



Town of Elkin

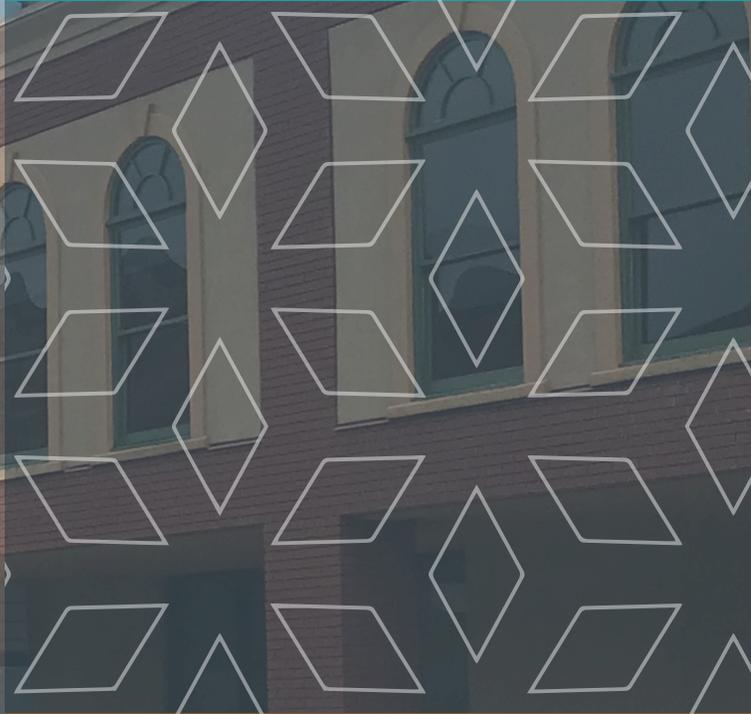
2030 COMPREHENSIVE TOWN-WIDE MASTER PLAN





Historic ELKIN

YADKIN VALLEY—NC • EST. 1889



Final Draft Publish Date : July, 2019

Town of Elkin

226 N Bridge Street

Elkin, NC 28621

<http://www.elkinnc.org/>

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Mayor

Sam Bishop

Town Commissioners

Jeff Eidson

Will Gwyn

Cicely McCulloch

Tommy Wheeler

Robert Ball

Town Manager

Brent Cornelison

Assistant Town Manager

Adam McComb

Consultants

WithersRavenel

Economic Development Director

Leslie Schlender

County Attorney

Raymond Parker

Special Thanks

Explore Elkin

Elkin Valley Trails Association

The Collaborative

Heritage Arts and Trails Center

Surry County Community College

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Introduction

The Town of Elkin 2030 Comprehensive Town-wide Master Plan is a strategic guide that outlines the goals and vision for the community and its future, and establishes action-oriented implementation strategies. Elements of the Plan include a review of existing plans, community involvement, updating or enhancing town policies and ordinances, creating a vision for development, and identifying priorities and goal-oriented action items.

PURPOSE

The Comprehensive Plan serves as a framework for the future of Elkin. Developed through an extensive process of community involvement and stakeholder input, the plan represents the shared Vision of what the community wants to become, and strategies that will help them get there. In general, good planning represents good stewardship. For Elkin, community planning has deep roots in establishing the framework that has contributed to the successful, livable community the Town has become today. With the adoption of the Town's most recent Economic Development Strategic Plan in 2018, new goals and actions items have been defined to help revitalize the economy of Elkin.

This planning effort requires a new, focused look at how the Town can achieve these goals, while maintaining a high quality of life for a diversifying population. It is critical that a fresh look be taken at all aspects of the Town in order to guide Elkin successfully forward for the next fifteen years.

Successful Livable Sustainable Community

This Plan serves as the foundation for other planning efforts, Town policy decisions, and the utilization of resources to facilitate growth and encourage new development in Elkin. While North Carolina does not mandate comprehensive plan adoption by law, General Statute 160A – 383 requires that local governments make zoning regulation amendments in accordance with an adopted comprehensive plan, and include a statement describing the amendment's consistency with the adopted plan and explain why the action is reasonable and in the public interest. Successful adoption of the Comprehensive Plan will provide the necessary basis for future zoning changes, as well as provide additional support for budgeting decisions, public works programs, and development projects.



PLANNING PROCESS

The Comprehensive Plan is intended to be used by all parties involved with planning, policy recommendations, resource allocation, and development strategies in the Town of Elkin. As a comprehensive resource, this plan will influence multiple facets of Elkin, including but not limited to updating policies and ordinances, development plans, infrastructure and utilities, transportation, parks and greenways, brownfield and infield development strategies, streetscape redevelopment, and recommended revisions to land use and zoning maps.

This plan has been developed in a linear process, building upon previous planning and policy documents that began with an overview of the planning context and community inventory, analysis of public and stakeholder priorities, formation of a shared long-range vision, and lastly, implementation strategies, recommendations and priority action items. The plan is organized into the following sections:

Developed over a seven (7) month schedule, The Elkin 2030 Town-Wide Comprehensive Plan planning process was completed in April, 2019.

1

INTRODUCTION

This section of the plan provides an overview of the purpose and general process of the plan.

2

PLAN FRAMEWORK

The plan framework provides a comprehensive overview of the history of Elkin, demographic trends, previous planning and policy documents, and analysis of existing conditions based on planimetric research and site visits.

3

VISION DEVELOPMENT

The Vision and goals found in this plan are a result of extensive input solicited from the general public, project stakeholders, and town representatives. This section provides a summary of all of the techniques employed to gain project input, the results of that input, and the development of the Vision Statement and associated goals.

4

COMPREHENSIVE PLAN AND GUIDELINES

Building on the Vision statement and goals, this section synthesizes all information obtained during the project process and provides strategic objectives and recommendations for each vision goal, and establishes the framework for future planning and development in Elkin.

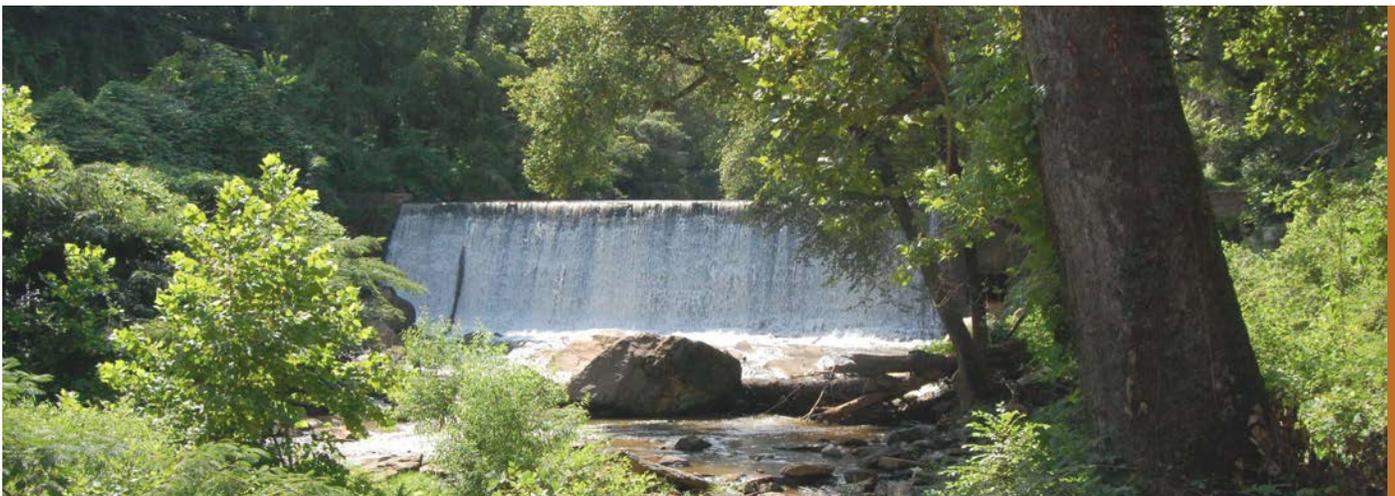
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IMPLEMENTATION STRATEGIES

In order to help guide the plan's Vision to reality, an implementation plan was developed with input from town representatives and project stakeholders. The implementation plan establishes both short-term and long-term priorities, and identifies priority action items that help achieve the goals set forth in the Vision.

APPENDIX

The Appendices include detailed information and data that was obtained during the planning process. This includes all public input from workshops, meetings and interviews, online survey results, and detailed site observations.



2



Planning Framework

The first step in the planning process focused on a comprehensive study of the existing and historical conditions of Elkin, in order to understand the physical, aesthetic, economic, and social characteristics that have made the community what it is today. Taken as a whole, Elkin occupies nearly six and half square miles of the Yadkin Valley, at the foot of the Blue Ridge Mountains in southeastern Surry County. Elkin enjoys close proximity to two of the largest metropolitan areas in North Carolina, sitting 45 miles east of Winston-Salem, and 75 miles north of Charlotte. The Town is well connected to the surrounding region via Interstate 77, U.S. Highway 21, and N.C. Highway 268. The most distinguishing feature of Elkin is its location on the north bank of the Yadkin River, which has had a profound influence on the historic, economic, and cultural identity of the Town. Jonesville, a town about half the size of Elkin, sits on the south bank of the Yadkin, connected to Elkin by the BUS-21 bridge.

HISTORY

Despite its size, Elkin has a rich history that has played a pivotal role in events that had an impact on the rest of the world. From its beginnings, the history of Elkin has always been shaped by the Yadkin River. Archeological evidence suggests that Native Americans first inhabited the area as early as 10,000 years ago, being drawn to the area where the Big Elkin Creek meets the Yadkin River for hunting and fishing opportunities. European settlers began to arrive in the middle 1700s, eventually establishing a trading center to provide timber and iron to people from Salem and Forsyth County. During the American Revolutionary War, the Elkin area would make its first mark on history by serving as the gathering point for the Surry County Patriot Militia prior to the Battle of Kings Mountain. The militia made camp in what is now Elkin Municipal Park before marching 70 miles to Morganton, and then continuing on to Kings Mountain to participate in one of the most decisive battles of the Southern Campaign.

In the post-revolutionary period, Elkin remained a small trading area until the middle of the 19th century. In 1840, Richard Gwyn, the Post Master of Jonesville, moved across the river and purchased 6,000 acres of land, which he then began selling to other settlers moving to the area. Gwyn established

a school, church, and most importantly, a gristmill on the east side of Big Elkin Creek, establishing the first textile mill in Elkin. This mill would eventually become the Elkin Manufacturing Company, and one of their notable production endeavors included supplying uniforms to the Confederate Army during the Civil War. In 1877, Richard Gwyn's son, Thomas Gwyn partnered with Alexander Chatham to establish the Elkin Valley Woolen Mill. Chatham eventually purchased Gwyn's stake in the Mill in 1890 and reorganized operations into the Chatham Manufacturing Company. This event, coupled with the arrival of the railroad and the official town charter the previous year, marked a significant point for Elkin, as Chatham Manufacturing would become synonymous with Elkin during the next century.

Elkin's long and vibrant history is built upon opportunity and adaptation.

At the turn of the century, Elkin experienced a boom in population and economic growth due to the presence of the Chatham Mill and the resulting complimentary businesses. By 1910, the population had risen to 1200 citizens, and despite two catastrophic floods damaging the mill facilities, Chatham Mill relocated

to higher ground and continued to grow operations. Elkin continued to experience significant growth in businesses, new infrastructure, and expanding population, but was significantly impacted by the Great Depression. Despite the economic setbacks and bank closings, Elkin residents were aided by the Elkin Merchants Association's scripts that were backed by the Chatham Payroll, allowing them to continue to buy goods at local stores. Chatham Mill also ensured that employees kept their jobs and implemented programs that helped employees and their families, allowing Elkin as a whole to fair better than other areas of the country. As the U.S. recovered from the Great Depression and became involved in World War Two, Chatham, which was now one of the largest blanket manufacturers in the world, began supplying blankets and uniform supplies to all branches of the U.S. armed forces. In 1940, Chatham closed its finishing plant in Winston-Salem and moved those jobs to Elkin, resulting in a peak employment of over 3,000 people. From this period on, Elkin continued to grow; establishing the school system and a new hospital, building new bridges, and benefiting from the new Interstate 77. At its peak, Elkin enjoyed some of the best education, highest income, and best quality of life among small North Carolina towns.

After more than a century of economic growth and prosperity, Elkin began to feel the impact from trends that could be seen across the Southeast. Tobacco and textiles were both in decline, with many textile jobs moving overseas as a result of increased globalization and access to cheaper labor. This process began to be realized in Elkin when Chatham Manufacturing Company was acquired by Northern Feather, a Danish textile Company, in 1988. What was left of Chatham was slowly

Historic Building in Elkin





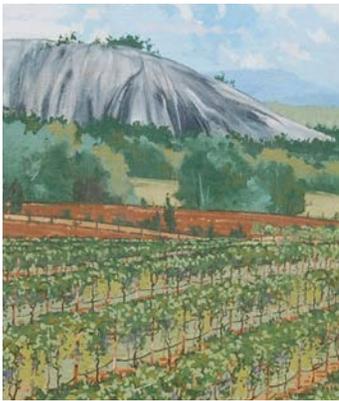
Historic Chatham Mill Photo

broken up by several sell-offs over the next 25 years, effectively ending the textile manufacturing era of Elkin. While a version of this story can be told about towns all over North Carolina, Elkin has managed to remain resilient – building on its strengths and redefining itself over the last 15 years.

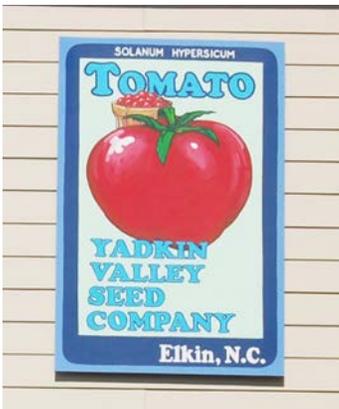
The Elkin school system continues to be one of the best in the state, and the hospital has undergone major renovations and remains the area's largest employer. Both of these institutions have been recognized for their efforts, winning many accolades in recent years. Unlike many other small textile-based towns, Elkin continued to grow in the 1990s and the population has remained steady during the 2000s. In 2003, the Yadkin Valley became a federally approved viticulture area, and there are now more than 40 wineries within 40 miles of Elkin. The proximity of these wineries and increased interest in the outdoor recreation opportunities in and around Elkin have led to an increase in tourism, and the Town is well positioned to serve as a hub for these activities. Elkin

continues to attract new businesses, and has begun to see the gradual renovation and redevelopment of downtown.

As described in the story above, Elkin's long and vibrant history is built upon opportunity and adaptation. The Yadkin River and the textile industry are essential pieces of the Town's story, providing opportunities for economic and social growth, as well as forcing Elkin citizens to adapt and reinvent themselves in the face of adversity. Today, the Town's riverfront and the Chatham Mill site present enormous opportunities for redevelopment and revitalization as Elkin ushers in the next era of its history. Elkin's identity and character are defined by the strong community foundation and resilient determination that has allowed its residents to thrive even when up against strenuous environmental and economic circumstances. These qualities will continue to support Elkin as it faces new opportunities and challenges in the next 15-20 years, and this Comprehensive Plan seeks to provide the tools needed to meet these challenges.



The most recent population estimate (2018) is 4,036 down 4.3% since 2015



DEMOGRAPHIC TRENDS

Understanding the demographic and population changes and trends allows this Comprehensive Plan to respond to citizens’ needs and help build a stronger community. The first step in analyzing the community’s demographics and population is to identify trends in historic data as well as future projections. Although this data is static in nature, analysis will allow the Town to make more informed decisions based on trends that may impact the needs and priorities of residents over the next 15 years. Full demographic analysis tables can be found in the Appendix.

Population Growth

As stated earlier, the population of Elkin was largely dependent on economic growth related directly and indirectly to the Chatham Mill. Despite the Mill’s gradual reduction in jobs over the last 25 years, Elkin’s economic diversification during this period resulted in steady population growth of 8.4% between 1990 and 2000. Since 2000, the population has hovered around 4,000 residents, with slight variations of a couple hundred people. The current population estimate (2018) is 4,036, down 4.3% since 2015. Projections for Elkin’s 2030 population are showing a slight decline; however, expanding populations in the nearby metropolitan areas of Charlotte and the Piedmont-Triad could have an impact on these projections. It should also be noted that the Town of Elkin’s service area extends beyond the town limits and into neighboring municipalities and rural areas, potentially encompassing over 30,000 people. Population growth trends in Surry County are relatively similar, with the population projected to level off at its current figures.

POPULATION GROWTH

Year	ELKIN		SURRY COUNTY	
	Population	% Change	Population	% Change
1990	3790		61704	
2000	4109	+8.4%	71219	+15.4%
2010	4001	-2.6%	73673	+3.4%
2015	4217	+5.4%	73170	-0.7%
2018	4036	-4.3%	71948	-1.7%
2020	3921	-2.8%	73197	+1.7%
2030	3866	-1.4%	73194	0.0%

Source: U.S. Census Bureau and Piedmont Triad Regional Council

Age

National and regional trends indicate that populations are aging, and the same holds true for Surry County with a median age of 43.4. While the general feeling among Elkin residents is that the Town is aging, population trends over the last 17 years have shown the contrary. Elkin’s median age of 37 is a decline of 3.4 years over a seventeen-year period, and a decline of 5.4 years over the last seven years. Other metrics that support this trend include the population age 18 and under, which has risen by 5.8% since 2000, and the population age 65 and over, which has declined by 3.7% over that same period. Another significant trend is that population groups between the ages of 15 and 54 experienced a decline, indicating that the majority of the impact to the lower median age is resulting from children 14 and under.

Race / Ethnicity

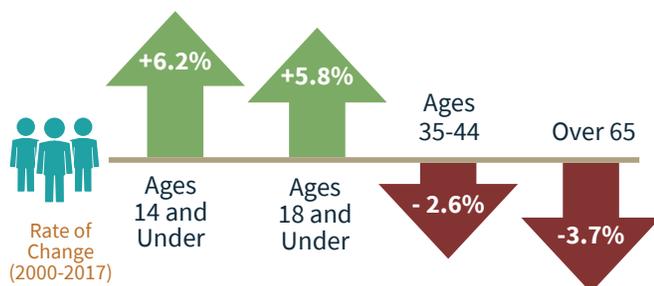
Over the last 17 years, Elkin has become more diverse. Since 2000, all minority populations, with the exception of African-Americans, have seen an increase in overall population. Notably, Caucasian and African-American populations have both decreased over this period, while the Hispanic/Latino population has grown by 3.4% to represent 16.8% of the population in 2017. It is also important to note that in 2016, people of Hispanic/Latino origin represented 21.8% of the population, indicating some volatility in this population group that could be due to economic factors. The rates of change in minority population groups are relatively similar to Surry County; however the Caucasian population in Surry county has seen an increase since 2010.

AGE INDICATORS IN ELKIN

Age Group	2000	2010	2017	7-Year Change	17-Year Change
Under 18	22.1%	23.3%	27.9%	+4.6%	+5.8%
Over 65	23.6%	21.6%	19.9%	-1.7%	-3.7%
Median Age	40.4	42.4	37	-5.4	-3.4

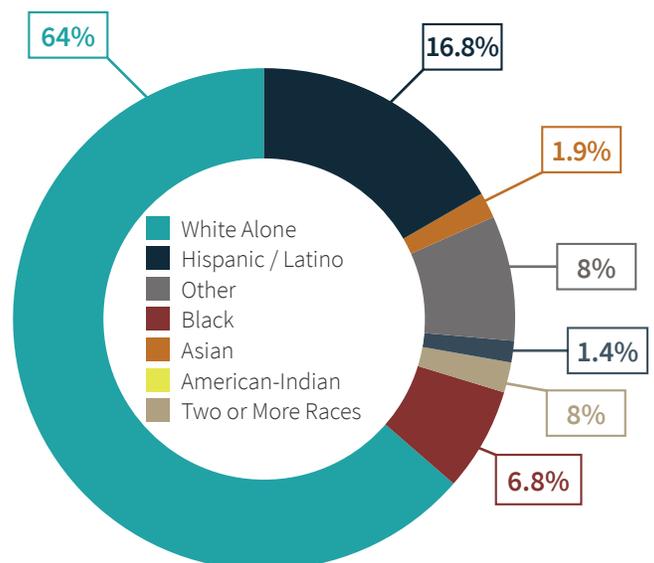
Source: U.S. Census Bureau

SIGNIFICANT AGE GROUP CHANGES



* All figures for population characteristics are based on available data from the 2017 American Community Survey. At the time of publication, 2018 American Community Survey data had not been released.

RACE / ETHNICITY IN ELKIN (2017)



Source: U.S. Census Bureau

EMPLOYMENT TRENDS

Education and employment trends are also indicators of how a town’s population and workforce are changing. These trends can provide insight into the educational attainment of the workforce, which job sectors are growing or declining, and how income levels are changing.

Educational Attainment

Educational attainment is a good indicator of a population’s earning potential, and can also influence employment and housing trends. As of 2016, 22.3% of Elkin’s population has a bachelor’s degree or higher, a 7.3% decrease since 2010. However, the percentage of the population that has graduated high school has risen 6.2% since 2010 and 17.2% since 2000. While it may appear that fewer Elkin residents have higher education, the overall population’s educational level has significantly improved over the past 17 years when compared to the 11.4% increase in Surry County.

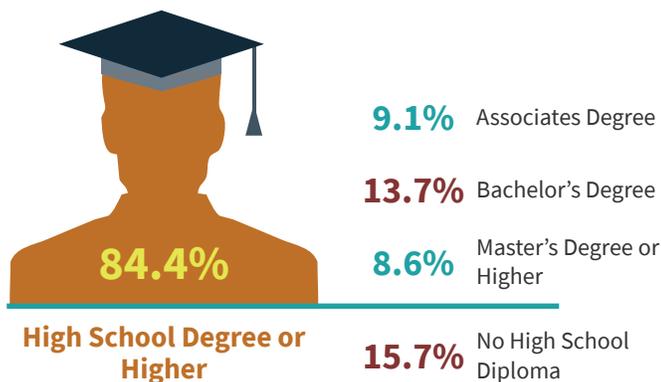
Employment & Mode of Commute

Elkin’s 3.4% unemployment rate is slightly higher than Surry County at 2.8% but lower than North Carolina at 4.5%. The 2017 rate is a 1.2% improvement over the 2010 figure of 4.6%. Manufacturing has historically been the

foundation of employment in Elkin, and still remained the top sector in 2000. The gradual decline in the textile industry has significantly reduced manufacturing to 14.4% of employment opportunities in Elkin, however it still remains the second highest employment sector after Education and Health Care services (grouped as one sector) at 22.1%. The economy has also diversified over this period, with the median sector percentage of 6.0% nearing the mean of 7.7%, indicating that the distribution of economic opportunities is becoming less skewed towards certain sectors. Another notable figure is that the Arts, Entertainment and Recreation sector now represents 11.1% of Elkin’s employment opportunities, up nearly 8% since 2000. This is primarily due to continued efforts to promote this industry in Elkin as well as the greater Yadkin Valley region.

84.4% of Elkin residents drive alone to work, which has increased over the last 17 years as carpooling has significantly declined. Public Transit has increased from 0.0% to 1.4%, likely due to the introduction of the Yadkin Valley Economic Development District Inc. Circulator bus as the only public transportation option in Elkin. Very few people in Elkin are walking or biking to work, and 1.7% of residents indicated that they work at home.

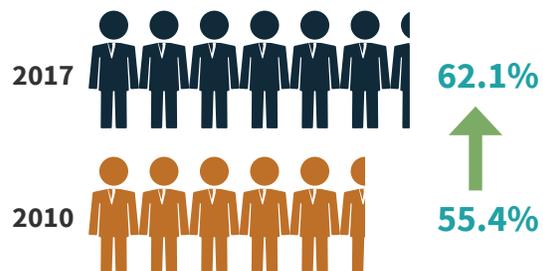
EDUCATIONAL ATTAINMENT IN ELKIN - 2017



Source: U.S. Census Bureau

PERCENTAGE OF RESIDENTS IN WORKFORCE

(Over 16 years of age)



UNEMPLOYMENT RATE IN ELKIN

Year	Percentage	Change
2000	2.2%	
2010	4.6%	2.4% ↑
2017	3.4%	-2.2% ↓

Source: U.S. Census Bureau



PERCENTAGE OF EMPLOYMENT BY SECTOR - 2017

Sector	EMPLOYMENT SECTOR	
	% of Employment	17-Year Change
Agriculture	0.7%	-1.8%
Construction	6.0%	-2.0%
Manufacturing	14.4%	-19.2%
Wholesale Trade	5.0%	-0.6%
Retail Trade	13.5%	+0.5%
Transportation, Warehousing and Utilities	9.8%	+8.0%
Information	0.3%	-0.6%
Finance, Insurance, Real Estate	6.8%	+4.6%
Professional, Scientific, Management	4.6%	+2.6%
Education and Health Care Services	22.1%	+0.7%
Arts, Entertainment and Recreation	11.1%	+7.7%
Other services	4.2%	+0.4%
Public Administration	1.5%	-0.3%

Average Sector Representation

7.7%

Median Sector Representation

6.0%

Source: U.S. Census Bureau



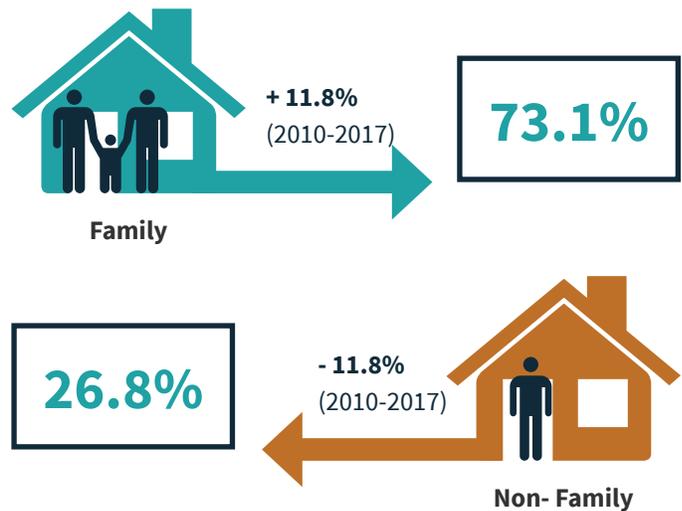
HOUSING TRENDS

While demographic and employment profiles are typically thought of in terms of people, an overview of the Town’s housing characteristics can provide additional trends and details about the population. For example, high levels of homeownership typically signify stable communities, whereas high levels of vacancy can indicate a struggling local economy. The number of new residential units not only mirror population growth, but can also provide clues as to how densely a community is growing based on residential building type.

Households and Families

Households with families in Elkin have risen significantly since 2010, now representing 73.1% of households. Family households with kids under 18 have also seen an increase, and non-family households have declined significantly. Households with individuals under 18 have gradually risen, while households with individuals over 60 have decreased slightly. Average household size has increased slightly to 2.61 people, while average family size has followed a similar trend, increasing to 3.04. These trends are consistent with the findings from the population age analysis, providing evidence that population in Elkin is getting younger as a result of an increase in children. These trends are opposite of the

FAMILY / NON-FAMILY HOUSEHOLDS



Source: U.S. Census Bureau

changes seen in Surry County over this same period, which is experiencing a decline in family households and relatively stagnant growth in household and family size.

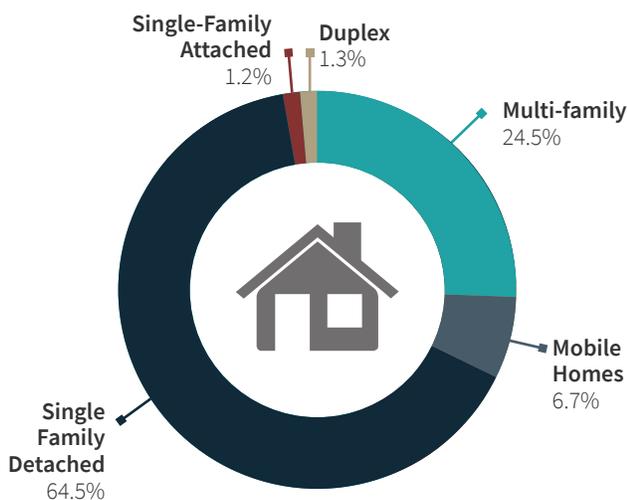
Housing Availability

As of 2017, there are currently 1,999 housing units available in Elkin, a 17 unit increase since 2010. The current occupancy rate of 77.8% is slightly down from 2010 levels, but significantly lower than the 91.2% figure

from 2000. While this trend is similar in Surry County, the decline in occupancy has been much sharper in Elkin. 63.6% of the housing units in Elkin are owner-occupied, and the ratio to renter-occupied housing has remained relatively stable over the last 17 years. While there are more people renting in Elkin than in Surry County, this is typical when comparing municipalities to counties.

While single-family, detached homes remain the most numerous housing option in Elkin, the availability of multi-family options has increased significantly over the past 17 years, rising to occupy over 25% of the housing market. This is significantly higher than in Surry County, where multi-family housing is greatly outnumbered by mobile homes. This is again a typical trend when comparing municipalities to counties, as housing options in rural areas have historically remained unchanged. Despite Elkin’s availability of multi-family housing options, many of these areas are income-restricted or senior-oriented, and are outside the downtown core. Elkin remains largely void of market rate multi-family housing, and single-family housing remains the dominant available option for those that are outside of the aforementioned markets.

HOUSING TYPES IN ELKIN - 2017



Source: U.S. Census Bureau

Home Age, Home Value, and Rent

Of all the housing units in Elkin, approximately half of them were built before 1969, and nearly 90% were built before 1990. For comparison, approximately 66% percent of Surry County housing was built after 1969, and 33% was built after 1990. Additionally, as of 2017, there had been no new housing units built after 2013*. This indicates that a large majority of Elkin’s homes are at least 25 years old, and may be in need of updates or repairs when purchased by new home owners. As of 2017, the median home value in Elkin is \$135,100, which is down from \$149,400 in 2010 but up from \$91,100 in 2000. Nearly 75% of Elkin’s homes have a value between \$50,000 and \$200,000 – with the largest group between \$100,000 and \$149,000 (28.7%), followed by homes between \$50,000 and \$99,000 (24.7%), and homes between \$150,000 and \$200,000 (21.3%). Home buyers seeking homes above \$200,000 in value may have limited options, as these homes make up less than 20% of the housing market.

Rents in Elkin have been steadily rising between 2000 and 2017, with median rent increasing from \$503 to \$657 during that period. Over 80% of rents are less than \$1,000, and over 97% are less than \$1,500. 25% of rents are less than \$500, and there are currently no occupied housing units with rents over \$2,500.

HOME OWNERSHIP IN ELKIN

	2000	2010	2017
Own	61.3%	62.7%	63.6%
Rent	38.7%	37.3%	36.7%

Source: U.S. Census Bureau

* This figure is based on available data from the 2017 American Community Survey. Since 2017 there have been new housing developments in Elkin, including 6+ new home builds since December, 2018.

EXISTING CONDITIONS

The physical conditions, environmental constraints, and existing development are an important factor when considering opportunities and recommendations in a Comprehensive Plan. The following sections provides an overview of the landforms, hydrology, existing zoning and land uses, utilities and infrastructure, and network of parks, greenways, and trails within the town of Elkin.

Topography

Elkin's location in the Yadkin Valley and the greater foothills region provides a significant amount of elevation change throughout the town. The majority of the town is situated on a ridge between the Big Elkin Creek, and Dutchman Creek as they flow towards the Yadkin River. The high point of the town is the intersection of BUS 21 and CC Camp Road, and from there the town generally slopes down towards the creeks and the river. There are areas of steep slopes throughout the town that create development constraints. See **Map 2** for the Topography Map.

Hydrology and Flood Hazards

Elkin's location on the Yadkin River and Big Elkin Creek has historically provided both economic opportunity and environmental constraints. Conditions in the present day are no different, as these waterways continue to experience flooding during major rain events. Flood hazard areas are located along the Yadkin River, Big Elkin Creek, and Dutchman Creek. These hazard areas make up a total of 400 acres or approximately 10% of the Elkin town limits. The Yadkin River flood way and flood plain present the most significant constraints to development – with the floodway extending to Commerce Street, and the 100-year flood plain reaching Main Street in some areas. In addition, 900 acres of the town are located within

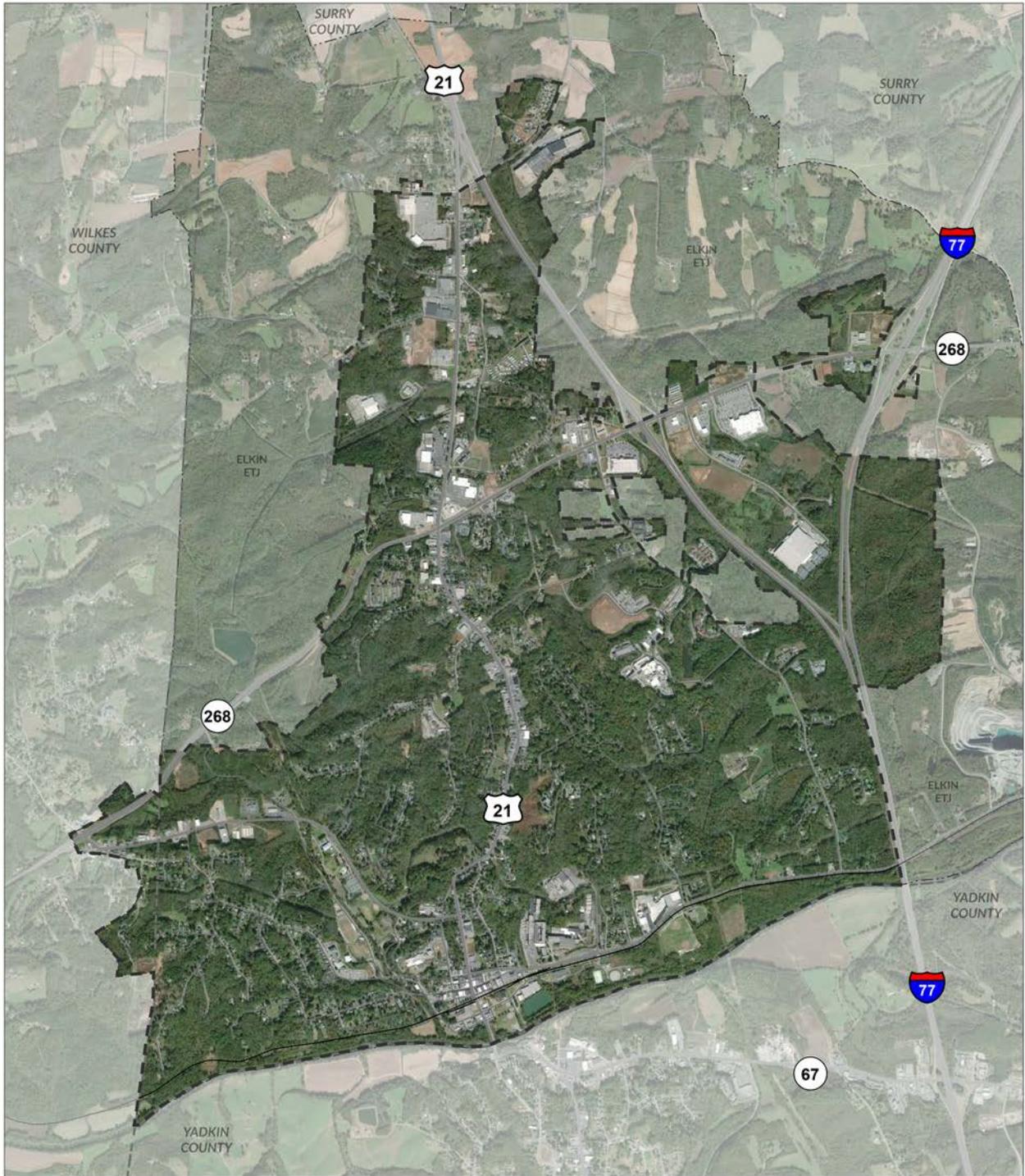
protected watershed areas for the Yadkin River, Big Elkin Creek, and the Mitchell River to the east of Elkin. These areas include WS-II and WS-IV designated watersheds, which are regulated by the N.C. Department of Environment and Natural Resources and place limits on the impervious area of development. See **Map 3** for the Hydrology and Flood Hazard Map.

Land Use and Subdivision

There are currently just under 2,422 parcels within Elkin's town limits that total an area of 3,678 acres. 98 of these parcels, totaling 55 acres, are located in Wilkes county on the western edge of town, while the remaining parcels are located in Surry County. Residential land use occupies the largest area in Elkin at 1,946 acres, or approximately 53% of the total parcel area. This is followed by 442 acres of commercial areas outside of the downtown core (12%), and 696 acres of land for manufacturing and industrial purposes. Land uses related to medical facilities are present on 237 acres (6.4%), and institutional uses comprise 206 acres (5.6%). A detailed illustration of land uses can be found in **Map 4** on the following page.

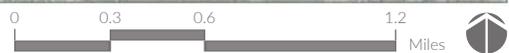
When examining parcel density, 74.7% of the parcels in Elkin are less than one acre in size. While parcels of this size are by far the most numerous, they represent approximately 20% of parcel acreage. There are 59 parcels in Elkin that are between 10 and 50 acres, occupying 31% of the total parcel area. The distribution of smaller parcels generally occurs in the downtown and BUS 21 corridor; however there is also a large concentration in the residential areas in the southwest area of Elkin. Larger parcels are typically on the fringe of the town, with several also located adjacent to downtown (Chatham Mill Site) and along the river. See **Map 5** for the Parcel Density Map.

MAP 1 - PLANNING AREA



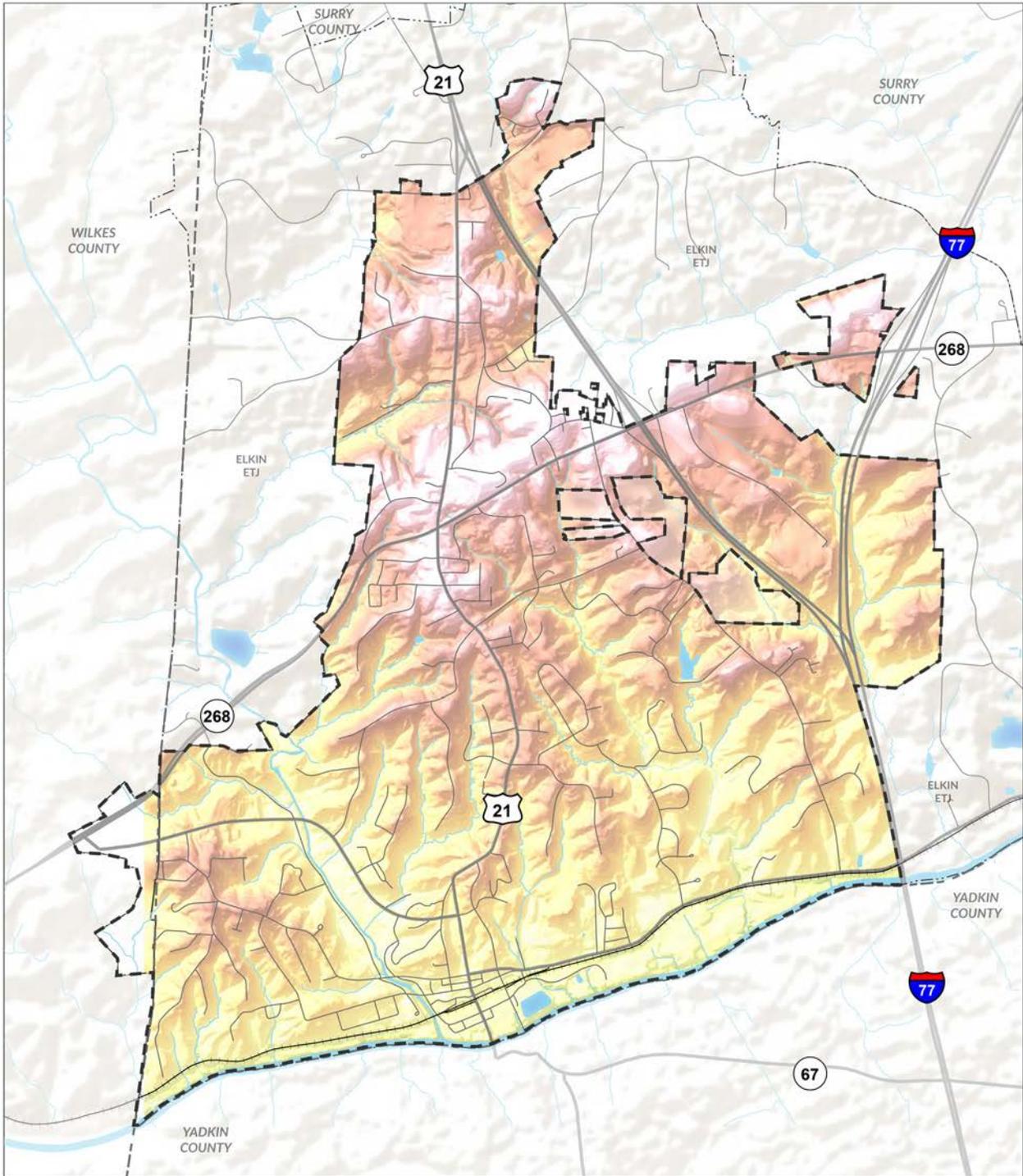
LEGEND

- Town Limits
- - - County Boundary
- · · · · Elkin ETJ
- Streets
- + + + + + Railroad



PLANNING FRAMEWORK

MAP 2 - TOPOGRAPHY

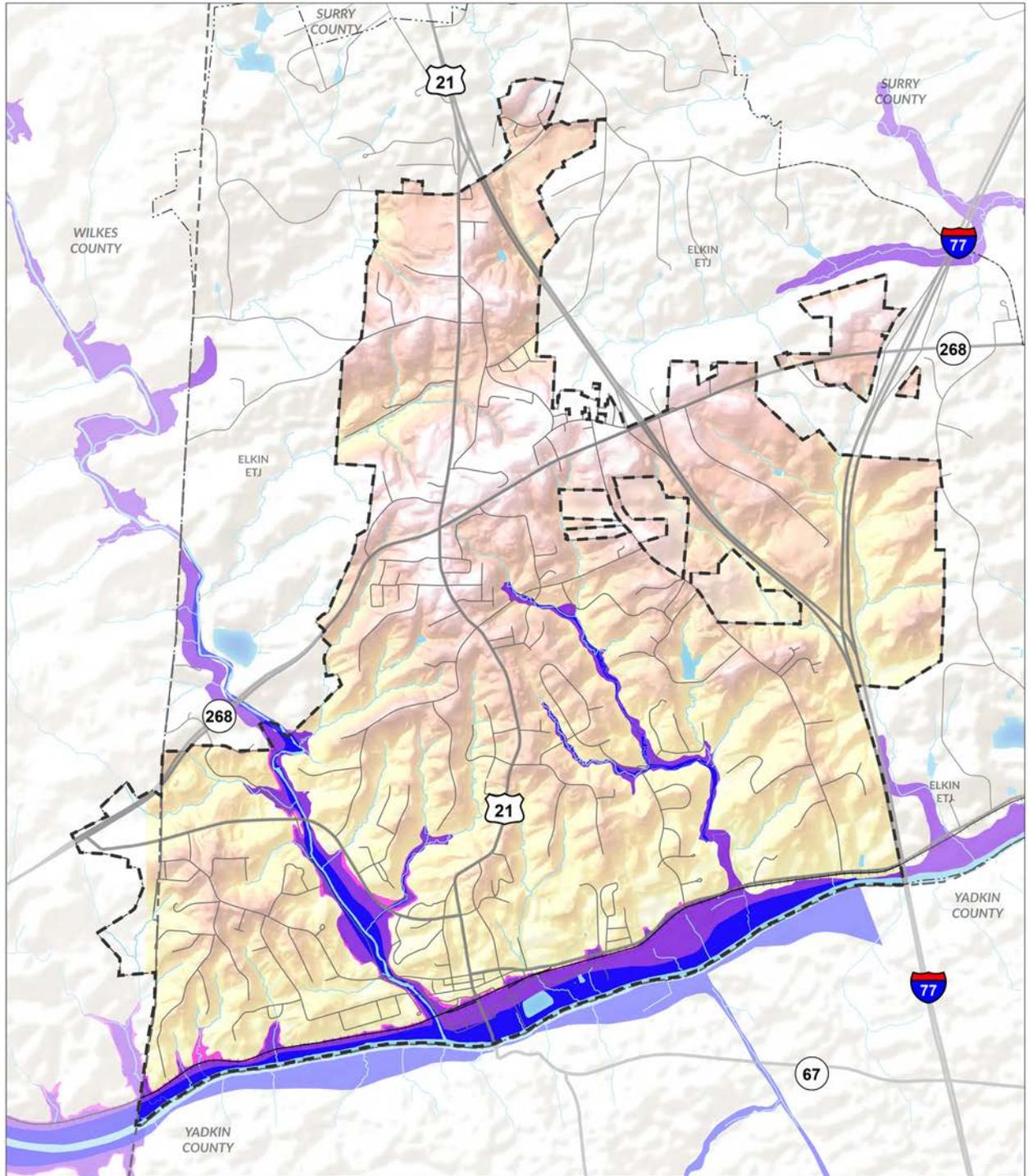


LEGEND

- Town Limits
- - - County Boundary
- Streets
- · · · · Elkin ETJ
- +++++ Railroad
- Streams
- Water Bodies
- Elevation
 - High
 - Low



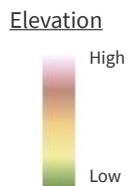
MAP 3 - HYDROLOGY AND FLOOD HAZARDS



LEGEND

- Town Limits
- - - County Boundary
- Streets
- · · Elkin ETJ
- + + + + + Railroad

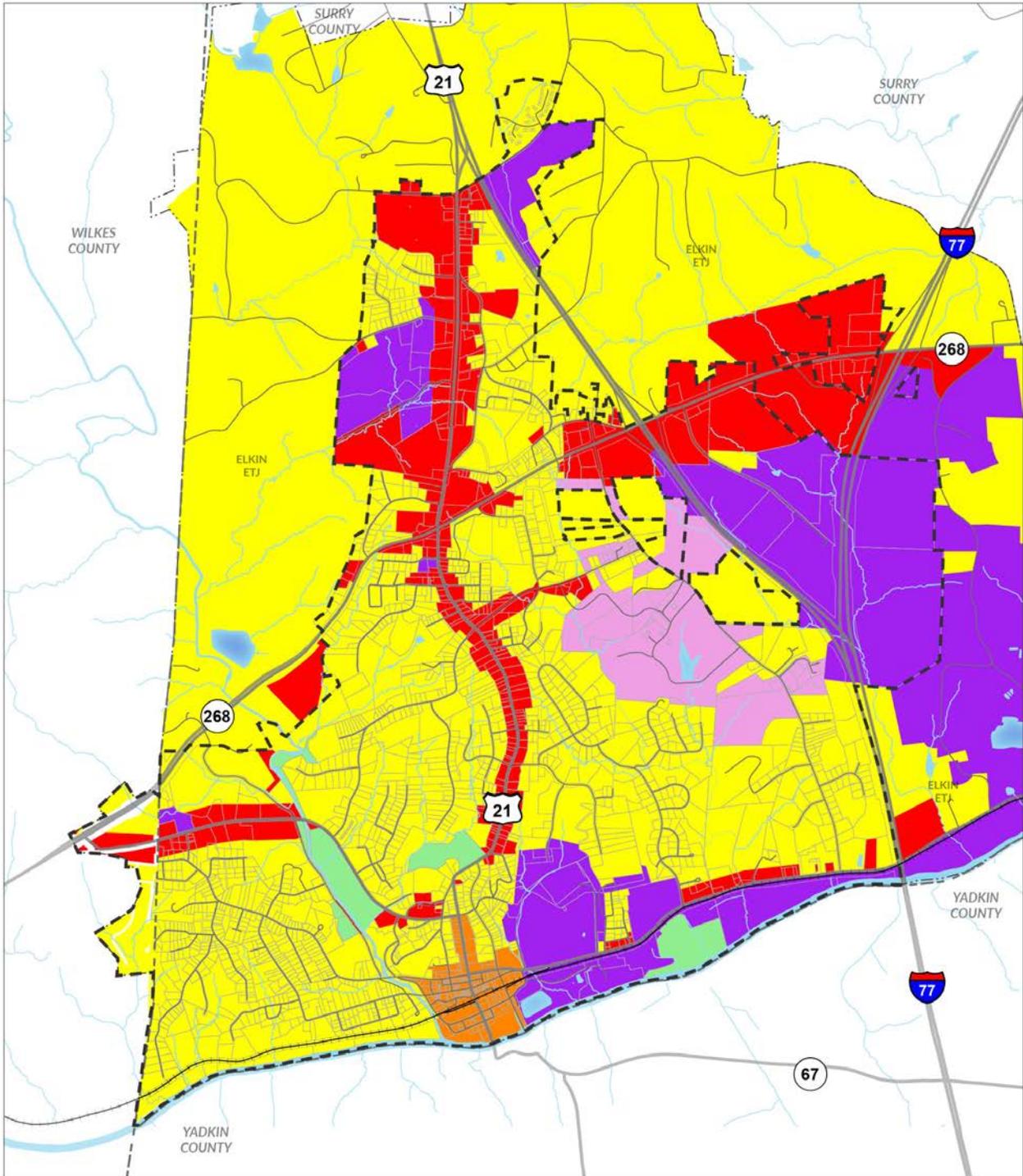
- Streams
- Water Bodies



- Floodway
- 100-Year Floodplain
- 500-Year Floodplain

PLANNING FRAMEWORK

MAP 4 - LAND USE



LEGEND

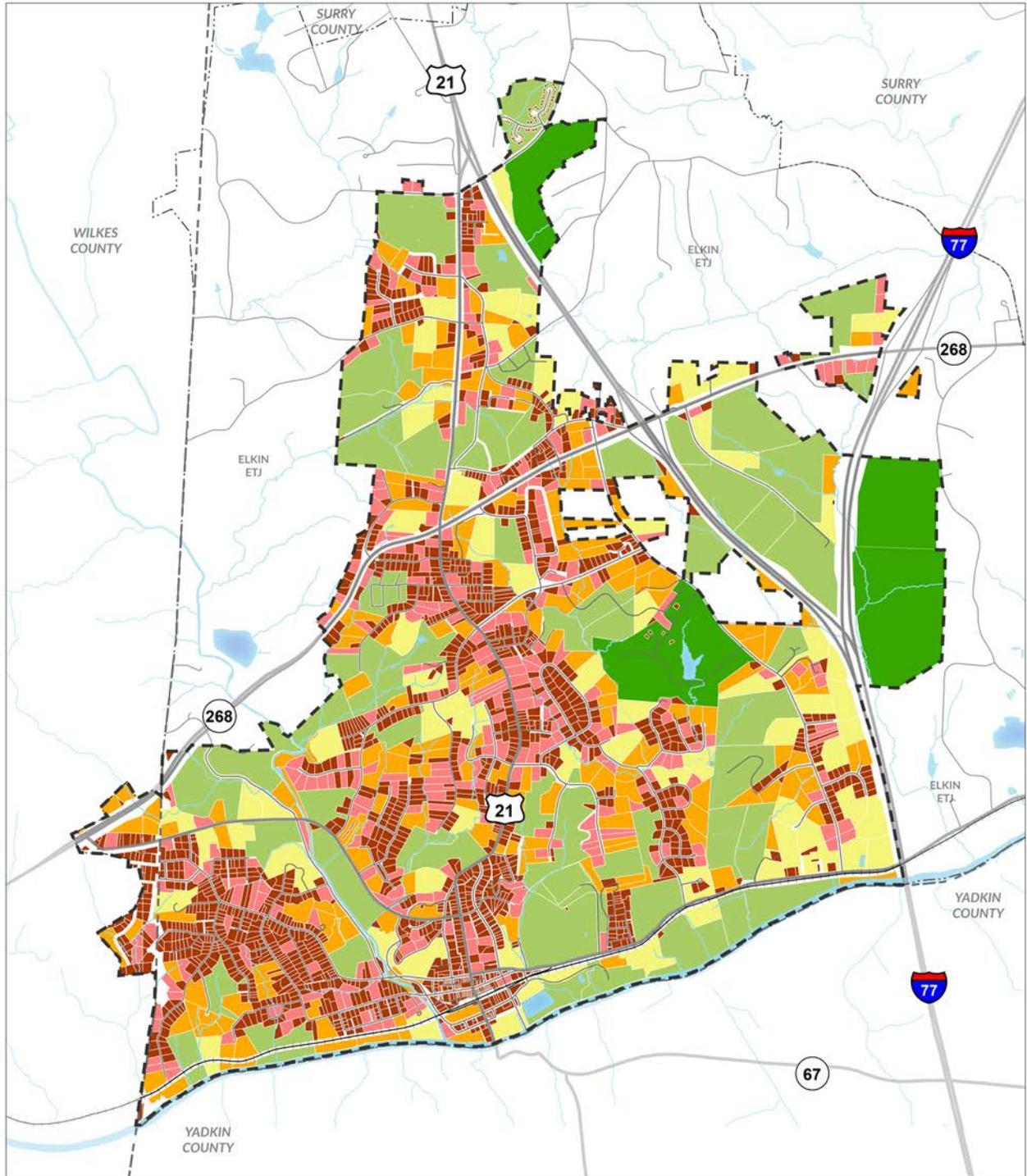
- Town Limits
- - - County Boundary
- Streets
- · · Elkin ETJ
- ++++ Railroad
- Streams
- Water Bodies

Land Use

- Residential
- Commercial
- Industrial
- Medical
- Downtown MSD
- Parks and Open Space



MAP 5 - PARCEL DENSITY IN ELKIN



LEGEND

- Town Limits
- County Boundary
- Streets
- Elkin ETJ
- Railroad
- Streams
- Water Bodies

Parcel Size (Acres)

- Less Than 1
- 1-2
- 2-5
- 5-10
- 10-50
- Greater Than 50



Zoning

Elkin currently has 9 base zoning districts established by the Zoning Ordinance. While there is some allowance for the mixing of compatible uses in some districts, the R-20, R-12, and R-8 districts are primarily intended for residential uses. B-1 is reserved for areas in the central business district, and B-2 and B-3 are intended for highway businesses and neighborhood business uses, respectively. M-1 and M-2 represent the manufacturing and industrial districts, and MA, or Medical Arts, is intended for medically-related uses. Some areas are also given the designation MH, which is primarily intended for use as a mobile home park. **Map 6** provides the current zoning in Elkin. The Zoning Ordinance will be further evaluated in the Guiding Documents section.

Downtown Core

Elkin's Downtown Core consists of the central commercial district and adjacent areas. Included in this core is Elkin's Historic District, which was added to the National Register of Historic Places in 2000. The Downtown Core is contained within the Elkin Municipal Service District (MSD), which provides funding for the Main Street Advisory Board to allocate improvements to downtown. All building owners in the MSD pay a small tax of 10 cents per \$100.00 in assessed building value, which is then invested back into the district. At the time of publication, this equates to approximately

\$14,000 annually. The MSD, along with other programs aimed at revitalizing Downtown, have led to several redevelopments and renovations in the last 10 years. Zoning in the Downtown Core is primarily B1, with a few R12 and M1 areas on the fringes of the MSD. **Map 7** shows the Downtown Core and adjacent areas.

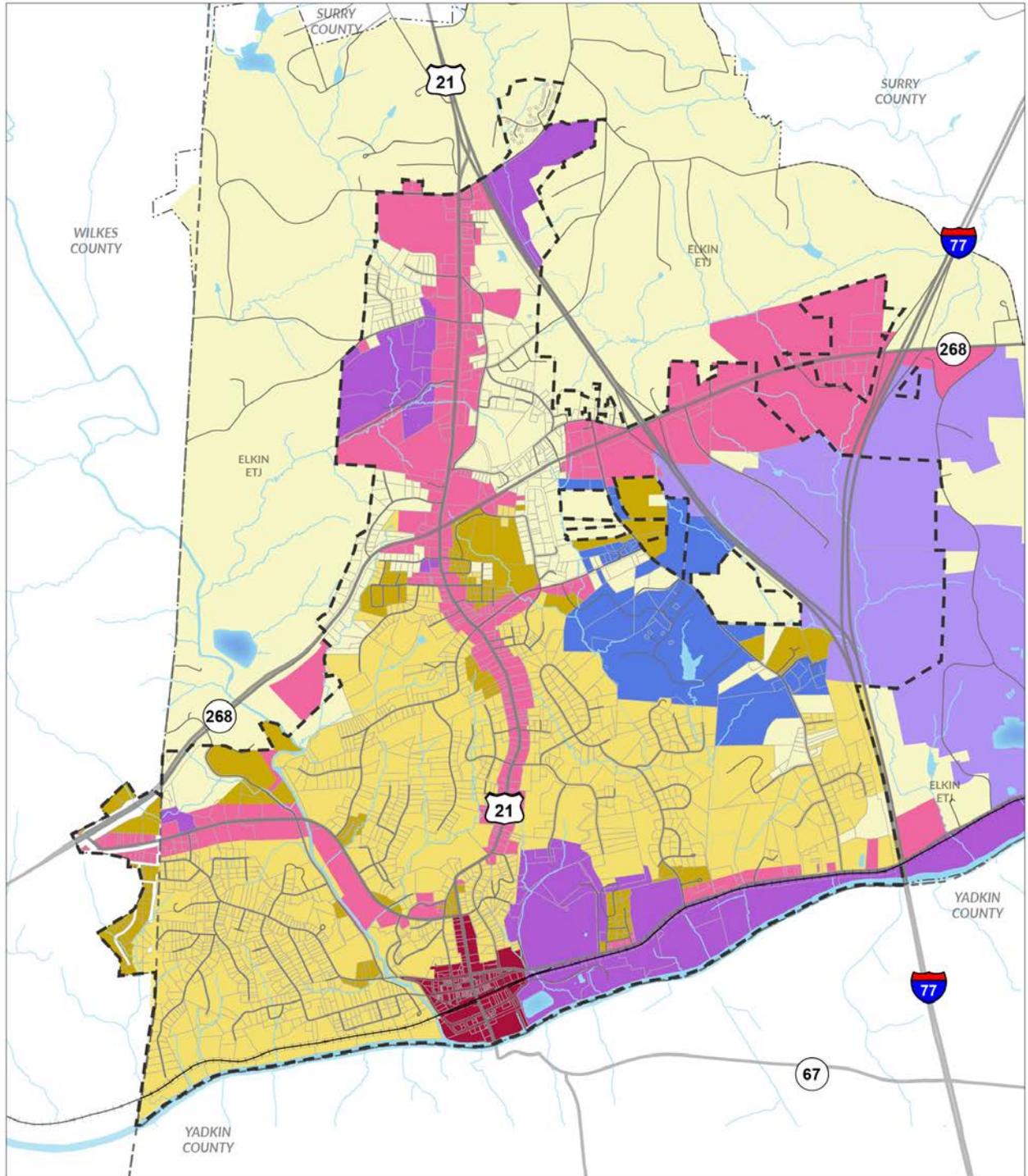
Utilities and Infrastructure

The Town of Elkin operates a water plant that provides an average of 1 million gallons per day with a potential capacity to produce up to 3 million gallons per day. The Town also benefits from a 60-million-gallon reservoir and additional storage tanks. Water is primarily drawn from Big Elkin Creek. The Town also maintains 50 miles of water lines that are available throughout most of the Town, save a few areas on the fringe of the town limits. Sewer is also available in most of the same areas of the Town. Those areas where it is not available tend to be larger, undeveloped parcels. The Town maintains approximately 43.7 miles of streets in the town limits, with sidewalks located throughout most of the downtown core, the older residential neighborhoods, and major commercial areas. However, some areas of Elkin do have gaps in sidewalks, and some areas are completely void of pedestrian infrastructure. Greenway and trail infrastructure is available throughout much of the southern half of the town, but most trails are unpaved. **Map 8** shows utilities and infrastructure in Elkin.

Main Street in Downtown Elkin



MAP 6 - ZONING



LEGEND

- Town Limits
- - - County Boundary
- Streets
- Elkin ETJ
- +++++ Railroad

- Streams
- Water Bodies

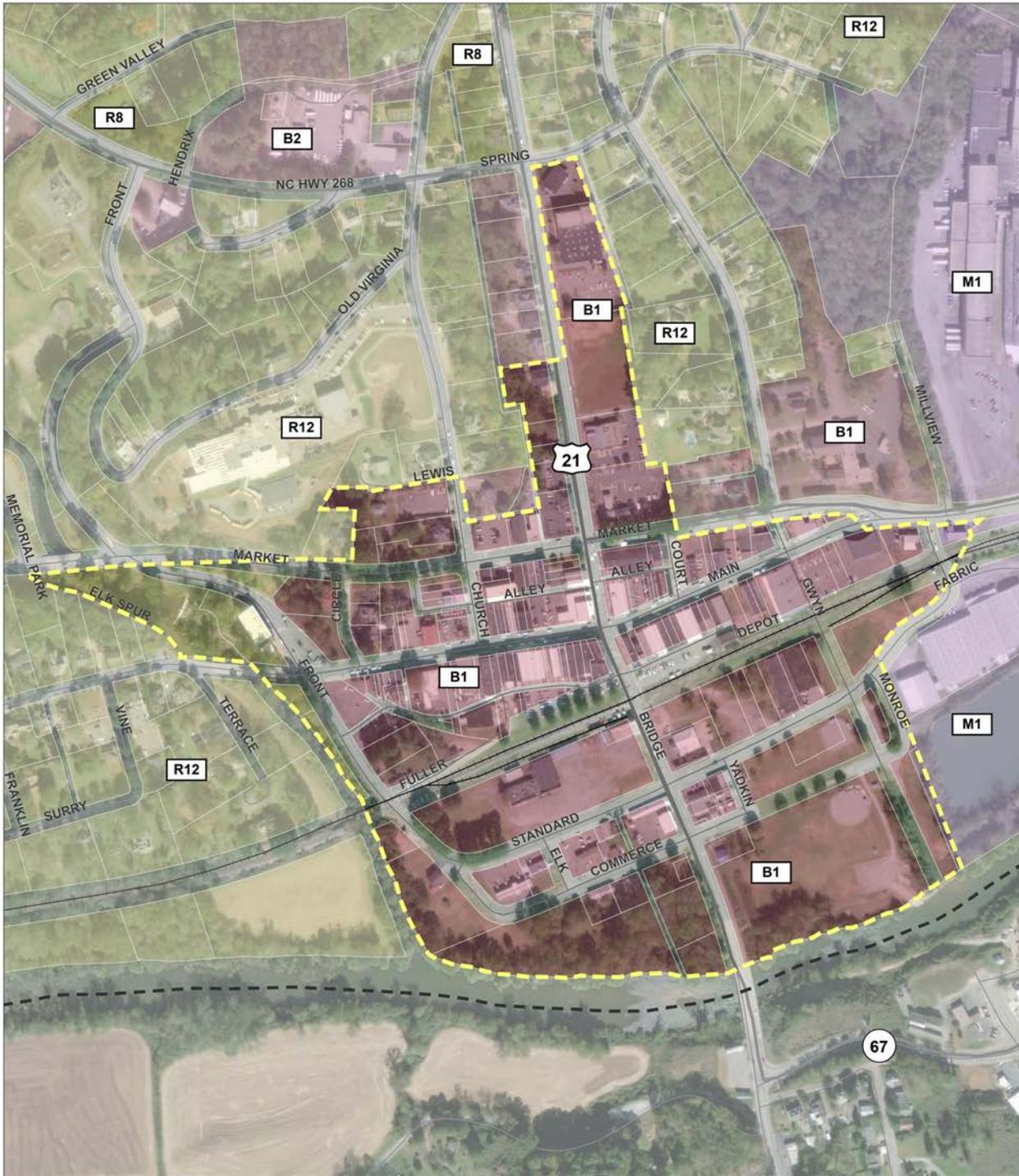
Zoning

- | | | |
|------|-----|----|
| R 20 | B 2 | MA |
| R 12 | B 3 | MH |
| R 8 | M 1 | |
| B 1 | M 2 | |



PLANNING FRAMEWORK

MAP 7 - DOWNTOWN CORE



LEGEND

- Town Limits
- County Boundary
- Streets
- Streets
- Railroad

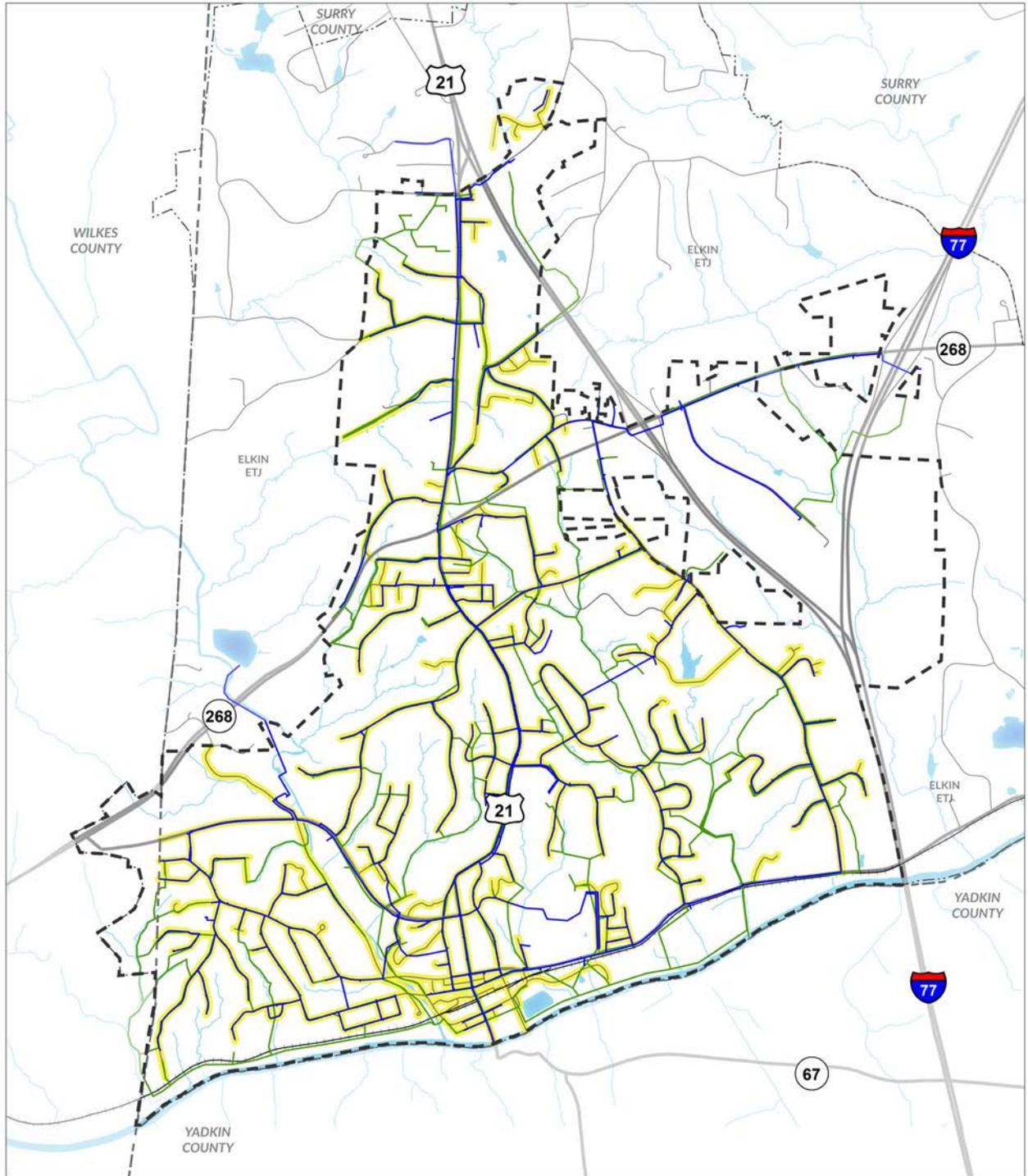
- Downtown MSD
- Parcels

Zoning

- R 12
- R 8
- B 1
- M 1



MAP 8 - UTILITIES



LEGEND

- Town Limits
- - - County Boundary
- Streets
- · · Elkin ETJ
- + + + + + Railroad

- Streams
- Water Bodies

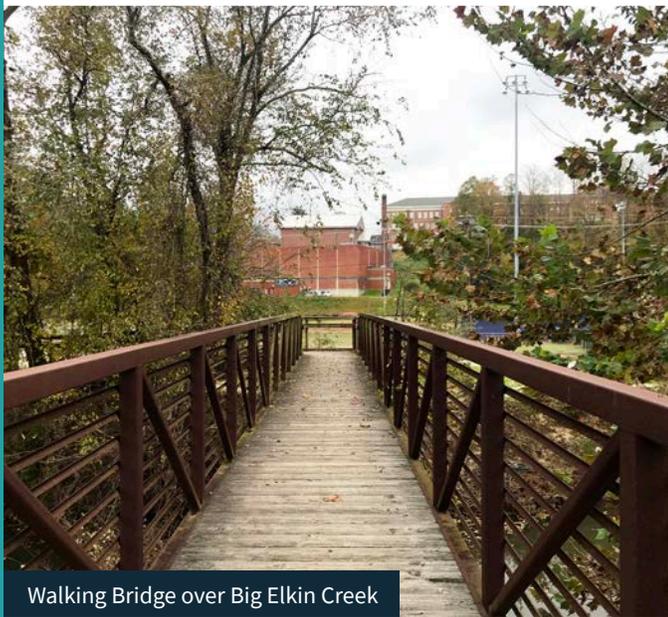
Utilities

- Roads Maintained by Elkin
- Water Lines
- Sewer Lines





Playground at Municipal Park



Walking Bridge over Big Elkin Creek

Elkin prides itself on the numerous trails both in Elkin and regionally.

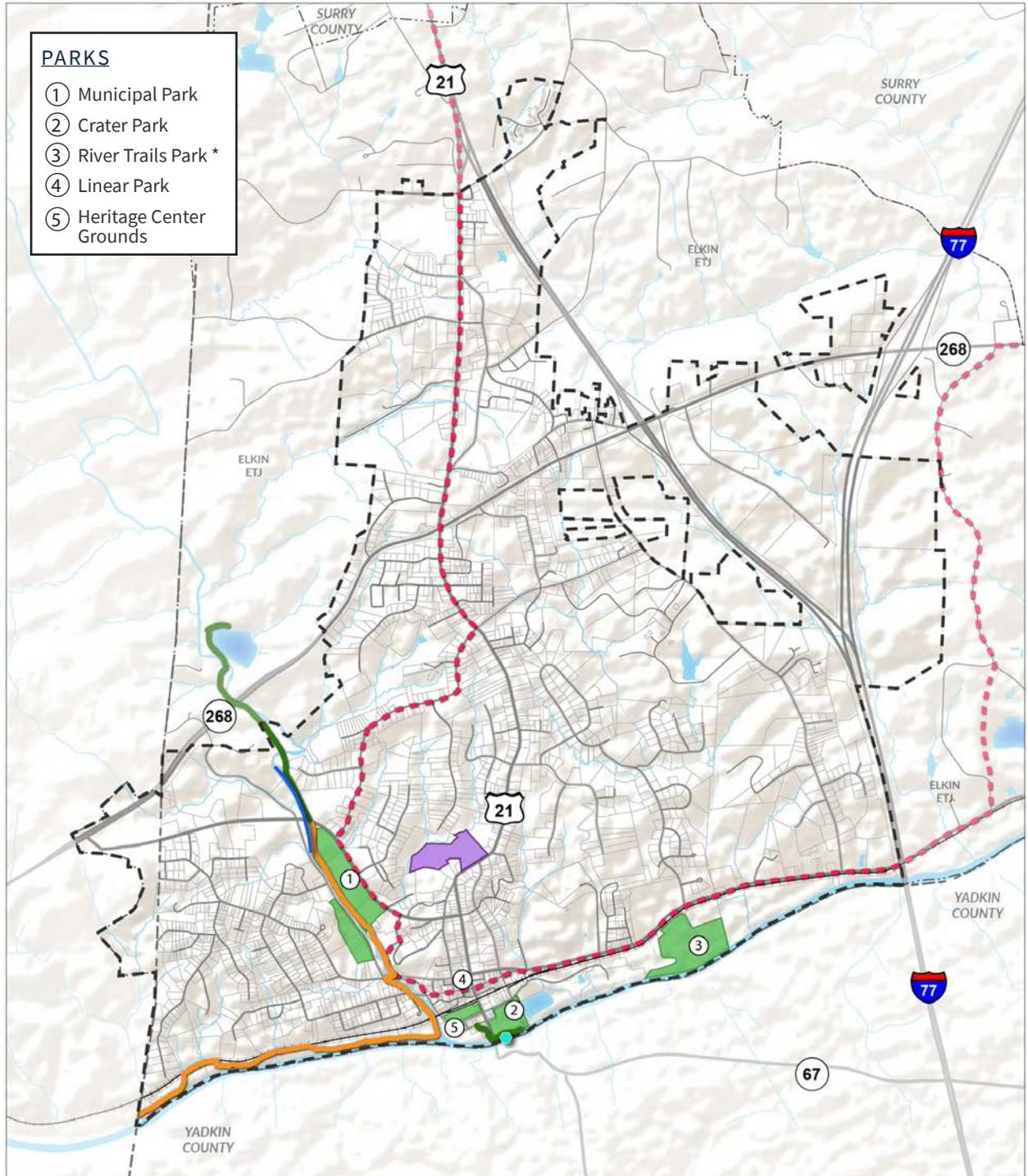
Recreational Facilities

Elkin currently has two properties that are operated as parks: Municipal Park and Crater Park. Municipal Park is the primary park in Elkin, and sits on the site where Revolutionary Militia gathered for their march on the now-famous Overmountain Victory Trail. This park contains a wide variety of recreational facilities, including the Alleghany walking trail, playgrounds, sports fields, tennis center, event space, and the Elkin Recreation Center. Crater Park sits on the Yadkin River and consists of a canoe/kayak launch, softball fields, and a playground. These parks are located along Big Elkin Creek or the Yadkin River, and there is no designated parkland north of Municipal Park.

Another recreational facility located in Elkin is River Trails Park (formerly Chatham Park), which is also on the banks of the Yadkin River just east of Crater Park. River Trails Park is primarily an athletic facility, with baseball and soccer fields. At the time of publication, River Trails Park is no longer owned or operated by the Town, although it remains a park facility. The future use of the property by the new owner is uncertain.

Elkin prides itself on the numerous trails both in Elkin and regionally. The Overmountain Victory Trail, one of the National Park Service's National Historic Trails, and the North Carolina Mountains to Sea Trail both pass through Elkin and have regional and national significance. Elkin also is close to both Stone Mountain and Pilot Mountain State Parks, with plans to have trail connections to these recreation areas. Another regional attraction is Carter Falls on Big Elkin creek, located just north of the town limits. This area is easily accessible from Elkin, with parking for the trailhead at Byrd's Branch Campground off of Pleasant Ridge Road. **Map 9** provides existing recreational facilities in Elkin.

MAP 9 - RECREATIONAL FACILITIES



LEGEND

- | | | | |
|-----------------------|----------------|--------------------------------|-----------------------------|
| — Town Limits | — Streams | Recreational Facilities | |
| - - - County Boundary | ■ Water Bodies | — Elkin Trails | ■ Elkin Parks & Open Spaces |
| — Streets | | — OVT | ■ Elkin Cemetery |
| · · · Elkin ETJ | | - - - Bikeways | ◆ River Access |
| | | — Trout Hatchery | |

* At the time of publication, the Town no longer operates River Trails Park due to new ownership.

GUIDING DOCUMENTS & PREVIOUS PLANS

One of the core initiatives of this Plan is to provide a continuation of previously adopted plans and studies. Careful review and analysis of previous work ensures coordination with other adopted plans that could influence the development of this Comprehensive Plan. The planning team has researched multiple sources of information, which includes documents pertaining to economic development, transportation, infrastructure, land use, and parks and recreation. A listing, though not exhaustive, of significant influencing plans or documents include (in chronological order):

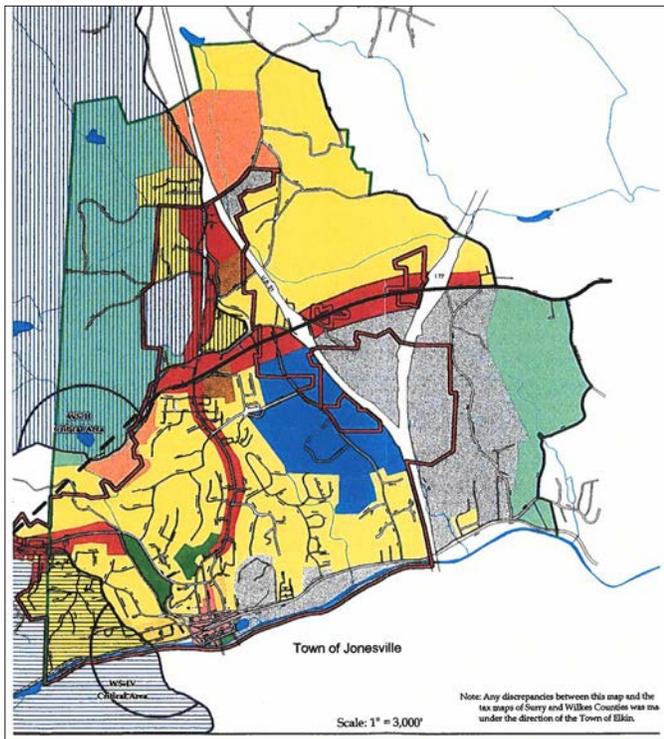
- ▶ Town of Elkin Land Use Plan (2000, 2010)
- ▶ Town of Elkin Greenway Master Plan (2007)
- ▶ NC Small Town Economic Prosperity Demonstration Project (2008)
- ▶ Towns of Elkin and Jonesville Comprehensive Transportation Report (2012)
- ▶ Town of Elkin Recreation, Parks & Greenway Plan (2014)
- ▶ Mountains-to-Sea State Trail Sub Section Plan (2014)
- ▶ Towns of Elkin and Jonesville Water Supply Protection Plan (2015)
- ▶ Overmountain Victory National Historic Trail Master Plan (2016)
- ▶ Economic Development Strategic Plan (2018)

Town of Elkin Land Use Plan (2000, 2010)

The development of the Elkin land use plan was undertaken to help provide guidance and direction for the future growth of Elkin as it entered the 21st century. Adopted in 2000 and readopted in 2010, the plan process included an analysis of existing conditions that impact land use development, current and projected population trends, the development of land use goals, policies and implementation strategies, and the adoption of the completed plan and future land use map. At the time of the plan's first adoption, Elkin had just experienced a significant slowing in population growth and was beginning to experience a more diversified economy. Based on the current land uses, the Town recognized a need to provide opportunities for infill development, encourage development within existing town limits, discourage low-density sprawl, protect the historic districts, provide more diverse housing, protect sensitive natural resources, identify commercial activity nodes, and improve community appearance.

The analysis of existing conditions and population trends led to the development of a set of goals and policies intended to address specific issues identified during the analysis.

One of the key goals to come out of this study was to encourage new residential development with adequate access to utilities within the planning jurisdiction, with innovated subdivision and site design that protects environmentally sensitive areas. Policies associated with this goal include discouraging low-density residential development that is reliant on septic and well systems, and focusing on infill development within the town limits. A separate but related goal also focuses on housing, and encourages the development of higher-density residential with adequate utilities, development standards, and environmental responsibility. Another goal focuses on encouraging commercial and industrial growth that contributes to the local economy but also contributes



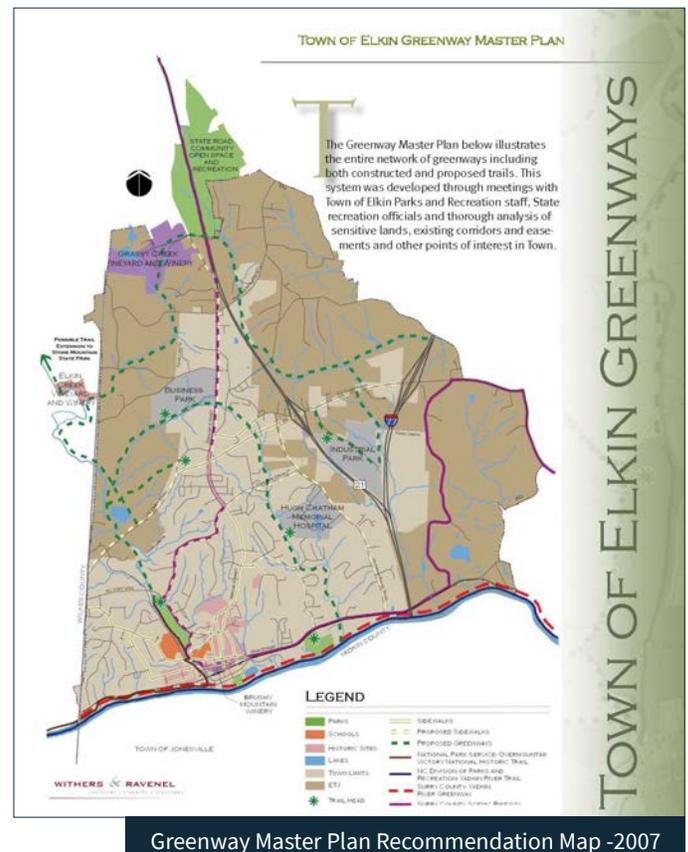
aesthetically to the community’s appearance. Policies to help support this include developing a set of appearance standards for new nonresidential development that are based on community elements that are unique to Elkin. Other goals focus on transportation improvements, including development standards for the NC 268 Bypass, overall community appearance, parks and recreation, environmental protection, and intergovernmental cooperation.

In addition to the goals, policies and implementation strategies set forth in the Land Use Plan, the plan also includes a future land use map that geographically depicts a future development pattern than seeks to achieve the goals and policies. This map depicts a 20-year planning horizon and projects preferred locations of different land use types. The land use map in this plan is relatively similar to the current development patterns in Elkin, with commercial districts concentrated in the downtown area and along major roads, office and institutions concentrated around the hospital complex, industrial areas along the Yadkin River and Interstate 77, and residential areas throughout the rest of the planning area.

Town of Elkin Greenway Master Plan (2007)

The Town of Elkin Greenway Master Plan is built upon the idea that trails, greenways and networks of open spaces are an essential component of the high quality of life in the Elkin area. The main goals of the plan are as follows:

- ▶ Create a plan that will provide a comprehensive direction for the physical development of the greenway system that is both strategic and action-based
- ▶ Produce a comprehensive greenway system that will provide non-vehicular connections between people, land uses and destinations
- ▶ Preserve small town charm through pedestrian links
- ▶ Preserve environmentally sensitive natural areas
- ▶ Highlight and enhance significant historical structures, places and people as part of the local landscape
- ▶ Enhance the connections between open space, historic resources and cultural aspects through the use of public art and creative design



The greenway plan conducts a thorough analysis of the existing conditions and inventory of the area, which includes regional trail connections such as the Overmountain Victory Trail, Surry County Scenic Bikeway, and water trails including the Yadkin-River Trail. At the time of this plan, these were the only dedicated trails within the Elkin area. The plan recommendations include proposed trails and greenways that connect Municipal Park to the Elkin reservoir and the Elkin Creek Vineyard, and potentially on to Stone Mountain State Park. Other trails include a loop through the business park and south down Dutchman Creek back to the river. There are also connections to the hospital, and the Industrial park near I-77. Also shown in the plan is the proposed Surry County Yadkin River Greenway. In addition to the trail routes, the plan also provides design guidelines for trail types, trailheads, site furnishings and public art. It is also important to note that since the adoption of this plan, several of the proposed trails have been completed.

NC Small Town Economic Prosperity Demonstration Project – Surry Cluster Economic Development Strategy (2008)

The Surry Cluster consists of the Towns of Dobson, Elkin, and Pilot Mountain, and this planning study focused on establishing a shared vision and an overall economic development strategy for the cluster. Kicked off in the fall of 2006, the two-year planning process brought together representatives and stakeholders from their respective towns to gather information and assess the priorities for the communities. The resulting Vision for the Surry Cluster seeks to develop a communications network to achieve common goals, increase community support and involvement, maximize community resources, and create joint organizations, promotions, projects and marketing plans.

The plan recognizes that like many small areas in North Carolina, the transformation of economies away from textiles and agriculture and toward economics increasingly driven by the service industry, small businesses and tourism. Based on these changing trends, the Surry Cluster's NC Step economic strategy is to strengthen the overall economy and community

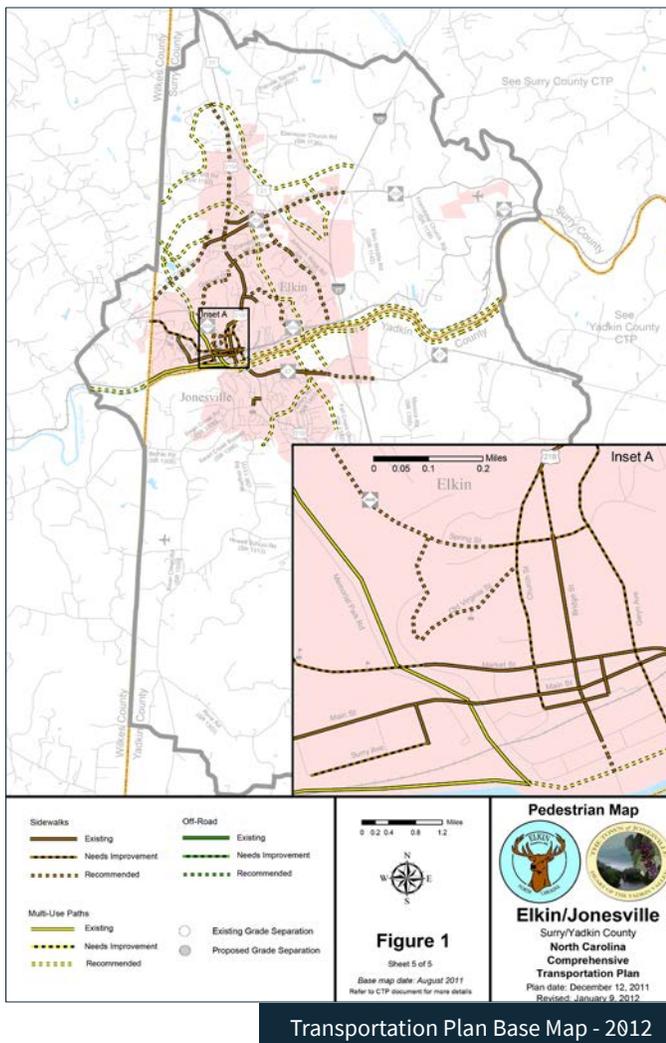
through a comprehensive approach that includes the improvement of quality of life for all residents, the promotion of attractions in Surry County, the embrace of a changing economy and positive growth, and the development of leadership structures that can carry the vision into the future and take further action.

Towns of Elkin and Jonesville Comprehensive Transportation Report (2012)

The 2012 Comprehensive Transportation Plan for the towns of Elkin and Jonesville was initiated in 2010 by the North Carolina Department of Transportation (NCDOT). The study was intended to serve as a source of guidance on transportation decisions into the year 2040, and contained holistic, multi-modal recommendations for the two towns. These recommendations were based on analysis of traffic patterns, future land use, population growth, statewide transportation initiatives, public input, and other factors.

As it pertains to Elkin, perhaps the largest singular project recommended was the conversion of a portion of NC 268 Bypass (CC Camp Road) from a 5-lane facility into a 4-lane divided median facility. According to the plan, this recommendation came about as this portion of the road network was projected to be near or over capacity by 2040, and had a history of automobile crashes. This portion of CC Camp Road would begin approximately 0.6 miles west of US 21 Business (close to where it becomes adjacent to the Elkin Reservoir) and extend eastward until its intersection with I-77. Bicycle, pedestrian and public transit infrastructure were also recommended as part of this project.

Another section of roadway within Elkin that was projected to be reaching capacity by 2040 was Johnson Ridge Road. The plan recommended that this 2-lane facility be widened into a 3-lane facility with a center turn lane, and include sidewalk and public transit facilities. This recommended project extended from the intersection of Johnson Ridge Road with CC Camp Road south to the intersection of Johnson Ridge Road with its southern intersection with Parkwood Drive.



Transportation Plan Base Map - 2012

In relation to pedestrian and bicycle facilities, the 2012 Transportation Plan pulled heavily from the 2007 Elkin Greenway Master Plan and additional stakeholder meetings in order to develop multi-modal recommendations. Through this research, the plan makes recommendations for extensive facilities on and along town thoroughfares such as North Bridge Street and Johnson Ridge Road. Additional facilities were also recommended near key town facilities such as Elkin Elementary School, the Hugh Chatham Memorial Hospital, and the waterfront of the Yadkin River.

Public Transportation was also an important element in the transit recommendations provided by NCDOT. The plan called for increased routes from the Piedmont Authority for Regional Transportation (PART). At the time

of the plan, PART had a greater western presence in the Piedmont and in a 2010 Regional Transit Development Plan had recommended 3 new routes for Elkin/Jonesville. These recommendations were directly incorporated into this 2012 Transportation Plan. However, PART has since retracted service back closer to its central hub in Greensboro, with Mt. Airy being its furthest western route. Due to this unforeseen change, the portions of the plan calling for additional bus routes are therefore no longer feasible for the town.

Town of Elkin Recreation, Parks and Greenway Plan (2014)

The purpose of the Elkin Recreation, Parks and Greenway Plan is to take an inventory of the Town’s parks, recreation and trail inventory, and also assess the needs and priorities of the community in order to prioritize capital improvements and efficiently utilize funding resources. The plan was guided by the Recreation and Parks Advisory Board and utilized surveys, public workshops and stakeholder interviews, and focus groups to solicit input from the public and develop a vision for the Town of Elkin parks and recreation facilities.

As part of the plan, an inventory and rating analysis was performed on all the current parks and recreation facilities operated by the Town of Elkin. Overall, the quantity of park acreage and facilities provided exceed the amount expected for a town of this size; however accessibility and condition of some amenities and facilities may be an issue. Distribution of parkland is also inequitable when looking at the town as a whole, as there are no parks north of Elkin Municipal Park. At the time of the Recreation, Parks and Greenway Plan, there had been few additional trails developed since the 2007 Greenway Plan, with the exception of the extension of the Big Elkin Creek Greenway and improvements to the Overmountain Victory Trail.

The vision developed as part of the plan seeks to create a recreation and trail system that is inclusive and inviting to all citizens, serves as a tourism asset to the greater community, and encourages the broad participation of citizens in a range of leisure activities. The inventory and analysis and public participation process indicated that there was interest to expand greenway trails, improve

PLANNING FRAMEWORK

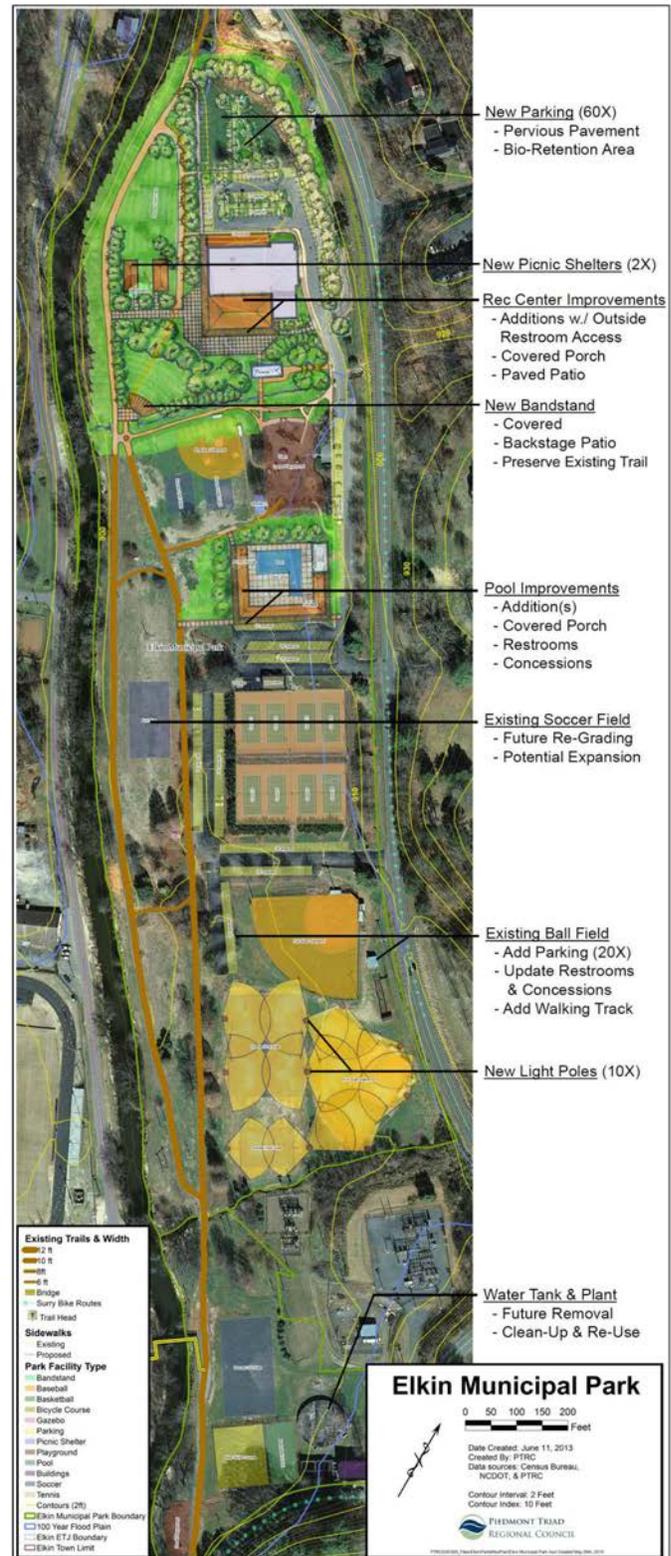
the recreation center, and consider an indoor swimming pool or aquatics facility. Based on these findings, short-term recommendations focused on recreation center improvement, selective amenity upgrades at each park to improve user experience, expansion of the trail system north and south of Municipal Park, and increase in programs and staffing levels.

Mid-term recommendations include significant improvement to Crater Park, connections for the MST trail, an amphitheater for music events, further expansion of programs, and funding and planning updates. Long-term recommendations include the addition of a splash pad at Municipal Park, development of a park close to I-77, an indoor aquatics facility in partnership with Elkin Schools, and continuing to seek additional funding opportunities. Cost estimates are provided for all phases of the plan, as well as funding opportunities and how they could potentially be applied.

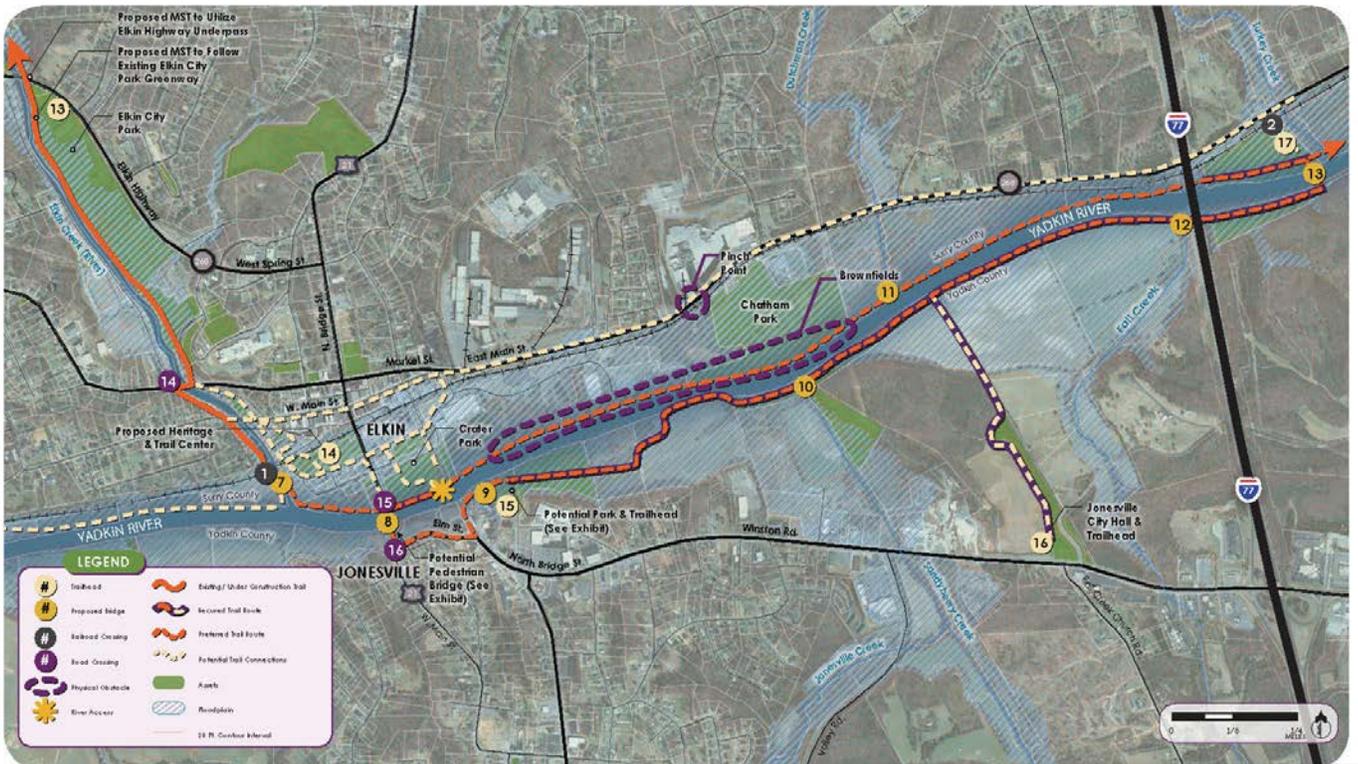
Mountains-to-Sea State Trail Subsection Plan (2014)

This 2014 study focused on the portion of the Mountains-to-Sea State Trail (MST) from Stone Mountain State Park to Pilot Mountain State Park. Funded by the Health by Design, through the Community Transportation Grant, this planning effort was identified as a major priority and benefited from coordination with the Elkin Valley Trails Association (EVTA). This subsection plan serves as a comprehensive trail plan that is meant to guide local trail section managers as they work to locate, design, and implement the MST through their community.

A major component of the plan is to reroute the original proposed primary route from the Roaring River to Big Elkin Creek, due to the significant development of trail work already completed along the Big Elkin Creek Corridor. This 50-mile section of the MST would begin at Stone Mountain and ultimately reach Elkin before continuing along the Yadkin River to Pilot Mountain, establishing Elkin as a major trail hub for the MST. Recommendations from the plan for the subsection from Murry Road to Elkin City Park include the continued development of a multi-use greenway that connects Carter Falls to Downtown Elkin and the Yadkin River, and the establishment of Elkin as a Trail Town with



Elkin Municipal Park Master Plan - 2014



Mountains-to-Sea Trail Master Plan in Elkin - 2014

supporting facilities for trail users, standardized signage and wayfinding, pedestrian bridges, and improved parks and greenspace along the river.

Towns of Elkin and Jonesville Water Supply Protection Plan (2015)

The Elkin and Jonesville Water Supply Protection Plan (WSPP) is a joint effort between the two towns and the Piedmont Triad Regional Council to work with stakeholders to ensure long-term ecological health and public use of the water supply for the Towns of Elkin and Jonesville. The plan is organized to assess the water supply watersheds for both Elkin and Jonesville by examining four topics that are of highest concern to the stakeholders: agriculture, forestry, natural resources and recreation. Also examined were watershed features including policies and infrastructure assessments. The plan serves as a guide for long-term water resource sustainability, and utilized data that represents current, historic and potential future land uses that will impact the quality of water in Big Elkin Creek and Yadkin River.

The plan found that both Elkin and Jonesville have generally healthy water supply watersheds, but there are some persistent concerns such as water leaks and unknown buried contaminants. There are also seasonal concerns such as sedimentation from upstream practices that impact the Yadkin River during rainy seasons. The plan recommends a citizen monitoring effort supported by the Yadkin Riverkeeper and other non-profits to track agricultural and forestry practices in the watersheds and ensure that they are complying with state requirements, as well as ensuring that the state regulatory staff are enforcing potential violations.

The plan found that while forestry practices can be dealt with directly, agricultural practices are more challenging to address, as there are few regulatory mechanisms to require agricultural landowners to protect the water quality of downstream neighbors. There are cost-share and assistance programs that can support the landowners without cutting into profits; however, these programs and staff are underfunded at both state and federal levels. Continued efforts to support agricultural landowners and encourage sustainable practices will be

PLANNING FRAMEWORK

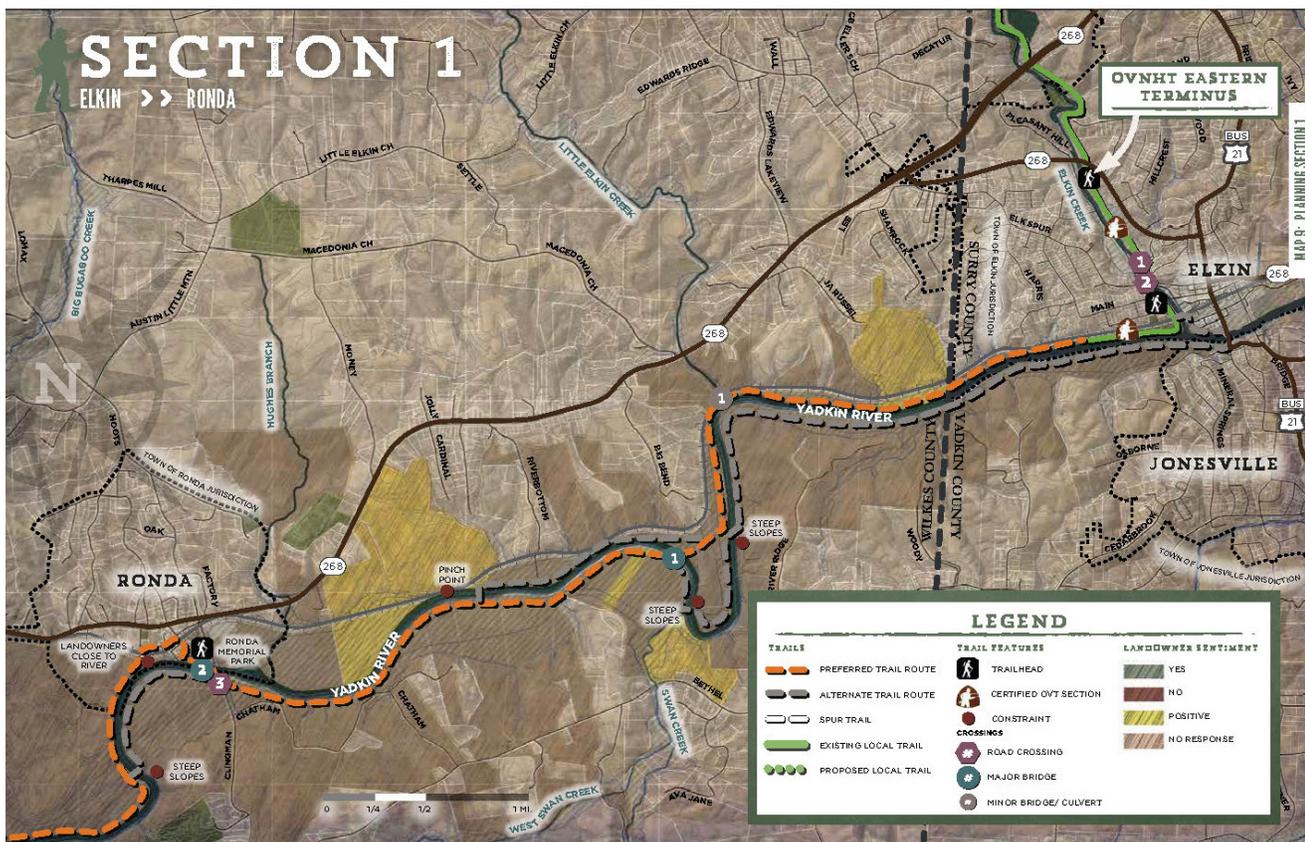
essential to ensure that the water quality in the study area continues to remain healthy. The plan also contains a project atlas for the watersheds of Elkin and Jonesville that is intended to protect and improve water quality by documenting the riparian buffer conditions, surrounding land uses, and next step recommendations for the most stressed stream catchments in the watersheds.

Overmountain National Historic Victory Trail Master Plan (2016)

Much like the Mountains-to-Sea Subsection Plan, the Overmountain Victory Trail (OVT) Master Plan seeks to serve as a guide for local trail section managers when developing their respective sections of this National Historic Trail. In Elkin's case, this plan serves as a road map for establishing the 28-mile section of the OVT in North Carolina that extends from the Town of Elkin, the Easternmost Terminus, to the W. KERR Scott Reservoir in Wilkes County. The goals for this plan focus on

identifying specific, feasible trail routes, appealing to landowners identified in the analysis and recording their sentiments for providing trail easements, creating a visual plan to demonstrate trail character, identifying and leveraging other community goals, and promoting the trail development through social media.

The section of trail that has the largest impact on Elkin is Section 1 from Elkin to Ronda, a distance of approximately 5.2 miles. Implementation recommendations include connecting to the existing trail at Elkin Municipal Park, which includes 1.3 miles of the OVT that is already completed. Other recommendations also include additional signage, improved crossings, and the construction of the Yadkin Valley Heritage and Trail Center, which has recently been completed. Implementation strategies are dependent on coordination with the Elkin Valley Trails Authority, the Town of Elkin, the Town of Ronda, the Yadkin Valley Heritage Corridor, and Wilkes County.



Overmountain Victory Trail Master Plan Section 1 - 2016

Elkin Economic Development Strategic Plan (2018)

The 2018 Elkin Economic Development Strategic Plan is the latest effort in a series of Economic Development Plans dating back to 2008. This latest update builds upon previous plans to reassess the progress of initiatives from prior plans, reevaluate priorities, and update development projects and action items for the future. This process incorporated several community partners tasked to appoint a steering committee charged with developing a list of priority projects that will help spur economic growth. The planning process utilized an economic data analysis, community surveys, and a SWOT analysis to identify priority economic development projects to be vetted by the community. The projects focus on the town making key public investments that will be leveraged by the partners involved: Explore Elkin, the Yadkin Valley Chamber of Commerce, Surry County Economic Development Partnerships, and other key stakeholders within the Town.

This Comprehensive Town-wide Master Plan is a direct result of the 2018 Economic Development Strategic Plan, as the number one priority identified through this process was the development and implementation of a community-wide master plan to include infrastructure, gateways, streetscape, and Riverwalk on the Yadkin River. This plan will build upon the three pillars of economic development that are identified in the strategic plan – investments in infrastructure, attracting people, and attracting businesses. Desired infrastructure investments include updated master planning, defining gateways, developing a Riverwalk, improving utilities

and providing more transportation. Elkin seeks to attract people by providing a diverse range of housing options with modern amenities, hosting events and promoting Elkin as a tourist destination, and improving the overall aesthetic and marketability of the community. Attracting businesses will also be critical to Elkin’s future, especially in the form of small entrepreneurial businesses, local retail and unique restaurants that utilize redeveloped spaces in the town core. The Town also wishes to continue to diversify the commercial sector by attracting larger industry, and increasing efforts to market Elkin as a place to do business.

With these pillars identified, the steering committee developed a list of economic development projects to be led or facilitated by each of the four major stakeholders involved in the project. The plan lists projects and initiatives for each group, many of which are dependent on partnership and collaboration. The partnership and outreach necessary for the implementation of these projects led the project team to recommend the formation of The Collaborative, a group that will work collaboratively on the projects in this report and others. The Collaborative includes the four key partners in the strategic plan, as well business and community representatives and other key allies. This group will be instrumental in carrying forward the priority projects in the strategic plan, as well as helping to guide other planning efforts such as this Comprehensive Plan.



Economic Strategic Plan and Four Major Stakeholders - 2018

TOWN OBSERVATIONS & ANALYSIS

While research and analysis are essential to developing the planning framework, experiencing Elkin first hand is critical to understanding the character, issues and opportunities throughout the town. Early in the planning process, the project team made a visit to Elkin to tour the town and record observations of the characteristics of different areas, housing options, commercial businesses, parks and trails, and the transportation network. The visit also included a meeting with town officials to discuss the project team's observations and gain clarity on some of the issues and opportunities present in Elkin. The following is a brief summary of the observations, along with site photos taken during the visit. A full set of notes from the site visits can be found in the Appendix.

Downtown

First Impressions

Downtown shows numerous examples of redevelopment, including several creative buildings that utilize historic structures and facades, including the Reeves Theater, Twenty-One & Main, 122 East Main, November Room, and The Liberty. Downtown ground floor retail appeared to have low vacancy and the area was walkable, with connections from Main Street to Market Street. There were several murals throughout the Downtown area, creating a nice aesthetic that compliments the architecture. Trail signage and information was present near the library at the west end of Main Street, and Historic landmarks and informational signage can be found throughout the downtown.

Areas in Need of Improvement

- ▶ Entrance to Downtown does not feel like a true gateway.
- ▶ The riverfront is under-utilized as a major town feature.
- ▶ The railroad line is a significant barrier to pedestrian access from Downtown to the river.
- ▶ Residential development in the Downtown core is lacking, especially with regard to multi-family options.
- ▶ The east end of Downtown could be better connected to Crater Park, as well as the adjacent Chatham Mill Site.
- ▶ While Downtown is walkable, some of the connections are less clear, especially with regards to the riverfront, Municipal Park, and the Overmountain Victory Trail.

Opportunities and Areas of Focus

- ▶ Continue to focus on renovation projects and promote new business development in the Downtown area.
- ▶ Provide residential options in the Downtown area, specifically with multi-family options.
- ▶ Activate the Downtown connections to the riverfront, and encourage development closer to the river along Standard Street and provide safe pedestrian crossings over the rail line.
- ▶ Explore a Riverwalk type of development with public amenities.
- ▶ Update flood maps, and consider creative solutions for areas impacted by the floodway.
- ▶ Provide stronger connections to trails near Downtown with improved crosswalks and trail markers.



Twenty One & Main



Reeves Theater



Multi-family Housing Example

- ▶ Utilize vacant lots by either developing new buildings or additional public green space like pocket parks.
- ▶ Develop a large public event space near Downtown, possibly on the riverfront.
- ▶ Continue to encourage the redevelopment of the Chatham Mill Site, and consider mixed-used development.
- ▶ Continue to support the development of the Heritage Center as a hub for connections to Downtown and the surrounding amenities.

Residential and Commercial Areas

First Impressions

Most of the residential areas in the southern part of town are large, older single-family homes. There are virtually no multi-family housing options near Downtown and there are also limited lodging options, with only one hotel in the north part of town. Bridge Street appears to be a significant commercial corridor with several small businesses from downtown to CC Camp Road. Most of the large commercial development is along CC Camp Road, and areas to the north appear to be dilapidated and in need of redevelopment. Big box developments in this area have large parking lots that are underutilized. There appears to be some newer multi-family housing options near CC Camp Road and the hospital, but overall there is not much housing near the hospital area other than senior living.

Areas in Need of Improvement

- ▶ Definite need for multi-family (without wage restrictions) development with proximity to Hospital and commercial centers.
- ▶ Better sidewalk and pedestrian connections are needed to the commercial centers.
- ▶ Gateways into the town are unclear and lack aesthetics – it is unclear that you are in Elkin.
- ▶ Need to limit vacancy of large buildings, especially in the northern part of town.
- ▶ Oversized parking lots needs to be limited.

Opportunities and Areas of Focus

- ▶ Continue to focus on Landscaping regulations to beautify the commercial and downtown development areas.
- ▶ Encourage commercial development along CC Camp Road that improves access and traffic control through interior commercial pods rather than large parking lots close to the road.
- ▶ Explore zoning updates that encourage infill development and more mixed-use land uses
- ▶ Improve gateways into commercial centers of town.
- ▶ Rethink parking requirements in order to limit parking lots that greatly exceed capacity.
- ▶ Encourage development off I-77 exit. Jonesville is benefiting from their interchange (4 hotels, 9 restaurants, 3 gas stations).



Public Art / Wayfinding



Market Street



Southern Town Entry

Transportation

First Impressions

Sidewalks and wayfinding are present in the downtown, but there are gaps in sidewalks and virtually no wayfinding in the northern part of town. The town is relatively compact, and nothing seems too far away from a vehicular access standpoint. It is unclear where the main entrance to Elkin is, and the entrance from Jonesville is welcomed by the backs of the downtown Elkin buildings. Research indicated the presence of the Yadkin Valley Economic Development District Inc. (YVEDDI) circulator bus, but the project team did not see the bus throughout the entire visit. There appears to be enough parking in the downtown area for both employees and visitors.

Areas in Need of Improvement

- ▶ Improved pedestrian and bicycle network throughout town, bike lanes are needed on many roads.
- ▶ Sidewalk gaps are a major issue, especially around commercial areas.
- ▶ General aesthetic improvements on major roads throughout town would be an improvement- many roads currently don't have any medians, street trees or wayfinding.
- ▶ Need to improve gateways, signage and wayfinding throughout town.

Opportunities and Areas of Focus

- ▶ Complete and implement the bicycle / pedestrian plan that is currently underway.
- ▶ Consider the current DOT recommendations for Johnson Ridge Road and CC Camp Road.
- ▶ Improve the entrances in to town so that people know they are in Elkin and feel welcomed.
- ▶ Facilitate better coordination with the YVEDDI and add more routes and stops.
- ▶ Improve wayfinding and signage throughout town.

Parks and Trails

First Impressions

Municipal Park provides significant amount of open space and recreational amenities including a large recreation center, tennis complex, playgrounds, event space, and walking trails. The Elkin and Alleghany (E&A) Trail was heavily used during visiting time, although it was significantly eroded due to recent flooding, as the trail is not paved and is surfaced with pea gravel. Stream restoration efforts are currently underway, as well as informational signage explaining the process. The walking trail connects to the Overmountain Victory Trail and then heads west along the river, and some pedestrian crossings for the trail are unclear.



Seating Area in Municipal Park



Tennis Courts in Municipal Park



Overmountain Victory Trail



Crater Park Boat Launch

Crater Park is a small park located along the Yadkin River with two baseball fields, playground, canoe/kayak launch, and a walking trail along the riverfront. The baseball fields utilize pea gravel in infield, and one field appears to have had some upgrades including fencing. The walking trail is unpaved, and terminates onto Commerce Street.

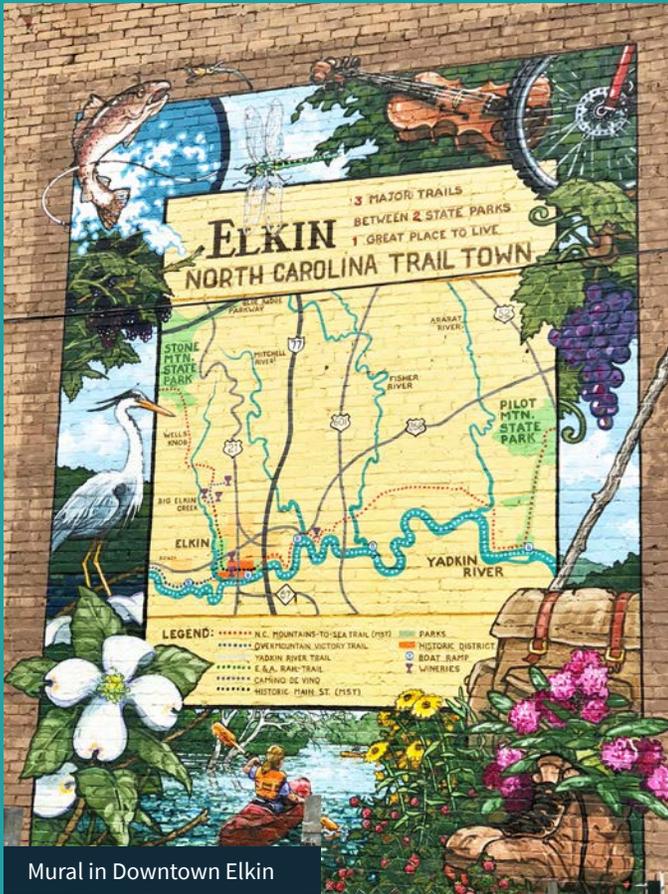
River Trails Park is a large athletic park with baseball and soccer fields located east of downtown along the river. This site was formerly owned by the Town but has since seen a transfer of ownership to a private entity. There is evidence of upgrades to athletic fields and structures on site, and the park appeared to be used recently, as the fields were well-maintained.

Areas in Need of Improvement

- ▶ It may be beneficial to consider paved greenways and walking trails in Municipal Park.
- ▶ Better connections are needed from the Crater Park walking trail to the Heritage Center, and further on to the Overmountain Victory Trail and the E&A Trail in Municipal Park.
- ▶ Better connections are needed from Downtown to Crater Park and Municipal Park.
- ▶ The connections to the Overmountain Victory Trail need to be clearer, and more adequate crosswalks provided.
- ▶ Connections to the riverfront amenities need to be stronger.
- ▶ All parks are located in the southern portion of the town; there are no parks north of Municipal Park.

Opportunities and Areas of Focus

- ▶ Create strong connections to the trails in each park, as well as a connection to Downtown.
- ▶ Utilize the riverfront as a recreation amenity that can help provide additional parkland, and also spark development.
- ▶ Continue to develop trail connections to the northern part of town.
- ▶ Continue stream restoration along Big Elkin Creek and look for opportunities to mitigate flooding and erosion.



Mural in Downtown Elkin

- ▶ Continue to partner with schools for park facilities and programming.
- ▶ Look for opportunities to add additional parks and open space throughout Elkin, especially in the northern part of town.
- ▶ Continue to support the development of the Heritage Center as a public amenity that provides trail connections and additional park space.

General Observations and Key Themes from Town Officials

- ▶ Vision for the town from town officials' view is born out of the 2018 Economic Strategic Plan, and includes serving as a hub for regional trail access, blueways on the Yadkin River, and winery tours throughout the area.
- ▶ There is a desire to rethink the zoning and development codes to increase mixed-use and infill development and allow for conditional uses.

- ▶ The Town would like to be able to support a boutique hotel downtown, as well as multi-family market-rate housing.
- ▶ Gateways to the town need to improve. People need to know they are in Elkin.
- ▶ Trails and greenways are a big asset for Elkin, and the town gets support from regional agencies such as the Elkin Valley Trails Association and the Mountains to Sea Trail. The town would like to eventually connect greenways to Stone Mountain State Park and Pilot Mountain State Park.
- ▶ There is a strong desire to see a Riverwalk, with a greenway along the river that connects the town from east to west.
- ▶ In terms of large industrial sites, the Mill Site is of significant interest. There have been discussions with the Foothills Arts Council to potentially create art studio space, but it is currently unclear what the future of the site is. The Bassett Furniture building east of the Mill is a large footprint, but the company does not seem interested in selling or leasing the property.
- ▶ From a demographic standpoint, the Town would like to target young professionals who work in Elkin but live in Winston-Salem or Statesville and their associated suburbs.
- ▶ The school system is a strong asset and serves Elkin residents and attracts students from outside the Town who pay tuition to go to school in Elkin.
- ▶ Parking standards need to be revisited, including rethinking the ordinance for parking in setbacks in order to activate retail fronts for pedestrians.
- ▶ There is a potential for Elkin to be a destination for active retirees.

Drone Fly-overs and Observations

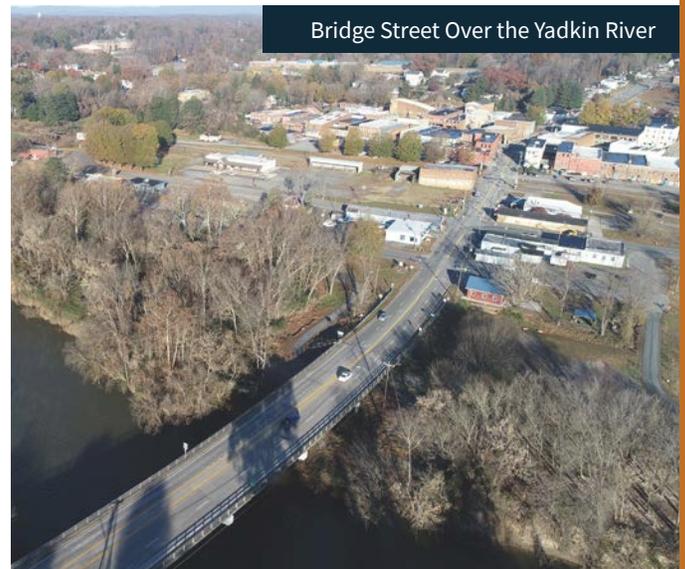
In addition to on-the-ground observations, the project team utilized the latest drone survey technology to fly key corridors and areas of town from a birds-eye view. This allowed the team to view Elkin from an additional perspective where development patterns and town character can be seen from a unique point of view. These images and videos were beneficial during the later phases of the planning process where the perspectives aided in both the creation of development recommendations and the communication of proposals to town officials and public participants. The following images show some of the views that were generated during the survey process.



Bridge Street and Main Street



Elkin Highway and Elk Spur Street



Bridge Street Over the Yadkin River



North BUS - 21



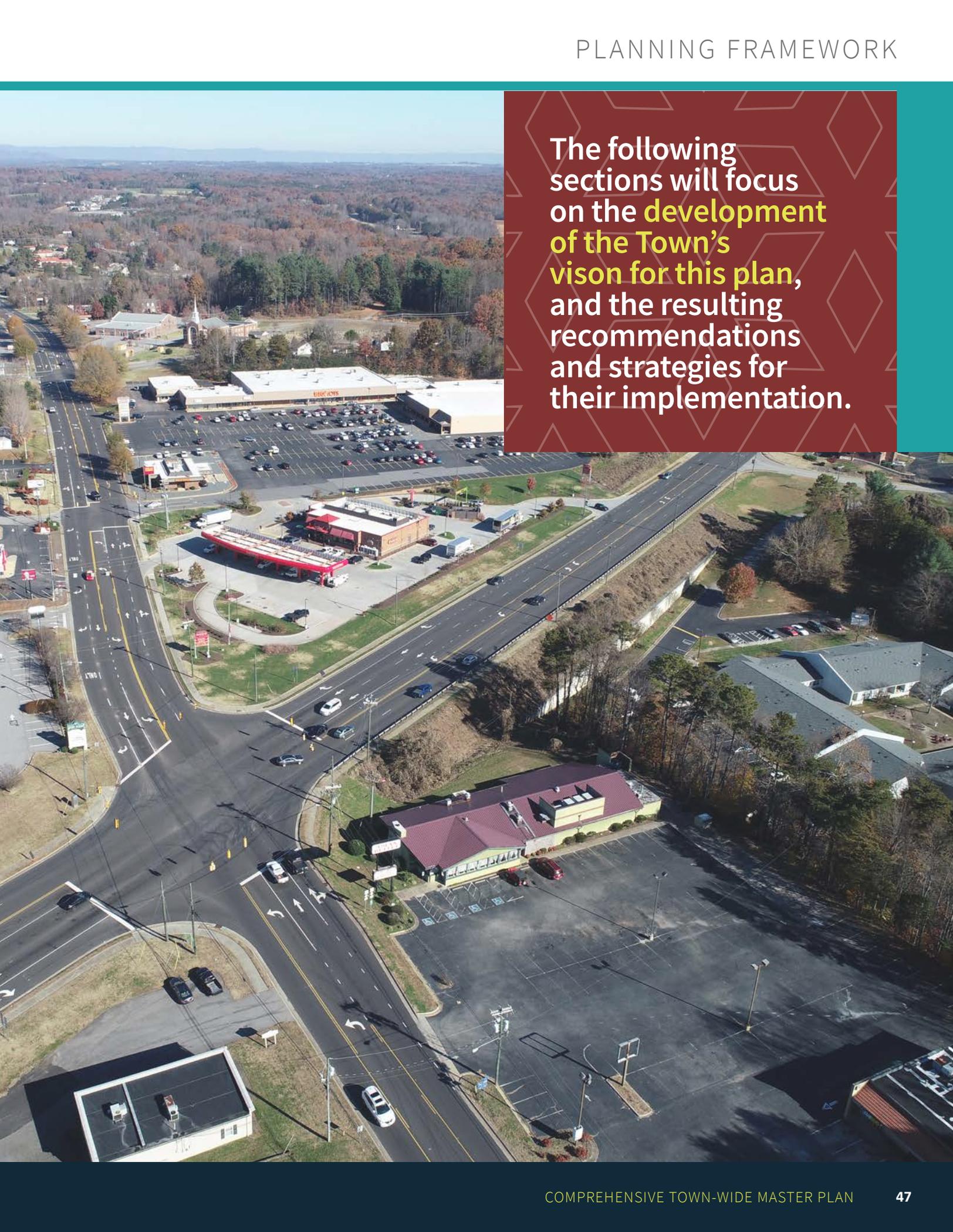
Chatham Mill Site

PLANNING FRAMEWORK SUMMARY

The development of the Planning Framework is focused on providing a comprehensive understanding of Elkin from past to present, and into the future. The Town understands that a diversifying economy and population requires strategic long-range planning in order to utilize resources effectively. Elkin has taken the necessary steps to adapt to a changing economic and social climate through a consistent progression of planning efforts dating back to the 2008 Land Use Plan. All of the plans and initiatives conducted since then have maintained a vision for the Town that focuses on utilizing available land to limit sprawl and promote infill development and revitalization, while continuing to provide a high quality of life for residents through diverse housing options, a wealth of parks, trails and natural resources, and a growing economic base with a healthy mix of employment opportunities. It is also evident through observations and conversations with Town officials that this vision is still a work-in-progress, and additional planning efforts are needed to refine the vision and community priorities. This will aid the Town in developing a set of strategies to help implement the desired improvements that will allow Elkin to continue to thrive. The following sections will focus on the development of the Town's vision for this plan, and the resulting recommendations and strategies for their implementation.

North Bridge Street and CC Camp Road



An aerial photograph of a commercial area. In the center, there is a large parking lot filled with cars, adjacent to a multi-story building with a red roof. To the left, a road intersection is visible with traffic lights and lane markings. The background shows a mix of trees and residential or commercial buildings under a clear sky.

The following sections will focus on the **development of the Town's vision for this plan**, and the resulting recommendations and strategies for their implementation.

3



Vision Development

VISION METHODOLOGY

The Vision for the Elkin Town-wide Comprehensive Master Plan is rooted in the desire to create a community-based plan that is goal-oriented and based on meaningful objectives. This Vision is highlighted by extensive public involvement, and integrates components from previous and on-going plans to achieve a more comprehensive vision for the Town.

The approach for developing the Town-wide Plan focuses on developing a Foundation that is based on three components that collectively ensure that thorough analysis and public input is built into the plan:

- 1** Through a multi-faceted public involvement effort, residents, community stakeholders and Town officials provided input on the needs, priorities and Vision for the Town of Elkin.
- 2** In conjunction with the public input, the project team worked with Town officials to complete an analysis of existing conditions and previous planning efforts in order to identify improvements and capital projects that are needed.
- 3** Using the information obtained during the first two components, the project team and Town officials developed a Vision Foundation that is based on common themes that emerged from the planning process.

The Vision Foundation is built upon a framework that is supported by the thorough research, analysis, and input obtained during the three components listed above. The common themes and Town priorities in the foundation aid in the development of the Town Vision Statement, Vision Goals, and ultimately the strategies represented in planning guidelines and recommendations that will be identified in Chapter 4.

Goal-oriented and based on meaningful objectives.

The Vision Statement and its Goals are intended to guide Elkin over the next 10-15 years. The planning strategies combine the results of the research and analysis completed in the earlier phase and the input from the public and stakeholder discussions. The Vision Statement and Vision Goals are intended to serve as the overarching objective for all future planning efforts conducted by the town of Elkin, to ensure that all facets of the Town are aligned with this plan.

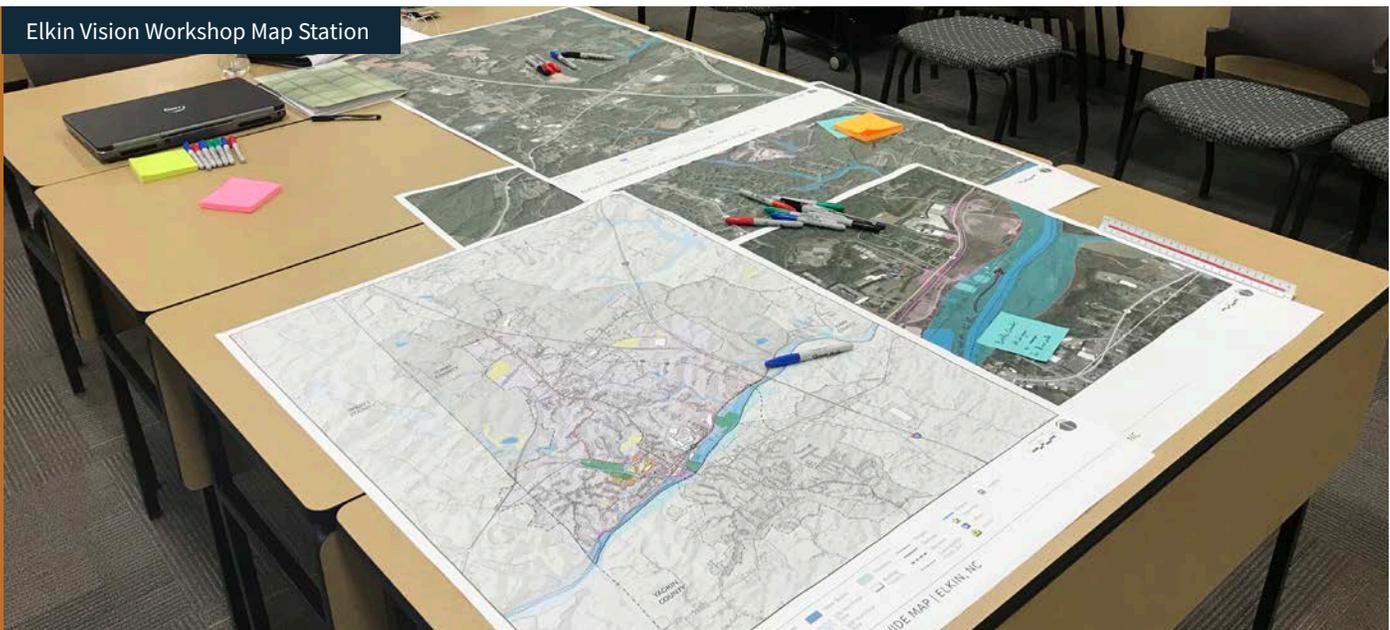
VISION WORKSHOP

Community input is the cornerstone of the qualitative method of evaluation necessary for the Town-wide Comprehensive Plan. A primary goal of the planning process's public involvement phase was to provide opportunities for geographical, topic specific, and policy related input that is essential for developing a Vision for the Town. The origins of this process can be traced to a meeting with Town officials during the project teams' initial site visit. During this meeting, Town officials discussed components of previous plans, such as the Economic Strategic Plan, that help form the Vision for Elkin. This meeting was also critical to understanding topics that needed to be addressed during the public involvement process, as well as key stakeholders that needed to be engaged. After this meeting, the project team and Town officials began making preparations for the Vision Workshops and developing engagement strategies and marketing materials for these meetings and open houses.

Vision Workshop Format

Launched in December, 2018, the Visioning Workshops were conducted over a two-day period and featured a series of stakeholder interviews, focus groups, open houses, additional site visits, and research. The first day of the workshop period was an open house-style public meeting held at the Yadkin Valley Heritage Center in Downtown Elkin. Participants had the opportunity to learn about the project purpose and process, identify on a map where they live and work in Elkin (or outside the Town limits), participate in a visual preference exercise, fill out a brief survey, and provide comments on maps, comment boards, and individual cards. Participants were also provided with a project information sheet that contained a link and QR code to an online survey with additional questions and opportunities for input.

Elkin Vision Workshop Map Station



In order to capture input from as many of the town residents as possible, a second location in a different part of town was chosen for the second day of the workshop. Held at the Elkin Center at the intersection of BUS. 21 and CC Camp Road, the second day of the workshop utilized the same format as the open house at the Heritage Center. In total, over 70 people visited the open houses, providing over 300 individual comments and completing 39 handout surveys.

In addition to the public open houses, the project team also conducted four stakeholder group interviews as part of the input process. The initial interviews were held during the first day of the Vision Workshop, and involved representatives from the Elkin Valley Trails Association and Explore Elkin, a local organization supporting tourism and special events in Elkin. An additional round table interview was held at the Elkin Center during the second day of the workshop with The Collaborative, the organization formed out of the Economic Strategic Plan to be a guiding committee for all planning efforts in Elkin. A representative from Chatham Memorial Hospital was interviewed after the Vision Workshop.

The project team took extensive notes during the interviews and open houses, and consolidated these along with the comments and input provided during the open house portions of the Vision Workshop. The online survey also received 30 responses over a three-month period from December through February. The following section is a summary of the consolidated findings from the Vision Workshop. Full notes from the Vision Workshop can be found in the Appendix.



Community input is the cornerstone of the qualitative method of evaluation necessary for the Town-wide Comprehensive Master Plan

WORKSHOP FINDINGS

Geographic Location of Participants

In order to help identify the geographic location of the participants at the public open houses, a station was set up with a large map of Elkin and the surrounding areas. Participants were asked to place a blue dot where they live, and a red dot where the work. This allowed the project team to identify whether participants were residents or non-residents, whether they worked in Elkin or drove elsewhere, what kind of commute they may have, and what type of

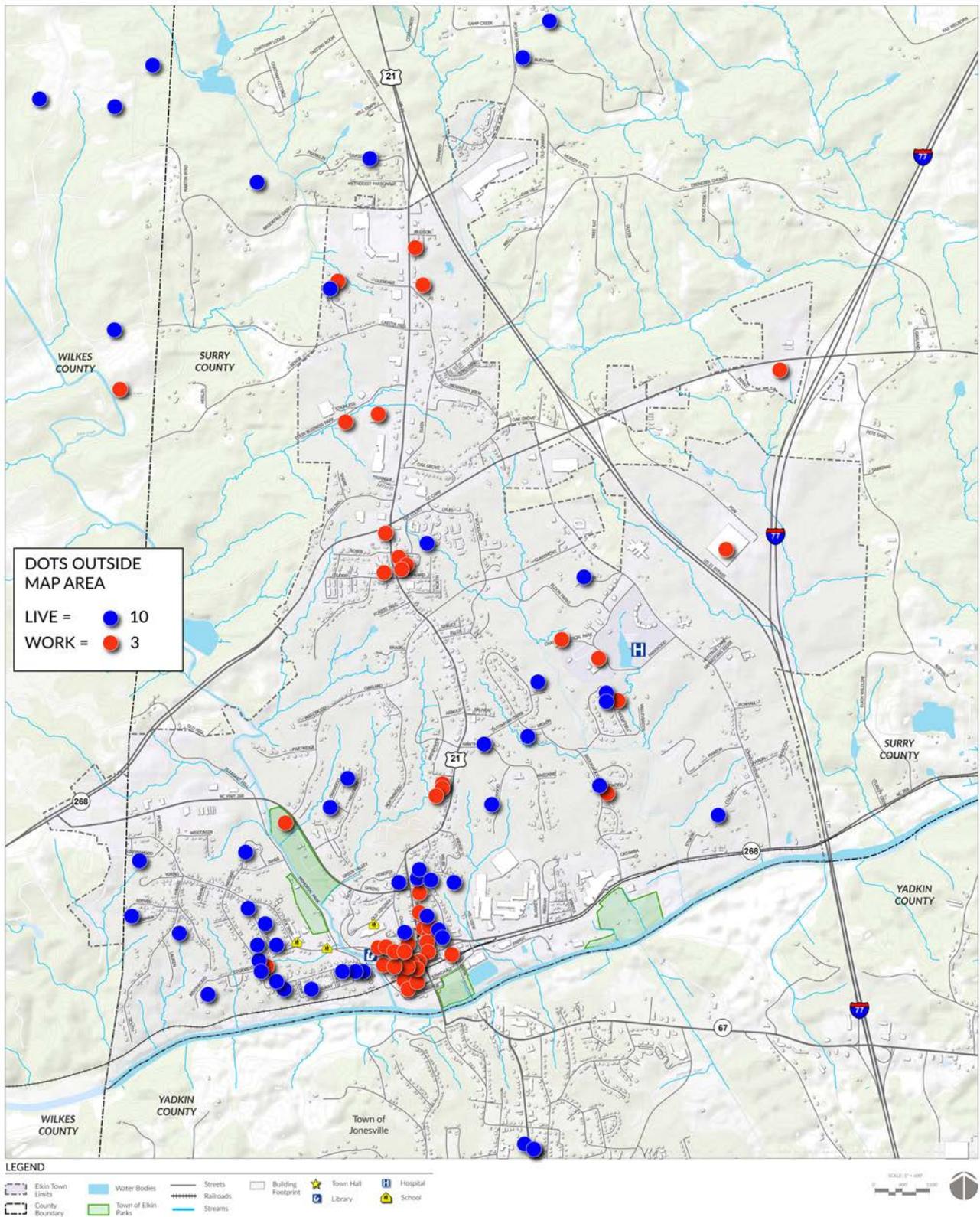
public facilities or infrastructure may be available nearby. Based on the dots placed, approximately 39 participants lived in the town limits, and approximately 43 worked in Elkin. Of those that lived in Elkin, there was a large concentration of residents in the southwestern part of Town.

Places of work were generally concentrated downtown, with a small pocket at the intersection of BUS-21 and CC Camp Road. **Map 10** shows the results of the dots placed.

Workshop Participants at the Visual Preference Boards



MAP 10 - "Where you work / Where you live" Results



ELKIN COMPREHENSIVE PLAN | **WHERE DO YOU LIVE? - WHERE DO YOU WORK?**

Visual Preference Exercise

The visual preference exercise was intended to provide participants an opportunity to identify preferred elements of the community character in Elkin represented by nine categories. Participants were presented with a set of different images in each category, and were asked to place

three dots per category on the images they would most like to see present in Elkin. The nine categories are listed below, with a summary of the preferred images selected and the top image from each category shown.

- ▶ **Walkability** – Participants placed a strong emphasis on images that showed vibrant downtowns with wide sidewalks, street trees, places to sit, and active store fronts.



Most Selected Example of Walkability - (35 Responses)

- ▶ **Roadway Enhancements** – Images receiving large numbers of dots featured landscape beautification improvements and planted medians with trees.



Most Selected Example of Roadway Enhancements - (29 Responses)

- ▶ **Civic Spaces** – Images selected included those that showed urban plazas with seating areas and outdoor event venues near natural features.



Most Selected Example of Civic Spaces - (27 Responses)

- ▶ **Gateways** – A large majority of dots were placed on gateway arch with signage identifying the entrance to a downtown.



Most Selected Example of Gateways - (54 Responses)

- ▶ **River Access** – Images receiving the most selections showed active riverfronts with walking paths and/or boardwalks.



Most Selected Example of Riverfront Access - (37 Responses)

- ▶ **Trails & Bike Lanes** – Participants selected images that showed separated shared use-paths and dedicated bike lanes.



Most Selected Example of Trails & Bike Lanes - (45 Responses)

- ▶ **Parks & Recreation** – The majority of dots placed were on images showing natural spaces with walking trails, large trees, and innovative site furnishings.



Most Selected Example of Parks & Recreation - (42 Responses)

- ▶ **Housing** – Images selected suggest that participants would like to see zoning for medium-density, multi-family residential development with a more traditional character.



Most Selected Example of Housing - (33 Responses)

- ▶ **Commercial & Mixed-Use** – Participants placed dots on a variety of images that showed traditional downtowns with a mix of uses and multi-story buildings.



Most Selected Example of Commercial & Mixed-Use - (31 Responses)

OPEN HOUSE COMMENTS

Workshop participants were provided with the opportunity to provide comments in a variety of formats. In addition to the “Where You Live/Where You Work” and “Visual Preference” stations, there were also maps of the different areas of the Town and comment boards with general questions. Individual comment cards were also available for participants to provide additional, more specific comments as well as their contact information for follow up.

Map Comments

The map station consisted of an overall map of the Town with planimetric data and zoomed in maps of three areas of interest; Downtown and the river, Midtown and the Hospital, and the northern area of town. These maps included a base areal overlaid with planimetric data. Participants were encouraged to write comments and draw features directly on the maps or place sticky notes with comments. Comments and drawings on the overall map focused primarily on trails and potential parks, with participants drawing trail connections that have recently been completed as well as potential connections they would like to see.

The Downtown map received the majority of the comments at this station, with many participants focusing on the development of a Riverwalk and

riverfront development. Other comments also focused on improving the Downtown core through continued building revitalization, improved walkability, and the addition of a boutique hotel.

Comment Boards

The comment boards received the vast majority of the comments provided from the open house participants with nearly 225 individual comments written throughout the Vision Workshop. The first board simply asked participants, “Why are you here?” – and the second board asked, “What would you change or add to Elkin?” – and the third board asked, “Where do you see Elkin in 5, 10 and 15 years? Common themes that emerged from these comments are shown below with the number of comments for each theme.

Why are you here?

- ▶ Supporting and providing ideas for the future vision, growth and positive direction of Elkin **(26 Related Comments)**
- ▶ Trails and facilities including OVT, EVTA, and the Heritage Center **(7 Related Comments)**
- ▶ Organizations and initiatives to promote Elkin as a destination for events **(4 Related Comments)**
- ▶ Infrastructure improvements such as building redevelopment, more sidewalks and transportation updates **(4 Related Comments)**

What would you change or add to Elkin?

- ▶ Infrastructure improvements including better communication utilities, building improvements, sidewalks additions, landscape and streetscape enhancements, traffic calming and bike/ped connectivity **(19 Related Comments)**
- ▶ More market-rate housing options for middle-income families and less income restricted housing; provide residential housing downtown **(8 Related Comments)**
- ▶ Commercial development downtown and near the river, including restaurants and a boutique hotel **(5 Related Comments)**

Comments for the Midtown map and the northern area map discussed the addition of trail connections and parkland, as well as calming traffic on BUS-21. Also addressed was the statement that most employees at the hospital live in Lewisville or Mt. Airy.

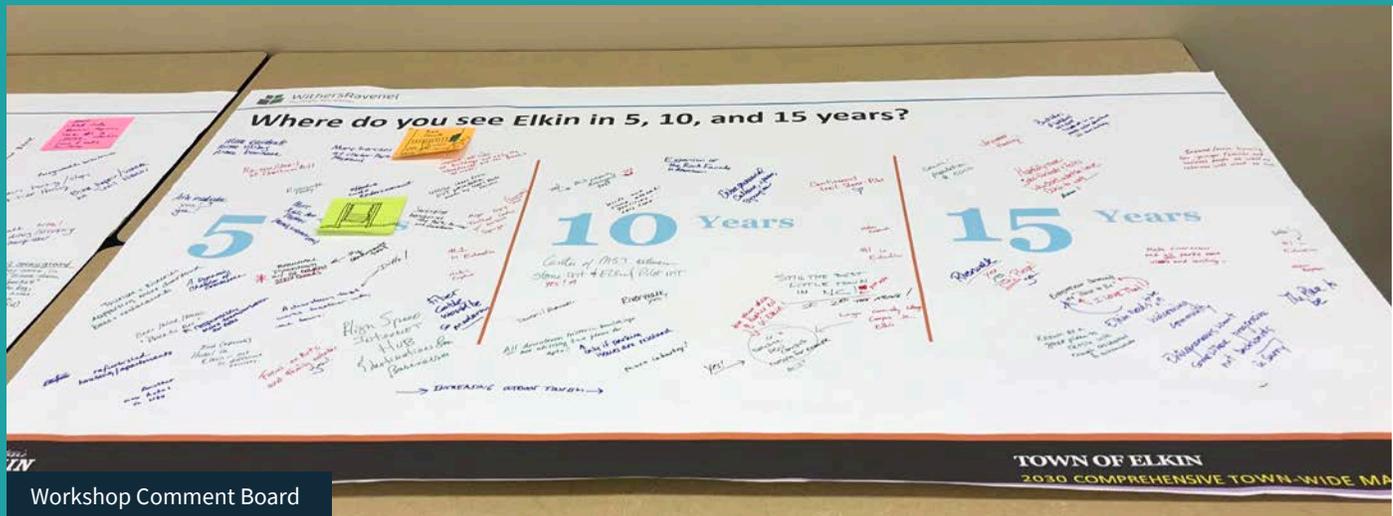


Workshop Participants at the Map Comment Station

- ▶ More employment opportunities and new businesses **(3 Related Comments)**
- ▶ Additional recreation opportunities, particularly those that are family-oriented **(2 Related Comments)**

What would you add to Elkin?

- ▶ Improvements to parks, recreation facilities and programs – especially the development of a Riverwalk, addition of a dog park, and more activities for children **(21 Related Comments)**
- ▶ Infrastructure improvements including utility upgrades, beautification projects, additional public transportation routes and parking improvements downtown **(16 Related Comments)**
- ▶ Additional market-rate housing options including smaller houses/units for those looking to downsize and residential units downtown **(7 Related Comments)**
- ▶ Policy changes and initiatives that encourage appropriate land uses and facilitate growth and development **(4 Related Comments)**
- ▶ Attract more employment opportunities and encourage a mix of entrepreneurial businesses and larger industries **(4 Related Comments)**
- ▶ Commercial development downtown including dining, shopping, and a bank **(4 Related Comments)**



Workshop Comment Board

Where do you see Elkin in 5 years?

- ▶ Supporting arts, public art, and historic preservation **(7 Related Comments)**
- ▶ Updates to parks, trail connections and family activities **(6 Related Comments)**
- ▶ Commercial development in the Downtown Core and redevelopment of the Chatham Mill site **(5 Related Comments)**
- ▶ Modern infrastructure including communication utilities and alternative transportation **(4 Related Comments)**
- ▶ Elkin as a destination for tourism, wineries, special events and high quality of life **(4 Related Comments)**
- ▶ Changes to policies and collaboration to build consensus **(4 Related Comments)**
- ▶ Market-rate housing for middle income families **(2 Related Comments)**

Where do you see Elkin in 10 years?

- ▶ Elkin as a destination for tourism, outdoor recreation and educational excellence **(5 Related Comments)**
- ▶ Recreation amenities including a Riverwalk and regional trail connections **(4 Related Comments)**
- ▶ Emphasis on historic preservation and promoting Elkin’s culture and qualities **(3 Related Comments)**

- ▶ Housing downtown with adequate parking **(2 Related Comments)**
- ▶ An attractive destination for industries **(1 Related Comment)**

Where do you see Elkin in 15 years?

- ▶ Improved access to town parks, especially a Riverwalk on the Yadkin River **(6 Related Comments)**
- ▶ Increase in employment opportunities in Elkin that can support a population of 5,000 people and encourage entrepreneurial businesses **(5 Related Comments)**
- ▶ A destination community with a high quality of life and great education system – the place to be! **(4 Related Comments)**
- ▶ Diverse housing options for young families, people who wish to live and work in Elkin, and retirees **(3 Related Comments)**
- ▶ Building improvements to downtown that create a more welcoming Town entry **(2 Related Comments)**
- ▶ A community that places an emphasis on its history **(1 Related Comment)**

Comment Cards

While most participants chose to provide input on the maps and comments boards, five comment cards were also provided to the project team. Topics from the comments card included:

- ▶ A desire to see more attractions for young adults including river access, entertainment, shops, concerts, and restaurants
- ▶ Would also like opportunities for new housing and an expanded trail system with connections to Downtown
- ▶ Preserve the character of Elkin that has created a strong community with a family-friendly Downtown
- ▶ Elkin needs to finish the Greenway plan, improve bike/ped access all over town, upgrade communication utilities, partner with the school system, and promote the activities and events in Elkin more efficiently
- ▶ Incorporate rain gardens and stormwater management practices in all designs and provide education on the importance of stormwater management
- ▶ Roadway improvements including a lane reduction on W. Market St. and Elk Spur St., improve crosswalks at Market Street and Front Street, and a wider bridge of Elkin Creek with wider sidewalks and/or bike lanes

Handout Survey Results

Workshop participants were also given the opportunity to complete handout surveys that asked a series of questions about the existing conditions and priorities for the future. 39 workshop participants chose to complete the survey; however, it should be noted that not every question was answered by every participant. The results of each question are summarized below.

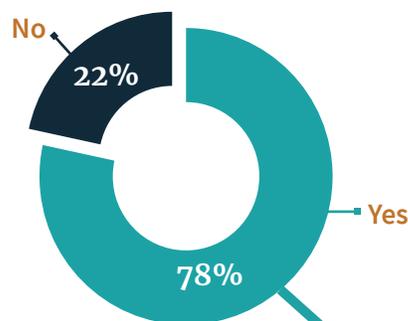
1. Are you a resident of Elkin? – 37 Responses

- ▶ 78% of responders were residents of Elkin

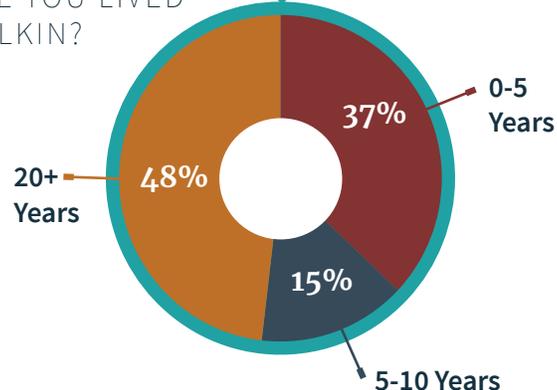
2. If so how long have you lived in Elkin? – 27 Responses

- ▶ 48% of responders have lived in Elkin for over 20 years, 15% have been residents for 5 to 10 years, and 37% represent less than 5 years

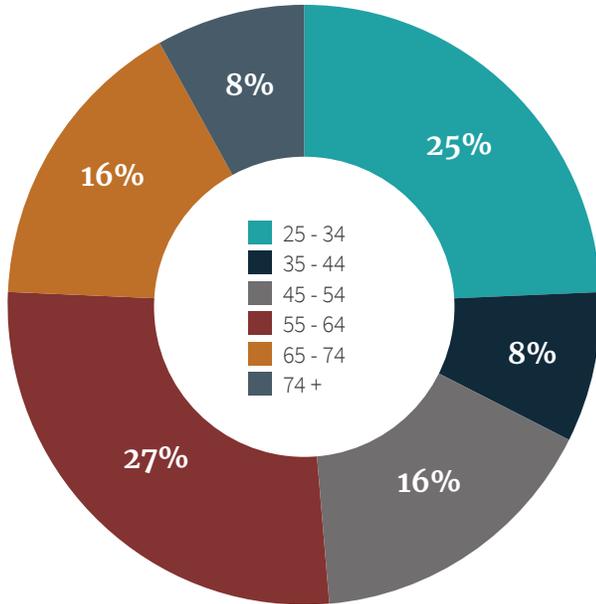
ARE YOU A RESIDENT OF ELKIN?



IF SO, HOW LONG HAVE YOU LIVED IN ELKIN?



WHAT AGE GROUP DO YOU REPRESENT?



3. What age group do you represent?

- ▶ All responders were over the age of 25, with the largest age group present being 25-34 at 24%, and 55-64 at 27%

Questions 4 focused on existing conditions in Elkin and is based on a ratings system that is weighted according to the number of answers provided for each numerical rating. Each topic is evaluated based on its relationship to the average number of answers multiplied by three – the baseline neutral rating. Topics above the baseline score indicate favorable levels of agreement, while topics below the baseline score indicate disagreement.

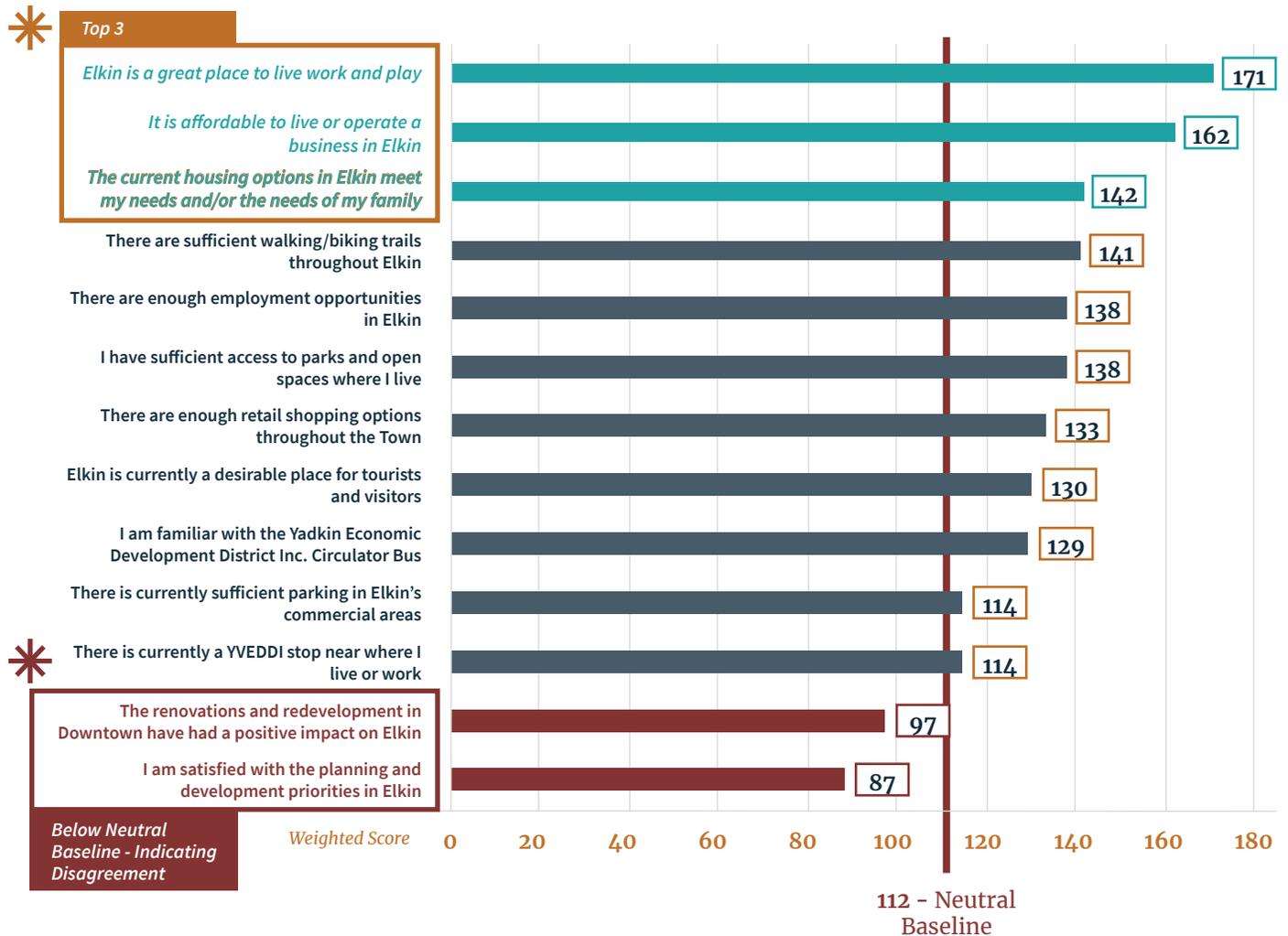
4. Please indicate your level of agreement with the following statements, with “5” being strongly agree and “1” being strongly disagree.

- ▶ The average number of responses for the topics in this question was 37, providing a neutral baseline score of 111. The following chart shows the topics in order of weighted score:

Main Street in Downtown Elkin



Please indicate your level of agreement with the following statements, with “5” being strongly agree and “1” being strongly disagree.



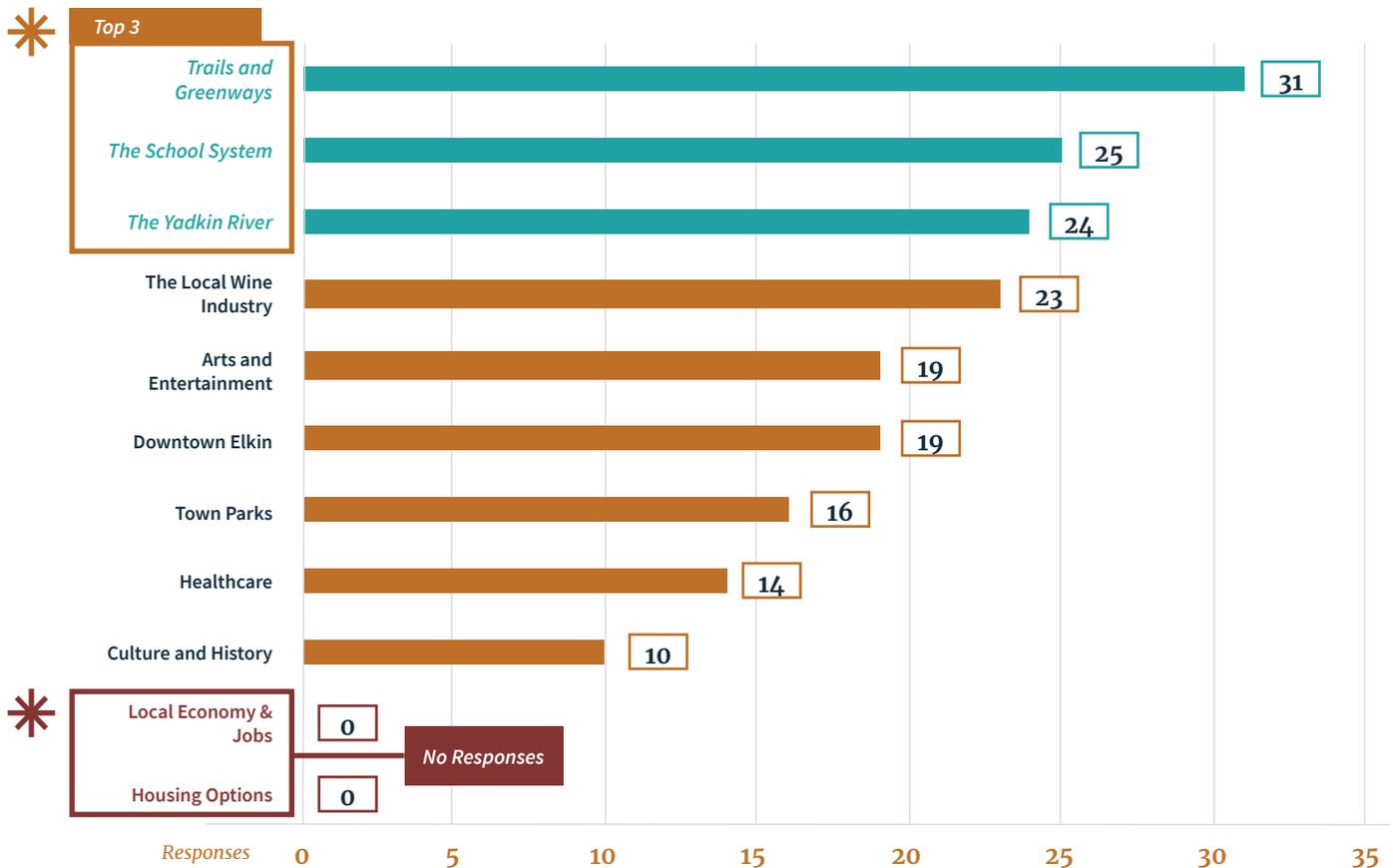


Elkin Municipal Park

5. Please select the TOP FIVE choices that represent Elkin's greatest strengths and/or positive attributes – 183 total responses

- ▶ The topics are shown in descending order in the chart below. Write-in responses include the Library and the Reeves Theater.

Please select the TOP FIVE choices that represent Elkin’s greatest strengths and/or positive attributes.



Questions 6 is based on the same ratings system as Question 4, and includes topics related to the future of Elkin.

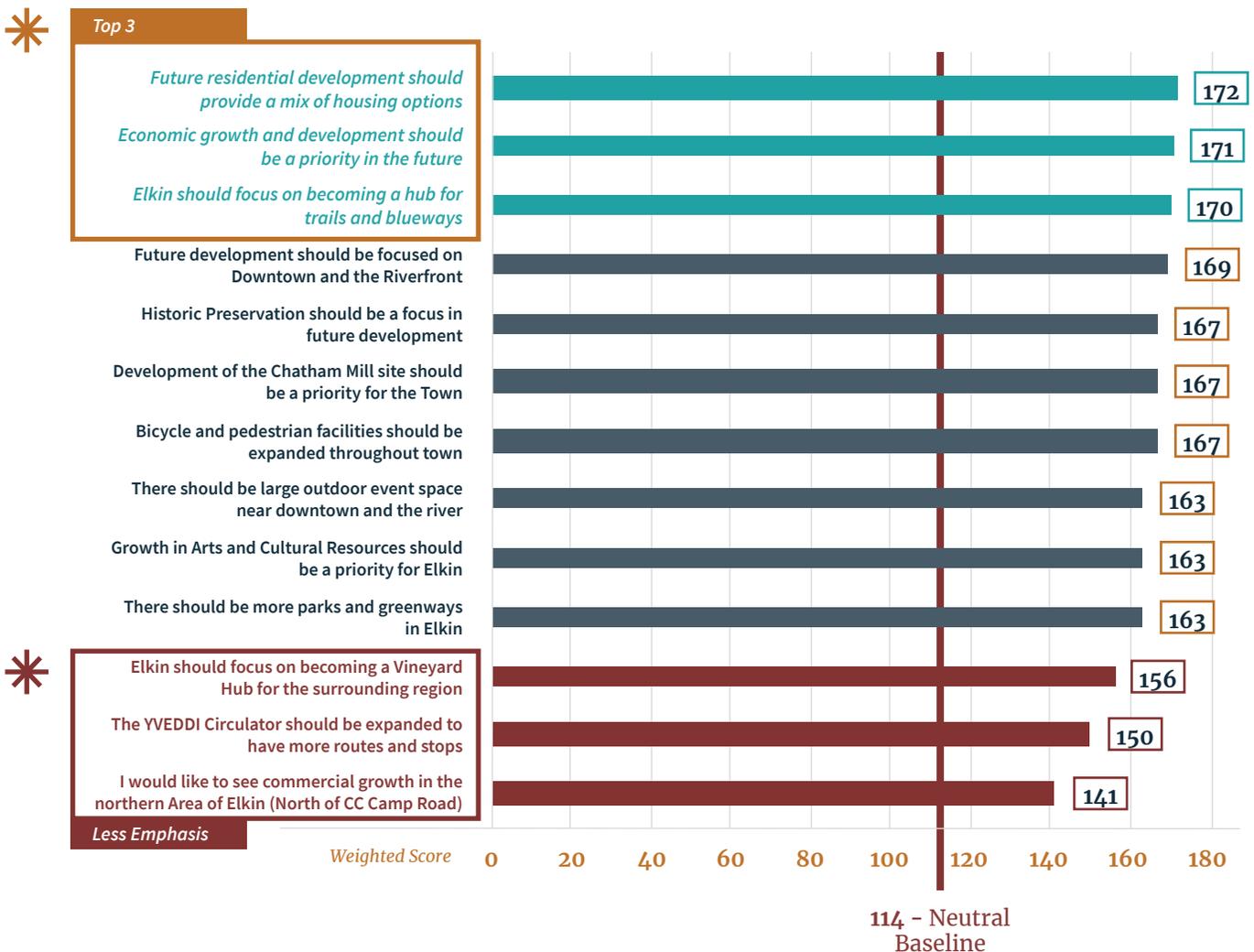
6. Please indicate your level of agreement with the following statements, with “5” being strongly agree and “1” being strongly disagree.

- ▶ The average number of responses for the topics in this question was 38, providing a neutral baseline score of 114. None of the topics in this question

fell below the baseline score. The following chart shows the topics in order of weighted score:

Questions 6 has a second component that uses the same weighted system as the first but does not compare the scores to a baseline, as scores are an indication of level of priority. Participants were asked to select the corresponding letter of the topics in Question 6 and rank their top five in order of priority.

Please indicate your level of agreement with the following statements, with “5” being strongly agree and “1” being strongly disagree.



Which FIVE of the topics in Question #6 do you think should be the highest priority for future planning efforts in Elkin?

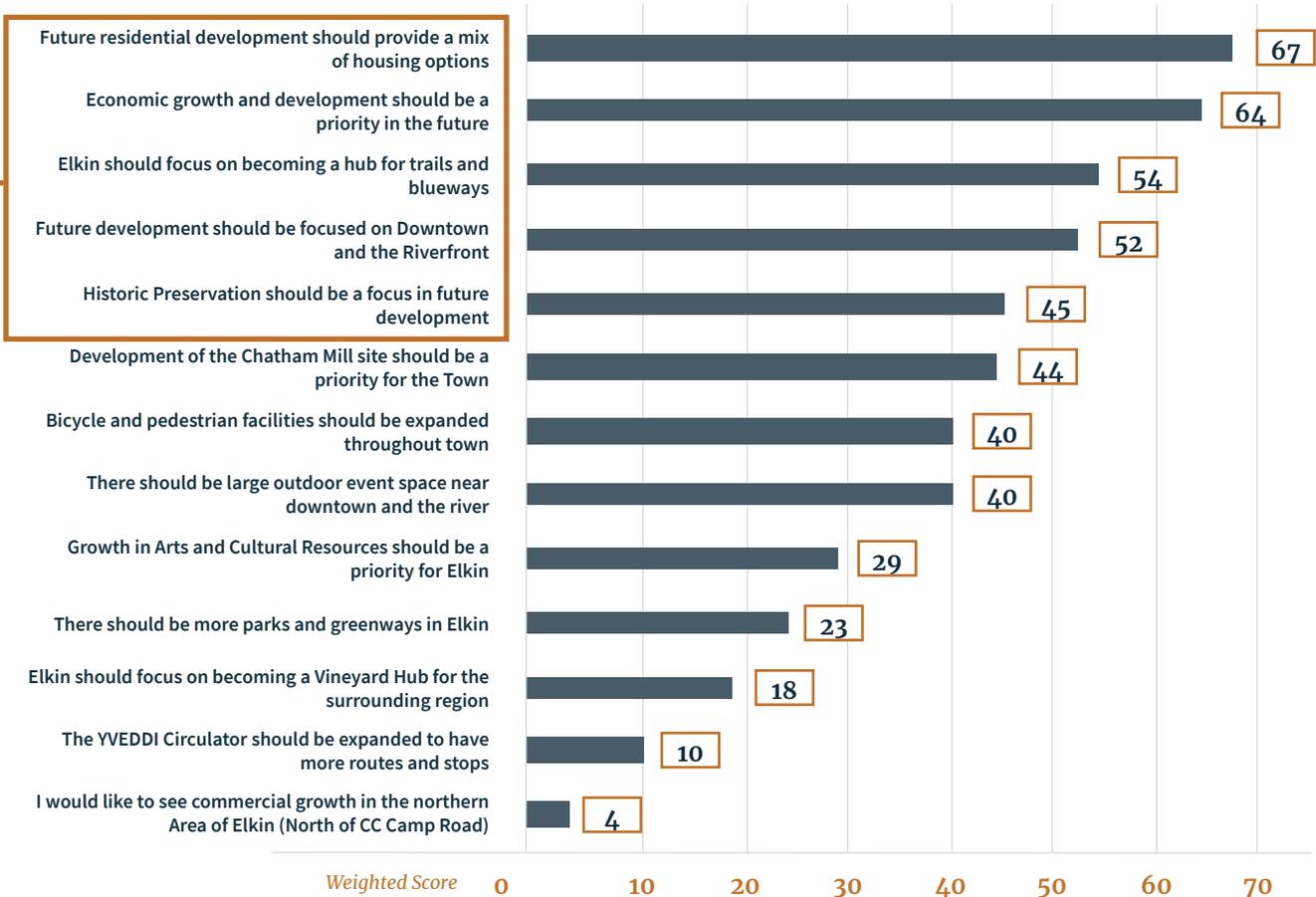
- ▶ There were a total of 185 responses to this question, with the top 3 priorities being economic growth, development of Downtown and the Riverfront,

and redevelopment of the Chatham Mill site. The following chart shows the topics in order of weighted score:

Top 5 Priorities

1. Providing a mix of housing options
2. Economic growth and development
3. Hub for Trails and blueways
4. Development focus on Downtown and Riverfront
5. Historic preservation

Which FIVE of the topics in Question #6 do you think should be the highest priority for future planning efforts in Elkin?



Questions 7 – 10 are open ended questions.

7. What is your primary reason for living in Elkin? – 32 Responses

- ▶ Half of the responses discussed the quality of life, community character or family-friendly environment of Elkin as the primary reason for living here. Other responses were either work or location related, and several responses were from residents who were born in Elkin and either stayed or chose to come back.

8. What is the biggest challenge you think Elkin will face when planning for the future? – 34 Responses

- ▶ Nearly half of the responses felt that economy and job growth would be the biggest challenges to Elkin. Other responses included funding for development projects, lack of adequate housing, and challenges involving Town policy and community character.

9. How would you improve the entrances and gateways to Elkin? – 31 Responses

- ▶ Responses to this question were evenly mixed, and fell into one of three categories: structural markers or signage; beautification, landscaping, or art; and roadway, bridge or infrastructure improvements.

10. What would you like to see changed in Elkin in the next 15-20 years? – 32 Responses

- ▶ Responses to this question were also mixed and tended to contain multiple topics within each response; however, over 60% of responses mentioned the need for job growth and more housing options. Other responses included the need for increased entertainment and tourism, preservation of Elkin's history and the town character, and improving infrastructure to be better connected and more walkable.



Workshop Participants Completing Handout Surveys

Online Survey

Starting on November 17, 2018 and concluding on March 20, 2019, Town of Elkin residents and anyone with an interest had an opportunity to participate in an online public opinion survey via Survey Monkey. The Master Plan team and Town Staff developed a questionnaire that was intended to provide insight into the existing conditions of Elkin, future needs and priorities, and demographic information. The online Public Opinion Survey was accessible by a link and a QR Code on business cards circulated throughout the community both during and after the Vision Workshop. In total, 30 surveys were completed.

While findings from online surveys are instructive, it is important to note that this survey is not considered statistically accurate and does not reflect the demographics of Elkin. Respondents self-select to complete the survey, rather than being randomly contacted in a sample. Even though the survey is not statistically valid, results are valuable to the overall analysis process.

The intention of the survey was to reach as many Elkin residents and interested parties as possible. Before completing questions regarding current and future development questions, a series of basic demographic questions were asked to better understand the respondents. The following are select results of these demographic questions:

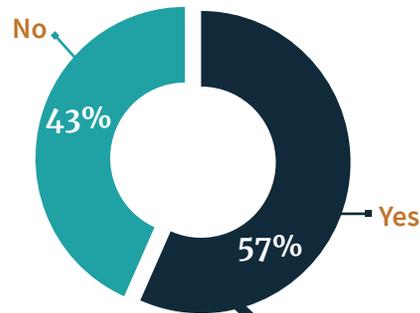
1. Are you a resident of Elkin? – 30 Responses

- ▶ 57% of responders were residents of Elkin

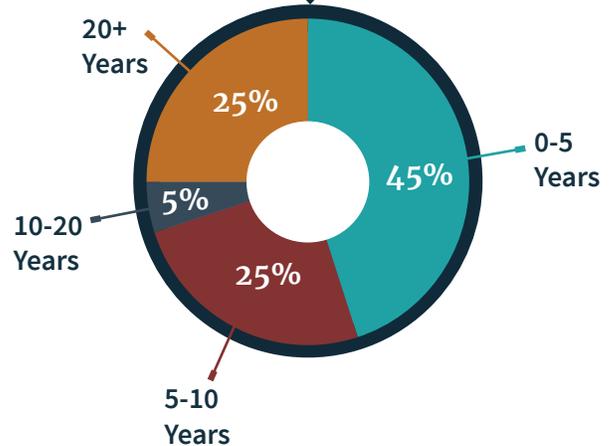
2. If so how long have you lived in Elkin? – 20 Responses

- ▶ 17% of responders have lived in Elkin for over 20 years, 3% have been residents for 10 to 20 years, 17% have been residents for 5 to 10 years, and 30% represent less than 5 years

ARE YOU A RESIDENT OF ELKIN?



IF SO, HOW LONG HAVE YOU LIVED IN ELKIN?



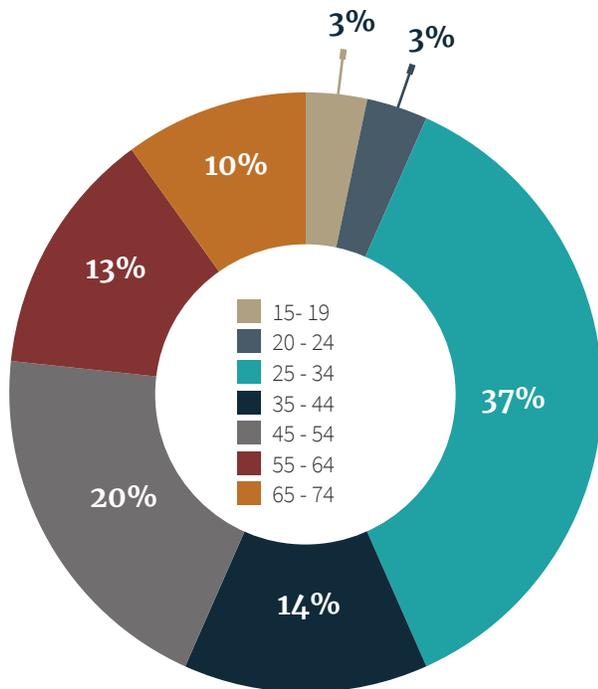
3. What age group do you represent?

- ▶ All responders were over the age of 15, with the largest age group present being 25-34 at 24%, and 55-64 at 27%

4. How long do you plan to stay in Elkin?

- ▶ No respondents indicated that they were temporarily in Elkin, and 53% indicated they planned to stay permanently

WHAT AGE GROUP DO YOU REPRESENT?



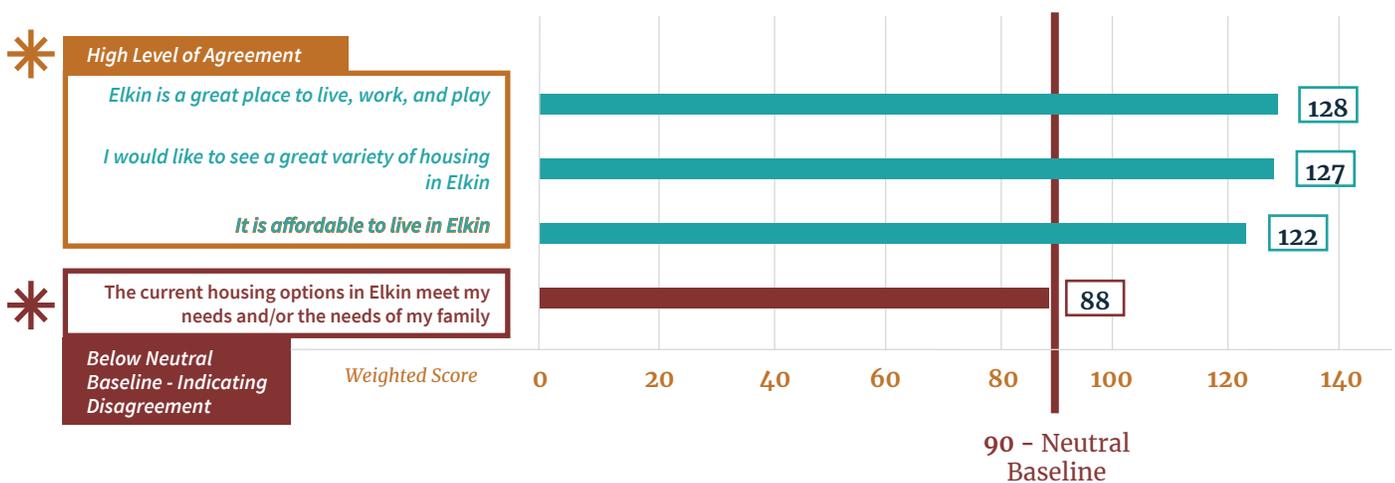
Questions 5-13 focused on existing conditions in Elkin and include a mix of questions that are similar to those found in the handout survey, but expanded to cover more focused topics. The following are a select sample of question results from this section. The full results from the online survey can be found in the Appendix.

Question 5 below is based on the same ratings system from the Handout Survey, which is weighted according to the number of answers provided for each numerical rating. Each topic is evaluated based on its relationship to the average number of answers multiplied by three – the baseline neutral rating. Topics above the baseline score indicate favorable levels of agreement, while topics below the baseline score indicate disagreement.

5. Please indicate your level of agreement with the following statements regarding existing housing in Elkin, with “5” being strongly agree and “1” being strongly disagree.

- ▶ The number of responses for the question was 30, providing a neutral baseline score of 90. The following chart shows the topics in order of weighted score:

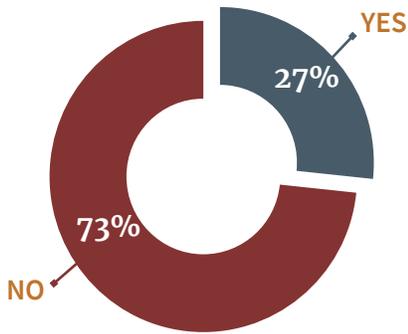
Please indicate your level of agreement with the following statements, with “5” being strongly agree and “1” being strongly disagree.



6. Are you a business owner in Elkin?

- ▶ 27% of responders were business owners in Elkin

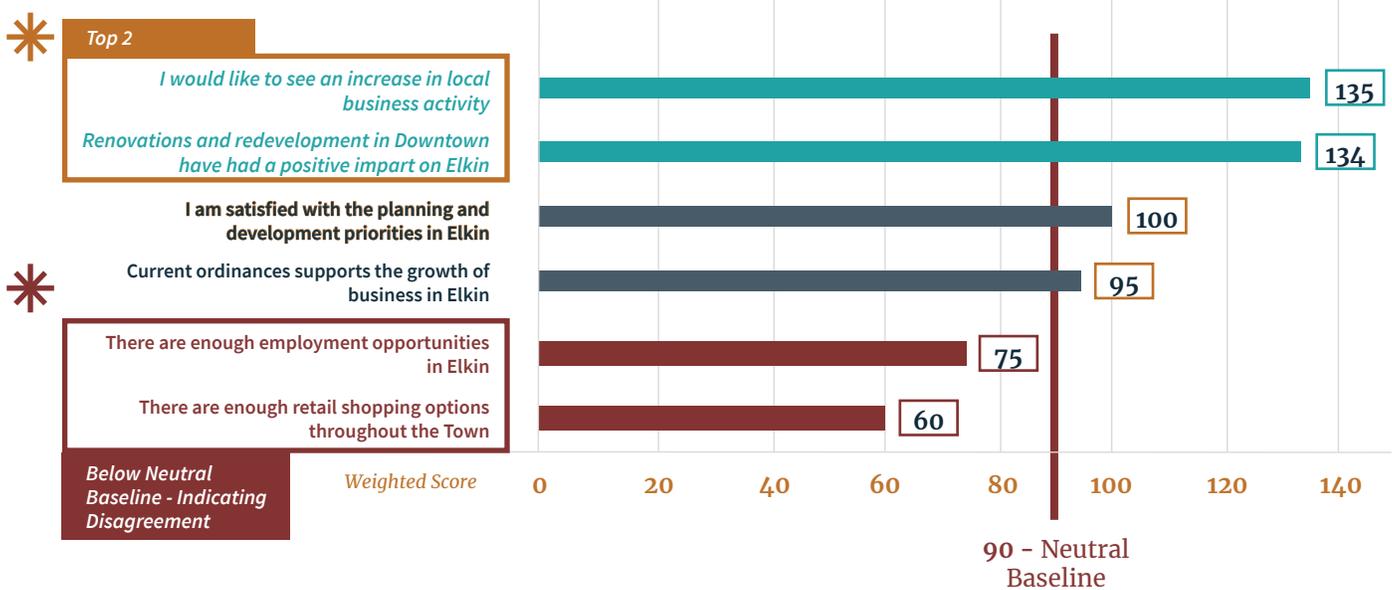
ARE YOU A BUSINESS OWNER IN ELKIN?



7. Please indicate your level of agreement with the following statements regarding existing retail & commercial development in Elkin, with “5” being strongly agree and “1” being strongly disagree.

- ▶ The number of responses for the question was 30, providing a neutral baseline score of 90. The following chart shows the topics in order of weighted score:

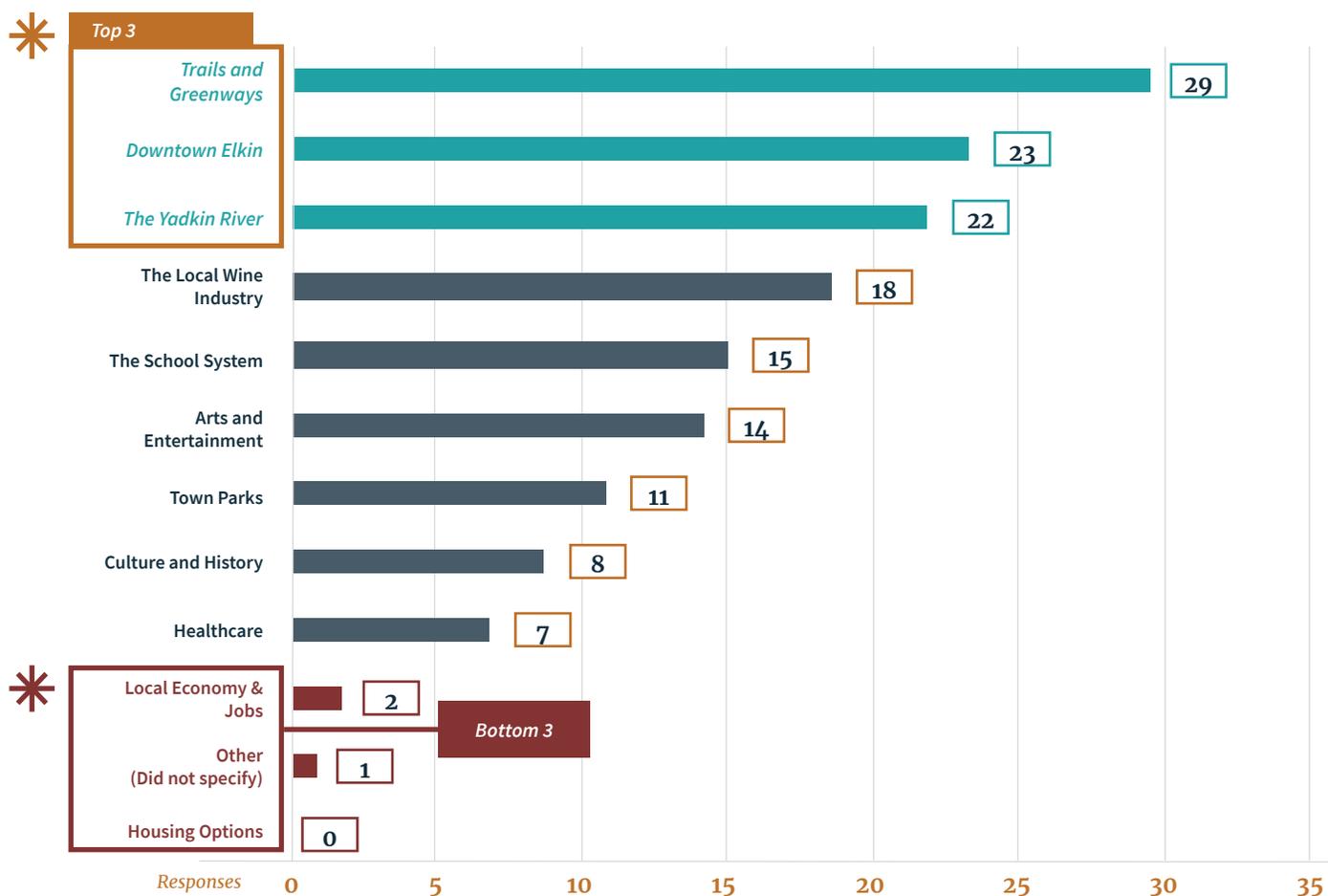
Please indicate your level of agreement with the following statements, with “5” being strongly agree and “1” being strongly disagree.



13. Please select the TOP FIVE choices that represent Elkin's greatest strengths and/or positive attributes – 150 total responses

- ▶ Responses are show in descending order in the chart below.

Please select the TOP FIVE choices that represent Elkin’s greatest strengths and/or positive attributes.



Questions 14-24 focus on the future of Elkin and include a similar mix of questions to the existing conditions section. The following are a select sample of question results from this section.

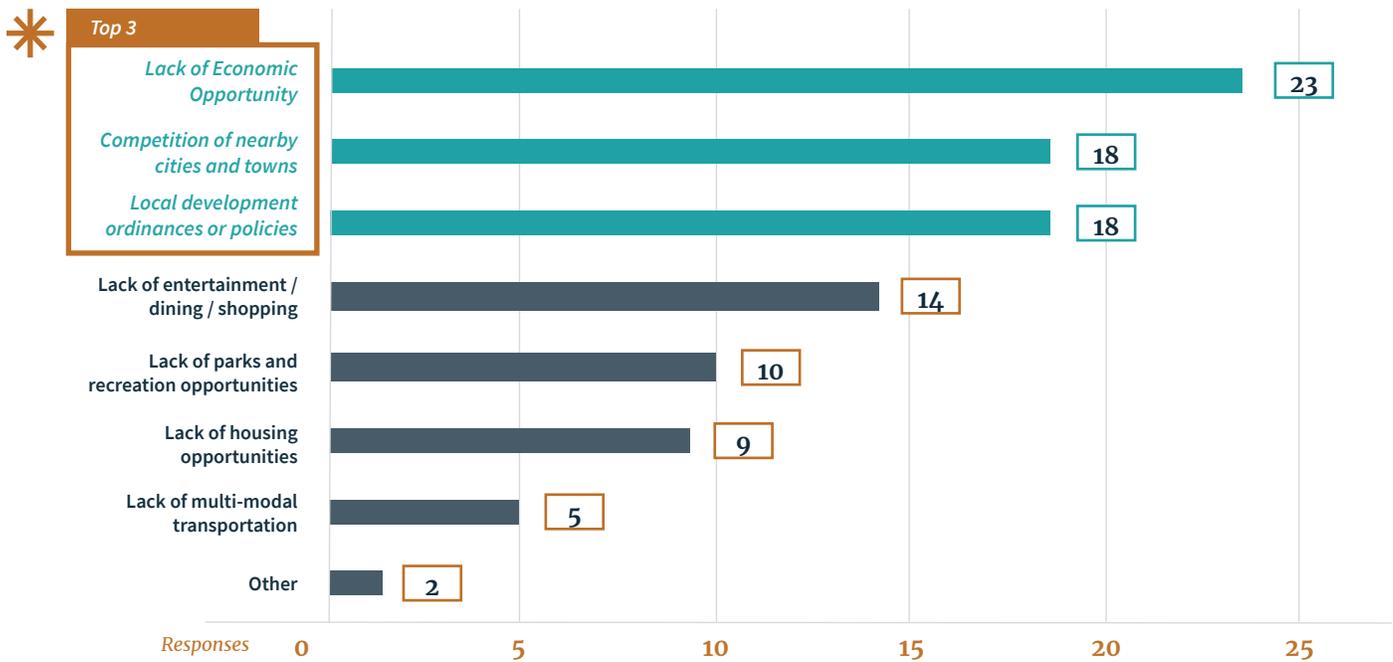
14. What are your biggest concerns for Elkin's future? – 99 total responses

- ▶ Responses are shown in descending order in the chart on the following page. Write in responses included "things to do that don't involve wine or beer, and "lack of a hotel downtown".

15. What do you think Elkin should focus on to establish the town's identity? – 77 total responses

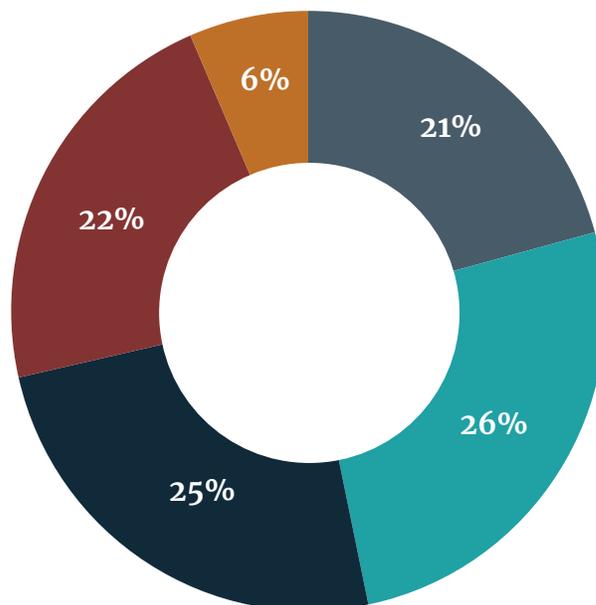
- ▶ The percentage of responses are shown in the graph on the right, write-in responses include: "promote the arts", "development of a YMCA", "proximity to large urban areas", "arts/textiles", and "music".

WHAT ARE YOUR BIGGEST CONCERNS FOR ELKIN'S FUTURE?
(CHECK ALL THAT APPLY).



WHAT DO YOU THINK ELKIN SHOULD FOCUS ON TO ESTABLISH THE TOWN'S IDENTITY? (CHECK ALL THAT APPLY)

- Proximity to the Yadkin River
- Hub for vineyards/wineries in the Yadkin Valley
- Regional Trail and Blueway Hub
- Downtown Elkin as a regional event destination
- Other



Questions 20 asks participants to rank their priorities for future development from an available list of topics. The results below are based on an overall score that is determined by a weighted calculation based on the ratings for each topic.

20. Please rank the following priorities for the future development of Elkin.

- ▶ Residential growth in the Downtown Area received the highest score, and commercial growth in the Downtown Area received the second highest score. Focus on tourism and industrial growth received the two lowest scores based on the responses. The topics and associated scores are listed in descending order below.

PLEASE RANK THE FOLLOWING PRIORITIES FOR THE FUTURE DEVELOPMENT OF ELKIN



Stakeholder Interviews

In order to better understand the issues and priorities that Elkin is facing, the project team conducted a series of four interviews with key stakeholders that have a unique perspective on the opportunities and challenges impacting Elkin now and in the future. Several themes emerged from each interview that provided additional support for the collective vision for the Town.

Elkin Valley Trails Association (EVTA)

The EVTA has led the charge in the development of trails and greenways in Elkin and the surrounding areas, having constructed over 70 miles of trails over the past 5 years and helping to launch the NC Trail Days event. Their primary focus is on implementing the 2007 Greenway Master Plan, and they have been successful in obtaining over \$250,000 in grants to help achieve this goal. While the trail achievements have been substantial, the EVTA still desires to see a better pedestrian network that is connected to the trails, as well as a Riverwalk connecting Crater Park to River Trails Park. Projects the EVTA is currently working to implement include a connection to the National Guard Armory through a 36-acre tract, a better connection to Carter Falls, and continuing to pursue easements to further expand the trail system.

The EVTA has led the charge to construct over 70 miles of trails over the past 5 years and helped to launch the NC Trail Days event.

Explore Elkin

Explore Elkin is an organization that promotes tourism in Elkin and hosts special events in town such as Reevesfest, Food Truck Friday, block parties, concerts, organized hikes, and town halls and community gatherings. Representatives indicated that the top priorities for the Town should be aligning with regional tourism efforts; providing reasons for people to visit these areas and stay in Elkin; creating an attractive place to live and work and communicating that to young people; and continuing to encourage new businesses, more diverse housing options, and downtown redevelopment. It was also acknowledged that there needed to be better coordination between Jonesville and Elkin, as the two towns are inexorably linked and need to grow together.

Attracting younger people to both live and work in Elkin was a major focus for the Explore Elkin representatives. One challenge to this is that there are not enough housing options for younger families. There are very few multi-family options and single-family homes tend to be more expensive and/or require upgrades. There also needs to be more attractions that appeal to younger people in the downtown area such as more modern restaurants and specialty shopping options, as well as denser infill development closer to Downtown. More importantly, young people need to become more involved in leadership positions within town organizations and begin to have a stake in the future decisions for Elkin. Representatives felt that when attracting new businesses, the target should be smaller companies with 20-30 employees.

Challenges to attracting younger people to both live and work in Elkin include a lack of housing options for younger families.



Project Team with Representatives from Explore Elkin

From an infrastructure standpoint, representatives felt that improving pedestrian access to key commercial areas is critical. It was also mentioned that public transportation should be expanded, but should be tourism-oriented to provide safe transportation from Elkin to the regional attractions in the area such as wineries and state parks. There is a strong desire to see the riverfront developed into a large public greenspace with a Riverwalk that includes a large event venue for concerts and festivals. The Chatham Mill site presents tremendous opportunity, but any redevelopment should be led by someone who has a passion for the town and is seeking to honor the history of the site. Overall, Elkin has a lot to offer but more can be added and awareness of what is available needs to be improved – “we need to create something that people can’t stay away from.”

"We need to create something that people can't stay away from."

The Collaborative

The Collaborative is a group of local stakeholders established in March of 2017 that was born out of recommendations from the Economic Strategic Plan. Consisting of representatives from local organizations and businesses, their purpose is to help guide all planning efforts and development projects undertaken in Elkin. The project team met with six members of The Collaborative and two officials from the Town of Elkin during a round-table luncheon to hear their thoughts on the needs and priorities of the Town, as well as challenges and opportunities they felt were most important to the growth of Elkin.

In terms of growth and development, representatives wanted to see infill development closer to Downtown, but also wanted to make sure that large tracts of land were preserved for larger commercial/industrial businesses. While Downtown redevelopment is desired, there have been issues with some of the utility infrastructure and its ability to support larger commercial and residential development. The changing uses of the downtown buildings creates a strain on the infrastructure, particularly the water delivery systems. There are also stormwater issues in the downtown area, and it is recommended that current utility studies be expanded to provide a better understanding of the improvements needed. There was also a discussion about the permitting and approvals process when redeveloping buildings Downtown. While the overall

Representatives wanted to see infill development close to Downtown, but also wanted to preserve large tracks of land for commercial/industrial businesses.

process runs smoothly, building permits at the County level have been an issue. It was suggested that establishing a technical review committee to oversee the process and help with communication issues between the contractor and the inspector may be helpful. Many projects downtown also automatically trigger Phase 1 Environmental, and representatives felt it would be helpful for the Town to conduct an overall environmental study of the downtown core to make it easier for redevelopment.

More housing options are desired in Elkin, but representatives felt that the biggest issue was demographics. Developers can't build a house that people can afford due to rising construction costs. The sweet spot for home sales is around \$220,000, while the average cost to build a home is \$300,000. Representatives felt that this could be partially solved by multi-family housing options, but someone is going to have to take the leap and be the first person to do it. People that work at the hospital and other large employers are choosing to live in Lewisville and other Winston-Salem suburbs because there are no options for market-rate housing and traditional single-family homes are overpriced. Exploring development of smaller homes and updates to the zoning code to allow multi-family residential development in areas around commercial centers and the hospital could also help support this type of development.

When discussing branding and gateways, representatives felt that a priority should be to establish a welcoming first impression of Elkin. The biggest issue for the Downtown entrance from Jonesville is that the first thing you see are the backs of buildings.

Elkin Vision Workshop



Development would be helped by exploring updates to the zoning code to allow smaller homes and multi-family options.

Design guidelines and branding efforts should be developed that focus on the 2-3-mile core areas, and encourage other areas to follow suit in implementing similar measures. Enforcement of the zoning regulations is also an issue, as violations to maintenance and upkeep standards rarely result in action. Representatives also felt that alternative transportation needed to be expanded to include updated pedestrian and bicycle infrastructure, improved crosswalks, and more transportation options to get to local attractions such as wineries.

Overall, The Collaborative felt that Elkin was well positioned to continue to grow and remain a vibrant community. Representatives felt that the biggest assets were dedicated leadership with a passion for the

Design guidelines and branding efforts should focus on the 2-3 mile core areas, and encourage other area to follow suit in implementing similar measures.

Town, a first-rate public school system, a community-owned hospital with 81 beds, and centralized access to regional recreation opportunities. The Town has already experienced success and economic growth, and with Charlotte, Statesville, and the Triad expanding, there will be continued opportunities to attract residents and businesses.

Overall, The Collaborative felt that Elkin was well positioned to continue to grow and remain a vibrant community.



Hugh Chatham Memorial Hospital

Three weeks after the Vision Workshop stakeholder interviews, the project team had the opportunity to conduct a telephone interview with a representative from Hugh Chatham Memorial Hospital. The interview followed the same general outline as the other interviews and covered similar subject matter. The representative felt that the top priority for Elkin should be economic development. Elkin needs to be able to recruit medium to large companies similar to PGW in Elkin and PVH in Jonesville and should encourage more coordinated efforts between the two towns. The hospital owns approximately 82 acres in the Elkin area; however, 60-75% of the land has been developed and there are currently no plans for expansion. The hospital is getting ready to launch a long-term capital improvement plan, which could present opportunities for coordination with the Town.

The hospital representative also felt that housing was a significant issue in Elkin, as there have been cases where newly hired employees recruited to the hospital could not find housing in town and were forced to live elsewhere. The hospital would like to see more upper-middle class housing options available that can help attract young professionals, including multi-family options. Elkin has a lot to offer in terms of quality of life, outdoor attractions and community character, but there

There have been cases where newly hired employees recruited to the hospital could not find housing in town and were forced to live elsewhere.

may be a recognition issue in the greater foothills area. The representative felt that branding in Surry County, the Foothills and the Triad tends to not recognize Elkin. The hospital would also like to see more coordination with the YVEDDI circulator, as there have been situations where the hospital does have a need for patient transportation.

Downtown development was also a priority for the hospital representative, including utilizing the riverfront as an attraction. Additions that could help round out Downtown include high quality condos, a micro hotel, and transportation to regional attractions – reasons to keep people in Elkin for more than one night. This includes continuing to provide special events and improved coordination between all initiatives and organizations that seek to improve Downtown and Elkin as a whole. The representative also expressed appreciation for the Town leadership and the efforts to get younger people involved in Town initiatives.

Downtown development was also a priority for the hospital representative, including utilizing the riverfront as an attraction.

Bridge Street



VISION WORKSHOP SUMMARY

Forming the foundation of qualitative research, the Comprehensive Plan's Vision Workshop provides a snapshot of residents', stakeholders' and Town Officials' views of needs and priorities for the Town of Elkin.

14
Stakeholder
Interview
Participants

30
Online
Surveys
Completed

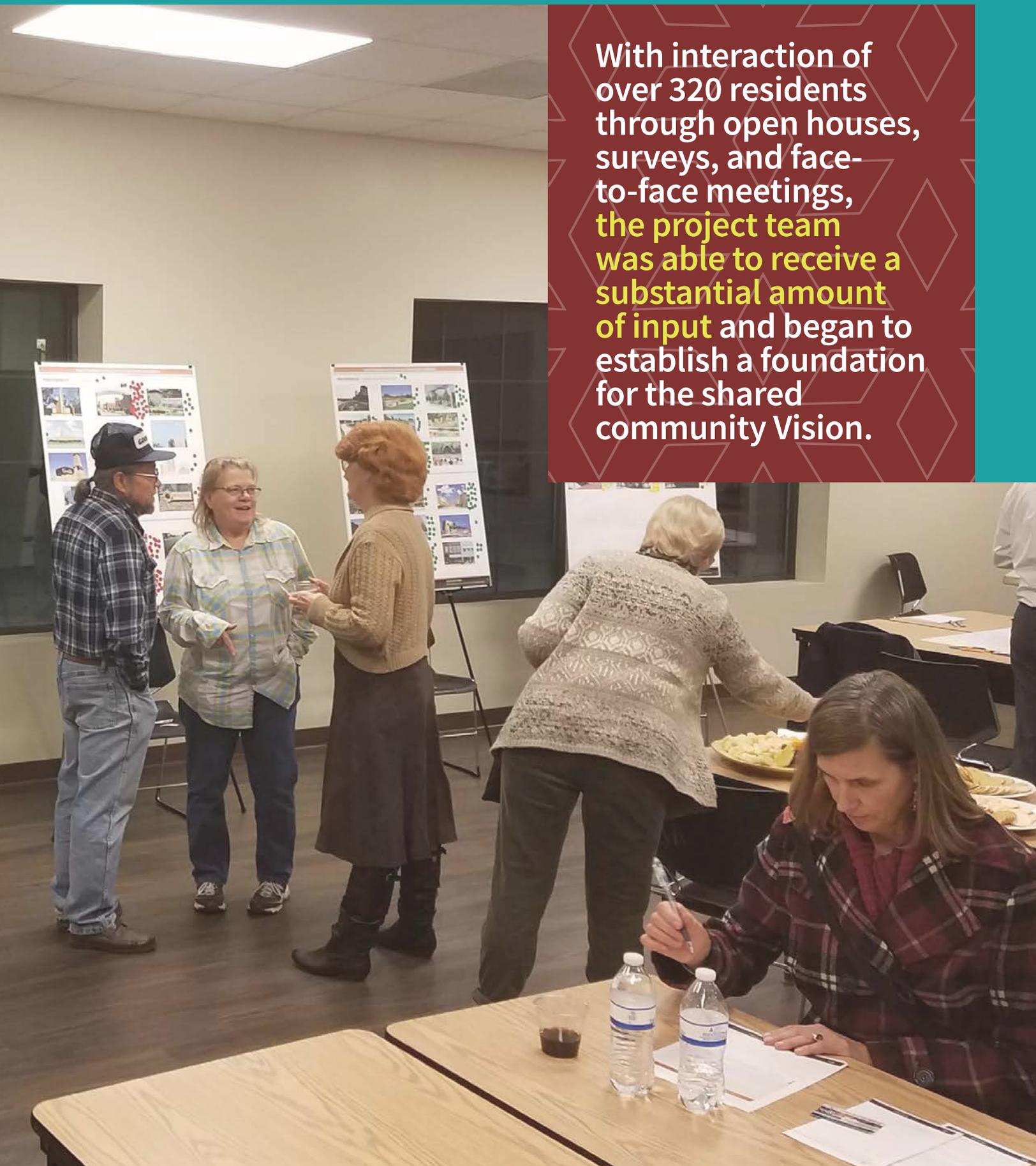
300+
Individual
Open House
Comments

70+
Vision
Workshop
Participants

39
Handout
Surveys
Completed

Elkin Vision Workshop





With interaction of over 320 residents through open houses, surveys, and face-to-face meetings, **the project team was able to receive a substantial amount of input** and began to establish a foundation for the shared community Vision.

VISION COMPONENTS

Vision Foundation

Review of the public input, stakeholder interviews, and conversations with Town Staff enables common themes to be identified that help establish the foundation for a clear, concise, shared vision for the future of Elkin. Citizens of Elkin identified these common themes for the foundation of the vision:

- ▶ Increase economic development and continue to attract businesses
- ▶ Activate the riverfront as a focal point for the town
- ▶ Create a vibrant, destination downtown with residential and commercial growth
- ▶ Continue to attract tourists and visitors, and become a hub for regional attractions
- ▶ Improve infrastructure, especially in the downtown core

- ▶ Evaluate land use ordinances, code enforcement and design guidelines
- ▶ Provide more housing options that promote a strong employment base that can live in Elkin
- ▶ Continue to develop the trail and greenway network
- ▶ Improve walkability and access to resources throughout the town
- ▶ Maintain a strong sense of community, historic heritage, and cultural identity that makes Elkin a great place to live, work, and play

These common themes are a direct reflection of the priorities established during the development of the Planning Framework and Vision. The matrix below shows how the variety of assessment and input techniques correspond to the Vision Foundation.

✓ = Indicates Priority ✓ = Indicates Highest Priority

ASSESSMENT/ INPUT TECHNIQUE							
Guiding Documents	Town Observations	Visual Preference	Open House Comments	Handout Surveys	Stakeholder Interviews	Online Survey	
✓	✓	✓	✓	✓	✓	✓	
	✓	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓	✓	✓	
✓	✓		✓	✓	✓	✓	
✓	✓	✓	✓	✓	✓	✓	
✓	✓		✓	✓	✓		
✓	✓	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓	✓	✓	

VISION FOUNDATION COMPONENT	Increase economic development and continue to attract businesses
	Activate the riverfront as a focal point for the town
	Create a vibrant, destination downtown with residential and commercial growth
	Continue to attract tourists and visitors, and become a hub for regional attractions
	Provide more housing options that promote a strong employment base that can live within the town
	Evaluate land use ordinances, code enforcement and design guidelines
	Improve infrastructure, especially in the downtown core
	Continue to develop the trail and greenway network
	Improve walkability and access to resources throughout the town
	Maintain a strong sense of community, historic heritage, and cultural identity that makes Elkin a great place to live, work, and play

The following pages provide Elkin's Vision statement, which will serve as the guide for the Vision goals, priorities and strategic guidelines that will help shape the Town's future.



VISION STATEMENT

"The Town of Elkin seeks to maintain a high quality of life for its residents while ensuring that its heritage and values are preserved as it looks towards opportunities for sustainable economic growth and development, with the goal of creating a livable, vibrant, and prosperous community".

The Vision Statement is supported by the following elements that together form the shared Vision for the Town of Elkin:

- ▶ Encourage a business-friendly environment through recruitment efforts and plan for a diverse housing market that supports economic growth based on a skilled, well-educated workforce that desires to live and raise a family in Elkin.
- ▶ Foster an inviting and aesthetically pleasing appearance that promotes the identity, character and history of the town.
- ▶ Encourage the redevelopment and expansion of the Downtown, while bringing focus to the undeveloped riverfront and recognizing the potential growth of areas in town.
- ▶ Promote infill development throughout Elkin through the use of sustainable, green infrastructure, innovative LID stormwater practices, and resilient design strategies.
- ▶ Utilize our natural resources, recreation facilities, and special event space to provide a wealth of recreation opportunities for residents and visitors, while also promoting Elkin as a regional hub for attractions in the Yadkin Valley.
- ▶ Create a livable town that supports the diverse needs of residents and businesses through effective, sustainable infrastructure and multi-modal transportation strategies.

VISION GOALS

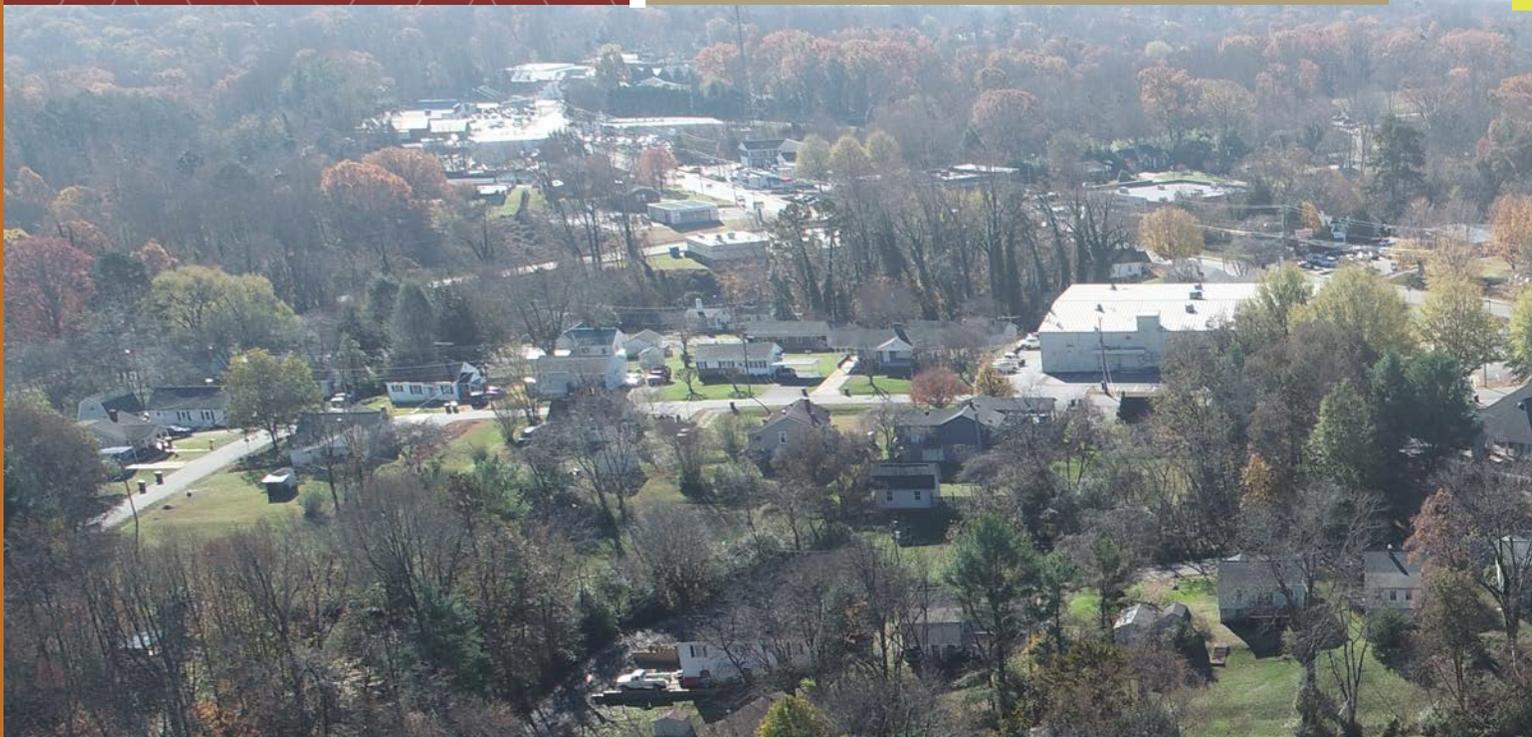
Based on the components of the Vision Statement, the following goals have been identified for the Town of Elkin. These goals focus on the topics of community identity, land use and design development, economic and tourism development, infrastructure and utilities, transportation and connectivity, and parks, trails and natural resources. The goals listed below correspond to the planning strategies and guidelines that will be expanded in the following chapter.

Community Character and Guidelines

Maintain Elkin's identity as a charming foothills town while developing design guidelines and overlay districts that establish the character of each district, as well as maintenance guidelines and code enforcement .

Land Use and Growth Management

Establish land development strategies that seek to promote economic development and diverse housing opportunities, while strengthening the community character, utilizing existing resources, and encouraging infill development and Downtown revitalization.



Infrastructure and Public Utilities

Position Elkin to better accommodate future residential and commercial development by identifying infrastructure and utility needs and developing a strategic plan for implementation of sustainable improvements.

Transportation, Connectivity and Gateways

Ensure that future residents and visitors have access to town resources by continuing to improve bicycle/pedestrian connectivity, expanding public transportation opportunities, improving existing roadways, and establishing gateways at key town entrances.

Economic and Tourism Development

Promote a business-friendly environment that attracts a diverse range of industries, while continuing to support existing businesses, tourism opportunities, special events, riverfront connections and coordination with regional attractions.

Parks, Trails and Natural Resources

Maintain the quality of life for residents and attract visitors by continuing to offer a wide variety of recreation opportunities, quality parks and facilities, a well-connected trail network, and access to natural resources such as the Yadkin River.



4



Comprehensive Plan & Guidelines

INTRODUCTION

The Comprehensive Plan and Guidelines expand on the Vision Goals established in the previous chapter and provide recommendations that seek to meet the objectives of each of these goals. Comprehensive in nature, these recommendations are intended to help the Town of Elkin identify policies, initiatives, capital improvement projects, and development strategies that are aligned with the shared Vision established throughout the Plan process. These recommendations and objectives also allow the Town to strategically prioritize achievable action items associated with each Vision Goal, to ensure that the recommendations from this plan are economically feasible and impactful for the community.

Recommendations intended to identify **policies, initiatives, capital improvements, and development strategies.**

A WEB OF CONNECTED RECOMMENDATIONS

While the recommendations are intended to fit within the categories established by the Vision Goals, these goals and associated recommendations are all interconnected. Many of the recommendations proposed in this section work in conjunction with multiple Vision Goals, ensuring that each recommendation is supporting a dynamic, cohesive shared Vision that reaches across a comprehensive spectrum of components that support the future of Elkin.

GOAL ALIGNMENT

In order to demonstrate the connection between the Vision Goals and the alignment of the individual recommendations, each recommendation listed in the following sections will include icons that correspond to other Vision Goals. The icons and their corresponding Vision Goal are shown in the diagram below.



Community Character and Guidelines



Maintain Elkin’s identity as a charming foothills town while developing design guidelines and Overlay Districts that establish the character of each district, as well as maintenance guidelines and code enforcement .

GOAL SUMMARY

The Town of Elkin is working to become more vibrant and active for citizens and visitors, economically viable, and better connected to the surrounding region. New mixed-use development policies and commercial nodes throughout the Town will provide residents and visitors with an array of shopping, entertainment, and dining choices. Existing commercial and employment centers will be revitalized, while new residential neighborhoods will promote a variety of housing choices and provide pedestrian and bicycle connections that encourage healthy activities for residents.

The key to this success is managed growth directed toward targeted locations where public services are provided or planned. This plan defines six Overlay Districts and Nodes to help concentrate efforts for revitalization and growth. Specifically, six districts and six nodes have been created, each with distinct characteristics and growth strategies. Districts are larger areas throughout the Town identified by distinct, but

cohesive development history and features. Nodes, on the other hand, are smaller focal points, centered around a particular street intersection and extending approximately 1,000 feet in any direction from the centerpoint. These nodes will create hubs, or connecting points for the Town, and provide concentrated development areas that will focus on specific growth strategies for commercial development and a transition to the surrounding neighborhoods.



OVERALL RECOMMENDATIONS

1. *Update the Town’s Development Ordinance, specifically focusing on regulations to allow medium-density commercial mixed-use development with multi-family residential.*



Mixed-uses are currently only permitted in two of the business zoning districts (the Central Business District as a use-by-right, and the Neighborhood Business District as a conditional use). Permitting conditional mixed-uses in more districts and creating overlays that detail specific regulations for this type of development will open possibilities for commercial and residential projects that bring density and promote walkability and economic growth.

The current ordinance does not permit multi-family or mixed-uses in the Medical Arts zoning district. Vertical infill and mixed-uses will promote walkability and connectivity by utilizing existing infrastructure to increase density and provide responsible growth management throughout this district. The addition of medium-density, multi-family developments throughout Town

as a conditional use will help to increase residential pedestrian traffic in key areas and allow for diversity in housing options to attract a wide range of demographics.

2. *Develop standards for infill and redevelopment in existing neighborhoods, including the Downtown Core, that maintain community character.*



While Elkin has a wealth of existing infrastructure that could be well suited for development, it is important to establish development standards that ensure that the existing neighborhoods retain the attributes that make them unique to Elkin. Many of the comments during the visioning process expressed a strong desire to maintain Elkin’s small-town appeal while improving the town aesthetically. This can be achieved by establishing standards for non-residential site design that include elements such as parking, landscaping and architectural construction.

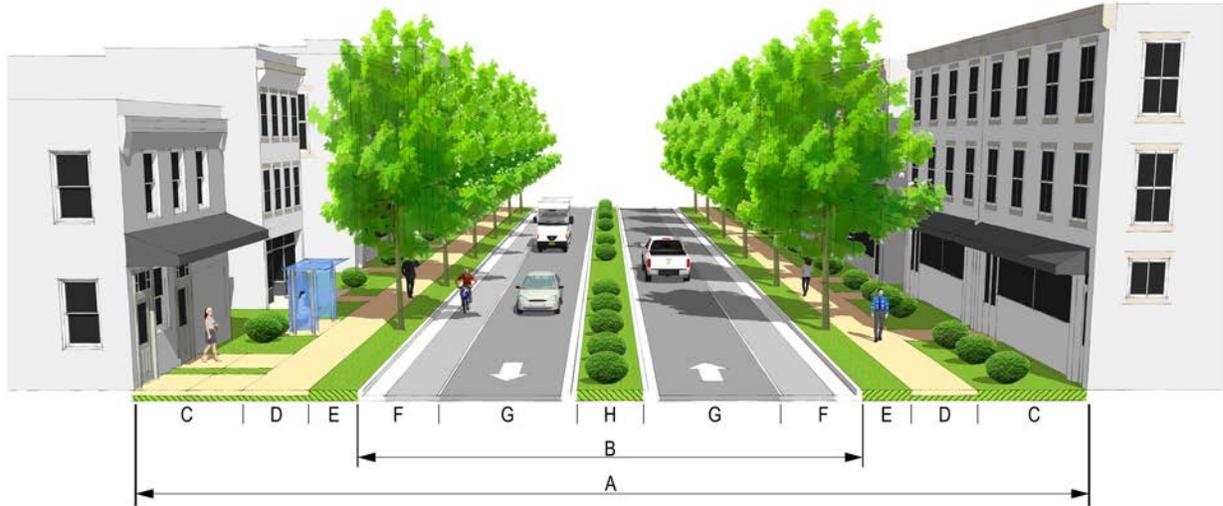
It is also critical to establish maintenance regulations and allocate funding for proactive code and zoning enforcement. It is often too easy for property occupants



Reeves Theater



The Liberty



to neglect their maintenance responsibilities and compromise the character of the neighborhood. Stricter enforcement can help address this issue and reduce violations.

3. Develop a Street/Sidewalk Manual to prioritize safety, functionality, walkability, and improved aesthetics throughout the Town.



Utilized by many cities across North Carolina, a streetscape manual is a good way to consistently detail appropriate street and sidewalk width and provide a visual guide to maintaining pedestrian-friendly street cross-sections. The manual will also create guidelines for street trees and lighting that will enhance the key corridors and keep pedestrians safe at all times of the day.

Having a manual for streetscapes alongside the development standards from the previous section helps establish a cohesive aesthetic throughout the town that improves the appearance of the public realm, while simultaneously maintaining the community character. Much like development standards, maintenance and enforcement should be an integral part of the manual in order to ensure that streets and sidewalks are meeting the established guidelines.

WIDTH		
A	Right-of-way width With planted median	72'
B	Back-of-curb to back-of-curb With planted median	26'
STREETSCAPE		
C	Frontage Space	10'
D	Sidewalk (min)	6'
E	Planting area (min)	5'
TRAVELWAY		
F	Bike lane	5'
G	Travel lane	11'-12'
H	Planted median (min)	6'

Example of a Streetscape Manual

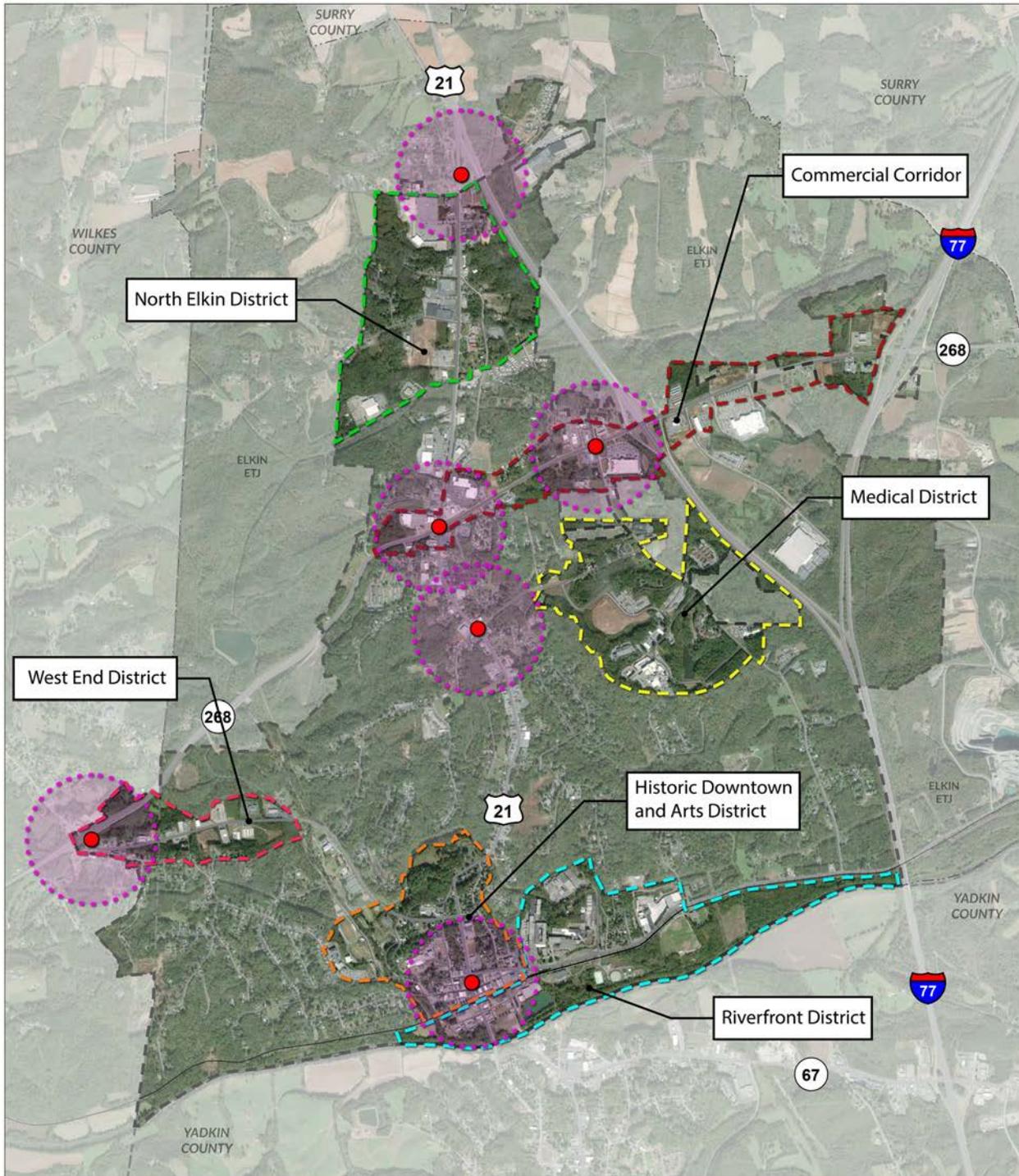
4. Introduce a set of Overlay Districts that facilitate cohesive development, revitalization and growth, as well as a set of Commercial Nodes within priority locations that connect residents to critical parts of town.



The key to the success of the community character vision is managed growth that is directed toward targeted locations where public services are provided or planned. This plan defines multiple overlay districts and nodes to help concentrate efforts for revitalization and growth. Specifically, six districts and six nodes have been created, each with distinct characteristics and growth strategies. Districts are larger areas throughout the Town identified by distinct, but cohesive development history and features. The six districts are defined on the following pages:

COMPREHENSIVE PLAN & GUIDELINES

MAP 11 - OVERLAY DISTRICTS AND NODES



LEGEND

- Town Limits
- - - County Boundary
- Streets
- · · · · Elkin ETJ
- +++++ Railroad
- District Boundaries
- Nodes



HISTORIC DOWNTOWN AND ARTS DISTRICT

The downtown core of Elkin is a primary activity center for the Town and the region itself. The district features various shops and eateries, businesses, and historic points of interest, as well as the newly revitalized Reeves Theater and Liberty Building. Remnants of the once vibrant textile industry can be seen throughout town and revitalized historic buildings line Main Street - reminding citizens and visitors alike of the rich history Elkin has to offer. With a focus on the nearby Yadkin River, downtown Elkin is poised to thrive in a new economic market based on tourism, outdoor activities, trail systems, and the regional wine industry.

The Downtown District lies between Front Street to the west and Millview Road to the east, with Standard Street forming the southern edge and Spring Street forming the northern boundary of the district. The area that lies between Standard

Street, south of the downtown core, and the Yadkin River has been identified as part of the new Riverfront District, which is also discussed later in this chapter. In order to achieve this vision for the Downtown District, the Town should consider the following:

1. *Update the Town's Zoning Ordinance to allow mixed-uses in the Historic Downtown and Arts District.*



The Ordinance permits mixed-uses within the Central Business zoning district, but efforts should be made to promote vertical infill and capitalize on the available space and infrastructure that will support this type of development. Promoting livability within the downtown area will foster economic growth for small business and create a vibrant, walkable space for residents and business owners alike.



COMPREHENSIVE PLAN & GUIDELINES

MAP 12 - DOWNTOWN OVERLAY DISTRICT



LEGEND

- Town Limits
- County Boundary
- Streets
- Railroad
- Parcels
- Historic Downtown and Arts District Boundary



2. Improve pedestrian safety and connectivity by creating a walkable downtown with street trees, bicycle lanes, and public art.



In order to create a vibrant space for residents and visitors, the Town should enhance pedestrian spaces by displaying seasonal and interchangeable art created by local artisans. Pedestrian safety can be promoted by widening or repairing sidewalks where appropriate, providing lighting along pedestrian corridors, creating safe crossings with crossing signals and bright crosswalks, and providing street trees to soften the existing streetscape and help separate pedestrians from traffic.

3. Promote wayfinding signage and connectivity to places of interest within the district, other districts, and commercial nodes.



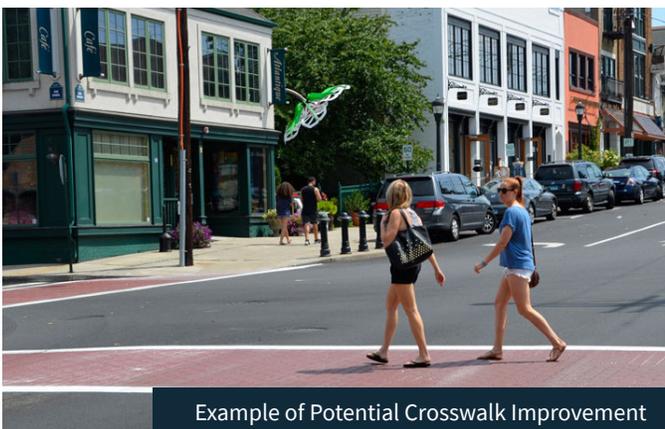
Downtown boasts a high degree of walkability, which should be encouraged and enhanced with wide sidewalks, street trees, safe crosswalks, and bike lanes that separate auto traffic from pedestrians. Providing additional wayfinding signage will also aide in directing residents and visitors to nodes of activity, as well as attractions and places of interest.



Artistic Wayfinding in Elkin



Example of Connectivity Improvements of Railroad Tracks



Example of Potential Crosswalk Improvement



Example of Potential Streetscape Improvements

4. *Maintain a sense of character and history while revitalizing the downtown streetscape through infill and special design standards, creating density where appropriate.*



One of Elkin's main draws for residents and visitors is the sense of history and small-town character that is evident throughout this district. Revitalization efforts to Downtown have helped preserve this character; however, further improvements to the streetscapes, continued infill development and implementing design standards will continue to build upon this solid foundation.

Promoting density, which will capitalize on existing infrastructure, will help create a community feel in the downtown area and promote walkability and economic staying power.

Church Street Before



Streetscape Improvements and Additional Development on Church Street



RIVERFRONT DISTRICT

The Riverfront District was created from properties that are largely undeveloped - many of which are located in a floodplain or contain remnants of the factories and mills that once fueled the economy of Elkin. This District extends along the Yadkin River from Big Elkin Creek to Interstate 77 with the northern boundary following Standard Street to Millview Road to include the True Textiles and Vaughan-Bassett Furniture sites, and then continuing along East Main Street. Much of this area is poised for brownfield redevelopment.

Brownfields are abandoned or under-used industrial and commercial sites where redevelopment is complicated by potential environmental contamination. Brownfield redevelopment is an integral component to

smart growth. It balances the benefits of economic development projects with special concern for environmental quality issues. By redeveloping a brownfield in an older neighborhood, a community can remove blight and environmental contamination, create a catalyst for neighborhood revitalization, lessen development pressure at the Town's edge, and use existing infrastructure.

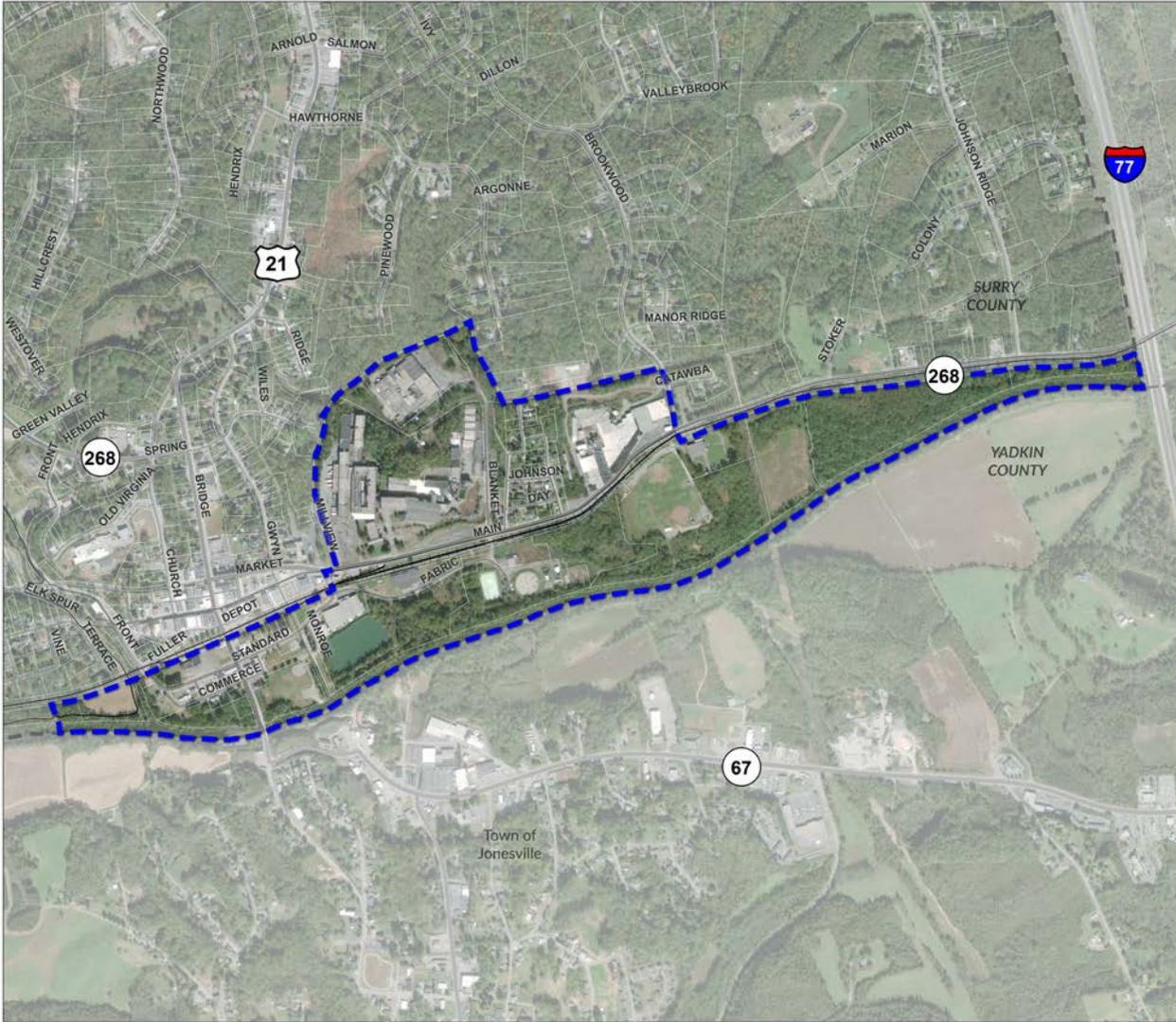
The Riverfront District offers a prime opportunity to include green spaces in or around the downtown area, which will reinforce the Town's focus on a high quality of life by promoting outdoor activities and public gatherings. The creation of a district in a floodplain also helps to provide critical environmental services, flood mitigation, and air purification.



Elkin Riverfront

COMPREHENSIVE PLAN & GUIDELINES

MAP 13 - RIVERFRONT OVERLAY DISTRICT



LEGEND

-  Town Limits
-  County Boundary
-  Streets
-  Railroad
-  Parcels
-  Riverfront District Boundary



1. Evaluate environmental constraints along the riverfront, and create a strategic plan to mitigate contamination and provide necessary infrastructure for revitalization.



While the full vision of the riverfront will be a long-term effort, incremental steps can be taken to begin preparing for future development. The first step in this process will be identifying areas that have potential environmental issues, and developing a strategy to address mitigation. Promoting brownfield development and removing blighted structures in this district will allow for a softer landscape and welcoming entry point to Elkin. Keeping floodplain and floodways in mind, development along the riverfront will enhance the District and draw residents and visitors to the parks and open space along the Yadkin River.

2. Develop a riverfront south of Standard Street with parks and open space, multi-use trails, and access to the river.



The Riverfront District will create a destination for residents and visitors and help close the gap between the downtown core and the underutilized river frontage. Promoting walkability and connectivity by enhancing sidewalks and bicycle lanes to the parks and trails along the riverfront will help create a healthy and vital recreational outlet. In addition, building a pedestrian bridge from Main Street to the new Riverfront District plaza will connect residents and visitors to new commercial development such as shopping, dining, open markets, riverfront access, and potential lodging options. This Riverfront venue will also promote festivals, summer concerts, art shows, farmers markets, and family sporting events in the newly developed open space areas. It will also be important to provide ample parking to accommodate these proposed riverfront developments.

3. Encourage sustainable, vertical mixed-use development on former industrial properties when they become available.



Development in the Riverfront District should focus on providing a healthy mix of multi-family housing, a diverse range of businesses, and office and institutional space while providing connectivity to the newly developed riverfront park and shopping and dining options in Downtown. The development of 3- and 4-story buildings along Standard Street should be encouraged in order to help mitigate the view of the back-side of the buildings lining Main Street. This will enhance the view from the entry bridge and create an aesthetically pleasing gateway view of Elkin, while providing mixed-use development and residential living options along the riverfront. It is also important to ensure that water infrastructure in this area is able to accommodate this type of development, particularly with regard to pressure for adequate fire safety.



ELKIN RIVERFRONT

FULL BUILD-OUT CONCEPTUAL VISION



The graphic above is a conceptual visualization of what the full build-out of the Elkin Riverfront could look like. This concept focuses on encouraging built-up, mixed use development outside of the floodway, with improved connectivity to Downtown. The banks of the Yadkin River are transformed into a park and open space system built on existing resources to create a destination that will attract people from across North Carolina and beyond.



MEDICAL DISTRICT

The Medical District is comprised of the existing Hugh Chatham Memorial Hospital and the surrounding medical facilities and offices. The physical boundaries of this district extend from the US 21 Bypass, north to Claremont Drive, south along Johnson Ridge Road and to the west, just past the hospital itself. The hospital owns many of the properties within this district and due to the historic nature of the area as a regional healthcare center, development of more localized and regional medical facilities as well as other office and institutional type uses would be appropriate here. The original hospital, located at 230 Hawthorne Road, was completed in 1931 and in 1973 it became a nursing home when the new, modernized hospital was erected further east on Johnson Ridge Road. The creation of this district centralizes office and institutional uses where ease of access and the central location could promote new growth and development. The hospital has been a major source of employment in the region for well over 80 years, and with over 850 current employees, this district is poised to grow as an economic engine for the Town and the region.

1. *Create a connecting network of new and existing streets between the Medical District and nearby collector roads such as N. Bridge Street and E. Main Street to allow better access.*



As a local and regional employment hub, connectivity to the surrounding community should be a critical point of focus for development in this district. Better connections to the major collector roads in Elkin would allow increased walkability and decreased vehicular traffic, especially along Johnson Ridge Road. Current conditions include many dead-end streets that provide limited connectivity to adjacent residential and commercial areas. Future transportation planning efforts should consider adding new and enhancing existing connection opportunities to one of the more critical employment centers in Elkin.

Hugh Chatham Memorial Hospital



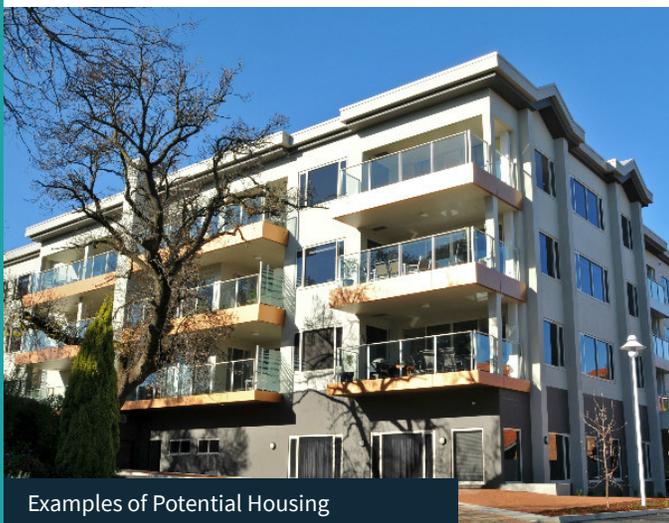
MAP 14 - MEDICAL DISTRICT OVERLAY



LEGEND

- Town Limits
- County Boundary
- Streets
- Railroad
- Parcels
- Medical District Boundary





Examples of Potential Housing

2. Modify MA zoning to allow for higher density residential development that promotes walkability to the Hospital and other medical facilities, as well as mixed-use development that provides support services for residents.



Comments from stakeholders during the vision workshop indicated that there was a strong desire to have multi-family housing options close to the medical service employment centers. Allowing denser residential development in areas surrounding the hospital will provide housing options for hospital or medical service employees that may otherwise choose to live outside of Elkin. The presence of denser housing so close to a major employment center will also drive the addition of mixed-use development that may include neighborhood retail, various dining options, and other support services that are walkable and help create a sense of community in the area. The access to amenities in this area will help attract highly-trained, well-educated talent to Elkin, and help make the transition a smooth process that allows them to consider a variety of residential options.

3. Encourage education programs and potential partnerships with Surry Community College and other regional institutions to provide education and training for local residents.



Hugh Chatham Memorial Hospital’s status as a regional economic engine presents educational opportunities that can capitalize on available resources. The Town should work with the hospital to establish an initiative to provide opportunities for students to enroll in training programs and/or internships with the hospital and other local medical facilities in the area. Drawing in students through education, coupled with efforts to create a vibrant Town with a high quality of life, will encourage recent graduates to maintain permanent residence within Elkin.

NORTH ELKIN DISTRICT

The North Elkin District was created from an existing gateway shopping area in need of redevelopment and reinvestment to serve as a focal point for the rural residential areas to the north. This District is a gateway and entry point into the Town and should capitalize on the ease of access to the US-21 bypass and the neighborhoods of Cedarbrook Country Club to the north. This District will focus on utilizing existing infrastructure and abandoned retail space to create a mixed-use area promoting multi-family residential living, office and small retail spaces, and enhanced big-box and grocery shopping centers. Utilizing the existing impervious space will promote infill development and a reduction in unappealing parking areas. Light industrial uses are suitable in this district as well, and a neighborhood park, servicing the entire North Elkin District, will provide a much-needed recreational outlet and promote walkability within the area.

1. *Utilize existing infrastructure and building footprints, and encourage infill opportunities where possible, including incubator spaces, additional retail, and mixed-use residential as a conditional use.*



Due to shifting transportation and commercial development trends during the last two decades, much of the commercial space in this District is underutilized or abandoned. However, existing infrastructure presents the opportunity to create a mixed-use village shopping center from the vacant buildings and accompanying parking areas. The existing infrastructure in this area also has the capacity to support multi-family living, additional retail space, and innovative small business incubator spaces that can help drive the economy of this gateway district. The addition of a network of sidewalks and bike lanes will increase walkability and invite a neighborhood feel and sense of community to the area. This type of

North Elkin District



COMPREHENSIVE PLAN & GUIDELINES

MAP 15 - NORTH ELKIN DISTRICT OVERLAY



LEGEND

- Town Limits
- County Boundary
- Streets
- Railroad
- Parcels
- North Elkin District Boundary





Existing Shopping Center in North Elkin District

development project has the potential to bring much needed economic and residential boosts to the North Elkin District, which should, in turn, lend a revitalization effort to those retail establishments that are already anchoring this district.

2. *Create a gateway node to welcome visitors to Elkin and provide wayfinding and signage to draw them in.*



Due to its location at the northern edge of Elkin, this district is a first point of contact for residents and visitors from residential areas north of town, including the Cedarbrook County Club. As one of the key access points to Elkin, the entrance should reflect an economically vibrant and family-oriented community. Creative directional wayfinding and signage will draw visitors into the Commercial Corridor and entice them to explore Elkin and the various other districts throughout Town.

3. *Seek potential opportunities to develop a large neighborhood park in this district, as well as connections to existing trail systems.*



Given its proximity to the residential communities north of CC Camp Road, this area is poised for the addition of recreational opportunities and outdoor activities where there currently are none. In addition to providing new recreation opportunities, linking a neighborhood park to the existing trail system will provide access to open space for residents in the North Elkin District. This topic will be explored further in the Parks, Trails and Natural Resources Goal.

NORTH ELKIN VILLAGE

FULL BUILD-OUT CONCEPTUAL VISION

The graphic below is a conceptual visualization of what the full build-out and revitalization of the shopping center in the North Elkin District might look like. Called "North Elkin Village", this concept utilizes the large amount

of surface parking and reconfigures the circulation while retrofitting the impervious surfaces with green infrastructure. A large portion of the northern parking lot has been converted to multifamily housing, while the former Wal-Mart building has been converted to a business incubator. Other existing retail remains, but with new roads reducing the overall footprint. Pedestrian connectivity and access has also been included, as well as land preserved for a future park.



WEST END DISTRICT

The West End District is intended to be developed as a neighborhood-serving commercial district for the southwestern residential areas of Elkin and as a gateway from Wilkes County. This District is located along NC 268 W. from CC Camp Road to Pleasant Hill Road. Small-scale retail and neighborhood services will promote walkability within this district and create a sense of “place” for residents in the area. The West End District will remain a controlled growth area of Town, focusing on traditional neighborhood development, townhouses, neighborhood retail, relevant civic services intended for use by the surrounding neighborhoods, and a local incubator for neighborhood operations.

1. *Create a gateway with wayfinding and signage to welcome visitors from areas west of Elkin and draw them into Town.*



As with the North Elkin District, this district is a first point of contact for many visitors coming to the Town from the rural residential areas of eastern Wilkes County. As such, this district, while small, presents an opportunity to make an impression. The character of this district should reflect a welcoming, family-oriented community with creative directional wayfinding and signage that will draw visitors into the nearby Historic Downtown and Arts District, and entice them to explore all Elkin has to offer.



West End District

COMPREHENSIVE PLAN & GUIDELINES

MAP 16 - WEST END DISTRICT OVERLAY



LEGEND

- Town Limits
- County Boundary
- Streets
- Railroad
- Parcels
- West End District Boundary



2. *Promote more cohesive neighborhood-serving commercial development with a focus on connectivity and walkability.*



The West End district is in close proximity to one of the largest and oldest residential areas in Elkin. The historic, neighborhood-centered character of this area should also be represented in the improvements and additions to the West End District, providing safe pedestrian and bicycle passage while enhancing the local retail market. Desired development should focus on small, neighborhood-based businesses that provide goods and services for the residents in the area, with an emphasis on connectivity to the adjacent neighborhoods and eventually the Downtown Core. The establishment of the character in this District will help define a neighborhood “place” for the residents in the southwest corner of Elkin and the rural residents beyond. This includes refining and enforcing nuisance ordinances that help reduce the neglect of existing properties and promote improved aesthetics to the area.



Example of Neighborhood Market



Example of Neighborhood Dining and Directional Signage



Example of a Renovated Neighborhood-Business Building

COMMERCIAL CORRIDOR

The Commercial Corridor is located along CC Camp Road from Interstate 77 to Collins Road, just past Surry Community College. This District will focus on regional commercial services such as big-box retail, hotels, and dining options, as well as multi-family residential developments and light industrial services. While this corridor relies heavily on vehicle access, an effort must be made to promote walkability and bicycle safety for residential neighborhoods abutting the north and south boundaries. This effort is achieved by bringing buildings closer to the street and creating parking in the rear, widening sidewalks and softening the streetscape with street trees, and promoting safe crossing over CC Camp Road with pedestrian islands and crossing signals at key intersections. The Commercial Corridor is an economic hub for the region and is intended to continue to develop at a higher intensity to encourage continued revenue for Elkin.

1. *Continue to attract larger, big-box retail development, while encouraging architectural standards that help create a cohesive character for the corridor.*



Encouraging larger retail development in this district has the potential to fuel Elkin’s growth as a regional commercial hub. A large majority of residents utilize this corridor for their shopping needs, contributing significantly to money spent within the Town limits. Efforts should be made to entice retail and light industrial development to this district that will boost the economy and attract visitors from the region.

Encouraging architectural standards to guide development of commercial and industrial structures and layouts will help bring a cohesive feel to the Corridor and also limit the visual impact of such large buildings

Elkin's Commercial Corridor



MAP 17 - COMMERCIAL CORRIDOR OVERLAY DISTRICT



LEGEND

- Town Limits
- County Boundary
- Streets
- Railroad
- Parcels
- Commercial Corridor Boundary





and parking areas. Commercial design should be well-maintained and inviting, bringing an appeal to shopping in the district, while industrial development should be streamlined and professional in appearance, so as not to decrease neighboring property values. New, large-scale commercial buildings should be located closer to the street, to create a sense of street enclosure and parking areas should be connected to discourage curb cuts along major thoroughfares. Commercial signs may be incorporated into the design of the building itself as a way to reduce “clutter” along the street rights-of-way.

2. *Improve street connectivity and access points to reduce traffic congestion and encourage walkability.*



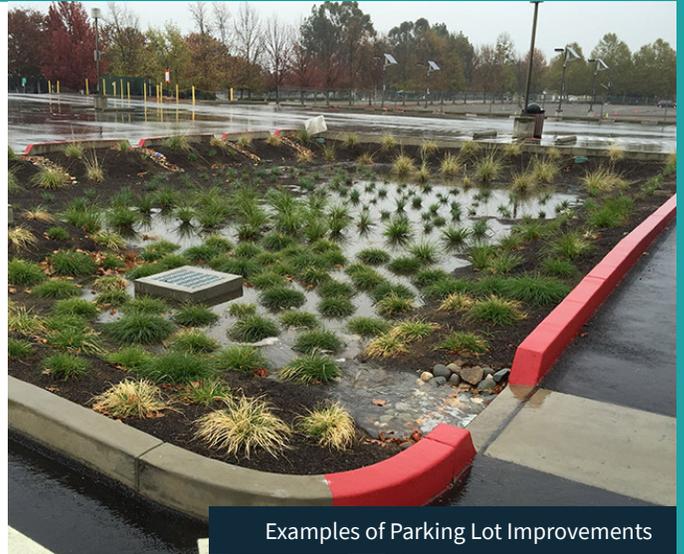
Working in conjunction with recommendations presented in the Transportation Chapter that encourage a landscaped median, additional street signals, turning lanes, and a reduction in vehicular traffic issues not only appeals to residents and visitors traveling by vehicle, but also promotes pedestrian safety and encourages walkability. As one of the primary areas for access to goods and services for Elkin residents, maintaining vehicular and pedestrian access will be critical as the area continues to grow and develop.

3. *Encourage infill development where applicable, utilizing sustainable, low-impact design strategies to reduce run-off and improve water quality.*



As the commercial corridor continues to grow and attract new businesses, utilizing existing infrastructure will help maintain smart growth strategies and concentrate intense commercial and industrial development within the designated corridor. Localizing large-scale commercial and industrial sites along a major thoroughfare promotes access and utilization and allows development at the fringes to soften the transition into nearby residential neighborhoods.

The commercial nature of this area and the associated large building footprints and parking areas present challenges for run-off and stormwater management. As the development of this corridor progresses, incorporating low-impact development (LID) strategies and stormwater best management practices (BMPs) will help mitigate the large amount of impervious surfaces that come with larger development, and also improve the overall aesthetic of the district.



Examples of Parking Lot Improvements



Example of a Proposed Shopping Center with Interior Parking and Signage on Buildings

NODES

In conjunction with the six Overlay Districts, critical nodes have also been established as smaller focal points, centered around a particular street intersection and extending approximately 1,000 feet in any direction from the center point. These nodes will create hubs, or connecting points for the Town, and provide concentrated development areas that will focus on specific growth strategies for commercial development and a transition to the surrounding neighborhoods.

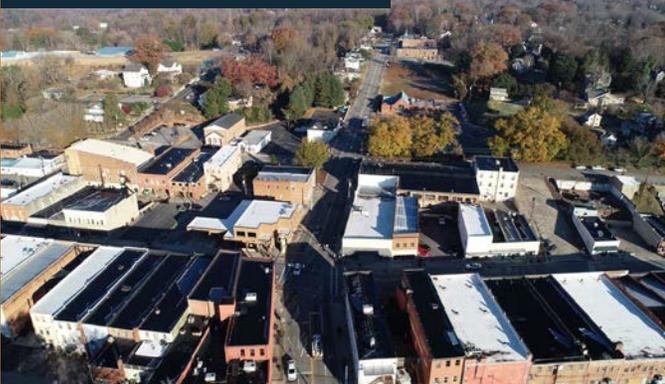
1. *Develop a set of guidelines for each node that enhance the Overlay Districts and provide welcoming transition areas for residents and visitors.*



The primary function of the nodes is to act as gateways to Elkin and between the various districts throughout town. Nodes will help create a smooth transition from higher density commercial and residential development to the lower density residential neighborhoods and beyond. Nodes should incorporate architectural and streetscape standards found in their parent districts, while also being sensitive to the adjacent neighborhoods they are linking to the rest of the Town.

Because of the transitional nature of the Nodes and their proximity to residential areas, Nodes should have a higher intensity of development, especially with retail that serves the surrounding communities. Due to this higher intensity close to residential areas, commercial development within the nodes should seek to limit parking areas along roadways and excess driveway curb cuts, taking the neighborhood context into account in order to provide support services to residents in the area.

Node at Bridge Street and Main St.



Node at N. Bridge Street and CC Camp Rd.



Node at N. Bridge Street and Claremont Dr.



2. Upgrade infrastructure for bicycle and pedestrian safety, and include wayfinding and signage to encourage walkable access.



Due to the transitional nature of the Nodes, connectivity within and between each node can help create a highly-functional network of bicycle and pedestrian infrastructure that provides access to critical areas of Town, while also creating a sense of community specific to each node and throughout Elkin. The success of each node will be dependent on how well they are connected

to their adjacent districts, residential areas, and other nodes. Wayfinding and signage within each node should be directional in nature, and provide residents and visitors with information on nearby attractions, key commercial centers, and additional nodes and districts.

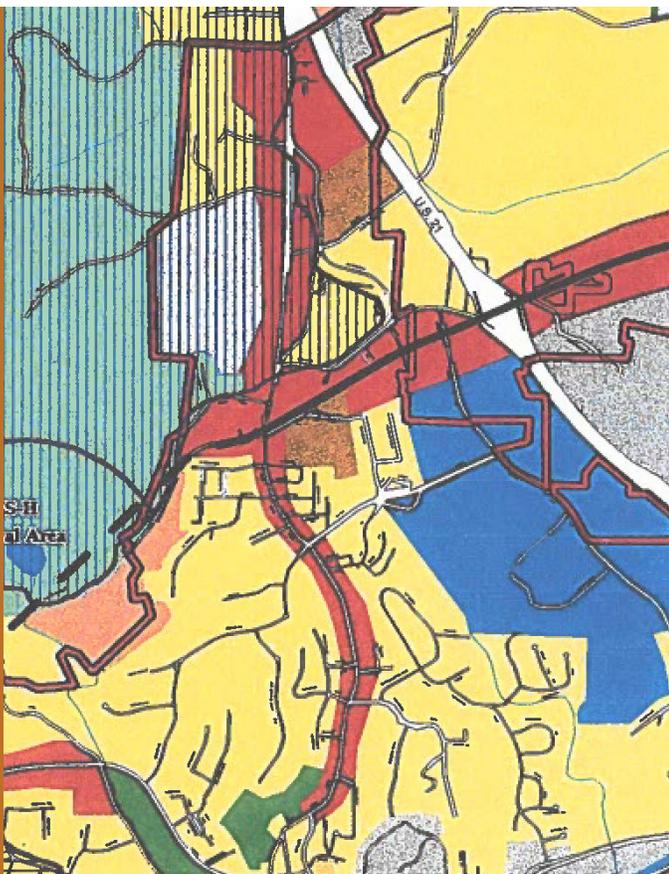
The graphic below shows potential improvements that can be made to one of the nodes in Elkin at the intersection of Bridge Street and Claremont Drive. Improvements include additional commercial development with parking to the rear of the building, upgraded bicycle and pedestrian infrastructure, additional crosswalks, and street tree plantings.



Land Use and Growth Management



Establish land development strategies that seek to promote economic development and diverse housing opportunities, while strengthening the community character, utilizing existing resources, and encouraging infill development and Downtown revitalization.



GOAL SUMMARY

Elkin's land use and growth management strategies center around maintaining the existing framework of its land use patterns, while incorporating additional multi-family development and placing a high priority on infill development and redevelopment of areas with existing infrastructure. Higher density may be introduced through increase in land use intensity in key areas, particularly in the Downtown area and the commercial nodes established in the previous section. As these properties are developed and redeveloped, the community character of the Town as well as the immediate context should be recognized and infrastructure upgrades completed where necessary.

DEVELOPMENT ORDINANCE RECOMMENDATIONS

1. *Permit medium-density, multi-family development as a conditional use in applicable zoning districts.*



As stated earlier in this chapter, an update to the Town’s Development Ordinance to permit multi-family residential development will encourage density in underutilized areas, specifically the Medical Arts zoning district, where multi-family development is not permitted. The addition of multi-family developments in appropriate districts, as well as the reduction of single-use residential development in commercial areas, will help to increase residential pedestrian traffic in key areas and allow diverse housing options to attract a wide range of demographics. The graphic below depicts some of the housing options that could be potentially added to Elkin with the addition of multifamily development.

2. *Promote mixed-uses in downtown and commercial zoning districts; promoting the development of compact and connected districts and nodes that encourage walkability.*



The updated Development Ordinance should specifically focus on regulations to allow and encourage urban and commercial mixed-use development, which is currently only permitted in two of the business zoning districts (the Central Business District as a use-by-right, and the Neighborhood Business District as a Conditional Use). Permitting mixed-uses in more districts and creating overlays that detail specific regulations of this type of development, such as rehabilitation requirements for existing properties, will open possibilities for commercial and residential projects that bring density and promote walkability and economic growth. Vertical infill and mixed-uses will promote walkability and connectivity by utilizing existing infrastructure to increase density and provide responsible growth management.

Potential Multi-family Housing Options





Locations Suitable for Infill Development



3. Provide an Office & Institutional zoning designation for land uses appropriate to this category.



The Town of Elkin currently does not have a zoning classification for Office or Institutional land uses. The Medical District, as well as other areas throughout Elkin, would benefit from a specific zoning designation that permits various civic and institutional uses with development regulations that are specifically intended for uses that are not intrinsically commercial, or residential in nature. This will help promote the development of these types of uses, which typically tend to be employment centers for a more affluent and educated workforce in strategic locations that may drive additional development of support services.

4. Encourage infill development and utilize existing resources and footprints where available.



While infill development was discussed as a tool in maintaining community character, this type of development is also essential for creating density and capitalizing on underutilized infrastructure to promote smart growth and economic revitalization. As infill development in Elkin progresses, particularly in the Downtown Core, providing vertical mixed-uses in areas where infill is available will not only enhance the community character, but add the potential for increased tax value in a much smaller footprint. This type of development can be encouraged by providing incentives for the redevelopment of blighted or underutilized properties such as environmental mitigation assistance or historic preservation tax credits.

Potential Area for Revitalization - N. Bridge Street



The graphic below shows an example of more dense infill development that could be applicable on Bridge Street. This type of development would provide a mix of commercial and residential uses on a main corridor in Elkin, as well as improve multi-modal connectivity and aesthetic appeal.



FUTURE LAND USE & PUBLIC REALM IMPROVEMENTS

1. *Update the Local Transportation Plan to encourage greater connectivity by limiting dead-end roads and providing new roads where feasible.*



As mentioned in the previous section, a Street/Sidewalk Manual will help to prioritize safety, functionality, walkability, and improved aesthetics throughout the Town. In addition to the streetscape manual, the Town should adopt a long-range Local Transportation Plan that focuses on maintaining and improving existing vehicular and pedestrian networks, as well as opportunities for additional connections - such as reducing the number of dead-end cul-de-sacs within various neighborhoods.

This plan will promote better connectivity and improved vehicular flow through areas where there are currently limited or cumbersome access routes to major commercial nodes. The plan should also consider other pedestrian, greenway, and bicycle plans completed or currently underway, and should promote alternative forms of transportation and allow greater connectivity between districts and nodes.

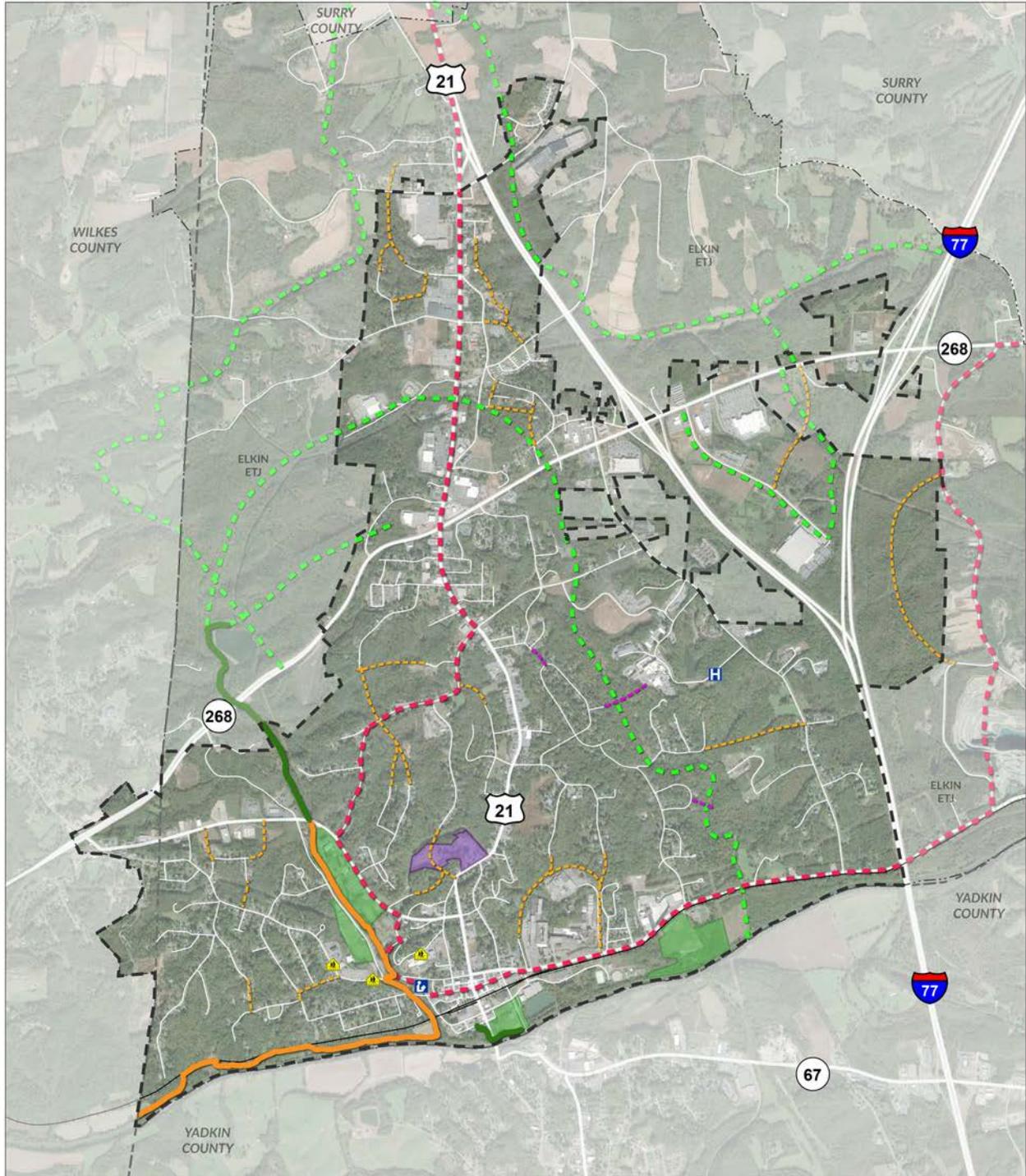
2. *Introduce Small Area Plans for each Overlay District to encourage cohesive future development and connectivity.*



Small Area Plans, or SAPs, are detailed, long-range land use plans that focus on a particular size-limited area. These plans are intended to guide the future land-use expectations and decisions specific to these areas, providing direction for Town staff, as well as developers and property owners. Because each Overlay District is unique in its character and development, they all will require their own specific set of guidelines and policies in order to preserve what is established, while encouraging responsible growth.

SAPs work in conjunction with the 2030 Comprehensive Town-Wide Plan and associated design guidelines that will result from this plan. SAPs may vary in relation to adjacent land uses, as well as overall transportation, housing and economic development goals. Engaging community members and stakeholders in each of these districts will be essential to the success of the SAPs, and the plans may be amended overtime as specific district and overall community needs evolve.

MAP 18 - LOCAL TRANSPORTATION



LEGEND

- Town Limits
- County Boundary
- Streets
- Elkin ETJ
- Bikeways

- Elkin Parks
- Elkin Cemetery
- Elkin Trails
- OVT

Transportation Improvements

- Roadway Connections
- Pedestrian Connections
- Future Greenways

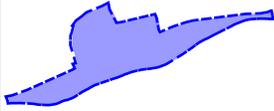


3. Update the Future Land Use Map to be more detailed and include the Overlay Districts and Commercial Nodes.



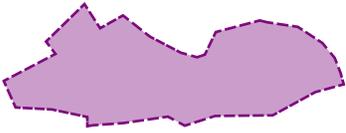
Growth patterns trigger updates to policies and anticipated development areas require up-to-date land use perspectives to allow for flexible neighborhood design with detailed planning, specifically using existing parcel lines to separate land uses. Conducting the SAPs for each district, as well as creating new zoning classifications like O&I, will necessitate a change in the way the town-wide Future Land Use Map is currently designed. It is recommended that the Town update the Future Land Use Map to address the recommendations proposed in each district, as well as their adjacent neighborhoods. Areas on the perimeter of town, especially the larger parcels, should also be evaluated and their future uses updated. Like the SAPs, the Town-wide Future Land Use update will also require community and stakeholder engagement.

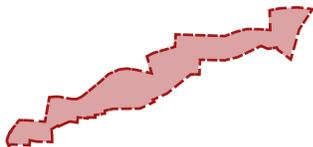
THE HISTORIC DOWNTOWN AND ARTS	
Recommended Land Uses	
Medium Density Residential	
High Density Residential (Future)	
Office & Institutional	
Central Business District	
Medium Density Mixed-Use	

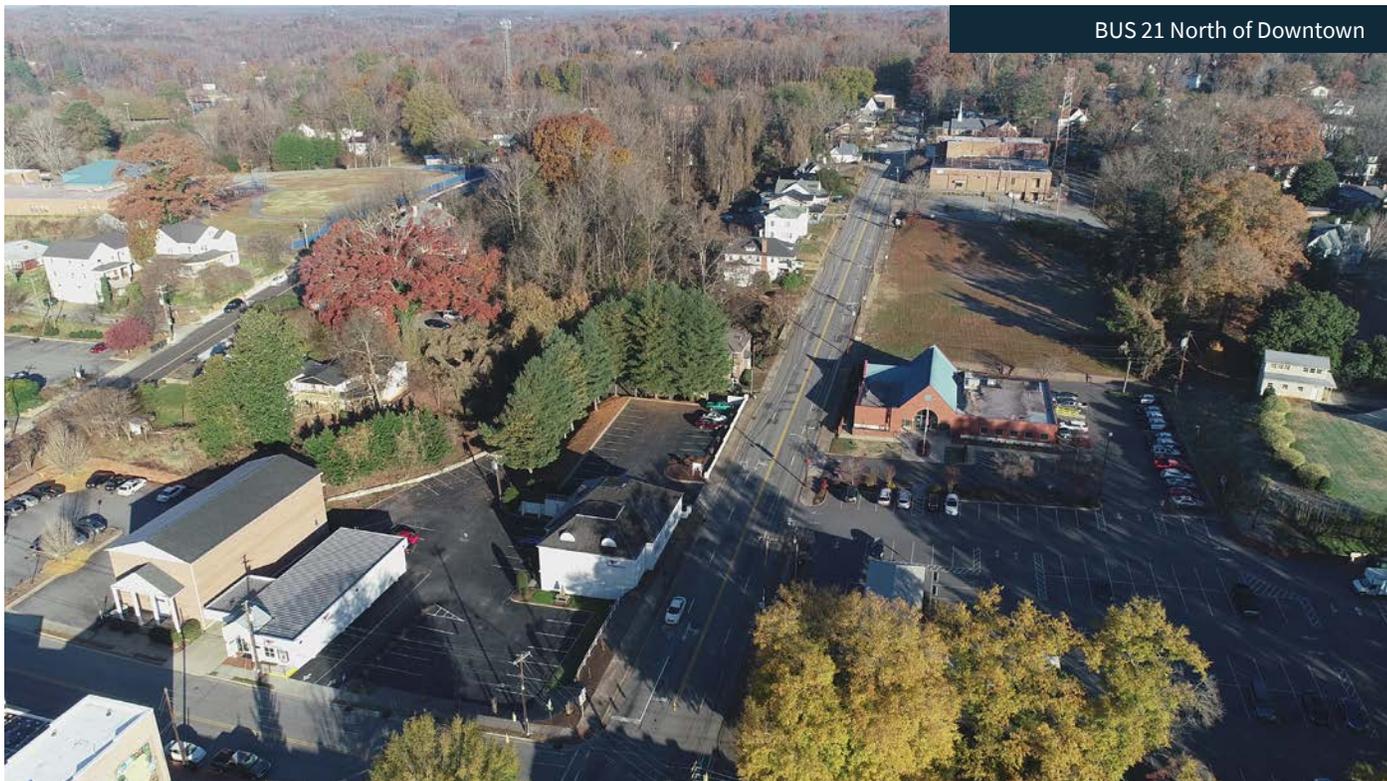
RIVERFRONT DISTRICT	
Recommended Land Uses	
Medium Density Residential	
High Density Residential (Future)	
Office & Institutional	
Central Business District	
Medium Density Mixed-Use	

MEDICAL DISTRICT	
Recommended Land Uses	
Office & Institutional	
Medium Density Residential	
Neighborhood Business	
Medium Density Mixed-Use	
Neighborhood Mixed-Use	

NORTH ELKIN DISTRICT	
Recommended Land Uses	
Highway Business	
Neighborhood Business	
Office & Institutional	
Light Manufacturing	
Neighborhood Mixed-Use	

WEST END DISTRICT	
Recommended Land Uses	
Neighborhood Business	
Low to Medium Density Residential	
Neighborhood Mixed-Use	

NORTH ELKIN DISTRICT	
Recommended Land Uses	
Highway Business	
Office & Institutional	
Light Industrial	
Industrial	



Infrastructure and Public Utilities



Position Elkin to better accommodate future residential and commercial development by identifying infrastructure and utility needs and developing a strategic plan for implementation of improvements.

GOAL SUMMARY

Public utilities and infrastructure provide essential services that allow for future residential and commercial development. These utilities must be in good working order and have adequate capacity to provide safe and reliable service to the residents and visitors of Elkin. The following recommendations aim to provide the Town of Elkin specific action items concerning the improvement of their infrastructure and public utilities as well as expected outcomes that are common to significant development.



WATER, SEWER AND STORMWATER UTILITIES

1. Develop a Town-wide Stormwater Master Plan.



Interviews with Town staff as well as key stakeholders indicated a strong desire to address stormwater issues in Elkin, as well as incorporate more sustainable practices to limit runoff and improve water quality. Conducting a Town-wide Stormwater Master Plan will allow the Town to inventory its system, identify deficiencies, and create a proactive plan to maintain and improve the stormwater system. The plan will also allow the Town to have a better understanding of the type of development that can be accommodated by the current system, and what types of mitigation strategies will need to be implemented to increase capacity for future development.

2. Implement Water Supply Recommendations from the 2015 Water System 20-Year CIP

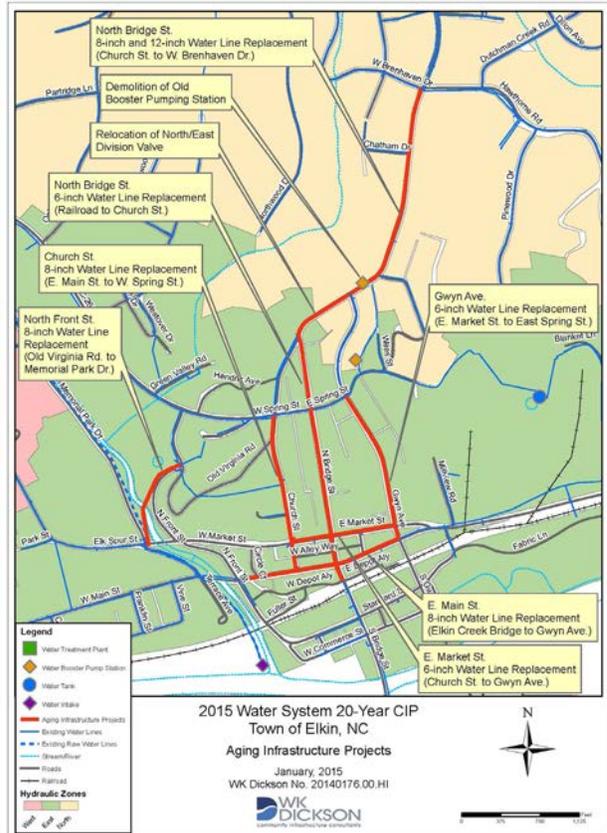
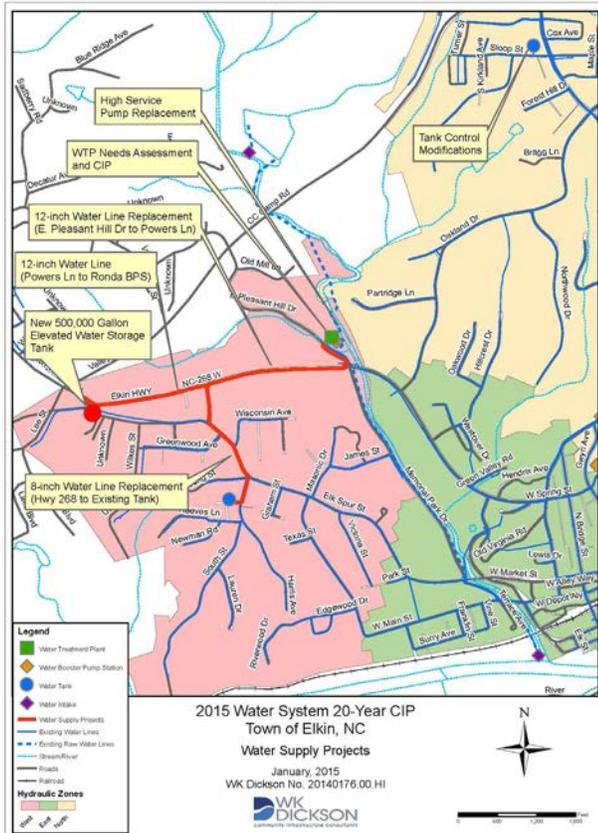
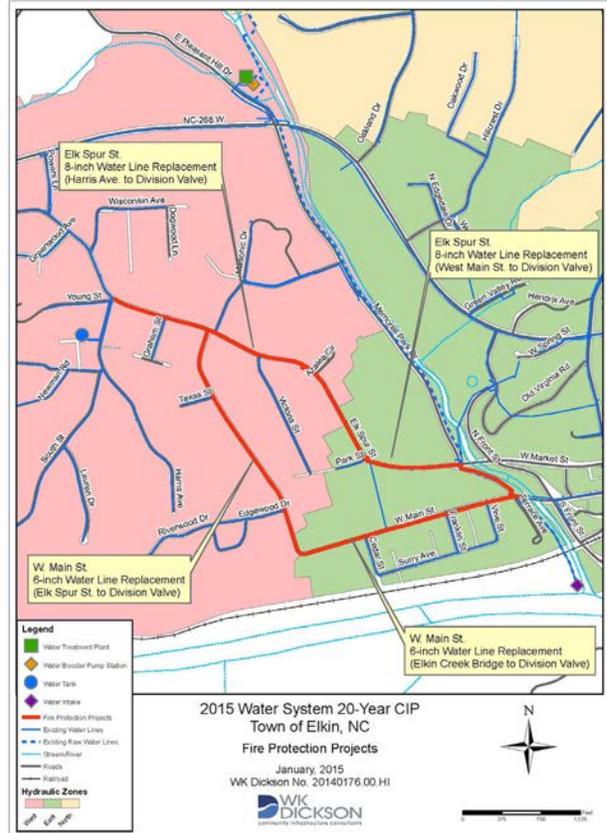
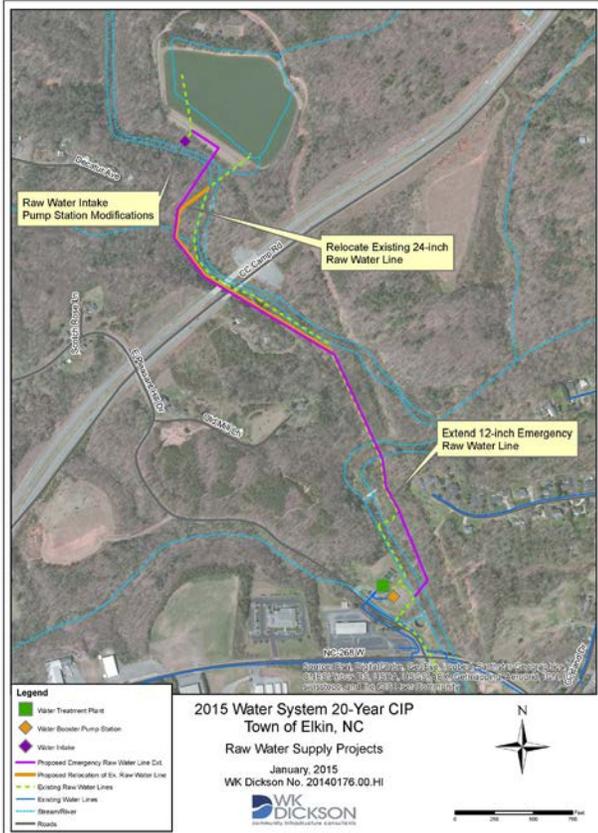


In 2015, the Town of Elkin hired W.K. Dickson to conduct a Water System Hydraulic Model Evaluation to identify potential water system deficiencies. The recommended improvements were included as part of a 20-year Capital Improvements Plan (CIP), and grouped into water supply projects, fire protection projects, and aging infrastructure projects. The water supply projects are urgent as they ensure the system can provide for growing demands. A list of the water supply projects can be seen below:

- ▶ Relocate Existing 24-inch Raw Water Line and Extend 12-inch Emergency Raw Water Line
- ▶ Extend 12-inch Emergency Raw Water Line
- ▶ Raw Water Intake Pump Station Modifications
- ▶ West Zone - High Service Pump Replacements



COMPREHENSIVE PLAN & GUIDELINES



Project Maps from The 2015 Water System CIP

20-YEAR WATER CAPITAL IMPROVEMENT PLAN PROJECTS - 4-YEAR TOTALS

Project Type	FY 14-18	FY 18-22	FY 22-26	FY 26-30	Totals
Raw Water Supply Projects	\$1,775,000	-	-	-	\$1,775,000
Water Supply Projects	\$301,000	\$2,615,500	\$427,500	-	\$3,344,000
Fire Protection Projects	\$126,750	\$1,540,250	-	-	\$1,667,700
Aging Infrastructure Projects	-	\$197,000	\$1,716,750	\$1,177,250	\$3,091,000
Other Costs	\$421,000	\$338,500	\$165,000	\$145,000	\$1,069,500
TOTALS	\$2,623,750	\$4,691,250	\$2,309,250	\$1,322,250	\$10,946,500

- ▶ West Zone - 12-inch Water Line Replacement
- ▶ West Zone – NC Hwy. 268 W. 12-inch Water Line
- ▶ West Zone – 500,000 Gallon Tank
- ▶ West Zone – 8-inch Water Line Replacement
- ▶ North Zone – Tank Control Modifications
- ▶ WTP Needs Assessment and CIP

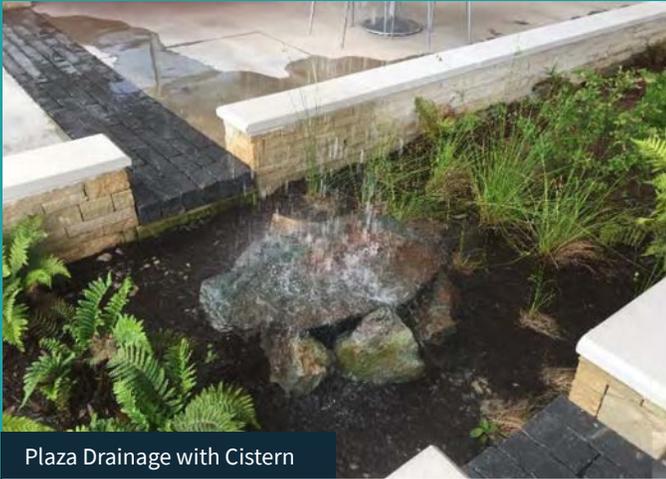
Most of these projects center around expanding water supply capabilities in the West Zone, as well as ensuring raw and finished water infrastructure at the water treatment plant is reliable and sized appropriately. The W.K. Dickson report assumed no population growth or significant development; therefore, these projects should be reevaluated once the increased demands from development can be more realistically quantified.

3. Focus on providing upgraded utilities and services to properties within the Town limits, rather than expanding the network.



The primary objective of the Town’s public utilities is to provide safe and reliable service to its existing customers. This takes priority over expanding the system to new customers. Improving the utilities within Town limits will improve customer satisfaction, reduce maintenance costs, and has the added benefit of better positioning the Town to expand the network in the future. Expansion without upgrades to the current infrastructure will be inefficient and most costly in the long run.

Increased system demands, especially in proposed development areas on the outer edges of the system, may cause pressure issues due to undersized lines or booster pumps. The installation or replacement of larger diameter water lines and/or booster pump stations will be needed to remedy pressure issues when encountered. Specific improvements can be determined once the increased demands from development can be more realistically quantified.



Plaza Drainage with Cistern



Green Streets with Tree Wells



Rain Garden

Similar to the water system, gravity sewer lines, force mains, and lift stations will also be affected by an increase in demand. Specific improvements can be determined once the increased demands from development can be more realistically quantified.

The existing 1.8 MGD WWTP is adequately sized for current demand; however, planned development and growth may require future expansion of the plant. An evaluation of the plant and collection system will help determine if and/or when improvements to the treatment plant are needed.

4. *Integrate green infrastructure and LID practices where possible*



As Elkin continues to develop and upgrade its existing infrastructure, incorporating sustainable, green infrastructure into new and retrofitted systems will help reduce the environmental impact of increased development. Key to this effort will be reducing impervious surfaces, especially in the environmentally sensitive areas close to the riverfront and the creek watersheds. Incorporating LID and Stormwater BMPs in new infill development will improve water quality, discourage large impervious parking lots, and allow for opportunities to include innovative design techniques that improve overall aesthetics. Examples of green infrastructure utilized in public spaces and streetscapes can be found to the left.

EXISTING BUILDINGS AND AGING INFRASTRUCTURE

1. *Implement the fire protection and aging infrastructure projects from the 2015 Water System 20-Year CIP*



Water lines with significant age or tuberculation are more likely to require frequent and costly maintenance. The W.K. Dickson report noted a number of water line replacements due to age, tuberculation, and/or significance in providing fire protection. Because the report did not account for population growth or development, the projects should be reevaluated to make sure the replacements are sized appropriately. Water lines should be prioritized for replacement according to their risk and consequence of failure.

2. *Offer Phase 1 ESA assistance for properties in the Downtown Core as an incentive to developers to encourage infill development in this area.*



Incentives are a common strategy to attract businesses of all ranges and sizes. While North Carolina and Surry County can help promote incentives through strategic partnerships that will be explored further in the Economic Development goals, Elkin can also implement its own local incentive programs that can provide an additional level of attractiveness for prospective businesses.

Like many historic small towns in North Carolina, Elkin's downtown contains many older buildings that make great rehabilitation and renovation projects. However, in many cases, the age of these buildings results in environmental considerations that may place strain on development. A unique strategy that Elkin can offer businesses attempting to occupy and renovate historic buildings is to assist with the Phase 1 Environmental Site Assessment (ESA) that is likely required for properties Downtown. This will not only help attract new businesses to Downtown, but will also continue to rehabilitate existing buildings and mitigate environmental issues.



3. *Ensure that communication utilities and public Wi-Fi are continuously updated to meet increasing demand.*



During the Vision Workshop phase of this planning effort, internet service to homes and businesses, as well as free Wi-Fi Downtown, were a frequent topic of public input. The overall consensus was that current communication services were adequate - especially with regard to the availability of fiber. However, there was a desire to improve utilities and ensure that connections continue to improve as better technology develops. Providing these utilities has become ever more important as the nature of business and leisure changes, and Elkin will need to ensure that communication utilities and public Wi-Fi are upgraded and expanded as demand increases.

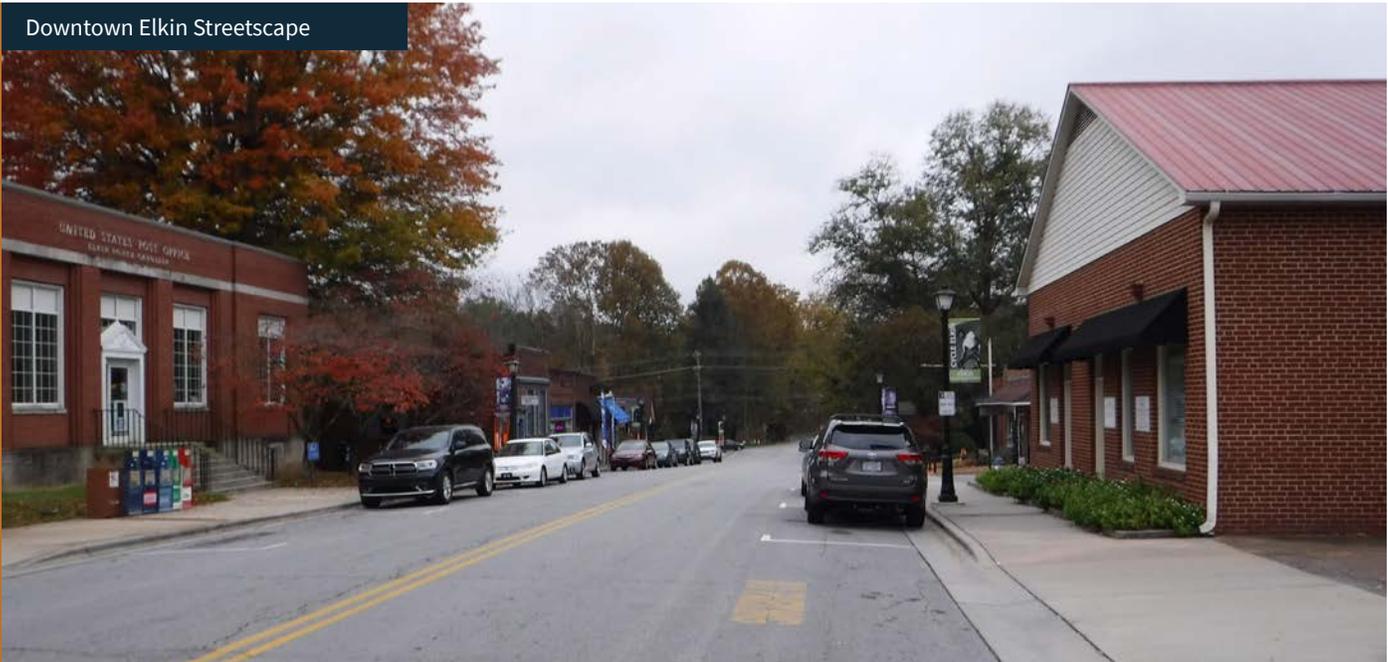
FUNDING

1. *Develop a Capital Improvements Program, dedicating funding annually to priority infrastructure projects.*

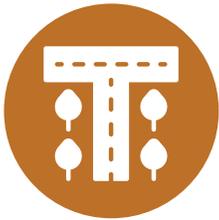


The 2015 Water System Hydraulic Model Evaluation ultimately resulted in a 20-year CIP for water systems in Elkin. It is the recommendation of this Comprehensive Plan that the Town adopt the CIP and begin allocating funding for the improvements. It also recommended that this CIP be expanded to include other types of infrastructure improvements beyond water systems. This CIP should be kept up-to-date, and revised as needs change and funding becomes available. The CIP will help the Town develop their annual budgets and come up with a strategy for funding. Most funding programs require a CIP to apply, and the CIP can help improve scores on the funding application.

Downtown Elkin Streetscape



Transportation, Connectivity and Gateways



Ensure that future residents and visitors have access to town resources by continuing to improve bicycle/ pedestrian connectivity, expanding public transportation opportunities, improving existing roadways, and establishing gateways at key town entrances.

GOAL SUMMARY

The character of a community is greatly dependent on how it is navigated each day. Are residents and visitors alike hoping into cars and bouncing from parking space to parking space? Do tourists feel comfortable using sidewalks and bicycle lanes in order to explore the community? Are citizens able to rely on public transit in order to see to their daily chores? Transportation plays a key role in establishing expectations of what a community can provide back to those within it.

In the case of Elkin, the Town is physically stratified by the transportation opportunities present. Downtown Elkin provides access to sidewalks and trails, easily noticeable by the amounts of foot traffic visible when navigating the downtown. Conversely, the northern sections of Elkin remain almost exclusively automobile dependent. Transit options are limited, and aging infrastructure is becoming a greater issue for multi-modal mobility throughout the Town, but Elkin is not without its advantages. The presence of public transit services, the compact nature of the town, and the interwoven nature of planned and existing greenways/trails all promise exciting potential for future mobility options.

The Vision emerging out of detailed analysis of these existing conditions of Elkin as well as the desires of its citizens is the following: “ensure that future residents and visitors have access to town resources by continuing to improve bike/ped connectivity and expanding public transportation options.” The following strategies have been designed in order to achieve this Vision for all locations within Elkin.



ROADWAY INFRASTRUCTURE

1. Submit projects to NCDOT STIP for roadway improvements recommended in NCDOT 2012 recommendations.



The North Carolina Department of Transportation (NCDOT) State Transportation Improvement Program (STIP) produced a joint transportation plan for the Towns of Elkin and Jonesville recommending roadway improvements within Elkin in order to address immediate safety and access issues, as well as projected 2040 roadway capacities. The first roadway improvement project followed a portion of CC Camp Road (NC-268) beginning at its intersection with I-77 and extending westward to about 0.6 miles west of CC Camp Roads intersection with North Bridge Street (US-21 Business). The improvement projects are shown in the figure on the following page.

The proposed project would take the existing 5-lane facility and convert it into a 4-lane, median divided boulevard. This design principle is intended to reduce the amount of accidents

along this portion of CC Camp Road, as well as minimize congestion into the year 2040. Sidewalks are also recommended along this project in order to address multi-modal users. An example of such a boulevard may be found in the sections shown on the next pages.

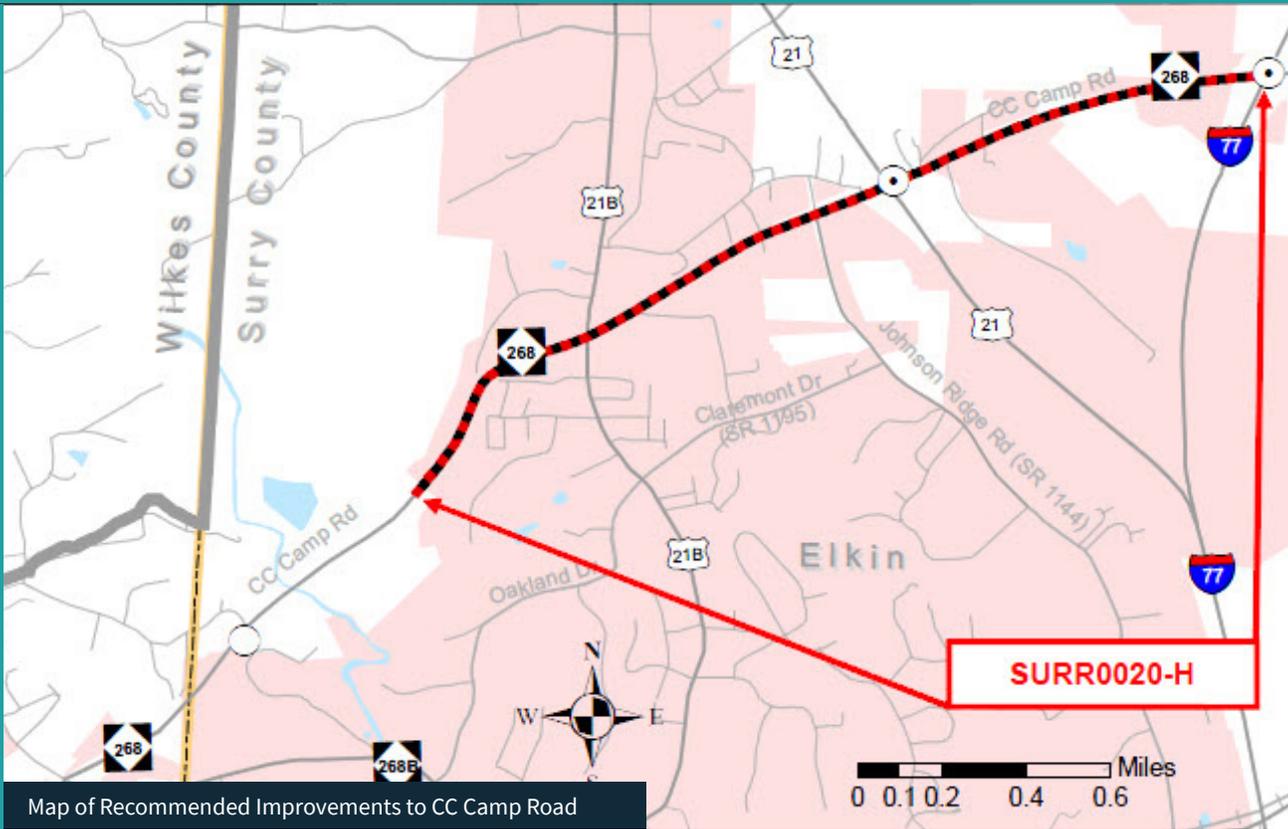
It is recommended that the Town of Elkin submit these projects to pursue funding for the proposed improvements for CC Camp Road in order to ensure that access along CC Camp Road remains safe and multi-modal into the future.

2. Work with NCDOT and NWRPO in order to explore alternative options for the Johnson Ridge Road improvements.



The second recommendation emerging out of the joint transportation plan followed a portion of Johnson Ridge Road, beginning at its intersection with CC Camp Road and following it southward to its southernmost intersection with Parkwood Drive. The proposed project would take the existing 2 lane road and widen it into a





Map of Recommended Improvements to CC Camp Road

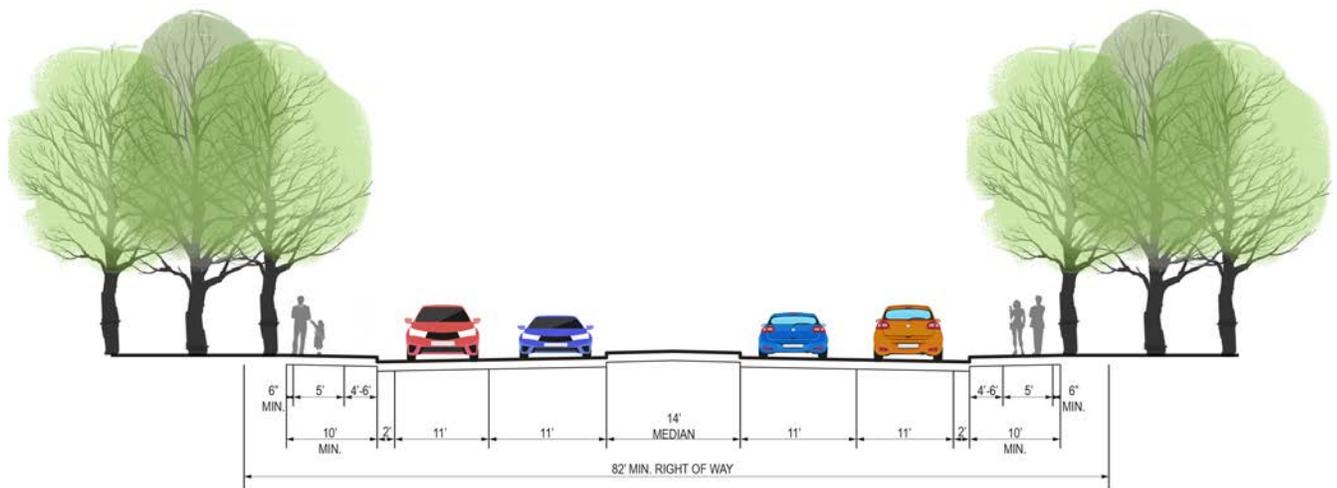


CC Camp Road West of I-77

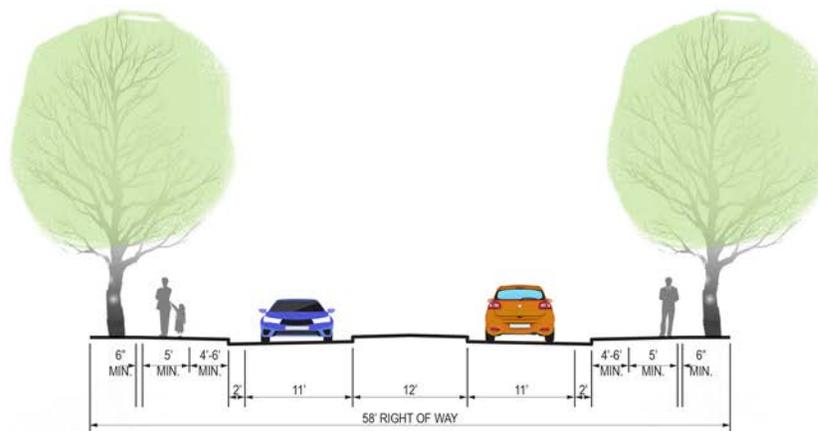
3-lane road with the center lane being used as a turn lane. Additionally, sidewalks are recommended for this improvement. This project was proposed in response to this section of the road network reaching capacity in 2040. Since the 2012 recommendations, the plan for Johnson Ridge Road has expanded so that the widening to 3 lanes is accomplished across the road's entire length according to the most recent draft of NWRPO's STIP for 2020-2029. Additionally, the proposed project will incorporate two roundabouts at Johnson Ridge Road's intersections with Claremont Road and Parkwood Drive.

The Town of Elkin does believe that improvements along Johnson Ridge Road will be required in order to maintain appropriate levels of service for its motorists; however, the development of the Medical District will drastically change the way people will wish to navigate through Johnson Ridge Road. The inclusion of multi-family housing and additional commercial options would incentivize more multi-modal travel along this roadway. For example, in the same size of right of way as the proposed 3 lane design, the Town instead could put in a 2-lane divided median that includes sidewalks on each side. The proposed street section is shown in the graphic below.

Proposed Improvements to CC Camp Road



Proposed Improvements to Johnson Ridge Road





Standard Street Existing Conditions

3. *Realign Standard Street and Fabric Lane in order to create a cohesive alignment along the Riverfront District.*



Detailed elsewhere in this plan, the Riverfront District will merge multi-use buildings, greenways, parks, and the river into a single location. In order to ensure this vision, the Town should merge Standard Street and Fabric Lane into a singular roadway that runs parallel to the river. This will allow for the two underutilized commercial areas to instead provide for a unified front to the river in which a mixture of buildings can then be established facing the parks, greenways, and the river.

Potential Standard Street Alignment with Mixed-use Development



BICYCLE & PEDESTRIAN INFRASTRUCTURE

1. Provide for pedestrian facilities along Johnson Ridge Road, North Bridge Street, and across CC Camp Road.



Based on citizen feedback, the Town found that pedestrian activity is particularly limited traveling across CC Camp Road. It is currently not safe for pedestrians to move north or south over CC Camp Road at North Bridge Street due to the absence of pedestrian facilities. The development of the Medical District and the Commercial Corridor may also cause a similar strain at the intersection of Johnson Ridge Road with CC Camp Road.

Continuing towards the North Elkin District, infrastructure for pedestrian mobility is virtually nonexistent. This burdens citizens residing in the residential areas north of CC Camp Road who must rely on automobiles for navigation or otherwise travel on unsuitable terrain. The lack of suitable pedestrian infrastructure remains an issue of social equity and must be addressed in order to ensure Elkin citizens have multi-modal opportunities.

It is recommended that Elkin provide for signalized and painted crosswalks at the intersections of CC Camp Road with North Bridge Street and Johnson Ridge Road and to pursue sidewalk connectivity along North Bridge Street continuing north, as well as Johnson Ridge Road.

2. Adopt the Bicycle and Pedestrian Transportation Plan provided by AECOM.



The Town of Elkin is currently working with AECOM to complete a Bicycle and Pedestrian Transportation Plan. The plan will outline the existing inventory of facilities, as well as identify locations where multi-modal infrastructure is missing or inadequate. This plan will layout the improvements needed in order to ensure that the town remains walkable and bikeable for residents and visitors. This information will be specifically useful for the previously mentioned goal of ensuring that the “Nodes” serve as centers for multi-modal travel.



3. Create a Town-Wide Policy that identifies and pursues opportunities for greenway tie-ins to neighborhoods.



Due to geographical restraints, many of the Town of Elkin's residential road networks terminate in dead ends. This results in mobility issues when navigating between neighborhoods and to key destinations. However, this does provide the town an opportunity to tie these residential dead ends into the greater greenway and multi-use trail network. By identifying appropriate areas for tie-in, the Town of Elkin will be able to drastically improve the multi-modal mobility of its neighborhoods. Additionally, by tying in to the existing facilities of the neighborhoods, the Town may also be able to provide for additional east-west connections throughout Elkin via walking and biking, a travel direction that is very limited via the automobile. It is recommended that the Town adopt a policy that seeks to identify and pursue residential connections to existing or proposed greenways/multi-use paths where neighborhoods appear to dead end.

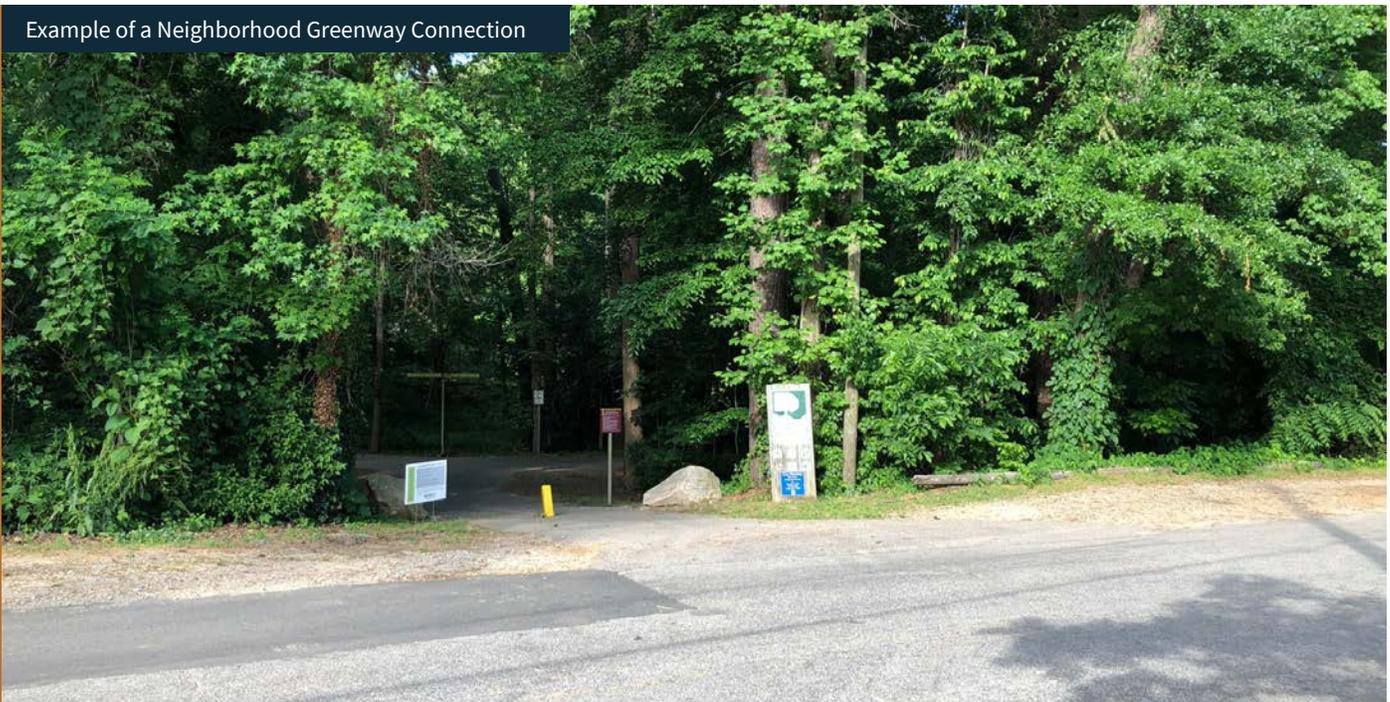
GATEWAYS & WAYFINDING

1. Continue to Develop Unified Gateway Monument and Signage Plan.



A Unified Signage Plan will provide a standardized experience when entering Elkin. Many participants in the master plan process expressed an appeal to overhead signage. Unfortunately, the possibility of having such signage installed in the future is limited due to the strict guidelines of what the NCDOT allows on its roadways. Therefore it is recommended that the plan research larger, more visible sign styles that are similar to the overhead signage but standalone. These monuments and signage should be unique for each of the Overlay Districts, as well as tie in to a unified-town character.

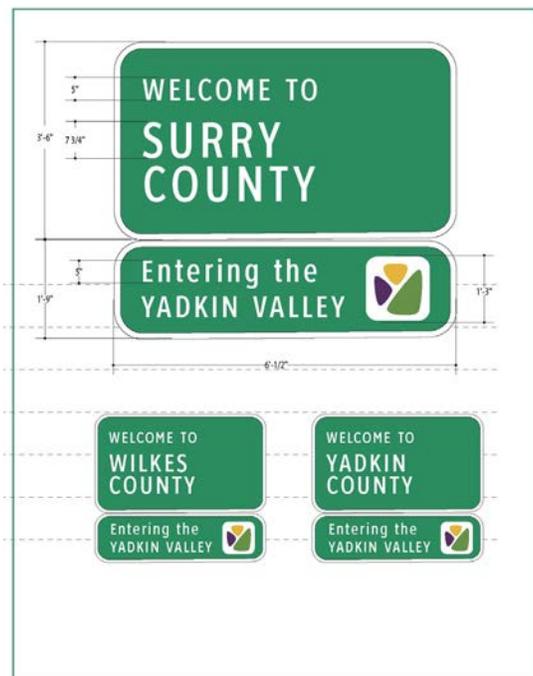
Example of a Neighborhood Greenway Connection



2. Implement regional gateway signage along I-77 in coordination with Jonesville and NCDOT.



Due to the regional roadway network, Elkin can be passed by without notice by users of the NC-21 Bypass and US-77. By working together, the two towns can provide joint wayfinding signage to nearby attractions for both towns. This signage should be located on Jonesville property near the US-77 exit to NC-67 West for northbound travelers, as well as at the I-77 exit at CC Camp Road to capture south-bound travelers. It will also be important that NCDOT be included in these discussions, as they own a majority of the right-of-way in this area.



Approved County Welcome Gateway Signs



3. Expand the utilization of the Yadkin Valley Heritage Corridor Partnership Wayfinding Program.



In August of 2012, the Federal Highway Administration awarded grants to Surry and Wilkes County in order to implement the Yadkin Valley Heritage Corridor Partnership wayfinding package. The package, shown on this page, emphasized uniform signage for all municipalities within the counties to utilize in order to help visitors with navigation.

It is recommended that the Town utilize this package further by supplying walk times and drive times to desired locations. An example of such a modified sign could be located at the Elkin Heritage Center and supply drive times to the nearby vineyards and walk times to the nearest trail heads. Signage could be supplied throughout Downtown pointing out to visitors that Elkin Municipal Park is only a 15-minute walk one way and the Riverfront District is accessible by 10 minutes of walking in the other direction. The intentional display of travel time can help educate visitors and visualize the connectivity and convenience of Elkin's transportation network. This in turn can help boost the tourism industry within and around Elkin as well as promote multi-modal navigation to nearby landmarks.

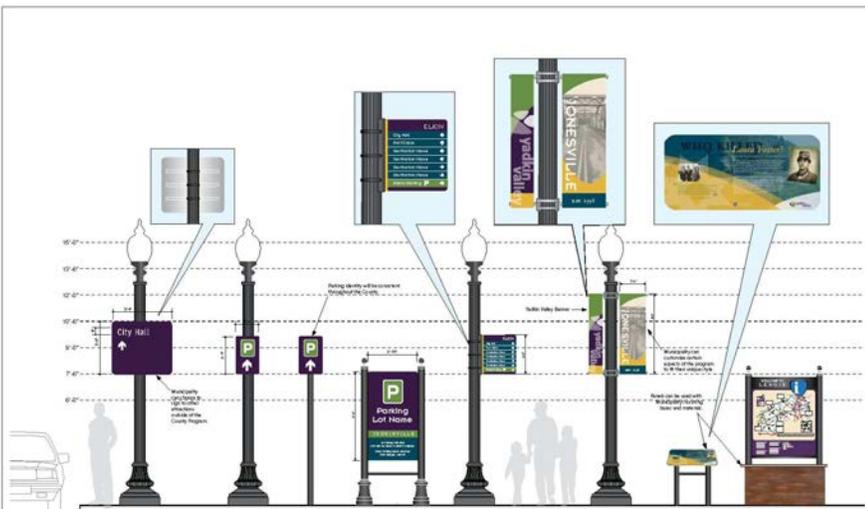


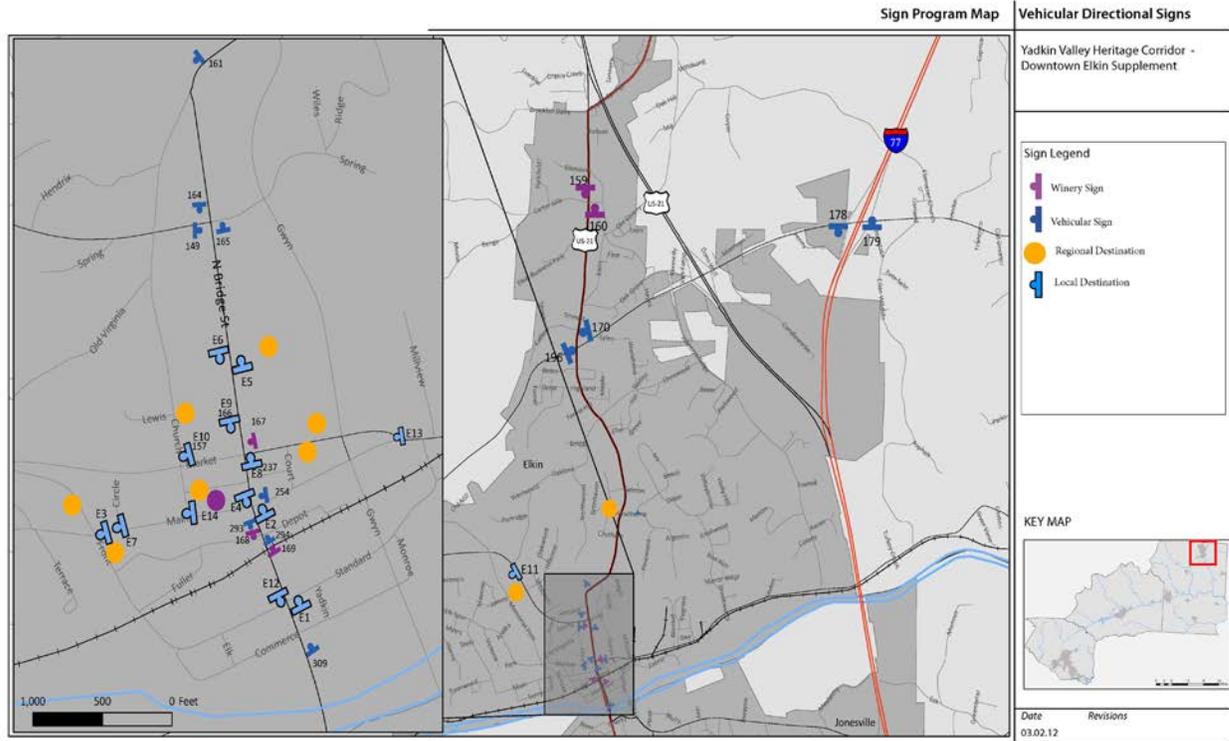
Proposed Trail Signage



Proposed Directional Signage

Proposed Wayfinding Package





Proposed Wayfinding Signage Locations

TRANSIT

1. Coordinate with Yadkin Valley Economic Development District, Inc. to expand capacity of the Elkin Circulator.



Due to the Town’s size and geographic location, it is currently lacking large transit options for its citizens and visitors. However, the Yadkin Valley Economic Development District, Inc. (YVEDDI) provides a circulator bus that operates throughout the town Monday through Friday. Unfortunately, the service is underutilized by citizens and the route itself is limited.

Operating as the local expert, the Town could take ownership over disseminating transit route information and travel updates, and field citizen questions about the Circulator capabilities. The Town could also focus on improving transit infrastructure, identifying ideal locations for permanent transit shelters and pursuing funding to construct such features. Simultaneously, YVEDDI could expand its service to the proposed “Nodes”, areas with multi-family housing, and large employers such as the Hugh Chatham Memorial Hospital. With the potential for expanded ridership, YVEDDI could even supply an additional Bus service in order to ensure transit quality for its users.

Furthermore, the partnership between the Town and YVEDDI could eventually expand to servicing trail and vineyard tourism. The possibilities are numerous and rewarding; therefore, it is recommended that the Town work to coordinate with YVEDDI in order to expand the capacity of the Elkin Circulator. The current YVEDDI routes as well as recommended routes are shown in **Map 19** on the right.

The Town believes that there is a great opportunity for both parties to benefit from increase coordination between the two. By working together, the Town could focus on championing the education and infrastructure for the circulator.

YVEDDI Informational Flyer

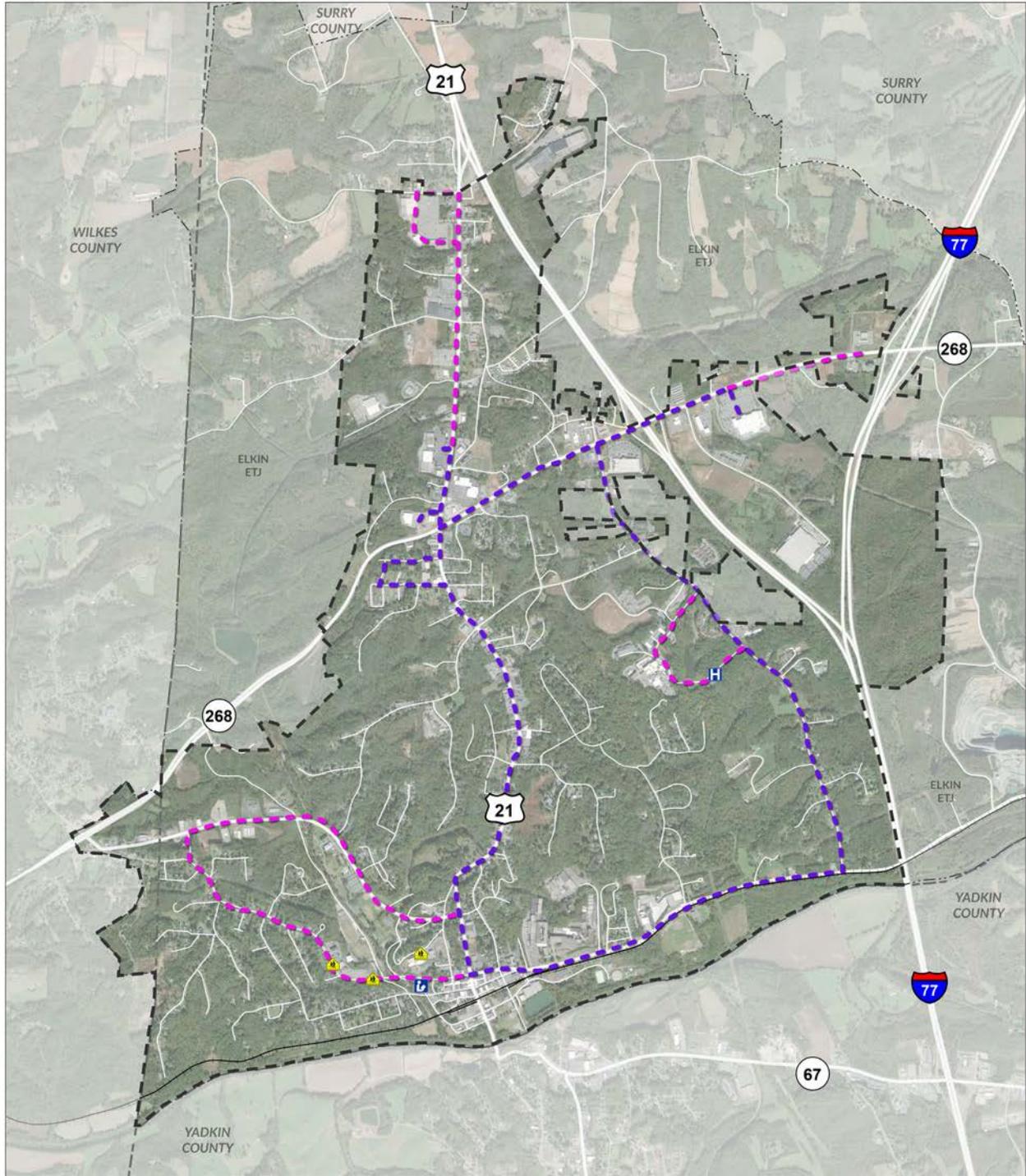
CONNECTOR
 Mt Airy • Dobson • Jonesville • Elkin

Surry ▪ Yadkin Connector
 Call 336-786-6155 ext. 224

\$2.00 per trip
Monday - Friday
7:00 AM - 6:00 PM

YVEDDI
 YADKIN VALLEY ECONOMIC DEVELOPMENT DISTRICT, INC.

MAP 19 - EXISTING AND POTENTIAL YVEDDI CIRCULATOR ROUTES



LEGEND

- Town Limits
- - - County Boundary
- Streets
- · · Elkin ETJ

YVEDDI

- Existing YVEDDI Routes
- Potential YVEDDI Routes



Economic and Tourism Development



Promote a business-friendly environment that attracts a diverse range of industries, while continuing to support existing businesses, tourism opportunities, special events, riverfront connections and coordination with regional attractions.



GOAL SUMMARY

While Elkin has historically relied on textile manufacturing as the backbone of the economy, recent trends discussed in research and analysis indicate that the economy has diversified, with entertainment and tourism now representing a significant segment of employment in Elkin. As the economy continues to diversify, Elkin seeks to broaden its employment base by attracting new businesses and encouraging the growth of existing businesses through incentive programs, upgraded infrastructure, and a well-educated workforce. The Town is well-positioned to continue to diversify the economy, with a desire and capability to attract large businesses, entrepreneurial ventures, and locally-focused small business. The Town also recognizes the unique opportunities that regional attractions such as the State Parks, MST and OVT trails, local wineries, and the Blue Ridge Mountains provide for bringing people through Elkin. These attractions, coupled with Elkin's rich history, Downtown revitalization, and multiple festivals, will continue to encourage the growth of tourism and support businesses in the Town, ensuring that Elkin's economic future is well-rounded and thriving.

ECONOMIC GROWTH

1. *Continue efforts to diversify the economy with a more stable foundation that continues to build on the well-established and expanding medical, retail and tourism-related industries, while continuing to recruit manufacturing industries to utilize existing infrastructure and facilities.*



Growing sectors like the medical services and tourism industry have been the primary drivers behind the diversification of Elkin’s economy. Hugh Chatham Memorial Hospital remains the largest employer in the town, and the potential for the expansion of the tourism industry has only begun to be tapped. While the growth of both these sectors is encouraged, it is also important to ensure that the economy remains diverse and capable of attracting well-trained employment bases.

Elkin’s land use patterns have helped ensure that parcels of land are available on the Town perimeter that are large enough to house larger manufacturing industries within the Town limits. The presence of the PGW site in Elkin and the PVH distribution center in Jonesville are applicable examples of the type of facilities that Elkin is capable of attracting. These sites are also good for non-traditional uses, such as the potential solar farm that has been proposed on 70 acres of industrial parcels in Elkin. Creative land uses like this project could help continue to diversify the employment opportunities in Elkin, as well as encourage sustainable initiatives for future development.



Example of Solar Panel Farm



2. Encourage new industry and employment centers to come to Elkin through incentive programs.



The State of North Carolina, Surry County and the Town of Elkin have historically partnered to offer incentive and grant awards for attracting relocating and expanding companies. These incentives and grants are based on new taxable investments including new construction, building renovations, machinery / equipment investments, and job creation.

The State of North Carolina's targeted, performance-based incentive program is designed to help companies and communities in situations where North Carolina is competing with other attractive business locations. Programs offered by the State include:

- ▶ One NC Fund Grant
- ▶ Job Development Investment Grant
- ▶ Building or Site Funds
- ▶ Tax Incentives and Cost Savings
- ▶ Technology Funds
- ▶ Downtown Development Funds

- ▶ Community Housing Grants
- ▶ Workforce Grants

Surry County partners with its local municipalities, including Elkin, to develop incentive agreements based on case-by-case projects to maximize the overall opportunities and usually with a matching requirement. These incentive programs include:

- ▶ Land for expansion and new facilities
- ▶ Property tax incentives
- ▶ Infrastructure assistance for water, sewer, and natural gas service
- ▶ Reduction of permits and fees
- ▶ Matching grant programs

Elkin has historically utilized these incentives for several notable projects, including the PGW manufacturing facility and Downtown revitalization projects. As Elkin continues to seek to attract new employers and expand existing businesses, coordination with Surry County and the State, and utilization of these incentive programs will be essential for success. Elkin should also seek to expand on its own incentive program, especially with regard to the redevelopment of existing buildings and infrastructure.

3. *Coordinate with Downtown Elkin Business Association and other local organizations to encourage a “buy local” initiative to promote existing and attract new small businesses.*



While attracting new industries to Elkin is a priority, encouraging the expansion of local goods and services should also be an area of focus. Elkin’s history and strategic location within the Yadkin Valley presents the opportunity for an increased demand for local products such as produce, wine, craft beer, and other locally-made goods. Facilitating the support of locally-owned small businesses and encouraging their growth will not only continue to diversify the economy, but support increased rents in local commercial space and help fund building and infrastructure improvements. Town efforts can also be aided by small business incentives like the North Carolina Small Business Technology Fund and the One North Carolina Small Business Program.

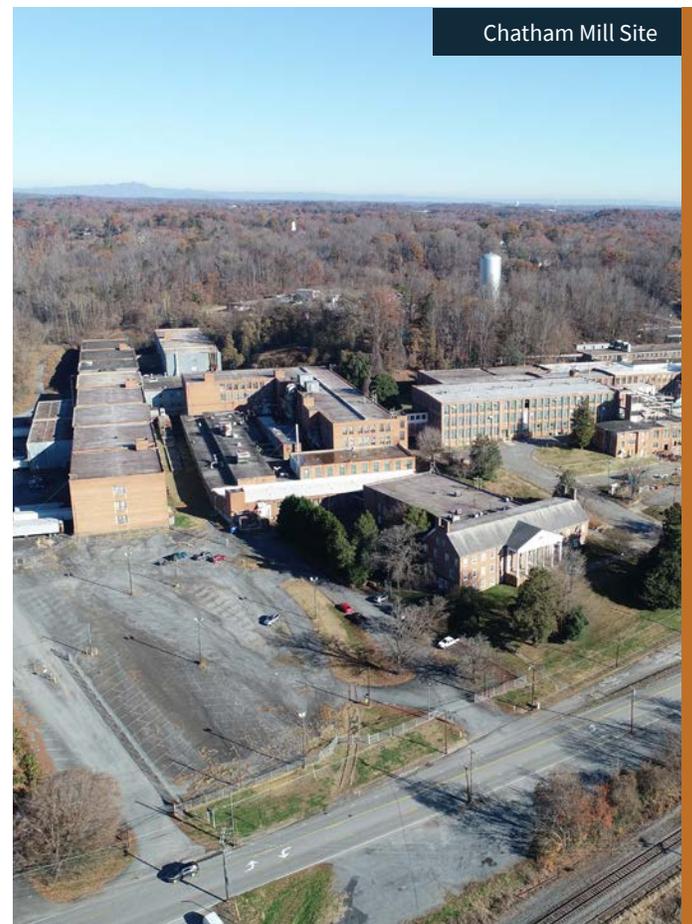
4. *Actively monitor the status of large properties along the riverfront, such as the Chatham Mill site, and help facilitate redevelopment opportunities.*



Elkin’s manufacturing roots can still be seen in the former Chatham Mill Site just east of Downtown. Representing one of the largest footprints in Town, the building complex is currently owned by JW Industrial and is being partially demolished due to environmental concerns and salvaging opportunities. Despite this demolition, a large portion of the complex will still remain and could potentially be rehabilitated. Interest in redevelopment has been expressed by local groups such as the Foothills Arts Council, but a project of this scope would likely require a large amount of private investment.

Similarly, the Bassett Furniture site just west of the Chatham Mill site could also present a future redevelopment opportunity. While the site is still owned and operated by Bassett, it is used for overstock storage. Like the Chatham Mill site, this complex likely has environmental mitigation issues, and would require significant private investment for any transformation to be realized.

While both of these sites present enormous opportunity, they possess nearly equal challenges. However, the Town can begin the process of laying the groundwork for future transformation by continuing to monitor the ownership status and potential interest in these properties, and help facilitate development strategies and incentive programs for their reuse. Manufacturing has been one of the key foundations of Elkin’s growth and development, and while no longer in use, sites such as these present new opportunities for redevelopment that could have a profound economic impact on the community and the region.



Chatham Mill Site

CASE STUDY: ROCKY MOUNT MILLS



Established in 1818 on the Tar River, Rocky Mount Mills is believed to be the second oldest cotton mill in the State, and was one of the longest in operation until its closing in 1996. The complex sits on approximately 20 acres and includes the Historic Battle House and the Mill Village historically used to house the workforce. Much like the Chatham Manufacturing Mill in Elkin, the Rocky Mount Mill complex experienced significant blight and neglect in the years following its closing - creating a symbol that came to represent the loss of manufacturing jobs in the surrounding region.

With the success of the restoration of the American Tobacco Campus in Durham, NC, interest in revitalizing large manufacturing and industrial sites became a viable avenue for NC cities and towns to utilize their existing infrastructure to create new economic opportunity. The same company that led the American Tobacco Campus project, Capitol Broadcasting Company, purchased Rocky Mount Mills and began reinventing the complex as a mixed use destination, beginning the development of a complete live-work community on the former manufacturing site.



Mill Village Housing



Mill Campus



Office Space



Rocky Mount Mills Campus Map

The Mill is currently home to Class A office space, residences, restaurants and a brewery incubator. Residential options include lofts in the Mill as well as single-family homes in the Mill Village, and commercial uses range from corporate HQs to small businesses and art studios. The brewery incubator now houses seven breweries, and numerous open spaces provide opportunity for live music and access to the Tar River.

5. *Continue to seek partnerships with Surry County Community College, and explore opportunities for partnerships with other higher-education institutions potentially interested in satellite campuses in Elkin.*



North Carolina’s Community College Systems and Workforce Development Boards offer economic development tools for job creation with training and recruiting through regional and local community colleges. The Surry Community College Customized Industrial Training Program allows for new grants and continual employee training based on the company’s training plans and needs. Surry County Community College already has a presence in Elkin through their facilities and programs at the Elkin Center, and future collaboration should be encouraged.

The public involvement process also revealed a desire to attract the presence of additional higher-education institutions to Elkin. With the presence of such a robust medical system, Elkin could be a potential location for a satellite campus of a larger North Carolina university to provide education and training programs for students in the medical field. Coordination between the hospital and The Town to explore this opportunity should be considered, as such a campus would not only attract a more diverse mix of residents to Elkin, but encourage them to remain in the area upon completion of their programs.

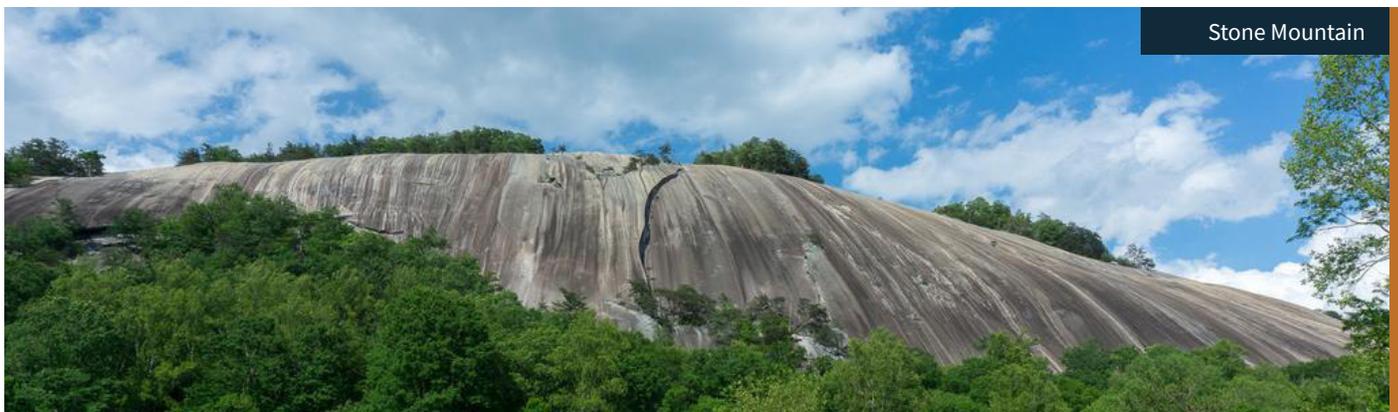
TOURISM & REGIONAL ATTRACTIONS

1. *Continue to promote Elkin as a hub for regional tourist attractions, including the Yadkin Valley Wine Industry, and Stone Mountain and Pilot Mountain State Parks.*



Elkin’s unique location between Pilot Mountain and Stone Mountain presents an opportunity to attract people visiting two of North Carolina’s most treasured State Parks. Stone Mountain alone attracts more than 500,000 people a year, providing a significant pool of potential tourists that could include Elkin as part of their trip. Other attractions in the area include the Blue Ridge Parkway, the Overmountain Victory Trail, and the wine industry of the Yadkin Valley. Potential strategies to support these attractions include transportation opportunities, festivals, local wine-tasting venues, and educational classes and tours.

These regional attractions provide the opportunity to bring a significant amount of people to the Yadkin Valley area every year. Not only should Elkin focus on becoming a hub for connectivity to these attractions, but also on developing reasons for people to stay and experience Elkin, not just pass through.



Stone Mountain

2. Expand on partnerships with regional organizations to ensure that Elkin is an integral part of efforts to improve the economy of the greater region.



Elkin’s involvement with regional organizations such as the Surry County Economic Development Partnership, the Piedmont Triad Regional Council, and the Yadkin Valley Chamber of Commerce has benefited both Elkin and the region during a time of economic transition. In a general sense, regional prosperity is a benefit for the prosperity of the municipalities that are members of that region. As Elkin continues to grow and attract residents, businesses and visitors, it will be important to not only remain active in these regional organizations, but be at the forefront of leadership in initiatives to grow the regional economy. By setting the example for programs and initiatives for the region, Elkin will help ensure that it remains a competitive local choice for incoming businesses at both the regional and state level.

3. Continue efforts to develop the OVT and MST to establish Elkin as a “Trail Town”.

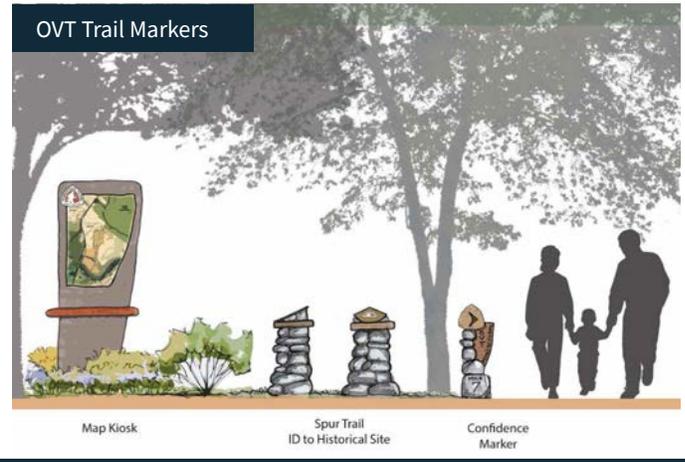


In addition to the regional attractions such as the State Parks and the Yadkin Valley wineries, the future development of the Overmountain Victory Trail and the Mountains to Sea Trail will present tremendous opportunity for additional tourism. The Elkin Valley Trails Association has made significant advancement in the development of trails in Elkin, as well as coordinated efforts to integrate the Elkin trail system into these regional trail efforts.

As these trails continue to be implemented, the Town of Elkin and the EVTA should continue to construct new and improved existing trails that are integrated into the regional routes. Coordination with these organizations to include the necessary support facilities and wayfinding signage will also be critical to ensuring visitors to Elkin have adequate access to the trail system. In addition, the proposed route of the MST can be significantly advanced by revitalizing the Elkin riverfront. This will have the benefit of advancing the MST network and establishing Elkin as a regional hub, while also supporting efforts to utilize the riverfront as a major destination and development opportunity.



Winery in the Yadkin Valley



OVT Trail Markers

Map Kiosk Spur Trail ID to Historical Site Confidence Marker

"DESTINATION ELKIN"

1. Continue to support local festivals and events that attract visitors to Elkin.



While Elkin’s connection to regional attractions should be a focus of future planning efforts, the establishment of Elkin as a destination in itself should also be a priority for the future. Public input indicated that there are many reasons for people to come to Elkin, but fewer reasons to keep them there for more than a day trip. To quote one of the stakeholder interviews, “We need to create something that people can’t stay away from”. Local organizations such as Explore Elkin, the Yadkin Valley Chamber of Commerce, and the EVTA have established a series of events and festivals in Elkin that have helped put the Town on the map. While these efforts have been successful, there is still opportunity to enhance the impacts that these events have on the region.

Developing the infrastructure necessary for these events, such as new, centrally located venues, connectivity improvements, and utility upgrades can allow for the expansion of these events and the potential to attract even more residents and visitors. Support for these local events and festivals can be integrated into other recommendations found in this Plan. Specifically, the continued redevelopment of Downtown and the riverfront as major attractions creates the opportunity to expand the transportation network to improve visitor experiences, and encourages the development of hotel accommodations closer to the downtown core.



Skull Camp Brewery



Festivals in Elkin



2. *Strengthen coordination with local organizations to promote Elkin as a destination, while ensuring all individual efforts align to establish a cohesive Vision with a clear branding and marketing campaign.*



As stated in the previous recommendation, the local organizations have done a great job promoting what Elkin has to offer and working to market Elkin as a destination. Organizations such as Explore Elkin, the Downtown Elkin Business Association, the Main Street Advisory Board, and the Chamber of Commerce are all contributing to the continued growth and development of Elkin, as well as engaging in individual marketing efforts to promote the Town. As Elkin continues to grow and seek to attract residents, visitors and businesses, it will be important to have a cohesive branding and marketing strategy for all that Elkin has to offer. It is recommended that Town seek to establish a unified brand that incorporates the facets represented by each organization and advance a shared vision that takes Elkin into the future.

3. *Encourage the development of additional accommodations in or near the downtown core, in order to provide a place for visitors to stay that keeps them close to Downtown attractions.*



During the Visioning workshop phase, many public participants and stakeholders expressed interest in developing some form of accommodations for visitors in or near the downtown core. The reasoning behind many of these comments was that while Elkin currently has a lot to offer in terms of attractions and festivals, the options for people to stay overnight are limited to either hotels in Jonesville, or the Hampton Inn in the northern part of town.

As the Town seeks to expand on its brand as a destination and create additional local attractions, the development of accommodations closer to the Downtown should be explored. This development will help facilitate an increase in event participation from people across the region, as well as increase Elkin's capacity to host larger events.



Example of a Small Downtown Hotel

4. *Coordinate with other efforts established in this Plan to revitalize the riverfront, and promote the Yadkin River as a major attraction in Elkin.*



In many cases around North Carolina, a key component of a Town’s appeal as a destination is the presence of significant natural resources. Elkin is fortunate to sit on the banks of the Yadkin River, although the potential of this resource as a major destination and development incubator has yet to be realized. The Yadkin River has been the most influential piece of Elkin’s history and has been the primary driver behind its economy during most of its growth. As Elkin transitions to this next phase of development, it is essential that the river continue to serve as a major component of Elkin’s future.

While this may seem like a monumental undertaking, there are incremental steps that can be taken to ensure that the necessary environmental and infrastructure improvements are implemented to lay the foundation for future development. As opportunities for redevelopment begin to take shape, the Town should focus its initial efforts on expanding the parks along the river, and providing a Riverwalk that connects the primary green spaces along the river with the downtown core. The riverfront itself should be opened up with additional park space, and include walking trails that will eventually become part of the MST system.

While development of infrastructure and buildings will be limited in the delineated flood-way, areas between the railroad easement and the floodway limit could potentially be developed with the proper flood mitigation strategies. Development along this corridor would have the benefit of providing storefronts and residences that face the river, as well as screening the rears of the Downtown buildings that are currently visible from the Town’s entrance. Ultimately, a full realization of the desired development could have the potential to transform Elkin’s riverfront into not just an attraction for North Carolina, but one of the premier small-town riverfronts in the nation. The graphic on the following page shows the potential for the full build-out of the Elkin Riverfront



Elkin Riverfront



DESTINATION ELKIN

BIRD'S-EYE VIEW CONCEPTUAL VISION



The graphic above is a conceptual visualization of what the full build-out of the Elkin Riverfront could look like from a bird's-eye perspective. This concept shows the build up of vertical, mixed-use development, as well as a variety of recreation amenities and event spaces. This are could ultimately serve as an extension of Downtown Elkin- providing diverse housing options, retail, dining, and numerous recreation and entertainment opportunities.

Parks, Trails and Natural Resources



Maintain the quality of life for residents and attract visitors by continuing to offer a wide variety of recreation opportunities, quality parks and facilities, a well-connected trail network, and access to natural resources such as the Yadkin River.

GOAL SUMMARY

Parks, trails and natural resources are key contributors to the high quality of life enjoyed by Elkin's residents. The recreation facilities and programs provided by the Town enhance the physical and mental health of the community, and the trails provide access to natural settings while providing pedestrian connectivity throughout Elkin. Recognizing the role that parks and recreation facilities play in the character of the community and the potential for economic development generation, Elkin seeks to improve community aesthetics by preserving open space and natural resources, protecting environmentally sensitive areas, and enhancing historic areas.



EXISTING PARKS

1. Continue to implement the 2014 Parks and Recreation Master Plan. Update in 2024.



The 2014 Parks and Recreation Master Plan utilized an analysis of the existing system and community input to develop recommendations for both existing and new facilities in the short-term (1-5 years), mid-term (6-10 years) and long-term. While many of the short-term recommendations have been achieved, some items remained outstanding. The time-frame for implementing medium and long-term recommendations is also approaching, and reevaluating these to respond to current resource availability and user preferences may be necessary.

As other components of this Comprehensive Plan are implemented, it is recommended that Elkin continue to implement the recommendations proposed in the 2014 Master Plan, while actively updating these recommendations as needed. It is also recommended that the Town make preparations to update this Master Plan in 2024, as the ten-year cycle is standard for Comprehensive Recreation Plans.

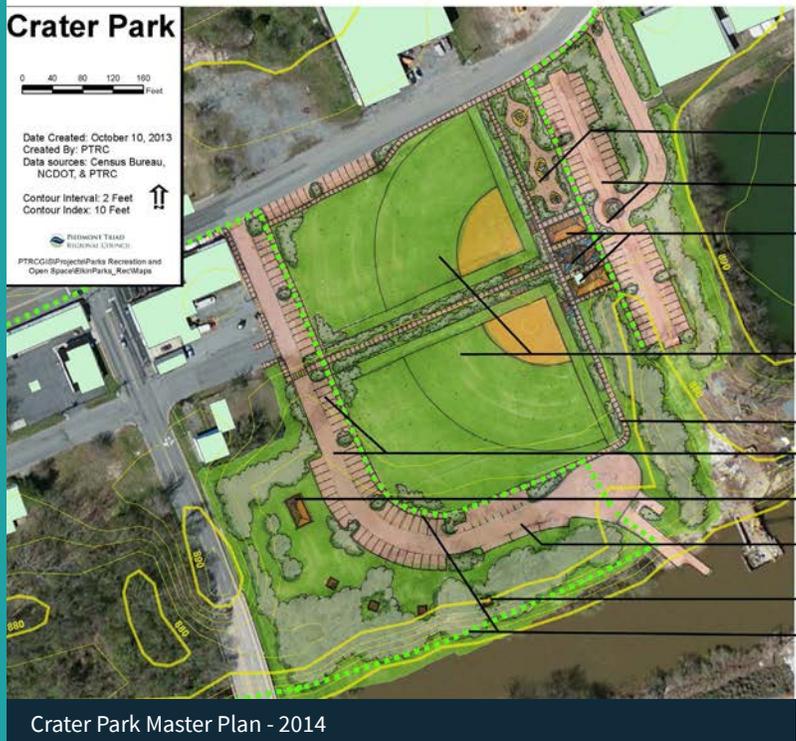
2. Revisit individual park master plans for Municipal Park and Crater Park.



Both Crater Park and Municipal Park have Master Plans in place as part of the 2014 Parks and Recreation Master Plan. While these plans may have been well suited to address the needs identified in 2014, changes in recreation facility and program needs, as well as the desire to revitalize certain areas of Town may have an impact on these parks. This is especially true for Crater Park, given its location on the banks of the Yadkin River.

The Town’s vision for a Riverwalk development centers around open space and access to the river. As this vision begins to take shape, Crater Park will become an integral piece of the continuous linear open space network that runs along the river. Crater Park’s close proximity to Downtown may necessitate reevaluation of the facilities there, and other uses such as event space or a greater variety of recreational amenities. As the riverfront develops and Elkin grows, it may be necessary to expand the athletic facilities at the park to meet increased demand.





- Playground & Garden
- 24' Access Road & Parking (56X)
 - Circular Drop-Off Lane
- Public Activity Center
 - Concessions & Restrooms
 - Plaza – water feature / shade canopy
 - Picnic Shelter &/or Batting Cage
- Ball Fields (2X)
 - Re-Graded with 200' Outfields,
 - Dual use as a football field
- 8' Sidewalk (typical)
- 24' Access Road & Parking (86X)
- 25'X40' Picnic Shelter (1X)
- Trailer Turn-Around & Parking (7X)
- 12'X12' Camping Platforms (4X)
- Proposed EVTA Trails

Crater Park Master Plan - 2014

3. Create an official recreation area around the Elkin Reservoir.



Park acreage is always difficult to come by, and the town-owned property around the Elkin Reservoir presents a unique opportunity to develop an additional park without the need for land acquisition. The Town currently owns approximately 44 acres of land surrounding the reservoir, with trails already connecting this area to Municipal Park. There is also currently a restroom facility and seating area near the trails, providing a trailhead for users. Establishing this area as a park would not only enhance the greenway system, but also provide the opportunity to provide additional recreation opportunities and increase the acreage of the park system.



4. Continue to promote nature-based outdoor recreation opportunities that are available in Elkin.



The Town has made great strides to promote the outdoor recreation opportunities in Elkin and the surrounding region. As previously discussed in the Economic Development and Tourism section, Elkin's proximity to Stone Mountain and Pilot Mountain State Parks, Carter Falls in Wilkes County, and the Yadkin River will play a large role in Elkin's growth as a hub for outdoor recreation. As Elkin continues efforts to market itself as a destination, continuing to capitalize on these extremely valuable resources will ensure that people continue to visit Elkin for years to come.



Hiking Trails in Elkin



Paddling on the Yadkin



Carter Falls

FUTURE PARKS

1. Develop a large neighborhood park in the northern part of town.



While Elkin’s level of service (LOS) metrics for park acreage and facilities are more than adequate for a town of its size, LOS measured by park access is in need of improvement. Access LOS refers to an analysis of the level of access residents have to parks and recreation facilities, typically measured in distance or time. The area within a predefined quantity of distance or time that a Park provides access is called a service area.

All of Elkin’s parkland is currently located south of Municipal Park, resulting in the northern part of Elkin having no parkland that is walkable to the residents in these areas. It is recommended that the Town seek to develop a large neighborhood park north of CC Camp Road, providing additional parkland to the system and improving access to recreation facilities for residents in North Elkin and the communities beyond.

2. Develop mini or neighborhood parks within walking distance of each Node and District.

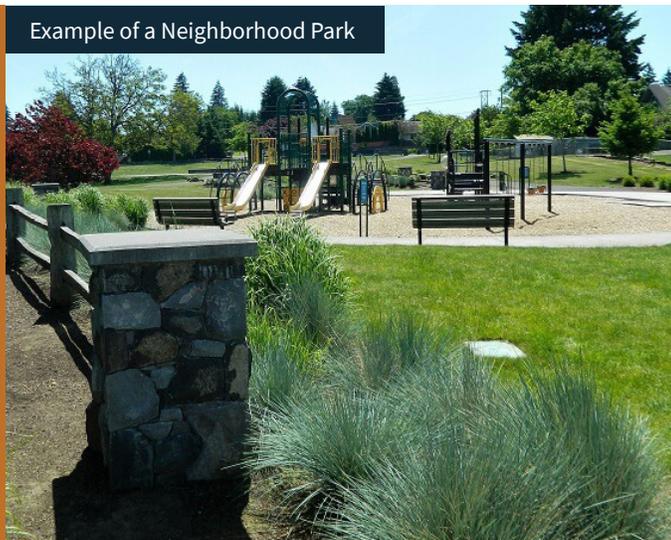


With the development of the Overlay Districts and Nodes, an emphasis will be placed on connectivity, walkability and overall livability of each district. Access to parks and open spaces is a significant component of a livable public realm, and as such, each Overlay District should contain or have walkable access to a meaningful open space. This open space could represent a range of typical park typologies - from a public plaza or mini park, to a small neighborhood park. Amenities in this park should be neighborhood-based, and include amenities that people would typically expect to be able to walk to such as places to sit, playgrounds, park shelters, or open green space.

3. Develop a land acquisition strategy for Parks and Recreation Facilities.

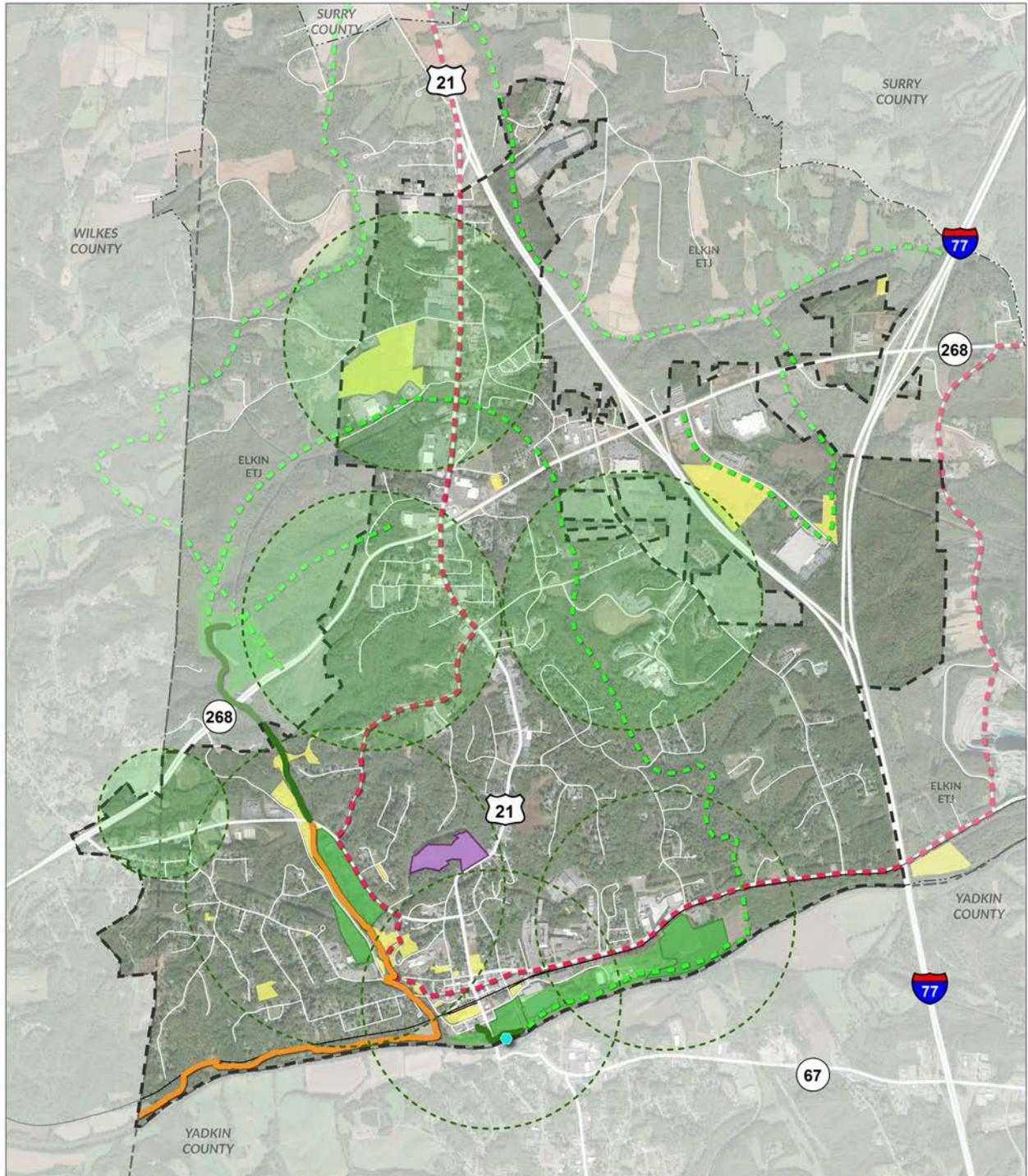


Land acquisition is often the most difficult phase of developing a park, as real estate is a finite resource, especially in growing areas. With Elkin’s desire to continue to grow and develop in the next 15 years, preserving land for parks and open space will become ever more critical. As stated in the previous recommendations, Elkin needs to develop parkland in the northern part of town, and also seek opportunities to incorporate parks and open space into the Overlay Districts. As demand for these parks increases, the Town will need to develop a land acquisition strategy for future parks. This strategy will aid in identifying parcels of interest, monitoring the status of these parcels, and



Example of a Neighborhood Park

MAP 20 - FUTURE RECREATIONAL FACILITIES



LEGEND

- Town Limits
- County Boundary
- Streets
- Elkin ETJ
- Bikeways

- Elkin Parks
- Elkin Cemetery
- Elkin Trails
- OVT
- River Access

Potential Recreation Facilities

- Future Greenways
- Potential Parks
- Government-Owned Properties
- Existing Park Service Area
- Future Park Service Area



identifying funding opportunities or other alternative methods of acquisition such as donations or land swaps. This land acquisition strategy will ensure that as Elkin's population grows, the current level of service in the park system will be maintained.

4. *Develop a Riverwalk linear park in the area from Crater Park east along the Yadkin River.*



The development of the Riverfront as a regional recreation amenity has been covered extensively in this plan; however the impact of such a feature cannot be overstated. The foundation for the Riverfront Park is already in place with the presence of Crater Park, as well as the planned route for the Mountains-to-Sea

Trail. As the development of this park progresses, it will be important to ensure that the park provides a wide variety of amenities covered in the "Destination Elkin" section, but also preserves the natural beauty of the riverfront. Crater Park should also be incorporated into the riverfront by serving as the anchor for the Liner Park and continuing to provide quality recreation facilities to serve the Town of Elkin.



TRAILS & GREENWAYS

1. Update comprehensive trail inventory, including existing and proposed trails.



Elkin has made tremendous progress advancing the 2007 Greenway Master Plan, as well as the 2014 Parks and Recreation Master Plan. The Town and the EVTA have successfully completed several new trail segments and are currently in the process of acquiring corridors for even more. It is recommended that the trail inventory and trail plan be updated to include the completed trail segments, and reevaluate and identify new trail segments. This should include the advancement of the MST and the OVT trail segments, as well as improved connectivity between local areas of interest.

2. Continue to pursue opportunities to develop trails and greenways throughout town, and improve overall connectivity.



With the development of the Overlay Districts and Nodes, connection from these areas to adjacent residential neighborhoods will be critical. The Town’s topography and neighborhood layouts currently create barriers to pedestrian access in many of Elkin’s residential areas and commercial nodes. The Town should seek to find opportunities to improve existing and create new connections (like those in the Local Transportation Plan), furthering the goals for the Districts and Nodes. The Town should also seek to continue to advance trail connections to regional attractions and ensure that Elkin is a connectivity leader in the Yadkin Valley Region.



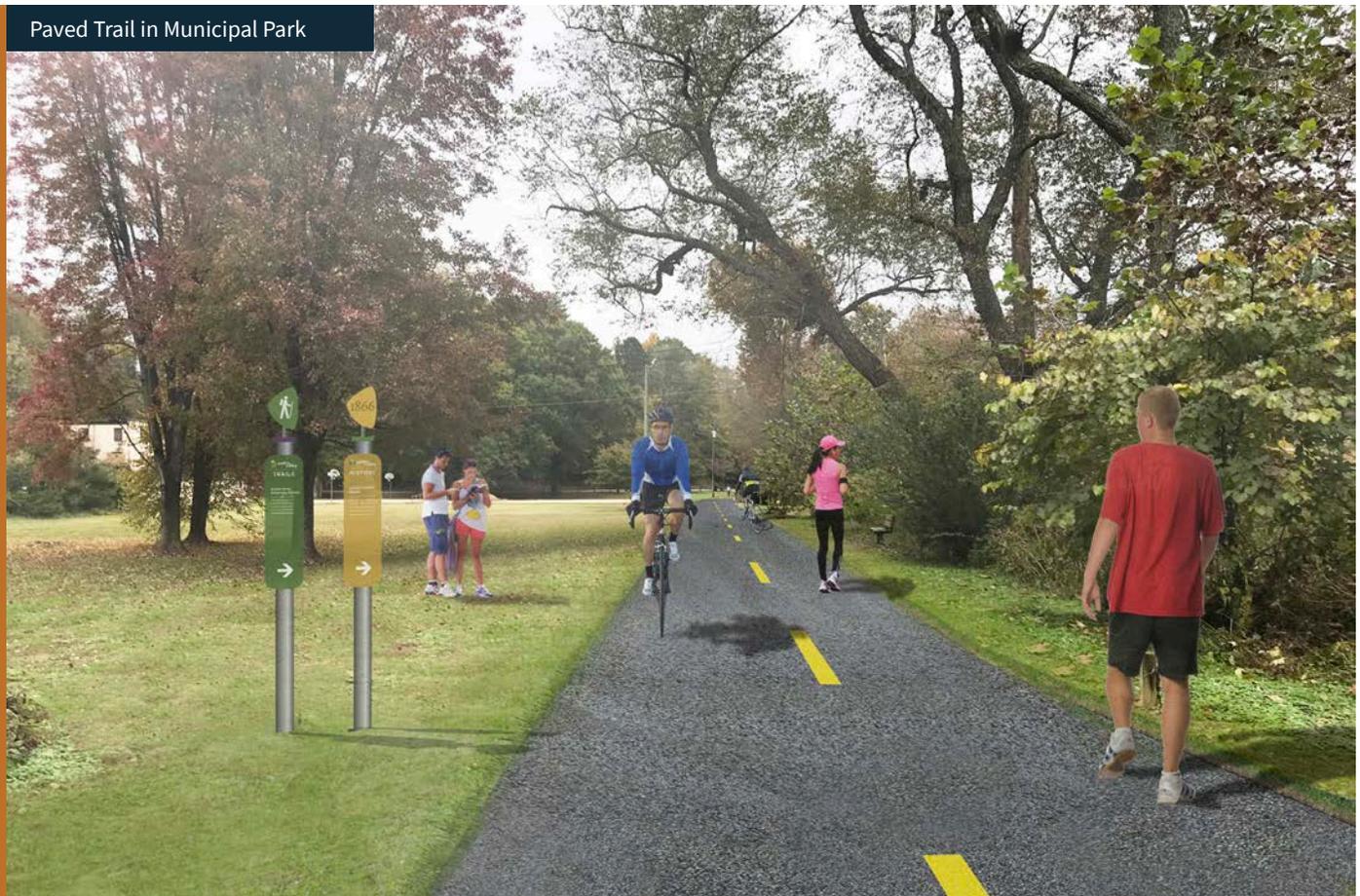
Trail Construction Near Elkin

3. Create a Plan to Pave Existing and Future Greenway Sections for Connectivity and Accessibility.



With much of Elkin’s identity revolving around being a “Trail Town”, it is important for existing and future greenways to be accessible by all. Unpaved trails present the Town with a range of challenges, as flooding and storms can cause a great deal of erosion on the trails resulting in temporary closures due to uneven or inhibited terrain. Rain and snow events may also inhibit citizens and visitors from enjoying the trails, and unpaved trails restrict access from those with certain disabilities. Alternatively, paved trails create an all-weather surface that may require less maintenance overall. Paved trails can be enjoyed by everyone and create a seamless transition from Elkin’s sidewalk network to its trail/greenway network.

The graphic below demonstrates how a trail in Municipal Park would look if it were paved and the shoulders of the trail improved.



Paved Trail in Municipal Park

Crater Park Trail



5



Implementation

INTRODUCTION

The 2030 Comprehensive Town-wide Master Plan is intended to be a living document that guides the policies, initiatives and actions of the Town's elected officials, staff and stakeholders. It is also intended to be an implementable document that establishes a set of action items that enforce the planning recommendations from the previous chapter. These action items take the ideas in this plan from concept to concrete; ensuring the advancement of a Vision that is attainable, sustainable, and community-driven.

As Elkin moves toward the future, monitoring the status of implementation progress will be essential for continued success. Town Staff and major stakeholders should review progress of the action items on an annual basis and evaluate priorities for implementation during each budget cycle, ensuring that the necessary funding and other resources are needed to keep the plans' progress moving forward.

Action items take the ideas in this plan from concept to concrete; ensuring the advancement of a Vision that is attainable, sustainable, and community-driven.

ACTION ITEM OVERVIEW

The action items outlined in this section will be organized into implementation tables associated with each recommendation from the previous section. This allows for a more simplified reference for the community and stakeholders to review priorities and evaluate progress. The tables include priorities, time-frames, necessary resources, and associated parties or organizations involved with the implementation. This will allow the Town and project stakeholders to take the most effective path to implementation, as well as monitor and update the action items as needed.

Each of the action items listed in the following tables are intended to advance the planning recommendations established through research, existing conditions, and stakeholder input. Much like the planning recommendations, the action items are not mutually exclusive to one Vision Goal, but are intended to advance the cohesive vision established throughout the process. The following is a description of the categories that can be found in the implementation tables.

Priority Level

Limited resources faced by local governments create an environment where projects must be prioritized in order to achieve long-term success. Action items in this plan are identified as being "high", "medium" or "low", with high being the most urgent needs. Due to the urgency and often larger scope of high priority needs, lower priority items that require fewer resources, often referred to as "low-hanging fruit" may be implemented in a shorter time-frame than higher priority items. These items are identified with their rows **highlighted in green**. As funding and resources become available, or as community needs evolve over the course of implementation, the priority levels of action items may change in response to these factors.

Resources

This category primarily focuses on the financial resources necessary to implement the action items in this plan. The following symbols are used to represent different ranges of expected capital commitment:

- ▶ **\$** - Less than \$25,000
- ▶ **\$\$** - \$25,000 - \$100,000
- ▶ **\$\$\$** - \$100,000 - \$500,000
- ▶ **\$\$\$\$** - More than \$500,000
- ▶ **Policy** - Within normal budget expenditures, requires updates to town policy
- ▶ **Initiative** - Within normal budget expenditures, requires coordination with other organizations

Actual financial resources could vary greatly depending on the final scope of projects or more detailed cost estimates.

Time-frame

Time-frame refers to the time, in years, that each action item should be implemented. As noted in the priority description, time frame may not be an indication of priority due to the ease of implementation for some lower priority items. The descriptions of time-frames assigned are listed below:

- ▶ **Short-term** - should be achieved in less than two years
- ▶ **Medium-term** - should be achieved in two to five years
- ▶ **Long-term** - should be achieved within ten years
- ▶ **On-going** - may take longer than ten years and will require constant effort to achieve the goal

Responsible Parties

This category identifies Town officials, community stakeholders and other potential partners that will be responsible for ensuring the implementation of each action item. It should also be noted that certain projects may require the addition of a consultant or other outside party to help implement the desired objectives. The abbreviations for each party are listed below:

Town of Elkin

- ▶ **BC** - Board of Commissioners
- ▶ **PB** - Planning Board
- ▶ **TS** - Town Staff

Partner Organizations

- ▶ **CO** - The Collaborative
- ▶ **EE** - Explore Elkin
- ▶ **DBA** - Downtown Business Association
- ▶ **MSAB** - Main Street Advisory Board
- ▶ **YVCC** - Yadkin Valley Chamber of Commerce
- ▶ **SCEDP** - Surry County Economic Development Partnership
- ▶ **PTRC** - Piedmont Triad Regional Council
- ▶ **SCCC** - Surry County Community College
- ▶ **EVTA** - Elkin Valley Trails Association
- ▶ **YVEDDI** - Yadkin Valley Economic Development District Inc.
- ▶ **NCDOC** - NC Department of Commerce
- ▶ **NCDOT** - NC Department of Transportation
- ▶ **YVHCP** - Yadkin Valley Heritage Corridor Partnership
- ▶ **NWPRPO** - Northwest Piedmont Rural Planning Organization
- ▶ **CDBG** - Community Development Block Grant
- ▶ **SRF** - State Revolving Fund

Other Partners

- ▶ **HCMH** - Hugh Chatham Memorial Hospital
- ▶ **TOJ** - Town of Jonesville
- ▶ **OC** - Outside Consultant
- ▶ **NPS** - National Park Service (Overmountain Victory Trail)
- ▶ **MST** - Mountains to Sea Trail
- ▶ **DEV** - Potential Developers
- ▶ **PARTF** - Parks and Recreation Trust Fund

IMPLEMENTATION TABLES



Community Character and Guidelines

Overall Recommendations						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
CC-1	Update the Town's Zoning Ordinance and revise regulations to allow medium-density commercial mixed-use development and multi-family residential in desired areas.	High	Policy/\$\$	Short-term	TS, PB, BC, OC	CC-4, HD-1, MD-2, WE-2, LU-1, LU-2, LU-2A, LU-3, LU-6, LU-7
CC-2	Develop design standards manual for infill and redevelopment of existing neighborhoods.	High	Policy/\$\$	Short-term	TS, PB, BC, DEV, OC	HD-4, RF-3, NE-1, COC-3, LU-4, LU-6, IPU-2, IPU-5, IPU-6
CC-3	Develop a Street/Sidewalk Manual.	Medium	Policy/\$	Medium-term	TS, PB, BC, NCDOT, OC	CC-1, LU-2, LU-5, LU-6, LU-7
CC-4	Adopt the proposed Overlay Districts (in conjunction with revised Zoning Ordinance and Future Land Use Plans.	High	Policy	Short-term	TS, PB, BC	CC-1, LU-1, LU-2, LU-2A, LU-3

Historic Downtown and Arts District						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
HD-1	Update the Town's Zoning Ordinance to allow mixed-uses in the Historic Downtown and Arts District.	High	Policy	Short-term	TS, PB, BC, OC	CC-1, LU-1, LU-2, LU-2A, LU-3
HD-2	Improve downtown streetscapes with upgraded crosswalks, bicycle lanes, street trees and public art.	As Available	\$\$\$\$	Ongoing	TS, PB, BC, DBA, MSAB, SCEDP, NCDOT, OC	CC-3
HD-2A	Improve Standard Street streetscape east of Main Street.	Low	\$\$	Long-term	TS, PB, BC, OC	CC-3
HD-3	Implement a local wayfinding plan for the Historic Downtown and Arts District.	High	\$	Ongoing	TS, PB, BC, EE, DBA, MSAB, YVCC, EVTA, , NCDOT, OC	NO-1, TCG-7, TCG-8, TCG-9
HD-4	Develop design standards manual for infill and redevelopment of the Historic Downtown and Arts District.	Medium	Policy/\$	Medium-term	TS, PB, BC, DBA, MSAB, CO, DEV, OC	CC-2, LU-4, IPU-1, IPU-2, IPU-3, IPU-4, IPU-5, IPU-6

Riverfront District						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
RF-1	Evaluate environmental constraints along the riverfront and create a strategic plan for mitigation and future development.	As Available	\$\$\$\$	Ongoing	TS, PB, BC, CO, NCDOT, CDBG, SRF, OC, DEV	RF-1A, IPU-5, IPU-6
RF-1A	Conduct environmental studies of key areas of potential future development.	As Available	\$\$	Ongoing	TS, PB, BC, OC	RF-1, IPU-5, IPU-7
RF-1B	Develop a Riverfront Master Plan, including a strategic environmental mitigation plan.	Medium	Policy/\$\$	Medium-term	TS, PB, BC, CO, EE, DBA, YVCC, SCEDP, EVTAOC	RF-1, RF1A, EDT-11, PTN-2, PTN-9
RF-1C	Begin to prioritize and implement infrastructure improvements necessary for development.	High	Policy/\$\$\$\$	Long-term	TS, PB, BC, OC	RF-1, RF-1A, RF-1B, IPU-2, IPU-3, IPU-5, IPU-6
RF-2	Develop a Riverfront Park south of Standard Street.	As Available	\$\$\$\$	Ongoing	TS, PB, BC, DBA, SCEDP, NCDOT, OC	TCG-3, EDT-11, PTN-9
RF-3	Encourage sustainable, vertical mixed-use development on improved infrastructure.	As Available	Policy/\$\$\$\$	Ongoing	TS, PB, BC, YVTA, YVCC, EE, DBA, NCDOT, OC	CC-2, LU-4, IPU-1, IPU-2, IPU-3, IPU-4

IMPLEMENTATION

Medical District						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
MD-1	Improve access and connectivity by improving existing roads and adding new roads where possible.	As Available	\$\$\$\$	Ongoing	TS, PB, BC, NCDOT, NWRPPO, HCMH, OC	TCG-2, TCG-4, TCG-6, TCG-10,
MD-2	Modify the MA zoning to allow for medium to high-density residential development.	High	Policy	Short-term	TS, PB, BC, HCMH	CC-1, LU-1, LU-3
MD-3	Encourage education partnerships with Surry County Community College and other educational institutions to develop training programs with HCMH.	Medium	Initiative	Long-term	TS, BC, SCCC, HCMH	EDT-5

North Elkin District						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
NE-1	Utilize existing infrastructure and building footprints, and encourage infill opportunities where possible, including multi-family residential.	As Available	Initiative/Policy	Ongoing	TS, PB, BC, SCEDP, NCDOT, CDBG, DEV	CC-2, LU-4, IPU-1, IPU-2, IPU-3, IPU-4
NE-1A	Encourage an incubator atmosphere for small businesses and neighborhood retail operations using existing infrastructure.	As Available	Initiative/Policy	Ongoing	TS, PB, BC, YVCC, SCEDP, NCDOT, DEV	EDT-1, EDT-2, EDT-3
NE-2	Create a gateway node to welcome visitors to Elkin and provide wayfinding and signage to draw them in.	High	\$\$\$	Short-term	TS, PB, BC, NCDOT, YVHCP, OC, DEV	CC-4, NO-1, TCG-7, TCG-8, TCG-9
NE-3	Seek potential opportunities to develop a large neighborhood park in this district.	Medium	Policy/\$\$\$\$	Long-term	TS, BC, SCCC, HCMH	PTN-7, PTN-8

West End District						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
WE-1	Create a gateway with wayfinding and signage to welcome visitors from areas West of Elkin.	High	\$\$\$	Short-term	TS, PB, BC, NCDOT, YVHCP, OC, DEV	CC-4, NO-1, TCG-7, TCG-8, TCG-9
WE-2	Promote more cohesive, neighborhood-serving commercial development with a focus on connectivity and walkability.	As Available	Initiative/Policy/\$\$	Ongoing	TS, PB, BC, YVCC, NCDOT, DEV	CC-1, CC-3, EDT-1, EDT-2

Commercial Corridor						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
COC-1	Continue to attract larger, big box retail development while encouraging architectural standards that help create a cohesive character to the corridor.	As Available	Initiative/ Policy	Ongoing	TS, PB, BC, YVCC, SCEDP, NCDOT, DEV	CC-4, NO-1, TCG-7, TCG-8, TCG-9
COC-2	Improve street connectivity and access points to reduce traffic congestion and encourage walkability.	Medium	Initiative/ Policy/\$\$\$\$	Long-term	TS, PB, BC, YVCC, NCDOT, DEV	CC-1, CC-3, EDT-1, EDT-2
COC-3	Encourage infill development where applicable, utilizing sustainable, LID strategies to reduce runoff and improve water quality.	As Available	Initiative/ Policy	Ongoing	TS, PB, BC, YVCC, SCEDP, NCDOT, CDBG, SRF, DEV	EDT-1, EDT-2, EDT-3

Nodes						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
NO-1	Develop a set of guidelines for each node that enhance the Overlay Districts and provide welcoming transition areas.	High	Policy/\$	Short-term	TS, PB, BC, OC	CC-1, CC-2, CC-3, CC-4, LU-2, LU-3, LU-5, LU-6, LU-7
NO-2	Upgrade infrastructure for bicycle and pedestrian safety, and include wayfinding and signage.	Low	\$\$\$\$	Long-term	TS, PB, BC, NCDOT	CC-3, TCG-1, TCG-2, TCG-4, TCG-5, TCG-6, TCG-7, TCG-8, TCG-9



Land Use and Growth Management

Development Ordinance Recommendations						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
LU-1	Update the Town's Zoning Ordinance to permit medium-density in multifamily as a conditional use in appropriate zoning districts.	High	Policy/\$	Short-term	TS, PB, BC, OC	CC-4, HD-1, MD-2, WE-2, LU-2, LU-2A, LU-3, LU-6, LU-7
LU-2	Promote mixed uses in downtown and commercial zoning areas through updates to the Zoning Ordinance.	High	Policy	Short-term	TS, PB, BC, OC	CC-4, HD-1, MD-2, WE-2, LU-1, LU-2A, LU-3, LU-6, LU-8
LU-2A	Discourage single-use residential development in key commercial corridors.	High	Policy	Short-term	TS, PB, BC, OC	CC-4, HD-1, MD-2, WE-2, LU-1, LU-2, LU-3, LU-6, LU-9
LU-3	Include an Office and Institutional Zoning designation.	High	Policy	Short-term	TS, PB, BC, OC	CC-4, HD-1, MD-2, WE-2, LU-1, LU-3, LU-6, LU-10
LU-4	Encourage infill development through initiatives and incentive programs.	As Available	Initiative/Policy/\$\$\$	Ongoing	TS, PB, BC, CO, DBA, SCEDP, NCDOT, CDBG, SRF	CC-2, HD-4, RF-3, NE-1, COC-3, LU-4, LU-6

Future Land Use & Public Realm Improvements						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
LU-5	Create a Local Transportation Plan.	Low	Policy/\$	Short-term	TS, PB, BC, NCDOT, OC, TOJ	CC-3, TCG-1, TCG-2, TCG-4, TCG-5, TCG-6, TCG-7, TCG-8, TCG-9
LU-6	Develop Small Area Plans for each of the six Overlay Districts.	Medium	Policy/\$\$	Medium-term	TS, PB, BC, DBA, EE, CO, NCDOT, NDCOC, HCMH, OC	CC-1, CC-4, NO-1
LU-3	Update Future Land Use Map.	High	Policy/\$\$	Short-term	TS, PB, BC, OC	CC-1, CC-4, HD-1, MD-2, WE-2, LU-1, LU-2, LU-2A, LU-3, LU-5, LU-6



Infrastructure and Public Utilities

Water, Sewer and Stormwater Utilities						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
IPU -1	Develop a Town-wide Stormwater Master Plan.	High	Policy/\$	Short-term	TS, PB, BC, OC	CC-2, HD-4, RF-3, NE-1, COC-3
IPU-2	Implement Water Supply Recommendations from the 2015 Water System 20-Year CIP.	As Available	Policy/\$\$\$\$	Ongoing	TS, PB, BC, DBA, SCEDP, NCDOC, CDBG, SRF, OC	CC-2, HD-4, RF-3, NE-1, COC-3, IPU-3
IPU-3	Focus on upgrading existing utilities within Town limits rather than expanding.	As Available	Policy	Ongoing	TS, PB, BC	CC-2, HD-4, RF-3, NE-1, COC-3, IPU-2
IPU-4	Integrate green infrastructure and LID practices with new development.	As Available	Initiative/ Policy / \$\$\$\$	Ongoing	TS, PB, BC, NCDOT, CDBG, SRF, DEV, OC	CC-2, HD-4, RF-3, NE-1, COC-3

Existing Buildings and Aging Infrastructure						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
IPU-5	Implement the fire protection and aging infrastructure projects from the 2015 Water System 20-Year CIP.	As Available	Policy/\$\$\$\$	Ongoing	TS, PB, BC, DBA, SCEDP, NCDOC, CDBG, SRF, OC	CC-2, HD-1, HD-4, RF-3, NE-1, COC-3, IPU-3
IPU-6	Offer Phase 1 ESA assistance for properties in the Downtown Core.	As Available	Policy/\$\$	Ongoing	TS, PB, BC, DBA, SCEDP, NCDOC, CDBG, SRF, DEV	CC-2, HD-1, HD-4, RF-3, NE-1, COC-3, IPU-3
IPU-7	Ensure that communication utilities and public Wi-Fi are continuously updated.	As Available	Policy/\$\$	Ongoing	TS, PB, BC, DBA	EDT-6, EDT-8, EDT-10

Funding						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
IPU-8	Continue to implement a Capital Improvements Program for priority infrastructure projects.	As Available	Policy	Ongoing	TS, PB, BC	CC-2, IPU-1, IPU-2, IPU-3, IPU-4
IPU-9	Seek infrastructure improvement funding through grant programs.	As Available	Policy/\$\$	Ongoing	TS, PB, BC, DBA, SCEDP, NCDOC, CDBG, SRF, OC	CC-2, IPU-1, IPU-2, IPU-3, IPU-4, IPU-5



Transportation Connectivity, and Gateways

Roadway Infrastructure						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
TCG -1	Submit projects to NCDOT STIP for roadway improvements, such as recommended improvements to CC Camp Rd.	High	Initiative/ Policy/\$\$\$\$	Long-term	TS, PB, BC, NCDOT	CC-3, COC-1, COC-2
TCG -2	Work with NCDOT and NWRPO to explore alternatives for Johnson Ridge Road Improvements.	Low	Initiative/ Policy/\$\$\$\$	Long-term	TS, PB, BC, NCDOT, NWRPO	CC-3, MD-1
TCG -3	Realign Standard Street and Fabric Lane.	Medium	\$\$\$\$	Long-term	TS, PB, BC, NCDOT, OC	RF-2, IDP-11

Bicycle & Pedestrian Infrastructure						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
TCG -4	Provide pedestrian facilities along Johnson Ridge Road, North Bridge Street, and CC Camp Road.	As Available	Initiative/ Policy/\$\$\$\$	Ongoing	TS, PB, BC, NCDOT, DEV, OC	CC-3, NO-1, NO-2, TCG-1, TCG-2
TCG -5	Adopt the Bicycle and Pedestrian Plan provided by AECOM.	High	Policy	Short-term	TS, PB, BC, NCDOT, OC	CC-3, NO-1, NO-2, TCG-1, TCG-2
TCG -6	Pursue opportunities for neighborhood greenway tie-ins.	As Available	Initiative/ Policy/\$\$	Ongoing	TS, PB, BC, EVTA, DEV, OC	CC-3, NO-1, NO-2, TCG-1, TCG-2

Gateways and Wayfinding						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
TCG -7	Continue to develop a Unified Gateway Monument and Signage Plan.	As Available	Initiative/ Policy/\$\$	Ongoing	TS, PB, BC, YVEDDI, NCDOT, YVHCP	CC-1, CC-4, HD-3, NE-2, WE-1, NO-1, NO-2
TCG -8	Implement regional gateway signage along I-77 in coordination with Jonesville and NCDOT.	As Available	Initiative/ Policy/\$\$	Ongoing	TS, PB, BC, YVEDDI, NCDOT, YVHCP, TOJ	CC-1, CC-4, HD-3, NE-2, WE-1, NO-1, NO-2
TCG -9	Expand the utilization of the Yadkin Valley Heritage Corridor Partnership Wayfinding Program.	As Available	Initiative/ Policy/\$\$	Ongoing	TS, PB, BC, YVEDDI, NCDOT, YVHCP, TOJ	CC-1, CC-4, HD-3, NE-2, WE-1, NO-1, NO-2

Transit						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
TCG-10	Coordinate with the Yadkin Valley Economic Development District, Inc. to expand the capacity of the Elkin Circulator.	As Available	Initiative/Policy	Ongoing	TS, PB, BC, YVEDDI, HCMH	MD-1, NO-1, NO-2, EDT-6, EDT-6A



Economic Development and Tourism

Economic Growth						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
EDT-1	Continue to diversify the economy, build on existing industries, attract new employees.	As Available	Initiative/Policy	Ongoing	TS, PB, BC, CO, EE, DBA, YVCC, SCEDP, PTRC, YVEDDI, NCDOC, DEV, HCMH	CC-1, LU-1, LU-4, HD-1, RF-3, MD-2, NE-1, WE-3, COC-1
EDT-2	Encourage new industry and employment centers to come to Elkin through incentive programs.	As Available	Initiative/Policy	Ongoing	TS, PB, BC, CO, EE, DBA, YVCC, SCEDP, PTRC, YVEDDI, NCDOC, DEV, HCMH	CC-1, LU-1, LU-4, HD-1, RF-3, MD-2, NE-1, WE-3, COC-1
EDT-3	Encourage a "buy local" initiative with local organizations.	As Available	Initiative	Ongoing	TS, BC, CO, EE, DBA, YVCC	HD-1, RF-3, NE-1, WE-3,
EDT-4	Monitor the status of large riverfront properties and encourage redevelopment opportunities.	As Available	Initiative	Ongoing	TS, PB, BC, CO, EE, DBA, YVCC, SCEDP, PTRC, YVEDDI, NCDOC, DEV, OC	CC-1, CC-2, LU-1, LU-4, HD-1, RF-1, RF-1A, RF-1B, RF-1C, RF-2, RF-3, LU-4, IPU-1, IPU-2, IPU-3, IPU-4,
EDT-5	Continue to seek partnership opportunities with Surry Community College, as well as other high-education institutions.	As Available	Initiative	Ongoing	TS, BC, CO, EE, SCEDP, SCCC, HCMH	MD-3

IMPLEMENTATION

Tourism & Regional Attractions						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
EDT-6	Continue to promote Elkin as a hub for regional tourist attractions.	As Available	Initiative	Ongoing	TS, BC, CO, EE, DBA, YVCC, EVTA, YVEDDI, YVHCP, TOJ, NPS, MST	CC-4, RF-2, TCG-10, EDT-1, EDT-4, EDT-6A, EDT-7, EDT-8, EDT-9, EDT-10, EDT-11, PTN-9, PTN-11
EDT-6A	Advocate an initiative to provide transportation from Elkin to regional attractions such as Stone Mountain and Yadkin Valley Wineries.	Low	Initiative/\$\$\$	Short-term	CO, EE, DBA, YVCC, SCEDP, YVEDDI, YVHCP, NWRPPO, TOJ	TGC-10, EDT-6, EDT-8, EDT-9, EDT-10
EDT-7	Continue efforts to develop the OVT and MST, to establish Elkin as a Trail Town.	As Available	Initiative	Ongoing	TS, BC, CO, EE, DBA, YVCC, EVTA, YVHCP, TOJ, NPS, MST	CC-4, RF-2, TCG-10, EDT-1, EDT-4, EDT-6A, EDT-7, EDT-8, EDT-9, EDT-10, EDT-11, PTN-9, PTN-11

Destination Elkin						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
EDT-8	Continue to support local festivals and events that attract visitors to Elkin.	As Available	Initiative	Ongoing	TS, BC, CO, EE, DBA, MSAB, YVCC, EVTA, YVEDDI, YVHCP	CC-4, RF-2, TCG-10, EDT-1, EDT-4, EDT-6, EDT-6A, EDT-7, EDT-8, EDT-9, EDT-10, EDT-11, PTN-9, PTN-11
EDT-9	Strengthen coordination with local organizations to promote Elkin as a destination, while ensuring all individual efforts align to establish a cohesive Vision with a clear branding and marketing campaign.	High	Initiative	Short-term	TS, BC, CO, EE, DBA, MSAB, YVCC, EVTA	CC-4, RF-2, TCG-10, EDT-1, EDT-4, EDT-6, EDT-6A, EDT-7, EDT-8, EDT-9, EDT-10, EDT-11, PTN-9, PTN-11
EDT-10	Encourage the development of additional accommodations in or near the downtown core.	As Available	Initiative	Ongoing	TS, PB, BC, CO, EE, DBA, MSAB, YVCC, SCEDP, DEV	CC-1, CC-2, HD-1, HD-4, EDT-6, EDT-6A, EDT-7, EDT-8, EDT-9
EDT-11	Coordinate with other efforts established in this Plan to revitalize the riverfront.	As Available	Initiative	Ongoing	TS, PB, BC, CO, EE, DBA, YVCC, SCEDP, EVTA, YVEDDI, NCDCC, YVHCP, TOJ, OC, NPS, MST, DEV	CC-2, CC-4, RF-1, RF-2, RF-3, EDT-1, EDT-4, EDT-6, EDT-6A, EDT-7, EDT-8, EDT-9, EDT-10, EDT-11, PTN-9, PTN-11



Parks, Trails and Natural Resources

Existing Parks						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
PTN-1	Continue to implement the 2014 Parks and Recreation Master Plan. Update in 2024.	High	Policy/\$	Medium-term	TS, PB, BC, CO, EE, EVTA, YVHCP, OC, NPS, MST	RF-2, NE-3, EDT-6, EDT-7, PTN-2, PTN-4, PTN-6, PTN-7, PTN-8, PTN-9, PTN-10, PTN-11, PTN-12, PTN-12A
PTN-2	Revisit individual park master plans for Municipal Park and Crater Park.	High	Policy/\$	Medium-term	TS, PB, BC, CO, EE, EVTA, YVHCP, OC, NPS, MST	RF-1, RF-2, RF-3, EDT-11, PTN-1, PTN-9
PTN-3	Create an official recreation area around the Elkin Reservoir.	Low	Policy/\$\$	Medium-term	TS, PB, BC, EVTA	PTN-1, PTN-10, PTN-11
PTN-4	Continue to promote nature-based outdoor recreation opportunities that are available in Elkin.	As Available	Initiative	Ongoing	TS, PB, BC, CO, EE, YVCC, EVTA, YVHCP, NPS, MST	EDT-6, EDT-7, PTN-1, PTN-10, PTN-11

Future Parks						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
PTN-6	Develop a large neighborhood park in the northern part of town.	High	Initiative/\$\$\$	Medium-term	TS, PB, BC, EVTA, OC, PARTF	NE-3, PTN-1, PTN-4, PTN-7, PTN-8, PTN-10, PTN-11
PTN-7	Develop mini or neighborhood parks within walking distance of each Node and District.	Low	Initiative/\$\$	Long-term	TS, PB, BC, EVTA, OC, DEV, PARTF	CC-4, NO-1, NO-2, PTN-1
PTN-8	Develop a land acquisition strategy for Parks and Recreation facilities.	As Available	Initiative/Policy	Ongoing	TS, PB, BC, EVTA, OC	PTN-1, RF-2, NE-3, EDT-11, PTN-1
PTN-9	Develop a Riverwalk linear park in the area from Crater Park east along the Yadkin River.	As Available	Initiative/\$\$\$	Ongoing	TS, BC, CO, EE, DBA, YVCC, SCEDP, EVTA, YVEDDI, YVHCP, CDBG, SRF, OC, NPS, MST, DEV, PARTF	RF-2, EDT-4, EDT-6, EDT-7, EDT-11, PTN-1

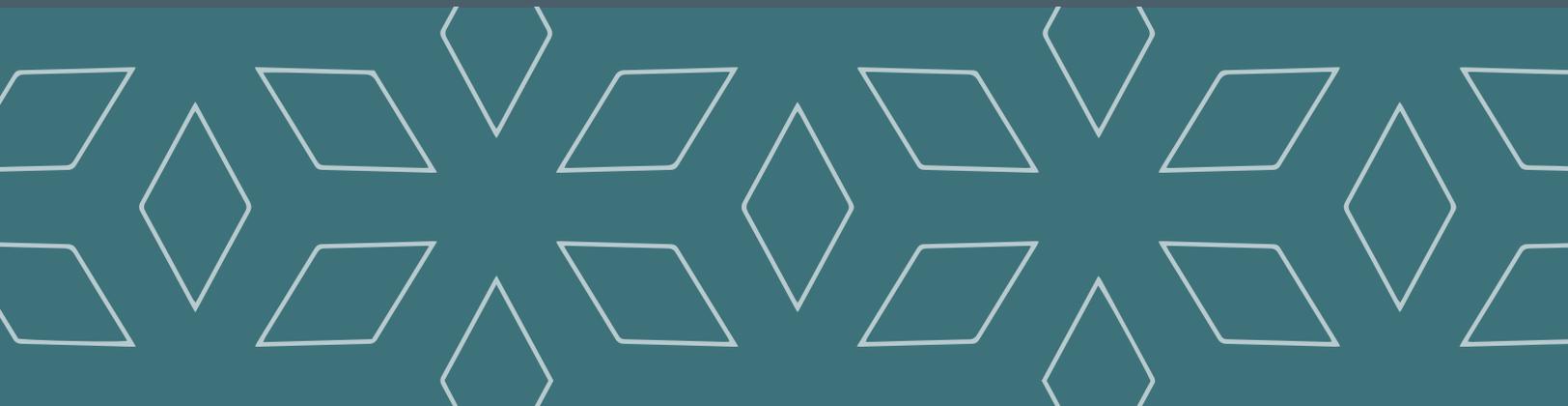
Trails & Greenways						
ID	Action	Priority	Resources	Time-frame	Responsibility	Related Action Items
PTN-10	Update comprehensive trail inventory, including existing and proposed trails.	High	Initiative	Short-term	TS, PB, BC, EVTA	NO-2, LU-5, TCG-6, EDT-6, EDT-7, PTN-1, PTN-4, PTN-11, PTN-12, PTN-12A
PTN-11	Continue to pursue opportunities to develop trails and greenways throughout town, and improve overall connectivity.	As Available	Initiative/\$\$\$	Ongoing	TS, PB, BC, CO, EE, EVTA, YVHCP, OC	NO-2, LU-5, TCG-6, EDT-6, EDT-7, PTN-1, PTN-4, PTN-10, PTN-12, PTN-12A
PTN-12	Create a plan to pave existing and future greenway sections for connectivity and accessibility.	As Available	Initiative/\$\$\$	Ongoing	TS, BC, EVTA, YVHCP, TOJ, NPS, MST	NO-2, LU-5, TCG-6, EDT-6, EDT-7, PTN-1, PTN-4, PTN-10, PTN-11, PTN-12A
PTN-12A	Pave the Elkin and Alleghany Trail in Municipal Park.	Low	\$\$	Long-term	TS, BC, EVTA, NPS, MST	NO-2, LU-5, TCG-6, EDT-6, EDT-7, PTN-1, PTN-4, PTN-10, PTN-11, PTN-12

Crater Park Trail



Town of Elkin

2030 COMPREHENSIVE TOWN-WIDE MASTER PLAN



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