TOWN OF CAJALIS MOUNTAIN

LAND USE PLAN

IN GOD WE TRUST

JUNE 2022

Creative Regional Solutions Since 1968

ACKNOWLEDGMENTS

TOWN COUNCIL

Ronnie Setzer, Mayor Jeff Bolick

Cheryl Pritchard Lloyd Robbins

Richard Andrews

PLANNING BOARD

Ken Crump, Chairman Robert Norris

Ronnie Craig

John Church

Marie Rowe-Coppernoll

TOWN STAFF

Administration

Randy Feierbend, Town Manager

PREPARED BY

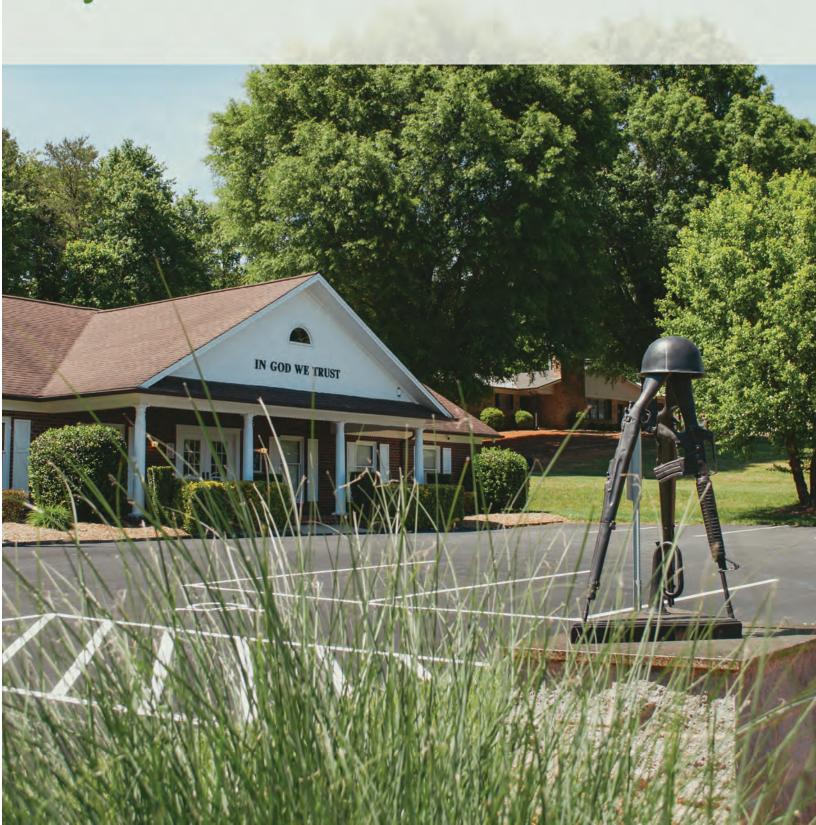
Western Piedmont Council of Governments



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1. INTRODUCTION



INTRODUCTION

PURPOSE OF A LAND USE PLAN

According to North Carolina General Statutes, every local government must base their zoning decisions on a longrange plan, which describes policies for land-use and growth management issues. These decisions range from rezoning decisions to transportation regulations to policies governing the uses and subdivision of land. The Town of Cajah's Mountain Council and the Town of Cajah's Mountain Planning Department set the creation of this Plan in motion by partnering with the Western Piedmont Council of Governments to assist in its development.

The Town of Cajah's Mountain Land Use Plan is a fundamental policy document that will help guide the Town's growth and development over the next ten to twenty years. The Plan provides a vision of how the Town should look in the future and clearly defines the steps that should be taken in order to realize that vision. The Plan identifies areas where investments should occur and what type of growth should be encouraged in which areas. It establishes a roadmap for how the Town should change - and how the Town should remain unchanged. Town Council, Planning Board and Staff can use this land use plan as a guide for developing regulations, deciding rezoning cases, developing capital improvement plans, applying for grants, developing its transportation network, extending water and sewer infrastructure, amending its zoning ordinance, drafting its budget, and planning for parks. By following this Plan, the Town of Cajah's Mountain will continue to create the conditions that encourage orderly growth and economic development well into the future.

THE PLANNING PROCESS

The Town of Cajah's Mountain Plan was developed by the Town of Cajah's Mountain Steering Committee, which was also the Town Planning Board. The Committee conducted a community outreach, education, discussion and strategic thinking process which resulted in the creation of a draft version of this Plan. At the heart of the Plan is a series of recommended growth management strategies in the areas of land use, transportation, public services, and natural and cultural resources. Upon adoption of this Plan by the Town Council, the Planning Board and the Town's planning staff will be charged with prioritizing and implementing the strategies proposed in this document. The Town Plan Steering Committee consisted of:

LAND USE PLAN STEERING COMMITTEE MEMBERS						
Ken CrumpJohn ChurchRobert NorrisPlanning Board - ChairmanPlanning Board - Vice ChairmanPlanning Board						
Marie Rowe-Cappernoll Planning Board	Ronnie Craig Planning Board	Randy Feierbend Town Manager				

CITIZEN INVOLVEMENT

There are many steps to creating a land use plan for a local government. Planners must collect and analyze data, review maps and charts, consider economic trends and geographic features, consult with dedicated stakeholder teams, and connect with other governments or organizations to check how their plans may affect the one in progress. The plan will always fall critically short, however, if it does not include the input, feedback and wisdom of the public. The citizens of a place are the ones who know it best. They know its greatest assets and its hardest challenges. They know the highest priorities for an area, and when the plan is done, they are the ones tasked with helping to implement its goals. The Western Piedmont Council of Governments and its planning staff understand the importance of public input and engagement, both for giving a plan legitimacy and for creating a true, community-led and community-oriented document.

WPCOG hosted two public input sessions during the planning process. The first one was held on March 8th at Town Hall. A second public input meeting was held on May 16th, 2022 where citizens dropped in and out of a presentation room, reviewed illustrated boards and maps, and spoke to planners and other citizens about the contents and recommendations of the plan. Public engagement meetings like these allow citizens to come together and talk with staff, local officials, and each other to help guide the creation of a plan and to help review it once it is drafted.

THE APPROVAL PROCESS

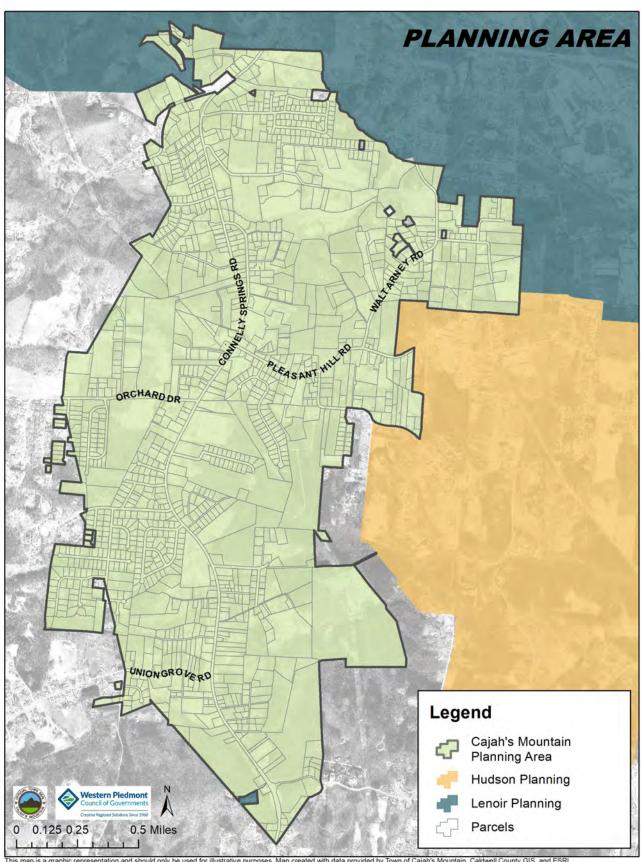
The Town of Cajah's Mountain Steering Committee / Planning Board was presented the draft plan on May 16th, 2022. There was a unanimous decision to approve the document and to send a recommendation for approval of the draft plan to the Town Council. The draft plan was then reviewed by the Town Council, and a public hearing was held to discuss the adoption of the draft plan at the June Council meeting. The draft plan was approved by the Town Council on June 6, 2022.

PLANNING AREA

The geographic area included in this Plan includes land located within the Town's limits. The Town of Cajah's Mountain does not have an Extraterritorial Planning Jurisdiction (ETJ). (See Map: Planning Area).

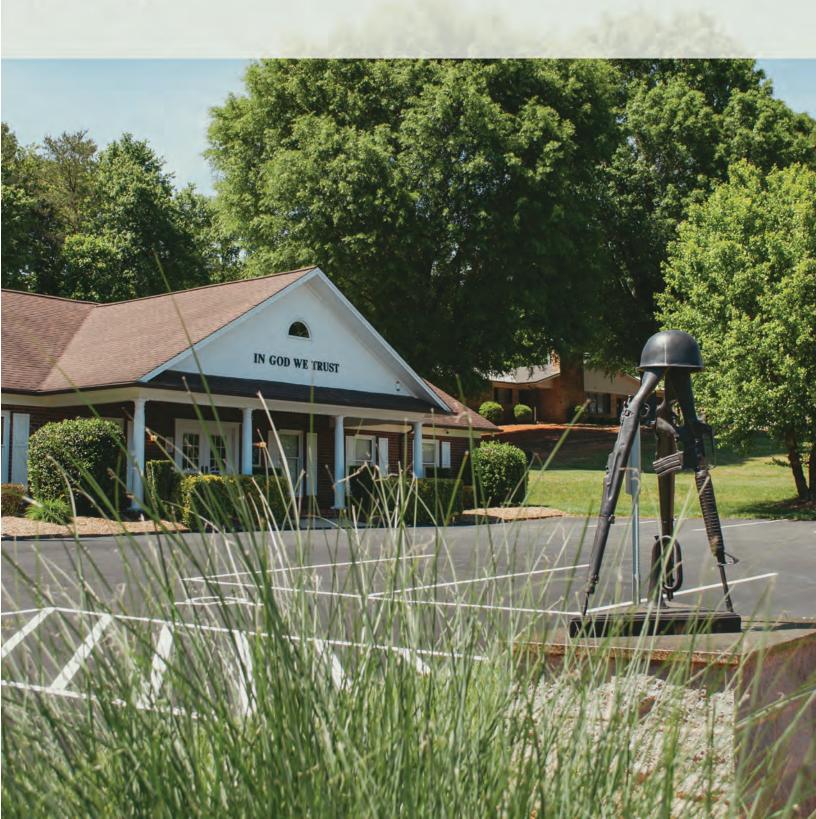
NEXT STEPS

Upon adoption of this Plan, appropriate changes will be made to the Town's Zoning and Subdivision Ordinances, and the Future Land Use section of the plan should be referenced when considering rezoning requests. Land Use plans are intended to be living documents. Revisions of this Plan may be necessary based on state law and changing economic conditions. The Planning Board and Town planning staff should review this document periodically to evaluate its effectiveness and to determine if revisions are necessary.



This map is a graphic representation and should only be used for illustrative purposes. Map created with data provided by Town of Cajah's Mountain, Caldwell County GIS, and ESRI Q:\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Pl

) DEMOGRAPHICS



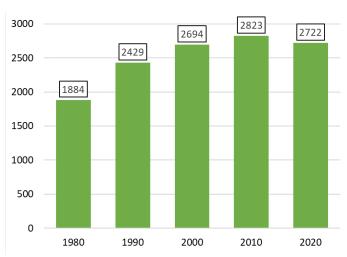
DEMOGRAPHICS

Note: 2020 Census data was collected during the height of the COVID-19 outbreak. The 2020 data shown here may have been impacted by participation rate and displacement of individuals during stay-at-home orders.

POPULATION

The Census count in 1980 for Cajah's Mountain was 1,884 (Figure 1). As of 2020, the U.S. Census Bureau shows that the population of Cajah's Mountain is 2,722. Table 1 shows population changes between 2000 and 2020 for Cajah's Mountain, Caldwell County, the Hickory Metropolitan Statistical Area or MSA (Alexander, Burke, Caldwell and Catawba Counties). North Carolina and the United States. Cajah's Mountain added 129 people between 2000 and 2010, an increase of 4.8%. The percentage growth was significantly lower than the Caldwell County (6.8%), the Hickory MSA (6.5%) the North Carolina (18.5%) or the US (9.7%) population growth rate. Estimates from the US Census Bureau indicate that Cajah's Mountain lost population between 2010 and 2020. The 2020 Cajah's Mountain population

Figure 1 - Cajah's Mountain Population, 1980-2020



Source: 1980-2020 Census, US Census Bureau and WPCOG Data Center, 2022.

estimate (2,722) is slightly higher than the Census 2000 population count (2,694). Since 2010, Caldwell County experienced a population loss of -101 people, a 3.6% decrease. From 2010 to 2020, the population of the Hickory MSA decreased by just 0.1%. North Carolina's population grew 9.5% between 2010 and 2020 to 10.4 million. The number of persons in the United States has increased 5.3% from 308.8 million in 2010 to 331.5 million in 2020.

Table 1 - Population Comparison, 2000-2020							
	2000	2010	Change	ge 2020		Change	% Inc.
Location	Census	Census	2000-2010	% Inc.	Census	2010-2020	% IIIC.
Cajah's Mountain	2,694	2,823	129	4.8	2,722	-101	-3.6
Caldwell County	77,708	83,029	5,321	6.8	80,652	-2,377	-2.9
Hickory MSA	341,851	365,497	23,646	6.5	365,276	-221	-0.1
NC	8,049,313	9,535,483	1,486,170	18.5	10,439,388	903,905	9.5
US	281,421,906	308,745,538	27,323,632	9.7	331,449,281	22,703,743	7.4

Sources: 2000, 2010 and 2020 Census, US Census Bureau.

Whites are the largest race group in Cajah's Mountain. Over 89% of the Town's population is White (Table 2, page X). Between 2010 and 2020, however, the number of Whites decreased by 249 persons to 2,447. Hispanic is the Town's largest minority group (4.1% of Cajah's Mountain' population in 2020). The Town's Hispanic population increased from 87 persons in 2010 to 112 in 2020. Since the 2010 Census, Cajah's Mountain' two or more population has increased by 107 to 131.

Table 2	Table 2 - Cajah's Mountain Population by Race/Ethnic Group, 2010-2020								
Race/Ethnic Group	2010 Census	% of Pop.	2020 Census	% of Pop.	Change 2010 to 2020	% Change 2010 to 2020			
Total Population	2,823	100.0	2,722	100.0	-101	-3.6			
White	2,696	95.5	2,447	89.9	-249	-9.2			
African American	46	1.6	56	2.1	10	21.7			
American Indian	8	0.3	21	0.8	13	162.5			
Asian American	21	0.7	15	0.6	-6	-28.6			
Two or More Races	24	0.9	131	4.8	107	445.8			
Some Other Race	28	1.0	52	1.9	24	85.7			
Hispanic (Any Race)	87	3.1	112	4.1	25	28.7			
White, (Not Hispanic)	2,647	93.8	2,428	89.2	-294	-10.8			

Sources: 2010 and 2020 Census, US Census Bureau.

Age group population data for Cajah's Mountain from 2010 to the 2016-2020 ACS is displayed in Table 3. Some age groups gained population between 2010 and 2016-2020, while others experienced declines. The older age groups in Cajah's Mountain have had the some of the most significant population gains since 2010 due to the aging of the "Baby Boomers." The number of people in the 60 to 64 age group, for example, grew by 61 between 2010 and 2016-2020 to 235 persons. The population of 85 and older cohort increased 130.8% from 39 in 2010 to 90 in 2016-2020.

Table 3 - Cajah's Mountain Population by Age Group, 2010 Census to 2016-2020 American Community Survey (ACS)								
Age Group	2010 Census	2016-2020 ACS Estimate	Change 2010 Census to 2016-2020 ACS	% Change 2010 Census to 2016-2020 ACS				
Under 5 Years	184	136	-48	-26.1%				
5 to 9 Years	174	189	15	8.6%				
10 to 14 Years	157	167	10	6.4%				
15 to 19 Years	155	129	-26	-16.8%				
20 to 24 Years	140	130	-10	-7.1%				
25 to 34 Years	302	301	-1	-0.3%				
35 to 44 Years	381	374	-7	-1.8%				
45 to 54 Years	414	398	-16	-3.9%				
55 to 59 Years	223	179	-44	-19.7%				
60 to 64 Years	174	235	61	35.1%				
65 to 74 Years	288	297	9	3.1%				
75 to 84 Years	192	133	-59	-30.7%				
85 Years and Over	39	90	51	130.8%				
Total	2,823	2,722	-101	-3.6%				

Source: 2010 Census and 2016-2020 (5-Year) American Community Survey, US Census Bureau.

The largest population loss between 2010 and 2016-2020 was in the age 75 to 84 group. The population of the 35 to 44 group decreased from 711 in 2010 to 329 in 2016-2020. Besides population losses in the 55 to 59 age cohort, population declines also has occurred in two of the youngest age groups (the under age 5, and 15 to 19 cohorts). The population of the under age 5 and age 15 to 19 groups in Cajah's Mountain decreased by 26.1% and 16.8% respectively between 2010 and 2016-2020. Significant population growth, meanwhile, occurred in the age 60 to 64 cohort and the 85 years and over cohort. The number of persons in these groups grew from 174 in 2010 to 235 in 2016-2020 and 39 in 2010 to 90 in 2016-2020 respectively.

The impacts of the increasing older labor force (age 60 to 64) and elderly (age 85 and older) populations on median age can be seen in Table 4. Between 2000 and 2010, the median age in Cajah's Mountain rose by 2.2 years to 42.7. Cajah's Mountain' median age has increased 2.1% since 2010 to 43.6 years. The Town's median age is currently less than Caldwell County, but is slightly higher than the Hickory MSA, and much higher than North Carolina and United States median age.

Table 4 - Median Age, 2000 Census to 2016-2020 ACS								
Location	2000 Census	2010 Census	% Change	2016-2020 ACS	% Change			
Cajah's Mountain	40.5	42.7	5.4%	43.6	2.1%			
Caldwell County	37.5	41.3	10.1%	45.1	5.3%			
Hickory MSA	36.7	40.5	10.4%	43.2	5.9%			
NC	35.3	37.4	5.9%	39.1	3.7%			
US	35.3	37.2	5.4%	38.5	2.4%			

Source: 2000, 2010 Census and 2016-2020 (5-Year) ACS, US Census Bureau.

Age group projections are not available for Cajah's Mountain. The NC Office of State Management and Budget, however, has generated age group projections for Caldwell County (Table 5, Page X). The population of the 65 to 74, 75 to 84 and 85 years and over age cohorts will continue to grow over the next 20 years as the "baby boomers" grow older. The loss of 25 to 44 year-olds in the County from 2000 to 2010 will lead to population declines in the 55 to 59 and 60 to 64 groups through 2041. The population of the age 20 to 24 and 25 to 34 cohorts is anticipated to decrease by more than 13.3% and 1.8% respectively between 2021 and 2041.

	Table 5 - Caldwell County Population by Age Group, 2021-2041								
Age Group	2021 Estimate	2041 Projection	Change 2021-41	% Change 2021-41					
Under 5 Years	4,076	4,361	285	7.0%					
5 to 9 Years	4,157	4,682	525	12.6%					
10 to 14 Years	4,791	5,187	396	8.3%					
15 to 19 Years	5,224	5,373	149	2.9%					
20 to 24 Years	5,684	4,930	-754	-13.3%					
25 to 34 Years	10,362	10,178	-184	-1.8%					
35 to 44 Years	8,914	12,171	3,257	36.5%					
45 to 54 Years	11,773	12,112	339	2.9%					
55 to 59 Years	6,288	5,085	-1,183	-18.9%					
60 to 64 Years	5,942	5,388	-554	-9.3%					
65 to 74 Years	10,130	11,572	1,442	14.2%					
75 to 84 Years	5,465	8,398	2,933	53.7%					
85 Years and Over	1,726	3,181	1,455	84.3%					
Total	84,512	92,618	8,106	9.6%					

Source: NC Office of Management and Budget, 2022.

HOUSEHOLD INCOME

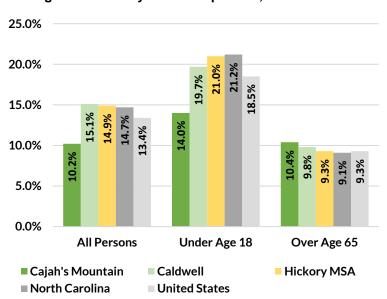
Cajah's Mountain household income data from the 2016-2020 American Community Survey (ACS) is revealed in Table 6. Cajah's Mountain has experienced a 10.2% decrease in median household income from \$48,571 in 2006-2010 to \$43,596 in 2016-2020. Cajah's Mountain 2016-2020 median household income is \$2,498 less than the Caldwell County median (\$46,094), \$6,110 less than the Hickory MSA median (\$49,706), and is \$13,046 less than the State median (\$56,642). About 25% of Cajah's Mountain' households in 2016-2020 earn less than \$25,000 a year while 37.6% of households earn between \$25,000 and \$50,000 per year. Another 26.2% of households had incomes between \$50,000 and \$100,000 per year. Eleven and half percent (11.5%) of Cajah's Mountain' households make more than \$100,000 per year.

Table 6 - Cajah's Mountain Income Statistics, 2016-2020 American Community Survey (ACS)							
Households	2016-2020 ACS	% of Households					
Total Households	1,050	100.0					
Households Earning Less than \$25,000	259	24.7%					
Households Earning between \$25,000 and \$50,000	395	37.6%					
Households Earning between \$50,000 and \$100,000	275	26.2%					
Households Earning more than \$100,000	121	11.5%					
Median Household Income	\$43,596						

Source: 2016-2020 (5-Year) American Community Survey, US Census Bureau.

According to the Census website, the Bureau "uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. If a family's total income is less than family's threshold, then that family and every individual in it is considered in poverty." Results from the 2020 American Community Survey for Cajah's Mountain show that 270 persons, or 10.2% of the population, were at or below the poverty level (Figure 2). The Town's all person's poverty rate was much lower than the County's. The Cajah's Mountain' poverty rate for children under age 18 was the lower than the Caldwell County, Hickory MSA or the North Carolina under age 18 poverty rate. The Cajah's Mountain poverty rate for persons over age 65 was higher than the Caldwell County, Hickory MSA or North Carolina over age 65 poverty rate.

Figure 2 - Poverty Rate Comparison, 2016-2020 ACS



Source: 2016-2020 (5-Year) American Community Survey, US Census Bureau.

EMPLOYMENT

Employment by industry of Cajah's Mountain residents from the 2016-2020 ACS is shown in Table 7. About 19% of total employment in 2016-2020 was in the Manufacturing Industry. Another 15% of employed persons worked in the Education and Health Care Industry. About 13% of workers were in the Arts/Entertainment/Recreation Industry.

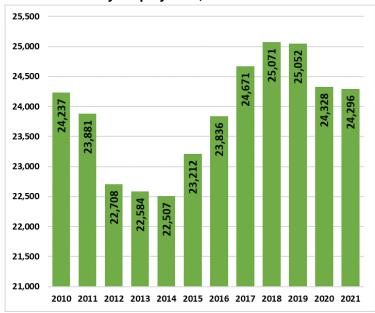
Table 7 - Cajah's Mountain Employment by Industry, 2016-2020 ACS							
Industry	2016-2020 ACS	% of Employed Population					
Employed Population	1,299	100.0					
Agriculture	0	0.0					
Construction	96	7.4					
Manufacturing	250	19.2					
Wholesale Trade	53	4.1					
Retail Trade	112	8.6					
Transportation/Warehousing/Utilities	63	4.8					
Information	38	2.9					
Finance/Insurance/ Real Estate	112	8.6					
Professional Services	55	4.2					
Education and Health Care	199	15.3					
Arts/Entertainment/Recreation	173	13.3					
Other Services	128	9.9					
Public Administration	20	1.5					

Source: 2016-2020 (5-Year) American Community Survey, US Census Bureau.

Between third quarter 2010 and third quarter 2014, Caldwell County employment fell from 24,237 to 22,507 (Figure 3). The economic recovery led to a 2,545 employment increase in Caldwell County between third quarter 2014 (22,507) and third quarter 2019 (25,052). Between third guarter 2019 and third guarter 2021, Caldwell County employment decreased by 756 positions to 24,296, more than likely due to the Covid-19 virus.

Since third quarter 2010, the biggest employment losses in Caldwell County have occurred in warehousing and storage (254), health and personal care stores (106) and food and beverage stores (61) (Figure 4). The largest employment gains occurred in plastics and products manufacturing (682), specialty trade contractors (168) and gasoline stations (168) (Figure 4).

Figure 3 Caldwell County Employment, Third Quarter 2010-2021



Source: NC Labor and Economic Analysis Division, 2022.

Figure 4 Caldwell Co. Employment Gains and Losses by Industry Sector, 3rd Qtr. 2010-2021



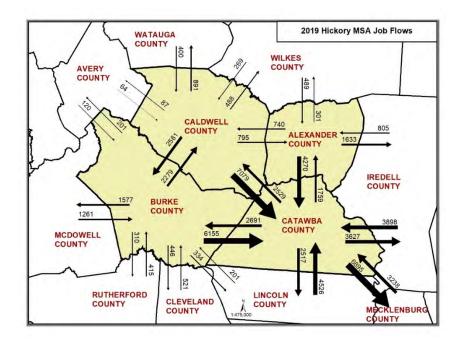
Source: NC Labor and Economic Analysis Division, 2022.

One of Caldwell County's success stories over the past decade is the dramatic drop in its unemployment rate. The County's unemployment fell from 14.6% in January 2010 to 3.7% in January 2021 (Figure 5). The number of employed Caldwell County residents grew from 32,298 in January 2010 to 34,294 in January 2021. Also note that there are about 10,000 more working residents in Caldwell County than the number of Caldwell County jobs. This is due to outcommuting workers from Caldwell seeking employment, mainly in Catawba and Burke Counties (Figure 6).

Figure 5 - Caldwell County Employed Residents and Unemployment Rate - January 2010 to January 2021



Source: NC Labor and Economic Analysis Division, 2022.



EDUCATIONAL ATTAINMENT

Educational attainment levels of the population age 25 and over for Cajah's Mountain, Caldwell County, the Hickory MSA, North Carolina and the United States are shown in Figure 7. Data from the 2016-2020 ACS indicates that 78.6% of Cajah's Mountain' population age 25 and older has an educational attainment level of high school (or equivalent) or higher with 13.6% having a bachelor's degree or higher. Cajah's Mountain has is very similar to the (over age 25) educational attainment rate of Caldwell County and the Hickory MSA, and a much lower high school or higher (over age 25) than North Carolina and the United States. Mountain had a lower Bachelor's Degree or higher (over age 25) education attainment percentage than Caldwell County or the Hickory MSA, but the Cajah's Mountain percentage was much less than the North Carolina or United States rate.

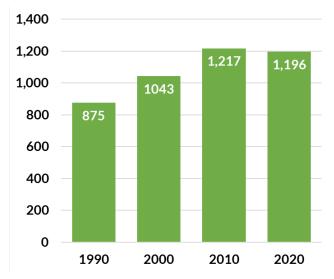
Figure 7 - Educational Attainment, 2016-2020 ACS 100% 88% 88% 90% 84% 80% 79% 80% 70% 60% 50% 40% 30% 32% 31% 20% 20% 16% 10% 14% 0% Cajah's Caldwell Hickory MSA NC USA Mountain County ■ High School or Higher ■ Bachelor's Degree or Higher

Source: 2016-2020 (5-Year) American Community Survey, US Census Bureau.

HOUSING

The number of housing units in Cajah's Mountain increased from 981 in 1980 to 2,105 in 2020 (Figure 8). Most of the housing growth occurred between 1980 and 2010. From 2000 to 2010, about 250 housing units were added in Cajah's Mountain (Table 8). Cajah's Mountain' 16.7% percentage housing growth between 2000 and 2010 was higher than Caldwell County, the Hickory MSA, and the US, but was lower than the State. Cajah's Mountain lost 21 housing units between the Census 2010 and Census 2020. Cajah's Mountain housing growth rate (-1.7%) between 2010 and 2020 was better than Caldwell County, but was much lower than the Hickory MSA, the State or the US.

Figure 8 - Cajah's Mountain Housing Units, 1980-2020



Source: 1980-2020 Census, US Census Bureau.

	Table 8 - Housing Units, 2000-2020								
Location	2000	2010	Change 2000-2010	% Inc.	2020	Change 2010-2020	% Inc.		
Cajah's Mountain	1,043	1,217	174	16.7	1,196	-21	-1.7		
Caldwell County	33,430	37,659	4,229	12.7	36,931	-728	-1.9		
Hickory MSA	144,874	162,613	17,739	12.2	163,160	547	0.3		
NC	3,523,944	4,327,528	803,584	22.8	4,708,710	381,182	8.8		
US	115,904,641	131,704,730	15,800,089	13.6	140,498,736	8,794,006	6.7		

Source: 1980-2020 Census, US Census Bureau.

Data in Table 9 reveals that the percentage of renter-occupied units in Cajah's Mountain has increased between 1990 and the 2016-2020. The percentage of renter-occupied housing in Cajah's Mountain rose from 22.5% of occupied units in 1990 to 28.2% in 2020. This is due to increase in single-family construction and annexation, particularly in the 1990s. As of 2016-2020, Cajah's Mountain had a higher percentage of renter-occupied housing than Caldwell County and the Hickory MSA, and a lower percentage of renter-occupied than North Carolina and the United States.

Table 9. Percent Renter-Occupied Units, 1990 Census to 2016- 2020 American Community Survey (ACS)							
Location	Location 1990 2000 2010 2016- Census Census Census 2020 ACS						
Cajah's Mountain	22.5	26.3	26.6	28.3			
Caldwell County	25.2	25.1	26.1	26.7			
Hickory MSA	25.3	25.7	26.6	26.6			
NC	28.6	27.2	33.3	34.3			
US	35.8	33.8	34.9	35.6			

Source: 1990-2010 Census and 2016-2020 (5-Year) ACS, US Census Bureau.

Table 10 shows a significant increase in the median value of owner-occupied housing units in Cajah's Mountain between the 2000 Census and the 2006-2010 ACS (41.5%). Median housing value rose another 10% to \$136,100 between the 2006-2010 ACS and the 2016-2020 ACS. Median home values gained 37.3% and 27.8% in Caldwell County and the Hickory MSA respectively from 2006-2010 to 2020. The 2016-2020 ACS Cajah's Mountain median housing value was higher than Caldwell County or the Hickory MSA, but was less than the North Carolina and United States median value.

Table 10. Median Value of Owner-Occupied Units, 2000 to 2016-2020							
Location 2000 2006-2010 ACS % Change 2016-2020 ACS % Change							
Cajah's Mountain	\$87,400	\$123,700	41.5	\$136,100	10.0		
Caldwell County	\$86,700	\$106,900	23.3	\$146,800	37.3		
Hickory MSA	\$93,500	\$118,600	26.8	\$151,600	27.8		
NC	\$108,300	\$149,100	37.7	\$202,200	35.6		
US	\$119,600	\$188,400	57.5	\$251,700	33.6		

Source: 2000 Census, 2006-2010 and 2016-2020 (5-Year) American Community Survey, US Census Bureau.

3. TRANSPORTATION



TRANSPORTATION

Land use decisions have a big impact on how people move. Transportation and land use go hand in hand: roads, sidewalks and shared use paths all give land value - and also influence the way in which land is developed. At the same time, the way that land is used often creates pressure to either improve existing transportation infrastructure or construct new roads, sidewalks, and shared use paths.

Good land use & transportation planning can:

- Improve accessibility between community destinations (neighborhoods, parks, schools, and work locations) for all users (vehicles, pedestrians, bicyclists and wheel chair users).
- Reduce congestion on main roads by improving local street connectivity.
- Reduce the costs of transportation projects by encouraging growth in existing job centers.
- Reduce the costs of water/sewer infrastructure extensions by encouraging growth in existing job centers.
- Provide more travel choices during peak travel times.

By conducting land use planning and transportation planning together - and by using the North Carolina Department of Transportation's Complete Streets principles - Cajah's Mountain will be better able to ensure that the current and future transportation needs of each land use area are met.

TRANSPORTATION PROJECTS

Jointly adopted in 2018, the 2045 Metropolitan Transportation Plan (MTP) and the Comprehensive Transportation Plan (CTP) recommended several transportation improvement projects in Cajah's Mountain. Both the MTP and CTP are developed by the Greater Hickory Metropolitan Planning Organization (GHMPO), in consultation with locally elected/appointed officials, Town of Cajah's Mountain staff and NCDOT staff. The MTP is a document that identifies transportation projects in the region within a 25+ year time frame. It is "fiscally constrained", which means that the costs for projects identified in the MTP must balance with forecasted state revenues. The CTP looks much farther into the future (30+ years), and identifies projects in a more general way based on projected long-term growth trends and anticipated land use changes. Unlike the MTP, there are no cost constraints in the CTP - it is more of a long-term wish list. Those MTP and CTP projects impacting Cajah's Mountain are listed below and can be seen on Map:

MTP RECOMMENDED PROJECTS

Connelly Springs Road

Modernization (safety improvements) of Connelly Springs Road extending through Town limits and ending at Southwest Boulevard. This improvement project is currently identified in NCDOT's 2020-2029 State Transportation Improvement Program (STIP) as a project "For Reevaluation".

Cajah Mountain Road

Modernization (safety improvements) of Cajah Mountain Road near the intersection at Connelly Springs Road This improvement project is currently identified in NCDOT's 2020-2029 State Transportation Improvement Program (STIP) as a project "For Delivery". A small portion of this project is within the town limits of Cajah's Mountain.

CTP RECOMMENDED PROJECTS

Pleasant Hill Road

Recommended for improvements

Orchard Drive

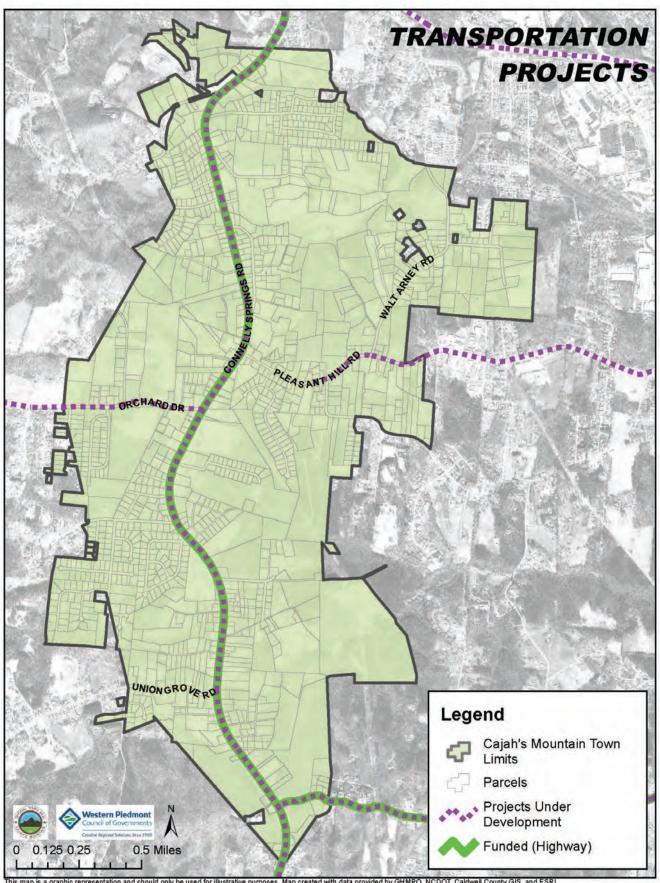
Recommended for improvements

Pleasant Hill Road - Orchard Drive Connection

Recommended new segment to improve connection

The Town of Cajah's Mountain should work closely with the GHMPO to identify future projects that will address the Town's land use and transportation needs - and will also align with NCDOT's ability to provide funding. For example, smaller - but impactful - projects that improve safety, accessibility, efficiency and connectivity should be identified. These projects could include turn lanes, multi-use paths for pedestrians and bicyclists, and intersection improvements. In addition, identifying improvements to shorter road segments that will address multiple needs are more likely to be considered by NCDOT. Each project should be selected based on the Town's adopted land use map and plan. Overall, the projects that provide the most "bang for the buck" are the ones that will have a better chance to secure funding from NCDOT.

The Transportation Projects Map shows the transportation improvement projects listed above. The Town should consult the CTP, MTP, and this land use plan when considering transportation improvement projects and potential land use impacts.



This map is a graphic representation and should only be used for illustrative purposes. Map created with data provided by GHMPO, NCDOT, Caldwell County GIS, and ESRI. Q\Planning\Planning Division\Cajahs Mountain\Land_Use_Plan\GIS\Map_Files\Layout\CajahsMtnTransportation8.5x11Portrait.mxd

NCDOT COMPLETE STREETS POLICY

NCDOT's Complete Streets Policy requires that requires NCDOT planners and designers consider and incorporate multimodal facilities in the design and improvement of all appropriate transportation projects. Examples of multimodal facilities include roads with sidewalks, side paths, bike lanes, and safe wheelchair accommodations.

When a state-maintained road is identified for improvements through the project prioritization process - and a locally adopted plan contains specific recommendations for complete street facilities on that road, NCDOT will fully fund the cost of designing, acquiring right of way, and constructing those facilities (not including elements identified as betterments). However, the local government is required to enter in to a long-term maintenance agreement for all complete street improvements.

COMPLETE STREET COST SHARE				
FACILITY TYPE	IN PLAN	NOT IN PLAN, BUT NEED IDENTIFIED	BETTERMENT	
Pedestrian Facility	NCDOT Pays Full	Cost Share	Local	
On Road Bicycle Facility	NCDOT Pays Full	NCDOT Pays Full	Local	
Separated Bicycle Facility	NCDOT Pays Full	Cost Share	Local	
Greenway Crossing	NCDOT Pays Full	Cost Share	Local	
Transit Facility	NCDOT Pays Full	Cost Share	Local	

If an improvement is identified during the project prioritization process, but is not included in a local plan, a cost sharing arrangement can be implemented. The amount of cost share is based on the local government's population:

COST SHARE FORMULA				
JURISDICTION POPULATION*	COST PARTICIPATION			
JORISDICTION POPULATION	NCDOT	LOCAL		
> 100,000	80%	20%		
50,000 to 100,000	85%	15%		
10,000 to 50,000	90%	10%		
<10,000	95%	5%		

^{*}For counties, the non-municipal county population, OSBM

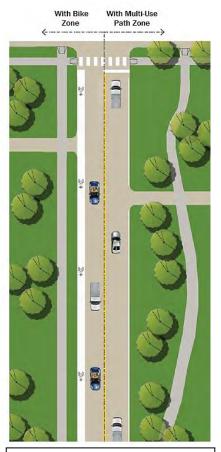
Transportation infrastructure requirements should be considered when evaluating requests from developers to alter existing land use and zoning plans. Because projects that are potentially eligible for complete street improvements are identified during the project prioritization process the Town should work closely with the GHMPO through all phases of that process.

LAND USE AND TRANSPORTATION PLANNING

Land use patterns make a significant impact on how people travel within a community. For example, an office will likely generate trips that begin in residential areas and end at the office. The type of trips that occur are the result of the office's location relative to the residential area. If the office is a long distance from residential areas, then employees will likely use their vehicles to get to work. If the office is nearby, employees may decide to walk or ride their bicycles – provided that sidewalk, shared use paths or bicycle lanes are in place. This is just one example of how decision makers in Cajah's Mountain can think about land use - and how it relates to transportation planning.

While the locations of different land uses relative to one another is a significant factor in planning for accessibility, so is development density. Dense residential neighborhoods or areas with a high concentration of office, institutional or manufacturing uses require careful consideration of vehicular access needs as well as the needs of pedestrians and/or bicyclists. Where feasible, Cajah's Mountain should encourage mixed land usage as a way to reduce vehicle trips, lower the costs of transportation projects, and expand access to a wider range of transportation options. The Town should also encourage growth where there are existing job concentrations or in clusters along existing regional transportation corridors (like along Connelly Springs Road).

Carefully planned transportation infrastructure can provide residents (and visitors) with a variety of options to safely travel to a local park, to school, or to visit friends and family. Transportation infrastructure can also expand access to jobs, shopping, and recreation destinations - which could lead to economic development. In short, evaluating the needs of all transportation users when engaging in land use planning can make positive contributions to the community's overall quality of life by laying the foundation for efficient movement between and amongst different land uses.



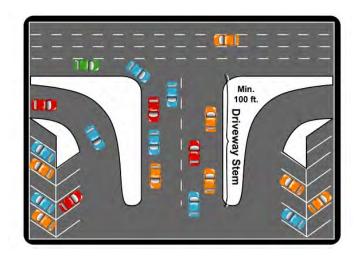
Rendering of potential improvements to Connelly Springs Road with landscaping, trees, sidewalk and multi-use path.

The design and function of roads can have a significant impact on the identity and character of neighborhoods, roadway corridors, and even entire cities or towns. While multilane roads may efficiently move large volumes of vehicular traffic, they are less desirable to pedestrians and bicyclists from the standpoint of safety and comfort. Pedestrians and bicyclists often feel unsafe when walking next to or riding on roads with heavy, higher speed traffic. Studies have shown that incorporating landscape and streetscape elements (trees, shrubbery, benches) along roads can reduce speeding. These elements can also create a sense of civic pride and provide a pleasant experience for drivers or those using sidewalks or multi-use paths.

LAND USE, ACCESS MANAGEMENT, AND BUILDING SITES

Drivers need safe and effective ways to access roads from adjacent land uses. The way in which this access is provided can have a significant impact on traffic flow, crashes, and bicycle/pedestrian safety. Access Management is the term used by planners to describe this process. For example, determining the number and spacing of driveway cuts at a new shopping plaza which is located along a main road is a type of access management.

If a shopping plaza with only one entry/exit point leading to an adjacent main road is built, drivers on the main road would only have to focus on the vehicles which are using that one entry/exit point. Conversely, if a shopping plaza has multiple entry/exit points, drivers on the main road will have to focus on all of the vehicles using each of those entry/exit points. In this example, using one access point would likely reduce the potential for crashes, while also improving traffic flow on the main road.



than getting back on the main road to do so

The type of Access Management needed will vary significantly based on land uses and road types. Land use plans need to take into account how vehicular access requirements will be influenced by individual land uses.

Effective access management methods include:

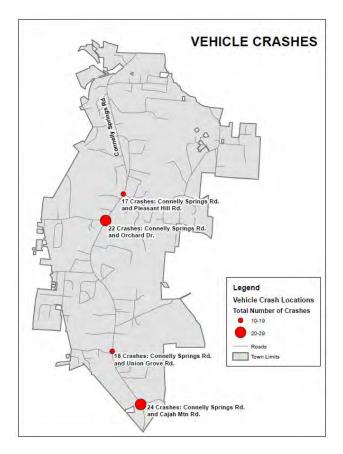
- Limiting driveway cuts along main roads
- The placement of medians to prevent unsafe turning
- Constructing safe vehicle turn lanes
- Allowing vehicles to move between adjacent developments via parking lots or access roads, rather

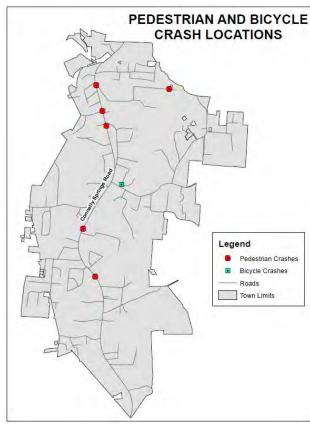
The location and design of building sites (next to roads) can also significantly impact traffic flow. When buildings are located closer to roads, drivers tend to slow down - because the closer proximity to the buildings makes drivers more aware of their surroundings. Drivers feel more "friction" because buildings are closer. Conversely, buildings placed farther back from the road, behind parking lots, often make drivers feel that they can exceed speed limits. Cajah's Mountain should encourage developers to locate buildings closer to main corridors (like along Connelly Springs Road), while also placing parking lots behind buildings. This will have the added benefit of creating a green space between roads and buildings, which can be used to build safer sidewalks or multi-use paths - as well as landscaping.

TRANSPORTATION SAFETY

Safety is the most important aspect of transportation planning. It is vital to examine how the safety of the Town's transportation network may be affected by current and future land uses. Safety improvement projects (referred to as "modernization projects" by NCDOT) can include the construction of new turn lanes, the straightening of curves, the installation of rumble strips, and intersection improvements.

The maps below illustrate the number and locations of vehicle crashes Cajah's Mountain from 2015 to 2019 and pedestrian and bicycle crashes for the same period. The Town should consult these maps when considering requests for new developments, land use changes and when developing new transportation improvement projects.





OTHER NCDOT POLICIES

Policy	Policy Description		
Greenway Accommodations	In 2015, NCDOT approved guidelines for the accommodation of future greenways under bridges. The guidelines include a decision-making approach and cost-sharing recommendations.		
Bicycle Policy	This policy details guidelines for the planning, design, construction, maintenance and operation of bicycle facilities and accommodations.		
Pedestrian Policy Guidelines	These policies allow NCDOT to work with local governments to add sidewalks in coordination with highway improvement projects. State funds are available on a sliding scale to match funds provided by the local government, which will be responsible for maintaining the sidewalk.		
Administrative Action to Include Greenway Plans	In 1994, the NCDOT adopted administrative guidelines to consider greenways and greenway crossings during the highway planning process. This policy was incorporated so that critical corridors, which have been adopted by localities for future greenways, will not be severed by highway construction.		
Bridge Policy	NCDOT's Bridge Policy establishes design elements for new and reconstructed bridges on the state road system. It includes requirements for sidewalks and bicycle facilities on bridges, including minimum handrail heights and sidewalk widths.		

STEERING COMMITTEE DISCUSSIONS

During the preparation of this plan, Steering Committee members focused on the need for safety improvements on Connelly Springs Road (turn lanes, curve straightening, etc.), and the opportunities that the Town has to use NCDOT's Complete Streets Policy to improve connections between adjoining land uses, like residences, churches, businesses and the town park. The Committee also discussed how Connelly Springs Road serves as the town's "Main Street", as well as the potential for including landscaping and streetscape improvements to reduce vehicle speeds along the road.

PLAN RECOMMENDATIONS

- 1. Work closely with the Greater Hickory Metropolitan Planning Organization (GHMPO) to plan transportation projects that will align with current and future land use needs while also remaining cost competitive.
 - a. Work closely with the GHMPO and NCDOT to prioritize future improvements to Connelly Springs Road.
 - b. Work with the GHMPO to develop a Pedestrian and Bicycle Plan.
- 2. Improve connectivity between adjacent land uses/community destinations/retail locations by:
 - a. Use NCDOT's Complete Streets Policy to improve connectivity between adjacent land uses/community destinations by including sidewalks and/or multi-use paths along Connelly Springs Road (as part of future improvements).
 - b. Enhance safety along Connelly Springs Road by limiting the number of driveway cuts for new commercial developments.
 - c. Improve safety and enhance connectivity by encouraging new residential/commercial development to connect to existing adjacent developments.

A. RESOURCES & SERVICES



RESOURCES & SERVICES

PUBLIC SERVICES

The Town of Cajah's Mountain's water is supplied by Baton Water Corporation or the City of Lenoir. The City of Lenoir owns and operates its own water system and treats water drawn from Lake Rhodhiss at its water treatment facility on Waterworks Road. The sewer system is owned and supplied by the Town. Water and sewer provides service to a significant portion of the Town (See Figure 4-1: Cajah's Mountain Sewer and Water Lines).

The Town of Cajah's Mountain plans to prioritize aging infrastructure in need of maintenance or repair and to follow the recommendations that were adopted in the 2017 Water and Sewer Master Plan. They also intend on expanding sewer to areas that will see future development or to properties that do not perk. The Town will continue to monitor for potential grants from federal, state, and local and nonprofit organizations for infrastructure improvements.

EDUCATION

The Caldwell County School System includes six high schools - three traditional high schools, an alternative school, and two innovative high schools located on the campus of Caldwell Community College and Technical Institute (CCC&TI). Students are enrolled in 12 elementary schools, four middle schools serving grades 6-8, and four K-8 schools. There are several institutions of higher education in the area that provide excellent opportunities for advanced learning: Caldwell Community College and Technical Institute, Catawba Valley Community College, Western Piedmont Community College, Appalachian State University, and Lenoir-Rhyne University. Cajah's Mountain Elementary and Cajah's Mountain Middle School are located within Town Limits, and South Caldwell High School is within the ETJ.

PUBLIC SAFETY AND EMERGENCY SERVICES

Fire protection in Caldwell County is provided by both paid and volunteer firefighters. There are fifteen (15) fire departments placed throughout the county and incorporated areas. Fire protection services within the municipalities include the City of Lenoir, and the towns of Cajah's Mountain, Sawmills, and Hudson. There are three (3) additional departments from outside the county that respond to calls within cross-jurisdictional fire districts between Alexander, Burke and Watauga County.

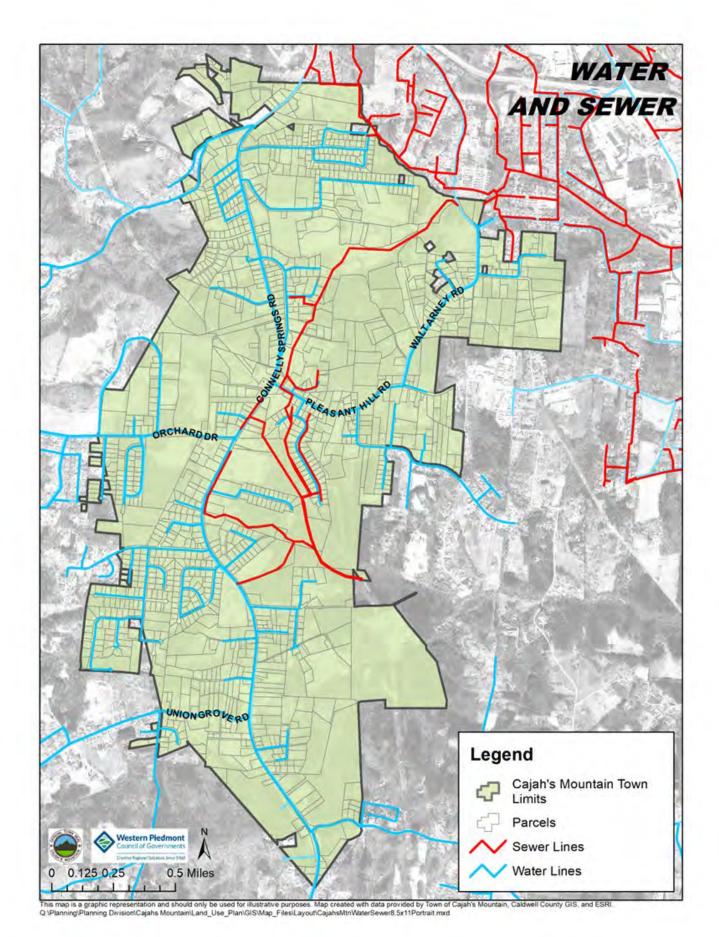
The Caldwell County Sherriff's Department handles law enforcement and correctional facility needs for the Town. The Town has also adopted ordinances (which are enforced by the Cajah's Mountain Manager) that control issues such as refuse and junked vehicles.

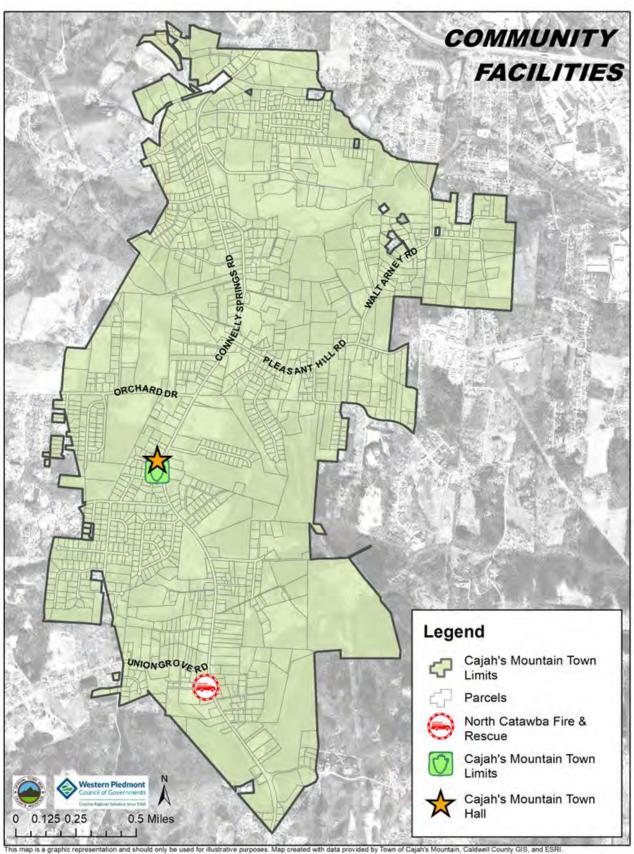
Caldwell County provides several public services, including Caldwell Emergency Services, Caldwell County Building Inspections and the Environmental Health Department. These entities ensure that the appropriate standards are followed in new and existing residential, commercial and industrial developments.

COMMUNITY PARKS AND FACILITIES

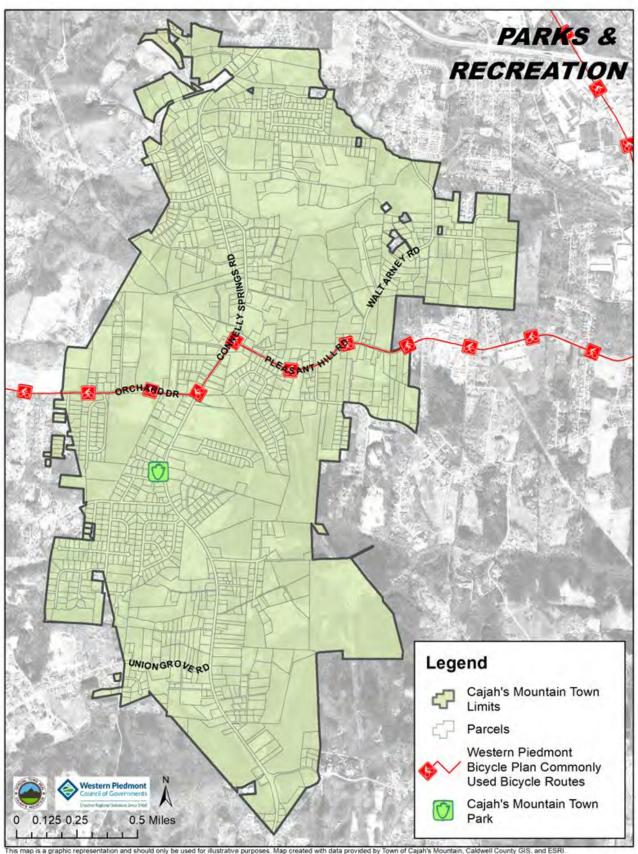
CAJAH'S MOUNTAIN TOWN PARK

In 2017, the Town of Cajah's Mountain purchased a little over an acre of property and developed Cajah's Mountain Town Park. The property is located on the corner of Connelly Springs Road and Shannon Drive direvetly across from the Town Hall. This provides recreational opportunities for the citizens of Cajah's Mountain. The park is a one acre facility offering a walking tract, a shelter, and a playground. The Town plans to add additional swing sets and/or basketball courts to the existing Cajah's Mountain Town Park. The Town also plans to continue to pursue grant opportunities for recreational funding with PARTF to improve the Park over time.





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RESOURCES & SERVICES RECOMMENDATIONS

- 1. Prioritize aging infrastructure in need of maintenance or repair.
 - a. Refer to current undeveloped areas identified for development or densifying areas in the Future Land Use Map to predict for new future utility demand.
 - b. Conduct an inventory of the current utility infrastructure capacity servicing Cajah's Mountain and adjust for future development.
 - c. Explore the possibility of extending of sewer to properties that do not perk for installing septic.
 - d. Follow the 2017 Water and Sewer Master Plan.
 - e. Continue to monitor for potential grants from federal, state, local and non-profit organizations for infrastructure improvements.
- 2. Maintain and enhance existing recreational facilities in the Town.
 - a. Continue to pursue grant opportunities for recreational funding such as PARTF.
 - b. Evaluate additional swing sets and/or basketball courts to the existing Cajah's Mountain Town Park.
- 3. Improve services that the Town could provide that are currently lacking.
 - Work with Caldwell County Sheriff's office to provide law enforcement specifically for the Town.
 - b. Work with Caldwell to provide for closer EMS services for the Town.
 - c. Work with the U.S. Postal Service and/or private services to install a postal dropbox in Town.

NATURAL & CULTURAL RESOURCES



NATURAL & CULTURAL RESOURCES

This chapter will evaluate the Town's existing natural characteristics For example, development within floodplain areas should be restricted or not allowed because flooding can have disastrous impacts, both in terms of private property damage and the use of tax dollars for clean-up and debris removal. Specifically, this chapter will examine the environmental factors related to land use planning including watershed and floodplain development, Stormwater, water quality, and historic resources.

WATERSHEDS

A watershed is an area of land that drains into a body of water such as a river, lake, or stream. It is separated from other watersheds by high points on the land such as hills or ridges. A water supply watershed is an area where water drains to a point and is collected and held then used as a public drinking water source.

Watershed regulations, which were established by State of North Carolina, protect the County's drinking water supply by limiting the amount of impervious surface that can be developed within a watershed - which in turn reduces the amount of stormwater runoff that enters streams or lakes. Impervious surfaces prohibit water from reaching and percolating into the ground and also facilitate the flow of pollutants such as oil and road salt into nearby bodies of water. Examples of impervious surfaces include paved roads and parking lots, rooftops, sidewalks, and even gravel parking lots.

The entirety of Caldwell County, and therefore Cajah's Mountain, is in the drainage area for the Catawba River watershed. The County's streams and creeks drain into the Catawba River, which then drains into Lake Rhodhiss and into the Catawba River Basin. A portion of the planning jurisdiction of Cajah's Mountain is subject to the WS-IV (Water Supply Watershed) Catawba River Protected Area (See Figure 6-1: Water Resources). The lake is a major source of drinking water for hundreds of thousands of people throughout the region. More stringent development regulations are imposed in the WS-IV Protected Area and the WS-IV Critical Area. The regulations are a requirement of the North Carolina Division of Environmental Quality, and are based on a template ordinance provided by the State and administered by Caldwell County. The density, or amount, of proposed development is governed by these watershed regulations. Developers may apply for the right to develop more property if they install engineered controls to mitigate stormwater runoff. These laws are designed to protect drinking water from the polluted stormwater runoff that flows into streams, lakes, and rivers from impervious surfaces. In general, development will be more restricted on lands that are closer to drinking water sources.

FLOODPLAIN

Floodplain regulations are another example of locally-enforced, state-mandated laws. Both the County and the State have an interest in discouraging development in the floodplain for public safety reasons. In Cajah's Mountain, floodplain areas can be found primarily along Gunpowder Creek and Little Gunpowder Creek and their tributaries (See Figure 6-1: Water Resources). Within Granite Fall's planning jurisdiction, there are two types of designated flood zones with distinct sets of rules: the Floodway and the Flood Hazard-AE Zone.

The Town participates in FEMA's Flood Damage Prevention and Insurance Program as outlined in the Flood Damage Prevention Ordinance. Floodplain management is generally defined as a comprehensive program of preventative and corrective measures to reduce losses associated with flooding. Floodplain management measures may include, but are not limited to, land use regulations (including new development and construction policy), construction of flood control projects, flood-proofing, floodplain preservation, acquisition of flood-prone properties, education, and implementation of early warning systems.

The floodway is the channel of a river, or any waterway, and the adjacent land that must be reserved in order to pass the base flood discharge without increasing the identified base flood elevation (BFE). To avoid the risk of sediment, construction, or plant debris being swept downstream, the floodway is classified as a "non- encroachment area" (NEA), meaning that no land-disturbing activity should occur there without the completion of a detailed hydrologic study which proves that the activity will not affect downstream water levels. As a general rule, no structures, other than public bridges, are allowed in the floodway.

The Flood Hazard-AE Zone denotes areas that have a one percent probability of flooding in any given year. New structures are allowed within the AE Zone if a floodplain permit is obtained. A floodplain permit requires all new construction to meet certain standards. The basement and/or foundation (the lowest floor level) must be elevated to or above the BFE. Many property owners choose to build outside of the floodplain to avoid carrying the necessary flood insurance.

STORMWATER

EPA's Stormwater Phase II Ordinance is intended to improve water quality by reducing the number of pollutants that are picked up by stormwater, carried into municipal separate storm sewer systems (MS4s), and ultimately discharged into local rivers streams without being treated.

These pollutants can include oil and grease from roadways, pesticides from lawns, sediment from construction sites, and carelessly discarded trash, such as cigarette butts, paper wrappers, and plastic bottles. These pollutants can impair the waterways when deposited through MS4 discharges and discourage recreational use of the resource, contaminate drinking water supplies, and interfere with the habitat for fish, other aquatic organisms, and wildlife.

CULTURAL & HISTORIC RESOURCES

The National Register of Historic Places is the official list of the Nation's preservation-worthy historic places. The Register includes significant properties, which are further divided into buildings, sites, districts, structures, or objects. The National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources.

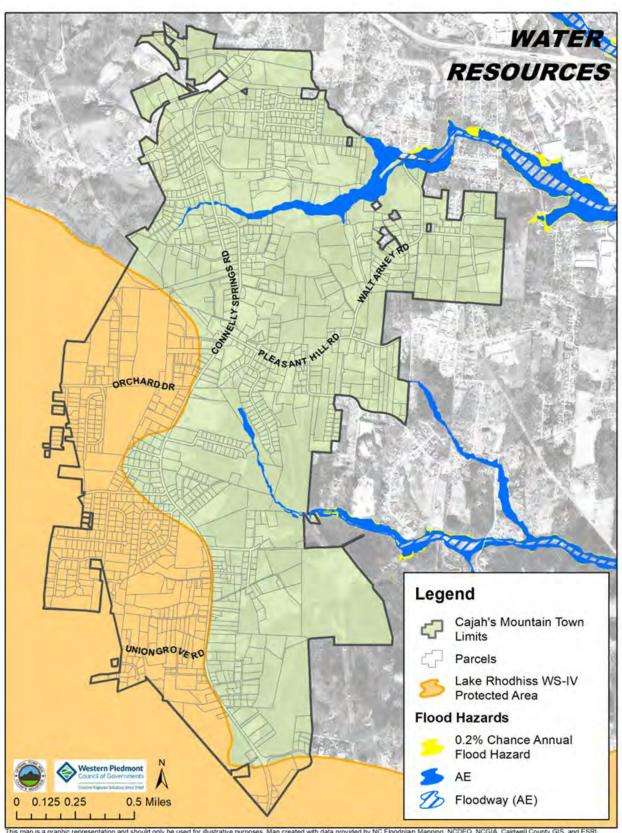
The North Carolina State Historic Preservation Officers (SHPO) carries out many historic preservation responsibilities including surveying, evaluating and nominating properties for inclusion in the National Register.

If a property meets the criteria to be on the National Register, the National Park Service designates the property as "Determined Eligible" for listing. However, a property so designated will not yet be formally listed in the Register. Properties that are eligible for the National Register, but not listed, do not qualify for federal rehabilitation tax incentives, federal tax incentives for preservation easements on historic buildings and sites, or National Park Service grants.

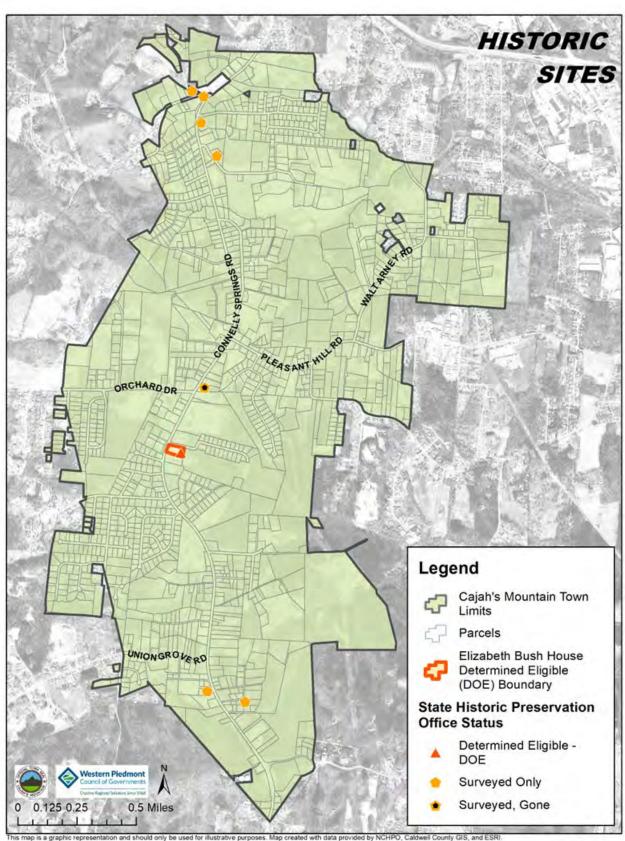
In North Carolina, the placement of a property or district on a "Study List" constitutes the first step toward nomination to the National Register. The Study List identifies properties and districts that are likely to be eligible for the National Register, giving the green light to sponsors and staff to proceed with a formal nomination with reasonable assurance that the property can be successfully nominated.

According to the State Historic Preservation Office, there are seven (7) sites in Cajah's Mountain that are on the Study List. There is one site that is listed as Determined Eligible. Figure 6-4: Historic Sites illustrates where those places are located, and Table 6-1 below indicates their description and status.

North Carolina State Preservation Office - Register of Historic Places				
Site Name	Property/District Status	Location		
Elizabeth Bush House	Determined Eligible	East side of Connelly Springs Rd, Cajah's Mountain vicinity		
House	Surveyed, Gone	1721 Connelly Springs Rd, Lenoir		
House	Surveyed Only	East side of Connelly Springs Rd, Lenoir		
House	Surveyed Only	2076 Connelly Springs Rd, Lenoir		
House	Surveyed Only	1474 Sunshine Ln, Lenoir		
House	Surveyed Only	1581 Fairway Acres Rd, Lenoir		
House	Surveyed Only	2594 Timberwood Dr, Lenoir		
Colliers United Methodist Church	Surveyed Only	2625 Clarks Chapel Rd		



This map is a graphic representation and should only be used for illustrative purposes. Map created with data provided by NC Floodplain Mapping, NCDEQ, NCGIA, Caldwell County GIS, and ESRI. Q:\Planning\Planning\Division\Cajahs\Mountain\Land_Use_Plan\GIS\Map_Files\Layout\Cajahs\MtnWaterResources8.5x11Portrait.mxd



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NATURAL & CULTURAL RESOURCES RECOMMENDATIONS

- 1. Protect the natural and cultural resources of the Town through regulation, incentives, and Planning.
 - a. Continue to enforce the Phase II NPDES Stormwater Ordinance and Water Supply Watershed Ordinance WWIV to ensure the protection of water quality and resources within the town.
 - b. Maintain structures of value if they become determined eligible or are on the study list for the National Register of Historic Places.

LAND USE & GROWTH MANAGEMENT



LAND USE & GROWTH **MANAGEMENT**

LAND USE & GROWTH MANAGEMENT

Good land use planning leads to orderly growth and the efficient provision of Town services to residents, businesses, and visitors. Land use planning helps create neighborhoods where daily needs are located within walking distance. It also helps support or create closer knit neighborhoods and contributes to a sense of community by ensuring that residents have access to a range of activities and amenities that encourage interaction and physical activity (sidewalks, walking trails, and parks). Finally, land use planning helps create the conditions that will encourage economic growth without sacrificing the Town's scenic beauty, farmland, or other natural assets. The desire of the Town of Cajah's Mountain is that growth and development is well planned, dictated by a community vision, and defined by a clean environment and the preservation of community character.

The manner in which the land is currently being used, the availability of land which is suitable for future development or redevelopment, and Town of Cajah's Mountain's land use regulations each play a part in determining which type of land use will occur in each zoning district. The Town's overall responsibility is to ensure that land is developed in the most effective and appropriate way in order to promote the health, welfare and public interest of the Town of Cajah's Mountain residents and stakeholders.

ZONING DISTRICTS

The Town of Cajah's Mountain has planning jurisdiction both within Town limits, which consists of approximately 2,020 acres. Zoning in Cajah's Mountain is predominately zoned as a residential district, accounting for approximately 89.5% of the area's planning jurisdiction. The remaining 10.5% percent of the Town's planning jurisdiction is zoned as an industrial, office, or business district.

As Table 8-1, "Town of Cajah's Mountain Zoning" shows, the Town's current zoning districts closely parallel existing land use patterns. The Light Manufacturing District (M-1) allow for industrial land uses. The General Business District (B-1), and Town Center Business District (TCB) are the main commercial districts that provide suitable locations for those commercial activities which serve the traveling public and local residents. These commercial districts are located almost exclusively along Connelly Springs Road, with two major concentrations of B-1 at the intersections of Union Grove and Pleasant Hill.

The Office and Institutional district is designed to provide a range of professional office space and public/quasi-public uses, such as libraries, medical practices, auditoriums, and clubs. O-I makes up only 1% of the Town's zoning and is only in the center of Town.

Of the two residential zoning districts established by the Cajah's Mountain Zoning Ordinance, the majority of land in the Town's planning jurisdiction is zoned as R-20, Residential Low Density. The remaining is zoned RA-20, residential medium density.

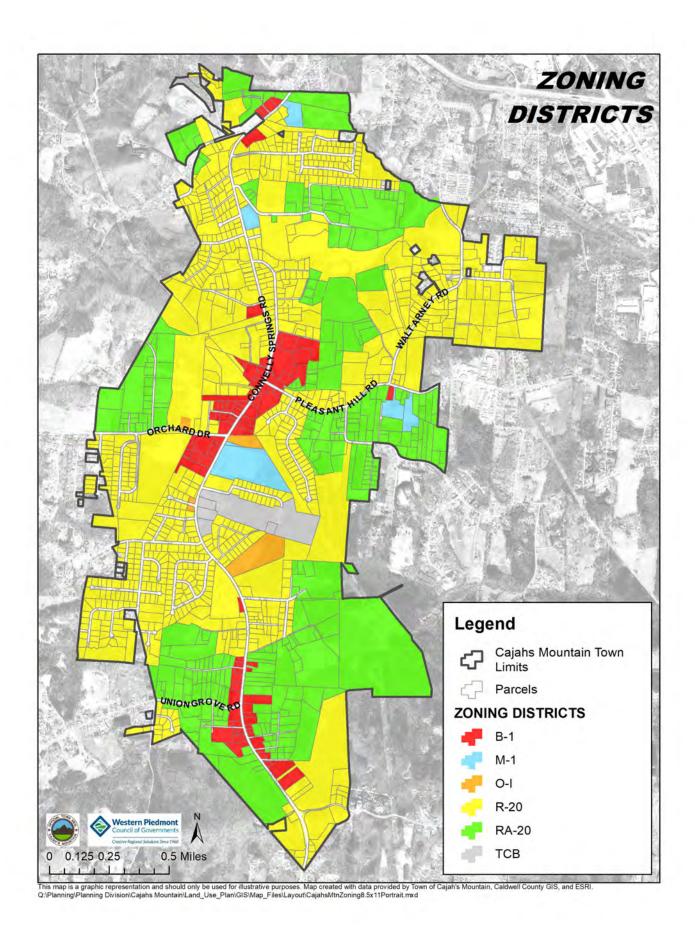
The R-20 Residential Low Density District is composed of certain quiet, low density residential sections of the community, plus certain open areas where similar residential development appears likely to occur. The regulations of this district are intended to discourage any use which, because of its character, would substantially interfere with the development of single family residences in the districts and which would be detrimental to the quiet residential nature of the areas included within this district. The R-20 district is the largest overall district, comprising 55.85% of the Town's jurisdiction.

The RA-20 Residential Medium Density District is established as district in which the principal use of the land is for single family, two-family, and multi-family residences. Housing types include immobile, manufactured and modular homes. The regulations are intended to prohibit any use, which, because of its character would interfere with the residential nature of this district, and to insure that residential development not having access to public water supplies and dependent upon septic tanks for sewage disposal will occur at sufficiently medium densities to insure a healthful environment. The RA-20 district is found in neighborhoods throughout Town limits, with a concentration to the south. The RA-20 district is the second largest comprising of 33.68% of the Town's jurisdiction.

In total, combining both the R-20 and RA-20 districts, approximately 90% of the Town's jurisdiction is zoned for residential uses.

TABLE 8-1: TOWN OF CAJAH'S MOUNTAIN ZONING

Zoning Code	Type of District	Total Area (in acres)	% Total Area
R-20	Residential Low Density	1128.46	55.85%
RA-20	Residential Medium Density	680.82	33.69%
B-1	General Business	109.03	5.40%
M-1	Manufacturing	41.29	2.04%
TCB	Town Center Business	40.09	1.98%
O-I	Office and Institutional	20.95	1.04%
Total		2020.63	100%



TOWN OF CAJAH'S MOUNTAIN LAND USE PLAN | 42

EXISTING LAND USE

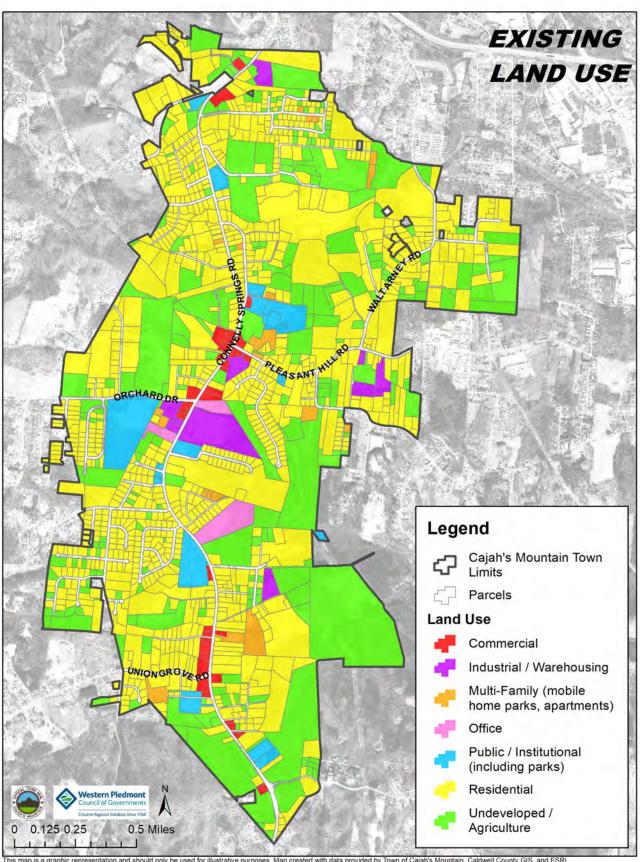
A land use survey of all properties in the Town of Cajah's Mountain Planning Area was completed in 2020. Land uses were categorized according to the following primary uses:

Residential	A parcel containing a residence. Can be single or multifamily.
Institutional or Office	A parcel containing any type of medical use concerned with the diagnosis, treatment, and care of human beings. This category also includes public services, and may be operated by a federal, state, or local governments, public or private utilities, public or private schools or colleges, churches, public agencies, or taxexempt organizations.
Commercial	A parcel containing any type of activity involving the sale of goods or services for financial gain (commercial activity), but does not include parcels containing home occupations or medical offices.
Industrial or Warehouse	A parcel containing any type of business use or activity at a scale greater than home industry involving manufacturing, fabrication, assembly, warehousing, and/or storage.
Open Space or Park	A parcel designated for recreation or deemed open space.
Agriculture or Undeveloped	A parcel not in use or containing agriculture and/or abandoned buildings.
Undeveloped (*Federal, State, Local, or Private Ownership)	A parcel that is undeveloped, owned and maintained by a Federal, State, or Local Government, or private organization dedicated to protecting and conserving lands.

Figure 8-2: Town of Cajah's Mountain Existing Land Use, displays types of land use across the Town; a quick glance reveals the overwhelming amount of land either developed as residential or agricultural or designated as undeveloped. Residential uses occupy the largest percentage of land use at 56%. About 34% is occupied by agriculture uses or is undeveloped and could be used for agriculture purposes in the future. Table 8-2 summarizes these land uses by acreage and number of parcels.

TABLE 8-2: EXISTING LAND USE

Land Use	Number of Parcels	Total Acreage	% Total Acreage	Average Parcel Size	Land Use	Number of Parcels
Single Family Residential	1,082	1,143.5	56.30%	1.06	Single Family Residential	1,082
Agriculture or Undeveloped	255	667.36	32.86%	2.62	Agriculture or Undeveloped	255
Public or Institutional (including parks)	18	84.9	4.18%	4.72	Public or Institutional (including parks)	18
Industrial or Warehouse	11	50.5	2.49%	4.59	Industrial or Warehouse	11
Commercial	37	31.88	1.57%	2.80	Commercial	37
Multi-Family Residential	20	30.78	1.52%	1.54	Multi-Family Residential	20
Office	3	22.03	1.08%	7.34	Office	3
Total	1,426	2,031.01	100%		Total	1,426



This map is a graphic representation and should only be used for illustrative purposes. Map created with data provided by Town of Cajah's Mountain, Caldwell County GIS, and ESRI. Q:\Planning\Planning\Planning\Division\Cajah\S Mountain\Land_Use_Plan\GIS\Map_Files\Layout\CajahSMtnExistingLandUse8.5x11Portrait.mxd

FUTURE LAND USE & GROWTH

Members of the Steering Committee were asked to aid in the determination of what types of future development would be appropriate for the Town of Cajah's Mountain, where development should be located, and what development standards it should be held to.

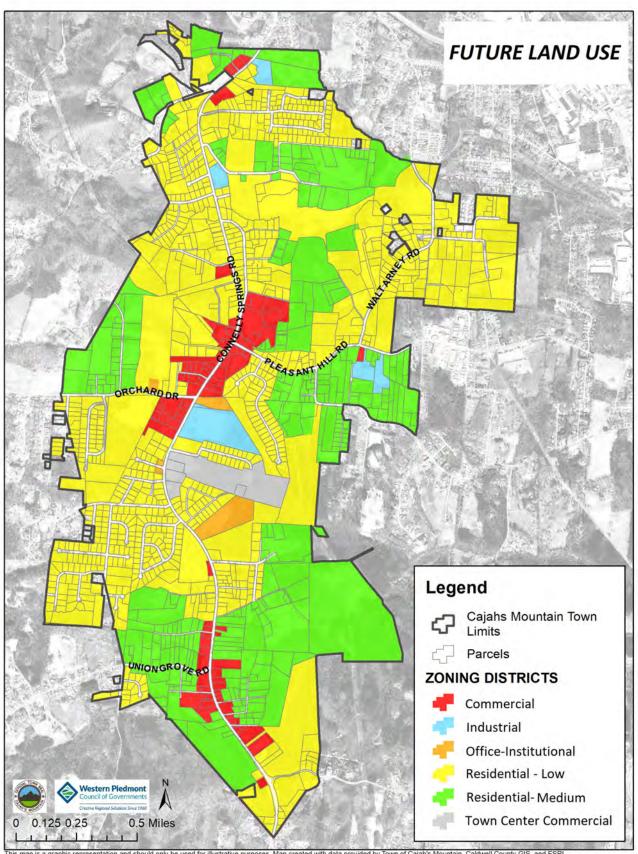
The Future Land Use Map (Figure 8-6) was developed to guide zoning and development decisions. Town of Cajah's Mountain Staff, Planning Board and Town Council rely on the Future Land Use Map to guide policy decisions related to zoning, watershed regulations, and infrastructure needs. Cajah's Mountain Planning staff and the Planning Board should review and update land use regulations to ensure their compatibility with desired types of development as recommended by the Steering Committee.

FUTURE LAND USE MAP

During the preparation of this plan, the Steering Committee expressed that they envision their town remaining consistent with its current land use designations as shown on the zoning map. The members focused on preserving the existing commercial designated parcels along Connelly Springs Rd, and added a small amount of commercial on the southern portion of Connelly Springs Rd to accommodate an existing commercial area that is currently nonconforming. The Committee would like to preserve the existing housing on Connelly Springs Rd, and also add more single-family and multi-family housing in existing residential areas.

Future Land Use Designations: The following future land use designations defined below are shown on the Future Land Use Map on the following page.

- Residential-Low: Composed of certain quiet, low density residential sections of the community, plus certain open areas where similar residential development appears likely to occur. Single-family dwellings and modular homes except manufactured homes.
- Residential-Medium: The principal use of the land is for single family, two-family, and multi-family residences. Housing types may include immobile, manufactured and modular homes.
- Industrial: Provides a place for the location of industrial and other uses which would be inimical or incompatible with general business or residential areas
- Office-Institutional: Designed to provide a wide range of professional and economic office space, as well as space for public and quasi-public uses.
- Commercial: Located on major thoroughfares and collector streets in Cajah's Mountain. They are intended to provide for offices, personal services, the retailing of durable and convenience goods to the community and surrounding areas, as well as concentrate permitted activities with utilities and streets.
- Town Center Commercial: The intent of is to encourage pedestrian oriented businesses by being centrally located in concentrated residential areas. Businesses in this district should cater toward everyday needs of residents.



This map is a graphic representation and should only be used for illustrative purposes. Map created with data provided by Town Q:\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning\Planning

LAND USE & GROWTH MANAGEMENT RECOMMENDATIONS

- 1. Update zoning and subdivision regulations to ensure they are compatible with the designated land uses outlined in this plan.
 - a. Encourage commercial development within the Town, specifically retail, restaurants, and local market opportunities.
 - b. Expand development of the Commercial District at the intersection of Connelly Springs Road and Cajah's Mountain Road to provide more opportunity for development in town.
 - c. Encourage continued use of existing manufacturing sites, and limit new manufacturing to appropriate places.
- 2. Evaluate appropriate types of residential dwellings within residential zoning districts.
 - a. Preserve established neighborhoods and encourage infill development.
 - b. Encourage allowing high density development with adequate open space and buffering to best utilize areas with floodplain.
 - c. Research options to discourage vacant housing issues.
- 3. Encourage reinvestment and reuse of existing industrial structures.
- 4. Maintain a close relationship with the Caldwell County Economic Development Commission to keep Cajah's Mountain actively involved in industrial and economic development potential.
- 5. Encourage continued investment in existing areas designated for commercial use.
- 6. Encourage the construction of diverse housing varieties to attract new residents to Cajah's Mountain.
- 7. Encourage owners of vacant commercial buildings to reuse and reinvest in their property.
- 8. Areas zoned RA-20 with large tracts of vacant land and those with a minimum number of existing manufactured homes should be evaluated for rezoning to R-20.

RECOMMENDATIONS



RECOMMENDATIONS

The Town of Cajah's Mountain Land Use Plan is intended to be an ever-changing document. The Plan should be evaluated to ensure it stays relevant as the Town grows and changes. The Plan's essential guiding principles, goals and policies should remain largely unchanged to prevent undermining the overall intentions and integrity of the longrange planning process. Any changes to the Land Use Plan should be facilitated through the Advisory Committee and Planning Board and recommended to the Town Council.

TRANSPORTATION RECOMMENDATIONS

TR-1			
STRATEGY NARRATIVE:	Work closely with the GHMPO to plan transportation projects that will align with current and future land use needs while also remaining cost competitive.		
KEY ACTIONS:			PROJECT INITIATOR(S):
Springs Road improvem	Springs Road improvements.		Those serving on the Transportation Advisory Committee (TAC) and Technical Coordinating Committee (TCC) for the Town of Cajah's Mountain WPCOG MPO
POTENTIAL PARTNERS:	RESOURCES/TECHNICAL	ASSISTANCE NEEDED:	TIMEFRAME
NCDOTWPCOGStaff	StaffGIS/Mapping		Ongoing
MEASUREABLE PERFORM	ANCE INDICATORS: Up	dated streets, new streets	s, pedestrian improvements.

TR-2			
STRATEGY NARRATIVE: Improve safety and connectivity between adjacent land uses/community destinations/retail locations.		and uses/community	
KEY ACTIONS:			PROJECT INITIATOR(S):
1. Use NCDOT's Complete Stadjacent land uses/communiti-use paths along Consumprings Road improvement 2. Enhance safety along Consumprive along community cuts for new community and commercial developments parking lots in the rear of but the safety and enhance residential/commercial developments.	nity destinations by in nelly Springs Road (as ts). nelly Springs Road by imercial development ng Connelly Springs R to locate buildings clo buildings.	ncluding sidewalks and/or a part of future Connelly limiting the number of ts. toad by encouraging new oser to the roadway and put	 Those serving on the Transportation Advisory Committee (TAC) and Technical Coordinating Committee (TCC) for Town of Cajah's Mountain WPCOG MPO
POTENTIAL PARTNERS:	RESOURCES/TECH NEEDED:	INICAL ASSISTANCE	TIMEFRAME
NCDOTWPCOGStaff	StaffGIS/Mapping		Ongoing
MEASUREABLE PERFORMANCE INDICATORS: New roadway moderniza adopted plans.		New roadway modernizations adopted plans.	as recommended by

RESOURCES & SERVICE RECOMMENDATIONS

RS-1			
STRATEGY NARRATIVE:	STRATEGY NARRATIVE: Prioritize aging infrastructure in need of maintenance or repair.		
KEY ACTIONS:			PROJECT INITIATOR(S):
Refer to areas in the Fu demand.	ture Land Use Map to est	imate for new future utility	
Inventory current capa for future development	•	re servicing Cajah's Mountain	Town Council Town Manager
3. Explore extension of se	wer to properties that do	not perk.	Town ManagerTown Staff
4. Follow the 2014 Water	and Sewer Master Plan (CIP).	
5. Monitor for potential g	rants from federal, state,	and local and nonprofit	
organizations for infras	tructure improvements.		
POTENTIAL PARTNERS:	RESOURCES/TECHNIC	CAL ASSISTANCE NEEDED:	TIMEFRAME
Town EngineerWPCOG CommunityDevelopment	StaffGIS/MappingEngineering serviceGrant Writing	res	3-5 years
MEASUREABLE PERFORMANCE INDICATORS: Inventory utilities, create prio obtain grants, new infrastruct		•	

RS-2			
STRATEGY NARRATIVE:	Improve services that	the Town could provide that are	currently lacking.
KEY ACTIONS:			PROJECT INITIATOR(S):
 Work with Caldwell Couspecifically for the Town Work with Caldwell Cou Work with postal service 	n. Inty to provide for close	er EMS services for the Town.	Town CouncilTown Manager
POTENTIAL PARTNERS:	RESOURCES/TECHNI	CAL ASSISTANCE NEEDED:	TIMEFRAME
Caldwell CountyPostal Service	Facilitation with c	other agencies	5 years to ongoing
MEASUREABLE PERFORMANCE INDICATORS: County services improved		County services improved, drop	box placed

PARKS AND RECREATION RECOMMENDATIONS

PR-1			
STRATEGY NARRATIVE:	ATIVE: Maintain and enhance existing recreational facilities in the Town.		
KEY ACTIONS:			PROJECT INITIATOR(S):
 Continue to pursue grant opportunities for recreational funding with PARTF. Add additional swing sets and/or basketball courts to the existing Cajah's Mountain Town Park. 		Town CouncilTown Staff	
POTENTIAL PARTNERS:	RESOURCES/TECHNICAL A	SSISTANCE NEEDED:	TIMEFRAME
WPCOGPARTFLWTF	Facilitation of ideasGrant Writing		Ongoing
MEASUREABLE PERFORM	ANCE INDICATORS:	Grants obtained New park equipment	

NATURAL RESOURCES RECOMMENDATIONS

NR-1			
STRATEGY NARRATIVE: Protect the natural and cultural resources of the Town incentives, and Planning.		n through regulation,	
KEY ACTIONS:			PROJECT INITIATOR(S):
Supply Watershed Ording resources within the too. 2. Maintain structures of viscources.	Phase II NPDES Stormwater Ord nance to ensure the protection of wn. value if they become determined e al Register of Historic Places.	water quality and	Town CouncilTown Staff
POTENTIAL PARTNERS:	RESOURCES/TECHNICAL ASSI	STANCE NEEDED:	TIMEFRAME
PARTFLWTFWPCOGNC SHPO	 WPCOG Water Resources WPCOG grant writing assistance 	_	Ongoing
MEASUREABLE PERFORMANCE INDICATORS: • Measures put in place to Properties on National		o protect natural resources. Register.	

LAND USE RECOMMENDATIONS

LU-1		
STRATEGY NARRATIVE:	Update zoning and subdivision regulations to ensure they are compatible with the designated land uses outlined in this plan.	
KEY ACTIONS:		PROJECT INITIATOR(S):
restaurants, and conve 2. Expand Development of Connelly Springs Road opportunity for develo	se of existing manufacturing sites, and limit new	Town CouncilTown ManagerPlanning Board
POTENTIAL PARTNERS:	RESOURCES/TECHNICAL ASSISTANCE NEEDED:	TIMEFRAME
 WPCOG Planning Developers Caldwell County Economic Developme Commission 	 Facilitation GIS/Mapping Ordinance writing 	3-5 years
MEASUREABLE PERFORM	• New commercial uses. • Zoning Amendments	,

LU-2		
STRATEGY NARRATIVE:	Evaluate appropriate types of residential dwellings within residential zoning districts.	
KEY ACTIONS:		PROJECT INITIATOR(S):
 Encourage allowing hig buffering to best utilize Research options to dis 	eighborhoods and encourage infill development. In density development with adequate open space and areas with floodplain. It courage vacant housing issues. In inimum housing program and commercial nuisance	Town CouncilTown ManagerPlanning Board
POTENTIAL PARTNERS:	RESOURCES/TECHNICAL ASSISTANCE NEEDED:	TIMEFRAME
WPCOG PlanningWPCOG Code EnforcementDevelopers	StaffOrdinance writingGIS/Mapping	3-5 years
 Ordinance Amendments Number of new multi-fan Diversification of housing 		•

APPENDIX · 7



STEERING COMMITTEE SWOT **ANALYSIS**

WPCOG staff led the committee through an interactive SWOT analysis to compile input regarding the committee's perception of the Town of Cajah's Mountain strengths, weaknesses, opportunities and threats. The results of this analysis will be taken into consideration while drafting the Land Use Plan.

A SWOT (strengths, weaknesses, opportunities, and threats) is defined as the following. Strengths are internal and supportive characteristics that are the foundation of a community and provide stability. Weaknesses are internal and harmful characteristics to the community's stability. Opportunities are external and helpful characteristics for continued growth. Threats are external and harmful characteristics that weaken community stability. Depending on an individual's perspective, what may be considered as a strength to one may be a weakness or threat to another. Therefore, topics discussed can be listed in multiple areas of the SWOT analysis.

A WPCOG staff member moderated a discussion between the committee members on each SWOT category and recorded the topics that the committee members identified. After the discussion the committee members voted on the individual topics under each SWOT category. Each committee member was allowed to cast up to 8 votes on the topics that were discussed. Committee members were instructed to vote on the topics that they felt were most important or were in highest agreement with. They were allowed to vote on a topic more than once and were not limited to a number of votes per SWOT category.

Below are the results of the SWOT analysis. Those that received zero (0) votes were identified in the discussion, but were not voted on in the later part of the analysis. This does not mean that these topics are to be ignored during the planning process.

*Note that there were 3 members in attendance for voting.

Of the 40 total votes cast, 10 (25%) were on the topics of community strengths. Making this the second most voted on SWOT category. See Table 1 - Strengths for all topics and votes.

Table 1 - Strengths		
Votes	Торіс	
5	Location (I-40, 70, Hickory, Charlotte, Morganton, Etc.)	
3	Town Visibility (I-40 gateway/landscaping/signage)	
1	Parks, Town Events, Museum	
1	Draw from outside town limits	
0	Town Pride / Community / Unique	
0	Local Historical Buildings	
0	Community Schools / Public Schools k-12	
0	Care for the town by non-residents	
0	Natural Aesthetics	

9 **Total Votes**

The weakness SWOT category received 12 (30%) of the total votes, tying it as the most voted on category along with opportunities. See Table 2 - Weaknesses for all topics and votes.

Table 2 - Weaknesses			
Votes	Topics		
3	Lack of County support/services		
3	Available Land / Blighted Buildings		
2	Lack of physical activities (ball fields, basketball) for kids		
2	Lack of walkability		
1	No identifiable commercial/downtown core		
1	Under 18 poverty rate		
0	Attracting Youth under 18		
0	Interpretation of the town's community pride as being closed off		
0	Job availability for teans		
0	Broadband Availability / Reliable connection		
0	No Town Services		
0	Railroad		
	-		

7 **Total Votes** The opportunity category received 12 (30%) of the total votes, tying it as the most voted on category along with weaknesses. See Table 3 - Opportunities for all topics and votes.

Table 3 - Opportunities				
Votes	Topics			
3	Auditorium and Gym			
3	Promote the town for young families (provide activities/amenities)			
2	Create a brand for the town			
1	Special needs program (Rock and Roll)			
1	Tourism / Hospitality at I-40 intersection			
1	Promote senior amenities / retirement community			
1	Availability to expand downtown			
0	Adaptive reuse of local historic buildings			
0	Early education opportunities			
0	Availability of town funds			
4	Total Votes			

The threat category received 6 (15%) of the total votes, making it the third and last voted on category. See Table 4 -Threats for all topics and votes.

Table 4 - Threats				
Votes	Topics			
3	Lighting of parks and sidewalks			
2	Crime increase			
1	Aging workforce			
0	Land locked up in private / family ownership			
0	0 Inclusive / outside welcoming / preconceived image of the town			
0	Becoming part of Hickory			
	·			

3 **Total Votes** A combined list of all of the topics from each of the SWOT categories are listed below in Table 5. Those that received at least one vote are listed above the red dashed line. The top 3 topics (highlighted in yellow) received a little over three-quarters (78%) of the total vote. The most voted on topic was identified as the town's strength in location.

	Table 5 - Combined SWOT Category Topics				
Votes	% Votes	Topic	SWOT		
5	13%	Location (I-40, 70, Hickory, Charlotte, Morganton, Etc.)	Strength		
3	8%	Town Visibility (I-40 gateway/landscaping/signage)	Strength		
3	8%	Lack of County support/services	Weakness		
3	8%	Available Land / Blighted Buildings	Weakness		
3	8%	Auditorium and Gym	Opportunity		
3	8%	Promote the town for young families (provide activities/amenities)	Opportunity		
3	8%	Lighting of parks and sidewalks	Threat		
2	5%	Lack of physical activities (ball fields, basketball) for kids	Weakness		
2	5%	Lack of walkability	Weakness		
2	5%	Create a brand for the town	Opportunity		
2	5%	Crime increase	Threat		
1	3%	Parks, Town Events, Museum	Strength		
1	3%	Draw from outside town limits	Strength		
1	3%	No identifiable commercial/downtown core	Weakness		
1	3%	Under 18 poverty rate	Weakness		
1	3%	Special needs program (Rock and Roll)	Opportunity		
1	3%	Tourism / Hospitality at I-40 intersection	Opportunity		
1	3%	Promote senior amenities / retirement community	Opportunity		
1	3%	Availability to expand downtown	Opportunity		
1	3%	Aging workforce	Threat		
0	0%	Town Pride / Community / Unique	Strength		
0	0%	Local Historical Buildings	Strength		
0	0%	Community Schools / Public Schools k-12	Strength		
0	0%	Care for the town by non-residents	Strength		
0	0%	Natural Aesthetics	Strength		
0	0%	Attracting Youth under 18	Weakness		
0	0%	Interpretation of the town's community pride as being closed off	Weakness		
0	0%	Job availability for teans	Weakness		
0	0%	Broadband Availability / Reliable connection	Weakness		
0	0%	No Town Services	Weakness		
0	0%	Railroad	Weakness		
0	0%	Adaptive reuse of local historic buildings	Opportunity		
0	0%	Early education opportunities	Opportunity		
0	0%	Availability of town funds	Opportunity		
0	0%	Land locked up in private / family ownership	Threat		
0	0%	Inclusive / outside welcoming / preconceived image of the town	Threat		
0	0%	Becoming part of Hickory	Threat		

APPENDIX ·





