



APPENDIX A

EXISTING CONDITIONS REPORT



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A.1 Introduction

The Existing Conditions Report documents the current assets associated with the Harrisburg Planning Area (Figure 1). These assets should be conserved and leveraged to ensure the characteristics valued by the community are not lost as development continues. This report also documents the challenges presently facing the community as well as those in the coming decade that may influence the amount and types of development within the Planning Area. An important product of the first step in the planning process, the report presents an assessment of the existing conditions, identifying issues and opportunities that lie ahead. The information presented in this report is intended to help those involved in the planning process better understand the potential impacts of various factors on future development, redevelopment, and conservation efforts and make informed decisions about the future of the Planning Area.

The plan elements provide the framework for the assessment. The topics examined and described herein include demographics, land use, housing, economic conditions, urban design, cultural and historic resources, environment and natural resources, parks and recreation, transportation, utilities and community facilities.

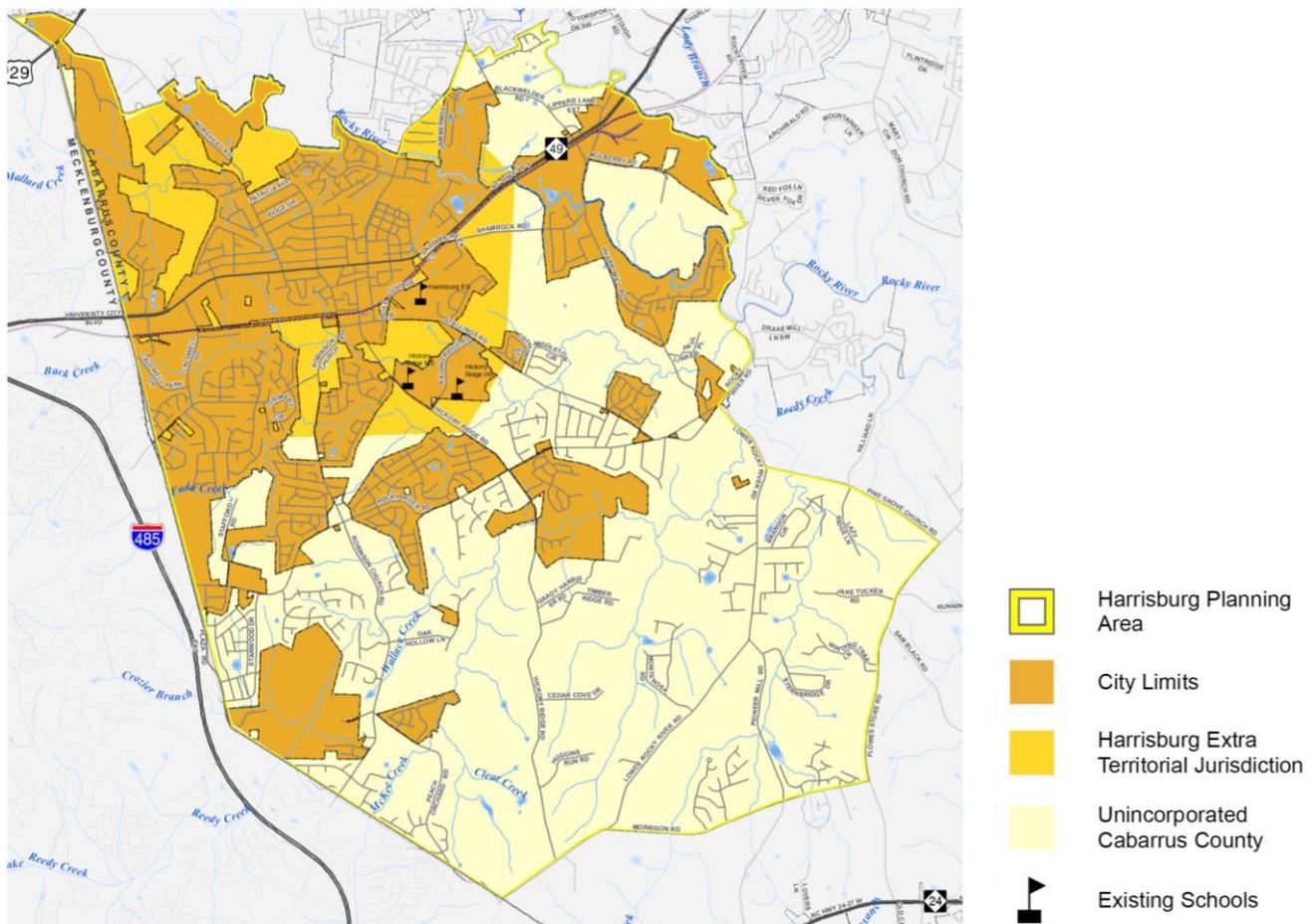


Figure 1. The Planning Area

A.2 Data Collection and Research

Information pertaining to the various plan elements was gathered in the early stages of the planning process. In addition to GIS data used for mapping, various types of supplemental information were gathered through a review of relevant documents, a study area tour, interviews of key stakeholders, meetings with the Advisory Committee and the community, and responses to a short survey. An explanation of the types of information collected and how each was used is provided below.

A.2.1 Mapping

GIS data was obtained primarily from the Town and County for mapping purposes. Environmental features, infrastructure, and tax parcel data (land use) were among the key pieces of information depicted on the existing conditions maps. We utilized the GIS data as inputs to conduct analyses, such as suitability of land for residential and nonresidential uses (Refer to the Land Use section). These maps are included in the appropriate sections of this report.

A.2.2 Document Review

In the first phase of the planning effort, various documents were gathered from the Town, County, and other local and regional agencies. Plans and ordinances were reviewed to determine the nature of policies and regulations influencing development in Planning Area. The following were among those reviewed:

- Harrisburg Area Land Use Plan (2010)
- Morehead West Area Plan (2017)
- Harrisburg Parks and Recreation Master Plan (2010)
- Harrisburg Unified Development Ordinance
- Central Area Land Use Plan (2008)
- Midland Area Plan (2017)
- City of Concord Land Use Plan (2015)
- Charlotte and Mecklenburg Northeast District Adopted Future Land Use Map (2013)
- Cabarrus County Parks and Recreation Plan
- Cabarrus County Zoning Ordinance
- Cabarrus County Subdivision Ordinance
- Mecklenburg County Parks and Recreation Plan
- Cabarrus-Rowan MPO Thoroughfare Plan
- Carolina Thread Trail Master Plan for Cabarrus County Communities (2009)
- The Potential Economic Impacts of the Proposed Carolina Thread Trail (2007)

A.2.3 Study Area Tour

The project team performed a study area tour in August 2017. The purpose was to make observations and gather photos of the study area, verify information shown on preliminary mapping, and note the established character of the built environment defined by density, the scale of existing buildings, architectural features, street pattern, and amount and types of open space.

A.2.4 Meetings

Stakeholder Interviews

Over 50 individuals representing one or more interests participated in interviews on September 28, 2017. Those invited were identified as people having knowledge about the more technical aspects of the existing conditions. Their insights clarified information not easily ascertained from mapping and a review of documents.

Advisory Committee Meeting I

A committee comprised of three Town representatives and four County representatives was formed at project initiation. A meeting of this group convened on October 18, 2017 to discuss the issues and opportunities identified and to review the goals stated in the adopted Harrisburg Area Land Use Plan (2010) to determine relevancy.

Community Meeting I

The first of three community meetings was held on November 2, 2017. The purpose of this meeting was to give the community a summary of the existing conditions, issues and opportunities. Their feedback contributed to the clarification of the issues and opportunities, refinements to the community goals, and setting the initial direction toward an updated 20-year vision. The input gathered at the meeting is presented in the Community Meeting I: Input Summary.



Community Meeting 2

The second of three community meetings was held on February 6, 2018. The purpose of this meeting was to provide attendees an opportunity to ask questions, share ideas, and express concerns. Their feedback contributed to the refinement of three draft land use concepts into a unified land use concept that reflected an updated 20-year vision. The input gathered at the meeting is presented in the Community Meeting 2: Input Summary.

Community Meeting 3

The third of three community meetings was held on April 19, 2018. The purpose of this meeting was to give the attendees an opportunity to review the draft Future Land Use + Conservation Map and related recommendations, ask questions, share ideas, and express concerns. Their feedback contributed to the final refinements made to the Future Land Use Map and subsequent Recommendations. The input gathered at the meeting is presented in the Community Meeting 3: Input Summary.

A.2.5 Surveys

Community Survey 1

In conjunction with the first community meeting, an online survey was made available. A total of 286 respondents shared their preferences and ideas for the future of Harrisburg. A complete reporting of survey results is presented in the Community Meeting 1: Input Summary.

Community Survey 2

In conjunction with the second community meeting, an online survey was made available. A total of 173 respondents shared their preferences and ideas for the future of Harrisburg. A complete reporting of survey results is presented in the Community Meeting 2: Input Summary.

A.3 Population Characteristics and Growth

Harrisburg has been transitioning from a smaller, rural town to a suburban bedroom community over the past two decades, and new development continues at the edges. As of 2015 the Harrisburg Planning Area had almost 25,000 residents, an increase of more than 3,200 residents (a 2.7% annual growth rate) and 8,170 households (2.1% annual growth rate) since 2010. These growth rates are higher than that of Cabarrus County overall (2.2% and 1.1%, respectively). Figure 2 reflects the projected growth over the next 18 years. Household size has increased from 2.88 persons in 2010. Looking only at the size of households moving into Harrisburg since 2010, the average is nearly 3.75 persons in size, further emphasizing the family orientation of the market.

Growth in the Charlotte Metropolitan Statistical Area (MSA) has been more moderate overall, with the area growing by around 1.7% in terms of both households and population. This growth rate reflects not only strong growth in suburban counties, but in-town growth as well, and a more balanced growth pattern between singles, couples and families with children.

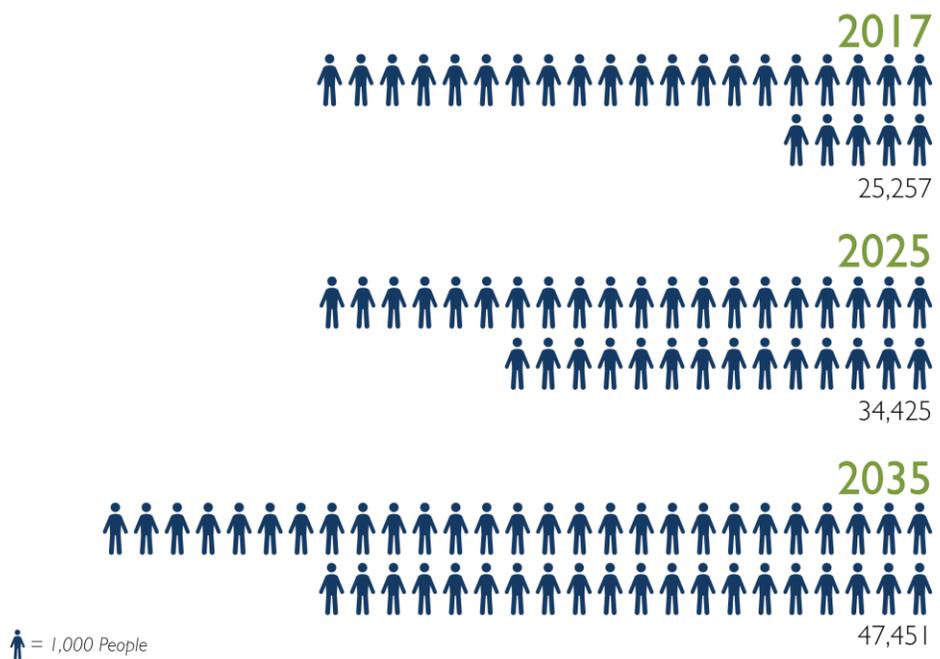


Figure 2. Population Projections by Year

As can be seen in Figure 3, Harrisburg has a greater concentration of households with 45- to 54- and 55- to 64-year-old heads of households than do either Cabarrus County or the Charlotte MSA. These households are more frequently maturing families transitioning to empty nesters and indeed reflect Harrisburg’s base of residents. Missing from the area are younger households (those under the age of 35), who often seek more walkable and convenient environments and, to date, have shown less interest in more conventional suburban markets.

While the housing and location preferences of Millennial households (largely in the under-35 range) may change over time, it is clear that Harrisburg will need to diversify its housing options over time to not only satisfy this more walkable and lifestyle-driven group, but also its aging mature population. As noted, Harrisburg has a greater than average share of maturing households (55 to 64) and nearly 41% of all households in the area are 55 and above. This group is increasingly seeking a more convenient and lifestyle-driven product as well,

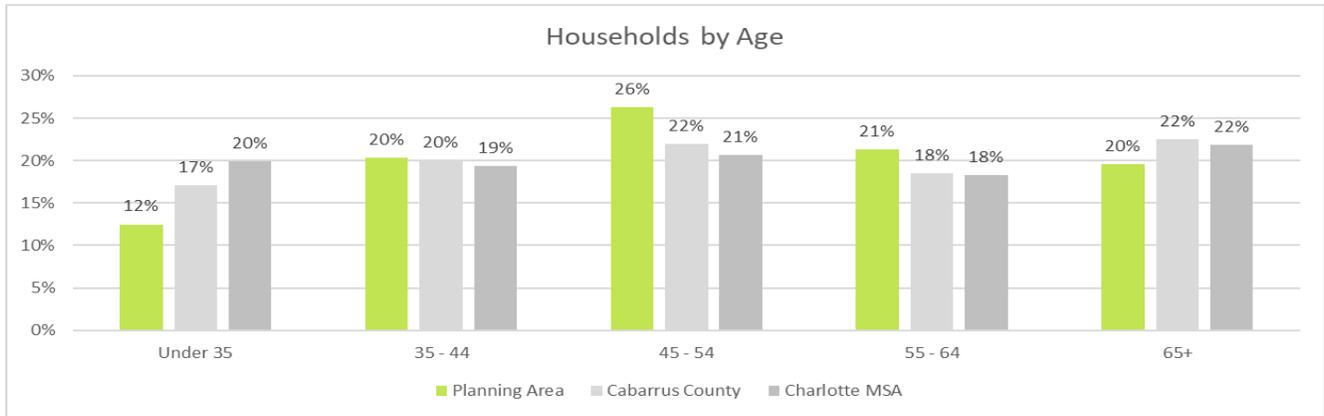


Figure 3. Households by Age

including for-sale villa and patio home product, rental apartments (including age-restricted apartments) and independent/assisted living options for those above 75 years of age.

Approximately one in five Planning Area households is a non-family household, being either singles, roommates, or unmarried couples. This is well below that seen in Cabarrus (29.3%) and Mecklenburg County (32.9%), which reflects the family orientation of the area. This said, many of these households prefer housing products other than single-family detached homes and, with 20% of Planning Area households falling into this category, creates significant potential for other housing types such as townhouses and/or rental apartments.

As can be seen in Figure 4, Planning Area households are far more affluent than those in Cabarrus County or the Charlotte MSA overall, with more than half having incomes above \$75,000 and one-third having incomes above \$100,000 annually. The median household income in the Planning Area is currently estimated at \$75,762, 24.8% more than \$60,710 for Cabarrus County and 25.0% more than \$60,599 for the Charlotte MSA.

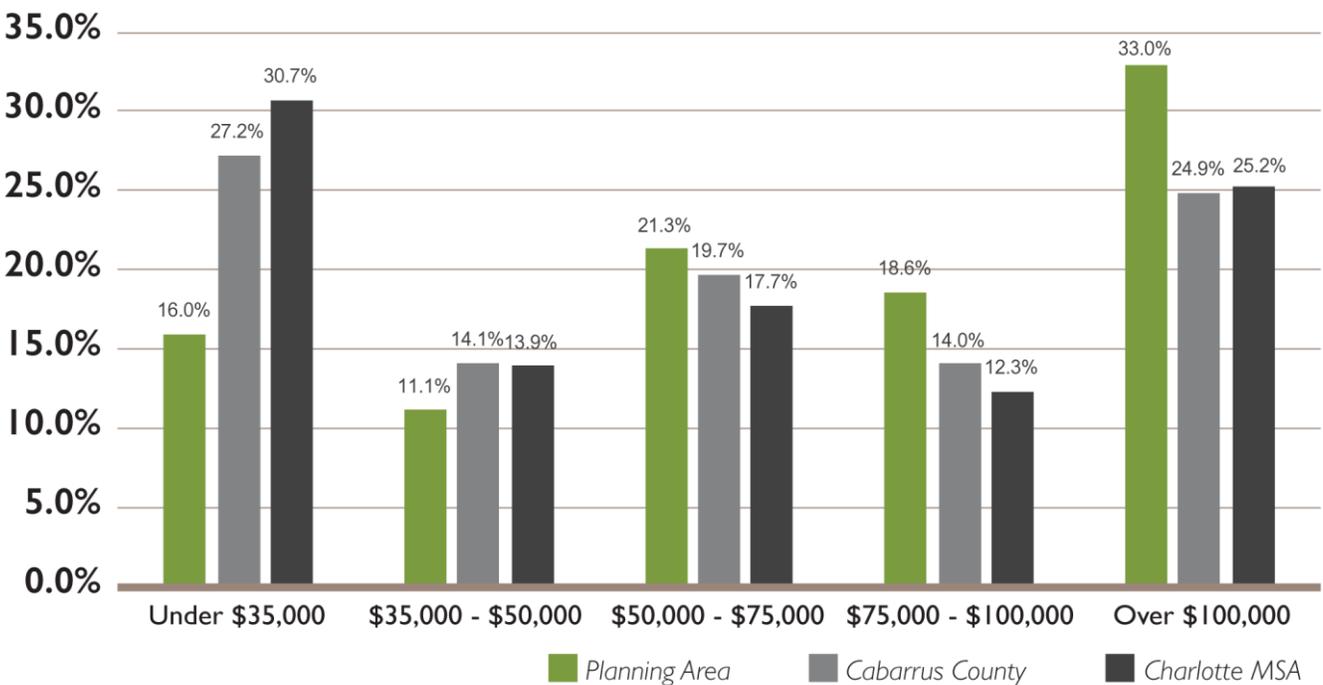


Figure 4. Household Income

A.4 Land Use

A.4.1 Existing Land Use Pattern

The existing land use pattern, as depicted in the Existing Land Use Map (Figure 6), reveals a concentration of development along NC-49 and low-density development north and south of that corridor. Rural areas are generally found along the Robinson Church Road, Hickory Ridge Road and Lower Rocky River Road corridors. These rural areas are primarily located outside of the Town’s municipal limits. Generally, the pattern of the developed area is not highly contiguous; several undeveloped parcels interrupt it. Figure 5 displays the current percentage of land dedicated to each type of use. The following describes the uses that exist in the Planning Area and where such uses are located.

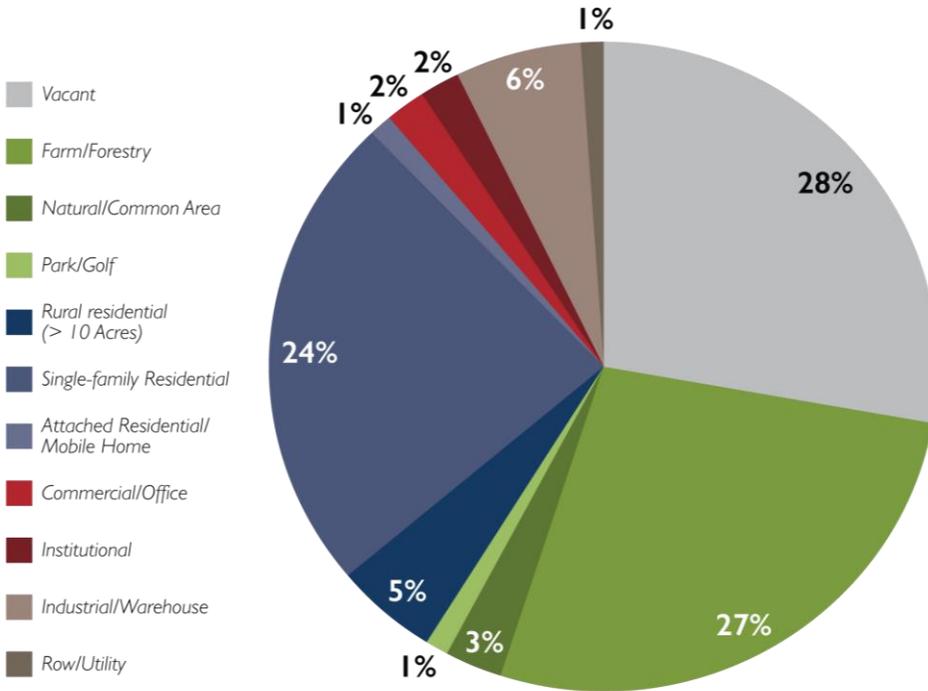


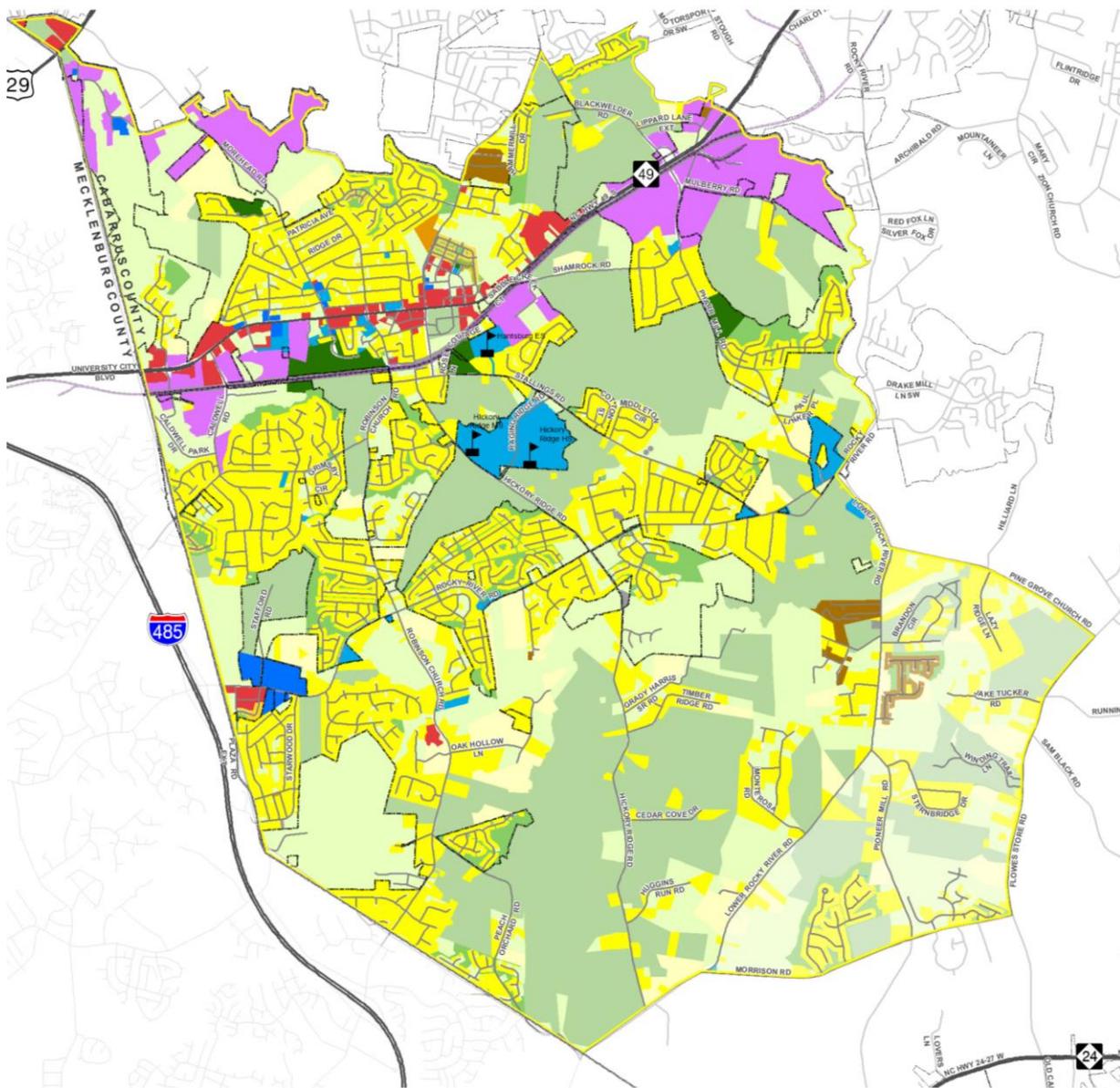
Figure 5. Existing Land Use as a Percentage of Planning Area

Residential Development

Land uses within the study area consist predominantly of single-family detached residential uses. Such residential units have been developed at low densities with lot sizes in subdivisions at approximately 0.5 acres typically.

Single family attached (townhomes) and multi-family residential development is very limited; most of these residential unit types are concentrated in the center of the planning area, such as the town center, and in the eastern portion in very small pockets. Multi-family development does exist to the west of the study area within the City of Charlotte and Mecklenburg County, meeting much of the demand for such development in this part of the Charlotte region.

Approved, pending, and active single family (attached and detached) subdivisions in the planning area include 17 developments that are currently in progress (approved, pending approval, and active), containing an estimated 2,314 approved lots; however, all but 1,530 lots currently do not have a structure on them.



- | | |
|--|---|
| Farm / Forestry | Mobile Home |
| Natural / Common | Commercial |
| Park / Golf | Institutional (Government, School, Church) |
| Vacant | Office |
| Rural Residential (>10 acres) | Industrial/Warehouse |
| Single Family Residential | ROW / Utility |
| Townhouse | |
| Multi-Family | |

Figure 6. Existing Land Use Map

Non-Residential Development

a. Commercial

The NC-49 corridor is the location of the majority of the existing commercial uses found in the planning area. A small area of commercial development is located along Rocky River Road in close proximity to the interchange with I-485.

b. Industrial

Industrial uses are also found along the NC-49 corridor. Certain industrial uses have taken advantage of access to the Norfolk Southern main line, a major freight route that runs roughly parallel to NC-49. The primary draw for industrial uses to the area today, according to stakeholders, is access to I-485 to the west. Other factors influencing location decisions include proximity to Charlotte Motor Speedway, industrial park sites (the sites tend to attract mid-size companies), access to NC-49, the proximity to Charlotte, and availability of workforce housing in Cabarrus and Mecklenburg Counties. The Town currently does not have an industrial site certified by the NC Department of Commerce through the North Carolina Certified Sites program (<http://www.nccommerce.com/business/certified-sites>).

c. Civic and Institutional

Civic and institutional uses are located throughout the Planning Area. These include Harrisburg Elementary, Hickory Ridge Middle, and Hickory Ridge High schools. The Town Hall and YMCA are collocated in the Town Center. The Harrisburg Library is located on Sims Parkway adjacent to Harrisburg Park. (Refer to section A.10 and A.13 for more about civic and institutional uses.)

d. Agricultural

According to the County's tax parcel data, very few parcels in the Planning Area are in agricultural use. In addition, a review of economic data indicates that agriculture is not a component of Harrisburg's economy. However, the soils in the southern portion of the planning area, which is relatively undeveloped today, would support some agricultural uses.

Mixed-Use Development

The 2010 Harrisburg Area Land Use Plan called for the creation of a Town Center, recognizing the need for a physical center to the town and a "magnet for retail, office and service activities." The Town Center is sited near the intersection of NC Highway 49 and Roberta Road. The approved program includes 373 residential units and 750,000 square feet of commercial space. Although most of the infrastructure necessary is now in place, and some development has occurred, the Town Center vision has not been realized. Uses that have been developed include townhomes, some retail uses, restaurants, personal services, and the Harrisburg Town Hall, which also houses the Harrisburg YMCA.

Brookdale, another mixed-use development, is located along Rocky River Road near I-485. A less integrated mixture of uses, this development includes a shopping center anchored by a Carolinas HealthCare System facility, a Harris Teeter grocery store and townhouses adjacent to the shopping center. Additional residential uses, office uses and a park are among the potential future uses that would add to the mix at Brookdale when it is built out.



Harris Teeter is part of the Brookdale development along Rocky River Road.

Special Uses Nearby

a. Charlotte Motor Speedway

Charlotte Motor Speedway is located north of the Planning Area at the intersection of Morehead Road and US-29 in Concord. The Speedway facility itself is just outside the northern study area boundary. However, off-site parking areas and camping areas for spectators, as well as related commercial and industrial properties exist along Morehead Road inside the planning area and along Hudspeth Road. Some of these properties accommodate motorsports-related businesses; similar uses have located elsewhere in Harrisburg. A modern landfill facility and a natural wildlife habitat are also located on the property. The Speedway property includes nearly 2,000 acres.

Charlotte Motor Speedway was designed and built in 1959. The Speedway facility has a seating capacity of 140,000 and features a 1.5-mile quad oval track. In addition, a 2.25-mile road course and a dirt track (four-tenths-mile clay oval, stadium-style facility with a seating capacity of 14,000 seats) are found at the facility. An expansion in 2008 added a drag strip to the complex, the zMAX Dragway. It features a four-lane, all concrete quarter-mile Dragway with a seating capacity of approximately 30,000.

The Speedway facility is used more than 300 days per year. Several major events are hosted annually, including weekly and evening events. Major events include three NASCAR Sprint Cup Series events, two NASCAR Nationwide Series races, a NASCAR Camping World Truck Series event, and two NHRA Full Throttle Drag Racing Series events. Each year, two of the nation's largest car shows and swap meets are held at the facility. Driving and racing schools and other organizations use the track throughout the year.



The Charlotte Motor Speedway is just north of the Planning Area.

A.4.2 Development Potential

Available Land

The total land area in the Planning Area is about 17,000 acres. The Existing Land Use Map (Figure 6), which is based on parcel data maintained by the County Tax Assessor's office, indicates that approximately 6,610 acres (or 38% of the land in the Planning Area) are classified as "vacant." However, the land that is potentially available for future development might not be limited to just those undeveloped parcels. For the purposes of this planning effort, "undeveloped" refers to any parcel without a significant structure on it. Assuming that any parcel having a structure (or structures) whose total value is equal to or less than 50% of the land value is considered "underutilized," approximately 150 parcels could be considered for future redevelopment or infill development. This would expand the total available land area (Figure 7, Available Land Map) to approximately 10,453 acres (or 61% of the Planning Area).

Not all such land may be available or suitable for future development due to environmental or regulatory constraints. For the purposes of this planning effort, the following constraints were defined. Given the constraints, the total area of land appropriate for future development is less than the area of land classified as undeveloped and underutilized. The Land Supply Map (Figure 8) displays the reduced area, showing other constraints on the available land.

Major Constraints (may prohibit development):

- **Water bodies** – All rivers, streams, creeks, lakes, ponds, and impoundments.
- **Stream buffers** – Roughly based on adopted County and Town ordinances, a 50-foot buffer along perennial streams (measured from centerline of stream due to data limitations), lakes, ponds, and impoundments, and a 35-foot buffer on intermittent streams (measured from centerline of stream due to data limitations).
- **Wetlands and wetland buffers** – All mapped National Wetlands Inventory (NWI) wetlands and, based on adopted county ordinance, a 75-foot buffer around such areas.
- **Developed areas** – Parcels that have been developed and have a significant structure (as determined through tax parcel data, those parcels with a structure value of 50% or more of the land value).
- **Undevelopable or permanently protected areas** - Public lands, cemeteries, parks, church sites, school sites, and conservation easements.
- **Voluntary agricultural districts (VAD)** – Parcels that are currently in the VAD program, according to Cabarrus County.

Other Constraints (restricts/limits development):

- **Floodplains** – Based on FEMA maps and adopted ordinance, areas that are affected by the requirement for finished floor of structures to be elevated above the base flood elevation (BFE).
- **Proximity to the speedway or other high impact uses (such as the landfill, for the residential uses only)** – Due to noise and other impacts, areas that lie within 1 mile of such uses.
- **Proximity to a residential property (for the industrial uses only)** – Any areas that lie within 500 feet of parcels with any type of existing residential use.
- **Poorly drained soils** – Areas with soils that are classified as "poorly drained" or "somewhat poorly drained" present issues for most types of development, based on the soil survey produced by the Soil Conservation Service of the USDA. (See soils information in Environment and Natural Resources section of this report.)
- **Tax deferred parcels** – Parcels that are identified by Cabarrus County as tax deferred, as such parcels are in agricultural use (those enrolled in the Present Use Value (PUV) program).
- **Areas not served by sewer** – Any areas that lie beyond 2500 feet from an existing municipal sewer line. Areas adjacent to only force mains were removed.

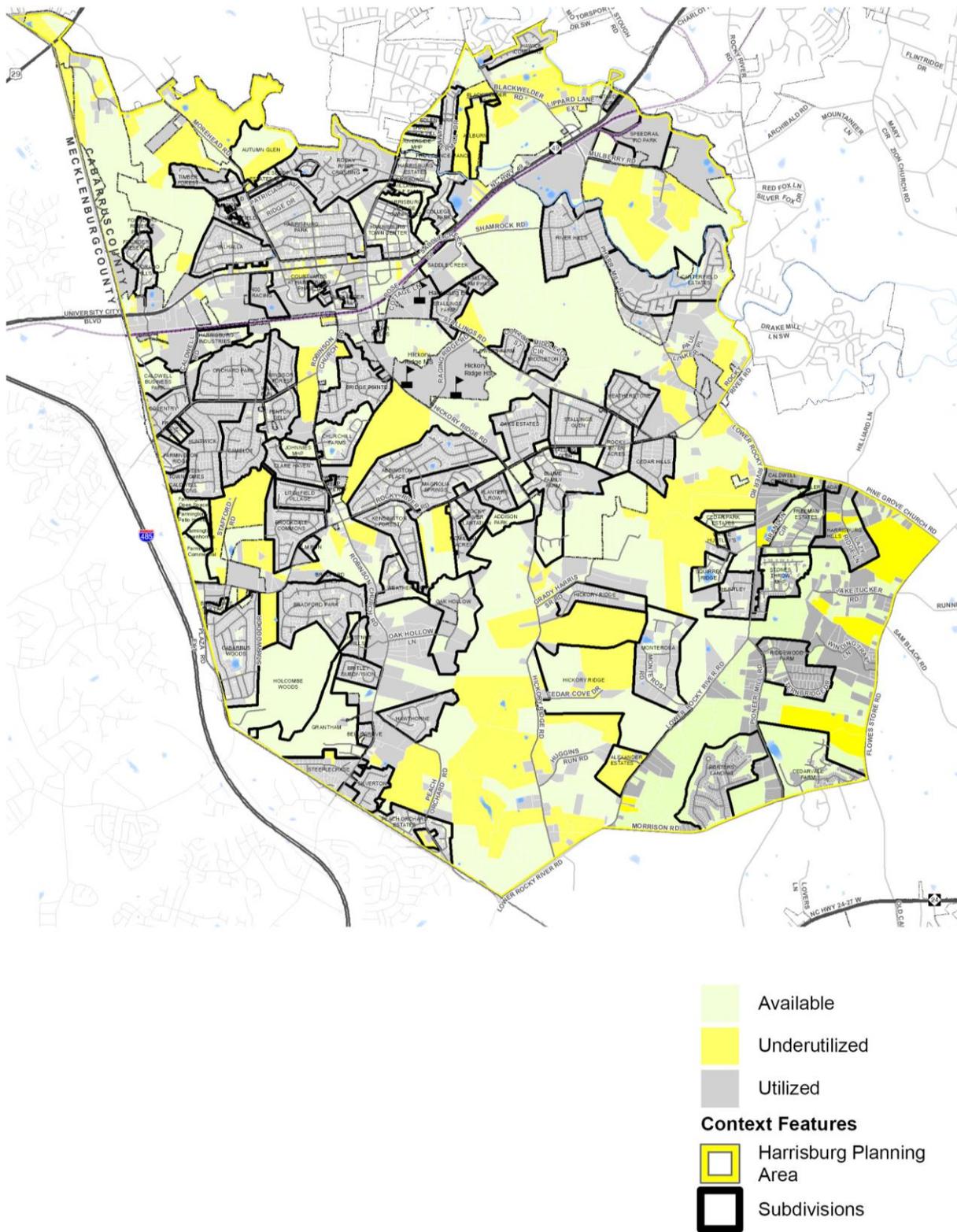


Figure 7. Available Land Map

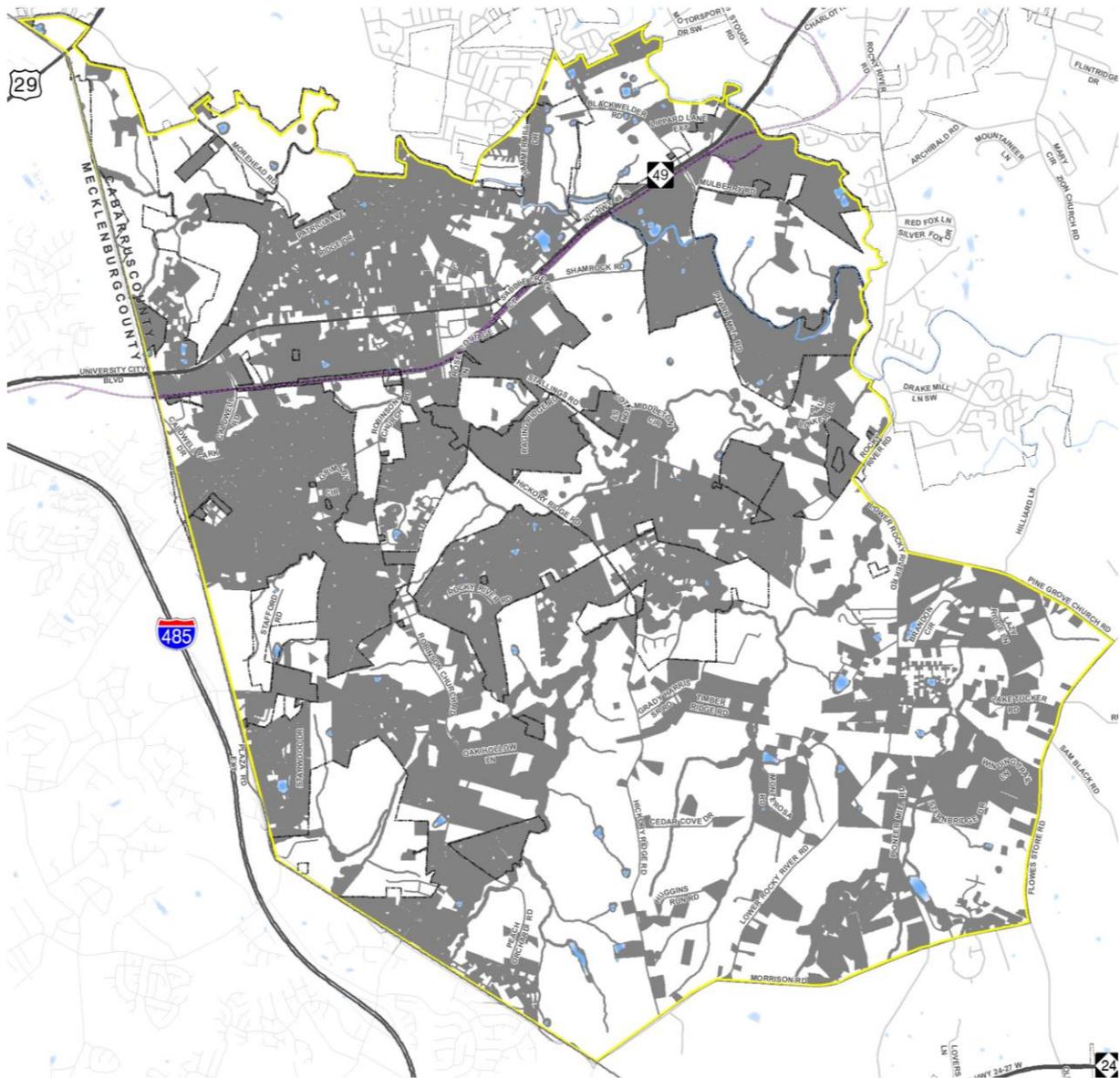


Figure 8. Land Supply Map

Land Suitability

“Developability” refers to attributes that make a given area more or less suitable—and therefore attractive—for future development. For example, areas in close proximity to existing sewer lines have a higher suitability scoring than those that do not. Scoring decreases the further a site or area is from existing sewer with the rationale that it will be more expensive to build new sewer lines. Proximity to sewer is just one of a range of factors applied to five general land uses categories: Single-family, Multi-family/Townhome, Retail, Office and Industrial. (Refer to Figures 9-13, Suitability Maps.)

Single-Family Suitability Factors

- **Proximity to water supply line** - Minimum 8” diameter line. Proximity to water line using Euclidian distance.
- **Proximity to existing residential parcels within a subdivision** - These are identified by the presence of parcels that have a land use of single family, multi-family, mobile home, and townhouse.
- **Proximity to existing neighborhood commercial** - Based on proximity to the nearest parcel with any type of commercial use based on tax data using Euclidean distance.
- **Proximity to recreation sites and schools** – Proximity to the nearest existing park or school, using Euclidean distance.
- **Proximity to high impact uses** – This is a negative factor accounts for proximity to the Charlotte Motor Speedway, landfills and other industrial uses. Properties within ½ mile of the speedway or landfills are least suitable, followed by properties within an eighth of a mile radius of industrial uses. Properties located away from all high impact uses are most suitable.
- **Parcels size** – ranking based on parcels size. Larger tracts received higher points due to being more economically feasible for subdivision.
- **Environmental Constraints** –ranking based on number of constraints including the following conditions: floodplains or poorly drained soils, steep slopes (>10%), Natural Heritage Element Occurrence (NHEO), or Present Use Value (PUV) properties.

Multi-Family/Townhome Suitability Factors

- **Proximity to sewer collection line** - Minimum 8” diameter line. Proximity to sewer line using Euclidian distance.
- **Proximity to water supply line** - Minimum 8” diameter line. Proximity to water line using Euclidian distance.
- **Proximity to major intersections** – Proximity to an intersection of two major thoroughfares or a major thoroughfare and a minor thoroughfare, using Euclidian distance.
- **Proximity to interstate interchanges** - Proximity to interstate highway interchanges, using Euclidian distance.
- **Proximity to existing neighborhood commercial** - Based on proximity to the nearest parcel with any type of commercial use based on tax data using Euclidean distance.
- **Proximity to planned activity centers** – Proximity to planned activity centers including Town Center, US-29/Hudspeth Rd, NC-49/Morehead Rd, and Farmington.
- **Proximity to recreation sites and schools** – Proximity to the nearest existing park or school, using Euclidean distance.

Retail Suitability Factors

- **Proximity to sewer collection line** - Minimum 8” diameter line. Proximity to sewer line using Euclidian distance.

- **Proximity to water supply line** - Minimum 8" diameter line. Proximity to water line using Euclidian distance.
- **Proximity to existing neighborhood commercial** - Based on proximity to the nearest parcel with any type of commercial use based on tax data using Euclidean distance.
- **Proximity to planned activity centers** – Proximity to planned activity centers including Town Center, US-29/Hudspeth Rd, NC-49/Morehead Rd, and Farmington.
- **Proximity to high traffic roadways** – Scaled ranking based on NCDOT AADT inventory buffered by 1000ft.

Office Suitability Factors

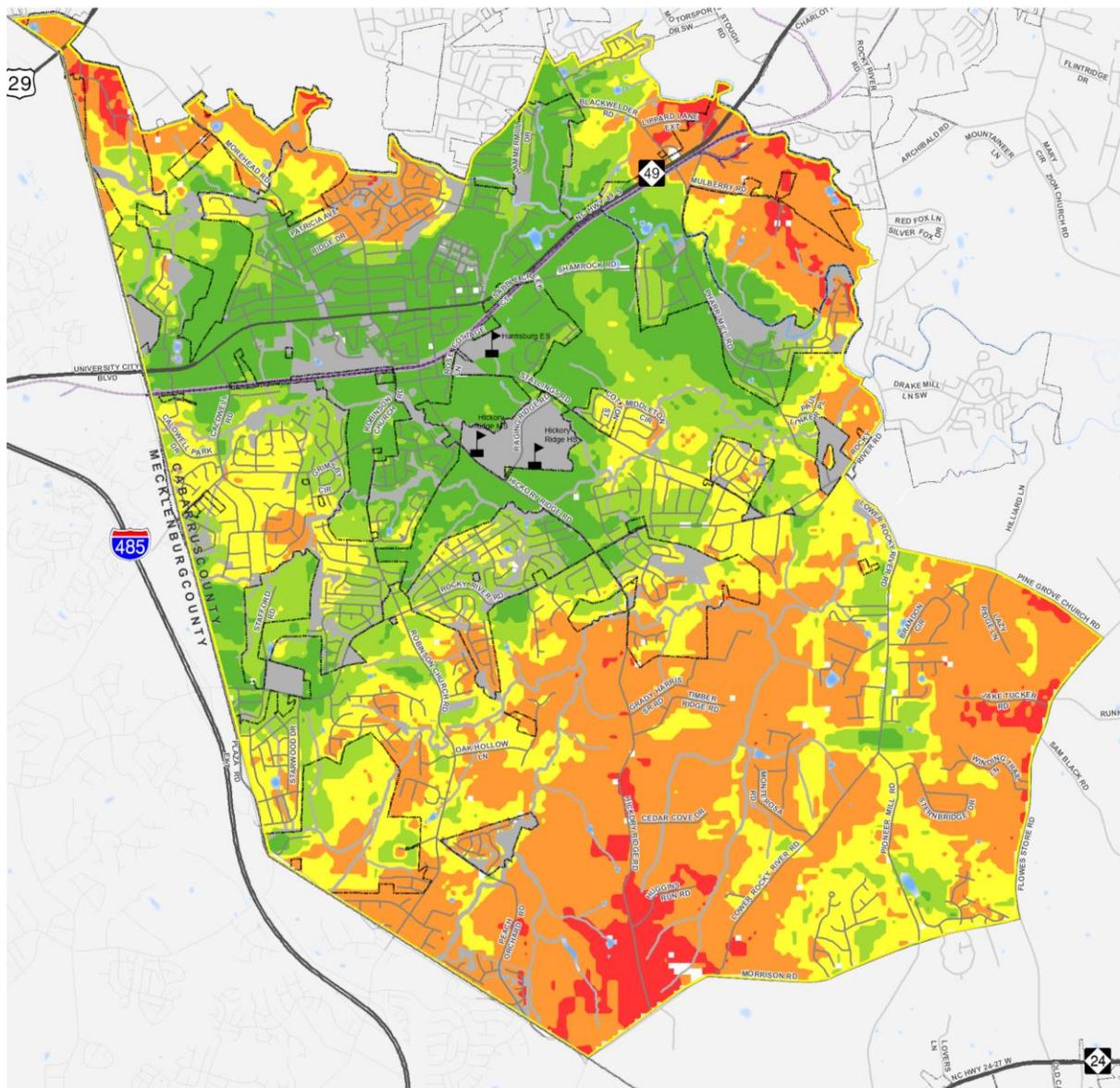
- **Proximity to sewer collection line** - Minimum 8" diameter line. Proximity to sewer line using Euclidian distance.
- **Proximity to water supply line** - Minimum 8" diameter line. Proximity to water line using Euclidian distance.
- **Proximity to major intersections with a concentration of residential units within 1/2 mile of intersection** – From a selected subset of major intersections (where two major thoroughfares, or one major thoroughfare and one minor thoroughfare, intersect), a radius of 1/2-mile from the intersection was identified. Within the 1/2-mile radius a suitability score was calculated based on using Euclidian distance and classified using Natural Breaks method.
- **Proximity to existing office** – Proximity to the nearest parcel with an existing use of office or medical office. This includes institutional parcels that function as office (i.e. town hall). Proximity calculated using Euclidean distance.
- **Proximity to planned activity centers** – Proximity to planned activity centers including Town Center, US-29/Hudspeth Rd, NC-49/Morehead Rd, and Farmington.

Industrial Suitability Factors

- **Proximity to sewer collection line** - Minimum 8" diameter line. Proximity to sewer line using Euclidian distance.
- **Proximity to water supply line** - Minimum 8" diameter line. Proximity to water line using Euclidian distance.
- **Proximity to interstate interchanges** - Proximity to interstate highway interchanges, using the cost surface grid representing the road network.
- **Proximity to existing railroad** – Parcels adjoining existing railroad right-of-way.
- **Proximity to existing industrial uses** - Based on proximity to the nearest parcel with any type of industrial based on tax data using Euclidean distance.
- **Parcels size** – ranking based on parcels size. Larger tracts received higher scores due to being more economically feasible for subdivision.
- **Not proximity to residential uses** – Properties farther away from established residential areas received higher scores due to potential for reduced conflicts.

Note: The NC Dept of Commerce's NC Certified Sites program requires the following:

- Sewer - A minimum service requirement of 300,000 gallons per day of excess permitted sewer treatment is required.)
- Water – A minimum service requirement of 500,000 gallons per day of excess permitted water capacity is required.



Single Family Suitability

Low



Medium



High



Very High



Context Features



Harrisburg Planning Area



Undevelopable (Parks, Schools, Buffers, etc.)

Figure 9. Single Family Suitability Map

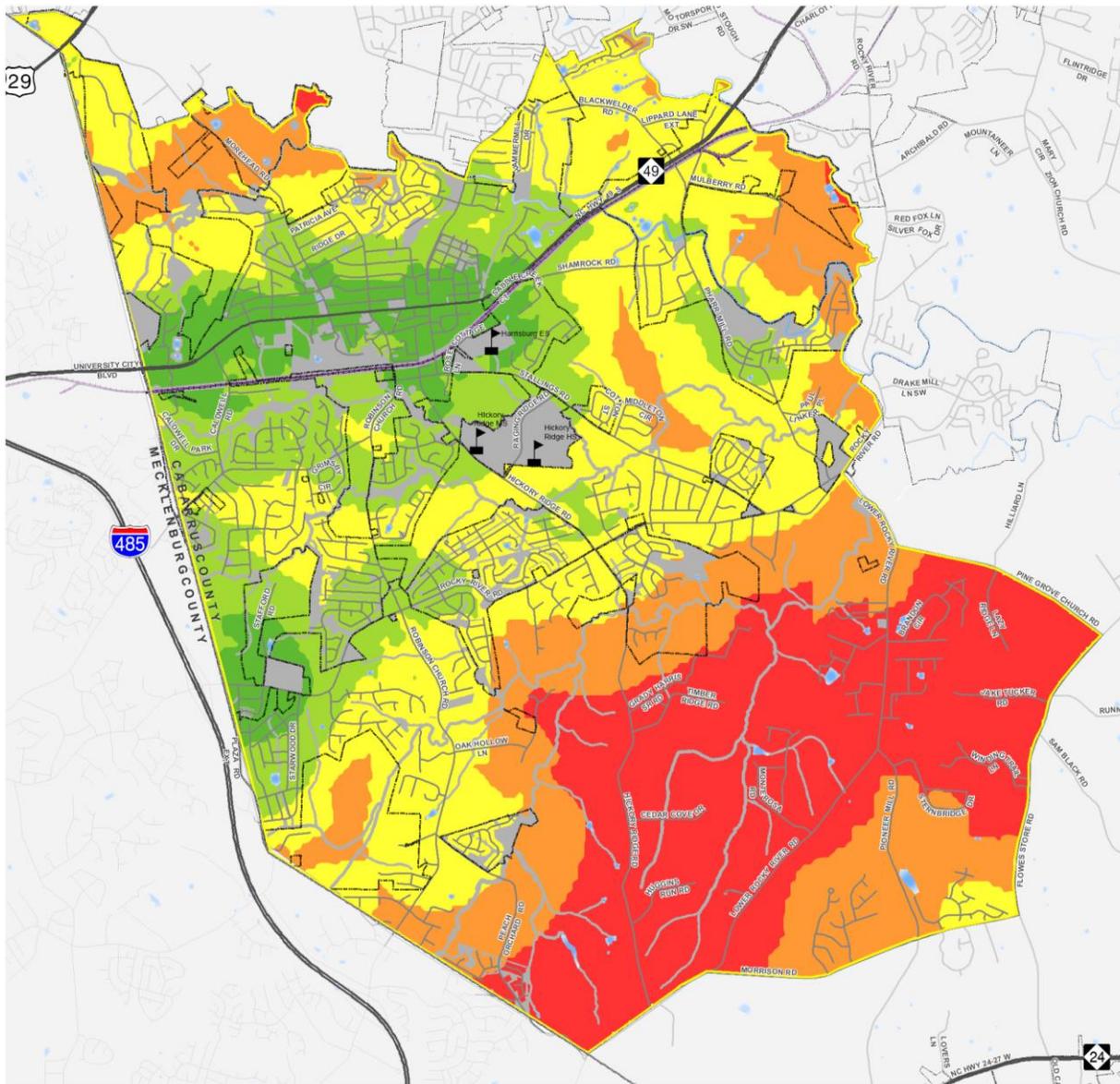
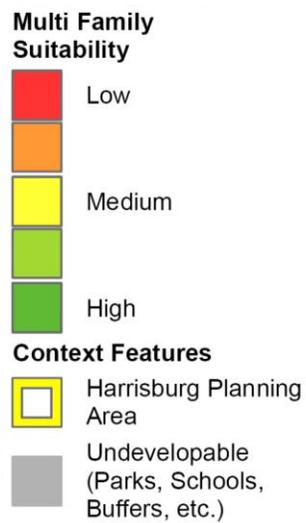
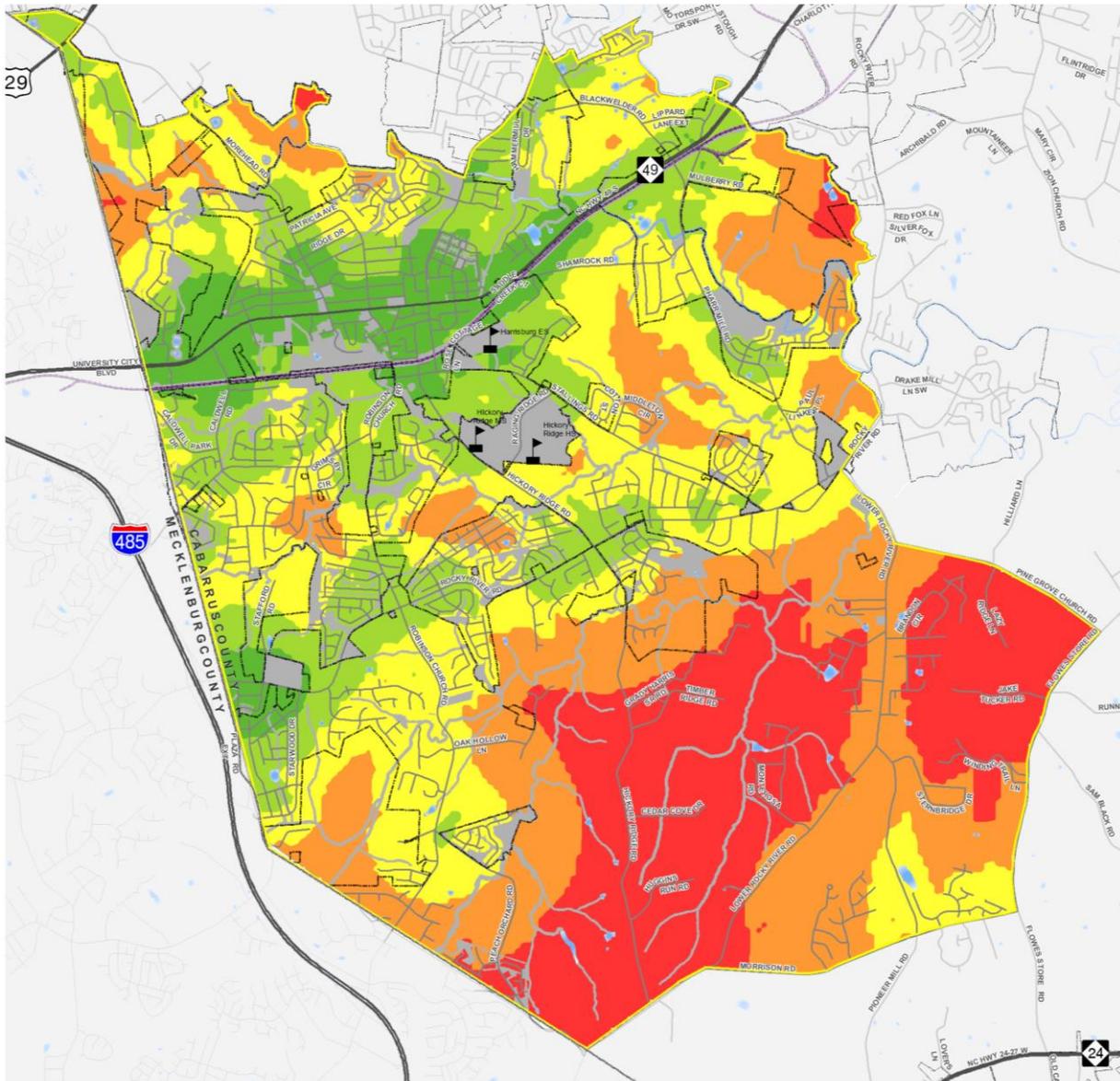


Figure 10. Multifamily/Townhouse Suitability Map





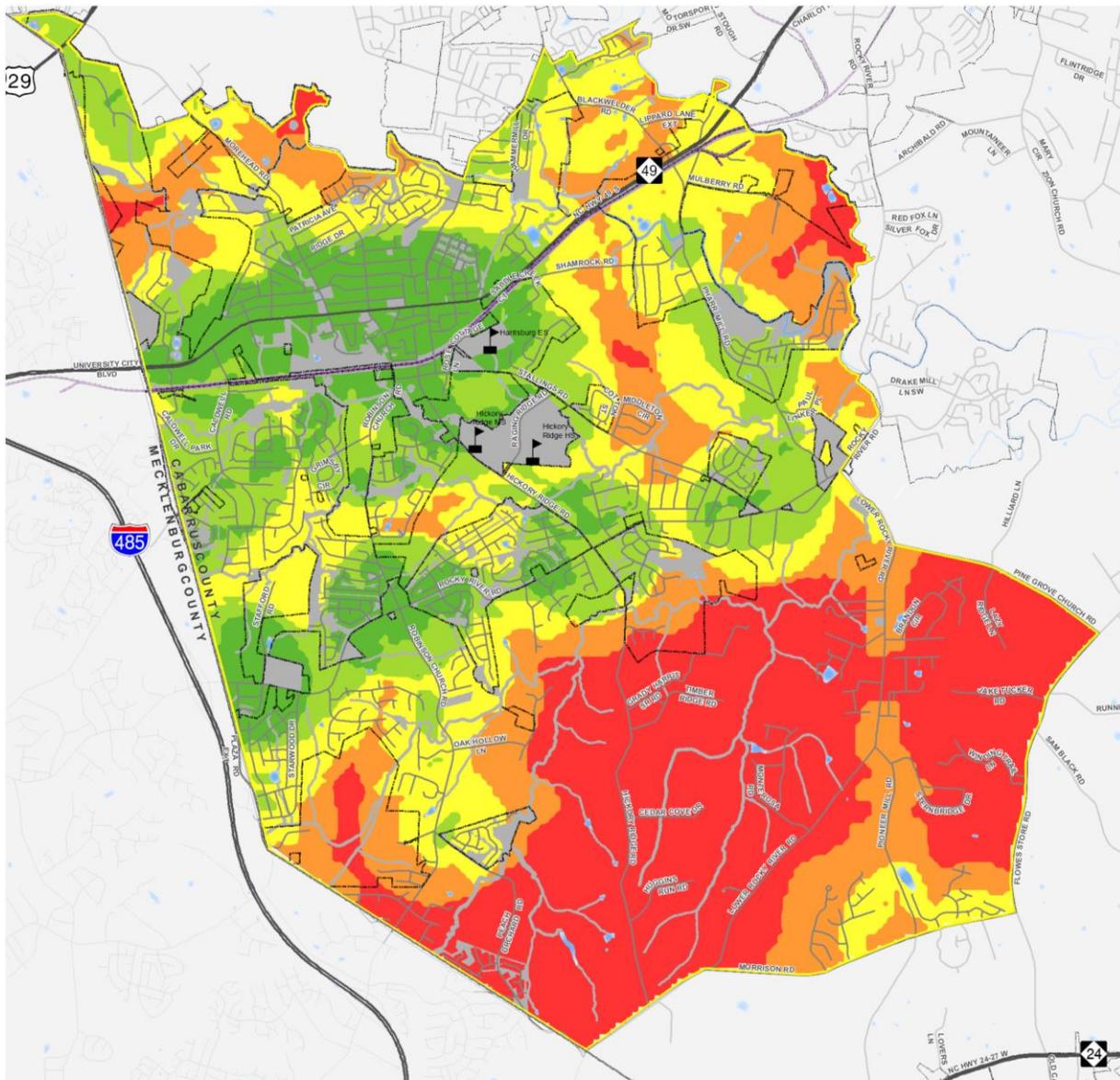
Commercial Suitability

- Low
- Medium
- High

Context Features

- Harrisburg Planning Area
- Undevelopable (Parks, Schools, Buffers, etc.)

Figure 11. Retail Suitability Map



Office Suitability

Low

Medium

High

High

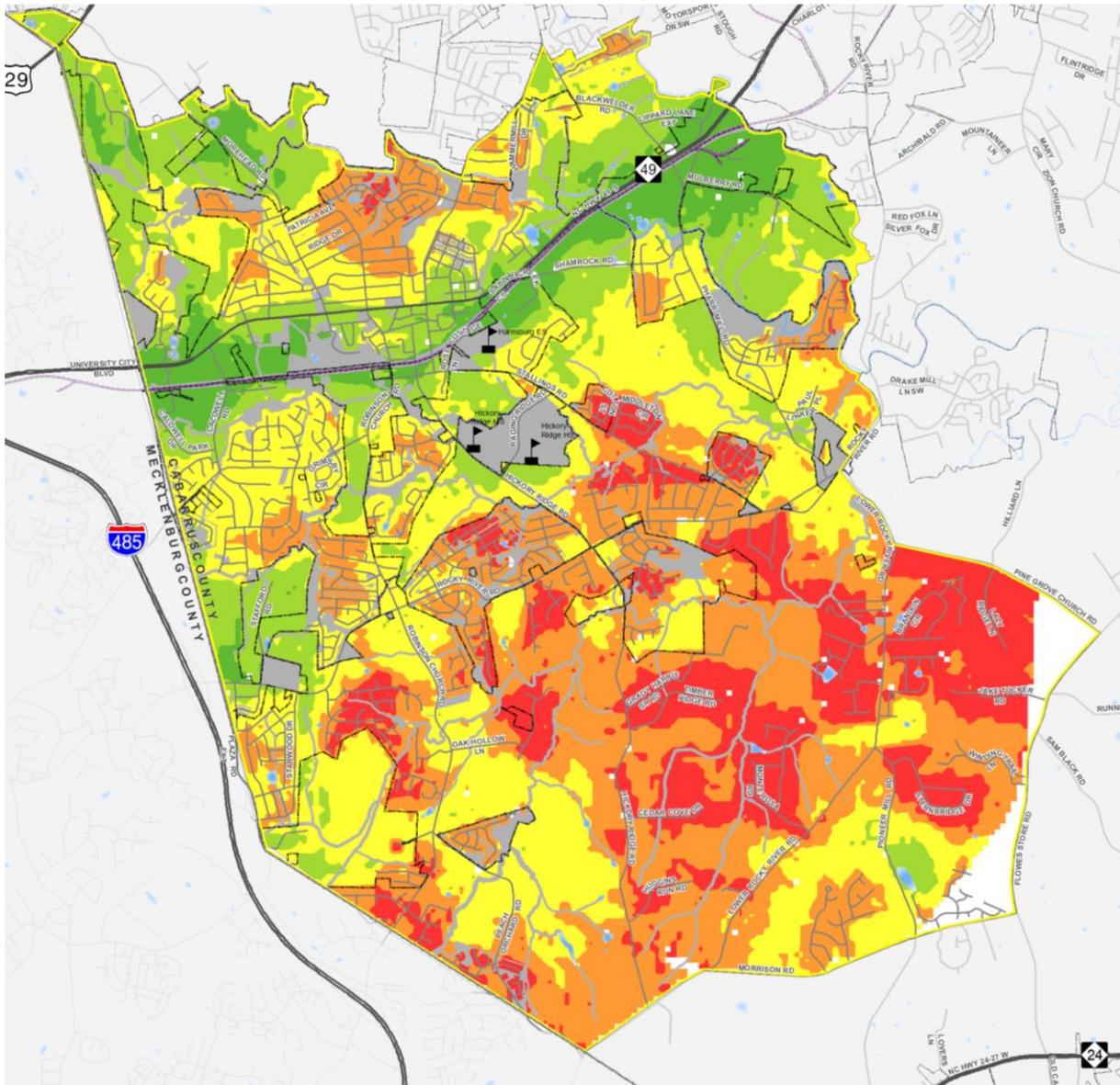
High

Context Features

Harrisburg Planning Area

Undevelopable (Parks, Schools, Buffers, etc.)

Figure 12. Office Suitability Map



Industrial Suitability

- Low
- Medium
- High

Context Features

- Harrisburg Planning Area
- Undevelopable (Parks, Schools, Buffers, etc.)

Figure 13. Industrial Suitability Map

Adopted Zoning

Parcels within the Planning Area are zoned in accordance with the zoning regulations of the Town or the County. Composite mapping of the current zoning districts of the two jurisdictions reveals the variety. (Refer to Figure 14, Adopted Zoning Map.)

Commercial zoning is concentrated along NC-49 west of the Rocky River. Four areas of industrial zoning exist:

- Along Caldwell Road and the railroad south of NC-49, specifically where University Boulevard transitions to NC-49, near the county line between Mecklenburg and Cabarrus
- In the Saddle Creek Logistics Center near Harrisburg Elementary School
- Along the northeast part of the study area along NC-49 and the railroad.
- In the Northwest corner of the Planning Area along Morehead Road and Hudspeth Road, near the Charlotte Motor Speedway.

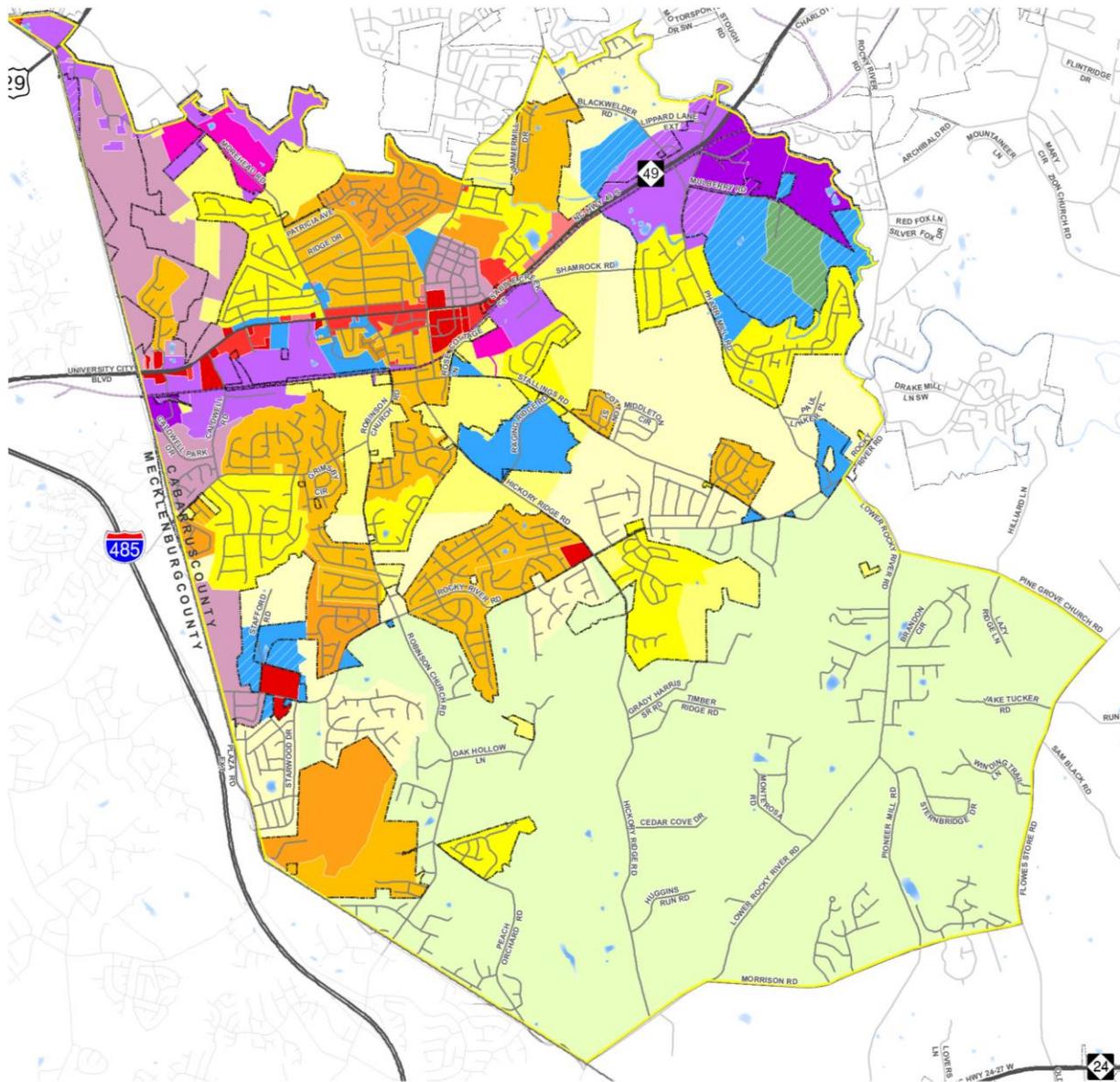
Planned Unit Development (PUD) districts apply to significant areas along the western boundary of the study area where it abuts Mecklenburg County. Also, the Town Center has been designated a PUD. As a step in the implementation of the Morehead West Area Plan, the Town has initiated the rezoning of the PUD at the western edge to facilitate desired development.

Much of the undeveloped area close to town and north of Rocky River Road are zoned Rural Estate (RE) which allows for a density of one dwelling unit per acre. Areas covered by county jurisdiction north of Rocky River Road are currently zoned Low Density Residential (LDR) which allows one home per two acres.

Much of the area to the south of Rocky River Road falls within the Countryside Residential (CR) district, which the County has applied to unincorporated areas outside of Harrisburg Extraterritorial Jurisdiction (ETJ). The Town has annexed land in this area, much of which has been zoned Rural Estate (RE) and developed. Exceptions to this include conditional zonings for the Blume Family Farm subdivision along Hickory Ridge Road which is zoned both Rural Estate (RE) and Conditional Residential Low Density (CZ-RL) and for the Holcombe Woods and Grantham subdivisions which are zoned Conditional Residential Village (CZ-RV) and Conditional Residential Medium (CZ-RM-I).

Outside of PUDs, the Planning Area could be built out with mostly very low-density residential uses if development occurs in accordance with current zoning.

The table and graph that follow (Table I and Figure 15) show existing zoning summarized by land area and existing zoning of the available land in the Planning Area.



Harrisburg Zoning

- Rural Estate
- Residential Low Density
- Residential Medium Density
- Residential Village
- Residential Compact
- Planned Unit Development
- Public Interest
- Office-Institutional

- Neighborhood Commercial/Office
- Light Commercial and Office
- General Commercial
- Light Industrial
- Heavy Industrial

County Zoning

- Agricultural/Open Space
- Countryside Residential

- Low Density Residential
- Office/Institutional
- General Commercial
- Limited Industrial
- General Industrial

Figure 14. Adopted Zoning Map

HARRISBURG NORTH CAROLINA

Table 1. Summary of Existing Zoning

Zoning Category*	Jurisdiction	District Name	Total Acres	Developed Acres	Land Supply Remaining (Acres)
AO	Cabarrus County	Agricultural/Open Space	127	26.13	99.48
CR	Cabarrus County	Countryside Residential	5,203	1,367.92	4,094.43
LDR	Cabarrus County	Low Density Residential	2,361	952.12	1,294.18
RE	Harrisburg	Rural Estate	1,325	228.84	971.77
RL	Harrisburg	Residential Low Density	1,711	1,129.66	490.84
RM	Harrisburg	Residential Medium Density	1,892	1,262.42	384.37
RV	Harrisburg	Residential Village	702	311.34	331.15
PUD	Harrisburg	Planned Unit Development	992	208.27	712.14
PID	Harrisburg	Public Interest	147	25.39	60.46
O-I	Cabarrus County	Office-Institutional	865	358.97	478.31
B-1	Harrisburg	Neighborhood Commercial/Office	39	3.16	24.09
C-1	Harrisburg	Light Commercial and Office	139	44.31	73.67
C-2	Harrisburg	General Commercial	159	70.03	71.67
I-1	Harrisburg	Light Industrial	927	482.49	590.91
I-2	Harrisburg	Heavy Industrial	295	271.37	44.18
Total			16,886	6,742	9,721.63

*Generalized

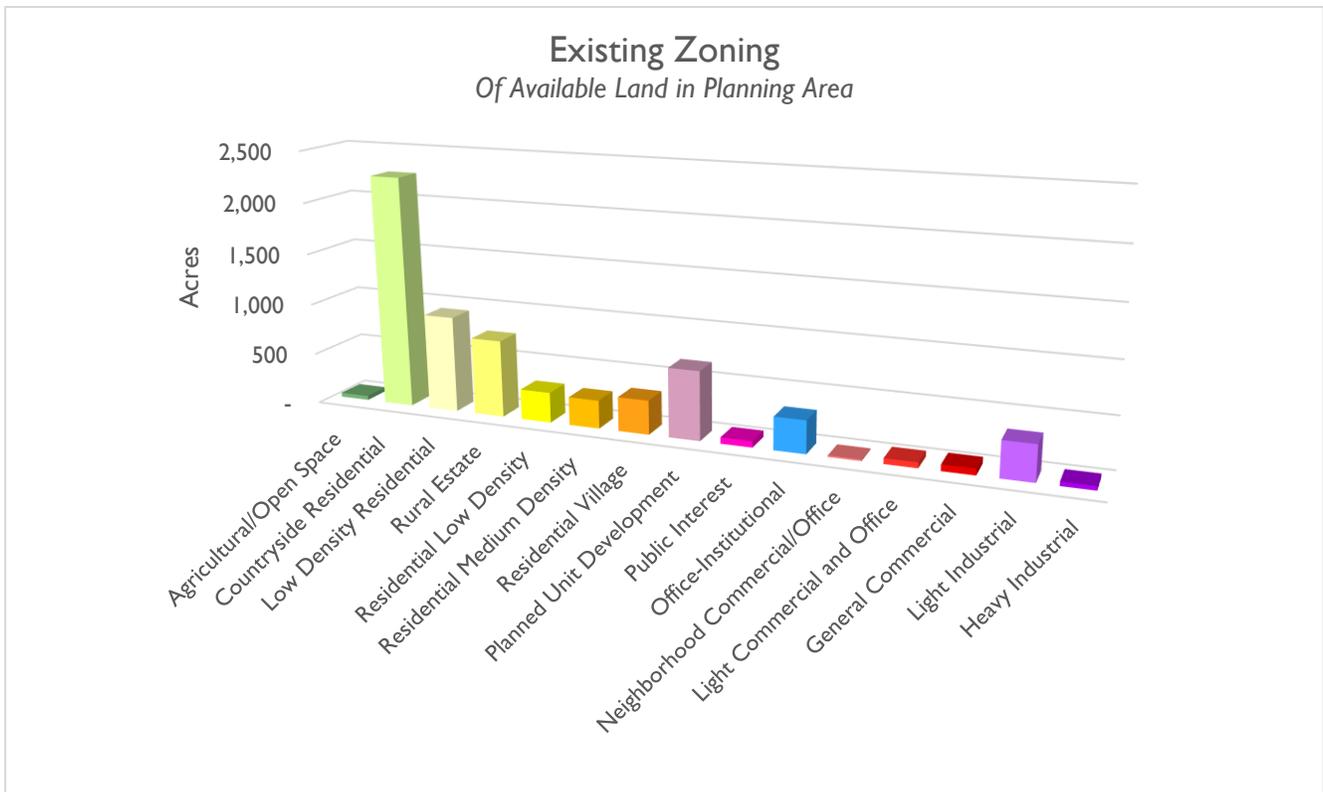


Figure 15. Existing Zoning

Adopted Land Use Plans

To further understand the context and the intent for future growth and development of the planning area and various jurisdictions that surround the planning area, the policies expressed in the adopted land use plans were reviewed. Future land use maps were also collected and reviewed. The adopted plans suggest a future pattern that is predominantly low-density residential with commercial and industrial uses located along major arterials. The following describes the various plans in more detail.

a. *Harrisburg*

The Harrisburg Area Land Use Plan, a joint plan between Cabarrus County and the Town of Harrisburg, was updated by the Harrisburg Town Council and the Cabarrus County Board of Commissioners in August 2010. The plan recognized the challenges that Harrisburg has been facing, which most communities in the path of metropolitan growth face. The goals and recommendations emphasize improvements to the quality of life, growth in areas with adequate infrastructure, and mixed-use development in key areas to accommodate a variety of uses, particularly higher density residential uses, in nodes. For example, a primary goal for residential development is medium and higher density housing within the Mixed Residential, Town Center, and Village Mixed-Use districts. The future land use map indicates a desire for very low-density development and with open space conservation south of NC-49.

b. *Neighboring Jurisdictions*

To further understand the context and the intent for future growth and development of various jurisdictions that surround the study area, adopted land use plans and policy documents of surrounding jurisdictions were reviewed. Corresponding Future land use maps were also collected and reviewed. This review facilitated an understanding of future land uses planned near Harrisburg that may influence future land uses within the study area.

City of Concord Land Use Plan

The utility service and annexation areas of the City of Concord extend along the northern eastern boundary of the Harrisburg planning area. The City of Concord Land Use Plan (2015) depicts desired future land uses along this northern and eastern boundary in accordance with its own study area.

To the north, designated future land uses include “Industrial” along both sides of Morehead Road and also areas along NC-49. Charlotte Motor Speedway is designated as an area for motorsports-related uses. An area designated for commercial development exists at the terminus of Stough Road and NC-49, on the south side of NC-49 immediately outside the Harrisburg planning area. Single-family residential uses are intended for areas along Roberta Road and Pitts School Road.

To the east, an area that includes a segment of the Rocky River Road corridor, single-family residential land uses are indicated. A “Village Center,” which is defined as small, mixed-use center predominantly residential in character, is likewise designated to the east of the study area.

Cabarrus County Central Area Plan

The Central Area is one of the seven (7) planning areas within Cabarrus County. The Central Area includes portions of areas also addressed by the City of Concord Land Use Plan. The Cabarrus County Central Area Plan (2008) was more recently completed. The land use plan designates future land uses for areas to the east of the study area.

Areas along NC-49 are designated light industrial, with the exception of a commercially designated site at the terminus of Stough Road and NC-49. Low density residential is the preferred use for areas to the east of the study area along Rocky River Road. A mixed-use area is designated to the east of the study area.

Midland Area Land Use Plan

While the jurisdiction of the Town of Midland does not immediately abut the study area, the Midland Area, one of the seven planning areas within Cabarrus County, abuts the southern boundary of the study area, which runs along Lower Rocky River Road. According to the Midland Area Plan (2017), “countryside residential”, which emphasizes a strong rural, pastoral feel achieved through very low-density residential development, is indicated as an appropriate future land use south of the study area.

City of Charlotte / Mecklenburg County

The Northeast District Adopted Future Land Use Map (2013) for Charlotte and Mecklenburg County calls for a variety of future land uses at or near the western boundary of the study area. Beginning in the area that lies northwest of the study area, the US-29 corridor includes areas primarily designated for residential development, but here is also a mixed zone along US-29 that includes office and institutional uses. Between Mallard Creek and NC-49 are areas that would support single-family development. A small retail area is designated on the north side of NC-49. Areas on the south side of NC-49 are designated for light industrial uses.

Moving southward along the county line are Residential designated areas, generally located between Back Creek and Fuda Creek and the interchange of I-485 with Rocky River Road. Office, residential office, and retail are uses envisioned for the eastern quadrants of the interchange along the county line. Additional residential development is desired to the south along the county line.

A.5 Housing

Harrisburg’s housing market is growing, yet is fairly homogenous overall, with more than 85% of its 7,289 units being single-family homes. This is much higher than that seen in either Cabarrus County (77%) or the Charlotte Metro overall (68%) and reflective of both the suburban location of Harrisburg and the tighter development controls utilized in the area. Only 5.1% of housing units in Harrisburg are attached (townhouses to multifamily), compared to nearly 13% in Cabarrus County and 20% in Charlotte’s MSA (As expressed in Figure 16).

This mix of single-family and attached is equally reflected in the owner-renter composition of the Harrisburg Planning Area, with 86.5% of households being owners and 13.5% of households being renters (compared to 71%/29% in Cabarrus and 66%/34% in the Metro Area). Somewhat surprising then is that nearly half of the growth in Harrisburg between 2010 and 2015 has been in renter households (45% of growth). Much of this growth has occurred as a result of the fallout in the housing market during the Great Recession (Cabarrus saw 72% of its growth be in renter households), and the conversion of single-family homes from ownership to renter positions.

Cabarrus County has seen steady growth in terms of building permits issued since 2010 (2009 & 2010 being the bottom of the market), and has averaged around 1,400 single-family permits annually in 2015 & 2016, as displayed in Figure 17. While well below peaks in the mid-2000s (which were not sustainable), this represents a healthy pace of growth for the county. Of note are multifamily (2+ units or more) in the county, which have ranged from 310 to 540 each of the last five years (compared to virtually none in the mid-2000s). In total, more than 6,500 new single-family permits have been issued in the county since 2010 and nearly 2,200 multifamily permits have been issued.

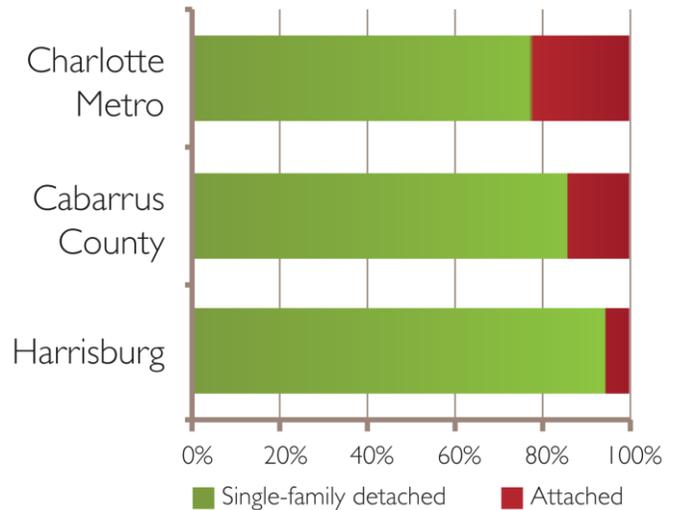


Figure 16. Single vs. Attached Family Housing

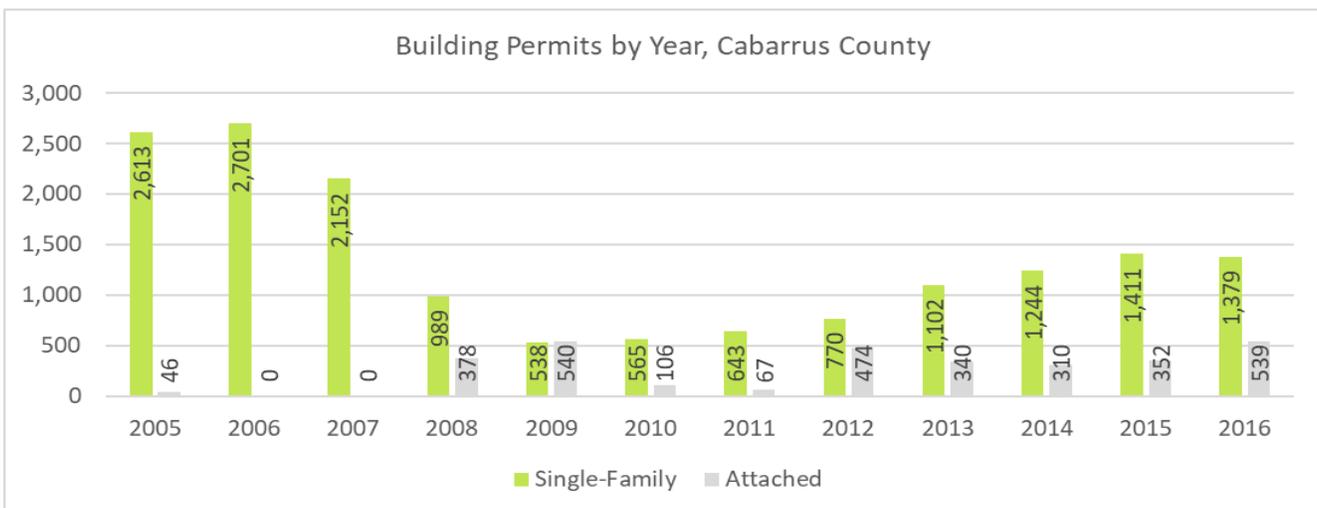


Figure 17. Building Permits

While permit data is not available for the Planning Area, we can look at units added by product type. Consistent with existing inventory in the area, Figure 18 shows that more than 80% of units added since 2010 have been single-family homes, with only 7% being multifamily and roughly 12% being mobile homes.

Overall, vacancies in the Planning Area are very low, averaging around 2.50%, less than 9.9% in Cabarrus County and 9.4% in the Charlotte MSA.

Harrisburg home sales are heavily clustered in higher price ranges, with the large majority of homes priced above \$250,000. Between \$250,000 and \$500,000, the Harrisburg area accounts for 39-45% of all sales in Cabarrus County, well above its 30.8% overall share of sales. Very little product is available below \$250,000, with only 147 total sales occurring in those price points in the last three years (2013 – 2015). Figure 19 displays these findings.

While townhouse development was more significant before the Great Recession (pre-2011), there has been no new townhouse construction in the area and no new sales over the last three years. In addition, there has been very little in Cabarrus as well. Overall, townhouse sales in the area function as a price alternative to single-family homes. The Great Recession hurt those at the more moderate end of the price scale harder than those that were higher-up, and thus, townhouse development and sales has been greatly tempered by those impacts.

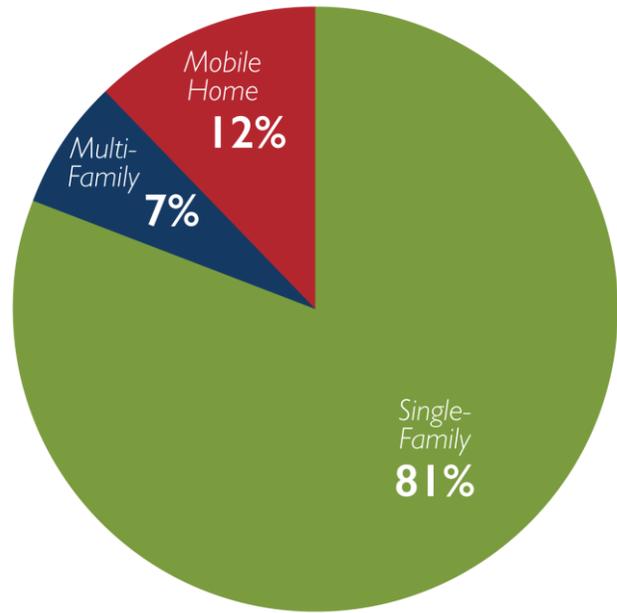


Figure 18. Type of Housing



Single family home building permits continue to make up the majority of permits issued annually.

Harrisburg has very little in terms of formal rental product (rental apartments) and, as noted earlier, a great deal of its rental stock is in single-family homes. Below, in Figure 20, is a distribution of rents by price range in the Harrisburg area and, as can be seen, the greatest share of these rents can be found above \$1,250/ month. Indeed, this price point has accounted for the greatest share of growth, with product under \$600/month largely disappearing from the market.

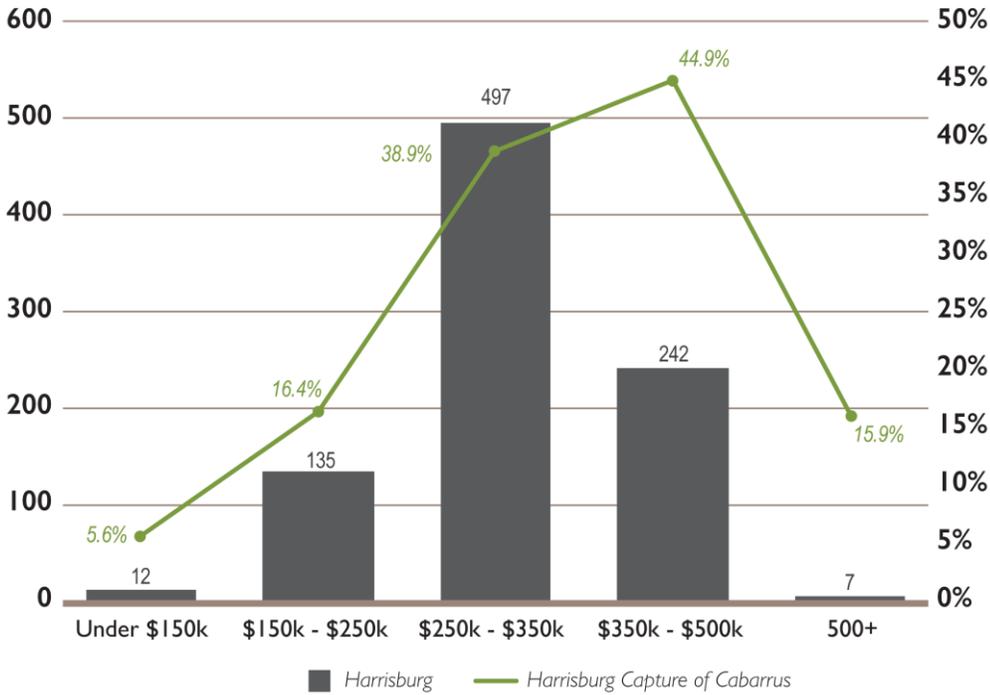


Figure 19. Harrisburg Home Sales

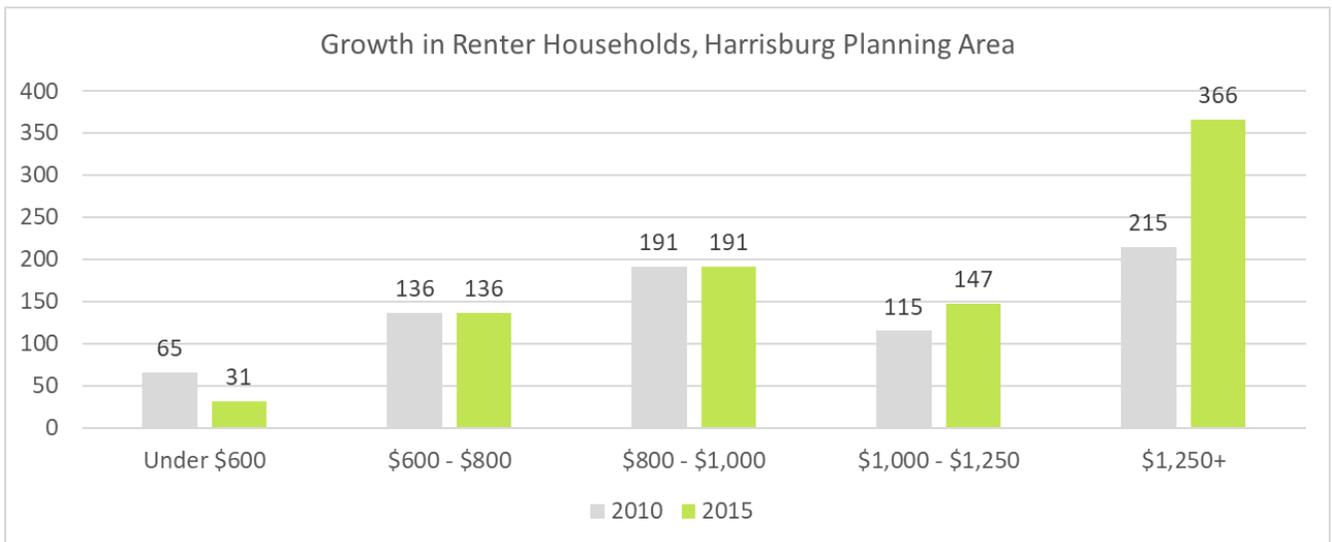


Figure 20. Growth in Renter Households

A.6 Economic Conditions

As referenced earlier in this report, Harrisburg is evolving into a bedroom community of Charlotte, with housing far outpacing commercial and industrial development in the town. While the housing growth is fueled by commuting to larger employment cores, low taxes and good schools, non-residential development is tempered by moderate regional access and a location still on the suburban fringe of the region.

A.6.1 Employment

The planning area has an estimated 11,073 employed residents; however, roughly 10,555 residents (95.3%) work outside of the planning area (Figure 21). As the map at right indicates, most residents commute to Uptown Charlotte, University City/University Research Park and areas of Concord. Only around 5% of residents in the study area also work in the study area. This is likely accentuated by the high home costs found in Harrisburg and the moderate-paying jobs that largely are found in the town.



Figure 21. Planning Area Commuting Trends

Harrisburg’s greatest concentration of employment is largely local serving, including retail, health care, accommodations & food service, and educational service. These industries account for more than half (53%) of all employment in Harrisburg. Typical “export” industries (those bring dollars into the area) account for roughly 30% of the employment in the area.

Six industries experienced a decline in employment between 2008 and 2015: Mining, Quarrying, and Oil and Gas Extraction (-83.3%); Information (-35.8%); Finance and Insurance (-19.7%); Construction (-12.8%), Manufacturing (7.5%); Utilities (-2.4%); and Wholesale Trade (-2.2%). The Construction sector posted the greatest job losses, 568 jobs, during the same period. Education, health care, dining, and retail—largely moderately paying jobs—accounted for the large share of employment growth in the area. While these jobs do contribute to Harrisburg’s tax base, they are focused in pay ranges that cannot afford housing in Harrisburg, contributing to commuting issues in the area.

Cabarrus, meanwhile, has stronger concentrations of Retail Trade, Healthcare and Social Assistance, Accommodation and Food Services, and Educational Services sectors. The county experienced significant increases in Retail Trade, Accommodation and Food Services, and Administration & Support, Waste Management and Remediation between 2008 and 2015. Retail Trade had the most employees in 2015 (12,747), an increase of 19.0% since 2008. Management of Companies and Enterprises experienced the largest percent increase of 58.9% over the seven-year period. These findings are expressed in Figure 22.

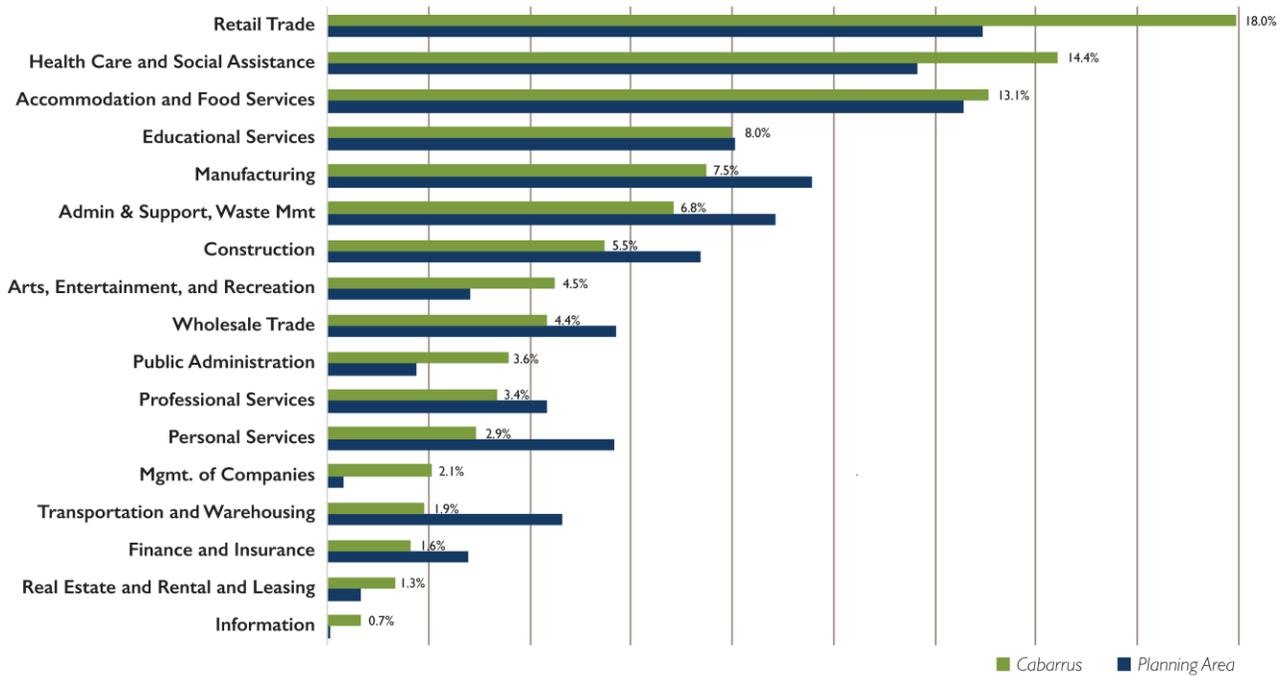


Figure 22. Employment within Planning Area

A.6.2 Retail Market Conditions

Retail development in Harrisburg has slowed considerably since the onset of the Great Recession. Since 2010, only around 106,000 square feet of retail space has been added to the market. Against this, more than 130,000 square feet of space has been absorbed, resulting in decreasing vacancy rates in the area. Vacancy rates as of year-end 2016 stood at only 4.5%, down from rates above 8% in 2011 and reflective of a tight retail market. Cabarrus is actually slightly tighter with vacancy rates below 4% overall. By contrast, the University City area in northeast Charlotte is experiencing total vacancy rates approaching 25%. That submarket functions as a regional destination and is anchored primarily by big box retailers, a segment of the industry going through significant shake-up today. Overly permissive zoning and changes in shopping patterns, including use of the Internet, have resulted in a situation in which many of these centers will need to be repurposed or redeveloped in the coming years.

Much of the retail space in Harrisburg is located along Highway 49 in neighborhood centers or in freestanding positions. Retail lease rates in Harrisburg have not moved much at all in the past six years, averaging around \$17/SF NNN (triple net). While this lack of price movement in spite of tight vacancy conditions seems to indicate the market is largely in balance, opportunities still exist in the planning area. Indeed, Farmington, a mixed-use project being proposed along I-485 and Rocky River Road, will include more than 200,000 SF of retail space and will appeal not only to residents along the Rocky River corridor, but likely to nearby residents in Mecklenburg County uninterested in shopping along WT Harris Blvd.

That center will likely satisfy demand for retail in the market in the coming years, with University City and Concord Mills capturing larger, comparison goods and regional-serving stores and Harrisburg retail serving more of a local-serving, neighborhood role. Participants in recent interviews for this planning process confirmed a more neighborhood-serving retail position is desirable for Harrisburg, with the creation of stronger mixed-use locations, including dining and entertainment, being an important goal for the community.

A.6.3 Office Market Conditions

Like retail, Harrisburg’s office market is quite small, fueled largely by local-serving office users, such as accountants, Realtors, medical offices, and the like. Harrisburg only offers around 250,000 square feet (SF) of office space today, with only around 14,000 SF being added since the Great Recession (2009/2010). As of year-end 2016, only 5.6% of this space was vacant, again indicating a relatively tight market. Office lease rates are strong, averaging more than \$20/SF, a rate very much in line with space in the University City area.

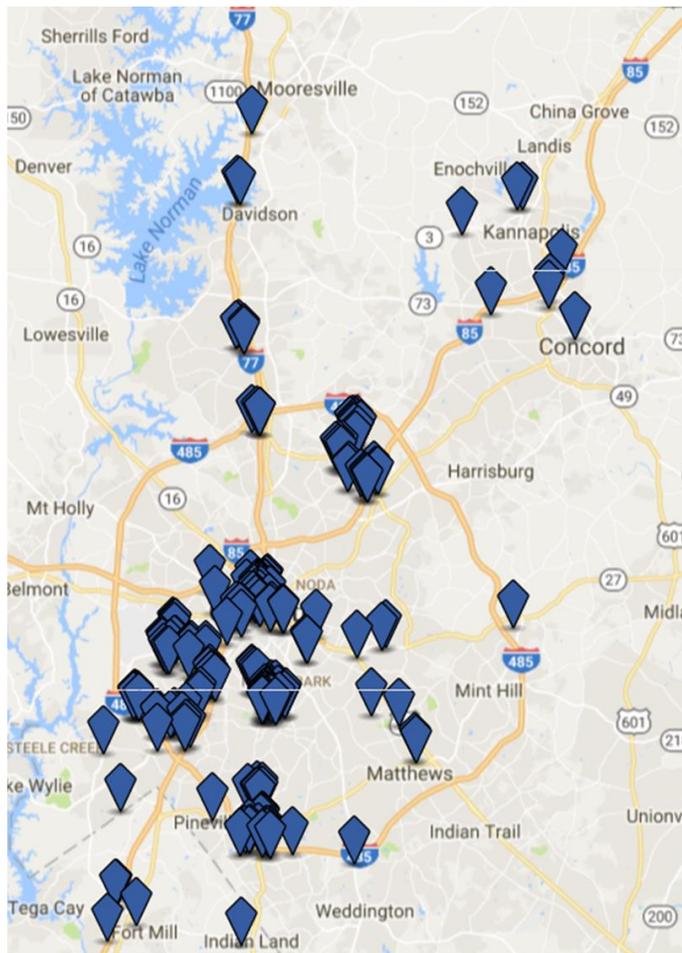


Figure 23. Office Market Supply Map

As noted, Harrisburg’s office market is largely driven by local-serving office tenants. Indeed, this is very much in line with the office market for the east side of Charlotte in general. As shown in Figure 23, there are very few office buildings with more than 50,000 SF on Charlotte’s east side, with large clusters being found in Uptown, South Park, Ballantyne, Airport/ SW Charlotte and University Research Park (URP).

Office, in general, is driven by a couple of key factors: proximity to executive housing and regional access. While housing in Harrisburg has become increasingly upscale, executive housing remains largely clustered in southern Charlotte and around Lake Norman, with I-85 providing stronger regional access and URP offering large-scale corporate locations.

This said, there are opportunities to capture a greater share of local-serving office in Harrisburg. Companies are increasingly seeking locations that are more lifestyle-driven, with walkable retail, dining and services all being accessible. Harrisburg largely lacks that lifestyle proposition, with Harrisburg Town Center appearing to fall short (something interview participants noted) in creating this environment. As participants noted, greater services, dining opportunities and mixed-use environments will be needed to attract these office users to the area. Farmington is indeed planning to offer such an opportunity over time, but acknowledges the challenges in attracting these

users to its Rocky River Road location. Highway 49, participants noted, lacks the appearance and scale to attract these users today, but offers the visibility and access that could attract these tenants.

A.6.4 Industrial Market Conditions

There are a little more than 2.2 million square feet of retail space in Harrisburg, (or just beyond, including the space along Stough Road just northeast of the town). The majority of this space, 1.3 million square feet, is older warehouse space along Stough Road and scattered along NC-49. Around 460,000 square feet of this space is distribution space (around one-half being Pepsi’s new facility off of NC-49), and 400,000 is manufacturing space. Service space (part office and part service, is a very minor component of Harrisburg’s industrial composition, accounting for only around 95,000 square feet of space (none added this century). Vacancy rates are very tight in

the area's industrial market, with vacancies running around 1% overall. Total available space, including space available for sublease and/or becoming available, features a vacancy rate of around 7%, a still healthy amount.

Harrisburg's industrial square feet accounts for around 10% of the supply in Cabarrus County, and is primarily clustered along I-85. Splits between space types are generally consistent, with bulk warehouse space comprising the largest share, followed fairly evenly by manufacturing and distribution space.

Absorption of industrial space in Harrisburg has generally been modest since 2010, with net absorption between the four space types examined (warehouse, distribution, flex and manufacturing) totaling around 280,000 SF, with Pepsi again being the largest source of movement in the market.



A.7 Urban Design and Community Character

A.7.1 Overall Character

The study area has a predominantly suburban character, with a dispersed development pattern. Low structures of one to two stories are typical in the developed areas, and such structures are separated from each other and the public streets by large setbacks, creating a very open, low-density appearance. The auto-oriented design of most of this suburban style development has led to parking that surrounds structures, allowing it to become a prominent feature of the development pattern and streetscape, and to disconnected subdivisions in which single-family homes on large lots have been built.

A.7.2 Character Areas

The planning area can be described in terms of character areas, based on the specific features of each. They are explained below.

Town Center

Recent development within the town center is more typical of traditional urban development. Buildings within the town center possess a strong relationship to an internal street network. A mix of attached residential housing types, non-residential and civic uses (e.g., Town Hall/YMCA) are integrated within a system of walkable streets and blocks. Buildings enclose spaces in a manner that creates a pedestrian scale. Together, the mix of uses, character and form of the town center provides a unique and important destination in the town.

Old Town

South of the town center, a small area lies along and near the rail corridor. It has remnants of an older development pattern, with smaller residential lots and homes as well as a variety of non-residential uses in close proximity. Unlike the newer development in Harrisburg, this area has a more urban character and a denser pattern.

Commercial Corridor

NC-49 is a significant, highly traveled east-west corridor within the planning area. Established development along the corridor includes commercial uses (e.g., outparcels) with a suburban character. Industrial uses are among those uses found in the corridor. The 2010 Harrisburg Area Plan characterized this development as laid out in a strip commercial manner.

Stakeholders in the process noted NC-49 is now complete in terms of road improvements in the planning area. Aesthetic improvements to NC-49 were discussed in the past and included the notion of a center median along with other streetscape improvements. However, these improvements were not implemented in conjunction with NC-49 improvements.

Commercial Node

A commercial node, Brookdale, exists within the planning area proximate to the interchange with I-485, and area that has transitioned from a rural to suburban character with the development that has occurred to date. During the process, stakeholders noted concern about the need for aesthetic improvements along Rocky River Road to ensure additional development like Brookdale or residential development does not negatively affect the scenic quality of this corridor.

Residential Neighborhood Areas

Newer suburban residential neighborhoods (since 1995) are located along Roberta Road, Tom Query Road and Rocky River Road. The character of development along Tom Query Road south of NC-49 and Rocky River Road is transitioning from a rural to suburban, although large tracts of undeveloped land still remain. Pharr Mill Road, Stallings Road, and Hickory Ridge Road are examples of corridors presently transitioning from rural to suburban.

Neighborhoods of varying ages exist in the vicinity of the town center. Along with Old Town, they comprise the core of the town of Harrisburg. While predominantly single-family detached in form, housing occurs at various densities in these neighborhoods.

Rural Areas

Rural and agricultural areas in the southernmost portion of the planning area contain large tracts of undeveloped land and rural subdivisions with larger lots. This area, particularly the corridors located south of Rocky River Road, such as Robinson Church Road, Hickory Ridge Road and Lower Rocky River Road, has a rural character. The presence of expansive open space, larger lots and the terrain has helped to maintain this area's rural character.

A.8 Cultural and Historic Resources

Few cultural and historic resources exist within the study area. However, those that are present are a reflection of the past and provide a glimpse into the early evolution of the town and the strong sense of community that exists today. As development continues, such resources could be negatively affected if development does not adequately acknowledge and respond to the presence of such resources.

The following are among the locally important places and sites that may be worthy of protection from encroaching development:

- Old Post Office and Morrison/Sims Store
- Rocky River Presbyterian Church
- Cemetery – Pharr Mill Park has one of the oldest cemeteries in the county (1700s), owned by Rocky River Presbyterian Church
- First Fire Department Building
- Two houses were built between 1895 and 1900, according to Cabarrus County GIS parcel data:
 - McCachren House, 7251 Robinson Church Road
 - House, 8051 Hickory Ridge Road

A.9 Environment and Natural Resources

A.9.1 Topography

Topography was mapped along with other environmental features (refer to Figure 24, Environmental Features). The topography of the study area is typical of the Piedmont region of North Carolina, characterized by flat uplands that are deeply dissected by creeks and streams. Slopes adjacent to streams and drainageways exceed 15% in places. Despite these constraints, the general topography does not present a major issue for development in the study area.

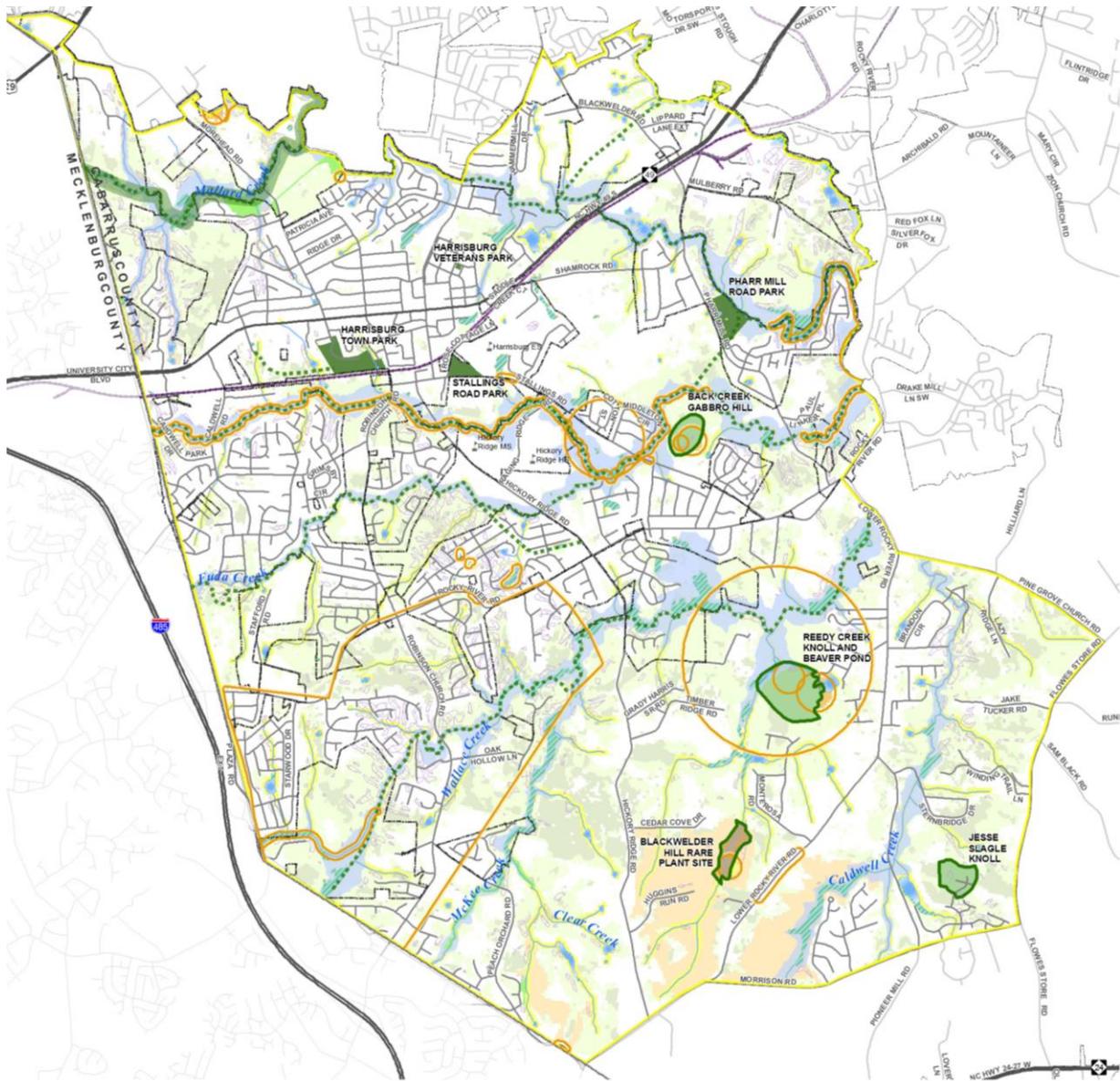
A.9.2 Hydrology, Floodplains and Wetlands

The planning area is located in the Yadkin – Pee Dee River Basin with creeks and tributaries draining to the Rocky River. Some of the main tributaries are Back Creek, Reedy Creek, Fuda Creek and McKee Creek. Along them are expansive floodplain areas where some development, particularly residential, has occurred. During past public input sessions, stakeholders have indicated specific areas of periodic flooding along such rivers and creeks, particularly along Stallings Road, which has led to traffic circulation and public safety issues. Wetlands, which have been mapped using NWI data, are concentrated within and near these floodplains, particularly along Reedy Creek and McKee Creek. (Refer to Figure 24, Environmental Features.) While existing forests, floodplains and wetlands serve to filter stormwater, significant water quality issues exist. Nearly all major tributaries have been considered impaired by NC DEQ standards over the past two decades. Current impaired streams include Back Creek, Caldwell Creek, Mallard Creek, McKee Creek, Reedy Creek, and the Rocky River. Principle causes of water quality degradation in the Rocky River watershed include high levels of nutrients, sedimentation, fecal coliform bacteria and metals (2012 Cabarrus County Environmental Health Assessment).

A.9.3 Soils

Soils in the study area present certain development limitations. While some are considered prime farmland soils and soils of statewide importance, there are many that have characteristics that are not supportive of development. According to the Cabarrus Soils and Water Conservation District (SWCD), many of the soils are rated as “very limited” for one, if not more, of the following uses: buildings with or without basements, local roads and streets and septic systems. Many also have hydric inclusions, or wet areas, associated with these types of soils. These soils tend to be “very limited” for most types of development as well. These soils are rated as such due to their propensity to flood and for the depths to their saturated zones. Depth to soft or hard rock presents limitations for foundations, roads and septic tanks in the study area. Often, extra reinforcement is required when building sidewalks and driveways to prevent cracks from developing in concrete, asphalt, bricks and blocks.

Other soils in the study area pose “severe” limitations, including but not limited to the following: Armenia loam, Altavista sandy loam, Chewacla sandy loam, Iredell loam, Sedgfield sandy loam and Wedhadkee. Such soils tend to limit most types of development, and their locations typically coincide with wetland areas, which are further limited for development due to state and federal regulations. These types of soils are highly erodible, drain poorly and may affect water quality when vegetation is disturbed.



- | | | |
|--|--|---|
| <p>Environmental Features</p> <ul style="list-style-type: none"> Wetlands Floodplain (100yr) Natural Heritage Natural Area Natural Heritage Element Occurrence Steep Slopes (>15%) Deciduous / Mixed Forest Evergreen Forest | <p>Biodiversity/Wildlife Habitat</p> <ul style="list-style-type: none"> 9-10 (Maximum) 8 7 6 5 2-4 1 (Moderate) 0 (Unrated) | <p>Context Features</p> <ul style="list-style-type: none"> Harrisburg Planning Area Potential Threat Trail Planned Greenways Parks Managed Areas |
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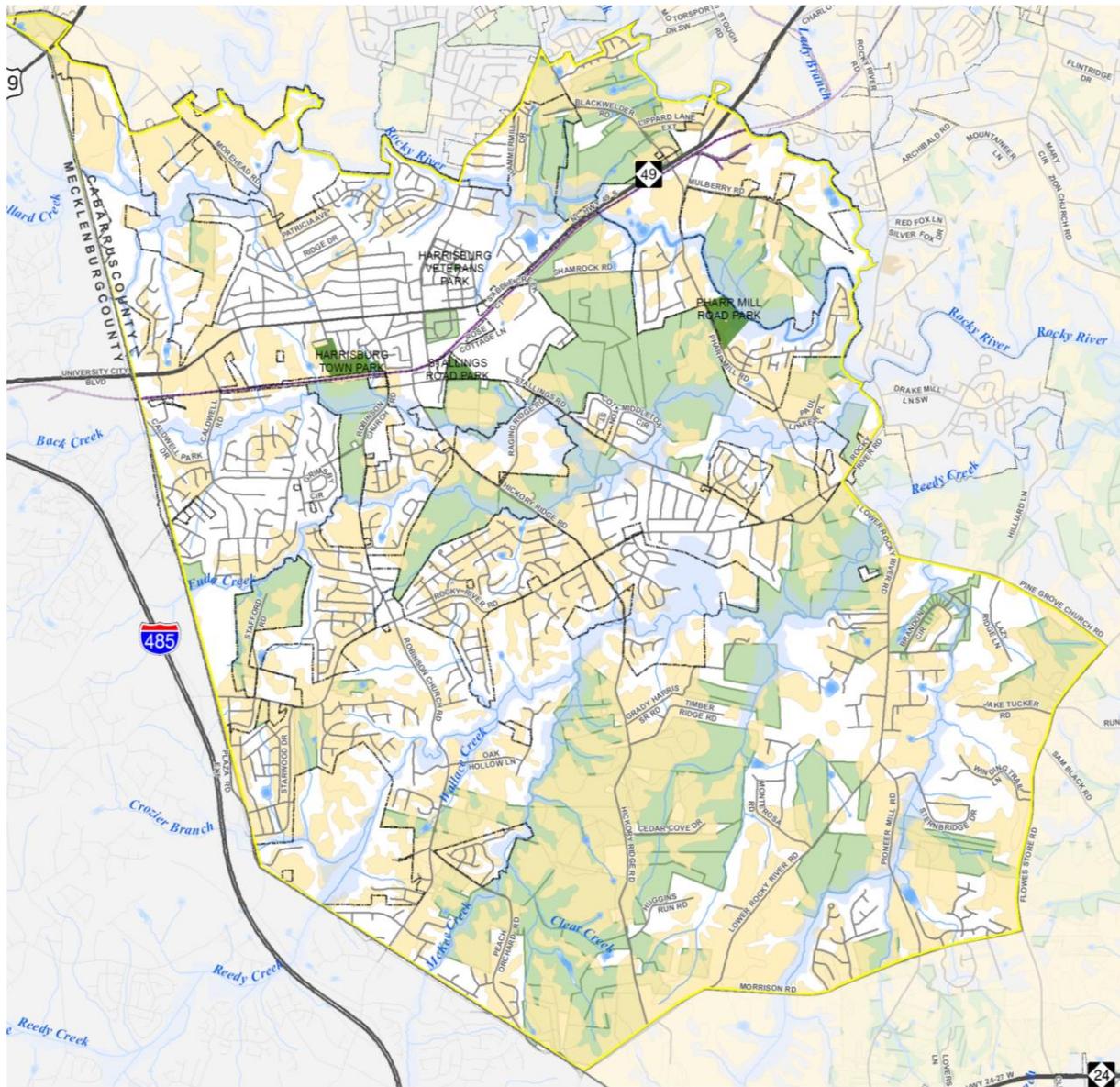
Figure 24. Environmental Features Map

A.9.4 Prime Farmland and Agricultural Areas

Large, undeveloped tracts of land exist in the southern portion of the planning area. These tracts are among those that have prime farmland soils, which have the combination of soil properties, growing season, and moisture supply needed to produce sustained high yields of crops in an economic manner if it is treated and managed according to acceptable farming methods, according to the USDA's Natural Resources Conservation Service. They include the following soils:

- Altavista sandy loam
- Appling sandy loam
- Cecil sandy clay loam
- Coronaca clay loam
- Cullen clay loam
- Enon sandy loam
- Georgeville silty clay loam
- Herndon silt loam
- Kirksey silt loam
- Mecklenburg loam
- Sedgefield sandy loam
- Tarrus silt loam
- Tarrus silty clay loam
- Vance sandy loam

This area currently supports agricultural uses and may be the appropriate location for small farmsteads or other uses such as conservation subdivisions, particularly those that make provision for community-supported agriculture. See Figure 25 for a map of agricultural resources including prime farmland soils, farms enrolled in the present use value (PUV) program and voluntary agricultural districts.



- Agricultural Resources**
- Prime Farmland (NRCS)
 - Voluntary Agricultural Districts (VAD)
 - Present Use Value (PUV) Program
- Context Features**
- Harrisburg Planning Area
 - Parks

Figure 24. Environmental Features Map

A.9.5 Plant and Wildlife Habitat

The predominant natural communities are Dry to Mesic Oak-Hickory Forests and Mesic Mixed Hardwood Forests. Notable natural communities in the county include Basic Mesic Forest (Piedmont Subtype), Granitic Flatrock and Depression Swamp Forest. Rare species in the county include Schweinitz's Sunflower (*Helianthus schweinitzii*), Small's Portulaca (*Portulaca smallii*), crested coralroot (*Hexalectris spicata*), Carolina creekshell (*Villosa vaughaniana*) and Carolina darter (*Etheostoma collis*).

A review of the Natural Heritage Natural Areas Inventory and Biodiversity and Habitat Data, which contains mapped sites where threatened or endangered plants or animals—or their habitats—are found, was conducted for the study area. A total of four Natural Heritage Natural Areas were identified within the study area:

- Back Creek Gabbro Hill – small knoll of gabbro, covered with boulders that support a mature Basic Oak-Hickory Forest (Mafic Variant) with a number of basic indicator species. The rare crested coralroot (*Hexalectris spicata*) occurs here. This site is privately owned.
- Reedy Creek Knoll and Beaver Pond – includes the top and north slope of a low knoll which is underlain by gabbro. A fair quality Basic Mesic Forest (Piedmont Subtype) contains southern sugar maple, mockernut and shagbark hickories, and swamp chestnut and Shumark oaks, among others. The understory contains painted buckeye, sugarberry, and southern sugar maple. A fair quality Basic Oak-Hickory Forest (Mafic Variant) occupies the upland parts of the site. The uncommon Eastern agave (*Manfreda virginica*) grows in the powerline right-of-way. On the north flank is a small stream bottom with a Piedmont/Mountain Semipermanent Impoundment community formed by beaver. This site is privately owned.
- Blackwelder Hill Plant Site – wooded stream terrace with an occurrence of the rare crested coralroot (*Hexalectris spicata*). This site is privately owned.
- Jesse Slagle Knoll – has a Basic Oak-Hickory Forest with a sparse herb layer, due to the dry, rocky soil. The rare crested coralroot (*Hexalectris spicata*) occurs on a west-facing slope. This site is privately owned.



A.9.6 Reedy Creek Subwatershed Natural Resources

There is a concentration of high quality natural resources in the Reedy Creek subwatershed in the southern part of the planning area. This watershed contains a high percentage of the forest cover, prime farmland, working farms, and endangered or rare species found in the study area. Among the unique natural resources present here are the following:

- Prime farmland – Areas with soils that considered highly suitable for agriculture producing food, feed, forage, fiber, and oilseed crops, based on the soil survey produced by the Soil Conservation Service of the USDA. (See soils information in Environment and Natural Resources section of this report.)
- Natural Heritage Element Occurrences (NHEO) sites – Locations of rare and endangered species populations and occurrences of exemplary or unique natural ecosystems (terrestrial and palustrine) and special wildlife habitats. Some are associated with the significant Natural Heritage Areas. The following Natural Heritage Element Occurrences are located in the Reedy Creek subwatershed:
 - Three rare natural communities (Dry Basic Oak-Hickory Forest, Basic Mesic Forest and Piedmont/Mountain Semipermanent Impoundment)
 - Five rare plant and animal species including:
 - Crested Coralroot
 - Carolina Birdfoot-trefoil
 - Appalachian Golden-banner
 - Carolina Darter
 - Carolina Heelsplitter

A.10 Parks, Recreation, Greenways and Open Space

A.10.1 Park Facilities

Entities that address the need for parks and recreation facilities for the study area include the Town of Harrisburg and Cabarrus County.

The 2002 Livable Community Blueprint provided a recreation needs assessment for the county with a 10-year time horizon. This “Blueprint” study was prepared as a guide to assist Cabarrus County and the municipalities in developing parks and recreation facilities and to identify bicycle and pedestrian routes (including greenways and other trails) on which the county may focus. An action plan contained in the plan provided a summary of recommended parks for Harrisburg, opportunities for land acquisition for active and passive recreation purposes (i.e., dedication through private development), and provision of on- and off-road facilities for pedestrians and bicycles. It continues to serve as a guide for implementation in the county jurisdiction in the study area. Since the Blueprint study was completed, the Town has created a recreation department and adopted local plans that identify parks and recreation priorities.

The Town currently has two park facilities, which include the Harrisburg Park on Sims Parkway and the Stallings Road Park, adjacent to Harrisburg Elementary. The Town maintains Pharr Mill Road Park in partnership with Cabarrus County.

The 2010 Parks and Recreation Master Plan called for key updates to the parks system including:

- Improvements to existing parks and school park facilities
- The creation of a new Community Park along Hickory Ridge Road south of McKee Creek.
- Six new neighborhood parks (candidate locations in the plan include the Pharr Mill Historic site, the area west of Morehead road, and the Stafford Road area)

Harrisburg has recently completed a new master plan for Harrisburg Park, which includes multi-purpose fields, additional parking, a community center, stage/amphitheater, splash pad, trails, restrooms, pavilions, community garden area and a fenced dog park.

A service area analysis was conducted to determine parts of the study area that were underserved by existing parks. Figure 25 shows the results of this analysis. It was found that 20% of households were within 1 mile of an existing park and 60% of households were within 2 miles of a park. The location of underserved areas reinforced the need for improvements called for in the 2010 Parks and Recreation Master Plan. New park facilities included in the 2010 Plan, coupled with greenway connections would significantly increase the percentage of households served by parks. In addition, encouraging the incorporation of open space, parks, greenways and other recreational amenities in new development would help to reduce the need for new, publicly funded facilities south of Rocky River Road.



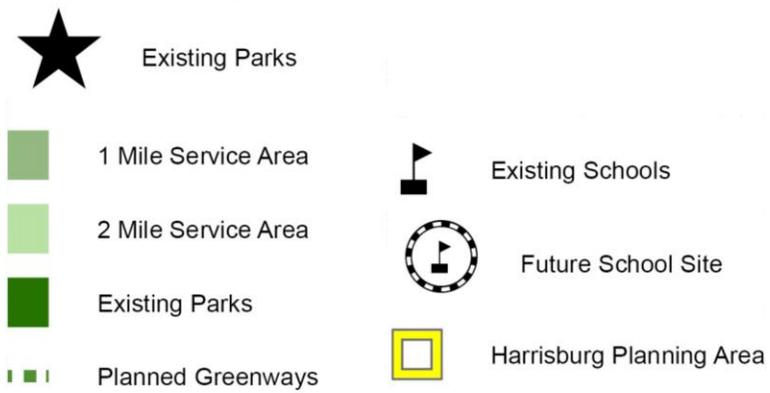
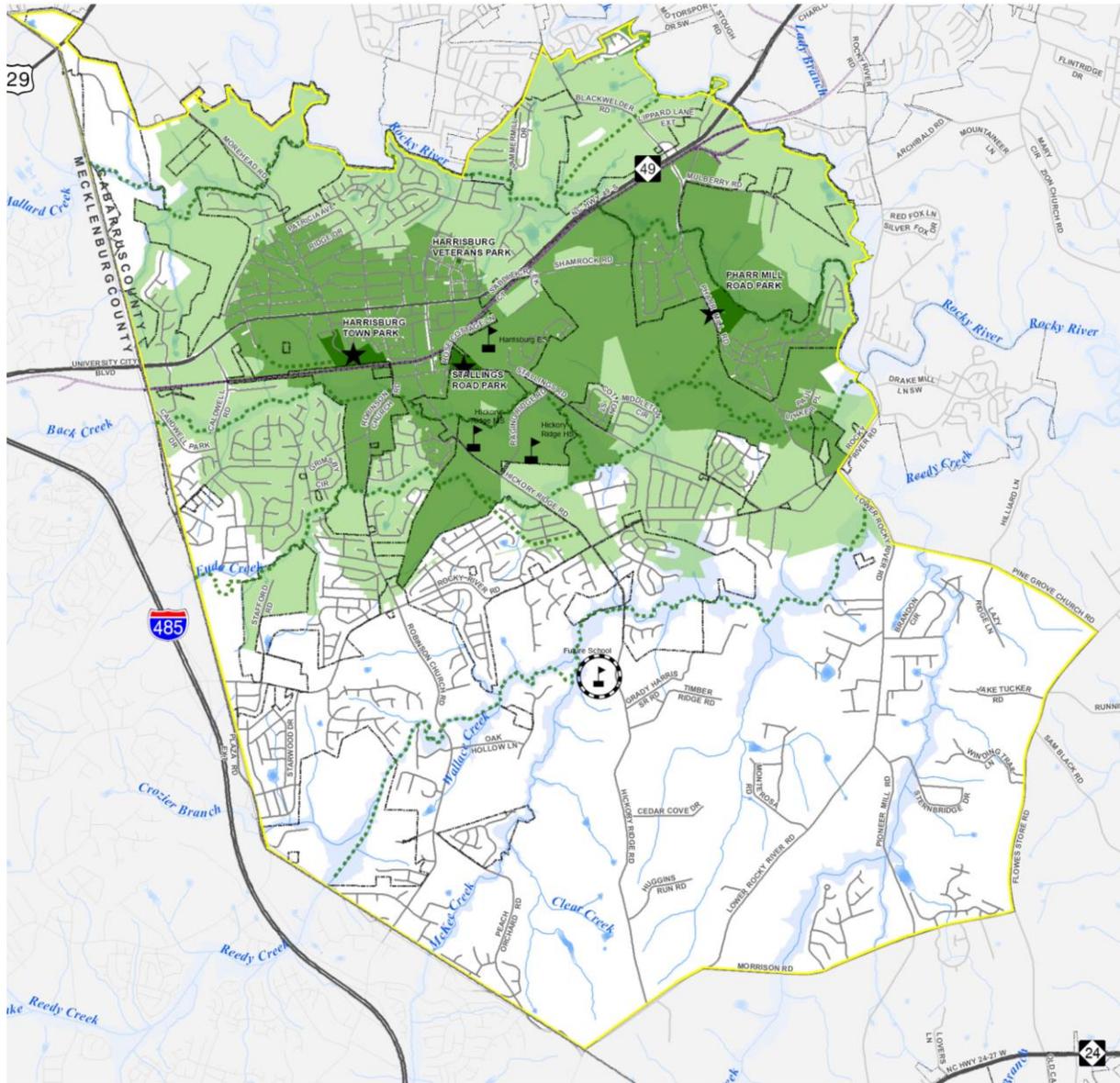


Figure 25. Park Access Map

A.10.2 Greenways

Harrisburg's Comprehensive Bicycle, Pedestrian and Greenway Master Plan (adopted in 2015), the Carolina Thread Trail Master Plan for Cabarrus County (adopted by the County in 2009), and the Morehead West Area Plan (adopted 2017) identify greenway linkages, primarily located along major tributaries. If constructed, these trails will become part of the 15-county Carolina Thread Trail, a regional network of existing and planned greenways, trails, and conserved land. As expressed in the adopted plans, the Town supports the vision of connecting Harrisburg and Cabarrus County to the Carolina Thread Trail through trail easement reservation and construction of planned greenways in new development. Building a trail along Mallard Creek presents an opportunity to be connected to the regional system in the near term with links to the following area trails:

- Cross Charlotte Trail – The Cross Charlotte Trail Master Plan was recently adopted by the City of Charlotte and Mecklenburg County and lays the groundwork for the completion of a 26-mile trail that stretches from South Carolina to the Cabarrus County boundary, just west of Harrisburg. It will be a major component of the Carolina Thread Trail.
- Existing segments of greenway along the Rocky River – Trails in Concord and northern Mecklenburg County are also part of the Carolina Thread Trail.



Pharr Family Preserve Trail in Midland is one greenway trail in Cabarrus County that is part of the Carolina Thread Trail.

A.11 Transportation

A.11.1 Roads/Streets

Regional Road Network

As shown in Figure 26, regional corridors within the study area include a combination of Federal, State and local roads, providing several connections from the Harrisburg area to Charlotte and other destinations in the region. I-485 is west of the planning area, which connects to I-85 further to the north. A total of three interchanges exist to the west, connecting the planning area to I-485. These interchanges are at Robinson Church Road, Rocky River Road and NC-49. With such connections to the interstate system, Rocky River Road and NC-49 are the two most utilized routes for commuter traffic between Harrisburg and Charlotte. As development continues to occur in the southern portion of Harrisburg, the Robinson Church Road will continue to see additional growth and use.

NC-49 is an important east-west corridor, which connects the planning area to University City and other areas in Charlotte to the west. More importantly, NC-49 is a strategic corridor, defined by NCDOT as a highway that is important for the efficient movement of goods and people across the state. In other words, its role in connecting activity centers (i.e., the Charlotte region and Raleigh's metropolitan area) and serving as an interstate highway relief route is deemed critical for intrastate mobility.



US-29 is another east-west corridor of importance to Harrisburg. It is north of the planning area, but is accessed via the local street network. US-29 connects Concord to Kannapolis and to the University City area of Charlotte. As indicated in the Cabarrus-Rowan MPO Long Range Transportation Plan and on the Thoroughfare Map, the planned Caldwell Road Extension is intended to provide a more direct connection between US-29 and NC-49. This project is currently unfunded.

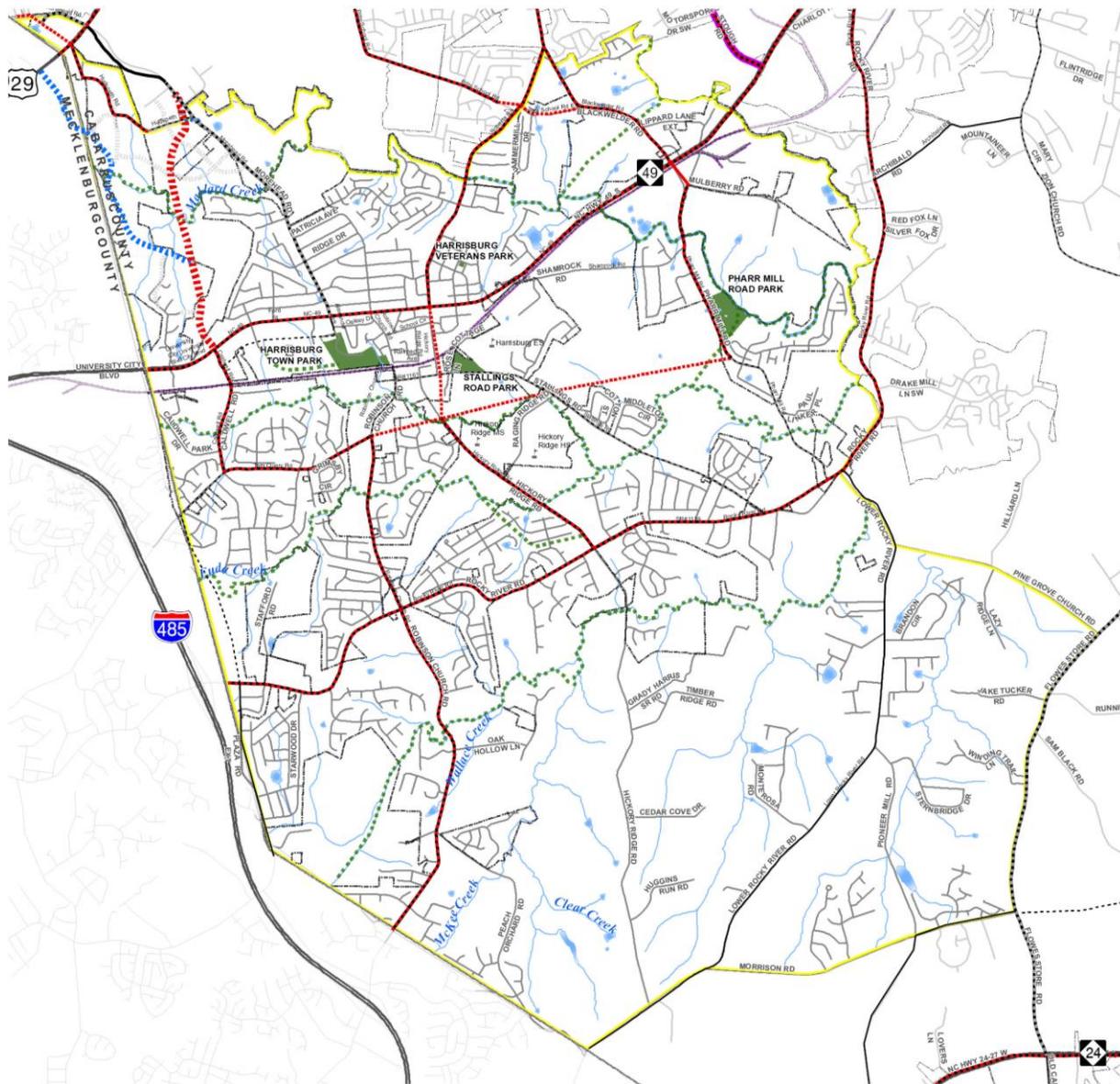
Rocky River Road continues to play a vital role in the transportation network for Harrisburg. As a vital east-west connector and an interchange with I-485, growth will continue to occur along this corridor. According to the Cabarrus-Rowan MPO MTP, this road is not currently planned for improvement, but is shown in need of improvement in the Comprehensive Transportation Plan (CTP).

NC 24/27 (outside the study area to the south) represents another important east-west route. NC 24/27 continues to Midland, which lies southeast of the planning area.

NCDOT is currently evaluating the potential of installing a diverging diamond interchange (DDI) at the Rocky River Road and I-485 interchange. The project is currently being ranked through the NCDOT Strategic Transportation Investment (STI) process. This allows NCDOT to use it funding in a more efficient and effective manner to respond to growth pressures, economic development, and enhancement of the state's infrastructure system.

Local Street System

The local street system is comprised of both state- and town-maintained roadways carrying local traffic circulating within the planning area. In general, north-south local roads, such as Roberta Road, Morehead Road, Robinson Church Road, and Hickory ridge Road connect to the center of Harrisburg, where the town center and the older established area of Harrisburg are located. Blackwelder Road and Pharr Mill Road in the eastern portion of the study area provide access to some industrial sites. Together, these roads provide important connections to US-29 and Concord from Harrisburg and points south. East-West mobility is primarily facilitated by NC-49 and Rocky River Road. Both of these roadways experience peak hour congestion from as they both connect with I-485.



- | | | |
|--|---|---|
| <p>CTP</p> <ul style="list-style-type: none"> — Boulevard, Existing - - Boulevard, Needs Improvement - · - Boulevard, Recommended — Freeway, Existing - · - Freeway, Needs Improvement — Minor Thoroughfare, Existing - · - Minor Thoroughfare, Needs Improvement | <ul style="list-style-type: none"> - - - Minor Thoroughfare, Recommended — Other Major Thorough, Existing - · - Other Major Thorough, Needs Improvement - · - Other Major Thorough, Recommended | <p>MTP</p> <ul style="list-style-type: none"> ■ 2045 Improvement <p>MWSAP</p> <ul style="list-style-type: none"> ■ Arterial, Proposed ■ Collector, Proposed ■ Local, Proposed <p>Context Features</p> <ul style="list-style-type: none"> ■ Harrisburg Planning Area ■ Planned Greenways |
|--|---|---|

Figure 26. Transportation Network Map

A.11.2 Rail

The existing Norfolk Southern Railway line bisects the planning area, running east-west and roughly parallel to NC-49 on the south side of the corridor. Established in the 1850s, this line is a major freight route that serves industrial sites in Harrisburg. The 200-foot wide right-of-way is owned by the North Carolina Railroad Company (NCR), which leases the corridor to Norfolk Southern Railway.

This line is also utilized for passenger service. The NCDOT Rail Division works with local communities and host railroads to facilitate passenger rail service within the state and to destinations outside of North Carolina. The Piedmont is a daily passenger service between Charlotte and Raleigh. Another daily passenger route in this corridor is the Carolinian offering daily service to New York City from Charlotte. Both are operated by Amtrak.

The Amtrak corridor is the topic of discussions among local leaders regarding commuter rail service. Officials representing the Harrisburg area are engaging their peers from Salisbury, Concord, and Charlotte in exploration of a heavy rail service that would operate at peak commuting hours. Paralleling Interstate Highway 85, the railroad directly links the cores of the three towns to Charlotte City Center, where a major multi-modal transit station is being discussed in concept.

This line is a segment of the proposed high-speed rail (HSR) corridor from Washington, D.C., to Atlanta. Improvements to accommodate high-speed rail service in the future include realignment of some curves and double tracking, which are being studied now by NCDOT's Rail Division. The high-speed rail/double rail improvements, which were accomplished within the existing right-of-way, were completed in 2016. As part of the improvement project, grade-separated crossings (bridges) have been constructed at Pharr Mill Road, Harrisburg Veterans Road, and Caldwell Road. Such improvements will allow for train speeds of 90 to 110 miles per hour. The current maximum speed is 70 miles per hour.

In 2015, the Town of Harrisburg, in conjunction with NCDOT Rail Division, developed a study for a potential stop within the Harrisburg. The station location study evaluated eight locations within and adjacent to the Town of Harrisburg. The study determined that approximately 20-30 riders could be expected from Harrisburg on a daily basis. The study also determined that the preferential stop would be located off Z-max Road and NC 49. The Town is currently working with NCDOT to secure funding for a facility within the corporate limits of Harrisburg.



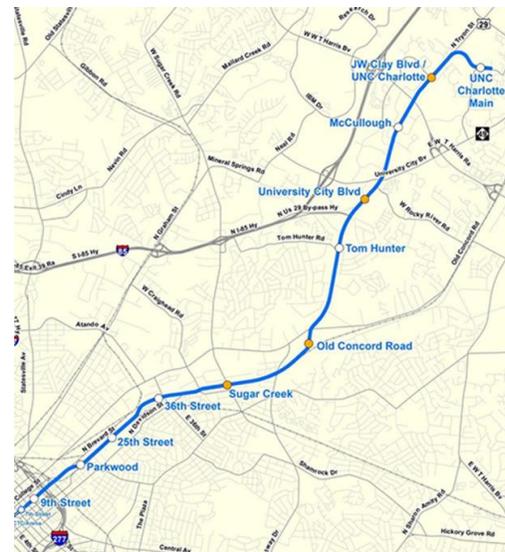
A.11.3 Transit

Presently, local transit options are limited in the study area. Cabarrus County Transportation Service (CCTS) provides a connection to Concord Mills via the Cabarrus Links service, which has a stop in Harrisburg's town center. This connection provides access to Rider, the Concord Kannapolis Area Transit system, which is a service provided jointly by the two cities.

Other area transit services that complement the Harrisburg service include those offered by CCTS and the Charlotte Area Transit System (CATS). CATS provides an express bus service, route 80x, from Concord to the Charlotte Transportation Center in uptown Charlotte. Charlotte Motor Speedway also has a designated park-and-ride for this express bus service. CATS also has a vanpool service. CCTS operates a county-wide service providing transportation for special populations (i.e., individuals needing access to necessary medical care and other resources in the county). CCTS allows riders to be taken to various destinations with a minimum 24-hour prior notification.

CATS's LYNX Blue Line Extension (Northeast Corridor), a planned fixed guideway transit route, terminates at UNC Charlotte. This location along with the park and ride facility on US-29, just north of Harris Boulevard are within easy reach of Harrisburg.

Public transit provides an alternative to single-occupant vehicular travel. A Lincoln Institute study defined density thresholds to support alternative transportation at 7-8 units/acre for intermediate bus service (30 min. headway). Additional density thresholds above 9-10 units/acre support fixed guideway transit and frequent bus service. The residential density of the planning area is approximately 0.37 units/acre, with an average density in subdivisions of 2 units/acre. The town center is approved for 2.4 units/acre, a density that does not surpass the recommended thresholds, but is being developed with a mix of uses and a walkable pattern of streets supportive of transit. If the 750,000 square feet of commercial space is built out, the town center area may be a suitable location for a feeder bus transit stop in the future when mass transit service becomes available in the future.



A.11.4 Bicycle/Pedestrian Facilities

The Livable Communities Blueprint of 2002 recognized the need to provide bicycle and pedestrian facilities in the planning area to connect neighborhoods to schools and parks. Public access via minor trails was recommended for the following:

- 4.6 miles along Back Creek (from Rocky River to the county line)
- 6.9 miles along Rocky River (from Mallard Creek to the middle school)
- 2.0 miles of a connector between Town Park and the middle school)

These would be complemented by the Carolina Thread Trail and other local greenways (see Section A.10, Parks, Recreation, Greenways & Open Space) to expand the pedestrian/bicycle network.

A.12 Utilities

A.12.1 Public Water Supply, Treatment and Distribution

Supply

The Town of Harrisburg has three sources of water supply including Town owned deep wells, connections to the City of Concord system, and connections to the Charlotte Water system. Currently the majority of supply is purchased from the City of Concord. The Town generally seeks to minimize water purchased from Charlotte Water due to the cost of supply. An interlocal agreement between the Town and the City of Concord, which expires in June 30, 2018 sets the maximum water purchase at 1.6 MGD (million gallons/day). The City of Concord has an IBT (Interbasin Transfer Permit) which allows for the transfer of water from the Yadkin River to the Concord system. The IMT permit has included an allocation for transfer of water to Harrisburg of a maximum of 3.357 MGD. The agreement requires the Town purchases a minimum of 0.70 MGD.

Water use records indicate usage has periodically reached the 1.6 MGD maximum per the agreement. This has been attributed to very high irrigation demands primarily residential lawn irrigation. Thus, unless water supply is augmented with purchase from Charlotte Water, the Town needs to negotiate an increase in the maximum purchase from Concord.

The most recent update of the Water and Sewer Master Plan in 2014 indicated a projected demand for the Town of 3.24 MGD by the year 2030, only 12 years in the future. Negotiating an increase in the agreement with Concord to current maximum allowed of 3.357 would only leave 0.117 MGD of excess capacity beyond the 2030 projected demand. Figure 27 charts this projected increase in demand. Thus, consideration should be given to the negotiations reflecting updated projected demands in concert with the Water Sewer Master Plan update currently underway.

The Town has three connections to the Concord System all protected and metered as well as two connections to the CMU system through the Concord system. While the Town has its own elevated water storage tank, the hydraulic gradient for the Town’s system is somewhat dependent on Concord’s tanks and distribution system feeding the Town’s system.

In the short term, the Town may invest in an elevated storage tank due to the high irrigation demands. To reduce irrigation, the Town will have to employ educational tools and consider the adoption of water management policies.

Long range, the Town will continue to be fully dependent on the Concord system for water supply. With respect to future water demand, a more specific analysis of current and projected needs is being conducted by the City.



Figure 27. Water Model Projections by Year

Distribution

The Town owns and operates its water distribution system and maintains metered service to all its customers. The system operates, with the sewer system, as an enterprise fund, depending on revenues for operation, maintenance, and capital improvements.

The system is known to have pressure problems in some areas. It is anticipated that the modeling from the Water / Sewer Master Plan update process will identify critical distribution system improvements to be made to address this issue. In addition, improvements to the Concord system are also planned and will provide benefit to the Town in addressing some of the pressure issues.

Some development has occurred within the Town's corporate boundary and in its extraterritorial jurisdiction on the basis of water and/or sewer being provided by private utility companies having Certificates of Convenience and Necessity for a Franchise issued by the NC Utilities Commission. Currently two private utility companies operate in the planning area: Carolina Water Service, Inc. of NC and AquaAmerica. Expansion of service by these systems is somewhat limited by the capacity of wells and waste treatment plant capacity. Long term, the Town may need a policy or strategy pertaining to the existence of private utilities within its service area. Otherwise these areas will create some logistical issues in developing the Town's system around, or parallel to, these systems. These systems could logically be purchased by the Town at some point in the future, if terms could be negotiated and could be integrated into the Town's overall water and sewer systems. Significant capital would likely be required as well as a careful assessment of the potential benefits to the Town of the consolidation.

A.12.2 Public Sanitary Sewer System and Wastewater Treatment

Collection System

As noted above, the Town operates and maintains its own sewer collection system, and the system currently only serves customers within its corporate boundaries. (Refer to Figure 28.) All wastewaters are conveyed to the WSACC Regional Rocky River Wastewater Treatment Plant (RRRWWTP). WSACC provides only bulk service to the Town and all connections are controlled and served by the town.

The history of service extensions has evolved without some critical trunk sewers. The evolution of sewer service and the town's approval of development in the absence of certain trunk sewers have resulted in the utilization of numerous pumping stations. The stations represent significant operation and maintenance costs, as well as liability that could be reduced with the installation of new trunk sewers.

WSACC has installed new trunk sewers in the Reedy and McKee Creek Basins jointly, under an agreement with the City of Charlotte and Charlotte-Mecklenburg Utilities Department (CMUD). By agreement, these trunk lines provide CMUD access to six million gallons per day (6 MGD) of capacity at RRRWWTP.

WSACC maintains a policy to support the growth management policies of Cabarrus County and the Town of Harrisburg; therefore, it maintains a restriction on connectors to the Reedy Creek Interceptor.

As a result of the 2010 Harrisburg Area Land Use Plan, the Town and the County entered into an agreement to restrict sewer extensions in the basin. This agreement expired in 2015. The results of the Land Use Plan update should inform further extension policy in the basin.

Waste Treatment

As noted previously, WSACC is the provider for wastewater treatment via the Rocky River Waste Water Treatment Plant. The plant has a rated capacity of 24 MGD with a current flow of approximately 16 MGD. Consequently, there is considerable excess capacity to handle growth in the areas served by WSACC, including Harrisburg. In addition, WSACC has a plan by which the plant capacity can be increased as growth dictates. WSACC maintains a strategic CIP which looks at needs for current, 6-year, and 10-year periods. WSACC depends on the Town for input regarding needs and the results of the land use planning study may dictate some

revisions in recommended facilities or timetable for some specific projects. The WSACC Water and Sewer Master Plan FY2014-15 was adopted by WSACC and its municipal clients including Harrisburg.

A.12.3 Stormwater Management

Numerous streams run through the study area with the majority feeding Reedy Creek and Rocky River. Both of these streams fall on the North Carolina 303d list for impaired water making buffers, erosion control and post-construction stormwater management extremely important for future development projects in this area.

Harrisburg currently has two ordinances governing stormwater management: Article 9 of the Town of Harrisburg UDO and the Town of Harrisburg Stormwater Ordinance, which went into effect January 1, 2008. These ordinances cover the stormwater quality and quantity regulations as required by the designation of the town as a NPDES Phase II community. These regulations limit the peak stormwater discharge rate from the site to match those of a pre-developed condition for the 1-year and 10-year storm event. The ordinance also requires the treatment of stormwater to the state standards of 85% total suspended solids (TSS) removal for water quality.

New development that will disturb an acre or more of land in Cabarrus County is subject to Post-Construction Stormwater Management permitting requirements administered by North Carolina Department of Environment and Natural Resources (DENR). The permitting program addresses stormwater management practices during site development or redevelopment as well as ongoing maintenance and operation.

Within the FEMA-regulated floodplain areas of Harrisburg and Cabarrus County, recently updated mapping indicates that none of the planning area is “unstudied (Zone A);” thus, base flood elevations have been set. The Town of Harrisburg floodplain ordinance requires that no impact to the floodplain be permitted unless a “no rise” analysis is completed for the proposed action. This requirement, combined with the updated stormwater ordinances of both local governments and the stream buffers described in the next paragraph, establishes a high level of stream and floodplain protection in the planning area.

The Town of Harrisburg Unified Development Ordinance (Article 3) requires perennial streams have a buffer equal to 50’ plus 4 times the average slope (up to 120’ total) on each side of the stream. Intermittent streams have a buffer equal to 35’ plus 4 times the average slope (up to 75’ total) on each side of the stream. No development, including soil disturbing activities or grading, shall occur within this buffer area. Exceptions do exist for utilities, greenways, and agriculture.

The Cabarrus County Development Ordinance requires perennial streams have a buffer equal to 50’ plus 4 times the average slope (up to 120’ total) on each side of the stream. Intermittent streams have a 30’ buffer on each side of the stream. No development, including soil disturbing activities or grading, shall occur within this buffer area. Exceptions do exist for utilities, greenways, and agriculture.

Grading and erosion control plan review and approval for projects within the planning area are subject to State review. Erosion control measures for all areas outside of any High Quality Waters (HQW) shall be designed to accommodate the 10-year design storm. Any areas disturbed within a HQW shall have additional requirements with the most notable being the increase to designing for the 25-year design storm.

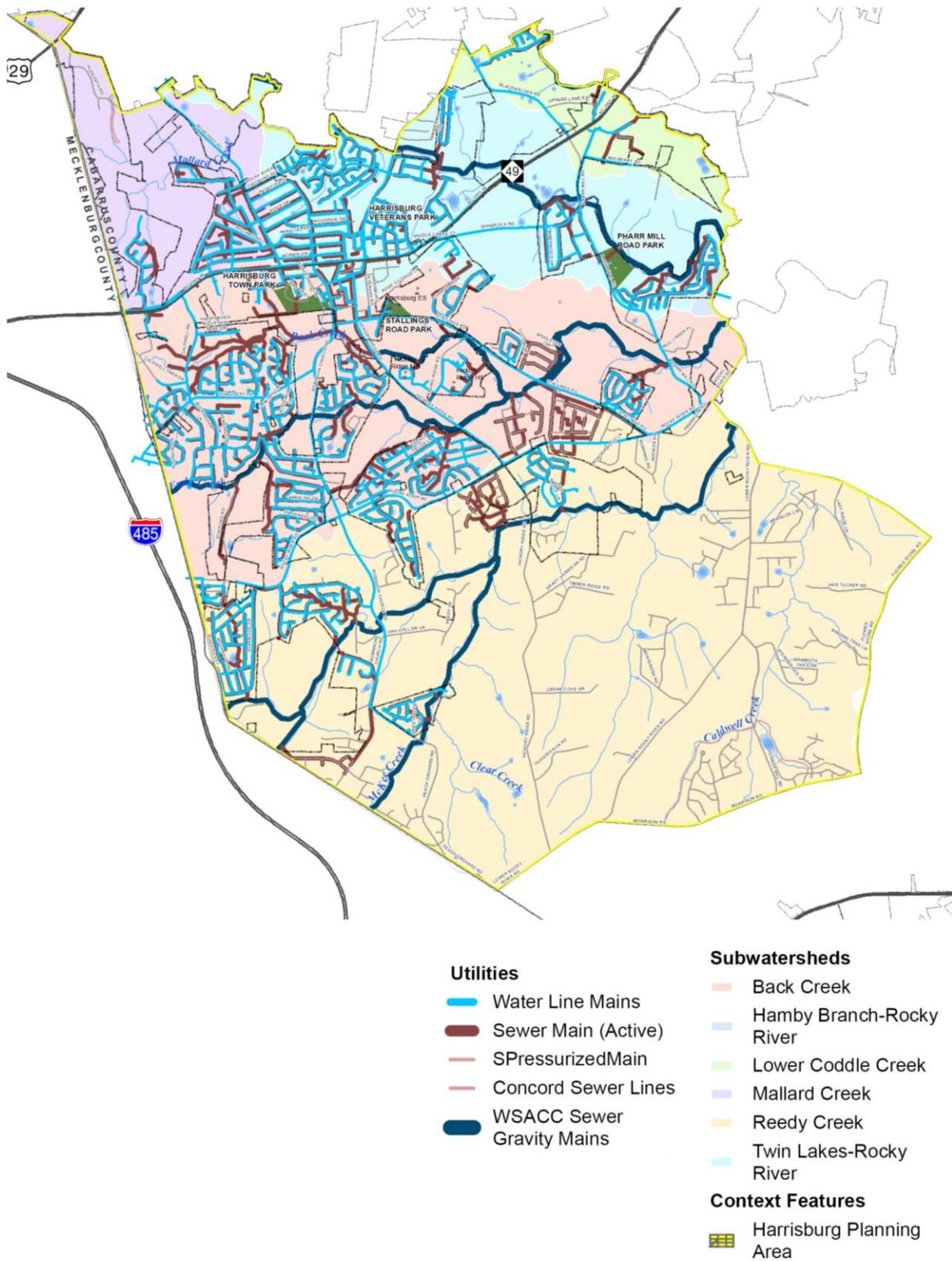


Figure 28. Utilities Map

A.13 Community Facilities and Services

A.13.1 Government Services

Town of Harrisburg

The Town of Harrisburg has a Mayor-Council form of government with eight elected officials (the Mayor and seven council members) and three appointed boards: Planning & Zoning/Board of Adjustment, Parks & Recreation Advisory Board, and the Fire Department Advisory Board. The town meets several of its population's needs through six departments: Economic Development, Engineering, Finance, Fire, Human Resources, Parks & Recreation, Planning & Zoning, Police, Public Works, and Stormwater Services. Most departments are housed in Town Hall located in the Harrisburg Town Center.

Cabarrus County

Cabarrus County government is led by a five-member Board of Commissioners. Among its many duties, the board is responsible for establishing goals and objectives to direct the County's growth and development. County staff, led by the county manager, supports the board in fulfilling these specific responsibilities through long-range planning for the unincorporated areas of the County and regular updates to and administration of adopted County ordinances. The County departments that support or complement the Town's functions include the following:

- Commerce (Planning)
- Cooperative Extension
- Emergency Management
- Emergency Medical Services
- Library System
- Register of Deeds (land records)
- Soil and Water Conservation District
- Sherriff
- Active Living & Parks
- Arena & Events Center
- Communications & Outreach
- Finance
- Human Resources

Given the limited capacity of some of the smaller municipalities to carry out planning and other local government functions, the County provides assistance to those communities. The Town of Harrisburg was once one of those communities to which the County provided planning assistance. Harrisburg assumed responsibility for planning within its jurisdiction in 2010 and now performs a wide range of duties including reviewing site plans, processing subdivision applications, and issuing zoning compliance permits. The Town and the County coordinate efforts frequently, as evidenced by this planning process, which is an update to a previous plan also developed through a joint effort.

A.13.2 Summary of Facilities and Services in the Planning Area

The combination of Town and County facility and services strive to meet the needs of the community within the Planning Area. Facilities and services related to environmental conservation, parks and recreation, transportation, utilities, and Land Use are described in detail in other sections of this plan. The following addresses all other facilities and services of the planning area.

Education

Cabarrus County Schools (CCS) is responsible for public education in Cabarrus County. It is one of the largest districts in North Carolina and has a goal of becoming a top-ten-performing district in the state. In any growing community, maintaining a high-quality public school system is always among the primary challenges community leaders must face. Attracting qualified faculty members, addressing capacity issues as student populations grow and maintaining existing facilities to ensure superior learning environments are among the many issues that CCS must deal with on a regular basis to meet the expectations of the citizens. In addition, a quality public school system is critical to economic development. Employers seek communities that offer a high quality of life for their

employees, and good schools is one factor that weighs heavily in location decisions. To keep pace with growth, CCS has been expanding and building schools to implement its strategic plan.

Harrisburg Elementary, Hickory Ridge Middle, and Hickory Ridge High schools are the CCS facilities located in the Planning Area. Compared to other schools across the state at the same levels (elementary, middle, and high), report cards generated by Niche place these schools in the top 5%, 10%, and 20%, respectively. The quality of the public schools in Cabarrus County has been a major factor in attracting residential growth. With that growth comes increased school enrollment, which makes management of school capacity challenging. Though the Cabarrus County Planning Department provides the CCS system with permit data every two weeks, CCS cannot keep pace with the growth, as evidenced by the current enrollment. As shown in the graph (Figure 29), the sizes of the three schools exceed the average sizes at the district and state levels, according to North Carolina Public Schools.

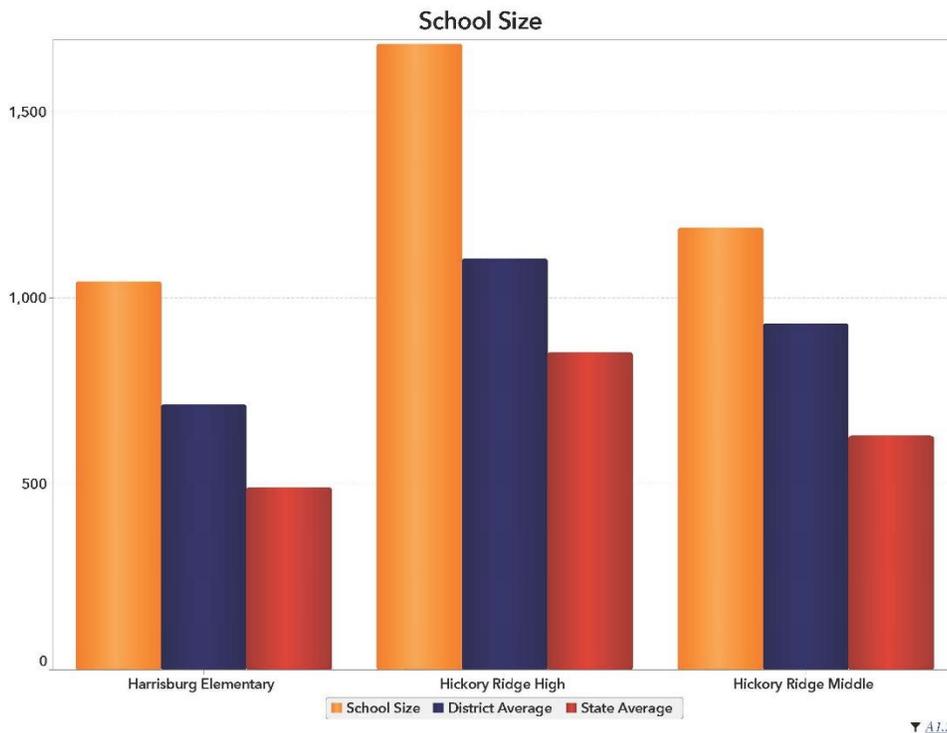


Figure 30. Harrisburg School Sizes

The CSS 10-Year Capital Facilities Plan for 2015-2025 (updated in 2017) reports the projected enrollment for 2019 as well as recommendations for new construction to address capacity issues. Hickory Ridge High School, for example, is expected to utilize 114% of its capacity by 2019 based on projections. If additional high school capacity is provided in the CCS system in accordance with the plan, the total enrollment is expected to be reduced to below 2017 levels so excess capacity can be realized. If achieved, this is a much better result compared to two nearby CCS high schools also impacted by growth in the western part of the county (refer to Table 2).

Table 2. Harrisburg School Sizes

HIGH SCHOOL	CAPACITY UTILIZATION JAN 2017	PROJECTED ENROLLMENT 2019	CAPACITY UTILIZATION 2019	TARGET ENROLLMENT 2019	TARGET CAPACITY UTILIZATION 2019
Hickory Ridge	103%	1893	114%	1441	87%
Central Cabarrus	129%	2116	161%	1961	149%
Jay M Robinson	99%	1358	102%	1358	91%

Source: CSS 10-Year Capital Facilities Plan for 2015-2025 (updated in 2017)

There are also a number of private and charter schools within Cabarrus County that residents of the planning area are able to send their children. They are listed below:

- Private:
 - Concord Christian School
 - Cannon School
 - Covenant Classical School
 - Faith Christian Academy
 - First Assembly Christian School
 - Franklin Heights Christian Academy
 - New Life Christian Academy
 - Primrose School at Afton Village
- Charter:
 - A.C.E. Academy
 - Cabarrus Charter Academy
 - Carolina International School

Public Safety

a. *Cabarrus County Sheriff's Office*

The Sheriff's Office of Cabarrus County provides police services for the town. The Sherriff's Office funds ten positions, while the town provides vehicles and selected equipment to the officers, as well as reimbursing the Sheriff's Office for salary and benefits.

b. *Harrisburg Fire Department*

The fire protection district is roughly 32 square miles, which includes residential, manufacturing, and commercial retail structures. Full- and part-time employees operate out of three fire stations in the planning area: Fire Station #1 on Morehead Road, Fire Station #2 on Rocky River Road, and Fire Station #3, which is also on Rocky River Road. The Fire Department also provides mutual aid to assistance to many of the surrounding departments.

As growth continues in the Harrisburg area, the department expects a need for one or two more stations in the planning area. As last reported, the fourth station is likely to be near the intersection of Pharr Mill Road and NC-49.

c. *Cabarrus County Emergency Medical (EMS)*

The county's EMS department has a location in Fire Station #3, one of several that allow the department to boast an average response time of 7.1 minutes. Among the chief concerns is Rocky River Road.

d. *Cabarrus County Emergency Management Department*

According to Cabarrus County, the Emergency Management department is responsible for preparing and updating a plan of action to "respond effectively and expeditiously" to all types of emergencies. The intent is to prevent or mitigate the impacts of disasters or hazardous situations (i.e., severe thunderstorms, tornadoes, inland hurricane effects, flooding, and severe winter weather/ice storms) on people and property through the application of protective measures. Given the hydrology, soils and proximity of development to floodplains, flooding is one of the primary issues in the planning area. According to the current Hazard Mitigation Plan, Cabarrus County "has experienced development in high-risk areas such as river and stream floodplains that are vulnerable to flooding."

Library

Located south of NC-49 at the entrance to Harrisburg Park, Harrisburg's public library is a branch of the Cabarrus County Public Library system. This 10,000-square-foot facility also serves as a community center with meeting rooms and ten computers available for public use. Programs include book clubs for many age groups.

Solid Waste Collection and Disposal

Solid waste collection and disposal is managed by the Town's Customer Service Department, which utilizes Cabarrus County Landfill, Allied Waste-Landfill, and Cabarrus County Hazardous Waste Facility. One landfill is located at the northern edge of the planning area near Charlotte Motor Speedway. Waste Pro USA is responsible for garbage and recycling services for the Town of Harrisburg.

**APPENDIX B
HARRISBURG AREA
LONG-RANGE GROWTH FORECAST**



HARRISBURG AREA LAND USE PLAN

Exhibit 1

Estimated Job, Household, and Population Growth for the Harrisburg Planning Area, 2000 - 2037

	2000	2010	2015	2017	2020	2025	2030	2035	2037	Annual Average Growth								
										Historic		Est.	Projected					
										00 - '10	10 - '15	15 - '17	17 - '20	20 - '25	25 - '30	30 - '35	35 - '37	
Charlotte Metro Jobs (,000s)	929,958	954,025	1,108,558	1,179,151	1,229,125	1,350,414	1,476,406	1,614,153	1,672,785	Numerical Rate	2,407 0.3%	30,907 2.8%	35,296 3.0%	16,658 1.4%	24,258 1.8%	25,198 1.7%	27,549 1.7%	29,316 1.8%
Cabarrus Capture of Job Growth											18.0%	4.7%	7.0%	6.8%	6.3%	6.2%	6.3%	6.2%
Cabarrus County Jobs	58,501	62,837	70,154	75,083	78,481	86,061	93,936	102,545	106,210	Numerical Rate	434 0.7%	1,463 2.1%	2,465 3.3%	1,133 1.4%	1,516 1.8%	1,575 1.7%	1,722 1.7%	1,832 1.7%
Cabarrus Jobs: Household Ratio											0.31	2.10	0.79	0.75	0.75	0.75	0.75	0.75
Cabarrus Households	49,515	63,680	67,161	73,383	77,913	88,021	98,520	109,999	114,885	Numerical Rate	1,417 2.9%	696 1.0%	3,111 4.2%	1,510 1.9%	2,021 2.3%	2,100 2.1%	2,296 2.1%	2,443 2.1%
Planning Area Capture of HH Growth											17.9%	39.6%	8.9%	19.0%	19.0%	19.0%	19.0%	19.0%
Planning Area Households	3,983	6,512	7,892	8,443	9,304	11,224	13,219	15,400	16,328	Numerical Rate	253 6.3%	276 3.5%	276 3.3%	287 3.1%	384 3.4%	399 3.0%	436 2.8%	464 2.8%
Planning Persons per Households											2.77	3.42	3.42	3.40	3.25	3.25	3.00	3.00
Planning Area Population	11,641	18,658	23,372	25,257	28,184	34,425	40,908	47,451	54,414		702	943	943	976	1,248	1,297	1,309	1,393

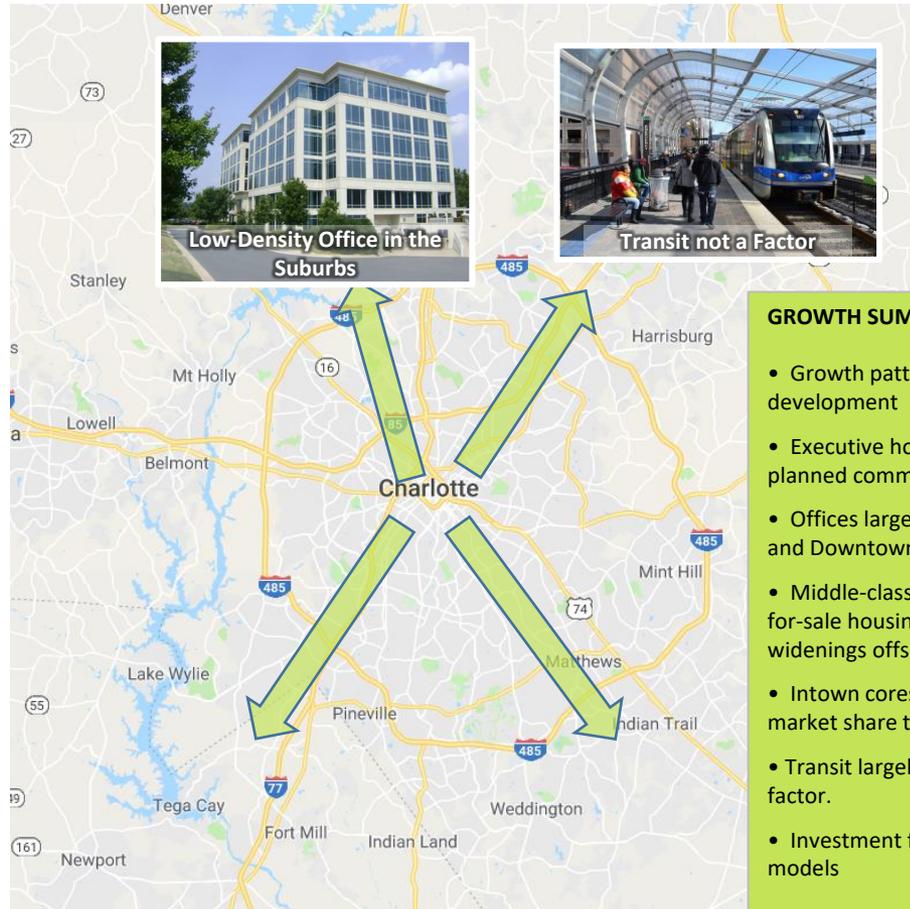
SOURCE: Noell Consulting Group, US Census Bureau, Claritas, and Moody's.



APPENDIX C HARRISBURG DEMAND SUMMARY



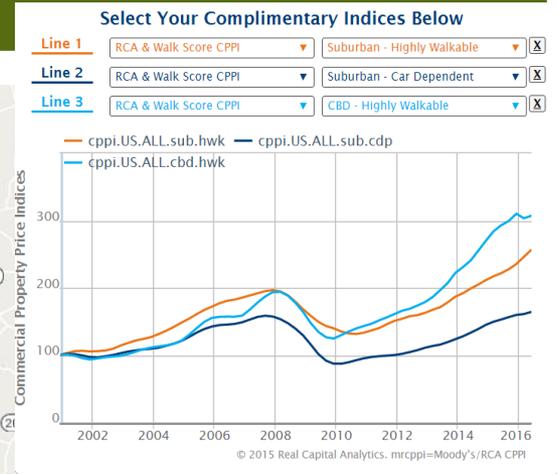
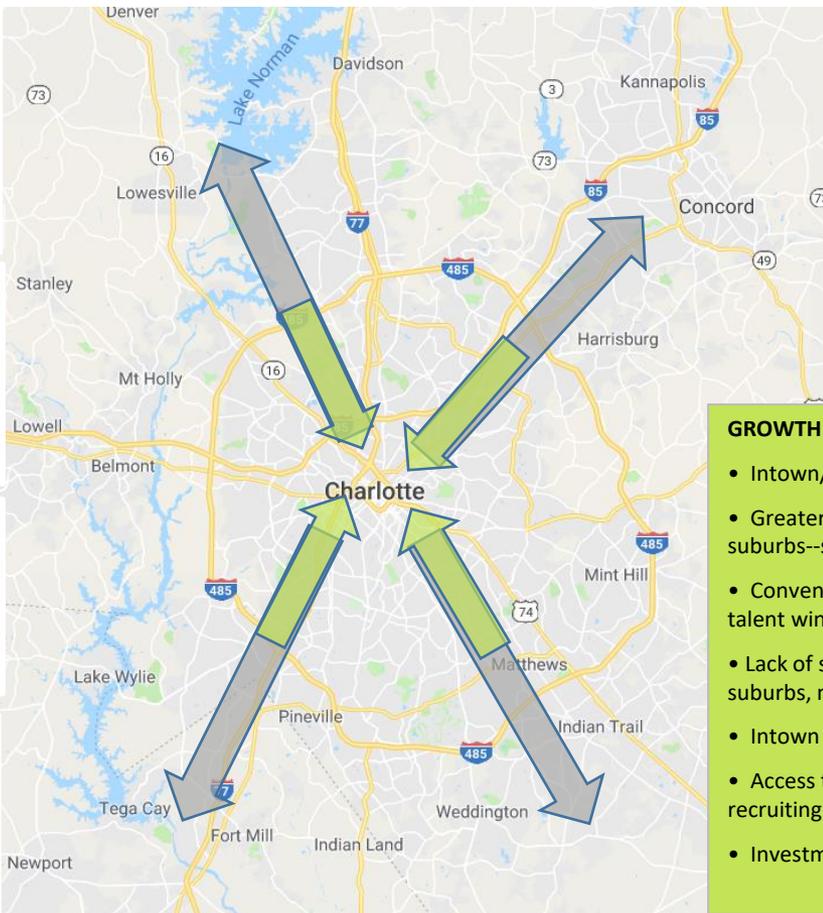
Traditional/Historic Growth Model Favored Suburbs



- GROWTH SUMMARY**
- Growth pattern dominated by suburban greenfield development
 - Executive housing in golf communities and master-planned communities on the suburban fringe
 - Offices largely "follow" the bosses into the suburbs and Downtowns lose market share
 - Middle-class buyers "drive for value" to afford new for-sale housing, with cheap gas and highway widenings offsetting long commutes
 - Intown cores generally underperform and lose market share to newer suburban cores
 - Transit largely an afterthought and not a significant factor.
 - Investment favors greenfield, simpler development models



New Growth Model Favoring Walkable Urban Cores



- GROWTH SUMMARY**
- Intown/Inner suburban areas dominate growth patterns.
 - Greater share of new executive homes intown and inner suburbs--suburban fringe quiet losing share.
 - Convenience & lifestyle drive office decisions--recruiting best talent wins.
 - Lack of state money and worsening traffic take toll on suburbs, more people opt to rent intown.
 - Intown cores regain/expand market share.
 - Access to transit becoming a more significant factor and recruiting tool.
 - Investment favors central, more walkable areas

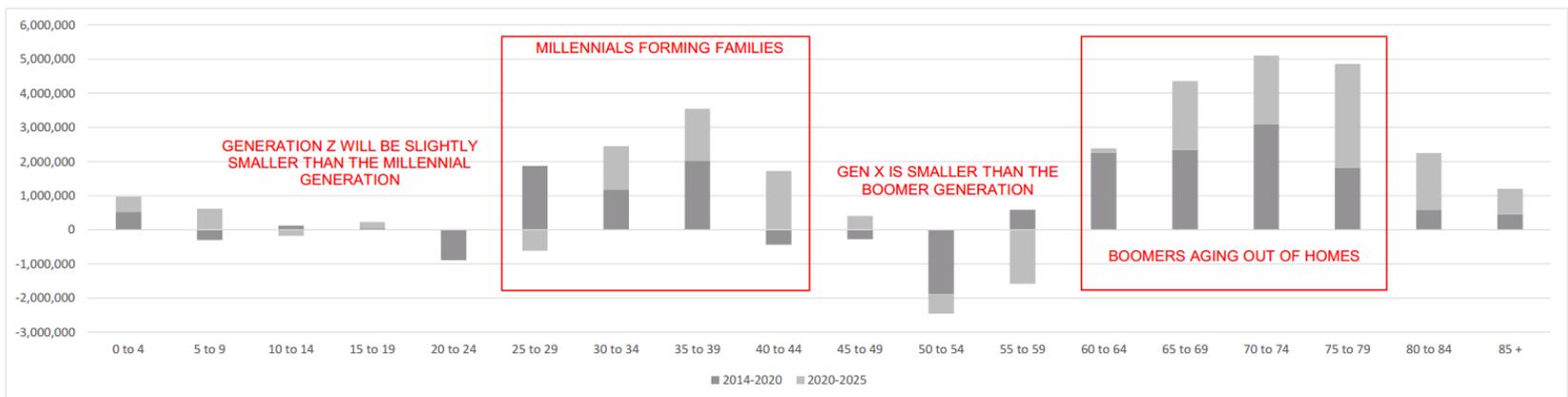


Residential Market Trends

Major Generational Shifts

- Boomers & Millennials will drive real estate preferences in the next decade:
 - Boomers aging out of conventional single-family and looking at lower-maintenance and lifestyle products;
 - Increasingly includes rental apartments, AAC apartment communities
 - Millennials forming families, still value more dynamic n'hoods

CHANGE IN POPULATION, 2014-2025



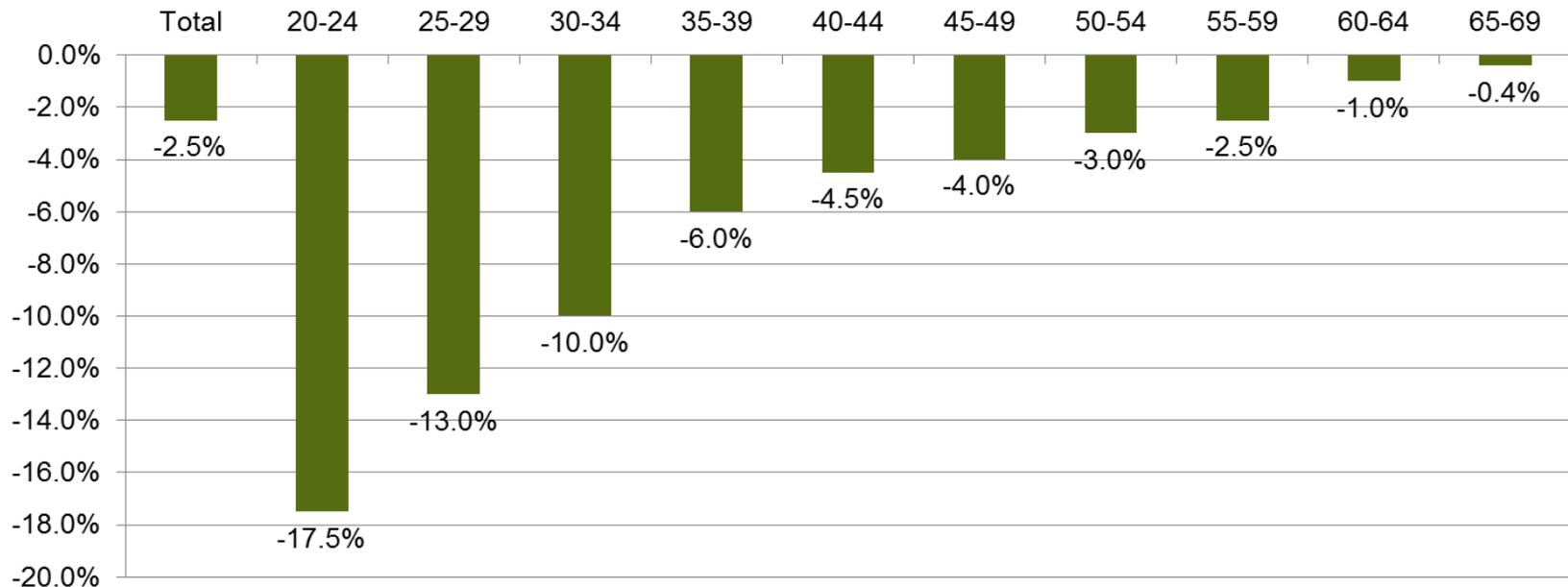
SOURCE: Noell Consulting Group, US Census, Pew



Residential Market Trends National

- Homeownership is down significantly from 2006
 - Impacts greatest among younger households
 - Lending/interest in purchasing/prices all factors

Change in Home Ownership by Age Cohort 2006-2013



Residential Market Trends

Major Generational Shifts

Greater interest in more walkable/urban locations:

- 47% say it's very important to live and work without relying on a car
- Car ownership actually decreasing from 73% in 2007 to 66% in 2011
- 64% prefer/require walkable locations
- 62% want to live in mixed-use communities in close proximity to shopping, dining, and work.
- Half want to live in Suburban locations (shown at right) vs. Urban ones--an opportunity for Harrisburg.



48% suburban
38% urban
14% rural

Source: 2013 Demand Institute Housing & Community Survey

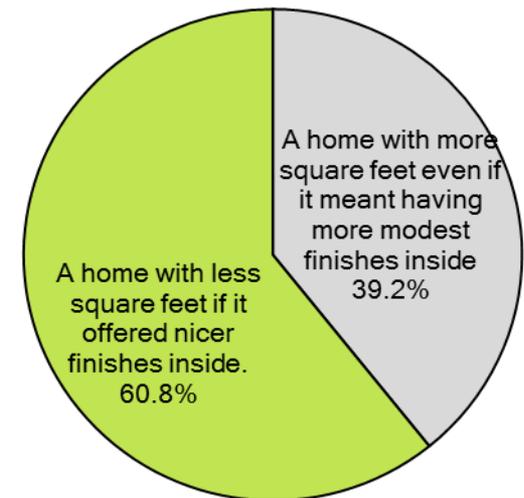
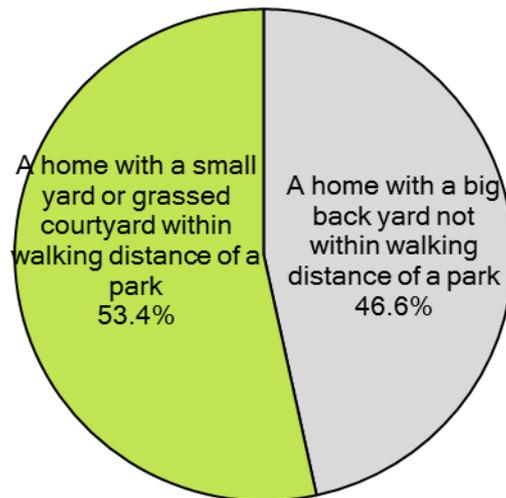
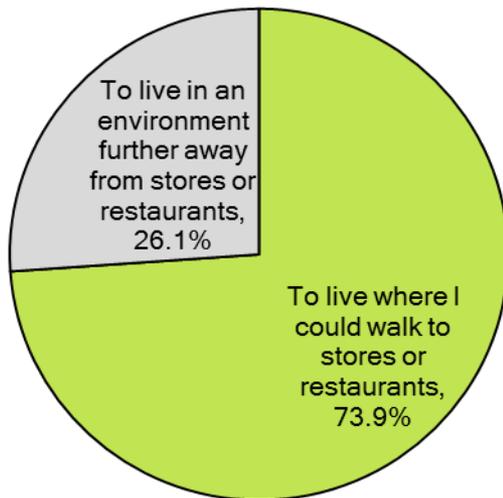


Residential Market Trends

RTP Employee Survey

- Significant interest in making trade-offs for walkability, park proximity/access, and nicer finishes (less size)
- Creating locations with value a priority

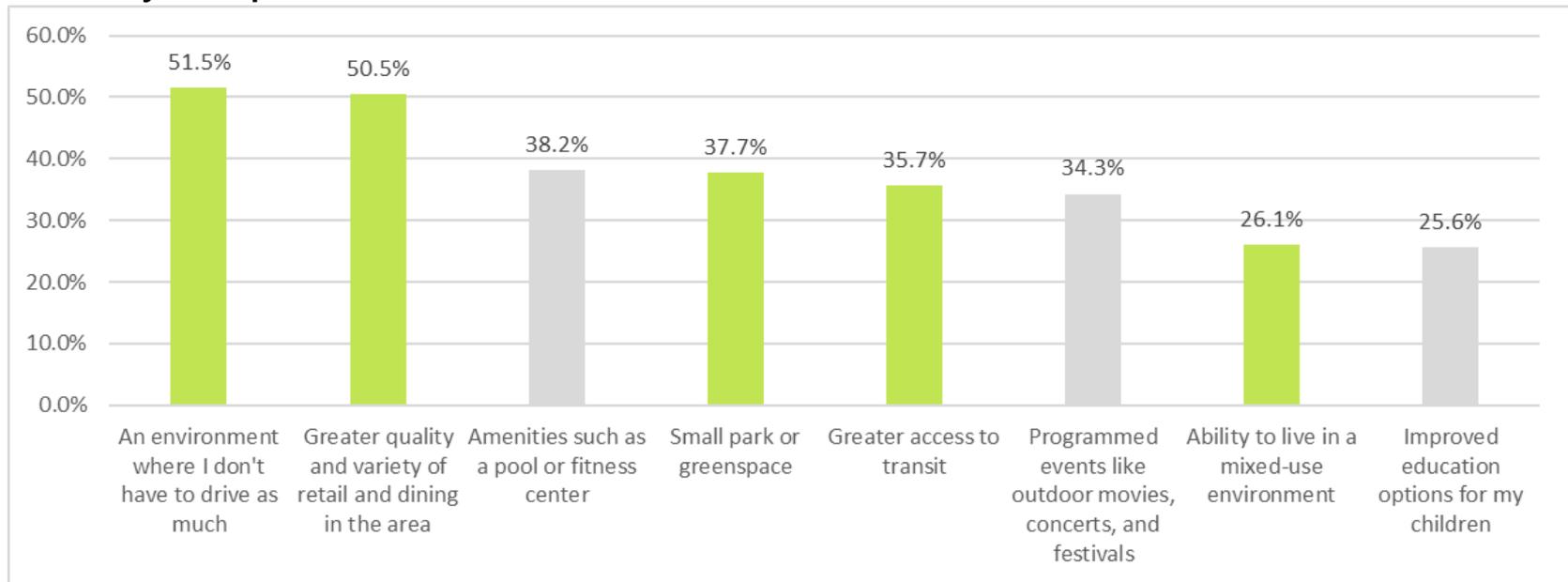
I would prefer:



Residential Market Trends

RTP Employee Survey

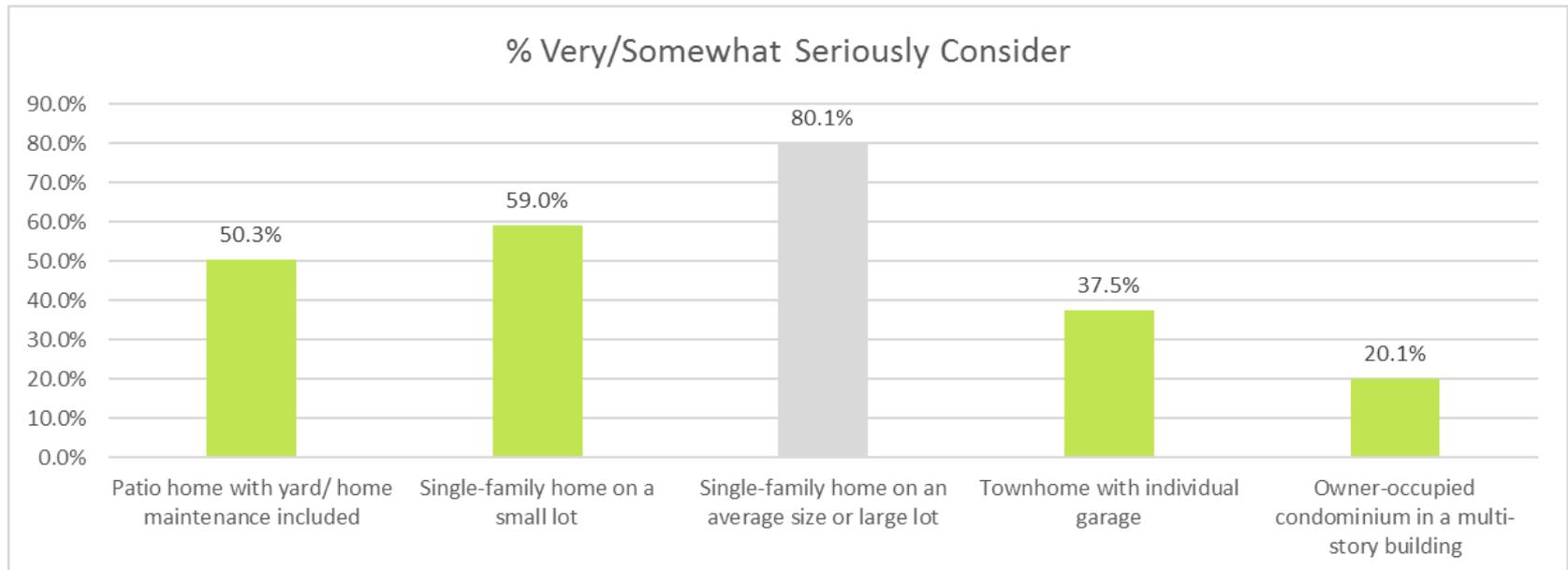
- RTP employee preferences provide insights into opportunities for Harrisburg;
- When asked what would increase their interest in living in RTP, they responded:



Residential Market Trends

Research Triangle Employee Survey

- While single-family home on average lot is most accepted, interest for alternative products is high
- Requires either higher home prices or some type of lifestyle opportunity (park/greenway, town center, etc.)



Existing Housing vs. Potential Housing Preferences

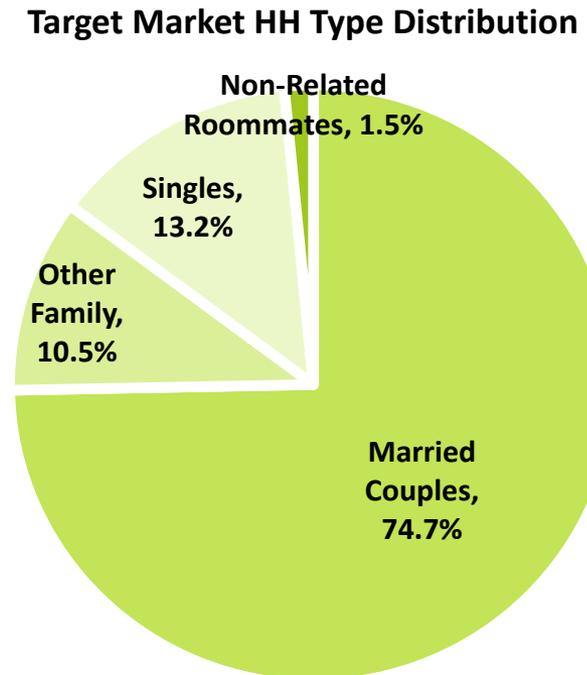
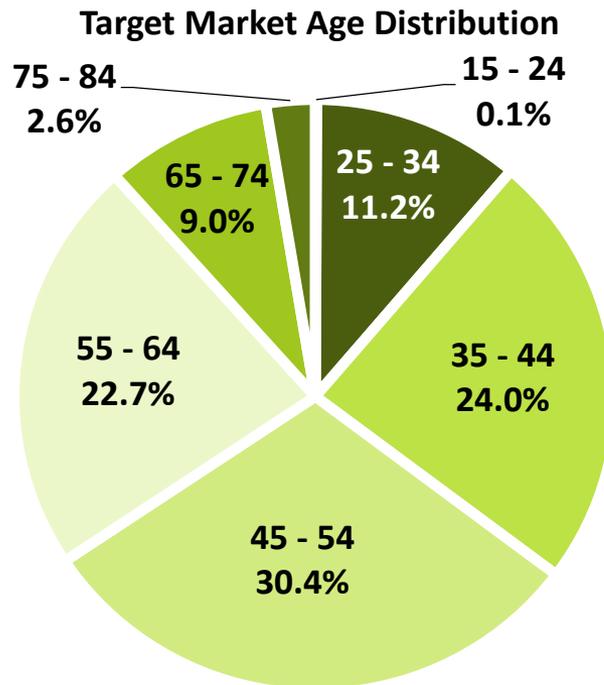
- Harrisburg and Cabarrus are both dominated by detached single-family residential
 - Most Harrisburg product on average/large lots
- Townhouses and condos account for a very small share.
- NCG survey data reveals potentially significant audience for smaller-lot single-family or villa/patio homes (each around 20%)

	Cabarrus	Harrisburg	RTP Survey
Small-Lot SFD			20.7%
Average/Large Lot SFD	96.2%	95.4%	41.4%
Villa/Patio Home			19.7%
Townhouse	3.4%	3.7%	13.2%
Condo	0.4%	0.9%	5.1%



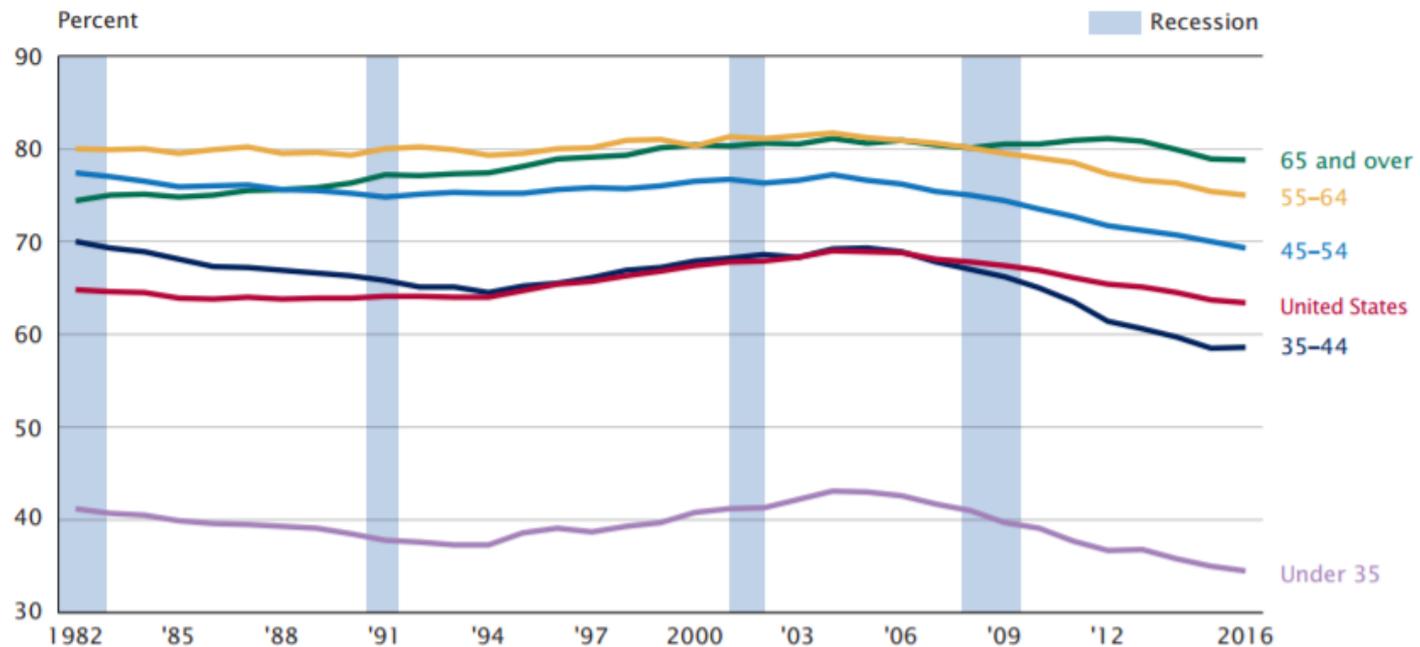
Existing Housing vs. Potential Housing Preferences

- Indeed, more than one-third of all homeowners in Harrisburg are over 55
 - Potential candidates for villas, patio homes, townhouses



Millennials Largely Locked Out of Harrisburg

Figure 7.
Annual Homeownership Rates for the United States by Age Group: 1982–2016

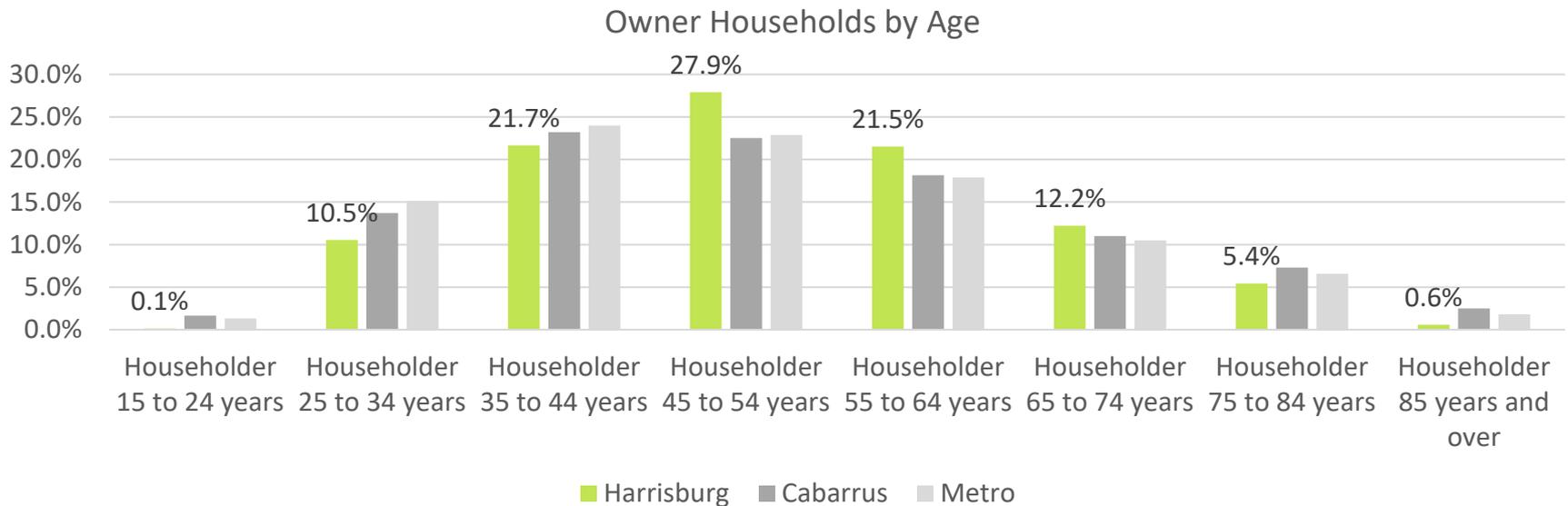


Source: U.S. Census Bureau, Current Population Survey/Housing Vacancy Survey, February 21, 2017; recession data from the National Bureau of Economic Research, <www.nber.org>.



Existing Housing vs. Potential Housing Preferences

- Indeed, more than 41% of all homeowners in Harrisburg are over 55
 - Potential candidates for villas, patio homes, townhouses
- High home prices, lack of walkability temper demand from Millennials



For-Sale Housing Demand

- Harrisburg has potential to support around 4,715 new owner households between 2015 and 2040
- 87% or so of this demand can be for detached products, nearly half of which could be for smaller-lot single-family or villa/patio homes
- Smaller offerings of townhouses and condos are supportable.

	2015	2020	2025	2030	2035	Total
	2020	2025	2030	2035	2040	
Small-Lot SFD	254	151	169	189	212	974
Average/Large Lot SFD	579	344	386	432	484	2,225
Villa/Patio Home	242	144	161	181	203	931
Townhouse	121	72	81	90	101	466
Condo	31	19	21	23	26	120
Total	1,228	729	817	916	1,026	4,715



For-Sale Housing Demand

- Buyers purchase small-lot residential, villas or townhouses for one of two reasons:
 - They're priced out of the conventional single-family market; or
 - For a lifestyle orientation or view (TND, park, trail, water) that merits a trade-off
- Creating these value propositions will be important to retaining long-term residents and broadening the base of residents in Harrisburg
 - These products can also support more walkable environments and maximize benefit to public investments like parks and trails;
 - They can also support mixed-use town center environments.



Residential Market Trends

Rental Multifamily

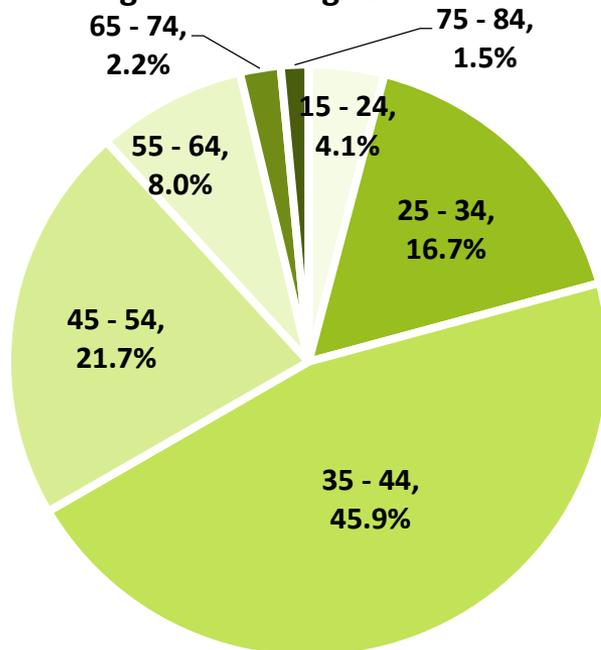
- Rental apartments performing at record clips nationally
- Fueled by Millennials and their desire for more dense, walkable communities
- For-sale housing often more expensive in those locations
- Baby Boomers a growing presence
 - Selling SFD homes and increasingly opting to rent in more walkable and dynamic locations
 - Increased interest in rental Active Adult Communities (AACs)



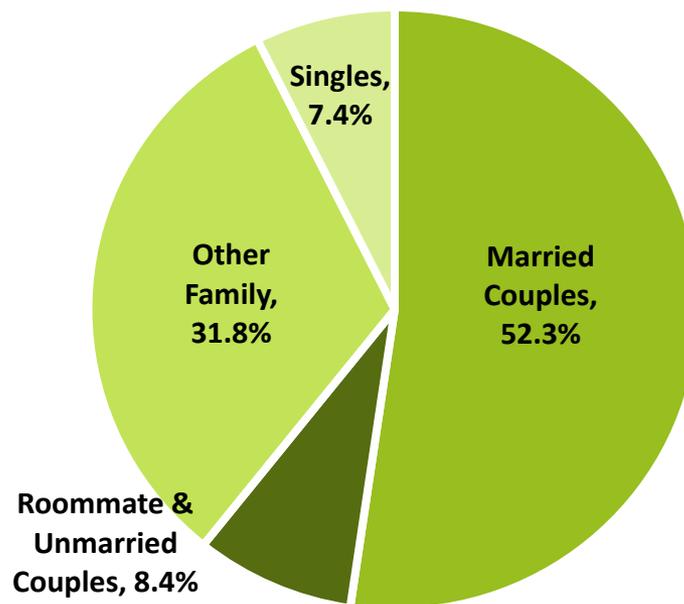
Rental Housing Situation

- The Harrisburg area today has around 800 rental units
 - 83% of this stock is in single-family homes
 - Only 17% in townhouse or multifamily buildings
- Only around 11% of households in Harrisburg are renters
 - Well below Cabarrus (30%) and the Charlotte Metro (32%)

Target Market Age Distribution



Target Market HH Type Distribution



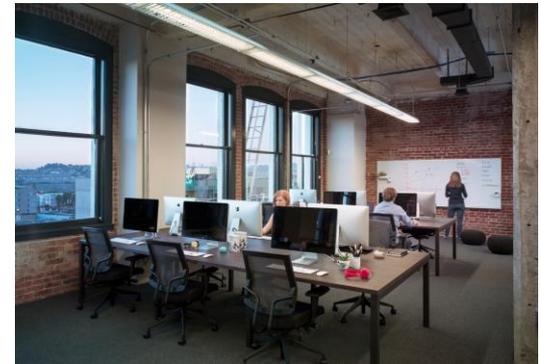
Rental Housing Demand

- Since 2010, growth in Cabarrus County among households earning \$75,000 or more:
 - 70% are owners
 - 30% are renters
- Since 2010, growth in Cabarrus County among households earning \$50,000 or more:
 - 57% are owners
 - 43% are renters
- Assuming only 20% of Harrisburg growth are renters, this translates into demand for around, support exists for around 1,180 units from 2015 to 2040.



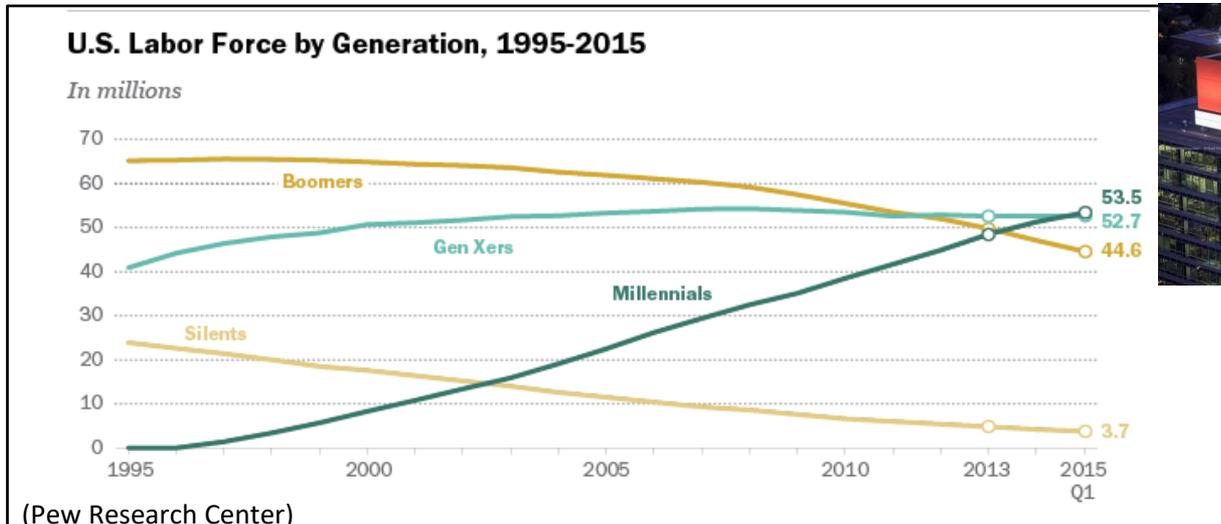
Office Market Trends

- Office market recovering nationally and new construction underway in most markets
- Shifting to more urban locations that are walkable and convenient in nature
 - Old model: Office goes where boss wants to live
 - New model: Office goes where employees want to live
- Creative office spaces, including unique buildings, warehouses, etc. increasingly desired
 - Open formats reducing square feet/employee and demand overall
- Coworking/hosting opportunities reaching out to small businesses



Office Market Trends

Millennial Impacts

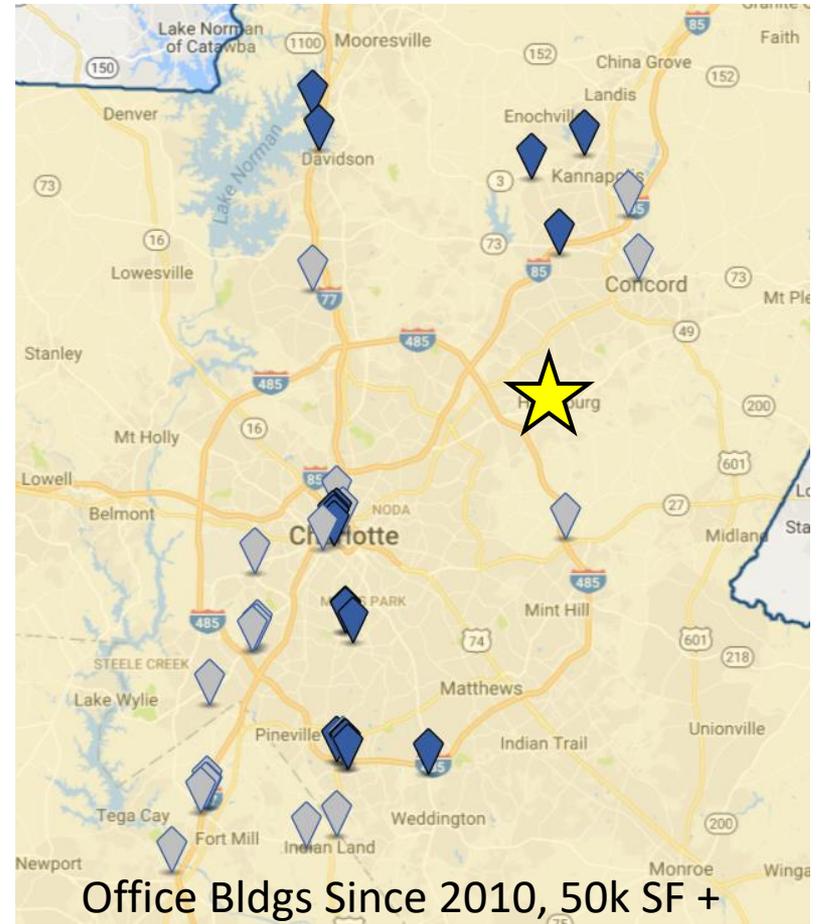
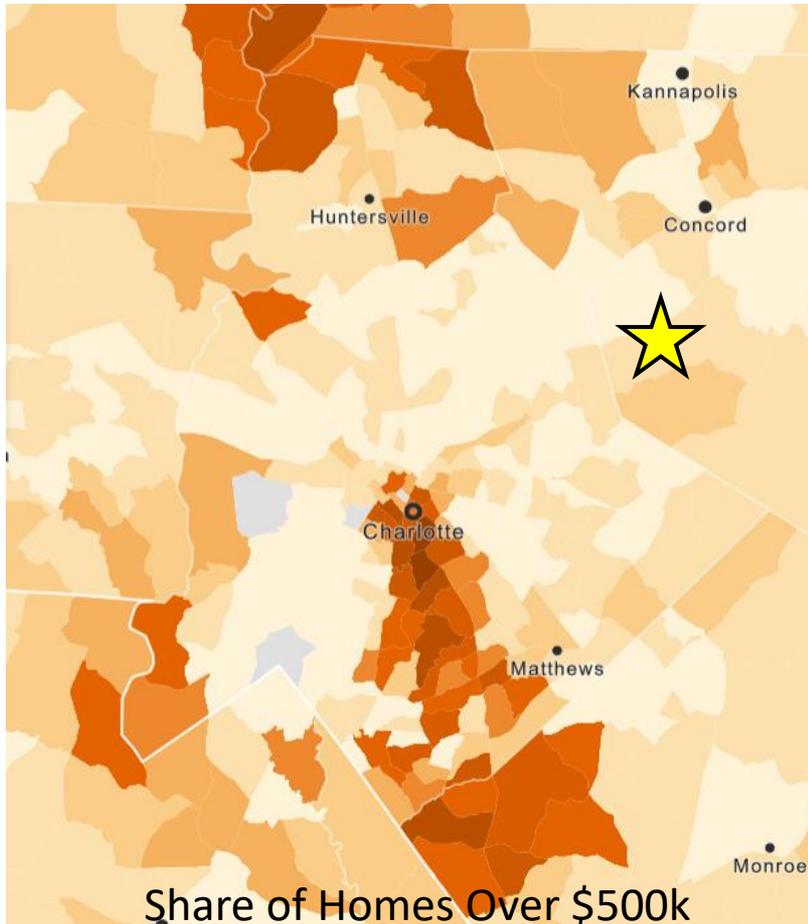


- 59% say expanding public transportation is a high or very high priority.
- Millennials have the least interest in roads & highways of all generations.
- 53% say developing communities where you don't have to drive to work or shop is a high/very high priority.
- 45% prefer a scenario where housing is mixed in type, stores are walkable, and transit is nearby over a scenario where housing is largely single-family, stores aren't walkable and transit is not available



Office Market Trends

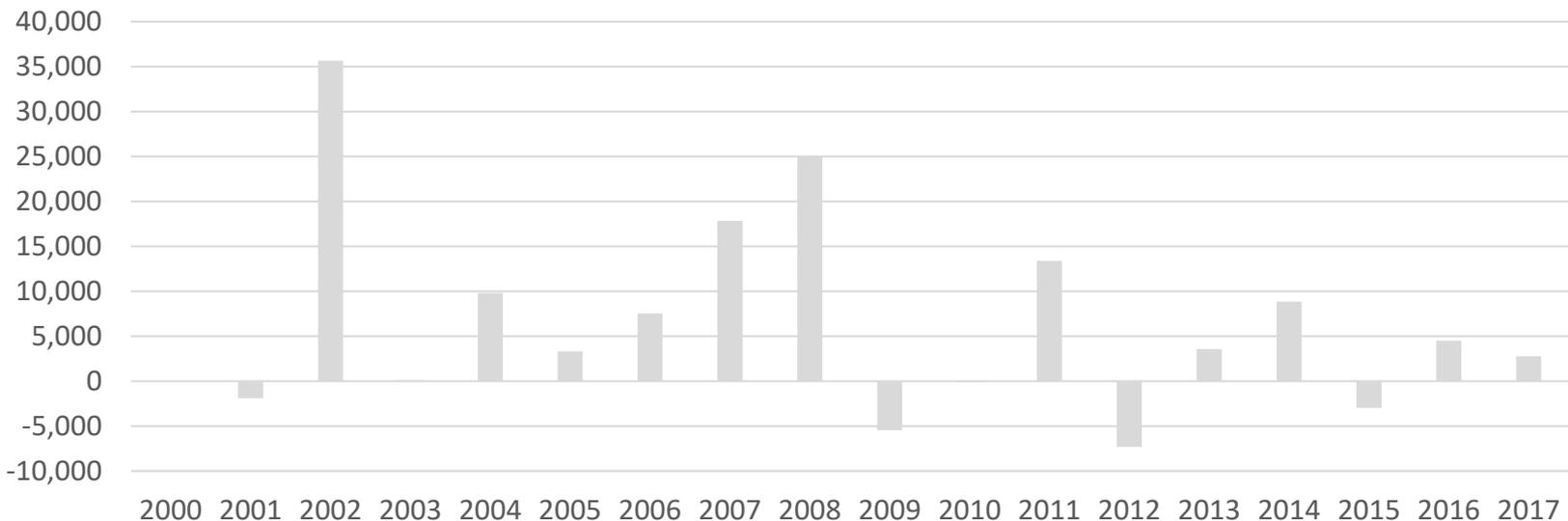
Income Also Drives Location



Planning Area Office Absorption Has Been Very Minor

- Before Great Recession: Averaged 10,800 SF annually
- Since Great Recession: Averaged only 3,250 SF annually
- Capture of Cabarrus has dropped from 21% to 3.6%
 - Most Cabarrus has been medical-related

Planning Area Office Absorption



Pent-Up Demand Has Emerged

- Strongest opportunities are for local-serving uses
 - Medical
 - Attorneys, Realtors, Accountants, etc.
- Currently estimated to be around 30,000 SF in 2015
- Driven by population growth, local-serving demand could exceed 131,500 SF by 2040
- Can Office location be created to attract demand beyond Harrisburg?
- Creating more “livable” and walkable office locations becomes critical



Retail Market Trends-- National Perspective

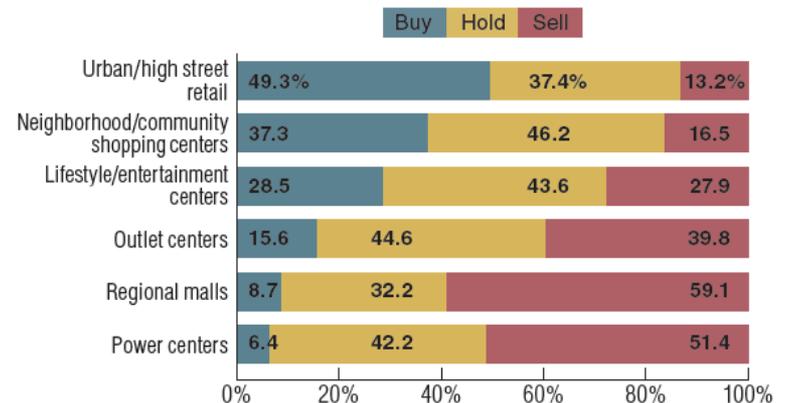
- **Retail shifting significantly:**

- Internet sales now 7.7% of all retail sales
 - Growing at 4x the pace of total retail stores
 - Taking a hit on higher-priced items—people look at in the store, then buy online
 - Restoration Hardware going to only showrooms
- Further store closings/mall closings anticipated
- Conventional centers still relevant, but walkability/interactive/authenticity rule
- Big box retail transitioning and slowing down

- **Experiential retail now overtaking malls**

- Mixed-use town centers
- Street-oriented retail in Downtowns, walkable cores
- Rise of urban markets

Retail Buy/Hold/Sell Recommendations



Source: *Emerging Trends In Real Estate 2017* survey.

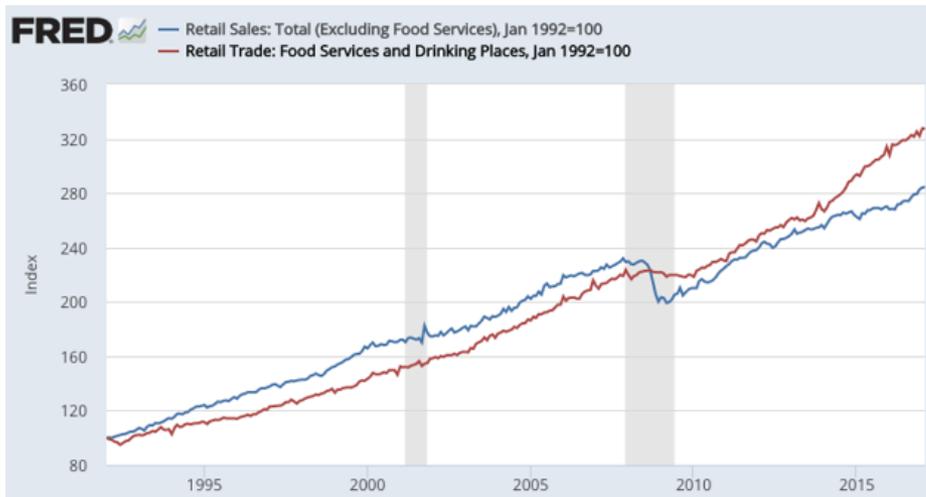
Note: Based on U.S. respondents only.



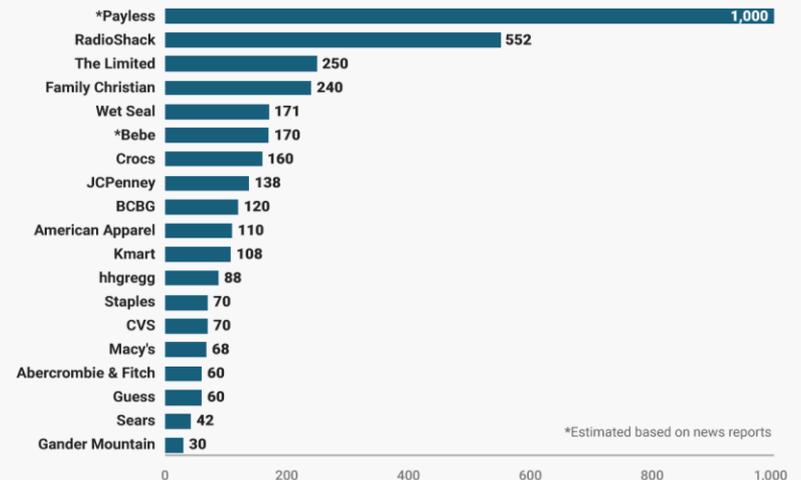
Retail Market Trends-- National Perspective

Trends:

- Traditional brick & mortar stores are experiencing a slow down, with consumers looking for more experiential retail.
- Increasingly more food & beverage and fewer dry goods stores
- Traffic patterns and visibility remain very important



NUMBER OF RETAIL STORES CLOSING IN EARLY 2017



SOURCE: Company data

BUSINESS INSIDER



Retail Market Demand

- Unmet demand exists in the area today
- Currently being captured by University City
- Factoring out big box retailers (discount dept. stores), demand in 2017 estimated to be around 300,000 SF
 - Farmington to offer 200,000
- By 2040 this demand grows to around 930,000 SF (730,000 SF net Farmington)
- How can retail better be used to create location and value in Harrisburg?

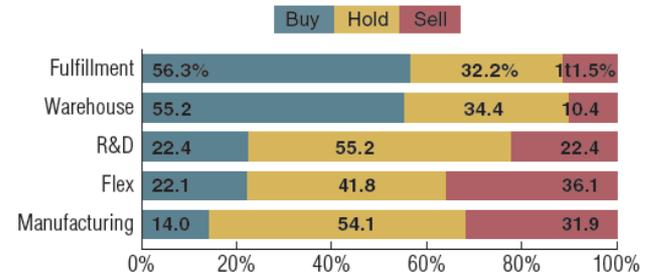


Industrial Market Trends

National Context

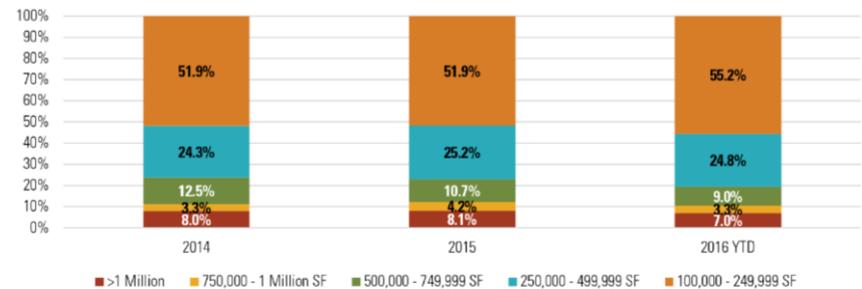
- Last Mile and Fulfillment Centers are star products;
 - Rated two highest development/ investment products across all of real estate
 - Both related to changes in retail, both in stores and Internet shopping
- Last Mile creating opportunities for warehouse product in more inner-city areas
 - Centrality and quick access are critical
- Fulfillment Centers can be further out, but need to be close to metros

Industrial/Distribution Buy/Hold/Sell Recommendations



Source: *Emerging Trends in Real Estate 2017* survey.
 Note: Based on U.S. respondents only.

Size Requirements by Number of Total Active Tenants Touring the Market



SOURCE: JLL U.S. Industrial Market Report



Industrial Market Trends

Area Trends

- Charlotte area industrial market quite strong
 - Averaging around 3.1MM SF of absorption annually
- Driven by I-85 corridor—warehousing and distribution
- Service space (higher share of office) showing minor demand growth
- Cabarrus picking up momentum in the market
 - Distribution centers now accounting for 24% of Charlotte metro absorption (up from 18%)
 - Warehousing holding steady (around 12% to 14%)
- Amazon, others seeking positions in the I-85 corridor



Planning Area Industrial Demand

- Harrisburg has largely been bypassed by Cabarrus industrial growth
 - Distribution sector has seen modest growth, largely in the Pepsi facility off of NC 49
 - Warehousing sector has struggled, showing negative growth since 2010
 - Demand potential from 2017 to 2040 could total up to around 700,000 SF
 - Most would be distribution facilities in the area servicing greater Charlotte region & Carolinas



Demand/Opportunity Summary

	Units/SF Demanded	Notes
For-Sale Residential	4,715 total units	Close to half could be for smaller lot, townhouse, or villa product—creating lifestyle the key
Rental Residential	1,180 units	Opportunities to capture aging in Harrisburg, provide wider array of options for Millennials and others
Office	131,000 local Add'l demand potential beyond study area	Mostly local-serving, smaller uses—requires placemaking/lifestyle
Retail	730,000 SF net from Farmington	Creating mixed-use, walkable areas key to capturing demand
Industrial	700,000 SF	Situated (and connected) for more opportunity for distribution to Charlotte region





APPENDIX D COMMUNITY MEETING I: INPUT SUMMARY



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Introduction

The first of three community meetings for the Harrisburg Area Land Use Plan Update was held on November 2, 2017 at Hickory Ridge Middle School. Over 40 people attended this meeting, and several used the Live/Work board (displayed in the image on the right) to show the locations of their residences, properties and workplaces.

The meeting was designed as a drop-in session. In addition to a presentation about existing conditions, the meeting included “stations” for information and input. Organized by topic, each station provided attendees an opportunity to ask questions, share ideas, and express concerns. Some of the tools employed to record input included lists and image boards on which people could place stickers to indicate preferences and priorities, and a “growth chip game” to mark on a map the types of land uses (development) they’d like to see in the future and where. The input recorded on those boards has been tabulated and presented in this report.

Attendees were also encouraged to share their thoughts via opinion boards and comment space provided at the bottom of the agenda. The actual comments are included in this report.

An online survey, which was launched the day of the meeting and remained open until November 30, was used as a complementary mechanism to gather public input, particularly from those who could not attend the meeting. A total of 286 responses were received, and the results have been summarized at the end of this report.



Key Findings

While all of the input received is valuable for the plan update, support for specific topics, issues, opportunities, and goals for the future should be noted. The following are some of the major findings of the activities in which community members participated.

- Traffic is a major concern of the residents of Harrisburg, specifically on Rocky River Road and US-49.
- The protection of natural resources, aesthetics and open space are important to the residents. They want to preserve the assets that drew them to Harrisburg.
- Residents are interested in increasing the entertainment, commercial, dining, and recreation options in Harrisburg.
- The survey respondents are divided between pro- and anti- growth stances. In many cases, those who are anti-growth worry about losing the small town feel and overcrowding in schools. Those who are

pro-growth view growth as inevitable so they think it is important to accept this reality and manage the growth to ensure economic stability.

- The respondents are supportive of mixed use development, especially in existing and emerging centers.



Dot Exercises – List and Image Boards

Harrisburg Area Land Use Plan 2010 Goals

14	Maintain open space to meet the demand for complementary purposes, such as recreation, agriculture and natural resource protection
13	Maintain existing neighborhoods by ensuring high-quality residential development
11	Encourage a mixture of land uses and housing opportunities to expand tax base and support local retail services
9	Improve circulation and supply transportation options to ensure easy access within the community and to other places
7	Enhance quality of life with expanded recreational opportunities
6	Promote local agriculture
5	Foster local businesses through economic development that creates jobs, attracts investments, and diversifies industries within the community
2	Promote a sense of community through civic engagement

I want this plan to address...

19	Traffic, roadway congestion and mobility
16	More restaurants, shopping and entertainment
10	Open space, trees
9	Housing variety, housing affordability
6	Jobs and economic development
5	Protecting the environment
5	Transit access
4	Mix of uses
4	Scale, intensity and compatibility of new development
4	Trails and greenways
4	Aesthetics, quality of development and streetscape
4	Improve ability to walk/bike to destinations
3	Parks and recreational opportunities
2	Keeping agriculture local
2	Community health, safety
2	Managing growth
0	Other

Future Development

Put stickers next to the types of development you'd prefer to see in the area in the future

17	Mixed use development (live/work/shop in one location)
13	Restaurants
11	Entertainment use
10	Agriculture, farms
8	Single family houses
7	Conservation design (open space) subdivisions
5	Shopping, retail centers
4	Office and professional services
4	Civic and institutional uses (i.e., schools)
4	Recreation
3	Services, including medical
2	Apartments or condominiums
1	Other housing types
1	Other (Zero-lot SFR, +55 communities)
0	Conventional subdivisions (i.e. 1-acre+ lots with minimal open space or amenities)
0	Townhomes
0	Light industrial uses, warehousing, distribution
0	Heavy industrial uses, manufacturing

Natural Resources

Put stickers next to the types of open space you value the most

12	Undeveloped land
10	Important wildlife habitats and corridors
9	Wetland and wetland buffers
8	Forested areas
8	Heritage trees (existing healthy individual trees greater than 12 inches DBH)
6	Scenic views
5	Stream buffers
5	Farmland (working lands)
4	Pollinator vegetation/gardens
4	Land with cultural or historic significance
1	Floodplain (areas within the 500-year floodplain)

0	Floodplain (areas within the 100-year floodplain)
0	Important plant communities
0	Areas with prime farmland soils
0	Sensitive soils (highly erodible)
0	Steep slopes
0	Other

Visual Preference

Parks and Rec Preferences

- Greenways (11)
- Nature Parks (10)

Open Space / Preservation Preferences

- Streams and Water Quality (13)
- Native, Mature Forests (10)

Land Use Preferences

- Rural farm / vista (10)
- Blakeny (9)
- Baxter (7)
- Ferrington (7)
- Rural Residential (7)
- Power Center (6)



Opinion Boards

Places

Name places or developments you've seen elsewhere that you can envision in Harrisburg

- Ballantyne Village Office Complex
- Birkdale Village shops and office space (Kenton Place) Huntersville
- Cary Town Center
- Downtown Matthews
- Ballantyne (work/live/play) => we need more office space to attract businesses to move workforce to the Burg

Parks and Recreation Preferences

What would you like to see more of and where?

- Large park with disc golf course, playground, bike trails and maybe an indoor facility for classes and events

Transportation Concerns

Tell us what is on your mind...

Are there any areas of congestion? Where and when? Is safety an issue? Where? What makes getting to where you need to go difficult? Can you describe connections or other improvements that you'd like to see?

- Extend 35 mph to County Line at new funeral home on 49
- Availability of natural gas at Stallings and Robinson Ch. Rd.
- Need stop light at Hickory Ridge and Stallings
- Sidewalks on Robinson Ch. Rd.
- Street light on Robinson Ch. Side of railroad
- Consider traffic speed slowdown at off peak hours on Rocky River Road
- Consider increasing speed limit to 45 on 49
- Need another traffic artery connecting 49 and 29
- No sidewalk connecting town from end to end on 49 (e.g. Caldwell to Founders Way)
- Consider buying aqua in the Oak Estates – Middleton Circle
- Pedestrian heads and push buttons and crosswalks on all corners of NC 49 and Cedar Dr.
- What does/will it take to get Bradford Park annexed into City limits?
- Easier access to light rail stations
- Traffic light on Roberta Rd. and Rocky River Crossing

In my opinion...

- Harrisburg has done well connecting neighbors by sidewalk/safety crossings. Why are the three communities (Middleton Circle, Oak Estates, Blume Development) disconnected? Not even a crosswalk across Rocky River to get to Blume.

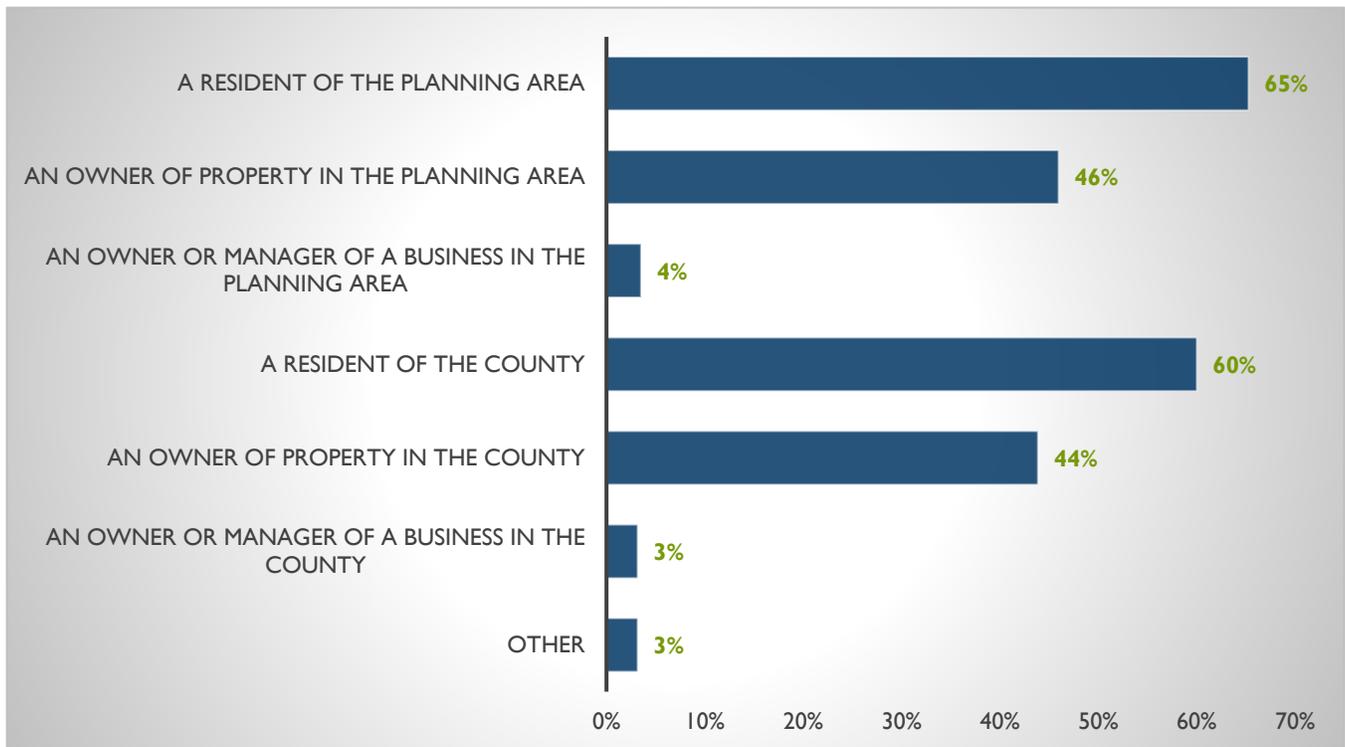
- Builders should include new elementary school options in their planning. People move to Harrisburg because of schools and student/teacher ratio. Our schools are crowded, builders can make this a viable option for the community.
- ^ and funding...
- Would like to see 55 & older housing. Many who live here for 30 years would like to stay here.
- Development must address mixed use and homes with various price points. Do teachers, firefighters, law enforcement, retail workers, small business owners, office workers, etc. not have an expectation to live in Harrisburg?
- Live in Harrisburg, work in Harrisburg.
- The roads need more improvements made before parks and rec get more \$.

Comments from Comment Box

- What would it take to get Bradford Park annexed into the Town of Harrisburg?
- Please no apartments or low income housing
- Would like to see a community center with basketball courts (indoor) that can be used by the residents of Harrisburg (not outside)
- Would like to have a public fishing area for Harrisburg residents
- Would like to have sidewalks on both sides of Rocky River from the interstate to the elementary schools (5 miles in)
- Growth will continue. Smart growth needed (adjust it so that Harrisburg can economically benefit from growth)
- There is no agricultural farms on Hickory Ridge Rd.
- There is no downtown – town is divided by 49 and railway. 24% agriculture (mostly tree farms and farms rented for hay) (all for deferment in agri. For Lower property taxes)
- Congestion could be alleviated by not dividing the town.
- Please use PA system for future meetings for (we) old folks. Otherwise job well done
- Harrisburg is **not** an agricultural community and has not been for 20+ years. The hay being cut is simply to keep land in agricultural deferment program. You do not see fields of crops or pastures of cattle – no dairy farms. Only exception is Rhyne property, which is less than .01% of land in Harrisburg. Land you see in pine forest is also in agricultural tax deferment program – Forestry – development is inevitable. Wake up Harrisburg!
- Great chance to see what's changing in the area.

Survey Results

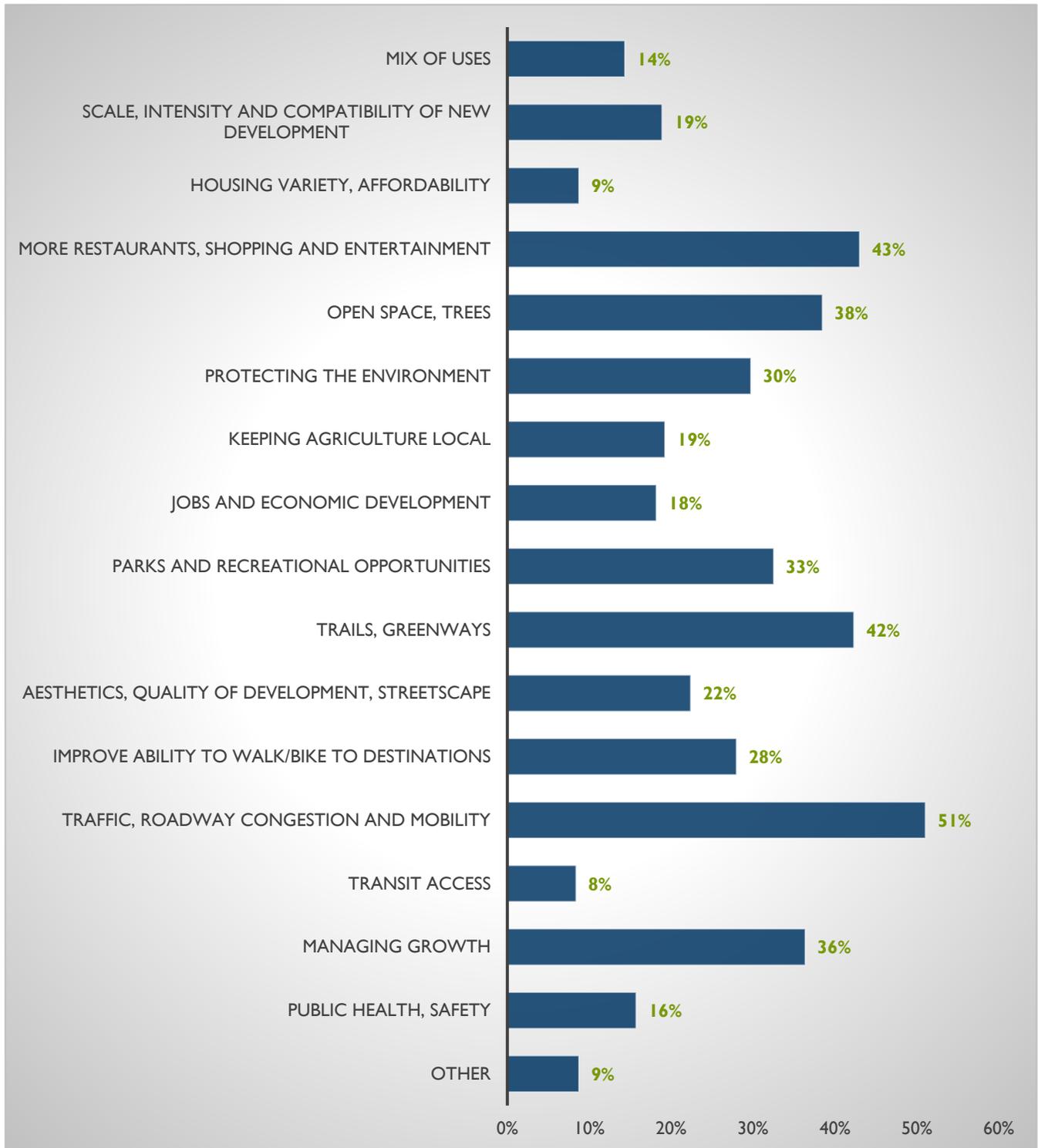
Q1: I am:



The individual responses inserted into the “other” box are as follows:

- Area resident
- Grew up in Harrisburg and live within 5 miles currently
- New home real estate agent
- I work in the planning area
- Taxpayer
- Moving into town
- Resident of Harrisburg
- At the edge of Harrisburg & Concord. I do most activities in Harrisburg (i.e. shopping, eating, work out, school, etc.)
- I live in the city limits of Harrisburg

Q2: Some things I would like to see this plan address:



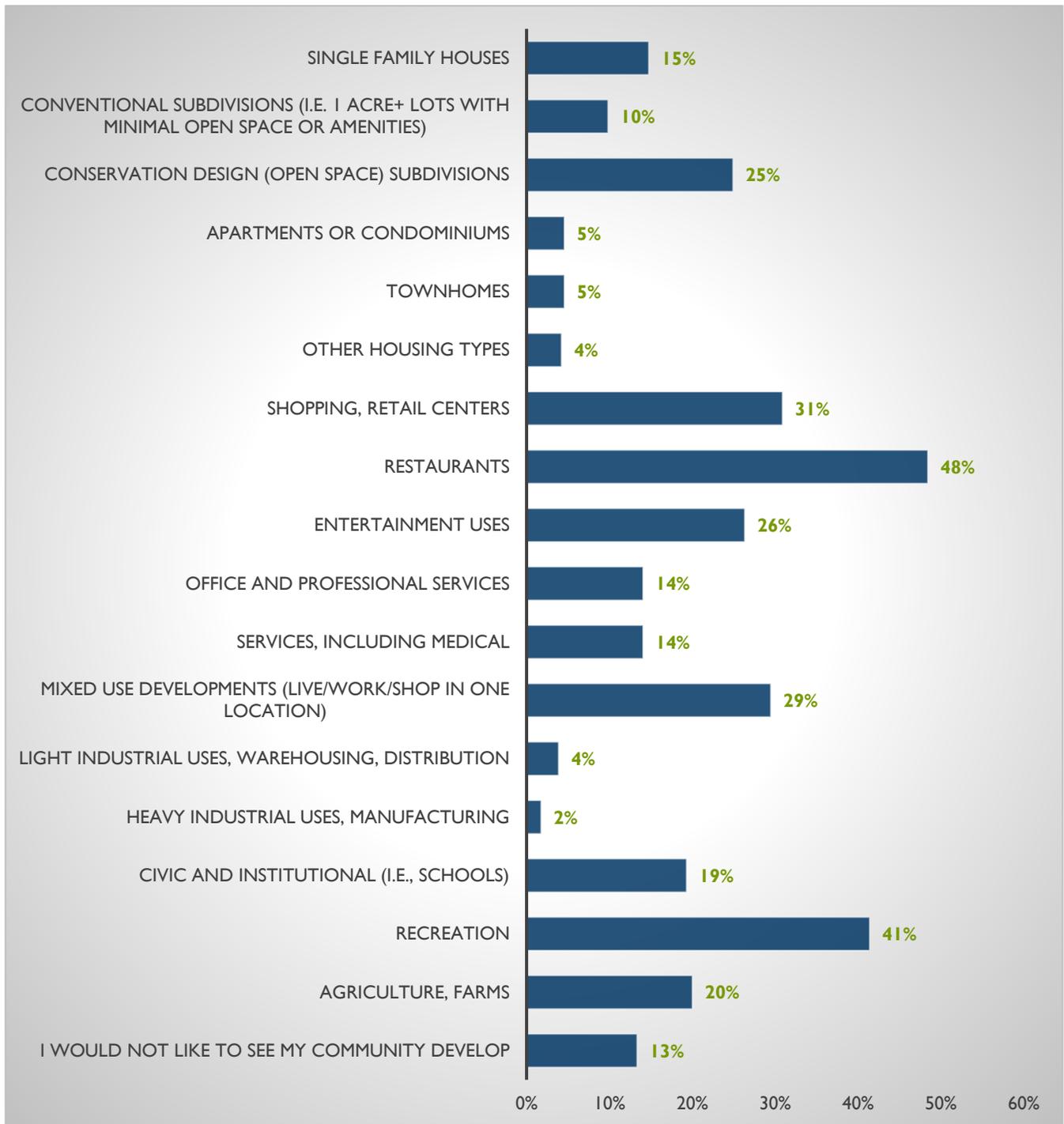
The individual responses inserted into the “other” box are as follows:

- A Harrisburg Police Department
- A fenced in dog park
- STOP the Fast Food places and the Auto Part Stores and entice a BETTER QUALITY of (Dining) Restaurants and Retail Opportunities.
- It would certainly be nice to keep ag local, but that mostly depends on the property owners. Development will not be stopped. Too many have tried. Something that planning and zoning can do something to manage is commercial and retail development. Harrisburg is now a commercial destination. Let's not fall into the Mech system where we never see a development we do not like. The new Arby's is a case in point. By comparison the Auto Zone looks classy. There is not enough land, the signage is not good. Let's try to avoid big red faces as we drive through town. Something along the lines of Pizza Hut sign is much better. Thank you for this opportunity.
- Stop allowing neighborhoods on every corner. Tired of looking at more houses 5 feet apart. Need to manage area better so H'burg does not become a run-down mirror image of University area.
- Keep Harrisburg a small town!
- Sewage and water I live on Robinson Church Road and would very much like to see the speed limit lowered. I appreciate the intense state police presence. The Rocky River Road and Robinson Church Road corridors include bike routes that don't appear at all safe. Adding mixed use developments without connecting the residents in the surrounding areas SAFELY is irresponsible. Widening roads and adding bike paths and sidewalks, lowering the speed limits, adding traffic lights all need to be part of the grand plan, especially in the unincorporated areas connecting the peculiar patches of "City" of Harrisburg developments popping up all over without continuity or contiguous boundaries.
- Very low density housing.
- Reduce rate if development of housing due to crowding in schools.
- If I could choose only one item from this list it would be bike/walk ability.
- Look all I have ever wanted is bike lanes and a very active community. Look at the Weddington area. The easements of the pipelines make it very doable for greenways easy to connect key points of Harrisburg and surrounding areas like high school Harrisburg park Pharr mill. More sidewalks to make it easier AND safer to get around. Everyone talks about how the congestion. A greenway increases the value of homes. Another aspect i would like to see is that the shopping centers often have areas where you can dine outside and listen to live music. Similar to University City boardwalk very nice place there. There is my two cents.
- Harrisburg has no identity. Major attention needs to be given to developing a town center (not necessarily the current Town Center location, but the town needs a heart). Subdivision growth is out of control and Rocky River Road is not going to be able to sustain all of the vehicular traffic. A plan needs to be developed proactively to widen the road or increase alternate routes
- Do something to get the bicycles off Stallings and other narrow roads
- Stop approval of every subdivision that is presented. Harrisburg has lost its charm.
- Stop the growth! It's gotten seriously out of hand.
- The screening around CSI chemical plant was taken down when the railroad was expanding and now looks absolutely awful. There is supposed to be screening in effect for junk yards and I would like to see screening in effect for all unsightly businesses -the chemical plant being one of

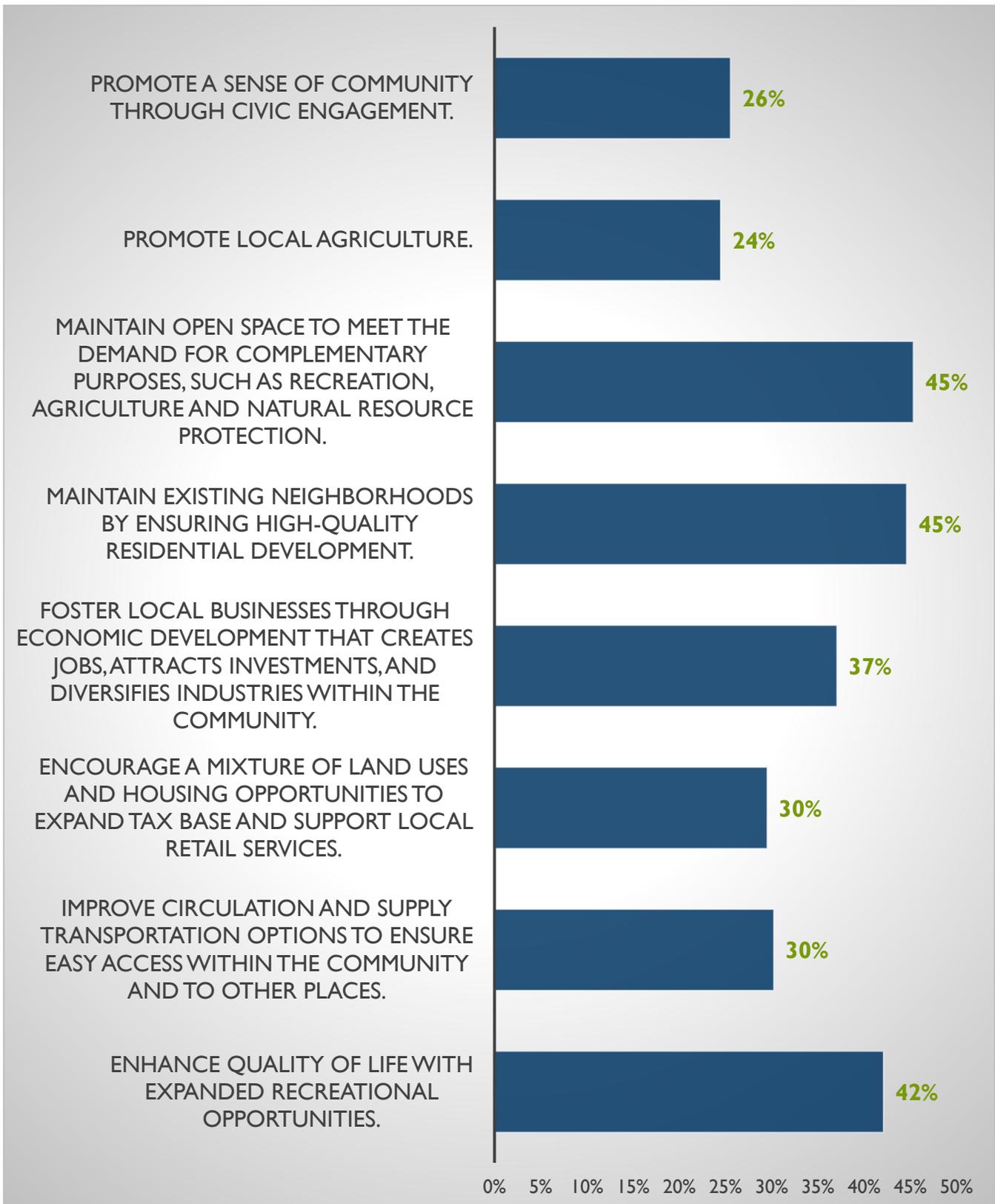
them. Additionally, why are there street lights just one end of town, and a double lot on top of that? Would like to see attractive street lights on this end of town too.

- Keep our roadways safe for all!
- No more housing. I miss the rolling hills and farm land. That's why i moved here instead of Ballantyne.
- Restaurants that are real restaurants and not sports bars and fast food chains. Enough! Looks honky-tonk!!
- Growing too fast and out growing roadways.
- Stopping the growth, this is a small town, quit trying to make us Charlotte. Our schools are overcrowded, the traffic is obnoxious, and crime has skyrocketed. Our infrastructure cannot handle the visions of grandeur the current government seems hell bent on forcing down our throats. Do we really need 5 auto parts stores 6 grocery stores 8 banks 8 gas stations?? Parks, Parks, and more Parks...lack of field space is severely limiting quality of recreational sports for Harrisburg youth.
- A pipe dream, I know, but a Cabarrus County hookup to the light rail at the speedway.
- Take the town back 10 years. Tear down everything built in the last 5-10 years and plant trees and/or gardens!
- Common theme is bike and pedestrian friendly.

Q3: I would like to see my community develop over the next 20 years to include these:



Q4: Which goals from the 2010 plan are still relevant today?



Below are bullet points that represent common answers from questions 5 through 7. To view the individual responses, please refer to the Appendix.

Q5: If you could keep one thing about Harrisburg and its surroundings, it would be:

- “Small town feel” and identity
- Quality of the schools
- Green, open space and the corresponding environmental features
- Outdoor facilities
- Controlled growth

Q6: If I could change one thing about Harrisburg and its surroundings, it would be:

- Increase the number of outdoor facilities
- Increase and diversify the businesses in Harrisburg, “no more storage facilities or auto parts stores!”
- Provide “more options of shopping, restaurants, entertainment,” to the area
- Fix the roads to handle increased traffic
- Improve aesthetics of Hwy-49 that goes through Harrisburg
- “Rate of growth is...too fast,” need more structured, intentional growth

Q7: My big idea(s):

- “Splash pad,” “dog park,” “citizen controlled Recreational Association,” “increase parks and rec. Wish we had greenways and nature trails”
- “Aggressively...move the town center development ahead,” “Buy out the current land owner,” “develop a town ‘heart’ with an identity,” “Vibrant town center”
- “Be sure infrastructure can carry the load” associated with development before the development arrives, specifically pertaining to traffic and schools
- “Access from community to town without getting in a car. Sidewalks and paths”
- “Restrict growth to a percentage a year,” “...set the foundation so we can have a say so of the town identity in the future. Don’t get left behind!” “More proactive instead of reactive toward growth”

Appendix: Survey I Responses to Open-Ended Questions

The report that follows is a report generated by Survey Monkey. It contains the full set of individual responses to the open-ended questions in Survey I.



APPENDIX E COMMUNITY MEETING 2: INPUT SUMMARY



CABARRUS COUNTY
America Thrives Here

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Introduction

The second of three community meetings for the Harrisburg Area Land Use Plan Update was held on February 6, 2018 at Harrisburg’s Town Hall. Over 80 people attended this meeting, which was an informal, four-hour drop-in meeting with “stations” for information and input. Organized by topic, each station provided attendees an opportunity to ask questions, share ideas, and express concerns. A questionnaire was distributed to attendees to facilitate communication at the stations and record feedback.

A corresponding online survey, which was launched the day after the meeting and remained open until March 9, 2018. It is not statistically valid; it was used simply as a way of collecting qualitative data and an alternative means to provide input, particularly for residents and other stakeholders who could not attend the meeting. A total of 173 responses were received, and the results have been summarized at the end of this report.



Key Findings

While all of the input received is valuable for the plan update, common themes further inform the direction of the plan. Through an expression of preferences, the various stakeholders help define the relative importance of certain details reflected in the land use concepts and proposed policies. The following are some of the key ideas and opinions shared through the input received through the questionnaire and online survey.

- **Harrisburg’s Town Center is an important component of the future development pattern.** *Regardless of which development scenario residents and other stakeholders support, there seems to be agreement that the Town Center needs to be completed as planned or with some reconsideration of the details to ensure it is a walkable, vibrant center.*
- **Quality of development is a priority.** *Many agree that the look of development is important for the image of the community, especially along NC-49. But “quality” also refers to regular and adequate maintenance as well as the durability of all components of the built environment. This focus on quality is as much about maintaining property values as it is about attracting additional quality development and minimizing crime. Residents seem to understand that their preferences may differ from those of their neighbors, and that there are appropriate places for various types of housing units. However, compatibility of new housing depends largely on the quality and appearance of buildings, streetscape, and open space. For example, some acknowledge that conventional and conservation design subdivisions offer housing choices that are supported in the market, but well-designed, usable greenspace in each is essential to ensuring high-quality development.*
- **Manage the pace of growth.** *There is a sense that the town is being overwhelmed by growth and the roads, schools, utilities, and other systems cannot handle it. Some residents believe the rate at which land develops should not exceed the rate at which infrastructure and services can be sufficiently provided.*
- **Minimizing and mitigating the impacts of new development on existing development is crucial.** *Traffic, lighting, noise, and limited school capacity are among the issues noted by stakeholders as they assessed the potential for growth and the likely types and locations of new development. Development design and attention to details can address impacts.*
- **Congestion is an issue that is getting worse.** *The roads cannot handle the development that is occurring in many parts of the Planning Area. Road connections, safety improvements, public transportation, sidewalks, and greenway trails should be part of the solution. Convenient access to shopping and jobs should also be considered. Elderly and disabled populations would benefit most from sidewalks and transit access.*
- **Consider property owners’ rights.** *“Managing” growth does not mean stopping or restricting development to the extent that landowners are faced with unreasonably limited opportunities. Environmental constraints (and state and federal regulations) already limit development in some areas.*
- **All future development should take into account the safety of current and future residents.** *Through the design of private development, transportation facilities, and parks and other public spaces, and through the delivery of adequate community services, the residents and property owners in the study area want to be assured that their safety is a priority.*
- **Be connected.** *Whether the topic is the roadway system, greenway trails, transit linkages, utility lines, access to goods, services, and jobs, or simply social networks, the community is expressing a desire for better connectivity.*
- **Parks and recreation needs are shifting to greenways and nature parks.** *There is a perception that the current facilities are adequate for the population. The demand for fields for organized youth sports may be satisfied right now. However, when asked about preferences, some residents expressed support for natural areas, parks that adults (especially seniors) can enjoy, greenway trails, splash pads, and indoor/covered recreation. Several people like the opportunities for healthy living and better quality of life that a diverse parks and recreation system can provide.*

- **Diversify and grow the tax base.** *Economic development should be in the interest of people in the Planning Area, particularly if it creates opportunities for residents. An increase in tax revenue resulting from successful economic development would help the Town address changes the community supports (i.e., infrastructure improvements). The residents do not want to pay for the desired improvements and would rather live without such improvements than have a tax increase. Diversity can be positive for economic development; some believe that encouraging diversity will attract the mix of uses residents prefer.*
- **Protect what makes the area special.** *The features that give it its “small-town” character and the existing open space are among the assets that make Harrisburg a nice place to live. It is not necessary to develop the entire Planning Area.*
- **Recognize what Harrisburg is not.** *Residents, including long-time and new residents, pointed out that Harrisburg is not a city (like Charlotte), a small town, or an agricultural community.*

Comments at Stations at Community Meeting 2

In addition to filling out a questionnaire, which was subsequently entered into the corresponding online survey, attendees at the second community meeting shared their opinions by writing comments on sticky notes and placing them on the posters provided by the project team. They were also able to place sticky dots on the Development Scenario poster to note which future scenario they preferred. The following are verbatim comments collected at each station.

Goals and Objectives

- More patrol of parks to control drug [sales]
- We need a Police Department BEFORE more retail-housing
- I would like to be able to walk from Stallings Farm to neighborhoods on Tom Query SAFELY!
- Harrisburg Park has become the “place” for buying drugs – is that what we want for our children
- We need to be able to walk in and around town SAFELY not in fear – traffic is horrible and as soon as our 5th grocery store opens
- Being able to walk from neighborhood to store or park, get ice cream support local business
- Hometown is being able to ride your bike
- Stop, slow down growth → snail’s pace
- Transportation to Lynx – reduce traffic on roads

Market / Economic Conditions

- Affordable housing available to people who are starting out
- Affordable Housing people who teach your children, respond to emergencies, staff to the stores where you shop, care for you in medical facilities, do your yard work – these people need a place to live in reasonable proximity to where they work. It is in all our interest to provide affordable housing!
- More housing for retirees
- Single family homes on large lots
- Need more services for senior citizens

Development Scenarios (Dot Exercise)

- Scenario 1 – 4 dots
- Scenario 2 – 5 dots
- Scenario 3 – 14 dots

Land Use

- Long greenways, connected to CLT, A place where young adults want to be
- Fine dining restaurants
- No to water running through private lots Tall Tree Ln
- Walkability from subdivisions on Rocky River to Town Center sidewalks
- [Sell] townhomes in town center or patio homes
- Offices and co-working in the town center
- Great restaurant in town center
- Market rate no low income housing → who’s paying the taxes?
- Keep any low income house diffused throughout the town! Do not concentrate it!

- Development of town center with more high quality restaurants and family friendly venues, greenways to support more active members in the community finish roads w/ bike paths
- No low income housing
- Conserve water for non-residential
- Restrict maximum grass allotment per lot. Use native plants.
- Green roof on multi-story bldgs. Limit impervious surfaces.
- For town center – need entertainment for kids and teens.
- WE NEED A BIG HARDWARE STORE
- I-485/Tom Query area exit to help Farmington traffic and not just Rocky River
- No low income housing in the town center
- Habitat conservation for wildlife, “green improvements”
- Housing young people can afford
- Town center – no subsidized housing, commit current buildings to residential lofts on 2nd floor, businesses downstairs, no buildings over 3 stories
- Land owners need flexibility
- No cut-through here (in reference to connection between Robinson Church Rd. and Hickory Ridge Rd.)
- Nice flow of zoning change from light industrial to residential. Love it!
 - Ditto
- Land owners rights not fair to discriminate using zoning as a weapon
- Narrow Passage in Davidson as precedent (a type of conservation subdivision)
- Local serving businesses near Rocky River Road and Hickory Ridge
- Not fair to expect owners to pay property taxes on land just to provide a view or open space for other!
- Option to tie into sewer and water
- Keep woods and farms What Farms?

Subarea Concepts

- Morehead West (Subarea 1) - NC Hwy 49 as is CAN NOT sustain this amount of growth
- What about a park next to the school – north side?

Parks and Open Space

- Love this greenway (reference to Fuda Creek Greenway)
- Conservation design 50/50

Conventional vs. Conservation Design (Subdivision)

- It's fine to have the conservation design if we maximize green space, but there also needs to be places w/ 1/2-acre lots for those of us who want space
 - I agree with conservation design comment
- Conservation Design – incorporate a native plant minimum standard with a maximum gross percentage

Transportation

- Some parking along the trail somewhere would be useful for parent with small kids and elderly people

- Concerned about placement of new HR cut through - can you look into using property lines? (Alexander property?)
- Move road [off of Alexander property(?)]
- Public transportation from Harrisburg to Lynx station would be great
- Hickory Ridge road realignment - Love it!
- Raging Ridge Rd Extension - Like it!
- Maintain as a “major thoroughfare” (arrow points to dashed road across Fuda Creek at county line)

In my opinion...

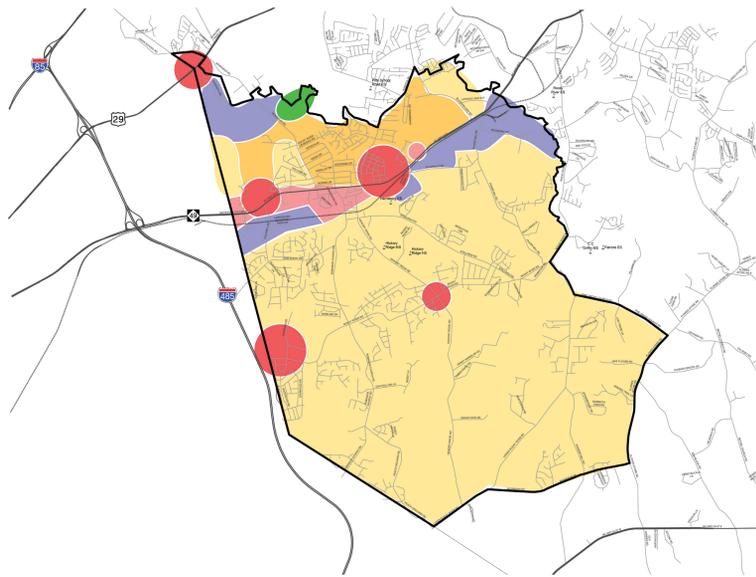
- Harrisburg is a great place to live
- No subsidized housing in the town center or concentrated in any one area
- No to storm water dumped through middle of the lot!

DEVELOPMENT SCENARIOS



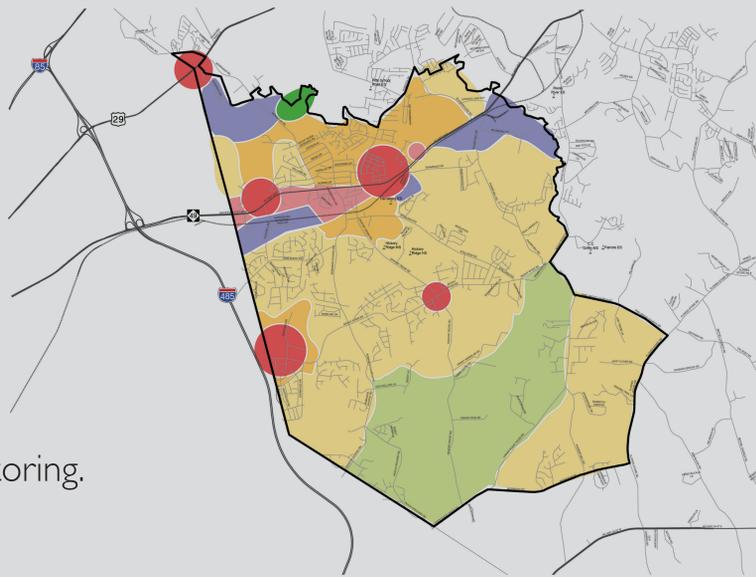
SCENARIO 1 – RESIDENTIAL ENCLAVE

- + Surrounded by, but separate from, surrounding urbanization.
- + A great place to raise a family.
- + One big neighborhood.
- + Single-family homes are the most common feature.



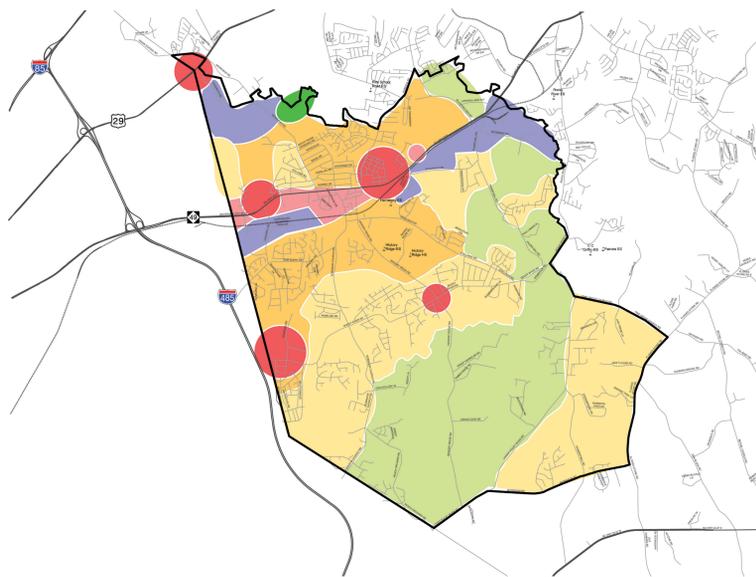
SCENARIO 2 – MULTIGENERATIONAL HAVEN

- + A 'safe harbor' in the metro area.
- + Healthy living for all ages... age in place.
 - Housing to fit age and lifestyle.
 - Recreation for all stages of life.
 - Mobility regardless of ability.
- + Education: K-12, and life-long learning and mentoring.
- + Sense of togetherness, community focus.



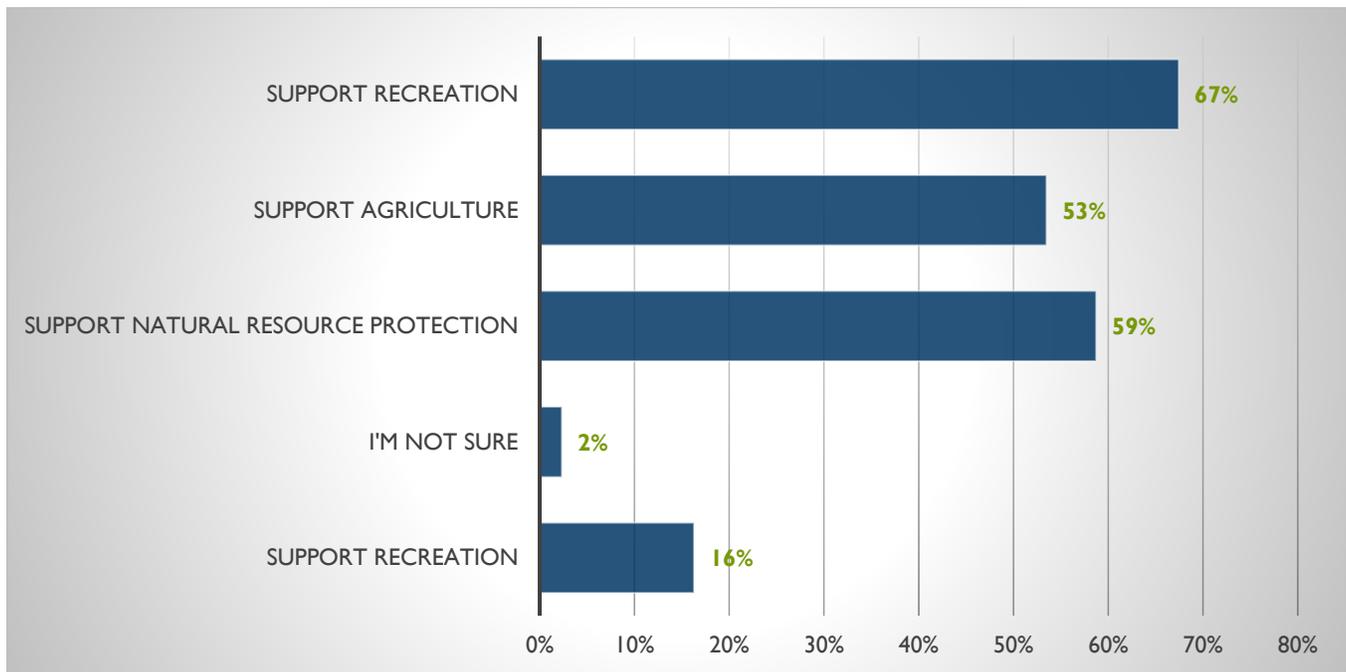
SCENARIO 3 – DESTINATION IN THE REGION

- + An integral part of the region.
- + Connected, yet detached from city life.
- + Welcoming to residents and visitors alike.
- + Crossroads. Area is connected to the region by greenway trails, transit, high speed rail, and complete streets.
- + With most development around town center, there is ample green space left intact.



Survey Results

Q1: Open space should be maintained to:

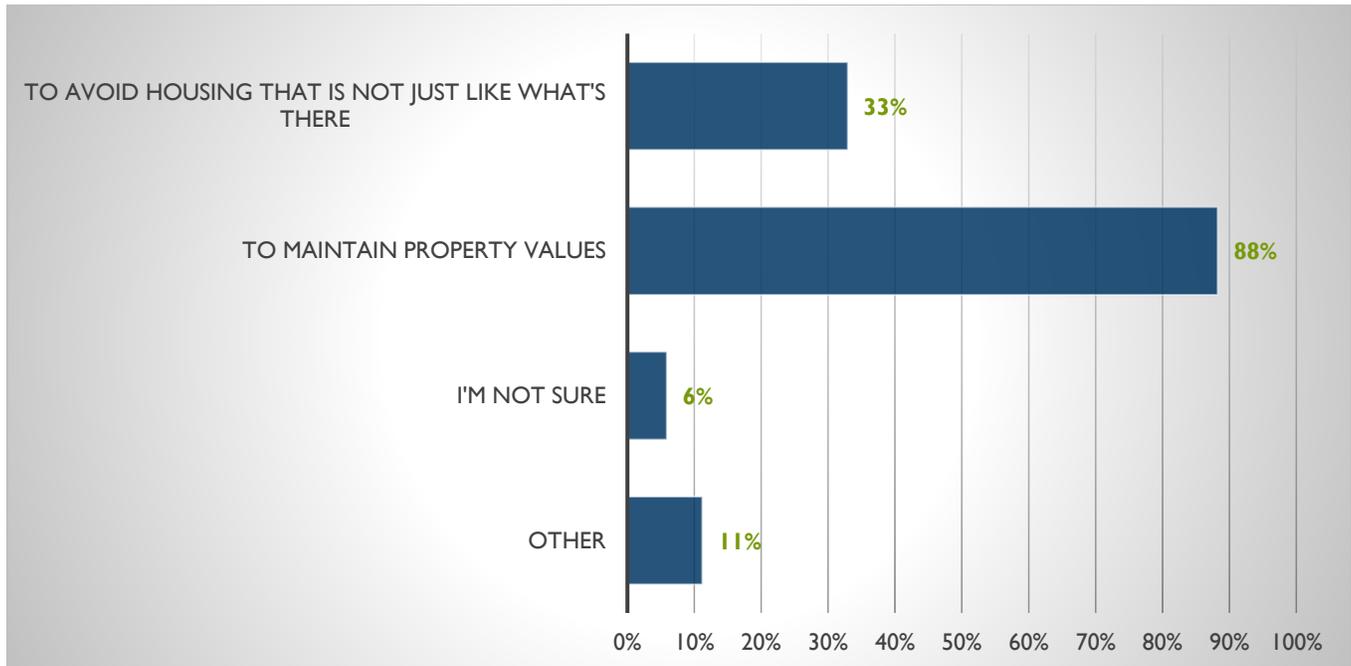


The individual responses inserted into the “other” box are as follows:

- I support the Greenway along Reedy Creek.
- Give landowners the ability to take advantage of market opportunities. The public does not own the individuals land.
- "Destination" parks like Harrisburg Park and others are great resources, but greenways and other active parks are even better, especially when they reach other destinations. The proposed greenway along Reedy Creek is really exciting, with access to the new elementary school and park, and hopefully connecting to additional greenway in Mecklenburg County.
- Public open spaces add to the enjoyment of a home
- Depends on location and lot size.
- Open space should not take property owner's rights. It is not the land owner's responsibility to provide recreation areas and natural resource protection UNLESS property owner is paid market value/price for land. Harrisburg is no longer an agricultural community. This is a false belief.
- Walking, enjoying nature, giving nature a home since we keep building and taking down all the trees
- Create retail shopping with real stores like bed bath and beyond, target, TJ max. Why not add stores that will sell things we need. The secular shops are nice but not practical
- reduce population growth in the city
- What does it matter. I live on the other side of the railroad tracks. Build a movie theater in Town Center

- Natural areas should be kept
- Please no more development. Stop these people from selling their land. Take the land away if they want to sell to developers.
- This is a poorly thought out question/set of answers. All land should be done with as the owner desires in accordance with appropriate zoning standards.
- I think open space should be maintained to support all three of these.
- Other commercial business and big box restaurants
- Support a new, bigger library. If we don't arrive to a program early enough there are already too many people in the meeting room and we aren't allowed to get in. This happens all the time.
- Stabilize the speed of growth.
- Provide a habitat for wildlife
- Greenways, parks, healthy living that attracts a broad range of population demographics
- We are overburdened by construction already.
- Leave undeveloped!!!
- agriculture can be important as well but necessarily migrated outwards
- At this point, should not be used for housing developments
- Maintain neighborhood aesthetics
- All aspects should be considered in relationship to the property's requested use.
- We do not need to fill all available space that is just nuts.
- greenways
- prevent urban sprawl

Q2: What is the purpose(s) of maintaining existing neighborhoods?

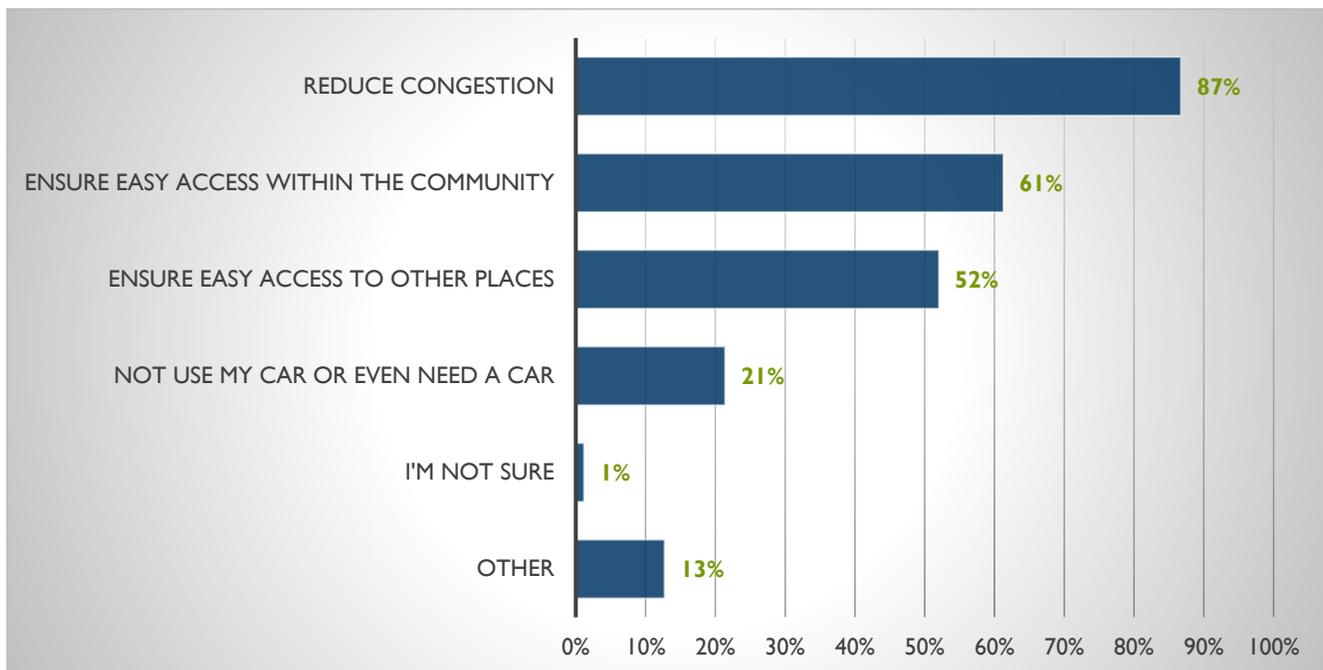


The individual responses inserted into the “other” box are as follows:

- Existing neighborhoods need support and services. They are not to be supported at the expense of other development or simply "to allow neighborhoods to exist as stand alone areas." The current neighborhoods do not have right to dictate how other properties are developed or used.
- To prevent existing developments from turning into rentals, causing flight of residents to other areas.
- What is the first choice trying to say? It's not grammatically correct to any language I know.
- Avoid increases in traffic in neighborhoods
- This box is automatically getting checked.
- Stop these subdivisions!!! We want GOOD RESTAURANTS. Do what the people of the forum want!!!
- Keep them appealing and not run down, especially trash on roads.
- This is another poorly worded question. What does the “purpose of maintaining existing neighborhoods” mean? Do you mean as it relates to the homeowner, the HOA, or the Town’s infrastructure obligations.
- Reduce resource consumption
- Housing consistency should be maintained in current finished/unfinished communities with a broader range of housing options (mixed use, townhome, upscale zero-lot) proposed for new construction.
- Question too vague
- community, preserve history, distinguish between other towns, diversity

- to keep schools desirable. if neighborhoods stop being desirable, they'll be full of undesirable people, who then will have their kids in our schools and we don't want that.
- Maintaining value maintains home ownership, which promotes care and responsibility. As soon as rentals start coming in, neighborhoods decline.
- Assist with maintaining neighborhood diversity in both ethnic and social standings. Existing neighborhoods provide a sense permanence and stability. Most existing neighborhoods are not cookie cutter with attempts at architectural diversity.
- To support residential life in Harrisburg
- Keeping up the infrastructure
- to limit growth and development
- character

Q3: The primary purpose of improving circulation and supplying transportation options should be to:

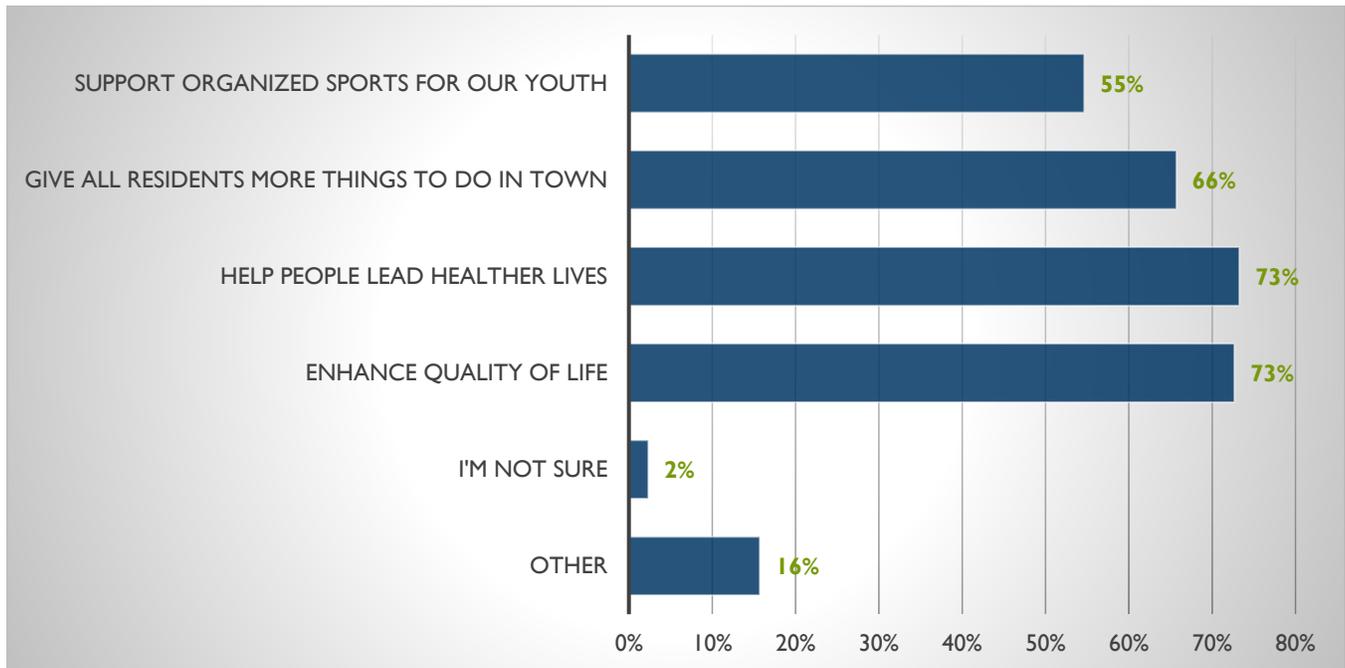


The individual responses inserted into the “other” box are as follows:

- I am not a proponent of a train or a train station. It would increase the congestion we already have in Harrisburg. We would have more commuters coming in from other areas solely to ride the train and or bus.
- This is an obsolete question for Harrisburg area. The railroad and town leaders have destroyed Harrisburg traffic patterns, and created grid-lock, congestion, and dangerous road conditions. You are taking your life into your hands when you try to cross Hwy 49!
- To improve the environment, to ensure access for disabled and otherwise home-bound residents, to provide low-cost transportation for those without personal vehicles.
- Ummmm, you improve circulation in your body. Is this about improving the flow of traffic in town? That's the option I'm going to assume you're asking about.
- First you will need to widen the primitive roads we drive on before adding larger vehicles we must avoid.
- TRAFFIC is Horrible. Stop all this development and bring some QUALITY STUFF to this town.
- Look at road usage, especially Roberta Rd.
- Reduce auto accidents. Round-about intersections and optimally designed traditional intersections aid in reducing accidents.
- Assist those who do not have a car or can not drive; i.e. elderly and disabled.
- Be more environmentally friendly and promote access to places for all socioeconomic brackets.

- Reduce the environmental impact of cars/commuting
- Circulation was destroyed by the elimination of the grade crossing a Robinson Church Road. Veterans bridge is an impediment.
- Would love to have sidewalks from Blume to town center. Walkability is something I value tremendously.
- To ensure everyone has transportation options. (Elderly, disabled, poor...)
- You need more walkability, more sidewalks. Connect Stallings to Hickory Ridge down to the high school and the whole neighborhood of Bridgepoint could use it. Right now, only the other side of the highway has sidewalk access around town. Also take the sidewalks all the way down to Middleton on Hickory Ridge, there's 3 more neighborhoods with walkability. We do not need public transportation
- Don't want
- No train depot
- I am not an advocate of public transportation, but any and all planning should make a concerted effort address ease as well as accessibility to all required essential services. This must include auto parking for the service supply point.
- That is funny ... by adding more roads we are adding to our own congestion problems. The creation of cars started the congestion issues.
- increase sidewalks to promote health and connectivity between communities
- we need sidewalks
- limit development

Q4: Recreational opportunities should be expanded to:

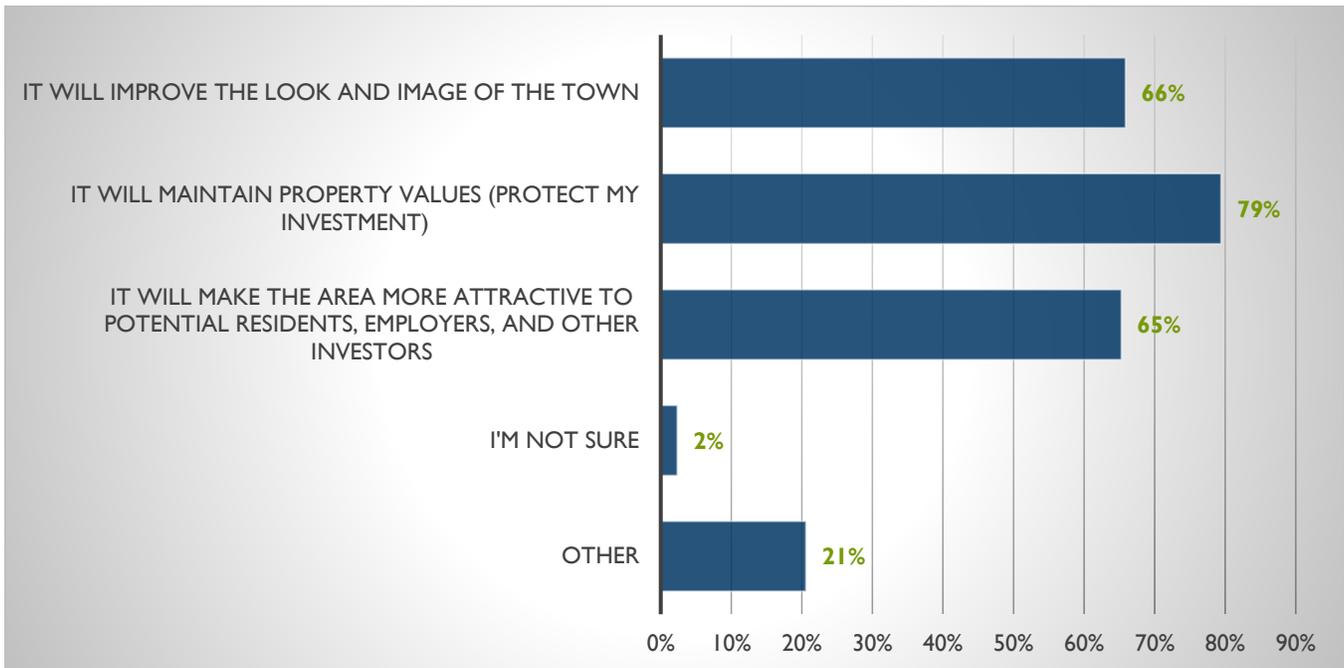


The individual responses inserted into the “other” box are as follows:

- I do not think they need to be expanded.
- I'm a huge proponent of organized youth sports (and have coached more than a dozen teams over the years), but so much of our park spaces are devoted to those organized activities. Additional trails at Harrisburg Park, additional greenways, etc. would bring needed balance to our facilities.
- All of these are important to quality of life and community awareness. However, these things cannot overrule land owners rights. Property owners must be compensated at market price/value for land to be used for these recreational venues.
- Create more social structures, to encourage residents to spend more time outdoors, to improve interaction among ourselves.
- Need to upgrade playgrounds and add another play area in Harrisburg Park. We have a large community of young residents.
- Please greenways!!
- Cut back on youth sports for those not in Cabarrus County so more space for our youth available
- WE NEED A DOG PARK!! Take some land and build one for all the dogs. I don't care about cats.
- Make outdoor play areas available for all ages
- This is yet another poorly worded question. All of these things are already offered as recreational opportunities, so by asking about expansion you should list things not currently offered.
- Promote educational activities in various areas.
- Don't need more at this time

- I feel our parks and rec opportunities are sufficient at this time.
- This needs to be a priority in the community! 'Harrisburg Home for Healthy Living.' Will motivate persons of all ages to want to choose to live in Harrisburg. Parks, sidewalks, connected communities, sports, greenways, etc. We have the space and geographical resources to do so. The barrier is the 'old-time' Harrisburg resident way of thinking. We need to evolve in a way that keeps true to the healthy, happy, lifestyle that can be Harrisburg. We need CHANGE!
- No improvement necessary. Homes in the South have yards. Frank Lisk Park and other current parks as well as schools are adequate as they are.
- Senior Citizens
- None, have enough
- PS Keep youth sports affordable
- Too much emphasis on youth. Senior citizens/older active adults are forgotten segment of the population yet comprise one-third of it! Town offers art classes -- for kids and teens! Limited exercise classes. Not everyone wants to go to or is ready for the "senior center" in Concord! We are taxpayers here too!
- Allocate funding for the greenway plan
- encourage community involvement
- Recreational opportunities should seek to bring diverse communities together. This means having enjoyable activities of different types, not just a couple of money grabbing sports.
- But not to increase taxes to do it. You failed on the bonds and the way it was presented. Pay as you go with these things
- Planning should consider recreational sites for organized activities as well as simple open space.
- Should provide various outlets for all whether it be organized sports or age specific parks or trails etc.
- There are enough recreational opportunities girl scouts, boy scouts, school events school team sports
- More opportunities for senior citizens

Q5: Promoting high-quality development in the town is important because:



The individual responses inserted into the “other” box are as follows:

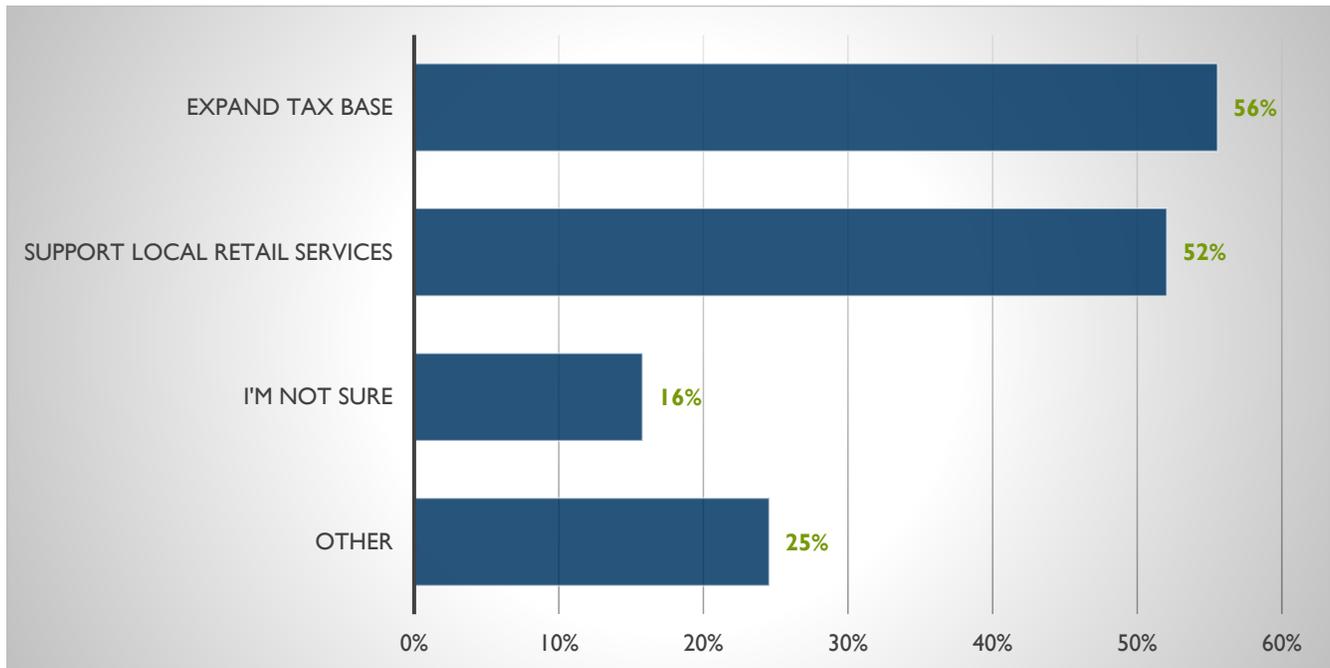
- I personally feel that we should complete the existing development but then take some time to let our roads and schools catch up to it. We are growing far faster than our infrastructure can accommodate.
- Our town looks unkept & industrial. We need uniformity and beautification.
- High quality development cannot be confused with only allowing high-end housing developments. There is a need for affordable housing in Harrisburg. Teachers, fire fighters, EMS, law enforcement, retail workers, small business owners, commercial workers all deserve the right to live within close proximity of work. There are many decent, law abiding citizens who cannot afford \$400,000 + homes!
- High quality development will remove risk of disaster (e.g., weather-related disaster)
- Keep undesirable people from living here, help keep crime low as we are not attracting criminal elements
- We don't need more development
- No more developments.
- I would love to see developing slow down and to still maintain some type of small town feel. That is why i choose to move to Harrisburg over any other place
- Personally I believe we are allowing way too much growth in a very short period of time. This is proven out daily by the growing congestion and out of control increase in both housing and unnecessary businesses. Four grocery stores within walking distance of each other and another less than 2 miles away. A small town with inexperienced politicians and employees not managing growth properly is a recipe for disaster, just look around you.
- No more development

- NO ONE knows what quality is around this place. If you want to know what to do ask the forum people they're the only ones who CARE about the burg.
- Make things match so things look better planned.
- It will help keep out the riff raff who can't afford to live here.
- Literally stop developing, you don't know what you're doing.
- I believe we should not develop any more in this town.
- Need decent restaurants and places to buy clothing and home improvement items
- It does not help overcrowding and massive congestion
- Development is at the center of thriving towns and communities. We need development to attract businesses and residents alike. Scrap the rundown mobile home and businesses that plague our town and instill standards that enhance and preserve our community. A storage facility in our new retail shopping complex... REALLY?!? Don't tell us there was no control. If someone wanted to place a strip club there, I'm certain planning/zoning would have had something to say and it would not have been approved.
- I don't want to encourage future growth. Current growth has exceeded what was reasonable. I have enjoyed Harrisburg, but the more you make it like Concord/Charlotte, the more I will entertain moving. Our family has been NC residents going back 250+ years. If I wanted growth I would have lived in Charlotte. If people want more amenities, they are welcome to move to an area that better suites their lifestyle. Only an idiot would move to a small town and then complain that their new area doesn't have the amenities they require/desire.
- Want to ensure we optimize our town for our residents. Okay for responsible growth but when the town has the infrastructure to support this without infringing on the small-town charm.
- Just leave it alone! Don't need more people, you would think more people would equal less taxes, but, instead you'll raise taxes b/c you'll need more facilities!
- It will make area more attractive to higher quality people
- No section 8.
- Stop building
- What is high quality?
- Please encourage a wider variety of options (hopefully some incentives to help locally owned business)
- The image of this town is one of snobs and with our current mayor, who does not interact with the people of Harrisburg, the image will not improve
- Given our surrounding areas I doubt we need to be more attractive --- perhaps more selective in development type and support infrastructure.
- For example, whoever on the Town Council or in the Mayor's office approved a storage locker facility next to the Publix grocery store development (Hwy 49) is either a fool or had a vested financial interest in the storage locker facility. I suggest we determine which is the case, because putting an ugly storage locker facility there was a HUGE development mistake. Equally stupid is the development of Harrisburg town center. Why haven't we created architectural requirements, signage requirements, store-front requirements for the entire project? Signage on stores look terrible. The commercial buildings all look different. The residential and the

commercial are separated. Look at the development at Birkdale Village in Huntersville. That's EXACTLY what our town center could have looked like. Town Council needs to get more hands-on in creating development requirements for all these properties across Harrisburg. Without it, you'll have developers doing whatever they want, and you'll end up with a hodgepodge of styles.

- Reduces crime
- improve sense of community
- stop over developing
- no more developments are needed
- provide more options for resident

Q6: Encouraging a mixture of land uses and housing opportunities helps the town to:



The individual responses inserted into the “other” box are as follows:

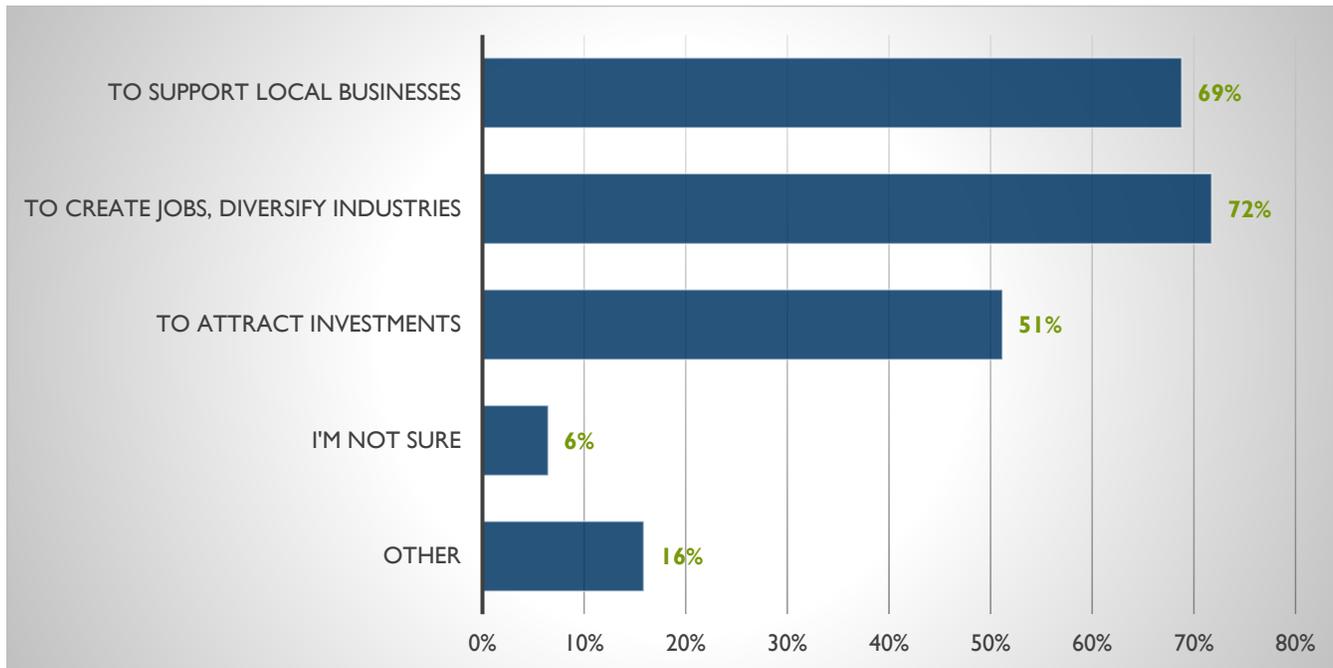
- I'm not a fan of mixed use housing opportunities. While it may support retail, it will decrease existing homes worth.
- It will depend on what the UN residential use is.
- Attract all folks no matter income
- This includes affordable housing and allowing more housing development. Upscale stores, restaurants are not coming to Harrisburg unless there is some diversity and increase in roof tops!
- Allows people to shop closer to where they live, reduces food deserts.
- Need to be careful on high density homes making sure to not use vinyl siding. We need to maintain the quality of Harrisburg.
- We don't need to use up any more land, schools are crowded enough
- Bring a variety of people and businesses to the area, keeping away from chain type businesses
- No more developments
- Encouraging a mixture of land uses such as parks, open farm land, and just plain uninhibited nature is what made this quaint town a great place to live. If business and housing are allowed to go on as is this will no longer be that quaint town. Actually, it may be beyond saving already. You should look at Davidson as an example not Charlotte.
- Apartments and condos i am good with. But low-income housing will drop the value of homes in Harrisburg
- Become over populated

- Come on you people!! Laura and Ron are the only ones who know what to do around here. Let them run this stuff.
- ???
- No more grocery stores or gas stations unless on Rocky River road side. No low-income housing
- Diversify the tax base.
- You won't be small town with all these developments popping up.
- No more housing developments! We can't support what we have
- It really depends on the type of housing opportunities. We're seeing a TON of rentals popping up, and neighborhoods are being bought out by big companies who are also turning the houses into rentals. I worry about both causing our property value to drop.
- Be more sustainable and meet the needs of multiple groups
- Ensure social and economic diversity
- Need more affordable housing in Town!!
- BUT...emphasis and consideration must be made to existing land/home owners, not just "roof tops" for tax purposes.
- Without a network of walkable shops we limit our appeal to others outside of the community. Think beyond the traditional Harrisburg roots and consider what we can be in the future. We should not be some obscure farm village outside of Charlotte, yet rather a first choice for individuals and families who want a healthy, suburban-trendy lifestyle. Enough with the banks, auto parts stores, trashy storage facilities and other rundown industrial businesses. Think a bit small-town up scale.
- Diversity is beautiful, but again town needs to be careful who we are attracting to ensure safety first and foremost.
- There are enough housing developments. Too many
- Don't want any more, quit trying to turn us into little Charlotte!
- Nothing. we don't need that.
- but not with section 8 housing.
- Stop building
- No more housing needed.
- I don't encourage it. It may increase tax base, yet if the endless construction going on didn't happen, we wouldn't have needed to increase the tax base to pay for more first responders.
- While some mix may be good, we need opportunities that bring those who are here up. The wrong mix can bring everyone down. Putting low income housing or apartments near a nice established neighborhood will only cause good people to move away, and therefore declining value.
- Significant buffers, boundaries between commercial and residential are very very important to maintain value and quality of life for residents and the town
- Get it right! This town does not need any more housing developments. Look what happened with the Holcomb development. Those developers sold the town a bunch of magic beans. Promised the high school a bunch of stuff and none of it will come to fruition. The counsel that voted that in looks like fools! Now, more developers will

do the same. Promise a lot then sell to someone else that doesn't have to keep their word.

- Give residents of varied income the ability to have affordable housing.
- Increases crime
- Support a better mix of residents and businesses
- leave green areas-nature
- there is enough development no more
- Affordable housing
- improve quality of life for residents

Q7: What is the purpose(s) of fostering economic development?



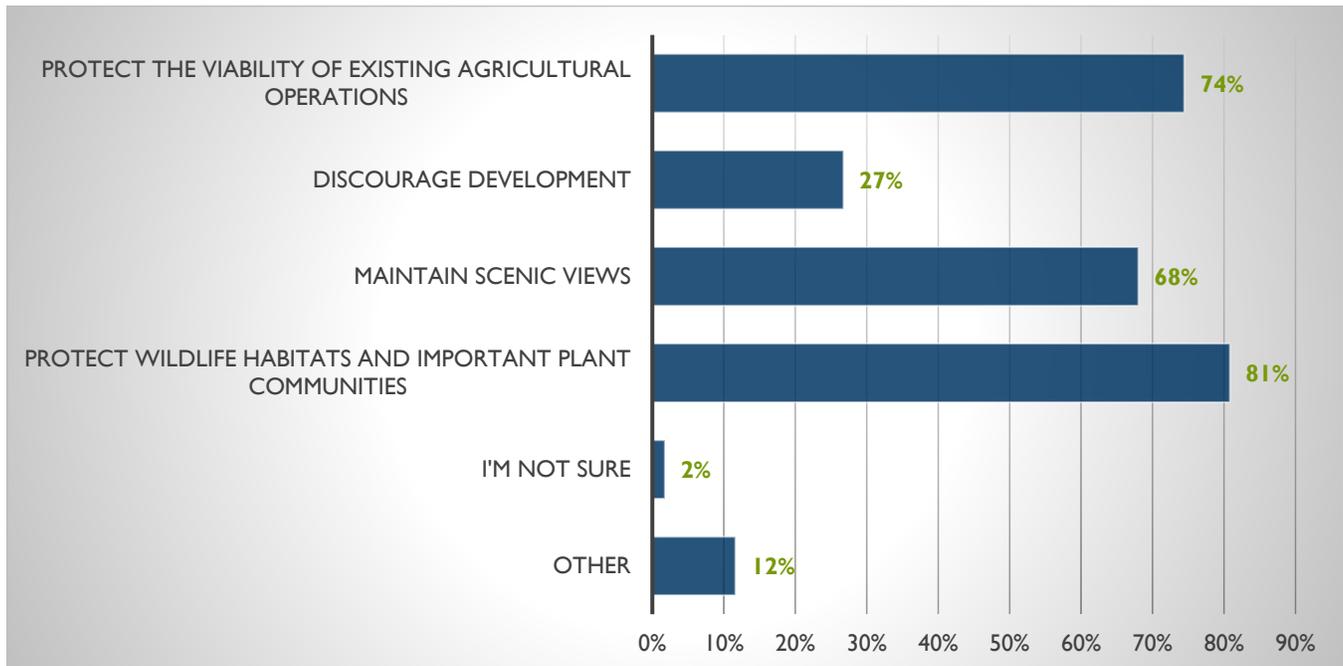
The individual responses inserted into the “other” box are as follows:

- I support economic development but here again, Harrisburg is growing far faster than the infrastructure allows!!
- Economic development must be addressed by town council.
- To prevent economic deserts (where people do not have job opportunities nearby).
- We don't need more development.
- I prefer a bedroom community where we can get away from the crazy 'economic' development and feel at peace without the sound of traffic drowning out the sound of birds and nature.
- N/A
- Stop building this junk!!!! No more fast food auto parts salons banks grocery stores pawn shops. Make ron mayor.
- ???
- To grow the economy. This is done not by government regulations and handouts, but rather by less government involvement and allowing property owners the freedom to use their property how they want (within appropriate zoning classifications).
- Make it convenient to buy clothing and home improvement items along with decent places to eat that are NOT fast food
- Gain resources to help those in need
- Again, this depends on what kind of economic development is brought in. Traffic is getting more congested lately, and if if more rentals and more businesses are brought in, it sounds like living here might become a headache.
- You need to stimulate the local economy by attracting outside businesses. This won't happen unless you make this an appeal destination. Disheveled streets, unkept

common areas, and limited choices for businesses (a decent professional office building or office park?) truly limits our appeal to outsiders. Great if you need storage or run a packing plant. Argh!

- Depends on for who's purpose the economic development is supporting. Most development only supports the developers who don't live in the areas they are destroying in the name of "progress."
- To make this a sustainable and practical and thriving place to live for residents.
- Taxes
- Don't want! Why do we need 6 grocery stores & 6 auto parts stores within 1 mile of each other???
- This is a bedroom community. We don't need economic development here.
- No mining.
- Stop building
- Certainly doesn't support local businesses - mostly tries to kill long-time, local businesses. Creating jobs is amusing since a good percentage of their employees probably don't live in the 'burg.
- maintain a strong tax base but through well managed growth that maintains identity and appeal for the town
- Local businesses have the responsibility to respond to economic change or fail. Re. hardware at town center unable to compete.
- Economic development is a fancy term for a town that basically turning Hwy 49 into a 10-mile strip mall. Let's be honest folks. Unless we put more controls over the developers buying up the land abutting Hwy 49, our economic development will be every big box retailer, grocery store and bank. That's all
- The town must have managed and structured development that can related to all age groups. Right now, I feel that the town is drawing an invisible line, separated by the railroad tracks. People relate to Harrisburg by which side of the tracks you live on.
- i support tree farms
- create opportunities for residents

Q8: Supporting existing agriculture helps to:

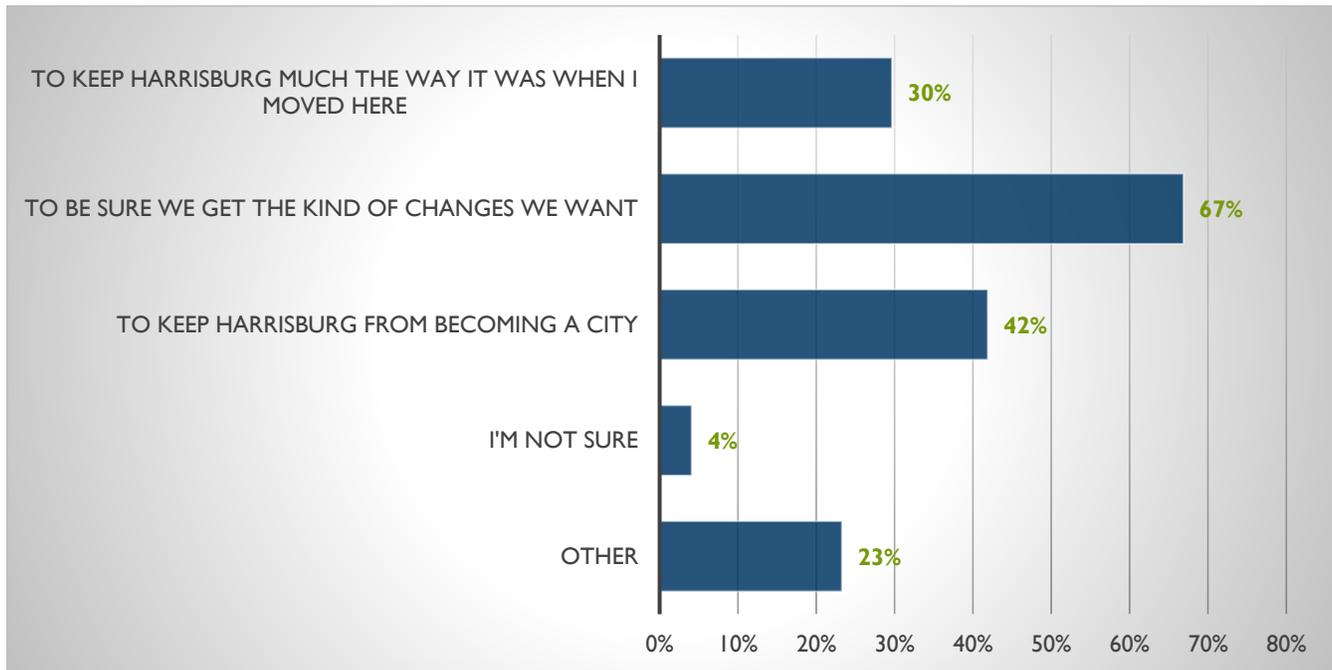


The individual responses inserted into the “other” box are as follows:

- The desires of the community should not come at the expense of the landowner's property rights. If the desire is to preserve farmland, the development rights should be purchased at market value.
- Harrisburg is no longer an agricultural community. There are a very few small pockets where cattle are located. There are no large crop areas; no corn, cotton wheat, barley, soybeans, truck farms, etc. You will see large areas where hay is being cut, and you will see hay being cut in front yards, side yards, any nook or cranny. This hay is cut to keep land in the Agricultural Deferment Program to lower property taxes. Look around and see the overgrown fences, falling down fences, run-down pastures. The folks who did agriculture have aged out or died out! Be realistic,
- Reduce sprawl and unnecessary building
- N/A
- 2
- **DONT LET ANYONE SELL MORE LAND!!!!** Take it from them if you have to and make a public vegetable garden so we can eat **HEALTHY** Food
- Keep our local country feel.
- Provide locally sourced food to residents which is a healthier way to eat.
- Maintain locally sourced food options and awareness of health and nutrition factors.
- Save the trees! There is no place left for wildlife and the air quality is going down fast! Stop bulldozing the land. Require trees remain
- One thing I love about this area is the open spaces and wildlife. It would be a shame not to encourage protecting that.

- If you're talking about farming, it does not help wildlife; separate sanctuaries for wildlife must be added.
- Maintain greenspace for water, erosion, pollution control; quality of life for all in the community
- Maintain agriculture/wildlife in public spaces such as scenic greenways, parks, and designated farm areas. Farms should not be interspersed with residential and commercial development. Keep them on the outside of perimeter of the city. Otherwise their "loose" aesthetic guidelines open up for eyesores and long distances between communities.
- Unless we wish to become the countryside as seen from the New Jersey Turnpike we must protect what farm land we have remaining.
- Wildlife habitats will flourish along wetlands, streams, green space etc. Viable agriculture is limited to Agricultural deferment in which the property is being used for tax purposes.
- not interested in being known as a farm community
- provide landing strips for locally owned airplanes
- No agriculture
- preserving life style for existing farming residents

Q9: What is the purpose(s) of ensuring the scale of growth fits the small town character of Harrisburg?



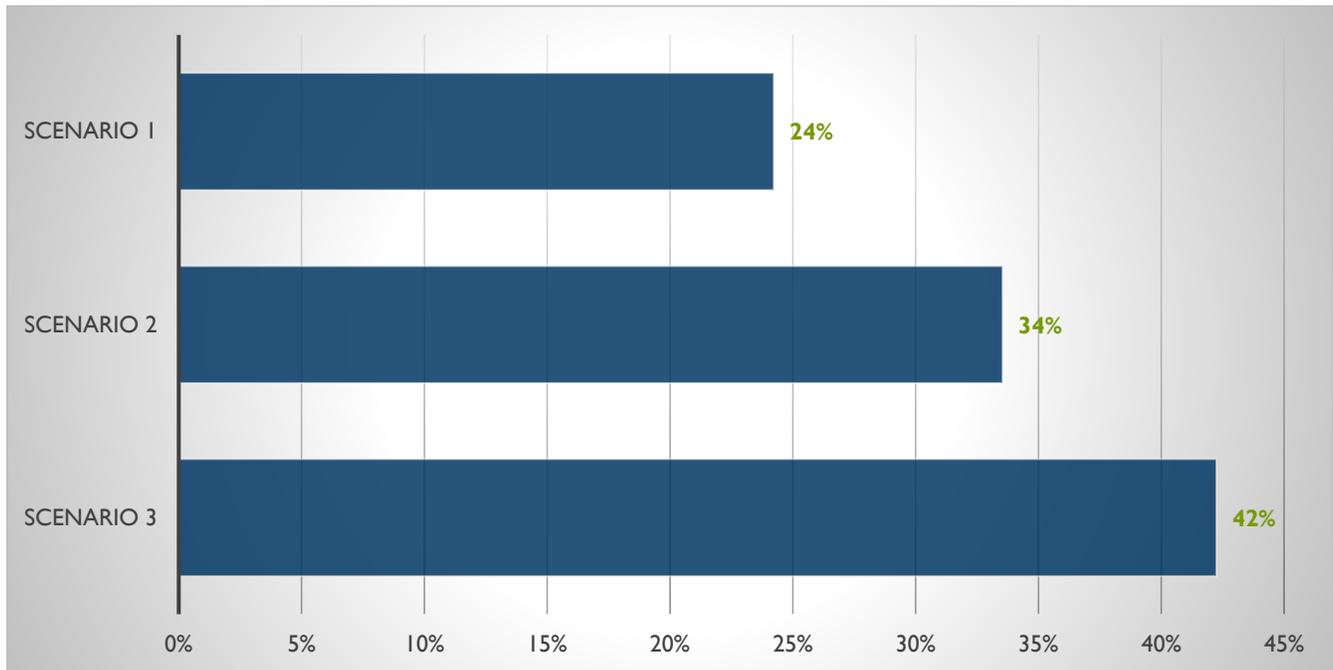
The individual responses inserted into the “other” box are as follows:

- Our infrastructure needs to be in place **BEFORE** any more growth is okayed.
- Harrisburg is a town in transition. The desirability of the town by those who want to move here has necessarily compromised its small town feel. It will be hard to control or establish scale and not jeopardize the need to bring in investment.
- Growth is coming, and anyone who's moved here in the last 15 years (as I did) knew that when we moved here. Growth is coming, and long-time residents who want Harrisburg to remain the way it was decades ago need to accept a level of change. If we don't plan for smart growth, instead growth will squeeze its way in in an unplanned way and we'll end up with the worst of all possible situations. Smart, controlled growth pointed toward the outcomes most of us agree on (good quality of life, recreational opportunities, avoiding too-high density, appropriate transportation infrastructure, etc.) is our best bet.
- Harrisburg does not have a small town character. People get the "small town feel" from their neighborhood, schools, churches. Social media tries to enhance small town feel, but it only allows people to "think they have a small town." I have lived in Harrisburg for over 70 years; it is not a small town!
- We need to be careful and not overpopulate our schools. This is one of the main reasons people are moving here for the high ratings. If we continue unsustainable growth and adding trailers to existing schools, overwhelming our teachers school ratings will fall and Harrisburg may lose some desirability.
- Managing growth helps our infrastructure, which is currently unable to keep up.

- All the empty store fronts are unattractive. I see no benefit to bright mire boutiques to the area when there aren't enough sales to support that. They can't afford the rent and ultimately end up closing. Take a look at areas like Ballantyne that have high land values and substantial retail development that allows residents to live work and shops near their homes
- Reduce traffic and keep schools less crowded
- Prevent overcrowding.
- The scale of growth is already out of small town character.
- PLEASE STOP this Insanity!!! Harrisburg is wayyyy toooo biggggg!!!
- Keep our small town atmosphere
- Growth is important to keep a community vibrant, but it needs to be done in an intelligent manner so that the infrastructure is able to handle the growth.
- Stop building McMansions!
- To allow for the inevitable growth while maintaining the friendly "small town/local community" feel.
- Growth is not a bad thing, as long as balance is maintained and infrastructure can keep up with the population.
- Slow down development that we are not able to handle. Save some land for farmers and wildlife
- The Town is not a "small town" any more. Once that becomes the baseline, the growth that IS coming can be managed much more effectively. Instead of turning away the progress, the Town should embrace the change(s) and figure out ways to incorporate them into the overall land plan so it makes sense. It boils down to common sense.
- Smart, controlled, intelligent, considerate, profitable growth...not missing all the details because of "tax revenue" myopia.
- I believe there needs to be individuals who offer different perspectives in town decision-making. I believe through growth and relocation, this town is evolving quicker then decision makers would like to believe. The perspective of what a "small town feel" could range greatly if Harrisburg is all you know.
- Small town Harrisburg has already been destroyed. I have called this area home for almost 50 years and it saddens me to see it the unnecessary growth that has already occurred. We were conveniently located in close proximity to shopping and retail. I do NOT need it across the street. If someone does need such things closer they should have picked a better suited location to move.
- Maintain small town charm but incorporate some convenience. We don't want to be congested like Matthews/Huntersville, but we do want to grow responsibly.
- To ensure the infrastructure keeps pace with development. Too often development is approved without enough considerations to what that's does to the roads and local schools. Infrastructure should be planned, underway or developed prior to developments being approved.
- To keep it appealing to families
- Harrisburg has been a "city" for 40 years according to the signs. The roads don't support the growth.

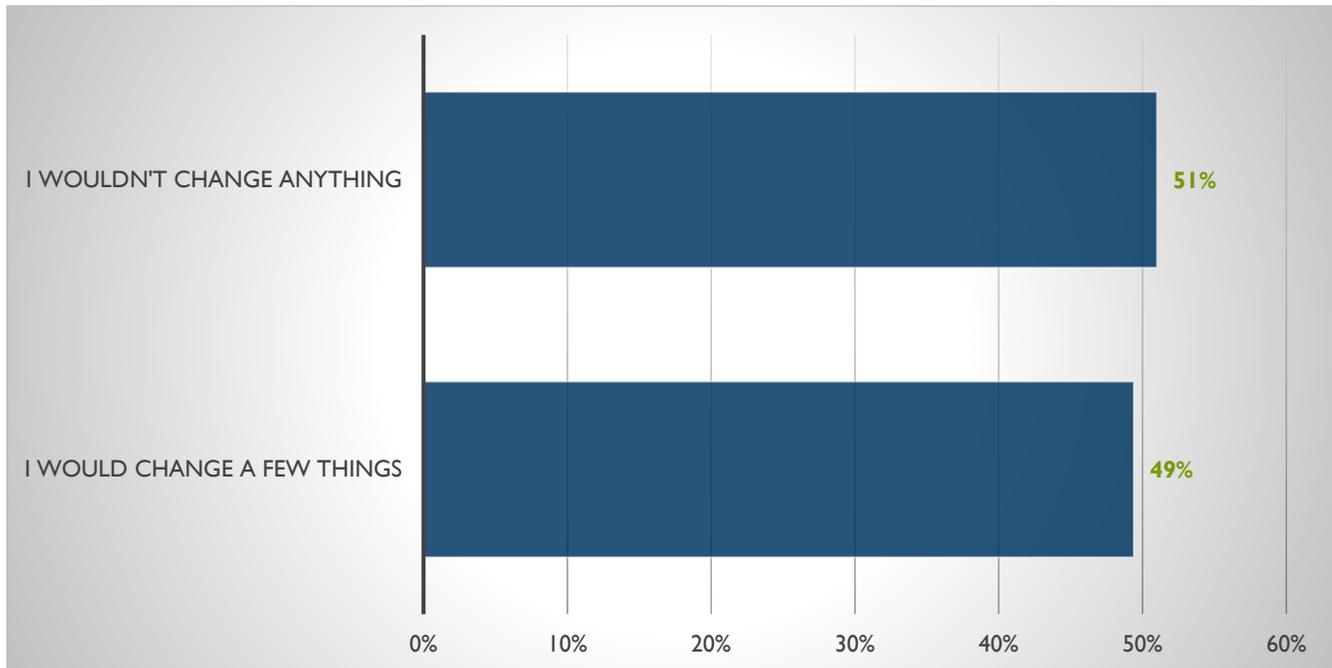
- It's too close to university area and Central Charlotte. More development will bring those undesirable elements here and we don't want that.
- slow the growth. The housing bubble will bust again. Don't leave us with vacant housing and section 8.
- 2
- I wouldn't be worried about the small town feel. If people want a small town feel, they should not live in a suburb of Charlotte. I would rather have more things to do.
- Driving along Highway 49, the small town character has already been killed.
- To keep Harrisburg from becoming ugly strip mall city. Don't want 49 to be a pit stop and a roadway to avoid at all costs
- Harrisburg cannot return to the town I adopted in 1977. BUT, we can insure a "hometown" atmosphere if we consider that important
- I grew up in Harrisburg in the fifties. If you keep it like it was then there would not even be a single stoplight. Harrisburg to me is not a small town compared to when I grew up here. However, others who move here from larger cities think of Harrisburg as a small town. Different viewpoints. Harrisburg is between Charlotte and Concord with Hwy 49 extending way beyond Harrisburg. Where is downtown Harrisburg.
- To allow the town to grown at a manageable pace as opposed to uncontrolled growth and unmanaged growth.
- Like every other town in America
- prohibit congestion
- Harrisburg is not a small town!
- reasonable growth
- i wish i didn't have to go to clt for anything
- maintain a healthy balance for the community

Q10: Given the three scenarios described, which is most in line with your vision of the future for the Harrisburg Area?



- Scenario 1 – 24%
- Scenario 2 – 34%
- Scenario 3 – 42%

Q11: Given your favorite scenario, what would you change about it to be more in line with your preferences?



- I wouldn't change anything – 51%
- I would change a few things – 49%

The individual responses inserted into the “I would change a few things” box are as follows:

- Your scenario descriptions do not match the maps color key.
- Larger lot sizes and fine building.
- Have a governmental body that actually LISTENS to what we, the people, want and not just go full throttle into development - with no thought as to infrastructure necessary to implement said development.
- I would like connecting the Greenways to be incorporated in this plan (as it is in scenario 3).
- The scenario should not be carved in stone. Those who bring the money to invest in the area are the people who will have the ability to make whatever scenario more feasible.
- More chain style restaurants and big box store like: Lowes, Home Depot, Texas Road House, Long Horn, Applebee's etc....
- Promote/encourage/help landowners of large tracts of land to keep them open by providing tax breaks and other incentives. Encourage more business growth and limit residential development. Most studies have concluded residential development takes more out of tax revenues than they contribute, where business and farms contribute more than they take.
- More opportunities for Senior citizens
- Expand open spaces

- looks ok
- Wake up! Harrisburg is not an agriculture community. Development must be considered in all areas. Address affordable housing. These 3 scenarios cause one to think that the best interest of land owners has not been considered. Where these decisions made BEFORE any meetings or input gathered from public?
- A reduction to approved housing starts. Give the school system a chance to catch up.
- I would add more recreational and agricultural areas.
- Keep some of the agriculture zoning.
- More low density, like scenario 3. Scenario 3 is my favorite use of land, but I have no desire to live in a "destination" town. I would move to Midland or Mt Pleasant if that's how we move forward.
- Movie theater and fine dining.
- to add a couple sit down family style restaurants near Town Center or Hwy 49.
- Create more dedicated greenways to connect people and neighborhoods without intersecting roads. Improve intersections to promote safety.
- No more developments
- Less development of houses and better infrastructure
- Make a better use of town center with more shops and restaurants.
- More green space and less retail
- We have enough parks. We might need a few trails but not more parks.
- Stop developing on every corner
- Less development, more naturalistic parks, more walking and biking trails, more green/open spaces conserved, more sidewalks
- focus on infrastructure to support the city/community
- Since scenario 1 can not exist as we already living in scenario 2. Keeping business in and around town center and slowing down the mass housing development to allow us to find a way to manage the extensive congestion we deal with every day would be preferred and logical. Increasing the number and size of parks, natural spaces (not soccer and baseball fields) which include greenway's for biking, hiking and walking.
- Light rail? Where would the station be?
- Not sure
- Let everyone in the area vote for what goes on in this area and you would see this mess stop. STOP THE GROWTH
- Less commercial development
- Fewer housing developments. Less loud radios from cars and speeders. Less road construction occurring at the same time. Look at road usage carefully, especially 49 and Roberta Rd.
- More low density housing (in my opinion low density is no more than 2 houses per acre.
- Add more commercial development
- The infrastructure needs first priority or we'll all be stuck in traffic.
- I would definitely improve access to town and widen the roads so they can accommodate pedestrians, bicycles, and golf-carts. With the aging population, it would

NOT be that hard to envision golf-carts getting people from housing development to shopping center to senior center (if Harrisburg had one) to the library.

- I believe scenarios 2 and 3 can be connected for optimum opportunities! We should have easy access and connectedness to the city through greenways and the lightrail, while also ensuring the community promotes education and diversity.
- I chose Scenario 3 but I would NOT support any sort of public transportation in Harrisburg. This will bring crime to the town and there will be never ending construction.
- More nature. Save trees. No new housing for s while. Get a real police force since crime has increased
- More low density.
- Look for opportunities to add private recreation areas
- Add connected sidewalks and greenway trails. There are just a few places that need additional sidewalks, to be able to allow residents to walk/run/bike from south of hwy 49 into town. Add additional "low density/agriculture" like from Scenario 3.
- more detail, more entertainment. more things to do.
- Multigenerational enclave that feels like one big neighborhood
- Trendy walk up locations for fresh health young families and millennials. Maintain high end development with emphasis on upscale small town living. Think Davidson!
- Attempt to keep the middle class feel.
- Indefinite moratorium on any future housing developments. No future commercial approvals until the town center area is completed. Then, only gradual approvals. The infrastructure cannot sustain the growth we have already experienced. We shouldn't allow growth that exceeds infrastructure. We should not have to build superhighways to accommodate excessive growth that only benefits the pockets of the developers (who don't live near their "amenities"). Harrisburg is (was) a small town. We liked the small town lifestyle. If you allow it to grow for the sake of special interest, it is no long a small town. As previously mentioned, people who want more amenities should have moved to places with those amenities in place. They should not move to a small town atmosphere and then complain that we don't have the amenities that they wished they had. Transplants moved to our area, we did not move to theirs.
- Make sure it maintains a sense of its own community and does not become an extension of Charlotte. I almost chose number 2, but the transportation options made me choose 3.
- Harrisburg should have some destinations (like Farmington) to attract people from neighboring areas. The reality is that we are on the edge of a large city and should properly plan to be part of the urban area in the future.
- Less crowded on the roads during rush hour
- Excellent K-12 public schools are essential to any plan for Harrisburg.
- I support multigenerational housing and better options to attract young talent, businesses and seniors to the area, but want to keep Harrisburg focused on what has made it great over the years - a small town feel with great schools.
- Slow down the growth. Don't need more neighborhoods taking away our trees and crowding our schools. We don't need any more banks, grocery stores and auto

supply stores. Or ugly storage unit buildings. That new one is an eyesore! Not to mention, its sign is bigger than the Publix sign!!

- Affordable housing for seniors and people with disabilities. Not more of the same high dollar buy in retirement housing.
- More healthy dining. Promote a more health conscious community through events and health/fitness activities.
- No multifamily housing without retail on ground floor
- Get rid of duplicate retailers, must keep small town environment
- Add more parks
- Roads and access to I-485
- Stop the expansion upgrade what we have instead of trying to squeeze every inch of space for new housing. Keep the standards high in all decisions, we are a destination, not a landing spot.
- Beautify Hwy 49
- Focus on school
- Improve public bus commutation to other neighboring cities
- More sidewalks, less development (at least if multi-family buildings and commercial; do SOMETHING with the town hall area;
- No light rail
- More rural space, more parks / recreation space
- Stop building along Highway 49. Maybe reclaim some areas to keep natural.
- No section 8 type housing. Keep it single family type housing,
- More low density south like scenario 3
- Not sure which scenario is which. But, highway 49 divides Harrisburg and is fast becoming an eyesore. Ideally, something like 29 to 601 could be a bypass, speed limits enforced, and a treed median would make 49 a more pleasant destination for residents and encouragements to use a bypass could reduce through traffic. Also, the bridge to Stallings is an nearly an expressway already, there is not enough options for traffic because of the lack of rail overpasses. Fast tracked development of linked greenways and fully connected sidewalks is desperately needed to link recreational activities.
- Conformity to rigid architectural standards. A developed and published standard
- I would have a council that actually listens to its residents as opposed to thinking they know what the residents wants. I would find a mayor who is not an ego maniac.
- more focus on bring small business in and focus on higher end smaller housing
- Add beautification ex median on 49 with grass and trees. Perception when you first drive in Harrisburg is industrial!
- We should add some destination type business/act
- more habitat
- stop over development
- Plan and build road ways for new developments, require green space in all developments
- the plan is good, execution is critical
- Expand the open green spaces

Q12: The draft land use concept represents a blending of the three scenarios. What would you change about the draft land use concept?

The individual responses inserted into the “I would change” box are as follows:

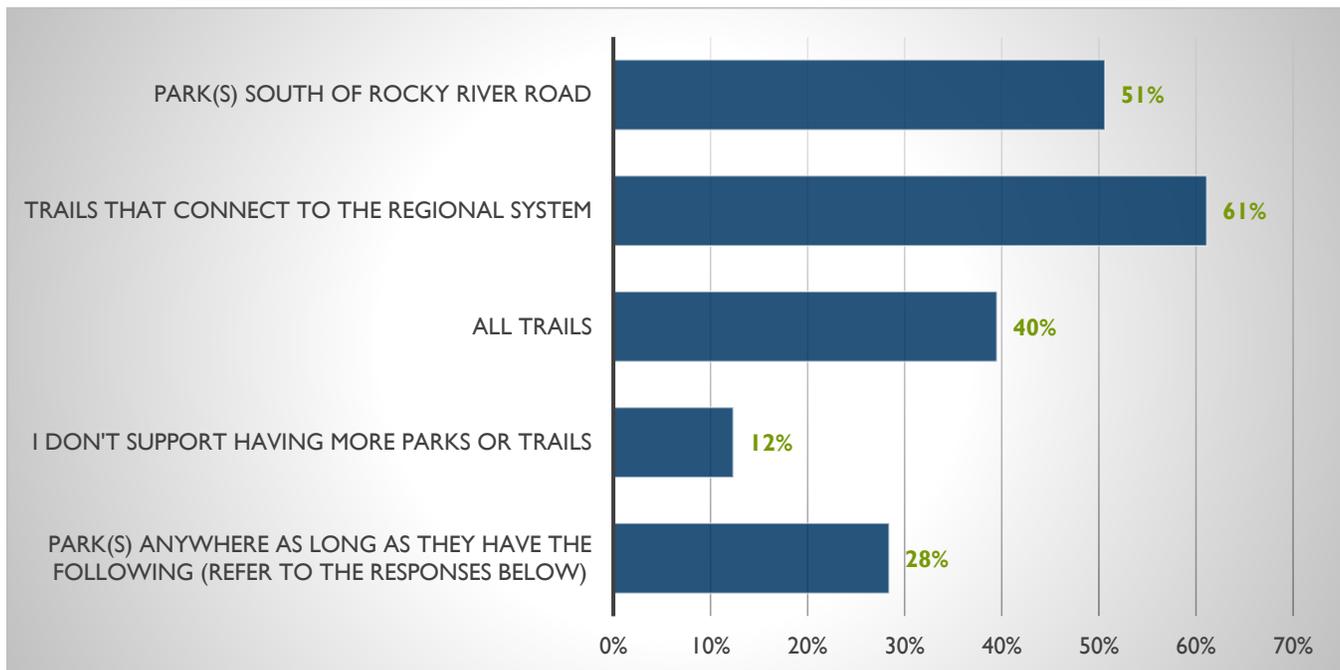
- No shopping center 1/2 mile from my house, no greenway crossing my property, no future road going through the center of my son's house or across my farm. Your land use plan is like cancer. It keeps spreading. 5 years ago very low density area is changing to low & medium density peppered with commercial. Ugh!
- No zero lot housing that is popular in the north. High density neighborhoods aren't kept up well and produce a drag in the economy.
- less high-density housing
- I would like to keep industrial to a minimum as we already have enough. It is off-putting as it is the first thing you see as you drive into Harrisburg.
- Insure that market opportunities are not ignored to implement an implausible utopian scenario.
- More mixed use
- Nothing
- Make Rocky River Road pedestrian/bicycle friendly with wide sidewalks on both sides to complement the two greenways to the north & south of it and to connect pedestrians to the Rocky River/485 mixed use development.
- Don't know
- For my area I approve of the draft land use concept
- looks ok
- It is ridiculous to identify such a large area of land as very low density residential. You are destroying land owners rights, and not being pro-active with growth. This plan is a law suit waiting to happen!
- Unsure
- Be careful not to allow any more storage facilities, huge Warehouse eggs
- There isn't enough info here, so I will reach out to get my questions answered.
- Better stores, Bring in higher paying office work
- Save some trees, stop so much development, there's no small town feel in this draft and that's what people came to Harrisburg for.
- I would find ways to connect greenway paths north-south. Additionally, the increased development at I485 Exit 36 will make it challenging to access south Harrisburg.
- When mixing businesses and residential, put residential above the 9-5 type businesses.
- NA
- More farms and better infrastructure
- I would not have public transportation coming into Harrisburg. It will bring in crime and lower our home values.
- More greenspace
- Nothing
- Slow down developing but love the idea of greenways close!
- Less medium and high density residential, less mixed use, remove school near Fuda creek, more open spaces, build walking trails now - not later

- insure infrastructure development in advance of commercial development
- I would like to see the town purchase as much land as possible around the proposed elementary school on Hickory Ridge rd to protect the existing rivers and streams and provide hands on learning and understanding the need of natural spaces around us.
- I like the very low density in the area i live in. Its the reason I moved here and not in ballantyne.
- Na
- Go with scenario I, no blending.
- Expand parks and greenways.
- We need more parks. More natural space.
- STOP THE GROWTH!!!!!!!!!!
- Xxx
- Nothing
- Answered in I I
- I live on Paul linker place and own the property to middle of Back Creek. I don't feel comfortable with Greenway behind my house
- I would reduce the density of some of the housing areas, but there's not much else. I'd question the need for so many parks. There are currently 3 parks in Harrisburg at the moment - I don't know why there are 3 additional ones proposed, especially after residents voted down the bond referendum.
- Better control of development
- Nothing
- More commercial property
- Eh.
- N/A
- At least one of the greenways ought to have a path into town (approximately parallel to Robinson Church Road).
- I would take away and not add any more residential area and add more agriculture space.
- Stop housing development
- Looks good. I think the quality of the restaurants and businesses are the most important
- Not sure if all the proposed greenways and additional parks are needed.
- It's actually ok
- I'm not sure - I just worry about the local schools becoming more crowded with all of the new rentals and housing.
- would remove the mixed use center at the Hickory Ridge/Rocky River Road intersection. No need for a mixed use area that deep in Harrisburg. Not a destination nor should it be. Residents have easy access to everything at Rocky River/485 or in the town.
- don't put a mixed use and mixed use center at Rocky River and Hickory Ridge. That would seem odd to have something in that spot that wasn't residential.
- na
- Nothing

- More parks
- More local small parks
- Higher densities should be considered along Hwy 49.
- Less industrial near town center
- Definitely need to incorporate greenways throughout the city to provide a niche. "Small town" simply will not cut it!
- Nothing
- Unknown
- Less development, fewer greenways. Leave existing green spaces. It is not necessary to have every creek lined with a "constructed" accessible greenway.
- Nothing
- Increase your mixed use nodes. You guys REALLY need a coffee shop with a drive-through.
- more access to public transportation (bus, rail, etc)
- nothing
- More parks
- Change location of some commercial areas.
- It would be nice to see more details about plans for future public schools.
- I like the concept - and like the idea of mixed use- in the context of retail and housing like a Birkdale village in Huntersville. Keep it mid to upscale to attract the best options in both business and housing.
- More parks
- Less high density residential
- Won't open
- I like it. No subsidized housing please and apartments ONLY in mixed use areas
- More park space, less medium density housing, more low density increase senior living so schools aren't overcrowded
- Maintain only very low density residential
- We don't need industrial or light industrial development whatsoever.
- Less high density living
- Very low residential.
- Less development. We have enough
- Reduce high-density residential
- I really like the draft as it stands
- Nothing
- Looks good
- Improve office building
- none
- Nothing
- More parks
- Commercial hasn't worked for Town Center so far. Convert undeveloped grass areas to park-like settings.
- Why continue to add high density and medium density housing. More people without the correct infrastructure is absolutely insane. Fix the infrastructure first, it's broken.

- nothing
- Keep all housing low to medium density
- It seems like they would be taking away a lot of the single individual homes and making everything very large family homes. I like being a single individual living in Harrisburg and I would hate to see it become a majority family living area
- nothing really, maybe make exit from 485 to tom query
- First, make it accurate. Stallings farms and Flowers farms have the same size lots but Flowers Farms is light density and Stallings Farms is medium density? Does that rating affect home values unfairly?
- n/a
- Continued education toward use expectations
- Mixed use and pull all of Harrisburg together. Eliminate the tracks and quit dividing Harrisburg.
- Na
- focus on housing, businesses and greenways
- more bike amenities
- Channel current storm water to reduce property drainage, respect current residents properties, do not cut through it
- Give landowners more flexibility
- Incremental deployment to re assess after permitted back log starts
- attract young adults, retail
- manage the pace of change for southeast Harrisburg
- n/a

Q13: The draft land use concept depicts a parks and recreation system. Please indicate which components are important to you. (Select all that apply)



The individual responses inserted into the “Park(s) anywhere as long as they have the following” box are as follows:

- That any land acquired will be at fair market value & not "by taking"... eminent domain.
- None of these truly fit what I would like to see. Looking at Charlotte, there us a lot if crime associated with parks and greenways. Our existing parks are fine. What we really need is a police department located within the town limits!!
- Splash pad or indoor play area. Option for play during cold weather and options for hot weather.
- Maximize the use of the space with multi-use fields, shelters, trails and fitness areas for seniors.
- Covered play areas
- Swings, playground equipment, shaded walking trails
- This draft land plan does not reflect the comments made at the public meetings. It represents an arbitrary plan against land owners. Harrisburg is not an agriculture community (see prior comments), and limiting the type of residential growth does not address affordable housing, future economic growth, recreational growth, or rights of land owners. Did you read any comments or how much did Harrisburg town council pay you for this plan?
- More playgrounds please, maybe a splash pad.
- As long as parks are NOT funded through bonds. I don't like the idea of a small amount of residents shouldering the burden for something many non-residents will use. I'd also love to see a adult-oriented park. It's hard to enjoy a walk in nature when screaming, out-of-control kids are in every park I try to use.

- Sidewalks on the roads so we can walk without being in the street.
- walking trails, picnic areas, playgrounds
- Trails along 49
- Naturalistic settings and not sporting fields
- Specifically on Hickory Ridge down to Lower Rocky River which is still rural.
- N/A
- TAKE all the land that is not developed and make it all parks. We need a dog park and some cows too.
- Lots of active activities for all ages, water play, equipment for adults.
- Splash pad
- It would be nice to have a Harrisburg park with baseball, soccer, lacrosse, fitness center, park activity center and maybe even a pool
- Safe, and a mix of activities for all ages and interests.
- I'm a big fan of parks in general, and love the idea of trails being included. An area for biking would also be nice.
- I think the town of Harrisburg needs a gym facility similar to the one that the Town of Huntersville just built on Verhoeff Road across from HFFA.
- None
- Ways for residents to interact
- A greenway that interconnects them. Think about foundational runs for awareness, town parades on the greenways, mommy and me walking socials, boot camps, biking clubs, senior walking groups, the list goes on and on. Healthy living businesses would migrate here, non-profit corporate offices, trendy bistros and brewery's, etc. The greenway needs to be a priority without an exorbitant spend on any one park in the city. Commit!
- Trails
- A safe place for all to participate in outdoor activities. I don't want to drive 20 minutes for 10 minutes of recreation. The park must look like it belongs in the environment.
- We are in close proximity and/or short drive to countless outdoor recreation areas. We do NOT need it in our town or on our budget. We should have had neighborhoods with larger lots (1+ acres) not more neighborhoods with cookie cutter small lots.
- Trails to connect to each other and to connect to town center and from rocky river rd.
- Safe, accessible trails, playgrounds, activities
- Bike and walking trails.
- exercise opportunities for adults
- Town center park that has facilities to support the various outdoor concerts/festivals in town
- Trails, playground
- Parks that maintain natural space, existing trees. Doesn't work to call it a park when trees are torn down to make amphitheaters, basketball courts, tennis courts that will probably sit idle most of the time.

- Less soccer and baseball fields and more treed trails, and more alternative sports options like volleyball well maintained volleyball nets!! Stop favoritism to soccer, no allowing clubs to dictate that the public cannot use fields because they help pay for maintenance. That is egregious.
- walk/run trails
- Splash pad
- expand natural areas
- we have enough
- safe rustic views
- easy access for all part of the region
- parks and trails are a great investment. get ahead of development, connect the trail system
- handicap access and play areas
- up keep

Q14: Provide any other comments or questions that you want to share:

The individual responses inserted into the “other comments or questions” box are as follows:

- Harrisburg is a congested mess. More houses will make it worse. Taxes never go down with development. More infrastructure is needed with every development. Trees are being clear cut, additional traffic is polluting the air & no trees to purify the air. Water is on restriction. Waterways are polluted. Schools are over capacity. Crime is on the rise. Traffic accidents occur more frequently straining emergency services. How can you justify more development?
- Again, I would ask that we complete the development that has been started and then allow for a time of reflection on exactly where we want to grow and how. We desperately need to let allow our roads and schools a period of time to catch up with the explosive growth!!
- I just want our voice heard (we do not technically live in the town of Harrisburg, but many of the decisions made directly affect us. We need a voice.
- No more storage units, Please!
- I wish more landowners were aware of what may be happening to their property. However, you cannot force someone to come to a meeting.
- Place for our children to work without going to uptown charlotte
- I approve
- I am concerned about the traffic and increase in traffic accidents with the new Publix opening. It is already really congested in that area and it hasn't even opened yet. Maybe if people were limited to where they could turn left that would help.
- No regard has been given to large land owners; land owners who have owned land for 60+ years, or even for generations. Harrisburg is not an agriculture community. Land owners cannot pay property taxes, sustain property just so others can have a nice view or open space. Please be aware and consider these land owners. This plan only considers people who have moved in to Harrisburg, and do not want any more people to move in! Times change! Growth will happen, There is a difference between controlling growth (no growth) and managing growth. The large very low density residential area stops growth
- Thank you for including this survey in your considerations!
- Take your time approving new developments to ensure we keep quality in Harrisburg. No more vinyl siding homes. You guys have been doing a good job so far we are happy to be part of the city.
- Not really sure why so much attention is being paid to this. The Town Council is pro-growth and will continue to be that way as long as the current mayor is there. Heck, we even have one council member who voted for a development because her Mom got a free home in the development. The council hasn't listened to us yet, why should we believe they're going to start now? We know they're going to just keep on approving the 300K+ eyesores.
- A chick fil a would be nice
- Please stop the overdevelopment, enough is enough
- Need to get bikes and people off roads that do not have bike paths and sidewalks. We should as a community prioritize transportation safety.

- Light rail would be an awesome addition to the town.
- No more developments and add greenways
- NA
- N/a
- None
- None
- The roads are too congested. Road expansion or completion needs to be completed before any other new projects are allowed. The town center should be expanded for business use not residential as this is considered the down town area of Harrisburg yet is neglected because the current owner charges high rent and can not get quality business to pay those prices.
- Build trails now
- x
- I believe it is in your hands to ensure that all residents have a say in our growth but understand once over run with development you can't go back. Financial times are good at the moment but you don't have to look too far back to see what happens when times are lean and stores close and housing is not maintained. You can't go back.....
- All we need is a Good mix of old town feel of Kannapolis(town center),peacefulness of the country side with open land space, modern amenities in town, with rail access to downtown and Raleigh.
- N/A
- Have more cultural events. Let us learn more about each other. We have become a diverse town. Let's celebrate diversity.
- So tired of this The burg is already ruined
- Develop the town center....Harrisburg is falling behind when compared to other towns around Charlotte.
- Slow down growth. We are becoming a hodgepodge of various things. No high end restaurants.
- When I use the links to the scenarios there is no way to continue the survey and I had to start over. So u didn't try the other links.
- None
- I think a big box store such as Target is needed. There are way too many grocery stores and Banks in this small community
- N/A
- I would like to be incorporated into Harrisburg. We have areas of incorporation all around us. We don't get to vote in Harrisburg elections and are clearly impacted by their decisions.
- Save our wildlife! Stop overcrowding of schools. We don't have enough decent teachers as it is. Stop with all the housing developments and bring in decent stores and restaurants.
- I think I already addressed my main concerns in the other comments. Worries about classrooms becoming too crowded, roads becoming too congested, etc.

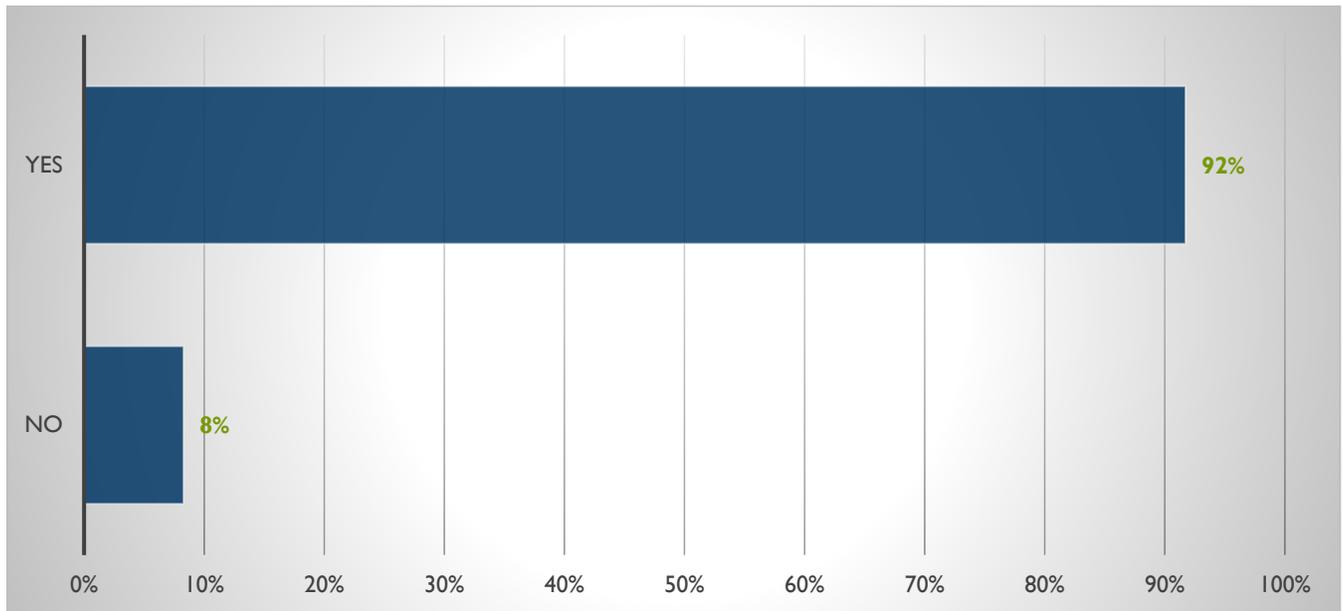
- Overall I like the direction of the plan. Concentrating higher density residential near mixed use areas like the town center and the 485 interchange makes sense. I would oppose high density residential in other areas as it is unnecessary and seems to be "squeezing more homes in" for the sake of more homes.
- I am not in favor of low income or multi-residential housing. I think that is not the intent of why people moved here, and we should continue to only allow single family residential homes. We need the sidewalk completed down Hickory Ridge, to allow people to get from Hickory Ridge/Rocky River intersection all the way to Veterans Bridge, safely. I see SO many people running and on bikes on Hickory Ridge, and it's unsafe. Should be a simple solution to allow residents to safely access town by adding a bit more sidewalk. Thanks.
- None
- N/a
- none
- Just hoping that the city decision makers will consider that their demographic is already changing and just because a few vocal farmers suggest that we need to stay the course, consider what your economics and trends are actually saying and keeping this way will limit what we can be.
- Could not view Item #10
- People in Harrisburg want to attract people and business who have similar values and morals to the area. I don't think they are scared of growth they just want the right kind of growth to occur.
- Stop the growth. Stand up to the DOT. Do NOT support the light rail OR high speed rails that nobody is going to ride anyway. OPEN the Robinson Church Road RR crossing and/or put a bridge over the tracks. Veterans bridge was placed in a very poor location for the historical flow of traffic through Harrisburg.
- N/A
- none
- Expand Rocky River Rd asap. Add a movie theater! Add more sidewalks. Add more trails. Would be awesome to have trails in most neighborhoods.
- Force M/I homes to connect Blume North and South via a foot bridge. Right now residents of Blume South have to drive to get to the community amenities since there is no way to walk there.
- N/A
- No more chain: food stores, pharmacies, banks, gas stations. More locally owned small business, restaurants, shops.
- N/a
- We need more roads, more lanes on current roads, more law enforcement to support all these plans
- Need less development, you are going to force a lot of homeowners out of Harrisburg!!!
- We need a splashpad
- No section 8 housing. No train station (do you really want to invite crime). No mining off of Pharr mill rd or anywhere else in Harrisburg. Keep us small and still a

great place to raise a family. If you want traffic, congestion, crime, sirens - move to Charlotte.

- Stop building we are too crowded! Schools are crowded
- Stop approving residential & apartment building. Limit to spot building single family home. Also safety improvements & traffic light timing need to be addressed asap..
- Don't put a sidewalk along stallings road.
- Plan is awesome, thank you.
- As a distance runner, I am disappointed in what Harrisburg has to offer. It was a downgrade for me when I moved here from Charlotte, because I lived half a mile from the UNCC greenway. Now I have to walk in a ditch along rocky river rd to get to a neighborhood where I run 1-mi loops. The greenway will be enjoyed by residents of all ages and add to the appeal of the city. Currently, the city appeal is referencing things that are not in Harrisburg (CLT). It would also be safer recreation for cyclists. Surveys show that residents of Harrisburg highly desire greenways. Please allocate funds. Government aid will assist if we put forth the city's share.
- Good place to live.. but needs bus transit
- none
- More dining options.....too many grocery stores...if one fails then tough to get occupied by new tenant
- N/A
- If the goal is to try to maintain (regain?) the small town feel, no future structures should be 3 stories or more. The Town Center's condos already look out of place.
- The traffic patterns are terrible. Infrastructure should be first. Park should be much lower on the list. Roads, Roads, Roads.....Not just building new roads improve the roads we have
- Harrisburg needs more sidewalks!!!! I would love to be able to bike to the university area but I don't feel safe on University/49 and Harrisburg really lacks sidewalks. Especially on Caldwell and Tom Query Rd
- Bring transit to 49 to charlotte rail. Redevelop how town square is laid out. It is not appealing with its lack of pedestrian walk ability, restaurants and visual appeal in the center.
- develop the town center with more restaurants and small businesses. make that area the destination of Harrisburg. Also avoid putting any section 8 housing in the town center.
- n/a
- Great presentations! I and others have severe concerns about the protection of Flood Plains and wet lands. In my neighborhood there appears to be little concern for the preservation of flood plain and/or water drainage planning. Developments cause altered drainage which requires well thought-out planning including open space and farm land preservation as buffers. Paved roadways cause runoff which requires technique and infrastructure to accommodate. Creeks that feed Rocky River are already beyond their banks with even when there is a heavy rain. Should the be a severe storm or even blockage there will be catastrophic flooding. Bridge repair can only postpone the inevitable unless appropriate plans are developed and IMPLEMENTED.

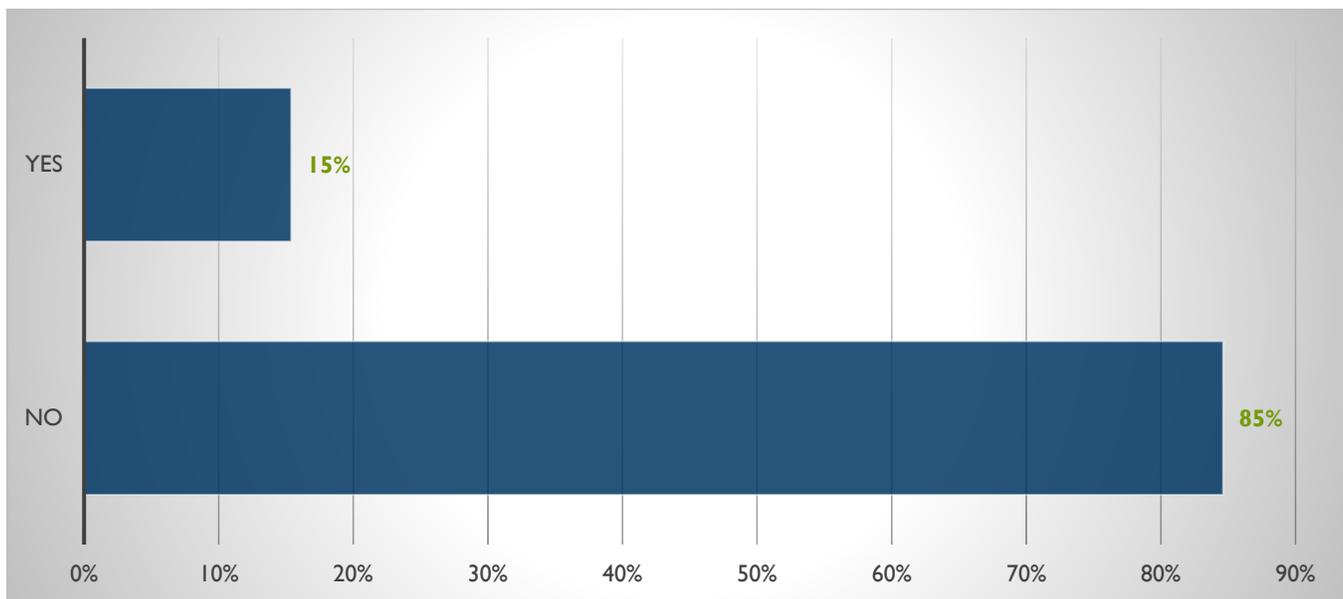
- I don't see the Scenarios, so I couldn't answer those questions. I advise Town Council to: 1. Conduct an architectural review of town center and attempt to redesign something like Birkdale Village. What we have currently is not attractive or inviting. 2. Place more stringent restrictions on developers by establishing an Architectural and Development Board created by Town Council to review their plans. By the grace of God, this would hopefully have prevented a developer from building a storage locker facility on Hwy 49 near the new Publix. 3. Sidewalks. Walking is very trendy in 2018. I'd walk to the grocery store if I weren't afraid to be pummeled by cars on Tom Query Road. Thanks for all the great work you do!
- Not interested in maintaining the status quos Harrisburg needs a change to bring in more diverse demographics. Mix use
- Quality building, beatify all areas, sidewalks, home improvement stores
- This is a good attempt to control growth that has not been controlled in the past. Need affordable housing for young couples just starting out.
- No cut through road from Hickory Ridge to Robinson Church
- No structures over 3 stories tall, no apartments, no federal housing, regain bird sanctuary status, stop developing, don't convert rural
- Too many farms have been sold for development
- Channel storm water to reduce erosion of existing and new housing. Keep subsidizing housing dispersed!
- Affordable housing, not a agricultural community, land owners rights-not fair to discriminate using zoning as a weapon, extend water and sewer out hickory ridge, natural resources already protected by law
- Water supply confidence, natural areas preserved as much as possible. Limit grass planting on new developments
- i am a distant runner, i want Harrisburg to have greenways. i wish Harrisburg had places for young adults meeting young adults.
- Would love to see more events/classes/etc for active senior citizens
- we need to have space and lanes for both runners and bikers
- As decisions are being made to adapt to the population growth in our town, i only hope we can maintain the strong sense of community that welcomed my family and made it an attractive to move here in the first place. Love the small town full! Good luck!
- looking at road plans to accommodate future residents is smart planning. The board should start accounts for these separate plans and trickle in tax income slowly.

Q15: I am a resident of the study area:



- Yes – 92%
- No – 8%

Q16: I am an owner/manager of a business in the study area:



- Yes – 15%
- No – 85%



APPENDIX F COMMUNITY MEETING 3: INPUT SUMMARY



CABARRUS COUNTY
America Thrives Here

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Introduction

The third of three community meetings for the Harrisburg Area Land Use Plan Update was held on April 19, 2018 at Harrisburg’s Town Hall. Over 35 people attended this meeting, which was an informal, three-hour drop-in meeting with “stations” for information and input. Organized by topic, each station provided attendees an opportunity to review the draft Future Land Use + Conservation Map and related recommendations, ask questions, share ideas, and express concerns. Green and red stickers, indicating “like” and “dislike,” were used facilitate communication at the stations and record feedback. Additionally, comments were gathered on sticky notes and flip charts. The results have been summarized at the end of this report.



ENR-2
PRESERVE THE EXISTING TREE CANOPY TO THE EXTENT PRACTICABLE

Protecting native, mature forests was voted the second highest priority preservation activity at the first community meeting.

- Continue to designate and protect heritage trees.
- Encourage the preservation of mature, native forest.
- Require the delineation of mature hardwood forest stands over a certain size threshold on preliminary plans provided such information is maintained in the County's database.
- Work with Cabarrus County to create an inventory of large mature forest tracts. This data can be used to prioritize open space design in new development and forest habitat fragmentation.
- Encourage site design to respect agricultural relics such as trees along fence lines.

ENR-3
PROTECT IMPORTANT PLANT AND ANIMAL HABITATS

There are four designated Natural Heritage Natural Areas located within the Planning Area. These sites and other habitats are home to unique natural communities and rare plant and animal species. Protecting these resources, and the open spaces, through site design techniques can help maintain small town feel and rural character that can distinguish parts of the planning area from more urbanized areas.

- Increase awareness of the presence and importance of such habitats and corridors that connect them, thereby increasing the sensitivity of development in protecting such areas.
- Utilize the natural resource database and maps maintained by the County to educate developers and inform them of opportunities to conserve the natural assets valued by the community and mitigate or reverse the impacts of development on the protected areas.
- Create/improve incentives for protecting key habitat hubs and corridors.
- Encourage the conservation of Natural Heritage Natural Areas in the Reedy Creek watershed through voluntary preservation efforts and site design.
- Encourage the preservation of habitat corridors along major thoroughfares. The NHCWIC recommends wildlife corridors, need to be a minimum of width of 500m to allow for priority species to travel across sites.
- Regularly evaluate the plan review process to ensure the preservation of documented habitats of important plant and animal species.
- Study funding mechanisms to fund voluntary open space acquisition.



FOCUS AREA 4: HICKORY RIDGE

The clustering of homes around the new elementary school creates a village setting. The overall density of development is the lowest in the Planning Area. The residents can enjoy single open space afforded by conservation design while having easy access to the school and adjoining park via vibrant greenway trails and bike routes.

FEATURES

- Development is clustered into the landscape. Lots are clustered to allow open space between lots.
- The school is the focal point and an amenity for the neighborhood.
- Green space is an important feature of the "village design".
- Lot sizes are designed to respond to market demand.
- A public road creates better integration with Hickory Ridge Road.

* 1/2 acre lots b/t Flowers Farm and Stallins Farm
 * From Reedy Creek at LAURA
 * CHICKER'S home on Hickory Ridge Rd.
 All the way to Lower Rocky River Rd.
 Over 40 Lower Rocky River ROAD -
 MAKE THIS LAND USE PLAN
 Low to Moderate Density.
 * 1/2 mile from school

This 3-hour open house provided an informal setting for residents and other stakeholders to drop in, review the proposed Future Land Use Map and supporting illustrations and recommendations.

Key Findings

The input gathered at Community Meeting 3 seem to be generally consistent with the following findings from the second community meeting (see below). However, the attendees verbally expressed a wide variety of opinions about the diversification of housing. The lack of consensus on this topic suggests more discussion is warranted. The Housing Comments section on the next page summarizes the arguments for and against housing diversity, as expressed by the attendees and survey respondents throughout the process.

Community Meeting 2 Findings with Additions based on Community Meeting 3 Input

- **Harrisburg’s Town Center is an important component of the future development pattern.** *Regardless of which development scenario residents and other stakeholders support, there seems to be agreement that the Town Center needs to be completed as planned or with some reconsideration of the details to ensure it is a walkable, vibrant center.*
- **Quality of development is a priority.** *Many agree that the look of development is important for the image of the community, especially along NC-49. But “quality” also refers to regular and adequate maintenance as well as the durability of all components of the built environment. This focus on quality is as much about maintaining property values as it is about attracting additional quality development and minimizing crime. Residents seem to understand that their preferences may differ from those of their neighbors, and that there are appropriate places for various types of housing units. However, compatibility of new housing depends largely on the quality and appearance of buildings, streetscape, and open space. For example, some acknowledge that conventional and conservation design subdivisions offer housing choices that are supported in the market, but well-designed, usable greenspace in each is essential to ensuring high-quality development.*
 - *MEETING 3: While expressing concerns about future development, residents convey through in-depth conversations that they expect higher quality development than what they are seeing. They don’t believe the town leaders are demanding a high enough level of quality.*
- **Manage the pace of growth.** *There is a sense that the town is being overwhelmed by growth and the roads, schools, utilities, and other systems cannot handle it. Some residents believe the rate at which land develops should not exceed the rate at which infrastructure and services can be sufficiently provided.*
 - *MEETING 3: Several have expressed concerns suggesting that, by engaging in planning, the Town is inviting change.*
- **Minimizing and mitigating the impacts of new development on existing development is crucial.** *Traffic, lighting, noise, and limited school capacity are among the issues noted by stakeholders as they assessed the potential for growth and the likely types and locations of new development. Development design and attention to details can address impacts.*
 - *MEETING 3: While expressing concerns about future development, residents convey through in-depth conversations that they expect infrastructure to be addressed with each approval to ensure the roadway capacity is sufficient to handle the additional traffic. They don’t have confidence that transportation needs will be adequately addressed.*
- **Congestion is an issue that is getting worse.** *The roads cannot handle the development that is occurring in many parts of the Planning Area. Road connections, safety improvements, public transportation, sidewalks, and greenway trails should be part of the solution. Convenient access to shopping and jobs should also be considered. Elderly and disabled populations would benefit most from sidewalks and transit access.*
- **Consider property owners’ rights.** *“Managing” growth does not mean stopping or restricting development to the extent that landowners are faced with unreasonably limited opportunities. Environmental constraints (and state and federal regulations) already limit development in some areas.*
 - *MEETING 3: Owners of large tracts of want reasonable options for the future of their properties, including selling to a developer. Just because somebody likes the view of a pasture doesn’t mean the*

- land should never develop. The owners are not going to continue to pay taxes on the land just so others can enjoy the view.*
- **All future development should take into account the safety of current and future residents.** *Through the design of private development, transportation facilities, and parks and other public spaces, and through the delivery of adequate community services, the residents and property owners in the study area want to be assured that their safety is a priority.*
 - **Be connected.** *Whether the topic is the roadway system, greenway trails, transit linkages, utility lines, access to goods, services, and jobs, or simply social networks, the community is expressing a desire for better connectivity.*
 - *MEETING 3: The loss of rail crossings has upset a lot of people, particularly those who have been impacted by the resulting traffic congestion on the south side.*
 - **Parks and recreation needs are shifting to greenways and nature parks.** *There is a perception that the current facilities are adequate for the population. The demand for fields for organized youth sports may be satisfied right now. However, when asked about preferences, some residents expressed support for natural areas, parks that adults (especially seniors) can enjoy, greenway trails, splash pads, and indoor/covered recreation. Several people like the opportunities for healthy living and better quality of life that a diverse parks and recreation system can provide.*
 - *MEETING 3: People want more parks and trails but are not comfortable with increases in property taxes.*
 - **Diversify and grow the tax base.** *Economic development should be in the interest of people in the Planning Area, particularly if it creates opportunities for residents. An increase in tax revenue resulting from successful economic development would help the Town address changes the community supports (i.e., infrastructure improvements). The residents do not want to pay for the desired improvements and would rather live without such improvements than have a tax increase. Diversity can be positive for economic development; some believe that encouraging diversity will attract the mix of uses residents prefer.*
 - **Protect what makes the area special.** *The features that give it its “small-town” character and the existing open space are among the assets that make Harrisburg a nice place to live. It is not necessary to develop the entire Planning Area to accommodate the amount of growth the Town is likely to get.*
 - *MEETING 3: People have mixed feelings about development in the Focus Areas. Some just want those areas to remain undeveloped or be developed for parks (without taxes going up). Some people would rather see new growth occur at the very southern portion of the Planning Area or go to Charlotte.*
 - **Recognize what Harrisburg is not.** *Residents, including long-time and new residents, pointed out that Harrisburg is not a city (like Charlotte), a small town, or an agricultural community.*

Housing Comments

The following points of view are generalized based on written and verbal input.

- Support for diversity:
 - Some are empty-nesters that want to downsize without leaving Harrisburg.
 - Some are long-time residents that would like to see their adult children move back to Harrisburg, and they believe the housing choices would have to include what their adult children are looking for: smaller lots and townhouses.
 - Some are interested in variety to create more affordable options for people who work in Harrisburg, such as teachers, firefighters, young professionals.
 - Some believe employers won't locate in Harrisburg if the housing doesn't appeal to the talent those employers aim to hire.
 - Some are owners of large properties for decades/generations and would like to sell land to developers who will build what the market will support, which is smaller than ½-acre lots.
- Opposition to diversity:

- Some believe bigger lots guarantee better quality.
- Some support the conservation design concept but think the lot sizes need to be smaller than what the ordinance allows (in order to make the numbers work).
- Some have only seen bad examples of conservation design and small housing units, but admit they'd be open to these concepts if they could see what good design looks like and be assured that what gets built in Harrisburg is high quality.
- Some fear infill development in their existing neighborhoods.
- Some are strictly concerned with growing congestion, the amount of traffic each new housing development will generate, and the impacts to the 2-lane roads to which new developments connect.
- Some are opposed to anything smaller than ½-acre detached lots for single family homes because they think smaller homes bring in “undesirable” people.
- Some fear smaller homes backing up to their large lots will drop their property values.
- Some believe rentals bring drug addicts into the town.

Comments at Stations

Attendees at the third community meeting shared their opinions by using stickers, writing comments on sticky notes and placing them on the recommendations posters displayed, and writing comments on the flip charts. The following is a summary of the comments collected as well as the likes and dislikes indicated with stickers.

Written Comments

- Connections to Town Center via sidewalks from Rocky River up Hickory Ridge.
- Desire change from Very Low Density to Low Density within 2 miles of the elementary school.
- (Adjoining Stallings Rd.) Low density only, like Focus Area 3
- (Between Hickory Ridge Rd. and Lower Rocky River Rd.) Allow up to 2 units per acre.
- (Office/VLDR area south of NC-49 on east side) Possible school campus: HS/MS/ES.
- New development access – Access through another development (existing neighborhood) should not count. *[Verbal explanation as heard/recorded by the project team: If a new subdivision with more than 50 units is proposed and requires a second access (or more) for approval, connecting to stubbed streets of a neighborhood that has access to the same frontage road should not count as second access. Second should be to another frontage road. (For example, a new subdivision on Stallings Road cannot count access through Stallings Farm subdivision. Second must be to Shamrock and/or Pharr Mill.)]*
- Half-acre lots between Stallings Farm and Flowers Farm.
- From Reedy Creek at Laura Carriker’s house on Hickory Ridge Road, all the way to Lower Rocky River Rd. over to Lower Rocky River Rd. (1/2-mile from school) – make this low to moderate on the Land Use Plan
- Quality homes of BRICK. No vinyl, hardy planks.

Sticker Exercise – Likes and Dislikes

The following documents the stickers placed on display boards. Only the information receiving stickers is included. Content without stickers is considered to be supported.

Goals

Goal	Green “Like” Stickers	Red “Dislike” Stickers
Maintain open space	2	
Support existing agriculture	2	
Ensure the scale of growth fits the small-town character of Harrisburg	3	

Recommendations and Rationale

Recommendation / Rationale	Green “Like” Stickers	Red “Dislike” Stickers
Recognize the value of and protect existing agricultural operations.	4	
Expand housing options	1	5

<i>Boomers and Millennials are seeking low-maintenance and lifestyle products in walkable, mixed-use settings.</i>		1
• Diversify...	1	2
• For-sale products including townhouses, villa/patio homes, small lot detached single family	1	
• Rental apartments		1
Balance development and conservation interests	6	
Conservation design	4	
Ensure zoning is consistent with the future Land Use Map		3
Encourage retail in mixed-use walkable locations	3	
Continue efforts to create a true “downtown” for Harrisburg	2	
Link land use with transportation improvements		1
Conserve historic and cultural resources	6	2
Secure the water supply	3	
Strategic mobility plan	1	
Complete streets	1	
Bicycle and pedestrian	3	1
Town circulator	1	2
Integrate public buildings seamlessly into the community (school site guidelines, bldgs. in prominent locations)	4	
Public safety	1	
Protect water quality	1	
Preserve the existing tree canopy...	4	2
Protect important plant and animal habitats	2	1
Create a connected system of greenways		1
Create a connected system of greenways - XCLT	1	
Create a connected system of greenways - CTT	1	
Create a connected system of greenways – Idea: 10 miles in 10 years	1	
Map - greenway along Reedy Creek (lower end)	1	1
Improve existing parks (Pharr Mill)	1	
Integrate open space and amenities in new development	3	

Future Land Use Map and Descriptions

Descriptions / Map	Green “Like” Stickers	Red “Dislike” Stickers
FLUP – Private Rec		4
FLUP – Parks	3	
FLUP – VLDR	5	6
FLUP – LDR	5	2

FLUP – MDR	3	6
FLUP – HDR	1	7
FLUP – MU	2	1
FLUP – MU Node	3	
FLUP – Light Industrial		1
Map - FLUP - VLDR		5
Map - FLUP – MU Node 4	1	
Map - FLUP – school/park	1	
Map - FLUP – park/greenway at Fuda Creek and Meck Co line	1	

Focus Areas

Focus Areas	Green “Like” Stickers	Red “Dislike” Stickers
Focus Area 1	2	
Focus Area 2	2	1
Focus Area 3	2	6
Focus Area 4 – school is focal point	1	
Focus Area 4 – green space at “front door”		1
Focus Area 4 – lots sizes vary, market demand	1	1
Focus Area 4 – parallel road network	1	
Focus Area 4 – low density up to 2 units per acre (note)	1	

Others’ Comments

Others’ Comments	Green “Like” Stickers	Red “Dislike” Stickers
From Reedy Creek at Laura Carriker’s house on Hickory Ridge Road, all the way to Lower Rocky River Rd. over to Lower Rocky River Rd. (1/2-mile from school) – make this low to moderate on the Land Use Plan	2	1
Quality homes of <u>BRICK</u> . No vinyl, hardy planks.	1	



APPENDIX G

MOREHEAD WEST AREA PLAN



MOREHEAD WEST AREA PLAN

The plan was prepared for the

TOWN OF
HARRISBURG

in partnership with
CABARRUS
COUNTY

Adopted
April 10, 2017

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INTRODUCTION

About Harrisburg

Located near Charlotte, Harrisburg is a growing suburban community in western part of Cabarrus County, and it sits directly in the path of future metropolitan growth. It is known regionally as a great place to live and raise a family. It is in close proximity to the University of North Carolina at Charlotte and the Charlotte Motor Speedway (CMS). Also, it is a 30-minute drive from Uptown Charlotte and is within five miles of I-485, which connects to I-85 and I-77. The quality of life it offers and its position in the region are just two attributes that make this town an ideal location for people of all ages and a wide variety of businesses. In recent years, it has been attracting mostly residential development. In fact, the population has grown to more than 15,000, an increase of over 200% since 2000. With the completion of I-485 beltway around Charlotte, it is becoming increasingly more appealing to businesses.

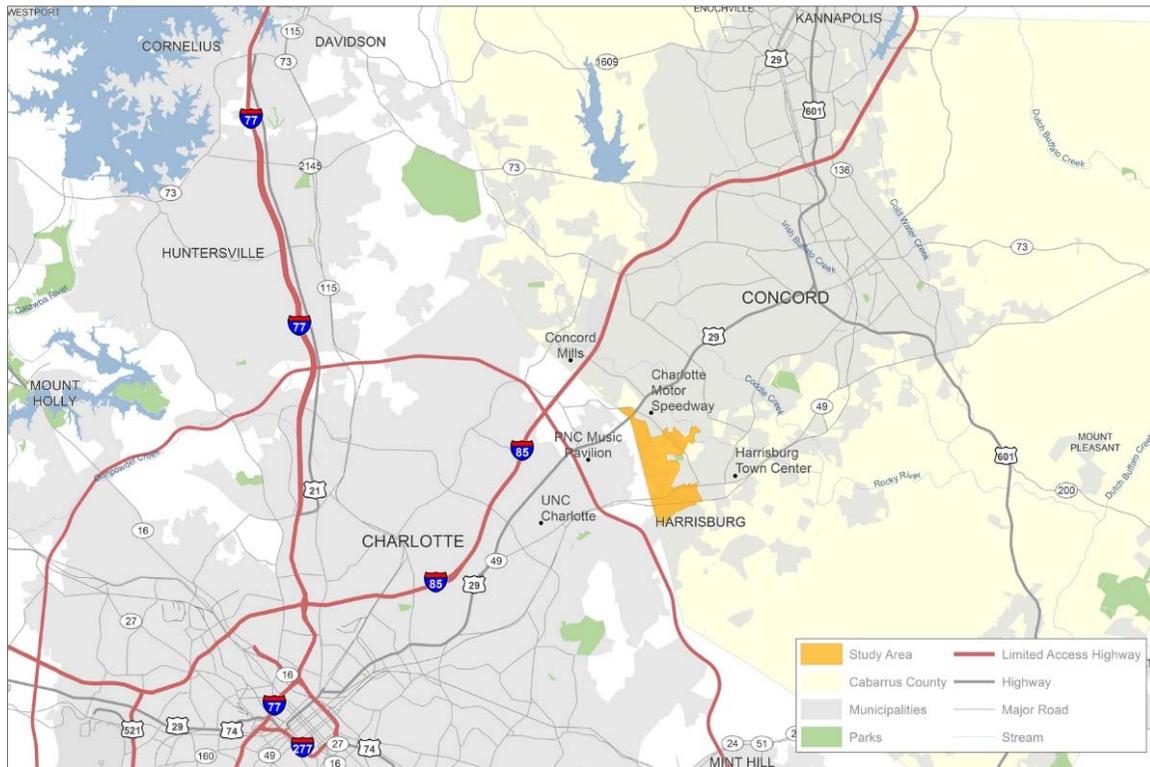


Figure I. Context Map

The Study Area: Morehead West

What is the Morehead West Area?

The area referred to as “Morehead West” is a subarea of Harrisburg situated between Morehead Road and the western boundary of Cabarrus County. With more than 1,600 acres, it generally stretches from US-29 in the north to Back Creek in the south. While most of the area lies within Harrisburg’s jurisdiction, some parcels are within Cabarrus County’s jurisdiction.

Accessible from NC-49 and US-29, which sit atop ridges, the Morehead West Area is the western gateway into the town. Upon entering the town on the west side, visitors are immediately met by commercial development, which includes a mixture of race shops, retail establishments, office uses, and services that benefit from highway accessibility. Some less visible parts of the area have been developed for industrial uses, including Blue Dot Read-Mix and Pepsi on the south side of NC-49. Other development in the area is comprised of residential homes, institutional uses, professional offices and small businesses. Though the area appears from vantage points along the NC-49 to be built out, approximately 74% of the area remains undeveloped. (Refer to Appendix A for Existing Land Use and Existing Zoning Maps).

The undeveloped areas are a combination of open lands and forests in different stages of succession. Some of the open lands are evidence of the area’s agricultural past. Large swaths of land were farmed until the 1960s. During the 1970s, some of those areas began to transition back to forest. Other open lands are the remnants of clearing and grading activities conducted in



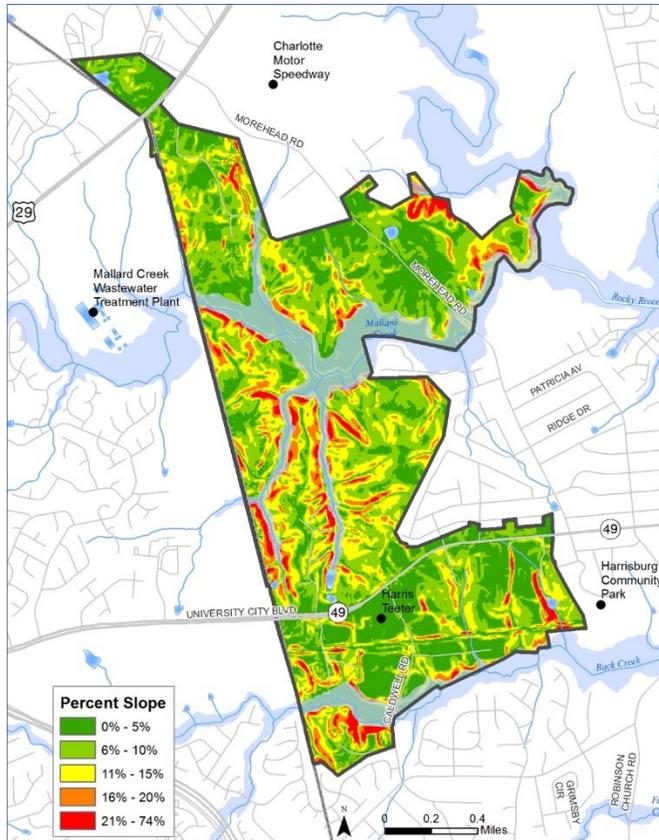


Figure 2. Steep Slope Map

connection with a planned development that never came to fruition. The largest blocks of mature forest are located in the eastern portion of the study area abutting the neighborhoods that front Morehead Road (Timber Forest, Whitefield Manor, and Valhalla) and in the floodplain adjacent to Mallard Creek. The Mallard Creek floodplain, a defining natural feature in the landscape, is exceptionally wide, exceeding 800 feet in width at a few points. As shown in Figure 2, the area's rolling terrain has steep slopes (greater than 15%) that together account for approximately 130 acres of the study area. The steepest slopes are located adjacent to streams and drainage ways, which are also the locations of important habitats. Here, the Natural Heritage Program has documented the occurrence of the Carolina Darter and Eastern Lampmussel. (Refer to Appendix A for Existing Natural Features Map).

Why is it mostly undeveloped?

This western edge of the town is relatively undeveloped due primarily to environmental constraints and the lack of infrastructure. A road network that would provide sufficient access to the area, particularly with a north-south arterial road that would directly connect NC-49 and US-29, is needed. Steep slopes, creeks, and floodplains are among the features that make development, including roadway construction, challenging. Serving this area with water and sewer is also problematic given the physical characteristics of the area. Further hindering development in the area is the zoning applicable to 753 acres, which constitutes 52% of the available land in the study area. The Planned Unit Development (PUD) zoning district has special conditions attached to it that must be met before development—or the permitting of it—can commence. So, rezoning is required to develop parcels in the PUD district. Given the constraints of physical features, infrastructure, and zoning, sites here require more upfront investment to develop relative to other potential development sites in the region.

What could this area be in the future?

Almost 1,000 acres are available for future development and redevelopment. Assuming environmental constraints can be overcome and issues associated with the provision of infrastructure and zoning can be addressed, the Morehead West Area has an opportunity to develop for a variety of uses, which could help the Town achieve a more balanced tax base. More importantly, future development could meet the needs and expectations of existing and future residents in terms of living, shopping, dining, entertainment, and employment options. There is also an opportunity to make a statement about Harrisburg at its doorstep, establishing a distinct identity for the town and creating an inviting place through the design and configuration of development as well as the conservation and integration of open space, being sensitive to the natural and built environment. As shown in Figure 3, when asked what would make the area more attractive, almost 40% of respondents indicated that “quality development” is key.

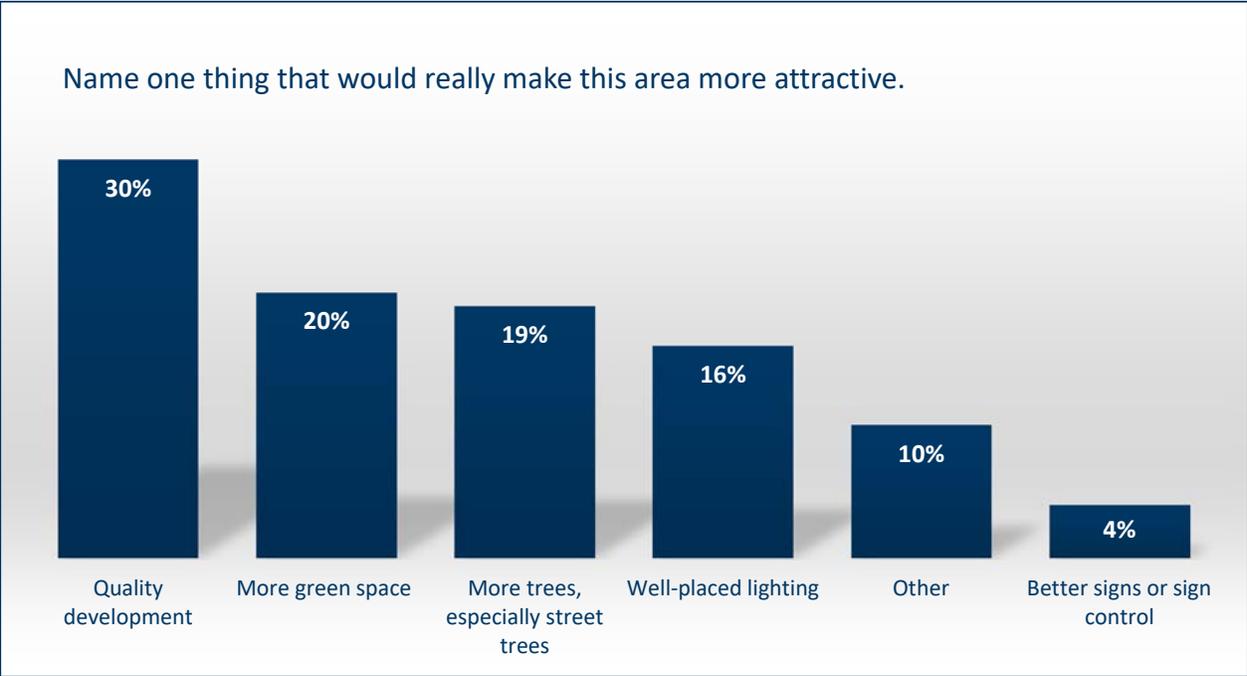


Figure 3. Survey Response

The following highlights some specific uses that, based on the existing conditions and market trends, could be supported in the area over the next twenty years. (Refer to Appendix A for more information about existing conditions and the suitability of the area for residential, commercial, and industrial uses.)

For-Sale Residential

CONDITIONS:

- Nationally, buyers are favoring more walkable, convenient locations
- Boomers are looking for something different
 - Harrisburg is attractive for its low taxes, good schools, and low density
- Harrisburg currently functions as a bedroom community to Charlotte (83% large-lot, single-family detached)

OPPORTUNITIES:

- Greater variety:
 - Small lot single-family (patio homes)
 - Townhomes
 - Condominiums
 - Senior Living
- Utilize natural setting and orient new neighborhoods to creeks and planned greenways (Carolina Thread Trail, Cross Charlotte Trail)



Rental Residential

CONDITIONS:

- Rental market is very healthy nationally, fueled by Millennials (unable/unwilling to own) and Empty Nesters (desire for simplified lifestyle and convenience)
- Northeast Mecklenburg performing well (adding 500 units/year, low vacancies)
- Harrisburg is largely lacking rental units (only 541 units, extremely low vacancy rates, dated product)

OPPORTUNITIES:

- Apartments and independent living for 55+



Commercial



Retail

CONDITIONS:

- Market is trending toward more walkable environments in dynamic locations
- Internet shopping impacting 'brick-and-mortar' stores
- Challenging environment for significant retail (nearby destination retail, and access issues due to railroad, CMS, and landfill)

OPPORTUNITIES:

- More local-serving retail driven by population growth, and ongoing opportunities along NC-49
- Near-term demand 22,000 SF, long-term demand 10,000 SF annually
- Family-themed retail with playground/children's amenities



Office

CONDITIONS:

- Office trending toward more lifestyle-driven locations: small offices in village centers to larger offices in walkable, mixed-use developments
- Northeast Charlotte Metro largely lacking walkable, mixed-use developments
- Harrisburg is largely lacking office uses and demand)

OPPORTUNITIES:

- New office on NC-49
- Near-term demand 6,000 SF, long-term demand up to 30,000 SF annually
- Mostly local-serving users: accountants, builders, lawyers



Light Industrial

CONDITIONS:

- Strongest activity regionally and nationally is along interstate system (I-85 is a major distribution corridor in the Southeast, and the strongest in Charlotte region)
- The Morehead West Area is less than 5 miles from an interstate highway (the furthest distance firms will locate)
- Market for manufacturing is improving, but warehouse and distribution are dominant growth markets

OPPORTUNITIES:

- Light industrial in close proximity to US-29
 - Compatible use to CMS
 - Focus on auto-related research & manufacturing
- Light industrial south of NC-49 (though more limited than US-29 due to distance from and connectivity to I-85)
- Long-term demand 30,000 – 40,000 SF annually



The Area Plan

What is the purpose of this Plan?

As development pressure increases with regional growth, the Town of Harrisburg and Cabarrus County are facing more frequent requests for development approvals and must make important decisions regarding such approvals as well as investments in public infrastructure and services. Town and County leaders chose to partner to study the Morehead West Area to define a vision for the future along with a policy guide that would inform those critical decisions.

The resulting plan had to identify areas to accommodate the kind of development the community desires while conserving some natural resources; take into account the preferences of property owners as well as market conditions; and inform Town leaders' decisions about public infrastructure investments. Laying the groundwork to create an attractive gateway into the town was also a key objective of effort. In addition to accomplishing the Town's objectives, the Morehead West Area Plan describes ways to ensure long-term economic viability of the area. The Area Plan also promotes quality development punctuated by natural areas to retain native vegetation, support wildlife, protect water quality, and expand the range of recreational amenities in the town.

PROJECT OBJECTIVES

Town Objective:

Ensure economic vitality of the Town

Plan Objectives:

Determine the highest and best use

*

Develop a 20-year VISION for future development

*

Make recommendations regarding future development, infrastructure, development regulations, and policies

How was the Plan developed?

This Plan is the culmination of a 10-month planning process that involved three phases. The engagement of citizens, property owners, and other interested stakeholders to help craft the Plan was paramount. Therefore, the process included community and stakeholder meetings, a web page to disseminate information and solicit feedback, and an online survey to gather qualitative data. (Refer to Appendix B for more information.) Some of the recurring themes of the input recorded throughout the process included the following:

- Quality development
- More dining options
- Open space conservation
- Recreation, especially trails and passive recreation
- Employment (increase job opportunities in Harrisburg)
- More entertainment, things for families to do
- Fewer traffic issues



Figure 4. Planning Process



THE OTHER “TOD”

Trail-oriented development suggests development faces and embraces the greenway trail. Instead of a dividing line to which development turns its back, the Mallard Creek Greenway corridor becomes a center of activity. It is the glue, binding the northern and southern parts of the Morehead West Area.



DESTINATION FUN

...For the whole family!
Entertainment and recreation options that appeal to residents as well as a tourists. A variety of complementary experiences will help keep this destination relevant for many years to come, and increase spending locally.

‘WESTERN GATEWAY’ VISION

The Vision

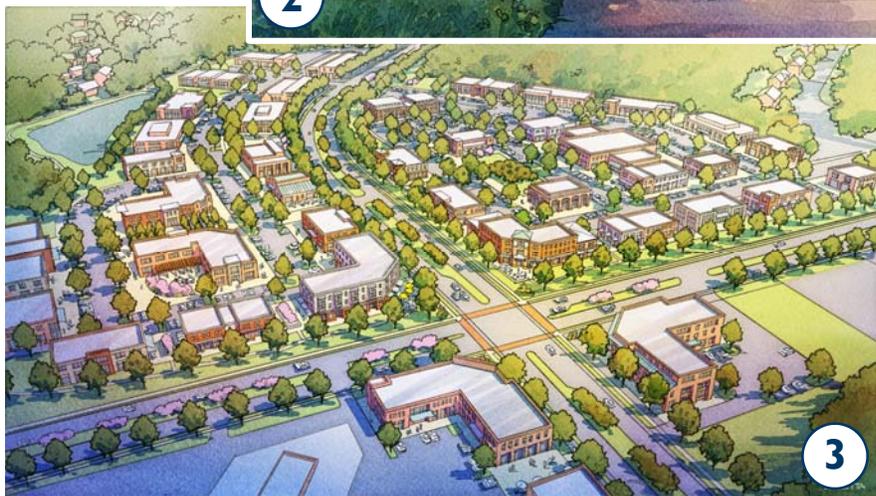
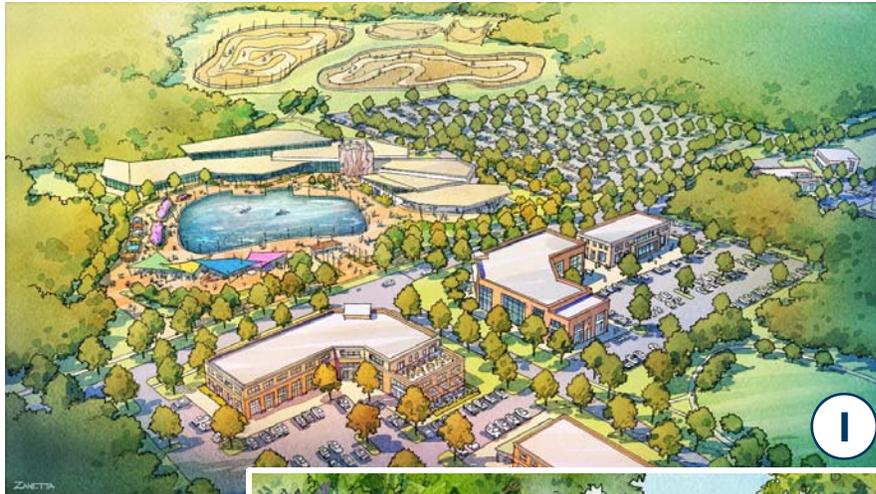
From a big-picture perspective, the Morehead West Area presents many opportunities for change that will benefit the Town and the County as a whole. **More than a good location for living and working, the area can offer a setting and a range of experiences that truly give definition to “quality of life.”** Some big ideas surfaced during the planning process that have guided the formulation of a Vision for Morehead West, the western gateway into the town. First, as a gateway, some very specific improvements could be made in the future that enhance the arrival experience. Second, bisected by a future segment of the regional Carolina Thread Trail (also an extension of the Cross Charlotte Trail), the area can become a point of interest along an expansive pedestrian-bike trail system. Third, the area could build on the success of the significant tourist attractions nearby and offer additional entertainment and recreation venues to be enjoyed by residents and visitors alike. Leveraging both public and private investments, the Town can proactively influence and shape future development to accomplish the stated objectives and, more importantly, create a special place within the region.

A BETTER FRONT DOOR

Changes to the streetscape of NC-49 and improving the aesthetic qualities of all development on the west side could create a sense of arrival that is welcoming. The entrance should set the tone, strongly promoting the quality and character for which the Town is known.



The community's desires and expectations regarding the future of the Morehead West Area are best described in terms of the subareas. Therefore, six geographies have been delineated. They are labeled A through F on the map shown in Figure 5. This section of the Plan describes the vision for each subarea.



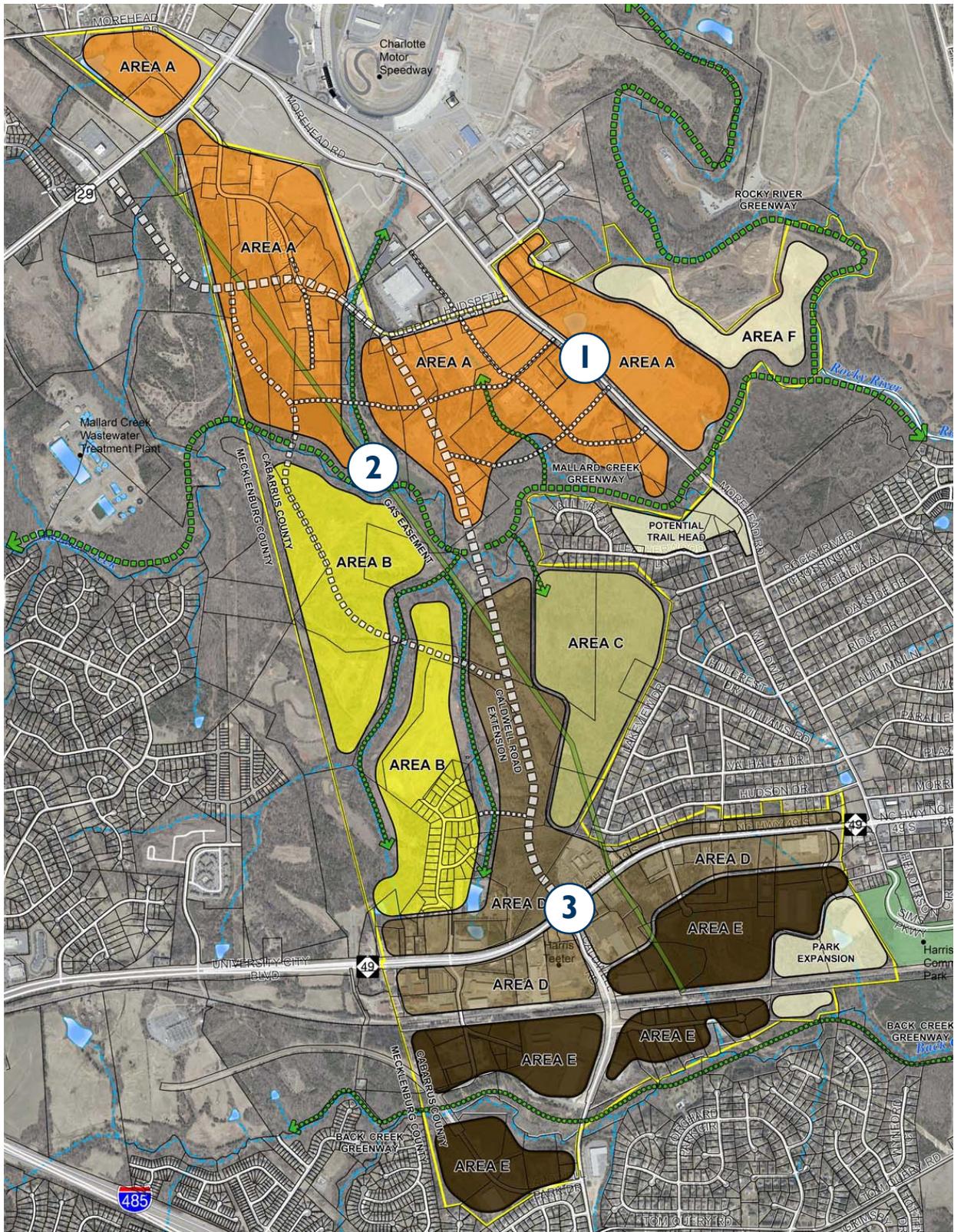


Figure 5. Subarea Map

Area A

The subarea north of Mallard Creek is accessible from US-29 and Morehead Road. As shown on the Industrial Suitability Map in Appendix A, this subarea is best suited for nonresidential uses. The connections to the interstate highway system via US-29 and Bruton Smith Boulevard are among the factors that make this area a particularly attractive location for light industrial development. Part of a regional destination area created by the Charlotte Motor Speedway and Concord Mills, this subarea is also suited for additional entertainment and recreation uses. Other uses that may be appropriate include supporting office, retail, restaurant, and hotel uses. Ideally, some of the offices, restaurants, and recreation uses will be situated in Area A to overlook and be accessible from the future Mallard Creek Greenway. In close proximity to the CMS, this subarea is not suitable for most types of residential uses, as the noise and traffic generated by some of the events at the CMS can be incompatible.



Conceptual Development Plan: Morehead Road at Hudspeth Road



**OFFICE,
LIGHT
INDUSTRIAL**

**RETAIL/
RESTAURANTS**

**MIXED-USE
RECREATION
CENTER**



LOCATION MAP

Area B

This subarea, which lies between Mallard Creek and US-49, has already begun to develop with single-family homes and more homes are envisioned. As shown on the Residential Suitability Map in Appendix A, this area is suitable for residential development. A collector road that links this area to US-29 to the north and to NC-49 to the south would provide sufficient connectivity and roadway capacity to support a mixed residential neighborhood. Depending on the level of infrastructure capacity in the future, other uses such as those described for Area A may be well suited for this area, particularly adjacent to Mallard Creek. Key to the successful development of the subarea is compatibility with existing development and the creation of a positive relationship to the future Mallard Creek Greenway. The emphasis for future development in Area B will be on design that locates and orients buildings so occupants can overlook the greenway, and use limitations that minimize and mitigate potential negative impacts (i.e., noise, lighting, and traffic).



Conceptual Development Plan: Development along Greenway



**RESIDENTIAL
OVERLOOKING
GREENWAY**

**OFFICE
FRONTING ON
GREENWAY**



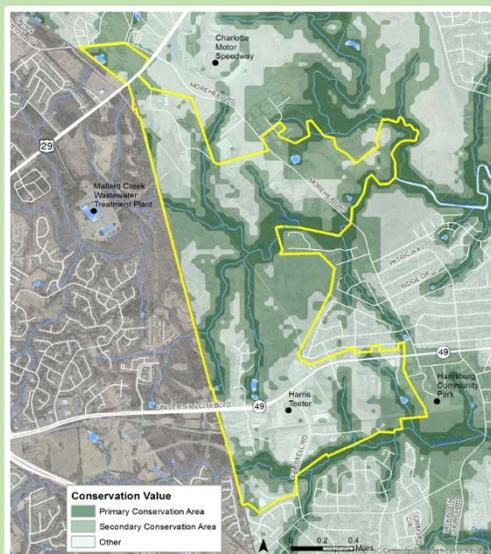
LOCATION MAP

Area C

This subarea adjoins the south side of the Mallard Creek corridor and is presently undeveloped. It contains some features that are among the most valued in the County, including a large stand of native mature hardwood forest. Conservation design provides an opportunity to conserve some of those features while integrating development. The lower gross density of this subarea could offset the more intense development envisioned for Area D. Here, single family homes (detached and attached) on lots that vary in size may be clustered in pockets and be complemented by natural areas protected through conservation easements. Positioned adjacent to the future Mallard Creek Greenway (and Carolina Thread Trail), a portion of this subarea could be utilized for a publicly-accessible nature preserve similar to the preserves that are components of the Mecklenburg County Parks system.



Butterfly Highway: The City of Concord and the Concord Wildlife Alliance (CWA) have taken the National Wildlife Federation’s Mayors’ Monarch Pledge. This pledge indicates that they are committed to take actions to help monarch butterflies and other pollinators. Monarch butterflies are found across the United States, but populations have plummeted by 90% in recent years due to habitat loss. Actions include creating new pollinator gardens, supporting citizen-science efforts for monitoring, and modifying city practices and regulations that support pollinator habitat (i.e., mowing programs on publicly-owned lands).



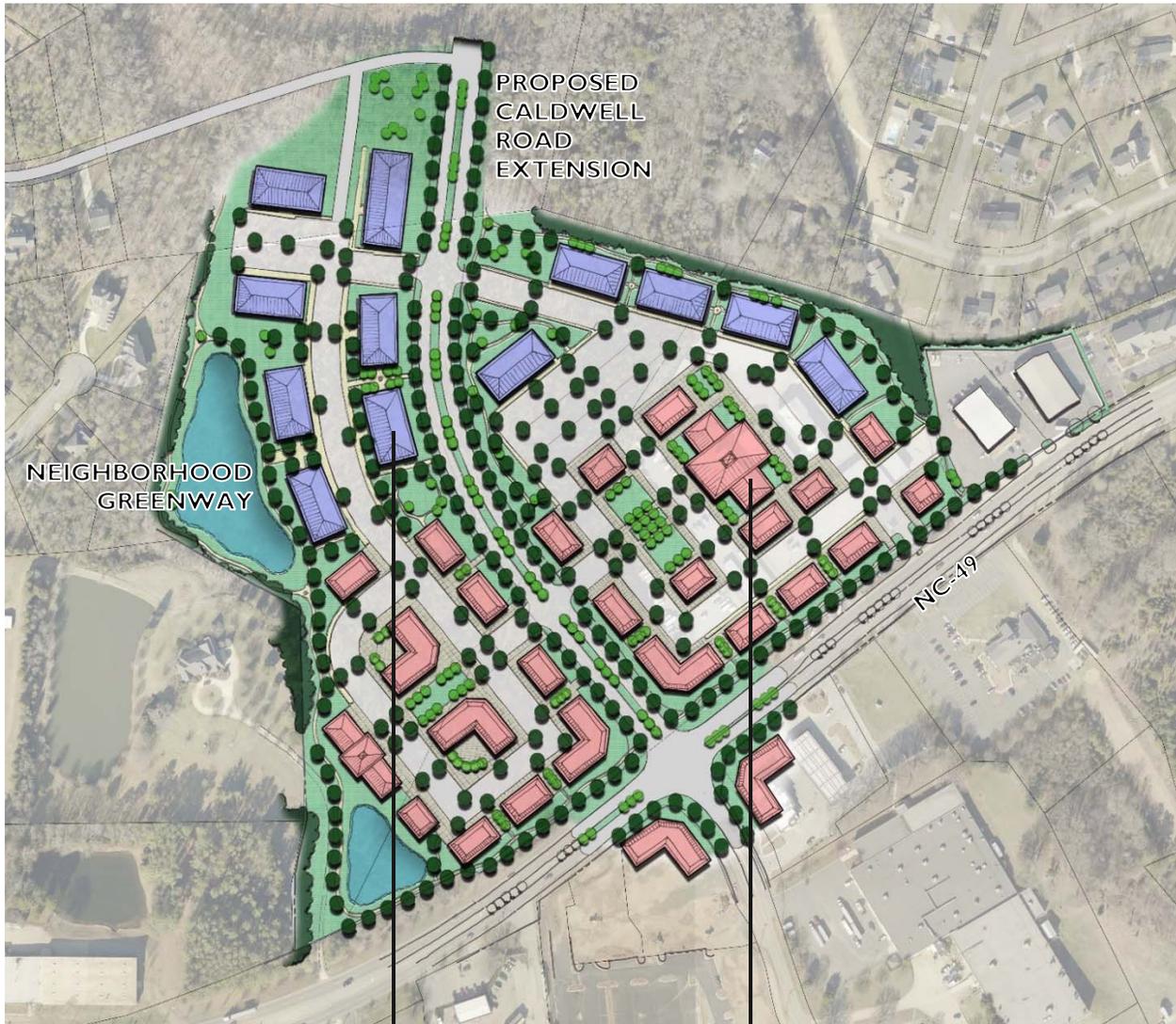
Partners for Green Growth Project: Cabarrus County SWCD and NC Wildlife Resources Commission recently partnered to map the natural resources in the county and develop a model conservation ordinance for the County and the municipalities to use in updating local development codes.

Area D

Area D encompasses the NC-49 corridor as well as the future Caldwell Road Extension corridor. A mix of uses and quality development offer a new shopping and dining destination within walking distance of surrounding neighborhoods. The intersection of NC-49 and Caldwell Road, with the new Harris Teeter shopping center in the south side and vacant and underutilized land on the north side, is an ideal location for future commercial uses organized around an internal network of local streets and private drives. Here, the positioning of 2- and 3-story buildings, flanked by a well-designed streetscape, can create a center of activity that is both functional and welcoming. Traffic is improved by local trips diverting to the local network, thereby reducing turning movements along NC-49. Businesses benefit from the synergy created by close proximity to one another. The streetscape frames views and incorporates furnishings, signs and lighting to create a sense of arrival into Harrisburg. A mix of housing types could be accommodated to meet the increasing demand for “empty nester” housing units, which include patio homes, townhomes, condominiums, and other multi-family products.

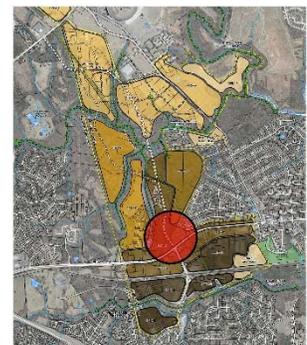


Conceptual Development Plan: NC-49 and Caldwell Road Extension



OFFICE

**MIXED-USE
RETAIL/
RESTAURANTS/
OFFICE**



LOCATION MAP

Conceptual Development Plan: Residential along Caldwell Road Ext.



OFFICE

**MIXED
RESIDENTIAL**

LOCATION MAP

Area E

As shown on the Industrial Suitability Map in Appendix A, this subarea is appropriate for industrial development. Through future infill, redevelopment, and business expansion, this subarea is expected to continue to be a preferred location for light industrial development along with supporting uses. Light manufacturing and distribution will be the predominant uses, as sites here have reasonable access to regional highway and rail networks.



Area F

Some land in the Morehead West Area is suitable for additional recreation opportunities. On the north side, the land that is currently being used as a borrow pit for the nearby landfill could lend itself to a wide variety of private and public recreation uses, including bike tracks. A logical transitional use between the Charlotte Motor Speedway and neighborhoods to the south, utilization of this land for private recreation activities would enhance this already popular tourist destination.

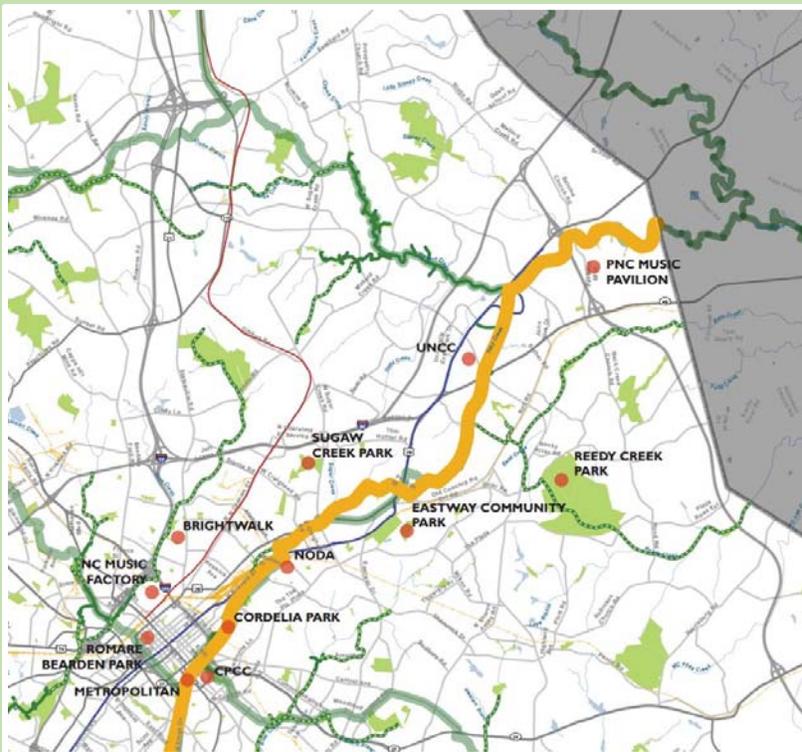
On the south side of the Morehead West Area, land that lies just west of the existing Harrisburg Park presents an opportunity for expansion. The additional land could support ballfields, satisfying some unmet demand. In addition, with improvements, this expanded park area could support community events.

Situated along the planned greenway trail routes, these areas could function as unique recreational destinations along to the regional trail network.



Regional Greenway Trail Planning Efforts

Carolina Thread Trail (CTT): A planned network of greenway trails is being implemented at the local level to create the regional system. When complete, this network will be comprised of more than 1,500 miles of trails connecting 2.3 million people and 40 destinations across 15 counties. Approximately 100 miles of CTT are planned for Cabarrus County. One segment will follow Mallard Creek through the Morehead West Area, linking the Cross Charlotte Trail to the Rocky River Greenway.



Cross Charlotte Trail (XCLT): The City of Charlotte and Mecklenburg County have partnered to implement a 26-mile multi-use path that will extend across the county. It will follow the existing Little Sugar Creek Greenway and, when complete, will be a primary route of the Carolina Thread Trail. Connecting to Harrisburg along Mallard Creek, it will provide a direct link from Harrisburg to Center City Charlotte.

Future Land Use

Land Use Overview

The future development pattern is envisioned to include a broad range of uses introduced over time through new development and redevelopment. The uses are those that are expected based on market conditions as well as some that, through proactive measures on the part of the Town, its partners, and private investors, may be recruited to Harrisburg.

The Future Land Use Map (Figure 6) is a depiction of the intended distribution of uses in the Morehead West Area. Unlike a zoning map, it is general. It shows the predominant land use in each area and is not specific to parcels. It is intended to convey a policy direction without being prescriptive. However, it serves as input into decisions regarding the zoning of parcels and therefore helps inform decision about development, particularly with regard to zoning matters. It also informs decisions about investments in public infrastructure and services, including the prioritization of capital expenditures.



Future Land Use Map

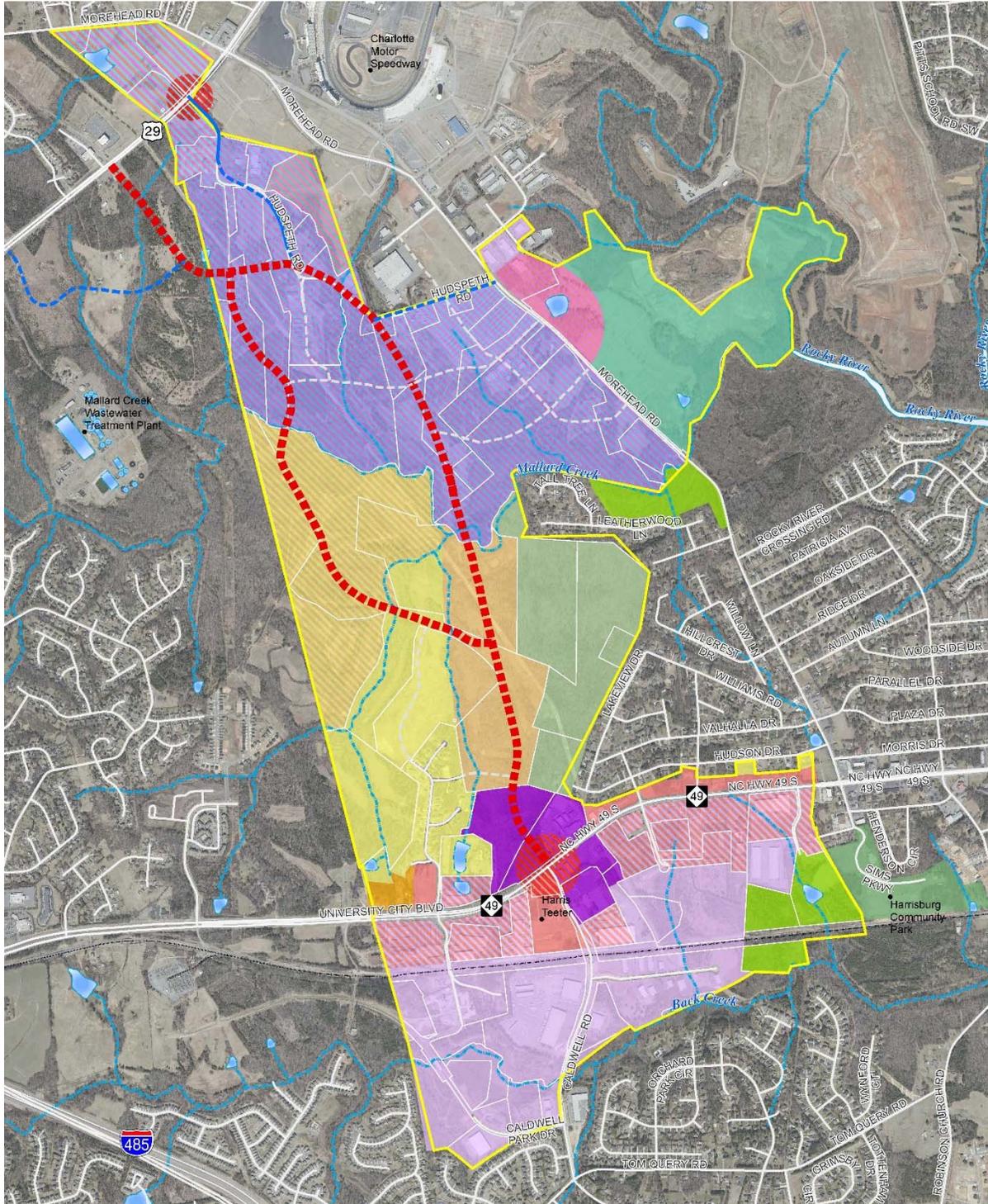


Figure 6. Future Land Use Map

Land Use Categories



Parks and Recreation. Various types of passive and active parks and other recreation facilities may be accommodated in all land use categories. Where depicted on the Future Land Use Map, such areas may be developed as community-serving facilities, such as public greenways or a regional recreation destination that could be privately funded, owned, and/or operated.



Very Low Density Residential. This area is intended to remain predominantly rural in character while allowing residential uses to occur at very low densities (less than 2 units per acre). Conservation design is a common subdivision approach, allowing smaller units and lots provided gross density is not exceeded. Architecture is sensitively integrated into the landscape as valuable natural features are avoided.



Low Density Residential. Characterized by low- to moderate-density residential development (2 to 3 dwelling units per acre), single-family detached homes are complemented by natural areas as well as formal and informal open space amenities.



Medium Density Residential. This area is comprised of predominantly single-family detached homes but may include attached single family units, such as townhomes and duplexes. The mix of housing types are intended to create neighborhoods with a density range of 3 to 4 dwelling units per acre. Improved open spaces are interspersed and the streetscape is more formal.



High Density Residential. Accommodating a variety of age groups and lifestyle preferences, attached single family and multi-family units are intended for areas where access to the transportation network is high. Density ranges from 4 to 15 dwelling units per acre.



Commercial. Local-serving retailers, restaurants, professional offices, and service uses comprise these areas. Such uses may be vertically mixed in multi-story buildings. All such uses may be concentrated at key intersections to facilitate the creation of a walkable destination.



Office. While office may be a component of commercial areas, this use may be located in areas devoted to employment uses. Stand-alone and multi-tenant buildings provide a compatible transition to residential neighborhoods and open space areas.



Entertainment / Recreation. Indoor and outdoor recreation facilities are suited to sites with adequate road infrastructure. Indoor sports arenas, family-oriented entertainment, and special-use outdoor venues are examples of the types of uses that may comprise these areas.



Hospitality. Lodging is intended for areas with adequate road infrastructure, and may be provided to address demand created by tourism as well as business travel. Such uses, therefore, may be located with access to the US-29 corridor in close proximity to future entertainment, recreation, and business uses.



Mixed Use. This area encourages the blending of complementary commercial and higher density residential uses. Designed to facilitate walking and biking, mixed-use areas should also be located at key commercial nodes where access via the road network, greenways, and transit is feasible.



Light Industrial. With light industrial, office, and multi-tenant flex space, this area is intended to promote the concentration of employment-generating uses in an area with desirable access to highways (I-485 via NC-49). Limitations on use should serve to mitigate negative impacts on residential development, such as traffic congestion, noise, and light pollution.



THE PATH FORWARD

Key Initiatives

The following three initiatives have been identified as the top priorities for the Town. Early plan implementation efforts should be focused on these initiatives to ensure steps toward meeting the stated objectives are being taken.

Rezoning: Parcels in Planned Unit Development (PUD) District

The Town should facilitate development consistent with this Plan by initiating the rezoning of parcels in the Morehead West Area that were previously zoned to the PUD district. Refer to the Land Use + Development Design section for more specific recommendations.

Feasibility Study: Caldwell Road Extension

The extension of Caldwell Road north of NC-49 to connect to US-29 is important for the western area of Cabarrus County. In addition to making land in the Morehead West Area more accessible, better traffic flow could be accomplished. This Plan identifies two reasonable options for the extension. However, a more detailed feasibility study would be needed to more precisely and reliably estimate probable costs associated with potential future alignments and to determine if one is a more suitable alternative. This feasibility study should determine structure needs for stream crossings, provide more exact alignments based on curve and grading needs, estimate earthwork quantities, develop intersection geometries, and provide detailed cost estimates. Refer to the Mobility section for more specific recommendations regarding the future Caldwell Road extension.

Corridor Plan: NC-49

In collaboration with NCDOT and as part of a detailed study of the corridor through Harrisburg's jurisdiction, the Town should prepare a plan that addresses aesthetics and operations of NC-49. As explained in recommendations in the Land Use + Development Design, Economic Development, and Mobility sections, this study should examine a range of potential changes to reduce traffic congestion, improve safety, maintain the function of the roadway, and improve the appearance of the town's front door.

Recommendations + Strategies

Land Use + Development Design

Present a positive image of the town at the Western Gateway into Harrisburg.

- Ensure a higher level of quality in all future development.
 - Review and amend the Town’s Unified Development Ordinance and other applicable development codes as necessary to maintain or improve the quality of architecture, landscaping, and other details in new development, expansions, and redevelopment.
 - Through the conditional rezoning process, encourage a higher level of investment in façade treatments (articulation, fenestration, materials, finishes, etc.), landscaping, site furnishings (benches, lighting, etc.), and other elements that are visible from public streets or other public vantage points, than applicable codes require.
 - Lead by example. Examine the Town’s policies, procedures, and practices in terms of the design and maintenance of public facilities and spaces. Prepare a set of design guidelines to describe specifically a set of standards for the Town to follow to ensure the consistent application of agreed upon standards to all public spaces as they are developed and/or improved.



Ceres Design Guidelines

CASE STUDY: Design Guidelines

A set of guidelines were developed for the City of Ceres, California, to provide a framework for property owners, design professionals, and City staff to follow. The framework encourages consistency across properties—public and private—to ensure a unified, cohesive appearance.

- Improve the appearance of the NC-49 corridor.
 - “Green” the corridor.
 - In collaboration with NCDOT and as part of a detailed study of the corridor to address access management and streetscape.
 - Prepare a streetscape design concept to introduce more landscaping along NC-49, such as street trees along the edges and trees or shrubs in new medians.



Figure 7. Cross-section of 4-Lane Divided Complete Street

- Pursue adequate funding and implement the proposed streetscape improvements through more detailed design and construction.
- Facilitate additional “greening” of the corridor. Provide incentives, such as additional points in the scoring of site improvements grant applications, for property owners supplementing planting in the public rights-of-way. Improvements that include planting trees and low shrubs within private property boundaries adjacent to public rights-of-way where streetscape improvements are planned or have been completed should be encouraged.
 - Prepare Streetscape Design Guidelines to guide publicly- and privately-funded aesthetic enhancements to the road corridor and encourage improvements beyond the right-of-way.
- Architecture – Establish design guidelines, and priority approval for façade grants to applicants adhering to the guidelines. Consider expanding the area of eligible properties for façade and site improvement grants.
- Signs – Establish a sign detail and encourage businesses to utilize it in return for increased sign size (above the permitted size).
- Lighting – Continue the lighting along NC-49, following the standard previously established by the Public Works Department.

Balance development and conservation interests.

- Conserve environmentally important areas within the study area.
 - Build on the recent efforts of the Cabarrus County Soil and Water Conservation District (CCSWCD) and NC Wildlife Resources Commission (NCWRC) to identify important natural resources in the county.
 - Utilize the natural resource database and maps maintained by the County to educate developers and inform them of opportunities to protect the natural assets valued by the community and mitigate or minimize the impacts of development on the protected areas.
 - Consider amendments to the Town's UDO to incorporate provisions of the Model Ordinance resulting from the CCSWCD/NCWRC Partners for Green Growth Project. Such provisions should reward those who choose to develop using a conservation design approach.
 - To the extent practical, assist property owners who have expressed an interest in conserving land for natural resource protection purposes. Such land may be protected by a conservation easement, and may be suitable for the creation of a publicly accessible nature preserve adjoining the planned Mallard Creek Greenway. In addition to providing assistance with the establishment of an easement, the Town or the County may have an opportunity to facilitate the creation of a nature preserve.





Using a conservation design approach (right), the same number of units allowed in conventional subdivision design (left) can be sensitively integrated into the natural environment. (Image source: Randall Arendt)

- Integrate open space into the built environment in a meaningful way.
 - Work with the Carolina Thread Trail, the City of Charlotte, Mecklenburg County, private property owners, developers, and local park and recreation departments to design the planned Mallard Creek Greenway in a manner that orients development toward the trail.
 - Encourage the other TOD: Trail-Oriented Development. In this TOD, development is oriented toward the greenway, much like a positive relationship of buildings to a street. Create a positive edge, as development “embraces” the corridor and the greenway and connecting trails provide access to points of interest or destinations along the route. The trail corridor should join, not separate, the northern and southern portions of the study area.
 - Modify standards for required open space.
 - Locate it to bring open space to the “front door” of the development as well as the structures within, affording the occupants direct physical and visual access to nature.
 - Allow improvements to natural areas so that such open space can be utilized for passive recreation, but set forth accepted methods for improving these areas for access to avoid unintended impacts. For example, make available an appropriate boardwalk design detail for use in environmentally sensitive areas.

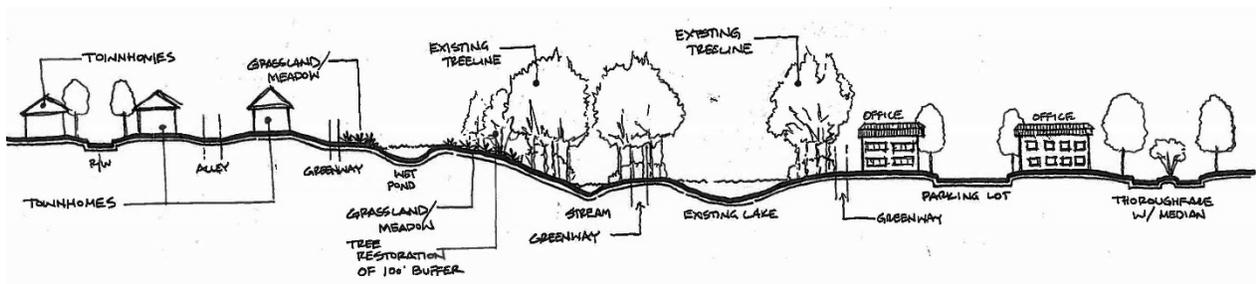


Figure 8. Cross-section of Greenway with Facing Development

Encourage a range of land uses in the Morehead West Area that are compatible with existing development and consistent with the Vision Plan and the Future Land Use Map.

➤ Area A

- Promote light industrial development. Flex space, warehousing, and precision manufacturing are three examples of the types of uses that, with infrastructure in place, are suitable for this area. Accommodate particularly those uses that can benefit from proximity to the Charlotte Motor Speedway and related businesses (i.e., aftermarket automotive performance part/product manufacturers and vendors).
- Recognizing the importance of the CMS area as a regional economic engine,
 - Accommodate motorsports-related activities and facilities.
 - Accommodate family-oriented entertainment uses and private recreation that expands the range of activities and entertainment for residents and visitors enjoying this important regional destination and keeps it relevant and competitive.
- Allow hospitality uses (hotels, lodging), restaurants, retail uses and other commercial development that satisfies the increased demand created by the other uses, events, and activities.
- Discourage residential development north of Mallard Creek. Residential uses are generally incompatible with motorsports-related activities. Residential uses, if developed in close proximity to the CMS, should be developed with the intent of creating a functional relationship with or as an accessory use to the motorsports-related development. For example, condominiums incorporated into a special driver training / performance school similar to Spring Mountain Motor Resort and Country Club in Nevada may be appropriate.
- Encourage a nonresidential edge on the north side of Mallard Creek Greenway that includes office, restaurant, entertainment, recreation, and other compatible uses. While there is a market for light industrial uses in the northern portion of the study area, components of such uses (i.e., loading docks) are not ideal greenway neighbors. Office, restaurant, entertainment, recreation uses are good neighbors, create destinations/points of interest along greenway, and ensure “eyes” are on the greenway, which is important for the security of users.





One Daytona

CASE STUDY: Motorsports Destination

ONE DAYTONA, developed by International Speedway Corporation (ISC), is being designed as “a place for visitors, race fans, and residents to live, work, stay, and play.” Opening in 2017, it will feature a 300,000-square-foot retail, dining and entertainment district, two hotels, and a residential apartment community. The development, located near Daytona International Speedway, will generate 10,000+ jobs and millions in tax revenue.

➤ Area B

- Allow low density residential development that is either single family detached units or a mix of housing types that do not exceed a gross density of three dwelling units per acre (DUA).
- If a north-south arterial road is constructed through this area providing direct connections to NC-49 and US-29, a mix of unit types at a higher maximum gross density (eight DUA) and may be considered.
- Other uses such as those described for Area A may be permitted, provided the potential negative impacts (such as noise, light, and traffic) are avoided or adequately mitigated, uses create a positive eyes-on-the-park relationship to the future greenway, and
 - There is sufficient infrastructure to support the proposed use(s); or
 - There is a demonstrated commitment to the provision of sufficient infrastructure to support the proposed use(s).

➤ Area C

- Encourage conservation of land, particularly areas with important natural resources. Some such land may be suitable for the creation of a publicly accessible nature preserve adjoining the planned Mallard Creek Greenway.
- Allow residential development that is compatible with conservation objectives. Examples of compatible development include estate lots, conservation lots, and conservation subdivisions.
- Allow open space protected in Area C in perpetuity through conservation easements or other mechanisms to satisfy open space requirements associated with new development in Area C provided the gross density of Area C does not exceed 2 DUA.



Colvard Farms

CASE STUDY: Conservation Design

Colvard Farms is a conservation design neighborhood in Cary, North Carolina. Located in the protected water supply watershed of Jordan Lake, this 300-acre development includes 40 homes integrated into more than 250 acres of open space.

➤ Area D

- Encourage a mixture of uses in the “node” of NC-49 and Caldwell Road. The range of uses to be supported include retail, restaurant, service, office, attached residential, and multi-family residential uses. In contrast to the Town Center, this area should be smaller in scale and comprised of local-serving businesses.
- Along the proposed Caldwell Road Extension, encourage a transition from the concentration of non-residential uses to residential uses, with such residential uses integrating a mix of housing types that together have a maximum gross density of 8 DUA.
- Consistent with the existing development fronting on NC-49, allow retail, office, and service uses as infill development and redevelopment along NC-49, provided access to such sites is consistent with access management policies proposed for NC-49 such as shared driveways.

- Area E
 - Encourage light industrial uses. While existing heavy industrial uses will likely remain in current locations, all new development (infill, redevelopment, and expansions) should be reserved for light industrial uses. Supporting commercial uses may be allowed provided such commercial development does not preclude the accommodation of job-generating uses.
- Area F
 - Encourage a variety of recreation uses. These uses may be public facilities, facilities that are privately owned and operated, or facilities developed, maintained, and operated through a public-private agreement. Responsibilities for operations and maintenance may also be assigned to a nonprofit organization.
 - Allow commercial uses as part of the mix, provided such uses are clearly subordinate to the recreation use(s).



The US National Whitewater Center offers a range of outdoor recreational activities and events organized around a building that houses shops and restaurants.



Circle City BMX

CASE STUDY: Recreation Operated by Nonprofit

Located in Dothan, Alabama, Circle City BMX boasts 1,147 feet of track. It is managed by a nonprofit organization and hosts national competitions.

Amend zoning in the Study Area to be consistent with the Future Land Use Plan Map.

- Support rezoning applications for changes in zoning that demonstrate the intent to implement the Vision and Future Land Use. (Refer to the Recommended Application of Zoning Districts table.)
 - Consider Town-initiated rezoning of parcels currently in the approved PUD in the Town’s jurisdiction. The conditions of the approved PUD require a traffic impact analysis and infrastructure improvements prior to the approval of any development within the PUD. The parcels that comprise the PUD have little or no opportunity to be developed without a single entity moving forward with the PUD development in accordance with the conditions of the approval, or without a change in zoning. Currently the parcels that comprise the PUD are not owned/controlled by a single entity; they are owned by various property owners. So, there is little opportunity for any individual owner to utilize a parcel for anything other than the existing use without rezoning. A change from PUD classification to another zoning classification (or classifications) that will facilitate development in accordance with the Future Land Use Plan Map will require the participation of the Town.
 - Rezone undeveloped parcels in Area A that are part of the PUD to RE or RL.
 - Rezone undeveloped parcels in Area B that are part of the PUD to RL.
 - Rezone undeveloped parcels in Area C that are part of the PUD to RE or AG.
 - Rezone undeveloped parcels in Area D that are part of the PUD to RM-1 or C-1.
 - Assign appropriate zoning districts to existing uses.
 - Support subsequent rezoning requests for changes in zoning consistent with the Future Land Use Map.
- Support modifications to the Town’s existing PID district in Area A to encourage a broader range of nonresidential uses over an expanded area. This would facilitate a seamless arrangement of uses in future development around the Charlotte Motor Speedway and help ensure the viability of this regional attraction, which affects Harrisburg, Concord, and the County’s economy. Development flanking the CMS that includes commercial, hospitality/lodging, entertainment, and recreational uses may help ensure this area remains nationally competitive as a top choice race and vacation destination. Standards to mitigate noise, light, traffic and other impacts on nearby residential development should be considered.
- Establish design standards that apply to development adjacent to the future Mallard Creek Greenway. This may be accomplished with an overlay district that requires development within a specified distance from the greenway corridor to orient toward the greenway, incorporate details into the sites that visually and physically connect development to the greenway, and limit noise, light, and other negative impacts on the enjoyment of the greenway.

Recommended Application of Zoning Districts

Proposed Future Land Use	Appropriate Zoning District(s) - Town	Appropriate Zoning District(s) - County*
AREA A		
Commercial, Entertainment, Hospitality/Lodging	C-2, C-1, B-1, CD, PID, MU (new)	LI, OI, LC, GC
Private Recreation	C-2, C-1, PID	LI, OI, LC, GC
Office	O-1, PID	OI, LI, GI, GC
Light Industrial	I-1, PID	LI
AREA B		
LDR	RL, RM-1, PID	AO, CR, LDR, MDR
MDR	RV, RM-1, PID	MDR, HDR
AREA C		
VLDR	RE, RL	AO, CR, LDR
AREA D		
Commercial	C-1, B-1, O-1	LC, GC, OI
Mixed Use	MU (new), C-1, B-1, O-1, PUD, TND	
HDR	RC, RV, C-2 (if existing and/or abutting NC-49)	HDR
MDR	RV	MDR, HDR
Light Industrial	I-1	LI
AREA E		
Light Industrial	I-1 (and I-2 for existing General Industrial)	LI
Commercial	C-2, C-1, B-1	LC, GC, OI
AREA F		
Recreation, Public	All Districts	All Districts
Recreation, Private	C-2, C-1, PID	GC, OI

*Development of parcels that are in Cabarrus County's jurisdiction will most likely require water and sewer service. Therefore, such parcels will likely be annexed into the Town of Harrisburg's jurisdiction and subject to Town zoning.

- Limit uses in Light Industrial district to industrial and other employment uses to avoid encroachment of institutional, residential, and other uses on existing businesses. This would also preserve the Town’s ability to attract and accommodate new—or expand existing—job-generating uses in locations where such businesses prefer to locate. Limit permitted commercial uses to existing uses and those that support the industrial uses.
- Consider the creation of new zoning districts to accommodate development that is consistent with the community’s vision for the area, as reflected in the Future Land Use Map.
 - Assess the need for a mixed-use district (MU) that can be utilized in key locations throughout Harrisburg. This district should enable a mix of compatible uses on large and small sites where adequate infrastructure is available or can be extended. The mix of uses can vary and may be all nonresidential uses. Residential uses would not be a required component of development in this district. If warranted as an alternative to a PUD or TND, provisions to consider include but are not limited to the following:
 - Minimum development site area: 5 acres
 - Mix of uses shall contain some nonresidential uses. Development shall not consist exclusively of residential uses.
 - Orientation of, and relationships between, buildings should eliminate need for buffers within development, particularly to separate residential and nonresidential uses.
 - Maximum building height: 50 feet
 - In Harrisburg’s jurisdiction, support the creation of other PID districts. The emphasis of any new PID district should be on flexibility in use provided specific performance standards set forth for the district are met. Such standards shall address the potential negative impacts of each permitted use on adjacent development (existing or future) or on the community as a whole to ensure such impacts (i.e., noise, light, and traffic) are avoided or sufficiently mitigated.

“A diverse housing stock is critical to maintaining lifecycle communities. For many older adults, the housing problem is not the need for on-site care, but rather, simply the need for a smaller, more easily maintained residence. Zoning ordinances need to be modified to increase the availability of **single story townhouses, apartments and condos** within single family zones.”

-- ARC / Community Housing Resource Center



Economic Development

Attract investment based on Harrisburg's position in the market and future potential.

- Employment growth potential is strongest (and most compatible) with land availability proximate to US-29, which offers superior regional access and a potential Charlotte Motor Speedway relationship.
 - Examine existing infrastructure in the northern portions of the study area and identify where gaps exist in infrastructure, including utilities, ingress & egress quality, amenities, and other factors important for new industrial, flex/service space, and potential auto-related industries.
 - Identify key properties targeted for industrial or other employment development and identify policies needed to protect these properties from development as land uses that do not particularly forward the Town's economic development efforts and balance housing and employment in the area.
 - Investigate opportunities to focus industrial/research efforts on the automotive and motorsports industry, fueled by the town's location adjacent to the CMS. This could include initiating research relationships with UNC-Charlotte via the Motorsports Engineering program (at the NC Motorsports and Automotive Research Center on campus), which promotes itself as "the first stop for employers hiring interns and entry level engineers." Also consider initiating relationships with NASCAR Tech in Mooresville, Clemson University's ICAR campus in Greenville, and NCSU's engineering programs in Raleigh.
- Further industrial efforts with better use of an industrial land supply inventory website that brokers and others can utilize to understand properties along and close to US-29 and those located along the rail line to the south of NC-49. Information should include entitlement status, parcel sizes, utilities available, useable acreage, access quality and route info, etc.
- Focus office recruiting and development efforts on smaller, local-serving office users, such as realtors, insurance agents, attorneys, accountants, dentists and other medical-related uses. Create focal point locations in the town that provide a quality lifestyle for these office users, including as part of mixed-use projects with retail uses, on small parks, etc.
- Understand retail needs and opportunities in the town, including the square feet of retail Harrisburg can support, the key locations where retail is suitable, and the means by which retail environments can be amenitized and/or themed (e.g. children's retail, farm or nature-based/oriented retail, dining core, etc.).
 - National averages provide for around 23 to 25 square feet of retail per capita, translating into total needs for around 340,000 SF of retail supportable by town residents alone (based on 2014 populations). (Refer to Appendix C: Retail Demand Analysis.) Some benchmark numbers to consider for new retail development:
 - A new 45,000 SF grocery store (full-size) requires around 3,600 households or 10,800 people (using Harrisburg's 3.13 people/household) to perform at national averages;
 - A full-size drug store would require around 4,400 people or 1,460 households; and

- A full-service (with alcohol) sit-down restaurant requires around 1,675 people or 560 households to perform at national averages.
- Focus retail efforts on more local-serving, neighborhood-type uses. Harrisburg lacks a major regional intersection, a factor related heavily to the rail line running parallel to NC-49 and larger uses near US-29, and is not well-positioned to compete as a regional retail destination.
- Locate any regional or entertainment destinations, including retail related to or supporting the CMS, along US-29 given its strong traffic counts and access from I-85 via Bruton Smith Boulevard.
- In addition to the potential auto and/or CMS-related employment/research opportunities, identify land uses that are both compatible with and supportive of the CMS, possibly including lodging, retail, event space, recreational facilities, etc. in a more unique, setting than the stand-alone uses developed to date.



Improve Harrisburg’s image and identity along NC Highway 49.

- Focus on the creation of gateways along Highway 49 to better indicate arrival into the town, including monumentation and landscaping, and potential revolving banner programs tied to seasons, holidays, etc.
- Enhance development standards for new projects in the town, including requirements for sidewalks on both sides of major and minor thoroughfares, landscaping, signage, etc.

Identify the means by which Harrisburg’s quality of life can be furthered and a more unique marketing/economic development proposition created.

- Given the strong natural attributes of the study area, consider pursuing nature and outdoor activities as an economic development tool for both residential and non-residential land uses. This could include encouraging the extension of the Carolina Thread Trail through Harrisburg and extending parks and greenways through the town.

- Consider opportunities to extend parks and greenways to employment cores in the town to further amenitize business cores.
 - Extend these trail systems to a more significant sidewalk system in the town, one noted as being insufficient via resident feedback through the planning process for the Morehead Road study area.
- A secondary economic development theme could be Harrisburg’s family-focused environment. Included in this could be the creation of a central playground or water feature targeting children, such as Armstrong Park (shown below) built in Duncanville, TX. Retail around this park could also target parents and children visiting the park. Such a policy or strategy could help limit direct competition between a family-themed retail core and the existing Harrisburg Town Center retail.



- Allow greater diversification of Harrisburg’s housing offerings to accommodate maturing households already in Harrisburg and those seeking the town’s quality of life but unable or unwilling to purchase single-family homes on larger lots.
- Support smaller-lot single-family homes (cottage, patio home product), attached townhouse or ranch products, various senior housing products (active adult apartments, independent and/or assisted living), and for-sale condominium products.
 - Encourage development of these higher-density products within walking distance of retail centers, including Harrisburg’s Town Center, proximate or adjacent to recreational opportunities, and proximate to key transportation access points.



Open Space, Parks, and Recreation

Preserve key areas and features as open space.

- Build on and utilize work done for the Partners for Green Growth Project. Mapping for this effort resulted in the identification of primary and secondary conservation areas. These areas should be utilized in determining open space in new development. The valuable natural resources that still remain intact in the study area present a great opportunity for creating a network of open spaces, trails, and greenways that increase access to nature.
- Raise awareness of and appreciation for natural resources. Make features an integral component of the development pattern.

Provide for a mix of open space types and programming.

- Encourage more formal open space and active recreational uses (i.e., pocket parks, plazas, formal greens, traditional playgrounds, sports fields) near developed areas (i.e., near planned residential areas and commercial/mixed use activity centers).
- Encourage more natural types of open space and passive types of recreation (such as greenways trails or nature play areas) near sensitive environmental features (i.e., stream corridors and floodplain forests).
- Encourage restoration activities in previously disturbed areas adjacent to Mallard Creek floodplain and tributaries. Previously disturbed areas offer opportunities for habitat restoration and for increased habitat diversity. Restoration activities could include stream restoration, tree canopy restoration, creation of meadows (via annual mowing) or pollinator plantings/gardens to complement nearby municipal efforts to restore Monarch Butterfly habitat in the area.
- Encourage the integration of Green Stormwater Infrastructure (GSI), such as landscaped stormwater retention and treatment areas that can serve as amenities while protecting water quality through infiltration.

Assist public and private as they work together or separately to establish recreation destinations within the Study Area.

- Support private investment in entertainment and spectator sport venues that enhance the CMS area.
- Work with Cabarrus County Parks and other partners to implement Town and County Master Plans.
- Partner with Cabarrus County Parks and/or area organizations to create greenway trails, particularly the Mallard Creek Greenway, and a trailhead in the vicinity of Morehead Road near Mallard Creek by requesting blanket easements when utilities are installed.

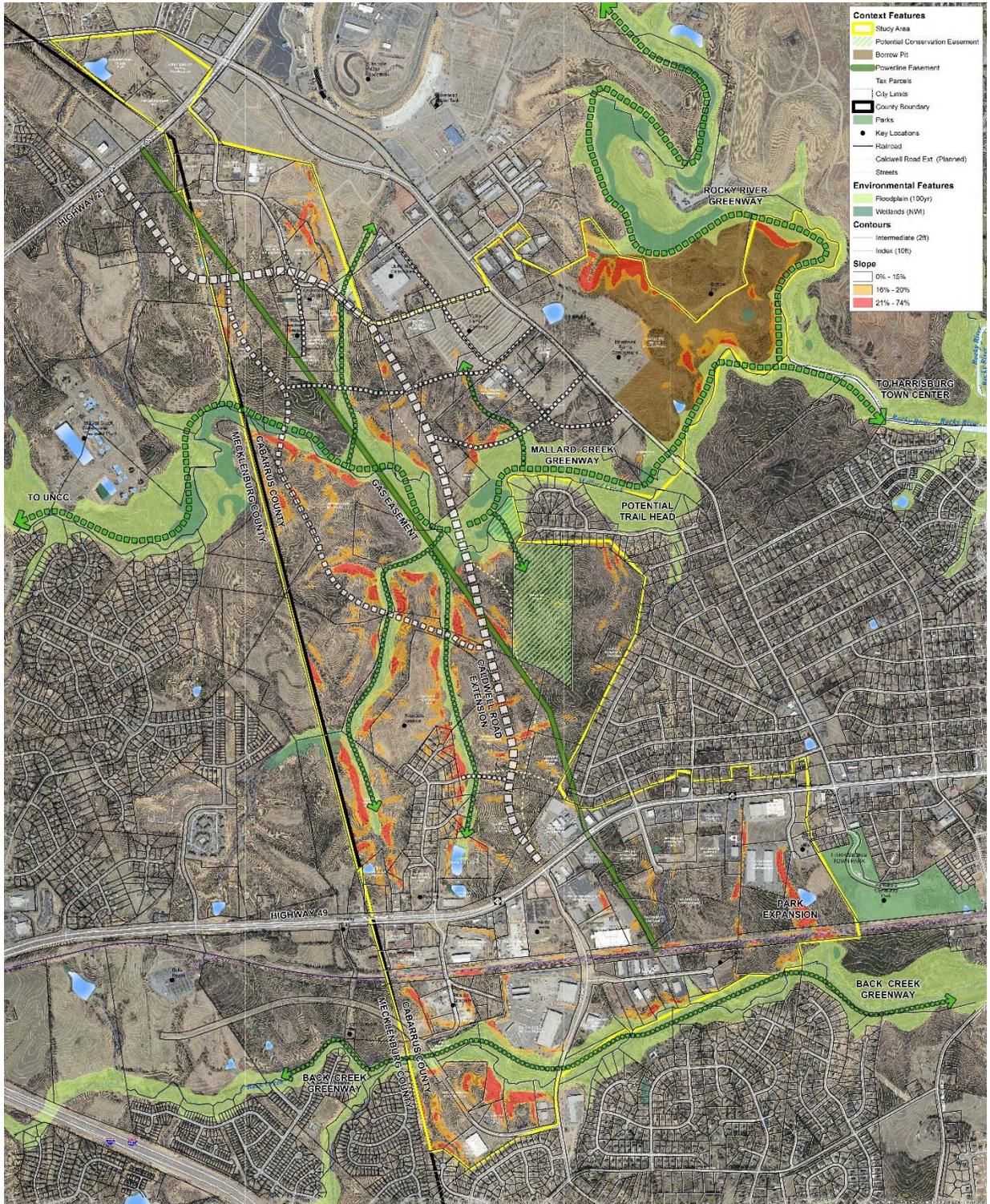


Figure 9. Proposed Parks and Recreation System Improvements

Greenways

Provide and facilitate greenway connections.

- Work with area partners for planning, funding, and implementation of Mallard Creek and Back Creek Greenways. Mallard Creek, Back Creek, and Rocky River provide good locations for potential greenway expansions through and to the Morehead West Area. Mallard Creek and Rocky River have both been identified as locations for sections of the Carolina Thread Trail, which would provide connections through the Charlotte metropolitan area and beyond. These greenway connections can provide an important recreational and transportation resource to Harrisburg as well as a public resource to focus and encourage high-quality development. Back Creek has been identified as a location for a greenway as well, and would provide another east-west option for non-motorized travel south of NC-49 and the rail line. Greenway connections to Harrisburg Town Center should also be explored to enhance functionality of these facilities
 - Coordinate with the City of Charlotte and Mecklenburg County for the connection to the Mallard Creek Greenway (also known as XCLT Trail and Carolina Thread Trail) at the Cabarrus-Mecklenburg County line.
 - Seek funding from Carolina Thread Trail to help implement the Mallard Creek Greenway, especially through the study area.
 - Request dedication of land from private property owners for the creation and extension of the Mallard Creek and Back Creek Greenways. This will be more easily accomplished through the private development process; however, raising awareness of the opportunities and potential benefits of the greenway connections should be part of an educational effort conducted in support of greenway land acquisition in all areas, including developed areas.
 - Encourage privately funded greenway segments that are constructed to meet the Town's standards (e.g., corridor width, trail width, trail pavement, lighting, landscaping, etc.). Privately funded segments of Mallard Creek and Back Creek Greenways should be dedicated to the public. Segments that connect to Mallard Creek and Back Creek Greenways may be dedicated or they may be privately owned and maintained by businesses or property owner associations.
 - Coordinate trail development with utility improvements and extensions. The colocation of greenways with utility easements and rights-of-way maximizes the public investment in infrastructure while minimizing environmental impacts.

Map existing and proposed destinations to ensure greenway linkages become “spine.”

- Identify the types of destinations that trail users are likely to expect to find and access along the greenway trail route. In mapping these destinations that are, or can be, accessible via the future trail, the following decisions can be informed: beginning and end points for segments to be slated for construction; side of the creek to locate trail and location and types of creek crossings; locations for parking; and design of access facilities. Examples of destinations include neighborhoods, restaurants, parks, historic sites, and nature preserves.



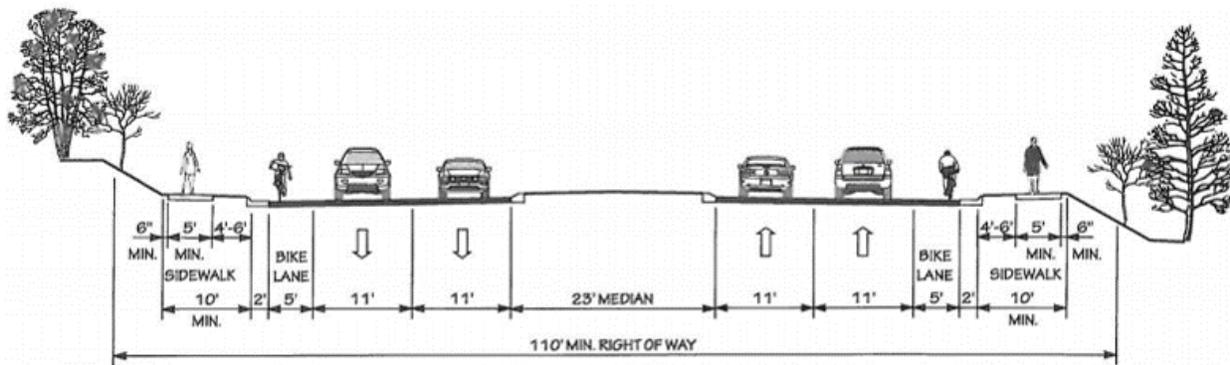
Buffalo Creek Preserve Trail in Mount Pleasant (top) and Pharr Family Preserve Trail in Midland (bottom) are two greenway trails in Cabarrus County that are part of the Carolina Thread Trail.

Mobility

Road Network

Extend Caldwell Road.

- Extend Caldwell Road from NC-49 to US-29. This extension provides a new north-south travel option, which serves regional and local mobility needs. Caldwell Road Extension can also help alleviate the transportation impacts of event traffic associated with the Charlotte Motor Speedway. The Caldwell Road Extension is planned to be a four-lane median-divided section with sidewalks and bike lanes on both sides. This cross-section (shown in Figure 10) is recommended in part based on projected needs of the previous development proposals and in part on the regional mobility needs that Caldwell Road Extension will further. Future traffic projections may show fewer lanes needed, especially in the northern section, but 110 feet of right-of-way should be reserved to accommodate future needs.



4 LANE DIVIDED (23' RAISED MEDIAN) WITH CURB & GUTTER, WIDE OUTSIDE LANES, BIKE LANES, AND SIDEWALKS

Figure 10. Proposed Caldwell Road Extension Cross-section

Two proposed alignment options for Caldwell Road Extension are shown in Figure 11 in dashed red lines. The proposed road connects to existing Caldwell Road at NC-49 and continues generally north, crossing Mallard Creek, and connects to US-29 in Mecklenburg County across from Floyd Smith Office Park Drive. The proposed roads are illustrative of a proposed system. Exact alignments will be subject to engineering studies, and will depend on the type, location, and intensity of development that each will serve.

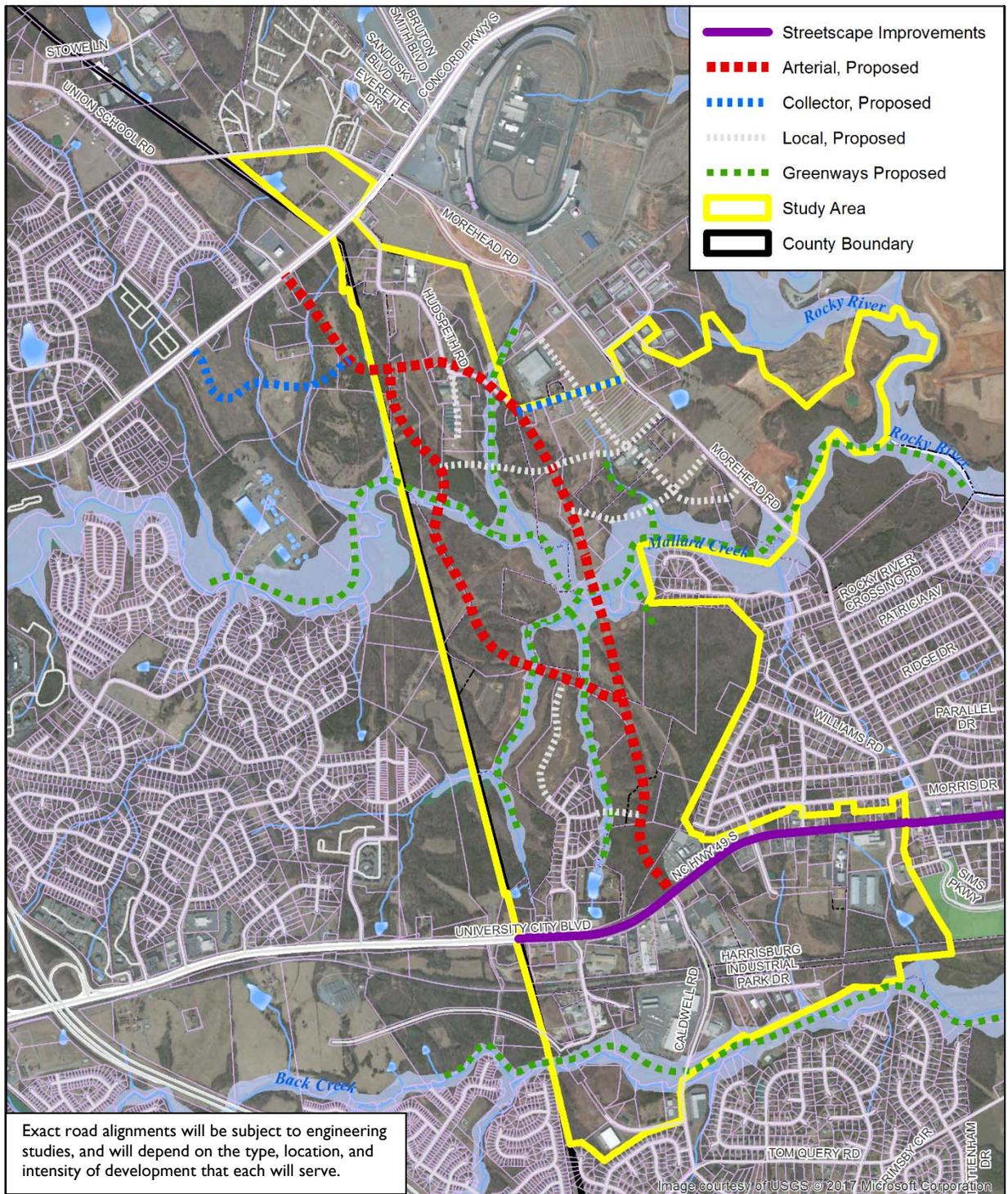


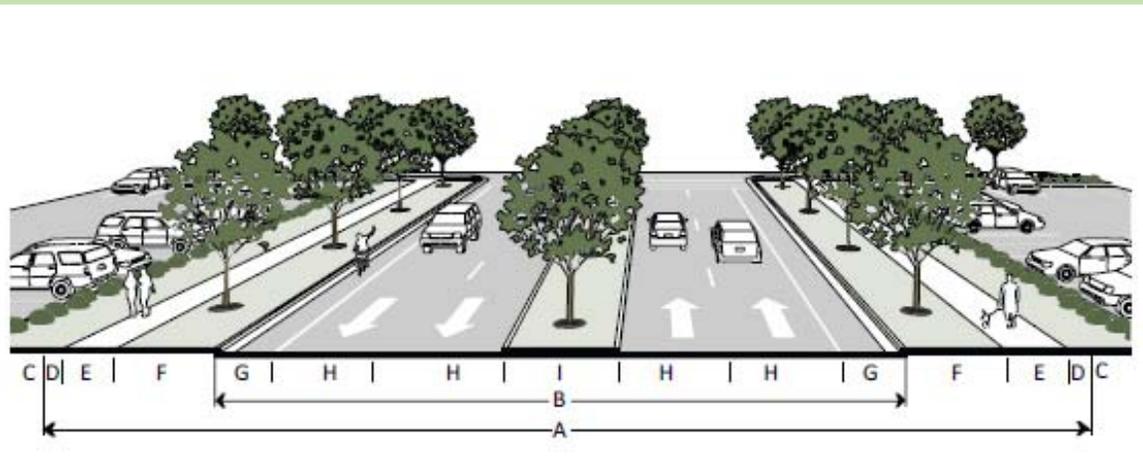
Figure 11. Proposed Road Network Improvements

- Consider Caldwell Road Extension for public funding, although some or most of the road may require private developer funding to build portions. (Note: Two alignment options are shown for Caldwell Road Extension in Figure 11, providing different alternatives to cross Mallard Creek. The ultimate goal is to develop one option as an arterial-level Caldwell Road Extension and the other as a collector-level road.)
 - Adopt the Morehead West Area Plan including the proposed Caldwell Road Extension alignment.
 - Continue to coordinate with Cabarrus-Rowan MPO (CRMPO), NCDOT Division 10, Charlotte DOT, and the Charlotte Regional Transportation Planning Organization (CRTPO), as these organizations should be aware of and supportive of the proposed alignment of Caldwell Road Extension.
 - Conduct a feasibility study to more precisely and reliably estimate probable costs associated with alignment options and to determine if one is a more suitable alternative. This feasibility study should determine structure needs for stream crossings, provide more exact alignments based on curve and grading needs, estimate earthwork quantities, develop intersection geometries, and provide detailed cost estimates.
 - Based on the results of the feasibility study, submit the proposed alignment for adoption by the CRMPO and CRTPO.
 - If there are proposed developments that affect area around the proposed alignment, work with the developers to reserve the right-of-way for Caldwell Road Extension or to construct sections of Caldwell Road Extension as part of the developments. If a developer or group of developers is willing to fund the design and construction of all or parts of the less feasible of the two options, as determined by the feasibility study, support the change in the location of the Caldwell Road Extension provided the points of connection to US-29 and NC-49 are maintained and the road is designed in accordance with the approved cross-section and for through movement.
 - Via the Cabarrus-Rowan MPO, submit the project for scoring in the State Transportation Improvements (STI) program.
 - If funding cannot be obtained through the STI or SPOT processes, Harrisburg should work with developers to construct segments of the road with development. With some sections built, the benefit/cost metrics may become more favorable in the STI scoring to allow the remainder or key sections (such as a bridge over Mallard Creek) to be constructed with public funding.

Support the creation of a network of new-location roads.

- Facilitate a network of collector and local roads, as shown in Figure 11 that can be privately built throughout the Morehead West Area to create a complete, hierarchical network of roads. Collector roads should be two- or three-lane cross sections with bike facilities and sidewalks. Complete street design standards should be used for these roads to ensure multimodal accessibility and accommodation.

A multimodal transportation network is a critical component of supporting development plans in the Morehead West Area and ensuring and enhancing mobility options for all Harrisburg residents and visitors. A new network of roads will allow development goals to be achieved, provide access to internal parcels, meet regional mobility goals, and help alleviate event traffic. The Morehead West Area has potential to add pedestrian, bicycle, transit, and rail infrastructure to assist with local and regional mobility.



Improve NC-49.

- Work to improve aesthetics and operations on NC-49 through street plantings, medians in key locations, driveway consolidation and closing, decorative or pedestrian-level street lighting, and potentially buried utilities. NC-49 through the study area is a five-lane section, with sidewalks in some sections, although a narrow section of right-of-way. NC-49 is an important regional arterial. It is designated a NCDOT Strategic Highway Corridor but has been downgraded from an Expressway to a Boulevard designation. NC-49 will continue to be an important regional road and I-85 alternative, and as such, it will continue to carry significant volumes of traffic. However, aesthetic and operational improvements can maintain or increase road capacity, reduce conflict points, and enhance the pedestrian experience. As the corridor has continued to develop, the array of businesses and uses are such that pedestrian connections are important and aesthetic improvements can enhance the pedestrian experience.
 - Conduct a corridor study to address future improvements to NC-49. In collaboration with NCDOT and as part of a detailed study of the corridor, address access management and streetscape.
 - Work with NCDOT to:
 - Improve crossings. Pedestrian crossing enhancements should also be a part of improvements to the roadway, including more visible crosswalks, pedestrian countdown timers, and clearly delineated crossing locations.
 - Accommodate bikes, which may best be provided through off-road facilities with access to parcels fronting NC-49.
 - Implement median treatments (as needed). Median treatments may be placed in locations to aid traffic flows and reduce conflict points. These treatments allow for more plantings on the roadway.
 - Consolidate driveways along the road frontage.



Transit and Rail

Support transit connections.

- Promote “transit-ready” designs for new development to incorporate easements for transit stops. Such stop areas should have the highest concentration of nearby development and be designed for walkability and pedestrian accessibility. As new development occurs, it should not preclude the incorporation of transit stops, if such stops are warranted in the future.
 - Incorporate transit-friendly designs and policies into new development to support transit service when it is feasible from a financial and ridership perspective.
- Work with CK Rider, Cabarrus County Transportation Services, Cabarrus-Rowan MPO, the City of Charlotte, and Mecklenburg County to pursue options for transit service to Harrisburg. When the Blue Line Extension to UNC-Charlotte is complete, Harrisburg should pursue opportunities for feeder service. Transit service may not be on the immediate horizon but continued growth in Harrisburg and the region will increasingly make it feasible, primarily in three forms: 1) feeder service to the Blue Line Extension, 2) Express service to downtown Charlotte, and 3) local connections to Concord and Kannapolis. Harrisburg should continue to explore these options and work to implement services when ridership estimates can show sufficient demand for services to support these routes.
 - Hold discussions with neighboring agencies on express, feeder, and local transit service options.



Advocate for Amtrak station closer to Harrisburg Town Center.

- Work with Amtrak and NCDOT Rail Division on the possibility of a rail station in Harrisburg and the potential location of that station. The October 2015 *Harrisburg Rail Station Site Assessment Study Update* provided several options for a station location. Rail operations, track geometry, environmental considerations, and accessibility issues will also play an important role in determining the final location.
 - Continue to explore a possible Amtrak stop close to Harrisburg Town Center, as the ideal station location would be as close to and accessible from Harrisburg Town Center as possible.

Navigation and Orientation

Improve navigation through the Study Area.

- Implement the Town's proposed wayfinding program.
 - Install signs throughout the Morehead West Area. A unified wayfinding program can orient visitors and help them access locations they are seeking. Signs can also promote cultural, civic, economic, and entertainment options throughout the town. Signage improvements will also assist with the management of event traffic and parking associated with the Charlotte Motor Speedway. Signs will enhance parking operations and ingress/egress to areas of town and parking lots. Figure 12 shows proposed wayfinding sign designs.



Figure 12. Proposed Wayfinding Sign Design

Utilities

Facilitate desired development with the utility infrastructure necessary to support it.

- Initiate the provision of adequate sewer service by extending sewer along Mallard Creek, as shown in Figure 13.
 - Phase 1 System Upgrades
 - Serve new development and redevelopment at Caldwell Road and NC-49. The following utility system upgrades may be needed to accomplish this.
 - Allow new development near NC-49 to connect to the Bentley Hills Pump Station. Upgrades to the Bentley Hills Pump Station may be needed. New development should pay a proportionate cost of upgrades.
 - Replace Millbrook Pump Station with a gravity sewer line to Back Creek. Upgrades to the Orchard Park Pump Station may be needed. A flow monitor on the Back Creek line east of Orchard Park may be needed to determine if capacity exists to accommodate the steps above.
 - Construct a gravity sewer trunk line along Mallard Creek to Leatherwood Pump Station. This will resolve issues with the existing pump station. This would be a Town-initiated project in terms of design and funding. The Town should move forward with the study, design, and cost estimate so the project is ready when “triggered.” Note, this may require coordination with development that is being proposed east of Morehead Road outside of the study area. Coordination on the location of sewer to serve new development as well as Town funding to pay for upsizing may be required.
 - Phase 2 System Upgrades
 - Construct gravity sewer west along Mallard Creek and to the south. These gravity lines would eventually enable the removal of two pump stations (Hudspeth Road #2 and Bentley Hills). These extensions present cost share opportunities with future development.
 - Phase 3 System Upgrades
 - Provide a parallel gravity line along Mallard Creek if needed. If land uses with higher water/sewer flows locate near Morehead Road a parallel gravity line may be needed. The need for this would be determined at a later date.

- Address water issues: connections, storage capacity, and pressure.
 - Utilize Caldwell Road Extension and other new location roadways to create water loops. This would increase system resiliency and improve water quality.
 - Coordinate with utility partners:
 - Coordinate with Concord to ensure adequate capacity existing in elevated storage tanks. Currently the northern portion of the study area is served by a water tank in the vicinity of the CMS. An additional tank may be needed in the Concord system to meet the requirement for having at least half of daily water demand in elevated storage.
 - Coordinate with Mecklenburg County/Charlotte Water on serving areas in Mecklenburg County that are northwest and southwest of the study area (i.e. Caldwell Park) and determining needs for master meters and interconnects along US 29, Mallard and Back Creek.



Figure 13. Proposed Utility System Upgrade Phases

- Fund utility system improvements.
 - Town/public initiatives:
 - Study and implement/revise capital recovery fee procedures
 - Partner with Concord to qualify for WSACC participation in the funding of the sewer trunk line along Mallard Creek. WSACC participation is warranted by the involvement of two or more jurisdictions and the removal of the pump station serving Concord (refer to Phase 1 above).
 - Private partnership opportunities:
 - Facilitate extensions of water and sewer service through the private development process. A phased approach to extending water and sewer lines will help create opportunities to partner with private developers.
 - Encourage the use of tax increment grants (TIGs), one of several financing tools the Town has made available through its Tax Increment Grant Program.

Coordinate utility improvements and extensions with greenway trail development.

- Partner with public and private entities to reserve land for and construct a segment of the regional greenway along Mallard Creek and spur trails along sewer outfalls to the north and south.
(Note: See other greenway and open space recommendations in previous sections.)



Charlotte Premium Outlets

**CASE STUDY:
Tax Increment Grant**

Development of a large retail center in Charlotte included developer-funded upgrades to area roads and other infrastructure that was needed to serve the center as well as existing and future development. Through an annual tax refund over a period of years, the developer is being reimbursed for the costs of a portion of the improvements that the City alone could not have funded in a timely manner.

Beyond the Study Area

Update the Harrisburg Area Land Use Plan.

- Amend the Harrisburg Area Land Use Plan to incorporate the recommendations of this Morehead West Area Plan.

Modify the Harrisburg Unified Development Ordinance

- Amend zoning for Town Center to allow for more residential uses to create a stronger market for nonresidential uses there and to attract empty nesters and millennials.
- Eliminate the City Center (CC) district.

APPENDICES

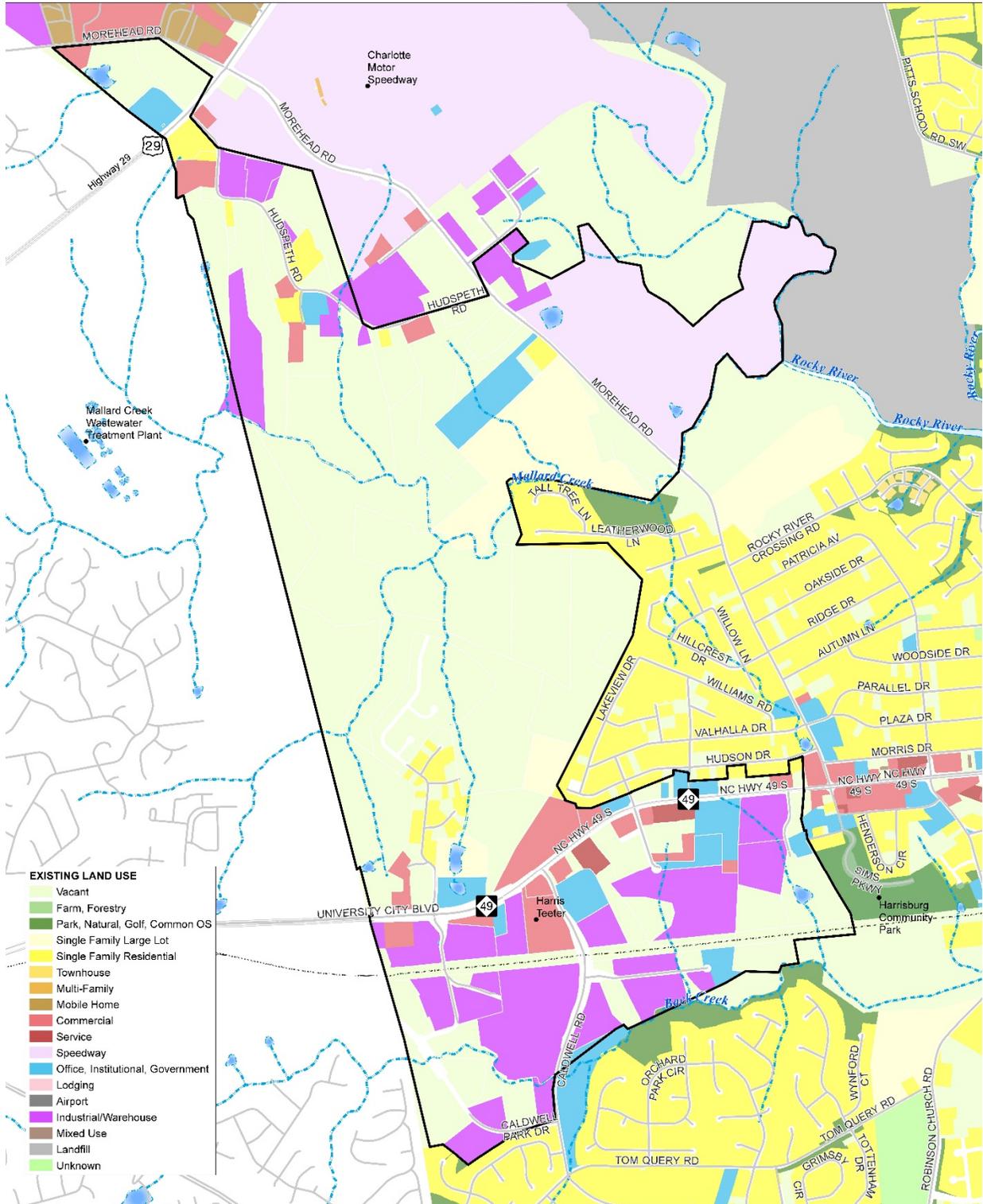
Appendix A: Existing Conditions and Suitability Maps

Appendix B: Community Input Summary

Appendix C: Retail Demand Analysis

Appendix A: Existing Conditions and Suitability Maps

The maps contained in this Appendix A are existing conditions maps reflecting the conditions of the Morehead West Area when the planning process was initiated in April 2016. The data depicted on the maps served as inputs into the analyses, such as the suitability mapping that is also included in this Appendix A. The information gleaned from the synthesis of such conditions informed some of the ideas and recommended policies documented in the Plan. All maps were prepared by LandDesign with assistance from the Town and VHB.





Context Features

- Study Area

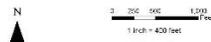
Natural Resources

- Surface Water
- Streams
- Stream Buffers
- Parks
- Steep Slopes (> 15%)
- Floodplain (100yr)
- Forest Cover (2015)
- High Quality Habitat (DENR BWhA)
- Heron Colony

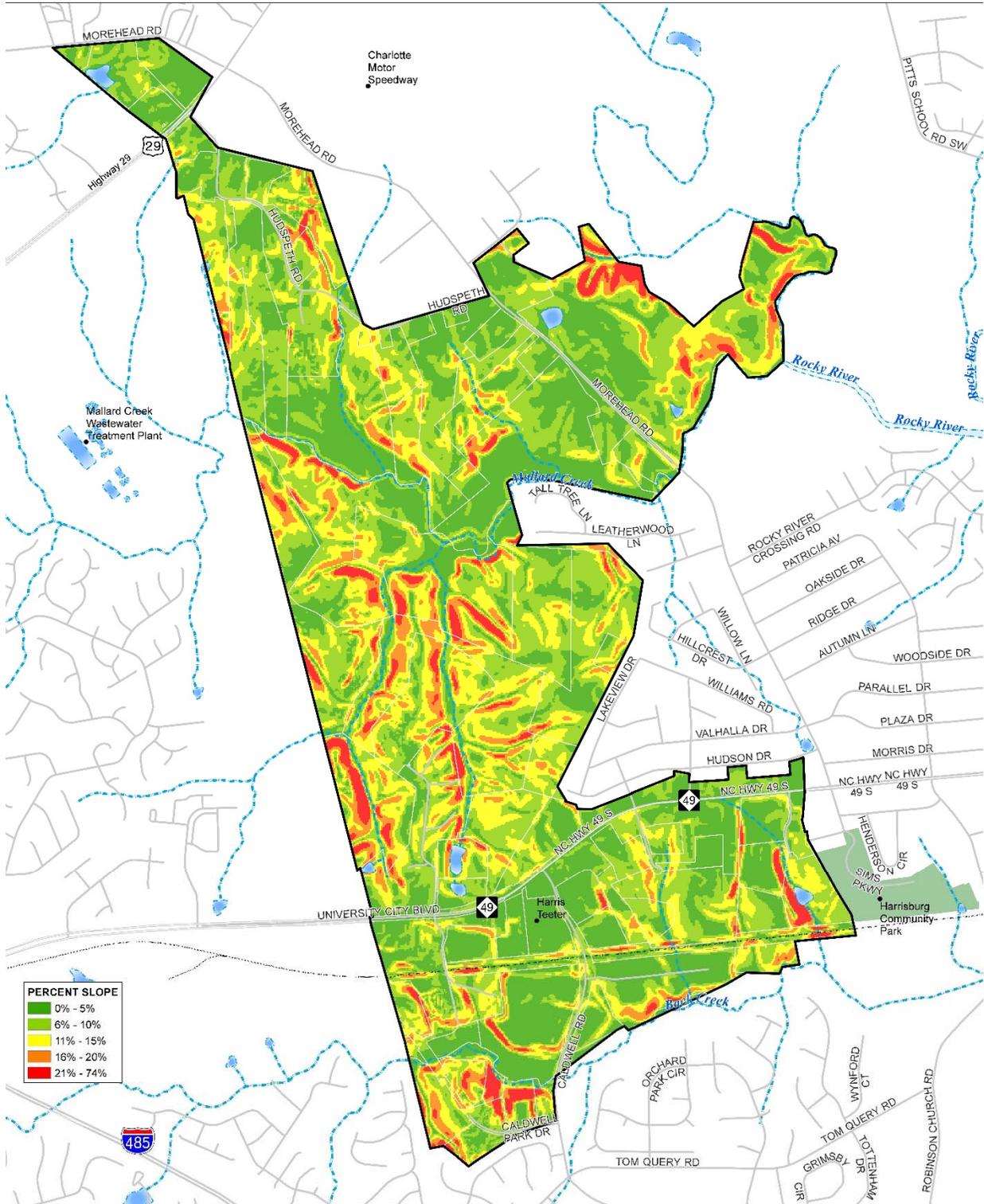
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Date: 11/21/2016 | LDE: 1015037
Data Source: Cabarrus County, NCGENMAP, Esri

NATURAL RESOURCES & FEATURES
HARRISBURG, NORTH CAROLINA



Disclaimer: This map was created with the best available data. However, it is possible that it contains errors or omissions. The user should not rely on this map for critical decisions. The user should verify the accuracy of the data and consult with the appropriate authorities for more information.



PERCENT SLOPE

0% - 5%
6% - 10%
11% - 15%
16% - 20%
21% - 74%

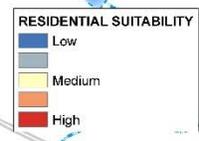
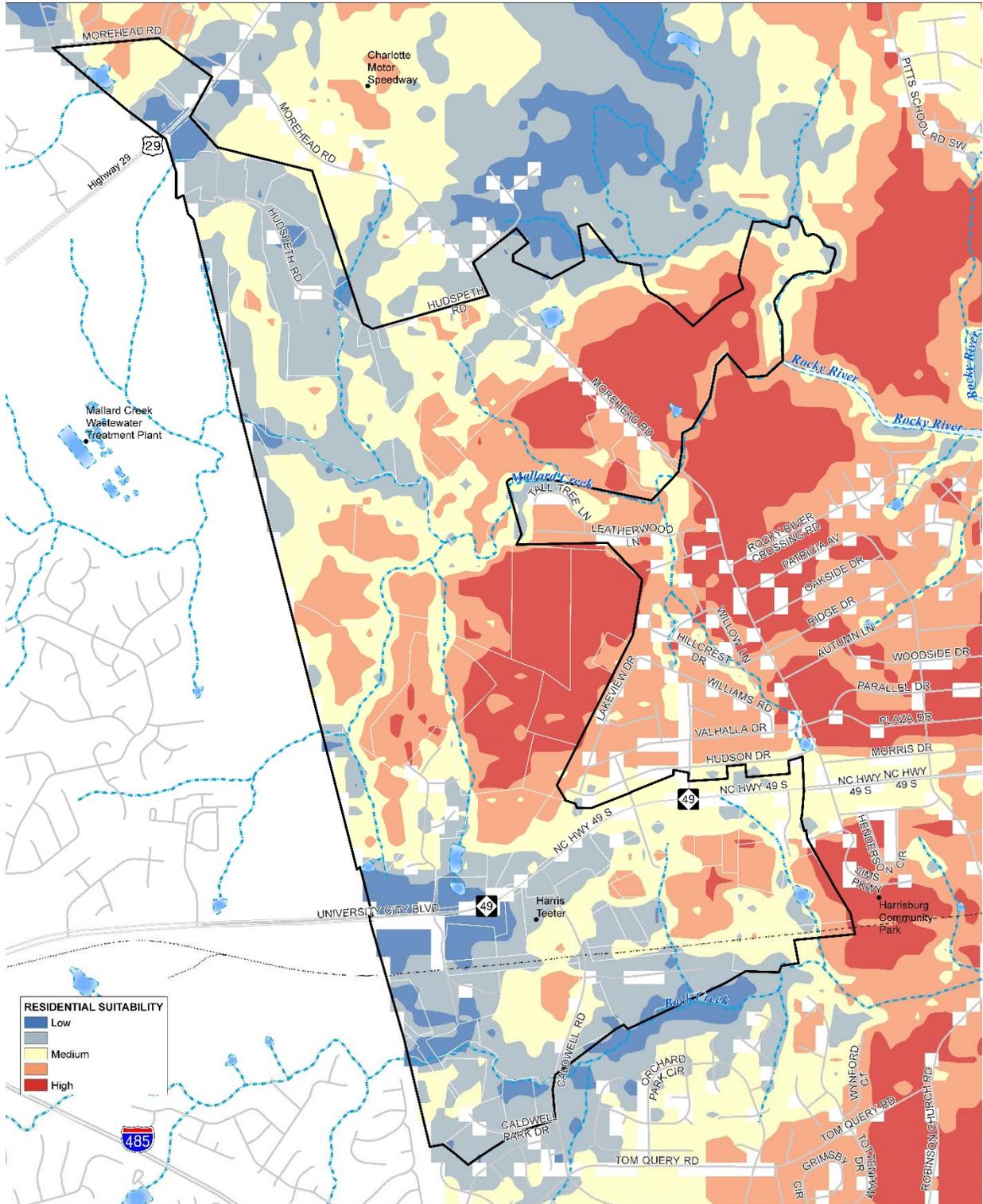
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Data Source: Cabarrus County, NCDENRMAP, Esri

EXISTING SLOPE
CABARRUS COUNTY, NORTH CAROLINA



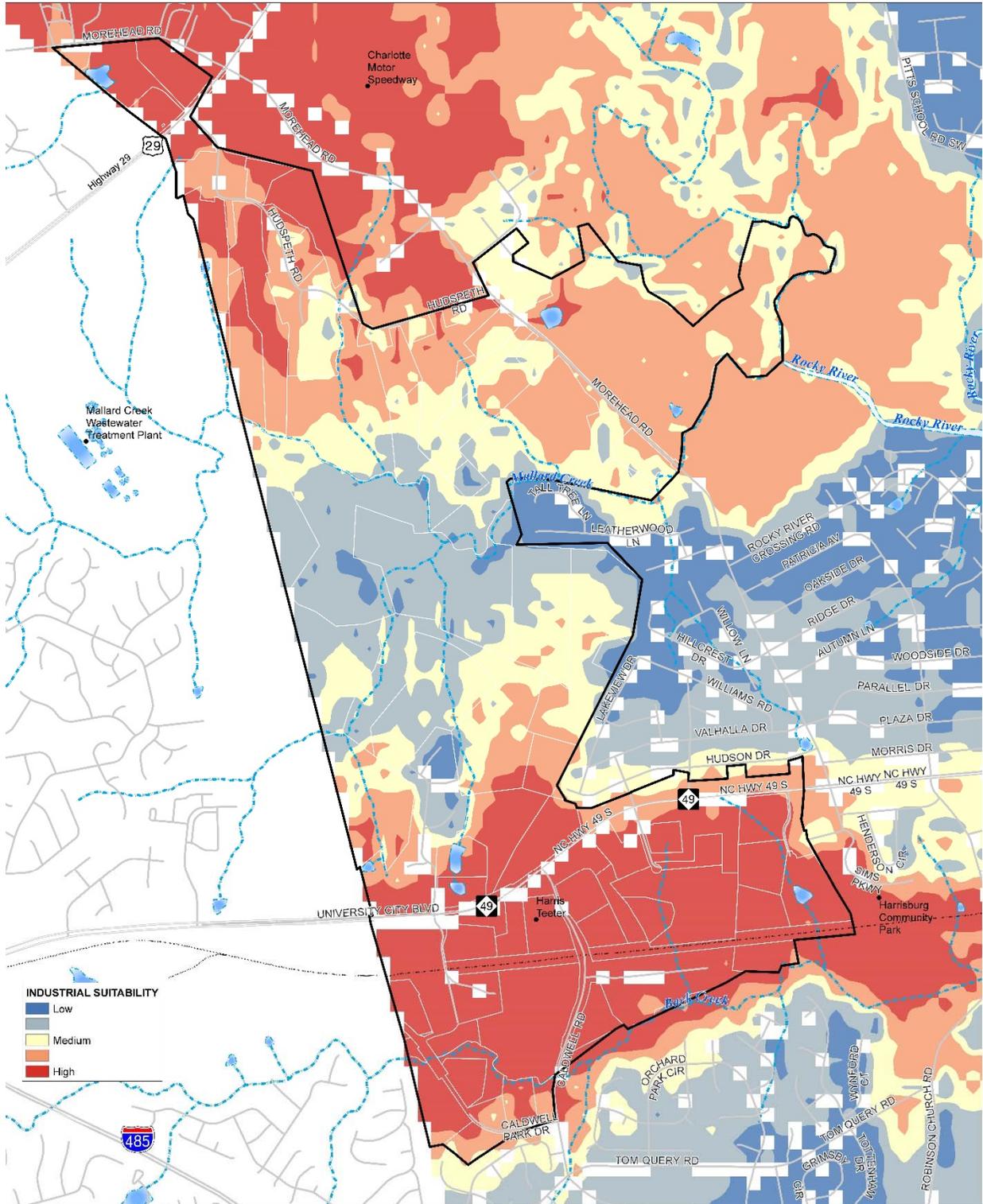
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RESIDENTIAL SUITABILITY
CABARRUS COUNTY, NORTH CAROLINA

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INDUSTRIAL SUITABILITY
CABARRUS COUNTY, NORTH CAROLINA

North Arrow
Scale: 1 inch = 400 feet
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Appendix B: Community Input Summary

The involvement of the community in the creation of the Morehead West Area Plan was crucial. Through the thoughtful input of citizens, business owners, property owners, and other stakeholders, a vision for the future of the area emerged. The Plan communicates their expectations, providing the guidance needed to inform Town and County leaders' decisions pertaining to land use, conservation, and investments in infrastructure and services to support desired development.

The following summarizes the mechanisms employed to obtain input as well as some of the results of each.

Stakeholders Interviews

Early in the planning process, the project team held interviews with small groups of people who, because of their knowledge of the existing conditions or direct experience working with relevant information, could speak to the very specific issues and opportunities of the area. In combination with a review of data and tours of the study area, the project team utilized input to verify and further synthesize data. A total of 46 people attended the interviews, which were held over a period of two days. The interview topics included neighborhoods; transportation; open space, environment, and parks and recreation; utilities; real estate, development, and land ownership; business and economic development. Consistent themes across all interviews included the following:

- **Quality** – The quality of future development is as important as the type of development.
- **Jobs** – More jobs are needed in Harrisburg to increase in-town employment opportunities for residents; shift commuting patterns and reduce traffic issues with a reduction in commuting; and provide more daytime population to support the retail and restaurant uses desired.
- **Housing** – More housing suitable for people over 55 should be available in the future.
- **Environment** – Conservation of valuable natural features is important.
- **Traffic** – Traffic issues need to be addressed, particularly on NC-49 and Morehead Road, with improvements that include the extension of Caldwell Road to US-29.
- **Recreation** – Trails and passive recreation should be part of the recreation options in the area.
- **Entertainment** – Dining and family-oriented entertainment should be components of the land use mix.

A complete list of interviewees organized by topic is available through the Town's Planning and Zoning Department upon request.

Community Meetings

Two public meetings were held during the planning process. The first meeting, held on June 22, 2016, summarized the major issues and opportunities, and included initial land use plan ideas. Attendees provided feedback and shared ideas that were used to formulate a more details future land use vision. On September 6, 2016, the second meeting was held to present the draft future land use plan as well as preliminary policy recommendations. Input received help refine the Future Land Use Plan map and guided the formulation of implementation strategies to support the policy recommendations.

Community Survey

A qualitative survey was made available on the Town's website to gather input to supplement the ideas and concerns raised at the first community meeting. A total of 176 people responded to the survey. The open-ended responses indicated a preference for little or no development, which seemed to be stemming from concerns about school overcrowding, traffic, and loss of green space. The responses also revealed that, if the area is to develop, there is a strong preference for restaurants, shopping, and recreation throughout the area. There is support for more business, industrial, and office uses along and south of NC-49. Also, more than 50% of respondents strongly agreed that greenway trail development should be a priority for recreation and transportation.

A copy of the survey questions and responses are available through the Town's Planning and Zoning Department upon request.

“currently underutilized” “more restaurants and shops” “we should be focused on professional services” “high density residential if high end” “need more business” “similar to Afton Village” “family-oriented activities” “too rural” “business development is needed” “need greenways” “think restaurants, shops, entertainment” “undeveloped...provides no use” “balanced approach” “taxes generated could be used to better the community” “some housing” “upscale” “could use a lot of development to make it more appealing”

Appendix C: Retail Demand Analysis

(Prepared by Noell Consulting, February 2017)

HARRISBURG RETAIL DEMAND ANALYSIS

Estimated Retail Demand Potential in the Harrisburg Area- 2017

Store Type (excl. Autos & Gas)	Local Expenditure Potential ¹	Per Capita	Est. Sales/ SF	Demand Potential (inc outside demand)	Area Employee Expend
<i>2017 Population, Trade Area</i>	19,645				3,837
Furniture and Home Furnishings	\$7,010,907	\$357	\$215	32,637	
Furniture Stores	\$3,742,258	\$190	\$264	17,010	
Home Furnishing Stores	\$3,268,649	\$166	\$251	15,627	
Electronics & Appliance Stores	\$5,819,480	\$296	\$358	19,534	
Bldg Mats., Garden Equip	\$8,758,275	\$446	\$311	28,159	
Bldg Materials & Supply Stores	\$5,819,480	\$296	\$321	18,129	
Lawn & Garden Equipment	\$2,938,795	\$150	\$293	10,030	
Food & Beverage Stores	\$42,099,800	\$2,143	\$438	96,062	
Grocery Stores	\$38,189,789	\$1,944	\$455	83,934	11%
Specialty Food Stores	\$1,398,172	\$71	\$241	5,802	5%
Beer, Wine & Liquor Stores	\$2,511,839	\$136	\$397	6,327	
Health & Personal Care	\$20,863,648	\$1,062	\$492	42,435	13%
Clothing & Clothing Accessories	\$15,926,369	\$811	\$319	49,939	
Clothing Stores	\$11,862,363	\$604	\$368	38,682	
Shoe Stores	\$2,168,569	\$110	\$350	7,435	
Jewelry, Luggage & Leather	\$1,895,437	\$96	\$595	3,823	
Sports, Hobby, Book & Music	\$6,668,282	\$339	\$285	23,423	
Sports, Hobby, Musical Inst	\$5,724,996	\$291	\$365	18,822	
Book & Music Stores	\$943,286	\$48	\$246	4,601	
General Merchandise Stores	\$38,384,251	\$1,954	\$201	191,024	
Department Stores (inc. Discount)	\$20,676,243	\$1,052	\$205	121,032	
Other Gen. Merch. Stores	\$17,708,008	\$901	\$253	69,992	
Miscellaneous Store Retailers	\$9,275,204	\$472	\$217	42,673	
Florists	\$460,294	\$23	\$226	2,037	5%
Office Supplies, Station. & Gifts	\$3,075,716	\$157	\$253	12,157	5%
Used Merchandise Stores	\$1,222,881	\$62	\$253	4,834	
Other Misc. Store Retailers	\$4,516,313	\$230	\$191	23,646	
Food Service & Drinking Places	\$32,575,644	\$1,658	\$358	91,026	
Full-Service Restaurants	\$18,551,490	\$944	\$444	50,139	13%
Limited-Service Eating Places	\$12,799,852	\$652	\$333	38,438	28%
Drinking Places	\$1,224,302	\$62	\$500	2,449	
TOTAL	\$187,381,860	\$9,538	\$304	616,912	

While there is unmet demand among a number of real estate categories in Harrisburg (totaling up to 454,000 SF) of unmet demand, it is worth noting that the overwhelming majority of this demand is being met in one of two locations: in University City as well as around Concord Mills and southern Concord. We estimate there is more than 1.77MM square feet of retail space in ZIP 28262 (University City), which does not even fully cover that submarket.

SF Supported by Area Emps.	Demand from All Sources +10%	No. of Retail Emps	SF per Emp.	Est. Supply	Net Demand	Store Types w/ Pos Dmd	28262 Retail Supply
0	35,901	0		0	35,901	35,901	225,500
	18,711	0	500	0	18,711	18,711	212,500
	17,190	0	500	0	17,190	17,190	13,000
0	21,487	0	500	0	21,487	21,487	10,750
0	30,975	15		14,500	16,475	16,475	6,500
	19,942	15	1,000	14,500	5,442	5,442	6,500
	11,033	0	500	0	11,033	11,033	0
1,860	107,714	235		117,250	-9,536	10,154	119,000
1,803	94,311	228	500	114,000	-19,689		97,500
57	6,444	7	500	3,250	3,194	3,194	11,750
	6,960	0	500	0	6,960	6,960	9,750
1,077	47,863	54	500	26,750	21,113	21,113	122,250
0	54,933	4		2,000	52,933	52,933	160,000
	42,550	4	500	2,000	40,550	40,550	120,250
	8,179	0	500	0	8,179	8,179	39,750
	4,205	0	500	0	4,205	4,205	0
0	25,766	2		1,000	24,766	24,766	76,250
	20,704	2	500	1,000	19,704	19,704	59,250
	5,062	0	500	0	5,062	5,062	17,000
0	210,126	13		13,000	197,126	197,126	610,000
	133,135	0	800	0	133,135	133,135	120,000
	76,991	13	1,000	13,000	63,991	63,991	490,000
139	47,093	22		10,750	36,343	37,330	85,000
20	2,262	7	500	3,250	-988		3,250
119	13,503	13	500	6,500	7,003	7,003	25,500
	5,317	2	500	1,000	4,317	4,317	37,250
	26,010	0	500	0	26,010	26,010	19,000
3,163	103,608	495		66,800	36,808	36,808	313,150
1,061	56,320	158	150	23,700	32,620	32,620	204,000
2,102	44,594	324	125	40,500	4,094	4,094	96,750
	2,693	13	200	2,600	93	93	12,400
6,239	685,466	838		252,050	433,416	454,094	1,728,400

Nearly one-third of this demand is for department and discount department stores, a store type that prefers higher traffic, highly accessible locations such as those along area freeways and/or destination locations, such as University Place, Belgate, and Concord Mills.



**THE PLAN WAS PREPARED WITH
ASSISTANCE FROM:**



Nealon Planning, PLLC
Hickory, NC
nealonplanning.com

IN ASSOCIATION WITH:

LandDesign, Inc.
Charlotte, NC
landdesign.com

VHB, Inc.
Raleigh, NC
vhb.com

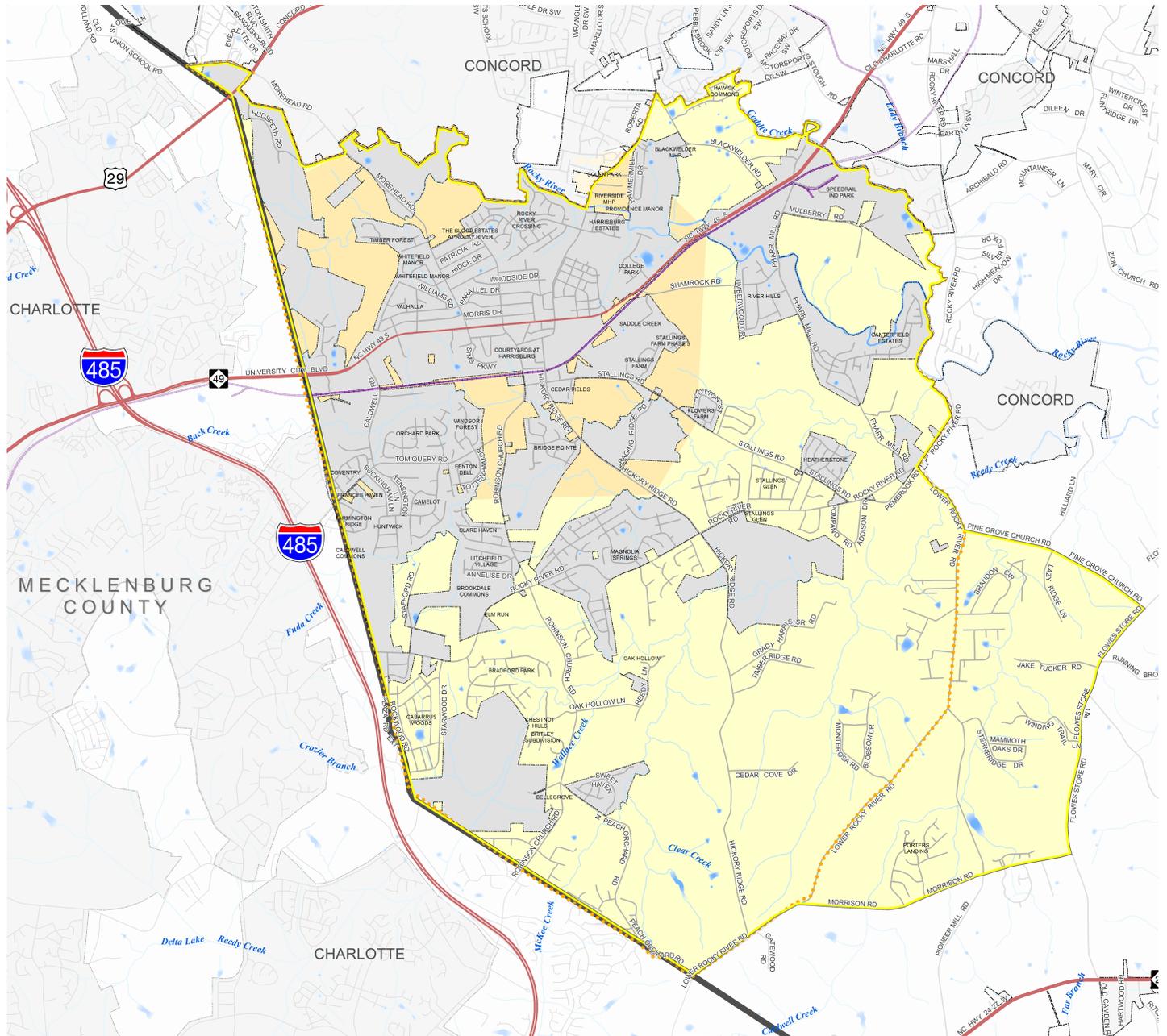
Noell Consulting Group
Atlanta, GA
noellconsulting.com



APPENDIX H PROJECT MAPS

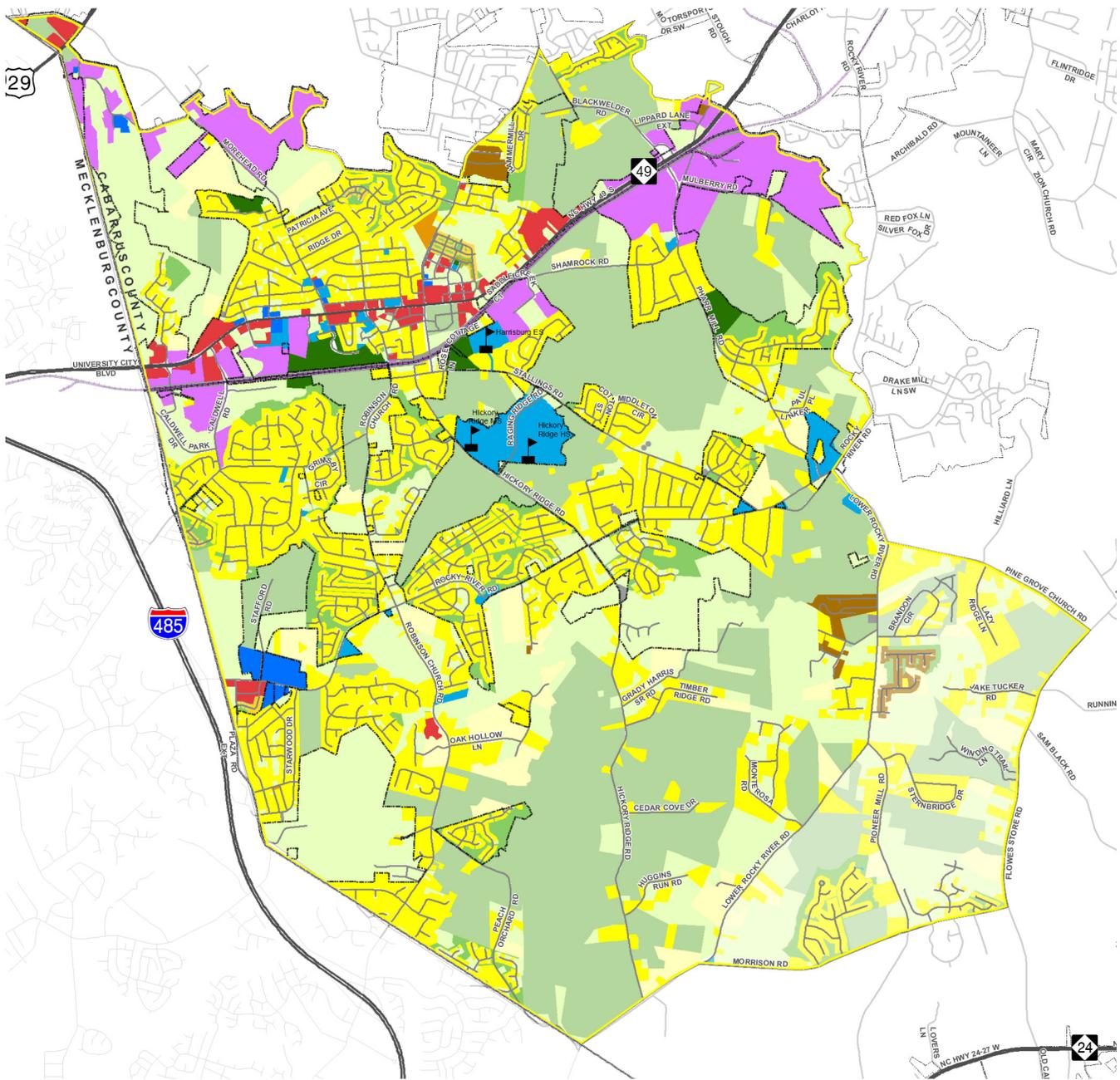


PLANNING AREA

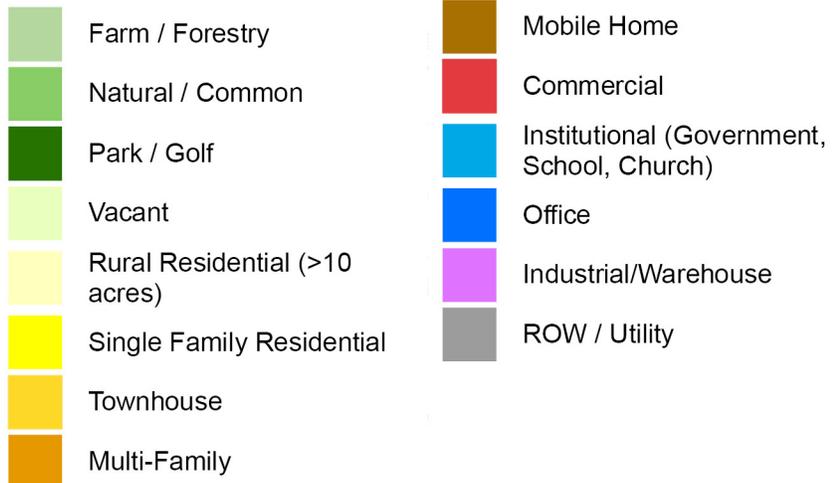


- Harrisburg Planning Area
- Town Limits
- Harrisburg Extra Territorial Jurisdiction
- Unincorporated Cabarrus County
- Harrisburg Utility Service Area

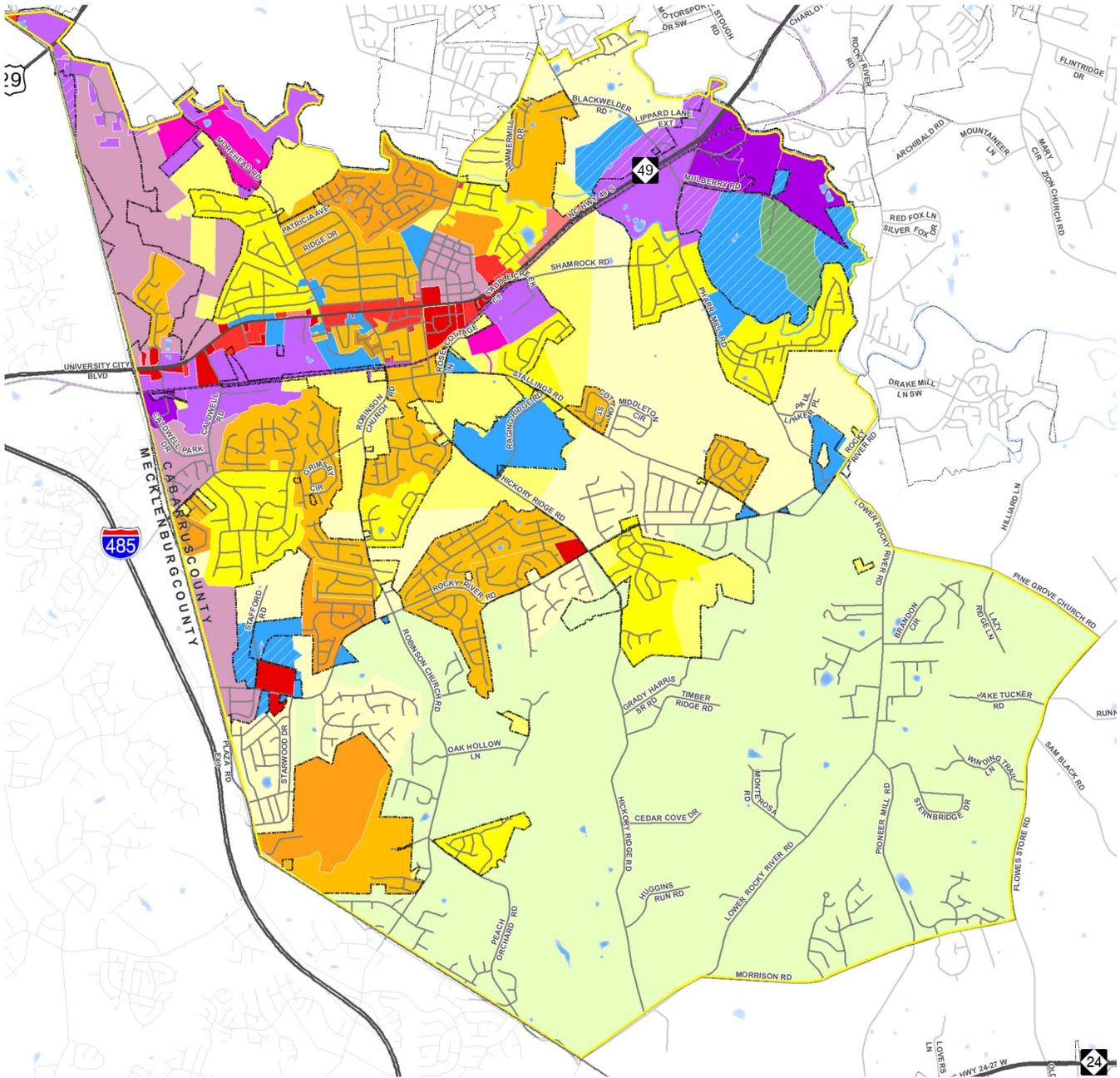
EXISTING LAND USE



Existing Land Use



COMPOSITE ZONING MAP



Harrisburg Zoning

- Rural Estate
- Residential Low Density
- Residential Medium Density
- Residential Village
- Residential Compact
- Planned Unit Development
- Public Interest
- Office-Institutional

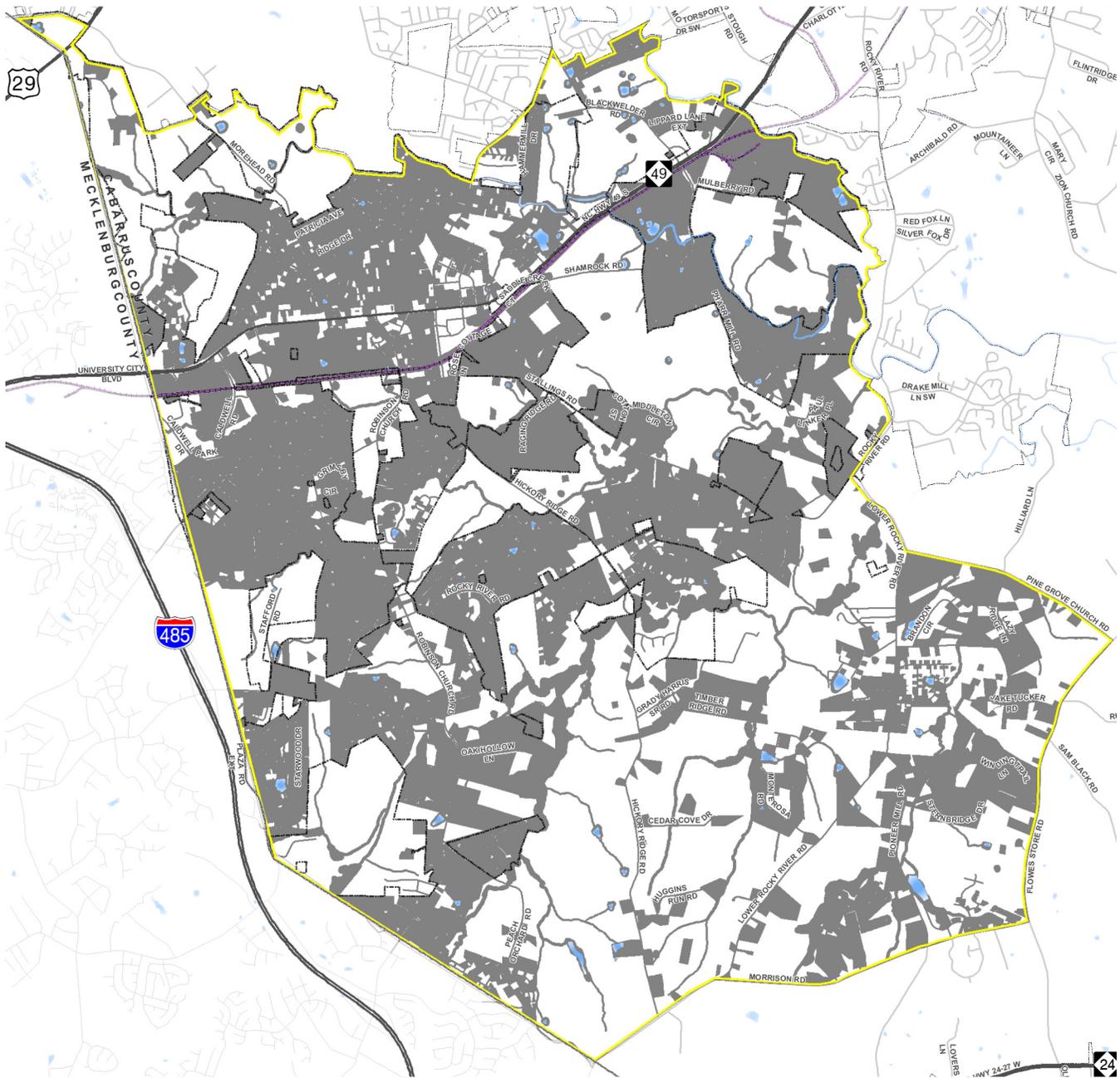
- Neighborhood Commercial/Office
- Light Commercial and Office
- General Commercial
- Light Industrial
- Heavy Industrial

County Zoning

- Agricultural/Open Space
- Countryside Residential

- Low Density Residential
- Office/Institutional
- General Commercial
- Limited Industrial
- General Industrial

AVAILABLE LAND MAP



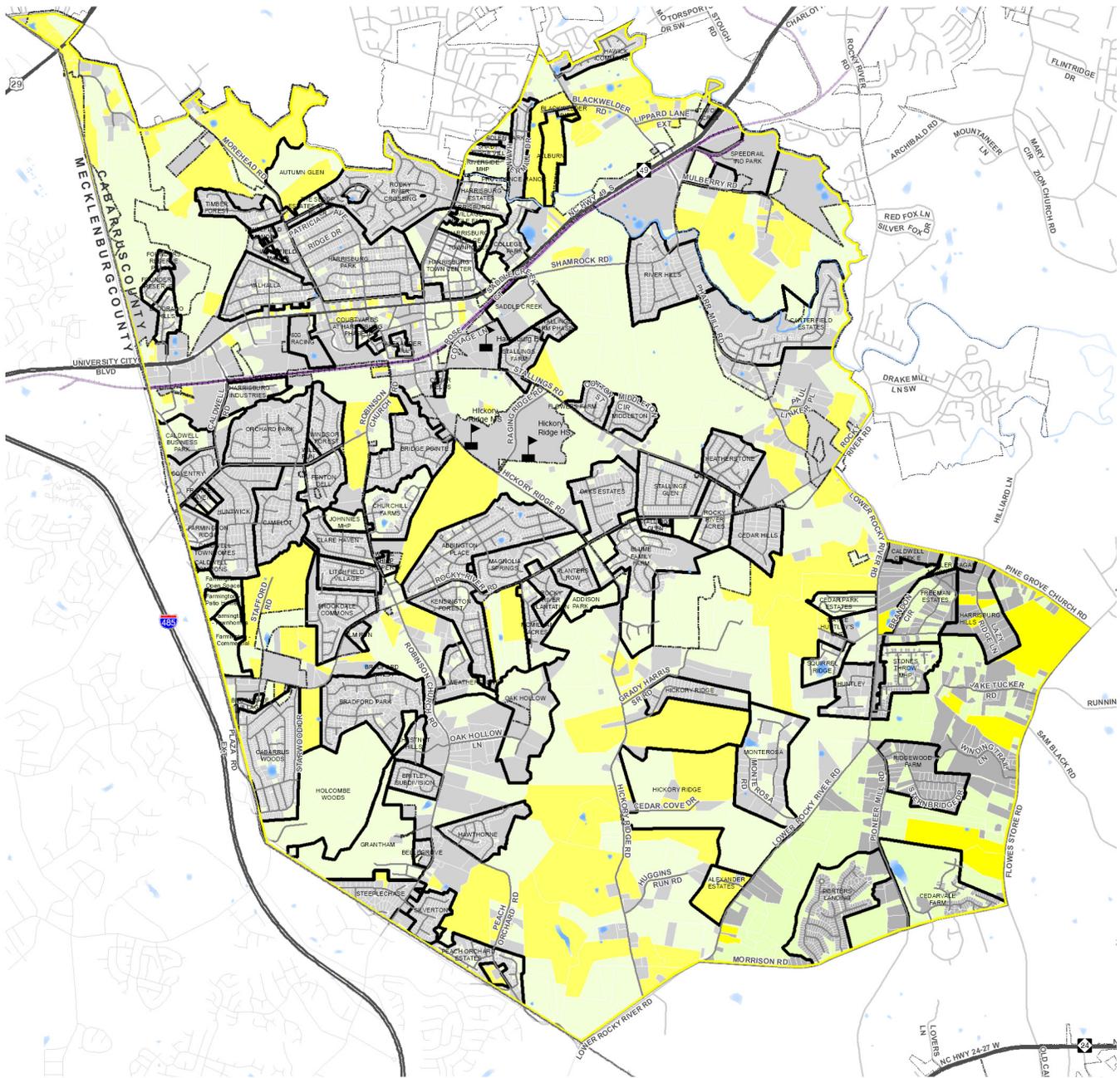
Constraints

-  Undevelopable or Built Lands

Context Features

-  Harrisburg Planning Area

LAND SUPPLY



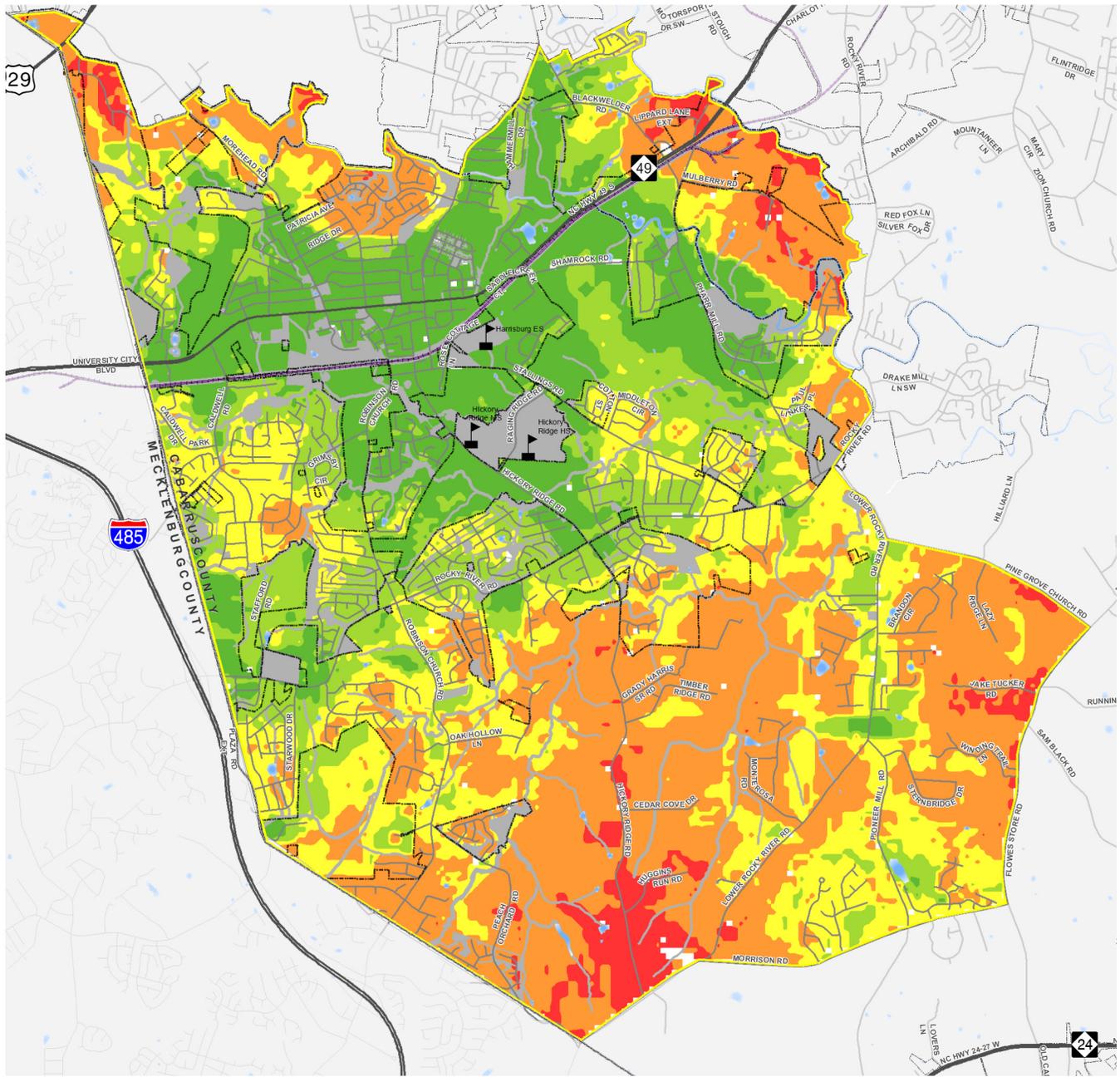
Land Supply

- Available
- Underutilized
- Utilized

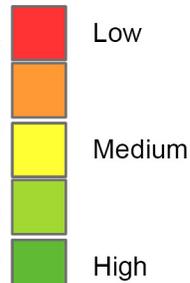
Context Features

- Harrisburg Planning Area
- Subdivisions

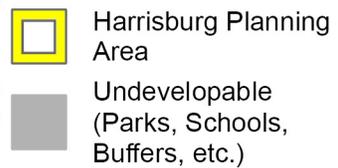
SINGLE FAMILY SUITABILITY MAP



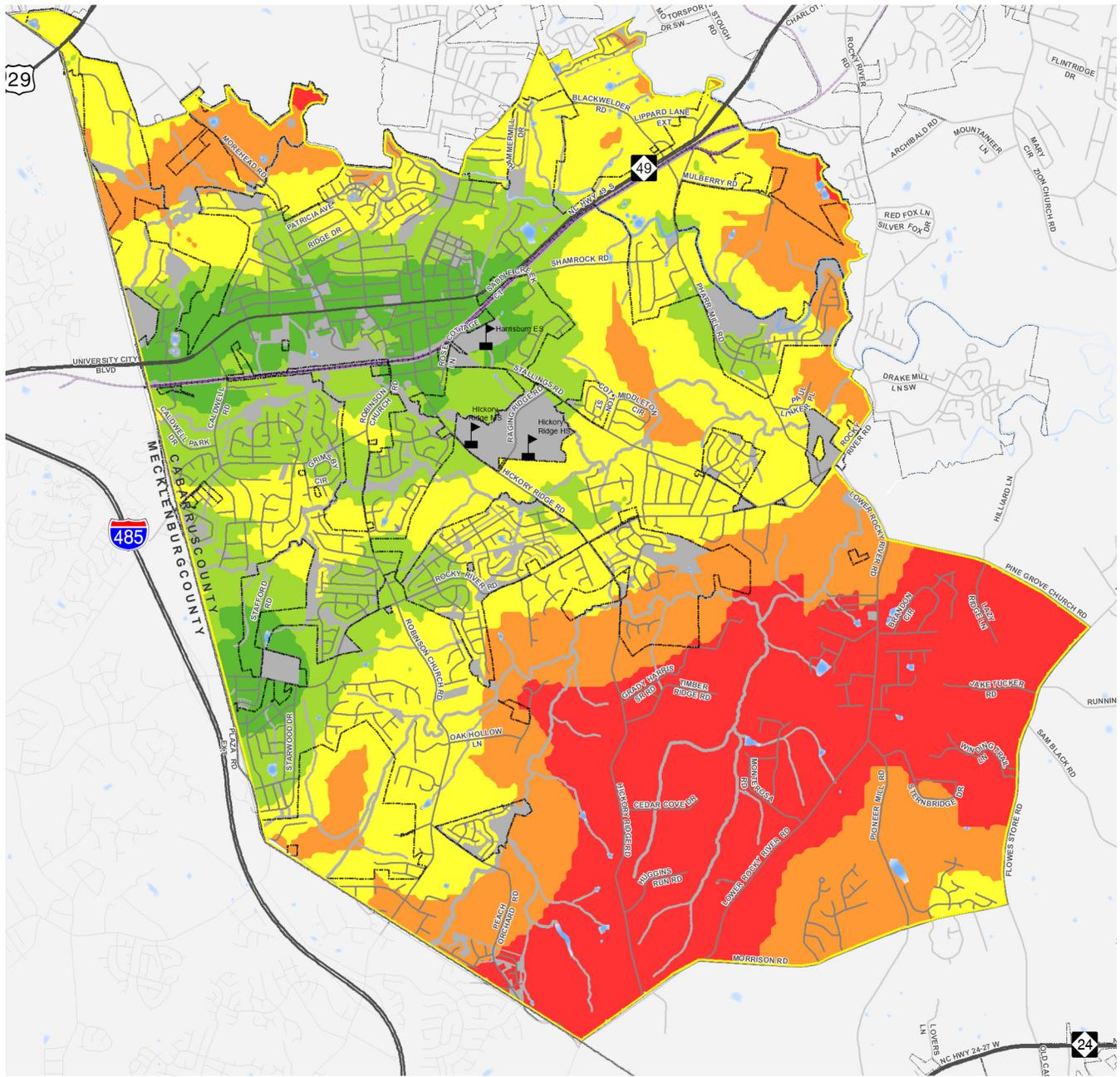
Single Family Suitability



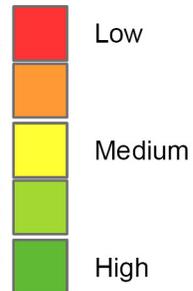
Context Features



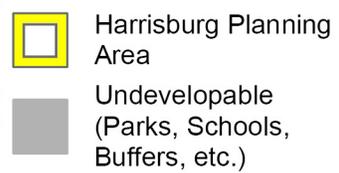
MULTI FAMILY SUITABILITY MAP



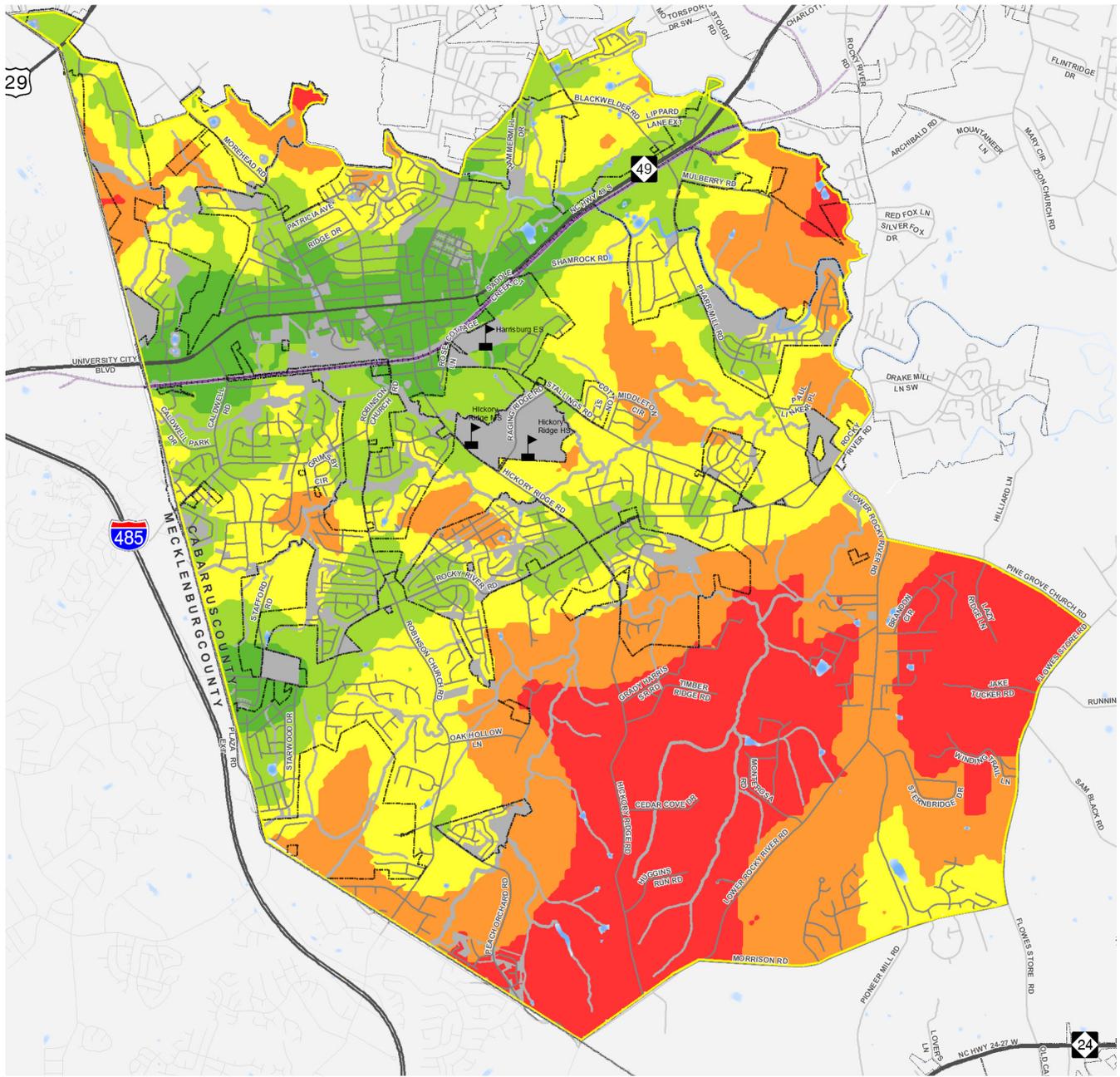
Multi Family Suitability



Context Features



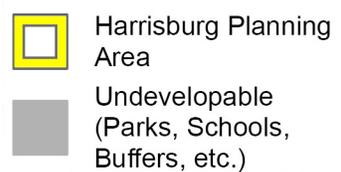
COMMERCIAL SUITABILITY MAP



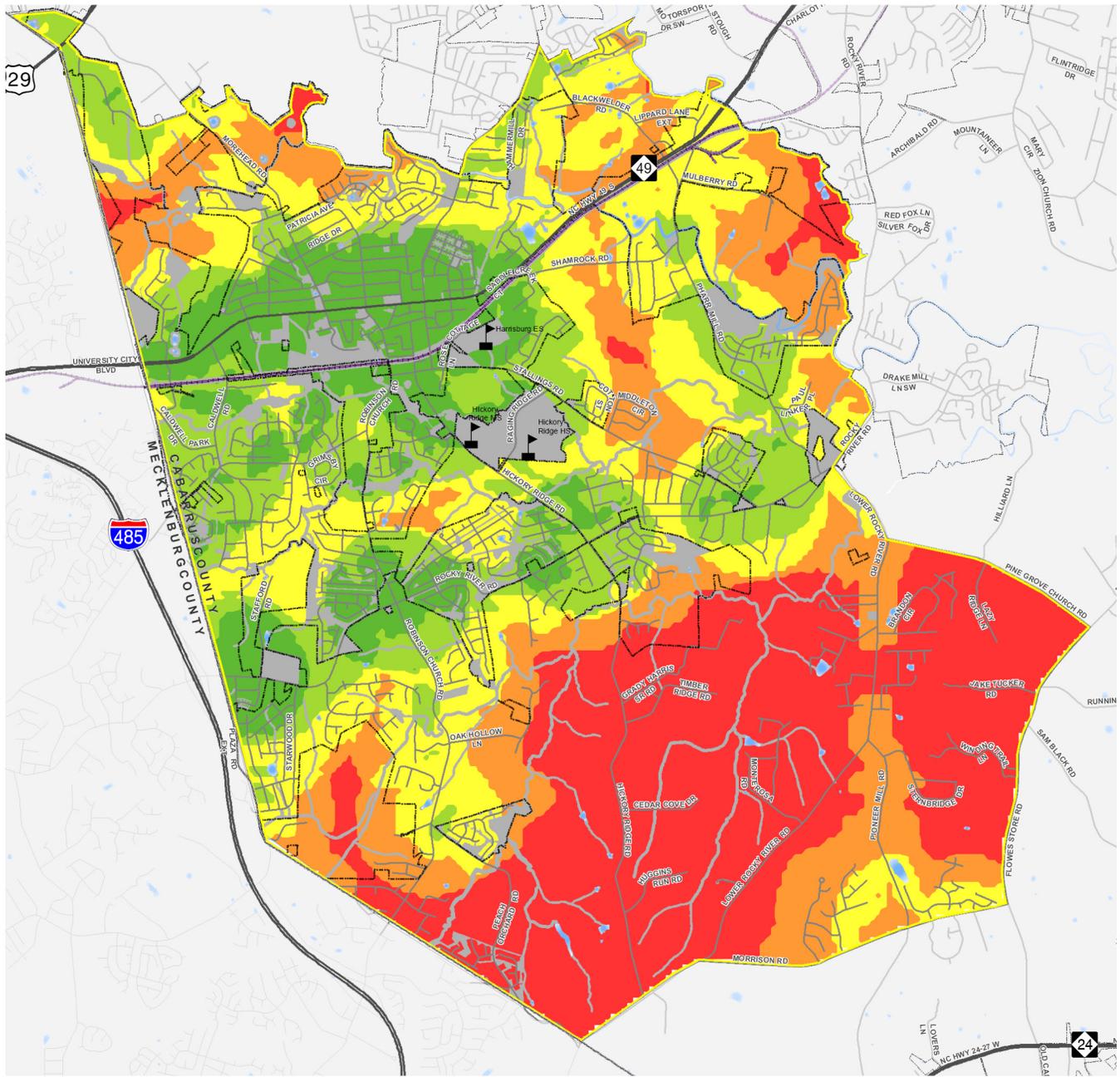
Commercial Suitability



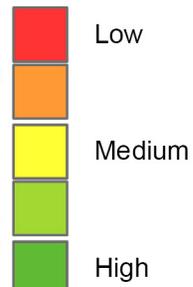
Context Features



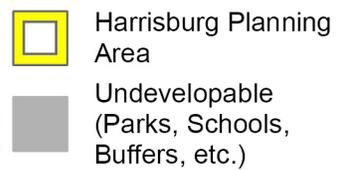
OFFICE SUITABILITY MAP



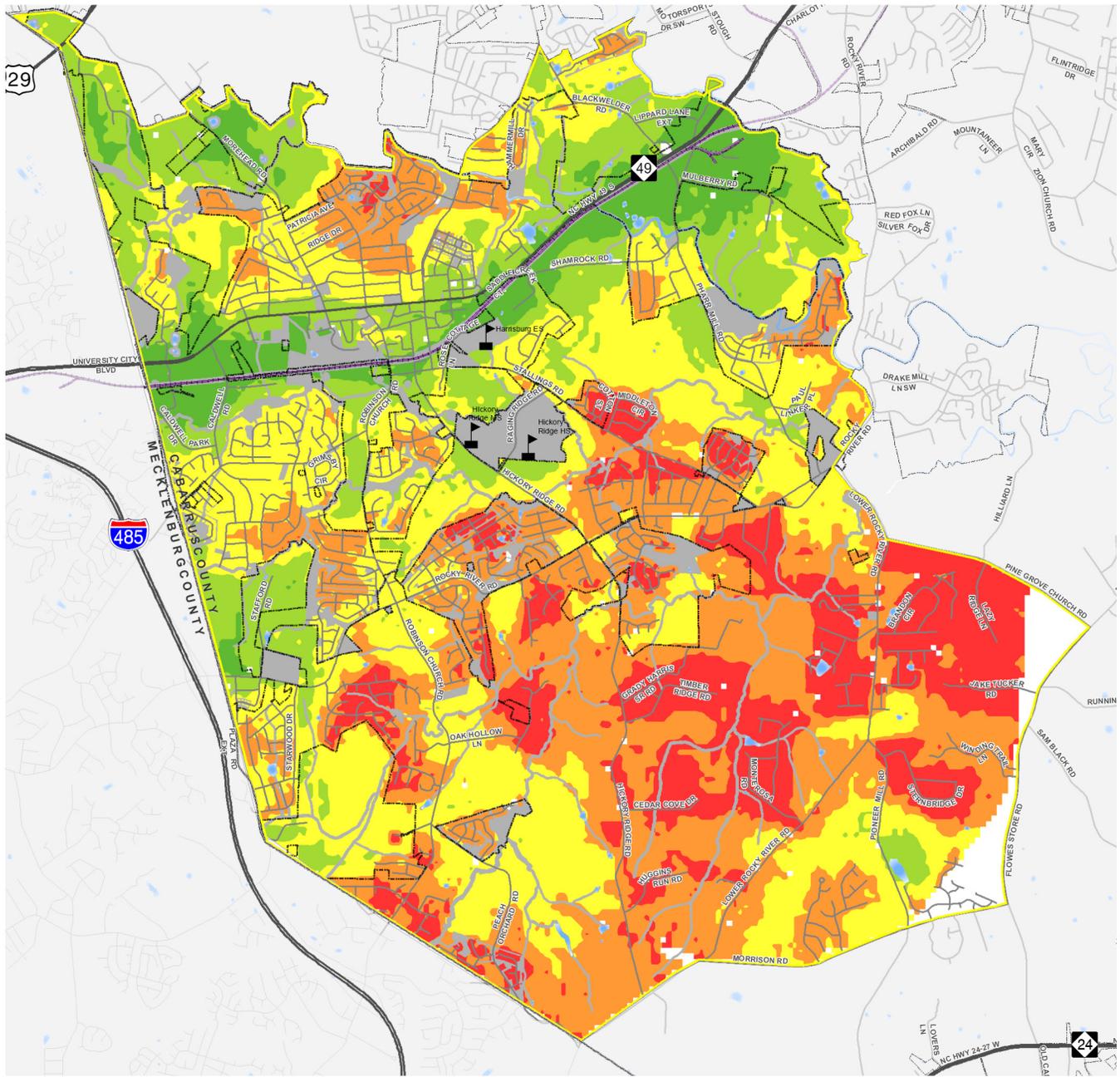
Office Suitability



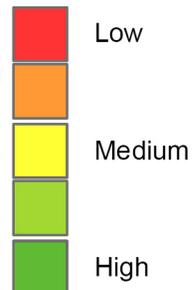
Context Features



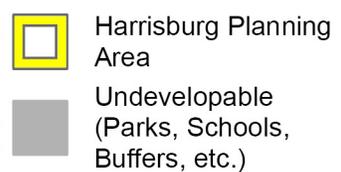
INDUSTRIAL SUITABILITY MAP



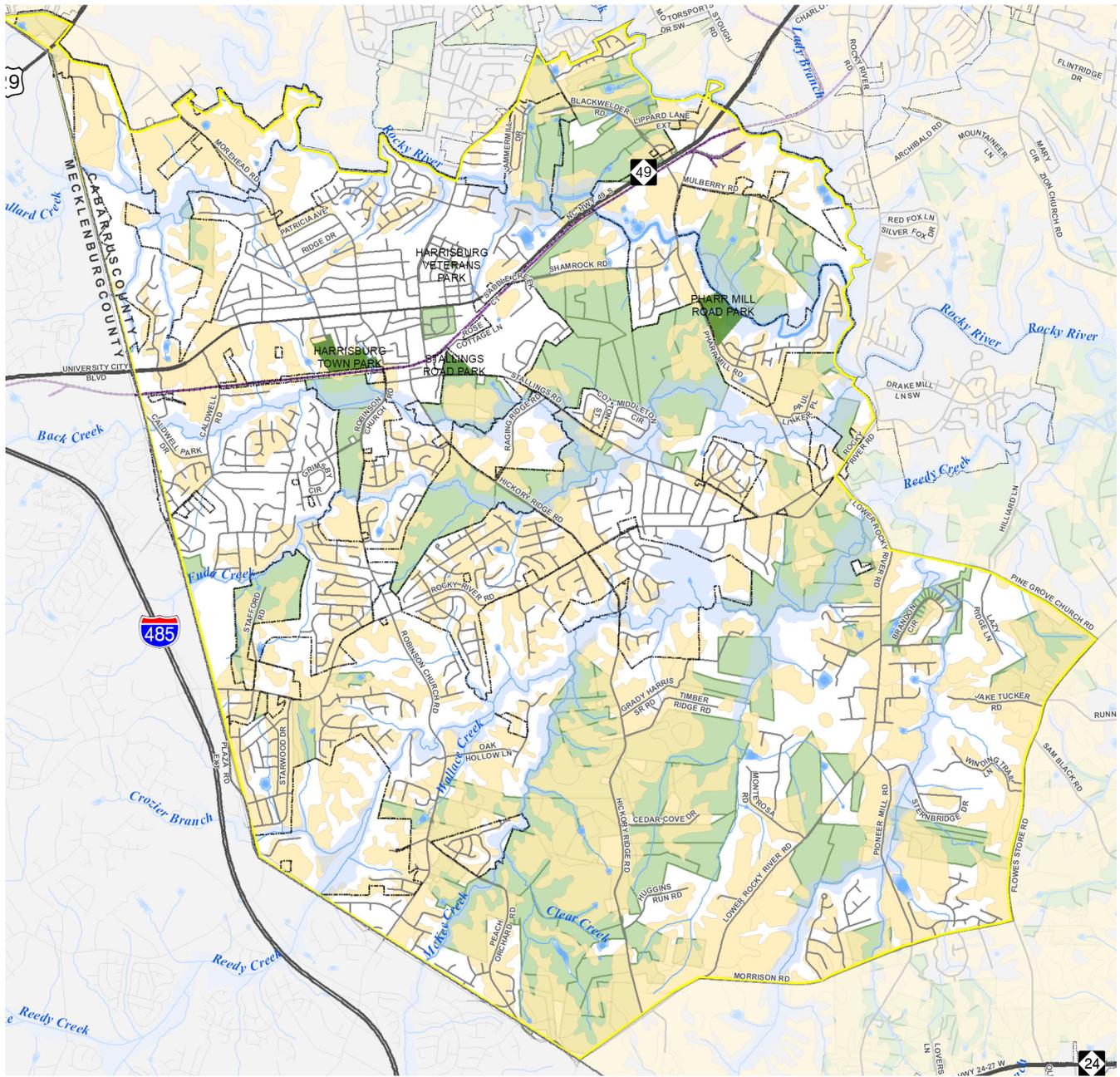
Industrial Suitability



Context Features



AGRICULTURAL RESOURCES MAP



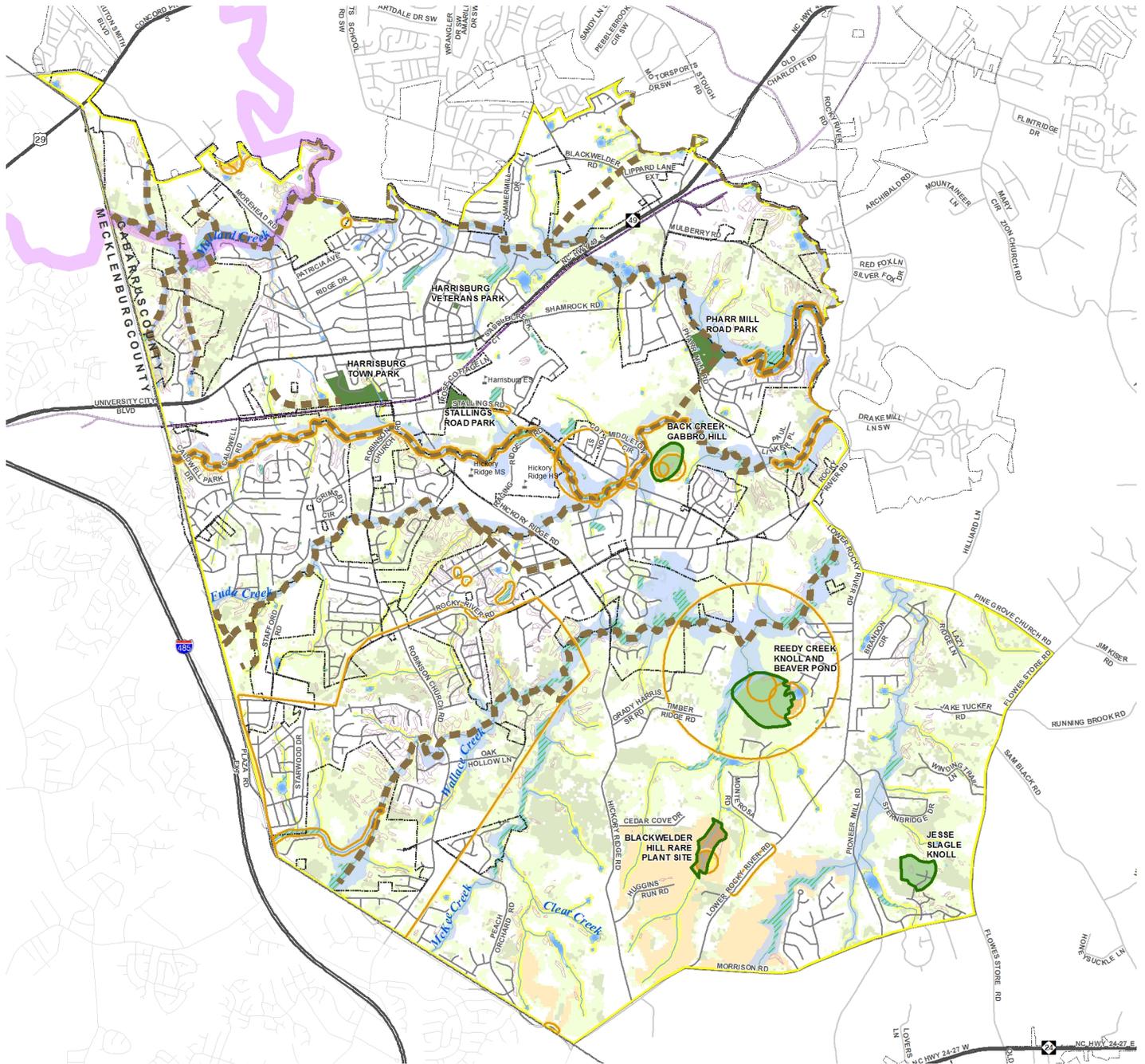
Agricultural Resources

- Prime Farmland (NRCS)
- Voluntary Agricultural Districts (VAD)
- Present Use Value (PUV) Program

Context Features

- Harrisburg Planning Area
- Parks

PARKS AND ENVIRONMENTAL FEATURES



Context Features

-  Harrisburg Planning Area
-  Potential Thread Trail
-  Parks

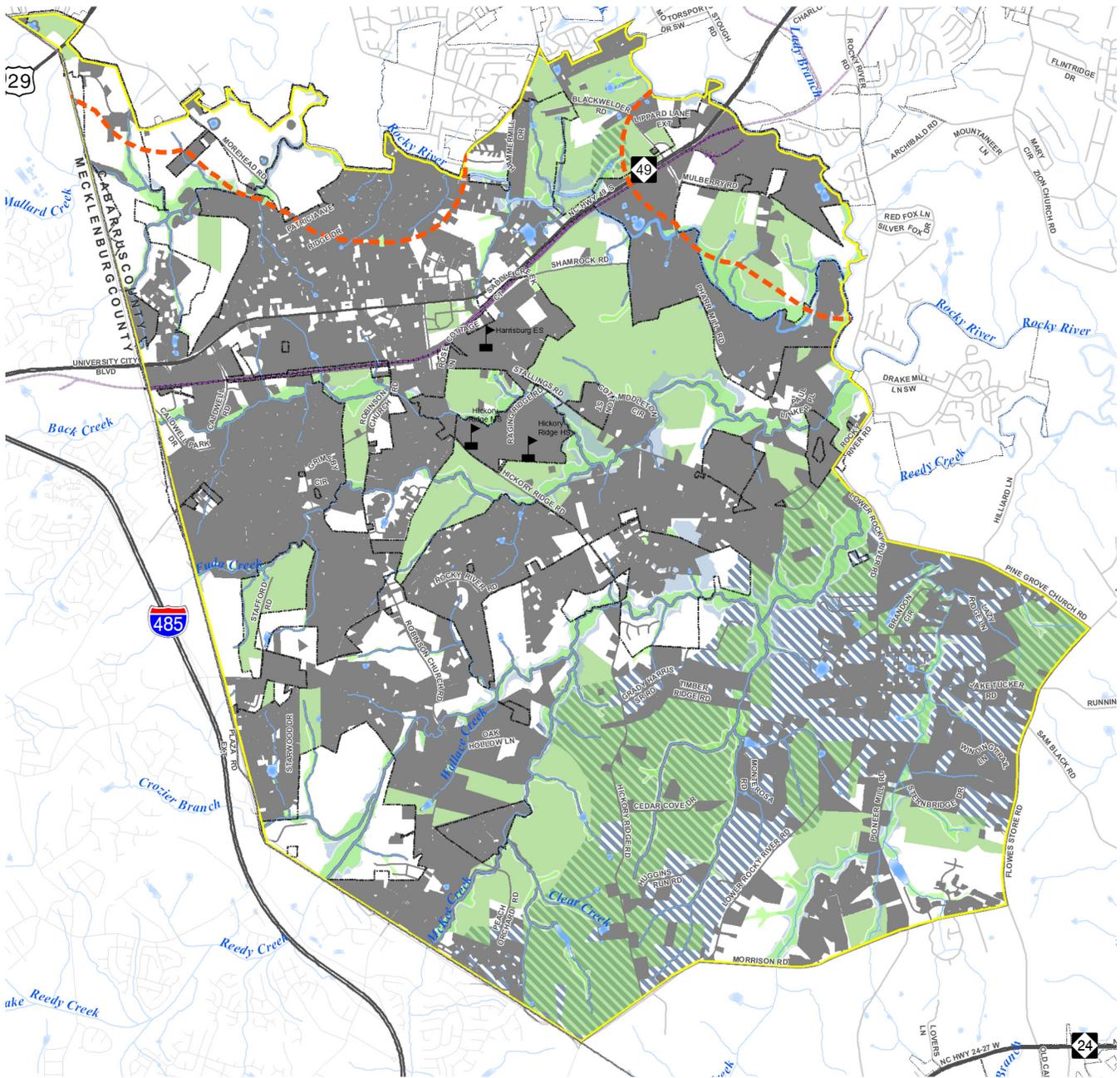
Environmental Features

-  Wetlands
-  Floodplain (100yr)
-  Natural Heritage Natural Area
-  Natural Heritage Element Occurrence
-  Greenways Proposed
-  Steep Slopes (>15%)
-  Deciduous / Mixed Forest
-  Evergreen Forest

Biodiversity/Wildlife Habitat

-  9-10 (Maximum)
-  8
-  7
-  6
-  5
-  2-4
-  1 (Moderate)
-  0 (Unrated)

OTHER CONSTRAINTS



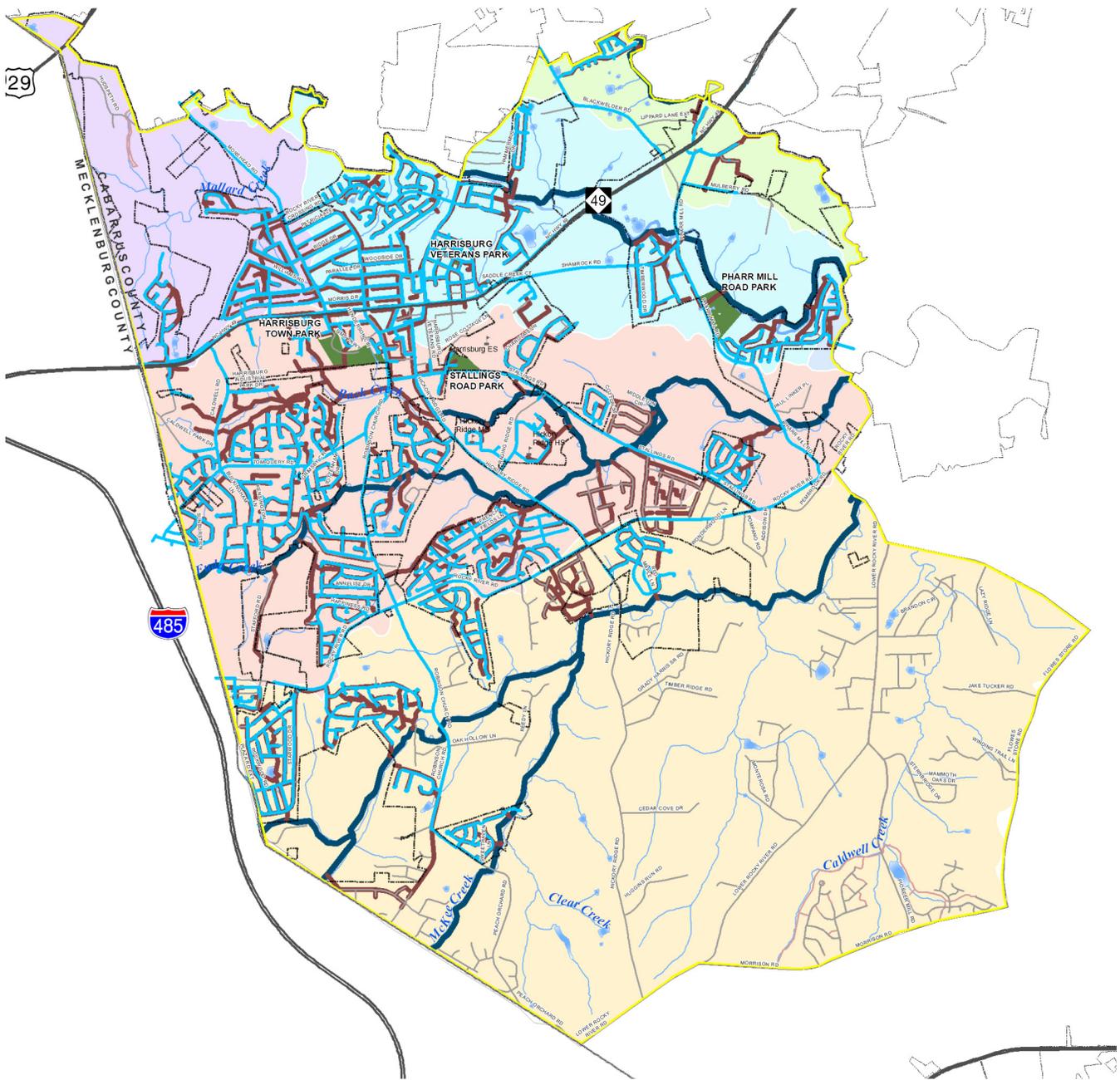
Constraints

- Undevelopable or Built Lands
- Half Mile Buffer of High Impact Uses
- Poorly Drained Soils
- Floodplain (100yr)
- Present Use Value (PUV) Program
- More than 2500ft from Municipal Gravity Sewer

Context Features

- Harrisburg Planning Area

UTILITIES



Utilities

- Water Line Mains
- Sewer Main (Active)
- SPressurizedMain
- Concord Sewer Lines
- WSACC Sewer Gravity Mains

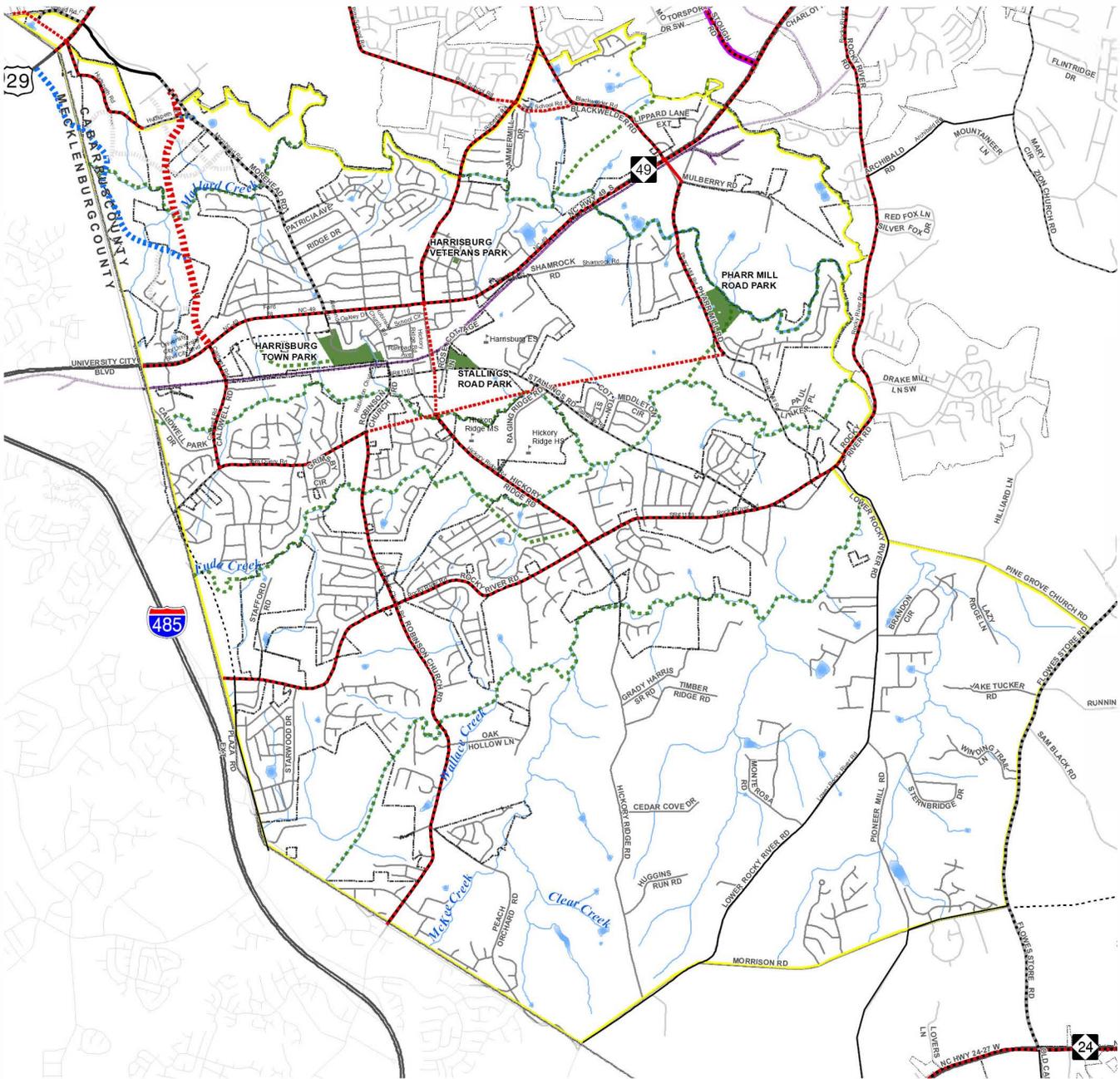
Subwatersheds

- Back Creek
- Hamby Branch-Rocky River
- Lower Coddle Creek
- Mallard Creek
- Reedy Creek
- Twin Lakes-Rocky River

Context Features

- Harrisburg Planning Area

EXISTING TRANSPORTATION



CTP

- Boulevard, Existing
- - Boulevard, Needs Improvement
- · - · Boulevard, Recommended
- Freeway, Existing
- - Freeway, Needs Improvement
- Minor Thoroughfare, Existing
- - Minor Thoroughfare, Needs Improvement

- - Minor Thoroughfare, Recommended
- Other Major Thorough, Existing
- - Other Major Thorough, Needs Improvement
- · - · Other Major Thorough, Recommended

MTP

- 2045 Improvement

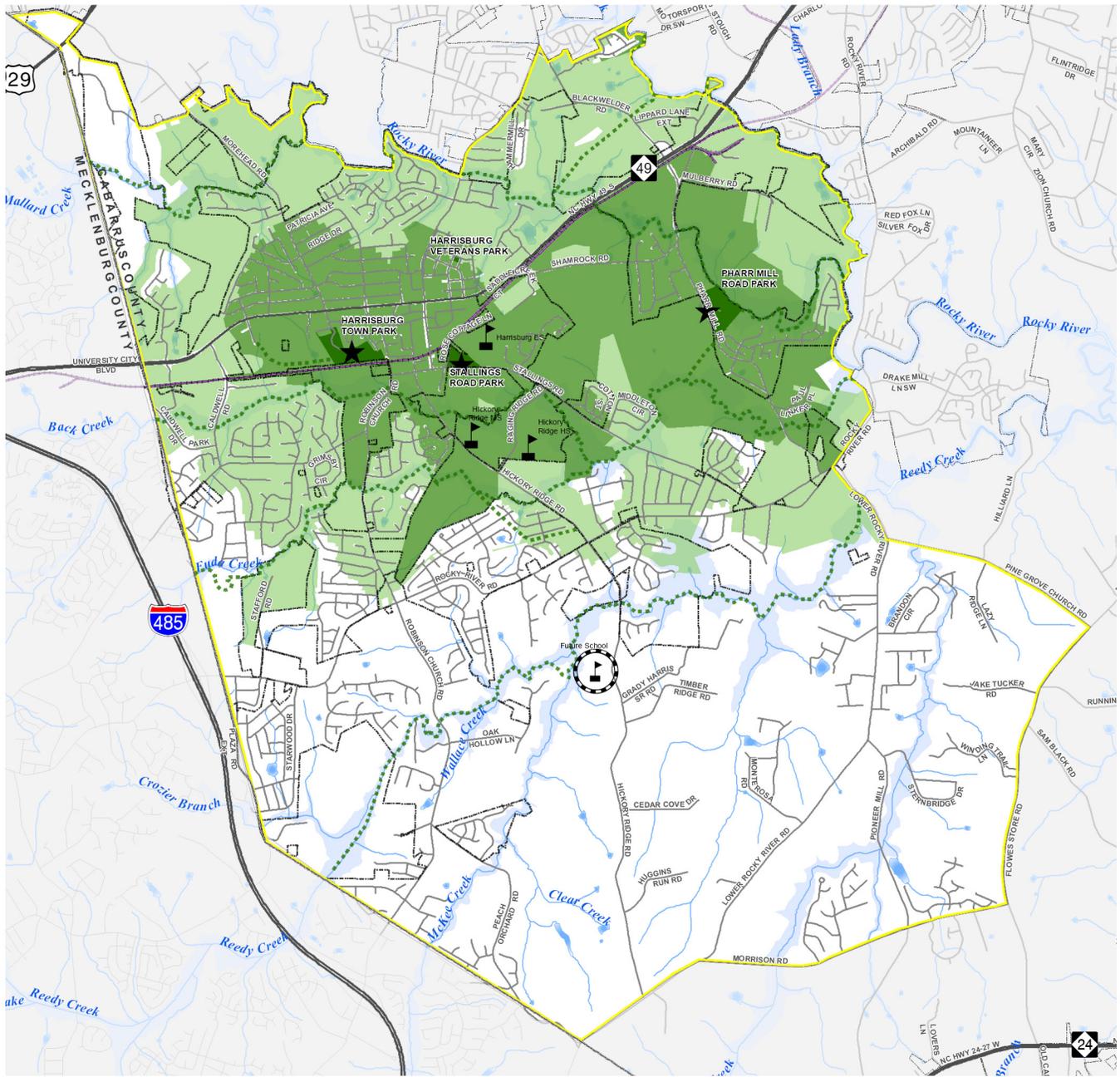
MWSAP

- · - · Arterial, Proposed
- · - · Collector, Proposed
- · - · Local, Proposed

Context Features

- Harrisburg Planning Area
- · - · Planned Greenways

PARK ACCESS MAP



Existing Parks



1 Mile Service Area



2 Mile Service Area



Existing Parks



Planned Greenways



Existing Schools



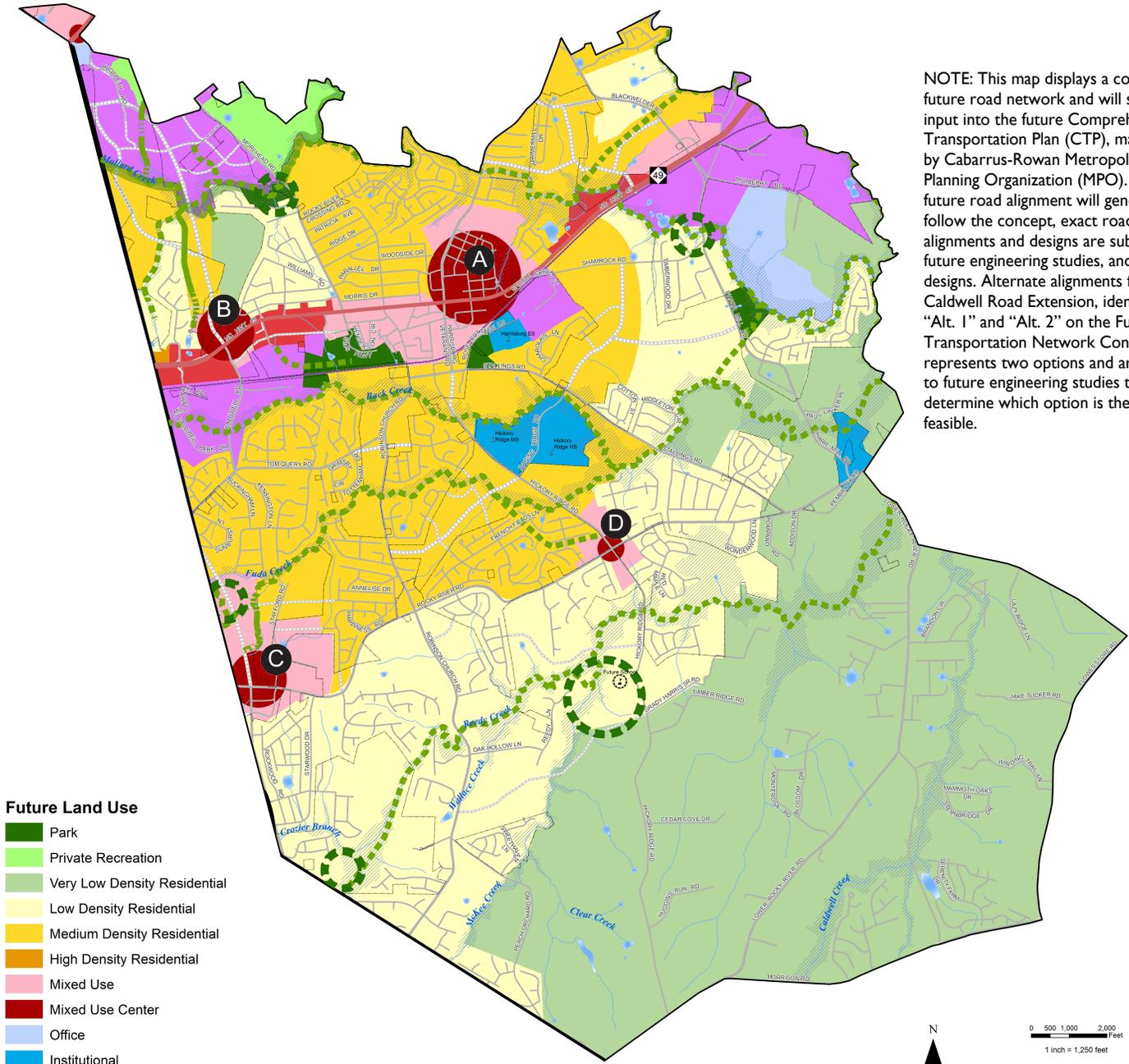
Future School Site



Harrisburg Planning Area

FUTURE LAND USE

NOTE: This map displays a conceptual future road network and will serve as input into the future Comprehensive Transportation Plan (CTP), maintained by Cabarrus-Rowan Metropolitan Planning Organization (MPO). The future road alignment will generally follow the concept, exact road alignments and designs are subject to future engineering studies, and final designs. Alternate alignments for Caldwell Road Extension, identified as "Alt. 1" and "Alt. 2" on the Future Transportation Network Concept map, represents two options and are subject to future engineering studies to determine which option is the most feasible.



- Future Land Use**
- Park
 - Private Recreation
 - Very Low Density Residential
 - Low Density Residential
 - Medium Density Residential
 - High Density Residential
 - Mixed Use
 - Mixed Use Center
 - Office
 - Institutional
 - Commercial
 - Light Industrial

- Parks and Recreation**
- Planned Greenways
 - Potential Thread Trail
 - Proposed Parks

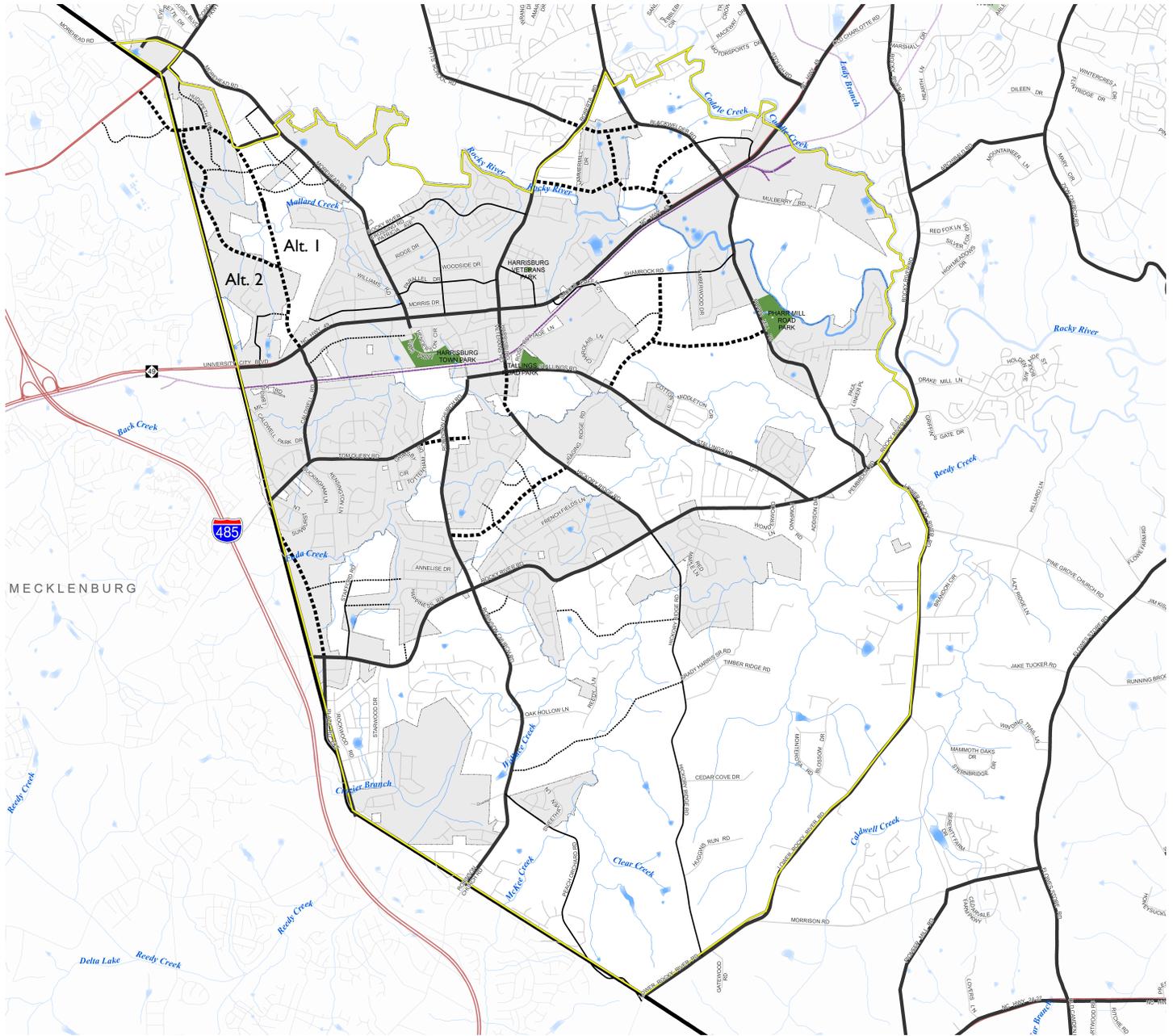
- Roadways**
- Existing Thoroughfare
 - Proposed Arterial
 - Proposed Collector/Local

- Context**
- City Limits
 - County Boundary
 - Existing Schools
 - Future School Site
 - Floodplain (100yr)

Disclaimer: This map was created with the best available data, however, it is provided "as is" without warranty of any representation of accuracy, timeliness, reliability or completeness. This map does not represent a legal survey of the land and is for graphical purposes only. Use of this data for any purpose should be with acknowledgement of the limitations of the data, including the fact that the data is dynamic and is in a constant state of maintenance.

- A This area will be the center of activity in Harrisburg. The core will have multi-story buildings with a mix of uses and active street fronts. This node will have the largest footprint of commercial and office of all the mixed-use nodes. It will also include a mix of housing including condominiums and townhomes.
- B As described in the Morehead West Area Plan, this area will include 2-3 story buildings and commercial (local-serving retail and office) center. Land use will transition to mixed residential development away from NC-49 but within an easy walk distance.
- C This node will include a small neighborhood- and employment-serving commercial center (retail and offices uses) with 2-3 story buildings, complementing a range of institutional uses.
- D This node will have a smaller non-residential component comprised primarily of neighborhood-serving uses (convenience retail, small restaurants, and service uses). Adjoining townhome and small-lot single family home developments will be designed with pedestrian connections to the center.

FUTURE TRANSPORTATION NETWORK CONCEPT



Roadways

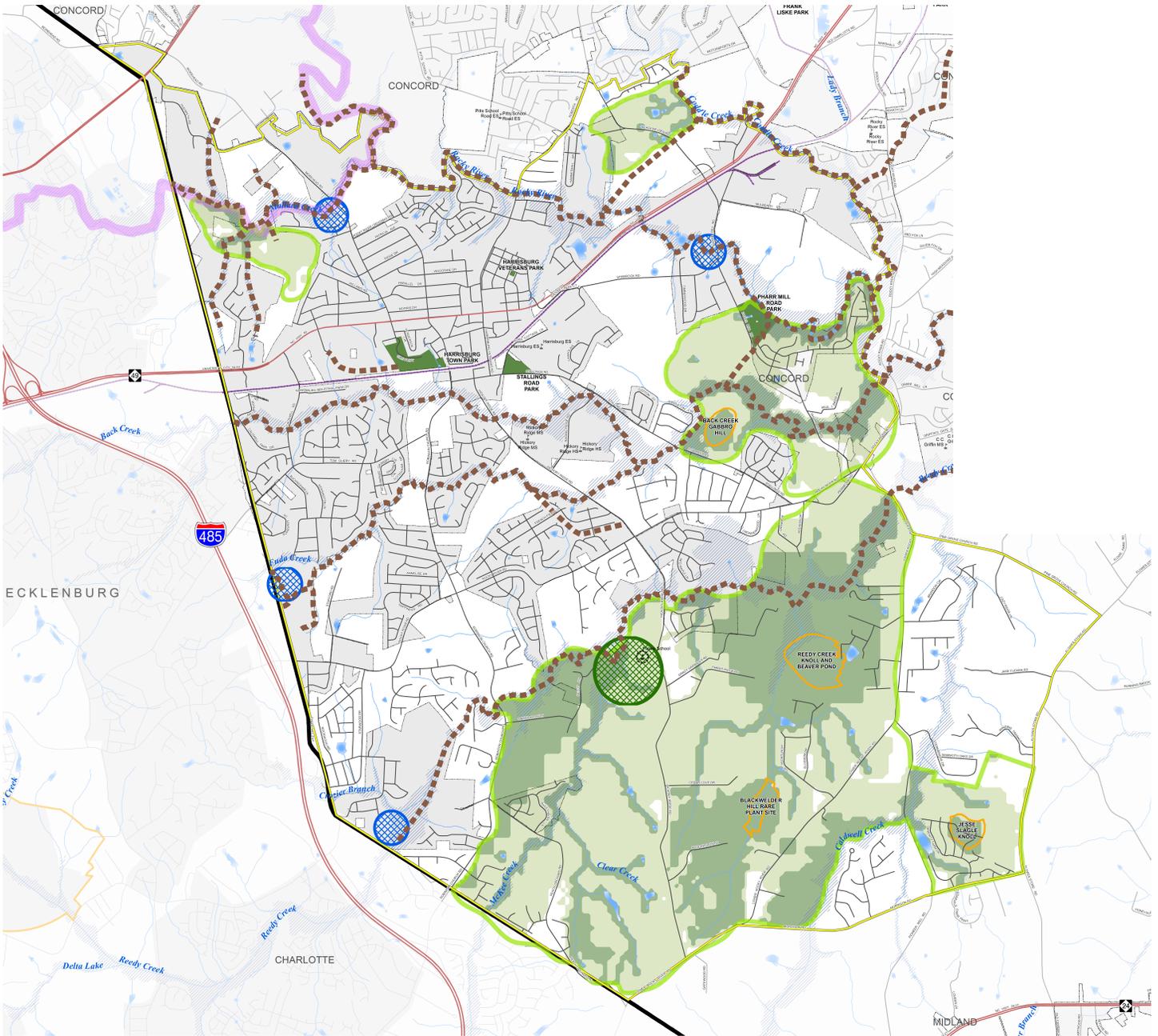
-  Thoroughfare / Arterial
-  Collector
-  Proposed Arterial
-  Proposed Collector/Local

Context

-  Harrisburg Planning Area
-  County Boundary
-  City Limits
-  Parks

NOTE: This map displays a conceptual future road network and will serve as input into the future Comprehensive Transportation Plan (CTP), maintained by Cabarrus-Rowan Metropolitan Planning Organization (MPO). The future road alignment will generally follow the concept, exact road alignments and designs are subject to future engineering studies, and final designs. Alternate alignments for Caldwell Road Extension, identified as "Alt. 1" and "Alt. 2" on this Future Transportation Network Concept map, represents two options and are subject to future engineering studies to determine which option is the most feasible.

PARKS AND OPEN SPACE RECOMMENDATIONS



Context Features

- Harrisburg Planning Area
- City Limits
- Existing Schools
- Future School Site

Parks and Open Space

- Existing Parks
- Conservation Design Target Areas
- Greenways Proposed
- Planned Carolina Thread Trail
- Proposed Community Park
- Proposed Neighborhood Park

Conservation Value

- Primary Conservation Area
- Secondary Conservation Area
- Other
- Natural Heritage Natural Area
- Floodplain (100yr)