

Executive Summary

ES-05 Executive Summary – 24 CFR 91.200(c), 91.220(b)

1. Introduction

Kannapolis has experienced strong population growth and is expected to continue to do so. Housing values and construction costs have escalated, creating wealth for those fortunate enough to own property, and creating affordability challenges for many households including those who rent. Limited sewer treatment capacity in Cabarrus County will hamper the pace of residential development for the foreseeable future, particularly multifamily development. The infrastructure challenges exacerbate the housing affordability issues.

This 2025-29 Consolidated Plan identifies the housing and community development needs and market conditions that affect low and moderate income households in Kannapolis. Using the City's resources to leverage the work of other agencies and non-profit organizations, the City has developed this Consolidated Plan with a set of priorities, goals, and action to guide our community development work over the next five years.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

Housing Needs Assessment

The Cabarrus-Iredell-Rowan HOME Consortium conducted a Housing Needs Assessment in 2024. The issues identified in that study include: a growing elderly population, 7% of renter-occupied units in Cabarrus County in substandard condition, 46.5% of renter households and 19% of owner households in Cabarrus County are cost burdened with 20% of renter households and 6% of owner households being severely cost burdened. Community and stakeholder input showed a need for rental units priced at \$1,250/month or less and for-sale units priced at \$300,000 or less. It is projected that 25% of renter households in Kannapolis will continue to earn less than \$30,000 annually in 2028, indicating an ongoing need for affordable rental units. The Housing Needs Assessment estimated a need for at least 1,061 rental units and 394 for-sale units affordable to households earning less than 80% of area median income in the next five years.

Strategic Plan

Based on the needs assessment, market analysis, public input, and consultation with partner agencies, the City's one and five year goals for the Consolidated Plan are:

- Improve and strengthen neighborhoods
- Provide decent & affordable housing
- Prevent and address homelessness
- Promote self sufficiency and community development

The outcomes to be achieved include public infrastructure and facilities, public service activities, new and rehabbed housing units, transitional housing, direct financial assistance to homebuyers, and homelessness prevention.

3. Evaluation of past performance

Due to higher construction costs and limited land and sewer treatment capacity, the City has focused less on new construction over the past 5 years. Funds have been spent on homeowner rehab, urgent repair, and infrastructure. The City has also continued to support non-profit organizations through its funds for public services.

4. Summary of citizen participation process and consultation process

Citizens were provided with opportunities to comment in public hearings, community survey, online, community advisory meeting and at neighborhood meetings.

5. Summary of public comments

Comments were made regarding

6. Summary of comments or views not accepted and the reasons for not accepting them

All comments accepted.

7. Summary

The following projects show how the City of Kannapolis will be using its 2025-26 CDBG funding allocation of \$380,894 to further the goals within its Consolidated Plan and Annual Action Plan.

- Housing Repairs - The City will spend \$248,716 on urgent repair projects and housing rehabilitation.
- Fair Housing - The City will spend approximately \$1,000 to undertake outreach and education activities to affirmatively further fair housing. These include workshops and information sessions.
- Public Services - The City will provide \$56,000 in grants to non-profit organizations that carry out public services for Kannapolis residents.

- Program Administration - The City will spend \$76,178 for program administration and subrecipient monitoring.

The City also receives HOME funds used for downpayment assistance and homeowner rehabilitation projects and will spend its HOME-ARP funds on acquisition of properties for transitional housing. In addition, the City has received a significant amount of one-time program income from a property sale and will use most of those funds for infrastructure projects, as well as public services, property acquisition for transitional housing, and program administration.

The Process

PR-05 Lead & Responsible Agencies - 91.200(b)

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	Kannapolis	Community Development/City of Kannapolis

Table 1– Responsible Agencies

Narrative

Consolidated Plan Public Contact Information

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PR-10 Consultation - 91.100, 91.110, 91.200(b), 91.300(b), 91.215(I) and 91.315(I)

1. Introduction

The City of Kannapolis works very closely with local non-profit agencies and service providers that address the needs of low-to-moderate income families, homeless, and community development.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).

The City of Kannapolis is part of the Cabarrus-Iredell-Rowan HOME Consortium, and the City of Concord is the lead entity. The Consortium meets periodically to review projects and discuss any issues. The Consortium provides a forum for the City of Kannapolis to work together with other members. For example, the City of Kannapolis as well as Cabarrus County have both agreed to provide HOME funds for a low-income housing tax credit project that Prosperity Unlimited CDC, a CHDO of the Consortium, recently constructed.

The City of Kannapolis plans Fair Housing educational events in conjunction with our partners, including Concord Housing Authority, City of Concord, Cabarrus County, and Prosperity Unlimited.

Through the City's interest in improving public health, the City works closely with Cabarrus Health Alliance, Rowan-Cabarrus YMCA, Atrium Health Cabarrus, and Kannapolis City Schools on health related initiatives.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

The Kannapolis area is part of the five-county Piedmont Regional Continuum of Care Committee, which is a piece of the North Carolina Balance of State CoC (BoS CoC). Because the Balance of State is the largest geographic CoC in North Carolina, representing 79 out of 100 counties, it is organized into Regional Committees that coordinate local work and planning. Each Regional Committee is represented by a Regional Lead, who organizes local meetings and sits on the Balance of State Steering Committee. The lead for the Piedmont Regional Committee is a representative of Community Link, which receives CoC funding for transitional housing and permanent supportive housing.

Ed Hosack from Cooperative Christian Ministry (CCM) serves on the Executive Team of the Piedmont Regional Committee. CCM is based in Cabarrus County and does extensive work in Kannapolis and nearby communities with preventing and addressing homelessness. CCM organized and leads the

Cabarrus County Homelessness Task Force, of which the City of Kannapolis is a member, as well as Community Link - the lead of the CoC Committee. Other members of the Task Force include Kannapolis City Schools, Cabarrus County, and each of the homeless shelters and related service providers. Through the Task Force, the City of Kannapolis is able to stay updated on each organization's efforts, determine areas of potential partnerships, and make appropriate referrals to relevant agencies. The Task Force also coordinates the annual Point-in-Time Count for Cabarrus County.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

The City of Kannapolis does not receive ESG funds.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

Table 2– Agencies, groups, organizations who participated

1	Agency/Group/Organization	CABARRUS COOPERATIVE CHRISTIAN MINISTRY
	Agency/Group/Organization Type	Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	CCM coordinates the Cabarrus County Homelessness Task Force of which the City of Kannapolis is a member. CCM distributed the results of the Point-in-Time count. The City of Kannapolis meets regularly with CCM on projects and discussed sections of the Consolidated Plan. Our conversations frequently lead to ideas on new partnerships or ways to tweak programs to achieve better results.
2	Agency/Group/Organization	PROSPERITY UNLIMITED
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Prosperity Unlimited, Inc. is a member of the HOME Consortium with the City of Kannapolis. The City provided down payment assistance to first time homebuyers completing homebuyer classes with Prosperity Unlimited. They keep us informed on the state of the housing markets which includes homebuyers and foreclosures.
3	Agency/Group/Organization	COMMUNITY LINK
	Agency/Group/Organization Type	Housing Services - Housing Services-homeless Regional organization

	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Link is the lead entity for the Piedmont Regional Committee of the NC Balance of State Continuum of Care. Community Link receives CoC funding for transitional housing and permanent supportive housing.
4	Agency/Group/Organization	Concord Housing Authority
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Public Housing Needs Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Concord Housing Authority provided information for the Consolidated plan for sections regarding public housing.
5	Agency/Group/Organization	Rowan County Housing Authority
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Public Housing Needs Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Rowan County Housing Authority provided information for the Consolidated plan for the sections related to public housing.
6	Agency/Group/Organization	Cardinal Innovations
	Agency/Group/Organization Type	Services-Persons with Disabilities Health Agency
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Cardinal Innovations manages medicaid, state and local funding for mental health, intellectual and developmental disability and substance use/addiction services
7	Agency/Group/Organization	CABARRUS VICTIMS ASSISTANCE NETWORK (CVAN)
	Agency/Group/Organization Type	Services-Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Families with children
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	CVAN provided data regarding the volume of clients they serve and the organization's ability to provide services.
8	Agency/Group/Organization	Habitat for Humanity Cabarrus County
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Habitat for Humanity works with the City to do urgent repairs and provide new housing for its clients. The City consulted with Habitat to learn more information about their client list and ability to continue partnership.

Identify any Agency Types not consulted and provide rationale for not consulting

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Commnity Link	The Goals of the Strategic Plan area aligned with the goals of the CoC plan in the areas of homelessness services and prevention.

Table 3– Other local / regional / federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

For the purposes of developing the Consolidated Plan, the City of Kannapolis consulted only with the primary providers of housing programs and shelters in the area. Due to limited time and staff capacity, the City did not consult with public service providers, such as Meals on Wheels, American Red Cross, or the YMCA. Although we interact with these types of organizations through our presence in the community, they were not consulted directly regarding the Consolidated Plan.

Narrative

PR-15 Citizen Participation - 91.105, 91.115, 91.200(c) and 91.300(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The City of Kannapolis encourages citizens to participate in the development of the Consolidated Plan, any substantial amendment to the plan as well as the CAPER. Participation is encouraged by working with neighborhood groups, churches, citizen advisory board, local leaders and local agencies.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Meeting	Non-targeted/broad community			All comments accepted. Questions asked about	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Internet Outreach	Survey Monkey	City of Concord provided public input survey on behalf of Consortium members 5-year plan and received 5,863 responses from 209 participants.	Safety, housing, education and healthcare were ranked high as important to residents. The need for more affordable housing, more services for elderly or special needs adult, more sidewalks, and more and/or improvement to pedestrian and bicycle safety.	All comments accepted.	
3	Internet Outreach	Non-targeted/broad community		Public comment ad provided on City website soliciting comments.	All comments accepted.	
4	Public Meeting	Neighborhood Community Meetings	12	Concerns about Federal funding and City plan to continue programs for low/mod residents.	All comments accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
5	Neighborhood meetings	Community Improvement Commission		Information shared with local neighborhood groups for input.	All comments accepted.	

Table 4– Citizen Participation Outreach

Needs Assessment

NA-05 Overview

Needs Assessment Overview

The Needs Assessment provides a picture of the City of Kannapolis' needs related to affordable housing, special needs housing, community development, and homelessness. These needs will be prioritized and serve as the basis for the Consolidated plan. Only the Non-Housing Community Development Needs section is available to be included, since Kannapolis is part of the HOME Consortium with City of Concord as the Lead Entity.

If the PJ will establish a preference for a HOME TBRA activity for persons with a specific category of disabilities (e.g., persons with HIV/AIDS or chronic mental illness), describe their unmet need for housing and services needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2) (ii))

NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

The Imagine Kannapolis Strategic Plan and Parks & Recreation Master Plan identified the need for the following facilities in Kannapolis:

- Cultural arts facility/history museum
- Eastside Park
- Westside Park
- Greenways - Irish Buffalo Creek, Rocky Rivery, Bakers Creek
- Expansion and upgrades to existing parks to include skate park, pickleball, dog park, disc golf, and nature trails
- Community recreation center
- Three additional neighborhood/community parks

How were these needs determined?

The City of Kannapolis went through its Imagine Kannapolis Strategic Plan Development in 2022-2023. This included extensive public input, including the creation of several focus groups. The strategic plan covered areas including: public safety facilities and services, homelessness and transitional housing, neighborhood improvement, revitalization of key areas, historic preservation and cultural arts, tourism, environmental stewardship, recreation facilities and services, infrastructure, and transportation. The result was a list of prioritized capital projects. In addition, the Parks & Recreation Master Plan was updated and adopted in 2024 after conducting community surveys and input sessions to identify specific needs for parks and recreation facilities.

Describe the jurisdiction's need for Public Improvements:

Through the Imagine Kannapolis Strategic Plan and other community input efforts, the City has identified the need for these types of public improvements:

- Sidewalks, including around schools
- Revitalization of the Midway commercial area
- Addressing potential brownfield sites
- Water and sewer capital projects
- Stormwater system upgrades
- Street and intersection safety improvements

Also, in 2020, local jurisdictions and transit agencies adopted the Cabarrus County Long Range Public Transportation Master Plan. The plan calls for extending bus service hours, doubling frequency, adding additional bus routes, and establishing transit hubs in downtown Concord and downtown Kannapolis, as well as expanding the on-demand service to be countywide for individuals with disabilities.

How were these needs determined?

The City of Kannapolis went through its Imagine Kannapolis Strategic Plan Development in 2022-2023. This included extensive public input, including the creation of several focus groups. The strategic plan covered areas including: public safety facilities and services, homelessness and transitional housing, neighborhood improvement, revitalization of key areas, historic preservation and cultural arts, tourism, environmental stewardship, recreation facilities and services, infrastructure, and transportation. The result was a list of prioritized capital projects. In addition, the HOME Consortium conducted a community input survey in early 2025 in preparation for the 5-year Consolidated Plan.

Describe the jurisdiction's need for Public Services:

The 2020 Cabarrus County Needs Assessment identified needs in three key areas: housing, mental health, and early childhood education and development. Specific issues include:

- Access to affordable healthcare and insurance
- Access to affordable mental health and substance abuse services and insurance coverage
- Underemployment, unemployment, and income stagnation
- Job training (computer training, vocational training, and job-seeking skills training)
- Childcare affordability and access
- Housing affordability and overcrowding/doubling up

The City of Kannapolis Imagine Kannapolis Strategic Plan also identified the following community issues:

- Accessibility for a diversify and aging population
- Economic mobility
- Neighborhood improvement
- K-12 education and workforce development
- Small business and entrepreneurship

How were these needs determined?

The Cabarrus Health Alliance conducts the Community Need Assessment every 4 years through comprehensive data analysis and public input. The 2024 Needs Assessment is underway and not completed, so information above is from the 2020 Community Needs Assessment.

Based on the needs analysis above, describe the State's needs in Colonias

Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

The purpose of the Housing Market Analysis is to provide a picture of the Kannapolis housing market and to provide key information for development of the Strategic Plan. The Housing Market Analysis will include the following topics:

- Significant characteristics of the jurisdiction's economy
- Broadband access
- Hazard mitigation

MA-45 Non-Housing Community Development Assets - 91.410, 91.210(f)

Introduction

This section addresses the economic market analysis of the Kannapolis area, including number of jobs in each industry sector, labor force statistics, and educational attainment. The NC Division of Employment Security has more updated and accurate labor force statistics updated monthly. The NCDES data show a much lower unemployment rate of 3.4% for December 2024 than the 7.45% shown from the Census data.

Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	227	0	1	0	-1
Arts, Entertainment, Accommodations	2,835	2,236	16	18	2
Construction	1,381	562	8	4	-4
Education and Health Care Services	2,274	821	13	6	-7
Finance, Insurance, and Real Estate	1,227	361	7	3	-4
Information	369	142	2	1	-1
Manufacturing	2,072	668	12	5	-7
Other Services	473	461	3	4	1
Professional, Scientific, Management Services	1,526	1,579	9	12	3
Public Administration	0	0	0	0	0
Retail Trade	2,894	2,541	17	20	3
Transportation and Warehousing	1,029	2,292	6	18	12
Wholesale Trade	1,155	1,012	7	8	1
Total	17,462	12,675	--	--	--

Table 5 - Business Activity

Data Source: 2016-2020 ACS (Workers), 2020 Longitudinal Employer-Household Dynamics (Jobs)

Labor Force

Total Population in the Civilian Labor Force	24,850
Civilian Employed Population 16 years and over	22,990
Unemployment Rate	7.45
Unemployment Rate for Ages 16-24	15.15
Unemployment Rate for Ages 25-65	5.80

Table 6 - Labor Force

Data Source: 2016-2020 ACS

Occupations by Sector		Number of People
Management, business and financial	5,195	
Farming, fisheries and forestry occupations	825	
Service	2,150	
Sales and office	4,965	
Construction, extraction, maintenance and repair	2,314	
Production, transportation and material moving	2,200	

Table 7 – Occupations by Sector

Data Source: 2016-2020 ACS

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	12,986	62%

Travel Time	Number	Percentage
30-59 Minutes	7,000	33%
60 or More Minutes	990	5%
Total	20,976	100%

Table 8 - Travel Time

Data Source: 2016-2020 ACS

Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	1,815	290	1,040
High school graduate (includes equivalency)	4,615	505	1,675
Some college or Associate's degree	6,525	500	1,365
Bachelor's degree or higher	5,855	180	985

Table 9 - Educational Attainment by Employment Status

Data Source: 2016-2020 ACS

Educational Attainment by Age

	Age				
	18-24 yrs	25-34 yrs	35-44 yrs	45-65 yrs	65+ yrs
Less than 9th grade	12	385	430	345	590
9th to 12th grade, no diploma	495	635	610	735	710
High school graduate, GED, or alternative	1,630	1,755	1,240	3,810	2,270
Some college, no degree	1,360	2,000	1,290	2,750	2,145
Associate's degree	335	520	730	1,095	520
Bachelor's degree	180	1,445	1,395	1,955	690

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Graduate or professional degree	19	735	795	700	435

Table 10 - Educational Attainment by Age

Data Source: 2016-2020 ACS

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	45,928
High school graduate (includes equivalency)	86,992
Some college or Associate's degree	163,441
Bachelor's degree	205,625
Graduate or professional degree	142,862

Table 11 – Median Earnings in the Past 12 Months

Data Source: 2016-2020 ACS

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

Kannapolis has a large share of residents who work in hospitality, education and health care, manufacturing, logistics, and retail. This makes sense, since some of the largest employers in Cabarrus County are the Atrium Cabarrus hospital, Concord Mills Mall, Amazon, Cabarrus County Schools, Walmart, FedEx, and city and county government.

Describe the workforce and infrastructure needs of the business community:

The regional economy has recovered since Covid, making skilled workers difficult to find for employers. The 2024 Manufacturing Labor Wage Survey for the Charlotte Region showed that 63% of respondents cited the lack of qualified candidates. There are a few infrastructure factors

limiting the economic growth potential in Kannapolis. Limited remaining sewer capacity in Cabarrus County will prevent significant growth unless additional capacity is added. Kannapolis has adopted a sewer allocation policy that prioritizes economic development and downtown development to receive the limited sewer treatment allocation that we have. Road infrastructure continues to be important for economic development.

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

The City of Kannapolis has prioritized industrial development to bring jobs and economic development to the community. There are over 2 million square feet of completed industrial buildings to be leased in the near future, and another 2-3 million square feet expected to be constructed in the next five years. These projects will result in additional warehousing, transportation, assembly, and manufacturing jobs. Some of these required limited skills, while others will require specific skills related to manufacturing or technology. In addition, Eli Lilly, will open a manufacturing facility in Concord by the end of 2025. This is the largest economic development project in Cabarrus County history and will employ skilled workers. The Rowan-Cabarrus Community College has been very involved in development training programs in preparation for the skillsets needed. Housing demand will increase in the area as a result of these jobs, but our housing pipeline is somewhat limited and may not be able to keep up with demand due to the sewer treatment capacity limitations.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

Educational attainment levels of adults in Kannapolis are lower relative to neighboring communities and the Charlotte metro area. 21.2% of adults age 25 and over in Kannapolis have a bachelor's degree or higher. 15% do not have a high school diploma or equivalent. Workers with lower education levels are well suited for the many distribution, warehousing, retail, and service jobs in the local area. However, if they want to increase their earning power and improve their career path, workers need to develop technical skills that allow them to use computers, robotics, and other technology in production-related jobs.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

The Centralina Workforce Development Board developed its 2024-2028 Comprehensive Plan. Some of its key initiatives include:

- North Carolina Manufacturing Institute. This program is in partnership with the Rowan-Cabarrus Community College to train individuals for manufacturing jobs and identify company partners who can place these individuals immediately upon successful completion of the program.
- Finish Line Grants provide emergency assistance to currently enrolled community college students who have completed at least 50% of their training program.
- UpSkill Centralina provides competitive training grants to companies to address employee skills gaps.
- Centralina Career Headlight is a web-based platform created to match the region's career seekers with information about careers and the training needed to qualify for those regional jobs.

The Rowan-Cabarrus Community College opened its Advanced Technology Center in 2019 to house programs in robotics, engineering and advanced technology to meet the needs of manufacturers and future employers.

These programs will provide opportunities for Kannapolis residents to gain skills and be able to improve their employment prospects.

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

Yes

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

The City of Kannapolis is part of the nine-county Centralina Economic Development region around the Charlotte metro area. The 2023-2028 CEDS identified several target industries, as well as several goals and objectives related to expanding economic opportunity, building community supportive infrastructure, and strengthening regional resilience and global competitiveness. These impact people, places, and the economy. Target clusters include advanced manufacturing, health, financial services, information technology, and logistics & distribution.

Locally, the Cabarrus EDC had identified target sectors of advanced manufacturing, logistics, aviation/aerospace, automotive/motorsports, food & beverage, and healthcare. The Rowan EDC target industries are in advanced manufacturing, healthcare, office and technology, and logistics and distribution. In addition, the Cabarrus Center for Innovation and Entrepreneurship opened in 2021 to provide co-working space, support, education, and programming to entrepreneurs and early stage businesses.

The City of Kannapolis has put considerable resources into revitalizing its downtown as a way to spur economic growth in the core of Kannapolis. We work closely with partners and developers to attract industrial users and related jobs to the community. In addition, we are considering strategies to spur growth at the NC Research Campus.

Discussion

Economic development is a top priority for Kannapolis, and that priority has been reflected in our Imagine Kannapolis strategic plan, our wastewater treatment allocation policy, and our capital investments. We are expecting continued growth of private sector investments in the City as current industrial product is leased up and additional facilities are being planned. We will need to work closely with the Rowan-Cabarrus Community College and other partners to ensure that the local workforce is prepared for the jobs that are coming to the community.

MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

The two Census tracts where the highest percentage of households experience at least one severe housing problem is in north Kannapolis (tract 515.01) and southeast Kannapolis (tract 407.03). These tracts have more 65% of extremely low income, more than 50% of low income, and more than 40% of moderate income households with at least one severe housing problem. While census tract 407.03 has one of the highest concentrations of extremely low, low, and moderate income populations in Kannapolis, the central part of Kannapolis (tract 410.01) also has one of the highest concentrations of extremely low to moderate income households, but tract 410.01 was not the highest area of severe housing problems.

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

The highest concentrations of Hispanic residents in Kannapolis is the northeastern part of the City in Rowan County (tract 407.01 and 514.00), with more than 20% of those Census tracts being Hispanic. Southeastern Kannapolis (tract 407.03) and northern Kannapolis (tract 515.01) also have high concentrations of Hispanic residents, 18% and 14% respectively. The areas of Kannapolis with the highest concentrations of African-American residents is in eastern Kannapolis (tract 407), where more than 34% of the population is African-American. These areas have fairly large proportions of extremely low and low income households. Eastern Kannapolis (tract 407) has the highest proportions of extremely low and low income households and a substantial number of African-American residents.

What are the characteristics of the market in these areas/neighborhoods?

Median home values are the weakest in the central and southeastern parts of Kannapolis, ranging from \$94,800 in census tract 407.03 to \$110,100 in census tract 410.02. The citywide median home value in 2023 is \$245,500. The south and west sides of Kannapolis have median home values higher than the citywide median.

The highest proportion of rental housing is in the southeast part of Kannapolis (tract 407.03), where more than 80% of housing is rental-occupied. Central and northern Kannapolis also have high proportions of rental housing, ranging from 49% to 66%. The west side of Kannapolis (census tract 412.02) has seen a big jump in market rate apartment development along Kannapolis Pkwy, so rental housing now makes up 40% of total units.

Are there any community assets in these areas/neighborhoods?

The primary assets in these neighborhoods are local churches, and good access to I-85 and the nearby commercial/shopping corridors. Downtown Kannapolis, where the YMCA, library, and main park (Village Park) are located, is within a 5-10 minute drive as well. There is city bus access to some of these areas.

Are there other strategic opportunities in any of these areas?

One of the priority projects in the Parks and Recreation Master Plan is to build a park on the east side of Kannapolis to be accessible to many of the area's residents. The City anticipates that some of these neighborhoods will see investment as downtown is revitalized and jobs are created within the downtown and NC Research Campus.

If the City is able to encourage residents in these neighborhoods to become engaged and develop a stronger neighborhood presence, that would certainly benefit these areas as well. Some areas have active neighborhood watch groups, but others do not. Stronger neighborhoods result in less crime, more stability, and a better environment for children living in those areas. There is an interest from some neighborhoods such as the Carver community to have a community center where residents can gather within their neighborhood. City staff is exploring the financial feasibility of this concept.

MA-60 Broadband Needs of Housing occupied by Low- and Moderate-Income Households - 91.210(a)(4), 91.310(a)(2)

Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.

The 2018 American Community Survey (latest data available) indicates that 84% of Kannapolis households have access to broadband internet, with 71% having access to home-based broadband (fiber optic, cable, etc) and 63% having access to a mobile phone plan. Access to broadband is fairly consistent across race and ethnicity. Those with higher educational attainment levels have much higher rates of broadband access than those with less than a high school degree.

Census tracts 410 and 515.01 in central and northern Kannapolis have the lowest rates of broadband access, with less than 80% of households having broadband. In these neighborhoods, home-based broadband is somewhat more prevalent (about 65% of households) than cell phone plans (about 55% of households). However, census tract 408 in central Kannapolis had the lowest rate of home-based broadband access - 57% of households.

Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction.

Multiple services providers offer high speed internet in Kannapolis.

MA-65 Hazard Mitigation - 91.210(a)(5), 91.310(a)(3)

Describe the jurisdiction's increased natural hazard risks associated with climate change.

The Cabarrus Stanly Union Counties Regional Hazard Mitigation Plan is in the process of being updated for 2025. The draft plan identified the following types of hazards as high risk to the region: cyber attacks, excessive heat, tornadoes/thunderstorms, flooding, infectious disease. The following types of hazards were determined to be of moderate risk to the region: drought, hurricanes and coastal hazards, severe winter weather, earthquakes, geological, dam failure, wildfires, hazardous substances, terrorism, and food emergency. Cabarrus County works with local agencies to prepare for potential disasters, but resources are limited.

Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods.

The Regional Hazard Mitigation Plan did not look specifically at low-to-moderate income housing impacts. However, it did discuss vulnerability to hazards based on population density, number and value of real property, and number of children and elderly residents in each area. It can be reasonably concluded that low and moderate income households have a more difficult time recovering from natural disasters due to factors such as limited emergency savings, lack of insurance, and limited family or local support.

Strategic Plan

SP-05 Overview

Strategic Plan Overview

The purpose of the Strategic Plan is to identify the priority needs of our community based on the Needs Assessment, Housing Market Analysis, and community input, and describe strategies to address the priority needs. The following topics will be included in the Strategic Plan.

- Geographic Priorities
- Priority Needs
- Anticipated Resources
- Institutional Delivery Structure
- Goals
- Lead-based Paint Hazards
- Anti-Poverty Strategy
- Monitoring

SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

Geographic Area

Are a N am e:	Are a T yp e:	Other Tar get Area Descriptio n:	HUD A pprov al Dat e:	% of Low/ Mod :	Revi tal Typ e:	Other R evital D escripti on:	Iden tify the neig hbo rho od bou ndar ies for this targ et area .	Incl ude spec ific hou sing and com mer cial char acte risti cs of this targ et area .	How did your cons ulta tion and citiz en part icipa tion proc ess help you to iden tify this neig hbo rho od as a targ et area ?	Id en tif y th ne ed s in th is ta rg et .	Wh at are the opp ortu nitie s for imp rove men t in this targ et area ?	Are ther e barr iers to imp rove men t in this targ et area ?
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Table 12 - Geographic Priority Areas

General Allocation Priorities

Describe the basis for allocating investments geographically within the state

The City's investments will be allocated citywide.

SP-25 Priority Needs - 91.415, 91.215(a)(2)

Priority Needs

Table 13 – Priority Needs Summary

1	Priority Need Name	Homelessness Prevention
	Priority Level	High
	Population	Extremely Low Large Families Families with Children Elderly Individuals Families with Children
	Geographic Areas Affected	
	Associated Goals	Prevent & address homelessness
	Description	There are many families who are doubled up or in other housing situations that are unstable and put them at risk of homelessness. Cost burdens are the most common housing need in Kannapolis. The City needs to continue efforts to expand the amount of transitional housing and services available to those at risk of homelessness or transitioning out of homelessness. In addition, the Cabarrus County Homelessness Task Force has identified housing for adults with disabilities, young adults aging out of foster care, senior adults, and previously incarcerated individuals as unmet needs.
	Basis for Relative Priority	
2	Priority Need Name	Safe and Affordable Housing
	Priority Level	High

	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Persons with Physical Disabilities
	Geographic Areas Affected	
	Associated Goals	Provide decent & affordable housing
	Description	Kannapolis and Cabarrus County has a significant shortage of affordable housing. We will need to increase the number of units available to low and moderate income households through new construction, acquisition, and rehab. Substandard housing is also an issue. The City needs to continue urgent repair and homeowner rehab programs to help residents be able to live in safer, decent conditions and stay in their homes.
	Basis for Relative Priority	This is a priority to address with CDBG funding.
3	Priority Need Name	Chronic Homelessness
	Priority Level	High
	Population	Extremely Low Low Moderate Chronic Homelessness Families with Children Mentally Ill Chronic Substance Abuse Unaccompanied Youth
	Geographic Areas Affected	
	Associated Goals	Prevent & address homelessness

	Description	The Cabarrus Homelessness Task Force identified housing for the chronically homeless, single females, young adults aging out of foster care, and rehabilitative services as unmet areas of need in the community.
	Basis for Relative Priority	The City will rely on community partner agencies to address these needs.
4	Priority Need Name	Neighborhood Improvement
	Priority Level	Low
	Population	Extremely Low Low Moderate Middle
	Geographic Areas Affected	
	Associated Goals	Improve & strengthen neighborhoods
	Description	Neighborhoods in Kannapolis need improved infrastructure and some need public facilities to improve safety and quality of life.
	Basis for Relative Priority	This is a priority that the City will expend CDBG funding to address.
5	Priority Need Name	Youth and Family Development
	Priority Level	Low
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Public Housing Residents
	Geographic Areas Affected	

	Associated Goals	Promote self-sufficiency & community development
	Description	Community development partners have identified the following types of community development needs in the Kannapolis area to improve self-sufficiency and long term outlook for low-to-moderate income residents: access to healthy, affordable food, access to affordable healthcare and insurance, financial literacy education, after school programs, youth development, and workforce training and work opportunities.
	Basis for Relative Priority	

Narrative (Optional)

SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)

Introduction

The City of Kannapolis anticipates receiving two primary sources for community development and to implement this Consolidated Plan: CDBG and HOME funds. The City also has HOME-ARP funds to spend on addressing homelessness.

The FY 2025-26 Annual Action Plan includes activities to be funded from July 1, 2025 to June 30, 2026 with the following sources of funds: (table below)

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	391,721	1,215,249	545,000	2,151,970	0	The City has significant one-time program income from the sale of Gateway Business Park property that will be used for transitional housing, infrastructure, and public services.

Table 14 - Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

For low-income housing tax credit projects that the City participates in by providing HOME or CDBG funds, the federal dollars help leverage the developer's private investment in the projects.

The City is required to provide a 25% match for its annual HOME allocation. For the last several years, the City has been able to provide in-kind match by leveraging our partnerships with Habitat for Humanity and Cooperative Christian Ministry. With both organizations, the City has funded new construction or rehabilitation projects, and the non-profits have provided a match through volunteer labor and donated supplies and appliances (i.e. HVAC units, washer and dryer, etc).

If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan

The City owns a 7 acre parcel that was the former Wyrick Villas Mobile Home Park. We are working with a developer for a low income housing tax credit project on this tract. The City is also looking at acquiring additional property for transitional housing.

Discussion

Because the City of Kannapolis receives relatively limited amounts of federal funding for community development, we are constantly looking at ways to leverage these funds for maximum impact. This includes partnerships with non-profit organizations such as Prosperity Unlimited, Habitat for Humanity, and Cooperative Christian Ministry, as well as partnerships with developers using low-income housing tax credits.

SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
PROSPERITY UNLIMITED	Subrecipient	Ownership Rental public services	Jurisdiction
CABARRUS COOPERATIVE CHRISTIAN MINISTRY	Subrecipient	Homelessness public services	Jurisdiction
Habitat for Humanity Cabarrus County	Subrecipient	Ownership	Jurisdiction
CABARRUS MEALS ON WHEELS	Subrecipient	public services	Jurisdiction
CABARRUS VICTIMS ASSISTANCE NETWORK (CVAN)	Subrecipient	Homelessness public services	Jurisdiction
Concord Housing Authority	PHA	Rental	Jurisdiction
Rowan County Housing Authority	PHA	Rental	Jurisdiction
PARTNERS BEHAVIORAL HEALTH MANAGEMENT	Continuum of care	Homelessness	Region
Kannapolis	Government	Economic Development Planning neighborhood improvements public services	Jurisdiction

Table 15 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

The City of Kannapolis will partner with other community organizations to achieve Consolidated plan goals. We have created strong partnerships with Habitat for Humanity as well as Cooperative Christian Ministries in order to strengthen our programs, leverage funds as well meet the needs of the community. All of our community partners are not listed in above chart. There is a relatively new non-profit called WeBuild Concord that serves as an affordable housing developer. They have not yet done any projects in Kannapolis. In addition, the Cabarrus Housing Collaborative formed among nonprofit

partners, local governments, and other agencies to work on affordable housing issues, improve coordination, and identify gaps.

The Homelessness Task Force has identified gaps in services for adults requiring care, services for the chronically homeless, services for youth aging out of foster care, and senior adults.

Another area where there is a gap is the limited number of CHDOs that serve Kannapolis and as a result, the limited affordable housing production that our community non-profits are taking on.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	
Legal Assistance	X		
Mortgage Assistance	X		
Rental Assistance	X	X	X
Utilities Assistance	X		
Street Outreach Services			
Law Enforcement	X	X	
Mobile Clinics	X		
Other Street Outreach Services	X	X	
Supportive Services			
Alcohol & Drug Abuse	X		
Child Care	X		
Education	X		
Employment and Employment Training	X		
Healthcare	X		
HIV/AIDS		X	X
Life Skills	X		
Mental Health Counseling	X		
Transportation	X		
Other			
Food	X	X	

Table 16 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

Homelessness has increased noticeably in Cabarrus County and Kannapolis, caused by a number of factors that include the rising cost of housing, access to mental health services, and substance abuse. Tent encampments have become more prevalent, and while there are some street outreach services available in the community, these do not address the root causes of chronic homelessness. The emergency shelter and transitional housing options are at capacity, and not all homeless individuals want to enter these facilities.

The Balance of State Continuum of Care that includes the Piedmont Regional Committee has a Coordinated Assessment Plan developed by the community that describes how and where individuals and families will be assessed and prioritized for housing in the community. Assessment happens at the emergency shelter level and diversion efforts will take place to make sure that people can return to the community without entering shelter if they don't absolutely need shelter. The clients are given referrals and contact information for other types of services that may be helpful or needed, such as education, employment services, or health services. There are also local services available for homeless persons and those at risk of becoming homeless, including an emergency shelter, transitional housing, and other support services. However, many of the housing services are at full capacity and there is more far demand than available beds.

The Carolinas CARE Partnership, formerly the Regional HIV/AIDS Consortium, serves the Charlotte Metropolitan Statistical Area. This area includes Anson, Cabarrus, Gaston, Mecklenburg, Union and York (SC) counties. The CARE Partnership administers the HOPWA funding, and their program consists of supportive services, tenant based rental assistance, resource identification, and short-term rent, mortgage and utility payments.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

Cooperative Christian Ministry has worked to increase its transitional housing capacity over the last several years. It has embarked on two large capital projects. One in Kannapolis is the conversion of an assisted living facility to a transitional housing facility for single mothers with children and senior adults. This will provide about 82 additional beds. CCM is also working on a multifamily development in Concord that will result in 48 apartment units in the first phase, and eventually another 48 units in a second phase, of transitional housing units for families. In 2023, the Salvation Army emergency shelter expanded and now has 38 beds and 6 family units. Rowan Helping Ministries also expanded its transitional housing in 2023 with 12 additional units in Salisbury. These projects are much needed, but are still not sufficient to meet the increasing demand for emergency shelter and transitional housing in a growing community.

Current gaps include housing for the chronically homeless, single females, young adults aging out of foster care, senior adults, and previously incarcerated individuals, and persons with disabilities. The Homelessness Indicators Dashboard for Cabarrus County in 2024 showed 750 homeless students in the

school systems, 600 applications for transitional housing to CCM, and 350 applications to the HelpWithHousing.net website to request housing assistance. Other needs include housing for returning veterans, financial literacy education, making fresh and perishable food available in food pantries, micro-finance, employment training, and work opportunities.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

The Homelessness Task Force and Cabarrus Housing Collaborative will continue to meet to develop strategies to address gaps in services. Cooperative Christian Ministry is actively fundraising to be able to move forward with its transitional housing projects. Salvation Army is consider ways to incorporate social enterprises in its operational model to provide workforce development opportunities for its clients. Aya House is working with a private housing investor create potential additional capacity for transitional housing. The City of Kannapolis plans to acquire property to convert to transitional housing units in partnership with local nonprofits.

SP-45 Goals - 91.415, 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Provide decent & affordable housing	2025	2029	Affordable Housing		Safe and Affordable Housing	CDBG: \$1,000,000	Public service activities for Low/Moderate Income Housing Benefit: 20 Households Assisted Homeowner Housing Added: 3 Household Housing Unit Homeowner Housing Rehabilitated: 45 Household Housing Unit Direct Financial Assistance to Homebuyers: 3 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Prevent & address homelessness	2025	2029	Homeless		Homelessness Prevention Chronic Homelessness	CDBG: \$200,000	Overnight/Emergency Shelter/Transitional Housing Beds added: 20 Beds Homelessness Prevention: 50 Persons Assisted Housing for Homeless added: 3 Household Housing Unit
3	Improve & strengthen neighborhoods	2025	2029	Non-Housing Community Development		Neighborhood Improvement	CDBG: \$800,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 30 Persons Assisted Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 30 Households Assisted Buildings Demolished: 2 Buildings Housing Code Enforcement/Foreclosed Property Care: 4 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Promote self-sufficiency & community development	2025	2029	Non-Housing Community Development		Youth and Family Development	CDBG: \$300,000	Public service activities other than Low/Moderate Income Housing Benefit: 100 Persons Assisted Public service activities for Low/Moderate Income Housing Benefit: 200 Households Assisted

Table 17 – Goals Summary

Goal Descriptions

1	Goal Name	Provide decent & affordable housing
	Goal Description	
2	Goal Name	Prevent & address homelessness
	Goal Description	The City of Kannapolis seeks to reduce the number of homeless households by addressing and preventing homelessness. Funds will be used in partnership with other local non-profits to increase the supply of transitional housing, provide services, and address unmet needs of certain homeless populations (ex: chronically homeless, single females, young adults aging out of foster care, and rehabilitative services).
3	Goal Name	Improve & strengthen neighborhoods
	Goal Description	The City seeks to provide a suitable living environment by improving our neighborhoods and eliminating blight. Funds will be used to address code enforcement or environmental concerns and invest in infrastructure and public facilities.

4	Goal Name	Promote self-sufficiency & community development
	Goal Description	

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

The City of Kannapolis estimates it will be able to assist over the next five years of this Consolidated Plan an estimated 100 households, based on the number of families assisted during the previous five-year period. We estimate that 25 extremely low-income, 70 low-income, and 5 moderate-income families will be assisted through the City's programs related to urgent repair, homeowner rehab, downpayment assistance, and new construction.

SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

The City will continue its effort to reduce the number of housing units containing lead-based paint hazards in order to increase the inventory of lead safe housing available to low-income population. The City follows HUD's Lead Safe Housing Guidelines in all of its federally funded housing development activities. Lead testing and lead control measures are a part of the scope of services in our rehab contracts for all pre-1978 dwellings.

How are the actions listed above integrated into housing policies and procedures?

The City integrates the Lead Safe Housing Rule requirements into our housing policies and procedures for all pre-1978 housing rehab activities.

SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

The City's approach to reducing the number of poverty-level families includes the following elements:

- Encouraging economic development within the City to provide jobs to residents. The City has proactive economic development efforts to recruit businesses to our community.
- Providing referrals to local job training and education resources. The City does not provide these services directly, but does establish partnerships with organizations that provide these resources.
- Support workforce development and entrepreneurship programs within the community.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

The following key elements of the Consolidated Plan are part of the City's anti-poverty strategy:

- Increasing the supply of affordable housing, both through the use of HOME and CDBG funds, and by encouraging the work of other affordable housing developers.
- Supporting non-profit agencies that provide assistance to those experiencing poverty through the City's public services funding.

SP-80 Monitoring - 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The City of Kannapolis takes very seriously the need for program compliance and monitoring. In addition to annual monitoring visits with its subgrantees, the City also ensures compliance through frequent communication with subgrantees throughout the project period. This is done through written, telephone, and in-person communications. At the beginning of each fiscal year, the City conducts training for the new non-profits that are receiving funding for public services so that they understand the reporting and documentation requirements. Sub-grantees submit reports throughout the year on project progress and are required to provide documentation with any reimbursement request.

Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

The City of Kannapolis anticipates receiving two primary sources for community development and to implement this Consolidated Plan: CDBG and HOME funds. The City also has HOME-ARP funds to spend on addressing homelessness.

The FY 2025-26 Annual Action Plan includes activities to be funded from July 1, 2025 to June 30, 2026 with the following sources of funds: (table below)

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	391,721.00	1,215,249.00	545,000.00	2,151,970.00	0.00	The City has significant one-time program income from the sale of Gateway Business Park property that will be used for transitional housing, infrastructure, and public services.

Table 18 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

For low-income housing tax credit projects that the City participates in by providing HOME or CDBG funds, the federal dollars help leverage the developer's private investment in the projects.

The City is required to provide a 25% match for its annual HOME allocation. For the last several years, the City has been able to provide in-kind match by leveraging our partnerships with Habitat for Humanity and Cooperative Christian Ministry. With both organizations, the City has funded new construction or rehabilitation projects, and the non-profits have provided a match through volunteer labor and donated supplies and appliances (i.e. HVAC units, washer and dryer, etc).

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The City owns a 7 acre parcel that was the former Wyrick Villas Mobile Home Park. We are working with a developer for a low income housing tax credit project on this tract. The City is also looking at acquiring additional property for transitional housing.

Discussion

Because the City of Kannapolis receives relatively limited amounts of federal funding for community development, we are constantly looking at ways to leverage these funds for maximum impact. This includes partnerships with non-profit organizations such as Prosperity Unlimited, Habitat for Humanity, and Cooperative Christian Ministry, as well as partnerships with developers using low-income housing tax credits.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Improve & strengthen neighborhoods	2025	2029	Non-Housing Community Development		Neighborhood Improvement	CDBG: \$800,000.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 30 Persons Assisted Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 30 Households Assisted Buildings Demolished: 1 Buildings Housing Code Enforcement/Foreclosed Property Care: 1 Household Housing Unit
2	Provide decent & affordable housing	2025	2029	Affordable Housing		Safe and Affordable Housing	CDBG: \$200,000.00	Public service activities for Low/Moderate Income Housing Benefit: 5 Households Assisted Homeowner Housing Added: 1 Household Housing Unit Homeowner Housing Rehabilitated: 1 Household Housing Unit Direct Financial Assistance to Homebuyers: 1 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Prevent & address homelessness	2025	2029	Homeless		Homelessness Prevention Chronic Homelessness	CDBG: \$160,000.00	Overnight/Emergency Shelter/Transitional Housing Beds added: 3 Beds Homelessness Prevention: 30 Persons Assisted
4	Promote self-sufficiency & community development	2025	2029	Non-Housing Community Development		Youth and Family Development	CDBG: \$50,000.00	Public service activities for Low/Moderate Income Housing Benefit: 50 Households Assisted

Table 19 – Goals Summary

Goal Descriptions

1	Goal Name	Improve & strengthen neighborhoods
	Goal Description	The City seeks to provide a suitable living environment by improving our neighborhoods and eliminating blight. Funds will be used to address code enforcement or environmental concerns and invest in infrastructure and public facilities.
2	Goal Name	Provide decent & affordable housing
	Goal Description	The City of Kannapolis seeks to increase the supply of decent, affordable housing for low and moderate income households. Funding will be used for urgent repair, homeowner rehabilitation, new construction, down payment assistance, and other projects that will help eligible households obtain affordable and decent housing. Increasing the number of lead-safe housing units will be part of this effort. Funding will also be for public service activities that promote affordable housing. The City will continue to reduce and address barriers to affordable housing through its planning and zoning department.

3	Goal Name	Prevent & address homelessness
	Goal Description	The City of Kannapolis seeks to reduce the number of homeless households by addressing and preventing homelessness. Funds will be used in partnership with other local non-profits to increase the supply of transitional housing, provide services, and address unmet needs of certain homeless populations (ex: chronically homeless, single females, young adults aging out of foster care, and rehabilitative services).
4	Goal Name	Promote self-sufficiency & community development
	Goal Description	The City of Kannapolis seeks to address the community development and self-sufficiency needs of residents through funding of public services that provide programs and education in areas such as: access to healthy, affordable food, access to affordable healthcare and insurance, financial literacy education, after school programs, youth development, and workforce training and work opportunities. Note: Funding allocation includes one last payment on the Section 108 loan.

AP-35 Projects - 91.420, 91.220(d)

Introduction

The following projects will be undertaken with the City of Kannapolis CDBG funding for FY 2025-26:

#	Project Name
1	Program Administration
2	Housing Repairs
3	Non-profit partnerships

Table 20 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Projects were selected to ensure that the goals of the Annual Action Plan and Consolidated Plan could be achieved. Lack of sufficient funding is the greatest obstacle to addressing underserved needs.

AP-38 Project Summary

Project Summary Information

1	Project Name	Program Administration
	Target Area	
	Goals Supported	Provide decent & affordable housing Prevent & address homelessness Improve & strengthen neighborhoods Promote self-sufficiency & community development
	Needs Addressed	Homelessness Prevention Safe and Affordable Housing Neighborhood Improvement
	Funding	CDBG: \$76,178.00
	Description	Administration of CDBG program to include fair housing education and outreach.
	Target Date	6/30/2025
	Estimate the number and type of families that will benefit from the proposed activities	100% of the projects will benefit low to moderate Kannapolis residents.
	Location Description	Citywide
	Planned Activities	Program administration covers staff overhead cost of administering CDBG program for HUD compliance.
2	Project Name	Housing Repairs
	Target Area	

	Goals Supported	Provide decent & affordable housing Prevent & address homelessness Improve & strengthen neighborhoods Promote self-sufficiency & community development
	Needs Addressed	Homelessness Prevention Safe and Affordable Housing Neighborhood Improvement
	Funding	CDBG: \$248,716.00
	Description	Repairs for homeowners which includes replacing leaking roofs, inoperable heating systems as well as installing handicap ramps, etc. to include repairs to vacant dwelling to be used for transitional housing.
	Target Date	6/30/2026
	Estimate the number and type of families that will benefit from the proposed activities	15 to 20 families are expected to benefit from this proposed activity.
	Location Description	Citywide
	Planned Activities	Repairs to made for low to moderate homeowners and families experiencing housing crisis to include urgent repairs such as re-roofing, HVAC replacement, unsafe electrical system, ramps, etc. Cost not to exceed \$10,000 per household.
3	Project Name	Non-profit partnerships
	Target Area	
	Goals Supported	Provide decent & affordable housing Prevent & address homelessness Improve & strengthen neighborhoods Promote self-sufficiency & community development

Needs Addressed	Homelessness Prevention Safe and Affordable Housing Neighborhood Improvement
Funding	CDBG: \$56,000.00
Description	Non-profits receive grants to assist in public service provided to Kannapolis residents.
Target Date	6/30/2026
Estimate the number and type of families that will benefit from the proposed activities	It is estimated that over 200 families will be served in collaboration with local nonprofits providing public services.
Location Description	City-wide
Planned Activities	The City will provide grants to local nonprofit organizations who apply to collaborate in meeting unmet public service needs of Kannapolis residents.

AP-50 Geographic Distribution - 91.420, 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Central Kannapolis has the highest proportions of extremely low and low income households and a substantial number of Hispanic and African-American residents. The northern and eastern areas of Kannapolis also have significant low and moderate income households as well as higher proportions of minorities. Although urgent repair, homeowner rehabilitation and demolition programs are offered citywide, the households assisted tend to live in one of the areas of Kannapolis that has a higher proportion of low to moderate income residents.

Geographic Distribution

Target Area	Percentage of Funds

Table 21 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

For certain projects or types of challenges, the City believes it is more effective to allocate community development funding geographically, to have a greater impact. However, no area has been designated as a target area at this time.

Discussion

Assistance is offered citywide to eligible households, but because low and moderate income households are concentrated in the central, northern, and eastern areas of Kannapolis, community development projects are more likely to occur in these areas.

AP-85 Other Actions - 91.420, 91.220(k)

Introduction

The Annual Action Plan addresses underserved needs, affordable housing, lead based paint hazards, poverty reduction, institutional structure development, and agency coordination. These issues are briefly discussed within this section.

Actions planned to address obstacles to meeting underserved needs

There are many types of underserved needs in the community. These include: food, transportation, childcare, employment & workforce training, housing, mental health and healthcare, and education. There are many different populations who have underserved needs, including children, teens aging out of foster care, senior adults, single parents, disabled individuals, families with children, and more. There are many organizations within the community to address certain needs and populations, but our non-profits are increasingly experiencing funding challenges and increased demand for services. The City supports our non-profits by providing funding for public services, but this is limited to the 15% cap within the CDBG program. The City works with our non-profits in other ways, through partnerships and collaborative efforts.

Actions planned to foster and maintain affordable housing

The City's urgent repair program provides homeowners with critical repairs to their home, up to \$10,000 per home. This program allows the preservation of affordable housing, improves safety, and allows homeowners to continue living in their homes. The City's homeowner rehabilitation program also achieves these goals. The City partners with Habitat for Humanity to build new construction homes when funds and land are available. We are looking at acquisition opportunities to add to our affordable and transitional housing supply. We try to partner with low-income housing tax credit developers, but the limited amount of sewer capacity in Cabarrus County makes multifamily development a significant challenge for the foreseeable future.

Actions planned to reduce lead-based paint hazards

The City will continue its efforts to reduce the number of housing units containing lead-based paint hazards in order to increase the inventory of lead safe housing available to the low-income population. The City requires lead tests on all units scheduled for rehabilitation that were built prior to 1978 and includes the lead abatement work as part of the scope of services completed by the contractor.

The City will increase access to housing without LBP hazards by participating in the construction of new housing units affordable to low-income households. These include low-income housing tax credit

projects as well as single family construction.

Actions planned to reduce the number of poverty-level families

- Proactive economic development efforts to recruit businesses to our community.
- Providing referrals to local job training and education resources. The City does not provide these services directly, but does sometimes provide support to organizations that provided these resources.
- Increasing the supply of affordable housing, both through the use of HOME and CDBG funds, and by encouraging the work of other affordable housing developers.
- Supporting non-profit agencies that provide assistance to those experiencing poverty through the City's public services funding.

Actions planned to develop institutional structure

Kannapolis is part of the Cabarrus Housing Coalition, which meets regularly to address affordable housing issues in Cabarrus County. The group includes housing providers, government agencies, social services, public transportation, and other stakeholders.

The City continues to encourage new organizations or existing organizations with new programs to apply for public service activity funding.

The Mayor and City Council make the decisions about the City's community development activities and funding, with guidance from the general public and the Community Improvement Commission (CIC). The CIC is a 9-member group of citizens appointed by City Council to provide input to the community development program, review annual plans, CAPERs, and other documents, and provide recommendations about funding for public service activities.

Actions planned to enhance coordination between public and private housing and social service agencies

The Balance of State Continuum of Care has implemented a Coordinated Assessment Plan to improve the intake and referral process for homeless individuals. It should enhance the coordination between agencies and non-profit groups that serve the homeless population. In addition, Kannapolis will continue to be part of the Cabarrus County Homelessness Task Force, which meets to communicate needs and issues across multiple organizations that relate to services for the homeless; as well as part of the Cabarrus Housing Collaborative, which meets regularly to discuss strategies for jointly addressing the affordable housing shortage. Kannapolis will also continue to be part of the Cabarrus-Iredell-Rowan HOME Consortium led by the City of Concord, which meets a few times a year to discuss projects using HOME funds.

In terms of economic development, the City of Kannapolis works very closely with the Rowan Economic

Development Commission and the Cabarrus Economic Development Commission. Both groups have existing industry specialists, which will help improve the communication and coordination between businesses, government, and workforce training programs.

Discussion

Despite having a limited amount of funding, the City of Kannapolis works very closely with community partners to meet the housing and community development needs within our city and leverage the available funding to do more.

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

Introduction

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%

Discussion

Although the City of Kannapolis has an urgent repair program, it may not be considered as urgent need activity by HUD definition. These repairs address needs to allow homeowners to remain in their property and may not be imminently dangerous situations. (re-roof, HVAC, electrical and plumbing deficiencies).

Appendix - Alternate/Local Data Sources

Sort or order	Type	Data Source Name	List the name of the organization or individual who originated the data set.	Provide a brief summary of the data set.	What was the purpose for developing this data set?	Provide the year (and optionally month, or month and day) for when the data was collected.	Briefly describe the methodology for the data collection.	Describe the total population from which the sample was taken.	Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.	How comprehensive is the coverage of this administrative data? Is data collection concentrated in one geographic area or among a certain population?	What time period (provide the year, and optionally month, or month and day) is covered by this data set?	What is the status of the data set (complete, in progress, or planned)?
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