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## CHAPTER 9: IMPLEMENTATION

### OVERVIEW

This chapter defines a structure for managing the implementation of the Town of Davidson Pedestrian and Active Transportation Plan. Implementing the recommendations within this plan will require leadership and dedication to pedestrian and bicycle facility development on the part of a variety of agencies. Equally critical, and perhaps more challenging, will be meeting the need for a recurring source of revenue. Even small amounts of local funding could be very useful and beneficial when matched with outside sources. Most importantly, the town will not be able to accomplish the recommendations of this plan by acting alone; success will be realized through collaboration with state and federal agencies, the private sector, and non-profit organizations. Funding resources that may be available to the Town of Davidson are presented in Appendix C.

Given the present day economic challenges faced by local governments (as well as their state, federal, and private sector partners), it is difficult to know what financial resources will be available at different time frames during the implementation of this plan. However, there are still important actions to take in advance of major investments, including key organizational steps, the initiation of education and safety programs, and the development of strategic, lower-cost on-road pedestrian and bicycle facilities. Following through on these priorities will allow the key local and regional partners to implement the network over time while taking advantage of strategic opportunities, as they arise.

The three main ways to improve walking and bicycling conditions in Davidson are through facility construction and improvement, program implementation, and policy implementation and evaluation. This chapter outlines the primary roles for key players in plan implementation and how they relate to one another. Specific action steps and a prioritized list of projects are provided.





## THE TOWN OF DAVIDSON, NORTH CAROLINA

### KEY PARTNERS IN IMPLEMENTATION

#### ROLE OF DAVIDSON'S TOWN BOARD

The Town Board will be responsible for adopting this plan. Through adoption, the town's leadership is recognizing the value of walking and bicycling and is putting forth a well-thought out set of recommendations for improving public safety and overall quality of life.

By adopting this plan, the Town Board is also signifying that they are prepared to support the efforts of other key partners in the plan's implementation, including the work of its own departments and the local NCDOT Division 10. For example, if the Board adopts this plan, they should be prepared to:

- Approve ordinance updates to enhance pedestrian- and bicycle-related policy.
- Include priority pedestrian and bicycle projects in upcoming capital improvement plans.
- Consider a bond referendum for greenways and roadway improvements for pedestrian and bicycle transportation.

Davidson's online survey (which yielded over 750 responses) showed strong support for local funding options. The survey asked, "If grants or development are not available to build additional trails or bike lanes, should the Town of Davidson look for ways to fund pedestrian and bicycle improvements from its own capital funds?" A majority 80.2 percent responded "Yes".

#### ROLE OF THE TOWN OF DAVIDSON PLANNING BOARD

The Town of Davidson Planning Board serves as an advisory board to the Board of Commissioners on all matters of planning and zoning. The Planning Board should be prepared to address the following items:

- Learn about pedestrian- and bicycle-related policy and potential policy revisions to the Planning Ordinance.
- Become familiar with the recommendations of this plan, and be prepared to support its implementation.

#### ROLE OF THE TOWN OF DAVIDSON PLANNING DEPARTMENT

The Planning Department will take primary responsibility for the day-to-day operations necessary to implement the plan. For example, the department should be prepared to address the following items:

- Pursue grants for funding priority projects and priority programs.
- Communicate and coordinate with the Town of Davidson Public Works Director and the Town of Davidson Parks and Recreation Director on



priority projects for town-maintained roadways and greenway corridors/easements.

- Communicate and coordinate with local developers on adopted recommendations for pedestrian and bicycle facilities, including greenways.
- Communicate and coordinate with the Town of Davidson Parks and Recreation Department, Mecklenburg County, and neighboring municipalities on regional greenway corridors; partner for joint-funding opportunities.
- Ensure that when NCDOT-maintained roadways in Davidson are resurfaced or reconstructed, that this plan's adopted recommendations for pedestrian and bicycle facilities are included on those streets.
- Meet with the Livability Board; provide progress updates for plan implementation and gather input regarding walking and bicycling issues.
- Ensure that recommended programs are carried out.
- Present pedestrian- and bicycle-related policy and policy revisions to the Planning Board and Town Board for their approval; encourage the Board to approve funding for plan implementation.

## ROLE OF THE TOWN OF DAVIDSON PARKS AND RECREATION DEPARTMENT

The Town of Davidson Parks and Recreation Department operates the recreation, athletic, and special event programs for the citizens of Davidson. They also maintain a variety of community, neighborhood, greenway, and natural park areas. This department also does the majority of greenway planning and greenway land acquisition, and is involved in construction of greenways. The Parks and Recreation Department should be prepared to address the following items:

- Continue working with the Livability Board and the Town of Davidson Planning Department on the development of priority greenway trails.
- Communicate and coordinate with the Town of Davidson Planning Department, Mecklenburg County, and neighboring municipalities on regional greenway corridors; partner for joint-funding opportunities.
- Work with local advocacy groups and the Livability Board to assist in organizing pedestrian- and bicycle-related events, educational activities, and enforcement programs.





## THE TOWN OF DAVIDSON, NORTH CAROLINA

### ROLE OF THE TOWN OF DAVIDSON PUBLIC WORKS DEPARTMENT

The Public Works Department will take primary responsibility for the construction and maintenance of pedestrian and bicycle facilities on town-owned and maintained roadways, as well as construction and maintenance of town greenway trails. For example, the department should be prepared to address the following items:

- Become familiar with the standards set forth in Chapter 4 of this plan, as well as state and national standards for pedestrian and bicycle facility design.
- Construct and maintain pedestrian and bicycle facilities (on town roadways and greenways) using the standards set forth in Chapter 4 of this plan.
- Notify the Town of Davidson Planning Department of all upcoming roadway reconstruction or resurfacing/restriping projects, no later than the design phase; provide sufficient time for comments; incorporate pedestrian and bicycle recommendations from the planning staff.
- Communicate and coordinate with NCDOT Division 10 on priority projects for NCDOT-maintained roadways.

### ROLE OF THE LIVABILITY BOARD

This board has contributed significantly to the development of this plan, and their continued support is critical for its implementation. The board should be prepared to address the following items:

- Meet with staff from the Planning Department; evaluate progress of the plan's implementation and offer input regarding bicycling issues; assist town staff in organizing pedestrian- and bicycle-related events and educational activities.
- Build upon current levels of local support for walking and bicycling issues and advocate for local project funding.
- Work with local advocacy groups and town agencies to assist in organizing pedestrian- and bicycle-related events, educational activities, and enforcement programs.

### ROLE OF THE LOCAL NCDOT, DIVISION 10

Division 10 of the NCDOT is responsible for the construction and maintenance of bicycle facilities on NCDOT-owned and maintained roadways in the Town of Davidson (among all other NCDOT roadways in their five-county Division). Division 10 should be prepared to address the following items:

- Become familiar with the bicycle facility recommendations for NCDOT roadways in this plan; take initiative in incorporating this plan's recommendations into the Division's schedule of improvements.



- Become familiar with the standards set forth in Chapter 4 of this plan, as well as state and national standards for pedestrian and bicycle facility design; construct and maintain pedestrian and bicycle facilities using the highest standards allowed by the State (including the use of innovative treatments on a trial-basis).
- Notify the Town of Davidson Planning Department of all upcoming roadway reconstruction or resurfacing/restriping projects in Davidson, no later than the design phase; provide sufficient time for comments from the planning staff.
- Seek guidance and direction from the NCDOT Division of Bicycle and Pedestrian Transportation on issues related to this plan and its implementation.

### ROLE OF THE TOWN OF DAVIDSON POLICE DEPARTMENT

The Town of Davidson Police Department is responsible for making Davidson a safe place to live, work, and raise a family. The Police Department should be prepared to address the following items:

- Become experts on pedestrian- and bicycle-related laws in North Carolina.
- Enforce not only pedestrian and bicycle laws, but also motorist laws that affect walking and bicycling, such as speeding, running red lights, aggressive driving, etc.
- Participate in pedestrian- and bicycle-related education programs.

### ROLE OF DEVELOPERS

Developers in Davidson play a critical role in facility development whenever a project requires the enhancement of transportation facilities or the dedication and development of greenways. Developers should be prepared to address the following items:

- Become familiar with the benefits, both financial and otherwise, of providing amenities for walking and biking (including greenways) in residential and commercial developments.
- Become familiar with the standards set forth in Chapter 5 of this plan, as well as state and national standards for pedestrian and bicycle facility design.





## THE TOWN OF DAVIDSON, NORTH CAROLINA

### ROLE OF LOCAL RESIDENTS, CLUBS AND ADVOCACY GROUPS

Local residents, clubs, and advocacy groups, including, but not limited to Davidson Walks and Rolls, Charlotte Area Bicycle Alliance (CABA), and the Rocky River Road Club, etc., play a critical role in the success of this plan. They should be prepared to address the following items:

- Continue offering input regarding walking and bicycling issues in Davidson.
- Assist town staff and Livability Board by volunteering for pedestrian- and bicycle-related events and educational activities and/or participate in such activities.
- Assist town staff and Livability Board by speaking at Town Board meetings and advocating for local pedestrian and bicycle project and program funding.

### ACTION STEPS

The action steps in the following tables are integral to achieving the goals and vision of this plan. As guiding recommendations and the clearest representation of specific items to accomplish, they should be referred to often. Chapter 7: Programs and Public Education provides a variety of resources for assisting in carrying out tasks related to education, encouragement, enforcement, and evaluation programs.

The action steps are provided in the following phases: Short-term, Medium-term, Long-term, and Ongoing.

<b>ACTION STEPS</b>				
<b>Task</b>	<b>Lead Agency</b>	<b>Support</b>	<b>Details</b>	<b>Phase</b>
Present plan to town board	Davidson Planning Department	Project consultant	Presentation to town board in summer 2013	Short-term
Adopt this plan	Davidson Town Board	Davidson Planning Department	Through adoption, the plan becomes a legitimate planning document of the town. Adoption shows that the Town of Davidson has undergone a successful, supported planning process.	Short-term
Designate staff	Davidson Town Board, Town Manager	Leadership of town departments	Designate staff to oversee the implementation of this plan and the proper maintenance of the facilities that are developed. It is recommended that a combination of existing Planning, Public Works, and Parks & Recreation staff oversee the day-to-day implementation of this plan.	Short-term



<b>ACTION STEPS</b>				
<b>Task</b>	<b>Lead Agency</b>	<b>Support</b>	<b>Details</b>	<b>Phase</b>
Identify and secure specific funding for Phase I implementation	Davidson Planning Department	Town Manager, other town departments, Livability Board, Public Works	Chapter 8 contains a list of priority projects with cost estimates. Appendix B contains a listing of potential local, state, and federal funding opportunities.	Short-term
Complete top priority projects	Davidson Public Works + NCDOT Division 10	Davidson Planning Department, NCDOT Bike/Ped Division	Chapter 8 contains a list of the most important projects to improve connectivity and safety. Immediate attention to the high priorities will instantly have a large impact on walking and bicycling conditions in Davidson.	Medium-term
Continually support and evaluate implementation of this plan	Livability Board	Davidson Planning Department, Town Board	The Livability Board should continue meeting on at least a monthly basis, and one of their meetings should be reserved to evaluate the implementation of this plan.	Ongoing
Provide police officers with educational material to hand out with warnings	Davidson Police Department	NCDOT Bike/Ped Division	Provide officers with an informational handout to be used during bicycle and pedestrian-related citations and warnings.	Short-term
Initiate a local pedestrian and bicycle safety and courtesy education campaign	Davidson Police Department, Parks and Recreation Department	Local, regional, state, and national advocacy groups; Davidson College, Davidson schools	Chapter 7: Programs and Public Education contains a list of resources for more information.	Medium-term
Start enforcement campaign of all road users regarding pedestrian and bicycle laws and safety	Davidson Police Department	NCDOT Bike/Ped Division	Start enforcement campaign to ticket motorists, bicyclists, and pedestrians who do not follow traffic laws for yielding at crosswalks, crossing the roadway, stopping at traffic lights, etc. Evaluate motorist, pedestrian, Cyclist compliance at key intersections with video or other methods.	Short-term





<b>ACTION STEPS</b>				
<b>Task</b>	<b>Lead Agency</b>	<b>Support</b>	<b>Details</b>	<b>Phase</b>
Present this plan to other local and regional bodies and agencies.	Planning staff	Livability Board	This plan should be presented to other local and regional bodies and agencies. Possible groups to receive a presentation might include the regional transportation and greenway planners, health clubs and fitness facilities, schools and youth organizations, environmental clubs, civic organizations, chambers of commerce, major local employers including Davidson College, IR, and MSC, and large neighborhood groups.	Short-term
Launch programs as new projects are built	Livability Board	Planning staff	Assist in the coordination of education and encouragement programs (see Chapter 7).	Ongoing
Begin semi-annual meeting with key project partners	Planning staff	Town/county departments, NCDOT, Livability Board, and local & regional stakeholders	Davidson Planning staff, the town board, members of the Livability Board, and local and regional stakeholders should meet on an annual basis to tour pedestrian and bicycle facilities and discuss bicycle and pedestrian issues.	Ongoing
Seek multiple funding sources for facilities and programs	Planning staff	Finance Director, Livability Board	Chapter 8 contains recommended projects. See Appendix C for potential funding opportunities.	Ongoing
Design orientation	Davidson Public Works staff	NCDOT Bike/Ped Division	Become familiar with the guidelines featured in Chapter 5 of this plan, as well as state and national standards for bicycle facility design.	Short-term
Develop a long term funding strategy	Town Manager & Finance Director	Planning staff & Board of Commissioners	To allow continued development of the overall system, capital funds for pedestrian and bicycle facility construction should be set aside every year, even if only a small amount (small amounts of local funding can be matched to outside funding sources). Funding for an ongoing maintenance program should also be included in the town's operating budget.	Short-term



<b>ACTION STEPS</b>				
<b>Task</b>	<b>Lead Agency</b>	<b>Support</b>	<b>Details</b>	<b>Phase</b>
Communicate with NCDOT staff concerning upcoming roadway reconstruction or resurfacing/restriping projects, no later than the design phase.	Public Works Director and NCDOT Division 10	Planning staff, NCDOT Bike/Ped Division, & NCDOT maintenance engineers	Provide sufficient time for comments. Incorporate pedestrian and bicycle recommendations from this plan. If a compromise to the original recommendation is needed, then contact NCDOT Division of Bicycle and Pedestrian Transportation for guidance on appropriate alternatives. Also, coordinate with the NCDOT maintenance engineers on the Annual Resurfacing Plan's 3-year project list.	Ongoing
Strengthen overall maintenance program	Davidson Public Works, Parks and Recreation Dept	Livability Board	A Davidson staff member should be designated as the main contact for the maintenance of pedestrian and bicycle facilities in the roadway right-of-way. This staff member should coordinate with the appropriate departments to set up a free maintenance hotline and conduct maintenance activities in the field.	Medium-term
Add and improve pedestrian and bicycle wayfinding signage throughout town	Davidson Public Works Dept, Community & Economic Development Dept, Parks and Recreation Dept	Davidson Planning Department, Livability Board, Davidson College, downtown Davidson	Provide informative wayfinding signage and map kiosks that direct pedestrians and bicyclists along designated routes to downtown, schools, parks, and other important destinations. Consider combining with pavement markings.	Medium-term
Maintain pedestrian and bicycle facilities	Davidson Public Works, Davidson Parks and Recreation Dept, NCDOT Division 10	Livability Board, general public (for reporting maintenance needs)	Pay special attention to Concord Rd, where yard waste and overgrowth often block sidewalks and bike lanes. The Town of Davidson Public Works Department and NCDOT should make immediate repairs to any on-road bicycle facilities that are damaged or have hazardous conditions.	Ongoing
Ensure planning efforts are being integrated regionally	Planning staff	MUMPO, neighboring municipalities, Livability Board	Combining resources and efforts with surrounding municipalities, regional entities, and stakeholders is mutually beneficial, especially with trail development. Communicate and coordinate with the regional partners on regional trails and bicycle facilities and partner on joint-funding opportunities. After adoption by the town, this document should also be recognized in regional transportation plans.	Long-term/ Ongoing



<b>ACTION STEPS</b>				
<b>Task</b>	<b>Lead Agency</b>	<b>Support</b>	<b>Details</b>	<b>Phase</b>
Apply for further Safe Routes to School grants and infrastructure funding	Parks and Recreation staff, Planning staff, Davidson schools	NCDOT Division 10 & Livability Board	Establish 'bike-to-school' groups, 'walking school buses' or other similar activities for children through the Safe Routes to School Program. Inquire about pedestrian infrastructure funding for projects within 1.5 miles of schools through NCDOT Division 10.	Medium-term
Provide bicycle parking in key locations throughout town	Davidson Planning Department and Public Works Dept	Livability Board, major employers, private businesses such as The Spirited Cyclist bike shop, Charlotte B-Cycle for satellite bike share opportunities	Provide ancillary facilities such as covered parking, bicycle stations, showers at employment centers, and bicycle rentals. See Appendix B for a listing of priority locations from the public comment form.	Medium-term
Explore possibility of a regional multi-modal coordinator	Town Manager, Mecklenburg County	Planning staff, Livability Board, regional planning organizations, and neighboring municipalities	Explore the possibility of partnership with neighboring municipalities or MUMPO in hiring a regional Multi-Modal Transportation Coordinator.	Long-term
Re-evaluate top priority projects and build next tier of projects	Board of Commissioners, Davidson Public Works	Planning staff	In 2016, re-evaluate priority projects and work to construct next projects on list	Medium-term
Evaluate progress of plan implementation through benchmarking report and annual meeting	Davidson Planning Department	Livability Board	Annually, the town should evaluate progress in plan implementation, programs, etc.	Ongoing
Conduct bicycle and pedestrian counts	Davidson Planning Department	Livability Board	The town should conduct semi-annual counts to monitor usage of facilities.	Medium-term/ Ongoing
Communicate and coordinate with NCDOT Division 10 on priority projects for NCDOT-maintained roadways	Davidson Public Works Department	NCDOT Division 10, NCDOT Bike/Ped Division	Ensure that when NCDOT-maintained roadways in Davidson are resurfaced or reconstructed, that this plan's adopted recommendations for pedestrian and bicycle facilities are included on those streets.	Ongoing



<b>ACTION STEPS</b>				
<b>Task</b>	<b>Lead Agency</b>	<b>Support</b>	<b>Details</b>	<b>Phase</b>
Notify the Town of Davidson Planning Department of all upcoming roadway reconstruction or resurfacing/restriping projects, no later than the design phase	Public Works Director, NCDOT Division 10	Davidson Planning Department	Provide sufficient time for comments; Incorporate bicycle recommendations from the planning staff.	Ongoing
Complete medium-priority projects	Davidson Public Works + NCDOT Division 10	Davidson Planning Department, NCDOT Bike/Ped Division	In 2018, reassess projects and reevaluate priorities and phases. Consider updating key sections of the plan such as design standards and programs/policies.	Long-term
Complete low-priority projects	Davidson Public Works, NCDOT Division 10	Davidson Planning Department, NCDOT Bike/Ped Division	In 2020, reassess projects and reevaluate priorities and phases. Consider updating the entire plan.	Long-term





# THE TOWN OF DAVIDSON, NORTH CAROLINA