Mission & Goals during retreats with elected officials & staff	Trinity will have embodied its vision in its citizens & stakeholders, all speaking with one unified voice
Communicating the Vision: Branding & Marketing Plan	Agree on final branding and marketing strategies around central themes: history, education & green city Implement branding & marketing campaign with the help of a professional firm.	Work in partnership with local Chamber of Commerce & regional Economic Development agencies to provide support Track progress, successes & failures	Continue to build the brand through communications, marketing and living the core values of the vision/mission	The reputation of Trinity as a "Great Place!"
Quality of Life: Building the Brand	Implement strategies of the Land Development Plan (2007) and the plan for Old Town (2009) Communicate regularly between staff, agencies, elected officials & citizens.	Form Housing coalition with Historical group to assess housing options & preservation Form a Business networking group for local entrepreneurs to create incentive for new businesses in Old Town	Create incentives for locating businesses in downtown, as well as infrastructure, streetscape and public/civic spaces Consider regulatory changes to encourage alternative housing and mixed-use development	Trinity will have a jobs/housing balance and quality of life for a sustainable community
Accountability: For Fiscal Sustainability	Continue (or create) an advisory group to provide metrics of success for the vision & goals established Assign responsibility for each element or task	Host an annual Trinity "State of the Union" meeting to report status, discuss issues & continue citizen involvement	Continue annual meetings and broaden to include opportunities for civic service (finding new leadership) and expanding education opportunities for young residents	Trinity's public & private interests will unite as partners to implement the plan & realize the vision

WHAT IS COMMUNITY TAPESTRY?



Community Tapestry™ represents the fourth generation of market segmentation systems that began 30 years ago. The 65-segment Community Tapestry system classifies U.S. neighborhoods based on their socioeconomic and demographic composition.

Community Tapestry’s 65 distinct market segments profile the diversity of the American population and also provide two ways to summarize and simplify these differences—LifeMode summary groups and Urbanization summary groups. Segments within a LifeMode summary group share an experience such as being born in the same time period or a trait such as affluence.

Predominant Tapestry Segment groups within a 15 minute drive of Old Town are described below:

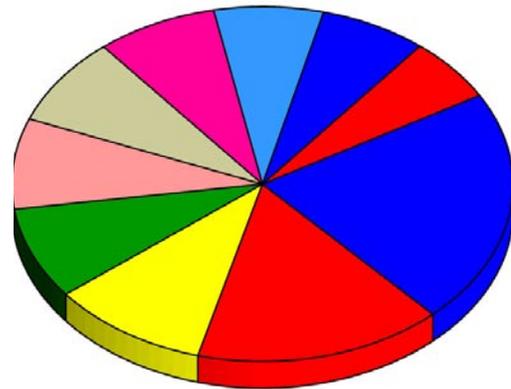
HOME TOWN

These low-density, settled neighborhoods, located chiefly in the Midwest and South, rarely change. Home Town residents stay close to their home base. Although they may move from one house to another, they rarely cross the county line. Household types are a mix of singles and families. The median age is 34.0 years. Single-family homes predominate in this market. Homeownership is at 59 percent, and the median home value is \$66,885. The manufacturing, retail trade, and service industries are the primary sources of employment. Residents enjoy fishing and playing baseball, bingo, backgammon, and video games. Favorite cable TV stations include CMT, Nick-at-Nite, Game Show Network, and TV Land. Belk and Wal-Mart are favorite shopping destinations stops; residents also purchase items from Avon sales representatives.

RUSTBELT TRADITIONS

Rustbelt Traditions neighborhoods are the backbone of older, industrial cities in states bordering the Great Lakes. Most employed residents work in the service, manufacturing, and retail trade industries. Most residents own and live in modest single-family homes that have a median value of \$102,391. Households are primarily a mix of married-couple families, single-parent families, and singles who live alone. The median age is

PERCENTAGE OF POPULATION BY TAPESTRY SEGMENT



- Home Town (21.4%)
- Rustbelt Traditions (16.0%)
- Midland Crowd (10.2%)
- Green Acres (8.4%)
- Southern Satellites (8.2%)
- Old and Newcomers (8.1%)
- City Dimensions (7.8%)
- Salt of the Earth (7.0%)
- Midlife Junction (6.9%)
- Aspiring Young Families (5.8%)

36.1 years; the median household income is \$51,436. Residents prefer to use a credit union and invest in certificates of deposit. They use coupons regularly, especially at Sam’s Club, work on home remodeling or improvement projects, and buy domestic vehicles. Favorite leisure activities include hunting, bowling, fishing, and attending auto races, country music shows, and ice hockey games (in addition to listening to games on the radio).

MIDLAND CROWD

Approximately 11.9 million people represent Midland Crowd, Community Tapestry’s largest market. The median age of 37 is similar to the US Median. Most households are composed of married-couple families, half with children and half without. The median household income is \$50,462. Housing developments are generally in rural areas throughout the United States (more village or town than farm), mainly in the South. Home ownership is at 83 percent. Two-thirds of households are single-family structures; 28 percent are mobile homes. This is a somewhat conservative market politically. These do-it-yourselfers take pride in their homes, lawns, and vehicles. Hunting, fishing, and woodworking are favorite pursuits. Pet ownership, especially birds or dogs, is common. Many households have a satellite dish, and TV

viewing includes various news programs as well as shows on CMT and Outdoor Life Network.

GREEN ACRES

A ‘little bit country’, Green Acres residents live in pastoral settings of developing suburban fringe areas, mainly in the Midwest and South. The median age is 40.7 years. Married couples with and without children comprise most of the households, which are primarily in single-family dwellings. This upscale market has a median household income of \$65,074 and a median home value of \$197,519. These do-it-yourselfers maintain and remodel their homes, painting, installing carpet, or adding a deck, and own all the necessary tools to accomplish these tasks. They also take care of their lawn and gardens, again, with the right tools. Vehicles of choice are motorcycles and full-sized pickup trucks. For exercise, residents ride their bikes and go water skiing, canoeing, and kayaking. Other activities include bird-watching, power boating, target shooting, hunting, and attending auto races.

SOUTHERN SATELLITES

Southern Satellites neighborhoods are rural settlements found primarily in the South, with employment chiefly in the manufacturing and service industries. Married-couple families dominate this market. The median age is 37.7 years, and the median household income is \$39,758. Most housing is newer, single family dwellings or mobile homes with a median value of \$90,801, occupied by owners. Residents enjoy country living. They listen to gospel and country music on the radio and attend country music concerts. They participate in fishing, hunting, and auto racing. Favorite TV stations are CMT and Outdoor Life Network. Satellite dishes are popular in these rural locations. Households own older, domestic vehicles, particularly trucks and two-door sedans. Residents invest time in vegetable gardening, and households are likely to own riding mowers, garden tractors, and tillers.

OLD AND NEWCOMERS

Old and Newcomers neighborhoods are in transition, populated by those who are starting their careers or retiring. The proportion of householders in their 20s or aged 75 years or older is higher than the national level. The median age is 37.1 years. Spread throughout metropolitan areas of the United States, these neighborhoods have more single-person and shared households than families. Many residents have moved in the last five years. Over sixty percent of households

are occupied by renters; approximately half live in mid-rise or high-rise buildings. Residents have substantial life insurance policies and investments in certificates of deposit, bonds, and annuities. Leisure activities include roller skating, using rollerblades, playing golf, gambling at casinos, playing bingo, and attending college ball games. They listen to classic hits on the radio. Many residents are members of fraternal orders or school boards.

CITY DIMENSIONS

Diversity in household type and ethnicity characterize City Dimensions neighborhoods that are located in large, urban cities. Population density remains high, with approximately 2,900 people per square mile. This market is young, with a median age of 29.2 years. Sixty-five percent of the households rent. More than half are apartments in multiunit structures. Most of the real estate is older. Approximately 70 percent of the housing units were built before 1960, 42 percent of which were built before 1940. Many households lease their vehicles, preferring Mercury or Ford models. Residents shop at BJ’s Wholesale Club, Kmart, Marshalls, and T.J. Maxx. They enjoy roller skating, playing soccer and chess, attending auto races and shows, going to the movies, and renting movies on DVD (especially classics, horror, and science fiction). Video game systems are also popular.

SALT OF THE EARTH

A rural or small-town lifestyle best describes the Salt of the Earth market. The median age is 41.4 years. Labor force participation is higher than the U.S. level, and unemployment is lower. Above-average numbers of employed residents work in the manufacturing, construction, mining, and agricultural industries. The median household income is \$50,913. Households are dominated by married-couple families who live in single-family dwellings, with homeownership at 85 percent. Twenty-eight percent of the households own three or more vehicles. Most homes own a truck; many own a motorcycle. Residents are settled, hardworking, and self-reliant, taking on small home projects as well as vehicle maintenance. Families often own two or more pets, usually dogs or cats. Residents enjoy fishing, hunting, target shooting, attending country music concerts and auto races, and flying kites.

MIDLIFE JUNCTION

Midlife Junction communities are found in suburbs across the country. Residents are phasing out of their child-rearing years. Approximately half of the households

are composed of married-couple families; 31 percent are singles who live alone. The median age is 41.2 years; the median household income is \$49,031. One-third of the households receive Social Security benefits. Nearly two-thirds of the households are single-family structures; most of the remaining dwellings are apartments in multiunit buildings. These residents live quiet, settled lives. They spend their money prudently and do not succumb to fads. They prefer to shop by mail or phone from catalogs such as J.C. Penney, L.L. Bean, and Lands' End. They enjoy yoga, attending country music concerts and auto races, refinishing furniture, and reading romance novels.

ASPIRING YOUNG FAMILIES

Aspiring Young Families neighborhoods are located in large, growing metropolitan areas in the South and West, with the highest concentrations in California, Florida, and Texas. Mainly composed of young, married-couple families or single parents with children, the median age for this segment is 30.6 years. Nearly half of the households are owner-occupied, single-family dwellings or townhomes, and over half are occupied by renters, many living in newer, multiunit buildings. Residents spend much of their discretionary income on baby and children's products and toys as well as home furnishings. Recent electronic purchases include cameras and video game systems. Leisure activities include dining out, dancing, going to

the movies, attending professional football games, fishing, weight lifting, and playing basketball. Typically, vacations would include visits to theme parks. Internet usage mainly involves chat room visits.

Excerpted from Community™ Tapestry™—The Fabric of America's Neighborhoods An ESRI® White Paper, March 2006; and, Community™ Tapestry™ Handbook, <http://www.esri.com/library/brochures/pdfs/community-tapestry-handbook.pdf>



3 CIVIC DIALOGUE AND PARTICIPATION

To best facilitate this planning process, the City used a planning and design charrette to engage the public and create a workable plan to guide growth over the coming years. By involving everyone who can enable or block decisions and by committing to produce actionable plans within a set time-frame, charrettes can save months – even years – of tedious back-and-forth negotiations and redesign. They also provide an experience that’s increasingly rare for most people: they get to be involved in something organized especially to listen to their ideas and to act on them immediately.

A kickoff public workshop for Trinity’s Center City Plan occurred on the evening of Monday, April 27th, 2009 to give the general public an opportunity to hear more about the plan and help to generate some ideas to manage growth in this area. It was then followed by a four-day charrette on May 11th -14th, 2009. The charrette consisted of an opening presentation and public workshop to be held on, numerous public meetings, design sessions, evening pin-up sessions, and a closing presentation. This gave the design team the most efficient opportunity to meet with a large number of interest groups and citizens, solicit their input, and produce a detailed series of high quality recommendations, plans and renderings that accurately reflect the vision of the community.

The keys to a successful plan include a balanced mix of careful analysis of the existing conditions and constraints; extensive and meaningful public engagement; visionary, but practical planning and design; and financially and politically feasible implementation. Regardless of the scale of the project—from a redevelopment of a block in downtown to a county-wide comprehensive plan —each effort must maintain this balance.

A charrette raises expectations. It builds enthusiasm. It draws clear lines of accountability. Because everyone knows who made the plan, everyone knows who’s responsible if it goes sour. When a developer or a government body chooses a charrette process, it means investing resources to assemble and support a team of experts through four to ten days of near round-the-clock work sessions and community discussions. It’s a leap of faith in the citizens, in the design team, and in the process itself. But, the potential rewards are great. The pay-off is not only in terms of time and money saved but in the pleasure of partnering with an entire community on a project everyone can be proud of.



3.1 PUBLIC INPUT & COMMUNITY PRIORITIES

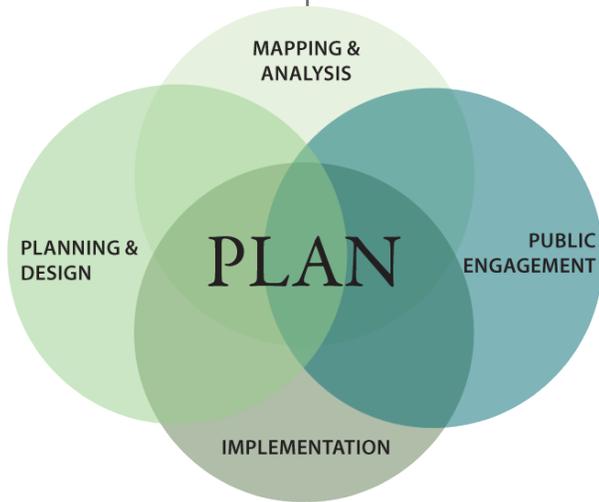
The City sought to insure that public input on the plan was garnered from as wide a spectrum of community members and stakeholders as possible. To that end, public participation in the plan included several key elements:

1. An advisory committee including a wide range of community perspectives from business owners to developers to neighborhood residents (see Acknowledgements page).
2. A plan website that included up to date information on the plan process and supplementary information for education and public comment (trinity-nc.blogspot.com).
3. A public kick-off meeting that included a series of group discussions and a cook-out.
4. Finally, a four-day public planning and design workshop (also known as a “charrette”) was the centerpiece public involvement event.

The public’s participation in each of the public input venues and events shaped the plan’s final recommendations. The public comments, along with information gained from stakeholders, public officials and other representatives, guided the consultant team in their work and were key determinants of the plan’s outcomes.

Summary of Public Input: Community Priorities

The list below summarizes the major points made by the public during the process in the various venues for feedback. While almost all of these elements relate to growth and positive change in Trinity, there were some comments that reflected a desire to keep things as they are.



1. Maintain schools as the center of the community.
2. Maintain small town, rural feel.
3. Maintain cultural and social community.
4. Preserve streams and waterways, and keep the air clean.
5. Preserve historical homes/structures and large trees.
6. Create attractive streetscapes and corridors.
7. Encourage denser /pedestrian-friendly, mixed-use development in the Center City area.
8. Facilitate infill/redevelopment while being environmentally sensitive.
9. Provide a broad range of housing opportunities.
10. Provide more shopping/services locally.
11. Create various public amenities including parks and greenways.
12. Try to change the lack of community involvement and negative attitude towards growth.
13. Don’t change a thing.



Small group discussions recorded by consultants for website display

3.2 ADVISORY COMMITTEE

The City Council appointed an 18-member Advisory Committee to provide oversight and guidance to the plan process. The responsibilities of the Committee were threefold:

1. To serve as a resource for the consultant team and the City.
2. To provide feedback regarding growth and development issues facing the community.
3. To help spread the word and engage the greater community.

The Committee included representatives from City Council, Planning Board, local educators and students, real estate/development community, business and industrial community, local residents, and City Staff. (See Acknowledgements page for complete list and names.)

The Committee met throughout the planning process. The Committee provided invaluable feedback on plan logistics and outreach, including recommendations of key stakeholders for in depth interviews. The Committee continued to meet after the charrette to provide feedback on preliminary recommendations and the initial draft of the plan document.

Preliminary Input From Advisory Committee (April 2, 2009)

1. **What do you like most about the area?**
What areas should be held as sacred and left undisturbed?
 - Historic nature of the area
 - Connection to Trinity College
 - Location is in the heart of the area
 - Old Town area
 - Clean slate
 - Open spaces
 - Proximity to other communities
 - Access to interstate
 - Trinity Inn
2. **What do you dislike most about the area? what changes or new elements would you like to see occur?**
 - Nothing sacred.
 - Lack of services
 - Lack of an identity
 - Lack of public transportation (park and ride)
 - Turning the rivers/creeks into an amenity
 - Small shops/quaint village—need architectural controls
 - Golf carts (street legal)
 - Underground power lines
 - Park and recreation areas (concerts in the park)
 - Mix of housing prices—especially affordable housing
 - Some high density
 - Pay attention to both sides of NC
- 62
 - Use stormwater controls to create amenities
 - Need signage/wayfinding to announce borders
3. **When this process is complete what questions will need to have been answered to ensure success?**
 - How do we get landowners to cooperate?
 - What are the logistics to getting 80-90% buy-in for the plan?
 - How can we get the community more involved?
 - How do we celebrate Old Town?
 - How do we get people convinced that change will happen and that it can be managed?



Elements liked most include historic character, connection to Trinity College, easy access to I-85, and proximity to neighboring communities.





Existing conditions throughout community assessed by design team during site analysis

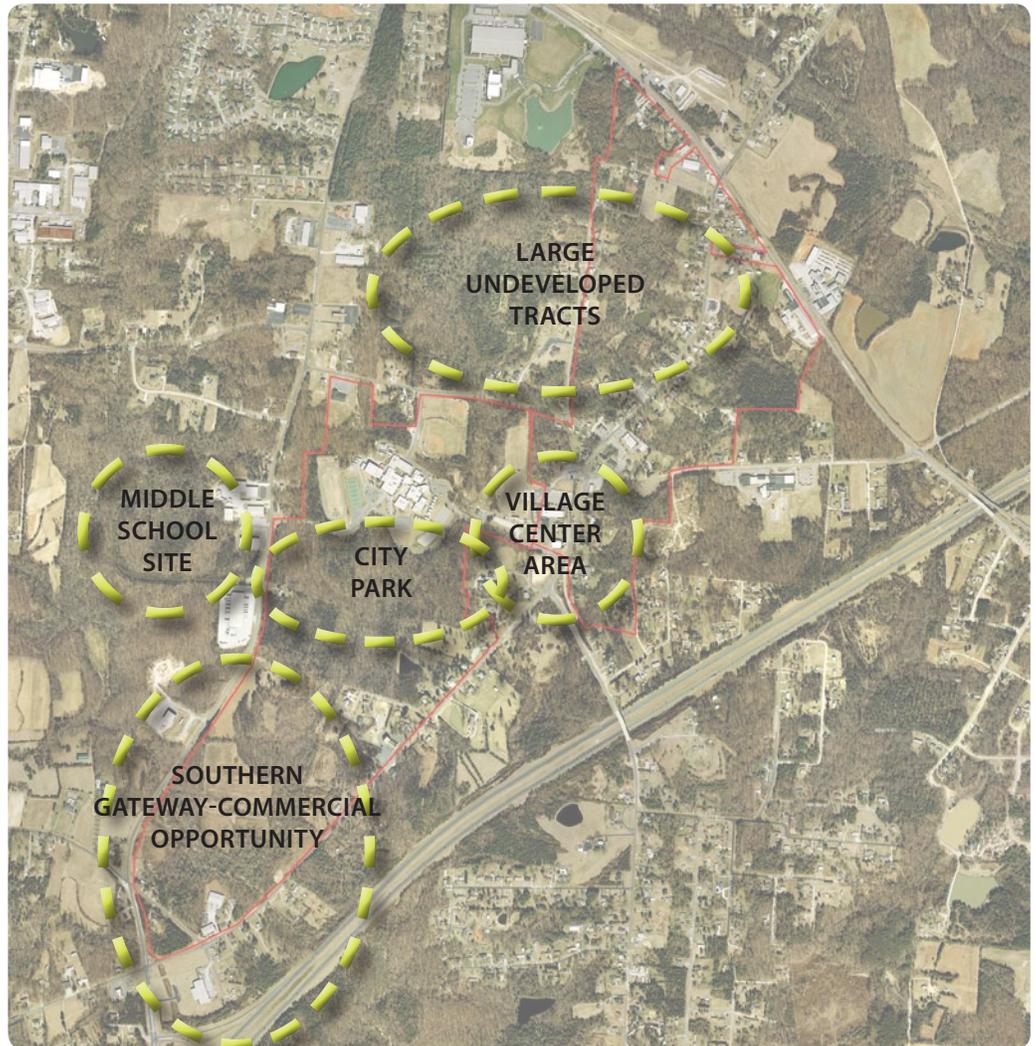
3.3 PRE-CHARRETTE RECONNAISSANCE

Preparation for the week-long charrette began several months ahead of the official kick-off. In the weeks leading up to the charrette, the design team traveled to Trinity several times to conduct stakeholder interviews, coordinate workshop efforts and perform preliminary site analysis.

The stakeholder interviews consisted of consultant-led sessions in which local officials, agency representatives and interest groups described the pressing issues facing Trinity. These meetings provided the consultant with insight into the local successes achieved and the challenges remaining as the City prepares to re-assess its development future.

3.4 KICK OFF MEETING

On Monday, April 27th, 2009, approximately 30 citizens and stakeholders attended an overview presentation of the charrette process, general planning principles and a brief review of Trinity's planning history. Afterwards, the consultant team and staff facilitated small group discussions to continue articulating the vision for Trinity's future growth. The exercise generated dialogue, ideas and insight into Trinity's rural landscape and set the direction for the charrette discussions and designs.



▲ CONTEXT MAP HIGHLIGHTING KEY FEATURES & OPPORTUNITIES FOR THE COMMUNITY

What is your Vision?

The following items represent things to be included in the vision of Trinity by those present during the workshop:

Transportation Choices

- More bicycling and walking throughout Village Center and surrounding areas

Attractive Streetscapes

- Well cared for and aesthetically attractive town
- Consistent architectural standards/buildings that reflect mountain architecture
- Design standards

Village Center

- Small, specialized shops
- Larger retail
- Mixed Use
- Vibrant, pedestrian-friendly center with adequate parking (wider, brick sidewalks, streetscape furnishings)

Infill/Redevelopment

- Planning sensitive infill
- Old buildings redeveloped or refurbished

Other

- Jobs with livable wages
- More civic engagement
- Preserving Trinity’s heritage
- Multi-use structures
- Incentives
- More parks, green, trees

Elements to be Preserved/Enhanced

The following items represent things to be preserved/enhanced as listed

by those present during the workshop:

Natural Resources/Beauty

- Streams/waterways
- Rural/natural setting
- Dark sky
- Clean air and water
- Mature trees

Sense of Community

- Sense of community
- Rural “City” charm

Historic/Cultural Resources

- Historic preservation opportunities and stories
- Historic homes/structures
- Graveyard
- Bathing Rock

Educational Institutions

- K-12 Facilities (central to community)

Recommended Actions/Strategies

The following items represent recommended actions listed by those present during the workshop:

Provide Transportation Choices

- More efficient transportation patterns and parking opportunities
- Daniel Boone Parkway
- Greenway systems: pedestrian and bikes and creeks
- More multi-modal route options

Predictable Development Approval

- Sensible and fair rules for development

- Incorporate common sense
- Predictable development planning and process
- Smart Growth incentive package by-right

Protect Natural Resources

- Protecting and enhancing environment for appropriate use
- Watershed and stormwater management

Enhance Community Interaction/Cultural Resources

- Developing more opportunities for community interactions such as a community center, a village shopping district, restaurants, & formal and informal public spaces.

Encourage Housing Options

- Safe, affordable housing opportunities for ALL
- Variety of housing (apartments, condos, townhomes, single family)

Promote Mixed Use Development

- Responsible mixed-use development

Economic Development

- Design guidelines-color, materials, architecture, aesthetics
- Corporate industrial jobs
- Community retail, grocery, etc.



Participants answer questions during Kick-Off Meeting at City Hall



Trinity citizens and design team kick-off project with a hot dog cook-out



3.5 THE CHARRETTE

To guide the master-planning process, the City of Trinity and the consultant team hosted a four-day public design charrette. This endeavor began with the opening presentation on Monday, April 27th, 2009.

On Monday, May 11th, the consultant team set up a temporary design studio in the Trinity City Hall. The space served as the design team’s “home base” for the charrette’s duration, May 11th-14th. The studio, complete with design tables, maps, pin-up boards and computer work stations, provided an open space in which both formal and informal meetings occurred, as well as room for designers to craft the plan’s details with the public’s help.

The program featured both formal meetings led by the consultant and open to the public, as well as informal sessions that emerged out of these meetings and other design-related activities. Topics discussed ranged from transportation and pedestrian-mobility to commercial corridors, neighborhoods, utilities, environmental protection, affordable housing, and the Village Center of Trinity. At the end of each day, the design team facilitated an informal review and public critique of the day’s progress for interested citizens.

On Thursday, May 14th, 2009, the charrette closed with a final presentation highlighting the week’s achievements and the plan’s preliminary recommendations. Nearly 30 people were in attendance for the presentation of this plan that represents the consensus opinion gained through a week of collaboration between the City’s residents, staff and the design team. It embodies the vision to be carried forth by Trinity’s citizens and officials in the years to come.

KEY CHARRETTE PRINCIPLES

INVOLVE EVERYONE FROM THE START: Anyone who might have an opinion or be affected by the plan should be involved from the very beginning. By making people roll up their sleeves and work with the design team, the process gains mutual authorship and shared vision.

WORK CONCURRENTLY AND CROSS-FUNCTIONALLY: The design team should have many different specialties, but during the charrette, everyone becomes generalists, assimilating everyone’s expertise and reflecting the wisdom of each participant.

WORK IN SHORT FEEDBACK LOOPS: The public needs to be able to propose an idea and see it designed for review in a short period of time. The charrette process typically includes pin-up critique sessions every evening to garner input on the preferred direction based upon what was learned during the day.

WORK IN DETAIL: Only through designing to a level of detail that includes both the details of building types, blocks, and public spaces as well as the big picture of circulation, transportation, land use, and major public amenities can fatal flaws be reduced or eliminated.



Charrette is “little cart” in French. In 19th century Paris, design professors circulated carts to collect final drawings from students. Students jumped on the carts to finish their work as they were pulled through the streets in public view. The term charrette has evolved to mean an open public design process.





City of Trinity Center City Plan

Planning and Design Charrette Schedule



Kickoff Presentation and Public Workshop

Join us for a hands-on design session where community residents, stakeholders, and City officials work together to create a vision for the Heart of Trinity.

April 27th at 7:00 pm

Location: Trinity City Hall

Public Planning and Design Charrette

Members of the community and all those interested in the future of Trinity are invited to stop-by the design studio throughout the week and participate in any of the focus group meetings. The design team will work on-site creating the plan and invites the community to offer continual input and monitor the work-in progress and will be available to meet with residents, answer questions, and further refine ideas. **Come by for one of the specific focus group meetings or drop in anytime from 9 am until 8 pm each day.**

May 11th – 14th

Location: Trinity City Hall

Monday, May 11th

- 9:00 am Design Team Arrive and Tours Area
- 10:30 am Discussion of General Issues
- 1:00 pm Transportation & Circulation (MPO, NCDOT, and School Traffic Officer)
- 2:30 pm Historic Preservation (Mayor, Interested Residents)
- 4:00 pm *Open Design Studio*
- 5:30 pm Daily Project Update/Design Pin-Up
- 6:30 pm until 8:00 pm *Open Design Studio*

Wednesday, May 13th

- 9:00 am Developers and Builders
- 11:30 am *Available Time Slot*
- 1:00 pm until 5:30 pm *Open Design Studio*
- 5:30 pm Daily Project Update/Design Pin-Up
- 6:30 pm until 8:00 pm *Open Design Studio*

Tuesday, May 12th

- 9:00 am Greenway Planning and Development (City, County, Archdale, and Thomasville Officials)
- 10:30 am Parks and Open Space – City Hall Park Planning
- 1:00 pm Codes and Design Guidelines
- 2:30 pm Stormwater Management
- 4:00 pm *Open Design Studio*
- 5:30 pm Daily Project Update/Design Pin-Up
- 6:30 pm until 8:00 pm *Open Design Studio*

Thursday, May 14th

- 9:00 am until noon *Open Design Studio*
- 1:00 pm until 6:00 pm Studio Closed to Prepare for Closing Presentation

Closing Presentation

The design team will present its set of preliminary recommendations for guiding growth, development and redevelopment in this area over the next twenty years.

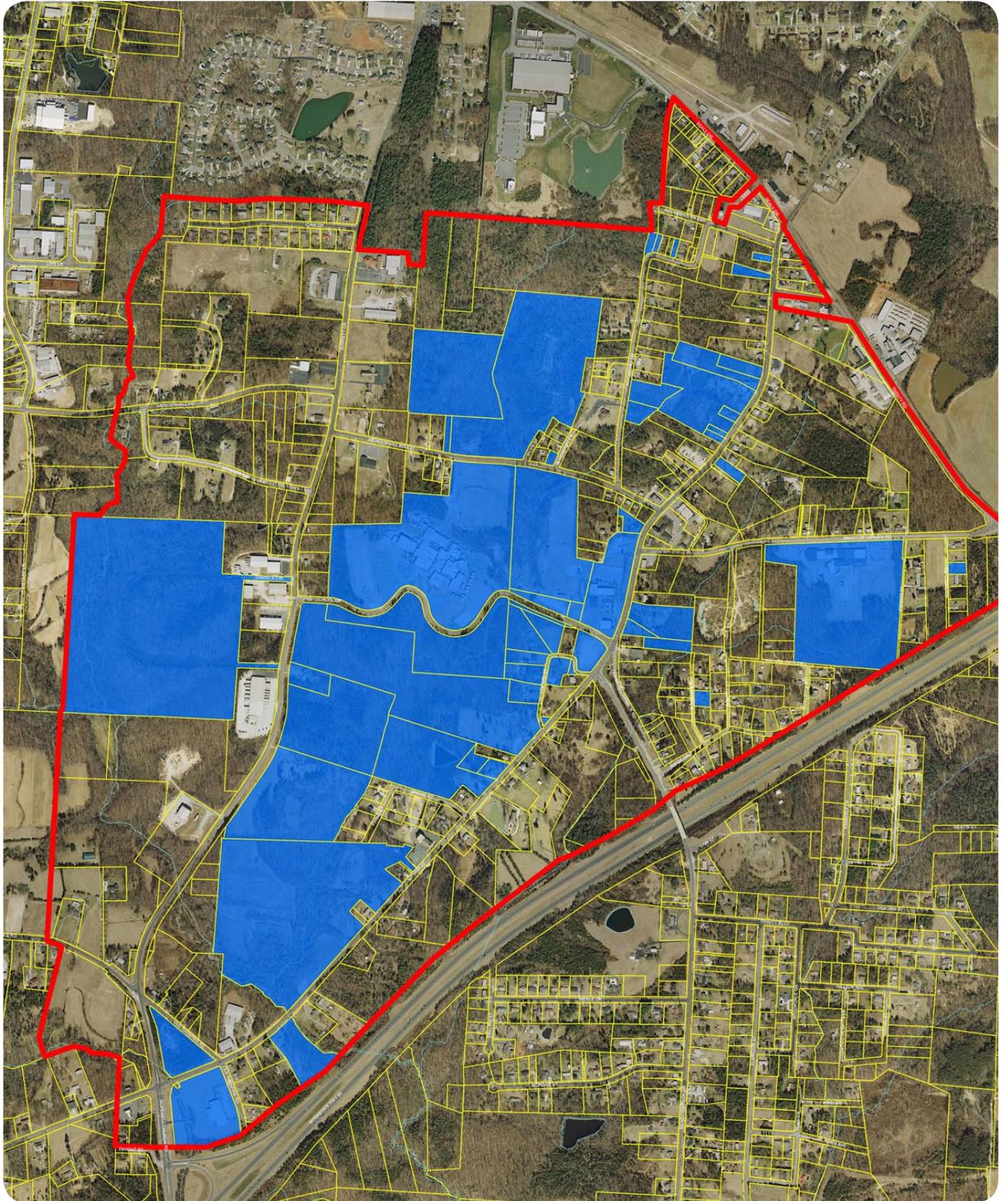
May 14th at 7:00 pm

Location: Trinity City Hall

▲ CHARRETTE SCHEDULE

◀ CHARRETTE IMAGES

The images above reflect the varying aspects of the charrette process—walking tours, stakeholder meetings, input sessions, design work. The experience gave the citizens of Trinity a chance to be heard. The resulting plan truly reflects the vision of everyone that participated.



▲ MAP OF PROPERTY OWNERS WHO PARTICIPATED IN THE PLANNING PROCESS



4 GENERAL RECOMMENDATIONS

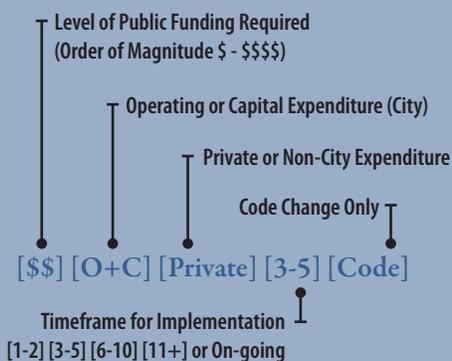
Sustainability is more than just protecting the environment and using compact fluorescent light bulbs. And it goes beyond making sure that we can afford to maintain infrastructure that is being installed today. In fact, true sustainability is about ensuring the needs of the present without compromising the ability of future generations to meet their own needs (World Commission on Environment and Development). Perhaps the simplest test for sustainability was noted by the National Association of Realtors when they wrote “if we continue doing things this way, will future generations have food to eat, clean water to drink, a functioning natural environment and a functioning economy?” (On Common Ground, Summer 2008)

Trinity is in a unique position to establish a different type of growth mantra. By setting forth a unique and differentiating vision for the community, the City can help to ensure its long-term viability, keep taxes reasonable, and be a place that people want to live in for generations. Trinity can do this by balancing the necessities of the environment with its urban needs.

Perhaps most importantly, we need to be able to hold taxes low for our residents and still be able to provide the services needed to maintain or improve our quality of life. To do this we need to diversify our tax base beyond our current near-exclusive reliance on residential property taxes. We will need commercial tax base to provide not only higher tax revenues with less service demands, but we also need to capture all of the sales tax dollars that are currently leaving our borders to Thomasville, Archdale, Highpoint or beyond.

A sustainable community is often defined as one that maintains the integrity of its natural resources over the long term, promotes a prosperous economy, and hosts a vibrant, equitable society. We have an opportunity to change that as we embark on planning the center of Trinity. We can plan for environmental sensitivity and economic prosperity simultaneously. They need not be mutually exclusive. And, in the process, we can create a center that is memorable and worth caring for - a place that will be unique - a place that will be an identifiable center. The goal is complete sustainability, and Trinity’s children and grandchildren will be thankful for these contributions to their future.

Key to Action Items





TRINITY OLD TOWN

THE LOGO

The logo draws from the two gazebos erected around the Old Town area that serve as commemorations of the past. As sources of great pride and emotion, the gazebo is the center of the image.

The rolling green in the background references the beautiful farmland and forests around the community. It also points to a “green” future, one that is sustainable - economically, socially, and environmentally.

The rays beyond are rays of hope and of a desire for a new beginning. The blue ties to the community’s relationship to Duke University. It is in this spot that the community has gone through two transformations: First, as Trinity College, next as Braxton Craven School. And with this plan, the community prepares for its next logical evolution...to a walkable, village center complete with shopping, housing, and civic space.

GR 1.0 | BRAND IDENTITY, SIGNAGE, AND WAYFINDING

The development of a brand and the marketing of that brand are central elements to the sale of any product. In business speak, there is a distinct difference between “branding” and “marketing”. In short, a brand is a customer relationship based on a set of core values that is defined by all the experiences, messages, promises, performance and quality associated with it. Marketing on the other hand is the execution of a business process that generates awareness and demand for a product or service.

The development of a brand is a slow, methodical multi-faceted process while marketing is a quick, often singular communication tool. Strong brands enhance the results of marketing programs. Marketing a product without a brand is like selling the sizzle without the meat. The development of a branding strategy, therefore, is almost a necessary precursor to a successful marketing program.

GR 1.1 Implement the Brand Mark/Logo in Every Project in Old Town. One the plan is adopted, the project logo should be used on every project that occurs in the Old Town area, either public or private. Followed simply by the phrase “...another project of the 21st Century Vision Plan,” this will remind the public of the importance of the plan and how critical it is to creating positive momentum in the area. No matter how small the project - from a sidewalk replacement to a sewer line project- constantly reinforce that all improvements in the Old Town are a direct result of this planning vision. [S] [C] [On-going]

GR 1.2 Market this Vision to the Community and to the World.

The city needs to market this plan to a broader audience. Marketing is about attitude and product. The Old Town area has the product - historic homes, public spaces & parks (soon), educational institutions, and potential development opportunities. Now it needs to be backed with a fresh, positive attitude and exuberance. Marketing to the community continues the City’s efforts to reach out to the citizenry to impart a shared responsibility and common purpose, and create a sense of community in the Old Town area.

Marketing to the world requires a different approach. While the quality of life elements that are appropriate for internal marketing should be touted, regional, national or international investors also look for a number of other elements including, but not limited to, the quality of the workforce in the area, the proximity of executive housing, and the taxing structure. Regardless, Trinity will need to be proactive

in marketing this vision so as to cast a wider net for potential investors or developers who are accustomed to creating great places in communities like Trinity.

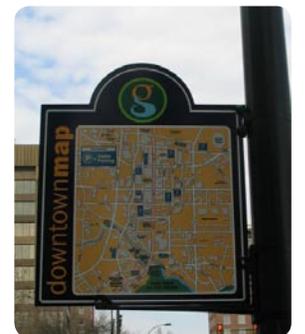
GR 1.3 Implement a Signage/Wayfinding Program for Old Town. The term way-finding was originally coined by Kevin Lynch in his 1960's book *Image of the City*, which resulted from a five-year study on how users perceive and organize spatial information as they navigate through cities. It refers to the ways in which people orient themselves in physical space and travel from place to place. At present there is no coordinate set of signage for anywhere in the City, much less Old Town. The City should use the new logo for new street light banners and entrance monuments for the various gateways into Old Town. The City might even want to consider the use of the logo in street signs in Old Town. The images below are signage programs from various small communities that use a base logo and theme and incorporate it into different applications throughout the downtown or the community. [\$\$] [C] [3-5]

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GR 1.5 Rename NC 62 as Main Street. NC 62 has long served as the Main Street for the community. This would formalize this status and emotionally move it beyond a state route that passes through the community to a street that is the destination of the City. [\$] [O] [1-2]



Image Source: Atlanta Downtown Improvement District



Wayfinding signage improves the pedestrian (and vehicular) experience for visitors and residents alike



WHAT MAKES THE DUSHANBE TEA HOUSE IN DOWNTOWN BOULDER, COLORADO A MODEL FOR SUSTAINABILITY?

The image of the Dushanbe Tea House in Boulder, CO is by most standards an economically and socially successful space with its adjacency to the rushing waters of Boulder Creek in downtown. But, by today's one-sized-fits-all environmental regulations, the lack of a sizeable buffer to the creek would make this scene illegal to replicate.

This doesn't mean to suggest that environmental regulations should be disregarded in the name of economics. On the contrary, all planning should strive for the highest level of achievement for each element and then calibrate to adjust for various scenarios. What isn't shown in the image of Boulder is that the City has aggressively protected the headwaters and the entirety of the channel to the point that it enters and as it leaves the downtown (see image on lower right). This permits the creek to receive some level of pollution in the short stretch it travels through the urban environment because it is otherwise pristine on either end.

Why do we want to develop places like the Dushanbe Tea House and other compact, walkable downtowns? Because places that are energetic and full of activity are also efficient. They require fewer miles of sewer line, less electricity, and less gasoline to accomplish many tasks than the typical shopping center built miles from our homes will offer. They improve our quality of life, add to our community's character and give us places around which to form memories and care about. It's about human happiness, economic vitality, and environmental stewardship all wrapped up in one package.



Image Source: City of Boulder, CO



Images clockwise from top left: Boulder Creek before it passes through the downtown area with a permanently conserved area purchased by the community; The Boulder Dushanbe Tea House in downtown Boulder, CO with its hardscaped patio seating area; Boulder Creek as it passes by the Tea House patio area



GR 2.0 | ENVIRONMENTAL INFRASTRUCTURE

Networks of preserved open space and waterways can shape and direct urban form and at the same time prevent haphazard conservation (conservation that is reactive and small scale). These networks, known as “green infrastructure,” help frame new growth by locating new development in the most cost-efficient places. . . Green infrastructure also ensures that the preserved areas are connected so as to create wildlife corridors, preserve water quality, and maintain economically viable working lands.

— from *Getting to Smart Growth*, www.smartgrowth.org

The natural features and resources of the City of Trinity are key factors to the character and environment of community. The rolling hills, hardwood forests and extensive stream network are part of the rural heritage of Trinity. These assets are increasingly in danger of deterioration due to growth and development. While the the economic benefit and potential of this growth is appreciated, it must also be weighed against negative impacts to environment and culture. In the midst of future growth and development, the City of Trinity should continue to protect its heritage, environment, and thus the quality of life enjoyed by its residents.

GR 2.1 Increase minimum riparian buffer widths. The North Carolina Wildlife Commission’s (NCWRC) Guidance Memorandum to Address and Mitigate...Impacts to... Wildlife Resources and Water Quality (2002) recommends that “for a buffer to effectively perform for all riparian processes, wider contiguous buffers (100–300 feet) are recommended. . .the maintenance or establishment of a minimum 100-foot native forested buffer along each side of perennial streams and 50-foot native forested buffer along each side of intermittent streams and wetlands throughout the present and future service areas or the entire municipal jurisdiction. . .[NCWRC] additionally encourage[s] the implementation of buffers on ephemeral streams due to the important functions that they provide as headwater streams. . .Buffers should be measured horizontally from the edge of the stream bank. . .and must be provided over the entire length of stream, including headwater streams.”

At present, the City only requires a minimum of 30 feet on either side of a stream to be left undisturbed. These suggested buffer widths are much smaller than the North Carolina Division of Water Quality recommendations which suggest 50-foot minimum stream buffers, but state that 100-foot buffers are preferred for long-term water quality protection. The largest buffers (up to 100 feet) will be most appropriate in the least urbanized areas such as the steeper sloped areas of the Old Town. Minimum width buffers (i.e. 50 feet) and/or other mitigating measures may be appropriate in the more urbanized sectors. [Code]

GR 2.2 Apply context-sensitive, best management practices for water resource protection.

Water quality, water quantity, and water availability are all very pressing issues for Trinity’s citizens and stakeholders. Fortunately, most of the recommended best practices for promoting smart growth and environmental protection are also consistent with the goals and best practices for protecting water resources.

The table on the next page provides a comprehensive framework of water resource strategies for all contexts and all scales of development. Many of these strategies the City is already implementing or beginning to implement.

Regional storm water plans may be appropriate for such areas where storm water management on a site-by-site basis may be counter to goals for compact development. Otherwise, incentives for on-site storm water management best



An example of a bio-retention area in a mall parking lot in Charlotte, NC. The curb cuts allow stormwater to enter the retention area.



Constructed wetlands used as a stormwater management control measure



A demonstration of how water is being absorbed with pervious pavers



Cistern to store 60,000 gallons of rainwater for irrigation and toilet flushing at a new school being built by the Eastern Band of the Cherokee Indians

STORMWATER BMP STRATEGIES	URBAN/HIGH DENSITY SETTINGS	SUBURBAN/ URBANIZING AREAS	RURAL AND CONSERVATION AREAS
WATERSHED-WIDE OR REGIONAL STRATEGIES	Transfer of development rights, watercourse restoration, participation in regional stormwater management planning/infrastructure	Regional park and open space planning, linking new transit investments to regional system, participation in regional stormwater management planning/infrastructure	Regional planning, use of anti-degradation provision of Clean Water Act, sending areas for transfer of development, watershed wide impervious surface limits, water protection overlay zoning districts, water supply planning and land acquisition
DESIGN STRATEGIES	Transit districts, parking reduction, infill, improved use of curb side parking and rights-of-way, brownfields, urban stream clean-up and buffers, receiving areas for transfer of development	Infill, greyfields redevelopment, parking reduction, policies to foster a connected street system, open space and conservation design and rural planning, some impervious surface restrictions, stream restoration and buffers, targeted receiving areas for transfer of development, mixed-use developments	Regional planning, use of anti-degradation provision of Clean Water Act, sending areas for transfer of development, watershed wide impervious surface limits, water protection overlay zoning districts
INFRASTRUCTURE	Better use of gray infrastructure: repair and expansion of existing pipes, installation of stormwater treatment, fix it first policies, improve street and facilities maintenance	Priority funding areas to direct development, better street design, infrastructure planning to incentivize smart growth development, improve street and facilities maintenance	Smart growth planning for rural communities using onsite systems
LOW IMPACT DEVELOPMENT (LID) OR BETTER SITE DESIGN STRATEGIES	Ultra-urban LID strategies: high-performing landscape areas, retrofitting urban parks for stormwater management, micro-detention areas, urban forestry and tree canopy, green retrofits for streets	Swales, infiltration trenches, micro-detention for infill projects, some conservation design, retrofitting of parking lots for stormwater control or infill, tree canopy, green retrofits for streets. Depending on location, larger scale infiltration.	Large scale LID: forest protection, source water protection, water protection overlay zoning, conservation, aquifer protection, stormwater wetlands
STRUCTURAL BEST MANAGEMENT PRACTICES (BMPs)	Commercially available stormwater control devices, urban drainage basins, repair of traditional gray infrastructure	Rain barrels, bio-infiltration techniques, constructed wetlands	
STRATEGIES FOR INDIVIDUAL BUILDINGS AND SITES	Bio-infiltration cells, rooftop rain capture and storage, green roofs, downspout disconnection in older residential neighborhoods, programs to reduce lawn compaction, stormwater inlet improvements	Disconnecting downspouts, green roofs, programs to reduce lawn compaction, bio-infiltration cells, rooftop rain capture and storage	Green roofs, housing and site designs that minimize soil disruption

Source: EPA

The above table is from *Using Smart Growth Techniques as Stormwater Best Management Practices*, by the Environmental Protection Agency. The full manual can be found at www.epa.gov/smartgrowth/pdf/sg_stormwater_BMP.pdf.

practices and/or public participation may be appropriate. For example, the City might consider a regional stormwater management plan for the Village Center and use the land in current City ownership to compensate for the expected impervious surface in these more urbanized, walkable districts. [Code]

GR 2.3 Pursue LEED Certification for all New Public Buildings. This plan encourages the City to consider sustainable building techniques at a minimum LEED Silver level with all new or expanded public buildings. LEED is the Leadership in Energy and Environmental Design (LEED) Green Building Rating System administered by the US Green Building Council (www.usgbc.org) guidelines for certifying all new buildings and sites as energy efficient and environmentally sustainable. Trinity can also ensure that all capital projects including parking lots and sidewalk installations include sustainable best practices as they are doing through the installation of the City's first rain garden to capture and filter stormwater from the City Hall parking lot. [\$\$] [C] [On-going]

GR 2.4 Encourage Rainwater Harvesting/Water Recycling On-Site. Rainwater harvesting techniques can provide a free, higher-quality source once the initial investment in collection and storage systems is recouped. The parts of a complete system include the catchment area (a roof), a rainwater conveyance system (gutters and downpipes), holding vessels (cisterns), a roof-wash system (usually the first 10 -20 gallons of rain are diverted from the cistern), a delivery system (pumps) and a treatment system (filters and/or purifiers). Systems can be custom designed and built or purchased as a package. Uncoated stainless steel or galvanized steel with a baked-enamel finish that is certified as lead-free are considered the best choices for rainwater catchment. The basic home system is a rain barrel attached to an existing gutter system and costs approximately \$120-\$150 each. The City is using this system on their City Hall Annex building. [\$] [C] [Private] [On-going]

GR 2.5 Begin a Street Tree Maintenance and Planting Program along Main Street. It is normal for the urban tree canopy to become more formalized as it enters the core of the community. At present, the canopy is haphazard and subject to individual property owner decisions. As part of a formal streetscape program, the city can begin planting canopy trees on both private property (with the property owner's permission) and in the right-of-way (with NC DOT permission) so that a new canopy can begin over the next twenty years. [\$\$] [O+C] [1-2, On-going]



A rain barrel for harvesting stormwater from a standard gutter system

Image Source: www.bliertidecoshop.com

PROTECTING THE URBAN CANOPY

According to American Forests (www.americanforests.com), "Tree cover is directly related to environmental quality. Maintaining a robust enough tree cover to function as green infrastructure reduces the need and expense of building infrastructure to manage air and water resources. Trees are indicators of a community's ecological health. While urban ecology is more complex than just tree cover, trees are good indicators of the health of an urban ecosystem. When trees are large and healthy, the ecological systems-soil, air and water-that support them are also healthy. In turn, healthy trees provide valuable environmental benefits. The greater the tree cover and the less the impervious surface, the more ecosystem services are produced in terms of reducing stormwater runoff, increasing air and water quality, storing and sequestering atmospheric carbon and reducing energy consumption due to direct shading of residential buildings."

American Forests recommends the following baseline tree cover for metropolitan areas east of the Mississippi and in the Pacific Northwest:

Average tree cover counting all zones	40%
Suburban residential zones	50%
Urban residential zones	25%
Central business districts	15%

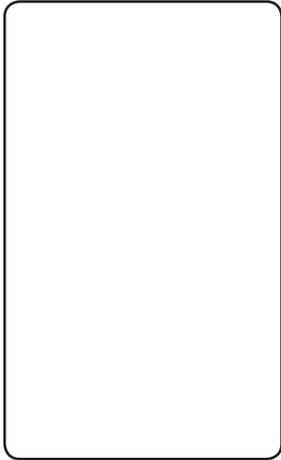


Image Source: High Point Enterprise

Stormwater Administrator
Rich Baker on the Bathing
Rock



Images from farmers markets in
Cashiers, NC; Des Moines, IA;
and Spartanburg, SC

GR 3.0 | CIVIC AND CULTURAL INFRASTRUCTURE

The true threads of any community lie in the social interactions that neighbors and citizens have on a daily basis. In truth, Trinity is a community without a center. It is a social network largely bound by the strong primary and secondary education system without a formal Main Street or a downtown to denote its physical presence. The recommendations in this section are intended to continue the necessary bonds of community through formal and informal gatherings, and civic engagement.

GR 3.1 Complete the City Park. As is noted in Section MP 4.0 in Chapter 6, the construction of a city park on the property currently serving as the City Hall is a priority for the community. Because of the extreme topography of the site, the site is expected to largely serve as a passive recreation facility with walking trails and picnic shelters. There is an opportunity for some community functions with the construction of a small amphitheater and other small flexible spaces on the Main Street (NC 62) side of the park close to the City Hall buildings. See also MP 4.0. Based on public feedback the following park elements should be considered for inclusion in the master plan: [\$\$\$] [C] [1-2]

- Greenway Trail
- Nature/Fitness Trails
- Picnic Shelters
- Veteran’s Memorial
- Access to the Bathing Rock
- Playground Equipment
- Amphitheater/ Performance Space
- Restrooms
- Parking
- New City Hall with ability to expand

GR 3.2 Connect the Greenway Trail From the City Hall Through the Old Town to the YMCA. The connection of the greenway from the City Hall to the YMCA on NC 62 when it becomes Trindale Road just over the city limits in Archdale. The proposed trail would be approximately two (2) miles in length and would connect the City Park (and the historic bathing rock area) with the High School, Braxton Craven School, the Sealy Corporate Campus, a number of neighborhoods (both existing and potential) to the new YMCA. See also GA 1.4. [\$\$] [C] [6-10]

GR 3.3 Construct a Village Green. For communities with rural/agrarian roots, the center of town is often marked with a naturalistic public space such as a village green or a town square. The purpose of this space is to help organize the other elements of the Main Street as well as to provide a visible are for formal or informal programs or activities to occur. See also MP 3.0. [\$\$\$] [C] [6-10]

GR 3.4 Organize a Farmer’s Market in the Village Center. The resurgence of interest in local food is gradually reshaping the business of growing and supplying food to Americans. The local food movement has already accomplished something that seemed unlikely a few years ago: a revival of small farms. An article in Business Week in May 2008, reported another set of figures from the U.S. Department of Agriculture, namely that the number of small farms, after declining for more than a century, has increased 20% in the past six years to 1.2 million. The emergence of a farmer’s market in Trinity would be a great way to educate the public about the important of a local food network as well as provide a valuable social opportunity.

If sited in the center of Old Town, a farmer’s market can serve as a vital community anchor during the days that it is in operation. The City should consider using the existing Braxton-Craven School parking lot with temporary tents that are set up for each weekend. Once the market has become more established after a period of

years the City or other responsible party could then consider a more permanent structure or facility. While many local farmers markets receive some organizational and financial assistance from the local government they are generally operated as an independent non-profit organization. This enables them to remain flexible to accommodate various changes in both market programming and participation as well as solicit outside volunteers and fundraising. [\$] [O] [1-2]

GR 3.5 Construct a new City Hall and Design it to Anchor the Southern Entrance of the Village Center.

The City Hall is currently operating out of a renovated home that faces NC 62. As the community continues to grow and assume additional responsibility with that growth it will be necessary to expand the current staff offices and meeting space. Based on similar local governments with a potential population of 12,000 (as estimated in the Land Development Plan for the year 2025) the City should make plans to accommodate a structure approximately 18,000 - 24,000 square feet. Ideally, the City Hall would be designed as prominent structure that faces Main Street (NC 62) with an architectural vocabulary that reflects its classical roots with Trinity College.

As an anchor on the southern end of the Village Center, the City Hall should serve as a prominent visual landmark for those entering by car, by bike, or on foot that they have arrived in the cultural center of Trinity. [\$\$\$\$] [C] [6-10]

GR 3.6 Upgrade the Post Office to Visually Anchor the Northern Entrance to the Village Center.

The current Post Office on NC 62 is a brick utilitarian structure set within a block containing a number of historically significant structures. In addition, if there were sidewalks, it would be a very short walk to the center of the Village (the Braxton Craven school campus). As noted in MP 2.0, with some basic aesthetic improvements to the front facade that can be made along with any needed expansions to accommodate the community's growth, this building can fulfill the traditional role of the post office as a landmark in the community. Like the City Hall to the south, the Post Office serves as the northern sentinel greeting visitors and residents alike to cultural center of Trinity. [\$\$\$] [C] [Private] [6-10]

GR 3.7 Support Community Beautification Efforts. By requiring all new development to implement landscaping, lighting, and walkways, the City can ensure a continued improvement and beautification of the area. The City can also support local volunteer organizations that help keep various areas clear of litter and help maintain flower plantings throughout the community. With the development of the City property in the near future, a strong example can be set of the standard to which everyone else must meet. In communities similar to Trinity, a beautification committee is often effective in spearheading and monitoring many of these objectives. [\$] [C] [On-Going] [Code]

GR 3.8 Provide Family and Multi-Generational Activities. A sense of community is often determined by the family activities offered by a City. With the planned development of various civic spaces around the area, the opportunity exists to increase the number and quality of activities offered to citizens. The most successful programs offer activities not just on holidays but throughout the year such as "Concerts in the Park", "Art on the Green", or "Movies on Main". Events such as these encourage social interaction and make for a stronger community that is engaged and cares about the future. [\$] [O] [On-Going]



Family programming and seasonal landscaping will help to enliven the City Park and the Village Center

BENEFITS OF COMPACT COMMUNITIES

For homebuyers, a recent national survey by Smart Growth America and the National Association of Realtors cited that 6 out of 10 prospective homebuyers chose a higher density, mixed use community over traditional low density subdivisions. Families moving to the region driven by the job market, retirement or lifestyle changes provide opportunities for new housing in areas where amenities and quality of life characteristics meet changing needs. These are both tangible and non-tangible components of what defines and drives a market. When housing is built in compact, mixed use areas, the community and the new residents both benefit:

- Residents of compact communities drive 20-40% less per day, resulting in safer and less polluted communities.
- Local stores and businesses do best when more people live within walking distance or a short drive away.
- When more people work and live in the same town, civic organizations are stronger and residents can participate better.
- Residents of compact communities spend less on cars and have more time and resources for families and communities

Adapted from the Affordable Housing Design Advisor, www.designadvisor.org and the NAHB, www.nahb.com)



The current commercial structures in the NC 62 corridor are utilitarian and do not fit in well with the historic residential structures.



The images above are of a new orthodontist office in Fort Mill, SC and an multi-tenant office in Cornelius, NC in buildings designed to be compatible with the surrounding neighborhoods.

GR 4.0 | WALKABLE NEIGHBORHOODS AND THE VILLAGE CENTER

The walkable neighborhood is the base building block of any great community. In aggregation, a series of walkable communities are able to support a vibrant, mixed-use neighborhood or village center.

GR 4.1 Encourage greater development density. One of the most important opportunities for Trinity given the significant investment in public sewer throughout the Old Town area and the limiting topography is to use the most buildable land more efficiently by building more compactly and more vertically. Higher-density development is a key element to creating walkable communities.

Increased density also benefits environmental goals and water resources. The U.S. Environmental Protection Agency (EPA), in 2006, examined stormwater impacts from various different development scenarios. Their analysis concluded that the higher-density scenarios generate less stormwater runoff per house at all scales—one acre, lot, and watershed. For the same amount of development, higher density development produces less runoff and less impervious cover than low density development; and for a given amount of growth, lower-density development impacts more of the watershed. [Code]

GR 4.2 Focus on Making Neighborhoods Pedestrian-Friendly. Pedestrian-friendly neighborhoods are more than just places with sidewalks (through this is a wonderful start for those neighborhoods where they are absent). Pedestrian orientation is measured in two ways - the journey and the destination. The journey is evaluated by the safety and convenience of the walk. Is there a sidewalk? Is it of sufficient width to walk side-by-side with another person? Is it well connected to other pedestrian pathways and sidewalks? Does the sidewalk go by areas there are safe and interesting or does it traverse past empty overgrown lots, vacant homes, or blank walls? For many, the quality of the journey will be the highest priority for recreation.

By contrast, destinations reachable on foot from neighborhoods provide opportunities to reduce automobile trips and provide true choice in the transportation network. Ideally, each neighborhood should be able to access some level of goods or services within a five minute walk. This would provide an alternative to complete dependence on the automobile for people who would like that choice or for people for whom the ownership of an automobile is impossible -

namely the young (children under 16), the elderly, and the poor.

There are almost no sidewalks in Old Town so a prioritization schedule will be necessary to filter all of the needs. At a minimum, sidewalks should be constructed on all streets with direct access to the schools and on new streets.

Research over the past decade has shown that the average comfortable walking distance for Americans is approximately a quarter-mile or a 5-minute walk. Public health studies (e.g. Dannenberg, Jackson, Frumkin, and Schieber, “The Impact of Community Design and Land-Use Choices on Public Health: A Scientific Research Agenda”) also show that walking regularly can provide substantial health benefits, especially if walking is incorporated into the routines and trips of daily life. [Code]

GR 4.3 Encourage Architecturally Sensitive Mixed-Use Infill Along Main Street (NC 62). This Plan recognizes that with the implementation of sewer in the coming years, infill development will become more prevalent and requested by property owners. The City should develop guidelines and development incentives for infill development as part of updates of the City’s policies and regulations to include accommodations for higher density development consistent with the recommendations of this plan. Most important, there is a desire to convert residential structure and open lots to commercial use.

Care must be taken so as not to continue the current pattern of house demolition and replacement with utilitarian commercial structures. Simple details like front porches, siding, vertically proportioned windows and pitched roofs can begin to bring predominately commercial structures into conformance with the historic nature of the Main Street (NC 62) corridor. [Code]

GR 4.4 Allow Duplexes, Triplexes and Townhomes More Widely. Duplexes are common in single family neighborhoods around the country and are compatible with single family uses. Like accessory apartments, duplexes provide an affordable and flexible housing option for homeowners and families. The City should consider allowing them by-right in all districts that allow residential uses. Two-family dwellings are not currently allowed in the R-12 single family zoning districts and are only permitted in the MF-R and RM districts.

Townhomes and triplexes (three-family dwellings) are compatible with two-family homes or duplexes (townhomes or row homes are essentially an extension of the side-by-side duplex building type). However, townhomes are not currently allowed in the primary residential districts (except MF-R and RM) or in any commercial districts. Townhomes are an appropriate building type near existing concentrations of retail and employment destinations. [Code]

WHAT MAKES A NEIGHBORHOOD WALKABLE?

- **A Center:** Walkable neighborhoods have a discernable center, whether it’s a shopping district, a main street, or a public space.
- **Density:** The neighborhood is compact enough for local businesses to flourish and for public transportation to run frequently.
- **Mixed income, mixed use:** Housing is provided for everyone who works in the neighborhood: young and old, singles and families, rich and poor. Businesses and residences are located near each other.
- **Parks and public space:** There are plenty of public places to gather and play.
- **Pedestrian-centric design:** Buildings are placed close to the street to cater to foot traffic, with parking lots relegated to the back.
- **Nearby schools and workplaces:** Schools and workplaces are close enough that most residents can walk from their homes.

Source: www.walkscore.com

TRINITY'S HISTORY MURAL

Historical events and personalities have always been important to the identity of Trinity's residents. In honor of Trinity's incorporation in 1997, a hand-painted mural, designed by Jeremy Sams and Phil Christman, was painted on the former site of Trinity College and on the present-day exterior wall of Braxton Craven Elementary School's gymnasium.

The Trinity History Mural features an 'open book' depicting scenes from Trinity's past such as the Brown Schoolhouse, Union Institute, Normal College, Trinity College and Trinity High School. The left side of the page depicts the Old Schoolhouse, a cabin of round logs established in the 1830s. Brantley York's portrait, honored as the first teacher in Trinity, hired Braxton Craven as headmaster is in the upper right corner of the left page. The Craven portrait appears on the lower-left hand corner. Braxton Craven, by uniting the Quakers and Methodists, established the Union Institute in 1839. Later, the Union Institute became Normal College, the predecessor to Trinity College. A replica of Trinity College is at the bottom right-hand side of the left page. This building fell into disrepair in the 1920s and was replaced with Trinity High School (top drawing on the right page). At the bottom of the mural is a depiction of the Trinity Football Team from 1988. A final photo peeks out from the pages of the present on the right hand side of the book, a picture of Duke Chapel as it appears today.



From the 2007 Land Development Plan



TRINITY'S HISTORIC STRUCTURES

Among Trinity's many historical architectural resources are six well-known, two-story Victorian boarding houses once used as Trinity College dormitories. In addition, the historic homes of former college Professors and boarding houses along the NC Highway 62 corridor serve as lasting reminders of the community's rich heritage and highlight some of Trinity's long-time families and educators. Normet McCanless, local physician at the turn of the century, built a dual purpose medical office and homeplace on the east side of NC Route 62, south of Meadowbrook Road. The John F. Heitman House, dating from 1860, stands across from the Trinity Post Office. Heitman was a professor and headmaster of the preparatory Trinity High School.

Next to the Leach & Wagner grocery is located the Stephen B. Weeks House (1870), a two-story home that housed the college's library. A one-time hotel for visitors and dormitory for students, the Trinity Inn exists as a vestige to its past next to the bustling restaurant, the Trinity Grill. The Lemuel Johnson House, located at the corner of Meadowbrook Road and NC Highway 62, is tucked behind the present-day Trinity Community Park and predates the Civil War. Lewis Morgan Leach planned and built his home from handmade brick around 1845. The Leach home still stands on Meadowbrook Road at the top of a knoll that allows visitors a breathtaking view of the Uwharries to the southeast. The home of Braxton Craven hosted dignitaries from the legislature and academia. Unfortunately, his home which was adjacent to Trinity College burned in the 1940s.

From the 2007 Land Development Plan

Images from top: The Winslow House (Trinity Museum) ca.1855; The Lemeul Johnson House, ca. 1860s; and the The Payne House, ca. 1850

GR 5.0 | HISTORIC PRESERVATION

Within the Old Town area there are approximately 32 structures that were built prior to the 1940's, making them eligible for the National Register of Historic Places. Though too much has been lost to consider this area a historic district by National Register standards, there are a number of homes that would likely be eligible for landmark status.

The National Register, established in 1966, is the nation's official list of buildings, structures, objects, sites, and districts worthy of preservation for their significance in American history, architecture, archaeology, and culture.

A privately owned building that is listed in the National Register or is a contributing building in a National Register historic district may be eligible for a 20% federal income investment tax credit claimed against the costs of a qualifying rehabilitation of the building. North Carolina tax law provides a 20% "piggyback" credit for such projects. Federal and State credits apply only to income-producing, depreciable properties, including residential rental properties. Federal tax credits do not apply to owner-occupied residential properties.

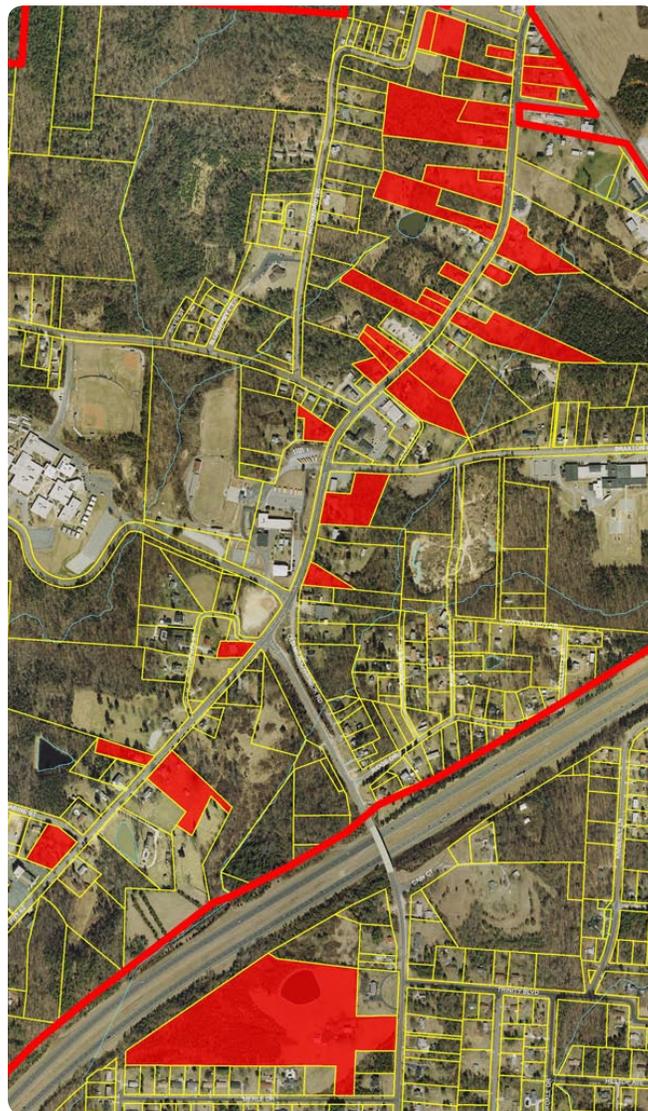
Additional North Carolina tax credits introduced in 1998 provide a 30% credit for certified rehabilitations of non-income-producing historic buildings, including private residences. The work must meet a \$25,000 investment threshold and must comply with the same rehabilitation standards as income-producing projects.

In addition to these credits, the Tax Treatment Extension Act of 1980 provides federal tax deductions for charitable contributions of easements in historically significant properties for conservation purposes.

To date, the historic preservation efforts have been led by a few volunteers with a minimal budget. They have been successful in noting and promulgating information about the 19th century homes that were likely associated with Trinity College. However, little is known about the early 20th century homes that lie cheek to jowel with their predecessors along Main Street (NC 62). The only known historic survey of Trinity was completed by Randolph County in 1980. At present, these records are only available through the public library system as a hardcopy and have not been made available online.

GR 5.1 Complete a Full Survey of Historic Resources for the Corridor. Using the previous survey as a base, a new historic resources inventory should be completed that includes all properties eligible for the National Register by age (at least 50 years old). As noted above, there are an estimated 32 structures/properties that may be eligible based on their age. Once completed, this information should be made available online for easy dissemination. [§] [O] [1-2]

GR 5.2 Preserve the Existing Historic Resources Prioritizing the 19th Century Structures. Using whatever resources are available – grants, low interest loans, private investors, etc. – the few remaining 19th century structures should be stabilized and preserved. These



▲ MAP OF ALL STRUCTURES IN OLD TOWN BUILT PRIOR TO 1940

The map above is the first known analysis in nearly years of every property that contains structures that would be eligible for the National Register of Historic Places as individual landmarks based solely on the age of the structure (pre-1940's).

structures represent the last remaining remnants of the Trinity College era and form much of the essence and character of Old Town. Because each home/property is in a different state of ownership, unique solutions will likely be necessary for each project. [\$\$\$] [Private] [On-going]

GR 5.3 Preserve the Bathing Rock. According to local historians, the bathing rock site in the stream that traverses the City Park property was used by Trinity College students from 1838 to 1892 as well as the general community in the decades that followed. It has since become inaccessible because of overgrown vegetation. Plans for the City Park should accommodate access to this site once again so that it can be enjoyed by the community and noted for its historic significance to Trinity's earliest years. [\$] [C] [1-2]

GR 5.4 Create a Walking Tour of the Historic Resources. One the great opportunities for cultural education lies in the remaining built environment. Once sidewalks are installed along Main Street, there is the wonderful opportunity to open up visual accessibility to these resources. When combined with a printed map, visitors and residents alike can park in the Village Center and then take a nice leisurely stroll along Main Street and enjoy the historic resources. [\$] [O] [3-5]



Historic homes along NC 62: The Trinity Inn (left), ca. 1840's; The Stephen B. Weeks House (right), ca. 1870. At present, the Trinity Inn is the most endangered historic structure in Trinity.

GR 6.0 | ECONOMIC INITIATIVES

The economic base of a community is reflected in its per capita and household income, educational attainment, labor force and employment segmentation. The City's economic base is determined by its job growth, which creates demand for real estate, thus providing both residential and commercial tax base resulting from such growth. Trinity's local economy should be based on a mix of activities and uses that take advantage of but do not exploit local resources. The economic well-being of the people of Trinity will continue to improve through the following recommendations.



Small businesses should be encouraged, expanded, and enhanced

GR 6.1 Recruit and Retain Flex-Employment Businesses to the Surrett Drive Corridor. Trinity is located in a strategic location along the east coast and within the state of North Carolina making the area attractive to major corporations. The City has long been the home of the Sealy Corporation and should promote this and other attributes to attract similar businesses to the area. Surrett Drive as an existing industrial corridor is perfectly suited in the community to receive start-up small businesses. There is already a number of inexpensive buildings that can serve a variety of operations with lower potential rent than new facilities. As part of this recruitment and retention strategy, the Randolph County Economic Development Commission can serve as a valuable resource. [\$] [O] [On-going]

GR 6.2 Encourage Minor Aesthetic Upgrades to the Surrett Drive Corridors. Partnering with the various property owners as well as NC DOT, the City should consider making some sidewalk and landscaping improvements along the corridor to help incentivize new investment as well as improve the aesthetics of this important corridor. See MP 5.0 and page 65 for more information about the preferred streetscape detail. [\$\$\$] [C] [6-10]

GR 6.3 Create a Capital Improvement Prioritization Plan. This plan adds numerous capital recommendations to the City's already full plate of capital needs. One of the key steps in implementing this plan will be to establish a prioritization of projects requiring public funding. [O] [1-2]

GR 6.4 Develop a Public/Private Partnership Program for Redevelopment. This plan highlights many opportunities for public/private partnerships including most prominently the development of the Village Center as a redevelopment of the current Braxton Carven School campus. Many of the goals that the City is hoping to achieve through this plan will require public participation in the form of regulatory incentives, tax rebates, public financing (such as Project Development Financing), utility incentives, or streamlined development review.

This plan recommends that the City develop a menu of public participation strategies along with recommended thresholds for private investment. The text box on the next page and the table below provides an example of such a program from Germantown, TN. The menu could include everything from partial tax breaks for homeowners who preserve historic structures to bond financing for infrastructure for projects in certain locations or of a certain size. The key is that the goals of the partnership program should be tied directly to the goals of the City (e.g., affordable housing, natural resource and historic preservation, mixed use development, etc.) as reflected in this plan and other local policy initiatives. The program then needs to be marketed to taxpayers, developers, builders, and other investors. [\$] [O] [1-2]

“We can build an economy that does not destroy its natural support systems, a global community where the basic needs of all the Earth's people are satisfied, and a world that will allow us to think of ourselves as civilized. This is entirely doable.”
- Lester Brown,
Earth Policy
Institute

GERMANTOWN, TN SMART GROWTH PARTNERSHIP PROGRAM & MATRIX

In 2007, the City of Germantown, TN adopted a plan to encourage the redevelopment of 700 acres in the center of their community into a walkable, sustainable downtown area. Once the plan was complete, the City adopted a new zoning ordinance which granted significantly more development opportunities than permitted under the previous regulations. In turn, the code issued new standards for building design, public improvements, and sustainability guidelines.

Subsequent to the Code, the City adopted a decision making guide that grants additional development incentives ranging from streamlined permitting to Tax Increment Financing (TIF) over a 15 year period. The Smart Growth Matrix is a tool to assist the Board of Mayor and Alderman in analyzing development proposals within certain designated areas (Smart Growth zones). It is designed to provide a quantitative measure of how well a development project accomplishes the City’s Smart Growth priorities. The matrix incorporates criteria that reflect the Smart Growth goals described above. These criteria include the location of development, sustainable development practices, parking, urban pattern & design, neighborhood support, employment opportunities, increased tax base and other policy priorities.

If a development project, as measured by the matrix, significantly advances the City’s Smart Growth Initiative, certain public-private partnerships may be available to help offset the higher cost of developing in an urban area. These partnerships may include the reduction or reimbursement of development fees; public investment in new or improved infrastructure; and accelerated infrastructure investments, which would include available, but unassigned, Capital Improvement Program (CIP) resources related to on- and off-site project improvements. A maximum value for partnerships is set based on the project matrix score and the increase in property tax revenue related to the project. *(For more information please reference www.germantown-tn.gov)*

GOAL	CATEGORY	ELEMENT/CRITERIA	WEIGHT	VALUE	TOTAL SCORE	TOTAL POSSIBLE	TOTAL SCORE BY SECTION
MIXED-USE	Upper-story Residential	Provide residential space totaling at least 20% of the building square footage and located above the first floor	3	3	9	9	
	Diversity of Uses	Construct or renovate a project with at least 5 different uses chosen from the list of Basic Services with at least one of which must be residential; OR provide a minimum of three different uses and locate the project within ½ mile of 5 other Basic Services	2	3	6	6	
	Diversity of Housing Types	Provide a minimum of three different housing types and each type must comprise a minimum of 10% of the total housing units to be counted	2	3	6	6	
	Street-level Pedestrian Uses	Provide a minimum of 75% of the ground floor along public right-of-way in pedestrian uses	2	3	6	6	27
4.0 A BALANCED TAX BASE							
	Fiscal Impact Analysis	Provide a fiscal impact analysis to determine whether revenues generated by the project are sufficient to cover the resulting costs for service and facility demands placed on the City	<i>Prerequisite</i>				
						Total Points Possible	233
						Minimum Points Needed	
						Level 1	Meets Prerequisites
						Level 2	35% 82
						Level 3	40% 93
						Level 4	50% 117
						Level 5	65% 151

Part of the Germantown Smart Growth Matrix, which rates development projects applying for public participation on a variety of community goals including mixture of uses, financial impact to the community, environmental performance, public amenities and building and site design. Projects that meet certain thresholds qualify for varying types of consideration from the City from priority permitting to reimbursement for certain public infrastructure.



5 GETTING AROUND

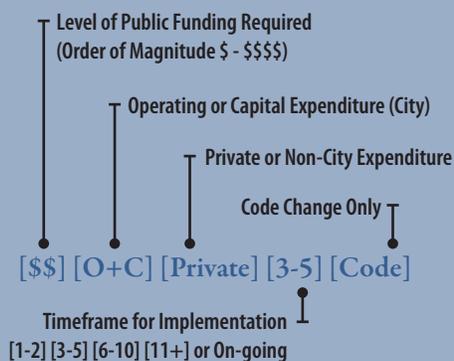
Transportation is a key tool in shaping the built environment. The vitality of Trinity’s Old Town hinges on how well it is positioned to create the highest quality “place” and take advantage of market forces to realize an ultimate sustainable vision for the future. The plan developed at the charrette demonstrates that Trinity’s Old Town can be a place where people work, shop, play, and recreate. As part of that Vision, a transportation framework has been developed to support and enable that Vision to be realized. The needs of all of types of travelers will be met and balanced, and a balance among modes is envisioned as part of the Plan. The transportation system and land uses are intrinsically linked in a Plan such as this, and the success of the Old Town hinges on how well the transportation framework is integrated.

The community of Trinity is well-positioned within the region and is well-served by regional transportation facilities. Convenient access to two interchanges with I-85 (at Hopewell Church Road and Finch Farm Road) allows for residents of Trinity and others to access the community. NC 62 serves as the de facto “Main Street” for Trinity, although the cross section, speed, and character do not suggest a Town roadway. The current roadway through Trinity incorporates the same rural design elements (open drainage, no sidewalk or bicycle facilities, and high travel speeds) as the decidedly rural segments north and south of the Town’s activity center. 2007 traffic volumes on NC 62 are less than 50% of the roadway’s capacity according to data collected by the High Point MPO. Therefore, excess capacity exists to accommodate a significant amount of future growth before additional capacity would be warranted. Roadways internal to the City also incorporate open drainage and limited sidewalk, requiring most pedestrians to walk on the edge or shoulder of the road.

The current types of roads in Trinity contribute to a rural character of the community.

Trinity is also served in the east-west directions by Hopewell Church Road/ Surrett Road on the south side of the community and on the north side by Sealy Drive/Trinity Road. Both roadways form a connection between I-85 and the community of High Point to the north. These two corridors are also characterized by light industrial land uses such as minor manufacturing and warehousing. There is currently a pre-environmental study underway to develop a recommendation for expanding Surrett Road from two to four lanes to address future traffic congestion and safety concerns. Although a cross section has been recommended for the entire corridor between I-85 in Trinity and the interchange with Business 85 in High Point, no funding exists for the

Key to Action Items



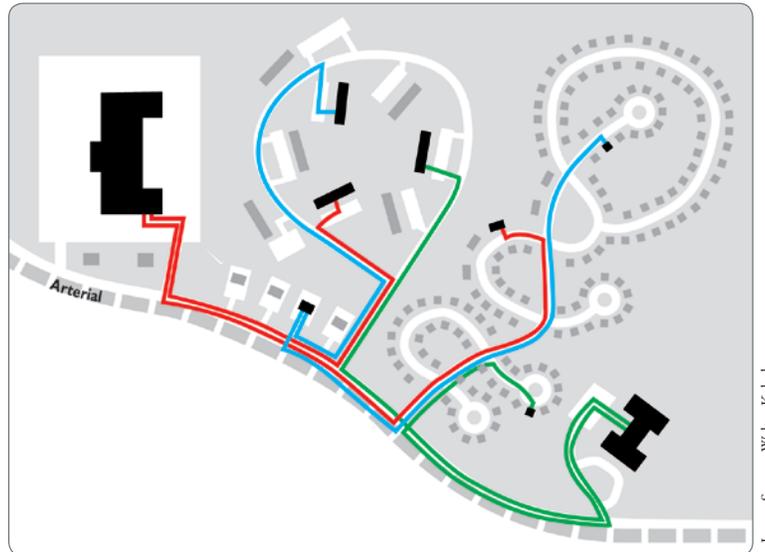


Rural character of Trinity's transportation network

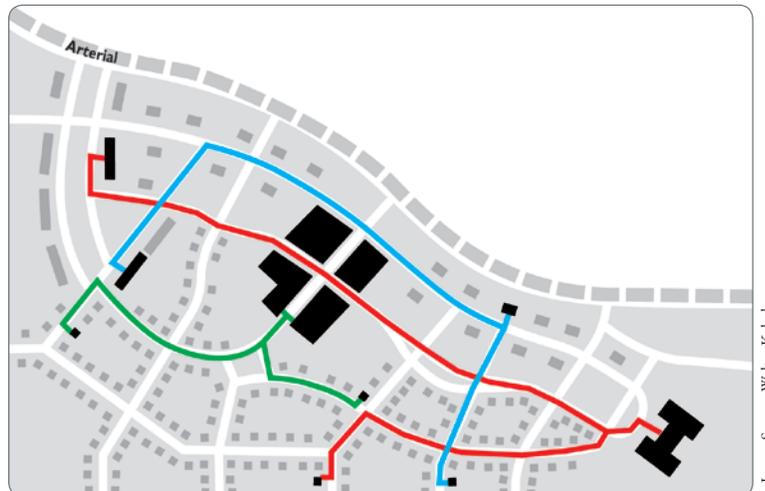
design, right-of-way acquisition, or construction of the project. Additionally, the High Point MPO traffic data for the NC 62 corridor also shows that volumes on the southern segment of Surrett Road in Trinity do not exceed 50% of its capacity whereas North of Trinity, where Surrett Road interchanges with I-85 Business in High Point, there are more significant traffic volumes and operational issues. As a result, it is anticipated that this widening of Surrett Road is beyond a ten year time-frame for implementation.

Trinity is served by on-call para-transit service provided by the Regional Coordinated Area Transportation Systems (RCATS) which provides a door-to-door service with advance reservation. The nearest fixed route service by the Piedmont Area Regional Transit (PART) is located in High Point along the I-85 Business corridor.

The vistas offered by the topography, ponds, and floodplain areas in Trinity make walking and cycling attractive modes of travel around the community, not just in a recreational sense but also for commuting to work, school, shopping, or other activities. Trinity currently has a comprehensive plan for greenways throughout the City, and some of the plan will be enabled by the construction of the new sewer line parallel to NC 62. Archdale also has a comprehensive greenway plan, and coordination between the two communities is continuing to insure a seamless connection between the two systems. As stated previously, sidewalks are discontinuous within the Old Town, and nonexistent elsewhere. Walking and biking paths will be critical in the future to provide non-motorized linkages between the greenway system and the community.



Typical disconnected street network forces trips of all types onto the arterial street.



A connected street network allows for choices in street type and route.

GA 1.0 | TRANSPORTATION RECOMMENDATIONS

During the course of the design charrette, the design team focused on various strategies and initiatives to create a sense of place and community for the Old Town. The transportation network and recommendations were developed collaboratively with the design team and community stakeholders to support and enable the Vision for the Old Town. Specific recommendations for transportation in Trinity are summarized below, and illustrated graphically on page 58.

GA 1.1 Retrofit and construct roads in Trinity to be “complete streets.” During the charrette, residents expressed their desire to preserve the small town feel of Trinity and enhance the sense of community. The Old Town Plan provides an opportunity to develop the road network as a community resource that is safe, livable, and welcoming to everyone. Trinity has the opportunity to introduce a network of “complete streets” with bicycle and pedestrian amenities connecting with its core area. Complete streets are designed and operated to enable safe access for all users: pedestrians, bicyclists, and motorists of all ages and abilities. Complete Streets also facilitate the movement of people from the greenways that are planned for Trinity to neighborhoods and the Center City by enhancing safety for all modes of travel, both motorized and non-motorized. This type of smart and sustainable transportation network has proven time and time again to create the highest quality “place,” and is one of the guiding principles that were used while collaboratively developing the transportation framework to enable the Old Town Vision.

New sidewalk and bicycle lanes on existing roadway facilities can be established by retrofitting roadways through road and lane diets, in which excess pavement or right-of-way width can be reclaimed to provide these facilities. Specific roadways that are envisioned to be retrofitted as Complete Streets include the following:

- NC 62/”Main Street” [\$\$\$\$] [C] [3-5]
- Surrett Drive [\$\$\$] [C] [6-10]
- Sealy Drive/Trinity Road [\$\$\$] [C] [3-5]
- Meadowbrook Road/Trinity High School Drive [\$\$\$] [C] [3-5]
- Braxton Craven Road [\$\$] [C] [11+]

Cross sections for the facilities above can be found on pages 60-61.

GA 1.2 Establish an ordinance requiring the introduction of pedestrian and bicycle amenities as part of all new roadway connections in Trinity. As part of the implementation of the Old Town Plan, new roadway connections and road network elements will be introduced in Trinity. It is recommended that an ordinance be established requiring that all new roadway connections be designed as “complete streets” with pedestrian and bicycle amenities. [Code]

GA 1.3 Realign offset intersections of Meadowbrook Road and Trinity High School Drive with NC 62 as a normal four-leg intersection. The current configuration of the intersection of NC 62 and Meadowbrook Drive/Trinity High School Drive is an offset T-intersection. Traditionally, small towns have an intersection of “Main and Main” which forms the nexus of the community. Residents and stakeholders expressed a desire to create a community node at this location while addressing the safety and operations of the offset intersection. Several design alternatives were evaluated during the charrette with the ultimate design being a simple realignment of Meadowbrook Road to connect with Trinity High School Drive, as shown below. Trinity residents expressed a preference for this design because of the traffic safety



Realignment of High School Drive and Meadowbrook Drive sketch from charrette

and operational benefits of a single traffic signal and the creation of a single “100% corner” at the Village Center. [\$\$\$] [C] [3-5]

GA 1.4 Provide enhanced connectivity within the community for all modes of travel by introducing new roadway segments linking NC 62, the planned greenway trail, and the Surrett Drive corridor.

Connectivity is an important consideration in planning a sustainable community. The transportation network developed as part of the Vision Plan will knit the Old Town together. During the charrette, residents expressed the desire for new roadway segments linking NC 62, the planned greenway trail, and the Surrett Drive corridor, as illustrated on page 61. A connected network of streets and paths that serves motorized and non-motorized modes of transportation provides easy connections between residential areas, community facilities, and businesses making them closer together and accessible by walking and bicycling. The network of street and pathway types can affect the amount of vehicular travel on each street, the comfort and safety of pedestrian and bicycle travel along and across the

street, the success of abutting land uses, and the quality of community life. Multiple street and pathway choices have several benefits, including: dispersing local traffic across the entire system; providing much-needed connectivity between activity centers; and reducing the impact of vehicles on the community environment. More routes provide more mobility choices for local trips by all modes, thus encouraging non-motorized travel and reducing overall vehicle-miles traveled (VMT). [Code]

GA 1.5 Improve the safety and operational efficiency along Surrett Drive within the city limits with a two lane cross section with a 25 mph design speed, landscaped center medians with turn bays, shared use bicycle and pedestrian pathway, swale, and landscaping.

Context-sensitive design philosophy can be utilized to create a smart and sustainable transportation network for Trinity that blends holistically with the landscape, environment, and surrounding community. Consistent with the purpose and need statement of the Environmental Impact Assessment for the Surrett Drive Improvements Feasibility Study, the design objective is to improve the safety and operational characteristics of the roadway and secure the right of way to support future traffic scenarios. Through the City of Trinity, current traffic volumes (2007) number about 7,200 vehicles per day on Surrett Drive, correlating to a use of about 50% of the available roadway capacity afforded by the existing two-lane cross section. Volumes at the north end of the corridor (in High Point at I-85 Business) are currently and projected to be much higher than those within the area of Trinity. While future volumes on the north end of the corridor may warrant consideration of four travel lanes, on the south end within Trinity the objectives of safety and operational enhancement can likely be accommodated far into the future with a two lane section that provides turn lanes at critical intersections and a policy of consolidating and eliminating frequent driveway access through development and redevelopment of the corridor.

In keeping with the goals and objectives of creating a connected, multi-modal system of complete streets and pathways within Trinity, the recommended right of way of the current concept can be best used as a community amenity toward achieving the goals and objectives of the Vision Plan while still meeting the traffic and safety objectives of the current Surrett Road study. As illustrated on page 48, the context sensitive design alternative includes 25 mph design speed, landscaped center medians with turn bays, shared use bicycle and pedestrian pathway, swale, and landscaping. In this way, the right of way is secured should there be a long term desire to develop Surrett Drive into a four lane arterial but, the right of way is used as a gateway and park-like amenity in the interim, geared toward the multi-modal objectives of the Trinity Vision Plan. [\$\$\$] [C] [6-10]

GA 1.6 Establish NC 62 as the Main Street of the Village Center, complete with 25 mph speed, 16 foot pedestrian walkway with tree wells and on-street parking where the commercial core is fronting; 35 mph speed, 5 foot sidewalks and a tree-planted landscape strip on either end of the commercial core between Surrett Road and Trinity Road/Sealy Road, bicycle pathway connections and bicycle lanes; and 11 foot travel lanes throughout.

Rename NC 62 as “Main Street” within Trinity City Limits. During the charrette, residents expressed the desire to put transportation infrastructure in place that preserves the local character and adds to the sense of community, effectively creating a Main Street along NC 62 that supports the desired Village Center Vision. Residents articulated a desire for contextual clues in roadway design that alert motorists where the “highway” ends and the “Main Street” begins. Residents said that they would like the new Main Street to serve all modes of transportation to create an accessible community gathering place for pedestrians, cyclists and drivers.

As illustrated in the typical section on page 60, through the Village Center in the vicinity of NC 62 at Meadowbrook Road, the Main Street includes a 25 mph speed, 16 foot pedestrian walkway with tree wells, parallel parking, bicycle pathway, and 11 foot travel lanes. This proposed cross section is expected to accommodate future traffic volumes in the range of 15,000 vehicles per day. On either end of this urban roadway section, a change in character of the roadway from its current rural highway typology to a section with continuous sidewalks, a planted parkway strip on either side, and bicycle lanes as shown on page 60; this section would have a speed limit of 35 mph and would extend from the Village Center outward to Surrett Road and Trinity Road/Sealy Road. It is anticipated that the proposed changes in speed limit would only require an additional 90 seconds of travel time for a vehicle traveling at free-flow speed between Surrett Road and Trinity Road/Sealy Road. Given the traffic volumes (2007) for the NC 62 corridor of 6,100 vehicles per day, the planned addition of new, connected road network elements around Old Town, and that trips will be made by walking and cycling, the planned cross section for the Old Town area is expected to be more than adequate even if a significant amount of growth occurs within Trinity in the future. [\$\$\$] [C] [6-10]

GA 1.7 Introduce a single-lane roundabout at the intersection of Trinity Road and Braxton Craven Road to facilitate access and provide a landmark announcing the gateway into Trinity.

The introduction of a single-lane roundabout is recommended at the intersection of Trinity Road and Braxton Craven Road to provide a gateway into the City of Trinity from the south. The roundabout is a means of providing a contextual message to motorists that they are entering a new, more urban place in which non-motorized traffic such as pedestrians and bicycles can be expected. The roundabout provides a transition between the higher speed environment that exists towards the City of Archdale and I-85 to the low speed, community environment within

the Village Center, as well as the creation of a significant gateway that would pull the presence of the Village Center out to Trinity Road. Roundabouts are a proven technique to facilitate traffic flow and reduce delay. A single-lane roundabout is expected to perform well in this location given the balanced traffic volumes (2007) of 2,300 vehicles per day on Braxton Craven Road and 3,600 vehicles per day on this section of Trinity Road.

Should an interchange ever be constructed at I-85 and Trinity Road, as proposed in the High Point Metropolitan Planning Organization's 2035 Long Range Transportation Plan, this roundabout becomes even more crucial as a gateway into the Downtown area, as discussed below. [\$\$\$] [C] [11+]

GA 1.8 Preserve the integrity of the Old Town and surrounding community-oriented transportation network as part of planning efforts for a new I-85 Interchange at Trinity Road. Trinity is conveniently located along the I-85 corridor. The quality regional transportation system can provide a strong foundation for an attractive, economically viable, and sustainable area to support all types of development and commerce. The High Point Metropolitan Planning Organization's 2035 Long Range Transportation Plan outlines a strategy for the introduction of a future I-85 interchange at Trinity Road. With careful planning, the new interchange has the potential to provide a convenient backdoor for industrial access along the Trinity corridor. However, for sustained livability in the area, there is value in undertaking careful planning to preserve the integrity of the Old Town and surrounding community transportation network as part of any new interchange design. One way to do this is to recognize the importance of the Trinity Road/Braxton Craven Road connection into the Village Center as a doorway into Trinity, and to plan for an identity for the Village Center along this corridor, such as the gateway roundabout described in the previous discussion. [\$] [O] [11+]

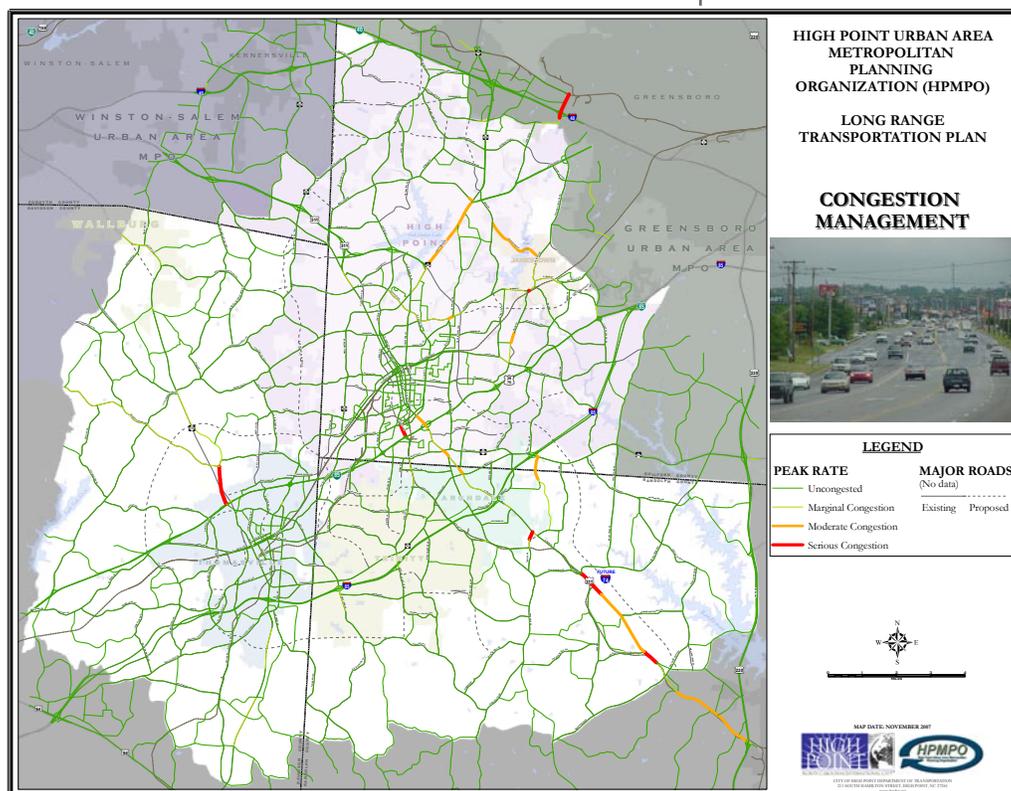
GA 1.9 Work together with the High Point Metropolitan Planning Organization and North Carolina Department of Transportation to support regional connectivity enhancements at the perimeter of the community, such as the Trinity Road/Sealy Drive connection to Middle Point Road & the proposed interchange at Trinity Road and I-85. Regional connectivity is an important component of a healthy economy. Alternative route choices disperse traffic across the entire system and support reliable travel times for goods movement. During incidents, traffic is able to use suitable routes rather than generating traffic congestion and safety concerns on local roads. It has been proven that an interconnected roadway network coupled with a smart growth strategy of mixed land uses can facilitate development while actually reducing motor vehicle travel demands and VMT.

As shown in Chapter 6, the Vision Plan integrates various development and redevelopment scenarios with opportunities to create new roadway connections and routes, as well as to emphasize the greenway system that the City is currently undertaking. It is recommended that the City work with both the High Point MPO and NCDOT on an ongoing basis to not only take advantage of opportunities to provide new and enhanced network, but to do it in a context-sensitive manner that embraces the principles of complete streets.

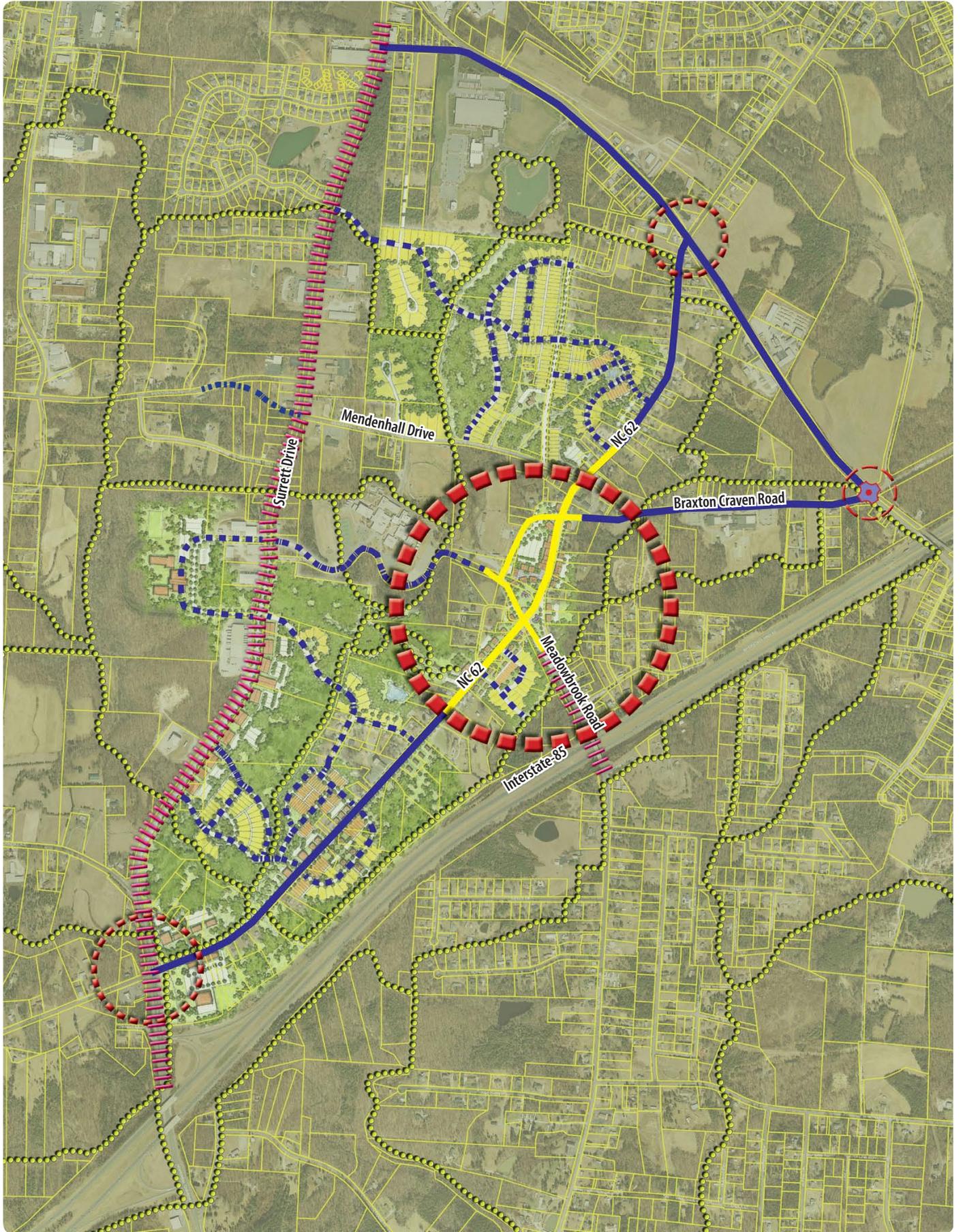
An initiative associated with Trinity Road is the proposed realignment of the Trinity Road/Sealy Road/NC 62 intersection at the eastern edge of the City. This opportunity to remove the current offset configuration would not only enhance the traffic operational characteristics of this area, but would also provide a normalized

intersection with four distinct corners as an eastern Gateway into the City. This intersection would also afford the opportunity to provide the transition to the transitional cross section with sidewalks on both sides, street lighting, and other amenities for the beginning of “Main Street Trinity.” Care should be taken to provide a constrained cross section in the area between the Museum and the railroad tracks so that the roadway does not impact the existing building. Lane widths should be minimized through this area, and turn lanes for the intersection should not begin until after clearing the constrained area.

The proposed I-85 Interchange at Trinity Road is included in the long-range planning efforts of the High Point MPO and is supported by the City of Archdale. For Trinity, the new interchange would mean an additional access point for residents and visitors, and for commercial traffic associated with industry along Trinity Road/Sealy Road. As the industrial development parcels along Trinity Road are larger in scale and likely to attract a different clientele than those along Hopewell Church Road/Surrett Drive at the adjacent interchange location, it does not appear that the construction of the interchange would have a detrimental effect on the viability of the businesses along Surrett Drive. Furthermore, if Trinity is proactive in constructing a gateway at Braxton Craven Road concurrent with the construction of the interchange, it would create an additional “door” into Old Town Trinity for visitors from I-85 North. [§] [O] [11+]



Congestion Management Map for High Point Urban Area

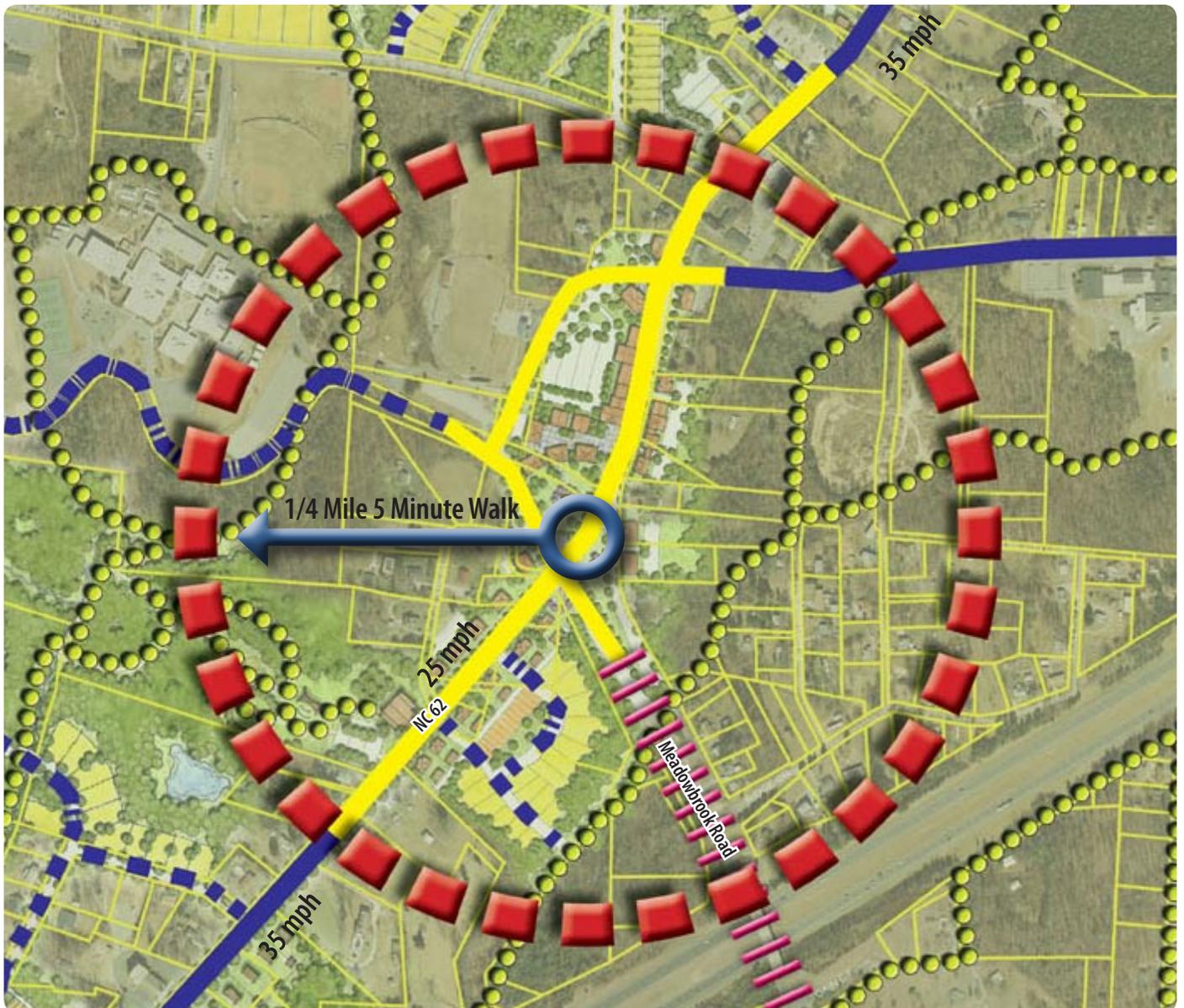


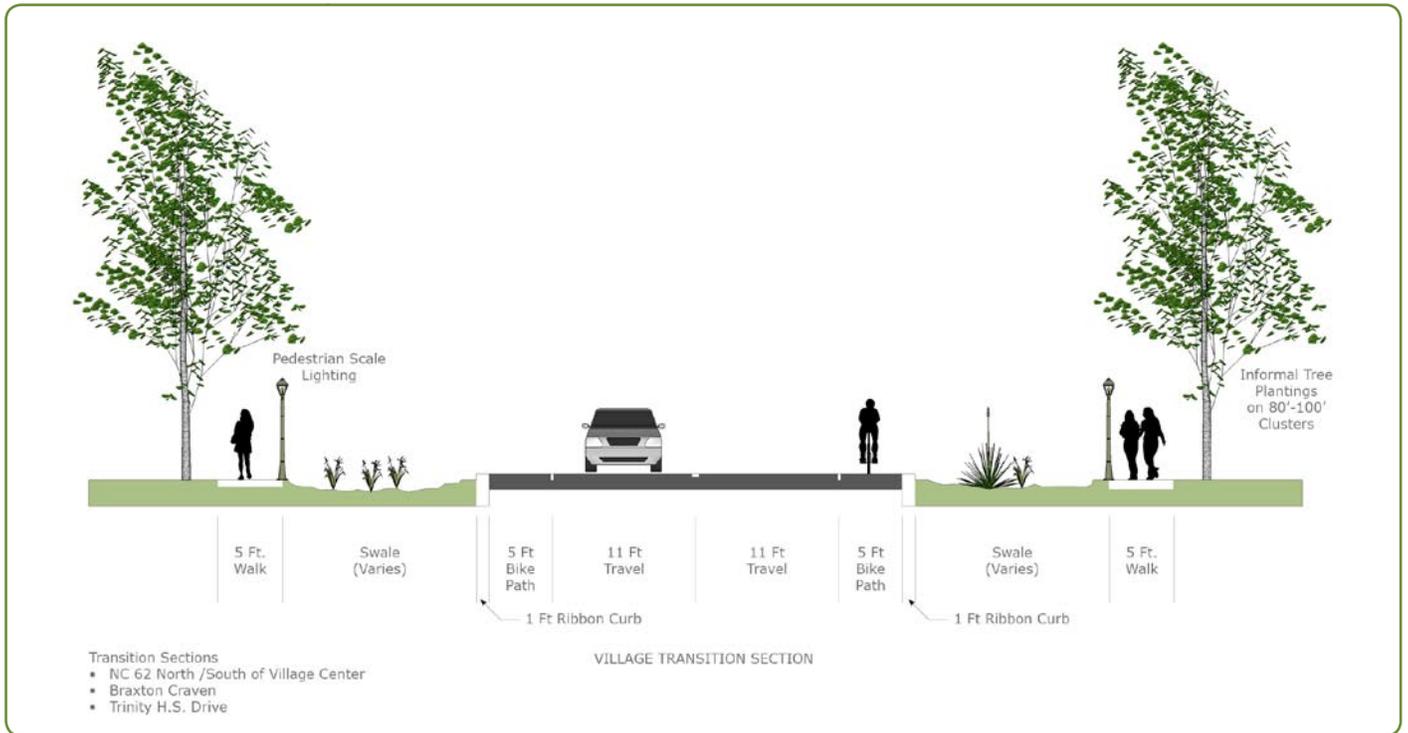
▲ COMBINED TRANSPORTATION PLAN FOR THE OLD TOWN AREA

LEGEND

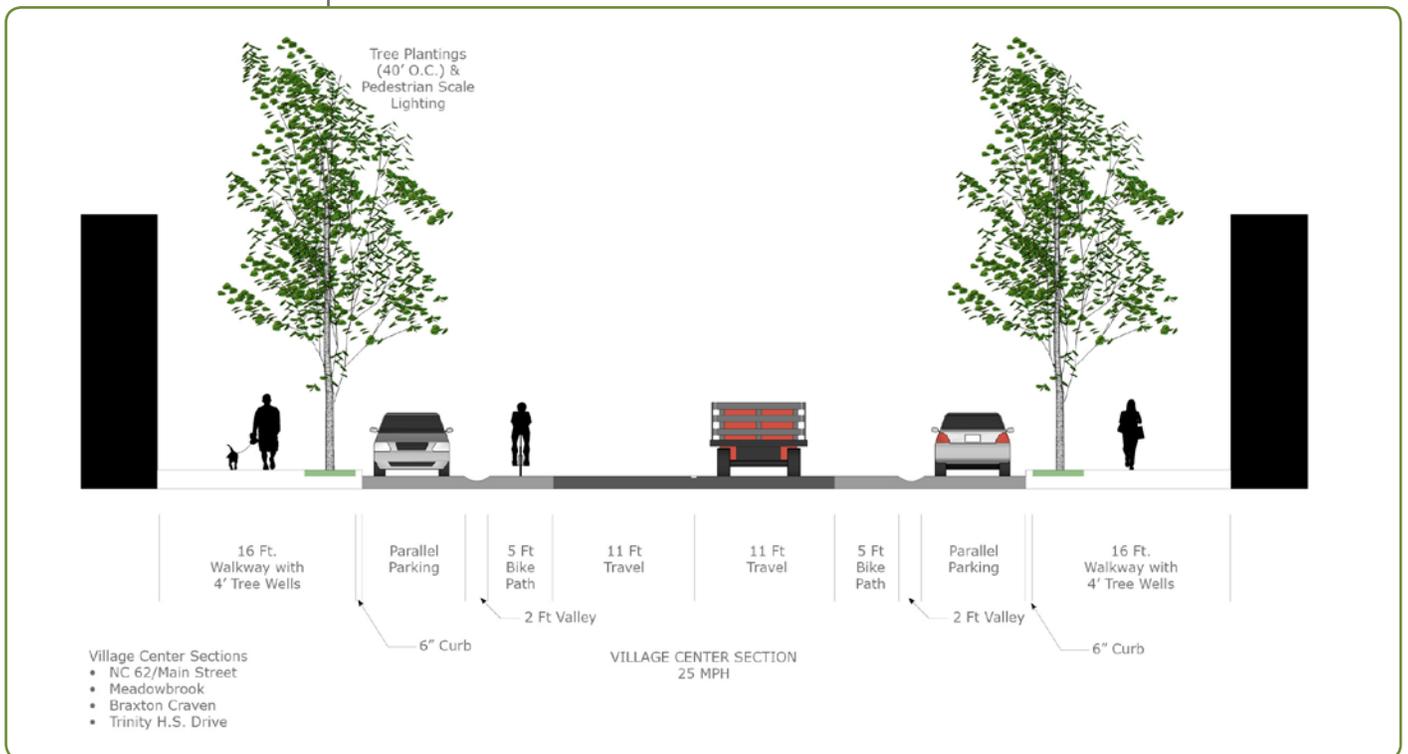
- Greenways 
- Key Intersections 
- New Connections 
- Local Street 25 Mph 
- Local Street 35 Mph 
- Regional Connector 

▼ TRANSPORTATION NETWORK FOR THE VILLAGE CENTER



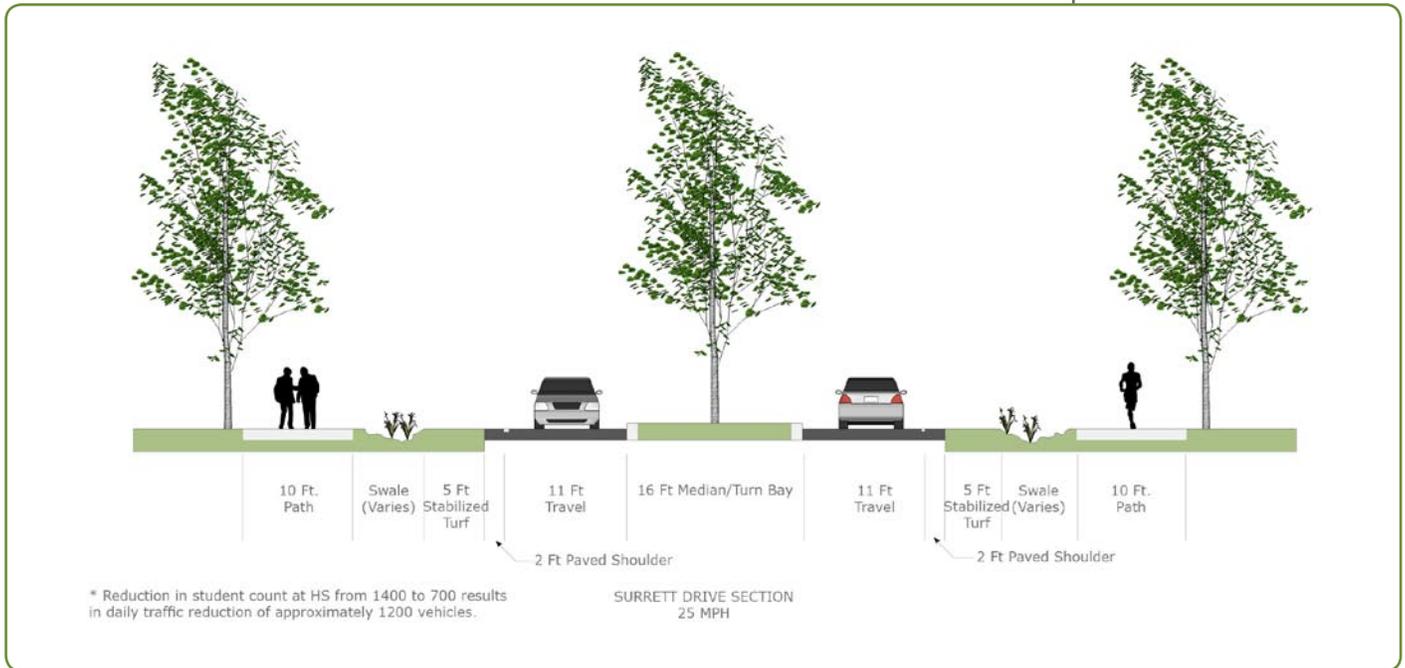
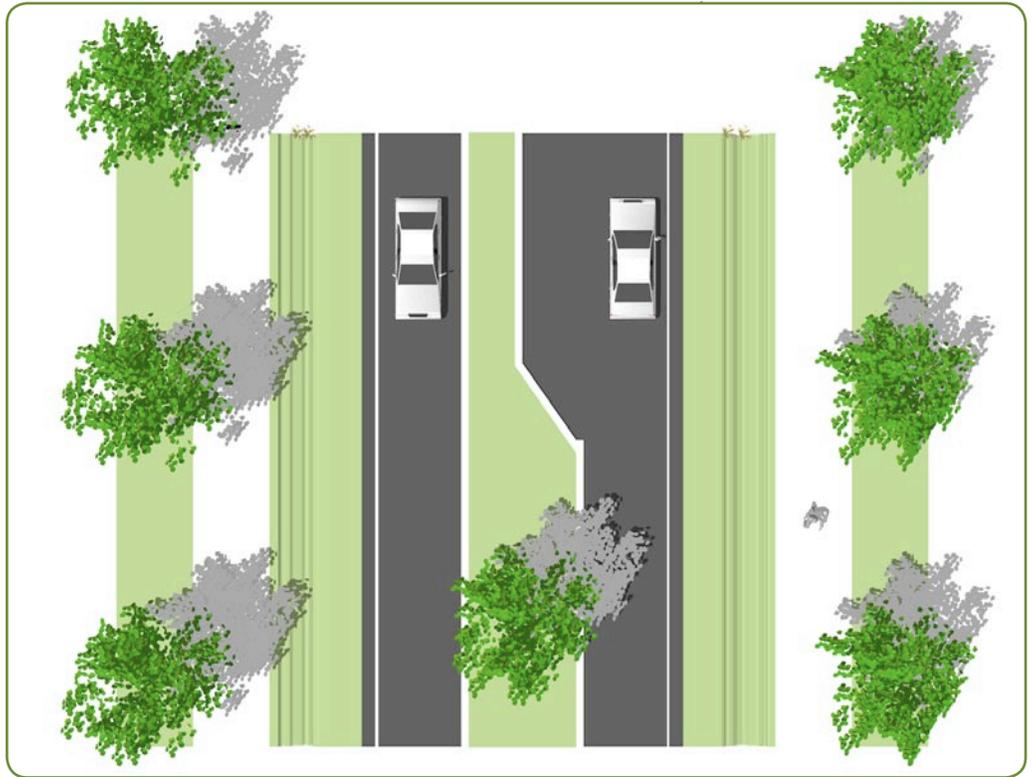


▲ PROPOSED MAIN STREET (NC 62) SECTION OUTSIDE OF THE VILLAGE CENTER



▲ PROPOSED MAIN STREET (NC 62) SECTION IN THE VILLAGE CENTER

PLAN VIEW OF SURRETT DRIVE IMPROVEMENTS



PROPOSED SECTION FOR SURRETT DRIVE ▲

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6 THE MASTER PLAN

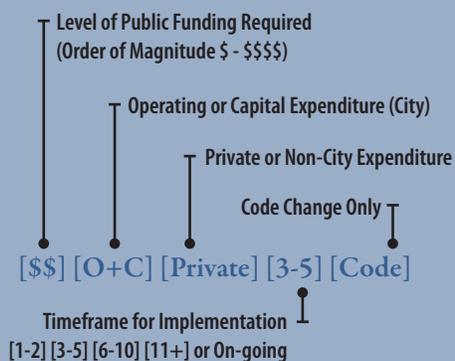


The plans shown in this section are intended to be conceptual build-out visions for significant and prototypical areas of Trinity. The purpose of these conceptual plans is not to require strict conformance to each building or parcel as drawn, but to show general patterns and intensities and potential development/redevelopment opportunities that are consistent with the community’s goals. These conceptual plans are also meant to illustrate the desired development principles that have been articulated by residents and stakeholders. Care was taken in the design process to envision development alternatives based on property boundaries or known opportunities for parcel consolidation as well as the market feasibility for the scale, amount, and type of development.

While the illustrations shown in this section are preferred build-out alternatives created with public input and review during the charrette process, the conceptual plans are not intended to preclude site-specific modifications. It is assumed that any modifications will be the result of specific programmatic and market analysis.

Future development and redevelopment proposals for these sites should be expected to reflect the following aspects of the concept plans: the general street network; street connections and rights-of-way; open space areas and usable public spaces; general intensity of development; urban pattern (relationship of buildings to the streets and adjacent properties); building massing; street and pedestrian circulation patterns. Further, developments on these sites should mix uses both horizontally (within sites) and vertically (within buildings), where appropriate.

Key to Action Items



The conceptual development plans laid out in this plan were created with the assumption that their implementation would be accomplished primarily through private and/or institutional investment, with willing buyers and willing sellers and not through eminent domain. Although there will be roles for government investment in implementation of these concept plans (e.g., infrastructure improvements, public facilities, and development and enforcement of regulatory standards), the primary mechanism for accomplishing the physical vision embodied in these concepts will be the initiative of property owners, developers, and business owners in concert with the City’s adopted policy and regulatory processes.

CATALYST SITE OPPORTUNITIES MAP ▼



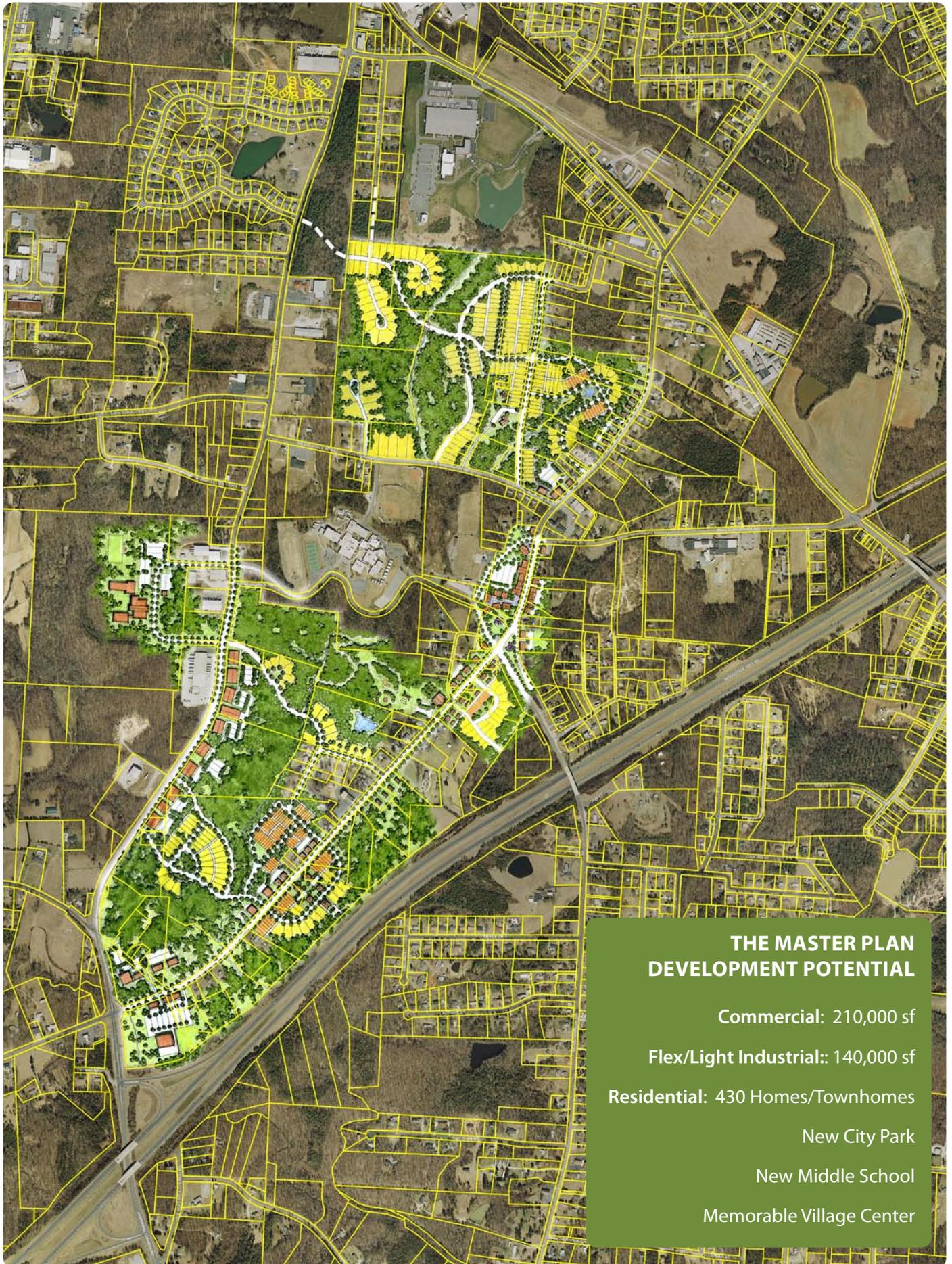
Northern Gateway

City Park

Mendenhall

Southern Gateway

The Village Center



MP 1.0 | NORTH MAIN STREET

This catalyst site is home to the Trindale Mini Mart, a railroad crossing and a view of the water tower. This is also the intersection of Sealy Drive and NC 62 and marks the northern city limits of Trinity. Several small scale recommendations are illustrated in this perspective rendering. These “small victories” can make a tremendous visual impact on the impression residents and visitors have when they enter the community.

MP 1.1 Develop Monument Entry Signage for the City. Monument signage at this location will help create a gateway effect and also show the pride of Trinity residents in their community. A low brick wall with supporting columns on either end would follow the historic architectural character of the City. Bold lettering and the City’s vision slogan will give visitors a preview of what is to come as they travel through the community. Lighting and low landscaping should enhance the signage and add to the beauty of the area. [\$\$] [C] [3-5]

MP 1.2 Encourage the Replacement of the Gas Station Awning. This improvement will add a great deal of architectural character to the gateway scene. The dated canopy promotes a look of disrepair and lack of pride. The new awning will provide a nice back drop for the proposed entry signage. Introducing a mansard roof form and more traditional construction techniques will add to the beauty of this feature. [Private]

MP 1.3 Permit Residentially-Scaled Mixed-Use Infill along NC 62. By introducing housing of a similar architectural vocabulary as those found on NC 62, the picture begins to feel complete. This drives home the impression that this is a growing community that respects its past while looking forward. [Code]

MP 1.4 Plant Street Trees along NC 62. The addition of street trees along this corridor will add a sense of rhythm to the experience that is currently lacking. This visual cue will also signal to the driver to begin to slow down as they are now entering the City. [\$\$] [C] [1-2]



EXISTING CONDITIONS ▲

▼ NORTHERN GATEWAY PROPOSED IMPROVEMENTS



Street Trees

Infill Housing

Monument Signage & Landscaping

New Awning

MP 2.0 | MENDENHALL

This site is located west of NC 62 and north of Mendenhall Road. Most of the area is heavily wooded with the stream and floodplain bisecting the area from north to south. A few historic structures exist in the area as well as the Trinity Post Office and a local church.

MP 2.1 Permit Residentially-Scaled Mixed-Use Infill along NC 62. (see page 70 for illustration)

By continuing the native architectural vocabulary along this corridor, the introduction of new office space will seamlessly fit into the community. Potential uses for these spaces include insurance companies, doctors' offices, salons, or perhaps a tea house. These buildings could even be considered mixed use opportunities if they became live/work units for the business owners or employees. [Code]

MP 2.2 Enforce the Preservation & Encourage the Enhancement of the Stream/Floodplain Area.

This area can be enhanced by the addition of a greenway system along the western bank of the stream. This maintained woodland also serves as a wildlife corridor through the proposed infill development. When this area develops, require the developer to implement a single crossing for vehicular access. This provides options for local residents in navigating from one side of town to the other and will serve to relieve the pressure on the main arterials as development begins to increase. [Code]

MP 2.3 Permit Infill Housing that Respects Environmental Challenges.

While considering floodplain areas, topography, historic structures, and existing circulation patterns, a strategic infill housing plan was developed for this area. The housing in these schemes is largely single family at a relatively low density per acre to reflect the more rural nature of Trinity. [Code]

MP 2.4 Plan for Future Connections to Archdale.

This new development concept illustrates an opportunity to connect NC 62 and Surrett Drive with a connector street that intersects with Daniel Park Drive in Archdale. Another logical connection would be to Oak Knoll Drive, also in Archdale. [\$] [O] [3-5]

MP 2.5 Encourage the School System to Consider a Portion of the Area as a Potential Middle School Site.

Alternate B illustrates how a middle school would fit nicely onto an assemblage of a few properties in the area. This provides the school district with an alternative location to the proposed middle school site off of Surrett Drive that places the school behind light industrial facilities. Providing a school site within a neighborhood is a more sustainable approach for the City because it takes advantage of the ability for children to walk and bike to school. [Private]

MP 2.6 Visually Upgrade the Post Office.

The current Post Office on NC 62 is a brick utilitarian structure set within a block containing a number of historically significant structures. With some basic aesthetic improvements to the front facade that can be made along with any needed expansions to accommodate the community's growth, this building can fulfill the traditional role of the post office as a landmark in the community. [\$\$\$] [C] [Private] [6-10]

▼ EXISTING CONDITIONS & PROPOSED PHASING /ALTERNATIVE CONCEPTS



Existing Conditions



Alternate A: Phase 1



Alternate A: Phase 2



Alternate B: Concept with Middle School

DEVELOPMENT POTENTIAL

Alternate A Residential: 220 Homes

Alternate A Commercial/Mixed Use: 40,000 sf

Alternate B Residential: 90 Homes

Alternate B Commercial/Mixed Use: 40,000 sf

New Middle School



EXISTING CONDITIONS ▲

▼ MIXED USE INFILL WITH RESIDENTIAL CHARACTER



Remodeled Home

Sidewalk

New Trees (on private property)

Existing Home

Infill Housing (4 unit structure shown)

Sidewalk

Existing Home



EXISTING CONDITIONS ▲



- |
Sidewalk
- |
New Residential Scaled
Mixed Use Building
- |
New Canopy Trees on
Private Property
- |
New Post Office Facade

▲ PROPOSED IMPROVEMENTS TO NORTH MAIN STREET AT THE POST OFFICE

As a civic structure, the Post Office should be given prominence through its use of classical architecture—something similar to the original college buildings that gave birth to this community over a century ago. This would serve as a visual cue to those entering Trinity from the north that they have officially arrived and are approaching the heart of the City. The approach sequence into the village center area is enhanced by street tree plantings and the introduction of sidewalks. Also illustrated is more mixed use infill with residential character and style; this building could house several businesses and provide living units above.

MP 3.0 | VILLAGE CENTER

This site is by all historic and cultural accounts the center of the community. The original Trinity College buildings were located in this area but have been gone for many years. The Braxton Craven Middle School is sited along NC 62 with the High School Football Field located to its rear. A few historic structures can be found in the area along with the City’s two gazebo structures—one that houses the original Trinity College bell and the other displaying historic images.

MP 3.1 Align Meadowbrook Drive and High School Drive. The plan illustrates this new alignment that simplifies and streamlines the traffic patterns in the village center area. Many options were considered; however, a traditional T intersection was chosen to maintain the rural character of this crossroads. [\$\$\$] [C] [3-5]

MP 3.2 Permit the Development of Multi-Story, Mixed-Use Buildings (1-2 stories). (See illustrations on page 80 & 81) As new development begins in Trinity, the character of the City should be preserved with an appropriate scale. The new buildings that compose the Village Center are intended to have shops and retail functions on the lower levels with office or residential units above. This helps create a 24 hour population in the heart of the village. With this approach, a viable, exciting “place” is created and becomes the identifiable center for this community. [Code]

EXISTING ▼ CONDITIONS



MP 3.3 Require the development of walkable streetscapes. A great place is inherently walkable, and this plan intends to create that environment through the articulation of the streetscape. Wide sidewalks in this area along with street trees and appropriately scaled lighting fixtures will all contribute to a pedestrian friendly environment. [Code]

MP 3.4 Permit small-scale buildings to be built close together in the village center but require varying roof lines and unique facades. Trinity has the opportunity to create something new while respecting its history in the way the development is articulated. This center should not be composed of buildings that all look alike or are made of the same materials. The most unique spaces are those that develop over time in a sort of eclectic manner. This can be achieved even with new development by using design guidelines that encourage creativity and variation while using a classic architectural palette. [Code]

MP 3.5 Create a Village Green. Public open space often defines a community of this size. It becomes the “place” where everyone gathers and special events take place. The plan suggests an informal green with groupings of trees, an open lawn area, and perhaps a historic sculpture or piece of public art as the centerpiece to denote the former Trinity College. [\$\$\$] [C] [6-10]

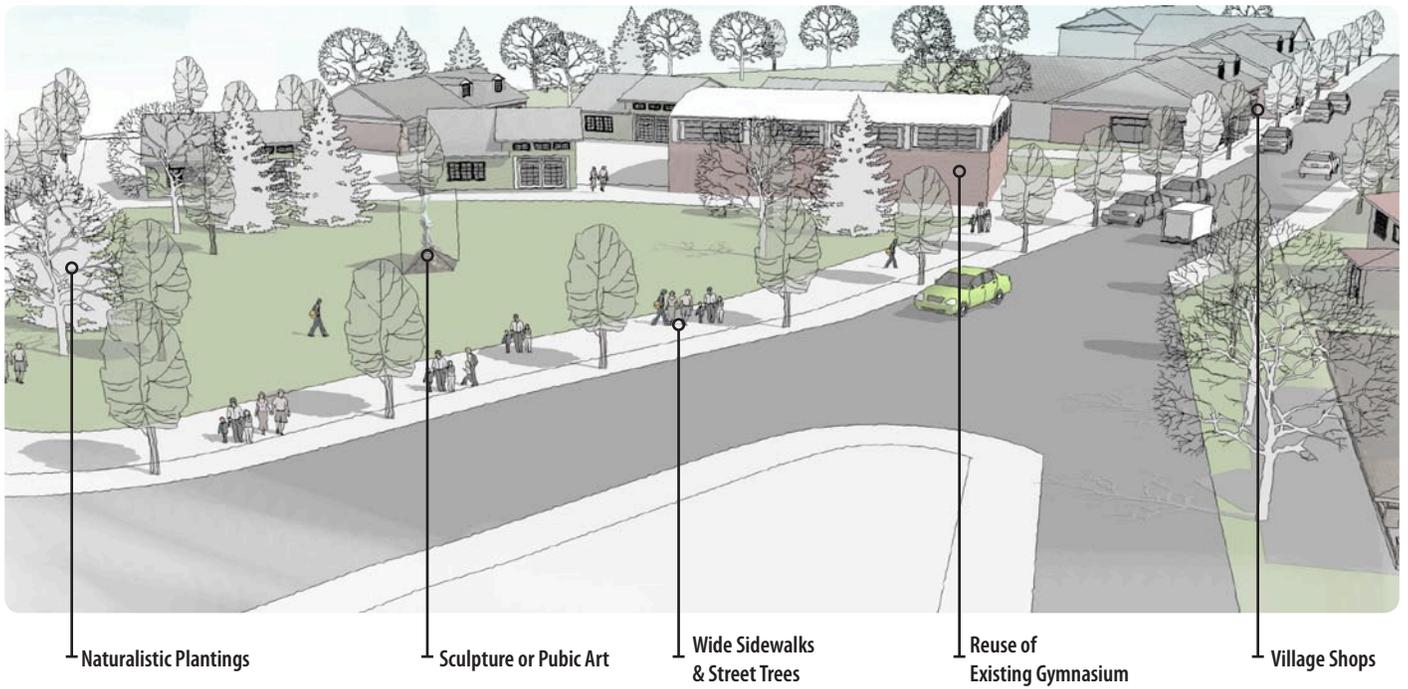
PROPOSED VILLAGE CENTER



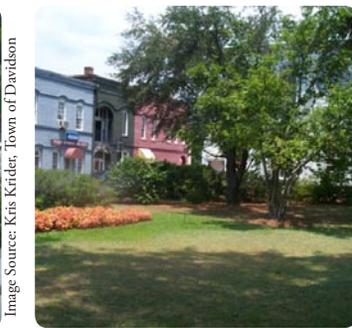
VILLAGE CENTER DEVELOPMENT POTENTIAL

Mixed Use: 80,000 sf
Housing: 50 Homes/
Townhomes

**BIRDSEYE VIEW LOOKING NORTH UP MAIN STREET (NC 62) OF THE
PROPOSED VILLAGE CENTER AREA**



Davidson, NC



Cheraw, SC



Germantown, TN



Madison, WI

**PRECEDENT IMAGERY ▲
FOR THE VILLAGE ►
GREEN**



Collierville, TN



Kentlands, MD



Matthews, NC



EXISTING CONDITIONS ▲

▼ CONCEPTUAL VIEW OF MAIN STREET LOOKING SOUTH



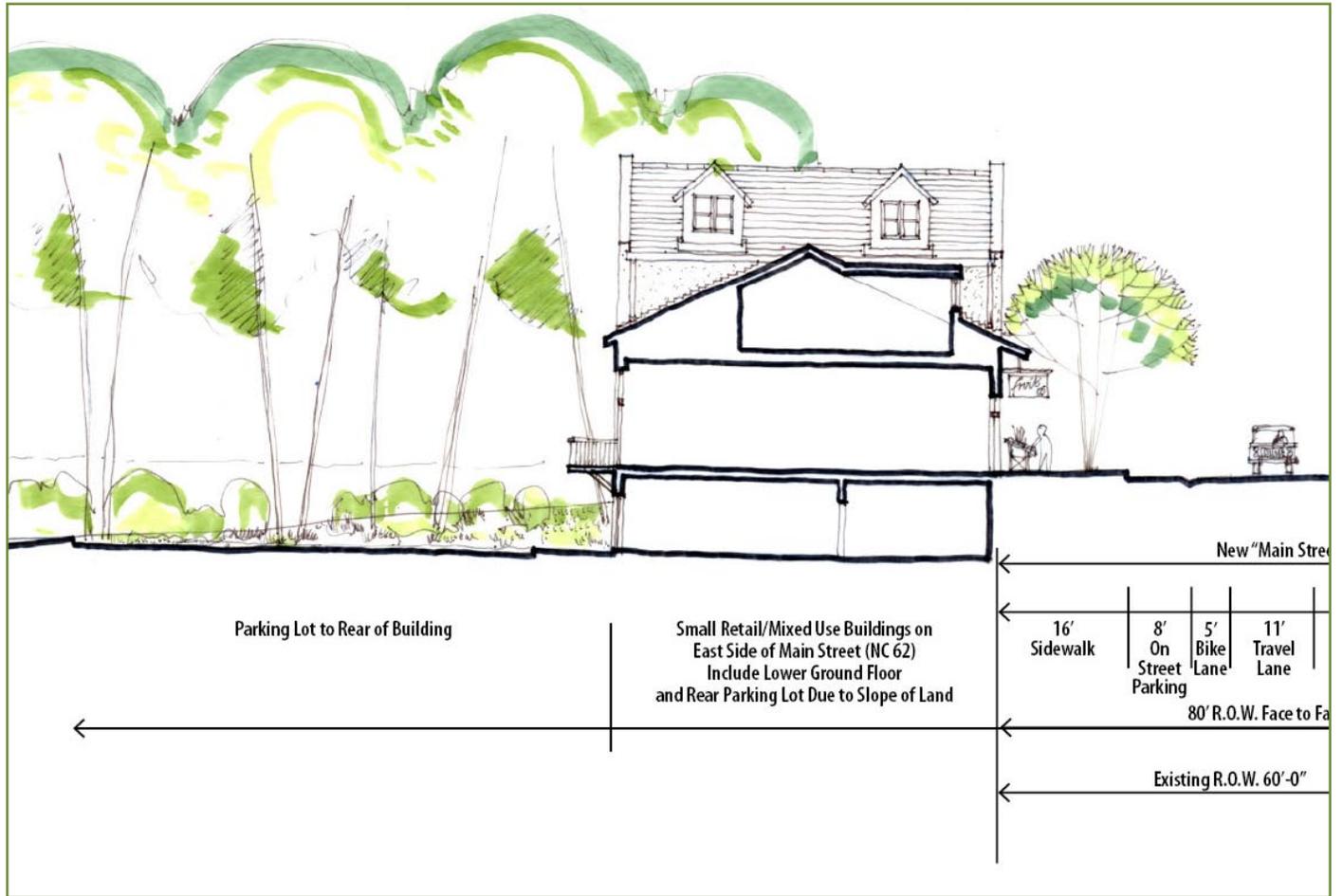
Streetscape Elements
(Lighting & Trees)

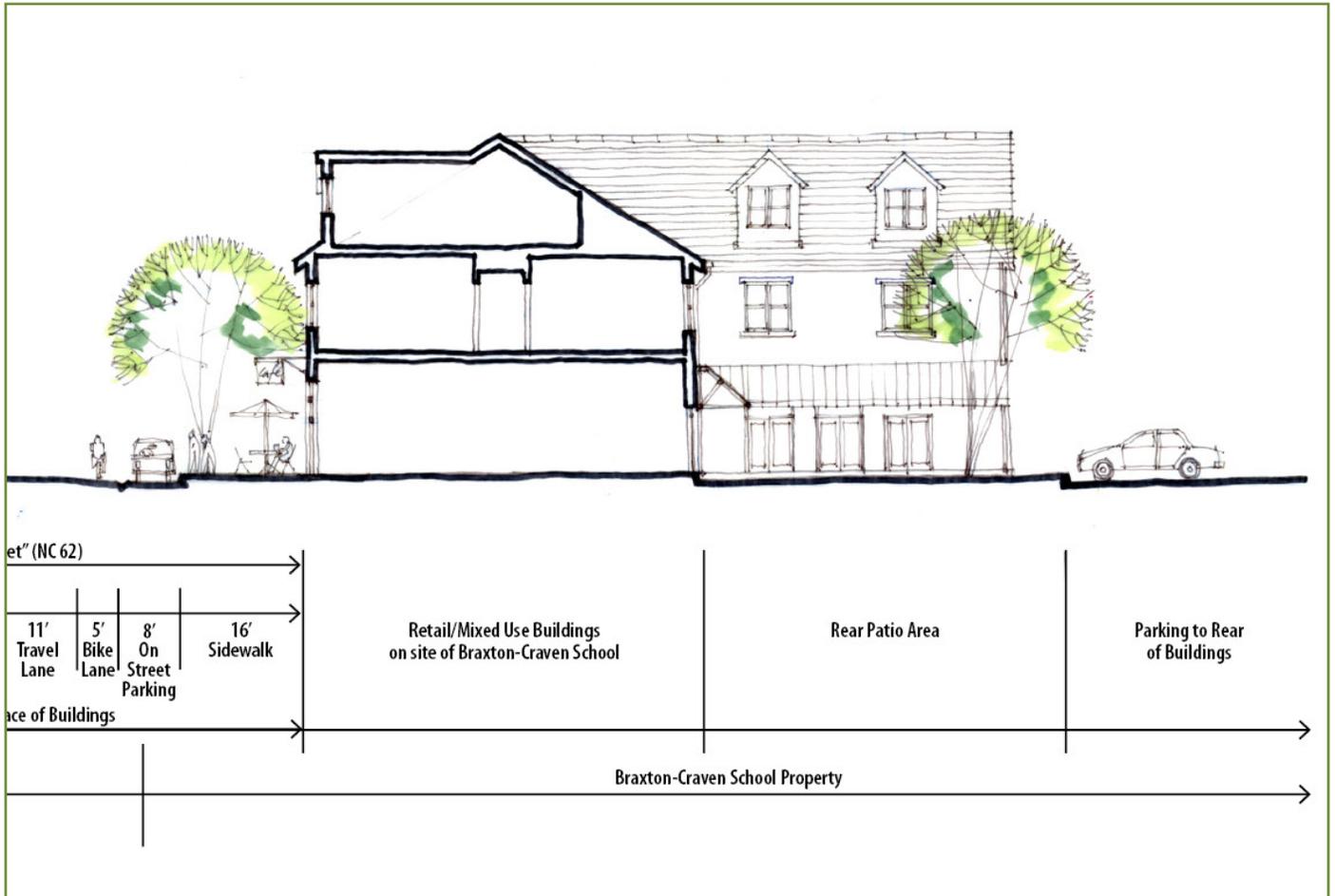
Variation in
Roof Form

On-Street Parking

Pedestrian Crosswalks

Sidewalks





▲ PROPOSED MAIN STREET CROSS SECTION

MP 4.0 | CITY PARK

The site is located off of NC 62 and encompasses approximately 27 acres. The site is largely wooded and is bisected by the creek. City offices are located on the site in buildings that could move or change over time. The area is sloping down to the creek which makes development difficult.

MP 4.1 Create a Passive Public Park Space with Trails, Picnic & Play Facilities, and an Amphitheater. As public property, this is an ideal location to create an area that can be appreciated and used by all of Trinity’s citizens. The land lends itself to becoming a passive park with trails worked through strategic locations including by the Bathing Rock (a historic feature of the site). Along the trails could be programmed spaces for play and picnicking. Finally, the natural topography makes this area appropriate for a small amphitheater to be used for local performances. [\$\$\$] [C] [1-2]

MP 4.2 Incorporate the Veteran’s Memorial in a Place of Prominence. The plans show two alternative locations for the planned Veteran’s Memorial. The first option places the memorial on axis with the main entry drive. This location is certainly the more secluded of the two choices; however, a feature such as this often develops into a quiet, reflective space that is best suited for a location such as this. The second option places the memorial along NC 62 (Main Street) alongside the proposed City Hall building. This choice definitely brings the Memorial closer to the Village Center and all of the activity associated with City Hall. In this scenario, the memorial space is more conducive to community gatherings and daily use by City staff. [Private] [3-5]

MP 4.3 Create a Strong Visual Connection Between the Location of City Hall and the Village Center. Both alternatives show City Hall located close to NC 62 (Main Street). This gives the civic structure visual prominence and is a welcoming feature for the park behind. [\$\$\$\$] [C] [6-10]



Prominent City Hall Building



Amphitheater (Paso Robles, CA)



Play area for children



Covered picnic area with seating

**EXISTING ▼
CONDITIONS**





▲ CITY PARK - OPTION A



▲ CITY PARK - OPTION A

MP 5.0 | THE SOUTHERN GATEWAY AND SURRETT DRIVE

This area is bounded by NC 62 and Surrett Drive and serves as the southern gateway of Trinity for those individuals using I-85 and the Trinity interchange. The area is bisected by the creek and is largely wooded with some scattered development.

MP 5.1 Permit the Light Industrial Development Pattern to Continue along Surrett Drive. This corridor has developed over time as light industrial, and this plan continues that theme. The only difference is in the way the light industrial or flexible space is articulated. The plan suggests requiring design standards from development along this corridor—facade enhancements, landscaping, and parking hidden behind the buildings. [Code]

MP 5.2 Permit Infill Housing that Respects Environmental Challenges and Offers Affordable Options to Residents. This area of the City has many environmental challenges including steep topography and creek/floodplain restrictions. However, there are key locations where residential infill would be possible. In constrained locations such as this, higher density configurations are the most sustainable approach. This also offers perhaps more affordable housing choices in the form of multi-family units. [Code]

MP 5.3 Permit the Development of Regional Commercial at the I-85 Interchange. With high visibility and high traffic counts, this gateway location is ideal for a traditional grocery/pharmacy development scheme with outparcels that help to frame the entrance to Old Town. [Code]



◀ EXISTING CONDITIONS





EXISTING CONDITIONS ▲

CONCEPTUAL OUTPARCEL
▼ DEVELOPMENT AT THE
SOUTHERN GATEWAY AT
NC 62 AND



Street Trees

Outparcels Address
Street

Sidewalks Setback from
Street



EXISTING CONDITIONS ▲

▼ IMPROVED LANDSCAPING
ALONG LIGHT
INDUSTRIAL CORRIDOR
OF SURRETT DRIVE



Improved Landscaping

Sidewalks set back
from Street



◀ PROPOSED MIDDLE SCHOOL SITE
OFF OF SURRETT DRIVE



◀ ALTERNATIVE USE OF SITE AS
BUSINESS/INDUSTRIAL PARK

On page 76, the plan suggests an alternative location for the middle school within the Mendenhall neighborhood. A logical approach to the current middle school property would be to create a light industrial business park that is more compatible with the surrounding uses. The school system should consider these options before committing to a location. Schools have become drive-to destinations as opposed to being located in the heart of a neighborhood or community where children can walk and bike to school on safe neighborhood streets. The opportunity exists for Trinity to break this cycle of unsustainable practices and create a school for an environmentally conscious generation of students.



▲ THE MASTER PLAN



▲ THE MASTER PLAN WITH ALTERNATIVES

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

The question is how.”

*- Edward T. McMahon,
The Conservation Fund*



TRINITY
OLD TOWN

