



MOVE
KANNAPOLIS
FORWARD



2030 COMPREHENSIVE PLAN

PLANNING
INFLUENCES REPORT



February 2017



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2030 COMPREHENSIVE PLAN

CONTENTS

Chapter 1	A City on the Cusp of Bold Transformation	2
Chapter 2	Development & Growth Patterns	8
Chapter 3	Population & Housing	32
Chapter 4	Fiscal and Economic Factors	40
Chapter 5	Community Health	50
Chapter 6	Public Facilities & Services	56
Appendix		62

This report was prepared by Clarion Associates in conjunction with the City of Kannapolis.

INTRODUCTION

A CITY ON THE CUSP OF BOLD TRANSFORMATION



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. But 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.

Kannapolis is situated within the Charlotte Metropolitan Area, the fourth fastest growing region in the nation, making regional partnerships more important than ever. The opportunities now couldn't be greater. Several challenges remain for the city, including the need to unite the community behind a bold and inclusive vision. This plan is being prepared to develop that vision, to overcome this and other challenges, and to build upon the city's successes in order to achieve a vibrant and sustainable future.

ABOUT MOVE KANNAPOLIS FORWARD



Tying it All Together

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.

The Planning Influences Report will provide key data and trends of existing conditions (*Where are we?*). The plan itself will be 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?*). To achieve that vision, it will provide the goals, policies, and strategies to achieve that vision (*How do we get there?*).

In accomplishing the vision set out by the community, this plan should strive to:

1. Set Clear Priorities
2. Be flexible
3. Identify implementation strategies, timetables, partnerships, resources
4. Create a readable marketing tool that helps establish identity

Move Kannapolis Forward will be 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 both a strong and visionary direction and flexibility which is key in this dynamic region.

Planning Influences Report

Analyzing existing trends and conditions is one of the first steps in the comprehensive planning process and serves as the foundation for future policy making. The Planning Influences Report compiles these trends, which cover subjects like the strength of the economy, the changing population, built environment, public services, the natural environment, public health, and quality of life.

The purpose of this report is to provide a base of knowledge and to inform the planning and decision-making process. The report will help citizens, stakeholders, and other leaders to sift through large amounts of information and assess the key trends that are affecting the city. Information was gathered from a variety of sources, including local, state, and national agencies. Interviews were conducted with regional and community leaders in government, business, and citizens groups, all representing a multitude of interests and diverse knowledge.

BACKGROUND AND REGIONAL CONTEXT

Historical Background

In order to understand Kannapolis, it is important to first understand the history of the mill, which 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.

In the Path of a Giant

Kannapolis lies in the path of the rapidly growing Charlotte Metropolitan Statistical Area (MSA), 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 live and work.

This 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.

The years 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 and is emerging as an internationally-recognized research center for nutrition, disease prevention, and agriculture. The campus represents a major opportunity for Kannapolis to transform its economy and spur new growth and innovation in downtown and throughout the city.

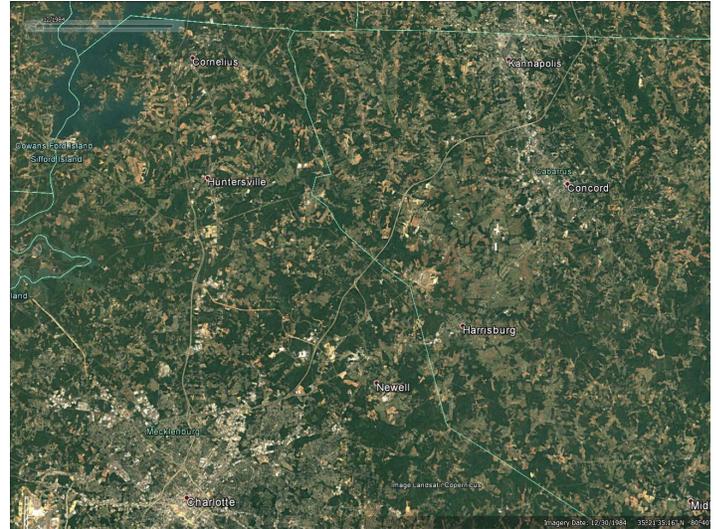
Regional coordination will need to take into account multiple factors: Economic incentives, zoning, growth management policy, utility extensions, schools, transportation, and environmental conservation.

***The Urban Institute
projects the
Charlotte metro
area to grow 47%
to 2.7 million
people by 2030***

AN OUTWARD METROPOLITAN POPULATION EXPLOSION

The image below illustrates the interconnectivity between Kannapolis and other communities within the Charlotte Metropolitan Area. Several communities in close proximity of the City of Charlotte experienced rapid growth in the 1990s and 2000s. Kannapolis may soon find itself within a “second wave” of growth as the metropolitan area fills out and mass transit options expand to nearby jurisdictions.

This means that Kannapolis can likely expect a greater jobs-housing mismatch, in which an increasing number of workers are commuting into and out of Kannapolis for work, presenting a long-term transportation challenge. However, by expanding travel options and regional connectivity, the City can also enhance its economic resiliency, as a greater number and diversity of jobs becomes available to those who live in the region.



The above image shows the region in 1984. Much of the area is covered with farmland and forest. Below, the 2017 aerial shows that many farms and forested areas were converted to roads, buildings, and parking lots.



PLANNING CONTEXT

Planning in Kannapolis

There is a rich planning history in Kannapolis, which will play a critical role as the municipal border expands and the need for capital improvements, parks, open space, and services grows. The planning department plays an important role in managing development in a manner consistent with the community's vision. Much of this work is done by administering the Unified Development Ordinance (UDO), reviewing approvals of development projects, preparing long range plans, reports, and studies, enforcing the UDO, and providing technical support to city leaders.

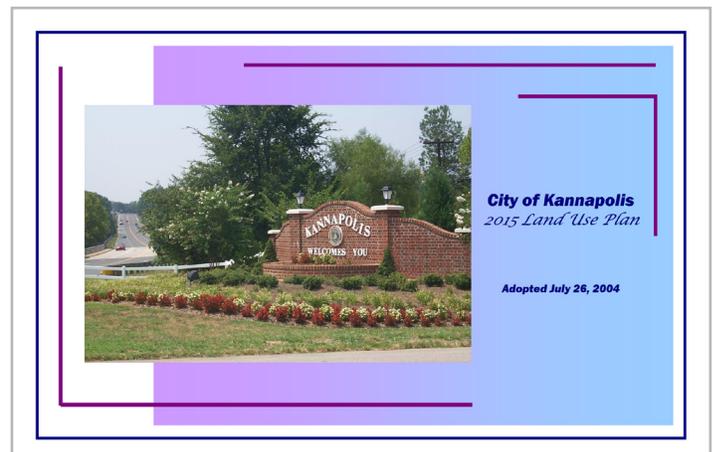
The City of Kannapolis Unified Development Ordinance (UDO) establishes 19 Zoning Districts, 6 Overlay Districts, and 18 Conditional Zoning Districts. The Kannapolis UDO, section 4.1.1. states that the "City is hereby zoned and divided into districts. The purpose of establishing these districts is: 4.1.1.1. To implement the Comprehensive Plan."

In addition to local ordinances, the state of North Carolina, through Article 19 of the NC General Statutes, establishes the need for and legitimacy of preparing the comprehensive plan and of tying zoning regulations to that plan.

City of Kannapolis 2015 Land Use Plan

The City 2015 Land Use Plan was adopted in July of 2004 with the purpose being to:

- Establish guidelines for the development of the physical landscape of the City and its growth areas
- Establish policy for certain key elements that will define the current and future City, such as quality of life indicators, rate of growth, and location of growth
- Provide a comprehensive, long-range vision of the City beyond the normal budgetary processes
- Coordinate the various planning efforts of the City's functional offices, such as plans for utility services, fire service coverage, etc., with regard to future land use
- Provide a decision-making tool for the elected and appointed officials



***Move Kannapolis Forward will
replace the 2015 Land Use Plan***

Major Kannapolis Projects

Major projects within the next two years are in the development pipeline and are likely to have dramatic impacts on the urban environment and the economy of Kannapolis.

Downtown Demonstration Project: The proposed demonstration project will include a two building complex with residential units: studio, one bedroom and two bedroom apartments, along with street level retail and a parking garage.

Downtown Sports and Entertainment Venue(SEV): The SEV will include various dining options, seating arrangements, technology, event space, and children's spaces which create a variety of entertainment and social experiences. The SEV will serve as the new location for the Kannapolis Intimidators minor league baseball team and host a variety of uses including concerts and other sporting events.

Downtown Infrastructure and Streetscape: This project includes a redesign of West Avenue, with roundabouts, green space and outdoor spaces. Updated underground utilities and installation of new technologies is also planned.

Lane Street Improvements: To improve safety along this main entrance way, the current four lane undivided roadway will be converted to a safer two lane street with bike lanes, landscaped center medians and turning lanes, along with other pedestrian improvements from the intersection of Main Street to the I-85 interstate exit. Gateway signage will be added to the Lane Street intersection in conjunction with the I-85 widening project.

Route 3 Widening Project: The current 2-lane section will be widened to a 4-lane cross-section with medians, bike lanes, and sidewalks. This 2.5 mile project will extend from Kannapolis Parkway to Dale Earnhardt Blvd.

DEMONSTRATION PROJECT

Number of Buildings: 2 multistory (4-6 levels)

Number of Acres: 4

Building Use: 275+ unit Residential, 19,000 s.f. new & 34,000 s.f. existing rehabilitated commercial space

Ownership: City will sell land to developer - Project will be privately owned

City Investment: \$12 Million for 400 space parking deck

Total Private Investment: \$60 Million

Projected Annual Property Taxes for City: \$208,000

Regional Planning

The corporate boundary of Kannapolis falls within two counties, Rowan County and Cabarrus County, each with their own long range plans, zoning, school districts, parks, and more. Adjacent municipalities, Davidson, Concord, and Landis, also have their own planning and zoning priorities. This makes regional coordination, service provision, and development management particularly important.

The appendix of this report includes multiple important regional plans and studies including:

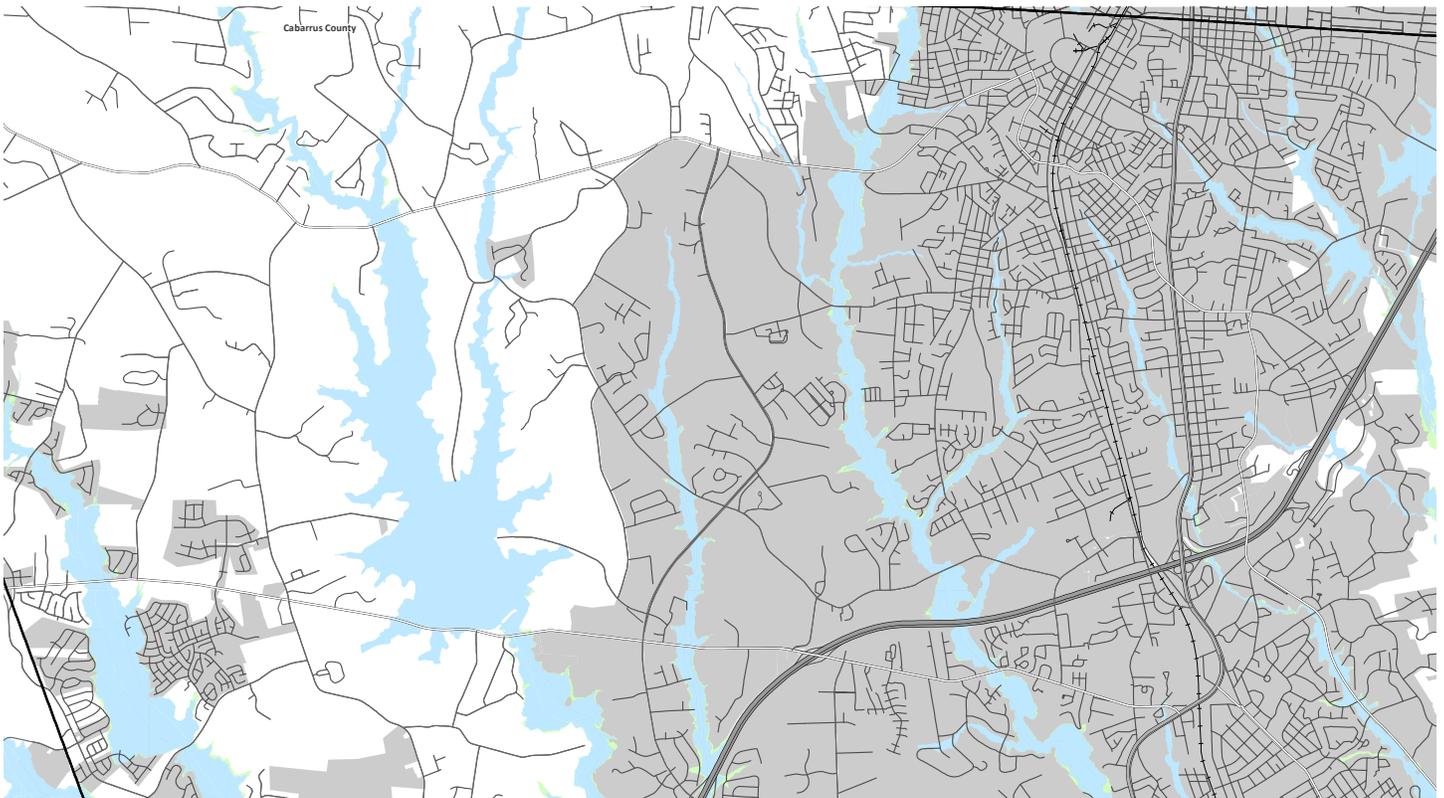
- Rowan County Land Use Plan for Areas East of I-85
- Rowan County Land Use Plan for Areas West of I-85
- NC-73 Transportation and Land Use Corridor Plan
- Cabarrus County Livable Community Blueprint

- Cabarrus County Schools: Integrated Planning for School and Community 2012/2013 Land Use Study Report
- 2012 Cabarrus County Environmental Health Assessment
- Carolina Thread Trail Master Plan for Cabarrus County Communities: Weaving Communities Together
- Water and Sewer Authority of Cabarrus County (WSACC) FY 2012/2013 Plan
- Concord 2015 Land Use Plan
- Davidson Rural Area Plan

The existence of these plans highlights the importance of the city's efforts to update the long range plan.

CHAPTER ONE

DEVELOPMENT & GROWTH PATTERNS



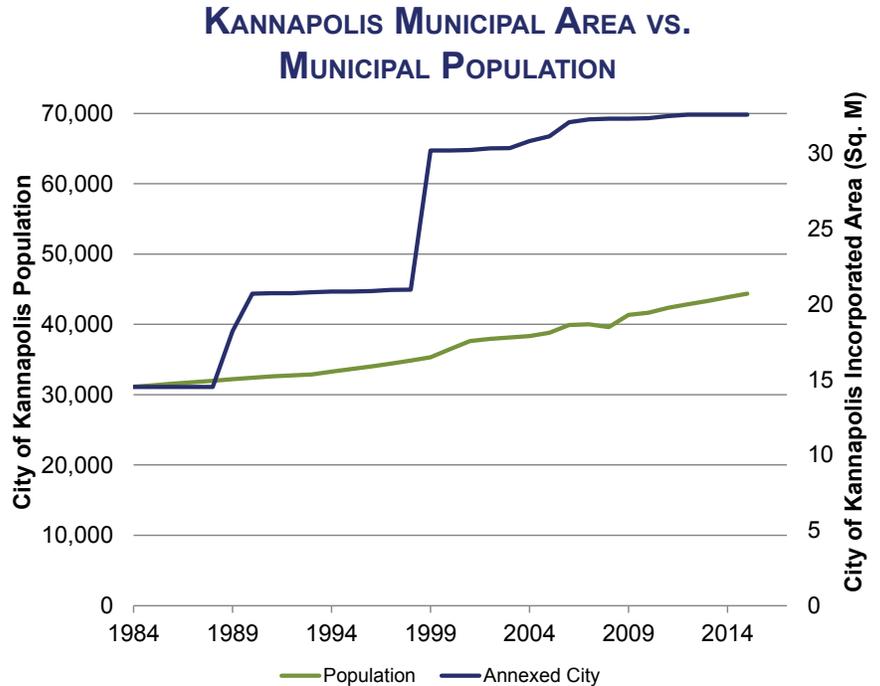
Kannapolis is in the midst of exciting new changes. The city has grown slowly and steadily since it became incorporated in 1984. Now, as the local economy begins to pick up steam, and the city attracts new residents from both within and outside the Charlotte metropolitan area seeking to live in a diverse 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 resident participation, and improve opportunities while remaining fiscally responsible. Fortunately, many of these goals go hand in hand, and provide mutual benefits.

This chapter provides a close look at the existing built environment, how it is changing, and what we must consider in order to improve and maintain the community and move Kannapolis forward.

Land Growth Exceeding Population Growth

Since 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 land at a higher rate, more than doubling from 15 to 33 square miles, so that the amount of incorporated land per resident has increased. This pattern comes with challenges as well as some benefits. Outward annexation provides the city with control over more land and generates additional revenue from property taxes. However, development defined by low population densities and located far from the city center typically increases the cost of providing and maintaining infrastructure and public services.

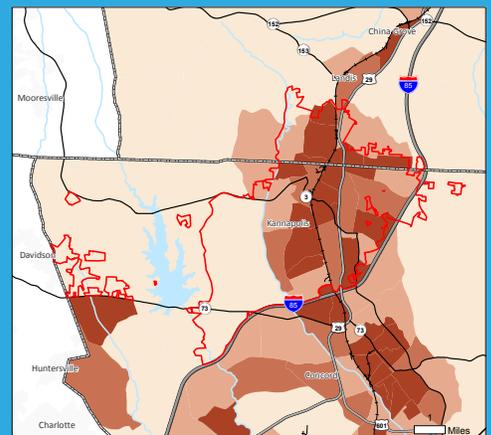
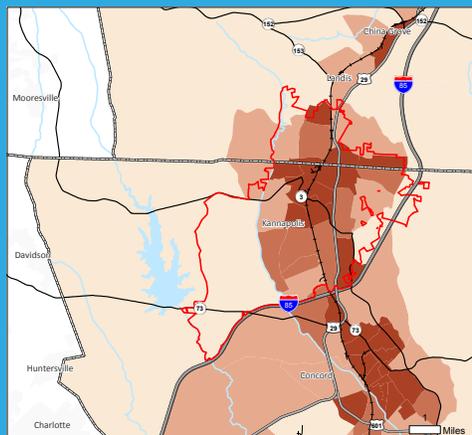
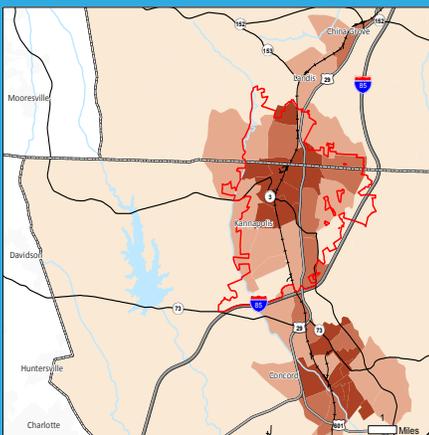


TWO DECADES OF GROWTH IN KANNAPOLIS

1990

2000

2010



Nearly 20,000 New Residents by 2035

While no one can predict the future, thoughtful population projections help anticipate and prepare the community for change. The chart below illustrates five methods used to project the Kannapolis population.

Business as Usual Projection 1a assumes that Kannapolis will continue to grow at the same growth rate it has during the past five years (1.3%).

Business as Usual Projection 1b uses population projections from the North Carolina Office of State Budget and Management for Cabarrus County and assumes that Kannapolis will continue to hold 22.8% of the county's population, as it presently does.

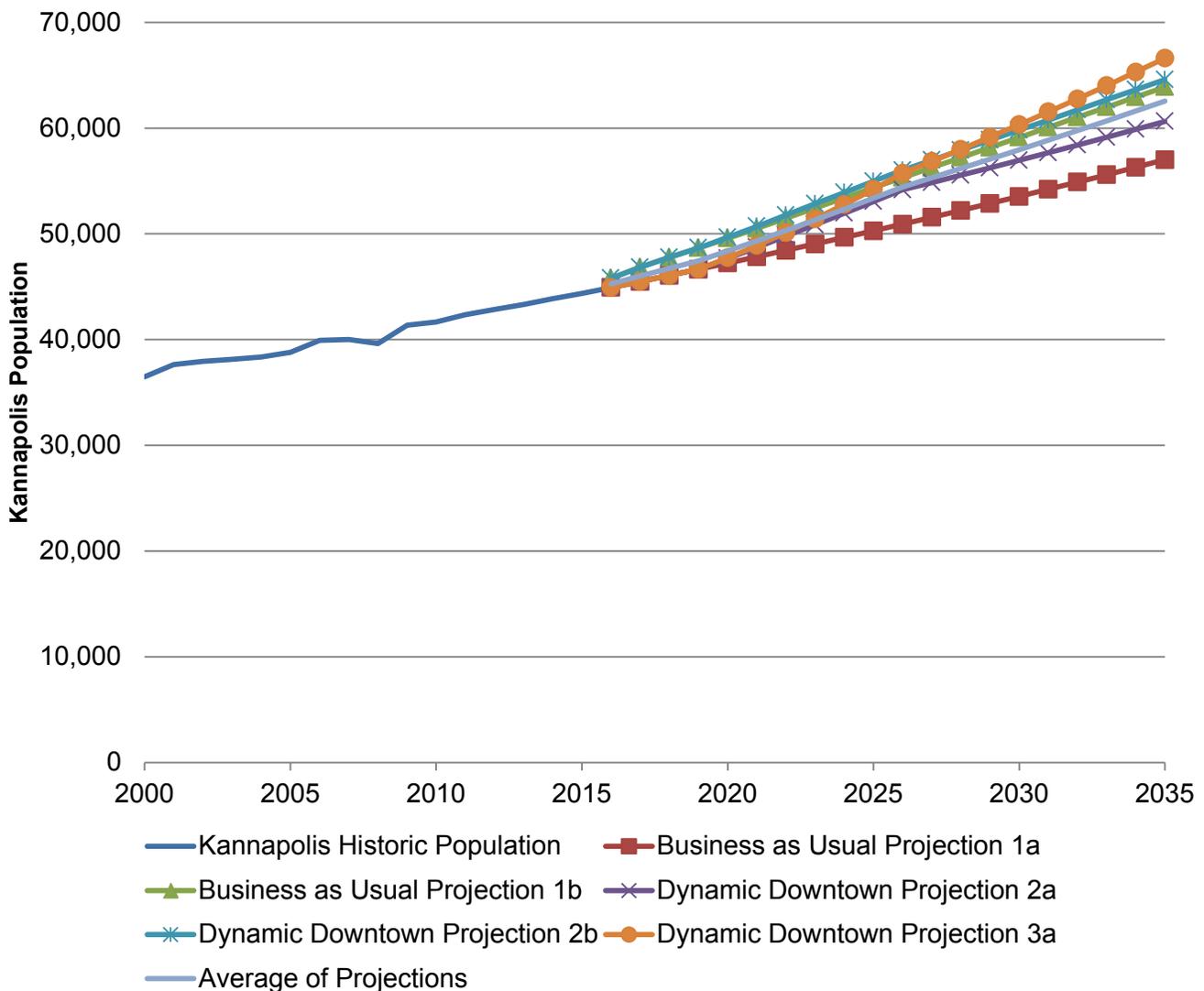
Dynamic Downtown Projection 2a assumes that Kannapolis will continue to grow at the same growth rate, but with an additional 3,000 new downtown residents by 2025 as a result of new investments.

Dynamic Downtown Projection 2b uses Projection 1b assumptions, but with an additional 3,000 new downtown residents by 2025.

Dynamic Downtown Projection 3a assumes a steady 1.3% annual growth rate until 2019 and then an annual increase in the growth rate of 0.1%, until the growth rate reaches 2%, as a result of downtown investments and marketing.

WHERE WILL THE NEXT 20,000 NEW RESIDENTS GO? POPULATION PROJECTIONS FOR KANNAPOLIS

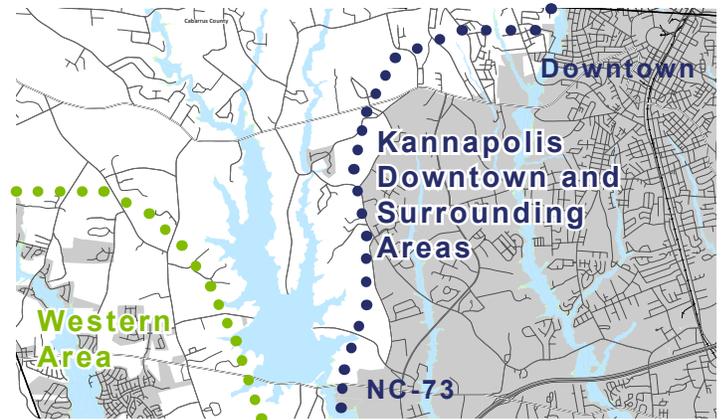
High: 66,615
Average: 62,545
Low: 57,005



A Disconnect Growing Between the Old and the New

Many new residents, primarily located in the western area of the city, see themselves more connected with adjacent jurisdictions and the Charlotte MSA as a whole than with Kannapolis. This geographic disconnect results in a psychological disconnect as well, that threatens to impact community involvement and commercial development.

The revitalization of the Kannapolis downtown will likely play a major role in producing a more cohesive community, reinforced by improved transportation connectivity and other municipal marketing efforts to further integrate these new residents into the community.



A Physical and Psychological Disconnect

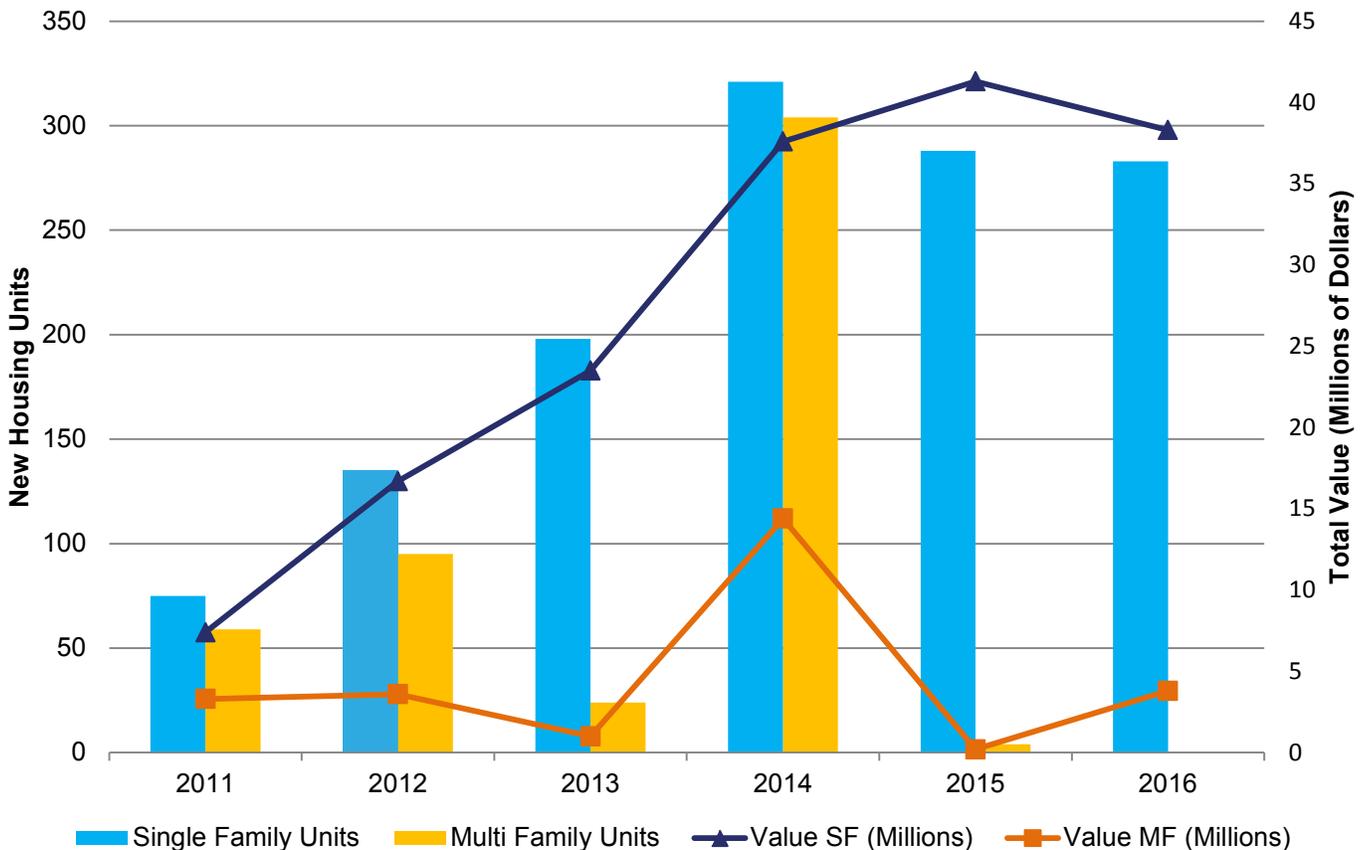
New development in western Kannapolis separates residents by distance and natural features.

Kannapolis Hitting a Development Growth Spurt

Kannapolis is seeing a significant increase in new development, especially of new single family homes, following several years of slow growth that resulted from the global and national economic recessions. The

year 2014 also saw a spike in the number of multifamily units in the city. As the number of single family units increased since 2011, so has the value per new unit, rising from \$99,000 to \$135,000 during that time period.

PRIVATE RESIDENTIAL DEVELOPMENT IN KANNAPOLIS





Residential Neighborhoods and Commercial Corridors

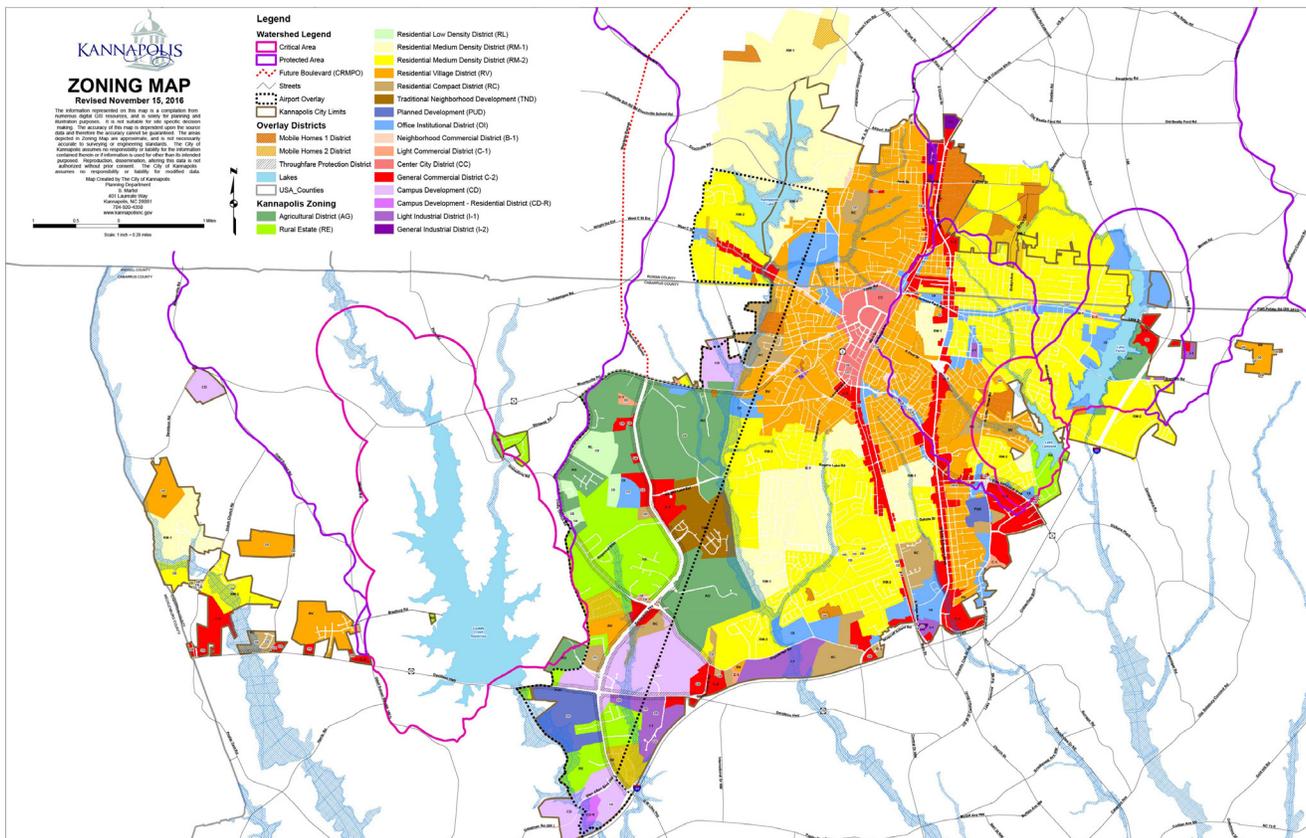
Zoning is an important regulatory tool to ensure the orderly development of the city and its ETJ. Zoning in Kannapolis is administered through its zoning map and linked to the city's Unified Development Ordinance (UDO), which stipulates allowed uses and densities, dimensional standards, and development 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. Much of the city is zoned for residential property of varying densities. While the city's housing stock provides a diverse variety of housing options, these options tend to be isolated from one another. Additionally, the stock of walkable neighborhoods limits living options for homebuyers or renters seeking that housing product.

Kannapolis contains a healthy variety of commercial development activity. Much of this commercial development is laid out along corridors, some of which span the length of the city, such as Cannon Boulevard, rather than being located in clustered nodes of activity.

In addition, commercial development (including employment and light industrial uses) is located along the I-85 corridor, NC-73, and Kannapolis Parkway.

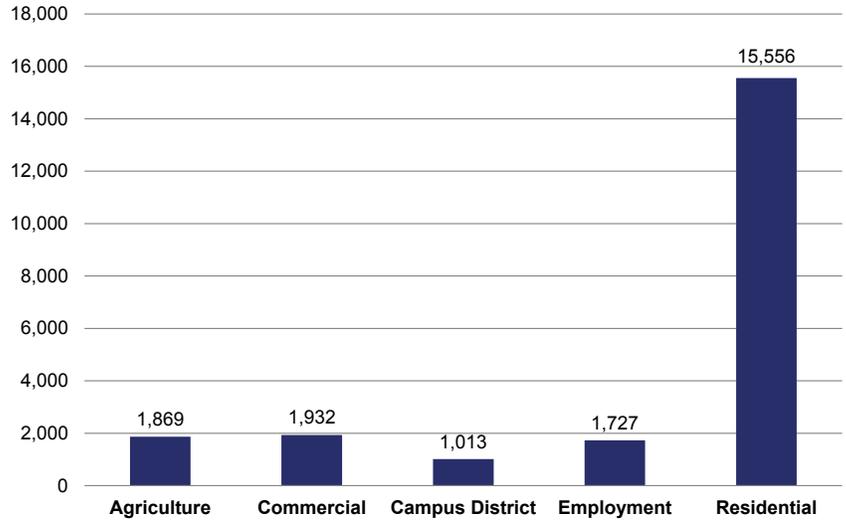
70%
City land area zoned for residential use



A City Mostly Zoned for Residential Uses

The majority of land in Kannapolis is zoned for residential uses, whether those are for small or large apartment buildings, single family houses with a big backyard, or small attached or detached cottage homes. This land use pattern is common among similar cities, especially those which lie within or close to major metropolitan areas. The table below identifies the zoning districts and the amount of land that each covers within the city and its ETJ. As Kannapolis establishes a new vision, and the market continues to change, it will become increasingly important for the city to evaluate the regulations embedded within these districts to ensure that they are successfully implementing their vision, purpose and intent.

GENERAL ZONING



General Zoning	Existing Zoning District	Total Acres	Percent
Agriculture	Agricultural District (AG)	1,869.1	8.5%
Commercial	General Commercial Districts (C2)	1,531.4	6.9%
	City Center District (CC)	279.0	1.3%
	Neighborhood Commercial/Office District (B-1)	65.4	0.3%
	Light Commercial & Office District (C-1)	56.2	0.3%
Campus District	Campus Development District (CD)	971.9	4.4%
	Campus Development Residential District (CD-R)	41.4	0.2%
Employment	Office-Institutional District (OI)	1,272.8	5.8%
	Light Industrial District (I-1)	413.2	1.9%
	Heavy Industrial District (I-2)	40.6	0.2%
Residential	Residential Medium Density (RM-2)	5,566.0	25.2%
	Residential Village (RV)	3,921.5	17.7%
	Residential Medium Density (RM-1)	3,103.3	14.0%
	Residential Estate District (RE)	1,422.2	6.4%
	Residential Compact (RC)	723.3	3.3%
	Planned Unit Development District (PUD)	311.2	1.4%
	Traditional Neighborhood Development District (TND)	301.6	1.4%
	Residential Low Density (RL)	206.9	0.9%
Total		22,097.0	100%

The Built Environment of Kannapolis

Centers & Corridors

Kannapolis has a number of well traveled corridors that provide key opportunities for corridor and center revitalization. As the city's downtown grows, with substantial public and private investments, it will be critical to improve the corridors connecting the city's downtown with interjurisdictional and regional transportation networks, especially Interstate 85.

Neighborhoods

One of the city's incredible assets is the quality and variety of both new and older neighborhoods. These neighborhoods include a variety of sizes and architectural styles. Moving forward, the city should work with neighborhood leaders and residents to invest in existing neighborhoods. In future neighborhoods not yet built, the city may need to formulate design guidelines that enhance connectivity and walkability.

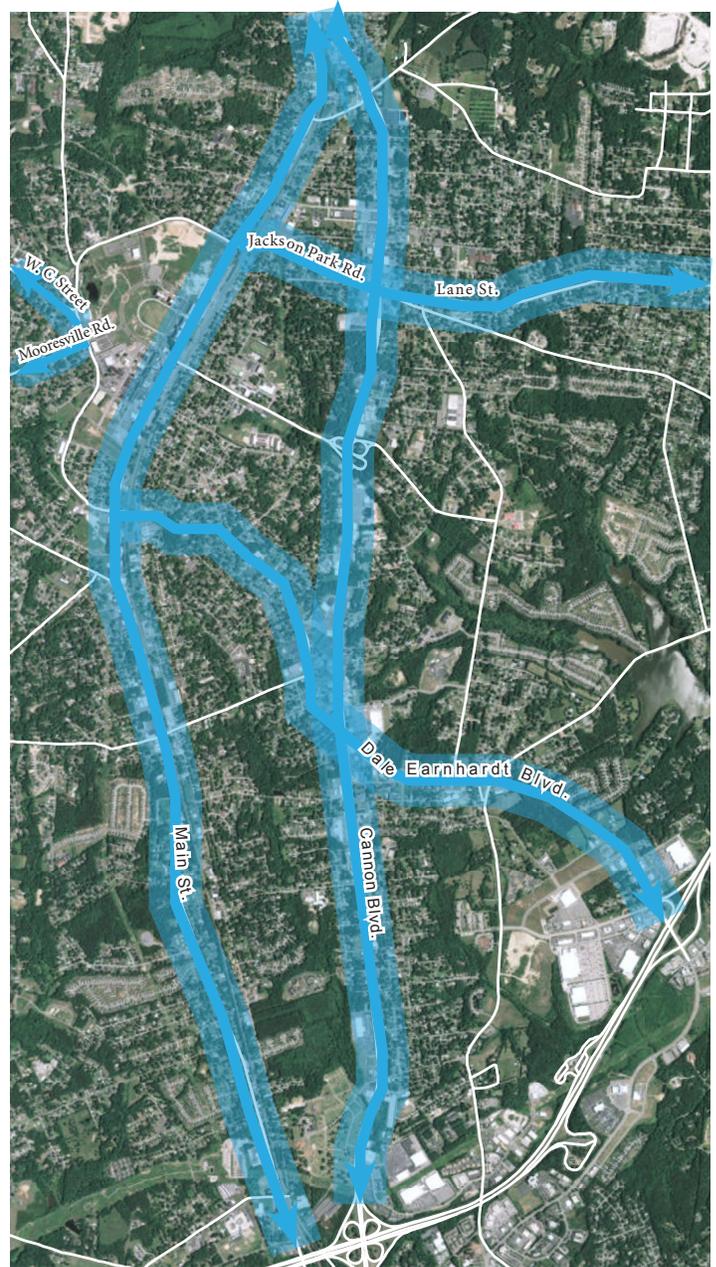
Views, Gateways, and Landmarks

Views, gateways and landmarks are key urban features that help create an identity and help make the city navigable, memorable, and attractive. Improvements to I-85 will include "gateway" signs at each exit into the city. These signs will signal entry into the city, reinforcing the city's image and branding. The city should also consider terminated vistas (attractive buildings, towers, and other community treasures located at the end of a street) in new development, as well as enhanced gateways that mark the entrance and exit of the downtown and of the city.

Historic Preservation

Kannapolis lost many historic buildings during the past half century, including approximately 7 million square feet of mill buildings. Buildings were razed to make way for new development, roads, and parking lots. Some buildings still hold historic value in Kannapolis and represent opportunities to preserve the city's historic and cultural heritage.

A significant historical landmark in Kannapolis, the Gem Theatre, was opened in 1936 and is the oldest single screen theater in operation in the U.S. It was destroyed by fire in 1942 and rebuilt after World War II, reopening in 1948.



Key Corridors Entering Downtown Kannapolis

This map highlights corridors and centers that contain primarily commercial and other nonresidential development. Main Street and Cannon Boulevard are important commercial corridors leading into downtown Kannapolis. Many properties along these routes are aging and outdated. Attention should be paid to improving these corridors and encouraging infill development in order to protect public and private investments in the downtown. Other important corridors not shown include Mooresville Road (NC-3), Davidson Highway (NC-73), Kannapolis Parkway, and Rogers Lake Road.

Downtown

Downtown Kannapolis is no stranger to change and has experienced multiple major redevelopments throughout its history. Now, it is about to go through another.

The business district was born in 1907 with the completion of the first Cannon Mill facilities. The commercial district became the town's center of activity and community events and parades attracted people locally and regionally. Kannapolis Square, which was the intersection of Main Street and First Street, was the hub of commercial activity in town.

As the mills thrived, the city continued to grow, reaching an estimated 13,000 residents by 1930. The downtown filled out during the 1920s and 1930s with mostly mixed use two story brick buildings that included pedestrian-oriented storefronts, signs, and awnings. The downtown was always busy with commercial activity during the work week and with entertainment and social events on the weekends.

Into the post World War II era, the mill continued to do well and Kannapolis grew along with it, making it one of the largest unincorporated communities in the country. As the 1950s began, downtown Kannapolis was a thriving and vibrant business district. Common in American cities during that time, and in order to make way for the automobile, many of the landmarks in downtown were torn down. In the early 1960s, the group of Belk stores on the square and four buildings on the east side of South Main Street were razed to create large paved parking lots. New commercial development flourished outside of downtown, including shopping malls, drawing customers and commercial activity away from downtown Kannapolis.

Now, with growing market demand from baby boomers and millennials for walkable mixed use developments, historic downtowns and suburban communities within major metropolitan areas are beginning to see dramatic growth and change in their urban form. In the future, a rejuvenated downtown will play a key role in tying the community together and attracting visitors from the surrounding region.

DOWNTOWN GUIDING PRINCIPLES

Density: Encourage density of development to create activity on the street, drive demand and capture value.

Mixed Use: Create a mixed-use district that supports day to night activity, attracts diverse users and expands the downtown market.

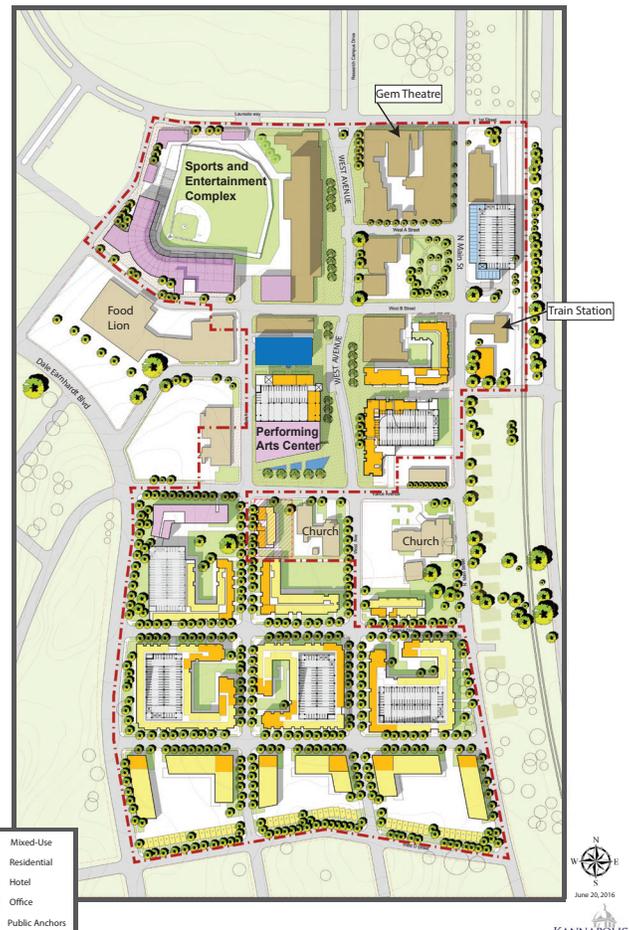
Generate Demand: Generate local and regional demand through appropriately scaling, phasing and locating anchors and amenities.

Historic Preservation: Respect the historic integrity of downtown by leveraging historic assets and creating a unique sense of place.

Leverage Public Investment: Leverage public dollars in order to maximize private investment that improves the quality of life for Kannapolis citizens.

Kannapolis (Downtown) Master Development Plan

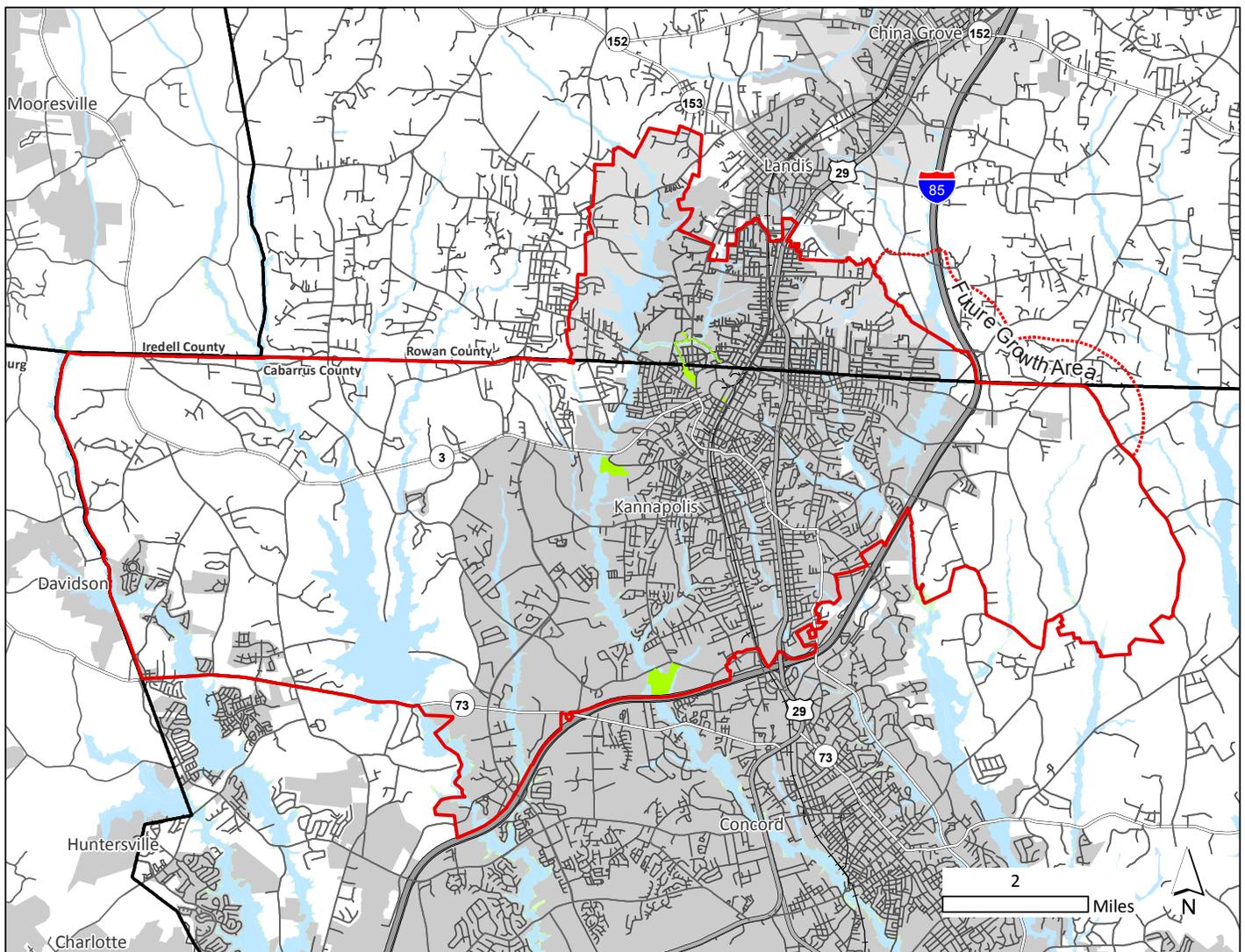
This image represents an illustrative plan for downtown Kannapolis, based on market projections prepared by the Development Finance Initiative (DFI). This plan envisions the following potential development: 1,500 multifamily housing units, 90,000 s.f. office, 70,000 s.f. hotel, 50,000 s.f. retail. **Note:** The precise building footprints are subject to change.



Planning Area and City Structure Map

The planning area for the Comprehensive Plan update includes all of the area that will be analyzed and planned during this process. It includes the city's corporate boundary, its extra-territorial jurisdiction (ETJ), and additional areas which may be annexed by the city, consistent with agreements with adjoining jurisdictions, and where growth and development is expected and should be planned in the future.

The map below displays the **Move Kannapolis Forward** Planning Area, as well as an additional area to the northeast of the planning area that straddles I-85. This area is important to consider for planning purposes because it lies within one mile of the Kannapolis corporate limits and will likely undergo growth in the coming years. The map also illustrates the existing building pattern of Kannapolis and adjacent cities.



Move Kannapolis Forward Planning Area

City:	20,589 acres (32.2 sq. miles)
ETJ:	2,956 acres (4.6 sq. miles)
Outside City & ETJ:	21,561 acres (33.7 sq. miles)
Total Planning Area:	45,106 acres (70.5 sq. miles)

Developable Lands Map

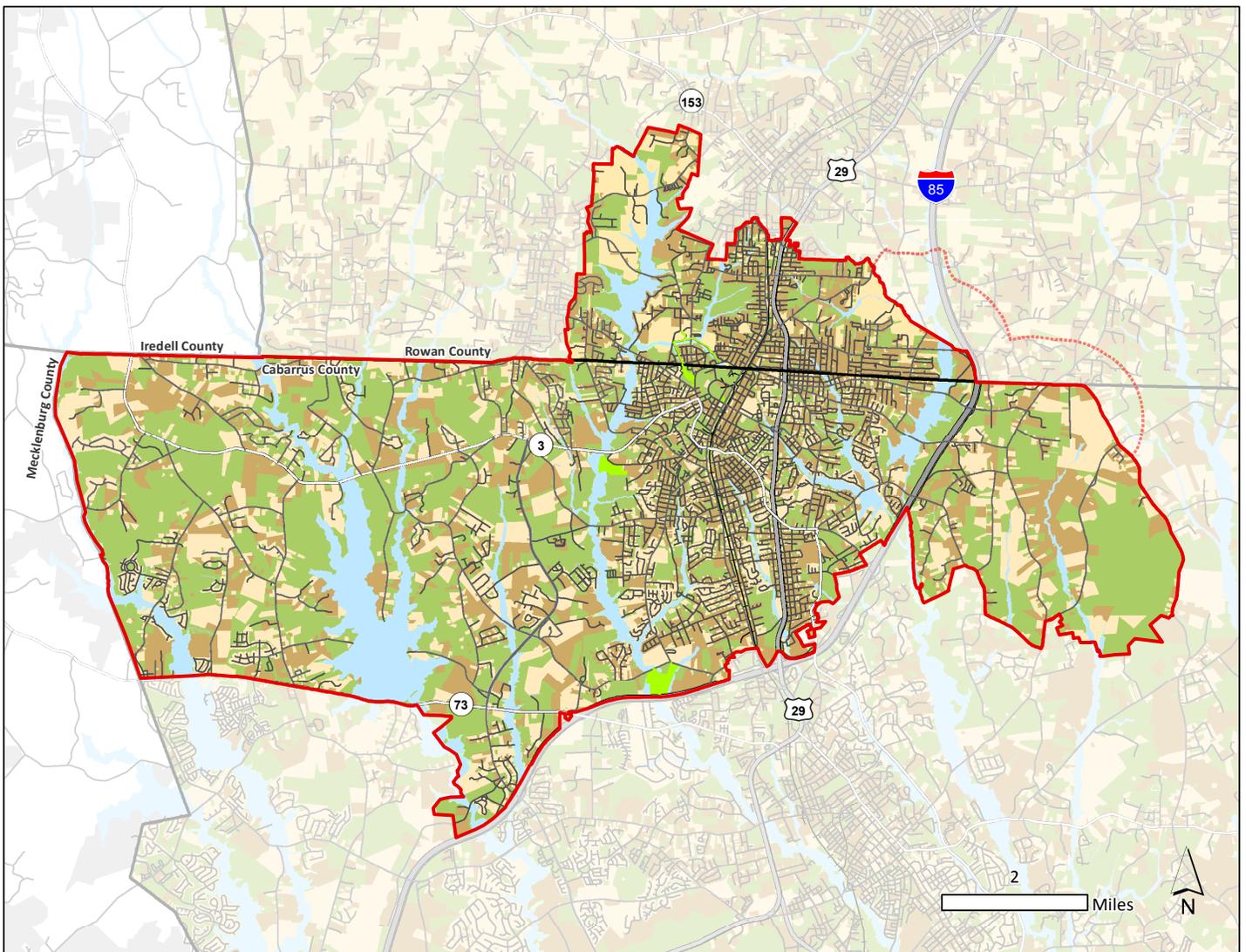
This map shows developable lands within the Move Kannapolis Forward planning area. The map helps to illustrate how much land is available for growth. Land is identified as either **Undeveloped**, **Underdeveloped**, or **Mostly or Fully Developed**.

Undeveloped parcels have an assessed building value of zero. These are parcels that are vacant or have no structures of value and could potentially be developed.

Underdeveloped parcels have an assessed building value equal to or less than the assessed value of the

land. These parcels are developed, but the value of the structures is low relative to the value of the land, suggesting that there may be opportunity to increase or improve the structures or type of development on the land.

Mostly or Fully Developed parcels with an assessed building value that is more than the assessed value of the land. These parcels are developed, with the value of the structures being high relative to the value of the land.



- Undeveloped - 20,478 acres (45%)
- Underdeveloped - 12,421 acres (28%)
- Mostly or Fully Developed - 12,206 acres (27%)

Urban Design and Character

The urban design of a city serves to define the characteristics of that city. When we go to new cities, we often remember them by their urban form: Were there wide sidewalks that made it easy and comfortable to walk? Were there storefronts along a street that created an active and memorable environment? Were lush shade-providing street trees present in neighborhoods to make them green and attractive?

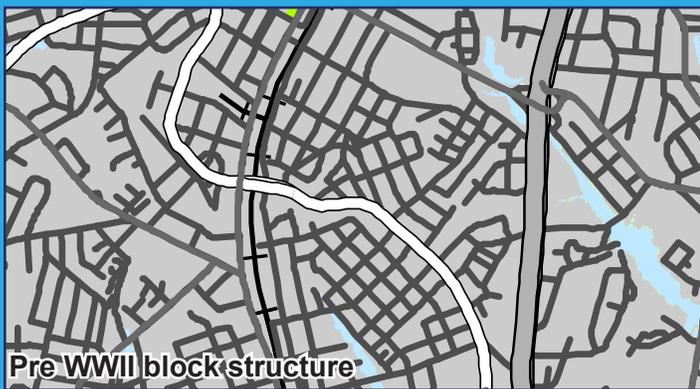
On the other hand, we may remember other places for being uncomfortable environments. Was it a place where it was difficult to cross busy streets? Were the buildings vacant and street activity minimal? Urban design and character will be different from place to place and vary with a variety of characteristics, 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 the street, the variety of civic, employment, and commercial uses, and the location of vehicular parking.

Urban design affects not only the look and feel of a city, but also its function. As the city grows, its urban form and appearance changes. 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 lead to a reduction in the risk of some diseases.

These types of places may also prove more fiscally beneficial by more efficiently using limited land supply, fostering innovation and new businesses through knowledge spillovers, preserving key natural infrastructure, and capitalizing on public and private investment. The following pages include an analysis of the existing character districts of Kannapolis.

BLOCK STRUCTURE AND STREET PATTERN



Block structure and street patterns are important determinants of urban design and character.

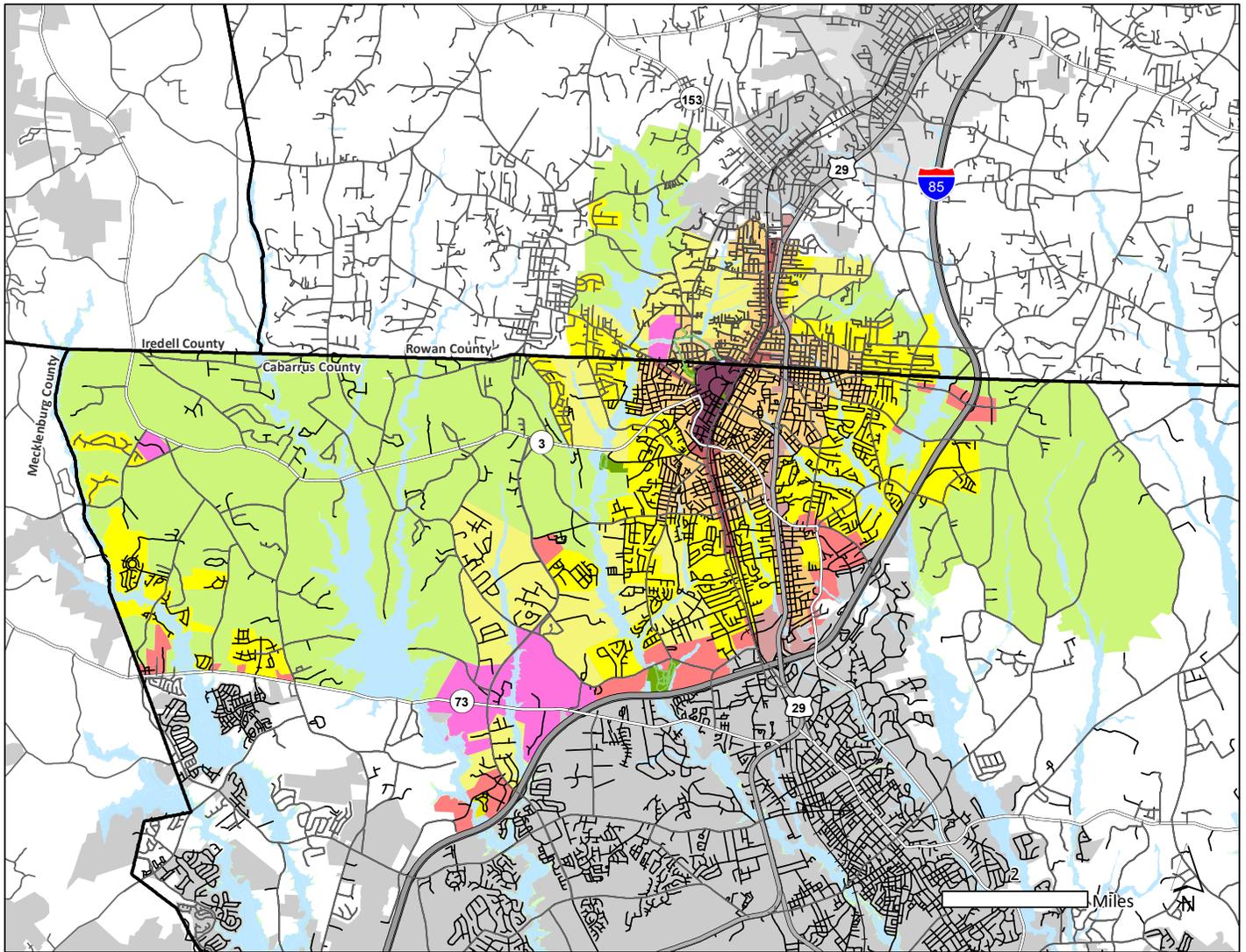
Prior to and during WWII, buildings were built in compact areas with a dense network of streets. This highly connected gridded street pattern creates many travel connections, which benefits pedestrians looking for the shortest path, as well as drivers and emergency service providers who need to find the fastest and least congested routes.



Post WWII building patterns took on a different building form. Streets were built with fewer connections, and instead became hierarchical, with automobile traffic flowing from large high speed arterial roads, to connector roads, to local roads. This pattern meant that during rush hour, a large number of commuters all needed to drive on the same arterial roads. Growing urban places are facing increasing traffic congestion and other challenges in part due to this street pattern.

Existing Character Map

The Existing Character map describes Kannapolis through character areas, which describe more than just land use, and take into account things like urban design. Each character area includes relatively consistent city block structure, transportation infrastructure, building heights and setbacks, mix of and accessibility to employment, civic, and commercial opportunities, and the location of automobile parking - in addition to the variety of land uses present.



- | | | |
|---|---|--|
|  100 Year Flood Plain |  Suburban Multi Family |  Small Scale Suburban Corridor/Center |
|  Rural Edge |  Urban Residential |  Urban Corridor/Center |
|  Rural Transition |  Walkable Urban Neighborhood |  Downtown |
|  Suburban Single Family |  Suburban Corridor/Center |  Industry & Logistics |

Rural Edge



Description: The **Rural Edge** character district in Kannapolis consists of low density and rural, with active farms and very low density residential housing, as well as natural areas and forests.

Opportunities: Farming and Agriculture, Environmental conservation, Green infrastructure, Agro-tourism, Conservation subdivisions, Future traditional neighborhood development

Primary Existing Uses:

Farms, Large lot residential

Building Heights	1-3 Stories
Setbacks	Large
Block Structure	Large blocks
Street Character	Rural, Two-way roads
Parking	Driveways

Rural Transition



Description: The **Rural Transition** character district includes areas that are transitioning from low density rural edge areas to suburban residential developments.

Opportunities: Connections between developments, rural preservation, connected greenway systems, coordinated planning, Rear alleys, Neighborhood-serving commercial, Low impact infrastructure

Primary Existing Uses:

Large lot residential, Small lot residential

Building Heights	1-3 Stories
Setbacks	Large
Block Structure	Large blocks
Street Character	Rural, Two-way roads
Parking	Driveways

Suburban Single Family

Description: The **Suburban Single Family** character district includes suburban style single-use neighborhoods, generally built post WWII, with curvilinear streets and a large number of culs-de-sac.

Opportunities: Connections between developments, greenway systems and sidewalks, Low impact development retrofits, Pocket parks, Rear alleys, Community gardens, Civic uses

Primary Existing Uses:

Detached single family residential

Building Heights	1-3 Stories
Setbacks	20-30 ft.
Block Structure	600-2000 ft. block faces
Street Character	Hierarchical, Curvilinear
Parking	Driveways, On-street



Description: The **Suburban Multi Family** character district includes automobile-oriented multi family buildings, generally built post WWII.

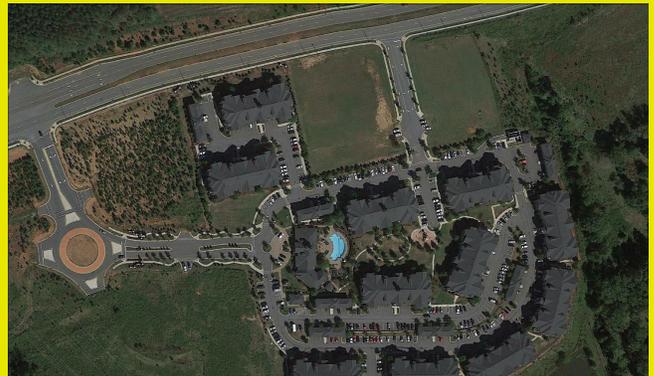
Opportunities: Building upgrades, Sidewalk and greenway connections, Infill development, Low impact development retrofits, Pocket parks, Renewable energy generation, Community gardens

Primary Existing Uses:

Multi family residential

Building Heights	1-3 Stories
Setbacks	20-50
Block Structure	600-2000 ft. block faces
Street Character	Hierarchical, Curvilinear
Parking	Front and side parking lots

Suburban Multi Family



Urban Residential



Description: The **Urban Residential** character district includes neighborhoods built before, during, or shortly after WWII and generally includes single family attached and detached homes on small blocks.

Opportunities: Infill housing, Housing redevelopment, Sidewalks and greenways, Neighborhood-serving walkable commercial and civic uses, Pocket parks, Low impact development retrofits

Primary Existing Uses:

Detached and attached single family residential

Building Heights	1-2 Stories
Setbacks	10-30 ft.
Block Structure	300-600 ft. block faces
Street Character	Narrow neighborhood streets in grid pattern
Parking	Driveways

Walkable Urban Neighborhood



Description: The **Walkable Urban Neighborhood** character district includes neighborhoods built before, during, or shortly after WWII and generally includes single family attached and detached homes on small pedestrian-friendly blocks.

Opportunities: Neighborhood conservation, Infill housing, Housing redevelopment, Sidewalks and greenways, Neighborhood-serving walkable commercial and civic uses, Pocket parks, Low impact development retrofits

Primary Existing Uses:

Detached and attached single family residential

Building Heights	1-2 Stories
Setbacks	10-25 ft.
Block Structure	300-600 ft. block faces
Street Character	Narrow neighborhood streets in grid pattern, Sidewalks
Parking	Driveways, On-street

Suburban Corridor/Center



Description: The **Suburban Corridor/Center** character district includes recently developed automobile-oriented commercial development with large impervious parking lots.

Opportunities: Sidewalks and greenways, Pedestrian connections, Landscaping, Crosswalks and pedestrian amenities, Infill development

Primary Existing Uses:

Large-scale commercial, Small-scale commercial

Building Heights	1-3 Stories
Setbacks	30-100 ft.
Block Structure	600-2400 ft. block faces
Street Character	Curvilinear, Hierarchical
Parking	Front and side parking lots

Description: The **Small Scale Suburban Corridor/Center** character district includes one and two story commercial structures, generally automobile-oriented but located near existing infrastructure.

Opportunities: Building redevelopment, Right-of-way reconstruction, Sidewalks and street trees, Additional connections, Crosswalks and pedestrian amenities, Protected bike lanes

Primary Existing Uses:

Small scale commercial uses

Building Heights	1-3 Stories
Setbacks	20-50 ft.
Block Structure	400-1200 ft. block faces
Street Character	Gridded, Some sidewalks
Parking	Front, Side, Rear

Small Scale Suburban Corridor/Center



Urban Corridor/Center



Description: The **Urban Core** character district includes areas with relatively high connectivity and remnants of a walkable urban form connected to adjacent neighborhoods. Typically has sidewalks.

Opportunities: Mixed-use infill and redevelopment, Right-of-way reconstruction, Sidewalks and street trees, Additional connections, Crosswalks and pedestrian amenities, Protected bike lanes

Primary Existing Uses:

Small scale commercial uses

Building Heights	1-3 Stories
Setbacks	0-30 ft.
Block Structure	400-800 ft. block faces
Street Character	Gridded
Parking	Front, Side, Rear, On-street

Downtown



Description: The **Downtown** character district includes connected walkable streets and the NCRC campus. This area will undergo major changes in the coming years.

Opportunities: Mixed-use infill and redevelopment, Right-of-way reconstruction, Sidewalks and street trees, Additional connections, Crosswalks and pedestrian amenities, Protected bike lanes

Primary Existing Uses:

Commercial, Office, Civic

Building Heights	1-5 Stories
Setbacks	0-20
Block Structure	400-1400 block faces
Street Character	Gridded, Walkable
Parking	Behind buildings, Mid-block

Description: The **Industry & Logistics** character district includes heavier employment-focused uses that require substantial infrastructure and connections to interstate routes.

Opportunities: Coordinated planning, Road connectivity, Connections to interstate routes

Primary Existing Uses:

Heavy Manufacturing, Warehousing, Utilities

Building Heights	1-3 Stories
Setbacks	Large
Block Structure	Large blocks
Street Character	Curvilinear, Hierarchical
Parking	Parking lots

Industry & Logistics





EXISTING PLANS

Downtown

The Kannapolis downtown district has been undergoing an extraordinary amount of planning and development since 2011, with much development to take place beginning in 2017, including mixed use buildings, streetscaping, and a sports and entertainment venue. Plans call for greater network connectivity, walkable infrastructure, and a variety of uses within the compact Kannapolis core.

Downtown Master Development Plan

July 2016

The big ideas of this plan include:

- Preserve historic character
- Transition to urban density
- Create public spaces that generate value
- Incorporate flexible public-private amenities
- Leverage sports and entertainment venue

City of Kannapolis: Market Analysis

October 2015

This study assessed the existing conditions in Kannapolis and projected baseline demand for future residential, retail, office and hotel development. This study included the following:

1. Definition of market/trade area
2. Analysis of demand drivers
3. Estimates of future growth based on projections of historic trends and Kannapolis specific capture rates
4. “Baseline” projections assuming no changes in current trends or a game changer/anchor project

Downtown Kannapolis Market Study

March 2014

Purpose of developing this market study:

- Follow up on the Strategic Center City Master Plan approved 2011
- Reconsider and/or Re-prioritize investments
- Recognize new challenges and opportunities

The study includes information about demographics, employment, housing, retail, office, and proposes programs, incentives and big ideas.

Kannapolis Center City Master Plan

April 2011

Provides prioritized set of goals for the ongoing development and revitalization of the Center City. Intended to complement and support, not supplant, other efforts that the City has undertaken to foster redevelopment. Should be viewed as a resource, or tool, to assist decision-makers in the community.

Neighborhoods

Kannapolis has a variety of distinct neighborhoods. Below are the city's neighborhood plans.

Farm Hill Small Area Plan

March 2016

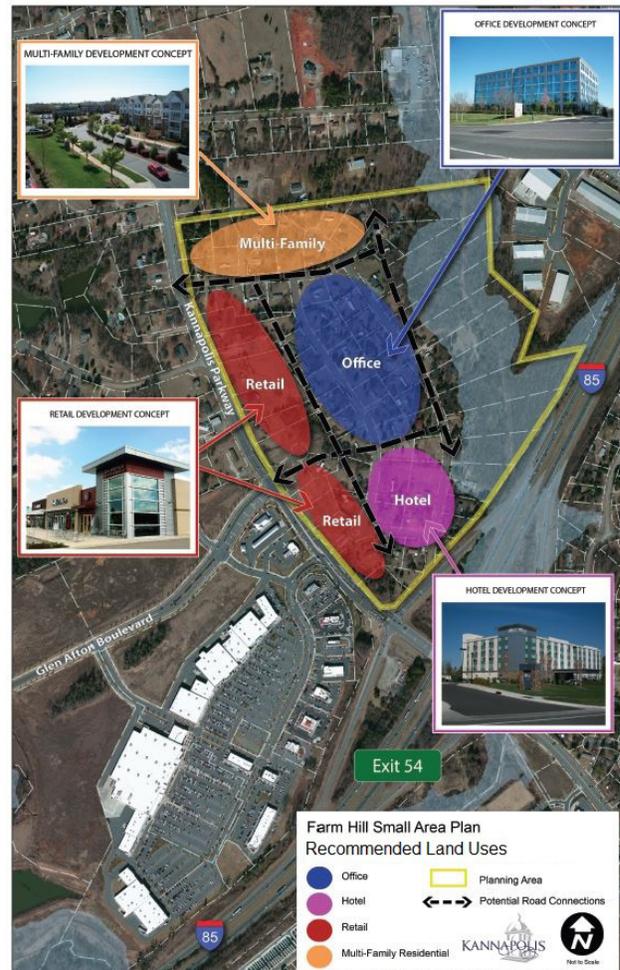
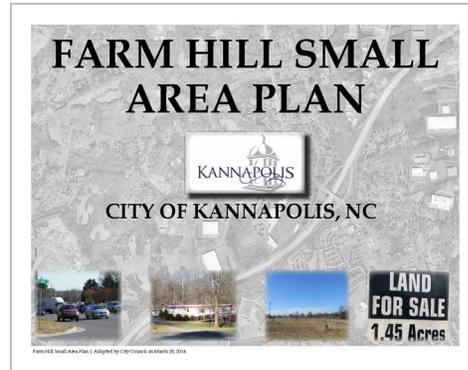
Provide land use and transportation policy guidance for new development, transportation and infrastructure investment decision within the FHSAP Study Area, as the Study Area transitions from its current low density single family residential land use pattern to a higher density mixture of non-residential land uses over the next 10-15 years.

In January of 2015, the City Council directed Planning Department staff to prepare the FHSAP in response to increasing development pressures, resulting from the Study Area's strategic location within the Charlotte metropolitan region and the likelihood that these pressures will continue to intensify as both the regional and local economies improve. The FHSAP Study Area covers 101.7 acres and is comprised of 84 separate lots of record, with 66 separate property owners. Based on 2010 Census data, the estimated population of the study area is approximately 140.

Old Carver School Area Vision Plan

The purpose of this plan is to:

- Develop a vision that will help enhance quality of life in the Old Carver School neighborhood.
- Develop guidelines and communicate expectations of neighborhood quality, outline design principles, and illustrate how those expectations can be met.
- Create a framework for building the community capacity to successfully manage the issues in the neighborhood.



BEST PRACTICES

Cities throughout the country are developing new tools to address the impacts of simultaneously occurring trends. These trends include:

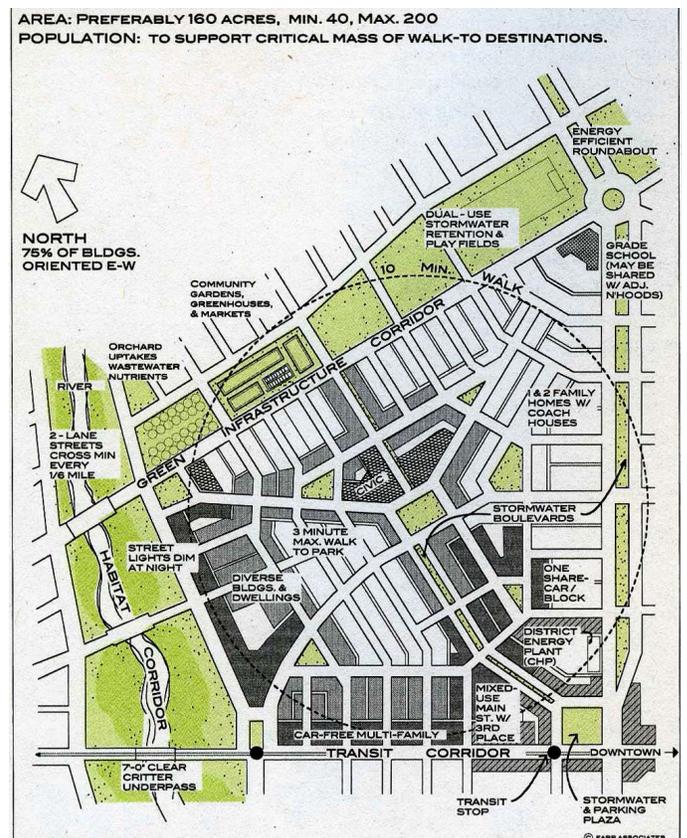
- Dramatic population growth and diversification
- New market preferences for walkable places from large segments of the population, including millennials and aging baby boomers
- Recent emergence from deep economic recession
- Stagnant wages
- Increasing volatility of storms and weather-related events
- New understanding of adverse health impacts from inactive lifestyles and their connections to the built environment

The policy tools that communities are using are as diverse as the communities themselves. Many successful tools are being replicated and modified to fit specific places, and several address land use. The following are important resources, concepts, and best practices that the city may want to consider.

Investing in Place

In 2012, a national poll conducted by the **American Planning Association** aimed to understand common concerns among older and younger generations regarding desirable community attributes and their connection to economic development. Many of the poll's findings reveal opportunities for coordination of planning and economic development strategies around workforce attraction and competitiveness. The survey focused on Americans with some college education and the results broke the respondents down by the large generational cohorts, from Millennial (aged 21-34) to Gen X (aged 35 to 49) and Active Boomer (aged 50-65). One of the most striking findings of this survey is the sharp decline across demographic groups of interest in traditional, auto-dependent suburban living. Fewer than 10% in each of these generational cohorts see themselves in this type of community in the future despite 40% of them living there today.

This doesn't mean they are universally forsaking suburbs. Instead, the data indicate a desire for living in various types of communities but with greater mobility options, particularly walkability, and easy access to key amenities. Auto use, while continuing to be the dominant form of travel, has peaked in the U.S. Alternative modes of transportation, including carsharing on demand and the prospect of autonomous vehicles, lie on the horizon and may change the way people get around. These trends will likely be accelerated by the desire of many to grow older in their existing homes and communities. Across geographies and generations, people seem to be embracing a common set of lifestyle and community goals. This will not only pose important design and planning challenges, but also offer unique opportunities to reimagine communities and neighborhoods.



Creating Walkable Neighborhoods

The image above illustrates walkable design principles based around the quarter-mile “walk shed” - an area within which people can usually walk to within five minutes. This image was created by urbanist Douglas Farr and is based on an historic diagram by urbanist Clarence Perry in 1929. Image Source: Sustainable Urbanism

Smart Growth Principles

During the early 20th century many American cities suffered from poor air and water quality as a result of many incompatible land uses like residential buildings and factories being located next to one another. This trend resulted in obvious public health problems. The creation of zoning regulations had the effect of separating incompatible land uses. These regulations successfully provided more green space and cleaner neighborhoods, and worked to ensure homes were not overcrowded or susceptible to fire hazards. However, over time they served to reinforce a land use pattern where different uses were segregated. This segregation of uses accelerated post WWII and has resulted in a sprawl type land use pattern in contrast to the historically mixed use pattern in the U.S, and one which is becoming increasingly in demand in growing metro areas such as the Charlotte region. Today, some of the same rules that were designed to address the problems of the early 20th century cities continue to be applied to the cities of the 21st century.

Many cities, including Kannapolis, have begun adopting smart growth development policies as a way of creating more livable cities. “Smart growth” refers to a range of development and conservation strategies that help protect our health and natural environment and make our communities more livable, economically stronger, and more socially diverse.

Ten principles guide smart growth development, including:

1. Mix land uses.

By putting residential, commercial and recreational uses in close proximity to one another, alternatives to driving, such as walking or biking, become viable. Mixed land uses also provide a diverse and sizable commercial base for supporting transit.

2. Take advantage of compact building design.

Compact building design suggests that communities be laid out in a way that preserves more open space, and that individual buildings make more efficient use of land and resources. For example, by encouraging development to grow vertically rather than horizontally, and by incorporating structured rather than surface parking, communities can reduce the footprint of new construction, and preserve more green space.

3. Create a range of housing choices.

No single type of housing can serve the varied needs of today’s diverse households. Opportunities exist for communities like Kannapolis to increase housing choice not only by modifying land-use patterns on newly developed land, but also by increasing housing supply in existing neighborhoods, where appropriate, and on land served by existing infrastructure.



Compact Development and Preserving Open Space

When growth is channeled into existing communities, there is room for developing compact neighborhoods and for preserving open space.

4. Create walkable neighborhoods.

As the personal and societal benefits of pedestrian-friendly communities are realized – benefits that include lower transportation costs, greater social interaction, improved personal and environmental health, and expanded consumer choice – many are calling upon the public and private sectors to facilitate development of walkable places. By building places with multiple destinations within close proximity, where the streets and sidewalks balance multiple forms of transportation, communities have the basic framework for walkability.

5. Foster distinctive, attractive communities with a strong sense of place.

By creating high quality communities with architectural and natural elements that reflect the interests of all residents, there is a greater likelihood that buildings (and therefore entire neighborhoods) will retain their economic vitality and value over time. This means that the infrastructure and natural resources used to create these areas will provide residents with a distinctive and beautiful place that they can call home for generations to come.

6. Preserve open space, farmland, natural beauty and critical environmental areas.

Open space refers to natural areas that provide important community space, habitat for plants and animals, and recreational opportunities. Farmland, places of natural beauty, and critical environmental areas (e.g. wetlands) can also serve as important amenities. Open space preservation bolsters local economies, preserves critical environmental areas, improves community quality of life, and guides new growth into existing communities.

7. Strengthen and direct development towards developed areas.

Directing development towards areas already served by infrastructure keeps communities compact. This development pattern uses the resources that existing neighborhoods offer and conserves open space and irreplaceable natural resources on the edges. Development in existing neighborhoods represents a cost-effective approach to growth that can improve the quality of life for residents.

Infill development is one strategy that fills the lots that have been left as empty or underused holes in between existing buildings. Redevelopment is another strategy that replaces existing buildings with new types of development. Both of these present significant opportunities for neighborhoods, cities, and developers to improve existing areas in the city and promote revitalization.

8. Provide a variety of transportation choices.

To have true transportation choice, different transit options need to be viable. Walking and cycling are made possible by greater connectivity of the street network and dedicated infrastructure. Transit systems are more viable when high quality frequent service is supported by density and land use mix. For people to choose something other than driving, the connections between using different transportation modes must be designed to be easy and accessible. Cities across the country have responded to increasing road congestion with this multi-modal strategy to reduce the strain of growth on existing road capacity.

9. Make development decisions predictable, fair, and cost-effective.

For a community to be successful in implementing smart growth, the concept must be embraced by the private sector. Only private capital markets can supply the funds needed to meet the growing demand for smart growth developments. If investors, bankers, developers, builders and others do not earn a profit, few smart growth projects will be built.

Despite regulatory and financial barriers, developers have created successful compact developments in cities of all sizes around the country. In many cases, doing so has required them to spend time and money getting variances to the codes. Expediting the approval process is especially helpful to developers, for whom “time is money.” The longer it takes to get approvals, the longer the developer’s capital remains tied up in land and not earning income. For smart growth to flourish, municipal governments have made smart growth development approval more timely, cost-effective, and predictable for developers. By creating a supportive environment for development of innovative, pedestrian-oriented, mixed use projects, government can enhance the quality of development.

10. Encourage community and stakeholder collaboration in development decisions.

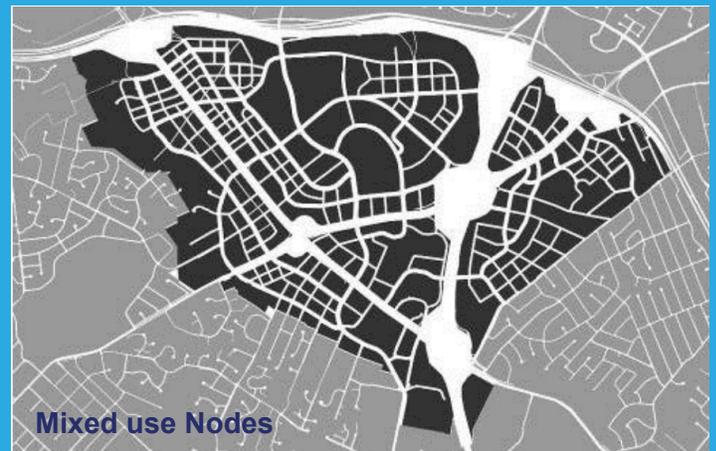
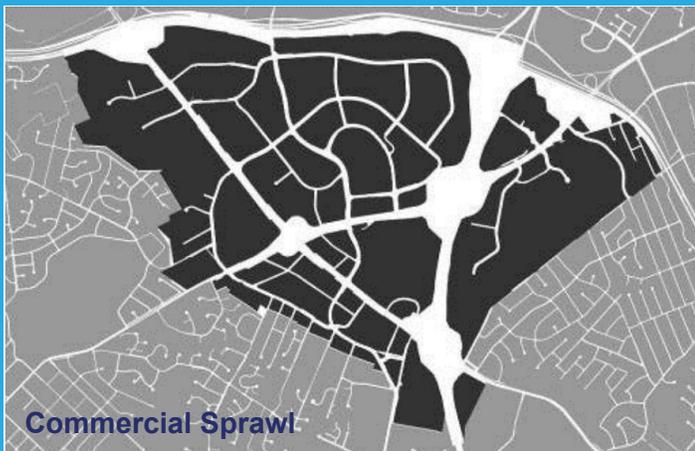
Growth can create great places to live, work and play if it responds to a community’s own sense of how and where it wants to grow. Some cities have worked primarily to improve housing choices. Others that have suffered from disinvestment may emphasize infill development. Newer communities with separated uses may be looking for the sense of place provided by mixed use town centers. Still others with poor air quality may seek relief by offering transportation choices. The common thread, however, is that the needs of every community and the programs to address them are best defined by the people who live and work there.

Sustainability and Hazard Mitigation

The concepts of sustainability and hazard mitigation have gained traction at the national level. Today, most long-range plans consider one or both of these concepts as part of a strategy to develop a community able to adapt to unpredictable conditions while maintaining a high quality of life for residents. Sustainability and resiliency are two distinct and equally important concepts. Sustainability generally refers to the balance of environmental, social equity, and fiscally responsible considerations when developing policies to guide growth and development. Hazard mitigation refers to reducing risks related to unpredictable hazards such as flooding and drought.

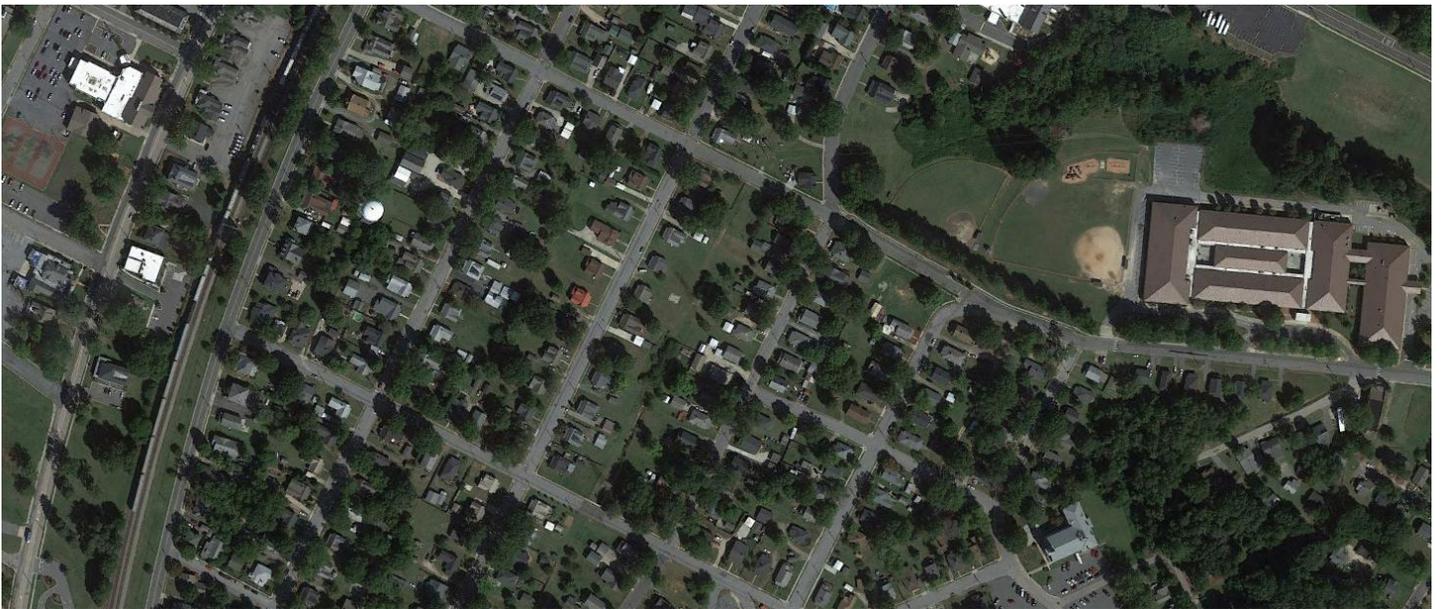
COMMERCIAL REDEVELOPMENT FROM SPRAWL TO MIXED USE NODES

Like many suburban districts, Tysons Corner in Fairfax County, Virginia is reliant on few, widely interspersed arterial roads that are overwhelmed by traffic at peak hours. The roads are unsafe for pedestrians. County planners prioritized the radical reconstruction of the district’s road network, moving it from a sprawling neighborhood with a few arterials (left) to a more compact built environment with a hierarchy of streets on a modified grid (right).



CHAPTER TWO

POPULATION & HOUSING



Kannapolis is in the midst of a significant socioeconomic transformation. The community 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% to over 35%, 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, 55-74, and over 75, declined over the same time period. This trend may reverse as the central city is revitalized and the

economy and built environment continue to diversify. Changes in the demographic profile of the city serve as an important backdrop to other community trends, such as housing preferences. A younger population, along with retirees, may correlate with preferences for greater density and proximity to activity and employment centers, while a more multicultural population may correlate with an increase in average household size and a preference for multigenerational living options. Many of the trends seen in Kannapolis are reflected regionally and even nationally, however they appear to be amplified at the local level. The following section explores these demographic and housing trends in greater detail.

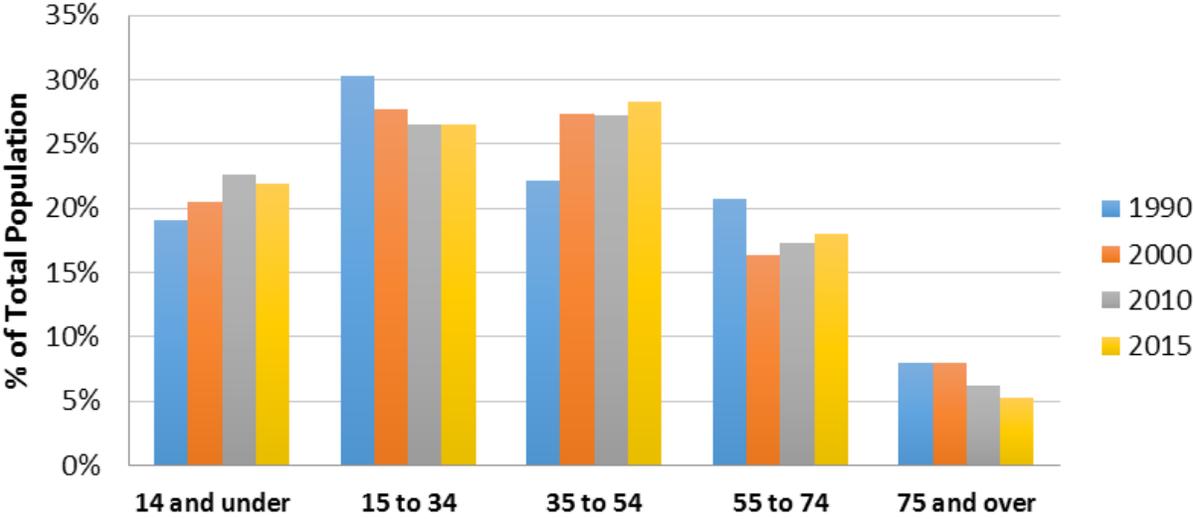
A Growing and Diversifying City

Kannapolis Is Growing Out and Up

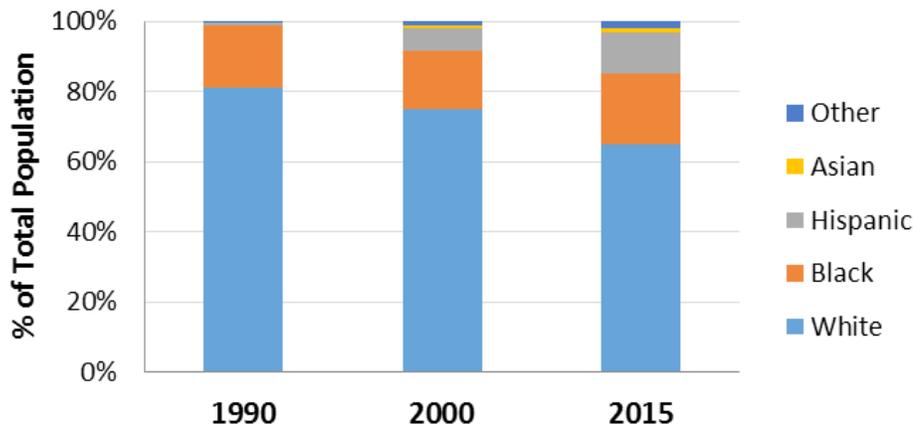
As part of the Charlotte Metropolitan Region, Kannapolis has experienced significant growth and development pressures in recent decades. Since 1990, the City increased in both land area and population. The change in land area resulted from several annexations on the western edge of the City. While western Kannapolis will continue to experience significant growth in the coming years as the region becomes better connected with infrastructure and services, the trend towards a denser city center is expected to continue as downtown redevelops and revitalizes into a mixed use center where residents can live, work, and enjoy cultural and recreational activities in one location.

Families Moving In

Age can serve as an important indicator for preferences such as housing, transportation, and lifestyle choices. Over the last 25 years, the percentage of the population 14 and younger and 35 to 54 has increased. The percentage of the population 55 to 74 and 75 and over has generally decreased. The percentage of the population 15 to 34 has decreased during this same time period, but this trend may reverse as the city continues revitalization efforts and the economy diversifies, attracting more young professionals.



A Diversifying Population



The Kannapolis population is rapidly diversifying. In 1990, only 19% of the population was minority. By 2015, approximately 35% of the population was minority. The percentage of the population identifying as Black made up a relatively consistent and significant portion of the population between 1990 and 2015, comprising around 20% of the population during the 25-year period. The percentage of the population identifying as Asian or Other has increased slightly during the same period, though still makes up a relatively small percentage of the population. The largest demographic change occurred in the Hispanic population. The percentage of the population identifying as Hispanic increased from 0.6% in 1990 to 11.6% in 2015, as shown in the chart below.

19%

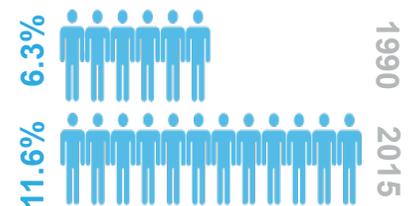
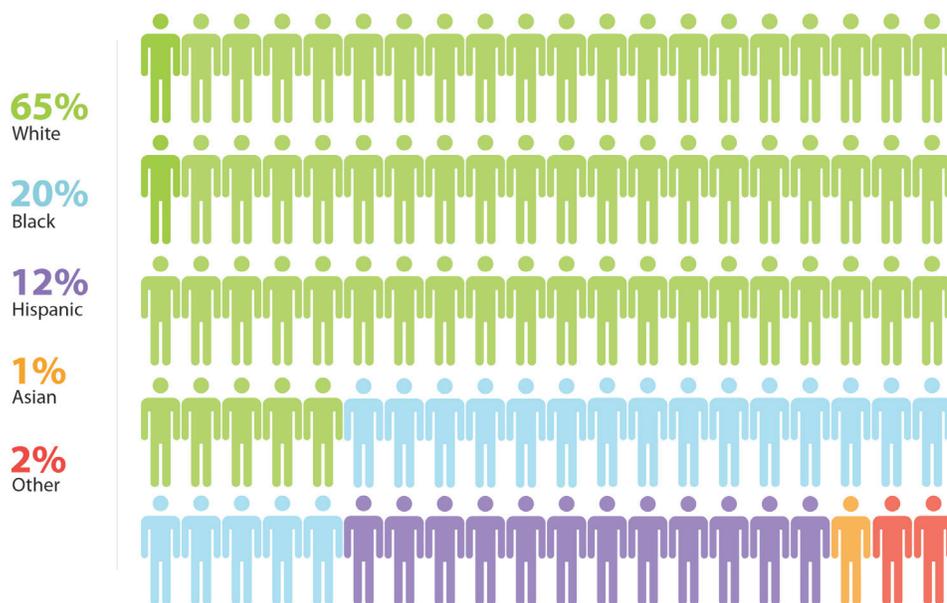
Minority in 1990

35%

Minority in 2015

The percent of the population identifying as Hispanic nearly doubled between 2000 and 2015.

2015 KANNAPOLIS POPULATION



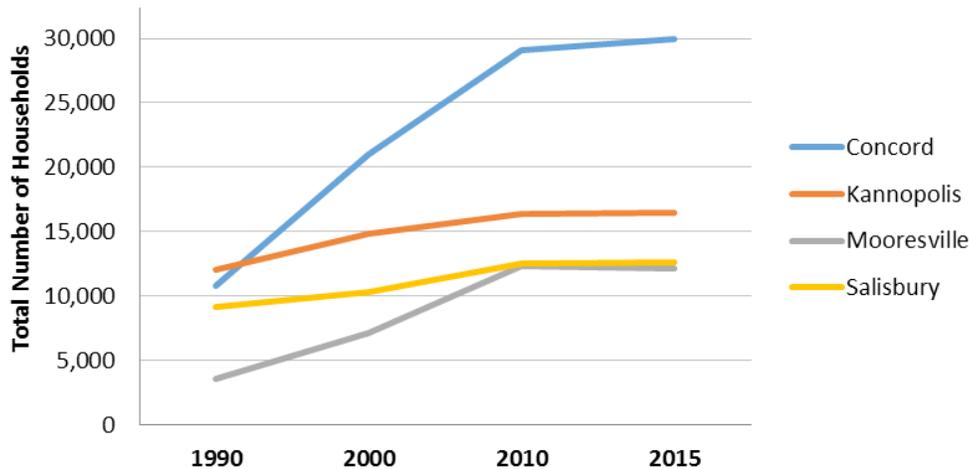
A Changing Housing Market

Housing is Growing at a Modest Rate

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.

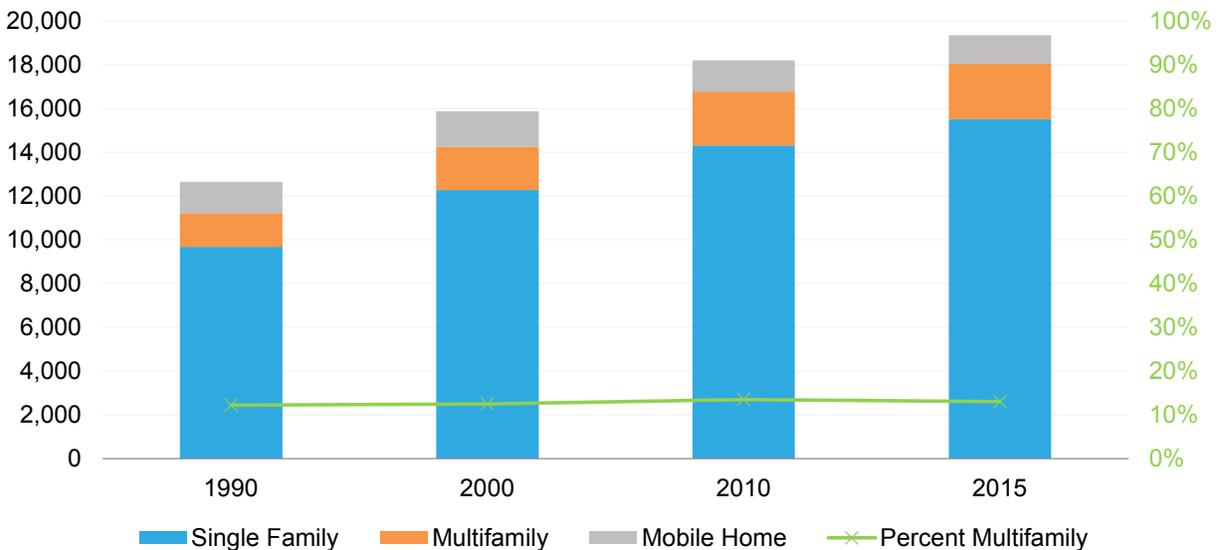
NUMBER OF HOUSEHOLDS



In both total numbers and as a percentage of total building permits residential permits have generally increased since 2008. As the below chart shows, the vast majority of housing units (87%) are single

family. Although the total number of multifamily units has increased over time, the percentage of units in Kannapolis that are multifamily has remained around 13%.

HOUSING UNITS IN KANNAPOLIS



Vacancies are Up, and So are Rentals.

Despite the modest increase in multifamily housing, the percentage of renter occupied units, of both multifamily and single family housing units, has increased, up to 41.4% in 2015 from 33.3% in 2000. This modest growth in housing preference towards multifamily mirrors regional, state, and national trends. However, the percentage of renter occupied housing units exceeded regional (35.4%), state (34.9%), and national (36.1%) levels.

Between 2000 and 2015 the total vacancy rate in Kannapolis more than doubled, increasing from 7.1% to 14.7%. While this may be reflective of a nationwide trend (vacancy rates increased throughout the MSA, state, and nation over the same time period), Kannapolis displayed a disproportionately large increase in vacancy rates during that time period.

Differential Housing Demand

Interviews with Kannapolis stakeholders illuminated housing demand as an important and somewhat divisive topic. 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 price ranges (i.e. above \$300,000) is on the rise. Despite an increase in demand for high-value homes in Kannapolis, affordable housing remains an important concern for some stakeholders. Affordable housing was also identified as an important topic in a study conducted by the Charlotte Chapter of the Urban Land Institute. The study found that only 47% of 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. Despite these regional trends, stakeholder interviews revealed that Kannapolis actually has a relatively impressive range of housing options. This will likely be a major asset to the City as it strives to address a mix of housing needs.

VACANCY RATES

	United States	North Carolina	Charlotte MSA	Kannapolis
2000	9%	11%	7%	7%
2015	12%	15%	9%	15%
Change	3%	3%	3%	8%



Be Heard

Affordable housing was an important topic for Kannapolis stakeholders and leaders in meetings and interviews.



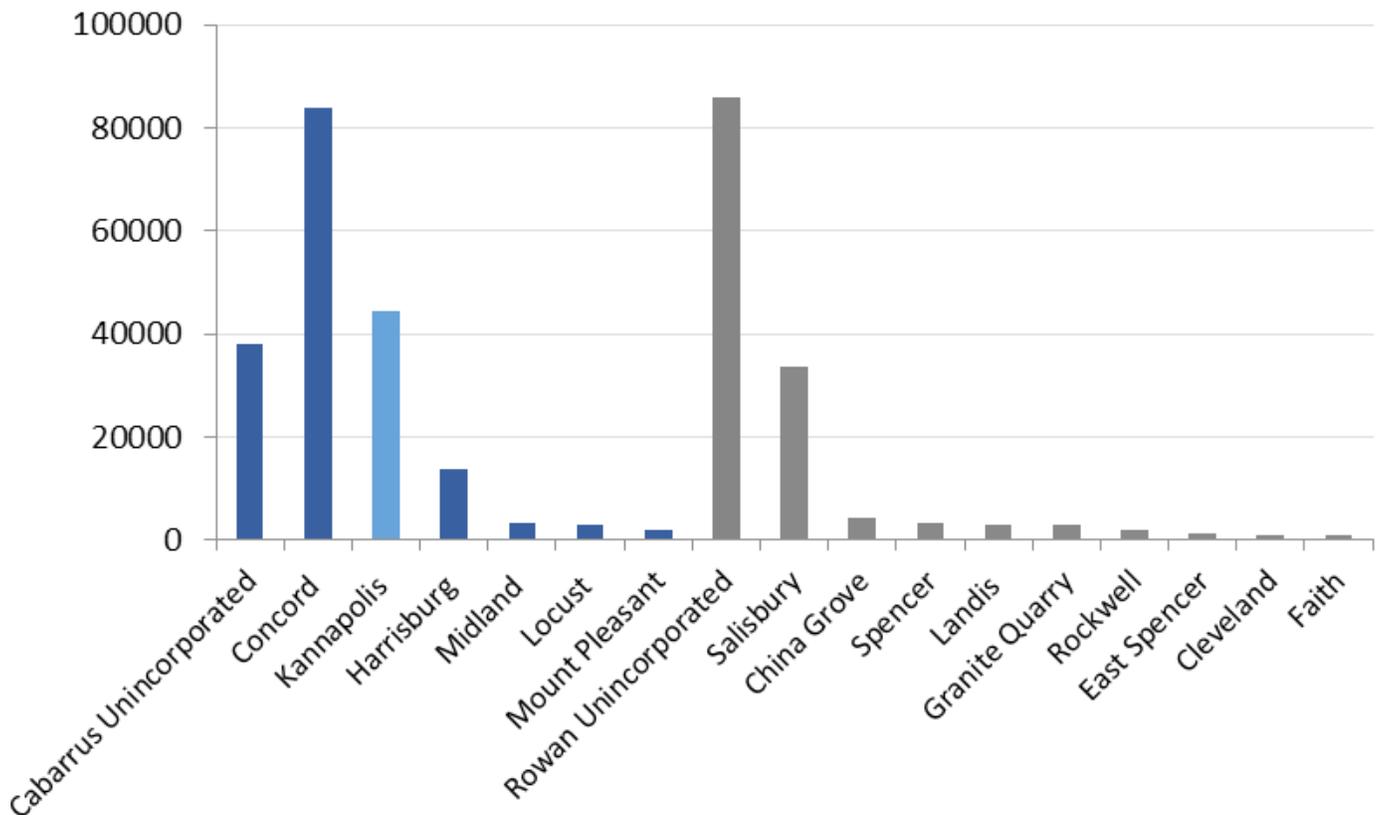
Kannapolis Population Today

Split Between Two Counties

The figure below shows the present day population for both Cabarrus and Rowan County, split into unincorporated areas and incorporated municipalities. Kannapolis spans both Cabarrus and Rowan Counties, however the majority of the Kannapolis population lives within Cabarrus County. At over 44,500 people, Kannapolis is the second largest municipality in both

Cabarrus and Rowan Counties and shares a geographic boundary with Concord, the largest municipality in Cabarrus County. As made evident by the graph below, most of the population in Cabarrus County lives within incorporated municipalities. Alternatively, the majority of the population in Rowan County still lives within the unincorporated area.

REGIONAL POPULATION

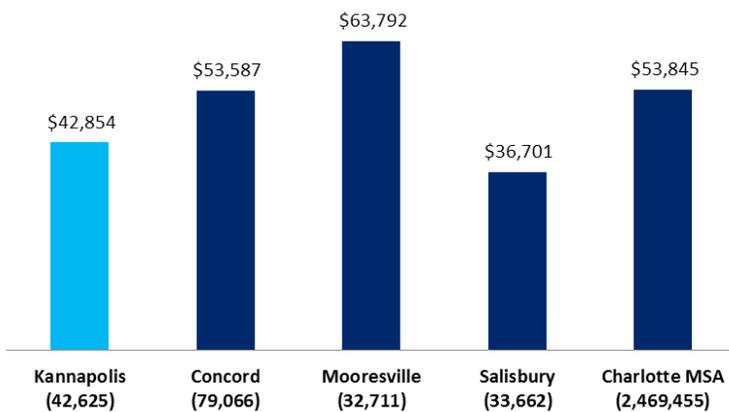


Kannapolis is Relatively Young

Compared to the state of North Carolina, Kannapolis generally has a younger population, with a greater percentage of its population under the age of 14 and a smaller percentage of its population over the age of 54. Consistent with regional and state levels, the Millennial and Generation X age groups make up over 50% of the population in Kannapolis.

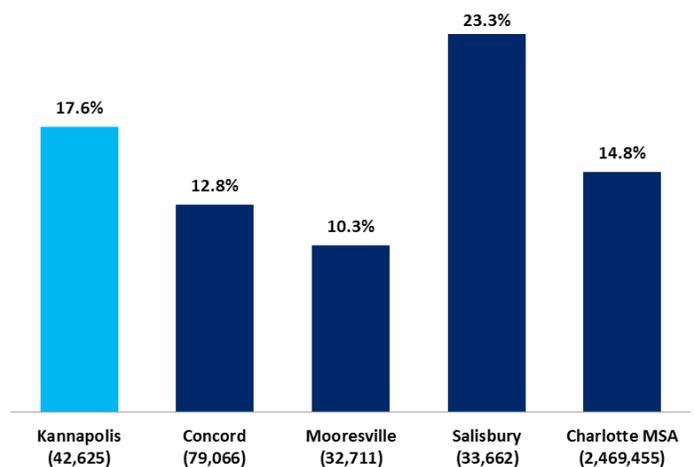
Lower Median Income and Higher Rates of Poverty

In comparison to several nearby cities of a similar size within the Charlotte MSA, with the exception of Salisbury, Kannapolis had a lower median income in 2015. Median household income in Kannapolis, \$42,625, was also lower than that of the whole Charlotte MSA at \$53,845. Per capita income shows a similar pattern, with many nearby cities and the Charlotte region exhibiting per capita incomes higher than the Kannapolis per capita income of \$22,050. Consistent with lower income figures, poverty levels in Kannapolis are also higher than the surrounding region. In 2015, the percentage of families earning an income below the poverty level was 17.6% compared to the regional level of 14.8%.



Median household income in Kannapolis is relatively low.

The percent of families living in poverty in Kannapolis is relatively high.



Addressing the Needs of a Changing Population

The Urban Land Institute recently released a Charlotte-specific report describing the preferences of different age groups within the Charlotte Metro region (UNC Charlotte Urban Institute, December 2016). The report drew upon surveys from residents of several counties, including Cabarrus to glean a better understanding of the correlation between generations and preferences for housing, transportation, and lifestyle. The report defined generations as follows:

Generation	Age Cohorts
Young Millennials	18 - 24
Older Millennials	25 - 35
Generation X	36 - 51
Baby Boomers	51 - 70
The Silent Generation	71 and older

The report found that those in the Millennials generation place much greater importance on living close to work and school than older generations. 86% of Millennials responded that proximity is desirable or critical compared to only 50% of Baby Boomers. Furthermore, 56% of Millennial respondents, compared to 42% of respondents from older groups, identify as “city people” rather than suburban people. As Kannapolis redevelops, revitalizes, and continues its transition into a diverse, technology driven economy, it is likely that the percentage of Millennials will continue to climb. Thus, the preferences of those ages 18-35, such as density and proximity to activity centers, work, and school, should be important considerations as Kannapolis plans for its future.

CHAPTER THREE

FISCAL & ECONOMIC FACTORS



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 seeks both a new identity and a more sustainable economic future. Though

manufacturing remains an important component of the Kannapolis economy, other 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.



An Evolving Economy

Employment on the Rise

Compared to the greater Charlotte region, Kannapolis has had a consistently lower percentage of its labor force employed; however the gap was smallest in 2015 and may diminish further as the local economy continues to grow. The kind of job that Kannapolis attracts will continue to be important. A large number of jobs employing Kannapolis residents inside and outside of the City includes those in the arts, accommodations and food services industries, which tend to pay relatively low wages.

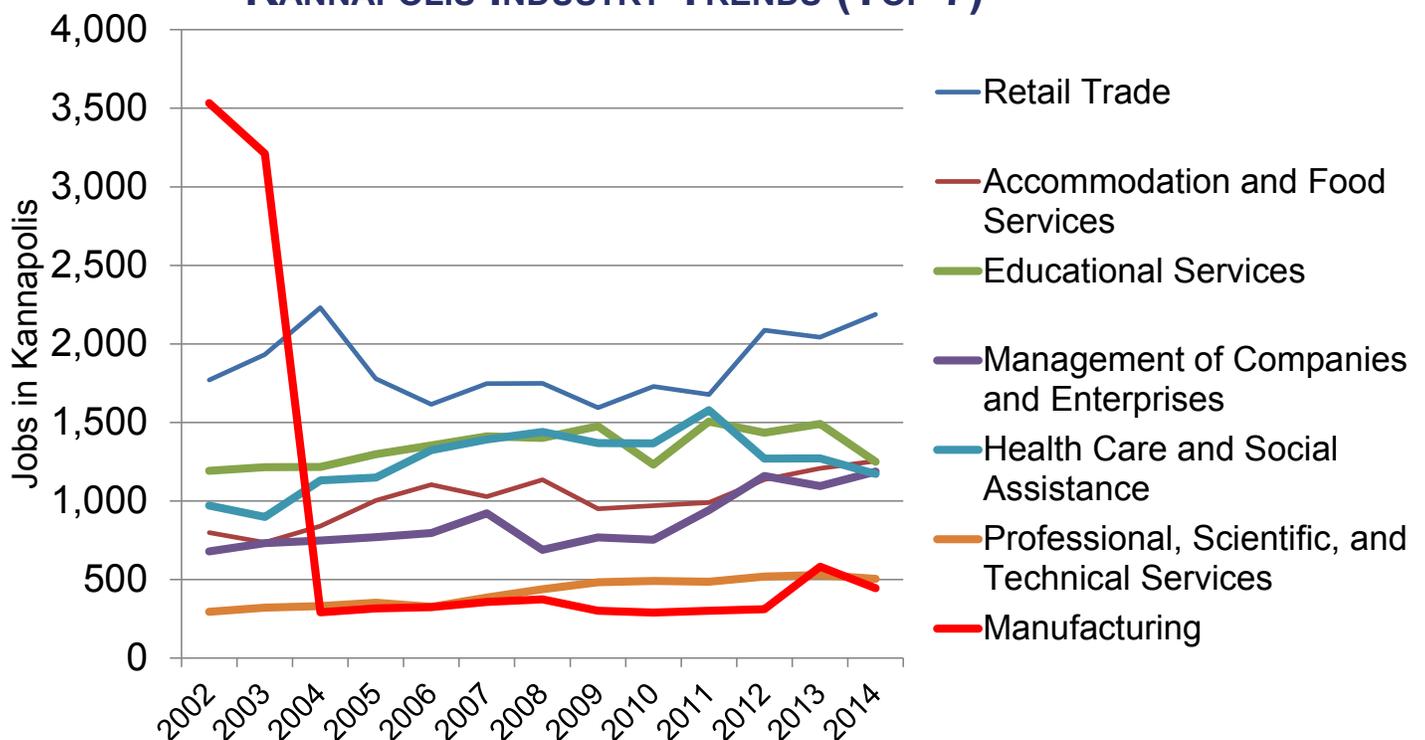
The closure of Pillowtex in 2003 brought the largest single-day layoff in North Carolina history with a loss of 4,340 employees. This job loss, along with the economic recession that began in 2007, resulted in a drop in employment from 2000 to 2010. However, by 2015 employment returned to 1990 levels and this upward trend is expected to continue as the number of jobs generated by the manufacturing, technology and research and development sectors continues to grow (including the NC Research Campus).

From Textiles to Technology

Over the last couple of decades, Kannapolis has transitioned away from manufacturing towards a more diverse economy. In 1990, manufacturing employed 37.1% of the Kannapolis workforce and many of the other top industries were supportive (retail trade, business and repair services, transportation, and wholesale trade). In spite of the large drop in manufacturing jobs, it remains an important part of the Kannapolis economy, providing high wage jobs and employing 10 percent of the workforce. With manufacturing playing a smaller role, several other industries have begun to grow and develop, fostering new opportunities.

While the industries with the highest number of jobs in Kannapolis are Retail Trade and Accommodation and Food Services, the city may look to attract and retain companies in higher wage industries, including companies that can benefit from the positive effects associated with locating close to other interconnected businesses, suppliers, and associated institutions in a particular economic sector.

KANNAPOLIS INDUSTRY TRENDS (TOP 7)





The share of manufacturing jobs has fallen, but manufacturing will remain an important industry for workers in Kannapolis.

Industries by % of Workforce Employed in 1990

1	Manufacturing	37.1%
2	Retail trade	16.6%
3	Professional and related services	14.8%
4	Construction	6.8%
5	Business and repair services	3.9%
6	Transportation	3.8%
7	Finance, insurance, and real estate	3.7%
8	Wholesale trade	3.4%
9	Public administration	2.9%
10	Communications, Public Utilities	2.8%

Industries by % of Workforce Employed in 2015

1	Educational, health, and social services	23.5%
2	Retail trade	13.1%
3	Arts and hospitality	10.9%
4	Manufacturing	10.1%
5	Construction	8.6%
6	Professional, scientific, mgmt, and admin services	8.0%
7	Transportation, warehousing, and utilities	5.4%
8	Finance, insurance, real estate, rental, and leasing	5.1%
9	Other services, except public administration	5.0%
10	Wholesale trade	4.8%

Data Source: U.S. Census Bureau



A Diverse Suite of Industries

A Life Science Powerhouse

The City of Kannapolis is emerging as a leader in life sciences. The North Carolina Research Campus, which first broke ground in 2006, sits at the center of the mixed use redevelopment in Downtown Kannapolis. The 350-acre campus is home to private companies, non-profits, and 8 universities focused on pushing the boundaries of human health, nutrition and biotechnology research.

Carolinas Healthcare System

Though the North Carolina Research Campus is rapidly emerging as the “life science powerhouse” of Kannapolis, it is by no means the only health-oriented employer in the region. 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 second largest in the United States. Located in Concord, CHS NorthEast provides a full range of tertiary and surgical services for residents of the County and surrounding counties. It has a Level III Trauma Center, The Jeff Gordon Children’s Hospital, The Hayes Family Center, The Batte Cancer Center, The Sanger Heart & Vascular Institute and a number of other specialized services and facilities. CHS has also built satellite facilities in Kannapolis, including a stand alone emergency department on Lane Street. Cabarrus Health Alliance is the public health agency for the county and employs over 200 in and around Kannapolis.



NCRC FACILITIES

- 1 David H. Murdock Core Laboratory
- 2 NC State University Plants for Human Health Institute’s Building
- 3 UNC Chapel Hill Nutrition Research Institute Building
- 4 Medical Office Building
- 5 DataChambers research facility
- 6 Rowan Cabarrus Community College Classrooms and Laboratories

Industrial/Business Parks

In addition to a strong health care and health sciences sector, Kannapolis also has a thriving industrial and commercial economy. 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 on both Gateway Business Park and Afton Ridge, another commercial center off of Exit 54.

Highway 73 (Davidson Highway) is the city's most established industrial corridor, with major distribution centers like Shoe Show and Stanley Black & Decker, as well as smaller logistics and manufacturing facilities.

Motorsports

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 1 team, Haas Racing. Stewart-Haas Racing is the major NASCAR conglomerates and Hass F-1 is the only Formula 1 team based in the US, both in Gateway Business Park. These are two separate entities with significant impacts (jobs, notoriety, etc)

Connecting Workforce Development with Economic Development

Cultivating a diverse and competent workforce is a crucial ingredient for successful economic development. Training and retaining residents that can excel in the local job market will allow the Kannapolis economy to expand and grow in a positive direction. As Kannapolis continues on a path towards health care and life sciences, education and workforce development partnerships will serve as an important cornerstone for the City.

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 may exist to improve and enhance educational opportunities for young people in Kannapolis, both inside and outside of the classroom, through collaboration and partnerships.

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 the rapid 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 the Rowan-Cabarrus Community College (RCCC). The 62,000 square foot RCCC Biotechnology Training Center located on the Research Campus 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, labs, and storage.

Courses and programs delivered through the Advanced Technology Center will include application of transformative technology solutions and innovative business practices. These subject areas include subjects like machine vision, nanotechnology,



process automation, advanced logistics, advanced manufacturing, 3D printing, and environmental sustainability.

Growth, Development, and the Tax Base

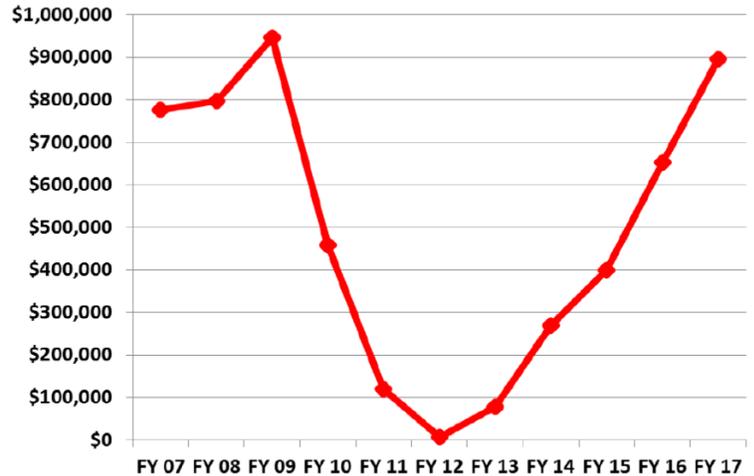
Kannapolis is benefiting from private investment and development, which increases tax revenue that is used to provide city services and maintain public infrastructure. The chart to the right shows the amount of property tax increase that has resulted from development growth. When development slows, the increase in property tax revenue decreases with it. What this chart does not show is that 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. 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. 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.

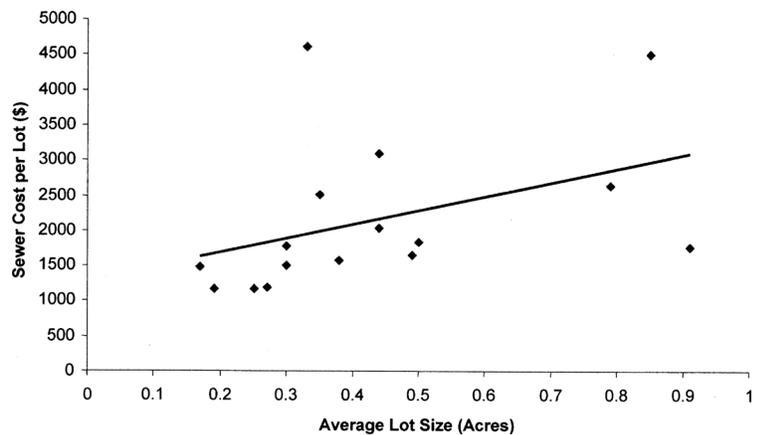
Multiple studies have highlighted the impacts that development patterns can have on utility costs. The chart to the right displays a regression analysis of data from several communities across the U.S. The data show that as lot sizes for new single-family detached houses increase, costs for utilities also increase, potentially increasing the burden of low density greenfield development on existing customers and taxpayers. This pattern often applies to other infrastructure and services that require construction and maintenance, like water and roads.

Although the initial cost of construction for new roads and utilities is typically paid for by the developer, those costs are transferred to the homebuyer. Maintenance costs are then typically passed to the local taxpayers and utility customers into the future. This information is intended to inform stakeholders about general fiscal implications to development, without suggesting any particular policy direction.

INCREASE IN PROPERTY TAX REVENUE DUE TO GROWTH IN KANNAPOLIS



COST TRENDS FOR SEWER INFRASTRUCTURE PER RESIDENTIAL DENSITY



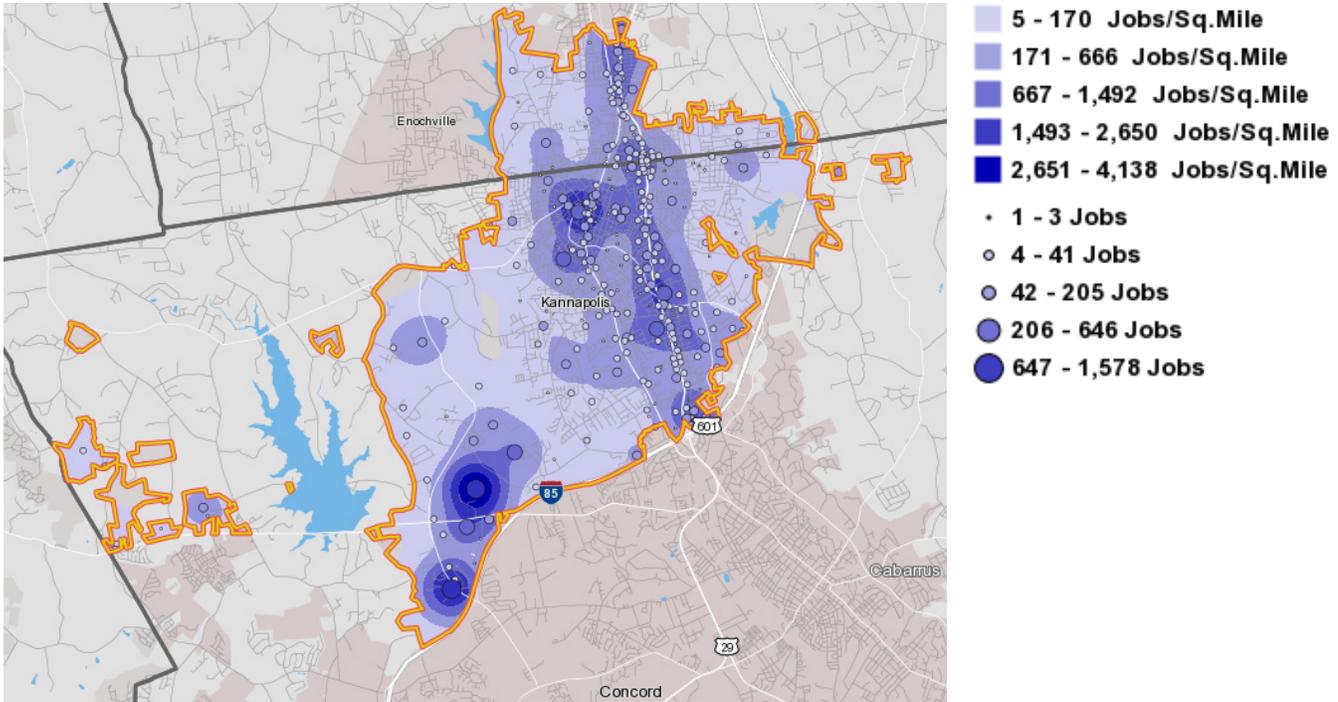
Data Source: Najafi, Mohammad; Rayman Mohamed; A. K. Tayebi; Soji Adelaja. *Fiscal Impacts of Alternative Single-Family Housing Densities*. Journal of Urban Planning and Development. Vol. 133, Issue 3 (September 2007)

Job Location and Commuting Patterns

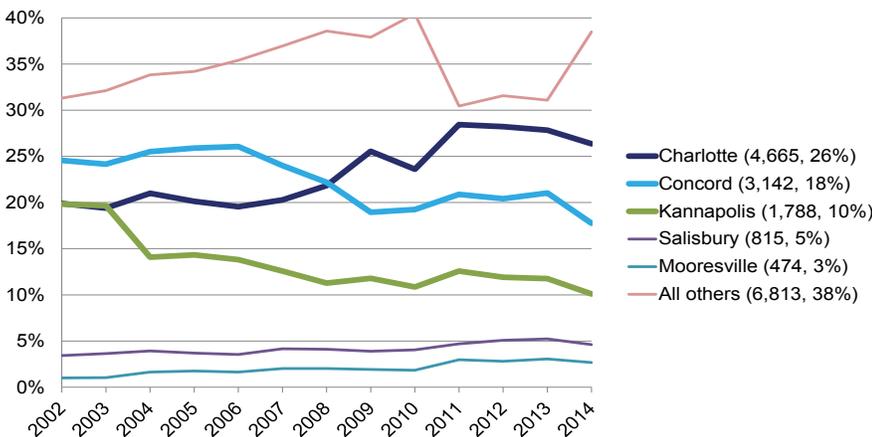
Job Clusters in Kannapolis

The densest concentration of jobs is located in the southern corner of Kannapolis and aligns with the industrial/business parks located just off of I-85. Industrial and commercial business represent important sectors of the Kannapolis economy. The second largest concentration of jobs are located downtown, near the NCRC and along North Cannon Boulevard.

JOB CLUSTERS IN KANNAPOLIS



WHERE KANNAPOLIS RESIDENTS COMMUTE FOR WORK



Living and Working in Different Places

Kannapolis is part of the larger Charlotte Metropolitan Region work-force, which means that many residents of Kannapolis work elsewhere and other workers commute into Kannapolis on a daily basis. The graph to the left identifies places where Kannapolis residents commute for work. Over time, fewer people have both lived and worked in Kannapolis, while a greater number are commuting into Charlotte.



2012 Economic Development Plan

In 2012, the City Council adopted the 2012 Economic Development Plan. This plan outlines the context, assets, challenges and goals for Kannapolis' swiftly transitioning economy. The goals are as follows:

- 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.

Economic Liabilities

During a brainstorming session at the 2012 Economic Development summit, panelists identified several challenges that Kannapolis will face as it plans for strengthening its economy. Those challenges include:

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

Economic Assets

Although Kannapolis faces several challenges, the panelists also identified several economic assets. The following list is a short excerpt from the brainstorming session.

- North Carolina Research Campus
- Recreation and cultural assets
- Interstate access and transportation network
- Strong regional economy
- Unique history and small town charm
- Strong medical services community
- Safe community
- Housing variety
- Abundant development opportunities and plenty of raw land

Based on the 9 economic development goals identified, The 2012 Economic Development Plan provides a framework of strategies for the following seven economic areas, listed in order of relative importance:

- 1 Industrial/Corporate Development
- 2 North Carolina Research Campus
- 3 Workforce Development
- 4 Small Business Development
- 5 Quality of Life
- 6 Downtown
- 7 Tourism

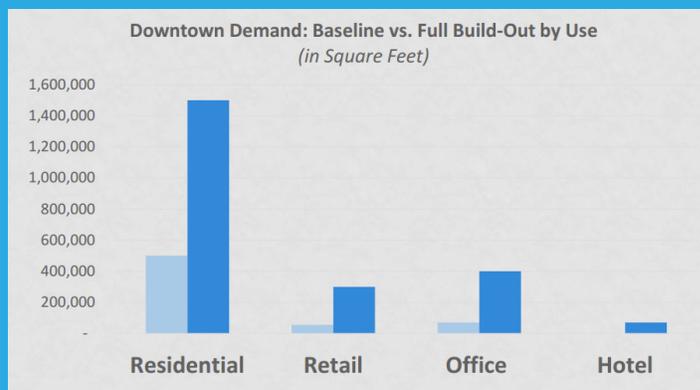
These focus areas were developed during the 2012 Economic Development Summit to help refine the development of strategies intended to achieve the goals set out in the Plan. The seven focus areas listed above are not intended to represent a fixed list of priorities and the Plan recognizes that many of the focus areas are interrelated and interdependent. For example, the successful economic development of the North Carolina Research Campus will rely heavily on a successful Downtown.

Downtown Revitalization Plan

In October 2015, the Kannapolis City Council finalized a purchase agreement to buy 50 acres within historic Downtown Kannapolis. The purchase of land and buildings totaled \$7,550,000 and served as the catalyst for the major revitalization effort now underway. The City partnered with the Development Finance Initiative (DFI) from the University of North Carolina at Chapel Hill School of Government to help develop a revitalization plan. DFI conducted several market analyses to determine the potential for residential, office, and commercial growth in the Downtown region. Specifically, DFI analyzed the impact of several potential anchor projects Downtown, including a new sports and entertainment complex, a performing arts center, and a children’s museum. The City is partnering with a private developer on a mixed use project that will bring at least 275 apartments, 34,000 square feet of repurposed retail space, and 19,000 square feet of new retail space, totaling about \$60 million in private investment. Completion is slated for 2019. The City is also moving forward with plans to design and build a sports and entertainment venue 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. 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.

PUBLIC-PRIVATE PARTNERSHIP

The projected \$111 million public investment in downtown is expected to generate a total private investment of approximately \$380 million, or \$3.40 in private investment for every \$1 in public investment. This investment is expected to significantly increase the demand for residential, retail, office, and hotel development.



Source: DFI

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.

Fostering Business Development

Continuing to work with government and business leaders to create ecosystems that proactively support 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. 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

CHAPTER FOUR

COMMUNITY HEALTH



Community health refers to the wide range of environmental factors related to the physical health, mental health and general well-being of a community. Metrics of community health include such factors as obesity rates and air quality. Indicators for healthy communities include access to healthy foods and active transportation.

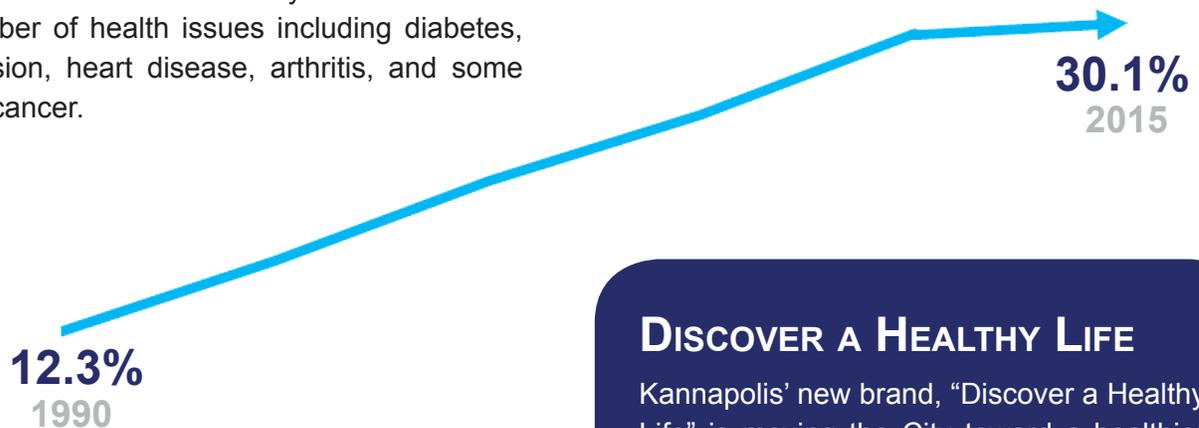
Kannapolis offers several opportunities for residents to discover their own pathway towards a healthy life. A number of parks, a growing greenway system and bicycle and pedestrian facilities provide a foundation for citizens to recreate and travel in a healthy, sustainable way.



Obesity on the Rise

Although community health is measured at the local level, it is important to understand the regional context of health trends. At the state and national levels, obesity has climbed at an alarming rate. In 1990, the adult obesity rate in North Carolina was 12 percent. By 2015 the adult obesity rate more than doubled to just over 30 percent. 66 percent of adults in Cabarrus County are overweight or obese. Among children, 18.5 percent are overweight and 22.5 percent are obese. Obesity has been linked to a number of health issues including diabetes, hypertension, heart disease, arthritis, and some forms of cancer.

Obesity in North Carolina
more than **doubled**
in the past 25 years



DISCOVER A HEALTHY LIFE

Kannapolis' new brand, "Discover a Healthy Life" is moving the City toward a healthier future. The focus of this campaign is to cultivate a culture of healthy, holistic living, where "health, nutrition, science, and education" are the business of the City. As the North Carolina Research Campus continues to grow and expand, nutrition and health science will truly become an integral part of the Kannapolis business sector.



CURRENT SNAPSHOT

The Problems With Automobile Dependence

An Auto-dependent City

Access to active transportation is an important strategy for addressing obesity rates and is a good indicator for predicting the overall health of a community. Walk Scores and Bike Scores are a convenient way to measure access to various means of active transportation. These scores measure the ease and convenience of walking or biking to nearby places to complete a range of daily errands. The scores consider the distances to nearby places from numerous locations within a city and the bike and pedestrian friendliness of these locations.

Although car is currently king in Kannapolis, a recent survey conducted by the Charlotte chapter of the Urban Land Institute found that 88 percent of all respondents from the greater Charlotte region want to be able to bike more. 74 percent said that they would do so if bike lanes were separated from vehicular traffic with a physical barrier. Reducing automobile independence requires long term solutions that involve coordination between land use and transportation planning, as well as transportation infrastructure and services that provide more travel options, including sidewalks, protected bicycle lanes, and high quality public transit.

Automobiles and Air Quality

In addition to mitigating adult and childhood obesity, biking and walking for transportation can also reduce air pollution associated with automobile use. In 2016, 83% of drivers in Cabarrus County drove alone to work and 40% of long commutes were driven alone. This travel pattern produces both greenhouse gases and air pollutants, like particulate matter, that have been linked to decreased lung function, chronic bronchitis, and asthma. Both Cabarrus and Rowan Counties have particulate matter levels above the national average.

WALK SCORE

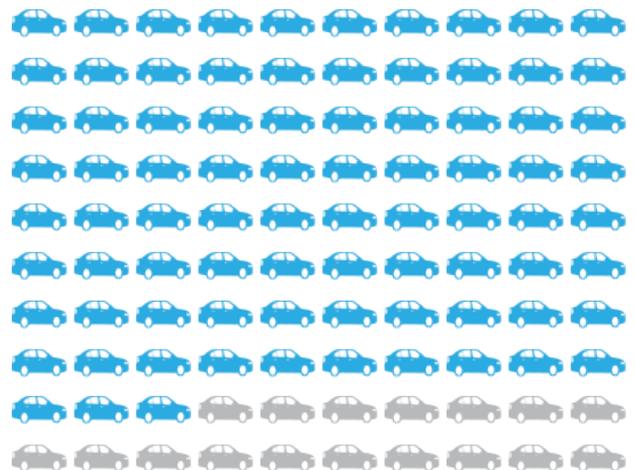
Walk Scores range from 0-100 and are broken into sub-ranges.

- 1 Car-Dependent (0-24),
- 2 Somewhat Car-Dependent (25-49),
- 3 Somewhat Walkable (50-69),
- 4 Very Walkable (70-89),
- 5 Walker's Paradise (90-100)

Kannapolis has a Walk Score of 21, which means that almost all daily errands require a car.

21

A Walk Score of 21 means Kannapolis has a key opportunity to improve its walkability.



83% drive to work alone

Getting Healthy Together

As part of its healthy life brand, the City adopted a race series, *Run Kannapolis*. The series features eight 5k walk/runs and has seen a broad level of participation. All ages and abilities are invited to participate in this race series, which gives out awards for the most active runners and walkers while supporting non-profit organizations.

An Economy of Health

The North Carolina Research Campus is another vital contributor to Kannapolis' credo of community health. The 350-acre campus brings together corporations, universities and healthcare organizations focused on conducting human health, food, nutrition, and agriculture research. The NCRC is expected to bring thousands of jobs to Kannapolis, truly making health the business of the City.

Access to Healthy Foods

Citizens in Kannapolis have moderate access to healthy foods. A list of economic challenges identified in the 2012 Economic Development Plan included "poor grocery choices." However, a list of County Healthy Rankings and Road Maps assigned Cabarrus County a ranking of 7.3 out of 10 on the Food Environment Index where 10 represents the best food environment. Rowan received a score of 6.5. Access to food environment is defined as proximity to grocery stores for low income individuals. Proximity is defined as living less than 10 miles from a grocery store in rural areas and less than 1 mile in non-rural areas.

There are two food deserts located within Kannapolis. One is located north of Rogers Lake Road between Irish Buffalo Creek and Main Street. The other is north of Brantley Road between I-85 and North Cannon Blvd. A food desert is defined by the U.S. Department of Agriculture as a low-income census tract where a substantial number or share of residents has low access to a supermarket or large grocery store.

A weekly Farmer's Market provides fresh fruits and vegetables to Kannapolis residents





EXISTING PLANS

Planning for a Healthier Kannapolis

The promotion of alternative modes of travel addresses several aspects of community health including a reduction in obesity rates and the mitigation of air pollutants correlated with automobile use and respiratory health problems. Currently, Kannapolis has two primary plans that address the advancement of alternative modes of transportation: The Walkable Community Plan and the Kannapolis Bike Plan.

reductions in air and noise pollution, and improved health of community residents. Through the pursuit of three primary goals, connectivity, access, and safety, the plan strives to achieve longer range goals of improving citizen health and quality of life. To date, only modest progress has been made on plan implementation. However, the city does have several sidewalk projects slated for construction in 2017-2018.

Kannapolis Walkable Community Plan Vision:

“Develop a more livable community through the promotion and development of pedestrian amenities and facilities which are safe, accessible, and connect destinations within the City (and larger region) through alternative transportation and circulation networks.”

Walkable Community Plan

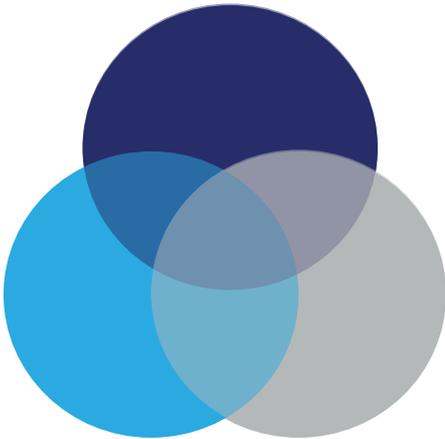
The Kannapolis Walkable Community Plan was created in 2007 with the following vision to guide the strategic expansion of pedestrian facilities.

The plan, funded by a \$24,000 North Carolina Department of Transportation grant, develops a pedestrian network plan, facility standards and guidelines, and implementation and funding plan. The vision of the plan aligns itself with the vision from Weaving a Shared Future for Kannapolis (1999) to be one of “...the most dynamic and desirable communities in the Central Carolinas.” An overview of the physical, social, and economic benefits of a more well connected Kannapolis include enhanced community environment,



Kannapolis Bicycle Plan

The Kannapolis Bicycle Plan includes several policies related to the advancement of bicycles as a form of both transportation and exercise. The Plan includes a Complete Streets policy to provide for the development of safe and convenient modes of travel for all users, road diets to right-size roads and provide cost effective ways to add bicycle lanes, and a policy for increased bike parking throughout the city. Together, these policies and others will help to make Kannapolis a safer and more attractive city to bike, walk, and access public transit.



THE SUSTAINABILITY CONNECTION

Planning for alternative modes of travel promotes community health, but it also promotes environmental sustainability. Automobile use is a major emitter of Greenhouse Gases (GHGs) and substituting automobile trips for biking, walking, or even transit trips decreases the amount of GHGs emitted into the atmosphere and also improves air quality.

CHAPTER FIVE

PUBLIC FACILITIES & SERVICES



The City of Kannapolis prides itself on promoting a high quality of life for all residents and visitors through the provision of a wide range of community facilities, infrastructure, and services. As the City continues to grow and develop, providing high quality infrastructure and services will remain a top priority.

Recent annexations in the western part of Kannapolis have catalyzed the development process of the city and planning is underway to bring the same high quality services and infrastructure to this area of the City.



How CONNECTIVITY IMPACTS SERVICE



A highly connected street pattern, like that pictured above, is key to providing high quality municipal services. With a less connected hierarchical street pattern like that pictured below, school buses, solid waste trucks, and maintenance crews must travel longer distances to reach fewer destinations. This can have both safety and cost implications.

When traffic is congested or there is an accident on the road, rerouting emergency vehicles can increase response times and make homes and commercial buildings less accessible.



Emergency Services

Kannapolis has exceptional emergency services. With dramatic change expected in the city, these departments face new challenges including: Providing services to residential and non-residential development in areas remotely located outside 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, and providing services with the properly trained emergency responders and equipment designed for high density mixed use areas.

Fire

The Kannapolis Fire Department plays an important role in protecting and serving the residents and visitors of Kannapolis. The department provides emergency, technical, and community services. Emergency Services include 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.

Technical Service responsibilities include accreditation, risk reduction through inspection, code enforcement, and plan review, and professional development. 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 mission of the Kannapolis Police Department is to serve all people within the jurisdiction with respect, fairness, and dignity. They are committed to the prevention of crime and the protection of life and property; the preservation of peace, order and safety; the enforcement of laws and ordinances; and the safeguarding of constitutional guarantees. This mission is supported through multiple programs and resources including community watches, the citizen’s police academy, Kannapolis911 on Facebook, Kannapolis911 on Twitter, and their most recent social media information exchange, the MyPD app which is tailored to the city of Kannapolis. They seek to provide a safe environment in which the citizens can live, work, and play. The Kannapolis Police Department has been a nationally accredited agency with CALEA since 2000. This is a distinction shared by only 6% of law enforcement agencies nationwide.

The crime rate in Kannapolis is 16% lower than the national average and 22% lower than the North Carolina average

Parks and Recreation

Kannapolis boasts a myriad of parks and other recreation opportunities, including greenways and athletic fields. The Parks and Recreation department is committed to providing premium facilities and services to all Kannapolis residents. Currently, there are 6 major parks throughout the city:

- Veterans Park
- Dale Earnhardt Plaza
- Village Park
- Bakers Creek Park
- Walter M. Safrit Park
- Vietnam Veterans Park

The City also hosts the following athletic fields

- Softball field at Baker's Creek Park
- Softball fields, soccer field, and greenways at Walter M. Safrit Park
- Joint use facilities at Kannapolis middle school athletic fields: softball field, baseball field, soccer/football field, paved track.

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

- Bakers Creek greenway
- 8th street greenway
- Irish buffalo creek greenway
- Carolina Thread Trail

The quality and programs associated with Kannapolis parks will remain an integral part of the city's high quality system. There are opportunities for integrating parks of varying sizes into existing and future neighborhoods and connecting them with passive open space, green infrastructure, and a connected greenway system that provides both recreational opportunities, as well as serves as a legitimate form of transportation throughout the city.

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.

Limited, safe, and regulated access to the Don T. Howell Reservoir should continue to be explored in order to help preserve the natural area around the lake and provide a recreational use for this valuable community asset.

Public Works

The Public Works Department provides and maintains all of the city's infrastructure (i.e. water, sewer, streets). Their mission is "to enhance the quality of life for all residents, businesses and visitors of Kannapolis through responsible and sound management, innovation, teamwork, and vision; by providing dependable, high quality, responsive services." Public Works is divided into several divisions:

- Administration and Engineering
- Environmental Services (garbage, recycling, and yard waste collection services)
- Transportation
- Stormwater
- Water Resources

Environmental Services

The City's Environmental Services Division encompasses garbage, recycling, and yard waste collection for approximately 18,000 households and is managed by the Administrative Division. Last year the Division collected approximately 14,500 tons of garbage, 3,502 tons of yard waste, 2,562 tons of recyclables, and 95 tons of e-waste.

Transportation Division

The Transportation Division coordinates traffic system planning, street maintenance, traffic engineering, sidewalk construction and repair, curb and gutter construction and repair, street lighting, and traffic

signs and markings. While the Transportation Division maintains the majority of the street network in the city, several major corridors including Cannon Boulevard, Dale Earnhardt Boulevard, Kannapolis Parkway, and Main Street, are maintained by the North Carolina Department of Transportation.

Water Resources Division

The Water Resources Division is responsible for supplying Kannapolis with safe drinking water, and providing adequate wastewater infrastructure that collects wastewater for treatment by the Water and Sewer Authority of Cabarrus County (WSACC). The Water Resources Division helps to ensure that the region's environmental resources are protected and enhanced.

The City operates and maintains a water treatment plant with the ability to treat up to 15 million gallons of potable water each day as well as multiple finished water interconnections with neighboring water suppliers. In addition to producing sufficient drinking water to meet the City's current demand, the Water Resources Division also coordinates programs to help reduce consumptive demand by encouraging water conservation. Smart Water Meters transmit a customer's consumption directly to the City, eliminating the need for trips to individual locations in order to collect readings. The automated system also helps to identify leaks responsible for water lost from the system. The Water Resources Division has also launched a customer portal for customers to monitor their water consumption, which allows them to compare current usage to previous periods, and set conservation goals.

The City's primary water source is Kannapolis Lake, a 289-acre reservoir located along Irish Buffalo Creek. The City also has secondary water sources which includes Lake Don T. Howell, interconnections with the City of Concord, and the City of Salisbury. The cities of Concord and Kannapolis partnered on an interconnection to the city of Albemarle to supply our communities with up to 10 million gallons of water per day of which Kannapolis will receive approximately 40% of the supply, with Concord receiving the remaining 60%.

The Wastewater Collection System for the City of Kannapolis consists of approximately 325 miles of sewer pipelines and 14 wastewater lift stations. The City of Kannapolis discharges its wastewater to the Water and Sewer Authority of Cabarrus County's (WSACC's)

Rocky River Regional Wastewater Treatment Plant located in southern Cabarrus County. The plant has a treatment capacity of 26.5-million gallons per day (MGD) and uses a pure-oxygen activated sludge secondary treatment system that processes both domestic and industrial wastewater from both in-plant and off-site sources.

Stormwater Division

The City's Stormwater Division monitors and regulates illicit discharges to prevent pollution from entering into waterways. Additionally, the Stormwater Division supports the "Stream Team," a program that educates volunteers and members of the public to assist in the monitoring and protection of local creeks and streams. The Stormwater Division also maintains approximately 510 miles of outfalls as well as ensuring compliance with our Stormwater Permit that helps to ensure the region's environmental resources are protected and enhanced.

What the city maintains every day...

3.5

Million gallons of drinking water per day treated and delivered

4,200

Street lights

500

Miles of local streets

400

Miles of curb and gutter



EXISTING PLANS

In 2014 the City developed the Parks and Recreation Master Plan along with the Kannapolis Bicycle Plan. Each of these plans develops a framework for expanding the infrastructure within the City in order to provide a wider range of services to the residents of Kannapolis.

Parks and Recreation Master Plan 2014-2024

The Parks and Recreation Master Plan is a needs assessment and a road map for city officials to guide future investment in community recreation facilities and infrastructure. The plan consists of an inventory of current facilities and programming, an analysis of demographics, a needs assessment based upon level of service metrics, a series of proposals, recommendations and objectives, and a plan for implementation.

Bicycle plan 2014

Similar to the Parks and Recreation Master Plan, the Kannapolis Bicycle Plan provides an assessment of existing bicycle facilities, an assessment of need informed by public input, and the identification of proposed projects. In addition, the Bicycle Plan includes a set of proposed policies with an implementation schedule and a set of facility standards to help guide the quality development of the projects proposed in this plan.

Kannapolis City Schools: Creating the Future – 2015 Strategic Plan

This plan includes goals and strategies for achieving the plan’s vision of being a top school district. The plan includes five strategic goals:

- By 2015, KCS will achieve a graduation rate of at least 80% and will have 90% or more of students proficient in all subjects.
- KCS will ensure appropriate funding to educate 21st century learners.

- KCS will continue to attract, employ, and retain highly qualified and informed staff who are motivated to affect long-term achievement.
- KCS will provide adequate services to LEP/EC/ At-risk students so they can meet or exceed state expectations.
- KCS will establish a comprehensive alternative program within the existing academic environment that will allow students to graduate with 21st century skills.

Cabarrus County Schools: 10 Year Plan

The purpose of this plan is to identify and prioritize capital facilities needed to accommodate the county’s student population for the 2010-2026 time frame.

Rowan-Salisbury Schools Strategic Plan

The Rowan-Salisbury School System is made up of 20 elementary schools, seven middle schools, an alternative school, one early college and 6 traditional high schools. These 35 schools, many of which are award winning, comprise the system that serves over 21,000 students. A portion of this system serves the Kannapolis population. The School System’s Strategic Plan focuses on technology, human resources, finance, support services and athletics, transportation, child nutrition, maintenance, and engaging the community.

NEXT STEPS

The chart below represents the next steps in the Move Kannapolis Forward planning process. The information contained in this **Planning Influences Report** will be shared with the community and help inform the vision-setting process. In upcoming public meetings, and through online platforms, citizens will have the opportunity to engage in the process and voice their ideas for ways of making Kannapolis a better place to live, work, and play.

The public kickoff meeting will be key in setting the vision and formulating goals, policies, and strategies for the plan. With guidance from the Planning and Zoning Commission, the plan will be drafted and brought once more before the public and elected officials.



Planning Process



APPENDIX



Regional Planning

Several plans have been adopted by regional partners. Each of these plans is examined below to inform opportunities for coordination and partnerships.

Rowan County Land Use Plan Areas East of I-85

January 2012

The following land use patterns are recommended within the I-85, US 29, and portion of US 52 corridors of the Planning Area.

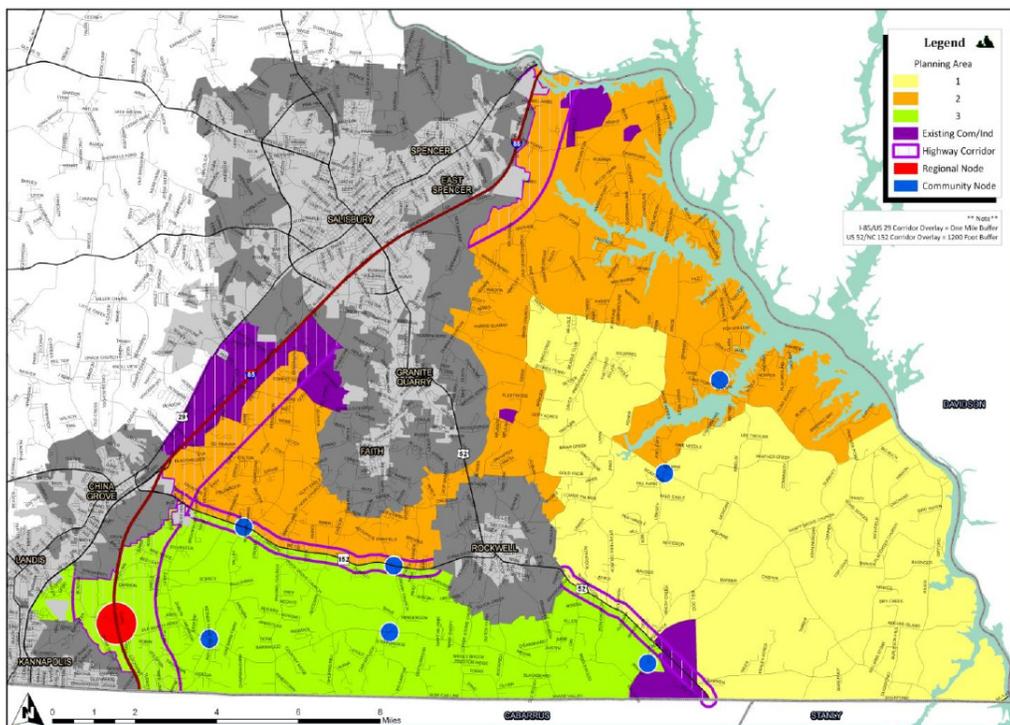
- Commercial and industrial uses, as well as mixed use development are encouraged within the I-85, US 29 corridor of the Planning Area. This includes:
 - The adaptive reuse or redevelopment of existing structures or sites that are complementary to the corridor. Infill commercial and aggregating smaller tracts for development is preferred.
 - Heavy impact uses that are complimentary to the rail corridor paralleling I-85 and US 29 that do not compromise existing businesses or residential uses may be appropriate for consideration. Heavy impact uses should utilize existing highway, rail and utility infrastructure.
 - The corridor area between Salisbury and China Grove may be appropriate for light manufacturing, advanced manufacturing, distribution, bio-technology industries and

motor sports industries. It may also be the ideal location for corporate headquarters that require frontage, acreage and/or visibility from I-85.

- Consider the size, scale and density of new projects for requiring connection to existing public utilities. The use or extension of existing and planned water and sewer utilities is encouraged.
- Perimeter landscaping and parking on sides and rear of buildings is suggested.

Regional Nodes (as displayed on map)

Regional nodes should be defined and limited to major intersections along I-85. The potential for a regional node in the Planning Area exists with the construction of a new interchange at Old Beatty Ford Road and I-85. Mixed land use types are encouraged in the regional node in order to reduce reliance on municipal service centers. Examples of land use types in a regional node include but are not limited to, shopping complexes, grocery stores, convenience goods, gas stations, office complexes, restaurants and health care services.



NC-73: Transportation and Land Use Corridor Plan

September 2004

This plan coordinates land use and multi-modal transportation plan for a 35 mile corridor sponsored by three counties, five municipalities, three chambers of commerce, two metropolitan planning organizations, one rural planning organizations, two NCDOT divisions and NCDOT's Transportation Planning Branch. The

corridor is addressed in fifteen separate segments, ranging from 2 miles to 4 miles in length, that reflect the current land use plans from the communities in the corridor: Lincoln County, Cornelius, Davidson, Cabarrus County, Kannapolis and Concord.

Cabarrus County Livable Community Blueprint

The goal of this plan is to provide recommendations that will afford convenient parks and recreational services to all. The plan was prepared as a guide to assist Cabarrus County and the municipalities in developing parks and recreation facilities and to identify

bicycle and pedestrian routes on which they may focus over the next decade. The plan includes an inventory of all parks, schools and facilities in the county and municipalities as well as a prioritized action plan and a statement of capital improvement costs.

Cabarrus County Schools: Integrated Planning for School and Community – 2012-2013 Land Use Study Report

The Operations Research/Education Laboratory (OREd) has developed a system of Integrated Planning for School and Community (IPSAC) which fully integrates community and regional data, ten-year economic and demographic forecasts, demographic and land use studies, digitized pupil and school location files, and mathematical optimization algorithms.

The integrated planning system is comprised of multiple data-driven processes including:

- Enrollment Forecasting
- Land Use Study
- Out-Of-Capacity Analysis

- School Location Optimization Scenarios
- Attendance Boundary Optimization and Redistricting

This report documents findings from the Land Use Study of the geographic area encompassing the school district. The objective of the Land Use Study is to quantify future growth by school attendance areas.

2012 Cabarrus County Environmental Health Assessment

The assessment provides an opportunity to understand the environmental status of our community and its impact on health and thus make informed decisions for improving conditions in the community. Moving

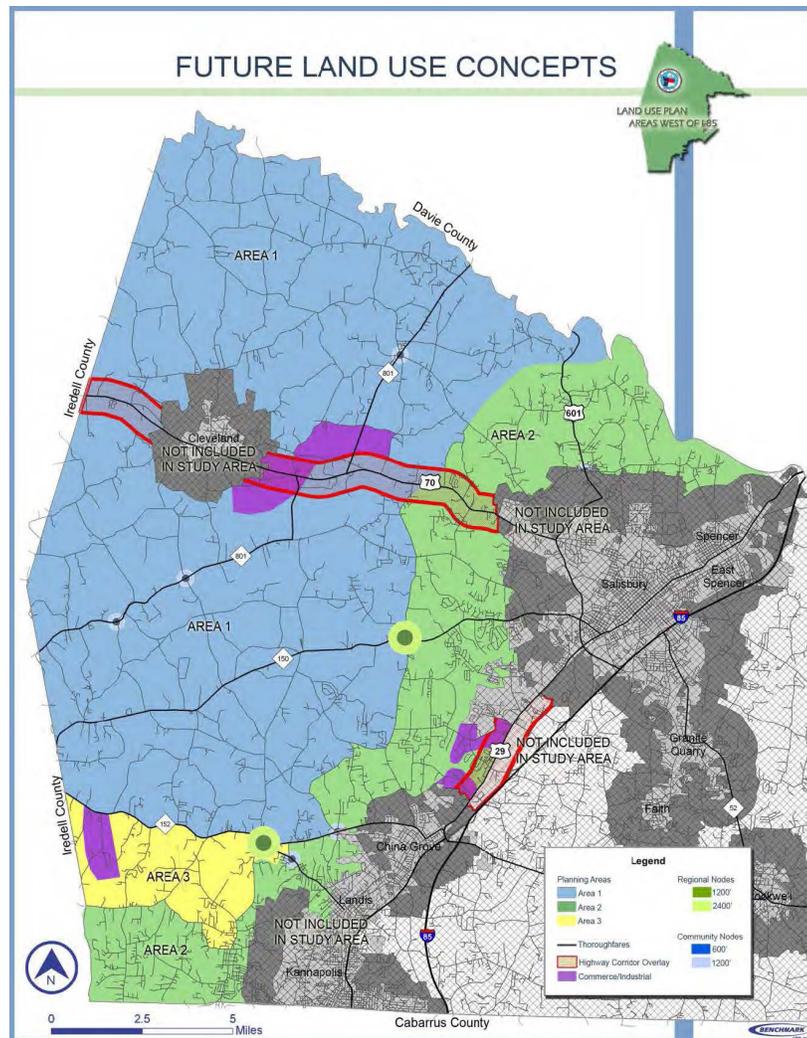
forward, the Environmental Health Assessment will be conducted every four years as part of the larger Community Needs Assessment process.

Rowan County: Land Use Plan Areas West of I-85

April 2009

Relevance to Kannapolis: Plan recommends in Area Two (See Map)

- Encourage medium density residential development in this area
- Encourage mixed use development throughout this area
 - Include commercial components with residential development to serve proposed and surrounding neighborhoods
 - Encourage connectivity through open space networks with surrounding development to promote walking and biking, without mandating them over private property
- Traditional and conservation subdivisions should be encouraged in this area
- Maintain minimum lot size standards currently in effect
- Encourage compatible land development patterns through performance-based standards when residential lots may be proposed adjacent to the following uses:
 - Voluntary Agricultural Districts
 - Existing or proposed Industrial
 - Existing or proposed Commercial



Carolina Thread Trail Master Plan for Cabarrus County Communities: Weaving Communities Together

August 2009

This report outlines a means for long-term coordination of greenway and trail development within the county, cities and towns in Cabarrus County to help promote the preservation and improvement of residents' quality of life. It builds on past plans to integrate all existing and

proposed municipal and county trails with additional greenway/trail segments that will together create a comprehensive multi-use network for connecting people, places and destinations to each other and surrounding counties.

Water and Sewer Authority of Cabarrus County (WSACC) FY 2012/2013 Plan

The Water and Sewer Authority of Cabarrus County (WSACC) developed the FY 2012-2013 Master Plan (Master Plan) to guide future investment in regionally significant water and sewer infrastructure. Determines major utility infrastructure needs in Cabarrus County and a portion of Rowan County between 2013 and the plan horizon year of 2040.

The plan includes a generalized future land use map for Kannapolis, Cabarrus County, and other communities within the county. This map was developed for informational purposes and does not serve as a guiding policy document.

Regional Community Plans

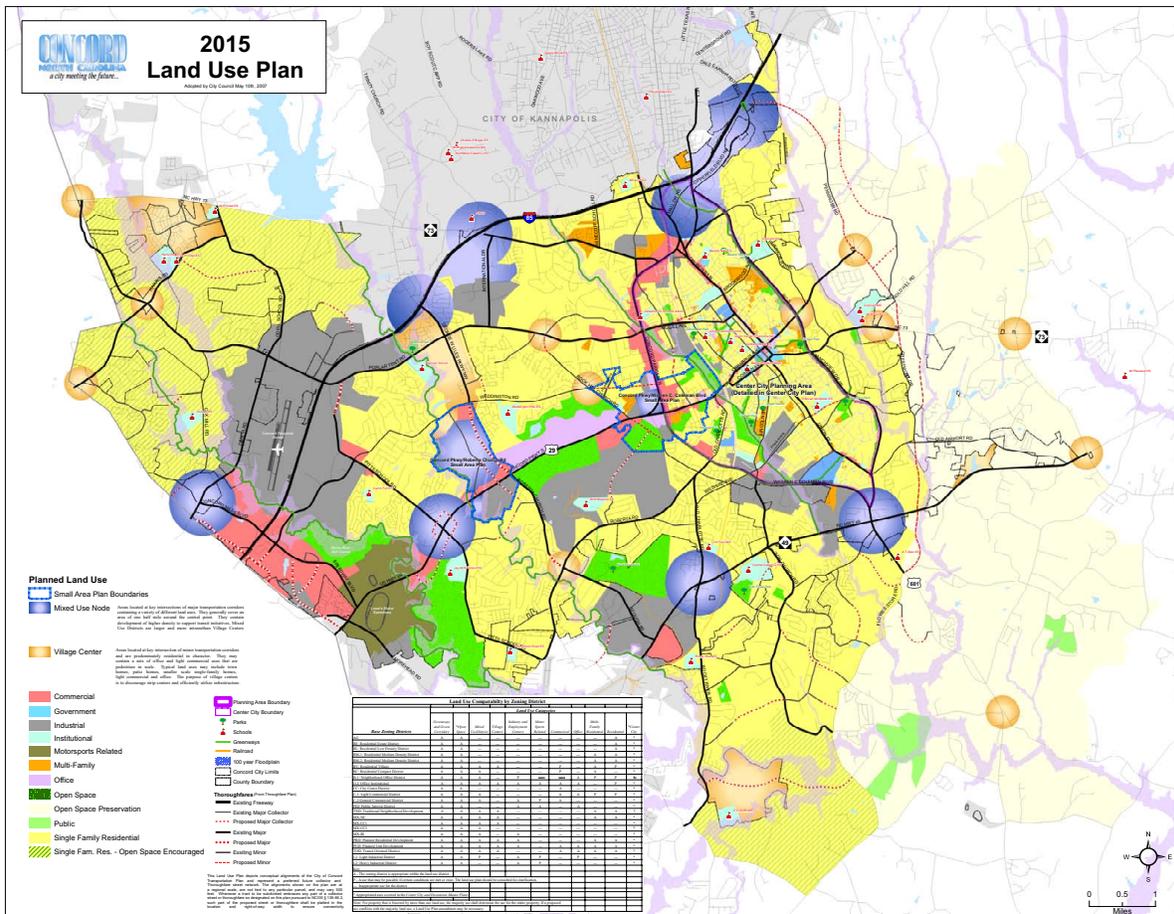
Several plans have been adopted adjacent jurisdictions. Each of these plans is examined below to inform opportunities for coordination and partnerships.

Concord, North Carolina

Concord lies to the south of Kannapolis, primarily on the other side of Interstate 85, and south of NC Highway 73. The Concord 2015 Land Use Plan was adopted in 2007 and serves as the city's primary land use planning guide. While the majority of land adjacent to Kannapolis is recommended for residential development, the city identifies mixed use nodes at the intersections of I-85 and Kannapolis Parkway, I-85 and Davidson Highway, I-85 and areas east of Cannon Boulevard. While these

areas are mostly built out, they did not take the form of vertical mixed use, instead adopting a horizontal mix of suburban housing, apartments, and commercial development that is common around Interstate interchanges.

This plan is likely to be updated within the next few of years.

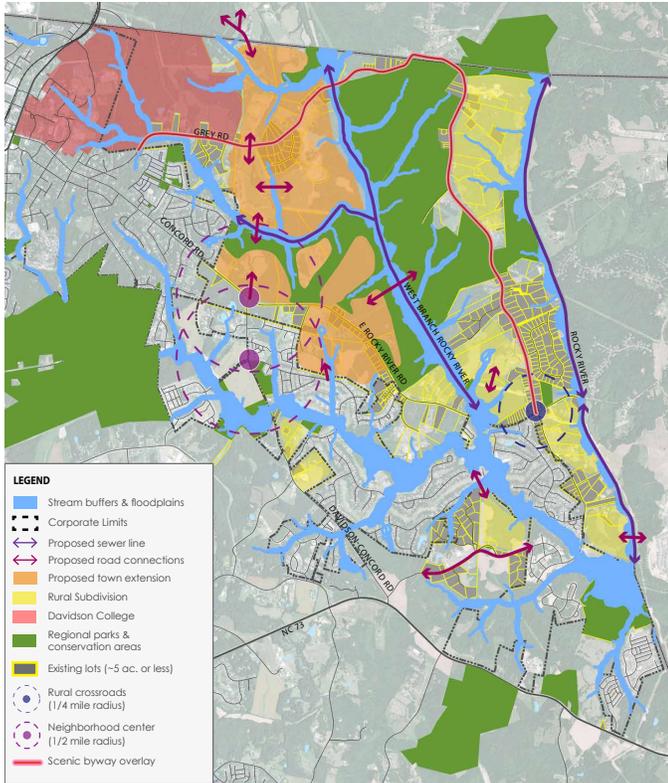


Davidson, North Carolina

The newly adopted Davidson Rural Area Plan outlines goals and opportunities in land on the eastern portion of Davidson that abuts Kannapolis and the western edge of Cabarrus County.

As Kannapolis expands to the west, the Davidson Rural Area Plan presents a few key challenges and opportunities. The plan calls for pedestrian-oriented mixed use nodes, which may compete with

the commercial market in Kannapolis. The plan also calls for highly connected residential neighborhoods and connected green spaces. This type of desirable development and environmental preservation could compete with Kannapolis development, but also presents an opportunity for cohesive development patterns on the western edge of Kannapolis.



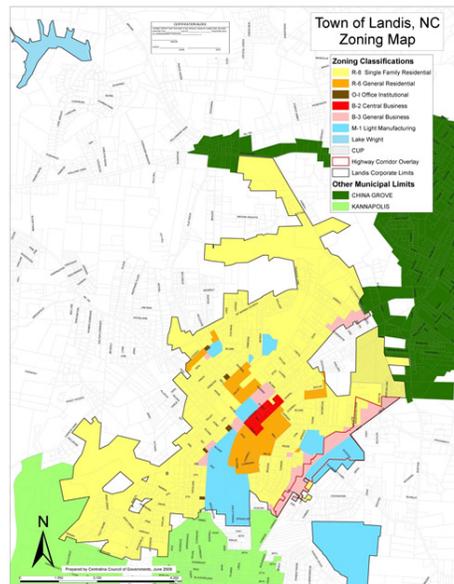
▲ Illustration depicting the walkable character of the crossroads at East Rocky River and Shearer Roads.

- Key Design Elements**
- Mixed-use destination with rural character and scale near existing and planned neighborhoods
 - Contextually-appropriate transitions between mixed-use areas and surrounding parcels
 - Pedestrian & bicycle-friendly street renovations
 - Trails connect East Rocky River Road to Fisher Farm Park



Landis, North Carolina

The Town of Landis abuts the northern edge of Kannapolis in Rowan County. While the town lacks a land use plan, it current has a zoning map which shows a mix of single-family residential uses, light manufacturing, and general business uses adjacent to Kannapolis corporate limits.





MOVE
KANNAPOLIS
FORWARD

2030 COMPREHENSIVE PLAN