Concord
NORTH CAROLINA
High Performance Living

CITY OF CONCORD

2030 LAND USE PLAN

IMPLEMENTATION WORK PLAN

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1.0 INTRODUCTION

Concord's 2030 Land Use Plan (2030 Plan) is intended to be a dynamic document that responds to changing needs and conditions. Successful implementation of the 2030 Plan will result from many individual actions by the City Council, the Planning and Zoning Commission, City staff, other jurisdictions, service providers, and private decision-makers over the course of the next 10-15 years. The Vison, goals, objectives, and polices in Parts 4.0 through 10.0 describe what the community wants to become and how decision-makers should respond to various circumstances. The City of Concord will need to monitor the effectiveness of the 2030 Plan due to changing conditions and private development requests, which may require periodic Plan amendments. These amendments must be evaluated in terms of their consistency of the 2030 Plan and significance to overall City policy.

The following describes the Implementation Work Plan for the 2030 Plan; relationship to the City's annual budget; the processes to review/monitor, amend the goals, objectives, and policies, as well as the Growth Concept and Future Land Use maps; and performance measures to track the progress of the Plan.

1.1 IMPLEMENTATION WORK PLAN

The Implementation Work Plan identifies an initial list of implementation actions to achieve the goals and objectives of the 2030 Plan to guide City Council and City Staff as they develop work programs during the life of the Plan. The implementation actions are organized by Plan Element with specific references to the associated goals and objectives from the Land Use Plan. Although organized by Plan Element, many of these actions do overlap, and successful implementation will require close coordination between City Departments and other agencies. The implementation actions are not intended to be an exhaustive list, and the City may pursue different strategies and adjust priorities, depending on changing opportunities and resources. The City should update the Implementation Work Plan on an annual basis, adjusting time frames and actions that are included in each year's budgeted work programs. **Table 11-1** provides the following information for each Plan Element.

Item Number - the reference number of the implementation strategy

Implementation Action - the specific strategy being recommended to implement the 2030 Plan

Project Description - the description of specific projects to implement the 2030 Plan

Initiation Year – the general time frame to start carrying out each strategy

Related Goals and Objectives – the 2030 Plan goals and objectives being implemented by the action

1.2 RELATIONSHIP TO BUDGET

The annual budget is one of the most potent tools for plan implementation because it sets priorities for action each year. Capital and operational funding decisions should directly reflect the goals, objectives, and policies of the 2030 Plan. The Plan should serve as the basis for recommended work programs and as a focus for discussion of priorities from year to year. If specific work program tasks are not funded, the City should evaluate whether they should be deferred or omitted from the Implementation Work Plan. When there is a conflict between budget priorities and Plan goals, objectives, or policies, the City should consider whether the specific goals, objectives, or policies remain valid.

1.3 ANNUAL REVIEW/MONITORING

The Planning and Neighborhood Development Department should provide an annual review of the 2030 Plan related activities to the City Manager prior to the initiation of the budget process each year. The annual review should be used as a tool to help set budgetary priorities and should:

- Measure the City's success in achieving the 2030 Plan goals through the recommended strategies;
- Propose strategies to be pursued under the coming year's budget; and
- Identify unlisted strategies that will achieve the 2030 Plan goals.

Periodically, the Planning and Neighborhood Development Department should:

- Document growth trends and compare those trends to the 2030 Plan projections;
- List development actions which affect the 2030 Plan's provisions; and
- Evaluate difficulties in implementing the 2030 Plan.

These periodic reviews should include statements identifying progress in achieving the goals of the 2030 Plan, the impact of the 2030 Plan on service provision, and proposed programs to help achieve the 2030 Plan's goals.

1.4 LAND USE AMENDMENTS

The Growth Concept and Future Land Use maps are intended to serve as a guide for public and private development and land use decisions. The City has adopted a formal amendment process in the CDO. Land use amendments are anticipated as growth occurs and market conditions change. While land use amendments may occur more frequently than policy changes, they should not occur more than three times per year. By limiting opportunities to amend the Growth Concept and Future Land Use maps, the City will reduce the potential for incremental land use changes that result in unintended policy shifts.

1.5 PERFORMANCE MEASURES

Specific, objective, and quantifiable performance measures must be established so that the City and others can determine if Concord is making progress toward achievement of the 2030 Plan goal, and to inform choices about adjustments to the Plan on a continuing basis.

The Planning and Neighborhood Development Department should monitor and measure how the 2030 Plan is implemented, both in terms of the Plan's economic, social and environmental impacts and in terms of land use, housing targets, investments made and development achieved.

Key performance measures should be monitored at multiple levels – the Planning Community, City, and County. It is important for the City's leaders to know not only how the various parts of the City are faring, but also how Concord is doing in relation to the County and the region.

At a minimum the performance measures should track the following:

A. Land Use

- Acres of new publicly accessible parks/open space
- Acres of parkland per capita
- Square footage of obsolete commercial buildings converted to housing
- Historic building designations, and number of historic building rehabs and/or adaptive reuse
- Development applications in targeted (redevelopment) areas
- Active farmland parcels or number of farmland acres

B. Housing

- Number of new affordable/workforce housing units
- Increase in housing unit variety (mix of single family, multi-family, townhomes, etc.)

C. Population

- New population living downtown (individuals or households)
- Population living within 1/4 or 1/2 mile of a park

D. Multimodal System

- Miles of sidewalk installed
- Miles of new bicycle facilities (paths, lanes)
- Miles of new multi-use trail
- Miles of complete streets
- Number of bicyclists
- Number of new transit riders
- Increase in transit service area
- Number of new transit stops (or at least new transit stops near parks and schools)
- Improvement in mobility index

E. City Services

- Number of (new) city park users or participants in park programming
- Number of outdoor and environmental education activities provided per year
- Number of community facilities provided per year

F. Economic Development

- Number of new businesses opened
- Number of agricultural businesses opened
- Increase in investment of existing businesses
- Number of new jobs created
- Number of grant applications (Economic Development Grant Program, Center City Development Grant, Downtown Municipal Service District Grant Program, and Concord Downtown Development Corporation (CDDC) Grants)
- Increase in tourism/travel dollars spent

G. Environmental and Energy

- Changes in air or water quality indices
- Number of green infrastructure projects

If the 2030 Plan is to be both effective and a truly "living document" continuous monitoring of performance measures is critical. We cannot measure our progress or correct our course if we don't have the kind of information provided by effective performance measures.

Table 11-1: 2030 Plan Implementation Work Program

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Land Use Element				
LU-1	Parcel-Based Tracking	Maintain parcel-based tracking of existing land use, pending development applications and development approvals in the City's GIS to serve as a basis for evaluating existing and projected demands for land and infrastructure.	2018	Goal 1, Objs. 1.1 & 1.3
LU-2	Fiscal Impact Analysis	Implement a standardized fiscal impact analysis procedure and require such analysis for major developments, large rezonings, and annexations as part of application and review process.	2018	Goal 1, Obj. 1.3 & Goal 5, Obj. 5.1
LU-3	Industrial and Residential Connectivity	Update CDO to address appropriate levels of connectivity between industrial and residential land uses.	2018	Goal 1, Obj. 1.4
LU-4	CDO Compatibility Standards	Update Article 10 of the CDO to better address transitions between zoning districts so that the scale, height, intensity and orientation of development leads to greater compatibility at zoning district boundaries without having to rely on buffers in all circumstances.	2018	Goal 1, Obj. 1.4; Goal 3, Obj. 3.3; Goal 4, Objs. 4.1, 4.2 & 4.3; Goal 7, Obj. 7.1
LU-5	Conservation Residential Area Plan (Growth Concept Map)	Prepare an area plan to address residential and supporting land use, mobility, utilities and open space preservation needs. Plan to include density bonus recommendation for exceeding Land Use Plan objectives	2018	Goal 1. Objs. 1.1, 1.3, 1.5, 1.6 & 1.7; Goal 2, Objs. 2.1 & 2.2; Goal 3, Objs. 3.1, 3.2, 3.3, 3.4 & 3.6; Goal 4, Objs. 4.1, 4.2 & 4.3; Goal 5, Objs. 5.1, 5.2, 5.3, 5.4 & 5.5; Goal 6, Objs. 6.1 & 6.2; Goal 7, Obj. 7.1
LU-6	Multimodal Infrastructure	Review new development proposals in the context of existing and planned multimodal transportation infrastructure.	2018	Goal 2, Objs. 2.1 & 2.2; Goal 10, Objs. 10.1, 10.2, 10.3. 10.4 & 10.5
LU-7	School Bus Accommodation	Ensure that the development review process provides adequate accommodation for school buses.	2018	Goal 2, Obj. 2.1
LU-8	Corridor Planning Process	Working with partner departments and agencies (e.g. City Transportation, Cabarrus-Rowan MPO, NCDOT) develop a planning process for mixed use corridors that will include development of a vision, recommendations for land use, land development code, and multimodal transportation improvements.	2018	Goal 3, Obj. 3.3; Goal 10, Obj. 10.4
LU-9	Area Plan	Southeastern Conservation Plan	2018	Goal 6, Obj. 6.2; Goal 12, Obj. 12.1

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Land Use Element				
LU-10	Mixed-Use Corridor Plan	George W. Liles Parkway from I-85 to US Hwy. 29/Concord Parkway S.	2018	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1; Goal 10, Obj. 10.4
LU-11	Street Tree Ordinance Update	Enact update to street tree ordinance.	2018	Goal 3, Obj. 3.5
LU-12	Reduce Incompatible Land Uses	Maintain zoning designations and overlays that reduce conflicts between adjacent and surrounding land uses.	2018	Goal 4, Obj. 4.3
LU-13	NCDOT Coordination and CDO Traffic Analysis Criteria	Coordinate with NCDOT to develop a consistent and predictable approach to traffic impact analyses and resulting mitigation requirements.	2018	Goal 5, Obj. 5.1,
LU-14	Drainage and Stormwater Management	Ensure compliance with City stormwater regulations to the extent permitted by State Law. Develop new strategies to incentivize low impact development.	2018	Goal 5, Obj. 5.3
LU-15	Desired Blend of Uses	Monitor the City's blend of land uses and create benchmarks to track progress in meeting desired targets.	2019	Goal 1, Obj. 1.3
LU-16	Contemporary Mixed Land Uses	Revise CDO to encourage/require a more contemporary blend of land uses within mixed-use zoning districts.	2019	Goal 1, Obj. 1.5
LU-17	CDO Conservation Subdivision Area Density Bonuses	Create conservation subdivision standards with density bonuses for exceeding minimum required open space preservation standards and creating portions of the city-wide greenway system with multi-purpose trails.	2019	Goal 1, Objs. 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2; Goal 3, Objs. 3.1 & 3.4; Goal 5, Obj. 5.5; Goal 6, Objs. 6.1 & 6.2
LU-18	Appropriately-Scaled Recreational Assets	Ensure that appropriately-scaled recreational assets are distributed throughout the City to the extent they are able to be supported by local residents.	2019	Goal 1, Obj. 1.7
LU-19	Complete Street Standards	Require complete street standards during development. Require complete connections between compatible developments when possible, and only allow emergency access connections when life or safety concerns prevent a full connection.	2019	Goal 2, Objs. 2.1 & 2.2; Goal 10, Objs. 10.1 & 10.3
LU-20	Future Street Connections	Identify future street connections between major development projects	2019	Goal 2, Obj. 2.2; Goal 10, Objs. 10.1, 10.3 & 10.5

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Land Use Element				
LU-21	Historic Preservation Plan	Develop a preservation plan to identify and inventory historic properties city-wide and in areas proposed for annexation. Said plan should also develop strategies for the preservation of significant community assets.	2019	Goal 3, Obj. 3.2
LU-22	Central Area Plan Amendments	Coordinate with Cabarrus County relative to amendments to Central Area Plan.	2019	Goal 3, Obj. 3.3
LU-23	Mixed-Use Corridor Plan	Weddington Road from Bruton Smith Boulevard to Rock Hill Church Road	2019	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1
LU-24	Public Facility Availability	Review CDO Zoning map criteria and revise as applicable to ensure that the timing of development is consistent with the availability of adequate public facilities.	2019	Goal 5, Obj. 5.1
LU-25	Parks and Recreation Implementation	Maintain and implement the Comprehensive Parks and Recreation Master Plan and associated planning documents, such as the Greenways Master Plan. Improve the connection between the Comprehensive Parks and Recreation Master Plan and development review /CDO design standards.	2019	Goal 5, Obj. 5.4
LU-26	Economic Development Needs	Collaborate with Cabarrus Economic Development and other partners to identify needs, inventory existing resources, and plan for needed infrastructure to support economic development activity.	2019	Goal 8, Obj. 8.1
LU-27	Workforce and Job Improvements	Engage with the local community college system to lessen the skills gap between workforce and jobs.	2019	Goal 8, Obj. 8.1
LU-28	CDO Housing Mix and Design Incentives	Encourage, incentivize, or require master plans for developments over a certain size to help create cohesive and compatible mixed use developments. Create CDO incentive-based density bonuses to encourage developments with a mix of dwelling unit types and price points, greenway/connectivity enhancement, and other goals of this Land Use Plan. Coordinate with the private sector to establish effective guidelines for density bonuses. Density bonuses may be accompanied by reductions in setbacks and lot sizes or increases in height, provided that the intended goal is addressed and neighborhood compatibility is addressed.	2020	Goal 1, Objs. 1.1, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2; Goal 3, Objs. 3.1 & 3.4; Goal 5, Obj. 5.5; Goal 6, Objs. 6.1 & 6.2

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Land Use Element				
LU-29	Corridor Plan	Concord Mills Boulevard - Bruton Smith Boulevard corridor between Derita Road and Concord Parkway. The corridor plan should address land use changes necessary for retail and other uses to remain viable; multi-modal connectivity along the corridor and other challenges identified within the Land Use Element of this Plan.	2020	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1; Goal 10, Obj. 10.4
LU-30	CDO Connectivity Standards	Update connectivity ratio standards and maximum block length standards in Article 10 of the CDO to better promote connectivity between developments in addition to internal connectivity.	2020	Goal 1, Obj. 1.4; Goal 2, Objs. 2.1 & 2.2; Goal 3, Objs. 3.1, 3.3 & 3.4; Goal 4, Obj. 4.1; Goal 5, Objs. 5.1 & 5.5
LU-31	Neighborhood Conservation Districts	Consider developing neighborhood conservation districts for areas with significant historic fabric.	2020	Goal 3, Obj. 3.2
LU-32	Landscaping Incentive	Update CDO to incentivize landscaping along streets and within large development areas.	2020	Goal 3, Obj. 3.5
LU-33	Maintain Agricultural Operation	Ensure that development within the rural area of the Future Land Use map is designed to minimize interference with existing agricultural operations and maximize the preservation of functional open space.	2020	Goal 7, Obj. 7.1
LU-34	Property Owner Participation	Consider outreach to property owners for strategic rezonings to further implement the 2030 Plan. Encourage property owners to collaborate to achieve more coherent mixed-use development patterns.	2021	Goal 1, Objs. 1.2 & 1.5
LU-35	CDO Standards for Purchase and Transfer of Development Rights	Evaluate the establishment of a transfer and/or purchase of development rights system to preserve greenways, high value environmental lands and working farms by allowing the transfer and/or purchase of development rights between contiguous and non-contiguous properties. The evaluation should include a market analysis to assess the viability of potential receiving zones.	2023	Goal 1, Obj. 1.3; Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.5; Goal 6, Obj. 6.2; Goal 7, Obj. 7.1
LU-36	Transit Oriented Development	Conduct studies to identify housing opportunities and market potential for neighborhoods around bus transit stops in the City.	2024	Goal 1, Obj. 1.6

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Land Use Element				
LU-37	Mixed-Use Corridor Plan	US Hwy. 29/601/Concord Parkway N from I-85 to Cabarrus Avenue	To be determined	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1; Goal 10, Obj. 10.4
LU-38	Mixed-Use Corridor Plan	US Hwy. 29/Concord Parkway S/ Cabarrus Avenue from George W. Liles Parkway to Branchview Drive	To be determined	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1; Goal 10, Obj. 10.4
LU-39	Mixed-Use Corridor Plan	US Hwy. 29/Concord Parkway S from Pitts School Road to Morehead Road	To be determined	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1; Goal 10. Obj. 10.4
LU-40	Mixed-Use Corridor Plan	US Hwy. 601/Warren Coleman Boulevard S from the Norfolk-Southern railroad line to US Hwy. 49	To be determined	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1
LU-41	Mixed-Use Corridor Plan	Poplar Tent Road from Derita Road to George W. Liles Parkway, and George W. Liles Parkway to US Hwy. 29/Concord Parkway N.	To be determined	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1
LU-42	Mixed-Use Corridor Plan	Copperfield Boulevard NE from Branchview Drive NE to I-85	To be determined	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1
LU-43	Mixed-Use Corridor Plan	Derita Road from Concord Mills Boulevard to Poplar Tent Road	To be determined	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1
LU-44	Mixed-Use Corridor Plan	Davidson Hwy. (NC 73) from I-85 to US Hwy. 29/Concord Parkway N.	To be determined	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1
LU-45	Mixed-Use Corridor Plan	Church Street Commercial Corridor from Corban Avenue SE to US Hwy. 29/Concord Parkway N.	To be determined	Goal 1, Objs. 1.1, 1.2, 1.3, 1.5 & 1.6; Goal 2, Objs. 2.1 & 2.2, Goal 3, Objs. 3.3 & 3.4; Goal 5, Obj. 5.1

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Housing & Neighborhood Element				
HN-1	Monitoring Affordable Housing	Develop improved processes for collecting and analyzing housing related data.	2018	Goal 9, Obj. 9.2
HN-2	Financial Housing Assistance	Provide financial assistance to largely low- and moderate- income first-time homebuyers through down payment/closing cost assistance. Require homebuyers to attend homebuyer education classes.	2018	Goal 9, Obj. 9.2
HN-3	Homeownership Program	City Housing Department should explore the option of using the homeownership program with public housing revitalization activities.	2018	Goal 9, Obj. 9.2
HN-4	Housing Code Compliance	Proactively inspect properties regarding maintenance, use and habitability for compliance with the Housing Codes. Work aggressively to achieve code compliance within 120 days of compliance notification.	2018	Goal 9, Obj. 9.3
HN-5	Track Affordable Housing	Identify and track units that have been restricted to maintain affordability. Tracking should include dates when housing units will convert to market rate due to expiration and termination of affordability restrictions.	2018	Goal 9, Obj. 9.3
HN-6	Healthy Property Maintenance	Inspect and rate the level of hazards based on external visual surveys. Provide physical inspections to make the property healthy, based on the findings of the inspection. Provide behavioral interventions to both owners and tenants regarding methods of keeping the property healthy.	2018	Goal 9, Obj. 9.3
HN-7	Identifying Property Hazards	Conduct outreach to homeowners and tenants regarding lead hazards, how to identify such hazards, and how to report unsafe work hazards.	2018	Goal 9, Obj. 9.3
HN-8	Home Maintenance Grants	Provide minor home repair services for low-income, elderly, and disabled residents. Services should be provided by City-selected contractor(s) through CDBG/HOME Program funding. Explore grant opportunities as a possible funding source for this initiative.	2018	Goal 9, Obj. 9.3
HN-9	Property Decline Prevention	Form a task force to look into a property maintenance ordinance or other strategies to address declining properties before they fall below minimum housing standards.	2019	Goal 9, Obj. 9.3
HN-10	Affordable Housing Locations	Complete an affordable housing study that identifies appropriate locations for affordable housing, taking into account factors like locations along major corridors, transit access, and proximity to commercial/ employment.	2020	Goal 9, Obj. 9.1

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Housing & Neighborhood Element				
HN-11	Mixed-Income Neighborhoods	Consider requiring enhanced amenities to encourage the development of mixed-income neighborhoods, such as mixed-use, barrier free, high density pedestrian and transit-oriented developments, and connections to facilities, parks, trails and services.	2020	Goal 9, Obj. 9.1
HN-12	CDO Housing Incentives	Explore development incentives for the development of a variety of housing types and styles within individual projects (i.e., residential design requirements, density bonuses, and lot size reductions)	2020	Goal 9, Obj. 9.1
HN-13	Educating Seniors	Encourage the County to assist older adults by helping them to understand various types of home modifications that may be helpful.	2020	Goal 9, Obj. 9.2
HN-14	Preserve Affordable Housing Stock	Assist property owners, tenants, and developers identifying options and resources to preserve existing affordable housing stock. Provide outreach and education to tenants and owners of at-risk and expiring affordable housing.	2020	Goal 9, Obj. 9.3
HN-15	Housing Education and Training	Provide training to neighborhood councils and other community groups regarding the planning process and accommodating and responding to growth, including the siting of housing, affordable housing, and special needs housing, mixed-use, and mixed-income development. Provide Planning 101 training for focus groups, residents, and stakeholders on issues such as zoning, housing, and mobility/ connectivity, as well as provide access to data and information on entitlements and land use decisions. Explore establishing a program to provide information and training to neighborhoods and other community organizations on fair housing issues.	2020	Goal 9, Obj. 9.5
HN-16	Affordable Housing Goal	Establish a goal in the Affordable Housing Plan for the development of affordable housing units based on housing needs in the City.	2020	Goal 9, Obj. 9.6
HN-17	CDO Workforce Housing	Explore revisions to streamline approvals of workforce housing development in appropriate locations.	2021	Goal 9, Obj. 9.1
HN-18	Adaptive Reuse of Commercial Buildings	Facilitate and provide incentives and expand the opportunities for adaptive reuse of economically obsolete commercial buildings for housing.	2021	Goal 9, Obj. 9.2

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Housing & Neighborhood Element				
HN-19	Streamline Affordable Housing Development Process	Assist publicly-assisted affordable housing projects to receive priority treatment in the building permit and entitlement process. Fine -tune inter-departmental coordinated reviews to take advantage of review time savings that can be achieved.	2021	Goal 9, Obj. 9.4
HN-20	Mixed-Use Development Incentives	Facilitate the development of mixed-use projects through the use of incentives and regulations. Adopt appropriate ordinances, guidelines, and implementation mechanisms in conjunction with community plans. Amend the Zoning Code to modify districts to allow for more mixed use and infill development.	2021	Goal 9, Obj. 9.5
HN-21	Rehabilitate Housing	Identify Zoning Code requirements (such as parking, zoning, sewer, and street dedications, etc.) that typically pose challenges in the rehabilitation of existing housing. Amend the Zoning Code to facilitate rehabilitation of housing to habitable levels rather than encouraging demolition or disinvestment.	2023	Goal 9, Obj. 9.4
HN-22	Innovative Housing Types	Identify modifications needed in the Zoning Code to facilitate innovative housing types, such as shared housing, congregate living, cooperative housing, modular, and prefabricated housing.	2023	Goal 9, Obj. 9.4
HN-23	CDO Barriers	Establish a task force to review current barriers in City Codes to accessible design and ability to “age in place”.	2024	Goal 9, Obj. 9.2
HN-24	Affordable Housing Requirements	Explore the feasibility and appropriateness of creating affordable housing requirements for projects that receive benefits from the City including projects that receive City subsidies or City land, projects receiving zone changes that result in significantly more units than otherwise permitted. Aim to adopt affordable housing requirements through an ordinance.	2024	Goal 9, Obj. 9.2
HN-25	Special Needs Housing	Explore and propose recommendations for increasing the number of accessible units in multi-family developments occupied by special needs households.	2024	Goal 9, Obj. 9.2
HN-26	New Housing Innovations	Develop ideas for new housing, new housing typologies, as well as design guidelines for appropriate mixes and scales of uses. Incorporate recommendations into community plans and new transit neighborhood plans.	2024	Goal 9, Obj. 9.5

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Housing & Neighborhood Element				
HN-27	Facilitate Residential Developments	Through adoption of community plans, specific plans, or other implementation tools that enable and facilitate residential development, provide incentives for inclusion of affordable housing in residential development and/or other mechanisms that address impacts on the provision or retention of affordable housing units and need.	2025	Goal 9, Obj. 9.6
HN-28	Community Development Corporation	Explore the creation of a community development corporation to facilitate affordable housing projects.	2025	Goal 9, Obj. 9.6
HN-29	Brownfield Redevelopment	Explore redevelopment of brownfield commercial and industrial sites and the use of public funds for housing and mixed use development on such sites when commercial or industrial use is not appropriate. Support funding applications for brownfield clean-up and redevelopment for housing on brownfield commercial sites that are well-served by public transit and that are proximate to public facilities and amenities.	2026	Goal 9, Obj. 9.2
HN-30	Funding for Affordable Housing	Advocate for increased levels of affordable housing development and preservation funds from State, Federal, and local sources. Explore options for generating funds locally. Obtain City Council support for State and Federal legislation and voter initiatives that create funding programs, create new sources of funds, and allocate funding to new and existing affordable housing development programs.	2026	Goal 9, Obj. 9.2

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Connectivity & Mobility Element				
CM-1	City's Transit Staff Coordination	Coordinate with the City's Transit staff during the review of major developments, rezoning and subdivision proposals to ensure that adequate provisions are made for Transit accommodation.	2018	Goal 10, Obj. 10.2
CM-2	Pedestrian and Bicycle Facilities	Work with NCDOT and City Transportation to ensure that pedestrian and bike facilities along major transportation routes are adequately considered during the development review process.	2018	Goal 10, Obj. 10.3
CM-3	Greenway Development Coordination	Involve Planning, Legal, Transportation, Engineering and Parks and Recreation in the development of a process to obtain greenway areas and/or require their construction during the development review process.	2018	Goal 10, Obj. 10.3
CM-4	Fee-in-Lieu for Sidewalk and /or Bicycle Facility Construction	Revisit the language of the "fee-in-lieu of" program to provide for the future construction of sidewalks and/or bicycle facilities in areas where their construction may not be feasible at the time of development approval.	2018	Goal 10, Obj. 10.3
CM-5	Annual Trail and Bike Path Construction	Develop targets for annual trail and bike path construction.	2018	Goal 2, Obj. 2.2; Goal 10, Obj. 10.3; Goal 11, Obj. 11.2
CM-6	Connectivity Plan Implementation	Research a "connectivity plan" to identify existing street stubs adjacent to undeveloped land, study connectivity capacity of existing development, and guide the major interconnections relative to future development and multimodal network (i.e., car, transit, pedestrian, bicycle).	2019	Goal 10, Obj. 10.1
CM-7	Walkability and Bikeability Measures	Develop measurements for walkability and bikeablity (i.e., feet/miles of sidewalks/bike paths installed, new multi-use trails) in the Concord Development Ordinance and consider providing development incentives for those projects that achieve a certain benchmark.	2019	Goal 10, Obj. 10.3
CM-8	Multi-Use Paths	Develop a proposed cross-section for multi-use paths.	2019	Goal 2, Obj. 2.2; Goal 3, Obj. 3.4; Goal 5, Obj.5.5; Goal 11, Objs. 11.1 & 11.2
CM-9	Transit Stop Dedication	Require dedications of areas for transit stops in development standards.	2020	Goal 10, Obj. 10.2
CM-10	Transit Access to Community Services	Encourage proximity between essential community services and transit access.	2020	Goal 10, Obj. 10.2

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Connectivity & Mobility Element				
CM-11	Leverage Transit Funds	Consider leveraging transit funds for bicycle and pedestrian connections to transit stops.	2020	Goal 10, Obj. 10.3
CM-12	Greenway Connections	Implement the Comprehensive Parks and Recreation Master Plan on connectivity and regional bicycle/pedestrian corridors.	2020	Goal 10, Obj. 10.3
CM-13	Bicycle Master Plan	Coordinate with NCDOT and the local MPO to develop a bicycle master plan for the City.	2020	Goal 5, Obj. 5.5; Goal 10, Obj. 10.2, 10.3 & 10.4; Goal 11, Obj. 11.2
CM-14	Commercial Air Service Terminal Connections	Coordinate local transit access and connectivity to the Commercial Air Service Terminal. Investigate commuting patterns for employees in the vicinity of the airport to determine if transit can be made a viable option. Consider a regional transit route that connects the airport to the Lynx line as well as local hotels/other visitor destinations.	2020	Goal 10, Obj. 10.5
CM-15	Public Transit Improvements	Implement the recommendations of the TDP to improve bus stop amenities, new routes and regional services.	2022	Goal 10, Objs. 10.2 & 10.4
CM-16	NC 73 Corridor Plan Implementation	Coordinate with NCDOT to implement roadway improvements and land use amendments to support multimodal and pedestrian -friendly access along the NC 73 corridor, specifically along the Rocky River and Coddle Creek segments.	2022	Goal 10, Obj. 10.4

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Parks & Recreation Element				
PR-1	Future Public Park Sites	Use the Concord 2030 Future Land Use Map and Growth Concept to start identifying needs and opportunities for future public park sites consistent with the Comprehensive Parks and Recreation Master Plan recommendations.	2018	Goal 11, Obj. 11.1
PR-2	Open Space Acquisition	Identify open space sites and analyze their environmental quality for potential acquisition, preservation and introduction of appropriate nature-based activities.	2018	Goal 11, Obj. 11.1
PR-3	Parks and Recreation Funding	Submit PARTF grant for new park or park improvements (Action from the Comprehensive Parks and Recreation Master Plan).	2018	Goal 11, Obj. 11.1
PR-4	Open Space and Parkland Acquisition Ordinance	Update existing open space and parkland acquisition ordinance (Action from the Comprehensive Parks and Recreation Master Plan).	2018	Goal 11, Obj. 11.1; Goal 1, Obj. 1.3; Goal 3, Obj. 3.4; Goal 5, Objs. 5.4 & 5.5; Goal 6, Obj. 6.2; Goal 10, Obj. 10.3; Goal 12, Objs. 12.2 & 12.4
PR-5	Greenway Acquisition and Dedication	Add greenway acquisition incentives and dedication language to the Open Space and Parkland Acquisition Ordinance. Ensure that any added language establishes a clear, legally defensible nexus between required dedications and the impact of proposed private developments.	2018	Goal 11, Objs. 11.1 & 11.2; Goal 3, Obj. 3.4; Goal 6, Obj. 6.2; Goal 10, Obj. 10.3
PR-6	Facility Improvements	Meet immediate outstanding needs and renovations for the following existing parks: New walkways to address minimum accessibly at Hartsell Field Complex, McAllister Field, Webb Field, Gibson Field, and Hartsell Park (Action from the Comprehensive Parks and Recreation Master Plan).	2018	Goal 11, Objs. 11.2 & 11.4
PR-7	Investment Program	Prepare an investment program related to the acquisition, development, maintenance and operation of new public parks and open space areas.	2019	Goal 11, Obj. 11.1
PR-8	Open Space Connectivity	Implement recommendations from the Open Space Connectivity Analysis.	2019	Goal 11, Obj. 11.1
PR-9	Parks and Recreation Funding	Update the fees and charges levels for current programs and special events (Action from the Comprehensive Parks and Recreation Master Plan).	2019	Goal 11, Obj. 11.1
PR-10	Wayfinding System	Introduce more wayfinding signage, linking parks and other recreational facilities, to improve access and safety.	2019	Goal 11, Obj. 11.2

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Parks & Recreation Element				
PR-11	Open Space Connectivity Analysis	Use recommendations resulting from Concord's Open Space Connectivity Analysis to inform the update of connectivity standards in the CDO (refer to Land Use Element Implementation Program)	2019	Goal 11, Objs. 11.1, 11.2 & 11.4; Goal 2, Objs. 2.1 & 2.2; Goal 10, Obj. 10.3; Goal 12, Obj. 12.4
PR-12	Greenway Accessibility Standard	Include system-wide accessibility considerations in the Greenway Design and Development Standards (Action from the Comprehensive Parks and Recreation Master Plan).	2019	Goal 11, Objs. 11.2 & 11.4
PR-13	Greenway Design and Development Standards	Build on guidance from the Comprehensive Parks and Recreation Master Plan to develop a set of general criteria, for the design and development of greenways. System-wide standards may include width, gradient, surface materials, landscaping, signage, and other path cross-section elements. (Specific path alignments and design elements should be context-sensitive for individual project).	2019	Goal 11, Objs. 11.1 & 11.2; Goal 2, Obj. 2.2; Goal 5, Obj. 5.5
PR-14	Environmental Programming/ Capacity Building	Consider the position of Director of environmental education programs (Action from the Comprehensive Parks and Recreation Master Plan).	2019	Goal 11, Obj. 11.1, 11.4; Goal 12, Obj. 12.2
PR-15	Partnerships for Increased Facility Access	Map a strategy for increased access to County owned school facilities and work with County on future community school park plans (Action from the Comprehensive Parks and Recreation Master Plan).	2019	Goal 11, Objs. 11.2 & 11.3; Goal 13, Obj. 13.1
PR-16	Private Local Recreational Assets	Explore opportunities to acquire private local recreational assets if they could meet needs identified in the Comprehensive Parks and Recreation Master Plan.	2020	Goal 11, Objs. 11.1 & 11.3
PR-17	Privately Owned Recreational Facilities Monitoring	Monitor the upkeep of privately owned recreational facilities that are maintained by homeowners' associations and other private entities.	2020	Goal 11, Objs. 11.1 & 11.3
PR-18	Facilities Master Planning	Create Master Plans for each existing park (Action from the Comprehensive Parks and Recreation Master Plan).	2020	Goal 11, Objs. 11.1 & 11.2

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Parks & Recreation Element				
PR-19	Developer Incentives	Introduce incentives that encourage developers to: • Provide usable parkland above the minimum required (e.g., increase in net density) where the Comprehensive Parks and Recreation Master Plan indicates a need; or • Donate a fee-in-lieu of parkland dedication, allowing the City to pursue the acquisition of sites consistent with the Comprehensive Parks and Recreation Master Plan.	2020	Goal 11, Objs. 11.1 & 11.3
PR-20	Open Space and Parkland Acquisition	Utilize the City's park fund to acquire land for new parks (Action from the Comprehensive Parks and Recreation Master Plan).	2020	Goal 11, Obj. 11.1; Goal 6, Obj. 6.2; Goal 10, Obj. 10.1; Goal 13; Obj. 13.1; Goal 16, Obj. 16.2
PR-21	Traffic Calming	Include standards in the CDO to ensure traffic calming around parks, as well as schools.	2020	Goal 11, Obj. 11.2
PR-22	Future Park Needs	At least every five years, review and update the Comprehensive Parks and Recreation Master Plan's projections of parkland needs.	2022	Goal 11, Objs. 11.1 & 11.3

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Natural Resources & Agriculture Element				
NA-1	Open Space Preservation	Identify, map, and designate components of Concord's permanently preserved open space system including greenways, parks, blueways, and other natural areas.	2018	Goal 12, Obj. 12.1
NA-2	CDO Watershed Protection	Maintain water supply watershed protection provisions within the CDO.	2018	Goal 12, Objs. 12.2 & 12.3
NA-3	Aquatic Buffering	Maintain ordinances that are designed to provide buffering of aquatic systems to the extent permissible by state law.	2018	Goal 12, Obj. 12.3
NA-4	Recycling Programs	Review/update and publicize Concord's recycling goals for residential, business and industry programs to recycle, reuse and waste reduction throughout the community.	2018	Goal 12, Obj. 12.4
NA-5	Low Impact Development Strategies	Explore strategies to more effectively incentivize low impact development	2019	Goal 12, Obj. 12.1
NA-6	CONNECT Working Farms	Explore and implement CONNECT Our Future tools to support Concord working farms.	2019	Goal 12, Obj. 12.1
NA-7	Conservation Subdivision Design Standards	Adopt conservation subdivision design to encourage the protection of sensitive environmental resources.	2019	Goal 12, Obj. 12.1
NA-8	Natural Resource Incentives	Incentivize development that promotes more open space, greenway connectivity and wider buffers along water sources. (i.e., reduce the required planting around the building or streetscape by 1-2 feet, and add that amount of undisturbed area to the stream buffer.) Allow for creative design that addresses the needs of the property owner/ developer as well as environmental protection measures.	2019	Goal 12, Obj. 12.2
NA-9	Sensitive Area Easements	Continue to explore easements to protect sensitive areas.	2019	Goal 12, Obj. 12.2
NA-10	Open Space Dedication Standards	Review existing open space dedication standards and consider including a separate definition for environmental open space set-asides or fee-in-lieu to ensure the protection of floodplains, wetlands, and other environmentally sensitive resource areas.	2020	Goal 12, Obj. 12.1

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Natural Resources & Agriculture Element				
NA-11	Agricultural Economic Improvements	Support local farms from the CONNECT Our Future toolkit through innovations in existing agriculture, silviculture and aquaculture as a way to enhance economic viability of working farms, for example promoting and allowing: • On-farm energy production (e.g., methane, wind, solar, and other forms of power). • Agri-tourism, community supported agriculture (CSAs), farm stands and farm markets, greenhouse operations, equine operations, and accessory farm businesses.	2020	Goal 12, Obj. 12.1
NA-12	Local Food Preferences	Support farmers and local food production, and improve food access and distribution from the CONNECT Our Future toolkit by working with Concord Economic Development, Cabarrus Economic Development Corporation, Cabarrus County Farm and Food Council, Cabarrus County Agricultural Extension and other agencies and stakeholders.	2020	Goal 12, Obj. 12.1
NA-13	Agricultural Management Practices	Identify agricultural management practices that reduce Right-to-Farm conflicts and use incompatibilities.	2020	Goal 12, Obj. 12.1
NA-14	Water Resource Protection	Monitor and react to impairments of local water resources; investigate proactive measures the City can take to protect water resources.	2020	Goal 12, Objs. 12.2 & 12.4
NA-15	"Green Growth Toolbox" Strategies	Review and consider adopting strategies and techniques identified in the "Green Growth Toolbox"	2020	Goal 12, Obj. 12.2
NA-16	Stormwater Runoff Effects	Investigate the downstream effects of proposed development with regard to stormwater runoff as well as best practices to offset negative effects.	2020	Goal 12, Obj. 12.3
NA-17	Zoning Modifications	Adjust land uses in zoning districts that support agricultural activities, to ensure they actually facilitate the preservation of working farms. Adjust related standards in agriculture-friendly zoning districts.	2022	Goal 12, Obj. 12.1
NA-18	Agricultural Infrastructure	Protect and enhance the condition and access to agricultural infrastructure, including "farm-to-market" roadways, rail transportation, water supply, flood control and drainage systems, and agri-related communications technology.	2022	Goal 12, Obj. 12.1

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Infrastructure Element				
I-1	Development Approval Notification	Develop a formal process to notify the County School System of preliminary and pending development approvals.	2018	Goal 13, Obj. 13.1
I-2	School Land Use Coordination	The City will continue to coordinate with the CCS to assure that proposed public school facility sites are consistent with the Growth Concept, future land categories, and policies of the CDO.	2018	Goal 13, Obj. 13.1
I-3	School Related Infrastructure Improvements	CCS and City will jointly review the need for and timing capital improvement projects necessary to support each new school or the proposed renovation or expansion of an existing school.	2018	Goal 13, Obj. 13.1; Goal 16, Obj. 16.1
I-4	Benchmarking Emergency Facilities	Maintain a set of benchmarks to indicate potential need for additional or relocated police and fire/life safety facilities (i.e., crimes rates, number of arrests and fines, call response times, types of police and fire incidences, false alarms).	2018	Goal 14, Obj. 14.1
I-5	Land Use Designation for Emergency Facilities	City will include sufficient allowable land use designations for police and fire/life safety facilities to meet the projected population growth.	2018	Goal 14, Obj. 14.1
I-6	Community Policing Programs	Enhance neighborhood watch and other community policing programs (including education). Develop programs and activities to encourage the use of the Police substations, and to increase community policing. Increase communication and interaction between the community and police (i.e., bicycle patrols, school programs, and presence at community events).	2018	Goal 14, Obj. 14.1; Goal 16, Obj.16.1
I-7	Water Protection Zones	Protect reservoir watershed areas.	2018	Goal 15, Obj. 15.1
I-8	Watershed Management Awareness	Promote water conservation and increase public awareness of best practices in watershed management.	2018	Goal 15, Obj. 15.1
I-9	Regional Approach to Wastewater Treatment	Participate in regional approaches to wastewater treatment and disposal.	2018	Goal 15, Obj. 15.1

Table 11-1: 2030 Plan Implementation Work Program *(continue)*

Item #	Implementation Action	Project Description	Initiation Year	Related Goals & Objectives
Infrastructure Element				
I-10	Water and Sewer Plan Implementations	Implement the Water System Master Plan to sustainable water supply to meet future growth. Implement the Sewer Master Plan to sustainable wastewater collection to meet future growth. Support the implementation of the WSACC System Master Plan to expand water facilities, and to upgrade and expand wastewater treatment facilities. Monitor impacts of new development on water and wastewater service levels and capacity.	2018	Goal 15, Obj. 15.1
I-11	Co-location of School Facilities	Coordinate with CCS to permit the shared-use and co-location of school sites, recreation, infrastructure, and City facilities with similar facility needs. Coordinate in the location, phasing, and design of future school sites to enhance the potential of schools as recreation areas.	2018	Goal 16, Objs. 16.1 & 16.2
I-12	Stormwater Pollution Reduction	Require the design of stormwater management systems to maximize habitat value. Minimize runoff by clustering development on the least porous soil and using infiltration devices and permeable pavements. Limit impervious surfaces and add green spaces.	2018	Goal 16, Obj. 16.3
I-13	Low Impact Development Standards Revisions	Revise Low Impact Development (LID) standards to encourage/require their use in new development.	2019	Goal 15, Obj. 15.1
I-14	CDO Security Design Standards	Update the CDO to include security design standards and involve police in design review process.	2019	Goal 16, Obj. 16.1
I-15	Schools Land Use Locations	City will include sufficient allowable land use designations for schools approximate to residential development to meet the projected needs for schools.	2020	Goal 13, Obj. 13.1
I-16	Emergency Plan Updates	Continue to evaluate the Police Strategic Plan and Fire Deployment Plan every five years to serve future population growth.	2020	Goal 14, Obj. 14.1
I-17	Green Infrastructure Standards	Consider adopting the “green infrastructure” concept as a component of open space planning and site plan review.	2020	Goal 16, Objs. 16.1 & 16.2

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