



**Town of Davidson
Board of Commissioners Regular Meeting
Town Hall & Community Center Council Chamber – 251 South Street
Tuesday, March 10, 2026 at 6:00 PM**

I. CALL TO ORDER

II. ANNOUNCEMENTS / PROCLAMATIONS

- a. **Municipal Finance Professionals Week, March 16-20**
- b. **First Responder Wellness Week, March 23 - 27**
- c. **Arbor Day - March 28, 2026**

III. CHANGES / ADOPTION OF THE AGENDA

IV. BUSINESS ITEMS

a. Discuss Proposed Evergreen Fund

Presenter: Kayla Kovach, Sustainability Manager

Summary: The Town's Comprehensive Plan calls for exploring the establishment of a “buffer” fund to invest in future green building or renewable energy opportunities. The Evergreen Fund is in support of the Town’s Strategic Plan sustainability goal by providing funding opportunities for Climate Action Plan implementation. The Evergreen Fund is meant to build and provide funding capacity for sustainability-related projects that otherwise may not be possible due to cost or available project funding.

Action/Proposed Motion: This item is for discussion only. The Board of Commissioners will be asked to consider approval on the consent agenda at the March 24 meeting.

b. Update on Structures at 228 Sloan Street and 248 Jetton Street

Presenter: Austin Nantz, Assistant Town Manager

Summary: Following extensive due diligence, staff will discuss the recommendation regarding the demolition of the Town-owned homes at 228 Sloan Street and 248 Jetton Street. The structures are vacant and in varying states of disrepair. Their removal will improve site conditions and position the properties for potential future affordable housing development.

Action/Proposed Motion: This item is for discussion only. The Board of Commissioners will be asked to approve demolition of the structures at 228 Sloan

Street and 248 Jetton Street at the March 24, 2026 meeting.

c. Discuss Draft 2026 - 2027 Strategic Plan

Presenter: Austin Nantz, Assistant Town Manager

Summary: The proposed 2026-2027 Strategic Plan was developed through a comprehensive and collaborative process involving both the Board of Commissioners and the Town's management team. On February 12 and 13, the Board and management team held a strategic retreat in Pinehurst, followed by a work session on March 4. A SWOT Plus (strengths, weaknesses, opportunities, and threats) analysis was utilized, along with a review of the 2024-2025 Strategic Plan, and emerging priorities identified to shape the 2026-2027 plan. From this work, a draft Strategic Plan was prepared, outlining seven goal areas with updated goal descriptions and associated strategies to guide policy direction, resource allocation, and organizational focus over the next two years.

The draft plan is attached for the Board's review and consideration.

Action/Proposed Motion: This item is for discussion only. The Board of Commissioners will consider approval of the 2026-2027 Strategic Plan at the March 24 meeting.

V. SUMMARIZE MEETING ACTION ITEMS

Town Manager will summarize items where the board has requested action items for the staff.

VI. ADJOURN



A PROCLAMATION

Municipal Finance Professionals Week, March 16-20, 2026

WHEREAS, municipal finance professionals serve the community through their expertise in budgeting, accounting, treasury management, procurement, debt administration, auditing, fiscal reporting, and long-range financial planning, thereby supporting the lawful and efficient operation of the Town of Davidson; and

WHEREAS, the Town of Davidson has been honored to receive both the Government Finance Officers Association (GFAO) Certificate of Achievement for Excellence in Financial Reporting and the GFAO Distinguished Budget Presentation Award –achievements that exemplify the highest standards of governmental financial management; and

WHEREAS, citizens entrust their local government with the careful stewardship of public assets, demanding that their tax dollars be managed prudently so that the Town may continue to deliver high-quality public services at a reasonable cost; and

WHEREAS, the Town’s finance professionals demonstrate leadership in long-term financial planning, ensuring fiscal stability, sustainability, and sound policy decisions for the benefit of future generations; and

WHEREAS, as purveyors of internal controls and champions of transparency, the finance team maintains rigorous oversight of all financial transactions, safeguarding the Town’s integrity and credibility; and

WHEREAS, the accurate and timely processing of payroll represents a vital tranche of the Town’s financial operations—reflecting precision, reliability, and the consistent application of best practices; and

WHEREAS, compliance with Governmental Accounting Standards Board (GASB) principles, Generally Accepted Accounting Principles (GAAP), and the State of North Carolina General Statutes and Local Government Commission requirements ensures the Town’s full adherence to state laws, rules, and professional standards; and

WHEREAS, the Town recognizes the dedicated service, commitment and expertise of its Finance Department employees: Chris Crump, Katherine Faust, Brian Lee and Pieter Swart, whose collective efforts uphold public trust and exemplify the highest ideals of public service.

NOW, THEREFORE, I, Mayor Rusty Knox, along with the Board of Commissioners of the Town of Davidson, do hereby designate the week of March 16-20, 2026, as the inaugural **Municipal Finance Professionals Week** in the Town of Davidson, and encourage all citizens to recognize and express appreciation for the dedication and professionalism of those who manage the Town’s finances.

Proclaimed this 10th day of March 2026.

Rusty Knox
Mayor



A PROCLAMATION

First Responder Wellness Week, March 23-27, 2026

WHEREAS, First Responder Wellness Week, hosted by Lexipol, is dedicated to providing resources, support, and community to help public safety personnel better understand and address the mental and physical health risks that come with the job; and

WHEREAS, Every shift, the job of a first responder demands unique strength – physical, mental, and emotional courage and resilience; and

WHEREAS, First Responder Wellness Week theme of “**Total Wellness. True Readiness.**” reinforces the idea that when first responders are supported physically, mentally, emotionally, and socially, they are better equipped to serve with confidence and resilience; and

WHEREAS, When responders are supported physically, mentally, emotionally, and socially, they’re better prepared for the demands of the job; and

WHEREAS, the Town recognizes the dedicated commitment and service of our first responders, and we strive to support our personnel with wellness-related issues; and

WHEREAS, in 2025, the Davidson Police Department was awarded a two-year Law Enforcement Mental Health and Wellness Grant from the U.S. Department of Justice, strengthening the Department’s commitment to community-oriented policing and comprehensive wellness support for officers and their families.

NOW, THEREFORE, I, Mayor Rusty Knox, along with the Board of Commissioners of the Town of Davidson, do hereby designate the week of March 23-27, 2026, as **First Responder Wellness Week** in the Town of Davidson, and encourage all citizens to recognize and express appreciation for the dedication and professionalism of our first responders.

Proclaimed this 10th day of March 2026.

Rusty Knox
Mayor



A PROCLAMATION
The Town of Davidson Arbor Day
March 28, 2026

WHEREAS, the Town of Davidson recognizes the value of trees as a precious natural resource that enhances the appearance of our community, increases the value of commercial and residential property, reduces energy costs, moderates air temperature, decreases soil erosion and stormwater runoff, provides habitat for wildlife, absorbs air pollutants, and produces oxygen; and

WHEREAS, in 1872, J. Sterling Morton proposed to the Nebraska Board of Agriculture that a special day be set aside for the planting of trees; and

WHEREAS, this day, known as Arbor Day, is now celebrated throughout the nation and around the world; and

WHEREAS, the State of North Carolina has determined that Arbor Day shall be celebrated annually on the first Friday following the fifteenth of March; and

WHEREAS, the Town of Davidson has been recognized as a “Tree City” for the past 16 years; and

WHEREAS, the Town of Davidson has adopted a tree ordinance and appointed a Sustainability Board to protect, conserve, maintain, and enhance the trees within our community.

NOW, THEREFORE, I, Rusty Knox, Mayor of the Town of Davidson, North Carolina, do hereby proclaim **March 28, 2026** as **The Town of Davidson Arbor Day** and call upon all citizens to participate in the celebration, ceremonies, and activities on this day. We further urge all citizens to support efforts to protect our trees and woodlands, and to plant trees that will promote the well-being of both our present and future generations.

Proclaimed this 10th day of March 2026.

Rusty Knox
Mayor



AGENDA MEMO

To: Davidson Board of Commissioners
From: Kayla Kovach, Sustainability Manager
Date: March 10, 2026
Re: Discuss Proposed Evergreen Fund

ITEM SUMMARY/OVERVIEW

The Town's Comprehensive Plan calls for exploring the establishment of a “buffer” fund to invest in future green building or renewable energy opportunities. The Evergreen Fund is in support of the Town’s Strategic Plan sustainability goal by providing funding opportunities for Climate Action Plan implementation. The Evergreen Fund is meant to build and provide funding capacity for sustainability-related projects that otherwise may not be possible due to cost or available project funding.

ACTION/PROPOSED MOTION

This item is for discussion only. The Board of Commissioners will be asked to consider approval on the consent agenda at the March 24 meeting.

RELATED TOWN GOALS

Strategic Plan Alignment

Sustainability and Natural Assets - Preserve Davidson’s natural assets and develop, implement, and actively encourage innovative solutions to environmental, energy, and climate-based challenges.

Core Values

Citizens must live in a healthy environment, so town government will protect watersheds, trees, air quality, and other elements of the town’s ecology.

NEXT STEPS

The Board of Commissioners will be asked to consider approval on the consent agenda at the March 24 meeting.

EVERGREEN FUND



Kayla Kovach
Sustainability Manager
Board of Commissioners Meeting
March 10, 2026

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PURPOSE

- The Evergreen Fund is meant to build and provide funding capacity for sustainability-related projects that otherwise may not be possible due to cost or available project funding.
- Comprehensive Plan:
 - Goal 5.1: Efficient and High Quality Public Services
 - **Action 5.1.6: Explore establishing a “buffer” fund to invest in future green building or renewable energy opportunities.**
- The Evergreen Fund supports the Town’s Strategic Plan by providing funding opportunities for Climate Action Plan implementation.



SUPPLYING THE FUND

- Intentionally setting funds aside for sustainability-related projects.
- Each fiscal year, utility credits, tax rebates, and energy savings from sustainability-related projects implemented during the previous fiscal year will be evaluated to determine what funds should be allocated to the Evergreen Fund.
- Other funding opportunities may include:
 - Unused sustainability CIP funds
 - Other Board directed allocations of fund balance



PROJECT SELECTION

- The Evergreen Fund will provide financing for internal Town projects in the following areas:
 - Capital improvements that reduce the Town's dependence on non-renewable energy sources;
 - Sustainable design, construction, and landscaping; and
 - Implementation of strategies from the Climate Action Plan that ultimately reduce resource use (e.g. energy, water, and waste).
- The goal of the Evergreen Fund is to build funding capacity to fund sustainability-related projects that otherwise may not be possible due to cost or available project funding.



NEXT STEPS

- The Board will be asked to approve the Evergreen Fund resolution on the March 24, 2026 consent agenda.



QUESTIONS?



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AGENDA MEMO

To: Davidson Board of Commissioners

From: Austin Nantz, Assistant Town Manager

Date: March 10, 2026

Re: Update on Structures at 228 Sloan Street and 248 Jetton Street

ITEM SUMMARY/OVERVIEW

Following extensive due diligence, staff will discuss the recommendation regarding the demolition of the Town-owned homes at 228 Sloan Street and 248 Jetton Street. The structures are vacant and in varying states of disrepair. Their removal will improve site conditions and position the properties for potential future affordable housing development.

ACTION/PROPOSED MOTION

This item is for discussion only. The Board of Commissioners will be asked to approve demolition of the structures at 228 Sloan Street and 248 Jetton Street at the March 24, 2026 meeting.

RELATED TOWN GOALS

Strategic Plan Alignment

Affordable Living, Equity & Inclusion - Work together to foster a culture of equity, belonging, inclusion, and advance the Town's Affordable Housing program. Provide, create, and support opportunities for all. Treat everyone with respect, dignity, and recognize every voice.

Healthy, Livable, & Vibrant Community - Promote collaborative efforts to create livable spaces and healthy places to enhance quality of life for all residents.

Core Values

Citizens are the heart of Davidson, so town government will treat all people fairly, with courtesy and respect.

Davidson must be a safe place to live, work, and raise a family, so the town will work in partnership with the community to prevent crime and protect lives, property, and the public realm.

NEXT STEPS

The Board of Commissioners will be asked to approve demolition of the structures at 228 Sloan Street and 248 Jetton Street at the March 24, 2026 meeting.

Update on Structures at 228 Sloan Street and 248 Jetton Street



Austin Nantz
Assistant Town Manager
Board of Commissioners Meeting
March 10, 2026

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History

2017

- Town purchased 228 Sloan for future affordable development.

2019

- Town purchased 5 naturally occurring affordable homes in Historic West Davidson to avoid market rate development.

2025

- Town Purchased 248 Jetton for future affordable development.

2026

- 5 of the 7 homes remain affordable.
 - 1 affordable deed restricted homeownership unit
 - 4 affordable rentals
- 2 homes recommended for demolition for future development.



Overview

Evaluation of structures on 248 Jetton and 228 Sloan

- Professional Inspections
- Engineering Report
- Site Visits with Habitat and Charlotte-Mecklenburg Historic Landmarks Commission (CMHLC)

Recommendation

- Demolition of 248 Jetton and 228 Sloan
 - Advanced age and deteriorating condition, prohibitive cost of rehab, attractive nuisance
 - Optimize land use and opportunity to provide additional affordable units



228 Sloan Street

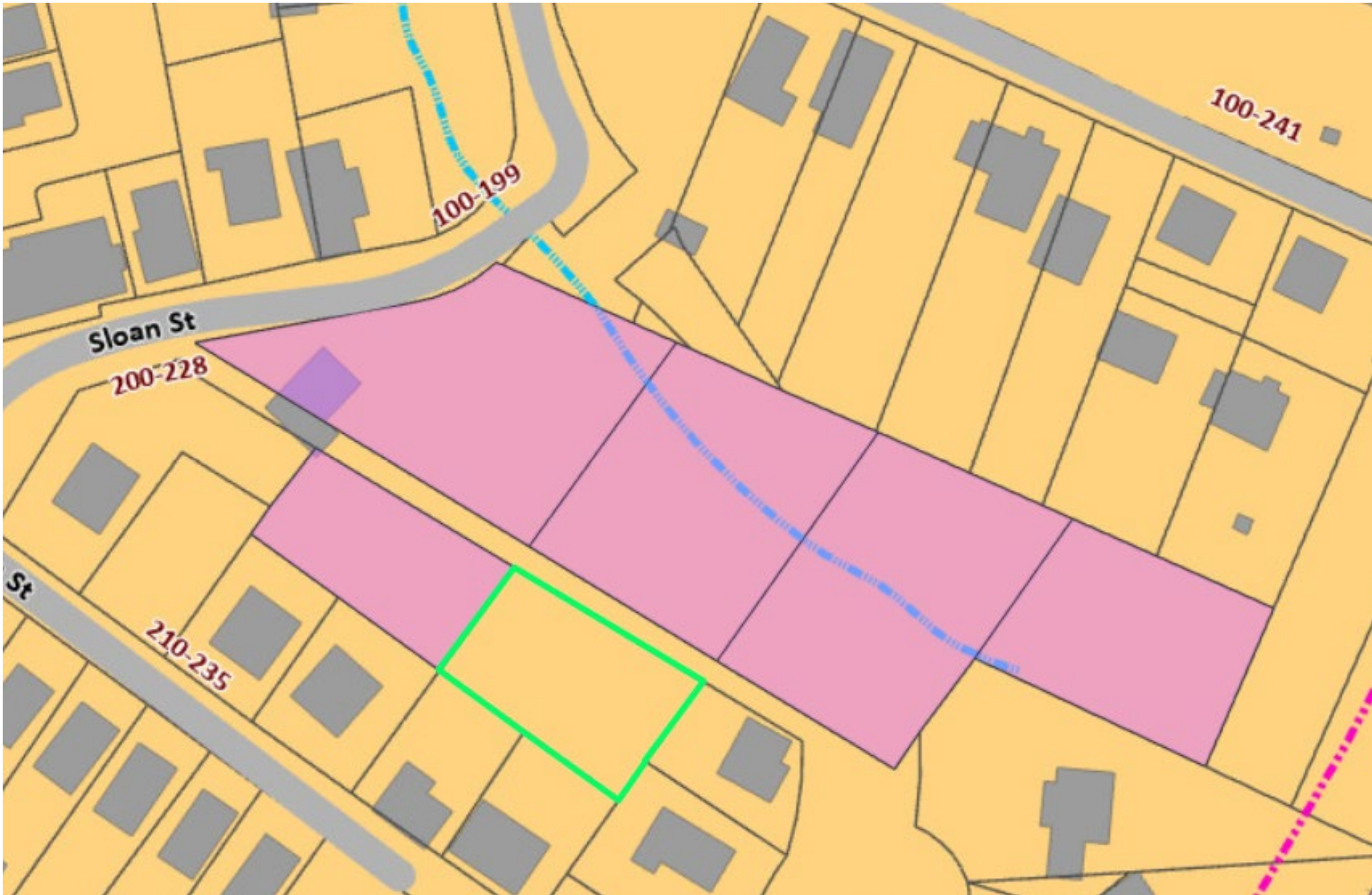


- Built in 1906
- 0.40 Acres
- 1,200 Sq. Ft.
- 3-bedroom, 1 bathroom
- Purchased by Town in 2017
- Non-Contributing Structure (National Reg.)



228 Sloan Street and Surrounding Parcels

- Combine with existing Town-Owned parcels
- 1.79 Acres
- Up to 12 Units



248 Jetton Street

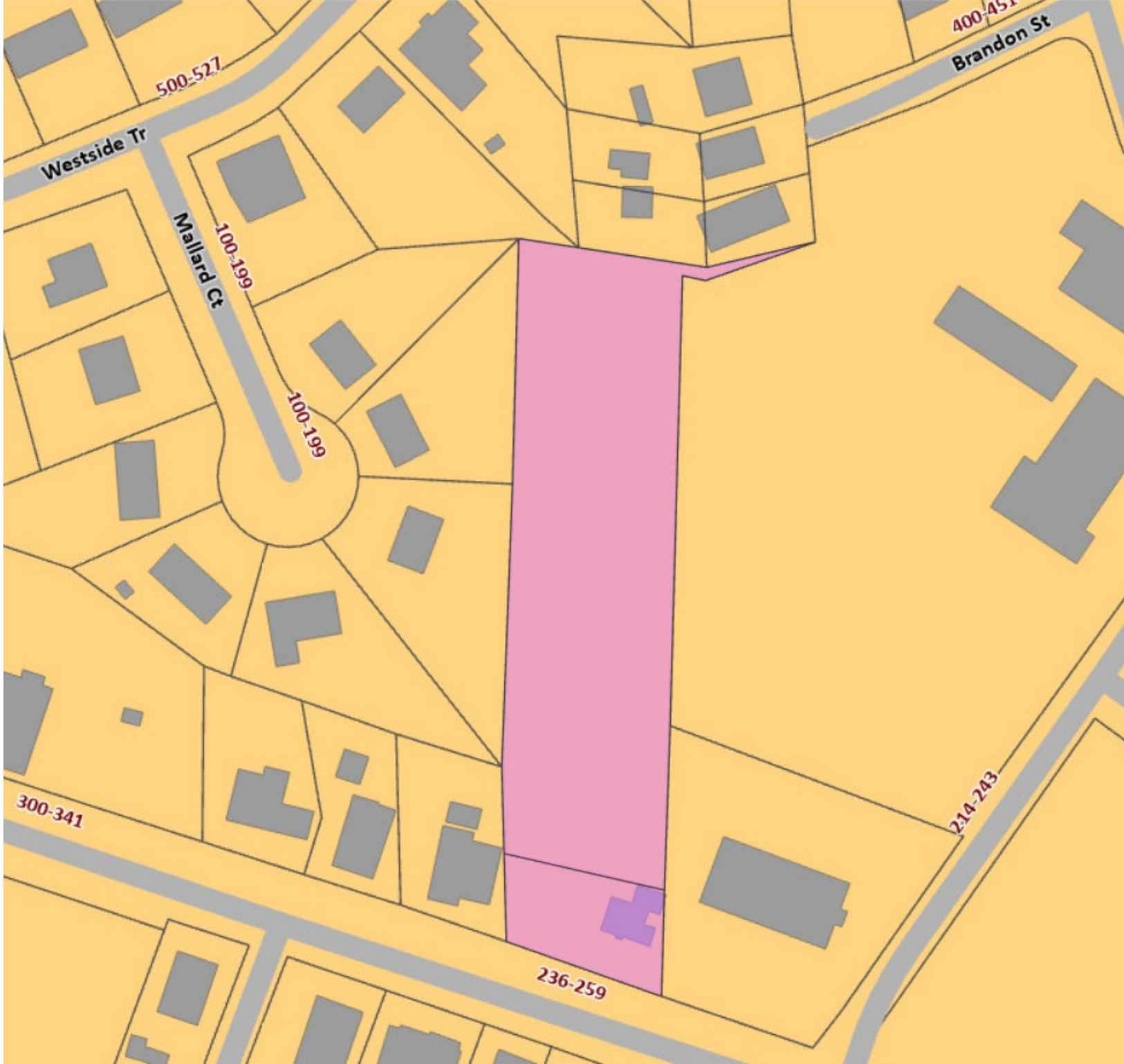


- Built in 1945
- 0.18 Acres
- 768 Sq. Ft.
- 2-bedroom, 1 bathroom
- Purchased by Town in 2025
- Non-contributing Structure (National Reg.)



248 and 250 Jetton Street

- Combine with existing Town-owned parcel
- 1.383 Acres
- Up to 12 Units



248 Jetton Street and 228 Sloan Street



Future Development Potential

- Current site capacity is limited to just two households
- Proposed redevelopment of these sites provides an opportunity to produce high-quality housing for up to 24 families. This is a twelvefold increase in community impact.



Next Steps

The Board will be asked to approve the demolition of the structures at 248 Jetton Street and 228 Sloan Street at the March 24, 2026, Board Meeting.



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QUESTIONS?



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AGENDA MEMO

To: Davidson Board of Commissioners
From: Austin Nantz, Assistant Town Manager
Date: March 10, 2026
Re: Discuss Draft 2026 - 2027 Strategic Plan

ITEM SUMMARY/OVERVIEW

The proposed 2026-2027 Strategic Plan was developed through a comprehensive and collaborative process involving both the Board of Commissioners and the Town's management team. On February 12 and 13, the Board and management team held a strategic retreat in Pinehurst, followed by a work session on March 4. A SWOT Plus (strengths, weaknesses, opportunities, and threats) analysis was utilized, along with a review of the 2024-2025 Strategic Plan, and emerging priorities identified to shape the 2026–2027 plan. From this work, a draft Strategic Plan was prepared, outlining seven goal areas with updated goal descriptions and associated strategies to guide policy direction, resource allocation, and organizational focus over the next two years.

The draft plan is attached for the Board's review and consideration.

ACTION/PROPOSED MOTION

This item is for discussion only. The Board of Commissioners will consider approval of the 2026-2027 Strategic Plan at the March 24 meeting.

RELATED TOWN GOALS

Strategic Plan Alignment

Healthy, Livable, & Vibrant Community - Promote collaborative efforts to create livable spaces and healthy places to enhance quality of life for all residents.

Historic Preservation - Preserve the historic character of our Town, including its people, places, & stories. Honor the history of our residents through their lived experiences.

Connecting People and Places - Expand, improve, and diversify the town's transportation network to provide residents and visitors with safe, convenient, accessible, reliable, and efficient multi-modal travel choices to connect people across the community.

Affordable Living, Equity & Inclusion - Work together to foster a culture of equity, belonging, inclusion, and advance the Town's Affordable Housing program. Provide, create, and support opportunities for all. Treat everyone with respect, dignity, and recognize every voice.

Sustainability and Natural Assets - Preserve Davidson's natural assets and develop, implement, and actively encourage innovative solutions to environmental, energy, and climate-based challenges.

Economic Development - Attract diverse commercial development contributing to Davidson's unique economy and support new initiatives to create local jobs and add to the vibrancy of the community. Operational Excellence - Provide efficient and high-quality public services and facilities through thoughtful and proactive planning, responsible stewardship of Town resources and a professional and committed workforce.

Core Values

Citizens are the heart of Davidson, so town government will treat all people fairly, with courtesy and respect. Open communication is essential to an engaged citizenry, so town government will seek and provide accurate, timely information and promote public discussion of important issues.

Davidson must be a safe place to live, work, and raise a family, so the town will work in partnership with the community to prevent crime and protect lives, property, and the public realm.

Davidson's historic mix of people in all income levels and ages is fundamental to our community, so town government will encourage opportunities, services, and infrastructure that allow people of all means to live and work here.

Davidson's traditional character is that of a small, historic college town, so land planning will reflect its historic patterns of village-centered growth including connection of neighborhoods, preservation of our historic resources, conservation of rural area, and provision of public spaces.

Citizens entrust town government with the stewardship of public funds, so government will provide high quality services at a reasonable cost.

Davidson's economic health is essential to its remaining a sustainable community, so town government will judiciously encourage and guide the location of new business opportunities.

NEXT STEPS

The Board will be asked to approve the 2026-2027 Strategic Plan at the March 24, 2026 meeting.

Town of Davidson
2026-2027 Strategic Plan_DRAFT

Goal A: Well-Planned & Thriving Community

Cultivate a healthy, safe, and resilient Davidson.

Strategy-A.1	Promote dynamic community participation through civic engagement and foster a culture where residents are heard, valued, and connected to local decision-making.
Strategy-A.2	Encourage a unique, well-planned built environment by promoting high-quality buildings, welcoming public spaces, and development that respects and enhances Davidson’s character.
Strategy-A.3	Enhance community well-being by strengthening opportunities for active living, social connection, and mental health support. ☑
Strategy-A.4	Provide a safe and secure community utilizing public safety best practices and standards.☑
Strategy-A.5	Ensure continuity of operations and reliable delivery of essential Town Services before, during, and after any disruptive event.

Goal B: Historic Preservation

Preserve the unique historic character of our Town, including its people, places, & stories.

Strategy-B.1	Advance and realize priorities and track progress from the Historic Preservation Plan (HPP).
Strategy-B.2	Honor and share the diverse lived experiences of residents to inform our present and future, strengthen community identity, foster belonging, and build understanding.
Strategy-B.3	Model desired behaviors to support historic preservation efforts. Encourage citizen initiative and engagement to safeguard and steward the Town’s historic resources through promotion of voluntary preservation, adaptive reuse, and community-led initiatives that protect architectural and cultural heritage and maintain the integrity of historic districts.

Town of Davidson
2026-2027 Strategic Plan_DRAFT

Goal C: Mobility

Expand, improve, and diversify the Town’s transportation network to provide residents and visitors with safe, convenient, accessible, reliable, and efficient multi-modal travel choices to connect people across the community.

Strategy-C.1	Advance and realize the priorities from the Mobility Plan to create a safe, connected, and efficient multi-modal transportation system that enhances quality of life, supports economic vitality, and accommodates future growth.
Strategy-C.2	Maintain focus on pedestrian safety by advancing and realizing priorities from the Vision Zero Action Plan.
Strategy-C.3	Advance local and regional transit initiatives and encourage alternatives to single occupancy vehicle usage by prioritizing accessibility, safety, and connections.
Strategy-C.4	Support the Town’s growing inventory of roads, sidewalks, and greenways by aligning and scaling maintenance resources—including staffing, equipment, materials, and facilities—to ensure timely, consistent upkeep.

Goal D: Affordable Living & Housing

Support affordable living in Davidson by expanding and preserving affordable housing options and establishing strategic partnerships.

Strategy-D.1	Advance and realize the priorities identified in the Affordable Housing Needs Assessment Implementation Strategy.
Strategy-D.2	Continue to Phase 2 with Development Finance Initiative(DFI) to formalize a development agreement leveraging Town-owned or strategic sites for affordable housing, with clear feasibility, partnerships, incentives, and timelines to deliver long-term affordable units.
Strategy-D.3	Evaluate the best use of Town-owned land considered for affordable housing.
Strategy-D.4	Partner with local organizations to determine the need for critical supportive services for residents.

Town of Davidson
2026-2027 Strategic Plan_DRAFT

Goal E: Sustainability and Natural Assets

Preserve Davidson’s natural assets and develop, implement, and actively encourage innovative solutions to environmental, energy, and climate-based challenges.

Strategy-E.1	Advance and realize the priorities identified in the Climate Action Plan (CAP).
Strategy-E.2	Model desired behaviors supporting sustainability, environmental awareness, and education and encourage citizen initiative and engagement.☒
Strategy-E.3	Conserve and steward natural assets within the Town.

Goal F: Economic Development

Attract diverse commercial development contributing to Davidson's unique economy and support new initiatives to create local jobs and add to the vibrancy of the community.

Strategy-F.1	Showcase the downtown small business district as a vibrant, welcoming cultural, social, and economic hub that attracts visitors, inspires community pride, and delivers memorable experiences.☒
Strategy-F.2	Leverage external resources and partnerships with focused economic development efforts in the following areas: Highway 73 / East Davidson, Historic Downtown, future transit corridor, South Main, Circles @ 30.
Strategy-F.3	Foster a resilient, diverse, and thriving small business ecosystem by supporting locally owned businesses.

Town of Davidson
2026-2027 Strategic Plan_DRAFT

Goal G: Operational Excellence

Provide efficient and high-quality public services and facilities through thoughtful and proactive planning, responsible stewardship of Town resources, and a professional and committed workforce.

Strategy-G.1	Maintain long-term fiscal sustainability through disciplined budgeting, transparent reporting, prudent reserves, strategic investment, strong internal controls, and grant funding.
Strategy-G.2	Evaluate and implement technology solutions that improve operational efficiency, enhance transparency, and strengthen cybersecurity.
Strategy-G.3	Support a comprehensive talent investment and retention approach that prioritizes competitive compensation and benefits, continuous professional development, and a positive, supportive workplace culture to attract, retain, and grow a high-performing and resilient workforce aligned with the Town's long-term service and organizational goals.
Strategy-G.4	Adopt a resident centered approach to all Town services and ensure that services are delivered with professionalism, responsiveness, and a commitment to continuous improvement.
Strategy-G.5	Ensure proactive and accessible communication with stakeholders through multiple, user-friendly channels.



2026-2027 Strategic Plan_DRAFT

Goal A: Well-Planned & Thriving Community

Cultivate a healthy, safe, and resilient Davidson.

Strategy	Outcome	Action Items
<p>Strategy-A.1</p>	<p>Promote dynamic community participation through civic engagement and foster a culture where residents feel are heard, valued, and connected to local decision-making.</p>	<p>Increased civic participation from all parts of the community. Public input is considered in decision making. The Town has a solid foundation for sustainable civic infrastructure through established engagement processes, and relationships with neighborhood groups and community partners.</p>
<p>Strategy-A.2</p>	<p>Encourage a unique, well-planned built environment by promoting high-quality buildings, welcoming public spaces, and development that respects and enhances Davidson's character.</p>	<p>A built environment that is functional, resilient, and creates a cohesive visual identity that distinguishes Davidson from other communities. Design standards reduce visual clutter and incompatible architecture. Streetscapes are designed with pedestrians in mind and include coordinated elements (like lighting signage, landscaping and benches). Public gathering spaces are well designed and serve as community focal points and economic assets. Resilience is embedded into design requirements—such as green infrastructure and energy efficiency, long-term costs are reduced, property is protected, and residents safeguarded.</p>
<p>Strategy-A.3</p>	<p>Enhance community well-being by strengthening opportunities for active living, social connection, and mental health support. within the Town's municipal purview.</p>	<p>Expanded opportunities for active living, social connection, and mental health support resulting in a healthier, more connected, and resilient community. Public spaces and programs will foster inclusion, reduce isolation—especially among youth and seniors—and promote a greater sense of belonging. Over time, these efforts result in a better quality of life, strengthen community cohesion, and support both physical and emotional well-being across all ages.</p>



2026-2027 Strategic Plan_DRAFT

Goal A: Well-Planned and Thriving Community

Cultivate a healthy, safe, and resilient Davidson.

Strategy	Outcome	Action Items
<p>Strategy-A.4</p>	<p>Provide a safe and secure community utilizing Public Safety best practices and standards.☑</p>	<p>Consistently low crime rates contribute to the public perception of safety across all neighborhoods and commercial areas. Proactive community-oriented policing and strong relationships between public safety personnel and residents. Rapid, reliable emergency response times that meet or exceed professional standards and benchmarks. Well-coordinated emergency preparedness, response, and recovery plans for natural disasters, public health events, and other crises. Enhanced traffic safety through enforcement, engineering improvements, and education that reduces crashes and improves pedestrian and cyclist safety. Safe public spaces, parks, greenways, and facilities that are well-lit, well-maintained, and actively used by the community. Ongoing training, accreditation, and use of best practices for police, fire, and emergency management services. Increased community engagement in safety initiatives, prevention programs, and emergency preparedness efforts. Resilient infrastructure and continuity of operations that ensure essential services remain functional during disruptions.</p>
<p>Strategy-A.5</p>	<p>Ensure continuity of operations and reliable delivery of essential Town Services before, during, and after any disruptive event.</p>	<p>Essential services (public safety, communications, and public works) remain operational or are restored quickly during disruptions. Clear emergency protocols and continuity plans are in place, regularly updated, and well-practiced across departments. Staff, partners, and vendors are prepared to respond effectively through training, cross-functional coordination, and redundancy in critical functions. Residents receive timely, transparent communication and experience minimal service interruptions. Critical infrastructure and technology systems demonstrate resilience and rapid recovery capability.</p>

<p>Maintain accreditation and/or adherence to nationally recognized public safety standards and best practices.</p>
<p>Ensure facilities are adequate. Continue to work toward completion of new Fire Station #1.</p>
<p>Invest in ongoing training, professional development, and recruitment/retention for police, fire, and emergency personnel.</p>
<p>Implement data-driven policing and fire service strategies to identify trends, allocate resources, and proactively address risks.</p>
<p>Strengthen community policing and outreach programs, including neighborhood engagement, youth initiatives, and public safety education.</p>
<p>Develop staffing plan for large events.</p>
<p>Establish local Community Emergency Response Team (CERT).</p>
<p>Targeted enforcement, education, and roadway design improvements.</p>
<p>Provide opportunities for resident feedback to gauge performance and inform potential changes.</p>
<p>Expand use of technology such as real-time communication systems, emergency notification tools, and situational awareness platforms.</p>
<p>Conduct regular assessments of public facilities, parks, greenways, and critical infrastructure to address lighting, visibility, and maintenance needs.</p>
<p>Track and report key performance metrics (response times, incident rates, training hours, community engagement) to support transparency and continuous improvement.</p>
<p>Increased civic participation from all parts of the community. Public input is considered in decision making. The Town has a solid foundation for sustainable civic infrastructure through established engagement processes, and relationships with neighborhood groups and community partners.</p>
<p>Strengthen coordination with regional agencies, utilities, and emergency management partners.</p>
<p>Formalize mutual aid agreements and interagency response protocols with surrounding communities.</p>
<p>Review and update Crisis Communication Plan to ensure a multi-channel emergency communication strategy (My Davidson, CharMeck Alerts, website, social media, and multilingual outreach).</p>
<p>Provide residents with preparedness resources and service updates during disruptions.</p>

Goal B: Historic Preservation

Preserve the unique historic character of our Town, including its people, places, & stories. Honor the history of our residents through their lived experiences.

Strategy	Outcome	Action Items
Strategy-B.1	<p>Advance and realize priorities and track progress from the Historic Preservation Plan (HPP).</p>	<p>Regularly reported, measurable progress toward preservation goals. Protection and stewardship of historic buildings, districts, and cultural resources that reinforce community identity. Expanded use of preservation tools, adaptive reuse, and supportive policies. Increased public awareness and engagement in heritage initiatives. Long-term preservation of historic character while supporting reinvestment, tourism, and economic vitality.</p>
Strategy-B.2	<p>Honor and share the diverse lived experiences of residents to inform our present and future, strengthen community identity, foster belonging, and build understanding.</p>	<p>Residents feel seen, heard, and valued, strengthening community cohesion. Lived experiences and narratives inform Town planning, cultural initiatives, and public engagement strategies. Residents and visitors develop a stronger sense of pride and attachment to the Town through shared narratives. Local artists, writers, and residents engage collaboratively to produce storytelling projects that enhance the cultural vibrancy of the Town.</p>
Strategy-B.3	<p>Model desired behaviors to support historic preservation efforts. Encourage citizen initiative and engagement to safeguard and steward the Town’s historic resources through promotion of voluntary preservation, adaptive reuse, and community-led initiatives that protect architectural and cultural heritage and maintain the integrity of historic districts.</p>	<p>Historic resources are preserved and actively maintained through voluntary preservation and adaptive reuse, historic districts retain their architectural integrity and character, and community-led stewardship and storytelling efforts strengthen local identity and pride. The Town experiences increased investment in historic properties, reduced loss of significant structures, and a stronger sense of place that supports cultural continuity, tourism, and long-term community value for current and future generations. Increased programming, initiatives, and education efforts and residents are more engaged.</p>

Goal C: Connected People and Places **Mobility**

Expand, improve, and diversify the Town's transportation network to provide residents and visitors with safe, convenient, accessible, reliable, and efficient multi-modal travel choices to connect people across the community.

Strategy	Outcome	Action Items
Strategy-C.1	Advance and realize the priorities from the Mobility Plan to create a safe, connected, and efficient multi-modal transportation system that enhances quality of life, supports economic vitality, and accommodates future growth.	<p>A transportation network that supports our unique small-town character with sidewalks, greenways, and transit access points that link neighborhoods, schools, downtown and key destinations. Growth in walking, bicycling and transit use. Stronger connections between neighborhoods and downtown. Reduced vehicle emissions and increased opportunities for physical activity. Increased public trust through visible progress and transparent reporting.</p> <ul style="list-style-type: none"> Incorporate mobility goals into annual budget. Evaluate parking management strategies. Improve circulation and wayfinding signage. More education and public outreach related to mobility projects. Monitor crash reductions, miles of sidewalks/greenways added, annual update to the Board. Create map of existing and proposed greenways (bonus if its interactive). Review current TIA standards and adjust as needed in keeping with mobility priorities. Leverage transportation tax revenue to prioritize and secure new grant opportunities. Refine CIP planning approach to account for new transportation sales tax revenue (balance leveraging CRPTO grant funding with the ability to advance important projects sooner).
Strategy-C.2	Maintain focus on pedestrian safety by advancing and realizing priorities from the Vision Zero Action Plan.	<p>Support and buy-in from the community as a result of proactive education efforts. There are no traffic related pedestrian fatalities. Residents are aware of applicable laws. Pedestrian safety infrastructure is maintained.</p> <ul style="list-style-type: none"> Continue sidewalk improvements. Focus on exterior neighborhoods and creating enhanced pedestrian connections - specifically East-West connections in the village center, Iredell, & ETJ neighborhoods to Town, consistent with Rural Area Plan. On-going maintenance of crossing signals (RRFBs). Installation of crossing signals.
Strategy-C.3	Advance local and regional transit initiatives and encourage alternatives to single occupancy vehicle usage by prioritizing accessibility, safety, and first- and last-mile connections.	<p>More options for transportation. Fewer cars on the road, safer environment, and reliable local transportation option.</p> <ul style="list-style-type: none"> Explore the feasibility of right-sized local transit or circulator services. Pursue future transit line, work with CATS, MPTA, regional + state officials to advance local transit initiatives (train, micro, bus). Improve connectivity between neighborhoods, parks, schools, and commercial areas.
Strategy-C.4	Support the Town's growing inventory of roads, sidewalks, and greenways by aligning and scaling maintenance resources—including staffing, equipment, materials, and facilities —to ensure timely, consistent upkeep.	<p>Maintenance services are delivered reliably and efficiently, infrastructure is well maintained, and the Town has capacity to respond promptly to routine and emerging maintenance needs as the network expands. Progress is made on facilities updates. Map is available on Town website tracks progress.</p> <ul style="list-style-type: none"> Improve online service request tracking and reporting (See Click Fix) Provide status updates to residents for reported incidents. Use dashboards to show miles resurfaced, sidewalk repairs completed, greenway maintenance cycles. Track key metrics like cost per foot/mile, work order completion time. Recommend adjustments to staffing, funding, or equipment based on data Sidewalk and greenway coverage ratios Analyze seasonal impacts on equipment and staffing needs. Benchmark against peer municipalities Phased staffing growth plan aligned with infrastructure expansion Incorporate maintenance demand into long-term planning



2026-2027 Strategic Plan_DRAFT

Goal D: Affordable Living & Housing

Expand affordable housing supply, increase community awareness, protect existing affordable units, and strengthen services that promote long-term housing stability. Support affordable living in Davidson by expanding and preserving affordable housing options and establishing strategic partnerships.

Strategy	Outcome	Action Items
Strategy-D.1	Advance and realize the priorities identified in the Affordable Housing Needs Assessment Implementation Strategy.	<p>Work identified and prioritized in the adopted Implementation Strategy continues under the following four pillars: Educate (Resource alignment, Homebuyer education, Homeownership opportunities and Financial Literacy Counseling), Create-(Town-owned land development, DFI work progresses, Housing Ordinance updated and approved), Protect-(Critical Home Repair, DPO Inventory Management continues through the resale process and creating new Affordable Housing Plans for development), Support-(Down Payment Assistance, Dedicated funding source for future development).</p> <p>Establish partnership to facilitate community connections and resource sharing.</p> <p>Commit to highlighting a resource guide on website (NMC) with commitment to share 3 resources each week via social media.</p> <p>Annual update on all action items and projects to Board in May.</p> <p>Explore potential partnership with AJC for homeownership counseling program. Since merging with Community Link, AJC has two full-time HUD-certified homeownership counselors on staff, this is an obvious partnership.</p> <p>Provide Down Payment Assistance contingent upon available funding and appropriate opportunities.</p> <p>Continue to provide necessary support for DPO inventory management- like guidance for homeowners (sellers) and buyers through the sale process and working with developers and guide them through the process of fulfilling the affordable provisions in the DPO.</p> <p>Work with legal to finalize recommendation on changes to the DPO for Board consideration and approval.</p> <p>Explore ways to address aging in place rather than just general critical home repairs.</p>
Strategy-D.2	Continue work with the Development Finance Initiative(DFI) and progress to Phase 2 in order to formalize a development agreement leveraging Town-owned or strategic sites for affordable housing, with clear feasibility, partnerships, incentives, and timelines to deliver long-term affordable units.	<p>Executed development agreement with DFI that delivers additional mixed-income, long-term affordable housing units on prioritized Town or strategic sites, with defined timelines, financial feasibility, and measurable performance benchmarks.</p> <p>Obtain site control over two properties.</p> <p>Develop and publish RFQ for development services and select partner.</p>
Strategy-D.3	Evaluate the best use of Town-owned land identified for affordable housing.	<p>Strategic, efficient use of land to maximize housing and community benefit while meeting environmental standards. Data-driven land use decisions grounded in financial analysis, housing needs, environmental review, and public engagement. Town-owned land leveraged to strengthen long-term economic vitality, housing stability, and quality of life.</p> <p>Prioritize parcels by short-term, medium-term and long-term opportunities.</p> <p>Prioritize use of parcels considering Town housing goals and overall community benefit (funding source matters).</p> <p>Leverage partnerships with local and regional non-profit partners to advance development of prioritized parcels.</p>
Strategy-D.4	Within the Town's municipal purview, Partner with local organizations to determine the need for critical supportive services for residents. —such as financial literacy, asset building, food security, and crisis assistance.	<p>Data-informed insight into resident needs through ongoing assessments and feedback. Improved coordination among nonprofits, faith-based groups, and service providers to reduce gaps and duplication. Expanded access to financial literacy, workforce, and asset-building programs for underserved populations. Increased awareness of supportive services through clear outreach.</p> <p>Identify and evaluate potential partners, considerations include capacity in terms of scope of services, geographic reach, staff capacity and expertise, past performance and reliability.</p> <p>Work with local and regional partners to identify the need for supportive services, and service gaps for high-need populations.</p> <p>Survey affordable housing residents to identify priority supportive service needs (financial, food, crisis, childcare, transportation).</p> <p>Review local demographic and socioeconomic data to anticipate demand.</p> <p>Sponsor/support sessions on supportive services.</p> <p>Identify grant opportunities and local funding sources.</p>

Goal E: Sustainability and Natural Assets

Preserve Davidson's natural assets and develop, implement, and actively encourage innovative solutions to environmental, energy, and climate-based challenges.

Strategy	Outcome	Action Items
Strategy-E.1	Advance and realize the priorities identified in the Climate Action Plan (CAP).	Data shows progress toward CAP goals.
Strategy-E.2	Model desired behaviors supporting sustainability, environmental awareness, education, and encourage citizen initiative and engagement.	Town has increased programming, initiatives, and education efforts and residents are more engaged.
Strategy-E.3	Conserve and steward natural assets within the Town.	Strategic partnerships result in progress to preserve farmland, increase climate resilience, and enhance local food systems. Tree canopy protection efforts are successful. Replanting results in improved biodiversity of trees and all natural assets. Progress is made to conserve , protect, and expand green space.

Implement Urban Community Forestry Plan
Continue to explore options and transition fleet to cleaner alternatives
Continue monitoring energy use and identifying ways to improve energy efficiency
Install solar on more Town facilities
Encourage sustainability through the permitting process
Establish Evergreen Fund
Continue to expand waste reduction initiatives (Davidson Composts, Leave the Leaves, and Plastic Free Challenge)
Educate and involve Town businesses on waste reduction initiatives and encourage other sustainable actions
Explore potential Food Forest in West Davidson.
Continue to expand education and outreach relating to the Town's sustainability efforts to showcase and model sustainable behaviors.
Continue Tree Canopy Enhancement Program.
Establish staff committee to work on the Natural Assets Work Plan with strategic partners and report to the Board annually.

Goal F: Economic Development

Attract diverse commercial development contributing to Davidson's unique economy and support new initiatives to create local jobs and add to the vibrancy of the community.

Strategy	Outcome	Action Items
<p>Strategy-F.1</p>	<p>Showcase the downtown small business district as a vibrant, welcoming cultural, social, and economic hub that attracts visitors, inspires community pride, and delivers memorable experiences.☒</p>	<p>Downtown is a destination of choice for both residents and visitors. Local businesses thrive, creating jobs and economic resilience. Community pride and cultural identity are strengthened. Downtown experiences are consistently safe, inclusive, and memorable.</p>
<p>Strategy-F.2</p>	<p>Leverage external resources and partnerships with focused economic development efforts in the following areas: Highway 73 / East Davidson, Historic Downtown, future transit corridor, South Main, Circles @ 30.</p>	<p>Coordinated development, increased private investment, and enhanced infrastructure and placemaking. This approach supports business attraction and retention, strengthens small business vitality (especially in Historic Downtown), encourages transit-supportive and walkable development patterns, and expands the local tax base. Overall, success is reflected in vibrant commercial corridors, improved connectivity, sustained reinvestment, and balanced growth that preserves community character while creating jobs and long-term economic resilience.</p>
<p>Strategy-F.3</p>	<p>Foster a resilient, diverse, and thriving small business ecosystem by supporting locally owned businesses.</p>	<p>The number and diversity of locally owned and small businesses is increased. Growth in the number of new local jobs and entrepreneurship opportunities. A positive and supportive environment for small businesses results in strong retention and more businesses access support programs, technical assistance, and funding resources. This kind of enhanced economic vitality contributes to a more resilient and welcoming local economy.</p>

Goal G: Operational Excellence

Provide efficient and high-quality public services and facilities through thoughtful and proactive planning, responsible stewardship of Town resources, and a professional and committed workforce.

Strategy	Outcome	Action Items
Strategy-G.1	Maintain long-term fiscal sustainability through disciplined budgeting, transparent reporting, prudent reserves, strategic investment, strong internal controls, and grant funding.	<p>Strong fund balance and financial resilience. Maintain AAA bond rating. Sustainable infrastructure investment with dedicated funding streams, reduction in deferred maintenance and predictable capital funding aligned with needs. Clear and timely financial reporting that is accessible to the public. Annual audits are clean with minimal findings. Strong internal controls are in place and timely correction is made if a weakness is identified. Cost recovery efforts are adjusted as needed to increase the cost recovery percentage. Grant opportunities are realized, providing an important source of revenue.</p>
Strategy-G.2	Evaluate and implement technology solutions that improve operational efficiency, enhance transparency, and strengthen cybersecurity.	<p>Increased efficiency, less paperwork, manual processes, shorter processing times, reduced duplication of systems. Increased resident satisfaction, real-time access to financial and performance data, clear visibility into projects and expenditures, increased public engagement.</p>
Strategy-G.3	<p>Support a comprehensive talent investment and retention approach that prioritizes competitive compensation and benefits, continuous professional development, and a positive, supportive workplace culture to attract, retain, and grow a high-performing and resilient workforce aligned with the Town's long-term service and organizational goals.</p>	<p>Compensation and benefits are competitive with peer and regional employers due to regular market benchmarking and pay plan adjustments. Turnover is minimized/reduced particularly in critical and hard-to-fill positions. Employee engagement, morale, and satisfaction is high as measured through annual surveys. High-performing employees are retained and there is an increase in internal promotion rates. Employees are participating in training, leadership development, and professional certification programs. The applicant pool for open positions is strong and diverse, reducing time-to-fill vacancies. Clear, transparent career pathways are established that support succession planning and leadership continuity. Town workplace culture reflects trust, inclusion, collaboration, and accountability.</p>

Goal G: Operational Excellence

Provide efficient and high-quality public services and facilities through thoughtful and proactive planning, responsible stewardship of Town resources, and a professional and committed workforce.

Strategy	Outcome	Action Items
Strategy-G.4	Adopt a resident centered approach to all Town services and ensure that services are delivered with professionalism, responsiveness, and a commitment to continuous improvement.	Service standards are clearly defined, communicated, and met. Increased resident satisfaction with core services. Improved cross department coordination to resolve issues efficiently. Transparent tracking and public reporting of service performance metrics. On-going feedback mechanism that inform service improvements and policy decisions (department survey, citizen survey, engagement).
Strategy-G.5	Ensure proactive and accessible communication with stakeholders through multiple, user-friendly channels.	Residents have an increased awareness of and participation in Town programs and initiatives, public trust and satisfaction with Town services and responsiveness improves, and critical information is disseminated consistently, quickly reducing the proliferation of misinformation. This intentional approach to transparency and accessibility will also foster more engagement across diverse and underrepresented neighborhoods while supporting data-informed decision-making through consistent and meaningful community feedback.

DRAFT 2026-2027 STRATEGIC PLAN



Austin Nantz, Assistant Town Manager
Draft 2026-2027 Strategic Plan
March 10, 2026

TOWNOFDAVIDSON.ORG

BACKGROUND

- The draft 2026-2027 Strategic Plan was developed through a comprehensive and collaborative process involving both the Board of Commissioners and the Town's management team and certain key staff.
- On February 12 and 13, the Board and management team held a strategic retreat in Pinehurst, followed by a work session on March 4. A SWOT Plus (strengths, weaknesses, opportunities, and threats) analysis was utilized, along with a review of the 2024-2025 Strategic Plan, and emerging priorities identified to shape the 2026–2027 plan.
- The draft plan (attached to the agenda) and included in this presentation includes seven goal areas with updated goal descriptions and associated strategies to guide policy direction, resource allocation, and organizational focus over the next two years.
- A marked-up copy of staff's working administrative document that captures all of the input from the previous sessions including draft outcomes and action items is also included for your information and review along with a clean copy of the draft plan with goals, goal descriptions and strategies for each goal.



GOAL A: WELL-PLANNED & THRIVING COMMUNITY

Cultivate a healthy, safe, and resilient Davidson.

Strategies:

- A.1: Promote dynamic community participation through civic engagement and foster a culture where residents are heard, valued, and connected to local decision-making.
- A.2: Encourage a unique, well-planned built environment by promoting high-quality buildings, welcoming public spaces, and development that respects and enhances Davidson’s character.
- A.3: Enhance community well-being by strengthening opportunities for active living, social connection, and mental health support.
- A.4: Provide a safe and secure community utilizing public safety best practices and standards.
- A.5: Ensure continuity of operations and reliable delivery of essential Town Services before, during, and after any disruptive event.



GOAL B: HISTORIC PRESERVATION

Preserve the unique historic character of our Town, including its people, places, & stories.

Strategies:

B.1: Advance and realize priorities and track progress from the Historic Preservation Plan (HPP).

B.2: Honor and share the diverse lived experiences of residents to inform our present and future, strengthen community identity, foster belonging, and build understanding.

B.3: Model desired behaviors to support historic preservation efforts. Encourage citizen initiative and engagement to safeguard and steward the Town's historic resources through promotion of voluntary preservation, adaptive reuse, and community-led initiatives that protect architectural and cultural heritage and maintain the integrity of historic districts.



GOAL C: MOBILITY

Expand, improve, and diversify the Town’s transportation network to provide residents and visitors with safe, convenient, accessible, reliable, and efficient multi-modal travel choices to connect people across the community.

Strategies:

- C.1: Advance and realize the priorities from the Mobility Plan to create a safe, connected, and efficient multi-modal transportation system that enhances quality of life, supports economic vitality, and accommodates future growth.
- C.2: Maintain focus on pedestrian safety by advancing and realizing priorities from the Vision Zero Action Plan.
- C.3: Advance local and regional transit initiatives and encourage alternatives to single occupancy vehicle usage by prioritizing accessibility, safety, and connections.
- C.4: Support the Town’s growing inventory of roads, sidewalks, and greenways by aligning and scaling maintenance resources—including staffing, equipment, materials, and facilities—to ensure timely, and consistent upkeep.



GOAL D: AFFORDABLE LIVING & HOUSING

Support affordable living in Davidson by expanding and preserving affordable housing options and establishing strategic partnerships.

Strategies:

D.1: Advance and realize the priorities identified in the Affordable Housing Needs Assessment Implementation Strategy.

D.2: Continue to Phase 2 with Development Finance Initiative(DFI) to formalize a development agreement leveraging Town-owned or strategic sites for affordable housing, with clear feasibility, partnerships, incentives, and timelines to deliver long-term affordable units.

D.3: Evaluate the best use of Town-owned land considered for affordable housing.

D.4: Partner with local organizations to determine the need for critical supportive services for residents.



GOAL E: SUSTAINABILITY & NATURAL ASSETS

Preserve Davidson’s natural assets and develop, implement, and actively encourage innovative solutions to environmental, energy, and climate-based challenges.

Strategies:

E.1: Advance and realize the priorities identified in the Climate Action Plan (CAP).

E.2: Model desired behaviors supporting sustainability, environmental awareness, and education and encourage citizen initiative and engagement.

E.3: Conserve and steward natural assets within the Town.



GOAL F: ECONOMIC DEVELOPMENT

Attract diverse commercial development contributing to Davidson's unique economy and support new initiatives to create local jobs and add to the vibrancy of the community.

Strategies:

- F.1: Showcase the downtown small business district as a vibrant, welcoming cultural, social, and economic hub that attracts visitors, inspires community pride, and delivers memorable experiences.
- F.2: Leverage external resources and partnerships with focused economic development efforts in the following areas: Highway 73 / East Davidson, Historic Downtown, future transit corridor, South Main, Circles @ 30.
- F.3: Foster a resilient, diverse, and thriving small business ecosystem by supporting locally owned businesses.



GOAL G: OPERATIONAL EXCELLENCE

Provide efficient and high-quality public services and facilities through thoughtful and proactive planning, responsible stewardship of Town resources, and a professional and committed workforce.

Strategies:

- G.1: Maintain long-term fiscal sustainability through disciplined budgeting, transparent reporting, prudent reserves, strategic investment, strong internal controls, and grant funding.
- G.2: Evaluate and implement technology solutions that improve operational efficiency, enhance transparency, and strengthen cybersecurity.
- G.3: Support a comprehensive talent investment and retention approach that prioritizes competitive compensation and benefits, continuous professional development, and a positive, supportive workplace culture to attract, retain, and grow a high-performing and resilient workforce aligned with the Town's long-term service and organizational goals.
- G.4: Adopt a resident centered approach to all Town services and ensure that services are delivered with professionalism, responsiveness, and a commitment to continuous improvement.
- G.5: Ensure proactive and accessible communication with stakeholders through multiple, user-friendly channels.



QUESTIONS/DISCUSSION



NEXT STEPS

- Request Board of Commissioners approval of the 2026-2027 Strategic Plan at the March 24, 2026 meeting.

