

# Appendix G: Case Studies

## Case Studies

### CASE STUDY 1

#### Hickory Inspiring Spaces

For decades, Hickory, NC enjoyed a worldwide reputation for being a leading source of quality furniture. However, the loss of manufacturing jobs due to the relocation of production to overseas facilities has led to the City's economic decline. City leaders determined that significant public investments were needed for Hickory to become economically competitive again, and a strategy for doing so was required if the City was going to be successful.

The Inspiring Spaces Master Plan identifies more than 50 projects that, if implemented, will produce both tangible and intangible benefits. The primary

objective is to spur economic development by enhancing the quality of life and the built environment; strengthening the City's identity, image, and sense of place; and preserving open space. To secure funding for project implementation, the City put a \$40M bond referendum on the November 2014 ballot. Though the planning process launched efforts to build public support, a citizen-led group called Boost Hickory increased support by touting the benefits of implementing the Inspiring Spaces Master Plan. Boost Hickory's campaign was effective; it resulted in over 60% voting in favor of the bonds.



### CASE STUDY 2

#### Downtown Statesville Streetscape Improvement Project

Downtown Statesville, a district with a tax value in excess of \$100 million, is the business center as well as the cultural and historic heart of Iredell County. City leaders determined that downtown revitalization was necessary for maintaining or increasing the vitality of downtown. Those leaders understand that a vibrant downtown not only benefits who work or live there, but also offers a positive experience for those who come to shop, dine, attend church or an event, or to do business. As a major investment, the Downtown Statesville Streetscape Improvement Project underscores the City's commitment to the future of downtown.

According to the Downtown Statesville Development Corporation (DSDC), "the economic impact of Phase 1 of the Downtown Statesville Streetscape Improvement Project has been tremendous." The DSDC Director, Marin Tomlin, reported that the project has improved the quality of life in Statesville by providing an improved pedestrian environment and infrastructure enhancements. Pedestrian safety has also increased due to slower traffic and shorter crossing distances at crosswalks.

The City is encouraged by the private investments catalyzed by the expenditures made in public infrastructure. The improvements in Phase 1 have resulted in lower vacancy rates among commercial spaces. Nine new businesses now call Downtown Statesville home. The City sees these improvements as only an initial step toward the revitalization of Downtown, expecting the returns on these streetscape investments to continue and benefit future generations.



## CASE STUDY 3

### Walk{Mount Hope}

Mount Hope is a small town with big ideas, but they don't have the resources to implement a permanent wayfinding system. They sought out Walk [Your City] as a speedy, affordable alternative that encourages folks to walk when exploring the town's mile-long Main Street core. Early reports indicate that Walk [Mount Hope] has encouraged more walking and downtown exploration than before for both residents and visitors. Even more importantly, the campaign has boosted a sense of town spirit, as it "presented an opportunity for community building that maybe hasn't happened before." The energy Walk [Mount Hope] generated will hopefully be directed towards future town projects - and will serve as a model for other small towns looking to adopt the latest civic innovations.



## CASE STUDY 4

### Downtown Benson Residential Incentive Grant

Many of the buildings in downtown have multiple stories that are often under-utilized. The recommended use for such opportunity is residential. Upper story residential opportunities do two things for the downtown community: initially it provides the downtown with permanent residents that will utilize the downtown businesses on a day to day basis; secondly it supplies an opportunity for rental property that is both attractive and affordable for a younger demographic. In addition to rehabilitation loans, tax credits and outside grant opportunities many municipalities offer a onetime grant. This grant should have a \$2,500 maximum amount and should be used for up-

fitting the upper floor(s) of any downtown commercial building for a residential tenant. This will be a 1:1 matching grant program. This grant may not be used for any other ground floor or upper floor use.

Grant amount: \$2500

Additional information:

<http://www.townofbenison.com/pdf/town-of-benson-development-incentive-toolbox.pdf>

## CASE STUDY 5

### Concord's Upper Floor Grant Program

The Upper Floor Grant Program was created to encourage investment in renovating and restoring upper floors of buildings within the Municipal Service District of downtown Concord. High priority is placed on expanding the usefulness of downtown properties for office and residential use.

Grant amount: \$2,500

Additional information:

<http://www.concorddowntown.com/TheCDDC/Grants.aspx>



## CASE STUDY 6

### Knightdale's Water Allocation Policy

Knightdale's Water Allocation Policy is an example of an innovative approach to encouraging quality development that enhances the Town's tax base, increases infrastructure investment, promotes green development and improves access to amenities. A proposed development must obtain a certain number of points to receive a water allocation exceeding 250 gallons per day (a level necessary to support a single family home or limited business use). Points can be awarded

for preferred land uses, roadway improvements, gateway improvements, transit facilities, amenities (private greenways) and offsite (public) greenway improvements. See Knightdale's Ordinance for more details.

For More Information:

[www.knightdalenc.gov/modules/showdocument.aspx?documentid=1661](http://www.knightdalenc.gov/modules/showdocument.aspx?documentid=1661)