



THE BOULEVARDS OF CONCORD

CONCORD MILLS BLVD &
BRUTON SMITH BLVD
CORRIDOR STUDY

Inventory

Adopted August 8, 2024

AN ORDINANCE ADOPTING THE BOULEVARDS OF CONCORD – CONCORD
MILLS BLVD & BRUTON SMITH BLVD CORRIDOR STUDY OF THE CITY OF
CONCORD, NORTH CAROLINA

WHEREAS, the City of Concord, North Carolina pursuant to the authority conferred by the North Carolina General Statute §160A-364 enacted an Official Zoning Ordinance for the City of Concord, North Carolina and the Area of Extraterritorial Jurisdiction on July 28, 1977; and

WHEREAS, the City of Concord, North Carolina pursuant to the authority conferred by North Carolina General Statute §§160D-501 shall adopt and maintain a comprehensive plan that sets forth goals, policies, and programs intended to guide the present and future physical, social, and economic development of the jurisdiction; and

WHEREAS, the City may prepare and adopt other such plans as deemed appropriate, which may include small area plans and neighborhood plans; and

WHEREAS, the adopted 2030 Land Use Plan recommends the preparation of a plan for the general area of the Concord Mills Blvd and Bruton Smith Blvd corridor, and the City has obtained property owner, stakeholders and public input in the development of the plan; and

WHEREAS, the Planning and Zoning Commission has unanimously recommended approval of the plan on July 16, 2024.

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Concord, North Carolina:

SECTION 1: That the City Council adopted the following statement of reasonableness and consistency in support of adoption of the plan:

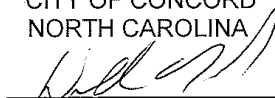
- The proposal is consistent with the 2030 Land Use Plan as the development of the corridor study is an identified implementation action within the 2030 Land Use Plan. This item states that “the corridor plan should address land use changes necessary for retail and other uses to remain viable; multi-modal connectivity along the corridor and other challenges identified within the Land Use Element of this Plan.” Furthermore, the 2030 Land Use Plan states that the development of this corridor plan is consistent with numerous goals and objectives within the Land Use Plan.
- The proposal is reasonable in that the development of the Plan has included substantial outreach to property owners, stakeholders and the general public.

SECTION 2: That The Boulevards of Concord – Concord Mills Blvd & Bruton Smith Blvd Corridor Study as indicated on Attachment A – Inventory and Attachment B – Implementation Plan is adopted.

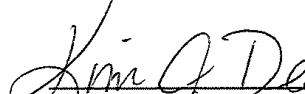
SECTION 3: That this Ordinance be effective immediately upon adoption.

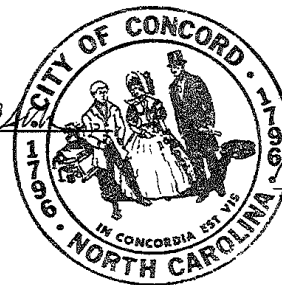
Adopted on this day August 8, 2024.

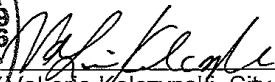
CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA


William C. Dusch, Mayor

ATTEST:


Kim Deason, City Clerk




Valerie Kolczynski, City Attorney

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- » Roberto Medina, Hendrick Motor Sports
- » Angela Brown, Great Wolf Lodge
- » Donna Carpenter, Cabarrus Visitors Bureau
- » James Ross, Concord Mills / Simon Malls
- » Terry Crawford, City Council
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- » NCDOT
- » City of Concord
- » City of Charlotte
- » Town of Harrisburg
- » Cabarrus County
- » Cabarrus-Rowan MPO

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introduction

THE BLVDS
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CONCORD MILLS & BRUTON SMITH
BOULEVARD CORRIDOR STUDY

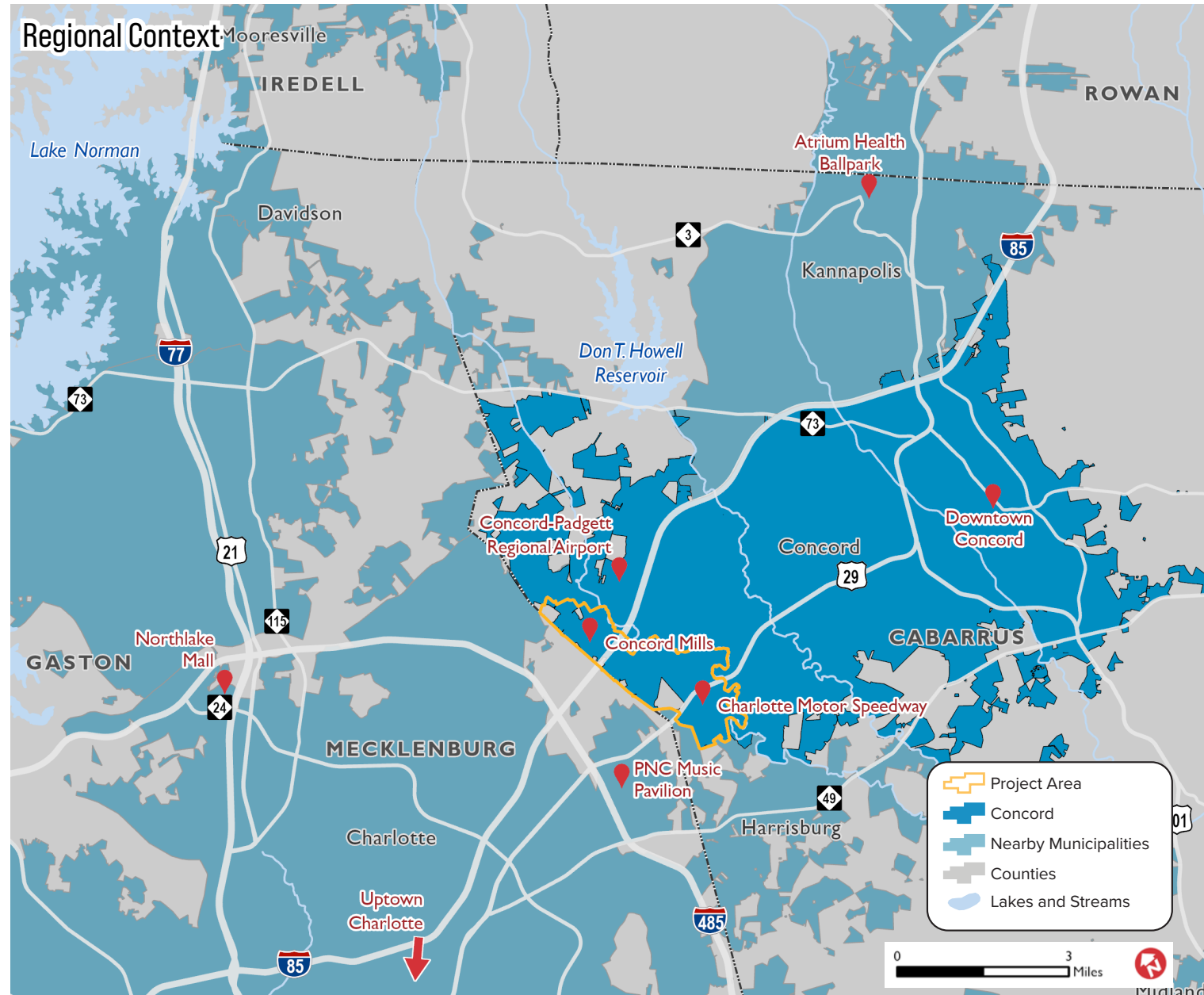


regional overview

The City of Concord is one of North Carolina's most populous and dynamic municipalities, with a history spanning multiple centuries and a historic downtown that is experiencing a dramatic renaissance. Concord is also home to some of the state's busiest shopping and tourism sites, over fifty thousand hotel rooms, and dozens of restaurants and shopping opportunities, all along the Concord Mills Boulevard - Bruton Smith Boulevard corridor in the southern portion of the city. This corridor sits approximately two miles north east of I-485 and offers great access to the Charlotte region and the residents, businesses, and infrastructure that call it home.

Concord Mills Boulevard and Bruton Smith Boulevard are some of the largest and busiest roads in the city and play host to some of the most exciting and dynamic attractions in the region. The City of Concord has created this study to establish a vision for the corridor and the areas around it and a path to achieve that vision, based on input from business owners, residents, workers, and other members of the community.

What is today the Concord Mills Boulevard - Bruton Smith Boulevard corridor was built in the mid 1990s and connected the existing Charlotte



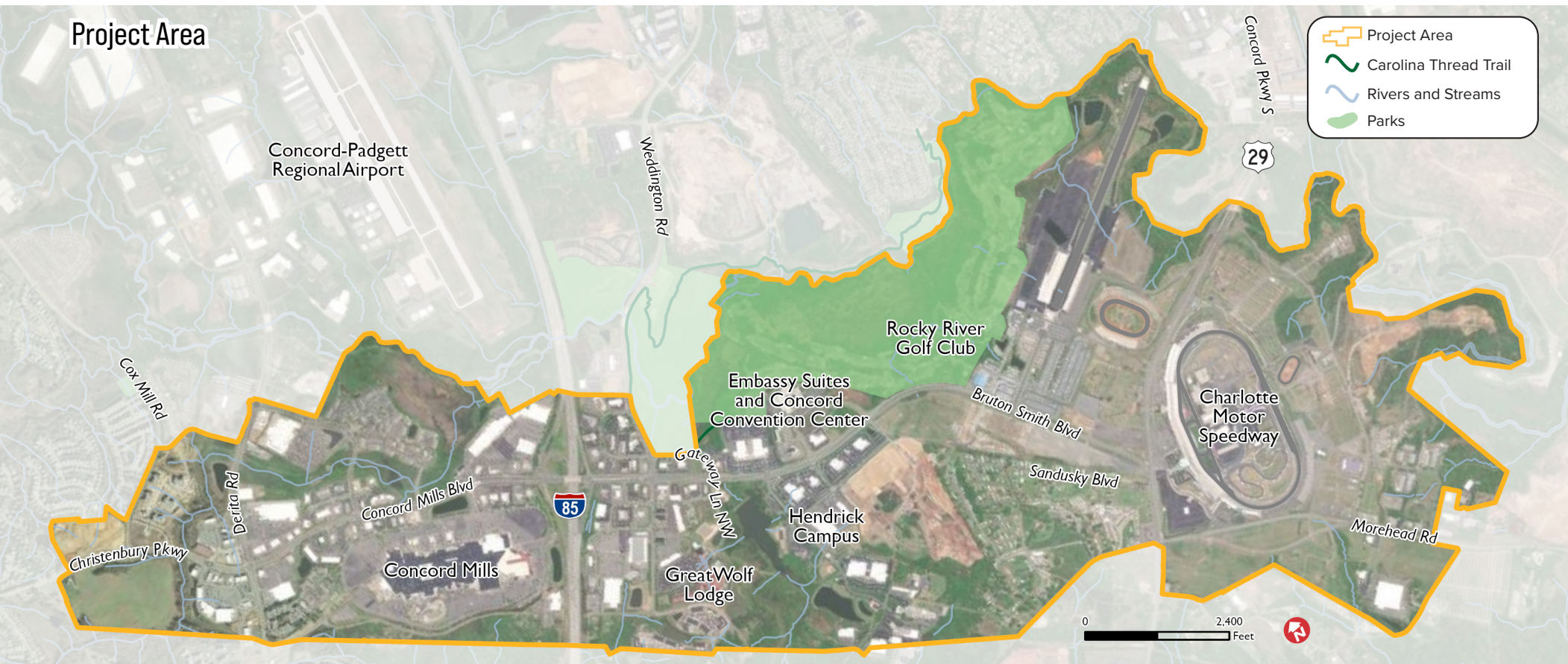
corridor overview

Motor Speedway to Interstate 85. The road extended to the west and was quickly joined by Concord Mills mall. Over time, the corridor developed with additional commercial and tourism opportunities while residences began to be built around the corridor.

Today, the Boulevards study area is home to many destinations, including Concord Mills and the Charlotte Motor Speedway who are now

joined by the Concord Convention Center, Great Wolf Lodge, over a dozen additional hotels, and a myriad of other shopping and restaurant options. The corridor also plays host to a major campus owned by Hendrick which includes car dealerships, motorsports facilities, and an upcoming advanced manufacturing center. East of I-85, the corridor provides access to Rocky River Golf Club, a City-owned, 18-hole golf course. West of 85, the study area includes

apartment complexes, grocery stores, and small medical offices. Interstate 85 travels through the corridor and connects to the Boulevards at the busy exit 49 interchange.



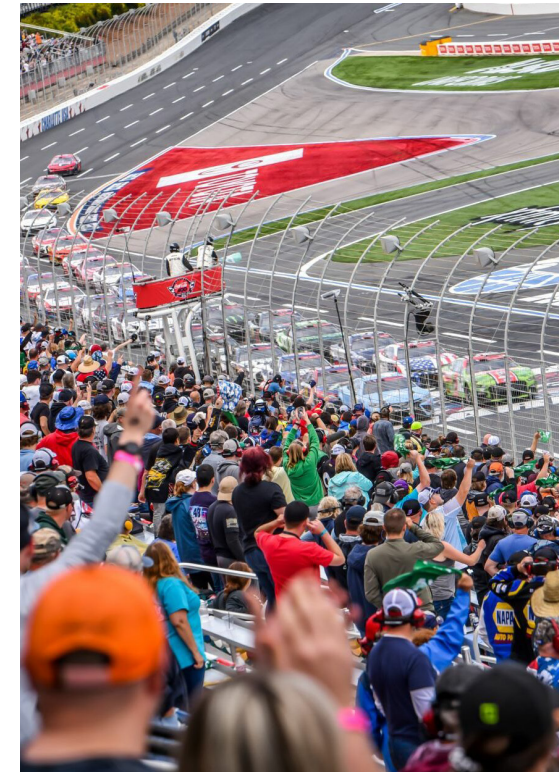
plan overview

The Boulevards of Concord Corridor Study was created over the second half of 2023 and into 2024 and represents the synthesis of extensive research; public, business, and other stakeholder engagement; and creative planning efforts undertaken by the City.

This Inventory document contains the results of the first phase of the planning process, which included research on the existing conditions, opportunities, and constraints of the study area and its environs. This inventory was conducted to ensure that all planning participants were working from a common understanding of the study area's current situation to best identify needs for the future.

This research effort and this document are organized around the four topics shown to the right: transportation, land use, market conditions, and utilities and infrastructure. The following pages present information relevant to each topic in the order shown to the right.

Transportation	Roadway Capacity Transit Service Pedestrian and Bicycle Facilities Crash Analysis
Land Use	Future Land Use Plan Zoning Airport Restrictions Environmental Features
Market Conditions	Trade Area Demographics Market Gaps
Utilities	Easements Wastewater Considerations



Project Schedule





transportation

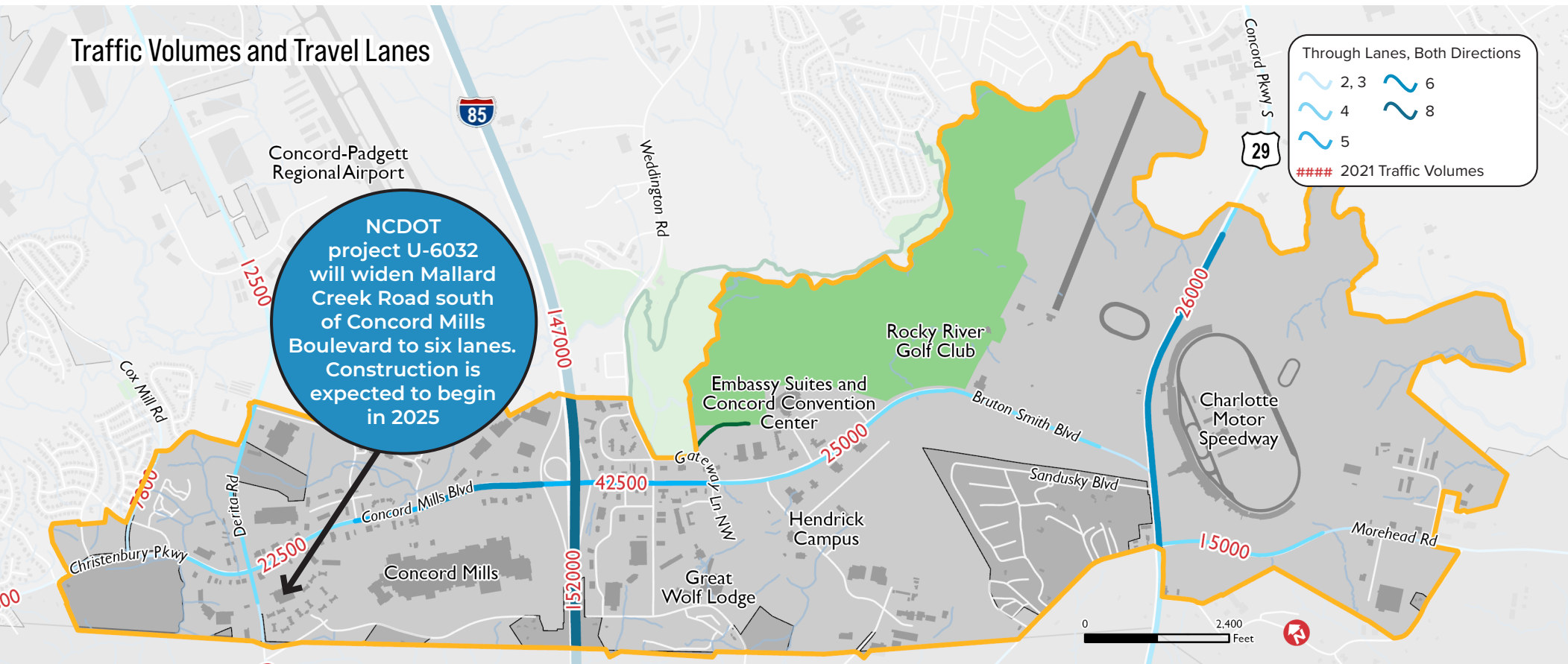
THE BLVDS
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BOULEVARD CORRIDOR STUDY

Concord Mills Boulevard has some of the highest vehicular volumes in Concord. On an average weekday, over 40,000 vehicles use the ramps at the I-85 Interchange. The way that residents, employees, and visitors get to and move around the Boulevards have a huge impact on the area's future. Taking roadway capacity into account before creating a new plan may dictate future land uses or provide

evidence for the need of multi-modal corridors that allow people to drive, but also use transit, walk, roll, and bike.

The roadway also has a traffic volume distribution that is distinct from typical suburban arterials. On many other major roads in similar areas, the primary driver of traffic is commuting, which generates high volumes of trips in the morning and afternoon peak periods, with lower

trips during the day and overnight. While this corridor does serve as a commuting route for a significant number of nearby residents, the retail, restaurant, and entertainment businesses along the corridor are a major driver of traffic as well. Due to this, traffic volumes in the afternoon are much higher than in the morning, and the corridor has a notable midday peak in traffic. In addition, weekend traffic is notably higher



travel volumes

than on other corridors that may otherwise seem similar. Between 9am and midnight, traffic volumes on Concord Mills Boulevard are higher on a Saturday than at the same time on a typical weekday. These kinds of traffic volumes are also less directional than typical commuting patterns, which can create additional challenges with timing and coordinating signals.

Existing ITS Infrastructure

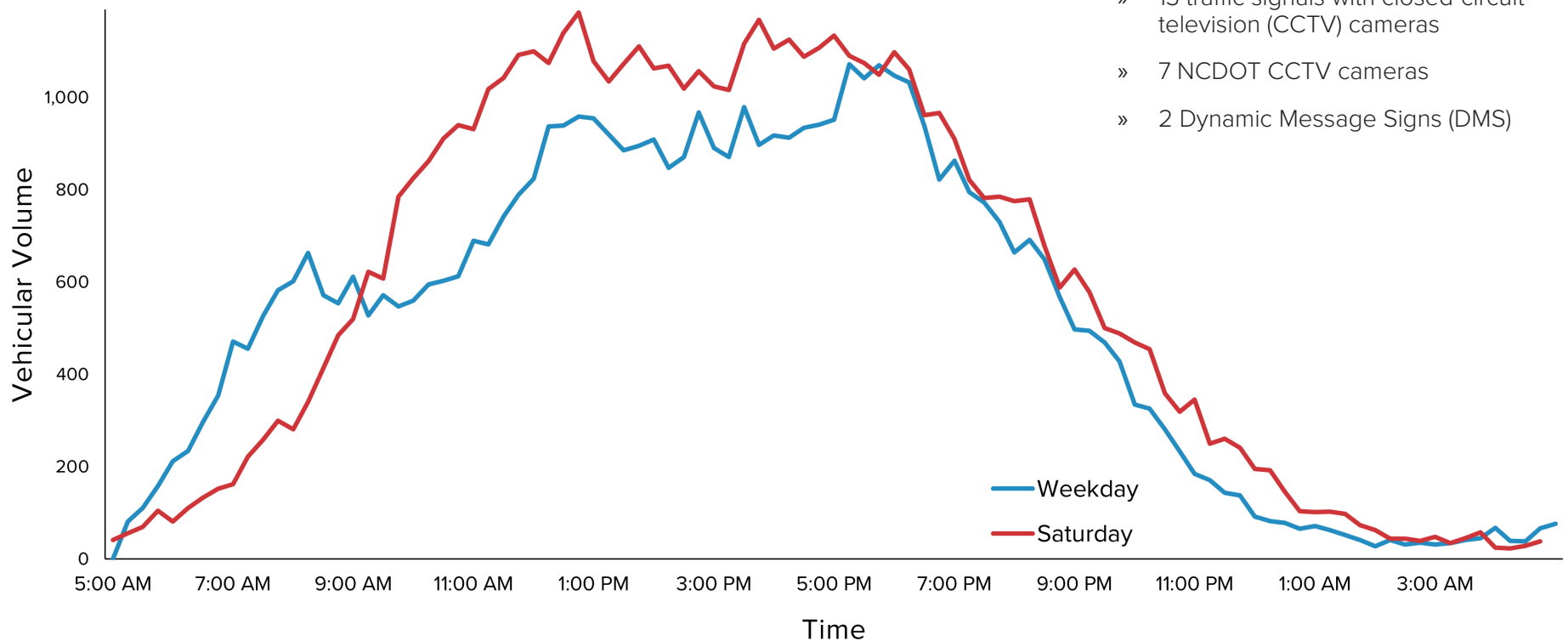
The City of Concord identifies the Concord Mills/Bruton Smith Boulevard Corridor (“corridor”) as a top priority when considering equipment upgrades or piloting new technologies given the significant destinations located within the corridor.

The City currently operates and maintains 6.67 miles of fiber optic cable communications network within the corridor. The City also has shared use of North Carolina Department of Transportation (NCDOT) fiber optic communications cable within the corridor to operate the City’s traffic system. The City does not have an agreement to use NCDOT’s fiber to create redundancy within the City’s network or for other uses.

The following additional existing ITS components are within the corridor study limits:

- » 13 traffic signals with closed-circuit television (CCTV) cameras
- » 7 NCDOT CCTV cameras
- » 2 Dynamic Message Signs (DMS)

Time of Day Traffic Distribution on Concord Mills Boulevard west of I-85



existing ITS infrastructure

As shown in the Existing ITS Infrastructure figure, all traffic signals within the corridor study are interconnected. However, City-owned fiber does not cross I-85 along Concord Mills Boulevard and over half of the signals within the corridor are connected via NCDOT-owned and maintained fiber.

The two DMS signs on the corridor are located on the northbound exit ramp from I-85 to

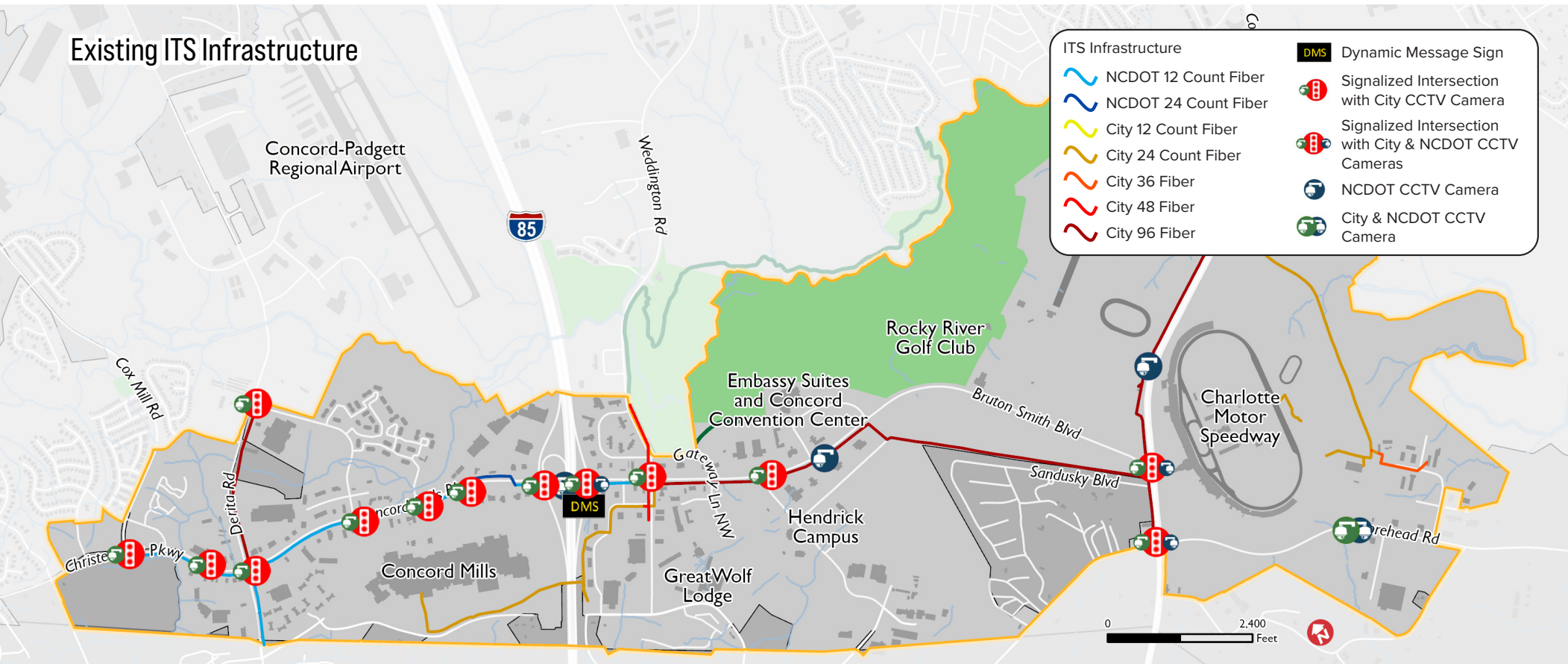
Concord Mills Boulevard. These signs are full-matrix, color signs and are utilized for lane assignment.

A police substation is currently located within the southwest portion of the Concord Mills building and is connected via 24-count City-owned fiber. This substation is planned to be moved to the airport so this fiber will not be used by the substation in the future. The police

department has installed solar-powered license plate readers (LPRs) around the mall.

Event management is an important consideration along this corridor for the two significant destinations that are contained within: Concord Mills shopping center and the Charlotte Motor Speedway.

During Speedway events, the City implements preprogrammed signal timing changes as



existing ITS infrastructure

well as active traffic management. An NCDOT trailer is located across from the Speedway, which functions as the remote command center allowing for real time signal adjustments to be implemented during an event. During Black Friday shopping at Concord Mills, preprogrammed signal timing plans are implemented to prioritize traffic to/from the shopping center. Lane shifts are also implemented along the Mall Ring Road.

The City is currently running Centracs Central with ASC3 and is expecting to transition traffic signals to using MaxTime by 2027. There are currently no pedestrian signals or bike/pedestrian detection within the corridor. Currently, only two signals along the corridor have pedestrian capabilities, the traffic signal at the back entrance to Concord Mills at Carolina Lilly Lane and the Concord Mills Boulevard and Derita Road intersection. A new signal is planned to be installed at John Q Hammonds (Gate Z) and Bruton Smith Boulevard; this signal will also have pedestrian capabilities.

There are currently no robust transit options along the corridor. The City currently offers a bus route, Route 6, that travels among Walmart, AMC Concord Mills, Embassy Suites, Gateway Lane 2, and Rowan-Cabarrus Community College. The corridor does not currently operate with transit signal priority (TSP).

There are not currently any City-owned cameras installed on multi-use paths in the vicinity of the corridor.

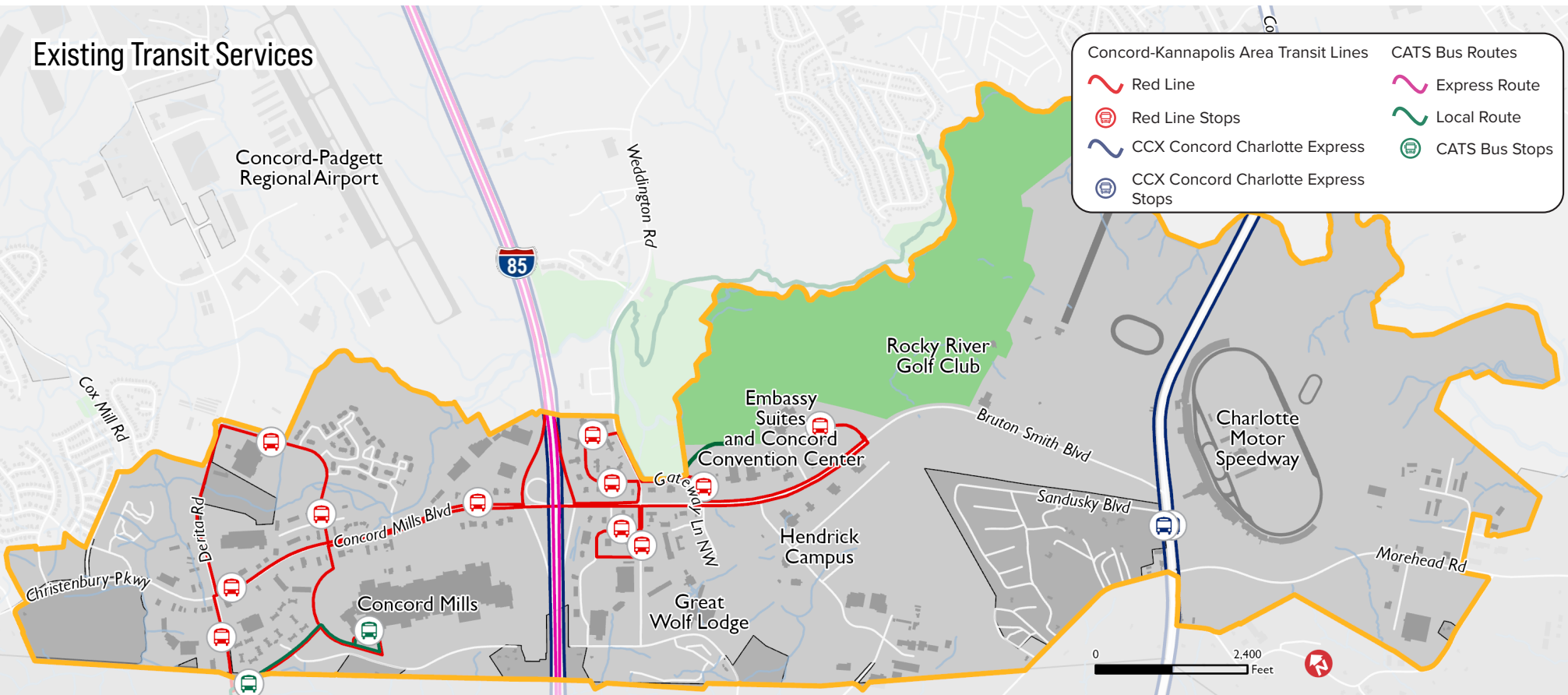


transit service

A handful of transit routes serve the study area. The Charlotte Area Transit System (CATS) operates Route 54, which connects Concord Mills Mall to the University City Boulevard station of the Blue Line light rail system, via the Mallard Creek Road and IBM Drive corridors. Concord Kannapolis Area Transit operates the Rider transit system, which includes the Route Six/Red Route line. This route provides local connections along the corridor and access to

the Rider Transit hub off I-85 along Concord Parkway. The route is circuitous and as such, traveling from the east side of I-85 to the west side via Route Six consumes almost an hour. Along US 29, Rider's Concord-Charlotte Express (CCX) route connects the Rider Transit hub to the J.W. Clay Station on the Blue Line.

Existing Transit Services



pedestrian and bicycle facilities

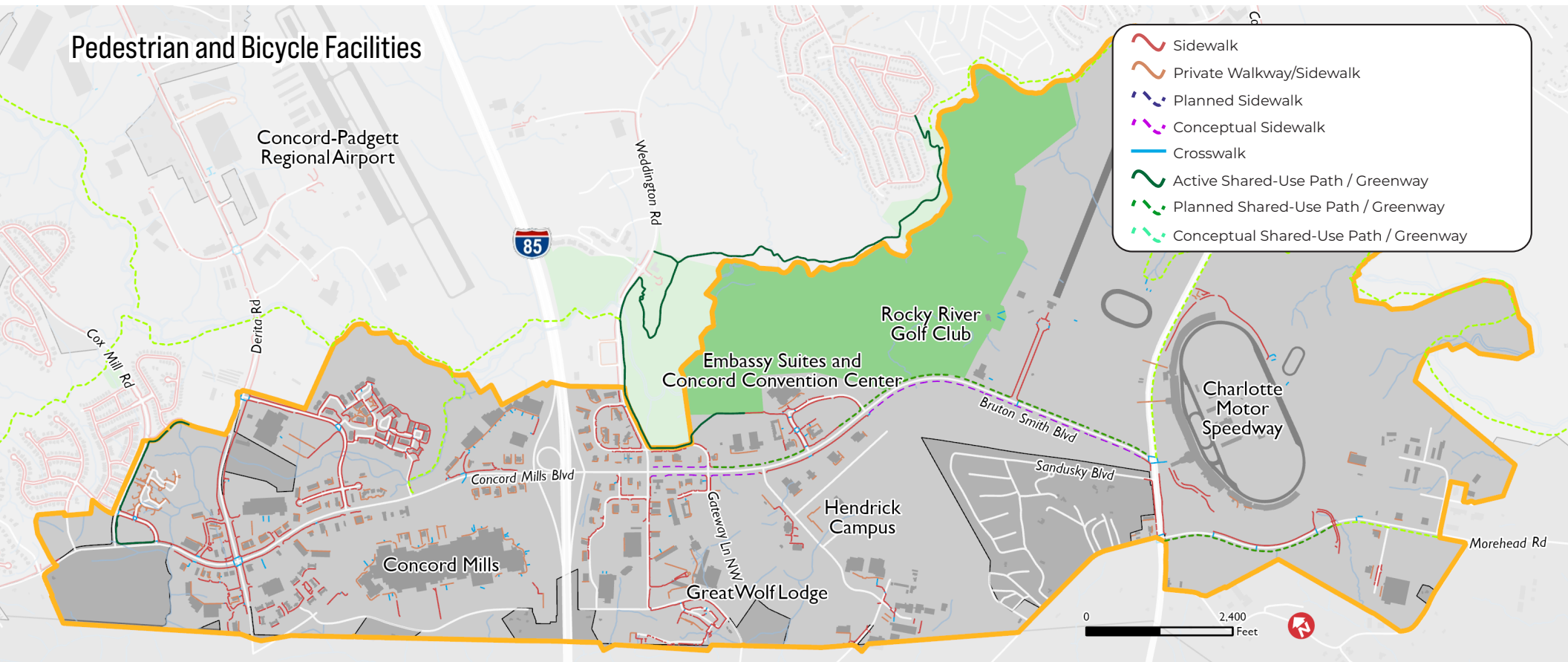
Multi-Use Paths

Just outside of the primary study area to the east of I-85 lies the Hector H. Henry II Greenway, which connects the Concord Convention Center area to the Weddington Road Bark Park and beyond to residential neighborhoods north of the Rocky River Golf Course. This is the only off-street greenway

in the area. Additional shared-use paths have been built as part of new developments near Cox Mill Road.

In August 2009, the Carolina Thread Trail published the Carolina Thread Trail Master Plan for Cabarrus County Communities. Within the document, they identified the Rocky

River Corridor as Clarke Creek to Harrisburg, which includes the segment adjacent to the Boulevards corridor. The plan then identifies phased actions for implementation.



pedestrian and bicycle facilities

Sidewalks and Crosswalks

Sidewalks throughout the study area are generally present near and within more recent developments, most notably to the west of I-85. This has created partial networks that do not fully connect to each other. East of I-85, NCDOT project EB-5732 will bring sidewalks to the north side of Bruton Smith Boulevard from Weddington Road to US 29. It should be expected that any future developments will add sidewalk/multi-use paths to the south side of Burton Smith Boulevard. This will add key safe walking spaces to areas around the Speedway and many lodging and parking areas nearby.

There are only three locations in the study area where a pedestrian could safely cross the Boulevards today - at Derita Road/Mallard Creek Road, at the flyover into Concord Mills, and at US 29. No other signals have marked or signalized pedestrian crossing opportunities across the Boulevards, though many have marked crossing across side-streets.

Bicycle Facilities

There are currently no dedicated bicycle facilities in the study area beyond the Hector H. Henry II Greenway. The Boulevards are host to multi-lane, high-speed, high-volume automotive traffic and are not a safe or comfortable route for cyclists.



Cabarrus-Rowan MPO Metropolitan Transportation Plan

The Cabarrus-Rowan Metropolitan Planning Organization (CRMPO) provides transportation planning for the two-county region, including the study area. The MPO's current Metropolitan Transportation Plan (MTP) establishes transportation goals and plans for projects to be implemented through 2050. It has been developed to meet the needs of each individual community by prioritizing multi-modal options and detailing the benefits of future investments in the roadway, transit, bicycle, and pedestrian systems. The MTP calls out specific pieces of the corridor to be addressed.

- » Sidewalks on both sides of Bruton Smith Boulevard and Concord Mills Boulevard for pedestrian safety and connectivity.
- » Roadway expansion of Derita Road from Poplar Tent Road to Aviation Boulevard.
- » The I-85 corridor beginning at Concord Mills Boulevard to the Rowan County line should be studied further for the implementation of congestion management practices.
- » The 2050 strategy recommends additional physical capacity, access management at interchange ramps, IMAP, and ITS throughout the corridor. Related projects may be selected for funding through the state's Transportation Improvements Program in the future.

Cabarrus County Long Range Public Transportation Master Plan (LRTMP) (2020)

Cabarrus County's official transit plan highlights the current Route Six/Red Route. Route Six as the second longest route in the Rider system. This plan suggests a phased implementation of a Concord Mills Circulator that would connect riders with the east and west sides of the corridor and the broader transit system. This circulator would extend to also connect to the Charlotte Motor Speedway and Concord-Padgett Airport. The current Route Six would be modified to connect the new circulator to the system's transit center.

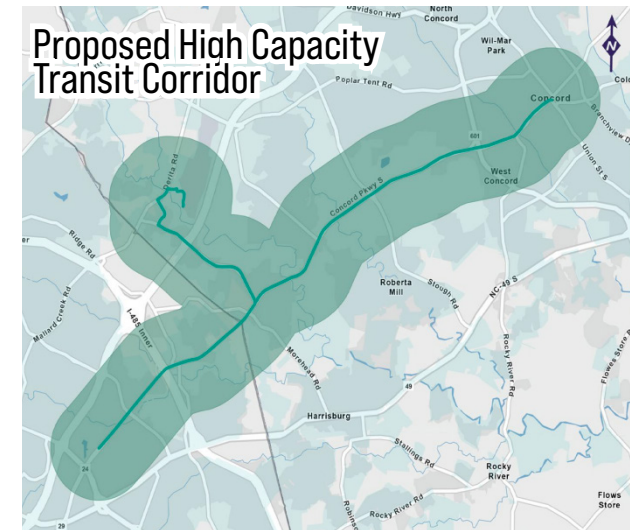
City of Concord Open Space Connectivity Analysis Plan

The document outlines plans for open space across the city and the future of trails and greenway amenities. Three trails within the study area are mentioned:

- » Rocky River Tributary - Planned segment follows the tributary and connects to roadways and neighborhoods east of I-85 and north of the Speedway.
- » Greenway south of the Speedway - Conceptual idea that would connect into the Town of Harrisburg.
- » Sidewalk installation along Bruton Smith Boulevard, Concord Mills Boulevard, and Christenbury Parkway.

Connect Beyond Plan

Connect Beyond is a regional mobility plan published in October 2021. The plan covers 2 states, 12 counties, and 2.6 million residents and was created through a multi-jurisdictional effort led by the Centralina Regional Council and CATS. The plan includes a High-Capacity Transit (HCT) corridor on US Highway 29 and along the Boulevards. This corridor would begin at J.W. Clay station on the LYNX Blue Line. Two endpoints have been discussed: Concord-Padgett Regional Airport and Downtown Concord. The routes that would serve each terminus are shown in the map below.



crash analysis

To gain an understanding of safety trends and concerns in the area, records of **crashes from July 1, 2017 through June 30, 2023** were provided by NCDOT and analyzed. Analysis areas included the following major roadways in the study area:

- » Christenbury Parkway/Concord Mills Boulevard/Bruton Smith Boulevard between Beard Road and US 29 (called The Boulevards below)

- » US 29 between Morehead Road and the Rocky River
- » Morehead Road between US 29 and Victory Lane

The table below shows a summary of the crashes by corridor, including crash type, crash severity, and crash rates.

Overall Crash Rates and Types

US 29 and Morehead Road had overall crash rates below the statewide average for similar

facilities, suggesting that they do not pose any more safety concern than other similar roadways in the state. **The Boulevards have a crash rate more than double the statewide rate** for similar facilities. Almost half (43%) of crashes on the Boulevards are rear ends, which can indicate irregular/unreliable congestion due to sudden stops and starts on the roadway. The Boulevards also saw a much higher portion of crashes that were angle crashes (13%, compared to 7-10% for US 29 and Morehead Road), which can suggest issues related to intersection operations.

Crash History by Corridor 2017-2023

	Crash Type									Crash Severity			Total Crashes		Total Crash Rate			Fatal Crash Rate			Non-Fatal Injury Crash Rate		
	Angle	Fixed Object	Left Turn	Pedestrian	Ran Off Road	Rear End	Right Turn	Sideswipe	Other	Fatal	Non-Fatal Injury	Property Damage Only	Total of Crashes	Corridor Severity Index	Corridor Crash Rate ¹	Statewide Rate ²	Critical Rate ³	Corridor Crash Rate ¹	Statewide Rate ⁴	Critical Rate ³	Corridor Crash Rate ¹	Statewide Rate ²	Critical Rate ³
The Boulevards	126	5	89	3	21	409	59	204	37	1	202	750	953	2.7	513	256	258	0.5	0.7	0.8	109	71	72
US 29	7	0	13	0	12	38	5	21	2	0	27	71	98	3.0	178	205	208	0	1.1	1.3	49	59	61
Morehead Road	5	0	8	0	0	21	3	9	5	0	8	43	51	2.2	245	256	262	0	0.7	1.5	38	71	75

1: Crash rates are expressed as crashes per 100 million vehicle miles travelled

2: Christenbury Parkway/Concord Mills Boulevard/Bruton Smith Boulevard and Morehead Road are compared to statewide averages for All Secondary Routes with 4+ lanes divided. This is the primary cross section throughout the project limits.

3: Based on the statewide crash rate (95% level of confidence). The critical crash rate (a statistically derived value against which a calculated crash rate can be compared to see if the rate is above an average far enough that something besides chance must be the cause) is used to denote statistical significance.

4: US 29 is compared to statewide averages for All US Routes with 4+ lanes divided. This is the primary cross section throughout the project limits.

crash analysis

Severity

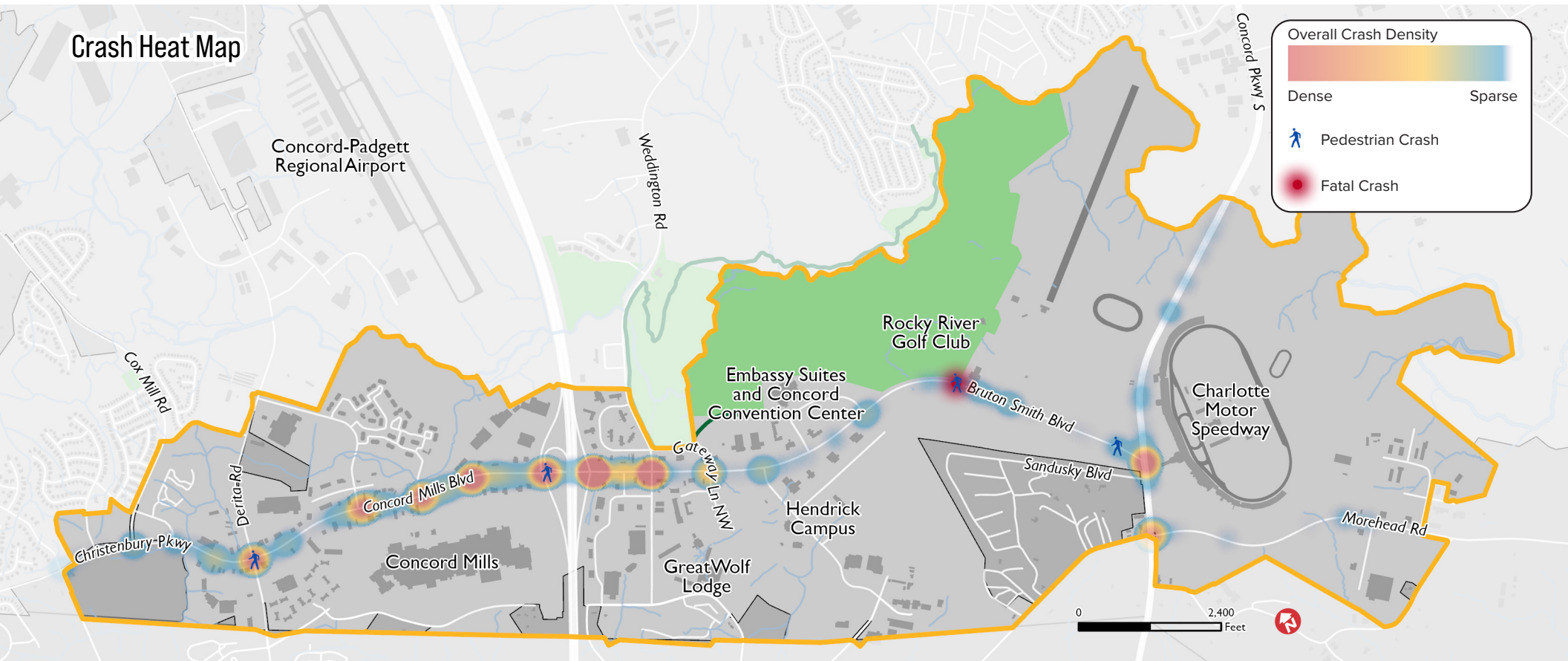
All three corridors have severity indices that show that the **majority of crashes do not cause injuries or fatalities** instead only cause property damage. This suggests that crashes – even when frequent – are generally of low severity. Only one fatality was observed along these three corridors in the analyzed timeframe and all three corridors have fatal crash rates below

statewide averages. However, the Boulevards was seen to have a **non-fatal injury crash rate above the statewide average and critical rate**, showing that while the majority of crashes only cause property damage, injuries are still more frequent than on other similar facilities.

Other Concerns

Crashes on the Boulevards corridor include 316 crashes at night – about one third of all crashes.

The **nighttime crash rate** (170 crashes per 100 million vehicles miles traveled (MVMT)) on this corridor is **almost triple the statewide rate** of 58 crashes per MVMT. This may be due to the corridor’s higher-than-typical nighttime usage, but may also suggest that **improved lighting** is needed. The Boulevards’ crash rate during wet conditions was also seen to be more than double the statewide critical rate (85 crashes per MVMT compared to 41 crashes per MVMT).



crash analysis

The other analyzed corridors had no observed crashes during wet conditions.

Crashes by Intersection

Crashes along the Boulevards were also analyzed by intersection. The table below shows crashes by intersection and a total severity index for each. In general, crashes are more prevalent

at intersections with more total volume. The intersection of Concord Mills Boulevard/Bruton Smith Boulevard with the I-85 northbound ramps has an exceptionally high crash rate, even considering the high travel volumes through the intersection. This intersection saw twice as many crashes as the intersection with the I-85 southbound ramps. Of these 266 crashes,

over half are rear ends, which are commonly associated with congestion and are likely due to high-speed traffic from I-85 interacting with unexpected queues on the ramp. The intersection with Weddington Road was similarly seen to have a high volume of crashes, the majority of which were rear end crashes.

Crash History by Intersection (2017-2023)

Crash Type	Beard Road	Cox Mill Road	Derita Road	Thunder Road	Bexley Way/Blue Sky	Concord Mills Mall	I-85 SB Ramps	I-85 NB Ramps	Fireball Roberts Road	Weddington Road	Gateway Lane	Papa Joe Hendrick Boulevard	US 29
Angle	3	1	16	15	11	29	5	16	2	10	13	5	6
Fixed Object	0	0	0	0	0	1	0	1	0	0	1	0	1
Left Turn	2	1	9	18	3	6	4	18	0	6	7	2	12
Other	0	1	7	2	2	4	2	5	0	7	1	0	3
Pedestrian	0	0	1	0	0	0	1	0	0	0	0	0	0
Ran Off Road	0	0	1	0	0	0	1	10	0	0	1	0	2
Rear End	1	7	28	32	33	33	72	150	18	86	7	4	49
Right Turn	0	0	2	7	8	6	5	15	4	14	1	0	4
Sideswipe	0	0	13	9	23	28	21	51	9	31	3	2	17
Total Number of Crashes	6	10	77	83	80	107	111	266	33	154	34	13	94
Intersection Severity Index	3.47	3.22	2.92	2.87	2.02	2.18	2.27	2.08	2.79	2.49	3.42	4.49	2.73



land use

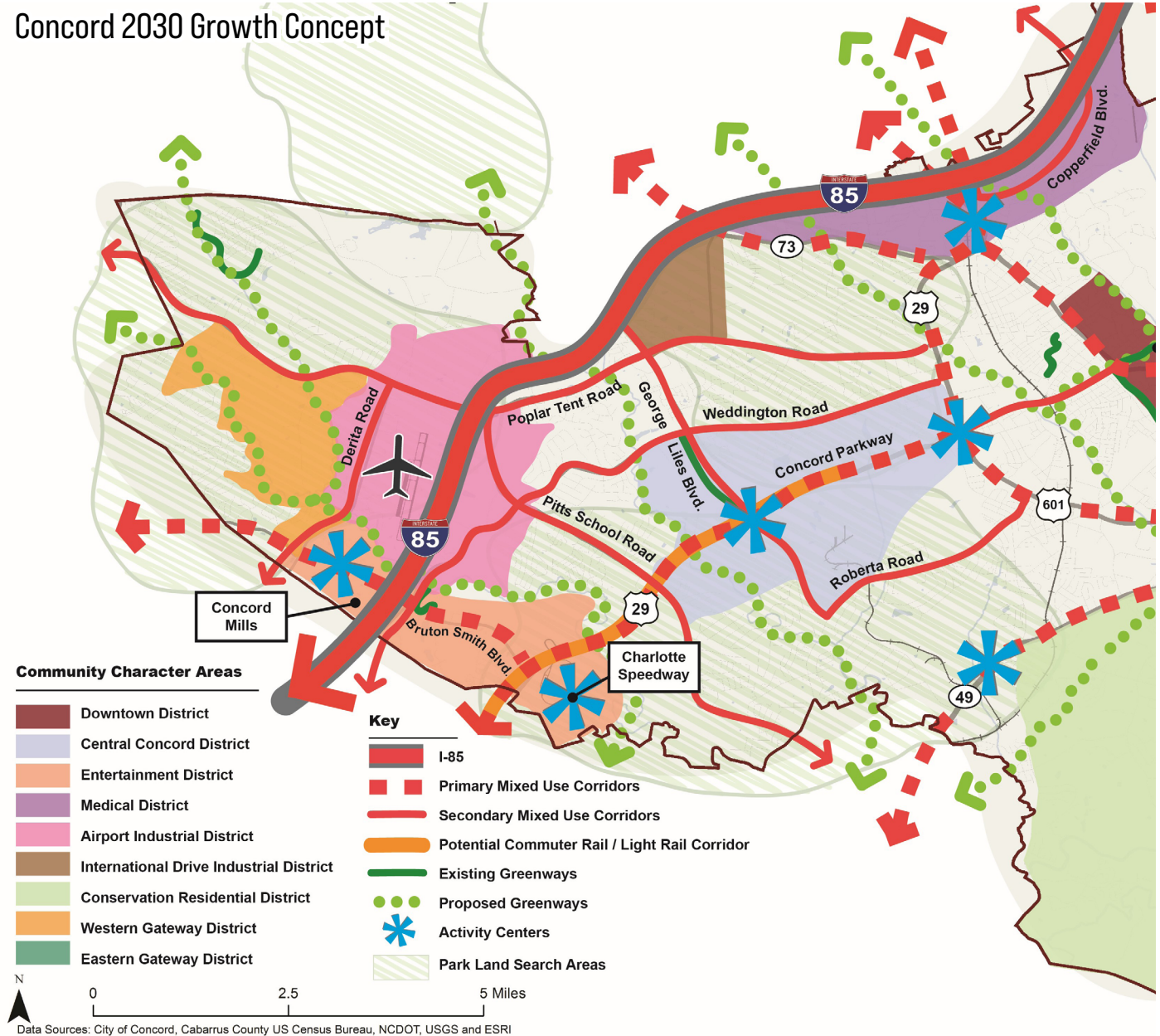
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2030 growth concept

The 2030 Growth Concept Map was completed during the City of Concord's 2030 Land Use Plan. It generally describes where the City predicts various Districts to emerge in and the transportation corridors and greenways that will connect them. The Concord Mills & Bruton Smith Boulevard area has been labeled as an Entertainment District with two Activity Centers. One located at Concord Mills Mall and one at the Charlotte Motor Speedway. As noted previously in the 2030 Connect Beyond Plan, Highway 29 is shown as a potential Commuter Rail / Light Rail Corridor.

Concord 2030 Growth Concept



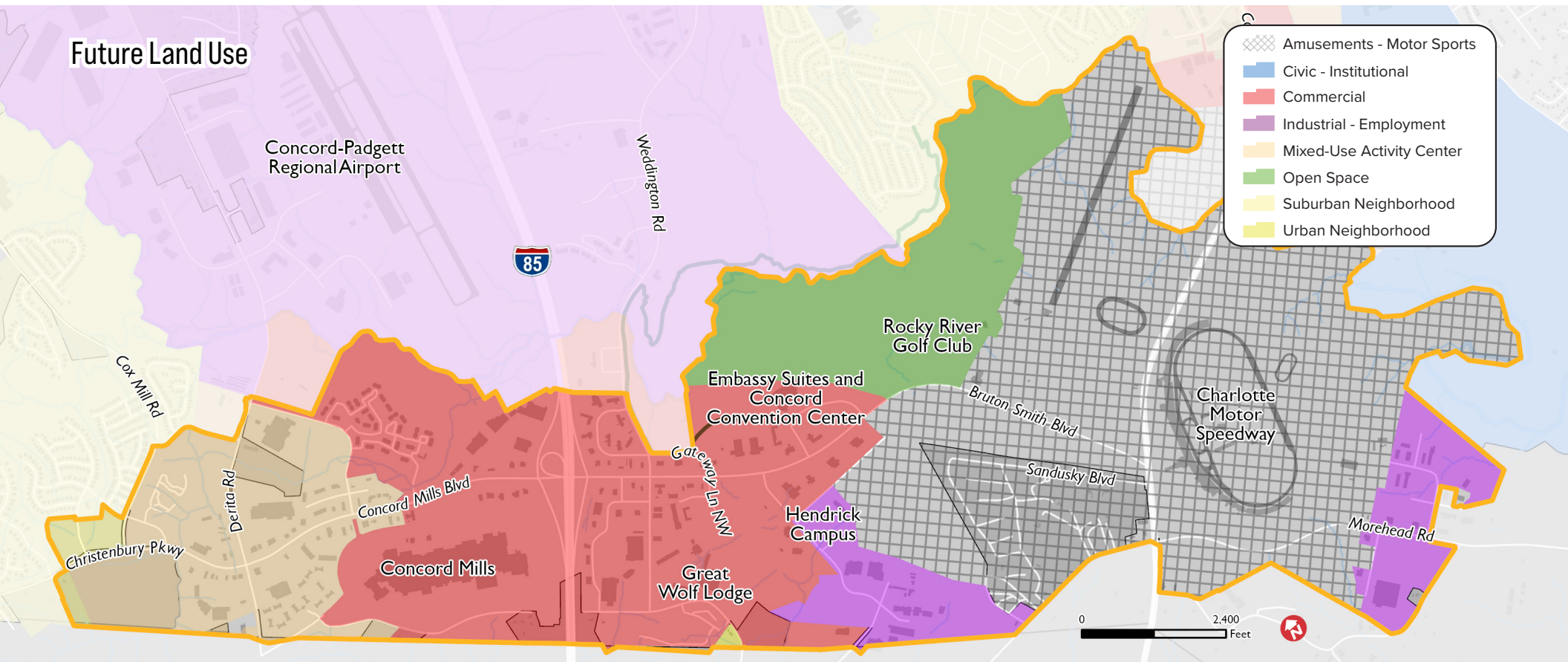
future land use

The various businesses, residences, and other destinations along the Boulevards drive demand and attention in the area. The study area is composed of many different land use designations and the City's 2030 Land Use Plan established a vision of what this area may become in the future. These designations are purely visionary and are not binding.

Future land use designations within the study area include:

Amusements - Motor Sports: Includes the Charlotte Motor Speedway and surrounding areas that support the racing industry. This area has noise level and traffic pattern characteristics that may impact surrounding development warranting a special land use classification.

Commercial: Areas designated as Commercial are intended to represent those that include a variety of commercial uses at different intensities, including Concord Mills Mall, lifestyles centers, and community shopping centers.



future land use

Industrial - Employment: Identifies those areas that have either already developed as industrial or are suited for additional industrial development due to the presence of infrastructure and access to transportation routes, such as major highways and railroads. These industrial areas should be preserved for employment uses to generate jobs for the community. This is inclusive of the Hendrick's campus and areas east of the Speedway. Outside of the study area, the Concord-Padgett Airport is within the Industrial future land use zone.

Mixed-Use Activity Center (MUAC): Encompasses the area to the immediate west of Concord Mills. These areas serve broader economic, entertainment, and community activities near neighborhoods to encourage active living, with a comprehensive and interconnected network of walkable streets. MUACs are located at key intersections of major transportation corridors, that have high growth potential, where the infrastructure can support denser development.

Open Space: Permanently protects important open spaces in the community. Land may be dedicated for preservation by legal means or for land used for active and passive recreational purposes. The Rocky River Golf Club is within this designation to protect the Rocky River.

Urban Neighborhood: Mix of moderate- to high-density housing options. Neighborhoods are relatively compact, and may contain one or more of the following housing types: small lot, single family detached, townhomes, condominiums, or apartments. Design encourages active living with a complete and comprehensive network of walkable streets. Non-residential and multi-family uses are typically developed with minimal street setbacks. Designation is found on the west side of the corridor as a transition from commercial to residential.

Areas just outside the study area are also identified as the following:

Civic - Institutional: Uses in this future land use category include public facilities, public and private schools, places of worship, cemeteries and other community gathering facilities. The City of Concord's landfill is within this designation to the east of the study area.

Suburban Neighborhood: Includes single-family areas that are formed as subdivisions or communities, with a relatively uniform housing type and density throughout. Homes are typically oriented interior to the neighborhood and are typically buffered from surrounding development by transitional uses or landscaped areas. Often found in close proximity to suburban commercial, office, and industrial centers. Found directly to the west of the study area.



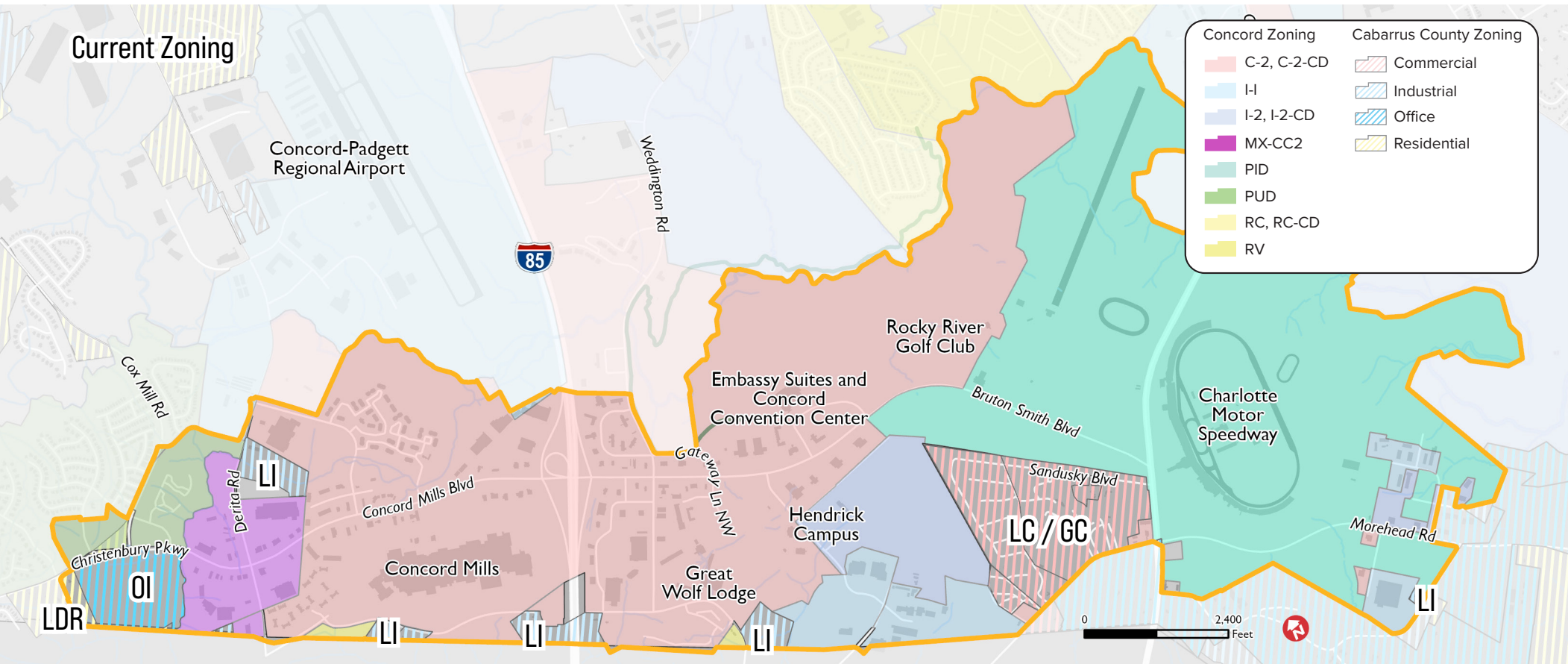
Zoning designations dictate what can currently be built in each area. This area is mostly zoned by the City of Concord but a few pieces of land, within the study area, are zoned by Cabarrus County. Zoning effects individual parcels and is more specific than land use. It is important to ensure adjacent properties are compatible with each other. Current zoning in the area has been separated into two categories, within the study area, and within proximity to the study area.

City of Concord Zoning

C-2, C-2-CD (General Commercial District):

Provides areas for indoor retail, service, and office uses. Accommodates well-designed development sites that provide transportation access, utilize existing infrastructure well and provide for an orderly transition between uses. District should be located on or near major and/or minor thoroughfares.

I-1 (Light Industrial District): This district contains a mix of light manufacturing uses, office park, and limited retail and service uses that compliment industrial uses in an attractive business park setting with proper screening and buffering, all compatible with adjoining uses. Should be located so as to have direct access to or within proximity to a major or minor thoroughfare.



I-2, I-1-CD (General Industrial District):

Provides for areas of heavy and concentrated fabrication, manufacturing and industrial uses which are suitable based upon adjacent land uses, access to transportation and the availability of public services and facilities. The District is established to provide sites for activities which involved major transportation terminals, and manufacturing facilities that have a greater impact on the surrounding area than industries found in the I-1 District. I-2 Districts should not be located adjacent to any property that is zoned for residential use, including mixed-use developments with an adjacent residential designation.

MX-CC2 (Mixed Use-Commercial Center Large):

Example uses in this district may include large-scale retail uses that provide major durable goods shopping, restaurants, and services to multiple residential areas. A variety of integrated uses should be provided, including concentrated office, research and development, medical, institutional, and civic uses. This district should be located at the intersection of a collector/arterial street or at the intersection of an arterial street and highway.

PID (Public Interest District):

Areas designated by the City Council as having special and substantial public interest, by virtue of unique environmental, economic, cultural, entertainment, or other characteristics

or conditions not generally shared by other areas of the City. Within the study area, the Charlotte Motor Speedway is designated as a Public Interest District.

PUD (Planned Unit Development

District): The purpose of the PUD is to provide for the orderly development of land with a mix of land uses and intensities. PUD zoning is intended to permit innovation and flexibility in the design, construction and processing of mixed-use developments in exchange for the developer providing enhanced design elements.

RC, RC-CD (Residential Compact):

A high-density residential district which allows compact development consisting of all residential unit types where facilities and services are available. Unit types may include single family attached dwellings, townhouses, duplexes and apartments, with a maximum of 15 dwelling units per acre. RC may serve as a transitional district between lower density residential and low intensity commercial uses.

RV (Residential Village):

Provides areas for detached and attached single-family homes, with a maximum of eight dwelling units per acre, where facilities and services are available. Large-lot development is discouraged. RV supports concentrating urban growth and reinforcing existing community centers, allowing limited commercial development and mixed-use structures.

Cabarrus County Zoning

Some parcels in the study area are not incorporated into the City of Concord. Designations in the study area are as follows.

Limited Commercial (LC): District is intended to accommodate relatively small scale commercial and office development an intensities complementary to residential land uses.

General Commercial (GC): Provide locations for large scale commercial activities and will accommodate a wide variety of office, retail and lodging.

Limited Industrial (LI): Zoning provides a location for light industrial land uses such as assembly operations, storage and warehousing facilities, offices and other light manufacturing operations.

Office/Institutional (OI): Accommodates relatively low intensity office and institutional uses that are complementary to residential land uses. Serves as a transitional district.

Low Density Residential (LDR): While focused on single-family residential development, this district to designed to allow for a wide variety of residential types.

airport restrictions

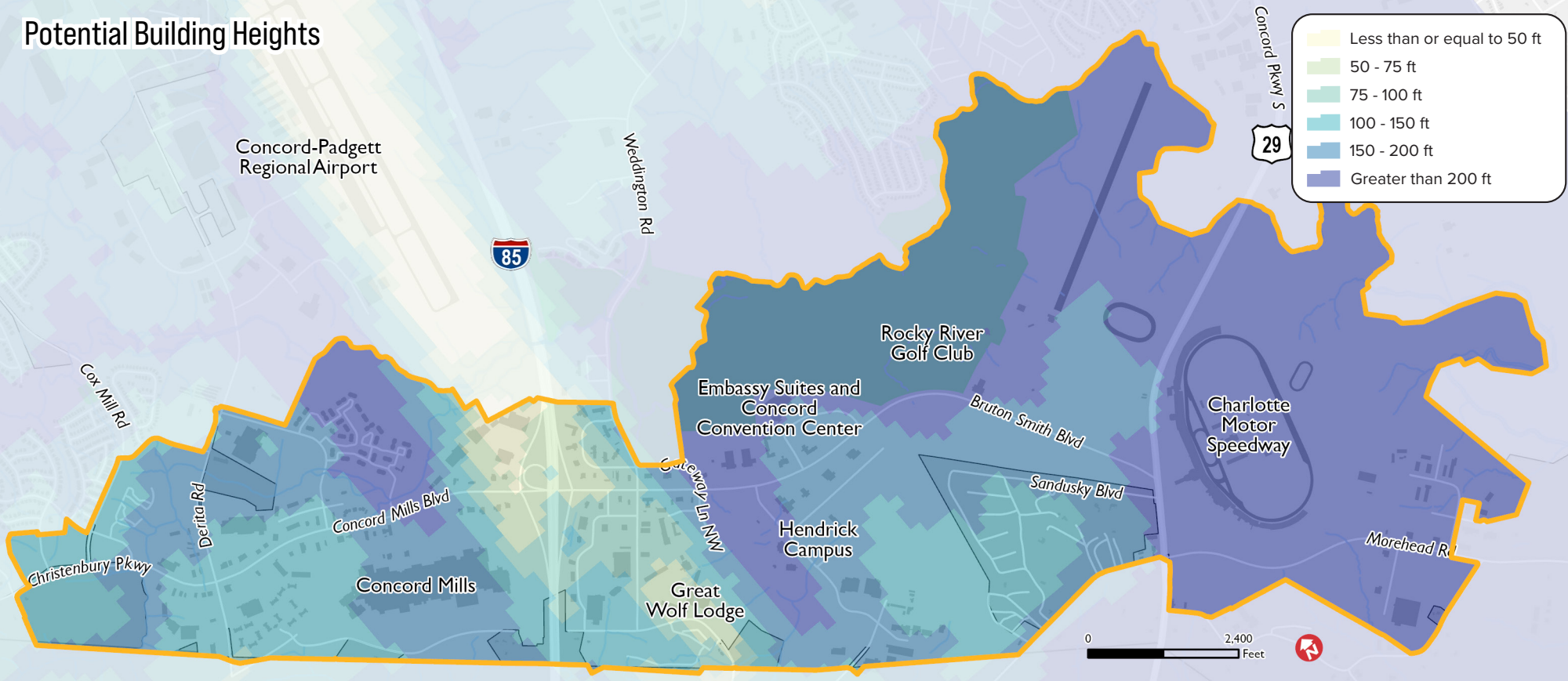
Immediately north of the study area west of I-85 is Concord-Padgett Regional Airport, the eighth busiest airport in North Carolina. Access to this airport, which includes services from charter flights, ultra low-cost carrier Allegiant Air, and general aviation, is one key advantage for the tourism and business activities in the study area. However, the presence of the airport also necessitates building height restrictions and a runway protection zone to provide safe

navigation of aircraft to and from the airport's single runway. The runway protection zone presents challenges to the expansion of the Hector H. Henry II Greenway as the new trail would travel near the southern edge of the airport property. Discussions with FAA are underway to determine feasibility.

The map below provides an approximate understanding of potential building heights

by comparing the height restrictions related to the airport to existing ground levels. In the areas directly beyond the runway around the I-85 interchange, height restrictions limit building height to less than fifty feet. In many places, building heights could theoretically reach up to 75 feet and in some areas, even taller buildings are possible. In general, airport height restrictions provide minimal constraint on existing building height.

Potential Building Heights

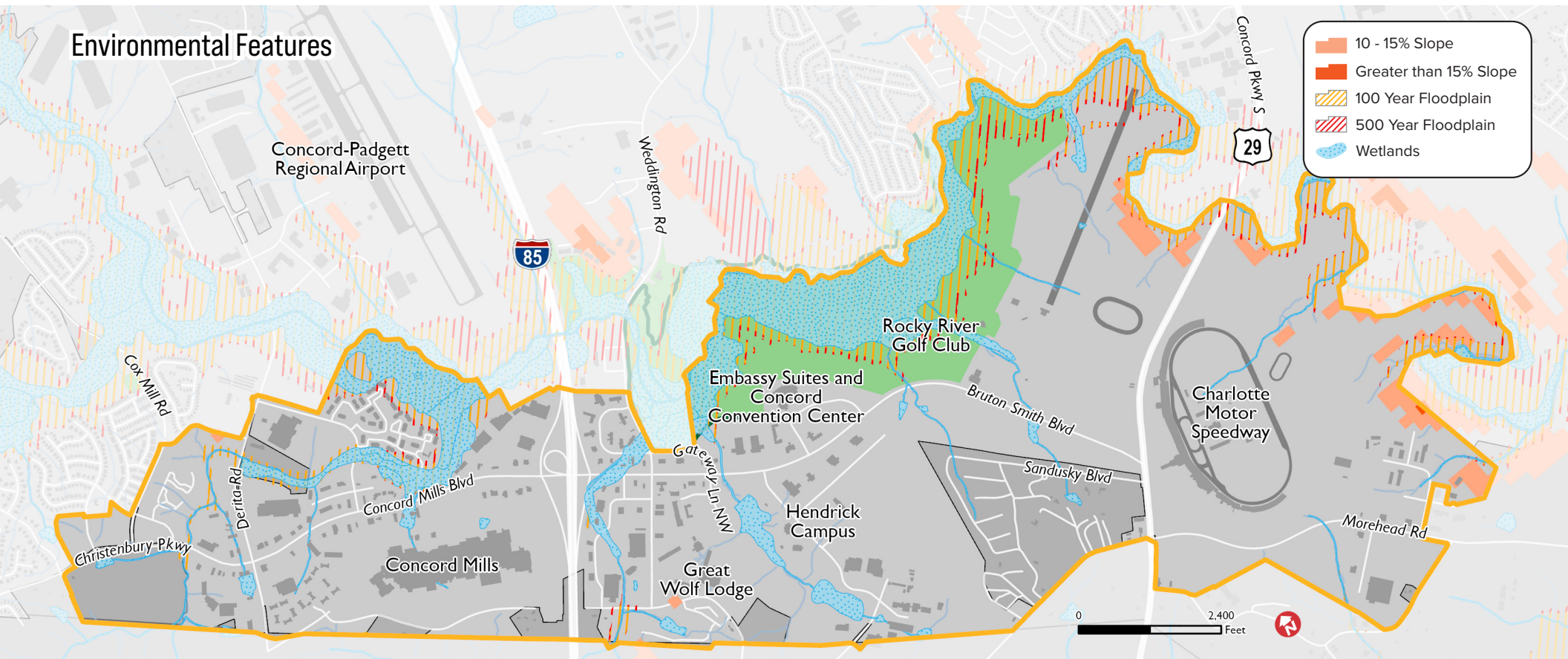


environmental features

Built south of the Rocky River, the study area has many waterways, floodplains, and wetlands that influence how infrastructure is added and how private developments occur. The map below shows how the presence of wetlands will likely continue to make lands in the Rocky River Golf Club and around the Bexley Way apartment community undevelopable. Waterways and

wetlands also exist immediately west of the Hendrick campus, near West Cabarrus Church.

Steep slopes are also present in the far eastern part of the study area, running down to Rocky River and then up the banks of the landfill.





market analysis

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BOULEVARD CORRIDOR STUDY



To understand existing commercial market conditions in Concord, NC, specifically related to the corridor focus area, planning team member Retail Strategies performed the following key reports:

- » Mobile Data Collection
- » Customized Trade Area (CTA) Analysis
- » Demographic Overview of CTA
- » Retail GAP Analysis utilizing CTA

Mobile Data Collection

Mobile data tracking uses data collected from mobile phone users who have agreed within their apps and phone settings to enable location information. This technology includes mobile phone data with latitude and longitude points that are accurate to approximately 20 feet. Data inputs are updated as quickly as every 24-hours.

The data shown in the market analysis deliverable includes shoppers who visited the defined location during a 1-year period. This tool allows us to identify where consumers are actually coming from to shop in your market (Custom Trade Area) using actual data.

For this study, Concord Mills Mall was tracked (geofenced) for the period of August 2022 -August 2023.

The following are key insights:

- » Estimated Annual Visits: 1,715,451
- » Repeat Visitors: 6%
- » Tourists (Home location is more than 100 miles from tracked location.):
 - » Tourist Portion of Visits: 8.8%
 - » Average Distance from Home: 11.55 miles
 - » Average Dwell Time: 57 minutes

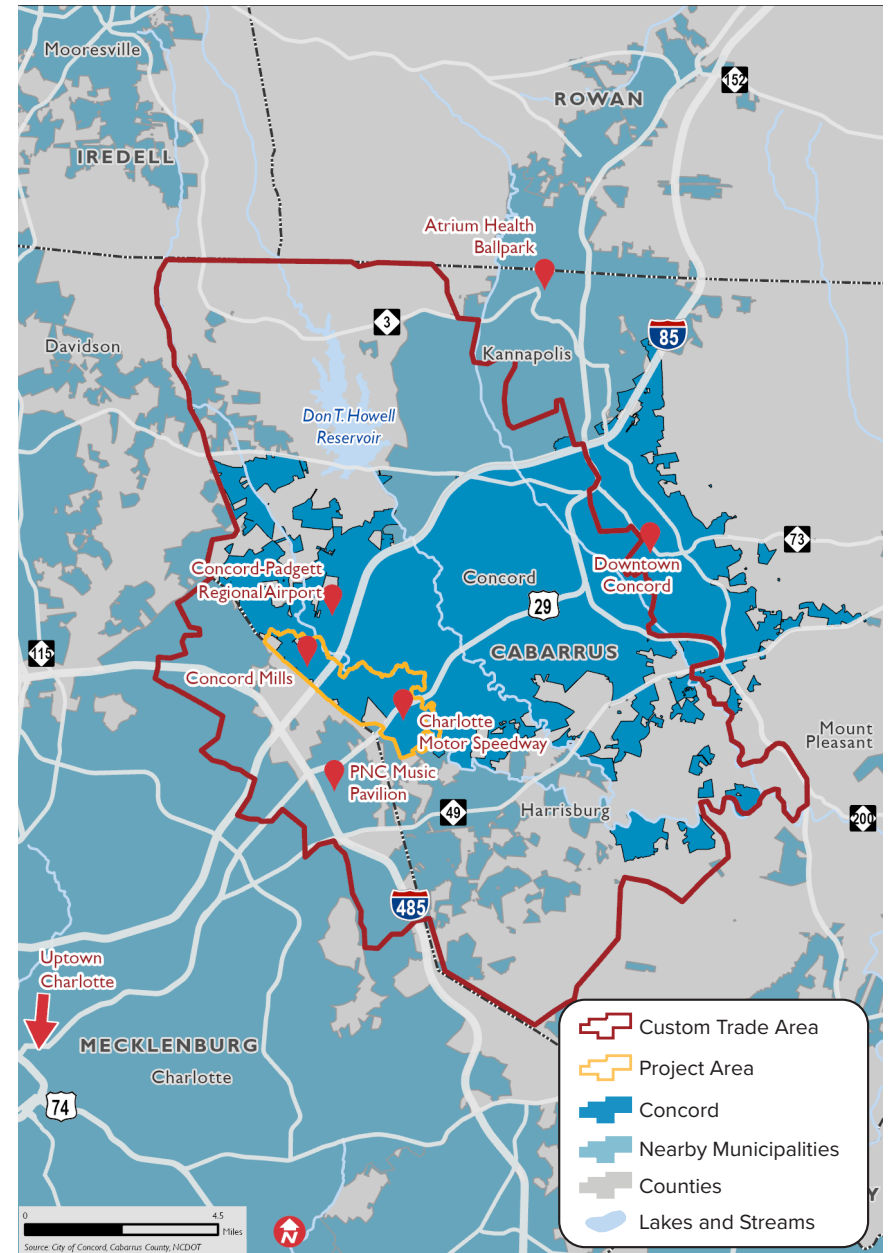
Custom Trade Area (CTA)

Each retailer has a specific set of site selection criteria they use to determine if they will have a profitable store. Municipal boundaries, radius rings, and drive time areas are a start.

A customized trade area is the next step to analyzing a market. A trade area defines a core customer base of consumers highly likely to shop and eat in the market at least once a month.

The trade area for this study has been created by combining a series of drive times, mobile data analysis, geographic boundaries, and proximity to neighboring shopping destinations.

The trade area map is shown to the right with the custom trade area shown in red.



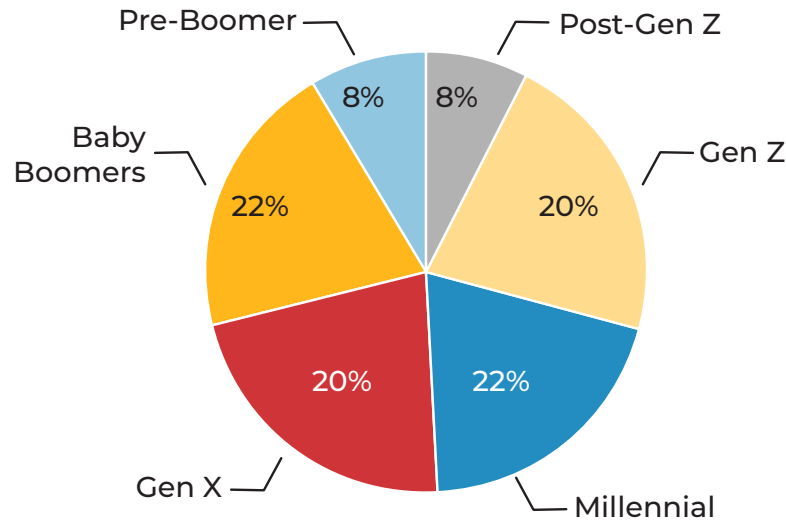
market analysis

Demographic Overview of CTA

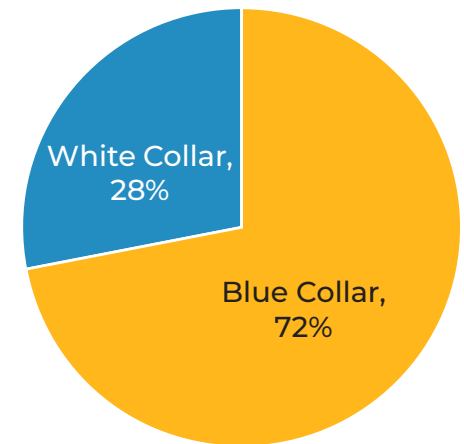
Demographics of residents in the custom drawn trade area are reflected in detail in the market analysis deliverable. Below are select key insights:

Estimated Population	201,400
Estimated Daytime Population	173,800
Average Male Age	36
Average Female Age	38
Estimated Households	78,600
People per Household	2.75
Median Household Income	\$78,650
Average Housing Unit Value	\$447,800

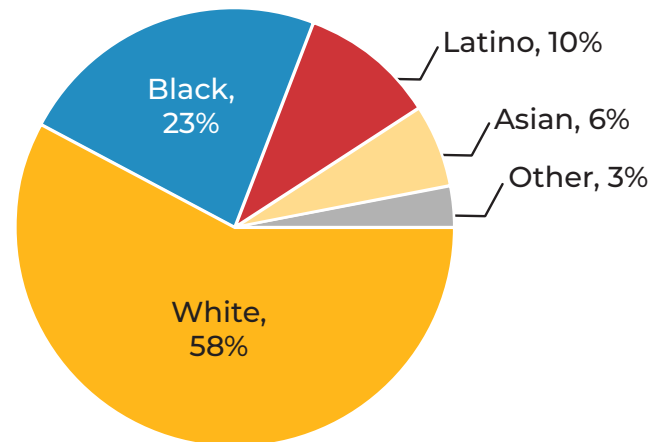
Custom Trade Area Population by Generation



Custom Trade Area Employment by Type



Custom Trade Area Population by Race



GAP Analysis

Retail Strategies uses STI:PopStats as our provider of the Consumer Demand and Supply by Establishment (or GAP) information. Several demographers provide the data in a variety of ways. Following are the sources and methodologies used by STI:PopStats and Retail Strategies to draw conclusions for you.

The market supply data is derived from annual retail sales and expenditures from the source data. The source for market supply is U.S. Census Bureau’s monthly and annual Census of Retail Trade (CRT) Reports; U.S. Census Bureau’s Economic Census. The source for the establishment is Bureau of Labor Statistics (BLS). The consumer demand data by establishment is derived from the BLS Consumer Expenditure Survey (CE).

The difference between demand and supply represents the opportunity gap or surplus available for each merchandise line in the specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that merchandise line. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.

Industries for the consumer expenditures survey are categorized and defined by the North American Industry Classification System (NAICS). Retail Strategies has narrowed down the categories to only those with real estate growth potential based on national trends.

Data is rarely perfect, but with proper analysis can get us a lot closer to the answer than we would be without it. This is one of several tools used to identify focus categories for recruitment. Our focus is more on the category than the actual dollar amounts.

The following are key insights from the GAP Analysis:

Retail Synergy

The Concord Mills Corridor Custom Trade Area (CTA) brings in thousands of consumers from outside the CTA boundaries, posturing the area as a retail/commercial destination. In the retail and real estate industry, we call this “retail synergy.”

Retail synergy is when multiple commercial businesses work together (usually unknowingly) to create a destination where consumers know they can find whatever products or experiences they are searching for because of the multitude of reliable options.

Location, promotion, shared resources (such as infrastructure – usually in a shopping center or mall,) special events (such as those at the Charlotte Motor Speedway,) complimentary product offerings, and experience are all attributes that add to retail synergy and are all attributes present in this study area.

Surplus Creates Retail Destination

Because of these factors, the majority of categories studied in the GAP Analysis show a surplus (demand outweighs supply in the CTA),

meaning that consumers in large quantities that live outside the CTA boundaries, are traveling into the CTA to make purchases. This is an ideal situation and presents unique opportunities as leaders wish to improve and enhance the study area.

GAP Analysis Key Findings

Biggest Opportunity Gaps

Building Material & Supplies Dealers	\$74M
Office Supplies, Stationary, & Gifts	\$9.9M
Department Stores	\$8.4M

Biggest Surpluses

Grocery Stores	\$346M
General Merchandise Stores	\$165M
Full Service Restaurants	\$46M



utilities

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utility considerations

Ensuring sufficient utilities are present is a key component to ensuring a region is prepared to succeed. Existing utility easements can also provide opportunities for further improvements. Typical utilities - water, sewer, electricity, and broadband internet - are broadly readily available throughout the study area.

East of the study area is the City of Concord's landfill which is owned by Republic Services.

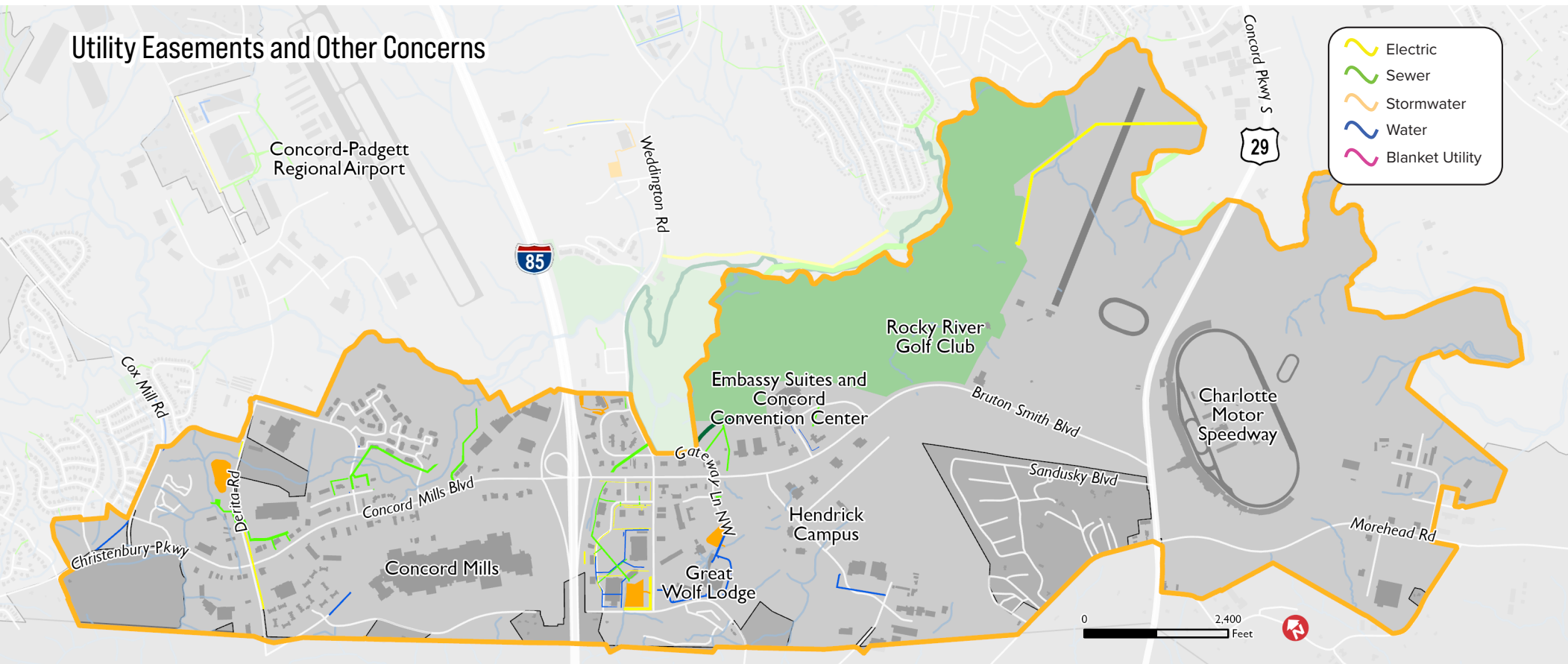
There are an estimated 5 to 10 years of capacity left remaining in the landfill. The landfill is privately owned and its future once at capacity is unsure.

The Rocky River Golf Club is located adjacent to several properties including the Charlotte Motor Speedway. The Golf Club is managed by the Embassy Suites Charlotte Concord Golf Resort & Spa which is in turn operated by Atrium

Hospitality while the property itself is owned by the City of Concord. Much of the land is within the 100-year floodplain zone of the Rocky River and helps to protect wetlands along the river.

Due to current limitations with wastewater treatment capacity, the City of Concord has temporarily adopted a sewer allocation policy for the City. Developers must submit a preliminary allocation to the City, which must be

Utility Easements and Other Concerns



utility considerations

approved, in order to continue design. This allows the City to control how much sewer water is passing through the system and being treated until additional capacity can be developed.

Previous plans have touched on utilities and park infrastructure. These include:

City of Concord Parks & Recreation Comprehensive Master Plan

Ensures that the City's recreation programs and facilities continue to meet residents' needs into the future.

- » Plan mentions the expansion of the Hector H. Henry II Greenway which is located within the corridor to the east of I-85. Suggestions listed for the Greenway in the Park Master Plan are as follows:
- » Consider incorporating public art along the Greenway
- » Installation of additional rest stops
- » Installation of environmental education displays to enhance the Greenway experience
- » Continue with the proposed plans to extend the Greenway.

City of Concord Public Art Master Plan

Hopes to integrate public art into the City of Concord's public realm, on both newly constructed and existing facilities, including Greenway infrastructure and in partnership with local organizations.





engagement

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A dedicated business committee was assembled to guide and provide feedback on the plan. This group included members representing the Cabarrus County Convention and Visitors' Bureau, the Charlotte Motor Speedway, Concord Mills/Simon Malls, the Great Wolf Lodge, Griffin Stafford Hospitality (who own multiple hotels in the area), and Hendrick Automotive Group.

Fall 2023 Meeting

This group met for the first time on August 30, 2023, where they were introduced to the overall planning process and presented with an early version of the information found in this inventory document. The group spent substantial time discussing their vision for the Boulevards, recent investments in the area, and previous attempts at improving the area. Key takeaways from this conversation include:

- » An almost universal desire for **improved beautification** in the area, including improved roadside and interchange landscaping.
- » A desire to harmonize the appearance of the area to help create a **more consistent look and feel** that is welcoming to visitors.
- » The importance to businesses of the Concord Mills Boulevard/Bruton Smith Boulevard **as a vehicular artery**.
- » A desire to create a **better transit system** in the area that could **serve as an amenity** to tourists; better connecting them with the restaurants, retail, and entertainment in the area.



Winter 2024 Meeting

The business committee met again in January 2024. At this meeting, they were presented with a recap of the public engagement process thus far (presented on the following pages), and were shown preliminary recommendation ideas and asked for feedback. Key discussion centered around:

- » A lack of need for new wayfinding after the County-wide wayfinding added recently.
- » Concern about the potential impacts on vehicular throughput of adding crosswalks to existing signalized intersections and a preference for grade-separated crossings.
- » Repeated interest in streetscape improvements and improvements to the existing interchange landscaping.
- » Tentative support for a proposed Municipal Service District, but a need to very clearly understand the benefits of a new tax.

Summer 2024 Meeting

The final meeting of the business committee was held in June 2024. The committee was updated on the previous public engagement results and was shown how the recommendations had been organized into timeframes and asked for any feedback. The committee was broadly in support of the plan document and discussion explored how the proposed Municipal Service District could operate and how peer organizations have been successful in other areas.

fall 2023 community open house

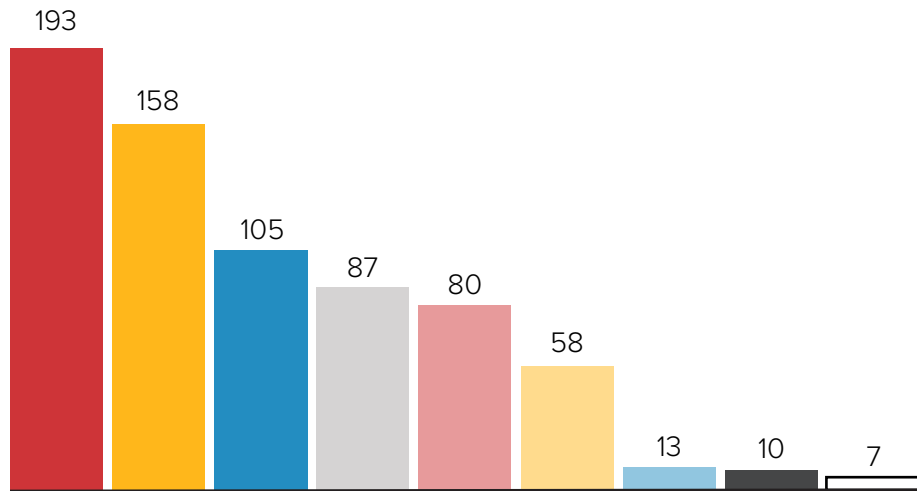
The community was invited to an open-house style meeting on Thursday September 28th, 2023, from 5:30pm to 7:30pm at the Charlotte Speedway Ballroom. 14 people signed in to the event. The public reviewed information about existing conditions and then were asked to provide input on numerous topics. They were asked about their relationship to the area and then to answer questions to prompts regarding their preferences for different corridor features. City staff and members of the project team were available to answer questions and facilitate conversations. At the beginning of the meeting, an online survey, with equivalent information, was opened to the public by City staff.

Throughout the duration of engagement activities, multiple themes began to emerge:

- » Reducing the need to drive through an increase in pedestrian and bicycle amenities throughout the corridor is desired.
- » People would like to see more beautification throughout the corridor in the form of landscaping, trees, and artistic elements.
- » Nearby residents would like to see commercial development that provides for their everyday needs. Examples include a pharmacy, drycleaner, and grocery.

In addition to the community open house, an online survey was open from September 28, 2023 to November 1, 2023. 259 participants took part in the survey. The survey was composed of the same questions as presented in the in-person event which resulted in 3,313 responses.

Fall 2023 Open House Participants



*In-Person and Virtual responses combined

- I live in the area or nearby
- I work in the area or nearby
- I visit the area to shop
- I use transit in the area
- I travel through the area for other destinations
- I own or manage a business in the area or nearby
- I visit the area for events
- Other
- I visit the area for recreation



fall 2023 community open house - visual preference survey

Participants placed dots on images of items that they wanted to see in the corridor. Six categories were represented: Pedestrian Amenities, Transportation Amenities, Places to Gather, Public Art, Gateway Elements, and Beautification. Below are the results from the in-person and virtual survey. The **highlighted items** represent the top six that were chosen most frequently by the community as items they would like to see implemented.

128 - Wide Sidewalks & Street Trees

109 - Aesthetic Night Lighting

66 - Decorative Pedestrian Lighting

51 - Artistic/Hi-Visibility Crosswalks



Pedestrian Amenities

Public Art



- 72** - Interactive Sculpture
- 61** - Experiential Sculpture
- 61** - Artistic Wraps
- 37** - Themed Sculpture

102 - Pedestrian/Bike Trails

65 - Wayfinding Signage

59 - Interchange Public Place

45 - Decorative Bus Stops



Transportation Amenities

Gateway Elements



- 95** - Decorative Roadway Infrastructure
- 88** - Clock Tower
- 56** - Artistic Sculpture
- 21** - Monument Sculpture

110 - Pocket Parks

93 - Retail Plazas

77 - Flexible Lawn

64 - Pop-Up Parking Lot Events



Places to Gather

Beautification



- 105** - Median/Right-of-Way Landscaping
- 96** - Interchange Landscaping
- 79** - Rain Garden
- 63** - Infrastructure as Public Art

fall 2023 community open house - tradeoffs activity

At the open house, respondents were presented with four tradeoff activities to determine their priorities for the Boulevards area.

Each tradeoff was presented as a spectrum and participants placed a single dot (or, in the online survey, dragged a slider to indicate their preference) to identify where along that spectrum they would like to see the Boulevards work towards. For example, if a participant wanted the Boulevards to be nothing but a fast place to drive through, they could indicate the “speed” end of the “access vs. speed” tradeoff, the “thoroughfare” end of the “thoroughfare vs. place” spectrum, and so on. Participants who wanted to see more balance could indicate this by placing their marker near the middle of the spectrum.

Results of this activity are shown to the right and on the following page. Responses were evenly distributed between access and speed, suggesting that both are important to the community. When asked how much the Boulevards should serve as a thoroughfare vs. a place, more responses leaned towards

Access

Focus on driveways, connections, and access to adjacent land uses



Speed

Focus on fast movement down the road, with limited intersection and driveways

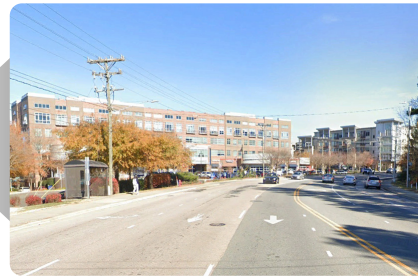


VS



Thoroughfare

Focus on those driving down the roadway, with buildings pulled back and limited access



Place

Focus on businesses and public spaces, pedestrians, and spending time along the road



VS



Responses

< Fewer More >



fall 2023 community open house - tradeoffs activity

a place, suggesting a desire to have places to gather and spend time. This is somewhat in contrast to the community's expressed desire to prioritize automobile use over walking, bicycling, and transit, though many respondents indicated a strong preference for the latter category. Beautification was strongly preferred over a utilitarian roadway, reinforcing the community's desire to improve the look and feel of the area.

Automobile Use
Focus on driving, freight movements, parking, and related concerns

VS

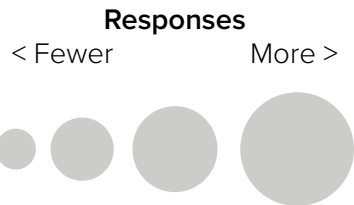
Walking, Biking, and Transit
Focus on walking, biking, and/or riding transit



Utilitarian
Focus on movement rather than a place

VS

Beautification
Focus on landscaping and feeling

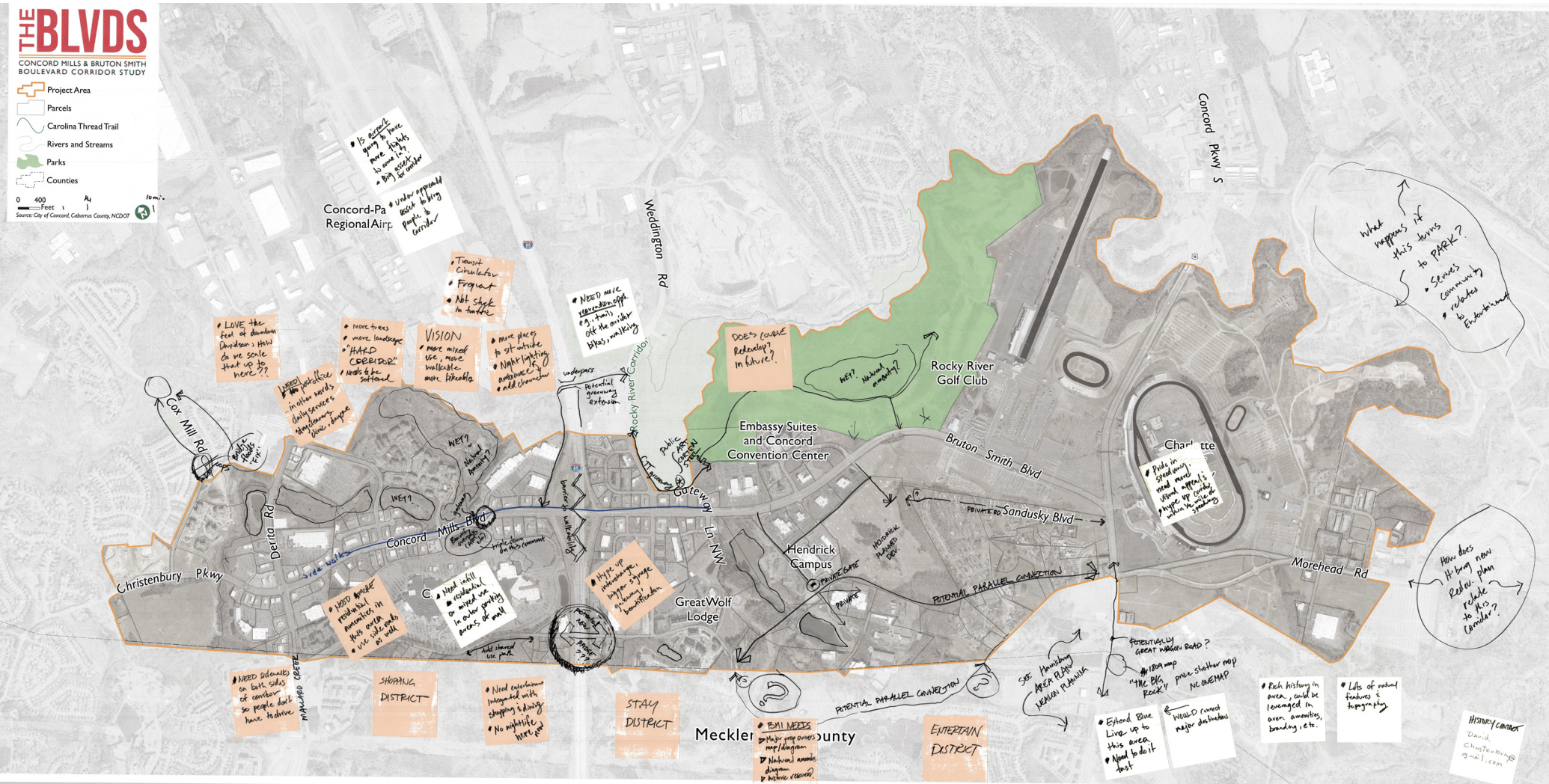


fall 2023 community open house - map activity

As part of the Open House, a map was laid out where participants and project staff could discuss all aspects of the corridor. Major discussions included the challenges presented by I-85 across the middle of the corridor,

including traffic congestion and challenges walking or bicycling through the area. Specific challenges created by a lack of connections (both vehicular and pedestrian) between adjacent developments were also raised, as well as the

area's lack of a coherent, well communicated identity as a distinct place. Other aesthetic concerns related to trash cleanup, and safety concerns were also voiced.



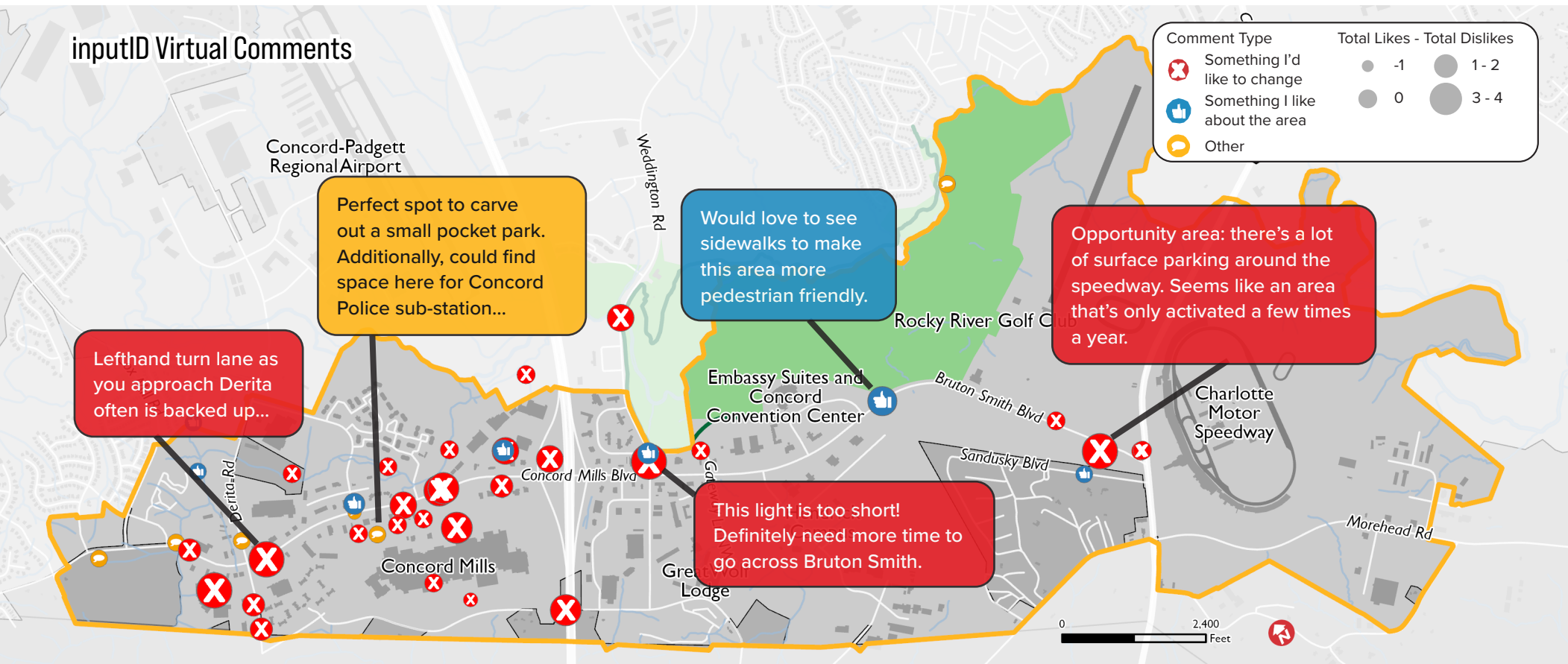
fall 2023 community open house virtual inputID map activity

During the virtual open house, participants were directed to a virtual mapping activity where they could respond to the map in three ways, as many times as they would like:

- » Something I'd like to change
- » Something I like about the area
- » Other

A vast majority of comments were placed near Concord Mills Mall and west of I-85. Themes in responses include:

- » **Improvements in safety** for pedestrians and bicylists
- » A **desire for beautification** along the Interstate and major roadways
- » **Concerns about traffic safety**, driver behavior, traffic patterns, and traffic flow



In March and June 2024 the project team met with three groups of project partners. These groups included:

- » City of Concord Departments (Parks and Recreation, Aviation, and Solid Waste)
- » Adjacent and Overlapping Jurisdictions (Cabarrus County, City of Charlotte, Town of Harrisburg)
- » Transportation Partners (North Carolina Department of Transportation (NCDOT), Cabarrus-Rowan Metropolitan Planning Organization (CRMPO), Concord Transportation)

From these conversations, the project team gained insightful information regarding current conditions inside and outside of the corridor and important feedback on potential implementation strategies.

March 2024 Meeting Feedback

From City of Concord Departments:

- » Creating a connection under Interstate 85 for the Hector H. Henry II Greenway is important to the Parks and Recreation Department to pursue. Additional conversations will be needed with the Concord-Padgett Airport staff.
- » Interest in creating a pedestrian and bicycle connection south of the Speedway along Morehead Road to the Town of Harrisburg and beyond.

From Overlapping and Adjacent Jurisdictions:

- » Small area plan has been developed for section of Harrisburg, closest to the study area near the Charlotte Motor Speedway.
- » Nearby jurisdictions believe that additional connection points across Interstate 85 would be useful.

From Transportation Partners:

- » Support for additional sidewalks along the Boulevards, although Right-of-Ways challenges are present.
- » Modified transit along the corridor is also supported, but many other projects have been taking precedent.
- » Transit vision is more developed than previously thought, need to modify materials to reflect that.

June 2024 Meeting Feedback

The Implementation Partners met as a singular group to provide feedback on the recommended strategies within the Implementation document. Overall, there was consensus on the benefits of the strategies and conversation regarding their implementation and effectiveness along the corridor.

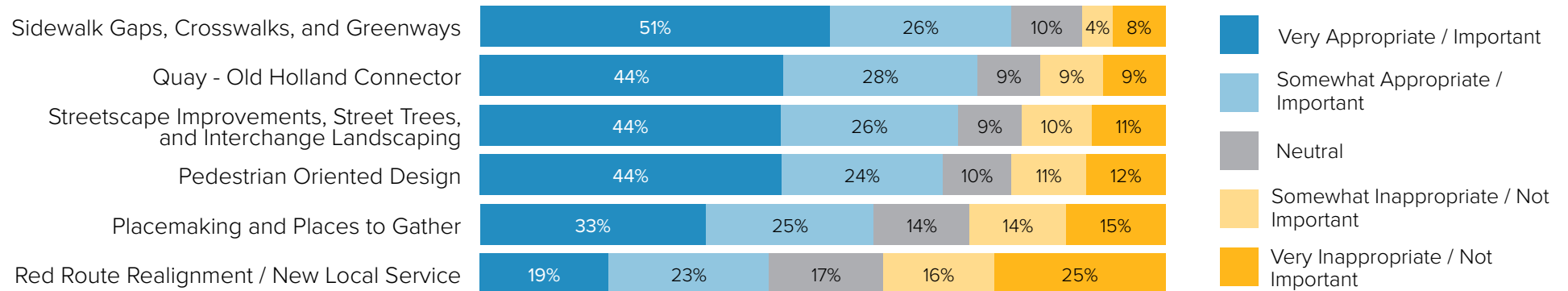
spring 2024 community open house

On Tuesday March 26th, 2024 from 5:30pm to 7:00pm, the community was invited to an open-house style meeting at the Cabarrus County Convention and Visitors' Bureau storefront on Weddington Road. Approximately ten people signed in to the event. An online platform that presented identical information was open to the public from March 26th to April 21st. The information presented to the community involved asking their opinions and thoughts about the following items:

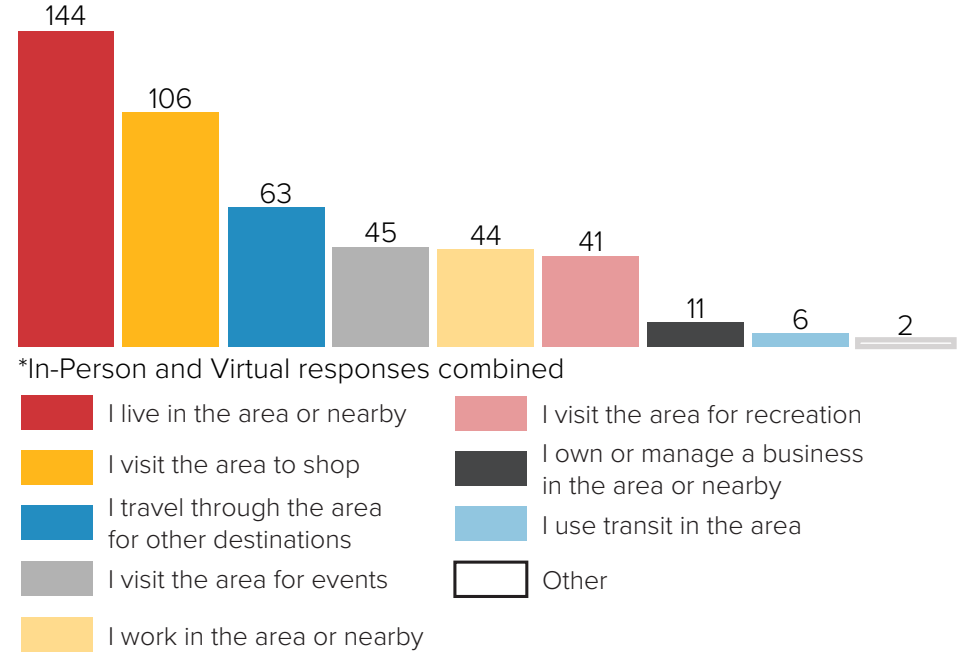
- » Red Route Realignment / New Local Service
- » Quay - Old Holland Connector
- » Streetscape Improvements, Street Trees, and Interchange Landscaping
- » Placemaking and Places to Gather
- » Sidewalk Gaps, Crosswalks, and Greenways
- » Pedestrian Oriented Design

For those who attended in person, attendees were asked to rate the above items from Inappropriate / Not Important to Very Appropriate / Important. The results of the activity are shown below.

Recommendation Rating Activity Results



Spring 2024 Open House Participants

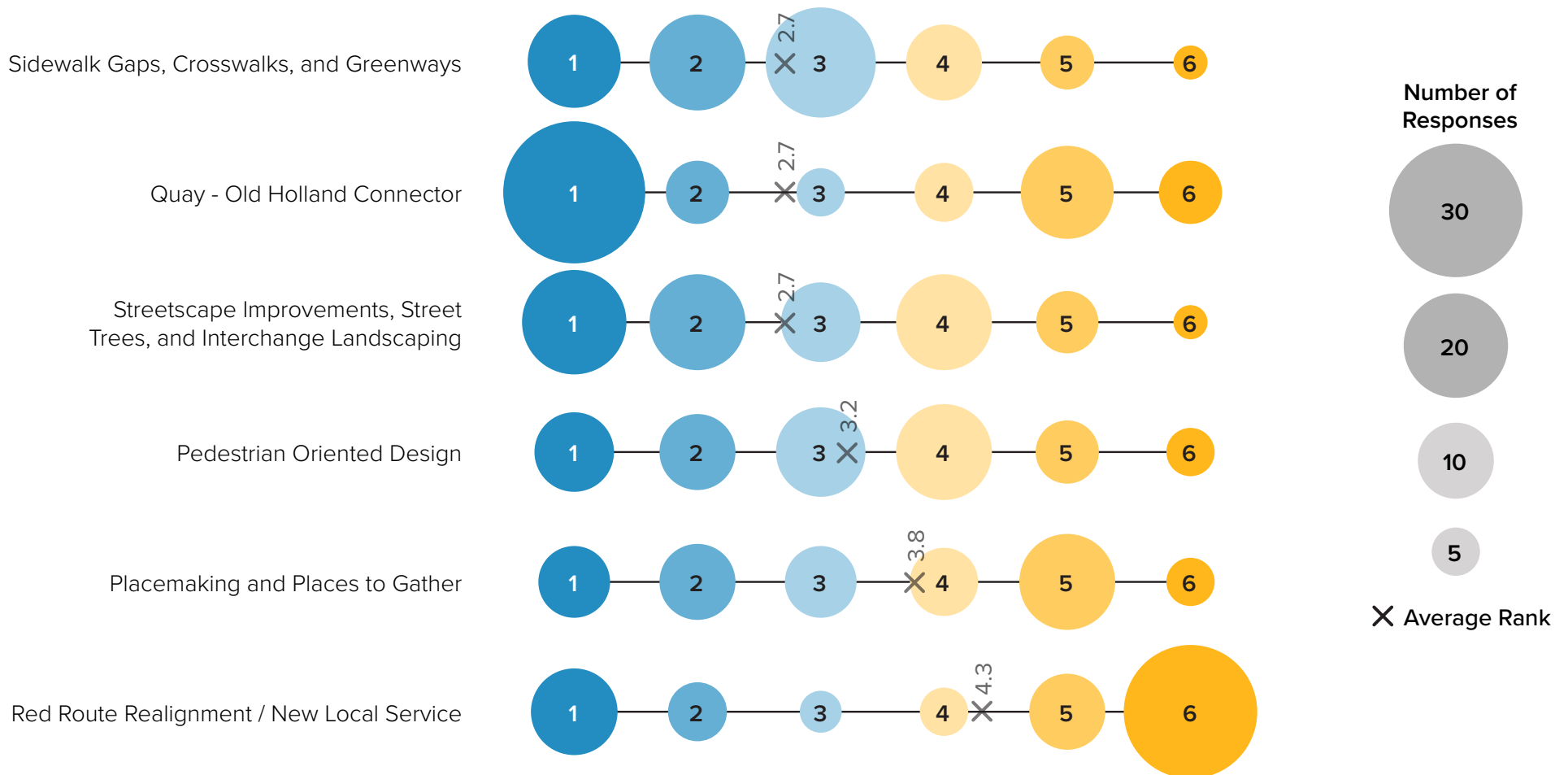


spring 2024 virtual strategy ranking

For participants who responded to the survey virtually, they were asked to rank the proposed implementation strategies in relation to each other, on a scale of One to Six (Most Important/Most Appropriate to Least Important/Least Appropriate).

The results of the activity show strong support for sidewalks, crosswalks, and greenways as well as streetscape improvements and the Quay - Old Holland Connector projects. While less support was shown for the Red Route modifications, this may change as the area evolves and walking and bicycling become more feasible.

Recommendation Ranking Activity Results



summer 2024 public review

From June 21st through July 12th, draft versions of this document and the companion Implementation Plan were made available online for public review. The opportunity was advertised primarily through social media and the City's CityLink newsletter.

The public review received over 800 views and solicited comments from over 60 people. Major themes of the review commentary included:

- » Continued frustration with congestion throughout the study area.
- » Support for and concern about adding pedestrian facilities (sidewalks and greenways) to a congested area.
- » Concerns about the addition of a greenway behind the gated Christenbury Hall neighborhood.

Based on these comments, small changes were made to the document to clarify the process for the implementation of the greenway and how it may affect specific neighborhoods.



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