



**KANNAPOLIS CITY COUNCIL
Work Session 3:30 PM
MEETING AGENDA - WORK SESSION
Kannapolis City Hall
401 Laureate Way, Kannapolis NC
June 13, 2022 3:30 PM**

Please turn off cell phones or place on silent mode.

CALL TO ORDER AND WELCOME

ADOPTION OF AGENDA - Motion to Adopt Agenda or make revisions

BUSINESS AGENDA

A. Imagine Kannapolis Work Session (Mike Legg, City Manager)

CLOSED SESSION

GS. 143-318.11 (a) (3) to consult with an attorney in order to preserve the attorney client privilege and G.S. 143.318.11 (a) (4) for discussing matters relating to the location or expansion of industries or businesses in the area (Mayor Pro tem Dayvault)

MOTION TO ADJOURN

ADA Notice and Hearing Impaired Provisions

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), anyone who requires auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service or activity of the City of Kannapolis, should contact the office of Tina H. Cline, Human Resource Director by phone at 704-920-4302 or email at tccline@kannapolisnc.gov as soon as possible, but no later than forty-eight (48) hours before the scheduled event.



**City of Kannapolis
City Council Meeting
June 13, 2022
Staff Report**

TO: Mayor and City Council
FROM: Mike Legg, City Manager
TITLE Imagine Kannapolis Work Session

A. Action Requested by City Council
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None. Discussion only.

B. Required Votes to Pass Required Action
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Presentation Only, no action required

C. Background

The recently completed Imagine Kannapolis Situation Report was compiled as a very high level “State of the City” report that documents the relevant historical issues that have contributed to where we currently find ourselves as a City. It was intended to celebrate the successes and acknowledge the shortcomings over the past nearly four decades since the City decided to chart its own destiny through municipal incorporation. This Situation Report included select future projections and trend data to set the stage for developing the final Strategic Plan.

A series of recently completed Visioning Questions by City Council has provided a strong sense of direction on a number of basic questions. A summary of the results of these questions is attached. This exercise also helped define what future investments and initiatives for our City are most important by the collective voice of City Council. This exercise does not imply that things not included in the ultimate Plan are unimportant, just that everything cannot be accomplished all at once.

The Situation Report and the Visioning Questions serve as the foundation for the establishment of seven (7) recommended Focus Areas, each containing a set of Guiding Principles and numerous Focus Groups. These components are described here in more detail:

- The **Focus Areas** should be viewed as “buckets” to help keep the Imagine Kannapolis Strategic Plan organized and easy for all to understand.
- Each Focus Area includes a set of **Guiding Principles** that establish at a very high level what the overarching goals of the City are.
- A number of **Focus Groups** are established to develop and/or refine strategies, initiatives, programs, or projects that will be the action-oriented part of the Strategic Plan. Some of these

will be staff led, some will be citizen led. Some will be immediate ("Primary" Focus Groups), and some ("Secondary" Focus Groups") will be implemented slowly over the course of the next several years.

These recommendations will be presented at the meeting Monday night for review, discussion and adjustments as necessary.

D. Fiscal Considerations

None.

E. Policy Issues

None.

F. Legal Issues

None.

G. Alternative Courses of Action and Recommendation
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None. Presentation and Discussion only.

ATTACHMENTS:

File Name

 City_Council_-_Visioning_Question_Results.pdf

City Council - Visioning Questions

COMMUNITY CHARACTERISTICS: Kannapolis will be known in the Charlotte region for these attributes:

Question	Best in the Region	Above Average	Middle of the Pack	Low priority	Total	Weighted Average	Best + Above	Total Weighted Score
City government leadership and management	71.4% 5	28.6% 2	0.0% 0	0.0% 0	7	6.43	7	45
A vibrant downtown	57.1% 4	28.6% 2	14.3% 1	0.0% 0	7	5.71	6	40
Strong school systems	28.6% 2	57.1% 4	14.3% 1	0.0% 0	7	5.14	6	36
Values and preserves our history	14.3% 1	71.4% 5	14.3% 1	0.0% 0	7	4.86	6	34
Safe place to live	66.7% 4	16.7% 1	16.7% 1	0.0% 0	6	5.83	5	35
Welcomes newcomers	42.9% 3	28.6% 2	28.6% 2	0.0% 0	7	5.00	5	35
Embraces diversity	14.3% 1	57.1% 4	28.6% 2	0.0% 0	7	4.43	5	31

City Council - Visioning Questions

COMMUNITY CHARACTERISTICS: Kannapolis will be known in the Charlotte region for these attributes:

Question	Best in the Region	Above Average	Middle of the Pack	Low priority	Total	Weighted Average	Best + Above	Total Weighted Score
Tourism magnet	0.0% 0	71.4% 5	28.6% 2	0.0% 0	7	4.14	5	29
Several vibrant areas across the City	42.9% 3	14.3% 1	42.9% 3	0.0% 0	7	4.57	4	32
Opportunities for economic mobility for all (ability to improve individual economic status/prosperity)	28.6% 2	28.6% 2	42.9% 3	0.0% 0	7	4.29	4	30
Strong connections to the Charlotte region	16.7% 1	50.0% 3	16.7% 1	16.7% 1	6	4.00	4	24
Low cost place to live	16.7% 1	16.7% 1	66.7% 4	0.0% 0	6	3.33	2	20
Equitable community that addresses racial disparities and systemic barriers	0.0% 0	28.6% 2	71.4% 5	0.0% 0	7	2.86	2	20
Creative and artistic community	0.0% 0	28.6% 2	71.4% 5	0.0% 0	7	2.86	2	20

COMMUNITY CHARACTERISTICS

Question	Observations/Implications
City government leadership and management	Elected official education, candidate education, leadership academy, creation of a pipeline of leadership (youth, boards and commissions, City Council), youth council expansion (purpose not participants), HR/hiring/retention/succession planning initiatives.
A vibrant downtown	Continue with programming, development. "Master Plan 2.0" (may include USPC, NCRC link, parking solutions/investments, more active outdoor dining facilitation, attracting more tourism based projects, other initiatives and investments)
Strong school systems	Support with after school programs, summer programs, infrastructure for school facilities. Direct funding of school activities is complicated but not impossible. This could go down paths that might be well outside of the City's core mission. There should be an acknowledgement that Kannapolis residents attend multiple school districts, not just KCS. Funding any school activities would need to be considered for ALL school systems.
Values and preserves our history	History museum; walking tour; hands on programming vs static displays; African-American history + traditional/mill history; Mill Village preservation, Cannon Family Tribute. There are online and virtual options for preserving history that avoid expensive bricks and mortar options.
Safe place to live	Possibly a "6 vote" priority instead of 5 (only 6 of 7 responded). Fire stations, regional training facility, policing/staffing, sidewalks/bike lanes for pedestrian/bike safety, lighting along corridors, smarter traffic lights, use of technology, park ranger program, mental health officers, fire dept medical units, safety improvements for roads.
Welcomes newcomers	Engaging new residents. "Welcome Wagon" type programming. Volunteer opportunities. Critical that new residents become actively engaged and feel a part of the community. Could be something as simple as a "Letter from the City Manager" or "Letter from the Mayor" with our most recent annual highlights.
Embraces diversity	Continue with diversified parks & rec programming. Consider offering services/materials in Spanish. The City had a diversity and newcomers commission at one point. The recently established Community BRIDGE effort could be a starting point.

COMMUNITY CHARACTERISTICS

Question	Observations/Implications
Tourism magnet	USPC?; History and heritage; NCMHOF; Gem Theatre, downtown (more entertainment and food and beverage), using parks and recreation (pickleball, skatepark) as attractions, music festivals and special events, grow Jiggy with the Piggy?, Maximize ballpark for events.
Several vibrant areas across the City	Define other vibrant areas. We need more than 1 walkable activity node besides downtown. Midway, North Kannapolis, Kannapolis Crossing, proposed Earnhardt Town Center, Cannon Blvd, improved Afton area. This is probably in part a revitalization question (is Midway the next City-led economic development location?)
Opportunities for economic mobility for all (ability to improve individual economic status/prosperity)	Childcare/early childhood education, college/career readiness, affordable housing, public transportation, mental health, criminal justice system, social capital. This is a complicated, expensive group of potential investments/initiatives. The City cant do this on our own.
Strong connections to the Charlotte region	Split vote - does it get shelved or does it belong in a focus area? Could center on public transportation, COG involvement, UNCC connections, Wake/Atrium connections. Developing a strong sense of Kannapolis' economic contribution to the larger region.
Low cost place to live	Likely shelved as a focus area. This means we don't lower our development standards and we don't always accept the "bird in the hand." Be patient to ensure quality investment in both the public & private sector. Impact on affordability for certain groups?
Equitable community that addresses racial disparities and systemic barriers	Likely shelved as a focus area. However, is it possible to have strong school systems without providing additional support for disadvantaged black & brown students/families?
Creative and artistic community	Likely shelve a comprehensive Cultural Arts Plan. Not much focus on public art. However, tourism, music and historic preservation are components that are somewhat related that can serve as our "culture" for the foreseeable future. One note - a creative community and tourism magnet would work well together. Kannapolis already has a very strong creative community.

City Council - Visioning Questions

RESIDENT CHARACTERISTICS: Kannapolis will be known in the Charlotte region for these attributes

Question	Best in the Region		Above Average		Middle of the Pack		Low priority		Total	Weighted Average	Best + Above	Total Weighted Score
Supportive community for children, youth, and teens	14.3%	1	71.4%	5	14.3%	1	0.0%	0	7	4.86	6	34
Attractive place for retirees and active seniors	0.0%	0	85.7%	6	14.3%	1	0.0%	0	7	4.57	6	32
A cool place for young adults	28.6%	2	42.9%	3	28.6%	2	0.0%	0	7	4.71	5	33
Engaged and community minded residents	28.6%	2	42.9%	3	14.3%	1	14.3%	1	7	4.43	5	31
Well educated residents	0.0%	0	71.4%	5	28.6%	2	0.0%	0	7	4.14	5	29

City Council - Visioning Questions

RESIDENT CHARACTERISTICS: Kannapolis will be known in the Charlotte region for these attributes

Question	Best in the Region	Above Average	Middle of the Pack	Low priority	Total	Weighted Average	Best + Above	Total Weighted Score
Accessible community for our aging population or those with disabilities	0.0% 0	71.4% 5	28.6% 2	0.0% 0	7	4.14	5	29
Multi-generational community	28.6% 2	28.6% 2	42.9% 3	0.0% 0	7	4.29	4	30
Healthy residents (mental, physical, and social health)	14.3% 1	42.9% 3	42.9% 3	0.0% 0	7	4.00	4	28

RESIDENT CHARACTERISTICS

Question	Observations/Implications
Supportive community for children, youth, and teens	After school programs, skate parks, summer camps, sports programs, childcare/early childhood education teen center. Consider providing additional funding to non-profits or entities that already provide these type of services (i.e. YMCA)
Attractive place for retirees and active seniors	Pickleball courts, senior center/programming, public transportation, walkable areas. Creating opportunities for active seniors to volunteer. Promote part-time opportunities to work for Parks & Rec (building monitors/seasonal opportunities).
A cool place for young adults	Downtown/night life, dog parks, walkable areas, skatepark, more breweries and bars, multi family developments with lots of amenities, gyms, volunteer opportunities, use of technology in service delivery (and just in general) - e.g., cash is a thing of the past for 20 somethings and younger.
Engaged and community minded residents	Kannapolis 101 (grow it), marketing/communications, other citizen involvement methods/volunteerism. Things like support of schools and litter clean and similar activities. More community involvement. More active social media engagement. Have to have thick skin when going down this path. Ask citizens what they think - they will tell us.
Well educated residents	Possible office/HQ recruitment, remote worker strategy, workforce development, capture Eli Lilly workers. Ensure diverse housing options. Create more vibrant commercial areas like downtown.

RESIDENT CHARACTERISTICS

Question	Observations/Implications
Accessible community for our aging population or those with disabilities	Plan/retrofit parks/public areas for those with disabilities; improve sidewalks/crosswalks, look at UDO/street standards, public transportation; adjust sports & youth programming to be more inclusive or to provide specific opportunities for children with disabilities
Multi-generational community	UDO supporting multi-generational housing options. Public transportation. Mentoring and support programs (seniors and students). Age-diverse parks and recreation investments. Senior center planned for Afton Ridge by Cabarrus County - how do we maximize that?
Healthy residents (mental, physical, and social health)	Likely to be shelved based on this ranking...However if it sticks around in the process would include mental health programs and activities, greenways/parks (likely for different reasons), programming, senior center. Is it time to rethink the Discover a Healthy Life brand (or re-engineering it)? CHA has a potential grant opportunity through Blue Cross Blue Shield to take healthy living ideas to a new level. Shelving it may be on conflict with NCRC support.

City Council - Visioning Questions

ECONOMIC CHARACTERISTICS: Kannapolis will be known in the Charlotte region for these attributes:

Question	Best in the Region	Above Average	Middle of the Pack	Low priority	Total	Weighted Average	Best + Above	Total Weighted Score
Health & life sciences research	42.9% 3	42.9% 3	14.3% 1	0.0% 0	7	5.43	6	38
Traditional small businesses	28.6% 2	42.9% 3	28.6% 2	0.0% 0	7	4.71	5	33
Innovative entrepreneurs & new companies	14.3% 1	57.1% 4	28.6% 2	0.0% 0	7	4.43	5	31
Low cost place to do business	14.3% 1	57.1% 4	28.6% 2	0.0% 0	7	4.43	5	31
Large corporate employers	0.0% 0	71.4% 5	14.3% 1	14.3% 1	7	3.86	5	27
High paying, professional jobs	42.9% 3	14.3% 1	28.6% 2	14.3% 1	7	4.29	4	30

City Council - Visioning Questions

ECONOMIC CHARACTERISTICS: Kannapolis will be known in the Charlotte region for these attributes:

Question	Best in the Region	Above Average	Middle of the Pack	Low priority	Total	Weighted Average	Best + Above	Total Weighted Score
Skilled labor force	14.3% 1	42.9% 3	28.6% 2	14.3% 1	7	3.71	4	26
Low skill jobs	0.0% 0	28.6% 2	57.1% 4	14.3% 1	7	2.57	2	18

ECONOMIC CHARACTERISTICS

Question	Observations/Implications
Health & life sciences research	NCRC strategy critical (with new owner, City, County, EDCs, Charlotte and State agencies). Create a strategy for maximizing opportunities with Eli Lilly.
Traditional small businesses	Support downtown, facade/site improvement grant, Midway & N. Main St, Cannon Blvd or other corridor reinvestment/redevelopment
Innovative entrepreneurs & new companies	Entrepreneurial initiatives/Cabarrus Center. Consider the creation of a shared commercial kitchen for food trucks. CVB supportive of a Kitchen Incubator for new restaurant development.
Low cost place to do business	Continue considering incentives for key businesses/projects. Examining taxes and fees (but this is nearly impossible to impact AND fund the other potential projects and initiatives that may emerge from the planning process).
Large corporate employers	Incentives, possible office/HQ recruitment, use of NCRC property
High paying, professional jobs	Possible office/HQ recruitment, remote worker strategy. Support NCRC growth and stability. Support higher quality economic development investments on the NCRC property and perhaps in other locations (industrial/corporate parks).

ECONOMIC CHARACTERISTICS

Question	Observations/Implications
Skilled labor force	Tilt towards manufacturing rather than distribution. Invest in workforce development. Capture Eli Lilly workers. Support the NCRC growth and stability.
Low skill jobs	This might be simple policy considerations....No more distribution companies? Save sites for higher paying manufacturing uses? Use sewer allocation as leverage? Minimum county wage average for incentives (perhaps significantly higher than the average?).

City Council - Visioning Questions

PHYSICAL CHARACTERISTICS: Kannapolis will be known in the Charlotte region for these attributes:

Question	Best in the Region	Above Average	Middle of the Pack	Low priority	Total	Weighted Average	Best + Above	Total Weighted Score
Outdoor amenities, including parks, greenways, and natural areas	42.9% 3	42.9% 3	14.3% 1	0.0% 0	7	5.43	6	38
Physically attractive community	14.3% 1	71.4% 5	14.3% 1	0.0% 0	7	4.86	6	34
Strong, resilient infrastructure	14.3% 1	71.4% 5	0.0% 0	14.3% 1	7	4.57	6	32
A walkable, bikeable community	28.6% 2	42.9% 3	28.6% 2	0.0% 0	7	4.71	5	33
Clean air, water, land	28.6% 2	28.6% 2	42.9% 3	0.0% 0	7	4.29	4	30

City Council - Visioning Questions

PHYSICAL CHARACTERISTICS: Kannapolis will be known in the Charlotte region for these attributes:

Question	Best in the Region	Above Average	Middle of the Pack	Low priority	Total	Weighted Average	Best + Above	Total Weighted Score
Accessible public transit system	14.3% 1	42.9% 3	42.9% 3	0.0% 0	7	4.00	4	28
Green, environmental initiatives	14.3% 1	42.9% 3	28.6% 2	14.3% 1	7	3.71	4	26

PHYSICAL CHARACTERISTICS

Question	Observations/Implications
Outdoor amenities, including parks, greenways, and natural areas	Invest in parks, greenways, community gardens, land banking etc. Timing and scope of the various projects will be the primary challenge to address. No "if" but "what" and "when". Active vs Passive Parks? Dog Parks? Skate Parks?
Physically attractive community	Litter, gateways/signage, code enforcement, trees/landscaping - probably higher landscaping/tree preservation standards in UDO. Re-consider attaching non-profit funds to Adopt-a-Street Program.
Strong, resilient infrastructure	Roads/paving, stormwater master plan, water main maintenance, water hydrant maintenance, sewer main maintenance, solid waste disposal plan, fire stations, police 911 system. Extraordinarily expensive. Can only hope to chip away at the needs over time.
A walkable, bikeable community	Invest in sidewalks, greenways, and bike lanes, adopt development standards that require these and provide things like bike racks
Clean air, water, land	Invest in clean stream, stormwater programs, increase development standards/monitoring? Strengthen UDO to support more compact development, preservation of natural areas

PHYSICAL CHARACTERISTICS

Question	Observations/Implications
Accessible public transit system	Invest in CK Rider system, support creative ways to expand the system. Pursue a funding source (1 cent sales tax?); maintain discussion with Charlotte/CATS about regional solutions. Explore federal funding.
Green, environmental initiatives	Split vote- does it get shelved or does it belong in a focus area? If it survives might include building design/energy systems, electric vehicles, recycling/solid waste management

City Council - Visioning Questions

HOUSING: Kannapolis will be known in the Charlotte region for these attributes:

Question	Best in the Region	Above Average	Middle of the Pack	Low priority	Total	Weighted Average	Best + Above	Total Weighted Score
Apartments, with high quality design, amenities, and landscaping	28.6% 2	42.9% 3	28.6% 2	0.0% 0	7	4.71	5	33
Stable, resilient neighborhoods	42.9% 3	28.6% 2	14.3% 1	14.3% 1	7	4.71	5	33
Safe, stable housing for all residents	28.6% 2	28.6% 2	28.6% 2	14.3% 1	7	4.00	4	28
Starter homes	0.0% 0	66.7% 4	33.3% 2	0.0% 0	6	4.00	4	24
Multigenerational housing options (i.e. carriage homes, apartments above garages)	14.3% 1	42.9% 3	28.6% 2	14.3% 1	7	3.71	4	26
Large homes on large lots	16.7% 1	33.3% 2	50.0% 3	0.0% 0	6	3.83	3	23

City Council - Visioning Questions

HOUSING: Kannapolis will be known in the Charlotte region for these attributes:

Question	Best in the Region		Above Average		Middle of the Pack		Low priority		Total	Weighted Average	Best + Above	Total Weighted Score
High end housing	0.0%	0	42.9%	3	57.1%	4	0.0%	0	7	3.29	3	23
Denser subdivisions on smaller lots, with high quality design, amenities, landscaping	0.0%	0	42.9%	3	42.9%	3	14.3%	1	7	3.00	3	21
Affordable housing	16.7%	1	16.7%	1	50.0%	3	16.7%	1	6	3.00	2	18
Middle-density housing (townhomes, row houses)	0.0%	0	28.6%	2	71.4%	5	0.0%	0	7	2.86	2	20
Low-income housing	0.0%	0	28.6%	2	42.9%	3	28.6%	2	7	2.29	2	16

HOUSING

Question	Observations/Implications
Apartments, with high quality design, amenities, and landscaping	Needs some clarification: Is this highly ranked only because IF we are going to have apartments, they need to be high quality? Or does this say we want more apartments (assuming they are high quality).
Stable, resilient neighborhoods	This means we invest in existing neighborhood improvements and initiatives: sidewalks, street trees, signage. Help develop neighborhood groups and associations. May mean we limit investor-owned properties as best as we can. Strengthen code enforcement.
Safe, stable housing for all residents	Split vote- does it get shelved or does it belong in a focus area? Do we support homelessness and transitional housing initiatives? Our Focus Group is halfway through its work. A recommendation will be forthcoming; even so, nothing has to be done. If not now it will probably be 5+ years before it can be revisited.
Starter homes	What are considered starter homes? Used to be \$100-180k; now more like \$225-275k. Do we lower standards to allow less expensive housing? Starter homes will need to be older/smaller housing stock and/or denser housing (townhomes, skinny or tiny homes)
Multigenerational housing options (i.e. carriage homes, apartments above garages)	Split vote- does it get shelved or does it belong in a focus area? New KDO will facilitate this. Do we need incentives or strategies to better facilitate it?
Large homes on large lots	Split vote; large homes on large lots is economically difficult for most developers due to land and construction costs.

HOUSING

Question	Observations/Implications
High end housing	No special strategies or incentives. Let the market dictate the viability of this in Kannapolis.
Denser subdivisions on smaller lots, with high quality design, amenities, and landscaping	Split vote- does it get shelved or does it belong in a focus area? This is the way development is going to go with land being at a premium. Attention to design and amenities is the trade off.
Affordable housing	Split vote- does it get shelved or does it belong in a focus area? ; how to define affordable? If we don't want too much high end housing or affordable housing, we want something like "middle/upper middle class" housing, which right now is in the \$300-600k range probably. This means that workers in our distribution facilities can't afford to live here and will need to commute in from farther away.
Middle-density housing (townhomes, row houses)	Land is at a premium and this provides an owned rather than rental product. Can help with the affordable housing dilemma. However based on the votes no special strategies or incentives are likely.
Low-income housing	Split vote- does it get shelved or does it belong in a focus area? Not wanting to be the best in the region doesn't necessarily mean we don't invest in this for community needs. The assumption here is that we use HUD funds for this purpose (as we have in the past) but we do not invest additional City funds.



**City of Kannapolis
City Council Meeting
June 13, 2022
Staff Report**

TO: Mayor and City Council
FROM: Mike Legg, City Manager
TITLE Closed Session

A. Action Requested by City Council

GS. 143-318.11 (a) (3) to consult with an attorney in order to preserve the attorney client privilege and G.S. 143.318.11 (a) (4) for discussing matters relating to the location or expansion of industries or businesses in the area (Mayor Pro tem Dayvault)

MOTION TO ADJOURN

B. Required Votes to Pass Required Action

C. Background

D. Fiscal Considerations

E. Policy Issues

F. Legal Issues

G. Alternative Courses of Action and Recommendation

ATTACHMENTS:

File Name

No Attachments Available