



Forest City
Comprehensive
Land Use Plan

Adopted
October 15, 2012





Town Board of Commissioners

Dennis Tarlton, Mayor
Dee Dee Bright, Mayor Pro-tem
Chris Lee
Shawn Moore
Steve Holland
David Eaker

Board of Planning and Adjustment

Kim Warner, Chair
Gale Roller, Vice Chair
Bill Davis
Billy Hardin
Chester Melton (ETJ)
Laine Matheny (ETJ)
Robert Rogers (ETJ)
Sonja Ruppe
Earl Thompson

Adopted
October 15, 2012

Prepared by



118 South Main Street - Kannapolis, NC 28081
1.800.650.3925 - www.benchmarkplanning.com

TABLE OF CONTENTS

Sections	Page
I Introduction.....	1
1.1 Geographic and Historic Context.....	1
1.2 Why Plan.....	3
1.3 Purpose of Comprehensive Land Use Plan.....	4
1.4 Planning Process.....	6
2 Vision and Goals.....	9
2.1 Vision Statement.....	9
2.2 Community Character and Identity.....	10
2.3 Land Use, Growth Management and Economic Development.....	13
2.4 Transportation.....	23
2.5 Infrastructure and Services.....	33
2.6 Parks and Recreation.....	35
2.7 Historic Resources and Downtown.....	40
3 Implementation Strategies.....	49
3.1 Introduction.....	49
3.2 Implementation Matrix Overview.....	49
3.3 Implementation Matrix.....	52
 Maps and Plans List	
1 Future Land Use.....	18
2 Transportation Network Improvements Map.....	27
3 Parks and Recreation Facilities.....	39
4 Historic Districts.....	41
5 Downtown Plan 2010-2027.....	48

Appendices

A	Background Research	61
A.1	Demographics, Housing and Employment.....	61
A.2	Land Use and Growth Management.....	69
A.3	Transportation, Infrastructure and Services.....	71
A.4	Parks and Recreation, Open Space.....	77
A.5	Historic Resources and Downtown.....	85
A.6	Background Information Maps.....	92
A.7	Previous Plan Implementation Status.....	102
B	Public Input	120
B.1	Project Website.....	120
B.2	Public Input Survey.....	121
B.3	Development Preference Survey.....	141
B.4	Public Input Meeting.....	153
C	Bibliography	159



I. INTRODUCTION

I.1 Geographic and Historic Context

The Town of Forest City is situated along US Highway 74 in central Rutherford County. Rutherford County is in the southern foothills of North Carolina and is surrounded by McDowell and Burke Counties to the north; Buncombe, Henderson and Polk Counties to the west; Cleveland County to the east; and Cherokee and Spartanburg Counties, South Carolina to the south. Forest City is the largest municipality in Rutherford County and Forest City is located six miles east of Rutherfordton, the county seat. The Town is interconnected by three US highways: 74, 221 and 64. This Comprehensive Land Use Plan covers the Forest City town limits and extraterritorial jurisdiction (ETJ).

What is now Forest City began as a crossroads on the Shelby-Rutherfordton and Spartanburg-Lincolnton Roads. Originally, the town was incorporated as Burnt Chimney in 1877. A replica near the site of the original chimney adorns the public square today. The "chimney" was the remains of the McArthur home that marked the crossroads. The name was changed to Forest City in 1887, named after a prominent citizen, Forest Davis. The 1880 census counted 110 residents in the small crossroads town. By 1890, 419 people lived in Forest City - the increase was primarily due to the coming of the railroad and the building of the Florence Mill. By 1910, Forest City was a flourishing community with 1,090 residents with electric lights and water and 12 passenger trains daily.



Burnt Chimney Marker

In 1914, the Forest City Betterment Club embarked on a project to beautify the town's Main Street and today the original landscaped medians and fountain still exist. In 1927, the town was selected as one of the ten most beautiful and best planned towns in the United States by the US

Department of Agriculture. By 1940, Forest City had 4,068 residents and had established itself as the commercial hub of the county.

In 1999, the former Town of Alexander Mills merged with the Town of Forest City, consolidating the two towns and increasing the population of Forest City by 685 people. The population has decreased by approximately 1,000 people in the last decade. This can largely be attributed to the closing of the Florence Mill and Alexander Mill. The 2010 Census puts the population of Forest City at 7,476. Despite the closing of the Florence Mill and the Alexander Mill in the previous decade, the town remains the commercial hub, and the legacy of "community betterment" can still be seen in the pride the town and its residents take in keeping Forest City a beautiful and livable community.

Source: Town of Forest City website, <http://www.townofforestcity.com/historyNfacts.html>, August 10, 2011.

I.2 Why Plan?

Town residents and leaders recognize the need for new growth and redevelopment within the Town, understanding that a comprehensive framework is needed to guide its future land use policies, decision-making and public infrastructure and facilities investments. The Town recognizes the importance of having a plan to guide future development in a way that complements and enhances the existing character of the community. The Town engaged Benchmark CMR, Inc. to assist with this planning process – providing technical assistance and leadership in the development of this Comprehensive Land Use Plan. Reasons to develop a land use plan are as follows:

- *A good, clearly articulated plan forms the basis of a community's vision of its future. Without it, regulatory controls can be legally challenged as arbitrary.*
- *A good plan ensures that a community can provide services like police, fire and refuse collection efficiently while maintaining a relatively low tax rate for its citizens.*
- *A good planning process involves a wide variety of citizens and interests. Once a community reaches consensus, the vision created in the plan can make future decision-making easier and less politically charged.*
- *Resources provided by state and federal governments are increasingly tied to good plans and planning processes. Bringing highway funds, water and sewer grants, and environmental clean-up funds to the community is strongly tied to having a well-crafted plan that shows extensive community involvement.*

Source: North Carolina Chapter of the American Planning Association

It is important for local governments to be visionary and forecast future conditions, which enables them to plan accordingly. It is the aim of this Comprehensive Land Use Plan to do this. It looks at past and current development trends and plans, briefly analyzes demographic and economic data, captures a vision of what the community desires to be, and presents a plan of action to accomplish community desires in 2032 – a 20 year vision of what the future may hold for the Town of Forest City.

I.3 Purpose of Comprehensive Land Use Plan

The purpose of this Comprehensive Land Use Plan is to pull together and prioritize implementation strategies from previous planning initiatives and establish the policy framework for implementing the long-range growth and development objectives of the Town of Forest City. The Plan is intended for use by government agencies, planning staff, residents, property owners, developers, Board of Planning and Adjustments and elected governing bodies concerned with the Town's growth and development.

This Plan will serve as the basis for future land use and growth management decisions made in the Forest City planning area over the next 20 years. The Plan is not law, but rather a guide to assist community leaders in making decisions regarding the future development of the Town of Forest City. It is an important tool, intended to shape the future of the Town into the most desirable outcome.

Recommendations for directing land development are generally defined by the Plan, which describes the general structure for the coordination and arrangement of land uses, traffic circulation and public services that will encourage and contribute to the economic, social and physical welfare of the Town. The Plan is a collective vision of the future of the Town. It provides a basis for both short-term and long-term planning decisions. The Plan is a guide to address opportunities and concerns stated by the residents of the Town, as well as a tool to enhance quality of life. The Plan's goals and implementation strategies were created after analyzing all public input and information gathered throughout the planning process.

Once adopted, the Comprehensive Land Use Plan becomes the Town of Forest City's official public policy guide for decisions related to growth, quality of life and capital investments. Future decisions should be weighed against the Plan. However, the Plan must be flexible enough to allow for amendments as dictated by changes in existing community conditions. The Plan is not static, but rather dynamic, requiring constant review and updating. Since it is dynamic it needs to be reviewed on an annual basis and updated as needed, dependent upon changing conditions.

For the Plan to be functional and practical, it must be:

- An expression of the development goals, principles, policies and criteria for the Town of Forest City's physical growth;
- A tool for decision-making that will allow proposals for land use to be evaluated on a daily basis in the context of the Town's development goals;
- A clearly stated strategy for development that will serve as a framework for characterizing and prioritizing key projects for implementation by both the public and private sector;
- A flexible tool that will adjust to evolving conditions over time;
- Easy to use by the general public, community leaders and the development community; and,
- The framework for zoning ordinances, development regulations and regulatory instruments as implementation tools to achieve the goals of the Plan.

The Comprehensive Land Use Plan is composed of text, maps and figures. The essence of the Plan is contained in the vision, goals and implementation strategies in text form, along with key visual information including maps, renderings and diagrams. The Plan establishes the context and intent of the Town's development goals and strategies. It is in this context that land use and development regulations and decisions can gain public support and sound legal basis and rationale.

The Plan covers the incorporated town limits of Forest City and its extraterritorial jurisdiction (ETJ). The Plan is intended to be a mechanism from which decisions can be made that will shape the Town of Forest City over the next 20 years. It is important to note the following:

- Nothing in this Plan can be construed to require the expenditure of funds by any public or private entity. The includes a framework to focus expenditures for implementation.
- Nothing in the Comprehensive Land Use Plan can be construed to require changing any zoning on any parcel of land within the jurisdiction of the Town of Forest City or change the text of any Ordinance. All rezonings and text amendments to the Zoning Ordinance are subject to the requirements set forth in the North Carolina General Statutes.

I.4 Planning Process

The Town of Forest City's Comprehensive Land Use Plan process began in June 2011 with the gathering of background information and the general oversight of the Board of Planning and Adjustment, who acted as the steering committee to help guide the process. The Board of Planning and Adjustment worked closely with the planning consultant to draft this Comprehensive Land Use Plan guiding the overall process, discussing the issues, reviewing public input, background research and draft recommendations to determine a future direction for the Town.

Steps in the Process:

I. Background Research and Key Issues Identification Phase

An initial report was developed summarizing background research including the following topics:

- Geographic and Historic Context
- Demographics, Housing and Employment
- Land Use and Growth Management
- Transportation
- Infrastructure and Services
- Parks and Recreation, Open Space
- Historic Resources and Downtown

The Board of Planning and Adjustment reviewed this report during August, September and October 2011 to ensure the accuracy and depth of information necessary to move forward with the plan. (Refer to Appendix A)

2. Public Input Phase

To engage the public in the process, a website was created to provide information about the planning process, background research and public input. On January 17, 2012, a public input meeting was held at the Forest City Clubhouse to gather input on the topics reviewed in the background information report. Additionally, a public input survey was distributed in utility bills in the planning area. A total of 111 public input surveys were completed. A

Development Preference Survey was also made available to gather input on the public's visual preferences for the layout and aesthetics of development. A total of 24 people responded to the Development Preference Survey.

3. Plan Creation Phase

During March, April and May 2012 the consultant team worked to create a vision, goals and implementation strategies along with supporting maps and graphics to comprise the draft Comprehensive Land Use Plan. After the draft was completed, the Board of Planning and Adjustment spent April and May 2012 reviewing the draft plan and requesting revisions as needed.

4. Public Review Phase

The draft plan was posted for review on the plan website a public input meeting was held in June 2012 to gather feedback. Additional changes were made to the draft to address public comments as needed.

5. Plan Adoption Phase

The Board of Planning and Adjustment held a joint review meeting with the Town Board in September. The Board of Planning and Adjustment recommended approval to the Town Board of Commissioners at its September meeting. The Town Board of Commissioners held a public hearing at its second October meeting. The Plan was adopted on October 15, 2012.





2. VISION and GOALS

2.1 Comprehensive Land Use Plan Vision Statement

It is important to develop a sound, clearly articulated vision that is representative of a variety of interests, setting forth the direction of the plan. Without a vision for the plan, establishing goals and implementation strategies can become less meaningful or may be viewed as arbitrary. The vision set forth in this Comprehensive Land Use Plan is an expression of the desired future for the Town of Forest City. The vision established in this plan is a reflection of the desired future based on public input gathered through surveys and meetings, as well as the expertise and direction of the Town Board of Planning and Adjustment that acted as the steering committee for this Plan. Below is the Town of Forest City Comprehensive Land Use Plan vision statement:

VISION STATEMENT

“Forest City is recognized for its livability image of a small town with a great climate and quality of life amenities that gives it a competitive edge for economic growth. The vibrant downtown reflects a memorable city-image of a town that promotes, protects and celebrates its unique and distinctive character. Forest City is highly regarded throughout the region and North Carolina as a progressive and dynamic small town where people want to live, work, shop, play and visit.”

Source: Forest City: Shaping Economic Growth and Community Betterment Strategic Economic Development 2010-2020

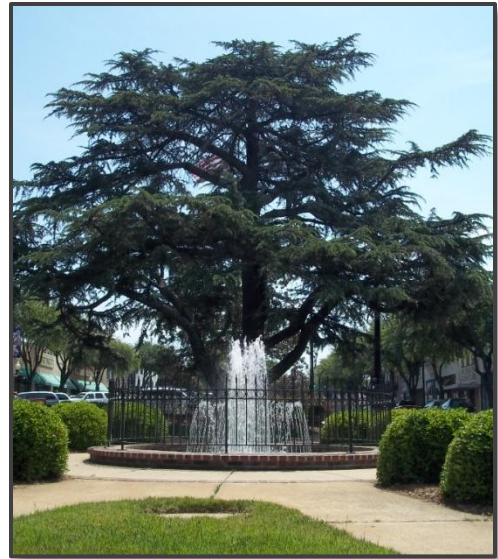
2.2 Community Character and Identity

Goal

Cultivate the identity of the Town of Forest City as a hub of economic activity in the region with small town atmosphere.

Goal Summary

It is the desire of the Town of Forest City to maintain its community identity and to differentiate itself from nearby communities with its vibrant small-town character. The Town desires an attractive built environment enhanced by quality housing, quality commercial development, sound infrastructure and landscaping. The Town also seeks to further solidify its identity by encouraging development and redevelopment throughout town.



Downtown Fountain

Strategies

C1

Maintain and market Forest City's small town character, thriving downtown and recreational amenities as desirable assets and key factors in attracting and retaining business, industry, residents and tourism.

C2

Utilize minimum housing enforcement and nuisance abatement to improve residential areas.

C3

Implement a Neighborhood Planning Initiative similar to the “Guiding Grahamtown” plan for each definable neighborhood in Forest City by completing the following tasks:

- a.** Inventory the areas of concern within each neighborhood.
- b.** Identify neighborhood leaders to become governmental liaisons.
- c.** Hold neighborhood meetings to identify problems, areas of need, and issues that could be addressed by or in cooperation with the Town.
- d.** Utilize a multi-department approach in addressing community concerns and issues.
- e.** Develop a list of strategies for each neighborhood and identify funding for needed improvements.

C4

Apply for Community Development Block Grants (CDBG) to assist in community revitalization.

C5

Improve landscaping and lighting requirements for new developments and work with existing developments to retrofit outdated sites.

C6

Establish building design requirements to set an architectural standard for construction in the Town and work with existing developments to retrofit outdated buildings.

C7

Improve sign regulations for commercial development to reduce visual clutter and enhance rather than detract from the built environment.

C8

Provide distinct entranceways into town with signs and landscaping.

Figure 1: Example Entrance Sign



C9

Install wayfinding signs to direct residents and visitors to area attractions.

C10

Work with NCDOT to replace existing “control-of-access” fencing along US Highway 74-A Bypass with more attractive fencing and landscaping in keeping with the character of Forest City.

Figure 2: US Highway 74-A Bypass Fencing



Current Fencing



Enhanced Fencing

2.3 Land Use, Growth Management and Economic Development

Goal

Promote a sustainable land development pattern that complements the character of the Town, utilizes existing resources, and promotes economic development.

Goal Summary

Forest City desires to maintain the basic framework of its existing land use patterns, placing high priority on promoting development and redevelopment within areas of town that are already developed. This will maximize the return on investment in its infrastructure. As these properties are developed and redeveloped, the design and layout of any new growth should reflect the historical character of the town and be context sensitive to the immediate surroundings. Higher density residential development should be concentrated closer to downtown where infrastructure and services are more readily available. Residential density should be lower where infrastructure and services are not as readily available. Infill development where infrastructure is already available is strongly encouraged.



Florence Mill Redevelopment Rendering

Source: Rowhouse Architects, 2004.

Strategies

LI

Utilize the Future Land Use Map to encourage development that is compatible with surrounding development and available infrastructure and services while discouraging the overdevelopment of environmentally sensitive areas. (See Map I: Future Land Use)

The land use classifications on the Future Land Use Map are described below:

Recreation

This land use classification is intended for existing public parks recreational facilities. These areas include McNair Field, Crowe Park, Hardin Road Park, Rutherford Opportunity Center Playground, Forest City Park, Forest City Golf Course, Callison Recreation Center, Spring House Park, Cool Springs Gym, Mooneyham Public Library, and the proposed Rutherford County Daniel Road Complex.



Low Density Residential

This land use classification is predominantly intended for single-family residential lots of greater than an acre and agricultural uses. Areas designated as Low Density Residential are generally along the eastern edge of the town limits from north to south and are outside of the areas readily served by existing infrastructure and services. Many of these areas also have topographical or environmental challenges that limit the potential for development.



Medium Density Residential

This land use classification is primarily intended for single-family residential development within the town limits or areas that are adjacent to the town limits that could readily be served by existing infrastructure and services. These areas are in relatively close proximity to amenities, commercial areas and transportation corridors.



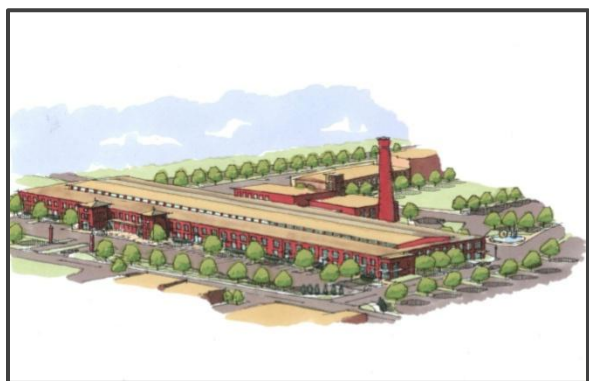
High Density Residential

This land use classification is primarily intended for small lot single-family residential, townhome and condominium development in close proximity to the Downtown Core and the former mill sites of Florence Mill and Alexander Mill. These areas are served by existing infrastructure and services and are ideal for infill development and redevelopment.



Downtown Core

This land use classification is intended for the historic Downtown and the area surrounding the Downtown and Florence Mill. This area is inclusive of the Downtown National Register Historic District and the West Main Street National Register Historic District. The Downtown Core includes a mix of commercial, civic and high density residential uses. The redevelopment of the Florence Mill is integral to this land use classification.



Source: Forest City Downtown Plan, 2010-2027

Neighborhood Business

This land use classification is intended for lower intensity commercial and civic uses that serve surrounding neighborhoods and existing residential development in the area. These areas are located at nodes, crossroads and corridors that have easy access to nearby residential areas. Ideally, these businesses can be reached through pedestrian or bicycle amenities and are located in areas where infrastructure already exists.



Highway Business

This land use classification is intended for higher intensity, auto-oriented commercial uses that have a regional draw and are located on or near major thoroughfares. This classification primarily includes retail, restaurants, hotels, gas stations and similar uses along roads that can handle high volumes of traffic.



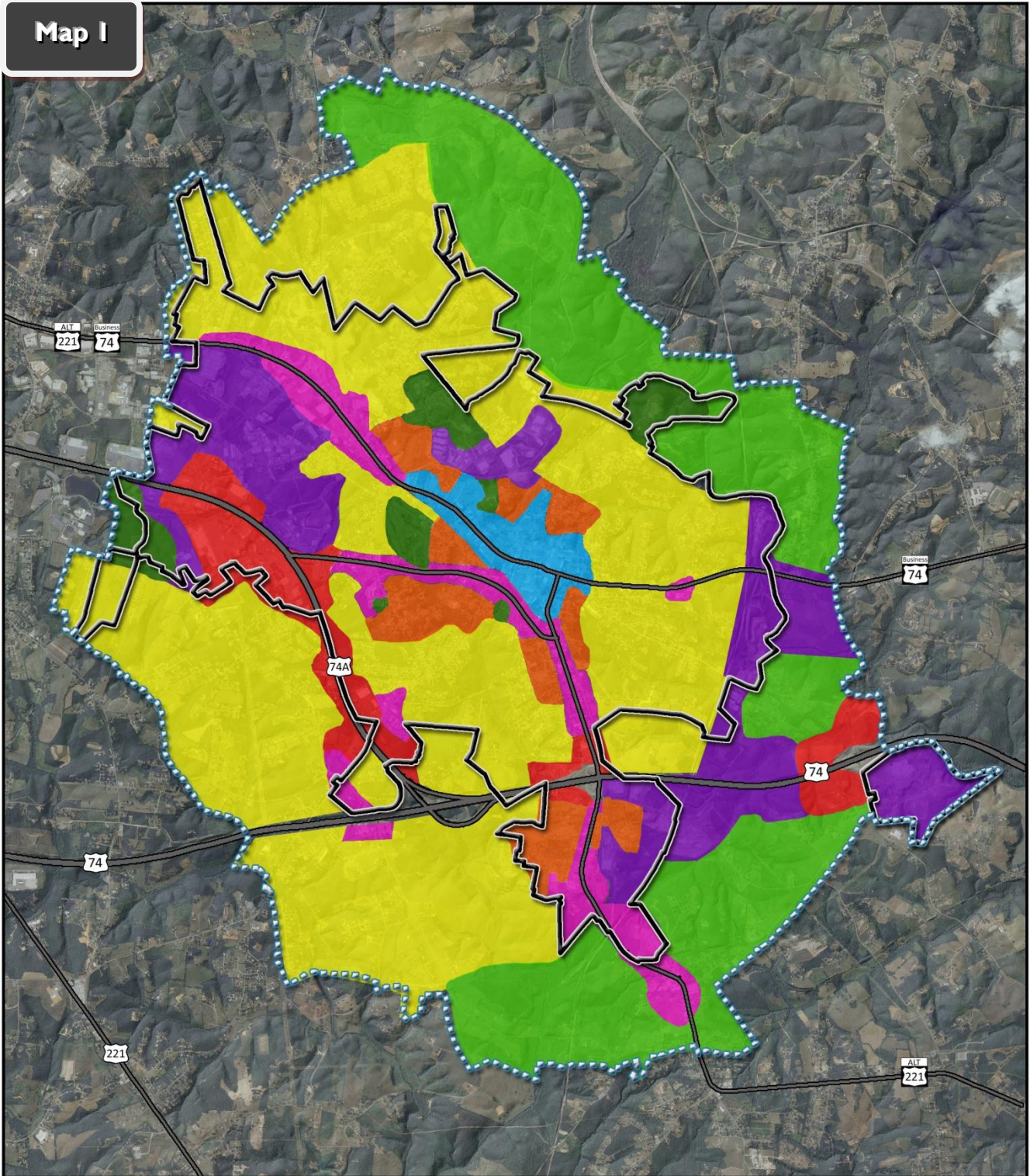
Employment Center

This land use classification is intended for areas suited for large centers of employment which may include manufacturing plants, office parks, data centers and similar uses. These areas are located along or near major road or rail corridors that can access needed infrastructure.

Examples include the Facebook facility on Old Caroleen Road and the industrial area Daniel Road vicinity.



Map I



FUTURE LAND USE



0 0.25 0.5 1 Miles

-  Town Limits
-  Planning Area
-  Major Roads

Land Use Classification

- | | | |
|--|---|---|
|  Low Density Residential |  Downtown Core |  Employment Center |
|  Medium Density Residential |  Highway Business |  Recreation |
|  High Density Residential |  Neighborhood Business | |



L2

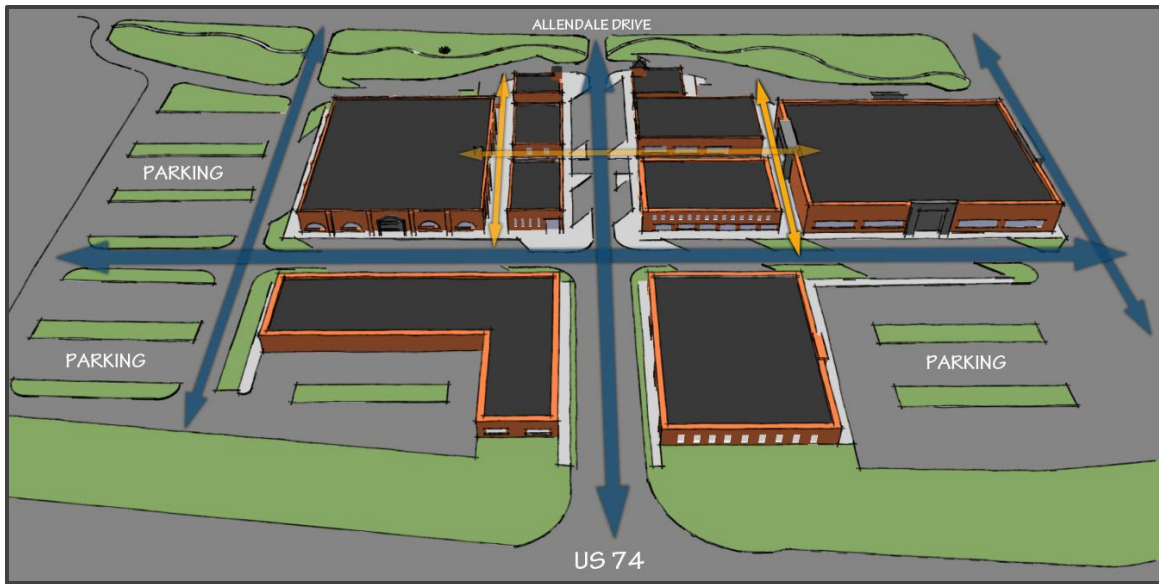
Encourage the redevelopment of existing underutilized retail sites by allowing for the creation of new outparcel development in empty parking lots.

Figure 3: Example Tri-City Mall Redevelopment



Before

After





The example rendering above shows how the Tri-City Mall could be redeveloped by retaining the two anchor stores and opening up the middle of the mall. The parking lot, which is currently larger than needed, could be redesigned to create a grid pattern street system and allow for new outparcel development. This would allow for the underutilized mall to become more of a pedestrian mall and would provide stores within the mall with better visibility and access while creating an attractive shopping experience.

L3

Work with Rutherford County EDC to inventory empty or underutilized commercial and industrial buildings and promote their reuse.

L4

Work with Rutherford County EDC to recruit, retain, improve, and support small businesses, and entrepreneurs.

L5

Work with Rutherford County EDC to encourage industrial development and redevelopment through incentives.

L6

Promote additional infill residential development to support existing and future commercial development.

L7

Promote the revitalization of the commercial districts of the Alexander Mills and Grahamtown neighborhoods

L8

Maintain good air and water quality by utilizing sound land use and transportation principals, reducing run-off, and encouraging the use of Low Impact Development guidelines for stormwater management.

L9

Evaluate the expansion of the Town's tax base through voluntary annexation for developments that will use town utilities and by annexing areas that already receive Town utilities (in accordance with state law).

L10

Improve commercial development standards for access management, parking lot location and design, landscaping, lighting, building design, fencing and signage along major corridors.

L11

Require a "Needs Assessment" for all proposed multi-family development requests.

2.4 Transportation

Goal

Establish a safe and efficient multi-modal transportation network that accommodates the demand from proposed land uses.

Goal Summary

With the help of the Isothermal Rural Planning Organization and the North Carolina Department of Transportation, the Town of Forest City strives to establish a complete transportation network that safely accommodates vehicles, bicycles and pedestrians for demand that will be generated from the land uses proposed in the “Land Use, Growth Management and Environment” goal. The Town desires multi-modal connectivity between locations where citizens live, work and play. The Town will work with these transportation entities to develop creative transportation solutions to common transportation problems while respecting the small-town atmosphere.



Strategies

T1

Follow a priority schedule and budget funds annually for sidewalk construction to extend and loop the existing system while connecting likely pedestrian destinations like parks, schools, churches and government buildings. (See Table 1 and Map 2)

T2

Actively participate in Isothermal Rural Planning Organization (RPO) transportation planning and support priority projects on the Transportation Improvement Program (TIP) as set forth by NCDOT, specifically those projects that affect industrial and commercial growth in Forest City and Rutherford County as a whole.

T3

Work with the RPO and NCDOT to complete new road connections, intersection improvements, and pedestrian crossing improvements as show on the Transportation Network Improvements Map. (See Table 2 and Map 2)

Table 1: Proposed Pedestrian Connections

Priority Group	ID #	Segment Description	Path Type
A	1	Oak Street between Hardin Road and 74-A Bypass	5-foot sidewalk
	2	Trade Street between Broadway Street and McNair Street	5-foot sidewalk
	3	McNair Street between Main Street and Trade Street	5-foot sidewalk
	4	Trade Street between Elizabeth Avenue and Broadway	5-foot sidewalk
	5	Elizabeth Avenue between E. Main Street and Trade Street	5-foot sidewalk
	6	Hardin Road between Forest Street and Church Street	5-foot sidewalk
	7	Forest Street between Hardin Road and Oak Street	5-foot sidewalk
	8	Church Street between Spruce Street and 74-A Bypass	5-foot sidewalk
	9	Oak Street between 74-A Bypass and Piney Ridge Road (up to Town Limits)	5-foot sidewalk
		10	Brackett's Creek Greenway-74-A Bypass between the end of Washington Street and Withrow Road
B	11	Isothermal Greeway-74-A Bypass between Plaza Drive and Isothermal Community College	8-10-foot shared use path
	12	Daniel Road between 74-A Bypass and Piney Ridge Road (in conjunction with Rutherford County Recreation Complex)	5-foot sidewalk
	13	Crowe Park Greenway-Cherry Mountain Street from Trade Street to Crowe Park Entrance and along stream	8-10-foot shared use path
	14	Vance Street between Learning Parkway and new Connector Street	5-foot sidewalk
	15	Hardin Road between Oak Street and Westview Street and Westview Street to W. Main Street	5-foot sidewalk
	16	W. Main Street between Westview Street and Withrow Road	5-foot sidewalk
	17	Withrow Road between W. Main Street and Greenway on 74-A Bypass	5-foot sidewalk
	18	Golf Course Branch Greenway-Along stream between 74-A Bypass and Forest Street	8-10-foot shared use path
	19	Alexander Mills Rails-to-Trails Greenway-Pine Street to Forrest W. Hunt Elementary	8-10 foot shared use path
		20	Washington St./Brackett Rd.between S. Broadway and Church St.
C	21	East Main Street between Carolina Avenue and town limit	5-foot sidewalk
	22	Wilkie Street between East Main Street and Arlington Street	5-foot sidewalk
	23	Arlington Street between Wilkie Street and Magnolia Street	5-foot sidewalk
	24	Florida Avenue between Arlington Street and Old Caroleen Road	5-foot sidewalk
	25	Old Caroleen Road between Florida Avenue and town limit	5-foot sidewalk
	26	South Broad River Greenway-Facebook site to Crowe Park	8-10 foot shared use path
	27	West Main Street between Westview Street and Smith Grove Road	5-foot sidewalk
	28	Hudlow Road between West Main Street and Smith Grove Road	8-10 foot shared use path
	29	Smith Grove Road between West Main Street and Hudlow Road	8-10 foot shared use path
	30	Piney Ridge Road between Oak Street Ext. and Hawthorne Lane	5-foot sidewalk
	31	Bethany Church Road between 74-A Bypass and Piney Ridge Road	5-foot sidewalk
	32	Piney Ridge Road between Oak Street Ext. and Bethany Church Road	8-10 foot shared use path

Group A=High priority

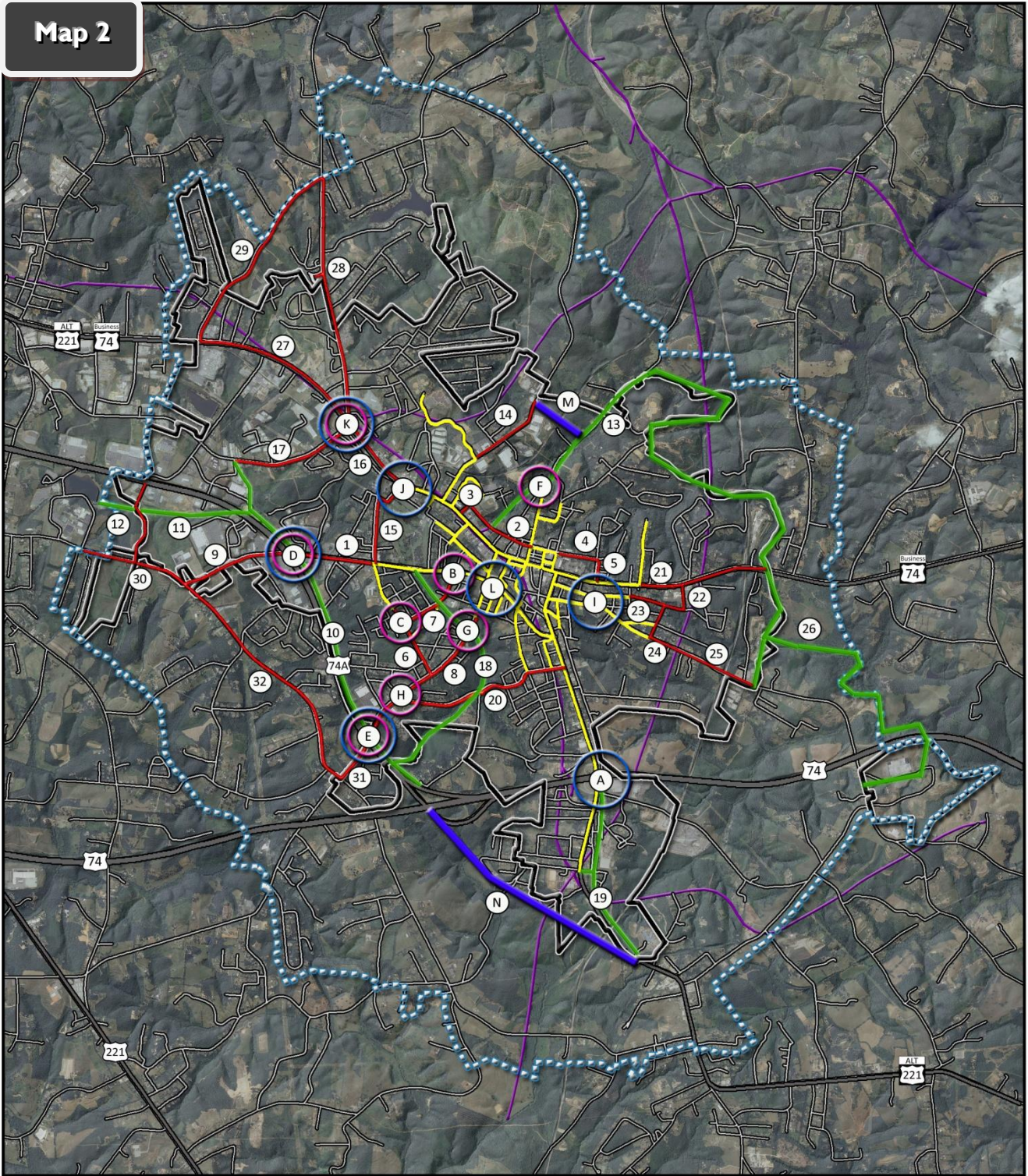
Group B=Medium priority

Group C=Low priority

Table 2: Proposed Intersection and Pedestrian Crossing Improvements

ID Letter	Intersection	Improvement Type
A	Broadway Street at Highway 74 Interchange	Intersection Improvement
B	Oak Street at Forest Street	Pedestrian Crossing
C	Hardin Road at Forest Street	Pedestrian Crossing
D	74-A Bypass at Oak Street	Intersection Improvements with Pedestrian Crossings
E	74-A Bypass at Church Street	Intersection Improvements with Pedestrian Crossings
F	Cherry Mountain Street at Crowe Park Greenway	Pedestrian Crossing
G	Church Street at Golf Course Branch Greenway	Pedestrian Crossing
H	Church Street at Brackett Creek Road	Pedestrian Crossing
I	Arlington Street at Old Caroleen Road	Intersection Improvement
J	Westview Street and Hardin Road at West Main Street	Intersection Improvement
K	West Main Street at Withrow Road and Hudlow Road	Intersection Improvements with Pedestrian Crossings
L	Oak Street at Church Street	Intersection Improvement
M	New Connector Street between Vance Street and Cherry Mountain Street	New connector street
N	US 74-A Bypass Extension between US Highway 74 Bypass and US 221 -Alternate below Alexander Mills	New connector street

Map 2



TRANSPORTATION NETWORK IMPROVEMENTS

	Town Limits Planning Area Major Roads	Streets Sidewalks Railroad	Proposed Transportation Improvements Sidewalks Greenways Roads Intersection Improvement Pedestrian Crossing			

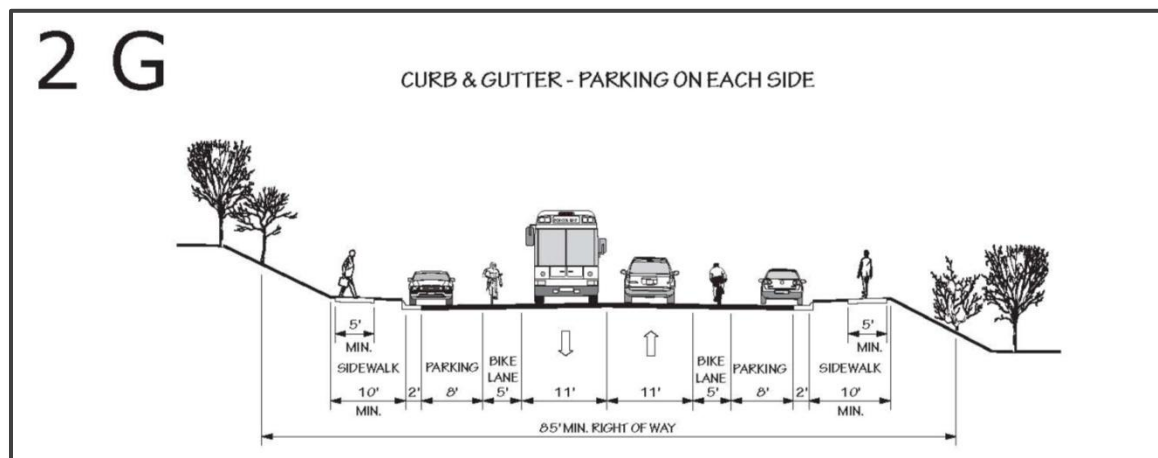
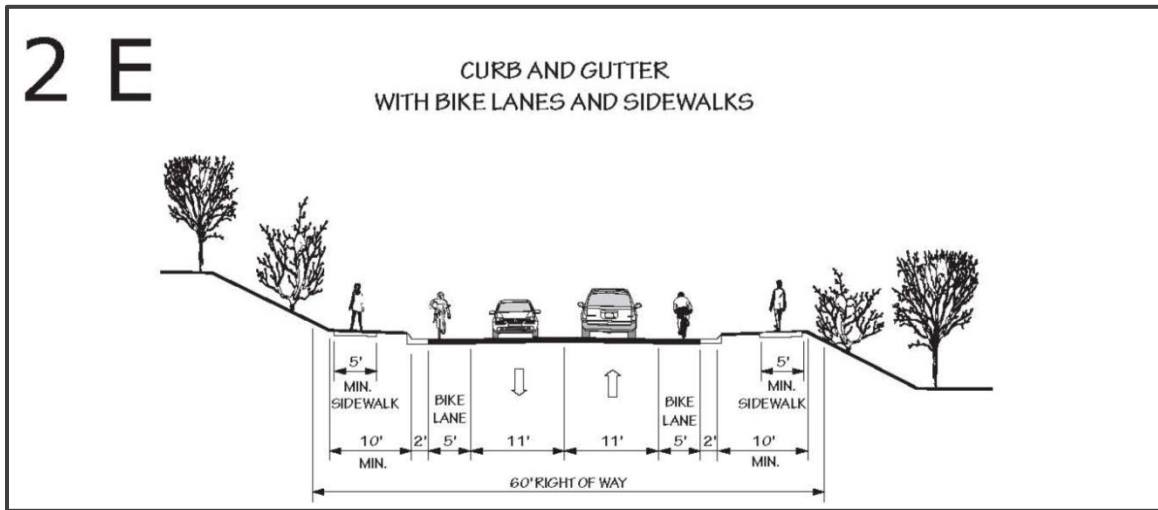
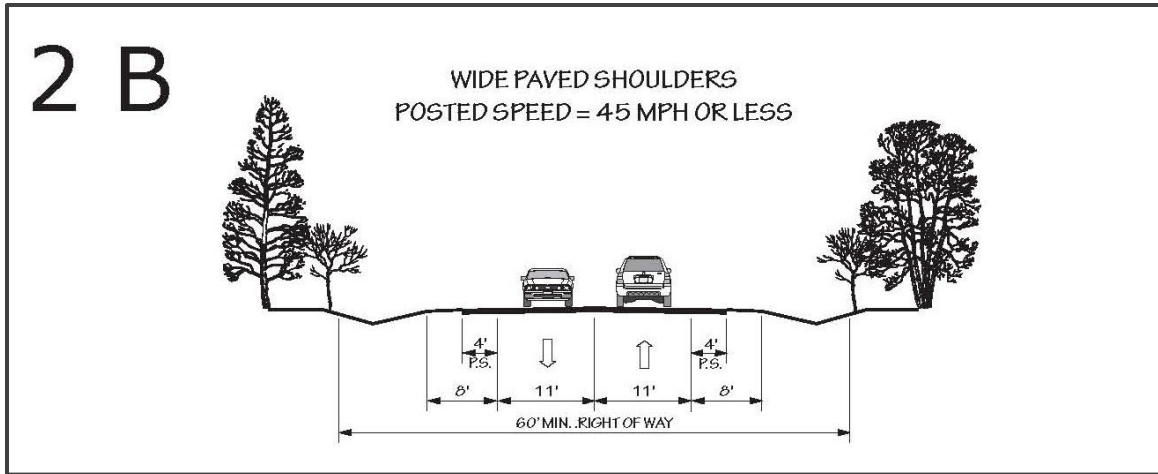
T4

Work with the RPO and NCDOT to utilize the preferred cross sections in the Rutherford County Comprehensive Transportation Plan (CTP) for state roads in Forest City’s jurisdiction.

Table 3: Preferred Cross Sections

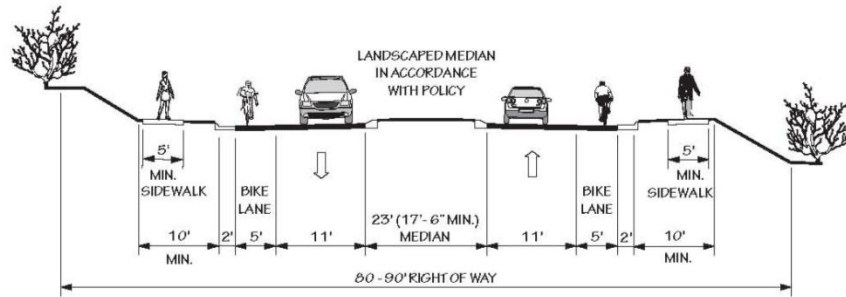
State Road	Preferred Cross Section	NCDOT Cross Section #
Butler Road	2-lane with wide paved shoulders	2B
Cherry Mountain Street (Trade Street to Luckadoo Street)	2-lane curb and gutter with bike lanes and sidewalks	2E
Cherry Mountain Street (Luckadoo Street to Crowe Park)	2-lane with wide paved shoulders with multi-use path	2B, MA
Church Street	2-lane curb and gutter with bike lanes and sidewalks	2E
Duke Street and Daniel Road	2-lane with wide paved shoulders	2B
Hardin Road	2-lane curb and gutter with bike lanes and sidewalks	2E
Hudlow Road	2-lane with wide paved shoulders with multi-use path	2B, MA
Main Street (Downtown)	2-lane, curb and gutter, bike lanes, sidewalks, parking on each side	2G
Main Street (East)	2-lane curb and gutter with bike lanes and sidewalks	2E
Main Street (West)	2-lane, raised median (inclusive of turn lanes), curb and gutter, bike lanes, sidewalks	2I
Oak Street	4-lane, raised median (inclusive of turn lanes), curb and gutter, bike lanes, sidewalks	4D
Old Caroleen Road (to town limits)	2-lane curb and gutter with bike lanes and sidewalks	2E
Old Waggy Road	2-lane curb and gutter with bike lanes and sidewalks	2E
Piney Ridge Road	2-lane with wide paved shoulders with multi-use path	2B, MA
Smith Grove Road	2-lane with wide paved shoulders with multi-use path	2B, MA
South Broadway Street and 221-A	2-lane, raised median (inclusive of turn lanes), curb and gutter, bike lanes, sidewalks	2I
Vance Street (to Parkland Drive)	2-lane curb and gutter with bike lanes and sidewalks	2E
Washington Street and Brackett Road	2-lane curb and gutter with bike lanes and sidewalks	2E
Withrow Road	2-lane curb and gutter with bike lanes and sidewalks	2E
74-A Bypass	4-lanes, divide with median, full or limited control of access with multi-use path	4A, MA

Figure 4: Cross Section Diagrams



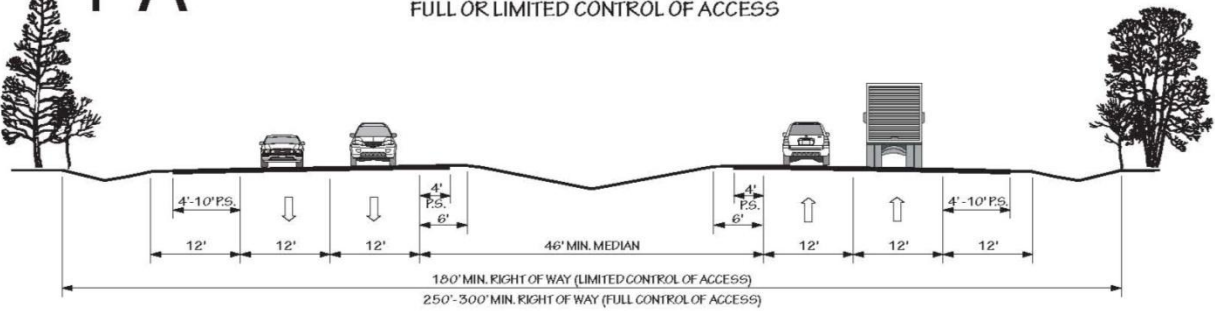
2 I

RAISED MEDIAN WITH CURB & GUTTER



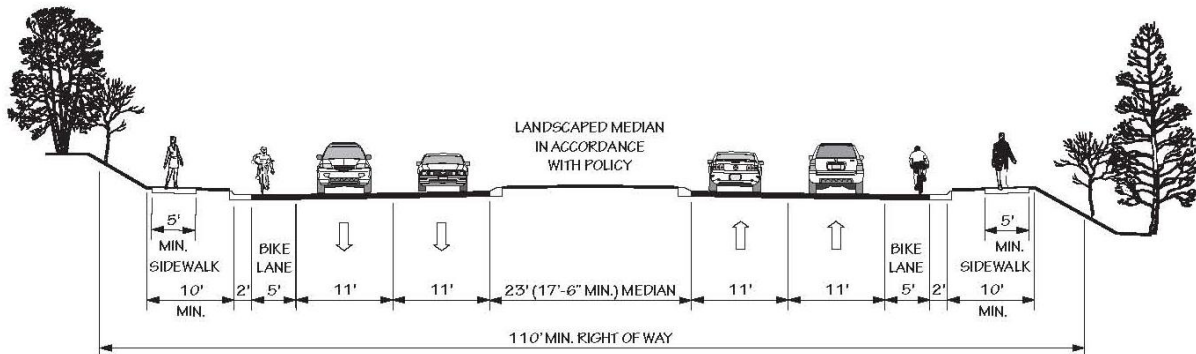
4 A

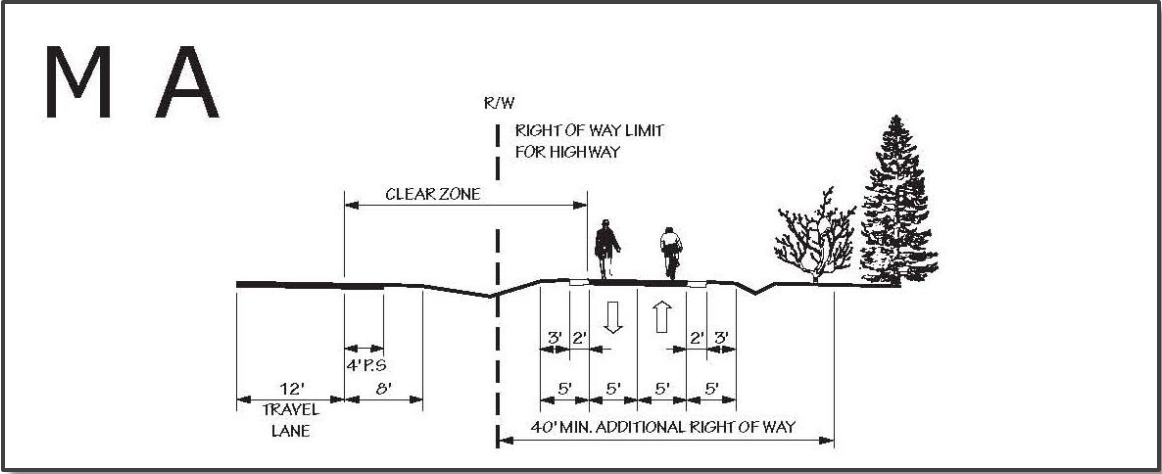
DIVIDED WITH MEDIAN FULL OR LIMITED CONTROL OF ACCESS



4 D

RAISED MEDIAN - CURB & GUTTER WITH BIKE LANES AND SIDEWALKS





Source: NCDOT Typical Highway Cross Sections, 12-07-2010

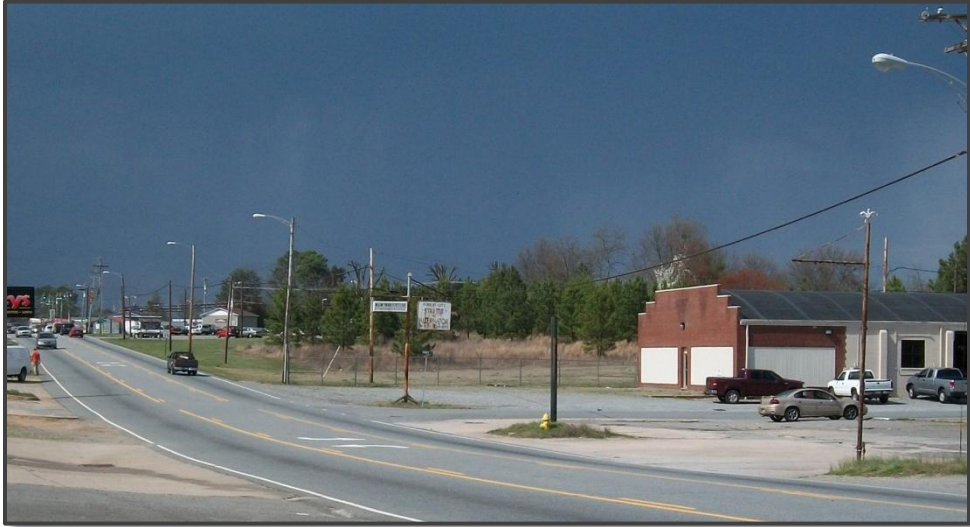
T5

Require the addition or replacement of sidewalks and bicycle facilities for development projects along thoroughfares and within new subdivisions.

T6

Improve access management by limiting curb cuts along West Main Street, Oak Street, South Broadway Street and US Highway 74-A Bypass.

Figure 5: Example West Main Street Improvements



Before

After



2.5 Services and Infrastructure

Goal

Provide for adequate services and infrastructure to sustain and improve existing development and to promote economic development of the Town in the future.

Goal Summary

One of the underlying pillars of the Town's desire to promote sustainable development is to effectively utilize its existing services and infrastructure in the cost effective provision of services to its citizens, businesses and industries. The Town's growth policies dramatically impact the Town's ability to provide a high level of service equally to its customers. In



order to achieve the goal of providing quality service to all, the Town understands how important it is to coordinate service and infrastructure goals and policy with its land development policies and guidelines.

Strategies

SI

Apply for grants that assist businesses and industry in locating or expanding in areas of Forest City and Rutherford County served by the Town's public utilities.

S2

Continue to upgrade the Town's water distribution system and improve wastewater treatment and collection.

S3

Install eight (8)-inch water lines wherever possible to encourage industrial development and redevelopment.

S4

Implement the Comprehensive Strategic Information Technology and Connectivity Plan for the Town and determine the Town's role in further supporting, promoting and providing IT infrastructure.

S5

Continue to connect industrial corridors with high speed broadband and telecommunication services.

S6

Ensure that emergency services are adequate as industry expands in Forest City.

S7

Educate and engage industry, commercial, and residential customers in energy conservation.

2.6 Parks and Recreation

Goal

Provide opportunities for residents to connect with facilities throughout the City that provide a variety of activities.

Goal Summary

Forest City desires for all of its residents to experience recreational opportunities in close proximity to their residences and places of work. As obesity in the United States continues to increase, easily accessible and safe recreational facilities help to encourage a more active lifestyle. Connecting neighborhoods and places of work to recreation areas through greenways, sidewalks and bikeways also provides alternative transportation, lessening congestion on major roads in Forest City. The Town has an adequate number of parks facilities, but these facilities could benefit from some updating and connectivity to neighborhoods, downtown and retail centers.



Strategies

PI

Connect residential areas to schools, parks, and other public places and amenities with greenways, sidewalks, bikeways and rails-to-trails.
(See strategy T1 under Section 2.4 Transportation)

Figure 6: Example Greenway and Medical Complex Improvements along 74-A Bypass



Before

After



P2

Provide passive recreation opportunities for residents on the southern side of Town.

P3

Resurface the basketball courts at Hardin Road Park.

P4

Develop a plan for the use of the Rutherford Opportunity Center grounds.

P5

Construct a new maintenance and storage building and additional parking spaces at Forest City Park.

P6

Develop a plan for the unused portion of Crowe Park, relight and resurface ball fields and repair drainage and fencing.

P7

At the Callison Recreation Center/Clay Street Pool, refinish the pool bottom, enlarge fenced area around the pool with shaded areas, replace the gym floor, and recoat the tennis courts.

P8

Create a user handbook for facilities, and appoint a Recreation Commission user groups liaison.

P9

Provide updated Parks and Recreation information with brochures, website and bulletin boards.

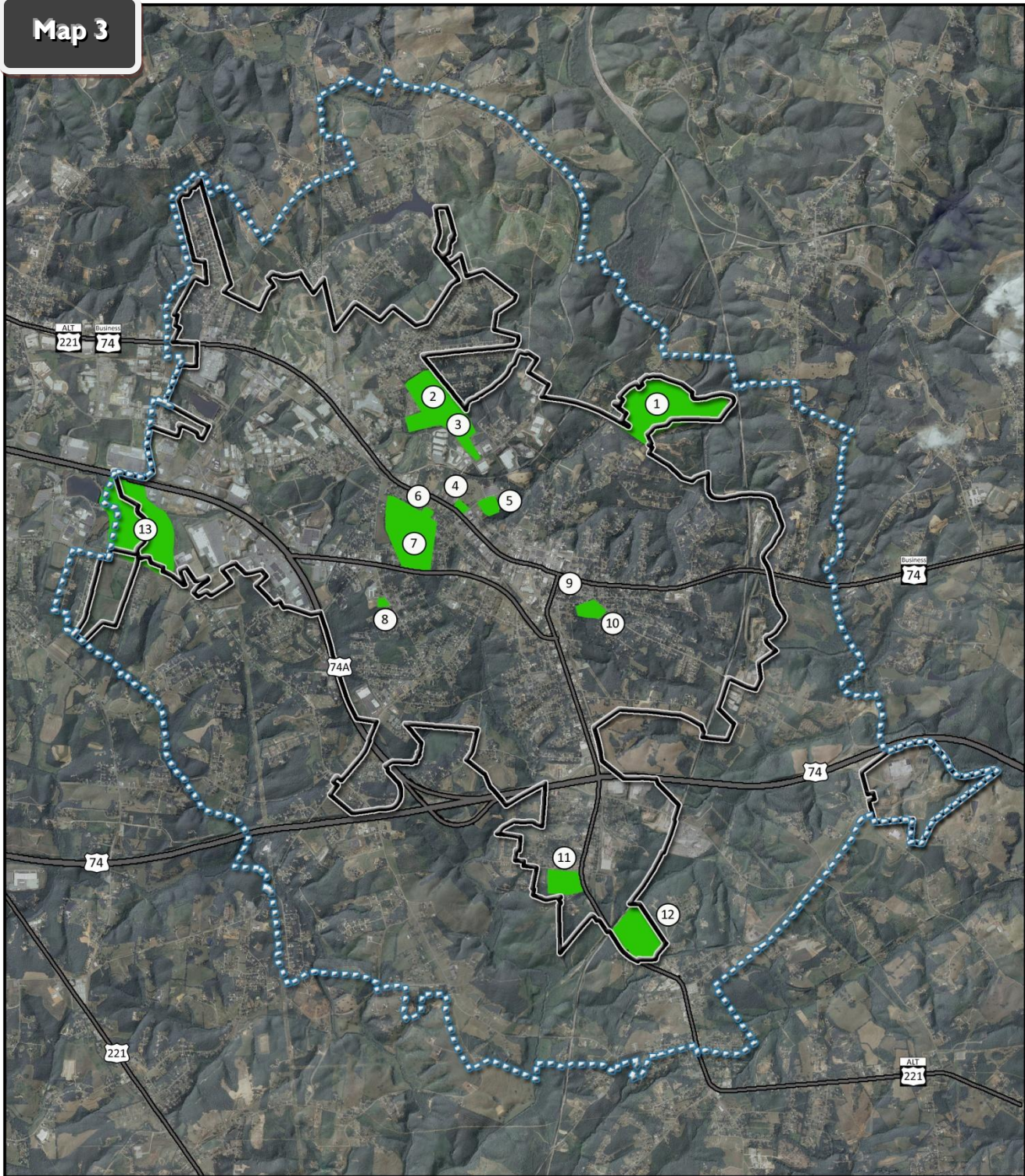
P10

Add walking and volleyball programming.

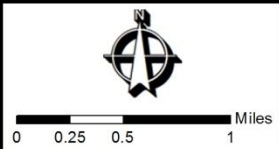
Parks and Recreation Facilities (See Map 3: Parks and Recreation Facilities):

1. Crowe Park
2. Charles R. Summey III Park
3. Forest City/Dunbar Elementary School
4. Cool Springs Gym
5. McNair Field
6. Callison Recreation Center
7. Municipal Golf Course and Spring House Park
8. Hardin Road Park
9. Mooneyham Public Library
10. Rutherford Opportunity Center
11. Thomas Jefferson Classical Academy
12. Forrest W. Hunt Elementary School
13. Rutherford County Recreation Complex

Map 3



PARKS AND RECREATION FACILITIES



- Town Limits
- Planning Area
- Major Roads

Parks and Recreation Facilities 
Facility Key ①



2.7 Downtown Development and Historic Resources

Goal

Foster a vibrant and attractive downtown atmosphere that residents and visitors enjoy and preserved community character and a sense of place through the preservation of historic resources.

Goal Summary

The Town of Forest City desires that the downtown serve as the central hub of activity for the Town and sets a tone for the character of the Town, as a whole. The Town is determined to continue a legacy of preservation and progress by working with downtown businesses and property owners to implement improvements and projects show in the 2010-2027 Downtown Plan. The Town believes that



its historic resources are important to maintain the community character and history for future generations and works with property owners to maintain the integrity of the Town's National Register Historic districts.

Strategies

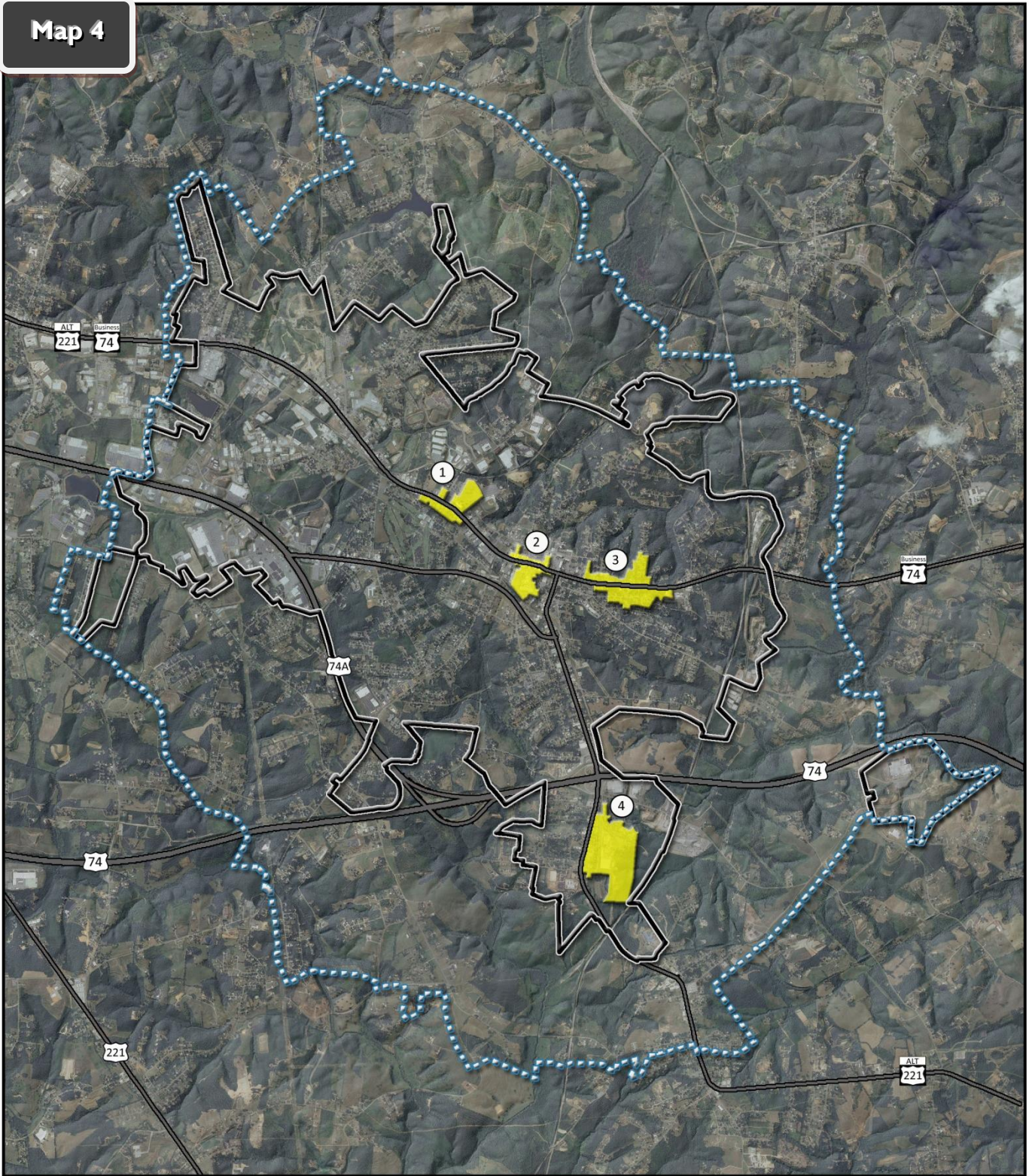
DI

Encourage the rehabilitation and reuse of older homes, historic buildings and neighborhoods. (See Map 4: Historic Districts)

National Register Historic Districts:

1. West Main Street Historic District
2. Main Street Historic District (Downtown)
3. East Main Street Historic District
4. Alexander Manufacturing Company Mill Village Historic District

Map 4



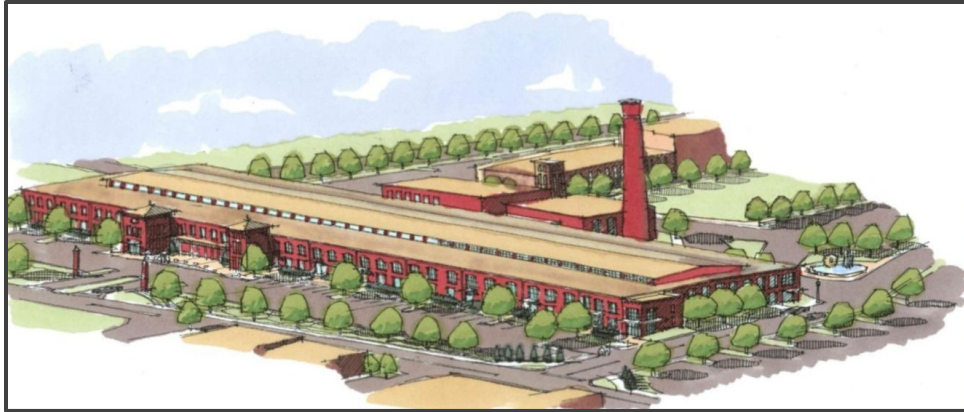
HISTORIC DISTRICTS

	<ul style="list-style-type: none">Town LimitsPlanning AreaMajor Roads	<p>Historic Districts </p> <p>Historic District Key ①</p>	
--	---	---	--

D2

Pursue the adaptive re-use of the historic Florence Mill buildings, rehabilitation of surrounding historic properties and development of green space with pedestrian amenities.

Figure 7: Florence Mill Redevelopment Rendering



Source: Forest City Downtown Plan 2010-2027

D3

Promote additional residential development in and surrounding the Downtown Core by encouraging residential units in the main Florence Mill building, a “New Florence Mill Village” adjacent to the mill and new houses and townhomes on Trade Street.

Figure 8: Residential Development Rendering



Source: Forest City Downtown Plan 2010-2027

D4

Continue to connect downtown to the historic districts, parks, and surrounding area, and take advantage of the abundance of fiber optic cable and broadband capability in the downtown area.

Figure 9: Mill Street Enhancement Project



D5

Throughout downtown, continue the historic preservation of existing buildings, construction of new infill buildings, upgrading of sidewalks and crosswalks and additional pedestrian friendly amenities.

Figure 10: Thomas Street Example Improvements



Before

After



D6

Along Trade Street, promote the construction of new buildings and upgrading of existing buildings for professional offices, retail and townhouses. Incorporate higher landscaping standards and upgrade side streets with compatible new construction.

Figure 11: Example Trade Street Improvements



Before

After



D7

Enhance entranceways into downtown with distinct markers, landscaping or attractive buildings that terminate a vista, specifically where South Broadway Street ends at East Main Street and where Church Street ends at West Main Street. (See Fig. 12)

Figure 12: Example Building on West Main Street at Church Street



Before

After



D8

Improve downtown development regulations and discourage incompatible sprawl development on the corridor entrances into downtown.

D9

Upgrade Town Hall to provide ADA accessibility, meeting space, and adequate work space for use by various Town departments.

D10

Continue the preservation and use of historic school sites such as Cool Springs School and Forest City Elementary School, and encourage the renovation and reuse of the Dunbar School and Alexander Mills School.

D11

Encourage and provide a wide range of attractions in Downtown for current residents and visitors.

D12

Create a Downtown parking plan and post signs directing visitors to additional public parking.

Map 5



DOWNTOWN PLAN 2010 - 2027



Not to Scale

- Infill Development 
- Existing Buildings 



3. IMPLEMENTATION STRATEGIES

3.1 Introduction

The Comprehensive Land Use Plan reviews existing conditions and considers community values and goals to determine how the town should develop in the future. The goals and strategies highlighted in Section 2 are an integral part of guiding future growth and development, but the Town must take steps to achieve those goals if the Plan is to be successful. Without implementation, the goals will never be more than written statements. The implementation strategies lay out a path towards achievement of the Vision Statement and goals.

3.2 Implementation Matrix Overview

The Town of Forest City has undertaken the development of this Comprehensive Land Use Plan not as an end in itself, but as a beginning of events leading toward effective implementation of the Plan. The implementation strategies were developed as a guide for carrying out the Plan. The recommended strategies can and should be reviewed during the Town's annual budgeting process.

The goals and strategies were compiled into an implementation matrix to be used as a quick and easy reference for town officials, residents, business owners and developers. The matrix goes a step further by assigning priorities, resources, timeframes and responsible parties to each implementation strategy, to help the Town determine the most effective approach to implementing the strategies.

The following are descriptions of each of the categories:

- I. **Goal** – The goals listed in the matrix are for the categories those listed above each set of strategies and were derived through the research of current conditions and the expressed desired of Town residents, business owners and other stakeholders. They are meant to provide action steps to achieve the vision of the Town.

2. **Implementation Strategy** – Implementation details are listed to guide the achievement of each goal and are modified into action steps. The categories include multiple implementation strategies, all of which will contribute to reaching the established goals.

3. **Priority** – Due to the limited resources that are faced by all local governments, priorities are identified for each policy to help guide the Town towards the most critical strategies. Priorities are indicated as high, medium, or low, with high being the most pressing or urgent. All recommendations that were described as “high” priority should be addressed by the Town before recommendations described as “medium” or “low” priority.

4. **Resources** – Resources are primarily related to monetary cost to complete the implementation strategies. The tables uses the “\$” symbol to represent monetary ranges. The ranges are as follows:
 - \$ - Less than \$1,000
 - \$\$ - \$1,000-\$10,000
 - \$\$\$ - More than \$10,000 (typically considered capital improvements)
 - Policy – Not outside of normal annual budget expendituresResources could cost more or less depending on the assistance or consultant selected.

5. **Timeframe** – Represents the timeframe in which the implementation strategy should be addressed. Generally, shorter timeframes infer a higher priority. Timeframes are indicated in the matrix as either short term, intermediate, or long term. Below is a description of each timeframe
 - Short-term-should be achieved in less than two years.
 - Intermediate-should be achieved in two to five years
 - Long-term-may take longer than five years
 - Ongoing-Some strategies are designated “ongoing” due to need for constant efforts toward achieving the goal.

6. **Responsible Parties** – This category identifies parties associated with the Town of Forest City that should be responsible for the completion of each strategy. The inclusion of a consultant or other outside party may be necessary to help implement and achieve certain objectives. In general, where “Town Board” is specified as a responsible party, the Town Manager is included as the staff member that directly serves the Board.

3.3 Implementation Matrix

COMMUNITY CHARACTER AND IDENTITY GOAL:
Cultivate the identity of the Town of Forest City as a hub of economic activity in the region with a small town atmosphere.

No.	Strategy	Priority	Resources	Timeframe	Responsible Parties
C1	Maintain and market Forest City's small town character, thriving downtown and recreational amenities as desirable assets and key factors in attracting and retaining business, industry, residents and tourism.	High	Policy	Ongoing	Town Board/Manager, Town Planner Marketing Consultant,
C2	Utilize minimum housing enforcement and nuisance abatement to improve residential areas.	High	\$\$\$ (demolition costs)	Ongoing	Town Board/Manager, Building Inspector, Code Enforcement
C3	Implement a Neighborhood Planning Initiative similar to the "Guiding Grahamtown" plan for each definable neighborhood in Forest City.	High	\$\$\$ (improvements)	Long-term	Town Board/Manager, Town Planner, Code Enforcement Officer
C4	Apply for Community Development Block Grants (CDBG) to assist in community revitalization	High	\$\$\$ (matches and administration)	Ongoing	Town Board/Manager, Town Planner
C5	Improve landscaping and lighting requirements for new developments and work with existing developments to retrofit outdated sites.	High	Policy	Short-term	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator, Zoning Consultant
C6	Establish building design requirements to set an architectural standard for construction in the Town and work with existing developments to retrofit outdated buildings.	High	Policy	Short-term	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator, Zoning Consultant
C7	Improve sign regulations for commercial development to reduce visual clutter and enhance rather than detract from the built environment.	High	Policy	Short-term	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator, Zoning Consultant
C8	Provide distinct entranceways into town with signs and landscaping.	Medium	\$\$\$	Intermediate	Town Board/Manager, Town Planner, Sign Contractor

No.	Strategy	Priority	Resources	Timeframe	Responsible Parties
C9	Install wayfinding signs to direct residents and visitors to area attractions	Medium	\$\$\$	Intermediate	Town Board/Manager, Town Planner, Sign Contractor
C10	Work with NCDOT to replace existing “control of access fencing along US Highway 74-A Bypass with more attractive fencing and landscaping in keeping with the character of Forest City.	Low	\$\$\$ (enhanced fencing costs)	Long-term	Town Board/Manager, NCDOT, Town Planner

**LAND USE, GROWTH MANAGEMENT AND ENVIRONMENT GOAL:
Promote a sustainable land development pattern that complements the character of the Town, utilizes existing resources, and promotes economic development.**

No.	Strategy	Priority	Resources	Timeframe	Responsible Parties
L1	Utilize the Future Land Use Map to encourage development that is compatible with surrounding development and available infrastructure and services while discouraging the overdevelopment of environmentally sensitive areas. (See Map 1)	High	Policy	Ongoing	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator
L2	Encourage the redevelopment of existing underutilized retail sites by allowing for the creation of new outparcel development in empty parking lots.	High	Policy	Ongoing	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator
L3	Work with Rutherford County EDC to inventory empty or underutilized commercial and industrial buildings and promote their use.	High	Policy	Ongoing	EDC, Town Planner
L4	Work with Rutherford County EDC to recruit, retain, improve and support small businesses and entrepreneurs.	High	Policy	Ongoing	EDC, Town Board, Town Manager/Manager, Town Planner
L5	Work with Rutherford County EDC to encourage industrial development and redevelopment through incentives	High	Policy \$\$\$ (incentives)	Ongoing	EDC, Town Board/Manager, Town Planner
L6	Promote additional infill residential development to support existing and future commercial development.	High	Policy	Ongoing	Town Board/Manager, Town Planner, Zoning Administrator
L7	Promote the revitalization of commercial districts of the Alexander and Grahamtown neighborhoods.	Medium	Policy	Ongoing	Town Board/Manager, Town Planner, Zoning Administrator
L8	Maintain good air and water quality by utilizing sound land use and transportation principles, reducing run-off, and encouraging the use of Low Impact Development guidelines for stormwater management.	Medium	Policy	Ongoing	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator

No.	Strategy	Priority	Resources	Timeframe	Responsible Parties
L9	Expand the town's tax base through annexation by requesting voluntary annexation for developments that will use town utilities and by annexing areas that already receive Town utilities (in accordance with state law).	Medium	Policy and \$\$\$	Ongoing	Town Board/Manager, Zoning Administrator Town Attorney
L10	Improve commercial development standards for access management, parking lot location and design, landscaping, lighting, building design, fencing and signage along major corridors.	Medium	Policy	Short-term	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator
L11	Require a "Needs Assessment" for all proposed multi-family development requests.	Medium	Policy	Short-term	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator

TRANSPORTATION GOAL:

Establish a safe and efficient multi-modal transportation network that accommodates the demand from proposed land uses.

No.	Strategy	Priority	Resources	Timeframe	Responsible Parties
T1	Follow a priority schedule and budget funds annually for sidewalk construction to extend and loop the existing system while connecting likely pedestrian destinations like parks, schools, churches and government buildings. (See Table 1 and Map 2)	High	\$\$\$ (annually)	Long-term	Town Board/Manager, NCDOT, RPO, Public Works Department
T2	Actively participate in Isothermal Rural Planning Organization (RPO) transportation planning and support priority projects on the Transportation Improvement Program (TIP) as set forth by NCDOT, specifically those projects that affect industrial and commercial growth in Forest City and Rutherford County as a whole.	High	Policy	Ongoing	Town Board/Manager, NCDOT, RPO
T3	Work with the RPO and NCDOT to complete new road connections, intersection improvements, and pedestrian crossing improvements as show on the Transportation Network Improvements Map. (See Table 2 and Map 2)	Medium	Policy \$\$\$ (participation)	Long-term	Town Board/Manager, NCDOT, RPO, Public Works Dept.
T4	Work with the RPO and NCDOT to utilize preferred cross sections in the Rutherford County Comprehensive Transportation Plan (CTP) for state roads in Forest City's jurisdiction.	Medium	Policy	Short-term	Town Planner, Public Works Dept. NCDOT, RPO
T5	Require the addition or replacement of sidewalks and bicycle facilities for development projects along thoroughfares and within new subdivisions.	Medium	Policy	Short-term	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator
T6	Improve access management by limiting curb cuts along West Main Street, Oak Street, South Broadway Street and US Highway 74-A Bypass.	Medium	Policy	Ongoing	NCDOT, Town Board/Manager, Planning Board, Town Planner, Zoning Administrator

SERVICES AND INFRASTRUCTURE GOAL:

Provide for adequate services and infrastructure to sustain and improve existing development and to promote economic development of the Town in the future.

No.	Strategy	Priority	Resources	Timeframe	Responsible Parties
S1.	Apply for grants that assist businesses in locating or expanding in areas of Forest City and Rutherford County served by the Town's public utilities.	High	\$\$\$ (if match required)	Ongoing	Town Board/Manager, Town Planner, EDC
S2.	Continue to upgrade the Town's water distribution system and improve wastewater treatment and collection.	High	\$\$\$	Ongoing	Town Board/Manager, Public Works Department
S3.	Install eight (8)-inch water lines wherever possible to encourage industrial development and redevelopment.	High	\$\$\$ (unless installed by developer)	Ongoing	Town Board/Manager, Public Works Department
S4.	Implement a Comprehensive Strategic Information Technology and Connectivity Plan for the Town and determine the town's role in further supporting, promoting and providing IT infrastructure.	High	\$\$\$	Short-term	Town Board/Manager, IT Department
S5.	Continue to connect industrial corridors with high speed broadband and telecommunication services	Medium	\$\$\$	Intermediate	Town Board/Manager, Telecommunications Company, IT Department
S6.	Ensure that emergency services are adequate as industry expands in Forest City.	Medium	\$\$\$ (additional equipment and personnel)	Ongoing	Town Board/Manager, Police Department, Fire Department
S7.	Educate and engage industry, commercial and residential customers in energy conservation.	Low	Policy	Ongoing	Public Works Department

PARKS and RECREATION, OPEN SPACE GOAL:

Provide opportunities for residents to connect with facilities throughout the

No.	Strategy	Priority	Resources	Timeframe	Responsible Parties
P1.	Connect residential areas to schools, parks and other amenities with greenways sidewalks, bikeways and rails-to-trails. (See Strategy T1)	High	\$\$\$	Long-term	Town Board/Manager, NCDOT, Parks and Recreation Department, Public Works Department, Town Planner, Zoning Administrator
P2.	Provide passive recreation opportunities on the southern side of Town.	High	\$\$\$	Intermediate	Town Board/Manager, Parks and Recreation Department
P3.	Resurface the basketball courts at Hardin Road Park.	Medium	\$\$	Short-term	Town Board/Manager, Parks and Recreation Department
P4.	Develop a plan for the use of the Rutherford Opportunity Center grounds.	Medium	Policy \$\$\$ (improvement to building)	Intermediate	Town Board/Manager, Parks and Recreation Department
P5.	Construct a new maintenance and storage building and additional parking spaces at Forest City Park.	Medium	\$\$\$	Short-term	Town Board/Manager, Parks and Recreation Department
P6.	Develop a plan for the unused portion of Crowe Park, relight and resurface ball fields, and repair drainage and fencing.	Medium	\$\$\$	Intermediate	Town Board/Manager, Parks and Recreation Department
P7.	At the Callison Recreation Center/Clay Street Pool, refinish the pool bottom, enlarge the fenced area around the pool with shaded areas, replace the gym floor, and recoat the tennis courts.	Medium	\$\$\$	Intermediate	Town Board/Manager, Parks and Recreation Department
P8.	Create a user handbook for facilities, and appoint a Recreation Commission user groups liaison.	Low	Policy	Short-term	Town Board/Manager, Parks and Recreation Department
P9.	Provide updated Parks and Recreation information with brochures, website and bulletin boards.	Low	\$\$ (printing costs)	Short-term	Town Board/Manager, Parks and Recreation Department
P10.	Add walking and volleyball programming.	Low	\$\$ (supplemented by user fees)	Short-term	Town Board/Manager, Parks and Recreation Department

**DOWNTOWN DEVELOPMENT AND HISTORIC RESOURCES GOAL:
Foster a vibrant and attractive downtown atmosphere that residents and visitors enjoy, and preserve community character and a sense of place through the preservation of historic resources.**

No.	Strategy	Priority	Resources	Timeframe	Responsible Parties
D1.	Encourage the rehabilitation and reuse of older homes, historic buildings and neighborhoods.	High	Policy	Ongoing	Town Planner, Zoning Administrator
D2.	Pursue the adaptive re-use of the historic Florence Mill buildings, rehabilitation of surrounding historic properties and development of green space with pedestrian amenities.	High	\$\$\$ (infrastructure participation)	Intermediate	Town Board/Manager, Planning Board, Town Planner, Office of Downtown Development Zoning Administrator, Developer
D3.	Promote additional residential development in and surrounding the Downtown Core by encouraging residential units in the main Florence Mill building, a “New Florence Mill Village” adjacent to the mill and new houses and townhome on Trade St.	Medium	Policy	Intermediate	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator, Developer
D4.	Continue to connect downtown to the historic districts, parks and surrounding area, and take advantage of the abundance of fiber optic cable and broadband capability in the downtown area.	Medium	\$\$\$ (infrastructure participation)	Long-term	Town Board/Manager, Town Planner, Public Works Department
D5.	Throughout downtown, continue the historic preservation of existing buildings, construction of new infill buildings, upgrading of sidewalks and crosswalks and additional pedestrian friendly amenities.	Medium	\$\$\$ (Preservation Design Services Program)	Ongoing	Town Board/Manager, Town Planner, Office of Downtown Development, Developers
D6.	Along Trade Street, promote the construction of new buildings and upgrading existing buildings for professional offices, retail and townhouses. Incorporate higher landscaping standards and upgrade side streets with compatible new construction.	Medium	\$\$\$ (infrastructure participation)	Long-term	Town Board/Manager, Town Planner, Office of Downtown Development, Developers

No.	Strategy	Priority	Resources	Timeframe	Responsible Parties
D7.	Enhance entranceways into downtown with distinct markers, landscaping, or attractive buildings that terminate a vista, specifically where South Broadway Street ends at East Main Street and where Church Street ends at West Main Street.	Medium	\$\$\$	Long-term	Town Board/Manager, Town Planner, Office of Downtown Development
D8.	Improve the downtown development regulations and discourage incompatible sprawl development on the corridor entrances into downtown.	Medium	Policy	Short-term	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator, Zoning Consultant
D9.	Upgrade Town Hall to provide ADA accessibility, meeting space, museum space and adequate work space for use by various Town departments.	Medium	\$\$\$	Intermediate	Town Board/Manager, Town Planner
D10.	Continue the preservation and use of historic school sites such as Cool Springs School and Forest City Elementary School, and encourage the renovation and reuse of the Dunbar School and Alexander Mills School.	Low	Policy	Long-term, Ongoing	Town Board/Manager, Planning Board, Town Planner, Zoning Administrator, Property Owners
D11.	Encourage and provide a wide range of attractions in Downtown for current residents and visitors.	Low	\$\$\$	Long-term	Town Board/Manager, Town Planner, Office of Downtown Development
D12.	Create a downtown parking plan and post signs directing visitors to additional public parking.	Low	\$\$	Short-term	Town Board/Manager, Town Planner, Office of Downtown Development

APPENDIX A: BACKGROUND RESEARCH

A.1 Demographic, Housing and Employment Profile

The information contained in this section is intended to provide a snapshot of the demographic, housing and employment conditions of Forest City and the surrounding area. The data contained in this report was derived from currently available 2010 census data and past decennial census data.

Demographics

Between 2000 and 2010 the population of Forest City fell by almost one percent while the populations of surrounding municipalities and counties grew between one and 12 percent.

Table A.1: Population (2000-2010)

Geography	2000	2010	% Change
Forest City	7,549	7,476	-0.97
Rutherfordton	4,131	4,213	1.98
Spindale	4,022	4,321	7.43
Rutherford County	62,901	67,810	7.80
Cleveland County	96,290	98,078	1.86
Polk County	18,324	20,510	11.93

Source: 2000 US Census and 2010 US Census

The average size of households (all persons residing together as a housekeeping unit regardless of relation) in Forest City is 2.32 persons. This is comparable to the average household sizes for surrounding municipalities and counties and the state as a whole.

Table A.2: Average Household Size (2010)

Geography	Avg. Household Size
Forest City	2.32
Rutherfordton	2.26
Spindale	2.32
Rutherford County	2.42
Cleveland County	2.49
Polk County	2.24
North Carolina	2.48

Source: 2010 US Census

The median age of the population in Forest City is 42 years old. This is younger than the populations of Rutherfordton, Rutherford County and Polk County, but older than the populations of Spindale, Cleveland County and North Carolina.

Table A.3: Age (2010)

Geography	Median Age
Forest City	42.0
Rutherfordton	46.7
Spindale	41.4
Rutherford County	43.7
Cleveland County	41.5
Polk County	51.0
North Carolina	38.7

Source: 2010 US Census

The male to female ratio is much lower in Forest City than in surrounding municipalities and counties and the state as a whole.

Table A.4: Male/Female Ratio (2010)

Geography	Male (%)	Female (%)
Forest City	44.9	55.1
Rutherfordton	45.9	54.1
Spindale	49.9	50.1
Rutherford County	48.3	51.7
Cleveland County	48.2	51.8
Polk County	47.9	52.1
North Carolina	48.7	51.3

Source: 2010 US Census

The racial make-up of Forest City is vastly different from most surrounding communities except for Spindale. The racial make-up of the Town is also similar to North Carolina as a whole.

Table A.5: Race (2010)

Geography	White	Black/ African American	American Indian/ Alaska Native	Asian	Native Hawaiian/ Pacific Islander	Other	Hispanic/ Latino (of any race)
Forest City	67.1%	24.0%	0.2%	0.9%	0.0%	4.9%	9.0%
Rutherfordton	84.9%	10.4%	0.3%	1.6%	0.0%	1.1%	3.0%
Spindale	68.8%	26.7%	0.3%	0.7%	0.0%	0.9%	3.3%
Rutherford County	85.9%	10.1%	0.3%	0.4%	0.0%	1.5%	3.5%
Cleveland County	75.6%	20.7%	0.2%	0.8%	0.0%	1.2%	2.8%
Polk County	90.8%	4.5%	0.4%	0.3%	0.0%	2.6%	5.5%
North Carolina	68.5%	21.5%	1.3%	2.2%	0.1%	4.3%	8.4%

Source: 2010 US Census

Housing Characteristics

Forest City has a higher or comparable housing occupancy rate as compared to surrounding municipalities and counties and the state. The renter-occupied housing rate is much higher than comparison areas.

Table A.6: Housing Characteristics

Geography	Total Housing Units	% Occupied	% Renter
Forest City	3,658	86.7	51.7
Rutherfordton	1,987	87.1	38.7
Spindale	2,051	84.8	45.7
Rutherford County	33,878	81.1	28.0
Cleveland County	43,373	88.9	31.3
Polk County	11,432	78.6	24.4
North Carolina	4,327,528	86.5	33.3

Source: 2010 US Census

Forest City has a significantly higher rate of subsidized housing and Section 8 rentals than the surrounding municipalities and counties and the state as whole. The Forest City Housing Authority manages 176 low rent public housing units. A total of 4.81 percent of all housing units in Forest City are public housing units, and 10.20 percent of housing units in Forest City are publicly subsidized either as low rent public housing or Section 8 vouchers.

Table A.7: Subsidized Housing (2009)

Geography	% of Total Housing that is Subsidized	% of Rental Housing that is Section 8
Forest City	10.20	7.81
Rutherfordton	2.47	4.53
Spindale	2.91	5.89
Rutherford County	2.47	4.66
Cleveland County	4.08	6.92
Polk County	1.65	3.67
North Carolina	3.71	5.58

Source: Policy Map

Employment and Income Trends

The unemployment rate for workers living in Rutherford County was 14.6 percent as of June 2011, the latest available data. As shown in Table A.8, the unemployment rate in Rutherford County is much higher than Cleveland and Polk Counties and the state as a whole.

Table A.8: Unemployment Rate (June 2011)

Geography	Unemployment Rate (Dec.-10)
Rutherford County	14.6
Cleveland County	12.1
Polk County	7.7
North Carolina	10.4

Source: NC Employment Security Commission

In 2010, Rutherford County residents who were employed were concentrated in the manufacturing and retail trade sectors. According to long-term occupational projections (2006-2016) prepared by the Labor Market Information Division of the North Carolina Employment Security Commission, the number one industry with growing employment for both North Carolina “Ambulatory Health Care Services”, while for Region C, it is “Educational Services”. The differences between Region C and North Carolina on the list of the top 10 growing employment industries is the presence of “Warehousing and Storage”, “Accommodation” and “Local Government” and the absence of “Hospitals”, “Administrative and Support Services” and “Amusement, Gambling, and Recreation” on Region C’s list.

Table A.9: Top 10 Industries with Growing Employment (2006-2016)

Ranking	NC Industry	Region C Industry (Cleveland, McDowell, Polk, and Rutherford Counties)
1	Ambulatory Health Care Services	Educational Services
2	Administrative and Support Services	Ambulatory Health Care Services
3	Educational Services	Nursing and Residential Care Facilities
4	Food Services and Drinking Places	Food Services and Drinking Places
5	Professional, Scientific, and Technical Services	Specialty Trade Contractors
6	Specialty Trade Contractors	Warehousing and Storage
7	Hospitals	Social Assistance
8	Nursing and Residential Care Facilities	Local Government
9	General Merchandise Stores	Professional, Scientific, and Technical Services
10	Amusement, Gambling and Recreation	Accommodation

Source: NC Employment Security Commission

The top employers in Rutherford County include Rutherford County Schools, Rutherford Hospital Inc., Rutherford County, Isothermal Community College and the American Greetings Corporation.

Table A.10: Top 25 Employers in Rutherford County (2011)

Rank	Company Name	Industry	Employment Range
1	Rutherford County Schools	Education and Health Services	1,000+
2	Rutherford Hospital Inc	Education and Health Services	500-999
3	County Of Rutherford	Public Administration	500-999
4	Isothermal Community College	Education and Health Services	250-499
5	American Greetings Corporation	Information	250-499
6	Wal-Mart Associates Inc	Trade, Transportation and Utilities	250-499
7	Watts Regulator Company (A Corp)	Manufacturing	250-499
8	A G Industries Inc	Information	100-249
9	Heritage Healthcare Inc	Education and Health Services	100-249
10	The Timken Company	Manufacturing	100-249
11	Ingles Markets Inc	Trade, Transportation and Utilities	100-249
12	Zaxbys	Leisure and Hospitality	100-249
14	Reeves Brothers Inc	Manufacturing	100-249
14	Town Of Forest City	Public Administration	100-249
15	Parker Hannifin Corporation	Trade, Transportation and Utilities	100-249
16	Professional Transportation Inc	Trade, Transportation and Utilities	100-249
17	Rutherford Management Corp	Leisure and Hospitality	100-249
18	Willow Ridge Of NC LLC	Education and Health Services	100-249
19	Rutherford Polk McDowell District	Public Administration	100-249
21	White Oak Manor Inc	Education and Health Services	100-249
21	Hospice Of Rutherford County Inc	Education and Health Services	100-249
22	Duke Energy Carolinas Llc	Trade, Transportation and Utilities	100-249
23	C/O Talx Ucm Services	Manufacturing	100-249
24	Development Comm	Public Administration	100-249
25	Autumn Corporation	Education and Health Services	100-249

Source: NC Employment Security Commission

Regarding income, Forest City has a significantly lower median household income and a significantly higher poverty rate than surrounding communities and the state as a whole.

Table A.11: Median Household Income (2009)

Geography	Median Household Income
Forest City	\$29,297
Rutherfordton	\$32,596
Spindale	\$32,482
Rutherford County	\$34,881
Cleveland County	\$37,889
Polk County	\$39,246
North Carolina	\$45,069

Source: Policy Map

Table A.12: Poverty Rates (2009)

Geography	Poverty Rate (%)
Forest City	28.39
Rutherfordton	23.82
Spindale	21.73
Rutherford County	18.01
Cleveland County	18.69
Polk County	13.37
North Carolina	15.06

Source: Policy Map

A.2 Land Use and Growth Management

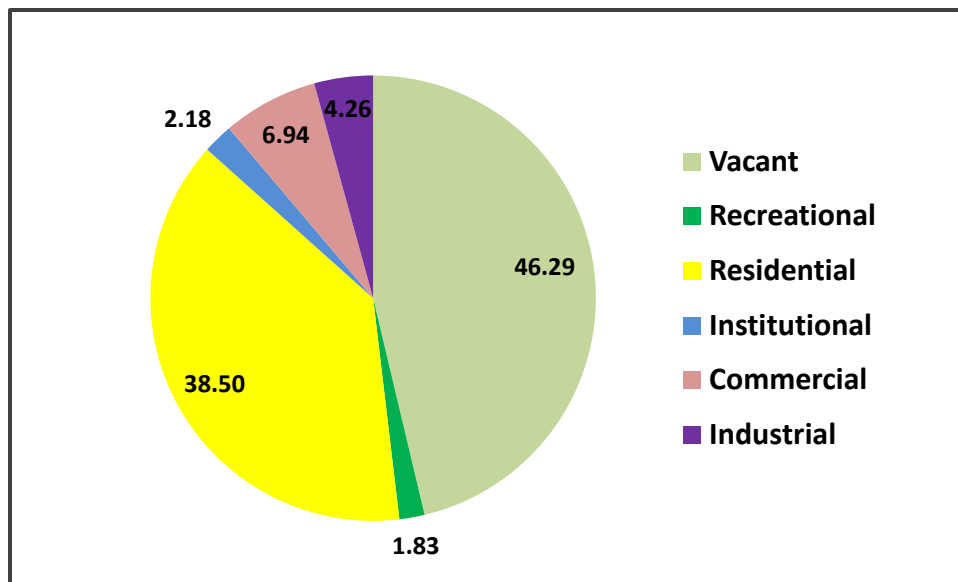
Existing Land Use and Zoning

The planning area for this project includes the Forest City extraterritorial jurisdiction (ETJ) and one satellite annexation area just outside of the ETJ. The total size of this area is 12,115.63 acres. The total area in parcels, excluding street right-of-way is 11,955.53 acres. Nearly half of the land in the planning area is vacant. Other than vacant land, the land use that currently covers the largest land area in the planning area is residential. Commercial land use makes up nearly seven percent of the land area, while industrial land uses comprise over four percent of the land area. Recreational and institutional land uses cover approximately two percent of the land area each.

Table A.13: Existing Land Use

Land Use	Acres	%
Vacant	5,533.85	46.29
Recreational	218.72	1.83
Residential	4,603.31	38.50
Institutional	260.62	2.18
Commercial	829.16	6.94
Industrial	509.80	4.26
Total	11,955.45	100.00

Figure A.1: Existing Land Use Percentages



The Town of Forest currently has 10 base zoning districts as set forth in the Zoning Ordinance:

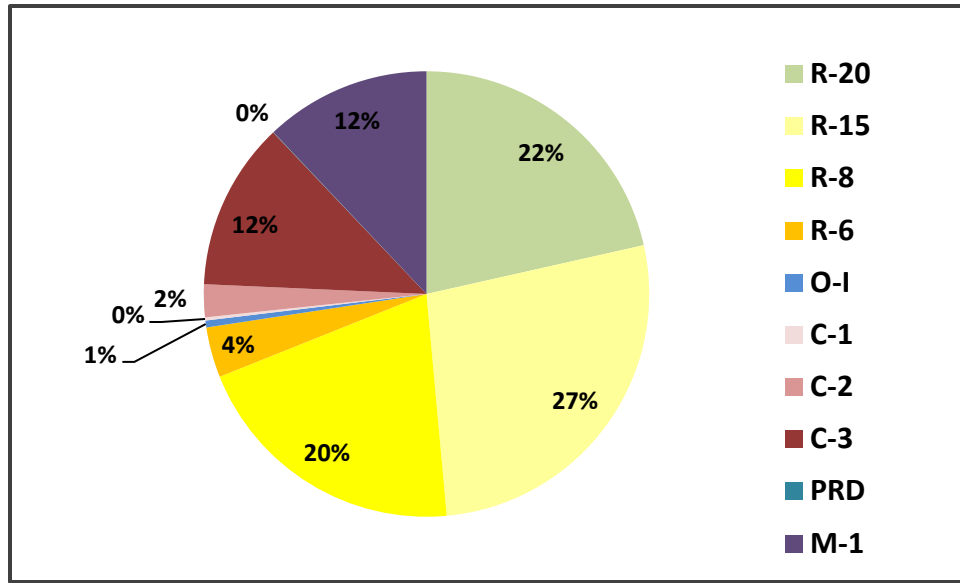
- R-20 Low Density Residential/Agricultural District
- R-15 Low Density Residential District
- R-8 Medium Density Residential District
- R-6 High Density Residential District
- O-1 Office and Institutional District
- C-1 Central Business District
- C-2 General Business District
- C-3 Highway Business District
- PRD Planned Adaptive Reuse District
- M-1 Industrial District
- M-2 Light Industrial District

While there is some allowance for the mixing of compatible uses in certain districts, the R-20, R-15, R-8 and R-6 zoning districts are primarily intended for residential uses. The O-1, C-1, C-2 and C-3 districts are commercial in nature, while the M-1 and M-2 districts are intended for industrial uses. The PRD district is unique and may include a variety of compatible uses within the context of large building previously used for other purposes, such as manufacturing or institutional uses.

Table A.14: Existing Zoning

District Category	Zoning District	Acres	%
Residential Districts	R-20	2,602.49	72.59
	R-15	3,279.07	
	R-8	2,471.09	
	R-6	442.68	
Commercial Districts	O-1	60.68	15.32
	C-1	27.55	
	C-2	288.11	
	C-3	1,479.81	
Planned Adaptive Reuse District	PRD	3.35	0.03
Industrial Districts	M-1	1,460.81	12.06
	M-2	0.00	
Total		12,115.63	100.00

Figure A.2: Zoning District Percentages



Nearly three quarters of the Town's planning area is zoned for primarily residential purposes. Over 15 percent is zoned for primarily for commercial purposes, and just over 12 percent is zoned for heavy industrial purposes. While the M-2 Light Industrial district exists within the text of the Zoning Ordinance, it is not applied anywhere on the Zoning Map.

A.3 Transportation, Infrastructure and Services

General Roads and Connectivity Assessment

The Town of Forest City is situated along Highway 74 in central Rutherford County. It is located at the first major exit on the limited access portion of Highway 74 west of Shelby. The Town is interconnected by three US highways: 74, 221 and 64. The Town maintains approximately 56.55 miles of streets within the town limits.

Limited connectivity between residential and commercial developments in the planning area necessitates most traffic using US Highway 74 Bypass, US Highway 74 Business and US Highway 221. Connectivity between residential developments is somewhat limited by topography, as well as interceding land uses. Connectivity to the Alexander Mills area to the south of US Highway 74 Bypass is very limited by the location of the highway.

Transportation Plans

The only existing transportation plan that affects the planning area is the Thoroughfare Plan Report for the Rutherford County Urban Area. The plan was adopted in March 1999. All pertinent projects from this plan have either been completed or discontinued. A new Comprehensive Transportation Plan for Rutherford County is estimated to be completed in 2014 as a collaborative effort between the North Carolina Department of Transportation and the Isothermal Rural Planning Organization.

There is only one project currently listed in the State Transportation Improvement Program that will have an impact on the Town of Forest City. Project #R-2233 involves grading, paving, signalization and drainage improvements, and, in some portions, widening of US Highway 221 from the state line through Rutherfordton. While this road does not go directly through the planning area, its improvement will have an impact on traffic patterns in and around the planning area. The project is broken into four phases. The first phase has begun and stretches from the state line to south of Floyd's Creek. It is scheduled to be completed in June of 2014. The second phase of the project includes the portion of US Highway 221 from Floyd's Creek to US Highway 74 Bypass and is scheduled to be completed in September of 2014. The last two

phases include the stretch from US Highway 74 Bypass to Roper Loop Road and will not begin construction until 2019.

Pedestrian Network

There are a limited number of pedestrian facilities in the planning area (see Existing Sidewalk Map in Appendix A). The majority of the sidewalks are within the downtown area and along South Broadway Street (US Highway 221A). There are few sidewalks connecting outlying residential areas to the downtown, recreational facilities, institutional uses and commercial areas. There are currently no greenway connections in the planning area, but there is potential for greenways to connect recreation facilities.

Water Service

The *Town of Forest City* draws water from the Second Broad River which runs southeast through Rutherford County. The existing raw water station has a settling canal, three 300 horse power vertical turbine pumps, an emergency generator for power failure and approximately two and one-half miles of water lines to the treatment facility. An additional raw water intake and storage station is being constructed along the river to accommodate additional industrial development. The *Water Treatment Plant* was originally constructed in 1948. In 2003 the Town concluded upgrades to the plant, which yielded a total face-lift to the original 1948 structure, process equipment upgrades and total electrical updated to the facility. The plant, at present, can treat eight million gallons of water a day and has structural components in place to easily upgrade to a 10 million gallon a day facility. The Finished Water Pump Station located at the facility has been upgraded to include an eight million gallon a day pump, adding to the capabilities to provide an excellent level of water upon increased consumer water demand. The Water Plant Laboratory is North Carolina Certified for the Bacteriological Analysis of drinking water. The Lab offers Bacteriological Analysis service to the general public for a small fee. The Plant has three clearwell storage basins with a total of 3 million gallons of water.

The Town's network of distribution lines extend beyond the city limits to serve various communities and other outlying areas. The Town sells water, under contract, to the towns of Bostic, Ellenboro and the Concord Community Water System. The Town of Forest City has

over 2.7 million gallons of elevated water storage capacity and maintains water system through consistent monitoring, testing and general routine maintenance.

Wastewater Service

The Town of Forest City, North Carolina began a comprehensive wastewater treatment program with the construction of the Riverside Drive Water Reclamation Facility in 1959. Operations began in 1960 with improvements in 1983, 1988, 1991 and 1997. Design capacity is three million gallons per day,



with a peak of seven million gallons per day; current flow is four million gallons per day. Daily treated flow of 40,000 gallons is reduced by drying for application to farmlands in Rutherford County. Approximately 8,500 customers and five major industries are served by Forest City's wastewater treatment.

Electric Service

The Town of Forest City is a Duke Energy electric wholesale customer. The Forest City Electric Department is responsible for 4,155 customers, three substations and seven 1600 kilowatt generators. The Electric Department's work includes restoring power, setting poles, metering, installing electric lines, monitoring the flow of electric current, and maintaining transformers, underground electric, street lighting and security lighting. The Electric Department currently has five employees.

Communications

Telephone and fiber optic service are provided by AT&T in the area. The Town has made great efforts to ensure that state-of-the-art communication technology is available for individuals and businesses in the Forest City planning area. A total of 144 strands of fiber optic cable are available in the core of the Town. The Town also continues to plan for additional fiber optic extensions to outlying industrial areas. Additionally, the Town has been working on providing a mesh wireless internet system for public and private use to encourage connection to the available fiber optic.

Non-utility Services

The Town Hall is located at 128 North Powell Street in downtown Forest City. The Town's administrative, building/zoning, planning, code enforcement services are operated from this location. Other than utilities, the town provides the following services:

- **Street Maintenance:** The Public Works Department is located at 141 North Broadway Street. Currently, the Town provides regular repair and maintenance services along approximately 56.55 miles of Town-maintained streets, including leaf and brush collection.
- **Solid Waste Collection:** The Town of Forest City contracts with GDS for garbage collection services. Everyone within the city limits is required to have garbage collection. Garbage and recyclables are collected once a week. Residences and small businesses are provided with up to three rollout carts. Large businesses and industries are provided with dumpsters.
- **Building, Zoning, Planning, and Code Enforcement:** The Building, Zoning, Planning and Code Enforcement Department is located in the Town Hall and is responsible for the day-to-day administration of the zoning ordinance, subdivision ordinance, building code, minimum housing code, and nuisance ordinances. This department, along with the Police Department, work to enforce local ordinances to reduce the amount of abandoned vehicles, junk vehicles, overgrown grass, trash, debris, unsafe buildings and many more ordinances within the Town limits. Additionally, the department performs community development services.
- **Parks and Recreation:** The Parks and Recreation Department is located at 217 Clay Street. The department maintains nine different parks and recreation facilities and

participates in a variety of recreation programming. These facilities and programs are outlined in greater detail under the “Parks and Recreation” section of this report.

- **Library:** **The Mooneyham Public Library** began as a small collection housed in an upstairs room in Forest City's Hall and moved to its current location at 240 East Main Street in 1964. The library offers books, audio and video cassettes, magazines are available for check out. It also provides tax forms, public access to the internet and story time. A meeting room and copy and fax services are available for a fee.
- **Police Protection:** The Forest City Police Department is located at 187 South Church Street and comprised of 32 full time sworn staff and two full time civilian personnel. The Police Department has 22 officers assigned to the patrol division with each of these officers being assigned to a patrol zone with lieutenants and sergeants overseeing each zone. All county police and fire dispatch are currently handled at Rutherford County Sheriff's Department at their Central Communications Division.
- **Fire Protection:** The Fire Department is located at 186 South Church Street. It has 24 employees with a chief, assistant chief, three lieutenants and 19 firefighters. The department has operating six fire apparatus including a first response truck and a 70 foot ladder truck. The duties of the fire department include responding to alarms and conducting public education about fire and accident prevention. The department also assists with the Burned Children's Fund of North Carolina, provides and installs smoke detectors for needy families, host blood drives for the American Red Cross.

Source: Town of Forest City website, <http://www.townofforestcity.com>, September 29, 2011.

Public Schools

Rutherford County Schools provide public education in the planning area. Rutherford County Schools is governed by a seven-member Board of Education. Enrollment in Rutherford County Schools is approximately 9,000 students. There are three school districts within the school system that are comprised of three high schools, three middle schools and ten elementary schools. The school system also contains the Carver Center Head Start program, the Rutherford Early College High (REaCH) school and the Rutherford Opportunity Center. Three of schools are located within the Forest City planning area including Forest City-Dunbar Elementary, Forrest W. Hunt Elementary and the Rutherford Opportunity Center.

The Rutherford County School system also benefits from a unique arrangement with the McNair Foundation. The Robert and Janice McNair Educational Foundation seeks to improve education in Rutherford County, NC and thereby increase the number of students in the county who pursue education beyond high school by preparing students academically for college, provide an adult mentor for every high school student, helping students and their families through programs of assistance and financial aid for attending college. The ROPE (Reaching for One's Potential for Excellence) scholarship is offered to qualifying East Rutherford High School and Chase High School graduates that are accepted to college after high school. To date, 1,328 students have received ROPE awards and approximately \$3,140,281 in college aid funds through the Foundation.

Source: *Rutherford County Schools website, <http://www.rcsnc.org>, September 29, 2011.*

McNair Foundation website, <http://www.mcnairedfoundation.org/>, November 9, 2011.

A.4 Parks and Recreation

A Forest City Comprehensive Parks and Recreation Plan was completed in 2005 and updated in 2010. The plan notes that there are currently no greenway connections between parks and makes recommendations make these connections in the future. Below is an inventory of existing parks and recreation facilities:

Crowe Park Complex

The Crowe Park Complex is a large park facility located in the northern section of Forest City between Cherry Mountain Street and Flack Road. The complex is accessible from either direction. The complex was originally built with Department of the Interior Land and Water Conservation Funds (LWCF) and is owned by the Town of Forest City and maintained and operated by the Forest City Recreation



Department. The complex consists of two tracts of land totaling approximately 80 acres and abuts the Second Broad River.

Crowe Park facilities include:

- 3 lighted baseball fields
- 2 horseshoe pits
- 5 large picnic shelters
- 2 small picnic shelters
- clubhouse
- sand volleyball court
- large children play unit
- numerous children play stations
- equipment storage
- concessions
- bathrooms
- marked parking for 145 vehicles

Although this facility is older, it is clean and well maintained. There is also quite a bit of acreage not in use, including access to the Second Broad River. Fields are not in as much demand since the Forest City Park has been completed. There are no sidewalks or bikeways leading to this Park. Since the original plan was written, the Town of Forest City received a Parks and

Recreation Trust Fund Grant to upgrade this park. New bathrooms, a large picnic shelter, new baseball dugouts and new playground equipment have been added. The parking area was repaved in 2010.

Hardin Road Park

The Hardin Road Park is a small community park area located in central southwestern Forest City on Hardin Road, south of its intersection with Oak Street. This park is located adjacent to a Forest City water storage tank and also the Dunbar Community Center. The park consists of two tracts of land totaling approximately three acres. This park is owned by the Town of Forest City and maintained by the Forest City Recreation Department.



Hardin Road Park facilities include:

- 1 outdoor basketball court
- 1 large picnic shelter
- 3 children's play units
- Bathrooms
- Parking for 10 vehicles

Hardin Road Park is well-maintained by the Forest City Recreation Department, but is showing signs of its age. There are also problems with vandalism at this park. There is a sidewalk leading to this park along Hardin Street.

Forest City Park

The Forest City Park is a large regional facility recently constructed in partnership with Rutherford County Schools. The park is located off of Vance Street north of its intersection with Main Street. Forest City Elementary School is located in the central portion of this property. The portion of the property owned by the Town of Forest City consists of approximately 71 acres. The Forest City Recreation Department maintains the park property as well as the school property.



Forest City Park facilities include:

- 3 lighted baseball fields
- 2 T-ball field
- 1 small picnic shelter
- 1 children's play unit
- 3 irrigated multi-purpose fields adjacent to school
- 1 irrigated multi-purpose field
- 1 quarter mile rubberized walking track
- Field tower with concessions and bathrooms
- 2 concession buildings with bathrooms
- marked parking for 138 vehicles

This facility is heavily used by Forest City Little League. This park facility is new and is in excellent condition. The facility is beautifully landscaped with lots of additional greenspace. Sidewalks connect this facility to Vance Street and back to Main Street.

Callison Recreation Center

Callison Recreation Center is a large facility located two blocks south of Main Street on Clay Street. This facility is located on the same tract of land as the Forest City Golf Course, Springhouse Park, and the Forest City Club House. The total tract covers over 60 acres. The center is owned by the Town of Forest City and is maintained and operated by the Forest City Recreation Department.



Callison recreation center facilities include

- Recreation offices
- Gym with multiple basketball courts
- Fitness room
- Equipment storage
- 6 regulation tennis courts
- Swimming pool
- Combined parking with the golf course for 150 vehicles
- Senior citizens club

The Callison facility is heavily used by recreational basketball leagues and senior citizens. The pool is used by the Forest City Swim Team, swim lessons are taught, and in the summer the pool operates at capacity. The facility is landscaped and maintained well. There are no sidewalks or bikeways connecting this facility with other sidewalks or travelways. An abandoned railway lies just north of the main parking area. Since the original plan was adopted the following improvements have been made to Callison Recreation Center: the pool pumps and drains have been updated, the weight room has been expanded, and air conditioning has been added.

Forest City Golf Course

The Forest City Golf Course is located on the same tract as Callison Recreation Center off of Clay Street. The golf course was begun in 1933 as a civil works administration program. The golf course was remodeled and improved in 1998/1999. The course is 9 holes, 3,005 yards from the white tees and has a par of 36. There is a practice chipping green, a practice putting green and a driving net available also. There is a



full service pro shop with a club pro. Carts are available for a fee. The course is owned by the Town of Forest City and is maintained by a golf course maintenance crew. With the renovations completed in 1999, this is one of the nicest 9-hole municipal courses available to play in the region. The course is in excellent shape. Since the original plan was adopted, the clubhouse has been reroofed, painted and new HVAC installed.

Spring House Park

Spring House Park is located past the Forest City Golf Course Pro Shop, in the middle of the golf course. This facility is named for an artesian well located on site. There is a large lighted picnic shelter on this site, with picnic tables and 3 fireplaces. With the other park facilities offering picnic shelters along with playgrounds and fields, this facility does not have as great a demand for usage. There are



not many picnic tables available, possible due to less demand. This facility is in good condition.

Cool Springs Gym

Cool Springs Gym is located on West Main Street next to the Rutherford County Schools administrative offices. The Town of Forest City acquired the property from Rutherford County Schools and completed renovations in 2004. The gym is in great shape, and is used for youth and adult basketball programs. There is parking for approximately 155 vehicles located behind



the gym off of Vance Street. The rear of the gym serves as locker rooms for the Forest City Owls and visiting baseball teams playing at McNair Field. Since the adoption of the original plan, Cool Springs Gym has received the following improvements: new gym floor, new paint, new HVAC, a restroom for persons with disabilities, new sidewalks, new parking and Owls lockers and support. The foyer area of the gym has also recently been refinished.

Rutherford Opportunity Center (Former Forest City Elementary School)

The Town of Forest City, through an agreement with Rutherford County, has agreed to operate and maintain the playground portion of the Rutherford Opportunity Center located along Old Caroleen Road. Originally, this property housed the Forest City Elementary School. When the new school was built off of Vance Street, the property became the Rutherford Opportunity Center. The property consists of



10.9 acres, with school building and a large playground area (approximately 3 acres). The playground consists of several swings, two geodome climbing sets, a large slide, park benches, two fun hoop games and a combination play structure. The playground is spread out around the three acres of open space and is located within a large residential area. There are sidewalks connecting this park with the residential areas and the downtown area of Town. The park has been heavily used, but is in fair condition.

In addition to facilities, the Forest City Parks and Recreation Department provides funding to the following programs:

- Swim team
- Youth football
- Little League baseball
- AAU basketball
- Senior citizens

Source: *Town of Forest City. Comprehensive Parks and Recreation Plan, 2010.*

McNair Field

McNair field was constructed near downtown Forest City by the municipal government utilizing town funds, private contributions and more than \$1 million in donations from Robert C. McNair, for whom the field is named. McNair is a Forest City native and owner of the NFL's Houston Texans. McNair played baseball on Legion Field as a child.



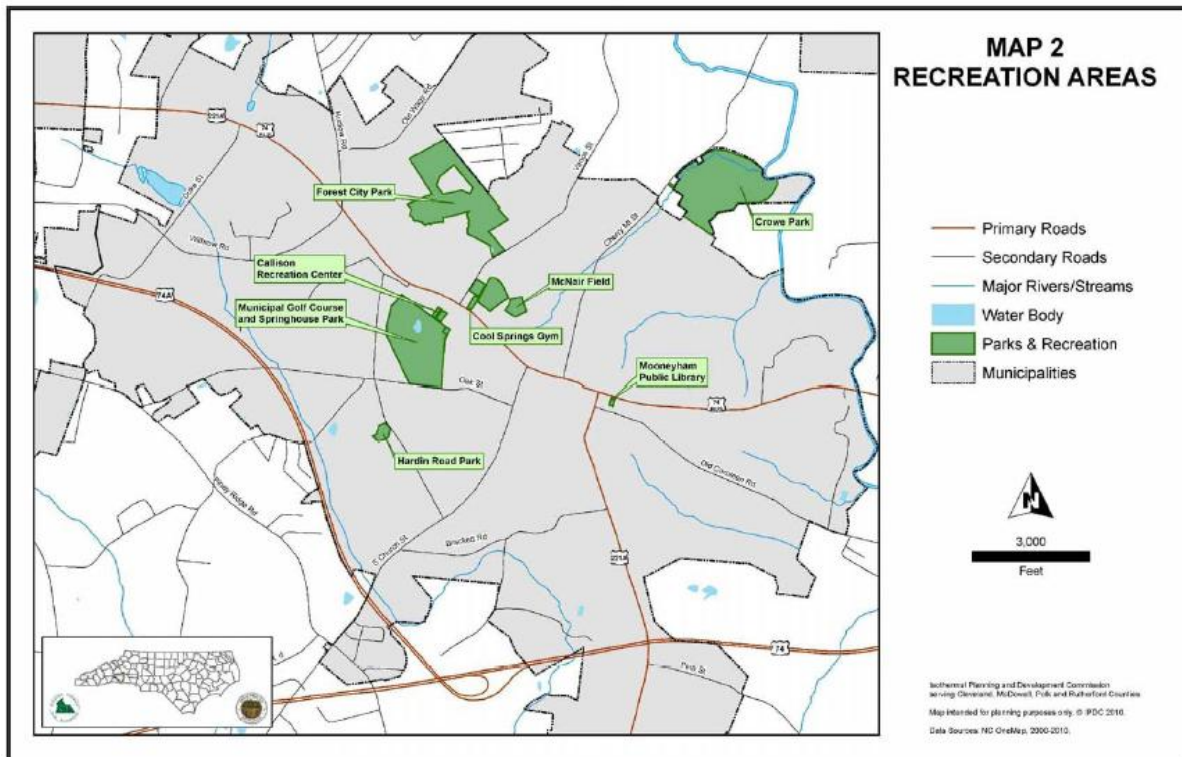
McNair Field has 556 reserved seats in the grandstand that will also hold approximately 1,500 fans in general admission seating. The majority of the grandstand is covered and features a state-of-the-art press box housing game day operations, media personnel and a home and road radio broadcast. McNair Field has a beer garden, concession stands and restrooms. A new irrigation system has been installed as well as a state of the art playing surface. Minor league style dugouts welcome the players and new bullpens are located out of play at the far end of right and left field. McNair field also features a new, minor league caliber lighting system. In 2009, McNair Field was named the best baseball field in the country in the category of Schools and Parks by the Sports Turf Management Association. The STMA is a non-profit professional organization of groundskeepers. McNair Field is the home to the Forest City Owls, a collegiate summer baseball team in the Coastal Plain League.

Source: *Forest City Baseball website. <http://www.forestcitybaseball.com/>, September 30, 2011.*

Table A.15: Recreation Facilities Inventory

Recreational Amenities	Crowe Park Complex	Hardin Road Park	FC Park	Callison Recreation Center	FC Golf Course	Spring House Park	Cool Springs Gym	McNair Field	Rutherford Opportunity Center	Total
Baseball Field	3		5							8
Baseball Stadium								1		1
Basketball		1		3			1			5
Biking										0
Canoe/Kayak/Paddle Boat										0
Camping										0
Equestrian										0
Fishing										0
Fitness Room				1						1
Golf					1					1
Horseshoes	2									2
Recreation fields			4							4
Play Units	1	3	1						1	6
Picnic shelters	7	1	1			1				10
Senior Club				1						1
Soccer fields										0
Swimming				1						1
Tennis				6						6
Volleyball	1									1
Walking track/trails			1							1

Figure A.3: Parks and Recreation Map



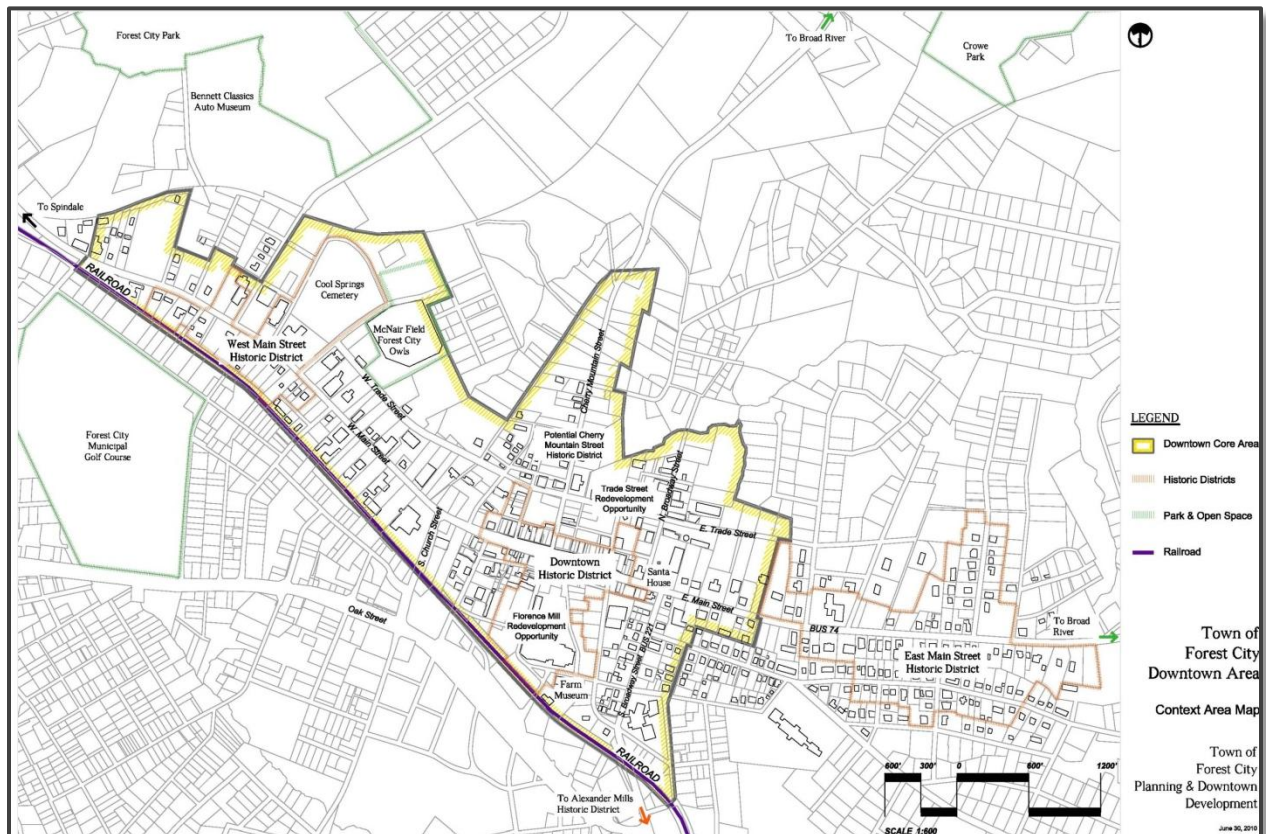
Source: Town of Forest City. *Comprehensive Parks and Recreation Plan, 2010.*

A.5 Downtown and Historic Resources

National Register Districts

The Town of Forest City has four historic districts listed on the National Register of Historic Places. The East Main Street National Register Historic District is located to the east of downtown Forest City and is primarily comprised of residential structures. The West Main Street National Register Historic District is located to the west of downtown and includes a mix of different uses including residences, the Cool Springs Gymnasium, Cool Springs Cemetery and Rutherford County Schools Administrative Building. The Downtown National Register Historic District is comprised of 79 buildings including 57 contributing structures. Contributing buildings in a National Register Historic District are eligible for historic tax credits from both the Federal and state governments for renovations that meet the *Secretary of the Interior's Standards for Rehabilitation*.

Fig. A.4: Map of National Register Districts and Downtown Area



Source: Forest City Downtown Plan 2010-2027

The most recent National Register District in Forest City is the Alexander Manufacturing Company Mill Village district which was added to the registry in 2008. The district has 87 contributing and 45 non-contributing structures, including an old mill building, school, church, and residential structures.

Fig. A.5: Alexander Manufacturing Company Mill Village National Register District



Source: Fearnbach, Heather. Alexander Manufacturing Company Mill Village Historic District Nomination Application, 2008.

Downtown

Downtown Forest City is centrally located within the Town Limits and includes portions of Main Street, Trade Street, Broadway Street and Cherry Mountain Street. Other streets located within the Downtown area include Powell Street, Mill Street, Hammer Town Road, Young Street, Church Street, Thomas Street, Yarboro Street, Watkins Street and McNair Street. The Downtown Area is bounded to the South by Oak Street.



In 2000, the Town of Forest City created an Office of Downtown Development with a full-time staff person who also serves as the Town's Planner. The Office of Downtown Development also works with an all-volunteer non-profit organization, Downtown Forest City, Inc. Both the Office of Downtown Development and Downtown Forest City follow the organizing principles of the National Main Street Program:

- Organization and Partnerships
- Economic Restructuring
- Promotion and Image-building
- Design and Appearance

The Forest City Main Street Program is a partnership between the Town of Forest City's Office of Downtown Development and Downtown Merchants Association. The program primarily works in the areas of design, promotion, economic prosperity and partnership development. The Main Street Program is part of the North Carolina Main Street Program and the National Main Street Center, National Trust for Historic Preservation. The Town was awarded Main Street status in July 2003.

One of the primary efforts regarding “design and appearance” is assisting property owners with the re-design of their building facades. The program has contracted with an architectural firm

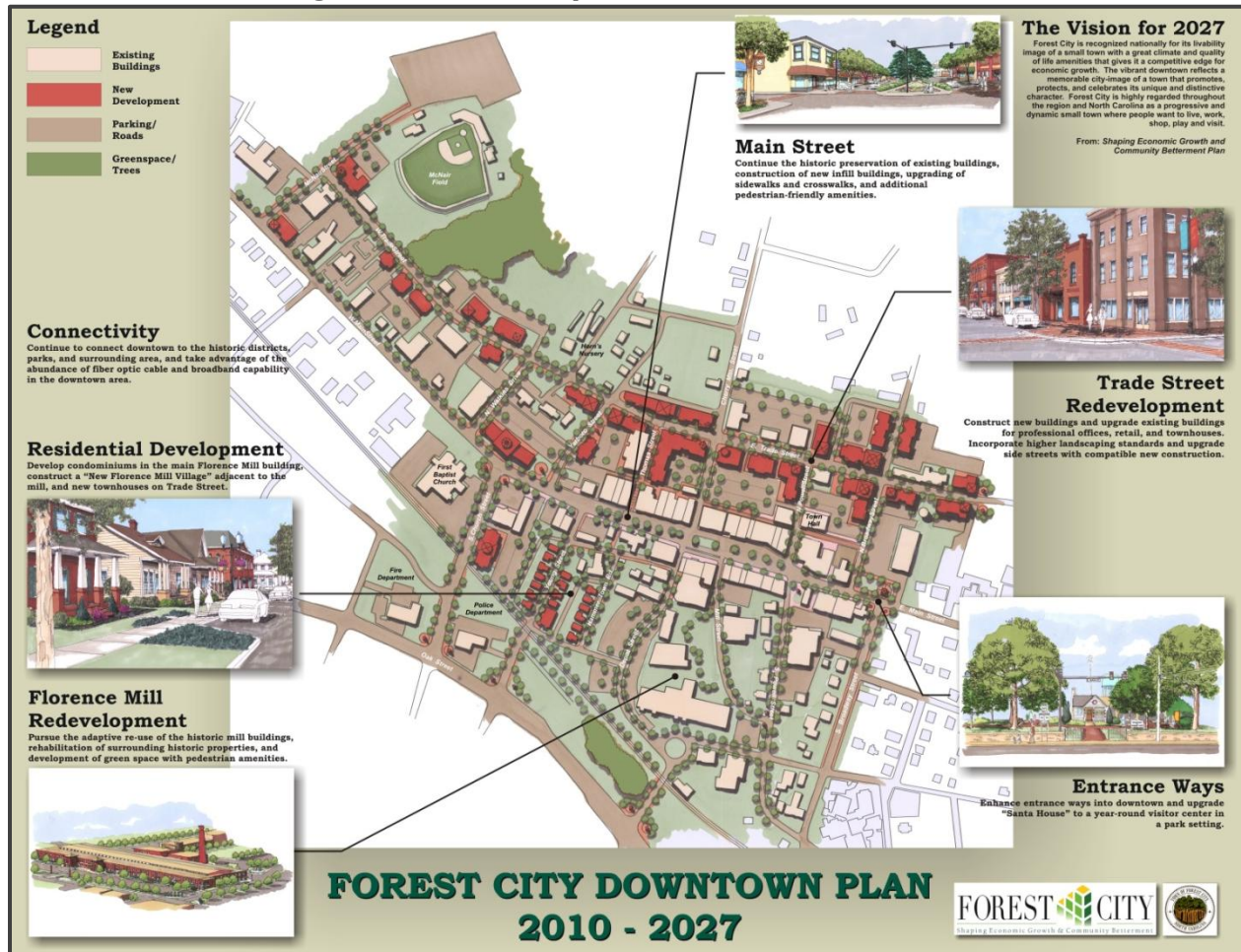
that specializes in historic preservation. An architect works with property owners to ascertain the type of renovation they are considering, including possible colors or materials. If possible, historic photographs are located in our archives. The architect does a rendering of the building, including paint and awning colors. If the building needs façade repair, then advice and contacts are also given in this area. Samples of a soy-based product are also available if the property owner is considering removing paint from brick. The service is limited and the architect is not able to provide consultation on any interior work. Since July 2000, 24 building façades renderings and renovations have been completed.

Source: Town of Forest City website, <http://www.townofforestcity.com>, August 10, 2011.

In 2010, a Downtown Plan was drafted to pull together recommendations from previous plans regarding the downtown. The Plan incorporates the vision statement from the *Shaping Economic Growth and Community Betterment Plan*. The Vision for 2027 is:

“Forest City is recognized nationally for its livability image of a small town with a great climate and quality of life amenities that gives it a competitive edge for economic growth. The vibrant downtown reflects a memorable city-image of town that promotes, protects and celebrates its unique and distinctive character. Forest City is highly regarded throughout the region and North Carolina as a progressive and dynamic small town where people want to live, work, shop, play and visit.”

Fig. A.6: Forest City Downtown Plan 2010-2027



The plan highlights recommendations from previous plans including:

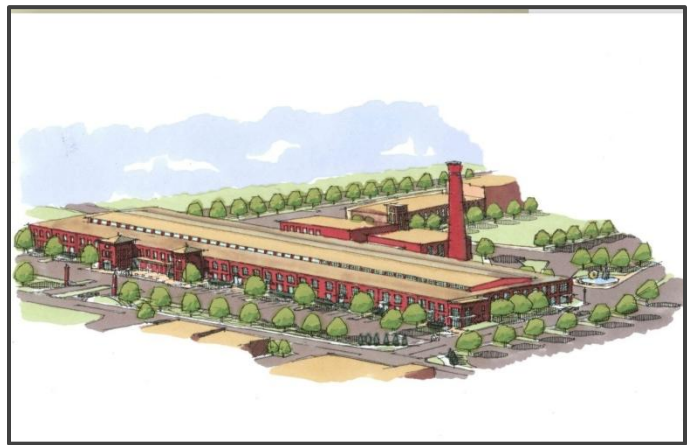
- **Main Street:** Continue the historic preservation of existing buildings, construction of new infill buildings, upgrading of sidewalks and crosswalks and additional pedestrian-friendly amenities.
- **Trade Street Redevelopment:** Construct new buildings and upgrade existing buildings for professional offices, retail and townhouses. Incorporate higher landscaping standards and upgrade side streets with compatible new construction.
- **Entrance Ways:** Enhance ways into downtown and upgrade "Santa House" to a year-round visitor center in a park setting.
- **Florence Mill Redevelopment:** Pursue adaptive re-use of the historic mill buildings, rehabilitation of surrounding historic properties and development of green space with pedestrian amenities.

- **Residential Development:** Develop condominiums in the main Florence Mill building, construct a “New Florence Mill Village” adjacent to the mill and new townhouses on Trade Street.
- **Connectivity:** Continue to connect downtown to the historic districts, parks and surrounding area, and take advantage of the abundance of fiber optic cable and broadband capability in the downtown area.

Source: *Forest City Downtown Plan 2010-2027*

Florence Mill

The Florence Mill redevelopment site covers approximately nine acres and is comprised of buildings dating from 1896 through the early 1940s. The site is located adjacent to the Main Street commercial core of Forest City in the very center of the district. In July 2005, the Town of Forest City purchased the property for \$300,000 and contracted



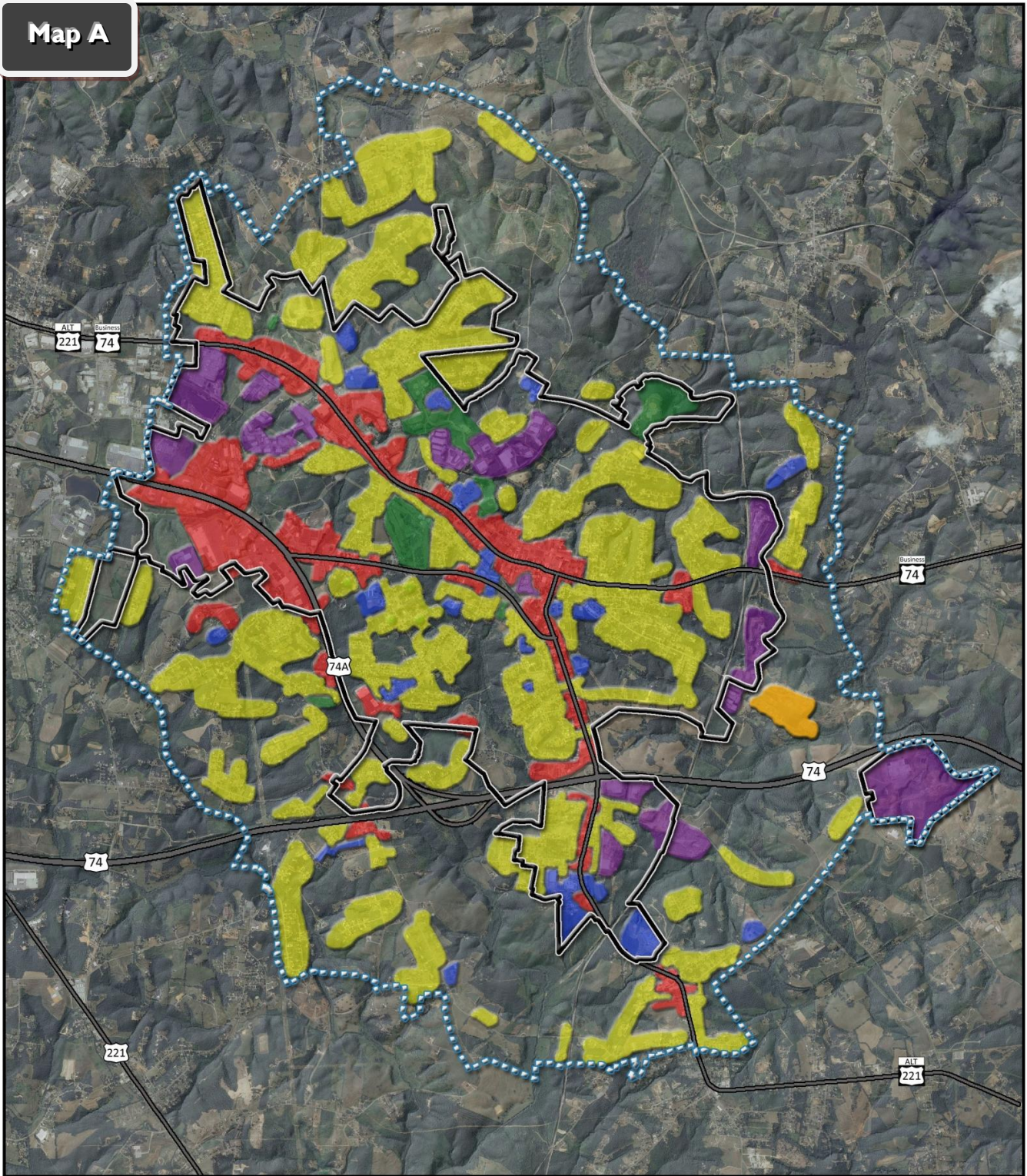
with a firm to develop a Master plan. Proposed uses include market-rate condominiums, retail, entertainment, restaurants and other private and possible public sector uses. In addition to the buildings, the town has an urban space plan with people-attracting amenities for the open space adjacent to Mill Street and the buildings. The Town continues to work with potential developers in structuring a public-private partnership for the redevelopment of the entire space.

A.6 Background Maps

The following maps contain information pertaining to Appendix A background information:

- A. Existing Land Use Map
- B. Land Subdivision Map
- C. Current Zoning Map
- D. Hydrography Map (floodplains)
- E. Prime Farmland Soils Map
- F. Onsite Wastewater Disposal Limitations Map (septic suitability)
- G. Slope Limitations for Development Map
- H. Topography Map
- I. Transportation Network Map

Map A



EXISTING LAND USE



0 0.25 0.5 1 Miles

Town Limits

Planning Area

Major Roads

Land Use Classification

Residential

Commercial

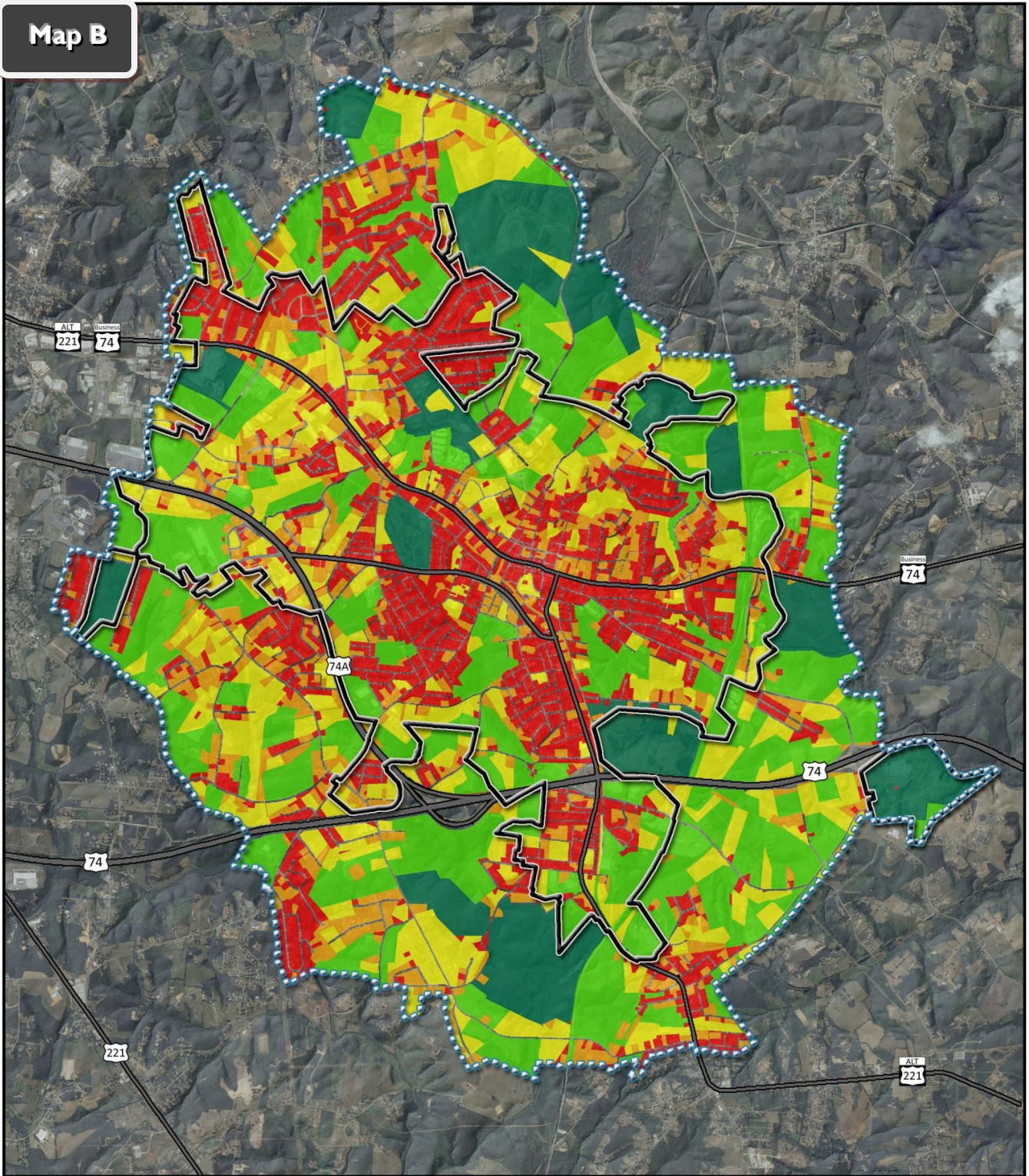
Industrial

Recreation

Institutional



Map B



LAND SUBDIVISION



0 0.25 0.5 1 Miles

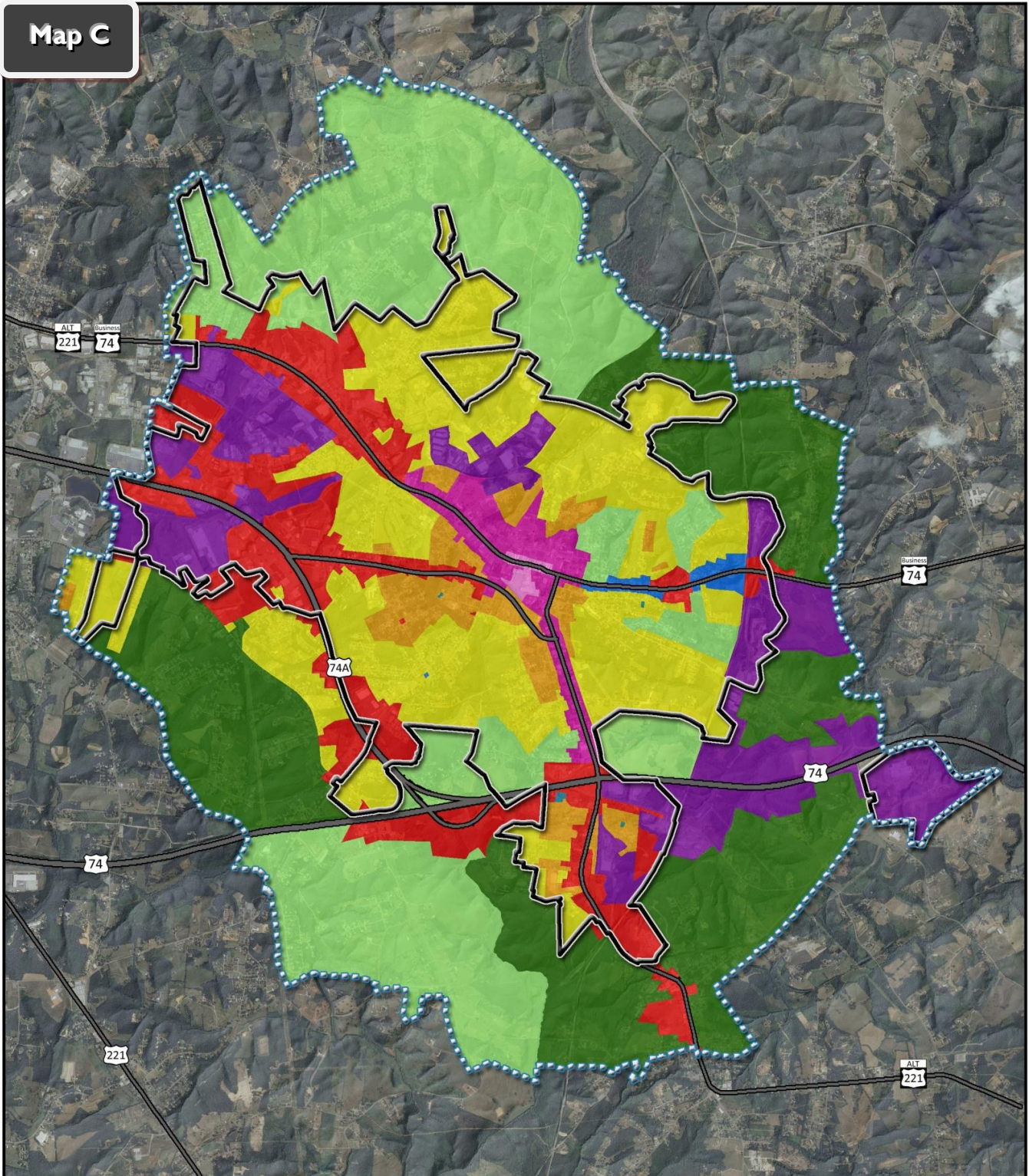
- Town Limits
- Planning Area
- Major Roads

Parcel Size

- | | | |
|--------------|---------------|------------|
| Under 1 Acre | 1-3 Acres | 3-10 Acres |
| 10-50 Acres | Over 50 Acres | |



Map C



CURRENT ZONING



0 0.25 0.5 1 Miles

- Town Limits
- Planning Area
- Major Roads

Zoning Districts

- | | | | | |
|-----|-----|-----|------|------|
| C-1 | C-2 | C-3 | M-1 | PRD |
| OI | R-6 | R-8 | R-15 | R-20 |



Map D



HYDROGRAPHY



0 0.25 0.5 1 Miles

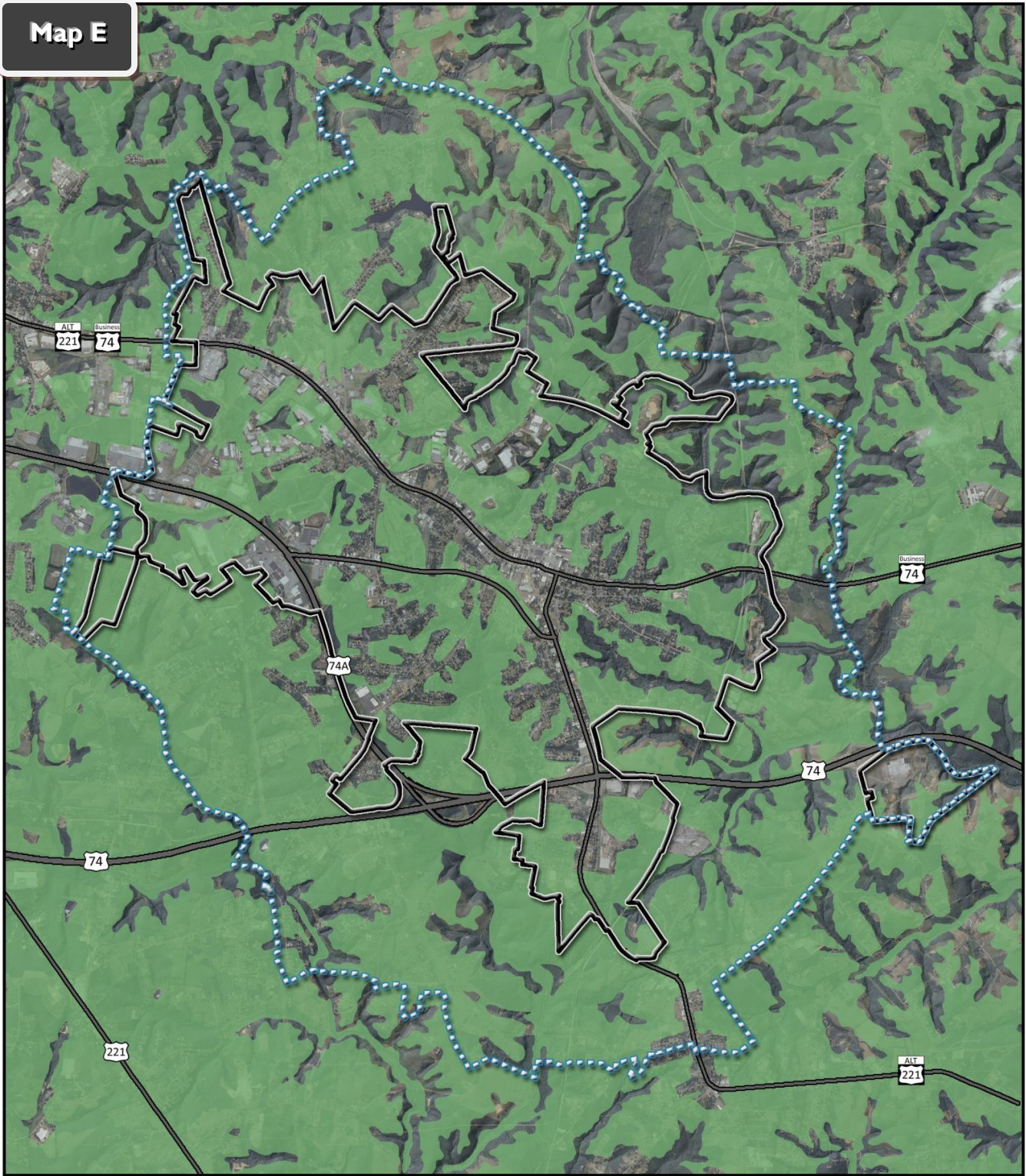
- Town Limits
- Planning Area
- Major Roads

Hydrographic Features

- Streams
- Floodplains



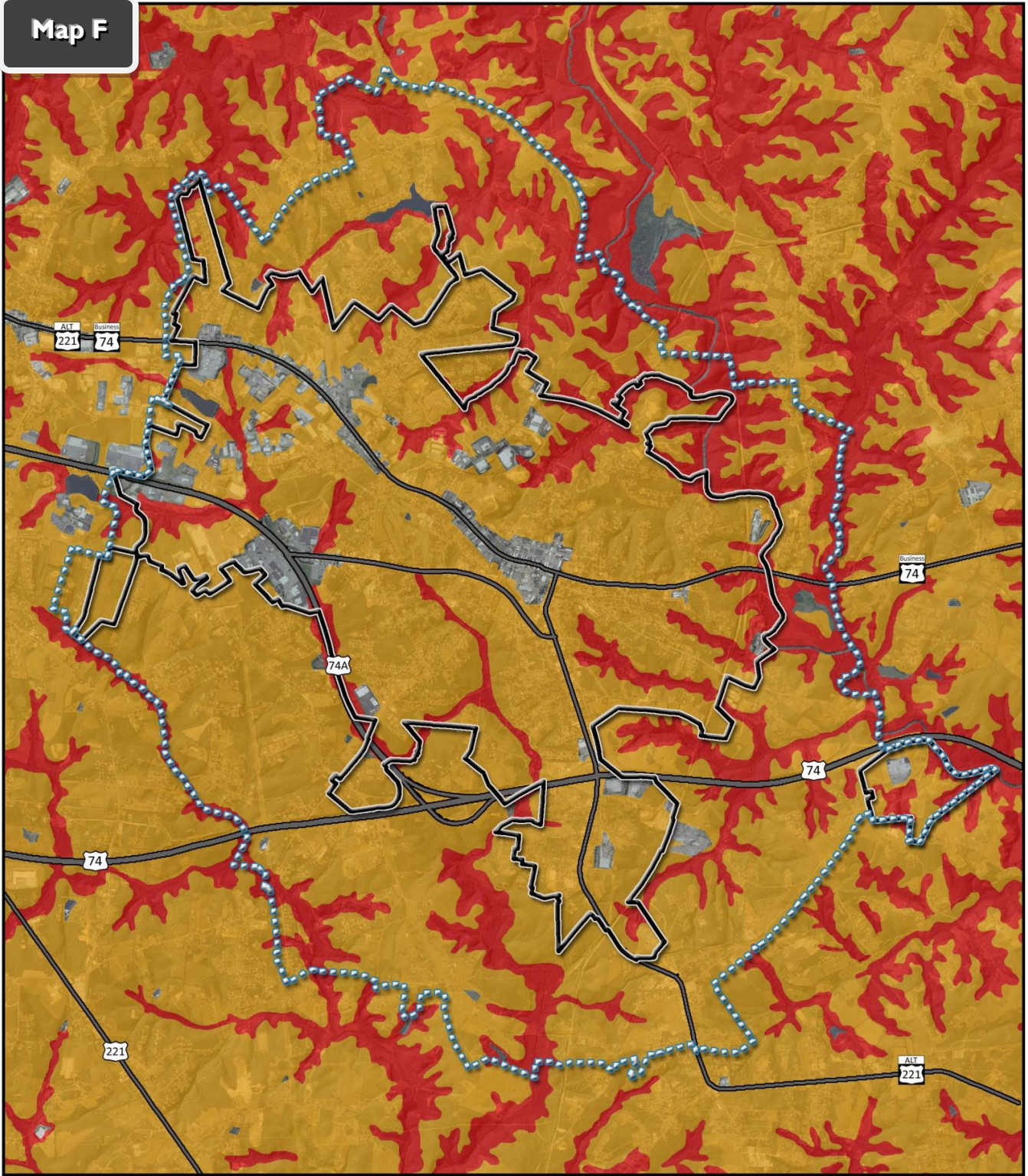
Map E



PRIME FARMLAND SOILS

	<ul style="list-style-type: none">Town LimitsPlanning AreaMajor Roads	<p>Prime Farmland Soils</p> <ul style="list-style-type: none">Prime Farmland Soils	
--	---	--	--

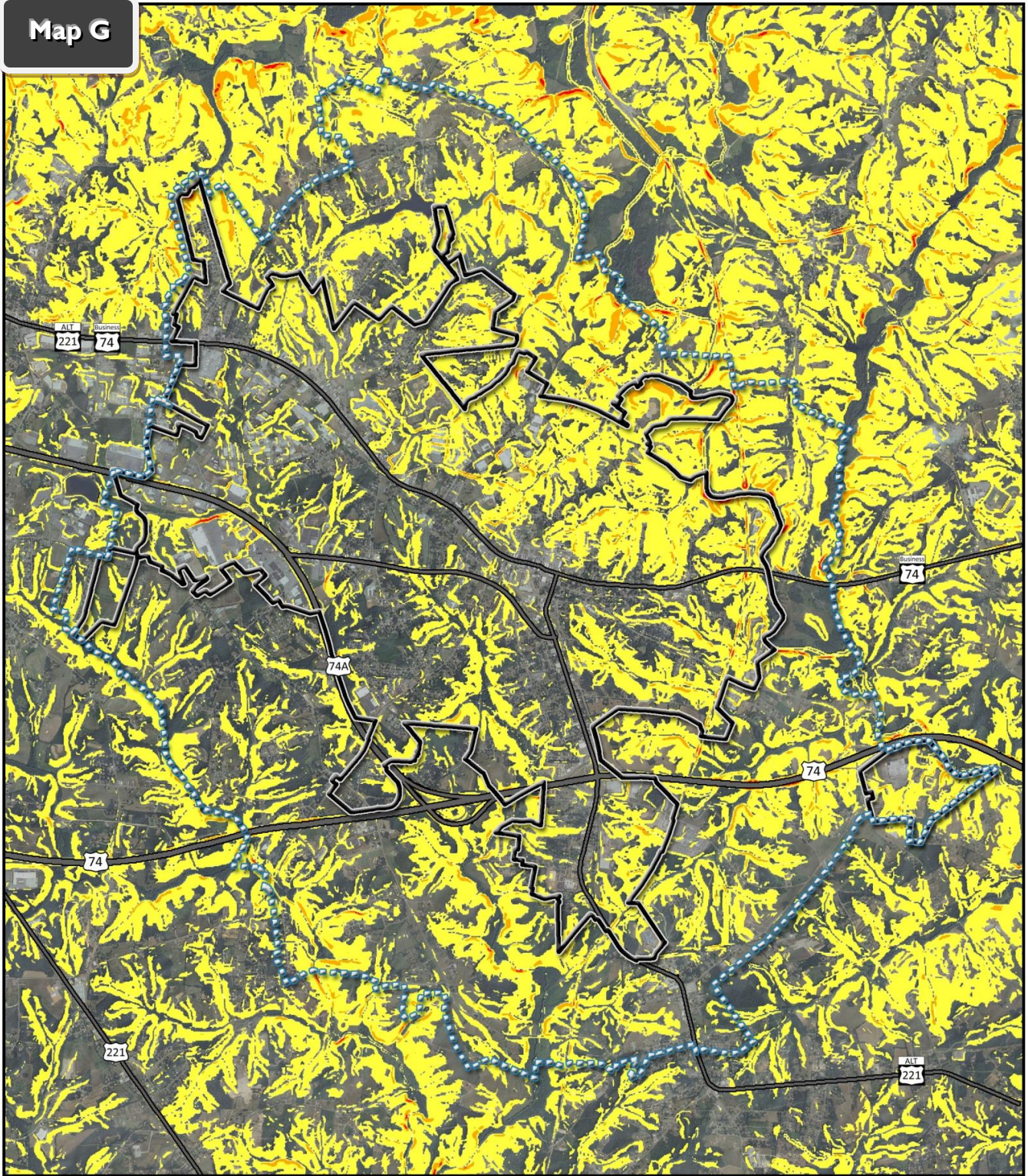
Map F



ON-SITE WASTEWATER DISPOSAL LIMITATIONS

	<ul style="list-style-type: none">Town LimitsPlanning AreaMajor Roads	<p>Degree of Limitation</p> <ul style="list-style-type: none">ModerateSevere	
--	---	---	--

Map G



SLOPE LIMITATIONS FOR DEVELOPMENT



0 0.25 0.5 1 Miles

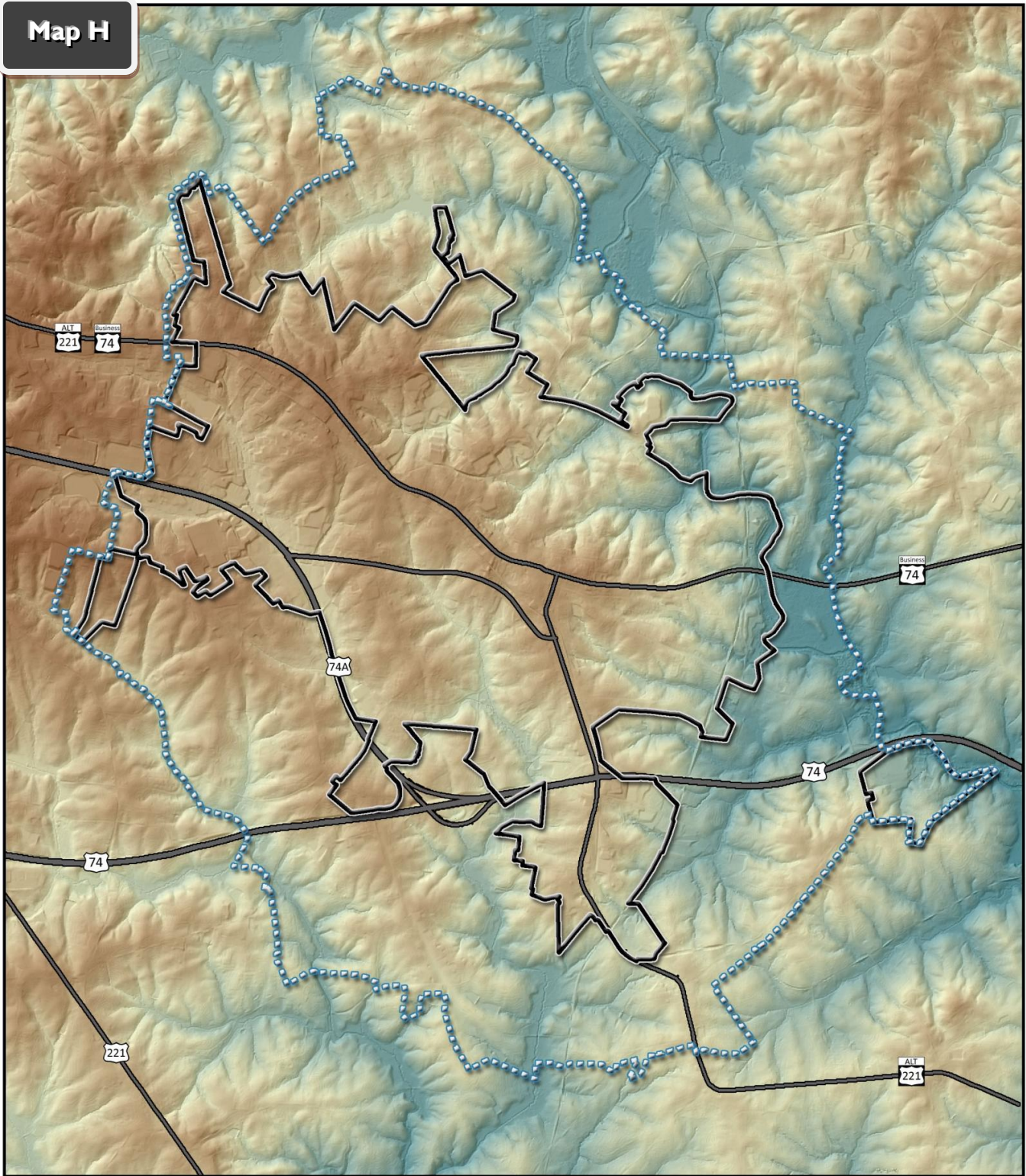
- Town Limits
- Planning Area
- Major Roads

Slope Limitation

- Slight
- Moderate
- Severe



Map H



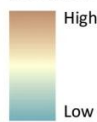
TOPOGRAPHY



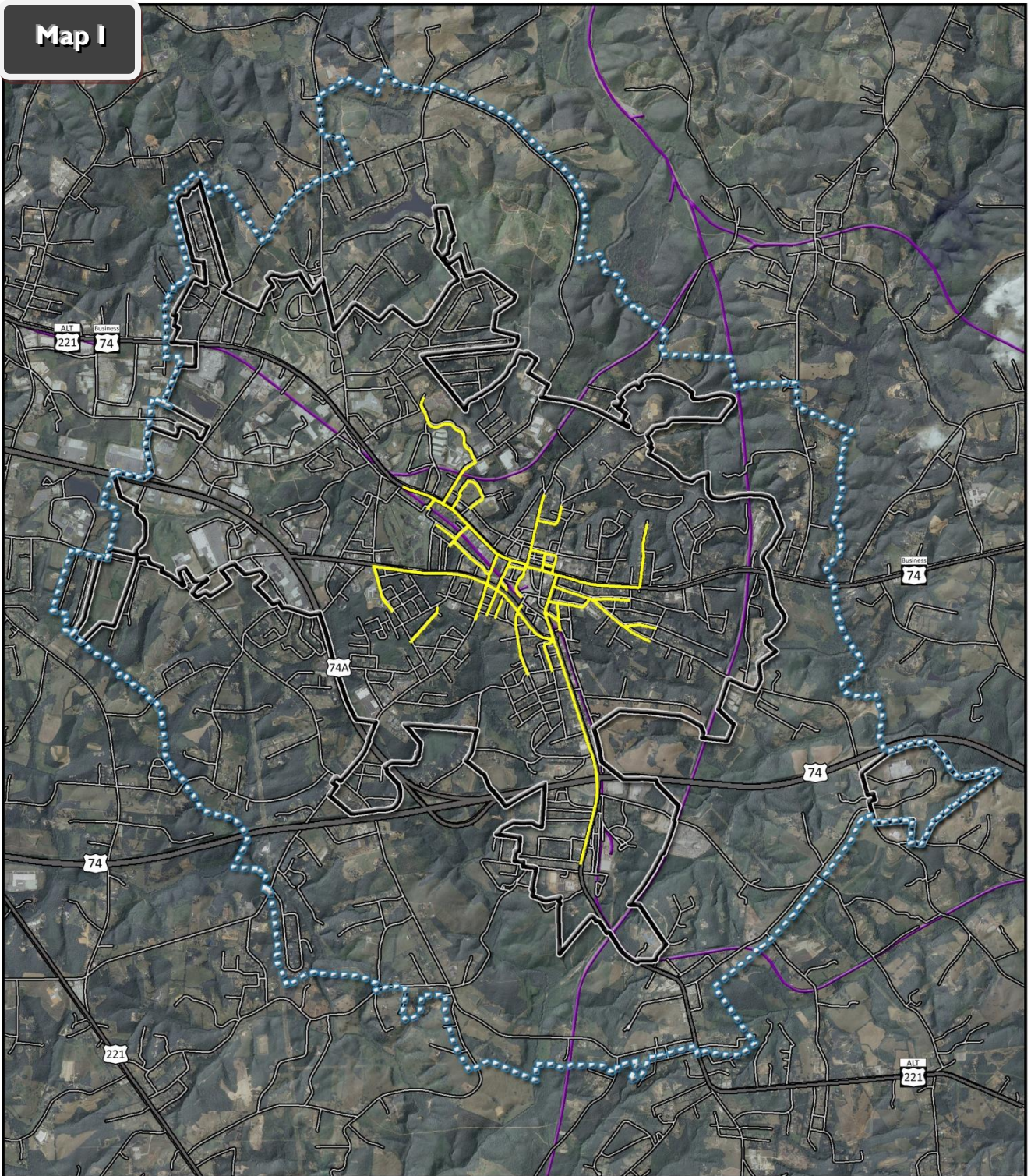
0 0.25 0.5 1 Miles

- Town Limits
- Planning Area
- Major Roads

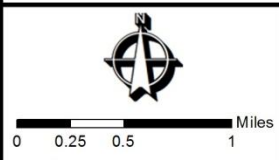
Elevation



Map I



TRANSPORTATION NETWORK



- Town Limits
- Planning Area
- Major Roads

Streets

Transportation

- Sidewalks
- Railroad



A.7 Previous Plan Implementation Status

This section summarizes each implementation strategy from each of the previous seven (7) planning initiatives pursued by the Town. The chart on the following pages also gives the status of each implementation strategy. Strategies that have not been completed will be evaluated for their relevance to existing conditions and carried over to the new Comprehensive Land Use Plan, if still applicable. Strategies that are no longer relevant have either been discontinued or revised to meet the current planning needs.

A.7 Previous Plan Implementation Status

Plan Name	Implementation Strategies	Status	Notes
Land Use Plan-2000	<i>Zoning Ordinance</i>		
	Create new R-6S and R-8S residential districts. These districts would be primarily for single-family dwellings on individual lots and could be used to offer an alternative to the current R-6 and R-8 residential districts which although permitting single family development, also permits high density multi-family development in the range of 20-30 dwelling units per acre. R-6S and R-8S would permit single family dwellings at a rate of approximately 5.5 to 7.3 dwellings per acre. (See also rezoning proposals).	Completed	
	Establish an Office and Institutional (OandI) District which can serve as a buffer between lower intensity development such as residential and higher intensity development such as commercial and industrial. OandI can also serve as an alternative to strip commercial development along major streets.	Completed	
	Extend the option of conditional use rezoning to all zoning districts.	Completed	
	Add residential usage, subject to conditions, to the C-1 (Downtown) zoning district to assist in the revitalization of the core area.	Completed	
	Create a Roadway Protection Overlay District to assist in the maintenance and enhancement of the vehicular carrying capacity and appearance of selected thoroughfares. (See also rezoning proposals).	Completed	
	Consolidate all general landscaping and buffering provisions into one section of the ordinance.	Completed	
	Regulate adult oriented businesses.	Completed	
	Establish a comprehensive sign regulation section including the regulation of signs and billboards in commercial and industrial areas.	Completed	
	Add a civil penalty process to the current criminal misdemeanor provisions for the enforcement of the ordinance	Completed	
	<i>Subdivision Ordinance</i>		
	Require the installation of curb and gutter, in addition to pavement, for all new streets.	Completed	
	Develop a set of street improvement standards by street classification.	Completed	
	Develop a comprehensive list of design and improvement standards along with a notation as to who is responsible for the improvements.	Completed	
	Add the civil citation procedure.	Completed	
	<i>Minimum Housing Code</i>		
	Rewrite the procedure for more effective administration.	Completed	
	Revise the standards to create a clear definition of “unfit for human habitation”.	Completed	

Plan Name	Implementation Strategies	Status	Notes
Land Use Plan-2000 (cont.)	<i>Non-residential Building Maintenance Code</i>		
	Draft and adopt a Non-residential Building Maintenance Code to complement the Minimum Housing Code.	Completed	
	<i>Other Property Maintenance Codes</i>		
	Review and amend or adopt a full range of property maintenance codes including those dealing with weeds, trash, junk and junked cars.	Completed	
	Add civil citation process.	Completed	
	<i>Code Enforcement</i>		
	Designate a Code Enforcement Officer with assigned responsibilities.	Completed	
	Provide an adequate budget including funds for Town-initiated actions.	Ongoing	Annual budget
	Develop enforcement procedures manual.	Completed	Code of Ordinances
	Establish a Code Enforcement Committee of 3-5 persons to set priorities and provide general direction for enforcement.	No action	Not needed
	<i>Rezoning</i>		
	Rezone properties as shown on Map 5, Future Land Use and Rezoning	Partially Completed	
	<i>Sidewalks</i>		
	Develop a priority schedule for sidewalk construction to extend and loop the existing system (Map 6).	No action	
	Particular attention should be placed on likely pedestrian destinations along with potential exercise routes. The new Dunbar School-Forest City Park at Vance Street should be connected to a system of sidewalks, bike trails and walking trails.	No action	
	Budget for annual sidewalk construction increments.	Ongoing	
	<i>New Residential Development</i>		
	Designate available sites for new subdivisions. (See also rezoning proposals).	Completed	
	Promote locations with developers.	Ongoing	
	Offer development incentives such as public participation in public facilities which would otherwise be installed by developers.	Completed	Incentives reduced due to unsustainable financial impact.
	Promote the benefits of locating inside the Town limits.	Ongoing	
Encourage infill residential development through incentives such as free water taps; curb and gutter, sidewalk, or water and sewer extension assistance.	Completed-Revisit	Incentives reduced due to unsustainable financial impact.	
Where possible, work with developers to promote new neighborhoods with a sense of "identity" through the location of sidewalks, decorative street lighting, extra landscaping, etc.	No action		
Advocate the rehabilitation and reuse of older homes, historic buildings and neighborhoods.	Ongoing		

Plan Name	Implementation Strategies	Status	Notes
Land Use Plan-2000 (cont.)	<i>Central Business District</i>		
	Sustain and enhance the small town livability so evident across Forest City.	Ongoing	
	Maintain and intensify the concentration of commercial activity in the historic downtown core of Forest City as the alternative to highway-oriented strip shopping venues.	Ongoing	
	Recognize the importance of residential districts in support of downtown vitality.	Ongoing	
	Undertake a comprehensive historic architectural resource survey of Forest City to identify potential National Register properties and districts for further study.	Complete	3 residential and 1 commercial National Register districts.
	Improve pedestrian access and amenities along sidewalks and at street crossings.	No action	
	Discourage sprawl development on corridor entrances.	No action	
	Develop new areas for housing.	Partial	
	Improve zoning controls.	Ongoing	UDO
	Establish a Municipal Service District (MSD) in the CBD to carry out the recommended programs.	No action	Not needed
	Permit residential development, with conditions, in the CBD (See Zoning Ordinance).	Completed	
	<i>Community Development</i>		
	Consider applying for Community Development Block Grants (CDBG) administered by the North Carolina Division of Community Assistance and the North Carolina Housing Finance Agency to assist in community revitalization.	Ongoing	
	<i>Thoroughfares</i>		
	Support the projects on the Transportation Improvements Program (TIP) as set forth by NCDOT, including the Oak Street extension and widening.	Ongoing	
	Promote the East-West Connector for addition to the TIP.	No action	
	Attend TIP hearings to support priorities.	Ongoing	
	Request the addition or replacement of sidewalks and bicycle facilities on thoroughfare projects.	Ongoing	
	Investigate the feasibility of a connector between Vance Street North and the industrial areas and Cherry Mountain Street and the Extension of North Broadway to align with Cherry Mountain Street in order to provide a route for industrial traffic and new the new Dunbar School traffic to bypass the CBD	No action	
	<i>Recreation Facilities</i>		
	Implement a planned greenway project meant to augment the existing sidewalk network, as well as create residential links with schools, parks and other public places.	No Action	Rails and Trails Committee

Plan Name	Implementation Strategies	Status	Notes	
Land Use Plan-2000 (cont.)	Existing recreation facilities should be complemented by strategic greenway locations.	No action	See Parks and Rec Plan	
	Examine the possibility of transferring existing municipal water and sewer line easements to multi-use easements for use as greenways.	No action		
	Where possible, schools, parks, neighborhoods and public places should be linked by a greenway system.	No action		
	Use the recreational amenities to market the Town.	Ongoing		
	Require new developments that lie adjacent to an existing greenway to donate land or fees in lieu to the Town to augment the system.	Complete	Improve in UDO	
	Pursue additional state funding to assist in the development of a greenway system.	No action		
	Industrial Development			
	Produce an economic development summary and action plan detailing the Town, its efforts and potential sites.	Partial	See Strategic Economic Development Plan	
	Take an active role in the promotion of the availability of industrial property in Forest City.	Ongoing		
	Work closely with the Rutherford County Economic Development Commission to designate additional certified industrial sites.	Ongoing		
	Participate in the location of new development through incentive programs.	Ongoing	Case-by-case, utilities and taxes	
	East Main Street			
	Pursue an administrative rezoning of much of this area from Commercial to an Office and Institutional designation.	Completed		
	Implement an overlay district along East Main Street applying higher design and development standards east of the downtown area to preserve the historic residential nature of the area.	Completed	RP-O	
	Promote single and multi-family residential, office and institutional development while limiting commercial uses along this corridor.	Ongoing	UDO	
	Pursue a historic assessment of this area to determine if any structures qualify for the National Register of Historic Places.	Completed	National Register District	
	Rehabilitate and reuse existing historic buildings for residential and office uses.	Ongoing	"Encourage" private sector	
	Pursue the "phasing out" of non-conforming uses along this corridor.	Ongoing		
	Oak Street			
	View the new road widening and extension project as a "blank canvas".	Ongoing		
Pursue an administrative rezoning for this area to an Office and Institutional designation from Hardin Road to South Church Street.	No action	Would create too many nonconforming uses		

Plan Name	Implementation Strategies	Status	Notes	
Land Use Plan-2000 (cont.)	Implement an overlay district along Oak Street applying higher design and development standards to proactively establish a higher standard of development along this corridor.	Completed	RP-O	
	Limit the number of curb cuts along the new section of Oak Street through shared parking and non-residential driveway spacing requirements.	Partially Completed	UDO	
	Promote single and multi-family residential, office, and institutional development while limiting commercial uses along this corridor between Hardin and South Church.	Ongoing	UDO	
	Pursue the “phasing out” of non-conforming uses along this corridor.	Ongoing		
	West Main Street			
	Implement an overlay district along West Main Street applying higher design and development standards west of the downtown area.	No action	Downtown Overlay	
	Pursue the “phasing out” of non-conforming uses along this corridor.	Ongoing		
	Consider an administrative rezoning of much of this area from Commercial to an Office and Institutional designation.	No action		
	South Broadway Street			
	Implement an overlay district along South Broadway Street utilizing higher design and development standards that would apply primarily traffic calming efforts such as shared parking, limited curb cuts and access points and nodal development.	No action	UDO, Downtown Overlay (part)	
	The proposed overlay district should be reviewed and consideration should be given to expanding the standards when South Broadway is improved. The thoroughfares new configuration, access designations, and overall design should be considered and factored into future development patterns and regulations. Further emphasis on traffic congestion mitigation should be strongly considered.	No action	UDO, Downtown Overlay	
	Consider an administrative rezoning of much of this area from Commercial to an Office and Institutional designation.	No action	UDO	
	Gateways			
	Erect Town entrance signs at the municipal limits on the following thoroughfares: <ul style="list-style-type: none"> • South Broadway Street at US 74 Bypass • US 74 Bypass near Daniel Road • West Main Street 	Partial		
	Annexation and Extraterritorial Jurisdiction			
Expand the corporate limits to include areas that qualify for annexation in an effort to expand the Town’s tax base.	Completed	See Annexation Assessment from November 2001		

Plan Name	Implementation Strategies	Status	Notes
Land Use Plan-2000 (cont.)	Annex several areas which are currently receiving partial services.	Completed	See Annexation Assessment from November 2001
	Pursue the extension of the extraterritorial jurisdiction to protect areas of future interest (see Map 7, <i>Potential Extraterritorial Jurisdiction</i>)	Completed	
Land Use Plan Update-2005	Zoning Ordinance		
	Adopt more detailed landscaping standards for large retail establishments.	No action	UDO
	Develop and adopt standards that allow for Neo-Traditional or New Urban Development.	Completed	TND, revisit in UDO
	Bolster the standards of the Roadway Protection Overlay.	Completed	
	Subdivision Regulations		
	Update the regulations to accommodate for Neo-Traditional or New Urban development.	Completed	TND, revisit in UDO
	Develop a sidewalk policy that recognizes areas of special interest such as the library, parks, greenways, the downtown area, public buildings, etc. and requires connectivity based on specific criteria. This policy should be tied directly to new residential development (both infill and freestanding). The Subdivision Regulations should be amended to require sidewalks to this standard.	No action	UDO
	Code Enforcement		
	Incorporate the standards of the <i>Downtown Redevelopment Plan</i> currently being undertaken by the Town into these recommendations and work towards its implementation.	No action	Incorporate in Comprehensive Land Use Plan and UDO.
	Utilize minimum housing enforcement and nuisance abatement as a tool to stimulate residential growth.	Ongoing	
	Sidewalks		
	Develop a plan for the development and extension of sidewalks in Town.	Completed	See Map 6 from 2000 LUP.
	Create linkage between parks, incorporating sidewalks, trails, greenways, rail trails, etc.	No action	See Map 1 from 2005 LUP update.
	Develop a residential network of sidewalks by requiring them in new subdivisions that are adjacent to other areas with sidewalk facilities already in place.	No action	UDO
Utilize sidewalks as a tool to help revitalize declining neighborhoods.	Partial	See Grahamtown Plan	
Designate corridors to target for State Enhancement Projects.	Partial, Ongoing		

Plan Name	Implementation Strategies	Status	Notes
Land Use Plan Update-2005	<i>New Residential Development</i>		
	Develop a clustering standard that would allow smaller lots in return for the dedication of open space.	Partially Completed	TND, update in UDO
	Develop a policy requiring the dedication of open space in new residential developments.	Completed	Improve in UDO
	<i>Other Residential Development</i>		
	Require accessory buildings in the R-15 district to substantially match the primary structure.	No action	UDO
	Multi-Family Residential – Examine the possibility of limiting the number of apartments through one of the following options: <ul style="list-style-type: none"> • Utilize a clustering technique. • Amend the Zoning Ordinance to require a “Needs Assessment” for all proposed multi-family development requests. • Allow multi-family development as a percentage of a larger, single family or mixed use developments. • Further define multi-family residential uses. 	Partially Completed	Multi-family allowed through Conditional Use district rezoning, update in UDO
	Strengthen family care home regulations by requiring a ½ mile separation.	Completed	
	Develop a mixed-use district to replace the planned unit development requirements.	No action	UDO
	Develop a Planned Adaptive Re-Use District to accommodate the redevelopment of historic and/or architectural structures.	Completed	Needs additional work to achieve desired outcome.
	<i>Commercial Development</i>		
	Focus multi-family development on large parcels in the downtown or core area.	No action	Not needed
	Develop a mixed-use district that would promote multiple, integrated land uses.	No action	UDO
	Allow more flexibility in the requirement of parking spaces.	No action	UDO
	Institute a maximum permitted number of parking spaces for each use.	No action	UDO
	Require parking in the side and rear of commercial development.	No action	Downtown Overlay, UDO
	Require parking lot connectivity for adjacent uses.	No action	UDO
	Limit the number of ingress/egress points for commercial development.	No action	UDO
Improve the commercial lighting standards.	No action	UDO	

Plan Name	Implementation Strategies	Status	Notes
Land Use Plan Update-2005 (cont.)	<p>Strengthen the standards of the RPO's. Along roadways such as Oak Street it would be beneficial for the Town to strengthen the standards of the RPO by undertaking the following:</p> <ul style="list-style-type: none"> • Limit sign sizes, possibly require monument signs. • Adopt a stronger non-conforming section regarding signs. This could require that signs that are altered in any way come into compliance. • Require street trees. • Regulate the location and types of fences. • Require additional parking lot landscaping. 	No action	UDO
	Central Business District		
	The Town participated in a downtown revitalization project with the American Institute of Architects Center for Communities by Design. This project should be incorporated into the Town's land use planning and development strategies.	No action	Downtown Overlay, UDO
	Recreation Facilities		
	Develop a pedestrian/bicycle/greenway plan to designate areas where a trail network could be developed.	No action	See Map 1 of 2005 LUP Update
	Provide better pedestrian connections to Town parks.	No action	See Map 1 of 2005 LUP Update
	Create a linkage between parks and neighborhoods.	No action	See Map 1 of 2005 LUP Update
	Utilize the rail-trail in Alexander Mills.	No action	See Map 1 of 2005 LUP Update
	Provide passive recreation facilities for residents on the southern side of town.	No action	See Parks and Rec Plan.
	Develop regulations that would require the dedication of land, or fee in lieu of dedication, in all new development (where applicable) for the creation of a greenway network.	Completed	Improve in UDO
	Develop a park philosophy.	Completed	See Parks and Rec Plan.
	<p>Implement a Neighborhood Planning Initiative to include the following:</p> <ul style="list-style-type: none"> • Identify the Town's definable neighborhoods, • Inventory the areas of concern within each neighborhood, • Identify neighborhood leaders to become governmental liaisons, • Hold a neighborhood/community meeting(s) to identify problems, areas of need, issues, etc. that could be addressed by or in cooperation with the Town, • Partner with other Town departments to address community concerns and issues, and • Develop a plan of strategies and implementation to include possibilities for funding of community improvements, infrastructure, etc., as well as other agencies to include such as Keep America Beautiful. 	Partially Completed	Grahamtown plan

Plan Name	Implementation Strategies	Status	Notes
Land Use Plan Update-2005 (cont.)	<i>Daniel Road</i>		
	Change the quadrant north of Butler Road, south of Oak Street, and east of Piney Ridge Road from Future Residential to Planned Commercial.	Partially Completed	Changed in LUP, not rezoned
	With the exception of the existing industrial development on the north side of Oak Street, change the current designations of infill industrial and infill commercial to Commercial or Planned Industrial.	Partially Completed	Changed in LUP, not rezoned
	Limit the intensity of uses along Piney Ridge Road.	No action	UDO
	Development in this area should meet the following minimum design standards: <ul style="list-style-type: none"> • No primary access to Piney Ridge Road • Orientation of buildings should be toward Highway 74 	No action	UDO
	<i>Highway 74 Bypass</i>		
	Parking lot landscaping. The Town should require that all parking spaces be located within a certain proximity of parking lot trees.	No action	UDO
	Connectivity and Shared parking. Parking lots should be connected via common drives.	No action	UDO
	Parking Lot Safety. Look at ways to increase safety and convenience in large parking lots. Incorporate standards that would require dedicated pedestrian walkways between rows of parking.	No action	UDO
	<i>Oak Street</i>		
	The following issues should be addressed through a detailed study of Oak Street. <ul style="list-style-type: none"> • Require side and rear parking • Along new section, require buildings to be located closer to the road • Street Trees • Billboard limitations • Put stringent RPO into place to achieve these standards • Administratively rezone the corridor, to a new mixed use district with standards that would achieve these results. • Monument signs. • Limited access • Implement these standards on other roads in town. 	Partially Completed	RPO in place. Regulations not detailed. UDO
	<i>South Broadway Street</i>		
	Efforts should be made to improve the streetscape of South Broadway.	No action	
	This corridor should be examined for an administrative “downzoning”.	No action	
	Commercial emphasis should be focused on the area around Highway 74	No action	

Plan Name	Implementation Strategies	Status	Notes
Land Use Plan Update-2005 (cont.)	<i>Hardin Road at Butler Road and Oak Street</i>		
	Options for the redevelopment of the old Dunbar School should be examined.	Partial	2005 LUP updated amended-2010
	To accommodate the neighborhood feel, this general area should be designated as a community services node, which would be directly associated with serving this neighborhood.	Partially Completed	2005 LUP updated amended-2010
	All rezonings should be to a zoning classification no higher than Office and Institutional and should be done on a conditional use basis only.	Ongoing	Amended in 2010 to allow compatible neighborhood-oriented commercial and institutional development
	<i>Annexation and ETJ</i>		
	The Town should continue to re-adopt a Resolution of Consideration every other year.	Ongoing	
Sustainable Design Assessment Team-2005	<i>Economic Development</i>		
	Continue to aggressively seek new industry.	Ongoing	
	Promote nostalgia tourism.	No action	See Strategic Economic Dev. Plan
	Make Forest City a retirement destination.	No action	See Strategic Economic Dev. Plan
	Expand job training opportunities.	No action	Work with ICC/IPDC
	Improve access to capital by forging relationships with the banking industry and reaching out to minority communities.	No action	
	<i>Natural Resources</i>		
	Maintain good air quality.	No action	
	Upgrade systems to maintain water quality.	No action	
	Plan land use.	Partial	2000 LUP, 2005 LUP update
	Become a model of stewardship.	No action	
	<i>Transportation</i>		
	Review vehicular traffic patterns.	Partial	Main Street
	Provide new roadway connections and improvements.	No action	
	Improve pedestrian connectivity.	Ongoing	
	Identify parking needs.	No action	1,000 spaces in downtown
	Increase bicycle travel.	No action	
	Improve signage and wayfinding.	No action	
	<i>Better Housing and Neighborhoods</i>		
	Preserve and strengthen sound and historic neighborhoods.	Partial	3 National Register Districts
	Develop a comprehensive revitalization strategy for Grahamtown	Completed	See Guiding Grahamtown's Future.

Plan Name	Implementation Strategies	Status	Notes
Sustainable Design Assessment Team-2005 (cont.)	Develop a home improvement program for Alexander Mills.	No action	
	Create new housing to foster more downtown living and a more diverse community.	Ongoing	
	<i>Florence Mill</i>		
	Reconfigure the Florence Mill plan.	Partial	Plan being updated
	Create destinations around the mill.	No action	
	Develop a new mill village.	No action	
	<i>Downtown/Main Street</i>		
	Make Main Street easier for visitors to find.	Partial	Historic district signs on bypass
	Improve gateways and arrival points so that visitors know when they've arrived.	No action	
	Foster a more diverse mix of businesses along Main street.	Ongoing	
	Improve the quality of the visitor experience.	Ongoing	Façade renovations
	Raise the bar for property owners to bring all storefronts and facades to a high level of quality.	Partial	Façade renovations, design assistance, Downtown Overlay
	Enhance the pedestrian environment.	Partial	Crosswalk signals, pocket park
	Create a wide range of attractions for current residents.	Partial	Doubled number of events
	Don't compete against yourself. Concentrate commercial zoning.	No Action	
	<i>Trade Street</i>		
	Rebuild Trade Street as a landscaped avenue.	No action	
	Create sites for a mix of townhouses and condominium apartments along both sides of Trade Street.	No action	
Reconfigure the interior of the blocks between Main and Trade streets for parking.	No action		
Upgrade existing historic buildings and build on existing retail.	No action		
Guiding Grahamtown's Future: Creating Choices for All-2006	<i>Define and preserve neighborhood identity.</i>		
	Define neighborhood boundary.	Complete	
	Mark entryways into neighborhood with signage and landscaping.	No action	
	Explore National Register of Historic Places designation.	Complete	Not eligible
	Create a historical trail or markers to identify current and former historical places and events.	No action	
	<i>Improve/create parks and open space.</i>		
	Remove fence around park or replace with a decorative fence.	No action	
	Create greenway along creek on NE to SE border of the neighborhood.	No action	
	Preserve and improve open/recreation space around Old Dunbar Community Center.	No action	

Plan Name	Implementation Strategies	Status	Notes
Guiding Grahamtown's Future: Creating Choices for All-2006	Add a pocket park in the neighborhood.	Partial	Plan for Community Garden
	Make available recreation opportunities for youth, families and others.	No action	See Parks and Rec Plan
	<i>Improve the community support service network available to the community.</i>		
	<p>Youth Supports</p> <ul style="list-style-type: none"> • After school program • Mentoring program • Job Corps (can use to help with neighborhood struggles: landscaping, home repair, etc.) • Explore the YouthBuild program and other national models of youth job training programs • Look for other activities to keep youth out of trouble • Teen pregnancy prevention • Recreation activities <p>Adult Supports</p> <ul style="list-style-type: none"> • One-stop resource center that offers counseling, mental health/substance abuse care, income assistance, education opportunities, etc.) • Neighborhood AA/NA meetings and other recovery supports • Job training and employment assistance for adults (awareness of ' access to) • Increase awareness of and access to resource availability (Countywide) • Increase access to and awareness of community supports available to the community, including domestic violence and rape crisis care • Expand economic opportunities: Micro-lending/small business assistance, tax preparation, financial/credit counseling, IDA program (for small businesses or housing) <p>Senior Citizen Supports</p> <ul style="list-style-type: none"> • Support group for grandparents raising grandkids • Make available recreation and transportation <p>Other</p> <ul style="list-style-type: none"> • Increase access to and awareness of community supports available to the community • Generate support for the non-profits in the neighborhood (Community Empowerment Project and African American Cultural Heritage Resource Center) 	Partial	<p>Limited programming by Community Empowerment Project- a CDC at resource center on 1st street</p> <p>Town should work with non-profit organizations to achieve</p>

Plan Name	Implementation Strategies	Status	Notes
Guiding Grahamtown's Future: Creating Choices for All-2006 (cont.)	<i>Stabilize renters.</i>		
	Increase education and awareness about housing opportunities (rental education, homeownership, maintenance/repair)	Ongoing	"Housing Hope" classes funded by Town
	Hold property owners/landlords accountable to minimum housing standards	Ongoing	Code Enforcement
	Establish a "Progressive Housing" program (a program that provides assistance to those who want to transition from rental to homeownership)	No action	
	Support construction of small multi-family rental projects (duplex/triplex, cottage developments, and small-scale mixed income developments) and projects that are constructed and managed by a skilled nonprofit entity	No action	Discussions with Cleveland County CDC about partnership
	Increase awareness of existing and expand services to support renters (Ex: Housing Initiative, Pisgah Legal Services)	No action	
	<i>Increase homeownership opportunity.</i>		
	Increase education and awareness about housing opportunities (available financing, post-purchase counseling, maintenance/repair)	Ongoing	"Housing Hope" classes funded by Town
	Increase homeownership opportunity through new construction and rehabilitation (focus on single family, owner occupied homes)	Partial	Gypsy Street revitalization
	Preserve existing housing through rehab and aggressive maintenance programs Use existing resources to support homeowners (Ex: Housing Initiative, Pisgah Legal)	Ongoing	\$1.1 million spent so far
	Develop relationships with non-profit builders	Complete	
	Create a program to address negligent (abandoned, severely dilapidated) property owners, through rehab or demolition	Ongoing	Code Enforcement
	Construct small cluster/cottage developments (mix of homeownership and rental)	No action	
	<i>Community preservation.</i>		
	Acquire land (land banking)	Partial	CDBG funds
	Create a community land trust	No action	
	Continue to encourage neighborhood decision making power	Ongoing	
	<i>Lighting/Secluded Areas</i>		
	Add street lights to selected areas.	No action	
	Clean out thick wooded areas.	Complete	Needs periodic maintenance
	<i>Stormwater Drainage</i>		
	Respond to neighborhood concerns regarding poor drainage when it rains (Hardin Road west to First St.)	No action	
	Sidewalks/Crosswalks/Traffic	Partial	Gypsy Street
	Improve cross walk signage/traffic light and cross walk controls across Oak Street.	Partial	Light timing changed

Plan Name	Implementation Strategies	Status	Notes	
Guiding Grahamtown's Future: Creating Choices for All-2006 (cont.)	Improve existing and add new sidewalks, ensure sidewalk access to shopping center.	Partial	Gypsy Street	
	Install traffic calming (speed bumps, etc.).	Partial	4-way stops	
	Other			
	Implement landscaping//beautification plan, specifically at neighborhood entryways	No action		
	Remove or improve visual impact of Hardin Road water tower	No action		
	Policing/Public Safety			
	Increase police patrol	Ongoing	Neighborhood Watch	
	Help neighborhood respond to drug and alcohol issues	Ongoing	Neighborhood Watch	
	Patrol path from BC store to drinking areas	Ongoing	Neighborhood Watch	
	Establish a community watch program	Complete		
	Recruit minority police officers	Ongoing	Police Department	
	Establish a police resource station	No action		
	Strategic Economic Development Plan-2010	Development of Downtown		
Market Forest City's small town character and downtown as a major livability asset and a key factor in retaining and attracting new businesses, industry and residents.		Ongoing	Ads in regional and state magazines	
Aggressively market downtown to attract a compatible, diverse mixture of retail, restaurants, office, institutional, professional services, and entertainment-oriented businesses to occupy the vacant and underutilized buildings and land.		Ongoing		
Identify and work to secure sources of public and private sector financial capital needed to promote growth and development of businesses in the downtown district.		Ongoing	\$300,000 2008-2011	
Complete the Florence Mill Project as a public/private partnership.		Ongoing	Working with developer	
Attract a private sector cinema developer to construct a multi-screen cinema in downtown Forest City.		Ongoing	Working with developer	
Support the renovation of the historic Romina Theater building as the new home for the independent and locally owned Fireside Books and Gifts, Inc.		Ongoing	Building purchased and gutted	
Stimulate private development of market rate housing downtown through adaptive reuse of older buildings and appropriate new construction.		Ongoing	Working with developer	
Create a more pedestrian friendly, walkable town, and provide amenities throughout the downtown area.		Ongoing	Pocket Park	

Plan Name	Implementation Strategies	Status	Notes
Strategic Economic Development Plan-2010 (cont.)	<i>Development of the Commercial and Light Industry</i>		
	Inventory and evaluate empty or underutilized commercial and industrial buildings and land and create plans to promote reuse.	Ongoing	FC Planner-downtown inventory EDC-commercial/industrial
	Focus on retention, recruitment, and expansion of commercial and light industry enterprises.	Ongoing	
	Implement a Commercial Transition District (C-T District) surrounding the downtown core area and revitalize the commercial districts of the Alexander Mills and Grahamtown neighborhoods.	No action	
	Improve and promote the three major light industry corridors – Withrow Road, Vance Street, and Pine Street, and connect with high speed broadband and telecommunication services.	Partial	Withrow Road complete
	Develop a plan for the potential “build out” of Highway 74 A with pertinent information for potential developers.	No action	
	<i>Development of Small and Entrepreneurial Business</i>		
	Retain, improve, support, and expand small businesses.	Ongoing	
	Recruit small businesses and entrepreneurs to Forest City in partnership with the commercial development arm of the Economic Development Commission and the Chamber of Commerce.	Ongoing	
	Market Forest City’s abundance of fiber optic cable to current and future technology-oriented and broadband-dependent businesses.	No action	To begin in FY 2011-2012
	Develop opportunities for access to business capital through the private sector financial institutions, nonprofit agencies, and government grants.	Ongoing	\$300,000 2009-2011
	Participate in county, regional and state initiatives for small business and entrepreneurial development.	Ongoing	Rural Center and Advantage West
	<i>Development of Information Technology and Connectivity</i>		
	Develop a Comprehensive Strategic Information Technology and Connectivity Plan for the Town of Forest City through the Year 2020.	Partial	Main Street Wi-Fi complete-Overall plan underway
	Install a mesh wireless network in downtown and promote connectivity of downtown businesses to the fiber optic cable.	Complete	
	Connect the fiber optic cable running near three of the light industry corridors to the business facilities.	Partial	Withrow Road Industrial Park
	Determine through the Information Technology and Connectivity Plan, the Town government’s role in further supporting, promoting, and providing IT infrastructure.	Partial	Plan to be completed Dec. 2011

Plan Name	Implementation Strategies	Status	Notes
Strategic Economic Development Plan-2010 (cont.)	<i>Development of Utility and Transportation Infrastructure</i>		
	Develop an additional supply of raw water to supplement the existing Second Broad River intake and pump station in order to serve the future industrial, commercial, and residential needs of future customers.	Ongoing	Applied for state grant
	Continue to upgrade the Town of Forest City’s water distribution system and improve wastewater treatment and collection.	Ongoing	
	Apply for grants that assist businesses and industry in locating or expanding in areas of Forest City and Rutherford County served by the Town’s public utilities.	Ongoing	
	Educate and engage industry, commercial, and residential customers in energy conservation through presentations, newsletters, e-mails and other forms of communications.	Ongoing	2010-logo for 100 years of power and water in FC
	Monitor and advocate for the transportation improvement projects that affect industrial and commercial growth in Forest City and Rutherford County as a whole.	Ongoing	Need to be more involved with RPO
Downtown Plan-2010	Main Street-Continue the historic preservation of existing buildings, construction of new infill buildings, upgrading of sidewalks and crosswalks, and additional pedestrian-friendly amenities.	Ongoing	
	Trade Street Redevelopment-Construct new buildings and upgrade existing buildings for professional offices, retail, and townhouses. Incorporate higher landscaping standards and upgrade side streets with compatible new construction.	No action	
	Entrance Ways-Enhance ways into downtown and upgrade “Santa House” to a year-round visitor center in a park setting.	No action	Scheduled for 2012
	Florence Mill redevelopment-Pursue adaptive re-use of the historic mill buildings, rehabilitation of surrounding historic properties, and development of green space with pedestrian amenities.	Partial	Pocket Park, Building adjacent to mill sold
	Residential Development-Develop condominiums in the main Florence Mill building, construct a “New Florence Mill Village” adjacent to the mill, and new townhouses on Trade Street.	No action	
	Connectivity- Continue to connect downtown to the historic districts, parks, and surrounding area, and take advantage of the abundance of fiber optic cable and broadband capability in the downtown area.	Ongoing	

Plan Name	Implementation Strategies	Status	Notes	
Comp. Parks and Recreation Plan (Updated 2010)	Funding Sources: Utilize various means to plan for and fund recommendations including Capital Improvement Program, general tax revenues, partnerships, user fees, sponsorships, and grant programs.	Ongoing		
	Partnerships: Form partnerships with local public, quasi-public, or private entities.	Ongoing		
	Information and Communication: Create a clearinghouse to disseminate Parks and Recreation information. Work with County. Update brochures. Create community bulletin boards. Update website.	Ongoing		
	Facility Linkage: Link Parks and Recreation facilities with Greenways, sidewalks, bikeways, and rails-to-trails.	No action		
	Relationships with User Groups: Create a user handbook. Appoint a Recreation Commission user groups liaison.			
	Recreation Planning: Develop a pedestrian and bicycle plan to improve facility linkage. Develop a plan for the unused portion of Crowe park. Develop a plan for the old elementary school that currently house the Rutherford Opportunity Center.	No action	Need to apply for NCDOT ped/bike planning grants	
	Staffing: Add one full-time maintenance worker position.			
	Facility Improvements			
	Crowe Park: Relight all baseball fields, repair drainage, and resurfacing of ball fields. Repair fencing.			
	Hardin Road Park: Resurface basketball courts			
	Forest City Park: Build new maintenance and storage building. Add parking spaces, if needed.			
	Callison Recreation Center/Clay Street Pool: Refinish pool bottom. Expand areas inside fence around pool. Develop some shade areas around the pool. Replace gym floor. Recoat tennis courts.			
	Add walking and volleyball programming.			
Review user fees annually.	Ongoing			

APPENDIX B: PUBLIC INPUT

Extensive public input was gathered for the Comprehensive Land Use Plan. A website was set up to inform the public during different stages of the process and to help facilitate public input. A public input meeting was held in January at the Forest City Clubhouse. At this meeting, attendees were given background information on different subjects that affect the future growth of the Town and were asked a series of questions about each topic. The input from this meeting in addition to two different surveys helped to lay the groundwork for the plan. The following pages provide the details of these public input efforts.

B.1 Project Website

The interactive project website www.benchmarkplanning.com/forestcity was created with the intent of informing the public about the different stages of the planning process. Throughout the process the website provided all planning documents and opportunities to take surveys and view one of the public input meetings online. The website also had an online comment feature and links to the Town’s website and Facebook page. The Town’s website was also linked to the plan website.

Figure B.1: Project Website



B.2 Public Input Survey

The Comprehensive Land Use Plan Public Input Survey was distributed in the December 2011 utility bill to approximately 5,620 households in the planning area. The survey was also available at the public input meeting held on January 17, at Town Hall and on the Comprehensive Land Use Plan website. Respondents had until February 6, 2012 to complete surveys. A total of 111 surveys were completed. This is a return rate of approximately two percent.

Below is a summary of the answers for each question. Responses to “other” and open-ended questions are attached as an Appendix to this report.

Question #1

Concerning the Town of Forest City planning area, are you a (check all that apply):		
Answer Options	Response Percent	Response Count
Resident	83.3%	85
Property Owner (but not a resident)	20.6%	21
Business Owner	18.6%	19
Other (please specify)		10
	<i>answered question</i>	102
	<i>skipped question</i>	9

Of the survey respondents, approximately 83 percent are residents of the Town of Forest City Planning Area. Approximately 1/5 of the respondents are property owners and 1/5 business owners in the planning area. The majority of the “other” responses indicated that Forest City is their hometown.

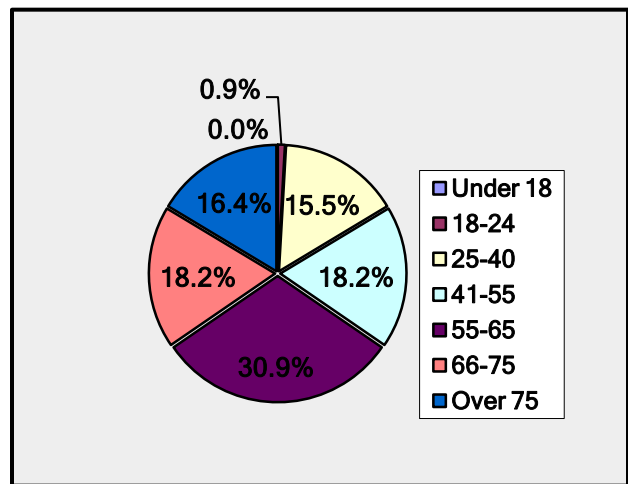
Question #2

What is your gender?		
Answer Options	Response Percent	Response Count
Male	53.2%	58
Female	46.8%	51
answered question		109
skipped question		2

Approximately 53 percent of the survey respondents are male and 47 percent are female.

Question #3

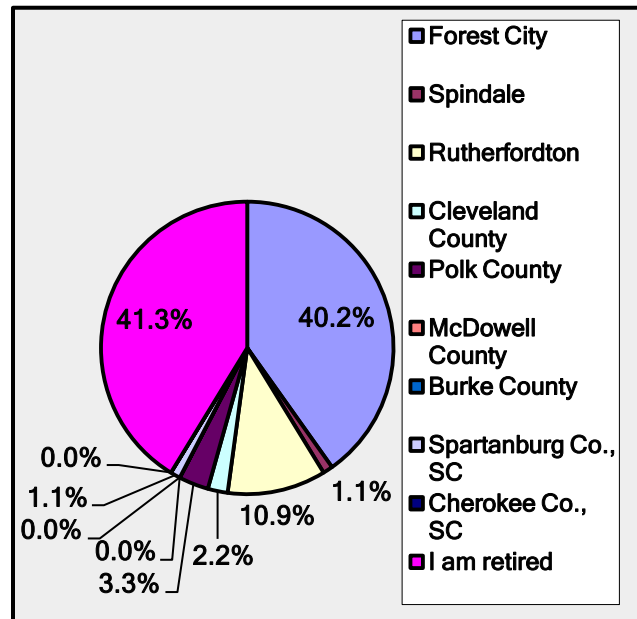
What is your age range?		
Answer Options	Response Percent	Response Count
Under 18	0.0%	0
18-24	0.9%	1
25-40	15.5%	17
41-55	18.2%	20
55-65	30.9%	34
66-75	18.2%	20
Over 75	16.4%	18
answered question		110
skipped question		1



Nearly 1/3 of respondents are in the 55-65 age range. Another 1/3 of respondents are over the age of 65. Only 1/3 of respondents are under the age of 55.

Question #4

Where is your place of employment?		
Answer Options	Response Percent	Response Count
Forest City	40.2%	37
Spindale	1.1%	1
Rutherfordton	10.9%	10
Cleveland County	2.2%	2
Polk County	3.3%	3
McDowell County	0.0%	0
Burke County	0.0%	0
Spartanburg Co., SC	1.1%	1
Cherokee Co., SC	0.0%	0
I am retired	41.3%	38
Other (please specify)		19
answered question		92
skipped question		19



Around 2/5 of the respondents are retired. Another 2/5 of the respondents are employed in Forest City. Around 11 percent of respondents are employed in Rutherfordton. Others work in Polk County, Cleveland County, Spindale and Spartanburg County. Of those that responded “other”, the many either work in Rutherford County or are unemployed.

Question #5

What do you like about the Town of Forest City? (rank the top three)											
Answer Options	Community appearance	Sense of community	Location	Housing choices	Recreation	Schools	Low taxes	Shopping Choices	Jobs	Other	Response Count
#1 Choice	60	8	27	1	1	3	3	0	0	1	104
#2 Choice	13	31	27	1	4	8	9	3	0	1	97
#3 Choice	9	6	29	2	10	7	18	7	3	3	94
Total Weighted	215	92	164	7	21	32	45	13	3	8	
Rank	1	3	2	9	6	5	4	7	10	8	
Other (please specify)											6
<i>skipped question</i>											6

The top three characteristics that respondents like about the Town of Forest City are the community appearance, location and sense of community.

Question #6

Please rank the following items in order of importance as they relate to the Town of Forest City's future (#1 being the most important, #9 being the least important).												
Answer Options	1 - Most	2	3	4	5	6	7	8	9 - Least	Total Weighted	Rank	Response Count
Community appearance	19	11	14	11	11	7	9	8	8	557	4	98
Commercial development	23	19	9	9	6	6	5	9	11	574	3	97
Environmental protection	0	8	13	16	9	9	13	12	16	411	8	96
Housing (variety, quality, quantity)	9	7	11	13	7	9	13	12	17	443	7	98
Open space, parks and recreation	2	6	8	6	19	11	13	20	15	391	9	100
Downtown	12	11	11	13	12	17	10	8	7	532	5	101
Transportation (roads, sidewalks, etc.)	3	8	13	14	16	16	16	7	5	477	6	98
Utilities (water, sewer)	12	23	17	9	10	11	9	8	3	605	1	102
Emergency services (fire, police)	26	12	8	8	9	10	9	12	8	578	2	102
<i>answered question</i>												106
<i>skipped question</i>												5

The top three most important planning elements according to respondents are “utilities,” “emergency services,” and “commercial development.”

Question #7

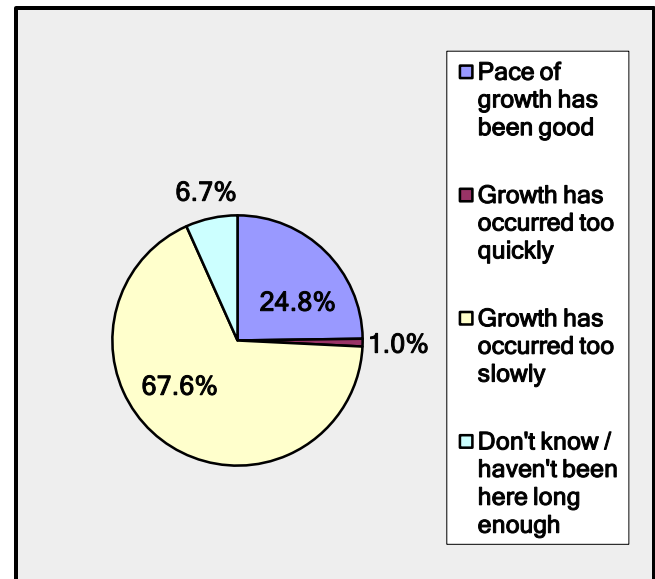
Every community has shortcomings. Which of the following do you think apply to the Town of Forest City? (Rank all that apply with #1 being the most important to you)

Answer Options	1 - Most Important	2	3	4	5	6	7	8	9	10	Total Weighted	Rank	Response Count
Lack of community character	7	4	7	1	4	3	1	2	4	9	235	9	42
Lack of commercial development	33	19	2	2	5	4	4	6	0	2	617	1	77
Too much commercial development	1	1	2	2	2	1	5	3	17	9	138	11	43
Housing (variety, quality, or quantity)	13	6	8	9	6	5	5	3	3	1	408	4	59
Lack of entertainment options	17	22	13	4	4	6	1	4	3	2	578	2	76
Growth management issues	8	12	13	9	5	2	4	2	2	1	422	3	58
Lack of parks and recreation facilities	2	2	12	8	1	11	4	5	3	2	290	8	50
Lack of pedestrian facilities (sidewalks, trails)	4	9	8	7	9	6	8	6	2	3	375	5	62
Utilities (water and sewer)	5	10	3	7	4	4	3	9	2	3	303	7	50
Traffic/Roads	5	6	9	6	6	3	7	3	5	4	320	6	54
Other	7	3	3	3	0	0	0	0	0	1	143	10	17
Other (please specify)													21
answered question													104
skipped question													7

According to respondents the top three shortcomings of the Town of Forest City are “lack of commercial development”, “lack of entertainment options” and “growth management issues”.

Question #8

How do you feel about the pace of growth and development in the Forest City planning area over the past ten years?		
Answer Options	Response Percent	Response Count
Pace of growth has been good	24.8%	26
Growth has occurred too quickly	1.0%	1
Growth has occurred too slowly	67.6%	71
Don't know / haven't been here long enough	6.7%	7
answered question		105
skipped question		6



Approximately 68 percent of respondents felt that the pace of growth has occurred too slowly. About ¼ of respondents indicate that the pace of growth has been good. Approximately 7 percent of respondents do not know or have not been in the Forest City area long enough.

Question #9

In the future, what types of development should the Town encourage? (Check all that apply)			
Answer Options	Response Percent	Rank	Response Count
Single-family residential development	54.2%	1	58
Townhome/condominium development	34.6%	7	37
Apartments	16.8%	9	18
Retail	52.3%	3	56
Sit-down restaurants	50.5%	4	54
Fast food restaurants	6.5%	12	7
Office space	19.6%	8	21
Parks and recreational facilities	37.4%	6	40
Medical facilities	45.8%	5	49
Industrial facilities	53.3%	2	57
Services (please list in box below)	8.4%	11	9
All development should stay exactly as it is	1.9%	13	2
Other	9.3%	10	10
Other (please specify)			14
answered question			107
skipped question			4

The top types of future development that received a response percent of over 40 percent are indicated in red. They include single-family residential development, industrial facilities, retail, sit-down restaurants and medical facilities.

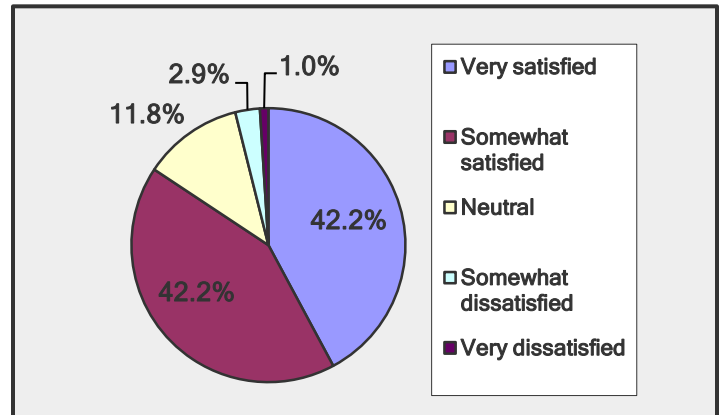
Question #10

In the future, what types of development should the Town discourage? (Check all that apply)		
Answer Options	Response Percent	Response Count
Single-family residential development	2.4%	2
Townhome/condominium development	15.5%	13
Apartments	35.7%	30
Retail	2.4%	2
Sit-down restaurants	6.0%	5
Fast food restaurants	46.4%	39
Office space	3.6%	3
Parks and recreational facilities	4.8%	4
Medical facilities	2.4%	2
Industrial facilities	8.3%	7
Services (please list in box below)	6.0%	5
All development should stay exactly as it is	11.9%	10
Other	10.7%	9
Other (please specify)		14
answered question		84
skipped question		27

The only use that got a response percent of greater than 40 percent is fast food restaurants. Apartments were also noted as a use that a large number of respondents wanted to discourage.

Question #11

Are you satisfied with the overall appearance of Downtown Forest City?		
Answer Options	Response Percent	Response Count
Very satisfied	42.2%	43
Somewhat satisfied	42.2%	43
Neutral	11.8%	12
Somewhat dissatisfied	2.9%	3
Very dissatisfied	1.0%	1
answered question		102
skipped question		9



Of survey respondents, 84.4 percent are either very satisfied or somewhat satisfied with the overall appearance of downtown.

Question #12

What do you like MOST about Downtown Forest City?		
Answer Options	Response Percent	Response Count
Buildings	32.7%	34
Businesses	26.0%	27
Landscaping	75.0%	78
Trees	64.4%	67
Sidewalks	44.2%	46
Signs	7.7%	8
Other (please specify)		11
answered question		104
skipped question		7

The element that respondents like most about Downtown Forest City is “landscaping.” More than 40 percent of respondents also liked the trees and sidewalks in downtown.

Question #13

What do you like LEAST about Downtown Forest City?		
Answer Options	Response Percent	Response Count
Buildings	47.5%	29
Businesses	21.3%	13
Landscaping	3.3%	2
Trees	0.0%	0
Sidewalks	19.7%	12
Signs	27.9%	17
Other (please specify)		38
answered question		61
skipped question		50

The element that respondents like least about Downtown Forest City is “buildings.” In the “other” comments section, most of the responses referenced empty buildings, disrepair of buildings and lack of businesses that they would like to have downtown.

Question#14

What uses do you think are crucial for a successful downtown?		
Answer Options	Response Percent	Response Count
Nearby single-family residential development	34.6%	36
Townhome development	23.1%	24
Upper-story residential units	29.8%	31
Retail	70.2%	73
Restaurants	59.6%	62
General office space	27.9%	29
Medical offices	29.8%	31
Automotive services	10.6%	11
Entertainment venues	64.4%	67
Town Hall/government buildings	30.8%	32
Religious institutions	14.4%	15
Other (please specify)		6
answered question		104
skipped question		7

Respondents think that retail, restaurants and entertainment venues are crucial for a successful downtown.

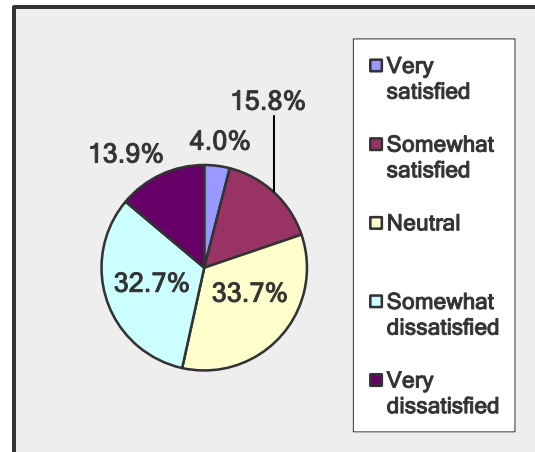
Question #15

What features do you think are crucial for a successful downtown? (Check all that apply)		
Answer Options	Response Percent	Response Count
Well-maintained buildings	91.2%	93
Occupied buildings	91.2%	93
Park	38.2%	39
Central green	36.3%	37
Sidewalks	57.8%	59
Street lighting	60.8%	62
Distinct landmarks/monuments	27.5%	28
Enhanced landscaping	39.2%	40
On-street parking	40.2%	41
Parking deck	14.7%	15
Unified signage	17.6%	18
Frequent community events	60.8%	62
Other (please specify)		5
answered question		102
skipped question		9

Over 90 percent of respondents think that well-maintained and occupied buildings are crucial for a successful downtown. Approximately 60 percent of respondents think that frequent community events, street lighting and sidewalks are also important. On-street parking was also cited by more than 40 percent of respondents as crucial to a successful downtown.

Question #16

Are you satisfied with the overall appearance of West Main Street (west of downtown, beyond rail crossing)?		
Answer Options	Response Percent	Response Count
Very satisfied	4.0%	4
Somewhat satisfied	15.8%	16
Neutral	33.7%	34
Somewhat dissatisfied	32.7%	33
Very dissatisfied	13.9%	14
answered question		101
skipped question		10



Of survey respondents, 46.6 percent are either very dissatisfied or somewhat dissatisfied with the overall appearance of West Main Street. Approximately 1/3 of respondents are neutral on the appearance of West Main Street.

Question #17

What do you like MOST about West Main Street?		
Answer Options	Response Percent	Response Count
Buildings	18.8%	12
Businesses	50.0%	32
Landscaping	20.3%	13
Traffic safety	43.8%	28
Signs	7.8%	5
Other (please specify)		15
answered question		64
skipped question		47

The element that respondents like most about West Main Street is “businesses.” Of the “other” responses, 10 said either “nothing” or “not much.”

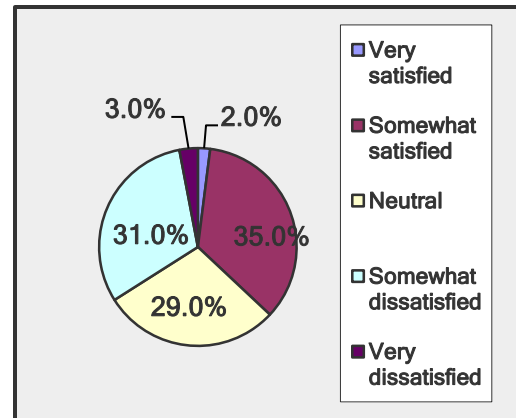
Question #18

What do you like LEAST about West Main Street?		
Answer Options	Response Percent	Response Count
Buildings	65.9%	54
Businesses	46.3%	38
Landscaping	57.3%	47
Traffic safety	13.4%	11
Signs	29.3%	24
Other (please specify)		17
<i>answered question</i>		82
<i>skipped question</i>		29

The element that respondents like least about West Main Street is “buildings”. The “landscaping” (or lack of) and “businesses” are also noted by more than 40 percent of respondents as elements that they do not like about West Main Street.

Question #19

Are you satisfied with the overall appearance of Broadway Street?		
Answer Options	Response Percent	Response Count
Very satisfied	2.0%	2
Somewhat satisfied	35.0%	35
Neutral	29.0%	29
Somewhat dissatisfied	31.0%	31
Very dissatisfied	3.0%	3
<i>answered question</i>		100
<i>skipped question</i>		11



Approximately the same percentage of respondents is satisfied, dissatisfied, or neutral regarding the overall appearance of Broadway Street.

Question #20

What do you like MOST about Broadway Street?		
Answer Options	Response Percent	Response Count
Buildings	13.2%	9
Businesses	54.4%	37
Landscaping	23.5%	16
Traffic safety	32.4%	22
Signs	5.9%	4
Other (please specify)		8
<i>answered question</i>		68
<i>skipped question</i>		43

The element that respondents like most about Broadway Street is “businesses.”

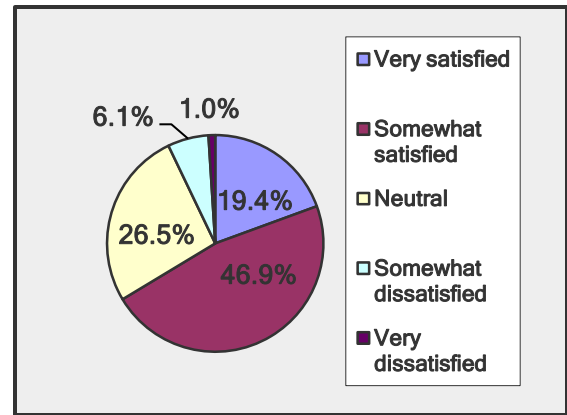
Question #21

What do you like LEAST about Broadway Street?		
Answer Options	Response Percent	Response Count
Buildings	50.0%	43
Businesses	31.4%	27
Landscaping	48.8%	42
Traffic safety	43.0%	37
Signs	23.3%	20
Other (please specify)		21
<i>answered question</i>		86
<i>skipped question</i>		25

The element that respondents like least about Broadway Street is “buildings”. The “landscaping” (or lack of) and “traffic safety” are also noted by more than 40 percent of respondents as elements that they do not like about Broadway Street.

Question #22

Are you satisfied with the overall appearance of US Highway 74-A Bypass?		
Answer Options	Response Percent	Response Count
Very satisfied	19.4%	19
Somewhat satisfied	46.9%	46
Neutral	26.5%	26
Somewhat dissatisfied	6.1%	6
Very dissatisfied	1.0%	1
answered question		98
skipped question		13



Of survey respondents, 66.3 percent are either very satisfied or somewhat satisfied with the overall appearance of US Highway 74-A Bypass. An additional ¼ of respondents are neutral on the appearance of US Highway 74-A Bypass.

Question #23

What do you like MOST about US Highway 74-A Bypass?		
Answer Options	Response Percent	Response Count
Buildings	12.8%	10
Businesses	56.4%	44
Landscaping	33.3%	26
Traffic safety	43.6%	34
Signs	17.9%	14
Other (please specify)		11
answered question		78
skipped question		33

The element that respondents like most about US Highway 74-A Bypass is “businesses.” “Traffic safety” was also noted by more than 40 percent of respondents as an element that they like about the bypass.

Question #24

What do you like LEAST about US Highway 74-A Bypass?		
Answer Options	Response Percent	Response Count
Buildings	22.9%	16
Businesses	8.6%	6
Landscaping	38.6%	27
Traffic safety	41.4%	29
Signs	31.4%	22
Other (please specify)		16
answered question		70
skipped question		41

The element that respondents like least about US Highway 74-A Bypass is “traffic safety”.

Question #25

Which types of transportation improvements are most needed in the Town of Forest City? (Rank all that apply with #1 being the most important to you)						
Answer Options	Walking	Biking	Personal vehicle	Public transit	Other	Response Count
#1 Choice	39	16	13	15	13	96
#2 Choice	20	19	6	17	8	70
#3 Choice	7	17	8	14	5	51
#4 Choice	4	11	5	16	4	40
#5 Choice	0	2	0	1	4	7
Total Weighted	304	231	123	218	124	
Rank	1	2	5	3	4	
Other (please specify)						32
answered question						96
skipped question						15

Improvements for walking were the top rated response for transportation needs in Forest City. This was followed by biking accommodations and public transit. A total of 26 of the “other” responses indicated that roads are in need of improvement.

Question #26

Please rank the following areas based on where you think sidewalks are most needed. (#1 being the most needed, #26 being the least needed). If you are unfamiliar with the street segments listed, refer to street map at www.benchmarkplanning.com/forestcity-documents.

Answer Options	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	Total Weighted	Rank	Response Count
A. Oak St. (Broadway St. to Church St.)	11	6	4	4	3	2	1	2	0	1	1	0	0	1	0	1	0	0	0	0	0	0	1	0	1	2	855	4	41
B. Oak St. (Church St. to Hardin St.)	11	12	5	4	1	2	2	2	1	0	0	0	1	1	0	0	0	0	0	0	0	1	0	1	3	0	999	2	47
C. Oak St. (Hardin St. to US-74A Bypass)	12	8	9	4	4	5	1	2	1	1	1	0	0	0	2	0	0	0	0	0	0	0	1	0	0	1	1151	1	52
D. Oak St. (US74A Byp. to Piney Ridge Rd.)	1	7	4	6	1	2	3	2	2	0	2	3	0	1	0	1	0	0	0	1	2	1	1	0	0	1	763	5	41
E. Trade St. (Cherry Mtn. Rd. to McNair)	6	6	7	6	5	2	1	2	3	2	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	1	950	3	44
F. Trade St. (Broadway St. to Elizabeth St.)	2	6	1	4	5	3	1	2	2	3	1	0	1	1	0	2	0	2	0	0	1	1	1	1	0	0	734	6	39
G. Vance St. (West Main St. to Parkland Dr.)	1	1	4	0	8	1	2	3	0	2	0	1	1	1	3	2	0	0	3	1	0	0	0	0	0	0	582	10	34
H. West Main St. (Westview St. to Smith Grove)	6	1	1	1	3	3	4	2	2	0	0	0	2	1	2	1	0	1	0	0	1	0	1	0	1	1	609	9	34
I. Hudlow Rd. (W. Main St. to Smith Grove)	5	6	3	5	1	1	3	1	3	1	0	0	0	2	0	1	1	0	1	2	0	1	0	0	1	0	728	7	38
J. Hardin St. (Weathers St. to Church St.)	1	0	3	1	3	2	1	1	1	3	3	1	1	0	0	0	5	0	0	1	1	0	1	0	0	0	481	14	29
K. Hardin St. (Oak St. to Westview St.)	0	1	2	6	2	4	2	1	1	3	2	4	2	0	1	0	0	2	0	1	0	0	1	0	0	0	628	8	35
L. W. Main Dr. (Hardin St. to Oak St.)	2	0	5	1	3	2	0	3	2	1	2	2	0	2	0	0	2	1	1	0	0	0	1	0	0	0	534	12	30
M. Washington St. (Harmon to Broadway)	3	0	2	0	2	1	1	1	5	2	2	0	4	1	0	1	0	1	3	2	0	0	0	0	0	0	489	15	31

Answer Options (continued)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	Total Weighted	Rank	Response Count
N. Church St. (Spruce St. to Hardin St.)	0	3	1	0	0	4	4	0	3	3	1	4	1	3	1	0	1	1	0	1	0	1	1	0	0	0	544	11	33
O. Church St. (Hardin St. to US74-A Bypass)	2	1	0	0	1	1	6	2	1	1	2	2	2	1	2	1	0	2	1	0	0	1	0	0	0	0	474	16	29
P. US 74-A Bypass (Church St. to Daniel Rd.)	0	1	1	2	0	0	0	4	2	1	2	2	2	1	1	2	0	1	2	1	0	0	0	0	0	1	378	19	26
Q. Daniel Rd.	1	0	1	0	1	0	0	1	0	0	0	1	2	2	2	1	4	1	1	2	1	2	1	0	1	0	280	21	25
R. Duke St.	0	0	1	0	0	1	0	0	0	0	0	1	0	1	2	1	1	5	1	1	4	3	0	0	0	1	210	24	23
S. Westview St.	0	1	0	1	0	1	0	0	0	0	0	0	1	0	3	2	2	1	3	1	2	3	2	0	0	0	212	23	23
T. McNair Dr.	1	1	1	4	1	2	4	2	3	0	1	0	1	1	0	0	1	1	1	3	0	1	1	1	0	0	498	13	31
U. Golf St.	2	0	2	1	0	0	1	2	1	2	0	1	1	1	0	2	1	1	1	0	2	2	1	0	1	0	344	20	25
V. Old Caroleen Rd. to Facebook site	2	3	1	0	1	1	1	1	0	1	4	0	0	0	0	1	0	0	2	2	2	2	4	1	0	1	381	18	30
W. Cherry Mountain St. to Crowe Park	3	0	2	1	1	1	2	1	3	2	2	2	0	0	1	0	1	0	0	2	1	0	3	2	0	2	463	17	32
X. Other	3	3	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	220	22	10
Y. Other	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	72	25	3
Z. Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
Other (please specify)																												13	
answered question																												80	
skipped question																												31	

Oak Street and Trade Street were rated as the streets that need sidewalks most. Other notable areas include Hudlow Road, Hardin Road, West Main Street and Vance Street.

Question #27

What do you think are the top three transportation issues in the Town of Forest City?		
Answer Options	Response Percent	Response Count
1.	100.0%	58
2.	63.8%	37
3.	41.4%	24
<i>answered question</i>		58
<i>skipped question</i>		53

The top three transportation issues noted were a need for public transportation, need for pedestrian improvements and dealing with congestion either by widening roads or properly timing lights. Need for improved road quality and improvement of dangerous intersections were also ranked high. Other noted improvement needs included parking, speed enforcement, ADA accessibility, improved signage, dealing with mopeds and allowing golf carts.

Question #28

Please share any additional input that you think is important to the future of the Town of Forest City.	
Answer Options	Response Count
	56
<i>answered question</i>	56
<i>skipped question</i>	55

Additional responses were widely varied. A large number of responses focused on bringing jobs, industry and commercial development to the area. Many responses also deal with keeping taxes low and expanding the tax base. Additionally, community appearance, housing quality and crime are noted as areas that need improvement.

B.3 Development Preference Survey

A total of 24 people responded to the development preference survey that was available online and at the Town Hall. This survey consisted of a series of six (6) photos in six (6) different categories. Respondents were asked to rate each photo. Below are the results:

Multi-Family Residential



Image 1: Strongly Dislike		
Answer Options	Response Percent	Response Count
Strongly Dislike	38.1%	8
Dislike	52.4%	11
Neutral	4.8%	1
Like	0.0%	0
Strongly Like	4.8%	1
Total Weighted Score	-25	
<i>answered question</i>		21
<i>skipped question</i>		0



Image 2: Strongly Like		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	4.8%	1
Neutral	14.3%	3
Like	42.9%	9
Strongly Like	38.1%	8
Total Weighted Score	24	
<i>answered question</i>		21
<i>skipped question</i>		0



Image 3: Neutral		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	28.6%	6
Neutral	42.9%	9
Like	23.8%	5
Strongly Like	4.8%	1
Total Weighted Score	1	
<i>answered question</i>		21
<i>skipped question</i>		0



Image 4: Strongly Like		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	14.3%	3
Neutral	14.3%	3
Like	33.3%	7
Strongly Like	38.1%	8
Total Weighted Score	20	
<i>answered question</i>		21
<i>skipped question</i>		0



Image 5: Like		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	9.5%	2
Neutral	19.0%	4
Like	42.9%	9
Strongly Like	28.6%	6
Total Weighted Score	19	
<i>answered question</i>		21
<i>skipped question</i>		0



Image 6: Neutral		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	23.8%	5
Neutral	28.6%	6
Like	33.3%	7
Strongly Like	14.3%	3
Total Weighted Score	8	
<i>answered question</i>		21
<i>skipped question</i>		0

Commercial Building Design



Image 1: Dislike		
Answer Options	Response Percent	Response Count
Strongly Dislike	25.0%	5
Dislike	20.0%	4
Neutral	45.0%	9
Like	10.0%	2
Strongly Like	0.0%	0
Total Weighted Score	-12	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 2: Like		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	10.0%	2
Neutral	15.0%	3
Like	45.0%	9
Strongly Like	30.0%	6
Total Weighted Score	19	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 3: Like		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	0.0%	0
Neutral	30.0%	6
Like	55.0%	11
Strongly Like	15.0%	3
Total Weighted Score	17	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 4: Dislike

Answer Options	Response Percent	Response Count
Strongly Dislike	35.0%	7
Dislike	30.0%	6
Neutral	25.0%	5
Like	10.0%	2
Strongly Like	0.0%	0
Total Weighted Score	-18	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 5: Dislike

Answer Options	Response Percent	Response Count
Strongly Dislike	15.8%	3
Dislike	52.6%	10
Neutral	26.3%	5
Like	5.3%	1
Strongly Like	0.0%	0
Total Weighted Score	-15	
<i>answered question</i>		19
<i>skipped question</i>		2



Image 6: Like

Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	0.0%	0
Neutral	21.1%	4
Like	57.9%	11
Strongly Like	21.1%	4
Total Weighted Score	19	
<i>answered question</i>		19
<i>skipped question</i>		2

Parking Lots for Commercial Uses



Image 1: Dislike		
Answer Options	Response Percent	Response Count
Strongly Dislike	45.0%	9
Dislike	25.0%	5
Neutral	15.0%	3
Like	10.0%	2
Strongly Like	5.0%	1
Total Weighted Score	-19	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 2: Like		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	5.0%	1
Neutral	15.0%	3
Like	60.0%	12
Strongly Like	20.0%	4
Total Weighted Score	19	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 3: Like		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	0.0%	0
Neutral	30.0%	6
Like	55.0%	11
Strongly Like	15.0%	3
Total Weighted Score	17	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 4: Neutral

Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	45.0%	9
Neutral	25.0%	5
Like	30.0%	6
Strongly Like	0.0%	0
Total Weighted Score	-3	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 5: Neutral

Answer Options	Response Percent	Response Count
Strongly Dislike	10.0%	2
Dislike	15.0%	3
Neutral	45.0%	9
Like	25.0%	5
Strongly Like	5.0%	1
Total Weighted Score	0	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 6: Strongly Like

Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	0.0%	0
Neutral	15.0%	3
Like	45.0%	9
Strongly Like	40.0%	8
Total Weighted Score	25	
<i>answered question</i>		20
<i>skipped question</i>		1

Street Landscaping for Commercial Uses



Image 1: Dislike		
Answer Options	Response Percent	Response Count
Strongly Dislike	25.0%	5
Dislike	40.0%	8
Neutral	30.0%	6
Like	5.0%	1
Strongly Like	0.0%	0
Total Weighted Score	-17	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 2: Neutral		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	10.0%	2
Neutral	40.0%	8
Like	50.0%	10
Strongly Like	0.0%	0
Total Weighted Score	8	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 3: Like		
Answer Options	Response Percent	Response Count
Strongly Dislike	5.3%	1
Dislike	10.5%	2
Neutral	21.1%	4
Like	36.8%	7
Strongly Like	26.3%	5
Total Weighted Score	13	
<i>answered question</i>		19
<i>skipped question</i>		2



Image 4: Dislike

Answer Options	Response Percent	Response Count
Strongly Dislike	20.0%	4
Dislike	30.0%	6
Neutral	35.0%	7
Like	15.0%	3
Strongly Like	0.0%	0
Total Weighted Score	-11	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 5: Neutral

Answer Options	Response Percent	Response Count
Strongly Dislike	5.0%	1
Dislike	15.0%	3
Neutral	45.0%	9
Like	25.0%	5
Strongly Like	10.0%	2
Total Weighted Score	4	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 6: Neutral

Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	20.0%	4
Neutral	45.0%	9
Like	35.0%	7
Strongly Like	0.0%	0
Total Weighted Score	3	
<i>answered question</i>		20
<i>skipped question</i>		1

Freestanding Signs



Image 1: Dislike		
Answer Options	Response Percent	Response Count
Strongly Dislike	16.7%	3
Dislike	38.9%	7
Neutral	38.9%	7
Like	5.6%	1
Strongly Like	0.0%	0
Total Weighted Score	-12	
<i>answered question</i>		18
<i>skipped question</i>		3



Image 2: Strongly Dislike		
Answer Options	Response Percent	Response Count
Strongly Dislike	42.1%	8
Dislike	36.8%	7
Neutral	21.1%	4
Like	0.0%	0
Strongly Like	0.0%	0
Total Weighted Score	-23	
<i>answered question</i>		19
<i>skipped question</i>		2



Image 3: Neutral		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	26.3%	5
Neutral	36.8%	7
Like	31.6%	6
Strongly Like	5.3%	1
Total Weighted Score	3	
<i>answered question</i>		19
<i>skipped question</i>		2



Image 4: Neutral

Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	21.1%	4
Neutral	21.1%	4
Like	47.4%	9
Strongly Like	10.5%	2
Total Weighted Score	9	
<i>answered question</i>		19
<i>skipped question</i>		2



Image 5

Answer Options	Response Percent	Response Count
Strongly Dislike	10.5%	2
Dislike	36.8%	7
Neutral	42.1%	8
Like	10.5%	2
Strongly Like	0.0%	0
Total Weighted Score	-9	
<i>answered question</i>		19
<i>skipped question</i>		2



Image 6: Strongly Like

Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	0.0%	0
Neutral	15.8%	3
Like	63.2%	12
Strongly Like	21.1%	4
Total Weighted Score	20	
<i>answered question</i>		19
<i>skipped question</i>		2

Wall Signs



Image 1: Dislike		
Answer Options	Response Percent	Response Count
Strongly Dislike	30.0%	6
Dislike	35.0%	7
Neutral	35.0%	7
Like	0.0%	0
Strongly Like	0.0%	0
Total Weighted Score	-19	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 2: Like		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	5.3%	1
Neutral	15.8%	3
Like	73.7%	14
Strongly Like	5.3%	1
Total Weighted Score	15	
<i>answered question</i>		19
<i>skipped question</i>		2



Image 3: Like		
Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	10.0%	2
Neutral	30.0%	6
Like	50.0%	10
Strongly Like	10.0%	2
Total Weighted Score	12	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 4: Like

Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	5.0%	1
Neutral	30.0%	6
Like	50.0%	10
Strongly Like	15.0%	3
Total Weighted Score	15	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 5: Strongly Like

Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	0.0%	0
Neutral	20.0%	4
Like	30.0%	6
Strongly Like	50.0%	10
Total Weighted Score	26	
<i>answered question</i>		20
<i>skipped question</i>		1



Image 6: Strongly Like

Answer Options	Response Percent	Response Count
Strongly Dislike	0.0%	0
Dislike	0.0%	0
Neutral	20.0%	4
Like	40.0%	8
Strongly Like	40.0%	8
Total Weighted Score	24	
<i>answered question</i>		20
<i>skipped question</i>		1

B.4 Public Input Meeting

Approximately 20 people attended the public input meeting on January 17. Below are the ratings for unimplemented strategies from previous plans and answers to a series of questions dealing with each planning element:

Character and Identity

Rating	Strategy
7	Apply for Community Development Block Grants (CDBG) to assist in community revitalization.
4	Maintain and market Forest City's small town character.
4	Utilize minimum housing enforcement and nuisance abatement to improve residential areas.
1	Promote tourism.
1	Encourage new neighborhoods to install street landscaping and lighting.
1	Implement a Neighborhood Planning Initiative similar to the "Guiding Grahamtown" plan for each neighborhood in Forest City.
0	Install Town entrance signs.
0	Install wayfinding signs to direct residents and visitors to area attractions.

Land Use, Growth Management, and Economic Development

Rating	Strategy
12	Inventory empty or underutilized commercial and industrial buildings and promote their reuse.
8	Discourage high intensity commercial uses along West Main Street, Oak Street and South Broadway Street.
7	Recruit, retain, improve and support small businesses and entrepreneurs.
6	Revitalize the commercial districts of the Alexander Mills and Grahamtown neighborhoods.
4	Promote residential development to support additional commercial development.
4	Participate in the location of new industrial development through incentives.
4	Maintain good air quality and water quality.
3	Annex qualifying areas to expand the Town's tax base.
1	Improve commercial development standards for access management, parking lot location and design, landscaping, lighting, building design, fencing and signage along major corridors.
1	Develop a mixed-use zoning district.
1	Encourage infill residential development.
0	Require a "Needs Assessment" for all proposed multi-family development requests.
0	Develop a "Downtown Development Business Fund" to improve access to capital.

Transportation, Infrastructure and Services

Rating	Strategy
10	Develop a priority schedule for sidewalk construction to extend and loop the existing system while connecting likely pedestrian destinations like parks, schools, churches and government buildings and budget for annual sidewalk construction increments.
8	Apply for grants that assist businesses and industry in locating or expanding in areas of Forest City and Rutherford County served by the Town's public utilities.
3	Require the addition or replacement of sidewalks and bicycle facilities for development projects along thoroughfares and within new subdivisions.
3	Continue to upgrade the Town of Forest City's water distribution system and improve wastewater treatment and collection.
2	Educate and engage industry, commercial and residential customers in energy conservation.
1	Improve Trade Street as a landscaped avenue.
0	Construct a connector between Vance Street North and the industrial areas and Cherry Mountain Street and the Extension of North Broadway to align with Cherry Mountain Street in order to provide a route for industrial traffic and new the new Dunbar School traffic to bypass the CBD
0	Improve access management by limiting curb cuts along West Main Street, Oak Street, South Broadway Street and US Highway 74A Bypass.

Parks and Recreation

Rating	Strategy
6	Connect residential areas to schools, parks and other public places with greenways, sidewalks, bikeways, and rails-to-trails.
4	Provide passive recreation facilities for residents on the southern side of town.
4	Hardin Road Park: Resurface basketball courts
3	Rutherford Opportunity Center: Develop a plan for the reuse of the building.
2	Forest City Park: Build new maintenance and storage building. Add parking spaces, if needed.
1	Create a user handbook for facilities, and appoint a Recreation Commission user groups liaison.
1	Crowe Park: Develop a plan for the unused portion of the park. Relight all baseball fields. Repair drainage, Resurface ball fields. Repair fencing.
0	Provide updated Parks and Recreation information with brochures, website, and bulletin boards.
0	Callison Recreation Center/Clay Street Pool: Refinish pool bottom. Expand areas inside fence around pool. Develop some shade areas around the pool. Replace gym floor. Recoat tennis courts.
0	Add walking and volleyball programming.

Historic Resources and Downtown

Rating	Strategy
11	Encourage the redevelopment of the old Dunbar School.
9	Florence Mill redevelopment-Pursue adaptive re-use of the historic mill buildings, rehabilitation of surrounding historic properties, and development of green space with pedestrian amenities.
9	Residential Development-Develop condominiums in the main Florence Mill building, construct a “New Florence Mill Village” adjacent to the mill, and new townhouses on Trade Street.
5	Connectivity-Continue to connect downtown to the historic districts, parks, and surrounding area, and take advantage of the abundance of fiber optic cable and broadband capability in the downtown area.
5	Main Street-Continue the historic preservation of existing buildings, construction of new infill buildings, upgrading of sidewalks and crosswalks, and additional pedestrian-friendly amenities.
5	Encourage the rehabilitation and reuse of older homes, historic buildings, and neighborhoods.
2	Trade Street Redevelopment-Construct new buildings and upgrade existing buildings for professional offices, retail, and townhouses. Incorporate higher landscaping standards and upgrade side streets with compatible new construction.
1	Improve downtown development regulations, and discourage incompatible sprawl development on corridor entrances into downtown.
0	Create a Downtown parking plan.
0	Create a wide range of attractions for current residents.
0	Entrance Ways-Enhance ways into downtown and upgrade “Santa House” to a year-round visitor center in a park setting.

Community Identity and Character Discussion Questions

- 1. What visual elements in the Town of Forest City help establish a favorable community identity?**
 - All areas
 - Landscaping, Greenery, Flowers, etc.
 - Fountain (3 responses)
 - Divided Lanes
 - Trees (3 responses)
 - Recreation Spots
 - Christmas lights (2 responses)
 - Clock

- 2. What visual elements in the Town of Forest City detract from the desired community identity?**
 - Vacant buildings
 - West Main Street unoccupied homes/businesses
 - Grahamtown Center
 - Town's buildings in dilapidated state
 - Overhead power lines

- 3. What are the most important characteristics to preserve as the town develops?**
 - Green Spaces
 - Historic Buildings
 - Pedestrian friendly
 - Bike trail
 - Sidewalks
 - Park-like atmosphere
 - Old town flavor
 - Burnt Chimney
 - Clock
 - Time and temperature sign (lighted)

Land Use, Growth Management, and Town Center Discussion Questions

- 1. What types of development should the Town encourage?**
 - Small businesses (2 responses)
 - Micro businesses
 - Efficient and affordable housing
 - Residential
 - Entertainment-music venue
 - Some businesses connected to technology to encourage young people to stay and also open up to the world market

2. What types of development should the Town discourage?

- Big box stores/large chain stores (2 responses)
- Pawn shops
- Billard halls
- Apartments
- Heavy polluting industry

3. What do you perceive as impediments to future growth of the Town?

- High rent (affordability of business space)
- Resistance to change
- High taxes
- Economy
- Mall and Walmart pull business away from downtown

Transportation, Infrastructure, and Services Discussion Questions

1. What parts of the Town's planning area have the most serious transportation issues?

- South Broadway to Highway 74A
- Parking-downtown
- Oak Street-lower speed limit to 35mph

2. What areas would benefit most from sidewalks?

- Hardin Road (2 responses)
- Oak Street (2 responses)
- West. Main Drive
- Church Street
- Main Street to Ingles
- Grahamtown

3. What are the biggest infrastructure/service issues that affect the future development of the town?

- Outdated water lines (needs replacement)
- Low water pressure downtown
- Alternate routes through traffic
- Trade Street has some rough spots in road behind the banks and Watkins Auto
- Legalize golf carts

Parks and Recreation Discussion Questions

1. What are your top three favorite existing parks and recreational areas within the Town?

- Forest City municipal golf course
- Crowe Park (2 responses)
- Callison Recreation Center

- Owl's Baseball Stadium/McNair Field (2 responses)
- Dunbar Park (Forest City Park) (2 responses)

2. What improvements would you like to see made to existing parks and recreational facilities?

- Available more often to the public
- Hardin Road Park fence offensive (12 foot)
- Connect by sidewalks, bike paths
- Repair Dunbar track (rubber), spots missing

3. What parks and recreation need is not currently being met that should be?

- Not meeting the needs of lower income children (cannot afford the programs)
- Water feature
- Road cycling paths

Historic Resources and Downtown Discussion Questions

1. What types of businesses would be a good addition to downtown?

- Old-fashioned general store including groceries
- Fresh Market
- Grocery store
- Thrift stores/Goodwill stores

2. What downtown features need improvement (i.e. parking, lighting, landscaping, sidewalks)?

- Occupy empty store buildings
- Sidewalks on Elizabeth Avenue
- Golf Cart parking (2 responses)
- Bike parking (2 responses)
- Parking

3. Are you able to walk or bike to downtown? Do you feel safe walking and/or biking to and around downtown?

- Some do, some don't, depends on location
- Walking yes, biking no
- Feel safe as far as the people, but not safe with traffic, riding a bike

4. Are there any historic resources that are not currently being preserved or maintained that should be preserved or maintained?

- Town Hall
- 2nd Broad River

APPENDIX C: BIBLIOGRAPHY

- Guiding Grahamtown's Future: Creating Choices for All*, Appalachian Regional Commission et. al., 2006.
- Fearnbach, Heather. *Alexander Manufacturing Company Mill Village Historic District Nomination Application*, 2008.
- Florence Mill Redevelopment Rendering*, Rowhouse Architects, 2004.
- Forest City Baseball website. <http://www.forestcitybaseball.com/>, September 30, 2011.
- Forest City Downtown Plan 2010-2027*, NFocus Planning and Design, 2010.
- Forest City: Shaping Growth and Community Betterment Strategic Economic Development 2010-2020*, NCSTEP Program, 2010.
- McNair Foundation website, <http://www.mcnairedfoundation.org/>, November 9, 2011.
- North Carolina Employment Security Commission, www.ncesc.com, November 10, 2011.
- Policy Map website, www.policymap.com, August 10, 2011.
- Rutherford County Schools website, <http://www.rcsnc.org>, September 29, 2011
- Town of Forest City Comprehensive Parks and Recreation Plan, Isothermal Planning and Development Commission, 2010.*
- Town of Forest City Land Use Plan*, Benchmark, 2000.
- Town of Forest City Land Use Plan Update*, Benchmark 2005.
- Town of Forest City Private/Public Mesh Wi-Fi Project*, Teamwork and Double Radius, 2011.
- Town of Forest City website, <http://www.townofforestcity.com/historyNfacts.html>, August 10, 2011.
- US Census 2000 and 2010, www.census.gov.
- Weaving Together Community Betterment and Design: Forest City SDAT*, Ala Sustainable Design Assessment Team, 2005.