

PROGRESS PILOT MOUNTAIN



 PILOTING OUR COURSE FORWARD 



MARCH 2022

PREPARED FOR:
The Town of Pilot Mountain, NC



PREPARED BY:

MOSAIC
CIVIC STUDIO

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ACKNOWLEDGMENTS

PILOT MOUNTAIN BOARD OF COMMISSIONERS

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Scott Needham; Mayor Pro Tem
Donna Kiger; Commissioner
Rachel Collins; Commissioner
Dwight Atkins; Commissioner

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Board of Commissioners
Donna Kiger;
Pilot Mountain Business Assoc.
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Mamie Sutphin; Surry Co. School Board
Harry Wilson; President,
Armfield Civic & Recreation Center
Christy Craig; Chair, Pilot Mountain
Tourism Development Authority &
Special Events Coordinator
Neal Willard; Extra-Territorial
Jurisdiction
Tawanna Taylor; Downtown Business
Owner

PILOT MOUNTAIN STAFF

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Robbie Jackson; Chief of Police

SPECIAL THANKS TO

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Piedmont Rural Planning
Organization

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- Resource #1: NCSU Low Impact Design for Stormwater Guidebook
- Resource #2: Curb Enthusiasm: Deployment Guide for On-Street Electric Vehicle Charging
- Resource #3: FHWA Small Town and Rural Multi-modal Network Guide
- Resource #4: AchiEVe: Model Policies to Accelerate Electric Vehicle Adoption
- Resource #5: North Carolina Great Trails State Master Plan

PLAN INTRODUCTION



Background and Purpose
Planning Goals
Process & Timeline

BACKGROUND AND PURPOSE

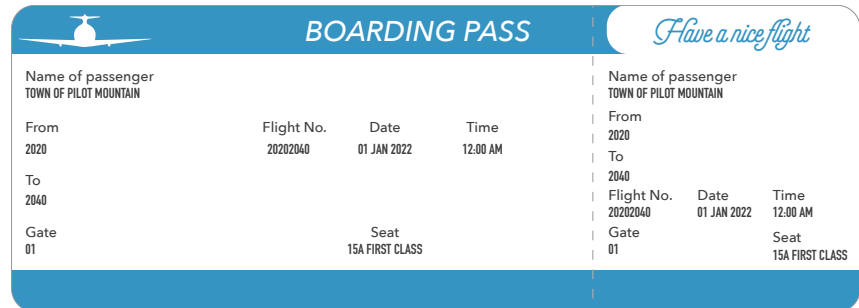
WHY PLAN?

Progress Pilot Mountain is a comprehensive plan that charts a course for the next two decades of Pilot Mountain’s future. A comprehensive plan helps guide decision-making for elected and appointed officials, town staff, and community leaders by defining a shared, long-range vision for the town’s future and identifying specific policies that will achieve desirable and appropriate growth in alignment with the community’s future vision.

As of January 01, 2021, North Carolina General Statute 160D-501 requires municipalities with zoning to have an up-to-date comprehensive plan. *Progress Pilot Mountain* satisfies this requirement by updating and replacing the Town of Pilot Mountain’s 2005 Land Use Plan.

In addition to meeting the statutory requirement, there are several reasons why Pilot Mountain needs a Comprehensive Plan. Pilot Mountain is experiencing incremental, but steady population growth, and is strategically located near two of North Carolina’s most iconic state parks, while maintaining easy access to urban markets in Winston-Salem and Greensboro. A shifting economic landscape, both nationally and regionally, presents new opportunities for non-traditional economic development. Additionally, renewed activity and investment in Main Street provides an opportunity to carry forward the momentum of recent success to further catalyze Pilot Mountain’s downtown. These opportunities create the need for a plan that addresses the changing economic landscape, prepares the town for new demands, and empowers the community to take steps toward achieving its desired future.

Pilot Mountain’s response to socioeconomic and environmental challenges will determine the town’s, competitive position in the regional market, quality of life for residents, and overall community health for decades to come. **The success of Pilot Mountain will require bold leadership that is willing to take calculated risks by pursuing the innovative and transformational strategies proposed in this plan.**



Progress Pilot Mountain conveys a vibrant, long-range vision by articulating the community’s desire for strategic growth and investment while maintaining the town’s historic mountain character and genuine small-town charm. Four (4) goals guided the comprehensive planning process:

PLANNING GOALS **PILOT MTN** 

001 DEFINE A SHARED FUTURE VISION

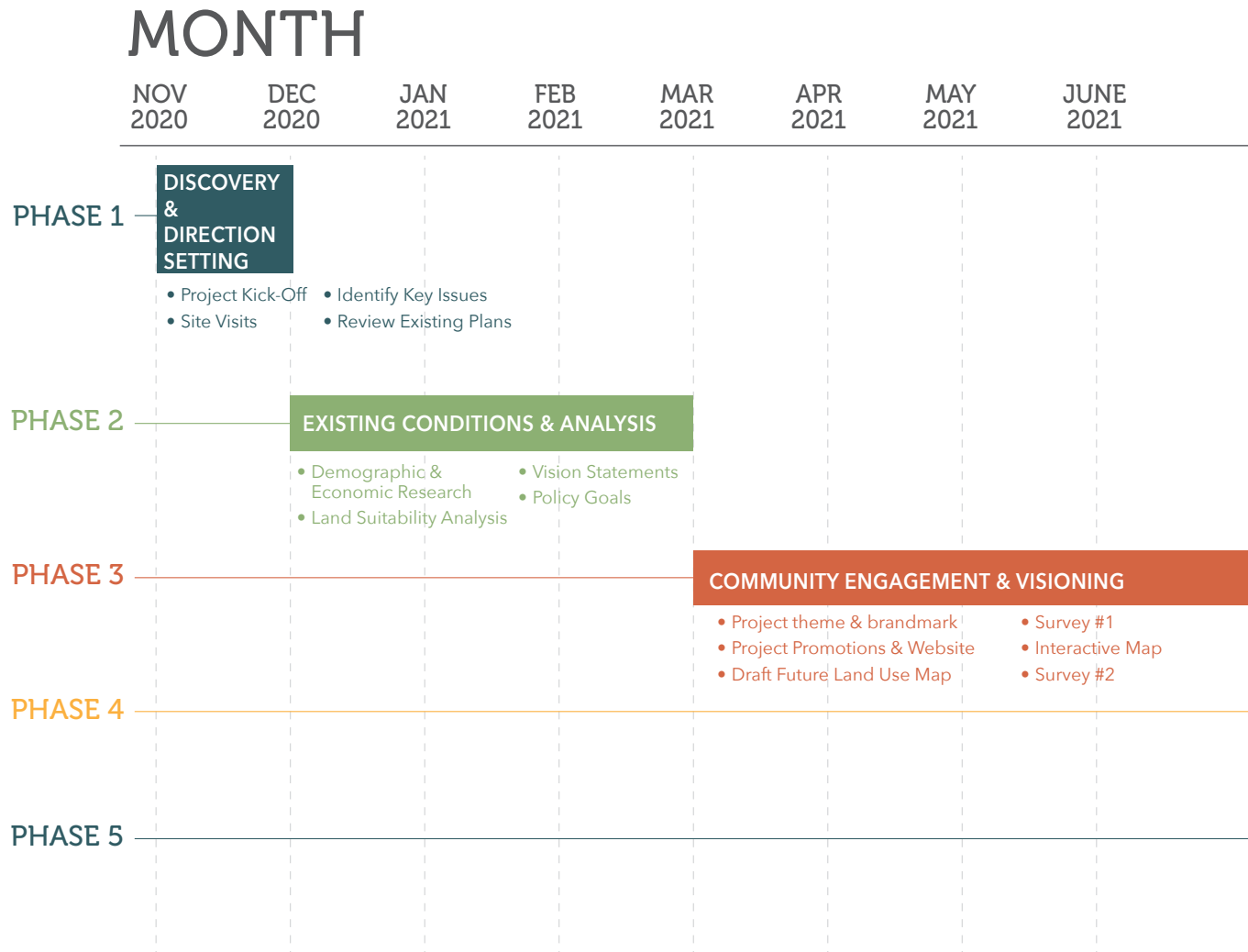
002 RESPOND TO CURRENT CHALLENGES

003 ANTICIPATE DEMANDS & OPPORTUNITIES

004 PRIORITIZE INVESTMENT

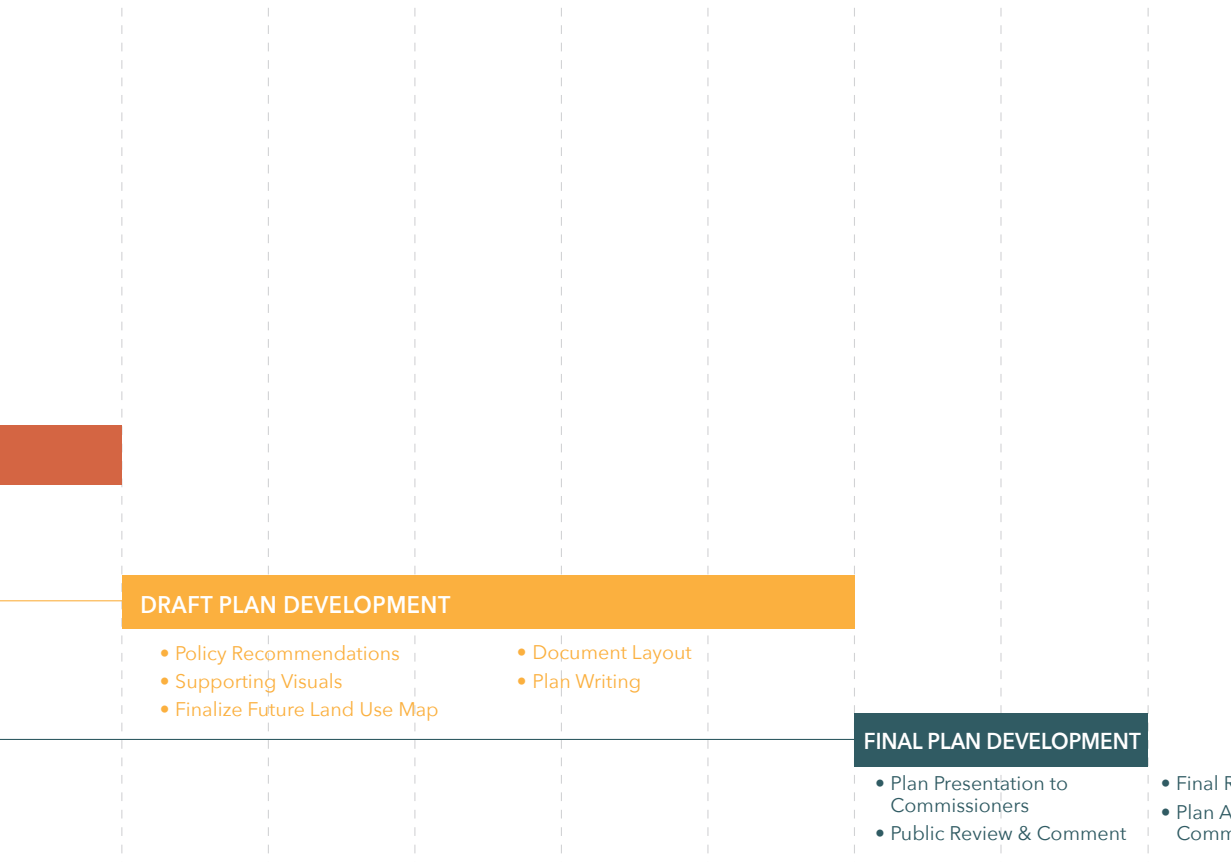
PLANNING PROCESS & TIMELINE

Progress Pilot Mountain was developed over the course of a five-phase process guided by a project steering committee that worked in collaboration with town staff, town commissioners, and community stakeholders.





JULY 2021 AUG 2021 SEPT 2021 OCT 2021 NOV 2021 DEC 2021 JAN 2022 FEB 2022



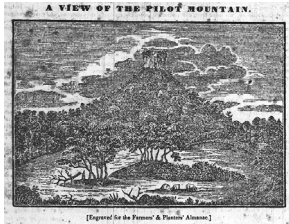
CHAPTER 1



TOWN PROFILE

- Town History
- Demographic & Economic Trends
- Regional Context
- Existing Conditions Map Series
- Land Suitability Analysis
- Influential Plans & Studies

TOWN HISTORY



LATE 17TH CENTURY

Saura Tribe

The region's earliest known inhabitants were the Saura, or Cheraw, people. In the late 17th century, the Saura tribe left their homes, near present day Asheville, and settled in the region near the Dan River and what are now known as the Sauratown Mountains. Pilot Mountain, which lends its name to the town, is a remnant of the Sauratown Mountains. The Saura referred to Pilot Mountain as Jomeokee meaning "Great Guide" or "Pilot." In 1669, German physician and explorer John Lederer visited and documented the Saura settlements, and European traders soon followed. The traders brought diseases that caused devastating epidemics among the Saura and other indigenous peoples. By 1710, the surviving Saura abandoned their villages near Pilot Mountain and moved south to the Pee Dee River in present day South Carolina.



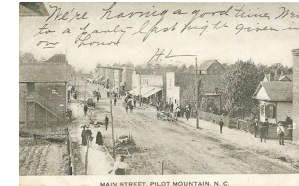
18TH CENTURY

The Great Wagon Road

Although the Saura tribe abandoned their villages, their mark on the region remained. The paths used by ancient Native American tribes eventually became the Great Wagon Road, used by 18th-century colonists to travel and settle in the South. On the Great Wagon Road, Pilot Mountain, or Mount Ararat, as early German Moravian settlers called it, served as a landmark for families migrating to their new home of der Wachua, or the Wachovia Tract, which is now present-day Winston-Salem. Wachovia quickly became an established urban center and led to further settlement of the Piedmont region including the Town of Pilot Mountain.

German settlement of the region continued, along with settlement of the Scots-Irish, and English Quakers, who relocated for the fertile land which provided excellent sites for mills and agriculture, especially the cultivation of tobacco. These Piedmont settlers, were primarily subsistence farmers, with small, self-operated farms.

In 1751, Pilot Mountain was surveyed for the first time by Joshua Fry and Peter Jefferson, Thomas Jefferson's father.



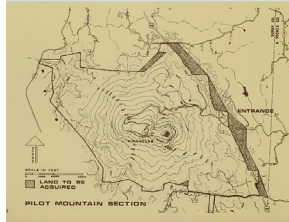
19TH CENTURY

Trade & Tobacco

As the towns grew, trade routes developed from the small farms near Pilot Mountain to export centers. The fast moving, deep rivers east of the Piedmont region did not provide easy access to the ports of coastal North Carolina, so trade routes from the Piedmont initially expanded north to Virginia. In 1888, the Cape Fear and Yadkin Valley railroad was constructed from the Atlantic port of Wilmington to Mount Airy, and the Dalton station opened in downtown Pilot Mountain. With the completion of the railroad, the depot became a center of commercial and social activity. The Town boomed with nine tobacco factories by the early 1890s - only Winston had more. The railroad gave rise to the growth of Pilot Mountain as a town, and created the need for an organized local government. On March 9, 1889, the Town of Pilot Mountain was incorporated.

With the railroad came hotels and boarding houses to accommodate travelers from the East who were seeking cooler regions of the state during summer as well as the advertised healing powers of mineral springs resorts. In the 1850s, H.T. Gillam, owner of the Pilot Mountain pinnacle and surrounding land, established an inn near the base of the mountain and operated a tourism business that offered tours to the summit. Pilot Mountain's reputation as a scenic and desirable travel destination was born and continues to attract visitors today.

Pilot Mountain was largely spared the atrocities of the Civil War. General Stoneman's raid to destroy confederate support passed through Surry County further west of Pilot and did limited damage to the county that voted overwhelmingly not to secede from the Union in the first place.



20TH CENTURY

Birth of a State Park

The 20th century brought substantial change and growth to the young town. In 1910, Pilot Mountain the first public school was opened. In 1914, the Bank of Pilot Mountain was constructed on Main Street. In 1915, nearly the entirety of Pilot Mountain State Park, as it is known today, was sold at auction by the Gillam heirs. The mountain was purchased by a syndicate of Winston-Salem investors who never developed it as was speculated.

In 1916, the first local power plant provided services electric services to the area. The 1930s expanded access to the broader world with establishment of the Town's first public library and movie theater. The 1940s, ushered in a dramatic boost to the Town's economy with the arrival of textile manufacturing. The textile industry remained a powerful economic force until the 1990s when textile companies shifted production to overseas factories resulting in plant closings and layoffs throughout North Carolina. Pilot Mountain was not spared from this new reality and several textile mills shuttered their doors by start of the new millennium.

Despite the economic highs and lows, the latter half of the century saw unprecedented civic activism and significant investment in public causes. The Town's first land use plan was adopted in 1963 and updated in 1978. A major milestone was achieved in 1968 with the establishment of Pilot Mountain as North Carolina's 14th state park. A group of Surry County citizens called The Pilot Mountain Preservation and Park Committee proposed the establishment of the state park to protect the mountain and surrounding land from further commercial exploitation. Working with the conservation-minded owner of the property, Mrs. J.W. Beasley, the committee secured options on the land and raised matching funds that made it possible to purchase the land with federal grants. The committee further acquired more than 1,000 acres of land along the Yadkin River that was added to the park in 1970. Today, the 3,703-acre park stands as a monument to the determination and perseverance of a citizenry dedicated to preserving the iconic mountain in perpetuity.

A decade after the establishment of Pilot Mountain State Park, local trail advocates planned, constructed, and opened the Sauratown Trail in 1979 that provides a critical link across the mountains from Hanging Rock to Pilot Mountain State Park.



21ST CENTURY

Piloting A Course Forward

With the loss of manufacturing as a prime driver of the economy, the town of Pilot Mountain has shifted focus to re-invigorate its historic storefronts with independent businesses, capitalize on recreation tourism, and embrace viticulture production and agritourism. The shifting economic landscape and a resurgence in community activism and investment in the downtown positions Pilot Mountain to take advantage of new opportunities for non-traditional economic development. In an emerging economy where remote-workers can live anywhere, the town is poised to leverage its charming downtown and proximity to the inspiring landscapes of Pilot and Hanging Rock state parks to attract a new wave of residents and visitors.

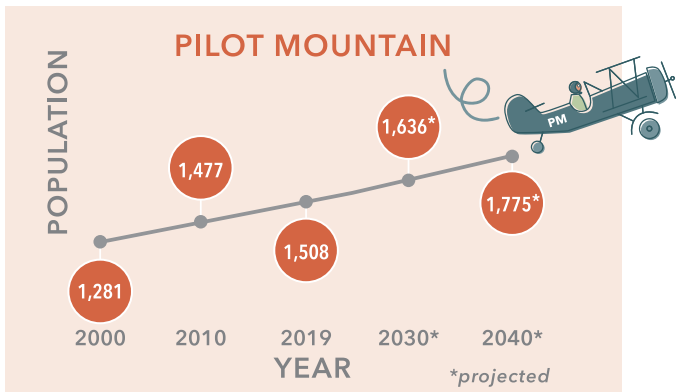
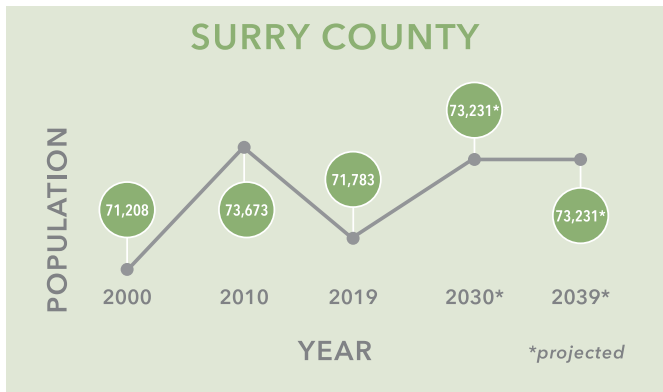
DEMOGRAPHIC & SOCIOECONOMIC TRENDS

This section presents a series of infographics that provide an objective and factual overview of pertinent demographic and socioeconomic data to establish a baseline of existing conditions in Pilot Mountain and Surry County today. This data signals trends that are affecting or will affect the community and future growth patterns.

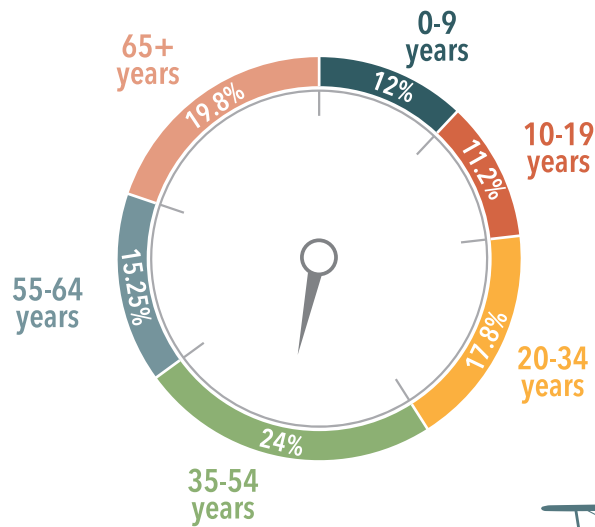
POPULATION & DEMOGRAPHIC TRENDS

HISTORIC & PROJECTED POPULATION CHANGE

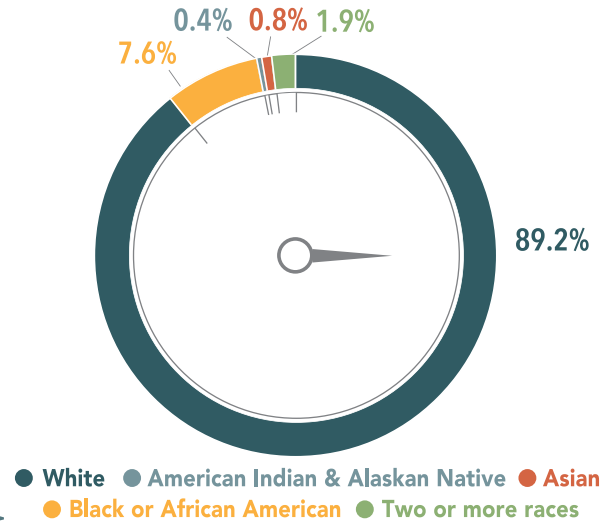
Pilot Mountain’s average rate of population growth over 10-year increments from 2000 to 2020 is 8.5%. It is reasonable to assume this trend will continue if current economic and market forces remain the same. By contrast, the NC State Demographer’s office projects that Surry County’s population will remain constant over the next 20 years.



AGE GROUP DISTRIBUTION



POPULATION BY RACE



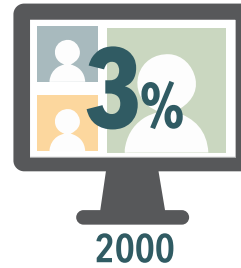
ECONOMY & EMPLOYMENT

EMPLOYMENT

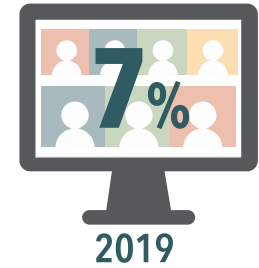


50% OF PILOT MOUNTAIN'S POPULATION OVER AGE 16 IS ACTIVELY EMPLOYED.
47.2% IS RETIRED, UNEMPLOYED, OR NOT ACTIVELY SEEKING EMPLOYMENT.

TELECOMMUTERS



LABOR
FORCE
WORKING
FROM
HOME



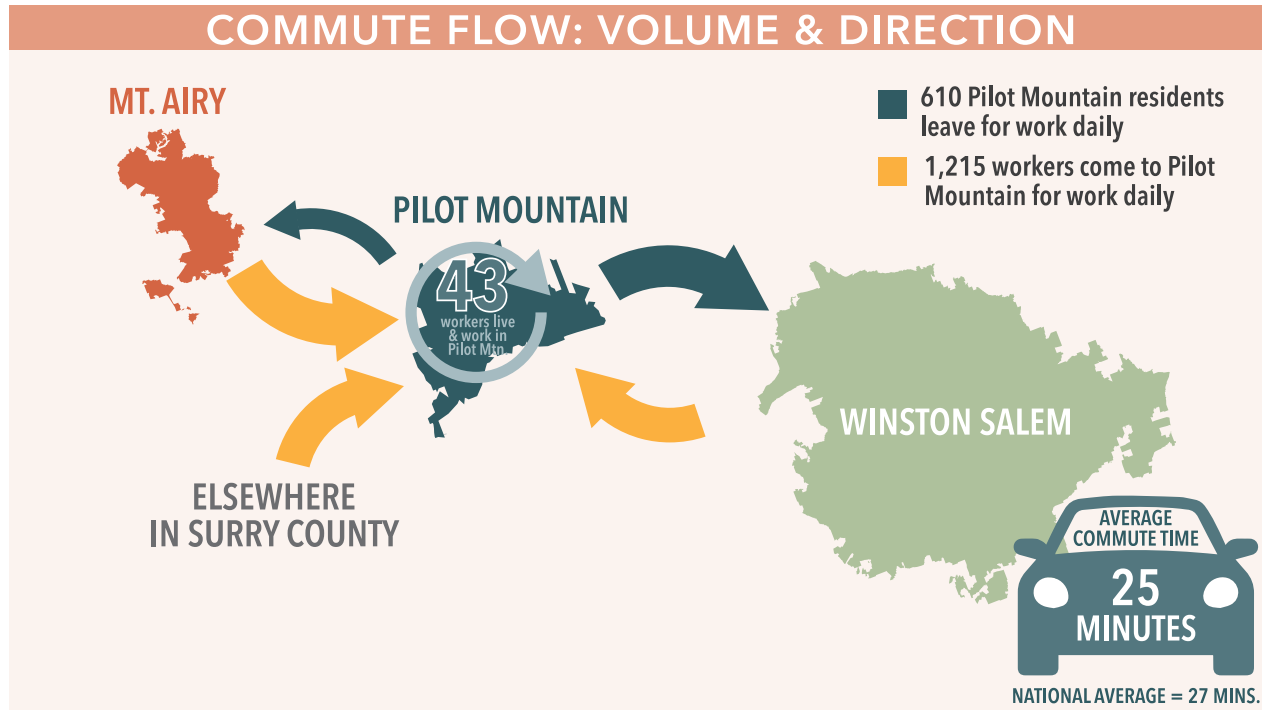
FASTEST GROWING REGIONAL EMPLOYMENT SECTORS

1 HEALTHCARE &
SOCIAL ASSISTANCE

2 CONSTRUCTION

3 FOOD SERVICES &
ACCOMMODATIONS

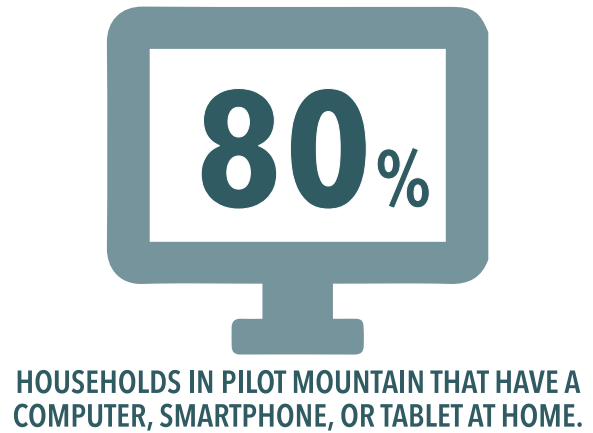
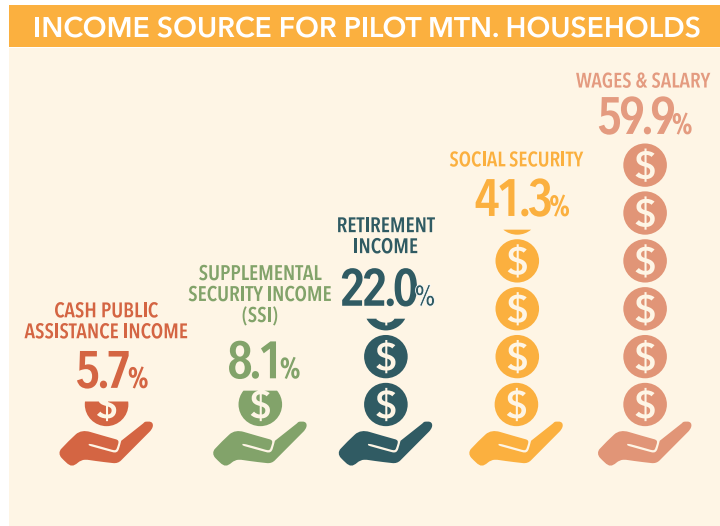
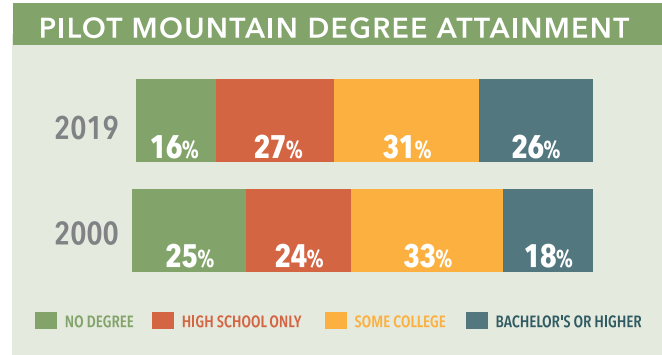
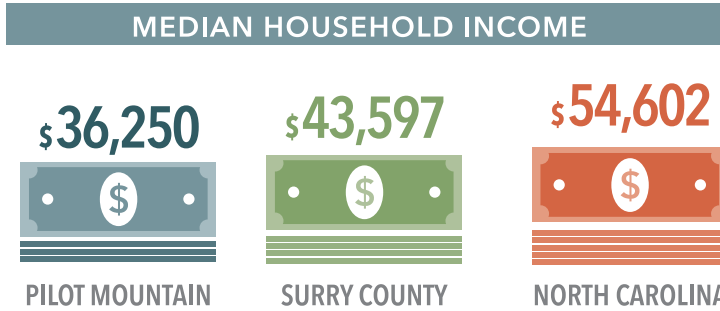
HEALTHCARE AND SOCIAL
SERVICE SECTORS ARE
PROJECTED TO GROW
2.7% ANNUALLY



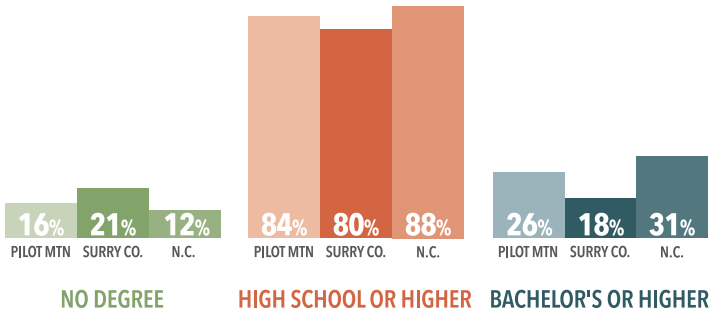
CURRENT LARGEST EMPLOYMENT INDUSTRIES



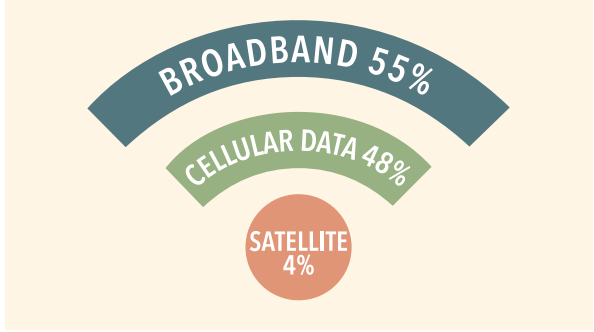
INCOME & EDUCATION



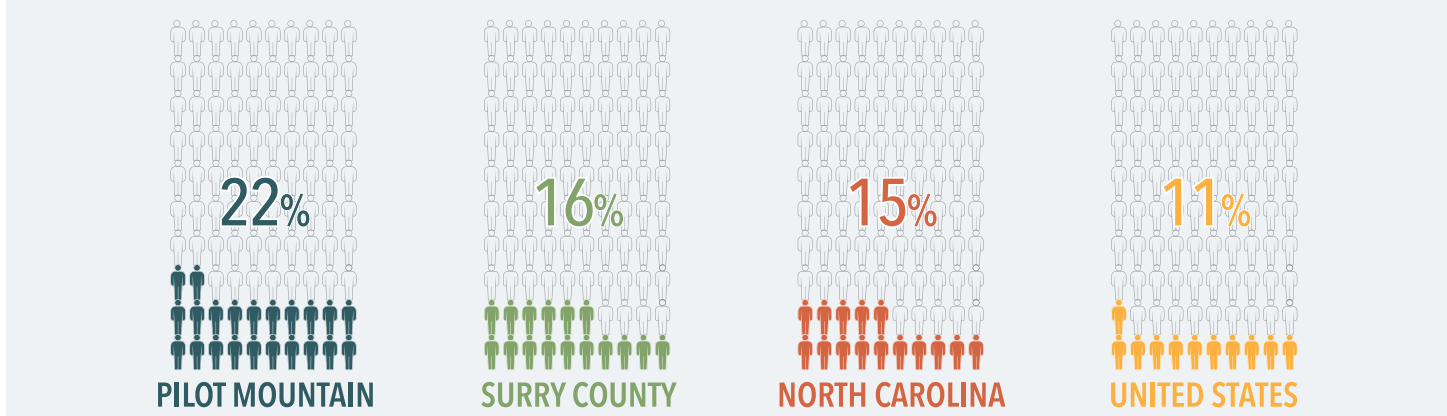
HIGH SCHOOL AND BACHELOR'S DEGREE ATTAINMENT



SOURCE OF HOME INTERNET IN PILOT MTN.



PERCENTAGE OF POPULATION LIVING BELOW FEDERAL POVERTY THRESHOLD



HEALTH & RECREATION

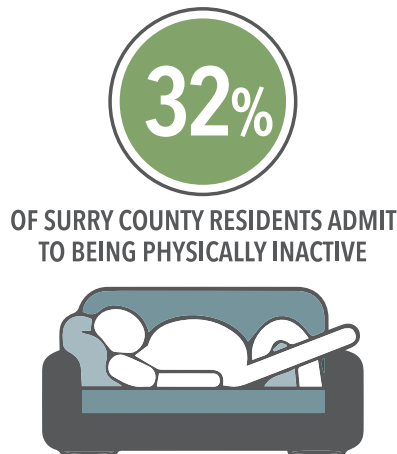
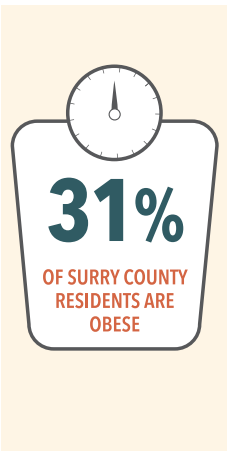
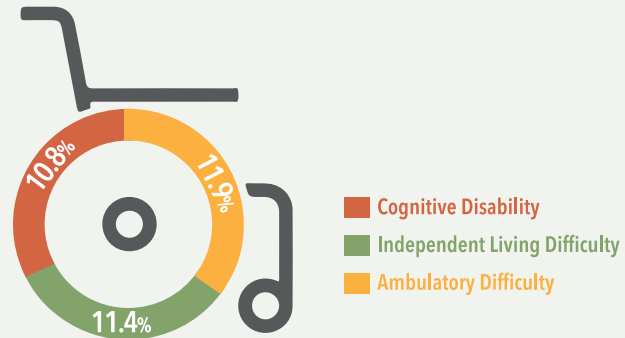
PERCENT OF POPULATION WITH A DISABILITY

NORTH CAROLINA 13.4%

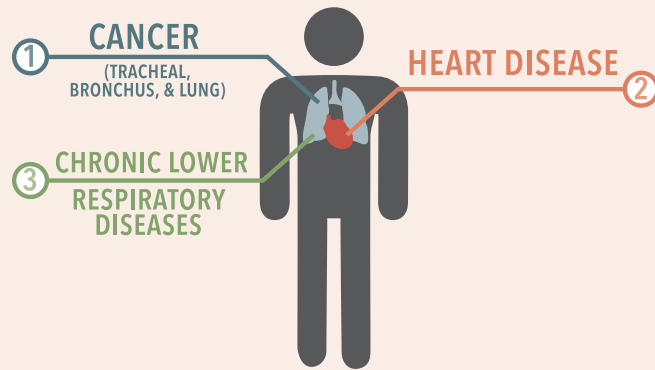
SURRY COUNTY 20.2%

PILOT MOUNTAIN 20.6%

MOST COMMON DISABILITIES



LEADING CAUSES OF DEATH IN SURRY COUNTY



TOP SURRY COUNTY HEALTH ISSUES



SUBSTANCE ABUSE*

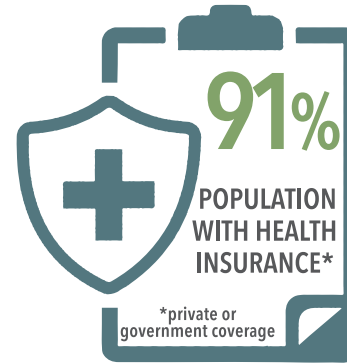
*prescription drugs & methamphetamines



OBESITY



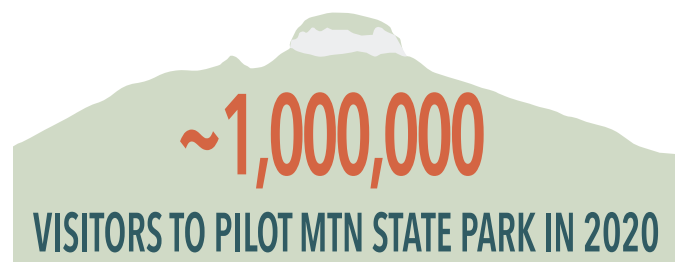
MENTAL HEALTH



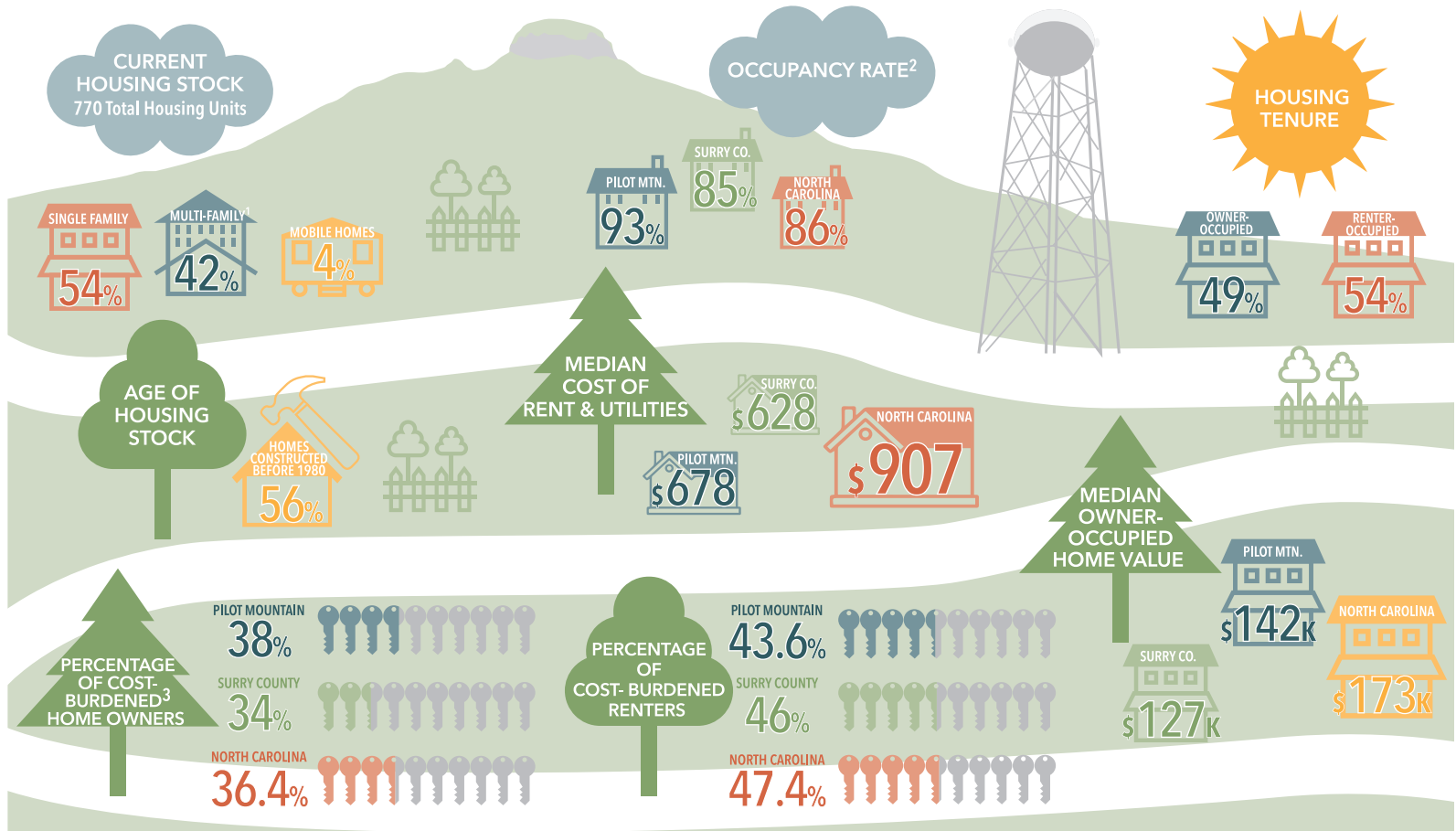
17% OF RESIDENTS SMOKE IN SURRY COUNTY



WITHIN 5-MILE RADIUS OF DOWNTOWN PILOT MTN.



HOUSING



1 Two OR MORE units in the same structure

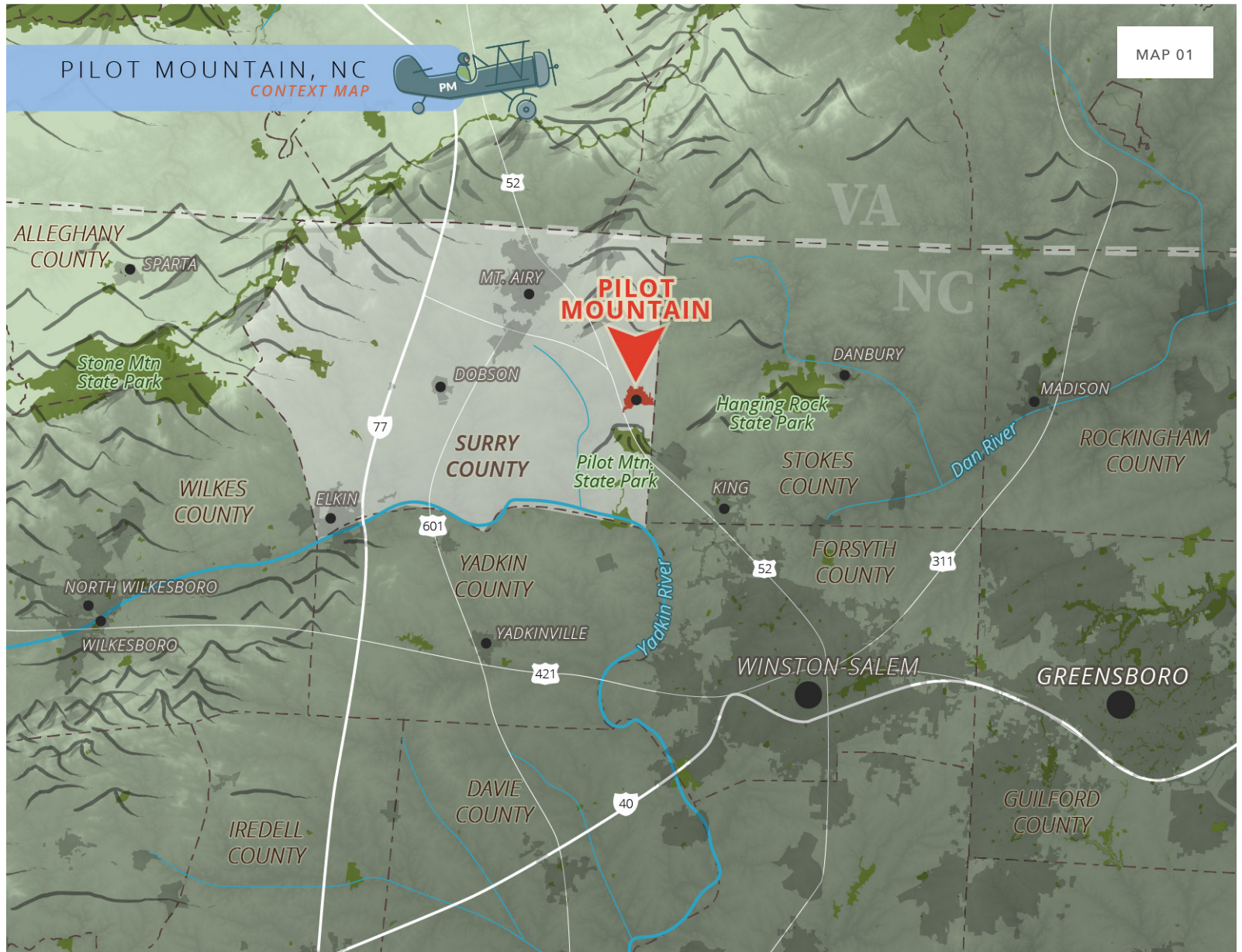
2 THIRTY Percent of housing stock that is occupied

3 THIRTY percent or more of monthly income is spent on housing and utilities



REGIONAL CONTEXT

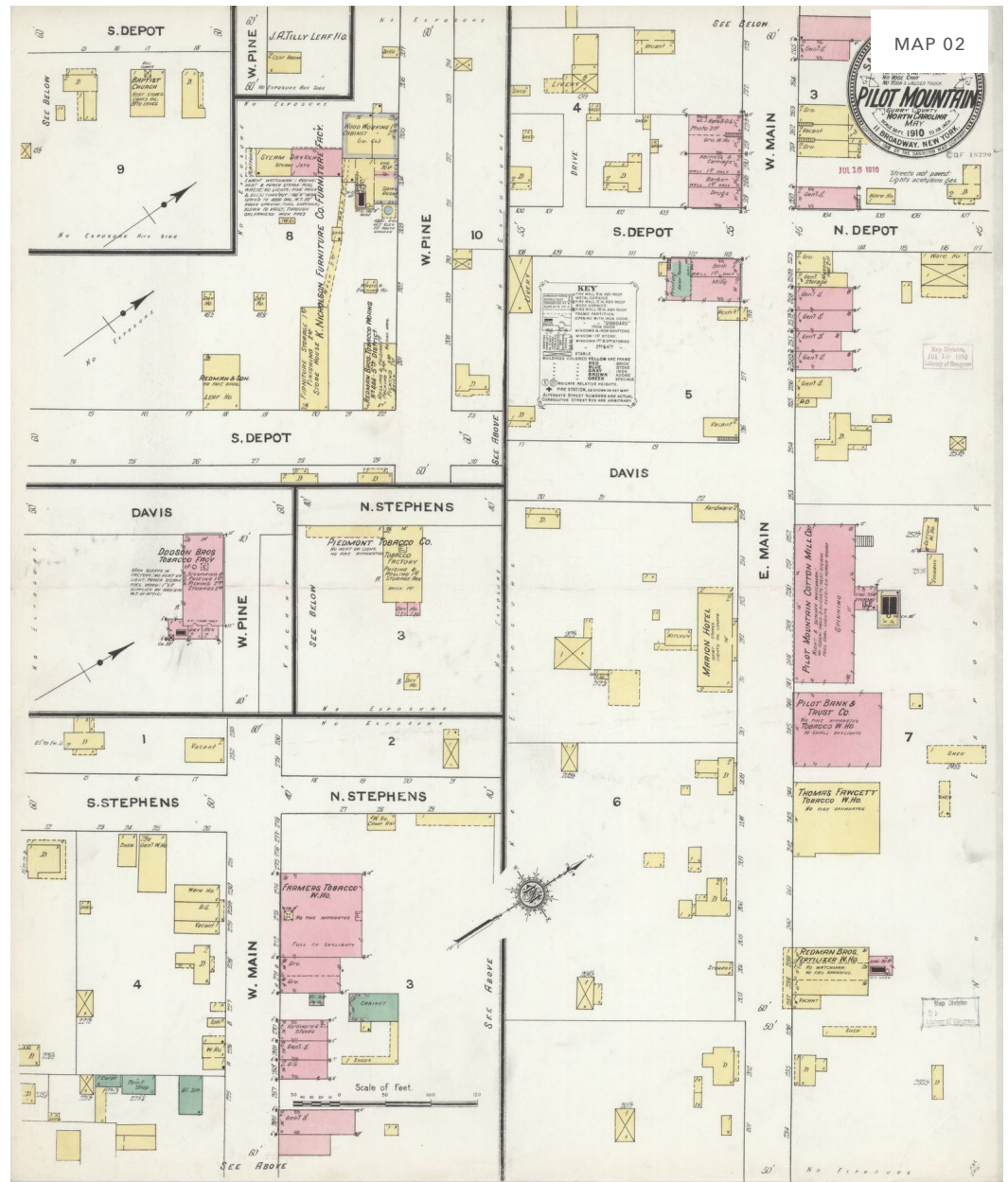
The Town of Pilot Mountain occupies approximately two (2) square miles adjacent to the eastern boundary of Surry County, NC. Nestled among the Sauratown Mountains in the state's Piedmont region, the Town of Pilot Mountain is strategically located on US Highway 52 between two of North Carolina's most iconic state parks: Pilot Mountain and Hanging Rock. The town's location on Highway 52 provides direct access to larger markets only a half-hour drive south to Winston-Salem and 15 minutes north to Mount Airy. Planned NCDOT transportation projects will further expand access to the town from Winston-Salem and the Greensboro metropolitan area. Pilot Mountain enjoys the best of both worlds with easy access to urban centers and high-quality outdoor recreation destinations. These assets present the town with a significant opportunity to position itself for coordinated future growth and sustained economic prosperity.



EXISTING CONDITIONS MAP SERIES

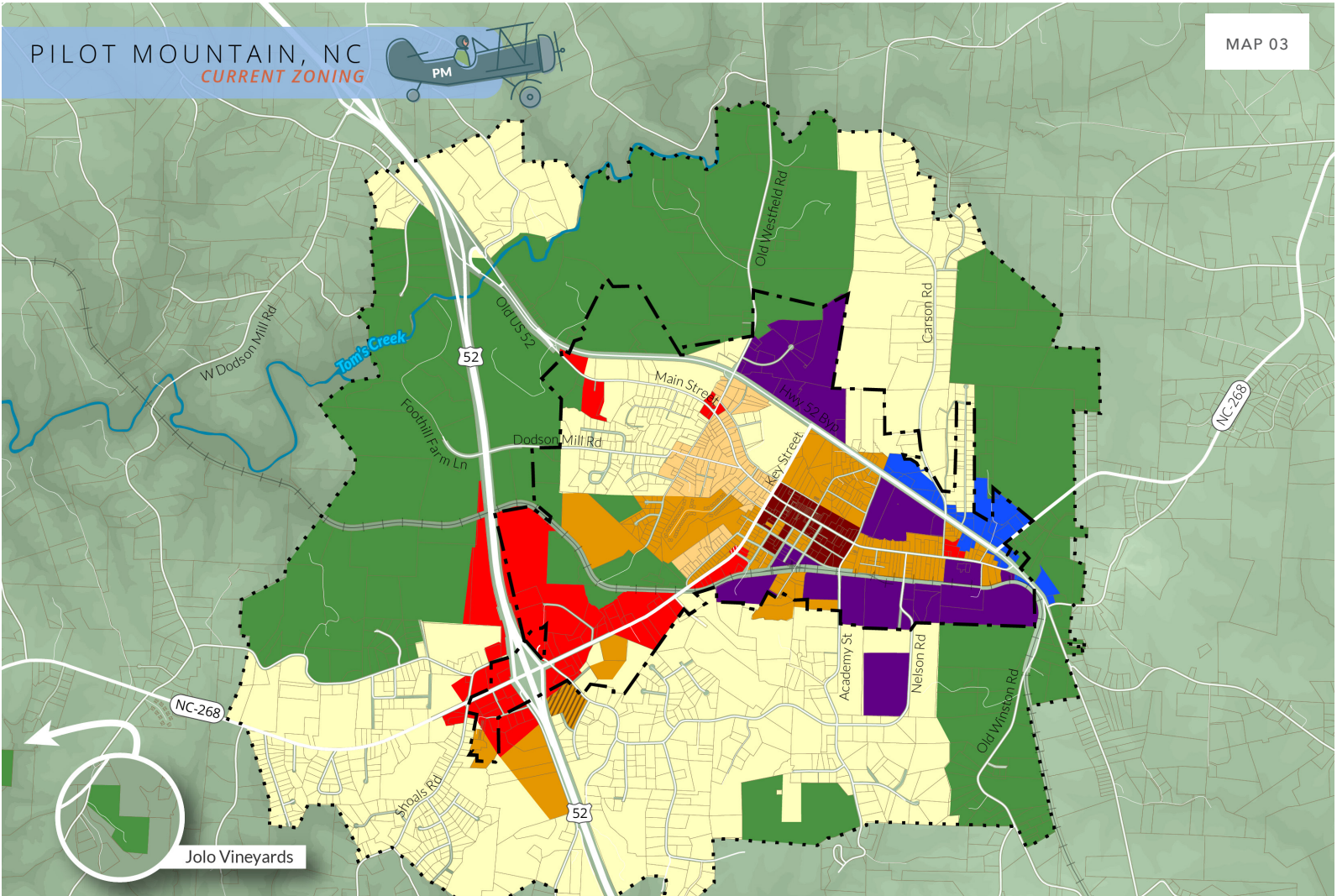
The following map series provides a geospatial presentation of the existing physical environment and development patterns within the Pilot Mountain planning jurisdiction and surrounding area. Characteristics of the natural and built environment have significant implications for future land use, development policies, transportation networks, recreation opportunities, and open space preservation. A thorough understanding of current conditions provides the foundation for developing context-specific recommendations and public policy that accounts for the nuances of Pilot Mountain's distinctive physical traits and historic growth patterns.

1910 Sanborn Fire Insurance Map of Pilot Mountain. Sanborn maps were developed to provide pertinent information to insurance underwriters in order to assess liability and risk in developed areas. Buildings are color-coded according to their material composition and labeled according to their use along with key architectural features. Nowadays, Sanborn maps are a useful tool for observing how the built environment of towns and cities evolved over the 19th and 20th centuries.



PILOT MOUNTAIN, NC
CURRENT ZONING

MAP 03



- | | | | |
|--|----------------------------------|--------------------------|---------------|
| Low Density Residential | General Business | Light Industrial | Town Boundary |
| Medium Density Residential | General Business Conditional Use | Highway Business | ETJ Boundary |
| High Density Residential | Central Business | Office Institutional | Roads |
| High Density Residential Conditional Use | General Manufacturing | Residential Agricultural | |

Scale 1:30,000
2,500 ft

ZONING

The Pilot Mountain Unified Development Ordinance (UDO) identifies ten (10) base districts, although two districts (Office-Institutional and Light Industrial) have not yet been established on the zoning map for specific parcels. In addition, Pilot Mountain's UDO identifies two (2) Overlay Districts that address areas of the town with distinctive features that require additional performance standards irrespective of the use of the land. The two Overlay Districts are: 1) Downtown Design District, and 2) Watershed Overlay District. Lastly, two (2) types of conditional districts are also provided for in the UDO, and can be applied to specific parcels in order provide the applicant and/or town with greater discretion in establishing performance standards for a unique project or development concept.

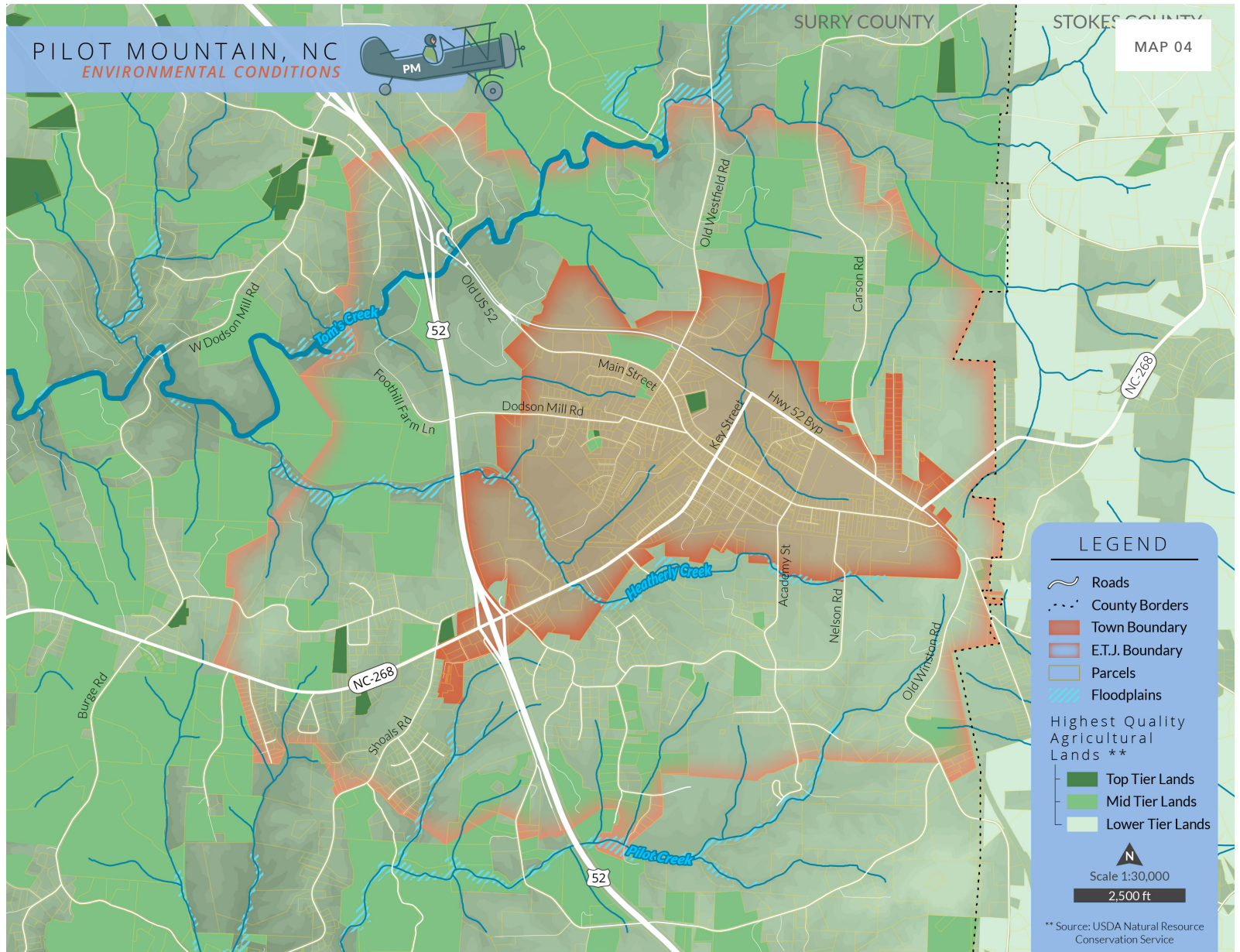
In terms of residential and commercial uses, the zoning map and associated zoning regulations indicate a pattern of traditional development that is denser in the Town's core and becomes less-dense the further the distance from the core. While there is some mixing of compatible uses is allowed in each district, permitted uses predominantly follow a traditional Euclidean-style of zoning with strong separation of uses into geographic districts.

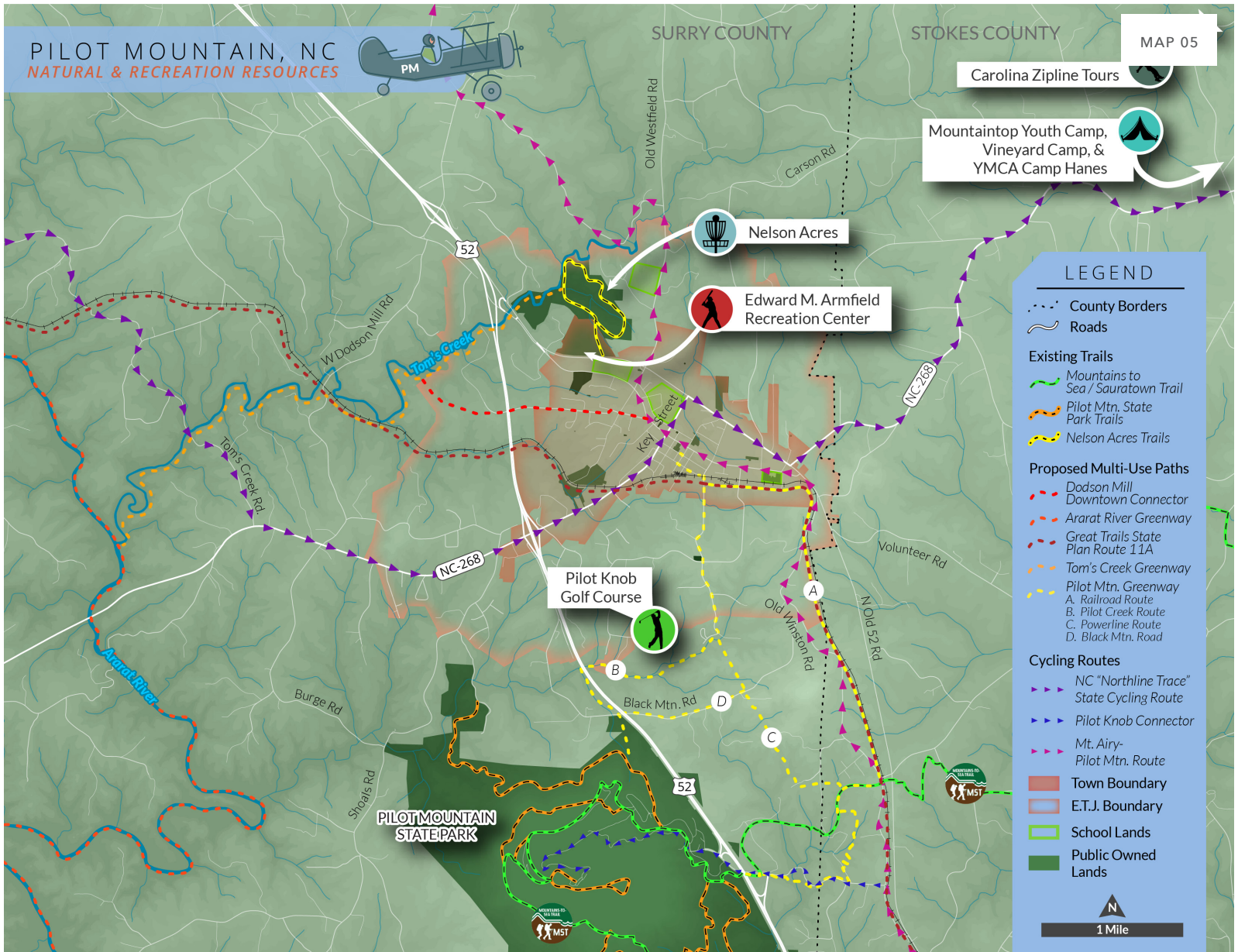
ENVIRONMENTAL CONDITIONS

Surry County has long held a reputation as an area rich in fertile soil thanks to the presence of several mighty rivers, such as the Yadkin and Ararat, and their tributaries. Surrounding Pilot Mountain, the majority of prime agricultural lands, as identified by the NC Natural Heritage Program's Agricultural Lands Assessment, are located in the town's Extra Territorial Jurisdiction (ETJ). State-designated prime farmland and farmland of statewide importance play a critical role in the production of food, feeds, fibers, and oilseed crops. These farmlands have the ideal combination of physical and chemical characteristics for producing high yields year after year.

Pilot Mountain's surrounding agricultural lands are integral components of the town's open space, wildlife habitat, groundwater recharge areas, and rural character that contribute to the environmental health and appealing natural aesthetic of the town. Not to mention, adjacent farms provide access to local food and opportunity for value-added agritourism enterprises such as the booming viticulture industry in the Yadkin Valley.

Consistent with national and statewide trends, Surry county as a whole is experiencing a loss in farmland as development occurs which further strains less-optimal farmland. Conservation of Pilot Mountain's highest quality agricultural lands will be paramount to preserving local food systems and the town's scenic character.





NATURAL AND RECREATION RESOURCES

The Town of Pilot Mountain enjoys an abundance of natural and recreation resources in close proximity to the town thanks to the Sauratown Mountains. The most notable Sauratown destinations are Pilot Mountain and Hanging Rock State Parks. The iconic pinnacle of Pilot Knob is ever-present from almost any vantage point in the town. The entrance to Pilot Mountain State Park is a four-mile drive from downtown. The state park welcomes over 1 million visitors each year from across the state and region.

Located at the eastern end of the Sauratown Mountain chain in Stokes County, Hanging Rock State Park is only a 25-minute drive from downtown Pilot Mountain. Over 850,000 people visit Hanging Rock State Park. The Town of Pilot Mountain is enviable located in between these two popular state parks, presenting enormous opportunity for recreation tourism and outdoor activities for locals including hiking, climbing, and mountain biking.

The well-loved Mountains-to-Sea Trail (MST) traverses southern Surry County. Segment 7 of the MST utilizes hiking trails within Pilot Mountain State Park and the Sauratown Trail that connects Pilot Mountain State Park to Hanging Rock State Park. This segment is approximately 35 miles long and is maintained by the Friends of the MST and Sauratown Trails Association.

In addition to the well-known natural-surface trails within and between the two state parks, several multi-use paths are proposed in and around the Town of Pilot Mountain. In 2020, a greenway feasibility study was completed to evaluate potential routes for a multi-use path connecting downtown Pilot Mountain to Pilot Mountain State Park. The plan identified four (4) potential routes. Route A coincides with Route 11A of the NC Great Trails State Plan which proposes a rail-with-trail to connect the Towns of Pilot Mountain and Mount Airy. Multi-use paths are also proposed along Tom's Creek and the Ararat River.

A multi-use path along Tom's Creek is proposed to terminate at Nelson Acres, a 115-acre town-owned park with approximately three (3) miles of hiking trails and an 18-hole disc golf course. Nelson Acres is adjacent to, and accessed via the Armfield Civic and Recreation Center. The Armfield Center provides the Pilot Mountain Community with traditional recreation opportunities such as ball-fields, youth sports leagues, a playground, indoor fitness facilities, and an indoor competition swimming pool.

The rural area surrounding Pilot Mountain also boasts many opportunities for recreation. 470 miles of cycling routes, identified on the Surry Bikeway Plan, navigate scenic rural roads, including the State Northline Trace Route. The Pilot Knob Park Country Club offers 18 holes of golf with stunning views of the mountain. Several overnight camps and a zipline company are also located within a short drive east of Pilot Mountain.

PUBLIC INFRASTRUCTURE AND MAJOR EMPLOYERS

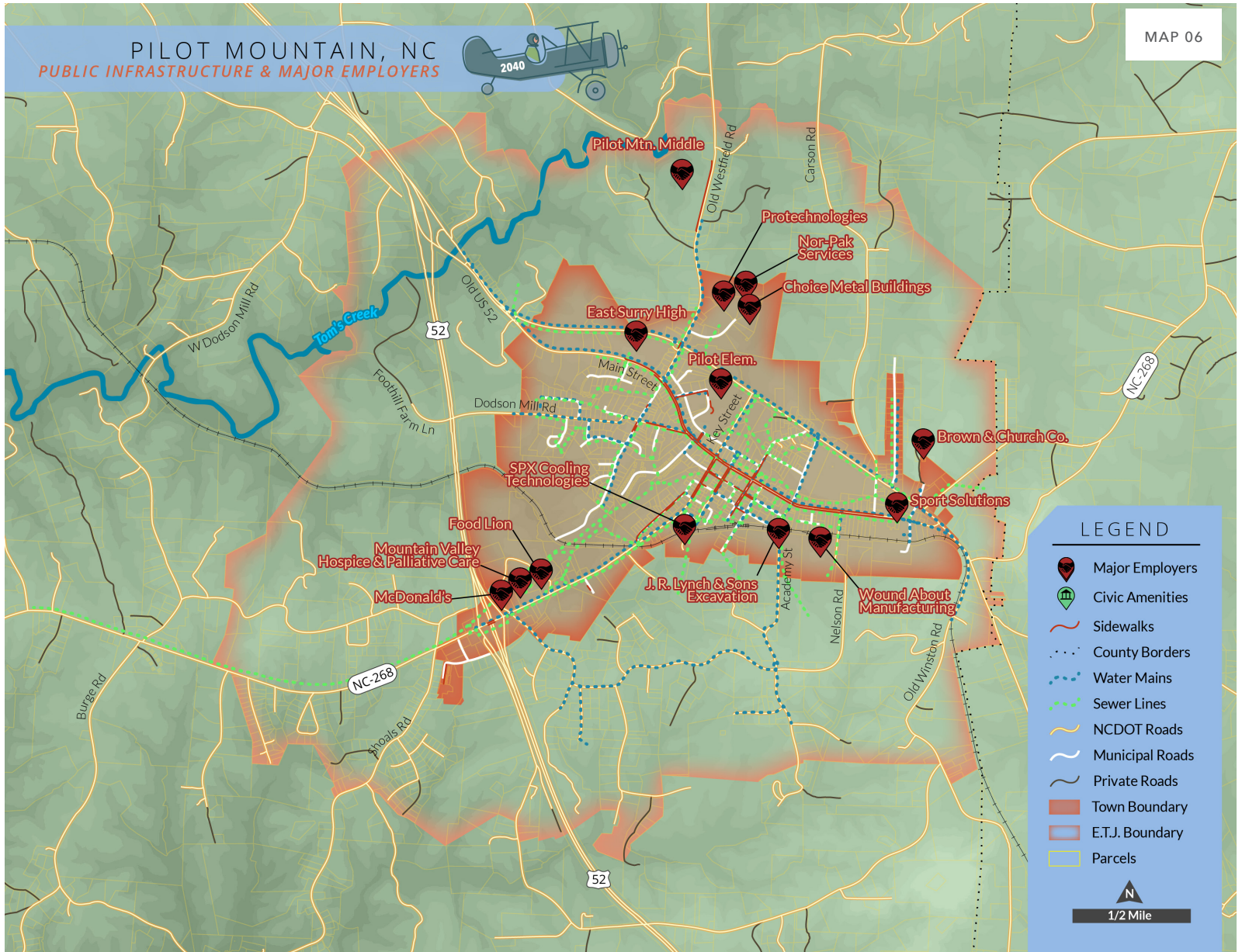
The Town of Pilot Mountain operates a 1.5-million-gallon wastewater system and maintains 19 miles of sanitary sewer line and 424 manholes throughout the town. The wastewater treatment plant is located on Heatherly Creek at the southeast end of town. Sewer line infrastructure is concentrated within town limits. Sewer lines range in size from small 4-inch service line to 18-inch mains. 4.5 miles of pressurized force mains and 20 lift stations complete the system.

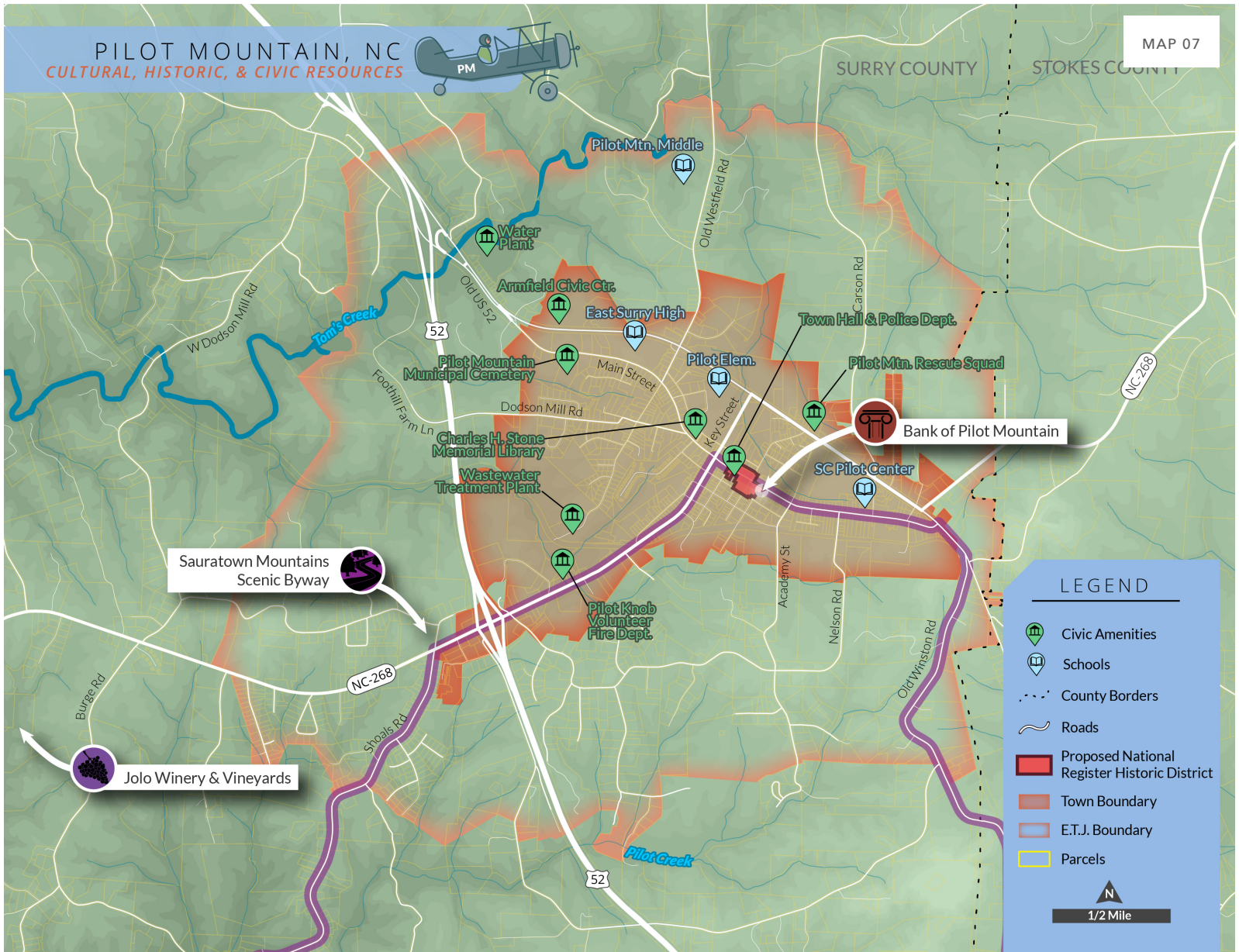
The town has operated its own water treatment plant for decades, but has entered into an interconnect agreement with the City of Mount Airy and will transition to purchasing all water from Mount Airy within the next couple years. Under the interconnect agreement, the town will still maintain its own 26 miles of water mains, 380 water valves, 201 fire hydrants, and two (2) water storage tanks. Pilot Mountain has extended its water service area beyond town limits to serve residential development to the south.

In 2020, the town completed an Asset Management Plan (AMP) for the sanitary sewer and water systems. The plan identified 4,285 linear feet of sewer line that is extreme-risk and prioritized for immediate replacement. Only 501 linear feet of water line was identified as extreme-risk. Pilot Mountain will utilize the AMP to prioritize line and infrastructure replacement and seek funding for such projects from state and federal agencies.

Pilot Mountain maintains nearly 10 miles of public streets, including Main Street downtown. All town streets are set to be resurfaced in FY21-22. The Town has also made noticeable progress over the past decade filling sidewalk gaps and intends to build upon this progress in areas of high need and pedestrian traffic.

Pilot Mountain's largest industries for employment are the school system, manufacturing and construction, and food services. Many of the largest employers in town are identified on the map on the opposite page and bring 1,215 workers to the town each day.





CULTURAL, HISTORIC, & CIVIC RESOURCES

Much like its abundant natural assets, Pilot Mountain is rich in history, culture, and civic resources. Noteworthy community assets include the Historic Downtown (candidate for National Register Historic District status), The Pilot Center, Charles H. Stone Memorial Library, Armfield Civic Center, and newly-established Sauratown Mountains Scenic Byway.

In 2021, the Town of Pilot Mountain submitted an application to the NC State Historic Preservation Office to establish a National Register Historic District in downtown. The application is currently pending, and if approved, will be forwarded on to the National Park Service for consideration. The proposed district encompasses most of Main Street between N. Depot Street and N. Stephens Street and included 30 contributing buildings constructed in the Town's central business district between 1900 and 1970. Notable architectural styles include Queen Anne, International, and Modernist. The Town of Pilot Mountain has been a member of the North Carolina Main Street Downtown Associate Program since 2019.

The Surry Community College Pilot Center is located in downtown Pilot Mountain within a renovated textile mill on east Main Street. The Pilot Center provides workforce, technology, and community education classes as well as college credit curriculum classes to the Pilot Mountain community.

The Charles H. Stone Memorial Library located on west Main Street is one of thirteen public libraries in the Northwestern Regional Library System. The library is a popular place for retirees and senior activities, and provides access to research tools and computers. The library also hosts several community events each month including yoga on the lawn and youth activities.

In 2020-21, the town worked closely with the Piedmont Triad Regional Council to seek establishment of the Sauratown Mountains Scenic Byway through downtown Pilot Mountain. Having established the scenic byway through the NC Department of Transportation Program, project partners will now seek federal byway designation. The Sauratown Mountains Scenic Byway spurs from the Hanging Rock Scenic Byway to bring travelers into downtown Pilot Mountain. The route provides motorists with a tour of the stunning Sauratown Mountains to the east and west of the town.

LAND SUITABILITY ANALYSIS

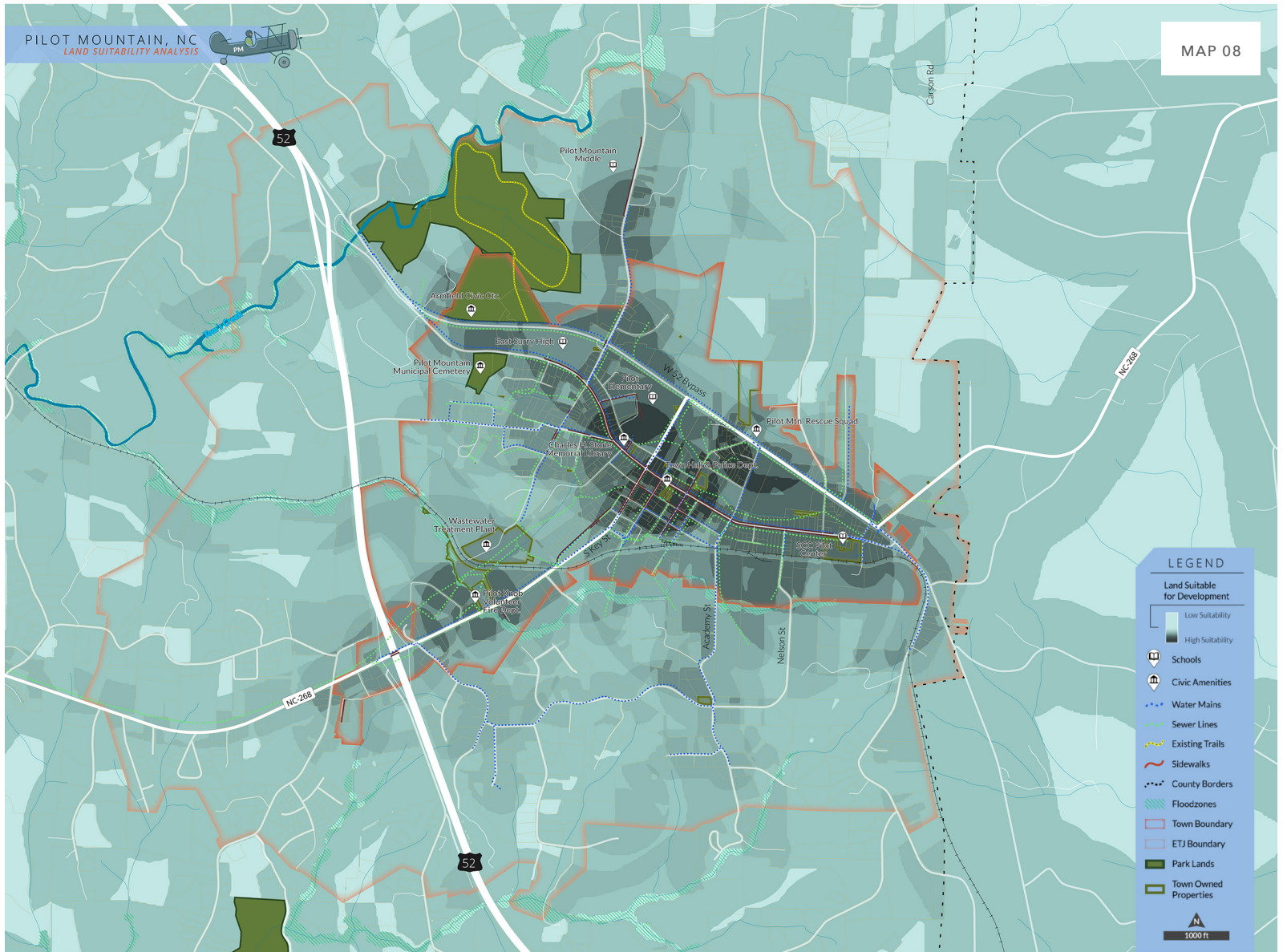
The Land Suitability Analysis (LSA) combines the data sets presented in the previous map series into a single geo-spatial model that evaluates and classifies land on a spectrum of most to least suitable for new development. The LSA model takes into consideration several factors, including:

- Existing development status (developed or undeveloped)
- Proximity to public infrastructure (roads, water, sewer, rail, sidewalks, existing & proposed greenways)
- Proximity to cultural and recreation amenities, schools, and major employers
- Environmental factors (floodplain, wetlands, and prime agricultural lands)

High suitability land is located outside of environmental hazard areas, is not characterized as prime agricultural land, and is located near existing development and public infrastructure. Low suitability lands are less appropriate for development due to environmental constraints and distance from existing infrastructure.

The LSA provides a broad analysis of existing data and is one of several considerations used to determine the appropriateness of development for a tract of land. The LSA presents a general snapshot of areas most suitable for development, while highlighting areas that are best suited for conservation. It does not account for site and project-specific factors that must be also be considered on a case by case basis when making development decisions.

The LSA is one of several valuable tools used to develop the Future Land Use Map. Other factors that inform the Future Land Use Map are historic development trends, existing land use policies and infrastructure, community preferences, and professional land planning best practices.



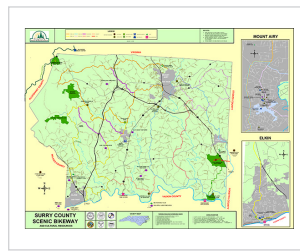
INFLUENTIAL PLANS & STUDIES

Pilot Mountain and the Piedmont Triad Region have a strong history of long-range planning and documented community initiatives. This section summarizes key recommendations from pertinent plans and studies. *Progress Pilot Mountain* builds upon these previous planning efforts and incorporates relevant recommendations where appropriate throughout this document.



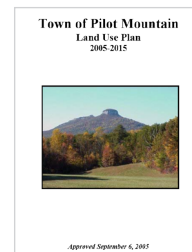
Surry County Economic Development Strategy (2003)

- Recommends creation and enhancement of both academic and workforce training programs at Surry Community College including the creation of a workforce development center.
- Support ESL programs and further develop workforce training programs geared toward Surry County's growing Hispanic population.
- Recommends stimulation of the local economy by providing Surry County entrepreneurs with educational resources, connections to angel investors locally and regionally, and access to capital for small businesses and startups



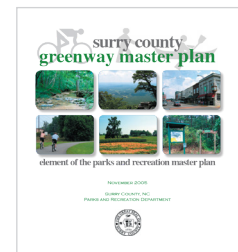
Surry County Bikeway Plan (2004)

- Identifies two primary cycling routes in Pilot Mountain:
 - » Mt. Airy-Pilot Mountain route (C Main Loop) connects downtown Pilot Mountain to Mt. Airy
 - » The Pilot Knob Connector (G spur) extends from the Mt. Airy-Pilot Mountain route to climb Pilot Knob via the State Park summit road
- The map identifies six other cycling routes throughout the county totaling 470 miles.



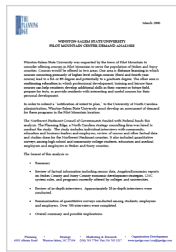
Town of Pilot Mountain Land Use Plan (2005-2015)

- Examines current land use patterns in Pilot Mountain and creates recommendations to ensure protection of small-town character, local economy, and improvement of historic assets to enhance land use quality through 2015.
- Encourages development of a mixed-use commercial center, connected road networks, and open space subdivision development to encourage the town's healthy growth at a pedestrian scale.
- Calls for more coordinated planning decision-making between local governments, developers, and the public.



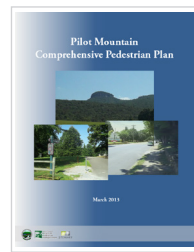
Surry County Greenways Master Plan (2005)

- Identifies potential greenway corridors throughout Surry County and proposes specific action steps to establish, design, and maintain these greenways
- Investigates the statewide, regional and county level plans as well as private non-profits which offer support and existing planning power for new greenways.
- Proposes a greenway network comprised of 3 primary and 3 secondary corridors along land and river corridors to protect and promote natural features of the county.
- Offers 6 different designations for types of trail character throughout the network from water trails to unpaved, low impact trails in wetlands.
- Lays out guidelines of implementation in land protection, master planning, design development, construction, and maintenance.



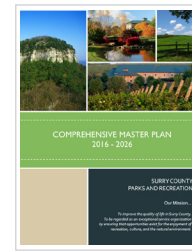
Winston Salem State University Pilot Mountain Center Demand Analysis (2005)

- Investigates the feasibility of offering courses from Winston Salem State University to Surry County residents in two course areas of distance learning and continuing education.
- 25 in-depth interviews were conducted and showed mixed reactions.
- Part-time evening courses are most desired.
- Interviews & public surveys showed most support for part-time evening courses in nursing education and business management, as well as a center for continuing education in Pilot Mountain.
- Obstacles include: a small population base in Pilot Mountain and need for significant marketing efforts to attract students.



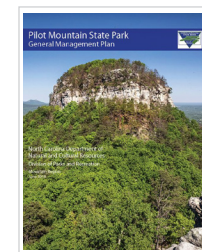
Pilot Mountain Comprehensive Pedestrian Plan (2013)

- Recommends policy and program changes to improve pedestrian safety and access.
- Proposes 43 specific pedestrian projects for multi-use paths, sidewalks, greenways, road crossings, and safety enhancements which altogether would create a network of over 34 miles of existing and new facilities.
- The plan identifies a series of 10 high impact focus projects, including a pedestrian route connecting the town itself to Pilot Mountain State Park.



Surry County Parks and Recreation Master Plan (2016)

- Identifies county-wide recreation needs through 2026 and recommends over \$20 million in investments.
- Key improvement areas include new community parks, regional trail systems including greenways and blueways, and smaller recreational features such as shelters, playgrounds, paved courts and parking.
- Plan encourages municipalities to continue utilizing county parks and recreation funding and programs.



Pilot Mountain State Park General Management Plan (2018)

- Identifies key investment and policy changes necessary for State Parks to meet visitor's demands including nearly 8 million dollars of improvements.
- Key improvements include land acquisition needs, construction of a visitor's center, trail maintenance, new parking areas, camping area improvements and park office renovations.



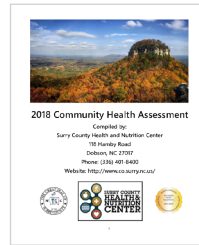
Pilot Mountain Downtown Streetscape Plan (2018)

- Developed by Benchmark Planning, this set of designs offers a series of concepts to create a more attractive, safe, and pedestrian friendly public realm in downtown Pilot Mountain.
- Recommended streetscape improvements vary between sections of East and West Main Street and include a selection of new parking solutions, street trees and planters, curb-extensions at intersections, as well as conversion of some on-street parking to outdoor seating for restaurants and businesses.
- Envisions conversion of the Town Hall parking lot into a pedestrian plaza featuring an open-air market, street-facing civic building and visitor center, vendors, public restrooms, and a new amphitheater with a view of Pilot Mountain



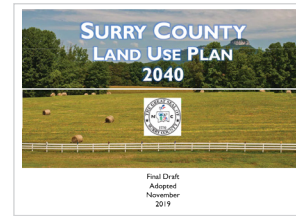
Town of Pilot Mountain Economic Development Action Plan (2018)

- This document highlights economic goals for Pilot Mountain to achieve over the 2018-2019 year.
- Three focus areas: Business Support and Growth, Visitor Friendly Community, and Town & Park Connections
- Identifies actions to take to achieve specific objectives within each of the three focus areas, including:
 - » Mirroring successful incentive programs in other similarly sized towns;
 - » Identifying priorities for downtown businesses;
 - » Implementing and funding streetscape plans;
 - » Connecting state park visitors with businesses in town through connector trail and co-branding of park and town.



Surry County Community Health Assessment (2018)

- This plan presents health related data collected and compiled from public survey and census data by the Surry County Health and Nutrition Center.
- Documents demographic, socioeconomic, and environmental factors affecting the health of the county's population and the availability of resources to address these health needs.
- Substance abuse/addiction services were repeatedly identified as a major issue in the county as overdose rates have increased substantially over the past years.
- Obesity was also identified as a major issue in Surry County, and the assessment recommends more access to physical activity, nutrition services, and general health care access.



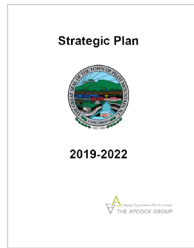
Surry County 2040 Land Use Plan (2019)

- Analyzes development growth trends and factors, current policies, and future opportunities for Surry County through 2040.
- Identifies the challenge of protecting Pilot Mountain State Park from possible residential and commercial sprawl from the Winston-Salem area.
- Suggests redevelopment of underutilized spaces in and around town centers while developing industrial use in planned parks.
- Highlights importance of environmental policy for the county and areas surrounding Pilot Mountain including the Northern Piedmont Hazard Mitigation Plan which clarifies disaster mitigation guidelines and prevention measures, specifically for flooding and water-related disasters.
- Emphasizes that development should not be discouraged or prohibited, but that strategic planning is essential to ensure historic character, environment, and economy are protected while accommodating growth.



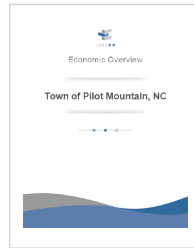
Pilot Mountain Downtown Strong Implementation Plan (2019)

- In 2019, Pilot Mountain was selected to participate in the Downtown Strong initiative offered by the North Carolina Department of Commerce, NC Main Street & Rural Planning Center.
- The two-day workshop consisted of meetings with local representatives to identify priorities for economic growth in the downtown area.
- Tangible goals were identified as recruiting at least 2 new eateries within the year, updating streetscapes, and creating a makerspace for local businesses and artisans.



Pilot Mountain Strategic Plan (2019-2022)

- Four (4) major strategic goals to provide a framework, overall direction and specific guidance to the Town Council and Town Staff:
 - » Deliver effective and efficient services to the town
 - » Improve and maintain eco and physical infrastructure
 - » Grow the economy
 - » Attract and support qualified staff
- The plan offers a list of tangible objectives to accomplish each of these four strategic goals as well as an overall SWOT analysis of the Town of Pilot Mountain.



JobsEQ Town of Pilot Mountain Economic Overview (2020)

- This document displays and analyses data for a variety of economic factors in Pilot Mountain including rates of employment and wages, educational attainment, industry, occupations, and cost of living.
- Key takeaways:
 - » Employment declined 1.4% in 2020
 - » Average income is \$37,869, below the national average of \$57,624.
 - » Largest industry sectors are construction, health services, and educational services.
 - » Largest occupational groups are food services, construction, and educational services.



Pilot Mountain to State Park Greenway Feasibility Study (2020)

- Investigates benefits and obstacles to creating a greenway connecting Pilot Mountain State Park to the town of Pilot Mountain.
- Suggests the economic benefits of connecting tourists to the downtown area from a planned visitor's center at the State Park.
- Analyzes 4 possible routes for a greenway path utilizing a variety of site analyses and community input.
- Suggests preferred route is a 5.7 mile path which would primarily utilize railroad corridor.
- Identifies constraints in steep topography, major road crossings, and residential areas.



Yadkin Valley Regional Bike Plan 2020

- Identifies opportunities and constraints for biking in the Yadkin Valley Region.
- Among other suggestions, the plan proposes a 6.3-mile Pilot Mountain "Town to State Park" trail from East Surry High School to Pilot Mountain State Park.
- Plan suggests separated bike lanes, shared lane markings, wayfinding signage, rail with trail, and side paths along existing roads.
- Identifies estimated costs, partnerships, trip generators and other options or variations.

Other Significant Plans, Studies, & Policy Documents

- Pilot Mountain Unified Development Ordinance
- Pilot Mountain Source Water Protection Plan, 2014
- Pilot Mountain Stormwater Drainage Study, 2009
- Piedmont Triad Regional Open Space Strategy, 2003
- Pilot Mountain Historic District National Register of Historic Places Application, 2020
- NCDOT Division 11 Great Trails State Plan, 2020
- Piedmont Triad RPO Regional Bicycle Study, 2005
- Piedmont Triad Land Supply Analysis, 2011
- Piedmont Together: Green Infrastructure Network Strategy, 2014
- Piedmont Together: Planning for the Energy Future, 2014
- Piedmont Together: Equity Report, 2014
- Piedmont Triad Environmental Justice Scan, 2016
- Piedmont Climate Resiliency Toolkit, 2018
- Surry County Comprehensive Transportation Plan, 2021
- Mountains-to-Sea Trail Stone to Pilot Plan, 2014
- Piedmont Triad Strategic Outdoor Recreation Plan, 2021

CHAPTER 2



COMMUNITY ENGAGEMENT & VISION

Engagement Strategy

Results

Vision Statements

ENGAGEMENT STRATEGY

Public engagement is at the heart of every successful planning process. Purposeful and sincere community outreach is critical to cultivating public trust, expanding support for the plan, addressing concerns early in the process, and building a sense of ownership for plan implementation.

This chapter provides an overview of all public engagement efforts and culminates with a set of Vision Statements that articulate the community's shared outlook for the Pilot Mountain of the future.

Progress Pilot Mountain was guided by the project Steering Committee, a nine (9) member committee with representatives from various areas of expertise and perspectives including elected town leadership, the business community, economic development, the school board, recreation, tourism development, and the Extra-Territorial Jurisdiction (ETJ). The Steering Committee was appointed by the Town Commissioners to inform the plan with local knowledge and insight; provide feedback on goals and recommendations; and generate public engagement through their professional and social networks.

The Steering Committee was supported by town staff and the consulting team who provided technical assistance and project management.

In response to the global COVID-19 pandemic, public engagement was designed to prioritize health and safety while maximizing opportunities for participation. Engagement strategies included a project website, Facebook page, surveys, interactive map, and a self-guided gallery walk at the library that allowed citizens and stakeholders to engage with minimal physical contact. Details and results are provided on the following pages. (Full public engagement results can be found in Appendix B).

PROJECT PROMOTION & OUTREACH

A concerted project promotional campaign utilized print, digital, and social media to raise awareness for *Progress Pilot Mountain* and encourage participation in public engagement opportunities.

PRESS RELEASE

A press release announcing the comprehensive planning project was distributed to local news outlets in February 2021 to introduce the purpose and goals of the process; provide additional resources for information; and alert the public to forthcoming engagement opportunities.

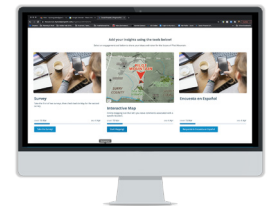
POST CARD

In the weeks leading up to the first public engagement opportunity, the Town of Pilot Mountain completed a direct-mail postcard campaign to notify all taxpayers and utility customers of the first public engagement opportunity. The postcard featured a QR code linked to the project website that provided access to the online survey and interactive map. The postcard also contained instructions for where and how to complete the survey and interactive map in-person.



WEBSITE

A project website served as the online headquarters for *Progress Pilot Mountain*. The site provided a platform for educating citizens on the comprehensive planning process and provide project background. The website was regularly updated to share key findings, maps, and deliverables with the public such as the Land Suitability Analysis, Future Land Use Map, and Vision Statements. informational video and key demographic data. Most importantly, the site facilitated access to online public engagement tools including the online, survey, interactive map, and video presentation of the Future Land Use Framework.



SOCIAL MEDIA

A project Facebook page (@progresspilotmtn) was established as a corollary to the website to communicate project updates and link to online engagement opportunities. The page has nearly 300 followers. The town and its tourism partners cross-posted public engagement announcements to Instagram to further expand promotional reach to thousands of Pilot Mountain stakeholders.



PUBLIC ENGAGEMENT STAGE 1: SURVEY, INTERACTIVE MAP, & GALLERY WALK

Progress Pilot Mountain’s public engagement strategy was conducted in two (2) phases. Phase 1 took place from March 15th to April 3rd, 2021 and consisted of both online and offline experiences to reach a broad coalition of community stakeholders. Both experiences were identical in content and format with differing modes of delivery. Both surveys and the online experience were offered in Spanish as well as English.

The digital experience was facilitated through the project website and consisted of an informative survey and an online interactive map activity. Likewise, the in-person experience was staged in the Charles H. Stone Memorial Library as a self-guided “gallery walk” in which participants moved from station to station of informational displays guided by a participant worksheet. Gallery walk participants completed a paper version of the interactive map activity and printed survey. The gallery walk was open to the public during the library’s normal operating hours.

The online experience and gallery walk included the following thematic sections:

- a **Project Background & Introduction:** provided a basic introduction to the comprehensive planning process in Pilot Mountain and the overall project timeline.
- b **Existing Conditions & Emerging Trends:** presented pertinent demographic, growth, and economic trend data illustrated through custom infographics and maps. This section was meant to provide an objective and factual overview of information to establish a baseline for understanding various phenomena that will be addressed by the comprehensive plan.
- c **Ideation & Vision:** Survey questions to solicit feedback on community preferences and priorities for Pilot Mountain’s future.
- d **Interactive Map:** Allowed participants to identify opportunities, challenges, and assets by placing a marker and a comment on a map of Pilot Mountain’s planning jurisdiction.



WHAT DID WE LEARN?

Survey #1 Results

162 members of the Pilot Mountain community responded to the online survey, and another nine completed a paper version of the survey. Ninety-two percent of survey respondents live, work, or own a business in Pilot Mountain. And the majority of respondents have done so for over ten years. Responses by Pilot Mountain citizens living within the town limits and residents of the Extra-Territorial Jurisdiction (ETJ) did not differ in any significant way. In other words, the overarching priorities of the community largely coalesce around the same goals, presented here.

PRIORITY RANKINGS

- 1 Economic development & job creation
- 2 Preserve small town character
- 3 Manage population growth & new development
- 4 Upgrade water/wastewater infrastructure
- 5 Protect natural resources & landscapes
- 6 Expand access to parks, trails, & open space
- 7 Improve transportation infrastructure, including bike & pedestrian facilities

KEY THEMES

- New commercial development ranks more important than new residential development.
- Quality-of-life driven, non-traditional forms of economic development, such as investing in parks and walkability, are preferred over traditional economic development strategies.
- Continuing support for upgrades to water & wastewater infrastructure.

Community Comments

We asked, *"What are the things that make you most excited about Pilot Mountain's future?"*

Here's what the community had to say:

- "The sheer fact that we're planning and thinking about the future!"
- "Opportunity to capitalize on the proximity to Pilot Mountain State Park"
- "A greenway connection to Pilot Mountain State Park"
- "Improved outdoor recreation opportunities, especially for youth & families"

The friendliness and small-town feeling!

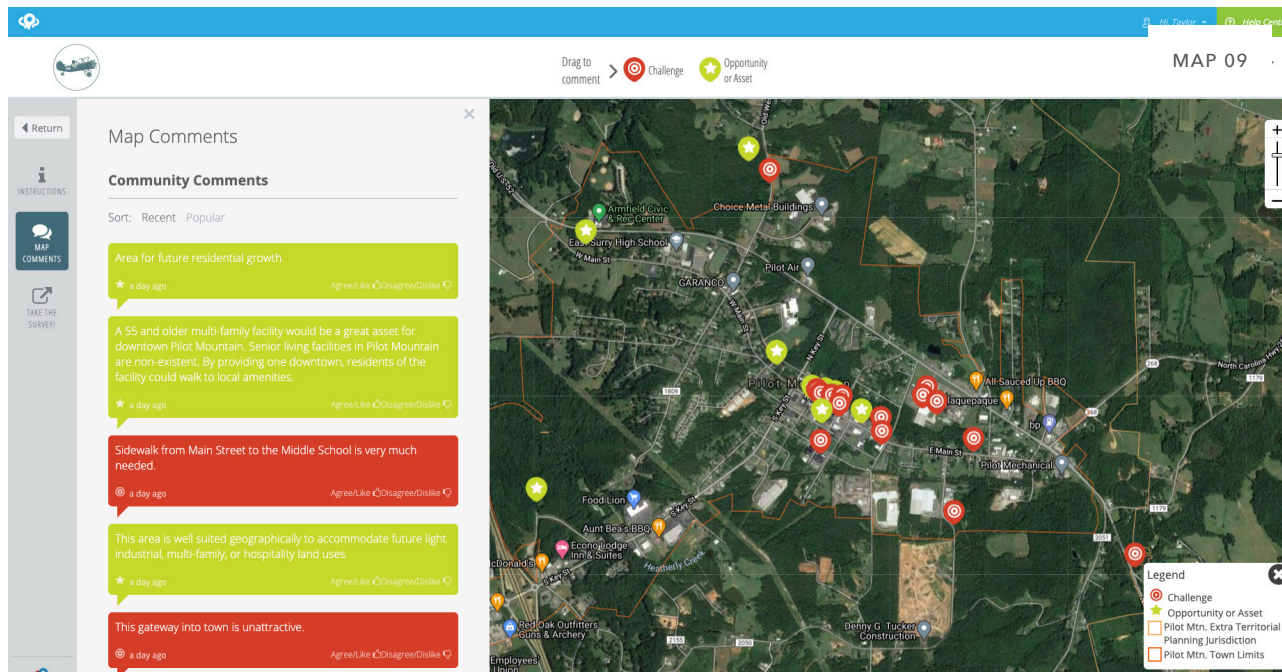
The preservation and improvement of Main Street!

The potential for bike trails!



INTERACTIVE MAP

Thirty-seven unique users participated in the interactive online map by placing markers on the map to identify opportunities, assets, and challenges that are impacting Pilot Mountain. Several more stakeholders participated by signaling their agreement or disagreement using the “thumbs-up/thumbs-down” voting feature. Below is a sampling of the most popular comments registered on the map.



- ★ “Pilot Mtn. [State Park] is a great asset that we need to tap into and build more business around.”
- 🎯 “Vacant buildings [on Main Street] are an eyesore to the town. These are the first buildings visitors see when they come to town and it is very depressing. There are obvious signs of deferred maintenance and could also pose a hazard to neighboring buildings.”
- ★ “Our Downtown is an almost perfect venue for events of all types and has an iconic small town feel.”
- 🎯 “This business continues to pollute the east side of town with no regard to the harm done to neighbors. This is the lesson to be learned by not being proactive with land use planning.”
- ★ “As entry point from major highway to our little town, large signage should be erected [on Key St.] to inform visitors of all activities the town has to offer.”

PUBLIC ENGAGEMENT STAGE 2: "SURVEY SAYS..."

Pilot Mountain's second stage of public engagement took place from July 7th-31st, 2021. Citizens and stakeholders participated by completing an online survey that presented and solicited feedback on the following:

- Vision Statements
- Future Land Use Character Zones
- Future Land Use Map
- Project Funding Priorities

In addition to the survey, the project website was linked to the survey so that participants could view full-sized versions of the Future Land Use Transect and map. The website also included an explanatory video that introduced Pilot Mountain's Future Land Use Framework.

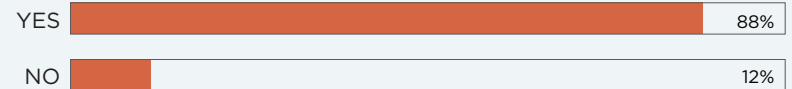


WHAT DID WE LEARN?

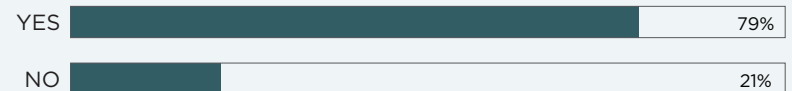
Survey #2 Results

Seventy-seven (77) respondents completed the second survey. The majority of respondents indicated that they had not participated in the first survey, suggesting that outreach for the second stage of public engagement was successful in reaching an even broader audience than the first stage. Results from key questions and a sampling of comments are provided here.

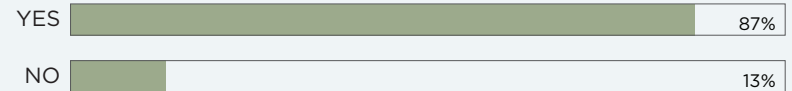
Do the Vision Statements align with your vision of Pilot Mountain in 2040?



Do you think the Future Land Use Map includes an appropriate amount of parks, protected open space, and agricultural land?



Do you think the Future Land Use Map includes an appropriate amount of land for residential neighborhoods?



Do you think the Future Land Use Map includes an appropriate amount of land for Mixed Use development?



Do you think the Future Land Use Map includes an appropriate amount of industrial land?



Community Comments

"Making these Vision Statements happen for our children and their children will be wonderful."

"It's great to have a plan, but this plan needs to be flexible enough to change and be balanced to meet the needs of current residents and future residents without disenfranchising anyone."

"More land for parks and protected open spaces to keep the small-town feel."

"[I'm] worried about the impact on infrastructure. Can the roads handle added traffic and parking? Can the current town staffing handle added demands?"

"More of [Mixed Use] development is needed, especially multi-family housing."

"Less land for industrial uses."

"We need parks or public green space nearer to downtown."

Funding Priority for Projects

Several important projects and initiatives were identified during the first stage of public engagement. The second survey asked stakeholders to rank specific projects and initiatives in order of funding priority for the Town. See the results here:

- 1 Replace aging water & sewer infrastructure, including fire hydrants
- 2 Incentivize new dining, retail, & entertainment downtown
- 3 Pave & upgrade town streets
- 4 Improve appearance of buildings on Main St. through increased façade grants & code enforcement
- 5 Implement streetscape improvements on Main Street
- 6 Construct new trails & greenways to connect town destinations
- 7 Construct greenway from downtown to Pilot Mountain State Park
- 8 Host new festivals & cultural events downtown

KEY STAKEHOLDER INTERVIEWS:

As part of the insight-gathering process, the planning team conducted three (3) interviews with key stakeholders and representatives between November 2020 and August 2021. The following individuals participated in interviews:





- James DeHart, Chief; Pilot Knob Volunteer Fire Department
- Daniel White, Director; Surry County Parks and Recreation
- John Masterson, Founder & Owner; Truth or Consequences Brewing, NM

The interviews provided insight into specific topics of community-wide interest including fire protection & emergency response; countywide parks and outdoor recreation initiatives; and the driving forces that motivate or discourage an entrepreneur from opening an independent craft brewery in a small town. Observations and ideas gleaned from the interviews informed many of the recommended actions and strategies identified in Chapter 3.

FIELD OF VISION

COMMUNITY VISION STATEMENTS

Valuable insights and themes generated by the community engagement efforts directly influenced the development of *Progress Pilot Mountain's* Community Vision Statements. The following statements articulate a collective future vision for Pilot Mountain and provide the overarching framework for the public policy goals and plan recommendations identified in the following chapter.

-  1. **PILOT MOUNTAIN** *will be a welcoming and inclusive community.*
-  2. **PILOT MOUNTAIN** *will encourage and support the development of new housing and public amenities within town limits that meet the needs of multiple generations, life stages, and income levels.*
-  3. **PILOT MOUNTAIN** *will become a hub for outdoor recreation by offering an experience to residents & visitors that affirms the connection between our abundant nature-based recreation offerings and our vibrant, historic town.*
-  4. **PILOT MOUNTAIN** *will preserve the historic character, mountain heritage, genuine small-town charm, and invaluable natural assets that contribute to our distinct sense of place.*



5. **PILOT MOUNTAIN** will offer a high quality of life supported by efficient delivery of public services by strategically directing compatible growth toward areas that are accessible to existing or planned transportation networks and water/wastewater infrastructure.



6. **PILOT MOUNTAIN** will maintain a compact, interconnected street network in a manner that facilitates efficient traffic flow and advances connectivity while actively expanding alternatives to vehicle travel by establishing a cohesive bicycle and pedestrian system that links neighborhoods to commercial centers, parks, and community destinations.



7. **PILOT MOUNTAIN** will support a diverse economy that encourages the growth of existing companies while cultivating new opportunities for recreation tourism, downtown small businesses, small-scale manufacturing, and the adaptive reuse of historic industrial buildings. Pilot Mountain will be an exceptional location for start-ups and entrepreneurs.



8. **PILOT MOUNTAIN** will be a proactive and responsible steward of our natural resources and defining mountain landscapes by prioritizing environmental quality in all public & private development decisions.

CHAPTER 3



GAINING ALTITUDE

PLAN RECOMMENDATIONS

Chapter Overview and User Guide

Land Use & Environment

Economic Vitality

Infrastructure & Public Services

Transportation & Mobility

Parks & Recreation

Community Development & Sense of Place

USER GUIDE

This chapter identifies recommendations that will guide Pilot Mountain’s town leaders and the community at large to achieve the prosperous future identified in the Community Vision Statements.

The recommendations in this chapter are informed by data-driven research, best planning practices, and the rich set of community values that were conveyed through the public engagement phase. Collectively, these strategies represent a wide range of tools, resources, and public policies necessary to meet Pilot Mountain’s existing challenges, future demands, and desired outcomes.

WHO WILL USE THIS PLAN?

Long term success of the Progress Pilot Mountain Comprehensive Plan will come from community-wide adoption, use, and support. Continued endorsement and implementation of the plan by the stakeholders and citizens who helped shape the vision, principles, and themes of the plan are essential to ensuring the plan’s utility and positive impact on the future of Pilot Mountain.

01 PILOT MOUNTAIN BOARD OF COMMISSIONERS

Progress Pilot Mountain serves as a policy and decision-making guide for the Board of Commissioners on matters related to land use and development, economic development, transportation, recreation, and placemaking. The recommended goals, policies, and Future Land Use Framework will guide decisions across all areas of local governance. Consistent demonstration of commitment to the plan’s principles and recommendations by elected officials will lead the way toward achieving the Pilot Mountain of 2040 that the community envisions.

02 TOWN STAFF

This plan will guide Pilot Mountain town staff in evaluating development proposals, prioritizing projects & public investment, and initiating code amendments. Staff will consult the plan when preparing annual budget recommendations, pursuing funding opportunities, facilitating strategic partnerships, and determining yearly departmental productivity goals.

Town planning and management staff should annually review *Progress Pilot Mountain* and update the plan every five (5) years to reflect completed actions and consider new opportunities or challenges faced by the town.

03 PLANNING BOARD

The Planning Board will use *Progress Pilot Mountain* to determine consistency of project plans and development proposals with the goals, policies, and recommendations stated in the plan. Consistency with *Progress Pilot Mountain* should be the primary basis for deciding to grant or deny any request heard by the Planning Board.

04 PROPERTY OWNERS, DEVELOPERS, & INVESTORS

Progress Pilot Mountain’s goals, policies, and Future Land Use Framework communicate the kind of land uses and development locations that are desired by the town. Property owners should refer to this plan to understand which land uses and development types are most appropriate for their property. The plan points to basic sources of data that can help property owners understand the capabilities and limitations of their property. Furthermore, *Progress Pilot Mountain* equips landowners and potential developers with the information necessary to formulate development proposals that are consistent with the shared vision set forth by the community.

05 COMMUNITY ORGANIZATIONS AND ADVOCATES







Pilot Mountain has a strong history of grassroots community leadership that has been responsible for spearheading many community development and recreation initiatives over the years. *Progress Pilot Mountain* identifies several projects and initiatives that could be led by local organizations and agencies working as strategic partners with the town.

CHAPTER ORGANIZATION

This plan provides recommendations according to six (6) planning elements:

1. *Land Use & Environment*
2. *Economic Vitality*
3. *Infrastructure and Public Services*
4. *Transportation & Mobility*
5. *Parks & Recreation*
6. *Community Development & Sense of Place*

Each Planning Element contains the following special features that organize and support plan recommendations:

-  **Policy Goals** provide the organizing framework for specific recommendations within each Planning Element. Each Policy Goal and recommendation supports the achievement of one or more of the Vision Statements.
-  **Visible Victories** are short-term implementation tasks that can be immediately implemented to achieve visible and tangible results in support of the long-term vision for Pilot Mountain.
-  **Exhibits** feature special content that provides greater detail on a specific topic.
-  **Key Resources** highlight useful plans or guidance documents that provide higher levels of detail on a specific topic.
-  **On the Radar** presents conceptual schematics & renderings that support plan recommendations through visuals that illustrate the possible outcomes of implementing suggested policies and ideas. Such projects should be on the town's radar for future transformational investment.
-  **Earning Their Wings** features case studies of real-world towns and cities that have implemented a specific recommendation of this plan with success.

DEGREE OF CHANGE

If a primary purpose of the comprehensive plan and the Future Land Use Framework on the following pages is to direct change in the physical pattern of the town's development, then **Degree of Change** is used to direct how much change is recommended in different geographic areas of the town. Considering the degree or scale of change recognizes that change happens differently in different places throughout Pilot Mountain. Degree of Change is a context-specific way of planning for growth that prescribes implementation actions proportionate to the scale of investment that is appropriate for a specific area. Degree of Change prescribes the pace at which physical transformation will occur in a given location.

In most cases, the manner in which a community changes depends on the cumulative impact of several incremental changes. Over the course of many years, small investments can have as much of a transformative impact as a single big investment or project.

Pilot Mountain's Degree of Change map is a useful tool to direct *where* public and private investment should be prioritized and how much change, in terms of intensity and scale of investment, are the goal for a specific area. The Degree of Change map is intended to help keep the "big picture" in mind when considering public or private investment decisions and should be used in tandem with the Future Land Use Map.

Pilot Mountain's Degree of Change map categorizes areas of the town's planning jurisdiction in three categories:

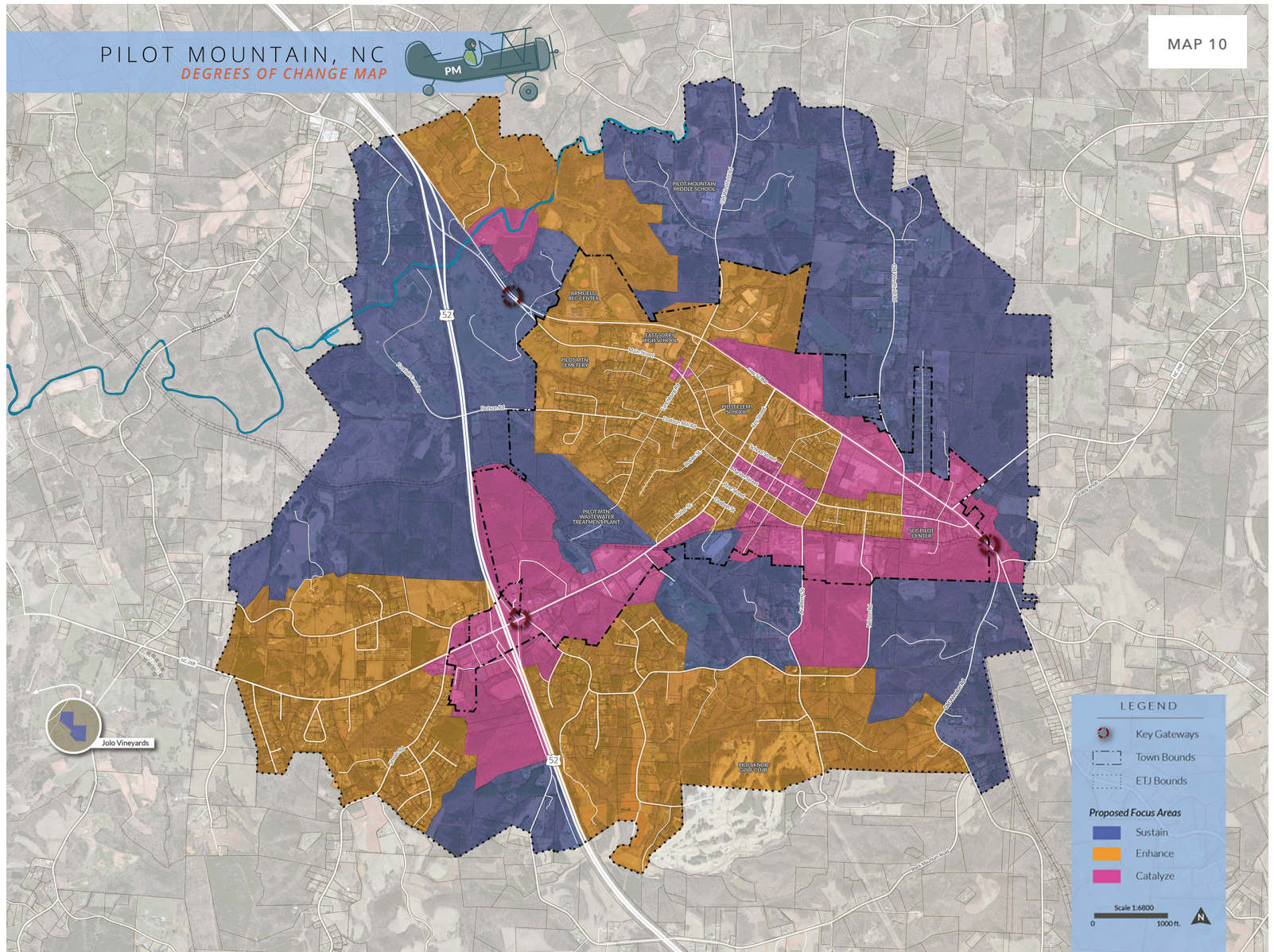
CATALYZE = A mix of large-scale investments by the town, non-profit partners, and the private sector drive transformational change to realize the community's vision. Increases in business activity, mix of uses, and residential density are strongly desired.

ENHANCE = Small to medium-scale incremental public & private investment desired. Infill sites targeted for investment support steady market growth for community stability with only minor changes in scale and impact to existing neighborhoods.

SUSTAIN = Low degree of change. Continued stability and maintenance that support existing character, quality of life, and desired level of activity which has largely already been achieved.

**MOST COMMUNITY MEMBERS TYPICALLY ENVISION WIDESPREAD AND
DRAMATIC CHANGE EVERYWHERE, BUT THE REALITY IS MANY PLANNING
EFFORTS ARE REALLY TARGETED FOR MORE INCREMENTAL CHANGE.**

Daniel Parolek from *Missing Middle Housing*, 2020



PLANNING ELEMENTS

LAND USE & ENVIRONMENT

Pilot Mountain's downtown core exhibits a well-preserved traditional grid pattern of development with the town center surrounded by established neighborhoods and a historic industrial area south of Main Street. The outer edges of the town's traditional neighborhoods give way to suburban commercial & industrial development patterns that primarily take the form of strip development along Key Street and the U.S. Highway 52 Bypass. Larger tracts located south of the compact, historic town grid have been developed for light industrial uses and a residential golf course community with large, suburban lots and street network. The outer extent of the town's planning jurisdiction gives way to a greenbelt of pastoral landscapes and rural residential development. Floodplain has a minimal impact on development potential in Pilot Mountain however, steep topography presents a challenge in many locations.

Pilot Mountain is poised to reaffirm the growth and vibrancy of the traditional core and surrounding neighborhoods by encouraging and incentivizing infill development while simultaneously structuring its Unified Development Ordinance (UDO) to support new mixed-use infill within existing commercial corridors along major thoroughfares. Future Land Use Framework, map, and related land use policies detailed on the following pages are intended to protect Pilot Mountain's traditional character and prevent further development sprawl that requires extensive infrastructure investments and long-term maintenance. Pilot Mountain's classic town center and neighborhood pattern is something that distinguished the town in the Piedmont regions where agricultural land has been converted to auto-oriented commercial development and large-lot residential subdivisions at a rapid pace over the fifty years.

COMMUNITY VISION:



PILOT MOUNTAIN will be a proactive and responsible steward of our natural resources and defining mountain landscapes by prioritizing environmental quality in all public & private development decisions.



PILOT MOUNTAIN will encourage and support the development of new housing and public amenities within town limits that meet the needs of multiple generations, life stages, and income levels.



PILOT MOUNTAIN will offer a high quality of life supported by efficient delivery of public services by strategically directing compatible growth toward areas that are accessible to existing or planned transportation networks and water/wastewater infrastructure.



Taylor 2
Natural Hair

Adele Lee
PHOTOGRAPHY

Future Land Use Framework

Pilot Mountain's framework for future land use is comprised of two components: the **future land use transect** and the **future land use map**. This framework serves as the cornerstone of the plan, providing guidance to Pilot Mountain's municipal leaders as they make land use and development decisions that direct where and how the community will grow.

Future Land Use Transect

The transect* is a land use planning methodology that presents a cross-section of the landscape from rural outerlands to a more urbanized core. It establishes a spectrum of land classification that relates density and intensity of development potential to ecological conditions and human settlement patterns.

The transect coordinates development with conservation to provide for fiscally-responsible growth that maintains the efficient provision of municipal services and continued tax-base stability.

The future land use transect reflects Pilot Mountain's specific environmental context, historic development pattern, and desired land use mix. Pilot Mountain's historic growth pattern is generally consistent with traditional small-town growth. The town has grown slowly outward from the downtown with some commercial and residential sprawl, surrounded by a green belt of agricultural lands and wooded tracts. The transect model and future land use map promote the preservation of this beneficial historic pattern of development in an effort to retain the distinct small-town character while promoting new infill development throughout the town.

In applying the transect model to Pilot Mountain's future land use map, the composition of the map is heavily influenced by the location of existing public and private investment in

the form of infrastructure (roads, water, sewer) and existing development. The transect organizes land within the town's planning jurisdiction into seven (7) **Development Character Zones** (DCZ):

1. Parkland Preservation
2. Rural Reserved
3. Suburban Neighborhood
4. Traditional Neighborhood
5. Mixed use Center
6. Town Center
7. Industrial Mix

The seven (7) character zones represent development patterns that share similar attributes of environmental and built character within the Town's planning jurisdiction. Shared attributes of the built environment include the size and type of buildings and their relationship to the street; the street and block pattern; supported transportation modes; the intensity of land use; and density of development.

The Character Zones are intended to provide a guide for land-use and zoning that directs growth according to character and intensity of use.

DENSITY VS. INTENSITY: UNDERSTANDING THE DIFFERENCE

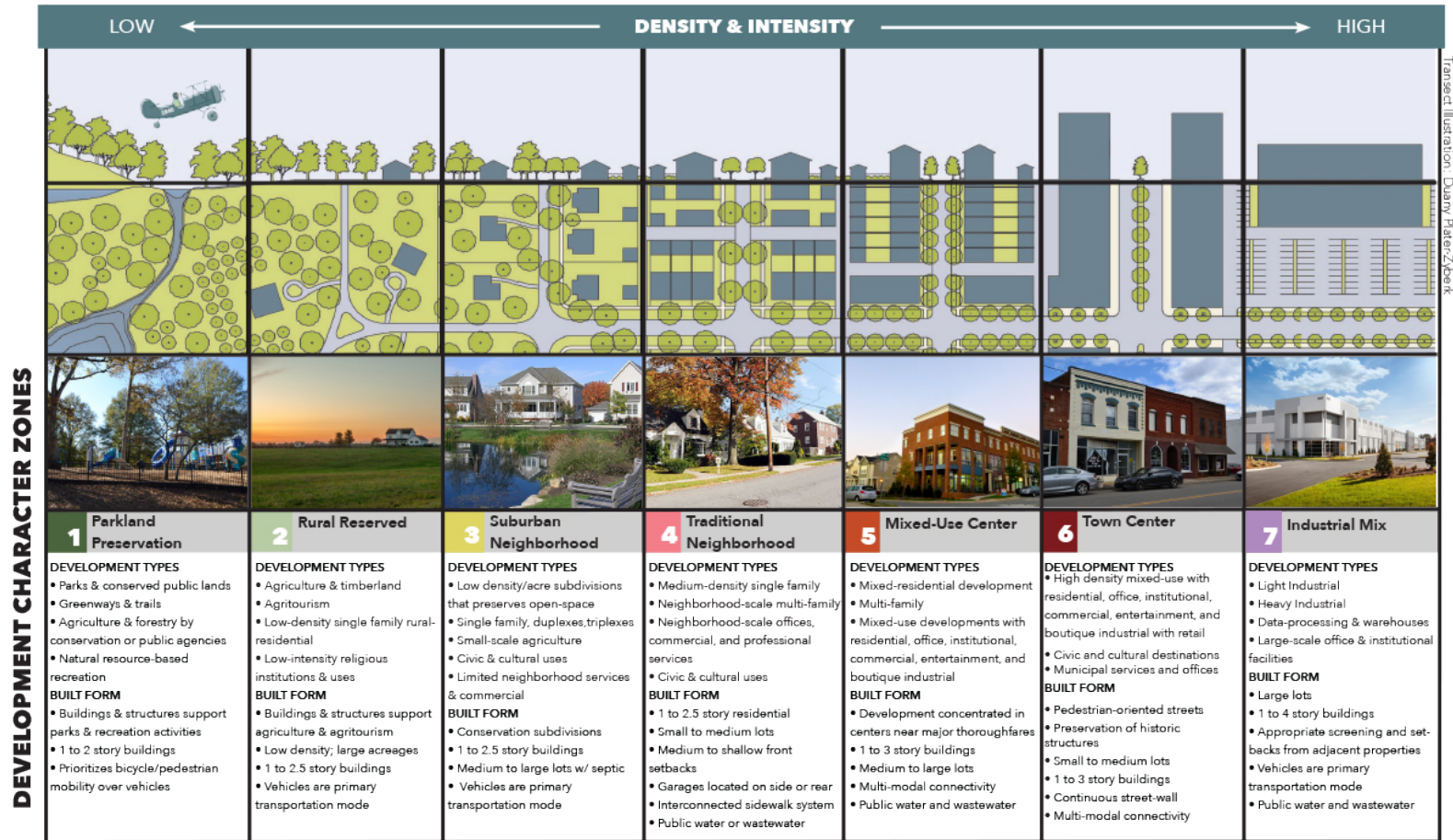
Land use refers to the set of activities that occur on any given property. Land use intensity refers to the degree to which those activities occur or the extent to which a property is used for activities. For example, a commercial use is more intense than a residential use. Density further describes the intensity of residential uses and is typically expressed as the number of dwelling units located on a single acre of land.



ON THE RADAR

SCHEMATIC 01

PILOT MOUNTAIN FUTURE LAND USE TRANSECT



Transect illustration: Danny Pater-Zebek

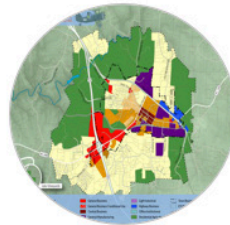
Future Land Use Map

In addition to the transect, Pilot Mountain's Future Land Use Map is informed by several factors including: historic development patterns; the town's existing zoning districts; current water/wastewater service areas; the land suitability analysis; and development preferences & goals articulated by the community through the public engagement phase.

Future Land Use Map Ingredients



**Historic
Development
Patterns**



**Existing
Zoning Districts**



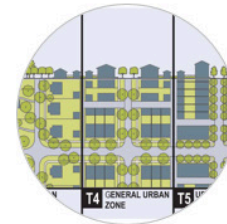
**Water/Wastewater
Service Areas**



**Land
Suitability
Analysis**



**Development
Preferences
from Public Input**



**Transect &
Development
Character Zones**

Using The Future Land Use Map

The Future Land Use Map is a **policy tool** (in contrast with the zoning map which is regulatory). It is intended to guide Pilot Mountain's appointed and elected leaders as they make decisions on where and how the community should grow. Consideration of specific development requests such as Re-zonings, Conditional Zoning Districts, or Conditional Use Permits should include a study of both the Degree of Change map and Future Land Use Map to determine whether the request is consistent with the future land use and development policy vision articulated in this plan.

The Future Land Use Map provides the overarching structure for orchestrating appropriate patterns of development and conservation throughout Pilot Mountain's planning jurisdiction. In doing so, the map influences and informs zoning decisions as a way to achieve desired growth patterns. However, adoption of the map does not alter, circumvent, or supersede established zoning or overlay districts without following the legislative process for amending the zoning map or Unified Development Ordinance (UDO).

Periodically, it may be necessary to enact zoning decisions that appear to conflict with the Future Land Use Map. Boundaries of the Development Character Zones may shrink, expand, or shift entirely. The Future Land Use Map is a guide to achieving the community's state vision however, it is not a mandate. To the extent possible, it should be closely followed, but when circumstances dictate otherwise, it is the intent of this plan to enable the town to respond appropriately through its land development decisions.

PURPOSE OF THE FUTURE LAND USE MAP



POLICY TOOL

Guides decision-making on where & how to grow



DIRECT DEVELOPMENT & CONSERVATION

Overarching structures for orchestrating appropriate development patterns



INFLUENCE ZONING

Are current zoning districts & development requests consistent with the Future Land Use Map?

The following pages provide a zone-by-zone presentation of each Development Character Zone that comprises the official Pilot Mountain Future Land Use Map.


Zone 1: PARKLAND PRESERVATION

LAND USE

Zone 1 is comprised of nature preserves, conservation lands, parks, and greenway corridors. This zone includes existing major conservation lands under the control of government or private conservation agencies. Many of these lands provide educational, ecotourism, or limited passive recreation opportunities.

BUILT FORM:

New buildings and structures should be constructed only to support public utilities, parks, and recreation activities. These may include structures such as shelters, amphitheaters, concessions, or play equipment or equipment rental and storage. Building heights should be 1 to 2 stories and designed for compatibility with the surrounding natural aesthetic. This zone accommodates vehicles as necessary to provide access to public lands, but prioritizes trails and greenways for bicycle and pedestrian use.



1 Parkland Preservation

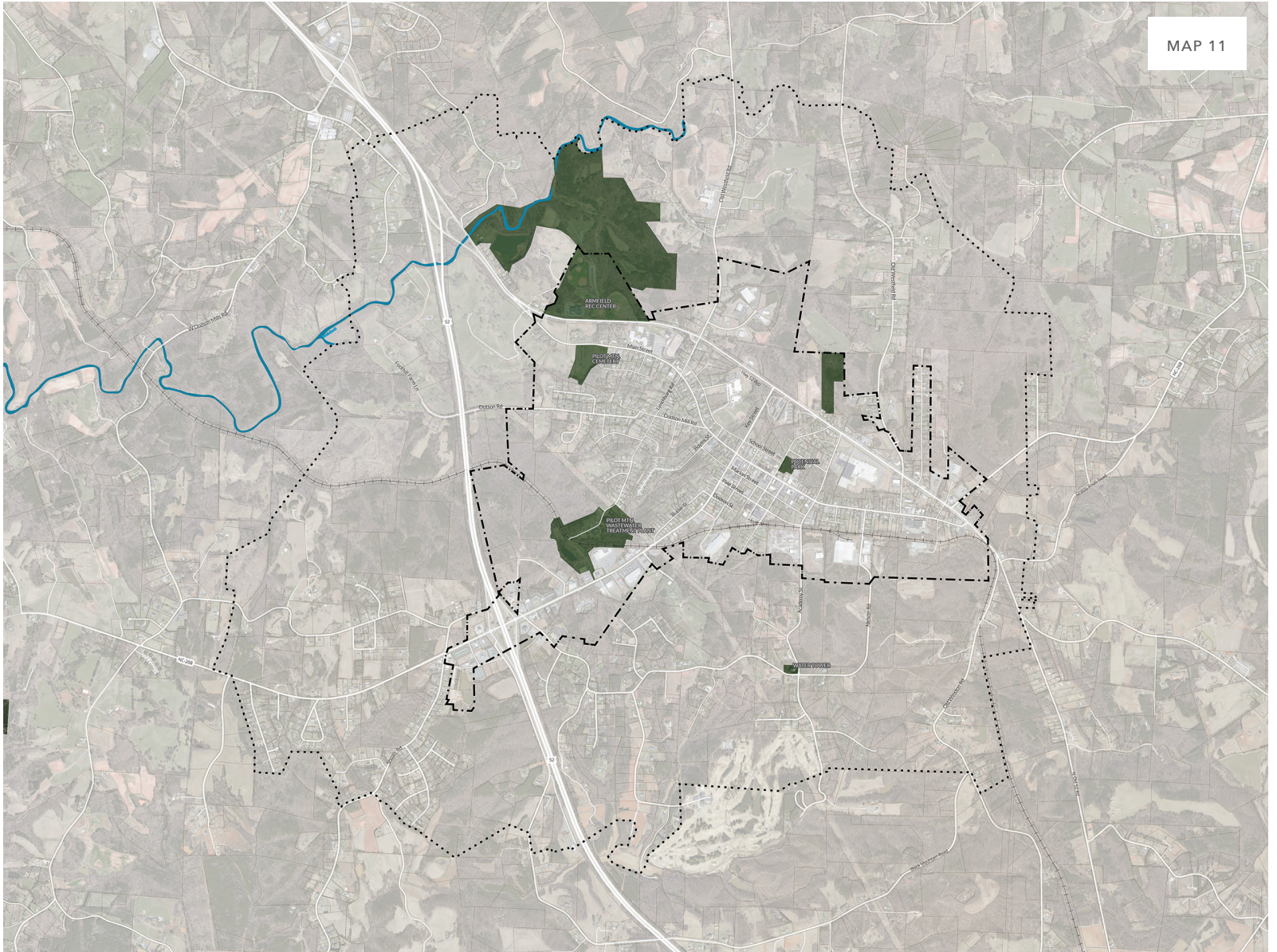
DEVELOPMENT TYPES

- Parks & conserved public lands
- Greenways & trails
- Agriculture & forestry by conservation or public agencies
- Natural resource-based recreation

BUILT FORM

- Buildings & structures support parks & recreation activities
- 1 to 2 story buildings
- Prioritizes bicycle/pedestrian mobility over vehicles

MAP 11



Zone 2: RURAL RESERVED

LAND USE

The Zone 2 classification is comprised of high-quality agricultural lands, undisturbed natural landscapes, wetlands, riparian buffers, and other environmentally sensitive areas. Zone 2 classification also allows for limited development of very low-density single family residential. This area should not be targeted for expansion of public or private water and sewer infrastructure. Some areas located within Zone 2 could ultimately transition into the Zone 1 by expanding public lands and preserving natural resources and high-quality agricultural land.

BUILT FORM

This zone supports very low-density development of buildings and structures associated with agricultural and agritourism uses, including rural homesteads on large acreages. Building heights in this zone should be 1 to 2.5 stories and designed for compatibility and preservation of the surrounding natural landscapes and viewsheds. This zone accommodates vehicles as the primary mode of transportation.



2

Rural Reserved

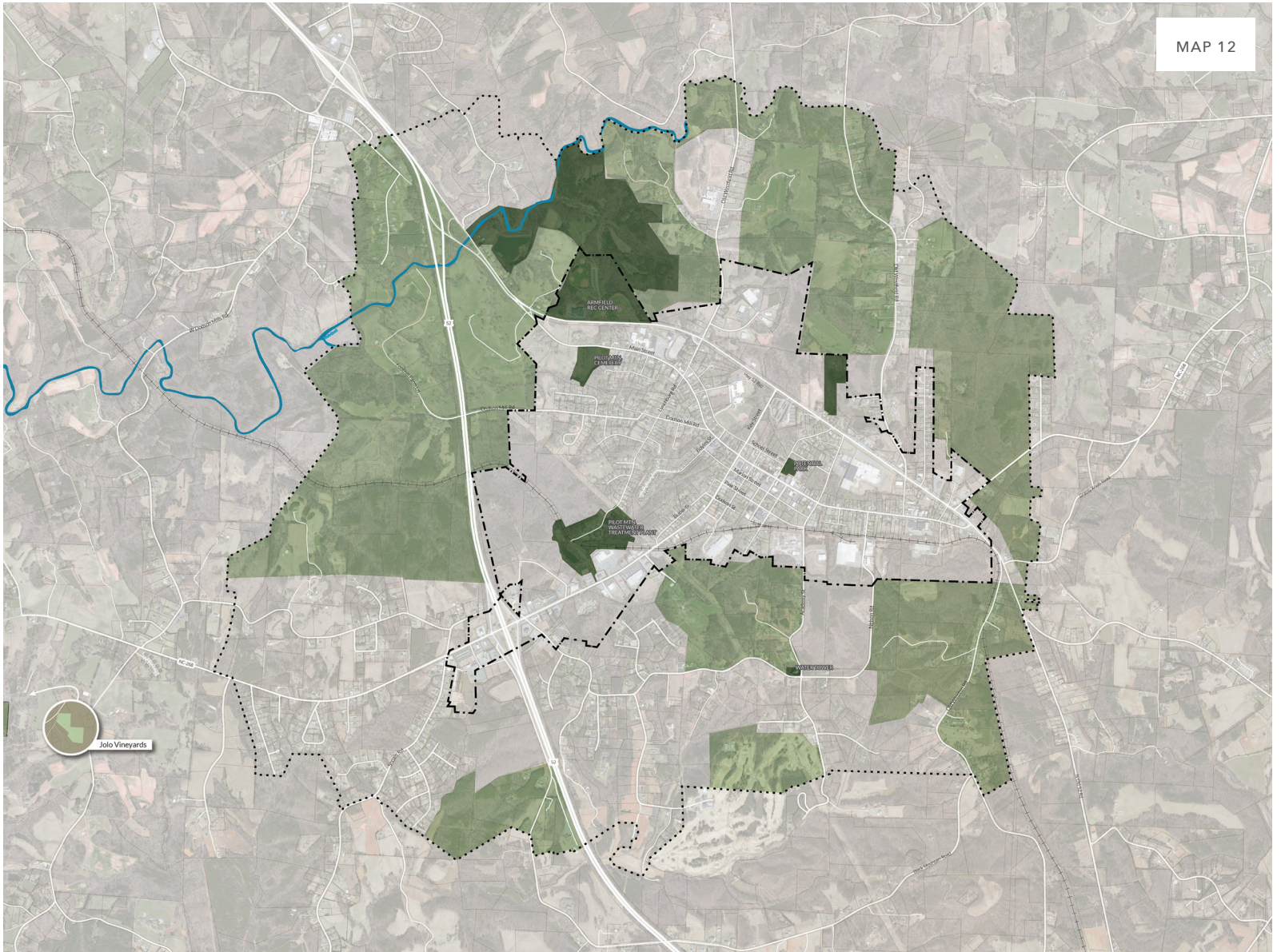
DEVELOPMENT TYPES

- Agriculture & timberland
- Agritourism
- Low-density single family rural-residential
- Low-intensity religious institutions & uses

BUILT FORM

- Buildings & structures support agriculture & agritourism
- Low density; large acreages
- 1 to 2.5 story buildings
- Vehicles are primary transportation mode

MAP 12



Zone 3: SUBURBAN NEIGHBORHOOD

LAND USE

The Zone 3 classification is intended for low to medium-density residential growth that may be supported by limited small-scale neighborhood commercial and civic uses such as schools, community centers, and religious institutions. Residential and non-residential uses should be in keeping with existing community character. Limited municipal services, such as fire protection, emergency services, and public water infrastructure may be available, but public sewer service is typically not available and may not be appropriate. Development in this zone is primarily served by septic.

BUILT FORM

Desirable development in this zone typically consists of cluster development such as conservation subdivisions that prioritize the conservation of open space. New and remodeled buildings in Zone 3 should primarily be residential with building heights of 1 to 2.5 stories on medium to large lots that can accommodate septic tanks. New homes should be appropriately scaled for compatibility with the existing neighborhood character. Existing suburban neighborhoods served by public utilities should be encouraged to moderately increase density along existing infrastructure for more effective and sustainable service provision. Dead-end streets and cul-de-sacs are discouraged in favor of efficient, interconnected street networks. Neighborhood commercial should be encouraged to locate near road intersections and existing compatible uses or community facilities. This zone accommodates vehicles as the primary mode of transportation, although the establishment of a sidewalk network is strongly encouraged for walkability.



3 Suburban Neighborhood

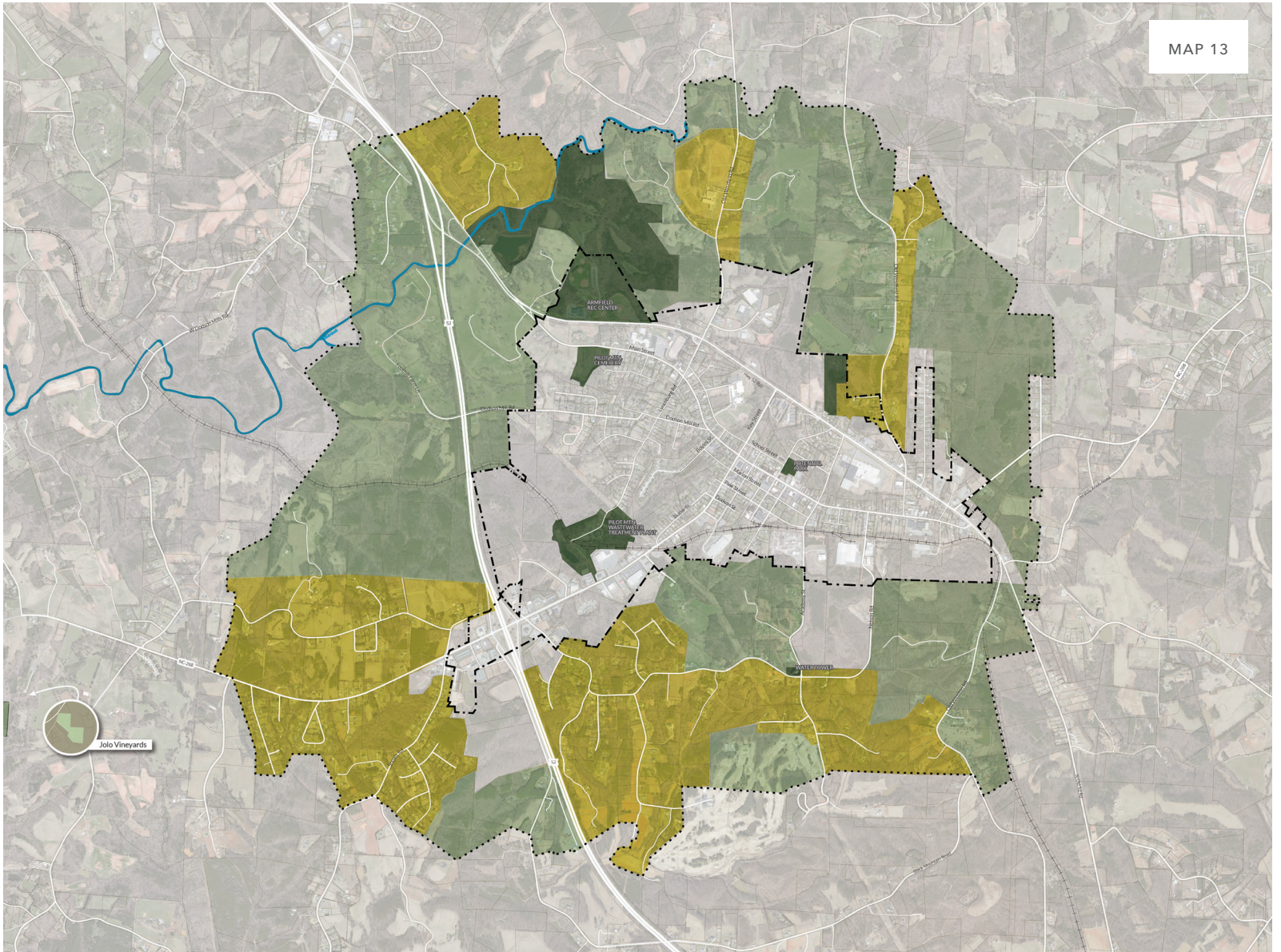
DEVELOPMENT TYPES

- Low density/acre subdivisions that preserves open-space
- Single family, duplexes, triplexes
- Small-scale agriculture
- Civic & cultural uses
- Limited neighborhood services & commercial

BUILT FORM

- Conservation subdivisions
- 1 to 2.5 story buildings
- Medium to large lots w/ septic
- Vehicles are primary transportation mode

MAP 13



Zone 4: TRADITIONAL NEIGHBORHOOD

LAND USE

This zone contains medium-density residential neighborhoods with occasional neighborhood-scale commercial nodes in a traditional development pattern characterized by an interconnected street network, available water or wastewater, and walkable neighborhoods that connect to parks, commercial nodes, and other neighborhoods. Attached single-family and small-scale multi-family housing that is compatible with traditional neighborhood form & character is also appropriate in this zone to provide for a healthy mix of housing options.

BUILT FORM

New and remodeled buildings in Zone 4 should be small to medium-scale residential with building heights of 1 to 2.5 stories on small to medium-sized lots. New homes are appropriately scaled for compatibility with the existing neighborhood character with medium to shallow front setbacks and garages located at the side or rear of the home. Individual lots are permitted to have up to three dwelling units. Residential streets are connected by sidewalks with street trees and landscaping.



4 Traditional Neighborhood

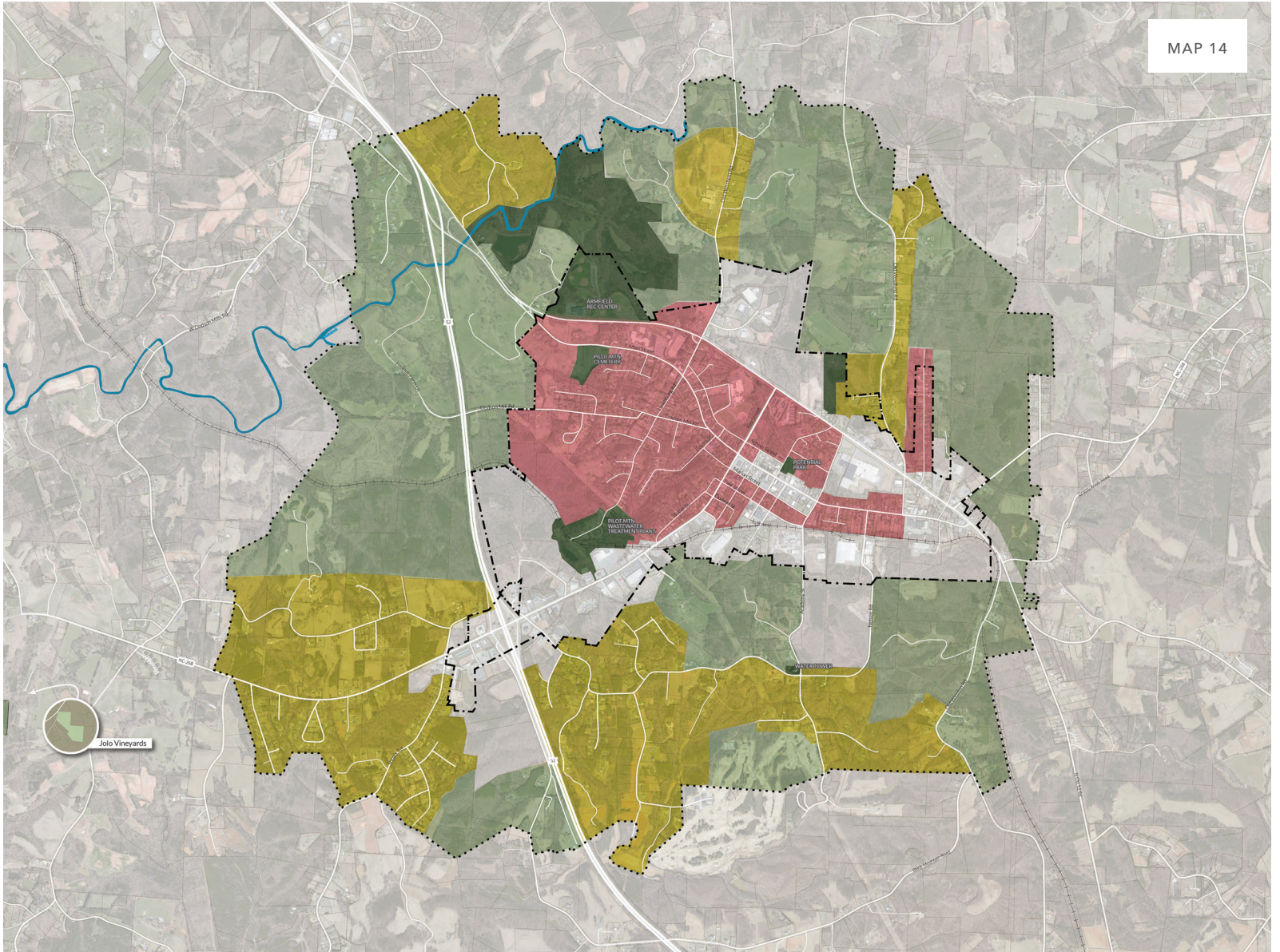
DEVELOPMENT TYPES

- Medium-density single family
- Neighborhood-scale multi-family
- Neighborhood-scale offices, commercial, and professional services
- Civic & cultural uses

BUILT FORM

- 1 to 2.5 story residential
- Small to medium lots
- Medium to shallow front setbacks
- Garages located on side or rear
- Interconnected sidewalk system
- Public water or wastewater

MAP 14



Zone 5: MIXED-USE CENTER

LAND USE

The Zone 5 classification contains medium to higher-density mixed residential, multi-family, horizontal and vertical mixed-use developments located on or near major thoroughfares. This zone is characterized by an interconnected road network, available water or wastewater, and walkable neighborhoods that connect to commercial nodes and other neighborhoods.

BUILT FORM

Development is concentrated in centers rather than in strips along road corridors. Redevelopment of existing strip commercial development to mixed-use centers is encouraged and incentivized with an emphasis on increasing density, adding residential units, and expanding multi-modal connectivity. New and remodeled buildings in Zone 5 should reflect a variety of building types with building heights 1 to 3 stories on medium to large lots. This zone accommodates all users: automobile, bicycle, pedestrian and transit.



5

Mixed-Use Center

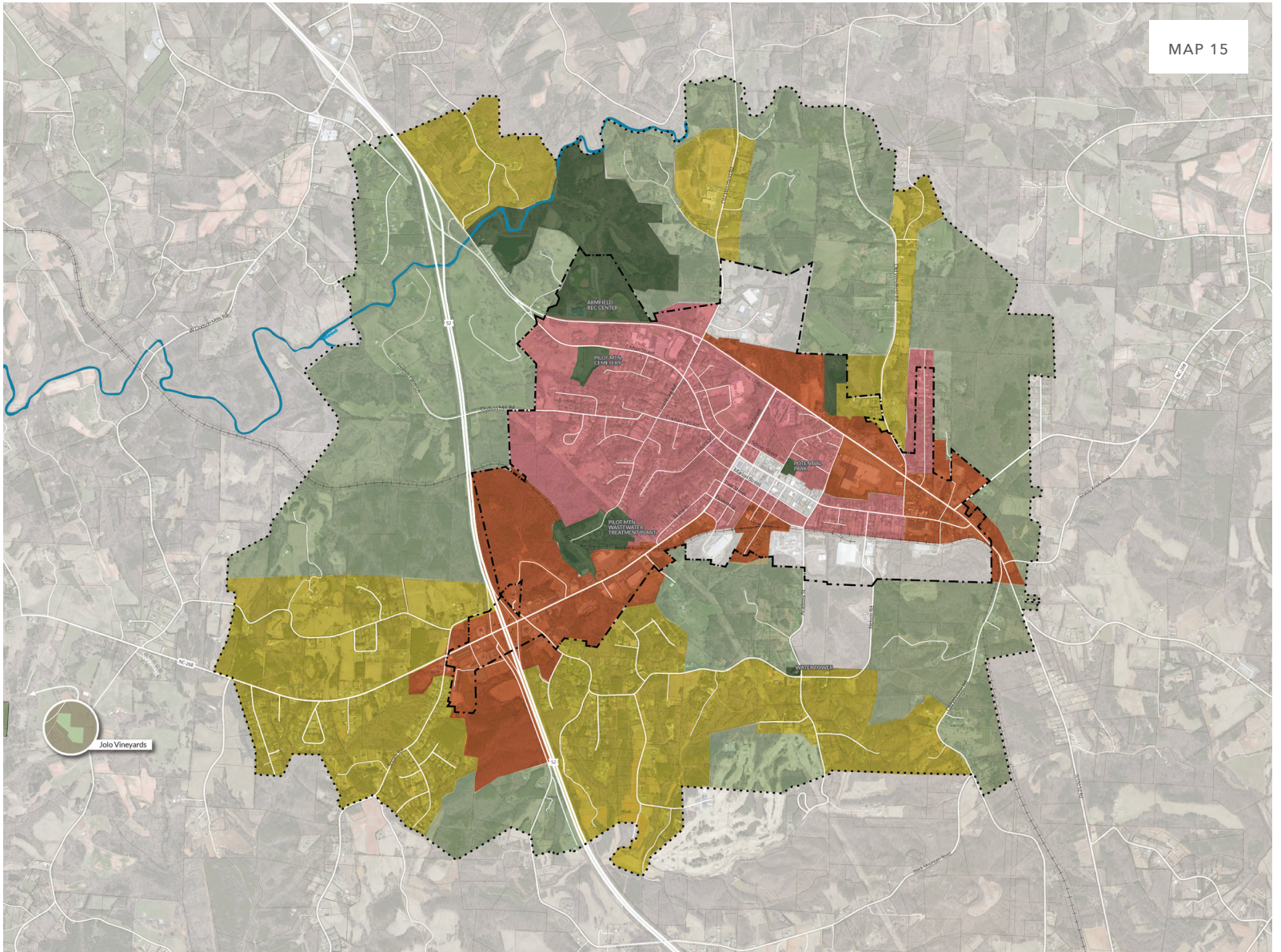
DEVELOPMENT TYPES

- Mixed-residential development
- Multi-family
- Mixed-use developments with residential, office, institutional, commercial, entertainment, and boutique industrial

BUILT FORM

- Development concentrated in centers near major thoroughfares
- 1 to 3 story buildings
- Medium to large lots
- Multi-modal connectivity
- Public water and wastewater

MAP 15



Zone 6: TOWN CENTER

LAND USE

The Zone 6 classification is characterized by a dense, compact street grid, a well-developed pedestrian network, and readily-available water or wastewater infrastructure. This zone is predominantly comprised of traditional, vertical mixed-use buildings. The Town Center is well provided for in terms of urban services, making it the most efficient and fiscally responsible area for redevelopment or development of underutilized land.

BUILT FORM

The Town Center is a complete community with highly-walkable, pedestrian-oriented streetscapes. Development should prioritize the preservation and rehabilitation of historic buildings and encourage compatible infill development. New and remodeled buildings in Zone 6 should reflect a compatible scale and vernacular of existing historic buildings in the downtown core on small to medium-sized lots. Building heights should be 1.5 to 3 stories and should form a continuous street-wall along primary streets. Parking is located on the street or at the rear of buildings. Automobile, transit, bicycle, and pedestrian traffic are accommodated.



6 Town Center

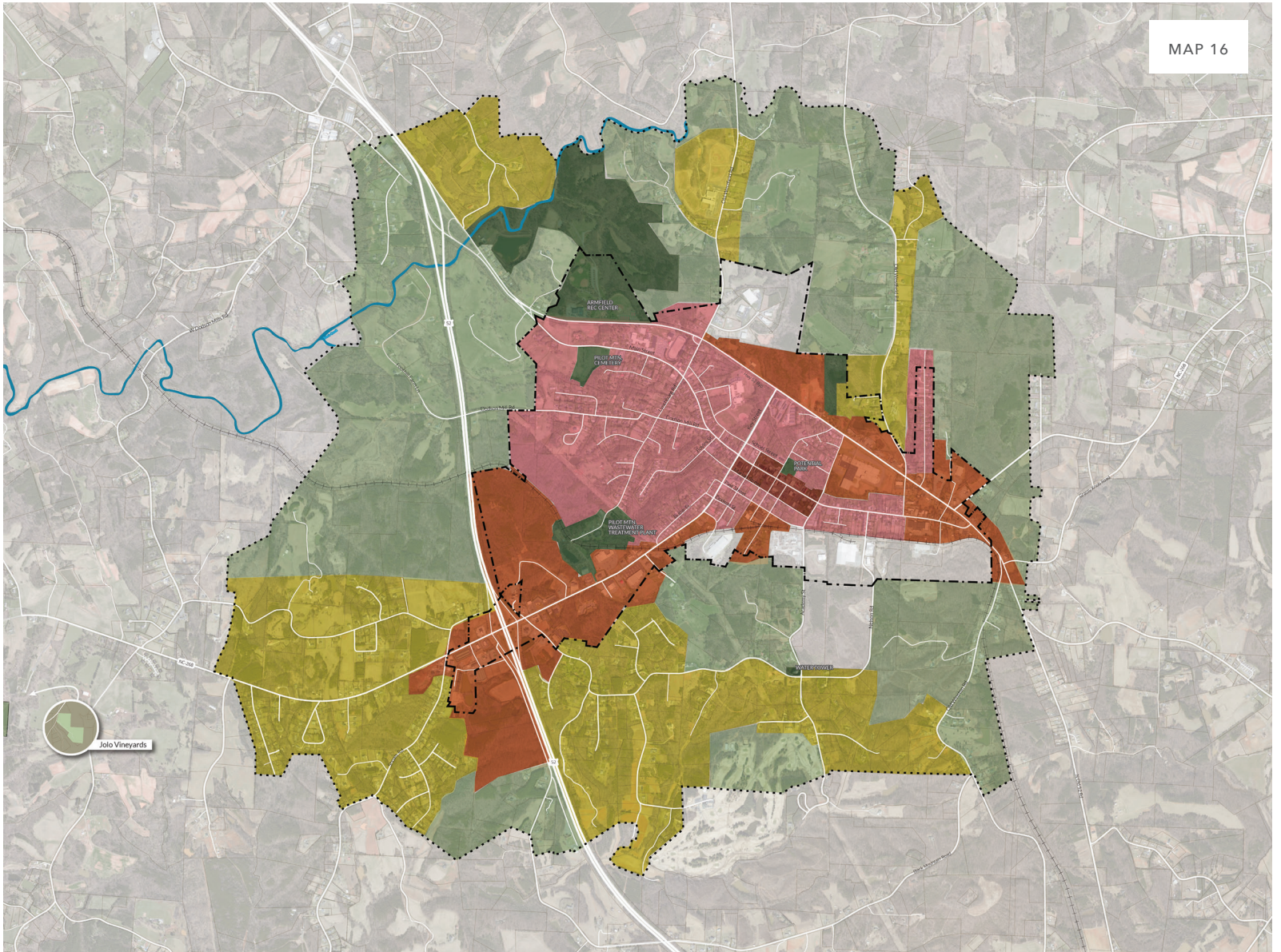
DEVELOPMENT TYPES

- High density mixed-use with residential, office, institutional, commercial, entertainment, and boutique industrial
- Civic and cultural destinations
- Municipal services and offices

BUILT FORM

- Pedestrian-oriented streets
- Preservation of historic structures
- Small to medium lots
- 1 to 3 story buildings
- Continuous street-wall
- Multi-modal connectivity

MAP 16



Zone 7: INDUSTRIAL MIX

LAND USE

The Zone 7 classification is supported by major transportation corridors, public water and wastewater infrastructure. This zone provides for a full range of industrial and institutional uses that are encouraged to locate within Zone 7 where both water and wastewater services are readily available.

Built Form

New and remodeled buildings in Zone 7 should reflect a variety of building types, usually on very large lots. Building heights should be 1 to 4 stories and appropriately screened or setback from lot lines to minimize impacts to adjacent non-industrial properties. This zone accommodates vehicles as the primary mode of transportation, but should strive for connectivity to recreation assets and greenways to support a healthy workplace.



7 Industrial Mix

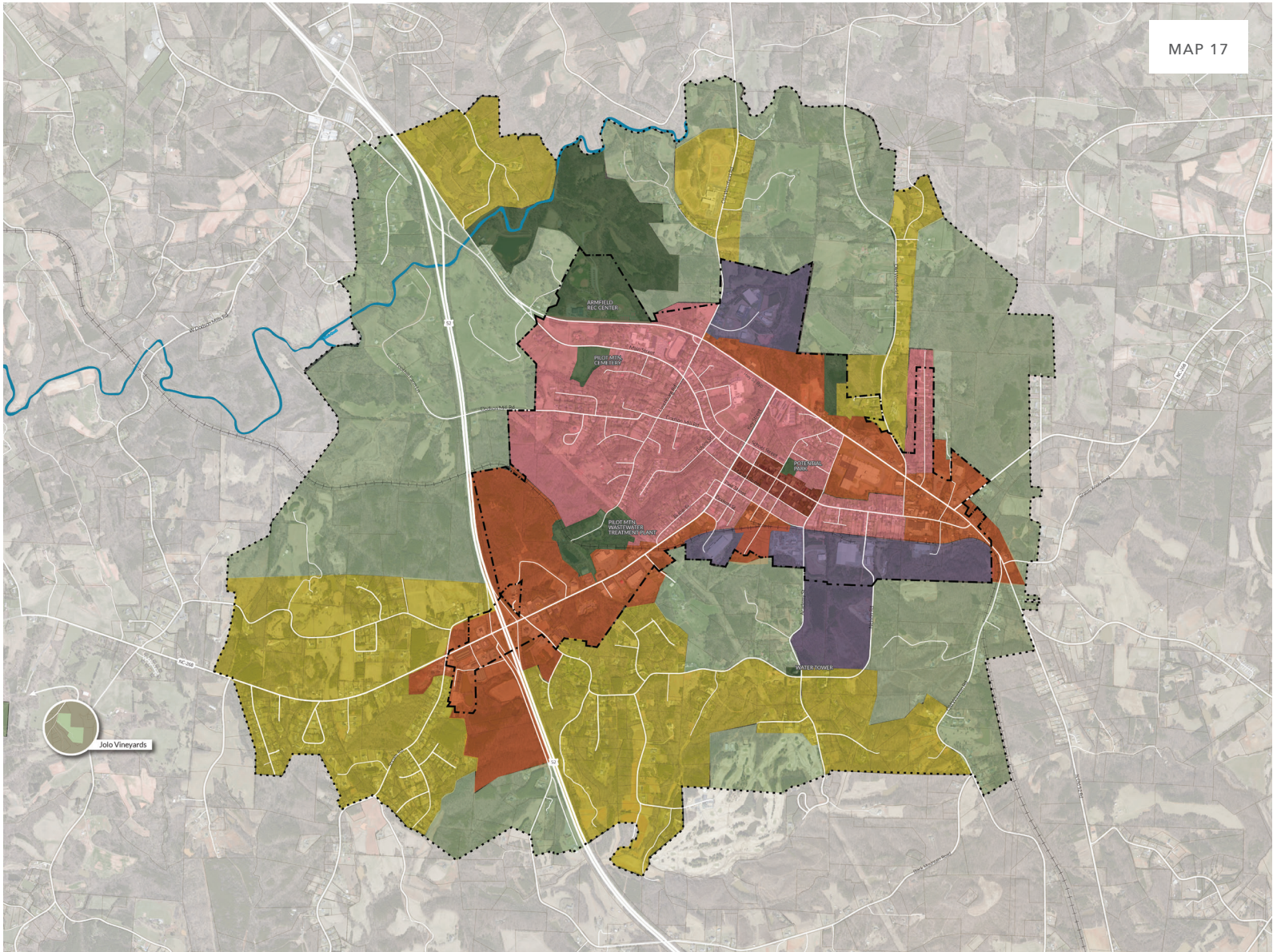
DEVELOPMENT TYPES

- Light Industrial
- Heavy Industrial
- Data-processing & warehouses
- Large-scale office & institutional facilities

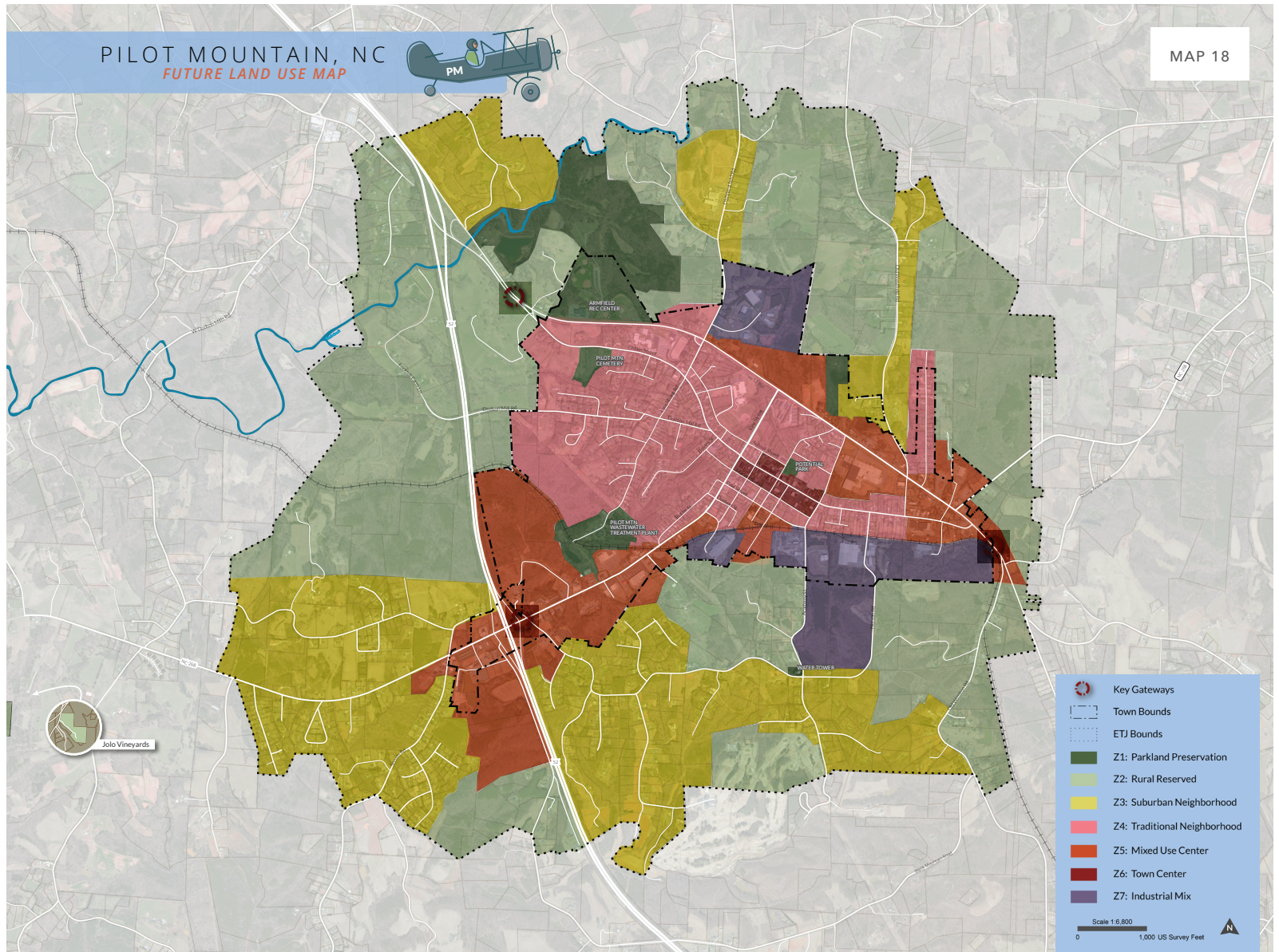
BUILT FORM

- Large lots
- 1 to 4 story buildings
- Appropriate screening and setbacks from adjacent properties
- Vehicles are primary transportation mode
- Public water and wastewater

MAP 17



PILOT MOUNTAIN FUTURE LAND USE MAP



LAND USE & ENVIRONMENT

POLICY GOALS & RECOMMENDATIONS

1. *Direct new growth to areas of existing available infrastructure to maximize public investment while conserving open space.*
 - 1.1 Amend Unified Development Ordinance (UDO) for consistency with the 2040 Future Land Use Framework and Map.
 - 1.1.1 Consider amending table of permitted uses to allow for neighborhood-scale mixed used (upper-story dwellings in commercial building) in Development Character Zone 4, Traditional Neighborhood.
 - 1.1.2 Establish a new base zoning district or amend the existing commercial base zoning districts to explicitly accommodate Mixed Use Centers (Development Character Zone 5).
 - 1.1.3 Update zoning regulations to allow a variety of compatible land uses while ensuring that physical form of new development and redevelopment are consistent with existing neighborhood character.
 - 1.1.4 Adopt Conservation Cluster Development standards as a by-right subdivision type to promote smart growth and open space preservation. Incentivize Conservation Cluster development patterns by offering density-bonuses.
 - 1.2 Incentivize *new* development in Catalyst Areas as identified on the Degree of Change map. (Development Character Zones 5, 6 & 7).
 - 1.2.1 Grant relief from tap fees by allowing payments to be made over a period of months rather than all at once.
 - 1.2.2 Consider developing an incentive program that provides the opportunity for utility rebates.
 - 1.2.3 Conduct regular audits of the development fee schedule.
 - 1.2.4 Develop a streamlined, online system for development applications and clearly-defined approval processes.
 - 1.2.5 Perform a cost-benefit analysis of potential annexation for all new development in the Extra Territorial Jurisdiction (ETJ) that desires an extension of public water or sewer service from Pilot Mountain



ON THE RADAR

SCHEMATIC 02

CONSERVATION CLUSTER DEVELOPMENT PATTERNS



Figure 10 **Option 3**
Estate Lots
50% Density Reduction
9 Lots
Typical Lot Size:
160,000 sq. ft. (±4 acres)
No common
open space required



Figure 11 **Option 4**
Country Properties
70% Density Reduction
5 Lots
Maximum Density:
10 acres per
principal dwelling
No common
open space required



Figure 12 **Option 5**
Hamlet or Village
Double Density
36 Lots
Lot Size Range:
6,000 to 12,000 sq. ft..
70% Undivided
Open Space

Credit: Pennsylvania Department of Conservation and Natural Resources and Natural Lands Trust

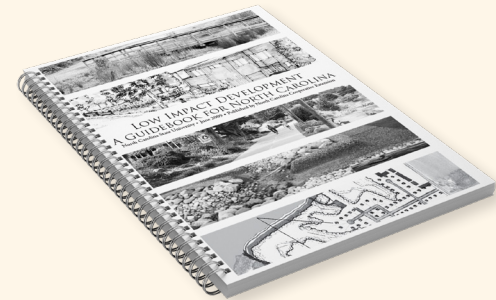
The Conservation Cluster approach to development is characterized by a smaller development footprint that prioritizes green space preservation by designing with a higher number of units per acre clustered in a smaller area of the overall project site. This approach to development is the opposite of traditional suburban sprawl that consumes large acreages for a small number of residential or commercial units. This type of development can be incentivized or even required through the Town's zoning ordinance. The illustration depicts three approaches to residential development on the same site comparing conventional development with a Conservation Cluster approach. Each development requires the same investment in water and sewer infrastructure, however the Conservation Cluster design quadruples the number of residential units, making the infrastructure investment financially sustainable while also preserving the maximum amount of green space.

2. *Protect rural mountain landscapes, prime agricultural lands, open space, and water resources.*
 - 2.1 Encourage and support development that respects and preserves the natural features of the site through sensitive site design, avoids substantial changes to the topography, and minimizes disturbance of natural systems.
 - 2.2 Encourage owners of prime farmland to take advantage of incentives and participate in the County's Voluntary Agriculture District or establish an agricultural conservation easement held by a local land conservancy such as Three Rivers Land Trust.
 - 2.3 Continue efforts to restore degraded streams and improve the health of riparian areas.
 - 2.4 To the extent allowable by state statute, encourage and/or incentivize Low-Impact storm water mitigation strategies and Best Management Practices for new development and redevelopment.
 - 2.5 Establish a Town-administered stream-restoration installation grant or rebate program to incentivize storm water mitigation retrofit on existing developed properties. Potential seed money could be obtained from a Southeast Sustainable Communities Fund or a Clean Water Management Trust Fund grant.
 - 2.6 Audit UDO Appendix C: Approved Planting List to include multiple varieties of native and pollinator species.

KEY RESOURCE 01



NCSU LOW IMPACT
DESIGN FOR STORMWATER
GUIDEBOOK



Published by North Carolina State University, this resource provides guidance to communities in North Carolina for implementing Low Impact Development (LID) principles as an approach to site development and stormwater management that minimizes impacts to land and water while reducing stormwater infrastructure and maintenance costs.

- 2.7 Amend UDO to allow roof-top photovoltaic panels (solar) in all zoning districts.
- 2.8 Amend zoning & development permit application to include identification of significant natural heritage areas, wetlands, and other sensitive habitat on site plans for large-scale development in order to identify opportunities for preservation of critical habitat.
- 2.9 Continue applying floodplain development standards, as well as stream and wetland protection requirements throughout the Town's planning jurisdiction.
- 2.10 Support Surry County in actively managing smart growth around Pilot Mountain State Park and US Highway 52 to protect scenic rural landscapes and the viewshed of Pilot Knob according to the recommendations of the Surry County Land Use Plan 2040.
- 2.11 Appoint a Pilot Mountain representative to the Piedmont Triad Regional Food Council as a liaison between the Food Council and the Town Commissioners to support Pilot Mountain's local growers and strengthen the local food system.
- 2.12 Amend Accessory Use regulations in the UDO to explicitly allow on-site sale of fresh agricultural products & produce in the Residential Agricultural Zoning District and/or Future Land Use DCZ 2, Rural Reserved.



EARNING THEIR WINGS

CASE STUDY 01

RAINSCAPES REWARDS: MONTGOMERY CO., MARYLAND STORMWATER REBATE PROGRAM

Stormwater management poses a problem for many urban areas. Montgomery County, Maryland began the Rainscapes Rewards program to offer financial rebates to homeowners who install watershed-friendly landscapes on their property. The program encourages homeowners in the community to create "rainscapes" which are landscapes and hardscapes that encourage filtration, retention, and flow of rainwater in otherwise impermeable areas. Property owners can access extensive resources through the program website including manuals for qualifying projects, maintenance guidelines, and partnered contractors.

Qualifying projects range in type and cost and include rain gardens, pavement removal, permeable paving, conservation landscaping, green roofs, and rain barrels or cisterns. Once property owners front the cost and their projects are approved, they are eligible to receive reimbursement after final inspection. The program offers up to \$7,500 to residential applicants and up to \$20,000 for commercial owners who complete one of the approved stormwater mitigation techniques. The rebate cannot be applied to stormwater mitigation that is required by the county's regulations for new site development, allowing the project funds to be allocated to retrofitting existing landscapes.



3. *Encourage a balanced mix of residential and compatible non-residential uses.*
 - 3.1 Reduce barriers to incremental and small-scale commercial development by easing parking requirements:
 - 3.1.1 Consider revising the requirement for a PE-sealed parking study when providing less than the minimum required number of spaces.
 - 3.1.2 Allow existing on-street public parking along lot frontage to count toward parking requirement.
 - 3.1.3 Allow for a greater percentage of shared parking between adjacent compatible uses.
4. *Provide appropriate transition between varying intensity and scales of development.*
 - 4.1 Conduct regular audits, every 3-5 years, of the Town's Table of Permitted Uses to ensure that permitted uses are consistent with the Town's desired land-use mix and updated to account for new uses that result from changes in market forces & technological advancements.
 - 4.2 Amend UDO Article 8 to include performance standards for auto-repair and auto-body shops that require orderly storage of vehicles and screening from public rights of way and adjacent property lines.
 - 4.3 Amend UDO Article 4 to strengthen regulations and requirements for non-conforming situations:
 - 4.3.1 Develop an amortization schedule to phase-out non-conforming uses and structures.
 - 4.3.2 Reduce the number of days within which a non-conforming use may be re-established following discontinuance.
 - 4.3.3 Reduce the tax-value percentage threshold that allows for repair and reconstruction of non-conforming buildings after casualty damage.

5. *Provide desirable multi-generational housing that meets the needs of diverse life stages, income levels, and physical abilities.*
 - 5.1 Review and identify opportunities to reduce minimum lot sizes and setbacks to provide greater development flexibility that encourages a supply of affordable residential lots across all residential zoning districts.
 - 5.2 Allow duplexes, townhomes, condominiums, cottage/bungalow courts, and multifamily housing by-right in the zoning districts located in Development Character Zones (DCZ) 4 & 5. Incentivize new housing development in these zones by offering density bonuses, and reduced minimum parking requirements.
 - 5.3 Partner with Habitat for Humanity of Greater Mount Airy to identify locations and recipient families for new home-build projects.
 - 5.4 Allow attached or detached accessory dwelling units in all residential districts by right allow for low-impact increase in housing stock and density.
 - 5.5 Incentivize upper story residential in downtown buildings by establishing a Town-administered grant program to assist downtown building owners with architectural assessments, feasibility studies, and potential upfits for converting upper-stories into residential units.
 - 5.6 Incentivize upper story residential in new commercial development through by-right construction and density bonuses in the zoning districts located within DCZ 4, Mixed Use Center.
 - 5.7 Incentivize and encourage new developments to construct homes and commercial buildings with photovoltaic (solar) panel stub-ins to support future installation of roof-top PV panels.



EARNING THEIR WINGS

CASE STUDY 02

MOVING LENOIR TO THE SECOND FLOOR

Many cities seek to renovate historic downtown buildings with ground-level commercial opportunities and upper story residential units. Promoting the economic and cultural benefits of this kind of redevelopment has empowered property owners, business owners, and more to seek grants and funding to sell and redevelop their property for second-story residences. Many of the barriers to success for this kind of development are rooted in lack of information and financial support provided to key players and property owners.

Lenoir's "Moving Lenoir to the Second Floor" and Building Upgrades and Improvements for Lenoir Downtown (BUILD) programs help to alleviate these barriers through a variety of resources and financial incentives. In Lenoir's downtown area, commercial property owners and business owners renting commercial space are eligible to apply for BUILD grants based on tangible interior and exterior building improvement costs. The BUILD grant has a matching requirement, as recipients are required to invest 2 dollars for every 1 received by the grant, ensuring the program covers 33.33% of all building rehabilitation costs up to \$5,000. As a result of these program's education and financial incentives, Lenoir has achieved great progress in their downtown redevelopment. As of April 2020, 8 property owners began renovation and 8 more properties sold, ushering in over half a million dollars in private investment in the area and one million in private acquisitions in a year long period of time. So far, the program has added 13 upper-story residential units to the downtown.



6. *Preserve and enhance neighborhood character.*

6.1 Protect rural and residential character by adopting commercial design standards.

6.1.1 Prohibit strip-style linear development along roads and corporate architecture that does not contribute to the desired character of the town.

6.1.2 Set maximum setbacks for zoning districts in Development Character Zones 5 & 6.

6.2 Adopt design standards for multi-family housing that will ensure compatibility with existing neighborhoods.

6.3 Define appropriate block lengths within the UDO's subdivision design standards based on Development Character Zones in order to facilitate appropriate connectivity and highly walkable developments in Zones 3, 4, 5, & 6.

7. *Protect historic architecture and character of downtown Pilot Mountain.*

7.1 Continue efforts to establish downtown Pilot Mountain as a National Register Historic District.

7.2 If National Register Status is attained, adopt an ordinance, pursuant to NC GS 160D-404(c)(3), preventing demolition by neglect of historic buildings to place affirmative responsibility upon building owners for maintenance of historic structures and establish enforcement penalties to ensure such maintenance.

7.3 Continue enforcement of the Downtown Design Overlay District Standards.

7.4 Consider establishing a Municipal Service District for the Downtown core to provide funding for downtown infrastructure, streetscape, and aesthetic improvements.

7.5 Establish a Vacant Non-Residential Building Registration program in conjunction with a Non-Residential Building Maintenance ordinance that provides for periodic inspections to verify that vacant buildings remain secure; contain no hazardous conditions or criminal activity; eliminate visible evidence of vacancy or abandonment; and allow for enforcement of mandatory repairs or demolition by the owner OR Town in cases of the owner's abandonment of the intent to repair the structure. Build funding reserves for proactive code enforcement of this ordinance.

ECONOMIC VITALITY

Like many North Carolina communities, textile manufacturing was once the cornerstone of Pilot Mountain's economy. As textile mills shifted operations overseas, the town's economy diversified and many workers began commuting to jobs in Winston-Salem, a trend that continues today. Manufacturing still maintains a presence in Pilot Mountain, which is home to a number of companies that produce and sell pre-fabricated car-ports across the region. Pilot Mountain's easy access to U.S. Highway 52 and proximity to Winston-Salem are attractive economic advantages. Surry County Schools is a major employer in the area with three (3) schools located in Pilot Mountain.

Pilot Mountain's industrial park is just over 50% capacity, and provides readily-available medium-sized lots for light industrial operations. Additionally, the town has identified other large tracts south of downtown for future industrial development should opportunities present.

Pilot Mountain's greatest opportunity for sustained economic vitality lies in the town's ability to capitalize on its proximity to Pilot Mountain & Hanging Rock State Parks and the Piedmont-Triad metro-area. Pilot Mountain's well-preserved, historic downtown is experiencing renewed investment and can establish the town as a basecamp for the outdoors by offering unique shops, restaurants, and boutique lodging in a friendly, walkable atmosphere. In a shifting economy where remote and hybrid work arrangements enable many professionals to live anywhere, the town is poised to leverage these assets to attract a new wave of residents, visitors, and investment.

COMMUNITY VISION:



PILOT MOUNTAIN will become a hub for outdoor recreation by offering an experience to residents & visitors that affirms the connection between our abundant nature-based recreation offerings and our vibrant, historic town.



PILOT MOUNTAIN will support a diverse economy that encourages the growth of existing companies while cultivating new opportunities for recreation tourism, downtown small businesses, small-scale manufacturing, and the adaptive reuse of historic industrial buildings. Pilot Mountain will be an exceptional location for start-ups and entrepreneurs.

Ice Cream
COFFEE
Smoothies

ALLOWED AT
PUBLIC EVENT
Ordinance § 91.06

Coffee
119 E. MAIN ST.

OPEN
ICE CREAM

Elliot's
Therapeutic
Massage

NEW

Buttery,
Smooth
&
Delicious



Topped
with tasty
butterscotch
morsels
and
Caramel
drizzle!

Butterscotch
Bliss

POLICY GOALS & RECOMMENDATIONS

1. *Attract private investment and new businesses to Main Street.*
 - 1.1 Continue active participation in the NC Small Town Main Street Program. Leverage grant opportunities available to member Towns for business recruitment and building renovations.
 - 1.2 Partner with available commercial property owners to recruit successful businesses in the Piedmont region to open second locations in Pilot Mountain by offering incentives such as subsidized rent and/or utilities during the start-up period.
 -  1.3 Continue allowing and encouraging outdoor patio seating and dining in downtown and on sidewalks with adequate width.
 - 1.4 Partner with property owners of vacant commercial lots in downtown to attract and incentivize infill development that extend or fill gaps in the street wall.
 - 1.5 Maintain available stock of ground-floor street-front retail and restaurant space by activating upper-stories and the rear of buildings for residential units or professional services and offices.
 - 1.6 Continue downtown business incentive program and pursue additional grants or funding sources to sustain this program.

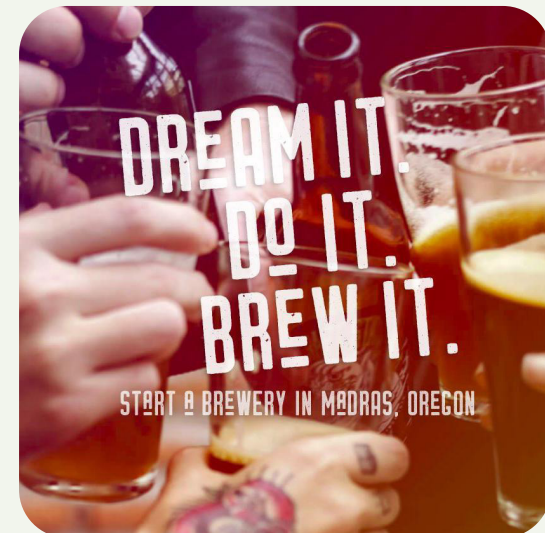


EARNING THEIR WINGS

CASE STUDY 03

BREW IT MADRAS: MADRAS, OREGON BREWERY RECRUITMENT

Local breweries often serve as catalysts for new small business and investment in a community while increasing tourism and downtown visitation. A small town in central Oregon, Madras, launched an aggressive marketing program in 2017 called, “Brew It, Madras!” The marketing campaign encouraged new breweries to move to the town’s Urban Renewal District (URD) downtown core. The town offered financial incentives including covering permit fees, site development costs, and technical design assistance. With a professional digital and print marketing campaign, Madras advertised itself as a prime location for a brewery, highlighting proximity to fresh mountain water, local agriculture, and location within a popular beer-loving tourist region. In 2018, the campaign successfully attracted the Madras Brewing Co., now located in downtown Madras with a broad selection of local beer, a robust menu of fresh local food, and community events. Cheers to this small-town success story!



2. *Attract new citizens and visitors to Pilot Mountain.*

- 2.1 Implement a distinct and recognizable brand & logo system for the Town that leverages and coordinates with existing influential regional brands:
 - Pilot Mountain State Park
 - Yadkin Valley Heritage Corridor
 - Growing Outdoors Partnership MADExMTNS
- 2.2 Position the town as an attractive destination for young families & professionals through family-friendly events, programming, businesses, and outdoor recreation facilities.
- 2.3 Promote Pilot Mountain as an attractive destination for retirees by pursuing the AARP Livable Communities designation.
- 2.4 Seek funding to establish a weekend trolley or bus shuttle service that connects Downtown Pilot Mountain to Downtown Mount Airy and Pilot Mountain State Park.
- 2.5 Develop a Pilot Mountain-specific marketing strategy:
 - 2.5.1 Identify the Town's target audiences for downtown visitation and outdoor recreation tourism.
 - 2.5.1.1 Identify strategies for traditional and digital marketing; social media outreach; and promotional story-telling that highlights existing local businesses; organizations, or events.
 - 2.5.1.2 Develop a visually-compelling data package for business recruitment that highlights visitation numbers for nearby state parks and vehicle counts for U.S. Hwy. 52.
 - 2.5.2 Promote Pilot Mountain's proximity to the Yadkin Valley American Viticultural Area, Mountains to Sea Trail, Greensboro, and Winston-Salem.
 - 2.5.3 Support and participate in the development of the NC Triad Outdoors website led by the Piedmont Triad Regional Council Outdoor Recreation Advisory Council.

**OUTDOOR RECREATION
IN NORTH CAROLINA
GENERATES \$1.3
BILLION IN STATE AND
LOCAL GOVERNMENT
TAX REVENUE.**

2018 Outdoor Industry Association
Outdoor Recreation Economy Report



EARNING THEIR WINGS

CASE STUDY 04

PLACEBRANDING: COMMUNITY-DRIVEN VISIONING IN BELMONT, NC

Place-branding is a community-driven visioning process aimed at achieving consensus on identity and aspirations. A place-brand reflects the character and spirit of the community. In essence, it is a storytelling tool; a vehicle for broadcasting a community's identity. Place-branding communicates both tangible and intangible assets of the City through visual and written mediums. The place-branding process answers vital questions about the community's identity and shared goals. Results of the place-branding process have significant implications for community and economic development.

Throughout 2019 and 2020, the City of Belmont, NC engaged in a place-branding process to discover, organize, and articulate the city's identity by developing a brand identity, tagline, and logo system. The process included in-depth stakeholder and public engagement through focus groups and an online survey to inform development of the brand identity and style. The resulting brand platform, logo system, and promotional collateral represent the celebrated diversity of Belmont and its many offerings while honoring the City's heritage as a railroad town and former textile hub. The place-branding campaign included the creation of brand collateral such as downtown banners, storygraphics for marketing, a signage package for new city facilities, and a promotional video.



- 2.6 Attract new lodging business to support the tourism industry.
 - 2.6.1 Work with downtown property owners with available buildings to attract a boutique hotel.
 - 2.6.2 Amend UDO, consistent with state regulations, to permit and regulate homestays (such as AirBnbs) that will provide lodging for visitors and an extra source of income for Pilot Mountain residents.
 - 2.6.3 Pursue a Public-Private Partnership with a project-specific development agreement to develop a unique Town-owned lodging destination oriented toward outdoor recreation travelers. In this arrangement, a private company can lease the property from the Town to operate the business and facilities.



EARNING THEIR WINGS

CASE STUDY 05

TREEHOUSE TOURISM ON THE CASHIE RIVER

In 2016, the Mayor of the small Town of Windsor formed a committee to find new ways to boost tourism utilizing the 55-mile Cashie River which flows through the town. The committee leveraged their natural resources to develop a unique tourism destination in a set of small, tucked away elevated cabins which sit above the river in the trees. These treehouses are linked to the nearby campground and the natural landscape with a 480-foot-long boardwalk to intertwine the experience of tourists with the natural setting. With a \$190,000 grant from the NC Department of Commerce, Windsor contracted experts from the reality TV show “The Treehouse Guys” to help design and build the treehouses and used this filmed opportunity to further amplify the marketing for their area. Tourists are encouraged to engage with the town’s natural setting with nearby kayak and canoe rental and guided river tours. Local Food Trucks also offer food to visitors in the campground or tourists travel to the nearby downtown area to dine. Since opening in 2017, the treehouses have seen near-constant rental by visitors to Windsor from across the country. Building off this success, the town later received another large state grant to add two more treehouses which were opened late 2018.



3. *Support the retention and expansion of existing businesses and industry sectors.*
 - 3.1 Continue working with the Surry County Economic Development Partnership to promote the East Surry Business Park to appeal to a variety of modern industries.
 - 3.2 Continue supporting the Pilot Center and local workforce development to support existing industries.
 - 3.3 Work with East Surry High School, Surry Community College, local industries, and businesses to establish an internship/apprenticeship program for high school and community college students in local companies.
 - 3.4 Continue working with Surry County Economic Development Partnership to bring natural gas to Pilot Mountain's industrial properties.
 - 3.5 Continue promoting proximity to the Surry County/Mt. Airy Airport in corporate & industrial recruitment efforts.



POWER IN PARTNERSHIPS: BUSINESS RECRUITMENT

EXHIBIT 01

The State of North Carolina, the County of Surry, and Town of Pilot Mountain partner in proactively identifying Incentive and Grant opportunities for relocating and expanding companies based on new taxable investments including new construction, building renovations, and investments in machinery and equipment as well as new job creation.

The State of North Carolina provides discretionary and tax incentives to qualifying businesses through the following programs and grants:

- One NC Fund Grant
- Job Development Investment Grants
- Green Business Fund
- Sales and Use Tax Exemptions, Refunds and Discounts
- Building Reuse Grant
- Community Development Block Grants
- Industrial Development Fund Grants
- Industrial Revenue Bonds

Surry County can partner with Pilot Mountain to develop incentive agreements on a case-by-case basis to maximize the overall incentive opportunities and usually with a matching component. These programs can include:

- Land for expansion and new facilities
- Cash grants based on new property tax payments
- Infrastructure assistance in providing water, sewer and natural gas service to new facilities
- Reduction or the elimination of local fees and permits
- Matching Grant Programs

North Carolina's Community Colleges and Workforce Development Boards offer economic development tools for job training and recruiting through the community colleges. The Surry Community College Customized Industrial Training Program allows for new grants and recurring employee training based on the company's direction and needs.

Additionally, the State of North Carolina offers a wide variety of cost-saving incentives:

- Foreign Trade Zones - Provides opportunities to defer, reduce and/or eliminate import duties
- Interactive Digital Media Tax Credit
- Road Access and Rail Access Programs
- Recycling Business Assistance
- North Carolina Biotechnology Center

4. *Leverage natural resources for outdoor recreation tourism by enhancing and promoting trail-town experience and state park proximity.*
 - 4.1 Work with the Piedmont Triad Regional Council (PTRC) to establish Town participation in the Outdoor Recreation Advisory Council or similarly-purposed entities.
 - 4.2 Install wayfinding signage from Pilot Mountain State Park to Downtown Pilot Mountain to capture a greater number of park visitors.
 - 4.3 Work with Pilot Mountain State Park to establish park-and-ride shuttle from downtown Pilot Mountain to the State Park when parking in the State Park reaches capacity.
 - 4.4 Promote and leverage the Sauratown Mountains Scenic Byway through downtown Pilot Mountain. Support efforts for designation as a federal scenic byway.



SAURATOWN MOUNTAINS SCENIC BYWAY

EXHIBIT 02

In 2021, the Town of Pilot Mountain worked closely with the Piedmont Triad Regional Council, Surry County, and Mount Airy to establish the Sauratown Mountains Scenic Byway through NCDOT's program. The Scenic Byways program highlights scenic roads with unusual, exceptional, or unique intrinsic qualities for public viewing and enjoyment. Byway routes are identified by road signage. Beginning in Mount Airy, the Sauratown Mountains Scenic Byway links eastern Surry County's prominent state parks and quintessential mountain towns including: the Town of Danbury, Hanging Rock State Park, Town of Pilot Mountain, and Pilot Mountain State Park. Now that the byway has been recognized by NCDOT, the coalition is pursuing National Park Service designation as a federally-recognized Scenic Byway.





PILOT MOUNTAIN STATE PARK

EXHIBIT 03

BY THE NUMBERS

ESTABLISHED: 1968

ANNUAL VISITORS: 1 Million

LAND AREA: 3,703 acres

MILES OF HIKING TRAILS: 28

MILES OF EQUESTRIAN TRAILS: 10

MILES FROM DOWNTOWN PILOT MOUNTAIN: 4



Rising abruptly 1,400 feet above the surrounding valley, Pilot Mountain has been a navigational landmark for centuries, and today, is a popular recreational destination offering hiking, camping, climbing, paddling, equestrian, and spectacular scenery.

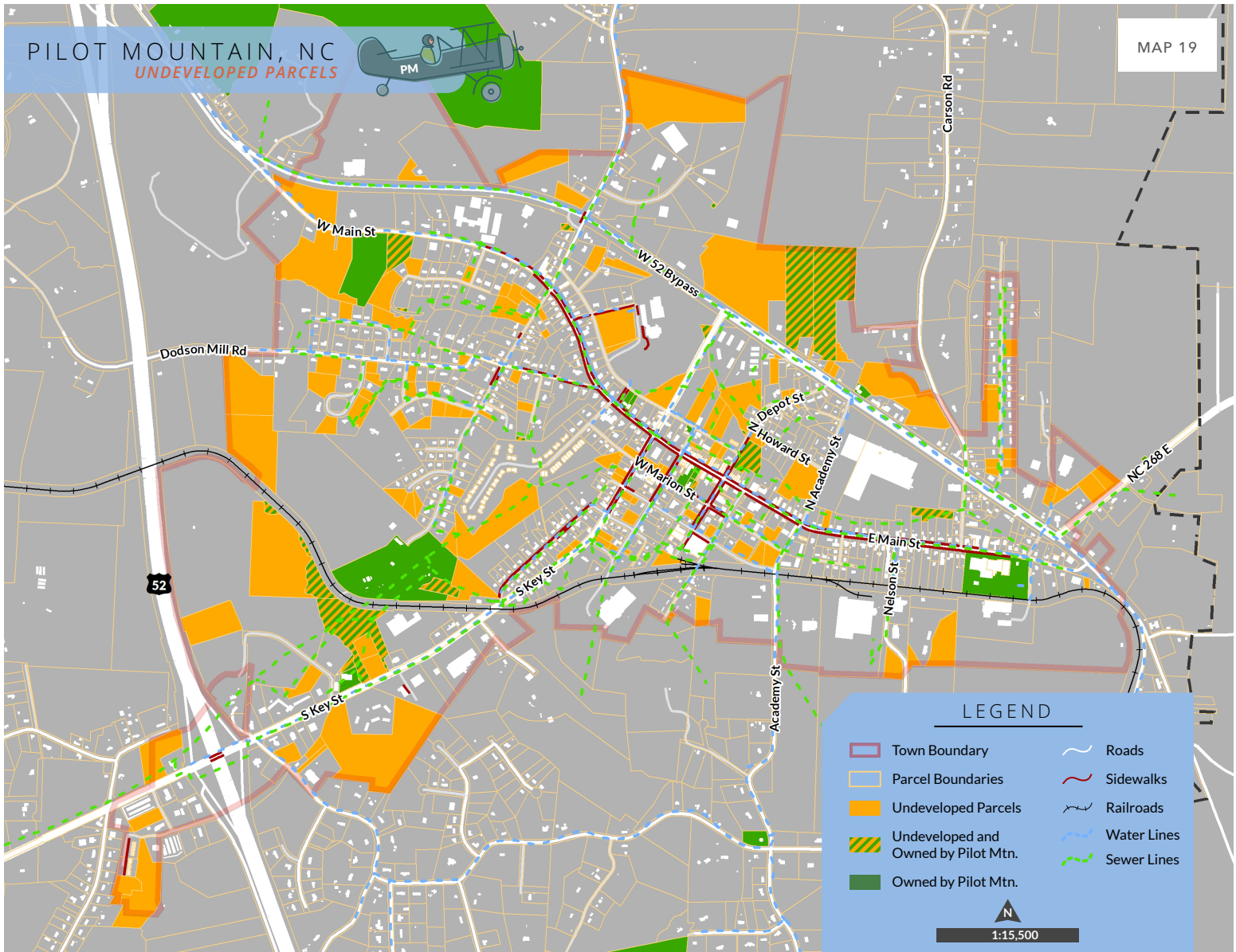
Like the rocky escarpments in nearby Hanging Rock State Park, Pilot Mountain is a remnant of the ancient Sauratown Mountains. The top of Pilot Mountain is identified by two prominent pinnacles. Big Pinnacle, with walls of bare quartzite and a rounded top covered in vegetation, juts skyward more than 200 feet from its base. Big Pinnacle is connected to Little Pinnacle by a narrow saddle. The park provides visitors easy access to the top of Little Pinnacle where the view encompasses hundreds of square miles of the Piedmont and the nearby mountains of North Carolina and Virginia.

The mountain summit comprises the principal park area and is connected to the Yadkin River park section by a 6.5-mile trail corridor. The extensive hiking trail network is complemented by a bridle trail and canoe trail on the Yadkin River. The park provides 49 family camping sites and a group camping area with canoe-in access sites. Rock climbing and rappelling are allowed on portions of the pinnacle's steep cliffs, and those cliffs perched around the mountain's summit offer seemingly endless views of the Piedmont's Sauratown and Blue Ridge Mountains.

More than 1 million visitors flock to Pilot Mountain State Park each year providing an enormous economic opportunity for the town.

5. *Recruit new investment to existing commercial corridors and nodes outside of downtown.*
 - 5.1 Continue working with Surry County Economic Development Partnership and property owners with available land in Catalyst Areas to market and recruit new commercial and in industrial investment.
 - 5.2 Publish and promote an inventory of available mixed-use & commercial properties in DCZ 5 on the Town's website.
 - 5.3 Work with Surry County Economic Development Partnership to pursue Certification for appropriate industrial and commercial sites through the North Carolina Certified Sites program and Duke Energy's Site Readiness Program.
 - 5.4 Plan for conversion of former landfill to active use.

THERE ARE APPROXIMATELY 262 ACRES OF UNDEVELOPED LAND
WITHIN PILOT MOUNTAIN TOWN LIMITS.





DUKE ENERGY SITE READINESS PROGRAM

EXHIBIT 04

Pilot Mountain's marketable industrial and commercial properties could benefit from greater visibility and distinction by participating in Duke Energy's Site Readiness program. The program allows local government and economic development officials to work with professional site selection consultants to determine a strategy for further enhancing a site with the goal of recruiting national companies to North Carolina. Additionally, participating sites are eligible to apply for a \$10,000 matching grant from Duke Energy to implement the strategy. After each site's state of readiness has advanced, Duke Energy's business recruitment team markets each site nationwide to targeted companies looking to expand or relocate their operations. The program is highly competitive, with only six sites selected for participation in 2020, but it has proven successful. Since its inception in 2005, the program has helped prepare properties across the state resulting in 5,650 new jobs and nearly \$6.4 billion in capital investment. Duke Energy is the electric provider for sites participating in the program.





EARNING THEIR WINGS

CASE STUDY 06

CAPTURED AND CONVERTED: JACKSON COUNTY, NC GREEN ENERGY PARK

The Jackson County Green Energy Park puts its retired landfill's methane gas to creative use. The park, located in the small town of Dillsboro, NC, harnesses the energy potential of the landfill's gas into fuel for artists who work with heat. Glassblowers and blacksmiths use furnaces entirely fueled by the methane. The studios are located in the renovated former landfill trash transfer center, and are completely staffed, maintained, and occupied by local artists.

Thirteen wells drilled 70-80 feet into the former landfill capture methane and carbon dioxide gas produced by bacteria decomposing the organic matter. The gas then travels by pipe to the studio furnace where it is used by artists, or to be burned off if the studios are not in use. With 750,000 tons of waste in the retired landfill, the redirected methane will ensure many decades of energy for the artists. This kind of reuse can capture up to 90% of methane that would otherwise escape underground and into the atmosphere. The EPA requires landfills have a flare to burn off methane, and Dillsboro's system of diverting the same methane to be used in studios was negligible in cost.

The benefits of this efficient system are offered directly to the community as the studios are less expensive for artists to rent, and accessible classes or tutorials are provided for students and new hobbyists. Jackson County's Green Energy Park has been established as a popular destination in the town, and has welcomed thousands of visitors since its opening. The park also hosts an annual Youth Arts Festival which brings the community together around a sustainable reimagining of an otherwise defunct landscape.



6. Revitalize vacant, underperforming, and blighted areas near downtown to develop stock of available space for boutique manufacturing, creative industries, mixed use, and growing local companies.

6.1 Work with the PTRC Regional Council to identify candidate sites for the Regional Brownfields Redevelopment Program.

6.2 Continue administering the commercial façade grant program and pursue additional grants to sustain this program.

6.3 Initiate redevelopment of the Dyehouse Revitalization District to restore the former Dyehouse and surrounding properties to productive use through one of two options provided for in NC state statutes:

6.3.1 OPTION 1: Acquire and convey targeted parcels in the Dyehouse Revitalization District through a private-sale RFP process pursuant to NC G.S. 158-7.1.

6.3.2 OPTION 2: Establish an Urban Redevelopment Area (URA) for targeted remediation and revitalization efforts in accordance with G.S. 160A Article 22.

6.4 Work with private owners and/or potential re-developers of historic properties to pursue state and federal historic preservation tax credits to complete adaptive reuse projects of historic mills and factories.



EARNING THEIR WINGS

CASE STUDY 07

SHALLOTTE RIVERFRONT TOWN CENTER: ECONOMIC DEVELOPMENT AUTHORITY OF NC G.S 158-7.1

Despite experiencing robust growth in the past two decades, the small town of Shallotte, NC has struggled to establish a vibrant town center. In an effort to improve its downtown and emphasize the beauty of Shallotte’s coastal landscape, town leaders partnered with the UNC School of Government’s Development Finance Initiative (DFI) I to pursue redevelopment of 20-acre site into the Riverfront Town Center. The town utilized authority granted under the Local Development Act of 1925 to establish site control through acquisition of several key parcels over a period of five (5) years. Concurrent to the ongoing property acquisitions, DFI led a pre-development planning process that included market analysis, public engagement, site planning, and financial feasibility study. The resulting Riverfront Town Center Plan was adopted in 2015 and enabled the town to recruit qualified development teams through an RFP selection process. The Town has since entered into a public-private development agreement with their chosen developer. The Riverwalk opened to the public in September 2021 while construction of the town center is ongoing.





URBAN REDEVELOPMENT AREA VS. LOCAL DEVELOPMENT ACT OF 1925

EXHIBIT 05

Towns interested in taking the lead on the redevelopment of vacant, underperforming, and blighted properties have two (2) primary options authorized by NC general statutes: establishing an Urban Redevelopment Area pursuant to NC G.S. 160A, Article 22 or utilizing the authority granted by the Local Development Act of 1925 (NC G.S. 158-7.1).

Forming an Urban Redevelopment Area (URA) allows the town to acquire properties, improve them, and then sell the parcels through a competitive bidding process. However, before exercising these redevelopment powers, the town must follow a specific process outlined in the statute:

1. *Form a Redevelopment Commission*
2. *Work with a consultant to create a Redevelopment Plan for the area that meets the requirements of NC GS 160A-513(d). If the URA includes residential properties, the plan must identify a strategy for relocating and rehousing any persons who will be displaced by redevelopment of the properties.*
3. *Hold a public hearing on the Redevelopment Plan*
4. *Planning Board must review the plan within 45 days after the public hearing*
5. *Town Commissioners must hold a public hearing to adopt the plan*

After adoption of the plan, the Redevelopment Commission can commence with acquiring the and improving the parcels of interest. Sale of the properties within the URA must take place through a competitive process that rewards the highest bidder, not necessarily the bidder with the best development concept, experience, or access to capital. Redevelopment in conformity with the plan must be enforced through covenants and conditions of the sale.

The Local Development Act of 1925 offers an alternative process to the URA that provides a municipality with a higher level of discretion and autonomy in determining redevelopment outcomes. Under the authority of the Local Development Act of 1925, a town must follow specific steps for acquiring and conveying parcels, but is afforded greater control over the eventual redevelopment of the property. Towns should follow this process:

1. *Hold a public hearing with published notice before acquiring any property. This can be part of the annual budget public hearing if the expenditure is included in the annual budget. Otherwise, hold a stand-alone public hearing pursuant to requirements of 158-7.1(c).*

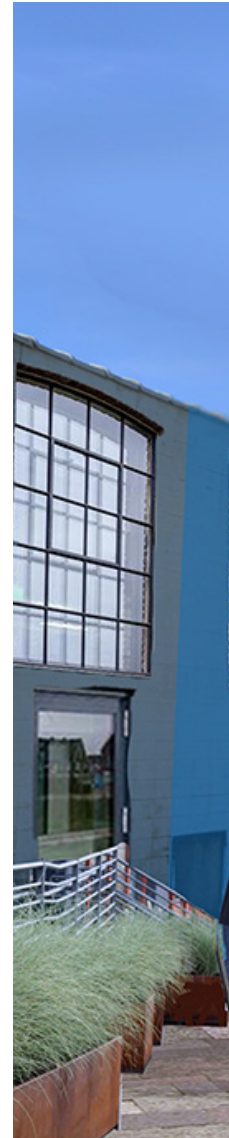
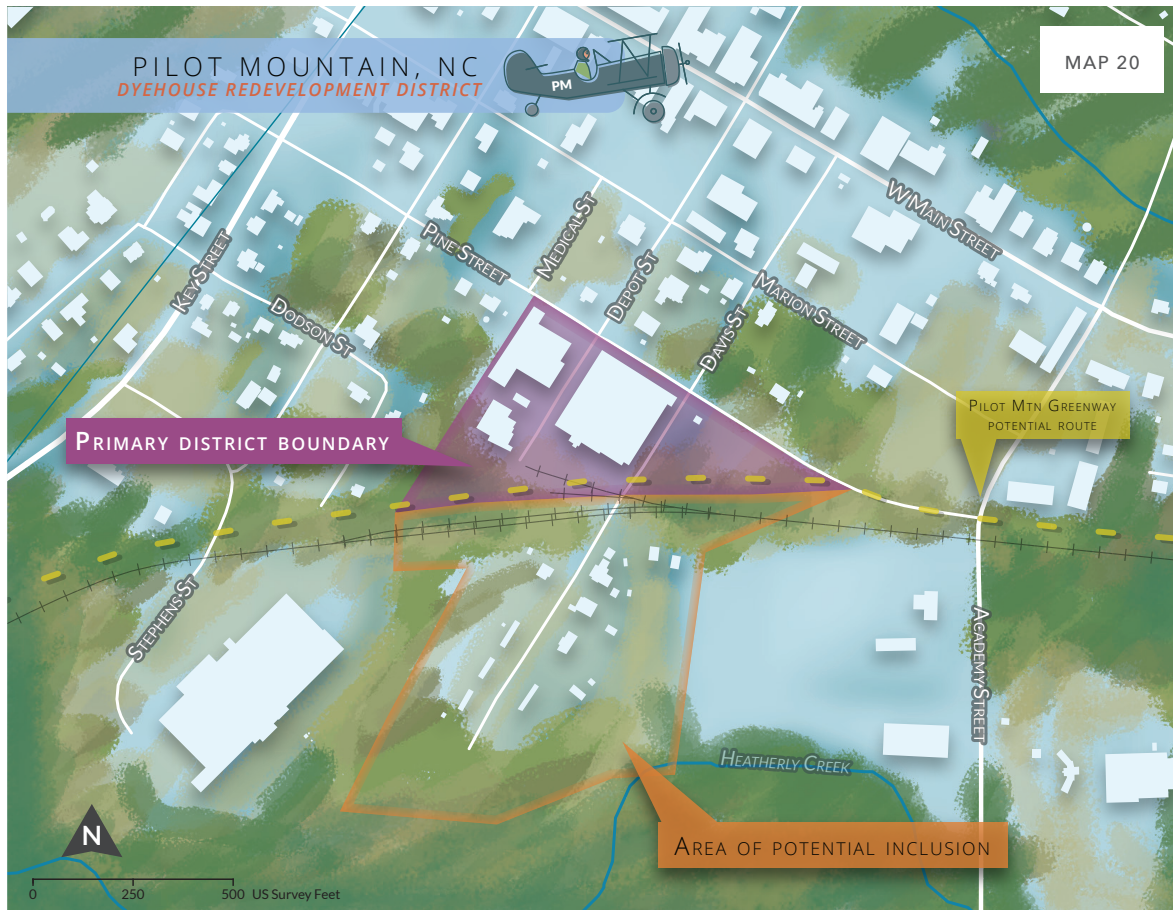
2. *Explicitly refer to NC G.S. 158-7.1 in all resolutions related to acquiring and conveying the redevelopment properties. Doing so will give the town the authority to negotiate private sale of the properties later. Failure to acquire property pursuant to NC G.S. 158-7.1 will mean that the town must convey the property through a competitive process that awards the highest bidder rather than allowing the town to select based on qualifications and merit of the proposer's development plan.*
3. *Engage with a consultant or the UNC School of Government Development Finance Institute (DFI) to conduct a pre-development analysis and develop a general plan for the properties under Town control.*
4. *Issue an RFP to qualified private developers for the redevelopment of the area to achieve the specific land use and development goals of the town.*
5. *Hold a public hearing prior to lease or conveyance of the properties to the selected developer or development team.*
6. *Convey properties pursuant to NC G.S. 158-7.1(d) through a private sale with covenants and conditions to ensure the town's redevelopment goals are met.*



ON THE RADAR

THE DYEHOUSE DISTRICT

The proposed Dyehouse District is ripe for redevelopment and presents an opportunity to return a historic industrial area of the town to active use. The Dyehouse District is located only two blocks from Main Street and along a potential alignment of the Pilot Mountain Greenway. The former dyehouse and adjacent properties are reimagined as a vibrant mixed-use center anchored by a pedestrian plaza on south Depot Street. Such a project would be a strong candidate for utilizing town authority granted under the Land Development Act of 1925 to initiate the redevelopment of this area through a detailed master-planning process.



SCHEMATIC 03



7. *Cultivate a business environment that empowers local start-ups & entrepreneurs.*
 - 7.1 Promote Pilot Mountain as a lower cost, high-reward location for starting a business or opening a second location.
 - 7.2 Establish a dedicated business incubator that fosters innovative start-ups, young businesses, artisans, and minority-owned businesses.
 - 7.3 Develop strategic partnerships with Community Development Financial Institutions like the PTRC Business Investment Fund, Carolina Community Development Fund, Piedmont Business Capital, Natural Capital Investment Fund, and Thread Capital to facilitate financial assistance for start-ups and small businesses located in the greater Piedmont Triad region that are underserved by traditional financial institutions.
 - 7.4 Develop strategic partnerships with Forsyth Technical Community College and organizations such as Agile City & Winston Starts in nearby Winston-Salem to develop a pipeline of young entrepreneurs, early-stage start-ups, and small businesses interested in starting or scaling-up in Pilot Mountain in a supportive, low-risk environment.



EARNING THEIR WINGS

CASE STUDY 08

TEXTILE MILL TO OPPORTUNITY FACTORY: GASTON TECHWORKS

Business incubators are designed to foster local innovation and collaboration, house budding small businesses, and offer educational opportunities all under one roof. Entrepreneurial individuals from the community have access to shared office space at lower costs than a traditional office, and benefit from a variety of resources offered by the organization.

One successful example is TechWorks, a technology-focused nonprofit business incubator in Gaston County. Branded as an entrepreneurial tech hub and learning center “committed to job creation, economic growth, innovation, and talent development,” TechWorks centers their mission on empowering the local community. Partnering with OpenBroadband, they have provided free Wi-Fi to the surrounding area and downtown, as well as other businesses and residents in the county. They have also partnered with Gaston College, UNC Charlotte, and other K-12 school systems to provide training in subjects such as coding, digital marketing, and entrepreneurship. By offering essential services that will grow into the future, TechWorks has succeeded in acquiring 2.5 million dollars of funding in government investment along with private and foundation contributions. TechWorks inhabits a renovated former textile mill, which offers 14,000 square feet of co-working space, conference rooms, and event space. The renovation of industrial buildings into hubs of economic and community growth also offers a great opportunity for transforming aging infrastructure into a multi-functional working venue for small local businesses by leveraging historic mill preservation tax credits.





EXPANDING ACCESS TO CAPITAL: COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS

EXHIBIT 06

The PTRC Business Investment Fund, the Greensboro Community Development Fund, Carolina Community Development Fund, Piedmont Business Capital, and Thread Capital are all North Carolina Community Development Financial Institutions (CDFIs) that lend to start-ups and expanding local businesses, with an emphasis on supporting businesses that have difficulty accessing financing through traditional lending sources.

These non-profit community loan funds support underserved communities and community-minded entrepreneurs that are committed to starting and building locally-owned small businesses. CDFIs focus on lending to socially responsible businesses and organizations that stand to make an impact in revitalizing their communities. Each CDFI offers flexible rates, personal business counseling, and higher rates of loan approval for non-traditional businesses and minority-owned businesses.



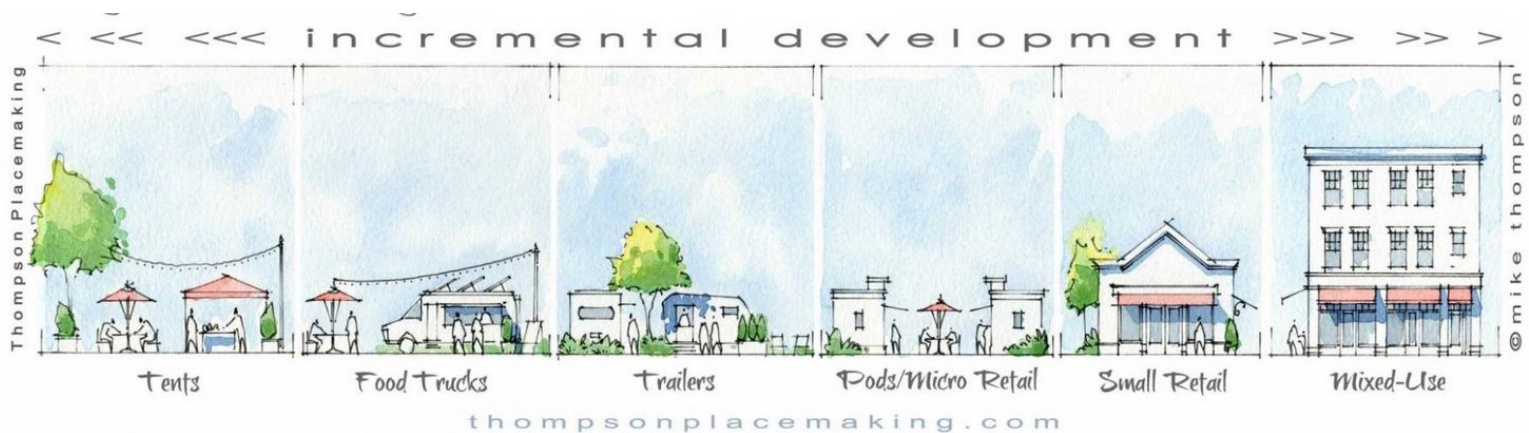
- 7.5 Continue supporting vibrant transitional businesses and mobile vendors, such as food trucks and pop-up markets, by amending the UDO to permit these uses by right in Zoning Districts within Development Character Zones 5 & 6. Develop performance standards to specifically address such businesses.
- 7.6 Foster fledgling businesses, expand the local economy, and increase neighborhood wealth by adjusting performance standards for home-based businesses to permit their establishment in appropriately-scaled accessory structures in all residential zoning districts.
- 7.7 Implement steps identified in the NC Main Street Downtown Strong Implementation Plan for establishing a maker space/artisan incubator and recruiting tenants.
- 7.8 Capitalize on the success of the Yadkin Valley American Viticulture Area by reducing regulatory barriers to the establishment of new wineries & vineyards:
 - 7.8.1 Reduce setback & screening requirements
 - 7.8.2 Allow tasting rooms, catering/commercial kitchens, and small restaurants as by-right accessory uses.



ON THE RADAR

SCHEMATIC 04

COMMERCIAL EVOLUTION



8. *Sustain investment in downtown experience and promotion of events that differentiate Main Street Pilot Mountain from other small towns.*
- 8.1 Continue investing in and growing Pilot Mountain's existing festivals.
 - 8.2 Consider hosting new non-traditional festivals and recurring monthly events downtown.
 - 8.3 Invest in development of detailed plans for downtown amphitheater, open-air market hall, and public restrooms to create a central community gathering space.

MOBILE AND TRANSITIONAL BUSINESSES CONTRIBUTE TO A VIBRANT BUSINESS MIX AND OFTEN PROVIDE AN AVENUE TOWARD A PERMANENT, PHYSICAL ESTABLISHMENT. PICTURED HERE: THE SONGBIRD HOUSE IN PILOT MOUNTAIN.



INFRASTRUCTURE & PUBLIC SERVICES

The Town of Pilot Mountain provides essential infrastructure and support services to ensure public safety and welfare. These critical public services and infrastructure systems include: wastewater treatment, water system, public works, law enforcement, Main Street/Downtown Economic Development. The town works with the Pilot Knob Volunteer Fire Department and the Pilot Mountain Rescue Squad to ensure fire protection and efficient emergency response for the Town's citizens and property. Curbside garbage, recycling, and yard waste collection is contracted out to a sanitation service provider. The town also maintains a public cemetery on west Main Street.

A water and sewer Asset Management Plan (AMP), completed in 2020, revealed that 4,285 linear feet of sewer line and 501 linear feet of water line are rated at "extreme-risk" of failure. Several thousand more linear feet of line will require substantial upgrades in the next several years, but completion of the AMP competitively positions the town to seek funding from state and federal agencies for prioritized line and infrastructure replacement.

For decades, Pilot Mountain has operated its own water treatment plant, but recently entered into an interconnect agreement with the City of Mount Airy and will transition to purchasing all water from Mount Airy within the next few years. Under the interconnect agreement, the town will still maintain its own system of water lines and tanks, but will purchase all water from Mount Airy.

Maintaining the public water and wastewater systems is one of the town's most crucial services. Pilot Mountain's growth management policies have a significant impact on the town's ability to continue these essential services and maintain the water and wastewater systems. The town maintains standards for expansions of the public water and sewer system according to the Infrastructure Specifications Manual. In order for Pilot Mountain to fund continued maintenance of its water and sewer network, the town must add new customers and development to the existing system. Expanding water and sewer lines to new service areas should be considered very carefully in consideration of the long-term costs of system upkeep.

COMMUNITY VISION:



PILOT MOUNTAIN will offer a high quality of life supported by efficient delivery of public services by strategically directing compatible growth toward areas that are accessible to existing or planned transportation networks and water/wastewater infrastructure.

Town of
Pilot Mountain
EST. 1889

TOWN HALL

VISITORS CENTER

POLICE DEPARTMENT

HAPPY NEW YEAR!

POLICY GOALS & RECOMMENDATIONS

1. *Ensure that the Town's staff capacity can continue to meet service demands and the goals of this plan as Pilot Mountain grows.*
 - 1.1 Conduct study of peer cities & towns to identify possible improvements to employee benefits packages.
 - 1.2 Conduct a rate study every five (5) years for employee salaries and wages.
 - 1.3 Invest in continuing education and professional development of staff.
 - 1.4 Evaluate and plan for growth of the Main Street/Downtown Economic Development Department.
 - 1.5 Conduct a study to evaluate the need for establishing a Parks and Outdoor Recreation Director to oversee development and operation of Town parks, greenways, trails, and civic spaces.
2. *Continue to provide safe, high-quality public water and wastewater service in a sustainable and fiscally responsible manner that maximizes public investment by adding new customers to the existing systems rather than expanding the system.*
 - 2.1 Continue the transition to purchasing the Town's water supply from Mount Airy according to the Interconnect Agreement.
 - 2.2 Begin implementing the 2020 Water & Sewer System Asset Management Plan for replacement of extreme risk water and sewer infrastructure.
 - 2.3 Annually update the 2020 Water & Sewer System Asset Management Plan to continue systematically prioritizing upgrades as repairs and replacements are completed.
 - 2.4 Pursue grants & loan funding to facilitate replacement of aging water and sewer infrastructure.
 - 2.5 Decommission former water treatment plant in preparation for conversion to a public park.
 - 2.6 Continue requiring new water and wastewater infrastructure to be installed according to the Pilot Mountain Infrastructure Specifications Manual to ensure quality, consistency, and adequate volume and pressure for fire suppression.
 - 2.7 Update and continue implementation of identified repairs in the 2009 Stormwater Drainage Study; pursue funding through the Clean Water Management Trust Fund.
 - 2.8 Consider utilizing surplus capacity of the town's wastewater treatment plant by accepting overflow wastewater from neighboring towns and communities. Pursue feasibility studies as opportunities present.

**PILOT MOUNTAIN
MAINTAINS 26 MILES
OF MAIN WATER
LINES AND 19 MILES
OF SEWER LINES.**

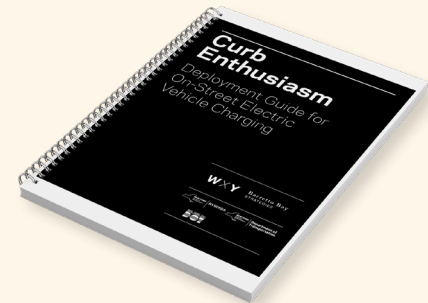
3. *Leverage the Town's position as a water and wastewater service provider to encourage growth and development within Town limits.*
 - 3.1 Perform a cost-benefit analysis of potential annexation for all new development in the Extra Territorial Jurisdiction (ETJ) that desires an extension of public water or sewer service from Pilot Mountain. Develop an annexation policy to address development located outside of the Town's boundaries.
 - 3.2 Continue requiring new development to connect to the Town's water system at the expense of the developer. Continue extension policies that ensure that the cost of growth is not borne by existing water customers.
 - 3.3 To the extent allowable by state law, encourage development within Town limits by increasing tap fees for development outside of Town and reducing tap fees for in-town development.
 - 3.4 Any Town-initiated expansion of utilities shall reinforce growth within Town limits for increased development densities on existing water and sewer lines rather than expanding new infrastructure.
4. *Continue to support volunteer fire and rescue agencies while planning for the future provision of reliable, efficient, and effective fire and emergency response services.*
 - 4.1 Support and participate in discussions with Surry County, the local Volunteer Fire Department Board(s), and Rescue Squad(s) to determine a strategy for modernization of Fire and Rescue services.
5. *Sustain adequate solid waste services and programs.*
 - 5.1 Continue offering curbside recycling and yard waste services.
 - 5.2 Encourage waste reduction strategies by promoting and providing education on composting, mulching, reuse, recycling, and reducing litter.
6. *Continue to provide effective community-oriented public safety and law enforcement services that protect all persons and property while preserving security and peace.*
 - 6.1 Evaluate and plan for staffing of police department to provide for reliable shift coverage at all times.
 - 6.2 Evaluate need and plan for hiring a detective position.
 - 6.3 Develop a community policing program.

7. *Plan for capital improvements and expansions to town facilities.*
 - 7.1 Continue annual updates to the Town's Capital Improvements Plan and using the plan to influence budget preparation and spending on priority projects.
 - 7.2 Conduct a Needs and Cost Analysis to evaluate the need for space and the capital required to improve the Town Hall building and site. Plan for improvements based on the results of the preliminary Needs and Cost analysis. Coordinate with proposed improvements for new civic facilities as identified in the 2018 Downtown Streetscape Plan.
 - 7.3 Pursue planning and cost analyses to evaluate the need for space and capital required to construct a new Public Works Facility.
 - 7.4 Work with the Charles H. Stone library to fundraise, crowdsource, and seek grants to fund replacement of the elevator.
 - 7.5 Develop a master plan for expanding Electric Vehicle charging stations throughout town in strategic locations, especially at town facilities, parks, schools, and other civic institutions. Take advantage of federal and state Alternative Fuel Infrastructure Tax Credits.
 - 7.6 Plan for transitioning the Town's fleet to zero-emission vehicles, such as battery-electric or alternative-fuel vehicles.
 - 7.7 Incorporate public art such as architectural embellishments of buildings, landscape features, site amenities, sculpture, and murals into major public facility initiatives (e.g., construction of plazas, public buildings, parks).
 - 7.8 Ensure that communications utilities, public broadband, and Wi-Fi are continuously updated to meet increasing demand.

KEY RESOURCE 02



CURB ENTHUSIASM: A DEPLOYMENT GUIDE FOR ON-STREET ELECTRIC VEHICLE CHARGING



Published by WXY architecture + urban design and Barretto Bay Strategies in partnership with New York City Department of Transportation and the New York City Mayor's Office of Sustainability, this guide offers local governments everywhere a planning framework and practical guide to deploying level 2 curbside EV charging in business districts that primarily offer on-street parking.

8. *Continue and build upon transparency in Town operations and events through frequent and consistent communication via the Town’s website and social media platforms.*
- 8.1 Continue publishing annual Public Works project schedule to provide advance notice to citizens of anticipated public infrastructure projects.
 - 8.2 Continue Facebook live-stream of commissioner’s meetings. Create a YouTube channel to expand access to the meeting recordings.
 - 8.3 Continue quarterly Downtown e-newsletter and consider including additional topics.
 - 8.4 Include an embedded live feed of the Town’s social media channels on the website homepage to increase followers and disseminate information shared on social media.
 - 8.5 Continue maintaining and providing public access to Pilot Mountain’s Open Government website that provides public-online access to the Town’s financial reporting.
 - 8.6 Continue to identify opportunities for new digital platforms to facilitate an open dialogue between the Town and citizens.
 - 8.7 Publish an annual progress report that tracks the Town’s achievements in implementing the recommendations of this plan.



EARNING THEIR WINGS

CASE STUDY 09

THE 423: CHATTANOOGA’S CITY NEWSLETTER

During the public engagement phase, respondents to the first survey indicated a desire for increased direct communication from the Town of Pilot Mountain regarding town-wide announcements, events, and decision-making by elected officials. The City of Chattanooga’s e-newsletter, *The 423*, offers a playful example of regular, direct email communication to citizens. Named after the city’s area code, the newsletter cleverly provides citizens with four event recommendations, two noteworthy news links, and three fun facts about the city each week. Citizens and stakeholders subscribe via the city website.



TRANSPORTATION & MOBILITY

Pilot Mountain's transportation system is comprised of its streets, railway, bike, pedestrian, and transit networks, as well as access to air travel. Pilot Mountain primarily relies on its road network to meet commercial and private passenger transportation needs. However, the town's growing sidewalk network is well utilized and contributes to overall quality of life, and the rail line transports industrial freight to the larger markets in the Triad each week. The recommendations in this section are aimed at steering Pilot Mountain toward a well-balanced, multi-modal transportation system. The town's existing transportation systems are profiled below.

Pilot Mountain maintains nearly ten (10) miles of public streets, including Main Street. All town streets are set to be resurfaced in FY21-22. U.S. Highway 52 provides the town with exceptional access to Winston Salem. Planned NC Department of Transportation (DOT) projects including upgrading U.S. 52 to an interstate and the Winston-Salem Northern Beltway will further improve connectivity to the Greater Piedmont Triad and north to Virginia. The town, Surry County, the Northwest Piedmont Rural Planning Organization (RPO) and NCDOT recently completed an update to the Surry County Comprehensive Transportation Plan that serves as the primary guiding document for around Pilot Mountain.

The town boasts a strong and growing pedestrian network in its historic commercial center that extends outward through adjacent neighborhoods. Pilot Mountain continues to make progress filling sidewalk gaps and must continue prioritizing such connections to critical destinations such as schools and recreation opportunities. Bicycle infrastructure is extremely limited, although the Surry County Bikeway Plan identifies several road-cycling routes in the area and the state Northline Trace cycling route traverse the Town. Expanding bicycle and pedestrian infrastructure is one of the most strategic investments the town can make to enhance quality of life, improve community health, expand equity in transportation, and encourage vibrant streetscapes both downtown and in surrounding neighborhoods. Connectivity and culture thrive hand in hand.

Pilot Mountain's nearest airport is the Mount Airy/Surry County airport located eight miles northwest of downtown. The single paved runway is used for private flights. Hangar space at the airport is primarily rented by nearby corporations and also provides space for Surry County Community College aviation classes. The nearest airport offering commercial flights is the Piedmont Triad International Airport (PTI) in Greensboro, an hour drive from Pilot Mountain.

Piedmont Authority for Regional Transportation (PART) provides public transportation via the Surry Express bus line that connects Mount Airy, Pilot Mountain, King and Winston-Salem. Yadkin Valley Economic Development District (YVEDDI) offers curb-to-curb transportation services for seniors and persons with disabilities on an appointment basis. Alternative transportation options such as rideshare services are extremely limited in Surry County and currently do not provide a reliable option for transportation.

COMMUNITY VISION:



PILOT MOUNTAIN will maintain a compact, interconnected street network in a manner that facilitates efficient traffic flow and advances connectivity while actively expanding alternatives to vehicle travel by establishing a cohesive bicycle and pedestrian system that links neighborhoods to commercial centers, parks, and community destinations.



JCT

268



POLICY GOALS & RECOMMENDATIONS

1. *Improve appearance, function, and safety of main thoroughfares and town streets.*
 - 1.1 Adopt and/or reference in local codes and design guidance, state and national complete street design policies and guidelines including the NCDOT Complete Streets Policy (2019), the NACTO Urban Bikeway Design Guide, the FHWA Separated Bike Lane Guide, and the FHWA Small Town and Rural Multimodal Networks Guide.
 - 1.2 Develop a capital improvements schedule for repaving and upgrading Town streets with priority placed on streets in Catalyst Areas identified on the Degree of Change map.
 - 1.3 Concentrate commercial development density at strategic locations along major corridors, while limiting highway access along intervening stretches of road.
 - 1.4 Develop Streetscape Corridor plans for the following highway corridors. Plans should address potential for road diets, multi-use paths, center medians, and street trees to make them more appealing for commerce and walkability.
 - 1.4.1 Key Street (NC Hwy. 268) from Hwy. 52 roundabout to Main Street
 - 1.4.2 Hwy. 52 Bypass from East Main St. to West Main St.
 - 1.4.3 Work with NCDOT to study the Golf Course Road & Key Street intersection to determine intersection improvements that will improve safety and alleviate traffic delays on Golf Course Road at peak travel times.
2. *Maintain a compact, interconnected street network in a manner that facilitates efficient traffic flow and advances connectivity between destinations.*
 - 2.1 Amend UDO Driveway and Site Access standards to require interior vehicular connectivity between adjacent commercial development and common access points or shared driveways where feasible.
 - 2.2 Define appropriate block lengths within the UDO's subdivision design standards based on Development Character Zone to ensure efficient and functional street connectivity.
 - 2.3 Amend zoning permit application to shift determination of appropriate driveway access for new development to the Town's Technical Review Committee.



EARNING THEIR WINGS

CASE STUDY 10

SHINING A LIGHT ON EV CHARGING: DUAL-USE LED STREETLIGHTS IN L.A.

As cities prepare for a sustainable future, providing resources for Electric Vehicle (EV) users is a potentially daunting task. The city of Los Angeles, California has embraced their own existing infrastructure to provide curbside EV charging. To encourage the use of electric vehicles, the city needed to supply accessible and functional charging stations across a wide geographic range. Instead of installing an entire fleet of new charging stations, LA partnered with smart technology company Flo to attach chargers to LED street lights that were recently installed throughout the city. The project plans to maximize use of prime curbside real estate and attract EV drivers while encouraging the transition to a sustainable infrastructure system. It scales public charging infrastructure in a cost-effective way while working efficiently enough to make an impact. The LA Bureau of Street Lighting has installed 431 charging stations on streetlights in the city. By integrating the chargers with existing technology, LA lowers costs in its transition to a Smart City while embracing sustainability goals. Providing charging stations offers convenience for visitors to downtown areas and encourages a reestablished connection to streetscapes for the community.





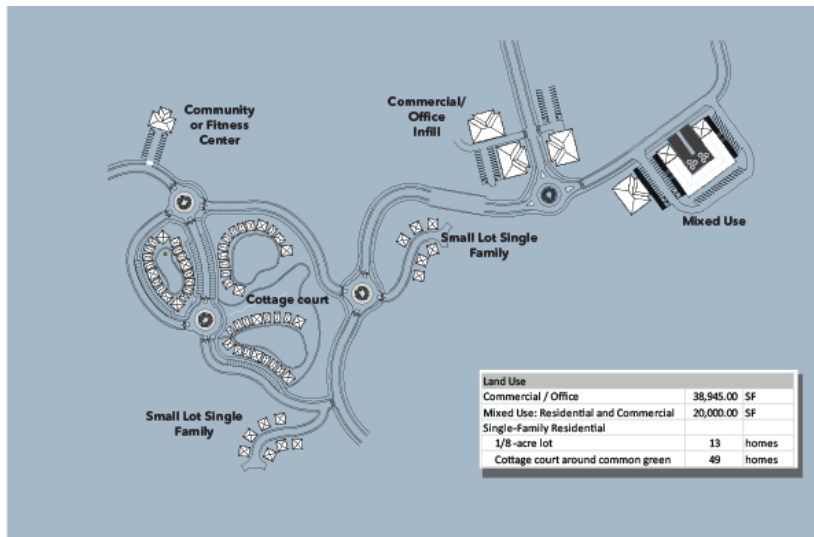
ON THE RADAR

CONNECTIVITY IS KEY: THE KEY STREET SOUTHSIDE INFILL DEVELOPMENT PLAN

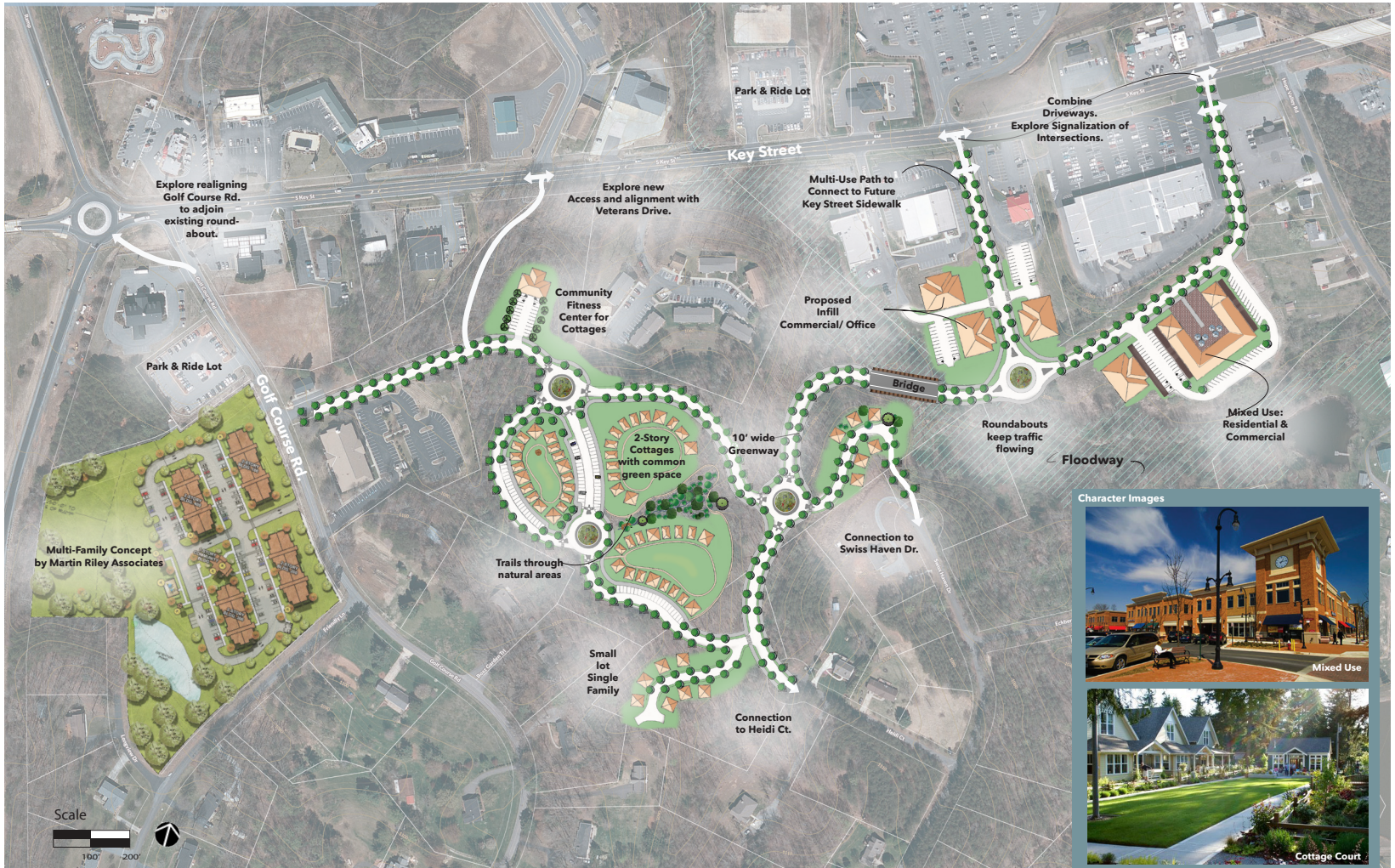
During the public engagement phase, stakeholders noted issues at the intersection of Key Street and Golf Course Road, particularly the challenge in turning left from Golf Course onto Key Street during peak traffic. Golf Course road serves a growing residential area and proximity to the roundabout at the Highway 52 ramp makes this intersection challenging for drivers to navigate. Additionally, Key Street (NC 268) has developed as an auto-oriented commercial corridor and is heavily-traveled as the primary thoroughfare connecting Main Street to the rest of Surry County to the west.

The concept pictured here envisions an infill development scenario that prioritizes improved vehicular and multi-modal connectivity between Key Street's existing commercial destinations and new residential and mixed used centers, including a recently-approved 64-unit multifamily project at Golf Course Road and Friendly Lane. Significant features include:

- Reconfiguration of Golf Course Road to form a fifth point on the roundabout
- New intersection aligning with Veterans Drive
- Consolidation of multiple commercial driveways for improved traffic flow and safety with fewer opportunities for left-hand turns
- Mixed residential development with three (3) clusters of cottage courts to maximize affordable single-family residential units
- Two (2) traditional single-family home clusters
- Interconnected street network with adjacent multi-use path for true multi-modal



SCHEMATIC 05





ON THE RADAR

MAIN STREET STREETScape REVITALIZATION

Adopted by the town in 2019, the Downtown Streetscape Plan by Benchmark Planning offers a series of recommendations to create a more attractive, safe, and pedestrian friendly public realm in downtown Pilot Mountain.

Recommended streetscape improvements vary between sections of East and West Main Street and include a selection of new parking solutions, street trees and planters, curb extensions at intersections, as well as conversion of some on-street parking to outdoor seating for restaurants and businesses.

The plan also envisions conversion of the Town Hall public parking lot into a pedestrian plaza featuring an open-air market, street-facing civic building and visitor center, vendors, public restrooms, and a new amphitheater with a view of Pilot Mountain.



SCHEMATIC 06



CONCEPTUAL STREETScape - PLAN VIEW

- A Additional Parking Area
- B Amphitheater
- C Observation Tower - Pilot Mountain Viewing Area
- D Market Hall
- E Town Hall
- F One Row of On-Street Parking (South Side)
- G Additional On-Street Parking
- H Wider Sidewalk Area for Outdoor Dining
- I Additional Parking Area
- J Enhanced Courtyard with Wall Mural
- K Interactive "SILAM" Education / Local Art Feature
- L Two Rows of On-Street Parking

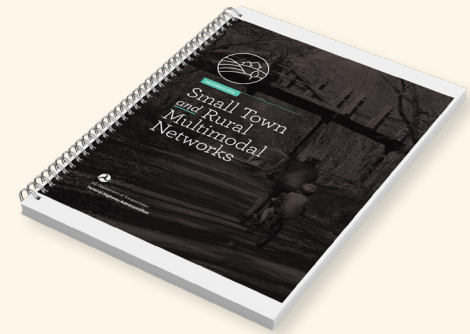


3. *Actively expand alternatives to vehicle travel by establishing a cohesive system of bicycle and pedestrian facilities that link neighborhoods, commercial centers, parks, schools, and other community destinations.*
 - 3.1 Establish a formal town committee or community organization to lead efforts for planning and implementing greenways, bicycle and pedestrian infrastructure.
 - 3.2 Work with Surry County and municipalities within Surry to develop a county-wide trails master plan that incorporates all greenway and trail plans into a single, actionable document.
 - 3.3 Connect community destinations such as schools, parks, major employers, and the Armfield Civic Center via greenways and trails.
 - 3.3.1 Work with Surry County Schools to identify routes for connecting Pilot Mountain schools via multi-use paths.
 - 3.3.2 Pursue a feasibility study for proposed greenway along the Ararat River and Tom's Creek as identified in the Surry County Comprehensive Transportation Plan.
 - 3.4 Amend UDO sidewalk requirements to require new development to construct pedestrian or multi-use path connectivity to adjacent commercial areas, neighborhoods, and parks.
 - 3.5 Pursue grant funding through NCDOT for a bicycle and pedestrian plan that can build upon and update the Town's 2013 pedestrian plan.

KEY RESOURCE 03



FHWA SMALL TOWN AND RURAL MULTI-MODAL NETWORK GUIDE



In 2016, the Federal Highway Administration (FHWA) and its partners published this guidebook as a resource for transportation practitioners in small towns and rural communities. It applies existing national multi-modal design guidelines in a rural setting and highlights small town and rural case studies. It addresses challenges specific to rural areas, recognizes how rural roadways are operating today, and focuses on opportunities to make incremental multi-modal improvements despite the geographic, fiscal, and other challenges that many rural communities face.

- 3.6 Continue filling sidewalk gaps and establishing pedestrian & bicycle facilities identified for Pilot Mountain in the Surry County Comprehensive Transportation Plan and the Pilot Mountain Bicycle & Pedestrian Plan with priority placed on the following connections:
- 3.6.1 East Surry High School to the end of West Main Street
 - 3.6.2 Hwy. 52 Bypass & West Main Street intersection to Armfield Civic Center
 - 3.6.3 Downtown to Armfield Civic & Recreation Center
 - 3.6.4 Pedestrian crossing on Hwy. 52 Bypass from East Surry High School to the Armfield Civic Center
 - 3.6.5 Main Street to Pilot Mountain Middle School via Old Westfield Road.
 - 3.6.6 Along Key Street from Golf Course Rd. to Dodson Street.
- 3.7 Encourage development to install bicycle infrastructure in addition to required sidewalks.
- 3.7.1 Develop required bicycle accommodations by roadway type. Refer to recommendations of the Yadkin Valley Regional Bikeway Plan and the FHWA Small Town and Rural Multi-modal Network Guide.
- 3.8 Develop a practice to have NCDOT and local and regional agencies review the recommendations of adopted bike/ped plans, such as the Yadkin Valley Regional Bicycle Plan, during roadway project planning and design to ensure that NCDOT projects include the recommended bikeways and treatments.
- 3.9 Amend UDO to require all new development that meets a certain threshold for parking spaces or parking decks to include a specified number of Electric Vehicle (EV) and bicycle charging stations.
- 3.10 Encourage new residential developments to construct homes and buildings with EV-ready conduit and wiring for at-home charging.

KEY RESOURCE 04


**ACHIEVE: MODEL POLICIES
TO ACCELERATE ELECTRIC
VEHICLE ADOPTION**


Produced by the Sierra Club and Plug-In America, this report consolidates a list of best government policies to accelerate adoption of EVs. The toolkit provides guidance and links to actual policies that have been successfully enacted across state and local governments and by utility providers.

4. *Continue active participation with the Northwest Piedmont Rural Planning Organization to prepare for NCDOT-planned transportation projects and facilitate the inclusion of new projects in the NCDOT STIP.*
 - 4.1 Maintain consistent attendance at meetings and representation in the RPO planning process to ensure that Pilot Mountain transportation projects, including bicycle & pedestrian, are prioritized in the State Transportation Improvement Plan.
 - 4.2 Be prepared for NCDOT-planned projects:
 - 4.2.1 Winston-Salem Northern Beltway
 - 4.2.2 Upgrade of Hwy. 52 to an interstate and conversion of the bypass on-ramp into a street connection to Cook School Road.
5. *Expand access to transit options.*
 - 5.1 Promote and support Piedmont Area Regional Transit (PART) and participate in the update to the 2010 Regional Transit Development Plan to advocate for expanded service to Pilot Mountain:
 - 5.1.1 Advocate for expanded departure times to increase convenience for riders and potential-riders from 8-9 am and 7-8 pm.
 - 5.1.2 Advocate of expanded weekend hours.
 - 5.2 Support the Yadkin Valley Economic Development District (YVEDDI) transportation program and promote their services to Pilot Mountain residents, especially senior or disabled residents.
 - 5.3 Support state and local government efforts to determine feasibility of adding passenger service on the Yadkin Valley Railroad line between Mount Airy and Winston Salem.



TRANSIT PROVIDERS: PART & YVEDDI

EXHIBIT 07

Pilot Mountain has two park-and-ride lots that are serviced by the Surry County Express Route, operated by the Piedmont Authority for Regional Transportation. The Surry Express transports commuters to and from popular locations in Winston-Salem with stops in Pilot Mountain, Mount Airy, and King.

Yadkin Valley Economic Development District Inc. (YVEDDI) is a regional nonprofit organization that administers transportation, human services, and community development programs. YVEDDI serves as the primary transportation provider in Surry County for older adults, those with disabilities, and low-income individuals.



PARKS & RECREATION

Pilot Mountain benefits from an abundance of recreation assets both within and surrounding the town. While the town does not have a parks and recreation department or formal staff position, it does own and maintain a 115-acre tract, called Nelson Acres, that provides approximately five (5) miles of hiking trails and an 18-hole disc golf course. Nelson Acres is located just outside of the town's corporate boundaries, adjacent to the Armfield Civic and Recreation Center.

The Armfield Center provides the Pilot Mountain Community with traditional recreation opportunities such as ballfields, youth sports leagues, a playground, indoor fitness facilities, and an indoor competition swimming pool. Armfield is a non-profit entity managed by a volunteer board of directors that includes representation from Surry County and the Town of Pilot Mountain. For decades the Armfield center has provided Pilot Mountain residents with an abundance of recreation opportunities that would otherwise not exist. Close partnership and coordination between the town and the Armfield Center is more important than ever to ensure that this asset continues to provide high-quality recreation facilities for generations of Pilot residents.


Complementing the town's traditional parks, Pilot Mountain's premier recreation destination is Pilot Mountain State Park, located only four miles from Main Street. Thanks to the Sauratown Mountains, the town is geographically positioned to establish itself as a destination-basecamp from which to launch any number of outdoor adventures. With 51 miles of trails within eight miles of downtown and 2,274 acres of parkland within five miles of downtown, Pilot Mountain's access to recreation is hard to match in the Piedmont Triad region. Additionally, 470 miles of cycling routes and an 18-hole golf course with stunning views of Pilot Knob offer additional opportunities for recreation. Several miles of multi-use paths are documented in plans for the Pilot area, as well. (See Map 05 on page 29 for an inventory of Pilot Mountain's most significant recreation assets.)

Outdoor Recreation is a key element of the new economy for Pilot Mountain. As a small town in a rural county striving to attract investment, tourism, young families, professionals, and retirees, Pilot Mountain must work hard to establish accessible trails and greenways, inviting parks, and connectivity to its abundant public lands and open spaces. Recreation is not merely a quality of life amenity, but a critical component of the town's economic development strategy.

COMMUNITY VISION:



PILOT MOUNTAIN will become a hub for outdoor recreation by offering an experience to residents & visitors that affirms the connection between our abundant nature-based recreation offerings and our vibrant, historic town.

A photograph of the entrance to Pilot Mountain State Park. The main sign is a dark brown rectangle with white text. To its left is a smaller sign with a green arrow pointing down. The signs are set against a stone wall. The background is a forest with trees showing autumn foliage in shades of yellow, orange, and green. The ground is covered in fallen leaves.

**PILOT MOUNTAIN
STATE PARK**

North Carolina
State Parks

POLICY GOALS & RECOMMENDATIONS

1. *Establish Pilot Mountain’s reputation as a trail-town with extensive greenway and trail connectivity between recreation assets and support for nearby regional and state trail systems.*
 - 1.1 Require construction, easement, or land dedication of adopted greenway alignments in new developments and along major roadways, as appropriate to regional connectivity and roadway context for greenway projects identified on this plan’s Natural and Recreation Resources Map, the Pilot Mountain Greenway to State Park Feasibility Study, the Surry County Greenway Master Plan, and NC Great Trails State Master Plan.
 - 1.2 Pursue recommendations of 2020 greenway master plan that will connect downtown Pilot Mountain to Pilot Mountain State Park.
 - 1.3 Continue promoting proximity to Pilot Mountain and Hanging Rock State Parks as key marketing themes.
 - 1.4 Participate in future updates to the Piedmont Triad Regional Trail Plan & Inventory to advocate for the inclusion & prioritization of trails & blueways near Pilot Mountain
 - 1.5 Continue conversations with the Yadkin Valley Railroad and partner with Mount Airy to develop a master plan for the development of rail-with-trail between both towns identified as Route 11A in the North Carolina Great Trails State Master Plan.
 - 1.6 Provide trail connection between Nelson Acres and future Waterworks Park.
 - 1.7 Promote and support efforts of the Friends of the Mountains to Sea Trail, implementation of the Stone to Pilot MST Sub-section plan, and greater visibility of the MST in close proximity to the Town.
 - 1.8 Participate in future updates to the 2011 Piedmont Triad Regional Trail Plan.



EARNING THEIR WINGS

CASE STUDY 10

MAIN STREET TO THE MOUNTAINS: CONNECTING DOWNTOWN TO THE NATIONAL FOREST IN BREVARD, NC

Brevard, NC is working with local foundations and agencies to secure grant funding for the Estatoe Trail that connects its downtown to the nearby Pisgah National Forest. The City and its partners have been successful in building 4.8 miles of a natural surface greenway trail that extends from Davidson River campground in Pisgah National Forest to Brevard College, just north of downtown. In recent years, the City secured \$90,000 in funding from the Parks and Recreation Trust Fund (PARTF) and \$240,000 in funding from the Pisgah Health Foundation to extend the Estatoe Trail to Brevard’s historically Black neighborhood, Rosenwald, and its downtown district. The greenway provides a critical connection between the city’s two most important economic engines: the central business district and outdoor recreation in Pisgah National Forest.





THE ECONOMIC CASE FOR GREENWAYS

EXHIBIT 08

An interconnected network of greenways and trails is a powerful economic development tool. Trails and greenways impact local and regional economies by enhancing quality of life for residents, increasing nearby property values, lowering healthcare costs, and providing a venue for community events. Most significantly, greenways, trails, and sidewalks serve as the catalyst for stimulating private investment and recreation tourism.

Greenways and trails stimulate small business development and private investment by attracting a new customer base. This new customer base increases consumer spending in existing businesses along the trail and also attracts new trail or greenway related businesses such as bicycle rental or a trailside café. As local businesses are patronized by trail users, they purchase supplies and services from manufacturers in other sectors of the economy, thereby multiplying the impact of the trail throughout the county.

The boost to local economies provided by trails and greenways is considerable. A 3-year study of study of greenways by North Carolina State University (completed in 2018), found that for every \$1.00 spent on trail construction, \$1.72 were generated annually in local business revenue, sales tax revenue, and benefits related to improved health & transportation. The study also reported that across the four greenways studied, 790 jobs were supported through trail construction. Similarly, an economic impact study of the Swamp Rabbit Trail in South Carolina found that the trail generated a \$6.7 million dollar return on investment in its first three years.

Residential properties located near a trail or greenway also benefit from a significant increase in property values. The greenway is an amenity that commands a higher price for nearby homes. The Little Miami Scenic Trail in Ohio is associated with higher property values up to one mile away from the trail. For every foot closer to the Little Miami trail, single-family home value increases by \$7.

Home values increase near trails because they are an attractive amenity to families and professionals looking to relocate. As a result, homes near greenways often sell faster. The National Association of Homebuilders states that “Trails consistently remain the number one community amenity sought by prospective homeowners”.



2. *Expand park system and improve quality of recreation fields and facilities.*

- 2.1 Develop a Parks and Recreation Master Plan for capital improvements of town-owned open space and identification of key greenway and trail corridors.
- 2.2 Invest in signage and facilities to increase awareness of the Nelson Acres Disc Golf Course and improve user experience.
- 2.3 Develop detailed designs for the Depot Street Park and pursue establishment of new park on Town property.
- 2.4 Decommission Water Treatment Plant and pursue a Parks and Recreation Trust Fund grant to finance the phased establishment of Waterworks Park.
- 2.5 Include facilities for accessible and adaptive play at Town parks.
- 2.6 Consider establishing a beginner-friendly mountain bike trail system at Nelson Acres.
- 2.7 Amend UDO to require that large-scale new development provide a dedicated percentage of usable open space for parks and recreational opportunities.
- 2.8 Amend UDO to require construction, dedication or reservation of adopted greenway alignments in new developments and along major roadways, as appropriate to regional connectivity, adopted plans, and roadway context.

KEY RESOURCE 05



NORTH CAROLINA GREAT TRAILS STATE MASTER PLAN



Spearheaded by the NCDOT and NC Division of Parks and Recreation, the Great Trails State Master Plan is an ambitious effort to document existing and planned trail alignments in all 100 of North Carolina's Counties. Furthermore, the Great Trails initiative provides a foundation for establishing a dedicated funding stream at the state level for investing in shovel-ready trail projects. The NCDOT Division 11 Great Trails State Plan map identifies Route 11A as a potential rail-with-trail connecting the towns of Pilot Mountain and Mount Airy.



THE MOUNTAINS-TO-SEA TRAIL

EXHIBIT 09

BY THE NUMBERS

FIRST ESTABLISHED: 1977

STATE TRAIL DESIGNATION: 2000

TOTAL MILES WHEN COMPLETED: 1,400

TOTAL CONSTRUCTED MILES: 659.5

The Mountains-to-Sea State Trail (MST) is North Carolina's flagship state trail. The notion of a trail extending across the width of North Carolina was first proposed in 1977 by Howard Lee, Secretary of the North Carolina Department of Natural Resources and Community Development. In 2000, the MST was designated as a state trail and a unit of the state parks system. Upon completion, the MST will be approximately 1,400 miles long extending from Clingmans Dome on the Tennessee border to Jockeys Ridge State Park on the Outer Banks. Currently, there are 659.5 miles of trail that are constructed and designated as state trail. Trail development and maintenance are led by the Friends of the MST, a non-profit organization that fundraises, conducts landowner outreach, and advocates for the trail.

Section 6 of the MST extends through Surry County along the Yadkin River from Stone Mountain State Park to Pilot Mountain State Park. Much of this section has not yet been constructed however, the Elkin Valley Trails Association (EVTA) completed the MST Stone to Pilot Master Plan in 2014 and continue to lead efforts to implement the plan and construct trail through Surry county.

Section 7 extends from the Hauser Road trailhead in Pilot Mountain State Park to Hanging Rock State Park via the Sauratown Trail, challenging hikers with dramatic elevation change and breathtaking long-range vistas of the Yadkin Valley. This 35-mile segment is a premier segment of the MST with very little of the trail remaining to be constructed.



Image courtesy of WNCOutdoors.com



ON THE RADAR

DOWNTOWN TRANQUILITY AT DEPOT STREET PARK

The Town of Pilot Mountain's two-acre tract adjacent to N. Depot Street presents a prime opportunity for a downtown park. Additionally, the site's proximity to Main Street makes it a viable candidate for off-street parking for visitors to downtown businesses. A small surface lot at the southern end of the property, accessed from Main Street, would provide additional public parking for downtown events as well as visitors to the park itself. The property's steep slope lends itself to passive recreation amenities such as a quarter-mile walking trail and natural playground that offer an opportunity for solitude and serenity in the center of town. Conversion of an underutilized alleyway provides a direct pedestrian connection from Main Street to the park.



NATURAL PLAYGROUND

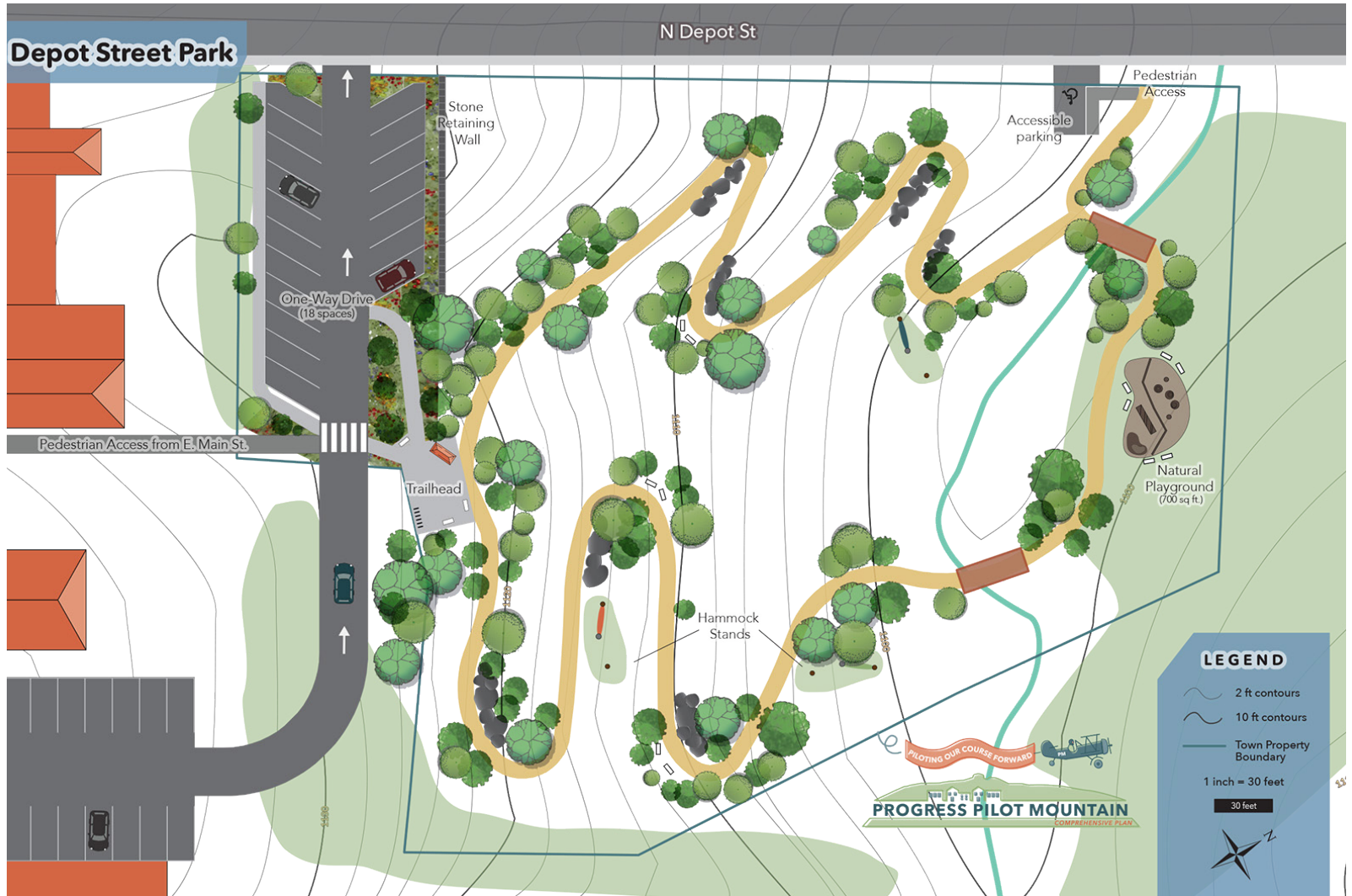


TRAILHEAD PLAZA



HAMMOCK STANDS

SCHEMATIC 07





ON THE RADAR

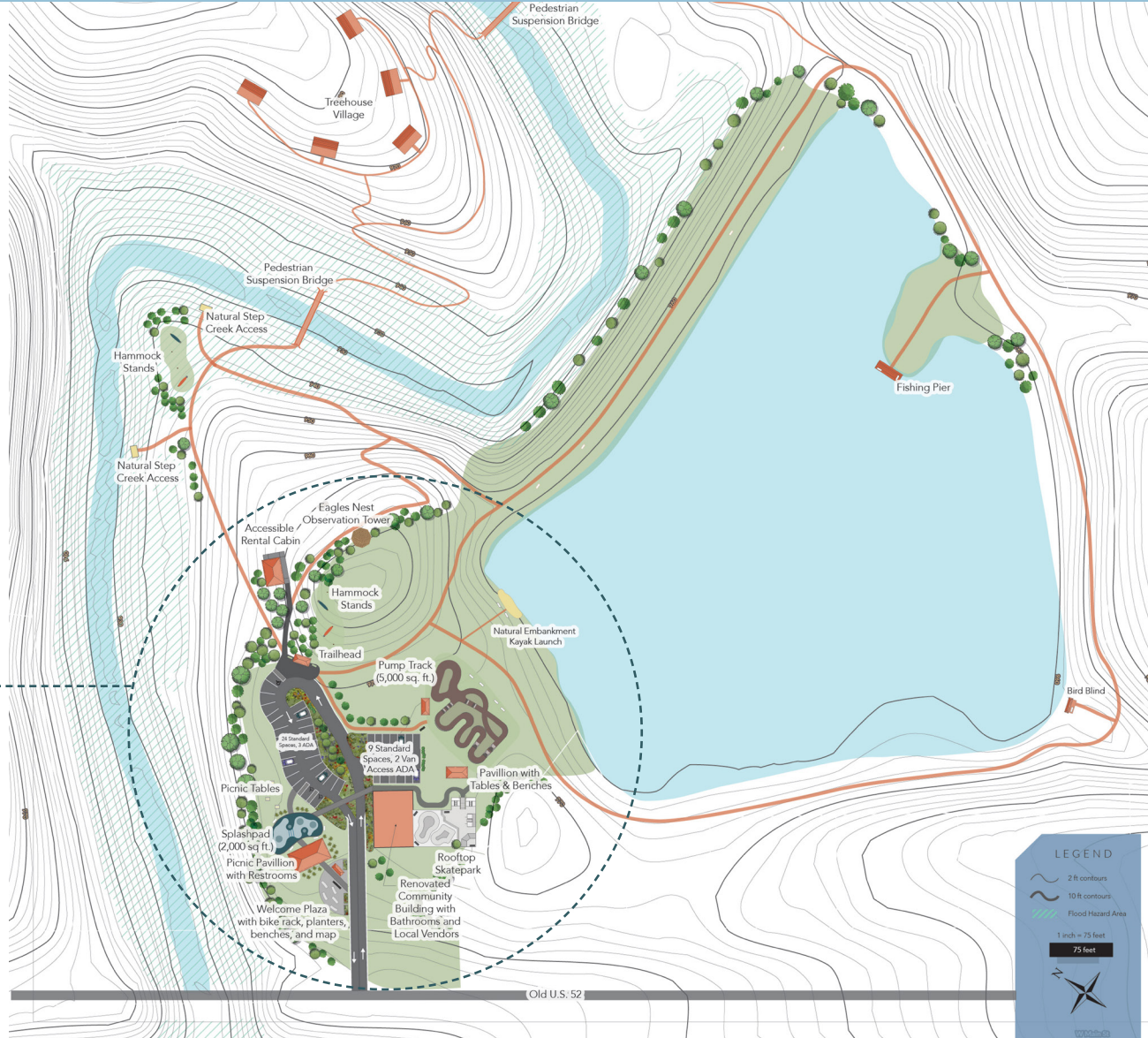
RECREATION DESTINATION: WATERWORKS PARK

As the town transitions to purchasing its water supply from Mount Airy in the near future, the existing water treatment plant will be decommissioned. The 30-acre tract on Tom's Creek features a 7.5-acre reservoir and shares a boundary with Nelson Acres making it an ideal candidate for conversion to a regional destination-quality park with the potential to attract visitors from the greater Piedmont Triad. A balance of active and passive recreation uses provides activities for multiple generations and activity levels. A phased approach to implementation of this conceptual plan would position the town as a competitive candidate for multiple Parks and Recreation Trust Fund grants (PARTF) over several years. Key features of the proposed park include:

- Revenue-generating treehouse village for lodging (see Case Study 05 on page 96)
- Splash pad
- Conversion of the existing holding tank into a skate bowl & skills area
- Mountain bike pump track
- Eagle's nest observation tower
- Retrofit main plant building into community space with restrooms, vendors, and equipment rental



SCHEMATIC 08



3. *Strengthen relationships and support for community, civic, and recreation organizations that maintain park facilities and manage programming efforts to ensure continued functionality and high-quality recreation and civic services.*
 - 3.1 Work with Surry County and the Armfield Civic Center Board to conduct a feasibility study and develop a potential transition plan for transferring Armfield Center operations and assets to town ownership and management in order to continue providing programmed recreation and traditional team-sports opportunities for the Pilot Mountain community.
 - 3.2 Support expansion of existing senior programs at Armfield Civic & Recreation Center and the Charles H. Stone Public Library.
 - 3.3 Continue support for public and non-profit senior-services organizations.
 - 3.4 Support the Surry County Health and Nutrition Center in combatting the county's priority health issues: 1) Substance Abuse; 2) Obesity; 3) Mental Health Crises.
 - 3.5 Work with Surry County Parks and Recreation Department to update and support implementation of their policy recommendations of their 2016-2026 Comprehensive Master Plan to
 - 3.5.1 Increase subsidies to incorporated areas for recreation;
 - 3.5.2 Coordinate program opportunities with other parks and recreation agencies (such as the Armfield Civic & Recreation Center); and
 - 3.5.3 Establish a recreation foundation.
 - 3.6 Continue to plan and work collaboratively with Pilot Mountain State Park. Support efforts to implement the Pilot Mountain State Park Master Plan and recommendations of the Piedmont Triad Strategic Outdoor Recreation Plan.



ARMFIELD CIVIC AND RECREATION CENTER

EXHIBIT 10

BY THE NUMBERS

ESTABLISHED: 1980s

ACREAGE: 36 (+115 ac. at adjacent Nelson Acres)

AMENITIES & ACTIVITIES: Trails, playground, baseball, softball, walking track, event amphitheater, 18-hole disc golf, fitness & dance classes, junior Olympic-sized pool, therapy pool, nursery & afterschool programming, indoor basketball/pickleball courts



The Armfield Civic and Recreation Center has served as the epicenter for recreation in Pilot Mountain for nearly 40 years. A true grassroots effort, the Armfield Center is the result of a determined group of citizens who secured approximately \$2M through grants, state funding, and local matches to establish the facilities that comprise the Armfield recreation campus. Armfield provides the Pilot Mountain Community with numerous traditional recreation opportunities as well as exercise and social programming for seniors and children. It is a non-profit organization managed by a volunteer board of directors that includes representation from Surry County and the Town of Pilot Mountain. Growing community demand for recreation opportunities and amenities in conjunction with aging facilities at Armfield will require a dedicated partnership and close coordination between the Town of Pilot Mountain and the Armfield Center to ensure that this asset continues to provide high-quality recreation facilities for generations of Pilot residents.



EARNING THEIR WINGS

CASE STUDY 12

BIKE BOOST: ECONOMIC IMPACT OF ROCKY KNOB PARK, BOONE, NC

The 185-acre Rocky Knob Park located in Boone, NC offers a robust network of mountain biking and hiking trails that are entirely volunteer maintained. Rocky Knob Park boasts five (5) interconnected trails totaling 10 miles with four (4) separate skill building areas including a pump track. Established in 2009 by Watauga County's Tourism Development Authority (TDA), the park was opened to the public in 2011. Since then, the park has contributed around \$2.5 million to Watauga County annually through tourism revenue. Research conducted by Appalachian State University revealed that 70% of people surveyed indicated that mountain biking was very important to their decision to visit the area, and that the average survey respondent visited the park between 23-60 times annually while spending \$257 per trip.

The park was originally funded by grants, and continues to receive grant funding for new expansions and projects. In partnership with the Boone Area Cyclists, over 7,000 hours of volunteer work have been logged since its initial build period in 2010. The group offers volunteer and fundraising support to help maintain trails, finance professional contractors for technical construction, build bathrooms and shelters, and design new tracks on the site. As a nationally recognized destination for mountain biking, Rocky Knob Park has established Boone as a can't-miss destination for outdoor enthusiasts and tourists.





EARNING THEIR WINGS

CASE STUDY 13

TWO-WHEELS, ONE COMMUNITY: ZACKS FORK TRAIL, LENOIR, NC

Established in 2014, Zack's Fork mountain bike trail occupies a compact footprint within a city park in Lenoir, NC. The short, 3-mile loop trail was intentionally designed with beginners in mind, but includes technical features for bikers as well. It is the first purpose-built mountain bike trail in the Caldwell County and provides a unique destination within Lenoir. The park itself has historically been supported by volunteers, with initial fundraising efforts spearheaded by the community and construction by volunteers. Zack's Fork Trail works closely with their non-profit partner, Northwest North Carolina Mountain Bike Alliance, which provides much of the continued maintenance at the trail location, and advertises the park as a destination for visitors and mountain bike enthusiasts. Though this partnership provides regular maintenance, community work days are organized for volunteers to participate in trail building as well. Recently, the community has continued to support trail extensions and growth of the park, with the organization and partnership raising over \$20,000 to improve and build new trails.




4. *Improve public access to water-based recreation within the town's jurisdiction.*

- 4.1 Include access to Tom's Creek and paddle-access to Pilot Mountain's reservoir at proposed Waterworks Park.
- 4.2 Support Surry County's efforts to expand public access to rivers and streams for recreation.

5. *Become a bike-friendly community and hub for bicycle-tourism in Surry County.*

- 5.1 Leverage the Sauratown Mountains Scenic Byway, Surry County Scenic Bikeway Plan, NC Bike Route 4, and the rural roads around Pilot Mountain to develop bicycle infrastructure and tourism.
- 5.2 Promote road cycling as an outdoor recreation activity in Pilot Mountain.
- 5.3 Amend Development Performance Standards in the UDO to require that new development provide bicycle parking amenities such as racks and storage facilities consistent with guidance from the Association for Pedestrian and Bicycle Professionals (APBP) on bicycle parking design and location.

 5.4 Install bike racks, storage, and maintenance stands in downtown, at public parks, and at public/civic facilities.

 5.5 Host events such as a cyclovía or pop-up "play lanes" in town streets or downtown that celebrate human-powered transportation such as bicycles, skateboards, scooters, and skates.

5.6 Adopt and refer to the 2020 Yadkin Valley Regional Bike Plan for guidance on bicycle and micro-mobility friendly policy strategies and complete streets implementation.

5.7 Implement recommendations on pages 54-55 of the Yadkin Valley Regional Bike Plan to establish the Town to Pilot Mtn. State Park Trail via separated bike lanes on W. Main Street and shared-lane road markings on Stephens and Pine Streets.



ON THE RADAR

SCHEMATIC 09

WEST MAIN MAKEOVER: YADKIN VALLEY REGIONAL BIKE PLAN

Completed in 2020, the Yadkin Valley Region Bike Plan details specific treatments for realizing multi-modal facilities that connect Main Street to Pilot Mountain State Park. Specific recommendations for W. Main Street from East Surry High School to Stephens Street include narrowing vehicle lanes to 11 ft. to accommodate double-loaded bike lanes and pavement markings separated by a buffer space from cars. Addition of the buffered bike lanes will undoubtedly add value to the pedestrian experience as well.



EXISTING

COMMUNITY & SENSE OF PLACE

Pilot Mountain's distinct identity has developed over many decades as a result of its rich history, inspiring mountain landscape, and the vibrant personalities of its people. These elements influence the built environment which, in turn, impacts the quality of everyday life as we interact with and navigate the network of roads, buildings, pathways, and places we've created. Whether we are aware of it or not, we often have an emotional association with a place, especially the places we frequent most. Pilot Mountain has long evoked a strong sense of place in many people, as evidenced by its enduring heritage as a mountain retreat and the common sentiment among new residents that the town and community "just feel like home."

A powerful sense of place is more than a good feeling; it translates to tangible economic impact as an attractive force that entices new residents, visitors, and investment through the quality of the built environment and the energy of the community. Sense of place is hard to measure, but critical to the sustained prosperity of a community. Streets, sidewalks, and parks full of activity represent the ability to sustain restaurants, local shops, the arts community, and dynamic third places such as cafés and breweries. Tax revenue generated from downtown districts can help fund streetscape improvements and new amenities like public art programs. Diversity of cultures, food, arts, languages, talents and abilities add to the vitality and resiliency of a community - making it stronger and more attractive to a wider variety of visitors, residents, and entrepreneurs.

Placemaking does not happen by accident. It is the result of deliberate efforts by civic organizations, official town agencies, and individual citizens working together to make their community more livable, loveable, and distinctive.

COMMUNITY VISION:



PILOT MOUNTAIN will be a welcoming and inclusive community.



PILOT MOUNTAIN will become a hub for outdoor recreation by offering an experience to residents & visitors that affirms the connection between our abundant nature-based recreation offerings and our vibrant, historic town.



PILOT MOUNTAIN will preserve the historic character, mountain heritage, genuine small-town charm, and invaluable natural assets that contribute to our distinct sense of place.



Antiques



The Blue Cottage

Ice Cream
Coffee
Smoothies

OPEN

POLICY GOALS & RECOMMENDATIONS

1. *Encourage vibrant streets and outdoor spaces.*

-  1.1 Pursue permanent regulatory changes and policies to support “parklet” concept and business use of sidewalk space downtown.
-  1.2 Install landscaping such as planter boxes and hanging baskets on light posts to create an inviting pedestrian environment in conjunction with planned streetscape improvements.
- 1.3 Seek grants and funding for development of downtown amphitheater, open-air market hall, and public restrooms.

2. *Continue investment in Main Street streetscape improvements that enhance walkability and the pedestrian experience.*

- 2.1 Pursue funding strategies for phased implementation of streetscape improvements.
- 2.2 Pursue installation of electric-vehicle charge-ready streetlight posts as part of planned streetscape improvements.
- 2.3 As construction of the streetscape improvements become imminent, develop a public communications approach based on the NC Main Street Downtown Strong Implementation Strategy to communicate project updates and promote businesses during construction phases.
- 2.4 Evaluate feasibility of establishing a secondary access road or alley behind buildings on the north side of Main Street to allow for continuous access to businesses during streetscape construction. Consider maintaining the alley for business access during festivals or other road closures on Main St.
- 2.5 Pursue development of public off-street parking for downtown in conjunction with establishment of the Depot Street Park.
- 2.6 Partner with private non-residential uses to provide additional public parking during non-operational hours. Employ wayfinding signage to direct visitors to these lots.



ON THE RADAR




SCHEMATIC 10

COME TOGETHER: PILOT MOUNTAIN CENTRAL MARKET & AMPHITHEATER

Pilot Mountain's 2019 Streetscape plan casts a bold vision for redevelopment of the town hall site into a new town center and civic campus. The plan contemplates a vehicle-free pedestrian zone anchored by open-air market hall. An amphitheater abuts Marion Street flanked by a two-story public restroom building with rooftop deck offering views of the mountain.



3. *Strengthen community pride by investing in beautification of the built environment.*

- 3.1 Consider establishing a Pilot Mountain Beautification Committee to identify and lead implementation of beautification initiatives throughout the town.
- 3.2 Develop a gateway signage system and work with private property owners or NCDOT right-of-way to establish consistent recognizable gateways into Pilot Mountain by installing new signage, landscaping, and street trees at or near the following intersections, in order of priority:
 - 3.2.1 NC Hwy. 268 (Key Street) at US Hwy. 52 roundabout
 - 3.2.2 Hwy. 52 Bypass and West Main Street
 - 3.2.3 3Hwy. 52 Bypass and East Main Street
-  3.3 Continue implementing Yadkin Valley Heritage Corridor wayfinding signage where appropriate.
- 3.4 Develop a downtown wayfinding strategy in conjunction with planned streetscape improvements to establish a sense of arrival to the town center on Main Street.
- 3.5 Utilize minimum housing and nuisance codes to address residential decay and junked vehicles to increase safety, protect quality of life, and property values.
-  3.6 Work with property owners of vacant downtown storefronts to allow the Main Street Committee to install temporary artistic, thematic, or seasonal window displays.
- 3.7 Utilize an Urban Forestry Grant through the NC Forestry Service to help fund initiatives related to increasing Pilot Mountain's urban canopy, strengthening tree preservation, and providing public education on urban forestry.
-  3.8 Improve alleyways with pedestrian walkways, seating, public art.
- 3.9 Establish a Town-administered grant, rebate, or revolving loan program to assist non-residential building owners with costs associated with building rehab and upfit in order to restore buildings to active use.



EARNING THEIR WINGS

CASE STUDY 14

WINDOW TREATMENT: NEW LIFE FOR VACANT STOREFRONTS

New Haven, CT supports several different commercial districts, and the historic downtown's 1980's redevelopment efforts began to decline in activity and growth. While other areas of the city of have prospered, the retail elements in downtown have not done the same. Concerned that the absence of commercial activity would produce a negative impact on the local economy, the New Haven local government hoped to bring life and color to the area while encouraging the imagination of future development and design. The city's Department of Arts, Culture and Tourism (DACT) began the "Project Storefronts" program which partners with artists to transform vacant storefronts with window art, pop-up galleries, studios and art-related offices in the historic downtown district. Temporary art installations range from student art, local designers, and exhibits of historic New Haven photographs. Some installations have even shown renderings of future concepts for the interior of the buildings. The DACT partnered with the city's Office of Economic Development as well as the Economic Development Corporation to fund these installations. The city promoted the program's benefits by hosting a variety of public events. As a result, a monthly Friday artwalk brings visitors to the downtown area to view galleries and engage in commerce. This program has served as the first step in bringing the area back to life as the community becomes more connected to local artists and the downtown area.



- 4. *Nurture a sense of place that showcases the community's genuine small-town mountain charm.*
 - 4.1 Support and promote growth of the Pilot Mountain Farm & Art Market downtown.
 - 4.2 Encourage farm-to-table restaurants.
 - 4.3 Establish a community garden and/or edible landscapes in downtown planters. Partner with the Piedmont Triad Regional Food Council for technical support.
 - 4.4 Encourage and promote area agritourism enterprises such as you-pick farms, vineyards/wineries, breweries, farm tours, mazes, and nature-based destinations.
- 5. *Create a welcoming and inclusive atmosphere that celebrates diversity in all forms.*
 - 5.1 Prioritize investment in festivals and events that highlight underrepresented cultures and populations with a focus on uniting diverse audiences from varying racial, ethnic, socioeconomic, and religious backgrounds.
 - 5.2 Prioritize support for minority and women-owned businesses in economic development initiatives.



EARNING THEIR WINGS

CASE STUDY 15

WHEN MONEY GROWS ON TREES: STREET TREES AS ECONOMIC DEVELOPMENT

Street trees and landscaping help separate pedestrians from motor vehicle traffic. Trees and plantings also provide interest by framing the street, softening the appearance of hard surfaces and providing color, fragrance, and seasonal decor. They also provide shade and areas of refuge for pedestrians. Street trees enhance the pedestrian experience, increasing foot-traffic and encouraging downtown visitors to stay long. More people spending more time on Main Street means a vibrant streetscape and increased sales for local businesses. The NC Forest Service provides grants on an annual basis to local governments for establishing or enhancing the urban canopy with street-trees.



6. *Deepen community understanding of Town decision-making and development policies necessary to ensure sustained economic vitality of the community.*
 - 6.1 Consider developing and hosting a Citizens' Academy.
 - 6.2 Consolidate and publish resources on best economic development, planning, and place-making practices on the Town's website.
 - 6.3 Publish a themed weekly or monthly post on the Town's social media channels that educates followers on specific economic development, planning, and place-making practices that the Town employs.
 - 6.4 Support Surry County in establishing a county-wide streaming channel and contribute regular announcements and content.
7. *Cultivate a thriving creative community.*
 - 7.1 Encourage development of a Surry County Arts Council chapter to facilitate cultural and economic development through the arts in Pilot Mountain
 - 7.2 Develop a sculpture program for installing permanent or rotational public art exhibits in key locations and destinations throughout Pilot Mountain.
 - 7.3 Develop a mural program for willing building owners. Include creative applications like electrical boxes or stairs. Consider Percent for Art program to fund commissions.
 -  7.4 Install street furniture, such as seating, that doubles as functional public art.
 -  7.5 Host regular downtown art-crawl events that highlight public art installations, features local artists, and engages downtown businesses.



EARNING THEIR WINGS

CASE STUDY 16

FRIDAY NIGHT LIGHTS: SPOTLIGHT ON VISUAL ARTS IN BOONE, NC

Public Art Crawl events can be used to promote visual arts and culture while boosting downtown business at the same time. Art Crawls invite the public to view local artists' work in public art installations, galleries, or studios in a concentrated geographic area so that individuals get the chance to see a variety of art through the duration of the event. In Boone, the First Friday Art Crawl takes place along the downtown area's King Street. Public art installations are featured at the local university's Center for Visual Arts, as well as in local art cooperatives and shops. Local musicians participate in jam sessions at venues along the downtown area and perform at restaurants where art crawl visitors stay after to grab a meal. More formal concert series are also hosted at different venues downtown as well. Artists are able to gather engagement and make sales, and small businesses along the downtown area often stay open later and offer drinks and snacks to visitors. Many businesses also have unique offerings, such as raffles and giveaways or big sales. The popular event is marketed through social media, word of mouth in downtown businesses, and by posters hung throughout the community. The reliability and regularity of the event also ensures its success, as people are sure to find something exciting happening downtown every first Friday throughout the year, rain or shine.



CHAPTER 4



SMOOTH LANDING

IMPLEMENTATION

Priority Recommendations by Planning Element
Summary of Visible Victories

CHAPTER OVERVIEW

Progress Pilot Mountain provides a wide-ranging policy framework to guide decision-making across all levels of community action from Town government to civic-minded organizations that champion a specific project.

Plan implementation is an incremental process. Some recommendations, such as those identified as Visible Victories, can be executed in a relatively short period of time. Others recommendations are long-term in nature and will take several years of concentrated effort to achieve.

The true impact of Progress Pilot Mountain will come from accomplishing the policy goals and action-strategies identified in the plan to achieve the community's ultimate vision for Pilot Mountain. Investment in Pilot Mountain's bright future must continue with a renewed commitment by town staff, elected officials, appointed board members, and the community at large - all working in harmony to strengthen and improve the Town they love.

This chapter is comprised of six (6) Implementation Matrices corresponding with each Planning Element. Each matrix identifies the top ten (10) priority recommendations for each element. Additionally, the matrices identify the type of action, coordinating agencies, and the timeframe for completion. The final pages of the chapter provide a summary of all recommendations that represent Visible Victories.

PRIORITIZATION

Resource limitations faced by local governments across the state create an environment in which projects must be prioritized in order to achieve long-term success. Ten (10) recommendations for each planning element are identified as the top priorities based on several factors:

- Community preference as articulated through public engagement surveys
- Urgency of the need that is addressed
- Ease of implementation (the "low-hanging fruit")
- Level of Impact on quality of life (Actions that result in the greatest positive impact for the most people)
- As funding and resources become available, or as citizen needs evolve, prioritization may change in response to new opportunities, constraints, or community preferences.

ACTION TYPE

Each of priority recommendation is further identified by the type of action it represents.

- **Capital Project:** Requires capital outlay from the town.
- **Code Amendment:** Requires amendment to the UDO or adoption of an ordinance.
- **Long-range Planning:** Requires additional feasibility study, planning, or design work.
- **Operating Policy:** Guides local government staff, elected officials, and appointed board-member decisions.
- **Community Initiative:** Community projects that enhance character, community pride, and sense of place.

LEAD & PARTNER AGENCIES

While the Town of Pilot Mountain is a leading partner on nearly all recommended actions identified in the matrices, the town will often need to rely on the cooperation, initiative, and efforts of partner agencies to achieve the stated action item. This could

include entities such as utilities; non-profits; state or federal governmental agencies; private developers; and property owners. The matrices identify the town agencies, community stakeholders and other partners that will be responsible for ensuring the implementation of each action item. The list of should not be viewed as exclusive or comprehensive. Other individuals or agencies who are not listed may have an interest, skill, or responsibility to realize the recommended actions.

TIMEFRAME

The recommendation timeframe refers to the amount of time, in years, within which each action item should be implemented. Recommendations are categorized as either short term, mid-term, long term, or continuous.

Short-term: achievable in less than five years

Mid-term: achievable in 5-10 years

Long-term: may take more than 10 years

Continuous: ongoing efforts

PLAN MAINTENANCE

Planning for community success and vitality is an ongoing practice. Town staff should continuously monitor progress toward achieving the plan's vision and goals. Town staff, the Planning Board and Board of Commissioners should review progress on plan implementation each year as part of the town's budget retreat. This practice will allow the Board of Commissioners to establish funding priorities during each budget cycle that support continuous progress toward achieving the implementation priorities identified in this chapter.

Progress Pilot Mountain should be fully updated every five (5) years and adjusted in response to unanticipated challenges, opportunities, changes in the economic and social needs of the community, technological innovations, and the emergence of new best-practices in community planning and local government administration. As it monitors the plan throughout the year, town staff should note any necessary changes. Amendments to the plan should be made only after careful consideration of the implications. Citizen voices should always be included in the conversation.

The plan and future land use map should never be amended solely to justify approval of a specific development project or to ameliorate a vocal group of stakeholders who do not represent the majority goals and objectives of the community. After all, this plan is the result of a thoughtful, collective process of stakeholders, citizens, and leaders. Be careful not to sacrifice the long-term goals and vision of the broader community for a short-term gain. Plan and map amendments should occur as the result of evaluating the plan's effectiveness, updating it to reflect completed actions, adding recommendations to assist in accomplishing policy goals, or incorporating the result of a more detailed study or small-area plan.

PRIORITY INITIATIVES ACCORDING TO PUBLIC ENGAGEMENT SURVEY #1 (APRIL 2021):

1. Economic development & job creation
2. Preserving small-town mountain character
3. Managing population growth & new development
4. Upgrading infrastructure & improving public services
5. Protecting natural resources & landscapes
6. Expanding access to parks and trails
7. Improving transportation infrastructure, including bike/ped facilities

IMPLEMENTATION MATRICES

LAND USE AND ENVIRONMENT

TOP 10 PRIORITIES

ACTION TYPE	RECOMMENDATION	LEAD AGENCIES	TIMEFRAME
Code Amendment	1.1 Amend Unified Development Ordinance (UDO) for consistency with the 2040 Future Land Use Framework and Map.	Town Planning Staff, Planning Board, & Town Commissioners	Ongoing
Operating Policy	2.1 Encourage and support development that respects and preserves the natural features of the site through sensitive site design, avoids substantial changes to the topography, and minimizes disturbance of natural systems.	Developers, Surry County Permitting Agencies, Town Planning Staff, Planning Board, & Town Commissioners	Ongoing
Capital Project	2.3 Continue efforts to restore degraded streams and improve the health of riparian areas.	Town Management Staff, Property Owners, NC DEQ, NC Land & Water Fund	Ongoing
Code Amendment	4.3 Amend UDO Article 4 to strengthen regulations and requirements for non-conforming situations.	Town Planning Staff, Planning Board, & Town Commissioners	Short-term
Code Amendment	6.1 Protect rural and residential character by adopting commercial design standards for highway corridors that prohibit strip-style linear development and corporate architecture that does not contribute to the traditional character of the town.	Private Consultant, Town Planning Staff, Planning Board, & Town Commissioners	Short-term
Code Amendment	6.2 Adopt design standards for multi-family housing that will ensure compatibility with existing neighborhoods.	Private Consultant, Town Planning Staff, Planning Board, & Town Commissioners	Short-term
Community Initiative	7.1 Continue efforts to establish downtown Pilot Mountain as a National Register Historic District.	Town Planning & Main Street Staff, Main Street Coordinating Committee, NC SHPO, NPS	Short-term
Operating Policy	7.3 Continue enforcement of the Downtown Design Overlay District Standards.	Town Planning & Main Street Staff	Ongoing
Code Amendment	7.4 Consider establishing a Municipal Service District for the Downtown core to provide funding for downtown infrastructure, streetscape, and aesthetic improvements.	Town Management Staff, Town Commissioners	Mid-term
Code Amendment	7.5 Establish a Vacant Non-Residential Building Registration program in conjunction with a Non-Residential Building Maintenance ordinance.	Town Planning Staff, Town Commissioners	Mid-term

ECONOMIC VITALITY

TOP 10 PRIORITIES

ACTION TYPE	RECOMMENDATION	LEAD AGENCIES	TIMEFRAME
Operating Policy	1.1. Continue active participation in the NC Small Town Main Street Program. Leverage grant opportunities available to member Towns for business recruitment and building renovations.	Town Main Street Staff, Main Street Coordinating Committee, NC Program Main Street	Ongoing
Operating Policy	1.3 Continue allowing and encouraging outdoor patio seating and dining in downtown and on sidewalks with adequate width.	Town Planning & Main Street Staff	Ongoing
Operating Policy	1.6. Continue downtown business incentive program and pursue additional grants or funding sources to sustain this program.	Town Main Street Staff	Ongoing
Community Initiative	2.1 Implement a distinct and recognizable brand & logo system for the Town that leverages and coordinates with existing influential regional brands	Private Consultant, Town Management Staff, Brand Steering Committee	
Operating Policy	6.2 Continue administering the commercial façade grant program and pursue additional grants to sustain this program.	Town Main Street Staff	Ongoing
Long-range Planning	6.3. Initiate redevelopment of the Dyehouse Revitalization District to restore the former Dyehouse and surrounding properties to productive use through one of two options provided for in NC state statutes.	Town Management Staff, Board of Commissioners, Surry County EDP, UNC Development Finance Institute	Long-term
Operating Policy	6.4. Work with private owners and/or potential re-developers of historic properties to pursue state and federal historic preservation tax credits to complete adaptive reuse projects of historic mills and factories.	Town Main Street Staff, Property Owners, Developers, NC SHPO, NPS	Long-term
Capital Project	4.2 Install wayfinding signage from Pilot Mountain State Park to Downtown Pilot Mountain to capture a greater number of park visitors.	Town Management Staff, Private Consultant, NCDOT, Private Property Owners	Mid-term
Community Initiative	4.3 Work with Pilot Mountain State Park to establish park-and-ride shuttle from downtown Pilot Mountain to the State Park when parking in the State Park reaches capacity.	Town Management Staff, Pilot Mountain State Park Leadership, PART/YVEDDI or Private Transport Provider	Short-term
Community Initiative	7.1 Promote Pilot Mountain as a lower cost, high-reward location for starting a business or opening a second location.	Tourism Development Authority, Main Street Coordinating Committee, Surry County EDP, Main Street Staff	Ongoing

INFRASTRUCTURE & PUBLIC SERVICES

TOP 10 PRIORITIES

ACTION TYPE	RECOMMENDATION	LEAD AGENCIES	TIMEFRAME
Operating Policy	2.2 Begin implementing the 2020 Water & Sewer System Asset Management Plan for replacement of extreme risk water and sewer infrastructure.	Town Public Works Staff	Ongoing
Operating Policy	2.4 Pursue grants & loan funding to facilitate replacement of aging water and sewer infrastructure.	Town Management & Public Works Staff, USDA, NCDEQ	Ongoing
Operating Policy	2.1. Continue the transition to purchasing the Town's water supply from Mount Airy according to the Interconnect Agreement.	Town Management Staff, Town of Mount Airy	Short-term
Operating Policy	2.6 Continue requiring new water and wastewater infrastructure to be installed according to the Pilot Mountain Infrastructure Specifications Manual to ensure quality, consistency, and adequate volume and pressure for fire suppression.	Town Public Works Staff	Ongoing
Long-range Planning	3.1. Perform a cost-benefit analysis of potential annexation for all new development in the Extra Territorial Jurisdiction (ETJ) that desires an extension of public water or sewer service from Pilot Mountain. Develop an annexation policy to address development located outside of the Town's boundaries.	Town Management & Planning Staff, Planning Board, Town Commissioners	Ongoing
Operating Policy	3.2 Continue requiring new development to connect to the Town's water system at the expense of the developer. Continue extension policies that ensure that the cost of growth is not borne by existing water customers.	Town Planning Staff, Planning Board, Town Commissioners, Developers	Ongoing
Operating Policy	3.4 Any Town-initiated expansion of utilities shall reinforce growth within Town limits for increased development densities on existing water and sewer lines rather than expanding new infrastructure.	Town Management & Planning Staff, Board of Commissioners	Ongoing
Long-range Planning	4.1 Support and participate in discussions with Surry County, the local Volunteer Fire Department Board(s), and Rescue Squad(s) to determine a strategy for modernization of Fire and Rescue services.	Town Management Staff, Surry County Staff, Pilot Knob VFD, Pilot Mountain Rescue Squad	Mid-term
Long-range Planning & Capital Project	7.2 Conduct a Needs and Cost Analysis to evaluate the need for space and the capital required to improve the Town Hall building and site. Plan for improvements based on the results of the preliminary Needs and Cost analysis. Coordinate with proposed improvements for new civic facilities as identified in the 2018 Downtown Streetscape Plan.	Town Management & Planning Staff, Private Consultant, Board of Commissioners	Mid-term
Long-range Planning & Capital Project	7.3 Pursue planning and cost analyses to evaluate the need for space and capital required to construct a new Public Works Facility.	Town Management & Planning Staff, Private Consultant, Board of Commissioners	Mid-term

TRANSPORTATION & MOBILITY

TOP 10 PRIORITIES

ACTION TYPE	RECOMMENDATION	LEAD AGENCIES	TIMEFRAME
Long-range Planning & Capital Project	3.3 Connect community destinations such as schools, parks, major employers, and the Armfield Civic Center via greenways and trails.	Town Management & Planning Staff, Board of Commissioners, Local Trail Advocacy Organizations	Ongoing
Long-range Planning	1.2 Develop a capital improvements schedule for repaving and upgrading Town streets with priority placed on streets in Catalyst Areas identified on the Degree of Change map.	Town Management & Public Works Staff, Private Consultant	Mid-term
Long-range Planning	3.2 Work with Surry County and municipalities within Surry to develop a county-wide trails master plan that incorporates all greenway and trail plans into a single, actionable document.	Town Management Staff, Surry County Parks & Recreation Dept., Private Consultant, Local Trail Stakeholders	Mid-term
Code Amendment	3.4 Amend UDO sidewalk requirements to require new development to construct pedestrian or multi-use path connectivity to adjacent commercial areas, neighborhoods, and parks.	Town Planning Staff, Planning Board, Town Commissioners	Short-term
Long-range Planning	3.5 Pursue grant funding through NCDOT for a bicycle and pedestrian plan that can build upon and update the Town's 2013 pedestrian plan.	Town Management Staff, NCDOT, Northwest Piedmont RPO, Private Consultant	Short-term
Capital Project	3.6 Continue filling sidewalk gaps and establishing pedestrian & bicycle facilities identified for Pilot Mountain in the Surry County Comprehensive Transportation Plan and the Pilot Mountain Bicycle & Pedestrian Plan	Town Management Staff, NCDOT, Developers	Ongoing
Community Initiative	3.7 Encourage development to install bicycle infrastructure in addition to required sidewalks.	Town Planning staff, Planning Board, Town Commissioners, Developers	Ongoing
Long-range Planning	1.5 Work with NCDOT to study the Golf Course Road & Key Street intersection to determine intersection improvements that will improve safety and alleviate traffic delays on Golf Course Road at peak travel times.	Town Management & Planning Staff, NCDOT	Short-term
Long-range Planning	1.4 Develop Streetscape Corridor plans for Key Street and the Highway 52 Bypass.	Town Management & Planning Staff, Private Consultant, NCDOT	Mid-term
Community Initiative	3.1 Establish a formal town committee or community organization to lead efforts for planning and implementing greenways, bicycle and pedestrian infrastructure.	Town Management Staff, Town Commissioners, Local bike/ped advocates	Mid-term

PARKS & RECREATION

TOP 10 PRIORITIES

ACTION TYPE	RECOMMENDATION	LEAD AGENCIES	TIMEFRAME
Code Amendment	1.1 Require construction, easement, or land dedication of adopted greenway alignments in new developments and along major roadways, as appropriate to regional connectivity and road-way context for greenway projects.	Town Planning Staff, Planning Board, Town Commissioners	Short-term
Code Amendment	2.7 Amend UDO to require that large-scale new development provide a dedicated percentage of usable open space for parks and recreational opportunities.	Town Planning Staff, Planning Board, Town Commissioners	Short-term
Long-range Planning	3.1 Work with Surry County and the Armfield Civic Center Board to conduct a feasibility study and develop a potential transition plan for transferring Armfield Center operations and assets to town ownership.	Town Management Staff, Surry County Parks and Recreation Dept., Armfield Civic Center	Short-term
Community Initiative & Capital Project	1.2 Pursue recommendations of 2020 greenway master plan that will connect downtown Pilot Mountain to Pilot Mountain State Park.	Town Management & Commissioners, Property Owners, Yadkin Valley Railroad, PMSP, PTRC	Ongoing
Capital Project	2.2 Invest in signage and facilities to increase awareness of the Nelson Acres Disc Golf Course and improve user experience.	Town Management Staff	Short-term
Long-range Planning	1.5 Continue conversations with the Yadkin Valley Railroad and partner with Mount Airy to develop a master plan for the development of rail-with-trail between both towns identified as Route 11A in the North Carolina Great Trails State Master Plan.	Town Management, Private Consultant, Property Owners, Yadkin Valley Railroad, Mt. Airy, NCDOT/NC DPR	Ongoing
Long-range Planning	2.1 Develop Parks and Recreation Master Plan for capital improvements of town-owned open space and identification of key greenway and trail corridors.	Town Management Staff, Private Consultant	Mid-term
Capital Project	2.3 Develop detailed designs for the Depot Street Park and pursue establishment of new park on Town property.	Town Management Staff, Private Consultant	Mid-term
Capital Project	2.4 Decommission Water Treatment Plant and pursue a Parks and Recreation Trust Fund grant to finance the phased establishment of Waterworks Park.	Town Management Staff, Board of Commissioners, NCDEQ	Long-term
Capital Project	1.6 Provide trail connection between Nelson Acres and future Waterworks Park.	Town Management Staff	Long-term

COMMUNITY DEVELOPMENT & SENSE OF PLACE

TOP 10 PRIORITIES

ACTION TYPE	RECOMMENDATION	LEAD AGENCIES	TIMEFRAME
Code Amendment	1.1 Pursue permanent regulatory changes and policies to support “parklet” concept and business use of sidewalk space downtown.	Town Planning & Main Street Staff	Short-term
Capital Project	2.1 Pursue funding strategies for phased implementation of streetscape improvements.	Town Management & Main Street Staff, Main Street Coordinating Committee, Tourism Development Authority	Mid-term
Capital Project	1.3 Seek grants and funding for development of downtown amphitheater, open-air market hall, and public restrooms.	Town Management & Main Street Staff, Main Street Coordinating Committee, Tourism Development Authority	Long-term
Community Initiative & Capital Project	3.8 Improve alleyways with pedestrian walkways, seating, & public art.	Town Main Street Staff, Main Street Coordinating Committee, Surry County Arts Council	Short-term
Capital Project	3.2 Develop a gateway signage system and work with private property owners or NCDOT right-of-way to establish consistent recognizable gateways into Pilot Mountain.	Town Management & Main Street Staff, NCDOT, Private Consultant	Short-term
Capital Project	3.4 Develop a downtown wayfinding strategy in conjunction with planned streetscape improvements to establish a sense of arrival to the town center on Main Street.	Town Main Street Staff, Main Street Coordinating Committee, Tourism Development Authority	Short-term
Community Initiative	3.6 Work with property owners of vacant downtown storefronts to allow the Main Street Committee to install temporary artistic, thematic, or seasonal window displays.	Town Main Street Staff, Main Street Coordinating Committee	Short-term
Operating Policy	3.9 Establish a Town-administered grant, rebate, or revolving loan program to assist non-residential building owners with costs associated with building rehab and upfit in order to restore buildings to active use.	Town Management Staff, Board of Commissioners	Mid-term
Community Initiative	3.1 Consider establishing a Pilot Mountain Beautification Committee to identify and lead implementation of beautification initiatives throughout the town.	Town Management Staff, Board of Commissioners, Community Stakeholders	Mid-term
Community Initiative	1.2 Install landscaping such as planter boxes and hanging baskets on light posts to create an inviting pedestrian environment in conjunction with planned streetscape improvements.	Town Main Street Staff, Main Street Coordinating Committee	Short-term

SUMMARY OF VISIBLE VICTORIES

Visible Victories are short-term recommendations that can be quickly implemented to enable visible and tangible results within the first couple of years after plan adoption. Visible Victories signal deliberate and immediate progress toward the long-term vision for Pilot Mountain. This list summarizes the Visible Victories identified throughout Chapter 3: *Gaining Altitude*.

- Continue allowing and encouraging outdoor patio seating and dining in downtown and on sidewalks with adequate width.
- Implement a distinct and recognizable brand & logo system for the Town that leverages and coordinates with existing influential regional brands.
- Install wayfinding signage from Pilot Mountain State Park to Downtown Pilot Mountain to capture a greater number of park visitors.
- Continue administering the commercial façade grant program and pursue additional grants to sustain this program.
- Continue supporting vibrant transitional businesses and mobile vendors by amending the UDO to permit these uses by right in Zoning Districts within Development Character Zones 5 & 6. Develop performance standards to specifically address such businesses.
- Continue and build upon transparency in Town operations and events through frequent and consistent communication via the Town’s website and social media platforms.
- Invest in signage and facilities to increase awareness of the Nelson Acres Disc Golf Course and improve user experience.
- Include facilities for accessible and adaptive play at Town parks.





- Install bike racks, storage, and maintenance stands in downtown, at public parks, and at public/civic facilities.
- Host events such as a cyclovía or pop-up “play lanes” in town streets or downtown that celebrate human-powered transportation such as bicycles, skateboards, scooters, and skates.
- Pursue permanent regulatory changes and policies to support “parklet” concept and business use of sidewalk space downtown.
- Install landscaping such as planter boxes and hanging baskets on light posts to create an inviting pedestrian environment in conjunction with planned streetscape improvements.
- Continue implementing Yadkin Valley Heritage Corridor wayfinding signage where appropriate.
- Work with property owners of vacant downtown storefronts to allow the Main Street Committee to install temporary artistic, thematic, or seasonal window displays.
- Improve alleyways with pedestrian walkways, seating, public art.
- Nurture a sense of place that showcases the community’s genuine small-town mountain charm.
- Prioritize investment in festivals and events that highlight underrepresented cultures and populations.
- Install street furniture, such as seating, that doubles as functional public art.
- Host regular downtown art-crawl events that highlight public art installations, features local artists, and engages downtown businesses.

