



DOWNTOWN MASTER PLAN

August 2016



downtown
CONCORD

WHAT WE HEARD

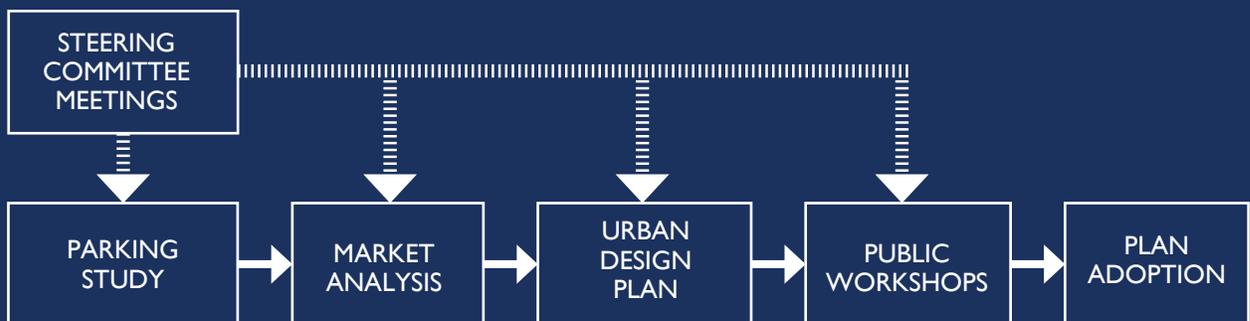
“ MORE OUTDOOR DINING • INCREASED CONNECTIVITY FOR BIKES & PEDESTRIANS • TREES & LANDSCAPING • PUBLIC GATHERING & EVENT SPACE • MORE EVENING DINING & ENTERTAINMENT OPTIONS • CHANGE PARKING PERCEPTIONS • MORE RESIDENTIAL LIVING • SMALL SCALE GROCERY • PUBLIC ART • AMENITIES • WATER FEATURES ”



HOW WE LISTENED

1,700+ website visits
90+ in 22 listening sessions
145+ workshop participants

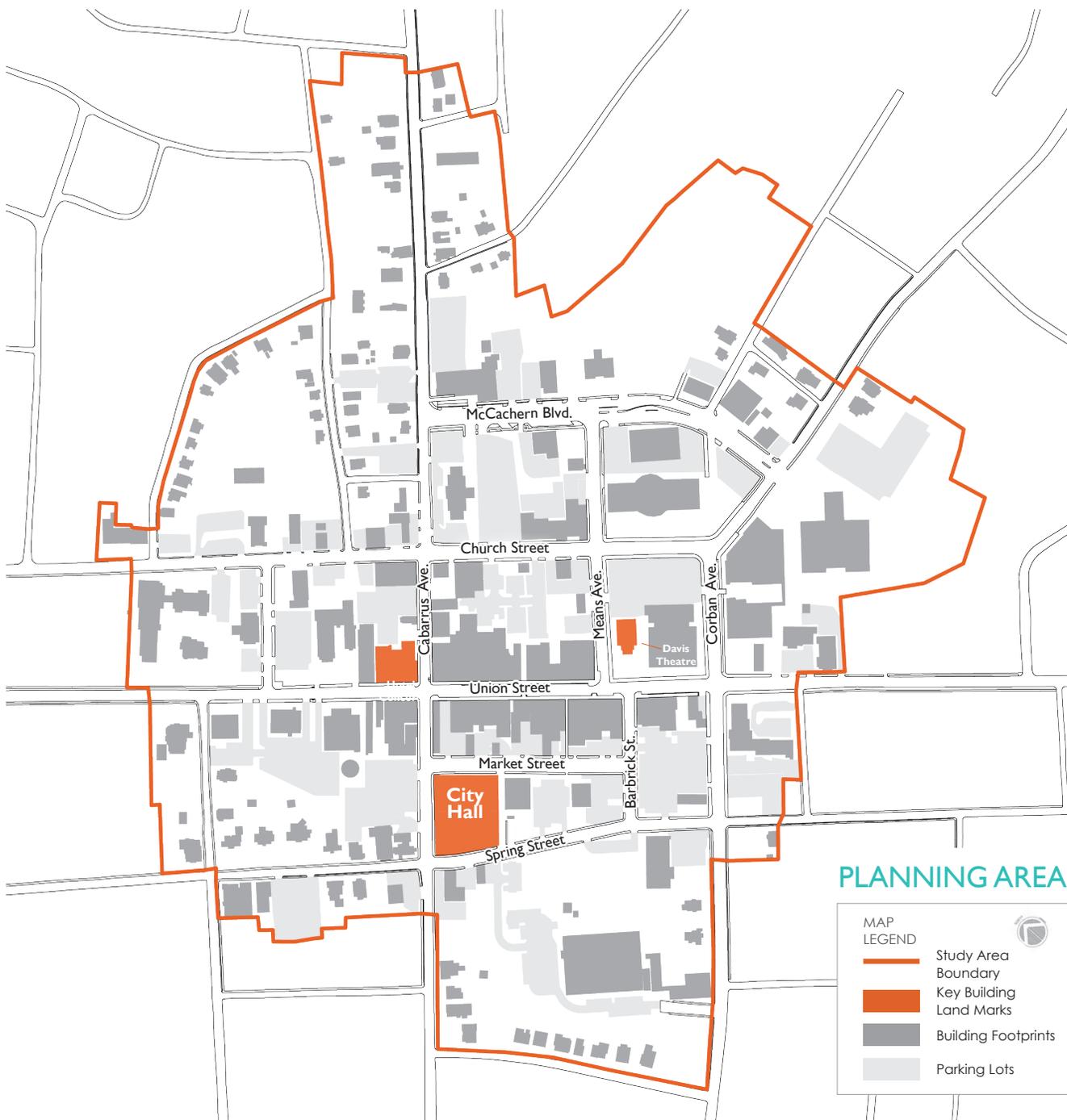
HOW THE MASTER PLAN WAS DEVELOPED



OVERVIEW

The Downtown Master Plan is the result of three independent studies conducted by the City that began in 2015 to inform the overall update to the 2007 Downtown Master Plan. The studies incorporated into the Master Plan include the *Downtown Urban Design Plan* completed by Benchmark Planning, the *Downtown Parking Study* by VHB Engineering and the *Downtown Market Analysis Study* by UNC's School of Government – Development Finance Initiative (DFI).

Each study 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 Master Plan is based upon a firm foundation of analysis, public input and recommendations from each study. The plan focuses on the municipal service district boundary, including the addition of Cabarrus Avenue East corridor.



PLANNING FRAMEWORK

During the planning process, five major vision themes emerged that helped establish the planning framework. This planning framework ties together the analysis and public input to the recommendations that are provided in the implementation matrix (see pages 22-23).



[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]

DEVELOPMENT PROGRAM

The *Downtown Market Analysis Study* outlined the types and amounts of new development that downtown can support and absorb over the next 10 years. The results of the *Market Study* provided the basis of the development program for the Master Plan. The development program projected the amounts of built space downtown can support in office square footage and residential units.

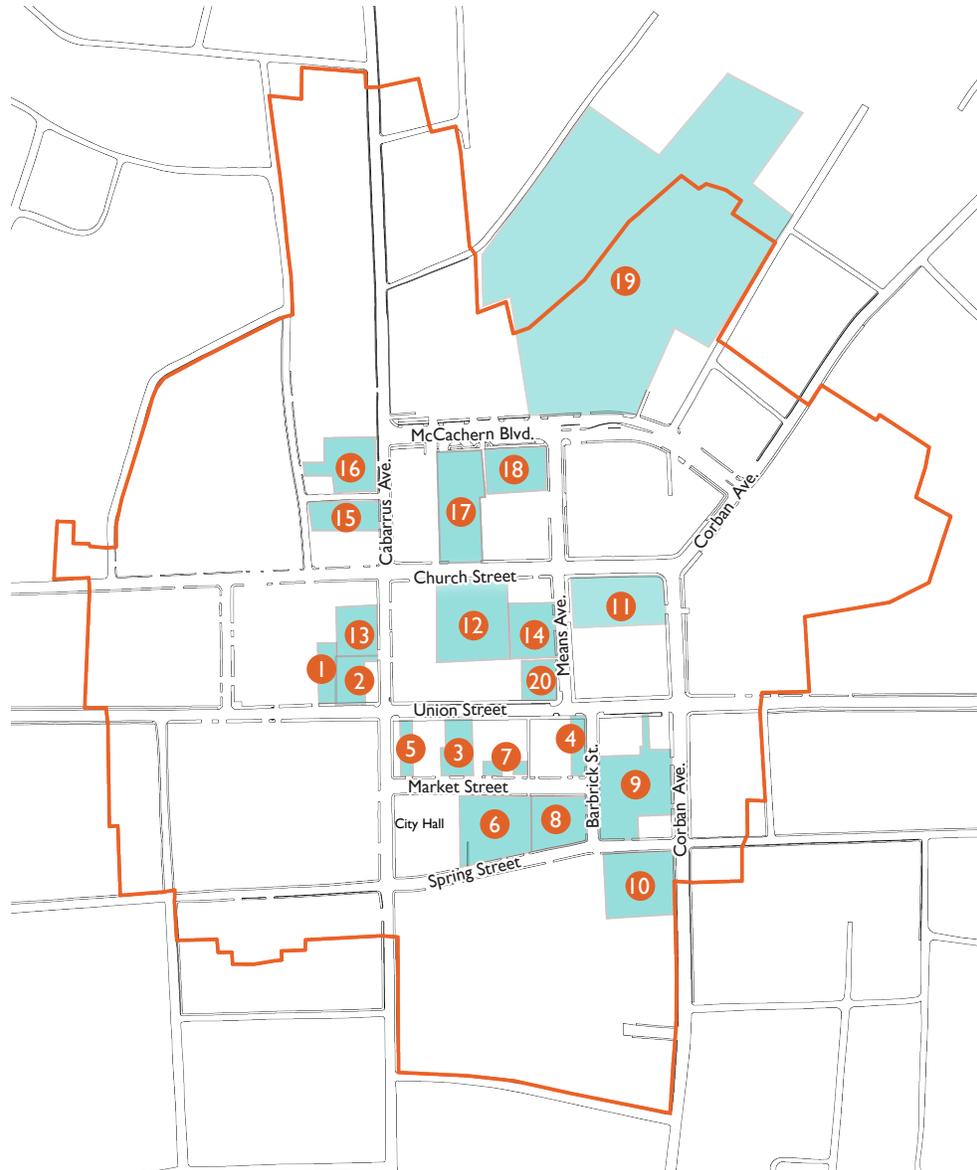
EXISTING CONDITIONS	10-YEAR MARKET PROJECTIONS
104 ACRES	390 - 680 RESIDENTIAL UNITS
226 PARCELS	80 K - 100 K RETAIL
1.8 M BUILT SQ FT	27 K - 48 K OFFICE
17 K DENSITY [SF / ACRE]	TBD HOTEL (FUTURE STUDY)
\$176 M BUILDING ASSESSED VALUE	
\$213 M TOTAL ASSESSED VALUE	

OPPORTUNITY SITES

The *Downtown Urban Design Plan* identified opportunity sites to accommodate the development program. The opportunity site analysis considered available vacant land on known redevelopment sites and in existing buildings. In general, the analysis identified sites that were owned by the public, actively being marketed for sale (willing sellers), and/or parcels where the land was more valuable than the current use.

SITES

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



PUBLIC INVESTMENT STRATEGIES

Another important component of the Master Plan was the identification of public investments needed and desired by the community to directly support downtown development. The primary goals of the investment strategies outlined later in this plan are to:

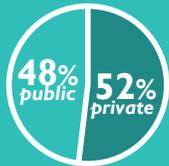
- Improve the quality of the downtown experience for residents, workers and visitors, and
- Improve the functioning of downtown networks – traffic, infrastructure and parking to maximize the potential return on the public investments for taxpayers, downtown property owners and downtown businesses through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

PARKING ANALYSIS

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.

VHB PARKING STUDY STATISTIC HIGHLIGHTS

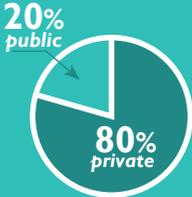
2,356 PARKING SPACES



PARKING SPACES OWNERSHIP

74% public
37% private PEAK HOUR OCCUPANCY RATE

875 PARKING SPACE SURPLUS



PARKING SPACE SURPLUS OWNERSHIP



- Many have a perception that downtown has a parking problem. However, 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 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.

DEVELOPMENT FRAMEWORK

The development framework for downtown aligns the 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 Master Plan identifies Catalytic Project concepts that 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 for the benefit of the entire downtown.

CATALYTIC PROJECTS

 Catalyst 1	 Catalyst 4
 Catalyst 2	 Catalyst 5
 Catalyst 3	 Long-term Projects*

*Refer to the *Downtown Urban Design Plan* for more information concerning Long-term Projects.





CATALYST ONE

Catalyst one focuses on the completion of a new Union Street streetscape. As seen on pages 12 and 13, completing any one of the three recommended streetscape options will send a positive signal to the private market. 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 will attract new restaurants/night life and retailers; and make reuse of now vacant upper stories more attractive to office and residential uses. The new streetscape will increase property values and redevelopment opportunities in downtown.



PROJECTS	INVESTMENTS		RETURN ON INVESTMENTS – PROPERTY TAX			
	PUBLIC	PRIVATE	COUNTY	CITY	MSD	TAX TOTALS
UNION STREET	\$1,670,500*					
CABARRUS THEATER		\$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

CATALYST TWO

The site behind the new City Hall that is bounded by Market Street and Spring Street was identified as an opportunity site for a multi-use plaza. With the conceptual design demonstrated below and on pages 14 and 15, the “Market Plaza” could potentially deliver hundreds of thousands of visitors to downtown throughout the year. Its size and location would be attractive to concert promoters, who could manage and book the summer concert series. A contract with a promoter produces rental, concession and parking revenue for the City. The Market Plaza has the potential to incentivize the redevelopment of several adjacent underutilized properties.



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.

CATALYST ONE

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 Street streetscape design (alternatives displayed to the right) is to incentivize, 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.



EXISTING UNION STREET



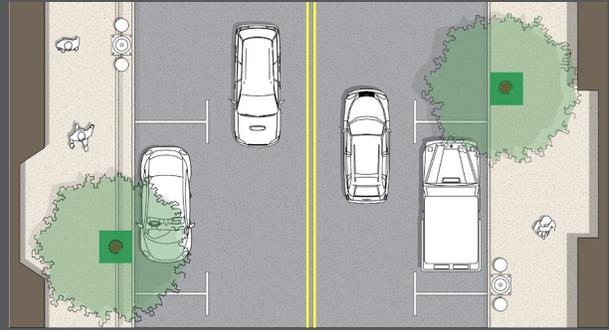
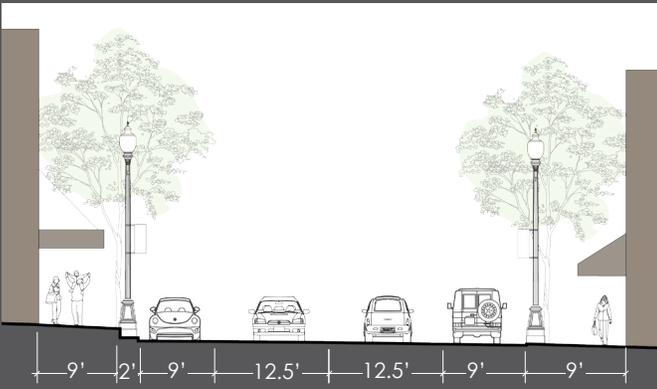
WIDE SIDE EXAMPLE IN GREENVILLE, SC



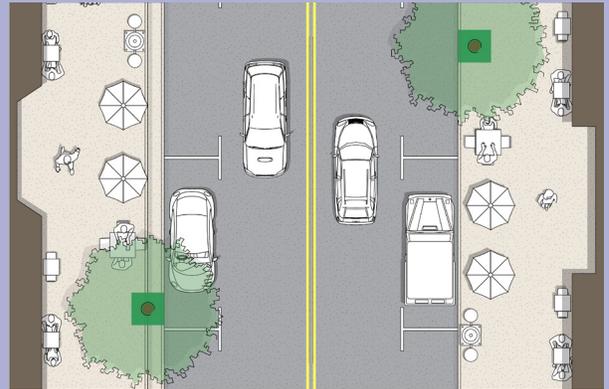
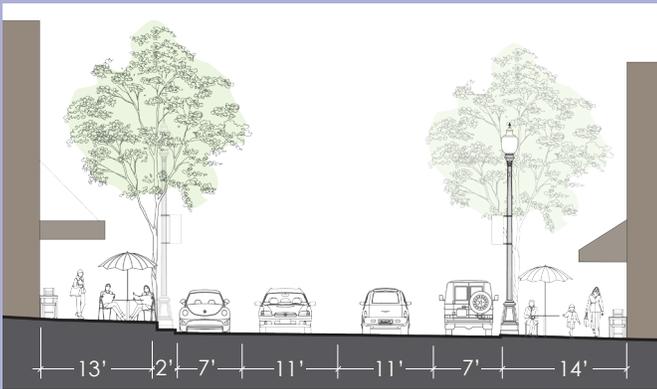
PARK ONE EXAMPLE IN WINSTON-SALEM, NC



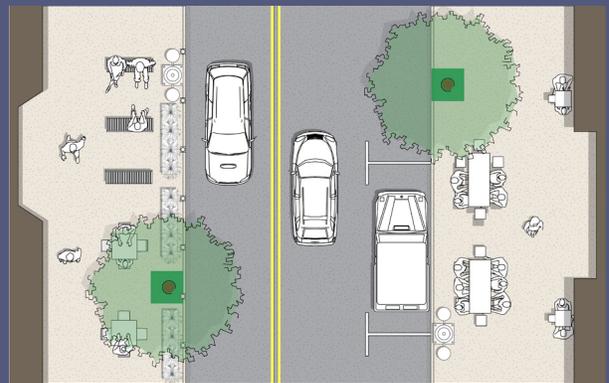
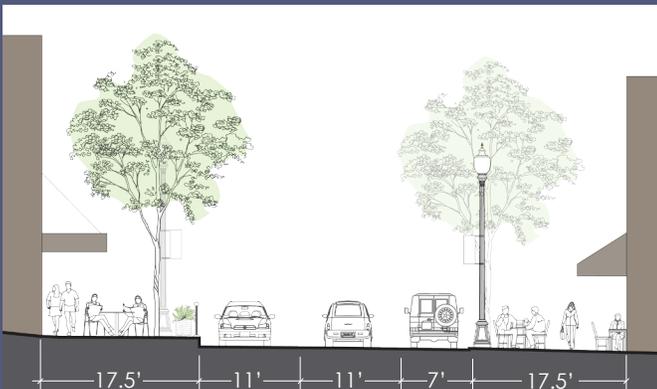
SHARED STREET EXAMPLE IN NETHERLANDS



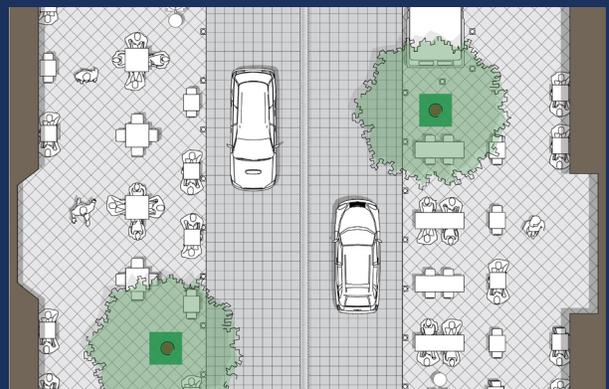
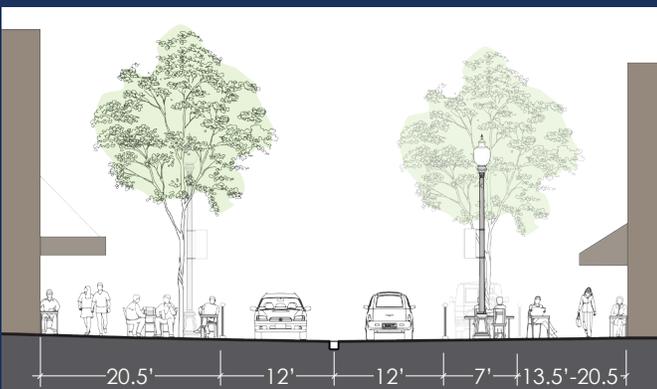
UNION STREET



WIDE SIDE



PARK ONE



SHARED STREET

CATALYST TWO

In a fast growing County and metropolitan area, 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. 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 public space was the City surface lot and old finance building, located just behind the new City Hall and Police Station. During the planning process, the possible uses and amenities to support the development of a multi-purpose 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 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. The large-scale venue, multi-use market plaza concept is displayed below and on the following page.



EVERY DAY IN MARKET PLAZA



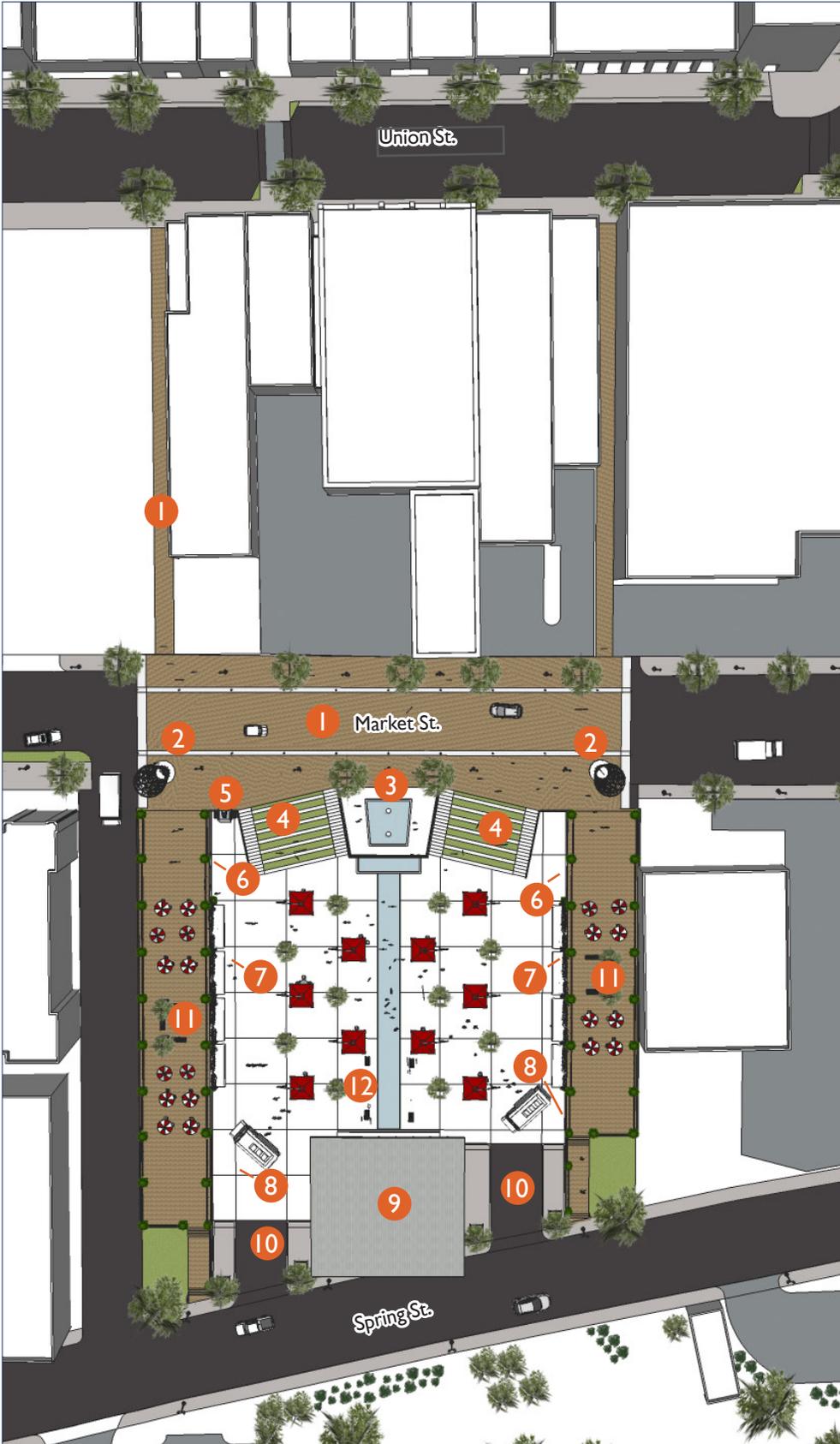
FESTIVAL IN MARKET PLAZA



CONCERT IN MARKET PLAZA



HOLIDAYS IN MARKET PLAZA



MARKET PLAZA EVENT VENUE PROGRAM CONCEPTS

EVERY DAY

- 1 Market Street streetscape redeveloped & additional alleyway access created
- 2 Public art celebrates downtown
- 3 Water features - fountain, fall & splash river
- 4 Green terrace steps
- 5 ADA Access
- 6 Public restrooms
- 7 Eight (8) vendor rental bays (short & long term)
- 8 Three (3) storage bays
- 9 Stage & built-in, flexible infrastructure throughout the site
- 10 Vehicular access
- 11 Terrace promenade with seating options
- 12 Plaza with seating

FESTIVALS

- ✓ Market Street closed
- ✓ 150 Tent Capacity

CONCERTS

- ✓ Market Street closed tents set-up
- ✓ Water features turned off & covered; fountain converted to AV platform

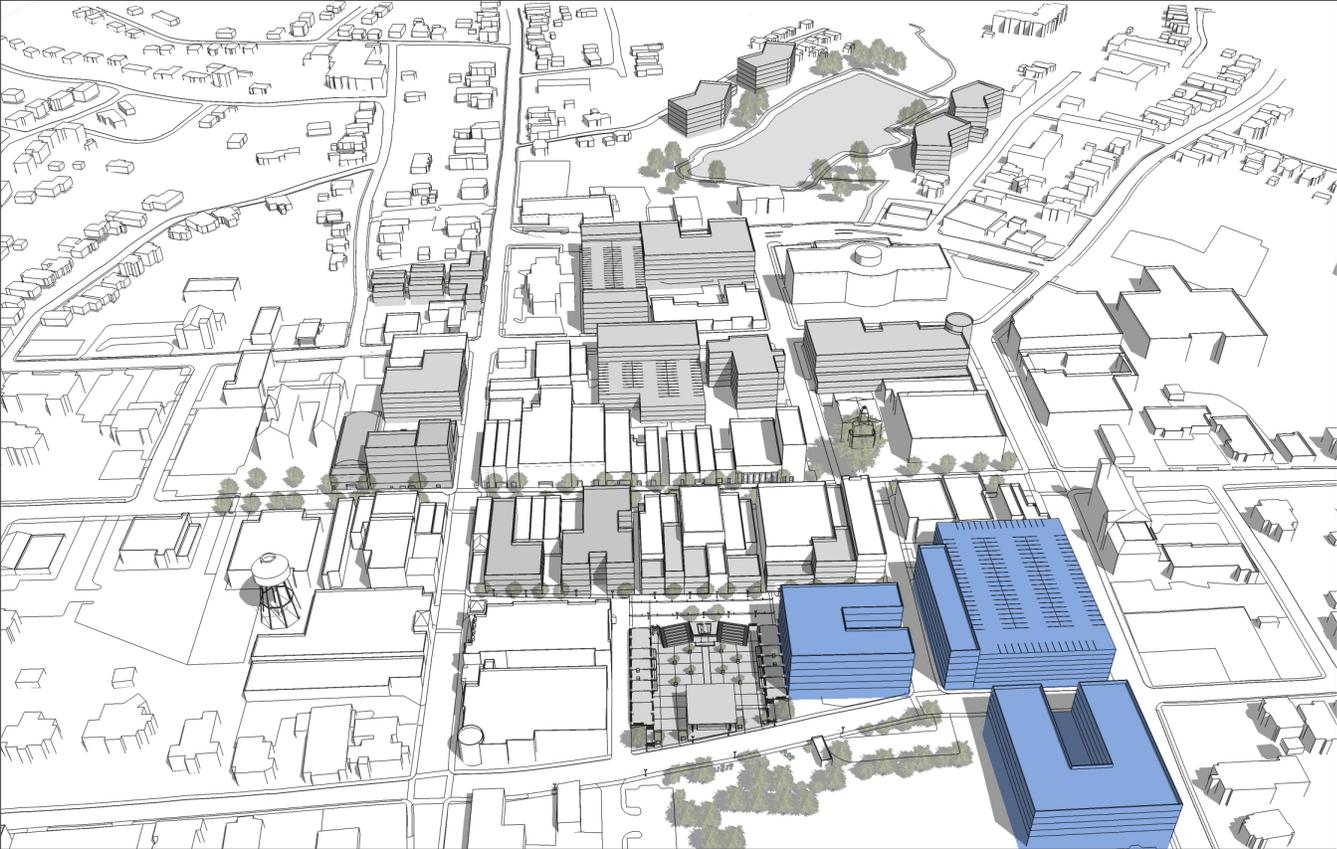
HOLIDAYS

- ✓ Water features turned off & covered; Christmas tree and holiday decor set-up
- ✓ Ice skating rink set-up with lighting

EVERY DAY IN MARKET PLAZA - PLAN VIEW

CATALYST THREE

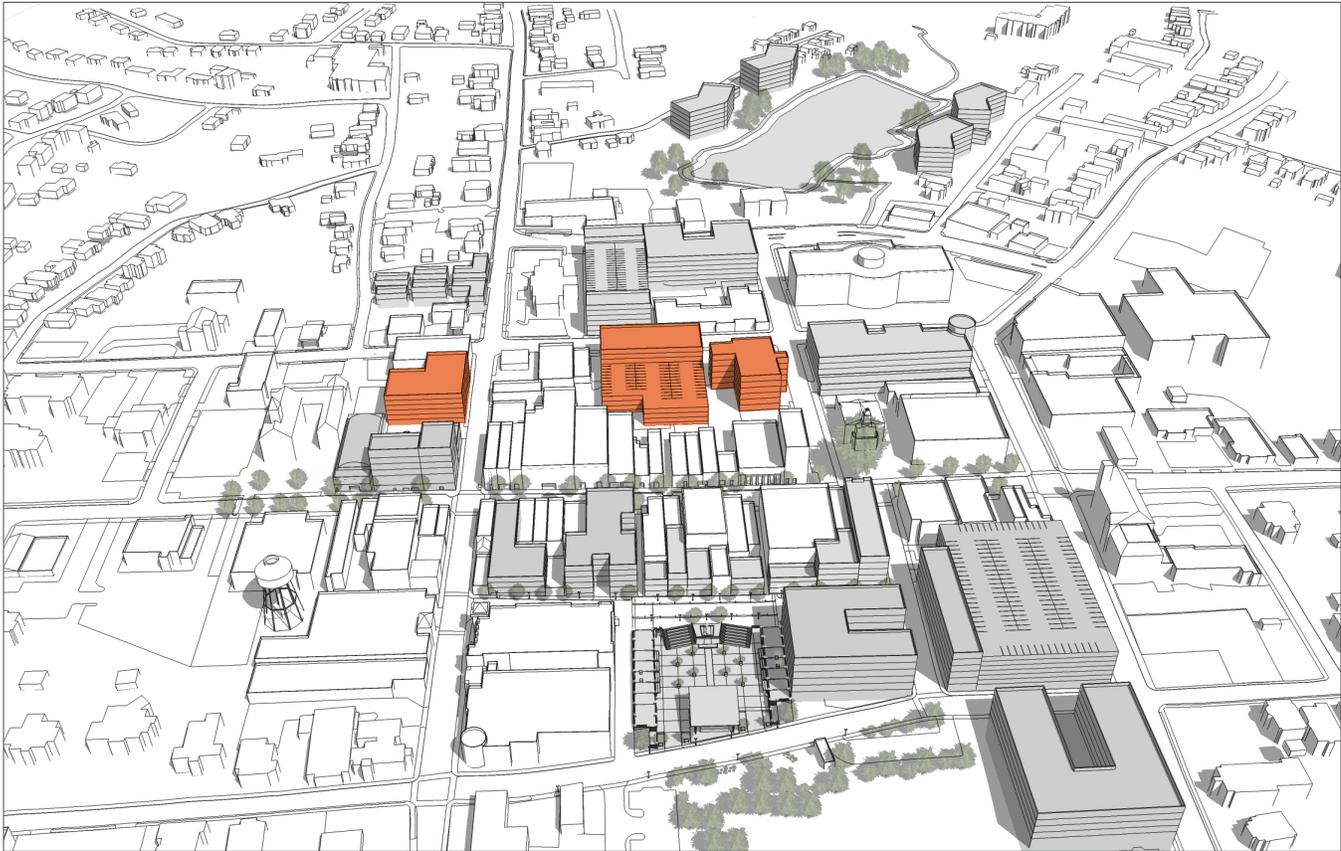
It's not just the City that has plans for downtown. The County is in the early stages of expanding its campus downtown with a new courthouse, parking deck and the repositioning of the current courthouse into other county/court uses. The first phase of this expansion is the construction of a new parking 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 for construction of a residential development lining the new parking deck, which will put an unused strip of County land back on the tax roles at a significant valuation. The liner building will also shield the parking deck from public view, creating an active street edge with windows, balconies and ground floor retail uses. In addition, the significant public investment in the parking infrastructure allows for the shared use of the parking deck for County business during the day and residential/downtown entertainment at night and on the weekends.



PROJECTS	INVESTMENTS		RETURN ON INVESTMENTS – PROPERTY TAX			
	PUBLIC	PRIVATE	COUNTY	CITY	MSD	TAX TOTALS
COUNTY PARKING DECK (626SP)*	\$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

CATALYST FOUR

This catalytic project proposes the development of a central public parking resource in the Bicentennial Parking area that completes a parking structure triangle – the City Hall deck, the County Deck and a potential Bicentennial Deck - that can serve all of Union Street and Downtown from east to west and north to south. In this concept, adjacent private parcels would support a second large apartment complex lining the new parking structure on Church Street, a new office development on Cabarrus Avenue and a future hotel on Means Street. 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 toolbox 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.



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

CATALYST FIVE

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. The 4.3 acre small 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.



PROJECTS	INVESTMENTS		RETURN ON INVESTMENTS – PROPERTY TAX			
	PUBLIC	PRIVATE	COUNTY	CITY	MSD	TAX TOTALS
LAKE		\$500,000				
TRAIL AND SEWER REROUTING	\$1,500,000					
LAKESIDE LIVING		\$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

CATALYST PROJECTS SUMMARY

The catalytic projects that define the development framework over the next 10 years are summarized below. For every public dollar invested, over six private dollars is expected in return. In addition to the catalytic projects outlined within the master plan, several longer term projects were identified along Cabarrus Avenue East and the block bounded by Church Street, Cabarrus Avenue East, McCachern Boulevard and Means Avenue. Those projects include potential townhouse development along Cabarrus Avenue East and a future parking structure site that can serve additional residential, commercial and office development as downtown continues to expand. As the downtown continues to grow, the identified development framework may shift as concepts, market demand and funding strategies evolve.

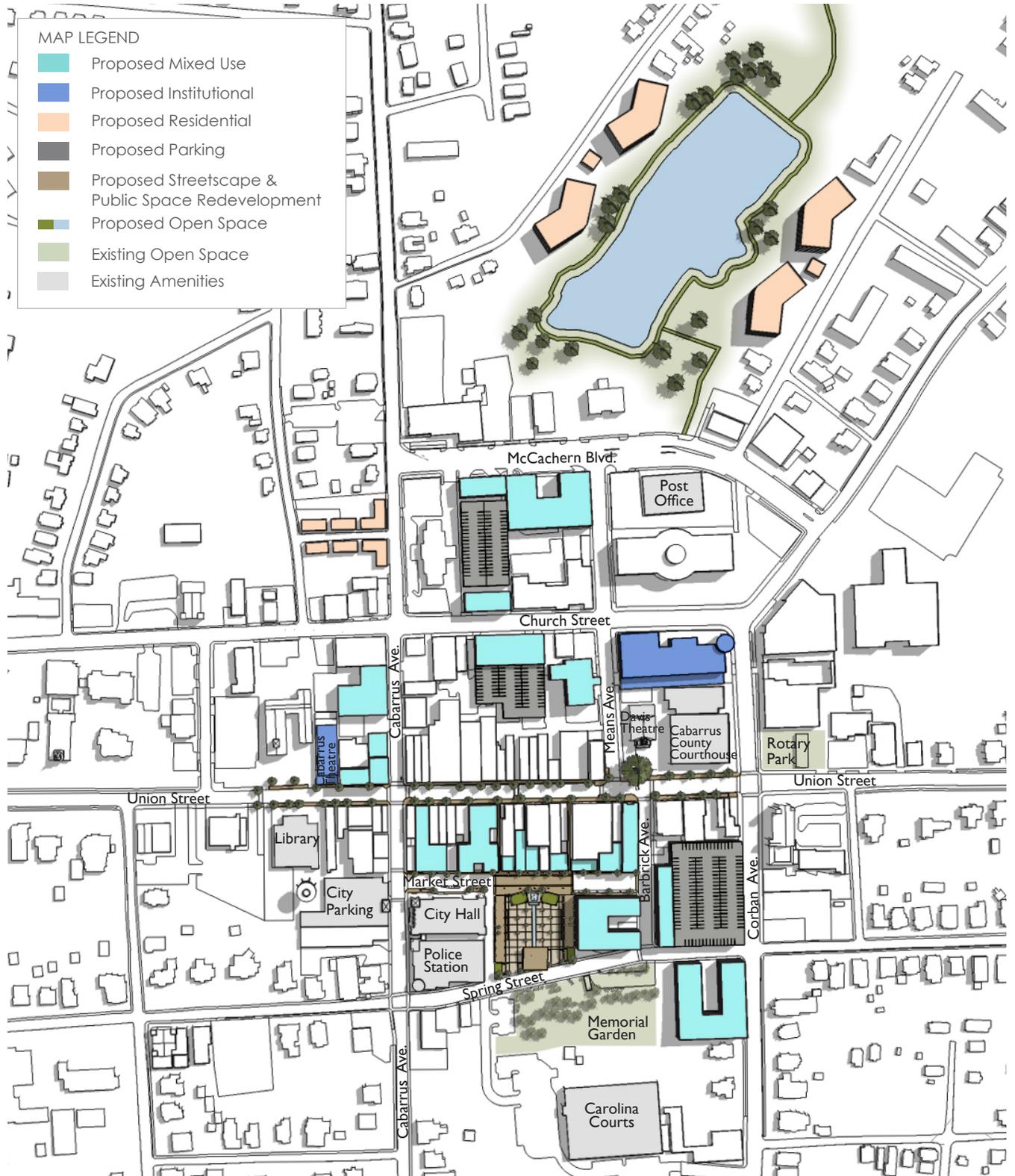


PROJECTS	INVESTMENTS		RETURN ON INVESTMENTS – PROPERTY TAX			
	PUBLIC	PRIVATE	COUNTY	CITY	MSD	TAX TOTALS
NEW UNION STREET	\$1,670,500	\$29,530,000	\$206,710	\$141,744	\$59,060	\$407,514
MARKET PLAZA	\$7,387,500	\$11,502,000	\$80,514	\$55,210	\$23,004	\$158,728
COUNTY PARKING GARAGE	\$10,000,000	\$34,932,000	\$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.

DEVELOPMENT PROGRAM SUMMARY

The development program outlined in the Master Plan is displayed below and within the table on the following page. The image below demonstrates the proposed development program uses, while the table displays the estimated square footage of the potential development projects resulting from the catalytic projects identified in the development framework. In the development program summary table,



the expected square footage of the conceptual development projects in the Master Plan is compared with the square footage of the projected development program identified in the market analysis. With the exception of the potential Cabarrus Avenue Office project and Lakeside Residential development, the Master Plan projects are in alignment with the development program outlined in the market analysis.

DEVELOPMENT PROGRAM SUMMARY TABLE

MASTER PLAN DEVELOPMENT PROGRAM / PROJECTS	GROUND FLOOR (SQUARE FEET)	OFFICE (SQUARE FEET)	RESIDENTIAL (UNITS)
UNION STREET			
CABARRUS THEATER	2,000		
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	4,000		5
COUNTY DECK			
LINER BUILDING	15,000		45 - 55
76 SPRING BUILDING	4,000		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*
MASTER PLAN PROGRAM TOTALS	89,800	98,000	890
			
MARKET STUDY PROGRAM TOTALS	80-100,000	27-48,000	390-680 UNITS

*The 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.

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 style="text-align: center;"><u>Primary Responsibility For Each Step</u> City of Concord Concord Downtown Development Corporation Cabarrus County Private Sector</p>	



ACKNOWLEDGEMENTS

CITY COUNCIL

J. Scott Padgett, Mayor
Alfred M. Brown, Jr., Mayor Pro Tem
Samuel Leder
W. Brian King
Ella Mae Small
Marvin Demers
W. Lamar Barrier
Jennifer Parsley
John Sweat, Jr.

CITY STAFF ADMINISTRATION

Brian Hiatt, City Manager
Merl Hamilton, Deputy City Manager
Lloyd Payne, Assistant City Manager

PLANNING & NEIGHBORHOOD DEVELOPMENT

Margaret Pearson, Director
Steve Osborne, Deputy Director
Scott Adams, Senior Planner

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Will Swink, At Large

CDDC STAFF

Diane Young, Executive Director
Marie Ward, Administrative Assistant
Holly Sloop, Marketing Coordinator

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CITIZENS OF CONCORD

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