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### **The Arduous Pursuit of Ratification: A Community Effort and Benefit Towards Adoption of Countywide Zoning for Anson County, North Carolina to Aid in Economic Development**

David L. Williams

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# Consultancy Project & Report

Organization: Gardner-Webb University College of Education

Project Title: THE ARDUOUS PURSUIT OF RATIFICATION: A COMMUNITY EFFORT AND BENEFIT TOWARDS ADOPTION OF COUNTYWIDE ZONING FOR ANSON COUNTY, NORTH CAROLINA TO AID IN ECONOMIC DEVELOPMENT

Candidate: David L. Williams

Consultancy Coach: Dr. Elizabeth Jones

Defense Date: November 3, 2022

Authorized by: Barron Monroe, Former Anson County Manager; and Mr. Larry Newton, Anson County Tax Director/Interim Planning Director

## Approval

This consultancy project was submitted by David L. Williams under the direction of the persons listed below. It was submitted to Gardner-Webb University College of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

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Dr. Elizabeth Jones, Faculty Advisor  
Gardner-Webb University

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Date

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Mr. Larry Newton, Site Advisor  
Interim Planning Director/Tax Director

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Date

## **Acknowledgements**

First and foremost, I want to acknowledge my faith by giving all the glory to my Lord and Savior Jesus Christ. Philippians 4:13 says, “I can do all things through Christ who strengthens me.” Psalm 121 says, “I will lift up mine eyes unto the hills, from whence cometh my help. My help cometh from the Lord, which made heaven and earth.” I want to acknowledge my mother Amanda, who strongly encouraged me to remain in school when I wanted to withdraw. Because of her faith in me and how much she emphasized the importance of education, I graduated; something I will never forget. She passed away in 2009, but her spirit and encouragement still live with me today. It is to you, mom, that I dedicate this doctoral degree.

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## **Abstract**

THE ARDUOUS PURSUIT OF RATIFICATION: A COMMUNITY EFFORT AND BENEFIT TOWARD ADOPTION OF COUNTYWIDE ZONING FOR ANSON COUNTY, NORTH CAROLINA TO AID IN ECONOMIC DEVELOPMENT. Williams, David L., 2022: Consultancy Project, Gardner-Webb University.

This consultancy project was designed to assist Anson County, North Carolina with understanding the impacts of enacting countywide zoning and how to develop a zoning ordinance. While a vast majority of cities and counties in North Carolina have zoning throughout their jurisdiction, Anson County does not. This project revealed the economic impacts of countywide zoning by assessing both qualitative and quantitative data, including a review of the literature. The literature review concluded counties that enact zoning increase economic or job opportunities. As evidence, a Georgia study concluded the average employment for counties with a zoning ordinance was more than double that of counties without a zoning policy or around 123.3% greater in 1999 (Wilkins et al., 2006). In addition, “counties with zoning tended to post lower unemployment rates and higher labor force participation rates” (Wilkins et al., 2006, p. 26). More specifically, this project revealed how adopting zoning countywide can help increase economic development opportunities, including job inducement, protecting property values, helping plan for future growth, and increasing community safety. The successful implementation of this project was directly related to community input and open house meetings held throughout the county. However, the primary deliverable was to draft a countywide zoning ordinance for Anson County to consider adopting. The research methodology employed focused on how Anson County leadership was in concert with community input. The success of this project was

demonstrated through the final draft zoning ordinance and summary presentation to the Anson County Board of Commissioners.

*Keywords:* zoning, economic development, property values, planned growth, job inducement, community engagement

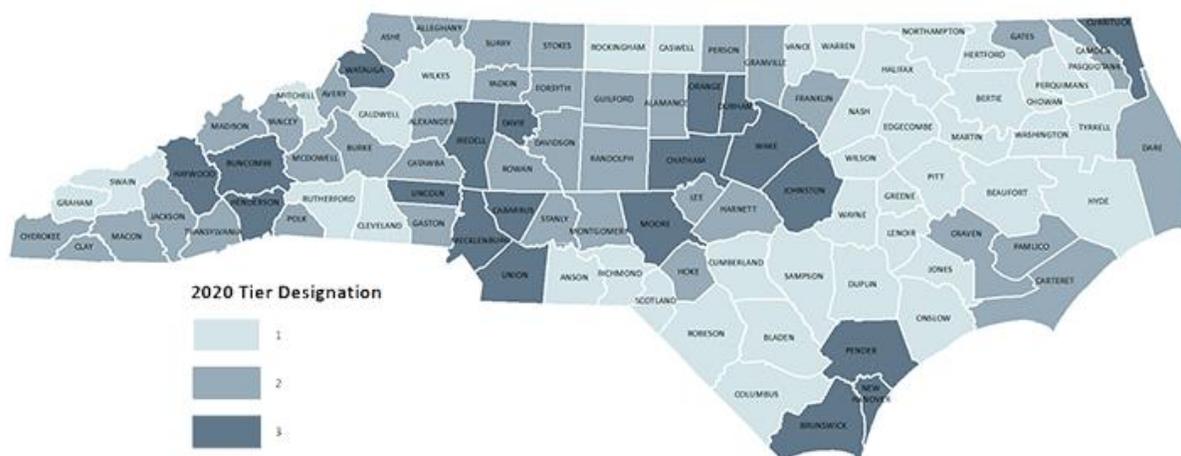
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## 1. Introduction

### 1.1 Project Purpose

The purpose of this project was to assist Anson County Government, located in Wadesboro, North Carolina, with the drafting of a countywide zoning ordinance for jurisdiction in the county, outside the municipalities as explained in the Project Charter included in Appendix A. It was the premise by County Management that if countywide zoning was in place, it would help increase or boost economic development opportunities or jobs in the county. According to Connell (2020), as of 2021, Anson County remains a Tier 1 county, which means it is one of the most distressed counties in North Carolina from an economic development perspective. The map below shows how Anson County compares economically based on the tiered designations in comparison with other counties in North Carolina. “Rankings are calculated by four different factors: average unemployment rate, median household income, percentage growth in population and adjusted property tax base per capita” (Connell, 2020, p. 1).



Moreover, Anson County is one of a few counties in North Carolina that currently does not have countywide zoning. Anson County does have a portion of its jurisdiction zoned along North Carolina Highway 74, as well as an area in the southeast portion of the county. The project included developing a zoning ordinance to serve as the mechanism by which to regulate properties that are currently not zoned. Without countywide zoning, Anson County risks accepting incompatible land uses or becoming the “dumping ground” for locally unwanted land uses (LULUs). Zoning divides a city or county into land use districts on a parcel-by-parcel basis which prescribes what land use activity can be conducted. It is intended to help protect property values and keep certain land uses that are not compatible from being adjacent to each other.

### Technical Terms and Definitions

**Zoning ordinance** – a document used by local governments to regulate land development and the use of land.

LULUs – uses that can negatively impact a community’s property values and adjacent properties.

Economic development – how local governments develop methods and programs to create jobs and investment in a community.

Zoning map –used to place land in various zoning districts or zones to control what is permitted on a parcel of land.

Countywide zoning – a county that has zoning regulations applied throughout the entire county’s jurisdiction in unincorporated areas outside municipal zoning territory.

Steering committee – a group of individuals from the Anson community appointed by the Anson County Board of Commissioners and County Management designed to oversee the drafting of a countywide zoning ordinance and to make a recommendation to Anson County Planning Board.

Planning Board – a group of individuals from the Anson County community appointed by the Anson County Board of Commissioners designed to provide a recommendation for approval or denial of zoning proposals.

Again, the project's purpose was to develop a zoning ordinance to be applied countywide so the county has control over the land uses desiring to locate in Anson County. This protection will only occur if Anson County adopts countywide zoning. However, the purpose of this project was to help Anson County develop a draft ordinance for future consideration. Adoption of the draft zoning ordinance or implementation of it was not part of this project. The next section focuses on project qualifications and the genesis of the project.

## **1.2 Project Qualification**

The project started in November 2020 and was completed in December 2021. A series of community input meetings and open houses were conducted to ascertain input from the Anson County community, and a community survey was conducted to receive additional input. Once these were completed, the input was used to help draft a zoning ordinance. The results proved there is organizational and community support for the adoption of countywide zoning.

The project was initiated while on a research visit to Anson County. During the visit, the organization’s desire to have countywide zoning for Anson County was brought to my attention. Knowing my background in zoning, the County Manager inquired if I would be interested in assisting the organization. This possible opportunity was in line with my interests. Moreover, I was looking for an opportunity to gain valuable experience in consulting with a local government in urban planning and zoning. I also believed it would help me further develop my skillset in leadership and facilitation, especially during community engagement meetings, a principal component in the process of developing a countywide zoning ordinance.

The criteria I used to determine if partnering with Anson County was a significant project were (a) the tasks and (b) the time frame to complete the project. I facilitated and led the entire process, which included directing and instructing County Management on what needed to be accomplished with the project. Moreover, I recruited assistance from others to help complete the project. While assessing the project qualifications was crucial to understanding the needs and support of the Anson County community, examining the complex nature and impacts also played a pivotal role.

### **1.3 Project Complexity and Impact Assessment**

In completing the project assessment, I consulted with the County Manager for a general overview of the project; from this consultation, I completed the project assessment matrix. The assessment included the examination of the complexity and impact of the project. The results from the matrix assessment revealed that this project had a major impact on the organization and community. Both the project complexity and project impact assessments are listed in the Appendix respectively as B and C.

#### **1.3.1 Project Complexity**

As referenced above, a component of the project was to establish complexity. To assist, I used a complexity matrix. The criteria used to assess the complexity were delivery timescale, stakeholder involvement, operational change, contract complexity, in-house expertise, and dependencies. The delivery timescale scored relatively high since the project would take 12-14 months to complete. The stakeholder category included both internal and external groups and individuals associated with the project. Operational change as a result of the project was relatively average. Some additional and new procedures, as well as training, will be necessary should zoning be adopted. The contract complexity was relatively mild in that there was only one contract associated with the project. In-house expertise ranked high in terms of complexity because the organization does not have much experience on a larger scale or enforcing zoning countywide. Moreover, the dependencies with other projects ranked low or were minimal, in that the project was principally processed by only the Anson County Planning Department, with leadership provided by the Anson County Manager's Office. However, the average score collectively for the criteria in the complexity assessment was generally on the medium to high side. This means that the project ranked medium in complexity criteria.

#### **1.3.2 Project Impact**

In determining the impact of the project, I used the project impact assessment matrix. The four criteria used were strategic contribution, return on investment timescale, operational effectiveness, and organizational change. Strategic contribution revealed a very significant impact on the organization overall as it related to enforcing zoning countywide. Moreover, the return on investment, if zoning is enacted countywide, is projected to take approximately 2 to 3 years. Operational effectiveness will show a vast improvement across the organization in that property values will be protected and more economic investment will be infused into the local economy, in turn raising Anson County's revenues. It is

believed this additional revenue would help fund much-needed governmental services. Organizational change will be experienced in 1 to 2 years, as additional staff will be necessary to enforce zoning countywide. Therefore, the results of the project impact matrix assessment indicated that the project was a major impact on the Anson County organization. The following discusses the Project Charter information and the agreement between the partnering organization (Anson County) and the project host (Gardner-Webb University).

#### **1.4 Project Charter Information**

The Project Charter established the agreement between Anson County and Gardner-Webb University and outlined the purpose for developing the countywide zoning ordinance, along with the expectations. The County Manager of Anson County, Gardner-Webb University Department of Education, and I signed the agreement which secured the project. In more detail, the Project Charter includes the following sections: general project information, project participants and roles, the project stakeholders, the project purpose statement, the communication strategy, and agreement signatures. The next section examines the primary objectives associated with the project. However, as previously stated, the purpose of this project was to help Anson County develop a draft ordinance for future consideration. Adoption of the draft zoning ordinance or implementation of it was not part of this project.

## **2. Project Objectives**

### **2.1 Outline of Partnering Organization's Objectives**

#### **2.1.1. Objectives**

The project objective was to develop a draft of a countywide zoning ordinance that would be considered for adoption sometime in the near future by the Anson County Board of Commissioners. For the organization, the project provided a tool (draft zoning ordinance), if adopted, to regulate land previously not zoned. If the land was zoned, the organization and county leadership (Board of Commissioners, County Management, County Planning Board, and Steering Committee) believed it would help protect property values and increase economic development opportunities for Anson County. For the organization's work or business activity, the assumption is that having zoning would produce a multiplier effect by increasing the tax base or revenue. In turn, this would help fund additional needs and services for the county that were previously not available. In addition, it would give county staff a tool and the authority it currently does not have to address land use complaints in the entire county. Moreover, it would give the residents of Anson County some assurance that their land use concerns are being heard and addressed. Knowing how successful the project was during development is key. The criteria below were used to determine how effective the project was in achieving the desired outcomes.

### **2.1.2 Success Criteria**

The success of this project was measured, in part, through the amount of community engagement activity, as well as the community input process, which was required in order to develop the zoning ordinance. It was extremely important to capture community thoughts and concerns to determine the understanding and support for zoning. Ten town halls or community input meetings were held across Anson County to gauge where the community stood on countywide zoning. More than 150 individuals participated in the input meetings. Also, an open-ended survey was conducted to obtain feedback. The survey was available at the input meetings and on the Anson County website. Providing different methods to receive input from the community was one of the criteria for success. Success was also measured based on participation in a survey of Anson County leadership, described earlier, to determine their feelings on zoning and if they agreed with the community's view. Six members of leadership completed the survey, which was interpreted as interest. Also, another measure of success was based on reaching the actual "finish line" or the final drafting stage. The final stage was reached, and a summary report was presented to the Anson Board of County Commissioners regarding the zoning ordinance draft.

## **2.2 Student's Personal Leadership Objectives**

### **2.2.1 Objectives**

Entering this project, my personal leadership objectives were to

- increase my confidence in leading a major organizational or community project from start to finish,
- increase my group facilitation skills,
- increase knowledge in building my leadership foundation,
- build more trust capacity and respect with my planning colleagues,
- become more assertive in my leadership style,
- reduce overanalyzing data related to projects and in general, and
- increase my adaptive leadership.

Now that the objectives have been established, the next section focuses on how I determined or measured success in achieving my personal leadership goals. Essentially, when and how did I know I was successful with this project?

### **2.2.2 Success Criteria**

The success of my leadership objectives was measured in a variety of methods over the course of the project. I led all aspects of the project, which included facilitating community groups and making presentations at all input meetings. I also conducted the Planning Board and Steering Committee meetings that discussed and made decisions on the draft zoning ordinance process. In addition, I presented the overall countywide zoning ordinance concept to the Anson Board of County Commissioners. Each of the above-referenced actions helped me achieve my leadership objectives. Also, I was able to adapt to four county management changes that occurred during the project.

This project has also helped me achieve my leadership goals and objectives by gaining more trust in relying on others associated with the project. My leadership acumen was expanded by garnering support from county leadership in their confidence that I could complete the project effectively and in a timely manner. In addition, I also wanted to become more assertive to show leadership and a strong decision-making persona. I believe I achieved these while conducting the community input meetings, which provided numerous opportunities to lead and be assertive. Further, I wanted to minimize overanalyzing decision-making and data. Because the project is a major project and while analyzing was an integral part, one must not overthink every single issue that comes up within a project. Developing my leadership foundation and skills with this project was imperative to my future interests in helping organizations find solutions to their matters and issues. I desired to help Anson County and, in the future, other organizations realize and understand their organizational challenges and problems. Below is a matrix I used with the project based on feedback received from individuals and by groups, both formally and informally, which helped to express “success.” The highlighted areas indicate the achieved expectation level to show how I managed the project:

Criteria	Below Expectations (did not conduct activity or absorb change, or follow through)	Met Expectations (conducted actionable activity or absorb change)	Above Expectations (conducted actionable activity above project charter/agreement or absorb change)
Board of Anson County Commissioners	Did not provide summary report	Presented summary report of zoning ordinance	Presented summary report (e.g. detailed PowerPoint)
County Manager	Did not move project along in timely manner and without quality	Moved project along with quality	Moved project along beyond expectations and with high quality
County Planning Director	Did not move project along	Moved project along with quality and clear directions	Moved project along beyond expectation and with high quality and clear directions
County Planning Board	Did not update	Updated as necessary and directed	Updated as necessary and directed beyond expectations
County Steering Committee	Did not have sufficient meeting and communications	Held regular steering committee meetings with appropriate communications and prepared material	Held regular steering committee meetings with appropriate communications and prepared material
Anson County Community	Did not facilitate/lead community input meetings	Did facilitate/lead all community input meetings with quality	Did facilitate/lead all community input meetings with quality and beyond expectations
Anson County Stakeholders	Did not provide opportunity to	Provided various means for	Provided various means above expectations for

	participate	Stakeholders to participate, e.g. input meetings, survey (online and hardcopy), etc.	stakeholders to participate, e.g. input meetings, survey (online and hardcopy), etc.
County Manager Change	Did not handle transition well	County Manager Change	County Manager Change
Time Dedicated to Project	Not appropriate level of time	Spent appropriate time to complete project (completed project)	Spent appropriate time to complete project (completed project)
Facilitated/led all meetings (e.g., input, steering committee, planning board, and Board of Commission)	Did not facilitate/lead any meetings	Facilitated/led all meetings	Facilitated/led all meetings

These success measures helped determine ongoing performance activity with the project. They were critical in implementing the scope of work associated with the project, outlined in the next section.

### 3. Project Scope

#### 3.1 Definitive Scope of Work

As part of the scope of work for the project, a draft zoning ordinance was developed for the Anson County Board of Commissioners to consider adopting in the future. However, adoption of the draft zoning ordinance or implementation of it was not part of this project. Also, a project schedule was developed, regular Steering Committee meetings were conducted, and input meetings were held. The overall scope of work was based on the project title “The Arduous Pursuit of Ratification: A Community Effort and Benefit Toward Adoption of Countywide Zoning for Anson County, North Carolina to aid in Economic Development.” Understanding the benefits of the project was crucial in establishing why it was important to embark on such a major understanding. Those benefits are outlined in more detail below.

#### 3.2 Project Benefits

The project benefits were used to help Anson County develop a draft zoning ordinance for the Anson County Board of Commissioners to consider for adoption. As established in the Professional Literature Review in Appendix D, zoning will help or positively impact Anson County with the creation of jobs, protect property values, prepare for future growth, and increase safety for residential neighborhoods. Zoning helps encourage economic investment when developers who choose to build in Anson believe their investment will be protected by land use and zoning rules and controls. Process elements such as required community input meetings established credibility with residents and stakeholders, specifically by holding two rounds of input meetings. This allowed the community to take ownership of the effort. Further, by intentionally holding 10 input meetings at the township level (geographically dispersed), it allowed

the general public to be involved, thus increasing the likelihood of interest and support. The benefits of the project were crucial to setting the goals. Before a project can be pursued and carried out, it must be known what the goals are toward realizing the project benefits.

### 3.3 SMART Goals

SMART goals are goals that are specific, measurable, achievable, relevant, and time-bound (Davies, 2018). These goals are generally different from open-ended goals, which do not provide specific parameters for achieving a desired outcome. The Anson County project had very specific goals with a specific timetable. Each goal's action item had a specific deadline to be completed, from presenting the overall process to County Management to presenting the final draft summary to the Anson County Board of Commissioners. The overall schedule had a time frame from start to finish. A major action item within the goals was the holding of community input meetings. Community input meetings were held to gather input from Anson County residents to determine their support, as well as the desires and wishes for future land use and needed development protection. The schedule also included Steering Committee meetings, the primary deliverable of the process. Steering Committee meetings were held to guide the zoning ordinance drafting process. The Steering Committee consisted of 10 community members appointed by the Anson County Board of Commissioners who had an interest in helping to shape the zoning of Anson County. Below are the SMART goals' action items with deadlines that were used with the project.

<b>SMART Goals (Specific, Measurable, Attainable, Realistic, Timely)</b>	
Goal	Deadline
Present the overall project process to County Management and staff for approval	October 2020
Present PowerPoint of overall project scope, project schedule, and project process to Anson County Planning Board	February 2021
Present PowerPoint of overall project scope, project schedule, and project process to Anson County Steering Committee (charged with leading project) as the first steering committee meeting	March 2021
Develop a sensitive land use rating system sheet for Steering Committee to complete and share results with the full committee	April 2021
Develop a survey questionnaire of land use regarding Anson County for Steering Committee to complete and share results with the full committee	April 2021
Conduct research on signs, mixed-use developments, and non-conforming uses; and from the research, develop a PowerPoint to present to the Steering Committee	June 2021
Work with County Staff and Steering Committee to arrange community input meetings to receive feedback from residents to be used in drafting the zoning ordinance	June 2021
Present PowerPoint at input meetings to educate on zoning description and purpose and to answer any questions from residents concerning zoning	July 2021, August 2021
To write and draft zoning ordinance	August 2021

Present first draft of zoning ordinance to Steering Committee	September 2021
Work with County Staff to arrange second round of community input meetings/open houses on draft zoning ordinance	September 2021
Present second draft at second round of community input meetings	October 2021
Present revised draft based on input meeting feedback to Steering Committee and seek recommendation to move draft to County Planning Board	November 2021
Present final draft to County Planning Board and request recommendation or consensus to move draft to Board of County Commissioners	December 2021
Present final draft to Board of Commissioners and requests to use the draft to develop a draft zoning map	December 2021

The SMART goals used provided a framework for and a timeline to complete the project. The overall SMART goals were the basis for the disciplined inquiry which helped validate the need and support for the project. Disciplined inquiry includes the research methods utilized to establish the support, interests, and evidence for the project.

## 4. Disciplined Inquiry

### 4.1 Introduction and Theoretical Framework

Explanatory research design, also known as mixed methodology, was employed to assess the evidence of community and county leadership interest and support for countywide zoning. A mixed methodology research design is a type of research that combines qualitative and quantitative methods into a single study. Further, this form of study combines the insights of actionable research with statistics for deeper understanding (Kyne, 2021). To support my hypothesis, I reviewed literature related to zoning and economic development and how zoning can improve a local community's economic opportunities. These opportunities include job creation, protection of property values, land use planning, and a safe land use environment.

Further, I conducted a qualitative survey of open-ended questions for the Anson County community that ascertained the attitudes towards countywide zoning issues. I also conducted a quantitative survey of county leadership (described above) to determine if their responses were in line with the themes and patterns of the community input survey responses.

I utilized two theoretical frameworks with the project: Lewin's change theory from Aktas (2021) and Argyris's double loop theory based on Cartwright (2002), because Anson County currently has some zoning along North Carolina Highway 74, as well as in a southeastern portion of the county. This existing zoning provided context for the use of both frameworks as it relates to the drafting of the countywide zoning ordinance for this project.

Lewin's change management model or theory "is a comprehensive change model aiming to understand why change occurs and what must be done to deliver change in the most seamless way possible" (Aktas, 2021, p. 1). It further discusses the steps to culture change for an organization, related to the model's unfreeze, change, and refreeze framework. Since a portion of Anson County is zoned and enforcement is administered, this provided the opportunity to examine the current zoning condition and situation. With this change model, this is considered unfreezing or reassessing the current zoning situation in Anson County to see how it needs to be changed. Once the change was identified, as in this project, the drafting of the countywide zoning ordinance was developed to be considered for future adoption by the Anson County Board of Commissioners. This would represent the change part of the model. By accepting this change or the countywide zoning ordinance draft, this is the refreezing element or final step of Lewin's change model.

I also employed the use of double-loop learning with this project. Argyris's double-loop learning or theory is an educational concept and process that involves teaching people to think more deeply about their assumptions and beliefs about a current situation. Moreover, double-loop learning differs from single-loop learning. Single-loop learning involves changing methods and improving efficiency to obtain established objectives (i.e., "doing things right"). In other words, by Anson County having only a portion of the county zoned and some believing this is sufficient is an example of single-loop learning. However, double-loop learning is about creating change with the objectives (i.e., "doing the right things"; Cartwright, 2002, p. 1). Anson County having some zoning in certain areas is a step in the right direction towards their ultimate goal of having countywide zoning. This is considered as "doing things right" or single-looping. It is better to have a portion of the county zoned, as opposed to none at all. However, accepting this as an objective or only alternative is single-loop learning or being satisfied with the status quo.

However, developing a draft countywide zoning ordinance for the Anson County Board of Commissioners to consider for future adoption to be applied to the entire county is an example of double-loop learning or Argyris's theory. It is also considered as "doing the right things," a subtle description of the theory. Further, this objective of Argyris implies Anson County is thinking more deeply about its current zoning situation with the desire to improve its efficiency and effectiveness by its desire to move from county portion zoning.

The basis for this project is to help improve Anson County's economic development outlook through increasing jobs, protecting property values, improving residential safety, and planning for future growth. It is the belief of Anson County leadership that countywide zoning is the key to this basis and improving the economic development position of the county.

Ultimately, extending zoning regulations to all parts of Anson County's jurisdiction increases equity and a sense of fairness for all. As a result, zoning services and the

ability to file a zoning complaint would be available to all Anson County residents and property owners, regardless of where one might live or where a business is located.

However, to reiterate, the project's purpose was only to develop a countywide zoning ordinance.

#### **4.2 Hypothesis**

My hypothesis examined what it could mean for the improvement of economic development conditions in Anson County if countywide zoning is approved. In essence, my hypothesis was, "Countywide zoning in Anson County can positively impact the economic development in Anson County." This hypothesis led to developing the following research questions.

#### **4.3 Research Questions**

The goal of the project was to answer the following research questions:

- (1) Can zoning help induce job creation?
- (2) Can zoning help increase and protect property values?
- (3) Can zoning increase residential safety?
- (4) Can zoning help in the management of future growth?

#### **4.4 Literature Review**

To help answer the project research questions, I conducted a professional literature review that examined the available research to determine if the adoption of countywide zoning could aid in economic development opportunities for Anson County. Specifically, the literature review provided variables that were associated with economic development and helped answer the research questions above including job creation, increase/protect property values, residential safety, and the management of growth. Based on a review of the literature, I determined that the adoption of countywide zoning can aid in economic development opportunities for Anson County, North Carolina. However, the project was to help Anson County develop a draft ordinance for future consideration. Adoption of the draft zoning ordinance or implementation of it was not part of this project. The full contents of the Professional Literature Review can be found in Appendix D. The next section describes the methods used to understand the research and study.

#### **4.5 Methodology**

To help better understand the problem and the research associated with this project, relevant data were collected and analyzed. I used explanatory methodology and collected data through interviews and community input meetings, using both qualitative and quantitative surveys. From my observations and feedback, I developed an open-ended qualitative survey. The data obtained from the open-ended questions in the qualitative survey were used to establish themes and patterns for the follow-up quantitative survey questions also provided below. While both qualitative and quantitative data analyses were conducted, this narrative focused primarily on the qualitative data analysis. As aforementioned, I used a mixed methodology approach

with this consultancy project. According to Merriam and Tisdell (2016), there are a number of mixed method research designs. Creswell (2015, as cited by Merriam & Tisdell, 2016) outlined three primary designs: convergent, explanatory, and exploratory. With an explanatory mixed method research design, qualitative data may be collected first with a survey developed based on an analysis of the data collected (Merriam & Tisdell, 2016). It was important to use this type of design since information was limited about Anson County's population. Also, it is important to note when conducting the project, it was unknown how the Anson County community felt about the potential of having countywide zoning and whether they believed it would have a positive economic impact, as well as other land use benefits.

Below are the qualitative survey questions and responses used in my research methodology. The survey was administered at five of the first rounds of community input meetings referenced above. A digital survey was also made available online on the Anson County website, and hardcopies were available at the Anson County Government Center. While more than 150 individuals in total attended the community input meetings, it is difficult to determine the exact number of participants surveyed. Approximately, 15 to 30 completed surveys were collected. The qualitative questions and raw data of responses are included in Appendix E (note many respondents did not respond to each question).

1. What is your experience or knowledge with zoning? Very little, some, or a lot? (Feel free to explain).

Level of Experience/Knowledge	Very little	Some	A lot
Response #	6	11	1

2. What top 3-5 things would you like to see addressed in a zoning ordinance?

3-5 Things to be addressed	Farm Protection	Retain Rural Areas	Zoning Process	Equity	More Jobs
Response #	5	3	17	1	4

3. Based on what you have observed or experienced with different types of development (for example, commercial, residential, industrial, etc.) what are your 2-3 most important concerns?

Concerns	Zoning/Environmental Protection	Locally Unwanted Land Uses (LULUs)	Land Use/Zoning Freedom (do what you want on your land)
Response #	10	3	3

4. How do you feel about having countywide zoning versus not having it?

Feelings on countywide zoning	Support	Don't Support	Don't Know (unsure)

Response #	16	6	5
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5. Do you believe having countywide zoning would increase the economic development potential in Anson County? If yes, why? If no, why not?

Countywide zoning helps increase ED	Yes	No	Neutral/Not Sure
Response #	16	3	6

6. How would you want economic development to look like in Anson County?

How should ED look in Anson?	Better Paying Jobs	Increase Jobs	A Variety of Types of Industries
Response #	4	5	6

7. Do you believe zoning will protect property values? If so, why? If not, why not?

Zoning protects property values?	Yes	No	Not sure
Response #	13	6	4

8. In general, what impact do you believe not having countywide zoning has had on Anson County?

Impact of Not Having Zoning	Loss of Jobs	LULU's	No Land Use Protection	None	Unknown
Response #	2	4	3	3	2

Should you have any other comments, feel free to list them below.

Additional Comments	More education on zoning	Small Business Development	Status Quo (refuse to change)	Growth
Response #	2	2	4	1

While there was some concern and lack of support for countywide zoning from the survey, the vast majority of the above respondents showed a general feeling of overall support for countywide zoning. Therefore, based on the responses to the qualitative survey, patterns and themes were developed that helped, as part of the mixed methodology approach, to create a quantitative survey. The survey was approved by the Anson County Manager for distribution. It consisted of five questions that were distributed to county leadership which was comprised of 24 individuals from various leadership capacities, including the Anson County Board of Commissioners, Anson County Planning Board, Anson County Steering Committee, and Anson County Management and Staff. The questions requested their views on certain land use matters. Six of the 24 individual leaders responded, answering yes to all five questions. Based on the results, it was concluded that there is agreement among county leadership and

the Anson County community, in general, on various matters associated with having countywide zoning. The general feeling with the agreement is that countywide zoning is positive. As a lead into the quantitative survey, county leadership was provided the following introductory survey statement: “Based on the responses to the community input meetings’ survey, many respondents want the ‘protection of farms’ and to ‘limit or regulate undesirable land uses e.g., landfills, ATV (all-terrain vehicles) tracks, gun shooting ranges, etc.’ addressed in a countywide zoning ordinance for Anson County”; please respond to the following questions. A table with the responses is also provided below (quantitative survey data also found in Appendix F).

1. Would you also like to see these items addressed in a countywide zoning ordinance for Anson County? Y/N
2. Based on the community input meetings’ survey responses, many respondents’ observations of development in Anson County indicate concerns in general for the incompatible location of certain commercial and industrial land uses, such as landfills, ATV tracks, gun shooting ranges, etc. being adjacent to residential uses, and concern for undesirable land uses located in Anson County. Do you also see these as concerns with what you have observed or with your experience in development? Y/N
3. Based on the responses from the community input meetings’ survey, most respondents appear to have “positive feelings” towards the idea of having countywide zoning in Anson County. Are your feelings also positive towards having countywide zoning in Anson County? Y/N
4. Based on the responses from the community input meetings’ survey, most respondents believe countywide zoning would increase the economic development potential for Anson County. Would you agree that having countywide zoning would help with economic development in general in Anson County? Y/N
5. Based on the community input meetings’ survey responses, most respondents believe having countywide zoning will protect property values in Anson County. Do you agree that countywide zoning will protect property values in Anson County? Y/N

Quantitative Question	County Leadership Surveyed	Number of Respondents	Response (Y)	Response (N)
1	24	6	Yes	-
2	24	6	Yes	-
3	24	6	Yes	-
4	24	6	Yes	-
5	24	6	Yes	-

Once the responses were received from the quantitative survey, the mode or the most recurring responses and the percentage of agreement in comparison to the qualitative open-ended survey themes and patterns questions were assessed for connection and matches, in general, to provide validity to the support or overall feelings of having countywide zoning. As indicated from the table above, of the county leaders who responded to the survey, they responded “yes” 100% of the time to each question. Moreover, these results showed that, in general, those county leaders who responded

believed Anson County community members and county leadership agreed that countywide zoning pursuit and adoption would have a “positive” impact on economic development and other land use matters. The next section focuses on continuous improvement through intentional and routine community engagement should countywide zoning be adopted, especially during the initial years of implementation.

## **5. Continuous Improvement Systems**

### **5.1 Continuous Improvement Planning**

Anson County is considering adopting countywide zoning to address the challenge identified. Anson County believes that countywide zoning will help improve economic development conditions in the county by protecting property values, attracting quality development, providing for planned growth, and creating more safety in land use. I have recommended adopting countywide zoning, as well as conducting further engagement to keep the lines of communication open with the community. If adopted, there will still need to be a mechanism in place to continue to build and maintain support. Moreover, in my view, it is Anson County’s intention to adopt countywide zoning, and based on my project experience throughout, there appears to be growing support to do so. As to the process used to develop the zoning ordinance draft, in looking back, one action I would do differently would have been to strongly encourage the county to move forward more quickly. Of course, COVID-19 had an impact that made this action somewhat difficult. I believe when there is momentum on a project, you should capitalize on it by proceeding at a pace that can be productive and beneficial at that moment.

### **5.2 Continuous Improvement Actions**

As part of continuous improvement, Anson County is moving along with developing a draft zoning map based on the draft zoning ordinance, my main deliverable with this project. Drafting a zoning map that is based on or coincides with the draft zoning ordinance is a critical element of the effort towards adopting countywide zoning. It is also a requirement to have zoning. Further, they both complement each other. Also, Anson County held four countywide input meetings/open houses around the county to present the draft zoning map to the public for comment and requested recommended modifications. These actions represent the commitment Anson County has made to continuous improvement.

### **5.3 Continuous Improvement Feedback**

Should countywide zoning be adopted in Anson County, it is recommended that the county continue to conduct community engagement over the next 3 to 5 years regarding zoning regulations in order to receive feedback on how zoning is affecting the community; this will also act as an educational component during the implementation process. The goal is to help the community to continue to invest time in countywide zoning especially as the county seeks to plan and prepare for future growth. Also, having some type of online platform or portal to receive community feedback would be beneficial for improvement. Conducting an annual audit assessment of zoning each year to determine ways to improve the ordinance and maps, as well as the zoning

development and permitting process and procurement, would help the county with improvement efforts. The assessment measures in the audit would be the number and type of text amendments requested, the number and type of rezonings requested, the number and types of variances requested, the number of and type of zoning complaints received, and the amount of time it takes for the various zoning processes to name a few. These measures would reveal what modifications and adjustments are necessary to help with improvement moving forward.

#### **5.4 Continuous Improvement Implementation**

I would consider the continued community engagement and annual zoning audit as critical to informing the planning process. Countywide zoning implementation does not stop with adoption but is a continual component of implementation. Zoning must be monitored over the next 3 to 5 years initially to continue building the countywide zoning program and keep the community informed and engaged. The annual assessment audit would provide information about areas that are going well, as well as areas that need improvement for the upcoming year, essentially assessing what the gaps are in the delivery of zoning services. Without conducting an audit of the Anson County zoning system as a result of the countywide zoning implementation, there will be no clear indicators of what is necessary for improvement.

## **6. Deliverables**

### **6.1 To Partnering Organization From Candidate**

The deliverables provided to Anson County were

- a project management schedule,
- the administration of a community survey,
- conducted and led community engagement/input meetings, and
- drafted the text for the draft countywide zoning ordinance.

The project management schedule outlined the actions to be completed in the process of drafting the zoning ordinance. The project management schedule was presented to the County Planning Board and County Management in February 2021. In addition, 10 community engagement input meetings were conducted around Anson County and received input from the community about their attitudes towards countywide zoning and what they like to see incorporated within the document. These input meetings were conducted in July/August and October 2021. As part of the community input, an open-ended survey with eight questions was conducted for residents and stakeholders to provide their thoughts and concerns about having countywide zoning. The survey was conducted during July and August 2021. Finally, my team and I drafted the text for a zoning ordinance based on the input received from the community and county leadership. The draft zoning ordinance was due to County Management at the end of November 2021 and was subsequently presented to the Anson County Board of Commissioners on December 7, 2021.

### **6.2 Deferred Deliverables**

There were no deliverables deferred during the project.

## **7. Communications Plan**

### **7.1 Communications Plan Development**

Details of the communications plan can be found in Appendix G. The purpose of the communications plan was to keep all stakeholders aware of the project and process by ensuring all stakeholders remained on task and understood the next steps. It also established uniformity and acted as one unifying voice for the effort of the community. The information needed before developing the plan was the following:

- high level understanding of the consultancy project and responsibilities
- project progress
- zoning ordinance draft
- project development
- progress updates
- project status
- understanding the project scope and impact
- general details of project
- project status and zoning details

In determining what information was needed, I routinely included all stakeholders and assessed what their individual needs were in terms of communication. The importance of determining the needs was based on my prior experience of working in zoning for more than 25 years and reaching out to various stakeholders. In order to determine how often the stakeholders needed to be informed of the progress, I based it on whether there was an item of significance to any or all stakeholders. If it was, this item would be communicated via email to the stakeholder(s). Essentially, if there was an item that required action on behalf of the stakeholders, efforts were made to communicate this to them in a responsible time frame. Typically, I sent out project updates two to three times a month to the various stakeholders.

### **7.2 Stakeholder Engagement Plan**

As stated above, I developed a communications plan and strategy to communicate the plan to all stakeholders. The plan showed how important and valuable they were to the process and how they were engaged. The stakeholders were, but were not limited to, Anson County Board of Commissioners, Anson County Planning Board, Anson County Community, Anson County Developers, Anson County environmental groups, and others. Further details of the plan can be found in Appendix H.

## **8. Risks**

The main risks were associated with several changes in County Management. When the project charter was signed and the project kick-off was held, the original County Manager participated and led the charge from the county to pursue countywide zoning. However, approximately 8 months into the project, the County Manager resigned. The risk was that a major supporter and leader of the project was no longer with Anson County, creating the distinct possibility that the county would not continue with the project. Because county

managers have a lot of influence when it comes to county projects with their organization, finishing was a potential project risk due to leaving. Also, another potential project risk was would the Board of Commissioners continue to support the project if the public was “too” outraged over having countywide zoning. Losing Anson County commissioner support would have been a major blow because the project more than likely would not have been completed. COVID-19 was also a major risk, as it delayed a number of meetings associated with the project. It also required meetings that are typically held in person to be conducted online. This reduced the in-person contact opportunities and the individual conversations were difficult to do virtually. So, the overall impact of these risks would have been devastating had they materialized. See below how the risks were mitigated and the contingency plan developed.

### 8.1 Mitigation and Contingency

Risk Assessment		
Risk	*Level	Mitigation Plan (if high or medium)
COVID-19	L	
Board of Commissioners’ loss of interest due to community opposition	M	Urge Board to continue to draft zoning ordinance that could be used later should support increase
Hiring a new County Manager who may not be supportive of countywide zoning	M	Encourage new County Manager to participate in the process.
Delta Variant (COVID) preventing meetings	M	Encourage use of Zoom to meet with Steering Committee and hold community input meetings

High(H), Medium(M), or Low(L) (Risk Assessment Matrix)

Contingency Plan (Plan B): Should factors as stated above cause the project to be halted or delayed from the project schedule, then all the work completed up to that point would have been examined to seek the best way to conclude the project. I would have written a narrative about how the project had been ongoing with sufficient research conducted. Assumptions would have been made that without a countywide zoning ordinance not being fully processed, it was highly unlikely to be adopted in the near future by the Anson County Board of Commissioners. The contingency plan also explained the limitations of the research due to not completing the project as scheduled and what caused the stoppage or delay. The contingency plan showed certain deliverables if not finished and how it would impact Anson County long-term.

Risk Description	Mitigation Plan (what to do to avoid the risk occurring)	Contingency Plan (what to do if the risk occurs)	Impact (what the impact will be to the project if the risk occurs)	Likelihood of occurrence (e.g., %, or high/medium/low)
Changing County Managers	Occurred	Anson County Planning Director assumes more of a leadership role	Momentum	High
COVID-19 Impacting Funding	Did not occur	Seek State Grants	Extended Project Schedule to Apply for Grant	Low
Loss Board of Commissioners	Did not occur	Seek Strategy to Complete	Restructure the goal of project, e.g.,	Low

support		Deliverables	switch to an analysis of having countywide zoning	
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**8.2 Constraints**

During the beginning of the project, COVID-19 cases impacted in-person neighborhood public meetings necessary to garner input. In addition, it delayed the start of the project due to other higher priorities resulting from COVID-19. However, it did not impact the budget for the project. COVID-19 also impacted how much could be done as it related to information technology and its need for upgrades during the pandemic. To add to the constraints, the organization’s information technology infrastructure was hacked. Towards the end of the project, Anson County continued to recover from the breach. Also, the original County Manager, who authorized the project, resigned 8 months into it. This was a constraint because an Interim County Manager was hired to replace the former County Manager and needed to understand and learn what the project status was and how to keep the momentum. In addition, the initial replacement Interim County Manager did not renew his contract, and another Interim County Manager was hired. The second Interim County Manager stayed a few months before not renewing his contract; as a result, the original Interim County Manager was rehired. These changes in County Management leadership impacted the continuity and timing of completing the project, as each had to be updated on the status and brought up to speed.

**9. Budget**

The budget was based on the delivery of the service of developing a countywide zoning ordinance. The project was included in Anson County’s adopted budget for Fiscal Year 2021 and carried forward into Fiscal Year 2022. The project was fully funded. The total project cost or related expenses were \$55,366.00. The budget was monitored and controlled by the Anson Interim County Planning Director. It was initially handled by the former County Manager until his resignation. The Interim Planning Director assumed the role following the departure. For more details, the project resources and budget are provided in Appendix I.

**10. Analysis and Recommendations**

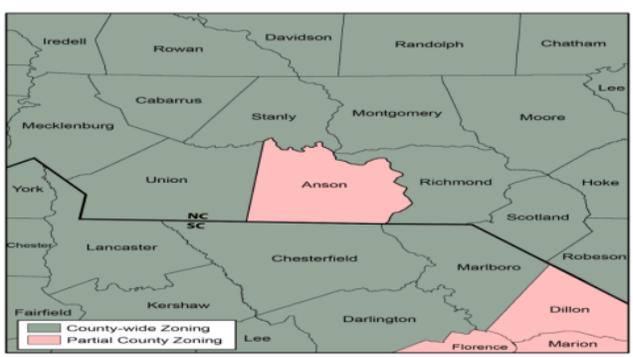
Before describing the analysis and recommendations, the following research findings assisted with the development and framing of the recommendations and action plan.

**Project Research Findings**

- Counties in North Carolina first began to zone jurisdictions in the early 1950s.
- Anson County has a portion of zoning along North Carolina Highway 74 (2004).
- Over 500 North Carolina cities and counties have adopted zoning ordinances (see map below).
- Sixty-nine counties in North Carolina have countywide zoning, mostly located in mountains and coastal areas of the state (see map below).



- Warren County, North Carolina was the most recent county to adopt countywide zoning in January 2019.
- No evidence readily available exists that any city or county in North Carolina has repealed zoning after it has been adopted.
- Anson County is the only county in its adjacent region that does not have countywide zoning (see map below).



**Analysis and Recommendations**

The results of my research indicated that when a local government institutes zoning in its jurisdiction, it has a significant impact on property values protection and helps implement planned growth, utilizing the direction of the approved land use plan. Also, countywide zoning can attract developers who produce quality development since their investment will be protected for the foreseeable future. The analysis also shows that “leadership matters” related to County Leadership and community support for countywide zoning. A possible benefit to the organization should zoning be adopted countywide would be the potential for increased revenue from improved property values and the projected new investments by developers. In addition, it would demonstrate to the region and surrounding counties that Anson County is under full zoning protection.

Based on my analysis, my professional recommendations are as follows:

1. Adopt countywide zoning, fully using a “zoning lite” concept or approach. Zoning lite is a gradual approach to having zoning where regulations are viewed as “moderate” and therefore more acceptable by County Leadership and the community. Zoning lite provides regulations and provisions that are easily enforceable for a jurisdiction and meshed into a community that is implementing zoning for the first time but still provides the opportunity to have zoning and land use protections.
2. Update countywide subdivision ordinance to be in line with draft or adopted zoning ordinance.
3. Continue to build and educate the community about the importance of having countywide zoning. Work with neighborhood homeowners’ associations, community leaders, elected officials, and other stakeholders to advocate for countywide zoning.
4. If adopted, modify zoning regulations as necessary to continuously improve the ordinance.
5. Examine adjacent counties’ zoning regulations to make sure Anson County is on par with their regulations to prevent becoming the “dumping ground.”
6. Form a diverse committee of individuals from around Anson County who could meet with county staff periodically to discuss barriers and opportunities countywide zoning presents and ways to mitigate the barriers and expand the opportunities.
7. Design a marketing message to help the community understand how zoning helps with per capita income, encourages more jobs, protects property values, and prevents LULUs. In addition, explain the differences with and without zoning.
8. Develop an online platform or portal to receive community continual feedback pre- and post-adoption.

## **11. Reflection**

### **11.1 Professional Learning**

My professional learning with this project taught me that I can work with any community when it comes to understanding how to apply zoning to areas previously unzoned. I have also built critical thinking and problem-solving skills through the DOEL program as a result of this project. In addition, my communication and writing skills in research have all been improved. Also, my personal leadership objectives listed below were achieved:

- increase my confidence in leading a major organizational or community project from start to finish
- increase my group facilitation skills
- increase knowledge in building my leadership foundation
- build more trust capacity and respect with my planning colleagues
- become more assertive in my leadership style
- reduce overanalyzing data related to projects and in general
- increase my adaptive leadership

## **11.2 Personal Development**

Personally, this project and program have helped me in a number of ways, including increased self-awareness and emotional intelligence. It also helped increase my personal confidence in my scholarship and knowledge in leadership development. I have found that in everyday and routine situations, I have become more cognizant of my reactions to both positive and negative stimuli. In addition, I have become more thoughtful and measured, responding with intentionality and resonance. As it relates to my character, I cannot say it has necessarily changed my character but possibly has enhanced it. My character mantra has always been to treat and respect others as I would want to be treated; however, the program has provided me with evidence-based concepts and best management practices that I have incorporated those teachings on leadership into my everyday life as I lead family, community, and mentorship. When it comes to my values as it pertains to leadership, the program and project have expanded my view of all communities and acceptance and to not make assumptions about anyone or any community. Also, I recognize that if you are a leader, you should accept it and learn to grow further and develop within it. Knowing that leaders are not born but made, I value the opportunity to increase my leadership knowledge, skills, and abilities, as well as expertise, and to in turn help others become better leaders.

(Note that Appendices J [Project Schedule], K [Action Plan], and L [Collaborative Institutional Training Institute or CITI] are included only for consumption that may or may not have been discussed specifically in the Executive Summary.)

## Appendix A

### Consultancy Project Charter

1. General Project Information				
<b>Project Title:</b>	The Arduous Pursuit of Ratification: A Community Effort and Benefit toward Adoption of County-wide Zoning for Anson County, North Carolina to aid in Economic Development.			
<b>Project Host(s):</b>	Anson County Government (County Management Office- Barron Monroe-CM)			
<b>Project Sponsor (GWU):</b>	Gardner-Webb University, Boiling Springs, NC			
<b>Project Manager:</b>	David L. Williams	Date: July 24, 2020		
<b>Project Description</b>	This project is for the purpose of assisting Anson County Government with adoption of county-wide zoning for jurisdiction in the county, outside the municipalities. This includes the primary deliverable of developing a draft zoning ordinance to serve as the mechanism by which to regulate properties, which are currently not zoned in Anson County. It is the premise by County Management that if county-wide zoning were in place it would help enhance economic development opportunity in the County. This project will include leadership opportunity for Project Manager in compliance with Gardner-Webb University through the various forms of community engagement, as well as working with the Board of County Commissioners, County Planning Board, County Management, Planning Director, and Steering Committee.			
2. Project Participants and Roles (add or delete lines as needed)				
	Name	Role	Telephone	E-mail
<b>Project Manager:</b>	David L. Williams	Project Manager	704 689 1890	dwilliams33@gardner-webb.edu
<b>Team Members:</b>	Michael Sandy, AICP:	Associate Planner	704 791 0331	mmsandy@gmail.com
	Leslie Bell, AICP	Associate Planner	910 232 4780	Jlbllplan@gmail.com
	Sam Shames	Land Use Attorney	828 850 5842	Samueljshames@gmail.com
	Melissa Williams	Administrative Assistant	704 674 5615	mwilliams@myselfconcept.com
3. Stakeholders (e.g., those with a significant interest in or who will be significantly affected by this project)				
Anson County Board of Commissioners, Anson County Planning Board, Anson County Management, Anson County Planning Staff, Anson County Government Related Departments, e.g., zoning and building permitting department, Health Department, etc., Anson County Steering Committee, Citizens of Anson County, Anson County Development Community				
.....				
.....				
.....				
4. Project Purpose Statement				
<b>Project Purpose</b> Describe the need this project addresses				

This project is for the purposes of assisting Anson County Government with adoption of county-wide zoning for jurisdiction in the county, outside the municipalities, to help with increasing economic development opportunity.	
<b>Resources</b> <i>Describe the resources made available by the project host for this project</i>	
County staff, county mapping system, county community engagement process and assistance	
<b>Project Deliverables</b> <i>List the high-level "products" to be created (e.g., improved xxxx process, employee manual on yyyy)</i>	
1. Development of a County-wide zoning ordinance and zoning map	
<b>Project Milestones</b> <i>Project significant accomplishments anticipated over the life of the project with estimated timeline</i>	
1. Planning Board/Community Engagement/Steering Committee Meetings Completion, 2. Development of Draft Zoning Ordinance and Map	
<b>Project SMART Objectives</b> <i>Include 3 to 5</i>	
1. Project Team/Project Manager Conduct a preliminary meeting with County Planning Board/Steering Committee within Second Month/02/21 of Project Commencement to obtain feedback from Planning Board/Steering Committee members of their desires and wishes of the zoning ordinance and map. 2. Project Team/Project Manager Conduct a community engagement/citizen input meeting with interested Anson County citizens and/or general pullic within third/fourth month (03/21-0421) of project commencement to ascertain citizen input on what they would like to see in the ordinances/citizen main priorities in terms of zoning regulations. 3. Project Team to complete a draft zoning ordinance and zoning map for review and recommendation by Planning Board to the Board of County Commissioners, to work session/public hearing for adoption consideration etc. by 09/21-10/21.	
<b>Major Known Risks (including significant Assumptions)</b> <i>Identify obstacles that may cause the project to fail.</i>	
<b>Risk</b>	<b>Risk Rating (Hi, Med, Lo)</b>
Covid-19 Causing Lost of Monies or Funding Allocated to Project	Med
Board of Commission loss of interest	Lo
Should Current County Manager Leave	Med
<b>Constraints</b> <i>List any conditions that may limit the project team's options with respect to resources, personnel, or schedule (e.g., predetermined budget or project end date, limit on number of staff that may be assigned to the project).</i>	
With Covid-19 cases on the rise, could impact neighborhood/area public meeting in-person necessary to garner input, in addition could cause delay in starting project due to other higher priorities as a result of Covid-19, and could impact the budget for completing the project, if funds are re-allocated.	
<b>External Dependencies</b> <i>Will project success depend on coordination of efforts between the project team and one or more other individuals or groups? Has everyone involved agreed to this interaction?</i>	
Yes (Board of County Commissioners and County Planning Board, Steering Committee and Interested Community Groups). Coordination with all the groups listed including the municipalities within the County.	

**5. Communication Strategy** (specify how the project manager will communicate to the Host, Sponsor, Project Team members and Stakeholders, e.g., frequency of status reports, frequency of Project Team meetings, etc.)

Project Manager will work with all groups listed above principally via email and provide to the like status reports monthly or as needed, as well as provide intentional updates and information on respective on project team meetings.

**6. Sign-off**

	Name	Signature	Date (MM/DD/YYYY)
Project Host	Anson County Manager, Barron Monroe		
Project Sponsor	Dr. Elizabeth Jones, Gardner-Webb University Professor		
Project Manager	David L. Williams, AICP		

**7. Notes**

## Appendix B

### Project Complexity Assessment Matrix

Criteria	Score 1	Score 2	Score 3	Score 4
Delivery Timescale (months) – 10%	1-6	6-12	12-18	> 18
Stakeholders 20%	Internal and within single organizational area	Internal across more than one business area	Mainly external	Internal and external
Operational change 15%	Very minimal	Some new processes and possible some re-training	Significant restructure of processes and work areas	Major change/ large scale restructure, outsourcing
Contract complexity 20%	No new contracts required	Single contract with known supplier	Multiple contracts with known suppliers	Contract(s) with new suppliers(s)
In-house expertise 20%	Have done this before many times	Have done this before once or twice	Have done similar before, but not the same	Have not done anything like this before
Dependencies 15%	Very minimal links with other projects	Links with other projects but little impact	Links with other projects upon which this project depends	Other projects depend upon this project

Highlighted box = score selected

Project Complexity Matrix Points 16 (5 – 24)

### Appendix C

### Project Impact Assessment

24	Green	Green	Green	Green	Light Blue										
23	Green	Green	Green	Green	Green	Green	Light Blue								
22	Green	Green	Green	Green	Green	Green	Light Blue								
21	Orange	Green	Green	Green	Green	Green	Light Blue								
20	Orange	Green	Green	Green	Green	Green	Light Blue								
19	Orange	Orange	Green	Green	Green	Green	Green	Light Blue							
18	Orange	Orange	Green	Green	Green	Green	Green	Light Blue							
17	Orange	Orange	Orange	Green	Green	Green	Green	Green	Light Blue						
16	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue				
15	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue
14	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue
13	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue
12	Orange	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue
11	Orange	Orange	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue
10	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Dark Blue
9	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Dark Blue
8	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Dark Blue
7	Yellow	Orange	Orange	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Dark Blue
6	Yellow	Yellow	Orange	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Dark Blue
5	Yellow	Yellow	Yellow	Orange	Orange	Orange	Orange	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Dark Blue
4	Yellow	Yellow	Yellow	Yellow	Orange	Orange	Orange	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue	Dark Blue
3	Yellow	Yellow	Yellow	Yellow	Yellow	Orange	Orange	Green	Green	Green	Green	Green	Light Blue	Light Blue	Dark Blue
2	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Orange	Green	Green	Green	Green	Green	Light Blue	Light Blue	Dark Blue
1	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Light Blue	Green
0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Impact

Yellow	Not a Project
Orange	Minor Project
Green	Medium Project
Light Blue	Major Project

Matrix Result Major Impact

(Depending on which zone the project falls into, you can now determine whether it is Not a Project, Minor, Medium or Major.)

## Appendix D

### Professional Literature Review

#### Introduction

The adoption of countywide zoning can be an arduous pursuit for any community. Community leaders considering a zoning policy for its entity have viewed it as a challenge but a necessary one. The reason for this professional literature review is to examine research and assess whether the ratification of a local zoning policy could help with the economic development of Anson County, North Carolina.

Zoning has a long and storied history in the United States. It was first introduced as a concept to regulate certain businesses, as well as segregate residential, commercial, and industrial land uses. The main goal was to promote the safety and general welfare of its citizenry at the local level, as well as protect and enhance the sustainability of existing commerce. Owens (2007) summarized that local governments around the early 1900s began to adopt ordinances to control where a business could be established and what size buildings and structures could be. This, in turn, saw zoning ordinance development gain momentum in U.S. cities. “The number of American cities with zoning ordinances rose from 35 to nearly 500 during that period of time” (Zhou et al., 2007, p. 1647). An early example of zoning rules was in Modesto, California in 1885 when the town adopted a zoning ordinance to control where laundries could be located (Owens, 2007). According to Schuetz (2019), zoning regulations essentially do four things: They divide land into zones or districts geographically based on an adopted zoning map; specify the type of structures that can be erected on a parcel of land in each zone; place limits on size and dimensions of each structure and the type of use that can go into a structure; and permit local governments to develop processes for new development proposals.

New York City was the first municipality in the United States to adopt a comprehensive citywide zoning ordinance in 1916. New York's main purpose for adopting was the concern for the unsanitary living conditions of its residents, which were considered deplorable. To make things worse, tenement housing was without indoor plumbing. Also, it was common for residential structures to be adjacent to polluting industrial structures, considered a bad mix for neighborhood dwellers by many urban planners.

In 1928, the United States Department of Commerce published the Standard City Planning Enabling Act as a measure for guidance on zoning and gave authority to local governments to regulate land in its jurisdiction. Herbert Hoover, United States Secretary of State at the time of this enabling legislation, believed "the lack of adequate open spaces of playgrounds, and parks, the congestion of streets, the misery of tenement life and its repercussions upon each new generations, are an untold charge against our American life" (Nolon & Salkin, 2006, p. 43). Moreover, the United State Supreme Court in 1926 ruled zoning constitutional in the landmark case of *Village of Euclid v. Ambler Realty*.

With the Standard City Planning Enabling Act and the Supreme Court decision of *Village of Euclid v. Ambler Realty* (1926), many municipalities around the country moved to adopt zoning. As the population continued to grow in the country, numerous counties also began to adopt zoning regulations. In North Carolina, also with rapid population growth and economic expansion, demand for local land use regulations began to heat up. By 1960, "most of North Carolina's cities and towns had adopted zoning ordinances" (Owens, 2007, p. 12). However, counties would come much later. It was not until 1959 when the North Carolina General Assembly granted counties zoning authority. According to Owens (2007), well over 400 cities and approximately 78 counties have adopted zoning in North Carolina alone, with Anson County

adopting a portion.

With a population of just above 20,000 persons, Anson County is located approximately 50 miles southeast of Charlotte, North Carolina, and is the only county in the region that does not have countywide zoning. In addition, it has five contiguous counties, all of which have countywide zoning. This includes Chesterfield County, South Carolina, to the south according to county officials. As a result, some of Anson County's leaders believe it is this lack of zoning that places them at an economic disadvantage in comparison with the zoned counties in the area. To add, prospective developers are not eager to make multi-million-dollar economic investments in terms of buildings, land, and infrastructure without zoning protection in place from neighboring properties.

According to the Anson County Economic Development Partnership (2022), Anson County is 140 miles from the Port of Wilmington. This provides the strategic location companies need to compete on a global scale without incurring the high development and operating costs associated with many urban areas. Within a 30-mile drive of the county, the population is 259,000, and more than 30% hold a college degree or certificate. In addition, industrial and technology training programs at South Piedmont Community College will add an estimated 150 certified candidates each year (Anson County Economic Development Partnership, 2022). This strategic location along with the education and training is well positioned for new economic investments.

Morgan (2009) stated that the economic development framework contains both a process and a set of desired outcomes. Further, "economic development is conducted by a network of professionals using an array of tools designed to create and sustain a strong business climate" (Morgan, 2009, p. ix). These tools include incentivizing private investments to increase the

property tax base; increasing employment opportunities, wages, and personal incomes; and expanding the wealth in a community (Morgan, 2009). It is the assumption that zoning is directly related to these tools that Anson County could employ to increase its economic base.

This professional literature review was developed using 25 plus documented literary sources including scholarly journals and articles; relevant books and publications; local, state, and federal institutional sources; and professional interviews. The research reviewed helped determine if an argument could be made that adopting countywide zoning can aid in economic development opportunities in Anson County. In the course of examining the literature, four themes were identified that align with aiding economic development: (a) Can zoning help induce job creation; (b) can zoning help increase and protect property values; (c) can zoning increase residential safety; and (d) can zoning help in the management of future growth?

## **Economic Development**

### ***Induce Job Creation***

According to a study conducted by Wilkins et al. (2006), the experience of 57 rural communities across the state of Georgia, including 14 counties that had significant experience with zoning regulations for more than 20 years, validated the need for zoning implementation. The comparison analysis was done in conjunction with rural counties that did not have zoning. The research revealed that zoning appears to improve a rural community's competitive advantage economically (Wilkins et al., 2006). The extent to which zoning enactment can have an impact is dependent upon but not limited to community leadership and citizen support and comprehension, quality of the zoning code, integration with the comprehensive land use plan, applicability and administration of the ordinance, the facilitation of zoning procedures, and the context of any existing economic development program within a county (Wilkins et al., 2006).

Any new zoning code adopted must work in tandem with community input and political will.

Also in the Georgia study, the average employment for counties with a zoning policy in place was more than double that of counties without a zoning policy, or around 123.3% greater, in 1999 (Wilkins et al., 2006). Further, “counties with zoning tend to post lower unemployment rates and higher labor force participation rates” (Wilkins et al., 2006, p. 26). Additionally, a set of studies has highlighted a causal link between land use or zoning regulations and the performance of regional economies concerning housing and labor markets (Kim, 2011). These links can be both positive and negative, depending on how zoning is both instituted and applied across a jurisdiction. On one hand, locally adopted zoning can help promote regional economic prosperity by eliminating negative impacts of land use, encouraging compact development, helping to improve transportation outcomes or the inducement of transportation choices, and reducing the uncertainty of land transaction costs with development (Kim, 2011). The assumption is that zoning makes decisions more predictable or clearer for developers than non-zoned land. Developers are left with the question of whether they should take the risk to develop with less zoning protection. On the other hand, regulations could negatively impact regional economies when it comes to situations like affordable housing. To this end, there is push and pull when it comes to the positive benefits versus any negative effects of zoning on a community (Kim, 2011).

Counties without countywide zoning must balance the risks with property owners having more control over their property against the possibility of having uncontrolled growth impacting future economic development. Wilkins et al. (2006) further supported consistent and robust evidence that counties that have zoning should perform better over time in attracting new jobs than counties that do not. From qualitative research, economic development officials surveyed

represented equally rural counties with and without zoning, and most of the ones interviewed with zoning rules within their county reported the presence of zoning resulted in community benefits and is an economic development asset (Wilkins et al., 2006). There was a stark difference in counties without a zoning policy, as Wilkins et al. (2006) inferred:

Alternatively, the majority of developers of counties without a zoning policy reported that the absence of zoning has resulted in community problems and is an economic development liability. In short, zoning is generally viewed as a positive measure by economic developers of zoned and non-zoning communities alike. (p. 32)

The key takeaway is that communities must work at understanding what is in the greater good and long-term best interest of a community. One way to understand this is by examining the current status of North Carolina counties when it comes to countywide zoning.

By adopting a zoning ordinance, counties in North Carolina generally imply that zoning is a positive benefit in their economic development arsenal. Moreover, based on the Georgia study, “counties with zoning tend to have higher per capita incomes and average manufacturing wage rates and lower food stamp participation rates” (Wilkins et al., 2006, p. 32). No county, according to my research, has rescinded a vote on zoning in their county after adoption. The School of Government at the University of North Carolina at Chapel Hill, in routinely monitoring zoning policy enactment statewide, revealed an increase in the ratification of zoning policy since the 1950s (Owens, 2007). The key for any local government in considering adoption is to manage the level of restrictiveness necessary for a community to thrive economically.

### ***Increase/Protect Property Values***

Another area where zoning can have an impact on economic development is in the protection and increase of property values. Without zoning, property owners generally have no

control over what can be built next to them. An example is when someone builds a house on a parcel of land and within 2 months, an adjacent property owner erects a gas station or some other commonly recognized commercial use that is not compatible. In analyzing the available research on zoning policy on property values, it is clear it can have a “positive” impact. “The average property value for counties with a zoning policy is more than double of that for counties without such a policy” (Wilkins et al., 2006, p. 32).

McMillen and McDonald (2002), in examining the early impact of the new zoning ordinance in Chicago in 1923, concluded residential zoning might raise land values relative to commercial zoning if the presence of commercial uses causes negative impacts to homeowners. Moreover, “alternatively, commercial zoning may prove to be valuable because it provides more land-use options” (McMillen & McDonald, 2002, p. 72) that are hindered in non-zoned counties due to the ambiguity in terms of what to build by a developer and their concerns for lack of investment protection due to adjacent parcels when zoning is absent.

Zoning does reduce the freedom a developer or citizen has when building a structure; however, it provides predictability and understanding as to what nearby property owners may do with theirs. Muzumdar (2011) concluded that zoning does affect residential values. The following is evidence of this conclusion: “Indeed, many land use regulations actually increase property values by creating positive ‘amenity effects’ and ‘scarcity effects’” (Jaeger, 2006, p. 22). According to Jaeger (2006), the positive effect of land use regulation on values occurs in two ways. One is the “amenity effect,” where the zoning regulations protect, enhance, or create amenities, also referred to as services, that benefit the property owner. An example of this is the local property tax revenue communities collect to fund public services like law enforcement, fire protection, schools, utilities, and infrastructure. A community being able to provide these public

services allows it to prosper, as well as makes it attractive real estate and a place to live, in turn, increasing demand and triggering higher or increased property values (Jaeger, 2006). The provisions that zoning provide set clear parameters, especially concerning the availability of residentially zoned properties. “On the supply side, zoning restricts the supply of residential property according to categories of use, which could raise property values” (Muzumdar, 2001, p. 47). This leads to the other way that, according to Jaeger, land use regulations can increase property values. This second method, called “scarcity effects,” is caused by the limits of land available for a particular use as a result of zoning policy in an area which raises the price value in the market. For instance, when regulations limit land for development available in one area, it is likely to increase the price of already developed lands, as well as developable lands, impacting land prices in other locations as well (Jaeger, 2006).

### ***Facilitate Neighborhood Safety***

It should be assumed that the safety of neighborhoods in any community is paramount to the sustainability of its economic development viability. While zoning cannot prevent all unwanted or perceived unsafe land uses in a community, it can help to mitigate safety by preventing residential uses from being adjacent to commercial or industrial operations. This helps with residential satisfaction and protection. “At the neighborhood level, perceived beauty of the built environment is one of the main determinants of the residents’ satisfaction, alongside economic factors, school quality, and the perceived opportunity of social interactions” (Lindenthal, 2017, p. 2). Zoning can be a tool to assist with protecting this satisfaction.

The following is an example of why zoning could be crucial to safety. Lozano (2020) reported a Houston, Texas, metal and fabricating manufacturing company blast that killed two workers and damaged hundreds of structures renewed the call for a debate on the city’s lack of

zoning. This industrial operation was located contiguous to a residential neighborhood. Moreover, “Houston’s lack of zoning restrictions has left many residents with neighbors they don’t want: petrochemical facilities and businesses that handle hazardous material” (Lozano, 2020, p. 2).

Quan Nguyen, a 49-year-old plumbing, heating, and air conditioning worker whose home was near the facility, experienced the blast and was knocked out of his bed and caused his wife to fall and hit her head. In addition, several of the ceilings collapsed and shattered windows in his son’s bedroom (Lozano, 2020). Having zoning that prevented the locating of residential structures directly adjacent to heavy industrial uses may have minimized the explosion impacts in terms of human casualties and destruction of neighborhood structures. As a result, the general public is increasingly understanding the protection zoning can provide for a community. Residents of Warren County, North Carolina, which recently adopted countywide zoning in 2019, commented during the public forums that zoning offers protection from undesirable businesses locating in the county, protects land values, and offers protection to existing businesses from incompatible commercial uses opening nearby (Harris, 2019). To add for obvious reasons, “very few people would want a sewage treatment plant located across the street from their home, for instance” (Schuetz, 2019, p. 10).

### ***Management of Growth to Increase Economic Sustainability***

Mark Twain, one of the nation’s most prolific writers said it best when he uttered the often-used quote, “buy land, they’re not making anymore.” The following is indicative of this quote: “In the last few decades, land consumption (often in the form of sprawling single-family and commercial spaces) outpaced population by 30 to 50 percent” (Rosenbloom, 2019, p. 2). Without zoning, it is difficult to understand how a community can better plan for future growth

for economic development. During a professional interview conducted with Donny Hicks, an economic development expert in the Charlotte metro region, he expressed his reasons why zoning is integral to the economics of a community. Having over 35 years of direct economic development experience at the local government level, he said that “having zoning can help economic sustainability by providing for orderly land use development and help better determine where water and sewer infrastructure can be more efficiently located that fuels economic development” (D. Hicks, personal communication, August 21, 2020). He further expressed that there “must be a balance, as economic developers look to protect their investment” (D. Hicks, personal communication, August 21, 2020).

In addition, Barnes (2016) said that zoning laws can ensure that a lot or building in an area is coherent with that area. To add, “zoning also makes properties attractive to developers like Lennar Corporations, D.R. Horton, Toll Brothers, and Pulte Group” (Barnes, 2016, p. 2). As a result, homebuilders prefer to locate their projects in communities where it is compatible with the surroundings and accepted by the community (Barnes, 2016). Land use planning and zoning are tools that can help enhance compatibility.

Liu and Lynch (2011) concluded that state and local governments use zoning/land use policies to prevent large blocks of agricultural areas from being converted to high-density uses such as sprawling single-family subdivisions. Without countywide zoning, it is more difficult for local governments to prevent poorly planned, high-density developments from occurring in their community. Further, this unchecked growth, due to poor planning, will ultimately impact economic development negatively since there is no clear development pattern or requirement. From this, a community is unfortunately left with estimating where to proactively place development infrastructures such as public water, sewer, and roads.

The finding from the Georgia study “is that land use planning and zoning implementation protects industrial and commercial development from conflicts with residential land uses and thus facilitates rural economic development, rather than impedes it” (Wilkins et al., 2006, p. 24). Further, “for rural communities seeking economic development, the implication is that planning and zoning supportive of industrial development may improve economic development prospects relative to it lacks” (Wilkins et al., 2006, p. 24).

### **Summary**

The purpose of this professional literature review was to examine the available research to determine if the adoption of countywide zoning would aid in economic development opportunities for Anson County. In addressing the themes identified in this review as it relates to economic development (job creation, increase/protect property values, residential safety, and the management of growth), it is my conclusion that the adoption of countywide zoning can aid in economic development opportunities for Anson County, North Carolina.

The Georgia study asked the question, “Does land use planning facilitated through zoning help in rural economic development?” (Wilkins et al., 2006, p. 32). The indicators provided are clear by “a review of the experiences of 57 rural communities across Georgia, including 14 with more than 20 years of experience with zoning, provides ample evidence that it does” (Wilkins et al., 2006, p. 32). Also, “in terms of zoning, limiting where businesses can practice and reside can boost the economy in that area” (Ivers, 2020, p1). Zoning has been around the United States since the 1920s. Most cities and counties have adopted zoning in North Carolina without rescinding this action. However, in Anson County, where open land is plentiful for development, developers are free to build without zoning restrictions. In addition, while developers are certainly important to the economic development platform of any community, there is no one

size that fits all when it comes to the quality and style of the product a developer may build. As a result, Anson County risks receiving less than desirable development without recourse.

Still, the pursuit of adopting countywide zoning will not be an easy journey for the Anson County community. Based on this review, the arduous pursuit will be well worth it.

## Appendix E

### Qualitative Survey Raw Data

<b>Community Input/Open House, etc. Survey Questions Aggregated Responses (Raw Data)</b>	
<b>1-</b>	<b>What is your experience or knowledge with zoning? Very little, some, or a lot? (Feel free to explain).</b>
<b>Aggregated Responses</b>	<p>“Some, I did some research. I have some knowledge and experience with zoning.-I have a lot.-No experience.-I have limited knowledge.-Very little knowledge.-Some knowledge.- Lack of involvement in the process.- Some experience.- Very little experience.-Not experienced with zoning, only from what I have heard from others. Some good, some not so good.-Some and it was not good.-Some.-A lot. Chair of the planning board for a few years.-Some- Zoning divides a city town neighborhood into an area subject to special restrictions.-Some- Zoning divides a city town neighborhood into an area subject to special restrictions. -Some.-None.-Very little.-Some.-Very little.-Very little.- None.-It gives you an excuse to raise taxes.-None.-Some Family dairy farm Grandfathered in last zoning-“</p>
<b>2-</b>	<b>What top 3-5 things would you like to see addressed in a zoning ordinance?</b>
<b>Aggregated Responses</b>	<p>Safe guard of family farms.-Quality of business- SEP(sexually oriented business) oriented business, gambling, etc.-Small farms that may not qualify as a bona-fide farm or Hobby farm.-Less restrictions on Residential.-How much stuff will cost if zoned.-Farms, noise of business.-Zoning draft public forum before approval with a quickness.-Fast track approval process.-Retaining rural quality of county restrict negative impacts of others and use on the residents.-For the Burnsville community, residential zoning, very little if any business zoning, protect the county and the living feel of the community, less areas with multiple trailers on small acreage.-Each community have the (same resources) when zoning is considered provided for all; even though some may have more, the same care should be provided for all.-Bring jobs to Anson County, house developments and places to shop without having to go out of town.-Conservative rural open space, require businesses that are disruptive to the peace and quiet to hold public hearing describing intent.-Businesses, industrial housing, especially for the senior citizens, agriculturally.-Businesses, industrial housing, especially for the senior citizens, agriculturally.-Minimum size lots, where to allow/not allow businesses.- General land use areas, protect farms/Anson County feel prepared for growth, help prevent unwanted growth like gambling halls and strip clubs.-What limits can be held can be set on expansion of the landfill in Polkton? How will it affect taxes?-Need paper copy of general schedule.-I'd love to learn more about what we have now versus the goals of zoning. How property owners can protect their long-term investment. Conditional use? Zoning light.-Limit the expansion of chicken houses, roll back the landfill uses, limit the use of crop chemicals.-Landfill parameters (limit expansions).-Nothing it has to be cancelled.-Garbage beside road, gun shooting and ATV racing and speeding.-Enforcing of zoning ordinances, variances and their protocols.-Keep farmland as farmland, don't stick apartments/condos right next to farms, don't tell me what I can and can't do with my land.- Clarity, Brevity, Available information-easily accessible.-Businesses, industrial housing, especially for the senior citizen, and agriculture.-Farm use and growth to be regulated.-How are will be zoned, everything be grandfathered, will zoning be able to provide grants to be available.-No limitations/restrictions to Anson County citizens, specific areas/locations for certain types of operations (shooting ranges), presenting the character of Anson County, green space.-Would like it to be cancelled, null and void.-</p>
<b>3-</b>	<b>Based on what you have observed or experienced with different types of development. (For example, commercial, residential, industrial, etc.) what are your 2-3 most important concerns?</b>
<b>Aggregated Responses</b>	<p>Commercial, Residential- None-Gambling joints.-Don't mess with farmland!-Industrial-North and South Carolina using Anson County landfills. The overuse of crop chemicals (Round up) chicken waste on the roads of fields.-Lulus, Anson becoming a dumping ground.- Government telling me what I can do with my privately owned property.-Support from county officials to retain new corners to community.- Residential protection, clear guidelines for all parties.-How agriculture will be zoned.-What will be rezoned versus Grandfathered in.-Don't put industry right next to river or streams; keep commercial land on major highways not smaller state roads.-Land erosion, waste landfill.-Too much commercial or industrial zoning in our community and not enough residential.-Mobile Home Parks-(Commercial) Once company stop operating-Buildings left standing and becoming an eye sore. (Residential) overcrowding and little upkeep by owners. (Industrial) many unwanted pollutions to affect the people.-Zoning tells you that you cannot use you land as you wish.-Conserving rural open space, unregulated "private" clubs in rural areas, and increased traffic on rural roads due to above.-You will not have access to your land as desired and land taken for project.-Let the people decide what they want to do with their own property.-Zoning for multiple housing, will there be commercial properties, who will choose area for housing businesses.-Zoning must be supportive of growth, good locations for industry growth, be inclusive for residential and business growth.-</p>
<b>4-</b>	<b>How do you feel about having countywide zoning versus not having it?</b>
<b>Aggregated Responses</b>	<p>It is great.-Yes.-It is my land, not yours to tell me what I can and cannot do.-Mixed feelings.-Don't know what.-I support.-It is a must!-It depends on what the zoning laws are and if they are enforceable.-I'd rather not have it.-Mixed, I don't believe the resources needed to enforce will be available.-Okay, if responsible public policy is integrated into zoning and improved infrastructure including broadband.-It is not needed; it is a job killer.-Positive growth of County.-All for it.-I feel that it would be a good thing.-It is a must!-Zoning limits your access to your own property.-In favor.-I prefer not to have county wide zoning because Anson County is the rural area.-Don't have a lot of experience with zoning and want a greater understanding of proposed thoughts of county government.-Without zoning- this county will continue</p>

	to be bypassed by potential residents and companies.-Would rather not have it but might keep industry out of my neighborhood (residential occupancy also).- It should be now evasive property owner's rights to use their land, while protecting water and air quality.-County wide zoning will protect our county versus not having any protection.-I've needed zoning for contracting placements of businesses.-I feel that both can bring problems as well as both could be helpful depends on what type of goals you are trying to accomplish.-Basic zoning ordinances to be adopted.- Hate it. Cancel it.-County wide zoning is needed in Anson County to make sure we control the growth we want to see.-It is a must! We have held back long enough.-
<b>5-</b>	<b>Do you believe having Countywide zoning would increase the economic development potential in Anson County? If yes, why? If no, why not?</b>
<b>Aggregated Responses</b>	Yes.-Yes.-Yes.-Yes, commercial. Schools need to be better before families move in.-Can't say.-Yes.-Yes, we are currently the wild west for development with no zoning.-Not sure, can't see how it would impact the county, move retail options (food clothes in a Target/Walmart).-There is enough government intrusion now.-Don't know.-Yes, give clarity to potential investors of limitations/opportunities.-Tree enterprises does not seek government infrastructure.-Not sure- Think there are other factories influence growth and retention.- It would help to regulate positive vs. Negative uses.-Yes, with a better infrastructure.-Yes, everyone would be aware of the guidelines.-No, it will limit the development, therefore it cannot grow.-Unsure.-No, it will limit the development where it cannot grow.-I think it would- allowing higher end restaurants, fewer disputes in the country.-Yes, who wants to live and work near a landfill or rendering plant?-May increase it if it is done correctly or could make things worse.-We already have county zoning-updating to current NC laws need to be applied-The county rural current zoning ordinance automatically reviews new state changes.-Yes, because it will allow businesses to build but, in each access location that's close to city limits.-Yes, it would control placement of new businesses.-I cannot say yes or no due to the fact, the county does not have county wide water or sewage for residences in rural areas.-Yes, to provide controlled growth within the county so that the industry can be protected.-No. It will stifle Anson, has huge unaddressed problems, development and zoning is not one of them.-Yes, businesses can be confident they have some protection when they choose a site. Housing can encourage building.-Yes, potential businesses and residents will know where to locate and what to expect in their location for future growth.-
<b>6-</b>	<b>How would you want economic development to look in Anson County?</b>
<b>Aggregated Responses</b>	Booming economy and property value goes up.-Cost less for me (restricted budget).-Better paying jobs.-Plenty of good paying jobs and business opportunities. -More jobs available for county residents. -More oversight on the existing industry.-Developers need to adopt sustainable practices to limit the depletion of natural resources.-Great paying job through industries our communities can support.-Better than what we have now. -Restricted to developed areas.-Increase in commercial zoning in current commercially zoned areas.-Would be most helpful lowering the tax burden.-Bring in houses development for people to live in.-Any heavy industry should be restricted to the highway 74 corridor area rural "retail" should be limited to inside town/city limits.-Jobs, school, improvements, road being complete, Businesses, recreation, housing and farming.-Mostly agriculture but zoning around municipalities.-A mix of manufacturing, services and retirement amenities.-Tourism, hunting, NC central park idea I liked.-Open to suggestion and review and easy access to review.-I think businesses should be located near cities, especially with major businesses.-Farmers protected/homes protected from noise.- Economic development should be geared for the entire population and not just a few.- Residential growth to be planned with improved hand to hand.-Good paying jobs to stop the rapid decline of the county.-More diversity- different opportunities that fit in our area.-Would like to see Anson County be attractive to business industry and people so they want to locate here.
<b>7-</b>	<b>Do you believe zoning will protect property values? If so, why? If not, why not?</b>
<b>Aggregated Responses</b>	Hope it will.-For certain areas.-Another excuse to raise taxes and collect more money.-Maybe if zone residential does not decrease large plots of land.-Yes, keep rural atmosphere that is no longer available in Union County.-Yes, super speed zoning.-Only to prevent unsafe land use.-This zoning is a ruse to go up on taxes.-No.-Yes, it was done right.-No. This is Anson County and until we set the conditions for economic development for who we are. We need to address crime to education to stop the bleeding.-Not sure, needs to be support behind those actions.-Yes, because a nearby gun range has had a negative impact on our property value and quality of life.-Yes, but it could harm depending on whether it is commercial or residential.-Yes, guidelines in a place all involved.-No, because it limits your use of your property.-Yes, no zoning allows anything anywhere, e.g. beautiful, quiet property having value decrease because a gun range opens in the backyard.-No, because it will limit your access to your property.-Yes, people respect a certain atmosphere when they move into an area. Disputes arise when types of economic development intermingle.-Yes, no one wants to build a home near a junkyard.-Only if distance is planted between industry and rural housing.-Yes, but only real estate developers will profit. Taxes will increase and the poor will suffer.-Yes, it will secure land use to be utilized to the zone and now allow businesses to crown residential.-Yes, it would keep value up because of what could be built next to homes.-I believe it could, but the question is will it. With what I have read and heard concerning government many stipulations are in place to help some folks and others are left out.-Yes.-No, industrial, entrepreneurship, government intervention damages them.- Yes, control growth will give up and opportunity to choose what is planned in our area.-Zoning will help to protect

	property values in Anson County. Unwanted or unattractive operations will have to apply in order to locate.-
<b>8-</b>	<b>In general, what impact do you believe not having Countywide zoning has had on Anson County?</b>
<b>Aggregated Responses</b>	Undesirable business vs. clean environment.-Less people, less jobs.-Some buildings are reserving.-Serious detractor from growth.-We have zoning now.- Unknown.-It has fostered unequal access to the county resources- zoning would allow more equal access far use and transparency.-None.-Could be a positive movement provided, there is supportive structure behind zoning.-Negative-Rich people will continue to take advantage of Anson city for their own without regard of impact.-Currently, we have no protection.-A most positive impact!-None, Anson County is not interested in development or improving the county that has been the same for the last 20 years.-Anson is a no man's land that development takes advantage of to do what they can't do in surrounding counties.-None, because the country has not been interested in county wide improvements. My opinion, Anson and rural areas/mostly farmland.-Little impact that I can tell but most people are surprised that there is no zoning in the area.-It has hurt this county- the value of residential property is greatly diminished if a commercial property is built alongside. Anyone can build anything anywhere, no protection for rural homeowners.-The current ordinance already covers the entire county, why rewrite it?-Any type of business has been able to come in and build anywhere.-We need to provide development for jobs for young people that will encourage families to stay in the county.-I cannot say Anson have had industries, commercial and residential and look at where we now. Many towns closed businesses - now abandoned buildings, so let's go to the rural areas.-Can be disastrous to residents by allowing the industry in.-The county commission is the historic negative impact on Anson, the low-quality schools multiply that.-We have lost many business opportunities that have chosen other areas to build- there has be a balance of growth.-Same entities could be in better locations from a community standpoint had zoning seen in place.-
<b>General Question</b>	<b>Should you have any other comments feel free to list them below:</b>
<b>Aggregated Responses</b>	We do not want the county wide zoning.-Here to gain more knowledge about zoning.-Would like to know more details on what the zoning would look like.- Spent money where it is needed.-Great meeting!-Businesses and a few manufacturers need county water and such improvements.-Care, small businesses, and a few manufacturers need county water and sewer improvement.-This county has suffered because of the refusal for change by a few residents. Trying to keep it as it is does not work. With the growth surrounding counties, change is inevitable.-The missing railroad won't come back because we could not get property owners to listen to save the corridor for future rail use by using it is as a trail currently. "Not in my backyard" is what we hear the most.-Ride through Anson County and take a good look. Place yourself as a resident. See where money is being used for renovations or upkeep in the areas that are already zoned.-County should be able to stop the zone to eliminate undesirable growth.-The setting while achieving growth.-

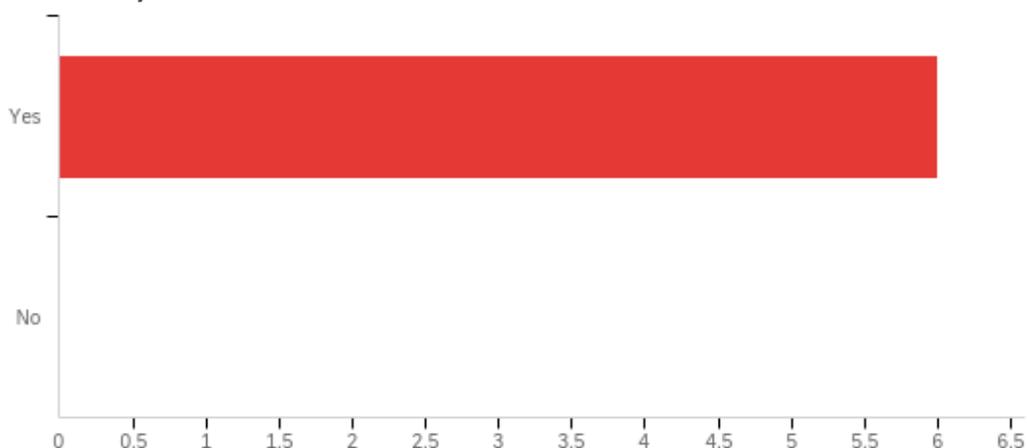
## Appendix F

### Quantitative Survey Raw Data

**Quantitative Survey Results:**

*Anson County Zoning Survey- Qualtrics*

**Q1 - Based on the responses to the community input meetings’ survey, many respondents want the “protection of farms” and to “limit or regulate undesirable land uses e.g. landfills, ATV tracks, gun shooting ranges, etc.,” addressed in a countywide zoning ordinance for Anson County. Would you also like to see these items addressed in a countywide zoning ordinance for Anson County?**

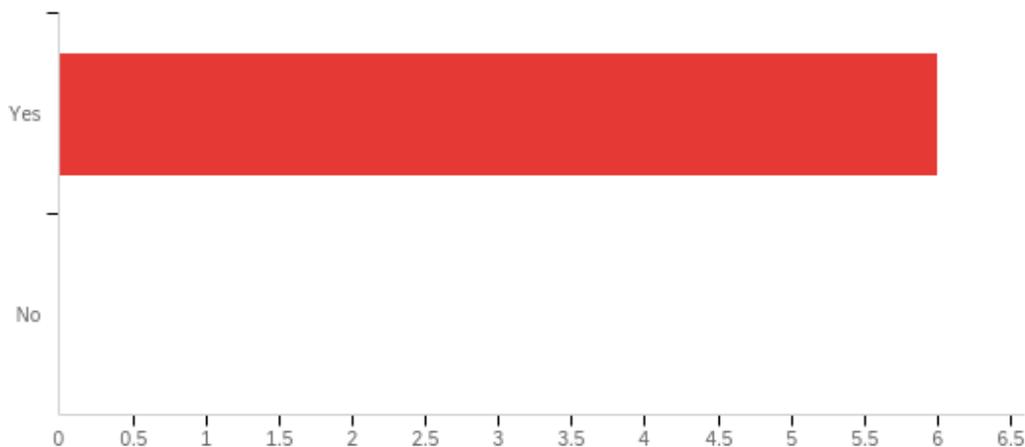


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Based on the responses to the community input meetings’ survey, many respondents want the “protection of farms” and to “limit or regulate undesirable land uses e.g. landfills, ATV tracks, gun shooting ranges, etc.,” addressed in a countywide zoning ordinance for Anson County. Would you also like to see these items addressed in a countywide zoning ordinance for Anson County?	1.00	1.00	1.00	0.00	0.00	6

#	Answer	%	Count
1	Yes	100.00%	6

2	No	0.00%	0
	Total	100%	6

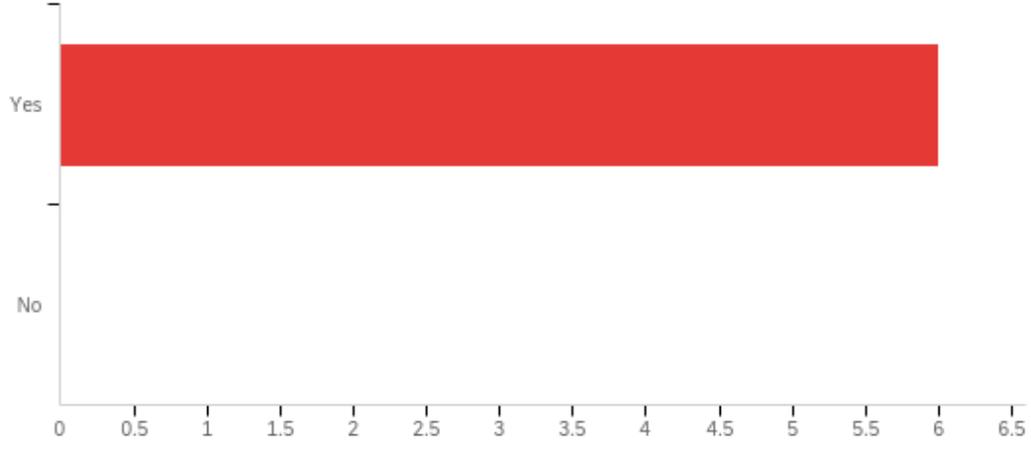
**Q2 - Based on the community input meetings' survey responses, many respondent's observations of development in Anson County indicate concerns in general for the incompatible location of certain commercial and industrial land uses, such as landfills, ATV tracks, gun shooting ranges, etc. being adjacent to residential uses, and concern for undesirable land uses locating in Anson. Do you also see these as concerns with what you have observed or with your experience in development?**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Based on the community input meetings' survey responses, many respondent's observations of development in Anson County indicate concerns in general for the incompatible location of certain commercial and industrial land uses, such as landfills, ATV tracks, gun shooting ranges, etc. being adjacent to residential uses, and concern for undesirable land uses locating in Anson. Do you also see these as concerns with what you have observed or with your experience in development?	1.00	1.00	1.00	0.00	0.00	6

#	Answer	%	Count
1	Yes	100.00%	6
2	No	0.00%	0
	Total	100%	6

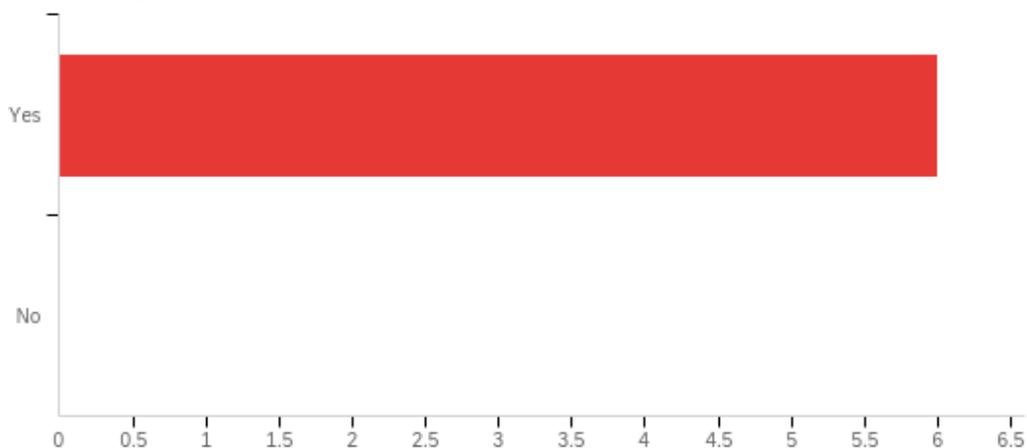
**Q3 - Based on the responses from the community input meetings' survey, most respondents appear to have "positive feelings" towards the idea of having countywide zoning in Anson County. Are your feelings also positive towards having countywide zoning in Anson County?**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Based on the responses from the community input meetings' survey, most respondents appear to have "positive feelings" towards the idea of having countywide zoning in Anson County. Are your feelings also positive towards having countywide zoning in Anson County?	1.00	1.00	1.00	0.00	0.00	6

#	Answer	%	Count
1	Yes	100.00%	6
2	No	0.00%	0
	Total	100%	6

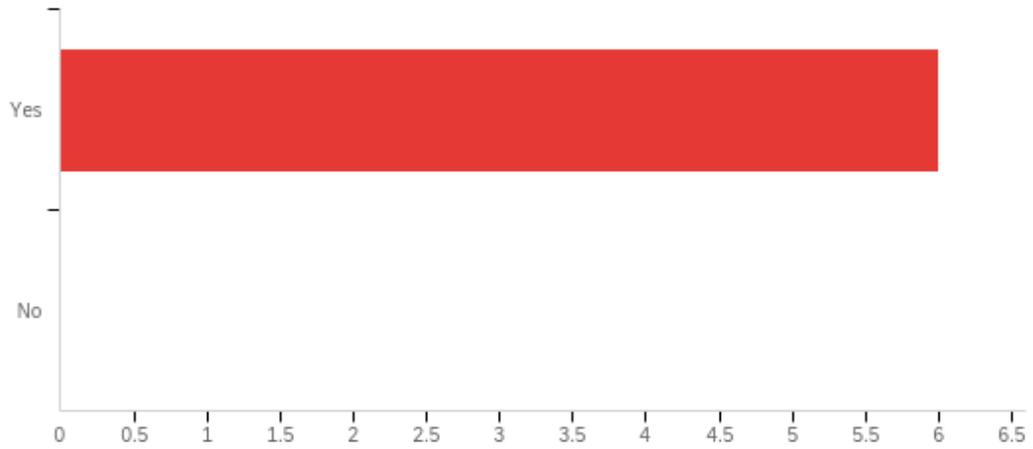
**Q4 - Based on the responses from the community input meetings' survey, most respondents believe countywide zoning would increase the economic development potential for Anson County. Would you agree that having countywide zoning would help with economic development in general in Anson County?**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Based on the responses from the community input meetings' survey, most respondents believe countywide zoning would increase the economic development potential for Anson County. Would you agree that having countywide zoning would help with economic development in general in Anson County?	1.00	1.00	1.00	0.00	0.00	6

#	Answer	%	Count
1	Yes	100.00%	6
2	No	0.00%	0
	Total	100%	6

**Q5 - Based on the community input meetings' survey responses, most respondents believe having countywide zoning will protect property values in Anson County. Do you agree that countywide zoning will protect property values in Anson County?**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Based on the community input meetings' survey responses, most respondents believe having countywide zoning will protect property values in Anson County. Do you agree that countywide zoning will protect property values in Anson County?	1.00	1.00	1.00	0.00	0.00	6

#	Answer	%	Count
1	Yes	100.00%	6
2	No	0.00%	0
	Total	100%	6

## Appendix G

### Communications Plan

1. Stakeholder	Information Needed	Why Needed	When will they get it	How will they get it
Anson County Government (County Management) (Project Host)	High level understanding of consultancy project and responsibilities	To understand what they are hosting, and the deliverables, to be able to update the Board of Commissioners and general public about project and progress	Have submitted project charter, and Anson County Management has signed off on it. In addition, hold monthly meetings, routine zoom calls updates and debrief from community Input meetings	Via email, zoom calls, and in-person meetings; community input meetings
Gardner-Webb University (Project Sponsor)	Project progress	To monitor ongoing progress	Once per semester	Project Status Report submitted
Anson County Board of Commissioners	Project	To understand the progress the project is making, and monitor community input	Monthly	County Manager reports, Project Manager update reports, community input meetings
Project Steering Committee	Zoning Ordinance Project development progress updates	To make sure project is staying on track and to make sure member input is being captured	Monthly	Via email, zoom calls, and in-person meetings
Anson County Planning Board	Project Status	To make sure project is being developed in accordance with guiding principles and land use plan	Monthly	Planning Director provides updates in various methods, e.g. Planning Board meetings, email, etc.
Anson County Community Residents/General Public	Understand project scope and its impact, and zoning regulations details	To determine how it would impact property owners' property and use of property	Upon request and community input meetings	County Manager/Planning Director responding in real time; and planned community input meetings
Local Print, Radio, and Broadcast Media	General Details of Project	To provide awareness to residents of Anson County	Periodically	Local newspapers, Radio PSA's, Areas News Stations
Municipalities in County	Project status and zoning details	To understand zoning at	Periodically	County Manager/Planning

		<i>perimeter of city adjacent to county</i>		<i>Director via emails, phone calls, and community input meetings, etc.</i>
<i>Local Farmers</i>	<i>Zoning details/provisions</i>	<i>To understand how proposed zoning would impact farms</i>	<i>Periodically and upon request</i>	<i>County Manager/Planning Director and/or Project Manager via emails, phone calls, and/or community input meetings</i>
<i>Local Developers/Real Estate Industry</i>	<i>Zoning details/provisions</i>	<i>To understand how the new regulations will work and impact how they provide development services</i>	<i>Upon request and available at community input meetings</i>	<i>County Manager/Planning Director and/or Project Manager via emails and/or community input meetings</i>
<i>Local Environmental Groups</i>	<i>Zoning details/provisions</i>	<i>To understand how zoning may help in the protection of natural resources and the environment</i>	<i>Upon request and available at community input meetings</i>	<i>County Manager/Planning Director and/or Project Manager via email or phone calls, or at input meetings</i>
<i>Economic Development Groups/Chamber of Commerce</i>	<i>Project status and general zoning provisions</i>	<i>To understand how zoning impacts economic development or the creation of jobs</i>	<i>Periodically or upon request and available at community input meetings</i>	<i>County Manager/ Planning Director or Project Manager via email, phone calls, or zoom meetings</i>
<i>North Carolina Department of Transportation</i>	<i>Project status</i>	<i>To understand how new regulations coincide or how they are or are not in line with NCDOT rules on new and existing development</i>	<i>Periodically or upon request and available at community input meetings</i>	<i>County Manager/Planning Director via email, phone calls, or via zoom meetings</i>
<i>Local Business Owners</i>	<i>Zoning details</i>	<i>To understand new zoning regulations would impact current business</i>	<i>Upon request or at community input meetings</i>	<i>County Manager/Planning Director via email, phone calls, etc. and input meetings</i>
<i>Anson County Building Inspections</i>	<i>Zoning details</i>	<i>To understand how new zoning impact building permitting process</i>	<i>As needed</i>	<i>County Planning Director via emails and/or departmental meetings</i>
<i>Anson County Health Department</i>	<i>Zoning details</i>	<i>To understand how the new rules would impact the</i>	<i>As needed</i>	<i>County Planning Director via emails and/or departmental</i>

		<i>issuance of environmental permits</i>		<i>meetings</i>
<i>Anson County Board of Education</i>	<i>Zoning in general</i>	<i>To understand how new regulations could impact the siting of new schools or expansions</i>	<i>Upon request or at community impact meetings</i>	<i>County Manager via email, phone calls, etc. to Superintendent of Schools</i>

## Appendix H

### Stakeholder Engagement Plan

<b>Stakeholder Engagement Plan – Consultancy Project</b>	
<b>Project Name:</b> The Arduous Pursuit of Ratification: A Community Effort and Benefit toward the Adoption of County-wide Zoning for Anson County, North Carolina to aid in Economic Development.	
<b>Project</b>	Anson County is one of only a few counties remaining in North Carolina without county-wide zoning in the unincorporated areas of the County. The primary goal of this project is with County Manager, Planning Director, and leadership, both elected and appointed officials, in understanding the process or methodologies to be employed in achieving adoption of a zoning ordinance for Anson County, county-wide. In addition, the project includes project managing the drafting effort and providing consultation in the actual drafting and writing of Anson's first-ever county-wide zoning ordinance to be considered by the Board of County Commissioners, County Planning Board, County Manager, County Planning Department, and Project Steering Committee.
<b>Project Manager</b>	David L. Williams
<b>Organization</b>	Anson County Government
<b>Date</b>	August 5, 2021
<b>1 – Introduction</b>	
<b>Project Overview</b>	
The purpose of this project to assistance to the County of Anson in the development of a county-wide zoning ordinance for the unincorporated of the County. The objectives included building a project team to assist the project manager to work with the appointed Steering Committee; conduct and facilitate community engagement/input meetings to receive residents' input on drafting the zoning ordinance; and finally, to write a draft zoning ordinance Anson County can consider in the future for adoption. Some key milestones will be conducting first steering committee meeting, conducting community input meeting, and starting the beginning phase of drafting.	

2 – Requirements								
When conducting community input meetings, organization requires advertisement and notice of meetings. It is also required by Project Host to attend all steering committee meetings to provide update and material relevant to the project.								
3 – Summary of previous stakeholder engagement activities relevant to this project.								
Anson County in April 2021 adopted a Land Use Plan with goals and objectives established. One of the goals is the development of a county-wide zoning ordinance for the unincorporated area of the county. The land use plan also conducted input meetings to develop and draft the land use plan. The adopted the land use plan can be found on the organization's website. The engagement techniques used are similar to the ones being used for developing zoning ordinance. The input meetings were held on the following dates and in community facilities: July 19 at Pee Dee Wild Life Refuge Community Room; July 22 at Holla Community Development Office; July 27 at the Lilesville NC Fire Department; July 29, South Piedmont Community College Auditorium; and on August 16 at the Burnsville Fire Department. Some of the issues discussed at the input meeting was concern for being able to use their property as they prefer, how restrictive will the new zoning be; and would it be a gradual implementation or implemented lightly. Project manager along with the project team, responded to all questions, and provided appropriate responses.								
4 – Project stakeholders								
Stakeholder	Stakeholder key contact/s	Level of interest (low>medium>high)	Ability to impact (low>medium>high)	What we want from stakeholder	What stakeholder wants from us	Conflicts of interest	Relationship owner(s)	Organisational cross-over with stakeholder
General Public	All	High	High	Input on zoning writing	What will zoning rules mean for their property	Non	Owner of properties	General Public can be also a taxpayer
County Commission	Chair	High	High	General guidance	Staying up to date on the project	Non	Unknown	Some (being elected official & possible property owner
County Manager	Interim County Manager	High	High	Leadership and guidance	Staying on task, and producing a good product	Non	Unknown	Being a resident and advisor to County Commissions
Non-government organizations (non-	Various	Medium	Medium	Organizational input on county	How zoning could help in their efforts and	Non	Unknown	Being associated with a number of community based

Anson County Board of Educations	Superintendent	High	High	Suggestions on zoning provisions concerning school construction	How zoning rules could impact school construction and planning	Non	Unknown	Anson County and Board of Education work routinely on school construction
Anson Health Department	Director	High	High	Any information on environmental permitting	How zoning will coexist with environmental permitting	None	Unknown	Health Depart comes under Anson County government

5 – Stakeholder engagement activity timetable						
Stakeholder	Engagement purpose	Engagement technique	Engagement frequency	Date(s) and location	Activity owner	Activity progress
Anson County Board of Commissioners	Explore; adoption consideration	Via County Manager share with BoC	Monthly	September 2021; Commissions Chamber	County Manager	Ongoing
Gardner-Webb	Consult	One-on-one Meetings	Monthly	Monthly via zoom	Project Manager	Ongoing
County Manager	Consult, explore, listen	One-on- one Meetings	Monthly	Monthly via zoom, some in-person	Project Manager	Ongoing
General Public	Consult	Input Meetings	2 Rounds	July, August, October 2021	Project Manager	Completed first round
Local Municipalities	Consult, collaborate	One-on-one Meetings	Periodically	TBD	Project Manager	Ongoing
Local Chamber of Commerce/Economic Development	Consult	One-on-one Meetings	Periodically	TBD	Project Manager	Ongoing
Local Farmers	Listen	Community input	Periodically	July, August, October 2021	Project Manager	Ongoing
Local Developers	Consult, Listen	Community input	Periodically	July, August, October 2021	Planning staff, Project Manager	Ongoing
Local Environmentalists	Consult, Listen	Community input	Periodically	July, August, October 2021	Planning Staff, Project Manager	Ongoing
County Building	Consult, Collaborate	One-on-one Meetings	Periodically	August 2021- November	Planning Director	Ongoing

Anson County Board of Educations	Superintendent	High	High	Suggestions on zoning provisions concerning school construction	How zoning rules could impact school construction and planning	Non	Unknown	Anson County and Board of Education work routinely on school construction
Anson Health Department	Director	High	High	Any information on environmental permitting	How zoning will coexist with environmental permitting	None	Unknown	Health Depart comes under Anson County government

5 – Stakeholder engagement activity timetable						
Stakeholder	Engagement purpose	Engagement technique	Engagement frequency	Date(s) and location	Activity owner	Activity progress
Anson County Board of Commissioners	Explore; adoption consideration	Via County Manager share with BoC	Monthly	September 2021; Commissions Chamber	County Manager	Ongoing
Gardner-Webb	Consult	One-on-one Meetings	Monthly	Monthly via zoom	Project Manager	Ongoing
County Manager	Consult, explore, listen	One-on- one Meetings	Monthly	Monthly via zoom, some in-person	Project Manager	Ongoing
General Public	Consult	Input Meetings	2 Rounds	July, August, October 2021	Project Manager	Completed first round
Local Municipalities	Consult, collaborate	One-on-one Meetings	Periodically	TBD	Project Manager	Ongoing
Local Chamber of Commerce/Economic Development	Consult	One-on-one Meetings	Periodically	TBD	Project Manager	Ongoing
Local Farmers	Listen	Community input	Periodically	July, August, October 2021	Project Manager	Ongoing
Local Developers	Consult, Listen	Community input	Periodically	July, August, October 2021	Planning staff, Project Manager	Ongoing
Local Environmentalists	Consult, Listen	Community input	Periodically	July, August, October 2021	Planning Staff, Project Manager	Ongoing
County Building	Consult, Collaborate	One-on-one Meetings	Periodically	August 2021- November	Planning Director	Ongoing

Inspections				2022		
County Health Department	Consult, Collaborate	One-on-one Meetings	Periodically	August 2021-July 2022	Planning Director	Ongoing

#### 6 – Monitoring and reporting

Date	Staff member	Stakeholder name	Organisation	Engagement activity summary and issues raised	Follow-up actions	Action status
July 20, 2021	Project Manager	County Manager Ray Allen	Anson County	Concern for zoning will have on private property	Debrief	Explain existing uses' protection
July 2021	Project Manager	Dr. Elizabeth Jones, Project Advisor	Gardner-Webb University	Staying on track of project	Semester Status Report	Provide Status Report to Project Advisor
June, July 2021	Project Manager	Larry Newton, County Planning Director	Anson County	Details on community input meetings preparation	Email correspondence	Provide monthly update
Feb- August 2021	Project Manager	Steering Committee Members	Anson County	Members participation in community input meetings	Provide update to Steering Committee on input meetings progress	Give an overview of input meetings at next Steering Committee meeting

#### 7 – Evaluation

The plan is to conduct an intentional inquiry from the County Planning Board, Steering Committee of engagement process, and debrief after each community input meeting with County Manager and Planning Director. And, to ask stakeholders right after meetings, when possible, on how they believe the meeting went. So, evaluation will be ongoing throughout the process.

## Appendix I

### Resources and Budgeting

<b>Project Name:</b> The Arduous Pursuit of Ratification: A Community Effort and Benefit toward the Adoption of Countywide Zoning for Anson County, North Carolina to aid in Economic Development.
<b>Project Description:</b> Anson County is one of only a few counties remaining in North Carolina without countywide zoning in the unincorporated areas of the County. The primary goal of this project was to consult with County Manager, Planning Director, and leadership, both elected and appointed officials, in understanding the process or methodologies to be employed in achieving adoption of a zoning ordinance for Anson County, countywide. However, the primary objective of the project was to lead the effort to draft a countywide zoning ordinance and include the Anson County community in the community input and engagement process.
<b>General Deliverables (primary deliverables are in bold with discernable costs associations):</b>
Developed a project management schedule (provides date to achieve a particular action item)
Built a team to assist with project
Met with Anson County Planning Board to Present Project Scope, Details, and Implementation
Set up monthly meetings with Steering Committee for the Project monthly
<b>Scheduled and facilitated community input meetings countywide (two rounds of input)</b>
<b>Developed a marketing/promotional package for Anson County to market input meetings</b>
<b>Drafted a countywide zoning ordinance for unincorporated areas of Anson County</b>
Presented working draft to Steering Committee to finalize and receive any additional feedback
<b>Presented working draft to Anson County Planning Board</b>
<b>Delivered final working draft to County Management and Interim Planning Director</b>
<b>Presented working draft to Anson County Board of County Commissioners</b>

#### Resource Structure of Personnel, Materials, Communications, Facility Usage, and Primary and General Deliverables Costs

A.	Personnel	Responsibility	Unit	Rate
	Project Manager	Oversee Project	-	-
	Senior Planner/Chief Code Writer	Charged with writing ordinance	-	-
	Senior Legal Land Use Counsel	Charged with making sure draft ordinance met legal requirements	-	-
	Associate Planner/Chief Facilitator	Charged with facilitating input meetings	-	-
	Associate Planner/Chief Reviewer	Charged with review and suggested edits	-	-
B.	Materials	Purpose	Unit	Rate

	Planning PowerPoints (1)	Steering Committee, In-put meetings/Deliverable	Hour	\$25.00
	Hard Copies of Draft of Ordinance (3)	Deliverable	Each ordinance	\$100.00
	Electronic Copy on Flash Drive (1)	Deliverable	Per flash drive	\$100.00
<b>C.</b>	<b>Communications</b>	<b>Responsibility</b>	<b>Unit</b>	<b>Rate</b>
	Newspaper Advertisement (3 Ads)	County Staff	Advertisement	\$683.00
<b>D.</b>	<b>Facility Usage</b>	<b>Responsibility</b>	<b>Unit</b>	<b>Rate</b>
	<b>Community Input Meeting Locations and Setup</b>			
	Pee Dee Life Refuge Community Room	County Staff	-	In-kind
	Morven Hollar Community Development Center	County Staff	-	In-kind
	Lilesville Fire Department	County Staff	-	In-kind
	South Piedmont Community College	County Staff	-	In-kind
	Burnsville Fire Department	County Staff	-	In-kind
<b>E.</b>	<b>Primary Deliverables</b>	<b>Responsibility</b>	<b>Unit</b>	<b>Rate</b>
	Community Input Meetings	Project Manager	Per Round	\$3,000.00
	Promotional Package	Project Manager	Per Project	\$125.00
	Drafting/Writing Ordinance	Project Manager	Per Project	\$10,000.00
	Presentation of Draft to Planning Board/Commissioners	Project Manager	Per Presentation	\$1,000.00
<b>F.</b>	<b>General Deliverables</b>	<b>Responsibility</b>	<b>Unit</b>	<b>Rate</b>
	Remaining Deliverables	Project Manager	Aggregated	\$2,000.00

### Final Budget

<b>Expenses (main deliverables)</b>	<b>Amount (total per item)</b>
Personnel (4 total/undetermined individually)	\$33,000.00
Material (3-hard copies, 1 electronic version)	\$400.00
Communications/Newspaper Ads (6 Ads)	\$1,366.00

Promotional Package Website (2 rounds of Input Meetings)	\$250.00
Drafting/Writing Ordinance (per project)	\$10,000.00
Present Draft Ordinance to Planning Board	\$1,000.00
PowerPoint Development (14 hours)	\$350.00
Present Draft Ordinance to Board of Commission	\$1,000.00
Community Input Meetings	\$6,000.00
Facility Usage Charge	\$0.00 (in-kind)
Miscellaneous (covers remaining general deliverables)	\$2,000.00
Total Expenses	\$55,366.00
Total Revenue Budgeted (Encumbered)	\$55,366.00
<b>Balance</b>	<b>-\$0.00-</b>

## Appendix J

### Project Schedule

Anson County County-wide Zoning Ordinance Development General Schedule (Phase 1)					
Action Items	Action	Details	Targeted Date	Responsible	Date Action Completed
1	Meet w/ County Manger & Planning Director clarify project & discuss schedule	Clarify project/review schedule	(mid-November 2020	David Williams & Team	11/5/2020
2	Meet w/Planning Board and Planning Staff	Receive Feedback	March 2021	David Williams & Team	3/4/2021
3	Meet w/Steering Committee	Receive Initial Feedback	March 2021	David Williams & Team; Anson County Planning Staff	3/18/2021
4	Meet w/Steering Committee	Discuss Survey/ Questionnaire/Prepare for 1 <sup>st</sup> Round of Community Meetings (Open House)	April 2021	David Williams & Team; Anson County Planning Staff	4/22/2021
5	Meet w/Steering Committee	Discuss Survey/ Questionnaire/Prepare for 1 <sup>st</sup> Round of Community Input Meetings (Open House)	June 2021	David Williams & Team; Anson County Planning Staff	6/17/2021
6	Community Input Meetings (Open House) 1 <sup>st</sup> Round	PowerPoint Presentation/Facilitation/Receive Input	July/August 2021	David Williams & Team Anson County Planning Staff; Steering Committee	7/19/22/27/29/2021; 8/16/2021
7	Draft Ordinance	Zoning Ordinance Writing	August 2021	David Williams & Team	
8	Draft Ordinance	Zoning Ordinance Writing	September 2021	David Williams & Team	September 21, 2021
9	Steering Committee Meeting	Present Draft Zoning Ordinance & Prepare for 2 <sup>nd</sup> Round of Community Input Meetings/Open House	September 2021	David Williams & Team; Anson County Planning Staff	September 30, 2021
10	Community Input Meetings (Open House) 2 <sup>nd</sup> Round	PowerPoint Presentation of Draft Ordinance/Facilitation/Receive Final Input	October 2021	David Williams & Team; Anson County Planning Staff; Steering Committee	October 7, 12, 14, 19, & 21, 2021
11	Anson County Planning Board/Steering Committee Joint Meeting	Present PowerPoint of Draft Ordinance based on Community Input Meetings	November 2021	David Williams & Team Anson County Planning Staff	11/30/2021
12	Meet w/County Manager & Planning Director	Deliver Draft Ordinance /Hardcopies (3) & Electronic Version/Final Discussion (Exit Interview)	December 2021	David Williams & Team; County Management & Planning Staff	12/2021
13	Summary Presentation of Draft Ordinance to Anson Board of County Commission	PowerPoint presentation to Board of Commission	December 2021	David Williams & Team; County Management & Staff	12/7/2021

## Appendix K

### Action Plan

## Anson County Executive Summary

## Action Plan

Goals	Objectives/Strategies	Resources	Timeline
Adopt county-wide zoning fully using zoning lite concept or approach	Induce Jobs and Protect Property Values	Anson County Budget Appropriation to Fund	FY 23
Update County-wide Subdivision Ordinance to be in-line with draft or adopted zoning ordinance	Alignment with Zoning Ordinance	Anson County Budget Appropriation to Fund	FY23 - FY 24
Continue to build and educate community about the importance of having county-wide zoning	Community Awareness and Engagement	Anson County and Stakeholder Organizations allow locations to hold meetings	FY 23 - ongoing
Modify zoning regulations (assuming adoption) as necessary	Continuous Improvement and Update of Ordinances	Anson County Planning	FY 23 - ongoing
Examine adjacent Counties' zoning regulations to make sure Anson is on par with other counties	Prevention of local unwanted land uses (LULU's) or uses with a negative impact on neighborhoods and community so Anson does not become a "dumping ground"	Anson County Planning	FY 23 - ongoing
Form a diverse committee of stakeholders from around Anson that could meet with County staff on occasion to discuss zoning ordinance	Understand any barriers and opportunities with having county-wide zoning and ways to provide continuous improvement.	Anson County and Stakeholders, e.g. Builders, Natural Resources, Chamber/Economic Development Commission	FY 23- ongoing
Design a marketing message to help community better understand zoning ordinance impacts	Help community understand how zoning helps with per capita income, encourages more jobs, protects property values, prevents local unwanted land uses; and explain differences with and without zoning	Anson County Planning and Public Information	FY 23 – FY25
Develop an online platform or portal regarding adopted zoning ordinance	Receive real time community and stakeholder feedback	Anson County Information Technology	FY23 – ongoing (FY- Fiscal Year)

## Appendix L

### CITI (Collaborative Institutional Training Institute Certifications)



Completion Date 16-Jan-2021  
Expiration Date 16-Jan-2024  
Record ID 38848225

This is to certify that:

**David Williams**

Has completed the following CITI Program course:

**Graduate School of Education Research Investigators**  
(Curriculum Group)  
**Graduate School of Education Research Investigators**  
(Course Learner Group)  
**1 - Basic Course**  
(Stage)

Under requirements set by:

**Gardner-Webb University**

Not valid for renewal of certification through CME.



Collaborative Institutional Training Initiative

Verify at [www.citiprogram.org/verify/?w62e3f4c4-23df-4f89-a65a-faf034d35f05-38848225](http://www.citiprogram.org/verify/?w62e3f4c4-23df-4f89-a65a-faf034d35f05-38848225)

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