







## TABLE OF CONTENTS

1.	INTRODUCTION	3
2.	STRATEGIC PLAN VISION	7
3.	STRATEGIC ASSESSMENT	9
4.	MARKET RESEARCH	14
5.	COMMUNITY BRAND	17
6.	GOALS AND STRATEGIES	22
7.	STRATEGY BOARD	56

## INTRODUCTION

#### What is the Imagine Dunn Strategic Plan?

The City of Dunn lies in one of the fastest growing metropolitan areas in the Country yet remains a small, vibrant community where its residents enjoy a well-rounded quality of life. While the greater Raleigh-Durham-Cary area has a population of over two million residents, Dunn's growth has been more modest, and the community is the definition of small-town America.

Understanding that regional growth can bring change to the Dunn community, the City of Dunn and the Dunn Area Chamber of Commerce have come together to establish a long-term vision for the future. This proactive effort will allow the City and its partners to preserve the character of the community, while enhancing the greater well-being and prosperity of its residents.

The IMAGINE Dunn Strategic Vision Plan is purposeful and specific, and creates a broad vision based on long-term goals and priorities. It provides guidance for the City and its partners to continue to make decisions that lead the community towards a vibrant future!

#### Planning Process

This document is the result of approximately twelve months of discovery, discussion, visioning and planning. The plan occurred entirely within the COVID-19 pandemic, but creative engagement resulted in a higher level of public engagement than if it occurred in a normal timeline.





Imagine Dunn Kickoff Meeting

IMAGINE DUNN PLAN PROCESS						
Discussion		Development		Review		
PHASE 1: Project Initiation	PHASE 2: Public Engagement	PHASE 3: Strategic Assessment	PHASE 4: Visioning	PHASE 5: Strategic Plan		
<ul> <li>Info gathering and Background Review</li> <li>Pre-Kickoff Coordination</li> <li>Project Kickoff</li> </ul>	<ul> <li>Brand the Plan</li> <li>Develop Engagement Strategy</li> <li>Project Facebook Page</li> <li>Community Input Survey</li> <li>Public Input Summary</li> </ul>	<ul> <li>Market Definition</li> <li>Demographic Profile/Market Segmentation</li> <li>Market Analysis</li> <li>Strategic Assessment Report</li> </ul>	<ul> <li>Visioning Work Session</li> <li>Community Identity and Design Workshop</li> <li>Market Positioning and Brand Identity</li> </ul>	<ul> <li>Draft Plan</li> <li>Draft Plan Workshop</li> <li>Plan Review</li> <li>Final Plan</li> <li>Final Public Meeting</li> </ul>		

IMAGINE DUNN STRATEGIC VISION PLAN

### **Public Engagement**

Public engagement was a fundamental component of the planning process, and the public participated in informing the plan in a variety of ways:

- The Dunn Vision Group (DVG) was formed with 13 representatives from the City, Dunn Area Chamber of Commerce, Dunn Area Tourism Authority, Downtown Dunn Development Corporation and business community. The committee has been charged with guiding the consultants in the planning process.
- A **Public Kickoff** was held on July 28, 2020. The virtual meeting was conducted by the consultant team on Facebook Live with an introductory conversation with the Mayor and representatives from the DVG. Approximately 107 residents joined live to share their ideas on the challenges and future of the City.
- A **Community Input Survey** was conducted online where 866 residents provided their thoughts on the City's character, perception, local needs, and vision.
- Two **Community Outreach Meetings** were conducted by the DVG targeting residents of the community that were underrepresented in the online survey. Input was received and paper surveys were distributed.
- A Visioning Workshop occurred in mid-November as a two-day physical visit to the community. COVID protocols were in place and the consultant team met with 10 themed focus groups including over 70 stakeholders. The focus groups were based on the overall themes of the survey, including topics such as employers, elected officials, destinations, small businesses, Campbell students, area youth, non-profits and others.
- A Facebook Page was set up to inform the residents of the City and provide a forum for comments and input. The page was followed by 1,050 people!
- A Community Design Workshop was held December 7-9, 2020 at the Dunn Community Center. The entire design team was on hand to discuss community character and identity, as well as potential design projects to incorporate into the plan. In addition to continued stakeholder engagement, two facilitated meetings where held on Facebook Live with public comment, reaching 3,019 viewers.
- Finally, a **Draft Plan Workshop** was held on April 20, 2021. During the drop-in meeting at the Dunn Community Center, the team and steering committee shared the plan with Dunn area residents for final input. A virtual drop-in was held the week after for those who could not attend. 84 residents participated in the physical and virtual drop-ins.

In total, there were over 5,200 public engagements during the planning process!



#### Strategic Plan Framework

The IMAGINE Dunn Strategic Plan is detailed on the pages that follow and includes:

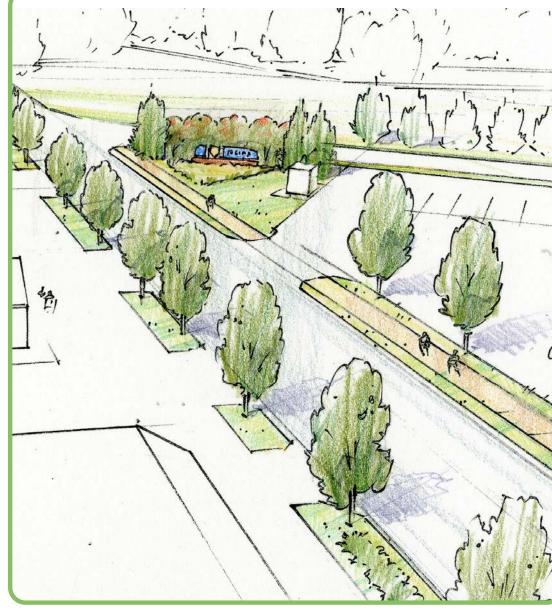
**STRATEGIC PLAN VISION** presents a concise aspirational statement of what Dunn will become in the next 20 years and is based off of the input garnered throughout the planning process. The Vision describes the city in 2040.

- 2 <u>STRATEGIC ASSESSMENT</u> provides background on public engagement culminating in a brief SWOT summary and overview of the findings of the Community Survey.
- 3 <u>MARKET RESEARCH</u> presents a high-level summary of the economic market research conducted as part of this process including a demographic profile, market segmentation, and opportunities for new or expanding commercial/retail, housing and employment uses.

4 <u>COMMUNITY BRAND</u> presents a market position and graphic identity to market and promote Dunn to its residents, investors, and future residents. The brand begins with a destination logo and is expanded to a seamless system that reflects the Strategic Vision and community character. It is a consistent and connected platform for the City, Dunn Area Chamber of Commerce, Dunn Area Tourism Authority and private sector to collaboratively market and promote Dunn.

5 <u>GOALS AND STRATEGIES</u> details the broad based and long-term strategic priorities (goals) based on the aspirational theme. This is followed by the objectives (strategies) to achieve that vision. The goal statements are organized in the six thematic areas of Quality of Life, Planning for Growth, Business Development, Community Character, Market Positioning and Partnerships. "Design Boards" are provided at the end of each strategy section. The design boards are based on the results of the design workshop and outline key design iniatives for future projects and enhancment of Dunn's character.

**5 STRATEGY BOARD** outlines the implementation process, partnerships, timelines and benchmarks.



Gateway concept rendering

#### **Relationship to Other Plans**

The conversation about the future of Dunn didn't begin with the IMAGINE Dunn Strategic Plan. It is therefore important that the Vision crafted in this document builds off of the planning efforts that have occurred in the community over the years. In addition, this strategic plan should be dynamic and provide a foundation for subsequent planning efforts.

As such, this document is a hybrid of strategic visioning and future planning including "typical" strategic elements of Vision, Goals, and Strategies. It also includes additional elements not commonly found in strategic plans such as design projects, comprehensive market analysis and community branding. It is both broad-based (vision and goals) and specific (strategies and actions).

A number of previous planning efforts were analyzed in detail to provide background for the strategic plan, including but not limited to:

- 2020 City Council Retreat including departmental goals and objectives
- 2019 Downtown Dunn Economic Development Implementation Plan (Draft)
- 2017 Visioning conducted by the Dunn Area Chamber of Commerce
- 2015 Grow Harnett Comprehensive Growth Plan
- 2015 Harnett County Comprehensive Transportation Plan
- 2013 Comprehensive Bicycle Plan
- 2008 Pedestrian Plan
- 2030 Future Land Use Plan (completed in 2005)
- Dunn Ordinances (Zoning, Subdivision, Engineering Design and Construction Standards)
- Fayetteville-Raleigh Passenger Rail Feasibility Study

### **Comprehensive Plan**

State Law requires all North Carolina communities to complete a comprehensive land use plan by July of 2022. The IMAGINE Dunn Strategic Plan lays the foundation for this new Comprehensive Plan including its Vision and Goals, comprehensive market research, community design and desired projects. It is a bridge to the future planning of the community and should be incorporated into the planning process that will be completed after the adoption of this plan.

### **Evaluation and Updates**

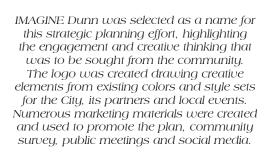
The plan is presented in detail in an implementation matrix called the "Strategy Board". This tool summarizes each goal and detailed strategy, outlining implementation actions, partner agencies, priorities and benchmarks. It is important to remember the ultimate goal that each strategy supports, and while each is linked to another, failure to achieve a particular action does not negate the ability to achieve others.

The Strategy Board is supplemented by additional tools to evaluate, update, and amend the IMAGINE Dunn Strategic Plan:

- Report Card Assessment to be used by the DVG to evaluate plan progress and update goals and strategies.
- Departmental Strategic Plan Framework to be used by individual departments in their annual strategic planning and goals setting.

Ultimately, this document is to be used by City Council, City Departments, Dunn Area Chamber of Commerce and partner organizations to implement the goals of the strategic vision.





IVFD

Visit facebook.com/imaginedunn

to learn more.

## STRATEGIC PLAN VISION

The IMAGINE Dunn Strategic Plan is a tool for the City and its partners to guide policy making decisions over the next 10 to 20 years. It is based on an open and collaborative discussion with Dunn residents as to the future of the community. This ongoing discussion resulted in the Vision narrative below which presents an aspirational statement of what the Dunn Community will be in 2040. It may not represent the Dunn of today but sits on a foundation that has been put in place over many years.

This Vision addresses the major themes that were identified in the ongoing conversation in the community. It focuses on community vitality, growth, inclusiveness, prosperity and community pride. The Vision Statement is the end goal of implementation, and is supported by the Strategic Themes, Goals and Actions that provide the framework to the IMAGINE Dunn Strategic Plan.

### VISION

The aspirational statement of what the Dunn community will look like in 20 years. The End Game.

### STRATEGIC THEMES

Thematic, broad-based topics that the plan addresses. Focus Areas.

### GOALS

Broad statements of direction to achieve the ultimate vision. Where We Want to Go.

### STRATEGIES

Actions to achieve goals. How We Get There

# VISION

Dunn is a dynamic, engaged community where a diversity of people want to live, visit, play and do business. We embrace growth, opportunity and progress while preserving the hometown character that makes our community proud.

### Strategic Themes and Goals

Strategic themes are the priority areas to be addressed in the plan. Numerous themes emerged out of the online survey and ongoing input from stakeholders and committee. These topics were used to coordinate stakeholder engagement in the Visioning and Community Design Workshops and are represented by the six core themes shown here.

A goal has been developed for each of the six strategic themes. These goal statements are broad based and long-term strategic priorities and are achieved through the implementation actions detailed later in this plan.



### ) QUALITY OF LIFE

**GOAL:** Dunn will create a quality of life for all of its residents that is second to none, identified by exceptional public safety, variety of housing choices, robust recreation network, highly rated healthcare and an improved school system.

### PLANNING FOR GROWTH

**GOAL:** Dunn will accommodate and support the needs of a diverse and growing population, welcoming growth that increases its overall tax base while contributing to the city's unique character. It will employ public policies and strategic investment including modernized infrastructure, regulations that encourage development and redevelopment, and will create a vibrant and sustainable environment for growth.

### **BUSINESS DEVELOPMENT**

**GOAL:** The City will foster a proactive environment that is conducive to investment, supportive of local businesses, and a sustainable and diversified economy. It will build an entrepreneurial ecosystem that creates prosperity and opportunities for all to succeed regardless of background.

### ) COMMUNITY CHARACTER

**GOAL:** Dunn will be a community of character defined by its small-town charm and its vibrant and active downtown. It will become a Cultural and Entertainment hub serving the tri-county area, while continuing to be a visitor destination for those who love history, or simply need a break. Dunn will have pleasing architecture, attractive corridors and inviting centers of commerce.

### ) MARKET POSITIONING

**GOAL:** Dunn will craft its own unique story cultivating an intense pride of place for its residents, while promoting the community as a place to visit, invest, or live. Dunn's story will be founded on its family-friendly environment, emphasizing community, faith and tradition.

### **)** PARTNERSHIPS

5

**GOAL:** The City, Dunn Area Chamber of Commerce, Dunn Area Tourism Authority and their partners will work together for the good of all Dunn's residents, building an inclusive, progressive and engaged community.

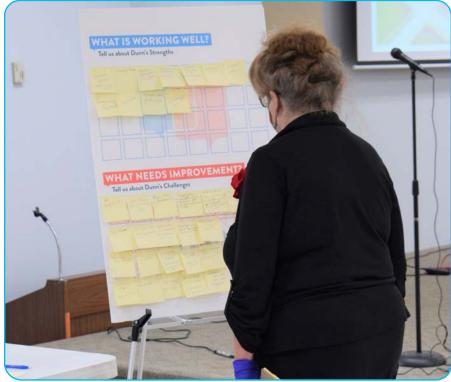
### IMAGINE DUNN STRATEGIC VISION PLAN

## STRATEGIC ASSESSMENT

#### Introduction

The IMAGINE Dunn Strategic Plan is a true community plan, based on an ongoing conversation with residents about Dunn's challenges and opportunities that this and future plans must strive to address. The spirited and thoughtful dialogue began with the public kickoff in July of 2020, and continued with an online survey, social media discourse, pop-up meetings and two community workshops.

This section details the results of that input including a summary of the community survey followed by a brief SWOT.



Imagine Dunn Community Event in October 2020

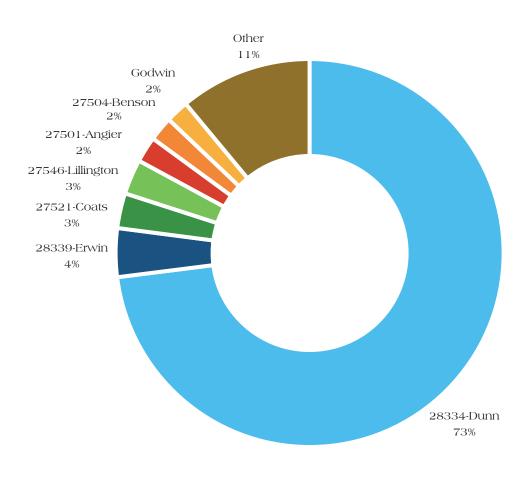


Imagine Dunn Facebook Page

#### **Online Survey Summary**

An online survey was conducted to collect input from Dunn residents, businesses, visitors and stakeholders to inform the strategic plan. The survey asked participants to provide input on Dunn's community character, quality of life, strengths and weaknesses, needs and desires, and vision for the future. The survey generated 866 responses between July and November, 2020.

Nearly three quarters (73%) of the survey respondents live in the Dunn Zip Code and nearly half (48%) live in the city limits. Approximately 40% of the respondents work in the city. Other connections to Dunn include business owners, visitors, churchgoers, students and former residents.



Home Residence Zip Code of Survey Respondents



Imagine Dunn Online Community Survey

### **Online Survey Results**

The online survey asked participants to describe Dunn's character, image, strengths and weaknesses. When asked about the character and personality of Dunn, common responses included: people, sense of community, small town feel, family friendly, welcoming and growth.

Participants noted Dunn's strengths as location, access, potential, community, people and the downtown. Weaknesses were identified as schools, roads, and lack of shopping, dining and entertainment options.

When asked to describe their vision of Dunn in 2040, there was a wide range of creative responses. However, many noted the need to balance growth (population growth, additional businesses and opportunities) with maintaining the city's small town character.

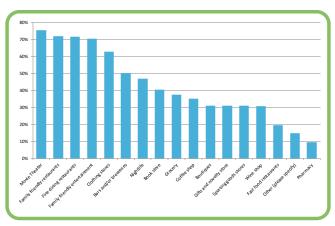
Survey respondents were asked to rate various aspects of life in Dunn such as quality of life, cultural opportunities, governance, economic environment, transportation, natural environment, built environment and infrastructure. Additionally, participants were asked to identify which types of retail, services, residential uses, and public spaces, activities and cultural events are needed in the county. The complete survey results are provided in Appendix A.



Survey Results: Word Describing Character of Dunn



Survey Results: Dunn's Strengths



Types of Businesses Needed in Dunn

### Describe Your Vision of Dunn in 2040 -

### Sample Responses

- "Hometown pride offering its people growth with continued safety and opportunities."
- "Quality education with more school choice, better roads, and infrastructure, better health care facilities with quality health care providers, increased and better quality shopping for food and other items.
- "I see Dunn prospering and expanding but not losing its hometown feel."
- "Community working together for the good of all."
- "Dunn is a place people want to live, visit and do business. A place where there are homes and economic prosperity for all residents. A place citizens would want to come back to after college or careers. A place a citizen can be proud of."
- "Better business development/zoning plans that would help underdeveloped/ struggling existing locations"

Sample Survey Results: Residents' Vision of Dunn

#### Strengths, Weaknesses, Opportunities, Threats (SWOT)

Based on the ongoing community engagement, the SWOTs that emerged are summarized below. These findings provided the framework for the strategic themes and goals that the plan should address.

### Strengths

- The City of Dunn has an authentic small-town character that is lost in many communities of today, particularly those in growing metro areas. Resident's intense pride of the community is defined by family, faith and generational kinship.
- While still a small town, Dunn has great access to the Raleigh-Durham metro and the amenities it affords including commerce, culture and jobs.
- Downtown Dunn is the heart and soul of the community. It is the center of commerce and activity, but also a key factor in attracting new residents and industry. The Downtown Dunn Development Corporation (DDDC) is actively engaged in enhancing downtown and it has the full support of local leadership.
- The community has experienced a relatively stable economy during COVID. This is a
  testament to the people and strong support of local businesses and neighbors. While the
  business environment has weathered the pandemic storm, it was also described as "fragile".
- The Dunn area has tremendous destination assets that not only interpret the history of the area, but also serve as unique experiences for visitors. This includes the General William C. Lee Airborne Museum, Dunn Area History Museum, Stewart Theater, Averasboro Battlefield, among others.
- Dunn has strong churches, faith-based organizations and community support agencies that are actively focused on improving the community.
- The community has remained an affordable place to live while surrounding communities are more costly. Dunn is an easy commute to Fayetteville and Raleigh.
- The Dunn Police Athletic League (PAL) is a unique and highly successful youth program that is cited by residents as being a tremendous asset.





#### Weaknesses

- Dunn does not provide a great "first-impression" to those passing through the community. Some entrances into the community are poorly planned and aesthetically unpleasing. The character of the town is not communicated well at the interstate interchanges.
- Public schools in the Dunn area have a poor perception and image. This has been a common issue in previous community visioning exercises, and it has been cited as a challenge to recruiting new residents and businesses.
- Many residents noted the lack of commerce and entertainment in Dunn, as well as an overall scarcity of things to do. While there may be access to the amenities of adjacent urban areas, proximity to the metro may be impacting Dunn's ability to attract these uses.
- Dunn's demographics point to an older population (compared to Raleigh-Durham and Fayetteville metros) and a lower median household income (\$33,340) than the entire region. 21% of Dunn's families are below the poverty level. Residents cited the economic impact of this lack of wealth and poverty to all of Dunn's quality of life including education, housing, jobs, homelessness, etc.
- The city is not walkable outside of downtown. Highway 421 is a pedestrian and cycling barrier between the north and south portions of the town and many neighborhoods lack adequate sidewalk infrastructure.
- Dunn's population and income demographics make the community a harder sell with investors and national businesses who do not understand the larger market, regional draw, impact of the interstate, etc.
- There is a significant lack of housing options in Dunn. This includes a lack of mid to higher level housing, workforce housing, rental and senior housing. Dunn is a desirable place to live, but it is difficult to find any available housing.
- There are also neighborhoods within Dunn that are experiencing deterioration, lack of upkeep, loss of historic homes to demolition, etc. The City has stepped up enforcement of its minimum housing standards which has helped, but underlying issues may remain that perpetuate these challenged neighborhoods.
- There is a general lack of higher wage jobs in Dunn likely due to the ease of commuting outside. The lack of jobs and advancement opportunities for minorities is even greater.

### IMAGINE DUNN STRATEGIC VISION PLAN

### **Opportunities**

- The Dunn area has great natural assets and there is a tremendous opportunity to expand its recreation resources. Planned enhancements include connecting the Dunn-Erwin Rail Trail from Tyler Park, through downtown to Tart Park. There is also the potential to improve Hannah's Lake as an in-town recreational asset, build a bike infrastructure throughout the community, and perhaps even connect Dunn to the Cape Fear River and other water resources.
- Interstate 95 continues to provide major economic development opportunities for the area. Rooms To Go is a recent investment, and the designated opportunity zones and enhancements to the interstate interchanges will solidify Dunn as a receiving area for economic development.
- The I-95/I-40 Crossroads of America Economic Alliance with Benson and Four Oaks will help realize this potential.
- The City, Dunn Area Chamber of Commerce, Dunn Area Tourism Authority and Downtown Dunn Development Corporation have come together to partner on this IMAGINE Dunn Strategic Plan. All of these pillar agencies are currently on the same page with a shared vision and focus to take Dunn to the next level.
- Similarly, this planning process has helped bring to the surface an energy within the people of Dunn that was evidenced by the extraordinary amount of participation during a pandemic! The time is ripe to capitalize on this synergy and transition to leadership and accomplishments.
- Dunn is a community of just under 10,000 residents but in reality, serves a local market of nearly 90,000 that live within 25-minutes of town. There is an opportunity for Dunn and its partners to better communicate its market reach when trying to attract businesses who simply see the community as a small town.
- Campbell University students and faculty are currently an untapped market that could patronize local businesses, attend Dunn events, and work in the community.
- Dunn's small-town character provides an escape from those fleeing the larger cities, seeking a more comfortable, safe and quiet place to live. With its proximity to two larger metropolitan areas, it is not only easy commuting distance, but also could support work-from-home employment that has grown significantly during the COVID pandemic.
- The city is located in the planned Southeast High Speed Rail Corridor for the Mid-Atlantic Region and is currently being studied for a potential passenger rail terminal in Dunn. This will provide transportation options, but also enhanced population-employment connectivity.
- There appears to be demand for entertainment and nightlife in Downtown Dunn which is desired by existing residents, but could also attract new markets. Downtown has several specialty restaurants, the Stewart is undergoing renovations, and there is interest in a new brewery.
- Downtown has proven to be successful, and there is the potential to expand this planning, economic development, and physical improvements outside of the core. This includes reinvesting in the older shopping centers to the west of downtown.



#### Threats

- While Dunn residents are proud of the community, there is a general sense of negativity about the future. The roots of this mindset are complex and include economics, crime and perception of safety, opinion of public schools and dated infrastructure.
- There is also the threat of not capitalizing on the momentum created in this plan. There is definitely a desire to change these factors, but that passion has been mainly on the surface. In the past, the community has been challenged with moving past vision to accomplishments.
- The time is now for Dunn, its leadership and partner organizations to address these issues and move Dunn into the future. With the tremendous amount of growth and small town improvements that occur in communities around Dunn, there is the danger of missing out and getting left behind.
- Outside perceptions of Dunn are that it is rural, has seen little growth and does not have much to offer. In order for Dunn to overcome these perceptions, it must believe in itself first. This plan has proven that the community wants change, but there is the potential for apathy to set in without early successes in implementation.
- Dunn, like other towns its size, lacks a dedicated economic development presence at the city level. This creates a challenge because with the lack of local jobs and investment here, the proximity to the metro areas makes it harder to capture without an economic development strategy.

## MARKET RESEARCH

### Market Research Overview

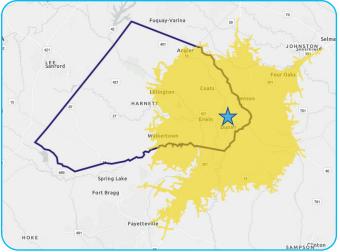
A market analysis was completed to examine Dunn's local and regional demographic, housing, employment and commercial data. The market data informs opportunities for future development strategies, businesses recruitment, marketing and promotions. The results of the market analysis are summarized on the following pages. The complete market assessment is provided in Appendix B.

To understand Dunn's marketing within a regional context, the market analysis draws upon multiple study areas including the Dunn city limits, the 28334 Zip Code, Harnett County, and a 25-minute drive time trade area.

### Demographics

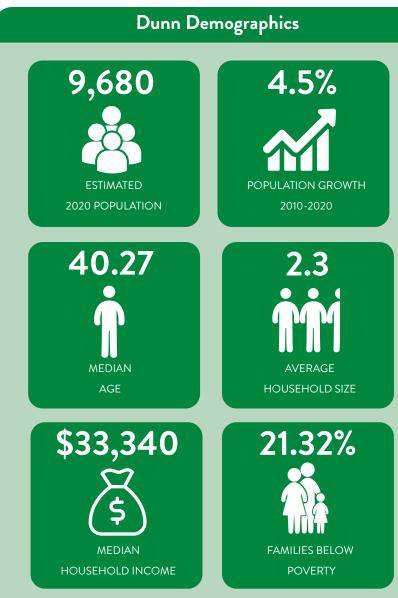
The demographic profile shows that Dunn has grown 4.6% over the past decade, reaching a 2020 estimated population of 9,680. While Dunn has experienced steady growth, the region has experienced significant growth as Harnett County grew by 19.6% from 2010 to 2020. The population is expected to continue to grow over the next 5 years.

Overall, Dunn is older and less wealthy than the County. The median age in Dunn is 40.27 compared to 35.02 in Harnett County. Median household income in Dunn is \$33,340 compared to \$56,150 in the county.



Areas of Analysis including Dunn (star), 25-Minute Drivetime (shaded yellow), Harnett County (dark blue line)

### IMAGINE DUNN STRATEGIC VISION PLAN



Source: Claritas and Environics Analytics.

#### **Market Segmentation**

A market segmentation study examined the makeup of Dunn's existing and target markets by analyzing the behavioral traits and consumer patterns of various "segments" in Dunn, Harnett County, and the 25-minute drive time. The segments are based on demographic data including age, income, education, family structure and urbanization.

The segmentation analysis affirms the findings of the demographic profile regarding the age of Dunn's population. In Dunn, 51% of households are described as "Mature Years" compared to 25% of households in Harnett County.

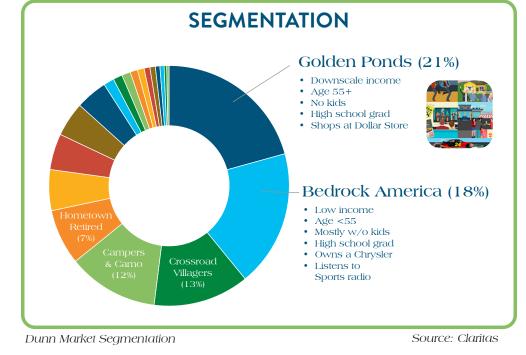
Dunn households represent 20 of the 68 market segments as defined by Claritas, the leading national market research firm. The 25-minute drive time area and Harnett County provide slightly more diverse markets with 23 and 34 segments represented respectively. The segments represented in Dunn make up the immediate market, while the segments in the 25-minute drive time area represent the expanded trade area and potential customer base. The segmentation analysis is detailed in the Market Analysis provided in Appendix B, and a full description of all individual segments can be found at www.mybestsegments. com.

#### Housing

Dunn has a mix of housing types as well as a mix between owner-occupied and renteroccupied housing. Approximately 69% of housing in Dunn is single-family detached housing. 2018 American Community Survey Census data indicates that 46% of Dunn's housing units are owner-occupied, 43% are renter-occupied, and 11% are vacant.

In general, housing values in Dunn are lower than the county. The median value of owner-occupied housing in Dunn is \$126,598 compared to \$161,016 in Harnett County. However, values are increasing and are projected to continue to increase over the next year.

Housing affordability is a challenge in Dunn, especially for renter households. 53% of renter households in Dunn are cost-burdened, meaning that housing costs exceed 30% of the household income. Additionally, 29% of homeowners in Dunn are cost-burdened.



HOUSING OCCUPANCY **MEDIAN HOUSING AND TENURE** VALUES Vacant 11% \$161,016 Owner-\$140.358 Occupied \$126.598 46% Renter-25-Min Harnett Occupied Dunn 43% Drivetime County Median Housing Values in Dunn Housing Occupancy and Tenure

and Region (Source: Claritas)

in Dunn (Source: 2018 ACS)

#### **Retail Analysis**

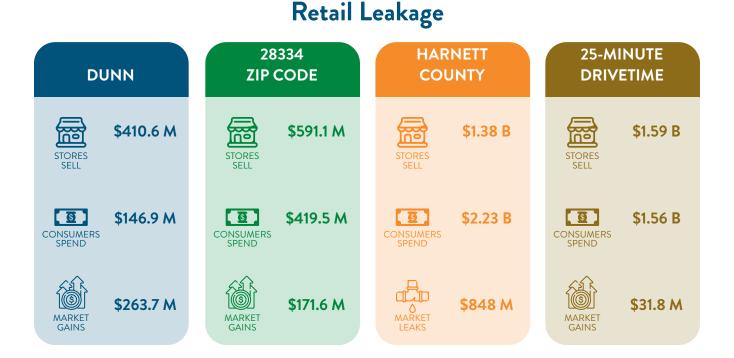
A retail analysis provides insight into the retail patterns (consumer expenditures, retail sales, and retail leakage or gain) in Dunn and the surrounding region. "Retail Leakage" refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If residents are purchasing more than the stores are selling, the dollars spent outside of the area are said to be "leaking." If stores are selling more than area residents are spending, the market area is said to be "gaining."

The retail leakage analysis suggests that Dunn serves as a significant retail center, as retail sales from stores in Dunn exceed consumer expenditures by Dunn residents.

Stores in Dunn sold \$410.6 million over the past year. During the same time period, Dunn residents spent \$146.9 million, indicating a retail gain of \$263.7 million. Stores in the 25-minute drive time area sold \$1.59 billion over the past year while residents spent \$1.56 billion, resulting in retail gain of \$31.8 million.

Opportunities exist for Dunn to leverage its strength as a retail center and capture some of the retail leakage from key categories in the 25-minute drivetime trade area. Key opportunities include:

- Full service restaurants;
- Clothing stores;
- Furniture and home furnishings stores;
- Specialty food stores;
- Sporting goods stores;
- Coffee shops; and
- Drinking places such as bars and breweries.



Dunn serves as a retail magnet, attracting consumer expenditures from the region. Opportunities exist to leverage Dunn's strength as a retail center and capture leakage from the 25-minute drivetime trade area.



All data on this page sourced from Claritas and Environics Analytics.

## **COMMUNITY BRAND**

The IMAGINE Dunn Strategic Plan is a long-range vision and strategies to achieve that future. In order to accomplish this vision, Dunn and its partners must build on those assets and values that make it a special place. That begins with establishing a Community Brand that can grow community pride, attract new investment and bring visitors in to enjoy all that Dunn has to offer.

### **Brand Purpose**

Community branding is at its root a visioning process, and the Imagine Dunn Strategic Plan began a community conversation about what makes Dunn residents proud and how to tell its unique story.

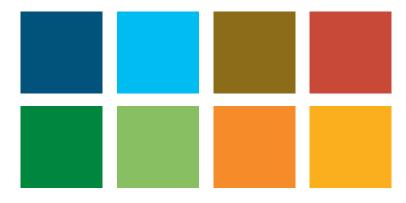
A "brand" is a promise that is made to a consumer that speaks to the unique value and characteristics of the product. Just like a soft drink or shoe company, this would apply to a community as well. The Dunn community brand therefore would present the unique characteristics and values that differentiate it from other towns and cities in the region.

The outcome is a unified brand identity that allows the City and its partners to effectively market the community, including:

- A graphic identity, market position and tag line that present the vision and values of Dunn.
- A platform for connectivity in design and message between the City, Dunn Area Chamber of Commerce and Dunn Area Tourism Authority.
- Extension of the brand design to other logos for events, partner agencies, etc.
- Seamless system of communication that includes informing people about local events and government functions, promoting local businesses and visitor destinations and recruiting new business and investment to the community.

### **COLORS**

- Classic: Gold and blue taken from existing brand system
- Vibrant: Orange, light blue, and green colors pulled from other existing identities



### **TYPOGRAPHY** PRIMARY ABCDEFGHIJKLMNOPQRSTUVWXYZ SECONDARY

**ABCDEFGHIJKLMNOPQRSTUVWXYZ** 

Americana

Brandon

Authenia

Accent

#### **Brand Values**

The brand begins with a market position built on the themes and values that make Dunn a truly great community, including:

- **History:** From General William C. Lee, the "Father of the US Airborne", to the Battle of Averasboro, Dunn's history is unique, including its rich rural heritage that is still tangible today.
- **Downtown Renaissance:** The revitalization of the downtown has made Dunn a destination with unique businesses that draw people to an active and vibrant district.
- Great Location: Dunn's place within the greater Raleigh metropolitan area and the growth it enjoys, including the access afforded by I-95 and I-40.
- Visitor Destinations: Dunn has a wealth of destinations so uncommon to towns its size including its vibrant downtown, immersive Civil War battlefield experience, world-class museums and outdoor recreation.
- Variety of Markets: Dunn and its businesses have numerous target markets including local residents, interstate travelers, tourists, new residents drawn to the metro region, independent business and investment, as well as Campbell University faculty and students.
- **Pride of Place:** Dunn's residents have tremendous love of their community defined by a family-oriented and generational character, industriousness, resiliency and small-town pace of life.
- Vision: The Imagine Dunn visioning process has generated an energy and organizational nexus where the City and its partners are following a unified path to the future.

#### **Brand Statement**

Those values and themes are connected in a narrative called the "brand statement," an elevator speech of sorts about the community that is the basis for the creative design, market position and tag line.

### **BRAND STATEMENT**

We are Dunn, North Carolina, and we cherish the community we call home. Settled on the eastern end of Harnett County, we are conveniently located in one of the Nation's fastest growing regions, but we still maintain our rich, small town charm. Our rural heritage is on display all around us in the fields of cotton, old tobacco barns, and active railroad that put us on the map.

In the heart of town is the home of General William C. Lee, our local hero who put Dunn's imprint on the entire Nation as the Father of the American Airborne. Lee protected us and led with unwavering honor, loyalty, and integrity - values that are still ingrained in the residents of Dunn today. Our history shaped who we are, and is defined by industriousness, strong character and close-knit community.

We have a a way of life that is rooted in Small Town America. It is how we grew up and who we are today. It's a slower pace of life that allows us to appreciate the community that Dunn gives us. A place where sons and daughters grow up to be adults, and a place we all want to be. It is a place that reminds outsiders of the small towns where they were raised, and the experiences that made them. Dunn is a story of generations. Like a grandmother, Dunn looks after us, she takes care of us. She gives unconditional love to her family, and we miss her dearly when we are away. She teaches us the importance of Love, Family, and Fellowship that we see and feel every day in our hometown.

It's the sound of kids playing ball in Tyler Park. It's the first bite of that fresh donut at the local bakery. It's sitting in the chair at the barber shop discussing the news of the day. It's riding bikes with family on the Dunn-Erwin Rail Trail. It's singing along to live music, or watching that classic movie at the Stewart. It's crossing paths with a neighbor in our hometown proud grocery store. It's sitting in the shade on the front porch, or strolling through Downtown on a nice day.

While all are familiar with these scenes of a classic small town, they are less common in America today. In Dunn, it is the foundation that drives our community, makes us truly unique and our residents intensely proud. It's what draws people to us - whether here to start a family, launch a new business, set out on an adventure, or simply begin a new chapter in life. We are Dunn, NC

### Where Community Begins!

### **Brand Focus**

The Dunn community brand has an internal focus aimed at building community pride and character, while also providing a platform for external messaging that positions Dunn in its regional context. The brand:

- Capitalizes on residents' intense love of community and pride of place, including the great kinship of the people in this family-oriented, generational community with classic small-town appeal.
- Harnesses the momentum that has been built in Dunn beginning in downtown, but also seen in the synergy and direction of the City and its partners.
- Creates a platform for expansion to provide organizational connectivity, brand extension, and a unified message.

#### **Brand Elements**

Elements of the Dunn community brand include:

- **Composition:** Traditional framework that is both simple and bold. It has a traditional feel that connects to Dunn's small-town charm and unique history, but also fits within more contemporary and vibrant applications.
- **Colors:** Dark Blue and Gold have a classic appeal and were drawn directly from the existing brand system used by the City, Dunn Area Chamber of Commerce and Dunn Area Tourism Authority. The vibrant green, light blue and orange colors were sampled from other identities within the community and have a more modern and dynamic aesthetic.
- Icon: The Icon is a bold shield, and is designed to represent community-pride, similar to school and athletic logos.
- **Expandability:** The design maximizes expandability using additional icons within the shield and compositions to communicate downtown, destinations and activity.
- Tagline: The tagline positions Dunn as a place for "beginning" rather than ending, or being "done." Dunn is where great things begin in all aspects of living whether moving from the urban area, starting a family, opening up a business or enjoying the revitalized downtown. "Where Community Begins" is intentionally a nuanced change to the current "Where Community Matters" tagline and can therefore be connected to previous messaging.



DUNN DUNN



### **Brand Extension**

The graphic elements and style of the brand are then applied to various city applications, partner agencies and events (existing and proposed). The idea is to create a brand system of unique, but visually connected identities.

### **CITY VARIATIONS**

### ORGANIZATIONAL

### **EVENTS**

























IMAGINE DUNN STRATEGIC VISION PLAN

### Marketing Strategies

Finally, the brand is incorporated into strategic marketing strategies including everything from banners and wayfinding, to marketing collateral and advertisements.











PRESENDUNNE Where style begins!







### IMAGINE DUNN STRATEGIC VISION PLAN

## **GOALS AND STRATEGIES**

This section is the culmination of the visioning, strategic assessment, market research and community engagement. It provides all of the detail of the plan and is organized by the strategic themes and actions. The strategic themes in particular are based on the priorities they were given by the public during the draft plan workshop. Each strategy is listed with a distinct code that corresponds to the strategy board matrix at the end of this report.

### **Community Design**

Understanding and promoting quality design that reflects the unique character of the Dunn community is essential to achieving the future vision of this strategic plan. Dunn's character has been a priority since the onset of this planning process, and the Community Design Workshop held in December of 2020 began a discussion about what makes Dunn a special place, and how these assets and values can be preserved and enhanced. This three-day workshop culminated in a series of eleven specific and purposeful design projects, some of which are big in vision and scope, while others are designed to be short-term and impactful.

Each of these unique projects are represented as individual strategies in the framework of the plan, and include:

- Design Features
- Economic and Social Benefits of the project
- Partner agencies
- Detailed implementation steps

### Strategy Matrix

The full list of goals and strategies are included in a matrix at the end of this report, including detail on priority, lead and partner agencies and potential benchmarks. This Strategy Matrix will be the primary tool for the community to use to implement the IMAGINE Dunn Strategic Plan. 1 VISION

**6** STRATEGIC THEMES AND GOALS





A number of key strategies have been established by the residents of Dunn, the Dunn Vision Group, and City Council as being priorities in this plan. These strategies are shown here in no particular order of importance, and are identified by a key icon in the framework of the plan that follows.

- Recruit Businesses based on demand
- Strip Mall Makeover
- Create an Entertainment District in Downtown
- Plan for Adaptive Reuse of underutilized property
- Create Outdoor Recreation Immersion
   opportunities
- Align IMAGINE Dunn Strategic Plan with partners planning (City, Dunn Area Chamber of Commerce, Dunn Area Tourism Authority, Downtown Dunn Development Corporation)
- Update Comprehensive Plan and development ordinances
- Create a comprehensive Wayfinding Strategy
- Expand Market Rate Residential products
- Establish Mechanism to Evaluate this strategic plan

### **QUALITY OF LIFE**

Quality of Life refers to those aspects of community that make it a desirable place to live including recreation, education, healthcare, etc. Communities with a strong quality of life will be safe, have a thriving economy and have residents who are happy and healthy.

Moreover, their residents will have a tremendous amount of pride in their community. Dunn residents have a great love of their hometown and identified an enhanced quality of life as the most important strategic theme this plan should address.

GOAL: Dunn will create a quality of life for all of its residents that is second to none, identified by exceptional public safety, variety of housing choices, robust recreation network, highly rated healthcare and an improved school system.

### **QUALITY OF LIFE STRATEGIES**

- QL.1: Expand market-rate residential product by recruiting developers that will build new housing product.
- QL.2: Create Outdoor Recreation Immersion opportunities.
- **QL.3:** Recruit Recreation Business in Downtown Dunn.
- **QL.4:** Create housing choice based on unmet need.
- **QL.5:** Continue to support efforts of Harnett County Schools and Central Carolina Community College.
- **QL.6:** Continue to build positive interactions between public safety officials and residents to create a safer and desirable community.
- **QL.7:** Engage Health Care providers and businesses to enhance medical services and economic development.

### QL.1: Expand market-rate residential product by recruiting developers that will build new housing product.

Even though Dunn is on the edge of one of the fastest growing metropolitan areas in the country, it has yet to be faced with the rapid development of its neighboring communities. That is no longer the case however as Dunn is experiencing growth pressures that may soon see an increase in new residents moving to the community. In light of this growth, Dunn must be proactive in preserving its small-town character, while also providing for housing options for new residents. This strategy would entail:

- Engaging Dunn-area landowners in a discussion of the vision of their property and potential development opportunities, if desired.
- Identifying key nodes with the community that have the infrastructure to accommodate medium-density housing such as townhomes, condominiums, market-rate apartments, etc.
- Incorporating these into its Comprehensive Plan and Future Land Use.
- Recruiting regional housing developers that have shown success in building new quality products, ultimately expanding housing choice in the Dunn area. These investors can be paired with property owners identified above.
- Consider incentives for desired housing products that meet Dunn's vision, such as reduced fees, streamlined permitting processes, density bonuses, rehabilitation grants, land swaps etc.

### QL.2: Create Outdoor Recreation Immersion opportunities.

There are great natural assets in Dunn and the surrounding area which represent an untapped market for growth. There is the real potential for Dunn to link these resources together to create a park-to-park experience. This is beginning with the current plans to connect the Dunn-Erwin Rail Trail into downtown via a trail connection from Tyler Park to Tart Park and can be expanded with developing Hannah's Pond and other outdoor resources. Refer to the Outdoor Recreation design board on page 26 for a more detailed description of this project, including design characteristics and implementation details.

### QL.3 – Recruit Recreation Business in Downtown Dunn

Any public expenditure on recreation product should be leveraged to recruit private investment. The market research identifies opportunity for key businesses that support users and visitors who will enjoy these resources. This includes sporting goods, apparel and dining, and could include destination businesses such as outdoor outfitters, hunting and fishing supply, bike shops, etc. Targeted recruitment could include visits to regional recreation-based businesses, engaging local user groups to understand needs and entrepreneurial opportunities and potentially incentives geared towards small businesses.





### QL.4 - Create housing choice based on unmet need.

The demographic profile indicated that 53% of Dunn renters and 29% of its homeowners are "cost-burdened". These residents pay greater than 30% of their household income on housing alone. This confirmed a common theme expressed by the public of the overall lack of affordable housing product within the Dunn area. Strategy QL.1 focused on recruiting developers for larger, market rate housing, while this strategy looks to balance existing housing stock with new product that meets evolving market needs such as smaller units, live/work units, walkable and connected developments, apartments, etc. This strategy would include:

- Conducting a housing needs assessment to determine gaps in housing market, including affordable housing.
- Plan for and recruit housing based on those identified gaps, ultimately reducing the percentage of renters and homeowners who are cost-burdened by housing.
- Advocate for various residential product by communicating need, including efforts to overcome misconceptions and perceptions about housing need.

### QL.5 – Continue to support efforts of Harnett County Schools and Central Carolina Community College.

The City of Dunn has long partnered with Harnett Schools and CCCC, and should continue these partnerships by ensuring programming meets the needs of residents and businesses. This includes opening consistent lines of communication while helping to market these assets to Dunn residents, beginning with aligning the vision in the IMAGINE Dunn plan with their respective work plans.



#### QL.6 – Continue to build positive interactions between public safety officials and residents to create a safer and desirable community.

The City currently builds strong relationships with the community through programming led by the Dunn Police Athletic League (PAL). It should continue this outreach and engagement beginning with a communication strategy that directly promotes public safety while marketing the success of PAL throughout the region.



### QL.7 – Engage Health Care providers and businesses to enhance medical services and economic development.

Key components of a community's quality of life are access to health care and employment opportunities. Dunn is fortunate to have a number of quality providers including Harnett Health and Campbell University, and there is the potential to foster economic and job growth by creating a health care cluster in the community. This will begin by conducting a broadbased needs assessment for healthcare and wellness, followed by the long-term potential of investing in a medical/research/teaching campus. Refer to the Medical Campus design board on page 27 for a more detailed description of this project, including design characteristics and implementation details.

## **Outdoor Recreation**

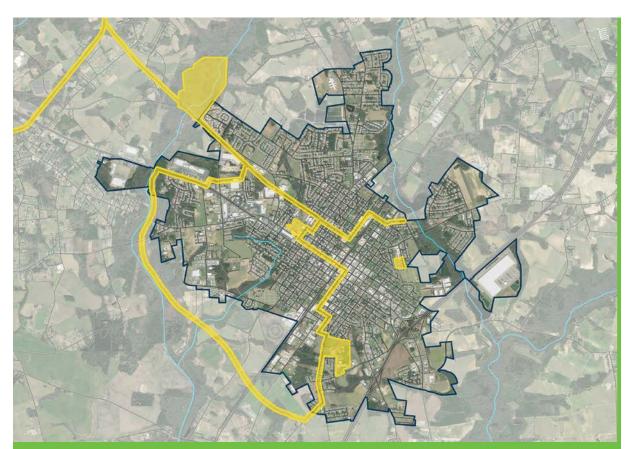
Dunn and Harnett County have outstanding natural environments, agricultural landscapes, and outdoor recreation amenities that offer opportunities for enhanced quality of life and economic prosperity. This initiative builds on the existing Erwin-Dunn Rail Trail and extends it into the city park system and other areas to create a park-to-park experience for residents and visitors. The connected loop for biking and walking will be approximately seven miles in length and will allow users to experience the entire City.

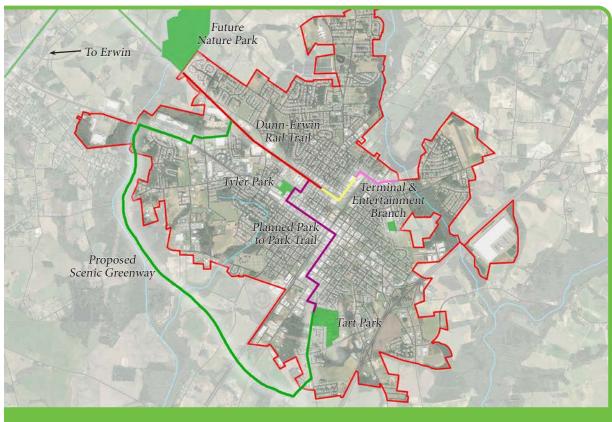


Example outdoor recreation area that includes amenities such as a small lake for fishing, connected trails, playgrounds and other shared use space.



Example of a scenic parkway corridor that includes a landscaped corridor with greenway trail system.





IMAGINE DUNN STRATEGIC VISION PLAN

Outdoor Recreation Characteristics		
Design Features	<ul> <li>Expanded trails and linkages</li> <li>Connected community parks and outdoor assets</li> <li>Consistent system of trail elements (path, signage, furnishings)</li> <li>Coordinated trailheads and access points</li> <li>Accessible for multiple users</li> </ul>	
Economic Benefits	<ul> <li>Supports complementary businesses</li> <li>Promotes investment in recreation/outdoor businesses</li> <li>Promotes a signature economic opportunity</li> </ul>	
Social Benefits	<ul> <li>Attracts multiple age groups</li> <li>Provides attractive, healthy recreational options for residents and visitors</li> <li>Promotes community safety</li> </ul>	
Partners	<ul> <li>City/County</li> <li>Property owners</li> <li>Local, State, Federal Park and Trail Entities</li> <li>Civic Groups</li> </ul>	
Implementation Steps	<ul> <li>Build on outdoor recreation and connected trails</li> <li>Connect Erwin-Dunn Rail Trail to expanded trail system</li> <li>Identify potential trail linkages</li> <li>Identify funding opportunities</li> <li>Discuss concepts with property owners</li> <li>Facilitate public and private projects</li> </ul>	

## Medical Campus

Long-term investment in land around the new hospital can provide better ties between Campbell University and Dunn and facilitate research space to advance healthcare in the region. A medical campus can bridge the gap between the locality and higher education while providing housing opportunities for nursing program, and biomedical research and development. This may supplement the new Health Science Campus, as a teaching hospital for those aspiring to begin or continue higher education.

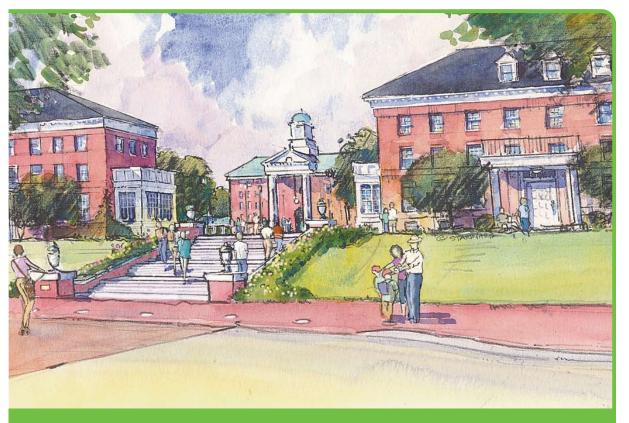


Example Virginia Tech-Carilion Biomedical Research campus in Roanoke, Virginia



Example of outdoor roof plaza at Virginia Tech-Medical Research Campus





Medical Research Campus Characteristics		
Design Features	<ul> <li>Planned, connected business campus</li> <li>Medical, research, education, housing, and support service uses</li> <li>Landscaped grounds, streets, public spaces</li> <li>Pedestrian connections and scaled features</li> <li>Coordinated, attractive directional signage</li> <li>Attractive architectural buildings</li> </ul>	
Economic Benefits	<ul> <li>Increases employment and training opportunities</li> <li>Encourages economic growth health care sector</li> <li>Attracts new residents and businesses</li> </ul>	
Social Benefits	<ul> <li>Increases employment and education opportunities</li> <li>Provides housing component for students, employees</li> </ul>	
Partners	<ul> <li>City/County</li> <li>Hospital</li> <li>University</li> <li>Economic Development Entities</li> </ul>	
Implementation Steps	<ul> <li>Facilitate discussions to expand health care economy</li> <li>Identify supporting development opportunities</li> <li>Collaborate with partners</li> <li>Develop plan for quality development</li> <li>Facilitate partnerships and investment</li> </ul>	

### 2

### **PLANNING FOR GROWTH**

The greater Dunn community is beginning to experience the growth pressures that its neighboring communities to the north have seen for years. Rather than allowing this development to occur haphazardly, Dunn should take a proactive approach to growth management, embracing change while ensuring the character of the community is

preserved. This would include expanding the success of Downtown to adjacent corridors and gateways, improving housing choice and enhancing circulation and development patterns.

GOAL: Dunn will accommodate and support the needs of a diverse and growing population, welcoming growth that increases its overall tax base while contributing to the city's unique character. It will employ public policies and strategic investment including modernized infrastructure, regulations that encourage development and redevelopment, and will create a vibrant and sustainable environment for growth.

### **PLANNING FOR GROWTH STRATEGIES**

- **PG.1:** Create a Comprehensive Plan and update Development Ordinances.
- **PG.2:** Leverage public investment and planning to recruit private investment.
- **PG.3:** Formalize the I-95/I-40 Crossroads of America Economic Planning Alliance.
- **PG.4:** Create pedestrian and bicycle infrastructure through the Dunn community.
- **PG.5**: Facilitate I-95 Gateway enhancements with planned widening of interstate and new interchange.
- **PG.6:** Expand Dunn area public transportation network.
- **PG.7**: Continue to implement the goals and objectives of departmental strategic plans.
- PG.8: Plan for Railroad Passenger Terminal.
- **PG.9:** Consider Scenic Parkway bypass alternative around the southern portion of the City of Dunn.

### PG.1: Create a Comprehensive Plan and update Development Ordinances.

Chapter 160D of North Carolina state statutes require that all local governments adopt a comprehensive plan by July of 2022. The City of Dunn has never had a traditional comprehensive plan but has engaged in a number of planning efforts related to transportation, ADA planning, mobility and others. These initiatives began with the 2005 Land Use Plan and have continued through today with this strategic plan.

In anticipation of drafting a community-wide plan that will meet state requirements, IMAGINE Dunn has always been intended to be the foundation of the comprehensive plan, including its public engagement, visioning, goals, as well as many of its strategies. It is therefore likely that the first implementation action of this plan will be to begin a comprehensive planning process for Dunn. This will include:

- Drafting a scope of work for the Comprehensive Plan and engaging with a planning consultant to assist Dunn in its development.
- Align the Vision, Goals and Initiatives of this plan to develop a comprehensive plan that will guide growth and development over the next 20 years.
- Review existing development regulations and ensure the type and quality of development is permitted in the City including mixed-use, adaptive reuse and suburban retrofit.
- Update ordinances to conform to Chapter 160D.

### PG.2: Leverage public investment and planning to recruit private investment.

Dunn is ideally located on I-95 just south of its intersection with I-40 between the two larger metros of Raleigh and Fayetteville. This access alone gives Dunn a competitive advantage for investment. By the same token, any planning effort such as the comprehensive plan, or investment in infrastructure should be a tool for the City to encourage private investment and economic development. One of its key opportunities is the designation of an Opportunity Zone adjacent to Exit 73 on I-95.

The Opportunity Zone program is a new economic development tool that provides an unparalleled federal tax incentive for investment in lower-income areas across the country. The program has limited constraints and allows people to invest unrealized capital gains in a project, with the potential to have much of that capital gains tax excluded over time. The goal is to stimulate investment with private sector funding, and it represents a powerful tool to bring significant investment,



Designated Opportunity Zone

jobs and prosperity. Opportunity Zone projects are very competitive, and Dunn's role begins with identification of projects that meet its vision and marketing the opportunity, including:

- Identify projects for Dunn's Opportunity Zones (Census Tract 37085070100 and 37085070200).
- Work with owners of Tart and Pope property as well as other landowners to create a project vision.
- Develop prospectus for these key development sites.
- Marketing and promotion of sites to Opportunity Zone funders.
- Identify feasibility of engaging in public-private partnerships as well as incentives to recruit new investment.

### PG.3: Formalize the I-95/I-40 Crossroads of America Economic Planning Alliance.

The Cities of Dunn, Benson and Four Oaks have initiated a discussion to capitalize on their shared location and infrastructure by partnering to promote economic development. The I-95/I-40 Crossroads of America will be a means to package the region for economic

investment that otherwise wouldn't look to the small towns independently. Once the partnership is formalized, it can begin by marketing the area for investment including the opportunity zone mentioned above.

- Formally adopt the partnership with Benson and Four Oaks, adopting by-laws, appointing a board, etc.
- Create an economic development strategic plan for the partnership to serve as its work plan.
- Create marketing tools (one-sheets, websites, billboards, trade ads, etc.) to jointly market key sites, opportunity zones and communities.



### PG.4: Create pedestrian and bicycle infrastructure through the Dunn community.

A key need identified by the public during the planning process was improving Dunn's walkability and making it a better-connected community. The city has 65 miles of streets but only 14 miles of sidewalk. The City completed a bicycle plan in 2014 and is currently conducting a comprehensive pedestrian plan. It should align the goals and vision of this plan to that process, and continue to complete the projects identified in the bicycle and pededestrian plans, including:

- Plan for and install pedestrian and bicycle infrastructure along existing corridors, in new roadways.
- Install bicycle racks at key destinations.
- Work toward completing the network of sidewalks throughout the city to enhance safety and healthy lifestyles.



Bicycle rack in downtown Marquette, Michigan

### PG.5: Facilitate I-95 Gateway enhancements with planned widening of interstate and new interchange.

NC DOT is currently in the process of widening I-95 and improving its interchanges (70-75) through the Dunn area. This provides an opportunity for Dunn to make gateway enhancements and proactively plan for new development and investment. Refer to the I-95 Gateway design board on page 31 for a more detailed description of this project, including design characteristics and implementation details.

### PG.6: Expand Dunn area public transportation network.

Like most rural communities, Dunn has the need and opportunity to enhance its public transportation network to better meet the needs of its residents who rely on this infrastructure. This would include:

- Engage with H.A.R.T.S and other partners to study needs and feasibility of expanding from demand/response to potential fixed routes that cover the Dunn community.
- Promote public awareness and encourage the growth of alternative transportation services such as Uber and Lyft.

### PG.7: Continue to implement the goals and objectives of departmental strategic plans.

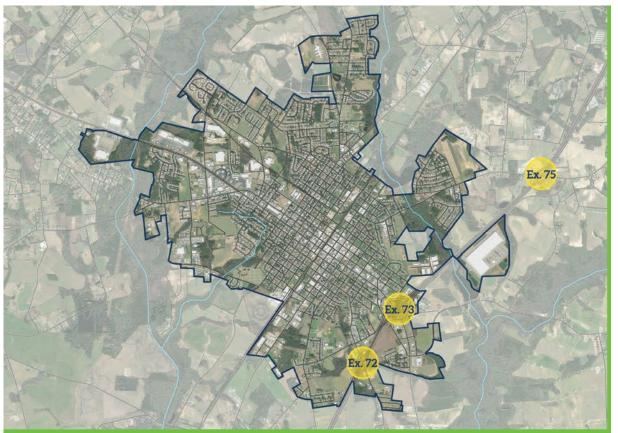
Dunn's city departments currently conduct goals and objectives planning during the annual budget process. These strategic planning efforts should be aligned with the vision and goals of the IMAGINE Dunn plan to accommodate sustainable growth, including water and sewer infrastructure, stormwater, planning, etc. This would include a consistent format and evaluation tool to align the plans.

### PG.8: Plan for Railroad Passenger Terminal.

Dunn is located in the Southeast High Speed Rail corridor proposed for the Mid-Atlantic region and has the potential to be selected as a location for a future passenger rail terminal. This provides an opportunity for Dunn to provide sustainable growth, transportation options and improved connectivity to employment centers. This could also make Dunn a destination and increase its economic development potential. During the current feasibility stage, the City should be proactive in its planning. Refer to the Railroad Passenger Terminal design board on page 32 for a more detailed description of this project, including design characteristics and implementation details.

### PG.9: Consider Scenic Parkway bypass alternative around the southern portion of the City of Dunn.

Dunn has beautiful natural scenery that surrounds the community and there is the potential to highlight these scenic areas while making transportation enhancements that improve overall mobility around the community. Refer to the Scenic Parkway design board on page 33 for a more detailed description of this project, including design characteristics and implementation details.



new opportunities for enhancing development, improving connectivity, and managing green space.



Aerial perspective view of an example gateway corridor "boulevard" entrance from an interstate. Development has green street frontages with common, connected public spaces and parking lots.

## I-95 Gateways

"Proactively plan for new development at future exit and corridor improvements"

Plans for improving I-95 and the exits to Dunn offer an opportunity to enhance existing development at the interchanges and appropriately plan for new commercial development. In particular, inclusion of green approaches and conservation of the corridor landscape can be of significant benefit to businesses and the community image. This initiative focuses on area planning with proposed improvements to I-95 to achieve attractively developed, dense business areas with signage, landscaping, connectivity, utilities, and expanded economic and social opportunities.



Future improvements to I-95 offer redevelopment and site improvement



Plan view of example gateway interstate entrance showing landscaped boulevard, building placement, common green spaces, and parking.

**Design Feat** 

Economic E

Social Bene

Partners

Implementa Steps

Gateway Characteristics				
tures	<ul> <li>Area plan with development/design standards</li> <li>Landscaped, boulevard corridors</li> <li>Dense development with green fronts and common spaces</li> <li>Attractive architecture and built features</li> <li>Carefully placed, landscaped parking</li> <li>Attractive lighting and directional signage</li> <li>Safe, coordinated vehicular circulation</li> <li>Comfortable pedestrian features and access</li> <li>Consolidated utilities, signage, access points</li> <li>Mixture of uses – retail, service, hospitality, residential</li> </ul>			
Benefits	<ul> <li>Attracts business investment and customers</li> <li>Encourages quality commercial growth</li> <li>Encourages visitors to venture into community</li> </ul>			
fits	<ul> <li>Improved community identity/perception</li> <li>Improves available services and products</li> <li>City/County</li> <li>NCDOT, FHWA</li> <li>Chamber of Commerce</li> <li>Developers</li> <li>Existing Corridor Businesses</li> </ul>			
ation	<ul> <li>Identify conservation and development areas</li> <li>Adopt development standards</li> <li>Establish design guidelines for development</li> <li>Incorporate community brand</li> <li>Recruit desired business development</li> </ul>			

## **Passenger Rail Terminal**

"Take advantage of multi-modal transportation opportunities to enhance economy"

Dunn is located within the Southeast High Speed Rail Corridor proposed for the Mid-Atlantic Region. These plans include alternate routes generally spanning between Miami and New York. This transportation project is currently in the feasibility phase and if completed, will offer a unique opportunity for community sustainability and growth, competitive transportation options, and enhanced population-employment connectivity. The addition of a line stop, and passenger rail terminal can be accomplished through due diligence, proactive collaboration, and development creativity.



Example of a simple Amtrak loading platform for passengers in Roanoke, Virginia

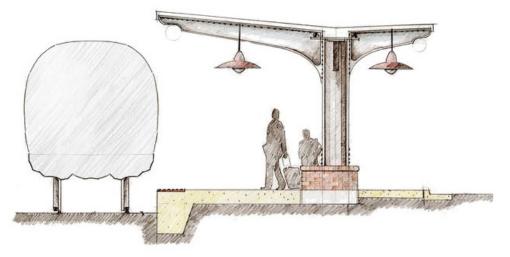
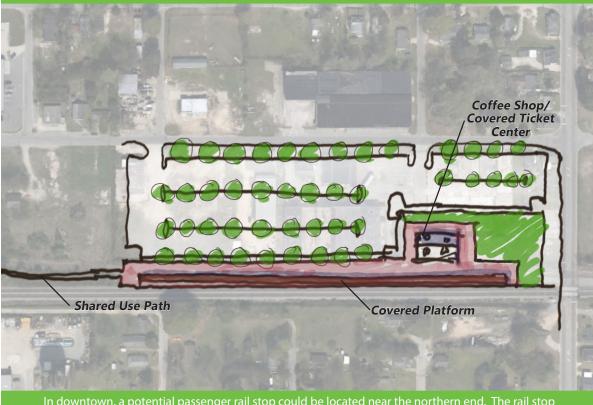


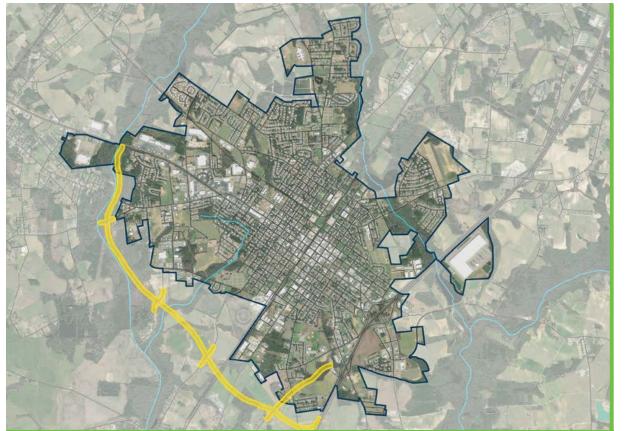
Illustration of simple, accessible passenger rail loading platform that includes covered area





ticket center as well as connected pedestrian sidewalk to the commercial core

Rail Terminal Characteristics		
Design Features	<ul> <li>Simple passenger terminal</li> <li>Located adjacent to rail and businesses</li> <li>Comfortable, safe, and attractive environments</li> <li>Landscaped parking, service drop- off area</li> </ul>	
Economic Benefits	<ul> <li>Attracts customers to businesses and community</li> <li>Adds value in property improvements &amp; activity</li> </ul>	
Social Benefits	<ul> <li>Improves travel options for workers, residents, visitors</li> </ul>	
Partners	<ul> <li>City/County</li> <li>Amtrak</li> <li>USDOT</li> <li>Property Owner</li> </ul>	
Implementation Steps	<ul> <li>Plan for access to Southeast Corridor High-Speed Rail</li> <li>Collaborate with USDOT and rail partners</li> <li>Identify location for terminal</li> <li>Identify funding opportunities/ incentives</li> <li>Develop area plan to maximize benefits</li> </ul>	



A potential scenic parkway south of Dunn can connect and manage through traffic between Route 421 and 1-95. The parkway corridor can serve as a linear park and help manage future growth and development.



Scenic character of undeveloped lands on north side of Dunn



Example of scenic parkway with adjacent greenway trail

S

Often, new roads can be an opportunity for expanded community and economic growth. The design of new roads and the landscape experiences to and from a destination are an essential factor to consider. Parkways in scenic and natural areas can provide a "cinematic park experience" that becomes a draw for commercial and residential development. Dunn has an abundance of natural, scenic landscapes that could be leveraged as an amenity for a unique, new southern connector. This initiative proposes a new southern parkway corridor from I-95 to U.S. Route 421.

Design Features

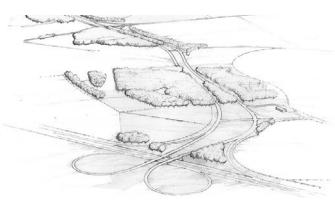


Plan of parkway entrance into northwest Dunn

Typical two-lane parkway with adjacent greenway



Example of scenic corridor along the Blue Ridge Parkway



Parkway alignments relate to the landscape to provide a cinematic experience

Economic Benefits

Social Benefits

Partners

Implementation Steps

## Scenic Parkway

ay corridor to capitalize on the outstanding landscape"

#### Scenic Parkway Characteristics

- Preserved, managed land corridor
- Plan of corridor development patterns and access
- Focus on natural park and recreation features
- Design standards and guides for development
- Mixture of land uses
- Attractive locations and corridor for new development
- Controlled development protects economic investment
- Investment promotes economic growth
- Healthy, attractive natural and recreational amenities
- Great places to work and live
- City/County
- Chamber of Commerce/Economic Development Entities
- Developers
- Property Owners
- Discuss with City and NCDOT
- Discuss potential corridor route (considering ownership)
- Identify preliminary corridor
- Undertake location/design studies
- Identify economic and funding opportunities
- Adopt development guidelines/standards

### **BUSINESS DEVELOPMENT**

3

The City of Dunn serves a market that pulls from portions of three counties (Harnett, Sampson and Johnston). Because of this, it is the center of commerce for an area much larger than its estimated population of just 9,680 people. This is the reason a number of regional chains and businesses have chosen Dunn as a location to invest, and the community has a much broader mix of businesses than other towns its size. In fact, Dunn's true market geography is likely a 25-minute drive time from its current commercial cluster, which comprises over 96,000 residents! Even with this regional cluster of business, there is still demand for business growth that was identified in this plan, and this potential will only expand as the community grows in population. In order to realize its true business potential, the City and its partners must focus on recruitment, market positioning and growing an entrepreneurial infrastructure.

GOAL: The City will foster an environment that is conducive to investment, supportive of local businesses and a sustainable and diversified economy. It will build an entrepreneurial ecosystem that creates prosperity and opportunities for all to succeed regardless of background.

### **BUSINESS DEVELOPMENT STRATEGIES**

- BD.1: Recruit businesses based on gaps identified in comprehensive market analysis.
- **BD.2:** Update market research every five years and provide data to all existing businesses and prospects.
- **BD.3**: Implement regular Zip Code tracking at local businesses and destinations.
- **BD.4**: Form a small business advisory committee to promote economic diversity.
- **BD.5**: Consider incentives to help business owners be more marketable.
- BD.6: Create an Entrepreneurial Empowerment or challenge program in order to expand local knowledge base.
- **BD.7**: Produce a best practices toolkit for local businesses navigating the evolving economy.
- **BD.8:** Partner with the business and employment sector to consider a co-working facility.
- BD.9: Partner with Harnett County Schools to incorporate entrepreneurial training in their curriculum.
- **BD.10:** Work with Harnett County EDC and regional Economic Developers to create a targeted recruitment strategy.
- **BD.11:** Recruit employers that provide "work from home" options and position Dunn as an entrepreneurial destination.

### BD.1: Recruit businesses based on gaps identified in comprehensive market analysis.

Dunn is a significant commercial magnet with a retail market of \$411 million (total sales in previous year). Even as Dunn showed a net retail gain of \$264 million (sales minus local expenditures), the market research identified significant opportunity for new commercial growth based on true local demand. This was qualified by the community survey and ongoing engagement with the public that pointed to needs for a diversity of restaurants, entertainment and nightlife, specialty shopping, and others.

- Target key businesses that show market demand: Full-service Restaurants, Entertainment, Clothing, Specialty Foods, Coffee shops and Sporting Goods.
- Create business opportunity one-sheet for marketing.
- Identify properties in and outside of downtown that would be ideal for these uses.
- Engage property owners in discussion about potential and connect with entrepreneurs.
- Determine potential for start-up incentives (expedited permitting, small grants, training).

### BD.2: Update market research every five years and provide data to all existing businesses and prospects.

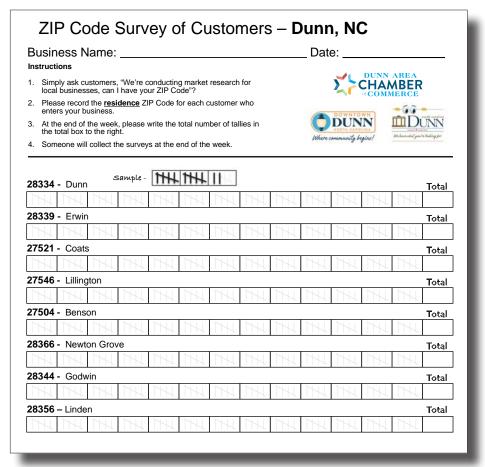
Market opportunity will change over time particularly as the City grows in population and it focuses on business recruitment to fill gaps in the market. Market research should be updated at least every five years. If the market changes rapidly with new investment and population growth, these updates should occur every three years. In addition, the data provided in this plan (including future updates) should be made readily available to local businesses looking to expand, add a new product line or simply better understand the market.

### BD.3: Implement regular Zip Code tracking at local businesses and destinations.

Dunn not only pulls from three counties as mentioned previously, but it also has great visitor destinations and tourism opportunities, not to mention the traffic of I-95. In order to best understand the market reach of Dunn businesses, the Dunn Area Chamber of Commerce, Downtown Dunn Development Corporation and the Dunn Area Tourism Authority should work together to conduct regular tracking of customers. A simple tracking tool has been developed as part of this plan, and the partners could conduct the survey on a seasonal basis and during significant events.

### BD.4: Form a small business advisory committee to promote economic diversity.

A key point discussed during stakeholder visioning was the lack of opportunity that minorities have in starting businesses, obtaining higher wage jobs, or having advancement opportunities. According to the US Census ACS, Dunn is 43% Black or African American alone and 5% Hispanic. Dunn partners should form an advisory committee that can engage the minority population to encourage diversity of businesses and property ownership. This could potentially include small business incentives targeting minority-owned businesses.



Zip Code Survey Form

### BD.5: Consider incentives to help business owners be more marketable.

Property aesthetics and awareness are important factors in the marketability and success of small businesses. Similar communities have instituted simple, low-cost grants for landscaping, parking enhancements, or façade improvements. Others have facilitated "vibrancy grants" in their downtowns that seek to activate commercial spaces by introducing color, outdoor seating, merchandise display, signage, etc. These types of programs can be as small as \$500 incentives or the simple provision of paint, to more significant façade grants that can range in the thousands. They are always matching grants (private business) and are often funded through municipal appropriations, preservation grants, Main Street funding, municipal services districts, etc.



Vibrancy grants can fund color enhancements, outdoor seating, flowers, temporary active spaces, etc. Source: Community Design Solutions

### BD.6: Create an Entrepreneurial Empowerment or challenge program in order to expand local knowledge base.

An empowerment program aimed at small businesses would be a platform for the sharing of ideas and knowledge base with peer businesses. For example, other communities across the state conduct the "1 Million Cups" program funded by the Kaufman Foundation. This program focuses on mentoring and often includes topics related to merchandising, marketing, social media, etc. Other communities have instituted small competitive grants where prospective businesses pitch their products and business plans in a juried process. My SWVA Opportunity Challenge as an example has given cash awards for upwards of \$5,000 for winning business plans. Participating businesses must engage in basic business training, and these programs often are tied to businesses identified as needed in a community.

### BD.7: Produce a best practices toolkit for local businesses navigating the evolving economy.

The IMAGINE Dunn Strategic Plan process has occurred entirely within COVID-19 and while it appears that the pandemic situation is improving across the nation, impacts to small businesses will likely linger for years. Dunn should consider establishing a toolkit to help local businesses that reflect lessons learned from COVID-19. This could include promotional materials such as branded graphics and ad templates, as well as training materials that focus on digital advertising, social media and online ordering.



Example of resources and promotional material to be provided to local businesses

### BD.8: Partner with the business and employment sector to consider a co-working facility.

This would not be an incubator like the Triangle South Enterprise Center, but a private business like the Chill Place currently under development. The facility would include business amenities, high-speed internet, flex and meeting spaces, all within a collaborative environment. These businesses are often tied to other businesses like The Perch in Harrisonburg VA which also includes a diner and coffee shop, or The Loom in Fort Mill SC that includes a fine art gallery and studio space. Given shifting work environments nationwide, these businesses are becoming more and more common in places like Dunn as more people telecommute from home, or are simply escaping larger cities.



Loom Coworking in Fort Mill, SC. (Source of Photos: loomcoworking.com and Loom's Facebook page)

### BD.9 – Partner with Harnett County Schools to incorporate entrepreneurial training in their curriculum.

Small business development can begin in our public school system, equipping our youth with the tools to become entrepreneurs that contribute to the local economy. Harnett County Schools should consider partnering with the Dunn Area Chamber of Commerce and Downtown Dunn Development Corporation to encourage youth business startups or mentoring with existing business. This could even be tied to the entrepreneurial empowerment, small business challenge and small business incentives mentioned above.

### BD.10: Work with Harnett County EDC and regional Economic Developers to create a targeted recruitment strategy.

While the City of Dunn currently lacks a dedicated Economic Development program, there are a number of agencies in the region that are focused on growing business and recruiting new investment. This includes, among others, the Harnett County EDC, Dunn Area Chamber of Commerce, Downtown Dunn Development Corporation and the upstart I-95/I-40 Crossroads of America Economic Planning Alliance. This strategy looks to bring these entities together to collectively promote economic development that will benefit all, including:

- Capitalize on proximity to metro area and access to I-95 and promote opportunities for warehouse/distribution (Rooms to Go) or mixed-use employment center (Kingsley in Fort Mill SC)
- Identify areas conducive for employment and industry and ensure appropriate zoning and infrastructure is in place.



Kingsley is a mixed-use development in Fort Mill, SC off of 1-77 and includes two corporate headquarter anchors, hotel, multifamily above ground-floor retail, and over 150,000 square feet of commercial.

## BD.11 – Recruit employers that provide "work from home" options and position Dunn as an entrepreneurial destination.

COVID-19 has brought some positive changes in enterprise that will likely remain as we come out of the pandemic. More and more industries are providing their employees with the ability to work from home for part or all of the week, understanding the inherent efficiency, cost savings and benefits to employee morale. In its overall economic development strategy, Dunn and its partners can target employers that promote and allow remote working, as well as those who offer housing assistance in an effort to capitalize on Dunn's location and work/life in a semi-rural context with great access to urban centers.

### **COMMUNITY CHARACTER**

Dunn has enjoyed the benefits of regional growth through commerce and access to larger cities, all while retaining its unique small-town character that many of its peers have long lost. Today, Dunn is on the cusp of the next wave of regional growth and has the unique opportunity to capitalize on its authentic charm to establish itself as a destination defined by place. This begins by cultivating an environment built on entertainment destinations, arts and cultural anchors, transformative design and a next level downtown.

GOAL: Dunn will be a community of character defined by its small-town charm and its vibrant and active downtown. It will become a Cultural and Entertainment hub serving the tri-county area, while continuing to be a visitor destination for those who love history, or simply need a break. Dunn will have pleasing architecture, attractive corridors and inviting centers of commerce.

#### **COMMUNITY CHARACTER STRATEGIES**

- **CC.1**: Create Entertainment District in Downtown.
- **CC.2**: Expand and improve events with active promotion.
- **CC.3:** Cultivate Arts resources and establish Dunn as Cultural hub for three-county region.
- CC.4: Strip Mall Makeover: Encourage retrofit of older commercial centers
- **CC.5**: Identify and plan for adaptive reuse of underutilized and dilapidated property.
- **CC.6:** Enhance gateway entrances and promote community identity and brand.
- **CC.7:** Transform commerce corridors into parkways with consistent landscaping, signage, pedestrian connectivity and attractive architecture.
- **CC.8**: Neighborhoods 2040: Revitalize neighborhoods for Dunn residents, existing and future.
- **CC.9:** Continue stepped up code enforcement of minimum housing standards.
- **CC.10:** Complete a downtown master plan to take downtown to the next level.

CC.1: Create Entertainment District in Downtown.

One of the most common themes in the public engagement process was the need in Dunn for a place to gather and enjoy. This would be an active entertainment destination that residents can be proud of, and that they want to share with their family, friends and visitors. This would complement and expand the successful efforts of downtown revitalization by adding social activity connected to local business, restaurants and cultural anchors. Refer to the Entertainment District design board on page 42 for a more detailed description of this project, including design characteristics and implementation details.

#### CC.2: Expand and improve events with active promotion.

COVID-19 put a temporary hold on community events, but they are coming back strong with activities such as the Downtown Fun Run, performances at the Stewart, music at the Chamber Concert Series, among others. As Dunn and its partners begin to plan the event slate for 2021 and beyond, they should strategically leverage these activities to bring economic impact. This includes incorporating the new community brand to collectively and consistently promote events, both existing and new:

- Conduct an annual Food Truck rodeo highlighting local restaurants. Use event to help recruit regional restauranteur to Dunn community.
- Expand and enhance Farmers Market as a destination. Consider a free-standing structure to create a flex-space in the existing parking lot, or an indoor/outdoor destination facility in downtown.
- Create regular food/craft beer/music event in downtown focused on targeting regional patrons from three-county region.
- Consider an annual recreation-based event that starts and ends in Downtown Dunn. This could be a triathlon where participants begin by kayaking Hannah's Pond, continue by biking the Dunn-Erwin Rail Trail, and finish with a running route that ends in downtown!



CC.3: Cultivate Arts resources and establish Dunn as Cultural hub for three-county region.

Part of creating an entertainment district and positioning downtown as a destination will be to cultivate a larger market for the Arts. This will be a key goal of the Comprehensive Plan process, and Dunn is currently in product development mode. It should first look to link its existing cultural resources together beginning with the Harnett County Arts Council, including the Stewart Theater, Campbell University and even Harnett Public Schools.

- Coordinate with Campbell University's Studio Art program to conduct downtown Arts event.
- Work with Harnett County Schools to create an annual youth streetlight banner contest similar to Lancaster SC.
- Recruit new art and artisan businesses in downtown
- Recruit destination business (restaurant with listening room) that can showcase/support local music talent (jazz, blues, beach, etc.)



Arts Banner Program in Lancaster, South Carolina

Promotional Logos for Dunn Events

### CC.4: Strip Mall Makeover: Encourage retrofit of older commercial centers.

Dunn has a number of older highway-oriented strip centers to the west of downtown along Cumberland Street. While these centers are occupied, they are also dated and in need of revitalization and investment. In an effort to maintain their vitality into the future, the City and its partners should support the private sector in making these properties more active anchors. Improved design and mixture of uses will ultimately result in more marketable properties that bring in higher tax base! Refer to the Strip Mall Makeover design board on page 43 for a more detailed description of this project, including design characteristics and implementation details.

#### CC.5: Identify and plan for adaptive reuse of underutilized and dilapidated property.

Like any small historic downtown, Dunn has a number of older properties and landmarks that have fallen into disrepair or are otherwise vacant. These buildings are special properties that offer a community a sense of place and identity. They deserve to be preserved and transformed into a project that benefits the community both socially and economically. There are several sites both in and outside of the core of Dunn such as:

- The Old Betsy Johnson Memorial Hospital which could be redeveloped as mixed-use with market-rate residential
- The old cotton warehouse which could serve as an entertainment venue
- The old sawmill site that could become a future passenger rail terminal

Refer to the Adaptive Re-Use design board on page 44 for a more detailed description of this project, including design characteristics and implementation details.

### CC.6: Enhance gateway entrances and promote community identity and brand.

A number of the strategies in this plan focus on improving the approaches into Dunn and giving a better first impression of the community. These gateways give the opportunity to announce to people that they are entering into a special place, while having the added benefit of building civic pride. Refer to the Community Gateways design board on page 45 for a more detailed description of this project, including design characteristics and implementation details.

#### CC.7: Transform commerce corridors into parkways with consistent landscaping, signage, pedestrian connectivity and attractive architecture.

Similar to gateways that announce entry into the community, Dunn's commerce corridors should also be welcoming. These corridors influence perceptions of Dunn and were often cited during public engagement as negatively impacting the community. Improved and attractive corridors can not only be more inviting, but also can encourage new private investment and revitalization. Refer to the Commerce Parkways design board on page 46 for a more detailed description of this project, including design characteristics and implementation details.



Example of a common, congested commercial corridor with multiple signs, extensive pavement, and a lack of community identity.



Example of the same congested commerce corridor with enhancements - trees, consolidated signage, landscaping, etc.

### CC.8: Neighborhoods 2040: Revitalize neighborhoods for Dunn residents, existing and future.

The lack of residential product and affordable housing have been mentioned in previous strategies. This strategy focuses on the neighborhoods themselves, and their value to the cultural, historic and economic character of Dunn. This initiative will help to revitalize neighborhoods and housing by encouraging rehabilitation and maintenance of existing homes, investment in vacant property, and supportive neighborhood commerce. Refer to the Neighborhoods 2040 design board on page 47 for a more detailed description of this project, including design characteristics and implementation details.



Example of 1920s residential street with restored historic homes, sidewalks, trees, and attractive lighting

## CC.9: Continue code enforcement of minimum housing standards and enhance communication and outreach regarding enforcement.

The City has recently increased its code enforcement in neighborhoods through minimum housing standards and demolitions. While the program has been successful, any enforcement efforts such as these lead to adverse reactions and negative perceptions. With the ultimate goal of encouraging revitalization over continued decay, City Council should begin by designating staff to create communication tools, messaging and an outreach strategy to inform the public of the positive impacts of enforcement efforts. Council should periodically review the community effects of the program and determine what, if any, changes need to be made related to reasonable enforcement, minimum standards criteria and programming to address the underlying issues leading to housing deterioration.

### CC.10: Complete a downtown master plan to take downtown to the next level.

The City and DDDC have had noted success in creating an active downtown without a downtown master plan as a guide. Now there is the opportunity to take downtown to the next level, complementing both the IMAGINE Dunn Strategic Plan and the DDDC's recent Economic Development Plan. This master plan would address many of the initiatives mentioned previously such as the Entertainment District, cultivating the Arts, passenger rail terminal, adaptive reuse of key sites, etc. It could connect to many of the area's potential markets such as Campbell University, new residents and visitors, while also strengthening the pride existing residents have of their community. It could also better connect to the pedestrian, bicycle and recreation assets being envisioned for Dunn. The plan could include:

- Create a pedestrian friendly, centralized gathering spot.
- Develop downtown residential targeting Campbell students, young professionals and retirees.
- Implement the Mural Project with the DDDC as identified in the 2021 planning retreat goals.
- Incorporate into expanded work plan for the Main Street Program.
- Develop plans for new City Hall and Library
- Include plan for improvement connectivity of neighborhoods adjacent to downtown.



Multiple key destination nodes can serve as anchors for core entertainment district



Outdoor street dining "parklets" in the entertainment district



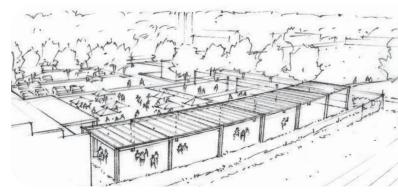
Outdoor street dining "parklets" in the entertainment district



Indoor event venue within historic building accompanied by adjacent outdoor shared use space



Venue with indoor and outdoor stages including dining and expanded outdoor activities with trail and pedestrian connections



Outdoor/indoor event venue perspective with active vendor space

The Entertainment District would complement and expand revitalization efforts in downtown by adding social activity and extending the boundaries of the retail and restaurant core. Special event activities for residents and visitors would extend hours of business operation. This initiative could take advantage of the region's market of college students (20 colleges/universities within an hour's drive), thereby supplementing other venues, restaurants, and businesses.

Design Fe

Economio Benefits

Social Bei

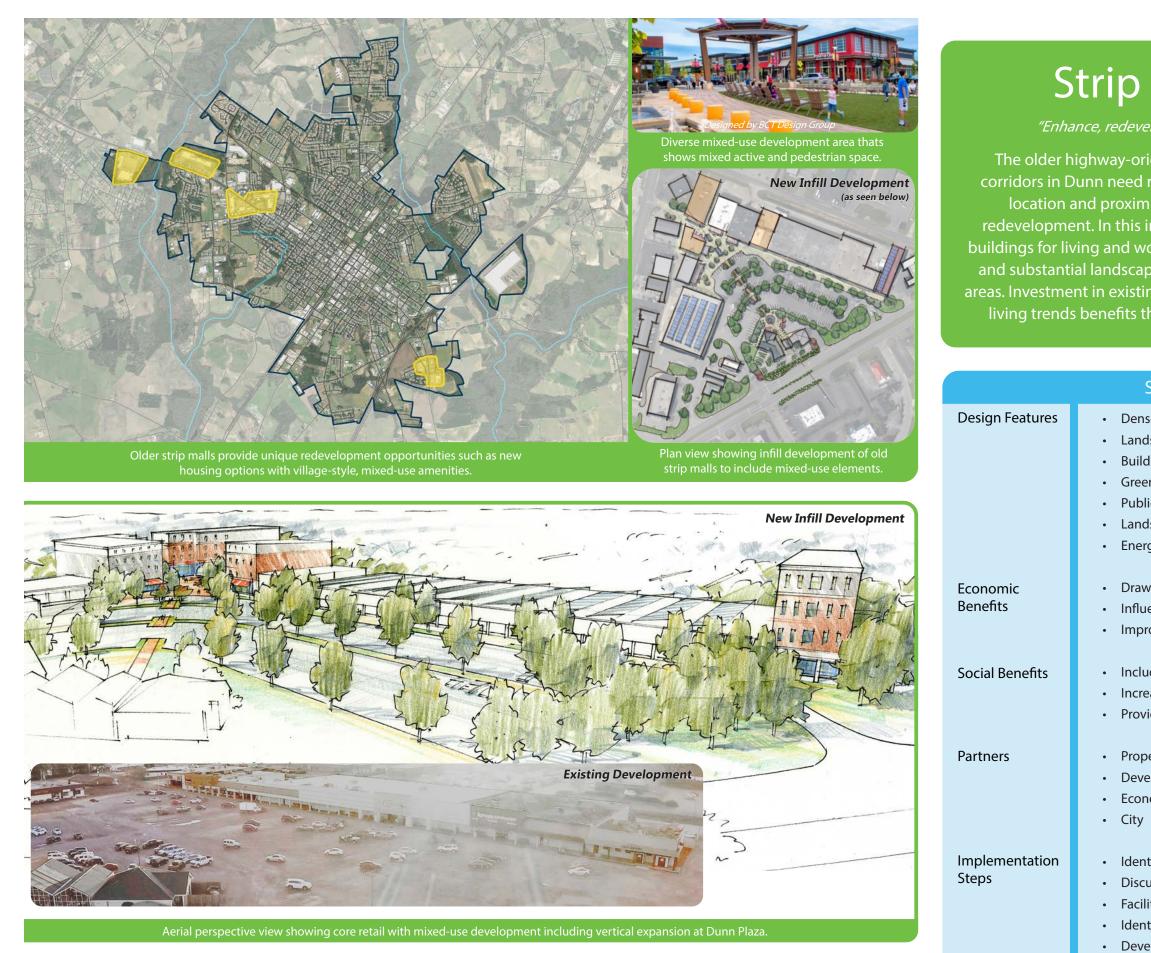
Partners

Implemei Steps

# Entertainment District

#### "Make your worst place your best place - a destination"

Entertainment District Characteristics							
eatures	<ul> <li>Close proximity to downtown</li> <li>Historic building provides tax credits</li> <li>Open, flexible interior &amp; outdoor spaces</li> <li>Pedestrian connections to downtown &amp; trails</li> <li>Enhanced streetscape for outdoor activities</li> <li>Green "parklets" along street</li> </ul>						
c	<ul> <li>Investment in vacant/blighted properties</li> <li>Draw for other supporting businesses</li> <li>Extends business hours</li> <li>Destination encourages additional investment</li> </ul>						
enefits	<ul> <li>Destination builds identity</li> <li>Activities for people and families</li> <li>Increased safety (more people)</li> </ul>						
entation	<ul> <li>Downtown Dunn Development Organization</li> <li>City</li> <li>Developer/Investor</li> <li>NC Main Street</li> <li>Stewart Theater</li> <li>Identify property for redevelopment</li> <li>Identify financial incentives and support</li> <li>Recruit developer and partners</li> <li>Develop design and construction documents</li> <li>Develop plans for marketing and operation</li> </ul>						



# Strip Mall Makeover

"Enhance, redevelop, and revitalize to retain/recruit business"

The older highway-oriented strip malls along the primary commercial corridors in Dunn need revitalization and new investment. Their optimum location and proximity to infrastructure makes them attractive for redevelopment. In this initiative, the strip mall is energized with new infill buildings for living and work, a central plaza for gathering and special events, and substantial landscaping along street entrances, parking, and common areas. Investment in existing buildings and sites to meet today's shopping and living trends benefits the economy and improves commercial corridors.

#### Strip Mall Characteristics

• Dense building pattern

- Landscaped entrances and grounds
- Buildings with architectural features
- Green, garden environs
- Public spaces and celebration, event plaza
- Landscaped, well-placed parking
- Energy efficient design

Draws new customers & business investment
Influences adjacent properties & values
Improves gateway entrance corridors

Includes attractive public space for events and gathering
Increases destination services and products for shoppers
Provides opportunities for mixed-use living

Property owner(s)
Developer/Revitalization Partner
Economic Development entities

• Identify potential strip mall(s) for revitalization

- Discuss revitalization/redevelopment opportunities with owner
- Facilitate property investment using partners
- Identify and facilitate financial incentives (loan, grant, tax credits, etc.)
- Develop promotional "make-over" graphics for marketing & recruiting

# **Adaptive Re-Use**

#### "Preserve special landmarks for community sense of place"

Historic properties and key landmarks are important community assets that need to be preserved. These special properties offer a community sense of place and identity. This initiative is an example for "adaptive reuse" that can be used for many historic buildings. The old hospital is both culturally and architecturally significant to Dunn. A carefully developed plan that is collaborated among multiple stakeholders can result in an economically and socially beneficial project.



Former Betsy Johnson Memorial Hospital in Dunn is an architecturally and culturally significant landmark that offers many options for rehabilitation and reuse.



Concept for typical site re-use that can be similarly replicated throughout the City.





Example of adaptive re-use similar to old hospital building that involved rehabilitation of a historic building for market-rate apartments, parking, and community space. Historic tax credits are used frequently to facilitate sensitive development projects and retain important distinguishing character features.

IMAGINE DUNN STRATEGIC VISION PLAN

Adaptive Re-Use Characteristics						
Design Features	<ul> <li>Historic building</li> <li>Rehabilitation using Secretary of Interior Standards</li> <li>Facilitated by State and Federal Historic Tax Credits</li> <li>Site and building retain distinguishing character</li> <li>Sensitively adapted for new use</li> </ul>					
Economic Benefits	<ul> <li>Feasible using tax credits</li> <li>Added community and real estate value</li> <li>Supports community economy</li> </ul>					
Social Benefits	<ul> <li>Preserves important heritage resource</li> <li>Contributes to community identity</li> <li>Maintains special sense of place</li> </ul>					
Partners	<ul> <li>City</li> <li>Property Owner</li> <li>Developer(s)</li> <li>NC Office of Archives and History</li> <li>User/Groups</li> </ul>					
Implementation Steps	<ul> <li>Identify important historic landmarks</li> <li>Discuss reuse options with property owner and potential partners</li> <li>Share successful benchmark projects</li> <li>Develop concepts/plans for reuse and site improvements</li> <li>Identify and facilitate financial assistance opportunities (historic tax credits, special programs, etc.)</li> <li>Facilitate preservation development</li> </ul>					

# **Community Gateways**

"Enhance gateway entrances and promote community identity/brand"

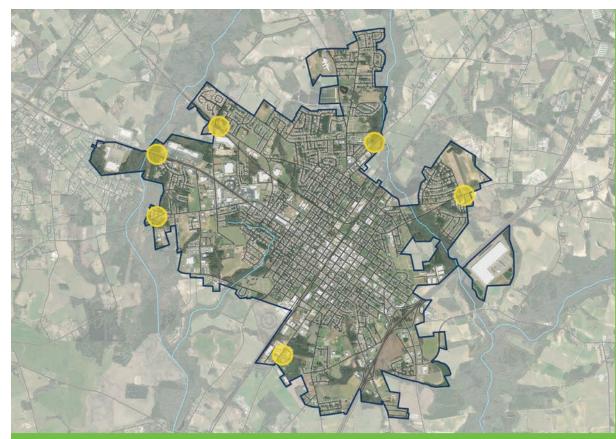
Gateway entrances into Dunn leave lasting impressions on residents and visitors. These community gateways should project a positive sense of civic pride and identity. In this initiative, major entrances show physical improvements that include substantial corridor and site landscaping, welcome signage (reflective of community brand), pedestrian connections, and a consistent design palette for site furnishings.



Typical Existing Gateway into the City of Dunn



Typical Proposed Gateway Sign and Landscaping



Gateways are positioned at key entry roads to the city. They are a "welcome" to visitors and "welcome home" to residents.



Example gateway at North Ellis Avenue. Proposed improvements include coordinated palette of design elements, new trails, sidewalks, signage, and welcome sign.

Community	Gateway Characteristics
Design Features	<ul> <li>Entrance sign (community brand and coordinated landscaping)</li> <li>Landscaped street frontages and medians</li> <li>Attractive, coordinated pedestrian and vehicular systems</li> <li>Consolidated street entrances &amp; utilities</li> <li>Architectural lighting and streetscape elements</li> </ul>
Economic Benefits	<ul> <li>Attracts customers and businesses</li> <li>Encourages visitors to explore and shop</li> </ul>
Social Benefits	<ul> <li>Builds community pride and identity</li> <li>Increased greenspace enhances environment</li> </ul>
Partners	<ul> <li>City</li> <li>NCDOT</li> <li>Travel &amp; Tourism</li> <li>Chamber of Commerce</li> </ul>
Implementation Steps	<ul> <li>Identify and prioritize significant gateway entrances</li> <li>Develop gateway signage and landscaping models</li> <li>Coordinate with gateway businesses</li> <li>Solicit funding and partners</li> <li>Facilitate gateway improvements</li> </ul>

# **Commerce Parkways**

"Make corridor entrances inviting and welcoming"

Commercial corridors leading into Dunn should be welcoming, and attractive, as they influence community perceptions and investment decisions. Development along corridors should be carefully managed for building placement and form, lighting, landscaping, impervious pavement, pedestrian and traffic circulation and signage. In this initiative, commercial corridors are transformed to inviting commerce parkways that include consistent landscaping of streets and parking, pedestrian connections, coordinated signage, and revitalized buildings.



Example of a common, congested commercial corridor with multiple signs, extensive pavement, and a lack of community identity.



Example of the same congested commerce corridor with enhancements - trees, consolidated signage, landscaping, etc.



Corridor Overlay Districts can be helpful in establishing consistent standards for development.



landscaping, pedestrian connections, and coordinated access points.

Comm	erce Parkway Characteristics
Design Features	<ul> <li>Consistent streetscape elements – trees, lights, signs</li> <li>Green, landscaped corridors</li> <li>Consolidated utilities</li> <li>Landscaped parking areas</li> <li>Pedestrian connections – sidewalks, trails</li> <li>Attractive buildings and placement</li> </ul>
Economic Benefits	<ul> <li>Attractive corridors invite customers</li> <li>Managed corridors encourage business investment</li> <li>Increasedbusinessservices=increasedlocal spending</li> </ul>
Social Benefits	<ul> <li>Entrance corridors influence community perception for residents/visitors</li> <li>Pedestrian connectivity promotes health</li> </ul>
Partners	<ul> <li>City</li> <li>Chamber of Commerce</li> <li>Corridor Businesses/Leaders</li> <li>NCDOT</li> <li>NC Economic Development Partnership</li> </ul>
Implementation Steps	<ul> <li>Identify and prioritize entrance corridors/ areas for improvement</li> <li>Develop corridor improvement plan</li> <li>Develop financial incentives for public &amp; private improvements (i.e., grants, loans)</li> <li>Establish "corridor overlay zoning" to guide designand development in corridors leading into historic areas</li> <li>Expand standards in zoning codes</li> <li>Provide design guidance to owners</li> </ul>

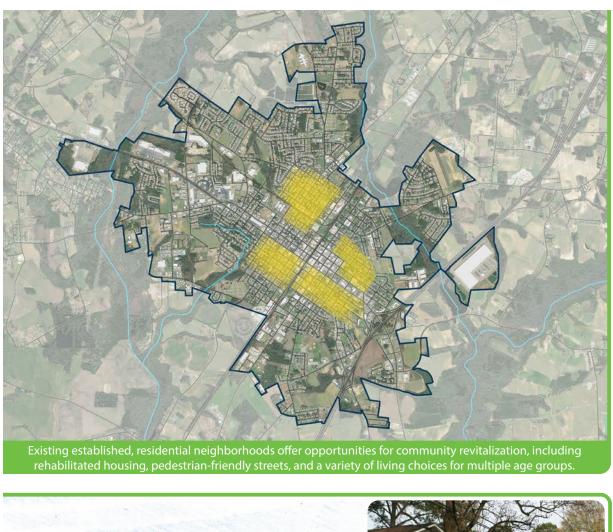
# Neighborhoods 2040

#### "Revitalize neighborhoods for residents and visitors"

The neighborhoods within Dunn represent the heart of the community for the people who live there. Many of these 20th Century neighborhoods have cultural value and may be considered historic. Their dense, compact form and pedestrian connectivity offer desirable amenities for today's young adults and seniors. Well designed, established neighborhoods can be a draw for new residents. Affordable housing must also be quality housing. This initiative will help revitalize neighborhoods and housing by encouraging the rehabilitation and maintenance of existing homes, investment in vacant properties, and supportive neighborhood commerce.

#### Neighborhood Characteristics

	Neighborhood Charact
Design Features	<ul> <li>Safe neighborhoods</li> <li>Attractive, maintained housing</li> <li>Multiple choices of housing types, styles</li> <li>Pedestrian accessible</li> <li>Comfortable scale of buildings and features</li> <li>Landscaped streets, yards</li> <li>Nearby commercial services</li> </ul>
Economic Benefits	<ul> <li>Attracts businesses and customers</li> <li>Adds value to real estate investment</li> <li>Improves community demographics and econd</li> </ul>
Social Benefits	<ul> <li>Encourages safe, sound neighborhoods for peo</li> <li>Encourages walking and social gathering</li> <li>Provides quality residential living environments</li> </ul>
Partners	<ul> <li>City/County</li> <li>Developers/Investors</li> <li>Housing Agencies</li> <li>Neighborhood Organizations/Leaders</li> </ul>
Implementation Steps	<ul> <li>Identify and inventory priority areas for revitaliz</li> <li>Consider historic district designation</li> <li>Investigate and solicit funding opportunities</li> <li>Improve public spaces in targeted areas (sidewate)</li> <li>Identify community partners and facilitate collar</li> </ul>





Example of 1920s residential street with restored historic homes, sidewalks, trees, and attractive lighting.

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zation

alks, parks, streets, public buildings)

boration and leadership

· Develop revitalization incentives/programs to encourage investment and community safety (loan, grant, rental inspection program, vacant property catalog, tax credits, design guidelines, community development organization)

### 5

#### **MARKET POSITIONING**

Dunn has a tremendous story to tell. It has a deep history that is interpreted in destinations like the General William C. Lee Airborne Museum, Averasboro Battlefield and the Dunn Area History Museum. It has a rich agricultural heritage that is still tangible today in the cotton and corn fields that surround the community. It has great outdoor recreation assets that it continues to develop, and it has become known for its vibrant and active downtown.

However, Dunn lacks the tools to fully tell this story. Consequently, its identity is defined more by perceptions outsiders have of the community, fueled by first impressions and misconceptions. A key component of the IMAGINE Dunn Strategic Plan was to transform its vision into a unified brand identity that could accurately tell its story, marketing Dunn to locals, visitors and businesses. The previous chapter of this report detailed the brand values and creative vision that is behind the brand. This section outlines the implementation strategies to effectively deploy the brand.

GOAL: Dunn will craft its own unique story cultivating an intense pride of place for its residents, while promoting the community as a place to visit, invest or live. Dunn's story will be founded on its familyfriendly environment, emphasizing community, faith and tradition.

#### MARKET POSITIONING STRATEGIES

- MP.1: Adopt a unified brand identity to market and promote the community.
- MP.2: Establish a consistent market position.
- MP.3: Utilize the brand in the City's communication efforts.
- **MP.4:** Use the Style Guide to implement an "open source" brand to be shared by partners.
- MP.5: Develop branded marketing collateral using the Dunn community identity.
- MP.6: Create economic development marketing tools.
- MP.7: Create a downtown destination website.
- MP.8: Facilitate external marketing campaign to counteract misperceptions about the Dunn Community.
- MP.9: Create social media strategy targeting new markets.
- MP.10: Develop a digital, branded Walking and Driving Tour that tells Dunn's unique story.
- MP.11: Deploy branded event strategy.
- MP.12: Develop a strategic system of branded banners.
- MP.13: Implement a comprehensive wayfinding strategy.

#### MP.1: Adopt a unified brand identity to market and promote the community.

A brand is a consistent and connected system that a community uses to communicate and promote itself to various target markets. It is not a "city" brand to represent the local government, but rather a place-based brand that the City, Dunn Area Chamber of Commerce, Downtown Dunn Development Corporation, Dunn Area Tourism Authority and other partners can use to effectively market Dunn. The City and its partners should first adopt the destination identity and Brand Style Guide created in this plan. Design elements should then be extended to align partner identities to create a unique but connected system.







#### MP.2: Establish a consistent market position.

The market position is built on the themes and values that make Dunn a great community. It begins as an internally focused message aimed at building community pride while also providing a platform for external messaging. "Where Community Begins" positions Dunn as a place for "beginning" rather than being "done." Dunn is where great things start in all aspects of living - whether it be a young couple beginning their life together, an entrepreneur launching a new business, or a cyclist setting out on an adventure on the rail trail. The tag line connects to the previously used messaging for the community and maximizes expandability.

#### MP.3: Utilize the brand in the City's communication efforts.

The City of Dunn can then incorporate the brand on various communication and marketing tools. The majority of these can be completed quickly and with limited costs, and include:

- Applying the logo to the City website and social media
- Adopting departmental logos
- Creating organizational collateral such as stationery, business cards, PowerPoint templates, etc.
- Applying to vehicle graphics
- Creating a Parks and Recreation asset map
- Painting logo on water tower

### MP.4: Use the Style Guide to implement an "open source" brand to be shared by partners.

Adopt the brand style guide and provide to brand partners. The style guide provides the technical details of the brand such as accurate colors and typefaces, brand management, as well as guidance for usage. It also can be used to allow partner agencies to create new graphics for events, etc. utilizing the brand style and consistent marketing message.

### MP.5: Develop branded marketing collateral using the Dunn community identity.

The community logo can be applied to numerous consumer products such as T-shirts, house flags, water bottles, trail stickers, coffee mugs, etc. Communities often provide this collateral to local businesses at cost, allowing them to sell the products for profit.



#### MP.6: Create economic development marketing tools.

Economic development marketing tools would be consistent in design and can be provided in digital or print format. They could be assembled in a branded, tri-fold full-color folder as a business recruitment package, and include:

- Testimonial ads showing successful Dunn businesses, or highlighting new investment.
- Branded "one-sheets" promoting key opportunity sites.
- Market Profile sheet providing a one-page snapshot of the market research.
- Ads targeting key businesses

#### MP.7: Create a downtown destination website.

The DDDC currently manages a downtown Facebook page while the Downtown Dunn website is managed by a local business owner and friend of the organization. The DDDC has identified creating and managing its own website in its Economic Development Plan. It should work to incorporate the new Downtown Brand into the new site, while designing it to be a simple, graphic-intensive destination-based website that focuses on the experiences and events that occur in downtown.

### MP.8: Facilitate external marketing campaign to counteract misperceptions about the Dunn Community.

Targeted advertisements should be designed and deployed within the Dunn community as well the immediate region. They should be graphic-based messages promoting positive interactions and experiences that run counter to regional misconceptions. These ads can be implemented through social media for downtown, partner agencies, and local businesses. An ad template has been created in this plan and can be used by the City, Downtown Dunn Development Corporation, Dunn Area Chamber of Commerce, Dunn Area Tourism Authority and others to communicate their own positive stories about Dunn.



#### MP.9: Create social media strategy targeting new markets.

Social media messaging and ads can be used to communicate to key markets such as Campbell University students, young families and professionals, commuters, etc.

### MP.10: Develop a digital, branded Walking and Driving Tour that tells Dunn's unique story.

Dunn has great history, three exceptional museums, and a number of key cultural and historic sites which can tell its unique story. The community can develop a branded tour including local destinations and interpretive narratives delivered via QR codes. Destinations would be tied to the history, people and events that have made Dunn what it is today.

#### MP.11: Deploy branded event strategy.

The brand's design elements should be extended to the events held by the City and its partners. This would include establishing a community calendar with open access of Dunn Area Tourism Authority, Dunn Area Chamber of Commerce, Downtown Dunn Development Corporation and the City to promote all events and help plan the annual calendar. When new events are established, logos and marketing materials should be created that utilize and conform to the Brand Style guide.

#### MP.12: Develop a strategic system of branded banners.

Banners are inexpensive but highly impactful. Pedestrian-scaled banners can be utilized in downtown, and gateway banners can be placed at parks or the entrance to the Dunn-Erwin Rail Trail. Tall, single-color banners along 421 and 301 can create more appealing visual corridors, even while the area is undergoing enhancements or long-term revitalization.

#### MP.13: Implement a comprehensive wayfinding strategy.

A hierarchical system of signage will direct visitors and residents to civic, cultural, and recreational destinations. A typical system would utilize the Dunn community brand and include gateways, vehicular and pedestrian scaled directional signage, district and parking signs, building markers and informational kiosks. These are especially important in a community like Dunn, where traffic exiting the interstate or drivers on high-traffic roads will need visual cues to get to their destinations.





#### PARTNERSHIPS

6

The visioning process for Dunn did not begin with the onset of the IMAGINE Dunn plan. The Dunn Area Chamber of Commerce has been engaging the community in a discussion about its future for some time. The City has continued to conduct numerous plans to improve the community. Travel and Tourism has sustained and updated its messaging to position Dunn as a place to stop and visit. Most recently, the Dunn Downtown Development Corporation has completed a work plan for its organization that will take downtown into the future. What makes the IMAGINE Dunn process unique is that there is an organizational nexus between these partners that hasn't existed in recent times. Moreover, the business community and residents are also ready to chart a path for Dunn's future. It is the right time. This plan has been a conduit to bring those connections together and engage the partner agencies, nonprofits, private sector and residents. In communities like Dunn, collaboration in implementation is key to realize the true vision. This plan provides a framework for that collaboration, and all partners have an equal role.

**GOAL:** The City, Dunn Area Chamber of Commerce, Dunn Area Tourism Authority and their partners will work together for the good of all Dunn's residents, building an inclusive, progressive and engaged community.

#### **PARTNERSHIPS STRATEGIES**

- **P.1:** Align the vision of this Strategic Plan into the work plans of the City, Dunn Area Chamber of Commerce, Dunn Area Tourism Authority and Downtown Dunn Development Corporation.
- **P.2:** DVG continues to be the cooperative committee charged with the implementation of IMAGINE Dunn Strategic Plan.
- **P.3:** Create an Economic Development planner position to recruit desired businesses.
- **P.4:** Conduct leadership visits to peer communities to learn best practices for ongoing implementation and planning.
- **P.5**: Partner with schools and volunteer organizations for community cleanups in downtown, highway corridors, schools and parks.

- **P.6:** Create I.D.E.A.S initiative to build positive message of the school system.
- **P.7:** Coordinate with Campbell University to create stronger connection to Dunn.
- **P.8:** Build inclusion and trust through community engagement.
- **P.9:** Facilitate Leadership Dunn program to cultivate inclusiveness, civic involvement, and leadership.
- **P.10:** Create Imagine Dunn informational brochure summary to update and inform the community on the results of the plan.
- **P.11:** Pursue other funding sources and methods including federal and state grants, private sector funding, etc.
- **P.12:** Create mechanism to evaluate the implementation of this plan.

#### P.1: Align the vision of this Strategic Plan into the work plans of the City, Dunn Area Chamber of Commerce, Dunn Area Tourism Authority and Downtown Dunn Development Corporation.

Each of these four agencies had a seat at the table when crafting this plan. Their joint efforts in implementation begins by taking the vision and goals of this plan and incorporating them into their own strategic planning and work plan. This would include:

- The Dunn Vision Group (DVG) should present the vision, goals and strategies of this plan to City Council and boards of the partner agencies.
- The DVG would then lead a discussion about how to incorporate into planning based on the common vision.
- Each agency adopts the IMAGINE Dunn Vision.

### P.2: DVG continues to be the cooperative committee charged with the implementation of IMAGINE Dunn Strategic Plan.

The DVG has representation from each partner agency, and can provide continuity through implementation by being charged with leading the effort, including:

- City Council officially designates the DVG as the implementation committee for this plan.
- The DVG conducts a joint meeting of the boards to discuss strategies and specifically the Lead and Partner agencies suggested in the Strategy Board.
- Based on this discussion, determine responsibilities and roles, and adjust the Strategy Board accordingly.
- The DVG meets on a quarterly basis thereafter to discuss accomplishments, next steps and report back to their respective boards.

### P.3: Create an Economic Development planner position to recruit desired businesses.

In small towns like Dunn that are growing and dynamic communities, economic development is a critical need that often falls to the wayside due to limited staffing and resources. This is not uncommon, but it often requires a creative approach to recruitment of business and investment. In some communities there is designated staff, while others partner with or engage Chambers or Downtown groups to lead economic development efforts. Dunn is at a crossroads where it needs a dedicated staff person with the City to lead the charge.

- Develop job description and responsibilities based on this plan, particularly those related to business support, economic development and marketing.
- Determine capacity of City to hire new position, designate responsibilities to existing staff, or jointly address with economic development partners.

## P.4: Conduct leadership visits to peer communities to learn best practices for ongoing implementation and planning.

Other communities have had success in implementing similar projects identified in this plan. There are initiatives such as the Harvester performance Venue in Rocky Mount, VA, or the Arts and creative economy that's been cultivated in Salisbury, NC, and even unique adaptive reuse projects like the Renfro Lofts in Mt Airy. A great deal can be learned from these communities and their leadership that will be invaluable for implementing many of the "big idea" projects in this plan. With representation from all the key partners in Dunn, the DVG can take these visits to understand what works, including:

- Identify successful project or planning initiative and organize visit with another municipality.
- Subject can be based on identified local need at time of visit (IE Publicly owned and managed event venue, public-private partnerships, successful downtown event, signature mixed-use development, etc.)

#### P.5: Partner with schools and volunteer organizations for community cleanups in downtown, highway corridors, schools and parks.

Throughout the planning process, residents brought up the condition of some key corridors and public places as contributing to negative perceptions that locals and outsiders may have of Dunn. Dunn can foster pride of place by bringing the community together to collectively improve these highway corridors and space. The Community Appearance Committee should engage Harnett County Schools and other volunteer organizations to facilitate these regular cleanups.

### P.6 – Create I.D.E.A.S initiative to build positive message of the school system.

Similarly, perceptions and misconceptions of the public school system was often identified as a challenge in the Dunn community. Most of these issues are being addressed directly by the school system, but one task that the DVG can lead is spreading a positive message about the schools and accomplishments, which can directly combat any negativity that may persist.

- Engage with HCPS to determine how to spread positive messages throughout the community and region.
- Brand effort as Improving Dunn Education and Schools (I.D.E.A.S) and promote as dedicated initiative.
- Develop necessary messaging and deploy through events, social media, and ads celebrating the school system.



### P.7: Coordinate with Campbell University to create stronger connection to Dunn.

Campbell University is about 10 miles from downtown Dunn but represents a significant target market to tap, particularly as no other town in the region has effectively reached out to the student body to serve as their "place". There are a number of ways this can happen:

- Recruit businesses that would serve the student body such as a brewery, coffee shop, outfitters, etc.
- Conduct events geared towards Campbell students. These could include a welcome back event downtown when school starts each year, or a competitive recreation event on the rail trail.
- Consider town-gown relationship in partnership with the City, Dunn Area Chamber of Commerce, and Campbell University. Initiatives could include:
  - » Collaborating with the College of Arts and Sciences and its Studio Art Department to conduct a downtown Arts event showcasing student's creative work.
  - » Working with the School of Business to place internships or summer jobs with local businesses, or perhaps even targeting a student run business in downtown.



#### P.8: Build inclusion and trust through community engagement.

In past visioning efforts, the energy has been at the surface level and has often fallen short of spreading throughout the entire community. Leaders of the effort often get fatigued, momentum subsides quickly, and it results in few accomplishments. While the organizational synergy here in Dunn is perhaps stronger than it has ever been, it is critically important to engage the entire community to build trust and realize the larger vision, including:

- Small-business advisory committee mentioned previously in strategy BD-4.
- Identify underrepresented populations and build communication tools to encourage participation and consistently engage.
- Appoint diverse participation on City advisory boards including race, income, age, etc.
- DVG meets annually with Ministerial Association and non-profits to share plan progress, discuss opportunities to partner/engage.

### P.9: Facilitate Leadership Dunn program to cultivate inclusiveness, civic involvement and leadership.

A similar engagement can occur in the business community, led by the Dunn Area Chamber of Commerce and packaged as a traditional leadership program seen in other communities. Leadership Dunn could:

- Use Imagine Dunn vision and goals as the foundation of curriculum.
- Identify key issue or project for each class to implement.
- Coordinate with the Dunn Citizens Police Academy.

### P.10: Create Imagine Dunn informational brochure summary to update and inform the community on the results of the plan.

Communication will be critical in successfully implementing this plan. That begins with informing Dunn residents about the plan's vision and goals.

- Use the graphic Executive Summary poster created for Imagine Dunn plan as the initial platform.
- Update on annual basis with success stories and completed projects.
- Shared with partner agencies and public.

### P.11: Pursue other funding sources and methods including federal and state grants, private sector funding, etc.

It is important to note once again that this is not a "City" plan but rather a community plan. The city government may lead many tasks, but partners and even the private sector will lead others or have significant roles. Similarly, while most of the City-led initiatives will be limited in cost other than staff time, many will need funding. In addition to general funds and regular budget allotments from partner agencies, outside sources such as federal and state grants and private sector funding should be sought - CBDG, USDA, NC Department of Commerce, NC Main Street, etc.

### P.12: Create mechanism to evaluate the implementation of this plan.

The DVG should lead the ongoing annual evaluation of the plan's implementation, reporting back to the City Council and partner boards with its results. Tools for evaluating the plan will include:

- Establishing baseline metrics, where needed for individual tasks.
- Facilitating an annual Report Card evaluation of the plan and its implementation, using the simple tool created for this plan.
- Developing an online survey tool to measure resident satisfaction over time.

#### IMAGINE Dunn Report Card

Cor	nplete	e 🗸 In Progress 🔺	Dela	ved	x		Future P	hase	П
Complete V In Progress Delayed X Future Phase									
Status	No.	Strategy	LEAD			nments, U <sub>l</sub>	pdates, and	Next Step	ps
	QL.1	Expand market-rate residential by recruiting developers that will build new product.	CITY						
	QL2	Create outdoor recreation immersion opportunities.	PR						
	QL3	Recruit recreation-based businesses to Downtown Dunn.	DDDC						
	QL4	Create more housing choice in Dunn community based on unmet need.	CITY						
	QL5	Continue to support efforts of Harnett County Schools and Central Carolina Community College to ensure programming meets the needs of residents & businesses.	DVG						
	QL6	Continue to build strong relationships and positive interactions between public safety officials and citizens to create a safer and desirable community.	PAL						
	QL7	Engage Health Care Providers and businesses to enhance medical services and economic development.	нн						
PLANNING FOR GROWTH									
		PLANNING FC	OR G		WTH	H			
Status	No.	PLANNING FC Strategy	DR G	RC			pdates, and	Next Stej	ps
Status	No. PG.1			RC			odates, and	Next Stej	<b>ps</b>
Status		<b>Strategy</b> Create a Comprehensive Plan and update Development	LEAD	RC			odates, and	Next Step	95
Status	PG.1	Strategy Create a Comprehensive Plan and update Development Ordinances. Leverage public investment and planning to recruit private	<b>LEAD</b> PLN	RC			odates, and	Next Step	ps
Status	PG.1 PG.2	Strategy Create a Comprehensive Plan and update Development Ordinances. Leverage public investment and planning to recruit private investment. Formalize the 1-95/1-40 Crossroads of America Economic	LEAD PLN CITY				vdates, and	Next Stej	ps
Status	PG.1 PG.2 PG.3	Strategy           Create a Comprehensive Plan and update Development           Ordinances.           Leverage public investment and planning to recruit private investment.           Formalize the 1-95/1-40 Crossroads of America Economic           Planning Alliance.           Create pedestrian and bicycle infrastructure through the Dunn	LEAD PLN CITY ICA				odates, and	Next Step	ps
Status	PG.1 PG.2 PG.3 PG.4	Strategy           Create a Comprehensive Plan and update Development           Ordinances.           Leverage public investment and planning to recruit private           investment.           Formalize the I-95/I-40 Crossroads of America Economic           Planning Alliance.           Create pedestrian and bicycle infrastructure through the Dunn           Community.           Facilitate I-95 Gateway enhancements with planned widening of	LEAD PLN CITY ICA CITY				2dates, and	Next Stej	ps
Status	PG.1 PG.2 PG.3 PG.4 PG.5	Strategy           Create a Comprehensive Plan and update Development           Ordinances.           Leverage public investment and planning to recruit private           investment.           Formalize the I-95/I-40 Crossroads of America Economic           Planning Alliance.           Create pedestrian and bicycle infrastructure through the Dunn           Community.           Facilitate I-95 Gateway enhancements with planned widening of interstate and new interchange.	LEAD PLN CITY ICA CITY NCDOT				2 dates, and	Next Step	P5

IMAGINE Dunn Report Card Evaluation Tool

# STRATEGY BOARD

The Strategy Board Matrix is a forward-thinking document that details overall recommendations, implementation details, and priorities of the IMAGINE Dunn plan. No one entity can or should carry the workload by itself, and therefore roles and responsibilities are also suggested for each task. A key first task of implementation will be for the DVG to engage the partners in the community and pair the attainable initiatives with responsible parties.

The matrix represents a dynamic working document for benchmarking and ongoing evaluation of the implementation process. Just because a recommendation is made on the Strategy Board, does not mean that it is etched in stone or that it can't be modified or even eliminated. As time goes by and implementation proceeds, some priorities will shift while new ones will arise. The DVG should use this tool to periodically evaluate the plan, no less than annually. This will allow for completed tasks to be identified on a "success" column, for responsibilities to be shifted if necessary, and priorities to be adjusted as needed.

λΓ	QUALITY OF LIFE						
OAL	Dunn will create a quality of life for all of its residents that is second	to none, identified by exceptional public safety, variety of housing choices, robust recrea	tion netv	ork, higt	ly rated healthcare	and an imp	proved school system.
Code	Strategy	Implementation	Priority	PARTNERS Lead Support		Completion	Benchmark Metric
qu	Expand market-rate residential by recruiting developers that will hadr new product.	Epge nating lendown's discular of development appartation: Linelity role that can accommodate media-develop intels cate basing such as toerhomes, condominum, generates, an: Lineary development of the sub-ord land and performed basing such as toerhomes, condominum, Record development of the balan servicture and early have a sub-ord basing and the Record development of the balan servicture and early have a sub-ord basing such as Record development of the balan servicture and early have a sub-ord basing sub-ord basing Consider receives for private development to encourage disrum having galaxies (reduced fees, streamford performance), and the sub-ord basing sub-ord basing sub-ord basing sub-ord basing sub-ord basing sub-ord basing basing sub-ord basing sub-ord basing sub-ord basing sub-ord basing sub-ord basing sub-ord basing basing sub-ord basing sub-ord basing sub-ord basing sub-ord basing sub-ord basing sub-ord basing basing sub-ord basing basing sub-ord basing sub-ord basing sub-ord basing sub-ord basing sub-ord basing basing sub-ord basing basing sub-ord basing basing sub-ord basing sub-ord basing basing basing sub-ord basing basing sub-ord basing sub-ord basing basing sub-ord basing sub-ord basing basing	Hgh	CITY	PLN, PS, HCED, DACC	Mid-range	Smedun home value # of new market-rate housing units # of new residents
QL2	Cratile autilitar reconstan internetion apportunities.	Connect Dones From Red Tradients Donetones in trad connections is Tyde Park, through donetones in Text Park, Hendry, they persented to all kinger end conduct plane for 7 when whice, an tradings around Dones connecting to growing. Hendrich Park, from a distrinuid, dones and englisherhoods. C considering term connections is Aurobardons Bastificial and Cape Fair Rose. Hendry Funder growing resonance. Facilitary Jacket oppropriations.	Medium	PR	DERT, DATA, ABM, DODC, PS		# of roles of padestrian and bike trails # of park users
QL3	Recruit recreation-based businesses to Downtown Dunn.	Based on the demand identified in the market analysis and paired to the recreational and visitor assets in the market such as the rail-trail, city parks, river activity, etc.	Medium	DDDC	CITY, DACC, PS	Mid-range	# of recreation-based businesses recruit
QL.4	Create more housing choice in Dunn community based on unmet need.	Balance anong huming that with over predict that metric themed of avoiding models reach. Contexturing of invariant generalized and an exercise and elements and elements and theremay have a solution in identifying pre-sentange pre-sentage or resters and homesomers what are case. In Andreader May human cases and a predict and communicate needs, including affers to averant parenginos and pre-sentangements.	Medium	CITY	DHA, DCDC, PLN, PS, HH, DUMA, HCPC		# of new affordable units % of cost-burdened households \$ average monthly rent % tenure
QL5	Continue to support efforts of Harnett County Schools and Central Carolina Community College to ensure programming meets the needs of residents and businesses.	<ul> <li>Conduct annual meetings with the Hernett Schook administration to share goals and progress of Imagine Durn plan, and identify opportunities to partner for shared success.</li> <li>Continue to thrive for quality and excellence in education and help whool system communicate success stories to readedint, and exate professionals and diverse readerstic.</li> </ul>	Hgh	DACC	HCPS, CCCC, CITY, DVG	Short-range	% educational attainment # of joint meetings
	Continue to build strong relationships and positive interactions between public safety officials and residents to create a safer and desirable community.	Create communication strategy and directly provide public safety information to all residents of the community.     Tell success stories such at the Police Athletic League to residents but also as part of a regional marketing	Medium	PAL	PD, CITY	Short-range	% crime rate

Sample View of the IMAGINE Dunn Strategy Board Matrix

The Strategy Board Matrix is organized by the six core themes of the plan and includes:

- Goal: Goal statement for that strategic theme. It is important to remember the ultimate goal that each initiative supports.
- Code: A unique code based on the strategic theme and used for implementation (QL.1, QL.2, etc)
- **Strategy:** Concise statement of each initiative that corresponds to the strategies chapter of the main report.
- Implementation: Detailed description or implementation tasks to accomplish the ultimate strategy.
- **Priority:** Each strategy is categorized as high, medium or low priority, reflecting the importance of the action and when it should begin. In general, the priorities include:
  - » High: These strategies are the most important and are prioritized for implementation.
  - » Medium: These are next step projects to be implemented.
  - » Low: These projects may be more advanced, have variables that are yet to be determined, or are simply the lowest priority.
- **Partners:** This section includes all of the partners who would be involved in each task, identified by a unique code.
  - » LEAD: this is the agency that will ultimately be responsible for completing that task.
  - » **Partner Agencies:** these are the other partner entities that will likely be involved in implementing the task.
- **Timeframe:** While the ultimate vision of the IMAGINE Dunn plan is long-term representing the next twenty years, the implementation actions are intended to occur within a 10-year timeframe. Timeframes are identified based on the time to complete the project. For example, a mid-range project would be completed in year 3-5, but may need to start much earlier, particular those that are listed as a high priority. Timeframes include:
  - » Short-range: Completed in 1-2 years
  - » Mid-range: Completed in 3-5 years
  - » Long-range: More than 5 years for completion
- **Benchmark Indicators:** A number of potential benchmark indicators will help evaluate and monitor the implementation process. These categories for metrics are identified for each task. Not all strategies have metrics, as many are simply the completion of the task. It is important to note that baseline figures for these categories when that task begins as part of its implementation.