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# Acknowledgments

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# Introduction

# Achieving the Vision

Kannapolis is a city on the verge of an economic renaissance. The City has a remarkable history, and one that in many ways parallels the American story. As a thriving mill town, an abundance of factory jobs with decent pay gave workers financial stability. When the factory closed, the City experienced the biggest layoff of workers in North Carolina history and the number of well-paying manufacturing jobs plummeted. The key role that manufacturing played in Kannapolis receded. But in its wake new opportunities began to arise, and the community proved its resilience. Now, thanks to local leadership and community engagement, Kannapolis is moving into a new phase, one that has already begun diversifying its economy, reintroducing high paying jobs, and improving quality of life. This plan builds off of the recent trends and envisions a city built for economic and environmental resilience that is inclusive of all community members, regardless of their background.

Situated within the Charlotte Metropolitan Area, the fourth fastest growing region in the nation, the opportunities now couldn't be greater. This plan sets out the vision to unite the community and to build upon the City's successes in order to achieve a vibrant and sustainable future for all who live and work here.

# On the Cusp of Transformation

# **The Arrival of Kannapolis**

Kannapolis is located within the Charlotte Metropolitan Statistical Area, about 20 miles northeast of downtown Charlotte, and along Interstate 85 in the North Carolina piedmont. The greater portion of the City is located in Cabarrus County while the northern part of the City lies in Rowan County. Kannapolis is bounded by the City of Concord to the south and southeast, the Town of Davidson and Mecklenburg County to the west, Iredell County to the northwest, and the towns of Landis and China Grove and unincorporated Enochville to the north.

The mill was the center of commerce and activity for much of the City's history. J.W. Cannon purchased the land that is now Kannapolis in 1906, and began production of sheets and towels at Cannon Manufacturing in 1908. As a mill town, many of the facilities and amenities including the homes, a YMCA and civic center, movie theater, daycare center, and temporary hospital were constructed by Cannon Mills for the mill employees.

California financier David H. Murdock bought Cannon Mills in 1982 after the death of company leader and Kannapolis patriarch Charles Cannon. By 1984, when residents voted to incorporate Kannapolis, an estimated 30,000 people were employed by Cannon Mills. In 1985, Mr. Murdock sold the bed and bath division, including all of Cannon's local mills, to Fieldale, Va.-based Fieldcrest. The years from 1986 to 2000 were a period of transition in the textile industry and in Kannapolis. Cannon Mills consolidated as Fieldcrest Cannon in 1986, resulting in layoffs, which resulted in a number of profound impacts on the City. In 1997, Fieldcrest Cannon was sold to Pillowtex Corporation. Pillowtex filed for bankruptcy protection in 2000. Globalization and the export of textile jobs overseas brought on the July 2003 closing of Pillowtex. This closure of the mill led to the loss of 4,340 jobs overnight.

The North Carolina Research Campus arose in place of the mill and was built with large public and private investments. It is emerging as an internationally-recognized research center for nutrition, disease prevention, and agriculture. The campus is now one of several industries that represent a major opportunity for Kannapolis to transform and develop its economy and spur new growth and innovation in downtown and throughout the City.

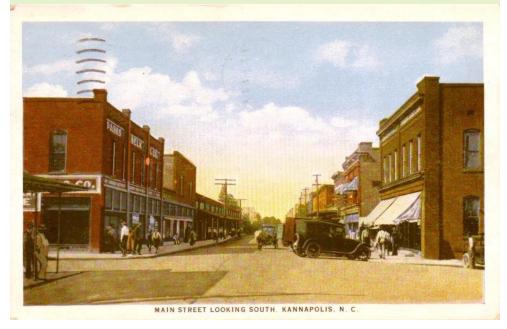


#### **A Thriving Economic Center**

Cannon Mills lay at the heart of downtown, which helped support a variety of businesses providing services and entertainment.

#### A Burgeoning Company Town

This postcard image below shows Kannapolis during the first half of the 20th Century. Mixed use buildings line an active Main Street.



Move Kannapolis Forward - Project Timeline

Project Initiation

Assessment of Influences

Fall 2016

Winter 2016/17

Assessment of Community Vision

Spring 2017

Summer-Spring 2017

Winter 2018

# The Move Kannapolis Forward 2030 **Comprehensive Plan**

Where are we? Where do we want to go? How do we get there? These are the key questions that this plan, Move Kannapolis Forward, seeks to answer. Move Kannapolis Forward is both a highly visible and participatory public process and a document that will serve as the Comprehensive Plan for the City of Kannapolis.

Key data and trends of existing conditions (Where are we?) serve as the basis for planning, and are described in the **Planning Influences Report**. The plan itself is comprehensive in scope, serving as a strategic policy guide that expresses the values, aspirations, and vision of the community (Where do we want to go?). Goals, policies, and actions to achieve that vision (How do we get there?) are listed in each chapter. The Transportation Evaluation of Future Land Use Growth also provides an assessment of potential impacts of proposed land use changes on the existing network.

#### To accomplish the vision set out by the community, this plan strives to:

- Set clear priorities
- Balance explicit direction with flexibility
- Identify implementation strategies, timetables, partnerships, and resources
- Establish consistency in making growth and development decisions
- Create a readable marketing tool that, along with other illustrative City documents like the Kannapolis Vision Book, helps establish identity and vision

Move Kannapolis Forward is the City's broadest public policy document, setting forth the long-range vision for transportation, housing, development, the environment, the economy, and other related topics. It also serves to connect existing and future plans under one umbrella, providing a strong and visionary direction, along with flexibility, which is a key to success in this dynamic region. Finally, as a City located in a fast-growing region, this plan includes priorities for regional collaboration and coordination in order to grow efficiently and wisely and conserve and connect remaining natural assets.

# **Public Engagement**

Move Kannapolis Forward is a community-driven process. In order to reach a broad cross-section of the community, project planners held public meetings, attended an outdoor movie screening, talked to people at restaurants, grocery stores, salons, and a Kannapolis Cruise-In and received comments from hundreds of people through an online survey. Providing a variety of engagement opportunities in multiple locations throughout the community is an important way of reaching residents and workers of different ages and backgrounds.

The Move Kannapolis Forward Summit was held at City Hall on April 11, 2017 at 6:00 pm. The Summit provided a space for members of the Kannapolis community to learn about current conditions and trends in their community and contribute their ideas, express their concerns, and share their aspirations for the Move Kannapolis Forward 2030 Comprehensive Plan. Nearly 100 people attended the Move Kannapolis Forward Summit. A report summarizing this meeting is located in the appendix to this plan.

In addition to attendance at meetings, 365 citizens engaged in the process through the online survey. The survey input helped to collect responses from people who don't often have time to attend meetings, like parents, students, and others.

"By 2030, I want Kannapolis to be home to a thriving community, jobs that pay a good salary, and a place that people want to move to."

-Kannapolis Resident

The planning team created opportunities for meeting with and gathering input from the public at other times and locations. On Friday June 23rd, the team visited a barbershop and salon on Canon Boulevard, a pizza parlor on Main Street, and family movie night at Village Park. Then on July 8th, the team visited restaurants at Renaissance Square and then mingled with attendees at the Kannapolis Cruise-In in downtown Kannapolis.

During these meetings and visits, citizens were asked to provide input on a number of different subjects. People answered what they loved about Kannapolis, and what they thought needs to change. They responded to how they currently travel during the day and how they would prefer to travel in the future. They also voted on what they think the priorities should be for the City, choosing between things like providing more trails and open space, supporting employment development and attracting jobs, and redeveloping commercial corridors.



#### **Sharing Great Ideas**

The 2030 Comprehensive planning effort involved extensive public engagement efforts where community members

learned about the community and plan and shared their ideas. The image above shows a family sharing their ideas during the July 2017 Kannapolis Cruise-In. The image to the right shows some of the smaller members of the community providing their ideas during the a June 2017 movie in Village Park.

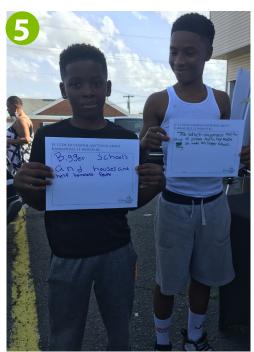
# Where Citizens of Kannapolis Contributed Their Ideas

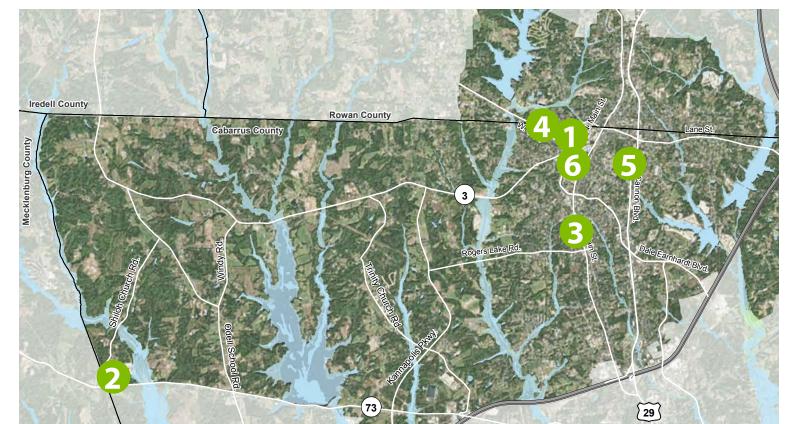
















Concord

# The Vision Framework

Move Kannapolis Forward includes a Vision Framework, which was developed from the public input provided throughout the planning process. Residents and workers shared their favorite things about Kannapolis, their aspirations for the City's future, and what they wanted to see change. The Kannapolis vision is one that represents the input of hundreds of people with many different backgrounds throughout the community. This was coupled with technical evaluations on future planning influences to develop a comprehensive vision framework.

The vision for the future embodies three broad aspirations, aiming for a vibrant and connected, fiscally and economically balanced, and healthy and active City. These aspirations reflect key elements of the community's desired future. They also provide guidance in terms of where efforts and resources should be focused over the next ten to twenty years to ensure Kannapolis builds on its assets to become a more livable, prosperous, and active community.





# **Vibrant and Connected**

Kannapolis will be a dynamic 21st century city with multiple centers of activity that provide a variety of services and vibrant spaces connecting the city's population. The community will be connected by a multi-modal transportation network that supports all ways to move around and features high quality travel corridors which serve as gateways to and from the downtown.



# **Fiscally and Economically Balanced**

Kannapolis will grow in a fiscally balanced way that considers the long term impacts of development. Jobs within a variety of fields will provide excellent economic opportunities for new and current residents with multiple skill levels.



# **Healthy and Active**

Kannapolis will be a healthy and active city where citizens have access to health, nutrition, science, education and recreation amenities. The built and natural environments will be of a high quality and designed to protect and maintain natural features and resources, while reinforcing a healthy and active lifestyle for City residents.

# The Big Ideas and Actions



# **Vibrant and Connected**

In 2030, Kannapolis will be a more vibrant, active, and connected city. New mixed use centers for commercial activity will provide residents and visitors with an array of shopping, entertainment, and dining choices. Existing commercial and employment centers will be revitalized with new private investment occurring as part of the 2nd wave of growth that will occur in the Charlotte Metro Region. New residential neighborhoods will provide a variety of housing choices and provide pedestrian and bicycle connections to provide healthy activities for residents. The citizens of Kannapolis will have more transportation choices for getting in and around the City. Particular emphasis will be focused on providing better connectivity within areas near the core city area to encourage investment in these older parts of the community and to better connect area neighborhoods to the newly revitalized Downtown Kannapolis.

To achieve this vision, Kannapolis will undertake a series of action steps:

- Update the City's Development Ordinance to Implement the New Plan
- Develop Small Area Plans for Priority Locations In Need of Detailed Planning
- Consider Implementing New Tools to Incentivize Growth in Targeted Areas
- Develop Standards for Infill and Redevelopment in Existing Neighborhoods to Maintain Community Character
- Update Standards for New Neighborhoods to Create "Complete" Neighborhoods with Sidewalks, Parks, and Access to Destinations
- Collaborate with NC Research Campus to Update the NCRC Master Plan
- Develop a Local Transportation Plan to Guide Future Capital Investments and Coordination on Transportation Improvements
- Develop and Implement Corridor Revitalization Studies
- Support Regional Public Transit Planning and Implementation Efforts
- Adopt a Local Complete Streets Policy to Create More Connections for Drivers, Bikers, and Walkers
- Allocate Local Sidewalk and Greenway Funding to Enhance Walkability in the Community



# **Fiscally and Economically Balanced**

The success of Kannapolis will rest on the City's ability to manage its resources, adequately serve future residents, and foster local economic development. Key to this success is managed growth that directs growth to targeted locations where public services are provided or planned as identified on the Tiered Growth Map. The plan also provides new tools to identify key locations for targeted growth and can be used to identify catalyst projects and public-private partnerships to facilitate business development. The City will continue to build on the momentum of the North Carolina Research Campus and Downtown Revitalization Project, but will broaden the scope to focus identified employment and commercial centers in targeted locations throughout the City. Kannapolis's leaders will leverage partnerships with regional organizations and jurisdictions to maximize economic opportunities and promote fiscal efficiency.

To achieve this vision, Kannapolis will undertake a series of action steps:

- Build Off the Successes of Think Kannapolis
- Develop a Plan to Target Underutilized Employment Properties
- Develop and Implement a Speculative Industrial / Flex Space Building Program
- Enhance Platform for Information-Sharing Among Neighboring Jurisdictions
- Establish Roundtable Gatherings to Foster Regional Collaboration
- Work with NCDOT and Regional Partners to Address Local Needs
- Monitor and Update the Transportation Project Priority List
- Include Neighborhood Enhancements as Part of Capital Improvement Plans
- Develop a Tool to Evaluate the Fiscal Implications of Proposed Annexations and Capital Projects
- Adopt Interlocal Growth Management Agreements



# **Healthy and Active**

In 2030, Kannapolis will be the premier community in the Charlotte Metropolitan Region for "Discovering a Healthy Life." The City will work with area health partners and organizations to expand healthy lifestyle choices for residents. The built environment and transportation network will be enhanced to provide more opportunities for residents to exercise within their neighborhoods, access to nearby parks, and park once and walk in commercial destinations. The health of the City will include energy and natural resource efficiency programs to maximize public investments and supporting development of a greener community.

To achieve this vision, Kannapolis will undertake a series of action steps:

- Develop a Sustainability Mission Statement for City Government Operations to Promote Energy and Water Conservation Efficiency Policies
- Partner with Nonprofit Organizations to Expand Healthy Food Access
- Form a Local Multimodal Transportation Advisory Committee to Identify Ways to Enhance Connectivity and Promote Walking, Biking, and Transit
- Increase Enforcement of Traffic Safety Laws
- Create a Local ADA Transition Plan
- Create a Program to Incentivize the Capture and Reuse of Rainwater
- Consider Establishing a Funding Source for Open Space
- Establish a Formal Program to Work with Established Neighborhoods to Improve Neighborhood Conditions
- Establish a Rental Program to Better Enforce Minimum Housing Standards
- Study Options for Allowing Public Access to the Don T. Howell Reservoir
- Consider Implementation of Parks & Recreation Master Plan when **Conducting Capital Planning**
- Develop Plan for Land Acquisition and Trail Development around Don T. Howell Reservoir
- Implement a Low Impact Development Demonstration Project to Showcase the Benefits of Natural Stormwater Management Features

# **The Planning Context**

# **Planning With the Region**

Kannapolis lies in the path of the rapidly growing Charlotte Metropolitan Area, which grew by a third of its total population between 2000 and 2010, making it the fourth fastest growing metropolitan area in the nation. While much of this growth occurred within Charlotte's municipal boundaries, a growing number of people and businesses are finding surrounding cities attractive places to locate.

This rapid metropolitan growth presents a challenge for the region: the functional urban area - that is the economic, population, housing, environmental, and transportation factors that tie the Charlotte metropolitan area together - does not align with the dozens of jurisdictional boundaries, all vying for economic development opportunities. The Charlotte MSA is made up of 12 counties and dozens of cities, towns, service districts, school districts, fire and police districts, and more. This pattern creates inherent competition between local jurisdictions and makes partnerships and regional coordination more important than ever. Regional coordination will need to take into account multiple factors: Economic incentives, zoning, growth management policy, utility extensions, schools, transportation, and environmental conservation.

# **The Planning Area**

One of the initial steps in the *Move Kannapolis Forward* planning process was to determine the boundary of the planning area. The planning area that was established includes lands best suited for a variety of purposes, including future growth and development potential and environmental conservation. The planning area includes the corporate limits of the City of Kannapolis, unincorporated lands within the City's extraterritorial jurisdiction (in Rowan County only), and land within unincorporated Cabarrus County - with which the City has annexation agreements - that is anticipated to eventually become part of the incorporated City as a result of future growth and development.

The task of defining the planning area also considered adjacent and nearby municipalities, including annexation agreements. Kannapolis is becoming a fast growing municipality, which means that the City will need to coordinate planning with multiple jurisdictions, including Cabarrus County, Rowan County, neighboring municipalities, utility providers, School districts, and other service providers.

#### **The Kannapolis Planning Area**

This map depicts the Kannapolis Planning Area. Kannapolis is bounded by the City of Concord to the south and southeast, the Town of Davidson and Mecklenburg County to the west, Iredell County to the northwest, and the towns of Landis and China Grove and unincorporated Enochville to the north. The planning area includes land within unincorporated Cabarrus County anticipated to receive development pressure over the coming decades and is likely to eventually become part of the incorporated City.

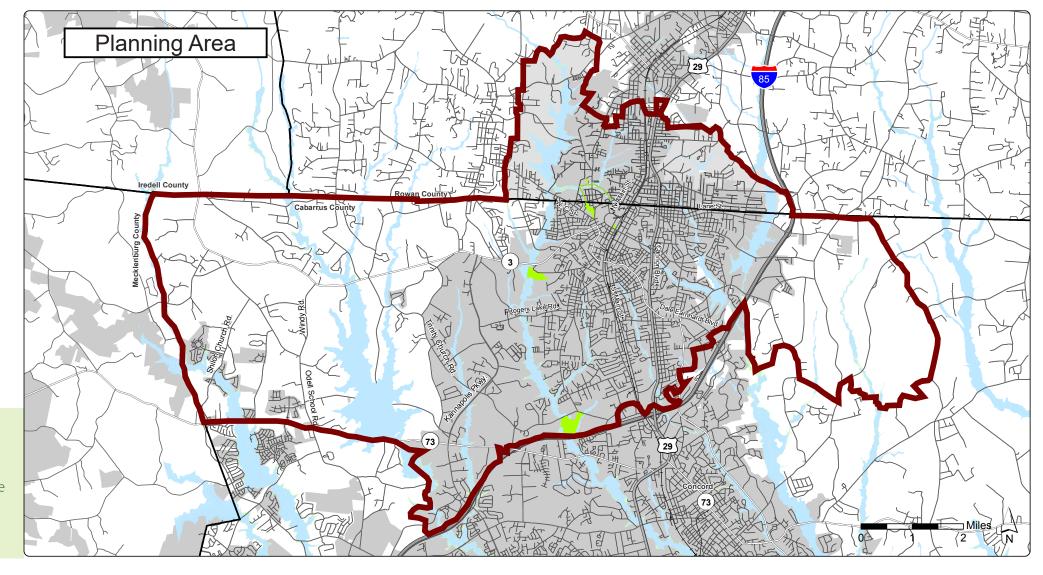
# **Coordination With Other Municipal Plans**

In addition to providing a community-driven long-range planning process that results in a tool with guiding policies and key actions, *Move Kannapolis Forward* serves as an umbrella plan to previous and future plans in the City. It provides a comprehensive framework that considers each plan within the context of the larger planning area, and ties them all together through a cohesive set of over-arching expected outcomes, policies, and actions.

Other plans that address specific geographic areas and issues within Kannapolis have been adopted, and will continue to be developed as the City changes and makes new plans for creating vibrant neighborhoods and commercial centers and protecting natural and cultural resources, promoting fiscally responsible

development. Each plan is important because it provides a vision for a particular topic or place in greater detail than the comprehensive plan, and each identifies implementation strategies for the coming years and decades.

The City's previous long range plan, the *Kannapolis 2015 Land Use Plan*, which was adopted in 2004, has served its purpose of providing a long range vision; guidance for development and the location of growth; providing a decision-making tool for elected and appointed officials; and coordinating the various planning efforts of the City's functional services with regard to future land use. The *Move Kannapolis Forward 2030 Comprehensive Plan* replaces the 2015 Land Use Plan and provides a comprehensive vision and growth strategy for Kannapolis.



# How to Use This Plan

#### The Plan Structure

The Move Kannapolis Forward 2030 Comprehensive Plan is designed to be clear, readable, and accessible to all of the citizens, policymakers, developers, employers, and City staff in Kannapolis. Each chapter includes the following sections:

#### Why We Need To Address This Topic

Each chapter begins with a short introduction, providing an overview and highlighting the key reasons for why the chapter is part of this planning process.

#### **Key Planning Influences**

This section provides a summary of important trends and conditions that are impacting Kannapolis today and could impact the City into the future. The section is split between Community Issues and opportunities, which describes trends in Kannapolis, and Concepts and Best Practices to Address Community Concerns, which provides ideas and strategies that Kannapolis and other communities are using to better plan for the future.

#### **Expected Outcomes and Policies**

This section provides the Expected Outcomes that this plan aims to achieve by the 2030 planning horizon. The policies provide ongoing and open-ended guidance for decision-makers and are listed below the Expected Outcomes that they aim to achieve.

#### **Actions**

This section provides key actions that the City and its partners will implement during the planning horizon to bring Kannapolis closer to the community vision. Actions are distinguished from Expected Outcomes and policies in that actions are designed to be undertaken by city officials, citizens, and partners in order to accomplish a specific task and achieve the Expected Outcomes of this plan.

# The Relationship to Zoning Regulations in Kannapolis

Since it was adopted over a decade ago, the 2015 Land Use Plan has been used by the City of Kannapolis to guide land use policy decisions, including zoning related matters. The content of the plan influences changes in the physical environment. The Move Kannapolis Forward 2030 Comprehensive Plan will also function this way, helping to guide zoning decisions with regard to text amendments, map amendments, or a full comprehensive rewrite.

In North Carolina, municipal zoning enabling statutes require that zoning be "in accordance with a comprehensive plan." Since zoning was first adopted in Kannapolis, the official zoning map has been amended several times in response to changing market conditions and planning trends. Zoning in the City consists of a zoning map and a written ordinance, both of which are available on the City of Kannapolis website.

Zoning maps and future land use and character maps are often mistakenly perceived to be identical. Although they are related, each serves a different purpose. The zoning map refers to regulations that apply to areas today, specifically how land can be used and what can be built on a given property. The Future Land Use and Character Map depicts a long-term vision of how and where the city will grow and change over the next 20 years in order to accommodate residential, employment, and commercial growth. Zoning should be consistent with future land use and character.

After adoption of a new comprehensive plan with a new Future Land Use and Character Map, Kannapolis may undertake a review of its zoning ordinances to make sure it has the tools in place needed to implement the plan.

# What does a Future Land Use and Character Map do?

- Displays broad categories of character and land use areas
- Represents a long term vision
- Encourages sustainable patterns of growth
- Provides predictability in long term planning decisions
- Can be amended in response to changes in community's goals

# **What does a Zoning Ordinance** do?

- Describes zoning districts applied to specific parcels
- Provides direct regulation of development on individual parcels
- Encourages sound project-level site planning
- Discourages land use conflicts between properties
- Will need to be amended to improve consistency with the Move Kannapolis Forward 2030 **Comprehensive Plan**



# Growing Smart

# Why We Need to Grow Smart

While Kannapolis has grown slowly and steadily since it became incorporated in 1984, it is now in the midst of exciting new changes. Now, as the local economy continues to grow, and the City attracts new residents seeking to live in a diverse and affordable community with a high quality of life, Kannapolis can expect to see population and development grow at a more rapid pace.

This growth presents both challenges and opportunities. As the City continues to see increased revenues and expenditures, it must find ways to grow sustainably, that is, to foster a community that will provide a great quality of life for all, inspire residents to take part in the community, and improve opportunities while remaining fiscally responsible. Fortunately, many of these goals go hand-in-hand, and provide mutual benefits. For example, by growing in a more compact and connected way, and preserving natural assets, Kannapolis has an opportunity to use capital resources more efficiently over the long run, while also making incremental improvements that result in a more walkable and livable community.

Given the fact that a large proportion of the planning area is open for future walkable development, it is important to guide development to targeted areas that will maximize community investments and support economic development efforts that will enhance quality of life while building prosperity.

# **Key Planning Influences**

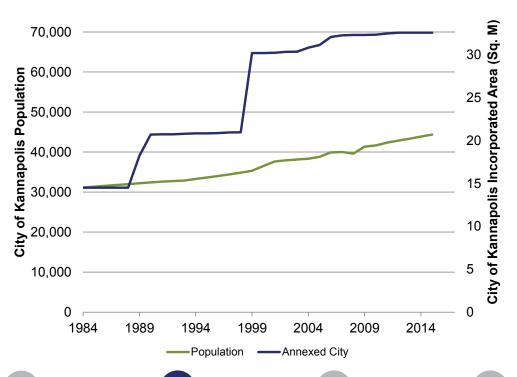
# **Community Issues and Opportunities**

The built environment of Kannapolis has changed from decade to decade, as the economy and market preferences evolved. Some growth has pushed the City outward, while redevelopments have changed the appearance of downtown and surrounding areas. Outward pressures have resulted in forest and farmland converting to suburban-style commercial and residential development, typically at very low densities. With this plan, the City is turning a new page and rethinking the business-as-usual ways of growing in order to focus high quality development into compact centers that are connected to each other along well-planned corridors, with pedestrian and bicycle connectivity to adjacent residential neighborhoods.

# **Growth and Urban Form in Kannapolis**

Since the incorporation of the City of Kannapolis in 1984, the population has grown at a slow and steady pace, from close to 30,000 people to around 45,000 today. Meanwhile, the City has annexed hundreds of acres of land, more than doubling in geographic size from 15 to 33 square miles. As a result, the amount of incorporated land per resident has increased.

#### **Kannapolis Municipal Area vs. Municipal Population**

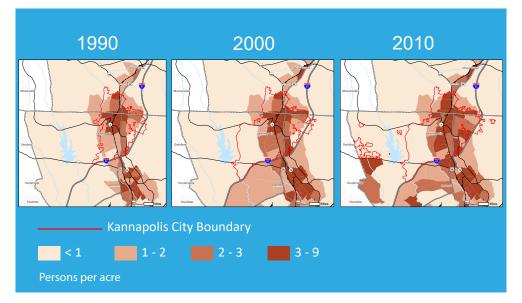


Some types of growth can provide fiscal benefits, while others can have a negative impact on the City's longterm balance sheet. Outward growth provides the City with control over more land and generates additional revenue from property taxes. However, low-density development located far from the city center typically increases the cost of providing and maintaining infrastructure and public services. A case study with fiscal implications of development is included on the following page (*Fiscal Implications of Different Development Models*).

Development patterns can also impact people's choices for getting around. Compact development, with a variety of uses in close proximity and designed with a pedestrian-friendly pattern, increases the viability of walking, transit, and biking. This was the pattern of development in the early years of Kannapolis. Following the founding as a mill town, the more recent trend of automobile-oriented development reduced the number of ways that the people of Kannapolis could get around. Public input gathered during the public outreach efforts associated with *Move Kannapolis Forward* overwhelmingly reflected the dissatisfaction with current modes of transportation in Kannapolis. In response, future development patterns can be influenced to be more walkable and vibrant.

Kannapolis contains a variety of commercial development. Much of this development is laid out in automobile-oriented strip patterns along corridors, some of which span the length of the City, such as Cannon Boulevard, along the I-85 corridor, NC-73, and Kannapolis Parkway, rather than being located in clustered nodes of activity. This development pattern can increase congestion and limit accessibility. The maps below show these development trends over time.

#### **Kannapolis Municipal Growth (1990-2010)**



#### **What People Liked**

During the **Move Kannapolis Forward Summit**, community members identified types of development that they either liked or did not like. The following images represent development types that Summit attendees liked and want to see more of in Kannapolis.









#### **Illustrating Growth and Development in Kannapolis**

The images to the left illustrate the growth of land area vis a vis the growth of population within the City of Kannapolis over the last three decades.

The chart on the far left (Kannapolis Municipal Area vs. Municipal Population) shows that as the population increased slowly and steadily (bottom line) the City of Kannapolis Incorporated Area (top line) grew at a much faster pace.

Similarly, the maps to the left (Kannapolis Municipal Growth 1990-2010) show that growth geographically. The City's land area grew outward to the west, noncontiguous to the existing municipal boundaries. These "satellite" growth areas, while representing a positive impact on the city, have also presented challenges in the provision of services to the area, and integrating them into the City's historic corporate boundaries.

# **Growth, Development, and the Tax Base Job Location and Commuting Patterns**

Kannapolis is benefiting from private investment and development, which increases tax revenue that is used to provide city services and maintain public infrastructure. However, when development slows, the increase in property tax revenue decreases with it. With these revenues come increases in costs to serve new properties. It will become increasingly important that the City consider how it develops in order to grow in an efficient and responsible manner. This growth should consider both the per acre tax revenue generated and the cost to provide services. While development patterns affect public expenditures, they can also impact tax revenue. Big box stores can increase the value of underdeveloped land and create a major source of property tax revenue for local governments. However, it is also important to consider the value generated by each acre developed. Walkable mixed use development can provide a large amount of tax revenue on a smaller amount of land. Multiple studies have highlighted the impacts that development patterns can have on utility costs.

"As the economy continues to expand and our population grows we are experiencing an increase in property tax and sales tax revenues. This allows us to meet the needs of our City with a steady tax rate and only minimum increases in fees this year."

- Mike Legg, Kannapolis City Manager, 2017 Budget Message

## **Fiscal Implications of Different Development Models**

In this example a big box retail store is compared to a two-story mixed use building in another city in North Carolina. The potential tax value growth from the big box store is significant. However, the smaller compact building that provides additional uses on upper floors generates more tax revenue per acre. Often, the cost per customer for providing infrastructure and services to compact development is lower.

#### Big Box Retail Store in North Carolina

Current Tax Value: Tax Value per Acre:

\$5,961,638 \$506,511



#### Two-Story Mixed Use Building in North Carolina

Current Tax Value: \$1,176,888 Land Developed: 0.21 acres

Tax Value per Acre: **\$5,604,228** 





#### **Downtown**

Downtown Kannapolis became the City's center of activity during the 1920s and 1930s with mostly mixed use two story brick buildings that included pedestrian-oriented storefronts, signs, and awnings. In order to make way for the automobile, many of the iconic landmarks in downtown were torn down to create large paved parking lots. New commercial development outside of downtown eventually drew economic activity and utilities away to areas outside of downtown.

Since the razing of Cannon Mills in 2005, downtown has experienced a resurgence of growth anchored by the North Carolina Research Campus (NCRC) and the new City Hall. More growth is expected in the next 10-15 years with the influx of public and private investment. The Downtown Kannapolis Master Development Plan envisions potential development of seven thousand multifamily housing units with hundreds of thousands of square feet for office, hotel, and retail space. The City is doing its part to generate this development through capital investment in infrastructure, streetscape improvements, and public-private development ventures, such as a sports and entertainment venue (SEV) and a parking garage.

As downtown continues to develop and draw in residents and business from the region and beyond, it will be important to build off of existing assets, like the NCRC. There are numerous opportunities for development types that support transitions between the traditional downtown and the NCRC. These types should support businesses that can foster synergies between private companies and the research that is conducted at NCRC, as well as other entrepreneurial type businesses.

Spaces that may be best suited for downtown adjacent to NCRC include flex office and light industrial spaces and incubators that provide startup training for entrepreneurs. All of these spaces should be designed within a walkable format with ample high quality public space and a vertical mix of uses. While lower floors on key corridors should be reserved for retail and office uses, upper floors could include office and residential uses. These developments also offer opportunities for green building and promotion of green and renewable energy.

# Kannapolis's Vision for **Mixed Use Development and Downtown Revitalization**

In 2015, the Kannapolis City Council finalized a purchase agreement to buy 46 acres within historic Downtown Kannapolis. The purchase of land and buildings totaled \$7,550,000 and has served as the catalyst for the major revitalization efforts now underway. Multiple studies have suggested that efficient development can be achieved through compact mixed use development and this will likely be an important fiscally-based consideration as Kannapolis moves forward. In January of 2017, the City Council and Lansing Melbourne Group (LMG) formally agreed on the terms to build a mixed use demonstration project downtown.



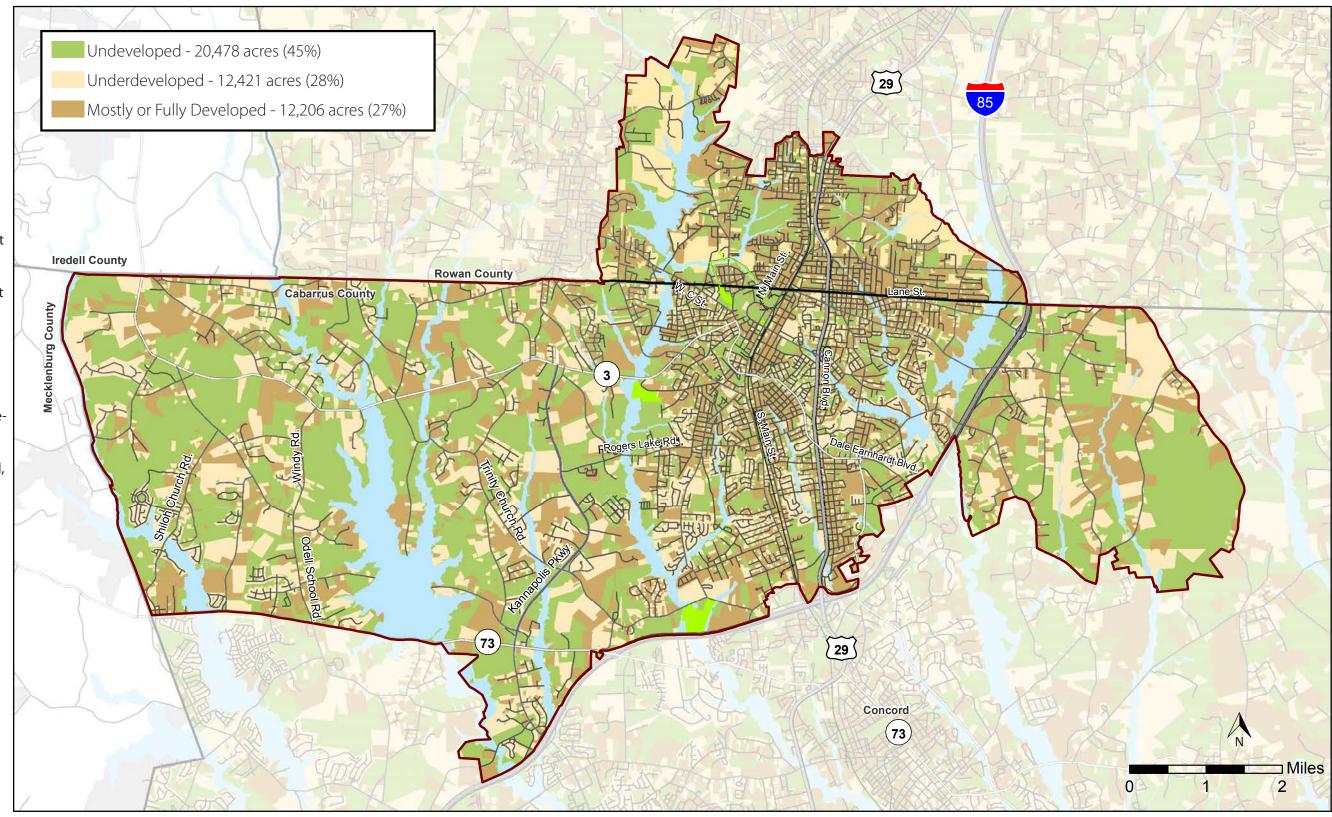
The City is also moving forward with plans to design and build a sports and entertainment venue (SEV) for its current minor league baseball team - the Kannapolis Intimidators, on City-owned property in the downtown. The purpose of the Downtown Revitalization effort is to create a denser, more livable city center that will attract families and young professionals, along with commercial and employment activities. The mixed use design of the revitalization plan strives to maintain and highlight the historic, small-town features of Kannapolis while providing high-quality public amenities that bring revenue to the City and attract residents and businesses alike.

The Downtown Revitalization Plan builds on the City's 2012 *Economic* Development Plan, which also envisioned a vibrant and revitalized downtown Kannapolis.

# **Developable Lands Map**

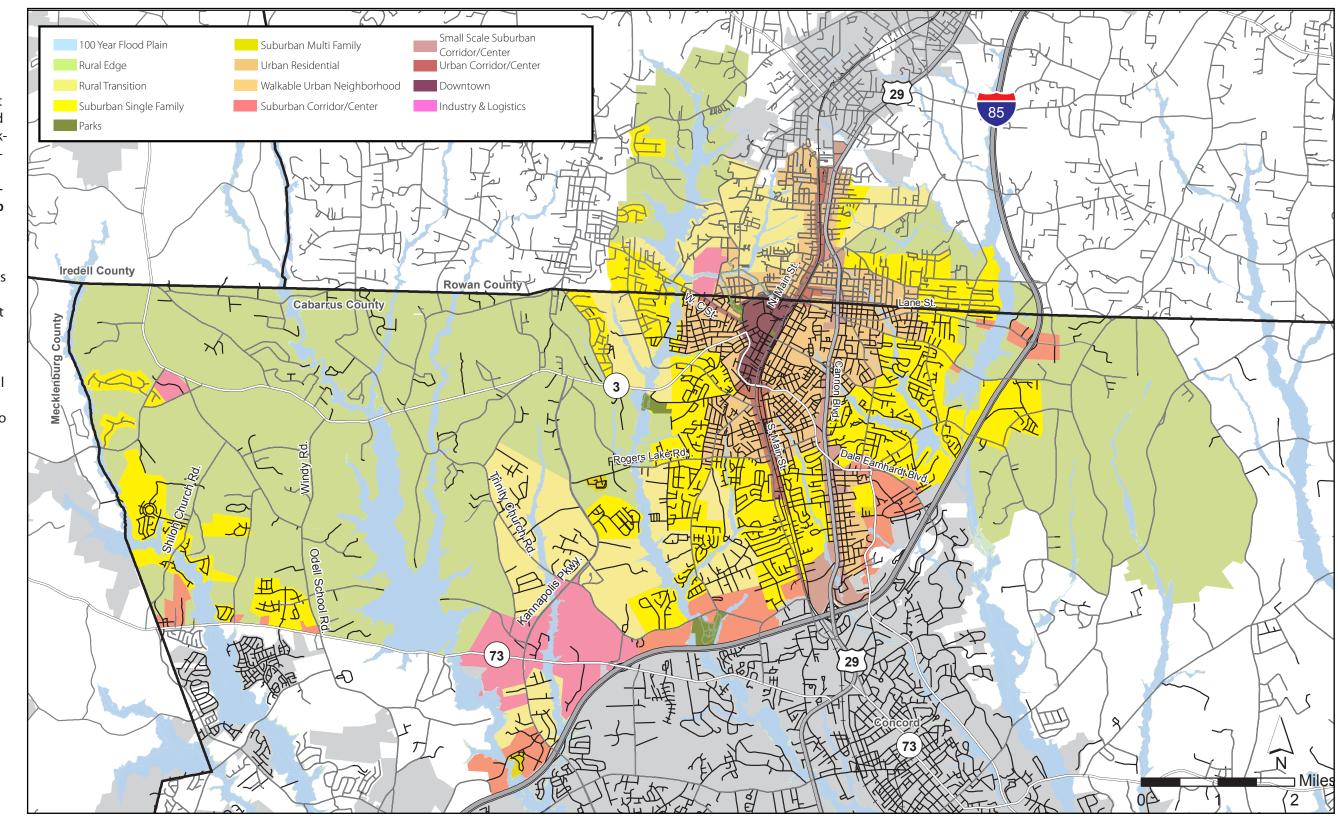
#### The **Developable Lands Map**

helps to illustrate how much land is available for growth and where it is generally located. Land is identified as either Undeveloped, Underdeveloped, or Mostly or Fully Developed. Approximately 27% of the planning area is fully developed, leaving 73% available for future change. Given future forecasts for development, there is more than enough land in the planning area to accommodate future growth. It will be important to manage and direct development to prioritize locations that maximize economic development efforts and efficient use of public investments. Underdeveloped areas may be further developed, because the value of the structures is low relative to the value of the land, suggesting that there may be opportunities for improvements through redevelopment and infill. Mostly or Fully Developed areas are already developed, with the value of the structures being high relative to the value of the land. Mostly or Fully Developed areas may include opportunities for some infill and redevelopment.



# **Existing Land Use and Character Map**

In order to grow smarter, communities across the country are switching from land use-focused planning to "character-focused" planning. While land use is still a consideration, it is also important to ensure high quality design and development that promotes walkability and place-making. Character describes the way places are designed and function. The Existing Land Use and Character Map describes Kannapolis through character areas. Character areas illustrates more than just land use, and takes into account things like urban design. Each character area includes relatively consistent block sizes, transportation infrastructure, building heights and setbacks, mix of and accessibility to employment, civic, commercial opportunities, and location of automobile parking. The map also helps to establish a foundation upon which the Future Land Use and Character Map is built.



# **Concepts and Best Practices to Address Community Concerns**

# **Urban Design and Character**

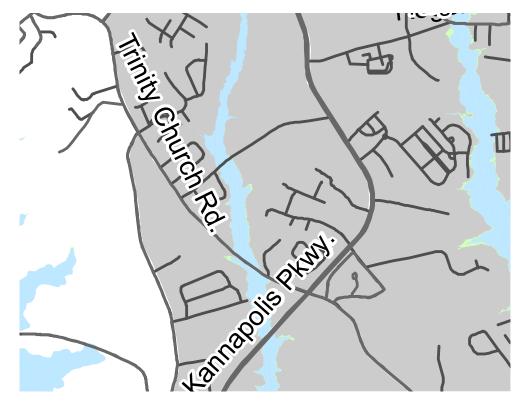
Urban design and character differ from place to place and vary depending upon subtle design characteristics, like the length of the block, the width of the street and sidewalks, the height and design of the buildings, the presence of trees and vegetation, the vistas up and down corridors, and the variety of civic, employment, and commercial uses. Urban design affects not only the look and feel of a city, but also its function. As cities grow, their characteristics change. These changes can have subtle but direct impacts on our everyday lives by determining the location and character of our opportunities to live, work, and play.

Places with good urban form can reduce automobile-reliance and traffic congestion, and provide additional recreational opportunities, which ultimately foster healthy active lifestyles that can reduce the risk of some diseases. These types of places may also prove more fiscally balanced by efficiently allocating limited land supply, fostering innovation and new businesses through knowledge spillovers, preserving key natural infrastructure, and maximizing return on public and private investment.

#### **Illustrating Development Patterns**

The images to the right illustrate one element of urban form: the street pattern. The image in the upper right shows more recent development. While these areas are not fully developed, they have been designed in a disconnected manner - with long continuous blocks and isolated subdivisions. Pre-WWII development, as shown in the bottom right image, shows a highly connected street pattern, which creates many travel connections, benefiting pedestrians looking for the shortest path, as well as drivers and emergency service providers who need to find the fastest and least congested routes.

#### **Existing Urban Form: Street Pattern**





# **Urban Form and Design Standards**

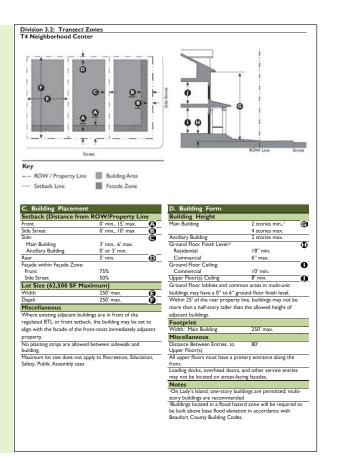
Form and design standards represent a response to conventional zoning's focus on segregating uses and neglect of building design. Hundreds of communities large and small have adopted these standards as a way of carrying out their long-term vision of becoming more vibrant and walkable while fostering more predictable building results for both developers and existing residents.

Design standards address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in these standards are presented in both words and clearly drawn diagrams and other visual aids.

The goal of these standards is to create more vibrant public spaces, with active storefronts that include translucent facades, awnings, and other design features that enhance the building. Blocks should be short, between 300 and 600 feet, in order to improve walkability. Meanwhile, only incompatible uses should be separated and the procedure for development should balance predictability with flexibility to benefit both the developer and neighbors.

#### **Form-Based Codes**

The image to the right represents an example page from a form-based code. These types of codes prioritize urban form over land use, and provide neighbors and developers with more predictability regarding what development will look like. The visual nature of these documents simplifies the code standards for developers and residents. Form-based codes are often integrated with traditional text-based codes, which can also address form and character. Most modern day codes include both text and illustrations.



# How Kannapolis Could Change Over Time

The images below show what public improvements and redevelopment could look like along an urban corridor in Kannapolis. Initial investments might be made in the right-of-way, with street trees and a bio-swale median retrofit, setting the stage for redevelopment along the corridor. With the right mix of removing barriers, establishing design provisions, offering incentives and marketing of places, the corridor could change dramatically over time.







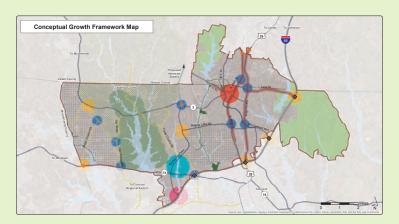


# The Growth Management Framework

# Where and How will Kannapolis Grow?

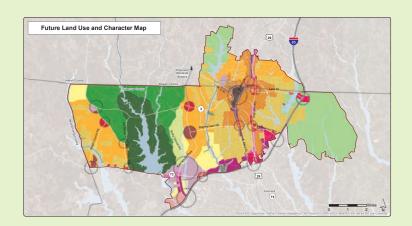
# **The Conceptual Growth Framework Map**

The vision for the future growth pattern of Kannapolis is expressed through an interconnected framework of activity centers, neighborhoods, corridors, and conservation areas. The Conceptual Growth Framework Map (page 18) and its elements depict where centers of various land use intensities will be developed throughout Kannapolis. It also depicts priority corridors for improvement and natural areas that should be preserved as natural open space and used for passive recreation. This provides map provides a "snapshot" of the vision for growth in Kannapolis.



# **The Future Land Use and Character Map**

The Future Land Use and Character Map (page 20) depicts the more detailed intent for how Kannapolis should grow in the future. This map identifies character areas, which are types of places that share attributes of urban form and function including the size and type of buildings and their relationship to the street, the surrounding street and block pattern, parking and access, as well as land uses or types of development. Character areas are not zoning Areas but should influence development decisions. The City gives force to the Future Land Use and Character Map through its zoning decisions. Multiple zoning Areas may fit appropriately into a given character area, while some character areas may require the adoption of new zoning Areas differing from the ones that exist today.



# **The Activity Centers and Corridors Map and Vision Elements**

The growth framework for Kannapolis is first established through its activity centers and corridors. These elements are depicted in the **Activity Centers and Corridors Map** (page 18), and provide the critical structure that organizes the neighborhoods, green spaces, and local road corridors in Kannapolis. This Comprehensive Plan set out a specific vision for the critical primary and secondary activity centers included within this framework. Many of these centers are currently established, some are emerging centers, and some are mature and opportunities for redevelopment. Whatever the stage, the future vision for these activity centers can be used to help guide decisions regarding land uses and design within these critical framework areas.



# **How to Use These Maps**

The Conceptual Growth Framework Map should be used as a general guide for the locations of activity centers and corridors enhancements. This framework identifies the key centers and corridors that will "frame" the City of Kannapolis.

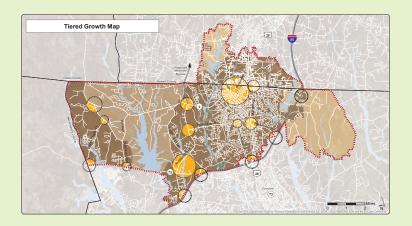
The Future Land Use and Character Map should be used similar to the Future Land Use Map, found in the prior Kannapolis 2015 Land Use Plan. This map provides the direct guidance for the types of uses and character that is supported by the new community vision for all properties in the planning area. It should be used to influence rezoning decisions and changes of use. The character areas are organized by Activity Centers, Activity Corridors, Neighborhood Areas, and Green Areas.

The Activity Centers and Corridors Map should be used in tandem with the Future Land Use and Character Map to guide land use and design decisions within identified primary and secondary activity centers.

# When and How Much will Kannapolis Grow?

# **Tiered Growth Map**

The **Tiered Growth Map** (page 45) is a tool that can help manage growth of the City's corporate limits by setting out areas to be served and developed in the next phase of planning, as well as priority areas for growth and redevelopment within the *Move Kannapolis Forward* 2030 planning horizon. The map sets out Primary, Limited and Future Service Areas within the planning area that support thoughtful outward growth by defining the preferred timing of annexations and public service extensions (water, wastewater, etc.) for new development. It also sets out Targeted Growth Areas to encourage increased density and redevelopment in targeted locations for the purposes of economic development and redevelopment of commercial and mixed use activity centers.



# How do these maps relate to zoning?

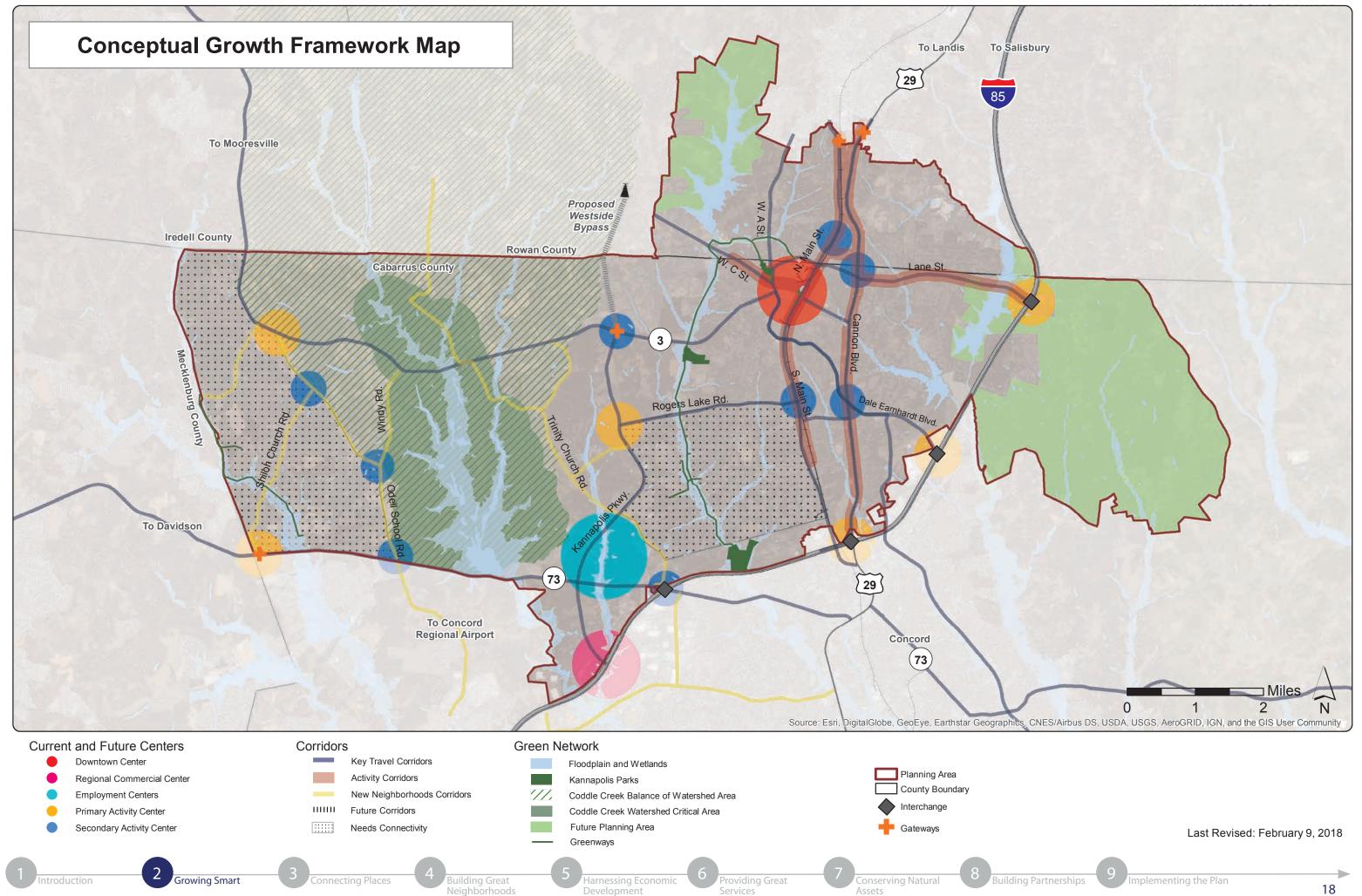
# **Relationship to Zoning**

Zoning is an important regulatory tool to ensure the orderly development of the City of Kannapolis and its extraterritorial jurisdiction (ETJ). Zoning in Kannapolis is administered through its zoning map and linked to the City's Unified Development Ordinance (UDO), which stipulates allowed uses and densities, dimensional standards, and development standards. The Kannapolis zoning map illustrates ways in which the City has grown and provides some insight into the current development snapshot of the City.

Kannapolis zoning regulations consist of both a zoning map and a written ordinance – the UDO - that divides the City into various residential, commercial, industrial, business, and mixed use zoning Areas. The zoning regulations describe what type of land use and specific activities are permitted in each Area, and also regulate how buildings, signs, parking, and other development may occur on a property. The zoning regulations also provide procedures for re-zoning and other development activities.

The zoning map and zoning regulations provide property owners in Kannapolis and its extraterritorial jurisdiction with certain rights to development, while the *Move Kannapolis Forward 2030 Comprehensive Plan* provides guidance to decision-makers regarding the land use and character of future development on a property. The **Future Land Use and Character Map** and the **Activity Centers and Corridors Map and vision elements** contained in this plan should be used as a guide for future re-zoning decisions by the City's Planning and Zoning Commission and City Council, but do not have the authority of law that the UDO does.

These plan maps were developed to provide general guidance regarding land development, annexation, and capital planning decisions. To best interpret which category should apply to a property located in an edge condition where the categories changes from one to another, discretion should be used to identify the most appropriate fit given the site conditions and surrounding context.



Neighborhoods Development

# **Conceptual Growth Framework Map Elements**

#### **Current and Future Centers**



#### **Downtown Center (DC)**

This is the primary activity center in Kannapolis, attracting populations from throughout the region. This area is characterized by highest regional level of development intensity and density, with commercial, housing, civic, and cultural opportunities. It is also a target for jobs in the knowledge economy like those currently within the North Carolina Research Campus, which benefit from place-making, hyperlocal knowledge spillovers, and clustering. This activity center is currently undergoing public and private revitalization investments.



#### **Regional Commercial Center**

Regional Commercial Center is intended to serve as a focal point of commerce, identity, and activity for an entire region, catering to many neighborhoods and communities. The center will have a variety of uses ranging from corporate and professional services, civic, retail, and health spaces, and more.



#### **Employment Center**

Employment Center includes primarily industrial and warehouse development, office parks, including flex space, and related office uses where uses may be less compatible with residential and other lower intensity uses, and where access to regional transportation infrastructure is important.



#### **Primary Activity Center**

Typically located at the intersection of major or minor thoroughfares, these centers attract people from throughout Kannapolis and adjacent communities. Although easily accessible by car, these centers are designed to accommodate multiple modes of transportation, with walkable urban form and a vertical mix of uses.



#### **Secondary Activity Center**

Providing daily needs, like grocery stores shops, convenience stores, and daycares, these areas serve as neighborhood centers and are generally located on intersections near residential areas interchanges and may be designed in a pedestrian-friendly context-sensitive manner that makes it easy to walk between these small centers and nearby houses.

#### **Corridors**



#### **Key Travel Corridors**

Key travel corridors include existing roads that serve as major travel thoroughfares across the city. These corridors are generally highly trafficked by automobiles but hold potential for other types of travel modes.



#### **Activity Corridors**

Activity corridors include areas along key travel corridors where there is existing commercial development. The street right-of-way not only serves as a travel corridor but also as a destination, and therefore warrants additional considerations, such as making sure there are sufficient pedestrian and bicycle amenities and high quality building design.



#### **New Neighborhood Corridors**

Future growth corridors include existing roads that traverse a large part of the planning area in locations where there is relatively little travel or activity today, but where it is anticipated that there will be growth within the 2030 planning horizon and beyond. These corridors are currently sufficient but may require sidewalks and additional improvements in the future to accommodate new growth and multimodal travel.



#### Future Corridors

This includes the proposed Westside Bypass, which is included on the Cabarrus-Rowan MPO CTP Highway Map showing roads to be added to the network. This proposed road begins at NC 3 at the northern terminus of the Kannapolis Parkway and extends north near the junction of NC 152 and NC 153 in Rowan County.



#### **Needs Connectivity**

These areas are in need of additional street connections for bicycles, pedestrians, and automobiles. In particular, the area bounded by Kannapolis Parkway, Rogers Lake Road, S. Main Street, and I-85 is in need of an additional East-West connection, while the larger area on the western edge of planning area will require connections provided via both dedications and possibly acquisition.

#### **Green Network**



#### Floodplain and Wetlands

Floodplain and wetlands include areas where development should be discouraged or prohibited due to hazards to human health and safety, as well as the environmental and economic value of protecting these areas and maintaining them in their natural condition.



#### **Kannapolis Parks**

Kannapolis parks include city-owned property that is used for passive or active recreation. These areas can include buildings and impervious surface but generally make up part of the city's green infrastructure, with trees, shrubs, and other green space.



#### **Greenways**

Greenways, like Irish Buffalo Creek Greenway, include paths used exclusively for bicycling and pedestrian movement, typically along a green corridor that conserves natural features like tree canopy and stream buffers. These networks can be used for recreation and also for travel between home and work, or home and shopping, civic, or recreational areas.



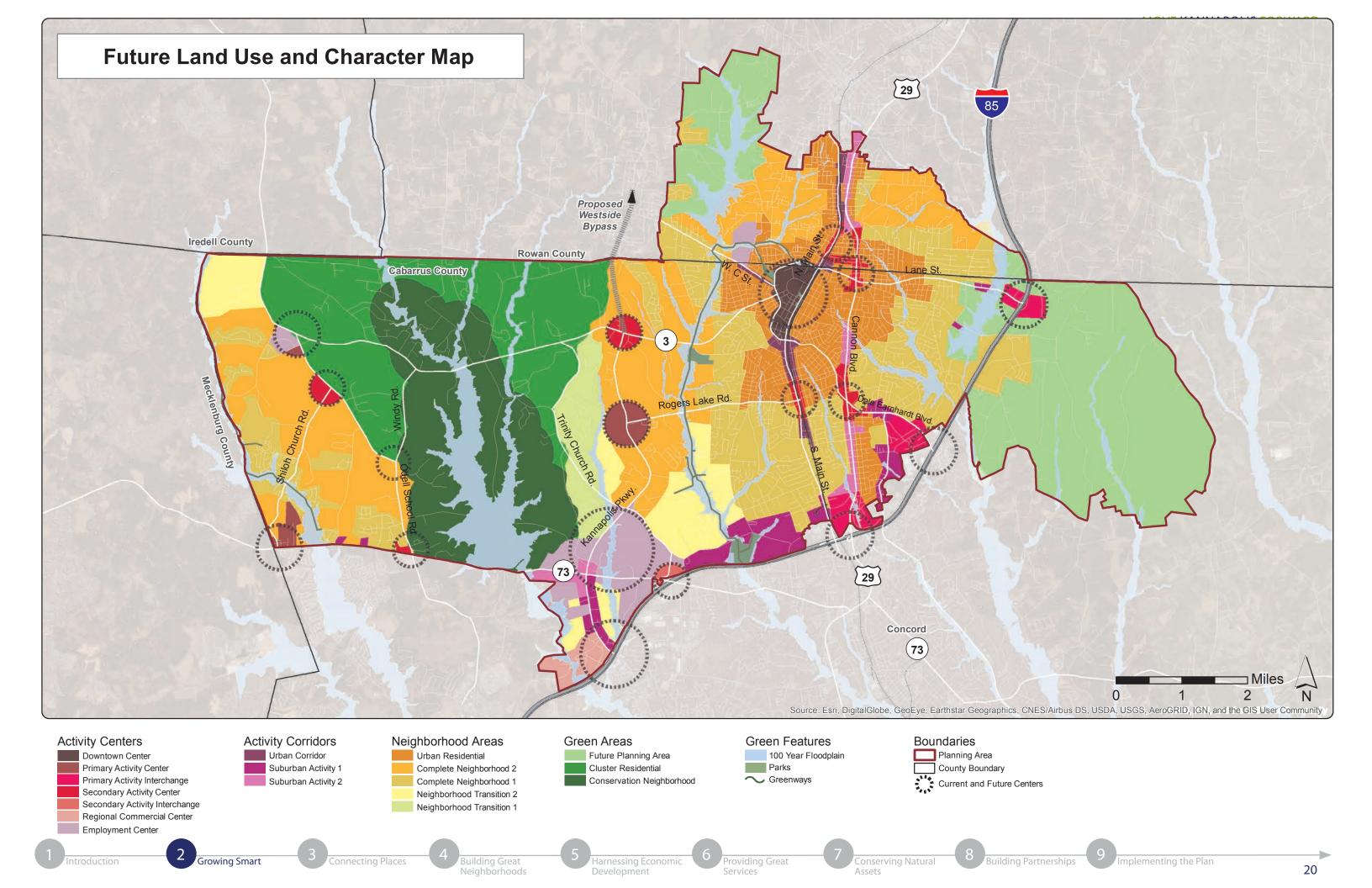
#### **Coddle Creek Balance of Watershed Area**

Development in this area is limited in density and impervious surface area due to it's importance to the health of the watershed. Therefore, this large area provides an opportunity to conserve green space within the community and could provide a key amenity and regional attraction for Kannapolis in the future. This area includes opportunities for clustered development that maintains the required densities, uses, and impervious surface areas per state and county regulations.



#### **Coddle Creek Watershed Critical Area**

Development in this area is highly limited due to it's importance to the health of the watershed. Like the Balance of Watershed area, the Critical Area provides an opportunity to conserve green space and could provide a key amenity and regional attraction for Kannapolis in the future with some opportunities for clustered residential development that permanently protects open space.





# **Downtown Center**









#### **Character Intent**

The Downtown Center Character Area is the most intensely developed area of the City and is home to the North Carolina Research Campus and City Hall. Connected walkable streets and on-street parking provide easy access to civic, cultural, historic, and entertainment options as set out in the *Downtown Revitalization Master Plan*. The density of mixed use development that supports day to night activity creates vibrant streets and attracts diverse users. Leveraging public dollars to maximize private investment will aid in attracting, scaling, and phasing local anchors and amenities.

# **Retrofit Opportunities**

- Mixed-use infill and redevelopment
- Multi-modal street redevelopment
- Sidewalks and street trees
- Crosswalks and pedestrian amenities

- Additional connections from surrounding neighborhoods
- Protected bike lanes

## **Primary Uses**

- Retail
- Institutional / Civic
- Office
- Multifamily residential
- Special activity / Sports and entertainment venues

## **Secondary Uses**

- Light manufacturing
- Single family attached residential

|                     | Existing                    | Desired  |
|---------------------|-----------------------------|--|
| Building Heights    | 1 - 5 Stories               | Primarily 2 - 8 Stories, but some<br>buildings could be higher |
| Setbacks            | 0 - 20 ft.                  | 0 - 20 ft.   |
| Block Length        | 400 - 1400 ft.              | 400 - 700 ft.  |
| Street Character    | Gridded, Walkable           | Gridded, Walkable  |
| Parking             | Behind buildings, On-street | Behind buildings, On-street, Mid-<br>block structured parking  |
| Residential Density | 1 - 12 units/acre           | 12 - 40 units/acre   |

# Primary Activity Center











#### **Character Intent**

The Primary Activity Center Character Area provides opportunities for larger format retail commercial establishments and smaller commercial establishments within a "main street" style environment that promotes park once and shop/dine activities. These centers are located at high volume major thoroughfare intersections. These developments should be designed to provide access to adjacent neighborhoods and to patrons living in the larger Kannapolis community.

# **Development Opportunities**

- Mixed-use infill and redevelopment
- Multi-modal street redevelopment
- Sidewalks and street trees
- Additional connections to reduce block sizes

• Protected bike lanes

• Crosswalks and pedestrian amenities

• Institutional / Civic

**Secondary Uses** 

- Light manufacturing and assembly
- Single family attached residential

# **Primary Uses**

- Retail
- Office
- Multifamily residential

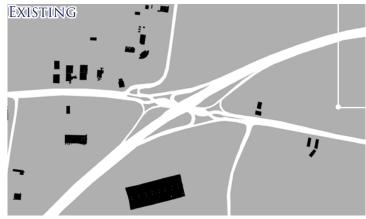
|                     | Existing                     | Desired   |
|---------------------|------------------------------|---|
| Building Heights    | 1 - 3 Stories                | 2 - 5 Stories   |
| Setbacks            | 0 - 30 ft.                   | 0 - 30 ft.  |
| Block Length        | 400 - 800 ft.                | 400 - 600 ft.   |
| Street Character    | Gridded                      | Gridded, Walkable   |
| Parking             | Front, Rear, Side, On-street | Behind buildings, On-street, Mid-<br>block structured parking |
| Residential Density | n/a                          | 6 - 20 units/acre   |

# Primary Activity Center - Interchange











#### **Character Intent**

The Primary Activity Center - Interchange Character Areas are located adjacent to I-85 interchanges. Lighting, landscaping, and fully connected sidewalks and roads should line blocks and provide safe vehicular and pedestrian access within and between developments. In some locations buildings placed close to the street create a comfortable pedestrian environment while shared parking strategies reduce overall impervious surface area.

# **Development Opportunities**

- Building upgrades
- Sidewalk and greenway connections
- Infill development
- Low impact development retrofits
- •

# **Primary Uses**

- Retail
- Office

- Pedestrian connections
- Landscaping
- Crosswalks and pedestrian amenities
- Renewable energy generation

## **Secondary Uses**

- Light manufacturing
- Multifamily residential
- Single family attached residential

|                     | Existing                     | Desired   |
|---------------------|------------------------------|---|
| Building Heights    | 1 - 3 Stories                | 1 - 4 Stories   |
| Setbacks            | 0 - 30 ft.                   | 5 - 30 ft.  |
| Block Length        | 400 - 800 ft.                | 600 - 800 ft.   |
| Street Character    | Gridded                      | Enhanced Network  |
| Parking             | Front, Rear, Side, On-street | Behind buildings, On-street, Mid-<br>block structured parking |
| Residential Density | n/a                          | 6 - 20 units/acre   |



# **Secondary Activity Center**











#### **Character Intent**

The Secondary Activity Center Character Areas generally provide daily needs proximate to neighborhoods. These centers consist primarily of service-oriented small and medium scale commercial developments. These centers are located on the corner of major thoroughfares. Developments should be designed to provide connections with neighborhoods and surrounding areas, and enhance pedestrian amenities within the development.

# **Development Opportunities**

- Building redevelopment
- Infill development
- Multi-modal street redevelopment
- Sidewalks and street trees

- Additional connections to reduce block sizes
- Crosswalks and pedestrian amenities
- Protected bike lanes

# **Primary Uses**

- Retail
- Office
- Multifamily residential

# **Secondary Uses**

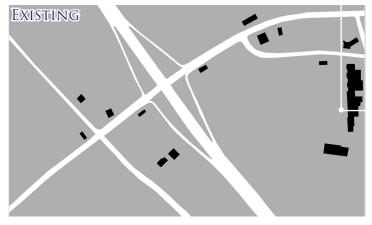
- Institutional / Civic
- Light manufacturing
- Single family attached residential

|                     | Existing                | Desired               |
|---------------------|-------------------------|-----------------------|
| Building Heights    | 1 - 3 Stories           | 2 - 5 Stories         |
| Setbacks            | 20 - 50 ft.             | 0 - 30 ft.            |
| Block Length        | 400 - 1200 ft.          | 400 - 600 ft.         |
| Street Character    | Gridded, Some sidewalks | Gridded, Walkable     |
| Parking             | Front, Rear, Side       | Read, Side, On-street |
| Residential Density | 6 - 16 units/acre       | 6 - 16 units/acre     |

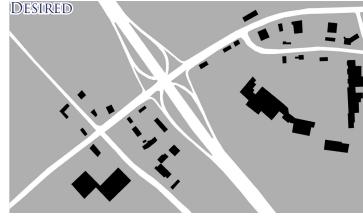
# **Secondary Activity Center - Interchange**











#### **Character Intent**

The Secondary Activity Center - Interchange Character Areas are located proximate to I-85 interchanges. They generally provide daily needs proximate to highway travelers on I-85. These centers consist primarily of small and medium scale commercial developments, which typically include an anchor grocery store or other small to medium scale convenience commercial and restaurant establishments. Developments should be designed to provide connections with neighborhoods and surrounding areas via roads and sidewalks to surrounding neighborhoods, and provide pedestrian amenities within the development.

# **Development Opportunities**

- Building upgrades
- Sidewalk and greenway connections
- Infill development
- Low impact development retrofits
- Renewable energy generation

## **Primary Uses**

- Retail
- Office
- Light manufacturing

- Pedestrian connections
- Landscaping
- Crosswalks and pedestrian amenities

## **Secondary Uses**

- Multifamily residential
- Single family attached residential

|                     | Existing                  | Desired   |
|---------------------|---------------------------|---|
| Building Heights    | 1 - 3 Stories             | 1 - 4 Stories                                       |
| Setbacks            | 20 - 100 ft.              | 5 - 30 ft.  |
| Block Length        | 600 - 2400 ft.            | 600 - 800 ft.                                       |
| Street Character    | Hierarchical, Curvilinear | Enhanced network                                    |
| Parking             | Surface lots              | Rear, Side, On-street, Mid-block<br>surface parking |
| Residential Density | n/a                       | 6 - 16 units/acre                                   |

# Regional Commercial Center











#### **Character Intent**

The Regional Commercial Center Character Area includes land with opportunities for large format commercial uses, like malls and clusters of big box retail outlets found in Afton Ridge. This is a regional destination and is primarily accessed via private vehicles and therefore parking is a predominant feature. Over time, this land should be redeveloped to encourage maximum use of land and to vertically integrate a mix of uses on site.

# **Development Opportunities**

- Building upgrades
- Sidewalk and greenway connections
- Infill development
- Low impact development retrofits
- Renewable energy generation

# **Primary Uses**

- Retail
- Office
- Light manufacturing

- Pedestrian connections
- Landscaping
- Crosswalks and pedestrian amenities

## **Secondary Uses**

- Multifamily residential
- Single family attached residential

|                     | Existing                  | Desired   |
|---------------------|---------------------------|---|
| Building Heights    | 1 - 3 Stories             | 1 - 4 Stories                                       |
| Setbacks            | 20 - 100 ft.              | 5 - 30 ft.  |
| Block Length        | 600 - 2400 ft.            | 600 - 800 ft.                                       |
| Street Character    | Hierarchical, Curvilinear | Enhanced network                                    |
| Parking             | Surface lots              | Rear, Side, On-street, Mid-block<br>surface parking |
| Residential Density | n/a                       | 6 - 16 units/acre                                   |

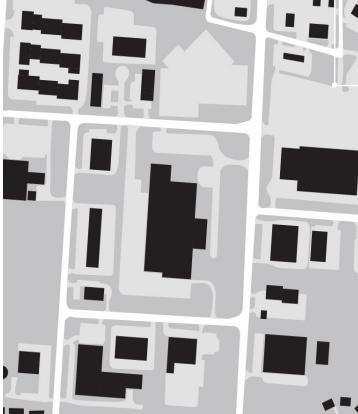


# **Employment Center**









#### **Character Intent**

The Employment Center Character Area consists primarily of one or two story buildings used for warehousing, or light manufacturing/assembly along with other supporting uses. Care should be given to evaluate the nature of each industry and how compatible it is with adjoining or nearby residential uses based on the presence and level of noxious activity. Due to the general incompatibility between these areas and residential neighborhoods, natural buffers between uses are important. Access to regional transportation infrastructure is key. While less scrutiny is paid to the walkability of these areas, the form of development is important, particularly for reinforcing current or future transit options available to walkers in these areas.

# **Development Opportunities**

- Small area planning to maximize use of limited space
- Road connectivity
- Connections to interstate routes
- Renewable energy generation

- Greenways
- Eco-friendly designs

# **Primary Uses**

- Manufacturing
- Warehousing
- Research and assembly

# **Secondary Uses**

- Light industrial
- Office
- Limited retail (serving workers)
- Institutional

|                     | Existing                  | Desired          |
|---------------------|---------------------------|------------------|
| Building Heights    | 1 - 3 Stories             | 1 - 5 Stories    |
| Setbacks            | 20 - 100 ft.              | 20 - 50 ft.      |
| Block Length        | 1200 - 2400 ft.           | 800 - 1600 ft.   |
| Street Character    | Hierarchical, Curvilinear | Enhanced network |
| Parking             | Surface lots              | Surface lots     |
| Residential Density | n/a                       | n/a              |

# **Urban Corridor**











#### **Character Intent**

The Urban Corridor Character Area includes activity corridors with places to live, work, and shop in a walkable configuration. The Area may include both vertically and horizontally mixed uses, however infill development will be vertically-mixed, with ground floor retail and offices and housing on upper floors. These developments are located close together and near the street, providing connections to surrounding development.

# **Retrofit Opportunities**

- Mixed-use infill and redevelopment
- Multi-modal street redevelopment
- Sidewalks and street trees
- Additional connections to reduce block sizes
- Crosswalks and pedestrian amenities
- Protected bike lanes

# **Primary Uses**

- Retail
- Office
- Multifamily residential

# **Secondary Uses**

- Institutional / Civic
- Light manufacturing
- Single family attached residential

|                     | Existing                     | Desired   |
|---------------------|------------------------------|---|
| Building Heights    | 1 - 3 Stories                | 2 - 5 Stories   |
| Setbacks            | 0 - 30 ft.                   | 0 - 30 ft.  |
| Block Length        | 400 - 800 ft.                | 400 - 600 ft.   |
| Street Character    | Gridded                      | Gridded, Walkable   |
| Parking             | Front, Rear, Side, On-street | Behind buildings, On-street, Mid-<br>block structured parking |
| Residential Density | n/a                          | 6 - 20 units/acre   |

# Suburban Activity 1











#### **Character Intent**

The Suburban Activity 1 Character Area includes primarily regional-scale commercial development that can accommodate large format commercial developments. Lighting, landscaping, and fully connected sidewalks and roads should line blocks and provide safe vehicular and pedestrian access within and between developments. In some locations, buildings placed close to the street create a comfortable pedestrian environment while shared parking strategies reduce overall impervious surface area.

# **Development Opportunities**

- Building upgrades
- Sidewalk and greenway connections
- Infill development
- Low impact development retrofits
- Pocket parks

# **Primary Uses**

- Retail
- Office

- Renewable energy generation
- Community gardens
- Pedestrian connections
- Landscaping
- Crosswalks and pedestrian amenities

## **Secondary Uses**

- Light manufacturing
- Multifamily residential
- Single family attached residential

|                     | Existing                  | Desired   |
|---------------------|---------------------------|---|
| Building Heights    | 1 - 3 Stories             | 1 - 4 Stories                                       |
| Setbacks            | 20 - 100 ft.              | 5 - 30 ft.  |
| Block Length        | 600 - 2400 ft.            | 600 - 800 ft.                                       |
| Street Character    | Hierarchical, Curvilinear | Enhanced network                                    |
| Parking             | Surface lots              | Rear, Side, On-street, Mid-block<br>surface parking |
| Residential Density | n/a                       | 6 - 16 units/acre                                   |

# Suburban Activity 2











#### **Character Intent**

The Suburban Activity 2 Character Area is composed primarily of small and medium-scale commercial developments, that serve local residential neighborhoods. It follows the length of Cannon Boulevard from Interstate 85 north towards neighboring China Grove. While less intense than Suburban Activity 1, over time it will become more pedestrian-friendly to provide access to Downtown and Urban Centers/Corridors.

# **Retrofit Opportunities**

- Building redevelopment
- Multi-modal street redevelopment
- Sidewalks and street trees
- Additional connections to reduce block sizes

• Crosswalks and pedestrian amenities

# **Primary Uses**

- Retail
- Office
- Multifamily residential

# **Secondary Uses**

- Institutional / Civic
- Light manufacturing
- Single family attached residential

|                     | Existing                | Desired               |
|---------------------|-------------------------|-----------------------|
| Building Heights    | 1 - 3 Stories           | 1 - 3 Stories         |
| Setbacks            | 20 - 50 ft.             | 0 - 30 ft.            |
| Block Length        | 400 - 1200 ft.          | 400 - 600 ft.         |
| Street Character    | Gridded, Some sidewalks | Gridded, Walkable     |
| Parking             | Front, Rear, Side       | Rear, Side, On-street |
| Residential Density | 6 - 16 units/acre       | 6 - 16 units/acre     |

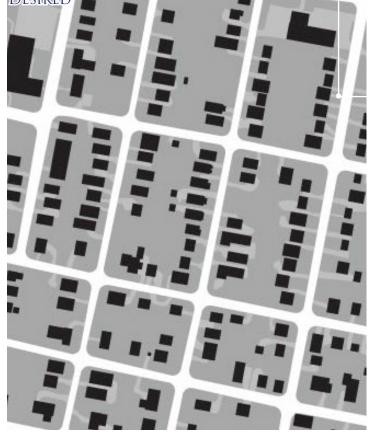


# **Urban Residential**









#### **Character Intent**

The Urban Residential Character Area consists of a variety of housing built in and around the downtown of Kannapolis. Many of these neighborhoods exemplify the residential character of the City and contain walkable features - small blocks, connected streets, sidewalks, multiple uses in walking distance. These areas are better protected and enhanced through sidewalk and park construction, infill development, and other public and private investments.

# **Opportunities**

- Infill housing
- Housing redevelopment
- Sidewalks and greenways
- Neighborhood-serving walkable commercial and civic uses

# **Primary Uses**

- Single family detached residential
- Single family attached residential
- Civic

- Pocket parks
- Use natural features for stormwater management
- Neighborhood conservation
- Connectivity enhancements
- Missing middle housing

## **Secondary Uses**

- Multifamily residential
- Small format retail
- Small format office
- Live-work

|                     | Existing             | Desired              |
|---------------------|----------------------|----------------------|
| Building Heights    | 1 - 3 Stories        | 1 - 3 Stories        |
| Setbacks            | 10 - 30 ft.          | 5 - 30 ft.           |
| Block Length        | 300 - 600 ft.        | 300 - 600 ft.        |
| Street Character    | Gridded, Narrow      | Gridded, Walkable    |
| Parking             | Driveways, On-street | Driveways, On-street |
| Residential Density | 3 - 8 units/acre     | 4 - 10 units/acre    |



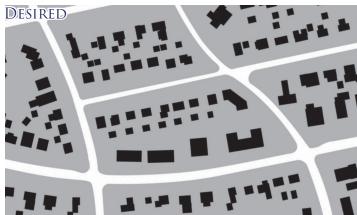
# **Complete Neighborhood 1**











#### **Character Intent**

The Complete Neighborhood 1 Character Area includes primarily existing single-family neighborhoods. These neighborhoods are generally stable and the character should be maintained. There are opportunities to improve and enhance these places over time through retrofits, where supported by the local residents. For example, additional connections may be created with pedestrian easements, dedication, or acquisition. Pocket parks can enhance access to green space, and sidewalks and street trees can improve the streetscape. In some areas, a corner lot may provide an opportunity for small-format retail, like a cafe, shop, or other business that generates limited traffic and can serve the neighborhood.

## **Opportunities**

- Sidewalks and greenways
- Neighborhood-serving walkable commercial and civic uses
- Pocket parks
- Use natural features for stormwater management

#### **Primary Uses**

- Single family detached residential
- Single family attached residential
- Civic

- Missing middle housing
- Connectivity enhancements to reduce block sizes
- Front porches

#### **Secondary Uses**

- Multifamily residential
- Neighborhood-serving retail
- Small format office
- Live-work

|                      | Existing                      | Desired            |
|----------------------|-------------------------------|--------------------|
| Building Heights     | 1 - 3 Stories                 | 1 - 3 Stories      |
| Setbacks             | 20 - 40 ft.                   | 10 - 25 ft.        |
| Block Length         | 300 - 2400 ft.                | 300 - 800 ft.      |
| Street Character     | Hierarchical, Curvilinear     | Enhanced network   |
| Parking              | Driveways, Garages, On-street | Driveways, Garages |
| Protected Open Space | n/a                           | 25 percent         |
| Residential Density  | 2 - 6 units/acre              | 2 - 8 units/acre   |



### **Complete Neighborhood 2**









### **Character Intent**

The Complete Neighborhood 2 Character Area represents the residential land yet to be developed within the planning area. This land should maintain a high degree of functionality and livability. These areas will include connected open space for wildlife habitat and trails. The built environment will include a variety of integrated housing types that are affordable to a wide range of households. The neighborhood will be arranged such that parks are within walking distance to a majority of homes. Civic functions, small-format office, and commercial opportunities will be integrated in a context-sensitive and walkable format within the neighborhood.

### **Development Opportunities**

- Traditional Neighborhood Development design
- Neighborhood-serving walkable commercial and civic uses
- Use natural features for stormwater management

### **Primary Uses**

- Single family detached residential
- Single family attached residential
- Multifamily residential
- Civic
- Small format retail

- Clustered development that protects valuable environmental areas
- Pocket parks
- Rear alleys
- Missing-middle housing

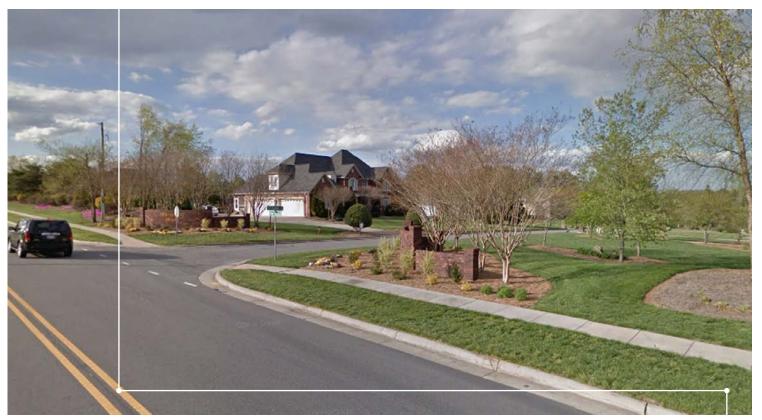
### **Secondary Uses**

- Small format office
- Live-work

|                      | Desired   |
|----------------------|---|
| Building Heights     | 2 - 5 Stories                                       |
| Setbacks             | 0 - 30 ft.  |
| Block Length         | 300 - 600 ft.                                       |
| Street Character     | Gridded, Walkable                                   |
| Parking              | Driveways, Garages, Alley (Rear Garages), On-street |
| Protected Open Space | 25 percent  |
| Residential Density  | 4 - 18 units/acre                                   |



### **Neighborhood Transition 1**











### **Character Intent**

The Neighborhood Transition Character Area 1 includes areas that have developed over time into low-density residential neighborhoods. Existing neighborhoods will maintain their character, although there are opportunities to enhance these places with additional connectivity, bicycle and pedestrian amenities, parks and open space, and sidewalks. New master planned communities in this Area will be built according to traditional neighborhood design principles and conserving connected open space. New developments will provide appropriate transitions to existing adjacent developments and homes. Transitions between existing and new developments can incorporate visual screenings through natural buffers and larger sized lots along the boundary of developments and major roadways.

### **Opportunities**

- Infill housing
- Housing redevelopment
- Sidewalks and greenways
- Pocket parks
- Use natural features for stormwater management

### **Primary Uses**

• Single family detached residential

- Connectivity enhancements to reduce block size
- Rear alleys

### **Secondary Uses**

- Agricultural uses
- Conservation subdivisions
- Single family attached residential

### **Characteristics of Urban Form**

|                      | Existing                      | <b>Desired</b>  |  |
|----------------------|-------------------------------|---|--|
| Building Heights     | 1 - 3 Stories                 | 1 - 3 Stories   |  |
| Setbacks             | 20 - 80 ft.                   | 10 - 40 ft.   |  |
| Block Length         | 300 - 2400 ft.                | 300 - 800 ft.   |  |
| Street Character     | Hierarchical, Curvilinear     | Connected network   |  |
| Parking              | Driveways, Garages, On-street | Driveways, Garages, Alleys (Rear<br>Garages)  |  |
| Protected Open Space | n/a                           | 25 percent  |  |
| Residential Density  | 0.5 - 3 units/acre            | 0.5-3 units/acre (average lot sizes of 15,000 square feet or larger are appropriate for new developments) |  |

Building Great Neighborhoods

Development



### **Neighborhood Transition 2**











### **Character Intent**

The Neighborhood Transition Character Area includes areas that have developed over time into low-density residential neighborhoods. Existing neighborhoods will maintain their character, although there are opportunities to enhance these places with additional connectivity, bicycle and pedestrian amenities, parks and open space, and sidewalks. New master planned communities in this Area will be built according to traditional neighborhood design principles, conserving connected open space, providing parks in central locations, and locating neighborhood-oriented commercial and civic uses at intersections.

### **Opportunities**

- Infill housing
- Housing redevelopment
- Sidewalks and greenways
- Neighborhood-serving walkable commercial and civic uses

### **Primary Uses**

- Single family detached residential
- Single family attached residential
- Civic

- Pocket parks
- Use natural features for stormwater management
- Connectivity enhancements to reduce block size
- Rear alleys

### **Secondary Uses**

- Multifamily residential
- Neighborhood-serving retail and office
- Live-work

|                      | Existing                      | Desired   |
|----------------------|-------------------------------|---|
| Building Heights     | 1 - 3 Stories                 | 1 - 3 Stories   |
| Setbacks             | 20 - 80 ft.                   | 10 - 40 ft.   |
| Block Length         | 300 - 2400 ft.                | 300 - 800 ft.   |
| Street Character     | Hierarchical, Curvilinear     | Connected network                                       |
| Parking              | Driveways, Garages, On-street | Driveways, Garages, Alleys (Rear<br>Garages), On-street |
| Protected Open Space | n/a                           | 25 percent  |
| Residential Density  | 0.5 - 3 units/acre            | 1 - 6 units/acre  |

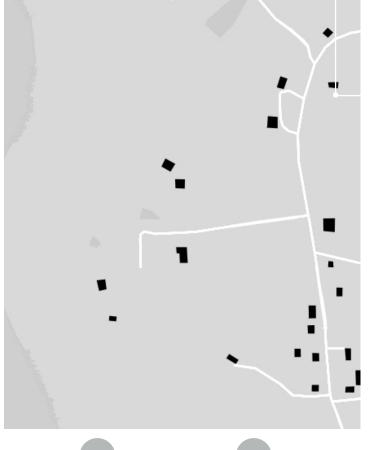


### **Future Planning Area**









### **Character Intent**

The Future Planning Area Character Area includes land that is not expected to develop within the planning horizon. This land should remain in its current state, which is primarily very low density residential, farmland, and forest. Water and sewer infrastructure should not be provided in this area during this time. However, if a determination is made that this area should receive growth, the Future Planning Area may be modified to become one of two Areas: Complete Neighborhood 2 or Cluster Residential, at which point it may receive growth.

### **Opportunities**

- Agriculture
- Open space conservation
- Trails and greenways

• Special events

### **Primary Uses**

- Agriculture
- Forestry
- Large-lot single-family
- Open space

### **Secondary Uses**

Event venues

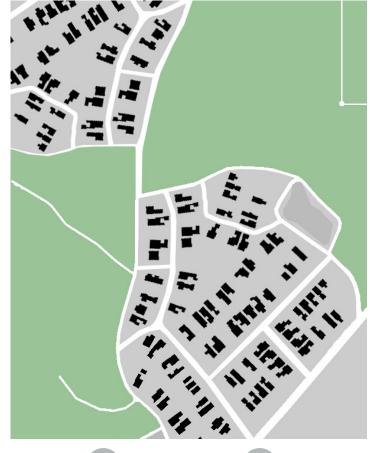
|                      | Desired               |
|----------------------|-----------------------|
| Building Heights     | 1 - 2 Stories         |
| Setbacks             | 50 - 200 ft.          |
| Block Length         | n/a                   |
| Street Character     | Rural road            |
| Parking              | Driveways             |
| Protected Open Space | n/a                   |
| Residential Density  | 0.05 - 0.5 units/acre |

# **Cluster Residential**









### **Character Intent**

The Cluster Residential Character Area will provide clustered neighborhoods that allow increased densities in exchange for a high quality network of permanently protected open space through conservation easements, purchase of development rights, or dedication. Undeveloped areas can be used for open space, passive recreation, or special events like weddings or summer camps. The developed portion of this Area includes primarily single family housing, with a mix of multifamily housing, live-work units, civic space, and some commercial uses. These uses are arranged in a connected development pattern built for a variety of users.

### **Opportunities**

- Neighborhood-serving walkable commercial and civic
- Use natural features for stormwater management
- Green building materials

### **Secondary Uses**

• Neighborhood-serving retail and office

• Clustered development that protects valuable

- Trails and greenways
- Special events

Pocket parks

• Missing-middle housing

environmental areas

### **Primary Uses**

- Single family detached residential
- Single family attached residential
- Civic
- Open space conservation

| Building Heights 1 - 3 Stories  Setbacks 10 - 40 ft.  Block Length 300 - 800 ft.  Street Character Enhanced network  Parking Driveways, Set-back garages  Protected Open Space 25 - 50 percent  Residential Density 0.05 - 1 units/acre |                      |                             |
|---|----------------------|-----------------------------|
| Setbacks 10 - 40 ft.  Block Length 300 - 800 ft.  Street Character Enhanced network  Parking Driveways, Set-back garages  Protected Open Space 25 - 50 percent  |                      | Desired                     |
| Block Length 300 - 800 ft.  Street Character Enhanced network  Parking Driveways, Set-back garages  Protected Open Space 25 - 50 percent  | Building Heights     | 1 - 3 Stories               |
| Street CharacterEnhanced networkParkingDriveways, Set-back garagesProtected Open Space25 - 50 percent   | Setbacks             | 10 - 40 ft.                 |
| ParkingDriveways, Set-back garagesProtected Open Space25 - 50 percent   | Block Length         | 300 - 800 ft.               |
| Protected Open Space 25 - 50 percent  | Street Character     | Enhanced network            |
|   | Parking              | Driveways, Set-back garages |
| Residential Density 0.05 - 1 units/acre   | Protected Open Space | 25 - 50 percent             |
|   | Residential Density  | 0.05 - 1 units/acre         |

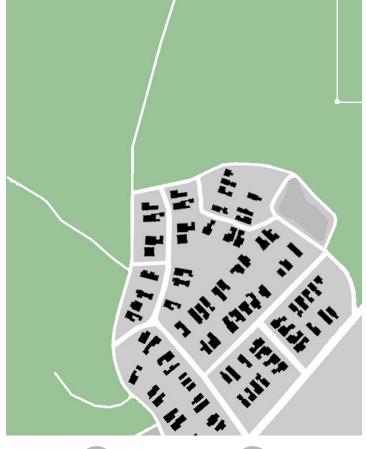


### **Conservation Neighborhood**









### **Character Intent**

The Conservation Neighborhood Character Area is the City's most important land to conserve and protect. To protect drinking water, densities and impervious surfaces are limited in this area. In order to protect economically and ecologically valuable open space, while respecting and enhancing the development viability of this area, homes should be clustered and open space maintained, with limits on impervious surfaces, fencing types and other development that could impact wildlife habitat and the watershed. Open space areas can be used for event venues like weddings and camps, and agro-tourism.

### **Development Opportunities**

- Neighborhood-serving walkable commercial and civic uses
- Use natural features for stormwater management
- Conservation subdivisions
- Pocket parks
- Clustered development that protects valuable environmental areas

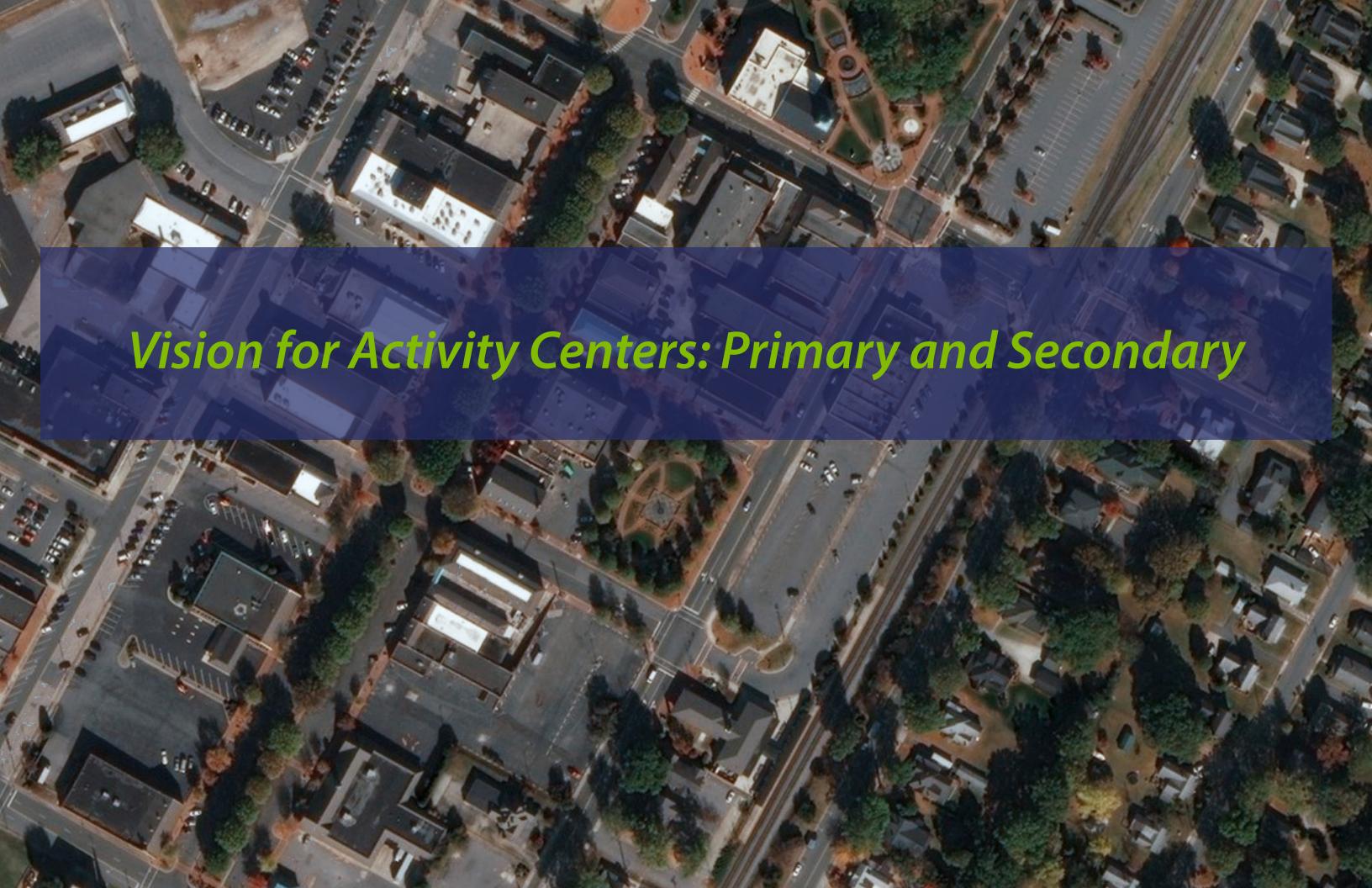
### **Primary Uses**

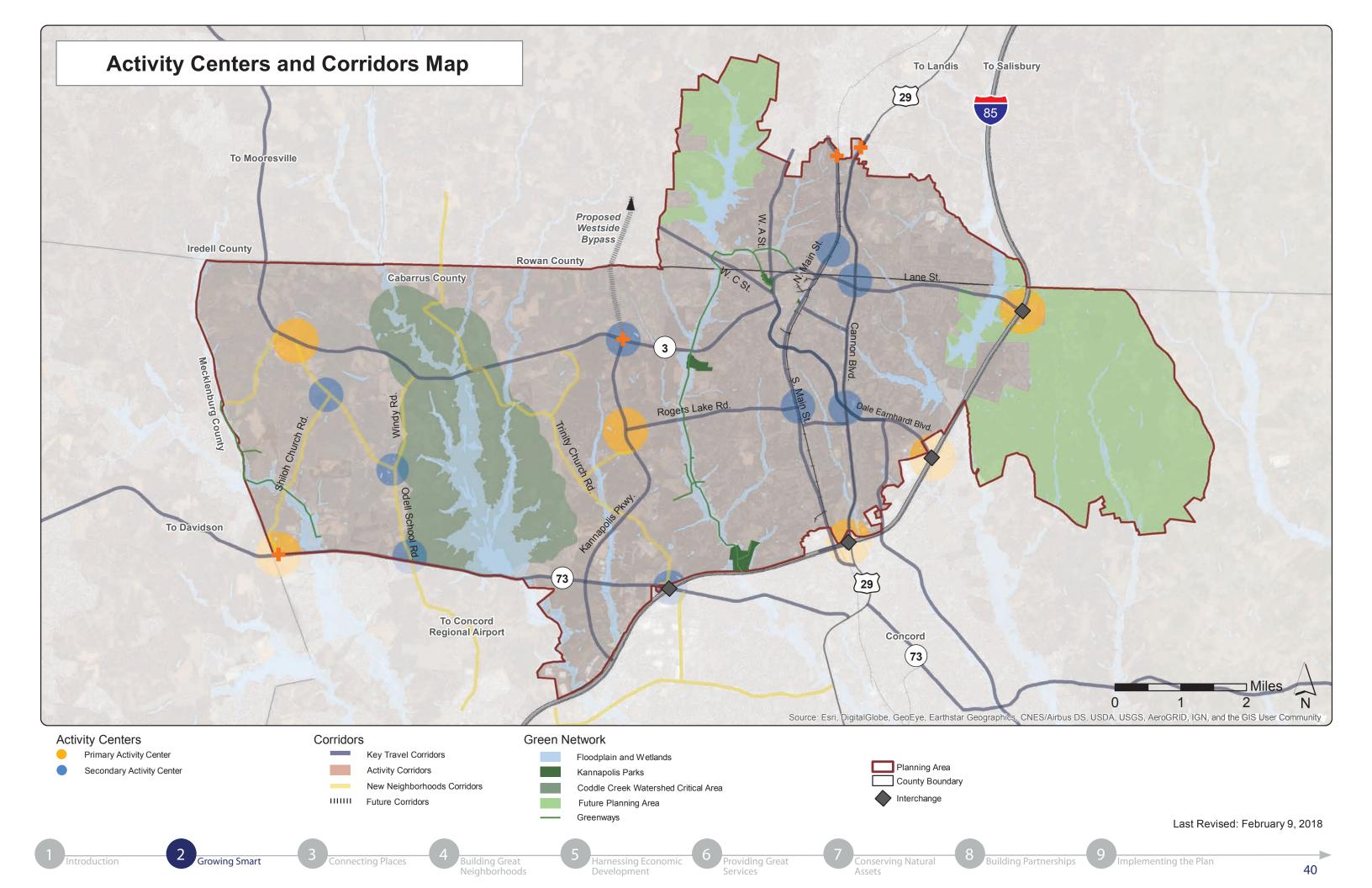
- Single family detached residential
- Single family attached residential
- Civic
- Open space conservation

### **Secondary Uses**

- Neighborhood-serving retail and office
- Trails and greenways
- Special events
- Agro-tourism

|                      | Desired                |
|----------------------|------------------------|
| Building Heights     | 2 - 3 Stories          |
| Setbacks             | 5 - 30 ft.             |
| Block Length         | 300 - 600 ft.          |
| Street Character     | Gridded, Walkable      |
| Parking              | Driveways, On-street   |
| Protected Open Space | 60 percent             |
| Residential Density  | 0.05 - 0.33 units/acre |





# Future Vision for Primary and Secondary Activity Centers

Primary and Secondary Activity Centers are described here in more detail. First, the existing conditions are described as they pertain to the future development of the centers. Next, the future vision for each activity center is described as an aspirational goal for the City to achieve. Lastly, based on the vision, a list of improvements necessary to achieve it is described. The letters and numbers used below correspond to the letters and numbers on the previous map.

### **Primary Activity Centers**

### A. I-85 Interchange at Lane Street Primary Activity Center (Future)

### **Current Conditions**

- Largely undeveloped
- Uses included a hotel and interstate travel convenience commercial, gas, and restaurants, and the Carolina Medical Center in Kannapolis

### **Future Vision**

• Mixed use center that provides convenience commercial and dining needs for interstate travelers and neighborhood commercial to support surrounding neighborhoods, including restaurants, grocery, and possible anchor store or entertainment establishment

### Area Improvements Needed

- Encourage new development to front the corridor and place parking to side or rear
- Encourage master planned developments to reduce driveways on Lane Street and promote internal circulation
- Provide internal connections between developments to create "park once and walk" environment
- Create connections between new developments and adjacent neighborhoods

### B. I-85 Interchange at Dale Earnhardt Boulevard Primary Activity Center (Existing)

### **Current Conditions**

- Existing large format retail commercial centers and supportive dining and smaller scale retail establishments separated from the road
- Parking lots are included in the front of buildings and developments are separated by parking
- Uses include the Wal-Mart Supercenter, Lowe's Home Improvement store, fast food establishments, dine-in restaurants, small scale medical office buildings, and hotels

### **Future Vision**

• Mixed-use center that provides convenience commercial and dining needs for interstate travelers and community commercial to support surrounding neighborhoods and larger Kannapolis community

### Area Improvements Needed

- Encourage new development to front the corridor and place parking to side or rear
- Use "Main Street" Style building orientation and siting to create "park once and walk" environment and create better connectivity between adjacent uses
- Create better pedestrian connections with adjacent neighborhoods

### C. I-85 Interchange at Cannon Boulevard Primary Activity Center (Redevelop)

### **Current Conditions**

- Primarily undeveloped at T-intersection
- Adjacent uses include single-family detached residential, and apartments

### **Future Vision**

• Employment mixed use center that focuses on professional services, medical office, and healthcare services, while also providing area neighborhood residents, interstate travelers, and local employees with supporting commercial establishments

### Area Improvements Needed

- Encourage new development to front the corridor and place parking to side or rear
- Focus retail commercial in a hub adjacent to the interchange
- Provide internal connections between developments to create "park once and walk" environment; particularly for core retail establishments
- Create better pedestrian connections with adjacent neighborhoods

### D. Rogers Lake Road and Kannapolis Parkway Primary Activity Center (Future)

### **Current Conditions**

- Largely undeveloped
- Apartment complexes, housing developments, and older neighborhoods

### **Future Vision**

• Mixed use center that provides commercial and dining needs for surrounding neighborhoods, including restaurants, grocery, and possible anchor store or entertainment establishment, and multifamily development

- Encourage new development to front the corridor and place parking to side or rear
- Support location of mixed use retail center near Kannapolis Parkway and orient multifamily housing and other uses to back of development

- Encourage master planned developments to reduce driveways and promote internal circulation
- Provide internal connections between developments to create "park once and walk" environment
- Create connections between new developments and adjacent neighborhoods

### E. NC-3 and Davidson Road Primary Activity Center (Future)

### **Current Conditions**

- Largely undeveloped at T-intersection
- Uses include vacant land and one small heavy commercial establishment

### Vision for Center

• Mixed use center that provides commercial and dining needs for surrounding neighborhoods, including restaurants, grocery, and possible anchor store or entertainment establishment, and multifamily development

### Area Improvements Needed

- Encourage new development to front the corridor and place parking to side or rear
- Support location of mixed use retail center near NC-3 and orient multifamily housing and other uses to back of development
- Encourage master planned developments to reduce driveways and promote internal circulation
- Provide internal connections between developments to create "park once and walk" environment
- Create connections between new developments and adjacent neighborhoods

### F. NC-73 and Shiloh Church Road Primary Activity Center (Future)

### **Current Conditions**

- Limited retail commercial at quadrant intersection (fast food restaurant, ABC store) as well as a private high school
- Southeast quadrant is developed as part of suburban single-family subdivisions

### Vision for Center

• Mixed use center that provides commercial and dining needs for surrounding neighborhoods, including restaurants, grocery, and possible anchor store or entertainment establishment, and multifamily development

### Area Improvements Needed

- Encourage new development to front the corridor and place parking to side or rear
- Support location of mixed use retail center near NC-73 and orient multifamily housing and other uses to back of
- Encourage master planned developments to reduce driveways and promote internal circulation
- Provide internal connections between developments to create "park once and walk" environment
- Create connections between new developments and adjacent neighborhoods

### **Secondary Activity Centers**

### 1. North Main Secondary Activity Center (Redevelop)

### **Current Conditions**

- Proximate to established neighborhoods and rail line
- Small vacant strip of commercial and industrial properties
- Sidewalks provided on western side of Main Street corridor, not on eastern side adjacent to rail

### **Future Vision**

- Arts or Makers Area to reuse commercial/industrial buildings
- Opportunity for "pop up" spaces on vacant lots

### Area Improvements Needed

- Sidewalks on both sides of area to better frame buildings and make safer for pedestrians
- Opportunities to add street trees to improve public realm

### 2. Lane Street and Cannon Boulevard Secondary Activity Center (Redevelop)

### **Current Conditions**

- Located at high volume intersection
- Currently developed on all four corners with pharmacies, automotive dealership, convenience gas station, and small retail stores
- Older commercial buildings front the road with sidewalk access
- Newer buildings at corner are oriented to back of property with parking surrounding buildings

### **Future Vision**

• Mixed use neighborhood serving commercial hub that could include multifamily uses on upper stories

- Build off of old pattern of development and encourage new development to front the corridor and place parking to side
- Provide sidewalks on both sides of corridor to better frame buildings and make safer for pedestrians
- Create better pedestrian connections with adjacent neighborhoods
- Opportunities to add street trees to improve public realm

### 3. Dale Earnhardt Boulevard and Cannon Boulevard Secondary Activity **Center (Existing)**

### **Current Conditions**

- Located at high volume diagonal intersection
- A few sections of sidewalks are provided and fragmented by wide driveways
- Buildings setback from corridor with parking and some landscaping between storefronts and public right-of-way
- Uses in area include church, automotive dealerships, small scale restaurants, gas station, vacant land, and Cabarrus County social services office

### **Future Vision**

• Mixed use neighborhood serving commercial hub that could include multifamily uses on upper stories

### Area Improvements Needed

- Encourage new development to front the corridor and place parking to side or rear
- Provide sidewalks on both sides of corridor to better frame buildings and make safer for pedestrians
- Create better pedestrian connections with adjacent neighborhoods
- Opportunities to add street trees to improve public realm

### 4. Rogers Lake Road and South Main Street Secondary Activity Center (Existing)

### **Current Conditions**

- Sidewalks are provided on western side of Main Street Corridor and fragmented by wide driveways
- Buildings setback from corridor with parking and some landscaping between storefronts and public right-of-way
- Uses in area include church, warehousing, small scale restaurants, vacant store fronts, gas station, bank, single-family residential

### **Future Vision**

• Neighborhood employment center for office and low impact industrial uses with some supportive retail

### Area Improvements Needed

- Encourage new development to front the corridor and place parking to side or rear
- Provide sidewalks on both sides of corridor to better frame buildings and make safer for pedestrians
- Create better pedestrian connections with adjacent neighborhoods
- Opportunities to add street trees to improve public realm

### 5. I-85 / NC-73 Interchange Secondary Activity Center (Existing)

### **Current Conditions**

• Connects to I-85 via exit 55

- Road network designed for regional travel and truck/freight
- Uses include Rowan-Cabarrus County Community College, industrial and warehousing uses, gas station and convenience retail, hotel, some adjacent multifamily apartments

### **Future Vision**

• Employment center providing opportunities for warehousing, industrial development sites, and housing and retail to serve local workforce

### Area Improvements Needed

- Improve gateway appearance with signage and landscaping
- As developments change and evolve, encourage fencing and landscaping to screen views of industrial outdoor storage and staging areas from the corridor
- Provide opportunity for small retail hub directly off of interchange to serve local workers

### 6. NC-3 and Kannapolis Parkway Secondary Activity Center at Westside **Bypass (Future)**

### **Current Conditions**

- Undeveloped T-interchange area
- Surrounding uses include single-family residential, palliative care facilities, healthcare facilities
- Long range plans for proposed Westside Bypass to extend Kannapolis Parkway northward

### **Future Vision**

• Mixed use neighborhood serving commercial hub that could include multifamily uses on upper stories

### Area Improvements Needed

- Encourage new development to front the corridor and place parking to side or rear
- Provide internal connections between developments to create "park once and walk" environment
- Create connections between new developments and adjacent neighborhoods

### 7. NC-73 and Odell School Road Secondary Activity Center (Future)

### **Current Conditions**

- Primarily undeveloped area
- Current scattered uses include a convenience gas station, Odell Volunteer Fire Department Station, new elementary school, and animal hospital

### **Future Vision**

• Mixed use neighborhood serving commercial hub that could include multifamily uses on upper stories

- Encourage new development to front the corridor and place parking to side or rear
- Provide internal connections between developments to create "park once and walk" environment
- Create connections between new developments and adjacent neighborhoods

### 8. Odell School Road and Shiloh Church Road Secondary Activity Center (Future)

### **Current Conditions**

• Undeveloped area

### **Future Vision**

• Mixed use neighborhood serving commercial hub that could include multifamily uses on upper stories

### Area Improvements Needed

- Encourage new development to front the corridor and place parking to side or rear
- Provide internal connections between developments to create "park once and walk" environment
- Create connections between new developments and adjacent neighborhoods

### 9. Odell School Road and Windy Road Secondary Activity Center (Future)

### **Current Conditions**

• Very-low density single-family residential at T-intersection

### **Future Vision**

• Mixed use neighborhood serving commercial hub that could include multifamily uses on upper stories

- Encourage new development to front the corridor and place parking to side or rear
- Provide internal connections between developments to create "park once and walk" environment
- Create connections between new developments and adjacent neighborhoods

# The Tiered Growth Map

The Tiered Growth Map is a tool that can help manage growth of the City's corporate limits by setting out areas to be served and developed in the next phase of planning, as well as priority areas for growth and redevelopment within the Move Kannapolis Forward 2030 planning horizon. Together, the Tiered Growth Map and Future Land Use and Character Map provide guidance on land development policy for the City of Kannapolis. Where the Future Land Use and Character Map specifies the "What" of growth, this map addresses the questions of "Where" and the "When." The purpose of the Tiered Growth Framework is to:

- Better coordinate inter-jurisdictional long-term planning between the City of Kannapolis, adjacent municipalities, Cabarrus County, Rowan County, and other jurisdictions.
- Encourage long-term fiscally sustainable growth by better managing the extension of taxpayer-funded City services.
- Encourage infill development and redevelopment.
- Provide more predictability to developers, landowners, and farmers about future growth and annexations.
- Provide clear policy guidance to staff, the Kannapolis City Council, and the Planning and Zoning Commission regarding annexations, City service provision, development fees and incentives, and locations for capital improvements.

The map sets out Primary, Limited and Future Service Areas within the planning area that support thoughtful outward growth by defining the preferred timing of annexations and public service extensions (water, wastewater, etc.) for new development. It also sets out Targeted Growth Areas to encourage increased density and redevelopment in targeted locations for the purposes of economic development and redevelopment of commercial and mixed use activity centers.

There are several corridors and centers expected to receive significant growth over the coming years, especially as the downtown redevelops. These corridors are identified as areas that may need special attention, with targeted planning efforts that identify challenges and opportunities, and create a targeted action agenda. The following descriptions refer more specifically to each item identified on the map:

**Targeted Growth Areas**: Land where the City encourages growth through increased density and redevelopment. The area includes:

- · Activity Centers as identified in this plan
- Employment Centers as identified in this plan

**Primary Service Area**: Land where provision of services is preferred. These are areas to encourage development within the planning horizon. Annexation is also envisioned as a part of the agreement to provide services. The area includes:

- Existing incorporated areas
- Areas within the existing ETJ
- Areas that can be served today and are located outside of watershed protection, and future planning areas

Limited Service Area: Land where development and provision of services is limited and discouraged. Annexation would be a part of the agreement to provide services. Additional care should be taken to analyze whether the requested type of development is consistent with the goals of this plan. This area includes:

- Coddle Creek Balance of Watershed Area
- Coddle Creek Watershed Critical Area

**Future Service Area**: Land where provision of services and new development is reserved for the future, beyond the planning horizon of this plan, until the Tiered Growth Map becomes reevaluated. The area includes:

- Low density areas around Kannapolis Lake
- Areas east of Interstate 85

### **How To Use the Tiered Growth Map**

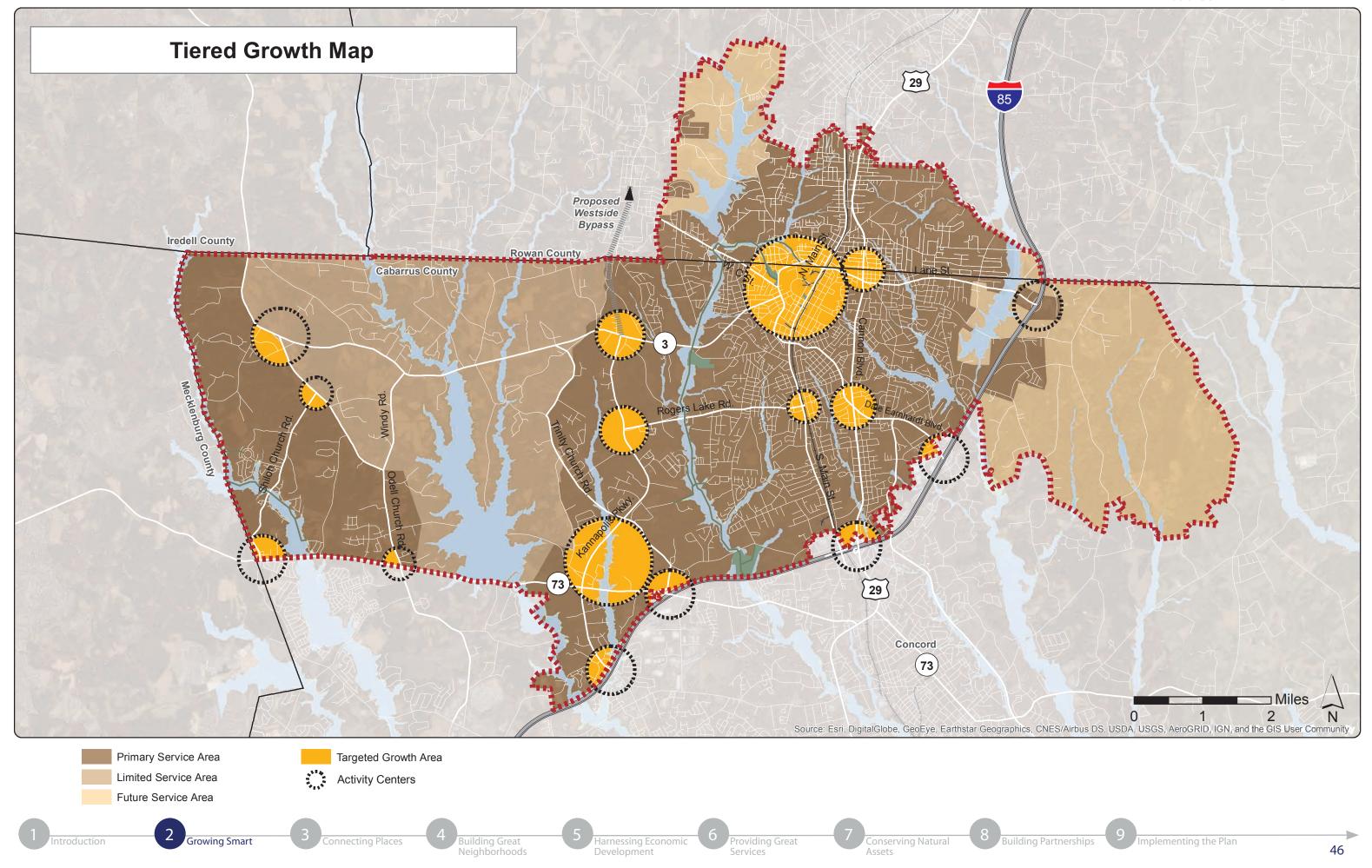
The Tiered Growth Map can be used in three main ways:

- Guide annexation decisions. This map provides leaders with a rational basis for making annexation decisions and is supported by policies in this chapter.
- Identify areas to target for incentives. This map identifies areas where growth is preferred and can be encouraged through incentives. One incentive example is to allow higher density development by-right, as opposed to requiring a special use permit in targeted growth areas.
- Coordinate Planning. The Framework Map sets out a framework for coordinating the plans of the City and other overlapping jurisdictions on an ongoing basis.

The Tiered Growth Map should be revisited and updated in order to reflect changing conditions in Kannapolis.

### **Other Annexation Considerations**

When land is annexed into Kannapolis, it adopts a zoning Area from the City's Unified Development Ordinance. This presents an opportunity for the City to require higher standards for land development by adopting a policy limiting newly annexed land to certain Traditional Neighborhood Development, employment-focused, or walkable mixed use zoning Areas.



# **Expected Outcomes and Policies**

### **Outcome 2.1. A Network of Vibrant Activity** Centers

Kannapolis will contain multiple walkable mixed use activity centers that are well-connected to one another through enhanced corridors and to adjacent neighborhoods through a multi-modal transportation network. High density centers will be the focus for commercial and employment development and will support a high quality transit system. Infill and redevelopment efforts within centers will build on prior investments to make efficient use of public investments.

### Policy 2.1.1. Guide Development Decisions Using the **Future Land Use and Character Map**

The Future Land Use and Character Map is the primary guide for land use and character planning and development decision-making in Kannapolis. New public and private development should be consistent with the map and its character types.

### Policy 2.1.2. Promote Development of Compact and **Walkable Activity Centers**

Promote compact and walkable mixed use development within the activity centers in Kannapolis. These centers will be developed at varying scales and with varying land use mixes as identified in the Conceptual Growth Framework Map for the Future Land Use and Character Map.

### Policy 2.1.3. Support Reinvestment of Underutilized Centers

Facilitate the redevelopment and revitalization of the City's aging or poorly-performing (i.e., aging, blighted, and vacant) activity centers. Revitalization of these centers can have a positive impact on community character and surrounding property values. Implementation of this policy could include incentives to encourage developers to reinvest in existing commercial centers and redevelop the centers to better meet current retail shopping, dining, and entertainment preferences.

### Policy 2.1.4. Focus on Design of Centers

The City promotes urban design best practices when considering the development of new mixed use and commercial buildings. This includes building orientation, siting of parking, mix of uses, provision of public spaces, multimodal amenities and circulation patterns, and design of the public realm. One particular item that is critical to good design of activity centers is the transparency of first floor development and how it activates the surrounding public realm.

### Policy 2.1.5. Safe and High Quality Public Space

The City encourages the development of high quality public spaces, like urban plazas, parks, and playgrounds within activity centers. Public spaces will have benches, playground equipment, splash pads, or other amenities. Because a great space is defined by its edges, public spaces should be framed by shade-providing trees and all adjacent public and private buildings should face onto the space, with special care given to building design and orientation.

### Policy 2.1.6. Ensure Compatibility Between Activity **Centers and Neighborhoods**

In order to enhance connectivity between residential neighborhoods and activity centers, compatibility between these areas is important. Activity center developments should "step down" intensity when directly adjacent to residential developments and use building form, architectural details, land uses, or natural buffer transitions between developments to ensure compatibility. Lighting, parking, utilities, and trash bins should be contextually appropriate and shielded where necessary.

### **Outcome 2.2. Revitalized Corridors**

Aging corridors will become re-activated through high quality urban design that prioritizes safety and functionality. Corridors will no longer be seen only as travel thruways but also as destinations. Increasing density, allowing a mix of uses, and streetscape improvements will transform these corridors into dynamic places. Connectivity enhancements will enable residents and visitors of Kannapolis to access the region through a variety of transportation modes.

### Policy 2.2.1. Support a New Vision for Established **Corridors**

The City encourages the evolution of traditional suburban commercial corridors lined with "strip" development, to vibrant corridors that include sidewalks and street trees on both sides of the street, pedestrian-scale lighting, utilities that are located below-ground or in the alley, and urban forms that better frame the corridor and create visual appeal. Buildings should be brought up to the sidewalk with parking to the side and the rear. This can be made possible through the use of mid-block alleys, which allow access to rear parking and limiting or eliminating the need for numerous driveways.

### Policy 2.2.2. Encourage the Revitalization of Existing **Commercial Corridors**

Revitalization of aging and underutilized commercial corridors will occur over time and will be expedited through City policies and investments that encourage this transition. Redevelopment and adaptable reuse of buildings located along activity corridors is encouraged and can be made easier through flexible design regulations that facilitate redevelopment. New infill development is encouraged on existing commercial sites. Public investments for streetscaping and public-right-of-way improvements should be prioritized for activity corridors depicted on the Conceptual Growth Framework Map (see Growing Smart chapter page 18)

### Policy 2.2.3. Coordinate Land Use and Transportation **Planning**

Coordinate land use and transportation planning so that they complement each other. The character of roadways is just as important as its functionality, and public right-of-way designs should reinforce the objectives of the surrounding character Areas. New transportation development should remain consistent with the recommendations made in the Transportation chapter and the character Area descriptions applied on the Future Land Use and Character Map (see Growing Smart chapter page 20).

### **Outcome 2.3. A Vibrant Downtown**

Kannapolis will have an active, exciting downtown that attracts residents and visitors to its unique regional destinations. The new downtown will include commercial, residential, employment, civic, arts, culture, and leisure offerings. Streetscape improvements and infrastructure upgrades will support the growth of the downtown area. New retail, restaurants, and entertainment opportunities will foster a sense of pride and draw people to the new heart of the community.

# Policy 2.3.1. Ensure High Quality Design and Development

Kannapolis promotes high quality design in all new downtown development. The Vision Book for Downtown Kannapolis should be used as a guide for future development occurring within Downtown, and for future City investments to the public realm. This guidebook addresses the vision for subareas of downtown, development programming, specific design of public spaces and parking, building types, orientation and design, and street lighting.

### Policy 2.3.2. Enhance Downtown Gateways

Gateways and wayfinding signage should provide definition for the edges of downtown and indicate to people when they are entering and exiting the downtown. Signage can be used to communicate the unique section of downtown that is being entered to underscore the unique experience provided in each downtown subarea.

### Policy 2.3.3. Maintain Cherished Places

As Kannapolis undergoes major changes, the City will strive to maintain iconic buildings and other monuments that are valued by the community and reflect the unique cultural and historical values of the community.

### Policy 2.3.4. Support Public Art Installations

Recognizing the importance of public art in creating a vibrant community, the City encourages the integration of public art into infrastructure projects throughout the downtown and promotes free art gallery spaces to foster a unique experience for visitors and residents.

# Policy 2.3.5. Create a Seamless Transition Between Downtown and NCRC

Joint master planning for the areas that connect Downtown Kannapolis and the NCRC should be a priority to maximize investments of both developments and to address the challenge of differing urban design approaches used for each center. The master plan should be informed by a renewed vision for NCRC vacant lots that can provide the environment necessary to achieve economic development targets for the campus. Ideally, new infill development on the NCRC campus could create a "bridge" between downtown and the main NCRC buildings by merging the traditional grid network of downtown with the formal boulevards of the campus and provide a mix of uses and spaces for emerging life science and other industries.

# Policy 2.3.6. Promote Synergy Between Downtown and Nearby Centers and Corridors

Encourage intensification and diversification of uses along corridors of Main Street and Cannon Boulevard that run adjacent to Downtown Kannapolis to create a more supportive urban environment. Place an emphasis on shops, services, tourism, and expanding housing options.

### **Outcome 2.4. Interconnected Green Spaces**

Through a connected network of greenways, parks, low impact development, and green buildings, Kannapolis will expand access to nature, offer a variety of recreational opportunities, improve development quality and efficiency, and promote environmental stewardship. Green spaces will reinforce the City's focus on offering a place to "discover a healthy life," can expand access to healthy foods, and provide critical environmental services, such as flood mitigation and air purification.

# Policy 2.4.1. Conserve Open Space in Watershed Protection Areas

The City will work in collaboration with property owners, land trusts, and other local partners to permanently protect and conserve land within the Coddle Creek watershed areas and surrounding the Don T. Howell Reservoir, in the following ways:

- Require new master planned communities to permanently protect over half of their property. Any new development should be built as conservation subdivisions or clustered developments.
- Support land trusts in purchasing conservation easements within watershed protection areas.
- Promote low-intensity economically viable use of these areas including event venues and eco-tourism.
- Develop a trail system throughout this area, including around the Don T.
   Howell Reservoir to further support conservation efforts and provide public benefits.

### Policy 2.4.2. Promote Green Building

Provide incentives to developments that use LEED and other green building standards. This can include flexibility in design and parking regulations, or waiving development fees for using sustainable building practices. New public buildings should aspire to attain LEED Silver certification or the equivalent.

### **Policy 2.4.3. Support Community Farming**

Kannapolis supports small-scale vegetable farming in areas throughout the community, including empty lots, City parks, and residential properties.

### **Outcome 2.5. Smart Growth on the Edges**

Kannapolis will be a thriving and fiscally-balanced City, with new growth directed into activity centers and other areas that are already well-served by infrastructure and services. Meanwhile, the rural character located in the *Move Kannapolis Forward* planning area will be preserved through provisions that protect farmland and natural areas. Coordination with other jurisdictions will streamline investments and ensure a cohesive development pattern.

# Policy 2.5.1. Guide Development Using the Tiered Growth Map

In order to promote long term fiscal balance of development and efficient public expenditures, the Tiered Growth Map will be used to guide decision-making related to growth and development. Specifically, this map will be used when considering annexations, development approvals, service extensions, incentives, and capital improvements. The Tiered Growth Map will be updated from time to time in order to reflect changing conditions.

# Policy 2.5.2. Discourage Fragmented Development and Annexations

Recognizing the fiscal and environmental challenges that fragmented satellite development can have, the City discourages the annexation and development of land that is noncontiguous to the municipal boundary or that is outside of the planning area.

# Policy 2.5.3. Zone Newly Annexed Land for Traditional Neighborhood Development

Strong consideration should be given to zoning newly annexed areas as either Traditional Neighborhood Development (TND), Cluster Residential zone, or another similar zoning Area.

# **Actions**

# Action 2.1 Conduct a Comprehensive Rewrite of the UDO

To implement the recommendations of this comprehensive plan, the City's Unified Development Ordinance (UDO) should be updated. Key elements to adjust include:

- Establish infill and redevelopment context sensitive standards that create more flexibility while maintaining character
- Ensure appropriate buffering and transition standards between existing and new developments, particularly for Neighborhood Transition Areas
- Update urban form and design standards for activity centers to reinforce walkable, compact development objectives
- Provide new mixed use Areas to align with the vision for new activity centers
- Revise block length and connectivity standards to be consistent with this plan
- Require centrally-located dedication of park or civic spaces in masterplanned communities
- Create incentives for green and sustainable building practices
- Revise parking requirements to include a maximum parking allowance, particularly in urban and higher density areas
- Remove barriers, create incentives, and streamline development review for development applications in targeted growth areas

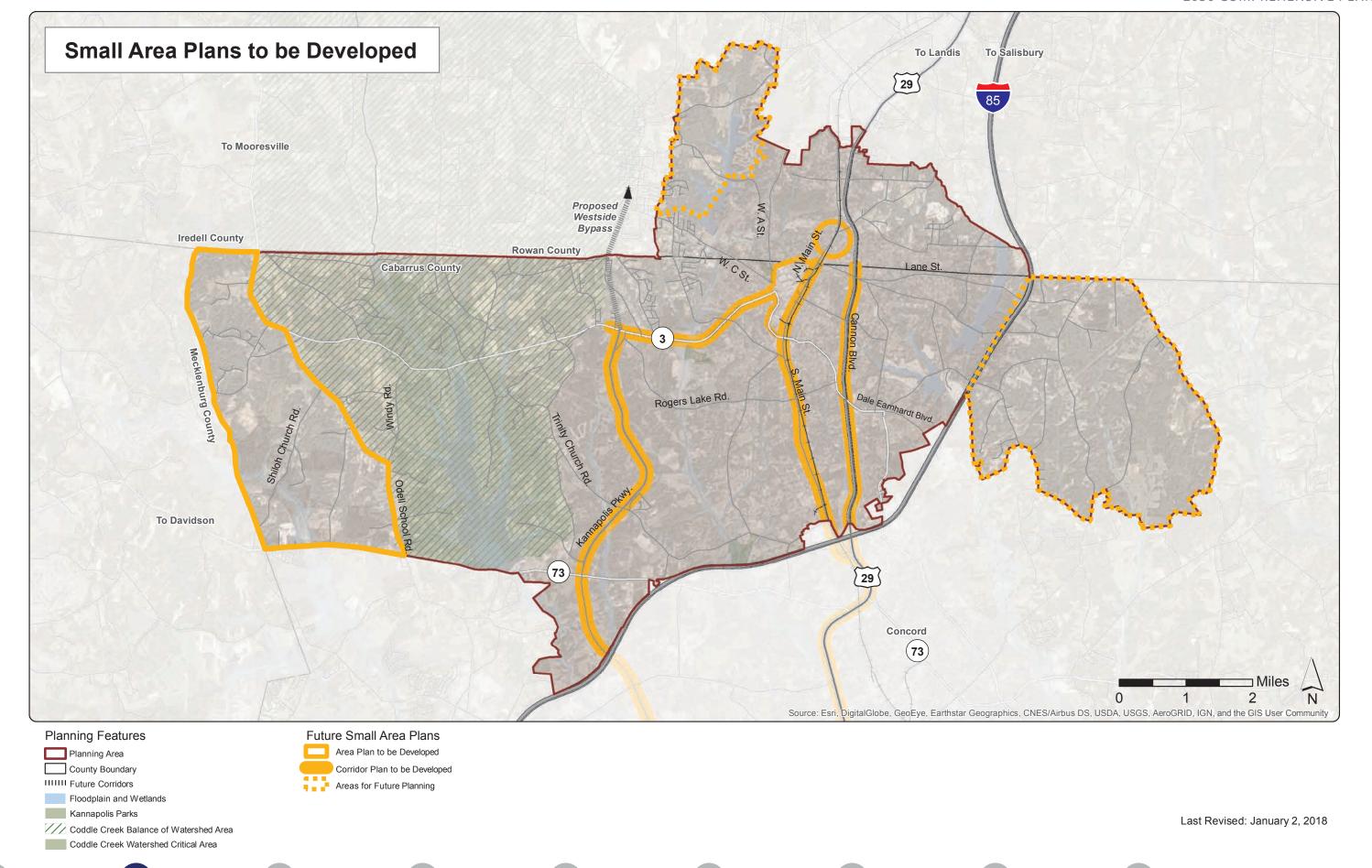
# **Action 2.2 Develop Corridor and Small Area Plans**

Develop a series of corridor plans and small area plans in targeted locations. Priorities for planning should include:

- NCRC Master Plan Update
- Future Western Kannapolis Neighborhoods (near border of Mecklenburg County)
- NC-3/Mooresville Highway and Future Westside Bypass Secondary Activity Center
- North Main Street Secondary Activity Center
- · South Main Street Corridor Plan
- Cannon Boulevard Corridor Plan
- Future Service Area (per Tiered Growth Map) Near Kannapolis Lake
- Future Service Area (per Tiered Growth Map) East of I-85

# Action 2.3 Evaluate Tools to Incentivize Growth in Targeted Growth Areas

To encourage development within the targeted growth areas identified on the Tiered Growth Map, the City will evaluate tools to incentivize growth in these areas. This could include tools such as express development review processes, reduction or waiving of fees, reduction of certain landscaping or parking requirements, or other similar tools.



**Growing Smart** 

Harnessing Economic Development



# Sommeting Places

### Why We Need to Connect Places

Kannapolis has opportunities to attract new residents and jobs through redevelopment of the City's historic core and focused growth outside the Downtown. These opportunities will be supported by a well-connected transportation network, improved regional transit access, and emphasis on creating more walkable and bikeable streets. Vibrant, walkable streets and greenways will promote more physical activity and enhanced quality of life in neighborhoods.

The location of Kannapolis within the Charlotte region and its access to I-85 means the City's leaders must work closely with regional partners and state officials to plan and implement transportation improvements. Congestion along major freeways is a regional concern, whereas connectivity between neighborhoods and multimodal access are local transportation priorities. These competing demands vie for scarce resources from the City and state in order to implement transportation improvements. Therefore, it will be important for the City to follow a long-term vision for mobility and continue as an active partner with organizations such as the Cabarrus Rowan Metropolitan Planning Organization.

This chapter focuses on the prospects that arise from enhancements to the City's transportation network across all modes. It highlights the trends and issues that pose important challenges and opportunities to improving mobility throughout Kannapolis. It also presents best practices, designs, and options for changing Kannapolis's current transportation network to one that supports livability and economic vitality. The policies and actions in this chapter provide guidance for how the City can achieve its overarching goals in Move Kannapolis Forward.

# **Key Planning Influences**

### **Community Issues and Opportunities**

Like other cities around the country, the transportation and land use systems of Kannapolis have fostered reliance on the automobile, while options for reaching everyday destinations by walking, biking, or taking the bus declined over time. Today, it is difficult to get around Kannapolis without owning a car. As a result, during the Move Kannapolis Forward public outreach efforts, residents of Kannapolis made it clear that changing the urban environment to make it more walkable and bikeable should be one of the City's top priorities.

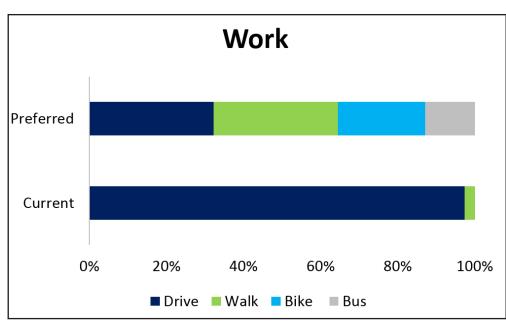
During public meetings, held between April and July 2017, Kannapolis residents and stakeholders had the opportunity to state their preferred method of traveling to a variety of destinations. There was a clear preference for a wider variety of transportation options to all destinations, including work, shopping, schools, and parks. While the majority of respondents drove to all four destinations, over half indicated that they would prefer to walk or bike to parks and schools. For commuting and shopping trips, the disparity between preference and current travel mode was even larger; while over 90% currently drive for work and shopping trips, only 30% would prefer to do so. Of those that would prefer not to drive, about half would like to walk and half would prefer to bike or ride the bus. With the revitalization of Downtown and other activity centers, the City can support these transportation preferences by increasing job and housing options to support walkable commutes and efficient transit to regional employment centers.

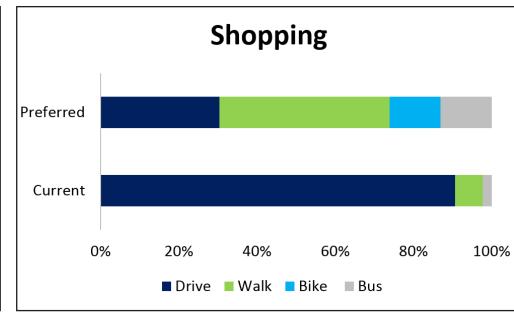
### More than 82% of Kannapolis residents commute to work alone in a car

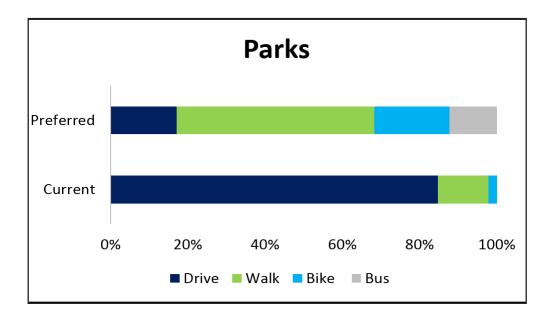


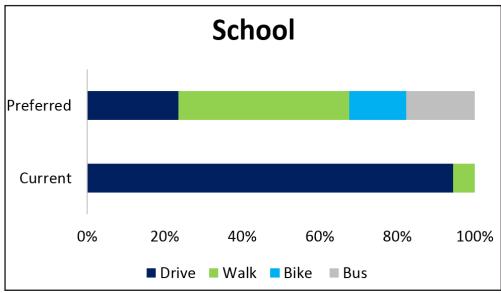
### How do you currently get around in Kannapolis? How would you prefer to be able to get around in the future?

During multiple public engagement efforts held between April and July of 2017 Kannapolis residents answered how they travel around. The charts below illuminate the strong disconnect between how people must get around and how they wish they were able to get around.









The road network in Kannapolis is part of a regional system, so the City must work closely with regional partners to provide well-connected and safe options for all road users. Kannapolis is a member of the Cabarrus Rowan Metropolitan Planning Organization (CRMPO), which along with the North Carolina Department of Transportation, creates and updates the regional comprehensive transportation plan (CTP). As a member of CRMPO, Kannapolis can ensure local transportation needs and concerns are addressed in regional long range transportation plans, and pursue state funding for multimodal transportation projects.

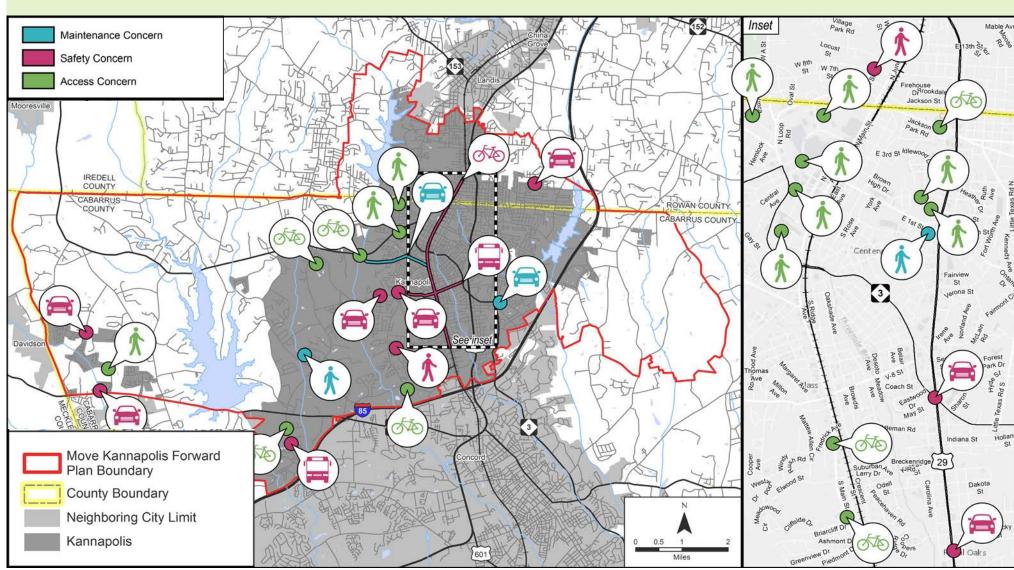
### **Existing Transportation Needs**

At the public workshop on April 6, 2017 (pictured below), residents of Kannapolis had the opportunity to identify their concerns with the current transportation network. Workshop participants placed icons on two separate maps to demonstrate where conditions could be improved for driving, cycling, walking, and transit. Their responses are shown on the map to the right.

Residents and other workshop participants called for pedestrian and bicycle improvements throughout the Downtown area and nearby neighborhoods. Participants also noted pedestrian safety concerns near local schools, and congestion and inefficient road connectivity in new developments along NC 73. Generally, public feedback reflected a desire for more travel options and better ways to get around, including active transportation and transit.

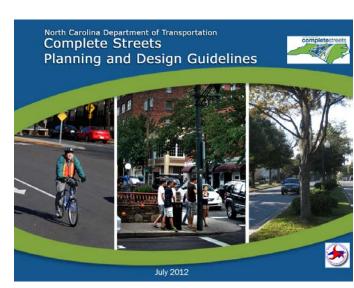


### **Mapped Concerns with Existing Transportation Network**



### **Complete Streets**

Several North Carolina communities have adopted Complete Streets policies and many others are already in the process of creating complete streets. The North Carolina Department of Transportation created, and helps apply, guidelines to create streets that will serve multiple modes of transportation. Complete Streets policies help provide safe and comfortable streets that serve all users by providing infrastructure such as sidewalks on both sides of the street, traffic calming devices, street trees, on-street parking, protected bike lanes, and comfortable places for people sit while they wait for the bus.



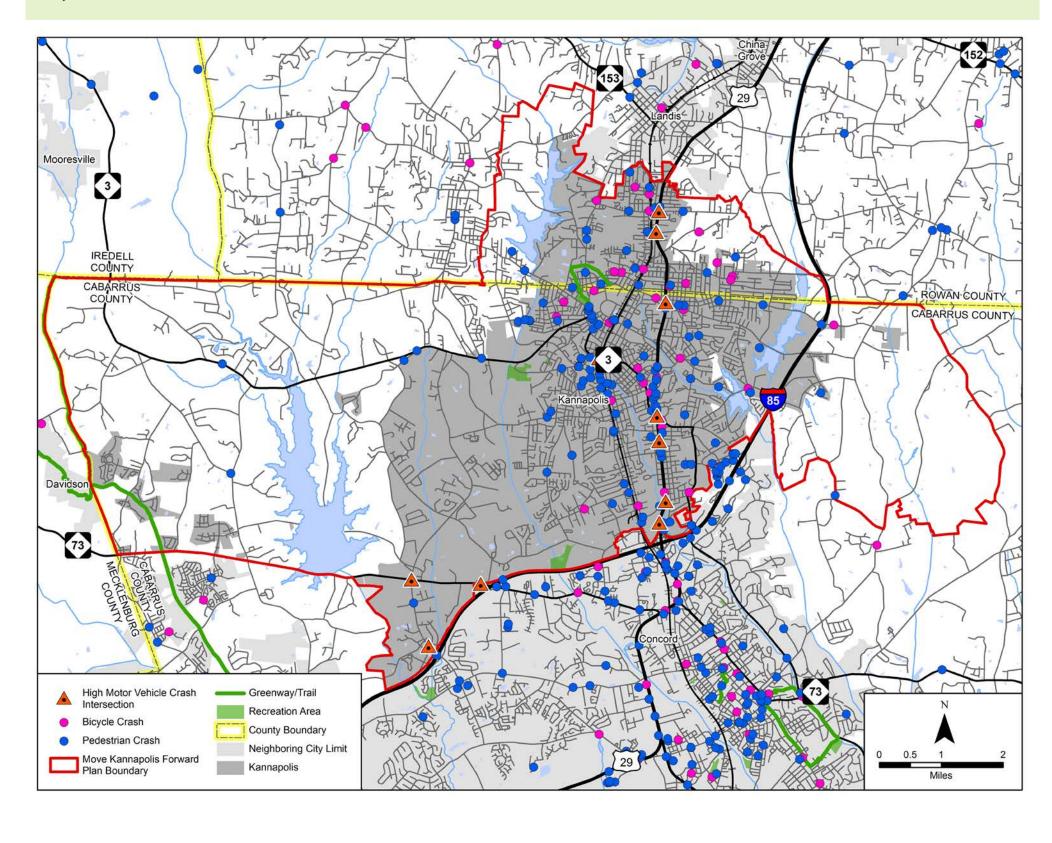
### **Existing Streets and Multimodal Network**

The current road network in Kannapolis consists of regionally significant roads, local roads, and connector roads that link the two. Roads that connect local destinations within Kannapolis include: Main Street, Rogers Lake Road, and Oakwood Avenue. Roads that connect neighborhoods and destinations in Kannapolis with regional connector roads and locations are: Trinity Church Road, Kannapolis Parkway, Lane Street, Dale Earnhardt Boulevard, and West C Street. For the many Kannapolis residents who commute to Charlotte and Concord for work, key travel routes include: I-85, NC 73, US 29, and NC 3. Multimodal accommodations, such as bike lanes and sidewalks, are currently found in few areas of Downtown and recent developments. A 2-mile greenway loop connects Bakers Creek to nearby neighborhoods.

Vehicle Crash data for 2013-2017 indicates that the intersections of major roads are the most dangerous in Kannapolis (as shown in the map "Bicycle, Pedestrian, and Traffic Crash Locations"). Intersections with particularly high crash rates include: Kannapolis Parkway and NC 73, US 29 and Dale Earnhardt Boulevard, and NC 73 and Trinity Church Road. NCDOT reports pedestrian and bicycle crashes from 2006-2015 occurred most often near the intersections of major roads, such as Dale Earnhardt Boulevard and US 29, Dale Earnhardt Boulevard and South Main Street, and Dale Earnhardt Boulevard and Mooresville Road (NC 3). Pedestrian and bicycle crashes were most likely near commercial development, where posted speed limits are 35 or above, and where crosswalks were infrequent.

# Kannapolis has an overall Walk Score of 21/100 A Walk Score is a measure of a place's walkability and proximity to amenities such as schools, parks, and grocery stores on a 0-100 point scale. Source: www.walkscore.com

### Bicycle, Pedestrian, and Traffic Crash Locations



### A Growing Greenway System

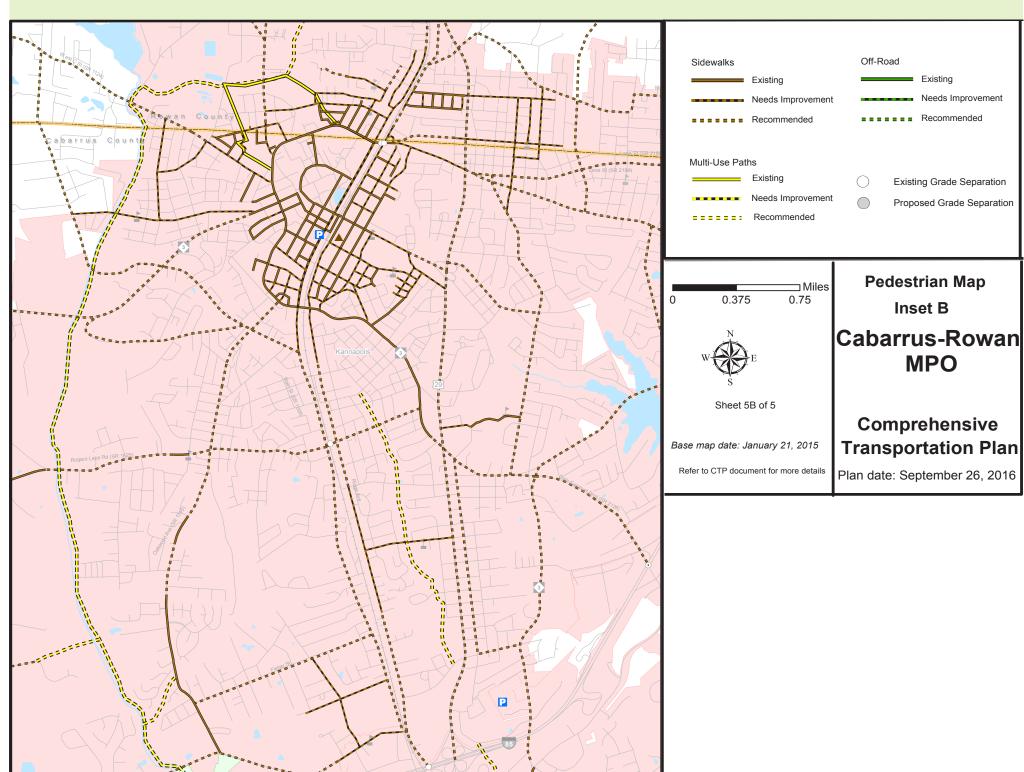
Greenway systems, like the Bakers Creek Greenway in Kannapolis, offer safe connections to locations throughout the City and region such as parks, schools, work, and shopping destinations.





### **Pedestrian Elements Map**

The CRMPO Pedestrian Element of the CTP shows planned and existing sidewalks and shared use paths in the Kannapolis area.



### **Future Traffic Growth**

Forecasting from the Metrolina 2040 Regional Travel Demand Model shows that regional roads like I-85 and NC 73 will experience a large increase in demand by 2040, though most local and connector roads will experience only modest increases in demand. Some anticipated congestion is already being addressed by NCDOT; for example, I-85 is currently being widened to 4 lanes in both directions and planning is underway for the widening of NC-73 by 2022. This growth is due to commuter traffic and redevelopment occurring along the Kannapolis Parkway corridor and in the City's western area. Where activity centers and development are proposed along these fast-growing networks, new and local road connections and intersection improvements may be necessary to avoid or manage additional congestion problems.

Overall, the regional network of roadways in Kannapolis will be able to accommodate expected traffic growth and increased demand prompted by land development recommended by the Conceptual Growth Framework Map (see Growing Smart chapter). However, several activity centers will benefit from more local street connections, intersection improvements, and multimodal accommodations, such as sidewalks and bike lanes. The table below summarizes the growth rates of priority corridors and activity centers identified in the Conceptual Growth Framework Map.

| Center or Corridor Name               | Expected Rate of Traffic Growth |
|---------------------------------------|---------------------------------|
| Downtown                              | Low                             |
| Lane Street @ Cannon Blvd             | Low                             |
| Dale Earnhardt Blvd @ Hwy 29          | Low                             |
| N Main Street @ Ebenezer Rd           | High                            |
| S Main St @ Rogers Lake Rd            | Low                             |
| Main Street                           | Varies                          |
| Cannon Boulevard (Hwy 29)             | Low                             |
| Ebenezer Road                         | Medium                          |
| Kannapolis Parkway @ NC 3             | Low                             |
| Kannapolis Parkway @ Rogers Lake Road | High                            |
| Kannapolis Parkway                    | High                            |
| Kannapolis Parkway @ NC 73            | Medium                          |
| Kannapolis Parkway @ Interstate 85    | High                            |
| Odell School Road @ NC 73             | High                            |
| Shiloh Church Rd @ Odell School       | High                            |
| Odell School Road @ NC 3              | Medium                          |
| Shiloh Church Road @ NC 73            | High                            |

### **Concepts and Best Practices to Address Community Concerns**

### **Develop a Local Comprehensive Transportation Plan**

To expand upon the information and recommendations laid out in this chapter, and communicate the local transportation needs of Kannapolis to NCDOT, a local comprehensive transportation plan (CTP) should be developed. CTPs are long range transportation plans that address the community's transportation concerns for the next 20 to 30 years. CTPs vary from place to place, but could in-

clude elements such as: current transportation multi-modal network system and capacity, deficiencies, recommendations and future projects. The CRMPO CTP focuses on regional transportation issues; whereas a local CTP would identify more local priorities, such as sidewalk projects and new neighborhood connector streets.

### **Conduct Corridor Studies**

To develop recommendations specific to important local and regional roads, corridor studies should be conducted on roads near expected development and future growth. Corridor studies for regional routes NC 73 and NC 3 have already been completed and their implementation should be prioritized, although the section of NC-3 from Kannapolis Parkway to Dale Earnhardt Boulevard is recommended for a study.

### **Corridors for Future** Study

### Corridors that should be considered for future study include:

- 1. Cannon Boulevard (US 29)
- 2. Dale Earnhardt Boulevard
- 3. Main Street (North and South Main)
- 4. East 1st Street, Jackson Park Road, and Lane Street (as part of an area study)
- 5. Rogers Lake Road
- 6. Kannapolis Parkway, Trinity Church Road and Dogwood Blvd (as part of an area study)
- 7. NC 3

### **Traffic Forecast Highlights**

- Vehicular traffic is expected to grow fastest along regional roads such as NC 73 and near I-85.
- Most local roads connecting into Downtown Kannapolis, with the exception of North Main Street, will see modest or little traffic growth.

## **Potential Kannapolis Area Roadways for Corridor Studies** (US 29) 3: N & S Main St ROWAN COUNTY Jackson Park Rd E 1st St Trinity Church Rd 5: Rogers Lake Rd Dogwood Blvd Kannapolis Pkwy **Study Candidates** Candidates for Corridor Candidates for Area Study Move Kannapolis

Connecting Places

Forward Plan Boundary County Boundary

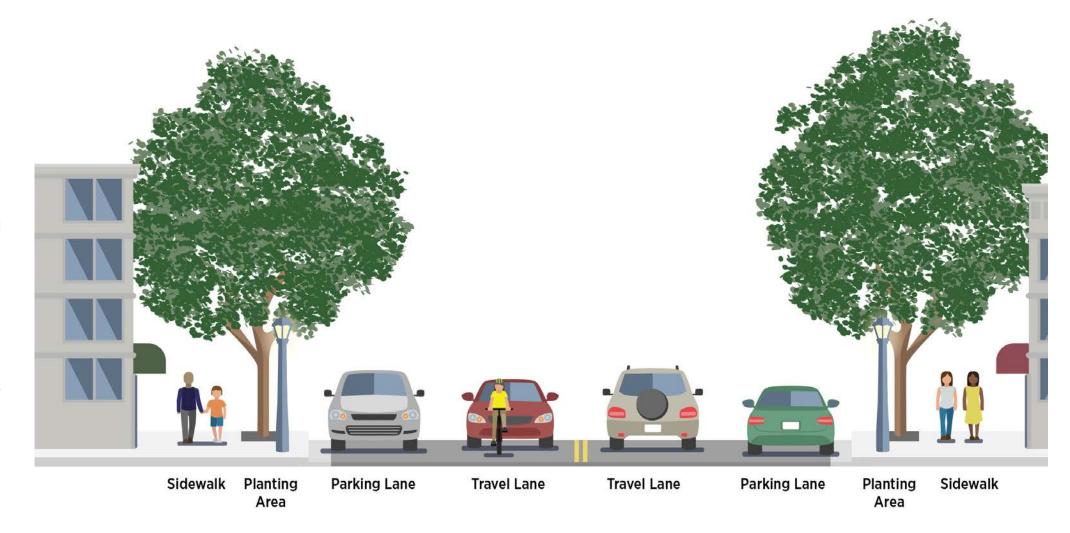
### **Create Corridor Typologies Specific to Kannapolis**

The following corridor cross-sections provide profiles of streetscape standards that can be considered as streets are added to the network and changed as development and growth occur. The design of streets in Kannapolis should reflect the land use context, current and future travel demand, and role in the transportation network (e.g. rural or local). These cross-sections and corresponding dimensions are conceptual guidelines and should be examined closely per local conditions. Example streets listed under different typologies take the form of multiple corridor types as they pass through more urban or rural districts. For example, NC 3 would will fit the Regional Parkway type in the rural context, but it will transition to a Suburban Avenue as it passes through west Kannapolis, and then it will resemble a Main Street nearest the City's Downtown Center Character Area.

### **Main Street**

Main streets are generally local streets near Downtown Kannapolis, in activity centers, or along major activity corridors. They are featured in areas that are destinations for residents, and allow people to maneuver from residential neighborhoods to Downtown. They are designed for low speeds and variable volumes of traffic. Current streets tend to have frequent curb cuts to allow access to businesses and residences but these should be limited in the future by utilizing shared parking lots and rear-alley accesses. Pedestrian and bicycle traffic is highest along these corridors, making pedestrian and bicycle accommodations essential. Sidewalks should be present on both sides of the streets and should be wider where pedestrian traffic is higher. Most transit routes serving Kannapolis are concentrated along streets in Downtown, and may be accommodated with wider travel lanes. Large trucks may need to be restricted along Main Street corridors.





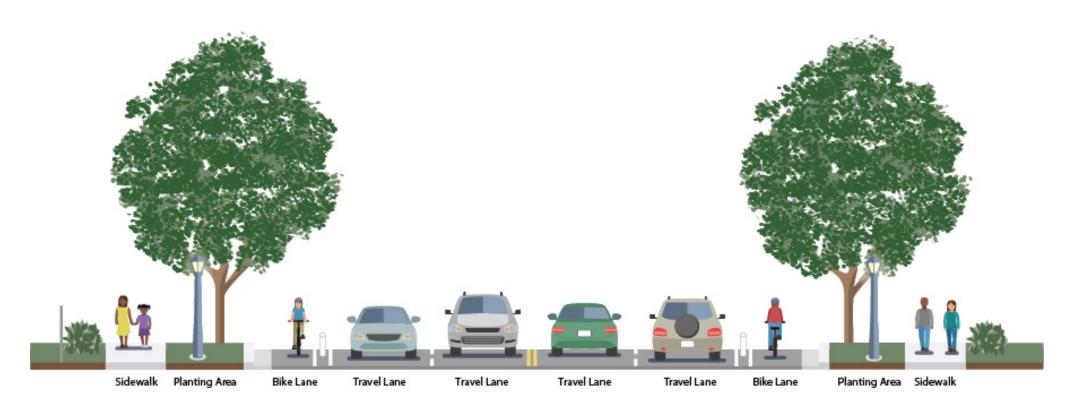
| Main Street Dimensions and Guidelines |  |  |
|---------------------------------------|--|--|
| Facility Type                         | Width  | Example Streets  |
| Sidewalks                             | 8-10 feet each side (wider fronting retail)  | Downtown<br>N. Main Street<br>Oak Avenue   |
| Planting Area                         | 4-8 feet (varies per size of tree canopy and overhead utilities)   | Amenities  |
| Travel Lane                           | 10-12 feet   | Bicycle parking (bike racks) - within 100 feet of every store or building entrance; locate in the planting or amenity area |
| Parking                               | 7-8 feet on sides with retail frontage   | Bus shelter at stops with high volumes of  |
| Bike Facility                         | Shared-lane markings on roads with posted speed limits <30 mph and on-<br>street parking; Optional: 6-foot wide bike lanes | boardings or serving vulnerable popula-<br>tions (seniors, children, etc.)   |

### **Suburban Avenue**

Suburban avenues serve to collect traffic from multiple neighborhoods and connect residents to shopping, schools, regional highways, and other destinations. Bicycle and pedestrian traffic is lower than on local main streets but still present. Pedestrians should be expected and accommodated anywhere there are commercial or residential uses adjacent to the corridor. Avenues tend to have higher speeds and separate bicycle lanes on both sides of the street should be considered where posted speeds exceed 30 miles per hour.







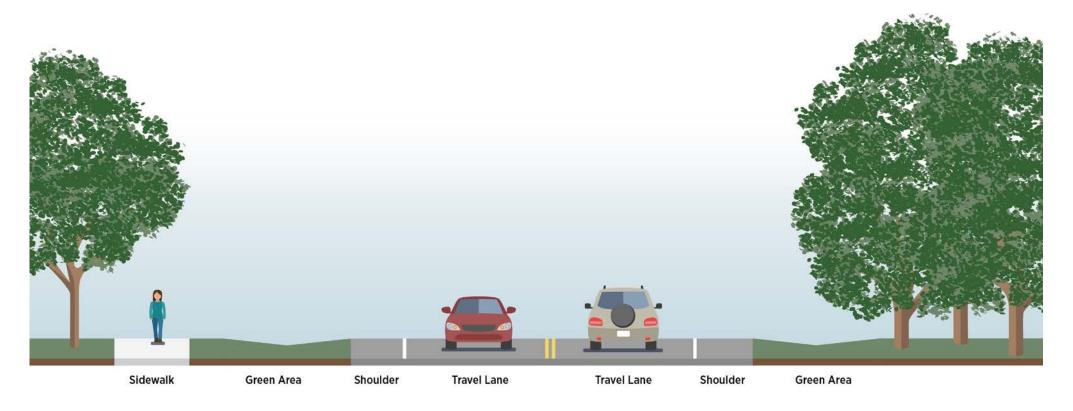
| Suburban Avenue Dimensions and Guidelines |   |   |
|---|---|---|
| Facility Type                             | Width                                     | <b>Example Streets</b>  |
| Sidewalks                                 | 6-8 feet each side                        | South Main Street<br>Dale Earnhardt Boulevard<br>Cannon Boulevard |
| Planting Area                             | 4-8 feet (varies per size of tree canopy) | Amenities   |
| Travel Lane                               | 11-12 feet                                | Bus shelters and shared off-street park-<br>ing for bus commuters |
| Bike Facility                             | 5-6 feet each side                        | Pedestrian safety improvements at major road crossings            |

### **Rural Road**

Rural roads serve to connect individual residential neighborhoods with commercial developments and employment centers in the less developed, western area of Kannapolis (and future planning area). Rural roads typically consist of two travel lanes, with no median. While heavy bicycle and pedestrian traffic is not expected, some accommodation can be made by providing a wide, paved shoulder. In some locations, where there might be opportunity for recreational trails or greenways, a multi-use path may be appropriate for bike and pedestrian accommodation. Transit is not common, but may need to be accommodated as growth and development occur.







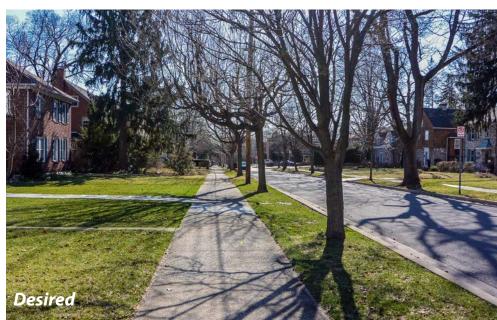
| Rural Roadway Dimensions and Guidelines |                                      |  |  |
|---|--------------------------------------|--|--|
| Facility Type                           | Width                                | Example Streets  |  |
| Sidewalks                               | 6 feet on developed side             | Odell School Road<br>Trinity Church Road<br>Shiloh Church Road |  |
| Planting Area                           | 15-30 feet (per setback)             |  |  |
| Travel Lane                             | 11-12 feet                           |  |  |
| Bike Facility                           | 4-foot shoulders (6 feet on bridges) |  |  |

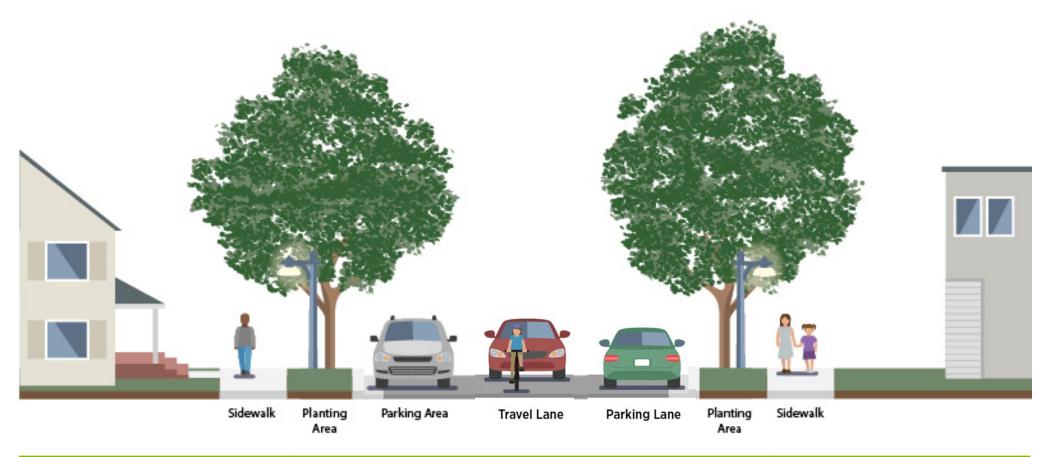


### **Residential or Subdivision Street**

Subdivision streets provide residents of Kannapolis access to nearby office and commercial uses or collector streets. These streets have the lowest vehicle speeds and traffic volumes of any street type. On-street parking should be provided on one or both sides, depending on demand. Bicycle lanes are not generally required because of low vehicle speeds, but in some circumstances can provide a parallel alternative to more heavily trafficked roads. Pedestrians should be expected and sidewalks should be provided on one or both sides.







| Residential/Subdivision Street Dimensions and Guidelines |  |   |
|--|--|---|
| Facility Type  | Width  | Example Streets                                     |
| Sidewalks  | 5-6 feet each side   | North East Avenue<br>Pine Street<br>Cadillac Street |
| Planting Area  | 4-8 feet per buffer; varies per size of tree canopy                    | Locke Erne Avenue                                   |
| Travel Lane  | 9-10 feet (28-32 feet total pavement)                                  |   |
| Parking  | 7-8 feet adjacent to development; can be shared space with travel lane |   |

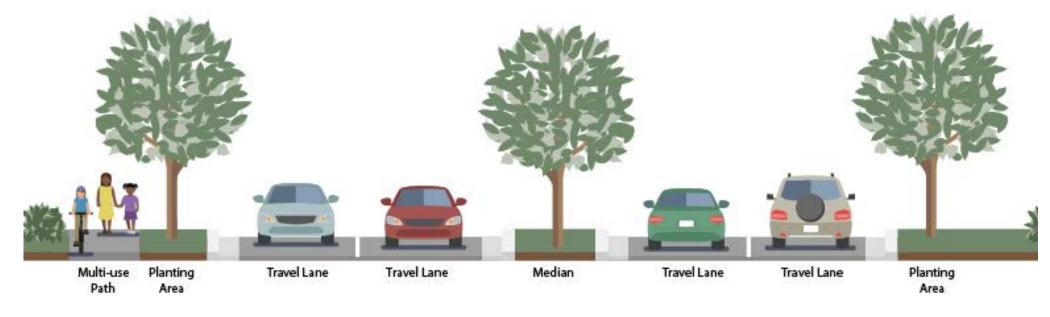


### **Regional Parkway**

Regional parkways in Kannapolis connect important regional employment, commercial, and cultural/institutional centers. They carry moderate to heavy amounts of traffic, usually at high speeds, and often are divided by a median. Transit is not common but there are a few regional CK Rider bus routes that travel along these regional connectors, and service may be expanded as development occurs. Where transit service exists, a bench or shelter should be provided at stops when possible. While pedestrian traffic is unlikely, sidewalks should be considered at intersections with commercial development. A multi-use path, set back from the road and separated by street trees in the planting area, is the preferred pedestrian and bicycle treatment in other areas.







| Regional Parkway Dimensions and Guidelines |   |  |
|--|---|--|
| Facility Type                              | Width   | <b>Example Streets</b>                                 |
| Sidewalks/Multi-use Path                   | 8-12 feet; each side with development             | NC 73<br>NC 3<br>Kannapolis Parkway                    |
| Planting Area                              | 20-30 feet; swale section                         | Amenities  |
| Travel Lane                                | 11-12 feet (per NCDOT standards)                  | Bus shelters at remote park-n-ride lots                |
| Median                                     | 18-32 feet; swale section                         | Pedestrian safety improvements at major road crossings |
| Bike Facility                              | 4-6 feet shoulders or separated bicycle boulevard |  |

### **Prioritize Multimodal Improvements**

Providing additional bicycle and pedestrian accommodations will allow residents to enjoy more active lifestyles and improved quality of life. Multimodal improvements should be a priority for the urban and suburban corridors nearest Downtown, other priority activity centers, and within established neighborhoods. Greenways, such as the Baker's Creek Greenway, should be extended or built to connect residential areas with Downtown and other activity centers.

The map to the right, Sidewalk Prioritization Model, illustrates areas of Kannapolis that may be top priorities for improved pedestrian and bicycle networks. The dark red areas indicate walkable areas surrounding existing pedestrian destinations and planned growth centers. Light green areas indicate where the priority is low. The City should consider creating a similar analysis or method for prioritizing new sidewalk and bicycle improvements.



# **Sidewalk Prioritization Model** Old Beatty Ford Rd W 8th St ROWAN COUNTY CABARRUS COUNTY Central Dr Lane St Bethpage Rd Rogers Lake Rd 29 High Priority Area Low Priority Area Move Kannapolis Forward Plan Boundary County Boundary

# **Expected Outcomes and Policies**

# Outcome 3.1 Transportation Networks are Connected and Enhance Quality of Life

Kannapolis streets will be functional in design and accessible for users of all modes of transportation. The design of streets will be comprehensive and incorporate land use characteristics and environmental considerations.

### Policy 3.1.1 The UDO and Other Technical Guides Encourage High Quality Street Design

Street design guidelines clarify standards and facilitate project approval and permitting. New public and private development will be consistent with the UDO and technical guides referenced by the UDO regarding street design.

# Policy 3.1.2 Preserve Open Space for Future Greenways

The City will develop greenways for recreation and public health through the acquisition of property and easements. The City will work in collaboration with property owners, developers, and other partners to protect open spaces in Kannapolis. This can be accomplished through policies that promote the maintenance of open space in the development process, such as requiring a greenway easement or dedication as part of subdivision approvals.

### Policy 3.1.3 Support Rail Freight Movement

In order to better support freight transport via rail, the City and property owners should work closely with the North Carolina Railroad (NCRR) to preserve the corridor for efficient and safe rail transportation. The City will integrate review for possible encroachment into the NCRR corridor into the building and structure permits approval process. The City may coordinate this review with NCRR.

### **Policy 3.1.4 Support Regional Freight Mobility**

The City should support the recommendations of the Greater Charlotte Regional Freight Mobility Plan.

# Policy 3.1.5 Support Land Use Development through Context-Sensitive Design

As the City works with developers to implement the land use goals in *Move Kannapolis Forward*, streets will be built or improved to support new development or enhance existing neighborhoods. Corridor typologies described here are concepts, and they should be tailored to fit the land use districts they pass

through. Avenues and boulevards in urban areas will require more multi-modal accommodations than in rural areas.

# Policy 3.1.6 Include Streetscape Amenities That Support Transit and Bicycling

The City will promote more walking, biking, and transit ridership by including bus shelters, bike racks, and pedestrian amenities along major activity corridors, such as Main Street. The City should review bicycle parking requirements in the UDO and consider cost-sharing programs for adding bus shelters and bike racks near businesses.

### Policy 3.1.7 Promote Simple Design Guidance

Street design requirements and recommendations should be easy to navigate for public officials and private developers.

# Outcome 3.2 Residents and Visitors Have Many Options for Getting Around Kannapolis

Residents and visitors will have travel choices and will be able to get around using a variety of modes, including by bus and bike, on foot, and in their car. As the current road network is already generally supportive of vehicular travel, improvements will be focused on bicycle and pedestrian modes. The City's corridor enhancements will create vibrant, walkable streets in and near activity centers and provide local connections for bicycles and pedestrians to nearby neighborhoods

# Policy 3.2.1 Incorporate Bicycle, Pedestrian and Transit Improvements into Local and State Projects

To enable Kannapolis residents to use their preferred method of transportation, the City will prioritize transportation improvements that focus on the accessibility and mobility of cyclists, pedestrians, and transit riders. Multimodal accommodations like sidewalks, bike lanes, bus shelters, and greenways should be incorporated into plans for future roadway projects. As the region continues to grow, Kannapolis should take advantage of planned road projects to add multimodal accommodations.

# Policy 3.2.2 Prioritize Sidewalk Improvements in and near Downtown

The City should develop a process for prioritizing the construction of sidewalks, starting in and adjacent to Downtown, in order to create vibrant, walkable spaces. The Sidewalk Prioritization Model, as shown in this chapter, is an example of a tool for such a process. A sidewalk prioritization plan should be included in the local comprehensive transportation plan (CTP) when it is developed and used as a guide for future sidewalk placement.

### Policy 3.2.3 Support Local Bus Service

The City should continue to support existing public transportation service while exploring creative solutions for enhancing and improving service throughout the community. Emphasis should be placed on connecting residents to activity and employment centers.

### **Policy 3.2.4 Formalize Transit Accommodations**

Kannapolis should promote transit use and supports current riders by improving bus stop treatments. Transit use is encouraged by the provision of benches and shelters to keep transit users comfortable and shielded from weather. The City should develop guidance in the UDO for adding bus stop accommodations.

# Policy 3.2.5 Consider Accessibility in Transportation Projects

The City will consider issues of accessibility for users of all abilities as it improves its transportation modes, systems, and networks. Including accessibility in the transportation planning process ensures that Kannapolis' visitors and residents alike will be able to traverse the city and enjoy its many amenities.

### **Policy 3.2.6 Promote Regional Transit Options**

The City will work with Concord and Cabarrus County leaders to study regional transit options. Options may include expanded regional bus service, extension of light rail into Cabarrus County, and the introduction of commuter rail services.

### **Expected Outcomes and Policies**

# Outcome 3.3 Pedestrian, Bicycle, and Vehicle Crashes Reduced

Kannapolis's streets will be designed for safe travel by vehicles, bicyclists, and pedestrians. Safety will be the City's highest priority for its streets, and they will be designed to minimize vehicle crashes and potential conflict points.

# Policy 3.3.1 Set Street Improvement Priorities Based on Traffic Safety

Traffic and roadway conditions are important priorities for the City of Kannapolis. Crash data and on-site observations will identify intersections, crossings, and corridors where projects and law enforcement can improve traffic safety. Crash data will be evaluated regularly, and the Police Department will continue to make quarterly reports to City leaders.

### Policy 3.3.2 Update the Current Traffic Calming Policy

Traffic calming measures slow vehicles down in areas with heavy pedestrian and bicycle traffic while maintaining vehicle mobility. An updated Neighborhood Traffic Calming Policy that includes pre-approved traffic calming devices or systemic improvement would support traffic calming efforts. Current policy focuses on speed tables or speed hump devices. The City's Public Works Department should review policy to consider design criteria for curb extensions, raised center islands, and mini-roundabouts.

# Policy 3.3.3 Establish a Process for Evaluating Traffic Safety Concerns

More regional traffic and pedestrian activity creates more risk for crashes and traffic-related fatalities in Kannapolis. The City will evaluate high-risk corridors for potential safety improvements using data-driven analysis methods, such as Road Safety Audits.

### **Actions**

The Planning Concepts and Expected Outcomes described in this chapter are supported by the following set of strategic actions. These strategic actions should be implemented within 5 years following the adoption of Move Kannapolis Forward. As the comprehensive plan is updated, these action items should be revisited and updated.

# Action 3.1 Develop a Local Comprehensive Transportation Plan

Planned improvements for most major NCDOT-maintained roadways are addressed in the regional CRMPO Comprehensive Transportation Plan (CTP). However, the City should also develop a long-range, multimodal transportation plan to include major roadways and local streets. A local CTP provides guidance to where new connections should be made as part of local land development; identifies preferred corridor typologies and roadway classifications; and prioritizes local projects such as greenways, bike lanes, and streetscape improvements. See the box on the following page for the CTP connectivity strategy.

# **Action 3.2 Adopt a Local Complete Streets Policy**

A comprehensive Complete Streets policy will demonstrate Kannapolis' commitment to a multimodal transportation system. This policy will serve as an umbrella to other policies, and will identify a process for selecting, funding, planning, and designing transportation projects that accommodate all users. A Complete Streets policy should be supported by local design guidelines, such as preferred roadway cross sections. Design guidelines should be addressed in the UDO.

# Action 3.3 Allocate Local Sidewalk and Greenway Funding

Improving pedestrian and bicycle access in and near the Downtown is vital to its success. Sidewalks and greenways should be a priority near the downtown. Kannapolis should allocate a specific amount of the annual budget for sidewalk and greenway construction. The City should create a process for identifying which sidewalks will be constructed along local streets. The budget allocation may also be used as a local match for state-funded greenway or extensive sidewalk projects.

# **Action 3.4 Form a Local Multimodal Transportation Advisory Committee**

The City should create a local multimodal transportation committee to advise the City Council and staff on transportation issues in Kannapolis and provide recommendations on priority improvements. The committee would not have final decision-making authority, but would represent residents from across the planning area. The committee may also volunteer to lead community events, such as bicycle safety rodeos or Walk-to-School Day events.

# **Action 3.5 Conduct and Implement Corridor Studies**

Kannapolis should conduct corridor studies along priority routes for redevelopment, or where crash trends indicate systemic safety issues. Corridor studies can focus on a specific route, such as South Main Street. The City can also evaluate a collection of corridors as part of a small areas plan, such as the area including Kannapolis Parkway, NC 3, and the proposed Westside Bypass. Corridor studies should: include extensive public involvement, integrate land use and economic development plans, pay specific attention to operational improvements at intersections, and identify opportunities for safer pedestrian crossing.

# **Action 3.6 Increase Enforcement of Traffic Safety Laws**

Kannapolis police should evaluate vehicle crash data, speed studies, and citizen reports to identify priority sites for traffic law enforcement. The City should continue its involvement with programs such as Watch for Me NC, through which police enforce pedestrian crosswalk laws.

# Action 3.7 Work with NCDOT and Regional Partners to Address Local Needs

Following the development of a local CTP and updated street design guidelines, the City will be better-positioned to work with NCDOT to ensure the inclusion of bicycle and pedestrian accommodations as part of NCDOT-led projects. The City should identify at least one lead staff for coordinating multi-modal accommodations, safety improvements, and street connections as part of NCDOT projects. For example, City staff should monitor NCDOT resurfacing schedules for opportunities to reallocate unnecessary travel lanes as new bike lanes or on-street parking. City staff should also work closely with regional organizations such as the Carolina Thread Trail or CRMPO to conduct feasibility studies for complex greenway projects or city-wide bicycle improvements.

# Action 3.8 Support Regional Public Transit Planning and Implementation Efforts

Working cooperatively with CK Rider, Centralina COG, and other regional partners, the City should support all efforts to enhance and improve public transit options, including bus and passenger rail services to and from Kannapolis.

### **High Priority - Planned Transportation Projects**

- NCDOT Improvements Planned for NC 73
- NCDOT Improvements Planned for NC 3
- New Greenways along Bakers Creek and Irish Buffalo Creek
- Safety improvements at major intersections along NC 73, Dale Earnhardt Boulevard, and Cannon Boulevard
- Corridor studies along Cannon Boulevard, Dale Earnhardt
   Boulevard, North and South Main Streets, and Rogers Lake Road
- Area transportation study including Kannapolis Parkway and Trinity Church Road
- Sidewalk improvements within 1/2-1 mile of K-8 schools nearest Downtown Kannapolis

# **Action 3.9 Create a Local ADA Transition Plan**

The City will enhance the mobility of all its residents by ensuring that all residents are able to get around. In order to address a variety of mobility needs, The City should create a local ADA transition plan to uphold and affirm Title II of the Americans with Disabilities Act (ADA). An ADA transition plan will help public and private stakeholders evaluate the City's current transportation network and include ADA compliance in future roadway projects.

# **Action 3.10 Monitor and Update Project Priority List**

The City will create a list of projects as part of a local CTP, to be added to a current list of projects scheduled for funding by NCDOT. This list can be presented for implementation through the City's Capital Improvements Program (CIP). City staff should also discuss alternative funding options with NCDOT for local projects. For example, high-crash intersections may be eligible for NCDOT spot safety funding, including improvements for pedestrian crossings.

### Connectivity Strategy: Create Local Comprehensive Transportation Plan

A Comprehensive Transportation Plan (CTP) is a long-range plan that would identify local connectivity issues, identify and prioritize projects, and set a vision for enhanced mobility for pedestrians, cyclists, transit patrons, drivers, employees and visitors to Kannapolis. This plan will include more detail than found in regional transportation plans, and it is a key step toward improving local connectivity. The CTP will also help facilitate discussions with NCDOT about multimodal transportation improvement opportunities. The following is a list of considerations for the development of a Kannapolis Comprehensive Transportation Plan.

- Refer to locally adopted plans, such as the 2005 Land Use Plan and the 2004 NC 73 Transportation Land / Use Corridor Plan, for connectivity recommendations that should be reviewed as part of future small area or corridor plans.
- Incorporate projects from the current Cabarrus Rowan Metropolitan Planning Organization (CRMPO) Comprehensive Transportation Plan.
- Include greenways and shared use paths as a planning element to enhance non-motorized travel among neighborhoods and other destinations. Consider connections across green spaces and between low-traffic stub streets.
- Consider another east-west road between Kannapolis Parkway and South Main Street to improve connectivity between Downtown and residential areas to the west.
- Review local Safe Routes to School plans and the Kannapolis Bicycle Plan for potential bicycle and pedestrian improvements along roadways.

- Evaluate current block lengths and street connectivity compared to the standards in the Unified Development Ordinance, and identify new connectors. Maximum block perimeters generally should not exceed 2,400 ft. and are ideally less than 2,000 ft. in total length. Rear alleys also help to break up the block, while allowing for reduced street width and pedestrian-oriented blocks. Special attention should be directed toward new residential developments along NC 73.
- Identify potential connections internal to new commercial and mixeduse developments to create a "park once and walk" environment.
- Prioritize sidewalk projects between activity centers, new developments, and existing neighborhoods.
- Consider freight and distribution transportation access needs between current and future employment centers, regional highways, and I-85.
- Consult with the North Carolina Railroad to discuss rail crossing improvements in Kannapolis.
- Coordinate future transit needs with Concord Kannapolis Area Transit and other regional transit partners.
- Incorporate analysis of parking and new growth into mobility improvements in Downtown Kannapolis.





# Building Great Neighborhoods

### Why We Need to Build Great Neighborhoods

Neighborhoods are the places people think of when they refer to "home." The neighborhoods of Kannapolis are a critical component to the future success of the community, and Kannapolis will continue to strive to be a more livable, vibrant, and desirable community in which to live, work, contribute, and play. The City values the quality, character, and diversity of its neighborhoods and the accessibility of parks, schools, and services. It is committed to addressing infrastructure and other needs in established neighborhoods and historic districts. The City will also ensure that new neighborhoods are attractively designed and include a range of housing types and amenities to meet the needs of its growing and changing population.

# **Key Planning Influences**

# **Community Issues and Opportunities**

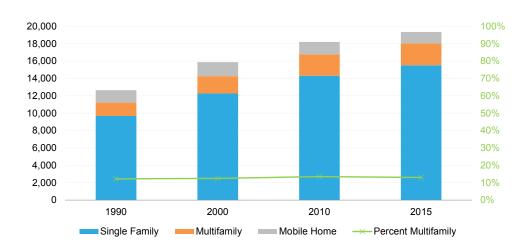
As a historic mill town, all aspects of life, from housing to road infrastructure to recreation and services, centered around mill operations. As Kannapolis fostered other businesses and industries, the local economy evolved, and the City's workforce became more mobile, Kannapolis transitioned from a company town to a more established city, with a diversity of neighborhoods. Today, neighborhoods in Kannapolis offer a variety of housing sizes, styles, and price points. Of critical importance is maintaining or improving the quality of older neighborhoods and ensuring that new neighborhoods provide the lifestyle amenities demanded by new households.

### **Changing Population**

Kannapolis is slowly growing, but diversifying in a manner consistent with national trends. In the last two and a half decades, the percentage of the population identifying as a racial or ethnic minority has increased from 19 percent to over 35 percent, largely owing to a swift uptick in the number of residents identifying as Hispanic or Latino. The age profile of Kannapolis is changing as well. Since 1990, the proportion of people between the ages of 35-54 and under 14 increased, while the percentage of people ages 15-34, 55 and over declined over the same time period. This suggests that Kannapolis is generally younger than other areas in the state and is a place where families are choosing to locate. Increasingly, market trends are showing a preference for more walkable mixed-use neighborhoods, with access to recreational opportunities. Changes in the demographic profile of the City serve as an important backdrop to other community trends, such as housing preferences and neighborhood makeup that will require a diversity of housing and neighborhood choices.

### **Housing Market**

Demographics such as population growth, age, and cultural identity play an important role in housing preferences. The population of Kannapolis has grown steadily over the last several decades and is projected to continue growing at a modest rate in the near future. Similarly, the number of households has also grown and will likely continue to grow at a modest rate. Average household size has increased slightly since 2000, from 2.5 to 2.7 persons per household. In both total numbers and as a percentage of total building permits, residential permits have generally increased since 2008. The vast majority of housing units, 80%, are single family. Although the total number of multifamily units has increased over time, the percentage of units in Kannapolis that are multifamily has maintained at approximately 13%.



Housing Units in Kannapolis

While the increase in multifamily housing was modest, growth in housing preference towards multifamily is trending at regional, state, and national levels. The percentage of renter-occupied units, of both multifamily and single family housing units, has increased, up to 41.4 percent in 2015 from 33.3 percent in 2000, exceeding state (34.9 percent), and national (36.1 percent) levels. This may be a reflection of household incomes and housing prices and increased scrutiny that first time home-buyers must go through post-recession in order to qualify for financing. This could also suggest that it is becoming more difficult to purchase housing in Kannapolis, or that households are choosing to rent versus buy in the current economic climate. This is also a trend that is being seen around the nation, particularly for the millennial generation born between 1980-2000.

Between 2000 and 2015 the total vacancy rate in Kannapolis more than doubled, increasing from 7.1 percent to 14.7 percent. This may be reflective of a nationwide trend (vacancy rates increased throughout the MSA, state, and nation over the same time period). However, it is important to monitor this trend to make sure that neighborhood decline is not the reason for increasing vacancies.

After the 2008 recession, the market for high-value homes disappeared for several years. However, consistent with regional and national trends, the demand for homes with higher prices ranges (i.e. above \$300,000) is on the rise. With the increase in demand for high-value homes in Kannapolis, affordable housing remains an important concern for some stakeholders. Providing opportunities for builders to develop a range of housing types, home sizes, and price points is one way to address housing affordability.

### **Neighborhood Amenities**

Through *Move Kannapolis Forward* planning events and online input, citizens of Kannapolis expressed interest in living in neighborhoods that offered various amenities. Currently, most neighborhoods in Kannapolis established prior to 1990 have limited or disconnected sidewalk access, no defined bike facilities, limited access to parks and greenways, and residents generally have to drive to shopping and dining destinations. This is less true for neighborhoods in close proximity to Downtown Kannapolis where the historic neighborhood fabric was better connected to the heart of the community and amenities were built as part of neighborhoods.

Looking to the future, residents have expressed a strong desire to have shopping, dining, and entertainment establishments, along with public spaces and greenways that are within a walkable or bikeable distance of their neighborhoods. Moreover, citizens expressed a desire for an enhanced transportation network to better serve neighborhoods, including continuous sidewalks, greenways, and facilities that ensure bikers and walkers can get safely to nearby destinations.

### **Cost of Housing**

Kannapolis is seen as an attractive and affordable place to live for those who work in Charlotte, but prefer to live in a smaller community that has a lower cost of living. In 2015, the median property value in Kannapolis was \$122,900, while the Charlotte MSA and the state of North Carolina held median property values of \$166,000 and \$154,900, respectively. Approximately 90 percent of Kannapolis' working residents commute to work outside of the City, with 26 percent commuting to Charlotte.

Another measure used to assess housing affordability is the percentage of income devoted to housing. The Department of Housing and Urban Development (HUD) defines housing burdened families as those who pay more than 30 percent of their income on housing, making it difficult to afford other necessities, including healthcare and transportation. According to 2015 American Community Survey data, 32.8 percent of Kannapolis households that own their home pay more than 30 percent of their income on mortgage related expenses. This trend is higher for households that rent. Nearly 50 percent of rental households are cost burdened and spend more than 30 percent of their household income on rent.

Given the fact that Kannapolis has a larger percentage of households that rent than the region or state, there appears to be an affordable housing challenge in Kannapolis, even in light of lower median property values than

surrounding areas. This is likely a result of many factors, including the higher rate of impoverished households in the City. Maintaining a stock of housing that is affordable to all households in the community will be important moving forward.

#### **Housing Assistance**

Kannapolis provides a variety of housing assistance programs for both renters and homeowners. Through its Community Development Program, the City strives to accomplish two primary goals: (1) assist low-to-moderate-income residents and (2) bring positive change to struggling areas. Kannapolis aims to accomplish these goals using several approaches that include various measures, as follows. Support for the development of new housing units to provide quality affordable housing to eligible residents, installation of infrastructure to improve quality of life and stimulate investment in neighborhoods, support of nonprofit organizations that provide services within the community for persons in need, assistance for homeowners with repair and rehabilitation of their homes, and provision of down payment assistance for first time homebuyers.

The City works with agencies to make energy-efficient, environmentally friendly homes affordable through a combination of down payment assistance, grants, and other financial resources. Families that are eligible for homeownership assistance must prove that they earn less than 80 percent of the area median income. Kannapolis partners with HUD-approved housing counseling agencies to provide free counseling and classes to assist individuals and families with mortgage management, foreclosure prevention, credit review, budgeting, financial literacy, and debt repayment. The City also has a limited amount of funds available for urgent repairs for homeowners and funds for the comprehensive rehabilitation of single-family homes that have fallen into substandard condition. Both programs are designed to help low-income households that would be unable to make the necessary repairs without financial assistance. Resident eligibility for the programs are based on criteria related to their primary residence, their location in the City limits, status of property tax and utility bills, and income level.

Community Development Block Grant funds are available to city governments for projects to enhance the vitality of communities by providing decent housing and suitable living environments and expanding economic opportunities. Section 8 rental vouchers, while not administered through the City, can be accessed through either the Rowan County Housing Authority or Concord Housing Authority. Kannapolis is part of the Cabarrus/Iredell/Rowan Housing Consortium and is allocated funds from the HUD Housing Investment Partnership (HOME) program to create affordable housing units for low and moderate-income residents.

#### **Character of Existing Neighborhoods**

The characteristics of neighborhoods are largely dependent upon the era in which they were built and the corresponding housing and design preferences of that time. The housing stock of Kannapolis is quite diverse in terms of the age of homes:

- 23 percent were built between 2000-2014
- 21 percent were built between 1980-1999
- 20 percent were built between 1960-1979
- 36.3 percent were built prior to 1960

Generally, Kannapolis neighborhoods can be characterized as older urban and newer suburban neighborhoods, although hybrids of both types do exist. It is a positive asset that the housing stock is varied. What will be important is to maximize the potential of these neighborhoods over time to provide the types of living environments that current day households desire.

#### Older Urban Neighborhoods

The older urban neighborhoods immediately adjacent to downtown are walkable residential areas that were constructed prior to 1960. These neighborhoods generally include 1-2 story single family attached and detached homes on small blocks measuring between 300-600 feet. Building setbacks are generally 10-30 feet from the street and some homes have porches. The street character is defined by narrow neighborhood streets in grid patterns and sidewalks, and parking is typically in driveways or on streets. Infill housing, enhanced pedestrian walkways, connected civic and commercial uses, pocket parks, low-impact development retrofits, neighborhood conservation, and general redevelopment are all potential improvements to be considered for these neighborhoods.

#### **Newer Suburban Neighborhoods**

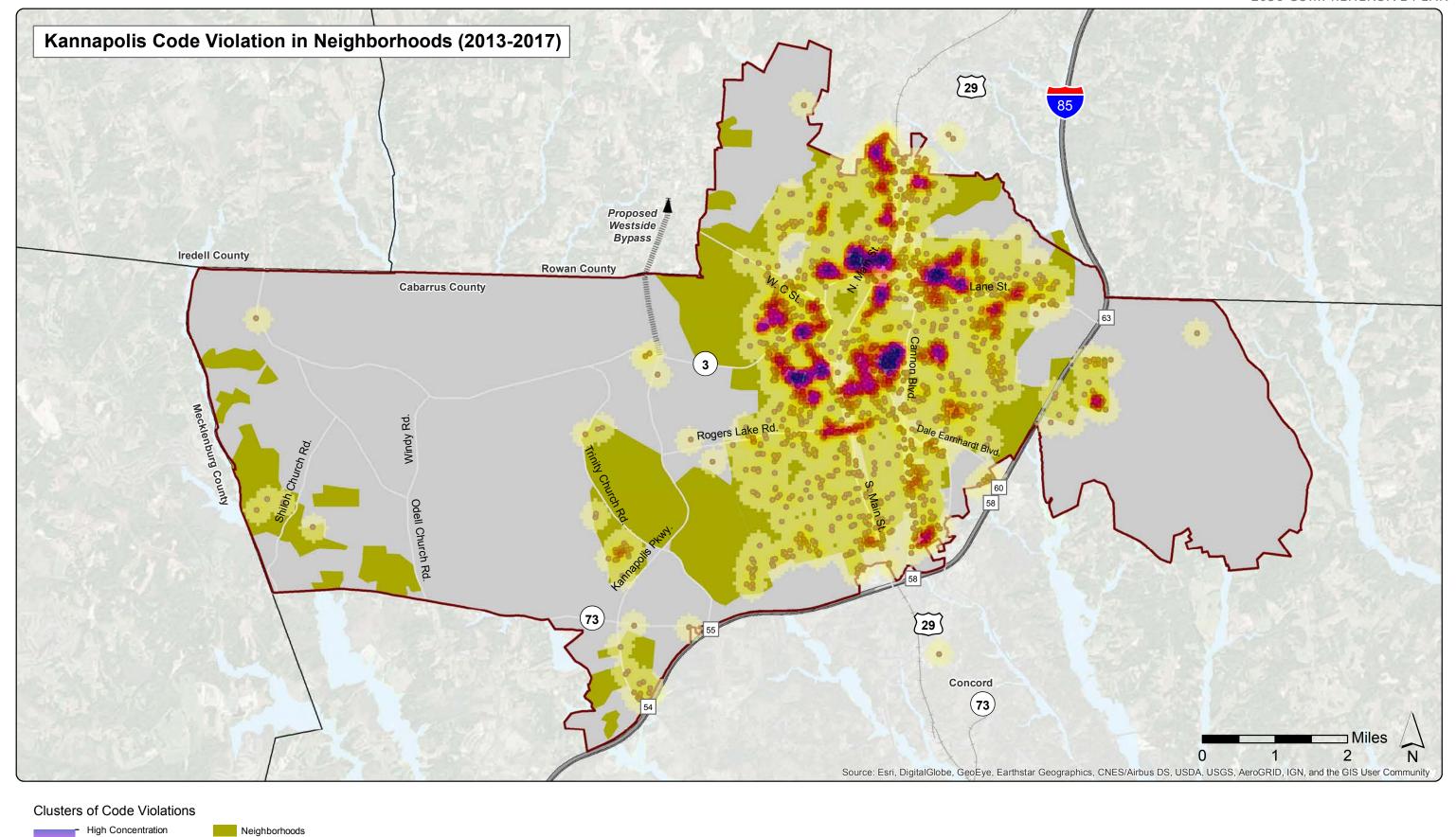
Newer suburban neighborhoods are located further away from downtown and surround the walkable urban residential areas. These neighborhoods include primarily single family detached or multifamily homes. They were designed with long blocks and curvy streets, a large number of cul-de-sacs, and limited pedestrian facilities. The buildings are typically 1-3 stories in height, set back further from the street (20-50 feet) and have longer neighborhood blocks (600-2000 feet). Parking is found on driveways, on streets, or in designated parking lots. These suburban residential areas also have untapped potentials that the City should look to address as redevelopment begins. Connections between developments, the addition of greenways and sidewalks, low-impact retrofits, pocket parks, rear alleys, community gardens, public spaces, and infill development are among the opportunities that should be considered for these neighborhoods.

# Older Urban Neighborhood **Newer Suburban Neighborhoods**

#### **Neighborhoods in Transition**

Some neighborhoods in Kannapolis may be at a "tipping point" or beyond where the neighborhood has begun to decline due to many factors, including a lack of resources or ability to maintain upkeep of properties, declining market value as homes and neighborhood don't offer amenities of other areas, nuisance issues on individual properties, or redevelopment / infill development that does not fit the character of the neighborhood. Identifying where these factors exist can help the City to develop specific strategies for addressing neighborhoods in transition.

The following maps identify (1) neighborhoods with a high number of reported nuisance issues, and (2) areas where property values declined as determined by the Cabarrus County's property assessment update in 2016.





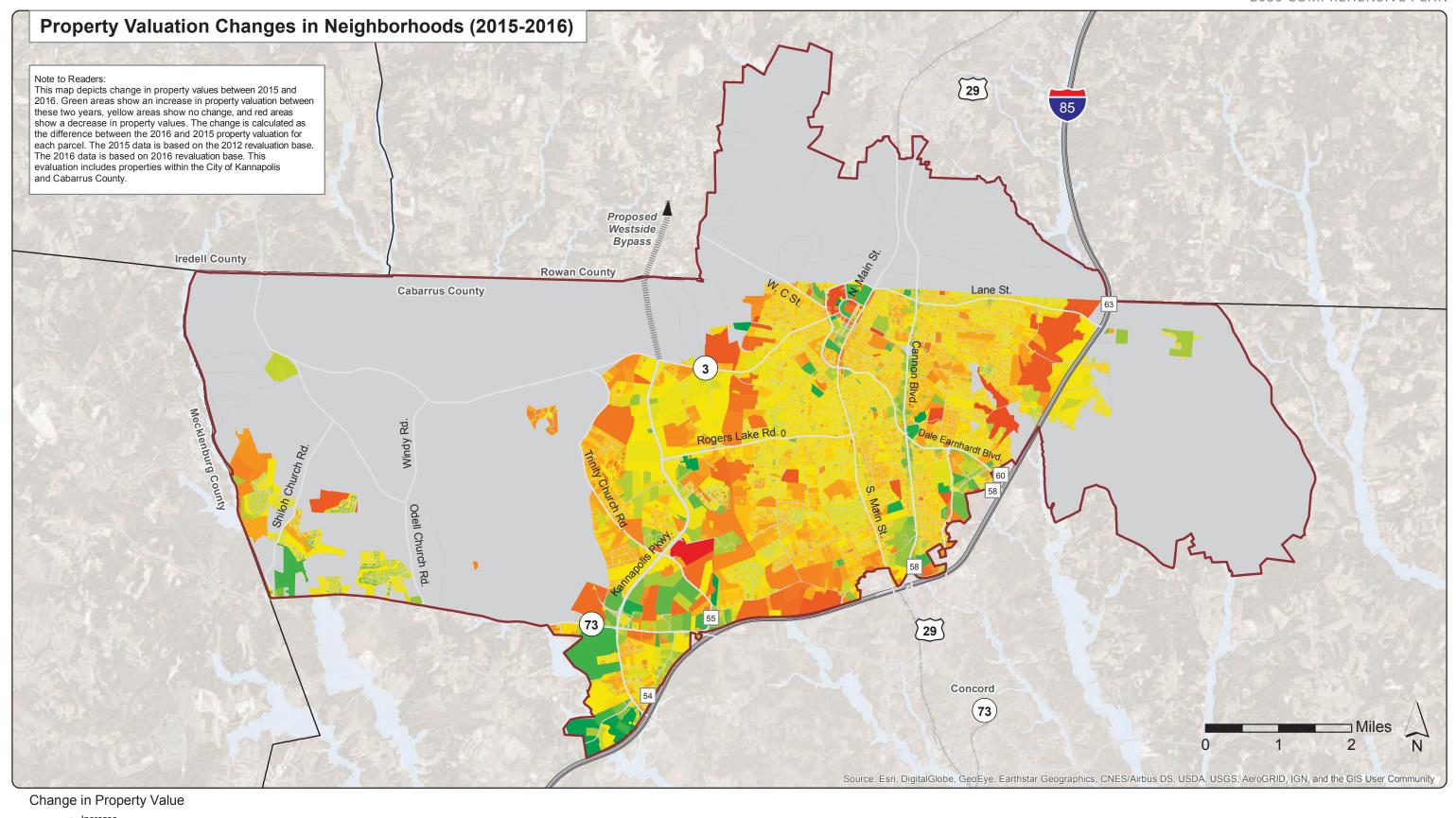
Building Great Neighborhoods Harnessing Economic Development

6 Providing Great Services

7 Conservi Assets

8 Building Partnership

Last Revised: August 7, 2017



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Last Revised: September 29, 2017

#### **Concepts and Best Practices to Address Community Concerns**

#### **Partnerships to Improve Declining Neighborhoods**

Kannapolis was originally developed as a mill town, placing housing, necessities, and amenities adjacent to mill facilities which now make up downtown. What was once an attractor of jobs, culture, and neighborhood vibrancy is now being re-imagined in Kannapolis' plans for the future that builds off of the successes of the NCRC and downtown revitalization. As the vision for downtown changes, so too should the vision for older surrounding neighborhoods. The City should collaborate with neighborhood organizations, non-profits, and landowners to improve the quality of life and housing stock in the area. Many communities, such as Concord, have worked directly with neighborhood organizations to identify solutions to neighborhoods experiencing declining conditions. The City can also consider implementing a "Strong Neighborhoods Initiative" similar to the one established by San Jose, California, to work directly with neighborhood organizations and share resources to ensure neighborhoods are safe, clean, and desirable places to live.

#### **Missing Middle Housing**

Single-family detached homes and multifamily complexes currently make up much of the housing stock in the City. National trends show that home-buyers and renters are increasingly seeking more choices for living within vibrant and walkable neighborhoods. "Missing Middle Housing" refers to a range of multifamily or clustered housing types that fall between mid-rise apartments and single-family homes and include duplexes, triplexes, fourplexes, bungalow courts, townhomes, live/work units, and courtyard apartments. These housing types can help meet the growing demand from young professionals, families, and retirees for affordable housing options in walkable neighborhoods.



#### **Housing Affordability**

Affordable housing was identified as an important topic in a study conducted by the Charlotte Chapter of the Urban Land Institute (ULI). The study found that only 47% of the respondents from the Charlotte region are satisfied with the supply of affordable housing. The study also found that regional satisfaction with the range of available housing was relatively low, 66% compared with 81% at the national level. While stakeholder interviews revealed that Kannapolis actually has a relatively impressive range of housing options, it appears that many households are still cost-burdened. Allowing for the development of a variety of housing options at different price points is a primary tool that should be considered by the City.



transportation options, whether children can walk to school, whether there are parks and green spaces nearby, and whether residents easily reach healthy foods. New developments receive higher scores when they are located next to existing infrastructure and near transit, are safe and comfortable to navigate on foot, and incorporate green features and energy efficient buildings. These guidelines are ambitious and can be challenging to implement on a citywide level. In Kannapolis, these standards could be used to provide guidance for developers and city officials in building more sustainable neighborhoods. Incentive programs or new standards can encourage and/or require LEED quality development (and the resulting benefits) without requiring certification by an outside private group.

#### **Traditional Neighborhood Design**

Many traditional neighborhoods built prior to the post-World War II housing boom remain popular places to live. The way in which these places were designed facilitates walking and neighbor interaction, and over time these neighborhoods evolved to meet the demand for multiple housing types and even commercial needs.

Acknowledging the impact of neighborhood design on diversity, livability, affordability, and accessibility, many communities are returning to the Traditional Neighborhood Design (TND) pattern. The TND option is detailed in Kannapolis' Unified Development Ordinance (UDO) and is designed to permit the development of land in a manner consistent with traditional neighborhoods. Its provisions adapt the urban design standards which were common-place in the United States from colonial times until the 1940's.

#### **LEED ND**

LEED began as a private environmental certification of the U.S. Green Building Council to recognize individual buildings that met particular environmental goals. There are tiers of recognition depending on how well a building achieves environmental performance thresholds: certified, silver, gold, and platinum. Some of the guidelines have since been extended toward entire neighborhood development. LEED ND is a rating system that ranks neighborhoods based on how sustainable they are, such as whether residents have a variety of



The TND ordinance in Kannapolis prescribes the following guidelines for their layout:

- The neighborhood is spatially understood and limited in size.
- Residences, shops, workplaces, civic buildings and parks are interwoven
  within the neighborhood, all in close proximity and connected by a system
  of sidewalks.
- The hierarchy, design and detailing of streets, serves equitably the needs of pedestrians, bicycles and automobiles.
- Carefully placed civic buildings and squares reinforce the identity of the neighborhood.
- Spatially defined squares and parks are distributed and designed as specialized places for social activity and recreation.
- Civic buildings provide places of assembly for social, cultural and religious activities, becoming symbols of community identity through their architectural clarity.
- Private buildings form a disciplined edge, spatially delineating the public street space and the private block interior.
- Architecture and landscape respond to the unique character of the region and traditional design principles with attention toward a classic sense of timelessness. Designs shall preserve the charm and unity of the neighborhood as a whole.
- By providing a full range of housing types and workplaces, residents of all ages are blended together, forming the bonds of an authentic community.
- Through the provision of comfortable public spaces such as streets and squares, residents may come to know each other and be able to watch over their collective security.
- By bringing within walking distance most of the activities of daily living, including dwelling, shopping and working, both the elderly and young gain independence of movement.
- The compact layout of TND reduces the requirements for infrastructure, automobile use, and traffic congestion. By organizing appropriate building densities, public transit becomes a viable alternative mode for local travel.

Kannapolis may want to consider further incentives for housing developers to use the TND ordinance to promote development of complete neighborhoods.

#### **Cluster Residential Development**

Clustered Residential development is a design strategy that relaxes conventional zoning standards to permit modifications in lot area, lot width, lot frontage, lot coverage, required yards, and public street access. These modifications reduce infrastructure development cost, mitigate environmental impact, lower energy use, and lower usage of land resources by concentrating dwellings in specific areas of the site without increasing the net density above that which would normally be allowed.

The objective of cluster development is to allow smaller lots than normally permitted in the zoning district and to place land which would otherwise have been included in private lots into public dedication or common ownership for open space. This design approach has many benefits, including the preservation of the natural character of the site, the preservation of farmland and scenic views, creation of common open space, tree and canopy protection, the preservation of environmentally sensitive areas, and allowing for design flexibility to address unique site conditions.

Kannapolis offers a Cluster Residential zoning district to residential developers. In the future, the City may wish to make cluster residential development the by-right option for development in Limited Service Areas defined on the Tiered Growth Map (see Chapter 2, Growing Smart)



#### **Conservation Subdivision**

Conservation subdivisions (CSDs), while similar to cluster residential development designs are unique in that they are intended to conserve natural assets first and foremost and typically set aside 50-70% of the buildable land as commonly held open space. The design process begins by identifying natural and historic features to be protected as open space, and then delineates the locations of lots, roads, and infrastructure around protected open space areas. These design steps occur in an order opposite that of conventional subdivisions.

Conservation subdivisions offer additional environmental and economic benefits when compared to conventional homes in a similar housing market:

- Research shows that homes built in conservation subdivisions sell faster, sell for more, and can save on construction costs when compared to similar homes.
- Reducing the developed land area within a subdivision can decrease the
  infrastructure and engineering costs of building a subdivision. Conservation
  subdivisions reduce the cleared and graded area compared to conventional
  subdivision construction, resulting in direct savings to the developer.
- With minimal site disturbance and the protection of large habitat reserves, developers can decrease landscape fragmentation, protect stream buffers, and provide valuable habitat for wildlife. If done in conjunction with regional conservation plans, protected open space can improve connectivity between protected areas and increase the benefit to wildlife.
- Researchers at NC State University estimated that cluster subdivisions
  reduced the amount of impervious surfaces by 31% and resulted in a 38%
  reduction in runoff and pollutant load. Many conservation subdivisions
  incorporate low-impact stormwater management practices such as
  roadside swales that allow stormwater to filter back into the water table.
- Giving residents direct access to open space in their neighborhoods
   can reduce the need for city or county-run parks, reducing costs for
   municipalities. Communal open space also can provide safe places for
   children to play, areas for outdoor recreation and exercise, and connection
   to nature.

The conservation subdivision design approach should be considered for future developments in the Coddle Creek watershed protection area. This approach could provide multiple benefits and protect the region's important water source.

#### **Comparison of Traditional and Conventional Neighborhoods**

The design of neighborhood blocks has a strong influence on the character of the entire neighborhood. Subtle design elements can have dramatic impacts on the way people interact with and experience their neighborhoods. Neighborhood design also affects the way residents get around, including how they go to work and how they meet their daily needs. The illustration on this page presents some of the key design elements of traditional neighborhood developments (TNDs). Elements of more automobile-oriented conventional developments are illustrated on the following page.



#### 1. Rear Alley

The rear alley facilitates rear parking access, manages accessory dwellings units, and hides trash and recycling bins and other utilities behind residential buildings.



#### 2. Front Porches

Historic North Carolina homes often include front porches. Families can gather on the porch and interact with the neighborhood. Front porches enhance safety by providing "eyes on the street" and foster relationships among neighbors.



#### 3. Accessory Dwelling Units (ADU)

ADUs are often, but not always, accessed via a rear alley. They offer homeowners an additional space that can be used to house family members needing care, renters that can provide homeowners with an additional revenue stream, or short-term rental opportunities.



#### 4. Pedestrian-Friendly Street

Great neighborhood streets include reduced pavement with on-street parallel parking, ample room between the curb and the sidewalk for lights, utilities, and street trees, sidewalks on both sides, and homes with short setbacks from the property line.



#### 5. Housing Variety

Even within primarily single-family neighborhoods there are opportunities to provide diverse options with a variety of lot widths, multiple housing sizes, including a mix of duplexes and single-family homes.



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#### **6. Front Driveways**

Front driveways are common features in conventional housing developments. Though convenient for driving, parking becomes the predominant feature of homes within the neighborhood, which can create a hazard for pedestrians walking on the sidewalk.



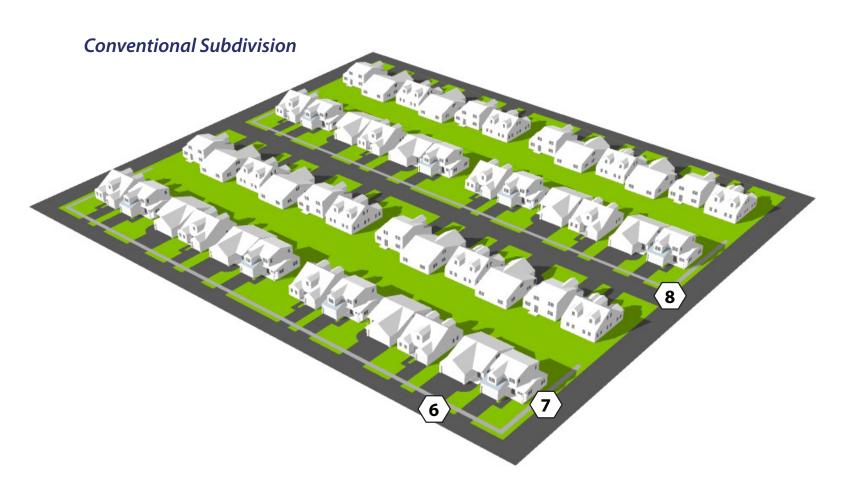
#### 7. Front-Facing Garage

Front-facing garages can be convenient for entering and exiting neighborhoods by car. In many neighborhoods, the garage is the predominant architectural feature, particularly when it projects beyond the primary facade of the home. Absent a rear alley, the character can be improved by situating the garage to the side of or behind the house



#### 8. Intermittent Sidewalks

Many conventional neighborhood blocks only include sidewalks on one side of the street, typically directly adjacent to the curb or with a small planting strip. Opportunities exist to enhance walkability with large planting strips and sidewalks on both sides of the street.



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# **Expected Outcomes and Policies**

#### **Outcome 4.1. Enhancement of Existing Neighborhoods**

Kannapolis' existing neighborhoods will boast a positive image with high design quality and neighborhood character. Public and private investments will lead to stronger economic vitality and general quality of life in aging and historic neighborhoods.

#### Policy 4.1.1. Promote Context-Sensitive Infill and Redevelopment

All retrofitting projects, redevelopment, and infill development should consider the neighborhood context and incorporate appropriate context-sensitive designs. Flexibility should be allowed to encourage investment in transitioning neighborhoods that allows for more dense and well-designed housing that is compatible with existing neighborhood character.

#### Policy 4.1.2. Enforce Standards that Protect **Neighborhood Character**

Administer, enforce, and periodically review and update City ordinances related to public health, safety, signage, and property maintenance issues. Explore offering City-led programs and support other organizations' efforts and programs to encourage property maintenance and/or rehabilitation such as debris removal events, energy efficiency improvements, and emergency repairs.

#### Policy 4.1.3. Improve Access to Civic Sites and Public **Amenities**

Redevelopment and infill projects should improve access to civic sites and public amenities including greenways, parks, playgrounds, transit stops, and schools. New civic sites added to existing neighborhoods should be prominently located, including central locations in neighborhoods, elevated areas, and parcels located at the end of a corridor.

#### Policy 4.1.4. Improve Neighborhood Gateways

The City will work with neighborhoods to identify ways to improve the visual appearance of neighborhood gateways – locations where residents and visitors enter into a neighborhood. The City can provide assistance to neighborhood organizations to secure funding from a variety of sources to make gateway improvements.

#### Policy 4.1.5. Allow for Accessory Dwelling Units

In order to increase the supply of affordable housing and provide homeowners with the opportunity to increase household revenues, the City encourage the development of accessory dwelling units located to the rear or side of singlefamily homes. Context-sensitive design standards should be employed to ensure limited impacts to adjacent properties. Where alleys are present, these units can be accessed directly from the alley.



#### Policy 4.1.6. Create Strong Partnerships with Neighborhoods

Cultivate strong partnerships with the neighborhood organizations, homeowners associations, landowners, and non-profits as a way to further support reinvestment in existing neighborhoods. This may include assistance in developing neighborhood organizations, leadership capacity building efforts, serving as a clearinghouse for neighborhood support and assistance programs, and holding annual "Neighborhood Summits" to educate neighborhood leaders on the assistance provided through the City.

#### Policy 4.1.7. Ensure Minimum Housing Standards are **Achieved**

The City will ensure that minimum housing standards are met, particularly for rental housing units. This may include the development of a well-advertised program or addition of staff to assist renters with minimum housing complaints.

#### **Outcome 4.2. Increased Homeownership Opportunities**

Kannapolis will be a place where homeownership opportunities are available to people of all income levels and backgrounds and where families can achieve the American Dream. The City will be a place where homeowners will take pride and invest in their communities, maintaining a high quality of environment that will attract those from both within and outside Kannapolis.

#### Policy 4.2.1. Assist Existing and Prospective Homeowners

Advertise resources and programs administered by the City, Cabarrus County and Rowan County for residents who need assistance in either acquiring or maintaining their home.

#### Policy 4.2.2. Facilitate Development of Housing Types at Different Price Points

Use land development standards and zoning to allow for the integrated development of a variety of housing types at different price points to meet the needs of households with different incomes. Consider providing incentives within the Unified Development Ordinance to encourage development of affordable units within market rate developments.

#### Policy 4.2.3. Support Regional Housing Partners

Continue to coordinate with other government entities, such as the Concord Housing Department and the Rowan County Housing Authority and local affordable housing developers, in their efforts to develop affordable owneroccupied housing units.

#### **Outcome 4.3. Support Development of New Complete Neighborhoods**

Diverse neighborhoods throughout Kannapolis will offer more living options for existing and future residents. They will include a mix of housing types of different price points, civic spaces, and recreational opportunities. Neighborhood streets will be built for all types of users, with accommodations for cyclists and pedestrians. Appropriately-located neighborhood-serving commercial spaces, public facilities, and public transit will allow residents to easily access the goods and services they need on a daily basis.

#### Policy 4.3.1. Provide Diverse Living Options

New master planned neighborhoods should include a variety of housing options, including single-family detached homes, townhomes, fourplexes, duplexes, patio homes, small-scale apartment buildings, and accessory dwelling units. Neighborhoods should include a variety of lot and household sizes. Housing types can be integrated proximate to each other through the use of compatible designs.

#### Policy 4.3.2. Enhance Access to Daily Needs

Promote a mix of supporting uses in new neighborhoods, including social services such as daycare, context-sensitive commercial uses offering daily needs such as grocery stores, and civic uses such as parks and schools. Maximize access to these neighborhood centers by locating homes within a short commute of these amenities.

#### Policy 4.3.3. Encourage Development of Transit-**Oriented Neighborhoods**

Neighborhoods within a 1/2 mile radius of transit bus stops should be designed with transit access as a priority. The number of homes that are in short walking distance to a transit stop should be maximized.

#### Policy 4.3.4. Promote Development of a Network of **Walkable Streets**

All new neighborhoods in Kannapolis should have an integrated and highly connected network of walkable streets with short blocks and limited cul-de-sacs.

#### Outcome 4.4. Neighborhood Investment that **Supports Downtown**

Downtown Kannapolis will continue to function as the primary, historic center of the community and the hub of cultural, tourism, and government activities. Ongoing revitalization efforts to neighborhoods proximate to downtown and development of new residences within downtown will support achievement of the downtown vision.

#### Policy 4.4.1. Promote Development of Housing in Downtown

Encourage a diverse mix of uses in downtown, including a variety of residential housing options, to provide new housing choices to residents and to encourage round-the-clock vibrancy and activity levels in downtown. Allow for and promote the development of housing that is attractive to young professionals, families, and retirees. This includes mixed use apartment and condominium buildings, small-scale apartment buildings, live-work units, and townhomes.

#### Policy 4.4.2. Give Priority to Neighborhood **Investments Proximate to Downtown**

Community investments to enhance neighborhood vibrancy will be prioritized for neighborhoods generally within a half mile of downtown. Investments could include new or enhanced street lighting, signage, sidewalks, right-of-way landscaping, park improvements, streetscaping, and gateway treatments.



#### Policy 4.4.3. Create Transitions Between Downtown and Surrounding Neighborhoods

Promote transitions between more intense downtown uses and adjacent residential neighborhoods while continuing to facilitate safe and accessible movements between neighborhoods and downtown. Transitions can include careful site design, building placement, transition of uses, and landscaping. Also important is ensuring appropriate heights, setbacks, step-downs, and massing when new development or redevelopment occurs in transitional areas.



#### **Illustrating Building Height Transitions**

Supporting transitions between different types of development, such as stepping down building heights, and supporting low-intensity uses adjacent to neighborhoods, can support quality of life and help to avoid conflicts between downtown establishments and single-family neighborhoods.

# Outcome 4.5. Neighborhoods that are Respectful of Nature

Neighborhoods in Kannapolis will support the vitality of environmental systems through environmentally sensitive designs. The City will continue to support environmental protection ordinances and environmental control regulations, leading to reduced hazards related to storms and flooding, enhanced environmental quality, and incorporated natural features that support healthy livable environments.

#### **Policy 4.5.1. Protect Important Natural Features**

Promote protection of significant environmental features in neighborhood developments. These features include important greenways (such as Irish Buffalo Creek, 8th Street, Bakers Creek Park, and Rocky River), creeks and reservoirs (such as Mill Creek, Cold Water Creek, Coddle Creek, and the Howell Reservoir), and lakes (such as Kannapolis Lake, Lake Concord, and Lake Fisher).

# Policy 4.5.2. Consider Low Impact Stormwater Management Designs

Support creative yet conservative designs to minimize encroachment on natural habitats and natural systems, and reduce stormwater runoff. When designing new neighborhoods follow existing drainage patterns as much as possible and minimize impervious surface areas through the use of permeable ground cover and green surfaces.

# Policy 4.5.3. Promote the Construction of Green Infrastructure

Where possible, large scale development plans should allocate land for conservation as passive or active open space. Developers should demonstrate how neighborhood open space areas have been linked into the community's larger green infrastructure system to maximize protection efforts. Identify opportunities in newly developing or revitalizing areas to employ green building design to set an example for further development.

#### Policy 4.5.4. Promote Renewable Energy

Allow for and promote the harnessing of low impact renewable energy in neighborhoods, such as small wind turbines and rooftop solar panels.

#### **Outcome 4.6. Affordable Housing**

Kannapolis' affordable housing will be well integrated into the greater community and will have access to commercial services, transit, and civic uses. It will be provided in neighborhoods with high quality, pedestrian-oriented design.

#### Policy 4.6.1. Measure the Affordable Housing Stock

Continue to assess the supply, need, and potential deficit of affordable housing stock in Kannapolis, Cabarrus County, and Rowan County. Record information on the amount of residents who are cost burdened in terms of their rent or mortgage payments, and the local supply of housing that is affordable to these households. Identify gaps in housing affordability and specific cost burdened household trends.

# Policy 4.6.2. Support Development of Integrated Affordable Housing

Promote development of affordable housing units that provide seamless integration into the City's market rate neighborhoods. Avoid isolated and disconnected affordable housing developments as much as possible. Use architecture and design standards to ensure the aesthetic quality of affordable housing units are compatible with market rate units. Promote transparency and openness regarding integration of affordable housing, and engage with community members whenever development proposals affect existing neighborhoods.

#### Policy 4.6.3. Support Long-Term Affordability

Support sustainable and innovative strategies to maintain the City's existing and future stock of affordable housing. Potential strategies might include supporting community land trusts and cooperative housing initiatives, writing long-term affordability into deeds and covenants, for housing units developed with revolving loan program funds for homebuyer assistance.

# Policy 4.6.4. Use Diverse Solutions for Adding Affordable Housing Stock

Kannapolis should use a diverse array of tools to promote the construction and maintenance of affordable housing units. Continue to find and use funding for affordable housing from a variety of public and private sources, including HUD, CDBG, the City's budget, private foundations, and other federal and state sources.

8 Building Partners

hips 9

9 Implementing the F

#### **Actions**

# Action 4.1 Develop Standards for Infill and Redevelopment in Existing Neighborhoods

As part of a Unified Development Ordinance update, develop new standards for infill and redevelopment in existing neighborhoods that includes context sensitive standards, and flexibility to increase residential densities as long as designs are compatible with existing neighborhood character. Consider allowing accessory dwelling units by-right where these units could be compatible within the existing neighborhood fabric. This could also include a set of design guidelines that illustrate the intent of standards and how they should be applied in different neighborhood contexts.

#### Action 4.2 Update Development Standards for New Subdivisions to Create "Complete" Neighborhoods

As part of a Unified Development Ordinance update, consider requiring the use of the Traditional Neighborhood Development (TND) development option for new larger scale developments (50+ units) located in the Primary Service Area as shown on the Tiered Growth Map.

# Action 4.3 Establish a Formal Program to Work with Established Neighborhoods to Improve Neighborhood Conditions

Develop a new City program with dedicated staff to work with existing neighborhoods to coordinate and communicate on ways to improve neighborhood conditions, to help build neighborhood leadership capacity, and to improve lines of communication with residents about programs and assistance available to them. Consider using the City of Concord's Partnership for Stronger Neighborhoods as a model program, and consider hosting an annual "Neighborhood Summit" similar to the one hosted by the City of Boulder, Colorado.

#### Action 4.4 Include Neighborhood Enhancements as Part of Annual Capital Improvement Plan

Work with neighborhood organizations to identify needed infrastructure improvements to enhance neighborhood safety and visual appearance. Infrastructure improvements could include street lighting, signage, sidewalks, right-of-way improvements, park improvements, streetscaping, and gateway treatments. Priority should be given to older neighborhoods within a 1/2 mile radius of downtown in an effort to support investment in the downtown core and historic areas of Kannapolis.

# Action 4.5 Establish a Rental Program to Better Enforce Minimum Housing Standards

Establish a new program to better enforce minimum housing standards for rental properties in Kannapolis. This program could be designed to encourage voluntary compliance by providing renters with a safe and effective method of raising tenant complaints, and an approach for following up on complaints with progressive steps to enforce code violations. The Town of Cary's Minimum Housing Program staffed by a Minimum Housing Inspector is one model to be considered for Kannapolis.







# Harnessing Economic Development

#### Our Evolving and Emerging Local Economy

The Kannapolis economy is changing rapidly, and the City is emerging as an economic anchor of the eastern Charlotte Metropolitan Area. Since the City's formation, the manufacture of textile goods served as the economic engine for Kannapolis. However, after the closure of Pillowtex in 2003, the City's economy has been in transition as Kannapolis develops both a new identity and a more sustainable economic future. The City's investment to revitalize and redevelopment Downtown is a keystone of this effort.

Through the establishment of the North Carolina Research Campus and related investments, the City is now positioned to be a leader in evidenced-based research for nutrition and physical health. Industries including health, education, and the sciences will likely comprise significant portions of the new Kannapolis economy moving forward. Incorporating greater diversity in the types of businesses in the city will result in a more resilient economy, one that can withstand the natural cycles of economic growth and decline.

This chapter explores strategies for reinforcing continued economic development efforts, fostering a diverse economy that builds new business opportunities and supports established businesses, so that the benefits of economic growth in the City can be captured by all citizens.

# **Key Planning Influences**

# **Community Issues and Opportunities**

Once a company town, Kannapolis is quickly evolving into a dynamic center for life science research, healthcare, entertainment, and recreation. What is key to the future of the City's growing economy is maximizing return on public investments, providing the right environment for entrepreneurial success, and offering a complete quality of life that will attract new businesses and workers.

#### A Growing and Evolving Economy

All good economists know that economic diversity is a key component to a resilient local economy - as captured in the old adage, don't put all your eggs in one basket. The closure of Pillowtex in 2003 was a good example of this lesson, and one that brought the largest single-day layoff in North Carolina history with a loss of 4,340 employees. This job loss, along with the economic recession that began in December 2007, resulted in a significant drop in employment between 2000 and 2010. Kannapolis is, however, a resilient community. It is also strategically located within the next wave of Charlotte Metro Region growth. Due to strategic business investments and the support of City leaders, by 2015, employment returned to 1990 levels and the number and diversity of jobs generated by the manufacturing, technology and research and development sectors continues to grow. As the local economy continues to evolve, it will be important to consider the kind of jobs that Kannapolis attracts and to support a broad range of business development to create a more resilient economy that offers an array of employment options.

#### The Downtown Reinvestment Initiative

Strategically situated in a growing region, Kannapolis is committed to creating opportunities for economic development, while maintaining a high quality of life for its community and residents. Because of this strong commitment, the leaders of Kannapolis have set out on a bold adventure to reimagine a new heart for Kannapolis.

The Kannapolis Downtown Revitalization Plan is building on the historic pattern of the city's core, while creating new opportunities for vibrant mixed use developments, a new sports and entertainment venue, a local brewery, and new local businesses. The plan envisions hundreds of new multifamily housing units, and tens of thousands of square feet of office, hotel, and retail commercial space. Infrastructure upgrades and streetscape improvements will modernize downtown and create a strong foundation for redevelopment. Downtown Kannapolis is poised to become a key destination in the Charlotte region.

#### Vision for Downtown Kannapolis



The City of Kannapolis is undertaking a bold Downtown Reinvestment initiative that will put Kannapolis on the map as a regional destination.

Moving forward, it is critical for the City to seek out and work with business owners to continue downtown revitalization efforts, and to market this investment as a key regional asset that draws visitors from all parts of the city and region.

of Downtown and the NCRC are intertwined. Design and development of the remaining parcels on the NCRC campus are a critical priority for continued success of the campus and downtown. Moving forward, it will be important for the City and NCRC to partner on future planning in this area to maximize the

#### **Established Healthcare Sector**

potential of both centers.

Healthcare is an important component of the local economy in Kannapolis and part of the City's largest employment sector -- educational, health, and social services. The Carolinas Healthcare System (CHS) – NorthEast is the largest employer in Cabarrus County and the second largest hospital facility in the Carolinas Healthcare System. CHS is the largest public, multi-hospital system in North Carolina and has facilities in Kannapolis, including a stand alone emergency department on Lane Street. Providing opportunities to grow this economic sector in Kannapolis will require land use solutions that support development of additional medical offices and healthcare facilities for area residents.

#### **A Life Science Powerhouse**

The City of Kannapolis is emerging as a leader in life sciences. The North Carolina Research Campus (NCRC), which first broke ground in 2006, is a 350 acre campus focused on pushing the boundaries of human health, nutrition, and biotechnology research. With many key life science industries, Fortune 500 companies, and research centers, NCRC and Kannapolis are home to a growing base of intellectual fire power centered in the areas of food, nutrition, agriculture and pharmaceuticals, including Dole, Monsanto, LabCorp, Cabarrus Health Alliance, the University of North Carolina, and Duke University.

The NCRC has spurred more than \$600 million in private investment, and the campus offers additional opportunities for new life science and other research and development partners. It is a critical employment center, and is strategically located adjacent to Downtown Kannapolis and the new City Hall. The success



The North Carolina Research Campus offers additional opportunities for new life sciences research and development industries.

#### **Racing Culture**

The Motorsports Industry is a major contributor to the culture, history, and economy of Kannapolis and Cabarrus County. The CURB Motorsports Museum and nearby Charlotte Motor Speedway continue to attract visitors from around the country. Additionally, Kannapolis is home to the only U.S.-based Formula I race team, along with Stewart-Haas Racing, a major NASCAR conglomerate. Both of these motorsports operations are located in Kannapolis. These are two separate entities with significant local economic impacts - including jobs, national visibility and notoriety, and entertainment spin-off effects.

#### **I-85 Access and Capacity Improvements**

The I-85 "Innovation Corridor" is a critical interstate connector that links the Charlotte metro region to the Triangle and Triad regions, and to Virginia and South Carolina. It also creates a connection between five research centers in North Carolina (Charlotte Research Institute, NCRC, Wake Forest Innovation Quarter, Gateway University Research Park, and the Research Triangle Park), and provides access to 20 higher education institutions in the state.

From Kannapolis, workers have convenient access to regional employers via I-85, and residents have access to destination centers. Access to I-85 is a critical asset for Kannapolis, and one that NCDOT is investing in significantly to address long-term congestion and access issues by adding travel lanes, improving and replacing bridges, and improving interchanges. Improvements to I-85 are projected for substantial completion by December 2018.

II-85 offers access via five interchanges directly into Kannapolis. The planned improvements to the interstate offer significant long-term opportunities to capitalize on this public investment through development located on existing and emerging centers in close proximity to these interchanges.

# **Focus on Employment Centers and Corridors**

In addition to a strong health care and health sciences sector, the City's industrial and retail commercial sectors are growing. The Kannapolis Gateway Business Park located off of I-85 Exit 54 features approximately 753,000 square feet of industrial space and a 12-acre retail center. Significant investments have been made in both Gateway Business Park and Afton Ridge - Kannapolis's regional commercial center located off of I-85, Exit 54.

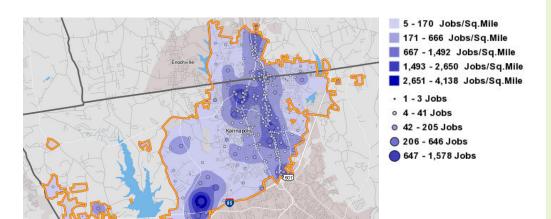
The employment center area at Highway 73 (Davidson Highway) and Kannapolis Parkway is the city's most established industrial center, with major distribution centers like Shoe Show and Stanley Black & Decker, as well as smaller logistics and manufacturing facilities located near I-85. Downtown and the surrounding corridors of Main Street, C Street, and Lane Street, are opportunities to revitalize older existing businesses building off the momentum of the Downtown Revitalization initiative. These economic opportunity sites are indicated on the Economic Opportunity Sites map on the following page.

#### **Quality of Life and Affordability**

Critical to the economic success of Kannapolis is the quality of life offered to new business executives and their employees. Competition for recruiting new firms to locate within a community is strong, particularly for higher wage and emerging industries. Kannapolis has been addressing the need for quality of life by making strategic public investments. These include Village Park - featuring the state's only double decker carousel, a new greenway that links downtown

to points and neighborhoods south, the Downtown Revitalization initiative and demonstration project, downtown improvements including the ballpark and upgraded infrastructure, and improvements to strategic corridors (West Avenue, Lane Street, and NC-3/Morrisville Road). New neighborhoods to the west offer a variety of housing options, and revitalization of downtown and surrounding neighborhoods has begun.

Overall, Kannapolis is an affordable community in which to live when compared to surrounding communities. These public investments in amenities and affordability are important assets that are putting Kannapolis "on the map" as a Charlotte Metro region contender for new industries and workers.



#### **Job Clusters in Kannapolis**

The densest concentration of jobs in Kannapolis is located in the southern corner of the City and aligns with the industrial/business parks located just off of I-85. Industrial and commercial businesses represent important sectors of the Kannapolis economy. The second largest concentration of jobs are located downtown, near the NCRC and along North Cannon Boulevard. Not surprisingly, the clusters for employment in Kannapolis are influenced heavily by the attractors of the historic downtown area and Interstate 85. Commercial corridors along Cannon Blvd and Main St and developments such as Afton Ridge are also home to many industrial businesses and facilities.

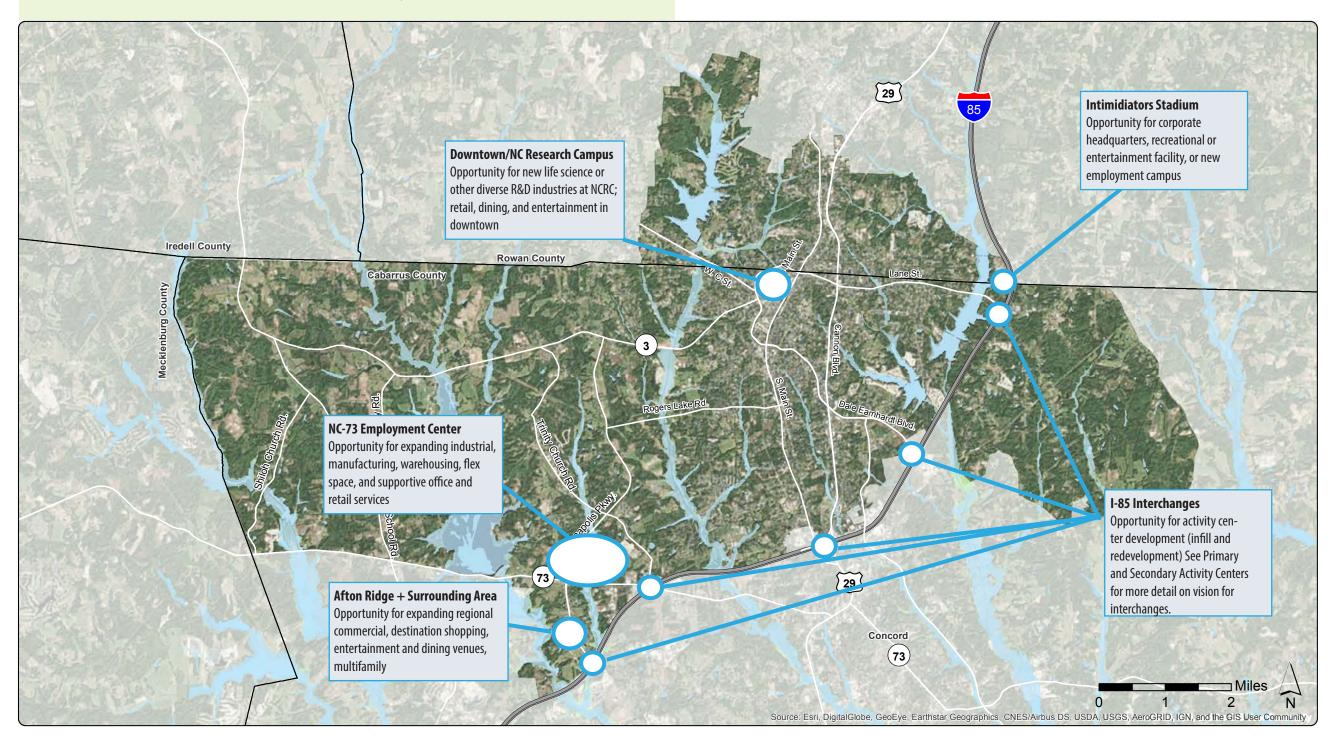
#### The Importance of Place

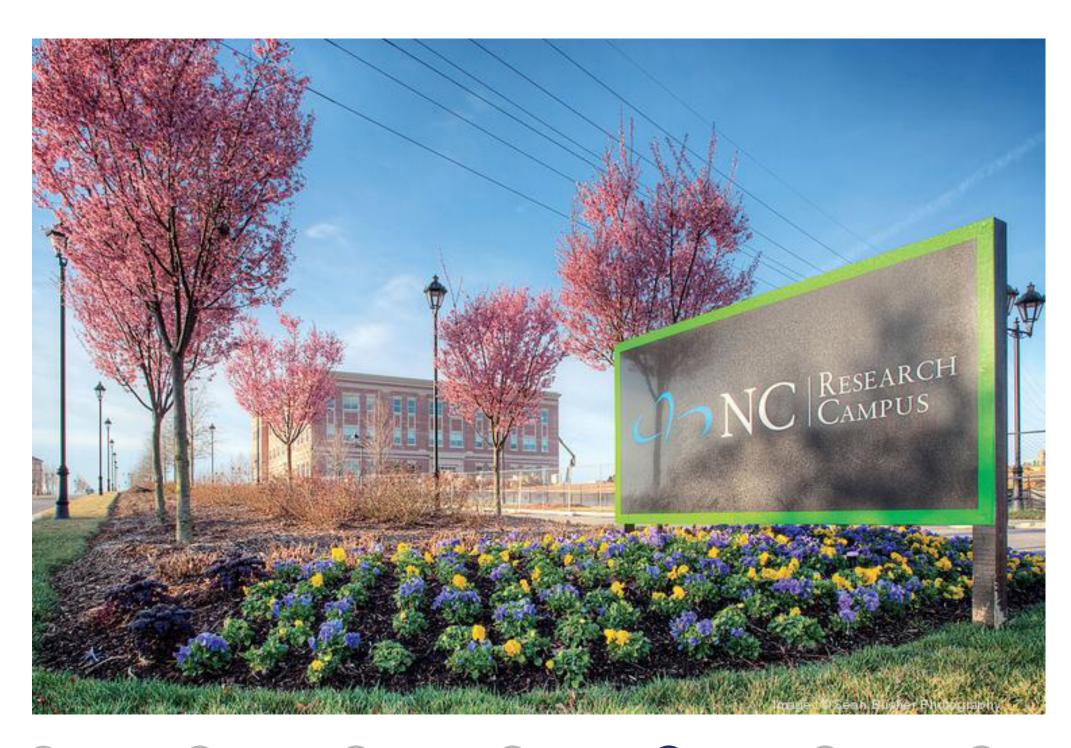
More and more, businesses are making locational decisions based not only on siting and financial criteria, but also on quality of life factors. Employers have to compete for top quality workers, and those workers are often interested in living in a vibrant, connected, healthy, and walkable environment that offers a broad range of housing, entertainment, recreation, and shopping choices. Authentic experiences and opportunities to engage in community in public spaces, are driving many businesses to locate in newer or revitalized mixed use environments where their workers will thrive. Kannapolis has been working for the last decade to reinvent the City as a place for emerging industries and their employees. Public investments in the downtown, such as Village Park, are prime examples of the City's commitment to revitalization of the downtown.



#### **Economic Opportunity Sites**

The map below illustrates several of the economic opportunity sites in Kannapolis. The sites represent key employment clusters including places with manufacturing, warehousing, and distribution, life science and research centers, and other sites where economic potential exist.





"For the last 12 to 15 years, North Carolina has funneled on average at least \$100 million per year to life-science research, education, infrastructure and job creation. We're consistently ranked among the best business climates in the nation by Forbes, CNBC, Chief Executive and Site Selection. It's that unique combination of critical mass and collaborative spirit that gives North Carolina the complete package for success in the life sciences."

- Norris Tolson, President and CEO of the North Carolina Biotechnology Center





#### **NCRC and Workforce Development**

Workforce development has been, and will continue to be, a major priority for the NCRC. Having a workforce capable of supporting expansion of the NCRC is crucial to its success. NCRC offers several career development opportunities including internships and a Catalyst Group program that offers students and professionals the opportunity to come together to build relationships and attend career development sessions. NCRC also has a strong partnership with Rowan-Cabarrus Community College (RCCC).

The 62,000 square foot RCCC Biotechnology Training Center located at the NCRC includes classrooms, laboratories, a student center, and library dedicated to the advancement of RCCC students and faculty. Finally, RCCC is slated to begin construction of the Advanced Technology Center (ATC) facility in 2017. The ATC will offer three technical programs, as well as spaces to support innovation and training within local industry, lecture halls, classrooms, and labs. Courses and programs delivered through the ATC will include application of transformative technology solutions and innovative business practices. These subject areas include courses in machine vision, nanotechnology, process automation, advanced logistics, advanced manufacturing, 3D printing, and environmental sustainability.

"The critical relationship between education and economic development has been widely researched, and what has been determined is that there is a direct link between public schools and community colleges, and state and local economies."

- Darrell Hinnant, Mayor of Kannapolis

#### **The Education Connection**

Providing citizens with a top-notch education is a high priority for Kannapolis. The City is served by three K-12 public school systems: Kannapolis City Schools, Cabarrus County Schools, and Rowan-Salisbury Schools. The Cabarrus County School System is the 10th largest school district in North Carolina, serving over 30,000 students. The Rowan-Salisbury School System serves 20,000 students. Comparatively, Kannapolis City Schools is much smaller, serving only 5,200 students.

Opportunities exist to improve and enhance educational opportunities for young people in Kannapolis, both inside and outside of the classroom. Collaboration and partnerships can go far in not only improving educational attainment and career-placement success of students, but also will improve the marketability of Kannapolis as a community that supports and achieves educational excellence.

#### **Planning for Economic Growth**

In 2012, Kannapolis business and community leaders came together to identify the economic assets, economic challenges the community was facing. A set of goals and priorities for building upon the community's assets and opportunities were developed. The 2012 Economic Development Plan sets out a series of nine priority goal areas for achieving local economic successes:

The community has made significant headway in achieving these goals over the last five years, yet there is more work to do. Move Kannapolis Forward provides an opportunity to refresh the goals and priorities included in the 2012 Economic Development Plan to take advantage of recent economic success and new opportunities.

#### 2012 Economic Development Plan Goals

- 1. Grow the City's tax base
- 2. Create new job opportunities
- 3. Retain existing jobs
- 4. Redefine the City's image *5. Increase property values*
- 6. Retain and create wealth
- 7. Reduce poverty
- 8. Strive for long-term economic
- stability of the community
- 9. Promote economic self-sufficiency



#### **Building on Regional Assets**

Kannapolis residents have excellent access to local transit and the Charlotte light rail line - bringing Kannapolis that much closer to the Charlotte, financial hub of the south.

# 2012 City of Kannapolis Economic Development Plan

#### **Carrying the Plan Forward**

The 2012 Economic Development Plan provides a framework for guiding economic actions in this comprehensive plan. Move Kannapolis Forward provides an opportunity to refresh the goals and priorities for economic development and to prepare new actions that build on recent successes.

#### KANNAPOLIS

City of Kannapolis Economic Development Plan

City Manager's Office

#### **Economic Assets**

(1) North Carolina Research Campus, (2) Recreation and cultural assets, (3) Interstate access and transportation network, (4) Strong regional economy, (5) Unique history and small town charm, (6) Strong medical services community, (7) Safe community, (8) Housing variety, (9) Abundant development opportunities and plenty of raw land.



#### **Economic Liabilities and Challenges**

(1) Lack of new identity in response to dramatic community change, (2) Underperforming downtown, (3) Lack of strong or diverse job base, (4) Community appearance, (5) Deteriorating commercial areas, (6) Limited retail development, (7) Lack of shovel ready properties or vacant buildings for immediate (mostly industrial) investment, (8) Historical lack of emphasis on education.



#### **Economic Growth Priorities**

Based on the feedback received from City Council at the 2012 Economic Development Summit. this Economic Development Plan has focused on seven areas that Kannapolis should invest significant resources in developing: (1) Industrial/ Corporate Development, (2) North Carolina Research Campus, (3) Workforce Development, (4) Small Business Development, (5) Quality of Life, (6) Downtown, (7) Tourism



# **Concepts and Best Practices to Address Community Concerns**

#### **Economic Resiliency**

Resiliency is defined as the ability to withstand or quickly recover from a disturbance. Some disturbances, like the 2008 recession, occur cyclically. Other events, such as the closure of Pillowtex, happen in a less predictable fashion. Regardless of the type of economic disturbance, resiliency is crucial for the economic health and well-being of any city or region. One important pathway towards resiliency is developing a diverse economy. A community that relies heavily on a single industry is susceptible to serious and long-lasting economic disruptions. Conversely, an economy based upon a larger variety of industries will be more likely to withstand a recession or recover from a single closure. As Kannapolis continues transitioning into a new economy and a new identity, economic resiliency should remain a high priority for the City.

"Disasters have always been costly, on both a human and economic scale. The drama of disruptions, both the shocks and the stresses, has increased. However, this also gives us the means to build resilience at the city and country level like never before, leveraging lessons from all over the globe to speed up the learning process. The cost of inaction, of failing to build resilience, is too high to ignore."

- Elizabeth Yee, Vice President, Strategic Partnerships and Solutions, 100 Resilient Cities

https://www.weforum.org/agenda/2015/10/the-economic-case-for-building-resilient-cities/

#### **Fostering Business Development**

Continuing to work with government and business leaders to create a favorable business ecosystem that proactively supports the development of new and existing businesses should be a priority moving forward in Kannapolis. The City can capitalize on the NCRC and other knowledge-based economic engines by nurturing synergies between those institutions and business development. A supportive business ecosystem is created by connecting entrepreneurs to technical assistance, streamlining regulations, and providing industry-related resources, mentorship, funding opportunities, and other tools that help businesses thrive.

"It's important for city leaders to understand effective strategies for supporting and encouraging small business development. Whether it's creating space for innovation, cutting red tape or proactively engaging the business community, there are many successful approaches that can be adopted by city leaders across the country."

- National League of Cities

nttp://nlc.org/article/how-local-leaders-can-make-their-city-small-business-friend

Proactively engaging with small business owners and acknowledging their contributions to the City's unique character are also important methods for building a supportive business ecosystem. Creative strategies used by other communities include:

- Connect businesses to information and resources (Detroit: BizGrid)
- Establish a small business resource center (Kansas City: KCBizcare)
- Provide platforms for networking (San Francisco: Speed Matching Events)
- Create incubator spaces (Chapel Hill: Launch Chapel Hill)
- Develop one stop shops at City Hall for business and development
- Innovating public services (Durham: InnovateDurham)

#### **Workforce Education and Training**

A balance should be struck between producing an educated and experienced labor force capable of attracting new businesses, and having workforce development training be provided by companies themselves. Workforce training begins long before a future employee enters the workforce. Being exposed to different professions and employment sectors at an early age can greatly improve the diversity of the economy in Kannapolis and help foster an entrepreneurial spirit.

Communities that have high shares of advanced degrees and degrees in science, technology, engineering, and mathematics have high levels of arts and management occupations, research and development expenditures, tech transfer, patents, and venture capital. Pathways and access to these degrees and benefits can be forged through strategic partnerships between Kannapolis City Schools, Cabarrus and Rowan County Schools, Rowan-Cabarrus Community College, and the NCRC.

#### **Emerging Workplace Environments**

Workplace environments are shifting for some industries that are trying to attract today's younger and more mobile professional, who chooses a job partly based on the type of lifestyle offered by the employer. That lifestyle includes both the immediate urban environment in which the business is located, as well as the character of the overall community. A setting that offers "urban amenity" value has become more important to many employers according to a study conducted by the Urban Land Institute.

To many of today's younger and more mobile workers, isolated locations in traditional suburban office parks are proving to be less attractive than business locations in more urban environments that offer a mix of nearby dining, shopping, and living options in a walkable community. In order to remain a competitive location for 21st century businesses and workers, Kannapolis may need to ensure that it offers the types of locations and built environments that will enable the City to successfully compete for businesses that recruit this younger or more mobile workforce.

Examples of these types of workplaces include:

- Live/work spaces where business owners can live directly adjacent to their place of business (Durham: Golden Belt)
- Co-working spaces that allow small businesses to share the cost of business support services and provide opportunities for networking and crosscollaboration between business owners (Charlotte: WeWork Stonewall Station)
- Artisanal manufacturing and maker spaces that allow low impact industrial uses to occur within an urban environment (Durham: Gin Distillery)
- Employer villages that develop workforce housing and daily shopping and amenities a short commute from corporate headquarters (Menlo Park, California: Facebook Village)



#### **Maker Spaces Revitalize Places**

The Durham Distillery is a great example of a maker space success.

These entrepreneurs took their passion for chemistry and used it to develop a successful business, revitalize an old mechanic shop, and add vibrancy to an up and coming neighborhood.

# **Expected Outcomes and Policies**

# Outcome 5.1. A Stabilized and Balanced Economy

A diverse economy is essential to withstanding natural economic fluctuations. Kannapolis will continue to diversify its economy while making room for new homegrown industries that arise or make the City their new home and will leverage strategic investment opportunities for the attraction of larger business operations.

# Policy 5.1.1. Retain Businesses and Industries with High Wages

Because the local economy is enhanced when workers earn enough to take care of their needs and recycle capital within the local economy, the City will continue to retain and attract employers that hire workers at or above living wages via the Industrial Incentive Grant.

# Policy 5.1.2. Prioritize Businesses and Industries that Can Benefit from Existing Resources in Kannapolis

Attract and retain companies and ventures to the City that can draw from the existing industrial and infrastructural landscape of the region. Support the clustering of compatible industries that take advantage of industrial/business parks, the distribution logistics sector, proximity to Charlotte, and the NCRC.

#### Policy 5.1.3. Foster a Positive Business Climate

Continue to market Kannapolis' and the region's positive business climate. Maintain and enhance partnerships with RowanWorks and Cabarrus Economic Development. Ensure land use regulations align with target industry needs. Promote business-friendly development regulations that encourage growth and expansion, while continuing to ensure that development is high quality and compatible with surrounding areas.

#### **Policy 5.1.4. Support Small Businesses**

Continue to provide small business support in the NCRC area and expand small business support to growing activity centers throughout the planning area. Ensure that the resources available through Rowan-Cabarrus Community College's Small Business Center in the NCRC are adequately advertised throughout the City.

#### Policy 5.1.5. Foster Entrepreneurship

Support initiatives in Kannapolis, such as the Youth Entrepreneurship Camp, that work to provide the knowledge needed to build new businesses, enhance horizontal collaboration, and promote a culture of openness and network building. Partner with educational Institutions in the region such as RCCC, Davidson College, and Catawba College to promote entrepreneurship. Consider establishing an annual, local entrepreneurship business competition or awards program.

#### Policy 5.1.6. Reduce Income and Opportunity Gaps

Ensure that financial and educational opportunities are accessible to all residents of Kannapolis. Provide services that connect unemployed citizens to jobs with an upward trajectory. Focus on alleviating inequalities found in high school graduation rates and access to health services, healthy food options, and youth programs.

# Outcome 5.2. Effective and Easily-Accessible Workforce Training

As Kannapolis fosters a growing and diversifying economy it will cultivate partnerships and support educational institutions in the region. The City's workforce will also benefit from training provided by both the public and the private sectors.

# Policy 5.2.1. Create Partnerships with Local Educational Institutions

Support Rowan-Cabarrus Community College by enhancing accessibility to the campus and satellite facilities. Offer activity spaces for classes and workshops. Foster regional collaboration between the educational institutions and employers. Promote statewide collaboration within the UNC system and the network of community colleges.

# Policy 5.2.3. Promote Industry-Provided Workforce Training and Outreach

Promote the provision of industry-specific training by private employers. Model outreach and training programs after the NCRC's successes in engaging with doctoral students, graduate students, undergraduates, and high school students via the Plant Pathways Elucidation Project (P2EP).

#### **Policy 5.2.4. Promote Local Hiring Practices**

Collaborate with local employers and other partners to attract and expand employer-provided workforce recruitment. Encourage employers to hire locally so that Kannapolis can retain the talented residents in which it invests.

#### Policy 5.2.5. Promote Equity in Hiring Practice

Focus on core attributes and experiences rather than education exclusively. Advertise widely and in ethnic and various language publications rather than in traditional places. Ensure diverse interview panels based on race, gender, age, and ethnicity.



# Outcome 5.3. A Hub for Business Innovation and Incubation

Kannapolis will have a culture of innovation and entrepreneurialism allowing new economies and local ventures to emerge. Startups and businesses will seek out the City as their home.

#### Policy 5.3.2. Promote Flexible Office Space

Support the development of flexible office spaces that can attract a variety of tenants and industries. Foster idea generation and the starting of firms with Kannapolis roots. Incentivize developers and property managers to set rents at affordable rates.

#### Policy 5.3.3. Promote Incubation Hubs

Promote the development of hubs that can be used by Kannapolis residents and start-up businesses to use as a collaboration space. Extend Industry Incentive Grant funding or create special financing programs, as well as business training and support new and innovative companies.

#### Policy 5.3.4. Build Innovation Districts

Promote innovation districts in targeted employment and activity centers that spur economic growth and take advantage of clustered assets and infrastructure. Foster the relationships between people, firms, and place to facilitate a business ecosystem focused on innovation from idea to reality. Deploy lessons from the NCRC public-private partnership project when building new Innovation Districts.

# Outcome 5.4. Develop a Healthy, Vibrant Kannapolis

Kannapolis will discover and promote a powerful, overarching value proposition for the city, create and organize strategic messaging in a way that leverages these values. It will boast its vision and brand for itself as a place for "discovering a healthy life" where people can live, work, play, connect, and meet their daily needs. The brand is a response to public desire to create more active places that promote a sense of community and vibrancy.

#### Policy 5.4.1. Expand Walkable Development

Encourage walkable, mixed-use development, connected street patterns, and vibrant activity centers. Increase opportunities for residents' to use other modes of transportation, such as biking and walking.



#### Policy 5.4.2. Enhance Civic Opportunities

Promote the development of projects that increase the number of community-driven activities in Kannapolis. Support the City's art, music, craft, and local culture through different programs aimed at residents of all ages and socioeconomic backgrounds. Develop and maintain museums, libraries, and public parks. Build on the City's deep ties to the racing industry. Draw from regional civic resources and extend them to the City.

#### Policy 5.4.3. Create Signature Corridor Gateways

Enhance the primary activity corridors in Kannapolis of Main Street and Cannon Boulevard. Connect communities and activity centers through corridors that provide development that is walkable and bike-able.

#### Policy 5.4.4. Promote Jobs-Housing Balance

Maintain a balance of housing and jobs throughout Kannapolis. Promote a mix of uses in redevelopment and new development projects.

# Policy 5.4.5. Continue to Support a Life Science and Research Destination

Encourage development and marketing efforts that establish Kannapolis as a life science, research, and healthcare destination, where institutions and companies choose to establish roots in the City because of the amount of available land for development, diversifying economy, proximity to Charlotte, and the mission-driven vision of the NCRC.

#### **Outcome 5.5. Flexible Industrial Space**

Kannapolis will encourage development of flexible industrial space to support emerging industries.

# Policy 5.5.1. Maintain the City's Manufacturing Industrial Sector

Support the manufacturing industrial sector as a part of the Kannapolis economy by providing spaces for traditional and emerging manufacturing industries and focusing economic development efforts on marketing available sites. Respect the historic and current ties that the City has to manufacturing while continuing to diversify the economic landscape with emerging sectors such as life science, research, and healthcare.

# Policy 5.5.2. Manage Goals for Industrial Space Relative to Demand

Balance the production of new industrial spaces relative to the demand. Avoid having a high amount of industrial and office space vacancies. Incentivize spaces that are flexible and can be used by varying types of tenants.

# Outcome 5.6. Sustainable and Resilient Development Patterns and Designs

With undeveloped space in the planning area available for growth, Kannapolis will support higher-density development, infill development, and redevelopment projects that maximize use of existing service infrastructure. To further development of healthy living, the City will support the use of green building and environmentally sensitive building practices.

#### Policy 5.6.1. Facilitate Development of Urban Centers

Support development of mixed-use centers and corridors that help to maximize return on public expenditures by providing utilities and services efficiently. By promoting compact urban centers, the City also seeks to stimulate economic clustering and the positive impacts associated with this pattern.

# Policy 5.6.2. Pace Development with the Growth of Expected Tax Revenue

Consider the tax revenue value added of a development project against the City's cost to provide utilities and services to developments. The two should be balanced. Support development projects projected to create a net fiscal loss only if economic or community benefits are deemed to outweigh the cost of these fiscal losses.

#### Policy 5.6.3. Enhance Transit & Accessibility

Promote and support public transit and non-motorized modes of transportation. Create infrastructure for bike and walking paths and support the Concord-Kannapolis bus system (CK Rider). Fund programs that subsidize public transportation for low income residents.

#### Policy 5.6.4. Promote A Green, Healthy Economy

Promote the development and attraction of industries that are part of the green economy and which develop and manufacture sustainable products using socially and ecologically responsible practices.

#### Policy 5.6.5. Harness Sustainable Design

Encourage developments that are environmentally, socially, and financially sustainable. Facilitate the design and construction of developments that create a sense of community and a mixture of incomes. Promote and support developments that employ green building practices.



#### Bank of America (Charlotte) - A Leader in Environmentally Sustainable Operations

In 2016, the US-Green Building Council of North Carolina announced its annual Sustainable Business Awards winners. The Thomas Edison award was given to Bank of America, Charlotte, for demonstrating innovative performance/transferable solutions, and for the firms dedication to environmentally sustainable operations and industry-wide leadership. The new Bank of America Superblock Tower, shown above, represents the bank's long-standing commitment to Charlotte's urban core as well as their dedication to creating sustainable work environments. The 75,000 SF, 32 story building is LEED Gold Registered. A gray water reclamation system and low flow fixtures were installed to reduce water consumption by half. The \$450 million project has sky gardens adjoining office floors at every third level for use as collaborative meeting spaces. An urban roof garden and a tiered multi-level green space adjoin the office tower, hotel, Founders Hall and parking garage. Kannapolis can build on its brand as a place for "discovering a healthy life" by promoting to workplace developers to include sustainability design features that promote environmental, mental, and physical health factors.

- 9 Implement

#### **Actions**

#### **Action 5.1 Build Off the Successes of Think Kannapolis**

City economic development staff will continue to market available spaces and connect prospective businesses with potential sites in Kannapolis. This marketing could be expanded to include emerging workplace environments, including incubator spaces, live/work spaces, artisanal manufacturing, and co-working spaces that cater to small innovation and small business entrepreneurs.

#### **Action 5.2 Develop a Plan to Target Underutilized Employment Properties**

Develop a plan to target underutilized properties located in identified employment centers and corridors (See Growing Smarter chapter) for industrial, manufacturing and corporate development. Work with property owners and prospective businesses to identify site constraints and identify opportunity for the City to support improvements to properties through the removal of barriers and creating incentives.

#### **Action 5.3 Develop and Implement** a Speculative Industrial / Flex Space **Building Program**

Develop and implement a speculative industrial building program to help stimulate building construction in targeted economic centers and corridors as identified on the Conceptual Growth Framework Map (See Growing Smarter chapter.)

#### **Action 5.4 Collaborate with NCRC to Update the Master Plan**

Assist NCRC in developing an update to the NCRC Master Plan that addresses the Downtown Revitalization Master Plan and future planned developments. Consider alternative uses for remaining NCRC sites and identify opportunities to better connect Downtown with the campus, and provide new living and working environments not found in Kannapolis today.



#### **Facebook Creates the New Company Town**

Facebook is developing a new company town for its workforce in Menlo Park, California that will provide housing, daycare, shopping, and recreational amenities to its employers, all within a short commute of its corporate campus. Kannapolis can learn from this trend and work with employers to develop neighborhoods and centers that can provide the type of livework-play environment that workers desire.

Building Great Neighborhoods

Harnessing Economic Development Providing Great Services

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# Providing Great Services

#### Why We Need to Provide Great Services

The citizens of Kannapolis deserve high quality services. Over the years, as Kannapolis has grown, the City has responded to the need and desire for better services that residents want. This means making the streets safe, collecting trash and recycling, ensuring the air and water are safe and clean, providing emergency services, and making sure the people of Kannapolis have opportunities to live healthy, productive lives.

To achieve this, it is important to ensure both the smooth and efficient operation of City departments, and the sustainable long term growth of the City. Urban growth patterns that support a more compact form, for example, benefit from efficiency and are able to reduce the cost of providing infrastructure and services per citizen. As the City and region grow and change, Kannapolis will continue to provide high quality services. This chapter provides the tools and guidance necessary for continuing to provide great services.

# **Key Planning Influences**

# **Community Issues and Opportunities**

Before Kannapolis was officially incorporated in 1984, Cannon Mills and the Cannon family provided facilities and services such as schools, emergency services, and a YMCA. As outward growth continues, one of the critical issues of City management is the sustained and equitable provision of quality services, facilities, and amenities, allowing citizens to lead safe and enjoyable lives.

#### **Emergency Services**

Kannapolis has exceptional emergency services, including police and fire. With dramatic change expected in the City - specifically the upward growth of the Downtown and the outward growth along the City's western edge - these departments face new challenges including:

- Providing services to both residential and non-residential development in areas located distant from the City's core.
- Providing service at an increasing number of large events and gatherings.
- Growing a staff that is made up of, and reflective of, the demographics of the local communities that they serve.
- Providing services with the properly trained emergency responders and equipment designed for growing and urbanizing areas.



Kannapolis Fire Station No. 1

Kannapolis Fire Station No. 1 is located in Firehouse Drive in Kannapolis.

As Kannapolis grows and annexes satellite locations, it must ultimately address the issue of having to expand emergency services. Annexations along the western border of the planning area have increased the sphere of service. The City is 32 square miles, and with the additional land that has been incorporated into Kannapolis away from the City's core, the area that emergency services must travel to has been extended to 65 square miles.

Several trends are adding to the demand for emergency services. The growing number of popular concerts and events in Kannapolis presents both an opportunity and a challenge. These events put pressure on safety services, requiring emergency services on standby. Densification of the City along key corridors and within a few activity centers, including the downtown, also offers opportunities and challenges. Providing emergency and fire service to multistory buildings requires different training and equipment than single-story buildings and houses. Emergency services must also adapt to the aging building stock in Kannapolis.

Police and firefighters are adapting to not only the new strain on resources, but also to changes in how service requests are processed, particularly calling and texting 911 from cell phones. Crime prevention through environmental design will become important in future policing, planning, and development initiatives.

#### Fire

The Kannapolis Fire Department provides emergency, technical, and community services including Fire and EMS operations, emergency preparedness, special operations, and communications and technology. Currently, the fire department operates out of five stations that serve the City. Kannapolis has an agreement with the City of Concord for responding to calls along both municipal borders. The Department also contracts with the Odell volunteer fire department to provide protection services in areas west of Coddle Creek Reservoir, which are undergoing rapid residential growth. Discussions with Cabarrus County, Odell Fire Department, and the City of Concord regarding fire protection planning coordination are ongoing.

Technical Service responsibilities for the Fire Department include accreditation, risk reduction through inspection, code enforcement, and plan review. Community services include several educational and outreach programs such as fire extinguisher training, fire safety trainings for elementary students, and battery replacement for smoke alarms.

#### **Police**

The focus at the Kannapolis Police Department is to foster relationships with citizens to reduce crime and maintain the City as a safe and secure environment for everyone. Members of the Kannapolis Police Department embrace the following established values of the City of Kannapolis: excellence,

professionalism, integrity, and stewardship. This mission is supported through multiple programs and resources including community watches, the citizen's police academy, Kannapolis911, and social media. Kannapolis has a below-average crime rate. Future challenges for the police department may stem from the level of service (LOS) of emergency personnel per resident, which is currently below recommended levels, and should be maintained as the City grows in population and land area.

#### **Parks and Recreation**

The Kannapolis Parks and Recreation Department has been recognized by the Commission for Accreditation of Park and Recreation Agencies (CAPRA) for excellence in operations and service. Kannapolis is now one of only 149 departments in the country to receive this accreditation, which establishes them as being in the top 1% of parks and recreation departments in the United States. Kannapolis offers numerous parks and other recreation opportunities, including parks, greenways and athletic fields. The City also has joint-use facilities with the Kannapolis City School District located at Kannapolis middle school athletic fields.

The Parks and Recreation Department also partners with the Kannapolis YMCA, the Cabarrus Arts Council, the Cabarrus County Library-Kannapolis Branch and other organizations to provide programs and events. The Village Park Amphitheater, the largest in Cabarrus County, was the site of the first Summer Concert Series in 2004, and a successful Movie in the Park series was added



Movie in the Park - Village Park

Members of the community set up at Village Park for an evening movie.

in 2005. The award-winning Summer Entertainment Series continues to grow attracting over 50,000 people annually from Kannapolis and the surrounding Charlotte region. The City can also boast the only double decker carousel on the east coast and one of the region's largest fireworks shows.

In addition to parks, public facilities, and athletic fields, a growing system of greenways wind through the City, providing important connections between green areas and activity centers.

**Baker's Creek Greenway.** The Baker's Creek Greenway runs through Baker's Creek Park and connects the 8th Street Greenway with Baker's Creek Park and Village Park.

**8th Street Greenway.** This 10-foot-wide paved trail and pedestrian walkway connects Loop Road to 8th Street, crosses 8th Street and continues to West A Street. Once the Greenway crosses West A Street, it ties into the existing Baker's Creek Park Greenway.

**Irish Buffalo Creek Greenway.** The Irish Buffalo Creek Greenway will connect Baker's Creek Park, Safrit Park, and North Cabarrus Park and is part of the Carolina Thread Trail.

**Carolina Thread Trail.** Carolina Thread Trail is a regional plan for a network of greenways and trails across 15 counties, reaching 2.3 million citizens.

Parks provide high return on investment to the city by attracting tourists, businesses, and retirees, enhancing real estate values, and contributing to the natural environment. As it grows, the City will need to continue investments in its parks and greenways systems and find strategies for incorporating parks into new and existing neighborhoods. The City needs a community center to round out recreational amenities provided in Kannapolis and support activities that don't currently have appropriate space in the City. Along with continued investments in parks, this will solidify the City's reputation as a premier family-friendly community.

#### **Public Works**

#### Water, Sewer, & Stormwater

The Water Resources Division provides drinking water, collects and treats wastewater, maintains the City's infrastructure and works in collaboration with other public and private sector organizations to enhance the region's environmental resources. The City of Kannapolis also shares water and wastewater services with other regional partners like the City of Concord, the City of Albemarle, the Town of Landis, the City of Salisbury, and the Water and Sewer Authority of Cabarrus County.

The City operates its own water treatment plant where water from Kannapolis Lake is collected and processed into clean drinking water. Kannapolis Lake, Second Creek, and Lake Howell are all potential sources of water for Kannapolis. While the City has multiple water resources, it continues to plan cautiously to ensure long-term water needs can be met.



#### **Field Trip to Learn About Kannapolis**

Young Kannapolis residents participate in a field trip to learn more about how the services offered by the City actually work.

The City currently maintains nearly 400 miles of distribution system lines, of which aging portions must be routinely replaced. With the oldest meters in the system being several decades in age, maintenance of aging infrastructure is a growing challenge in Kannapolis. Inflow and infiltration issues grow and older lines made of undesirable materials need replacement. The City also faces the challenge of anticipating a changing built environment and greater population densities.

Ensuring safety, affordability, and sustainability in water resources will continue to be a challenge for Kannapolis and the region, with growing demand from new development and increases in the amount of rainwater runoff and pollutants into drinking water sources. Addressing water quality and safety is critical to the future of Kannapolis.

Some properties within the planning area, including residential neighborhoods on the periphery of the City's borders, are currently serviced by well and septic service. Populations relying on self-supplied water and sewer systems face higher health and economic risks in comparison with populations serviced by community water and sewer service. As the urban area grows, it will be important to balance the need to limit water and wastewater line extensions with the need to reduce and discourage the use of well and septic service in neighborhoods and areas near city limits.

#### **Street Maintenance**

The Streets (Transportation) Division operates within the Public Works Department and coordinates the delivery of street services including planning traffic systems, street maintenance, traffic engineering, sidewalk construction and repair, curb and gutter construction and repair, street lighting and traffic signs and markings. The Division maintains streets within the City, while NCDOT maintains major corridors that include Cannon Boulevard, Dale Earnhardt Boulevard, Kannapolis Parkway, Main Street, and all state highways.

Street maintenance is important in stimulating or supporting redevelopment efforts, especially at key centers and along important corridors. It is also important to coordinate routine maintenance with implementation of pedestrian and bicycle improvements recommended by this plan, the Kannapolis Bicycle Plan, and the Walkable Community Plan. Systematically tying routine street maintenance to these plans will help achieve the desired outcomes over time and save the City resources over the long run.

#### Garbage, Recycling & Yard Waste

The City's Environmental Services Division manages garbage, recycling, and yard waste collection for Kannapolis households. The Division collects garbage, yard waste, recyclables, and e-waste. As the City grows, it will become important to meet the growing demands and maintain cost-effective services. Waste reduction, composting, and recycling are important for reducing demand and improving efficiency. Increasing educational initiatives and other programs will be key. Currently, the City contracts with a private firm to handle waste and recycling collections, but handles yard waste collection in-house.



# **Concepts and Best Practices to Address Community Concerns**

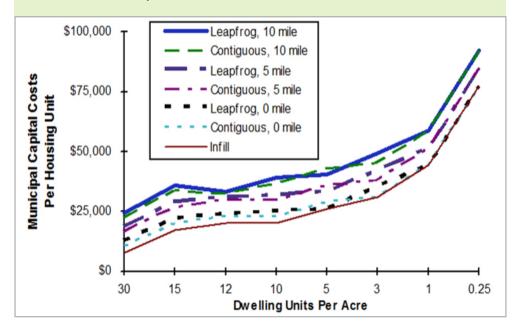
#### **Development Patterns**

Communities across the country are increasingly recognizing that the sprawl pattern of growth, which has shaped American communities for the past several decades, has resulted in higher costs for the provision of services and infrastructure. Many communities are now revisiting a choice about how to grow: One option is to pay more for services and maintain a low density sprawl development pattern; the other option is to change the pattern of growth and reduce long term costs over time.

Problems of overextended public facilities and increased infrastructure costs, loss of valued community resources that provide ecosystem services, and even reduced physical activity and community health are typically associated with low-density sprawl-type development patterns. As a result of fiscal impact assessments that illuminate the direct and indirect costs of sprawl, many communities have begun prioritizing the development of passed-over parcels within developed areas, and on maximizing use of existing public facilities.

#### **Residential Capital Costs**

The costs of providing public infrastructure, including roads, utilities and schools, tends to be much lower for compact, infill development, providing hundreds of dollars in annual savings per capita compared with sprawl. This chart shows cost savings of residential developments based on their location relative to existing municipal boundaries, and their density. Source: James Frank, The Costs of Alternative Development Patterns, Urban Land Institute



Urban form, the development that shapes the way the City grows and changes over time, impacts the costs of providing services and infrastructure. Generally, government costs tend to increase with sprawl (construction and maintenance of roads, sewers, water, community centers and libraries, fire protection, policing, and school busing) with incremental tax revenues (See image: Residential Capital Costs). Incremental revenues - the tax revenues derived from the next additional housing unit or commercial space - rarely cover the full incremental costs of suburban development.

Building according to a compact urban form can save municipalities money over the long run due to efficiencies resulting from reduced infrastructure costs. Because this development pattern results in more homes and businesses being served within a shorter distance, it involves shorter lines for roads and utilities, like water and sewer pipes, and conserves more open space for natural resource uses. Although the initial cost of construction for new roads and utilities is typically paid for by the developer, maintenance costs are then typically passed to the local taxpayers and utility customers into the future.

The Kannapolis Police and Fire Departments both identified street connectivity as concerns and priorities for consideration in future development patterns. Road network connectivity is an important characteristic of urban form that impacts service costs. With a more connected street network and shorter blocks, more options become available to travel between places. This can impact the delivery of services, maintenance costs for roads and other utilities, traffic congestion, transportation options, and emergency response times.

#### **Crime Prevention**

Crime Prevention Through Environmental Design (CPTED) is a form of design and management of the built environment that reduces the possibilities and fear of crime. The idea is to create urban spaces where natural surveillance by community members going about their daily lives occurs and where the presence of dark and unmonitored spaces is reduced or eliminated. The key design features supporting CPTED include commercial buildings that include transparent facades and well-lit alleys and open space. Typically, CPTED policies encourage a variety of uses within buildings so that sidewalks are active during most hours of the day and evening.

Overall, the crime rate in Kannapolis is low and the Kannapolis Police Department maintains a positive reputation within the community. In order to maintain community safety as the City grows, adjustments will continue to be necessary. A recent U.S. Conference of Mayors report on police-community relations in America's cities recommended community policing as a key philosophy, where officers interact with community members on a daily basis. Currently, the Kannapolis Police Department uses community policing as one of its strategies to ensure public safety. With new development in the downtown and other key centers, foot and bicycle patrols may become an integral part of policing where walkability and bikability become enhanced. Other strategies being used by cities around the country include requiring transparent building facades, collecting and using data, and quantifying progress.

#### **Energy Efficiency**

Harnessing energy efficiency offers many opportunities to help rapidly growing cities achieve energy security, energy savings, and reduced emissions. Integrating energy efficiency into public buildings, services, and infrastructure can also contribute to improving municipal services and increasing economic and fiscal competitiveness.

To increase energy efficiency in existing buildings, municipalities often begin by examining energy use patterns and current equipment through a comprehensive energy audit. As an alternative to a comprehensive audit, municipalities can undertake a study of electric power use that can serve as the basis for power management. The U.S. Green Building Council Toolkit for Local Governments provides information about local government green building, including summaries of successful programs, project steps, and benefits and barriers to implementation, plus examples of cities and regions across the country that have led the way in incorporating green building into local ordinances, building codes, tax incentives, and guidelines.

In Cary, the Town Council adopted a Strategic Energy Action Plan that outlines a path forward for the Town of Cary to reduce operational energy use and includes energy reduction goals and an energy management plan. It addresses water

#### **Enhancing Public Safety Through Design**

Buildings that front directly onto the street and include large transparent doors and windows make it possible for pedestrians and commercial building occupants to see one another, enhancing both safety and comfort.



and wastewater, vehicle fleet, buildings, and streetlights. The overall goal is a 13 percent reduction in energy use from the projected 2020 "business as usual" energy estimate for Town operations. This reduction in energy use will result in a yearly avoided cost of approximately \$1.5 million and a yearly reduction of 7,000 tons of carbon dioxide equivalent. The City of Greensboro carried out a similar initiative, called the energy savings program. Led by the City's Engineering and Inspections Department, the City implemented Energy Conservation Measures in public buildings, to reduce the City's energy spending and carbon footprint.

The Utility Savings Initiative (USI) is North Carolina's lead-by-example program supporting energy efficiency in public buildings. The program was created to assist North Carolina governmental units manage the use and cost of energy, water and other utilities in their facilities. The program serves state agencies, the University of North Carolina system, the state's community colleges, public schools, county and municipal governments.



#### **Promoting Local Renewable Energy**

#### The Cary Public-Private Photovoltaic Partnership

The Town of Cary currently has a 1.89 megawatt solar energy farm, funded by a public-private partnership, which generates electricity that is sent back to the grid. The energy farm consists of 5,918 solar panels and has a capacity to generate 1.89 megawatts of electricity while offsetting nearly 2,000 tons of greenhouse gas emissions annually. The Town leases the land to a local solar energy company and receives annual payments of up to \$35,000 while incurring no upfront costs or maintenance costs during the life of the lease. Power generated is returned to the distribution grid as a renewable source of energy.



#### **Resilience and Adaptation**

Communities are looking for new ways to become more resilient to volatile weather patterns. There is growing awareness that local governments need to increase their efforts to understand and manage climate risk in infrastructure investments. Vulnerable infrastructure isn't limited to individual physical assets like bridges and buildings, but includes distributed systems responsible for moving electricity, commodities, and information. By investing in climateresilient transportation, water, power, and buildings, communities can prevent losses from future weather-related infrastructure damages.

By linking resilience and green design, many communities are accessing new funding opportunities to increase the value and performance of their infrastructure networks. Many strategies for modernizing these systems can include green elements, such as clean energy, stormwater best management practices, and adaptive design. Because improving resilience also reduces investment risk, these projects become more attractive to investors and insurance companies while opening paths to innovative financing products for local governments, including green bonds and other similar financing tools.

Green bonds were created to fund projects that have positive environmental and/or climate benefits. The traditional bond market has been a trusted financial avenue for U.S. municipalities for generations and green bonds represent a new and innovative approach. Green municipal bonds in the United States finance primarily transportation and water-related infrastructure projects.

#### **Priority-Based Budgeting**

Several communities, including places like Savannah, Georgia, Polk County, Florida, and the City of Lakeland, Florida, have turned to priority-based budgeting as a method for allocating budget-scarce resources and the services provided. Priority-based budgeting (PBB) provides a comprehensive review of the municipal organization and the services provided. PBB involves identifying every program offered and the associated costs of each, and evaluating the relevance of every program offered on the basis of the community's priorities.

Ultimately priority-based budgeting is a method that can help guide elected and appointed officials to the policy questions they can answer with the information gained from the process. The process brings together government managers, finance officers, civic leaders, and community residents to make decisions that better align the community's resources with what its leaders and residents value the most. City Services are evaluated against the priorities set by the community through the comprehensive plan and/or strategic plan, then scores are assigned, and resources are allocated.

#### **Innovation in Government**

Local governments around the country are using a variety of tools and techniques to innovate, especially where state and federal governments are lessening their presence and funding assistance. This means rewriting municipal ordinances, changing policies, and rethinking the way lighting, traffic, street, and utility services and infrastructure are designed and maintained. Some cities have hired staff to help innovate. Another option has been to provide a platform for innovation with startups. Several of these programs are still young, and should be watched closely for their potential application in smaller cities like Kannapolis.



#### **Innovation in City Government**



#### **Innovate Durham**

The Innovate Durham program provides a platform where local startups use technology to make the City of Durham more efficient, sustainable and inclusive.

The City of Durham, North Carolina developed a pilot program to bring innovative ideas into City Hall and allow local entrepreneurs and startups to beta test products and services. The Innovate Durham program opens up the City's resources for entrepreneurs to develop, test and scale innovative solutions to improve City operations and solve community problems. The 12 week program granted access to City data and infrastructure while providing a testbed for products or services.

As a significant client and testing ground, the City gives entrepreneurs a valuable use case for their products and services. Participants gained access to City resources and networks as well as mentoring and guidance from a City champion. In return for providing a valuable testing ground and special access to City resources to selected entrepreneurs, the City hopes to learn about new technologies and approaches to improve the delivery of services or provide savings to Durham residents.

# **Expected Outcomes and Policies**

#### **Outcome 6.1 Maximized Use of Existing Assets**

Kannapolis, which owns and maintains public assets throughout the community, will prioritize and maximize use of its existing assets in order to maintain long term fiscal balance.

#### Policy 6.1.1 Promote Infill Development

Because infill development uses existing utility infrastructure like water and sewer pipes and pumps, roads, and service stations, infill development is a priority for Kannapolis. The City should use a variety of tools, as well as reduce existing barriers, to promote infill development.

#### Policy 6.1.2 Consider Costs and Benefits of Proposed **Annexations**

The City should consider the full range of impacts when deciding to approve or pursue an annexation. Financial costs and benefits in the long-term, as well as the impact on services in existing areas, should be evaluated. Newly annexed land should be consistent with the Future Land Use and Character map.

#### Policy 6.1.3 Use the Tiered Growth Map

Use the Tiered Growth Map to guide extension of services and facilities, development of new small area plans, capital improvement priorities, and annexations.

#### Policy 6.1.4 Preserve and Protect Green Infrastructure

Preserve and grow the green infrastructure in Kannapolis, which is a critically important asset for the community. Retain and add to the tree canopy through new planting and preservation.

#### Policy 6.1.5 Maintain Public Ownership

Kannapolis recognizes the importance of public ownership of parks, recreation facilities, streets, and utilities, and promotes public ownership and maintenance of these and other existing public assets.

#### Policy 6.1.6 Maintain Mutual-Aid Agreements

Maintain Mutual-Aid Agreements that enhance service and balance the cost burden between Kannapolis and adjacent jurisdictions. Periodically review existing agreements to ensure they provide high quality and equitable services.

#### **Outcome 6.2 Balanced and Managed Investments**

New infrastructure projects and other public investments will be made with well-informed understandings of risks and long-term return on investment balancing life cycle costs with added revenue.

#### Policy 6.2.1 Priority-Based Budgeting

Enhance the budgeting process to deliver City services and improvements in a manner that reflects priorities and advances the community vision, framework, outcomes, and policies set out in the 2030 Comprehensive Plan. Ensure alignment between plan implementation and City budgeting.



#### **Green Infrastructure Key For Protecting Public Investments**

A bioretention facility in the roadway median is designed to absorb runoff from the street, slowing runoff velocity and cleansing water while recharging the underlying groundwater table. Their flexible siting requirements allow them to be integrated with traffic calming infrastructure.

Source: NACTO

#### Policy 6.2.2 Plan for Resiliency

Support resiliency of all municipal services and infrastructure. In order to protect public investments, the City of Kannapolis should limit major investments within the 500 year flood plain and prohibit major investments within the 100 year floodplain, except for recreational and park amenities, such as greenways. Enhance stormwater management through Low Impact Development (LID).

#### Policy 6.2.3 Encourage Sustainable Stormwater Management

Support initiatives that encourage environmentally responsible stormwater management by addressing floodplain management, watershed protection, control of illegal discharges, and sediment erosion.

#### Policy 6.2.4 Encourage Energy Efficiency

Promote efficient energy use in buildings by incorporating energy saving practices, like solar and geothermal technologies, and high efficiency building materials into new and refurbished public buildings and to reduce the energy consumption of new development.

#### Policy 6.2.5 Invest in Low Hazard Areas

Ensure public investments in infrastructure are made outside of high risk areas, especially those at risk of flood damage or which jeopardize wetlands.

#### **Outcome 6.3 Services that Enhance Equity**

Services and infrastructure will be fairly and equitably distributed throughout the community, making it possible for all members of the community to live prosperous lives with access to opportunities.

#### Policy 6.3.1 Government that Reflects the Community

Continue to seek opportunities to recruit and train existing members of the community for emergency services and other departments in the City government. Ensure these departments strive to reflect the diversity of the community they serve.

#### Policy 6.3.2 Maintain and Improve Service Quality

Ensure service delivery for new developments does not result in a decrease in service in existing areas.

#### **Policy 6.3.3 Promote Bilingual Services**

To ensure a wide sector of the local community remains informed and engaged, the City should provide bilingual services in important municipal announcements and public meetings.

#### Policy 6.3.4 Encourage Youth Engagement

Encourage involvement of youth in civic matters by collaborating with the school districts, and pursuing opportunities to include youth in community planning and decision-making.

# Outcome 6.4 Transparent, Innovative, and Responsive Governance

Kannapolis will continue to maintain a transparent government that is responsive to the needs of its citizens. The City will continue to embrace innovation internally and offer creative solutions to complex problems.

#### Policy 6.4.1 Provide High Quality, Affordable Services

Provide public services, utilities, and facilities that meet the short-term and long-term needs of residents and businesses. Balance high quality and affordability of service. Continue to provide safe, reliable water and wastewater service.

#### **Policy 6.4.2 Promote Information Sharing**

Promote information sharing between City departments regarding proposed developments, especially where development may impact service delivery.

#### Policy 6.4.3 Promote Open, Accessible Government

Kannapolis should promote open government and enhance accessibility of decision-makers to all residents of the City.

#### Policy 6.4.4 Incorporate Art into Public Projects

Enhance the aesthetics and uniqueness of Kannapolis by incorporating public art into infrastructure projects and public buildings.

#### **Policy 6.4.5 Promote Community Oriented Policing**

Continue to promote community-oriented policing by facilitating open communication between the Police Department, residents, and visitors. Ensure the Police Department continues to be an approachable, trustworthy, and visible presence throughout the City. Where possible, strengthen community policing initiatives and collaborate with community leaders in developing solutions to public safety.

#### Policy 6.4.6 Promote Renewable Energy

Promote initiatives to increase renewable energy production. Pursue opportunities to generate or purchase energy from renewable sources for City facilities. Sources may include, but are not limited to, solar, wind, and geothermal. Support partnerships to locate renewable energy facilities in the City.



#### **Incorporating Art into Everyday Infrastructure**

Chapel Hill's Downtown Art Program enhances and benefits the experience of the Town's downtown visitors, residents, and businesses. Local artists apply to the program to develop public art projects in the Town.

Source: Town of Chapel Hill

# Outcome 6.5 High Quality Parks, Trails and Open Space

Kannapolis will have a extensive system of parks, trails, and open space that provides green space in the community, passive and active recreational opportunities, and active transportation options that connect neighborhoods and activity centers.

# Policy 6.5.1 Promote the Parks and Recreation Master Plan

Continue to support the implementation of the Parks and Recreation Master Plan, including the development of greenway trails throughout the City.

#### **Policy 6.5.2 Promote Diverse Parks Programming**

Promote arts and music programming that features a variety of artists and attracts a diverse cross-section of community members in terms of age and socioeconomic background.

#### Policy 6.5.3 Enhance Parks and Trails Accessibility

In all future development, homes should be no further than one quarter mile from a public park (including pocket parks), trail, playground, or open space. New parks should be centrally located within neighborhoods with accessibility on at least three sides and homes fronting the park on at least two sides.

### **Actions**

#### **Action 6.1 Study Options for Allowing** Public Access to the Don T. Howell (Coddle Creek) Reservoir

Consider forming a task force to study options for allowing public access to the Don T. Howell (Coddle Creek) Reservoir. Consider policies implemented in other reservoirs, like University Lake in Chapel Hill where kayaks, canoes and flat-bottomed boats for rent from Orange Sewer and Water Authority (OWASA). Citizens can typically use small private boats if they are brought in on a car or truck (not trailers); are clean of mud and vegetation; and are inspected by lake staff. The limits on private boats are intended to help prevent aquatic weeds, which cause problems for fish and water treatment, from getting into the reservoirs. Furthermore, to help protect water quality, only electric motors are typically allowed. Citizens can typically use their own electric motor after it is inspected or can otherwise rent an electric trolling motor.



**Recreational Access to Reservoirs: A Community Amenity** 

University Lake in Chapel Hill, NC offers regulated access to the water for recreational purposes while limiting potential impacts on water quality.

#### **Action 6.2 Develop a Fiscal Impact Model for Evaluating Proposed Annexations** and Capital Projects

Prepare a fiscal impact model to calculate costs and benefits associated with annexations and new development proposals. The fiscal impact model would serve as a tool for the City to make more fully informed decisions on development proposals and determine proper fees associated with both the type and location of developments.

#### **Action 6.3 Consider Implementation of** the Parks & Recreation Master Plan When **Developing Capital Improvement Plans**

The plan recommends adoption of a revenue plan with a variety of funding sources, provides a variety of methods for land acquisition and dedication, establishes operational recommendations, and includes a parks and recreation master plan capital improvements plan and funding strategy. Prioritize the following priority projects as listed in the plan:

- Phase Three improvements to Village Park
- Expansion of facilities at North Cabarrus Park
- Development of Irish Buffalo Creek Greenway
- Development of Rocky River Greenway
- Acquisition of property for Community Parks
- Acquisition and development of an east side Neighborhood Park

Additionally, the indoor recreation center with gymnasium should be prioritized.

Adopt park dedication and improvement requirements that require dedication of parks within new developments based on the number of residential units. This will prevent the cost burden for new parks from going to existing residents. A fee-in-lieu option may also be made available for developments under a certain size. Park space and other public space should be required to occupy centrally located space with building frontages on multiple sides.



# Conserving Natural Assets

#### Why We Need To Conserve Natural Assets

Because natural assets are a fundamental component of community health, conservation and restoration of those assets is critical for maintaining and improving the health of both the environment and people of Kannapolis. Increasingly, cities across the nation have generated positive returns on investment in their green infrastructure networks, like open space protection, urban trees, and natural swales. One of the central themes of the *Move Kannapolis Forward 2030 Comprehensive Plan* is improving community health, both physical and mental. Maintaining high quality natural assets have direct correlations with these and other issues. By protecting the environment, Kannapolis can also increase its resiliency to natural hazards, clean its air and water, and enhance recreational opportunities.

This chapter addresses the opportunities that stem from conserving natural assets, such as enhancing human health, strengthening the green economy, and building attractive communities. It also presents innovative examples from other communities that have worked collaboratively toward a more sustainable future. The policies and actions in this chapter provide a road map for how the City can achieve its goals in order to make Kannapolis a healthy and green community.

# **Key Planning Influences**

#### **Community Issues**

Conserving natural resources is an effective way of growing in a sustainable manner, so that the next generation of Kannapolis residents can enjoy the same, or better, quality of life as what exists today. The following descriptions of community issues in Kannapolis provides insight into existing conditions of natural assets and sustainability issues.

#### **Natural Assets**

Kannapolis lies in the Irish Buffalo Creek Watershed, which is a sub-basin of the Yadkin River Basin. Kannapolis Lake, a 289-acre reservoir, is the primary water supply source for the City of Kannapolis; therefore, its protection is of the utmost importance. In addition, Kannapolis is connected to the Albemarle water system, which includes a number of secondary water bodies. As such, the City must do its part to ensure that all federal and state water quality requirements are met.

The Natural Assets and Flood Hazard Areas map (following page) highlights the natural features in Kannapolis. The green network as a whole is an asset because it provides benefits such as water filtration and recreation opportunities. In addition, research has shown that spending time in nature results in better health outcomes, reducing instances of disease. This can have long term benefits resulting in a healthier and more productive workforce. Many sectors of the economy also depend on healthy ecosystems, such as forestry and green energy. The hazardous areas noted on the map present significant costs to the City if precautions are not taken to safeguard developments from natural disasters. For example, the areas that are identified as having more than 20% of impervious land cover are more likely to experience flooding during large storms, which can lead to the loss of property and life.

#### **Floodplain Protection**

The low-lying floodplain areas surrounding water bodies around Kannapolis are the most at risk for inundation during storms. Buildings can be severely damaged by floodwaters, so development should be directed to areas outside of the floodplain. Most importantly, development should be most highly-restricted in the 100-year floodplain since these areas are often subject to damage from severe storms.

Due to significant economic losses from prior flood damages and road closures, the City of Kannapolis enacted a Floodplain Protection Overlay District (FPOD) in its Unified Development Ordinance. This legislation requires certain design standards to be met for different types of structures. While these regulations do promote public health and safety, it is important to revisit these standards to ensure that Kannapolis is prepared for future hazards.

#### **Water Quality**

Water quality is among the top concerns of residents of Cabarrus County, according to the Cabarrus County Natural Resources Conservation Design Guide. At the time this guide was produced, Cabarrus County suffered from 150 miles of impaired stream miles, mainly from non-point source pollution. Coddle Creek is classified by the state as a 303(d) impaired water body, which means its turbidity and pollutant levels are worse than the EPA's thresholds. Once a water body receives this classification, the state is required to develop a restoration plan. As such, protections have been put in place by the Kannapolis Unified Development Ordinance, such as creating a 50 foot buffer around the reservoir in which no further development can occur. The City has also implemented a stormwater fee to fund restoration projects.

The Natural Assets and Flood Hazard Areas map on the following page denotes Natural Heritage Managed Areas, which are typically found near water bodies because these environments host a variety of flora and fauna. As shown, multiple entities are responsible for the management of these lands,







#### **Rare Species in Cabarrus County**

Pictured above are some of the rarest wildlife species in Cabarrus County. The Carolina Darter is a 'Federal Species of Concern', while the other aquatic species the other pictured terrestrial species are under conservation concern at the state level.

**Source:** Cabarrus County Natural Resources Design Guide

including the U.S. Fish and Wildlife Service, the North Carolina Department of Environmental Quality (which disperses the North Carolina Clean Water Trust Fund), and the Land Trust for Central North Carolina.

#### **Steep Slopes**

Steep slopes are defined as areas that are highly susceptible to erosion, land slippage, and subsidence if disturbed. Based on the Cabarrus County Natural Resources Conservation Design Guide, areas of particular concern (slopes greater than 10%) are located on the Rocky River and the Cold Water Creek. Development in these areas should be minimal in order to avoid negative impacts on stormwater runoff rates and water quality. Development should be steered away from the steeper areas with the dual purpose of protecting developments from floodwaters while also protecting the quality of the stormwater runoff.

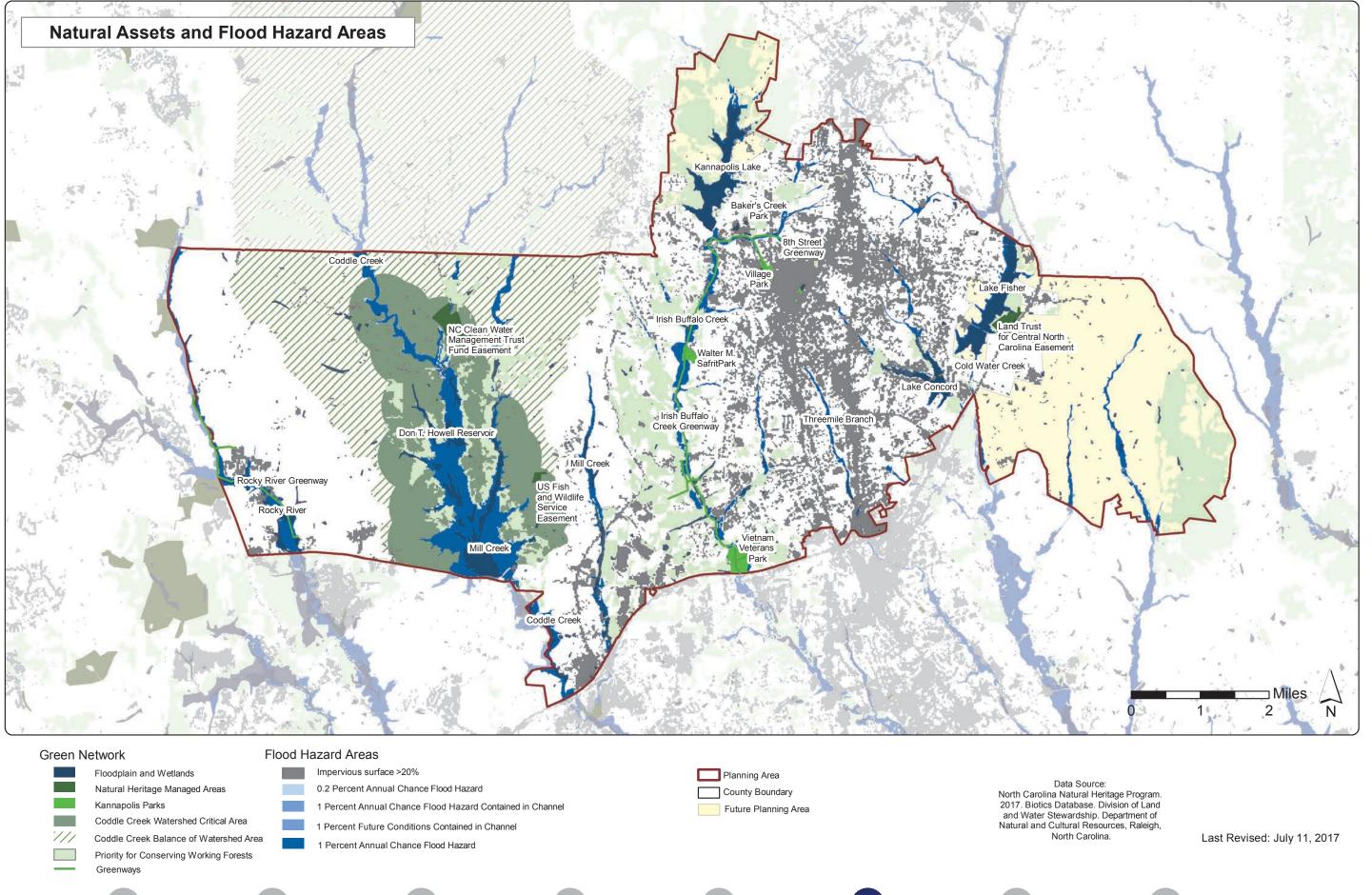
#### **Impervious Surfaces**

Impervious surfaces, like roofs, streets, and parking lots impact stormwater by subtracting from the amount of green space and other areas available for water to infiltrate the ground naturally. In addition, impervious surfaces hasten the speed of runoff, which can exacerbate storm drainage and sewer systems during large storm events. As the runoff moves along impervious surfaces such as roads and sidewalks, it collects pollutants, which eventually make their way into natural water bodies and other water resources.

#### **Habitat Conservation**

Kannapolis is home to a variety of wildlife. According to the Cabarrus County Conservation Design Guide, there are two aquatic species, the Carolina Darter and Carolina Creekshell, that are considered 'Federal Species of Concern' (FSC) by the US Fish and Wildlife Service, meaning they are at risk of being listed as 'threatened' or 'endangered' if they continue to decline. The Carolina Creekshell is a type of freshwater mussel whose presence can indicate the quality of stream health, so their conservation is of high priority.

There are also eight freshwater species found in Cabarrus County that are considered rare, threatened, or endangered at the state level. Three bird species and two reptile species are under conservation concern in North Carolina. Examples of these rare terrestrial species are pictured to the left. Each of these species plays an important role in the ecosystem, so it is critical to take action to protect them.



Introduction

Growing Smart

Connecting Pl

Building Great
Neighborhoods

Harnessing Economic Development

Providing Great Services

Conserving Natural Assets

8 Building Partnersh

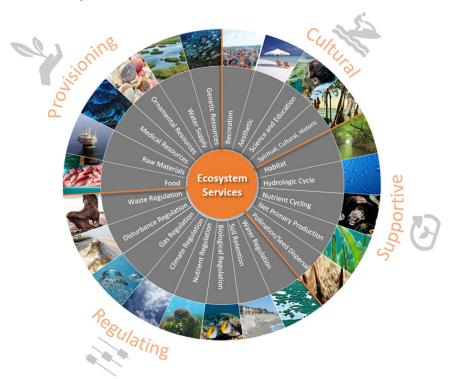
9 Implementing the Pla

#### **Air Quality**

In 2016, 83% of drivers in Cabarrus County drove alone to work. Given the number of cars on the road, air emissions of toxic pollutants are at correspondingly high levels. Both Cabarrus County and Rowan Counties having particulate matter levels above the national average. These pollutants contribute to harmful health conditions like decreased lung function, chronic bronchitis, and asthma.

#### **Access to Healthy Foods**

Improving access to healthy foods is an important way of improving individuals' health throughout a community. Where grocery stores are within short distances of residents, especially low income residents, they can be reached without a car, making it easier to obtain healthy foods. Other ways of expanding the number of healthy food choices is by promoting community gardens, food cooperatives, farmers markets, and free and reduced-cost meals for children.



#### **Ecosystem Services**

As shown above, ecosystems provide multiple services that enhance human health and wellbeing. For example, water filtration and crop pollination are crucial for survival. Protecting the ecosystem equates to ensuring an adequate provision of these services to support present and future populations.

Source: UNESCO

## **Concepts and Best Practices to Address Community Concerns**

Smart growth relies on achieving a harmonious balance between the built environment and the natural environment. If natural features are minimally disturbed, they can provide environmental services that impact human health, such as air purification and pollination. However, development that encroaches on natural lands weakens the environment's ability serve these functions. To find the appropriate balance between development and preservation, Move Kannapolis Forward depends on a multifaceted approach involving regulations, incentives, capital spending, and voluntary actions. The following are strategies that help foster economic growth while maintaining and enhancing the natural environment.

#### **Natural Landscaping**

Landscaping with native species has many advantages over using non-native species. Because they are adapted to the region's climate conditions, they typically require less water than their non-native counterparts. They also rarely need pesticides or fertilizers to grow successfully. Natural landscaping can restore ecosystems to their healthy state and revive biodiverse communities. For more in-depth information on how to restore specific habitats, reference the Cabarrus County Natural Resources Conservation Design Guide.

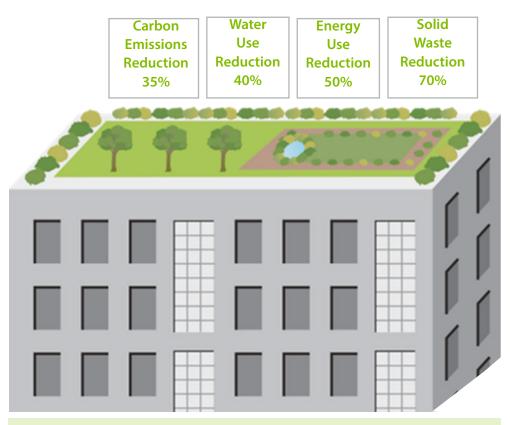
#### **Open Space**

Natural open space provisions are yet another way to build up green infrastructure. By clustering development in compact centers, more green space can be conserved. For the best results, high valued lands should be targeted for open space conservation, while shifting development toward existing developed areas. Many communities require that a certain percentage of new neighborhood developments be devoted to public open space. Some communities also partner with organizations in order to manage open space funds that are used for acquisition of land or development rights in targeted areas.

#### **Green Buildings**

Green buildings have already gained momentum in Kannapolis. Multiple buildings on the North Carolina Research Campus, public schools, and offices have been certified by LEED or other green building rating systems throughout the City. These buildings provide significant energy and water efficiency.

Research shows that green buildings support healthier indoor environments because of design provisions that improve indoor air quality. Green buildings can also generate economic and fiscal benefits because they often sell for a premium and reduce overall energy expenditures. Increasingly, cities are promoting green building through zoning regulations, incentives, and publicprivate partnerships.



#### **Average Savings of Green Buildings**

Green buildings have a substantial positive impact on the environment, as demonstrated above. These buildings are designed to be as energy and water efficient as possible, and post-construction waste is recycled to its greatest

**Source:** Integration & Application Network, http://ian.umces.edu/

### **Neighborhood Gardens**

Neighborhood gardens have countless benefits in more urbanized areas. For instance, they can help conserve permeable surface areas in developed areas, foster community building, increase access to healthy foods, and enhance the beauty of neighborhoods. Research shows that neighborhood gardens are linked to decreased crime rates and provide learning opportunities for youths.

### **Riparian Stream Buffers**

A riparian buffer is a vegetated area near a stream, usually forested, which helps shade and partially protect a stream from the impact of adjacent land uses. These buffers help protect water quality in associated streams, rivers, and lakes, thus providing environmental benefits. In these buffer areas, communities typically prohibit development and restore the natural environment so that the vegetation will perform key environmental services, such as trapping sediment and minimizing erosion.

The Kannapolis Unified Development Ordinance, which regulates the uses and dimensional standards of zoning districts, designates River/Stream Overlay Districts (RSOD) for these purposes. In RSODs, greenways are permitted within stream buffers because they are minimally invasive and increase the likelihood that the land will be conserved in the long run.



### Solar Farming in Whiteville, North Carolina

Solar farming on barren farmland and underutilized industrial spaces is on the rise, especially in North Carolina. In the small town of Whiteville, North Carolina featured above, a solar farm offers robust economic returns. This particular solar farm generates 10,500 megawatt-hours of electricity per year.

**Source:** Strata Solar

### **Renewable Energy**

Renewable energy is derived from natural processes that are replenished constantly. Included in the definition is electricity and heat generated from solar, wind, hydropower, biomass, geothermal resources, and biofuels derived from renewable resources. Renewable energy is becoming a key economic driver globally. It also helps promote clean air and water by reducing reliance on dirtier energy sources which emit pollutants. Renewable energy, primarily solar, is becoming more cost-competitive with fossil fuels, especially in North Carolina. While utility-scale solar or wind turbine installations may yield the highest and best use of large plots of land, renewable energy can also be integrated into urban areas.

### **Habitat Conservation**

Beyond the intrinsic value of protecting rare flora and fauna, a key motivation for conserving habitats is to allow the proper functioning of ecosystem services. Land conversion and water impoundments interfere with natural processes by way of altering habitats and blocking migration routes. Conservation is important, but where conservation is impossible or impractical, measures to mitigate negative impacts of habitat destruction and fragmentation need to be implemented. Dams have the effect of depriving downstream species of adequate freshwater flows. As these species die out, the water quality suffers as a result. Because some dams are necessary for water supply, though, mitigation measures must be taken to restore the surrounding area and to release a specific amount of water that is determined to support life downstream.

Because of improper maintenance techniques, such as over-mowing, many habitats have been degraded or destroyed. Better management practices as well as restorative techniques to enhance habitat connectivity are needed. Research supports a direct relationship between the size of habitats and survival of species that rely on those habitats, so it is important to keep large habitats intact and avoid further fragmentation. Creating safe habitat corridors that connect different patches of habitat may revive endangered wildlife communities.

### **Priority Natural Communities**

The habitats pictured below are rich in biodiversity, including many rare and endangered plant and animal species. These communities were designated as high priority for conservation in the North Carolina Wildlife Action Plan, according to the Cabarrus County Conservation Design Guide.



### **Upland** Depression **Swamp Forest**

This habitat is characterized by isolated wetlands that remain flooded for the better part of the year. They host a variety of wildlife, especially specialized amphibians.



### **Headwater Streams**

Headwater streams are very common in Kannapolis. These feed into water supply sources, so their maintenance is extremely important for water quality and quantity.



### Granitic **Flatrock**

This community is home to 15 native plant species. It is too rocky to support a closed tree canopy, but seepage does support wetland vegetation.

### **Low Impact Development**

A low impact development (LID) approach to development means incorporating green infrastructure in order to mimic the natural hydrological patterns. The goal of low impact development is to provide permeable surfaces for stormwater to infiltrate. Unlike traditional gray infrastructure, green infrastructure has the ability to filter pollutants from the stormwater. It also relieves some of the pressure on stormwater systems by slowing down the rate of runoff. Additional benefits include: reduction in water

treatment needs, increased water supply, groundwater recharge, reduction in gray infrastructure needs, energy use reduction, reduction in greenhouse gas emissions, wildlife habitat creation, aesthetic value, heat island mitigation, and urban agriculture opportunities. Pictured below are six different low impact development technologies, along with descriptions of how they function.



### **Rain Garden**

Rain gardens are an aesthetically-pleasing example of green infrastructure. They function as bioretention systems that collect rainwater and filter out the pollutants before the stormwater infiltrates to an under-drain, where it is held and slowly disbursed into the municipal stormwater system. By retaining the water briefly, rain gardens help to slow down the rate of runoff in addition to purifying it. Native vegetation should be used for best results.



that can retain rainwater. They present an alternative to traditional roofs which typically contribute to the rate of runoff. In addition to controlling the quantity and quality of stormwater, green roofs provide other benefits, including building insulation (which results in a reduction in energy costs), heat island mitigation, and wildlife habitat. Green roofs may require extensive design considerations and maintenance.

Green roofs are engineered with native plants and soils



### **Tree Box Filter**

Tree box filters are another example of small-scale bioretention systems. As shown in the picture, they break up impervious surfaces so that there is greater potential for infiltration. Stormwater can drain directly into the tree box, typically through a grate, which contains a soil mixture that is engineered to filter pollutants. Like rain gardens, the stormwater is retained and then released into the municipal stormwater system. In addition to treating the quality and quantity of rainwater, tree box filters provide auxiliary benefits such as tree shading.



### Like tree box filters, permeable pavers break up

**Permeable Pavers** 

**Green Roof** 

impervious surfaces to allow for more natural infiltration. They can control water quantity in areas that typically experience flooding, like parking lots. They do require maintenance, as the pavers need to be vacuumed regularly. This ensures that the pavers do not become plugged and are able to infiltrate stormwater effectively. A related technology is porous pavement, which is a type of concrete that is built to absorb water.



### **Bio-swale**

Bio-swales are shallow depressions that allow for increased water storage capacity, which can significantly slow down the rate of runoff during large storms. Native plants act as natural absorbents, but in some cases, the swale includes bioretention filters that release the stormwater through an under-drain to the municipal stormwater system. Bio-swales are commonly built as road medians because they are relatively inexpensive and easy to retrofit.



### **Rain Barrel**

Rain barrels are a unique type of low impact development because they introduce artificial features to handle rainwater. As shown in the picture, rain barrels need to be positioned so that they capture rainwater flowing from gutters. These present opportunities for water recycling, such as using captured water for irrigation. Effectively, they help close the water loop and create a system that more effectively conserves water runoff. Rain barrels can take many shapes and sizes.

## **Outcomes and Policies**

### **Outcome 7.1. A Greener Growth Pattern**

The future development pattern of Kannapolis will be efficient, capitalize on existing infrastructure, and protect natural assets to the greatest extent possible. Ecosystems will provide services that are socially and economically beneficial.

### **Policy 7.1.1 Protect Stream Buffers**

Protect riparian stream buffers, including buffers of intermittent streams, to ensure the healthy functioning of the ecosystem by reducing erosion, protecting habitats, and filtering nutrients and other pollutants. Minimize impervious surfaces and other site disturbances near riparian buffer areas. Promote stream restoration.

### **Policy 7.1.2 Protect Wetlands**

Promote wetland protection through regulations and incentives, as well as providing educational materials and design best practices to developers and members of the public.

### **Policy 7.1.3 Promote Compact Development**

Promote compact development in order to protect more natural areas. Encourage infill and redevelopment instead of greenfield development. Where greenfield development occurs, promote clustering of development that conserves contiguous open space through incentives and density bonuses.

### Policy 7.1.4 Conserve Wildlife Habitat

Protect existing habitats, especially those in floodplains or designated as high priority by the North Carolina Wildlife Action Plan. Focus efforts on conserving large patches of habitat first and creating connections between them. Work with conservation partners in the region to advance this policy.

# Policy 7.1.5 Expand Greenways and Open Space Locally and Regionally

Continue to expand a connected greenways system in existing and future neighborhoods. Coordinate with regional partners and expand the Carolina Thread Trail and other regional greenways systems. Design open spaces to be contiguous with existing parks, forests, and natural areas, and enhance interconnectivity. Use a variety of tools including, but not limited to, incentives, conservation easements, and public acquisition of land or development rights.

### **Outcome 7.2 Improved Natural Systems**

Kannapolis will have a network of green infrastructure that is capable of improving water quality and slowing stormwater runoff. A landscape consisting of restored natural areas and parks interlaced with permeable surfaces will grow and prosper with low water and energy demands.

### Policy 7.2.1 Implement Low Impact Development

Prioritize green infrastructure including but not limited to bioretention filters and porous pavement. Encourage synergistic designs, such as the coupling of detention ponds with public parks. Consider requiring the incorporation of low impact development features in flood-prone areas.

### **Policy 7.2.2 Restore Degraded Natural Areas**

Create programs devoted to restoration of natural areas, such as litter cleanup and tree plantings. Focus on restoring areas that will connect existing patches of habitat.



### Greenway

The Bakers Creek Greenway is part of the Carolina Thread Trail, which is a regional plan for a network of greenways and trails across 15 counties and reaching 2.3 million citizens. Greenways provide new ways for people to navigate the city by foot or bicycle.

Source: kannapolisnc.gov

### Policy 7.2.3 Increase Urban Tree Canopy

Promote new tree plantings, and consider adding standards to the Unified Development Ordinance that would protect existing trees. Require shade-providing street trees along all public right-of-ways.

### Policy 7.2.4 Encourage Native Landscaping

Encourage the use of native species and ban invasive species. Promote organic landscaping practices by discouraging the use of pesticides and fertilizers.

### **Outcome 7.3 Energy Security**

Kannapolis will SUPPORT a diversified energy grid, consisting of new, cleaner energy sources. By using more renewables, Kannapolis will have a more resilient and energy-secure future with less dependence on fossil fuels.

### **Policy 7.3.1 Promote Green Energy**

Support green energy production, like active, passive, and photo-voltaic solar energy, fuel cells, geothermal, wind, and others. Promote statewide incentives that are available for both rooftop and utility-scale solar systems. Evaluate regulations to allow alternative viable strategies where appropriate.

# Policy 7.3.2 Explore Site Availability for Large-Scale Renewable Energy Systems

Allow and promote renewable energy production in Kannapolis through largescale solar or wind farms.

### Policy 7.3.3 Promote Energy Efficiency

Incentivize upgrades to energy-efficient appliances, equipment, lighting, and other building elements, such as doors, windows, and roofs. Educate residents, businesses, and developers on methods for retrofitting existing energy systems to be more energy efficient.



# Outcome 7.4 A Greener Built Environment

The built environment will be more energy and water efficient and minimize the impact on natural systems. Citizens of Kannapolis will enjoy a higher quality of life due to the many economic and health benefits of green buildings.

### Policy 7.4.1 Encourage Green Building Design

Encourage design strategies that are in line with green building practices including outreach materials that use LEED green building rating standards as guidance. In order to lead by example, all new government buildings will be LEED Silver or better.



### **Cabarrus Health Alliance**

The Cabarrus Heath Alliance building, part of the North Carolina Research Campus, is a prime example of how green buildings are linked to health. The design team incorporated multiple LEED certification features.

Source: www.cabarrushealth.org

### **Policy 7.4.2 Promote Green Transportation Options**

Promote green transportation options, including encouraging carpooling, providing or incentivizing electric vehicle charging stations, requiring bicycle parking, and including green street design in street cross-sections.

# Policy 7.4.3 Promote Use of Local and/or Recycled Materials

Promote local sourcing of materials, especially materials that are made from recycled content.

# Policy 7.4.4 Divert Post-Construction Waste from Landfills

Divert construction waste from landfills through recycling and salvaging of materials for reuse.

# Policy 7.4.5 Encourage Design Practices that Optimize Solar Access

Educate developers about the benefits of passive solar design. Consider solar access during the site planning review.

### **Policy 7.4.6 Promote Educational Opportunities**

Promote opportunities to help educate the public about how open space, urban tree canopies, green buildings, walkable places, and public transportation can improve health, clean the air and water, and encourage activity. Also use education to promote healthy eating in school age children.

### **Outcome 7.5 A Resilient Community**

Kannapolis will be a more resilient community, with strong natural systems that can stand up to unpredictable hazards. Residents and businesses will work together to overcome any shocks that may occur.

# Policy 7.5.1 Limit Public Investments in Hazardous Areas

Prohibit major public facilities and minimize other public investments within areas that are most vulnerable to natural hazards.

### Policy 7.5.2 Minimize Development in Floodplain

Consider the floodplain in site planning review. Encourage developers to select sites that are in safe growth areas.

### Policy 7.5.3 Support Educational Outreach

Educate members of the community about the impacts of climate change and the steps that can be taken to prepare for natural disasters. Provide outreach materials through a variety of media.

# Policy 7.5.4 Continue to Promote Remediation on Contaminated Sites

Continue to promote remediation on contaminated sites through the use of regulations and incentives.

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### **Actions**

# Action 7.1 Consider Opening Limited Access to Don T. Howell Reservoir (Parks and Recreation)

Consider opening limited access to Don T. Howell to encourage recreation and tourism. Limiting the use of the reservoir for recreational purposes will ensure that water quality remains at a safe level.

### Action 7.2 Develop Plan for Land Acquisition and Trail Development around Don T. Howell Reservoir (Parks and Recreation)

The Don T. Howell Reservoir comprises a large land area, and thus presents a huge opportunity to contribute to Kannapolis' green network. Capitalizing on these assets by developing parks and trails will enhance the quality of life of Kannapolis residents. It will also ensure that the ecosystem is managed properly.

# **Action 7.3 Implement a Low Impact Development Demonstration Project**

Implement a low impact development (LID) project, such as a rain garden or bio-swale, in order to demonstrate the benefits of green infrastructure. Disperse educational materials at the site so that visitors understand how the LID feature functions.

# **Action 7.4 Create a Program to Incentivize Capture and Reuse Rainwater**

Create a program to encourage residents and businesses to install rain barrels or other rain catchment devices. This could include a variety of strategies, such as:

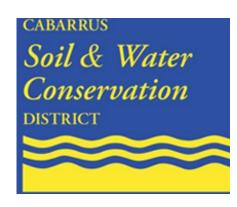
- · Rebate program for harvesting rainwater
- Partnering with a manufacturer to offer rain barrels at whole sale prices (Example: City of Durham)



### **City of Austin Rain Barrel Rebate Program**

The City of Austin, Texas has a rain barrel rebate program to encourage residents and businesses to harvest rainwater. The amount of the rebate is calculated based on the capacity and type of system.

Source: www.austintx.gov









# Action 7.5 Consider Establishing a Funding Source for Open Space

Consider establishing a dedicated funding source for conservation easements, restoration projects, and other forms of open space. This could be conducted in conjunction with parks and recreational planning efforts. The funding source would allow for more concerted efforts by public and private entities to protect priority habitat communities in Cabarrus County, including Kannapolis.

# Action 7.6 Develop a Sustainability Mission Statement for City Government Operations

Develop a sustainability mission statement as a way of uniting Kannapolis City employees under a common vision that supports governmental efficiency through sustainability measures. Unveil the mission statement at a public event to raise publicity and garner support from Kannapolis citizens. Advertise the City's goals and accomplishments through a variety of media, and host events to get Kannapolis residents involved with implementing the goals. Provide educational outreach materials so that the community will be informed about the importance of pursuing sustainability.

# Action 7.7 Partner with Nonprofit Organizations to Expand Healthy Food Access

Partner with nonprofit organizations to leverage resources and reduce food insecurity issues in Kannapolis. Build neighborhood gardens in at-risk communities, which may be identified by:

- High populations of low income individuals
- Low access to full-service grocery stores (consider all transportation modes)





Harnessing Economic Development Providing Great Services







# Regional Planning & Partnerships

### Why We Need Regional Planning & Partnerships

More than ever before, regional coordination between multiple jurisdictions is necessary for building thriving and sustainable metropolitan areas. Because Kannapolis makes up part of a rapidly growing region, the City must work with its neighbors in order to plan for the future, collaborating on issues like managing the growth on the City's edges, conserving forest and farmland, attracting high quality jobs, providing children with a great education, providing transportation options for local and regional destinations, and much more.

There are multiple actors working on these issues within and around Kannapolis, like cities, counties, non-profit organizations, private companies, utilities, and public service providers. These entities can find ways to collaborate on overlapping goals and address issues that can be mutually beneficial. By working together, many jurisdictions and partners can address some of the challenges facing the area, helping Kannapolis thrive and grow in a sustainable and fiscally balanced way.

This chapter helps to lay the foundation for putting those partnerships together, bolstering partnerships that already exist, identifying shared challenges and opportunities, and identifying the groups that might best tackle them over the planning horizon.

# **Key Planning Influences**

# **Community Issues and Opportunities**

Coordination with nearby and overlapping jurisdictions is becoming more important than ever as the major challenges facing Kannapolis and adjacent communities become increasingly interlinked. Collaboration on the following issues with the jurisdictions and partners listed on the following pages is essential as the region grows.

Recently, there have been a number of regional planning initiatives, primarily lead by the Centralina Council of Governments (CCOG), that included Kannapolis and its relationship to its neighbors. The following planning initiatives are relevant for the City to consider when making development decisions.

- Connect Our Future
- CCOG Regional Planning Services
- Regional Freight Mobility Plan
- Regional Transit Engagement
- NC 73 Council of Planning

Most important community issues are complex, intertwined, and overlapping. They do not change from one jurisdiction to another simply because of a municipal boundary line, nor can those issues be adequately addressed without a coordinated regional approach. Therefore a system of partnerships between public, private, and non-profit entities must be developed and continually supported to collaborate on solutions. The following is a list of key issues that would benefit from strengthening existing partnerships and building new ones.

### **Growth Management/Fiscal Balance**

Managing urban growth is a key strategy for maintaining long-term fiscal balance. Because growth occurs across jurisdictional lines, cities and counties must coordinate growth management policies to maintain consistency. A large portion of the *Move Kannapolis Forward* planning area includes land that is currently outside of the City of Kannapolis municipal boundary, and therefore necessitates dialogue and coordination with Cabarrus County. The Tiered Growth Map is the primary guide for development in those areas.

### **Key Partners**

- Cabarrus County
- Rowan County
- Water and Sewer Authority of Cabarrus County (WSACC)
- Centralina COG

- Cabarrus-Rowan MPO
- City of Concord
- Town of Landis
- Town of Davidson
- Catawba Lands Conservancy

### **Opportunities**

**Interlocal Agreement:** Interlocal agreements can be a useful tool for coordinated planning across jurisdictions, including for the purpose of growth management. They are also important mechanisms for coordinating interjurisdictional growth management along border areas. Under North Carolina provisions for interlocal agreements, there are no limitations on the purpose or functions to be performed. The form of the agreements is also flexible, other than that they must be ratified by resolution of the governing board of each governmental unit and published in its minutes.

**Interlocal Communications:** Interlocal communication is key to interjurisdictional cooperation on regional growth management and development. It helps to head off the unintended consequences of conflicting municipal development patterns on different sides of the same road that forms a municipal boundary, or county planning that permits development outside of a city's area of extraterritorial jurisdiction (ETJ) that pulls businesses from the downtown that the municipality is trying to revitalize. Communication can be informal - staff from neighboring jurisdictions may get together to share information and ensure consistency between plans and regulations. Communication can also be formalized - such as the example of the NC 73 Council of Planning. Under this arrangement local governments along NC 73 (including Kannapolis) coordinated review of development proposals that would impact the NC 73 corridor.

**Tiered Growth Map:** The Tiered Growth Map is a tool that can help manage growth of the City's corporate limits by setting out areas to be served and developed in the next phase of planning, as well as priority areas for growth and redevelopment. The Tiered Growth Map can be used to better coordinate inter-jurisdictional long-term planning between the City of Kannapolis, utility providers, Cabarrus County, Rowan County, and other jurisdictions. It also helps to encourage long-term fiscally sustainable growth by better managing the extension of taxpayer-funded City services, encouraging infill development and redevelopment, and providing more predictability to developers, landowners, and farmers about future growth and annexations.

### **Open Space Connectivity and Trails**

Open space is a critical consideration for rapidly developing regions. Maintaining a network of connected open space and trails comes with numerous long-term benefits, from conserving wildlife habitat to fostering economic growth, maintaining fiscal balance, and promoting public health and exercise. Similarly, communities that do not develop a system of conserving open space face challenges once those communities become fully built-out. Ensuring that open space and trails, like the The Carolina Thread Trail, are connected within Kannapolis and between the City and adjacent jurisdictions will help to maximize the value of green networks as the City grows and matures.

### **Key Partners**

- Cabarrus County
- Rowan County
- Centralina COG
- Cabarrus-Rowan MPO
- City of Concord
- Town of Landis
- Town of Davidson
- Catawba Lands Conservancy

### **Opportunities**

**Green Infrastructure:** It is important to coordinate green infrastructure on a regional scale. Green infrastructure systems are related to watersheds and ecological communities which transcend political or jurisdictional boundaries. Water systems correspond to watersheds through the NC Department of Environmental Quality. Water regulations are designed to protect water bodies and water quality, and also the sensitive natural areas that surround them. These natural, riparian areas provide the backbone of a green infrastructure network.

Tools and actions for expanding green infrastructure throughout the region and protecting water resources can include land acquisition, conservation easements, zoning overlays, and smart development regulations. Typically wetlands and flood plains are protected from development through overlays contained in a municipal development code. They may also be protected by outright purchase by the local government, or by a land trust for conservation. In cases where the water resource has exceptional value to the state, a riparian buffer or wetland protection may be mandated at the state level.

Tools like "greenprinting," developed by the Trust for Public Land and used by many conservation entities, determine areas most suitable for conservation by studying spatial data. Land trusts can be key partners in actively working to conserve land by undertaking or assisting in land or conservation easement acquisition, or by its stewardship of land and easements.

Farmland Preservation: Implemented at the county level, Voluntary Agricultural Districts (VADs) help form partnerships between farmers, county commissioners and land use planners to pass ordinances that encourage the voluntary preservation of farmland, support the productive use of agricultural land, and protect land from urban development. VADs are part of the North Carolina Agricultural Districts program, which recognizes the importance of agriculture in North Carolina and fosters growth, development and sustainability of family farms. Both Rowan County and Cabarrus County have Voluntary Agricultural District Ordinances.

**Clustered Development:** Conservation development, (also called conservation subdivisions, cluster subdivisions, flexible developments, or open space subdivisions) are residential subdivisions that protect natural landscape features (e.g., viewsheds, farmland, natural habitats) by clustering housing lots in a section or sections of the site while preserving significant amounts of open or forested space in the remaining portions of the site. This approach helps maintain rural character in a community and typically preserves between 50% and 70% of buildable land for open space.

### **Transit Services**

Coordination of transit services can offer numerous benefits to local residents and businesses. By expanding transportation choices, local governments improve access to housing, jobs, and services, promote innovation and workforce development, and provide opportunities for placemaking along corridors and within compact urban nodes. Transit can also assist in promoting upward social mobility and access to jobs, services, and medical facilities for populations that may not have access to an automobile. Coordination of transit services and other transportation issues across jurisdictions is important as workers are increasingly crossing city and county lines to commute to and from their jobs.

### **Key Partners**

Amtrak

- Cabarrus-Rowan MPO
- Concord-Kannapolis Area Transit
- City of Concord

Centralina COG

### **Opportunities**

Rider Transit Development Plan: The Rider Transit Development Plan, which is the plan that guides decision-making for Concord-Kannapolis Area Transit, includes a number of actions for carrying out the plan. In addition to short term priority actions, long range actions include implementing bus stop infrastructure improvements, improving pedestrian safety around transit stops, extending operating hours of service, increasing bus frequency, conducting a comprehensive operational analysis (COA), completing a long-term vision plan, developing a regional coordination framework, constructing a permanent operations facility, implementation of service to new areas, providing all-day service to Charlotte, and implementing some new service routes.



### Scientists for a Day

Kannapolis City Schools students become Scientists for a Day at the North Carolina Research Campus.

### **Water and Wastewater**

Water is becoming an increasingly important resource to protect and plan for at a regional level. Currently, system interconnections exist between the City of Kannapolis, the City of Concord, the Town of Landis, the Water and Sewer Authority of Cabarrus County (WSACC), the City of Albemarle, and the City of Salisbury. The City sells to the City of Concord and the Town of Landis. Wastewater interconnections exist with the City of Concord and WSACC. The primary water source for Kannapolis comes from Kannapolis Lake. A drought management plan was prepared for the Cities of Concord and Kannapolis in 2007, which outlines measures that would be taken to restrict water usage during varying degrees of drought conditions. It will be important to maintain coordination in order to manage future issues like ensuring the sustainability of current water sources over time.

### **Key Partners**

- Cabarrus County
- Rowan County
- WSACC
- City of Albemarle

- Centralina COG
- City of Concord
- City of Salisbury

### **Opportunities**

Water Conservation Education: Water conservation education focuses on what users can do to reduce water consumption and reduce impact on water supplies. Programs focus on educating people on the importance of water conservation and implementing strategies for residents and businesses to reduce daily water use. These programs typically include the preparation of materials and resources about both the need for and practices that reduce water waste at



### **Graduating Another Year of Seniors**

This picture shows students celebrating high school graduation from Kannapolis City Schools in 2017.

home. Elements include the installation of new technologies in the home such as low-flush toilets, low-flow showerheads, and faucet aerators and fixing water leaks promptly. Programs also encourage homeowners to reduce irrigation of lawns, restricting watering to night hours when the rate of evaporation is lower, to engage in rain harvesting through rain barrel use and to reuse waste water for use on-site for irrigation or for washing cars. Many programs also involve directed outreach for youth in schools to educate children at an early age about the importance of water conservation and ways they can reduce water use and programs for adults about managing a water efficient home. Kannapolis could also lead by example by implementing conservation practices in its operations.

### **Emergency Services**

Emergency services, like fire and police services, are shared across jurisdictional lines through mutual aid agreements. In addition to areas within City limits, the Kannapolis Fire Department also serves areas within a rural district, which includes additional fire district taxes to help pay for the service. The Fire Protection Study for Cabarrus County, conducted in 2012, recommended coordinating services between Cabarrus County, the City of Concord, and the City of Kannapolis. Emergency service providers will need to continue ongoing coordination, while occasionally revisiting mutual aid agreements to ensure services are shared sustainably.

### **Key Partners**

- Cabarrus County
- Cabarrus Health Alliance
- Rowan County
- Centralina COG

- City of Concord
- Town of Landis
- Town of Davidson

### **Opportunities**

Mutual Aid Agreements: Mutual aid agreements are important interjurisdictional tools because they provide a mechanism between agencies, organizations, and jurisdictions to quickly obtain emergency assistance in the form of personnel, equipment, and materials. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and after an incident. A signed agreement does not obligate the provision or receipt of aid, but rather provides a tool for use should the incident dictate a need.

**Shared Use Facilities/Services:** Shared use of public facilities/services is a way to maximize the beneficial use of public facilities and return on investment by expanding access to multiple entities and the general public. Combined 911 dispatch centers is a common example, helping the public access emergency services more guickly while saving money and maximizing the use of expensive equipment and technology.

### **Job Growth and Workforce Development**

Multiple partners are working simultaneously to foster the creation of high quality jobs and economic development in the region. Their coordination with the region's education and workforce training providers can help to assure a skilled workforce for emerging business opportunities. Coordination between the NCRC, Rowan-Cabarrus Community College, and business incubation centers can promote innovation that will help stimulate the economy of Kannapolis.

### **Key Partners**

- Cabarrus County
- CEDC
- Rowan County
- Rowan-Cabarrus Community
- Kannapolis City Schools
- Cabarrus County Schools

- Rowan-Salisbury Schools
- CRCC
- WSACC
- NCRC
- Centralina COG
- City of Concord

### **Opportunities**

**Job Training:** One of the primary focuses of the Rowan-Cabarrus Community College offerings is on workforce development, by meeting the educational needs of the individual and the changing training requirements of business and industrial firms as well as other employers in the region. Rowan-Cabarrus Community College, located on the North Carolina Research Campus, offers classes for individuals seeking the community college's associate degree in biotechnology research and development as well as classes for associate's degree in agricultural biotechnology.

Comprehensive Economic Development Strategy: The Centralina Economic Development Commission (CEDC) strategic plan outlines the nine-county region's approach to growing jobs and the economy. It builds on regional strengths, emphasizes key regional industry clusters and prioritizes economic development projects. Having a collaborative economic development strategic plan seeks to help the region's communities compete for high quality jobs.

### **Education**

There are many ways that cities can collaborate with local partners and participate in the education of the youth in their community. Coordinating the siting of new school facilities with land use and infrastructure plans is one way for enhancing the physical accessibility of school buildings. The City, working with multiple agencies and organizations, can coordinate with the three public K-12 school providers in order to enhance community involvement in schools and enrich the educational experience for local students.

Some cities have partnered with local non-profits in order to make daycare and preschool education more accessible and affordable to working families. In Kannapolis, Head Start, the public school districts, and others provide some targeted free early childhood education to children in families with low incomes, and there may be opportunities to expand these services to all children. Other coordination can involve design and location decisions for schools that can help make them more physically accessible, and become centers of the community. Shared-use agreements also already exist in Kannapolis and can be a way of providing more active park space to the public while sharing costs with the City's Parks and Recreation Department.

### **Key Partners**

- Cabarrus County
- Cabarrus Health Alliance
- Rowan County
- Rowan-Cabarrus Community College
- Kannapolis City Schools

- Cabarrus County Schools
- Rowan-Salisbury Schools
- NCRC
- Centralina COG
- United Way of Central Carolina

















### **Opportunities**

**Early Childhood Education:** Early childhood education occurs before kindergarten for infants and young children, typically up to age four or five. This is a critical period in a child's development when structured discovery through play meets the child's physical, intellectual, language, emotional, and social needs, preparing children for success in primary school. While educating very young children has intrinsic value, it also has social and economic value to local communities and the nation. Studies in the US and internationally have shown that children who received early childhood education were more likely to graduate from high school, earn more in skilled jobs, own a home, and otherwise become contributing members of society.

After-school programs: City involvement in coordinating after-school activities has become increasingly important as public school budgets across North Carolina have become constrained. The growth in political and financial support at the local level reflects a realization among municipal leaders that the expansion of high-quality programs can play a vital role in addressing many city priorities, including crime prevention, economic and workforce development, and employee retention. Communities throughout the nation are capitalizing on the opportunity to provide enriching activities during out-of-school hours as a way to help young people develop their skills and interests, keep them safe, and support working families.



### **Kannapolis Branch Library**

Serving Kannapolis since 1986, the Cabarrus County Library System's Kannapolis library is located next to Village Park. The library offers programs for all ages including story times, book discussions, author events, and summer reading activities.

**Farm-to-School:** Farm-to-School programs connect schools and local farms to healthy meals in school cafeterias, improving student nutrition, educating students about health and wellness, and supporting local and regional farmers. Farm to School programs support local farms and healthy lifestyle choices for children by incorporating fresh food directly from farmers into school lunches. These programs can provide hands-on education for students that teach them about the benefits of healthy eating and how food is produced. Purchasing from local farmers can also stimulate the local economy. Increasing fresh food consumption can reduce childhood obesity rates and promote healthy eating.

**Shared Use Facilities:** More recent examples involve local schools, considering school facilities and grounds as parts of a larger public infrastructure. Instead of sitting empty after school hours, school facilities can be made available for recreational use, as well as use as public libraries, for adult life-long learning, and for public meeting space, cultural performances, and community events.

**Siting Schools:** The design and location of schools is important to the physical accessibility of the school, the prominence of key civic institutions within the community, and the aesthetic quality and central character of neighborhoods. It is important to give careful consideration to school siting, orienting schools in a walkable context-sensitive way and ensuring they are connected to trails, neighborhoods, highly connected street patterns, and safe transportation.

### Health

Public health is particularly important to address across multiple jurisdictions because many of the issues associated with healthcare are intertwined. Public health issues can involve a lack of options for active transportation, housing quality and affordability, access to healthy foods, and access to healthcare services. Obesity, a disease linked to a number of health issues like diabetes and heart disease, has climbed at an alarming rate locally and nationally. The adult obesity rate in North Carolina grew from 12 percent to over 30 percent between 1990 and 2015. Two-thirds of adults and nearly half of children in Cabarrus County are now overweight or obese. Partnerships between jurisdictions will be critical for addressing this and other public health issues in and around Kannapolis.

### **Key Partners**

- Cabarrus County
- Cabarrus Health Alliance
- Rowan County
- Rowan-Cabarrus Community College
- Kannapolis City Schools

- Cabarrus County Schools
- Rowan-Salisbury Schools
- NCRC
- Centralina COG
- United Way of Central Carolina
- Catawba Lands Conservancy

### **Opportunities**

Healthy Food Retail Projects: Having access to healthy food is a growing need in communities around the country. Lack of access to healthy food is a contributing factor to many chronic health problems, including diabetes and obesity. These are both major public health problems in the region. The Healthy Food Access Portal (created by PolicyLink, The Food Trust, and the Reinvestment Fund, and supported by the Robert Wood Johnson Foundation) is a resource supporting communities seeking to launch healthy food retail projects. The portal compiles information to help with the implementation of initiatives to improve healthy food access.

**Local Food Council:** Local food councils, or food policy councils, serve to facilitate a community-wide conversation about improving local food systems by emphasizing ties between fresh food, health, natural resources, and economic development of agriculture. A local food council, or food policy council, is an organization comprised of community members from various sectors within the food system including health officials, farmers, local food processors, local food distributors and retail outlets, farmers' markets, restaurants, farm preservation advocates, cooperative extensions and local government to facilitate partnership, provide learning and growth opportunities, and offer and promote policy recommendations that can improve the local economic conditions for farming and access to local foods.

**Mobile Health Clinics:** A Mobile Health Clinic is a clinic on wheels. A specially outfitted truck provides examination rooms, laboratory services, and special medical tests to those in areas with little or no access to medical facilities, and to patients who do not have the resources to travel to obtain care. The Cabarrus Mobile Dental Clinic travels to schools throughout the county to offer preventive and restorative dental treatment to children. Through the mobile van services, the clinic is able to reduce the incidence of dental cavities in school aged children and provides dental screening and referrals for preschool aged children. Education about oral health is provided to children, parents, teachers, and childcare providers.

### **Concepts and Best Practices to Address Community Concerns**

The challenge of engaging multiple jurisdictions in the operation of related and mutually-beneficial programs is one that many communities face. One key focus of these efforts is to avoid redundancy or confusion, and to reduce long-term costs to the public. Another focus is to share information so that adjustments can be made in services or programs, taking into account information about the operations of related initiatives. A third objective is to take advantage of opportunities for joint or collaborative action, where the mission or services of one entity can be enhanced or made more efficient by combining forces. Opportunities may exist for collaborative actions where outcomes can be greater than the sum of individual parts. Following are examples of initiatives that leverage the presence of related interests.

### **Information Sharing**

Two examples of information-sharing are commonly used by local governments. They focus on connecting relevant organizational levels and constituencies respectively.

**Staff-to-Staff:** The easiest and most logistically important form of information-sharing occurs between staffs of different jurisdictions and organizations engaged in related initiatives. Most commonly this kind of communication takes place on an ad hoc, as-needed basis, when new information or events arise. Many governmental departments and agencies, however, take a more proactive approach and have regularly scheduled meetings at predetermined intervals to be able to share current news and events, and also to discuss more longrange issues and ideas. These regularly-scheduled meetings typically occur on a monthly or quarterly basis during the work day. This type of collaboration is especially important for plans impacting adjacent planning areas.

**Leadership Meetings:** There are multiple jurisdictions and organizations integrally woven into community life in Kannapolis. This results in the need for gatherings involving the leadership of each entity. These gatherings may be ad hoc as events occur or scheduled on a regular basis. Sometimes these leadership meetings involve two entities (e.g. City Council and WSACC), and sometimes they take more the form of a roundtable, with chief executive officers of multiple entities meeting together (e.g. City, County, NCRC, WSACC, Utilities, Chamber of Commerce, Civic Organizations). Regularly scheduled meetings and briefings involving all elected officials from jurisdictions located in a given area is another common approach to "working together," with quarterly or semi-annual or annual meetings convened to jointly hear briefings on important topics.

### **Collaborative Action**

The most effective form of working together is collaborative action. This occurs when jurisdictions and/or organizations jointly decide to coordinate actions, and can result in one jurisdiction's actions enhancing the effectiveness and efficiency of the actions of a partner entity.

Examples include execution of intergovernmental agreements regarding land use regulations (e.g. managing the edges of jurisdictions to achieve uniform approaches to land use, agreeing to jurisdictional boundaries such as annexation agreements and extraterritorial planning area boundaries, and joint planning efforts). Sometimes the collaborative actions can take the form of coordinated investments, such as utility extensions, land use development, redevelopment, and economic incentives to encourage certain types of development in certain locations.

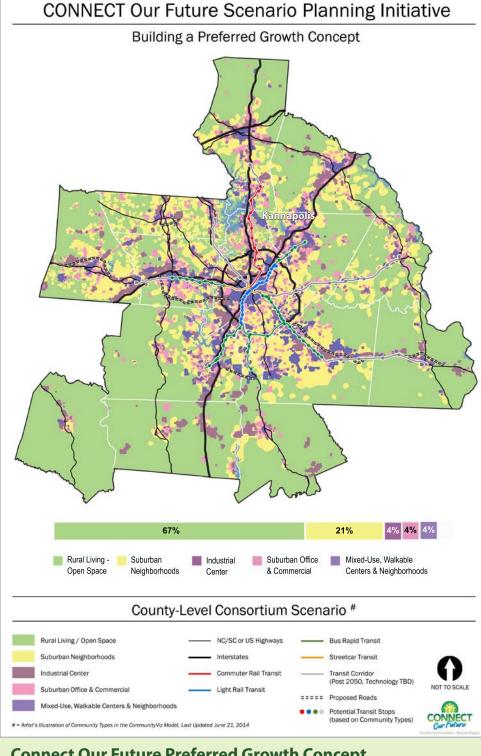
An interlocal agreement is a contract between two or more governmental entities or service providers to share, or jointly provide, public services and facilities on either a continuing basis, or for backup or emergency services applicable to specific circumstances. State enabling legislation in North Carolina provides broad discretion for local governments to enter into interlocal agreements. Generally, there are three types of joint use agreements.

Basic Joint Use: Where one entity, such as a school district, solely owns and operates facilities but allows another entity defined access to them.

**Joint Development and Use:** Where two or more entities, such as a municipal parks department and a YMCA, jointly finance, build, and operate a facility specifically designed for joint use.

Joint Use Partnerships: Ongoing agreements between entities to jointly use and operate multiple facilities and programs. CharMeck 311 is an example of this type of partnership; residents can access a broad range of city and county services by calling one number.

Opportunities for collaborative action are not always present, and cannot always be anticipated well in advance of needed action, but information-sharing mechanisms as described earlier often lead to early identification of collaboration opportunities. When jurisdictional and organizational leaders meet regularly and understand the missions, plans, and resources of potential partners, opportunities for collaboration often emerge.



### **Connect Our Future Preferred Growth Concept**

The Connect Our Future plan, lead by the Centralina Council of Governments, brought together entities from around the metropolitan area to envision a prosperous region and collaborate on a blueprint for achieving it. In addition to providing a number of tools for local governments, the plan promotes a metropolitan area with transit-oriented centers throughout the region.

# **Expected Outcomes and Policies**

# **Outcome 8.1 Coordination with Jurisdictions**

The City of Kannapolis will have efficient mechanisms to enhance existing coordination with regional partners, including adjacent governmental jurisdictions, and look for opportunities to establish new partnerships focusing on issues of joint interest.

### **Policy 8.1.1 Share Information**

Promote information sharing by continuing to share plans, data, and programmatic information with neighboring jurisdictions and governmental entities operating within the City.

### **Policy 8.1.2 Promote Coordinated Action**

Kannapolis should regularly engage neighboring jurisdictions and governmental entities with the objective of identifying shared interests. Opportunities for joint and coordinated action by multiple parties will be explored to help leverage the effectiveness of individual actions.

### Policy 8.1.3 Establish Intergovernmental Agreements

Promote expanding possibilities for development and adoption of intergovernmental agreements with partner jurisdictions, to formalize agreements and coordinate policies and operations.

# Outcome 8.2 Coordination with Organizations

Kannapolis will be a place where people and organizations work together to achieve vitality. The City will explore mechanisms to enhance existing coordination with these jurisdictions, and look for opportunities to establish new partnerships focusing on issues of joint interest.

# Policy 8.2.1 Maintain a Community Inventory of Initiatives

Kannapolis will expand current efforts to create and maintain an inventory of organizations operating within the City that have missions and programs contributing to achievement of the City's goals.

### **Policy 8.2.2 Maintain Related Resources**

As the community inventories are maintained, the City will identify specific programs and initiatives of organizations that present opportunities for coordinated approaches.

### **Policy 8.2.3 Encourage Joint Initiatives**

Kannapolis will reach out to public and private entities that are operating programs within the City that present opportunities for collaboration and coordinated action, to explore possible partnerships.

# **Outcome 8.3 Excellent Educational Opportunities**

Kannapolis will be home to high quality educational opportunities both within the local public school systems and through out-of-school and early childhood opportunities that benefit all young people in the City.

# Policy 8.3.1 Support Expanded Early Childhood Education

All children in Kannapolis should have access to high quality, engaging, and affordable early childhood educational programs during the early developmental stages of their lives.

### Policy 8.3.2 Support Out-of-School Education

In order to help young people develop their skills and interests, keep them safe, and support working families, the City supports educational opportunities that take place outside of public school curriculum, including after-school, weekend, and summer programs.

### **Policy 8.3.3 Promote Collaboration with Schools**

Promote collaboration with schools and other partners in order to help provide children with enriching educational activities and maintain adequate supplies. Support teachers through workforce housing initiatives.

### Policy 8.3.4 Build Walkable Schools

Promote the locating of schools in areas that are accessible by walking or biking, near existing homes, surrounded by a highly connected street network, and adjacent to streets with low traffic speeds and safe street crossings. Schools should be oriented toward the street and encouraged to be designed as a focal point in the community.

### **Policy 8.3.5 Adequate Public School Facilities**

Provide school districts with information on new residential subdivisions and other developments that impact school attendance and capacity in existing and future schools.

### **Policy 8.3.6 Joint-Use Facilities**

Continue to work with school districts on providing joint use facilities that benefit school districts and the rest of the community.

### **Partners and Objectives Matrix**

### **Regional Collaborative Objectives**

### **Partners and Objectives Matrix**

The Partners and Objectives Matrix to the right illustrates the relationship between the key issues identified in this chapter, along with partners that are best prepared to work on those issues collaboratively. The top row of the table shows the key regional issues and the left column shows key public, private, and non-profit partners. The darkened rectangles in the matrix identify where partnerships are possible to achieve a specific objective.

# Regional Collaborative Partners

| Regional Collaborative Objectives   |  |                        |                 |                           |                         |  |           |        |
|-------------------------------------|--|------------------------|-----------------|---------------------------|-------------------------|--|-----------|--------|
|                                     | Growth Man-<br>agement / Fiscal<br>Balance | Open Space &<br>Trails | Transit Service | Water and Waste-<br>water | Emergency Ser-<br>vices | Job Growth &<br>Workforce Devel-<br>opment | Education | Health |
| Cabarrus County                     |  |                        |                 |                           |                         |  |           |        |
| Cabarrus Health<br>Alliance         |  |                        |                 |                           |                         |  |           |        |
| CEDC                                |  |                        |                 |                           |                         |  |           |        |
| Rowan County                        |  |                        |                 |                           |                         |  |           |        |
| Rowan-Cabarrus<br>Community College |  |                        |                 |                           |                         |  |           |        |
| Kannapolis City<br>Schools          |  |                        |                 |                           |                         |  |           |        |
| Cabarrus County<br>Schools          |  |                        |                 |                           |                         |  |           |        |
| Rowan-Salisbury<br>Schools          |  |                        |                 |                           |                         |  |           |        |
| CR Chamber of Commerce              |  |                        |                 |                           |                         |  |           |        |
| WSACC                               |  |                        |                 |                           |                         |  |           |        |
| Amtrak                              |  |                        |                 |                           |                         |  |           |        |
| NCRC                                |  |                        |                 |                           |                         |  |           |        |
| Concord-Kannapolis<br>Area Transit  |  |                        |                 |                           |                         |  |           |        |
| Centralina Council of Governments   |  |                        |                 |                           |                         |  |           |        |
| Cabarrus-Rowan<br>MPO               |  |                        |                 |                           |                         |  |           |        |
| City of Concord                     |  |                        |                 |                           |                         |  |           |        |
| Town of Landis                      |  |                        |                 |                           |                         |  |           |        |
| Town of Davidson                    |  |                        |                 |                           |                         |  |           |        |
| United Way of Central Carolina      |  |                        |                 |                           |                         |  |           |        |
| Catawba Lands Conservancy           |  |                        |                 |                           |                         |  |           |        |
| Internal Partners in Kannapolis     |  |                        |                 |                           |                         |  |           |        |
| Developers                          |  |                        |                 |                           |                         |  |           |        |

### **Actions**

### **Action 8.1 Adopt Interlocal Growth Management Agreement**

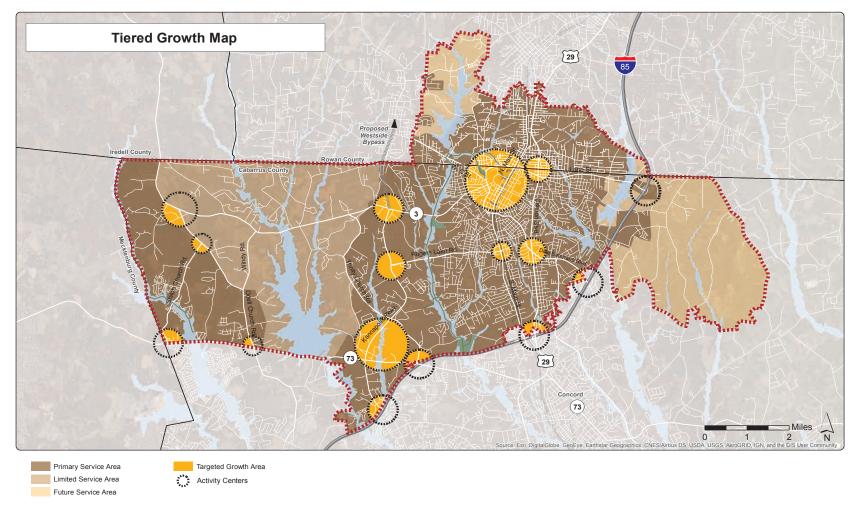
Form a task force of representatives from city, county, and utility entities for the purposes of enabling the City of Kannapolis and partnering utilities to make long-term plans with known borders, minimizing potential for conflicts regarding utility service areas and future annexation areas, and managing growth in a fiscally-balanced way. Adopt a growth management agreement with Cabarrus County that identifies the Tiered Growth Map identified in Chapter 2: Growing Smart, as the guiding policy document for growth management within the planning area. Work with Cabarrus County to ensure that land use plans are consistent between the City and Kannapolis and the County.

### **Action 8.2 Enhance Platform for Information-Sharing**

Work with regional partners to review existing mechanisms for information-sharing with key jurisdictional/institutional partners of Kannapolis. Identify ways these existing mechanisms can be enhanced with protocols for assuring that all parties have current information regarding related activities. Establish protocols and regular timetables for staff-to-staff meetings involving personnel from major jurisdictional and institutional partners.

### **Action 8.3 Establish Roundtable Gatherings**

Create mechanisms for regularly-scheduled meetings of regional leadership to jointly receive information and presentations, and to discuss topical issues. Consider annual roundtable meetings with invitations to board members and leadership teams from organizational and institutional partners. Consider quarterly or semi-annual meetings of elected officials from all jurisdictions within Cabarrus and Rowan Counties.

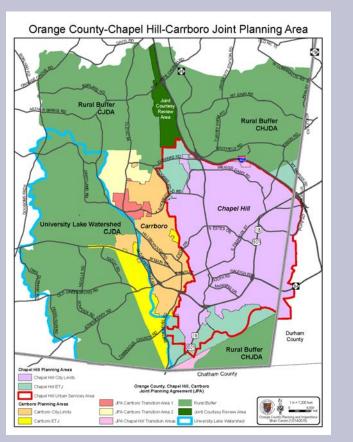


### A Joint Planning Agreement to Manage Growth **Orange County-Chapel Hill-Carrboro**

### **Joint Planning Agreement**

An agreement between Orange County, the Town of Chapel Hill, and the Town of Carrboro in North Carolina, the Joint Planning Agreement establishes an urban growth boundary that limits density and utility extensions in designated rural areas..

A water and sewer management planning and boundary agreement was adopted in 2001 to complement growth management objectives, land use plans, and annexation plans in existing agreements, and to provide for predictable long-range water and sewer capital improvement planning and financing.



How are other communities moving forward?

Building Partnerships

Building Great
Neighborhoods

Harnessing Economic Development Providing Great Services

Conserving Natural Assets

Building Partnerships



# Implementing the Plan

### Why We Need to Implement the Plan

Where are we? Where are we going? How do we get there? These are the three big questions that the Move Kannapolis Forward planning process seeks to answer through robust public engagement, stakeholder input, and technical expertise using the latest research in city planning. Preparation of this plan involved hundreds of community members, who provided their ideas and aspirations for a City that could serve them to make their lives better. With the vision framework, citizens envisioned at a high level what their City should look like in the future. They envisioned a City that is vibrant and connected, fiscally and economically balanced, and healthy and active. Each chapter then built off of the framework to establish multiple coordinated desired outcomes. Each outcome included policies for achieving the outcome.

This chapter sets the blueprint for achieving the vision of the Move Kannapolis Forward 2030 Comprehensive Plan. It prioritizes the actions from the previous chapters and sets out the methodology for how those actions will be achieved over the 2030 time horizon of the plan.

# The Implementation Framework

### **Making the Plan Work**

To achieve the vision framework set by the community, as well as the resulting outcomes described in the chapters of this plan, this chapter sets out actions for the City Council to evaluate on a periodic basis to determine priorities for funding and implementation.

### **How to Use Outcomes and Policies**

### ...in rezoning and development applications.

Applications for zoning map changes and new development should adhere to the maps, outcomes, and policies of the comprehensive plan. The **Future Land Use and Character Map** and the **Tiered Growth Map** provide direction for rezoning cases. In addition to these maps, policies provide guidance on development form and quality, which relate to rezoning issues that the City may face. Therefore, the proper policies should be consulted when making recommendations and decisions on zoning map changes.

### ...in capital investment decisions.

Capital investment decisions should be consistent with the comprehensive plan. *Move Kannapolis Forward* should be incorporated into the CIP process using the **Tiered Growth Map, Conceptual Growth Framework Map, Sidewalk Prioritization Model Map**, and plan policies. The plan policies help provide guidance for the needs of public infrastructure and facilities.

### ...in regulatory changes.

Regulatory changes, such as refinements to, or a comprehensive rewrite of, the existing UDO, should rely upon the comprehensive plan as a guide and maintain consistency with the vision, outcomes, policies, and actions of the plan.

### **Plan Monitoring and Updating**

In order to improve continuity in city governance between election cycles and maintain a longterm vision for the City, the comprehensive plan's vision framework, outcomes, policies, and actions should become integrated into City meetings and decision-making processes.

The comprehensive plan should be institutionalized and staff should be required to assess conformity and alignment with the comprehensive plan as a critical element in ensuring that decision-making is transparent and fair. PowerPoint slide and staff report templates will be revised to reflect the *Move Kannapolis Forward* branding and vision framework.

In order to monitor progress on the implementation of this plan, planning staff will provide regular updates every six months to the Planning and Zoning Commission, and updates once per year to City Council.

The comprehensive plan should be reviewed and refined from time to time in order to reflect changes in the community, and to remain a relevant policy tool for the City of Kannapolis. It is recommended that the plan be refined by 2023, within five years of its adoption, and rewritten by 2028, within ten years of its adoption.



# How Actions Help Achieve the Vision Framework



**Vibrant and Connected** 



**Fiscally and Economically Balanced** 



**Healthy and Active** 

Each action of this plan represents an important step in achieving the vision framework set out by the community at the beginning of the *Move Kannapolis Forward* process. For example, in order for Kannapolis to become vibrant and connected, grow in a fiscally and economically balanced way, and foster healthy and active environments, the rules for development - regulations set out in the UDO - will need to change.

Each of these vision framework elements is interlinked with the others, however in some cases, actions may advance one element more than another. In this chapter, each action is tied back to this three-pronged framework by indicating the action's connection to any or all relevant framework pieces.

# **Implementation Actions**

| Action   | Lead Entity                    | Key Partners   |
|--|--------------------------------|--|
| 2.1 Conduct a Comprehensive Rewrite of the Unified Development Ordinance                                 | Kannapolis Planning Department | Kannapolis Public Works  |
| 2.2 Develop Corridor and Small Area Plans  | Kannapolis Planning Department | Kannapolis Public Works, Parks and Recreation, Community Development, Water/<br>Sewer/Stormwater, Police, Fire   |
| 2.3 Evaluate Tools to Incentivize Growth in Targeted Growth Areas  | Kannapolis Planning Department | Kannapolis Finance Department, Community Development   |
| 3.1 Develop a Local Comprehensive Transportation Plan (CTP)  | Kannapolis Planning Department | Kannapolis Public Works, Cabarrus-Rowan MPO, Centralina Council of Governments   |
| 3.2 Adopt a Local Complete Streets Policy  | Kannapolis Public Works        | Kannapolis Planning Department, Cabarrus-Rowan MPO   |
| 3.3 Allocate Local Sidewalk and Greenway Funding   | Kannapolis Public Works        | Kannapolis Finance Department  |
| 3.4 Form a Multimodal Transportation Advisory Committee  | Kannapolis Public Works        | Kannapolis Planning Department, Cabarrus-Rowan MPO, Concord-Kannapolis Area Transit  |
| 3.5 Conduct and Implement Corridor Studies   | Kannapolis Planning Department | Kannapolis Public Works, Parks and Recreation, Community Development, Water/<br>Sewer/Stormwater, Police, Fire   |
| 3.6 Increase Enforcement of Traffic Safety Laws  | Kannapolis Police Department   |  |
| 3.7 Work with NCDOT and Regional Partners to Address Local Needs   | Kannapolis Public Works        | Kannapolis Planning Department, Cabarrus-Rowan MPO, Concord-Kannapolis<br>Area Transit, Cabarrus County, Rowan County, City of Concord, City of Landis |
| 3.8 Support Regional Public Transit Planning and Implementation Efforts                                  | Kannapolis Public Works        | Kannapolis Planning Department, Cabarrus-Rowan MPO, Concord-Kannapolis Area Transit, Cabarrus County, Rowan County, City of Concord, City of Landis    |
| 3.9 Create a Local ADA Transition Plan   | Kannapolis Public Works        | Kannapolis Planning Department   |
| 3.10 Monitor and Update Transportation Project Priority List   | Kannapolis Public Works        | Kannapolis Planning Department, Cabarrus-Rowan MPO, Concord-Kannapolis Area Transit,   |
| 4.1 Develop Standards for Infill and Redevelopment in Existing Neighborhoods                             | Kannapolis Planning Department |  |
| 4.2 Update Development Standards for New Subdivisions to Create "Complete" Neighborhoods                 | Kannapolis Planning Department | Kannapolis Public Works, Parks and Recreation, Community Development, Water/<br>Sewer/Stormwater   |
| 4.3 Establish a Formal Program to Work with Established Neighborhoods to Improve Neighborhood Conditions | Kannapolis Planning Department | Kannapolis Public Works, Parks and Recreation, Community Development, Water/<br>Sewer/Stormwater, Police, Fire   |
| 4.4 Include Neighborhood Enhancements as Part of Annual Capital Improvement Plan                         | Kannapolis Planning Department | Kannapolis Public Works, Parks and Recreation, Community Development, Water/<br>Sewer/Stormwater, Police, Fire, Finance                                |

| Action  | Lead Entity                                  | Key Partners   |
|---|--|--|
| 4.5 Establish a Rental Program to Better Enforce Minimum Housing Standards                  | Kannapolis Planning Department               | Kannapolis Administration, Community Development   |
| 5.1 Build Off the Successes of Think Kannapolis   | Kannapolis Economic Development              | Cabarrus Economic Development Commission, Rowan County, Cabarrus-Rowan Chamber of Commerce, Centralina Council of Governments  |
| 5.2 Develop a Plan to Target Underutilized Employment Properties                            | Kannapolis Economic Development and Planning | Cabarrus Economic Development Commission, Rowan County, Cabarrus-Rowan Chamber of Commerce, Centralina Council of Governments  |
| 5.3 Develop and Implement a Speculative Industrial / Flex Space Building Program            | Kannapolis Economic Development              | Cabarrus Economic Development Commission, Rowan County, Cabarrus-Rowan Chamber of Commerce, Centralina Council of Governments, Kannapolis Planning   |
| 5.4 Collaborate with NCRC to Update the Master Plan   | Kannapolis Economic Development and Planning | Cabarrus Economic Development Commission, Cabarrus-Rowan Chamber of Commerce   |
| 6.1 Study Options for Allowing Public Access to the Don T. Howell (Coddle Creek) Reservoir  | Kannapolis Parks and Recreation              | Water and Sewer Authority of Cabarrus County and Kannapolis Planning   |
| 6.2 Develop a Fiscal Impact Model for Evaluating Proposed Annexations and Capital Projects  | Kannapolis Planning and Finance              |  |
| 6.3 Consider the Parks and Recreation Master Plan When Developing Capital Improvement Plans | Kannapolis Parks and Recreation and Finance  |  |
| 7.1 Consider Opening Limited Access to the Don T. Howell Reservoir                          | Kannapolis Parks and Recreation              | Water and Sewer Authority of Cabarrus County and Kannapolis Planning   |
| 7.2 Develop Plan for Land Acquisition and Trail Development around Don T. Howell Reservoir  | Kannapolis Parks and Recreation              | Water and Sewer Authority of Cabarrus County and Kannapolis Planning   |
| 7.3 Implement a Low Impact Development Demonstration Project                                | Kannapolis Water, Sewer, and Stormwater      | Kannapolis Planning  |
| 7.4 Create a Program to Incentivize Capture and Reuse Rainwater                             | Kannapolis Water, Sewer, and Stormwater      |  |
| 7.5 Consider Establishing a Funding Source for Open Space                                   | Kannapolis Planning and Finance              | Catawba Lands Conservancy  |
| 7.6 Develop a Sustainability Mission Statement for City Government Operations               | Kannapolis Administration                    |  |
| 7.7 Partner with Nonprofit Organizations to Expand Healthy Food Access                      | Kannapolis Planning and Administration       | Cabarrus Health Alliance   |
| 8.1 Adopt Interlocal Growth Management Agreements   | Kannapolis Administration and Planning       | Centralina Council of Governments, Water and Sewer Authority of Cabarrus County, Cabarrus County, Rowan County, City of Concord, City of Landis  |
| 8.2 Enhance Platform for Information-Sharing  | Kannapolis Administration and Planning       | Centralina Council of Governments, Water and Sewer Authority of Cabarrus<br>County, Cabarrus County, Rowan County, City of Concord, City of Landis, Cabarrus<br>County Schools, Rowan-Salisbury Schools, Kannapolis City Schools |
| 8.3 Establish Roundtable Gatherings   | Kannapolis Administration                    | Cabarrus County, Rowan County, City of Concord, City of Landis, Cabarrus County Schools, Rowan-Salisbury Schools, Kannapolis City Schools  |







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