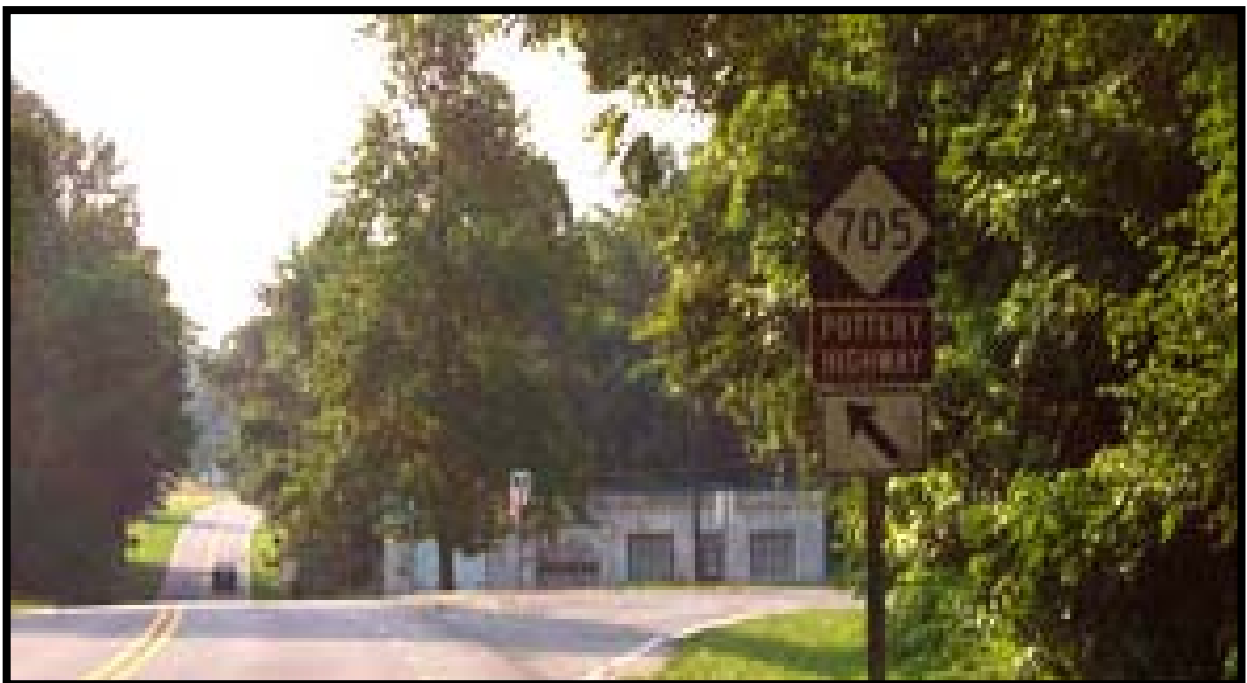


# THE SEAGROVE CREATIVE ECONOMIES ACTION PLAN

AUGUST 2007



*The Seagrove  
Creative Economies Action Plan*

*August 2007*



*Piedmont Triad Council of Governments*



**- The Seagrove Creative Economies Action Plan -**

This action plan was developed by the Seagrove Strategic Planning Committee representing the Town of Seagrove; Seagrove Business Owners; the Randolph County Planning Department; the Randolph County Recreation and Tourism Development Authority; the Randolph County Economic Development Corporation; the Seagrove Area Potters Association; the Museum of Traditional North Carolina Pottery; the North Carolina Pottery Center; and the North Carolina Arts Council. Funding for the project was provided through a Creative Economies Grant from the North Carolina Arts Council in partnership with the Town of Seagrove. The Piedmont Triad Council of Governments (PTCOG) designed, facilitated and documented the strategic planning process. The plan provides recommendations for strategic actions to address key tourism development issues in the Town of Seagrove and the surrounding Seagrove Pottery Region.

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**Seagrove Strategic Planning Committee:**

Carol Gentithes	Seagrove Area Potters Association
Hal Johnson	Randolph County and the Recreation and Tourism Development Authority
Byron Knight	Seagrove Area Potters Association
Gene King	Seagrove Business Owners
Denny Mecham	North Carolina Pottery Center
Bonnie Renfro	Randolph County Economic Development Corporation
Michael Walker	Town of Seagrove and the Museum of Traditional North Carolina Pottery
Jeffrey York	North Carolina Arts Council

**Seagrove Town Council:**

Michael Walker	Mayor
Ruby Mullin	Mayor Pro Tem
Scott Auman	Town Council
David Garner	Town Council
Barbara Graves	Town Council
Gordon Milks, Jr.	Town Council

**PTCOG Project Staff:**

Paul M. Kron – Regional Planning Director

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## Executive Summary

**Chapter 1: Action Plan – Purpose and Background** – The purpose of the *Seagrove Creative Economies Action Plan* is to provide practical recommendations to improve the creative economy for the Town of Seagrove, the area potteries, and the North Carolina Pottery Center (NCPC). The Action Plan serves as a guide for elected officials, advisory boards, staff; business and community leaders; and citizens to enhance the town as a visitor destination, and strategically address the key cultural tourism development issues in and around Seagrove. In the Spring of 2007 the Town of Seagrove, in partnership with the North Carolina Pottery Center (NCPC), contracted with the Piedmont Triad Council of Governments (PTCOG) to assist in designing and facilitating the development of the *Seagrove Creative Economies Action Plan*. An 8-member Seagrove Strategic Planning Committee was formed to steer the planning process and to devise an action plan for future tourism development efforts. The project is funded through a North Carolina Arts Council Creative Economies Grant, with additional funding provided by the Town of Seagrove.

**Chapter 2: Action Plan – Process** – The Seagrove Strategic Planning Committee used the following four-step strategic planning process to accomplish its mission:

- Step 1 – Identify Key Tourism Development Issues
- Step 2 – Prioritize Key Issues and Opportunities
- Step 3 – Identify, Select and Refine Solutions
- Step 4 – Write and Refine Action Plan Recommendations

**Chapter 3: Action Plan – Recommendations** – The four primary goals of the Seagrove Creative Economies Strategic Plan are to:

1. Create a pedestrian-friendly environment for Seagrove for the benefit and enjoyment of both residents and visitors.
2. Improve Seagrove's visual appearance.
3. Improve Seagrove's visitor way-finding, orientation and engagement system.
4. Make strategic infrastructure (sewer) investments to improve the quality of life for Seagrove residents and businesses and to better support tourism development.

To help accomplish the four primary goals of the Seagrove Creative Economies Strategic Plan the committee recommends implementation of the following strategic actions organized by Pilot Projects, Programs, and Plans and Policies in *Table 2 - Recommended Actions to Achieve Primary Goals* below.

**TABLE 2 – Recommended Actions to Achieve Primary Goals**

Primary Goals of the Action Plan	Recommended Actions
<p align="center"><b><u>GOAL 1</u></b></p> <p>Create a <u>pedestrian-friendly environment</u> for Seagrove for the benefit and enjoyment of both residents and visitors.</p>	<p><u>Pilot Project</u>: Apply for NCDOT Pedestrian Master Plan Grant funds (\$16,000 + \$4,000 match = \$20,000)</p> <p><u>Program</u>: Establish an annual pedestrian system expansion &amp;/or improvement program to implement the recommended pedestrian plan (especially in CBD to link key resources)</p> <p><u>Plans &amp; Policies</u>: Amend the Seagrove subdivision ordinance to require sidewalks and/or impact fees to pay for sidewalks</p> <p><u>Plans &amp; Policies</u>: Develop, adopt &amp; implement a Pedestrian System Master Plan to link key resources with a well-integrated pedestrian network.</p>
<p align="center"><b><u>GOAL 2</u></b></p> <p>Improve Seagrove's <u>visual appearance</u>.</p>	<p><u>Pilot Project</u>: Undertake the design &amp; installation of one or two beautification &amp;/or pocket park projects.</p> <p><u>Program</u>: Establish a Community Appearance Commission.</p> <p><u>Program</u>: Establish an annual community appearance improvement program to implement the recommended community appearance plan (especially in the CBD and at key community gateways and intersections)</p> <p><u>Plans &amp; Policies</u>: Amend the Seagrove sign ordinance to encourage more creativity &amp; flexibility in sign design.</p> <p><u>Plans &amp; Policies</u>: Amend the Seagrove zoning ordinance to encourage more creativity &amp; flexibility in shop design to create a more visually pleasing &amp; inviting CBD.</p> <p><u>Plans &amp; Policies</u>: Develop, adopt &amp; implement a Community Appearance Master Plan for improving Seagrove's visual appearance, especially in the CBD &amp; along main corridors.</p>
<p align="center"><b><u>GOAL 3</u></b></p> <p>Improve Seagrove's visitor <u>way-finding</u>, orientation and engagement system.</p>	<p><u>Pilot Project</u>: Design &amp; install the first information kiosk</p> <p><u>Pilot Project</u>: Design &amp; install key way-finding signs</p> <p><u>Program</u>: Enhance visitor information &amp; services at the NCPC including demonstrations &amp; reduced fees</p> <p><u>Program</u>: Establish an annual kiosk installation &amp; on-going maintenance program.</p> <p><u>Plans &amp; Policies</u>: Develop, adopt &amp; implement a Way-Finding Master Plan to help visitors get oriented, discover opportunities and find their way.</p>
<p align="center"><b><u>GOAL 4</u></b></p> <p>Make strategic <u>infrastructure</u> (sewer) investments to improve the quality of life for residents &amp; businesses and to better support tourism development.</p>	<p><u>Pilot Project</u>: Provide sewer to the Seagrove central business district (CBD)</p>

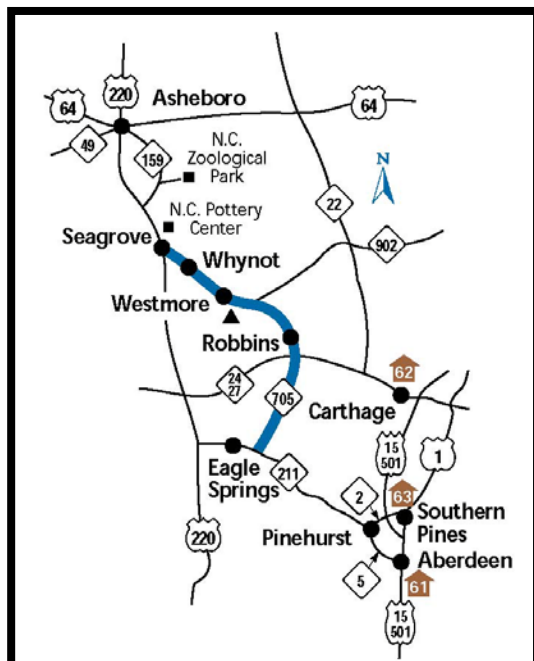
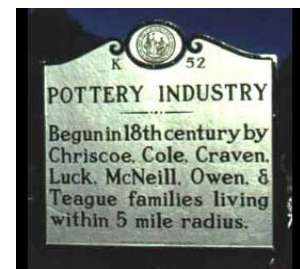
# Chapter 1: Action Plan – Purpose and Background

## Purpose

The purpose of the *Seagrove Creative Economies Action Plan* is to provide practical recommendations to improve the creative economy for the Town of Seagrove, the area potteries, and the North Carolina Pottery Center (NCPC). The Action Plan serves as a guide for elected officials, advisory boards, staff; business and community leaders; and citizens to enhance the town as a visitor destination, and strategically address the key cultural tourism development issues in and around Seagrove. The plan outlines key issues in seven general categories and a variety of tourism development themes illustrating some of the community's specific challenges and opportunities. Potential solutions to address top-priority tourism development issues are presented in three general categories: *Plans & Policies*, *Programs*, and *Pilot Projects*. The plan also outlines the purpose, timeframe, responsible parties and necessary resources needed to implement recommended tools and solutions.

## Background

The art of crafting traditional pottery in North Carolina began around 1750 in the Seagrove area, which today includes portions of Randolph, Chatham, Moore and Montgomery Counties. Consequently, the Seagrove area is officially recognized as the birthplace of North Carolina traditional pottery (see NC Senate Bill 884 adopted on June 7, 2005). The Town of Seagrove is located south of the City



of Asheboro in Randolph County about a mile east of US 220. The community has a 250-year old tradition of pottery making. Many potters in the area can trace their "pottery lineage" back 5 to 10 generations. The 25-mile long *Pottery Road Scenic Byway* begins in Seagrove and winds its way south along NC 705 through Whynot, Westmore and Robbins – ending near Eagle Springs in Moore County. There are over 80 potteries within the vicinity of the byway, and many are located directly along the route. In addition, there are over 100 different pottery locations in and around the Town of Seagrove. The annual Seagrove Pottery Festival is held the weekend before Thanksgiving and has become the premier traditional pottery event in the state.

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The North Carolina Arts Council (NCAC) has a long-standing interest in the pottery-making traditions of Randolph, Moore and Montgomery Counties. In its estimation, these traditions are some of North Carolina's most important cultural resources. Because of the regional, national and even international attention these unique and authentic pottery traditions draw, they are also extremely important economic assets for these counties. In the late 1980s the NCAC Folk Life Institute took on the task of moving the North Carolina Pottery Center from the idea stage to reality. Since the Center opened its doors in 1998, NCAC staff has been strengthening ties with the Town of Seagrove, county planners, tourism professionals, and economic development specialists as well as continuing to support the Pottery Center's growth.



In 2006, the NCAC assisted the NC Folk Life Institute, the Town of Seagrove and the North Carolina Pottery Center in applying for a STEP Grant through the North Carolina Rural Center. NCAC also invited the Pottery Center to apply for a NCAC Creative Economies Grant – designed to assist communities utilizing cultural resources in economic development. The NCAC Board funded the Pottery Center's proposal, with the bulk of the grant funds being used to complete a detailed landscape and land use master plan for the Pottery Center's nine-acre campus. The Center's immediate goal is to utilize the nine-acre site in ways that enhance the Town of Seagrove. The longer-term goal is to create a welcoming cultural gateway in Seagrove to support the larger community of potters throughout the Seagrove Pottery Region.

In the Spring of 2007 the Town of Seagrove, in partnership with the North Carolina Pottery Center (NCPC), contracted with the Piedmont Triad Council of Governments (PTCOG) to assist in designing and facilitating the development of the *Seagrove Creative Economies Action Plan*. An 8-member Seagrove Strategic Planning Committee was formed to steer the planning process and to devise an action plan for future tourism development efforts. Committee members include Carol Gentithes (Seagrove Area Potters Association), Hal Johnson (Randolph County Planning Director and County Recreation and Tourism Development Authority), Byron Knight (Seagrove Area Potters Association), Gene King (Seagrove business owner), Denny Mecham (Director of the North Carolina Pottery Center), Bonnie Renfro (Director of the Randolph County Economic Development Corporation), Michael Walker (Mayor of the Town of Seagrove and representative Board member of the Museum of Traditional North Carolina Pottery), and Jeffrey York (North Carolina Arts Council).



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## Chapter 2: Action Plan – Process

The Seagrove Strategic Planning Committee used the following four-step strategic planning process to accomplish its mission:

- Step 1 – Identify Key Tourism Development Issues
- Step 2 – Prioritize Key Issues and Opportunities
- Step 3 – Identify, Select and Refine Solutions
- Step 4 – Write and Refine Action Plan Recommendations

### **Step 1 – Identify Key Issues**

At their first meeting in May 2007, committee members participated in a brainstorming workshop designed to build a common understanding of key strategic tourism development issues that need to be addressed. The focus question for the workshop was: “*What are the key tourism development issues in Seagrove?*” Key issues were clustered and named by the group and are summarized in *Table 1 – Key Issues – Meeting #1 Workshop Results*. Task Force members identified the following seven clusters of key issues:

- Undertake an inclusive promotional campaign
- Expand the role of the North Carolina Pottery Center
- Invest in local infrastructure
- Invest in and diversify visitor amenities and businesses
- Invest in community appearance improvements
- Invest in visitor engagement and education
- Seek funding to address key issues

Following their workshop, Task Force members discussed the common themes identified and the need for a strategic plan to address these issues and themes. Members were surprised by how much common ground there was among the variety of stakeholders represented on the committee. Members were especially pleased to discover so many common interests and opportunities for different interest groups to work together and benefit from implementation of the plan. Key tourism development themes identified by the committee are illustrated in *Figure 1 – Tourism Development Themes in Seagrove* below.



**TABLE 1 - Key Issues – Meeting #1 Workshop Results  
Seagrove Creative Economies Action Plan**

UNDERTAKE INCLUSIVE PROMOTIONAL CAMPAIGN	EXPAND THE ROLE OF NC POTTERY CENTER	INVEST IN LOCAL INFRASTRUCTURE	INVEST IN & DIVERSIFY VISITOR AMENITIES AND BUSINESSES	INVEST IN COMMUNITY APPEARANCE IMPROVEMENTS	INVEST IN VISITOR ENGAGEMENT & EDUCATION	SEEK FUNDING
Analyze and <u>market</u> the entire <u>Seagrove Pottery Region</u>	Identify key <u>existing roles</u> and <u>future potential roles</u>	Make strategic <u>transportation</u> investments (e.g. thoroughfare corridor improvements, access management, planted median, way-finding signage, shuttle service)	Make strategic investments in <u>visitor amenities</u> : <ul style="list-style-type: none"> <li>● Restrooms</li> <li>● Kiosks / Benches</li> <li>● Way-finding signs</li> <li>● Street lights</li> </ul>	Make strategic <u>community appearance</u> investments (place overhead line underground)	Create a unified, coordinated and updateable <u>Visitor Resource Map for both walking and driving tours</u>	Work with Randolph County to establish "Tourism Asset Development Plan" (ID products ready to market)
Make connections with visitors to the <u>NC Zoo Park</u>	Focus on history and tradition	Make strategic alternative transportation investments (e.g. bike lanes & trails, shuttle service, etc.)	Encourage <u>tourism uses</u> : <ul style="list-style-type: none"> <li>● Restaurants</li> <li>● Lodging</li> <li>● Retail / Grocery</li> <li>● Restrooms</li> </ul>	Strike a <u>balance between creativity</u> of shop-owners & artists and need for <u>coherent common identify</u> and branding	Create a unified, coordinated <u>way-finding sign system</u>	Identify sources of funding for various policies, programs and projects.
Create a strong <u>sense of identity</u> (e.g. brand, logo, "handmade capital of the USA")	Focus on <u>educational opportunities</u> (e.g. pottery camp, folk art school, etc.)	Make strategic <u>pedestrian transportation investments</u> (sidewalks, crosswalks, signals)	Encourage a wide range of <u>arts-related spin-off businesses</u> (glass, textiles, photography, sculpture, theater, dance, design)	Undertake a <u>corridor study</u> along key community gateways to improve appearance	Create a unified, coordinated <u>website</u> for all visitor resources and amenities	Seek broader economic development beyond tourism to further <u>diversify the local economy</u>
Develop and promote Seagrove as a major tourism <u>destination</u>	Develop the NCPC 9-acre site into a <u>community park</u> <ul style="list-style-type: none"> <li>● Picnicking</li> <li>● Playground</li> <li>● Grills</li> <li>● Trashcans</li> <li>● Trails</li> <li>● Cabin</li> </ul>	Make strategic <u>sewer investments</u> to encourage new tourism development <ul style="list-style-type: none"> <li>● Restaurants</li> <li>● Lodging</li> <li>● Retail</li> </ul>		Review and revise <u>regulatory tools</u> to encourage new development while maintaining and enhancing community appearance.	Create a unified, coordinated <u>event and activity calendar</u>	
Develop a coordinated <u>website</u>	Establish <u>partnerships</u> with other entities to create successful, win-win results			Pursue scenic by-way status for select routes to encourage visitor traffic	Attract older, upper-income "cosmopolitans" from out of region & state (e.g. ABC)	

**FIGURE 1 – Tourism Development Themes in Seagrove**



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## **Step 2 - Prioritize Key Issues and Opportunities**

### **TOWN MEETING - PURPOSE**

The Town of Seagrove, in partnership with the North Carolina Pottery Center, hosted a Town Meeting on May 17, 2007 from 7:00 to 8:30 PM in the Randolph County Public Library in Seagrove. The primary purpose of the Town Meeting was to provide community members an opportunity to identify and prioritize key tourism development needs and issues. Nearly 50 citizens participated in the Town Meeting and provided a wide variety of valuable ideas and issues concerning tourism development in and around Seagrove. This public input was, in turn, used to inform and guide the work of the Strategic Planning Committee, and to help refine and support the Committee's draft *Creative Economies Action Plan*.

### **TOWN MEETING - PROCESS**

The Town Meeting was facilitated by Paul Kron, Regional Planning Director with the Piedmont Triad Council of Governments, with assistance from members of the Seagrove Strategic Planning Committee. As attendees entered the meeting room about half of them participated in a short survey, by voting for the top two issues concerning tourism development in and around Seagrove (see *Summary of Results* below).

After receiving an overview of the planning process, meeting participants answered three questions in a small group setting, to identify key issues and concerns. Five groups of about eight to ten citizens answered the following questions:

***How can we improve the local & regional creative economy in & around Seagrove?***

- ***What should we expand of continue? (Likes)***
- ***What things should we change or stop? (Dislikes)***
- ***What things should we start? (Dreams)***

After individually writing answers to these questions, participants were asked to share their ideas with other members in their group. All ideas were listed on flip charts and placed on the wall of the meeting room. Participants then voted for the top five ideas or concerns generated during the group discussions. Results of this citizen involvement exercise (see *Summary of Results* below) were used by the Strategic Planning Committee to identify top-priority issues and to develop and refine its action plan.

## TOWN MEETING – SUMMARY OF RESULTS

### Informal Survey of Key Issues and Concerns

As attendees entered the meeting room they were asked to select the two most important issues concerning tourism development in and around Seagrove. Out of 16 issues listed, participants placed a total of 43 stars and identified Marketing & Promotion of the Seagrove Pottery Region (12 votes) and Providing Visitor and Tourist Amenities (restaurants, lodging, restrooms, sidewalks, shuttles, etc.) (12 votes) as the top two issues. Other key issues included Making the Seagrove Pottery Region a Destination (5 votes), Having a Grocery Store for the Area (5 votes) and Developing the Local Infrastructure – Especially Sewer (4 votes).

<b><i>What are the two most important issues concerning tourism development in &amp; around Seagrove?</i></b>	
12	Marketing & Promotion of the Seagrove Pottery Region
12	Provide visitor and tourist amenities (restaurants, lodging, restrooms, sidewalks, shuttles, etc.)
5	Making the Seagrove Pottery Region a destination
5	Other: Grocery Store for the Area
4	Develop the local infrastructure (sewer, water, trails, sidewalks, restrooms, parks, shuttles)
2	Improve community appearance (design guidelines for signs and scenic corridors)
1	Provide educational and camp experiences
1	Create a unified way-finding sign system to help engage visitors
1	Other: Potters keep hours they post
	Making a connection to the NC Zoo
	Developing an identity, brand &/or logo
	Establishing a coordinated website
	Expanding the role of the NC Pottery Center
	Focusing on pottery history and tradition
	Develop a community park at the NC Pottery Center
	Provide park amenities at the NC Pottery Center (play ground, grills, picnic tables, trails, etc.)
	Create partnerships among multiple entities
	Place overhead utility lines under ground
	Seek funding to development new tourism attractions
	Create &/or improve walking and driving maps
	Encourage spin-off arts businesses (glass, textiles, sculpture, photography, theater, dance, design)

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## **Workshop to Identify and Prioritize Key Issues and Concerns**

Participants worked in small groups to identify their likes, dislikes and dreams for tourism development in and around Seagrove. . A wide variety of issues and ideas were identified, ranging from providing sewer service to preserving Seagrove's small-town character and charm. Attendees voted for their top-five Ideas. Results were grouped into themes and are listed below in order of the percentage of overall votes received. A more detailed listing of all responses is provided in Appendix B – Detailed Results of the Seagrove Town Meeting – May 17, 2007.

Community Appearance – 66 Votes (31%) - The appearance of our community is important to the overall quality of life enjoyed by our residents and visitors, and can play a crucial role in future economic and tourism development efforts. Attendees cast 48 votes (22%) in support of efforts to beautify the town, preserve our rural, small-town character, reduce litter, and to adopt and enforce a junk ordinance. On the other hand 15 votes (7%) were cast against excessive community appearance regulations and 3 votes (1%) were cast in favor of allowing bill boards along interstate highways.

Commercial Development - 44 Votes (20%) – A large percentage of votes were cast in favor of encouraging a grocery store to locate in Seagrove. A majority of these votes also supported the sale of beer and wine within stores and restaurants.

Community Services and Facilities – 33 Votes (15%) - The quantity and quality of public services and facilities, especially sewer services, play a critical role in the quality of life for town residents and tourism development. Town Meeting participants indicated strong support (27 votes) for public sewer services.

Marketing and Promotion – 23 Votes (11%) – Attendees showed strong support for a far-reaching (regional, state, national & international) promotional strategy that highlights the Seagrove Pottery Region as a key tourism destination in North Carolina.

Coordination and Cooperation – 21 Votes (10%) – Continued efforts to coordinate among all of the key stakeholders and to foster cooperative, win-win partnerships were strongly supported by meeting participants.

Historic and Cultural Resources – 12% - Attendees were in favor of preserving, restoring and promoting the region's authentic historic and cultural resources and traditions, and using key architectural features (e.g. the old depot) as community focal points.

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Visitor and Tourism Amenities – 7 Votes (3%) – Several meeting participants recognized the importance of providing visitor amenities and a welcoming, receptive community.

Land Use and Growth Management – 5 Votes (2%) - A few participants encourage expansion of the Town's jurisdictional limits to encourage appropriate growth.

North Carolina Pottery Center – 2 Votes (<1%) – Two attendees supported expansion of NCPC facilities and programs as a top-priority.

Public Health and Safety – 1 Vote (<1%) – One attendee supported efforts to slow traffic in Town.

## **Discussion**

After reviewing and discussing the results of their group exercise, attendees participated in an open discussion and provided observations and suggestions to the following questions:

### What did we do tonight?

- We exchanged a lot of good ideas with one another.
- We began to build a consensus about key issues that need to be addressed.

### What interested you or surprised you?

- It's great to have such a big turn out
- I was surprised to have such a common set of issues identified among so many different stakeholders (potters, business owners, residents, local government representatives, and other interest groups).

### How many Town Residents are here tonight?

- 8 out of about 45 attendees

### How many own businesses within Town limits but live outside of Town?

- 17 out of about 45 attendees

### How many own businesses outside Town limits?

- 14 out of about 45 attendees

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What is most significant about what we did tonight?

- We started a dialogue among lots of different interest groups.
- We let folks who live outside of Seagrove have a voice in the process.
- We recognized the need for a strategy to have better coordination and cooperation among multiple groups (NCPC, SAPA, TPM, TDA, local government representatives, business owners, etc.)

What additional thoughts or ideas would you like to share?

- Shuttles might be an OK idea, but potters are concerned about possible bias.
- We want to preserve and enhance our Town's historic, "old time" feel
- Return & restore the train depot for a museum and chamber of commerce office.
- Restore a portion of the Old Plank Road as another visitor attraction.
- Consider adding additional TPM representatives to the Strategic Planning Committee (e.g. Richard Gilson or Judy Merritt).
- This was a very good meeting – thank you for the opportunity to share our ideas.



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## **Step 3 – Identify, Select and Refine Solutions**

### **Seagrove Strategic Planning Committee Meeting #2 – Summary of Results**

At their second meeting on May 31, 2007, members of the Seagrove Strategic Planning Committee reviewed the seven key issue clusters identified at their first meeting and the extensive list of issues identified and prioritized by the wider group of community members that attended the Town Meeting on May 17, 2007. Committee members then formed three small groups and participated in a workshop to identify potential tools and solutions for use in addressing top-priority tourism development issues and opportunities. One group focused on potential programs. Another group discussed potential pilot projects. A third group looked at potential plans, policies, guidelines and regulations for addressing key issues.

After considering and discussing a wide range of potential tools and solutions, each group selected its top two or three solutions, and worked together to generate strategic recommendations for addressing top issues. Each group outlined the specific purpose and/or place of the tool (why and where), the timeframe for carrying out the solution (when), the parties responsible for pursuing the solution (who), and the resources needed to successfully implement each strategy (how).

Committee members presented and discussed their small group recommendations and identified the following four major goals of the Seagrove Creative Economies Strategic Plan:

1. Create a pedestrian-friendly environment for Seagrove for the benefit and enjoyment of both residents and visitors.
2. Improve Seagrove's visual appearance.
3. Improve Seagrove's visitor way-finding, orientation and engagement system.
4. Make strategic infrastructure (sewer) investments to improve the quality of life for Seagrove residents and businesses and to better support tourism development.

## **Step 4 – Write and Refine Action Plan Recommendations**

Seagrove Strategic Planning Committee members requested PTCOG to assemble a draft strategic plan report based on the input received from the Town Meeting and from the results of their first two committee meetings. Members reviewed and refined the draft plan at their third committee meeting on July 19, 2007 and presented the draft plan to the Seagrove Town Council for its review and approval on August 14, 2007.



## Chapter 3: Action Plan – Recommendations

To help accomplish the four primary goals of the Seagrove Creative Economies Strategic Plan the committee recommends implementation of the following strategic actions organized by Pilot Projects, Programs, and Plans and Policies in *Table 2 - Recommended Actions to Achieve Primary Goals* below.

<b>TABLE 2 – Recommended Actions to Achieve Primary Goals</b>	
<b>Primary Goals of the Action Plan</b>	<b>Recommended Actions</b>
<p><b><u>GOAL 1</u></b> Create a <u>pedestrian-friendly environment</u> for Seagrove for the benefit and enjoyment of both residents and visitors.</p>	<p><u>Pilot Project</u>: Apply for NCDOT Pedestrian Master Plan Grant funds (\$16,000 + \$4,000 match = \$20,000)</p> <p><u>Program</u>: Establish an annual pedestrian system expansion &amp;/or improvement program to implement the recommended pedestrian plan (especially in CBD to link key resources)</p> <p><u>Plans &amp; Policies</u>: Amend the Seagrove subdivision ordinance to require sidewalks and/or impact fees to pay for sidewalks</p> <p><u>Plans &amp; Policies</u>: Develop, adopt &amp; implement a Pedestrian System Master Plan to link key resource s with a well-integrated pedestrian network.</p>
<p><b><u>GOAL 2</u></b> Improve Seagrove’s <u>visual appearance</u>.</p>	<p><u>Pilot Project</u>: Undertake the design &amp; installation of one or two beautification &amp;/or pocket park projects.</p> <p><u>Program</u>: Establish a Community Appearance Commission.</p> <p><u>Program</u>: Establish an annual community appearance improvement program to implement the recommended community appearance plan (especially in the CBD and at key community gateways and intersections)</p> <p><u>Plans &amp; Policies</u>: Amend the Seagrove sign ordinance to encourage more creativity &amp; flexibility in sign design.</p> <p><u>Plans &amp; Policies</u>: Amend the Seagrove zoning ordinance to encourage more creativity &amp; flexibility in shop design to create a more visually pleasing &amp; inviting CBD.</p> <p><u>Plans &amp; Policies</u>: Develop, adopt &amp; implement a Community Appearance Master Plan for improving Seagrove’s visual appearance, especially in the CBD &amp; along main corridors.</p>
<p><b><u>GOAL 3</u></b> Improve Seagrove’s visitor <u>way-finding</u>, orientation and engagement system.</p>	<p><u>Pilot Project</u>: Design &amp; install the first information kiosk</p> <p><u>Pilot Project</u>: Design &amp; install key way-finding signs</p> <p><u>Program</u>: Enhance visitor information &amp; services at the NCPC including demonstrations &amp; reduced fees</p> <p><u>Program</u>: Establish an annual kiosk installation &amp; on-going maintenance program.</p> <p><u>Plans &amp; Policies</u>: Develop, adopt &amp; implement a Way-Finding Master Plan to help visitors get oriented, discover opportunities and find their way.</p>
<p><b><u>GOAL 4</u></b> Make strategic <u>infrastructure</u> (sewer) investments to improve the quality of life for residents &amp; businesses and to better support tourism development.</p>	<p><u>Pilot Project</u>: Provide sewer to the Seagrove central business district (CBD)</p>

Table 3, Table 4, and Table 5 on the following pages provide a more detailed presentation of the specific purpose, timeframe, responsible parties and resources needed to carry out recommended top-priority strategic actions.

<b>TABLE 3 - RECOMMENDED PILOT PROJECTS</b>				
<b>Tool / Solution (What)</b>	<b>Purpose &amp; Place (Why &amp; Where)</b>	<b>Timeframe / Priority (When)</b>	<b>Responsible Party (Who)</b>	<b>Resources Needed (How)</b>
<b><u>Pedestrian System Pilot Project:</u></b> Apply for NCDOT Pedestrian Master Plan Grant* funds (\$16,000 + \$4,000 match = \$20,000)	<ul style="list-style-type: none"> <li>▪ To connect key resources with a pedestrian system:               <ul style="list-style-type: none"> <li>▪ Sidewalks</li> <li>▪ Crosswalks</li> <li>▪ Trails</li> <li>▪ Bike Lanes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Short-Range</u></b> <ul style="list-style-type: none"> <li>▪ By Dec 2007</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ PTCOG</li> </ul>	<ul style="list-style-type: none"> <li>▪ PTCOG technical assistance for grant application (±\$1,200)</li> </ul>
<b><u>Community Appearance Pilot Project:</u></b> Undertake one or two beautification &/or pocket park projects	<ul style="list-style-type: none"> <li>▪ To get quick <u>community appearance</u> improvements at a key intersection:               <ul style="list-style-type: none"> <li>▪ Landscaping</li> <li>▪ Improve Sign</li> <li>▪ Others</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Short-Range</u></b> <ul style="list-style-type: none"> <li>▪ 1 Year</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ Business Owners:               <ul style="list-style-type: none"> <li>▪ Hardware</li> <li>▪ Gas Station</li> <li>▪ Others?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan</li> <li>▪ Funds</li> <li>▪ Implementers               <ul style="list-style-type: none"> <li>▪ Scouts?</li> <li>▪ Volunteers?</li> <li>▪ Owners?</li> </ul> </li> </ul>
<b><u>Way-Finding Pilot Project:</u></b> Install the Town's first information kiosk	<ul style="list-style-type: none"> <li>▪ Help visitors find their way &amp; to discovery new opportunities</li> <li>▪ ID best location &amp; design for first Information Kiosk</li> <li>▪ Install first Kiosk</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Short-Range</u></b> <ul style="list-style-type: none"> <li>▪ 1 Year</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ TDA</li> <li>▪ NCPC</li> <li>▪ Local Businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan</li> <li>▪ Funds (e.g. DCA / Tourism Matching Funds Program)</li> <li>▪ Implementers</li> </ul>
<b><u>Way-Finding Pilot Project:</u></b> Work with NCDOT & others to design and install key way-finding signs	<ul style="list-style-type: none"> <li>▪ To install a few key signs to help visitors find their way to key resources and attractions</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Short-Range</u></b> <ul style="list-style-type: none"> <li>▪ 1 Year</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ NCDOT</li> <li>▪ PT-RPO</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan</li> <li>▪ Funds</li> <li>▪ Implementers</li> </ul>
<b><u>Infrastructure Project:</u></b> Provide sewer to the central business district (CBD)	<ul style="list-style-type: none"> <li>▪ To diversify the business base</li> <li>▪ Many businesses require sewer to locate in Town:               <ul style="list-style-type: none"> <li>▪ Restaurants</li> <li>▪ Lodging</li> <li>▪ Retail &amp; Services</li> <li>▪ Grocery Stores</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Mid-Range</u></b> <ul style="list-style-type: none"> <li>▪ 2 – 3 Years</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ Water District</li> <li>▪ Randolph County</li> <li>▪ County EDC</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Cost estimate</u> from town engineer</li> <li>▪ <u>Funding:</u> <ul style="list-style-type: none"> <li>▪ Grants</li> <li>▪ Loans</li> <li>▪ Bond referendum?</li> </ul> </li> </ul>

[NOTE: for details see [Appendix C - NCDOT Bicycle and Pedestrian Planning Grant Initiative](#)]

**TABLE 4 - RECOMMENDED PROGRAMS**

Tool / Solution (What)	Purpose & Place (Why & Where)	Timeframe / Priority (When)	Responsible Party (Who)	Resources Needed (How)
<p><b>Way-Finding Program:</b> Enhance visitor information &amp; services at the NC Pottery Center</p>	<ul style="list-style-type: none"> <li>▪ To provide visitors info &amp; orientation:               <ul style="list-style-type: none"> <li>▪ Maps</li> <li>▪ Brochures</li> <li>▪ Demonstrations</li> <li>▪ Drop Admin Fee</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Mid-Range</b> <ul style="list-style-type: none"> <li>▪ 1 to 2 Years</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ NCPC</li> <li>▪ SAPA</li> <li>▪ TDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan</li> <li>▪ Funds</li> <li>▪ Implementers</li> </ul>
<p><b>Way-Finding Program:</b> Annual kiosk installation &amp; on-going maintenance</p>	<ul style="list-style-type: none"> <li>▪ To Inform, educate &amp; orient visitors</li> <li>▪ Install 1 per year</li> <li>▪ Supply &amp; maintain multiple info kiosks at key locations</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Mid-Range</b> <ul style="list-style-type: none"> <li>▪ 2 to 3 Years</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ TDA</li> <li>▪ NCPC</li> <li>▪ Local Businesses</li> <li>▪ Others?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan</li> <li>▪ Funds</li> <li>▪ Implementers</li> </ul>
<p><b>Pedestrian System (Green Infrastructure) Program:</b> Annual pedestrian system expansion &amp;/or improvements to implement plan (especially in CBD &amp; to link key resources)</p>	<ul style="list-style-type: none"> <li>▪ To make annual improvements to the pedestrian system in Seagrove               <ul style="list-style-type: none"> <li>▪ Sidewalks</li> <li>▪ Crosswalks</li> <li>▪ Trails</li> <li>▪ Bike Lanes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Long-Range</b> <ul style="list-style-type: none"> <li>▪ 3 to 5 Years</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ TDA</li> <li>▪ NCPC</li> <li>▪ Local Businesses</li> <li>▪ Others?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan</li> <li>▪ Funds</li> <li>▪ Implementers</li> </ul>
<p><b>Community Appearance Program:</b> Form a Community Appearance Commission</p>	<ul style="list-style-type: none"> <li>▪ To form a Community Appearance Commission to undertake various issues, programs &amp; projects:               <ul style="list-style-type: none"> <li>▪ Tree Planting</li> <li>▪ Landscaping</li> <li>▪ Gardens</li> <li>▪ Signs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Short-Range</b> <ul style="list-style-type: none"> <li>▪ 1 to 2 Years</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ Local Businesses</li> <li>▪ Others?</li> </ul>	<ul style="list-style-type: none"> <li>▪ By-Laws</li> <li>▪ Town Staff Support</li> <li>▪ Volunteer members</li> </ul>
<p><b>Community Appearance Program:</b> Annual community appearance improvements to implement plan (especially in CBD and at key gateways and intersections)</p>	<ul style="list-style-type: none"> <li>▪ To make annual community appearance improvements:               <ul style="list-style-type: none"> <li>▪ Street Lights</li> <li>▪ Street Trees</li> <li>▪ Landscaping</li> <li>▪ Signs</li> <li>▪ Store Facades</li> <li>▪ Parks</li> <li>▪ Parking Areas</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Long-Range</b> <ul style="list-style-type: none"> <li>▪ 3 to 5 Years</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ TDA</li> <li>▪ NCPC</li> <li>▪ Local Businesses</li> <li>▪ Others?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan</li> <li>▪ Funds</li> <li>▪ Implementers</li> </ul>

**TABLE 5 -RECOMMENDED PLANS & POLICIES**

Tool / Solution (What)	Purpose & Place (Why & Where)	Timeframe / Priority (When)	Responsible Party (Who)	Resources Needed (How)
<b><u>Amend Seagrove Sign Ordinance:</u></b> <i>Encourage more creativity &amp; flexibility in sign design.</i>	<ul style="list-style-type: none"> <li>▪ Omit border from 26 sq. ft. size limit to encourage more creativity &amp; flexibility in design</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Short-Range</u></b> <ul style="list-style-type: none"> <li>▪ 1 Year</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff</li> </ul>
<b><u>Amend Seagrove Subdivision Ordinance:</u></b> <i>Require sidewalks and/or impact fees to pay for sidewalks</i>	<ul style="list-style-type: none"> <li>▪ Require sidewalks on both sides of the street in new subdivisions &amp; an impact fee for non-residential development to pay for sidewalks</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Short-Range</u></b> <ul style="list-style-type: none"> <li>▪ 1 Year</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff</li> </ul>
<b><u>Amend Seagrove Zoning Ordinance:</u></b> <i>Encourage more creativity &amp; flexibility in shop design to create a more visually pleasing &amp; inviting CBD.</i>	<ul style="list-style-type: none"> <li>▪ Create “CBD Shopping Overlay” to encourage creative shop design (e.g. two-story live/work units, pull shops closer to street, parking in rear)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Short-Range</u></b> <ul style="list-style-type: none"> <li>▪ 1 Year</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff</li> </ul>
<b><u>Pedestrian System Master Plan:</u></b> <i>Develop, adopt and implement a plan for linking key resources with a well-integrated pedestrian network.</i>	<ul style="list-style-type: none"> <li>▪ To guide annual <u>pedestrian system</u> improvements:               <ul style="list-style-type: none"> <li>▪ Sidewalks</li> <li>▪ Crosswalks</li> <li>▪ Trails</li> <li>▪ Bike Lanes</li> <li>▪ Benches</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Mid-Range</u></b> <ul style="list-style-type: none"> <li>▪ 1 to 2 Years</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ NCPC</li> <li>▪ TDA</li> <li>▪ Local Businesses</li> <li>▪ Property Owners</li> </ul>	<ul style="list-style-type: none"> <li>▪ NCDOT Ped Grant</li> <li>▪ PTCOG technical assistance for plan development</li> </ul>
<b><u>Way-Finding Master Plan:</u></b> <i>Develop, adopt and implement a plan for helping visitors get oriented, discover opportunities &amp; find their way.</i>	<ul style="list-style-type: none"> <li>▪ To guide annual <u>way-finding system</u> improvements               <ul style="list-style-type: none"> <li>▪ Visitors Center</li> <li>▪ Kiosks &amp; Signs</li> <li>▪ Maps/Brochures</li> <li>▪ Web-Site</li> <li>▪ Parking &amp; Transit</li> <li>▪ Lighting</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Mid-Range</u></b> <ul style="list-style-type: none"> <li>▪ 2 to 3 Years</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ NCPC</li> <li>▪ SAPA</li> <li>▪ TDA</li> <li>▪ Local and Regional Businesses</li> <li>▪ NCDOT</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Manager</li> <li>▪ Funding</li> <li>▪ Partners:               <ul style="list-style-type: none"> <li>▪ Town</li> <li>▪ TDA &amp; CVB</li> <li>▪ Moore Co.</li> <li>▪ Randolph Co.</li> <li>▪ Mont. Co.</li> </ul> </li> </ul>
<b><u>Community Appearance Master Plan:</u></b> <i>Develop, adopt and implement a plan for improving Seagrove’s visual appearance, especially in the CBD &amp; main corridors.</i>	<ul style="list-style-type: none"> <li>▪ To guide annual <u>community appearance</u> improvements:               <ul style="list-style-type: none"> <li>▪ Street Lights</li> <li>▪ Trees/Plantings</li> <li>▪ Signs &amp; Kiosks</li> <li>▪ Store Facades</li> <li>▪ Parking Areas</li> <li>▪ Parks &amp; Squares</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b><u>Mid-Range</u></b> <ul style="list-style-type: none"> <li>▪ 2 to 3 Years</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Town of Seagrove</li> <li>▪ NCPC</li> <li>▪ TDA</li> <li>▪ Local Businesses</li> <li>▪ Property Owners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Manager</li> <li>▪ Funding</li> <li>▪ Partners</li> </ul>

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## APPENDIX A – Town Meeting Flyer



# Town Meeting

## Seagrove Strategic Plan

### Building a Creative Local Economy

The Town of Seagrove and the North Carolina Pottery Center invite you to:

- Discuss economic development issues in our community
- Tell us what you like & don't like about tourism in Seagrove
- Share your vision for future business growth in our town & region

**Thursday, May 17, 2007 from 7:00 to 8:30 p.m.**

**Randolph County Branch Library in Seagrove**

#### **WHY A STRATEGIC ACTION PLAN?**

To identify the assets that enhance our community as a visitor destination, and to strategically address the key cultural and heritage tourism development issues, challenges and opportunities for the Town of Seagrove, the area potteries, and the North Carolina Pottery Center.

#### **WHY A TOWN MEETING?**

To learn what issues local residents consider most important and to provide an opportunity for everyone to share their likes, dislikes and dreams about future economic development

#### **WHO SHOULD ATTEND?**

All residents, potters and business owners from Seagrove and throughout the region are welcome and encouraged to attend.

#### **WHY ATTEND?**

Ideas identified at the town meeting will help Strategic Planning Committee members prioritize key issues and determine which projects, programs and policies to focus on first. Your input, knowledge, desires and concerns are important and this is the perfect opportunity for you to be heard. Be a part of our town-wide planning process and help identify what will make Seagrove a more livable community – or just come and listen.

**MARK YOUR CALENDAR. PLAN TO ATTEND.**  
**BRING YOUR NEIGHBORS. EXPRESS YOUR CONCERNS.**  
**TELL US WHAT YOU NEED AND WANT!**

*For additional information contact:  
Cathy McCaskill, Town Clerk at 873-7307*

## APPENDIX B

### Detailed Results of Seagrove Town Meeting – May 17, 2007

The following tourism development issues and ideas were generated and prioritized by Town Meeting participants:

ISSUES & IDEAS	Votes	% of Total
<b>Community Appearance</b>		
Dislike excessive regulations in corridor overlay - signs, building size	15	
Beautification needed - landscaping, sidewalks, lamp posts	13	
Preserve our small town quaintness, atmosphere and character	11	
Dislike Trashy property	9	
Establish a junk ordinance	4	
Dislike congestion and litter heading into Seagrove from Highway 220	3	
More landscaping	3	
Billboard signs along Highway 220 (Future I-73/74)	3	
Dislike chain stores and fast food restaurants	2	
Landscape area across from school	2	
Dislike "fly-by-night" businesses	1	
Preserve our charming rural atmosphere, setting & character		
Preserve our uniqueness		
Pursue NCDOT designation of new Scenic By-Ways		
Businesses, etc need to have a neater appearance		
Dislike dilapidated signs - remove them		
Dislike junk cars - remove them		
Dislike abandoned mobile homes - remove them		
Dislike convenience stores - don't allow any more		
Dislike restrictive regulations		
Change restrictions on sign size		
Repair and utilize the Seagrove sign		
	<b>66</b>	<b>31%</b>

Commercial Development	Votes	% of Total
Grocery store with beer and wine	15	
Fresh Market grocery store with café and wine	9	
Dislike not having alcohol allowed in restaurants (customer choice)	8	
Grocery Store	8	
Need more alternative dining options	3	
Continue to support individual shops and business owners	1	
Dislike having too many galleries in Seagrove		
Dislike no [limited] retail & services		
Pizza parlor / pub with beer		
Full service gas station		
	<b>44</b>	<b>20%</b>



<b>Community Services &amp; Facilities</b>	<b>Votes</b>	<b>% of Total</b>
Need sewer in town	27	
Dislike water & sewer being offered to out-of-towners before locals	3	
Bulky item pick-up	2	
Attractive street lights with hanging baskets	1	
Dislike "half-baked" pottery events		
Parks and recreation for the community		
Brick sidewalks		
Recycling program		
	<b>33</b>	<b>15%</b>

<b>Marketing &amp; Promotion</b>	<b>Votes</b>	<b>% of Total</b>
Marketing plan for Seagrove as a destination	13	
International promotion	6	
Attract other craftsmen	2	
Continue marketing	1	
Be a destination	1	
	<b>23</b>	<b>11%</b>

<b>Coordination &amp; Cooperation</b>	<b>Votes</b>	<b>% of Total</b>
Support Traditional Pottery Museum to support local traditional pottery	9	
Bring all parties to table to work on common goals (NCPC, SAPA, MTP, potters, TDA, Seagrove and Randolph, Moore & Montgomery Counties)	7	
Build consensus among broader businesses in and out of Town	4	
Cooperation of town board with groups to preserve & promote the town	4	
Dislike having 4 separate groups competing for tourism dollars	3	
Dislike lack of representation on public issues	2	
Establish a [Greater] Seagrove Chamber of Commerce	1	
Inclusion of local potters in local business decisions		
	<b>21</b>	<b>10%</b>

<b>Historic &amp; Cultural Resources</b>	<b>Votes</b>	<b>% of Total</b>
Significance of the pottery tradition unique to this area	6	
Move the Depot back to Seagrove & use for museum & chamber	4	
Maintain our historic resources	2	
Preserve & restore our Town history (return our depot)	1	
Promote and preserve Seagrove history	1	
Preserve our pottery history		
Support local pottery history and Seagrove History		
Preserve Seagrove Pottery and see it grow		
Maintain our sense of community & utilize our existing assets		
	<b>14</b>	<b>6%</b>

<b>Visitor &amp; Tourism Amenities</b>	<b>Votes</b>	<b>% of Total</b>
Continue to provide color maps of potteries (supported by tax \$)	2	
Dislike potters not keeping posted hours	2	
Information Board / Kiosk	2	
Provide visitor amenities (restrooms, parking, lodging, restaurants)	1	
Three organized events (Country Days, Fiddlers' Convention, Pottery Festival)		
Weekend music		
Shuttle system to potteries		
	<b>7</b>	<b>3%</b>

<b>Land Use &amp; Growth Management</b>	<b>Votes</b>	<b>% of Total</b>
Need more area to grow - expand town limits	3	
Dislike anti-development attitude - no annexation restricts growth	2	
Need a growth plan		
Control growth of infrastructure (water and sewer)		
Good planning and careful growth		
Appropriate downtown in-fill development		
Expand town limits		
	<b>5</b>	<b>2%</b>

<b>North Carolina Pottery Center</b>	<b>Votes</b>	<b>% of Total</b>
Expand NCPC - provide picnic & play areas for visiting schools	1	
Grow the NCPC	1	
Continue NCPC education programs with public schools		
Continue and expand NCPC exhibitions and workshops		
Continue to preserve & teach our rich pottery history through the NCPC		
	<b>2</b>	<b>&lt;1%</b>

<b>Public Health &amp; Safety</b>	<b>Votes</b>	<b>% of Total</b>
Dislike speeding cars & trucks	1	
Dislike lack of leash law		
	<b>1</b>	<b>&lt;1%</b>

<b>TOTAL VOTES CAST BY TOWN MEETING PARTICIPANTS</b>	<b>216</b>	<b>100%</b>
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## APPENDIX C

# Bicycle and Pedestrian Planning Grant Initiative

2007 BICYCLE AND PEDESTRIAN PLANNING GRANT INITIATIVE  
NORTH CAROLINA DEPARTMENT OF TRANSPORTATION  
DIVISION OF BICYCLE AND PEDESTRIAN TRANSPORTATION  
AND TRANSPORTATION PLANNING BRANCH

### Program Overview

*The Bicycle and Pedestrian Planning Grant Initiative is a matching grant program that encourages municipalities to develop comprehensive bicycle plans and pedestrian plans. The Division of Bicycle and Pedestrian Transportation (DBPT) and the Transportation Planning Branch (TPB) sponsor this grant. All North Carolina municipalities are eligible and are encouraged to apply. Calls for proposals open annually in October.*

### Program Background

In recent years, communities throughout North Carolina have begun to place more emphasis on providing facilities for biking and walking. A desire for better modal choices, the demand for more walkable and bikeable communities and a focus on smart growth initiatives have combined to highlight the need for better, more complete bicycle and pedestrian transportation systems. Comprehensive planning documents are an integral part of developing these systems, and can guide both local and state efforts to improve conditions for bicycling and walking.

To encourage the development of comprehensive local bicycle plans and pedestrian plans, the NCDOT Division of Bicycle and Pedestrian Transportation (DBPT) and the Transportation Planning Branch (TPB) have created a matching grant program to fund plan development. This program was initiated through a special allocation of funding approved by the North Carolina General Assembly in 2003 along with federal funds earmarked specifically for bicycle and pedestrian planning by the TPB. The planning grant program was launched in January 2004, and it is currently administered through NCDOT-DBPT and the Institute for Transportation Research and Education (ITRE) at NC State University. Over the past three grant cycles, 48 municipal plans have been selected and funded from 123 applicants. A total of \$ 1,175,718 has been allocated. Funding is secured for 2007 at \$400,000. Additional annual allocations will be sought for subsequent years. This is a cost reimbursement program.

### Who Can Apply

All North Carolina municipalities are eligible and are encouraged to apply for a bicycle or pedestrian planning grant. Due to the limited amount of funding, regional and county governments are not eligible to apply, nor are colleges/universities or other non-municipal entities. Applications submitted and received for previous grant cycles do not carry over — municipalities must re-apply each year to be considered within the current process.

Please note that the application form for 2007 has been changed and applications must be submitted using this new form. Municipalities who currently have bicycle plans or pedestrian plans, either through this grant program or otherwise, may also apply to update their plan provided it is at least five years old. Proposals for development of a combined bicycle/pedestrian plan will not be accepted, as the considerations, issues, needs, facilities and programs for each user group are different. Municipalities may choose to apply for funding to undertake either a bicycle plan or a pedestrian plan in any given fiscal year.

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Municipalities may apply for funding for the other type of plan in subsequent years. Funding is intended to support the development of a comprehensive bicycle or pedestrian transportation plan. Submitting an application for bicycle or pedestrian planning funds is a competitive process. However, an effort will be made to award grants based not only on the merit of the proposal but to achieve statewide geographic distribution as well. Consideration will be given to funding a cross-section of municipality types.

### **The Role of MPO's and RPO's**

Although regional plans are not currently funded, the relevant approval processes and procedures of MPO and RPO organizations should be followed by any municipality applying for funding. A resolution by the local MPO, if applicable, will be required prior to awarding funds. A resolution by the RPO, if applicable, is strongly encouraged. It is strongly encouraged that the appropriate resolution be sent in with the grant application, which is due by 5:00 pm on December 1, 2006. It is also desirable for MPO and RPO planners to be part of the local team/task force guiding development of the plan.

### **Important Dates**

Awarded municipalities will have twelve months to complete their plan, starting when the NCDOT issues a formal Notice to Proceed. Key dates for the 2007 NCDOT Bicycle and Pedestrian Planning Grant Initiative are shown below.

### **Activity Dates**

- Issue Call for Proposals October 2, 2006
- Application submission deadline - 5:00 pm December 1, 2006
- Awards Committee makes recommendations to NCDOT March, 2007
- Board of Transportation gives approval May, 2007
- Municipalities notified of award June, 2007
- Municipal Reimbursement Agreement executed and Notice to Proceed issued within 6 months from award notification
- Plan completion deadline within 12 months from issuance of Notice to Proceed

### **Plan Development**

Plans may be developed by consultants or by a combination of both municipal staff and consultants. A full-time permanent employee of the municipality must be assigned as project manager to oversee/coordinate the plan development. A task force/steering committee must also be formed to oversee development of the plan. This group should include relevant local staff, regional planning staff, advocates and representatives of stakeholder groups as well as a DBPT staff member. The level of funding provided to a municipality for plan development will be determined by estimated cost, matching grant formula and NCDOT funding cap, if applicable. Any plan developed with these funds must be comprehensive in nature and be a stand-alone bicycle or pedestrian plan. While NCDOT encourages the inclusion of bicycle and pedestrian elements in local comprehensive plans, transportation plans, land use plans, recreation plans, greenway and open space plans, etc., applications for funding to develop such elements is not within the scope of this grant.

A plan outline and expanded template have been developed as guides to assure that plans are comprehensive in nature and to help the municipality identify all bicycle or pedestrian needs, priorities and opportunities for improvements (see <http://www.itre.ncsu.edu/PTG/NCDOT/guide.html> for either of these documents.) These tools will assist communities to address not only the infrastructure needs of users but also to develop construction project priorities; review local policies and guidelines and recommend favorable changes; identify opportunities for the implementation of education, enforcement

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and safety programs; and to develop encouragement and awareness initiatives. In addition, the plan will identify projects that can be integrated into the state's Comprehensive Transportation Plan and potential TIP and Enhancement projects. Other resources for plan development may be found on our Resources page, which contains links to planning and design guidelines, safety and education programs and initiatives, exemplary plans, and current research and development for bicycle and pedestrian planning (see <http://www.itre.ncsu.edu/PTG/NCDOT/links.html>).

### **Matching Grant Formula**

NCDOT planning grant funds will be provided on a sliding scale, based on municipal population, as shown in the table below. A funding cap (see below) will be applied, based on estimated costs of plan development. Neither in-kind services nor other state or federal funds from NCDOT can be used for local participation. As NCDOT draws the Powell Bill funds from the Highway Fund, they also may not be used as the local participation match.

### **Municipal Population DOT Participation Local Participation**

- Less than 10,000 80% 20%
- 10,000 to 50,000 70% 30%
- 50,000 to 100,000 60% 40%
- Over 100,000 50% 50%

### **Estimated Costs / Funding Cap**

Average costs associated with the development of comprehensive bicycle and pedestrian plans vary greatly depending on whether the plan is prepared by a consultant, or by a combination of consultant and staff. A range of estimated costs for plans developed by consultants is shown below. Plans that are developed with limited assistance by consultants would cost less. For plans that cost more than the averages listed in the table below, the municipality must agree to pay the amount over the NCDOT cap, also shown below.

### **Population Estimated Consultant Costs NCDOT Funding Cap**

- Less than 10,000 \$20,000-35,000 \$20,000-25,000 \$28,000 \$20,000
- 10,000 to 50,000 \$35,000-65,000 \$25,000-45,000 \$45,500 \$31,500
- 50,000 to 100,000 \$65,000-95,000 \$45,000-65,000 \$57,000 \$39,000
- Over 100,000 \$95,000-190,000 \$65,000-95,000 \$95,000 \$47,500

Staff costs and in-house services are not eligible for reimbursement with these grant funds. Allowable expenses include consultant costs associated with plan development and delivery; GIS/mapping services, as appropriate; preparation of technical illustrations and graphic design/layout of plan undertaken by consultant; non-staff costs associated with data collection and public involvement activities; and, printing/copying of plan and maps. All electronic files, maps, technical illustrations, etc. produced with these funds will become the property of the NCDOT Division of Bicycle and Pedestrian Transportation and the funded municipality.

### **Selection Process**

DBPT and ITRE staff will conduct a preliminary review of all applications for completeness and general appropriateness. Applications that pass the initial screening will then be reviewed by the Awards Committee. This group will include DBPT and ITRE staff and individuals with professional experience in developing, administering, and/or implementing bicycle plans and pedestrian plans. These individuals will represent municipalities of varying sizes, MPO's and RPO's, COG's and other appropriate agencies and organizations. The Awards Committee will review each proposal and evaluate it based on the stated vision, goals and needs of the municipality; comprehensiveness of scope; understanding of issues and opportunities; level of local

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commitment; and, feasibility of successful plan completion. The Awards Committee will forward their recommendations to the NCDOT for final approval.

### **Selection Criteria**

The Awards Committee will consider the following elements in evaluating applications for bicycle and pedestrian planning grant funds. Successful proposals will address the following:

- Identify critical municipal needs for planning and/or implementation of bicycle or pedestrian improvements
- Demonstrate an understanding of needs of the particular modal user (bicyclist or pedestrian)
- Recognize the need to serve diverse populations
- Focus on the development of a comprehensive bicycle or pedestrian transportation system
- Assure assignment of appropriate level of staff to oversee / undertake plan development
- Consider policy issues and describe how bicycle or pedestrian transportation needs will be incorporated into municipal processes
- Recognize the value of developing education, enforcement and awareness initiatives
- Demonstrate widespread local support:
- Include a strong local endorsement to undertake plan
- Demonstrate commitment of elected officials and senior staff to carry out recommendations of plan
- Demonstrate an understanding of interrelationships with other plans:
- Recognize opportunities to integrate with Comprehensive Transportation Plan
- Identify potential projects for state funding
- Identify opportunities to coordinate with other municipal, county, regional and state plans
- Demonstrate involvement of local, regional and state organizations:
- Involve appropriate local and regional agencies and organizations in plan development
- Appoint or utilize a local steering committee / task force
- Identify valid partnerships for various plan development and implementation elements.
- Include letters / endorsements that reflect type, variety and strength of support from partnering agencies, organizations and individuals
- Promote current transportation plans and initiatives:
- Build on existing municipal or regional initiatives; coordinates with regional or neighboring community plans
- Communicate potential for implementing existing goals and policies
- Develop realistic aspirations:
- Show an awareness of / describe a realistic plan implementation strategy
- Identify tasks and include a realistic time line for plan development
- Address development of modal interconnectivity (where applicable)

### **Conditions of Project Award**

A funded municipality must be willing to execute a legal agreement with the NCDOT prior to receiving funding. This agreement, a Municipal Reimbursement Agreement (MRA), will outline the responsibilities of each party, the terms of reimbursement and the deliverables. This agreement must be executed within six months of being awarded the grant with a deadline to execute by December 29, 2007. In addition, the funded municipality must be willing to submit the final plan to the City Council or other approving authority for adoption. Selected municipalities will receive a formal Notice to Proceed from NCDOT once the following conditions are met:

1. The Municipal Reimbursement Agreement is fully executed
2. A list of potential steering committee members is submitted to NCDOT
3. An executed consultant contract with approved scope of work and cost proposal is submitted.

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Costs incurred before receipt of a Notice to Proceed are not a reimbursable expense. Funding is provided on a reimbursement basis. The maximum amount of the award is based on the sliding scale, tied to population, and the NCDOT funding cap shown in the table above. Municipalities receiving awards will be reimbursed for the stated percentage of actual expenditures, not a lump sum, up to the funding cap maximum. Invoices for partial completion of the plan may be submitted after completion of the first draft and the final draft. One-third of the total NCDOT allocation will be withheld until the completed plan with all maps and related materials is submitted to NCDOT and approved by the Division of Bicycle and Pedestrian Transportation and the Transportation Planning Branch. Awarded communities will be required to complete a survey and/or interview after the plan is completed.

Awarded municipalities will have twelve months from the date of receipt of an NCDOT written Notice to Proceed to complete the plan. Quarterly reports describing accomplishments and expenditures will be required. Changes in project schedules must be approved by the NCDOT Division of Bicycle and Pedestrian Transportation. Unspent funds may be withdrawn from municipalities that fail to meet timely benchmarks in the plan development process. Municipalities must credit the North Carolina Department of Transportation for project participation in the plan document, in all press releases and other announcements and promotional materials related to the project. All electronic files, maps, technical illustrations, etc. produced with these funds will become the property of the NCDOT Division of Bicycle and Pedestrian Transportation and the funded municipality.

#### **Administration / Technical Assistance**

Staff from the NCDOT Division of Bicycle and Pedestrian Transportation (DBPT) will be available to answer questions and provide guidance in soliciting proposals from consultants, developing plan elements, conducting public involvement meetings and providing access to technical resources. DBPT staff will assist in consultant selection and will give final approval on selection. DBPT staff will also attend meetings and public hearings, as appropriate. A plan outline and expanded template have been prepared to guide municipalities in the development of their plan. See the Planning Guides information on the web site for these documents. (<http://www.itre.ncsu.edu/PTG/NCDOT/guide.html>)

#### **How to Apply**

***The application deadline is 5:00 pm, December 1, 2006.***

1. Two versions of the application form are available, Microsoft Word document and PDF. The application is designed so that applicants who use MS Word can download and save the application form, then complete the form electronically and print out for submittal. Interested applicants without access to MS Word should download the PDF file and type in their information. Handwritten applications will be accepted, but are not preferred. In either case, please use only the space provided to answer the questions. View the Application and Instructions page to reach the application forms and to get detailed instructions to fill them out. (<http://www.itre.ncsu.edu/PTG/NCDOT/application.html>)
2. The signature of an authorized City/Town staff member is required in the space provided on the first page of the application for the proposal to be eligible for consideration (e.g. City/Town Manager, Administrator, Mayor, etc.). Please print the name and title of this signatory in the space provided.
3. A resolution from the municipality is required. A resolution from an MPO, as appropriate, will also be required. RPO resolutions, as appropriate, are strongly encouraged. Arrangements should be made far enough in advance to allow time to acquire the appropriate resolution so that it may be sent in with the application.
4. Please submit one signed original and nine (9) copies of the completed application, including attachments.

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5. Other specific information on how each application packet should be formatted may be found on the Submittal Information page.  
(<http://www.itre.ncsu.edu/PTG/NC DOT/submittal.html>) Applications and supplemental materials may be printed double-sided.
  6. Applications submitted on-line or via email will not be accepted.

Mail to: Robert Mosher, AICP, ASLA  
NCDOT Division of Bicycle &  
Pedestrian Transportation  
1552 Mail Service Center  
Raleigh, NC 27699-1552

Or hand-deliver to: Robert Mosher, AICP, ASLA  
401 Oberlin Road, Suite 250  
Raleigh, NC 27605



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# Planning Guide for Developing Bicycle Plans and Pedestrian Plans

## 2007 Bicycle and Pedestrian Planning Grant Initiative

North Carolina Department of Transportation

The abbreviated template below reflects the suggested organization and content for development of a comprehensive municipal bicycle or pedestrian plan. This abbreviated template was developed as a guide to municipalities preparing a plan with funds received through the NCDOT Bicycle and Pedestrian Planning Grant Initiative. A more detailed template has also been developed to provide additional guidance on plan content ([full template](#)).

### Preface

- Title page
- Acknowledgements

### Executive Summary

### Table of Contents

### Index of Maps

### Index of Tables, Figures and/or charts

### Section 1: Introduction

- Vision Statement
- History
- Overall Goals
- Scope and Purpose of Plan

### Section 2: Evaluating Current Conditions

- General Overview
  - Describe community (demographics, physical characteristics, transportation network)
  - Determine community concerns, needs and priorities
  - Analyze local bike/ped crash data
- Assess Bike/Ped Compatibility of Local Transportation System
  - Street and highway system access
  - Bike/ped system access
  - Transit interface
  - Gaps, hazards and barriers (deficiencies)
- Describe current Usage / User Demographics
- Inventory and Assess Existing Bicycle or Pedestrian Facilities

### Section 3: Existing Plans, Programs and Policies

- Relevant local, regional and state plans and guidelines
- Programs and initiatives currently underway or planned
- Policies and institutional framework
- Relevant bicycle or pedestrian statutes and ordinances

### Section 4: Develop Strategic Bicycle or Pedestrian System Plan

- System overview
- Corridor identification
  - Identify desired corridors of travel
  - Map the generators/attractors
  - Investigate origin-destination points
- Incorporate short-term and long-term opportunities
  - New construction projects
  - Upgrade/retrofit of existing facilities
  - Maintenance programs
  - Available corridors for off-road facilities
- Identify special focus areas (current and future)
- Identify potential projects / infrastructure improvements
  - Identify projects
  - Specify preferred treatments

### Section 5: Facility Standards and Guidelines

- General bike/ped planning and design guidelines
- Typical cross-sections and bicycle and pedestrian design considerations

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### **Section 6: Ancillary Facilities and Programs**

- Mapping and/or signing projects
- Spot improvement programs
- Bicycle parking facilities
- Infrastructure maintenance programs
- Traffic calming initiatives
- Transit interface
- Safety education programs
- Safe Routes to School initiatives
- Enforcement programs
- Encouragement and promotion

### **Section 7: Project Development**

- Identify potential projects, preferred treatments and program initiatives, and develop cost estimates
- Prioritize projects and program initiatives (infrastructure and non-infrastructure)
- Review funding sources / processes
  - Potential funding sources
  - Guidelines on obtaining funds
- Identify supporting policies/guidelines

### **Section 8: System Maps**

- Existing conditions
- Recommended network map
- Priority corridors for improvement
- Detailed project maps (individual project or portion of municipality)
- State Comprehensive Transportation Plan overlay

### **Section 9: Project Recommendations**

- Project Descriptions
  - Construction
  - Safety and education
  - Law enforcement
  - Encouragement
- Recommendations for improved bicycle and pedestrian policies, guidelines and procedures
  - Funding policies and guidelines
  - Local ordinances
  - Design guidelines
  - Departmental procedures (e.g. improved maintenance schedules)
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- Funding recommendations
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### **Section 10: Guidance on Plan Implementation**

- Identifying opportunities and strategies to move projects forward
- Adopting the plan
- Initiating actions
- Establishing performance measures

### **Appendices**

#### **Sample cost estimates**

#### **Glossary of terms**

#### **Other**