



downtown
CONCORD

August 2016

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AUGUST 2016

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DATE PREPARED

August 2016

CITIZENS OF CONCORD

A special thanks to the many residents and business owners that participated during this process, helping shape the future of downtown.



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TWO
HOUR
PARKING
9:00 AM - 6:00 PM

LOCUS
REAL ESTATE
COMMERCIAL • RESIDENTIAL • INVESTMENT SERVICES
704.796.7460
Entrance At Rear

Antiques - Vintage
Past and Presents
New - Gifts

OPEN
MON - FRI
9:00 - 6:00
SAT. 9AM - 5PM



Past and Presents
Antique Jewelry
Family Style Lamps
Furniture
LIONEL
Antique Vintage New
Gifts Collectibles

I.0 INTRODUCTION

I.1 OVERVIEW

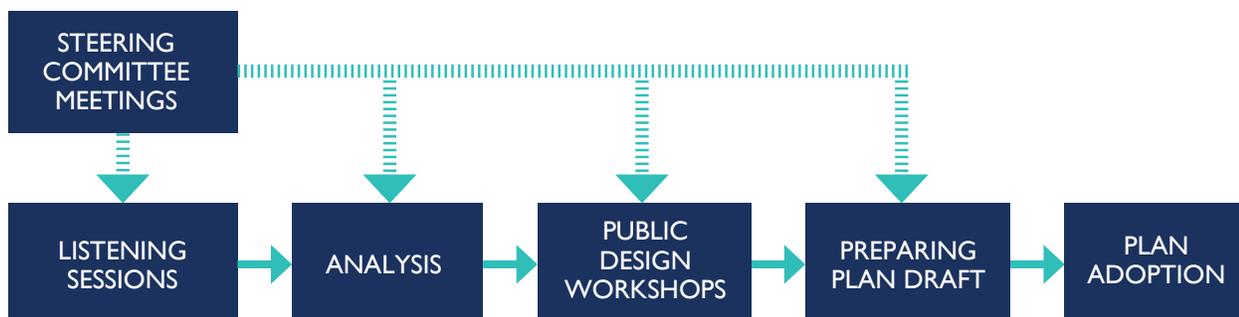
In February of 2016, the City of Concord kicked-off the Urban Design Plan (UDP) phase of the comprehensive update to its 2007 Downtown Master Plan. The UDP is one of three independent studies conducted by the City to inform the overall update, which also included a parking study and market analysis study. The UDP process was guided by a steering committee that consisted of business owners, city residents, City staff, Downtown Concord Development Corporation staff, and Cabarrus County staff. The UDP is based upon a firm foundation of analysis, public input and review of the recent parking and market analysis reports. The plan focused on the municipal service district boundary, including the addition of Cabarrus Avenue East to align with the area utilized for the market analysis.

PLAN DEVELOPMENT PROCESS

The UDP was driven by analysis and public input received during the process. The process included the major steps outlined below. The specific meeting dates are reflected in Table 1 on the following page.

- Steering Committee Meetings
- Listening Sessions
- Analysis
- Public Design Workshops
- Preparing Plan Draft
- Plan Adoption

▼ FIGURE I.1 PLAN DEVELOPMENT PROCESS



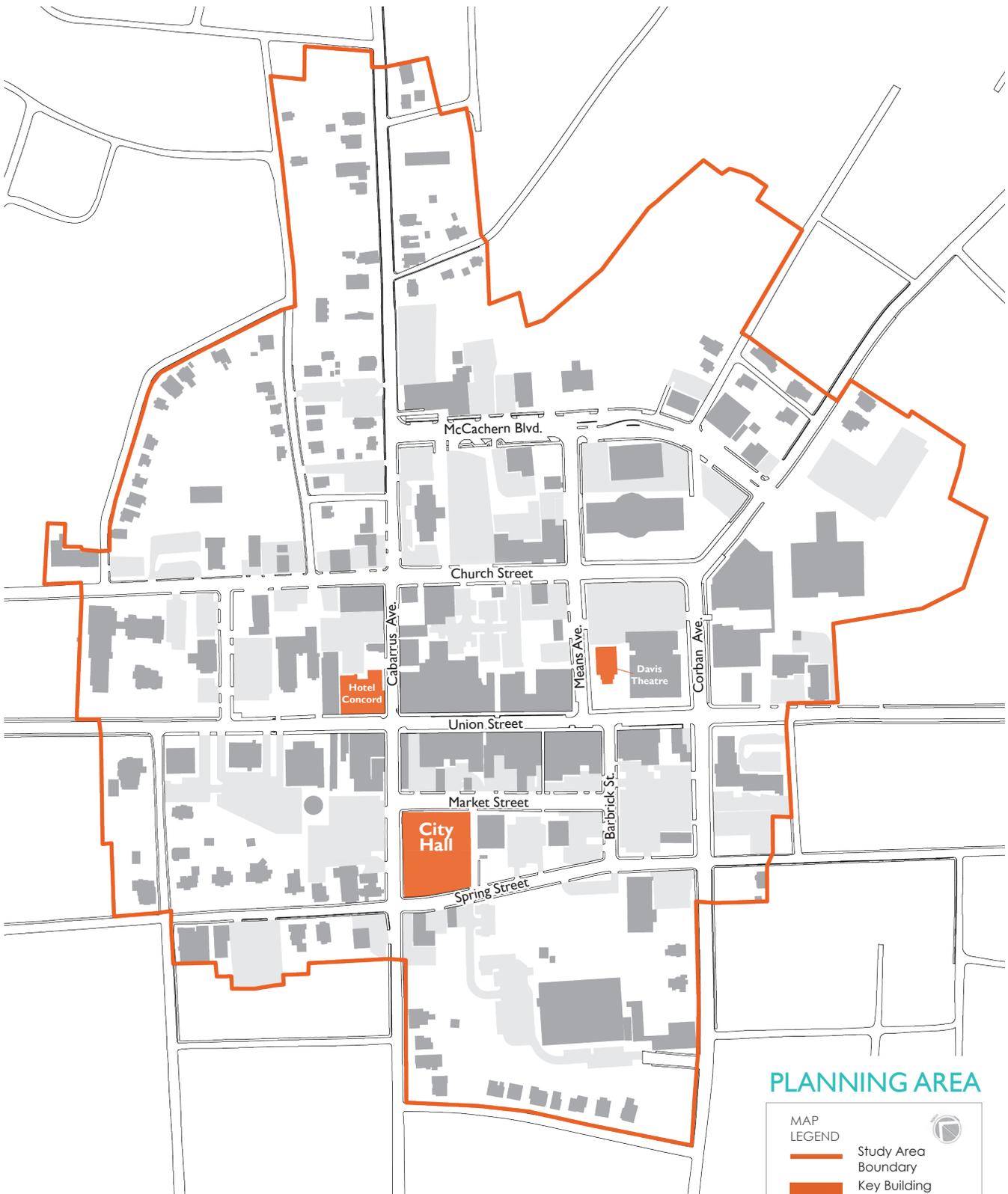
▼ TABLE I.1 PLANNING PROCESS DATES

PLAN DEVELOPMENT PROCESS	DATE
Listening Sessions	February 22, 23 & 24
Steering Committee Meeting	February 24
Analysis	February - March
Steering Committee Meeting	March 21
Public Design Workshops	March 21, 22, 23 & 24
Preparing Plan Draft	April - May
Steering Committee Meeting	June 7
City Council Small Group Sessions	June 30
Planning Board Presentation	July 19
City Council / County Commissioner Joint Meeting	August 1
City Council Presentation & Adoption	August 11



▲ FIGURE I.2 PHOTO COLLAGE OF PUBLIC ENGAGEMENT DURING WORKSHOPS AND LISTENING SESSIONS

▼ MAP I.1 DOWNTOWN STUDY AREA



PLANNING AREA

MAP LEGEND

- Study Area Boundary
- Key Building Land Marks
- Building Footprints
- Parking Lots

I.2 PUBLIC ENGAGEMENT SUMMARY

Concord's residents and business community were provided many opportunities to participate during the planning process. Opportunities included listening sessions, attendance at public design workshop sessions, steering committee meetings, the project website, and public meetings with the Planning Board and City Council. Overall, + 1,800 individuals participated through one of these many methods, generating ideas for the future of downtown Concord.

The downtown Design Workshops held from March 21 through March 24 at City Hall, provided participants the opportunity to develop and test new ideas for the downtown area. Workshop sessions were conducted each afternoon and evening for public participation in the development of alternative design concepts. During the workshops, 30 to 40 people participated each day and included a broad cross-section of long-term and short-term residents.

The highlight of the design workshops was the Opening Session. At the opening session, residents, business owners, and a group of young families presented their thoughts about downtown in a Pecha Kucha format. Each individual or group was allowed to speak for 6 minutes and 40 seconds, covering 20 slides lasting 20 seconds each. This gave the speakers the opportunity to communicate what was most important to them about downtown Concord using powerful and relevant images. The presentations were entertaining and inspiring, providing a great launching point for the design workshops. The ideas from the opening session helped shape the design work for the rest of the week.

Specifically, the work sessions were held as follows:

▼ TABLE I.2 WORK SESSION DATES

SESSIONS	TIMES
Opening Session	Monday, March 21 - 6:00pm
Drop-in Session	Tuesday, March 22 - 1:00pm - 5:00pm
Design Pin-Up	Tuesday, March 22 - 6:00pm
Drop-in Session	Wednesday, March 23 - 1:00pm - 5:00pm
Design Pin-Up	Wednesday, March 23 - 6:00pm
Drop-in Session	Thursday, March 24 - 1:00pm - 5:00pm
Closing Session	Thursday, March 24 - 6:00pm

Feedback, ideas, sketches, and comments were gathered from each session and specific details are captured in section [5.3 Public Engagement](#) of the Appendix. Some of the reoccurring themes generated through these sessions include:

- More outdoor dining
- Trees / landscaping
- Increased connectivity (bike & pedestrian)
- Public gathering/event space
- More evening dining & entertainment options
- Parking perceptions (enough / not enough)
- More residential living
- Small scale grocery
- Public art and amenities (water features)





2.0 PLANNING FRAMEWORK

2.1 OVERVIEW

During the planning process, five major vision themes emerged that helped establish the planning framework. This section of the plan outlines the five major themes and the key points and observations from the analysis and public input. The five major themes include:



[*accessibility to all modes of travel, clear wayfinding and efficient, well managed parking systems*]



[*attracting new housing and employment opportunities*]



[*attracting new visitors, developing entertainment destinations, becoming everyone's second neighborhood*]



[*telling downtown Concord's story well, showing off the changes in downtown, delivering a great downtown experience*]



[*enabling the downtown vision through a strategic development framework*]



Move & Park

2.2 MOVE & PARK

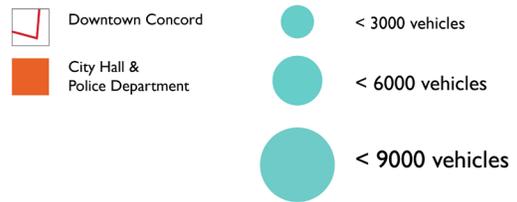
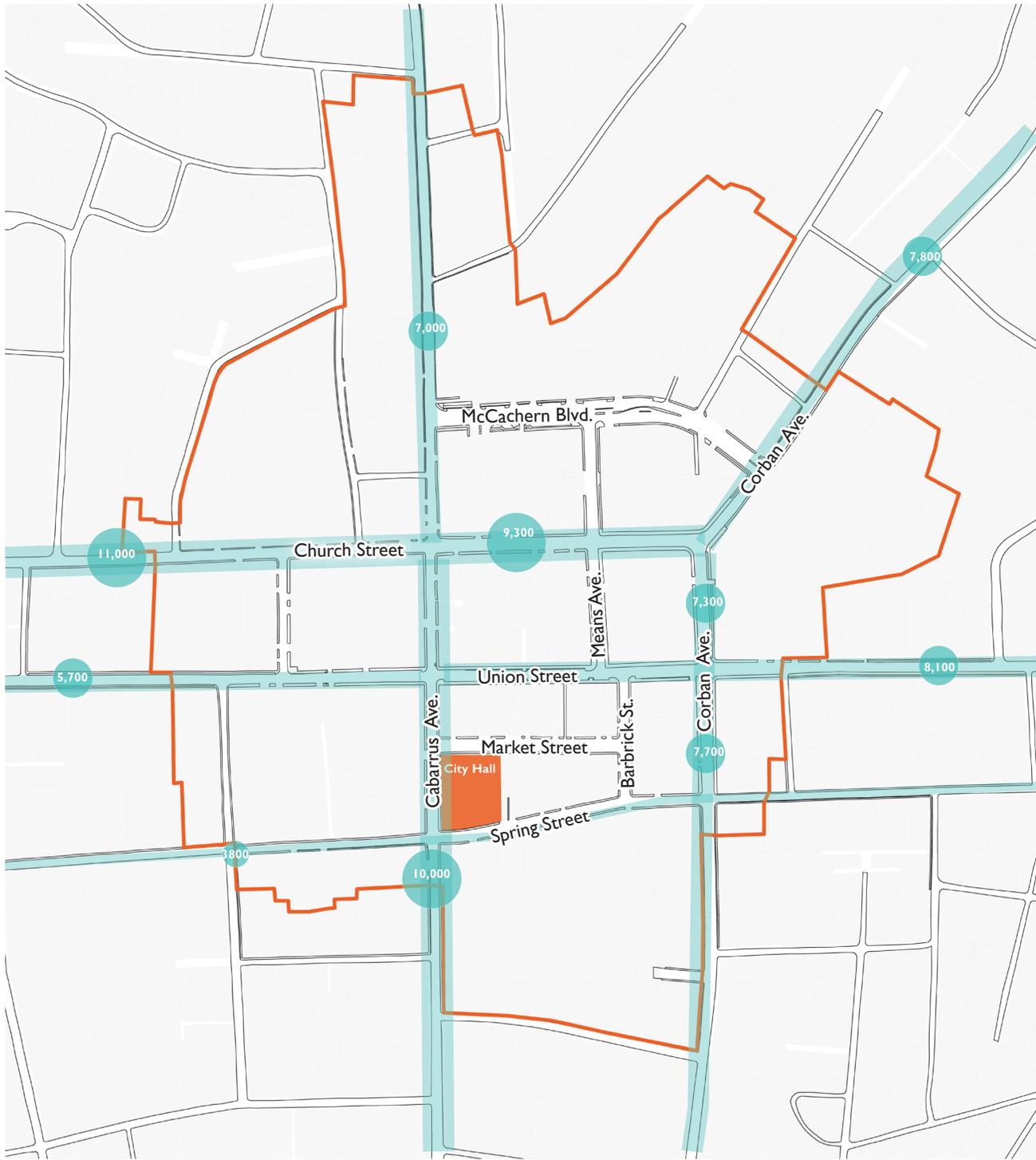
For most Americans, getting into downtown and out of your car/off your bike is the first step in any downtown experience. Improving downtown's sense of arrival will be critical to its success. Clear wayfinding, safe biking trails, convenient parking and ample bike storage are all key ingredients in completing that first step. Parking has to be plentiful with clear signage and coordinated management.

Once on your feet, the walking experience must be secure, easy and interesting. How people perceive this sense of arrival will be a major factor in determining how people perceive downtown. Get it right and you have repeat patrons. Get it wrong and people don't come back. Active living can also be encouraged by improving the bicycle and pedestrian infrastructure and connections. It is important that downtown is connected to the neighborhoods immediately adjacent as well as to the entire city. Incorporating active living concepts into the urban design plan will help enhance public health opportunities through the built environment.

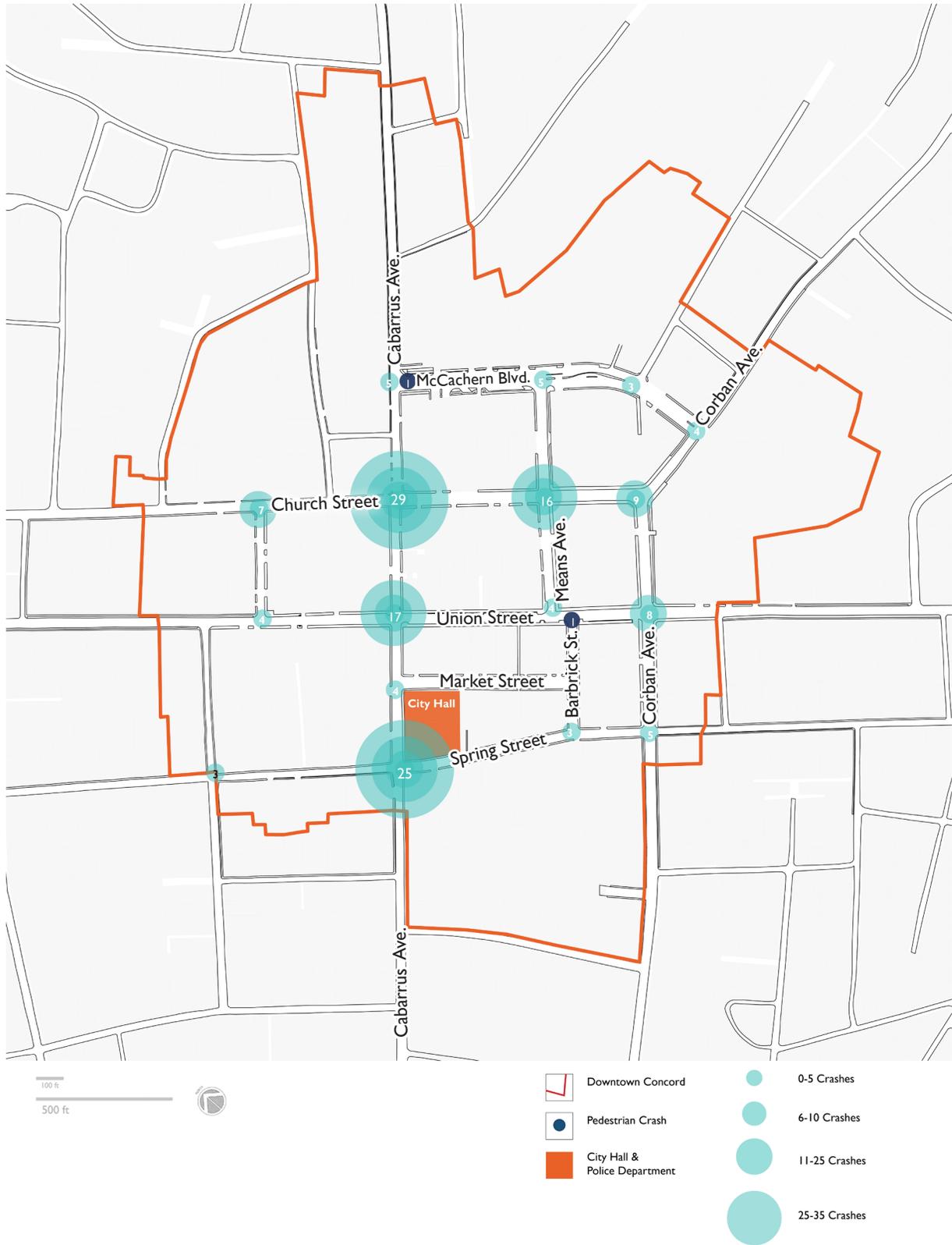
2.2.1 MOVE - OBSERVATIONS

- Although not always easy to find, physically accessing downtown Concord is relatively easy. Two bypasses direct most through traffic around downtown. Traffic volumes are moderate and direct connections to arterials is good. Refer to Map 2.1 Traffic Statistics, 2014 Average Annual.
- Cabarrus Avenue at the intersections Church Street and Spring Street have the most accidents over the last five years. In general, Cabarrus Avenue and Church Street account for most pedestrian crash locations in downtown. See Map 2.2 Crash Statistics 2011-2015.
- The proposed greenway system when completed will provide direct access to many local parks and trails. The McEachern Greenway on the Northern edge of Downtown connects downtown Concord directly to McGee Park, Les Myers Community Park, and a downtown loop trail that passes through the Residents of Historic Concord. South of downtown the system will connect to Caldwell Park, Echo Park, and The Carolina Thread Trail.
- Beyond the greenway system, no formal bicycle network seems to be detailed or planned.
- Within the core of downtown pedestrian access is quite good. The passageway system (walkways between downtown buildings) is an asset that breaks up large blocks and directly connects to parking.

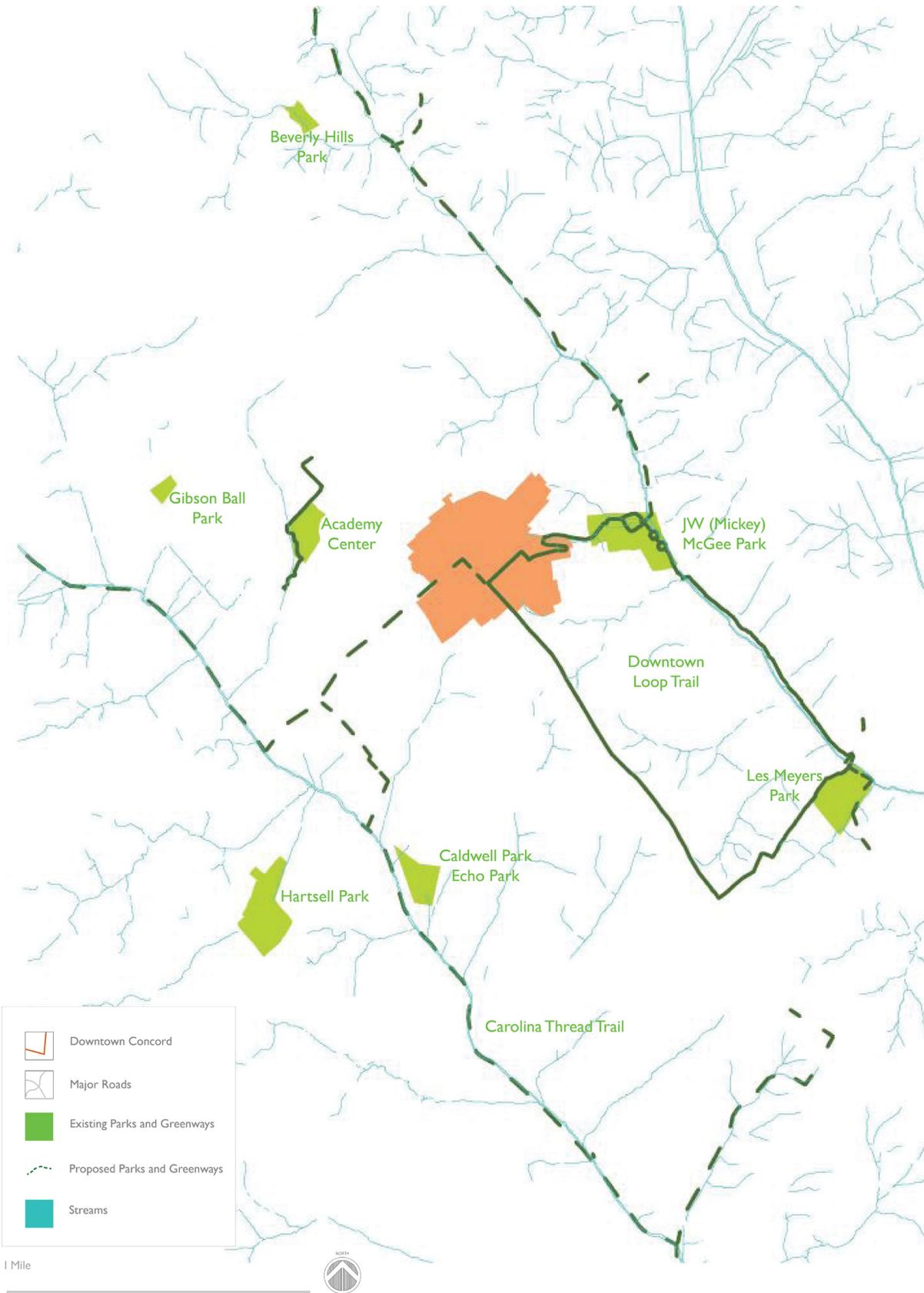
MAP 2.1 TRAFFIC STATISTICS, 2014 AVERAGE ANNUAL



MAP 2.2 CRASH STATISTICS 2011-2015



▼ MAP 2.3 PARKS AND RECREATION NETWORK





- In addition to their higher rate of accidents, Cabarrus and Church streets are not comfortable for pedestrians. The sidewalks are very narrow, cars are too close to the sidewalks and traffic movements are fast.
- A new countywide wayfinding system is underdevelopment and includes new directories and signage for Downtown Concord.
- Downtown is primarily served by the Orange bus route. This route has the highest daily ridership for the entire system.

2.2.2 PARKING - OBSERVATIONS

(Information from stakeholders and parking study)

The Downtown Parking Study examined existing parking supply and utilization, and projected future parking conditions based upon potential development projects identified in downtown. The study included recommendations for improving the operation and management of the parking system, emphasizing the effective utilization of all parking resources within downtown.

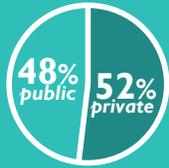
- Many have a perception that downtown has a parking problem. In reality, 20% of all downtown land is reserved for parking (see Map 2.4 Parking). An overall supply problem does not exist - even peak demand is relatively low; however, public spaces do remain very full during peak times, which leaves the impression that there may be a shortage of parking spaces.
- There are 2,356 parking spaces in downtown with a peak occupancy rate of **57%** on Monday court

▼ MAP 2.4 PARKING



VHB PARKING STUDY STATISTIC HIGHLIGHTS

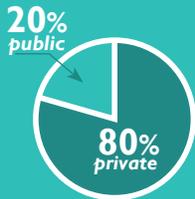
2,356 PARKING SPACES



PARKING SPACES OWNERSHIP

74% public PEAK HOUR OCCUPANCY RATE
37% private

875 PARKING SPACE SURPLUS



PARKING SPACE SURPLUS OWNERSHIP



days at 10 am. Free on-street parking has the highest demand with a peak occupancy of 94%. Union Street is almost always full contributing to the perception of no parking. During the listening sessions, many discussed that Union Street employees are often utilizing the most convenient spaces in downtown.

- Parking fines and enforcement are perceived as ineffective in increasing turnover.
- The City and County are the largest employers in downtown and generate the highest visitor demand. During the peak time, public lots show the highest occupancy at approximately 62% City and 86% County (much lower demand in the evenings).
- As the County grows, the Cabarrus County Campus will soon experience a shortfall of parking at peak times.
- Private lots averaged 37% occupied with one never going beyond 45% occupied. Downtown has an 875 space surplus, with 700 of those spaces privately held.
- At this time, owners do not see enough demand to support redevelopment and/or are willing to endure low returns on their ownership of vacant land.

	2001	2007	2015	% CHANGE 2001 TO 2007	% CHANGE 2007 TO 2015
PARKING SPACES	2,473	2,271	2,356	-8%	+4%
CITY OF CONCORD, POPULATION	55,977*	65,431	83,506	+17%	+28%

*Note: 2001 and 2007 parking data from the Downtown Parking Management Plan Update (2007).
2015 data collected 3/20/2015.
2001 population estimate from 2000 Census.



2.3 LIVE & WORK

Downtown markets consist of three major groups of consumers – workers, residents and visitors. Each needs its own development type to build demand for goods and services. Attracting, creating and absorbing more housing units and office spaces are vital to downtown’s growth and success. In the early stages of capturing new demand, many cities take a leadership role in shaping and partnering on projects to prove the market exists. With the success

of the Lofts 29 project, downtown Concord has taken its first step down this path. However, more work needs to be done before the private market, acting alone, recognizes downtown Concord as a place to invest. The level of community support for the next round of proposed projects will determine if downtown can become everybody’s second neighborhood.

2.3.1 LIVE - OBSERVATIONS

- Demand for downtown housing at the market rents needed to support redevelopment projects has been proven by the 29 Lofts project. This is a key to hurdle to overcome and is a major sign of strength for the housing market in downtown Concord.
- Eleven new townhouse units, located at 61 and 74 - 78 Cabarrus Avenue West are going through the pre-development phase immediately adjacent to downtown.
- The DFI Market Study estimates up to a demand for 680 new units over the next ten years. The low estimate projection landed at 390 units.
- The cost, location and availability of parking is going to be a major driver of downtown infill residential redevelopment.
- The preferred market solution to satisfy downtown housing demand is a mixed use, 150+ unit, 6 story structure, with wood framed units over a concrete retail plinth and an integrate parking structure. This project type is virtually impossible in downtown under current regulations due to the height restrictions that are in place and the limitations imposed by the primary fire district.

- Among other factors, maintaining and increasing demand for downtown housing will depend on the perception and availability of amenities that the target market – single adults, empty nesters and young couples with no children- find desirable and willing to pay the premium required to live within walking distance.



▲ FIGURE 2.2 NEW RESIDENTIAL MODEL IN URBAN AREAS WITH NON-RESIDENTIAL USES ON THE GROUND FLOOR (5 + 1 STRUCTURE)

- The reestablishment of the North Carolina Historic Tax Credits is a major incentive for the redevelopment of historic buildings into housing. It also supports the rehabilitation of single family homes adjacent to downtown in neighborhoods with a National Register Historic District designation.



▲ FIGURE 2.3 HISTORIC REHAB - LOFTS 29

- The neighborhoods close-in to downtown increasingly attract young families who value the historic character, walkability and neighborhood schools, but could never find or afford similar housing in downtown Charlotte. Private investors/rehabbers have begun to recognize this demand.



▲ FIGURE 2.4 A GROUP OF SIX FAMILIES PRESENTED THEIR PERSPECTIVE ON CONCORD DURING THE OPENING SESSION

2.3.2 WORK - OBSERVATIONS

- The largest employer in downtown is the government at the City and County level. Together they employ an estimated 1,200 people.
- New office development in downtown has been limited to smaller owner-occupied spaces. No significant for-rent Class A or B space has been developed in some time.
- Downtown Concord has recently developed its first co-working space and it is seeing healthy participation from its target market.
- The DFI Market Study estimates an upper demand for 48,000 sf of new office development, with a minimum project of 27,000 sf.
- The cost, location and availability of parking as with residential uses, will also be a major driver of the downtown infill office redevelopment.
- The preferred market solution to meet limited and small scale downtown office demand is rehabilitated upper story historic space over retail/restaurant or single use small scale infill construction. Neither requires integral parking structures but must be located near safe, ample and convenient public/private parking.
- Among other factors, the demand for downtown office space is becoming more driven by employee retention and attraction. Work locations with amenity rich, walkable urban environments in downtown areas are becoming necessary to attract younger millennials, who are resisting work locations in suburban office parks and sterile highway dominated locations.

▲ FIGURE 2.5 ON-STREET CAFE DURING A DOWNTOWN EVENT

▼ FIGURE 2.5 HB5'S CO-WORK SPACE IN DOWNTOWN





2.4 PLAY & STAY

Not everyone can live or work in downtown. Visitors are an important segment of demand in downtowns. Downtown Concord needs a strategy to capture its share of out of town travelers. Successful downtown retail serves basically two markets; 1. Destination shopping – stores that are unique and not easily replicated in the market, they draw shoppers from a larger trade area and 2. Neighborhood retail – stores that serves local residents and employees, they draw shoppers from a close in trade area.

Attracting destination shoppers, day trippers and creating places for guests to stay and play is a proven way to expand your market. Visitors should not be thought of as only out of town guests, but Concord/ Cabarrus residents who come to downtown for its shopping, dining and entertainment, but choose not to live there. Increasing the demand from this market segment requires the development of experiences, destinations and events that are unique and special in the region.

2.4.1 PLAY - OBSERVATIONS

- During the workshops and listening sessions, it was mentioned that Concord's N.C. ABC malt beverage legal sales structure is not consistent with the majority of cities in the state. This limits opportunities for downtown nightlife, entertainment and dining that many would like to enjoy in downtown Concord. In effect, downtown “closes at night” except for a beer, wine and art establishment and several restaurants. Currently, places such as Afton Village and the North Davidson area of Charlotte are seen by many as the preferred night time entertainment/dining/shopping experience.
- Over 30 events are held in downtown each year including Union Street Live! Concerts, Small Business Saturdays, Tree Lighting Ceremony, Holiday Parade, 5k running events, and seasonal Art Walks.
- Downtown Concord needs more demand drivers - year round attractions that complement each other, have capacities to hit all the entertainment market segments and can be teamed together to create or accommodate large scale festivals and events drive regional downtown visitor demand.
 1. The 250 seat Davis Theater is only programmed 20 nights a year and may be too small or configured inadequately to host a full range of events.
 2. A larger theater (500+) that can show movies, host live music, and serve as a large scale meeting space.

3. A large scale public festival/event/market in a permanent location that doesn't impact Union Street.
- Carolina Courts generates a reported 150,000 visitors a year to downtown. To date, the visitors to the Courts have had limited documented impact on the downtown and there has not been a cohesive effort to capture the visitors.

▼ FIGURE 2.6 DAVIS THEATER (LOCATED IN THE HISTORIC COURTHOUSE)



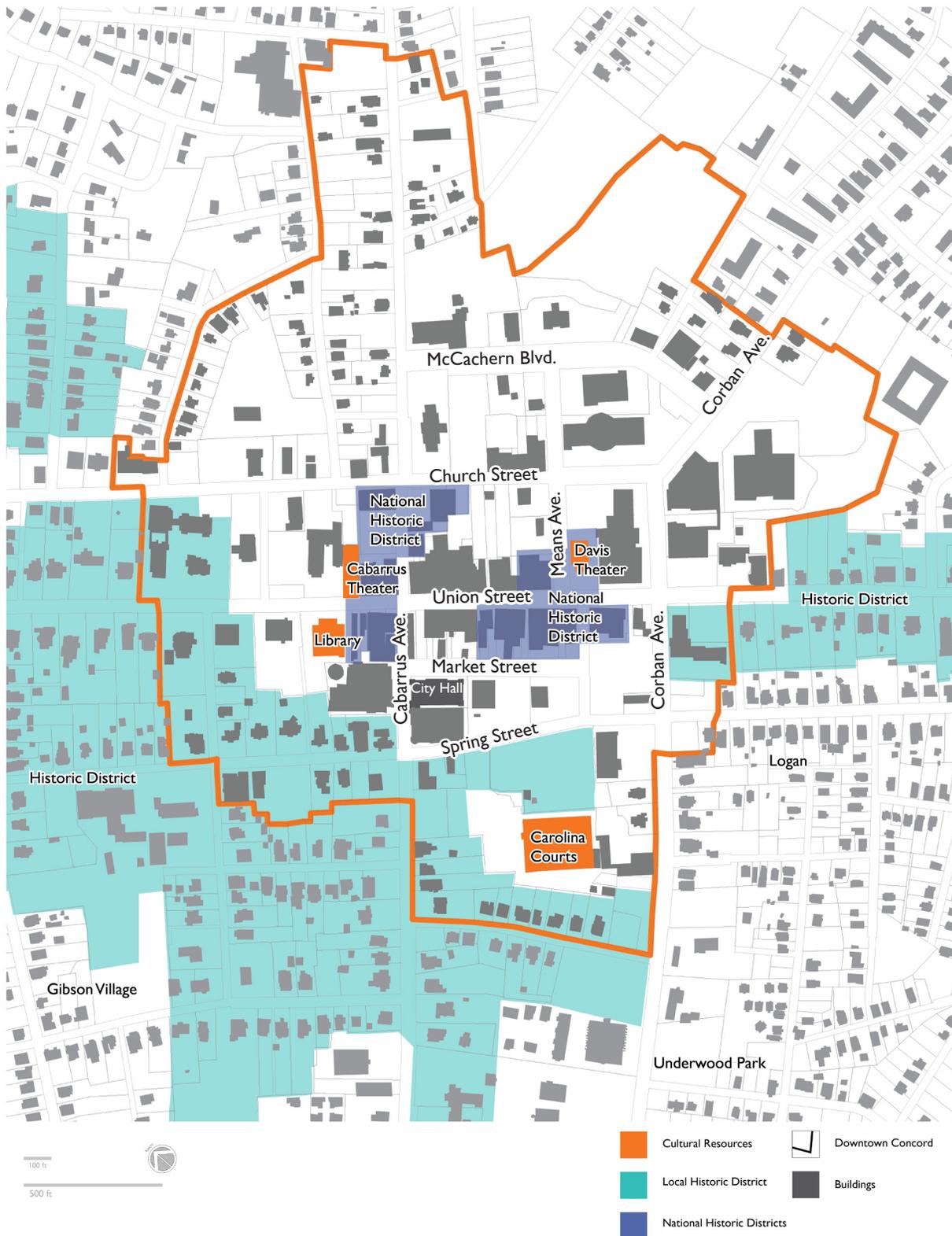
2.4.2 STAY - OBSERVATIONS

- Downtown Concord has several destination retailers including a long-time shoe store and jewelry store and a collection of locally owned restaurants destinations included a bakery focused on chocolate.
- Neighborhood serving retail is limited. The low residential population density and nearby competition hinders the development of a major or small scale downtown serving grocery or drug store.
- Downtown Concord currently has 621,640 square feet of ground floor space – appropriate for retail, galleries and restaurant space. The vacancy rate is 12% at the street level. Upper floors account for 428,077 square feet and are approximately 76% occupied. Just over 170,000 square feet of downtown space (street level and upper floor) is vacant - a 16.5% vacancy rate.
- The DFI Market Study estimates an upper demand for 100,000 sf of new retail development in downtown with a low of 80,000 sf.
- An increase in visitors, the location/availability of parking and the expansion of the residential market are going to be the major drivers of new downtown retail and redevelopment.
- At this time, a downtown hotel does not exist. The nearest hotel cluster is approximately 2.8 miles away.
- The local AirBnB market for overnight accommodations is very limited, with only 5 listings being advertised on its website.
- The DFI Market Study has not estimated a demand for the potential hotel market.
- A visitor intercept study has with patrons to Carolina Courts has not been conducted to gauge demand for overnight accommodations.
- A similar study/survey has not been conducted for the growing wedding and event venues downtown.



▲ FIGURE 2.7 UNION STREET RETAIL

MAP 2.6 SHOPS & DESTINATIONS





2.5 SHOW & TELL

It is not enough to create a new downtown experience. You have to show people what has changed, what you have planned and tell them what downtown has to offer. Getting folks from the 28027 zip code, north Charlotte and the outlying county to see downtown as their second neighborhood is critical to its success. Beyond developing new ways to tell your story to capture regional demand,

downtown needs to develop a strategy to entice visitors from the Concord Mills Mall, the Cabarrus Arena and the racing community to come and enjoy its offerings. To succeed in a crowded market, you must develop innovative ways of attracting attention, introducing yourselves to new arrivals and telling the story of the new downtown Concord to potential residents, visitors, employers and investors.

- Downtown is in close proximity to two of the largest tourism generators in the Charlotte market – the Concord Mills Mall and Charlotte Motor Speedway. How do we show off downtown to visitors to these destinations?
- It was reported that many of the new residents in North Mecklenburg County and Southern/Western Cabarrus County do not see downtown Concord as a preferred destination for shopping, entertainment or dining. Or they do not even know that it exists at all and assume Concord only entertainment/shopping offering is the Speedway/Concord Mills Mall area. Several merchants cited the need for more aggressive downtown promotion, especially to new arrivals in the County.
- The downtown's resurgence, its redevelopment story, its value as tax base, its value to economic development pursuits, its tourism potential and its role as a government center needs to be told more compelling, more regularly and in more media outlets/channels – print, television and social media.



▲ FIGURE 2.8 DOWNTOWN CONCORD GEM - MEMORIAL GARDENS



Policy Program

2.6 POLICY & PROGRAM

Downtown policies and regulations must support the development types and entertainment options demanded in the market place. Mixed use buildings with cost effective design are now the normal in emerging downtowns. More density is the key in encouraging this development pattern. Parking is the lock. Developing new ways to manage public parking resources more efficiently over the 24 hour daily cycle can unlock downtown value on sites previously thought incapable of supporting dense development.

Downtowns are becoming the entertainment and fine dining hubs for their entire region. Any regulation or policy that hinders your ability to compete for this market puts you at a disadvantage and must be reevaluated. Smart and flexible design, development, parking and land use regulation that is tied to the market can position downtown Concord as a place ready to do business and redevelop.

2.6.1 POLICY - OBSERVATIONS

- Downtown lacks a coordinated parking management strategy for public and private spaces that is complicated by the free on-street parking.
- Only a few downtown drive-thru windows exist in the downtown; however, any new drive-thru windows could create conflicts between pedestrians and motorists in an environment where pedestrian activity should be the primary focus of conducting business once in downtown.
- The 72' height limit and the Primary Fire District's extent/banning of wood construction are barriers to 6 story, wood frame construction – the market adopted model of urban apartment development.
Inset maps
- During the workshops and listening sessions, it was mentioned that Concord's N.C. ABC malt beverage legal sales structure is not consistent with the majority of cities in the state. This limits opportunities for downtown nightlife, entertainment and dining that many would like to enjoy in downtown Concord.
- The City has worked closely with the CDDC, developers, providing tailored development incentives for larger developments as well as facade grants for smaller storefront improvements.

- The CDDC provides facade grants to business owners with buildings needing remodeled storefronts, awnings or signage.
- Building owners of potential upper story reuse or change of use projects in historic buildings have experienced challenges in up-fitting and rehabilitating their spaces for new uses. These projects require a significant amount of coordination and collaboration during the review process.

2.6.2 PROGRAMMING - OBSERVATIONS

- Concord Downtown Development Corporation hosts 23 events including Union Street Live! Concerts, Small Business Saturdays, and numerous themed events programmed throughout the year. A total of 9 other partner organization events include Tree Lighting Ceremony, Holiday Parade, 5k running events, and seasonal Art Walks.
- A permanent, creative, coordinated and well-staffed/funded event creation and management team needs to be established.
- Downtown's existing venues/capacities do not align with the entertainment market. Larger capacity venues are potentially needed - one in the 4000 range and one on the 600 range. These are key capacities for touring musical acts. They fill a niche in the market.
- More public art is desired. Changeable public art, art walks showcasing unique local galleries/artists can be a significant driver of downtown visitation. The Clearwater Artist Studios is publicly supported arts center that should be better aligned with the downtown arts scene.
- Concord has a well-developed local food eco-system. A large regional market for local produce does not currently exist. The Rotary Square market serves the downtown neighborhood needs but is not a large draw.



▲ FIGURE 2.9 SPRING INTO ARTS FESTIVAL



3.0 DEVELOPMENT FRAMEWORK

3.1 OVERVIEW

3.1.1 DEVELOPMENT PROGRAM

Prior to the development of the Urban Design Plan, the City of Concord worked with the UNC's School of Government – Development Finance Initiative (DFI) to conduct a market study of downtown. The study projects and document the types and amounts of new development that downtown can support and absorb over the next 10 years. The results listed in the following table – provide the development program for this Urban Design Plan.

▼ TABLE 3.1 DFI ANALYSIS OF EXISTING CONDITIONS AND 10-YEAR PROJECTIONS

EXISTING CONDITIONS	10-YEAR DFI PROJECTIONS
104 ACRES	390 - 680 RESIDENTIAL UNITS
226 PARCELS	80 K - 100 K RETAIL
1.8 M BUILT SQ FT	27 K - 48 K OFFICE
17 K DENSITY [SF / ACRE]	TBD HOTEL (FUTURE STUDY)
\$176 M BUILDING ASSESSED VALUE	
\$213 M TOTAL ASSESSED VALUE	

3.1.2 OPPORTUNITY SITE ANALYSIS

The DFI development program projects the amounts of built space downtown can support in office square feet, hotel rooms and residential units. The Opportunity Sites analysis begins to identify where that program can locate – on available vacant land, on known redevelopment sites and in existing buildings.

The analysis identifies those sites that are either owned by the public, actively being marketed for sale, where owners have indicated they are willing to sell and parcels where the land is more valuable than the building that sits on it.

▼ MAP 3.1 OPPORTUNITY SITES



SITES

- | | | | |
|--------------------------------|------------------------|----------------------------------------------|---------------------------------------|
| 1 Cabarrus Theater | 6 30 Market Street | 11 County Courthouse | 16 57 Cabarrus Avenue & 2 Vacant Lots |
| 2 Hotel Concord Re-development | 7 Market Street Infill | 12 Bicentennial Plaza Lot | 17 29 Church Street |
| 3 Former City Hall | 8 45 Market Street | 13 108 Cabarrus Avenue | 18 60 McCachern Blvd. |
| 4 Former City Hall Annex | 9 County Lots 3 & 4 | 14 31 Means Avenue | 19 Downtown Lake Development |
| 5 5 Union Street | 10 74 Spring Street | 15 47 Cabarrus Avenue & 48 Brumley Avenue NE | 20 Upper Floors of 57 Union Street |

3.1.3 PUBLIC INVESTMENT STRATEGIES

The last component of the Development Framework is identifying those public investments that are desired by the community – like public spaces, streetscapes, water features, public art, new amenities and those public investments needed to directly support redevelopment such as parking structures, new/expanded infrastructure and traffic improvements.

The goals of the public investment strategy are -

- Improve the quality of the downtown experience for residents, workers and visitors
- Improve the functioning of downtown networks – like traffic, infrastructure and parking to maximize the potential return on the public investments for taxpayers, downtown property owners and downtown businesses through increased tax revenue, increased property values and increased sales

The community desired public investments described in the listening sessions and public meetings include:

- Improvements to the Union Street streetscape – create an outdoor dining experience
- A new outdoor public gathering place for events, festivals, live music and a potential outdoor class room
- The introduction of water features to soften and enliven downtown – kids play
- The restoration of the Cabarrus Theater as a community performance space
- A better pedestrian environment – safer, more attractive and strongly linked to downtown neighborhoods to promote active and healthy living
- Creation of a safe and convenient bicycle network in and through downtown to link neighborhoods and encourage physical activity
- Completion of the greenway connection through downtown and on to the regional Carolina Thread system.
- A dog park for pets of new downtown residents

The public investments most likely to encourage redevelopment include:

- New parking structures to free up surface parking lots for redevelopment and meet the demand of the market study
- A larger water main north of Church Street to create the flow rate and pressure needed for interior sprinkler systems and fire fighting with taller, mixed use structures
- Replacing a shared common sewer line behind the properties on Union Street and along Market Street
- An on-street parking meter system to better manage demand, prevent employees from using coveted spaces, increase parking turnover for customers and incent retail/restaurant development
- A new wayfinding and directory system to help visitors navigate downtown
- Public support for a signature destination that draws new residents and customers into downtown – events, concerts, movies, performances, arts etc.

3.1.4 DEVELOPMENT FRAMEWORK

The Development Framework for downtown matches the DFI Development Program to available Opportunity Sites and utilizes a catalytic Public Investment Strategy to encourage public and private sector redevelopment and improvements to the downtown experience. It is the guide for revitalizing downtown.

In order to achieve the recommended development program, the following discrete Catalytic Project packages are designed strategically to:

- Focus on specific areas of downtown where key public interventions can leverage private investments
- Strengthen and meet the demand for downtown businesses, commercial space and residential units
- Maximize the fiscal, economic and community benefits to the downtown and the entire city
- Create and sustain a new downtown experience that attracts new investment, visitors, residents and workers

Although the projects are discussed independently, all of the projects work together to the benefit of the entire downtown.

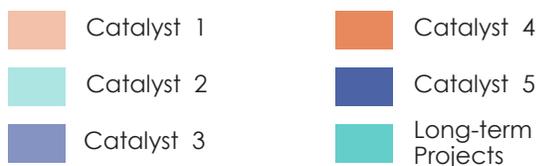


FIGURE 3.1 DEVELOPMENT PROGRAM OVERVIEW [CATALYSTS] ▶





3.2 CATALYST ONE [A NEW UNION STREET DESIGN]

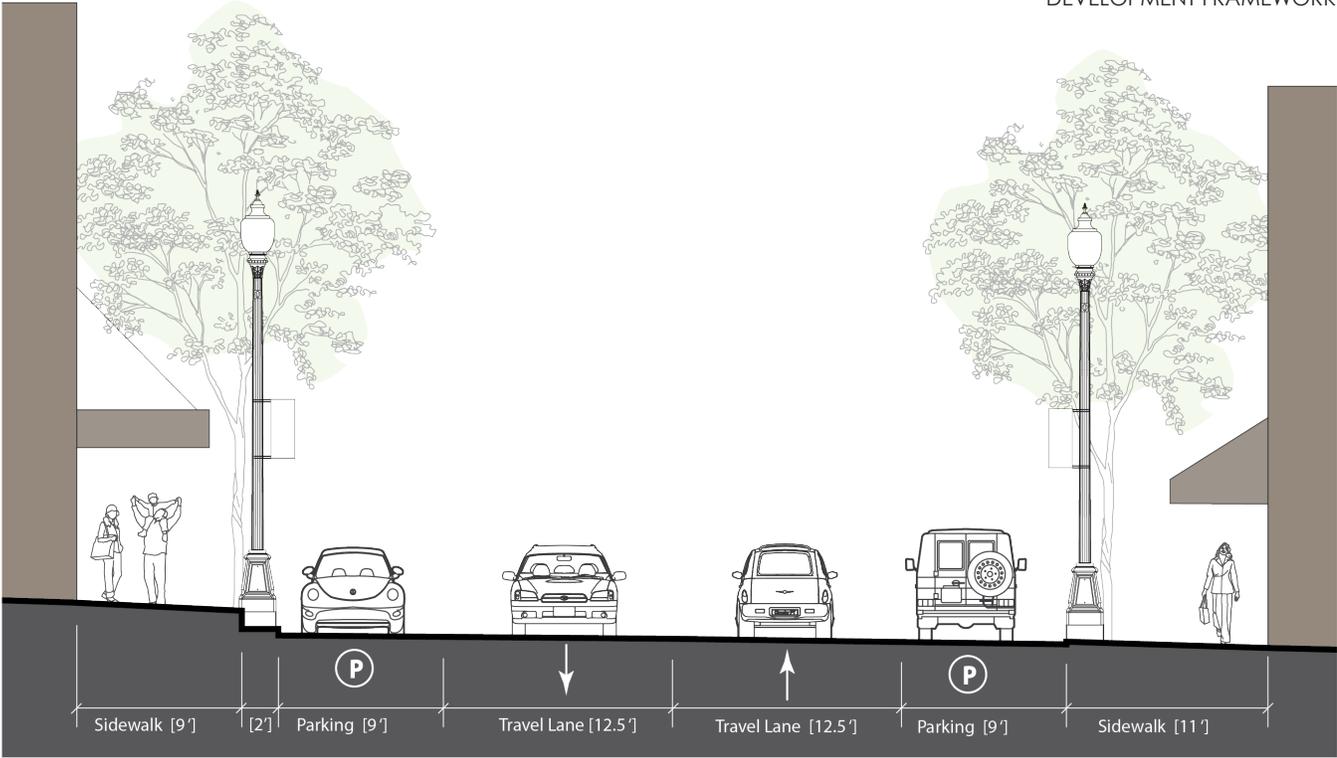
The public realm on Union Street in downtown Concord has not been significantly upgraded since the late 1980s. In the intervening years urban street-life has changed dramatically. Most major retailers have followed families to the new housing in the suburbs. However, singles, older empty nesters and young couples are now increasingly attracted to walkable neighborhoods with amenities like great restaurants, outdoor dining, live music, bike/ped access, diverse cultural offerings and fun communal experiences.

Emerging downtown developments are increasingly focused on smaller apartments / condos, entertainment and neighborhood serving retail. Financing for apartments, restaurants and micro-breweries is at an all-time high. Attracting these new urban dwellers and landing new investments in the amenities that attract them requires a vital street life. One of the primary goals of the renewed Union Streetscape design is to incentivize and attract and enhance downtown's street life and activity. Other Union Street streetscape goals include:

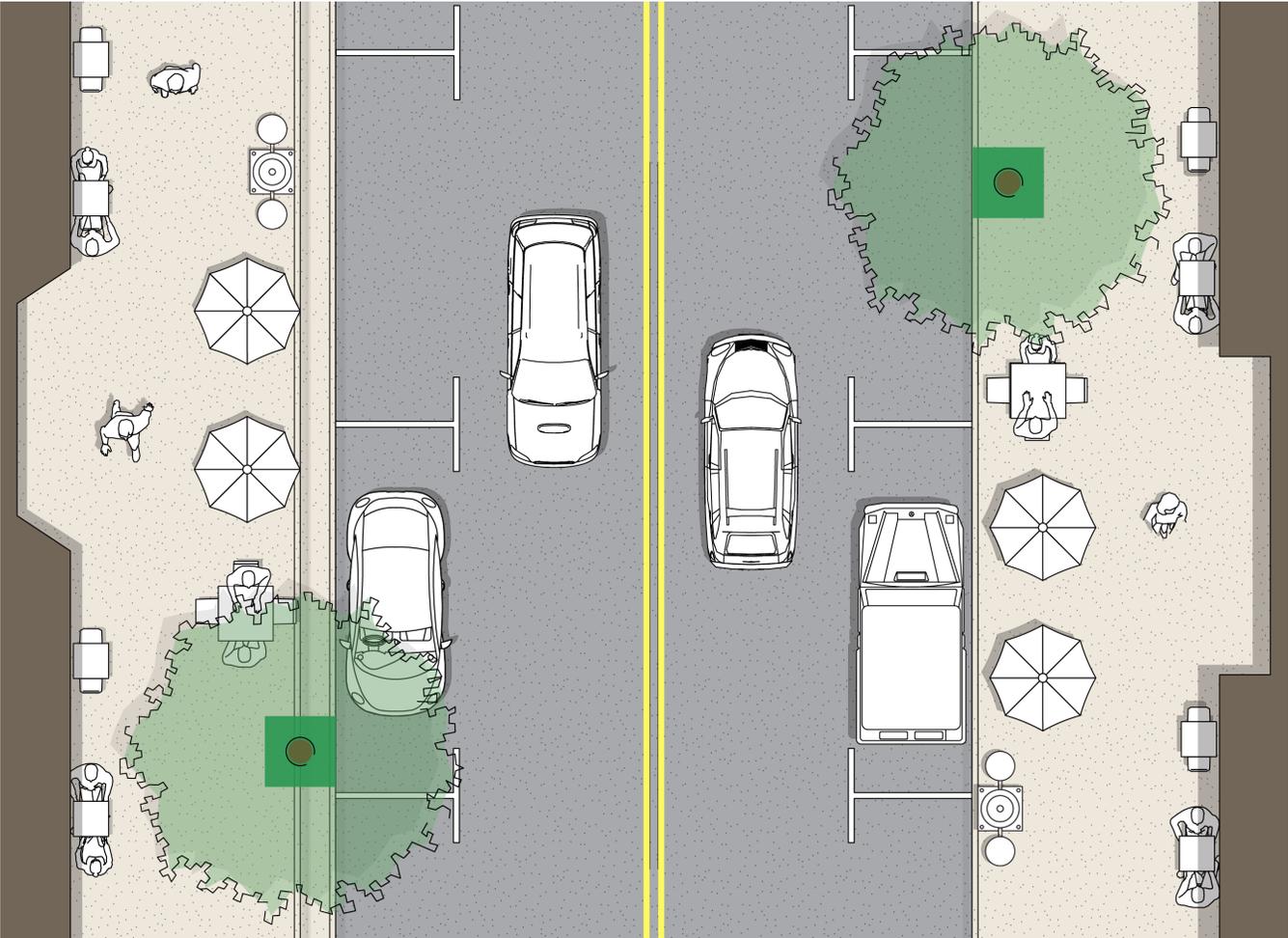
- Create a street that is safe and comfortable for pedestrians and bicyclists
- Encourage outdoor dining and support the development of new restaurants/night life – with clear outdoor dining areas, expedited permitting and readily accessible grease traps
- Support retailers with ample and convenient parking and good loading/delivery access
- Provide the needed infrastructure to support a wide range of community events
- Add value to the parcels abutting the street – both public and private
- Plan a streetscape that is easy to maintain and repair
- Design a streetscape that attracts new investment in retail, service, office and housing

▼ FIGURE 3.2 EXISTING HIGH CURB STEP-UP ON UNION STREET





▲ FIGURE 3.3 EXISTING UNION STREET SECTION



▲ FIGURE 3.4 EXISTING UNION STREET PLAN

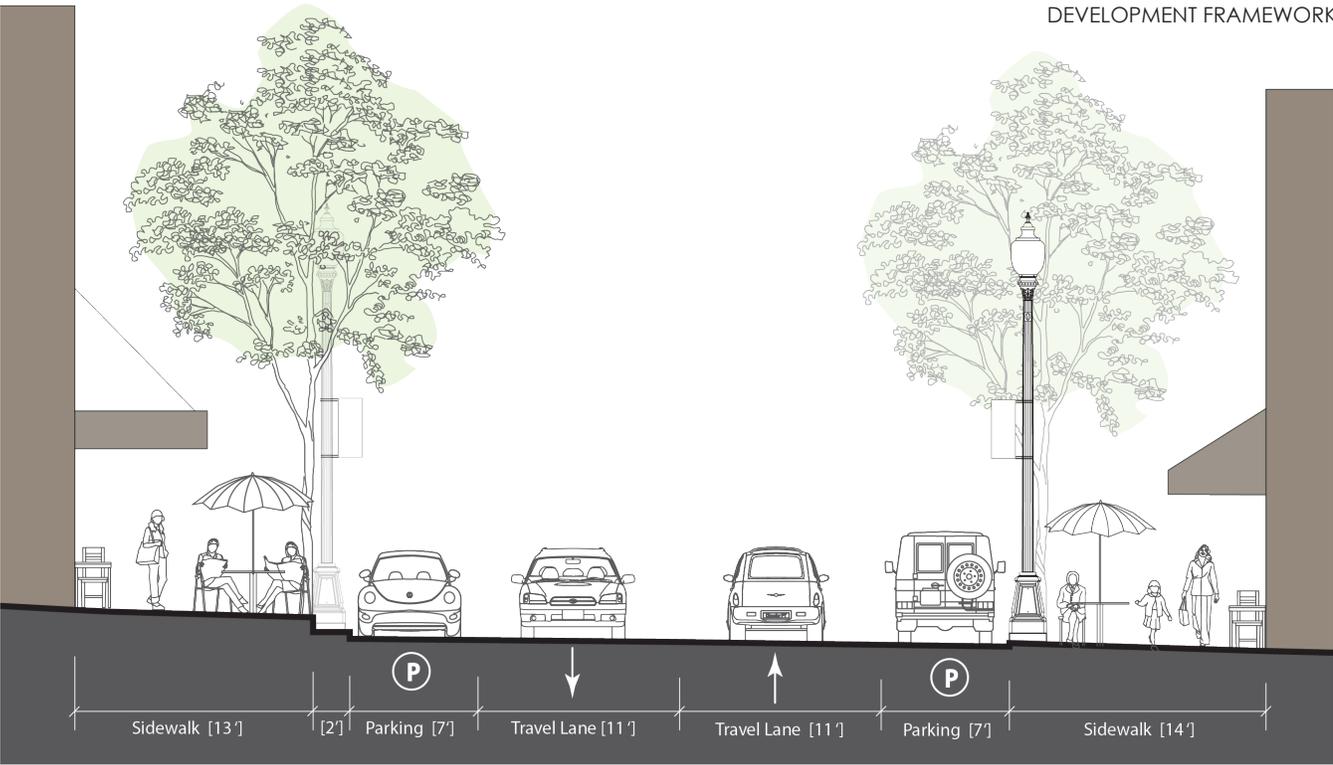
Three conceptual design options have been developed for the community's consideration as part of the planning process. Each has different impacts on the café experience, the retail shopping experience and parking availability. Important ingredients to a new streetscape in Concord were identified during the process and include the desire for street trees, increased sidewalk width and materials that are easy to maintain.

3.2.1 WIDE SIDE

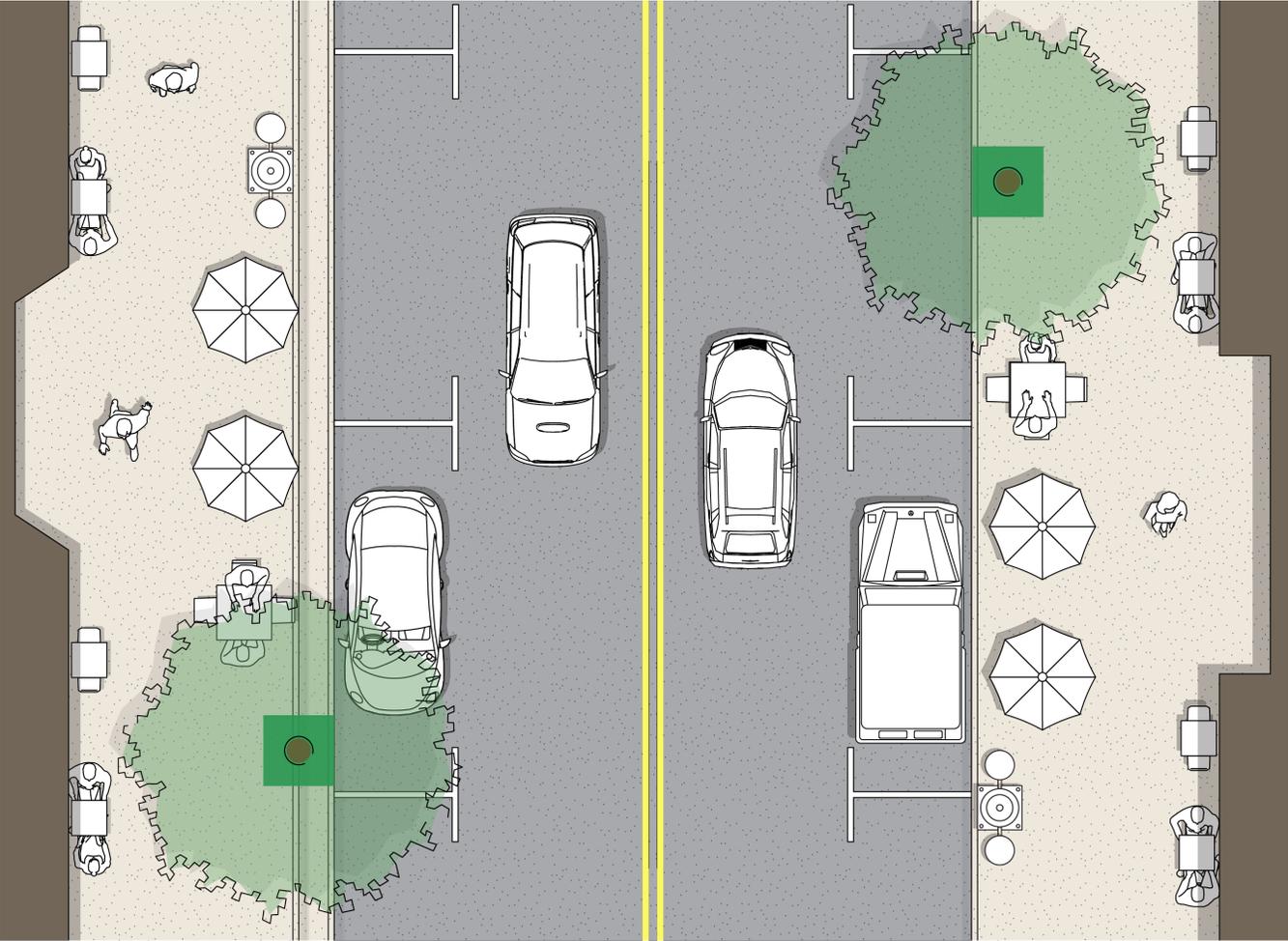
- Maintains the basic layout of the street with two travel lanes and two parking lanes
- Travel lanes and parking lanes are narrowed to the minimum, keeping asphalt paving in the street
- Sidewalks are widened to the maximum with a minimum amount of width to support outdoor dining
- This option does not correct the high curb step-up, keeping portions of the sidewalk unusable

▼ FIGURE 3.5 WIDE SIDE EXAMPLE IN GREENVILLE, SC





▲ FIGURE 3.6 PROPOSED WIDE SIDE SECTION

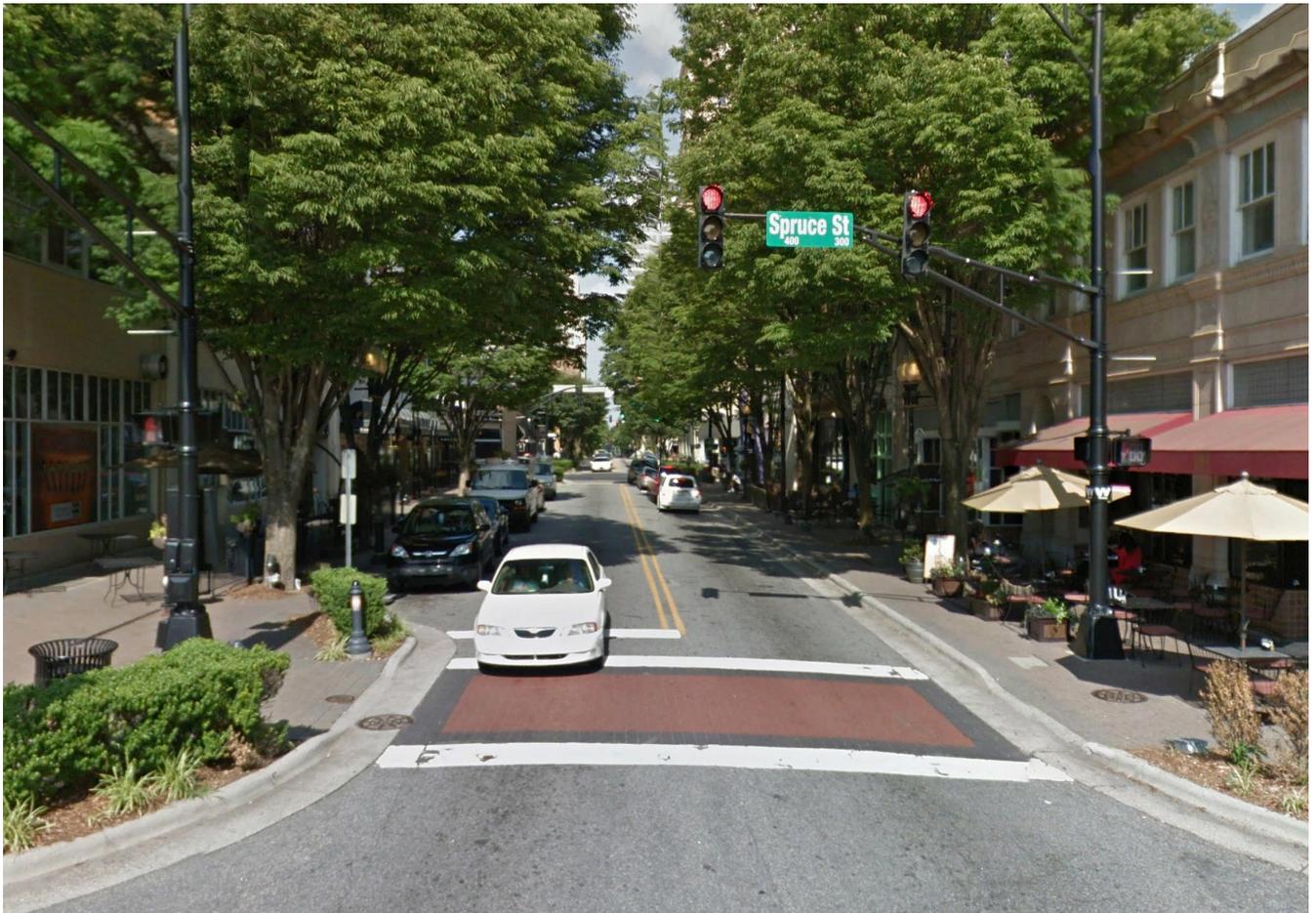


▲ FIGURE 3.7 PROPOSED WIDE SIDE PLAN

3.2.2 PARK ONE

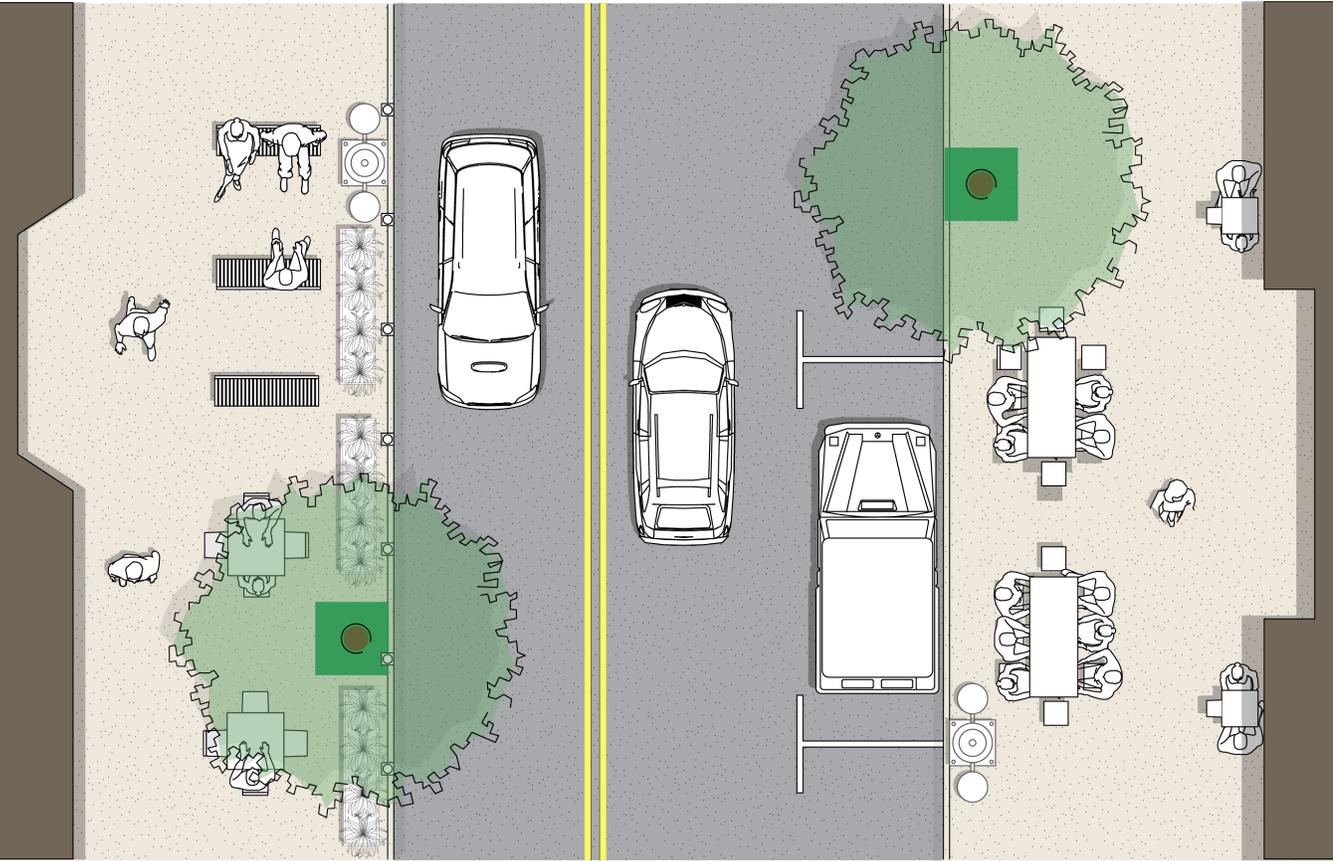
- One lane of parking is removed
- Travel lanes become slightly wider, keeping asphalt paving in street
- Sidewalks become wider and allow for a generous and well-functioning outdoor café space
- The high curb step-up is resolved in this option by creating a railing and landscaping along the side where the parking lane is removed since the opening of car doors will not have to be accommodated

▼ FIGURE 3.8 PARK ONE EXAMPLE IN WINSTON-SALEM, NC





▲ FIGURE 3.9 PROPOSED PARK ONE SECTION



▲ FIGURE 3.10 PROPOSED PARK ONE PLAN

3.2.2 SHARED STREET

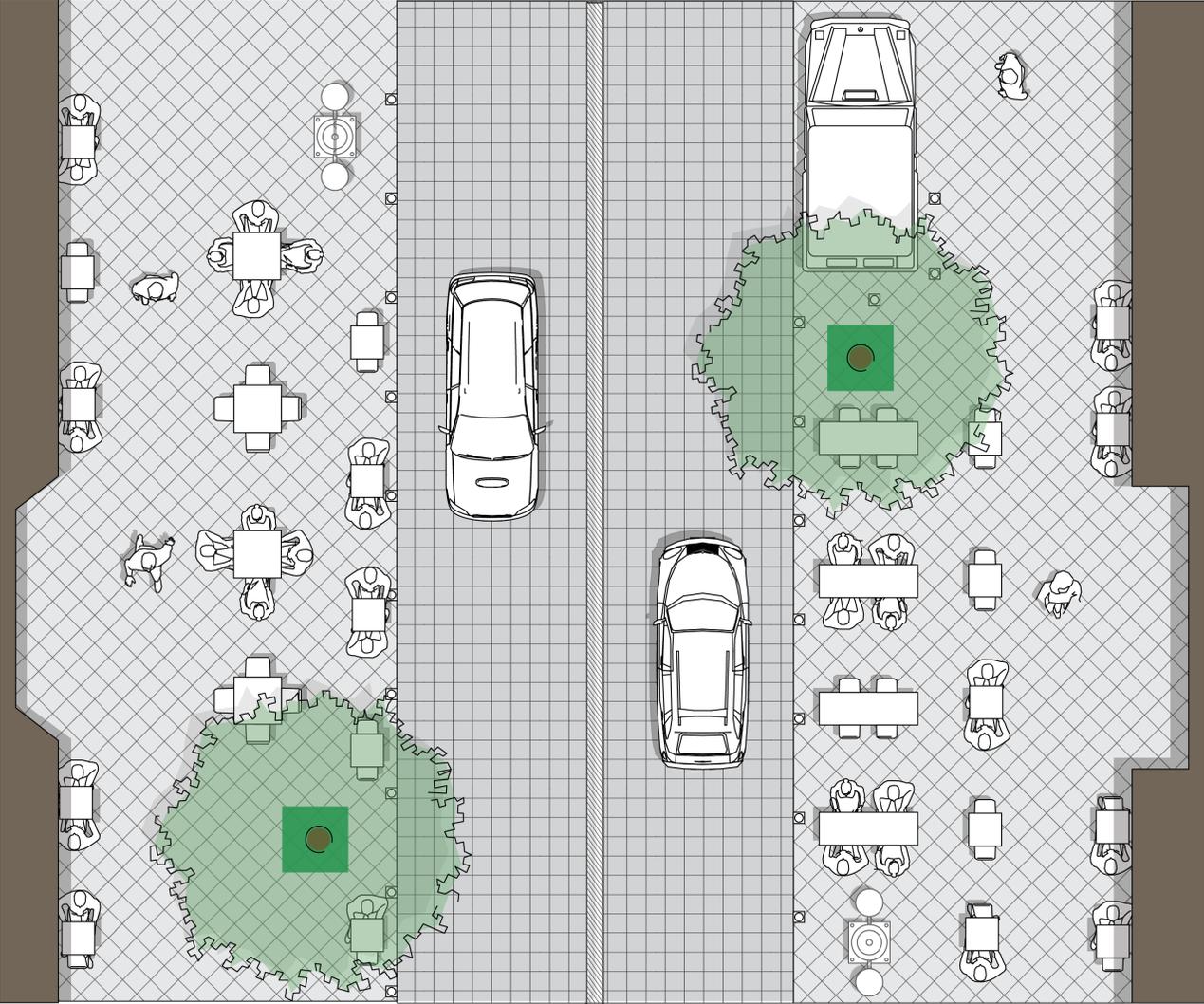
- This option sends the strongest signal that the street is designed for pedestrians needs first
- Allows for the widest possible sidewalks, no curbs, non-asphalt paving in the street to slow cars
- Removes all parking with the creation of a valet parking system to limit impacts to retailers
- A flex parking system with movable bollards can be installed to change the street configuration – creating parking lanes for special occasions
- Allows for wider travel lanes
- Maximizes the sidewalk width to support the best café and pedestrian experience
- The high curb step-up is resolved in this option by allowing a gentler sidewalk slope to the centerline of the street

▼ FIGURE 3.11 SHARED STREET EXAMPLE IN DORDRECHT, NETHERLANDS





▲ FIGURE 3.12 PROPOSED SHARED STREET SECTION



▲ FIGURE 3.13 PROPOSED SHARED STREET PLAN

Undertaking a major streetscape reconstruction can be an ordeal for adjacent property and business owners. A well thought out mitigation plan that lessens the impacts to these businesses should be established during the final streetscape concept selection effort, the engineering/design time and construction contracting process.

Completing any one of these options will send the signal to the private market that the city is investing in Union Street again. It will incentivize the creation of outdoor cafes, adding life to the street and changing its perception, especially at night. The increased foot traffic and street life should attract new restaurants/night life, retailers and make reuse of now vacant of upper stories more attractive to office and residential uses.

Lastly and most importantly, committing to build the new streetscape will add to both the sales price and property tax value to the properties – old city hall, annex and the Concord Hotel - the city is currently pursuing for disposition and redevelopment. This investment will help to entice potential bidders for these sites, increase the city's financial return on these properties and give confidence to the market that the city is going to be its partner in revitalizing downtown.



FIGURE 3.14 CATALYST ONE
[A NEW UNION STREET STREETScape] ▶



▼ TABLE 3.2 NEW UNION STREET STREETScape PROJECTED RETURN ON INVESTMENT

PROJECTS	INVESTMENTS		RETURN ON INVESTMENTS – PROPERTY TAX			
	PUBLIC	PRIVATE	COUNTY	CITY	MSD	TAX TOTALS
UNION STREET	\$1,670,500*					
CABARRUS THEATER	TBD	\$2,200,000	\$15,400	\$10,560	\$4,400	\$30,360
HOTEL CONCORD SITE		\$5,200,000	\$36,400	\$24,960	\$10,400	\$71,760
FORMER CITY HALL SITE		\$10,650,000	\$74,550	\$51,120	\$21,300	\$146,970
FORMER CITY ANNEX SITE		\$5,396,000	\$37,772	\$25,901	\$10,792	\$74,465
UNION STREET VACANT		\$2,250,000	\$15,750	\$10,800	\$4,500	\$31,050
GRIFFIN PROPERTY SITE		\$3,834,000	\$26,838	\$18,403	\$7,668	\$52,909
TOTAL	\$1,670,500*	\$29,530,000	\$206,710	\$141,744	\$59,060	\$407,514

*Cost Range: \$1.5M to \$3.0M for streetscape

**The estimates above were based upon the best available information as of August 2016.

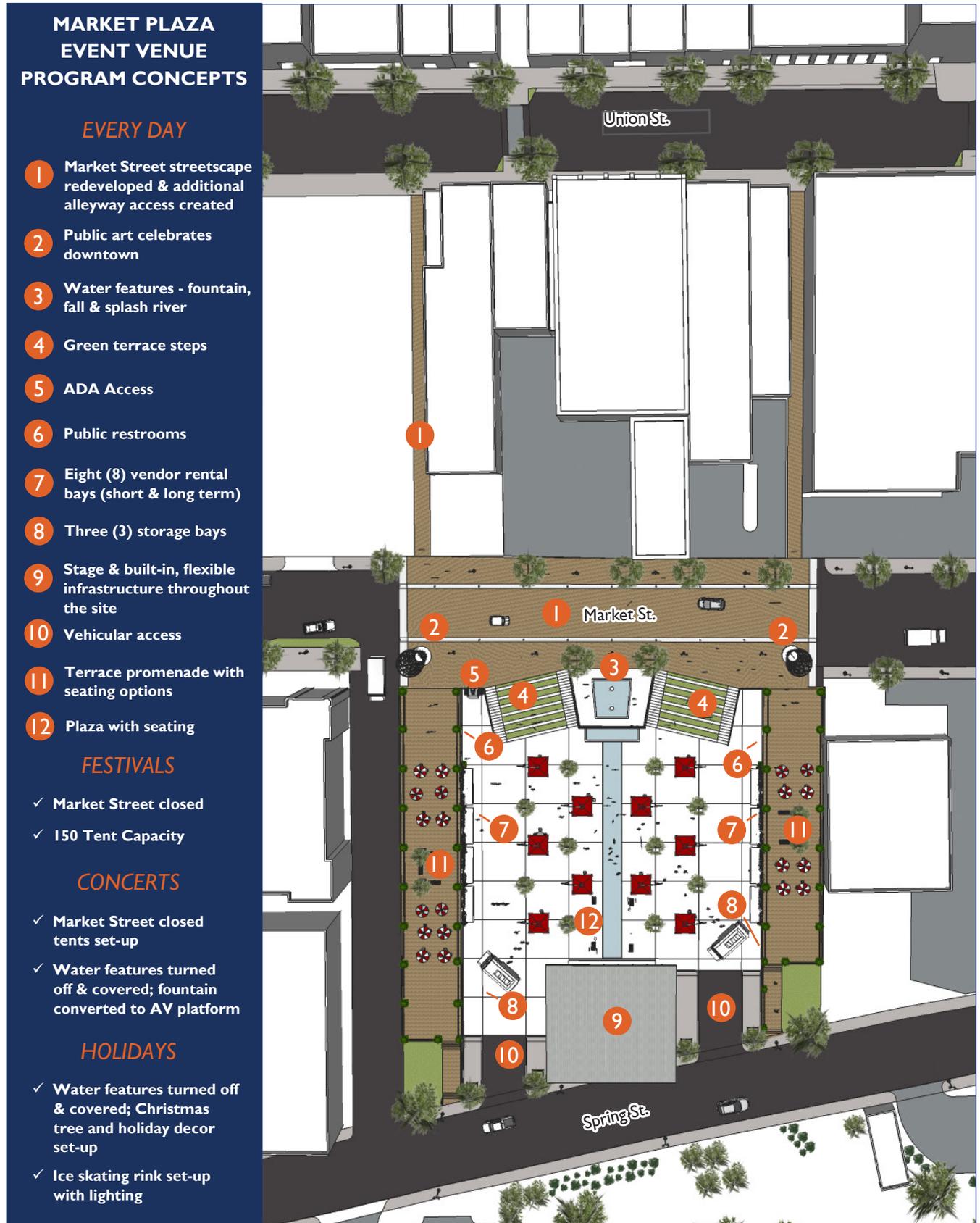
3.3 CATALYST TWO [DESTINATION DEVELOPMENT - MARKET PLAZA]

In a fast growing county, adjacent to the rapidly expanding metro, Concord has an opportunity to introduce new residents to downtown on a regular basis. During the planning process meeting participants discussed strategies to keep people coming to downtown beyond an initial visit - a major destination or draw. Participants also discussed how to build on the demand for new fine dining/night life establishments and add an amenity base that attracts people to live and work in downtown. Many ideas were focused on creating a public space that could meet this need. The ideas generated during the design workshops ranged from a public greenspace with a small scale stage to the creation of a large scale, revenue generating entertainment venue, festival grounds and community gathering place.

The primary location identified for this space was the city surface lot and old finance building, located just behind the new City Hall and Police Station. The site is an ideal location for creating a public space that can become a destination for residents in Concord and from throughout the region. The benefits of this location include:

- The city already owns the property – no acquisition costs.
- A direct link through the existing and proposed alley system to Union Street.
- The ability to close Market Street without significantly impacting traffic or retailers on Union Street.
- The site can form a literal bridge between Carolina Courts complex and Union Street. It can create an enhanced walking route to draw tournament participants to Union Street.
- It benefits from proximity to the green space at the memorial gardens. The memorial gardens can act as a buffer between events and nearby residential neighborhoods to the west.
- It will be equidistant between the two largest downtown parking resources the city hall parking deck and the proposed county parking garage.
- It pulls downtown energy closer to the future use of the Barber Scotia property.
- There are significant redevelopment opportunities in close proximity to the site.

During the planning process, the possible uses and amenities to support the development of market plaza were identified to maximize the number of potential visitors and leverage the greatest interest in residential and office developments. While a range of potential options exist for the design of the market plaza, the Urban Design Plan focused attention on a large scale entertainment venue concept that identifies potential revenue sources to help offset some of the plaza development costs to the taxpayer. In addition, ideas were explored for activating the potential plaza in between major events and larger programmed activities.



▲ FIGURE 3.15 MARKET PLAZA SHOWN AS A CONCEPTUAL LARGE EVENT VENUE

As the plaza concept is developed further, a key element of the plaza should be the creation of a multi-functional space – able to host community gatherings, ticketed concerts, markets of all kinds, free family movies, special events, holiday festivals, a winter ice skating rink and other uses that have not been considered before. Furthermore, it is critical to plan for the right support infrastructure, allowing for a variety of uses and functions. For example, eliminating the need to rent large stages, portable restroom facilities, generators, fencing and/or lighting. Planning and installing the stage, bathrooms, power, internet, water, sewer, grease traps and concession shell space is an upfront cost that will have long-term benefits and value added. However, when not being programmed, the plaza has to be a pleasant place to meet a friend, let children play free or have a quick lunch outside.

The key points of the conceptual Market Plaza presented in the Urban Design Plan are as follows:

- The concept plan is two levels – the lower Plaza level and the Market Street level.
- The potential plaza stretches across Market Street and creates a shared street for the width of the plaza. The rest of the street remains in its current configuration.
- Market Street is connected to the plaza by common paving, ceremonial stairs, a fountain and two raised linear terraces that line either side of the plaza.
- Two signature art sculptures that rise into the air terminate the vistas from Union Street down the existing and proposed alley connections. The signature art also make the plaza visible from Cabarrus and Barbrick Streets.
- A fountain at the Market Street level marks the plaza entrance and tumbles down the wall to create a waterfall and shallow play stream in the lower plaza.
- The play stream is a shallow, slowly moving water way that attracts kids and users when no events are planned.
- The two terraces create the edges of the plaza and bridge the pedestrian ways that start on Union Street and flow through the alleys on down to Memorial Gardens and the Carolina Courts with a small lift in one corner of the plaza for additional handicap accessibility.
- On event days the terraces provide locations for bleacher seating (the upper decks) and can be used as markets, lined with 10x10 tents as needed.
- At the Plaza level the terraces provide locations for permanent bathrooms, critical storage areas, eight shell concession booths and an area for the backup generator for city hall.
- The concession booths are key to revenue generation during events. They can be staffed by downtown restaurants, charities, business start-ups or the city itself.
- The terraces can be incorporated into any new construction adjacent to the plaza.
- Two 20' ramps off Spring Street provide vehicular access to the Plaza level.
- The stage is permanent, sized and configured to attract national touring acts with loading from Spring Street.



FIGURE 3.16 MARKET PLAZA SHOWN IN MULTIPLES USES
Top left image, Market Plaza during market day mode;
middle left image, the Plaza is in concert mode; bottom
left image, the Plaza is shown in holiday mode; center
image the Plaza during any day.



With this conceptual design, the Market Plaza could potentially deliver hundreds of thousands of visitors to downtown every summer and throughout the year. Its size and location would be attractive to concert promoters like Live Nation – who could manage and book the summer concert series. A contract with a promoter produces rental, concession and parking revenue for the city.

The conceptual plan balances all the uses/needs with the demands of the site and its critical location in the heart of downtown, providing an attractive amenity for the whole city – not just downtown. The Plaza has the potential to incentivize the redevelopment of several adjacent underutilized sites including the CESI building, the old City Hall and the backs of properties on Union that face Market Street.



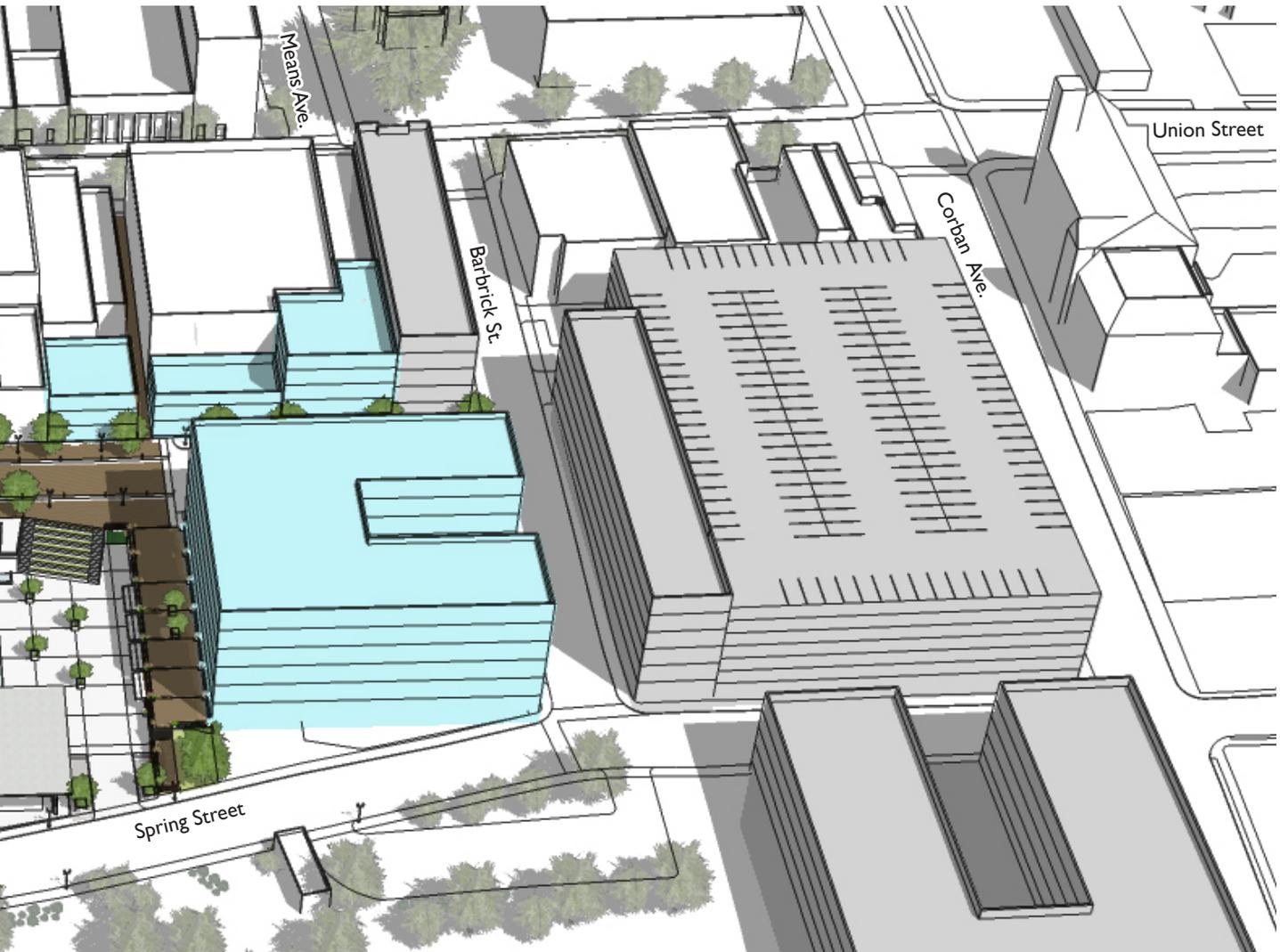
▲ FIGURE 3.17 CATALYST TWO [MARKET STREET PLAZA]

▼ TABLE 3.3 MARKET PLAZA PROJECTED RETURN ON INVESTMENT

PROJECTS	INVESTMENTS		RETURN ON INVESTMENTS – PROPERTY TAX			
	PUBLIC	PRIVATE	COUNTY	CITY	MSD	TAX TOTALS
MARKET PLAZA*	\$6,187,500					
MARKET STREET	\$1,200,000					
CESI SITE		\$9,940,000	\$69,580	\$47,712	\$19,880	\$137,172
MARKET STREET INFILL RETAIL		\$1,562,000	\$10,934	\$7,498	\$3,124	\$21,556
TOTAL	\$7,387,500	\$11,502,000	\$80,514	\$55,210	\$23,004	\$158,728

*Market plaza ROI could also include rent, event sponsorships, naming rights, parking revenues etc.

**The estimates above were based upon the best available information as of August 2016 and do not include demolition costs..



In addition to creating real estate development potential, the plaza has other potential revenue sources that could help to offset its cost. A full feasibility and fiscal impact study would have to be undertaken to quantify the proposed Plaza's full impacts but here are some additional revenue sources to consider.

Potential revenue sources

Concert Rentals

- Facility rental for concerts
- Food and beverage revenue capture 15% of sales, all beverage profits if COC sells
- Naming rights
- City parking revenues – special event parking in city deck

Flea/Farmers/Holiday Market rental

- Market sponsorship
- Stall/tent/booth rentals
- Food and beverage sales
- City parking revenue – special event parking in city deck

Ice Rink – Winter Festival

- Sponsorship pays for rink
- Ticket sales
- Skate rentals
- Food and beverage sales
- City parking revenue – special event parking in city deck

Special Event Rental

- Festivals – Ethnic, Community, Food (Barbecue), Arts etc.
- Political Events
- Outdoor Movies
- Corporate Promotions
- Road Races
- Commencement Events

Non-direct fiscal benefits of bringing 100,000+ people downtown

- Downtown food and beverage sales
- Downtown retail sales
- County parking revenue – special event parking in county deck
- Increased property values adjacent to the downtown



▲ FIGURE 3.18 MARKET STREET PLAZA IN CONCERT MODE



▲ FIGURE 3.19 MARKET STREET PLAZA IN HOLIDAY MODE

3.4 CATALYST THREE [COUNTY PARKING DECK AND THE CITY'S ROLE]

It's not just the City that has plans for downtown. The County is in the early stages of expanding its campus downtown with a new courthouse, parking deck and the repositioning of the current courthouse into other county/court uses. The first phase of this expansion is the construction of a new parking deck on the block bounded by Barbrick, Corban, Spring and Union Streets.

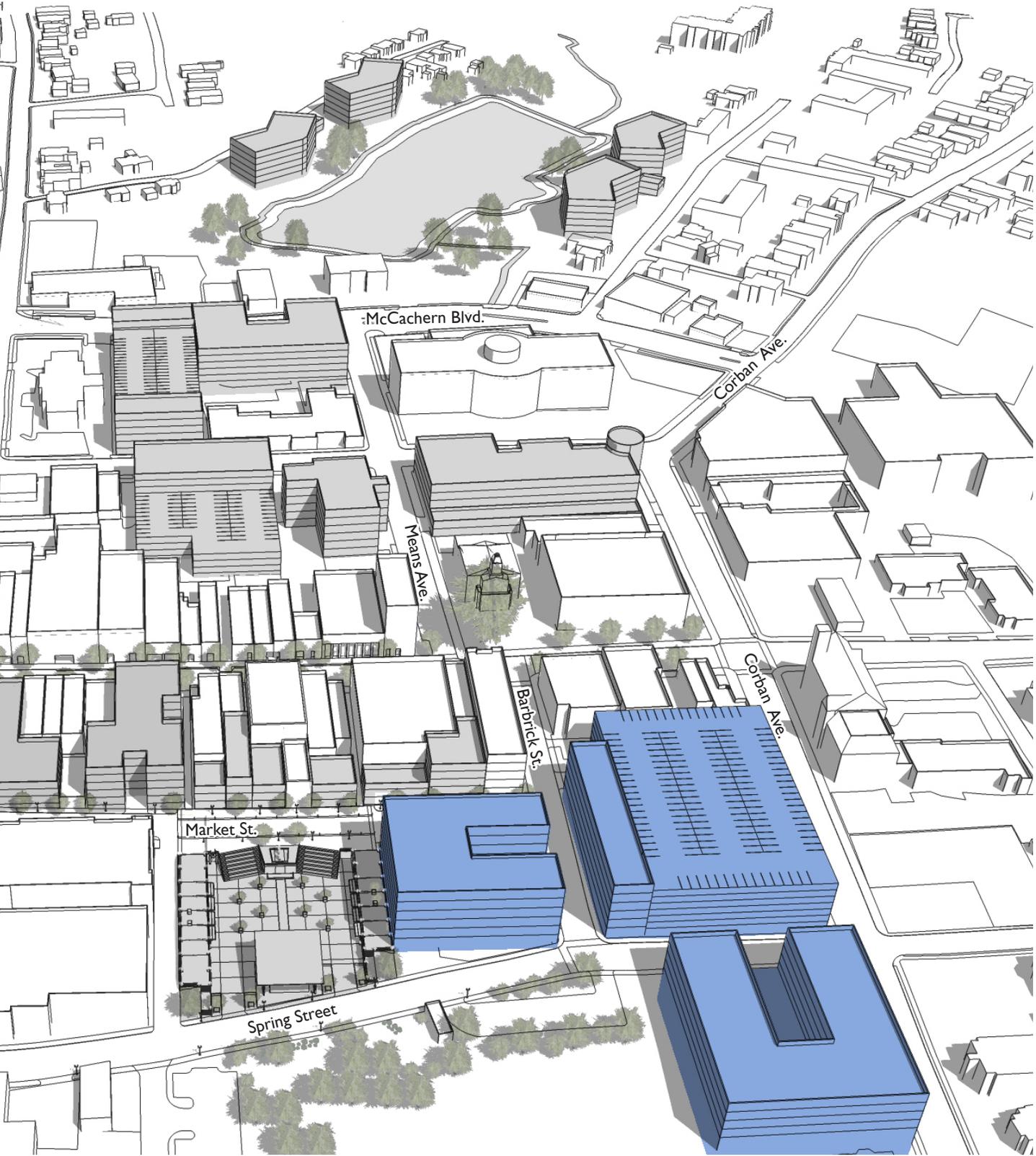
The deck can be designed and sited to leave a 35' to 40' strip of land on at least one side, preferably along Barbrick Street. The City is continuing to work with the County to explore the option of lining the new deck with residential apartment development. A residential liner building has several advantages:

- It puts an unused strip of County land back on the tax rolls at a significant valuation.
- The liner building shields the deck from public view and creates an active street edge with windows, balconies and ground floor retail uses.
- A shared parking agreement more fully utilizes a significant public investment in parking infrastructure – the demand for residential parking occurs at the time when the demand for courthouse users is lowest.

The liner building is an obvious opportunity. However, now is the time, before construction, to build the most appropriately sized parking facility



FIGURE 3.20 CATALYST THREE [COUNTY PARKING DECK] ►



- additional spaces cannot be added at a later date. Given the proposed deck's location, near to several properties that have been identified as opportunity sites, the City should consider all options in coordinating and partnering with the County to ensure the investment in the parking deck will meet the future needs of the County and downtown.

The key factor in structuring a deal on this facility is allowing the end user of the parking spaces to have enough control over the spaces to satisfy financial lenders for identified projects they serve. Banks like to know that any project they finance has the required parking to make it attractive for resale should the developer fail and they take control of the project.

This requirement can be met through development agreements that define ironclad and transferable control of the spaces at the time of their construction, through direct private ownership of a parking condo that includes the required spaces or using an entity like the city as a pass through that owns the spaces when constructed, but sells them to the future development when it takes place.

All of these options have risk to the City, the County and any future developer that needs the spaces to fulfill a financial lenders parking requirements. Its best if the deck and the private development it serves are constructed at the same time – but that cannot always be guaranteed depending on the market and the availability of financing. Exploring the ownership options, the assessment of risks and the potential return to the city/county should be the object of detailed study before any actions are taken.

In addition, constructing a liner building and having excess parking capacity available can deliver significant fiscal benefits to the city and county. The DFI feasibility report on the redevelopment of the Annex building already identifies a lack of the space needed to satisfy its parking demands on site. Its redevelopment is likely to require some level of City participation in the County's parking structure to make the deal work.

It's common for larger cities to see participation in the provision of private downtown parking as a necessary economic development tool. The impending development of the County's new deck, the City's desire to redevelop the Annex site and the proximity of two privately held redevelopment sites obliges all the interested parties to begin a thorough and timely exploration of pros and cons of using this opportunity to solve more than just a courthouse parking problem.

▼ TABLE 3.4 COUNTY PARKING GARAGE PROJECTED RETURN ON INVESTMENT

PROJECTS	INVESTMENTS		RETURN ON INVESTMENTS – PROPERTY TAX			
	PUBLIC	PRIVATE	COUNTY	CITY	MSD	TAX TOTALS
COUNTY PARKING DECK (626 SP)*	\$10,000,000					
RESIDENTIAL LINER BUILDING		\$14,200,000	\$99,400	\$68,160	\$28,400	\$195,960
76 SPRING ST RESIDENTIAL		\$20,732,000	\$145,124	\$99,514	\$41,464	\$286,102
TOTAL	\$10,000,000	\$34,932,000	\$244,524	\$167,674	\$69,864	\$482,062

*The County parking deck is estimated to include 626 spaces and cost approximately \$12,500,000 to build.

**The estimates above were based upon the best available information as of August 2016.

3.5 CATALYST FOUR [BICENTENNIAL LAND BANK AND PARKING DECK]

The Development Framework identified several sites and potential uses in proximity to the Bicentennial Plaza that together would require hundreds of new parking spaces. The study considered how each project could be parked, looking at the existing project sites, required spaces and the most efficient way to provide the parking.

Like the economic development prospects provided by the construction of the County's parking structure, the public assembly of the land known as the Bicentennial Plaza can provide a land bank for a shared parking structure serving the future development of several adjacent and nearby private parcels. It is recommended that the property be assembled in the near future prior to the expected rise in land costs from anticipated development.

The Development Framework proposes using adjacent private parcels for a second large apartment complex lining the parking structure on Church Street, a new office development on Cabarrus Avenue and a future hotel on Means Street. Creating a central public parking resource at this location completes a parking deck triangle – the City Hall deck, the County Deck and the Bicentennial Deck - that can serve all of Union Street and Downtown from east to west and north to south.

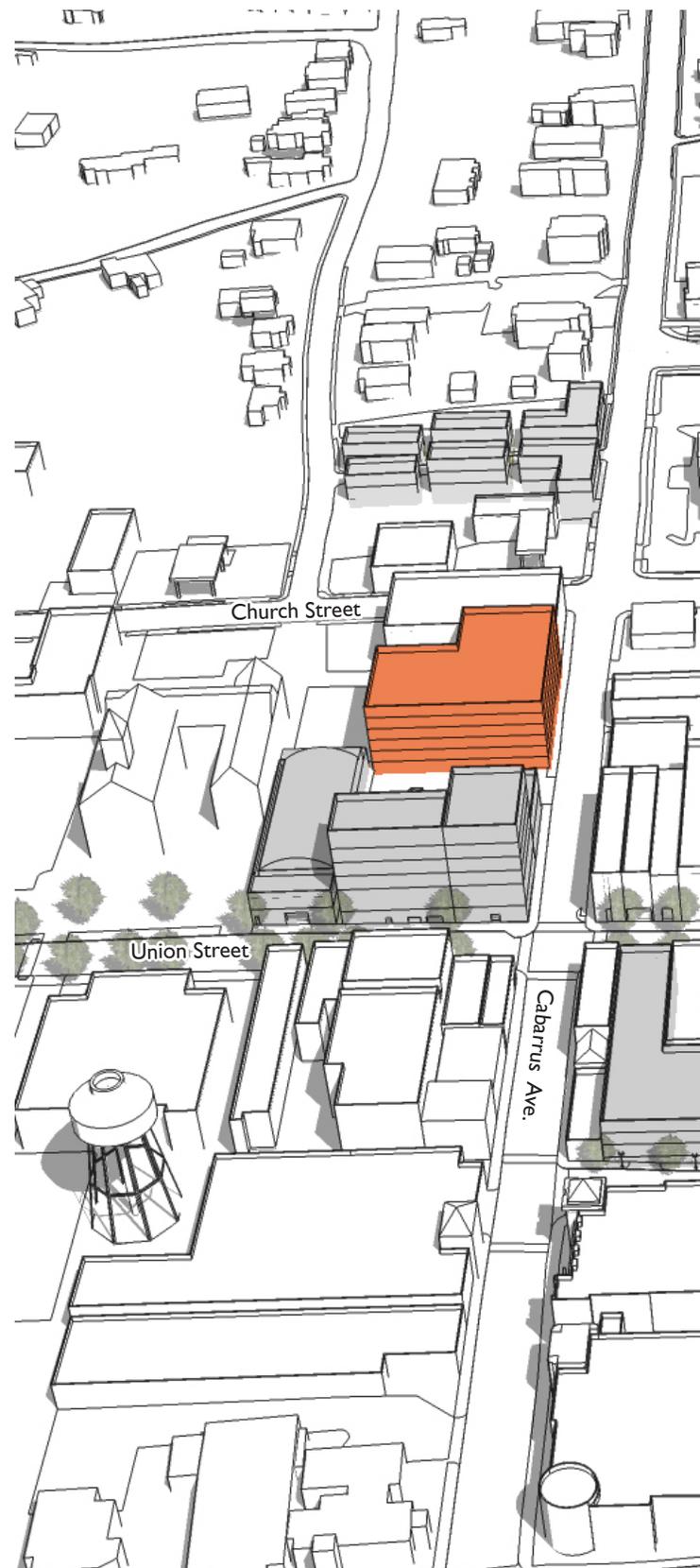


FIGURE 3.21 CATALYST FOUR
[BICENTENNIAL LAND BANK AND PARKING DECK] ►



The eventual construction of this deck would be driven by the timing of the private redevelopment. However, the assembly of the land today puts another powerful tool in the City's economic development strategy now. Preventing private development on this critical site preserves the opportunity to concentrate future parking demands on a small site, opens up more private downtown land for higher intensity uses and can provide a greater return on a limited public investment.

▼ TABLE 3.5 COUNTY PARKING GARAGE PROJECTED RETURN ON INVESTMENT

PROJECTS	INVESTMENTS		RETURN ON INVESTMENTS – PROPERTY TAX			
	PUBLIC	PRIVATE	COUNTY	CITY	MSD	TAX TOTALS
BICENTENNIAL PLAZA DECK (300SP)	\$6,000,000					
RESIDENTIAL CHURCH STR		\$12,268,800	\$85,882	\$58,890	\$24,538	\$169,309
HOTEL ON MEANS AVE		\$13,000,000	\$91,000	\$62,400	\$26,000	\$179,400
OFFICE ON CABARRUS AVE		\$11,842,800	\$82,900	\$56,845	\$23,686	\$163,431
TOTAL	\$6,000,000	\$37,111,600	\$259,782	\$178,135	\$74,224	\$512,140

*The estimates above were based upon the best available information as of August 2016.

▼ FIGURE 3.22 INTERSECTION OF UNION STREET AND MEANS AVENUE



3.6 CATALYST FIVE [LAKESIDE LIVING IN DOWNTOWN]

The large City held property in the valley bounded by Woodsdale Place and Wilkinson Court east of downtown offers a rare opportunity to create a significant water feature on the edge of downtown. The proximity to downtown, the presence of the greenway/greenspace, its link to JW McGee park and the development of a small lake on this site creates a recreational amenity package that is most likely unique in the Charlotte metro market. It is a very attractive residential development site.

▼ FIGURE 3.23 CATALYST FIVE [LAKE SIDE LIVING]



The lake would be open to the public with a greenway ringing the entire shoreline with connections to each apartment complex on the high ground. It may be able to function as a regional water quality facility and be open to funding sources at the state and federal levels.

The DFI Development Program may not have fully considered the type of lifestyle offered by this site. It's not completely urban or completely suburban. Apartments at this location could attract a different type



of resident than those seeking genuine urban living. While not truly downtown, but within a three block walk, residents at this site would create additional demand for downtown retail and restaurants.

Given that this site is in public hands its redevelopment would have a greater return on the city's investment since no property taxes are currently being generated from this parcels. The lake site is slightly impacted by the presence of a sewer collector running down the center of the valley. However, the site has enough drop in elevation to establish a successful relocation plan for the sewer.

▼ TABLE 3.6 LAKE SIDE LIVING PROJECTED RETURN ON INVESTMENT

PROJECTS	INVESTMENTS		RETURN ON INVESTMENTS – PROPERTY TAX			
	PUBLIC	PRIVATE	COUNTY	CITY	MSD	TAX TOTALS
LAKE		\$500,000				
TRAIL AND SEWER REROUTING	\$1,500,000					
LAKE RESIDENTIAL		\$52,540,000	\$367,780	\$252,192	\$105,080	\$725,052
TOTAL	\$1,500,000	\$53,040,000	\$367,780	\$252,192	\$105,080	\$725,052

*The estimates above were based upon the best available information as of August 2016.

▼ TABLE 3.7 TOTAL PROJECTED RETURN ON INVESTMENT FOR CATALYST PROJECTS

PROJECTS	INVESTMENTS		RETURN ON INVESTMENTS – PROPERTY TAX			
	PUBLIC	PRIVATE	COUNTY	CITY	MSD	TAX TOTALS
NEW UNION STREET	\$1,670,500	\$29,530,000	\$206,710	\$141,744	\$59,060	\$407,514
MARKET PLAZA	\$7,387,500	\$11,502,000	\$80,514	\$55,210	\$23,004	\$158,728
COUNTY PARKING GARAGE	\$10,000,000	\$34,932,000	\$244,524	\$167,674	\$69,864	\$482,062
BICENTENNIAL PLAZA	\$6,000,000	\$37,111,600	\$259,782	\$178,135	\$74,224	\$512,141
LAKESIDE LIVING	\$1,500,000	\$53,040,000	\$367,780	\$252,192	\$105,080	\$725,052
TOTAL	\$25,558,000	\$166,115,600	\$1,387,930	\$951,723	\$396,552	\$2,285,497

*The estimates above were based upon the best available information as of August 2016.

▼ FIGURE 3.24 CONCEPTUAL DEVELOPMENT PROJECTS (CATALYTIC & LONG-TERM PROJECTS)



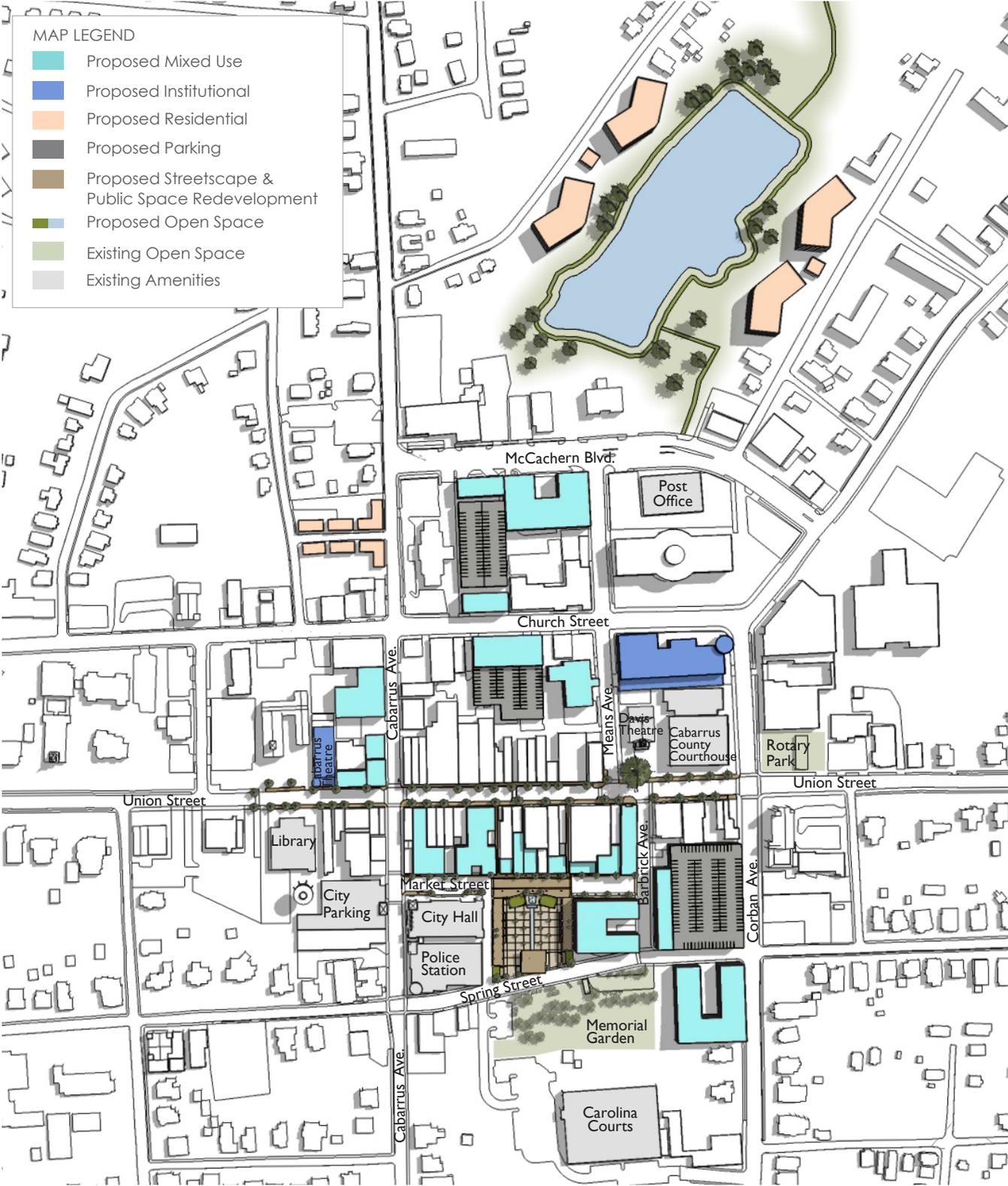
▼ TABLE 3.8 TOTAL PROJECTED RETURN ON INVESTMENT FOR CATALYST PROJECTS

DEVELOPMENT PROGRAM / PROJECTS	GROUND FLOOR (SQUARE FEET)	OFFICE (SQUARE FEET)	RESIDENTIAL (UNITS)
UNION STREET			
CABARRUS THEATER	2000		
HOTEL CONCORD	10,000		36
OLD CITY HALL	3,000		45
CITY HALL ANNEX	3,000	4,500	30
EXISTING BUILDINGS REDEVELOPMENT	8,000	6,000	20
GRIFFIN BUILDING	9,000		18
MARKET PLAZA			
PLAZA	4800		
CESI SITE (45 SPRING STREET)	15,000	17,500	60
MARKET STREET INFILL	4000		5
COUNTY DECK			
LINER BUILDING	15,000		45 - 55
76 SPRING BUILDING	4000		150
BICENTENNIAL LOT			
CHURCH STREET RESIDENTIAL	5,000		72
MEANS STREET HOTEL	5,000		
CABARRUS AVENUE OFFICE	4,000	70,000*	
LAKESIDE			
LAKESIDE APARTMENTS			400*
DEVELOPMENT PROGRAM TOTAL	89,800	98,000	890
<hr/>			
MARKET STUDY PROGRAM TOTALS	80-100,000	27-48,000	390-680

*The DFI Market Study did not include the larger office space potential for Cabarrus Avenue and the additional residential potential with the lakeside apartments.

**The estimates above were based upon the best available information as of August 2016.

▼ FIGURE 3.25 SUMMARY OF DEVELOPMENT PROGRAM PROJECTS



3.7 LONG-TERM PROJECTS

In addition to the catalytic projects, the process identified several long-term projects to be considered by City as project implementation moves forward. The key projects and areas include programming management, Cabarrus County property along Church Street, Cabarrus Avenue townhouses, future City Hall expansion and the Barber Scotia area.

3.7.1 PROGRAMMING MANAGEMENT

Any feasibility study to construct the new plaza and theater should be preceded by a feasibility study. A significant part of that study should focus on how the City can establish a budget, staff and otherwise resource a programming organization to coordinate and/or contract the booking and management all four venues – Union Street, the Davis Theater, the Cabarrus Theater and Market Plaza.

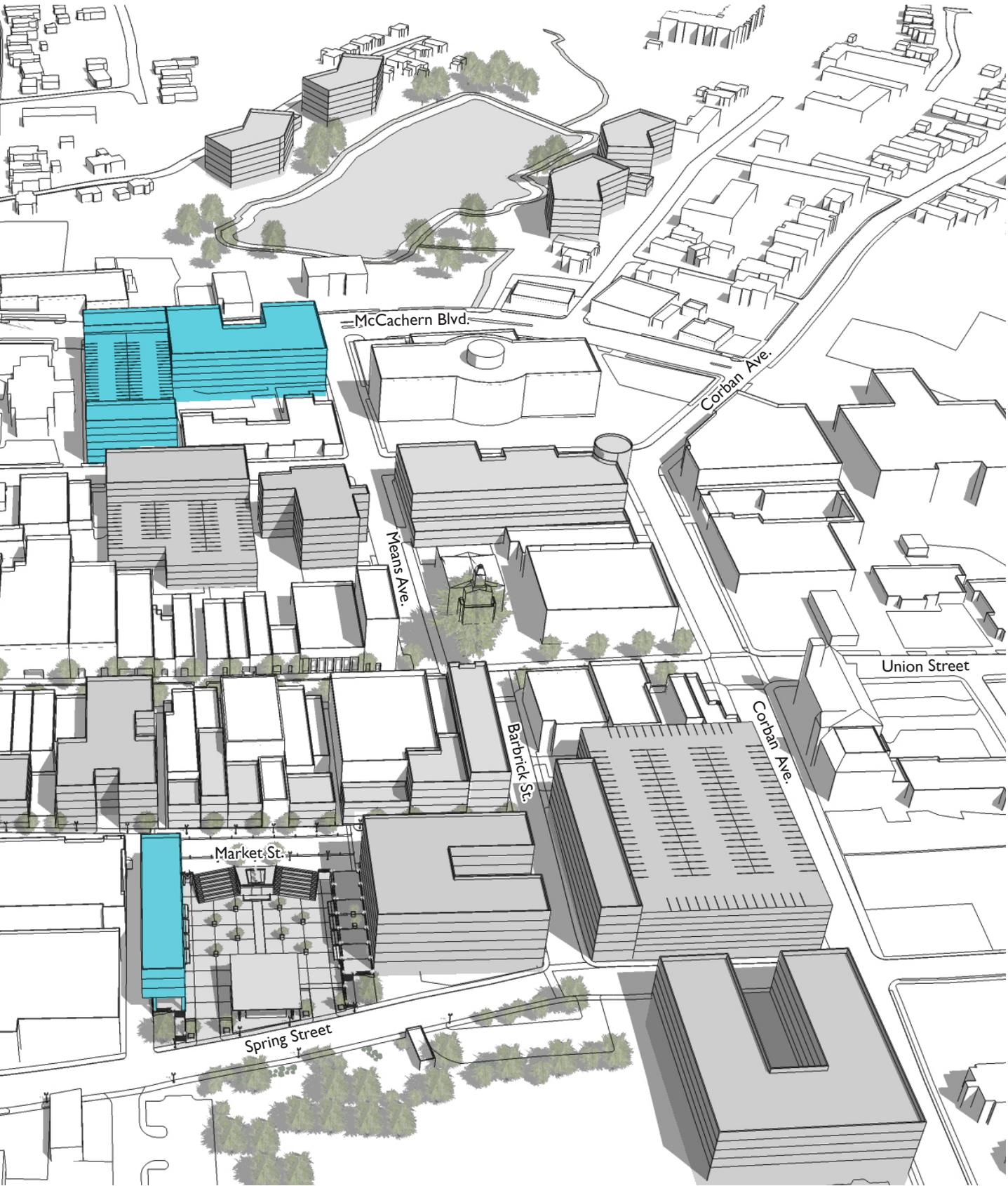
Maximizing the public return of these investments, sharing the benefits widely, adding value to downtown and satisfying a community demand is more assured if a small dedicated team of professionals manages these assets.

3.7.2 CABARRUS COUNTY CHURCH STREET PROPERTY

If Cabarrus County has a positive experience with its first development partnership on its proposed parking structure and the market absorbs the space, the County's other surface parking lot on Church Street may be considered a candidate for another long term redevelopment project.



FIGURE 3.26 LONG-TERM PROJECTS ►



The site is the right size and length for a bookend type development with private space on either end of a parking structure. If any neighboring private property can be assembled, the project could expand onto that land. The slope of the property is also conducive to minimizing the visual impact of a parking structure.

The new downtown lake, park and greenway is an attractive amenity that could add residential value to this end of the site. The Church Street frontage is more suited to commercial redevelopment as office or perhaps a hotel.

3.7.3 CABARRUS AVENUE TOWNHOUSES

If the proposed new Cabarrus Avenue West townhouses are absorbed in the market, developers will look for comparable sites that can be assembled and redeveloped. The surface parking, vacant lots and other properties could be assembled for other residential; townhouse developments.

For sale, Live/Work townhouse units have been successful in lower density transition areas around downtowns. Many sole proprietor, professional service, consulting and arts see advantages in this type of ownership.

3.7.4 CITY HALL EXPANSION

If future needs arise, it is possible to reserve a site for a future expansion of City Hall and/or the Police Department on the edge of and above the proposed terrace of the new market Plaza and even construct the foundations as part of the Market Street Plaza terrace at this location. Either option reserves the opportunity to expand city facilities and not have to acquire more land in downtown.

A long narrow building here could shield and leverage the service alley for additional space. A new face on the plaza could be expressly designed to keep and shield assembly uses on the lowest two levels and have three or four levels connected directly to City Hall or the police Headquarters.

3.7.5 BARBER SCOTIA

Although this area was not included as part of the study boundary, this area will play a role in the future of the larger downtown. Early community discussion heard in the listening session included:

- The time to pursue a resolution for the future of the campus is approaching. The campus is an asset to the City and downtown.
- There is a desire to retain its educational, residential and community components. Several attendees expressed ideas regarding a tech campus tied to the jobs of the new economy.
- A recognition the area has to leverage its connection to downtown. The area should be physically connected by well-designed bike/pedestrian ways, integrated with surrounding

neighborhoods and the downtown.

- A part of the future success of the campus depends on a revitalized downtown with a thriving residential community, active streets and attractive public places.

▼ FIGURE 3.27 BARBER SCOTIA





4.0 IMPLEMENTATION STRATEGY

4.1 5-N-5 OVERVIEW [5 KEY PROJECTS FOR THE NEXT 5 YEARS]

As the regional economy continues to improve and regional competitors accelerate investments in their own downtowns, the next five years are critical for the revitalization of downtown Concord. This new Urban Design Plan has dozens of initiatives and strategies the community has told planners are necessary to revitalize downtown. All of them are important, however, emphasis should be placed on key strategies over the next five years. Undertaking and completing these five strategies in the next five years will redefine downtown's position in the marketplace for new private investment, create new life & new business in downtown and make downtown everybody's second neighborhood.

1

BRING NEW LIFE TO OLD ASSETS

[REDEVELOP THE CONCORD HOTEL, OLD CITY HALL AND ANNEX]

Complete the redevelopment of the old Concord Hotel assemblage, creating new residential units and a potential destination theater in downtown Concord. Release and redevelop the old City Hall and Annex properties creating new office, retail and residential units on Union and Market Streets.

2

REDEFINING MAIN STREET

[A UNION STREET STREETSCAPE]

Design a new Union Street streetscape. Prepare a new set of policies, incentives and marketing strategies to encourage living, working, playing, shopping and dining on the street. Add value to every property and business along the street.

3

A PLACE TO GATHER

[MARKET STREET AND PLAZA]

Create a new public plaza and event space on Market Street that draws the community and visitors into downtown for concerts, events and community gatherings. Complete a new streetscape on Market Street. Enhance links to Union Street through the plaza encouraging visitors to explore downtown.

4

A NEW AND EXPANDED COUNTY CAMPUS

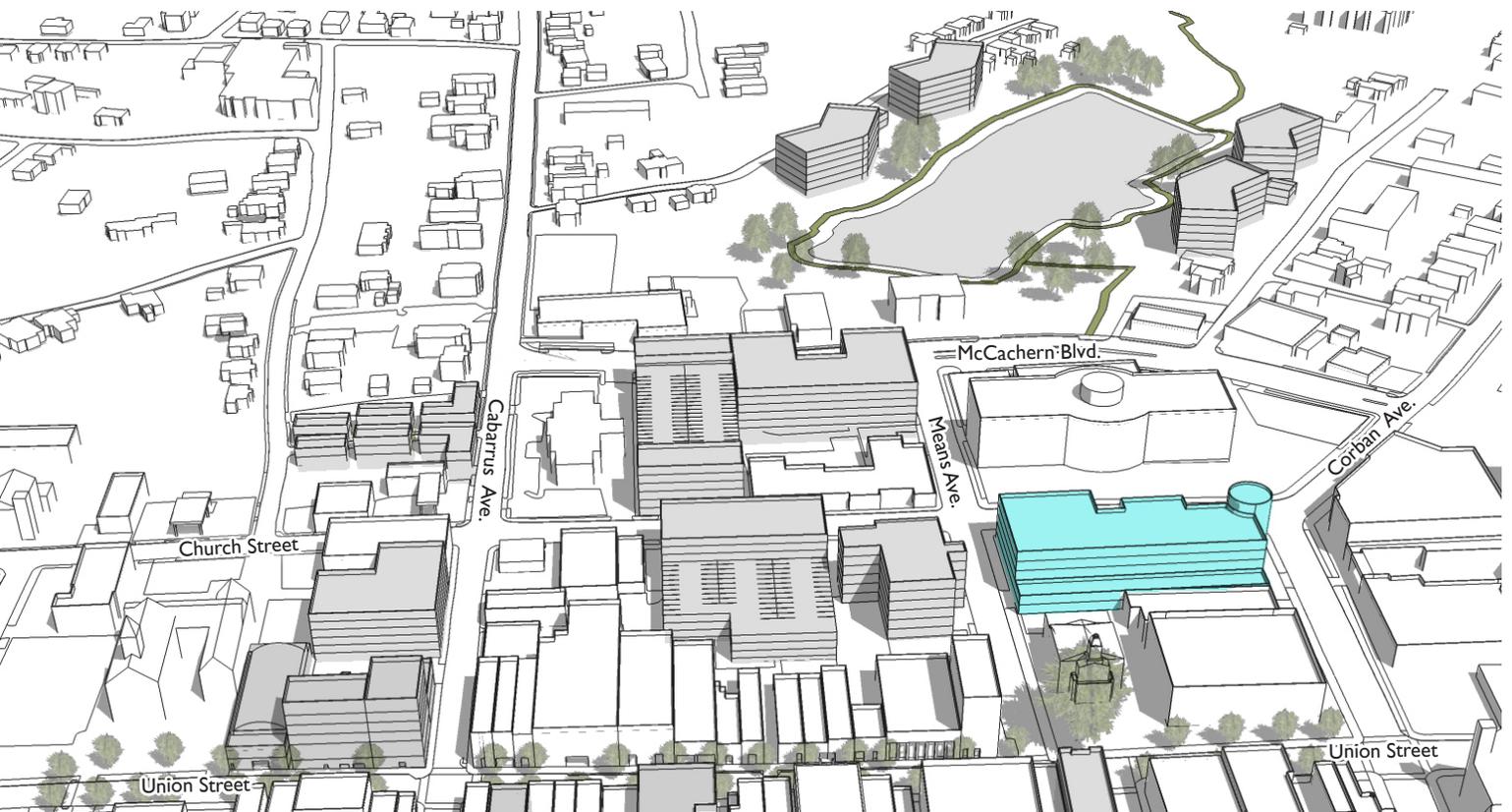
Complete the County's new Courthouse Master Plan – Create a more central county campus, including a new parking deck with a residential or mixed-use liner building within the next five years, and within the next five to ten years, the county will likely develop a new Courthouse and renovation the current Courthouse. At this time efforts should be made to improve the Church Street streetscape.

5

GETTING READY FOR BUSINESS

[A REGULATORY REFORM AND INCENTIVE PACKAGE]

Consider, create and approve a new set of regulations and policies that make it easier to develop, park, live, stay and entertain in downtown Concord. Align your development approval regime more closely to the market. Design an incentive package that encourages new private investment to coincide with reopening of Union Street. Create policies that make it easy to attract the uses and activities that add life to the city center.



▲ FIGURE 4.1 APPROXIMATE LOCATION OF THE FUTURE COUNTY COURTHOUSE (DISPLAYED IN BLUE)

4.2 RECOMMENDATIONS

In addition to the 5-N-5, recommendations were developed for the five vision themes that formed the planning framework. The five themes and the corresponding recommendations are detailed below and in the implementation matrix that follows.



[*accessibility to all modes of travel, clear wayfinding and efficient, well managed parking systems*]

4.2.1 MOVE AND PARK RECOMMENDATIONS

1. Partner with Cabarrus County to maximize the benefits of its new parking structure in support of adjacent development opportunities – both on and off site.
 - Develop a standard shared parking agreement that allows the use of County parking in support of the redevelopment of the City Hall Annex and the Concord Engineering Site.
2. Select the concept, complete the final design, fund and construct a new Union Street Streetscape from the crosswalk in front of the Downtown Library to Corban Street.
 - Prepare the Union Street Demonstration Project to educate users/businesses on the streetscape options. Use feedback to inform and complete the concept selection process.
 - Use the time before selecting a design team to begin developing a Mitigation Plan to lessen the potential impacts on adjacent businesses and uses along the Union Street Project area. Communicate to all proposed and existing businesses the proposed design schedule, construction schedule and mitigation strategy.
3. Develop a strategy to assemble the entire Bicentennial Parking Lot as the location for future private development and a publicly owned parking structure. Significant parking at this location could serve nearby redevelopment sites, Union Street and the County Campus.
4. Implement the priority recommendations of the VHB parking study.
 - To maximize turnover and open spaces for downtown customer parking convert key streets to paid on-street parking – publish an RFP for paid on-street parking technology including enforcement software. Explore using new on-street parking

- revenues for downtown improvements.
- Complete a Downtown Employee Parking Survey. Use results to maximize convenient parking for downtown customers and create a downtown employee parking system.
 - Develop and implement a unified signage and management system for all surface lots in downtown.
 - Restripe – Means Ave, Barbrick St to add the additional “found” spaces identified in the parking study.
5. Complete the design and install the county-wide wayfinding system and updated downtown directories. Pay special attention to signage linking downtown to other major destinations and roadways – the Speedway, the Concord Mills Mall, the Amphitheater, I-85 and other major traffic arterials. Make it easy for out of town and unfamiliar locals to find and explore downtown.
 - As appropriate, incorporate informational components to pedestrian wayfinding that highlight the number of steps or the number of minutes to walk to an identified destination.
 6. Apply for an NCDOT Bicycle and Pedestrian Grant to undertake a comprehensive planning process to improve bike/pedestrian facilities in the city and especially in/adjacent to downtown.
 - Install bike parking corrals at key locations in downtown in advance of the Bike/ Ped planning study. Develop a requirement that all new major developments in downtown provide on-site bicycle parking facilities.
 - Examine opportunities for a cross-town greenway connection linking downtown to with existing and planned pedestrian and bicycle facilities.
 - Incorporate projects identified in the current Safe Routes to School project.
 - Identify intersections throughout the downtown and the city where bicycle and pedestrian safety improvements are needed to improve accessibility.
 7. As funds become available or in coordination with the NCDOT projects make safety improvements to intersection at Cabarrus/Church, Means/Church and Corban/Church. The intersection of Cabarrus and Church has the highest accident rate in all of downtown. These intersections are barriers to downtown pedestrian and bicycle movement.



attracting new housing and employment opportunities

4.2.2 LIVE AND WORK RECOMMENDATIONS

1. Select and support a preferred development team for the redevelopment of the Concord Hotel assemblage.
 - Use the city's leverage and participation to conduct a Feasibility Study in support of the reestablishment of a theater and event space in the old Concord Theater. A theater/event space in this location would strengthen the connection of Union Street west of Cabarrus Street into the heart of downtown, create a new destination drawing folks into downtown and provide a significant amenity that is currently lacking in the center city.
2. Design and develop a new Cabarrus County Courthouse on the county's identified site bordering Church Street. Use the new structure to further define a pedestrian friendly, urban "County Campus" centering on the intersection of Church and Corban streets.
 - Encourage the reuse of the existing Courthouse or its site in a manner that positively impacts its frontage on Union Street. Open doors, transparent ground floors and active uses that draw pedestrians would all help to activate and revitalize that portion of Union Street.
 - Encourage the creation of a terminal vista/focal point in the architectural design at the corner of Corban and Church.
3. Examine the feasibility of constructing a residential or mixed-use liner building around the County parking deck. Solicit development proposals that would construct the liner building concurrently with the parking structure.
 - The preferred siting would front on Barbrick Street. Spring Street could also be considered as the front of the site.
 - The ground floor of the liner should be designed at the pedestrian scale and developed to appear as retail/office storefronts where feasible.
 - Retail should be encouraged along the Barbrick Street Front at a minimum.
4. Finalize the preferred development program and outline a preferred Public/Private Development Agreement for the former City Hall and City Hall Annex properties. Market and solicit development proposals from private development entities. Support the selected development team in the design and construction of the projects.

- Require a public pedestrian connection through the old City Hall site. This will provide a vital connection linking the new Market Plaza and Carolina Courts event spaces to Union Street.
 - Require active ground level uses fronting on all public streets/plazas surrounding all sites. Pay special attention to the frontages on Market Street as these new developments can help to transform Market from a service street to an active retail street.
5. Explore the feasibility of converting city owned land bordered by Wilkinson Court and Woodsdale Place into a downtown water feature (lake), greenway park and private development sites. If feasible, test private development interest in the sites through a Request for Expression of Interest process. Ensure proper zoning, height requirements and development regulations are in place to allow this potential development.
 6. After the Bicentennial Lot has been assembled and the market demand warrants – complete a Feasibility Study for the redevelopment of the Bicentennial Lot for a parking structure that serves a new residential development on Church Street and in support of a potential hotel development on Means Street and new office development on Cabarrus Street behind and between the Concord Hotel and the Lofts 29 project.
 7. Encourage the redevelopment of small scale retail/restaurant uses on the back of lots fronting on Market Street.



*attracting new visitors, developing
entertainment destinations, becoming
everyone's second neighborhood*

4.2.3 PLAY AND STAY RECOMMENDATIONS

1. Design, fund and construct a new public plaza and Streetscape along Market Street at the old Spring Street parking lot adjacent to City Hall. This Market Plaza and Market Street area will become the new home of the signature events in downtown – concerts, holiday events, shows, movies, markets etc.
 - Design and plan for the installation of the flexible infrastructure necessary to hold the widest variety of future events at the site – power, internet, cable, water, grease traps, bathrooms etc.
 - Design the space to create a strong pedestrian link between the Carolina Courts facility and Union Street encouraging folks to shop and eat in downtown before or after events.
2. Create an Events Task Force that can assist in the planning, design and management of the new Market Plaza and Union Street.
 - The Task Force should be made up of city staff, Cabarrus County Convention and Visitors Bureau, CDDC and private local/regional event planners/live music producers.
 - The charge of the Task Force should be making it easier to plan and approve events in downtown – on Union Street and in Market Plaza.
 - The Task Force could also be used to brainstorm the creation of new signature events, attract existing events from other locations in the region and to plan events that would build off or supplement the major county events at the Speedway and the Concord Mills Mall.
3. Conduct a Market, Utilization and Management Study to determine the potential impacts and benefits of a shared strategy for all three public event spaces in downtown – the existing Davis Theater (227 seated capacity), the restored Cabarrus Theater located beside Hotel Concord (400-600 seated capacity) and the new Market Plaza.
 - If all these spaces are developed and/or their utilization maximized and coordinated– what types of impacts could it have on downtown and visitor attraction – visitor spending, hotel tax revenues, parking revenues, downtown's regional perception, how many visitors could be attracted into the downtown,

what types of new events/uses/festivals could be supported, how should they be managed to maximize their benefit for the community and downtown, how does having these facilities/amenities in close proximity change downtown Concord's position in the market for other uses – residential, hospitality, retail etc.

- If planned and managed together to attract visitors – could these uses be eligible for funding by the county's hotel occupancy tax. The law authorizing the tax has a broad description of its eligible revenue uses. In other cities, performance spaces have been deemed eligible for using these revenues.
4. In later stages of implementation (5-10 years out), after assembly of the Bicentennial Lot, as visitor event spaces have been developed, office users attracted and downtown amenities expanded, conduct a Feasibility Study for a new downtown hotel on Means Street to be developed in concert with a new parking structure on the Bicentennial Lot.
 5. Create a seating/street furniture expansion plan for downtown.
 - Consider placing new seating in Bicentennial Plaza, Rotary Square and Veterans Memorial Park.
 - Incorporate swings and benches that may include opportunities for active living, such as a bench that can also serve as a stretching or exercise station where appropriate.
 - Potential locations and improvements include:
 - ◊ Veteran's Memorial site redevelopment with gazebo and swing seating.
 - ◊ Swing seating at alley trellis located beside Bicentennial Parking lot.
 - ◊ Seating in Rotary Square.
 - ◊ Swing seating in passageway between new Parking Garage and County Courthouse.
 6. Encourage the redevelopment of small scale retail/restaurant uses on the back of lots fronting on Market Street.
 7. Identify opportunities for small scale community gardens or pop-up temporary gardens in areas within or adjacent to downtown.
 8. Explore the creation of a local food co-op within downtown that provides opportunities for the sale of local agricultural products, while meeting the desire for a small scale downtown grocery store.
 - Utilize the Company Shops Market located in downtown Burlington as a case study.
 9. Explore the creation of culinary incubator restaurant space to help establish more locally owned restaurants downtown.



*telling downtown Concord's story well,
showing off the changes in downtown,
delivering a great downtown experience*

4.2.4 SHOW AND TELL RECOMMENDATIONS

1. Prepare a Union Street Streetscape Demonstration project that illustrates the differences of the streetscape options – Wide Side, Park One and Shared Street - to educate users and adjacent businesses. Use opportunity to gather feedback that will help to select the preferred option, provide input into the final design and begin laying the foundation of the changes to come on the street.
2. Create a marketing campaign to introduce and promote downtown to existing and new residents in Afton Village/Concord Mills, Highland Creek and Harrisburg.
 - Create a series of new signature events/promotions that will introduce and attract people into downtown.
3. Create a central website to promote downtown residential projects. Develop a downtown housing tour to showcase new apartments, neighborhood historic rehabs and new townhouse living options in the downtown. Use the tour to introduce potential residents to the benefits of living downtown. Can be a significant source of fundraising for the group that organizes it.
4. Investigate and document the variety and numbers of AirBnB/VRBO (Vacation Rental by Owner) units in proximity to downtown. In advance of new hotel development in downtown – explore creating a coordinated marketing site/plan to highlight the availability of this resource in downtown and encourage visitors to stay in downtown.
 - Create a city approval process that encourages and makes it easy to use your downtown home or apartment as an AirBnB or VRBO. Make sure to coordinate with AirBnB and VRBO corporate offices to automate the collection of Occupancy and Sales Taxes.
5. Maintain a Downtown Master Plan Update Presentation and train City and CDDC staff to be able give the presentation to any group that has a program. Seek out social, art, church, business and neighborhood groups that would benefit from receiving this information on a regular basis.
6. Maintain a separate website or page to share and update the Downtown Master Plan and supporting documents on a regular basis.



[*enabling the downtown vision through a strategic development framework*]

4.2.5 POLICY AND PROGRAMMING RECOMMENDATIONS

1. Create a downtown regulatory package to make it easier to develop market supported uses and modern building construction types in downtown. Move the entire package forward together as one change.
 - Update and reduce the boundaries of the Primary Fire District to allow mixed use, wood frame buildings throughout downtown.
 - Increase the height limit in downtown to correspond to the low rise building height limit in the NC Building Code.
 - Amend the existing Center City setback to a 10' maximum with a 20' setback allowed if the project provides a semi-public amenity like a fountain, courtyard or plaza etc.
 - Update the city codes and ordinances in the downtown area to reduce restrictions on private clubs. In the Center City, remove location limits of 1000' from churches (8.3f) and 200' from residentially zoned areas (9.3.12).
 - Create a shared parking policy, public approval process and pricing strategy to leverage the benefits of the existing city deck and future county deck. Allow nearby residential projects to fulfill parking needs in the public decks at night. Could be an additional source of revenue to pay down the debt service on these critical public investments.
 - Consider revisions to the Center City design standards as follows:
 - ◇ The requirement for "nonresidential uses" along 50% of the frontage doesn't explicitly rule out residential uses on the first floor, but it is implied. The city should consider creating an overlay to apply to the primary commercial streets that would maintain or even expand this requirement, while then allowing ground floor residential units to either open directly onto or have balconies/patios along the ground floor. It is better to have filled residential units along less heavily traveled streets than empty storefronts.
 - ◇ In order to fully embrace the potential build-out in downtown, auto-oriented businesses that rely on drive through access should be

discouraged. If desired or needed, it is possible to incorporate drive through access into parking structures as an alternative.

- ◇ The city should consider expanding architectural design options to allow a greater diversity of architecture in areas that are not integral to the historic character of the district. Within those “contributing” areas, the city should encourage architectural design that preserves the existing character. Outside of that core, permitting greater flexibility would help attract greater investment within the downtown master plan building program.
 - ◇ The city should consider limiting the amount of stucco or EIFS that can be used in favor of precast concrete, fiber cement cladding materials and high quality metal siding panels (as an accent only). The quality of these products has greatly improved in recent years. In addition the use of horizontal and vertical lap siding in the vast majority of circumstances in the center city district should be prohibited. The use of split faced block or “rock” should only be allowed as a very minor inclusion in the building materials with the use of smooth concrete masonry units (CMUs) or smooth stone being preferred.
 - ◇ Consider increasing the width of the required transparency on ground floor nonresidential from 50% to 70%. Also, the regulations should clarify the “total area” requirement to clearly articulate its application from grade to the second floor plate (or a specific measurement such as 12’). A minimum number should be added for upper stories in multi-story buildings as well.
 - ◇ Consider prohibiting “fake” windows in favor of geometric metal framing or similar along a buildings side walls.
 - ◇ Maintaining the use of canvas awnings is recommended; however, metal “canopies” should also be considered as a permitted material.
 - ◇ Consider additional soundproofing requirements for new residential.
2. Realign Concord’s Alcohol Beverage Commission legal sales requirements to match the majority of other urban areas of the state.
 3. In advance of the design, approval and reconstruction of the Union Street Streetscape, prepare new policies that incent the rehabilitation and revitalization of adjacent properties. Time the policies to be in place during design and construction – but end when the project is complete. The goal is to incent private activity at the same time as the public construction process.

- Explore creating a one time, generous Façade Grant Program to incent property owners to redo their facades in concert with the streetscape construction. Look at other existing incentives to see if that can be augmented to encourage new investment during the streets reconstruction.
 - Explore creating a Grease Trap Utility – that would replace or place grease traps in the ROW during the construction process. Avoiding the need to dig up the streetscape after it is completed.
 - Create a Private Use of Public Space policy that makes it clear and easy to approve a café, put out a sign board, install a canopy, put out plants, find a spot for vending, busking etc. When the reconstruction is complete and the street opens – we want to have all these uses approved and in place without delay.
4. Explore the creation of or expansion to existing National Register Historic Districts in or adjacent to downtown. With the reinstatement of the NC State Tax Credits for historic rehabilitation, properties in National Historic Districts can receive significant financial incentives for their redevelopment if they follow the Secretary of the Interior Design Standards. Concord has not revisited the eligibility requirements for district in some time – more areas may be eligible for inclusion than previously thought.
 5. Create a City/County development review “process map” or diagram to more clearly communicate and illustrate the process for citizens and developers.

4.3 IMPLEMENTATION MATRIX

The implementation matrix on the following pages list the action steps and responsible party for implementing the plans recommendations. The text of the implementation matrix is color-coded to represent the primary responsible party for each action step as follows:

City of Concord

Concord Downtown Development Corporation

Cabarrus County

Private Sector



4.3 IMPLEMENTATION MATRIX

STRATEGIES	2016-2017	2017-2018
	<ul style="list-style-type: none"> • Create and distribute Downtown Employee Parking Survey. • Wayfinding sign design, content, and locations to be ordered/purchased under REACH grant (9/30/16). • Explore land assembly for City controlled parking or future parking garage on Bicentennial Parking lot site. • Develop Preliminary Design for new Parking Garage 	<ul style="list-style-type: none"> • Create RFP for paid parking technology vendor, include enforcement software/hardware for Concord Police Dept. • Create inventory of existing private parking signs and public parking signs. Develop a unified system of parking signage under two basic systems: Private and Public. • Install new bicycle parking on-street and/or curbside. • Install public wayfinding signs. • Finalize parking space allocation with the County for the new Parking Garage and develop standard shared parking agreement to support private development • Complete Final Design for new Parking Garage along Barbrick and begin construction. • Create "Parking Marketplace" for employees of private downtown businesses. Use www.JustPark.com to match parking spaces with parking customers.
	<ul style="list-style-type: none"> • Select and support a preferred development team for the Concord Hotel redevelopment. • Work with private sector to establish a theater/event space in the old Concord Theater with Concord Hotel. • DFI to finalize development proposals for City Hall Annex, former City Hall and market both sites for private development consistent with urban design plan principles. 	<ul style="list-style-type: none"> • Pursue a private developer to construct a liner building along new Parking Garage. • Select development teams for purchase and development of the City Hall Annex and former City Hall, complete agreements and begin construction.
	<ul style="list-style-type: none"> • Redevelop Veteran's Memorial site with gazebo and swing seating. • Install swing seating at walkway trellis located beside Bicentennial Parking lot. • Design and install swing seating in passageway between new Parking Garage and County Courthouse. • Install seating in Rotary Square. 	<ul style="list-style-type: none"> • Develop refined design for Market Square, Market St. streetscape. (CIP) Include public restrooms and flexible infrastructure in Market Square design. • Conduct a market, utilization and management study to determine potential impacts and benefits of the 3 primary public event spaces (Davis Theater, restored Cabarrus Theater, new Market Square) • Maintain and strengthen the pedestrian link from Carolina Courts / Spring Street to Union Street. • Study the makeup and responsibilities of creating an events task force.
	<ul style="list-style-type: none"> • Consider urban design plan recommendations for revisions to the Center City (CC) district. <ul style="list-style-type: none"> - Setbacks, height, materials • Update the Primary Fire District to allow modern wood-frame construction. 	<ul style="list-style-type: none"> • Update City Code to remove restrictions in the Center City on private clubs being located less than 1,000' from churches (8.3F) and less than 200' from residentially zoned areas (9.3.12). • Realign Concord's N.C. ABC malt beverage legal sales structure for consistency with majority of N.C.
	<ul style="list-style-type: none"> • Create ad campaign/promotion of Downtown Concord to 28027 (Afton Village, Concord Mills), 28269 (Highland Creek), and 28075 (Harrisburg) ZIP codes. • Create/share a Downtown Master Plan presentation on a regular basis. • Maintain a separate website or page to share and update the Downtown Master Plan and supporting documents on a regular basis. 	<ul style="list-style-type: none"> • Maintain and update the Downtown Master Plan presentation. • Identify opportunities to share the Master Plan within the community. • Develop downtown housing tours to showcase recent downtown residential projects. • Investigate opportunities for AirBNB and other owner rental options to encourage overnight stays in the downtown area.

2018-2019	2019-2020	2020-2021	2021+
<ul style="list-style-type: none"> • Begin Design Phase Union Street streetscape project. • Conduct a streetscape demonstration project on Union St., then, finalize decision on the streetscape concept. • Explore applying for an NCDOT Bicycle/Pedestrian Plan grant to improve pedestrian and bicycle accessibility and active living enhancements. • As funds become available, improve intersection safety for pedestrians especially at Cabarrus Ave./Church St. • Complete County parking garage at Barbrick. 	<ul style="list-style-type: none"> • Add 2-3 head-in angle spaces on south block face of Means Ave. next to Davis Theatre. 	<ul style="list-style-type: none"> • Install paid parking on Union St. (no time limit, just escalating fee structure) and program revenue for physical improvements within the MSD. • Convert on-street parking on Barbrick Ave. to reverse angle parking (60-degree), 2-3 new spaces. • Collect peak-hour parking counts to confirm occupancies. • Include bicycle parking in future City, County, and private projects. 	<ul style="list-style-type: none"> • Develop a local business mitigation plan in during the Design Phase Union St. streetscape project. • Develop a temporary wayfinding and Maintenance of Traffic (MOT) plan for Union St. streetscape to minimize negative impacts to businesses. • Begin Construction Phase Union St. streetscape project.
<ul style="list-style-type: none"> • Complete redevelopment of the former City Hall and City Hall Annex sites. 	<ul style="list-style-type: none"> • As downtown residential population grows, study creation of a downtown off-leash dog park. 	<ul style="list-style-type: none"> • Encourage infill redevelopment of townhomes, garden apartments, etc. along Cabarrus Ave. east (i.e. Ashwood St. site), west (west of Spring St.) of Downtown • Encourage small-scale infill buildings on Market St. • Private sector completes liner building along new County parking garage. 	<ul style="list-style-type: none"> • Infill redevelopment of Concord Engineering and TechEdge sites. • Begin DESIGN PHASE of new County courthouse with an emphasis on a terminal vista at Corban/Church and rear entrance re-design on Union Street. • Analyze the feasibility of creating a lake with private residential development on City-owned parcels between Woodsdale Place and Wilkinson Court (to included park/greenspace & stormwater remediation)
<ul style="list-style-type: none"> • Begin conversion of Spring St. parking lot (39 spaces) to Market Square. • Develop plan to have continuous programming for downtown shared between Davis Theatre, Cabarrus Theatre building and Market Square. • Create an events task force if warranted by the addition of a theater or a programmed market plaza. 	<ul style="list-style-type: none"> • Identify opportunities for small-scale community gardens/ pop-up garden. • Explore creation of a local food co-op downtown. • Explore the creation of culinary incubator space. 	<ul style="list-style-type: none"> • Solicit hotel developers to explore Means Ave. site (current Wells Fargo drive-thru) • Encourage small-scale infill buildings on Market St. • Examine the demand and development potential for the Bicentennial parking garage and liner building for office/commercial/ residential. 	<ul style="list-style-type: none"> • Solicit office developers to explore mid-block residential on Cabarrus Ave. (behind Hotel Concord rear parking lot) • Examine potential redevelopment of County owned surface parking on Church Street (across from the Bicentennial parking for a mixed use development and parking garage.
<ul style="list-style-type: none"> • City and County development-related departments (i.e. Planning, Building Inspection, and Transportation) develop "Process Mapping" to easily illustrate development process for citizens and developers. • Create a shared parking policy • Explore creating a grease trap utility as part of the Union St. streetscape design. 	<ul style="list-style-type: none"> • Explore updated National Register of Historic Places survey for close-in neighborhoods, re: tax credits. 	<ul style="list-style-type: none"> • City and CDDC to explore additional façade grant incentives for private building owners prior to the completion of the Union St. streetscape construction. 	
<ul style="list-style-type: none"> • Create a centralized website/ program to promote Downtown residential projects (Ex. Live Baltimore, livebaltimore.com/) 		<p><u>Primary Responsibility For Each Step</u> City of Concord Concord Downtown Development Corporation Cabarrus County Private Sector</p>	



5.0 APPENDIX

The appendix is comprised of the following sections:

- Parking Study Summary
- Market Analysis Summary
- Urban Design Analysis
- Public Input Summary

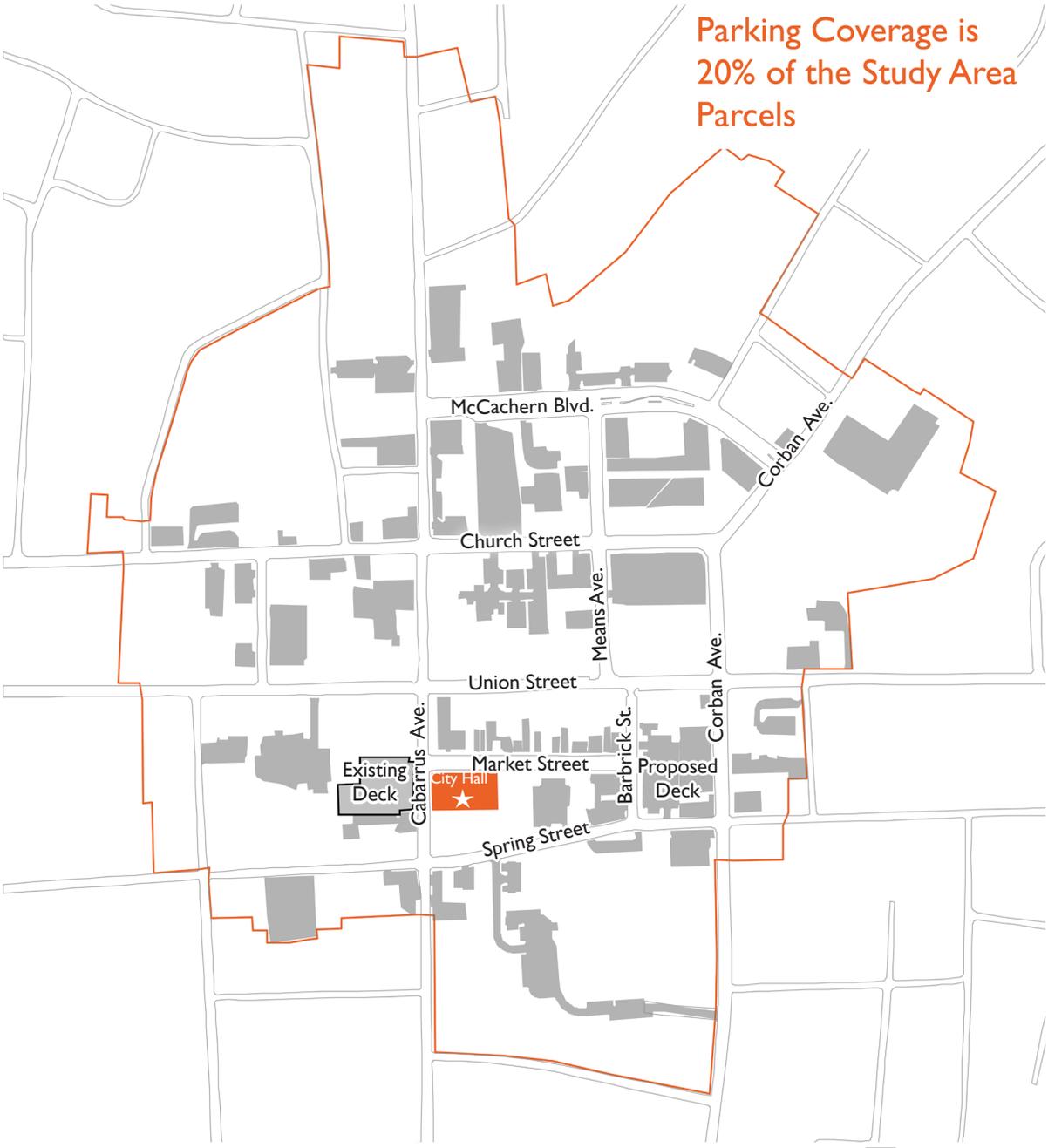
The full reports for both the Parking Study and the Market Analysis can be found on the City of Concord website.

5.1 PARKING STUDY SUMMARY

The Parking Study was performed by VHB in September of 2015 for the City of Concord. The following summarizes the major findings and recommendations from that Study.

- +/- 20% of entire downtown land area is reserved for parking
- County is studying the construction of a new deck on its lot at Corban and Barbrick Streets
-
- Current Downtown Parking Surplus +/-875 spaces
- Coordinated management needed for both public and private lots
- Metered on-street parking to control turnover is a good idea

Downtown Concord, NC PARKING



Parking Coverage is 20% of the Study Area Parcels

73 SURFACE LOTS:

- 926,000 SQ. FT. TOTAL AREA
- 2,356 PARKING SPACES

213 ON-STREET SPACES

PROPOSED PARKING DECK:

- +600 PARKING SPACES

EXISTING PARKING DECK:

- 341 PARKING SPACES

- Downtown Concord
- Streets
- Parking

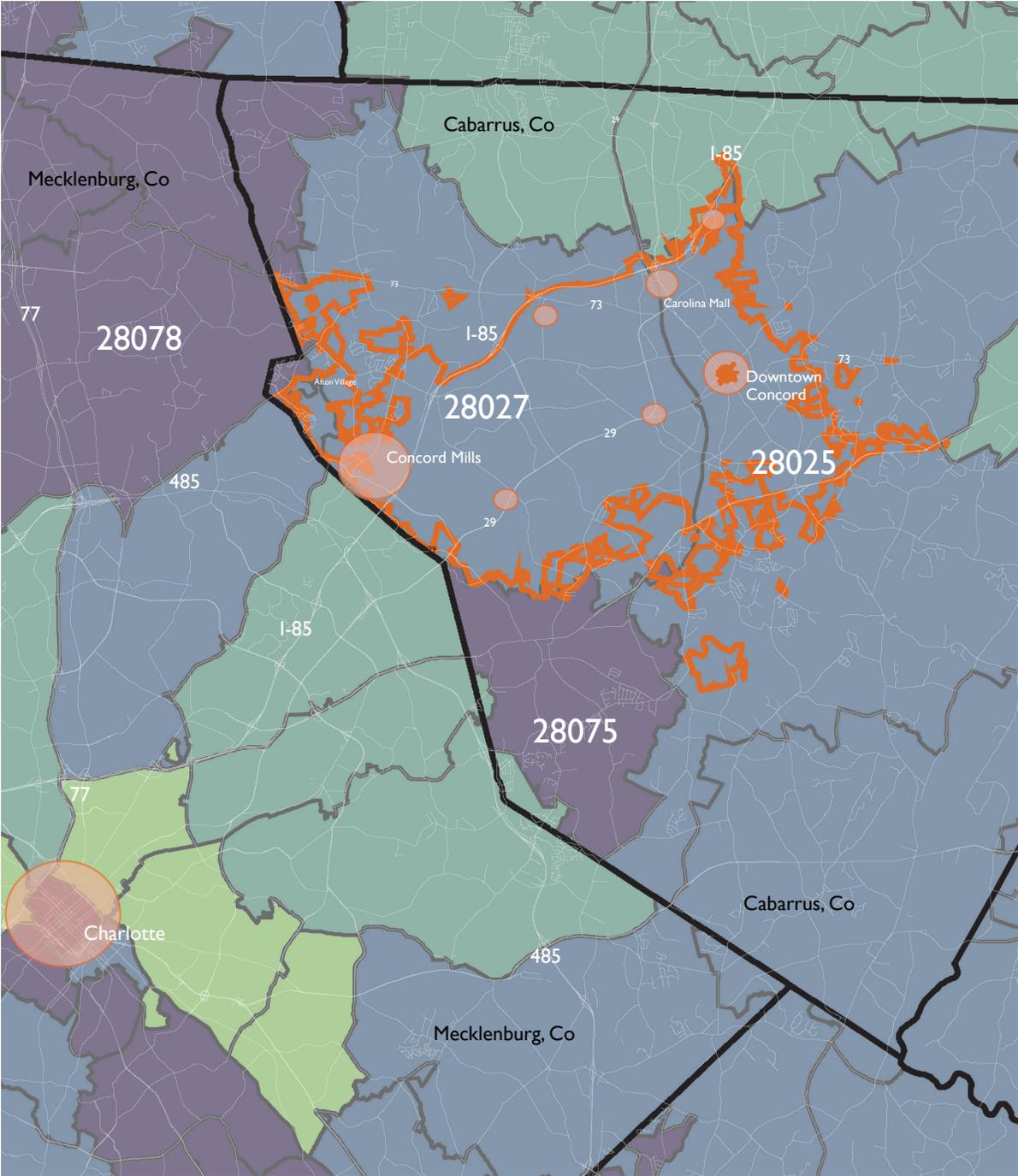


5.2 MARKET ANALYSIS SUMMARY

The Market Analysis Study was completed by DFI in March 2016. The DFI Development Market Program projects the following demand for residential, retail and office space over the next ten years:

- 390-680 residential units
- 80-100,000 sq. ft. retail
- 27-40,000 sq. ft. office
- Did not include hotel rooms in final market analysis

CONCORD, NC MEDIAN INCOME by ZIP CODE 2014



5 Miles



- \$20,000 - \$38,000
- \$39,000 - \$49,000
- \$50,000 - \$67,000
- \$68,000 - \$120,000
- Commercial Nodes
- State Roads
- County Lines
- Concord City Line

5.3 URBAN DESIGN ANALYSIS

The following pages detail various elements and area characteristics that influence the urban design planning process including:

- Study area and context analysis
- Land use and regulatory restrictions
- Infrastructure
- Transportation and circulation
- Open space and cultural resources
- Development opportunities

REGIONAL CONTEXT

Charlotte metro is one of fastest growing in US. Concord has captured its share of growth.

Downtown competes with other commercial centers in Cabarrus and Mecklenburg Counties

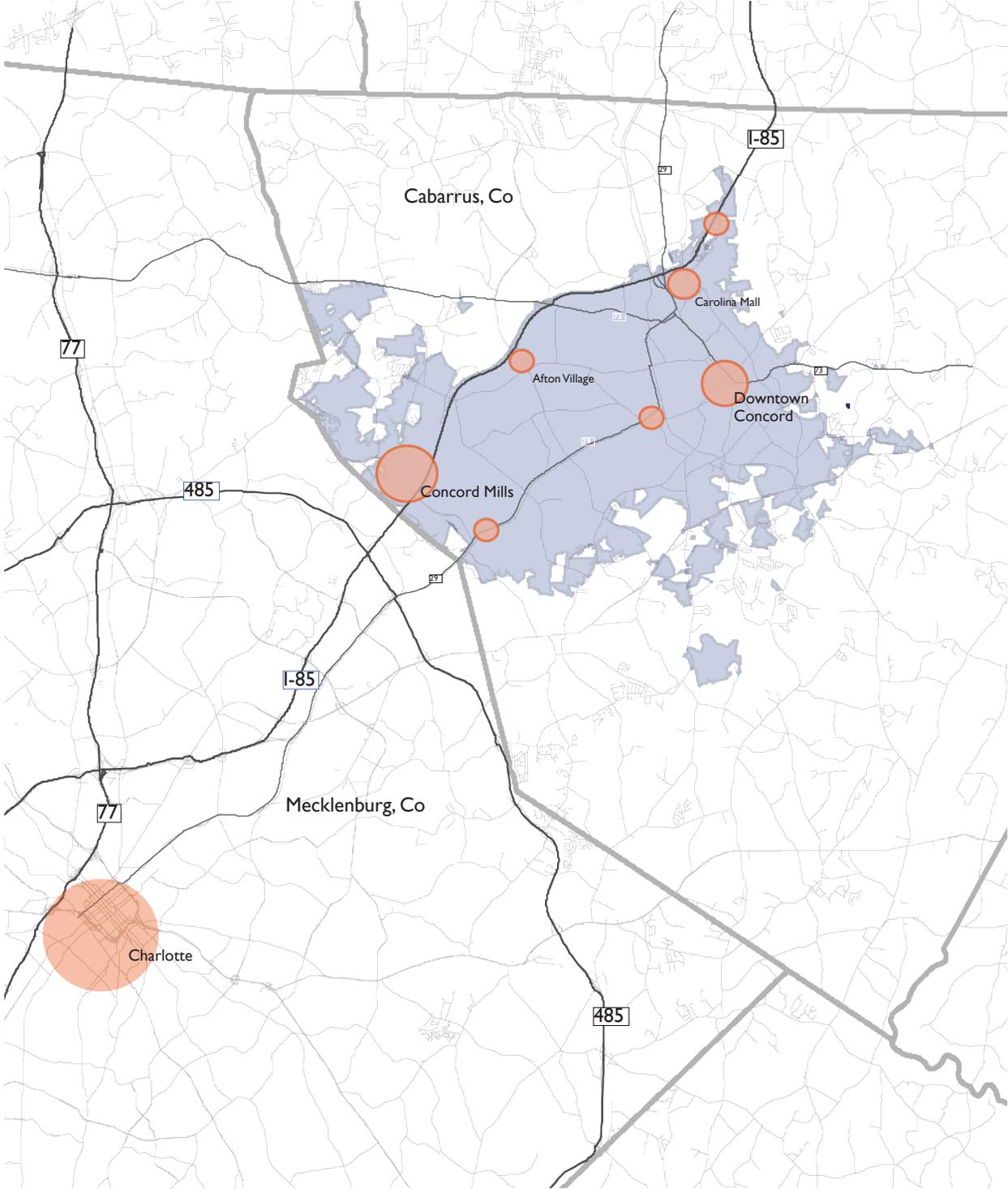
- Carolina Mall
- Afton Village
- Concord Mills
- NoDa
- Gibson Mill

Concord is perceived highly among the ring cities of Charlotte – just behind Rock Hill

LOCAL CONTEXT

- Good schools
- Crime is not a major issue
- Collaboration between City/County is good
- Nearby residents and young families with a passion for downtown
- Concord is already attracting folks that can not afford the urban living experience in Charlotte

Concord, NC REGIONAL CONTEXT

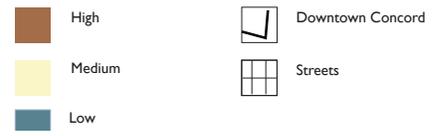
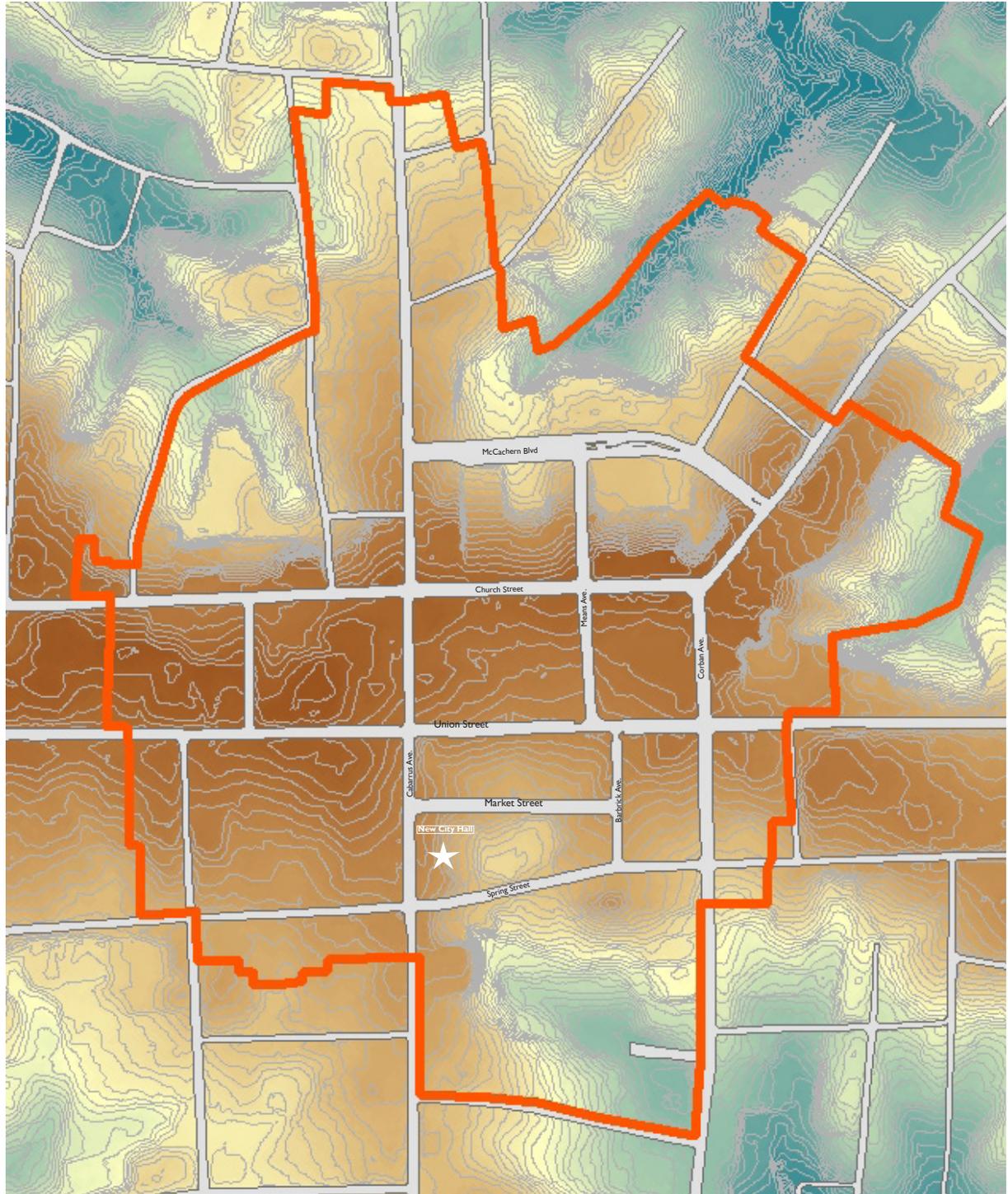


- Concord, NC
- Commercial Nodes
- State Roads
- County Lines

CONTEXT ANALYSIS

Downtown Concord, NC

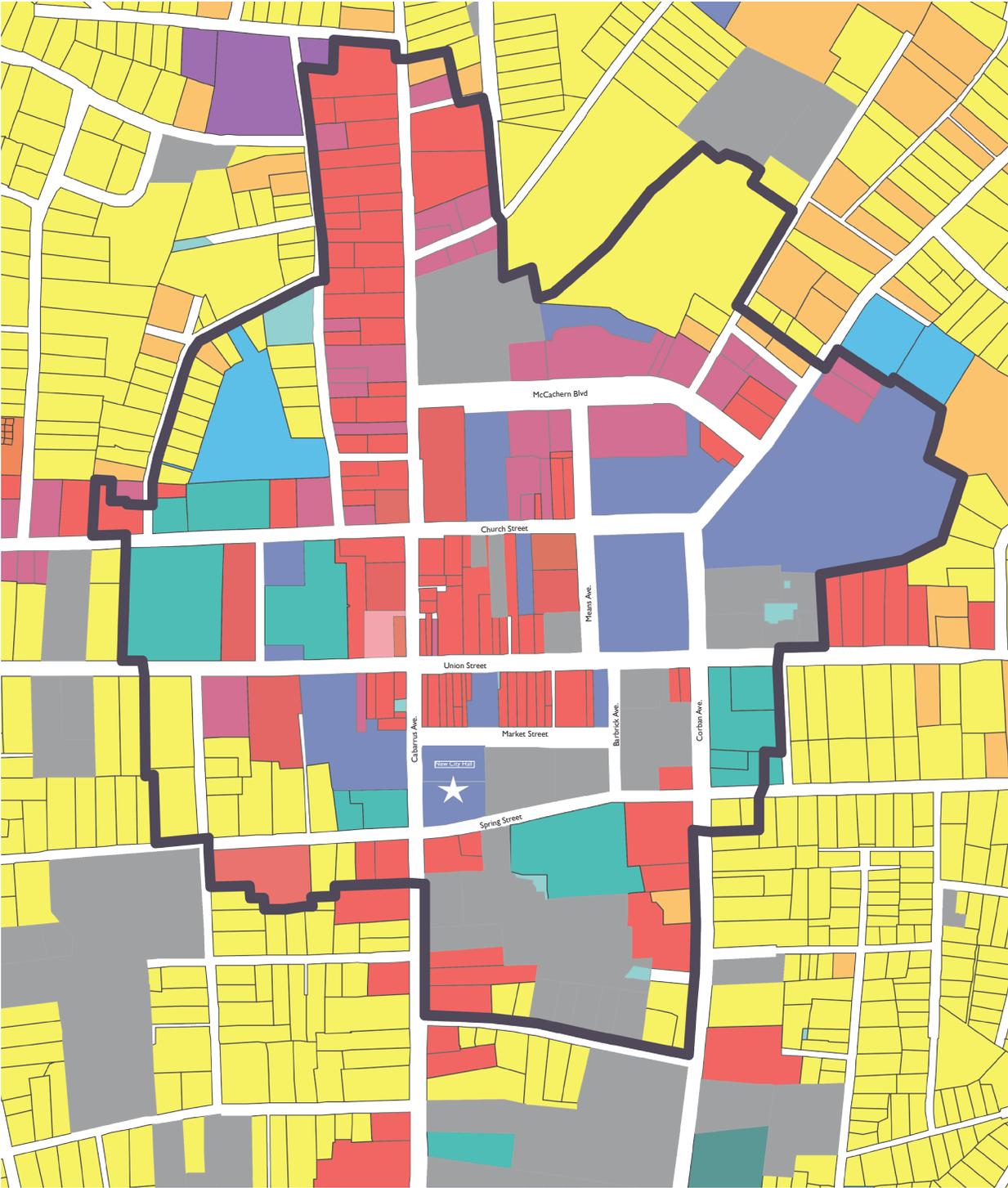
TOPOGRAPHY



LAND USE AND REGULATIONS

Downtown Concord, NC

LAND USE MAP

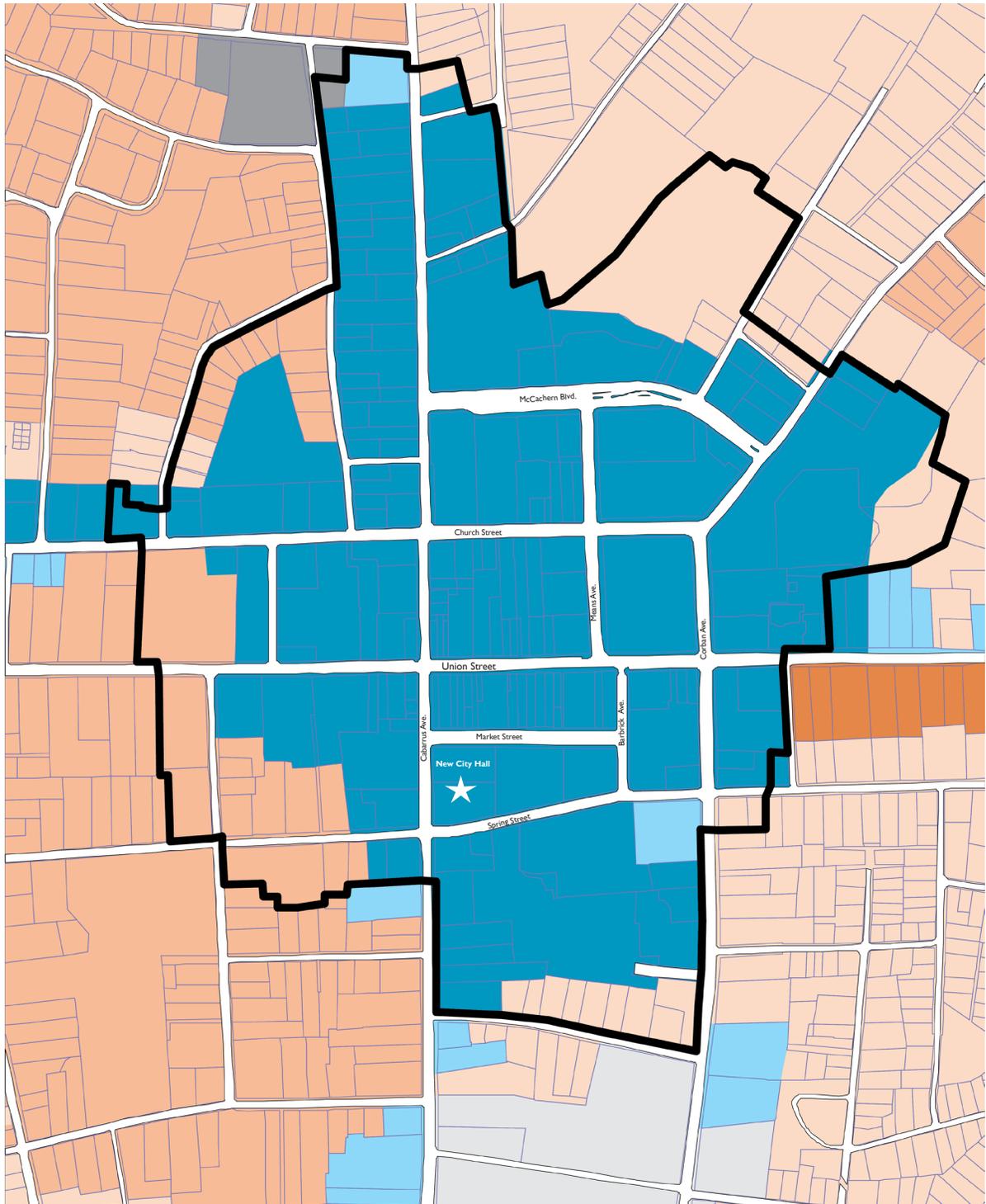


Single Family	Commercial	Churches	Public Institutions
Multi Family	Office	Educational Institutions	Industrial
Condominium	Hotel	Private Institutions	Other Uses

LAND USE AND REGULATORY RESTRICTIONS CONTINUED

Downtown Concord, NC

ZONING MAP

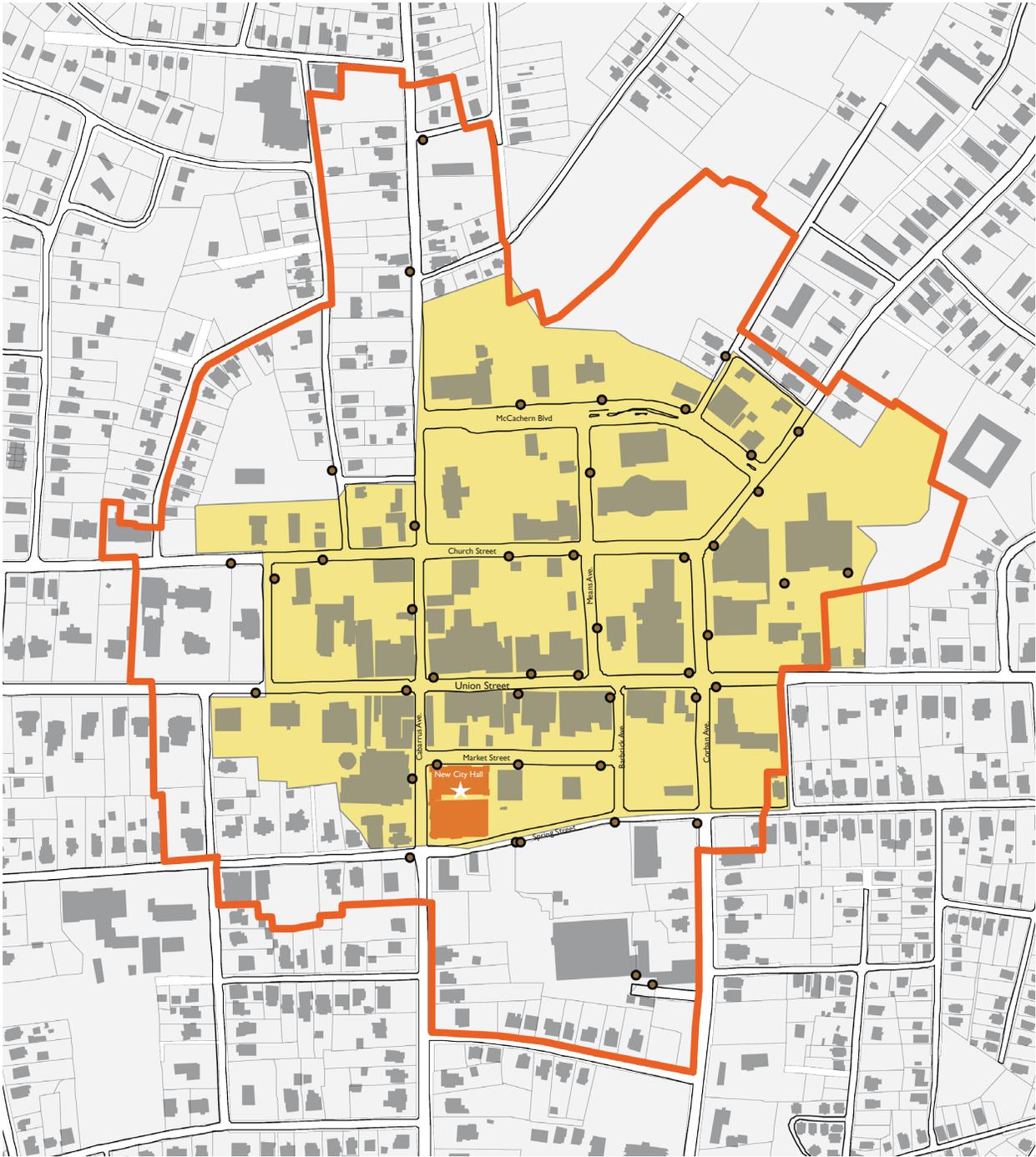


- | | | | |
|--------------|------------|------------|------------------|
| RC | C-1 or C-2 | O-1 | Downtown Concord |
| RM-1 or RM-2 | CC | I-1 or I-2 | Parcels |
| RV | | | |

LAND USE AND REGULATORY RESTRICTIONS CONTINUED

Downtown Concord, NC

FIRE PRIMARY LIMITS



Restrictions

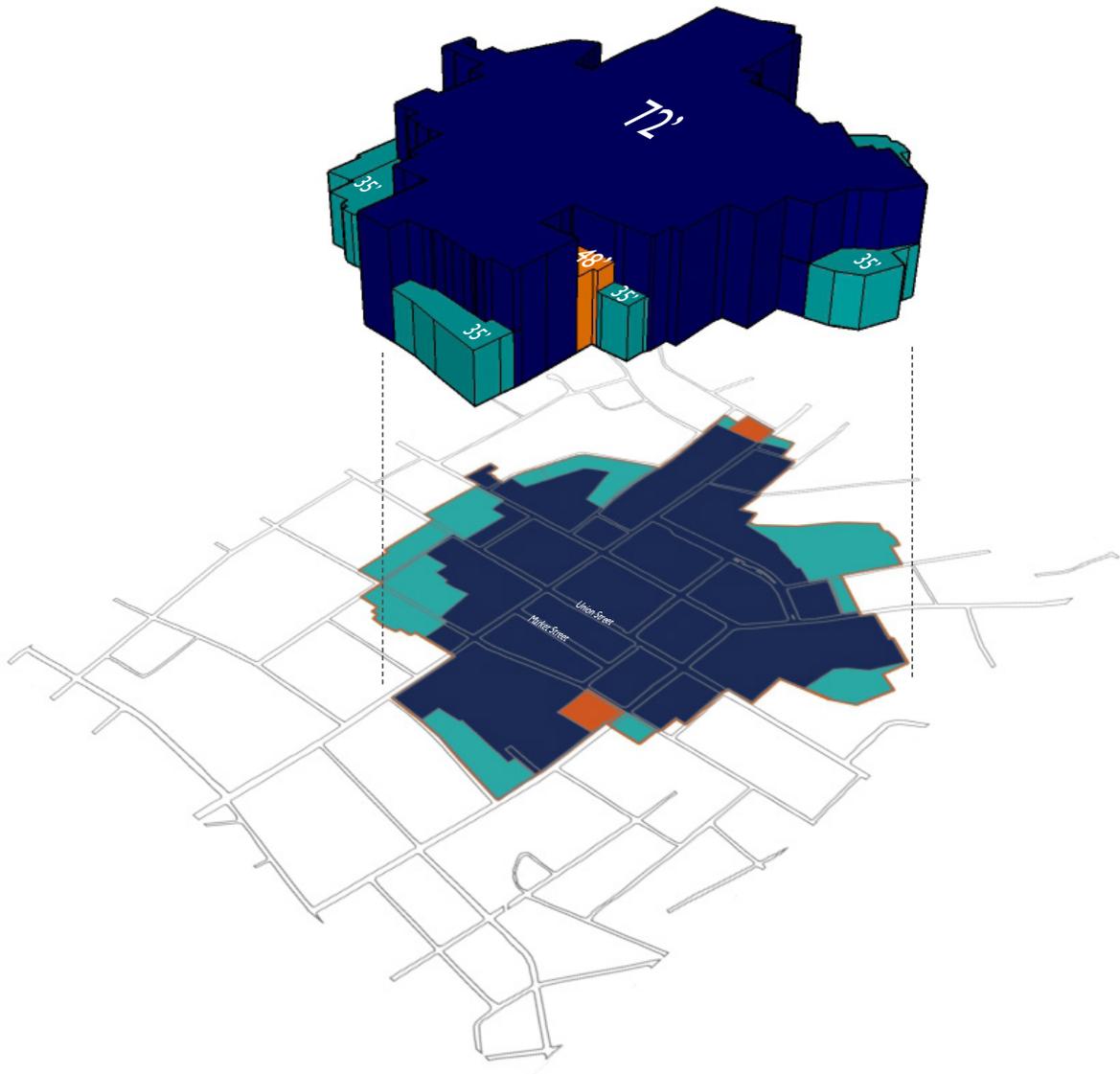
• No frame or wooden buildings allowed in primary fire district

-  Downtown Concord
-  Building Footprints
-  Parcels

-  Fire Primary Limits
-  Hydrants

LAND USE AND REGULATORY RESTRICTIONS CONTINUED

Downtown Concord, NC HEIGHT LIMITS

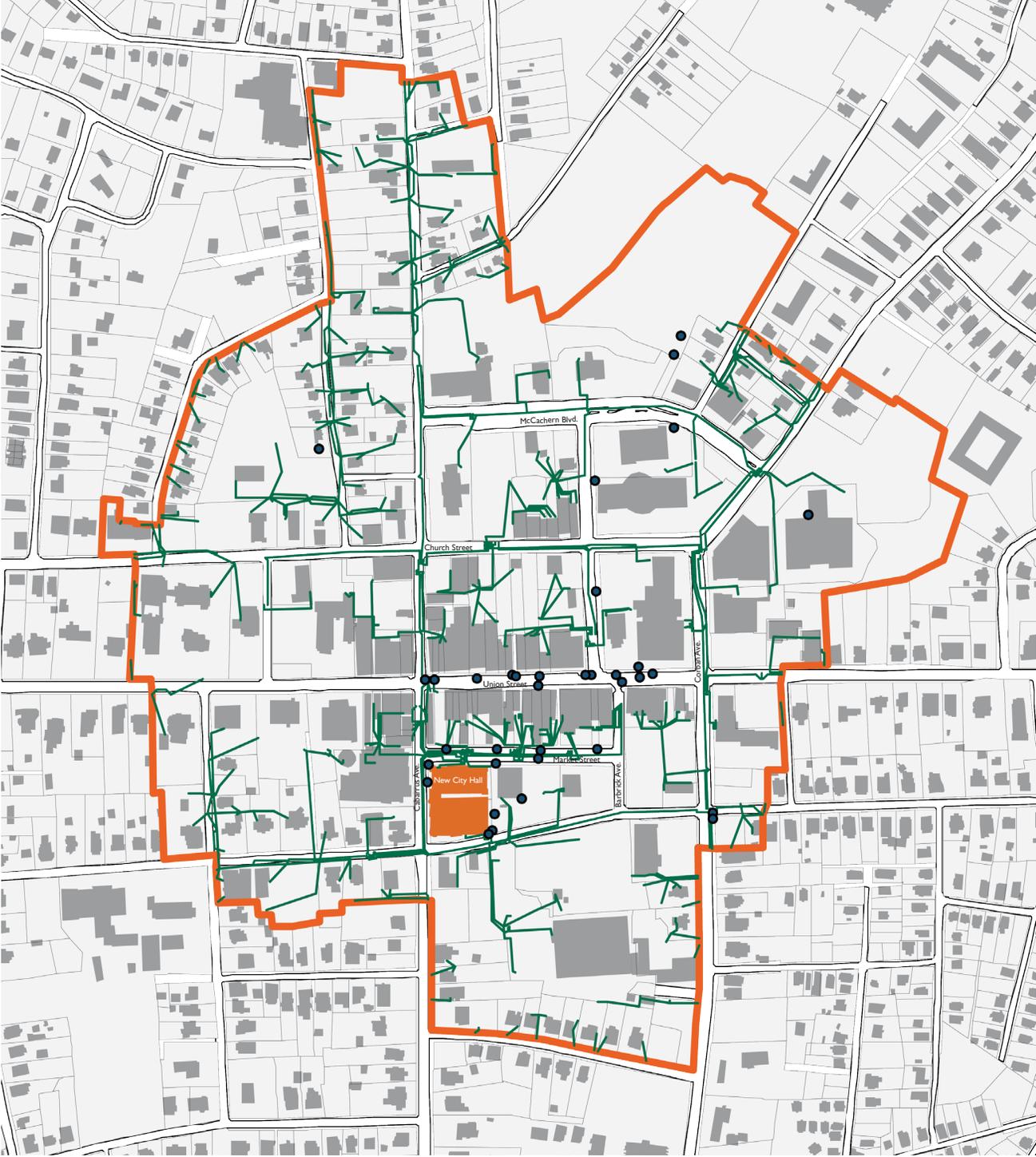


-  Streets
-  35 Foot Limit
-  48-50 Foot Limit
-  72 Foot Limit

INFRASTRUCTURE

Downtown Concord, NC

INFRASTRUCTURE: ELECTRIC

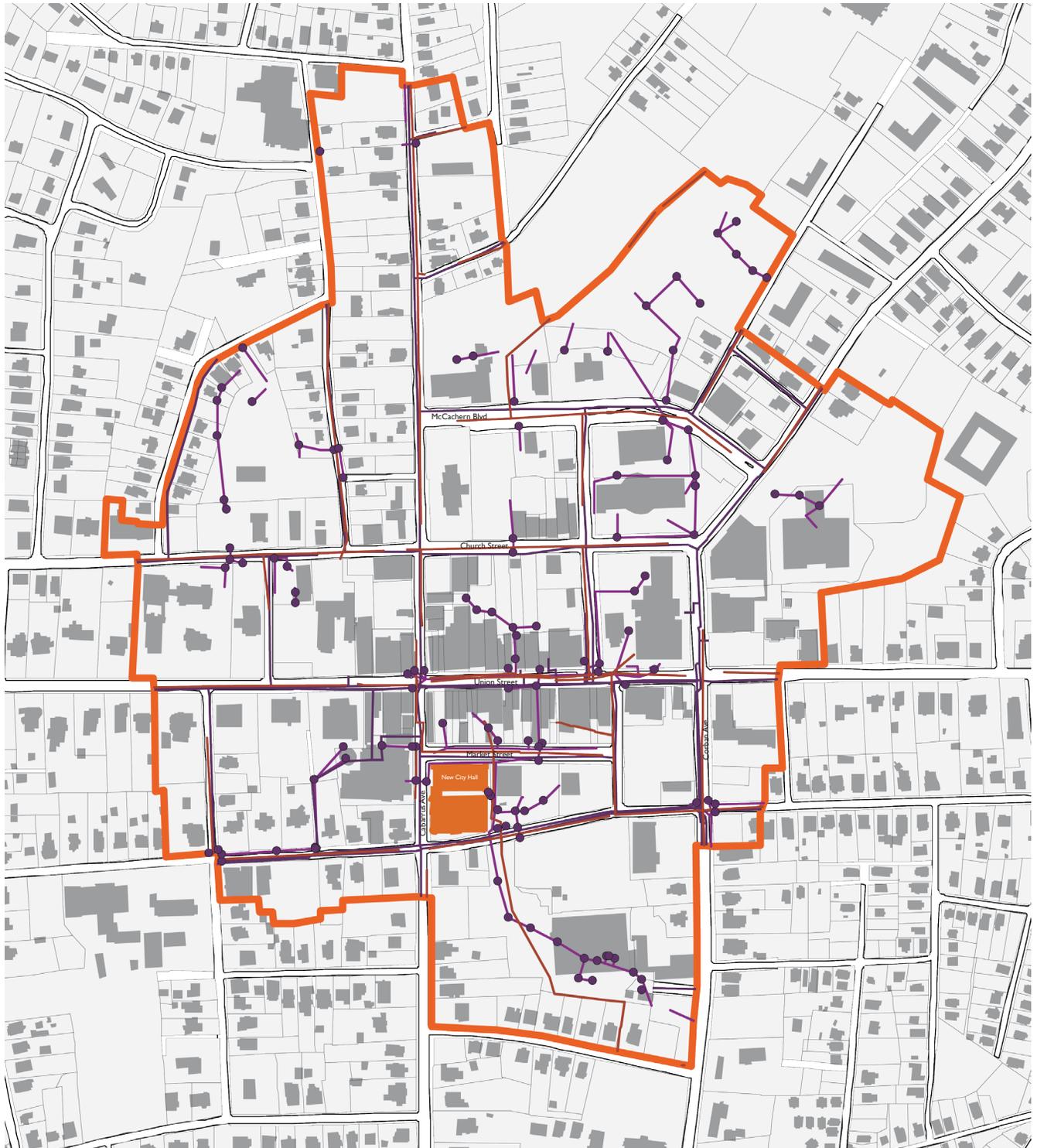


- Downtown Concord
- Electric Lines
- Building Footprints
- Junction Boxes
- Parcels

INFRASTRUCTURE CONTINUED

Downtown Concord, NC

INFRASTRUCTURE: SEWER



- Downtown Concord
- Gravity Main
- Inlet
- Building Footprints
- Pressure Main / Main
- Parcels

INFRASTRUCTURE CONTINUED

Downtown Concord, NC
Kitchens and Grease Separators



- Downtown Concord
- Buildings
- Parking
- Existing Kitchens
- Grease Separators

TRANSPORTATION

Downtown Concord, NC

CRASH STATISTICS 2011-2015



TRANSPORTATION CONTINUED

Downtown Concord, NC

TRAFFIC COUNTS 2014, Avg. Annual Daily

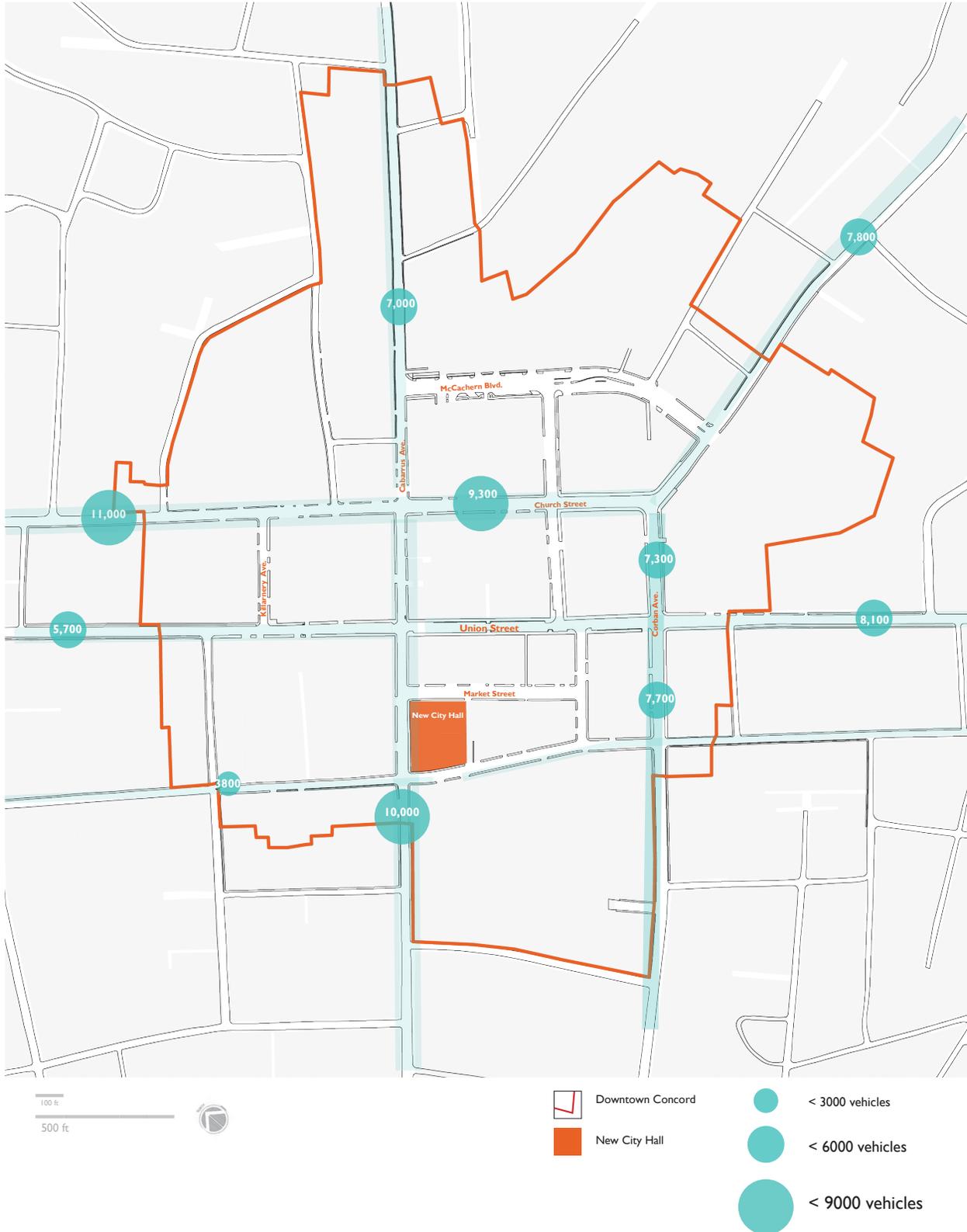


- Downtown Concord
- Streets
- Major Roads
- Rail Road
- Traffic Flow

TRANSPORTATION CONTINUED

Downtown Concord, NC

TRAFFIC STATISTICS Average Annual 2014

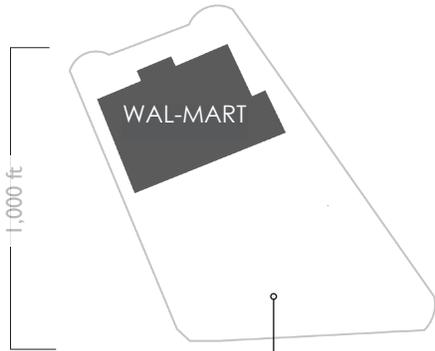


TRANSPORTATION CONTINUED

Walmart/Downtown Comparison



Cabarrus County
Courthouse Campus



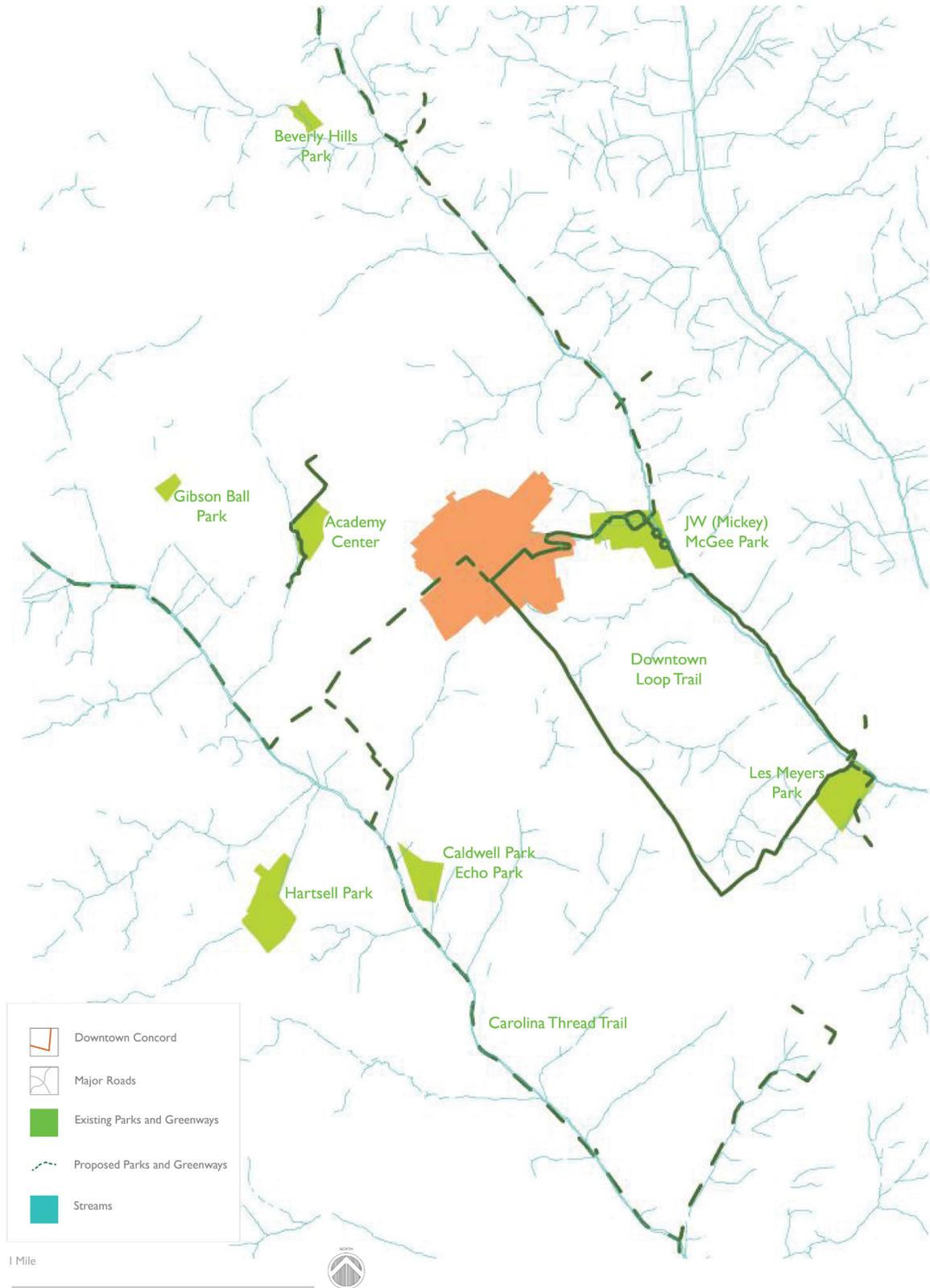
Concord Mills
Wal-Mart Super Center

Walking Distance
from parking to destinations

OPEN SPACE AND CULTURAL RESOURCES

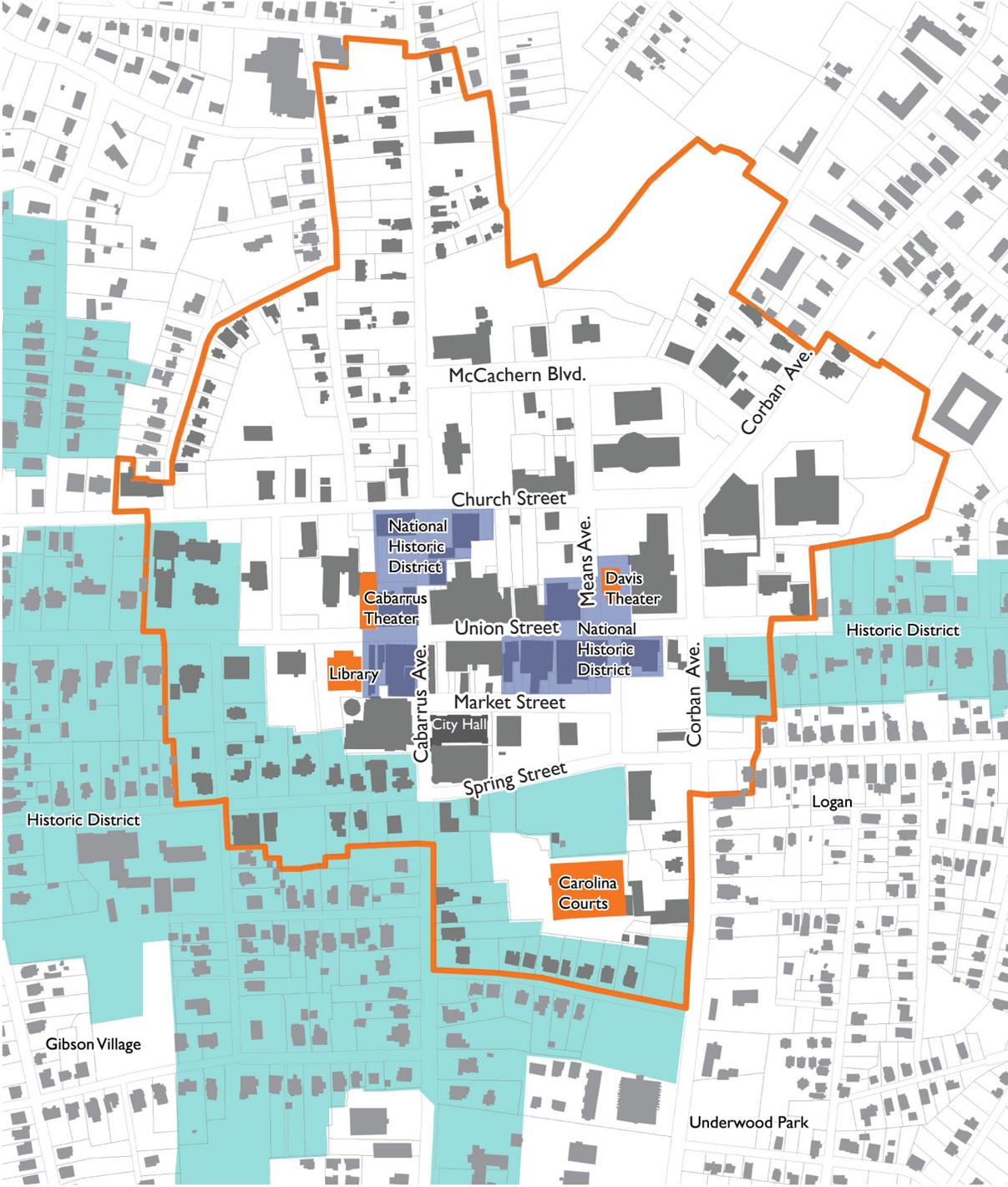
Downtown Concord, NC

PARKS & RECREATION NETWORK



OPEN SPACE AND CULTURAL RESOURCES CONTINUED

Downtown Concord, NC
CULTURAL RESOURCES

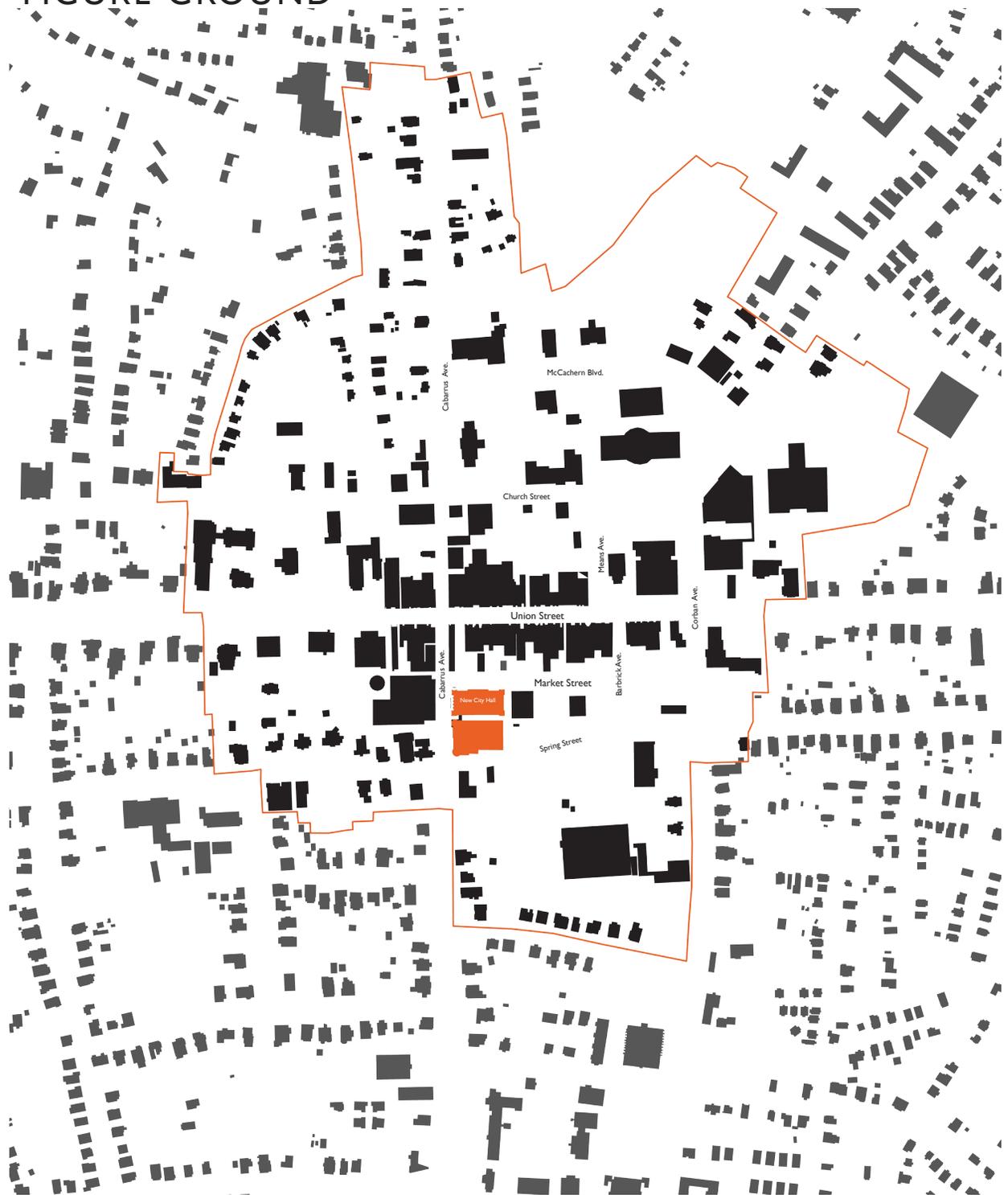


- Cultural Resources
- Local Historic District
- National Historic Districts
- Downtown Concord
- Buildings

DEVELOPMENT OPPORTUNITIES

Downtown Concord, NC

FIGURE GROUND



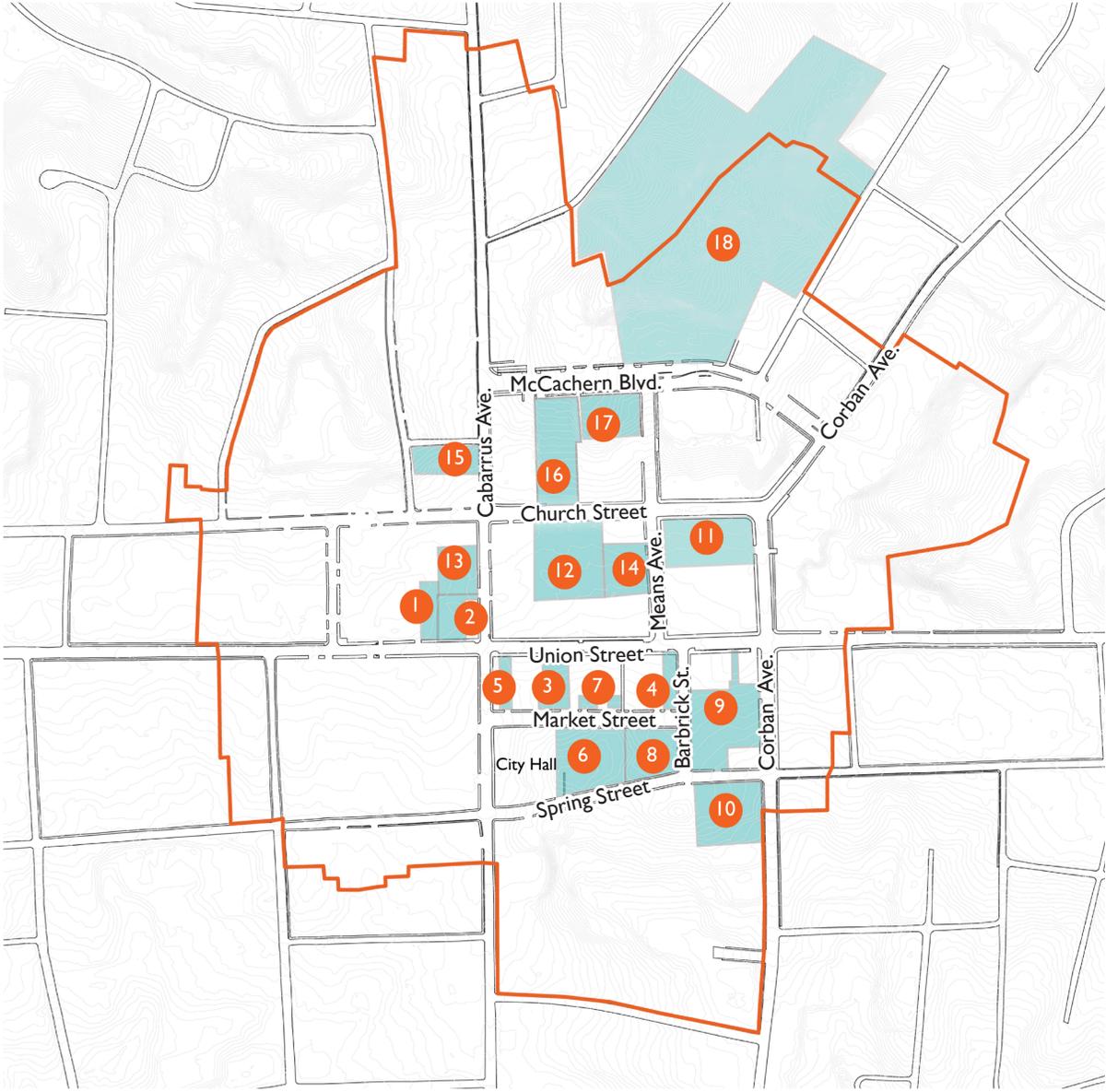
100 ft
500 ft



-  Downtown Concord
-  Buildings Inside Study Area
-  Buildings Outside Study Area

DEVELOPMENT OPPORTUNITIES CONTINUED

Downtown Concord, NC
OPPORTUNITY SITES



- | | | |
|---------------------------------|--------------------------------|-------------------------------|
| 1. Cabarrus Theater | 7. Market Street Infill | 13. 108 Cabarrus Avenue |
| 2. Hotel Concord Re-development | 8. Forty Five Market Street | 14. 31 Means Avenue |
| 3. Former City Hall | 9. Cabarus County Lots 3 and 4 | 15. 51 Cabarrus Street |
| 4. Former City Hall Annex | 10. Seventy Four Spring Street | 16. 29 Church Street |
| 5. Five Union Street | 11. Cabarrus County Courthouse | 17. 60 McCachern Boulevard |
| 6. Thirty Market Street | 12. Bicentennial Plaza Lot | 18. Downtown Lake Development |

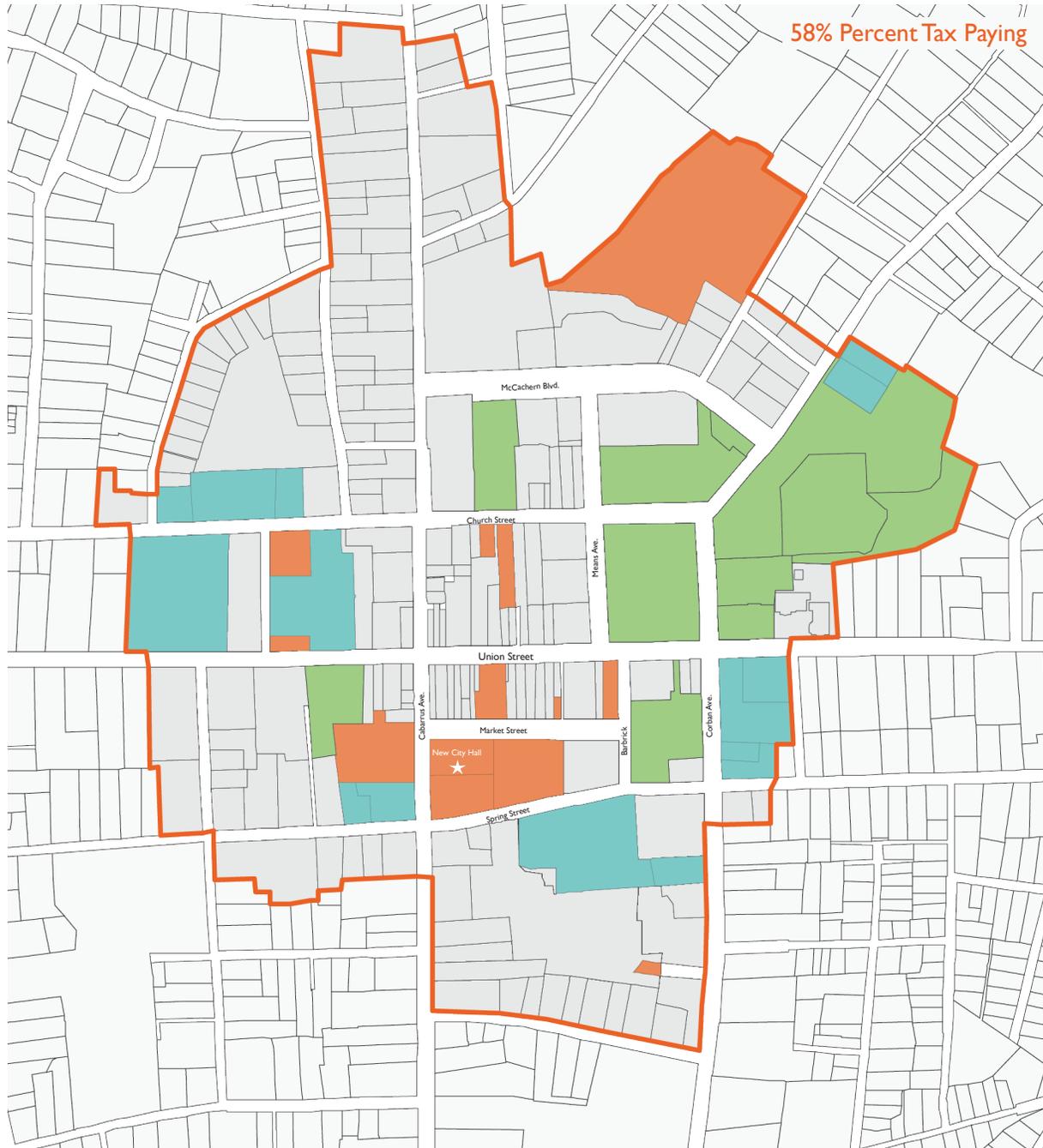


- Downtown
- Streets
- Topography
- Opportunity Sites

DEVELOPMENT OPPORTUNITIES

Downtown Concord, NC

PROPERTY OWNERSHIP



City of Concord:

- 10.8 Acres
- 18,000,000 Value

Cabarrus County

- 24.8 Acres
- 154,700,000 Value

Churches

- 13.2 Acres
- 9,500,000 Value

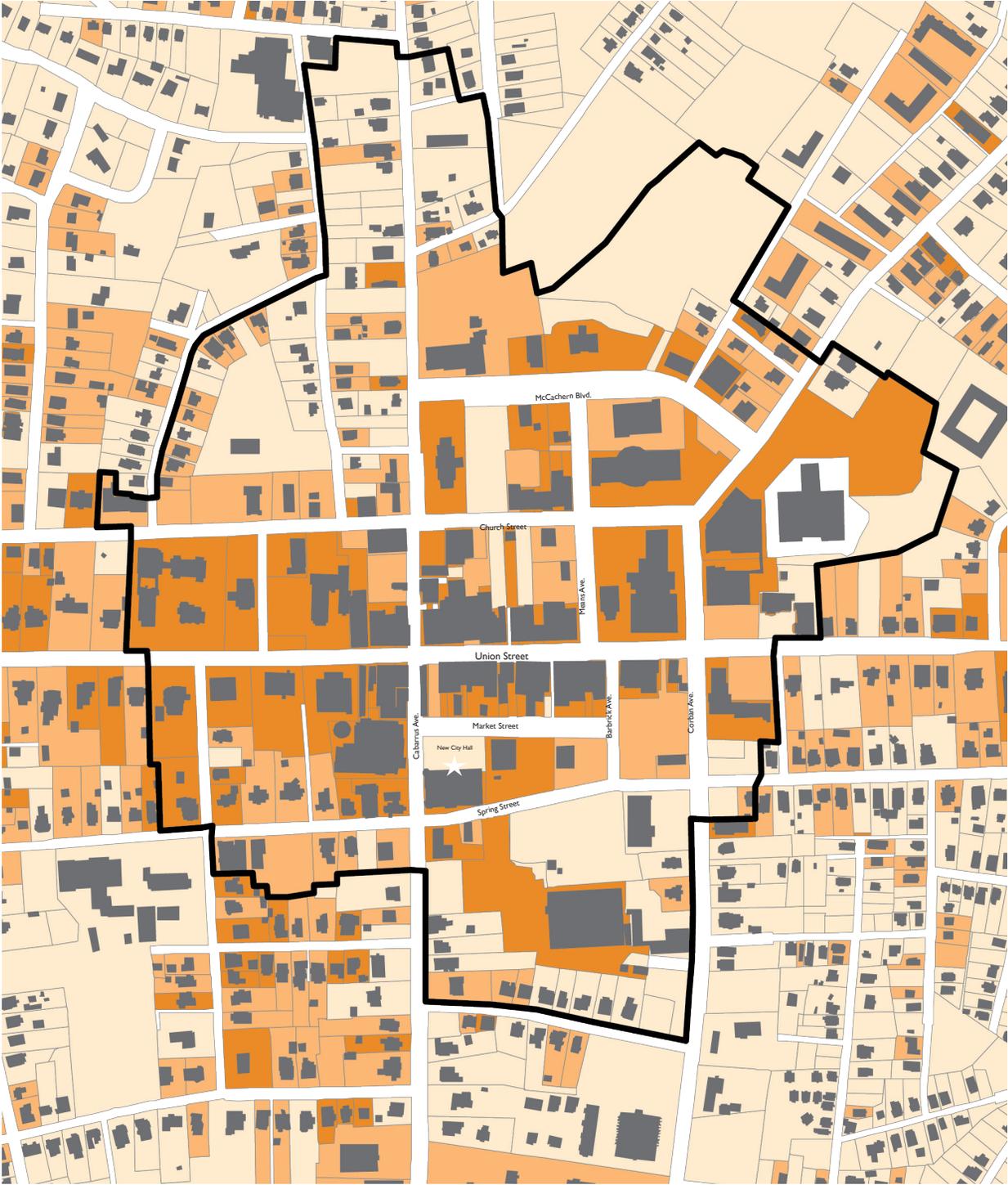
All Other Property

- 84.5 Acres
- 237,900,000 Value

- Downtown Concord
- Parcel Lines
- City of Concord
- Cabarrus County
- Churches

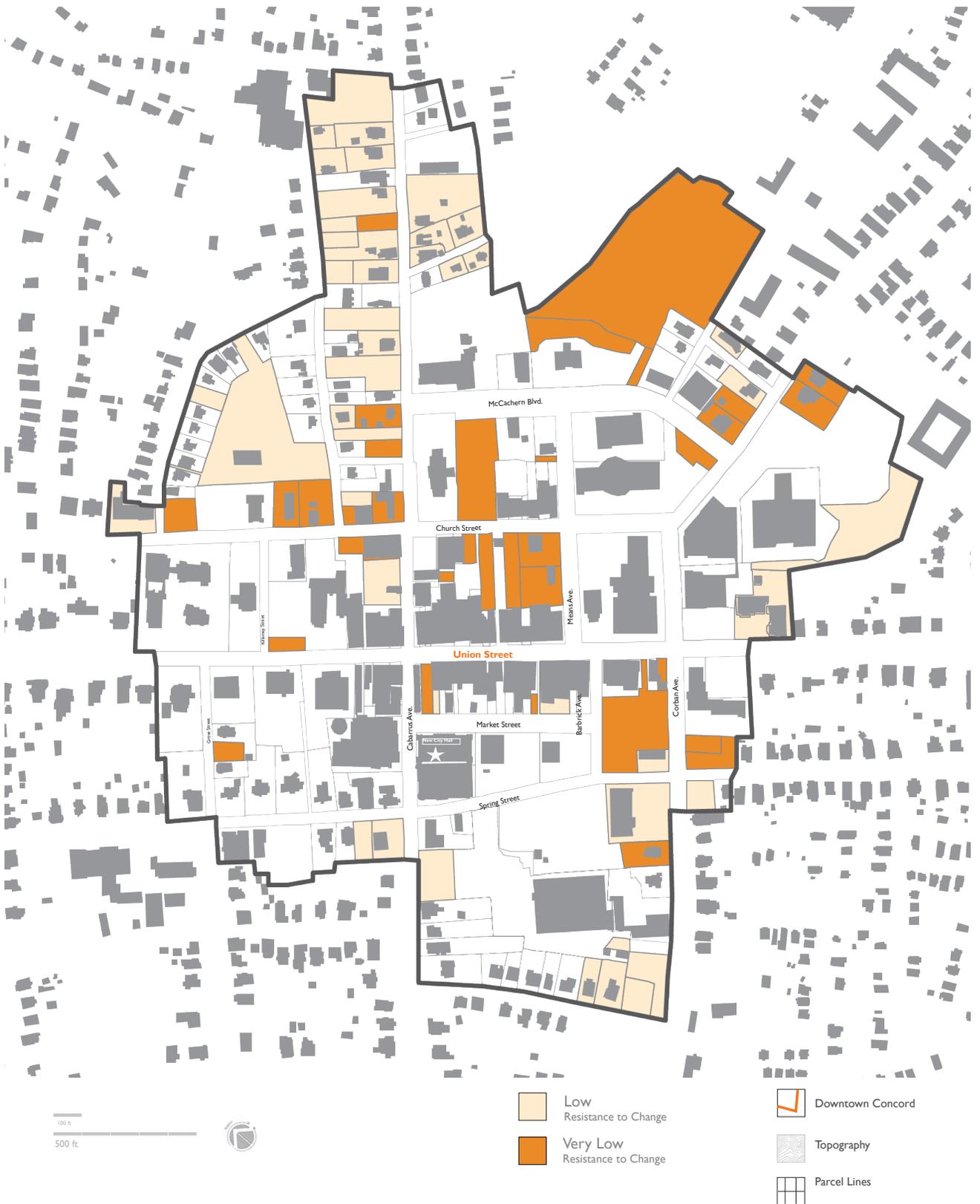
DEVELOPMENT OPPORTUNITIES CONTINUED

Downtown Concord, NC
PARCEL VALUE by PARCEL AREA



DEVELOPMENT OPPORTUNITIES CONTINUED

Downtown Concord, NC AREAS OF DEVELOPMENT OPPORTUNITY



5.4 PUBLIC ENGAGEMENT

Concord's residents and business community were provided many opportunities to participate during the plan process. Opportunities included listening sessions, attendance at public design workshop sessions, steering committee meetings, the project website, and public meetings with the Planning Board and City Council. Overall, + 1,800 individuals participated through one of these many methods, generating ideas for the future of downtown Concord.

PROJECT WEBSITE The project website provided outreach to over 1,700 people, who visited the site to learn about the process and research previous planning reports.

LISTENING SESSIONS Over 60 participated in process through listening sessions. The listening sessions primarily included business owners, property owners, City Department heads, County staff, and various organizations that play a role in downtown.

WORKSHOPS Design Workshops were held from March 21 through March 24 at City Hall, providing participants the opportunity to develop and test new ideas for the downtown area. 30 to 40 people participated each day (afternoon and evening sessions) and included a broad cross-section of long-term and short-term residents.

PECHA KUCHA At the opening session, residents, business owners, and a group of young families presented their thoughts about downtown in a Pecha Kucha format, highlighting key issues from their perspectives concerning the future of downtown.



WORKSHOP COMMENTS



Downtown Concord Urban Design Workshops

Describe what you love about Concord

- Love that arts council has developed art on tap-a-way to draw young professionals who celebrate the arts to our downtown
- Love the arts in downtown! Specifically art walks, galleries + Davis Theatre! Make the arts available to visitors + all community
- Upscale dining & shops
- A sense of place. It is not cookie cutter
- Scale & Potensial
- Creamery, Cross Fit, Retail (need more), Choclatiere!, library & programs, walking on North & South Union streets
- Love small town feel!
- Love that Concord leadership wants my opinion on these future plans! Thank You!!
- Places to gather – Giannis, Bistro, Lil Roberts, Creamery, and more
- Love 7 art galleries, Davis Theatre performances, art walks, Art-on-Tap, great restaurants, beautiful architecture
- Diverse, Buildings, Designers
- Progressive thinking major & City Council
- Passage ways that have been enhanced, Memorial Garden, Lotus Living Arts – Yoga, Ballroom dancing
- Mayor Padgett
- Reclaim (the health of) our waterways & leverage with greenways alongside
- More true greenways that are off-street, safe, and pleasant
- It's populated
- Davis theatre and galleries!
- CDDC downtown festivals, tree lighting, fireworks
- Arts council, shows, galleries, art walks, architecture
- Still has that small town feel but progressively building. Scott Pagette rocks.
- Residences at Loft (need more)! Hotel Concord ballroom & Carolina Courts, art walks, art exhibits at Old Courthouse, restaurants/gathering at Ellie's + Carm's wine shop, Davis Theater, Rotary Square (Farmer's Market), chimes & music from St. James Luthern Church

***Reflects some (not all) of the comments received.**



Downtown Concord Urban Design Workshops

What is your big idea for the future of downtown?

- Pilot programs of bike lanes where citizens supply mat & labor
- Basketball Tournament outside, one a year.
- Street basketball tournament in street on temporary painted court
- Diversity initiatives - (1) City staff, presidents reach out to minority groups @ downtown events like art walks, Union Str live parade; (2) advertise city sessions @ Boys & Girls Club & Carolina Courts
- Tactical urbanism “share it square” washington
- Test / Pilot Program - Georgia Str, Yorktown Ave, Grove Ave => diverting green space to slow traffic
- “find the painted intersection” @ Grove Ave & Georgia Str
- Designate smoking areas away from front entrances of shops/restaurants, etc.
- Ditto!
- Outdoor dining, green space for outdoor concerts, bike lanes, brewery, latenight spots for the after concert crowd
- Easton Town Center in Columbus OH is the perfect model of an alive downtown. People live there, shop there, eat there, buy groceries at markets there. It's a very fun place to visit. Hendersonville NC is a perfect model of a desirable looking downtown. Large sidewalks, outdoor dining, good mix of businesses.
- Ditto!
- Mobile parklet
- Sidewalk dining
- Outdoor dining, music / art events
- Ditto
- Free events bring diversity
- Battle of the bands event
- Small general store, antique store, “hometown” grocery store
- Attract a small grocery market like Peachtree . . . a little bigger.
- More professional public art
- Incentivize government employees to live downtown

*Reflects some (not all) of the comments received.

WORKSHOP COMMENTS



Downtown Concord Urban Design Workshops

CONTINUED

What is your big idea for the future of downtown?

- More public art (% program)
- Ditto
- More free public parking for the community and have a starbucks in downtown Concord
- Live/Work space, downtown grocery store, bike lanes, more art/music events
- Ditto
- Attract more younger folk (20-30)
- Find the soul of Concord; right now it's just a place where you come for government business
- For downtown & Gibson Mill, a fun inviting outdoor eatery that promotes outdoor activity & a healthy lifestyle
- Retain firehouse as museum
- Pilot projects to try various thing out
- Connect green space & bike; other than driving
- Tap into places where people are already gathering
- We love the idea of a brewery downtown
- Ditto!!
- Build residential density
- Green gathering area and more events
- Family friendly affordable dining such as a pizza shop
- Live/Work space
- Places that are open later
- Bike lanes to alcohol events (bars)
- More bike lanes
- Music Mecca
- *****Better utilization of the Glen Center (old Concord Middle) & Barber Scotia Historic buildings
- Signs for downtown activities - outside of town
- Mobile business front

*Reflects some (not all) of the comments received.



Downtown Concord Urban Design Workshops

CONTINUED

What is your big idea for the future of downtown?

- *Build housing where the jobs are*
- *Ars & cultural hub*
- *Late night spots*
- *Create more entertainment venues*
- *Ditto*
- *Bike lanes, outdoor dining, micro brewery, more green space (old police department)*
- *Fresh Market, Trader Joes, & public art*
- *More signage / awareness for pedestrians at crosswalks*
- *Market like Peachtree Market (local farms & locally made products)*

*Reflects some (not all) of the comments received.

WORKSHOP COMMENTS



Downtown Concord Urban Design Workshops

What is downtown's biggest challenge?

- There are a few practical reasons for me to come to DT - more practical shopping would be a draw and outdoor dining.
 - Ditto!
 - Variety of dining options, additional bike lanes, speed bumps where needed, fostering thriving Work/Live place.
 - Ditto!
 - Parking!!!
 - Ditto!!!
 - Narrow sidewalk
 - slow down cars on Union & Cabarrus -- too fast!
 - Business diversity - need more retail
 - Converting Market, Church & Cabarrus to "Main Street" look & feel
 - Raising the bar on quality
 - Getting more investors like Lofts 29
 - Enhance / Improve pedestrian facilities on Cabarrus, Church, Market, Barbrick to Union standards
 - Infill development
 - Pulling in the diverse groups?
 - Current architecture dictates hoarding people into buildings
 - Parks, leisure facility, play grounds
 - Lower Union Street streetscape, tree + enhance encourage lighting @ night
 - Retail - need after hours places to keep employees downtown
 - Sidewalk dining. . . need wider sidewalks
 - Access, mobility, affordable housing, public toilet, community building
 - Small parklets, along greenway . . . perhaps on S. Union Str.
 - Need to continue offering evening hours & events - we love art walks, etc.
 - Changing people's mindset
 - Ditto
- *Reflects some (not all) of the comments received.**



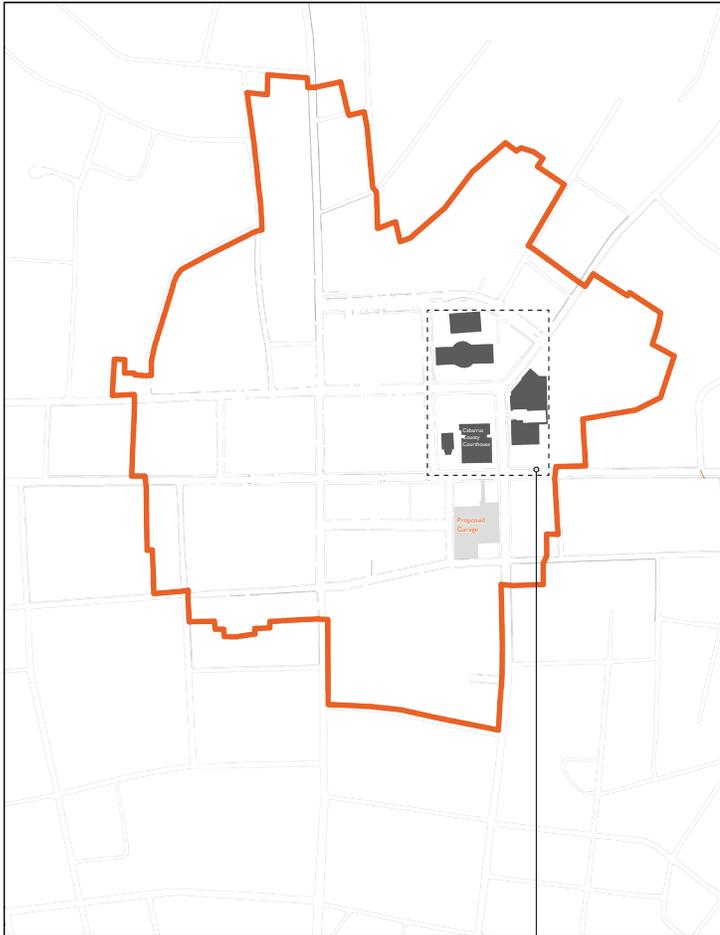
Downtown Concord Urban Design Workshops

What is downtown's biggest challenge? CONTINUED

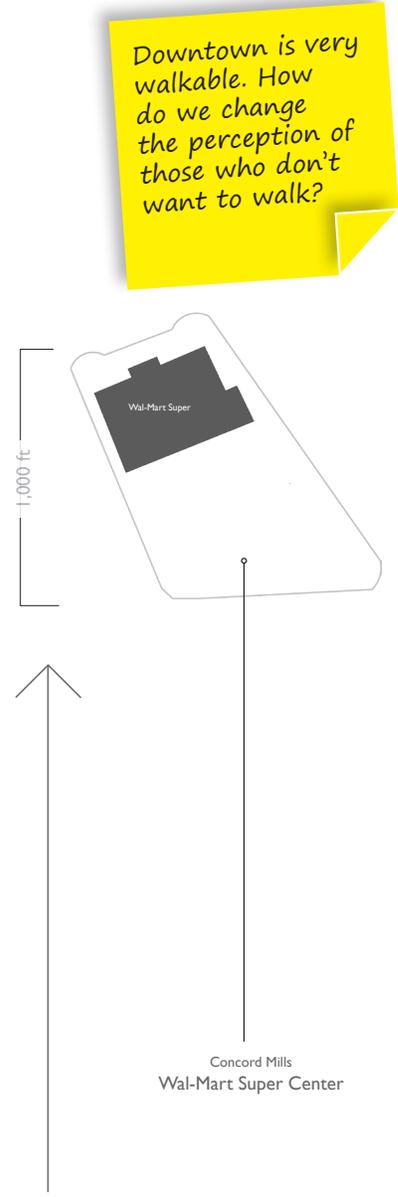
- Drawing in people from 28027 zip code area
- Extend Historic District to offer revitalization funds to those outside district ex. -S.Union & Spring Strs.
- Downtown business owners need to continue working together - CDDC helps to make this happen!
- Cars need to slow down for people using crosswalks
- Hard to shop in local businesses after having lunch due to 2 hour parking. No one wants to leave store to move car every 2 hours.
- Ditto!
- Businesses closing @ 5PM not open on Sunday
- Getting residents to C.C.
- C.C. Property owners owning idea of dynamic C.C.
- Property owners neglecting their buildings
- Addressing streetside / pedestrian scale for new construction
- Need more retail! Odd seeing streetfront exercise studios.
- Walkable, bikeable downtown
- More outdoor activity will bring more visitors
- Make it appealing for walking, bike riding. Extend greenways. Public Art.
- Better lighting, more outdoor dining, family friendly entertainment
- Lack of diversity
- Outdoor dining
- Need property owners to rehab their buildings
- Ditto!
- Need more open mindedness
- Substandard housing

*Reflects some (not all) of the comments received.

Walmart/Downtown Comparison

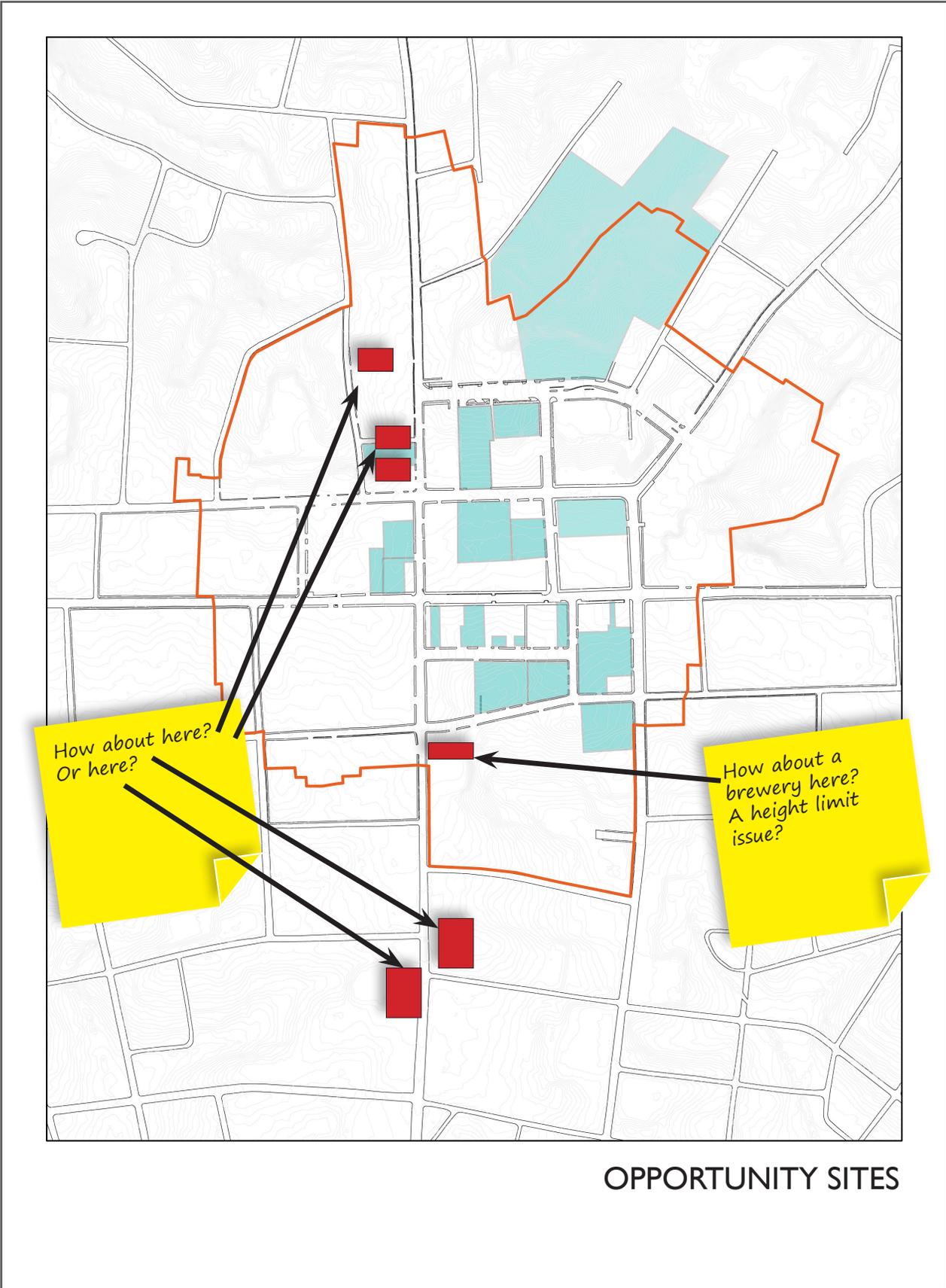


Cabarrus County
Courthouse Campus



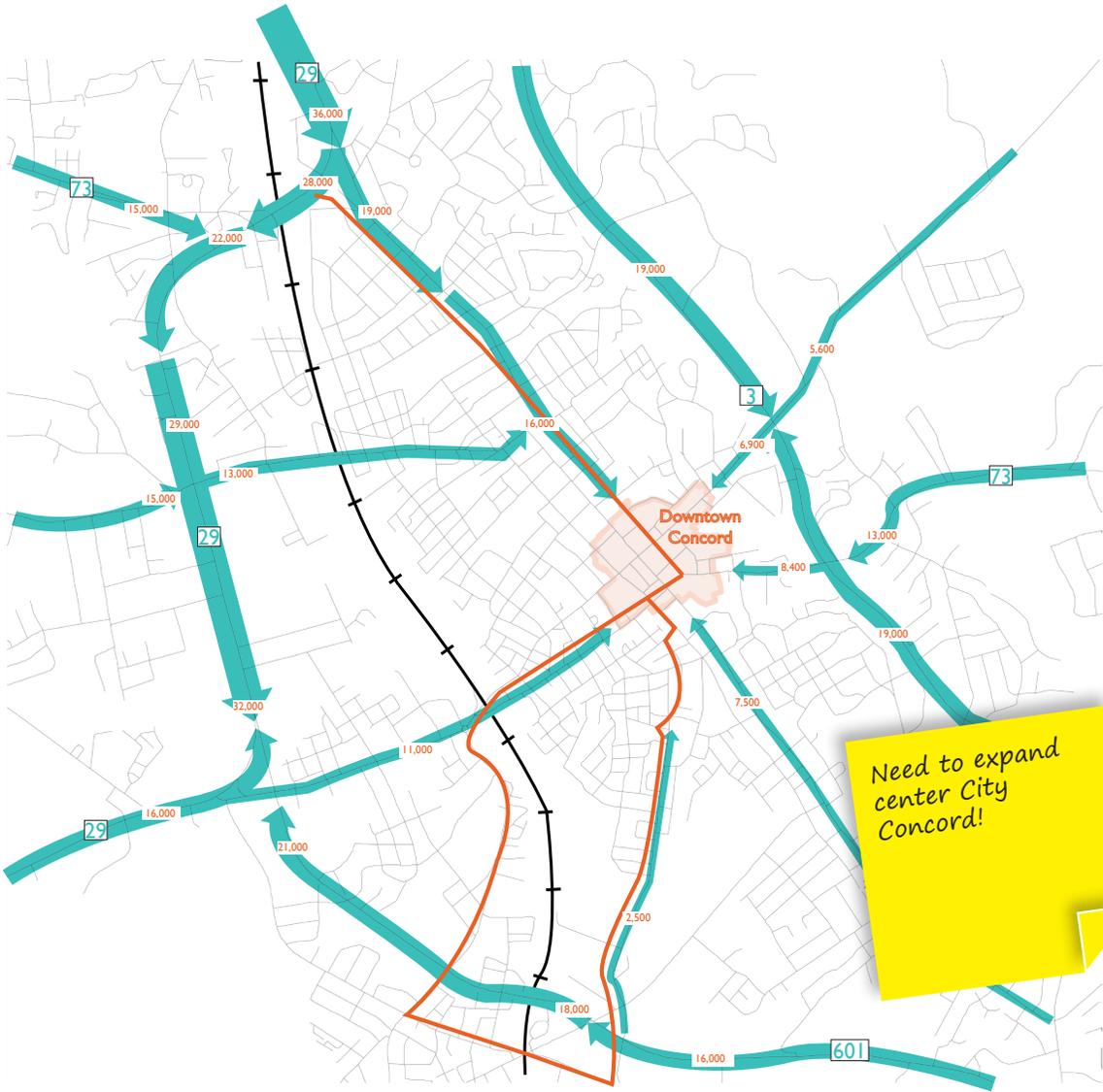
Walking Distance
from parking to destinations

WORKSHOP COMMENTS CONTINUED



WORKSHOP COMMENTS CONTINUED

Downtown Concord, NC TRAFFIC COUNTS 2014, Avg. Annual Daily



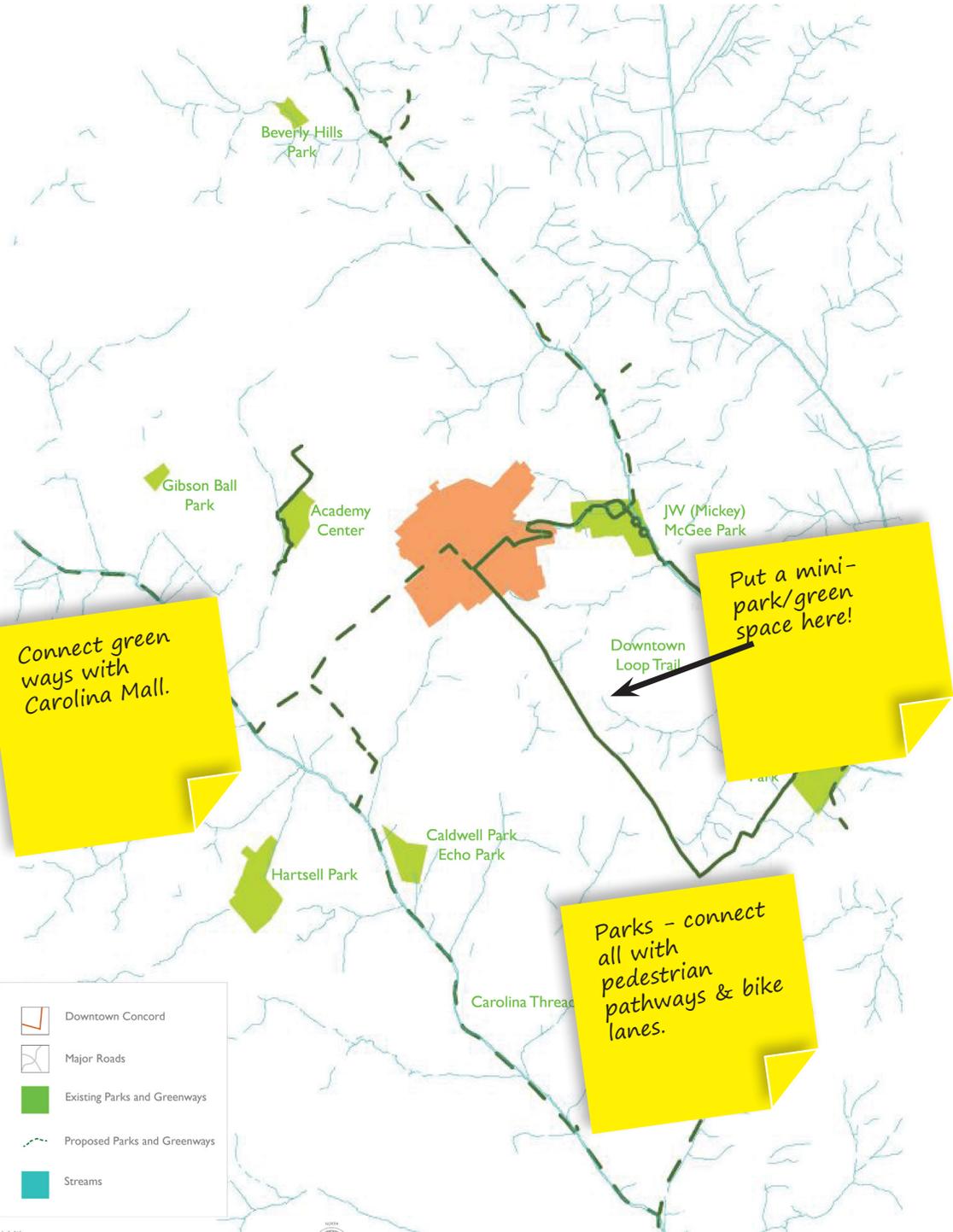
- Bus Route (orange line)
- Streets
- Major Roads
- Rail Road
- Traffic Flow

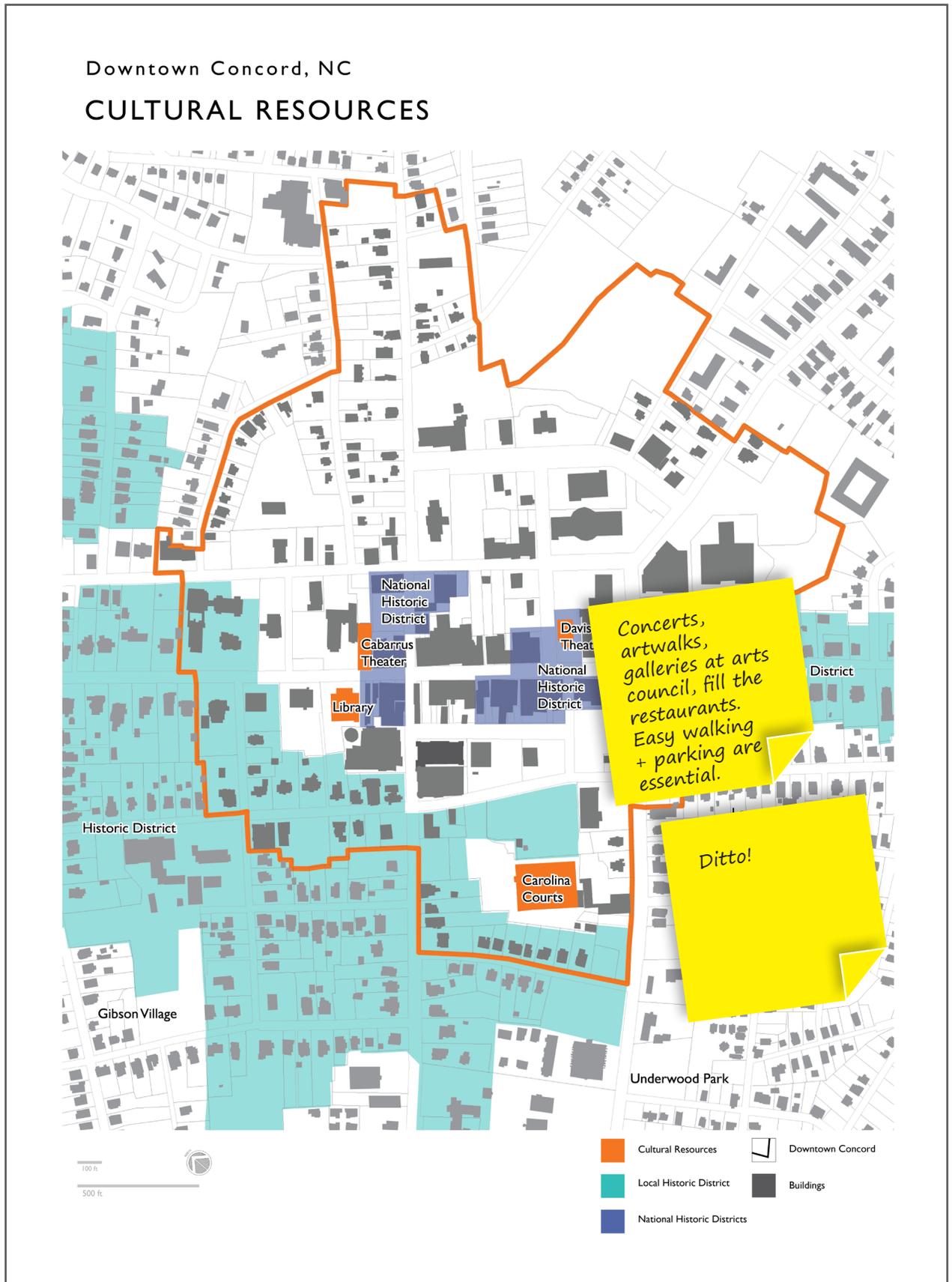
WORKSHOP COMMENTS CONTINUED



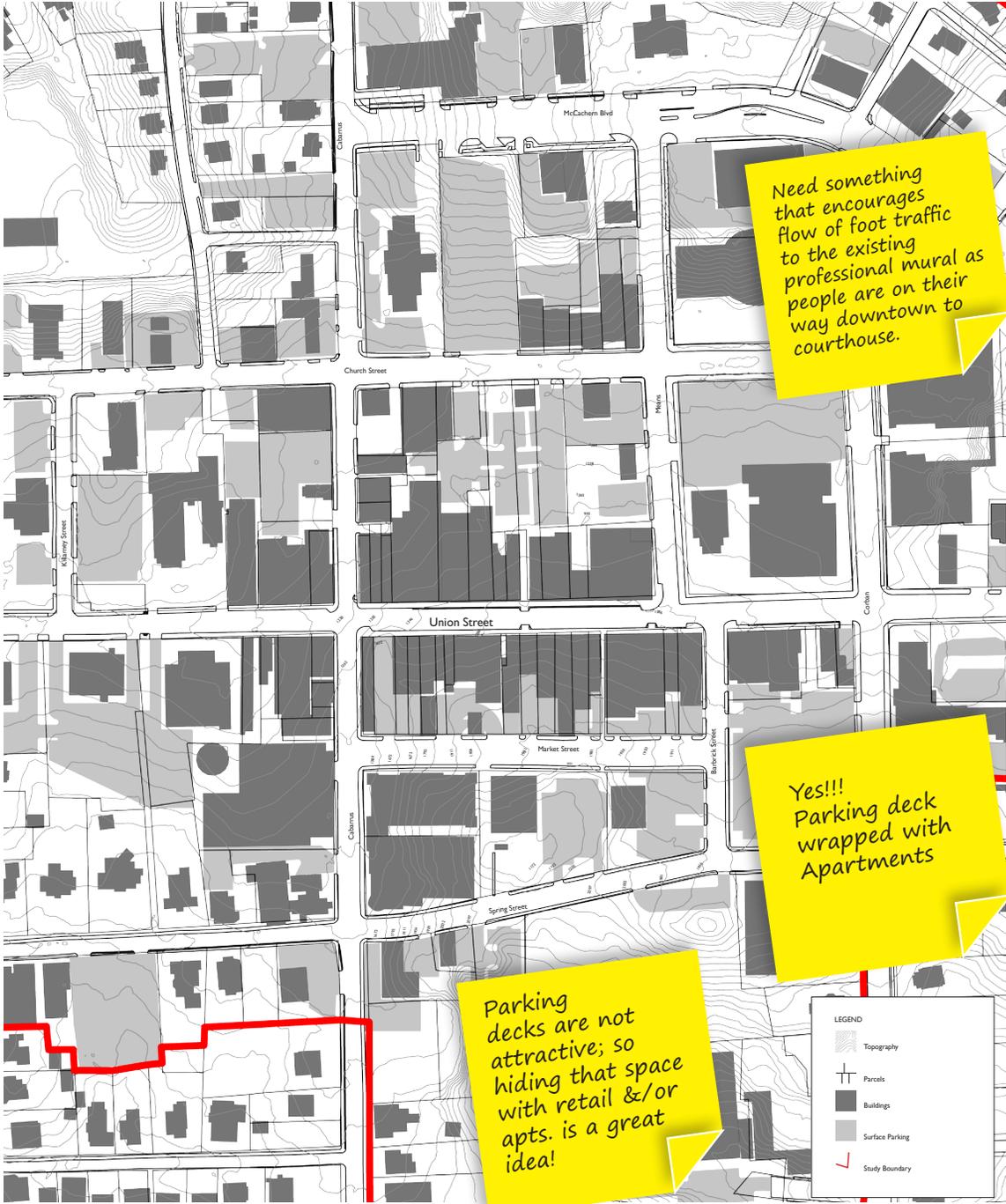
WORKSHOP COMMENTS CONTINUED

Downtown Concord, NC
PARKS & RECREATION NETWORK





WORKSHOP COMMENTS CONTINUED



Union Street, Downtown Concord

WORKSHOP COMMENTS CONTINUED

Would like to see more public art, beautiful murals, like professional mural @ bicentennial lot.

If hotel is planned for downtown Concord - does not have to be a chain.

Need better way to add historic charm to facades. Fake windows - Really?!

Encourage facade improvements along Union Street!

Hotel Concord

County Library

Cabarrus Ave

Union

475'

39'6"

34'9"

36'0"

10'

Develop back side of Union Str. - along Market Str so more pedestrian friendly.

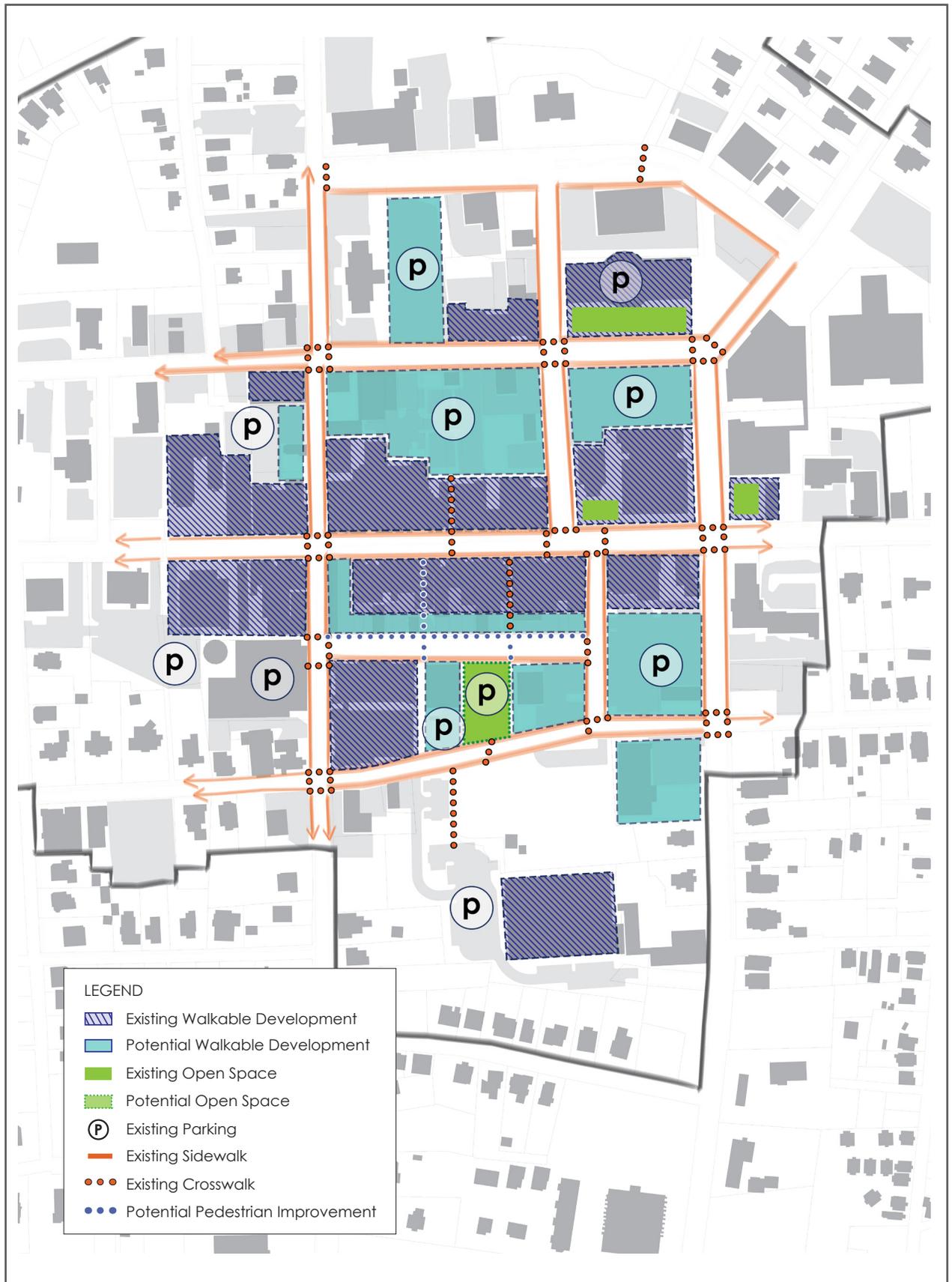
Improve facades

More public art to increase foot traffic ex. benches, signs, flowers, etc.

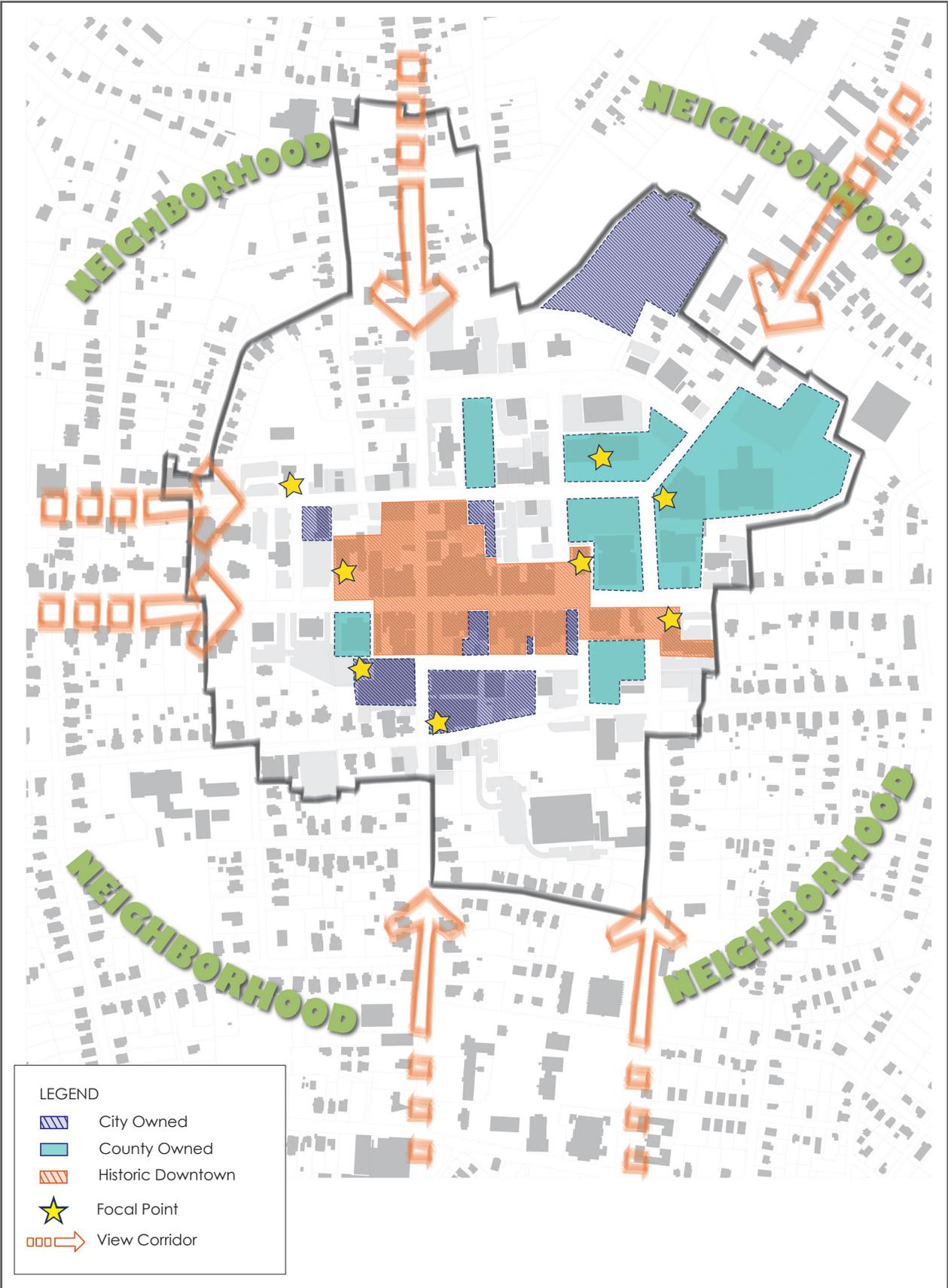
Not Good - Sore

Good!

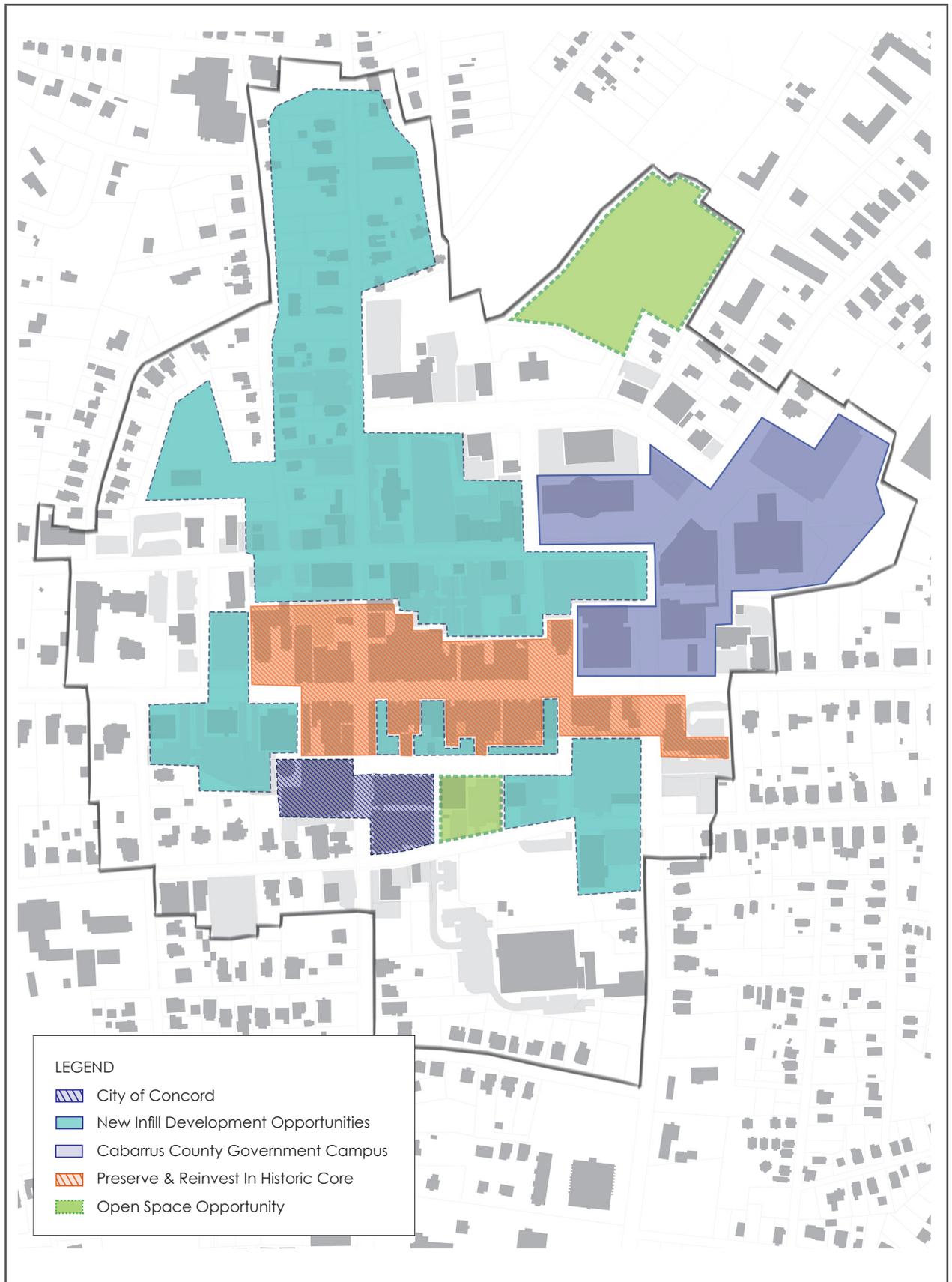
WORKSHOP COMMENTS CONTINUED



WORKSHOP COMMENTS CONTINUED



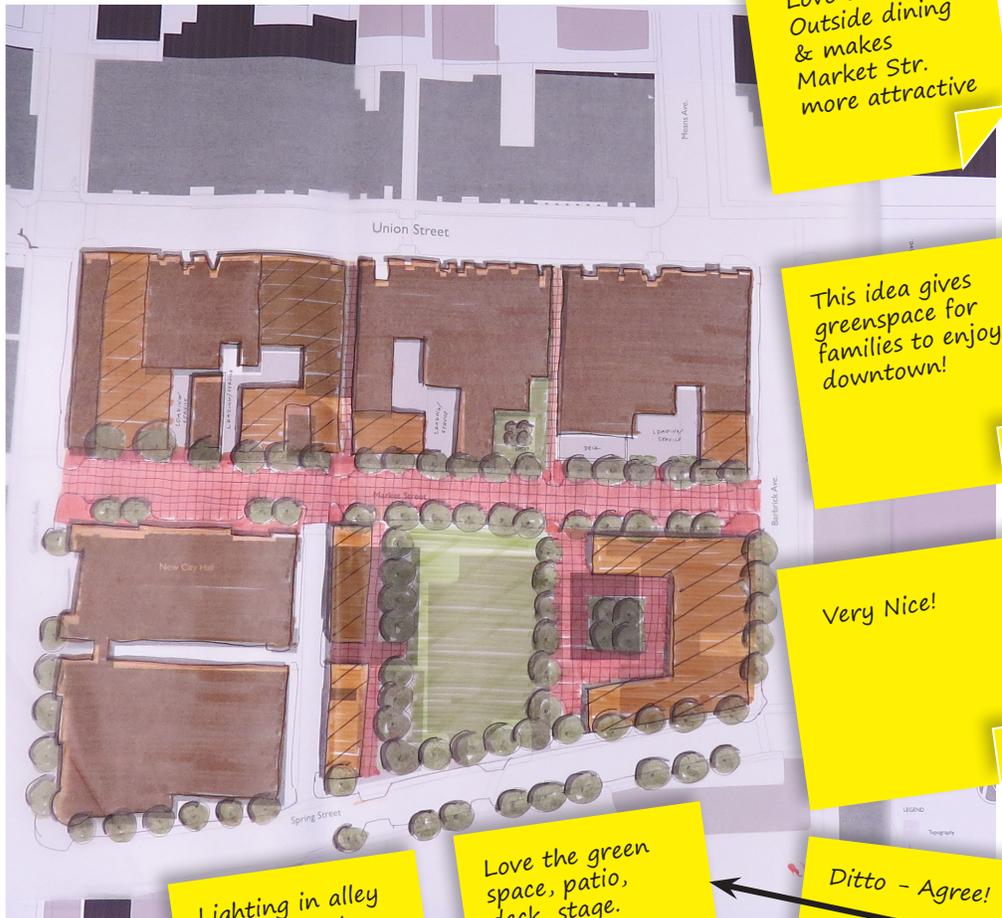
WORKSHOP COMMENTS CONTINUED



WORKSHOP COMMENTS CONTINUED



Initial Design Concepts



Love the deck!
Outside dining
& makes
Market Str.
more attractive

This idea gives
greenspace for
families to enjoy
downtown!

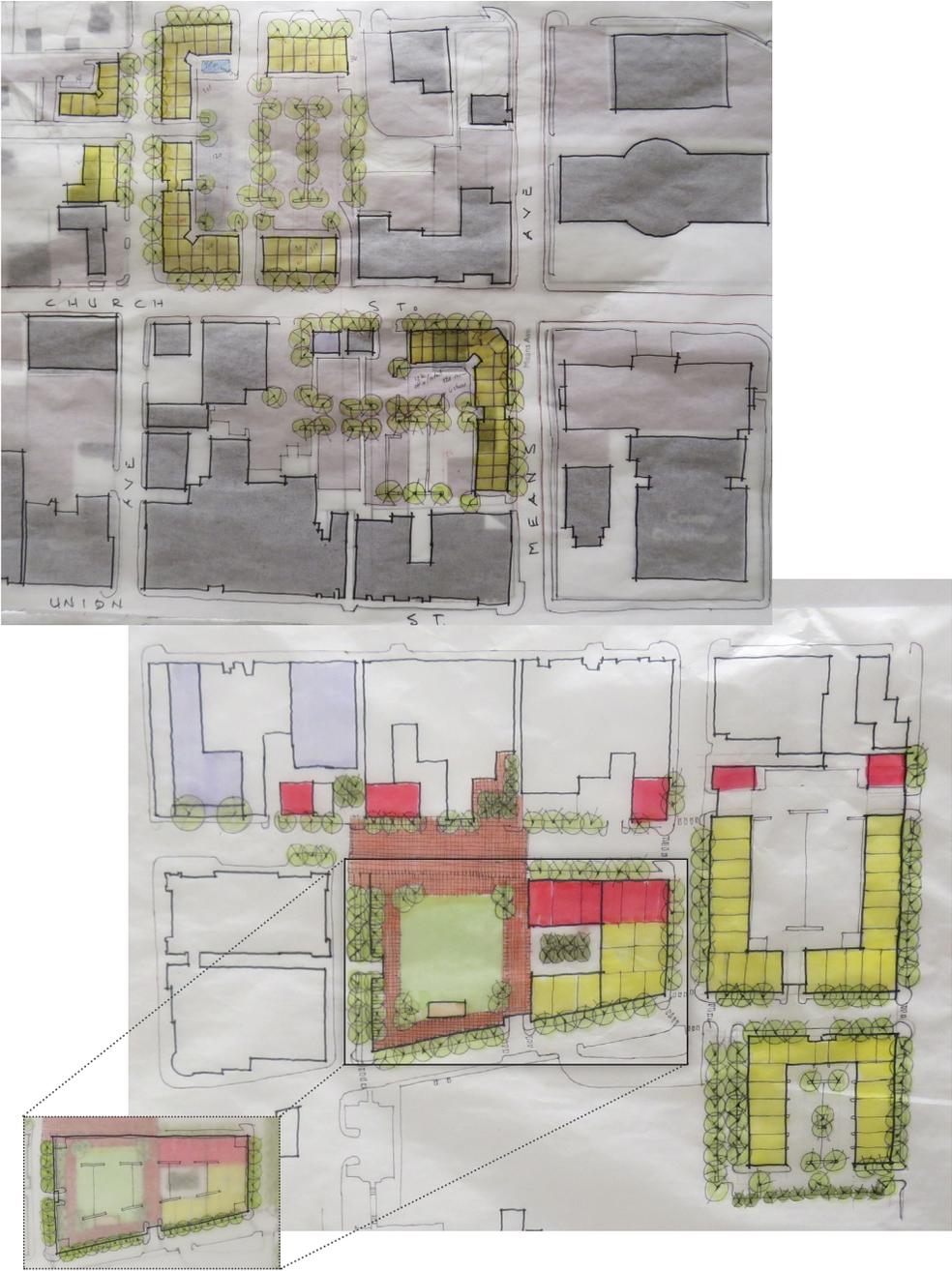
Very Nice!

Lighting in alley
adds interest
& safety (like
festival style
lights, like the
old creamery)

Love the green
space, patio,
deck, stage.
Makes Mkt Str.
very appealing
& a real part of
downtown.

Ditto - Agree!

Refining Design Concepts



Refining Design Concepts



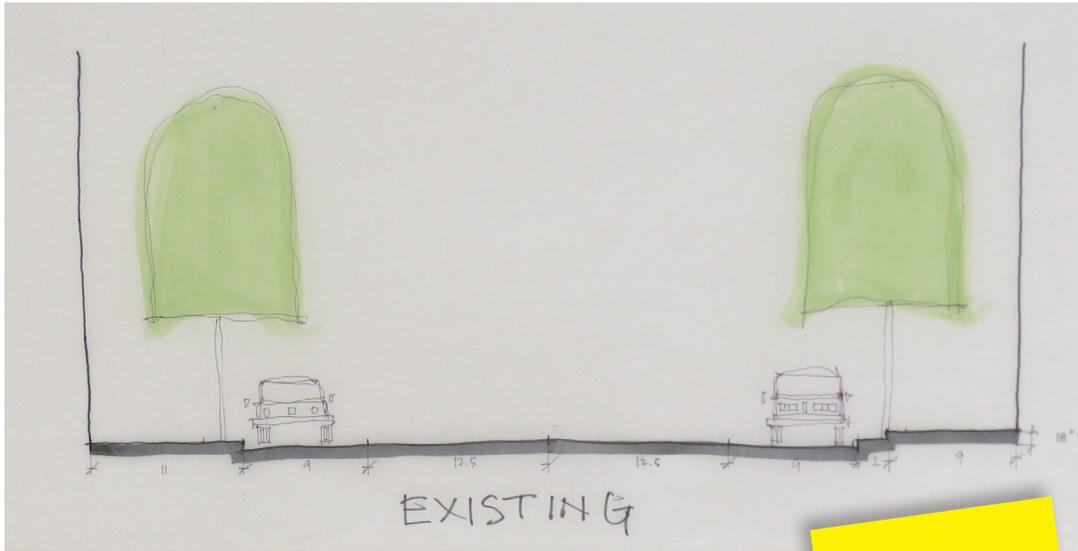
Refining Design Concepts



Love this!

Yes!

WORKSHOP COMMENTS CONTINUED



WORKSHOP COMMENTS CONTINUED



WIDE SIDE

Outside dining is not necessarily overflow seating. Some patrons may come solely for seating outside.

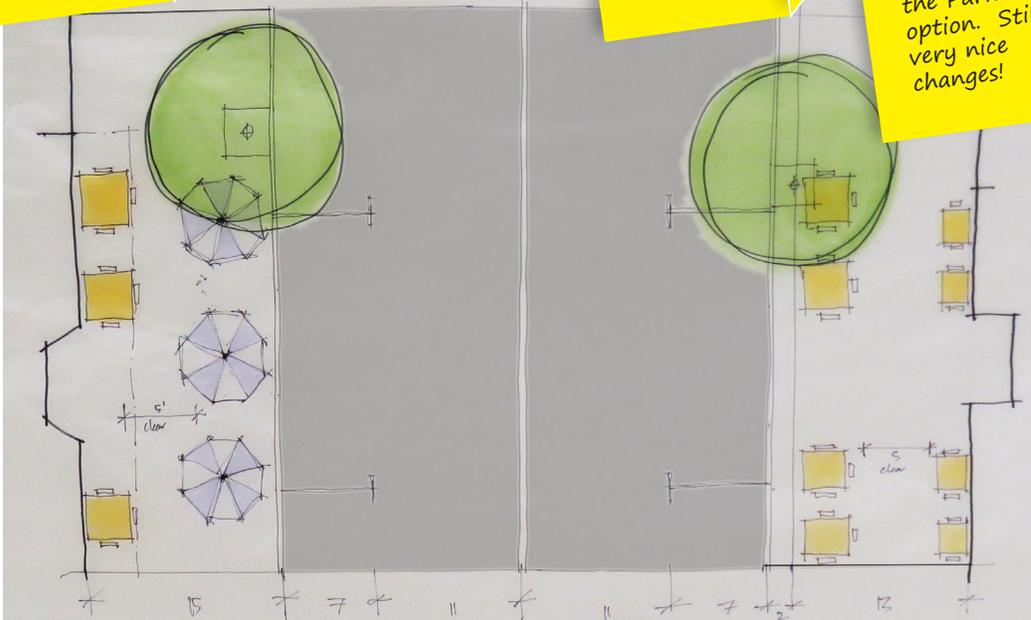
Yes.

Yes!

Yes!
- 30 & under crowd

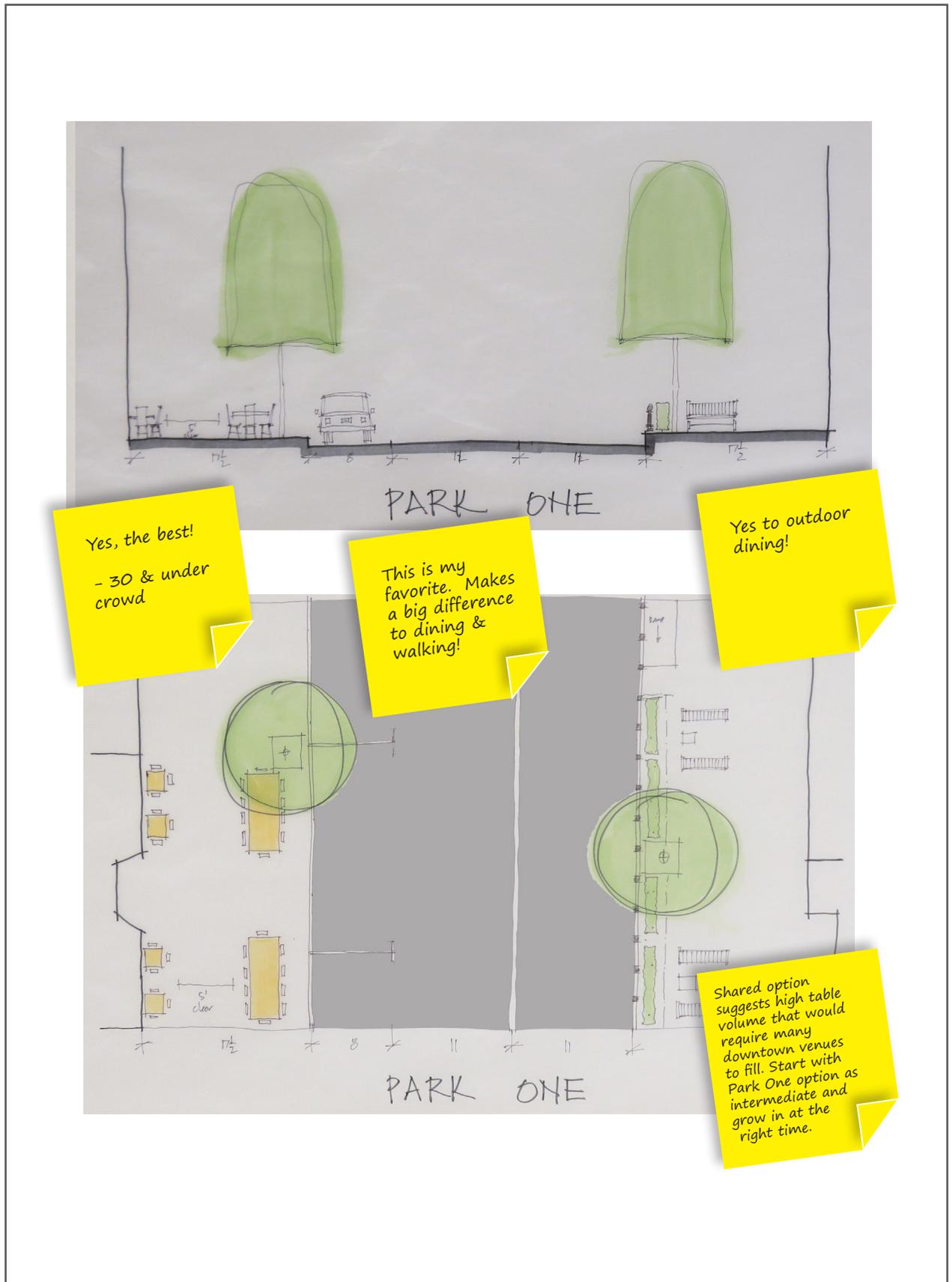
Yes to outdoor dining!

2nd choice if we can't afford the Park One option. Still very nice changes!

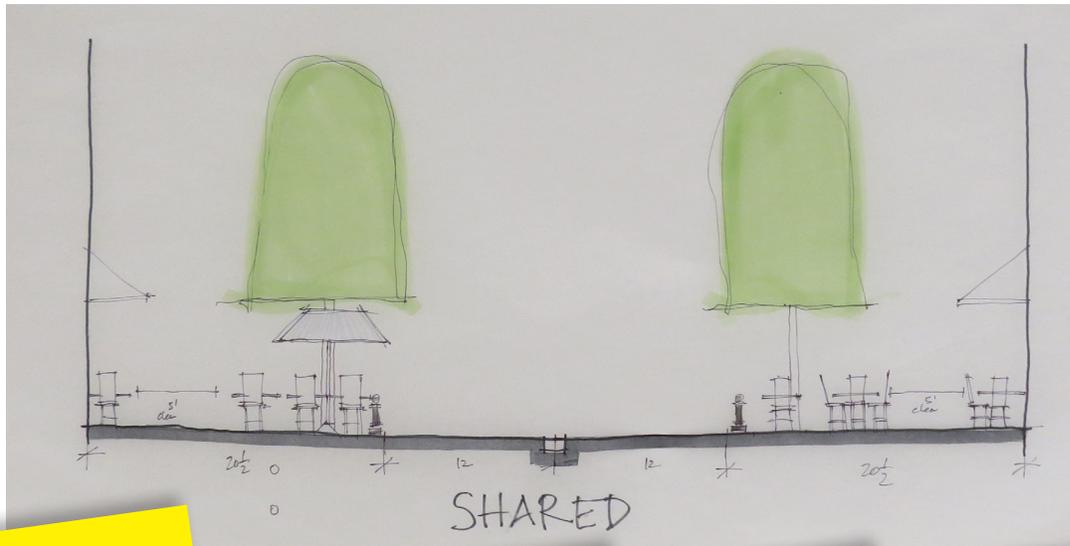


WIDE SIDE

WORKSHOP COMMENTS CONTINUED



WORKSHOP COMMENTS CONTINUED



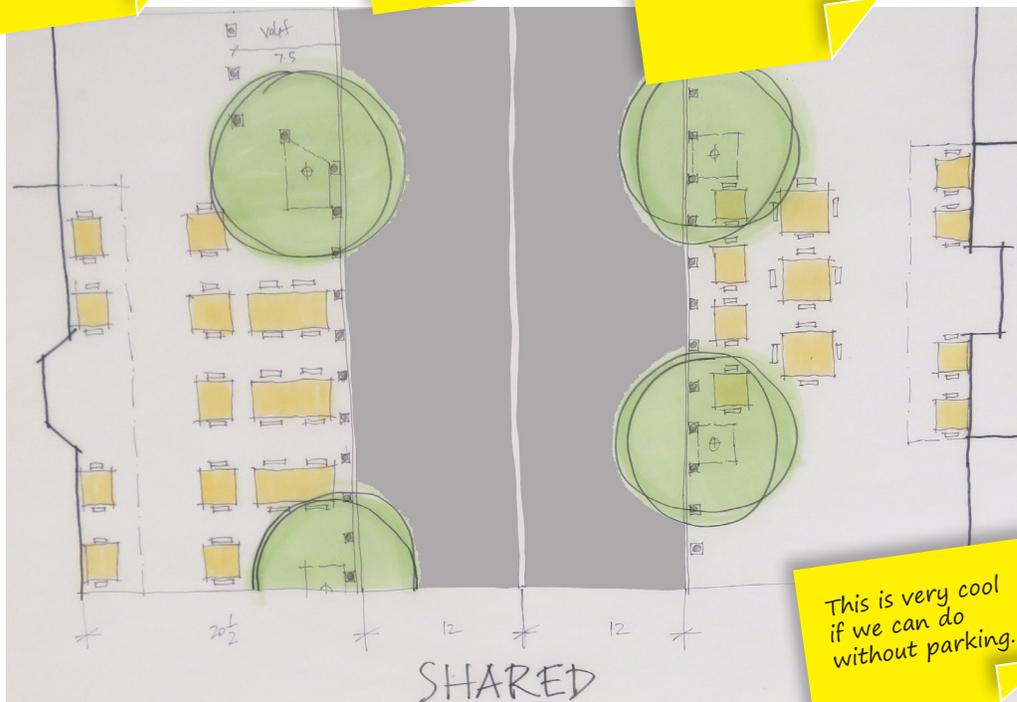
YES!
34 parking
spaces are
insignificant
when the deck
is built.

Yes!
-Property
Owner

We vote no
parking & keep
two lanes!

Very Nice!
Really like open
feel!
Has a European look.

Yes to outdoor
dining!



This is very cool
if we can do
without parking.

downtown
CONCORD
...just stroll

