

Archdale 20/20

FOCUSING ON THE FUTURE

Archdale 20/20 Strategic Plan Final Report



September 2004



*Prepared by
The UNC Charlotte Urban Institute*

TABLE OF CONTENTS

Introduction.....	1
The Process.....	3
<i>Steering Committee</i>	3
<i>Stakeholders Group</i>	3
<i>Task Forces</i>	3
<i>The Four Phase Process</i>	4
Phase I: Analysis of Past and Present Realities.....	4
Phase II: Survey of Archdale Residents.....	4
Phase III: Identification of Future Potential.....	4
Phase IV: Formulation of the Strategic Plan.....	5
The Archdale 20/20 Strategic Plan.....	6
<i>Goal I: Archdale will become a town with a more balanced economy</i>	8
<i>Goal II: Archdale will develop a stronger sense of place</i>	10
<i>Goal III: Archdale’s educational opportunities will be enhanced</i>	12
<i>Goal IV: Archdale will be known as a visually appealing community</i>	14
<i>Goal V: Archdale will be known as a community where every citizen has access to a wealth of recreational amenities</i>	16
<i>Goal VI: Archdale’s citizens will have a greater array of public and private services available to address their health and safety needs</i>	18
Conclusion.....	20

APPENDICES

- Appendix A: List of Steering Committee Members
- Appendix B: List of Stakeholders
- Appendix C: List of Task Force Members
- Appendix D: Piedmont Triad COG Environmental Scan
- Appendix E: Archdale 20/20 Citizen Survey
- Appendix F: List of Key Informants Who Were Interviewed
- Appendix G: Chart of “Salient Issues” From Which Stakeholders Narrowed Their Focus
- Appendix H: Best Practices Work for Sub-goals, Showing How Other Communities Have Achieved Similar Goals



Archdale 20/20 Strategic Plan Final Report

INTRODUCTION

The Archdale 20/20 strategic planning process was launched in the spring of 2003 at the direction of the Archdale City Council. Since its incorporation in 1969, Archdale has been able to take advantage of a favorable location to become an attractive bedroom community for the larger cities of Greensboro and High Point. However, with continued growth anticipated for the City of Archdale and the entire Piedmont Triad region, the City Council recognized the importance of engaging the citizens of Archdale in a process of strategic planning to establish a vision for how to channel the city's anticipated growth in ways that improve, rather than diminish, Archdale's quality of life.

A wonderful description of strategic planning can be found in *Applied Strategic Planning: An Overview* written by J. William Pfeiffer, Leonard D. Goodstein, and Timothy M. Nolan:

“Strategic Planning is a process to provide direction for renewal and transformation. It examines values, current status, and environment, and relates those factors to the community's desired future state, usually expressed in five-ten year time periods. . . . (it) guides choices about future potential and possibilities. . . . (it) sets a vision . . . (it) allows a community to prioritize . . . and (it) allows for community buy-in . . . strategic planning is a tool only to help the community and its leadership define a preferred future which will sustain an economically healthy and viable community, not an end to itself.”

With this concept in mind, the Archdale City Council and the staff of the City of Archdale hired the UNC Charlotte Urban Institute to facilitate and manage a strategic planning process that became known as *Archdale 20/20*. This final report contains a summary of that process, the set of strategic goals that resulted from it, and a list of sub-goals that together form an action plan for how to realize each of the strategic goals. In addition, the supporting research that informed the work of the participants throughout the Archdale 20/20 strategic planning process can be found in the appendices that follow.

This report, however, should *not* be viewed as the final step in the Archdale 20/20 strategic planning process. While its release may mark the end of the UNC Charlotte Urban Institute's involvement, the strategic plan's ultimate success will depend on what comes next. Pfeiffer, Goodstein and Nolan, in the aforementioned text, list five essential steps in the strategic planning process:

1. Assessing the external and internal environment
2. Developing a vision
3. Developing goals and objectives to reach that future
4. Implementing the plan
5. Measuring progress and revising the plan

This report covers only the first three steps. Having completed those, it is now up to the citizens and leadership of Archdale to act upon the recommendations contained herein, and in doing so, to provide a mechanism for measuring the community's ongoing success of implementing the plan.

In closing, the staff of the UNC Charlotte Urban Institute would like to thank not only the City Council for the opportunity to work with the wonderful citizens of Archdale in developing this strategic plan, but also the remarkably dedicated staff of the City for their ongoing support and guidance. City Manager Gary Parker, Planning Director Jeff Wells, and Accounting Technician April Neighbors provided steady leadership throughout the process. We should also acknowledge the early contributions of Marty Myers, former Archdale Planning Director, who was instrumental in getting the Archdale 20/20 plan underway. And our acknowledgments would not be complete without recognizing Chairman Tim Williams, who exemplified the best of a citizen volunteer in spearheading this effort by putting in countless hours of effort.

To all of these individuals, and to the many citizens of Archdale who opened their hearts and minds to the possibilities of what Archdale can become, we say thank you.

THE PROCESS

In order to assist the citizens of Archdale in developing a vision for their community's future and an action plan for realizing that vision, the UNC Charlotte Urban Institute used a four-phase process that is outlined below. However, before going into detail about each of these phases, a brief explanation of the leadership structure that guided the strategic planning process is warranted.

Steering Committee

A Steering Committee of eight (8) individuals served as the official “oversight” committee for the overall project. Throughout the strategic planning process, the Steering Committee worked closely with the UNC Charlotte Urban Institute to establish the direction and goals of the strategic planning effort, to create initial drafts of planning documents, to identify and recruit Stakeholders (see description below), and to maintain the efficiency of the process. In addition, the Steering Committee helped to identify the necessary support and resources for the project's continued success. See Appendix A for a list of the Steering Committee members.

Stakeholders Group

The Steering Committee identified and recruited thirty-two (32) individuals to serve as “Stakeholders.” These stakeholders represented a diverse cross section of community leaders and citizens from across the different sectors in the Archdale community. The role of the Stakeholders Group was to provide input on the key issues and action items, to represent the views of the citizenry of the City of Archdale, and to help formulate the strategic planning process. The Stakeholders also played an important role in identifying and recruiting the members of the four task forces that helped to formulate the strategic goals and recommendations. See Appendix B for a list of the full Stakeholders Group.

Task Forces

After the Stakeholders Group had completed the process of narrowing the key issue items identified through the environmental scan and public input process down to four (see description in “Phase III: Identification of Future Potential” on the following page), four task forces were established to begin the process of exploring these issue areas in greater detail and developing a draft set of strategic goals for each. A more complete description of the task forces' work is described below in the section on “Phase IV—Formulation of the Strategic Plan.” For purposes of this section, however, it is sufficient to say that efforts were made to identify and recruit task force members who were representative of the community at large. A roster of the four task forces may be found in Appendix C.

The Four Phase Process

Phase I: Analysis of Past and Present Realities (May–July 2003): During the initial phase of the strategic planning process, the UNC Charlotte Urban Institute partnered with the Piedmont Triad Council of Governments to develop a “Statistical Profile” for the City of Archdale. (See Appendix D for the full Statistical Profile report.) This profile gathered demographic data about Archdale and included a comparative analysis of that data against similar communities in North Carolina. In doing so, Piedmont Triad COG formulated a picture of Archdale’s growth over the past few decades and the ways in which that growth has manifested itself in certain quality of life indicators. The profile also identified key community assets upon which a new strategic vision for Archdale could be built.

Phase II: Survey of Archdale Residents (August–November 2003): In addition to the quantitative profile of Archdale’s past and present realities, a more quantitative analysis of how Archdale’s residents perceive their community was also undertaken as a way of assessing citizens’ attitudes about quality of life issues. A phone survey of 400 randomly-selected citizens was conducted by the UNC Charlotte Urban Institute between the months of September and October 2003, with the results presented to the joint Steering Committee and Stakeholders Group in November 2003. (See Appendix E for the full survey report.) As will be seen in this final report, the results of this survey had a significant influence on the issue areas that were ultimately addressed in the strategic plan.

Phase III: Identification of Future Potential (December 2003–March 2004): In the third phase of the strategic planning process, the statistical profile and citizen survey results were used as a platform for the validation and further identification of Archdale’s key issues, strengths, weaknesses and opportunities. During this phase, a number of interviews were also conducted with people identified as “key informants,” seeking their opinions about the most important issues facing Archdale. (For a list of individuals interviewed as key informants, see Appendix F). To encourage candor, the UNC Charlotte Urban Institute agreed to keep confidential all the comments of these “key informants,” not attributing any particular viewpoints to specific individuals. Instead, general themes and issues about Archdale’s perceived strengths and weaknesses were drawn from these interviews and presented to the Stakeholders Group in an anonymous form.

The UNC Charlotte Urban Institute reviewed these themes and issues along with the findings from the statistical profile and the citizen survey, and then developed a list of “salient issues” to guide the Stakeholders Group in the task of narrowing the list to a more manageable group of “key issue areas.” See Appendix G for a chart of these salient issues.

The Stakeholders Group then began a process of prioritizing and consolidating these salient issues, and narrowed them down to the following key issue areas:

1. Improving Archdale's Civic/Cultural/Recreation Amenities
2. Human Services and Community Safety
3. Creating a Stronger Sense of Place for Archdale
4. Economic Development/Infrastructure

With these key issue areas established, the stage was then set for the recruitment of four task forces to begin the process of developing a set of strategic goals for each. A milestone event in this process was a town hall meeting held on March 25, 2004 that was open to the general public. This meeting served two purposes: (1) it gave average citizens in Archdale an opportunity to share their ideas about the four key issue areas with members of the four task forces, and (2) it provided an opportunity for Archdale's citizens to express their personal interest in serving on one of those four task forces. As it turned out, everyone who expressed an interest in serving on one of the four task forces was given that opportunity.

Phase IV: Formulation of the Strategic Plan (April–August 2004): The final five months of the Archdale 20/20 strategic planning process included four meetings for each of the four task forces during the months of April and May of 2004. During this time, the task forces were charged with the task of exploring each key issue area thoroughly, noting what was already being done to address it, and then recommending a set of additional goals to move Archdale forward in that area. The Stakeholders Group, with the Steering Committee's assistance, then spent the summer of 2004 repackaging the recommended goals of the task forces into a final set of recommended goals that can be found in the Archdale Strategic Plan outlined below. In addition, an action plan was created for each goal, showing a timeline for implementation and a recommended lead partner (or set of partners) that could be called upon to help realize each goal.

THE ARCHDALE 20/20 STRATEGIC PLAN

The reader will notice that the final set of goals in this strategic plan are listed in a form different from the four “key issue areas” presented earlier and around which the task forces were originally formed. The reason for this change is that the Stakeholders Group, upon receiving the recommendations, recognized a number of general themes that reoccurred across task forces (such as the need for a new civic center and the desire to improve Archdale’s community appearance). As a result, the decision was made not to present the recommendations according to the four task force headings (which would have resulted in some duplication), but rather to consolidate the recommendations under six (6) overarching goals, articulated in the following “vision statements:”

Goal I: *Archdale will become a town with a more balanced economy, providing more retail and employment opportunities for the citizens who live there, and thereby minimizing the need for residents to travel out of town to work, shop and dine.*

Goal II: *Archdale will develop a stronger sense of place as a town by creating a physical space or collection of spaces where citizens can come together to engage in all the human endeavors that make for a great community: civic discourse, celebration of the town’s heritage, the arts, and living, working, shopping, and dining.*

Goal III: *Archdale’s educational opportunities will be enhanced to ensure that all of Archdale’s citizens, including young people who are just starting their careers and older adults who are transitioning into a new career, are prepared to compete in the 21st century economy.*

Goal IV: *Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.*

Goal V: *Archdale will be known as a community where every citizen has access to a wealth of recreational amenities that are tailored to the diverse interests of its citizens.*

Goal VI: *Archdale’s citizens will have a greater array of public and private services available to address their health and safety needs.*

Each of these goals is supported in the strategic plan by a set of sub-goals (or objectives) that, if accomplished, would move Archdale considerably closer toward realizing the vision contained in each of the overarching goals. For each goal, we also try to provide some background context to explain how it relates to the issues identified during the first three phases of the strategic planning process (the analysis of past & present realities; the citizen survey; and the identification of future potential), and then to set forth an action plan for its implementation.

Finally, an attempt was made to prioritize the six overarching goals, and then by way of a suggested timeframe for the implementation of each sub-goal, to establish a sequence of action that efficiently and realistically coordinates the community's limited resources. This prioritization reflects the Stakeholder Group's feelings that, even with a more narrowly focused set of strategic goals, a smaller community the size of Archdale faces a limited amount of resources (both human and financial) and should therefore prioritize its strategic goals to reflect their relative importance. This prioritization by the Stakeholders Group resulted in three tiers of importance for the six goals, with two listed as "high priority," two "medium priority," and two "low priority."

GOAL I

(High Importance)

Archdale will become a town with a more balanced economy, providing more retail and employment opportunities for the citizens who live there, and thereby minimizing the need for residents to travel out of town to work, shop and dine.

Background: Central to maintaining Archdale’s quality of life will be its ability to maintain a healthy and sustainable economy. Greater economic prosperity will create more jobs for individuals and enhance the tax base necessary for Archdale to invest in such things as education, human services, cultural amenities and recreation. However, economic development rarely happens by chance, and often depends on the business climate a community establishes for the types of industries it hopes to attract.

The citizen survey found that Archdale residents were generally satisfied with their community. However, one of the few exceptions to this general rule was in the area of jobs, restaurants and shopping. Asked to list Archdale’s “most needed quality of life items,” the top three among the respondents were (1) jobs, (2) entertainment and restaurants and (3) shopping. In addition, 78% of the respondents either strongly or somewhat agreed with the statement “Archdale lacks jobs, restaurants, and shopping”. As will be noted in sub-goal 5 below, the Stakeholders Group reached a consensus that restaurants could be affected substantially by the availability of alcohol sales, particularly liquor-by-the-drink.

The concern about jobs is supported by the finding in the Statistical Profile that only 11.9% of Archdale residents actually work in Archdale. The citizen survey provided some insight into exactly why so many residents choose to work outside of Archdale, with only 17% rating job opportunities in Archdale as good or excellent, while 36% rated them average, 32% below average and 16% poor. These findings reflect a typical “bedroom community,” where most of the residents work in surrounding cities. While such communities are obviously attractive places to live, they often struggle with how to expand their tax bases to a level that can sustain additional residential growth and the quality of life amenities that make such growth possible, such as schools, parks and cultural amenities.

In addition to the recruitment of new manufacturing and service industries, retail is another option for expanding the tax base—one that has the added benefit of enhancing Archdale’s quality of life. According to the Statistical Profile, Archdale’s annual retail sales per capita in fiscal year 2001–02 were \$8,155.28, which was quite low among other comparison cities in the Profile. Dissatisfaction with this situation was expressed in the citizen survey when only 18% of respondents rated shopping opportunities as either good or excellent, while 56% rated them below average or poor.

The following sub-goals try to address the concerns expressed in the survey, and to provide strategies for diversifying Archdale’s economy. For examples of how other communities in North Carolina have pursued similar strategies, please see Appendix H, compiled by the staff of the UNC Charlotte Urban Institute.

GOAL I

Sub Goals (Objectives)	Who	Timeline
1. Focus economic recruitment efforts on and position Archdale to attract clean, environmentally-friendly businesses, such as electronic/communication technology, distribution, medical services, the film industry, bio-tech, etc.	Randolph and Archdale Economic Development Community (Randolph EDC, Archdale/Trinity Chamber, etc.) City and County Staff	Underway, ongoing
2. Given Archdale's prime location at the intersection of Interstate 85 and the proposed Interstate 74, recruit a developer to establish a unique regional retail center. The idea is not so much to build a traditional "enclosed mall", but one designed more like a traditional downtown.	Randolph and Archdale Economic Development Community (Randolph EDC, Archdale/Trinity Chamber, etc.) City and County Staff	Underway, ongoing
3. Increase retail opportunities by recruiting more department stores. Also encourage more retail options for middle-aged and older adults, as well as more high-end retail.	Randolph and Archdale Economic Development Community (Randolph EDC, Archdale/Trinity Chamber, etc.) City and County Staff	Underway, ongoing
4. Establish a centrally-located entertainment center, with a cinema, shops & restaurants.	Randolph and Archdale Economic Development Community (Randolph EDC, Archdale/Trinity Chamber, etc.) City and County Staff	Underway, ongoing
5. Give the citizens of Archdale an opportunity to decide if they would like alcohol to be sold in the town of Archdale. If passed, alcohol sales would increase the likelihood of restaurants locating within the city limits, and probably other businesses as well.	City Council calls for a referendum, with voters given the opportunity to allow alcoholic beverage sales.	Place on March 2005 Ballot

GOAL II

(High Importance)

Archdale will develop a stronger sense of place as a town by creating a physical space or collection of spaces where citizens can come together to engage in all the human endeavors that make for a great community: civic discourse, celebration of the town's heritage, the arts, and living, working, shopping and dining.

Background: Until the latter half of the 20th century, Archdale was a rural hamlet that never developed the sort of traditional downtown that we often associate with “Main Street,” with rows of commercial brick buildings and a central courthouse or civic square. This is not to say that Archdale doesn't enjoy a strong sense of community and the pride that comes from a great quality of life. However, as Archdale has grown from a small rural hamlet into a vibrant suburban community within the greater Piedmont Triad region, its pattern of growth has led to a dispersed form of development that, in the minds of many residents, lacks a clearly defined “sense of place.”

Archdale's residents echoed this sentiment in both the citizen survey and the key informant interviews. In the citizen survey, 84% of respondents either somewhat or strongly agreed that Archdale was a “bedroom community” for nearby employment centers such as High Point and Greensboro. In addition, a number of the key informants expressed the need for Archdale to do a better job of defining the downtown area. As for the related issue of cultural amenities, only 20% rated Archdale's cultural and arts activities as either good or excellent, with 34% rating them average, 25% rating them below average, and 22% rating them as poor.

The following sub-goals recognize the importance of using the cultural arts along with the attributes of a centralized, public “gathering spot” to give Archdale a stronger sense of place. Together these sub-goals provide Archdale with an opportunity to create a new identity within the Piedmont Triad region that boldly looks to the future while still celebrating the town's rich heritage and cultural traditions. For examples of how other communities in North Carolina have pursued similar strategies, please see Appendix H, compiled by the staff of the UNC Charlotte Urban Institute.

GOAL II

Sub Goals (Objectives)	Who	Timeline
1. Begin planning for and moving toward the establishment of a multi-functional cultural/civic center(s), with both an indoor component (auditorium) and an outdoor component, amphitheater.	Newly established Arts Council	3–5 years from now
2. Establish an Archdale Arts Council to plan and coordinate arts programming in the community and to assess ongoing facilities needs such as the proposed cultural/civic center and possibly establish a public arts program.	City Council appoints volunteer task force.	6–12 months
3. Purchase or acquire an option on property for a future “town square”. Erect a monument as a focal point for the town within the new town square, one that celebrates Archdale’s heritage (such as a statue of Governor Archdale, a town clock, fountain gazebo, and/or a plaque commemorating Bush Hill and a new “town motto”).	Chamber organizes volunteer task force.	Place on the agenda for the Archdale/Trinity Chamber’s November Annual Retreat.
4. Press the U.S. Postal service to label the zip code Archdale instead of High Point, which will further enhance Archdale’s unique identity.	City Council	January 2005

GOAL III

(Medium Importance)

Archdale's educational opportunities will be enhanced to ensure that all of Archdale's citizens, including young people who are just starting their careers and older adults who are transitioning into a new career, are prepared to compete in the 21st century economy.

Background: Archdale's residents understand the link between education and the economic well-being of their community. As North Carolina's economy continues to experience a dramatic shift away from the more traditional manufacturing and agricultural jobs of its past and toward more technology-driven sectors, the need for a well-educated and adaptable workforce becomes even more important. This means that children need to be given a fair chance of establishing a solid educational foundation at the primary and secondary levels, and that opportunities must be provided for their ongoing training as adults so that they can regularly adapt to an ever-changing work environment.

For the most part, Archdale residents are satisfied with the quality of education their kids are receiving in the Randolph County School System. In fact, 70% of respondents to the citizen survey were either satisfied or very satisfied with the public schools. However, one of the growing areas of frustration, which was voiced in both the key informant interviews and during the task force stage of the strategic planning process, was the overcrowding issue at the local high school. This problem is the result of rapid residential growth that is occurring in northern Randolph County, particularly around Archdale and Trinity, and there is growing frustration in Archdale that Randolph County (which has jurisdiction over this issue) isn't moving quick enough to address the overcrowding issue.

Beyond the high school level, there is also a growing concern that Archdale's adult population isn't as prepared to adapt to the ever-changing economic conditions brought about by the global economy and advances in technology. The Statistical Profile noted that the proportion of Archdale residents with some college course training and/or a bachelors degree or higher is lower than any of the other comparison cities in the Profile. This finding supports the concerns expressed during the key informant interviews and task force meetings about the need for a more skilled workforce. Fortunately, Archdale is in a favorable position to address this concern with the presence of a satellite campus of Randolph Community College. There are many opportunities for Archdale to work with the community college to expand its programs and course offerings to help Archdale remain economically competitive.

The following sub-goals attempt to address these issues, and recognize the importance of also keeping young people engaged in the civic process so that they can be active participants in the decisions that will influence their future. For examples of how other communities in North Carolina have pursued similar strategies, please see Appendix H, compiled by the staff of the UNC Charlotte Urban Institute.

GOAL III

Sub Goals (Objectives)	Who	Timeline
1. Improve higher education by establishing more partnerships with Randolph Community College, including: (a) creation of a signature program for the Archdale campus of the community college (such as film or NASCAR) that can lead to partnerships between the college and businesses, and (b) promoting increased funding for the college.	Randolph Community College and Randolph Community College Board. Archdale/Trinity Chamber of Commerce Representative and City Council Representative.	By January 2005, establish a more formal liaison relationship.
2. Expand the Archdale campus of Randolph Community College to accommodate future growth in northern Randolph County.	Randolph Community College and Randolph Community College Board. Archdale/Trinity Chamber of Commerce Representative and City Council Representative.	Already in progress
3. Step up the level of advocacy at the county level for the building of a second high school to be located in the Archdale/Trinity area of Randolph County to overcome the overcrowding issue in the existing high school.	City Council, PTA and Tax Advisory Committee	Begin to organize and develop a strategy for advocacy as soon as possible.
4. Engage more young people in the civic process.	Randolph Community College	Fall 2004

GOAL IV

(Medium Importance)

Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.

Background: Related to the previous goals about creating a more balanced economy and developing a stronger sense of place is the need to enhance the visual appearance of Archdale. One of the byproducts of Archdale's rapid growth over the past few decades is that most of the development along the city's commercial thoroughfares is lacking the aesthetically-pleasing quality that can be found in Archdale's more planned residential communities. While citizens generally approve of Archdale's quality of life, in part because of the wonderful neighborhoods where they live, there is little in the way of aesthetic appeal along the city's main commercial corridors to distinguish Archdale from other communities.

This is a particularly unfortunate situation when one considers that Archdale has an enviable location along Interstate 85, and will soon be among just a handful of towns in North Carolina that is adjacent to the intersection of two major interstate corridors (when Interstate 74 is completed). If Archdale is to take advantage of this locational asset, it needs to begin planning now for the enhancement of its overall visual appearance. This is particularly important for the main corridors leading into town that give visitors (including representatives of new businesses that might consider locating there) their first impressions of Archdale.

According to the citizen survey, Archdale residents have a high level of satisfaction in their community's quality of life. However, during the task force stage of the strategic planning process, participants often expressed frustration that visitors as well as residents of other Piedmont Triad communities didn't have an adequate appreciation of Archdale's attributes. Many participants felt that this was because the image Archdale presents to the rest of the world, through its public spaces and commercial districts, doesn't adequately reflect the kind of community that Archdale really is.

The sub-goals found previously in Goal II about creating a stronger sense of place address the issue of improving the quality of Archdale's "public spaces." The sub-goals found below complement Goal II by addressing the visual appearance of Archdale's streetscapes and gateways into town. For examples of how other communities in North Carolina have pursued similar strategies, please see Appendix H, compiled by the staff of the UNC Charlotte Urban Institute.

GOAL IV

Sub Goals (Objectives)	Who	Timeline
1. Enhance the City of Archdale's signage for both directional purposes and aesthetic reasons (improving Archdale's appearance and identity).	Delegate to City to have staff work on. [City Investment]	October 2004–May 2006
2. Strengthen the city's existing sign ordinance to create better aesthetic standards among the town's private establishments.	Delegate to City to have staff work on. [Regulation].	October 2004–May 2006
3. Review existing design review process.	Delegate to City to have staff work on [Regulation]	October 2004–May 2006
4. Carry out streetscape improvements in the core of the town (planters, historic street lamps, etc.)	City Planning Staff [City/Private Investment]	September 2005– December 2007
5. Create a “gateway” or series of gateways into Archdale, using signage or other means; one possible site is the intersection of Hwy. 62 & the new Interstate 74.	City Planning Staff [City/Private Investment]	September 2005– December 2007
6. Establish a tree ordinance (including a “monumental tree ordinance”)	Appearance Commission [Regulation]	Present–December 2004 (In process, underway)
7. Develop a street tree plan as a way of defining and enhancing the entrance into Archdale along Hwy. 311.	Appearance Commission [City/Private Investment]	October 2004–December 2004
8. Create a master plan for Highways 62 and 85. (Incorporate into Archdale's Land Use Plan?) Identify and target key intersections for major redevelopment, particularly at the intersection of Highways 62 and 311.	City Planning Staff [City/Private Investment]	September 2005– December 2007
9. Build more support for the gardening/landscaping program (both commercial and residential).	Appearance Commission [Voluntary or Regulated]	October 2004, ongoing

GOAL V

(Low Importance)

Archdale will be known as a community where every citizen has access to a wealth of recreational amenities that are tailored to the diverse interests of its citizens.

Background: Quality of life, by definition, refers to the activities that enhance our daily lives beyond our working hours, and recreational amenities are usually high on most individuals' lists of important quality of life assets. Recreational amenities are also essential to helping maintain the personal health and well-being of a community's residents. Numerous studies have shown a link between the growing obesity of Americans and the deficiency of recreational opportunities in the communities where they live. Out of the concerns raised by these studies has emerged the concept of "active living by design," in which urban planners and health officials work together to encourage new residential and commercial development that provides an integrated network of recreational options for the people who live and work there.

The citizen survey and key informant interviews confirmed that Archdale residents value the role of recreation in their lives, and for the most part feel that the City of Archdale has done a good job in this regard, with 69% rating Archdale's parks and open space as good or excellent. However, concerns were expressed that as Archdale continues to grow, that growth should not be at the expense of the environment; with 90% agreeing that Archdale should save land for parks and open space. Although generally satisfied with their neighborhoods, Archdale residents also listed recreational amenities as two of the top three neighborhood "problem areas." Lack of sidewalks (with 62% of respondents listing that as a problem area), came in first, while inadequate recreational areas (29%) came in third. Even when residents in this fiscally conservative town were asked what services they would be willing to pay higher taxes for, the top response was parks & recreation areas (with 59% of respondents).

It should be noted that the sub-goals listed below envision a "parks master plan" to be conducted by the City of Archdale that would explore these recommendations in greater detail. Any such master plan should complement the recommendations of the Randolph County Parks & Recreation Master Plan, which was adopted by county commissioners in the spring of 2004 and which, among other things, cites the area near the future Randleman Lake between Archdale and Randleman as a possible location for a multi-purpose recreation complex. For examples of how other communities in North Carolina have pursued similar strategies, please see Appendix H, compiled by the staff of the UNC Charlotte Urban Institute.

GOAL V

Sub Goal	Who	Timeline
1. Create Parks Master Plan to incorporate A–F.	Parks & Recreation Advisory Board and Parks & Recreation Staff.	October 2004–December 2005
A. Create a parks & recreation advisory board to oversee planning for parks & recreation amenities.	City Council	January 2005
B. Repair & maintain existing recreational amenities before adding to the inventory of recreational assets managed by the city.	Parks & Recreation Advisory Board and Parks & Recreation Staff.	October 2004–December 2005
C. Create a “skateboard park” as a recreational amenity for youth (once perceived as a fad, skateboarding has now proven its staying power and deserves a home within Archdale’s parks & recreation range of amenities).	Parks & Recreation Advisory Board and Parks & Recreation Staff.	October 2004–December 2005
D. Create a “bark park” where residents can take their dogs for exercise and socialization with other dogs.	Parks & Recreation Advisory Board and Parks & Recreation Staff.	October 2004–December 2005
E. Expand/enhance the connectivity of Archdale’s greenway system to Trinity’s greenway system, tying together civic spaces and new developments, and utilizing water and sewer lines when feasible. Expand the greenway system beyond existing water & sewer lines, perhaps linking the Archdale greenway system with the Randleman Dam recreation area.	Parks & Recreation Advisory Board and Parks & Recreation Staff.	October 2004–2005
F. Improve the entrance to Creekside Park and erect a historical marker there celebrating the history of Archdale.	Parks Advisory Board & Parks Recreation Staff [Public/Private Investment]	Summer 2005–Summer 2006
2. Enhance programs and opportunities for teens using existing facilities.	Parks Advisory Board and volunteer task force (including youth representatives).	January 2005

GOAL VI

(Low Importance)

Archdale's citizens will have a greater array of public and private services available to address their health and safety needs.

Background: The well-being of a community's citizens should be near the top of any list of civic concerns. The elderly should be provided opportunities to live productive and meaningful lives during their retirement years, and when greater health care is required, that care should be accessible and of the highest quality. Citizens with other special needs, including the mentally disabled, should also be provided with quality care. And in this era of rising crime and concerns about domestic terror, public safety should always be a priority for the community.

One of the consistent messages that came out of both the key informant interviews and the task force discussions was a concern about the inadequacy of general health care as well as mental health care facilities in Archdale. On the one hand, there was recognition of the fact that Archdale is fortunate for a town of its size to be in close proximity to the excellent health care facilities associated with High Point Regional Hospital. However, this close proximity to High Point was seen as a double-edged sword, providing easy access to more sophisticated health care services than might otherwise be available to a community like Archdale, and yet at the same time discouraging the location of more basic, primary care facilities closer to Archdale residents. When one also considers Randolph County's ongoing efforts to consolidate its public and mental health facilities in Asheboro, Archdale residents increasingly find themselves in the situation of having to travel to either High Point or Asheboro for most, if not all, of their health care needs. This could become an even bigger concern as Archdale, which already has a median age higher than that of both the nation and state, continues to experience the aging of its population with the "graying" of the baby-boom generation. Usually less mobile than the average citizen, Archdale's elderly residents face the prospect of having to travel longer distances for basic health care at just the point in their lives when they need it most.

Archdale's location along Interstate 85 also raises concerns about the potential for increased crime. While Archdale's excellent police department is often mentioned with pride as a statewide model, there are growing concerns about its capacity to efficiently deal with any increase in the crime rate. Reflecting this concern about safety and their confidence in the local police department, Archdale citizens chose police services as one of only three services for which 50% or more of the respondents to the survey would be willing to pay higher taxes (54% of respondents).

The following sub-goals seek to address these concerns. For examples of how other communities in North Carolina have pursued similar strategies, please see Appendix H, compiled by the staff of the UNC Charlotte Urban Institute.

GOAL VI

Sub Goals (Objectives)	Who	Timeline
1. Encourage the development of a medical cluster that services the community.	Archdale/Trinity Chamber of Commerce should form a committee that includes doctors.	Within the next year
2. Secure funding to hire nurses for all schools in Archdale. (Research possible grants, lobby county commission).	PTA	Within the next year
3. Offer “medical offices on wheels”—a mobile educational facility.	Archdale/Trinity Chamber of Commerce should form a committee that includes doctors.	Within the next year
4. Enhance law enforcement services by building a holding facility and providing access to a 24-hour magistrate system.	Crime stoppers and police task force.	Within the next year

CONCLUSION

Together, the goals listed in the Archdale 20/20 Strategic Plan provide a blueprint for how Archdale could emerge from its history as a bedroom community of the Piedmont Triad's larger cities to become a more self-sufficient and sustainable community. While taking pains to maintain Archdale's quality of life as a residential community, the Archdale 20/20 Strategic Plan establishes goals and an action plan for diversifying Archdale's economic base so that it becomes less dependent on surrounding communities such as High Point and Greensboro for jobs, retail, and restaurants. In diversifying its economy, Archdale would further strengthen its tax base so that many of the cultural, recreational and other quality of life amenities that are so desired by its citizens can be acquired.

As noted earlier, developing such a vision and establishing the goals and objectives for realizing this vision is not the end of the strategic planning process. To realize that vision, the leadership and citizens of Archdale must remain committed to the implementation of the plan and must establish an ongoing system of measuring the community's progress. To this end, the Stakeholders Group wanted to present one final recommendation to the Archdale City Council:

Establish an "Implementation Team" with the primary responsibility of building the necessary partnerships and collaborations within the community to realize the goals of the Archdale 20/20 Strategic Plan, and to evaluate the community's progress on an annual basis to be reported back to the Archdale City Council.

If the energy and enthusiasm that was demonstrated throughout the strategic planning process can be maintained in the years ahead, then the City of Archdale can indeed succeed in meeting this challenge.

APPENDIX A: LIST OF STEERING COMMITTEE MEMBERS



Archdale Strategic Planning Process Steering Committee and Staff

Steering Committee

Tim Williams, Chairman
323 Daniel Paul Dr
Archdale, NC 27263
Phone: 336/878-2313
timw0817@hotmail.com

Lois Bohnsack
224 Alison Ln
Archdale, NC 27263
Phone: 336/431-0760
lbohnsack@
unitedwayhp.org

Stan Byrd, Sr.
10468 N. Main St, Suite B
Archdale, NC 27263
Phone: 336/861-9119
Email: stanbyrd@
stanbyrdrealtors.com

Don Hancock
332 Wynnewood Dr
Archdale, NC 27263
Phone: 336/431-8597
336/861-2100 (wk)
realvalue@northstate.net

Bill R. Kinley
522 Julian Avenue
Archdale, NC 27263
Phone: 336/431-1346

Walter H. Stanley
P.O. Box 4601
Archdale, NC 27263
Phone: 336/434-6745
mrins99@aol.com

Kathy Stuart
805 Wall Street
Archdale, NC 27263
Phone: 336/434-2716
atn@hpe.com
kstuart@infionline.net

Larry Warlick
415 Trindale Rd
Archdale, NC 27263
Phone: 336/431-3860

Staff

City of Archdale
P.O. Box 14068
Archdale, NC 27263
Phone: 336/431-9141
Fax: 336/431-2130

Gary Parker
Manager
gparker@archdale-nc.gov

Jeff Wells
Planning Director
jwells@archdale-nc.gov

April Neighbors
Accounting Technician
aneighbors@archdale-
nc.gov

Jeff Michael
Director
UNC Charlotte Urban
Institute
9201 University City Blvd
Charlotte, NC 28223
Phone: 704/687-2255
Fax: 704/687-3178
jmichael@email.uncc.edu

Cheryl Ramsaur Roberts
Senior Research Analyst
Central Piedmont
Community College
Phone: 704/330-6688
Fax: 704/330-6013
cheryl.roberts@cpcc.edu

Anne Edwards
Director, Information and
Data Services
Piedmont Triad Council of
Governments
Wilmington Bldg, Ste 201
2216 Meadowview Rd
Greensboro, NC 27407-
3480
Phone: 336/294-4950
Fax: 336/632-0457
aedwards@ptcog.org

APPENDIX B: LIST OF STAKEHOLDERS



Archdale 20/20
FOCUSING ON THE FUTURE

STAKEHOLDERS COMMITTEE

Ms. Ann Bailie
City of Trinity
PO Box 50
Trinity, NC 27370
Citymanager-trinity@triad.rr.com

Mr. Paul Barnes
1007 Springwood Lane
Archdale, NC 27263
Ph: 336/431-3946

Ms. Janet G. Bartlett
810 English Court
Trinity, NC 27370
Ph: 336/434-1194

Mr. Jim Brooks
651 Ashland Street
Archdale, NC 27263
Ph: 336/434-6623

Mr. Brian Brown
5991 Weant Road
Archdale, NC 27263
Ph: 336/861-7922

Ms. Kimberly Brown
5991 Weant Road
Archdale, NC 27263
Ph: 336/861-7922

Mr. Larry Darr, III
618 Trindale Road
Trinity, NC 27370

Ms. Phyllis East
Archdale/Trinity
Chamber of Commerce
P.O. Box 4634
Archdale, NC 27263
Ph: 336/434-2073
Phyllis@archdaletrinitychamber.com

Mr. Gilbert English
9120 Hillsville Road
Trinity, NC 27370
Ph: 336/841-2323

Dr. Richard T. Escajeda
Cornerstone Family Practice
10188 N. Main Street
Archdale, NC 27263
Off. Backline: 306/802-2072
rick.escajeda@cornerstonehealthcare.com

Mr. Bill Frazier
612 Liberty Road
Archdale, NC 27263
Work Ph: 336/883-3356
Home Ph: 336/431-3838

Ms. Glenda Frazier
612 Liberty Road
Archdale, NC 27263
Work Ph: 336/883-3356
Home Ph: 336/431-3838
glenda.frazier@ci.high-point.nc.us

Mr. Darrell Frye
2105 Shady Oak Lane
Archdale, NC 27263
dfrye@harrissandcov.com

Mr. Collins Fulcher
105 Oakley Court
Archdale, NC 27263
Ph: 336/434-3949
Collins@triadinsurance.com

Mr. Russell O. Gobble, Principal
John Lawrence Elementary School
219 Game Trail
Thomasville, NC 27360

Mr. Robert E. Gray, Jr.
315 Eden Terrace
Archdale, NC 27263

Ms. Shirley Gray
315 Eden Terrace
Archdale, NC 27263
Ph: 336/431-2313
shirleymom797@aol.com

Mr. Norris B. Greenlee
210 Balfour Drive
Archdale, NC 27263
jngreen@aol.com

Mr. Jack L. Hall
110 Marshall Street
Archdale, NC 27263
Ph: 336/431-1787

Mr. Otis E. Harris, Sr.
104 Seminole Drive
Archdale, NC 27263

Mr. Steve Huffman
112 Brandon Lane
Trinity, NC 27370

Ms. Nancy Lim
Bamboo Garden Restaurant
10106-C S. Main Street
Archdale, NC 27263

Mr. Mike Liner
1401 Sagewood Lane
Archdale, NC 27263
Ph: 336/434-3298
claser5100@aol.com

Mr. Fred Meredith
103 Carolina Court
Archdale, NC 27263
Work Ph: 336/861-5773
Home Ph: 336/431-2958
fmered5999@aol.com
fred@meredithtransport.com

Ms. Beverly Nelson
Executive Director
Archdale/Trinity
Chamber of Commerce
P.O. Box 4634
Archdale, NC 27263
Work Ph: 336/434-2073
Home Ph: 336/861-1332
beverly@archdaletrinitychamber.com

Mr. Randy Quate
220 Alison Lane
Archdale, NC 27263

Ms. Helen Sikes
107 Gallop Way
Archdale, NC 27263
Work Ph: 336.861.5600
Home Ph: 336.431.8634
Helen.sikes@lsbnc.com

Mrs. Nancy Smith
417 Lynnbrook Drive
Archdale, NC 27263
Ph: 336/431-3347
nosmith@triad.rr.com

Mr. Joe Stone
203 Belgian Drive
Archdale, NC 27263
joestone@triad.rr.com

Mrs. Jennifer Swanner
6000 Westhaven Lane
Trinity, NC 27370

Mrs. Mae Warren
506 Shamrock Court
Archdale, NC 27263
Ph: 336/434-1303

Mr. Gary White
5792 Suits Road
Archdale, NC 27263

APPENDIX C: LIST OF TASK FORCE MEMBERS



Task Force Members

Creating a Stronger Sense of Place

Mr. Brian Brown
5991 Weant Road
Archdale, NC 27263
Ph: 336/861-7922

Ms. Kimberly Brown
5991 Weant Road
Archdale, NC 27263
Ph: 336/861-7922

Stan Byrd, Sr.
10468 N. Main Street, Suite B
Archdale, NC 27263
Ph: 336/861-9119
stanbyrd@stanbyrdrealtors.com

Ms. Phyllis East
Archdale/Trinity
Chamber of Commerce
P.O. Box 4634
Archdale, NC 27263
Ph: 336/434-2073
Phyllis@archdaletrinitychamber.com

Ms. Glenda Frazier
612 Liberty Road
Archdale, NC 27263
Work Ph: 336/883-3356
Home Ph: 336/431-3838
glenda.frazier@ci.highpoint.nc.us

Mr. Nelson Gaddis
513 Playground Road
Archdale, NC 27263
Ph: 336/434-5680

Ms. Cheri Gray
340 Wynnewood Drive
Archdale, NC 27263
Ph: 336/431-9422
cgray41340@aol.com

Mr. Ryan Hoskins
11220 N. Main Street
Archdale, NC 27263

Mr. Mathew Lowe
304 Magnolia Lane
Archdale, NC 27263
Ph: 336/434-8701
matt.lowe.ne7+@statefarm.com

Ms. Dana McKim
PO Box 4096
Archdale, NC 27263
Work Ph: 336/431-7111
Home Ph: 336/431-1929
aumc@northstate.net

Mrs. Nancy Smith
417 Lynnbrook Drive
Archdale, NC 27263
Ph: 336/431-3347
nosmith@triad.rr.com

Ms. Kathy Stuart
805 Wall Street
Archdale, NC 27263
Ph: 336/434-2716
atn@hpe.com
kstuart@infionline.net

Economic Development/Infrastructure

Mr. Jim Brooks
651 Ashland Street
Archdale, NC 27263
Ph: 336/434-6623

Ms. Mel Brooks
3958 Woodcrest
Trinity, NC 27370
Ph: 336/434-4737

Mr. Steve Foley
4804 Westhaven Lane
Trinity, NC 27370

Mr. Bill Frazier
612 Liberty Road
Archdale, NC 27263
Work Ph: 336/883-3410
Home Ph: 336/431-3838

Mr. Gary Guffey
3708 Archdale Road
Archdale, NC 27263
Ph: 336/431-8813

Mr. Doug Harmon
703 Robin Lane
Archdale, NC 27263

Mr. Mike Liner
1401 Sagewood Lane
Archdale, NC 27263
Ph: 336/434-3298
claser5100@aol.com

Mr. Fred Meredith
103 Carolina Court
Archdale, NC 27263
Work Ph: 336/861-5773
Home Ph: 336/431-2958
fmered5999@aol.com
fred@meredithtransport.com

Ms. Beverly Nelson
Archdale/Trinity
Chamber of Commerce
P.O. Box 4634
Archdale, NC 27263
Work Ph: 336/434-2073
Home Ph: 336/861-1332
beverly@archdaletrinitychamber.com

Ms. Jennifer Taylor
408 Brookwood Circle
Archdale, NC 27263
Ph: 828/768-1657
trophy@smn.com

Mr. Jeff Wells
P.O. Box 14068
Archdale, NC 27263
Ph. 336/431-9141

Mr. Tim Williams
323 Daniel Paul Drive
Archdale, NC 27263
Ph. 336/878-2313
timw0817@hotmail.com

Civic/Cultural/Recreation

Ms. Elaine Albertson
P.O. Box 14068
Archdale, NC 27263
Ph. 336/431-9141

Ms. Fran Andrews
PO Box 315
Trinity, NC 27370
Ph. 336/431-9456

Ms. Rae Askew
4111 Barrett Dr
Archdale, NC 27263
Ph. 336/434-1630
raeaskwy@triad.rr.com

Mr. Daryl Barnes
4945 Robbins Country Road
Trinity, NC 27370
Work Ph: 336/622-2001
Home Ph: 336/861-4746

Ms. Lois Bohnsack
224 Alison Lane
Archdale, NC 27263
Ph. 336/431-0760
lbohnsack@unitedwayhp.org

Mr. Duane Church
Duane.Church@TWCable.com

Ms. Fredia Gooch
206 Quaker Lake Drive
Archdale, NC 27263
Ph. 336/431-7869

Ms. Gail Gurley
606 Quaker Lake Drive
Archdale, NC 27263
Ph. 336/861-2290
eggurley0122@cs.com

Ms. Courtney Lowe
304 Magnolia Lane
Archdale, NC 27263
Work Ph. 336/777-3801
Home Ph. 336/434-8701
clowe8@triad.rr.com

Mr. John Maddocks
3863 Fox Meadow Road
Trinity, NC 27370
Ph. 336/861-8661

Ms. Paula Meredith
studio215@msn.com

Mrs. Jennifer Swanner
6000 Westhaven Lane
Trinity, NC 27370

Mr. Dan Warren
4709 Village Drive
Trinity, NC 27370
Ph. 336/434-7187
dwarren@northstate.net

Ms. Rhonda Winters
6019 Briles Meadow Road
Trinity, NC 27370
Ph. 336/862-7986
rswinters@randolph.edu

Human Services/Community Safety

Mr. Paul Barnes
1007 Springwood Lane
Archdale, NC 27263
Ph: 336/431-3946

Ms. Becky Coltrane
301 Sterling Ridge
Archdale, NC 27263
Ph: 336/431-0881
rcoltrane@triad.rr.com

Ms. Cindy Edwards
edwards@rcmh310.net

Mr. Tom Holtham
477 Robin Lane
Archdale, NC 27263
Ph. 336/434-6211

Ms. Violet Horton
108 Park Drive
Archdale, NC 27263

Dr. Nick Jacobucci
Cornerstone Family Practice
10188 N. Main Street
Archdale, NC 27263
Ph. 336/802-2070
drnickj@aol.com

Ms. Debbie Kennedy
104 Oakley Court
Archdale, NC 27263
Ph. 336-861-5838

Mr. Bill R. Kinley
522 Julian Avenue
Archdale, NC 27263
Ph. 336/431-1346

Mr. Gary Lewallen
P.O. Box 14068
Archdale, NC 27263
Ph. 336/431-9141

Ms. Penny Stewart
3757 Lynn Oaks Drive
Trinity, NC 27370
Ph. 336/434-4443

APPENDIX D: PIEDMONT TRIAD COG STATISTICAL PROFILE

ARCHDALE 20/20 ... FOCUSING ON THE FUTURE

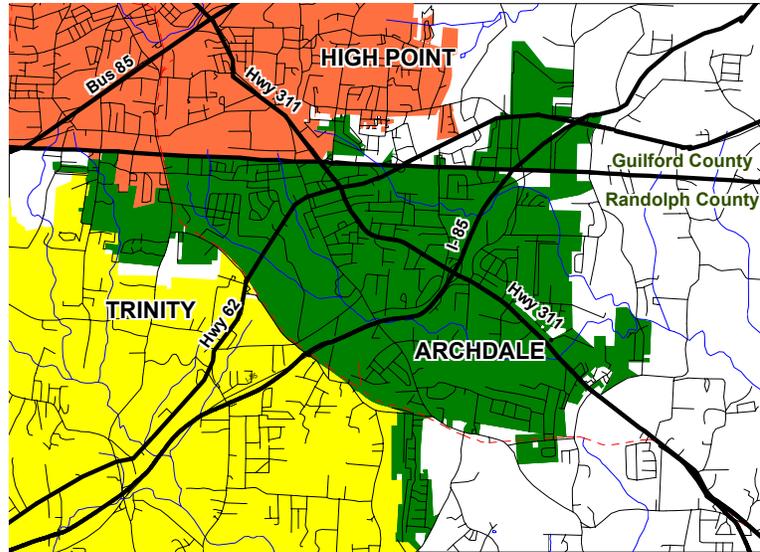
STATISTICAL DATA

TABLE OF CONTENTS

The Regional Perspective	1
The Comparison Areas	2
Population	3
Historical Growth Patterns.....	4
Future Growth Issues.....	7
Characteristics of the Population	10
Age.....	10
Race & Ethnic Origin	13
Gender	15
Housing units and Households	16
Housing Units & Occupancy	16
Households	17
Tenure.....	18
Housing Values.....	19
Social Indicators	21
Income	21
Poverty	23
Earnings and Wages	24
ECONOMY	26
Labor Force	26
Unemployment	27
Commuting	29
Retail Sales.....	31
EDUCATION	33
Educational Attainment	33
Expenditures	34
Student Indicators	35
Graduate Intentions.....	36
LOCAL GOVERNMENT	37
Services.....	37
Financial & Tax Rate Comparison	37
Revenues & Expenditures.....	38

THE REGIONAL PERSPECTIVE

The City of Archdale occupies 7.826 square miles in Randolph and Guilford Counties. The majority of Archdale lies in Randolph County (91% of the City's land area and 97% of the City's population).

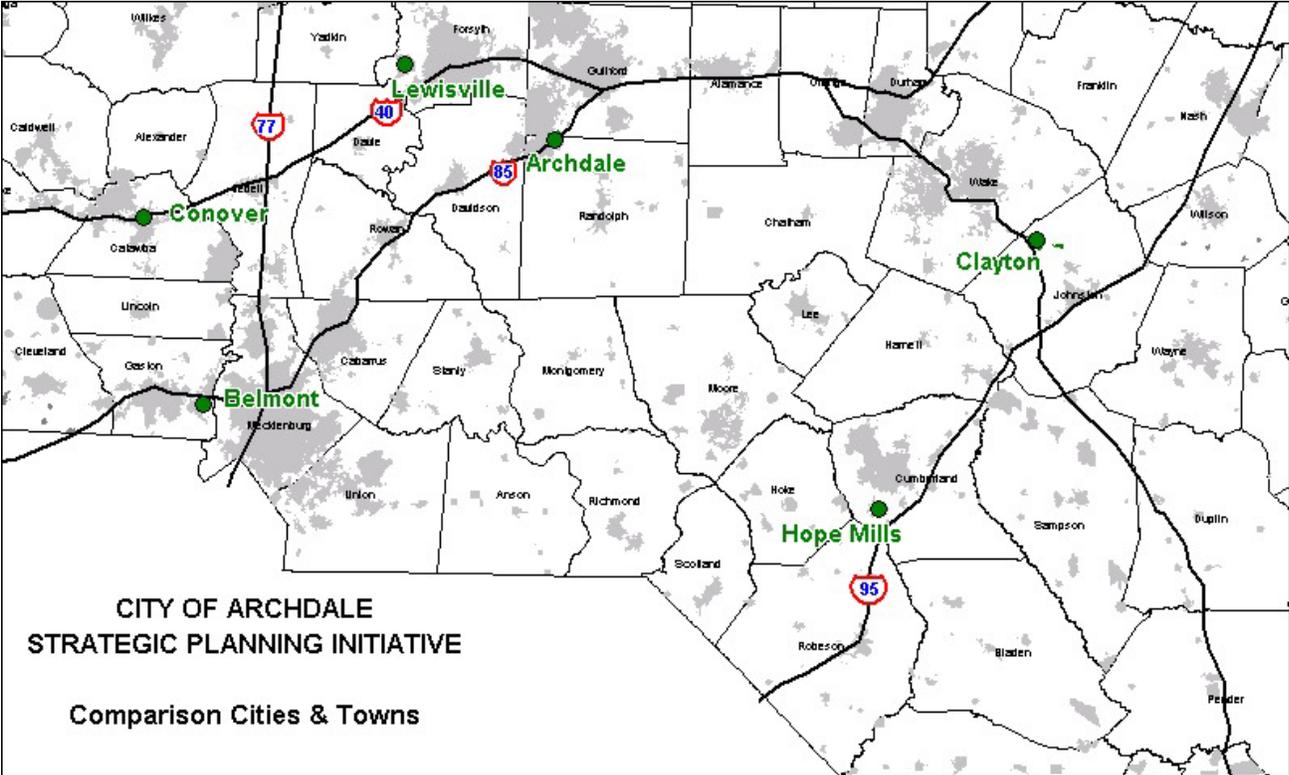


Archdale is located roughly in the center of NC. Although Archdale retains a small town feel, more than one million people live within a 30-mile radius of the City.



THE COMPARISON AREAS:

- Belmont (Gaston County), the greater Charlotte region
- Clayton (Johnston County), the Raleigh-Durham region
- Conover (Catawba County), the Hickory region
- Hope Mills (Cumberland County), the Fayetteville region
- Lewisville (Forsyth County), the Piedmont Triad region



Population

<u>Quick Facts</u>	
Population (estimated, 2002)	9,178
Population Rank (of all municipalities in NC*)	74th
Land Area	7.826 square miles
Population Density	1,167 people per square mile
Growth Rate, 1990-2000	30.4%
Median Age	36.7
Percentage Minority Population	7.8%
Households (2000)	3,743

* As of 2002, there were 542 incorporated municipalities in NC

The City of Archdale was chartered on July 8, 1969 with a population of just under 5,000 people. Today, the City is home to more than 9,000 residents. Archdale is the second largest city in Randolph County and the 14th largest city in the Piedmont Triad region of NC. Archdale is also relatively young compared to the other areas. Only Lewisville is younger, incorporated 22 years after Archdale. All other comparison areas were incorporated in the late 1800's.

Date of Incorporation

Lewisville	1991
Archdale	1969
Belmont	1895
Hope Mills	1891
Conover	1877
Clayton	1869

Source: The Cities, 2003.

The City is the 4th largest in both population and land area of the comparison areas studied.

Current Population Estimates, Land Area, and Density

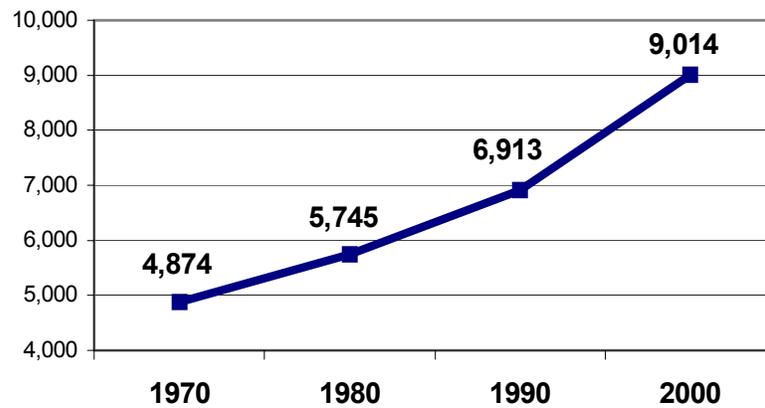
Archdale and Comparison Areas

	Population, 2002	Land Area (in square miles)	Population Density (Pop. per sq. mile)
Archdale	9,178	7.83	1,172.16
Belmont	8,997	8.11	1,109.37
Clayton	10,706	5.54	1,932.49
Conover	6,744	10.32	653.49
Hope Mills	11,797	6.21	1,899.68
Lewisville	9,278	11.11	835.10

Source: NC Office of State Budget & Management, July, 2003.

Population Growth

US Census Population Counts for the City of Archdale, 1970-2000

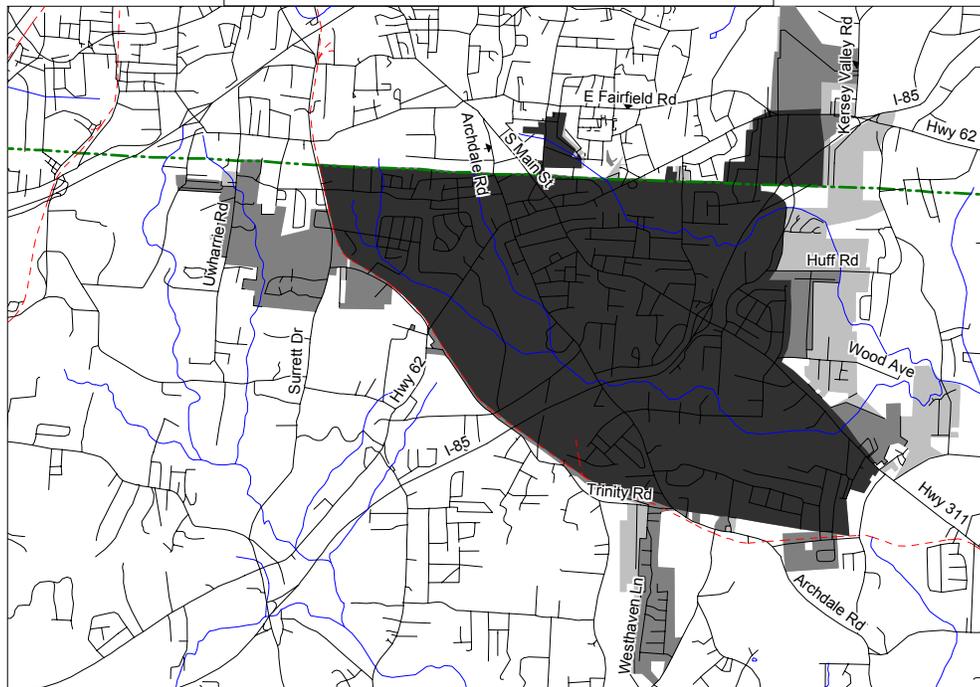


Source: US Census Bureau, 1970-2000 Census of Population & Housing.

In the 1970's, Archdale grew by 871 people or 17.9%. In the 1980's, the City continued to grow adding another 1,168 people (or 20.3% growth). However, growth in the 1990's was the highest in the history of the City. Between 1990 and 2000, Archdale added 2,101 residents for a growth rate of 30.4%. Most of Archdale's growth in the 1990's was on the eastern and southern sides of the City.

Archdale City Limits Growth

- 1980 Municipal Limits
- Areas annexed in the 1980's
- Areas annexed in the 1990's



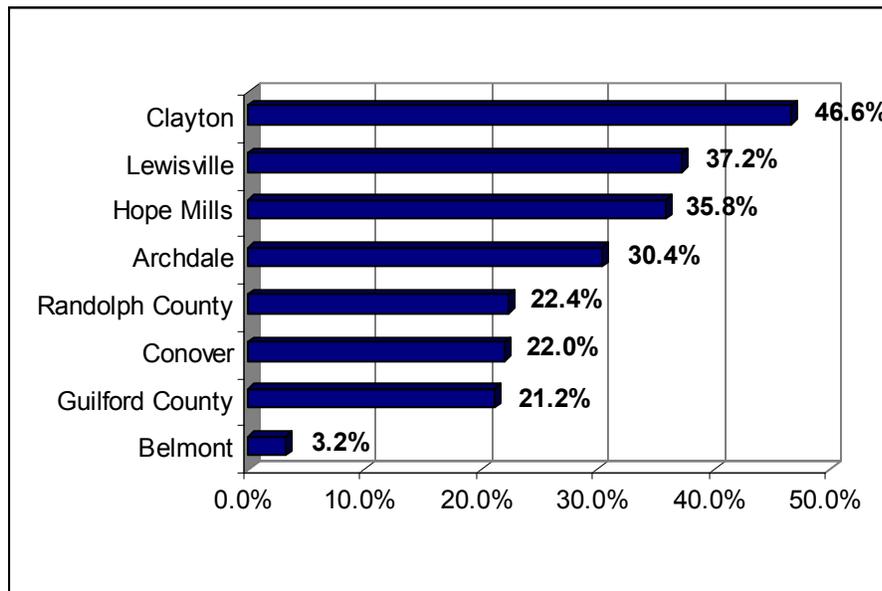
Between 1990 and 2000, the City of Archdale annexed less than a square mile of land area (.896). Annexations added a total of 173 people to the City’s population during the 1990’s. Another 2,039 were added through urban growth – a combination of births within the City and persons moving into the City. Thus, less than 10% of Archdale’s growth has been the result of annexation, far less than most of the other comparison areas except for Lewisville. Across NC, annexations accounted for, on average, 62% of the growth seen in municipalities during the 1990’s.

**Population Growth Comparison
1990-2000**

	Population Growth Rate, 1990-2000	Population Change (Total), 1990-2000	Population Annexed, 1990-2000	% of growth attributable to annexation
Archdale	30.4%	2,101	173	8.5%
Belmont	3.2%	271	416	All*
Clayton	46.6%	2,217	2,007	90.5%
Conover	22.0%	1,202	1,040	86.5%
Hope Mills	35.8%	2,965	2,115	71.3%
Lewisville	37.2%	2,393	251	10.5%
Randolph County	22.4%	23,908	not applicable	
Guilford County	21.2%	72,628	not applicable	

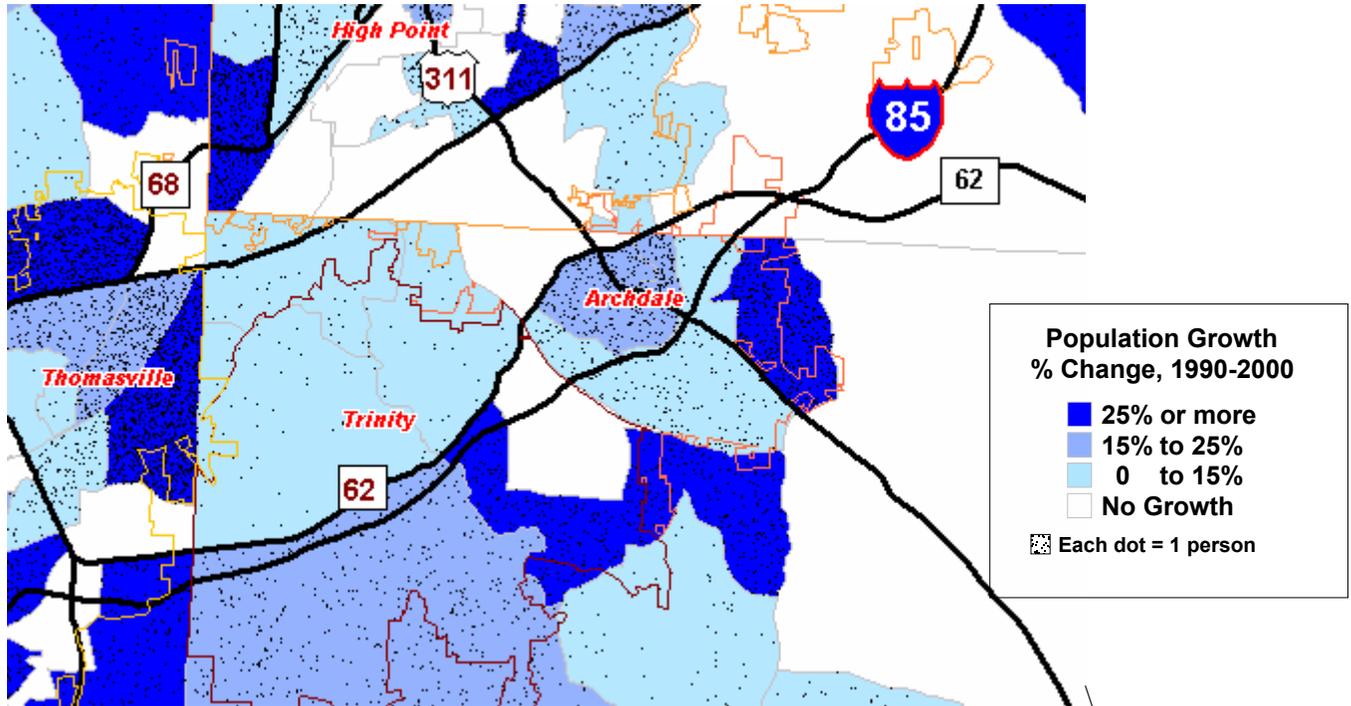
Source: NC Office of State Planning, State Demographer, issued Sept, 2002.
** municipality would have lost population without annexation*

**Population Growth Rate Comparison
1990-2000**



Source: 1990 & 2000 Census.

Growth Within Archdale in the 1990's
 Mapped by Census Block Groups



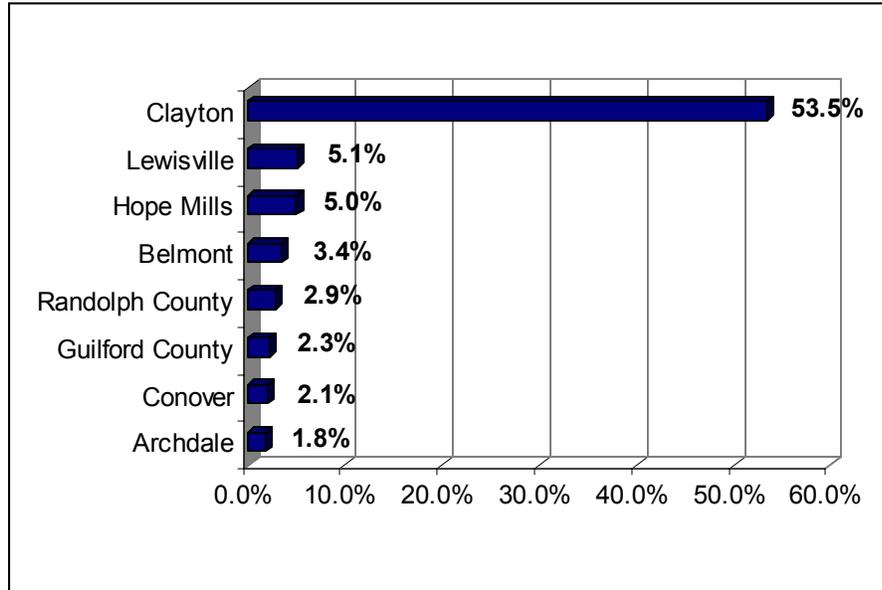
According to estimates provided by the US Census Bureau, Archdale's growth has slowed in this decade to less than 1% per year. In the 1990's, the growth rate averaged 3% per year. The growth rate seen between 2000 and 2002 has been the lowest among the comparison areas studied.

Population Growth Comparison
 So Far This Decade

	Population Estimate, 2002	Population Growth, 2000-2002	Growth Rate, 2000-2002
Archdale	9,178	164	1.8%
Belmont	8,997	292	3.4%
Clayton	10,706	3,733	53.5%
Conover	6,744	140	2.1%
Hope Mills	11,797	560	5.0%
Lewisville	9,278	452	5.1%
Randolph County	134,217	3,763	2.9%
Guilford County	430,937	9,889	2.3%

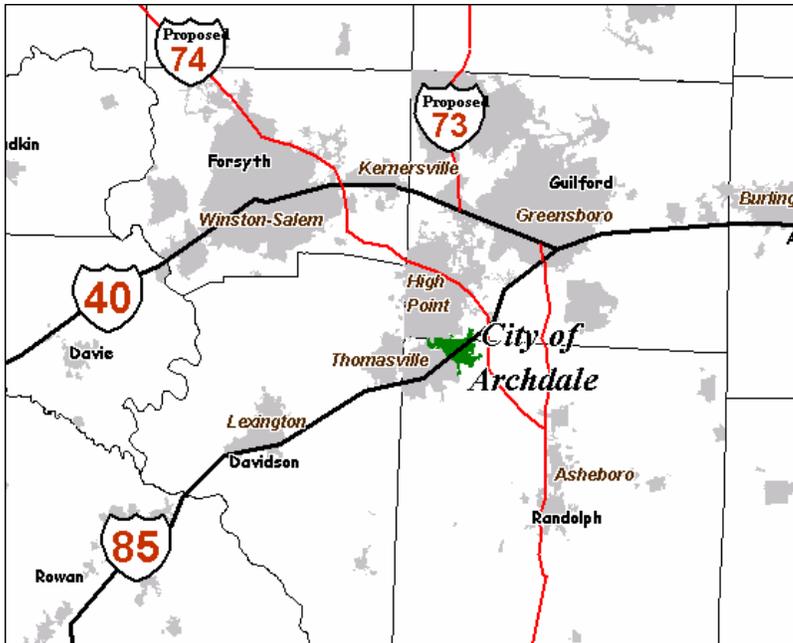
Source: US Census Bureau, 2002 estimates released in July of 2003.

Population Growth Rate Comparison 2000-2002



Source: NC Office of State Planning, State Demographer, issued in Spring of 2003.

Issues for Future Growth



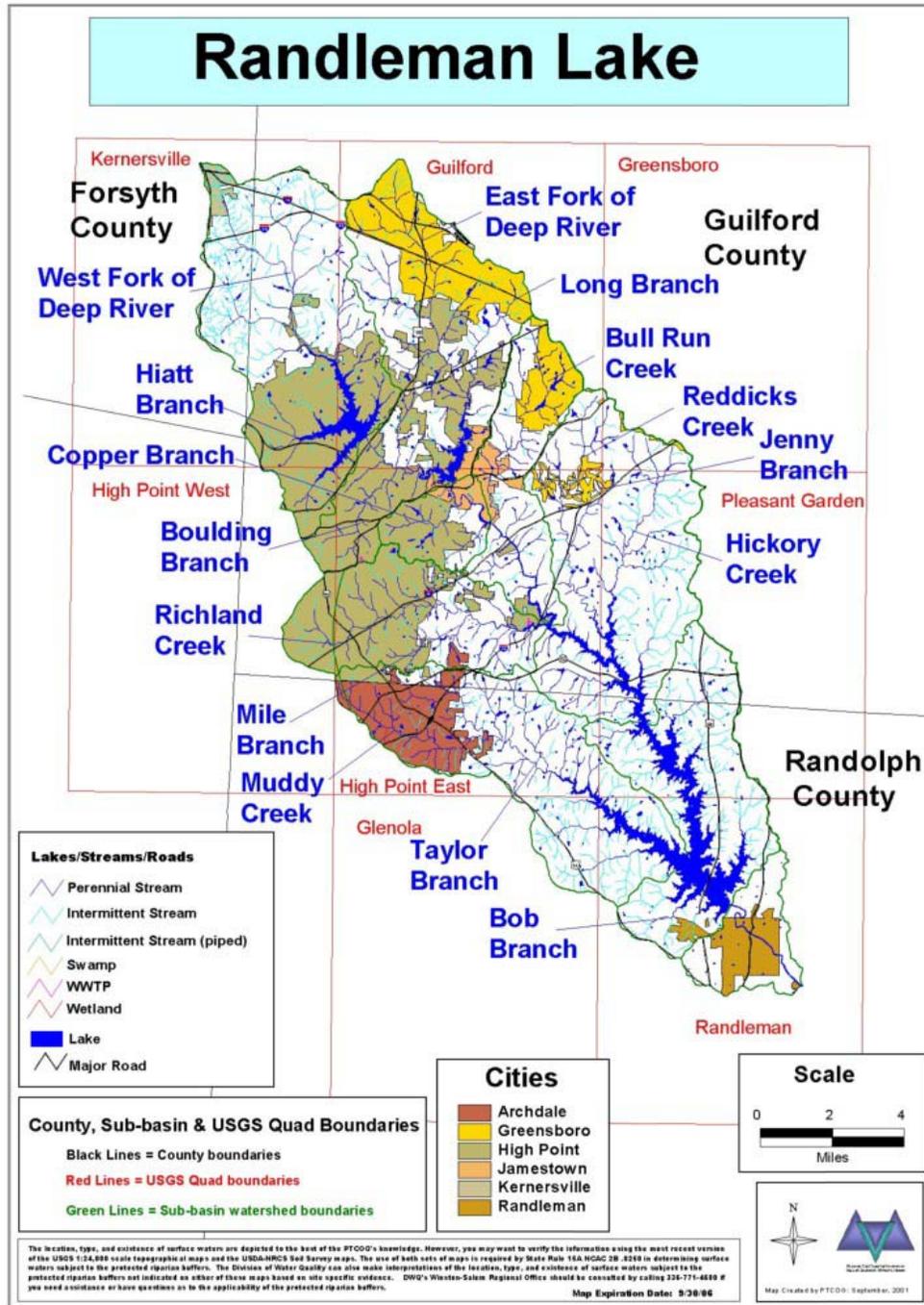
Archdale’s quality of life and general livability will continue to drive growth in the future, particularly as the urban areas of the Piedmont Triad continue to grow. Demand for housing is expected to continue to stay high. The completion of the Highway 311 bypass around High Point (later to become Interstate 74) will also drive both population and commercial growth within Archdale.

Proposed Interstate 74 exchange with Interstate 85 just east of the current city limits of Archdale

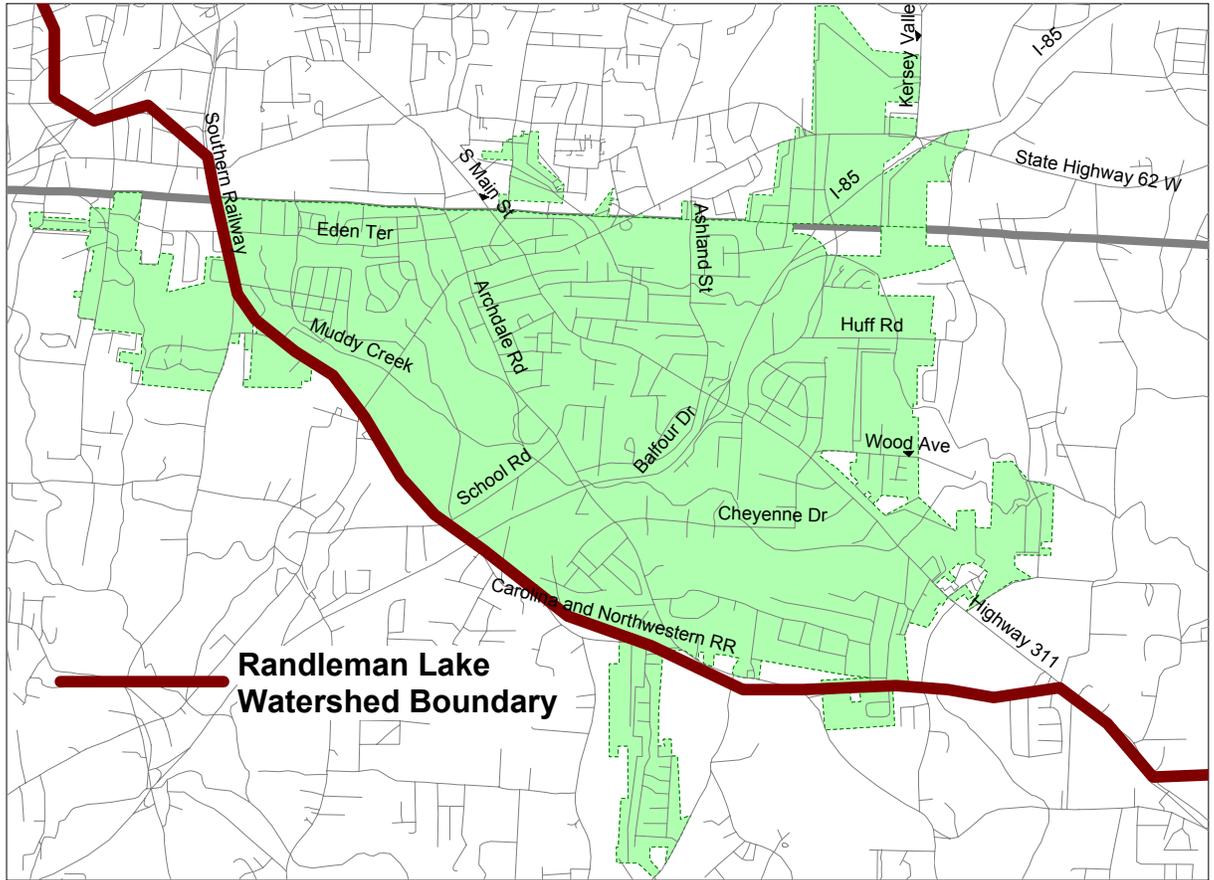
However, environmental ordinances and restrictions could impact future growth and how that growth occurs. Over 90% of the land areas of Archdale lies within the Randleman Lake watershed.

Because the majority of Archdale is now located in the Randleman Lake watershed, development patterns may be different than in the past. Watershed regulations will stipulate how densely areas can be developed as well as the types of development.

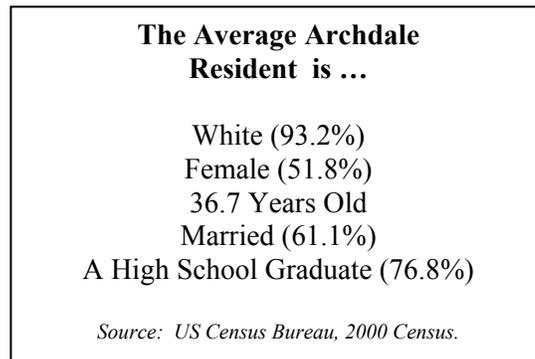
Randleman Lake Watershed



Area of Archdale within the Randleman Lake Watershed



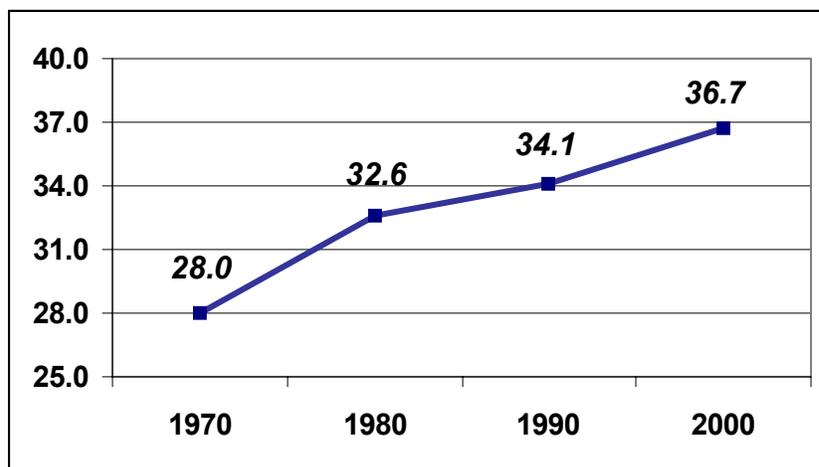
Characteristics of the Population



Age

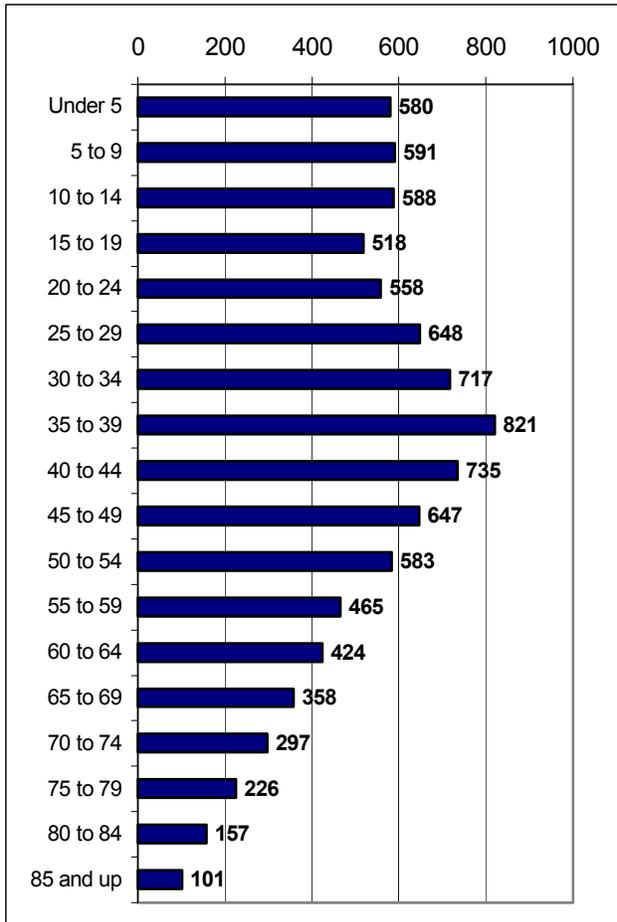
Following state and national trends, the median age in Archdale continues to rise. The trend toward an older overall population is due to the aging of the baby boomer demographic group (persons born between 1941-1963) and to persons living longer than in previous generations. However, the median age is higher in Archdale than in either the US or NC (where the median age of both is 35.3). Further, the median age in Archdale is growing faster than in NC overall. This is primarily due to a larger proportion of minority residents in the US and in NC. As minorities, particularly Hispanic and Asian residents, have moved into areas across NC, the median age has not risen as quickly since most of the Hispanic growth has been among younger age groups. Archdale has not seen as much growth in minority population, therefore the median age is rising faster than in other areas.

Median Age
Residents of Archdale



Source: US Census Bureau, 1970, 1980, 1990, and 2000 decennial Census.

2000 Population by Age Range

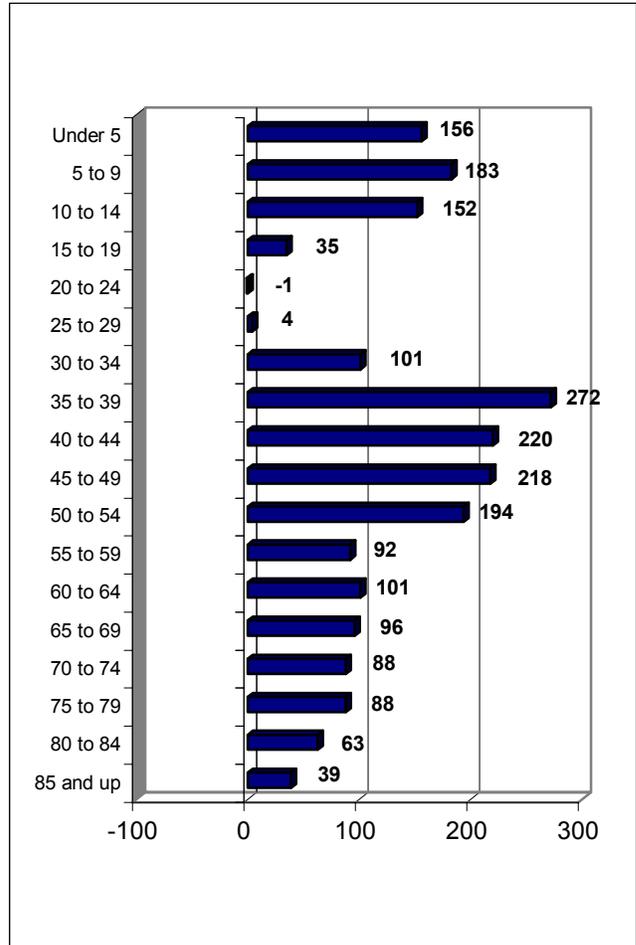


The two largest age groups in Archdale in 2000 were those age 35-39 followed by those age 40-44 and then those age 30-34. Among children, the largest age groups were those age 5-9 (elementary age children) followed closely by those age 10-14.

Source: 2000 Census of Population & Housing.

Population Change by Age Range, 1990-2000

In the 1990's, the largest increases were seen in those age 35-39, followed by those age 40-44. Among children, the largest increases were seen in those age 5-9. The young adult age groups, those age 20-29 saw population declines during the 1990's.



Source: 1990 and 2000 Census of Population & Housing, SF1 files.

Age Comparison

	Median Age	% Age 0-17	% Age 18-34	% Age 35-64	% Age 65+
Archdale	36.7	23.2%	23.4%	40.8%	12.6%
Belmont	34.9	22.8%	27.3%	36.5%	13.4%
Clayton	32.6	26.8%	27.3%	35.8%	10.0%
Conover	38.0	21.4%	23.9%	39.3%	15.4%
Hope Mills	30.6	32.1%	26.3%	35.7%	5.8%
Lewisville	38.0	26.8%	17.7%	47.3%	8.2%
Randolph County	36.2	25.0%	23.0%	39.9%	12.1%
Guilford County	34.9	23.6%	26.5%	38.1%	11.8%

Source: 2000 Census.

Proportion of Residents by Age Range
Past 20 Years, Archdale

Age Range	2000	1990	1980
0 - 17	23.2%	22.0%	27.0%
18 - 34	23.4%	29.6%	26.5%
35 - 64	40.8%	37.3%	35.5%
65+	12.6%	11.1%	11.1%

Source: US Census Bureau.

The proportion of Archdale’s population comprised of children has declined since 1980, although it has risen slightly since 1990. The proportion of those age 18-34 has declined, but the proportion age 35-64 is increasing the most. The proportion age 65 and older is increasing too, although at a slower rate.

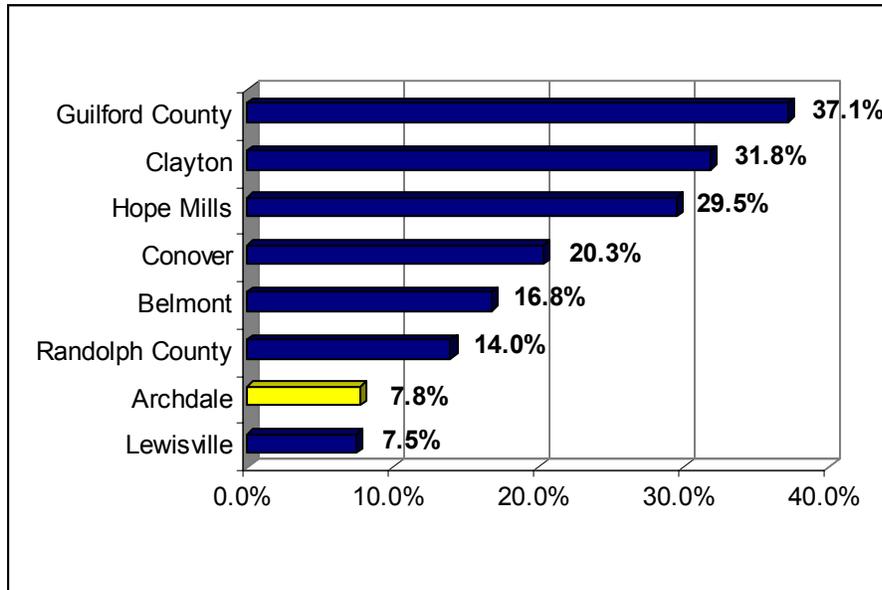
Race and Ethnic Origin

Of the comparison areas, Archdale has the second highest proportion of white, non-Hispanic residents, the second lowest proportion of Hispanics, and the lowest proportion of Black or African Americans. However, the growth rate of minority residents was higher during the 1990’s than the growth rate of whites.

	<i>Non-Hispanic</i>			Hispanic Origin
	White	Black	Other	
Archdale	92.2%	2.7%	3.2%	1.8%
Belmont	83.2%	9.9%	4.4%	2.5%
Clayton	68.2%	19.9%	1.8%	10.1%
Conover	79.7%	8.3%	4.1%	7.8%
Hope Mills	70.5%	17.3%	5.8%	6.4%
Lewisville	92.5%	4.1%	2.2%	1.2%
Randolph County	86.0%	5.6%	1.8%	6.6%
Guilford County	62.9%	29.0%	4.3%	3.8%

Source: 2000 Census of Population and Housing

**Proportion of Minority Residents
(All persons except Non-Hispanic Whites)**



Source: 2000 Census.

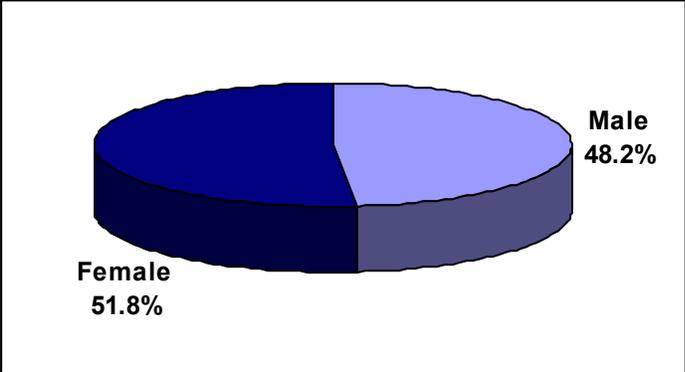
**Population Change by Race
City of Archdale, 1990 – 2000**

	<u>1990</u>	<u>2000</u>	<u># Change</u>	<u>% change</u>
White	6,737	8,401	1,664	24.7%
Black	85	248	163	191.8%
Indian	21	42	21	100.0%
Asian	63	184	121	192.1%
Hispanic Origin (of any race)	29	163	134	462.1%

Source: 1990, 2000 Census of Population and Housing. Note that racial data was collected differently in the 2000 Census than in the 1990 Census, so direct comparisons may not be accurate. For the first time in 2000, persons were allowed to choose multiple racial categories. However, in Archdale, less than 1% (or .8%) of residents indicated that they were multi-racial. Therefore, this chart showing population changes by race should still be reliable in viewing overall shifts in the population by race.

Gender

Following state and national trends, Archdale has a slightly higher proportion of female residents than males.



Source: 2000 Census.

HOUSEHOLDS AND HOUSING

Archdale had just under 4,000 housing units in 2000. The vacancy rate was 6.1%, but most vacancies were in rental occupied units.

Housing Units & Vacancy Rates

	Total	% Vacant	Homeowner Vacancy Rate	Rental Vacancy Rate
Archdale	3,986	6.1%	2.6%	9.2%
Belmont	3,552	5.7%	1.5%	4.5%
Clayton	3,006	7.9%	5.8%	6.1%
Conover	2,879	5.6%	2.4%	6.8%
Hope Mills	4,497	8.6%	3.6%	9.6%
Lewisville	3,501	4.6%	2.4%	9.1%
Randolph County	54,422	6.9%	1.4%	8.4%
Guilford County	180,391	6.5%	1.8%	7.2%

Source: 2000 Census of Population & Housing.

Housing Units by Type of Structure

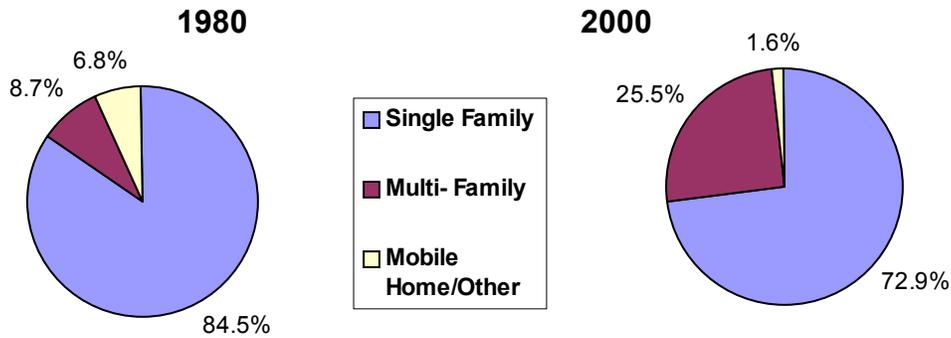
Three quarters of the housing stock in the City consists of detached, single-family, site-built structures. However, both the proportion of single-family homes and mobile homes is declining in the City as more multi-family structures are built. Between 1980 and 2000, the proportion of multi-family dwellings tripled within the City.

	Single Family	Multi- Family	Mobile Home/Other
Archdale	72.9%	25.5%	1.6%
Belmont	74.6%	14.7%	10.7%
Clayton	75.4%	16.0%	8.6%
Conover	71.6%	16.0%	12.4%
Hope Mills	78.1%	14.7%	7.2%
Lewisville	88.8%	9.4%	1.8%
Randolph County	65.4%	9.3%	25.3%
Guilford County	69.6%	26.5%	3.9%

Source: 2000 Census.

	Single Family	Multi- Family	Mobile Home/Other
1980	84.6%	8.7%	6.8%
1990	76.0%	21.0%	3.1%
2000	72.9%	25.5%	1.6%

Source: US Census Bureau, SF1 files, 1980, 1990, 2000.



Households

The number of households within Archdale grew at an even faster rate than the population between 1990 and 2000. The growth rate of households in Archdale was 33.5% versus a population growth rate of 30.4%. This is due to smaller household sizes and more persons living alone. For instance, in 2000, the number of persons per household was 2.38. In 1990, the average household size was 2.47 people, and in 1980 it was 2.73.

Changing Characteristics of Households In Archdale

	1990	2000
Households	2,803	3,743
Person per household	2.47	2.38
Family households	74.4%	70.1%
Persons living alone	22.9%	26.2%
Households with children	34.0%	34.1%
Married Couple family with children	26.9%	24.7%
Single Parent Household	6.8%	7.4%

Source: 1990 and 2000 Census of Population & Housing.

Almost three of every four households in the City are families – related persons living together. However the proportion of families is declining in Archdale. One of every four households contained a married couple with children under the age of 18. One in twelve were single parent households.

Households by Type

	Persons per Household	Families	Households with children	Married couple families with children	Persons living alone	Households of Non-relatives
Archdale	2.38	70.1%	34.1%	24.7%	26.2%	3.7%
Belmont	2.40	66.5%	34.7%	22.0%	28.8%	4.7%
Clayton	2.52	69.7%	38.3%	24.5%	25.8%	4.5%
Conover	2.41	67.9%	30.4%	19.5%	27.5%	4.6%
Hope Mills	2.73	75.6%	49.7%	30.9%	19.7%	4.7%
Lewisville	2.64	80.1%	41.7%	33.9%	16.6%	3.3%
Randolph County	2.55	73.7%	37.0%	25.5%	22.5%	3.8%
Guilford County	2.41	65.1%	33.5%	20.7%	27.9%	7.0%
North Carolina	2.49	68.9%	35.3%	22.6%	25.4%	5.7%

Source: 2000 Census.

Even though the proportion of families and married couple families with children is declining, Archdale still has a slightly higher proportion of families than the state overall.

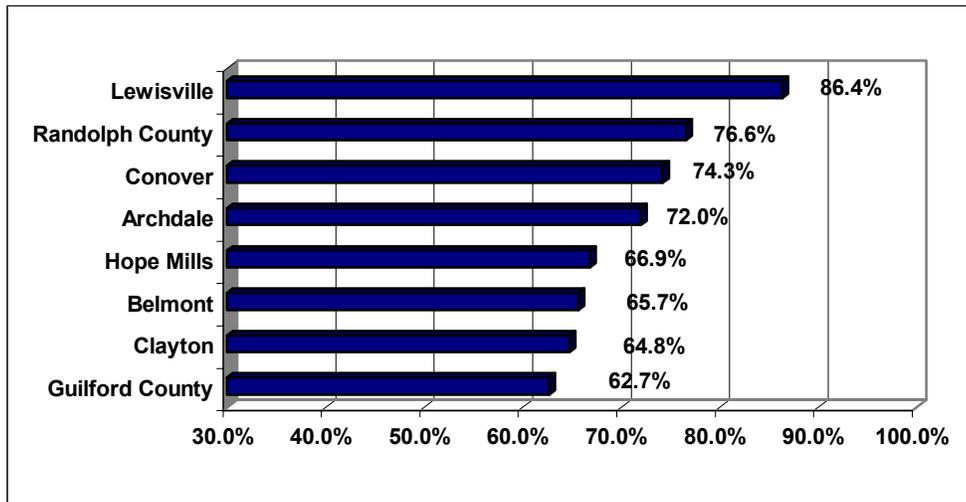
Almost three of every four households in Archdale are owner occupied. This is lower than the rate for Randolph County overall, but higher than three of the other comparison areas. Only Conover and Lewisville have a higher proportion of owner occupied homes. Median home values are generally lower in Archdale, than in most of the other comparison areas except Belmont and Hope Mills. This may indicate that homeownership is more affordable in Archdale than in other areas (and thus, there are more owner occupied units). This may also play a role in the migration rates that Archdale is seeing.

Households by Tenure Archdale and Comparison Areas

	Owner Occupied	Median Value	Renter Occupied	Median Rent
Archdale	72.0%	\$ 100,300	28.0%	\$ 399
Belmont	65.7%	\$ 94,400	34.3%	\$ 416
Clayton	64.8%	\$ 108,800	35.2%	\$ 507
Conover	74.3%	\$ 104,900	25.7%	\$ 414
Hope Mills	66.9%	\$ 85,100	33.1%	\$ 465
Lewisville	86.4%	\$ 145,500	13.6%	\$ 492
Randolph County	76.6%	\$ 94,700	23.4%	\$ 360
Guilford County	62.7%	\$ 116,900	37.3%	\$ 492

Source: 2000 Census.

Comparison of Homeownership Rates



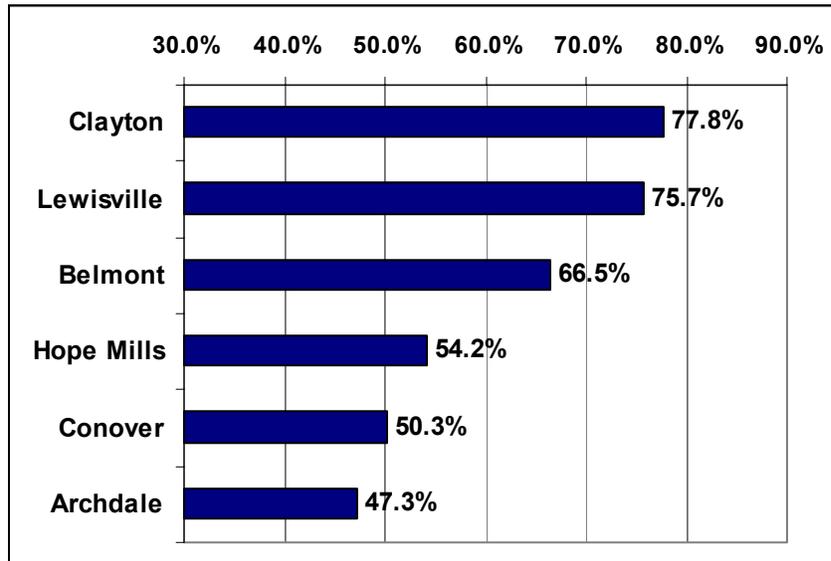
Median home values increased by 47.3% between 1990 and 2000. This was the second lowest among the comparison areas (only Guilford County with a 47.2% increase was lower), and the lowest among the cities analyzed.

Median Home Values, 1990-2000 Archdale & Comparison Areas

	2000 Value	1990 Value	Change
Archdale	\$ 100,300	\$ 68,100	47.3%
Belmont	\$ 94,400	\$ 56,700	66.5%
Clayton	\$ 108,800	\$ 61,200	77.8%
Conover	\$ 104,900	\$ 69,800	50.3%
Hope Mills	\$ 85,100	\$ 55,200	54.2%
Lewisville	\$ 145,500	\$ 82,800	75.7%
Randolph County	\$ 94,700	\$ 60,200	57.3%
Guilford County	\$ 116,900	\$ 79,400	47.2%

Source: 1990 & 2000 Census of Population & Housing.

**Change in Housing Values Between 1990 & 2000
Archdale & Comparison Cities**



Source: Census of Population and Housing.

**New Home Housing Market
(Homes built since 1997 and listed for sale by Zip Code)**

Zip Code	Area	# of homes on the market*	Low Value	High	Value	Median Price
27263	Archdale	84	\$ 84,900	\$	285,000	\$ 149,900
27203	Asheboro	39	\$ 98,500	\$	329,500	\$ 112,900
27317	Randleman	57	\$ 87,900	\$	265,000	\$ 128,900
27282	Jamestown	104	\$ 115,000	\$	459,900	\$ 138,900
27262	High Point	108	\$ 79,900	\$	980,000	\$ 169,900
27260	High Point	31	\$ 58,800	\$	159,900	\$ 83,000
27370	Trinity	63	\$ 59,900	\$	399,999	\$ 125,000
27350	Sophia	17	\$ 95,900	\$	315,000	\$ 138,000
27406	Greensboro	145	\$ 64,500	\$	749,900	\$ 156,500
27407	Greensboro	154	\$ 83,900	\$	1,495,000	\$ 159,900
27360	Thomasville	164	\$ 53,900	\$	119,500	\$ 129,900
27233	Climax	14	\$ 84,500	\$	499,900	\$ 152,900
27298	Liberty	30	\$ 55,000	\$	665,000	\$ 122,500
27313	Pleasant Garden	32	\$ 62,900	\$	305,000	\$ 159,500

Source: MLS Listings - homes for sale in and around the High Point area as of December, 2002.

SOCIAL INDICATORS

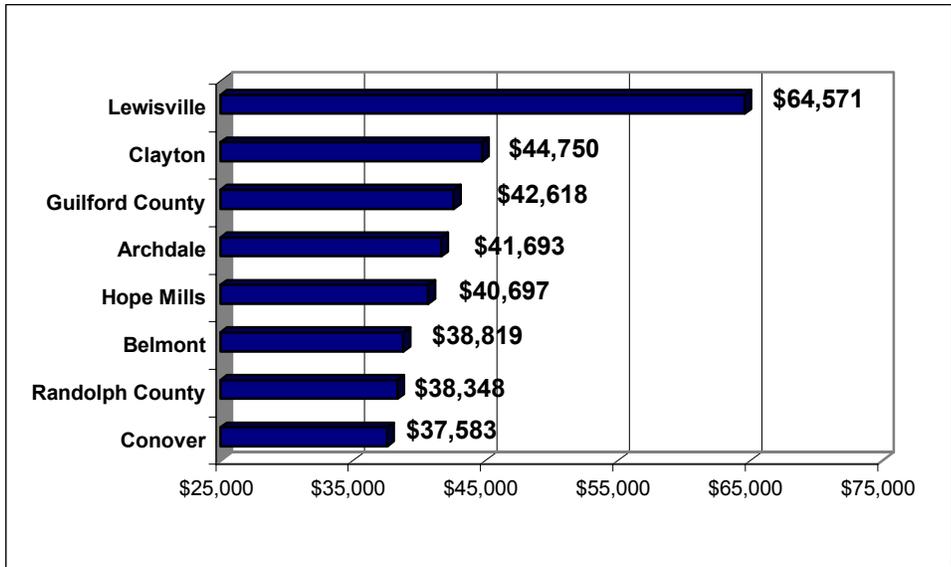
INCOME

Archdale's median household income in 1999 was just under \$42,000 per year, putting the city close to the top 5th of cities statewide. Archdale is solidly middle class, with proportionately few households earning very low incomes (less than \$15,000 a year), and few households with high incomes (\$100,000 or more a year).

Quick Facts - Income	
Per Capita Income, 1999	\$ 20,424
Median Household Income, 1999	\$ 41,693
State Rank	110 th (of 540 municipalities)
% of Households earning \$100,000+	4.4%
% of Households earning < \$15,000	11.9%
Median Family Income, 1999	\$ 50,245

Source: 2000 Census.

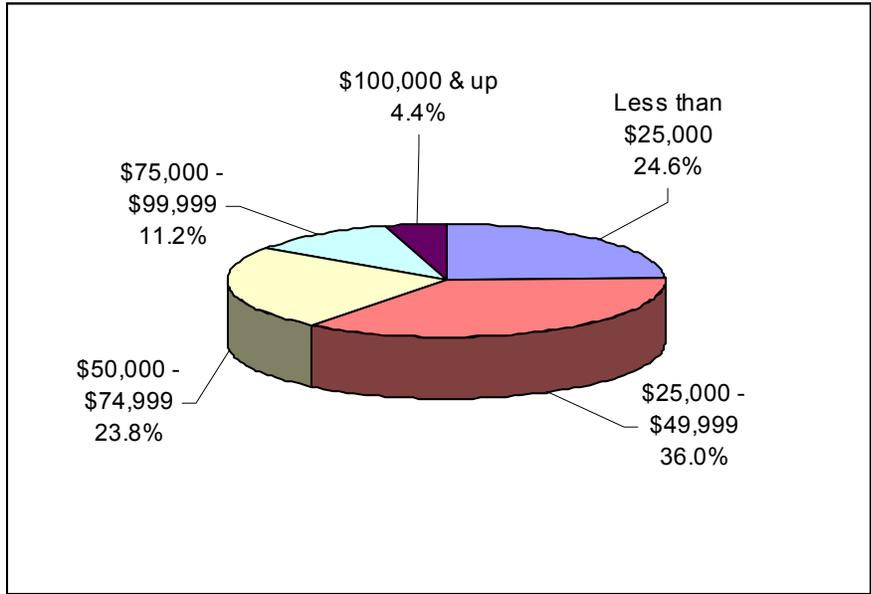
**Median Household Income
Archdale and Comparison Areas**



Source: 1990 Census of Population and Housing, STF3-A File.

The majority of households in Archdale had incomes ranging from \$25,000 to \$49,999 in 1999. One in five earned less than \$25,000, and 15.6% earned \$75,000 or more.

**Median Household Income by Range
City of Archdale, 1999**



Source: 2000 Census.

Household income growth was considerably slower in Archdale during the 1990's all of the comparison areas except Conover. Most areas saw per capita income growth between 100% and 120%. Hillsborough had a per capita income growth rate of 202%. In 1980, the City of Mebane had the 135th highest per capita income of all municipalities in NC. By 1990, the City had fallen to 207th.

**Growth in Household Income
Archdale and Comparison Areas**

	2000 Census	1990 Census	% Growth in Income, 1989-1999
Clayton	\$ 44,750	\$ 27,313	63.8%
Lewisville	\$ 64,571	\$ 39,470	63.6%
Hope Mills	\$ 40,697	\$ 26,712	52.4%
Belmont	\$ 38,819	\$ 26,837	44.6%
Guilford County	\$ 42,618	\$ 30,148	41.4%
Randolph County	\$ 38,348	\$ 27,130	41.3%
Archdale	\$ 41,693	\$ 29,690	40.4%
Conover	\$ 37,583	\$ 32,054	17.2%
Inflation Rate			32.8%

Source: 1990 & 2000 Census.

POVERTY

AN IN-DEPTH LOOK AT POVERTY IN ARCHDALE, NC	
Overall Poverty Rate	5.7%
Poverty Rate by Race / Origin	
White only	5.1%
Black	7.5%
Other	16.3%
Hispanic Origin (of any race)	37.7%
Poverty Rate by Age	
0 - 4	10.8%
5 - 17	6.2%
18 - 64	4.7%
65 and older	7.3%
Poverty Rate by Family Type	
All Families	5.3%
Families with Children	8.4%
Families with Preschoolers	14.1%
Female Householder with Children	25.0%
Female Householder with Preschooler(s)	38.3%
<i>Source: 2000 Census of Population and Housing, SF3-A File.</i>	

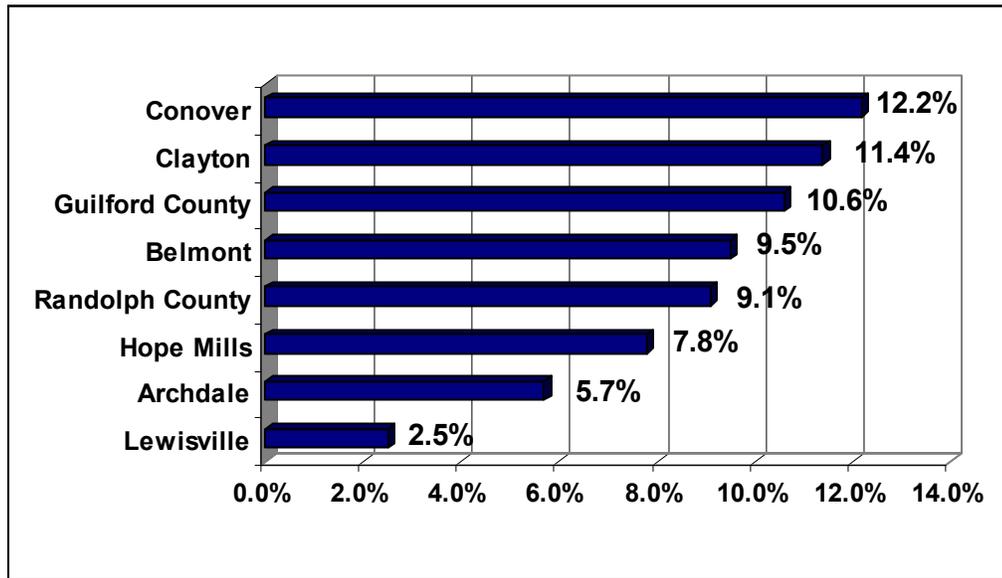
Of the comparison areas, Archdale has one of the lowest poverty rates overall (only Lewisville has a lower rate). Poverty is low among children and the elderly too.

A Comparison of Poverty Rates

	POVERTY RATE FOR ...		
	All Persons	Children	Elderly
Archdale	5.7%	7.5%	7.3%
Belmont	9.5%	10.3%	14.1%
Clayton	11.4%	15.6%	13.6%
Conover	12.2%	21.8%	9.6%
Hope Mills	7.8%	8.7%	13.7%
Lewisville	2.5%	2.0%	3.0%
Guilford County	10.6%	13.8%	9.9%
Randolph County	9.1%	11.6%	11.5%

Source: 2000 Census of Population and Housing, SF3-A File.

Poverty Rate Comparison



Source: 2000 Census.

Household Earnings & Wages

The average earnings per household is comparable to most other areas studied – neither higher nor lower than most. Lewisville, with a mostly upper middle class makeup, had the highest average earnings, and Hope Mills, located in the less prosperous eastern portion of NC, had the lowest average earnings.

Average Earnings per Household

Archdale	\$ 46,203
Belmont	\$ 44,303
Clayton	\$ 58,405
Conover	\$ 45,548
Hope Mills	\$ 43,439
Lewisville	\$ 76,192
Randolph County	\$ 46,221
Guilford County	\$ 56,010

Source: 2000 Census.

Average Wage Rates
Persons in the workforce by primary county of employment

Municipality	Primary county of employment	2002 Average Annual Wage Rate
Archdale	Guilford County	\$ 33,776.08
	Randolph County	\$ 26,901.68
Belmont	Gaston County	\$ 29,754.40
	Mecklenburg County	\$ 43,313.92
Clayton	Johnston County	\$ 27,714.44
	Wake County	\$ 37,603.80
Conover	Catawba County	\$ 29,104.92
Hope Mills	Cumberland County	\$ 28,190.24
Lewisville	Forsyth County	\$ 35,342.32

Source: Employment Security Commission of NC, Employment & Wages in NC, released in May of 2003.

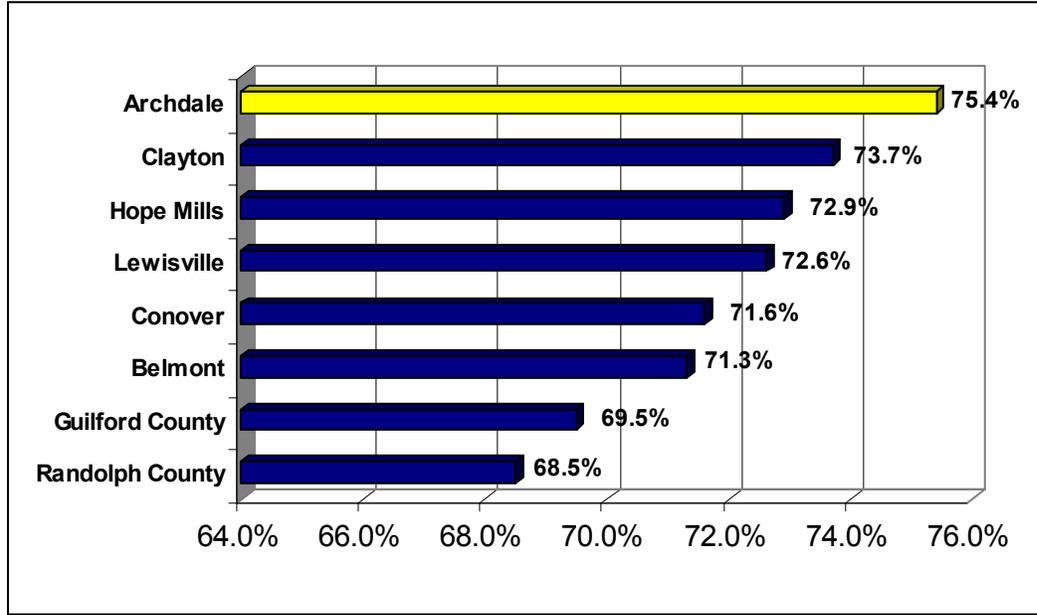
THE ECONOMY

Quick Facts	
Economic Statistics for Archdale	
LABOR FORCE	
Total Labor Force	5,359
Male	52.0%
Female	48.0%
% of Adults in the Labor Force	75.4%
Males	84.3%
Females	67.7%
UNEMPLOYMENT	
Unemployment Rate	2.8%
Males	2.1%
Females	3.6%
White	2.9%
Blacks	5.0%
Other Races	0.0%
WORKING PARENTS	
% of Females working outside the home with children under 18	77.4%
% of all Children with Both Parents in the Labor Force*	74.1%
% of Preschool Children with Both Parents in Labor Force*	71.5%
COMMUTING	
Average Travel Time to Work	20.6 minutes
% of Archdale residents working in Archdale	11.9%
% who Drive Alone to Work	85.4%
OTHER	
Age 16-19, not a high school graduate, not enrolled in school	13.1%
% of employed persons working part-time (less than 35 hrs per week)	16.7%
% employed in manufacturing	29.3%
% employed in blue-collar occupations	35.5%
Annual retail sales per capita	\$ 8,155.28
<i>* or with one parent in the labor force for children in single parent homes</i>	
<i>Source: 2000 Census of Population and Housing, STF3-A File.</i>	

THE LABOR FORCE

Archdale has the highest proportion of adults (age 16 and older) in the workforce of all the comparison areas. This can be attributed to an overall younger population and fewer elderly residents and to a high proportion of dual income families – both spouses in the workforce.

**Labor Force Participation Rate
Adults age 16 and older, Archdale & Comparison Areas**



Source: 2000 Census.

Archdale’s unemployment rate is also comparatively low. In 2000, the unemployment rate was 2.8%. Only Lewisville had a lower overall unemployment rate. Of course, since 2000, the unemployment rate has continued to climb across NC. However, municipal unemployment rates are only available once every 10 years. Since the unemployment rate in Archdale was similar to the unemployment rate seen in Randolph County, it is reasonable to assume that the unemployment rate has increased in Archdale and would probably be similar to the unemployment rate in Randolph County overall. No direct statistics are available though to confirm or deny this.

**Unemployment Rates in 2000
Archdale & Comparison Areas**

Archdale	2.8%
Belmont	13.2%
Clayton	3.6%
Conover	3.9%
Hope Mills	4.7%
Lewisville	2.1%
US	5.8%
NC	5.3%
Randolph County	3.1%
Guilford County	5.5%

Source: 2000 Census

Latest Unemployment Rates

	Average Annual, 2002	Latest Available (May, 2003)
Randolph County	6.3%	5.6%
Guilford County	6.4%	5.7%
Gaston County	8.2%	7.1%
Mecklenburg County	5.9%	5.6%
Johnston County	4.9%	4.3%
Wake County	5.3%	4.6%
Catawba County	9.4%	8.5%
Cumberland County	6.4%	5.3%
Forsyth County	5.6%	4.8%
NC	6.7%	6.1%
US	5.8%	5.8%

Source: Employment Security Commission of NC, July, 2003.

Almost a third of Archdale residents are employment in a manufacturing industry. That is slightly lower than in Randolph County overall (34.8%), but much higher than in Guilford County (18.5%). Even though 29% of Archdale residents and 35% of Randolph County residents are employed in manufacturing, 39% of the jobs in the county are in manufacturing (NC Employment Security Commission, 2002).

Employment by Industry Residents of Archdale

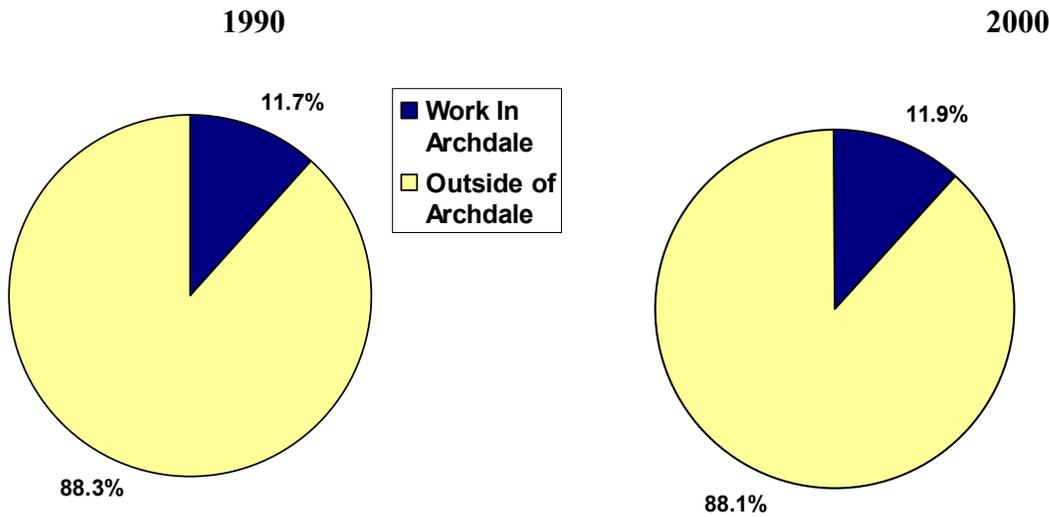
Manufacturing	29.3%
Retail Trade	12.8%
Educational, Health, & Social Services	12.5%
Transportation, Warehousing, Utilities	7.0%
Entertainment, Recreation, Accomodation, & Food Services	6.5%
Construction	6.2%
Finance, Insurance, Real Estate	6.2%
Professional, Scientific, & Management Services	5.4%
Wholesale Trade	5.1%
Other Services	4.3%
Information	2.7%
Public Administration	1.7%
Agriculture, Forestry, Hunting, Mining	0.3%

Source: 2000 Census of Population & Housing.

COMMUTING

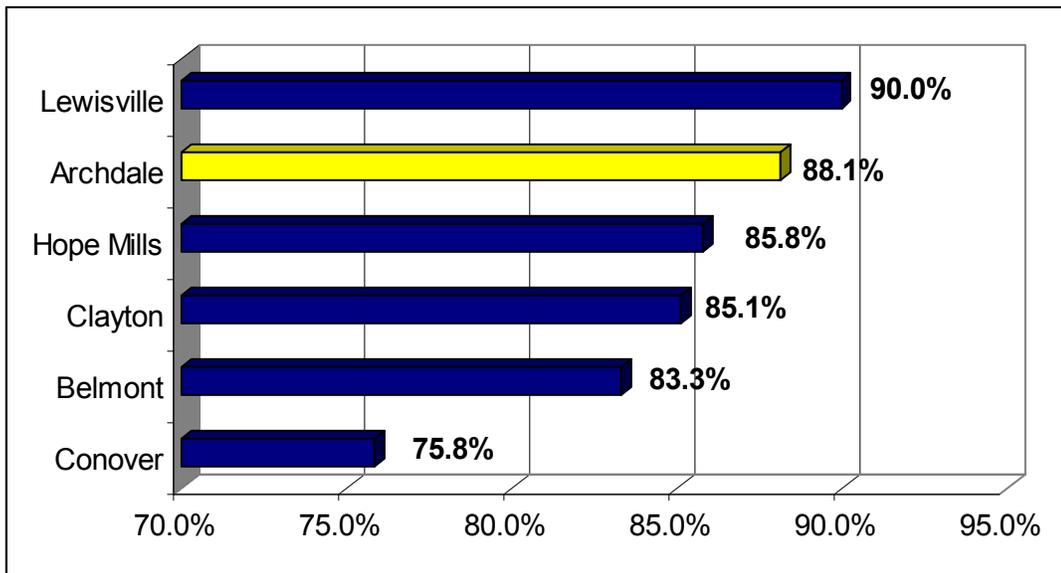
The largest majority of Archdale residents do not work in Archdale. In fact, a much higher proportion work in the City of High Point, just to the north. Commuting proportions have not changed significantly in the past 10 years. Most of the comparison cities chosen are also “bedroom” communities to larger urban areas – meaning that a majority of their workforces commute out of the city or town to work. However, only Lewisville has a higher proportion of residents commuting out. This is somewhat due to the “age” of the cities. Both Archdale and Lewisville are the two newest incorporated municipalities of the comparisons.

Place of Work for Archdale Residents, 1990 & 2000



Source: 1990 & 2000 Census of Population & Housing, Journey to work files.

Proportion of Residents not working in the Town/City of Residence

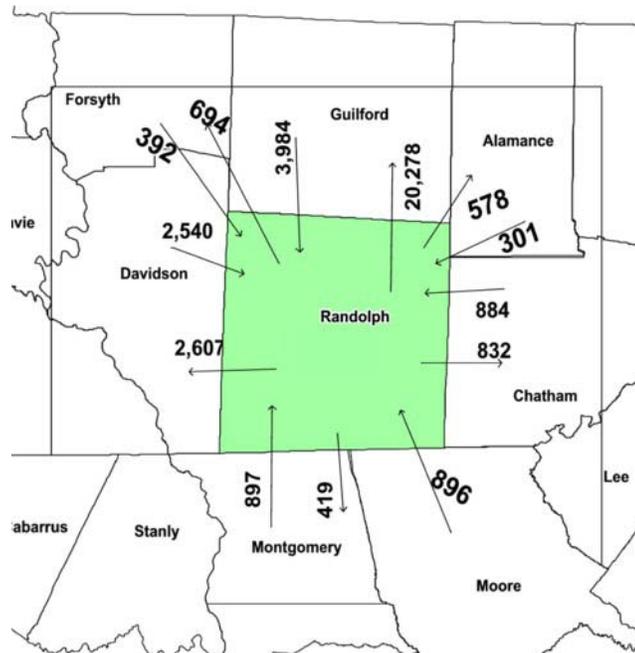


Where Persons Living in Archdale Work

High Point	52.5%
Archdale	11.9%
Elsewhere in Randolph County	11.9%
Greensboro	10.2%
Elsewhere in Guilford County	5.4%
Thomasville	2.7%
Elsewhere in Davidson County	1.6%
Forsyth County	1.2%
All other	2.6%

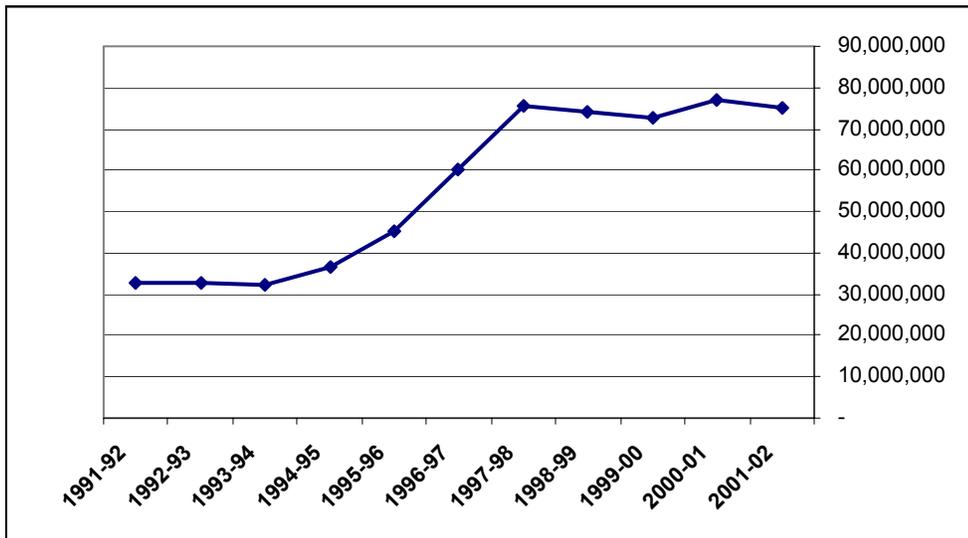
Source: 1990 & 2000 Census of Population & Housing.

Commuting Patterns for Randolph County 2000



Source: 2000 Census.

Retail Sales in Archdale, past 10 years



Source: NC Department of Revenue, Sales Tax and Use Reports, issued annually.

Comparisons of Retail Sales in Fiscal Year 2001-02

	Retail Sales, 2001-02	Retail Sales per Capita
Belmont	\$ 237,396,502	\$ 25,756.37
Conover	\$ 172,526,756	\$ 25,582.26
Clayton	\$ 146,746,271	\$ 13,706.92
Hope Mills	\$ 136,672,955	\$ 11,585.40
Archdale	\$ 74,849,191	\$ 8,155.28
Lewisville	\$ 39,654,837	\$ 4,274.07
Randolph County	\$ 1,039,610,177	\$ 7,745.74
Guilford County	\$ 8,545,991,986	\$ 19,831.19

Source: NC Department of Revenue, released 2003.

In comparison, annual retail sales per capita in 2001-02 in High Point were \$17,680, in Greensboro - \$25,980, in Asheboro - \$20,633, in Thomasville - \$14,970, and in Trinity - \$4,018.

EDUCATION

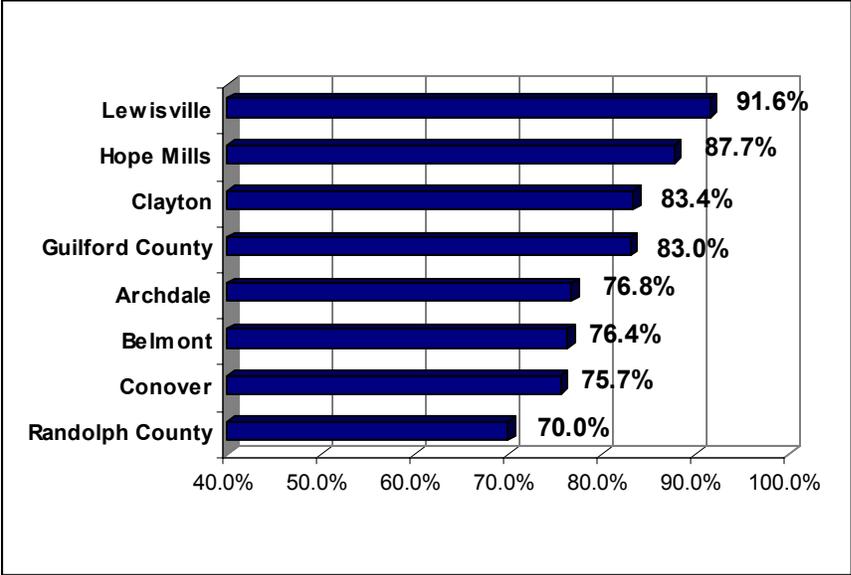
The proportion of high school graduates in Archdale is similar to the other comparison areas, but the proportion of residents with some college courses and those with bachelor’s degrees or higher is lower than any of the other comparison cities.

Educational Attainment
The adult population (age 25+) in Archdale & comparison areas

	Less than 9th grade	High School Graduate or higher	Some College	Bachelor's Degree or higher
Archdale	7.0%	76.8%	39.6%	13.5%
Belmont	8.6%	76.4%	50.0%	22.0%
Clayton	7.6%	83.4%	54.7%	23.4%
Conover	8.2%	75.7%	47.0%	18.5%
Hope Mills	3.1%	87.7%	56.7%	15.0%
Lewisville	2.7%	91.6%	68.4%	40.0%
Randolph County	10.8%	70.0%	34.4%	11.1%
Guilford County	5.4%	83.0%	57.9%	30.3%

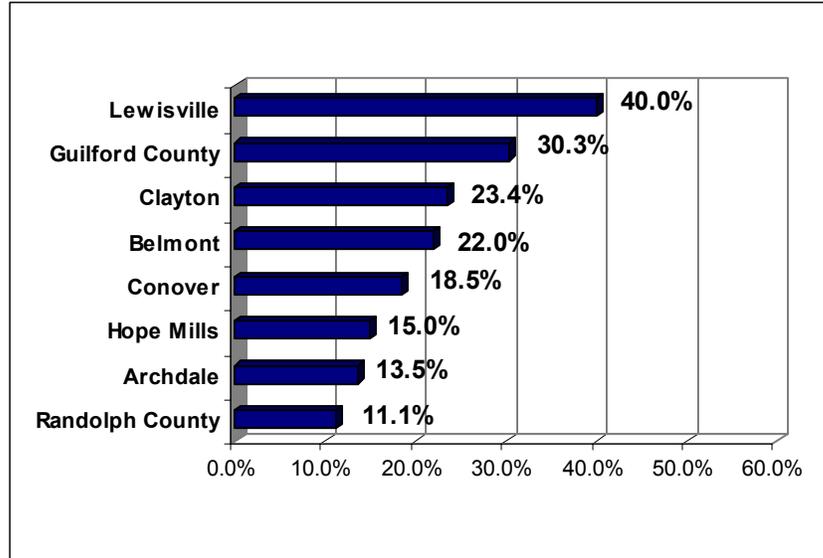
Source: 2000 Census.

High School Graduate Comparison
Proportion of the Adult Population with a High School Diploma



Source: 2000 Census.

**College Graduate Comparison
Proportion of the Adult Population with a Bachelor's Degree or higher**



Source: 2000 Census

EDUCATION EXPENDITURES

Randolph County has the lowest per pupil expenditures in the State of NC. However, total per pupil expenditure data includes all monies expended – federal, state, and local. Since Randolph County has a relatively low poverty rate, a smaller amount is expended in the County for child nutrition than in many other areas. When looking solely at local expenditures, the County is somewhat higher, and ranks 95th among all 117 school systems. Guilford County's per pupil expenditures are higher, with local expenditures ranked 13th in the state.

Per Pupil Expenditures

	Total PPE	State rank*	Local \$	State rank*
Randolph County	\$ 5548.02	117	\$ 1035.78	95
Guilford County	\$ 6978.99	52	\$ 2060.91	13
Gaston County	\$ 6077.91	106	\$ 1282.91	61
Johnston County	\$ 6297.45	90	\$ 1452.55	40
Catawba County	\$ 6014.19	110	\$ 1332.91	56
Cumberland County	\$ 6210.58	98	\$ 1243.46	68
Forsyth County	\$ 7010.65	49	\$ 2198.15	11
NC Average	\$ 6696.05		\$ 1645.14	

** of 117 school systems in NC, ranked from high to low.*

Source: NC Department of Public Instruction, 2001-02.

Local Public Schools - Profile Information

	Enrollment	Average Class Size	% of students at grade level		School Designation	Teacher Turnover Rate
			Reading	Math		
Archdale Elementary	275	23	88.3%	93.8%	Excellence	35%
Allen Jay Elementary	496	20	58.6%	66.0%	No Recognition	26%
Hopewell Elementary	543	24	81.1%	85.8%	Distinction	n/a
John R. Lawrence Elementary	573	24	90.5%	93.7%	Excellence	17%
Trindale Elementary	398	25	84.8%	82.8%	Distinction	53%
Trinity Elementary	490	23	72.0%	83.5%	Progress	37%
Archdale Trinity Middle	763	21	86.1%	88.8%	No Recognition	14%
Braxton Craven Middle	403	23	80.4%	92.6%	Distinction	13%
Allen Jay Middle	657	23	73.3%	81.2%	Progress	24%

Source: NC Department of Public Instruction, 2003.

SAT scores in Randolph County in 2002 were higher than average scores for Gaston and Cumberland Counties, but lower than among the other comparison areas. The average SAT score at Trinity is slightly lower than the Randolph County average.

SAT Scores Comparison

	Average SAT Score 2002	% Tested, 2002	Dropout Rate, 2003
Randolph County	973	50.1%	5.7%
Trinity High School	950	45.6%	5.3%
Guilford County	995	71.6%	3.6%
Southern High School	939	57.6%	3.6%
Gaston County	963	55.6%	6.4%
South Point High (Belmont)	1006	58.4%	5.1%
Johnston County	1001	48.0%	5.1%
Clayton High School	1031	63.1%	2.9%
Catawba County	992	52.6%	5.4%
Newton-Conover High School	1050	57.9%	3.9%
Cumberland County	952	51.7%	4.0%
Southview High (Hope Mills)	926	56.6%	5.4%
Forsyth County	1002	69.0%	4.1%
West Forsyth High (Lewisville)	1089	81.4%	4.2%
NC	998	67.0%	5.2%
US	1020	46.0%	4.5%

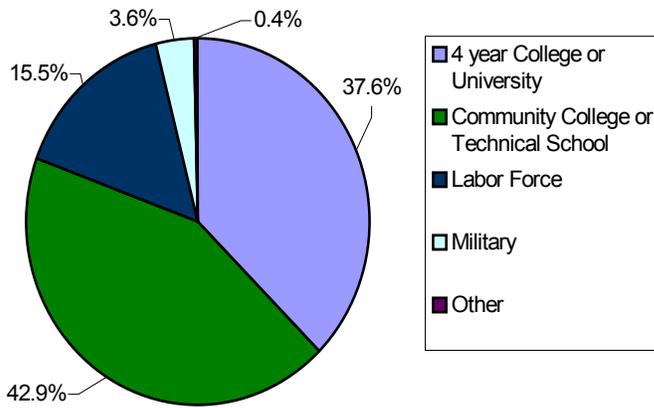
Source: NC Department of Public Instruction, released in 2003.

GRADUATES INTENTIONS

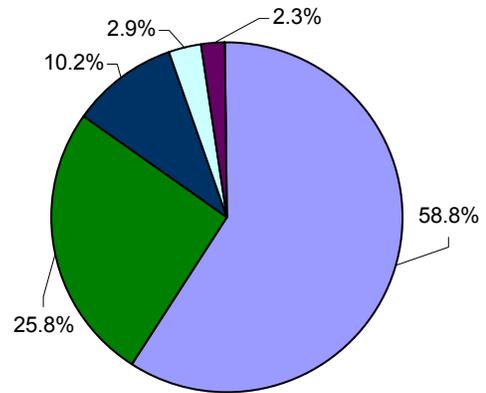
Almost 80% of the 2002 graduates from Randolph County high schools chose to continue their education following graduation from high school. In Guilford County, 85% of graduates planned to continue their education. Randolph County had a much higher proportion of recent graduates planning to attend a technical or community college, while Guilford County had a higher proportion planning on attending a four year college or university.

High School Graduate Intentions

2002 Graduates from Randolph County High Schools



2002 Graduates from Guilford County High Schools



GOVERNMENT

A comparison of services provided by selected municipality

	Water	Sewer	Electric	Fire	Police	Parks & Recreation	Garbage	Recycling
Archdale	X	X			X	X	X	X
Belmont	X	X		X	X	X	X	
Clayton	X	X	X	X	X	X		
Conover	X	X		X	X		X	X
Hope Mills				X	X	X	X	
Lewisville					X	X	X	X

Source: NC League of Municipalities, 2003.

The only municipality with a lower tax rate than Archdale was Lewisville with an .11 per \$100 valuation rate. Lewisville does not provide water and sewer services though. Three of the other comparisons had tax rates at least double Archdale's rate.

Local Government Finance and Tax Rate Comparison Archdale & Comparison Cities

	Tax Rate (per \$100)	Expenditures per Capita	Fund Balance Available	Effective Tax Rate*	Debt per capita
Archdale	\$ 0.2300	\$ 718	\$ 2,071,720	\$ 0.2231	0
Belmont	\$ 0.4800	\$ 1,026	\$ 2,837,181	\$ 0.3900	0
Clayton	\$ 0.6100	\$ 3,500	\$ 3,073,482	\$ 0.4728	159
Conover	\$ 0.3600	\$ 1,390	\$ 3,459,559	\$ 0.3320	291
Hope Mills	\$ 0.4100	\$ 467	\$ 2,833,537	\$ 0.3801	0
Lewisville	\$ 0.1100	\$ 248	\$ 1,016,930	\$ 0.1097	0

Source: NC Office of State Treasurer, Local Government Information Division, 2002 data..

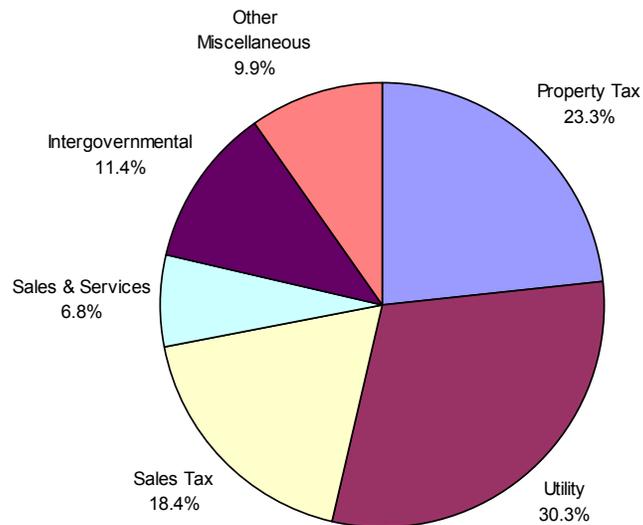
* adjusted for date of last revaluation by the NC Office of State Treasurer

	Property Valuations	Property Tax Revenues	Property Tax Revenues per Capita	Latest yr of revaluation
Archdale	\$ 695,209,990	\$ 1,393,554	\$ 151.34	2001
Belmont	\$ 543,206,805	\$ 2,595,097	\$ 295.94	1997
Clayton	\$ 546,819,204	\$ 3,381,415	\$ 442.07	1995
Conover	\$ 857,676,214	\$ 3,065,960	\$ 446.22	1999
Hope Mills	\$ 471,389,300	\$ 1,912,000	\$ 163.75	1996
Lewisville	\$ 753,318,179	\$ 831,302	\$ 89.34	2001

Source: NC Office of State Treasurer, 2002 dat.a.

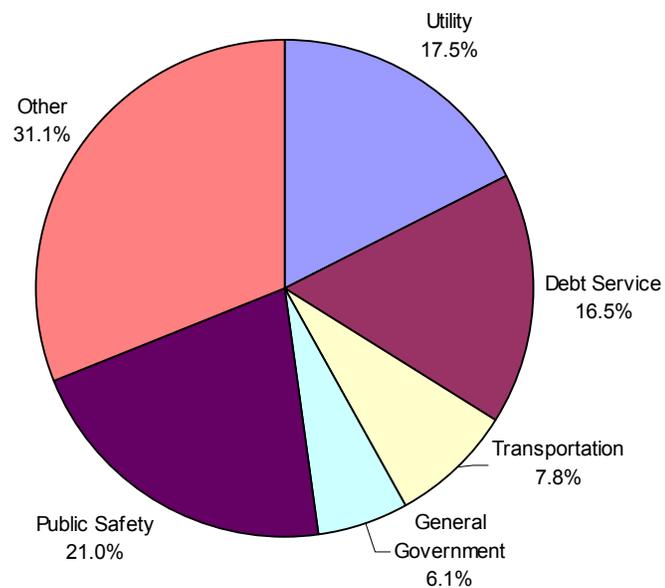
REVENUE

2002 Revenue by Source City of Archdale



Source: State Treasurer of NC, released in 2003.

Local Government Expenditures by Type



Source: State Treasurer of NC, released in 2003.

**APPENDIX E: UNC CHARLOTTE URBAN INSTITUTE CITIZEN
SURVEY**

Archdale 20/20
Citizen Survey Report
January 2004



UNC Charlotte
URBAN INSTITUTE

Table of Contents

I.	Introduction	1
II.	Characteristics of the Sample	3
III.	Image of the City of Archdale	15
IV.	Quality of Life	25
V.	Socializing and Recreating in Archdale	37
VI.	Education	41
VII.	Growth, Development and the Environment	43
VIII.	Local Government	49
IX.	Neighborhoods and Public Safety	53
X.	Taxes	57
XI.	Conclusion	59
XII.	Appendix	61

I. Introduction

This report contains the results of a telephone survey of 400 residents within the Archdale city limits concerning their opinions on a variety of topics related to their quality of life. The survey included questions regarding their satisfaction with Archdale as a place to live, as well as their opinions about the environment, economy and growth, government services, and education among other issues. The results of the survey will be used to assist the City of Archdale in their strategic planning process.

The University of North Carolina at Charlotte Urban Institute conducted the telephone survey. A random digit dial sample of residential telephone numbers in zip codes 27263 and 27370 was purchased from a private survey sampling firm. Since the zip code 27370 consists mostly of residents living in Trinity and only a few residents living in Archdale, the survey contained a screening question. All residents were asked whether they lived inside the Archdale city limits. Only Archdale residents were interviewed.

The random sample ensures that each household telephone in a county has an equal possibility of being called. Within each household, one adult (18 years or older) was designated by a random procedure to be the respondent for the survey. The UNC Charlotte Urban Institute employed UNC Charlotte students to conduct the surveys, and each interviewer received specialized training for this project. The survey period was from September 17, 2003 through October 9, 2003 with the interviews being conducted between 5:00 P.M. and 9:00 P.M. on Mondays through Thursdays. Some call-backs were made during daytime hours.

This survey, like all surveys, has a potential for error due to the fact that not all city residents were interviewed. A random sample of 400 persons has a potential sampling error of $\pm 4.8\%$ at the 95% confidence level. This means that, in a sample of this size, one can say with 95% confidence that the results have a statistical precision of ± 4.8 percentage points of what they would be if the entire adult population of the region had been surveyed. One problem in telephone interviews is that not all households have telephones and, therefore, are not included in the sample. These households are predominantly found at the lowest end of the socio-economic spectrum. This socio-economic group is difficult to contact even through personal interviews and is generally under-represented in all surveys. While understanding the limits of surveys, in the opinion of Institute staff, the results of this survey are representative of Archdale residents.

Overall results of the survey are analyzed in the body of this report. In the charts and tables, percentages are rounded to the nearest whole number, so total percentages may be slightly more or less than 100. For purposes of clarity, "no response" answers are omitted from all tables and charts. Where possible, cross-tabulations (the joint distribution of two or more variables) are conducted to support the analysis. Categories of responses are sometimes combined, if this step strengthens the analysis. For a complete listing of survey frequencies, including "no responses," please see the Appendix. The results of this survey can be used alone as a measure of citizen opinions on a wide variety of county topics and also as part of a larger strategic planning process.

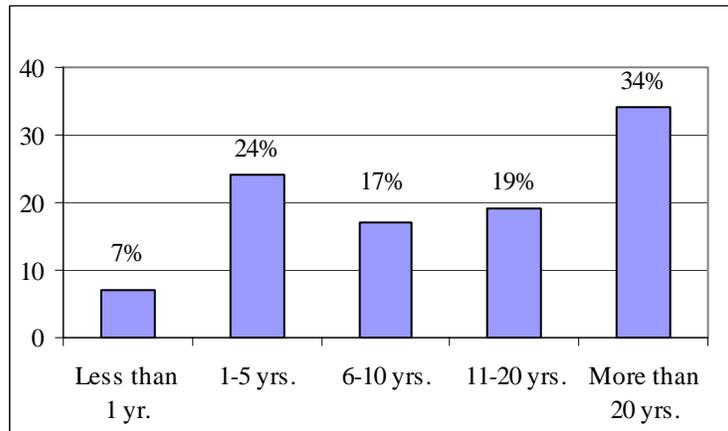
II. Characteristics of the Sample

As part of the survey process, respondents were asked questions about themselves and their households. The results of the questions were used to identify the types of people who responded to the survey. They were also used for comparison of responses to other questions on the survey.

Years as a Resident

Just over one third of the respondents (34.0%) had lived in the city of Archdale for more than twenty years, 18.8% for eleven to twenty years, 16.5% for six to ten years, 24.3% for one to five years, and 6.5% for less than one year (see **Figure 1**).

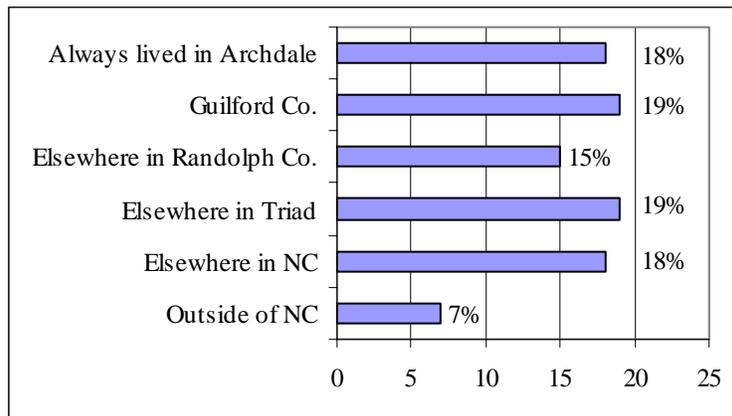
**Figure 1: Year(s) as a Resident
(percentage distribution)**



Where Respondent Lived Prior to Moving to Archdale

In general, most Archdale residents lived in the region prior to living in Archdale. Nearly eighteen percent (17.8%) have always lived in Archdale; 19.3% lived in Guilford County; 15.1% lived somewhere else in Randolph County; 18.8% lived somewhere else in the Triad region. Another 17.6% lived somewhere else in North Carolina. Only 11.3% of residents moved to Archdale from outside North Carolina. (see **Figure 2**).

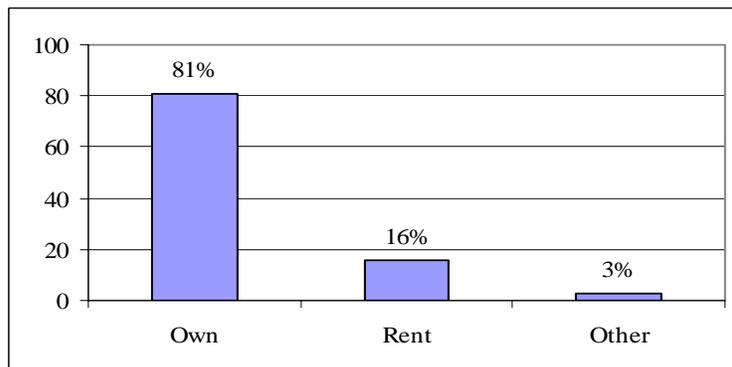
**Figure 2: Residency Prior to Archdale
(percentage distribution)**



Residence Ownership

In general, most residents of Archdale own their dwellings. Specifically, 81% of survey participants reported owning their residence; 16.3% reported that they rent; and 2.8% cited other living arrangements. Census 2000 data indicate that 72% of Archdale residents own their own homes, and 28% rent. Thus, the survey slightly over-represented homeowners. (see **Figure 3**).

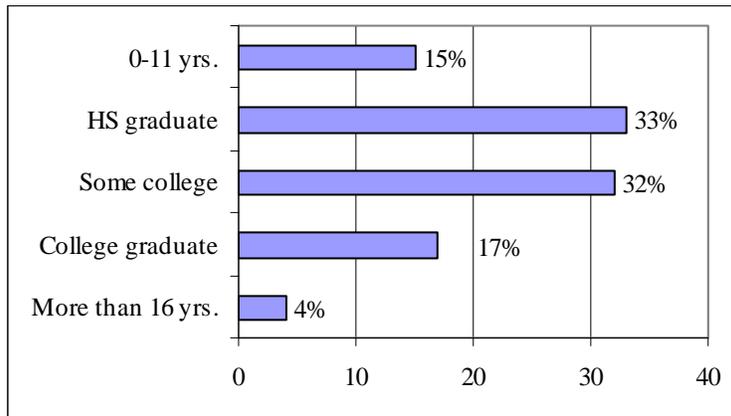
**Figure 3: Residences Own/Rented by Respondents
(percentage distribution)**



Education

The majority of respondents had attended or graduated from college. When asked their level of education, 32.3% reported some college (13–15 years); 17.0% were college graduates (16 years); and 3.8% said they attended post-graduate school (more than 16 years). Just over one-third (32.5%) of respondents graduated from high school (12 years), while 14.5% indicated that they had less than a high school education (see **Figure 4**).

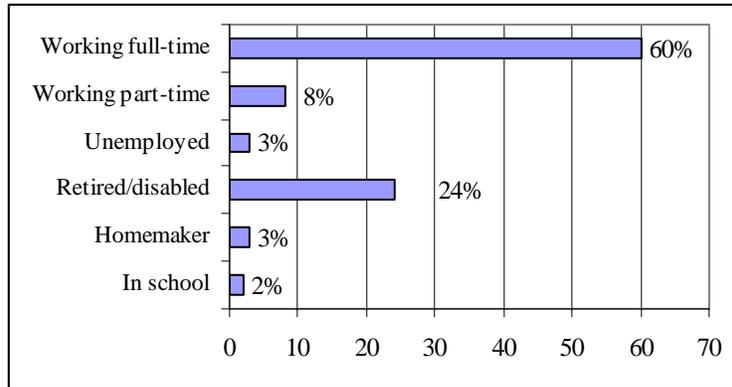
**Figure 4: Respondents' Level of Education
(percentage distribution)**



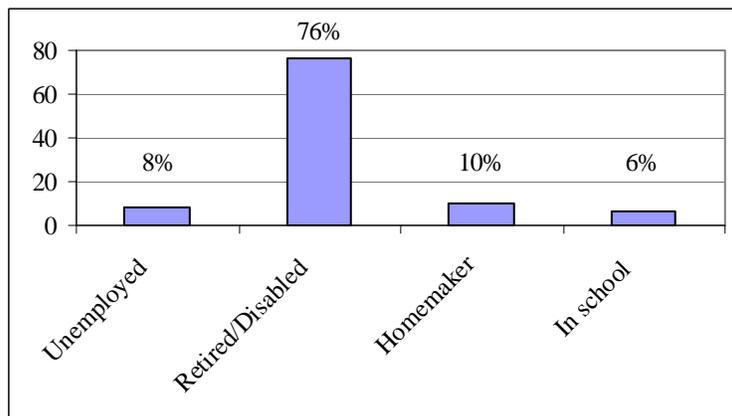
Employment Status

Over two-thirds of Archdale's residents were currently in the work force. Over half (59.8%) of respondents indicated that they had full-time employment, and 8.3% were working part-time (see **Figure 5**). Just over 30% (31.9%) of Archdale citizens were not employed. The vast majority of those are retired or disabled. (see **Figure 6**).

**Figure 5: Employment Status of Respondents
(percentage distribution)**



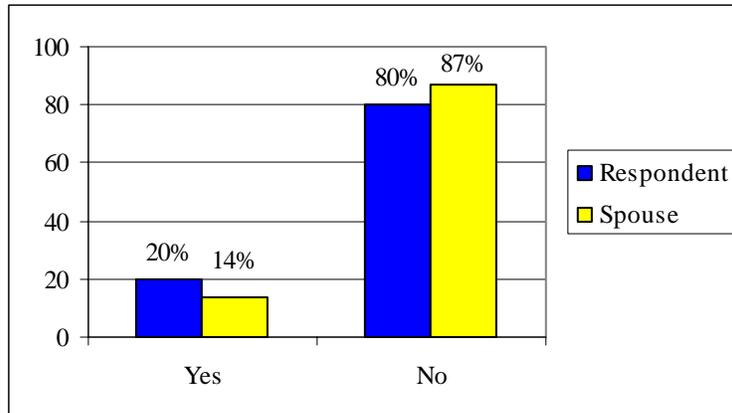
**Figure 6: Description of Those Not Working
(percentage distribution)**



Employment in Archdale

Over eighty percent (80.2%) of employed respondents did not work in Archdale, and 86.5% of employed spouses also did not work in Archdale. Census data indicate that 88% of Archdale residents work outside the city. (see **Figure 7**).

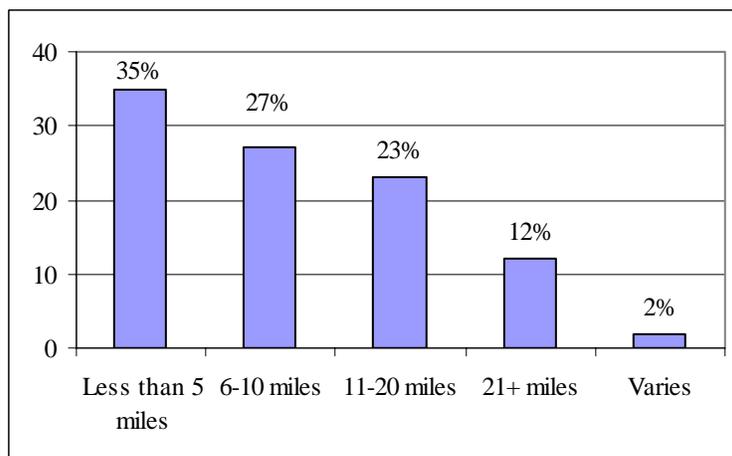
**Figure 7: Employment Location in Archdale
(percentage distribution)**



Commuting

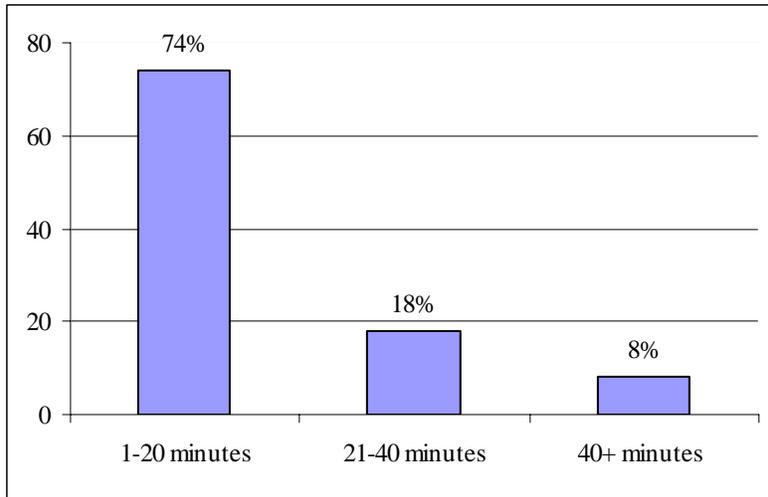
Residents of Archdale commuted varying distances to work. Thirty-five percent (35.2%) of working respondents reported commuting five miles or less one way, while 62.5% traveled six miles or more, mostly likely to High Point (see **Figure 8**). Census 2000 data show that over half (52.5%) of Archdale residents are employed in High Point.

**Figure 8: Miles to Work
(percentage distribution)**



Survey results concerning commute time also confirmed the premise that most residents worked in High Point or close by in Randolph County. Commute times were not extraordinarily long. Of employed Archdale residents, 73.9% reported commute times of 1–20 minutes; 18.2% commuted 21–40 minutes to work; while only 8.0% commuted more than 40 minutes to their place of employment (see **Figure 9**).

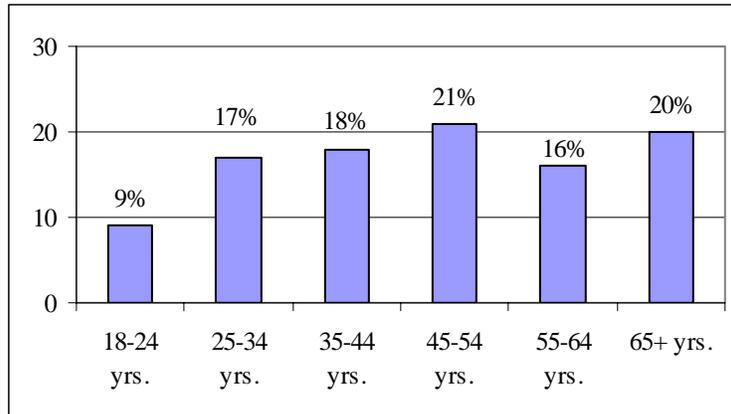
**Figure 9: Minutes to Work
(percentage distribution)**



Age

Over half of the population surveyed (56.3%) were age 45 and over, reflecting a slight tendency toward baby boomers. Nearly nine percent (8.8%) of respondents were age 18–24; 17.0% were age 25–34; and 18.0% were age 35–44 (see **Figure 10**).

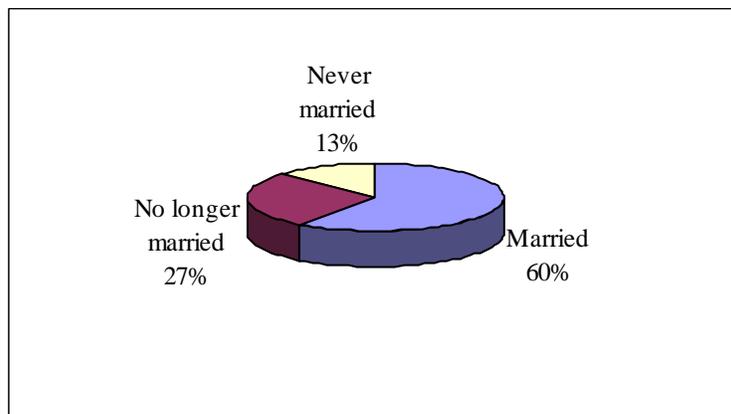
Figure 10: Age of Respondents
(percentage distribution)



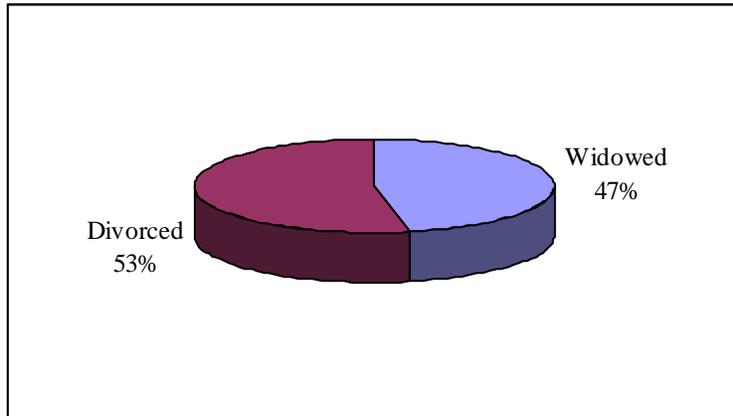
Marital Status

A slight majority of Archdale’s residents (60.2%) reported being married. Additionally, 12.5% of respondents had never been married, and 27.3% stated that they were no longer married (see **Figure 11**). Of those who reported that they were no longer married, 46.7% were widowed and 53.2% were divorced (see **Figure 12**).

Figure 11: Respondents’ Marital Status
(percentage distribution)



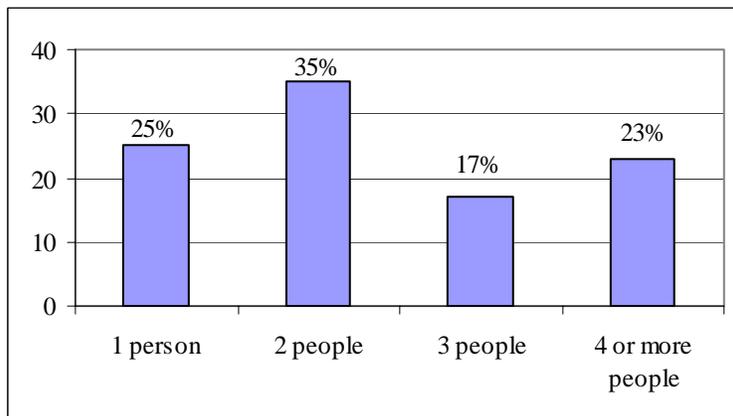
**Figure 12: Description of Those Who Are No Longer Married...
(percentage distribution)**



Household Size

Household size in Archdale tended to be small, with just over three-quarters (76.9%) of the households reporting three or less inhabitants. Twenty-five percent (25.1%) of respondents said that they had one person in their household, 35.1% reported two people, 16.8% reported three people, 14.5% reported four people, 7.5% reported five people, 0.8% reported six people, and 0.3% described their household as consisting of seven people (see **Figure 13**).

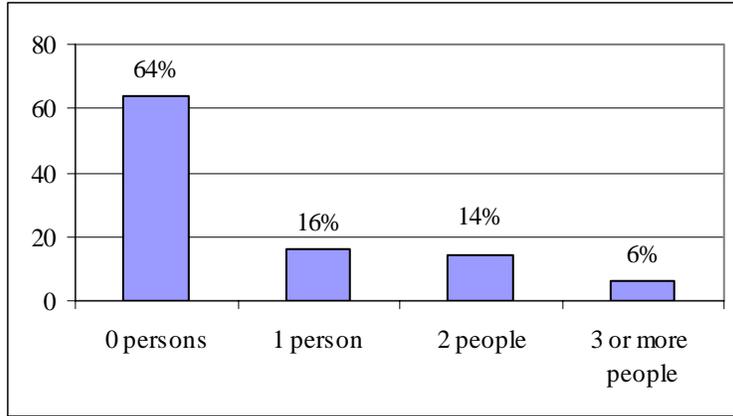
**Figure 13: Residents Per Household
(percentage distribution)**



Age Seventeen and Under in Household

Almost two-thirds of survey participants (64.3%) reported having no minors in their households. Nearly sixteen percent (15.7%) reported having one child, 14.4% reported having two children, 4.8% had three children, and 0.8% reported having four children (see Figure 14).

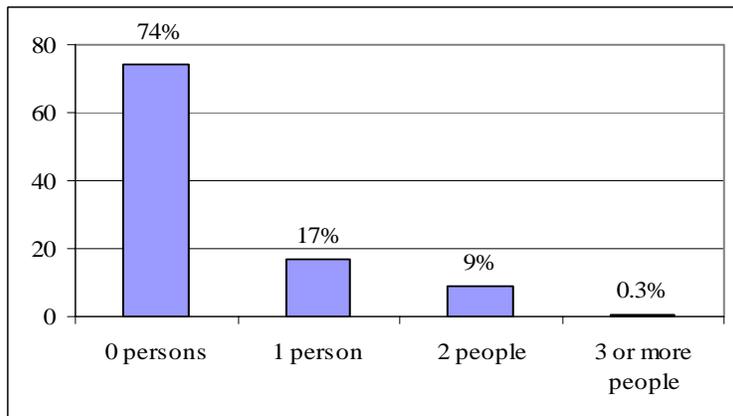
Figure 14: Persons Age Seventeen and Under Per Household (percentage distribution)



Age Sixty-Five and Over in Household

Just over a quarter (26.3%) of households in Archdale included at least one senior citizen (see Figure 15).

Figure 15: Age Sixty-Five and Over in Household (percentage distribution)

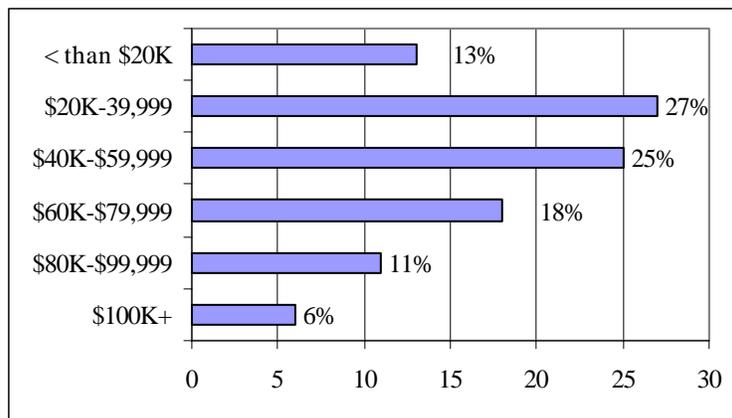


Income

Respondents were asked to place their gross household income into one of several categories. For many of the respondents this was a very sensitive issue. As a result, 16.8% of respondents declined to answer this question.

Of those who did provide a response, 13.2% indicated that their household income was less than \$20,000 per year; 27.0% earned between \$20,000 and \$39,999 annual income; 24.6% earned between \$40,000 and \$59,999; 18.3% earned between \$60,000 and \$79,999; 10.8% earned between \$80,000 and \$99,999; and 6.0% reported household earnings of \$100,000 or more (see **Figure 16**).

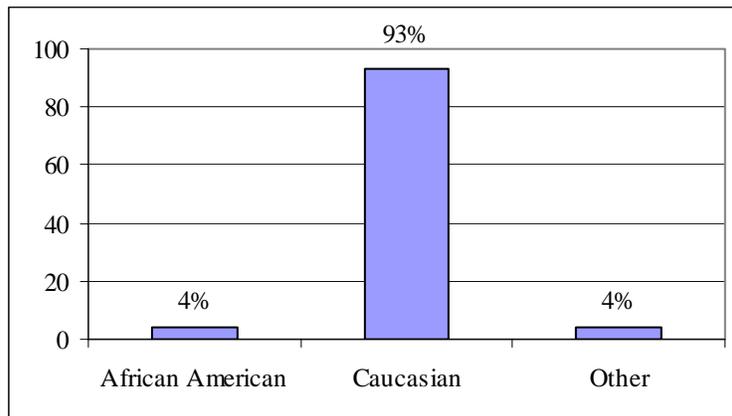
**Figure 16: Respondents' Income
(percentage distribution)**



Race

The majority of respondents (92.5%) reported their race as Caucasian, while 4.0% identified themselves as African-American and 3.5% said that they belonged to another minority group. Racially, the survey was representative and approximated Archdale's actual demographic profile (see **Figure 17**). Census data indicates that 3% of Archdale residents are African-American and 5% represent another minority group.

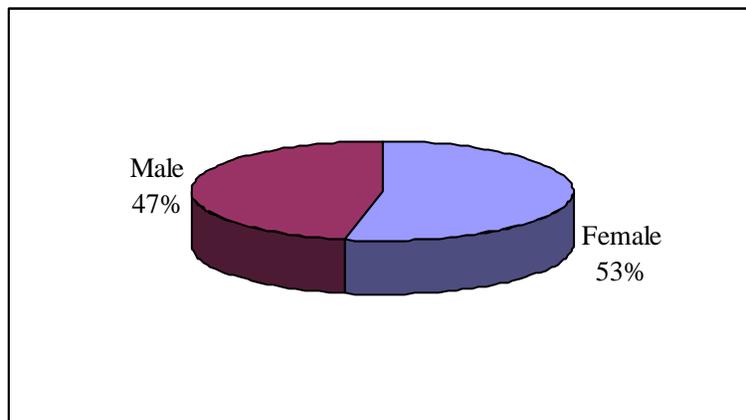
**Figure 17: Race of Respondents
(percentage distribution)**



Gender

The respondents reported their gender as 53% female and 47% male (see **Figure 18**). Again this split approximates Archdale's actual demographic profile. Men constitute 48% of Archdale's population and women are 52%.

**Figure 18: Gender of Respondents
(percentage distribution)**



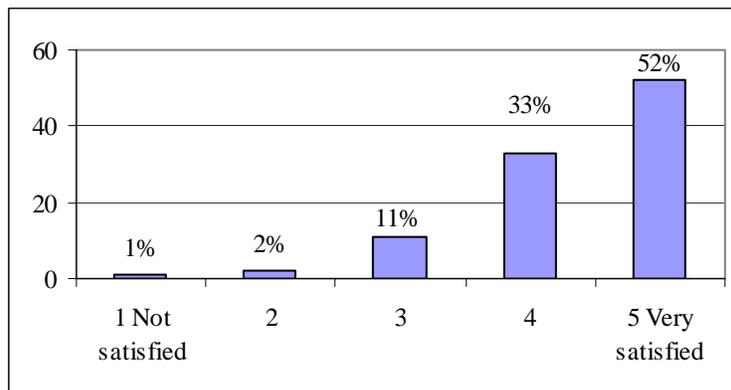
III. Image of the City of Archdale

Survey results show that citizens of Archdale have a positive image of their city. They are satisfied with their surroundings and are generally proud of their hometown.

Overall Satisfaction with Archdale

A large majority of residents were pleased with Archdale as a place to live. When asked to rate their level of satisfaction, over half (52.0%) reported being very satisfied; 33.3% were somewhat satisfied; 11.3% were neutral; 2.3% were somewhat dissatisfied; and 1.3% were not at all satisfied with Archdale (see **Figure 19**).

**Figure 19: Overall Satisfaction with Archdale
(percentage distribution)**

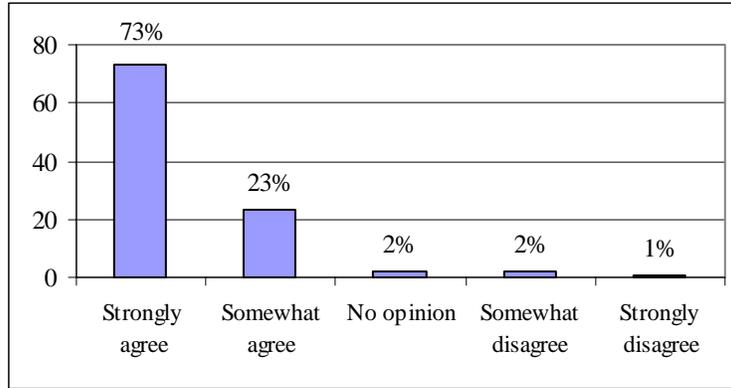


Survey results indicated that those aged 65 or older were more likely to be satisfied, as compared to all other age groups. Seventy-five percent of those aged 65 and over reported being very satisfied with Archdale overall. Over sixty-five percent (65.9%) of less wealthy respondents (earnings of less than \$20,000 per year) reported being very satisfied. Half (50.0%) of those earning more than \$80,000 per year were somewhat satisfied. Almost two-thirds (61.8%) of respondents who had lived in Archdale for more than 20 years reported being very satisfied with Archdale. Furthermore, half (50.0%) of new residents (living there less than one year) reported being somewhat satisfied with Archdale overall.

A Wonderful Place to Live

Related to this, residents of Archdale were asked their level of agreement with the statement, “Archdale is a wonderful place to live”. Nearly three-quarters (72.8%) of respondents strongly agreed with this statement (see **Figure 20**).

**Figure 20: Archdale is a wonderful place to live
(percentage distribution)**

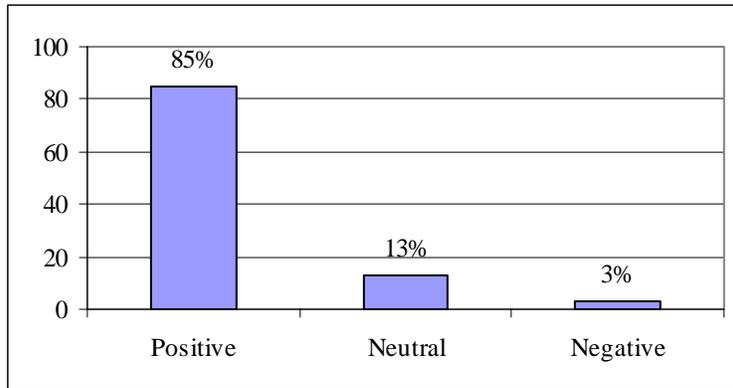


Respondents over age 65 were most likely to strongly agree, as 83.8% did so. Respondents ages 18–24 were least likely to strongly agree. Nearly two-thirds (65.7%) of respondents from this age group strongly agreed that Archdale is a wonderful place to live. More than three-quarters (78.9%) of respondents earning \$20,000–\$39,000 strongly agreed with this statement. Also, 91.4% of those who lived in households comprised of two or more people over age 65 strongly agreed that Archdale is a wonderful place to live.

A Positive Image of Archdale

Respondents were asked if their image of Archdale was positive, negative, or neutral. A majority (84.8%) indicated that they have a positive image; 2.8% had a negative image; and 12.5% were neutral (see **Figure 21**).

**Figure 21: Image of Archdale
(percentage distribution)**

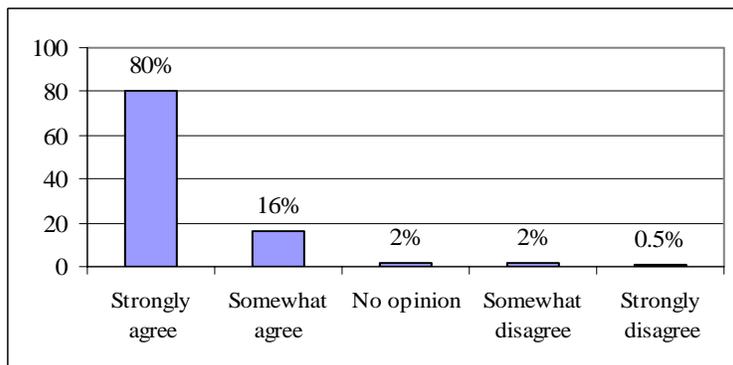


Younger respondents (ages 18–24) were the least likely to have a positive image of Archdale. Nonetheless, over three-quarters (77.1%) reported having a positive image of Archdale.

A Good Place to Raise a Family

Many respondents (79.9%) strongly agreed that Archdale is a good place to raise a family (see **Figure 22**). Females were more likely than males to strongly agree with this statement. Eighty-four percent of females and 75.4% of males indicated strong agreement.

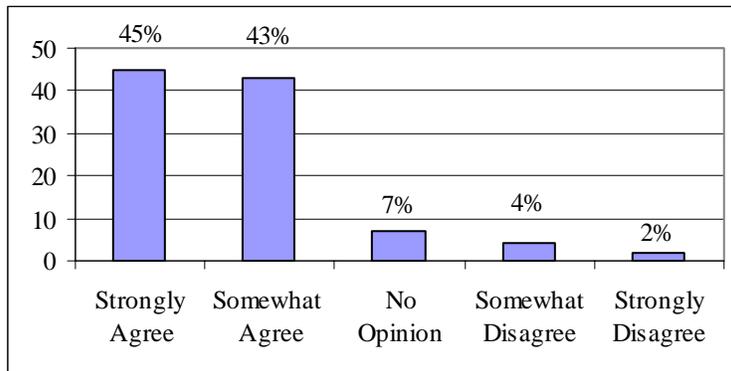
**Figure 22: Archdale is a good place to raise a family
(percentage distribution)**



Archdale had good race relations.

A vast majority (88%) of respondents agreed with the statement, “Archdale has generally good race relations” (see **Figure 23**).

**Figure 23: Race Relations in Archdale
(percentage distribution)**

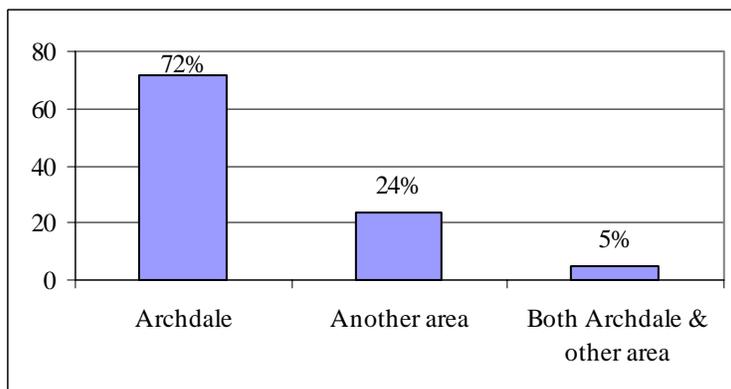


Respondents over age 65 (58.2%) and those living in Archdale for over 20 years (55.1%) were most likely to strongly agree to this statement. Also, lower income respondents (earning less than \$20,000) were more apt to strongly agree (51.2%).

If buying a new house, residents would stay in Archdale.

Residents of Archdale were asked if they decided to move to another house if they would look for another house in Archdale or if they would look in another area. The survey results again validate the overall positive impression citizens have of their community. A large majority (71.5%) indicated that they would look for another house in Archdale (see **Figure 24**).

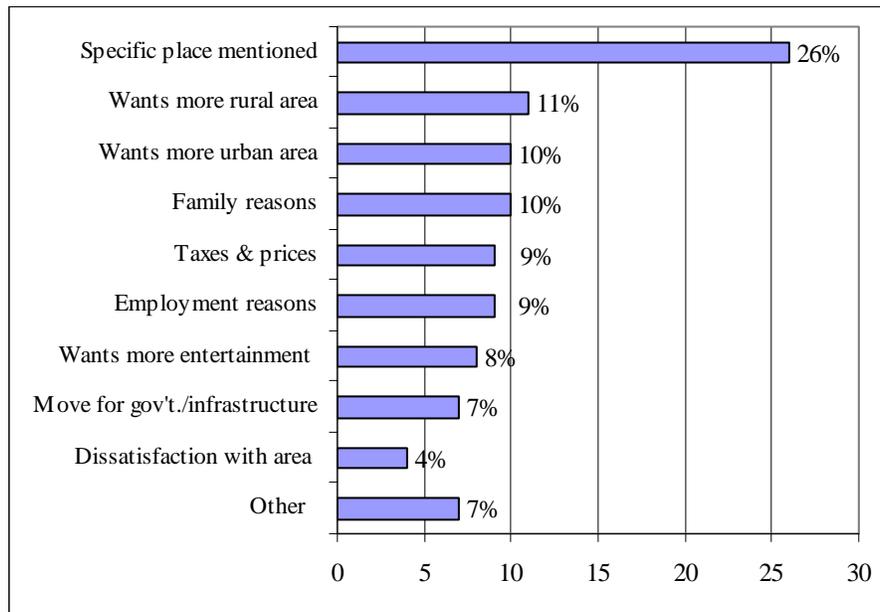
**Figure 24: Buying a New House
(percentage distribution)**



Those most likely to look for another house in Archdale were older (85.5% of respondents age 65 and over). Those most likely to look in another area were those ages 45–64. Over thirty percent (30.9%) of respondents from this age group indicated they would look in for a house in another area. Related somewhat to age, respondents living in a household comprised of two or more people over the age of 65 were the most likely to indicate that they would look for another house in Archdale. More than ninety percent (90.9%) of respondents in this group said they would look for another house in Archdale. In addition, respondents earning less than \$20,000 (84.1%) were more likely to look for housing in Archdale, as compared to wealthier residents. For example, only 63% of those earning more than \$80,000 per year indicated that they would look for housing in Archdale. Respondents who worked close to their homes were also more likely to say they would look for another house in Archdale—76.7% of those commuting 5 miles or less.

Only 90 respondents or 23.6% of the sample population indicated that they would look outside of Archdale if they were to move. These individuals were asked why they would choose another area. The most frequent response (25.6%) was another specific, desirable location, such as the beach, where they would like to live. The remaining three-quarters of respondents gave other reasons why they would move: 11.1% or 10 individuals wanted a more rural location; 8.9% (8 individuals) would move because of prices and taxes; 7.8% (7 respondents) would move for entertainment reasons; 10.0% would move for family reasons; 8.9% would move for employment reasons; 6.7% or 6 respondents would move due to government or infrastructure, and 10.0% or 9 people wanted a more urban location; 11.1% of respondents would move for general reasons (e.g., respondent didn't like Archdale, would move for convenience, or cited no particular reason for looking elsewhere) (see **Figure 25**).

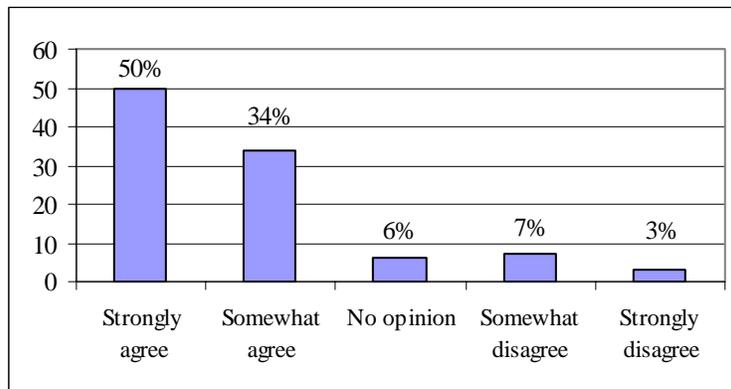
**Figure 25: Why would you choose another area?
(percentage distribution)**



Archdale is a bedroom community.

Citizens of Archdale were asked to respond to a variety of possible images of their city and these characterizations ranged from very positive to neutral to negative. One question asked citizens whether they agreed that Archdale was a bedroom community for High Point and Greensboro. A bedroom community is a neighborhood or area which offers little in the way of employment opportunities but plenty of housing, similar to a "suburb" or commuter town. About half of respondents (50.4%) strongly agreed that Archdale is a bedroom community for High Point and Greensboro. Thirty-four percent of respondents agreed somewhat; 5.5% had no opinion; 7.1% disagreed somewhat; and 3.0% strongly disagreed with the statement (see **Figure 26**). These opinions accurately reflect the economic base in Archdale. As noted in the previous chapter, the majority of employed citizens commute outside Archdale to work, so Archdale is, in fact, a bedroom community.

**Figure 26: Archdale is a bedroom community.
(percentage distribution)**

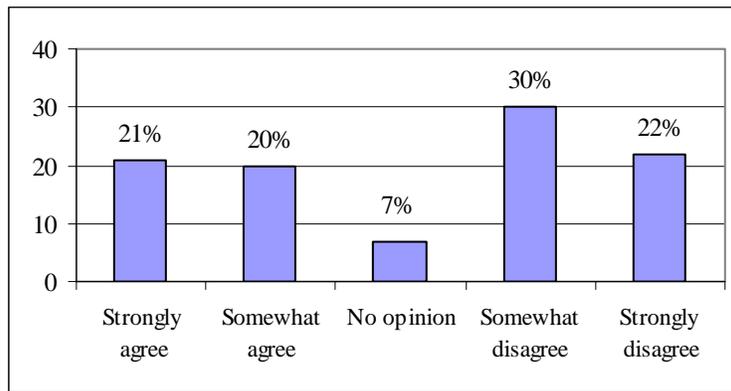


Those most likely to strongly agree with this statement were ages 18–24 (57.1%) and those earning \$40,000–\$59,999 (61%). In addition, respondents who drive longer distances to their work were also more likely to strongly agree that Archdale is a bedroom community. Of those driving 11–20 miles one way to work, 61.9% strongly agreed and 57.6% of those who travel more than 21 miles strongly agreed.

A minority agree that Archdale is a forgotten part of Randolph County.

Respondents were not only asked to respond to positive characterizations of Archdale, but they were also asked their level of agreement with less flattering images. Respondents were divided on the issue of whether Archdale is a forgotten part of Randolph County. Over half of those polled disagreed with this image, but a strong minority (41%) agreed. (see **Figure 27**).

Figure 27: Archdale is a mostly forgotten part of Randolph County (percentage distribution)

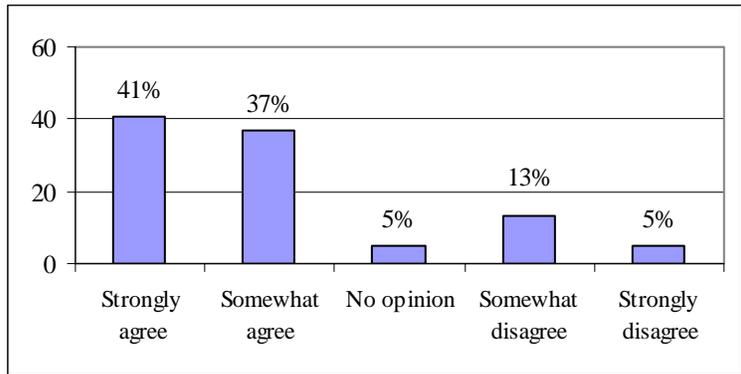


Those most likely to strongly agree with this statement were ages 18–24 and citizens who had lived in Archdale for less than one year. Over one-quarter (25.7%) of respondents ages 18–24 and nearly a third (30.8%) of those who had lived in Archdale for less than one year strongly agreed with this statement.

Most think Archdale lacks jobs, restaurants and shopping.

Even though citizens really liked living in Archdale, they also thought that their city could use more amenities. In particular, survey participants were asked to rate their level of agreement with the statement, “Archdale lacks jobs, restaurants, and shopping”. More than forty percent (40.6%) strongly agreed; 36.8% agreed somewhat; 4.5% had no opinion; 12.8% disagreed somewhat; and 5.3% strongly disagreed (see **Figure 28**).

Figure 28: Agreement with “Archdale lacks jobs, restaurants, and shopping” (percentage distribution)

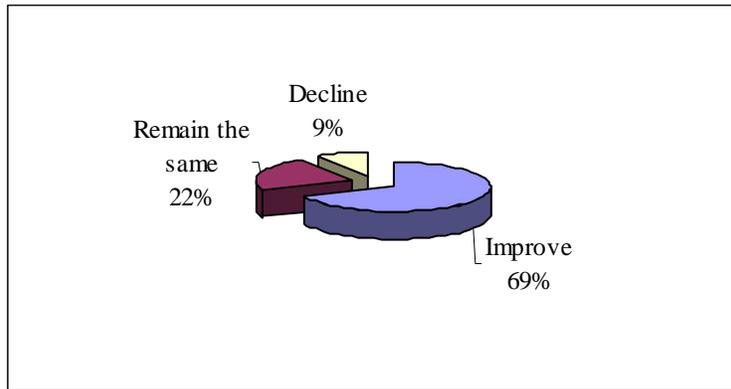


Respondents aged 45–64 were the most likely to strongly agree with this statement, followed by those ages 25–44. Older respondents (over age 65) were the least likely to strongly agree but were the most likely to agree somewhat. More than twenty-eight percent (28.8%) of those over age 65 strongly agreed and 46.3% agreed somewhat. Also, respondents earning more than \$80,000 per year were significantly more likely to agree strongly with the statement. Just over sixty-four percent (64.3%) felt strongly that Archdale lacked jobs, restaurants, and shopping. Working respondents and people who drove longer distances to work (11–20 miles) were more likely to strongly agree than non-working respondents or those who drove short distances. More than forty-five percent (45.8%) of working respondents and 57.1% of those commuting 11–20 miles strongly agreed with this statement.

Archdale in the future

Finally, Archdale residents were very optimistic about the future. Survey participants were asked what they believed would happen to the quality of life in Archdale if current trends were to continue. Just over sixty-nine percent (69.5%) said that the quality of life would improve; 21.6% said it would remain the same; only 8.9% said it will decline (see **Figure 29**).

**Figure 29: Future Outlook on Quality of Life in Archdale
(percentage distribution)**



Females were more likely than males to believe quality of life would improve, 76.8% versus 61.3%, respectively. Males were more likely to believe that life would either remain the same or decline. Over one-quarter (26.9%) of males felt that quality of life would remain the same and 11.8% felt that quality of life in Archdale would decline. Those with limited household incomes (less than \$20,000 per year) were more likely to believe that life would improve. The majority (81.8%) of respondents from this income group believed quality of life would improve. Also, 80.8 % of those who have lived in Archdale for less than a year were the more likely to believe that quality of life would improve. Employed respondents were slightly more likely than those who were not working or retired to believe that the quality of life would improve (73.0% compared to 67.9%).

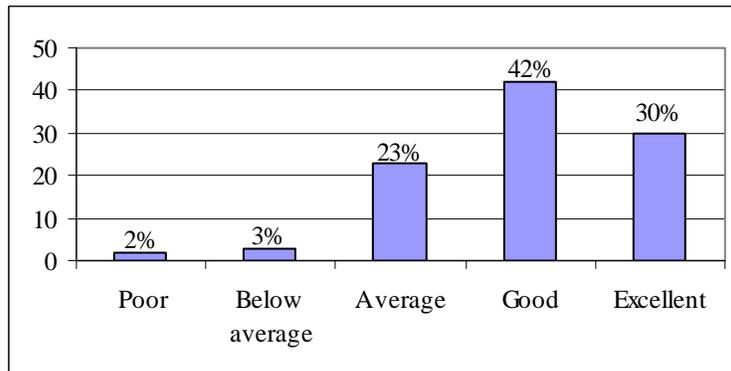
IV. Quality of Life

In addition to being asked about their overall satisfaction with the area, residents of Archdale were asked for their opinions about local services, amenities and opportunities that could substantially impact their quality of life. Citizens were generally pleased with the environment, education, healthcare, housing, roads, children’s activities, and senior services. Residents felt there was room for improvement in the areas of job opportunities, arts/cultural activities and above all, entertainment and shopping alternatives.

The Environment

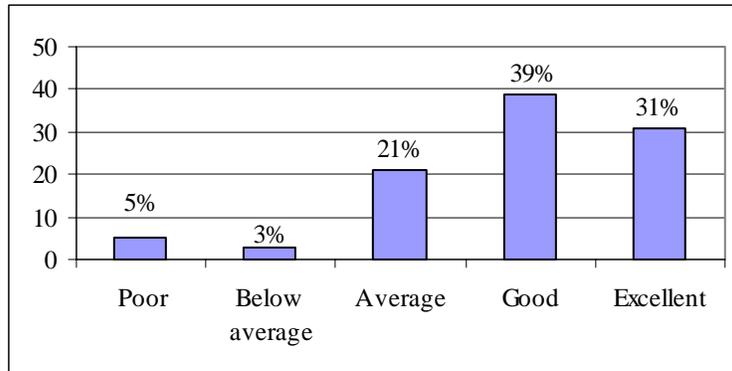
A strong majority of respondents rated the air quality in Archdale as being either average (22.5%), good (42.2%), or excellent (29.7%). Only about 5% of respondents rated the air quality in Archdale negatively (see **Figure 30**).

**Figure 30: Air Quality
(percentage distribution)**



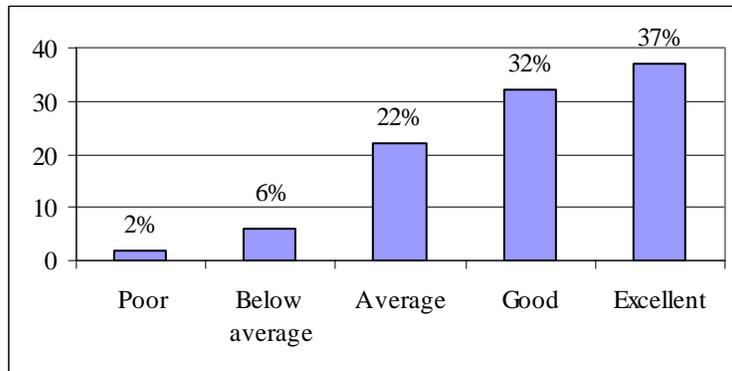
A similar trend was found when respondents were asked to rate the quality of the water in Archdale. Almost one-third (30.8%) of respondents rated water quality as excellent; 39.3% thought it was good; and 21.3% rated water quality as average. Only about 8% indicated that water quality in Archdale was below average or poor (see **Figure 31**).

**Figure 31: Water Quality
(percentage distribution)**



Archdale residents were similarly pleased with their city's parks and open space. Over two-thirds of respondents rated parks and open space in Archdale as good or excellent. Only 2.3% rated parks and open space in Archdale as poor (see **Figure 32**).

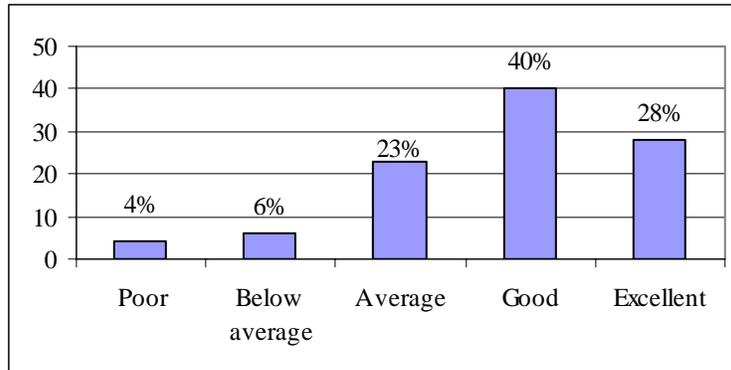
**Figure 32: Parks and Open Space
(percentage distribution)**



Housing

When respondents were asked for their opinion on the availability of housing in all price and rent ranges, over two-thirds provided positive responses. More than one-quarter (28.4%) rated the availability of housing as excellent; and 39.7% rated the availability of housing as good. (see **Figure 33**).

**Figure 33: Availability of Housing in all Price and Rent Ranges
(percentage distribution)**

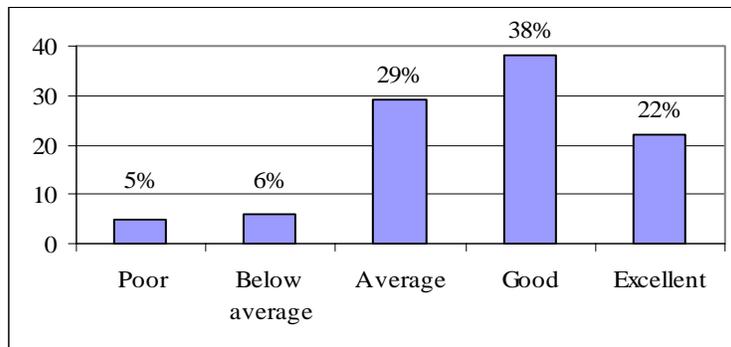


Respondents over age 65 were the most likely of all age groups to indicate that housing availability was excellent as 37.7% of this age group rated housing as excellent.

Roads and Highways

Respondents also tended to rate roads and highways in Archdale positively. Nearly one-quarter (21.6%) indicated that roads and highways in Archdale are excellent; 38.2% responded that roads and highways are good; 28.9% rated roads and highways as average; 6.3% rated roads and highways as below average; and 5.0% indicated that roads and highways in Archdale were poor (see **Figure 34**). Nearly one-third (32.1%) of respondents over age 65 rated roads and highways in Archdale as excellent, making them the group most likely to do so.

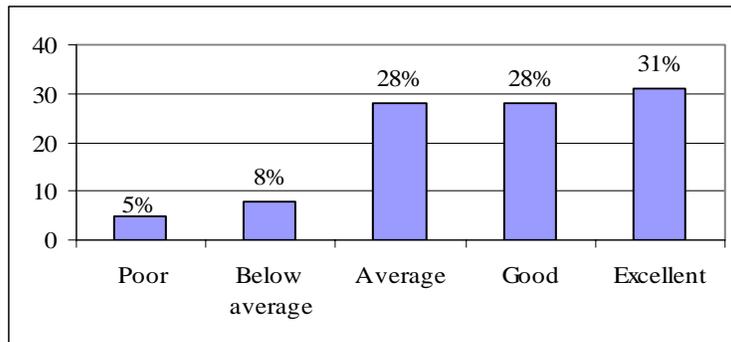
**Figure 34: Roads and Highways
(percentage distribution)**



Educational Opportunities

Not only did Archdale residents rate the environment and roads highly, they were also pleased with local educational opportunities. Nearly one-third (31.4%) of respondents rated educational opportunities as excellent; 28.0% rated opportunities as good; 27.7% rated opportunities as average; 8.4% rated opportunities as below average; and 4.5% of respondents rated educational opportunities as poor (see **Figure 35**).

**Figure 35: Educational Opportunities
(percentage distribution)**

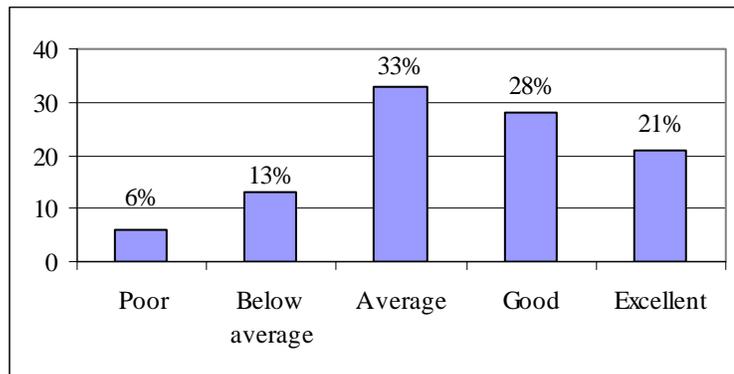


Respondents with a high school education or less were more likely than others to indicate that educational opportunities were excellent (42.5% compared to only 15.8% of college graduates). Interestingly, 48.8 % respondents earning less than \$20,000 rated educational opportunities as excellent. Older residents (over age 65) were also more likely to judge educational opportunities as excellent. Fully half (50.0%) of the members of this age group gave educational opportunities in Archdale an excellent rating (as compared to 30% or less from all other age groups). It should be noted, however, that members of this age group are not likely to have school-aged children.

Activities for Children and Youth

In addition to educational opportunities, respondents were also queried about activities for children and youth. In general, their answers again tended toward the positive. A plurality of respondents (32.9%) rated activities as average. However, 49% rated activities for children and youth as either good or excellent, while only 19% rated these activities as below average or poor (see **Figure 36**).

**Figure 36: Activities for Children and Youth
(percentage distribution)**

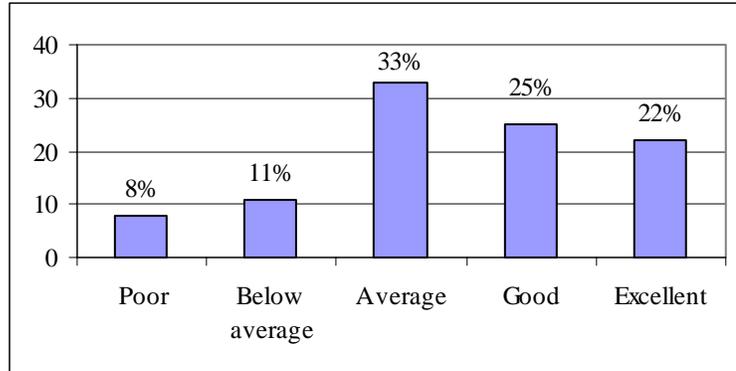


Again, those most likely to rate activities for children and youth as excellent or good were those respondents over the age of 65. Over a third (34.3%) of seniors rated activities as excellent and another 35.7% rated them as good. Females were more likely than males to rate children's activities as good (33.3% compared to 22.7%) but males and females were equally likely to rate them as excellent. One-fifth (20.5%) of both males and females felt this way.

Availability of Healthcare Services

Respondents also were asked about the availability of healthcare services. Forty-seven percent rated the availability of healthcare services as good or excellent. One-third perceived these services as “average.” (see **Figure 37**).

**Figure 37: Availability of Healthcare Services
(percentage distribution)**

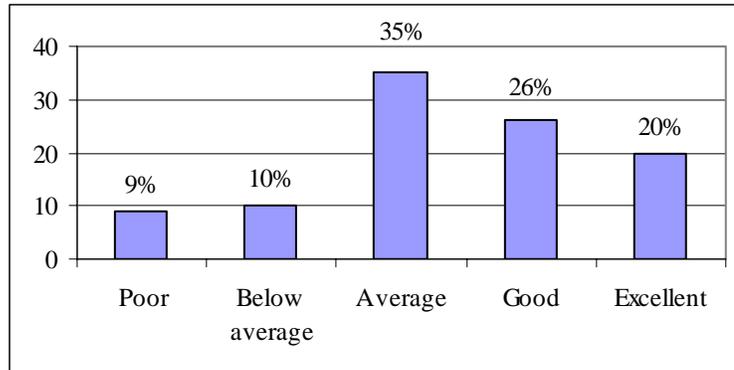


Again, older respondents (over age 65) are more likely to rate health care as good or excellent. Just over thirty-five percent (35.1%) gave good ratings and 32.5% gave excellent ratings. Females were significantly more likely than males to rate healthcare as excellent (28.4% versus 15.1%). Respondents earning less than \$20,000 were also more apt to rate health care as excellent as 35.9% of respondents from this income group gave an excellent rating to healthcare in Archdale. In comparison, only 9.3% of the highest income group (\$80,000+ annual household income) rated healthcare availability as excellent.

Services for Senior Citizens

The survey results relating to services for seniors were very similar to those on the availability of healthcare. A plurality of respondents (35.2%) rated services for seniors as average and 46% indicated that services for the senior citizens of Archdale were either good or excellent (see **Figure 38**).

**Figure 38: Services for Senior Citizens
(percentage distribution)**

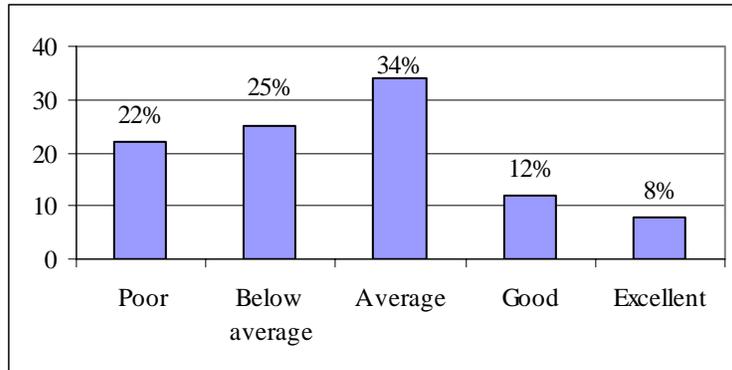


Mirroring the healthcare question, older respondents (over age 65) were significantly more likely to rate activities for seniors as excellent or good (37.3% and 37.3%, respectively). Twenty-six percent of female respondents rated activities for seniors as excellent. Lower income respondents (less than \$20,000) were also more apt to say that the services were excellent. Nearly a third (31.6%) of those earning less than \$20,000 gave an excellent rating to services for senior citizens.

Cultural and Arts Activities

Respondents were also asked for their opinions on the availability of cultural and arts activities in Archdale. Respondents tended to rate the availability of cultural and arts activities as average (33.6%), below average (24.7%), or poor (21.5%) (see **Figure 39**).

**Figure 39: Cultural and Arts Activities
(percentage distribution)**

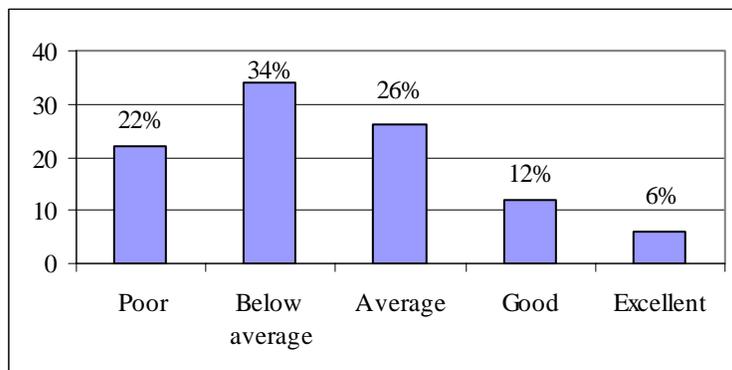


Wealthier people, i.e. those with household incomes of \$80,000 or more (45.3%), were more likely than others to rate cultural and arts activities as below average.

Shopping Opportunities

Shopping opportunities in Archdale was another area where respondents tended to have negative opinions. Approximately 56% of respondents indicated that shopping opportunities in Archdale were either below average or poor (see **Figure 40**).

**Figure 40: Shopping Opportunities
(percentage distribution)**

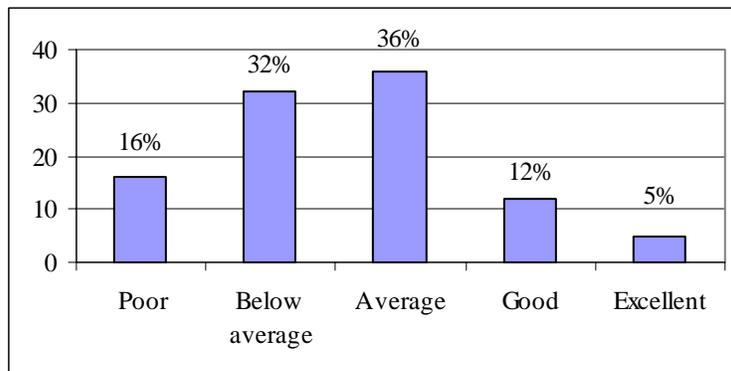


Those most likely to rate shopping opportunities as poor or below average were males (39.4% rated as below average), those earning less than \$20,000 (32.6% rated shopping as poor) or more than \$80,000 (32.1% rated as poor and 44.6% rated it below average). Respondents living in Archdale for 1–5 years were most likely to rate shopping as below average. Over forty percent (41.2%) of those living in Archdale for 1–5 years indicated that shopping opportunities in Archdale were below average.

Job opportunities

As discussed previously, many respondents (approximately 84%) agreed to the statement, “Archdale is a bedroom community for High Point and Greensboro”. This characterization was substantiated by residents’ opinions about job opportunities. In particular, respondents were asked to rate job opportunities in the city of Archdale on a scale of poor to excellent. Only 4.5% rated job opportunities as excellent; 11.8% rated job opportunities as good; 35.6% rated opportunities as average; 31.9% rated job opportunities as below average; and 16.2% rated job opportunities in Archdale as poor (see **Figure 41**).

**Figure 41: Job Opportunities
(percentage distribution)**



Respondents ages 45–64 were the most likely to rate job opportunities in Archdale as poor or below average. Over seventeen percent (17.9%) of respondents from this age group indicated that job opportunities in Archdale were poor and another 37.9% gave job opportunities a below average rating. Forty-one percent of those with a bachelor’s degree or higher rated job opportunities as below average, making them the most likely to do so. Respondents with greater income levels were most likely to rate job opportunities as below average. Over one-third (37.3%) of respondents earning \$60,000–\$79,999 and 40.0% of those earning more than \$80,000 rated job opportunities as below average. Interestingly, males were significantly more likely to rate job opportunities as below average (43.4% of males and 21.5% of females rated job opportunities as below

average). Also, employed individuals were significantly more likely than those who were retired or not working to rate job opportunities as below average (36.2% of those working and 22.2% of retired/non-working respondents rated job opportunities as below average). Furthermore, those living in Archdale for shorted periods of time were most likely to rate job opportunities poorly. For example, 45.1% of respondents who have lived in Archdale for 1–5 years rated job opportunities as below average, as compared to only 17.7% of those who had lived in Archdale more than 20 years.

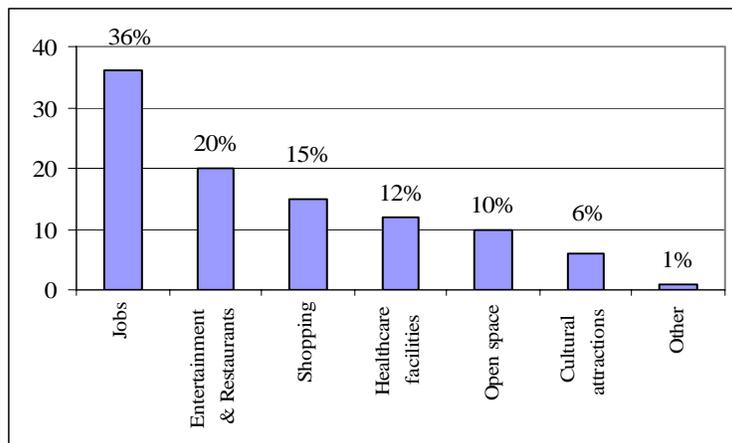
Most Needed Quality of Life Items

Not only did the survey ask citizens to rate quality of life items on a scale of poor to excellent, it also asked residents how important some of those items were to the community. In particular, the survey asked respondents “which of the following quality of life items would you say is the most important for Archdale to have? Which is the second most important? And which is the third most important?” Respondents were given the following list from which to choose.

- Jobs
- Shopping opportunities
- Entertainment venues and restaurants
- Cultural attractions
- Healthcare facilities
- Open space

The number one answer was jobs. Thirty-six percent gave this answer as the “most important” and 77% ranked it among the top three. The next most important were entertainment and restaurants (20.2% said it was “most important” and 60% ranked it in the top three), healthcare facilities (11.8% ranked it as “most important and 53% put it in the top three), shopping opportunities (15.1% as “most important and 51% as top three respectively), open space (10.1% and 26% respectively), cultural attractions (6.3% and 23% respectively), and other (0.5% and 3.3% respectively) (see Figure 42).

Figure 42: Most Important Quality of Life Items for Archdale (percentage distribution)



These results are important because they show that even though 47.5% of Archdale citizens rated the availability of healthcare services as above average. Over half also think there is a community need for additional healthcare facilities. Conversely, most citizens rated cultural and arts activities as average, below average or poor. Yet only a minority of citizens thought cultural attractions were a pressing community need. When asked to prioritize, citizens placed cultural attractions at the bottom of the list.

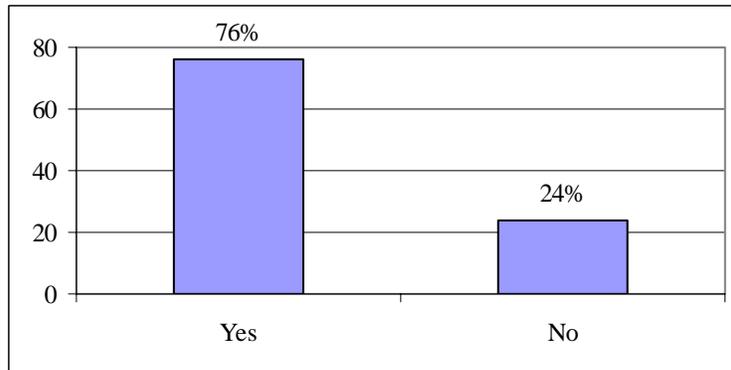
V. Socializing and Recreating in Archdale

Survey results showed that interpersonal activities, namely socializing with other families, tended to occur in Archdale. However, if activities required a facility, i.e. recreational activities, shopping and/or religious services, these activities were more likely to occur outside of Archdale. For example, 45% of residents did most of their shopping outside Archdale; 52% undertook most of their recreational activities outside of the city, and 63% traveled out of town for religious services. In contrast, over three-quarters socialized inside Archdale.

Socializing

Over three quarters (76.3%) of respondents indicated that their family socializes in Archdale. The remaining 23.7% of respondents did not socialize in Archdale (see **Figure 43**).

**Figure 43: Does respondent's family socialize in Archdale?
(percentage distribution)**

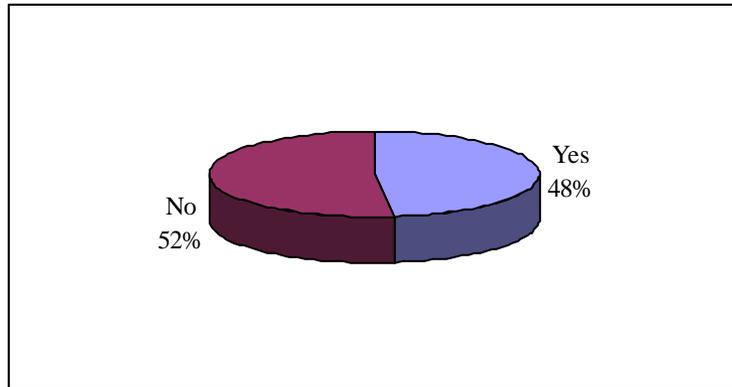


Respondents earning less than \$20,000 per year were the least likely to socialize in Archdale while those earning \$40,000–\$59,000 were most likely to do so. More than sixty percent (60.5%) of those earning less than \$20,000 did not socialize in Archdale, while 84% of those earning \$40,000–\$59,000 indicated that they do socialize in Archdale. Additionally, respondents who had lived in Archdale for 6–20 years were more likely to socialize in Archdale, as 81.3% of this group reported doing so. Interestingly, respondents from single-person households were the least likely to socialize in Archdale while those living in households comprised of three people were the most likely to do so. Nearly two-thirds (64.9%) of respondents from single-person households did not socialize in Archdale. In contrast, 85.4% of households with three or more inhabitants reported that they did socialize in Archdale. Related to that, the 70.8% of respondents who were never married and the 69.5% of those who were no longer married were less likely to socialize in Archdale than those who were currently married.

Recreation

There was an almost even split between those respondents who indicated that they participate in recreational activities in Archdale and those who did not. Slightly less than half (48.4%) said most of their recreational activities occurred in Archdale. (see **Figure 44**).

**Figure 44: Do most of respondent's recreational activities occur in Archdale?
(percentage distribution)**

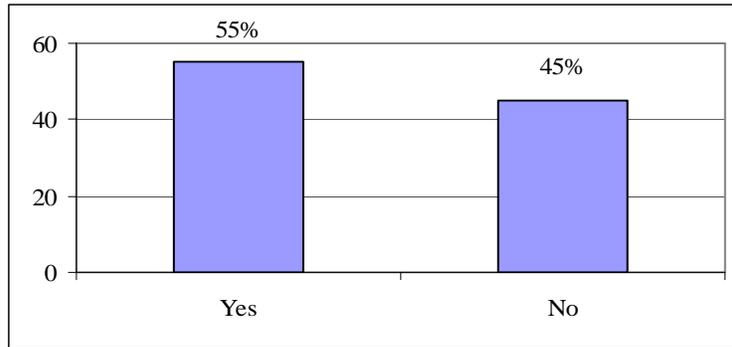


Those most likely to engage in recreational activities in Archdale were those who had lived in Archdale for more than twenty years (54.8%). Also, 61.5% of respondents who live in a household made up of four or more people and 69.6% of households with two people under the age of 17 were more likely to participate in recreational activities in Archdale.

Shopping

As noted in the previous chapter, shopping opportunities in Archdale could be enhanced. The vast majority of survey respondents (82.0%) rated local shopping opportunities as average to poor. Nonetheless, approximately half (54.8%) of respondents indicated that they do most of their shopping in Archdale. The remaining 45.2% traveled elsewhere for the majority of their shopping in Archdale (see **Figure 45**).

**Figure 45: Does respondent do most of their shopping in Archdale?
(percentage distribution)**

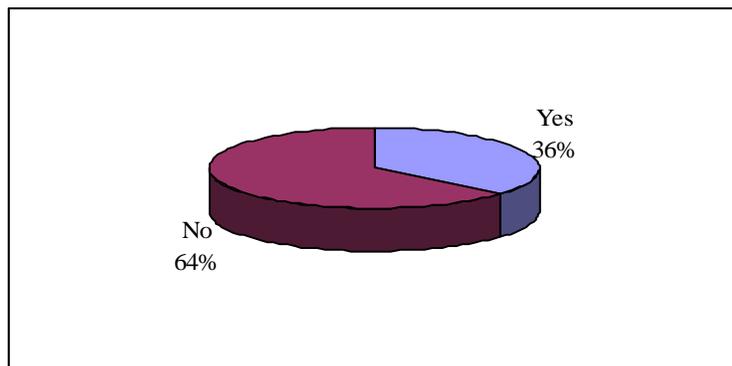


Those most likely to shop in Archdale were age 65 and over, females, those who were retired or not working, and those earning less than \$20,000 per year. Nearly two-thirds (65.4%) of those over age 65, 59.8% of females, 61.3% of those who were retired or not working, and 65.9% of those earning less than \$20,000 per year indicated that they do most of their shopping in Archdale.

Religious Services

Roughly one third (36.2%) of respondents who attended religious services did so in Archdale, while almost two thirds (62.5%) did not (see **Figure 46**).

**Figure 46: Does respondent attend religious services in Archdale?
(percentage distribution)**



Although most respondents tended to attend religious services outside Archdale, those more likely to attend religious services in Archdale were age 65 and over, female, had lived in Archdale 6–20 years, and were retired, disabled or not working. Forty-five percent of those over 65 and 39.6% of females attended religious services in Archdale. Forty-four percent of those who were have lived in Archdale for 6–20 years and 46.1% of retired, disabled, or non-working respondents reported that they attend religious services in Archdale.

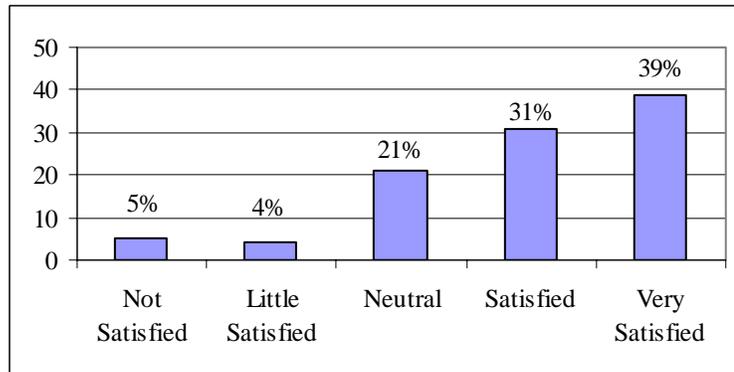
VI. Education

As noted in Chapter IV, most residents of Archdale believed education opportunities to be good or excellent. Very few residents indicated that the educational opportunities in Archdale were below average or poor. The survey not only queried citizens about their perceptions of education generally, but also about the public school system specifically. Again residents were very positive. They were generally satisfied with the public schools and they thought that the public schools had improved over the last few years.

Satisfaction with the public schools

Many respondents were either satisfied (31.2%) or very satisfied (39.3%) with the public school programs. The remaining respondents had either neutral opinions (20.7%), or were dissatisfied (8.7%) (see Figure 47).

**Figure 47: Satisfaction with Public Schools
(percentage distribution)**

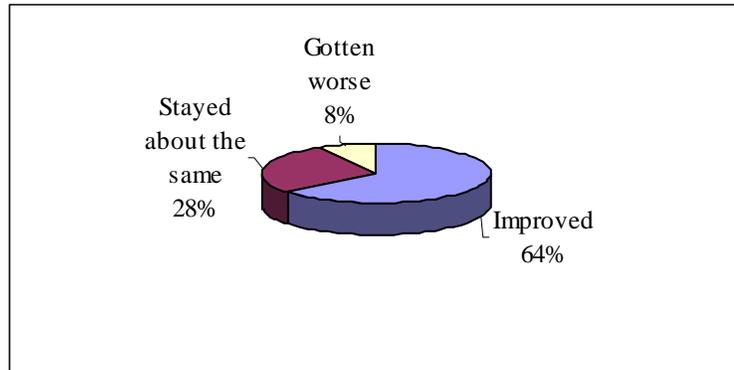


Nearly half (46.9%) of survey respondents over the age of 65 reported being very satisfied with public school programs in Archdale. Similarly, 44.2% of respondents ages 25–44 were very satisfied. Again, respondents earning less than \$20,000 were the most likely to report high levels of satisfaction with public school programs (52.8%).

Public school programs have improved over time.

Respondents were asked if their public school programs had improved over the last few years, stayed about the same, or had become worse. A majority of those polled (63.7%) reported the programs had improved; 28.4% felt they were about the same; and 7.9% perceived them to have worsened (see **Figure 48**).

Figure 48: Public School Program Trends
(percentage distribution)



Although a majority of all age groups agreed that public school programs had improved over the last few years, respondents over age 65 (70.8%) were considerably likely to agree with the improvement. Those with some college education were the most likely (70.9%) to report improvement. More than three-quarters (77.1%) of those earning less than \$20,000 believed there was improvement in the public school system.

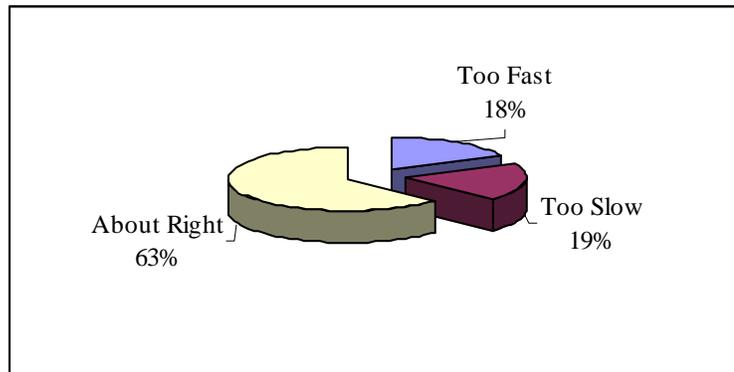
VII. Growth, Development and the Environment

Archdale residents had a positive outlook on growth. Almost two-thirds (63.0%) believed the current rate of growth was “about right”, 18.8% felt that growth was “too slow” and could be accelerated. Another 18.3% however felt that growth was “too fast”. Furthermore, approximately 57% agreed with the statement that “more residential growth would be helpful to Archdale.” Most survey respondents (66.6%) felt that the regulations controlling growth were “about right”. This support for growth and development must, however, be balanced with preservation of open space. The vast majority (90%) of respondents preferred that land be preserved for parks and open space.

Pace of Growth

Sixty-three percent of the respondents described Archdale’s growth as being about right. Given that Archdale’s growth rate from 1990 to 2000 was a robust 30.4%, these survey results show support for robust growth. The remaining respondents were almost evenly split, with 18.3% believing growth had been too fast and 18.8% believing it had been too slow (see **Figure 49**).

**Figure 49: Rate of Growth
(percentage distribution)**

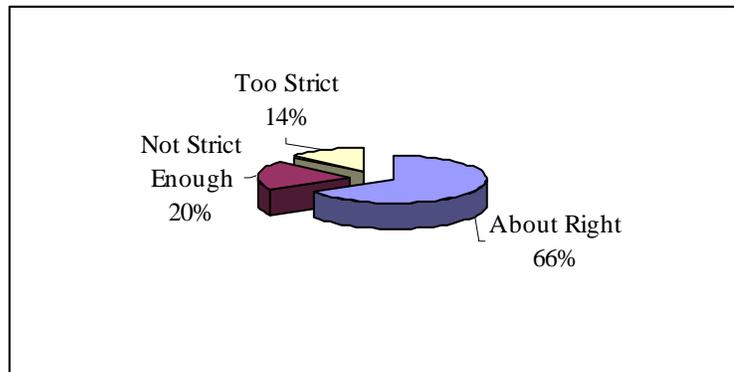


Persons over the age of 65 were more likely than any other age group to believe that growth was about right, with 76.6% responding in this manner. Sixty-eight percent of those with some college education believed growth was about right while those with bachelor’s degrees or higher (26.3%) were the most likely to believe growth was too slow. Males were significantly more likely to believe that growth was too slow (24.2% versus female’s 14.0%). Respondents who have lived in Archdale for 1–5 years were most likely to believe growth had been too slow (26.0%). Those who traveled longer distances were also more likely than other respondents to indicate that growth had been too slow in Archdale. Nearly one-third (31.7%) of those traveling 11–20 miles and 36.4% of those traveling more than 20 miles responded this way.

Regulating growth

Exactly two-thirds (66.6%) of respondents said that local regulations controlling growth were about right, while 19.8% felt they were not strict enough, and another 13.6% felt they were too strict (see **Figure 50**).

**Figure 50: Regulation of Growth
(percentage distribution)**

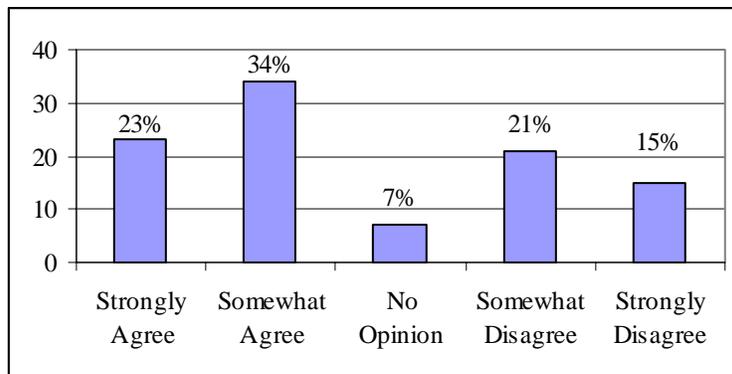


Respondents ages 45–64 were more likely than members of other age groups to feel that regulations were not strict enough (27.8%). Interestingly, females were more likely than males to believe regulations were not strict enough (24.2% of females felt this way compared to 15.2% of males). More lower-income respondents, 77.4%, (earning less than \$20,000) were likely to feel that regulations were about right. Those who traveled longer distances to work were more likely than those who didn't to believe that regulations controlling growth were about right. Seventy-four percent of those traveling 11–20 miles and 73.1% of those traveling more than twenty miles replied “about right”.

Residential growth would be helpful.

The results of this survey about the lack of entertainment and shopping opportunities, coupled with feedback from personal interviews and stakeholder meetings, has established that many citizens would like to see certain types of commercial development/amenities in Archdale. But how do citizens feel about further residential development?. Again, Archdale citizens were supportive. Over half (56.7%) of survey respondents agreed that more residential growth would be helpful to Archdale. Just over 7% had no opinion; 21.3% disagreed; and 14.9% strongly disagreed with this statement (see Figure 51).

**Figure 51: Residential Growth Helpful to Archdale
(percentage distribution)**



One-third (33.3%) of respondents over age 65 and 28.6% of respondents ages 18–24 strongly agreed that residential growth would be helpful to Archdale. Respondents earning more than \$80,000 were more likely to somewhat agree (41.8%). Over forty percent (41.5%) of respondents living in households comprised of three people somewhat agreed with this statement. In addition, 44.3% of respondents with one child under age 17 somewhat agreed with the statement.

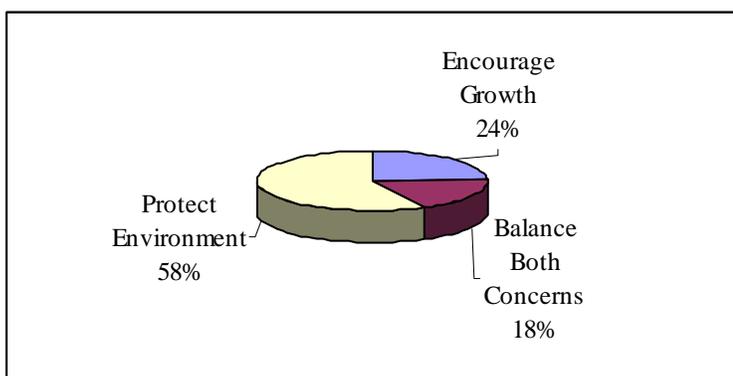
Trade-off between growth and environmental protection?

As any planner knows, economic growth often affects preservation of the natural environment. In order to gauge opinions on the issue, respondents were read two statements concerning development and the environment. The respondents were then asked which statement best described their opinion about development and the environment. This type of question is a “forced choice” question, in that it asks citizens to choose between two valuable premises. In some cases, residents felt they could not choose and their responses were recorded as given. The statements were:

- 1) “It is important to encourage growth and development, even when it might hurt the environment.”
- 2) “It is important to encourage protection of the environment, even when it might hurt the economy.”

Over half of respondents (57.6%) believed that protecting the environment was important, even if it might hurt the economy. Nearly one-quarter (23.9%) felt that encouraging economic growth should take precedence over protecting the environment. Although respondents were not given the option of saying there should be a balance of the two strategies, 18.2% volunteered that this approach would be optimal (see **Figure 52**).

**Figure 52: Supporting Development or Environment
(percentage distribution)**



Those more likely to encourage economic growth over environmental protection were younger, aged 18-24 (29%). In addition, commuters (30.4% of those traveling 21–40 minutes and 31.6% of those traveling more than 40 minutes) showed a preference for encouraging economic growth. Thirty-five percent of respondents living in households with one child reported they would encourage economic growth even if it affected the environment.

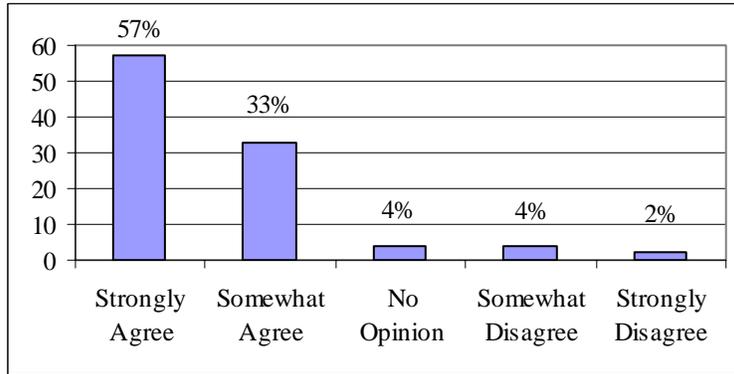
These findings here are similar to national results. In a March 2001 poll by the Gallup Organization, 59% of the U.S. public chose the environment over the economy, while 34% indicated that economic growth should be given priority. Six percent felt there should be a balance between the two.¹

¹ Gallup Poll News Service—Gallup Poll Social Series: The Environment. The Gallup Organization. 5–7 March 2001. <<http://www.gallup.com/poll/surveys/2001/Topline010305/index.asp>>

Preservation of Land for Parks and Open Space

As noted above, Archdale citizens are generally supportive of growth, but not at the expense of the environment. This premise is further substantiated by the sizeable support for preservation of open space. The vast majority of respondents (89.6%) agreed that as Archdale grows, additional land should be saved for parks and open space. A little over four percent (4.3%) had no opinion on this issue; another 4.3% disagreed somewhat; and 1.8% strongly disagreed with the statement (see **Figure 53**).

**Figure 53: Save Land for Parks and Open Space
(percentage distribution)**

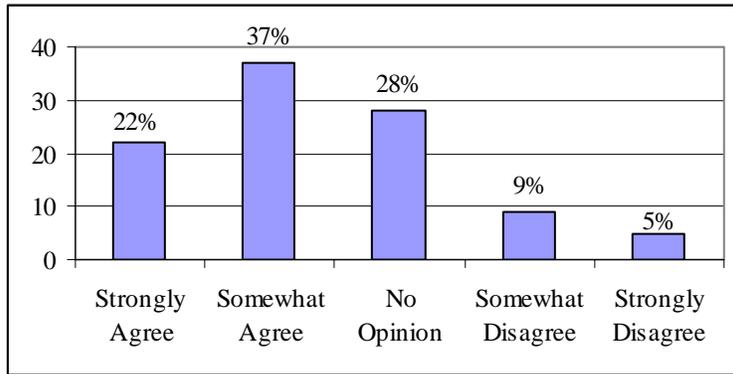


All age groups strongly agreed with this statement, but a greater number (62.9%) of younger respondents (ages 18–24) said that they strongly agreed. Survey respondents who worked closer to home were more likely than those who worked further away to strongly agree with this statement. Over two-thirds (64.9%) of those commuting less than five miles strongly agreed, while only 47.6% of those driving 11–20 miles felt this way.

Historic Preservation

Many respondents in our survey felt that historic areas in Archdale are being preserved. Overall, 59% agreed that historical areas are being preserved; 27.5% had no opinion; and 13.5% disagreed that historical areas in Archdale are being preserved (see **Figure 54**).

**Figure 54: Preserve Historic Areas
(percentage distribution)**



Males were slightly more likely than females to agree somewhat with this statement. Slightly more than 43% (43.2%) of males agreed somewhat while 31.2% of females responded this way. Females, however, were more likely to strongly agree that historic areas are being preserved. Almost one-quarter (25.2%) of females strongly agreed while 18.6% of men felt this way.

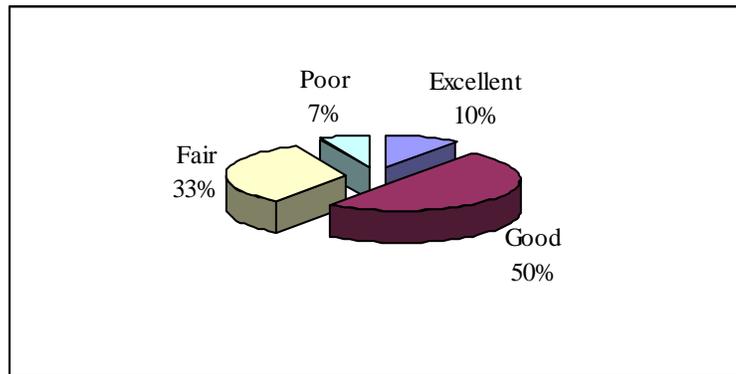
VIII. Local Government

Survey respondents were asked several questions about the government in Archdale. Respondents were asked to rate the quality of their city leadership, if local government services had improved over the last several years, how they would rate the city's emergency (fire and ambulance) services and if they felt adequately informed about what is happening in Archdale.

City Leadership

The majority of respondents (59.6%) felt that city leadership was either good or excellent. Another 33.1% rated city leadership as being fair; and the remaining 7.3% felt that city leadership was poor (see **Figure 55**).

**Figure 55: Quality of City Leadership
(percentage distribution)**

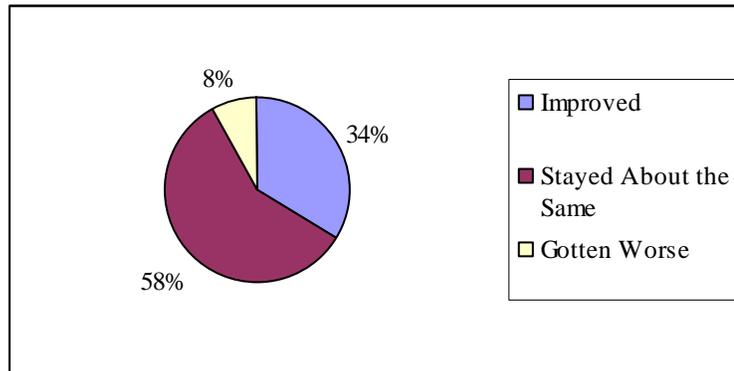


The 33.1% of respondents that perceived the city's leadership to be fair were likely to be ages 25–44 (38.6%), to earn more than \$80,000 (40.7%), to have lived in Archdale for 1–5 years (40.0%), to have three or more people in their household (40.6%), or to have two people in the household under age 17 (43.4%).

Local Government Services

In addition to rating city leadership, respondents were asked if they felt that local government services had improved over the last few years, if they stayed about the same, or if government services had gotten worse. Over one-third of respondents (34.2%) felt that government services had improved over the last several years. The majority (57.5%) indicated the services stayed about the same and the remaining 8.2% felt that local government services had gotten worse over the last several years (see **Figure 56**).

**Figure 56: Local Government Services
(percentage distribution)**

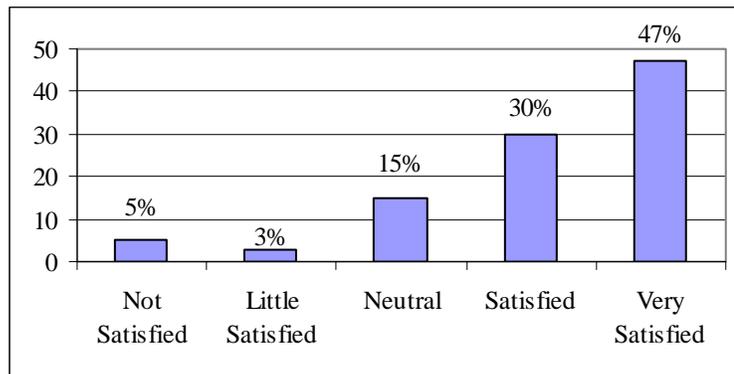


Those most likely to believe that government services had improved tended to be those age 65 and over (43.2%), and those living in Archdale for more than 20 years (40.6%). Younger respondents (ages 25–44) were more likely to believe that government services had remained the same over the last few years. Over two-thirds (68.2%) of respondents from this age group gave this answer. Likewise, over two-thirds (68.5%) of respondents with two children in the household felt that government services in Archdale had stayed the same. Commuters (71% of those driving more than 21 miles to work and 70.2% of those driving 11–20 miles) were also more likely to feel this way.

Emergency Services

Not only were citizens asked about local government services generally, but they were also asked about emergency services specifically since these services tend to be among the most critical. In particular, survey participants were asked how satisfied they were with emergency services (i.e. fire and ambulance) in Archdale. Approximately 77% were satisfied or very satisfied, while only 8% were expressed dissatisfaction (see **Figure 57**). Fifteen percent had no opinion.

**Figure 57: Satisfaction with Emergency Services
(percentage distribution)**

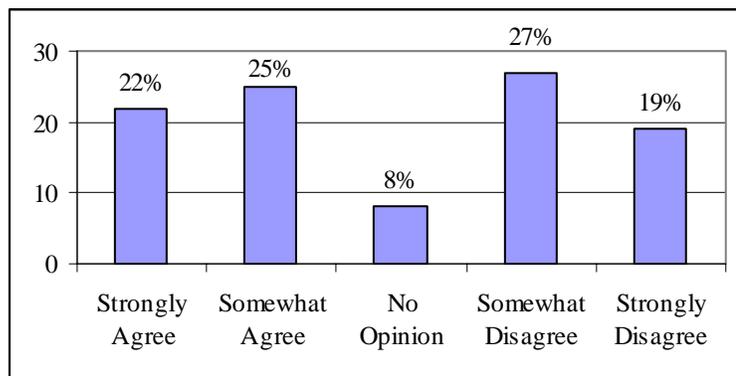


Those most likely to be very satisfied with emergency services in Archdale were residents age 65 and older (63.6%), those earning less than \$20,000 (61.0%), those living in a single-person household (56.8%), those who were no longer married (63.6%), and those who were retired, disabled or not working (56.9%). These results are especially noteworthy since these groups encompass many of the community's more vulnerable populations. These groups are more likely than others to need emergency assistance.

Citizens are divided about effective communication.

The survey also asked citizens about how informed they were about activities in Archdale. Results showed that local government and the civic leadership need to improve communication with and among citizens. Specifically, respondents were asked to rate their level of agreement to the statement, “I do not feel adequately informed about what is happening in Archdale.” There was a fairly even split between those that agreed (46.5%) and those that disagreed (46.0%) with this statement. Almost eight percent (7.6%) had no opinion on this issue (see **Figure 58**).

**Figure 58: Don’t Feel Adequately Informed
(percentage distribution)**



Females were less likely than males to strongly agree with this statement—17.3% of females strongly agreed while 26.3% of males did so.

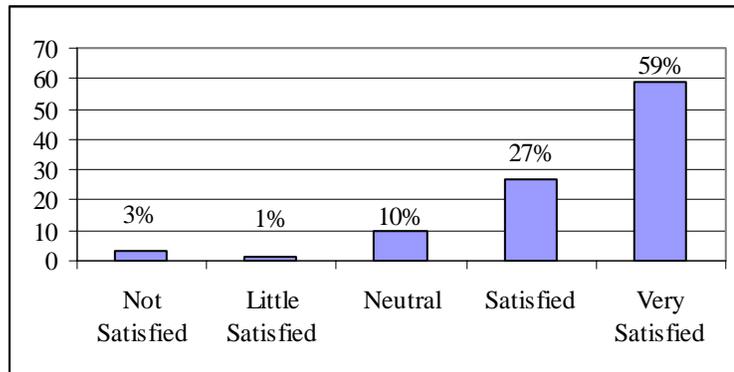
IX. Neighborhoods and Public Safety

Archdale residents were highly satisfied with their home neighborhoods. The majority of respondents felt that their neighborhoods did not suffer from problems such as weeded and littered vacant lots, drug and alcohol abuse, lack of public sewer services, poverty, criminal activity, poor water supply, or substandard housing. In spite of an overall positive assessment of their neighborhoods, respondents did indicate that inadequate recreational areas, lack of sidewalks, and lack of public transportation might be problems in their neighborhoods.

Their neighborhood as a place to live

Respondents were asked to rate their level of satisfaction with their neighborhood as a place to live. A scale of 1 to 5, with 1 being not satisfied and 5 being very satisfied, was used. Eighty-six percent of respondents felt satisfied with their neighborhoods. More than half were very satisfied. A little over ten percent (10.3%) were neutral, and less than four percent (3.8%) indicated that they were not satisfied with their neighborhood (see **Figure 59**).

Figure 59: Respondents' Level of Satisfaction with Their Neighborhoods (percentage distribution)



Potential problems in citizens' neighborhoods

The survey also asked respondents a series of questions relating to possible problems in their neighborhoods. These included lack of sidewalks, lack of public transportation, inadequate recreational areas, weeded and littered vacant lots, drug and alcohol abuse, lack of public sewer services, poverty, criminal activity, poor water supply, and substandard housing. Almost all of these issues were not considered a problem by three-fourths or more of respondents. However, nearly a third (29.3%) of respondents felt that inadequate recreational activities were a problem in their neighborhood. Over half (52.4%) felt that the lack of public transportation was a problem and 62.4% felt that their neighborhoods were lacking sidewalks. Responses to these three items in particular may indicate a possible need for improvement (see Table 1).

**Table 1: Neighborhood Problems
(percentage distribution)**

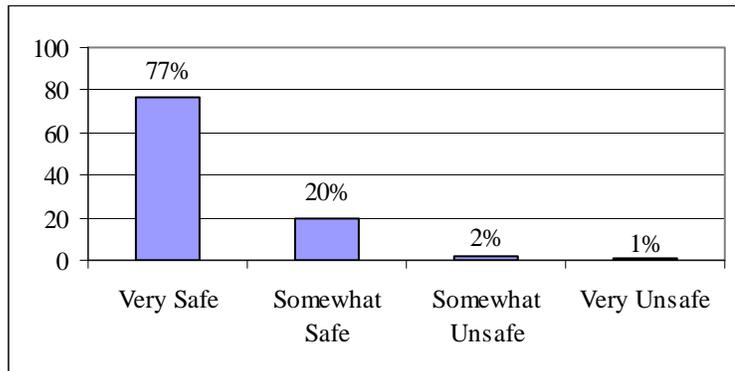
Neighborhood Problems	Yes	No
Lack of Sidewalks	62%	38%
Lack of Public Transportation	52%	48%
Inadequate Recreational Areas	29%	71%
Weeded and Littered Vacant Lots	12%	88%
Drug and Alcohol Abuse	11%	89%
Lack of Public Sewer Services	11%	89%
Poverty	9%	91%
Criminal Activity	9%	91%
Poor Water Supply	8%	92%
Substandard Housing	8%	92%

“Yes” responses to lack of sidewalks, lack of public transportation, and inadequate recreational areas were compared to the demographic characteristics of the sample population. Those most likely to indicate lack of sidewalks as a problem earned more than \$80,000 (70.9%), lived in a household made up of two or more people over age 65 (77.1%), lived in a household comprised of four or more people (69.2%), and were married (67.1%). Respondents citing lack of public transportation as a problem were most likely to be over age 65 (63.4%), or to live in a household with two or more people over age 65 (70.6%), and/or to earn less than \$20,000 per year (65.8%). Lastly, citizens earning less than \$40,000 in household income per year were more likely to indicate inadequate recreation areas in their neighborhoods as problematic.

Personal Safety

Residents did not perceive crime in their area to be a large concern. When survey participants were asked how safe they felt in their neighborhoods at night, over three-quarters (76.8%) indicated that they felt very safe. Slightly more than twenty percent (20.3%) felt somewhat safe. In contrast, only 1.8% felt somewhat unsafe and 1.3% felt very unsafe in their neighborhood at night (see **Figure 60**).

Figure 60: Feeling Safe at Night
(percentage distribution)

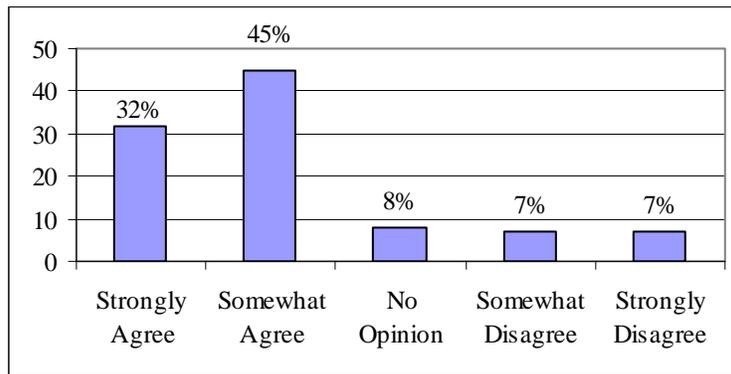


Eighty-five percent of respondents over age 65 reported feeling very safe, while only 65.7% of those ages 18–24 did. A little over 83% (83.1%) of those who had earned a bachelor’s or higher felt very safe, while 73.1% of those with a high school education or less felt the same way. Higher-income respondents were more likely than lower-income respondents to indicate that they felt very safe in their neighborhoods at night. For those earning less than \$20,000, 68.2% reported feeling very safe and 67.8% of those earning \$20,000–\$39,999 reported feeling this way. Over 88% (88.5%) of those earning \$60,000–\$79,999 and 83.9% of those earning more than \$80,000 indicated that they felt very safe at night. Respondents that rented their place of residence felt significantly less safe than those who had other living arrangements as only 63.1% of renters reported feeling very safe in their home neighborhoods.

X. Taxes

The residents of Archdale were, for the most part, comfortable with the current tax rates. Respondents were asked to rate their level of agreement with the statement, “Archdale has reasonable tax rates.” Almost half (45.1%) of the respondents somewhat agreed and 32.2% strongly agreed with this statement. Eight percent (8.1%) had no opinion; 7.3% somewhat disagreed; and 7.3% strongly disagreed (see **Figure 61**).

**Figure 61: Level of Agreement with Archdale’s Tax Rates
(percentage distribution)**



Citizens most likely to agree that Archdale’s tax rates were reasonable were those with some college (85% strongly or somewhat agreed) or a bachelor’s degree (83%). In contrast, only 69% of those with a high school diploma or less agreed that Archdale had reasonable tax rates. Middle income respondents \$40,000–\$59,999 (89%) were also more likely to agree as compared to lower income or more affluent citizens.

Archdale citizens are fiscally conservative.

In addition to querying citizens about their opinions of current tax rates, the survey asked citizens to project into the future. Would they be willing to pay additional taxes to add new services or to improve existing services? Many Archdale residents were willing to pay “slightly higher taxes” for services, but only a small minority of respondents were willing to “much higher taxes” for these services. Parks and recreational areas, recruiting new businesses and police services garnered the most support, as more than half of the respondents agreed with slightly higher or much taxes to support these endeavors (see **Table 2**). Citizens did not support increased taxes for water or sewer or for public transportation.

**Table 2: Level of Tax Increase Respondents Were Willing to Pay
(percentage distribution)**

	Much Higher Taxes	Slightly Higher Taxes	No Increase in Taxes
Redevelopment of US 311	10%	36%	54%
Police services	8%	46%	46%
Parks and recreational areas	6%	53%	41%
Improve public transportation	4%	33%	62%
Recruit new businesses	4%	50%	46%
Preserve historic areas	4%	42%	54%
Water and sewer extensions	2%	27%	71%

As might be expected low-income residents tended to say “no increase in taxes” for all the questions posed, except for the one about improving public transportation. Half of those with a household income of less than \$20,000 supported a tax increase for some kind of public transportation. In contrast, only 20% of those earning \$80,000 or more per year said they would be willing to pay anything at all for public transit. Wealthier households, i.e. those earning \$80,000 or more annually, were more likely than others to support recruitment of new businesses including retail (67% would favor higher taxes) and redevelopment of the US311 corridor. Younger residents and parents were more likely to say that they would support a tax increase for parks and recreational areas. Seventy-four percent of respondents age 18-24 and 69% of households with minors would support a tax increase.

XI. Conclusion

Archdale grew by 30% from 1990 to 2000 and most Archdale residents regarded this growth positively. Citizens liked their city. Ninety-five percent of the population agreed that “Archdale is a wonderful place to live.” Furthermore, if buying a new home, 72% of the population would buy that home in Archdale.

However, Archdale is a bedroom community. Most people commute out of town for jobs, shopping, entertainment, healthcare and religious observance. Survey results indicate that many residents would like to see more local opportunities for these types of activities. In other words, the survey results suggest a need for a wider commercial and retail base in Archdale. Commercial and retail businesses would provide jobs, amenities, and tax revenue to the city. In particular, households with incomes greater than \$80,000 per year were in favor of attracting businesses to Archdale and redeveloping Main Street. These households were more likely than others to say that they would pay higher taxes to support economic development strategies.

Most residents were also supportive of increased residential growth, as long as this growth is balanced with the preservation of open space. Younger residents and parents, in particular, would like to see residential development complemented by more parks and recreational areas.

With regard to government services, most residents were pleased with these services, especially emergency services (fire and ambulance). In addition, citizens tended to rate city leadership as good, and education received generally high marks. One area of concern was citizen communication. Almost half of those polled did not feel adequately informed about what was happening in Archdale.

Sidewalks have also not been a city priority. Almost two-thirds of the population (62%) said the fact that their neighborhood lacked sidewalks was problematic. Furthermore, many low-income residents would like to see their local government provide some kind of public transportation. Middle and upper income residents, while equally as likely to say that public transportation was not available, did not support paying for this type of service.

Appendix

CITY OF ARCHDALE PUBLIC OPINION SURVEY		%	(N)
This month we're conducting research on public opinion in Archdale and we appreciate your help and cooperation. Do you live inside or outside of the City of Archdale?			
1.	In addition to living in Archdale, we want to know what other activities you might do in Archdale. (Read a-f)		
	a. Do you work in Archdale?		
	1. Yes	17.3	(69)
	2. No	69.8	(279)
	3. Don't Know	0.5	(2)
	4. Not Applicable	12.5	(50)
	8. No Response	0.0	(0)
		100.1	(400)
	b. Does your spouse or partner work in Archdale?		
	1. Yes	9.8	(39)
	2. No	62.3	(249)
	3. Don't Know	0.5	(2)
	4. Not Applicable	27.5	(110)
	8. No Response	0.0	(0)
		100.1	(400)
	c. Do you do most of your shopping in Archdale?		
	1. Yes	53.3	(213)
	2. No	44.0	(176)
	3. Don't Know	1.5	(6)
	4. Not Applicable	1.3	(5)
	8. No Response	0.0	(0)
		100.1	(400)
	d. Do you attend religious services in Archdale?		
	1. Yes	35.5	(142)
	2. No	62.5	(250)
	3. Don't Know	0.0	(0)
	4. Not Applicable	2.0	(8)
	8. No Response	0.0	(0)
		100.0	(400)
	e. Do most of your family's recreational activities occur in Archdale?		
	1. Yes	45.8	(183)
	2. No	48.8	(195)
	3. Don't Know	2.3	(9)
	4. Not Applicable	3.0	(12)
	8. No Response	0.3	(1)
		100.2	(400)

		%	(N)
f.	Does your family socialize in Archdale?		
	1. Yes	75.0	(300)
	2. No	23.3	(93)
	3. Don't Know	0.5	(2)
	4. Not Applicable	1.0	(4)
	8. No Response	0.3	(1)
		100.1	(400)
2.	Where did you live before moving to Archdale? (Read 1-7)		
	1. Have always lived in Archdale	17.8	(71)
	2. Guilford County	19.3	(77)
	3. Somewhere else in the Randolph County	15.0	(60)
	4. Somewhere else in the Triad region	18.8	(75)
	5. Somewhere else in North Carolina	17.5	(71)
	6. Somewhere else in the South: Name of state _____		
	Florida	1.3	(5)
	Georgia	0.5	(2)
	Mississippi	0.3	(1)
	South Carolina	1.5	(6)
	Texas	0.3	(1)
	Tennessee	0.3	(1)
	7. Somewhere else in the US: Name of state _____		
	California	0.5	(2)
	Indiana	0.3	(1)
	Kansas	0.3	(1)
	Kentucky	0.3	(1)
	Maryland	0.3	(1)
	Michigan	0.3	(1)
	Minnesota	0.3	(1)
	New Hampshire	0.3	(1)
	New Jersey	0.8	(3)
	New York	0.8	(3)
	Ohio	0.3	(1)
	Virginia	2.3	(9)
	Washington	0.3	(1)
	West Virginia	0.5	(2)
	8. Don't Know	0.3	(1)
	99. No Response	0.3	(1)
		100.8	(400)
3.	If you were to decide to move to another house, apartment, or condo, would you look for that new place in Archdale or would you look at another area.		
	1. Archdale Skip to 7	68.3	(273)
	2. Another area Go to 6	22.5	(90)
	3. Both Archdale and another area	4.8	(19)
	4. Not Sure	3.8	(15)
	8. No Response	0.8	(3)
		100.2	(400)

		%	(N)
4.	Why would you chose another area?		
	1. City of Archdale has not tried to keep residential neighborhood residential	77.5	(310)
	2. Allow the building of apartments in residential areas, bringing property value down	0.3	(1)
	3. Accessibility to work and other areas	0.3	(1)
	4. Anywhere in Randolph	0.3	(1)
	5. Archdale is a small city, not much going on	0.3	(1)
	6. Because area living in is city	0.3	(1)
	7. Because family is not there	0.3	(1)
	8. Because I have a lousy neighbor	0.3	(1)
	9. Because I want out in the country	0.3	(1)
	10. Because I would like to live at the beach	0.3	(1)
	11. Because it would be closer to our family	0.3	(1)
	12. Because of age - more things available there	0.3	(1)
	13. Because of lack of jobs	0.3	(1)
	14. Because taxes in Archdale	0.3	(1)
	15. Because that is where I came from (South Carolina)	0.3	(1)
	16. Because there aren't a lot of restaurants in Archdale	0.3	(1)
	17. Charlotte - to go back to attend UNCC	0.3	(1)
	18. Cheaper to live outside	0.3	(1)
	19. Closer to family	0.3	(1)
	20. Closer to his job	0.3	(1)
	21. Closer to place of business	0.3	(1)
	22. Closer to the city	0.3	(1)
	23. Closer to the coast	0.3	(1)
	24. Closer to work and school	0.3	(1)
	25. Convenience	0.3	(1)
	26. Doesn't care for the government	0.3	(1)
	27. Don't like it here	0.3	(1)
	28. Engaged to someone who lives elsewhere	0.3	(1)
	29. Everything has gone up (Prices)	0.3	(1)
	30. Family lives elsewhere	0.3	(1)
	31. Family reasons	0.3	(1)
	32. Farm in another county	0.3	(1)
	33. For lower taxes	0.3	(1)
	34. For the lower tax rate	0.3	(1)
	35. Get away from traffic and congestion-used to be less populated	0.3	(1)
	36. Guilford or Davidson or Randolph	0.3	(1)
	37. Have property in Trinity	0.3	(1)
	38. I hate N.C.	0.3	(1)
	39. I just don't plan on living here forever	0.3	(1)
	40. I like Cunnersville	0.3	(1)
	41. I think the schools are better in Davidson County	0.3	(1)
	42. I would like to live outside city limits	0.3	(1)
	43. I would move to be closer to the Alabama University football team	0.3	(1)

	%	(N)
44. It's not big enough and a lot of elderly people	0.3	(1)
45. Just a locational thing - more convenience	0.3	(1)
46. Just to get away from the small town scene	0.3	(1)
47. Just would not live there any more	0.3	(1)
48. Like to be right outside the city	0.3	(1)
49. Like to outside of the city	0.3	(1)
50. Look in county...because don't like paying taxes	0.3	(1)
51. Loves to fish and likes the beach	0.3	(1)
52. Lower taxes	0.3	(1)
53. Lower taxes and less crime	0.3	(1)
54. More rural area	0.3	(1)
55. Move back to High Point	0.3	(1)
56. Move to High Point because all of my activities are in High Point	0.3	(1)
57. My fiance is getting married and moving to where he and I are getting a house	0.3	(1)
58. No particular reason	0.5	(2)
59. No sidewalks in Archdale	0.3	(1)
60. Not as much nice housing	0.3	(1)
61. Not much to do here, better entertainment, and activities	0.3	(1)
62. Owns property in Georgia	0.3	(1)
63. Politics in area, small town mindedness, abc permits, not progressive	0.3	(1)
64. Pretty dead	0.3	(1)
65. Randolph County	0.5	(2)
66. Randolph County and Asheboro because doesn't like Archdale	0.3	(1)
67. She's just rather live in High Point or Thomasville	0.3	(1)
68. Slow in Archdale, not much city life	0.3	(1)
69. Somewhere that has more things to do	0.3	(1)
70. Sophia, N.C.	0.3	(1)
71. There isn't much to do.	0.3	(1)
72. To close to my family	0.3	(1)
73. To be closer to a major city	0.3	(1)
74. To be closer to my wife's job	0.3	(1)
75. To be closer to things	0.3	(1)
76. To be further out in the county	0.3	(1)
77. To be in more of a city	0.3	(1)
78. To get close to family convenience to doctors	0.3	(1)
79. To get close to my work	0.3	(1)
80. To get outside the city limits	0.3	(1)
81. To Holden Beach because it is beautiful and we have a house there	0.3	(1)
82. To move toward the coast	0.3	(1)
83. Virginia is my home state	0.3	(1)
84. Wants to live in Nashville	0.3	(1)
85. Wants to move to Florida	0.3	(1)
86. Wants to move to the beach because he grew up about 2 blocks from the water	0.3	(1)
87. Wants to move to the beach...after retiring	0.3	(1)
88. We have a farm in Alexander County	0.3	(1)
89. We would want something more rural	0.3	(1)
		(400)

		%	(N)
5.	Overall, is your image of Archdale positive, negative, or neutral?		
	1. Positive	84.8	(339)
	2. Negative	2.8	(11)
	3. Neutral	12.5	(50)
	4. Don't know	0.0	(0)
	8. No response	0.0	(0)
		100.1	(400)
6.	I have a few statements that have been used to describe the image or identity of Archdale. For each please tell me if you strongly agree, somewhat agree, somewhat disagree, strongly disagree, or have no opinion.		
	a. Archdale is a bedroom community for High Point and Greensboro.		
	1. Strongly Agree	50.0	(200)
	2. Somewhat Agree	33.8	(135)
	3. No Opinion	5.5	(22)
	4. Somewhat disagree	7.0	(28)
	5. Strongly disagree	3.0	(12)
	8. No response	0.8	(3)
		100.1	(400)
	b. Archdale is a wonderful place to live.		
	1. Strongly Agree	72.8	(291)
	2. Somewhat Agree	23.0	(92)
	3. No Opinion	1.8	(7)
	4. Somewhat disagree	1.5	(6)
	5. Strongly disagree	1.0	(4)
	8. No response	0.0	(0)
		100.1	(400)
	c. Archdale is a mostly forgotten part of Randolph County.		
	1. Strongly Agree	20.5	(82)
	2. Somewhat Agree	19.8	(79)
	3. No Opinion	7.0	(28)
	4. Somewhat disagree	30.0	(120)
	5. Strongly disagree	22.0	(88)
	8. No response	0.8	(3)
		100.1	(400)
	d. Archdale is a good place to raise a family.		
	1. Strongly Agree	79.8	(319)
	2. Somewhat Agree	16.3	(65)
	3. No Opinion	1.8	(7)
	4. Somewhat disagree	1.5	(6)
	5. Strongly disagree	0.5	(2)
	8. No response	0.3	(1)
		100.2	(400)
	e. Archdale lacks jobs, restaurants, and shopping		
	1. Strongly Agree	40.5	(162)
	2. Somewhat Agree	36.8	(147)
	3. No Opinion	4.5	(18)
	4. Somewhat disagree	12.8	(51)
	5. Strongly disagree	5.3	(21)
	8. No Response	0.3	(1)
		100.2	(400)

		%	(N)
	Our next questions are about the overall quality of life and services in Archdale. Using a scale of 1 to 5, with 1 being poor and 5 being excellent, how would you rate each of the following quality of life items in Archdale?		
7.	Educational opportunities		
	1. Poor	4.3	(17)
	2	8.0	(32)
	3	26.3	(105)
	4	26.5	(106)
	5. Excellent	29.8	(119)
	8. No Response	5.3	(21)
		100.2	(400)
8.	Job opportunities		
	1. Poor	15.5	(62)
	2	30.5	(122)
	3	34.0	(136)
	4	11.3	(45)
	5. Excellent	4.3	(17)
	8. No Response	4.5	(18)
		100.1	(400)
9.	Parks & open space		
	1. Poor	2.3	(9)
	2	6.3	(25)
	3	22.0	(88)
	4	31.8	(127)
	5. Excellent	36.3	(145)
	8. No Response	1.5	(6)
		100.2	(400)
10.	Cultural & arts activities		
	1. Poor	20.5	(82)
	2	23.5	(94)
	3	32.0	(128)
	4	11.8	(47)
	5. Excellent	7.5	(30)
	8. No Response	4.8	(19)
		100.1	(400)
11.	Shopping opportunities		
	1. Poor	22.0	(88)
	2	33.5	(134)
	3	26.3	(105)
	4	12.3	(49)
	5. Excellent	5.8	(23)
	8. No Response	0.3	(1)
		100.2	(400)
12.	Activities for children and youth		
	1. Poor	5.3	(21)
	2	11.8	(47)
	3	30.5	(122)
	4	26.3	(105)
	5. Excellent	19.0	(76)
	8. No Response	7.3	(29)
		100.2	(400)

		%	(N)
13.	Services for senior citizens		
	1. Poor	7.0	(28)
	2	8.3	(33)
	3	28.0	(112)
	4	20.8	(83)
	5. Excellent	15.5	(62)
	8. No Response	20.5	(82)
		100.1	(400)
14.	Air quality		
	1. Poor	2.3	(9)
	2	3.3	(13)
	3	22.0	(88)
	4	41.3	(165)
	5. Excellent	29.0	(116)
	8. No Response	2.3	(9)
		100.2	(400)
15.	Water quality		
	1. Poor	5.0	(20)
	2	3.3	(13)
	3	20.8	(83)
	4	38.3	(153)
	5. Excellent	30.0	(120)
	8. No Response	2.8	(11)
		100.2	(400)
16.	Roads & Highways		
	1. Poor	5.0	(20)
	2	6.3	(25)
	3	28.8	(115)
	4	38.0	(152)
	5. Excellent	21.5	(86)
	8. No Response	0.5	(2)
		100.1	(400)
18.	Availability of health care services		
	1. Poor	7.8	(31)
	2	10.8	(43)
	3	31.5	(126)
	4	24.0	(96)
	5. Excellent	21.0	(84)
	8. No Response	5.0	(20)
		100.1	(400)
19.	Availability of housing in all price and rent ranges		
	1. Poor	3.3	(13)
	2	5.3	(21)
	3	21.3	(85)
	4	37.0	(148)
	5. Excellent	26.5	(106)
	8. No Response	6.8	(27)
		100.2	(400)

		%	(N)
20.	Please rate your overall satisfaction with Archdale as a place to live. Please use a scale of 1 to 5, with 1 meaning not satisfied and 5 meaning very satisfied		
	1. Not Satisfied	1.3	(5)
	2	2.3	(9)
	3	11.3	(45)
	4	33.3	(133)
	5. Very Satisfied	52.0	(208)
	8. No Response	0.0	(0)
		100.2	(400)
21.	If current trends continue, do you think that the overall quality of life in Archdale will improve over the next 10 years, will the quality of life remain pretty much the same, or will it decline over the next ten years?		
	1. Improve	68.3	(273)
	2. Remain the same	21.3	(85)
	3. Decline	8.8	(35)
	8. No Response	1.8	(7)
		100.2	(400)
22.	Do you think growth in Archdale has been too fast, about right, or too slow?		
	1. Too fast	17.8	(71)
	2. About right	61.3	(245)
	3. Too slow	18.3	(73)
	8. No response	2.8	(11)
		100.2	(400)
23.	What do you think about local regulations controlling growth? Are they too strict, about right or not strict enough?		
	1. Too strict	11.0	(44)
	2. About right	53.8	(215)
	3. Not strict enough	16.0	(64)
	8. No response	19.3	(77)
		100.1	(400)
24.	a. Which of the following quality of life items would you say is the <u>most important</u> for Archdale to have? (Rotate Options) (Read 1-5)		
	Rank Order		
	1. Jobs	35.8	(143)
	2. Shopping opportunities	15.0	(60)
	3. Entertainment venues and restaurants	20.0	(80)
	4. Cultural attractions	6.3	(25)
	5. Healthcare facilities	11.8	(47)
	6. Open space	10.0	(40)
	Other, please specify:		
	Education and Schools	0.5	(2)
	8. No Response	0.8	(3)
		100.2	(400)

		%	(N)
b. Which is the second most important? (Rotate options)			
Rank Order			
1. Jobs		26.0	(104)
2. Shopping opportunities		19.3	(77)
3. Entertainment venues and restaurants		18.8	(75)
4. Cultural attractions		6.3	(25)
5. Healthcare facilities		21.0	(84)
6. Open space		6.8	(27)
Other, please specify:			
YMCA		0.3	(1)
Police access		0.3	(1)
Services for elderly people		0.3	(1)
Federal construction		0.3	(1)
8. No Response		0.3	(1)
97. System		0.8	(3)
		100.5	(400)
c. Which is the third most important? (Rotate options)			
Rank Order			
1. Jobs		15.0	(60)
2. Shopping opportunities		16.8	(67)
3. Entertainment venues and restaurants		21.0	(84)
4. Cultural attractions		10.5	(42)
5. Healthcare facilities		20.0	(80)
6. Open space		9.3	(37)
Other, please specify:			
Education and schools		1.3	(5)
Housing		0.3	(1)
More Christians		0.3	(1)
8. No Response		5.0	(20)
97. System		0.8	(3)
		100.3	(400)

		%	(N)
	Our next questions are about the public schools and local government.		
25	On a scale of 1 to 5, with 1 being not satisfied, and 5 being very satisfied, how satisfied are you with public school programs in Randolph County? 1. Not Satisfied 2. 3. 4. 5. Very Satisfied 8. No Response	3.8 3.5 17.3 26.0 32.8 16.8	(15) (14) (69) (104) (131) (67)
		100.2	(400)
26.	Do you think your public school programs have improved over the last few years, stayed about the same, or gotten worse? 1. Improved 2. Stayed about the same 3. Gotten worse 8. No Response	52.8 23.5 6.5 17.3	(211) (94) (26) (69)
		100.1	(400)
27.	On a scale of 1 to five, with 1 being not satisfied and 5 being very satisfied, how satisfied are you with emergency services (fire and ambulance) in Archdale? 1. Not Satisfied 2. 3. 4. 5. Very Satisfied 8. No Response	4.3 2.8 13.3 27.3 42.8 9.8	(17) (11) (53) (109) (171) (39)
		100.3	(400)
28.	I would like to ask your opinion of city government. In your opinion, is the quality of city leadership excellent, good, fair or poor? 1. Excellent 2. Good 3. Fair 4. Poor 8. No Response	9.3 45.8 30.5 6.8 7.8	(37) (183) (122) (27) (31)
		100.2	(400)
29.	Do you think that local government services have improved over the last few years stayed about the same, or gotten worse? 1. Improved 2. Stayed about the same 3. Gotten worse 8. No Response	31.3 52.5 7.5 8.8	(125) (210) (30) (35)
		100.1	(400)

		%	(N)
	<i>Our next questions are about your neighborhood</i>		
30.	How satisfied are you with your home neighborhood as a place to live? Please use a scale of 1 to 5, with 1 being not satisfied and 5 being very satisfied?		
	1. Not Satisfied	2.5	(10)
	2.	1.3	(5)
	3.	10.3	(41)
	4.	27.0	(108)
	5. Very Satisfied	58.8	(235)
	8. No Response	0.3	(1)
		100.2	(400)
31.	Do you feel that any of the following are problems in your neighborhood?		
	Substandard housing		
	1. Yes	8.3	(33)
	2. No	90.8	(363)
	3. Don't know/No response	1.0	(4)
		100.1	(400)
32.	Drug and alcohol abuse		
	1. Yes	10.5	(42)
	2. No	87.5	(350)
	3. Don't know/No response	2.0	(8)
		100.0	(400)
33.	Poor water supply		
	1. Yes	7.5	(30)
	2. No	91.8	(367)
	3. Don't know/No response	0.8	(3)
		100.1	(400)
34.	Criminal activity		
	1. Yes	9.0	(36)
	2. No	89.0	(356)
	3. Don't know/No response	2.0	(8)
		100.0	(400)
35.	Weeded and littered vacant lots		
	1. Yes	12.0	(48)
	2. No	87.8	(351)
	3. Don't know/No response	0.3	(1)
		100.1	(400)
36.	Poverty		
	1. Yes	8.8	(35)
	2. No	89.8	(359)
	3. Don't know/No response	1.5	(6)
		100.1	(400)
37.	Lack of sidewalks		
	1. Yes	60.3	(241)
	2. No	36.3	(145)
	3. Don't know/No response	3.5	(14)
		100.1	(400)
38.	Lack of public transportation		
	1. Yes	49.0	(196)
	2. No	44.5	(178)
	3. Don't know/No response	6.5	(26)
		100.0	(400)

		%	(N)
39.	Inadequate recreational areas		
	1. Yes	28.8	(115)
	2. No	69.3	(277)
	3. Don't know/No response	2.0	(8)
		100.1	(400)
40.	Lack of public sewer services		
	1. Yes	10.5	(42)
	2. No	88.0	(352)
	3. Don't know/No response	1.5	(6)
		100.0	(400)
41.	How safe do you feel in your neighborhood at night? Do you feel very safe, somewhat safe, somewhat unsafe, or very unsafe?		
	1. Very safe	76.8	(307)
	2. Somewhat safe	20.3	(81)
	3. Somewhat unsafe	1.8	(7)
	4. Very unsafe	1.3	(5)
	8. No Response	0.0	(0)
		100.2	(400)
	We have a few more statements about life in Archdale. For each please tell me if you strongly agree, somewhat agree, somewhat disagree, strongly disagree, or have no opinion.		
42.	Archdale has reasonable tax rates.		
	1. Strongly agree	32.0	(128)
	2. Somewhat agree	44.8	(179)
	3. No opinion	8.0	(32)
	4. Somewhat disagree	7.3	(29)
	5. Strongly disagree	7.3	(29)
	8. No response	0.8	(3)
		100.2	(400)
43.	Archdale has generally good race relations.		
	1. Strongly agree	44.5	(178)
	2. Somewhat agree	42.3	(169)
	3. No opinion	7.0	(28)
	4. Somewhat disagree	3.5	(14)
	5. Strongly disagree	1.8	(7)
	8. No response	1.0	(4)
		100.1	(400)
44.	Historic areas in Archdale are being preserved.		
	1. Strongly agree	21.3	(85)
	2. Somewhat agree	35.5	(142)
	3. No opinion	26.5	(106)
	4. Somewhat disagree	8.3	(33)
	5. Strongly disagree	4.8	(19)
	8. No response	3.8	(15)
		100.2	(400)

		%	(N)
45.	As Archdale grows, additional land should be saved for parks and open space.		
	1. Strongly agree	56.5	(226)
	2. Somewhat agree	32.5	(130)
	3. No opinion	4.3	(17)
	4. Somewhat disagree	4.3	(17)
	5. Strongly disagree	1.8	(7)
	8. No response	0.8	(3)
		100.2	(400)
46.	More residential growth would be helpful to Archdale.		
	1. Strongly agree	22.5	(90)
	2. Somewhat agree	33.5	(134)
	3. No opinion	7.0	(28)
	4. Somewhat disagree	21.0	(84)
	5. Strongly disagree	14.8	(59)
	8. No response	1.3	(5)
		100.1	(400)
47.	I do not feel adequately informed about what is happening in Archdale.		
	1. Strongly agree	21.3	(85)
	2. Somewhat agree	24.5	(98)
	3. No opinion	7.5	(30)
	4. Somewhat disagree	26.8	(107)
	5. Strongly disagree	18.5	(74)
	8. No response	1.5	(6)
		100.1	(400)
48.	Which of the following statements best describes your opinion about development and the environment? (READ 1-2)		
	1. It is important to encourage growth and development, even when it might hurt the environment.		
		22.0	(88)
	2. It is important to encourage protection of the environment, even when it might hurt the economy.		
		53.0	(212)
	3. Balance environmental and economic concerns		
		16.8	(67)
	4. Other, please specify		
	5. Neither		
		0.3	(1)
	8. No Response		
		8.0	(32)
		100.1	(400)
	We have a few questions about taxes. Would you be willing to pay much higher taxes or no increase in taxes for improvement for each of the following area?		
49.	Water and sewer extensions		
	1. Much Higher Taxes	1.8	(7)
	2. Slightly Higher Taxes	26.0	(104)
	3. No Increase	67.8	(271)
	8. Don't Know/No Response	4.5	(18)
		100.1	(400)

		%	(N)
50.	Recruitment of new business including retail stores.		
	1. Much Higher Taxes	4.0	(16)
	2. Slightly Higher Taxes	49.0	(196)
	3. No Increase	44.8	(179)
	8. Don't Know/No Response	2.3	(9)
		100.1	(400)
51.	Parks and recreation		
	1. Much Higher Taxes	5.5	(22)
	2. Slightly Higher Taxes	52.3	(209)
	3. No Increase	40.8	(163)
	8. Don't Know/No Response	1.5	(6)
		100.1	(400)
52.	Improving public transportation		
	1. Much Higher Taxes	4.3	(17)
	2. Slightly Higher Taxes	32.0	(128)
	3. No Increase	59.8	(239)
	8. Don't Know/No Response	4.0	(16)
		100.1	(400)
53.	Police services		
	1. Much Higher Taxes	8.0	(32)
	2. Slightly Higher Taxes	45.3	(181)
	3. No Increase	44.8	(179)
	8. Don't Know/No Response	2.0	(8)
		100.1	(400)
54.	Preservation of historic areas		
	1. Much Higher Taxes	3.5	(14)
	2. Slightly Higher Taxes	40.0	(160)
	3. No Increase	50.5	(202)
	8. Don't Know/No Response	6.0	(24)
		100.0	(400)
55.	Redevelopment of the US 311 corridor (Main St.)		
	1. Much Higher Taxes	9.8	(39)
	2. Slightly Higher Taxes	34.5	(138)
	3. No Increase	51.0	(204)
	8. Don't Know/No Response	4.8	(19)
		100.1	(400)
	We are about finished. Our last questions are for classification purposes only.		
56.	How long have you lived in Archdale?		
	1. Less than 1 year	6.5	(26)
	2. 1-5 years	24.3	(97)
	3. 6-10 years	16.5	(66)
	4. 11-20 years	18.8	(75)
	5. More than 20 years	34.0	(136)
	8. No Response	0.0	(0)
		100.1	(400)
57.	Are you currently married, widowed, divorced, or have you never been married?		
	1. Married	55.8	(223)
	2. Widowed	12.8	(51)
	3. Divorced	14.5	(58)
	4. Separated	4.3	(17)
	5. Never Married	12.5	(50)
	8. No Response	0.3	(1)

	%	(N)
	100.2	(400)

		%	(N)
58.	Do you own or rent your current residence?		
	1. Own	81.0	(324)
	2. Rent	16.3	(65)
	3. Other, please specify _____		
	Living with parents	2.3	(9)
	Living with other relatives	0.3	(1)
	Lifetime right	0.3	(1)
	4. No Response	0.0	(0)
		100.2	(400)
59.	What is your age? I will read a range of ages and when I come to the range that includes your age, please indicate this to me? (Read 1-6)		
	1. 18-24	8.8	(35)
	2. 25-34	17.0	(68)
	3. 35-44	18.0	(72)
	4. 45-54	20.5	(82)
	5. 55-64	15.8	(63)
	6. 65 and over	20.0	(80)
	8. No Response	0.0	(0)
	100.1	(400)	
60.	How many persons are there in your household, including yourself? _____		
	1	25.0	(100)
	2	35.0	(140)
	3	16.8	(67)
	4	14.5	(58)
	5	7.5	(30)
	6	0.8	(3)
	7	0.3	(1)
	8. No Response	0.3	(1)
	100.2	(400)	
61.	How many are 17 and under? _____		
	0	63.5	(254)
	1	15.5	(62)
	2	14.3	(57)
	3	4.8	(19)
	4	0.8	(3)
	8. No Response	1.3	(5)
	100.2	(400)	
62.	How many are age 65 and over? _____		
	0	73.3	(293)
	1	17.3	(69)
	2	8.5	(34)
	3	0.3	(1)
	8. No Response	0.8	(3)
	100.2	(400)	

		%	(N)
63.	What is your employment status? (Read 1-6)		
	1. Working full-time	59.8	(239)
	2. Working part-time	8.3	(33)
	3. In school	2.0	(8)
	4. Homemaker	3.3	(13)
	5. Unemployed	2.5	(10)
	6. Retired or disabled	24.3	(97)
	7. Other:		
	8. No Response	0.0	(0)
		100.2	(400)
64.	How far do you travel <u>one way</u> to work? (Read 1-5)		
	1. Less than one mile	5.5	(22)
	2. 1-5 miles	18.3	(73)
	3. 6-10 miles	18.3	(73)
	4. 11-15 miles	9.5	(38)
	5. 16-20 miles	6.3	(25)
	6. 21 miles or more	8.3	(33)
	7. Other please specify _____		
	Depends on where	0.3	(1)
	Depends	0.3	(1)
	150 miles	0.3	(1)
	100 miles	0.3	(1)
	It varies, I travel all over the state	0.3	(1)
	It varies, depends on job site in construction	0.3	(1)
	8. No Response	0.5	(2)
	9. Not Applicable	32.0	(128)
		100.5	(400)

		%	(N)
65.	On average, how long does it takes you to commute to work? _____minutes		
	1	1.3	(5)
	2	0.3	(1)
	3	2.0	(8)
	4	0.3	(1)
	5	6.8	(27)
	6	0.5	(2)
	7	0.8	(3)
	8	1.0	(4)
	9	0.3	(1)
	10	8.5	(34)
	12	2.3	(9)
	13	1.0	(4)
	14	0.3	(1)
	15	13.3	(53)
	16	0.5	(2)
	17	0.3	(1)
	20	9.8	(39)
	22	0.5	(2)
	25	4.5	(18)
	30	4.5	(18)
	35	1.8	(7)
	40	0.8	(3)
	45	1.8	(7)
	50	0.5	(2)
	60	1.3	(5)
	88	0.3	(1)
	90	0.8	(3)
	99	0.5	(2)
	100	0.3	(1)
	200. Work at home	1.5	(6)
	998. Refused	0.5	(2)
	999. No Response	32.0	(128)
		100.9	(400)
66.	What is the highest grade of school or year of college that you actually finished and got credit for? (Read 1-5)		
	1. 0-11 years	14.5	(58)
	2. 12 years (high school graduate)	32.5	(130)
	3. 13-15 years (some college)	32.3	(129)
	4. 16 years (college graduate)	17.0	(68)
	5. More than 16 years	3.8	(15)
	8. No Response	0.0	(0)
		100.1	(400)

		%	(N)
67.	What is your race?		
	1. African American/Black	4.0	(16)
	2. Latino/Hispanic	1.0	(4)
	3. Caucasian/White	92.3	(369)
	4. Asian/Pacific Islander	0.8	(3)
	5. Multi-racial	0.5	(2)
	6. Other (specify): _____		
	Native American	0.8	(3)
	Indian	0.3	(1)
	Egyptian American	0.3	(1)
	8. Refused	0.3	(1)
		100.3	(400)
68.	How much total income did you and your family receive last year, not just from wages or salaries but from all sources - that is, before taxes and other deductions were made? We don't need the exact dollar figure. Could you just tell me which of these categories it falls in? (Read 1-6)		
	1. Less than \$20,000	11.0	(44)
	2. \$20,000 to \$39,999	22.5	(90)
	3. \$40,000 to \$59,999	20.5	(82)
	4. \$60,000 to \$79,999	15.3	(61)
	5. \$80,000 to \$99,999	9.0	(36)
	6. \$100,000 and over	5.0	(20)
	8. Refused	16.8	(67)
		100.1	(400)
69.	What is your zip code? _____		
	27234	0.3	(1)
	28260	0.5	(2)
	27261	0.3	(1)
	27263	83.8	(335)
	27265	0.5	(2)
	27293	0.3	(1)
	27317	0.3	(1)
	27350	0.3	(1)
	27360	0.5	(2)
	27370	10.8	(43)
	999. No Response	2.8	(11)
		100.4	(400)
70.	Is the respondent male or female?		
	1. Male	47.0	(188)
	2. Female	53.0	(212)
		100.0	(400)
	Thank you very much for your cooperation. If you have any questions about this survey, please call the UNC Charlotte Urban Institute at (704) 687-2363 between the hours of 10 am and 5 pm and 9 pm, Monday through Thursday, and ask for the survey supervisor. Thank you very much for your cooperation.		

**APPENDIX F: LIST OF KEY INFORMANTS WHO WERE
INTERVIEWED**



Archdale Strategic Planning Process Key Informant Interviewees

Ms. Elizabeth Aldrige
Ms. Karen Allred
Mr. Darrell Barnes
Mr. Eddie Causey
Ms. Becky Coltrane
Mr. Bill Farlow
Mr. Bill Frazier
Mr. Bob Gray
Mr. Ben Hurley
Mr. Fred Meredith
Mr. Gary Parker
Ms. Janet Thomas
Dr. Donald Winters

**APPENDIX G: CHART OF “SALIENT ISSUES” FROM WHICH
STAKEHOLDERS NARROWED THEIR FOCUS**

Salient Issues for Archdale (Revised)

	Needs or Concerns	Suggestions or Responses					
		Key Informants (12)		Stakeholders (30)		Telephone Survey (400)	
		Agree	Not Agree	Agree	Not Agree	Agree	Not Agree
1	Support alcohol sales						
2	Expand water & sewer			Yes			
3	Define a Downtown			Yes			
4	Civic/Cultural Center or Auditorium						
5	Expand High School						
6	More jobs or commercial growth			Yes		48%	17%
7	More shopping or major retailers			Yes		56%	18%
8	More restaurants			Yes		78%	18%
9	Better communications about what is happening in Archdale					47%	47%
10	Activities for children & youth/YMCA					19%	49%
11	More accessible health care services or education			Yes		19%	47%
12	More services for senior citizens					19%	46%
13	More cultural & arts activities					47%	20%
14	Sidewalks					62%	
15	Public transportation					52%	
16	More growth					19%	
17	Less growth					18%	
18	Same growth					63%	
19	Growth controls			Yes			
20	Preserve open space					90%	6%
21	Identity for Archdale			Yes			
22	Merge/collaborate with Trinity			Yes	No		
23	Social events						
24	Leash laws						
25	Bike lanes						
26	Economic development						
27	Marketing program						

	Needs or Concerns	Key Informants (12)		Stakeholders (30)		Telephone Survey (400)	
		Agree	Not Agree	Agree	Not Agree	Agree	Not Agree
28	Redevelopment of residences that have become businesses/ Code enforcement	III					
29	Skilled workers	I					
30	Widen Archdale Road	II					
31	Plan for major thoroughfares	I					
32	Watershed restrictions	IIII		Yes			
33	Lead Randleman Dam project						
34	Lead regional sewer configuration						
35	More diversity	III					
36	Noise Pollution	I		Yes			
37	More accessible parking at Creekside Park	I					
38	Concerns about mental health services	I					
39	Traffic around the schools	I					
40	Movie theatre	I					

General Comments:

Archdale is unique and needs to stay that way.

Small community.

Good place to raise a family.

Conservative values.

Big city amenities with a small town feel.

Issues Revised by the Steering Committee

Economic Development

1	Support alcohol sales
6	More jobs or commercial growth
7	More shopping or major retailers
8	More restaurants
16	More growth
17	Less growth
18	Same growth
19	Growth controls
22	Merge/collaborate with Trinity
26	Economic development
27	Marketing program
28	Redevelopment of residences that have become businesses/Code enforcement
29	Skilled workers

Infrastructure

2	Expand water & sewer
15	Public transportation
24	Leash laws
25	Bike lanes
30	Widen Archdale Road
31	Plan for major thoroughfares
32	Watershed restrictions
33	Lead Randleman Dam project
34	Lead regional sewer configuration
36	Noise Pollution
39	Traffic around the schools

Create a Stronger Sense of Place

3	Define a Downtown
9	Better communications about what is happening in Archdale
20	Preserve open space
21	Identity for Archdale
35	More diversity
40	Movie theatre

Civic/Cultural/Recreation

4	Civic/Cultural Center or Auditorium
5	Expand High School
10	Activities for children & youth/YMCA
13	More cultural & arts activities
14	Sidewalks
23	Social events
37	More accessible parking at Creekside Park

Human Services

11	More accessible health care services or education
12	More services for senior citizens
38	Concerns about mental health services

APPENDIX H: BEST PRACTICES WORK FOR SUB-GOALS, SHOWING HOW OTHER COMMUNITIES HAVE ACHIEVED SIMILAR GOALS

Note: The following “best practices” include some recommended strategies for implementation prepared by the UNC Charlotte Urban Institute that were based on the experiences of other communities that have pursued similar endeavors. As will be seen, not every sub-goal in the final report was supported by a good example from another community. The information contained in this appendix was presented to the Archdale 20/20 Steering Committee in June 2004 to serve as a guide in the formulation of the Archdale 20/20 final plan.

It should be noted that some of the recommended strategies from the UNC Charlotte Urban Institute (including recommended lead partners, timeframes, etc.) do *not* coincide with the sub-goals of the final Archdale 20/20 Strategic Plan found at the beginning of this report. The reason for this is that the Steering Committee members considered the UNC Charlotte Urban Institute’s recommendations within the context of what they believed to be Archdale’s actual capacities and realities, and tailored the final recommendations in ways that are better suited to Archdale. This information is nonetheless presented as a resource to guide the community in the implementation of the Archdale 20/20 Strategic Plan, and it is our hope that the citizens of Archdale will reach out to some of the communities highlighted in this best practices summary for guidance and advice.

GOAL I

Archdale will become a town with a more balanced economy, providing more retail and employment opportunities for the citizens who live there, and thereby minimizing the need for residents to travel out of town to work, shop and dine.

- SUB GOAL 1** Focus economic recruitment efforts on and position Archdale to attract clean, environmentally-friendly businesses, such as electronic/communication technology, medical services, the film industry, bio-tech, etc.
- SUB GOAL 2** Given Archdale’s prime location at the intersection of Interstate 85 and the proposed Interstate 74, recruit a developer to establish a unique regional retail center. The idea is not so much to build a traditional “enclosed mall”, but one designed more like a traditional downtown.
- SUB GOAL 3** Increase retail opportunities by recruiting more department stores. Also encourage more retail options for middle-aged and older adults, as well as more high-end retail.
- SUB GOAL 4** Establish a centrally-located entertainment center, with a cinema, shops & restaurant.

PROPOSED STRATEGY GOALS 2- 5

Note: All these initiatives address Archdale’s economic development needs. A market study would be necessary prior to pursuing any of the above goals. Sub Goal 2 may conflict in part with previously stated goals related to creating and supporting a “town center” or “downtown.”

GOAL I

Archdale will become a town with a more balanced economy, providing more retail and employment opportunities for the citizens who live there, and thereby minimizing the need for residents to travel out of town to work, shop and dine.

SUB GOAL 5 Give the citizens of Archdale an opportunity to decide if they would like alcohol to be sold in the city of Archdale. If passed, alcohol sales would increase the likelihood of restaurants locating within the city limits.

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Create a committee to champion the referendum	Chamber of Commerce	ASAP
2. Research other communities' success stories/ tactics/ challenges	Referendum Committee	ASAP
3. Raise funds for advertising/ outreach campaign	Referendum Committee	January – May 2005
4. Create campaign with appropriate message	Media consultant	Summer 2005
5. Implement campaign	Chamber of Commerce	Summer and Fall 2005

Estimated Costs: Expenses could include media consultant fees, advertising costs

LESSONS FROM OTHERS:

Example 1: Albemarle, NC, 1998 Alcohol Sales Referendum

What? In 1998, Albemarle voters approved on- and off-premise sales of malt beverages, ABC stores and the on-premise sale of mixed beverages.

Who? County Chamber of Commerce

Cost? appx. \$5,000 for advertising and postage

Timeline? 2 years: 1996 – February 1998. After an earlier referendum failed in 1994, planning for another referendum began in 1996. The Chamber paid for advertising done to encourage citizens to vote in favor of alcohol sales and the initiative passed in 1998.

Contact? Marianne Bright, Stanly County Chamber¹, (704) 982-8116

Example 2: Forest City, NC, 2002 Alcohol Sales Referendum

What? In 2002, Forest City voted to create a city ABC board; authorize on-premise sales of mixed beverages; allow off-premise beer, wine and liquor sales; and construct an ABC store.

Who? local citizens and business leaders, Rutherford County Economic Development Commission

Cost? appx. \$30,000² for consultant media campaign in private money for advertising, brochures, mailings

Timeline? 3 months: December 2001 - March 2002. Forest City Commissioner Jack Murphy, representing a group of interested citizens, called for the alcohol sales referendum shortly after he was elected in November 2001. The Rutherford County Economic Development Commission, using privately raised money, hired media consultants Campaign Connections to inform citizens about local law enforcement's support for ABC control through liquor by the drink rather than through brown-bagging and moonshine. The city voted in March 2002 and the initiative passed.

Contact? Jack Murphy, Forest City Commissioner, (828) 245-4412

ADDITIONAL RESOURCES:

- NC General Statutes, Chapter 18B, Article 6 provides information on holding alcoholic beverage elections.
<http://www.ncga.state.nc.us/gascripts/Statutes/StatutesTOC.pl?0018B>
- NC Alcoholic Beverage Control Commission
www.ncabc.com

¹ Representatives from the Chamber have made presentations to other towns considering an alcohol sales referendum to share their experiences with the referendum process and the effects of its passage.

² Rutherfordton, a neighboring town, voted on allowing on-premise sales at the same time as Forest City's vote. The two towns use the same local media outlets and the money raised in the county for the ad campaign was used in and benefited both towns.

GOAL II

Archdale will develop a stronger sense of place as a town by creating a physical space or collection of spaces where citizens can come together to engage in all the human endeavors that make for a great community: civic discourse, celebration of the town’s heritage, the arts, and living, working, shopping, and dining.

SUB GOAL 1 Begin planning for and moving toward the establishment of a multi-functional cultural/civic center(s), with both an indoor component (auditorium) and an outdoor component (amphitheater).

PROPOSED STRATEGY:

Steps for creation of an Arts Council	Lead Partner	Timeline
1. Establish a group of core community leaders.	Newly established Arts Council	January 2005
2. Conduct feasibility study and public meetings to determine if the community will support this effort.	Arts Council	Within 1 year
3. Find a location of where to build the civic center.	TBD (To Be Determined); Professional Consultant	2006
4. Secure funding for project	Arts Council, Archdale/Trinity Chamber of Commerce, Civic Leaders, Bankers, Educational Leaders, Representatives from City Council	Approximately 6 years, that includes 2 years of construction time.

Estimated Costs: Determined by the funding that’s received from all viable sources.

Based on another community, cost to build a civic center: approximately \$8 million.

LESSONS FROM OTHERS:

Example 1: Richmond County, NC (Rockingham/Hamlet)
The Robert L. and Elizabeth S. Cole Community Auditorium

What? The idea for creating a Civic Center spawned from The Richmond County Civic Index Report that was written in 1991, by Dr. Bill McCoy of the UNC Charlotte Urban Institute. The cost of Richmond County Civic Index report was \$4,800.

In 1993 a college bond passed, and Richmond Community College received monies from that bond. Soon thereafter, the college began a fund raising campaign to raise the money to supplement the other money that was provided by the bond. Joe Grimsley, President of Richmond Community College at the time shared the same vision as community members. Gene Burrow, president, of the Richmond County Foundation also raised money for the construction portion of the civic center.

Who? Various community leaders were key players: The Richmond Chamber of Commerce, The President of Richmond Community College, and the President of the Richmond County Foundation.

Cost? Initially, the cost of Richmond County Civic Index report that lead to the vision of building a civic index was \$4,800. After years of planning, the estimated cost was approximately \$8 million.

Timeline? 3-6 years

Contact? : Mr. Bennett Deane, President, Richmond Chamber of Commerce, (910)-895-9058.

ADDITIONAL RESOURCES:

www.richmond.cc.nc.us/ColeAuditorium/history.html

Example 2: Mooresville Downtown

What? The Mooresville Civic Center

Who? The Mooresville Downtown Commission

Cost? \$6 Million

Timeline January 2004- January 2005

Contact? Mr. Erskine Smith, Assistant Manager for The Town of Mooresville (704)-662-3188.

Mr. Smith said that it was important for the community to determine their vision; then decide on factors that will support that vision.

Downtown activities must cross over or overlap. (Meaning, the downtown area must offer activities that sustains events throughout the day and night.) He also stated that in order to implement any downtown vision, the community will probably need to secure experts to help with the process.

The community should also take a look at what the obstacles they will encounter, funding, landscaping, maintenance costs, building leasing challenges, etc.

GOAL II

Archdale will develop a stronger sense of place as a town by creating a physical space or collection of spaces where citizens can come together to engage in all the human endeavors that make for a great community: civic discourse, celebration of the town’s heritage, the arts, and living, working, shopping, and dining.

SUB GOAL 2 **Establish an Archdale Arts Council to plan and coordinate arts programming in the community and to assess ongoing facilities needs, such as the proposed cultural/civic center and possibly establish a public arts program.**

PROPOSED STRATEGY:

Steps for creation of an Arts Council	Lead Partner	Timeline
1. Hold a Public Meeting-	This core group should include local leaders, existing arts organizations and local artists and interested supporters	Fall 2004
2. Create a Steering committee	The purpose of the steering committee is to consider goals, structure of the arts council. Drafts a charter (articles of incorporation and by-laws). And the steering committee selects the initial board of directors.	Within 6 months
3. Subsequent boards	Elected by membership according to procedures in by-laws. This group is responsible for planning, sets policies, develops resources, utilizes budgets, delegates responsibilities, and hires staff.	Within 12 months
4. Paid staff (if applicable)	Assumes delegated roles in execution of board objectives.	

Source: North Carolina Arts Council

Estimated Costs:

LESSONS FROM OTHERS:

Example 1: The Cleveland County Arts Council

What? The Cleveland County Arts Council was chartered in 1987.

Who? Barbara Brock, a local artist

Cost? Varies, but according to a survey conducted by the Associated Councils of the Arts (A.C.A) the breakdown of funding sources for arts councils organized as non-profit corporations is as follows:

1. Earned income-(27%)
2. Contributions from businesses- (17%)
3. Individual contributions- (11.5%)
4. Contributions from foundations- (9.4%)
5. City or County Contributions- (9.3%)
6. Contributions from State Art Agencies- (7.9%)
7. Other contributions- (6.8%)

Timeline?

Contact? Cleveland County Arts Council President: Shearra Miller- 704-484-2787, ccarts@shelby.net

PROPOSED STRATEGY:

Steps for establishing a Public Art Program	Lead Partner	Timeline
1. Establish an Archdale Arts Council	City of Archdale	Fall 2004
2. Submit a grant to the NC Arts Council’s “Creating a Place Program” for a “community public art & design planning” grant.	Newly-established Archdale Arts Council.	January 1, 2005
3. Identify sources of funding for a public arts program.	Archdale Arts Council and planning team from Step 2 above.	December 31, 2005
4. Selection/dedication of first public art piece in Archdale	Archdale Arts Council	September 2006 (Bush Hill Festival)

Estimated Costs: To be determined by “community public art & planning” process in Step 2 above; however, based on communities of similar size, estimates are \$5,000 - \$10,000 annually.

LESSONS FROM OTHERS:

Example 1: Lexington, NC, “Pigs in the City”

What? “Pigs in the City” was created in 2003 as a fund-raising event and public arts initiative to celebrate the City’s 175th anniversary. Twenty-five fiberglass pigs were sponsored by businesses and decorated by local artists. They increased tourism and foot traffic downtown, which increased revenues for many downtown businesses, and then were auctioned off after Lexington’s annual Barbeque Festival with the proceeds (\$32,000) benefiting Uptown Lexington, Inc.’s Endangered Properties Program.

Who? Uptown Lexington, Inc., co-sponsored by the City

Cost? \$10,000 in private money (The City raised \$200,000 in private money for the anniversary celebration and distributed the money to local organizations as grants.)

Timeline? 7 months: November 2002 – June 2003. Uptown Lexington applied for the grant money from the city in November 2002 and received the money in December. It took about three months to get the pigs that were then decorated by local artists. The pigs were on display June through October and then auctioned off in November 2003.

Contact? Liz Parham, Uptown Lexington, Inc., (336) 249-0383

Example 2: Lenoir, NC, Public Art Program

What? The Caldwell Arts Council’s public art program was created to build a sculpture collection and make sculpture comfortable art throughout the community. The program currently has 76 pieces on display in the county.

Who? The program was begun by the director of the Arts Council and the director of the City Parks & Recreation department. Artists, art professors, Art Council board members and local residents participate in the selection of new pieces.

Cost? The annual budget varies greatly but is always at least \$5,000 for purchasing plus at least \$300 for maintenance³. The program is supported by the Broyhill Family Foundation, a local foundation, and funds from private donors.

Timeline? The program began in 1985 and continues to grow and evolve. Currently, the selection of new pieces begins with the annual sculpture celebration. Up to 100 artists are invited to bring two pieces each to the celebration, where they are reviewed by the artists on the initial selection committee who chooses 10 to 15 pieces that are good candidates for public display. Then the local selection committee, made up of community members, chooses pieces to purchase from this short list.

Contact? Lee Carol Giduz, Caldwell Arts Council, (828) 754-2486

ADDITIONAL RESOURCES:

³ Ms. Giduz suggests that budgeting for maintenance is an important but often overlooked issue when developing a public art program, and that a percentage of every purchase should be set aside for maintenance.

- NC Arts Council's Community Public Art and Design Division offers information on developing and funding a public art program.
http://www.ncarts.org/services_programs_overview.cfm?ID=5
http://www.ncarts.org/services_programs_grants.cfm?ID=5

GOAL II

Archdale will develop a stronger sense of place as a town by creating a physical space or collection of spaces where citizens can come together to engage in all the human endeavors that make for a great community: civic discourse, celebration of the town’s heritage, the arts, and living, working, shopping, and dining.

SUB GOAL 3 Purchase or acquire an option for a future “town square”. Erect a monument as a focal point for the town within the new town square, one that celebrates Archdale’s heritage (such as a statue of Governor Archdale, a town clock, fountain, gazebo, and/or a plaque commemorating Bush Hill and a new “town motto”).

PROPOSED STRATEGY

Steps	Lead Partner	Timeline
1. Establish a group of core community leaders.	Archdale/Trinity Chamber of Commerce, Prominent Land Owners, Prominent Community Leaders, Town Council Members	
2. Conduct public interest meetings. (Must have community buy-in for this to work.)	Sub group from the above team	2 months
3. Hire a consulting firm, NCDDA, (North Carolina Downtown Development Association), Main Street USA, or another group that specializes in downtown development or revitalization, to create a plan of action. The consultant should be responsible for determining the financial viability of potential locations.		
4. Decide the location of the town square/town center	Team from step number 1	
5. Create a plan	Town Council	
6. Identify funding opportunities and secure funding to start development.	Town Council	

Estimated Costs: Varies

LESSONS FROM OTHERS:

Example 1: Cary, NC

What? Cary, NC

Who? The Heart of Cary, a group that consists of Downtown's Main Merchants, Land Owners, and City Council Members.

COST: \$120,000 was the cost of a feasibility study, which was done by a consultant firm, the Chesapeake Group.

Revenue Sources: The Town's General Fund, which secures money from various city revenue sources, and a Community Development Block Grant.

Timeline: Key downtown merchants were losing business due to the location of malls on the outskirts of Cary. So in 1996 they formed a group called "The Heart of Cary" which consisted of downtown merchants, land owners, and city council members. These key players had a vision to save Cary's downtown. They realized that professionals were needed to assist with implementing their vision. (Citizen public participation was also vital to this process as well). In 1999, The Chesapeake Group from Baltimore, MD, conducted a downtown study for Cary and from those findings created a downtown plan. (In 2001, the Town Council adopted the Town Center Area Plan to assist with providing long-range planning for Cary's downtown and its neighborhoods.) The Town Council appointed a Town Center Review Committee, which serves as a one-stop process, that allows the council to hear about concerns, and make decisions regarding those concerns expeditiously.

Timeline? 1996 to present

Contact? Ray Magorie, the Principal Planner for the Town of Cary, 919-462-3888.

Example 2: Waynesville, NC

What? Town of Waynesville, NC

Who? Prominent Community Leaders who created a Steering Committee.

Cost? The cost of the feasibility study was \$ 3000. (The steering committee raised \$1,500, and the town contributed the remaining \$1,500.) In 1986, Waynesville NC became an active participant in the Main Street USA Program.

Timeline: 1986, participation in the Main Street USA Program is ongoing.

Contact: Ron Huelster, Executive Director of the Downtown Waynesville Association, (828)-456-3517

NOTE: According to the census bureau stats, Waynesville population is 9,232.

Other resources regarding downtown revitalization practices:

<http://www.cardi.cornell.edu/cd->

[toolbox/mainstreet_downtown_revitalization/000213.html](http://www.preservationdirectory.com/downtownandmainstreet_main.html)

http://www.preservationdirectory.com/downtownandmainstreet_main.html

http://www.preservationdirectory.com/downtownandmainstreet_nc.html

GOAL II

Archdale will develop a stronger sense of place as a town by creating a physical space or collection of spaces where citizens can come together to engage in all the human endeavors that make for a great community: civic discourse, celebration of the town's heritage, the arts, and living, working, shopping, and dining.

SUB GOAL 4 **Press the U.S. Postal Service to label the zip code Archdale instead of High Point, which will further enhance Archdale's unique identity.**

Note: Establishing a unique zip code for Archdale could be highly political, and may not be within the capacity of the city to achieve at this time.

GOAL III

Archdale’s educational opportunities will be enhanced to ensure that all of Archdale’s citizens, including young people who are just starting their careers and older adults who are transitioning into a new career, are prepared to compete in the 21st century economy.

SUB GOAL 1 Improve higher education by establishing more partnerships with Randolph Community College, including: (a) creation of a signature program for the Archdale campus of the community college (such as film or NASCAR) that can lead to partnerships between the college and businesses, and (b) promoting increased funding for the college.

Note: If a signature program around NASCAR is to be developed, site visits to Catawba Valley Community College, Rowan-Cabarrus Community College and Davidson Community College are warranted. These institutions all have successful motorsports programs.

GOAL III

Archdale’s educational opportunities will be enhanced to ensure that all of Archdale’s citizens, including young people who are just starting their careers and older adults who are transitioning into a new career, are prepared to compete in the 21st century economy.

SUB GOAL 2 Expand the Archdale campus of Randolph Community College to accommodate future growth in northern Randolph County.

Steps	Lead Partner	Timeline
1. Establish an Advisory Committee	Randolph Community College	8 months
2. Arrange selective interviews with key community leaders	Randolph Community College	8 months
3. Sponsor a community forum	Randolph Community College	8 months
4. Conduct a feasibility study to determine the educational needs of the community. (If process cannot be conducted in-house, seek funding to hire a consulting firm.)	Randolph Community College	3 months
5. Aggressively seek funding for campus expansion.	Randolph Community College	3 months

LESSONS FROM OTHERS: Stanly Community College- Crutchfield Education Center

Example 1: Stanly Community College- Crutchfield Education Center

What? Crutchfield Education Center

Who? Stanly Community College Leaders, and Community Leaders

Cost? \$6.5 million: 5 million construction cost, 1.5 million in equipment & furniture cost. The Crutchfield Education Center in Locust, NC was built with monies from a bond referendum. (The first local bond failed, but they were able to pass the bond the second time it was placed on the ballots). After the bond passed, they were able to start building immediately. Soon thereafter, college leaders started aggressively seeking federal funding.

Timeline? Preliminary planning, took place June 2001. The groundbreaking took place in April 2002. Open house, July 2003.

Contact? Tanya Davis, Director, 704-991-0249,
Charlotte Morris, Dean of Institutional Research & Planning, 704-991-0250

Example 2: Randolph Community College, (Current Expansion Plan In Progress)

What? Randolph Community College is in the process of expanding their satellite campus in Archdale, NC. Currently, they offer continuing education classes, such as computer classes, automotive classes, etc. They have recently implemented another facet of their program: Weekend College. Weekend College offers traditional classes, on-line classes and hybrid classes. (Hybrid component classes are classes that take place at an extremely fast pace. Hybrid classes are 5 week courses). Listed below is percentage breakdown of the classes that are currently offered @ the satellite campus in Archdale: 40%-on-line; 40%-hybrid classes; 20%-traditional. Ms. Helms stated that they are trying to bring a library on site, but they are still trying to iron out logistical concerns from SACS (Southern Association of Colleges & Schools)

Who? Randolph Community College Leaders, Southern Association of Colleges & Schools

Cost? Approximately \$1.3 million for the construction of a new building. In 2000, citizens voted for a \$3.1 million Higher Education Improvement Bond . (The Satellite campus of Randolph Community College in Archdale, NC received \$1.3 million from the Higher Education Improvement Bond). Monies from the bond referendum have been earmarked to provide long overdue upgrades to community colleges and UNC affiliate institutions. Here is the financial breakdown: The University System will receive \$2.5 billion for construction, renovation and repair. \$600 million has been allocated to community colleges to help with their upgrading cost.

Timeline? Construction will start August 2004, and the targeted completion date is August 2005. There will be an additional 12,000 square feet added to the campus. Unfortunately, they did not have the resources to build a library. Currently, students have access to the Asheboro library, which is located on the main campus. They can also access the library on-line, or they can use the Archdale Public Library.

Contact? : Rhonda Winters, Randolph Community College Satellite Campus, 336-862-7980, Dr. Phyliss Helms, Dean of Curriculum Programs, 336-629-1471

ADDITIONAL RESOURCES:

Randolph Community College web address:

<http://www.randolph.edu>

Randolph Community College, Archdale Campus:

<http://www.randolph.edu/arch.html>

<http://www.stanly.edu/crutchfield/main.htm>

GOAL III

Archdale’s educational opportunities will be enhanced to ensure that all of Archdale’s citizens, including young people who are just starting their careers and older adults who are transitioning into a new career, are prepared to compete in the 21st century economy.

SUB GOAL 3 **Step up the level of advocacy at the county level for the building of a second high school to be located in the Archdale/Trinity area of Randolph County to overcome the overcrowding issue in the existing high school.**

PROPOSED STRATEGY:

To Be Determined

GOAL IV

Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.

SUB GOAL 1 Enhance the City of Archdale’s signage for both directional purposes and aesthetic reasons (improving Archdale’s appearance and identity).

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Investigate funding opportunities for signage from NCDOT and NC Department of Commerce (DOC) or from local businesses’ sponsorship program (may wish to consider linking signage to revitalization project/ town center project)	City Council to delegate to City Staff	October 2004-May 2006
2. Hire consultant (may wish to consider this initiative with the sign ordinance update)	City Council/City Staff	July 2005
3. Hold community meeting to gather public input on design of signs	Consultant, City Council	December 2005
4. Interview sign-making companies	City Staff	January 2006

Estimated Costs: Expenses could include consultant fees, costs associated with holding public meeting

LESSONS FROM OTHERS:

Example 1: Murfreesboro, NC

What? As part of a larger revitalization initiative, the Town used distinctive signage and other wayfinding systems (directional signage) to help to unify Murfreesboro aesthetically.

Timeline? 2+ years: The Town received funding from NCDOC in 1998 for the revitalization initiative. The Town hired a consulting group that held public brainstorming sessions on the project in the spring and summer of 2000.

Contact? Molly Eubank, Murfreesboro Town Administrator, (252) 398-5904

GOAL IV

Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.

SUB GOAL 2 Strengthen the city’s existing sign ordinance to create better aesthetic standards among the town’s private establishments.

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Review existing ordinance	City Staff	
2. Hire consultant to update and strengthen sign ordinance	City Council/City Staff	By the end of 2005
3. Educate businesses on new ordinance	Chamber of Commerce, City Council	Spring 2006
4. Implement ordinance	City Council	2007

Estimated Costs: Expenses could include expert help from a consulting firm

LESSONS FROM OTHERS:

Example 1: Cary, NC, Comprehensive Sign Ordinance

What? Cary passed a new sign ordinance in 2000 with further revisions passed later. It strengthened the existing ordinance to maintain and enhance the town’s appearance and provided a comprehensive system of reasonable, effective, consistent and content-neutral sign standards and requirements in an easier-to-understand format.

Who? Cary Chamber of Commerce Small Business Council, Town staff

Cost? \$39,750 to consulting firm Duncan Associates⁴ for sign ordinance update

Timeline? 4+ years: 1996-2000, with ongoing refinement. Local business owners voiced concerns about the town’s sign ordinance to town council members in 1996. A Chamber of Commerce committee was formed review the existing ordinance and recommend changes. The Town Council’s Planning and Development Committee awarded the ordinance update contract to Duncan Associates in June 1998. The Town Council adopted the new sign ordinance in January 2000.

Contact? Jeff Ulma, Town of Cary Planning Department, (919) 469-4082

⁴ Duncan Associates (www.duncanplan.com) is a planning and growth management consulting firm that specializes in plan implementation -- drafting development regulations and preparing infrastructure financing studies. They prepare development codes and impact fee studies for communities across the nation, including Hickory, Garner, Charlotte, and Guilford county in North Carolina.

GOAL IV

Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.

SUB GOAL 3 Review existing design review process.

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Appoint a task force or internal committee to review design ordinances/process	City Staff	October 2004-May 2006
2. Hire professional in architecture/design/planning to help revise process	City Staff, City Council	April 2005
3. Organize community meetings to gather public support	City Staff	June 2005
4. Develop and refine ordinance, including public input	Consultant, Task force	May 2006

Estimated Costs: Expenses could include consultant fees, advertising for community meetings

LESSONS FROM OTHERS:

Example 1: Locust, NC, Zoning Ordinance

What? The City of Locust developed a zoning ordinance to promote health and general welfare, to encourage the most appropriate use of land, and to facilitate the adequate and economic provision of transportation, utilities, and other public requirements.

Who? Citizens’ Land Plan Committee appointed by the City Council, members of the City Planning Board, City Council

Timeline? 8 months: August 1996 – April 1997. In mid-1996, Locust began work on a new and improved master plan to develop strategies for growth management taking into consideration the challenges posed by the urban expansion of Charlotte. A major component of this master plan was a new zoning ordinance. The City Council hired a consultant, Dr. David Walters of UNC Charlotte’s School of Architecture, and appointed a citizens’ committee in August 1996. Over the next eight months, they held many community meetings to build public support as they developed and finalized the ordinance. Then in April 1997, the City adopted the new ordinance.

Contact? Marian Lambert, former City Council member, (704) 687-8903

GOAL IV

Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.

SUB GOAL 4 Carry out streetscape improvements in the core of the town (planters, historic street lamps, etc.)

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Develop plan for improvements and identify funds ⁵	City Council, Planning Department	September 2005
2. Hold community meeting to gather public support for the project and get endorsements from local civic and community based organizations	City Council, Planning Department	December 2005
3. Get endorsement from Piedmont Triad Council of Governments	City Council	April 2006
4. Apply for DOT funds	City Council	May 2006
5. Interview landscaping/ construction firms	City Council	October 2006

Estimated Costs: Expenses could include lighting, landscaping, construction

LESSONS FROM OTHERS:

Example 1: Douglas, GA, Streetscape Project

What? The one-year streetscape project involved transforming each corner at six intersections in Douglas’ historic downtown district. The city added brick designs to the sidewalks, benches, pedestrian lighting, landscaping, and trash receptacles. Douglas built a gazebo at a corner intersection as a community gathering spot, and installed a brick archway with “City of Douglas” inscribed on it at a main downtown intersection. The city also installed crosswalks, brick work, and landscaping near the courthouse and civic centers, areas of high pedestrian activity in Douglas.

Who? Downtown Development Authority

Cost? \$850,000 in Transportation Enhancements funds, local match of \$321,317

Timeline? 1 year: 1994-1995.

Contact? Jackie Wilson, City Manager, (912) 389-3401

⁵ DOT’s Transportation Enhancement Program is based on cost reimbursement (not a grant) and requires a 20 percent local match.

ADDITIONAL RESOURCES:

- The North Carolina Department of Transportation's Enhancement Program funds streetscape projects including lighting, historic sidewalk pavers, benches, planting containers, decorative walls and walkways, and signs.

<http://www.ncdot.org/planning/development/Enhancement/landscape/>

GOAL IV

Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.

SUB GOAL 5 Create a “gateway” or series of gateways in Archdale, using signage or other means; one possible site is the intersection of Hwy. 62 & the new Interstate 74.

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. May wish to consider this goal in conjunction with goals 1 and 4 as part of a larger, unified planning project and create a committee to guide the project	City Council, Planning Department	September 2005
2. Select best location for the gateway(s)	Project Committee, Planning Department	
3. Develop plan (hire consultant/ landscape architect/design expert if can't be done in-house)	Project Committee	
4. Explore funding opportunities, such as DOT enhancement funds or local business sponsorship	Project Committee, City Council	
5. Hire landscaping/ construction firms as required by plan	City Council	March 2007

Estimated Costs: Expenses could include landscaping and cost of producing signs

LESSONS FROM OTHERS:

Example 1: Knightdale, NC, Gateways

What? Knightdale developed both an eastern and a western gateway on Highway 64, which runs through the northern part of the city and continues on to Raleigh 6 miles to the west.

Who? Mayor and Planning Department

Cost? \$22,500 from NCDOT, local match of \$6,054

Timeline? 2+ years: October 1993 – 1996. The City received a \$10,000 landscaping grant from NCDOT for their eastern gateway in October 1993 and a \$12,500 enhancement grant from NCDOT for their western gateway in May 1994. In December 1995, the City budgeted an additional \$1,554 to complete their gateway projects.

Archdale 20/20

Contact? Knightdale Planning Department, (919) 217-2241

GOAL IV

Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.

SUB GOAL 6 Establish a tree ordinance, including a “monumental tree ordinance.”

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Establish a tree board	City Council	ASAP
2. Identify funds ⁶	City Council	
3. Get quotes from professional consultants	Tree Board (Appearance Commission)	January 2005
3. Apply for grant from NC Urban and Community Forestry Program to fund ordinance development	City Manager or delegate	March 2005

Estimated Costs: Expenses could included consultant/facilitator fees

LESSONS FROM OTHERS:

Example 1: Greensboro, NC, Tree Preservation and Landscape Ordinance

What? Greensboro updated its original 1992 landscape ordinance to include tree preservation requirements in 2000. The Tree Preservation and Landscape Ordinance is designed to preserve and restore Greensboro’s trees and the aesthetic, social, environmental and economic benefits they create.

Who? Tree Preservation Study Group composed of 18 members that included developers, environmentalists, and citizens; established by Greensboro officials in response to a citizen committee's report on the future of the Guilford County's natural heritage

Cost? \$11,800 for a facilitator

⁶ NC Urban and Community Forestry Grant Program is based on cost reimbursement and requires a 1:1 match in local funds (can include in-kind contributions).

Timeline? 4+ years: January 1997 – October 2000, with additional amendments in 2003. Greensboro officials established the Tree Preservation Study Group in January 1997. The group hired a facilitator in July 1997 to help with meetings and interview participants. Subcommittees were formed in January 1998 to work on specific sections and to refine recommendations and the draft ordinance and additional recommendations were presented to City Council on May in 1998. A Study Group subcommittee continued work on the tree preservation ordinance and the ordinance was adopted by City Council in October 2000.

Contact? Melissa Begley, City of Greensboro Planning Department, (336) 373-2150

Example 2: Davidson, NC, Tree Ordinance

What? In 2000, Davidson implemented a tree ordinance to protect the town's green canopy.

Who? Planning Department, committee appointed by the mayor

Cost? \$4,500 grant from the NC Urban and Community Forestry Program, \$4,500 local match (\$1,000 of the local match was in-kind contribution- staff hours, printing, etc.). Of this money, the Town paid \$8,000 to a consultant firm for some of the documentation for the ordinance.

Timeline? 4 years: April 1997 – September 2000. In 1997, Davidson received authority from the NC State Legislature to enact a tree ordinance. The mayor appointed a committee to study the issue in the fall of 1999. Meeting monthly over the course of a year, the group worked with a consultant experienced in site design and tree preservation to draft the proposed ordinance, which passed unanimously in September 2000.

Contact? Meredith Judy, Davidson Planning Department, (704) 892-7591

ADDITIONAL RESOURCES:

- The International Society of Arboriculture offers detailed information on developing a tree ordinance, including examples from other towns.
<http://www.isa-arbor.com/publications/ordinance.asp>
- Several sites suggested Tree Conservation Ordinances as a good source of information on developing tree ordinances.
Duerksen, Christopher J. with Suzanne Richman. Tree Conservation Ordinances: Land-use Regulations Go Green. Chicago, IL: American Planning Association, 1993.

GOAL IV

Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.

SUB GOAL 7 Develop a street tree plan as a way of defining and enhancing the entrance into Archdale along Hwy. 311.

PROPOSED STRATEGY:

Note: This goal should be considered in conjunction with Sub Goal 4 (streetscape improvements) and Sub Goal 5 (gateways).

Estimated Costs:

LESSONS FROM OTHERS: York County Planning & Development Services

Example 1: Town of Garner, NC

What? The Town of Garner, NC

Who? In 1989, community leaders in Garner, NC formed an Appearance Commission that was responsible for identifying tree themes for the community. The commission came up with a tree list that designated specific trees for specific corridors.

A developer, or an individual who is interested in planting trees on their property is responsible for planting 1 tree for every 50ft of frontage.

Cost? Varies

Timeline? 1 year

Contact? Mr. Brad Bass, Director of Planning, Garner, NC 919-772-4688

Example 2: York County Master Street Tree Plan for (Private Property)

What? Master street tree plan for private property

Who? The Planning Department for the County

Cost? Depends on the individual property owner or developer. A basic master plan runs from \$15,000 - \$20,000.

Timeline? 6 months

Contact? Mike, Scott, Zoning Administrator for York County, 803-909-7240

ADDITIONAL RESOURCES:

<http://www.yorkcountygov.com/planning/>

GOAL IV

Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.

SUB GOAL 8 Create a master plan for Highways 62 and 85. Incorporate into Archdale’s Land Use Plan. Identify and target key intersections for major redevelopment, particularly at the intersection of Highways 62 and 311.

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1.Contact DOT	City Planning Staff	September 2005
2.Update land use plan	City Planning Staff	September 2006
3.Identify funding sources	City/Private Investment	December 2007

GOAL IV

Archdale will be known as a visually appealing community that values aesthetics as a means of improving the quality of life of its citizens and for enhancing the impression that visitors to Archdale have of the town.

SUB GOAL 9 Build more support for the gardening/landscaping program (both commercial and residential).

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Build public support and consensus through idea-generating workshops or other meetings with key civic leaders, businesses and the public.	Appearance Commission	October 2004-December 2004
2. Create a civic beautification campaign including ideas from the community (i.e. annual community sponsored event to plant flowers/trees and pick up trash.)	Appearance Commission	September 2005-December 2007
3. Publicize efforts and educate citizens	Archdale Trinity News	September 2005-December 2007
4. Create and give out commercial and residential awards for appearance, landscaping or maintainance.	Board/Jury Appointed by the City of Archdale	September 2005-December 2007

Estimated Costs:

LESSONS FROM OTHERS:

Example 1: Durham, NC

What? The Golden Leaf Awards for Community Appearance recognize the best visual contributions to the community. The goal of the awards program is to encourage better designed and better maintained properties in Durham.

Who? A 15 member volunteer board appointed by the City and the County, the Durham City-County Appearance Commission.

Cost?

Timeline? 2002 to present

Contact? Bonnie Estes, Durham City-County Planning Department, 919-560-4137

ADDITIONAL RESOURCES:

http://www.ci.durham.nc.us/departments/planning/pdf/dac_award.pdf

GOAL V

Archdale will be known as a community where every citizen has access to a wealth of recreational amenities that are tailored to the diverse interests of its citizens.

SUB GOAL 1 Create a parks Master Plan to incorporate A-F.

A) Create a parks & recreation advisory board to oversee planning for parks & recreation amenities.

PROPOSED STRATEGY:

To Be Determined

GOAL V

Archdale will be known as a community where every citizen has access to a wealth of recreational amenities that are tailored to the diverse interests of its citizens.

SUB GOAL 1 Create a parks Master Plan to incorporate A-F.

B) Repair & maintain existing recreational amenities before adding to the inventory of recreational assets managed by the city.

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Contact the Recreation Resources Service (RRS) at North Carolina State University regarding available resources	City of Archdale	ASAP
2. Perhaps register for North Carolina Parks and Recreation Trust Fund (PARTF) workshop	City of Archdale	
3. Apply for PARTF funds for building or renovating recreational facilities, if appropriate	City of Archdale	February 2005 (application deadline)

Estimated Costs: PARTF allows a local government to request a maximum of \$250,000 and requires a dollar for dollar match.

GOAL V

Archdale will be known as a community where every citizen has access to a wealth of recreational amenities that are tailored to the diverse interests of its citizens.

SUB GOAL 1 Create a parks Master Plan to incorporate A-F.

C) Create a “skateboard park” as a recreational amenity for youth (once perceived as a fad, skateboarding has now proven its staying power and deserves a home within Archdale’s parks & recreation range of amenities).

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Hold community meeting to determine interest and bring people together who could form a citizen committee	Parks & Recreation Advisory Board; Parks & Recreation City Staff	October 2004 – December 2005
2. Find a suitable location	Parks & Recreation Advisory Board; Citizen Committee	
3. Fundraising, including applying for a grant from the Tony Hawk Foundation	Citizen Committee Parks & Recreation Advisory Board	
4. Pass an ordinance that requires skateboarders to wear a helmet and protective padding	City Council	2005
5. Select a contractor	City Council	December 2005

Estimated Costs: Expenses could include advertising for community meeting, design professional, land, and construction costs

LESSONS FROM OTHERS:

Example 1: Asheville, NC, Food Lion Skatepark

What? Recognizing the rising popularity of skateboarding, Asheville, with the help of corporate sponsors, has created the premier skateboarding facility of its kind throughout the region. The Food Lion Skatepark has 17,000 square feet of skateable surface including three distinct areas - a shallow bowl, a street course, and a deep pool. Daily

passes to the park cost \$2 for city residents and \$4 for non-residents, with individual and family annual passes available.

Who? local skateboard community and city Parks & Recreation staff

Cost? appx. \$600,000 – the City paid for the park upfront and is recouping half the costs through sponsorships. There is no expense for insurance because the park is covered under the City’s general liability policy.

Timeline? 4+ years: May 1997 – October 2001. In May 1997, a public meeting brought together over 125 skaters, parents, downtown residents and merchants, law enforcement, and Asheville Parks and Recreation to begin a dialogue on skateboard interest and needs in Asheville. As a result, a Skateboard Task Force was created to find solutions. The City decided on a site for the park in March 1999 and hired Team Pain, a professional park design and construction company, in September 1999. Primary construction began in August 2000, with installation of storm drainage and retaining walls then Team Pain worked on the surfacing and major features of the park in the summer of 2001 and the grand opening was held in October 2001.

Contact? Jeff Joyce, Asheville Parks & Recreation, (828) 775-0947

Example 2: Thomasville, NC, Skatepark

What? Citizens in Thomasville were concerned about skateboarders skating in parking lots and on streets, damaging property and putting themselves and others at risk for injury. Seeing the need for a safe place for skateboarders, the City converted two of their public tennis courts into a skatepark consisting of nine ramps and rails on a 7,000-square-foot concrete slab. The skatepark is free and can accommodate 40 skaters.

Who? skateboard committee formed by the City Council, consisting of skaters, parents, and Parks & Recreation staff

Cost? appx. \$70,000 (\$10,000 from City, \$5,000 grant from the Tony Hawk Foundation⁷, and the rest from fundraisers, citizen and business donations, and gifts from local foundations) plus \$1,000 annually for a risk management policy through the League of Municipalities. Because the City converted public tennis courts, they were able to use existing infrastructure like fences and parking and save money in developing the skatepark.

Timeline? 2+ years: January 2002 – May 2004. Councilwoman Sue Hunter proposed the idea for a skateboard park during the annual council retreat in January 2002. The City Council formed a skateboard committee in the spring of 2002 to research how such facilities are operated in other cities and to make recommendations. Construction began in October 2003. In January 2004, the City adopted a skateboard park ordinance requiring skateboarders who use the park to wear elbow pads, knee pads and a safety helmet, and to sign a waiver of liability⁸. The equipment was installed in April 2004 and the park opened May 1, 2004.

Contact? Billy Freeman, Thomasville Parks & Recreation, (336) 475-4281

⁷ The Tony Hawk Foundation (www.tonyhawkfoundation.org), founded by Tony Hawk, a successful professional skateboarder, supports programs focusing on the creation of public skateparks through grants and other donations.

⁸ Thomasville’s skateboard park ordinance is enforced by the Parks & Recreation Department.

ADDITIONAL RESOURCES:

- NC General Statutes, Chapter 99E, Article 3 limits the liability of cities for accidents that occur in public skateparks.
<http://www.ncleg.net/html2003/bills/currentversion/ratified/senate/sbil0774.full.html>
- Skateparkguide is an online resource for the planning, development, fundraising, design, and construction of skateparks.
<http://www.skateparkguide.com/>
- Recreation Resources Service (RRS) offers parks and recreation technical assistance, including information on skateparks, through a cooperative partnership between the N.C. Division of Parks and Recreation and the N.C. State University Department of Parks, Recreation and Tourism Management.
http://www.natural-resources.ncsu.edu/rrs/skate_park_alicia.pdf

GOAL V

Archdale will be known as a community where every citizen has access to a wealth of recreational amenities that are tailored to the diverse interests of its citizens.

SUB GOAL 1 Create a parks Master Plan to incorporate A-F.

D) Create a “bark park” where residents can take their dogs for exercise and socialization with other dogs.

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Hold community meeting to determine interest and bring people together who could form a citizen committee	Parks & Recreation Advisory Board, City, Parks & Recreation Staff	October 2004-December 2005
2. Find a suitable location	Parks & Recreation Advisory Board, City, Parks & Recreation Staff	October 2004-December 2005
3. Fundraising	Parks & Recreation Advisory Board, City, Parks & Recreation Staff	October 2004-December 2005
5. Select a contractor for fencing	City Council	Decemer 2005

Estimated Costs: Expenses could include cost of fencing, trash cans, and benches

LESSONS FROM OTHERS:

Example 1: Greensboro, NC, BarkPark at Country Park

What? Greensboro created a fenced park where dogs can run without leashes.

Who? dog owners, Parks & Recreation department

Cost? appx. \$45,000⁹ in private money for fencing, trash cans, benches, re-seeding and water lines; 3 acres of land donated by Greensboro Parks & Recreation plus \$500 per year for plastic bags for the trash cans

⁹ The citizen group has raised \$60,000 so improvements will continue until the money is spent.

Timeline? 2+ years: July 2002 – Fall 2004. Dog owners petitioned the city to create a space where dogs could run free and seeing the demand, Greensboro Parks & Recreation donated the land for the park. The group began fund-raising in August 2002.

Construction began in January 2003 with the installation of the fencing and gates. The park opened in March 2003. Additional construction is ongoing and will end this fall.

Contact? Bill Adams, Greensboro Parks & Recreation, (336) 545-5343

GOAL V

Archdale will be known as a community where every citizen has access to a wealth of recreational amenities that are tailored to the diverse interests of its citizens.

SUB GOAL 1 Create a parks Master Plan to incorporate A-F.

E) Expand/enhance the connectivity of Archdale's greenway system to Trinity's greenway system, tying together civic spaces and new developments, and utilizing water and sewer lines when feasible. Expand the greenway system beyond existing water & sewer lines, perhaps linking the Archdale greenway system with the Randleman Dam recreation area.

PROPOSED STRATEGY:

To Be Determined

Estimated Costs:

LESSONS FROM OTHERS:

Example 1: Little Sugar Creek Greenway, Charlotte, NC

What? Little Sugar Creek Greenway

Who: Charlotte Department of Parks & Recreation, Central Piedmont Community College, Board of County Commissioners, Charlotte Planning Commission.

Cost? Overall cost is approximately \$70 Million. (There is a Park Bond referendum that will be placed on the ballot this fall. The Mecklenburg County Commissioners approved the park bond for \$69 million. If this passes, \$10.2 million will be used for the Little Sugar Creek Greenway.)

Timeline? 5-15 years, LandDesign, Inc. did the Master Plan for Little Sugar Creek Greenway.

Contact? Saxby Chaplin, Trust for Public Land. 704-376-1839 extension-247, Wayne Weston, Mecklenburg County Park & Recreation, 704-373-0190

Mr. Weston, from The Charlotte Department of Parks & Recreation stated that Mecklenburg Parks & Recreation owns 65%-75% of the land, and most of it was donated. (They are in the process of trying to secure more land from developers.) Current maintenance funding comes from a General Obligation Bond. (General Obligation Bonds are a type of municipal bond where principal and interest are secured by the full faith and credit of the issuer and usually supported by either the issuer's

unlimited or limited taxing power. General Obligation Bonds are free from federal taxes and in some cases free from state and local taxes).

GOAL V

Archdale will be known as a community where every citizen has access to a wealth of recreational amenities that are tailored to the diverse interests of its citizens.

SUB GOAL 1 Create a parks Master Plan to incorporate A-F.

F) Improve the entrance to Creekside Park and erect a historical marker there celebrating the history of Archdale.

PROPOSED STRATEGY:

To Be Determined

GOAL V

Archdale will be known as a community where every citizen has access to a wealth of recreational amenities that are tailored to the diverse interests of its citizens.

SUB GOAL 2 Enhance programs & opportunities for teens using existing facilities.

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Set up task force or committee to address this issue. Must include youth.	Parks and Recreation Advisory Board in collaboration with local youth organizations (4-H etc.) and local high school	January 2005
2. Begin with a teen focus group to determine what programs might be of interest (volunteer/service, recreational, leadership, health, etc.)	Task Force (advice on setting up focus group available from UNC Charlotte Urban Institute)	
3. Develop strategy to better address teen programming needs.	Task Force	
4. Determine funding alternatives (corporate sponsorship, fee for service, city funds, grants, city funds, etc.)	Parks and Recreation Department	

Estimated Costs:

LESSONS FROM OTHERS:

Example 1: Town of Carrboro, NC

What? Parks and Recreation offers classes in babysitting, chess, acting, guitar lessons, etiquette class (“mind your manners,” hip hop dance, contact bridge, summer art and writing, and introduction to fitness

Who? Town of Carrboro Parks and Recreation

Cost? Fee based service. Fees range from \$8 to \$72; Instructors are contracted.

Timeline?

Contact? RecParks@townofcarrboro.org, 919-918-7364

Example 2: Randolph County Partnership for Children

What? High Hopes (A Teen Parent Project)

Who?

Cost? Funding is provided by the Smart Start Agency

Timeline? In 1999, United Way of Randolph County received a Success by 6 planning grant. (Success By 6 is an national community-based organization composed of public and private partners that work together to try and ensure children from the age of zero to 6, are healthy, and nurtured.)

Contact? Randolph County Partnership for Children, Executive Director, Pauline McKee (336) 629-2128

GOAL VI

Archdale’s citizens will have a greater array of public and private services available to address their health and safety needs.

SUB GOAL 1 Encourage the development of a medical cluster that services the community.

PROPOSED STRATEGY:

To Be Determined

SUB GOAL 2 Secure funding to hire nurses for all schools in Archdale.

PROPOSED STRATEGY:

To Be Determined

GOAL VI

Archdale’s citizens will have a greater array of public and private services available to address their health and safety needs.

SUB GOAL 3 Offer “medical offices on wheels” – a mobile educational facility.

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Create a steering committee	Community health leaders from Archdale, and surrounding cities.	1 year
2. Apply for an application for Certification from the state of NC in a written form that addresses at minimum, two objectives from the “The Report of the Governor’s Task Force on Health Objectives for the Year 2010. State certification will help with procuring funding.	Community health leaders from Archdale, and surrounding cities.	6 months
3. Identify funding sources.	Community health leaders from Archdale, and surrounding cities.	6 months
4. Write a very detailed proposal stating how the City of Archdale and surrounding cities can benefit from the use of a Mobile Health Unit to possible funding grantees.		

Note: May have a better chance of securing funding if more than one city wants to benefit from the mobile unit.

LESSONS FROM OTHERS: “Healthy Ansonians”

Example 1: “Healthy Ansonians” Mobile Clinics, Anson County, NC

What? In 1991, Governor James Grubb Martin established The Governor's Task Force. (The Governor's Task Force established herein is the successor organization to the Governor's Task Force on Health Objectives for the Year 2000.) This initiative served as a catalyst for counties to address their own specific health issues.

In 1995, Anson County prominent health leaders and various community leaders came together and formed their own task force, “Healthy Ansonians”. In 1996 “Healthy Ansonians” became certified by the Governor’s Task Force on Healthy Carolinians. The purpose of the certification provides an enhanced credibility with possible funding sources such as county commissioners, state legislators and various foundations. It also ensures that the individual county task forces are following the same. The Healthy Ansonians Task Force created 4 health objectives the county wanted to address:

Objective #1: Maternal and Child health

Objective #2: Substance abuse

Objective #3: Injury control

Objective #4: Sexually Transmitted Disease

In 1998, the Healthy Ansonians Task Force submitted a proposal to the Duke Endowment seeking funding to pay for a mobile health unit. In 1999 Anson County was awarded a grant from the Duke Endowment that covered the purchasing, and staffing for Mobile Health Unit. The breakdown for the award was as follows: \$217,000 for the 1st year; \$135,000 for the 2nd year; \$100,000 for the 3rd year.

Who? Healthy Ansonian Task Force

Cost? Ballpark estimate is \$250,000.00 in start up costs

Timeline? 1-2 years

Contact? : Linda Griffin, Manager of Occupational & Community Health and the Mobile Health Screening Clinic, (704) 695-3488, Denise Dunn, Anson Community Hospital.

ADDITIONAL RESOURCES:

http://www.healthycarolinians.org/counties/anson_county.htm

<http://www.washingtontimes.com/metro/20030811-091911-1487r.htm>

Example 2: NC Baptist State Convention (Dental Bus)

What? In 1988, the executive director of the NC Baptist Men’s Association, came up with the idea of using a dental bus for missionary work. He convinced other community leaders to grasp his vision. Soon thereafter a steering committee was formed. The steering committee put together a proposal seeking funds to build a dental bus. They applied for, and received a loan from the NC Baptist Convention.

The Dental Bus is available for any organization to utilize anywhere in the State of North Carolina. Volunteers drive the bus. The sponsoring organization is responsible for supplying the staffing for the bus. The NC Baptist Men’s Association charges a fee of \$0.50 cents per mile round trip. Each patient pays \$5.00 to receive the dental care that is provided. Some of this money goes towards the maintenance cost. Other maintenance funding comes from grants.

Who? NC Baptist Men’s Association

Cost? The 1st bus was \$140,000, and it was purchased in 1989. The 2nd bus was \$_____, and was purchased in 2000.

Timeline? 1 year, This Dental Bus was built by the Blue Bird Bus Company.

Contact? JoAnn Honeycut, NC Baptist Convention, (919-467-5100).

ADDITIONAL RESOURCES

<http://www.bluebirdbus.co.uk/start.htm>

GOAL VI

Archdale’s citizens will have a greater array of public and private services available to address their health and safety needs.

SUB GOAL 4 Enhance law enforcement services by building a holding facility and providing access to a 24-hour magistrate system.

PROPOSED STRATEGY:

Steps	Lead Partner	Timeline
1. Begin with a formal needs assessment by the police department	Police Department in advice and guidance from outside expert (local university, DOJ)	Within the next year.
2. Investigate funding alternatives	Police Department	

Estimated Costs: Expenses could include a videoconferencing system and construction or renovation costs for a local lockup

LESSONS FROM OTHERS:

Example 1: Annandale, VA, Local Lockup with Electronic Magistrate

What? The local lockup in Annandale can accommodate about 10 detainees and is connected by a videoconferencing system to a magistrate office in another section of the county. The electronic magistrate system is a Windows-based application on a personal computer that allows police to transmit the required data to the magistrate’s office online. The system enables magistrates to complete the necessary forms online and uses electronic signatures on the forms that can then be printed out at the local lockup.

Who? Fairfax County Criminal Justice Advisory Board

Cost? appx. \$14,000 for their videoconferencing system¹⁰

Timeline? The local lockup was built in the 1970s and remodeled in 1993. In 1993, the Fairfax County Criminal Justice Advisory Board, in conjunction with revising lockup procedures, studied the issue of utilization of an electronic magistrate system. By July 1995, the local lockup in Annandale had a video magistrate system in place to provide an initial arraignment to people arrested by the County Police Department.

Contact? Mason District Police Station, (703) 256-8035

ADDITIONAL RESOURCES:

¹⁰ A study done in 1997 for the Virginia General Assembly estimates that the cost of a videoconferencing system can range from \$5,000 for a desktop system to \$150,000 for a formal room-based system.
jlarc.state.va.us/reports/rpt191.pdf

- NC General Statutes, Chapter 160A, Article 287 provides information on local lockups.
- Professor Joan Brannon [(919) 966-4160] with the Institute of Government at UNC Chapel Hill has expertise in the magistrate system and was recommended as a contact on the subject by the NC Administrative Office of the Courts.



UNCCHARLOTTE

UNC Charlotte Urban Institute

9201 University City Boulevard / Charlotte, NC 28223