

The Centralina Council of Governments Community Economic Development Resource Report and Guide

University of North Carolina at Charlotte
Gerald G. Fox Master of Public Administration
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Executive Summary

PROJECT OVERVIEW AND METHODOLOGY

The Centralina Council of Governments (CCOG) is a voluntary organization of municipal and county governments serving the Greater Charlotte region. Specifically, CCOG serves a 9-county area including Anson, Cabarrus, Gaston, Lincoln, Iredell, Mecklenburg, Rowan, Stanly, and Union. CCOG assists local governments in coordinating for sound regional development and provides a forum to address issues best handled through regional cooperation, planning, and action. CCOG partnered with students completing the final graduate capstone project in UNC-Charlotte's Gerald G. Fox Master of Public Administration program (the MPA Team) to create the Community Economic Development Resource Report and Guide. The purpose of this report is to help local jurisdictions that often lack significant resources for their community economic development efforts.

To assess community economic development needs, the MPA Team developed an online survey, entitled The Local Community Growth Survey (LCGS), that was sent to 34 local governments in the region. The survey focused on four broad areas identified as important by CCOG: Economy, Infrastructure, Quality of Life, and Housing. Based on the results and analysis from the 17 respondents of this online survey and additional follow-up interviews, the MPA Team identified 18 important community needs, shown in Chart 1.

Chart 1: Community Economic Development Needs

Economy Needs	Infrastructure Needs	Quality of Life Needs	Housing Needs
Creation of a Comprehensive Economic Development Plan	Land Availability for Businesses	Access to Health Services	Greater Housing Options
Development of Main Street	Increase and Maintain Water Supply	New and Improved Parks and Recreation Spaces	More Inclusive and Affordable Housing
Promoting, Recruiting, and Expanding Businesses	Sewer Capacity and Management	Improve Walkability	
Creation of a Capital Improvement Plan	Increase Transportation Options	Live Music and Performing Arts	
Lack of Skilled Labor/ Ability to Keep Labor	Maintain Roads and Bridges	Create a Public Art Program	
A More Efficient Permit Process			

A literature review was then conducted that examined both academic journal articles and resources created for practitioners in order to identify best practices for addressing each of the identified development needs. The MPA Team also researched best practices, financial incentives, and other resources to develop a report and guidebook for local jurisdictions to use when attempting to resolve these community economic development needs. The CONNECT Our Future project and associated CONNECT tools were identified as a valuable resource for many best practices. Finally, when available, the MPA Team identified funding sources that local jurisdictions can access to help them carry out the best practices.

FINDINGS AND RECOMMENDATIONS*Economy*

Focusing specifically on Economy needs, the MPA Team identified both comprehensive development and capital improvement planning as important for community economic development as local communities prepare for growth. In addition, finding solutions for a lack of skilled labor in the area was critical for creating

and maintaining economic growth. To address these needs, the MPA Team discovered that it is important to communicate with local businesses to decide employment essentials, and then utilize this information to help develop career finder tools, continuing education, or community resource guides.

Infrastructure

Looking at the Infrastructure needs identified within the LCGS, the MPA Team recognized the importance of planning and asset management as a best practice to improve the capacity of water supply, sewer systems, and roads and bridges within local communities, especially as they grow. Additionally, creating mixed-use developments and reusing existing infrastructure can help local jurisdictions create space for new or expanding business opportunities. Finally, developing education programs about utility usage and conservation, along with alternative transportation options, informs the community about service needs and policy choices.

Quality of Life

Within the identified Quality of Life needs, the MPA Team focused on connecting local jurisdictions with external funding to provide more financial resources for improving access to healthcare, arts and culture programs, and walkability. The MPA Team also recommended that communities explore partnership opportunities with other organizations or facilities as another way to expand the resources currently available. Finally, the MPA Team found that gathering data on the local population is critical for expanding access to healthcare and improving walkability because it helps governments identify specific problems and solutions.

Housing

Within the Housing needs, the MPA team recommended best practices that can assist local governments with updating existing structures and rethinking designs to incorporate mixed-use development. The MPA Team also recommended that jurisdictions explore zoning changes to provide for more accessible, affordable, and inclusive housing. Finally, the MPA team encourages local jurisdictions to become a resource link that connects community members with housing needs.

CONCLUSION

Although this report does not evaluate all issues and needs relevant to local communities in the CCOG region, it does assess those most important and most common based on responses to the Local Community Growth Survey (LCGS). The identified best practices and associated resources, including financial incentives, help local jurisdictions address their community economic development needs. These resources are compiled into a resource guide found in Appendix B.

Introduction

The purpose of this report is to help local jurisdictions that often lack significant resources for their community economic development efforts.

The Centralina Council of Governments (CCOG) is a voluntary organization of municipal and county governments serving the Greater Charlotte region. Specifically, CCOG serves a 9-county area including Anson, Cabarrus, Gaston, Lincoln, Iredell, Mecklenburg, Rowan, Stanly, and Union. CCOG assists local governments in coordinating for sound regional development and provides a forum to address issues best handled through regional cooperation, planning, and action.

CCOG partnered with students completing the final graduate capstone project in UNC Charlotte's Gerald G. Fox Master of Public Administration program (the MPA Team) to create a community economic development resource guide. The purpose of this report is to help local jurisdictions that often lack significant resources for their community economic development efforts. The report and guide expand upon CCOG's award-winning CONNECT Our Future Regional Growth Framework project, which created a unified growth framework outlining the top priorities and growth concepts for the region. The MPA Team surveyed jurisdictions in the CCOG region, conducted an updated assessment of their specific development needs, and then identified best practices and resources that address these needs.

The report begins by discussing the project methodology and survey findings. It then identifies each of the needs as they relate to survey results, and separates those needs within the four major topics identified by CCOG – Economy, Infrastructure, Quality of Life, and Housing. Each need is described and evaluated, and additional background information is provided on how that need is important for local communities. Best practices are identified for addressing each need, along with links to resources that show local government officials how to do the best practice, including benchmark examples when available. When applicable, the best practice sections also list available funding sources.

Methodology

The MPA Team utilized a number of steps to produce the data and recommendations within this report. First, the team conducted a survey and analyzed the results to assess the community economic development needs of the CCOG region. Specifically, to assess these community economic development needs, the MPA Team developed an online survey entitled The Local Community Growth Survey (LCGS), which focused on four broad areas identified as important by CCOG: Economy, Infrastructure, Quality of Life, and Housing.

Second, based on the results and analysis of this online survey and additional follow-up interviews, the MPA Team determined 18 important community needs, spread across the four report areas. In the final step, the MPA Team researched best practices, financial incentives, and other resources to develop a guidebook for local jurisdictions to use when attempting to resolve these community economic development needs. Each of these steps is described in detail below.

Many of the survey questions were derived from a local government survey administered by CCOG in May 2008. These questions were then reviewed and updated for the current project. New questions were also included in the LCGS based on preliminary research into common Economy, Infrastructure, Quality of Life, and Housing needs. The general focus of these sections was as follows:

- The **Economy** section of the survey sought to discover the major needs for local jurisdictions when trying to maintain and increase the number of local employees, jobs, and businesses.
- **Infrastructure** questions concentrated on the acquisition, maintenance, and expansion of land use and public utilities and services, with a focus on how they relate to local economic growth.
- **Quality of Life** is a broader, more multi-dimensional topic that encompasses both economic and qualitative values; therefore, survey questions aimed at discovering the various indicators of what local communities value.
- **Housing** questions were structured to determine the most critical issues for local housing choice, and how they relate to other economic development issues, such as transportation and accessibility.

Some questions were designed to collect information about each of the four research areas specifically, and others were designed to address overall needs. The survey used a combination of question types, including short answer, multiple choice, and ranking. Ranking results were derived by summing respondents' answers; both the raw score and subsequent rankings are presented for these responses in tabular form.¹ Relevant sur-

¹ For ranking questions, respondents were asked to rank order their priorities, with 1 indicating their highest priority. Thus, the higher the total raw score for a particular priority, the higher that priority is ranked in the corresponding table.

vey questions and associated responses are included in the next section, but all survey questions and answers are included in Appendix A.²

The MPA Team focused on eliciting survey responses from a targeted list of jurisdictions that were deemed most likely to be in need of community economic development assistance. The MPA Team identified target jurisdictions by examining four indicator variables. These variables included:

- Population growth from 2010-2015
- Median family income
- High school graduation rate
- Unemployment rate

After looking at the census data for the selected variables, the MPA Team identified 34 jurisdictions upon which to focus the analysis. CCOG sent out the survey via email to the target jurisdictions on behalf of the MPA Team. Additionally, these jurisdictions received reminder phone calls from the MPA Team.

A total of 17 responses were received. Follow-up phone interviews were conducted with willing representatives from the jurisdictions that completed the survey in order to provide additional context and opportunity for elaboration. Five respondents agreed to be interviewed.

The MPA Team then analyzed the survey results and discussed the common development needs and priorities that emerged from the data. The discussion resulted in the identification of 18 development needs within the areas of Economy, Infrastructure, Quality of Life, and Housing.

A literature review that examined both academic journal articles and resources created for practitioners was undertaken in order to find best practices for addressing each of the identified community economic development needs.

The CONNECT Our Future project and associated CONNECT tools were identified as a valuable resource, but the MPA Team also conducted research to identify additional resources that serve as useful guides for implementing each of the suggested best practices. Finally, when available, the MPA Team identified funding sources that local jurisdictions can access to help them carry out the best practices.

² Appendix A containing data and responses from the Local Community Growth Survey is not included in the main report. Appendix A was delivered to the Centralina Council of Governments as a separate document.

Survey Results and Findings

The Local Community Growth Survey (LCGS) began by asking local governments what broad community economic development challenges they faced in order to assess their overall needs and priorities. Table 1 shows that lack of skilled labor, public transit availability, land availability for private developers, healthcare availability, and a lengthy permit process were the five most common challenges for respondents, with at least a quarter of respondents selecting them. These needs reach across three of the four topic areas, as noted in the table.

Table 1: Community Economic Development Challenges

Answer Choices	Category	% Responded
Lack of skilled labor	Economy	47%
Public transit availability	Infrastructure	41%
Land availability for private developers	Infrastructure	29%
Healthcare availability	Quality of Life	24%
Lengthy permit process for developers/businesses	Economy	24%
Cost of housing	Housing	12%
Taxes too high	Economy	6%
Water and Sewer Capacity and Investment	Infrastructure	6%
High poverty rate	Economy	6%
Low land values	Housing	6%
Low traffic count	Infrastructure	6%
Distance to market	Infrastructure	6%

Planning is an important step for local governments interested in engaging in community economic development. To assess the extent to which jurisdictions in the CCOG region are involved in relevant planning, the survey queried respondents about whether they have comprehensive development and capital improvement plans. Table 2 shows that 59% of the jurisdictions have a written comprehensive plan and 65% have a capital improvement plan.

Table 2: Jurisdictions with Plans

Answer Choices	% Responded
Comprehensive	59%
Capital Improvement	65%

Next, respondents were asked about the type of business activities their jurisdictions were most interested in promoting. Table 3 reveals that the responding jurisdictions would like to focus on expanding the overall number of businesses located within their borders.

Table 3: Greatest Economic Priority

Answer Choices	% Responded
Promoting the development of new businesses	41%
Recruiting business from outside the jurisdiction	41%
Strengthening/Expanding businesses within the jurisdiction	18%

The survey then moved on to questions developed to assess needs related to Infrastructure. Survey respondents were asked to rank a set list of ten infrastructure needs from highest to lowest priority. Water supply, schools, sanitary sewer, and roads and bridges were the top four common challenges, as Table 4 shows. Due to the unique funding and governance structure of schools in North Carolina, the MPA team excluded schools from consideration in this report and guidebook. In follow-up interviews, jurisdiction leaders spoke of the importance of expanding roads, water lines, and sewer lines to accommodate population growth, which reinforces these needs as essential. One representative said that “the addition of sewer on the side [of town] closest to Charlotte” has allowed them to grow because that’s where people are “spilling over the most.”

Table 4: Ranking of Infrastructure Needs

Ranking	Score	Answer Choices
1	114	Water Supply
2	111	Schools
3	110	Sanitary Sewer
4	108	Roads & Bridges
5	94	Storm Water & Drainage
6	93	Public Transportation
7	89	Parks & Recreation
8	84	Technology
9	74	Broadband Availability
10	57	Fire & Emergency Services

In order to assess Housing needs within the local community, survey respondents were asked to rank their biggest housing challenge from the greatest to the smallest challenge. A lack of revitalization and a lack of housing choices were the highest priorities as depicted in Table 5.

Table 5: Ranking of Housing Needs

Ranking	Score	Answer Choices
1	81	Lack of revitalization
2	66	Lack of housing choices
3	65	Attracting first time home buyers
4	53	Outdated zoning ordinances
5	49	Affordable housing choices
6	43	Gentrification

When asked whether their communities need additional renting or buying options, 71% of respondents said that residents needed more buying options (see Table 6). They indicated, in particular, that there is insufficient housing for young professionals, veterans, and disabled residents, as shown in Table 7.

Table 6: Housing Options

Answer Choices	% Responded
Buying	71%
Renting	29%

Table 7: Demographics in Greatest Need of Housing

Answer Choices	% Responded
Young Professionals	71%
Veterans	65%
Disabled	65%
Aging	47%
Low Income Families	24%
Families with Children	24%

Respondents were asked to indicate the recreational opportunities that are currently available in their communities to assess Quality of Life needs. They were also asked to indicate if additions or improvements to these recreational opportunities could boost community economic development. Table 8 shows these responses. During follow-up interviews, leaders further explained the need for diversifying athletic fields, creating more fields, and maximizing the use of the spaces they already have. One representative said there is a “huge demand” for athletic fields for baseball, soccer, and lacrosse, but the available “space is substandard” and has “poor lighting.” Another discussed that their jurisdiction has “received a lot of feedback from residents about the need for sporting activities” at a community level instead of just competitive, traveling teams.

Table 8: Recreation Option Needs

Answer Choices	% Responded Available	% Responded Additions or Improvements
Athletic Fields	94%	65%
Outdoor Activities	82%	65%
Open Space	82%	59%
Water Sports	65%	47%
Recreation Center	59%	41%

In order to address another aspect of Quality of Life, respondents were asked to indicate the arts, culture, and entertainment activities that are currently available in their communities. They were also asked if additions or improvements to any of these activities would drive community economic development. Table 9 depicts their responses. During follow-up interviews, participants emphasized the need for more local venues that support the music scene, with one representative stating a need for music venues that are “conducive to a good size concert.” Another representative indicted a desire for more public art projects that promote local culture and history.

Table 9: Arts, Culture, and Entertainment Activity Needs

Answer Choices	% Responded Available	% Responded Additions or Improvements
Museums	53%	41%
Performing Arts	47%	53%
Public Art	41%	41%
Live Music	41%	88%
Movie Theaters	29%	65%
None of the above	18%	0%

Another question asked respondents to rank their overall quality of life needs, selecting from a group of seven as shown in Table 10. When ranking these needs, most jurisdictions that answered the survey indicated the option “Main Street as a Sense of Place” as the top characteristic that would make their community unique, and promote community economic development.

Table 10: Ranking of Quality of Life Needs

Ranking	Score	Answer Choices
1	105	Main Street as a Sense of Place
2	82	Beautification
3	78	Walkability
4	62	Safety
5	58	Green Initiatives
6	51	Access to Local Foods
7	40	Local Farms

To assess the extent to which local jurisdictions are aware of or use the tools created as part of the CONNECT Our Future project, the survey asked respondents about their use of these tools and resources. As Table 11 shows, the results indicated that 76% of jurisdictions do not use the tools. Since the award-winning CONNECT tools represent best practices in community and economic development, and align with CCOG’s regional growth framework, the MPA Team aimed to direct the jurisdictions to the CONNECT tools that addressed their development needs whenever applicable.

Table 11: Use of CONNECT Tools

Answers	% Responded
Yes	6%
No	76%
Not Sure	18%

When asked to rank the importance of the four main need areas, participants ranked Economy highest, followed by Infrastructure, Quality of Life, and then Housing (see Table 12). This prioritization guides the discussion order of the subsequent sections of the report.

Table 12: Ranking of Greatest Community Needs

Ranking	Score	Answer Choices
1	49	Economy
2	44	Infrastructure
3	42	Quality of Life
4	35	Housing

Lastly, the survey concluded with a series of open-ended questions that gave respondents the opportunity to elaborate on community economic development in their communities. These open-ended questions included:

- Over the past 5 years, what was your jurisdiction’s most important community and economic development success?
- What factors were the most important in contributing to this success?
- What factors most limit your jurisdiction’s ability to achieve community and economic development success?
- Is there anything else you would like to tell us about your community and economic development needs and challenges?

Tables 13 - 16 summarize the open-ended responses to these questions.

Table 13: Most Important Community and Economic Success in the Past 5 Years

Common Responses	% Responded
Recruiting companies/Increase jobs	35%
Revitalization/Downtown growth	29%
Growth in commercial retail	18%
Enhancing sewer capacity	12%
Grant funding	12%
Unique farm to table restaurants opening	6%
Greenways	6%
Better roads	6%

Table 14: Most Important Factors in Community and Economic Success in the Past 5 Years

Common Responses	% Responded
Vision	18%
Grants	18%
Highly effective Economic Development Commission	12%
Multiagency cooperation/Support of elected officials	12%
Planning	12%
Taxes	12%
Demographics	12%
Access to major highways	12%
Workforce	12%
Volunteers	6%
Available land	6%
Water and sewer services	6%
Renovation of historic buildings	6%
None	6%

Table 15: Most Limiting Factors in Ability to Achieve Community and Economic Success

Common Responses	% Responded
Lack of funding	29%
Lack of space/land for new and expanding businesses	24%
Lack of vision	12%
Lack of skilled workforce	12%
Competition with neighboring jurisdictions	6%
Sewer and water	6%
Distance from Charlotte	6%
Lack of housing	6%
Distance from market	6%
Small population	6%
Lack of development	6%
High taxes	6%
High water rates	6%
Marketing	6%
Bad schools	6%

Table 16: Other Community and Economic Needs and Challenges

Common Responses	% Responded
Lack of coordination among different levels	18%
Failing to attract new businesses and retaining current businesses	18%
Lack of development	12%
Economic downturn	12%
Not eligible for grants	6%
Overgrowth	6%

Finally, Chart 1 shows the common needs identified from the LCGS, based primarily upon the survey and interview responses. These needs are broken out by category and will be addressed within the corresponding section of the report.

Chart 1: Community Economic Development Needs

Economy Needs	Infrastructure Needs	Quality of Life Needs	Housing Needs
Creation of a Comprehensive Economic Development Plan	Land Availability for Businesses	Access to Health Services	Greater Housing Options
Development of Main Street	Increase and Maintain Water Supply	New and Improved Parks and Recreation Spaces	More Inclusive and Affordable Housing
Promoting, Recruiting, and Expanding Businesses	Sewer Capacity and Management	Improve Walkability	
Creation of a Capital Improvement Plan	Increase Transportation Options	Live Music and Performing Arts	
Lack of Skilled Labor/ Ability to Keep Labor	Maintain Roads and Bridges	Create a Public Art Program	
A More Efficient Permit Process			

Economy

INTRODUCTION

The Local Community Growth Survey (LCGS) and interview responses identified six Economy needs from the jurisdictions surveyed:

- Creation of a Comprehensive Economic Development Plan
- Development of Main Street
- Promoting, Recruiting, and Expanding Businesses
- Creation of a Capital Improvement Plan
- Lack of Skilled Labor/Ability to Keep Skilled Labor
- A More Efficient Permit Process

This section will discuss these needs and provide best practices and resources to help address them.

ECONOMY NEED 1: CREATION OF A COMPREHENSIVE ECONOMIC DEVELOPMENT PLAN

Fifty-nine percent of the responding local governments lack a Comprehensive Economic Development Plan.

The MPA Team discovered from the LCGS that 59% of the responding local governments lack a Comprehensive Economic Development Plan (CEDP) (see Table 2). In addition, the survey revealed that those communities that have a plan attribute recent economic development success to having a clear vision, intentional planning efforts, and an effective economic development commission. Of the seven local governments that have a CEDP, six have had their plans for less than five years and only one has had it for longer than ten years.

Also known as a master plan or a general plan (Kelly, 2012), a CEDP is an important component for developing a local government's overall health because it sets forth the community's future development vision, policies, and implementation plans. The most common plans encompass a period of twenty years ("2011 Comprehensive Development Plan," 2012). By having a CEDP in place, local jurisdictions can be the driving force behind a region's economic growth by planning for and providing a conducive environment in which private sector jobs can be created and maintained ("Exemplary Vision with Comprehensive Planning," 2014). A CEDP brings

together all aspects of a community and its economy as it addresses issues such as population, economic development, housing, natural resources, historic resources, community facilities, intergovernmental coordination, transportation, urban design, and land use (“2011 Comprehensive Development Plan,” 2012).

The MPA Team identified one best practice related to long term planning.

Best Practice 1. Develop a Comprehensive Economic Development Plan (CEDP)

The best practice for communities lacking a CEDP is fairly straightforward—to create a CEDP to help guide them with their long-term growth.

The MPA Team identified one helpful resource that could be used to assist local governments in establishing a Comprehensive Economic Development Plan. The MPA Team also identified a benchmark example of a municipality that was successful in creating a Comprehensive Economic Development Plan.

Resource: *Community Planning: An Introduction to the Comprehensive Plan, Second Edition*

Community Planning: An Introduction to the Comprehensive Plan by Eric Damian Kelly is a “how to” book that introduces readers to the concept of community planning as it is used in the United States. The book is an excellent guide for local governments interested in creating a CEDP for the first time or improving upon their existing CEDPs. Major topic areas discussed in the book include:

- The major elements of the planning process.
- How to incorporating the plan into a public document.
- The major components to include in the plan.
- Special considerations for topics such as planning for housing, jobs, safety, and revitalization.
- Ethical considerations for planners.

The full citation for the book is: Kelly, Eric Damian. (2012) *Community planning: An introduction to the comprehensive plan*. Island Press.

Benchmark: Southlake, TX

An excellent example of an effective CEDP was produced by the City of Southlake, TX. Southlake is a city of approximately 26,000 people located in the suburbs of the Dallas/Fort Worth area. It created a CEDP known as the Southlake 2030 Comprehensive Plan, for which the city received a 2013 Comprehensive Planning Award from the Texas Chapter of the American Planning Association. As a result, Southlake’s CEDP is a useful resource that local officials can consult as a model for how to structure an effective CEDP for their communities. More information about Southlake’s 2030 Comprehensive Plan can be found at: <https://www.cityofsouthlake.com/524/Southlake-2030>

ECONOMY NEED 2: DEVELOPMENT OF MAIN STREET

Developing Main Street was the highest ranked Quality of Life need cited by respondents to the LCGS (see Table 10). Additionally, 29% of LCGS respondents defined their greatest economic success as revitalization and downtown growth (see Table 13). Data gathered by the CCOG has shown that throughout the region, businesses and properties that operate in the Main Street area produce a much higher return on investments than do suburban businesses (CONNECT Our Future, n.d.). Due to its strong connection to economic development, Development of Main Street is being addressed here as an Economy need, rather than in the Quality of Life section of the report.

Developing Main Street was the highest ranked Quality of Life need cited by respondents to the LCGS.

Main Street, in its most literal form, is the principal street of a town usually marked with shops, banks, restaurants, and other businesses (“Main Street,” n.d.). Ideally, Main Street should be vital, healthy, and welcoming for residents and tourists alike (Grant, 2015). Yet for many local areas, achieving the right mix of housing, historical culture, retail, transportation, and open space features that develop a strong Main Street is a challenge (Frey, 2016).

The MPA Team identified two best practices for helping to develop Main Street.

Best Practice 1. Adopt The Main Street Approach

The Main Street’s four-point approach is “a common-sense, strategy-driven framework that guides community based revitalization efforts” (“The Main Street Approach,” n.d.). The Main Street approach is a model that enjoys three decades of success, incorporates a national support system, and utilizes a local branch through the N. C. Department of Commerce (known as N.C. Main Street). Local municipalities can adopt the Main Street approach to bring together diverse community stakeholders from all sectors to proactively engage in the revitalization process. Short and long-term transformation strategies in the four approach areas of economic vitality, design, promotion, and organization are utilized (Mitchell & Abernathy, 2014; “The Main Street Approach,” n.d.). By applying Main Street’s four-point approach, local officials are able to tap into the guidance and resources of this nationally acclaimed program.

The MPA Team identified several resources that local jurisdictions can use to develop Main Street.

Resource: Main Street Programs CONNECT Tool

The CONNECT Our Future’s Main Street Programs tool serves as a link to resources from the Main Street Approach. The tool includes the following:

- Information describing the Main Street Approach and its four focus areas.
- Links to the National Main Street Center as well as other supporting sites specific to implementing the

Main Street Approach in North Carolina (through the N.C. Department of Commerce).

- Steps necessary for adhering to the Main Street Approach.
- Descriptions of benchmark towns (Tryon, N.C. and Orangeburg, S.C.) that have successfully implemented and benefited from the Main Street Program.

More information can be found at: <http://www.connectourfuture.org/tools/main-street-programs/>

Resource: *Small Towns, Big Ideas*

Small Towns, Big Ideas: Case Studies in Small Town Community Economic Development is a case study resource created by the School of Government at the University of North Carolina at Chapel Hill. It is a community profile publication that includes information on downtown development and the following:

- Challenges that small towns face and strategies used to improve economic development, tourism, partnerships, organizational structures, and financing.
- Examples of downtown revitalization in 45 municipalities with fewer than 10,000 residents (most towns within North Carolina).

More information can be found at: http://www.iog.unc.edu/programs/cednc/stbi/pdfs/stbi_final.pdf

Financial Incentives

There are funding sources and practices available for the development of Main Street. These include:

- Impact Fees
- U.S. Housing and Urban Development Hope VI Main Street Program
- N.C. Economic Development Competitive Grant Program for Underserved and Limited Resource Communities (ULRC)
- N.C. Main Street Solutions Fund
- N.C. Downtown Redevelopment Fund

Additional information about each resource can be found in Appendix B.

Best Practice 2. Historic Preservation of Buildings and Sites

Historic preservation has been identified as a best practice for revitalizing Main Streets by ICMA, CCOG, and the National Trust for Historic Preservation. Local governments benefit from preserving historical buildings and sites near and around town centers because doing so protects the character of the town, potentially increases tourism, fosters civic pride through the education of cultural heritage, and strengthens the economy of the city by appealing to businesses and residents (Hartonto, 2015). According to the National Register of Historic Places, "...the quality of significance in American history, architecture, archeology, engineering, and culture is present in districts, sites, buildings, structures, and objects that possess integrity of location, design, setting, materials, workmanship, feeling, and association" (n.d., para 1).

The MPA Team identified several resources to help municipalities achieve historic preservation.

Resource: Historic District Designation CONNECT Tool

The CONNECT Our Future project includes a Historic District Designation tool that contains information and resources to help guide municipalities, neighborhoods, and counties in the process of assessing and register-

ing historic sites. The tool includes the following:

- Information on the importance of protecting historical landmarks and buildings.
- Links to resources on historic preservation, cultural heritage, and policies and guidelines for local historic districts.
- Steps for assessing local property and applying/registering historical sites for preservation.
- Benchmark examples in Charlotte, N.C. and Rock Hill, S.C. of their historic preservation efforts, downtown revitalization, and increased property values.

More information can be found at: <http://www.connectourfuture.org/tools/historic-district-designation/>

Financial Incentives

There are funding sources to assist with historic preservation. These include:

- National Trust Preservation Funds
- Battlefield Preservation Fund
- Hart Family Fund for Small Towns
- Johanna Favrot Fund for Historic Preservation

Additional information about each resource can be found in Appendix B.

ECONOMY NEED 3: PROMOTING, RECRUITING, AND EXPANDING BUSINESSES

The LCGS revealed that 41% of respondents identified promoting businesses as a need.

One of the biggest factors in determining if a local government will grow to be a thriving community is its ability to promote, recruit, and expand businesses. Supporting this point, the LCGS revealed that 41% of respondents identified promoting businesses as a need, 41% of respondents identified recruiting businesses as a need, and 18% identified expanding businesses as an issue within their local government (see Table 3).

The MPA Team identified two best practices that support promoting, recruiting, and expanding businesses.

Best Practice 1. Development of Main Street

One of the local government officials who participated in the survey mentioned in a follow-up interview that approximately 80% of the new jobs in his jurisdiction could be attributed to new businesses being attracted to the area by the jurisdiction's efforts in developing its Main Street. Due to this, developing Main Street is a recommended best practice for promoting, recruiting, and expanding businesses. This best practice overlaps with a previously discussed need (i.e. Economy Need 2: Development of Main Street). Please refer to that section above for information regarding this practice.

Best Practice 2. Redevelop Brownfields and Greyfields

The Small Business Liability Relief Act defines a brownfield as a property that is difficult to redevelop due to the potential presence for hazardous material (“Learn More about Brownfield Development,” n.d.). In the United States alone, there is as much as \$2 trillion in real estate that may be undervalued due to the presence of contamination (“Learn More about Brownfield Development,” n.d.). In contrast to a brownfield, a greyfield is defined as an empty space that was once a thriving business but is now a decaying space (Feronti, 2003). Greyfields are also commonly referred to as Big Box spaces. Greyfields/Big Box spaces tend to be failed malls or other commercial properties that have the potential to become profitable again after effective reuse strategies. In communities where brownfields and greyfields are present, local governments should consider strategies for putting them back into productive use.

The following resources are available to help jurisdictions convert brownfield and greyfield sites.

Resource: Brownfield/Greyfield Redevelopment Toolkit CONNECT Tool

The CONNECT Our Future project includes a Brownfield and Greyfield Redevelopment Toolkit detailing the steps necessary for utilizing brownfields and greyfields. Features of this toolkit include:

- Guidance for understanding the importance of redeveloping brownfields and greyfields.
- Steps for beginning and understanding the process of developing brownfields and greyfields.
- A benchmark example of ReVenture Park in Charlotte, N.C., where a manufacturing facility was transformed into the region’s first and largest eco-industrial park.

More information can be found at:

<http://www.connectourfuture.org/tools/brownfieldgreyfield-redevelopment-toolkit/>

Financial Incentives

There are funding sources to assist with promoting, recruiting, and expanding businesses. These include:

- U.S. Environmental Protection Agency Brownfields Cleanup Grant
- North Carolina Main Street Solutions Fund
- North Carolina Downtown Redevelopment Fund

Additional information about each resource can be found in Appendix B.



ECONOMY NEED 4: CREATION OF A CAPITAL IMPROVEMENT PLAN

Thirty-five percent of the LCGS respondents indicated that they do not currently have a Capital Improvement Plan (CIP). CIPs are five- to ten-year plans identifying the local jurisdiction’s capital outlay and improvement needs. Put simply, a CIP is a document that discusses future equipment or facility needs organized by total cost, year of expenditures, and funding source (Ruff, 2012). As a community grows, it is important for a jurisdiction’s

infrastructure, public facilities, and equipment to keep up with its growth. A CIP can help with a community's long-term planning effort to meet these large-scale needs.

The MPA Team identified the following resources that can help local governments develop a CIP.

Resource: Capital Improvements Programming CONNECT Tool

The CONNECT Our Future project includes the Capital Improvements Programming tool. This tool should be used in conjunction with a local comprehensive plan. The features of the Capital Improvements Programming tool include:

- Steps to understanding how Capital Improvements Programming works and where to begin planning.
- Resource links to experts in the field who can further explain the different assessments needed.
- A benchmark example of Tulsa, OK and a review of its CIP development process.

The tool can be found at: <http://www.connectourfuture.org/tools/capital-improvements-programming/>

Benchmark: Harrisburg, N.C.

The Town of Harrisburg, N.C. provides its CIP online for the years of 2016-2020. This is a great resource to look to for an example of a CIP. This resource can be found at: <http://www.harrisburgnc.org/departments/finance/financial-reports/capital-improvement-plan>

ECONOMY NEED 5: LACK OF SKILLED LABOR / ABILITY TO KEEP SKILLED LABOR

Survey results showed that 47% of respondents indicated a lack of skilled labor as a challenge they face regarding economic development (see Table 1). Over 40% of respondents also indicated that promoting the development of new businesses and recruiting businesses from outside the jurisdiction are a top priority, while 18% listed strengthening and expanding existing businesses within the jurisdiction as a priority (see Table 3).

These latter responses are important because the presence of skilled labor has the potential to serve as a recruiting tool for businesses; thus, it is important for local officials to both attract and retain skilled labor.

Forty-seven percent of respondents indicated a lack of skilled labor as a challenge they face regarding economic development.

The MPA Team identified two best practices for helping local governments address the need of finding and retaining skilled labor.

Best Practice 1. Promote Available Jobs and Educational Opportunities

One potential problem for local communities is that skilled workers seeking employment may be unaware of job opportunities that exist within their borders. A second potential problem is that unskilled citizens living in the communities may not be aware of educational opportunities available to them that can increase their skillsets. By promoting available jobs and educational opportunities, governments can encourage education and job placement within the community

(Florida, Mellander, & Stolarick, 2008).

The MPA Team identified two resources that can assist local governments in promoting available jobs and educational opportunities in their area.

Resource: Centralina Career Headlight

CCOG and the Centralina Workforce Development Board (with financial support from Charlotte Works) collaborated to develop Career Headlight as an aid for students, residents, adults already in the workforce, career counselors, and policy researchers. The goal of the tool is to help these groups choose careers that align with regional needs through advertising available jobs and educational opportunities on the Career Headlight website. Local governments may be able to link skilled labor to employers in their jurisdictions, as well as citizens to educational opportunities, by promoting the use of this website. This resource can be found at: <https://www.centralinacareerheadlight.com/>

Benchmark: City of Rock Hill, S.C.

Local government can attempt to attract skilled workers to their communities by establishing employment links on their official websites. A good example of such a practice can be found in the City of Rock Hill, S.C. The city's website provides a listing of local employment opportunities, giving employers an additional opportunity to advertise their openings to potential applicants. More information on Rock Hill's program can be found at: <http://cityofrockhill.com/departments/human-resources/more/human-resources/employment>

Best Practice 2. Promoting Education for Local Farmers

For more rural areas, farm-based businesses are an important component of the economy. According to the U.S. Department of Agriculture (USDA), it is important for farmers to stay current on technological developments and business management to maintain successful operations. The USDA also states that the average age of farmers in America has increased; according to CONNECT our Future, the average age of farmers in America is 57. In order to prevent the decline or closure of farms in rural America, the next generation of farmers must be adequately trained in the latest technologies to ensure their farms' success ("Workforce Development," n.d). Local governments can play their part by linking local farmers to educational opportunities.

The MPA Team identified two resources that can assist local governments in promoting education for local farmers.

Resource: Business and Education Training for Farmers CONNECT Tool

The CONNECT Our Future project includes a tool which can help local jurisdictions link farmers to educational opportunities. Features of this tool include:

- Guidance on how local governments can connect farms with community colleges and cooperative extension services, and develop public-private partnerships.
- Advice on how to form partnerships that can help further develop farmers' technical knowledge and business acumen so as to sustain and/or improve farm performance.
- Links to training opportunities to which local officials can direct farmers.

This tool can be found at:

<http://www.connectourfuture.org/tools/business-and-education-training-for-farmers/>

Benchmark: Western North Carolina

Western North Carolina has seen success in developing the Western N.C. Collaborative Regional Alliance for Farmer Training (CRAFT). Part of a larger national program, CRAFT encourages peer-to-peer training amongst farmers and a hands-on approach for students (“CRAFT Introduction,” n.d.). Specifically, the Western N.C. CRAFT describes itself as a “farmer-led coalition to bring established farmers, apprentices, and aspiring farmers together for year-long training and networking” (“CRAFT Introduction,” n.d., para 3).

Working together, local governments can support regional farmers in the establishment of their own CRAFT to encourage education, training, networking, etc. More information regarding this benchmark can be found at: www.craftfarmer.org

ECONOMY NEED 6: A MORE EFFICIENT PERMIT PROCESS

Nearly a quarter of survey respondents to the LCGS indicated that developers and businesses face a lengthy permit process, which local governments consider a challenge to local development (see Table 1). The permit process can be frustrating to applicants who have to participate in a process that requires the applicant to wait for approval from multiple bureaucratic departments.

The MPA Team identified two best practices for helping local governments create a more streamlined permitting process.

Nearly a quarter of survey respondents indicated that developers and businesses face a lengthy permit process.

Best Practice 1. Centralized Permitting for Local Offices

Central permitting (or “one-stop” permitting) is the practice of utilizing a single location to enable the consolidation of permitting in order to streamline the process for the applicant. Using a centralized permitting department within a local jurisdiction can help citizens and businesses apply for and obtain all required permits in a more timely fashion. Spillers (2015) in his article “Evolution of a one stop permitting shop” found that developing a one-stop shop concept can reduce the permit issue time by up to 50%.

Benchmark: Stanly County, N.C.

Stanly County received the CCOG Region of Excellence Award for “Excellence in Local Government & Effectiveness” for its One-Stop Shop Central Permitting Office. Its Centralized Permitting Department helps permit applicants obtain all required permits more quickly and conveniently by having a single permitting location. This department enables the consolidation of many permitting activities, like building inspections, planning

and zoning, and Environmental Health Department activities. More information on this benchmark can be found at: <http://www.stanlycountync.gov/central-permitting/>

Best Practice 2. Understand Options and Tools Available for State Level Environmental Permits

It is important for local jurisdictions to publicize options and tools that could help the permit applicants save time. North Carolina allows express state-level environmental permits through the N.C. Department of Environmental Quality (NCDEQ). Express options can save an average of 7.5 – 55 days, or result in a 51 – 89% reduction of processing days (“Express Permitting,” n.d.) Applicants qualify for the express program provided they meet certain criteria, such as additional fees, pre-application meetings, and thorough documentation of their request. Currently, the following permits are eligible for the express program:

- Coastal Area Management Act-Major Permits
- Coastal State Stormwater Permits
- Erosion and Sedimentation Control Plans
- Wetland Certifications/Stream Determinations

More information about NCDEQ’s Express Permitting can be found at: <http://deq.nc.gov/permits-regulations/express-permitting>

Resource: NCDEQ Permit Toolbox

The NCDEQ website provides the Permit Toolbox. This toolbox gives visitors information for a more efficient permit process. Features of this resource include:

- Contains resources that have been compiled over the years to better assist in the permitting process, including the following: considerations for development, what to expect and how to prepare, permit application pitfalls, and permit tips and timesavers.

This toolbox can be found at: <http://deq.nc.gov/permits-regulations/permit-guidance/permit-handbook/permit-toolbox>

Resource: NCDEQ Permit Handbook

The NCDEQ website provides the Permit Handbook. This handbook centralizes all of the department’s permit information. Features of this resource include:

- Explanations of regulatory requirements for various permitted activities.

This handbook can be found at: <http://deq.nc.gov/permits-regulations/permit-guidance/permit-handbook>

Infrastructure

INTRODUCTION

The Local Community Growth Survey (LCGS) and interview responses identified five Infrastructure needs from the jurisdictions surveyed:

- Land Availability for Businesses
- Increase and Maintain Water Supply
- Increase Sewer Capacity and Effective Asset Management
- Increase Transportation Options
- Maintain Roads and Bridges

This section will discuss these needs and provide best practices and resources to help address them.

INFRASTRUCTURE NEED 1: LAND AVAILABILITY FOR BUSINESSES

Twenty-nine percent of respondents were concerned about the availability of land for private developers.

The LCGS indicated that 29% of respondents were concerned about the availability of land for private developers (see Table 1). Without expending large sums of public dollars, local governments can develop and assess ways they can create the needed space. Implementing practices that generate more effective zoning and revitalize older structures will prove beneficial in increasing available land.

The MPA Team identified the following best practice for increasing land availability for new or expanding businesses.

Best Practice 1. Mixed Use and Reuse of Facilities

Mixed use refers to developments with more than one primary land use, while reuse is the redevelopment of existing structures for a new or revitalized purpose. Both mixed use and reuse create space and opportunity for incoming or expanding businesses. These two methods of development are conducted by local government by exercising appropriate rezoning activities and offering incentives to private developers, such as tax abatements and local façade improvement grants (CONNECT Our Future Adaptive Reuse tool, n.d.).

Traditional zoning was created in a time when the location of industrial and residential districts raised health concerns, resulting in practices that separated differing uses (MAPC, 2006). Today, many residents want all uses to be in close-proximity, and mixed use provides a way to fulfill that need (City of Concord, 2007). The reuse of existing buildings also recreates space for private enterprises and has the potential to revitalize particular areas (Schilling, 2002).

The MPA Team identified the following resources that can assist local governments interested in actively engaging in mixed use and building reuse. Both of these resources are also discussed in the housing section as ways to improve housing for residents.

Resource: Mixed-Use Development and Design CONNECT Tool

The CONNECT Our Future website provides the Mixed-Use Development and Design tool. This tool informs local governments about how to plan and implement mixed-use development in their communities. Features of this tool include:

- Explanations of the four types of mixed-use development: vertical, mixed-use districts, mixed-use developments, and urban design.
- Steps to implement mixed use in the community.
- A list of partners and stakeholders to enlist for the implementation of the tool.
- Additional resources linking to detailed regulatory and zoning information.
- A benchmark example of Baxter Village, a community located in Fort Mill, S.C. that successfully utilized mixed-use development and increased capacity for businesses.

More information on this tool can be found at:

<http://www.connectourfuture.org/tools/mixed-use-development-and-design-guidelines/>

Resource: Adaptive Reuse of Buildings CONNECT Tool

The CONNECT Our Future website provides the Adaptive Reuse of Buildings tool. This tool explains how local governments can revitalize existing structures to suit new or expanding businesses. Features of this tool include:

- Benefits of reusing older structures and retaining their character.
- Explanations into the repurposing process of buildings.
- Steps of the implementation process for revitalizing structures.
- A list of partners to cooperate with to plan and implement the reuse of buildings.
- A benchmark example of the Old Cotton Factory in Rock Hill, S.C. This is an example of how additional commercial space was created out of a mill built in the 1800s.

The tool can be found at: <http://www.connectourfuture.org/tools/adaptive-reuse-of-buildings/>

Financial Incentives

There are funding sources to assist with mixed use and reuse of facilities. These include:

- USDA Economic Adjustment Assistance Program
- N.C. Building Reuse Program

Additional information about each resource can be found in Appendix B.

INFRASTRUCTURE NEED 2: INCREASE AND MAINTAIN WATER SUPPLY

Researchers Patterson, Lutz, and Doyle (2012) have shown that the South Atlantic region of the United States is experiencing reductions in water supply levels. They cite increases in population and the resulting development as major reasons for the decline. The LCGS indicated that this has become a problem in the CCOG region as it experiences this same growth pattern. Survey respondents ranked water supply as their highest Infrastructure need (see Table 4).

Survey respondents ranked water supply as their highest Infrastructure need.

There are options for local towns and counties in the CCOG region to influence their water supplies. The MPA Team identified several best practices for improving water supply levels.

Best Practice 1. Land Preservation

Land preservation is the action of acquiring and managing lands surrounding vulnerable sources of water (streams, rivers, lakes, etc.). Once the land is acquired, preservation involves limiting the construction of surfaces that do not allow runoff to be absorbed into the ground (referred to as “impervious surfaces”). Restricting development allows groundwater to be recharged and water supplies to be maintained (Harbor, 1994). Land preservation also avoids exposing water to pollutants that reduce the usability of existing supplies (British Columbia Ministry of Environment, Lands and Parks, 1998).

The MPA Team identified the following resource to assist local governments interested in actively engaging in land preservation.

Resource: Water Resource Protection CONNECT Tool

The CONNECT Our Future website provides the Water Resource Protection tool. This tool informs communities about how to use land preservation to protect local water sources. Features of this tool include:

- Reasons for preservation, including examples in the local area that are in critical condition, such as the Catawba River.
- Available preservation actions.
- Steps in conducting a water resources protection program.
- A list of resources and partners that should be included when creating and carrying out a water resources protection program. These include both local stakeholders directly involved and regulatory government agencies.
- Benchmark examples of preservation efforts in Mebane, N.C., as well as, on the Neuse & Tar-Pamlico Rivers in N.C.

The tool can be found at: <http://www.connectourfuture.org/tools/water-resource-protection/>

Financial Incentives

There are funding sources to assist with land preservation. These include:

- N.C. Agricultural Development & Farmland Preservation Trust Fund
- USDA Agricultural Conservation Easement Program
- N.C. Clean Water Management Trust Fund

Additional information about each resource can be found in Appendix B.

Best Practice 2. Educate the Community about Water Conservation

Water education programs reach out to citizens with the goal of imparting knowledge that will ultimately lead to less water usage in the community, thereby helping to maintain existing water supplies. The N.C. Department of Environmental and Natural Resources (2012) suggests the implementation of conservation education programs as one way to address local water supply issues. Water usage has been shown to decrease by up to 50% when residents abide by conservation recommendations (Inman & Jeffery, 2006).

The MPA Team identified the following resource to assist local governments interested in creating a water conservation education program.

Resource: Water Conservation Education CONNECT Tool

The CONNECT Our Future website provides the Water Conservation Education tool. This resource informs local governments about how to implement an educational program for water conservation. Features of this tool include:

- Information on the state of water supplies in the CCOG region.
- Descriptions of the various methods of citizen outreach (i.e. brochures and social media).
- Descriptions of conservation practices (i.e. update in-home appliances).
- Detailed steps for implementing a Water Conservation Education plan.
- A list of actors who should be involved in planning and carrying out the education program. This includes nonprofits, businesses, and utility companies.
- Benchmarks of a water conservation program in Raleigh, N.C. as well as a conservation district in Richland County, S.C.

The tool can be found at: <http://www.connectourfuture.org/tools/water-conservation-education/>

Financial Incentive

There is a funding resource available to help jurisdictions educate the community about water conservation:

- EPA Environmental Education (EE) Grants

Additional information about each resource can be found in Appendix B.

Best Practice 3. Recycling Water

Recycling water means the capturing of water or treatment of wastewater with a specific purpose in mind, and delivering the product for reuse. Recycling activities in N.C. fall into two primary categories. The first category is in-process reuse, which is non-domestic wastewater utilized by the industrial sector for actions such as a cooling system for generators. In-process reuse water is repeatedly recycled back, allowing the owner

to avoid extracting more. The second category is reclaimed water, which is treated sewage and is approved for non-potable (not for human consumption) purposes such as irrigation or toilet flushing. When reclaimed water is used, it must be properly disposed (i.e. concrete batch) if not naturally occurring (i.e. evaporation or plant uptake) (N.C. Department of Environmental and Natural Resources, 2009).

Recycling water is actively being used to address the growing worry of reduced groundwater levels in the Piedmont region (Patterson, Lutz, & Doyle, 2012). Recycling water has been shown to be effective at preserving existing water supplies (Anderson, 2003) and is growing in popularity (Liu, et al., 2010).

The primary difficulty of implementing a reuse system is the cost: the construction of the piping and pumps can add up to 90% of the start-up costs (Hanson, 2013). Fortunately, external funding is available to assist local jurisdictions. The Town of Bath, Town of Franklinton, and Johnston County have all been funded through the N.C. Rural Center to build water reuse capacity for select customers (The Rural Center, 2004).

The MPA Team identified two resources that can assist local governments interested in developing water recycling programs.

Resource: N.C. Department of Environmental and Natural Resources

The N.C. Department of Environmental and Natural Resources has published a *Water Efficiency Manual* detailing information on addressing the issue of limited water supplies. The document offers easy-to-read information that is relevant to the state of North Carolina on the efficiency of water use, reuse, and reclamation systems. Features of this document relevant to water recycling include:

- Information on the in-process form of reuse, which is prevalent in the commercial/industrial sector. Water in cooling systems for generators is an example.
- Information on the reclamation form of reuse with examples of irrigation and vehicle washing.
- Details regarding N.C. regulations for the two forms of reuse: in-process on-site and reclamation.
- Listing of legal uses for reclaimed water in the state.
- Two local N.C. case studies where systems for reused water were implemented successfully.

The manual can be accessed at: <http://www.savewaternc.org/Documents/water-efficiency-business.pdf>

Resource: N.C. Section of the American Water Works Association (NCAWWA)

North Carolina has its own section of the nationally-operating American Water Works Association. This organization focuses on water-based issues and practices. While the resources offered by the association cover many aspects of water needs, local governments can focus using NCAWWA resources on reuse and reclamation. Features of the NCAWWA's Reuse and Reclamation resource include:

- A specific Reuse Resource Community that keeps members informed on all current resources, developments, and information on reclaimed water.
- Archived manuals, articles, e-learning resources, educational videos, and conference proceeding documents covering water reuse.
- The ability to interact with other local municipalities that have already implemented related projects.

Their website can be accessed at: <http://ncsafewater.site-ym.com/>

Financial Incentives

There are funding sources to assist with recycling water. These include:

- NCDEQ Clean Water Revolving Fund
- NCDEQ State Wastewater and Drinking Water Reserve Programs
- NCDEQ Community Development Block Grant – Infrastructure
- USDA Water & Waste Disposal Loan & Grant Program

Additional information about each resource can be found in Appendix B.

INFRASTRUCTURE NEED 3: INCREASE SEWER CAPACITY AND EFFECTIVE ASSET MANAGEMENT

The N.C. Rural Center's *Water 2030 Initiative* found that due to high demand and inadequate maintenance, N.C. sewer systems will require \$7.52 billion by 2030 to meet upkeep and expansion needs (2004). Local jurisdictions are likely to face difficulties in acquiring the resources they need for upkeep and expansion of their sewer systems. As a result, it is not surprising that survey respondents to the LCGS ranked sanitary sewer as the third largest Infrastructure need (see Table 4). One respondent referenced the importance of an expanding sewer system by correlating it directly to recent residential growth towards Charlotte, N.C..

Respondents to the LCGS ranked sanitary sewer as the third largest Infrastructure need.

The MPA Team identified the following best practice for increasing cost-effectiveness in sewer capacity.

Best Practice 1. Asset Management

Asset management is the process of efficiently managing infrastructural capital assets by minimizing cost and ensuring that repairs, upgrades, and planned maintenance are conducted in a timely manner. An important component of asset management is the creation of an asset management plan. According to the U.S. Environmental Protection Agency (EPA)'s *Best Practice Guide* (2008), these plans detail out how to assess, prioritize, and fund a complete sewer system. This best practice does not have to be expensive in order to be implemented. When properly followed, an asset management plan can result in greater efficiency in managing sewer infrastructure and, therefore, free up money for a higher level of maintenance and expansion (Jamer, 2015).

The MPA Team identified the following resource to assist local governments in asset management.

Resource: EPA Sustainable Infrastructure

The U.S. Environmental Protection Agency (EPA) created a webpage devoted to infrastructure asset management. The online resource offers comprehensive information that will guide local government officials in utilizing the asset management best practice. Features of the website include:

- Benefits for understanding outcomes, such as meeting customer demands, improving responses to emergencies, and reducing overall sewer system costs.
- An extensive online learning workshop for in-depth explanations of the five core elements in the asset management process.
- Links to partnering resources, such as Virginia Tech University's online non-degree certification in asset management.
- Best practice guides and documents educating jurisdictions on how to form an asset management team.

This resource can be accessed at: <https://www.epa.gov/sustainable-water-infrastructure/asset-management>

Best Practice 2. Access External Funding

Maintaining and expanding sewer systems can be an expensive endeavor that can strain local resources. It is often necessary for local governments to draw upon external funding sources in order to finance their sewer infrastructure needs.

The MPA Team identified several external funding sources where local governments can apply for money to expand or upgrade their sewer capacity.

Financial Incentives

There are funding sources to assist with developing and maintaining sewer systems. These include:

- N.C. Economic Infrastructure Program
- NCDEQ Community Development Block Grant – Infrastructure
- NCDEQ Clean Water State Revolving Fund
- NCDEQ State Wastewater and Drinking Water Reserve Programs
- USDA Water & Waste Disposal Loan & Grant Program

Additional information about each resource can be found in Appendix B.

INFRASTRUCTURE NEED 4: INCREASE TRANSPORTATION OPTIONS

The LCGS highlighted public transportation as a major concern for local communities within the CCOG region. Forty-one percent of the responding jurisdictions cited availability of public transportation as a major need for helping them advance community economic development (see Table 1). The desire for public transit reflects the larger need for greater transportation options—options that do not necessarily have to be provided by the public sector. As a result, this section will focus on best practices for increasing transportation options, rather than narrowing the issue to public transportation alone.

The level of importance placed upon public transportation by local officials is likely due to the economic burden transportation costs impose upon local families. Families in the CCOG region spend an average of 41% of their income on transportation. As a result, the availability of public transportation has the potential to

improve economic growth and quality of life by providing residents (often senior citizens, children, low-income residents, and persons with disabilities) with greater access to employment, shopping, healthcare, entertainment, and other community resources. Further advantages include reductions in both congestion and pollution (U.S. Department of Transportation, Federal Highway Administration, 2015b).

The MPA Team identified several best practices that can be used by local communities to increase the availability of transportation options.

Forty-one percent of the responding jurisdictions cited availability of public transportation as a major need.

Best Practice 1. Transit Needs Assessment

According to the American Association of State Highway and Transportation Officials, transit needs assessments are a useful way for governments to identify transportation needs and determine how best to address those needs (Francois, 1993). A transit assessment is a comprehensive examination of transit needs within a community. The assessment identifies ways to meet the needs of the citizens and make transit attractive to new riders (Francois, 1993). It is a useful first step for jurisdictions to take when attempting to improve their transit options.

The MPA Team identified the following resource to assist local governments interested in conducting transit needs assessments.

Resource: Transit Readiness Assessment and Primer CONNECT Tool

The CONNECT Our Future website provides the Transit Readiness Assessment and Primer tool. This tool informs local communities about how to conduct a transportation system assessment. Features of this tool include:

- General steps for conducting a transit assessment.
- Guidance on the types of information that should be collected for the assessment.
- Guidance regarding the actors who should be included in the assessment process.
- Links to resources that help communities access transportation modes.
- A benchmark of a transit needs assessment conducted in the Puget Sound region in Washington state.

The tool can be found at: <http://www.connectourfuture.org/tools/transit-readiness-assessment-and-primer>

Best Practice 2. Transportation Demand Management

The Federal Highway Administration (2015) identified Transportation Demand Management (TDM) strategies as a best practice to reduce the amount of single occupancy vehicles and transportation emissions. Reducing the amount of single occupancy vehicles requires increasing the availability of transportation options, which is a concern for many of the jurisdictions in the CCOG region.

TDM is a set of strategies used to limit the demand for roadway travel, especially single occupancy vehicles. The strategy requires jurisdictions to investigate ways to reduce congestion on roadways at peak traffic times, mitigate air pollution, reduce energy consumption associated with commuting, and reduce the amount of

infrastructure maintenance (U.S. Department of Transportation, 2012). TDM addresses the need for increased transit options by working with employers to provide incentives for utilizing alternative forms of transportation, as well as offering options of teleworking and flexible schedules which can limit the need for additional modes of transit. TDM strives to educate residents about other travel options available for commuting such as public transportation, vanpooling, carpooling, walking, and biking.

The MPA Team identified resources to assist local governments in Transportation Demand Management.

Resource: Transportation Demand Management CONNECT Tool

The CONNECT Our Future website provides the Transportation Demand Management tool to inform local communities about strategies for managing transit demand. Features of this tool include:

- Links to two Employee Trip Reduction resource books that outline ways to reduce vehicle miles traveled.
- Links to a resource from Commute Connection that connects employers and commuters to incentives and programs.
- Details about the Triangle's Demand Management Program.
- A link to two benchmarks in Charlotte and Durham, N.C. where TDM has been successful.

This tool can be found at: <http://www.connectourfuture.org/tools/transportation-demand-management/>

Resource: Best Practices for Transportation Demand Management Report

The Best Practices for Transportation Demand Management report was developed by the City of Seattle, WA. The purpose of the report is to provide a variety of strategies and incentives for reducing travel by single occupant vehicles. Features of this resource include:

- An overview of TDM issues and considerations.
- TDM strategies and supportive elements for the implementation of TDM.
- Benchmarks of areas where TDM has been successful.

The resource can be found at: <http://www.seattle.gov/transportation/docs/ump/07%20SEATTLE%20Best%20Practices%20in%20Transportation%20Demand%20Management.pdf>

Resource: The Federal Highway Administration Reference Sourcebook

The Federal Highway Administration developed the *Reference Sourcebook for Reducing Greenhouse Gas Emissions for Transportation Sources* to inform jurisdictions on mitigation strategies. Transportation Demand Management is one of the mitigation strategies included in the report. The sourcebook includes eight TDM strategies that benefit the community: road pricing, parking management and parking pricing, car sharing, pay-as-you-drive insurance, ridesharing and HOV lanes, transit incentives, transit improvements, and telework. Features of this sourcebook include:

- A definition of TDM and benefits of a successful TDM strategy.
- Research surrounding the eight TDM strategies.

The resource can be found at:

http://www.fhwa.dot.gov/environment/climate_change/mitigation/publications/reference_sourcebook/page05.cfm

Best Practice 3. Encourage Ridesharing

Ridesharing is a best practice for increasing transportation options (“Ridesharing Programs,” 2015). Although ridesharing is not considered public transportation, local governments can promote the idea as a low cost alternative for transportation. Ridesharing is an umbrella term for carpooling and vanpooling. Carpooling is a travel option that allows two to five people to ride together to a shared location. A vanpool consists of a group of five to fifteen people who live and work in the same vicinity.

The MPA Team identified several resources to assist local governments interested in promoting ridesharing.

Resource: Ridesharing Options Analysis and Practitioners’ Toolkit

The U.S. Department of Transportation Research and Innovative Technology Administration developed the Ridesharing Options Analysis and Practitioners’ Toolkit to provide guidance to jurisdictions considering ride-sharing. The toolkit analyzes the current trends in ridesharing as well as provides tools that local jurisdictions can use for implementation. Features of this toolkit include:

- Resources, benchmarks and implementation strategies for ridesharing.
- Benefits and incentives of ridesharing.

The resource can be found at: https://www.planning.dot.gov/documents/ridesharingoptions_toolkit.pdf

Resource: Share the Ride N.C.

North Carolina has a statewide ride matching system called Share the Ride N.C. The website allows residents of North Carolina to find available carpools and vanpools, and buses. See more information at www.sharetheridenc.org.

Financial Incentives

There is a funding resource available to help jurisdictions implement ridesharing:

- Federal Transit Administration’s Mobility on Demand (MOD) Sandbox Demonstration Program

Additional information about this resource can be found in Appendix B

Best Practice 4. Transit Oriented Development (TOD)

The Center for Transit-Oriented Development defines TOD as “a type of community development that includes a mixture of housing, office, retail and/or other commercial development and amenities integrated into a walkable neighborhood and located within a half-mile of quality public transportation” (“What is TOD,” n.d.). TOD provides several community and individual benefits: improved walkability, access to amenities, lower transportation cost, and reduced time spent travelling to and from work. While TOD does not necessarily increase transit options, it can reduce the need for such options. Local officials should also keep in mind that TOD is not an easy practice to carry out due to high planning and cost requirements.

The MPA Team identified the following resource to assist local governments interested in TOD.

Resource: Transit Oriented Development CONNECT Tool

The CONNECT Our Future website provides the Transit Oriented Development (TOD) tool. This tool guides local communities in planning for TOD. Features of this tool include:

- Steps necessary to plan out TOD projects.
- Questions to consider when planning for TOD projects.
- A link to the Center for Transit-Oriented Development guidebook that identifies the advantages of TOD and how to begin the implementation process.
- A link to Reconnecting America website which provides policy options and resources for TOD.
- A benchmark explaining Charlotte, N.C.'s TOD and how it relates to its light rail system.

The tool can be found at: <http://www.connectourfuture.org/tools/transit-oriented-development-incentives/>

Financial Incentives

There are funding resources available to help jurisdictions implement Transit Oriented Development. These include:

- Federal Transit Administration's Capital Investment Grant Program
- U.S Department of the Treasury's New Markets Tax Credit
- U.S Department of Transportation's Infrastructure Finance and Innovation Act

Additional information about each resource can be found in Appendix B.

Best Practice 5. Create a Fare Free Transit Service

Fare free transit is a proven method for increasing the transportation options in rural areas and towns with universities (Volinski, 2012). Fare free transit is public transportation where riders are not charged directly for the trips they take. Instead, nonprofits, local governments, grants, universities, and companies collaborate to cover the costs. This service allows mobility and access to community resources, employment, food, health-care, and entertainment while reducing congestion and automobile emissions (Federal Highway Administration, 2002).

The MPA Team identified the following resource to assist local governments interested in fare free transit.

Resource: Fare Free Transit CONNECT Tool

The CONNECT Our Future website provides the Fare-Free Transit tool. This resource informs local governments about how to implement a fare-free transit system in their communities. Features of this tool include:

- Steps for assessing the feasibility of fare-free transit.
- Links to potential funding sources available for small urban and rural communities.
- Multiple resources on how to implement fare-free transit.
- A benchmark for fare-free transit in Chapel Hill, N.C.
- A link to volunteer transportation services that provides free transportation for the elderly.

The tool can be found at: <http://www.connectourfuture.org/tools/fare-free-transit-service/>

Financial Incentives

There are funding resources available to help jurisdictions initiate a Fare Free Transit service. These include:

- Federal Transit Administration’s Buses and Bus Facilities Grants
- Federal Transit Administration’s Capital Investment Grant Program
- Federal Transit Administration’s Mobility on Demand (MOD) Sandbox Demonstration Program

Additional information about each resource can be found in Appendix B.

INFRASTRUCTURE NEED 5: MAINTAIN ROADS AND BRIDGES

Out of the ten Infrastructure concerns listed, roads and bridges was the fourth most important concern.

The LCGS highlighted maintaining and building roads and bridges as a concern for local communities within the CCOG region. Out of the ten Infrastructure concerns listed, roads and bridges was the fourth most important concern (see Table 4). One of the major problems with maintaining roads and bridges is the cost (“Local Roads Matter,” n.d.). The Powell Bill program provides municipalities funding to maintain, repair, construct, reconstruct and widen streets, roads, and bridges; however, the funding does not cover all the cost of maintenance and construction (N.C. Department of Transportation, 2016).

Generating own-source revenues will help jurisdictions pay for the maintenance and construction for roads and bridges. The MPA Team identified best practices that can be used by local communities to generate own-source revenue for roads and bridges. The importance of including roads and bridges in a capital improvement plan is also highlighted as a best practice for dealing with road and bridge construction and maintenance.

Best Practice 1. Use a Capital Improvement Plan to prepare for the Construction and Maintenance of Roads and Bridges

This best practice overlaps with the previously discussed Economy Need 4: Creation of a Capital Improvement Plan. Please refer to that section for information regarding this practice. For a more specific example of how a Capital Improvement Plan can be used to focus on road and bridge infrastructure needs, local governments can refer to the following benchmark.

Benchmark: Cumberland County, PA

Cumberland County, PA offers a good example of how a Capital Improvement Plan can be used to address road and bridge Infrastructure needs. The county created the plan in 2009, after assessing its infrastructure needs. In the plan, Cumberland County prioritized the repair and replacement of roads and bridges. They estimated the costs of the repairs that enabled the county to pursue opportunities to fund the project. They then collaborated with different stakeholders to fund and initiate the project. By 2015, the county worked on

21 out of 23 of their bridges. More information can be found at: <https://www.ccpa.net/4239/Bridge-Capital-Improvement-Program>

Best Practice 2. Requiring Street Cutting Permits

The issuing of street cutting permits is a method for generating own-source revenues that can be earmarked for road and bridge maintenance. These permits require utility companies to get approval and pay a fee for the right to dig in a public right-of-way. Fines can also be issued when companies fail to acquire permits prior to beginning work, and earmarked towards road and bridge maintenance (U.S. Department of Transportation, Federal Highway Administration, 2015a).

The MPA Team identified the following resource to assist local governments interested in developing a street cutting permit system.

Resource: Pavement Utility Cut Guide

The Federal Highway Administration created the Pavement Utility Cut guide to explain the importance of creating policy for street cutting. The guide outlines the types of street cutting policies available for jurisdictions, as well as examples of the policies implemented successfully. Features of this guide include:

- Definitions of key terms associated with utility cuts.
- The purpose of policy to reduce the number of street excavations.
- The different types of policies needed for utility cuts.
- Guidance on how to assess fees.
- A list of penalties associated with excavation.
- Benchmarks and a survey of cities that require companies to pay for utility cuts.

The resource can be found at: <http://www.fhwa.dot.gov/utilities/utilitycuts/man03.cfm>

Benchmark: City of Greenville, N.C.

The City of Greenville, N.C. requires utility companies to have a permit to cut into a city street, sidewalk, or curb. The permit fee in Greenville is \$250. If a company fails to obtain a permit before it cuts, it is fined an additional \$500. The application for the permit as well as street cutting guidelines can be found at: <http://www.greenvillenc.gov/home/showdocument?id=9605>

Benchmark: City of Charlottesville, VA

The City of Charlottesville, VA requires utility companies to have a permit to cut into a city street, sidewalk, or curb. The permit fee in Greenville is \$60 plus \$10 for each 100 linear feet. An additional \$10 is charged for each excavation. The application for the permit as well as street cutting guidelines can be found at: <https://www.charlottesville.org/departments-and-services/departments-h-z/public-works/public-service/street-cut-permits>

Best Practice 3. Street Degradation Fee

A street degradation fee is the estimated fee to recover costs associated with the decrease in the useful life of a right-of-way caused by excavation. Many jurisdictions use pavement management systems to quantify the

effects of the cuts. Generally, the fees are higher for new streets and lower for older streets. The Federal Highway Administration recommends the funds from the fee be used to maintain infrastructure (U.S. Department of Transportation, Federal Highway Administration, 2015b).

The MPA Team identified several resources to assist local governments interested in developing street degradation fee systems.

Resource: Guide to Controlling Pavement Cuts by Implementing Policy

The Federal Highway Administration created the Pavement Utility Cuts guide to explain the importance of creating policy for street cutting. The guide includes an explanation of policy for street degradation. Features of this guide include:

- Street degradation, right of way, and excavation.
- A sample calculation of street degradation fees.

The resource can be found at: <http://www.fhwa.dot.gov/utilities/utilitycuts/man03.cfm>

Benchmark: City of Charlotte

The City of Charlotte, N.C. implemented a degradation fee in 2007. The funds collected go toward city street maintenance and resurfacing. More information can be found at:

<http://charlottenc.gov/Transportation/DivisionContacts/Documents/Degradation%20Fee%20Presentation.pdf>

Best Practice 4. Vehicle Fee

Another way to pay for the maintenance of roads and bridges is requiring vehicle owners to pay an annual fee to fund road and bridge maintenance. Jurisdictions all over the U.S. have begun to require drivers to pay vehicle fees. The vehicle fees range from \$5 to \$35. Typically, they are added to the vehicle registration fee. This revenue would help with the maintenance of roads and bridges.

The MPA Team identified the following benchmark as an example for local governments interested in utilizing vehicle fees for the maintenance and building of roads and bridges.

Benchmark: Aiken County, S.C.

Aiken County proposed a \$20 vehicle fee for residents that will go towards maintenance for roads and bridges. The residents will pay the fee for every registered vehicle. There are about 24,000 cars titled in Aiken. If the county receives \$20 per car, the city is projected to raise an estimated \$480,000 per year for roads and bridges. More information can be found at: <http://wjb.com/2016/05/06/new-fee-proposed-for-aiken-residents-to-help-maintain-local-roads/>

Quality of Life

INTRODUCTION

The Local Community Growth Survey (LCGS) and interview responses identified five Quality of Life needs from the jurisdictions surveyed:

- Access to Health Services
- Add More Parks and Recreation Spaces and Improve Existing Spaces
- Improve Walkability
- Live Music and Performing Arts
- Create a Public Art Program

This section will discuss these needs and provide best practices and resources to help address them.

QUALITY OF LIFE NEED 1: ACCESS TO HEALTH SERVICES

Healthy People 2020, a multi-agency initiative of the federal government, underscores the importance of access to health care as a key component for increasing quality of life (“Access to Health Services,” n.d.). The Healthy People initiative emphasizes access to healthcare as important for overall physical, social, and mental health; the prevention of disease; the detection and treatment of illness; the prevention of premature death; and increasing life expectancy and quality of life.

Available health data indicates that citizens living within the CCOG region have an average level of health. A closer look at the data, however, exposes significant disparities in health by race, socioeconomic status, and geographic location. Data show counties located closer to Charlotte demonstrate more positive health outcomes overall compared with most of the surrounding counties in the CCOG region. Similarly, all counties, except for Mecklenburg, have lower concentrations of physicians than the North Carolina average. Regardless of proximity to Charlotte, all nine counties within the CCOG region have medically underserved areas, characterized by too few

Regardless of proximity to Charlotte, all nine counties within the CCOG region have medically underserved areas.

primary care providers, high infant mortality rates, and high poverty rates (CONNECT Our Future, Tools). The LCGS indicated that 24% of local government respondents believe that health care availability is a challenge for their community (see Table 1).

The MPA Team identified several best practices for improving healthcare access.

Best Practice 1. Create a Public Health Database

Collecting data about public health at a local level “is the foundation for decision-making in public health and empowers decision makers to lead and manage more effectively by providing timely, useful evidence” (Thacker, 2012, p. 3) about the health outcomes in the community. More complete health data is necessary for understanding how health and quality of life varies across race, socioeconomic groups, and regions, and how to design programs to positively impact the health outcomes of the community.

Once collected, this health data forms a public health database, which “includes accurate, detailed, and current information accessible to planners and decision makers that can be used to inform policies, programming, and services that encourage healthy communities” (CONNECT Our Future, Public Health Database Tool).

The MPA Team identified several resources that can assist local governments in establishing health databases.

Resource: Public Health Database CONNECT Tool

The CONNECT Our Future project includes a Public Health Database tool that details the steps necessary for creating a public health database. Features of the tool include:

- Guidance for identifying important actors to involve in the process.
- Recommendations for the types of data that should be compiled.
- Links to resources to assist in identifying health needs.
- A link to existing public health surveys.

More information about the CONNECT tool can be found at:
www.connectourfuture.org/tools/public-health-database/

Benchmark: Public Health Management Corporation’s Community Health Data Base

Public Health Management Corporation created a good example of a public health database for local officials to examine. This database was created in partnership with seven counties in Southeastern Pennsylvania to improve the design of health programs so that they better address the needs of local residents and communities. The central component of the database is the Southeastern Pennsylvania Household Health survey, which contains information about health status, personal health behaviors, access, and utilization of services. Through this database, not only can local governments see the shifting health needs of the community, but it also allows other partner organizations to implement programs that improve community members’ lives. More information about the Community Health Data Base can be found at: <http://www.chdbdata.org/>

Best Practice 2. Conduct Health Impact Assessments

In the United States, Health Impact Assessments are a rapidly emerging best practice among local, state, and federal jurisdictions (“Health Impact Assessment,” n.d.). The goal of a health impact assessment is to identify the different health impacts of proposed policies, programs, and projects in order to improve community health outcomes. Since health outcomes are often tied to where a person lives and his access to services, these assessments allow both the community and public health experts to participate in the decision-making process and evaluate potential health impacts of a plan, project, or policy before it is implemented. This can be especially critical in capital improvement projects where opportunities might exist to improve public health or access to services through design enhancements, such as the expansion of sidewalks or inclusion of green space.

The MPA Team identified two resources that can assist local governments in conducting health impact assessments.

Resource: Health Impact Assessment CONNECT Tool

The CONNECT Our Future project includes a Health Impact Assessment tool that details how to conduct a health impact assessment. Features of the tool include:

- Guidance for identifying what actors to involve in the process.
- Recommendations for how to conduct the actual assessments and adopt the proposed changes.
- An example of health impact assessments in practice through the Davidson Design for Life program in Davidson, N.C. The program used health impact assessments to update street design standards that would improve air quality, promote more walking and biking, and reduce the number of people injured in car accidents.

More information about the CONNECT tool can be found at:
www.connectourfuture.org/tools/health-impact-assessments/

Resource: Robert Wood Johnson Foundation’s Issue Brief

Another resource for local officials to examine is the Robert Wood Johnson Foundation’s Issue Brief on health impact assessments. The brief provides:

- Detailed information on why health impact assessments are important.
- Pre-defined steps of conducting a health assessment.
- How to involve community stakeholders in the assessment process.
- Examples of how health impact assessments are being used throughout the U.S.

This issue brief can be found at: <http://www.rwjf.org/en/library/research/2011/05/health-impact-assessment.html>

Best Practice 3. Explore Telemedicine Options

Telemedicine is the remote diagnosis and treatment of patients through telecommunications technology, such as video calling. According to the American Telemedicine Association, it is the “natural evolution of healthcare in the digital world” (“The Ultimate Frontier,” n.d.) and is considered a safe and cost-effective way to expand the delivery, quality, and affordability of healthcare throughout the world, particularly through

increased access to specialists (“The Ultimate Frontier,” n.d.). Throughout the CCOG region, communities experience higher than average rates of hospitalization for chronic diseases and have access to fewer health resources and facilities. Telemedicine programs would address this by expanding access to healthcare providers who could diagnose and treat patients without physically being located in the community.

The MPA Team identified several resources to assist local jurisdictions in exploring the introduction of telemedicine into a community.

Resource: Telemedicine CONNECT Tool

While acknowledging that the local government will likely not supply the telemedicine services, the CONNECT Our Future Telemedicine tool provides information on how local governments can be involved in bringing telemedicine to their communities. Features of the tool include:

- Guidance for identifying what actors to involve in the process.
- Questions to ask to determine if telemedicine will address the healthcare needs of the community.
- Recommendations for deciding the appropriate delivery model for telemedicine services.
- Opportunities for local governments to support the delivery models and accelerate service delivery.
- A benchmark example at the Heart Success Transition Clinic at Carolinas Medical Center locations in Charlotte and Concord, N.C., where telemedicine is used to decrease rates of re-hospitalization for patients with heart failure. The medical team uses video conferencing to meet with patients and remotely monitor vital signs through a peripheral stethoscope. During the six-month pilot program, the virtual clinic recorded an almost 8% decrease in readmission rates.

More information about the CONNECT tool can be found at:

<http://www.connectourfuture.org/tools/telemedicine/>

Financial Incentives

There are funding resources available to assist in the creation of telemedicine. These include:

- N.C. Department of Health and Human Services - Community Health Grant
- U.S. Department of Agriculture Rural Development - Distance Learning and Telemedicine Grants
- N.C. Department of Health and Human Services – Rural Health - Medical Access Plan, Innovation, and Planning and Implementation Grants
- U.S. Department of Health & Human Services - Telehealth Network Grant Program

Additional information about each resource can be found in Appendix B.

Best Practice 4. Explore the Opportunity for Mobile Health Clinics

A mobile health clinic is a specially outfitted vehicle that essentially provides a doctor’s office on wheels. Their existence grew out of “the dire need for health care services among the most marginalized populations” (Vavasis, 2016) in the United States. Mobile health clinics can successfully provide access to healthcare because they travel to areas where little or no medical facilities are available, and to patients who do not have the resources to travel to obtain care (Vavasis, 2016). Within the CCOG region, the prevalence of chronic health conditions, such as heart disease, pneumonia, COPD, and complications from diabetes, create an increased need for preventative health care services. However, each county has areas that are medically underserved,

with few primary care providers, high infant mortality rates, high poverty, and/or high elderly populations. Mobile health clinics can potentially provide access to health services to residents who need them. The MPA Team identified two resources that can assist local government in exploring mobile health opportunities.

Resource: Mobile Health Clinic CONNECT Tool

The CONNECT Our Future project includes a Mobile Health Clinic tool that is a guide for establishing mobile clinics. Features of the tool include:

- Guidance for identifying what actors to involve in the process.
- Directions for assessing and defining the specific needs of the community to understand whom the clinic will serve.
- Resources for finding money to fund start-up and seed operating costs.
- Recommendations for monitoring and evaluating impacts.
- A benchmark example in Kannapolis, N.C., where a mobile dental clinic travels to 35 schools throughout Cabarrus County and offers preventative and restorative dental treatment and education about oral health for preschool and school-age children.

More information about the CONNECT tool can be found at: <http://www.connectourfuture.org/tools/mobile-health-clinics/>

Benchmark: University of South Alabama's BreathMobile Clinic

University of South Alabama Physicians created another good example of a mobile clinic program for local officials to examine. Their BreathMobile clinic visits the schools of Mobile County to provide care and education to children and families affected by asthma because asthma is the leading cause of hospitalization, chronic disease, and school absenteeism among children. The mobile clinic program is the first of its kind in Alabama, and is one of only five such programs across the United States. More information about the BreathMobile clinic can be found at: www.usahealthsystem.com/breathmobile

Financial Incentives

There are funding resources available to assist with mobile health clinic creation. These opportunities include:

- Cannon Foundation
- N.C. Department of Health and Human Services - Community Health Grant
- N.C. Department of Health and Human Services – Rural Health - Medical Access Plan, Innovation, and Planning and Implementation Grants

Additional information about each resource can be found in Appendix B.

QUALITY OF LIFE NEED 2: ADD MORE PARKS AND RECREATION SPACES AND IMPROVE EXISTING SPACES

Respondents noted that the top three parks and recreation needs are athletic fields (65%), outdoor activities (65%), and open spaces (59%).

Respondents to the Local Community Growth Survey (LCGS) noted that the top three parks and recreation needs are athletic fields (65%), outdoor activities (65%), and open spaces (59%) (see Table 8). In follow-up interviews, three respondents also commented that their communities needed more diverse types of athletic fields, and that they needed to find better ways to maximize the use of their current recreational spaces.

It is not surprising that local governments in the CCOG region emphasize the importance of parks and recreation. According to research done by the National Recreation and Park Association (NRPA, n.d.), parks and recreation spaces create economic value, health and environmental benefits, and a strong community identity. The NRPA states,

“Parks provide gathering places for families and social groups, as well as for individuals of all ages and economic status, regardless of their ability to pay for access” (NRPA, n.d.). These benefits, however, can be lost if facilities are neglected and not maintained properly. Such neglect can attract criminal activity and erode a positive sense of community (“Quality of Life Benefits,” 2016).

The MPA Team identified two best practices below to develop new recreation spaces, or to improve upon areas that already exist.

Best Practice 1. Create Safe Park Environments

One way to improve parks and recreation spaces is by creating safer parks. Safety encompasses a number of factors such as design, type of use, the presence of crime, and location. When parks are incorrectly designed or go unused, they can become unsafe and lose their value (NRPA, n.d.). If a park is perceived to be unsafe, underutilization often results. Unsafe parks can also be a legal liability for local governments in North Carolina if they charge a fee for usage (Allen, 2015). It is important, therefore, for jurisdictions to consider safety when designing, maintaining, and utilizing their park facilities.

The MPA Team identified the following resources that can assist local communities with evaluating and improving the safety of their parks and recreation areas.

Resource: National Recreation and Park Association (NRPA) Guide to Creating Safe Park Environments

The NRPA created an issue brief entitled *Creating Safe Park Environments to Enhance Community Wellness* to address the issue of safety in parks and open space. This important guide provides:

- Steps for using a safety audit process to evaluate the safety of parks and recreation areas in the com-

munity.

- Advice on how to design a park or recreation area with safety in mind.
- Information on how to develop community programming to encourage regular use of the park or recreation area.

This issue brief can be found at: https://www.nrpa.org/uploadedFiles/nrpaorg/Grants_and_Partners/Recreation_and_Health/Resources/Issue_Briefs/Park-Safety.pdf

Benchmark: Monroe, N.C.

Monroe, N.C. offers a good example of how a city's Parks and Recreations Department worked with community leaders and local residents to create a strategic plan for park, recreation, community, and facility programming. The plan includes developing quality recreational programming in line with current needs, creating a cost effective maintenance plan that improves existing parks and facilities (including their safety), and acquiring a marketing strategy. The Monroe strategic plan can be found at: http://www.monroenc.org/wp-content/uploads/Monroe-Parks-Recreation-and-Open-Space-Plan-Update_FINAL.pdf

Financial Incentives

There are funding resources available to communities looking to improve the safety of their parks and recreation areas. Note: these sources are not all specific to improving safety, but are more general sources of funding for parks and recreation. These include:

- U.S. Department of Agriculture, Community Facilities Direct Loan & Grant Program
- N.C. Parks and Recreation Trust Fund (PARTF)
- Connect N.C. Bond Grant Program
- KaBoom! Grants
- U.S. Soccer Foundation, Safe Places to Play Grants
- Lowe's Toolbox for Education Grants

Additional information about each resource can be found in Appendix B.

Best Practice 2. Utilize Joint Use Agreements

A joint or shared use agreement is a formal agreement between two separate government entities, often a school district and a city or county, establishing the terms and conditions for the shared use of public property. Joint use agreements are used by many local jurisdictions to carry out a number of different services, including parks and recreation. Lack of space is often an issue for local communities when developing recreational spaces, and entering into joint use agreements is one way to help with this problem. (ChangeLab, 2016).

The MPA Team identified several resources to assist with understanding and developing joint use agreements.

Resource: Shared Use Public Facilities and Services CONNECT Tool

The CONNECT Our Future website includes a Shared Use Public Facilities and Services tool that can help local communities develop shared or joint use arrangements. Included in the tool's resources are:

- Approaches to shared facility use, as well as model joint use agreements.
- Instructions on how to develop a policy based on both facility needs and suitability of user groups.

- Lists of possible shared use partners and how to establish relationships with them.
- A benchmark example from the town of Apex, N.C. and Apex Public Schools. The town and school district have a long-term relationship for use of school facilities for recreation programs that are jointly operated by the town's parks department and school athletic and physical education staff and coaches.

More information about the CONNECT tool can be found at: h

[ttp://www.connectourfuture.org/tools/shared-use-public-facilities-and-services/](http://www.connectourfuture.org/tools/shared-use-public-facilities-and-services/)

Resource: N.C. Department of Public Instruction (NCDPI) and Division of Public Health (NCDPH) brief *Promoting Physical Activity Through Joint Use Agreements*

The NCDPI and NCDPH created a brief that identifies joint use agreements as an important strategy for increasing physical activity and promoting healthy lifestyles. Information in the brief includes:

- How to share physical activity resources through joint use agreements in N.C.
- A discussion of the different types of joint use agreements.
- A list of the potential benefits of joint use agreements.
- A discussion of policies that support joint use in N.C.
- Examples of successful joint use agreements in N.C.

The entire guide can be accessed at: http://www.eatsmartmovemorenc.com/SharedUsePoliciesAndAgreements/Texts/PromotingPhysicalActivityThroughJointUseAgreements_Rev0414.pdf

Resource: ChangeLab Solutions Model Joint Use Agreement Resources

ChangeLab Solutions is an organization that researches and promotes potential solutions to policy problems. Information regarding the joint use agreement concept can be found on its website, along with related products that can help local officials develop joint use agreements. Features of the website include:

- Models for shared use of school and recreation facilities.
- A list of the benefits of shared use.
- Ideas for opening indoor and outdoor school facilities for use during non-school hours.
- Instructions for how to establish the joint use of district and city recreation facilities.

These resources can be found at: <http://www.changelabsolutions.org/publications/model-JUAs-national>

Financial Incentives

There are funding resources available to communities looking to improve their overall parks and recreational activities. Note: these resources are not all specific to joint use agreements. These include:

- Let's Play Playground Joint Use Grants
- Harris Teeter, Inc. Corporate Giving Program

Additional information about each resource can be found in Appendix B.

QUALITY OF LIFE NEED 3: IMPROVE WALKABILITY

Respondents ranked walkability as the third highest Quality of Life need in their communities.

Respondents to the LCGS ranked walkability as the third highest Quality of Life need in their communities. This is not surprising given that sidewalks that access community amenities are often in high demand by citizens (EPA, 2014), and this access has both health and economic benefits (“Bicycle and or Pedestrian Audit,” 2015).

The MPA Team identified three best practices for improving walkability in communities.

Best Practice 1. Use Form-based Zoning

Form-based zoning is land regulation that offers an alternative to conventional zoning regulation. Whereas conventional zoning focuses on various land and building uses and attempts to achieve uniformity in design, form-based zoning looks at the connection between individual buildings and how they shape the surrounding streets. Form-based codes can be used to develop a larger community plan, including mixed-use buildings and more walkable streets (CMAP, 2013). Furthermore, form-based zoning has been cited as helping communities create a greater sense of place (Greenfield, 2012). Different types of form-based zoning codes have been utilized by Davidson, Raleigh, and Chapel Hill in N.C., demonstrating how local governments determine form-based codes for their communities (Ducker & Owens, 2012).

The MPA Team has identified the following resources that can assist local governments in pursuing form-based zoning.

Resource: *Form-Based Codes: A Step-by-Step Guide for Communities*

The Chicago Metropolitan Agency for Planning (CMAP) and Form-Based Codes Institute (FBCI) created the *Form-Based Codes: A Step-by-Step Guide for Communities* handbook to assist local governments in understanding form-based codes. The handbook includes the following information:

- Graphic depictions of form-based zoning codes.
- Explanations on form-based zoning and how it differs from other zoning codes.
- Steps to creating form-based codes that include determining the extent of using form-based zoning codes, analyzing the current conditions, and setting a vision for the community.

The handbook can be found at:

<http://formbasedcodes.org/content/uploads/2013/11/CMAP-GuideforCommunities.pdf>

Resource: *Form-Based Code vs. Traditional Code*

The City of Marshall, MI compiled a report that demonstrates the differences between form-based codes and traditional codes. Form-based codes are not only used in larger cities, but also in smaller cities like Marshall (estimated 2015 population of 7,045). The *Form-Based Code vs. Traditional Code* report includes the following

information:

- Discussion of the definitions and differences between form-based and traditional zoning.
- Visuals to understand the differences between form-based and traditional zoning.
- A review of the processes and an example situation.

The report can be found at: http://www.cityofmarshall.com/system/res/881/original/Form-Based_Code.pdf

Best Practice 2. Conduct a Walking Audit

During a walking audit, a local community assembles an audit team to analyze current walking conditions. The data from the audit identifies barriers and opportunities for walkability within the community, such as safe routes for schools (“Walking Audits,” n.d.). Additionally, the walking audit can serve as a “walkability baseline,” which will allow jurisdictions to make more informed decisions about improvements to pathways (“How to Conduct Walking and Biking Audits,” n.d.).

The MPA Team identified several resources that can assist local governments in conducting a walking audit.

Resource: Walking and Bicycle Audits and Planning CONNECT Tool

The CONNECT website provides the Walking and Bicycle Audits and Planning tool. This tool informs local governments about how to conduct a walking and bicycle audit. Features of this tool include:

- Guidelines for identifying important partners when conducting a walking and bicycle audit.
- Necessary steps to complete walking and bicycle audits.
- Links to resource guides regarding pedestrian transportation.
- Links to different grant funding opportunities.
- Benchmark information from Rock Hill, S.C. and Asheville, N.C.

More information about this CONNECT tool can be found at:

<http://www.connectourfuture.org/tools/walking-and-bicycle-audits-and-planning/>

Resource: Alliance for Biking and Walking 2016 Benchmarking Report

The Alliance for Biking and Walking 2016 Benchmarking Report is produced by the Centers for Disease Control and Prevention’s Healthy Community Design Initiative to promote bicycling and walking. The report is compiled from bicycling and walking data from each state in the U.S. and 20 government-collected data sources.

The report includes the following information:

- Walking and biking statistics from each state and participating government sources.
- A discussion of the benefits from improved biking and walking.
- Examples of successful biking and walking programs.

More information and access to the report can be found at: <http://www.bikewalkalliance.org/resources/benchmarking>

Resource: WalkBikeNC

WalkBikeNC is N.C.’s Bicycle and Pedestrian Plan. In 2013, the NCDOT Board of Transportation approved the plan to enhance bicycling and walking throughout the state. The WalkBikeNC website includes the following information:

- Instructions for how to properly consider issues of safety, health, economy, mobility, and environment.
- Resources to help design, plan, and evaluate bicycle and pedestrian routes.
- Links to connect with other local groups supporting walking and bicycling in their communities.

Access to the WalkBikeNC website can be found at: <https://www.ncdot.gov/bikeped/walkbikenc/>

Resource: Safe Routes to School CONNECT Tool

Safe Routes to School (SRTS) is a national program that helps communities encourage children to walk or bike to school. A major component of the program is a walking or bicycle audit to help local jurisdictions know how to improve pathways. Each state has an SRTS coordinator who distributes funds and information to local communities. The Safe Routes to School CONNECT tool provides specific information about this program.

Features of this tool include:

- Links to SRTS programs and resources on the national, state, and local levels.
- Guidelines on important partners within the community to include during the SRTS process.
- Ideas on initiatives to promote and gain support for the SRTS program through events and advertisement.
- Several benchmark examples of SRTS programs, including Olde Providence Elementary School in Charlotte, N.C., Sherwood Forest Elementary School in Winston-Salem, N.C. and the SRTS in Spartanburg County, S.C.

This tool can be found at: <http://www.connectourfuture.org/tools/safe-routes-to-school/>

Financial Incentives

There are funding resources available to assist local communities with creating a more walkable environment.

These include:

- Planning Grant Initiative, North Carolina Department of Transportation (NCDOT) Division of Bicycle and Pedestrian Transportation
- SRTS Grant Program, North Carolina Department of Transportation (NCDOT) Division of Bicycle and Pedestrian Transportation

Additional information about each resource can be found in Appendix B.

Best Practice 3. Creating Local Greenways and Trails

Greenways are trails that serve as safe pathways to use for recreational purposes like biking or walking. Additionally, greenways help to retain open, natural spaces, which contribute to preserving the environment and linking communities with urban areas (“Greenways Master Plan,” 2013). One respondent to the LCGS stated that linking natural resources to the downtown area would increase foot traffic for greater tourism. This supports the idea that greenways improve both the quality of life of local citizens and serve as an attraction for tourists to the area.

The MPA Team has identified several resources that can assist local governments in creating greenways and trails.

Resource: Greenways and Trail Planning CONNECT Tool

The CONNECT website provides the Greenway and Trail Planning tool. This tool informs local governments on how to create greenways and trails within their communities. Features of this tool include:

- Guidance on the types of stakeholders that should be included in the greenway and trails planning process.
- Recommendations on how to successfully plan and carry out the process.
- Directions on how to gain public support and funding through bonds, grants, and fees.
- Items to consider about housing, regulations, and features such as rules and facilities.
- Benchmarks for greenway and trail planning such as the Carolina Thread Trail in North and South Carolina, as well as the Palmetto Trail in S.C.

This tool can be found at: <http://www.connectourfuture.org/tools/greenways-and-trails-planning/>

Resource: Mecklenburg County, N.C. Greenways

The Mecklenburg County, N.C. website has a section in parks and recreation about greenways. This section of the website offers a comprehensive overview of a greenway system that consists of 37 miles of completed greenways with 150 additional miles planned for the future. Currently, Mecklenburg County partners with the Carolina Thread Trail and the Lake Norman Bike Route to connect prominent destinations and neighborhoods throughout the greenway system. Such greenway initiatives receive funding from both the private sector and each level of government from the public sector (Mecklenburg County, 1999). The Mecklenburg County's website further provides the following greenway information:

- Greenway projects completed in Mecklenburg County, as well as information on those under development.
- Discussion of the benefits associated with greenways.

More information can be found at:

<http://charmeck.org/mecklenburg/county/ParkandRec/Greenways/Pages/default.aspx>

Resource: American Trails

American Trails is a nonprofit organization that exists solely to focus on the promotion of all types of trails, including walking and hiking. Their website functions as a comprehensive resource that local officials can use to help them develop walking trails. Features of the website include:

- Information on existing trails across the U.S. with local details.
- Current news about trails and greenways.
- Updates on advocacy initiatives.
- Opportunities to receive training on developing local trails.
- Comprehensive resources on creating trails, caring for trails, and educating about trails.

Access to the American Trails website can be found at: <http://www.americantrails.org/ee/>

Financial Incentives

The following resource can help local governments finance greenways and trails:

- Carolina Thread Trail Grant

Additional information about this resource can be found in Appendix B.

QUALITY OF LIFE NEED 4: LIVE MUSIC AND PERFORMING ARTS

Survey results from the LCGS indicated that 88% of respondents want additions or improvements to live music, and 53% of respondents want additions or improvements to performing arts (see Table 8). Officials also expressed a desire for more live music venues during follow-up interviews. One respondent stated, “We would like the main amenity in the park to be an amphitheater with a picnic area to accommodate concerts and shows. Maybe have a Shakespeare-in-the-Park style program.” Overall results indicated that locations for live music and performing arts, which includes any form of creative activity performed in front of an audience such as drama, music, and dance, are a concern for municipalities and counties in the CCOG region. However, another follow-up interview revealed that some local communities feel “smaller towns just don’t have the amenities” for such activities.

The MPA Team identified one best practice for improving live music and performing arts activities for local governments.

Eighty-eight percent of respondents want additions or improvements to live music.

Best Practice 1. Acquire External Funding

Local budgets are often strained, making it difficult for jurisdictions to find the money necessary to promote and expand live music and performing arts offerings; therefore, it is often necessary for local communities to seek external funding. Funding is available in the form of grants, loans, trusts, and donations offered by nonprofits and businesses (“External Source of Finance,” n.d). Local governments have received external funding for a variety of activities such as redesigning music venues, putting on school plays, helping to establish a local arts council, and holding outdoor concerts.

Financial Incentives

There are funding resources available to assist local communities with acquiring external funding. These include:

- Levitt Pavilions
- Greater Charlotte Cultural Trust
- Grassroots Arts Program
- Doris Duke Charitable Foundation

Additional information about each resource can be found in Appendix B.

QUALITY OF LIFE NEED 5: CREATE A PUBLIC ARTS PROGRAM

Jurisdictions throughout the CCOG region understand the value of public art. Forty-one percent of respondents to the LCGS indicated that additions or improvements to public art would help their communities grow.

Public art can be defined as art in public spaces. Although the term public art may conjure images of historic bronze statues in parks, Americans for the Arts (AFTA), a national arts advocacy and research group, argues that public art can take a “wide range of forms, sizes, and scales” (“Public Art 101,” n.d.). Today, public art includes murals, sculptures, integrated architectural or landscape work, community art, and even festivals or performances (“Public Art 101,” n.d.).

Forty-one percent of respondents indicated that additions or improvements to public art would help their communities grow.

Public art enhances a community’s experience of a place by engendering a sense of pride and community identity. It improves quality of life by adding beauty to everyday life (Becker, 2004). Public art is at the core of creative placemaking projects that aim to increase “the livability of communities and help transform sites into lively, beautiful, and sustainable places” (Fenner, 2010). Additionally, the process of creating public art often engages community members and enables them to share their thoughts as they participate in the planning, design, and creation of a communal environment (Becker, 2004).

The MPA Team identified several best practices for creating a public art program.

Best Practice 1. Develop a Funding Approach for Public Art

There are multiple ways for public art programs to be funded and it is up to the local community to determine what works best for their jurisdiction. In the past, public art programs were typically developed and maintained by a municipal agency, such as a local arts agency, or by city planning, parks and recreation, and economic development departments (“Public Art 101,” n.d.). However, a growing number of private developers are incorporating and funding public art within the developments they create. In addition, external funding options like grants are available to fund specific projects.

The MPA Team found the following three main approaches for funding public art.

Funding Approach 1: Percent for Art

Local government sometimes creates ordinances or policies that designate a percentage of the jurisdiction’s capital improvement project funds to the commission, purchase, creation, and installation of public art. Typically, these ordinances designate around one percent of the total construction or renovation budget to go to public art. This capital improvement money goes to incorporate public art projects into jurisdiction-owned sites, including parks, plazas, libraries, or main street corridors (Brown and Rubin, 2000).

The Town of Wake Forest, N.C. chose the Percent for Arts funding model when they began their public arts initiative in 2009-2010. The Public Art Team formed by members from the Town of Wake Forest, the Wake Forest Cultural Arts Association, Wake Forest Downtown Revitalization Corporation, the Chamber of Commerce, and the town Garden Club recommended this approach. Through the passage of a local ordinance that amended the municipal code, the town established a one percent allocation for public art. This means that one percent of the capital cost of eligible projects, which includes “architectural and engineering fees, site work, direct construction costs, and contingency allowances” (Ordinance 2010-15, 2010, p.1) will be appropriated to public art. More information about the Town of Wake Forest’s Percent for Arts Ordinance can be found at: www.wakeforestnc.gov/data/sites/1/media/government/advisoryboards/2010-15%20public%20art%20ordinance.pdf

Funding Approach 2: Developer Incentives

In communities across the country, private developers have realized that public art projects can improve employee working environments, create a unique aesthetic for their development, demonstrate a civic commitment to the community, and translate into higher rents due to desirability. To capitalize on this, local jurisdictions can include public art in any incentive package given to developers. For instance, developers are often requested or required to provide a certain number of trees or sidewalks in their project, and public art could be an addition to this list (“Funding Sources for Public Art,” n.d.).

The 2009 Action Plan for Greensboro’s Public Art Program includes an objective that focuses on initiating public art in private development projects. Private interests who receive incentives for development are requested to contribute an amount equal to the municipal percent for art funding based on the development valuation. These funds will be allocated to public art on site or to a designated site elsewhere in the city. More information on Greensboro’s Action Plan for Public Art can be found at:

<http://www.greensboro-nc.gov/modules/showdocument.aspx?documentid=8644>

Funding Approach 3: External Grants

Grant funding for public art is available, but resources are limited and grants are competitive. Local governments often need a nonprofit, 501(c)3 partner to be eligible for funding. Funding sources include:

- N.C. Art Council - Creating Place Program
- Kresge Foundation - Arts & Culture Place-based Initiatives
- Arts Place America - National Creative Placemaking Fund
- National Endowment for the Arts - OUR TOWN: Arts, Engagement, Cultural Planning, and Design Project Grant

Additional information about each resource can be found in Appendix B.

Best Practice 2. Engage Community in Design Decisions

Engaging community members in the design of public space helps connect the space with its everyday users. Residents’ participation in the process creates buy-in and ownership surrounding the project. As a result, the public arts program becomes more grounded in the community because residents become stakeholders in the project (Becker, 2004). Public engagement can take many forms, but often involves submitting ideas or sketches as part of a design contest, participating in a design workshop where ideas and feedback are given to the artist, helping select the artist, or even helping to create the public art itself (“Public Art 101,” n.d.).

The MPA Team identified a benchmark example that demonstrates how public art projects can engage the community in design decisions.

Benchmark: Arts & Science Council's Neighborhoods in Creative pARTnership Initiative

The Neighborhoods in Creative pARTnership Initiative by the Arts & Science Council in Charlotte, N.C. engaged the residents in the Shamrock neighborhood to create a public art installation. After being selected as one of five neighborhoods for the initiative, Shamrock neighborhood residents met with a local artist to create a design that matches the spirit of the neighborhood. Once the designs are finalized, the artists will oversee the fabrication and installation of the artwork. While also enhancing the neighborhood identity, this public art project created social capital between residents because they were collectively involved in the design decisions (Gault, n.d.). More information about the Neighborhoods in Creative pARTnership Initiative can be found at: www.artsandscience.org/programs/for-community/public-art/

Best Practice 3. Choose Projects that Promote Interaction

Planners, architects, and public administrators are often focused on creating public spaces that provide unimpeded movement for pedestrians and automobiles. In recent years, security and safety have been an increasing concern; therefore, public spaces have been designed so that people can be observed and controlled. While the design of public space influences its use, Project for Public Spaces argues that 80% of the success of public space is how the space is maintained, and how activities are programmed (Borrup, 2007). Public art can have a significant impact on the successful use of public spaces, as it promotes interaction between the people who make up the community. These connections build trust and strengthen the community's self-image and sense of pride (Borrup, 2007).

The MPA Team identified a benchmark example that demonstrates the benefit of choosing public art projects that promote interaction.

Benchmark: The WaterFire Providence

The WaterFire Providence project, a public art event in Providence, R.I., has been a catalyst for economic revitalization, and a strengthening of the community's spirit and self-image. Taking place on the downtown waters, the site used to be home to polluted waterways with railroads and large parking lots. The city invested in beautification around the rivers and lined them with pedestrian-friendly parks and walkways. However, the programming of this public space really made it successful. The public art project features music, performances, and ceremonial bonfires on the river. Events are held twenty-five times each year between the spring and fall. Through these events, residents have the opportunity to interact and form a human connection with each other. Multiple partnerships between social service, education, arts, civic groups, and general residents have woven "a fabric of community through multiple levels of participation" (Borrup, 2007) as a result of this public art. By programming these WaterFire activities regularly into the space, the public art event has become an institutionalized community ritual that symbolizes the renaissance of the city. More information about WaterFire can be found at: <http://waterfire.org/>

Housing

INTRODUCTION

The Local Community Growth Survey (LCGS) and interview responses identified two Housing needs from the jurisdictions surveyed:

- Greater Housing Options
- More Inclusive and Affordable Housing

This section will discuss these needs and provide best practices and resources to help address them.

HOUSING NEED 1: GREATER HOUSING OPTIONS

The MPA Team identified the need for increasing housing options based on the LCGS results. The survey showed that revitalization of housing and lack of housing options are ranked as the two primary Housing needs facing communities in the CCOG Region (see Table 5). The results from

the survey also showed that 71% of respondents were interested in having more home buying options and 29% wanted more renting options in their communities (see Table 6). Encouraging the creation of greater housing options is important for local governments because the presence of sufficient and affordable housing has positive health and social benefits (Housing Virginia, n.d.).

The MPA Team identified several best practices for increasing housing options.

The survey showed that revitalization of housing and lack of housing options are the two primary Housing needs in the CCOG Region.

Best Practice 1. Updating Existing Structures

Updating existing structures is the modifying of non-housing structures into housing units (commonly referred to as adaptive reuse) and updating current homes to meet housing standards (commonly referred to as housing rehabilitation). Such activities are important because, according to ICMA's research, isolated patterns of abandonment can trigger a spiral of decline and disinvestment (Schilling, 2004). By updating homes and renovating old buildings into affordable housing,

communities are increasing housing options while removing blight from the community (Schilling, 2004; Gomez, 2016). Additionally, investing in building revitalization projects is environmentally friendly, helps local governments create residential areas that draw millennials and businesses, and maintains the original identity of communities (Takai, 2012; O'neal, n.d.).

The MPA Team has identified several resources that can assist local governments with revitalizing residential property and renovating substandard buildings.

Resource: Adaptive Reuse of Buildings CONNECT Tool

The CONNECT Our Future project utilizes the Adaptive Reuse of Buildings CONNECT tool to inform local governments on how to pursue adaptive reuse building projects. Features of the tool include:

- Guidance on the partners to include in developing adaptive reuse projects.
- Links to other cities' successful adaptive reuse plans or ordinances.
- A list of places to look for specific funding.
- Guidance on zoning regulations, ordinances, locations of potential adaptive reuse projects, and code incentives.
- A link to a benchmark adaptive reuse project in Loray Mills, Gastonia, N.C.

The tool can be found at: <http://www.connectourfuture.org/tools/adaptive-reuse-of-buildings/>

Benchmark: Wilkesboro School in N.C.

A good example of an adaptive reuse project is Wilkesboro School, where an old school building was converted into apartments. The primary target group for this housing was low-income seniors (McInturff & Jones, 2013). More information about the Wilkesboro School adaptive reuse project can be found at:

<http://ced.sog.unc.edu/historic-building-reuse-for-affordable-senior-housing/>

Resource: ICMA Webinar on Sustainable Rural Communities

The International City/County Management Association (ICMA) partnered with the National Association of Development Organization Research Foundation and the U.S. Department of Housing and Urban Development to create a 90-minute webinar, which informs small and rural communities about how to attract new residents by leveraging all community resources and physical assets. Adaptive reuse is one of the main strategies discussed in the webinar. Local officials from communities who have successfully implemented this technique discuss the practices they employed. More information can be found at:

<http://learning.icma.org/store/seminar/seminar.php?seminar=21358>

Financial Incentives

There are funding resources available to assist local governments with finances for adaptive reuse projects. These include:

- Building Reuse Program, The North Carolina Department of Commerce
- Federal and the N.C. Historic Preservation Grant
- N.C. Downtown Redevelopment Fund
- N.C. Community Development Block Grant Program

Additional information about each resource can be found in Appendix B.

Resource: Housing Rehabilitation CONNECT Tool

The CONNECT Our Future project utilizes the Housing Rehabilitation CONNECT tool. This tool advises jurisdictions on how to rehabilitate houses within the community. Features of this tool include:

- Guidance on partners to include when pursuing rehabilitation projects.
- Steps to develop a comprehensive strategy to tackle housing rehabilitation.
- Links to nonprofits that partner with local governments to tackle rehabilitating houses.
- Links to programs that involve housing rehabilitation.
- A benchmark example of housing rehabilitation as part of the Salisbury Community Development Corporation (CDC) in Salisbury, N.C.

The tool can be found at: <http://www.connectourfuture.org/tools/housing-rehabilitation/>

Resource: Technical Preservation Services

The Technical Preservation Services (TPS) is a unit within the U.S. Department of the Interior's National Park Service. Its purpose is to provide guidance regarding the preservation and rehabilitation of historic buildings.

The TPS's website includes the following types of information:

- Standards for historic properties.
- Availability of tax incentives.
- Technical information on how to best preserve property.
- Information on how to create "green" historic properties.
- Education and training opportunities with TPS.

More information can be found at:

<https://www.nps.gov/tps/standards/applying-rehabilitation/successful-rehab/codes.htm>

Best Practice 2. Mixed Use

ICMA and PolicyLink.org have identified mixed use as a best practice to revitalize residential living (Grant, 2015; Read, 2012). In its broadest sense, mixed use refers to a practice that allows for different sectors to be built in close proximity such as industry and housing (Schmidt, 2015). According to ICMA's *2010 Sustainability Survey of Local Governments*, "over 35 percent of local governments have zoning codes that promote mixed-use development, and more than 22 percent permit higher density development where utility or transportation infrastructure is already in place" (Read, 2012, para. 9). Local municipalities can apply mixed-use practices as a means to increase housing options and facilitate growth in a sustainable and efficient way (Leaders at the Core of Better Communities, n.d.).

There are three categories of mixed use: vertical mixed use, horizontal mixed use, and mixed-use development.

Vertical Mixed Use: Refers to buildings that contain a mix of residential and commercial uses. Generally, business/residential building hybrids locate commercial uses (i.e. retail shops, restaurants, offices) on the ground floor, while residential units (condominiums or apartments) are located on upper levels ("Don't Get Mixed Up

on Mixed-Use”, 2013).

Horizontal Mixed Use: Refers to a district that blends residential, commercial, cultural, institutional, or industrial uses, where those functions are physically and functionally integrated. Horizontal mixed use avoids the coding complexities of vertical mixed use while still bringing together complementary uses in one place (“Don’t Get Mixed Up on Mixed-Use”, 2013).

Mixed-Use Development: Refers to developments that are designed to be pedestrian-oriented lifestyle centers. Mixed-use developments are being used in many communities to replace aging suburban shopping malls. Key aspects of mixed-use developments are shared parking and high walkability where a variety of activities such as shopping, dining, and entertainment can be accessed in a single trip.

The benefit of mixed use is that it permits residents to live closer to businesses, which reduces demand for parking through greater walkability, and increases levels of day and nighttime activity by combining complementary residential/business uses (Schmidt, 2015). Likewise, communities engaged in revitalization of their urbanized centers through efforts such as adaptive reuse of buildings can use mixed-use development to transform dilapidated lots into urban in-demand housing (Newsom, 2013). For local governments, mixed-use development allows for greater land use efficiency, reduced infrastructure and service costs and reduced traffic congestion (Schmidt, 2015). Likewise, using design guidelines such as form-based codes can help shape a town’s sense of community and connectedness by allowing for the creation of civic spaces and relating buildings with complete streets that allow for a multitude of transportation methods (Walters & Read, 2014).

The MPA Team has identified several resources that can assist local government in pursuing mixed use.

Resource: Mixed Use Development and Design Guidelines CONNECT Tool

The Mixed Use Development CONNECT tool offers detailed steps for creating mixed use development. Features of this tool include:

- Steps on how to develop mixed use.
- Details on how mixed use works for local municipalities.
- Links to related CONNECT tools like complete streets and establishing residential densities that can help facilitate or complement mixed use.
- Two benchmark communities in Charlotte, N.C. and Fort Mill, S.C. that have successfully developed mixed use.

More information on mixed-use development can be found at:

<http://www.connectourfuture.org/tools/mixed-use-development-and-design-guidelines/>

Resource: Establishing Appropriate Residential Densities CONNECT Tool

Establishing Appropriate Residential Densities is a tool in the CONNECT Our Future project that assists local municipalities and counties in determining which residential densities are appropriate for a given area. One component of the tool is information about creating zoning codes that allow mixed use to take place. By adopting zoning that allows for more residential units to be built on smaller lots, local governments can

strengthen residential living where services are already established (Read, 2012). Features of this tool include:

- A description of the importance of appropriate residential zoning.
- Appropriate steps to take to determine which areas would benefit from increasing residential densities.
- Links to community and private partners and institutes that provide more information on residential zoning ordinances.
- Benchmarks in Fort Mill, S.C. and Durham, N.C. where this zoning ordinance has been applied successfully.

More information can be found at:

<http://www.connectourfuture.org/tools/establishing-appropriate-residential-densities/>

Benchmark: Senior Housing Approach in Fontana, CA

The city of Fontana, CA is an excellent example of a community promoting mixed-use development successfully. Fontana can serve as a useful model for other jurisdictions. Through horizontal mixed-use development, the senior housing complexes serve as bookends to the city's revitalized core that includes a library, technology center, community senior center, medical facilities, and transportation services, all within walking distance. The town researched key areas that appeal to seniors such as compactness, essential services, and opportunities for personal contact and developed mixed-use housing and businesses to enhance residential living. More detailed information regarding Fontana's mixed-use activities can be found at:

http://icma.org/en/press/pm_magazine/article/106046

Resource: PlaceMakers.com

PlaceMakers.com is an online resource that local officials can use to gather ideas on how to create stronger, more connected, and more livable places. The PlaceMakers.com website contains an informative article about the mixed-use option. This article features:

- Visuals on horizontal, vertical, and development mixed use.
- Definitions for types of mixed use local governments can use.
- An online forum for urban planners to discuss challenges and share knowledge.

More information can be found at: <http://www.placemakers.com/2013/04/04/mixed-up-on-mixed-use/>

Financial Incentives

There are funding resources available to assist local governments with mixed use. These include:

- N.C. Downtown Redevelopment Fund
- Building Reuse Program, The North Carolina Department of Commerce

Additional information about each resource can be found in Appendix B.

HOUSING NEED 2: MORE INCLUSIVE AND AFFORDABLE HOUSING

According to the LCGS, local jurisdictions need sufficient housing for the following demographics: young professionals (71%), veterans (65%), individuals with disabilities (65%), and the aging community (47%) (see Table 7). Because a substantial number of elderly and disabled persons reside in the CCOG region, inclusive housing is an important issue (Center for Civic Partnerships, 2010). Additionally, since 2013, housing costs in the region were nearly 30% of a household's income, which demonstrates a need for affordable housing.

Inclusive houses are accessible (known as visitability) and affordable to individuals who have physical limitations (Langtree, n.d.; Visitability-what is it?, n.d.). Affordable housing means residents will pay less than 30% of their monthly household income on housing costs (Clark, Marcus, & Swiderski, 2016). By means of zoning ordinances and tax and funding incentives for developers to build inclusive and affordable housing, local jurisdictions can improve community members' quality of life, maintain a strong local workforce, and improve the community's sense of identity (Clark, Marcus, & Swiderski, 2016). Likewise, jurisdictions can serve as a resource link for those in need of housing.

Respondents reported needing sufficient housing for the following demographics: young professionals, veterans, individuals with disabilities, and the aging community.

The MPA Team identified the following best practices for promoting more inclusive and affordable housing.

Best Practice 1. Promote Accessible Housing

Accessible homes can be defined as dwellings designed with "a zero-step entrance, doors with 32 inches of clear passage space, and at least one bathroom on the main floor that is wheelchair accessible" (Adelson, 2014, para. 11). Local governments can create ordinances and use tax abatements to increase housing accessibility and offer more housing options for disabled persons and seniors. In 2010, the Center for Civic Partnerships noted, "boomers will need and demand 'age-friendly' services from local governments and their partners" (p. 2). By promoting accessible housing, local governments can address the need of providing housing to disabled veterans, handicapped civilians, and the elderly.

The MPA Team has identified several resources that can assist local governments in creating accessible housing.

Resource: Housing Accessibility CONNECT Tool

The CONNECT Our Future project utilizes a Housing Accessibility CONNECT tool to help local jurisdictions pursue housing accessibility initiatives. Features of this tool include:

- Links to additional resources about designing visitability for homes.

- Links to other cities' specific visitability ordinances or programs.
- Guidance on partners to include when designing visitability initiatives.
- Recommendations on how to implement housing accessibility into the community through awareness, policy changes, and data tracking.
- A link to a benchmark visitability ordinance in San Antonio, Texas.

This tool can be found at: <http://www.connectourfuture.org/tools/housing-visitability/>

Benchmark: Cincinnati, OH

A good example of a city with visitability initiatives is Cincinnati, OH, which is commended as being a model by the National Association of Home Builders. The city started extending a tax abatement for the construction of new homes that follow visitability guidelines, with the goal of enticing both homeowners and developers. As part of the visitability initiative, 13 homes were constructed (Tweet, 2014). More information can be found at: <http://www.cincinnati.com/story/money/2014/10/20/cincinnati-national-model-visitability/17623437/>

Resource: Concrete Change

Concrete Change is a global network that advocates for visitability home initiatives, and the organization's focus is on policy changes. The Concrete Change website includes the following information:

- Overview about visitability.
- Instructions on construction and costs of visitability.
- Overview of visitability policies and programs.
- Links to additional visitability resources.
- Links to other examples of cities' visitability initiatives.

More information can be found at: <http://www.concretechange.org>

The website is transitioning to a new site, which can be found at: <http://www.visitability.org/>

Resource: Aging Well in Communities Toolkit

The Public Health Institute developed The Aging Well in Communities Toolkit, which offers local officials and community members guidance on creating friendly communities for older and disabled residents by increasing accessible housing, improving transit, and adapting mixed use and affordable zoning ordinances. The toolkit includes:

- An overview plan for creating friendly communities for the aging populations.
- Guidance on gathering data through resident surveys, public forums, and focus groups,
- A case study from Hayward, CA.
- Additional resource links to websites and organizations that provide information on age related issues such as housing affordability.

More information can be found at: <http://icma.org/Documents/Document/Document/307522>

Best Practice 2. Adapt Inclusionary Zoning Codes for Affordable Housing

Inclusionary zoning is a voluntary or mandatory zoning practice that requires developers to include a certain percent (generally 10%-25%) of affordable housing units when constructing homes (Furman Center and Center for Housing Policy, 2006; PolicyLink, 2008). Based on data collected by CCOG, only 10% of municipalities

and counties in the region have guidelines in place for inclusionary zoning. Local municipalities and counties can use this practice to protect neighborhoods by allowing development of housing at all price points, including those that remain affordable for all home buyers (Connect Our Future, Inclusionary Zoning tool, n.d.; Williams, 2015). Having residents from a diverse labor force, such as police officers, teachers, day care workers, and retail workers is critical for revitalizing neighborhoods and creating a sense of place for communities (Inclusionary Zoning Connect tool, n.d.).

The MPA Team has identified resources that can assist local governments with developing inclusionary zoning.

Resource: Inclusionary Zoning CONNECT Tool

The Inclusionary Zoning CONNECT tool offers insight on the importance of inclusionary zoning and how to best implement this practice. Features of the tool include:

- Voluntary and mandatory program options and the benefits for jurisdictions.
- Resource links to state and local housing policies and programs.
- Steps on how to implement inclusionary zoning.
- Links to CONNECT tools, such as community-based housing strategies that collaborate with inclusionary zoning to tackle affordability.
- Benchmark examples of inclusionary zoning practices in Charlotte, N.C. and Montgomery County, MD, where long-term affordable housing is being achieved.
- Links to community partners that jurisdictions can turn to for development and legal help.

More information can be found at: <http://www.connectourfuture.org/tools/inclusionary-zoning/>

Resource: Urban Institute-Charlotte-Mecklenburg Strategies for Affordable Housing

The Urban Institute's Strategies for Affordable Housing Development offers local and county officials insight on affordable housing practices. Inclusionary zoning is listed as a long-term best practice. The report includes the following types of information:

- Strategy on implementation of inclusionary zoning.
- Benefits derived from inclusionary zoning.
- Concerns associated with inclusionary zoning practices.
- Specific case study involving inclusionary zoning implementation in Austin, TX.
- Recommendations for carrying out the strategy for inclusionary zoning such as stakeholder involvement, data collection, and reviewing policies.

More information can be found at:

http://ui.uncc.edu/sites/default/files/pdf/Final_affordable%20housing_9_15_2016.pdf

Financial Incentives

The following funding resource is available to assist local governments with inclusionary zoning:

- N.C. Community Development Block Grant Program
- U.S. Housing and Urban Development Choice Neighborhoods Implementation Grant Program

Additional information about each resource can be found in Appendix B.

Best Practice 3. Workforce Housing

Workforce housing is a housing program where the employer assists with financing an employee's home (PolicyLink, 2007; Powell, 2016). Local governments can help support workforce housing programs through adopting incentives, such as opening funding sources and providing density bonuses for developers that partake in workforce housing development (CONNECT Our Future Workforce Housing Incentives tool, n.d.). Workforce housing helps employers find and keep quality employees and helps working families secure affordable housing (PolicyLink, 2007).

The MPA Team has identified the following resources to help local governments implement strategies to pursue workforce housing within the community.

Resource: Workforce Housing Incentives CONNECT Tool

The CONNECT Our Future project includes a Workforce Housing Incentives CONNECT tool that discusses how jurisdictions can develop such incentives. Features of this tool include:

- Guidance on the necessary partners to include in the process of creating workforce housing incentives.
- Links to other jurisdictions' density bonuses and inclusionary zoning policies.
- Recommendations on how to create workforce housing incentives such as developing relationships with employers, educating the community about benefits, developing ways to incentivize builders, and reviewing/altering policies.
- A benchmark example of a workforce housing initiative in Lexington, KY.

The tool can be found at: <http://www.connectourfuture.org/tools/workforce-housing-incentives/>

Resource: Workforce Housing: Barriers, Solutions, and Model Programs

The Urban Land Institute compiled a report that offers several comprehensive strategies for tackling workforce housing. Strategies were derived from a collaborative effort, which consisted of a group of professionals and consultants from the housing market, local jurisdictions, and nonprofits. The Urban Land Institute's report includes:

- Comprehensive overview about workforce housing.
- Information on how to overcome the barriers associated with workforce housing.
- Ideas on how to finance workforce housing initiatives.
- Ideas on ways to incentivize and create more workforce housing initiatives.
- Ideas on various ways to plan and create more favorable environments for workforce housing.

More information can be found at:

http://www.tbrpc.org/resource_center/pdfs/housing/ULI_Workforce_Housing.pdf

Best Practice 4. Serve as a Resources Link for Individuals in Need of Housing

Individuals in need of housing may not be aware of the many resources available to help them acquire adequate housing. Local governments can serve as a link to these resources, especially for specific demographics in the population such as first-time home buyers, individuals with disabilities, veterans, and the elderly. Helping individuals secure funding to meet their housing needs benefits the larger community by potentially improving areas in need of revitalization, stimulating the economy by increasing jobs and tax revenue, and

promoting community integration (Hope Partnership, n.d.).

The MPA Team has identified the following potential resources that can assist first-time home buyers, individuals with disabilities, veterans, and the elderly with their housing needs. These resources include (Additional information about each resource can be found in Appendix B):

First-time Home Buyers

- \$15,000 Down Payment for First-time Homebuyers and Veterans
- Federal Housing Administration (FHA) Loans
- Homeownership Vouchers

Persons with Disabilities

- VA Home Loans – Specially Adapted Housing (SAH) Grant
- VA Home Loans – Special Housing Adaptation (SHA) Grant
- Housing Choice Voucher Program
- The Single-Family Rehabilitation Program
- The Urgent Repair Program
- Displacement Prevention Partnership

Veterans

- \$15,000 Down Payment for First-time Homebuyers and Veterans
- VA Home Loans – Specially Adapted Housing (SAH) Grant
- VA Home Loans – Special Housing Adaptation (SHA) Grant
- Purchase Loans and Cash-out Refinance Home Loans
- Interest Rate Reduction Refinance Loan (IRRRL)
- Native American Direct Loan Program (NADL)

Elderly

- The Single-Rehabilitation Program
- The Urgent Repair Program
- Displacement Prevention Partnership

Conclusion

This report had two primary goals: (1) to identify the community economic development needs of local jurisdictions within the CCOG membership; and (2) to find best practices, funding sources, and any additional resources to help address these needs. To accomplish the first of these goals, the MPA Team partnered with CCOG to write and distribute the Local Community Growth Survey (LCGS) to target areas, with a focus on the four areas of Economy, Infrastructure, Quality of Life, and Housing. Survey results from 17 jurisdictions were collected and analyzed, and 18 needs were identified across the four research areas. To meet the second goal, the MPA Team conducted a literature review, which included the CONNECT Our Future website tools, to locate resources to assist local governments with these 18 needs. Below is a summary of our findings.

Economy. In the area of Economy, the LCGS and follow-up interviews determined that comprehensive economic development plans and capital improvement plans are important for local economic development success. In addition, three critical needs for creating and maintain economic growth are: (1), finding solutions for a lack of skilled labor in the area, (2) finding ways to recruit, expand, and promote business, and (3) streamlining the permit process. To address these Economy needs, the MPA Team discovered that it is important to **communicate with local businesses** to decide employment essentials, and then utilize this information to help develop career finder tools, continuing education, or community resource guides. The MPA Team also concluded that although certain state procedures, such as the permitting process, cannot be changed, governments can work with organizations to attempt to **streamline the local process** as much as possible.

Infrastructure. The five main concerns within the Infrastructure section of the survey and report focused on the technical needs for: (1) land availability, (2) local water supply, (3) sewer capacity, (4) public transportation, and (5) roads and bridges. The most important best practices for dealing with all Infrastructure needs includes the use of **planning** and **education**. Using planning to design mixed-use developments and to discover ways to reuse existing infrastructure can help local areas create space and business opportunities. Planning assists with current asset management, as well as future needs. In addition, developing education programs about utility usage and conservation, along with alternative transportation options, can help to reduce local need.

Quality of Life. Quality of Life interests in local communities incorporated a broader range of topics, from access to healthcare, to the need for more parks and recreation, to the development of public art programs. Even if a local government cannot provide additional medical services or the funding for more recreational facilities or public art, the MPA Team found that **partnering with other organizations** or facilities could expand the resources currently available. In addition, **researching the needs of the local population** is critical

for helping manage the situation; therefore, the suggested best practices of creating a public health database and conducting health impact assessments, along with conducting a walkability audit of the community could help governments gather important data to find solutions.

Housing. The final section of the report focused on the lack of housing and the need for promoting inclusive and affordable housing. Recommended best practices can potentially assist local governments to **update existing structures** and to **rethink design** to incorporate mixed-use developments. The section also suggested ideas on zoning changes to provide for more accessible and affordable housing, as well as ways to become a resource for members of the community in need of housing options.

Overall, the MPA Team found that many local governments can attribute community economic development improvement to **strategic planning** and **community involvement**. Establishing a community vision and identifying and prioritizing long-term goals is a key to success. Stakeholder involvement keeps citizens engaged and aids in acceptance of plans and programs. Various stakeholder groups should be identified and given a chance to voice opinions on community needs and how they could be addressed by the local government or partner organizations.



Many local governments can attribute community economic development improvement to strategic planning and community involvement.

In conjunction with community involvement, local governments should actively seek out **partnerships**, either public or private, that could assist with community needs. These partnerships could help identify resources to assist local areas with achieving some of the recommended best practices in this report.

Although this report does not evaluate all issues relevant to local communities in the CCOG region, it does assess those most important based on response to the LCGS, as well as additional research. Additional tools and information can be found on the CONNECT Our Future website, as well as through additional resource links in Appendix B.

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Marshville
McAdenville
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Stanly
Troutman
Wadesboro
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Appendix A: Survey Questions & Responses


Appendix A containing data and responses from the Local Community Growth Survey is not included in the main report. Appendix A was delivered to the Centralina Council of Governments as a separate document.

Appendix B: Resources and Financial Incentives

This Appendix was created as an index of resources discussed in the Executive Summary and The Centralina Council of Governments Community Economic Development Report. These resources are recommended by the MPA Team based on the research and data collected. Each resource includes the identified need it targets and the best practice it serves, as discussed in the full report. General information and links for further information are also given. Please note that not every best practice in the report has an identified resource or financial incentive.

The below key identifies the type of resources found throughout this Appendix. Financial Incentives are funding tools that jurisdictions can use for projects. Resources are outside guides, toolkits, and information. Individual Financial Incentives are funding tools that can be used for citizens, not jurisdictions. CONNECT Tools are found on the CONNECT Our Future website and can include many resources, best practices, financial incentives and benchmarks.


 = Financial Incentive





 = Resource

 = Individual Financial Incentive

 = CONNECT Tool


ECONOMY RESOURCES & INCENTIVES





TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> Community Planning: An Introduction to the Comprehensive Plan, Second Edition	<i>Economy Need 1:</i> Creation of a Comprehensive Economic Development Plan <i>Best Practice 1:</i> Develop a Comprehensive Economic Development Plan (CEDP)	This resource by Eric Damian Kelly is a “how to” book that introduces readers to the concept of community planning as it is used in the United States. The book is an excellent guide for local governments interested in creating a CEDP for the first time or improving upon their existing CEDPs. This book can be found on any online book retail store.



TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> Main Street Programs CONNECT Tool	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 1:</i> Adopt the Main Street Approach	CONNECT Our Future's Main Street Programs serves as a subsidiary resource for Main Street America®. The tool includes the following: <ul style="list-style-type: none"> • Information on Main Street Programs and the Main Street Approach • Related tools that can assist Main Street development This tool can be found at: http://www.connectourfuture.org/tools/main-street-programs/
	<i>Resource:</i> Small Towns, Big Ideas	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 1:</i> Adopt the Main Street Approach	Small Town, Big Ideas is a case study resource created by the School of Government at the University of North Carolina at Chapel Hill. It is a community profile publication that includes information on downtown development and the following: <ul style="list-style-type: none"> • Challenges that small towns face and strategies used to improve economic development, tourism, partnerships, organizational structures, and financing • Examples of downtown revitalization in 45 municipalities with fewer than 10,000 residents (most towns within North Carolina) This resource can be found at: http://www.iog.unc.edu/programs/cednc/stbi/pdfs/stbi_final.pdf
	<i>Financial Incentive:</i> Impact Fees	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 1:</i> Adopt the Main Street Approach	Impact fees can be used to ensure that new development pays for itself by charging a fee to cover the costs to expand schools, widen roads, extend water and sewer lines, provide adequate open space, and expand public safety service areas.
	<i>Financial Incentive:</i> U.S. Housing and Urban Development Hope VI Main Street Program	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 1:</i> Adopt the Main Street Approach	<ul style="list-style-type: none"> • Provided by: U.S. Department of Housing and Urban Development • Eligibility: Must be a local government that has fewer than 50,000 people in jurisdiction. Local government must have existing Main Street rejuvenation projects, seeking to convert buildings on Main Street to affordable housing, and have 100 or fewer public housing units within jurisdiction • Purpose: For projects to build new affordable housing or reconfigure commercial space into affordable housing units • Funding amount: Approximately \$500,000 • Link: http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/hope6/grants/mainstreet

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
\$	<i>Financial Incentive:</i> N.C. Economic Development Competitive Grant Program for Underserved and Limited Resource Communities (ULRC)	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 1:</i> Adopt the Main Street Approach	<ul style="list-style-type: none"> For more information: http://www.nccommerce.com/portals/2/documents/ruraldev/ulrc_guidelines.pdf Provided by: N.C. Department of Commerce Eligibility: Local governments that demonstrate established business and community partners; match funds or have another significant funding source; demonstrate independent fundraising; plan to use funds to enhance local economy Purpose: To encourage the development of economic activities, services, and programs that benefit underserved populations and limited resource communities Funding amount: Not specified; dependent on state and solicitation Link: http://www.nccommerce.com/rd
\$	<i>Financial Incentive:</i> N.C. Main Street Solutions Fund	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 1:</i> Adopt the Main Street Approach	<ul style="list-style-type: none"> Provided by: N.C. Department of Commerce Eligibility: Local governments in designated metropolitans located in Tier 2 and 3 counties and active North Carolina Main Street and Small Town Main Street communities Purpose: To assist local governments and small businesses in revitalizing downtown by creating jobs, rehabilitating buildings, and funding infrastructure improvements Funding amount: Grant amounts vary with a cap of \$200,000 Link: http://www.nccommerce.com/rd/main-street/main-street-solutions-fund/
\$	<i>Financial Incentive:</i> N.C. Downtown Redevelopment Fund	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 1:</i> Adopt the Main Street Approach	<ul style="list-style-type: none"> Provided by: N.C. Department of Commerce Eligibility: Designated Main Street and Small Town Main Street communities in tiers 1, 2 and 3 are eligible applicants. All applicants must also meet basic threshold and performance requirements for any prior CDBG grants awarded Purpose: Funds for infrastructure upgrades of downtown buildings in order to meet current code requirements in vacant or underutilized downtown commercial buildings for economic development purposes Funding amount: \$300,000-\$500,000 Link: http://www.nccommerce.com/Portals/2/Documents/UrbanDevelopment/Downtown%20Redevelopment%20Fund/2016DtRedevelopmentFund.pdf



TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> Historic District Designation CONNECT Tool	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 2:</i> Historical Preservation of Buildings and Sites	This tool contains information and resources to help guide municipalities, neighborhoods, and counties in the process of assessing and registering historic sites. The tool includes the following: <ul style="list-style-type: none"> • Links to resources on historic preservation, cultural heritage, and policies and guidelines for local historic districts • Steps on assessing local property and applying/registering historical sites for preservation This tool can be found at: http://www.connectourfuture.org/tools/historic-district-designation/
	<i>Financial Incentive:</i> National Trust Preservation Funds	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 2:</i> Historical Preservation of Buildings and Sites	<ul style="list-style-type: none"> • Provided by: National Trust for Historic Preservation • Eligibility: Local governments that are Organizational Level Forum members or Main Street America members of the National Trust • Purpose: To encourage preservation at the local level by providing seed money for preservation projects that stimulate public discussion, educate local groups on technical expertise for projects, introduce the public to preservation concepts, and encourage financial participation by the private sector • Funding amount: \$2,500-\$5,000 • Link: http://forum.savingplaces.org/build/find-funding/grant-seekers/preservation-funds
	<i>Financial Incentive:</i> Battlefield Preservation Fund	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 2:</i> Historical Preservation of Buildings and Sites	<ul style="list-style-type: none"> • Provided by: National Trust for Historic Preservation • Eligibility: Organizational Level Forum members or Main Street America members of the National Trust • Purpose: Grants from the Battlefield Preservation Fund will serve as a catalyst to stimulate efforts to preserve battlefields, viewsheds, and related historic structures and to leverage fund-raising activities • Funding amount: Award amount not specified • Link: http://forum.savingplaces.org/build/find-funding/grant-seekers/preservation-funds
	<i>Financial Incentive:</i> Hart Family Fund for Small Towns	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 2:</i> Historical Preservation of Buildings and Sites	<ul style="list-style-type: none"> • Provided by: National Trust for Historic Preservation • Eligibility: Public agencies in towns with fewer than 10,000 are eligible; previous National Trust financial assistance recipients • Purpose: These grants are intended to encourage preservation at the local level by providing seed money for preservation projects in small towns through planning activities and education efforts that focus on preservation • Funding amount: \$2,500-\$15,000 • Link: http://forum.savingplaces.org/build/find-funding/grant-seekers/specialprograms/hart-family-fund

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
\$	<i>Financial Incentive:</i> Johanna Favrot Fund for Historic Preservation	<i>Economy Need 2:</i> Development of Main Street <i>Best Practice 2:</i> Historical Preservation of Buildings and Sites	<ul style="list-style-type: none"> • Provided by: National Trust for Historic Preservation • Eligibility: Public agency • Purpose: The fund aims to save historic environments in order to foster an appreciation of our nation's diverse cultural heritage and to preserve and revitalize the livability of the nation's communities through education and planning activities • Funding amount: \$2,500-\$10,000. • Link: http://forum.savingplaces.org/build/find-funding/grant-seekers/specialprograms/favrot-fund
	<i>Resource:</i> Brownfield/Greyfield Redevelopment Toolkit CONNECT Tool	<i>Economy Need 3:</i> Promoting, Recruiting, and Expanding Businesses <i>Best Practice 2:</i> Redevelop Brownfield and Greyfields	<p>This tool details the steps necessary for utilizing brownfields and greyfields. Features of this toolkit include:</p> <ul style="list-style-type: none"> • Links to resources to assist in understanding the process of redeveloping brownfields and greyfields • Steps for beginning the process of developing brownfields and greyfields <p>This tool can be found at: http://www.connectourfuture.org/tools/brownfieldgreyfield-redevelopment-toolkit/</p>
\$	<i>Financial Incentive:</i> U.S. Environmental Protection Agency Brownfields Cleanup Grant	<i>Economy Need 3:</i> Promoting, Recruiting, and Expanding Businesses <i>Best Practice 2:</i> Redevelop Brownfield and Greyfields	<ul style="list-style-type: none"> • Provided by: U.S. Environmental Protection Agency • Eligibility: Specifics not given • Purpose: EPA seeks to strengthen the marketplace and encourage stakeholders to leverage the resources needed to clean up and redevelop brownfields • Funding amount: Up to \$200,000 • Link: https://www.epa.gov/brownfields/apply-brownfields-grant-funding
\$	<i>Financial Incentive:</i> N.C. Main Street Solutions Fund	<i>Economy Need 3:</i> Promoting, Recruiting, and Expanding Businesses <i>Best Practice 2:</i> Redevelop Brownfield and Greyfields	<ul style="list-style-type: none"> • Provided by: N.C. Department of Commerce • Eligibility: Local governments in designated metropolitans located in Tier 2 and 3 counties and active North Carolina Main Street and Small Town Main Street communities • Purpose: To assist local governments and small businesses in revitalizing downtown by creating jobs, rehabilitating buildings, and funding infrastructure improvements • Funding amount: Grant amounts vary with a cap of \$200,000 • Link: http://www.nccommerce.com/rd/main-street/main-street-solutions-fund/

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Financial Incentive:</i> N.C. Downtown Redevelopment Fund	<i>Economy Need 3:</i> Promoting, Recruiting, and Expanding Businesses <i>Best Practice 2:</i> Redevelop Brownfield and Greyfields	<ul style="list-style-type: none"> • Provided by: N.C. Department of Commerce • Eligibility: Designated Main Street and Small Town Main Street communities in tiers 1, 2 and 3 are eligible applicants. All applicants must also meet basic threshold and performance requirements for any prior CDBG grants awarded • Purpose: Funds for infrastructure upgrades of downtown buildings in order to meet current code requirements in vacant or underutilized downtown commercial buildings for economic development purposes • Funding amount: \$300,000-\$500,000 • Link: http://www.nccommerce.com/Portals/2/Documents/UrbanDevelopment/Downtown%20Redevelopment%20Fund/2016DtRedevelopmentFund.pdf
	<i>Resource:</i> Capital Improvements Programming CONNECT Tool	<i>Economy Need 4:</i> Creation of a Capital Improvement Plan	<p>This tool helps guide the discussion on how municipalities can develop a Capital Improvement Plan. The features of the Capital Improvements Programming tool include:</p> <ul style="list-style-type: none"> • Steps to understanding how Capital Improvements Programming works and where to begin planning • Resources to link you to experts in the field who can further explain the different assessments needed <p>This tool can be found at: http://www.connectourfuture.org/tools/capital-improvements-programming/THIS</p>
	<i>Resource:</i> Centralina Career Headlight	<i>Economy Need 5:</i> Lack of Skilled Labor/Ability to Keep Skilled Labor <i>Best Practice 1:</i> Promote Available Jobs and Educational Opportunities	<p>This resource was designed as an aid for students, residents, adults already in the workforce, career counselors, and policy researchers. The goal of the resource is to help these groups choose careers that align with regional needs through advertising available jobs and educational opportunities on the Career Headlight website. Local governments may be able to link skilled labor to employers in their jurisdictions as well as citizens to educational opportunities by promoting the use of this website. This resource can be found at: https://www.centralinacareerheadlight.com/</p>
	<i>Resource:</i> Business and Education Training for Farmers CONNECT Tool	<i>Economy Need 5:</i> Lack of Skilled Labor/Ability to Keep Skilled Labor <i>Best Practice 2:</i> Promoting Education for Local Farmers	<p>The CONNECT Our Future project includes a tool which can help local jurisdictions link farmers to educational opportunities. Features of this tool include:</p> <ul style="list-style-type: none"> • Guidance on how local governments can connect local farms with community colleges, cooperative extension services, and develop public-private partnerships • Advice on how to form partnerships that can help further develop farmers' technical knowledge and business acumen so as to sustain and/or improve farm performance • Links to training opportunities to which local officials can direct farmers <p>This tool can be found at: http://www.connectourfuture.org/tools/business-and-education-training-for-farmers/</p>


TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> The N.C. DEQ Permit Toolbox	<i>Economy Need 6:</i> A More Efficient Permit Process <i>Best Practice 2:</i> Understand Options and Tools Available for State Level Environmental Permits	The N.C. DEQ website provides the Permit Toolbox. This toolbox gives visitors information for a more efficient permit process. Features include resources that have been compiled over the years to better assist in the permitting process, including the following: considerations for development, what to expect and how to prepare, permit application pitfalls, and permit tips and timesavers. This resource can be found at: http://deq.nc.gov/permits-regulations/permit-guidance/permit-handbook/permit-toolbox
	<i>Resource:</i> The N.C. DEQ Permit Handbook	<i>Economy Need 6:</i> A More Efficient Permit Process <i>Best Practice 2:</i> Understand Options and Tools Available for State Level Environmental Permits	The N.C. DEQ website provides the Permit Handbook. This handbook centralizes all of the department’s permit information. Features include assisting local governments in gaining an understanding of regulatory requirements for various permitted activities. This resource can be found at: http://deq.nc.gov/permits-regulations/permit-guidance/permit-handbook

INFRASTRUCTURE RESOURCES & INCENTIVES

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> Mixed-Use Development and Design CONNECT Tool	<i>Infrastructure Need 1:</i> Land Availability for Businesses <i>Best Practice 1:</i> Mixed-Use and Reuse of Facilities	This tool informs local governments about how to plan and implement mixed-use development in their communities. Features of this tool include: <ul style="list-style-type: none"> • Explanations of the four types of mixed-use development: vertical, mixed-use districts, mixed-use developments, and urban design • Steps to implement mixed-use in the community This tool can be found at: http://www.connectourfuture.org/tools/mixed-use-development-and-design-guidelines/
	<i>Resource:</i> Adaptive Reuse of Buildings CONNECT Tool	<i>Infrastructure Need 1:</i> Land Availability for Businesses <i>Best Practice 1:</i> Mixed-Use and Reuse of Facilities	This tool explains how local government can revitalize existing structures to suit new or expanding businesses. Features of this tool include: <ul style="list-style-type: none"> • Steps of the implementation process for revitalizing structures • Information on the Old Cotton Factory in Rock Hill, S.C. benchmark. This is an example of how additional commercial space was created out of a mill built in the 1800s. The tool can be found at: http://www.connectourfuture.org/tools/adaptive-reuse-of-buildings/


TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Financial Incentive:</i> USEDA Economic Adjustment Assistance Program	<i>Infrastructure Need 1:</i> Land Availability for Businesses <i>Best Practice 1:</i> Mixed-Use and Reuse of Facilities	<ul style="list-style-type: none"> • Provided by: U.S. Economic Development Administration • Eligibility: Towns and counties • Purpose: Competitive funds for construction, non-construction, and revolving loan fund investments of public works projects to support and create capacity for economic development • Funding amount: \$100,000-\$3,000,000 • Link: http://www.grants.gov/web/grants/search-grants.html?keywords=EDAP
	<i>Financial Incentive:</i> N.C. Building Reuse Program	<i>Infrastructure Need 1:</i> Land Availability for Businesses <i>Best Practice 1:</i> Mixed-Use and Reuse of Facilities	<ul style="list-style-type: none"> • Provided by: N.C. Department of Commerce • Eligibility: Local governments located in Tier 1 or 2 counties (some exceptions for tier 3) • Purpose: The project must fit within one of three categories: Vacant Building (vacant for at least three months), Existing Building (already occupied by a company), or Rural Health (for use in health care) to help afford the redevelopment of the structure(s) • Funding amount: \$250,000-\$500,000 • Link: https://www.nccommerce.com/ruraldevelopment/rural-grants-programs/building-reuse
	<i>Resource:</i> Water Resource Protection CONNECT Tool	<i>Infrastructure Need 2:</i> Increase and Maintain Water Supply <i>Best Practice 1:</i> Land Preservation	<p>This tool informs communities about how to use land preservation to protect local water sources. Features of this tool include:</p> <ul style="list-style-type: none"> • Elaboration on what preservation actions are available • Steps in conducting a water resources protection program <p>The tool can be found at: http://www.connectourfuture.org/tools/water-resource-protection/</p>
	<i>Financial Incentive:</i> N.C. Agricultural Development & Farmland Preservation Trust Fund	<i>Infrastructure Need 2:</i> Increase and Maintain Water Supply <i>Best Practice 1:</i> Land Preservation	<ul style="list-style-type: none"> • Provided by: N.C. Department of Agriculture • Eligibility: Non-profit conservation organizations or county agencies • Purpose: Supports preservation of agriculture/military-designated lands through conservation easements and conservation agreements • Funding amount: Over 3.8 million total awarded in 2016 • Link: http://www.ncadfp.org/CycleX.htm
	<i>Financial Incentive:</i> USDA Agricultural Conservation Easement Program	<i>Infrastructure Need 2:</i> Increase and Maintain Water Supply <i>Best Practice 1:</i> Land Preservation	<ul style="list-style-type: none"> • Provided by: U.S. Department of Agriculture • Eligibility: Available for areas that contain wetlands or grasslands • Purpose: Designed to help pay for easements of threatened lands with the intent of conservation activity for long-term land viability • Funding Amount: Supplying a total of \$500 million for 2017 • Link: https://www.nrcs.usda.gov/wps/portal/nrcs/detail/national/programs/easements/acep/?cid=stelprdb1242695

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<p><i>Financial Incentive:</i> N.C. Clean Water Management Trust Fund (CWMTF)</p>	<p><i>Infrastructure Need 2:</i> Increase and Maintain Water Supply</p> <p><i>Best Practice 1:</i> Land Preservation</p>	<ul style="list-style-type: none"> • Provided by: CWMTF Board of Trustees • Eligibility: Local government or a nonprofit corporation whose primary purpose is the conservation, preservation, and restoration of North Carolina’s environmental and natural resources • Purpose: To help local governments enhance or restore degraded waters, protect unpolluted waters, contribute toward a network of riparian buffers and greenways, create buffers around military bases, acquire land that represents the ecological diversity of N.C. • Funding amount: Over 23.8 million total awarded in 2016 • Link: http://www.cwmtf.net
	<p><i>Resource:</i> Water Conservation Education CONNECT Tool</p>	<p><i>Infrastructure Need 2:</i> Increase and Maintain Water Supply</p> <p><i>Best Practice 2:</i> Educate the Community about Water Conservation</p>	<p>This resource informs local governments about how to implement an educational program for water conservation. Features of this tool include:</p> <ul style="list-style-type: none"> • Detailed steps for implementing a Water Conservation Education plan • Benchmarks of a water conservation program in Raleigh, N.C. as well as a conservation district in Richland County, S.C. <p>The tool can be found at: http://www.connectourfuture.org/tools/water-conservation-education/</p>
	<p><i>Financial Incentive:</i> EPA Environmental Education (EE) Grants</p>	<p><i>Infrastructure Need 2:</i> Increase and Maintain Water Supply</p> <p><i>Best Practice 2:</i> Educate the Community about Water Conservation</p>	<ul style="list-style-type: none"> • Provided by: EPA • Eligibility: Counties, towns, and nonprofits • Purpose: Supports environmental educational programs, including water conservation. These programs must provide awareness and stewardship to help citizens engage in responsible action • Funding Amount: \$2 and \$3.5 million total awarded per year • Link: https://www.epa.gov/education/environmental-education-ee-grants
	<p><i>Resource:</i> N.C. Department of Environmental and Natural Resources</p>	<p><i>Infrastructure Need 2:</i> Increase and Maintain Water Supply</p> <p><i>Best Practice 3:</i> Recycling Water</p>	<p>This department published a “Water Efficiency Manual” which details information on addressing the issue of limited water supplies. The document offers easy-to-read information that is relevant to the state of North Carolina on the efficiency of water use, reuse, and reclamation systems. Features of this document relevant to recycling include:</p> <ul style="list-style-type: none"> • Information on the reclamation form of reuse with examples of irrigation and vehicle washing • Details regarding N.C. regulations for the two forms of reuse: in-process on-site and reclamation • Two local N.C. case studies where systems for reused water were implemented successfully. <p>The resource can be found at: http://www.savewaternc.org/Documents/water-efficiency-business.pdf</p>



TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> N.C. Section of the American Water Works Association (NCAWWA)	<i>Infrastructure Need 2:</i> Increase and Maintain Water Supply <i>Best Practice 3:</i> Recycling Water	This organization focuses on water-based issues and practices. While the resources offered by the association cover many aspects of water needs, local governments can focus using NCAWWA resources on reuse and reclamation. Features of the NCAWWA's Reuse and Reclamation Resource include: <ul style="list-style-type: none"> • A specific Reuse Resource Community which keeps members informed on all current resources, developments, and information on reclaimed water • The ability to interact with other local municipalities that have already implemented related projects This resource can be found at: http://ncsafewater.site-ym.com/
\$	<i>Financial Incentive:</i> NCDEQ Clean Water Revolving Fund	<i>Infrastructure Need 2:</i> Increase and Maintain Water Supply <i>Best Practice 3:</i> Recycling Water	<ul style="list-style-type: none"> • Provided by: N.C. Department of Environmental Quality • Eligibility: Towns and counties • Purpose: Provides federal financial assistance, mostly by means of loans and loan-forgiveness, for multiple types of water-related projects • Funding amount: Over \$111 billion total awarded in 2015 • Link: http://portal.ncdenr.org/web/wi/cwsrf
\$	<i>Financial Incentive:</i> NCDEQ State Wastewater and Drinking Water Reserve Programs	<i>Infrastructure Need 2:</i> Increase and Maintain Water Supply <i>Best Practice 3:</i> Recycling Water	<ul style="list-style-type: none"> • Provided by: N.C. Department of Environmental Quality • Eligibility: Towns and counties • Purpose: Allocates grants and loans for the planning, designing, and construction of wastewater collection and treatment systems or public water system projects • Funding amount: Maximum of \$3 million over a three-year period • Link: http://portal.ncdenr.org/web/wi/state-programs
\$	<i>Financial Incentive:</i> NCDEQ Community Development Block Grant – Infrastructure	<i>Infrastructure Need 2:</i> Increase and Maintain Water Supply <i>Best Practice 3:</i> Recycling Water	<ul style="list-style-type: none"> • Provided by: N.C. Department of Environmental Quality • Eligibility: Non-entitlement units of local government • Purpose: To aid in the construction of water and sewer infrastructure projects that are located within HUD's low to moderate income threshold • Funding amount: Maximum of \$2 million over a three-year period • Link: http://portal.ncdenr.org/web/wi/cdbg-i
\$	<i>Financial Incentive:</i> USDA Water & Waste Disposal Loan & Grant Program	<i>Infrastructure Need 2:</i> Increase and Maintain Water Supply <i>Best Practice 3:</i> Recycling Water	<ul style="list-style-type: none"> • Provided by: U.S. Department of Agriculture Rural Development • Eligibility: Towns fewer than 10,000 in population • Purpose: Provides entities that are not otherwise able to obtain commercial credit on reasonable terms. Funds must go to financing in acquisition, construction, or improvement of sewer collection, treatment, or disposal • Funding amount: Award amount not specified • Link: https://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> EPA Sustainable Infrastructure	<i>Infrastructure Need 3:</i> Increase Sewer Capacity and Effective Asset Management <i>Best Practice 1:</i> Asset Management	<p>The Environmental Protection Agency created a webpage devoted to infrastructure asset management. The online source offers comprehensive information that will guide local government officials in utilizing the asset management best practice. Features of this resource include:</p> <ul style="list-style-type: none"> • Benefits listed out for understanding outcomes, such as meeting customer demands, improving responses to emergencies, and reducing overall sewer system costs • An extensive online learning workshop for in-depth explanations on the five core elements in the asset management process <p>This resource can be found at: https://www.epa.gov/sustainable-water-infrastructure/asset-management</p>
	<i>Financial Incentive:</i> N.C. Economic Infrastructure Program	<i>Infrastructure Need 3:</i> Increase Sewer Capacity and Effective Asset Management <i>Best Practice 2:</i> Access External Funding	<ul style="list-style-type: none"> • Provided by: N.C. Department of Commerce • Eligibility: Local governments • Purpose: Upgrades, extensions, or repair of public water or sewer lines • Funding amount: Maximum awards of \$250,000-\$500,000 • Link: https://www.nccommerce.com/ruraldevelopment/rural-grants-programs/economic-infrastructure
	<i>Financial Incentive:</i> NCDEQ Community Development Block Grant – Infrastructure	<i>Infrastructure Need 3:</i> Increase Sewer Capacity and Effective Asset Management <i>Best Practice 2:</i> Access External Funding	<ul style="list-style-type: none"> • Provided by: N.C. Department of Environmental Quality • Eligibility: Non-entitlement units of local government • Purpose: To aid in the construction of water and sewer infrastructure projects that are located within HUD’s low to moderate income threshold • Funding amount: Maximum of \$2 million over a three-year period • Link: http://portal.ncdenr.org/web/wi/cdbg-i
	<i>Financial Incentive:</i> NCDEQ Clean Water State Revolving Fund	<i>Infrastructure Need 3:</i> Increase Sewer Capacity and Effective Asset Management <i>Best Practice 2:</i> Access External Funding	<ul style="list-style-type: none"> • Provided by: N.C. Department of Environmental Quality • Eligibility: Towns and counties • Purpose: Provides federal financial assistance, mostly by means of loans and loan-forgiveness, for multiple types of water-related projects • Funding amount: Over \$111 billion total awarded in 2015 • Link: http://portal.ncdenr.org/web/wi/cwsrf
	<i>Financial Incentive:</i> NCDEQ State Wastewater and Drinking Water Reserve Programs	<i>Infrastructure Need 3:</i> Increase Sewer Capacity and Effective Asset Management <i>Best Practice 2:</i> Access External Funding	<ul style="list-style-type: none"> • Provided by: N.C. Department of Environmental Quality • Eligibility: Towns and counties • Purpose: Allocates grants and loans for the planning, designing, and construction of wastewater collection and treatment systems or public water system projects • Funding amount: Maximum of \$3 million over a three-year period • Link: http://portal.ncdenr.org/web/wi/state-programs


TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<p><i>Financial Incentive:</i> USDA Water & Waste Disposal Loan & Grant Program</p>	<p><i>Infrastructure Need 3:</i> Increase Sewer Capacity and Effective Asset Management</p> <p><i>Best Practice 2:</i> Access External Funding</p>	<ul style="list-style-type: none"> • Provided by: U.S. Department of Agriculture Rural Development • Eligibility: Towns fewer than 10,000 in population • Purpose: Provides entities that are not otherwise able to obtain commercial credit on reasonable terms. Funds must go to financing in acquisition, construction, or improvement of sewer collection, treatment, or disposal • Funding amount: Award amount not specified • Link: https://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program
	<p><i>Resource:</i> Transit Readiness Assessment and Primer CONNECT Tool</p>	<p><i>Infrastructure Need 4:</i> Increase Transportation Options</p> <p><i>Best Practice 1:</i> Transit Needs Assessment</p>	<p>This tool informs local communities about how to conduct a transportation system assessment. Features of this tool include:</p> <ul style="list-style-type: none"> • General steps for conducting a transit assessment • A link to a benchmark assessment conducted in the Puget Sound region <p>The tool can be found at: http://www.connectourfuture.org/tools/transit-readiness-assessment-and-primer</p>
	<p><i>Resource:</i> Transportation Demand Management CONNECT Tool</p>	<p><i>Infrastructure Need 4:</i> Increase Transportation Options</p> <p><i>Best Practice 2:</i> Transportation Demand Management</p>	<p>This tool informs local communities about strategies for managing transit demand. Features of this tool include:</p> <ul style="list-style-type: none"> • Details about the Triangle’s Demand Management Program • A link to two benchmarks in Charlotte and Durham, N.C. where TDM was successful <p>This tool can be found at: http://www.connectourfuture.org/tools/transportation-demand-management/</p>
	<p><i>Resource:</i> Best Practices for Transportation Demand Management Report</p>	<p><i>Infrastructure Need 4:</i> Increase Transportation Options</p> <p><i>Best Practice 2:</i> Transportation Demand Management</p>	<p>The website informs local communities about the different TDM strategies. Features of this resource include:</p> <ul style="list-style-type: none"> • Presents TDM strategies and supportive elements for the implementation of TDM • Provides benchmarks of areas where TDM was successful <p>The resource can be found at: http://www.seattle.gov/transportation/docs/ump/07%20SEATTLE%20Best%20Practices%20in%20Transportation%20Demand%20Management.pdf</p>
	<p><i>Resource:</i> The Federal Highway Administration Reference Sourcebook</p>	<p><i>Infrastructure Need 4:</i> Increase Transportation Options</p> <p><i>Best Practice 2:</i> Transportation Demand Management</p>	<p>The sourcebook informs communities about the eight TDM strategies that benefit the community. Features of this sourcebook include:</p> <ul style="list-style-type: none"> • Reviews eight TDM strategies (road pricing, parking management, car sharing, pay-as-you-drive insurance, ridesharing and HOV lanes, transit incentives, transit improvements, and telework) <p>The resource can be found at: http://www.fhwa.dot.gov/environment/climate_change/mitigation/publications/reference_sourcebook/page05.cfm</p>





TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> Ridesharing Options Analysis and Practitioners' Toolkit	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 3:</i> Encourage Ride Sharing	The toolkit analyzes the current trends in ridesharing as well as provides tools that local jurisdictions can use for implementation of a ridesharing program. Features of this toolkit include: <ul style="list-style-type: none"> • Provides resources, benchmarks and implementation strategies for ridesharing • Explains the role of ride sharing in the U.S. Department of Transportation initiatives The resource can be found at: https://www.planning.dot.gov/documents/ridesharingoptions_toolkit.pdf
	<i>Resource:</i> Share the Ride N.C.	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 3:</i> Encourage Ride Sharing	North Carolina has a statewide ride matching system called Share the Ride N.C. The website allows residents of North Carolina to find available carpools and vanpools, and buses. See more information at www.sharetheridenc.org .
\$	<i>Financial Incentive:</i> Federal Transit Administration's Mobility on Demand (MOD) Sandbox Demonstration Program	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 3:</i> Encourage Ride Sharing	<ul style="list-style-type: none"> • Provided by: Federal Transit Administration • Eligibility: Providers of public transportation, including public transit agencies, state and local government agencies • Purpose: Provides funding to make transportation systems more efficient, particularly for people who do not have a car. The program funds mobility tools such as smart phone apps, bike-and car-sharing, and demand-responsive bus and van services • Funding amount: Supplying a total of \$8 million for the 2016-17 funding cycle • Link: https://www.transit.dot.gov/research-innovation/mobility-demand-mod-sandbox-program.html
	<i>Resource:</i> Transit Oriented Development CONNECT Tool	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 4:</i> Transit Oriented Development	This tool informs local communities about Transit Oriented Development. Features of this tool include: <ul style="list-style-type: none"> • A link to the Transit-Oriented Development guidebook which identifies the advantages of TOD and how to begin the implementation process • A benchmark explaining Charlotte, N.C.'s TOD through its light rail The tool can be found at: http://www.connectourfuture.org/tools/transit-oriented-development-incentives/
\$	<i>Financial Incentive:</i> Federal Transit Administration's Capital Investment Grant Program	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 4:</i> Transit Oriented Development	<ul style="list-style-type: none"> • Provided by: Federal Transit Administration • Eligibility: State and Local government agencies • Purpose: Provides funding for major transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit • Funding amount: 75 million-250 million • Link: https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/5309_Capital_Investment_Grant_Fact_Sheet.pdf

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
\$	<i>Financial Incentive:</i> U.S. Department of the Treasury's New Markets Tax Credit	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 4:</i> Transit Oriented Development	<ul style="list-style-type: none"> • Provided by: Department of the Treasury's Community Development Financial Institutions Fund • Eligibility: Individual and corporate investments • Purpose: Provides tax credits to attract individual and corporate investments to low income communities • Funding amount: Allows investors to deduct 39% of their investment from federal income taxes • Link: https://www.cdfifund.gov/programs-training/Programs/new-markets-tax-credit/Pages/default.aspx
\$	<i>Financial Incentive:</i> U.S. Department of Transportation's Infrastructure Finance and Innovation Act	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 4:</i> Transit Oriented Development	<ul style="list-style-type: none"> • Provided by: U.S. Department of Transportation • Eligibility: State and local governments • Purpose: Provides loans, loan guarantees, and lines of credit for surface transportation projects. Projects include parking garages, property acquisition, and infrastructure for walking and bicycling • Funding amount: The amount of Federal credit assistance may not exceed 33 percent of total reasonably anticipated eligible project costs • Link: https://www.transportation.gov/tifia/overview
	<i>Resource:</i> Fare Free Transit CONNECT Tool	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 5:</i> Create a Fare Free Transit Service	<p>This tool informs local communities about the implementation of fare free transit. Features of this tool include:</p> <ul style="list-style-type: none"> • A link to a benchmark for fare free transit in Chapel Hill, N.C. • A link to volunteer transportation services that provides free transportation for the elderly <p>The tool can be found at: http://www.connectourfuture.org/tools/fare-free-transit-service/</p>
\$	<i>Financial Incentive:</i> Federal Transit Administration's Buses and Bus Facilities Grants	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 5:</i> Create a Fare Free Transit Service	<ul style="list-style-type: none"> • Providers: Federal Transit Administration • Eligibility: State and local governments • Purpose: Provides funding for major improvements to bus transit systems. The grant funding can be used to purchases and rehabilitates buses • Funding amount: 80 percent of the net capital project cost • Link: https://www.transit.dot.gov/funding/grants/buses-and-bus-facilities-grants-program-5339
\$	<i>Financial Incentive:</i> Federal Transit Administration's Capital Investment Grant Program	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 5:</i> Create a Fare Free Transit Service	<ul style="list-style-type: none"> • Provided by: Federal Transit Administration • Eligibility: State and Local government agencies • Purpose: Provides funding for major transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit • Funding amount: 75 million-250 million • Link: https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/5309_Capital_Investment_Grant_Fact_Sheet.pdf

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
\$	<i>Financial Incentive:</i> Mobility on Demand (MOD) Sandbox Demonstration Program	<i>Infrastructure Need 4:</i> Increase Transportation Options <i>Best Practice 5:</i> Create a Fare Free Transit Service	<ul style="list-style-type: none"> • Provided by: Federal Transit Administration • Eligibility: Providers of public transportation, including public transit agencies, state and local government agencies • Purpose: Provides funding to make transportation systems more efficient, particularly for people who do not have a car. The program funds mobility tools such as smart phone apps, bike-and car-sharing, and demand-responsive bus and van services • Funding amount: Supplying a total of \$8 million for the 2016-17 funding cycle • Link: https://www.transit.dot.gov/research-innovation/mobility-demand-mod-sandbox-program.html
	<i>Resource:</i> Pavement Utility Cut Guide	<i>Infrastructure Need 5:</i> Maintain Roads and Bridges <i>Best Practice 2:</i> Requiring Street Cutting Permits	<p>This guide explains the importance of creating policy for street cutting. Features of this guide include:</p> <ul style="list-style-type: none"> • Explains the different types of policies needed for utility cuts • Provides guidance on how to assess fees • Provides benchmarks and a survey of cities that require companies to pay for utility cuts <p>The resource can be found at: http://www.fhwa.dot.gov/utilities/utilitycuts/man03.cfm</p>
	<i>Resource:</i> Guide to Controlling Pavement Cuts by Implementing Policy	<i>Infrastructure Need 5:</i> Maintain Roads and Bridges <i>Best Practice 3:</i> Street Degradation Fee	<p>The guide explains the importance of creating policy for street cutting and degradation. Features of this guide include:</p> <ul style="list-style-type: none"> • Defines street degradation, right of way, and excavation • Provides a sample calculation of street degradation fees <p>The resource can be found at: http://www.fhwa.dot.gov/utilities/utilitycuts/man03.cfm</p>

QUALITY OF LIFE RESOURCES & INCENTIVES





TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> Public Health Database CONNECT Tool	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 1:</i> Create a Public Health Database	<p>This tool details the steps necessary for creating a public health database. Features of the tool include:</p> <ul style="list-style-type: none"> • Recommendations for the types of data that should be compiled • Links to resources to assist in identifying health needs and important actors to involve in the process • A link to existing public health surveys <p>This tool can be found at: www.connectourfuture.org/tools/public-health-database/</p>


TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> Health Impact Assessment CONNECT Tool	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 2:</i> Conduct Health Impact Assessments	<p>This tool details how to conduct a health impact assessment. Features of the tool include:</p> <ul style="list-style-type: none"> • Guidance for identifying what actors to involve in the process • Recommendations for how to conduct the actual assessments and adopt the proposed changes <p>This tool can be found at: www.connectourfuture.org/tools/health-impact-assessments/</p>
	<i>Resource:</i> Robert Wood Johnson Foundation's Issue Brief	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 2:</i> Conduct Health Impact Assessments	<p>This brief details information about health impact assessments. It provides:</p> <ul style="list-style-type: none"> • Pre-defined steps of conducting a health assessment • How to involve community stakeholders in the assessment process. • Examples of how health impact assessments are being used throughout the U.S. <p>This resource can be found at: http://www.rwjf.org/en/library/research/2011/05/health-impact-assessment.html</p>
	<i>Resource:</i> Telemedicine CONNECT Tool	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 3:</i> Explore Telemedicine Options	<p>This tool provides information on how local governments can be involved in bringing telemedicine to their communities. Features of the tool include:</p> <ul style="list-style-type: none"> • Questions to ask to determine if telemedicine will address the healthcare needs of the community • Recommendations for deciding the appropriate delivery model for telemedicine services <p>This tool can be found at: http://www.connectourfuture.org/tools/telemedicine/</p>
	<i>Financial Incentive:</i> Community Health Grant	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 3:</i> Explore Telemedicine Options	<ul style="list-style-type: none"> • Provided by: N.C. Department of Health and Human Services • Eligibility: Primary care organizations that supply direct and ancillary patient care in N.C. • Purpose: To add or expand primary medical and preventive services. Also supports technological, administrative, and clinical innovations in primary care, such as reducing the transportation barrier or using new technological innovations to improve access to care • Funding amount: Award amount not specified • Link: https://www.ncdhhs.gov/about/grant-opportunities/rural-health-grant-opportunities





TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
\$	<i>Financial Incentive:</i> Distance Learning and Telemedicine Grants	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 3:</i> Explore Telemedicine Options	<ul style="list-style-type: none"> • Provided by: U.S. Department of Agriculture Rural Development • Eligibility: Most state and local government entities; nonprofit and for profit businesses • Purpose: To help rural communities acquire telecommunications technologies to connect teachers and medical providers serving rural residents • Funding amount: \$50,000-\$500,000 available with required 15% match • Link: https://www.rd.usda.gov/programs-services/distance-learning-telemedicine-grants
\$	<i>Financial Incentive:</i> Medical Access Plan, Innovation, and Planning and Implementation Grants	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 3:</i> Explore Telemedicine Options	<ul style="list-style-type: none"> • Provided by: N.C. Department of Health and Human Services Rural Health Grant • Eligibility: N.C. state-designated 501(c)3 rural health centers • Purpose: To assist underserved communities with developing innovative solutions for improving access to healthcare within three funding areas, including Medical Access Planning and Innovation Projects • Funding amount: Award amount not specified • Link: http://www.ncdhhs.gov/about/grant-opportunities/rural-health-grant-opportunities
\$	<i>Financial Incentive:</i> Telehealth Network Grant Program	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 3:</i> Explore Telemedicine Options	<ul style="list-style-type: none"> • Provided by: U.S. Department of Health & Human Services, Federal Office of Rural Health Policy • Eligibility: Both rural and urban public and nonprofit organizations that provide services through a telehealth network • Purpose: To improve access to healthcare services in rural, frontier, and underserved communities via telehealth • Funding amount: Up to \$300,000 per year • Link: http://www.hrsa.gov/ruralhealth/programopportunities/fundingopportunities/?id=daf45ff5-c607-43ec-8fcd-5a87b18403a9
	<i>Resource:</i> Mobile Health Clinic CONNECT Tool	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 4:</i> Explore the Opportunity for Mobile Health Clinics	<p>This tool is a guide for establishing mobile clinics. Features of the tool include:</p> <ul style="list-style-type: none"> • Directions for assessing and defining the specific needs of the community to understand whom the clinic will serve • Resources for finding money to fund start-up and seed operating costs • Recommendations for monitoring and evaluating impact <p>This tool can be found at: http://www.connectourfuture.org/tools/mobile-health-clinics/</p>





TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
\$	<i>Financial Incentive:</i> Cannon Foundation	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 4:</i> Explore the Opportunity for Mobile Health Clinics	<ul style="list-style-type: none"> • Provided by: Cannon Charitable Interests • Eligibility: Well-established 501(c)3 organizations, primarily in N.C. • Purpose: To supply capital and equipment grants for healthcare, higher education, and human services, including Cabarrus Mobile Dental Clinic • Funding amount: Varies by type of organization and type of project • Link: http://www.cannonfoundation.org/Resources
\$	<i>Financial Incentive:</i> Community Health Grant	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 4:</i> Explore the Opportunity for Mobile Health Clinics	<ul style="list-style-type: none"> • Provided by: N.C. Department of Health and Human Services • Eligibility: Primary care organizations that supply direct and ancillary patient care in N.C. • Purpose: To add or expand primary medical and preventive services and support technological, administrative, and clinical innovations in primary care, such as reducing the transportation barrier or using new technological innovations to improve access to care • Funding amount: Award amount not specified • Link: https://www.ncdhhs.gov/about/grant-opportunities/rural-health-grant-opportunities
\$	<i>Financial Incentive:</i> Medical Access Plan, Innovation, and Planning and Implementation Grants	<i>Quality of Life Need 1:</i> Access to Health Services <i>Best Practice 4:</i> Explore the Opportunity for Mobile Health Clinics	<ul style="list-style-type: none"> • Provided by: N.C. Department of Health and Human Services Rural Health Grant • Eligibility: N.C. state-designated 501(c)3 rural health centers • Purpose: To assist underserved communities with developing innovative solutions for improving access to healthcare within three funding areas, including Medical Access Planning and Innovation Projects • Funding amount: Award amount not specified • Link: http://www.ncdhhs.gov/about/grant-opportunities/rural-health-grant-opportunities
	<i>Resource:</i> National Recreation and Park Association (NRPA) Guide to Creating Safe Park Environments	<i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces <i>Best Practice 1:</i> Create Safe Park Environments	<p>This guide addresses the issue of safety in parks and open space. It provides:</p> <ul style="list-style-type: none"> • Steps for using a safety audit process to evaluate the safety of parks and recreation areas in the community • Advice on how to design a park or recreation area with safety in mind • Information on how to develop community programming to encourage regular use of the park or recreation area <p>This resource can be found at: https://www.nrpa.org/uploadedFiles/nrpaorg/Grants_and_Partners/Recreation_and_Health/Resources/Issue_Briefs/Park-Safety.pdf</p>




TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
\$	<i>Financial Incentive:</i> Community Facilities Direct Loan & Grant Program	<i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces <i>Best Practice 1:</i> Create Safe Park Environments	<ul style="list-style-type: none"> • Provided by: U.S. Department of Agriculture Rural Development • Eligibility: Public bodies, community-based nonprofits, and federally-recognized tribes in rural areas (cities, villages, towns with no more than 20,000 residents, and a priority given to 5,500 or less) • Purpose: Provides affordable funding to develop essential community facilities in rural areas. Funds can be used to purchase, construct, and/or improve community facilities • Funding amount: Award amount not specified. • Link: http://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program
\$	<i>Financial Incentive:</i> N.C. Parks and Recreation Trust Fund (PARTF)	<i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces <i>Best Practice 1:</i> Create Safe Park Environments	<ul style="list-style-type: none"> • Provided by: N.C. Division of Parks and Recreation • Eligibility: All North Carolina counties and incorporated municipalities. Applicants must have control of the park site. • Purpose: Provides dollar-for-dollar matching grants to local governments for parks and recreational projects that serve the public • Funding amount: Up to \$500,000 • Link: http://www.ncparks.gov/more-about-us/parks-recreation-trust-fund
\$	<i>Financial Incentive:</i> Connect N.C. Bond Grant Program	<i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces <i>Best Practice 1:</i> Create Safe Park Environments	<ul style="list-style-type: none"> • Provided by: NC Division of Parks and Recreation and NC Parks and Recreation Trust Fund • Eligibility: Reside in a North Carolina county or incorporated municipality • Purpose: The matching grants can be used to build special facilities or adapt existing facilities that meet the unique needs of children and/or veterans with physical and developmental disabilities • Funding amount: \$3,000,000 with matching requirement • Link: http://www.ncparks.gov/more-about-us/grants/CNCB
\$	<i>Financial Incentive:</i> KaBOOM! Grants	<i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces <i>Best Practice 1:</i> Create Safe Park Environments	<ul style="list-style-type: none"> • Provided by: KaBOOM! Grants • Eligibility: Low-income populations/special needs/disaster-impacted communities • Purpose: Collaborates with child-serving non-profit organizations, schools, and municipalities to build community playgrounds across the country • Funding amount: Award amount not specified • Link: https://kaboom.org/grants/build_it_with_kaboom

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Financial Incentive:</i> Safe Places to Play Grants	<i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces <i>Best Practice 1:</i> Create Safe Park Environments	<ul style="list-style-type: none"> • Provided by: U.S. Soccer Foundation • Eligibility: Tax exempt organizations in the U.S. with soccer specific programming. Applicants must have at least 50% of the funding required for the project • Purpose: Provide funds to transform abandoned courts, empty schoolyards, vacant lots and the like into state-of-the-art soccer fields for kids • Funding amount: \$4,000-\$50,000 • Link: https://ussoccerfoundation.org/programs/safe-places-to-play
	<i>Financial Incentive:</i> Lowe's Toolbox for Education Grants	<i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces <i>Best Practice 1:</i> Create Safe Park Environments	<ul style="list-style-type: none"> • Provided by Lowe's Charitable and Education Foundation (LCEF) • Eligibility: Any individual public/charter K-12 school or associated non-profit parent group. Projects must be completed one year from receipt of grant. • Purpose: Looking for projects focused on education with permanent impact (facility enhancements, landscaping, clean-up, parent involvement). • Funding amount: \$2,000-\$5,000 per school per 12 month grant cycle • Link: http://www.toolboxforeducation.com/
	<i>Resource:</i> Shared Use Public Facilities and Services CONNECT Tool	<i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces <i>Best Practice 2:</i> Utilize Joint Use Agreements	<p>This tool helps local communities develop shared or joint use arrangements. Included in the tool's resources are:</p> <ul style="list-style-type: none"> • Approaches to shared facility use, as well as model joint use agreements • Instructions on how to develop a policy based on both facility needs and suitability of user groups • Lists of possible shared use partners and how to establish relationships with them <p>This tool can be found at: http://www.connectourfuture.org/tools/shared-use-public-facilities-and-services/</p>
	<i>Resource:</i> N.C. Department of Public Instruction (NCDPI) and Division of Public Health (NCDPH) brief "Promoting Physical Activity Through Joint Use Agreements"	<i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces <i>Best Practice 2:</i> Utilize Joint Use Agreements	<p>This brief identifies joint use agreements as an important strategy for increasing physical activity and promoting healthy lifestyles. Information in the brief includes:</p> <ul style="list-style-type: none"> • How to share physical activity resources through joint use agreements in North Carolina. • A discussion of the different types and benefits of joint use agreements. • Policies that support joint use in N.C. <p>This resource can be found at: http://www.eatsmartmovemorenc.com/SharedUsePoliciesAndAgreements/Texts/PromotingPhysicalActivityThroughJointUseAgreements_Rev0414.pdf</p>

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<p><i>Resource:</i> ChangeLab Solutions Model Joint Use Agreement Resources</p>	<p><i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces</p> <p><i>Best Practice 2:</i> Utilize Joint Use Agreements</p>	<p>The ChangeLab Solutions website includes multiple articles and templates about joint use agreements, along with related products, that can help local officials develop joint use agreements. Included in the resources are:</p> <ul style="list-style-type: none"> • Model joint use agreements for shared use of school and recreation facilities • Benefits of shared use • How to establish the joint use of district and city recreation facilities <p>These resources can be found at: http://www.changelabsolutions.org/publications/model-JUAs-national</p>
<p>\$</p>	<p><i>Financial Incentive:</i> Let's Play Playground Joint Use Grants</p>	<p><i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces</p> <p><i>Best Practice 2:</i> Utilize Joint Use Agreements</p>	<ul style="list-style-type: none"> • Provided by: KaBOOM! and Dr. Pepper Snapple Group • Eligibility: An entity that can commit to convening a Play Task Force or Committee to support the joint use agreement and receive support of target school district administration • Purpose: Serve elementary, middle and high schools. Joint Use Grants allow you to partner with local school districts to open school recreation facilities during non-school hours for the creation or expansion of agreements to create new access to existing playgrounds • Funding amount: \$15,000 or \$30,000 • Link: http://www.expandschools.org/funding-opportunities/lets-play-playground-joint-use-grants#sthash.AGE4FgnO.dpbs
<p>\$</p>	<p><i>Financial Incentive:</i> Harris Teeter, Inc. Corporate Giving Program</p>	<p><i>Quality of Life Need 2:</i> Add More Parks and Recreation Spaces and Improve Existing Spaces</p> <p><i>Best Practice 2:</i> Utilize Joint Use Agreements</p>	<ul style="list-style-type: none"> • Provided by: Harris Teeter, Inc. • Eligibility: Local food banks, youth sports, school grades K-12, disaster relief, or United Way • Purpose: Supports non-profit organizations in the communities in which it is located • Funding amount: Award amount not specified • Link: https://www.harristeeter.com/giving-programs#/app/cms
	<p><i>Resource:</i> Form-Based Codes: A Step-by-Step Guide for Communities</p>	<p><i>Quality of Life Need 3:</i> Improve Walkability</p> <p><i>Best Practice 1:</i> Use Form-based Zoning</p>	<p>This handbook assists local governments in understanding form-based codes. It includes the following information:</p> <ul style="list-style-type: none"> • Graphic depictions of form-based zoning codes • Explanations on form-based zoning and how it differs from other zoning codes • Steps to creating form-based codes that include determining the extent of using form-based zoning codes, analyzing the current conditions, and setting a vision for the community <p>This resource can be found at: http://formbasedcodes.org/content/uploads/2013/11/CMAP-GuideforCommunities.pdf</p>

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> Form-Based Code vs. Traditional Code	<i>Quality of Life Need 3:</i> Improve Walkability <i>Best Practice 1:</i> Use Form-based Zoning	The City of Marshall in MI compiled a report that demonstrates the differences between form-based codes and traditional codes. The report includes the following information: <ul style="list-style-type: none"> • Discussion of the definitions and differences between form-based and traditional zoning • Visuals to understand the differences between form-based and traditional zoning This resource can be found at: http://www.cityofmarshall.com/system/res/881/original/Form-Based_Code.pdf
	<i>Resource:</i> Walking and Bicycle Audits and Planning CONNECT tool	<i>Quality of Life Need 3:</i> Improve Walkability <i>Best Practice 2:</i> Conduct a Walking Audit	This tool informs local governments on how to conduct a walking and bicycle audit. Features of this tool include: <ul style="list-style-type: none"> • Necessary steps to complete walking and bicycle audits like analyzing current plans, choosing the area to audit, creating and educating the audit team, and publishing the results • Links to resource guides and different grant funding opportunities This tool can be found at: http://www.connectourfuture.org/tools/walking-and-bicycle-audits-and-planning/
	<i>Resource:</i> Alliance for Biking and Walking 2016 Benchmarking Report	<i>Quality of Life Need 3:</i> Improve Walkability <i>Best Practice 2:</i> Conduct a Walking Audit	This report from the Centers for Disease Control and Prevention's Healthy Community Design Initiative is compiled from bicycling and walking data from each state in the U.S. and 20 government-collected data sources. It includes the following information: <ul style="list-style-type: none"> • Data collected from each state and participating government sources • Discussion of the benefits from improved biking and walking • Examples of successful biking and walking programs This resource can be found at: http://www.bikewalkalliance.org/resources/benchmarking
	<i>Resource:</i> WalkBikeNC	<i>Quality of Life Need 3:</i> Improve Walkability <i>Best Practice 2:</i> Conduct a Walking Audit	In 2013, the NCDOT Board of Transportation approved the WalkBikeNC plan to enhance bicycling and walking throughout the state. The WalkBikeNC website includes the following information: <ul style="list-style-type: none"> • How to incorporate WalkBikeNC's 5 major pillars of the plan: safety, health, economy, mobility, and environment • Resources to help design, plan, and evaluate bicycle and pedestrian routes • Links to connect with other local groups supporting walking and bicycling in their communities. This resource can be found at: https://www.ncdot.gov/bikeped/walkbikenc/



TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<p><i>Resource:</i> Safe Routes to School CONNECT Tool</p>	<p><i>Quality of Life Need 3:</i> Improve Walkability</p> <p><i>Best Practice 2:</i> Conduct a Walking Audit</p>	<p>As part of the SRTS program, a walking or bicycle audit is completed to help local jurisdictions know how to improve pathways. Additionally, each state has an SRTS coordinator who distributes funds and information to local communities. The Safe Routes to School CONNECT tool provides specific information about the Safe Routes to School (SRTS) program that helps communities encourage children to walk or bike to school. Features of this tool include:</p> <ul style="list-style-type: none"> • Links to SRTS programs and resources on the national, state, and local levels • Ideas on initiatives to promote and gain support for the SRTS program through events and advertisement • Several benchmark examples of SRTS programs <p>This tool can be found at: http://www.connectourfuture.org/tools/safe-routes-to-school/</p>
	<p><i>Financial Incentive:</i> Planning Grant Initiative</p>	<p><i>Quality of Life Need 3:</i> Improve Walkability</p> <p><i>Best Practice 2:</i> Conduct a Walking Audit</p>	<ul style="list-style-type: none"> • Provided by: N.C. Department of Transportation (NCDOT) Division of Bicycle and Pedestrian Transportation • Eligibility: Applicants are eligible from all N.C. municipalities and N.C. counties with populations less than 35,000 • Purpose: Assists jurisdictions with creating comprehensive plans for biking and walking • Funding amount: \$20,000-\$110,000 • Link: https://connect.ncdot.gov/municipalities/PlanningGrants/Pages/Planning-Grant-Initiative.aspx
	<p><i>Financial Incentive:</i> Safe Routes to School Grant Program</p>	<p><i>Quality of Life Need 3:</i> Improve Walkability</p> <p><i>Best Practice 2:</i> Conduct a Walking Audit</p>	<ul style="list-style-type: none"> • Provided by: N.C. Department of Transportation (NCDOT) Division of Bicycle and Pedestrian Transportation • Eligibility: All jurisdictions are eligible, but the projects must be for K-8th grade students and located within 2 miles of a school • Purpose: Assists jurisdictions with infrastructure and non-infrastructure projects to provide better walking and biking routes to schools • Funding amount: Award amount not specified. • Link: http://www.saferoutesinfo.org/program-tools/find-state-contacts/north-carolina
	<p><i>Resource:</i> Greenways and Trail Planning CONNECT Tool</p>	<p><i>Quality of Life Need 3:</i> Improve Walkability</p> <p><i>Best Practice 3:</i> Creating Local Greenways and Trails</p>	<p>This tool informs local governments on how to create greenways and trails within their communities. Features of this tool include:</p> <ul style="list-style-type: none"> • Recommendations on how to successfully plan and carry out the greenway and trails planning process • Directions on how to gain public support and funding through bonds, grants, and fees • Benchmarks for greenway and trail planning <p>This tool can be found at: http://www.connectourfuture.org/tools/greenways-and-trails-planning/</p>

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<p><i>Resource:</i> Mecklenburg County, N.C. Greenways</p>	<p><i>Quality of Life Need 3:</i> Improve Walkability</p> <p><i>Best Practice 3:</i> Creating Local Greenways and Trails</p>	<p>The Mecklenburg County, N.C. website has a section under Parks and Recreation on greenways. This section of the website offers a comprehensive overview of a greenway system that consists of 37 miles of completed greenways with 150 additional miles planned for the future. Currently, Mecklenburg County partners with the Carolina Thread Trail and the Lake Norman Bike Route to connect prominent destinations and neighborhoods throughout the greenway system. The Mecklenburg County's website further provides the following greenway information. This resource can be found at: http://charmec.org/mecklenburg/county/ParkandRec/Greenways/Pages/default.aspx</p>
	<p><i>Resource:</i> American Trails</p>	<p><i>Quality of Life Need 3:</i> Improve Walkability</p> <p><i>Best Practice 3:</i> Creating Local Greenways and Trails</p>	<p>American Trails is a nonprofit organization that exists solely to focus on the promotion of all types of trails, including walking and hiking. The website functions as a comprehensive resource, including:</p> <ul style="list-style-type: none"> • Information on existing trails across the U.S. with local details. • Current news about trails and greenways • Updates on advocacy initiatives • Opportunities to receive training on developing local trails • Comprehensive resources on creating trails, caring for trails, and educating about trails <p>This resource can be found at: http://www.americantrails.org/ee/</p>
	<p><i>Financial Incentive:</i> Carolina Thread Trail Grant</p>	<p><i>Quality of Life Need 3:</i> Improve Walkability</p> <p><i>Best Practice 3:</i> Creating Local Greenways and Trails</p>	<ul style="list-style-type: none"> • Provided by: The Carolina Thread Trail Governing Board • Eligibility: Local governments and nonprofits are eligible for the grant • Purpose: Assists local governments and nonprofit organizations in the N.C. counties of Anson, Cabarrus, Catawba, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly, and Union, and the S.C. counties of Chester, Cherokee, Lancaster, and York in connecting their communities to the Carolina Thread Trail • Funding amount: \$20,000-\$150,000 • Link: http://www.carolinathreadtrail.org/resources/funding-sources/




TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
\$	<i>Financial Incentive:</i> Levitt Pavilions	<i>Quality of Life Need 4:</i> Live Music and Performing Arts <i>Best Practice 1:</i> Acquire External Funding	<ul style="list-style-type: none"> • Provided by: Levitt Foundation • Eligibility: Small to mid-sized town or city with population of up to 400,000. Proposed space must be easily accessible to a wide range of socioeconomic groups • Purpose: Activate neglected public spaces through the Levitt AMP Music Series of 50 free concerts each year • Funding amount: \$25,000 • Link: http://grant.levittamp.org/
\$	<i>Financial Incentive:</i> Greater Charlotte Cultural Trust	<i>Quality of Life Need 4:</i> Live Music and Performing Arts <i>Best Practice 1:</i> Acquire External Funding	<ul style="list-style-type: none"> • Provided by: Foundation for the Carolinas • Eligibility: An organization that has a primary focus of performing arts and visual arts • Purpose: The trust assists with building endowments for our most important cultural organizations through bequests and investment management • Funding amount: Award amount not specified. • Link: http://www.fftc.org/page.aspx?pid=2288
\$	<i>Financial Incentive:</i> Grassroots Arts Program	<i>Quality of Life Need 4:</i> Live Music and Performing Arts <i>Best Practice 1:</i> Acquire External Funding	<ul style="list-style-type: none"> • Provided by: Union County Community Arts Council, Inc. • Eligibility: A nonprofit that operates from Union County, N.C. with dollar-to-dollar matching capability • Purpose: Provide funding for qualified nonprofit arts organizations and individuals whose purpose is to promote and develop diverse cultural arts programming in Union County through the Grassroots Arts Program. Provides operating or program support to qualified arts organizations including theaters, symphonies, galleries, art guilds, choral societies, dance companies, folk art societies, writers' groups, and arts festivals. Supports arts learning and arts in education programs conducted by qualified artists and supports community organizations that provide quality art experiences. • Funding amount: Award amount not specified • Link: http://unionarts.org/grassroots-arts-program/
\$	<i>Financial Incentive:</i> Doris Duke Charitable Foundation	<i>Quality of Life Need 4:</i> Live Music and Performing Arts <i>Best Practice 1:</i> Acquire External Funding	<ul style="list-style-type: none"> • Provided by: Doris Duke Charitable Foundation • Eligibility: 501(c)3 status • Purpose: Support artists with the creation and public performance of their work with primary focus on fields of jazz, contemporary dance, theatre and related interdisciplinary work • Funding amount: \$85,000-\$275,000 • Link: http://www.ddcf.org/what-we-fund/performing-arts/




TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
\$	<i>Financial Incentive:</i> Creating Place Program	<i>Quality of Life Need 5:</i> Create a Public Arts Program <i>Best Practice 1:</i> Develop a Funding Approach for Public Art	<ul style="list-style-type: none"> • Provided by: North Carolina Arts Council • Eligibility: N.C. nonprofit organizations producing arts programming for at least two consecutive years and have operating expenses of at least \$20,000 • Purpose: To support the idea that public art can build a visual vocabulary of places, forms, patterns, and materials that describe a community's unique qualities • Funding amount: Up to \$5,000 • Link: http://www.ncarts.org/resources/public-art-community-design
\$	<i>Financial Incentive:</i> Arts & Culture Place-based Initiatives	<i>Quality of Life Need 5:</i> Create a Public Arts Program <i>Best Practice 1:</i> Develop a Funding Approach for Public Art	<ul style="list-style-type: none"> • Provided by: Kresge Foundation • Eligibility: 501(c)3 status • Purpose: To build strong, healthy cities by promoting the integration of arts and culture in community revitalization • Funding amount: Award amount not specified. • Link: http://kresge.org/programs/arts-culture/place-based-initiatives
\$	<i>Financial Incentive:</i> National Creative Placemaking Fund	<i>Quality of Life Need 5:</i> Create a Public Arts Program <i>Best Practice 1:</i> Develop a Funding Approach for Public Art	<ul style="list-style-type: none"> • Provided by: Arts Place America • Eligibility: Any organization or government entity • Purpose: To use arts and culture to address a community development challenge • Funding amount: Over \$10.5 million total awarded in 2016 • Link: http://www.artplaceamerica.org/our-work/national-creative-placemaking-fund/introduction
\$	<i>Financial Incentive:</i> OUR TOWN: Arts, Engagement, Cultural Planning and Design Projects Grant	<i>Quality of Life Need 5:</i> Create a Public Arts Program <i>Best Practice 1:</i> Develop a Funding Approach for Public Art	<ul style="list-style-type: none"> • Provided by: National Endowment for the Arts • Eligibility: Nonprofit 501(c)3 organizations with three-year history of arts programming and local governments • Purpose: To support creative placemaking projects that help transform communities into lively, beautiful, and resilient places with the arts at their core • Funding amount: \$25,000-\$200,000 • Link: https://www.arts.gov/grants-organizations/our-town/arts-engagement-cultural-planning-and-design-projects-applicant-eligibility




HOUSING RESOURCES & INCENTIVES





TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<p><i>Resource:</i> Adaptive Reuse of Buildings CONNECT Tool</p>	<p><i>Housing Need 1:</i> Greater Housing Options</p> <p><i>Best Practice 1:</i> Updating Existing Structures</p>	<p>This CONNECT tool informs local governments on how to pursue adaptive reuse building projects. Features of the tool include:</p> <ul style="list-style-type: none"> • Links to other cities' successful adaptive reuse plans or ordinances • Guidance on zoning regulations, ordinances, locations of potential adaptive reuse projects, and code incentives • A link to a benchmark adaptive reuse project in Loray Mills, Gastonia, N.C. <p>The tool can be found at: http://www.connectourfuture.org/tools/adaptive-reuse-of-buildings/</p>
	<p><i>Resource:</i> ICMA Webinar on Sustainable Rural Communities</p>	<p><i>Housing Need 1:</i> Greater Housing Options</p> <p><i>Best Practice 1:</i> Updating Existing Structures</p>	<p>ICMA partnered with the National Association of Development Organization Research Foundation and the U.S. Department of Housing and Urban Development to create a 90-minute webinar, which informs small and rural communities about how to attract new residents by leveraging all community resources and physical assets. Adaptive reuse is one of the main strategies discussed in the webinar. Local officials from communities who have successfully implemented this technique discuss the practices they employed. This resource can be found at: http://learning.icma.org/store/seminar/seminar.php?seminar=21358</p>

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
<p>\$</p>	<p><i>Financial Incentive:</i> Building Reuse Program</p>	<p><i>Housing Need 1:</i> Greater Housing Options</p> <p><i>Best Practice 1:</i> Updating Existing Structures</p>	<ul style="list-style-type: none"> • Provided by: The N.C. Department of Commerce • Eligibility: Applicants for program must be local governments labeled as either as a Tier 1 or Tier 2 counties. Within the Tier 1 and Tier 2 counties, precedence will be given to communities that have a population of 5,000 residents or less. • Purposes: <ul style="list-style-type: none"> o The Vacant Building Category <ul style="list-style-type: none"> • Focuses on the renovations of empty locations • Buildings must be empty for a minimum of 3 months o The Existing Building Category <ul style="list-style-type: none"> • Provides grants for renovation or expansion for companies located in N.C. • Must have been operating for a minimum of 1 year in N.C. • Funding amount: <ul style="list-style-type: none"> o The Vacant Building Category award amount varies but caps at either \$250,000 or \$500,000 o The Existing Building Category award amount caps at \$500,000 • Links: https://www.nccommerce.com/ruraldevelopment/rural-grants-programs/building-reuse and https://edpnc.com/incentives/building-reuse-program/
<p>\$</p>	<p><i>Financial Incentive:</i> Federal and the N.C. Historic Preservation Grant</p>	<p><i>Housing Need 1:</i> Greater Housing Options</p> <p><i>Best Practice 1:</i> Updating Existing Structures</p>	<ul style="list-style-type: none"> • Provided by: The National Park Service and the State Historic Preservation Office • Eligibility: Local governments, nonprofits, and academic institutions • Purpose: Provides funding for the restoration and designation of historic buildings within communities • Funding amount: Award amount not specified. • Link: http://www.hpo.ncdcr.gov/grants.htm
<p>\$</p>	<p><i>Financial Incentive:</i> N.C. Downtown Redevelopment Fund</p>	<p><i>Housing Need 1:</i> Greater Housing Options</p> <p><i>Best Practice 1:</i> Updating Existing Structures</p>	<ul style="list-style-type: none"> • Provided by: N.C. Department of Commerce • Eligibility: Designated Main Street and Small Town Main Street communities in tiers 1, 2 and 3 are eligible applicants. All applicants must also meet basic threshold and performance requirements for any prior CDBG grants awarded • Purpose: Funds for infrastructure upgrades of downtown buildings in order to meet current code requirements in vacant or underutilized downtown commercial buildings for economic development purposes • Funding amount: \$300,000-\$500,000 • Links: http://www.nccommerce.com/Portals/2/Documents/UrbanDevelopment/Downtown%20Redevelopment%20Fund/2016DtRedevelopmentFund.pdf and http://www.nccommerce.com/rd

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Financial Incentive:</i> N.C. Community Development Block Grant (CDBG) Program	<i>Housing Need 1:</i> Greater Housing Options <i>Best Practice 1:</i> Updating Existing Structures	<ul style="list-style-type: none"> • Provided by: N.C. Division of Community Assistance in the Department of Commerce • Eligibility: All North Carolina small cities are eligible for funds except 23 entitlement cities and 3 HUD-Designated urban counties • Purpose: For projects to enhance the vitality of communities through decent housing, suitable living environments, and by expanding economic opportunities for person of low and moderate incomes • Funding amount: State receives \$45 million in federal CDBG funds annually • Links: https://www.nccommerce.com/rd/state-cdbg and https://www.hudexchange.info/programs/cdbg-state/state-cdbg-program-eligibility-requirements/
	<i>Resource:</i> Housing Rehabilitation CONNECT Tool	<i>Housing Need 1:</i> Greater Housing Options <i>Best Practice 1:</i> Updating Existing Structures	This tool advises jurisdictions on how to rehabilitate houses within the community. Features of this tool include: <ul style="list-style-type: none"> • Steps to develop a comprehensive strategy to tackle housing rehabilitation involving evaluation of current housing stock, programs, funds, strategies, and guidelines • Guidance on partners to include when pursuing housing rehabilitation projects The tool can be found at: http://www.connectourfuture.org/tools/housing-rehabilitation/
	<i>Resource:</i> Technical Preservation Services	<i>Housing Need 1:</i> Greater Housing Options <i>Best Practice 1:</i> Updating Existing Structures	The Technical Preservation Services (TPS) is a unit within the US Department of the Interior's National Park Service. Its purpose is to provide guidance regarding the preservation and rehabilitation of historic buildings. The TPS's website includes the following types of information: <ul style="list-style-type: none"> • Standards for historic properties • Availability of tax incentives • Technical information on how to best preserve property • Information on how to create "green" historic properties • Education and training opportunities with TPS This resource can be found at: https://www.nps.gov/tps/standards/applying-rehabilitation/successful-rehab/codes.htm
	<i>Resource:</i> Mixed Use Development and Design Guidelines CONNECT Tool	<i>Housing Need 1:</i> Greater Housing Options <i>Best Practice 2:</i> Mixed Use	This tool offers detailed steps for creating mixed use development. Features of this tool include: <ul style="list-style-type: none"> • Steps on how to develop mixed use • Details on how mixed use works for local municipalities • Two benchmark communities in Charlotte, N.C. and Fort Mill, S.C. that have successfully developed mixed use This tool can be found at: http://www.connectourfuture.org/tools/mixed-use-development-and-design-guidelines/




TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<p><i>Resource:</i> Establishing Appropriate Residential Densities CONNECT Tool</p>	<p><i>Housing Need 1:</i> Greater Housing Options</p> <p><i>Best Practice 2:</i> Mixed Use</p>	<p>This tool assists local municipalities and counties in determining which residential densities are appropriate for a given area. Features of this tool include:</p> <ul style="list-style-type: none"> • Appropriate steps to take to determine which areas would benefit from increasing residential densities • Benchmarks in Fort Mill, S.C. and Durham, N.C. where this zoning ordinance has been applied successfully <p>This resource can be found at: http://www.connectourfuture.org/tools/establishing-appropriate-residential-densities/</p>
	<p><i>Resource:</i> PlaceMakers.com</p>	<p><i>Housing Need 1:</i> Greater Housing Options</p> <p><i>Best Practice 2:</i> Mixed Use</p>	<p>PlaceMakers.com is an online resource that local officials can use to gather ideas on how to create stronger, more connected, and more livable places. The PlaceMakers.com website contains an informative article about the mixed-use option. This article features:</p> <ul style="list-style-type: none"> • Visuals on horizontal, vertical, and development mixed use • Definitions for types of mixed use local governments can use • An online forum for urban planners to discuss challenges and share knowledge <p>This resource can be found at: http://www.placemakers.com/2013/04/04/mixed-up-on-mixed-use/</p>
	<p><i>Financial Incentive:</i> N.C. Downtown Redevelopment Fund</p>	<p><i>Housing Need 1:</i> Greater Housing Options</p> <p><i>Best Practice 2:</i> Mixed Use</p>	<ul style="list-style-type: none"> • Provided by: N.C. Department of Commerce • Eligibility: Designated Main Street and Small Town Main Street communities in tiers 1, 2 and 3 are eligible applicants. All applicants must also meet basic threshold and performance requirements for any prior CDBG grants awarded • Purpose: Funds for infrastructure upgrades of downtown buildings in order to meet current code requirements in vacant or underutilized downtown commercial buildings for economic development purposes • Funding amount: \$300,000-\$500,000 • Links: http://www.nccommerce.com/Portals/2/Documents/UrbanDevelopment/Downtown%20Redevelopment%20Fund/2016DtRedevelopmentFund.pdf and http://www.nccommerce.com/rd

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Financial Incentive:</i> Building Reuse Program	<i>Housing Need 1:</i> Greater Housing Options <i>Best Practice 2:</i> Mixed Use	<ul style="list-style-type: none"> • Provided by: The N.C. Department of Commerce • Eligibility: Applicants for program must be local governments labeled as either as a Tier 1 or Tier 2 counties. Within the Tier 1 and Tier 2 counties, precedence will be given to communities that have a population of 5,000 residents or less • Purposes: <ul style="list-style-type: none"> o The Vacant Building Category <ul style="list-style-type: none"> • Focuses on the renovations of empty locations • Buildings must be empty for a minimum of 3 months o The Existing Building Category <ul style="list-style-type: none"> • Provides grants for renovation or expansion for companies located in N.C. • Must have been operating for a minimum of 1 year in N.C. • Funding amount: <ul style="list-style-type: none"> o The Vacant Building Category award amount varies but caps at either \$250,000 or \$500,000 o The Existing Building Category award amount caps at \$500,000 • Links: https://www.nccommerce.com/ruraldevelopment/rural-grants-programs/building-reuse and https://edpnc.com/incentives/building-reuse-program/
	<i>Resource:</i> Housing Accessibility CONNECT Tool	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 1:</i> Promote Accessible Housing	<p>This tool helps local jurisdictions pursue housing accessibility initiatives. Features of this tool include:</p> <ul style="list-style-type: none"> • Recommendations on how to implement housing accessibility into the community through awareness, policy changes, and data tracking • A link to a benchmark visitability ordinance in San Antonio, TX. <p>This tool can be found at: http://www.connectourfuture.org/tools/housing-visitability/</p>
	<i>Resource:</i> Concrete Change	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 1:</i> Promote Accessible Housing	<p>Concrete Change is a global network that advocates for visitability home initiatives, and the organization's focus is on policy changes. The Concrete Change website includes the following types of information:</p> <ul style="list-style-type: none"> • Instructions on construction and costs of visitability • Links to other examples of cities' visitability initiatives <p>This resource can be found at: http://www.concretechange.org, but the website is transitioning to a new site, which can be found at: http://www.visitability.org/</p>




TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Resource:</i> Aging Well in Communities Toolkit	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 1:</i> Promote Accessible Housing	This toolkit offers communities guidance on creating communities for older residents. The toolkit includes: <ul style="list-style-type: none"> • An overview plan for creating friendly communities for the aging populations • Guidance on gathering data through resident surveys, public forums, and focus groups • Case study from Hayward, CA. This resource can be found at: icma.org/Documents/Document/Document/307522
	<i>Resource:</i> Inclusionary Zoning CONNECT Tool	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 2:</i> Adapt Inclusionary Zoning Codes for Affordable Housing	This tool offers insight on the importance of inclusionary zoning and how to best implement this practice. Features of the tool include: <ul style="list-style-type: none"> • Voluntary and Mandatory program options and the benefits for jurisdictions • Steps on how to implement inclusionary zoning • Benchmark examples of inclusionary zoning practices in Charlotte, N.C. and Montgomery County, MD, where long term affordable housing is being achieved This tool can be found at: www.connectourfuture.org/tools/inclusionary-zoning/
	<i>Resource:</i> Urban Institute-Charlotte-Mecklenburg Strategies for Affordable Housing	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 2:</i> Adapt Inclusionary Zoning Codes for Affordable Housing	The Urban Institute's Strategies for Affordable Housing Development offers local and county officials insight on affordable housing practices. Inclusionary zoning is listed as a long-term best practice. The report includes the following types of information: <ul style="list-style-type: none"> • Benefits derived from inclusionary zoning • Concerns associated with inclusionary zoning practices • Specific case study involving inclusionary zoning implementation in Austin, TX • Recommendations for carrying out the strategy for inclusionary zoning such as stakeholder involvement, data collection, and reviewing policies This resource is at: http://ui.uncc.edu/sites/default/files/pdf/Final_affordable%20housing_9_15_2016.pdf
	<i>Financial Incentive:</i> N.C. Community Development Block Grant (CDBG) Program	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 2:</i> Adapt Inclusionary Zoning Codes for Affordable Housing	<ul style="list-style-type: none"> • Provided by: N.C. Division of Community Assistance in the Department of Commerce • Eligibility: All North Carolina small cities are eligible for funds except 23 entitlement cities and 3 HUD-Designated urban counties • Purpose: For projects to enhance the vitality of communities through decent housing, suitable living environments, and by expanding economic opportunities for person of low and moderate incomes • Funding amount: State receives \$45 million in federal CDBG funds annually • Links: https://www.nccommerce.com/rd/state-cdbg and https://www.hudexchange.info/programs/cdbg-state/state-cdbg-program-eligibility-requirements/




TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<p><i>Financial Incentive:</i> Choice Neighborhoods Implementation Grant Program</p>	<p><i>Housing Need 2:</i> More Inclusive and Affordable Housing</p> <p><i>Best Practice 2:</i> Adapt Inclusionary Zoning Codes for Affordable Housing</p>	<ul style="list-style-type: none"> • Provided by: U.S. Department of Housing and Urban Development • Eligibility: Local governments that propose eligible housing projects in eligible neighborhoods • Purpose: To address struggling neighborhoods with distressed public housing • Funding amount: Not funding this year • Link: http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/cn/fy16funding
	<p><i>Resource:</i> Workforce Housing Incentives CONNECT Tool</p>	<p><i>Housing Need 2:</i> More Inclusive and Affordable Housing</p> <p><i>Best Practice 3:</i> Workforce Housing</p>	<p>This tool discusses how jurisdictions can develop such incentives. Features of this tool include:</p> <ul style="list-style-type: none"> • Recommendations on how to create workforce housing incentives such as developing relationships with employers, educating the community about benefits, developing ways to incentivize builders, and reviewing/altering policies • A link to a benchmark of a workforce housing initiative in Lexington, KY <p>The tool can be found at: http://www.connectourfuture.org/tools/workforce-housing-incentives/</p>
	<p><i>Resource:</i> Workforce Housing: Barriers, Solutions, and Model Programs</p>	<p><i>Housing Need 2:</i> More Inclusive and Affordable Housing</p> <p><i>Best Practice 3:</i> Workforce Housing</p>	<p>The Urban Land Institute compiled a report that offers several comprehensive strategies for tackling workforce housing. Strategies were derived from a collaborative effort. The Urban Land Institute's report includes:</p> <ul style="list-style-type: none"> • Comprehensive overview of workforce housing • Information on how to overcome the barriers associated with workforce housing • Ideas on how to finance workforce housing initiatives • Ideas on ways to incentivize and create more workforce housing initiatives • Ideas on various ways to plan and create more favorable environments for workforce housing <p>More information can be found at: http://www.tbrpc.org/resource_center/pdfs/housing/ULI_Workforce_Housing.pdf</p>
	<p><i>Individual Financial Incentive:</i> \$15,000 Down Payment for First-time Homebuyers and Veterans</p>	<p><i>Housing Need 2:</i> More Inclusive and Affordable Housing</p> <p><i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing</p> <p><i>Serves:</i> First Time Home Buyers</p>	<ul style="list-style-type: none"> • Provided by: The N.C. Housing Finance Agency • Eligibility: Must be a first-time home buyer and veteran • Purpose: Provides down payment assistance to purchase homes to first-time home buyers and veterans in Cabarrus, Cumberland, Guildford, Johnston, and Mecklenburg counties • Funding amount: \$15,000 • Link: http://www.nchfa.com/news/15000-down-payment-help-available-first-time-home-buyers-five-nc-counties

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Individual Financial Incentive:</i> Federal Housing Administration (FHA) Loans	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> First Time Home Buyers	<ul style="list-style-type: none"> • Provided by: The Department of Housing and Urban Development (HUD) • Eligibility: First-time homebuyers • Purpose: Provides a loan option for home mortgages for first-time homebuyers who have low credit and need to minimize the down payment and housing closing costs • Funding amount: Award amount not specified. • Link: https://www.usa.gov/finding-home#item-212877
	<i>Individual Financial Incentive:</i> Homeownership Vouchers	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> First Time Home Buyers	<ul style="list-style-type: none"> • Provided by: Local Public Housing Authorities • Eligibility: Participant must be a first-time homebuyer, meet the guidelines for income, employment, other PHA requirements, and undergo homeownership counseling • Purpose: Provides mortgage support for first-time home buyers through a subsidy • Funding amount: The amount of the subsidy is derived from a normal voucher program payment standard schedule • Link: http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/hcv/homeownership and http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/pha/contacts/nc
	<i>Individual Financial Incentive:</i> VA Home Loans – Specially Adapted Housing (SAH) Grant	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Persons with Disabilities	<ul style="list-style-type: none"> • Provided by: The U.S. Department of Veteran Affairs • Eligibility: Individual must be a service member or veteran that the U.S. Department of Veterans Affairs describes as having a “permanent and total service connected disability” • Purpose: Provides a grant for either building a home, remodeling a home, or financing the mortgage of a home that has already been adapted • Funding amount: Caps at \$77,307 • Link: http://www.benefits.va.gov/HOMELOANS/adaptedhousing.asp
	<i>Individual Financial Incentive:</i> VA Home Loans – Special Housing Adaption (SHA) Grant	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Persons with Disabilities	<ul style="list-style-type: none"> • Provided by: The U.S. Department of Veteran Affairs • Eligibility: Individual must be a veteran that the U.S. Department of Veterans Affairs describes as having a “certain service-connected disabilities” • Purpose: Provides a grant that can either adapt a home or assist in buying an adapted home for the veteran • Funding amount: Caps at \$15,462 • Link: http://www.benefits.va.gov/HOMELOANS/adaptedhousing.asp

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<p><i>Individual Financial Incentive:</i> Housing Choice Voucher Program</p>	<p><i>Housing Need 2:</i> More Inclusive and Affordable Housing</p> <p><i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing</p> <p><i>Serves:</i> Persons with Disabilities</p>	<ul style="list-style-type: none"> • Provided by: Public Housing Authority (PHA) • Eligibility: Individuals who qualify are low income, the elderly, or those with a disability • Purpose: Provides the eligible individuals with funding in the form of a subsidy. The PHA gives the subsidy directly to the landlord to assist the individual with housing payments • Funding amount: Award amount dependent on individual's income • Link: https://www.usa.gov/finding-home#item-212877
	<p><i>Individual Financial Incentive:</i> The Single-Family Rehabilitation Program</p>	<p><i>Housing Need 2:</i> More Inclusive and Affordable Housing</p> <p><i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing</p> <p><i>Serves:</i> Persons with Disabilities</p>	<ul style="list-style-type: none"> • Provided by: The N.C. Housing Finance Agency but completed in partnership with local governments and nonprofits • Eligibility: Individuals who are elderly or have a disability and fall beneath the 80% median income in their location • Purpose: Provides an interest-free, deferred loan that qualified individuals can use to pay for home repairs • Funding amount: Award amount not specified • Link: http://www.nchfa.com/current-homeowners/repair-your-home/single-family-rehabilitation-program
	<p><i>Individual Financial Incentive:</i> The Urgent Repair Program</p>	<p><i>Housing Need 2:</i> More Inclusive and Affordable Housing</p> <p><i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing</p> <p><i>Serves:</i> Persons with Disabilities</p>	<ul style="list-style-type: none"> • Provided by: The N.C. Housing Finance Agency but completed in partnerships with local governments or nonprofits • Eligibility: Individuals who are considered elderly or special needs who also have incomes that are 50% beneath the median income within the region • Purpose: Provides an interest-free deferred loan that qualified individuals can use to finance emergency repairs that are considered life threatening issues. The loan can also be used to update a home by adding accessibility modifications • Funding amount: Award amount not specified. • Link: http://www.nchfa.com/current-homeowners/repairing-your-home/urgent-repair-program

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Individual Financial Incentive:</i> Displacement Prevention Partnership	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Persons with Disabilities	<ul style="list-style-type: none"> • Provided by: The N.C. Housing Finance Agency through the local Independent Living Rehabilitation Program, a subset of the N.C. Department of Health and Human Services • Eligibility: Individuals living in locations who are ineligible for the Urgent Repair Program and in need of home accessibility modifications. Typically, these are individuals who have a disability or are elderly • Purpose: Provides finances to individuals wanting to modifying their homes to make them more accessible and more suitable for independent living • Funding amount: Award amount not specified • Link: http://www.nchfa.com/current-homeowners/repairing-your-home/displacement-prevention-partnership
	<i>Individual Financial Incentive:</i> \$15,000 Down Payment for First-time Homebuyers and Veterans	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Veterans	<ul style="list-style-type: none"> • Provided by: The N.C. Housing Finance Agency • Eligibility: Must be a first-time home buyer and veteran • Purpose: Provides down payment assistance to purchase homes to first-time home buyers and veterans in Cabarrus, Cumberland, Guildford, Johnston, and Mecklenburg counties • Funding amount: \$15,000 • Link: http://www.nchfa.com/news/15000-down-payment-help-available-first-time-home-buyers-five-nc-counties
	<i>Individual Financial Incentive:</i> VA Home Loans – Specially Adapted Housing (SAH) Grant	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Veterans	<ul style="list-style-type: none"> • Provided by: The U.S. Department of Veteran Affairs • Eligibility: Individual must be a service member or veteran that the U.S. Department of Veterans Affairs describes as having a “permanent and total service connected disability” • Purpose: Provides a grant for either building a home, remodeling a home, or financing the mortgage of a home that has already been adapted • Funding amount: Caps at \$77,307 • Link: http://www.benefits.va.gov/HOMELOANS/adaptedhousing.asp
	<i>Individual Financial Incentive:</i> VA Home Loans – Special Housing Adaption (SHA) Grant	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Veterans	<ul style="list-style-type: none"> • Provided by: The U.S. Department of Veteran Affairs • Eligibility: Individual must be a veteran that the U.S. Department of Veterans Affairs describes as having a “certain service-connected disabilities” • Purpose: Provides a grant that can either adapt a home or assist in buying an adapted home for the veteran • Funding amount: Caps at \$15,462 • Link: http://www.benefits.va.gov/HOMELOANS/adaptedhousing.asp

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Individual Financial Incentive:</i> Purchase Loans and Cash-Out Refinance Home Loans	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Veterans	<ul style="list-style-type: none"> • Provided by: The U.S. Department of Veterans Affairs • Eligibility: Individuals must have acceptable credit, meet income requirements, and present a Certificate of Eligibility • Purpose: <ul style="list-style-type: none"> o Purchase Loans: <ul style="list-style-type: none"> • Aid veterans with home buying, specifically focusing on acquiring a competitive interest rate o Cash-Out Refinance Loans: <ul style="list-style-type: none"> • Provide veterans with the option of taking cash out of the individual's home equity and using it to finance other debts, continuing education, or home repairs. Additionally, these types of loans can transform non-VA loans into a VA loan • Funding amount: Liability limit of \$36,000 • Link: http://www.benefits.va.gov/homeloans/purchasecashout.asp
	<i>Individual Financial Incentive:</i> Interest Rate Reduction Refinance Loan (IRRRL)	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Veterans	<ul style="list-style-type: none"> • Provided by: The U.S. Department of Veterans Affairs • Eligibility: Veterans who have used a VA loan already to finance a home • Purpose: Provides an option for veterans to reduce their current interest rate on a VA home loan • Funding amount: Liability limit of \$36,000 • Link: http://www.benefits.va.gov/HOMELOANS/irrrl.asp
	<i>Individual Financial Incentive:</i> Native American Direct Loan Program (NADL)	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Veterans	<ul style="list-style-type: none"> • Provided by: The U.S. Department of Veterans Affairs • Eligibility: The individual must be a Native American veteran that has a Certificate of Eligibility, meets the acceptable credit score and income guidelines, and plans to reside at the home that the loan is financing • Purpose: Provides loan assistance to Native American veterans needing assistance with buying, building, improving, or refinancing homes that are located on Federal Trust Lands • Funding amount: Capped at \$417,000 in most locations. • Link: http://www.benefits.va.gov/homeloans/nadl.asp

TYPE	NAME	TARGETED NEED	INFORMATION & LINKS
	<i>Individual Financial Incentive:</i> The Single-Family Rehabilitation Program	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Elderly	<ul style="list-style-type: none"> • Provided by: The N.C. Housing Finance Agency but completed in partnership with local governments and nonprofits • Eligibility: Individuals who are elderly or have a disability and fall beneath the 80% median income in their location • Purpose: Provides an interest-free, deferred loan that qualified individuals can use to pay for home repairs • Funding amount: Award amount not specified. • Link: http://www.nchfa.com/current-homeowners/repair-your-home/single-family-rehabilitation-program
	<i>Individual Financial Incentive:</i> The Urgent Repair Program	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Elderly	<ul style="list-style-type: none"> • Provided by: The N.C. Housing Finance Agency but completed in partnerships with local governments or nonprofits • Eligibility: Individuals who are considered elderly or special needs who also have incomes that are 50% beneath the median income within the region • Purpose: Provides an interest-free deferred loan that qualified individuals can use to finance emergency repairs that are considered life threatening issues. The loan can also be used to update a home by adding accessibility modifications • Funding amount: Award amount not specified. • Link: http://www.nchfa.com/current-homeowners/repairing-your-home/urgent-repair-program
	<i>Individual Financial Incentive:</i> Displacement Prevention Partnership	<i>Housing Need 2:</i> More Inclusive and Affordable Housing <i>Best Practice 4:</i> Serve as a Resources Link for Individuals in Need of Housing <i>Serves:</i> Veterans	<ul style="list-style-type: none"> • Provided by: The N.C. Housing Finance Agency through the local Independent Living Rehabilitation Program, a subset of the N.C. Department of Health and Human Services • Eligibility: Individuals living in locations who are ineligible for the Urgent Repair Program and in need of home accessibility modifications. Typically, these are individuals that who a disability or are elderly • Purpose: Provides finances to individuals wanting to modify their homes to make them more accessible and more suitable for independent living. • Funding amount: Award amount not specified. • Link: http://www.nchfa.com/current-homeowners/repairing-your-home/displacement-prevention-partnership